



FY 2021

ADOPTED BUDGET



Fiscal Year July 1, 2020 - June 30, 2021

Summarized version

FY 2021 Budget Calendar

September 16, 2019	Capital Improvement Plan (CIP) requests due from departments
September 19, 2019	Budget Kickoff with departments
September 24, 2019	<u>Board Meeting:</u> Approval of FY 2021 Budget Calendar
October 25, 2019	Budget submissions due from departments
November 8, 2019	Schools' draft CIP due to County Budget staff
December 6, 2019	Preliminary Budget meeting with County Administration
December 9–17, 2019	Budget meetings with County Administration
December 10, 2019	<u>Board Meeting:</u> Budget Work Session – CIP presentation
December 18, 2019	Final budget decisions from County Administration
January 21, 2020	Superintendent presents Proposed FY 2021 budget to School Board
February 10, 2020	School Board Approves FY 2021 Budget & CIP
February 11, 2020	<u>Board Meeting:</u> Budget Work Session – County Administrator's FY 2021 Recommended Budget & CIP presented to BOS
<i>February 18, 2020</i>	<u>Board Meeting:</u> Budget Work Session – Presentation of School Board Approved Budget to BOS
February 25, 2020	<u>Board Meeting:</u> Budget Work Session – CBRC presentation to BOS; Department Directors/Constitutional Officers; Tax rate advertisement decision
February 29, 2020	Tax Rate/Reassessment Public Hearing Ad advertised in Free Lance-Star
March 10, 2020	<u>Board Meeting:</u> Budget Work Session – Budget/CIP
March 23, 2020	Public Hearing Ads advertised in Free Lance-Star
<i>March 31, 2020</i>	<u>Public Hearings:</u> Budget/tax rate/CIP 6:30 p.m. @ Courtland High School
<i>April 9, 2020</i>	<u>Board Meeting:</u> Budget Work Session – Adoption of 2020 tax rates <i>Earliest date for legal adoption of the budget based on the March 31st public hearing</i>
April 14, 2020	<u>Board Meeting:</u> Budget Work Session
April 28, 2020	<u>Board Meeting:</u> Budget Work Session – Adopt FY 2021 Budget and first year of CIP. CIP out-years to be adopted at a later date.

Dates in *italic* reflect non-regular BOS meeting dates

Cover photo

Great Blue Heron at first light of the morning over Ruffin's Pond located in Spotsylvania County.

Photo Credit: J. Chris Landon, Visitor Center Counselor for Spotsylvania County Government

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Complete budget available at:

www.spotsylvania.va.us/314/Budget



Board of Supervisors

Courtland
David Ross



Salem
Deborah H. Frazier



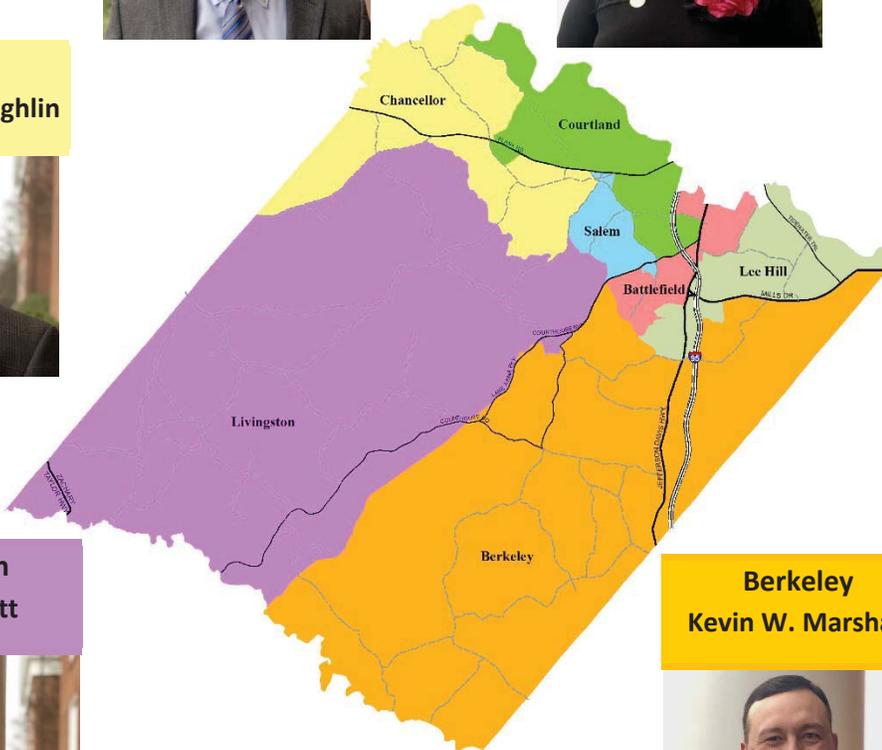
Battlefield
Chris Yakabouski



Chancellor
Timothy J. McLaughlin



Lee Hill
Gary F. Skinner



Livingston
Barry K. Jett



Berkeley
Kevin W. Marshall



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Budget Analyst

Barbara H. Verhaalen
Budget Analyst



FY 2021 Adopted Budget Message

Dear Spotsylvania County Citizens:

Typically, the budget adopted by the Board of Supervisors in the Spring is not altogether different than that recommended by the County Administrator in late Winter. However, the past several months have been anything but typical and this budget reflects that.

CORONAVIRUS CHANGES EVERYTHING

Shortly after I presented my FY 2021 budget proposal to the Board of Supervisors on February 11, 2020, the worldwide coronavirus pandemic caused the country to be on lockdown with stay-at-home and other emergency orders being implemented. Gatherings of more than 10 people were prohibited; dining and congregation areas in restaurants, food courts, and the like were closed; and only certain essential businesses and activities were able to remain operating in Virginia. At the time of printing of this budget in June 2020, the Bureau of Labor Statistics reports 21 million unemployed people in the United States based upon the May 2020 data.

Though our local economy and tax receipts are supported by a considerable number of federal government workers and contractors who have been able to continue working by telecommuting, consumptive-based taxes are expected to decline for the last quarter of FY 2020 and into FY 2021 for as long as the virus is prevalent. Specifically, assuming the virus continues through the first quarter of FY 2021, we anticipate the loss of \$3.9 million in tax revenue from sales, meals, hotel, and business license taxes. Also factored into that \$3.9 million reduction is reduced interest earnings on the County's deposits given that interest rates are at near all-time lows.

IMPACT ON THE COMMITMENT TO QUALITY GOVERNMENT

The FY 2021 Recommended Budget met the Board's adopted strategic objectives including a commitment to quality government, public safety, educational opportunity, and infrastructure investment through the following priorities:

1. Fund departmental operations sufficient to maintain existing levels of service;
2. Fund the third fifth (a total of 3/5ths in FY 2021) of ongoing Other Post-Employment Benefits (OPEB) contributions as the County works towards meeting the full annual required contribution by FY 2023 in accordance with County policy;
3. Honor existing commitments to bondholders and to regional partners such as the jail, juvenile detention center, and library; and
4. Avoid new General Fund debt through the use of available cash to fund necessary general capital projects.

Additionally, included were cost-of-living adjustments and performance-based merit pay adjustments for staff. By far the single largest budget item included in the Recommended Budget was \$8.0 million for the new public safety pay scale adopted outside of the budget cycle in October 2019 and effective in sworn personnel's paychecks in January 2020. The public safety plan, as approved, included a cost-of-living adjustment and a step on the scale.

These proposed adjustments were supported by a nearly seven-cent real estate tax rate increase above the \$0.8100 equalized rate. Five cents of this seven-cent increase were tied directly to the public safety compensation implementation. However, in response to the sudden shutdown of the economy, and the soaring unemployment numbers, the Board of Supervisors requested a budget scenario at the equalized \$0.8100 real estate tax rate. Adding several minor tweaks, the Board adopted the scenario that staff and I provided and set the calendar year 2020 real estate tax rate at \$0.8094.

At \$15.6 million less than recommended, we are fortunate that the FY 2021 Adopted Budget avoids furloughs and other reductions in force. However, it is insufficient to fund the priority objectives identified above with the exception of avoiding new General Fund debt service, though the transfer of cash from the General Fund to the Capital Projects Fund was dialed back to the policy-level minimum, negating four years of progress that had been made in that regard. The \$8.4 million cash transfer that remains budgeted for FY 2021 will provide a source of flexibility within the budget should it be needed to cover further revenue shortfalls stemming from the coronavirus crisis.

Eliminated from the FY 2021 Budget were the cost of living and pay for performance adjustments; the increased contribution to OPEB; as well as tuition reimbursement and increased training which were identified through employee survey as already being inadequate in the organization. With the exception of five Social Services positions, all new initiatives that are necessary to maintain existing levels of service were unable to be funded.

CONTINUING THE COMMITMENT TO PUBLIC SAFETY

In addressing the Board's ongoing commitment to public safety, the Adopted Budget continues to fully fund SROs at every school in the County and maintains the number of Deputies on patrol and in the courts. Additionally, the budget continues to fund 24/7 ALS and fire coverage provided by career staff at all fire/rescue stations in the County. Though the step and COLA associated with the new public safety pay implementation were not funded at this time, the budget includes \$6.2 million for the base pay increases for sworn public safety and Communications staff that were effective in January 2020.

The requests for funding for the regional jail and juvenile detention center – both public safety service providers to the County – were reduced out of necessity at the \$0.8094 real estate tax rate. A regional budget work group met with both entities numerous times to thoughtfully and strategically manage local contributions along with fund balances to meet debt service obligations and critical operational needs.

IMPACT ON THE COMMITMENT TO EDUCATIONAL OPPORTUNITY

The Recommended Budget included \$4.0 million in increased local funding to the Spotsylvania County Schools. However, the Adopted Budget level-funds the local transfer to the Schools and adds \$200,000 to cover the Schools' net new debt service in FY 2021. The School Operating Fund budget as adopted by the County includes \$5.9 million in anticipated new State and federal revenue.

Neither Germanna Community College's request for \$125,000 in additional funding for part-time career coaches to assist students in our five high schools nor the Rappahannock Regional Library's request for additional funding was able to be supported in this year's budget. Members of the same regional working group that reviewed and helped to revise the jail and juvenile detention center budgets collaborated on review of the Library's budget, as well. Ultimately, out of necessity to balance the budget, Spotsylvania's local contribution was reduced from the originally requested \$224,378 increase to a \$318,519 decrease relative to the FY 2020 Budget.

CONTINUING COMMITMENT TO INFRASTRUCTURE INVESTMENT

In addressing the commitment to infrastructure investment, the Board adopted just the first year (FY 2021) of the five-year plan. Even prior to the pandemic the five-year CIP as presented was concerning as the new debt to be issued during the 5-year period was nearly equal to the sum of existing debt from all prior bond issuances. Given the significantly reduced availability of cash funding for capital projects and the need to reduce the level of debt within the plan, County and Schools staff will rework the out-year plan and present a new CIP to the respective Boards in the Fall. This will prepare us for financing programs next Spring/Summer and will be the basis of a new bond referendum anticipated to be on the ballot in November 2021.

Following are the significant capital projects included in the FY 2021 Budget:

Project	Cash Funding	Financed Costs	Total FY 2021 Costs
Facility Asset Management Program	\$802,200	-	\$802,200
Judicial Center renovation & expansion	1,600,000	-	1,600,000
Marshall Center major maintenance	348,800	-	348,800
Replacement general gov't vehicles	1,470,176	-	1,470,176
Maintenance of County-owned stormwater	30,000	-	30,000
Safety & Security improvements	250,000	-	250,000
Technology improvements	3,682,097	-	3,682,097
Landfill & convenience cntr. Improvements	811,175	-	811,175
Replacement equip. – landfill operations	1,561,000	-	1,561,000
Co. 6 (Salem Church) Addition/Renovation	2,125,000	-	2,125,000
Replacement Fire/Rescue equipment	758,690	-	758,690
Improvements at Exit 118	475,177	1,455,223	1,930,400

Project	Cash Funding	Financed Costs	Total FY 2021 Costs
Schools – Buses	-	3,795,992	3,795,992
Schools – Technology	-	2,309,924	2,309,924
Schools – Capital maintenance	-	6,895,000	6,895,000
Schools – Renovate/expand Spotsylvania Middle School	-	500,000	500,000
Water/sewer projects	28,544,825	24,210,739	52,755,564
FY 2021 Total Capital Projects*	\$42,459,140	\$39,166,878	\$81,626,018**

*Excludes personnel and operations costs. Reflects project only costs.

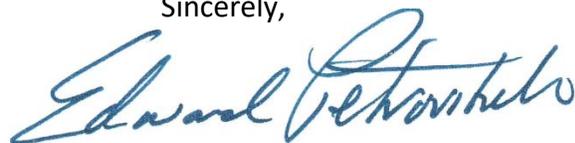
**Differs from figures on the table below and page 23 because this listing includes the County's financed projects and the budget itself does not at this point in time. Once bonds are sold and finalized, a budget adjustment will occur to budget the financed projects. Also, the figures on the table below and on page 23 include capital projects operating and personnel costs not shown above.

BUDGET SUMMARY

The FY 2021 Adopted Budget totals \$568.3 million – an increase of \$12.4 million (2.2%) compared to the FY 2020 Adopted Budget. When capital projects funds are excluded, the FY 2021 Adopted Budget is a \$12.7 million (2.5%) increase over the FY 2020 Budget.

	FY 2020	FY 2021	Difference	
	Adopted	Adopted	\$	%
General Fund	\$142,308,884	\$149,914,195	\$7,605,311	5.3%
Economic Dev. Opportunities Fund	1,343,683	1,459,050	115,367	8.6%
Code Compliance Fund	4,456,568	4,575,643	119,075	2.7%
Transportation Fund	8,162,626	8,188,520	25,894	0.3%
School Operating	296,830,329	300,010,257	3,179,928	1.1%
School Food Service	12,341,528	12,251,952	(89,576)	(0.7%)
Utilities Operating Fund	<u>33,951,778</u>	<u>35,670,221</u>	<u>1,718,443</u>	5.1%
Subtotal Operating Expenditures	\$499,395,396	\$512,069,838	\$12,674,442	2.5%
Capital Projects Fund	17,274,275	14,192,906	(3,081,369)	(17.8%)
School Capital Projects	28,904,696	13,500,916	(15,403,780)	(53.3%)
Utilities Capital Projects	<u>10,325,000</u>	<u>28,544,825</u>	<u>18,219,825</u>	176.5%
Subtotal Capital Expenditures	\$56,503,971	\$56,238,647	(\$265,324)	(0.5%)
Total Budget	\$555,899,367	\$568,308,485	\$12,409,118	2.2%

Sincerely,



Edward Petrovitch
County Administrator

FY 2021 Budget Strategy –

The Budget Strategy provides a discussion about the development of and the underlying assumptions within the FY 2021 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2021 Adopted Budget. Typically, the Adopted Budget is largely similar to the Recommended Budget, but because this year’s budget process was interrupted and completely altered by the onset of the coronavirus pandemic, the budget development process for FY 2021 was anything but typical. As such, presented below is information about the more robust budget priorities that had been part of the Recommended Budget and how those priorities were necessarily altered to arrive at a balanced budget for adoption during the pandemic.

Strategic Planning

In June 2018, the Board of Supervisors adopted new strategic planning guidance. While the County’s mission to “ensure the delivery of quality government services that are customer-focused, promote a safe, healthy, and prosperous community, and reflect excellence in financial stewardship” remains unchanged, the vision, values and long-term strategic goals were updated. The plan centers around seven strategic initiatives: quality government, public safety, educational opportunity, infrastructure investment, economic prosperity, growth management, and environmental stewardship.

The County Administrator’s Recommended Budget was developed in such a way as to link all new resources to these goals. Proposed to be funded with a real estate tax rate that was 6.97-cents above the equalized rate in this reassessment year, the Recommended Budget sought to provide the following budget enhancements in the General Fund:

FY 2020 Adopted General Fund Budget	\$290,382,132
Addressing the Commitment to Quality Government	
• 1.8% COLA/2.0% performance-based merit and other base compensation adjustments – other than public safety	\$1,719,731
• Fund departmental operations sufficient to maintain existing levels of service	1,673,902
• Fund DSS programs and CSA mandated programs	2,039,043
• Add an additional one-third for OPEB annual contribution	<u>504,230</u>
Subtotal – Quality Government	\$5,936,906
Addressing the Commitment to Public Safety	
• Public safety step scale compensation implementation to include 1.8% COLA	\$8,002,033
• Other public safety personnel adjustments	172,422
• Proportionate share of regional Jail/Juvenile Detention Center budgets	419,747
• Next Generation 911 (NG911) communications transition (grant funded)	<u>175,957</u>
Subtotal – Public Safety	\$8,770,159

Addressing the Commitment to Infrastructure Investment	
• Avoid new debt through the use of cash for capital projects resulting in net decrease in budgeted debt service	(\$506,410)
• New transfer to capital to meet policy-level increase (use of fund balance)	1,946,405
• New transfer to Transportation Fund to support structural balancing of the fund (use of fund balance)	700,000
• Remove one-time FY 2020 transfer to capital	<u>(4,200,000)</u>
Subtotal – Infrastructure Investment	(\$2,060,005)
Addressing the Commitment to Educational Opportunities	
• Increase transfer to Schools (\$2.5 million ongoing, \$1.5 million one-time)	\$4,000,000
• Proportionate share of regional Library budget	224,378
• Germanna Community College – part-time career coaches for high schools	<u>125,000</u>
Subtotal – Educational Opportunities	\$4,349,378
Addressing the Commitment to Economic Prosperity	
• Increase in transfer to the Economic Development Authority Fund for previously approved incentives for capital investment and/or job creation	<u>\$229,000</u>
Subtotal – Economic Prosperity	\$229,000
FY 2021 Recommended General Fund Budget (<i>not adopted</i>)	\$307,607,570

The 6.97-cents proposed increase in the real estate tax rate was projected to have generated \$16.7 million in new revenue - \$11.1 million in ongoing funding and \$5.6 million in one-time funding – with five of the added pennies (\$8.0 million) dedicated to the new public safety pay scaled adopted outside of the budget cycle in October 2019 and effective in sworn and Communications personnel’s paychecks in January 2020. However, in response to the sudden shutdown of the economy stemming from stay at home orders, and soaring unemployment numbers (21 million unemployed nationwide at the time of printing of this budget), the Board of Supervisors requested a budget scenario at the equalized \$0.8100 real estate tax rate. Adding several minor tweaks, the Board adopted the significantly reduced budget scenario and set the calendar year 2020 real estate tax rate at \$0.8094.

With the foregoing as significant background information on the budget situation, following is a summary of revenue and expenditure adjustments adopted for FY 2021 relative to the budget in place for FY 2020.

Building the Budget – Revenues

Overall, General Fund revenues other than transfers in and the use of fund balance are projected to increase by \$1.8 million (0.6%) when compared to the FY 2020 Adopted Budget. Following are revenue items of notable interest to this budget:

Growth in Assessed Value of Real Property & Real Estate Tax Rate

2020 is a reassessment year. Reassessment figures reflect an approximate 9.8% increase in residential values and an approximate 5.1% increase in commercial values. Overall, taxable assessed values of real property are projected t

o increase by 8.9% over last year's land book records and new construction and rezonings are expected to add another 3.0% for calendar year 2021. Net of a reset of the base real estate revenue projection to address actual receipts being less than projections for the past two budgets, this increase contributes \$2.7 million in new real estate tax revenue at the adopted rate of 0.8094 for calendar year 2020 – just shy of the \$0.8100 equalized rate. The \$2.7 million stems from the 1% increase allowed by State Code at the equalized rate and from new construction which is excluded from the equalized rate calculation.

For purposes of revenue projections, the budget assumes an equalized rate for next year – calendar year 2021 – since FY 2021 revenue stems from one tax billing in calendar year 2020 and a second tax billing in calendar year 2021.

Personal Property Tax Revenue Decrease

Each year, County vehicle values are assessed based on 50% of the clean retail value from the National Automobile Dealers Association (NADA). The business furniture and equipment portion of personal property is valued with a depreciation schedule applied to the original cost of the item. Changes in the NADA guide values can vary widely from one year to the next. For example, application of the new NADA values resulted in the 2009 assessed value of all existing vehicles being 21% less than the 2008 assessed values. Then, when the updated NADA values were applied in 2010, the change in value was less than 1%. For purposes of the estimates in this budget, NADA values are not yet available.

Through FY 2017, actual revenue generally exceeded projections. In an attempt to tighten projections when building the FY 2018 Budget and again in FY 2019, Budget staff worked with the Treasurer's Office staff to obtain additional data to understand changes in values occurring through the various stages of property book issuances. For both FY 2018 and FY 2019, actual receipts were short of projections.

In FY 2021, personal property tax revenue (excluding the Personal Property Tax Relief Act (PPTRA) revenue received from the state) of \$41.3 million, including mobile home taxes is a \$0.2 million (0.6%) reduction compared to the FY 2020 Budget because staff is resetting the projection in consideration of the past two years' actuals being short of projections – and FY 2020 receipts potentially being short of projection, as well.

Changes in Other Local Tax Revenues

Consumption-Based Taxes: Prior to the coronavirus pandemic, consumption-based receipts for meals, sales, transient occupancy and business licenses were originally anticipated to increase year over year by \$1.6 million. However, given the stay at home orders, dine-in prohibitions, and reduced travel stemming from the pandemic, the projections for these tax receipts were reduced by a total of \$3.5 million, assuming the pandemic continues through the first quarter of FY 2021 and then the economy begins to recover.

Public Service Corporation Taxes: Public service corporation values are assessed by the State. Tax bill payments for public service corporations are due in June for the full tax year based upon the prior year's assessed values. In the Fall of each year, the State sends updated assessed

values to localities which are then used to “true up” tax payments in December. The FY 2021 revenue projection for public service corporation real and personal property tax revenue totals \$4.1 million. This projection is based upon the September 2019 assessed valuation report from the State, and assumes a 5.0% increase in reassessed value for 2020 and a 2.5% increase in assessed value for 2021. The \$4.1 million projection is \$348,558 greater than the FY 2020 Budget.

Delinquent Personal Property Taxes: Budget staff’s projections of delinquent personal property collections have been aggressive in the last few years with actual receipts falling short of expectations. As such, the projections are being reduced to align with FY 2018 and FY 2019 actual receipts. The total anticipated FY 2021 revenue is \$3.3 million, a decrease of approximately 12.5% (\$470,870) below the FY 2020 Adopted Budget.

Business License: Revenue from business licenses is increased by 7.8% (\$350,000) to be consistent with the average \$4.8 million total annual receipts for the past two years.

Changes in Certain Other Revenues

Refuse Disposal Fees: Based on receipts from commercial hauler disposal at the landfill over the past three years and projections for FY 2020, revenue is expected to increase by \$200,000 in FY 2021 to \$2.5 million.

Interest Earnings on Cash & Investments: Given a combination of increased fund balance, slightly increased interest rates, and positive investment performance, prior to the pandemic, interest earnings were projected to increase by \$550,000. However, given now near record-low interest rates, the projection was revised downward by \$450,000 for a net year over year increase of \$100,000.

Railroad Reimbursement: Spotsylvania County owns and maintains a section of railroad track that is used by businesses in the Bowman Center industrial park. An agreement is in place through which the County is reimbursed a percentage of actual costs related to maintenance and regular inspection of the track and signals. However, at this time there are no businesses using the track, therefore the expense associated with maintaining the track is the sole responsibility of the County. As a result, railroad reimbursement revenue is budgeted at \$0 in FY 2021 – a decrease of \$191,880.

Changes in State & Federal Revenues

State Payments for Social Services Programs: The County receives partial reimbursement from the State for Social Services and CSA programs. Reimbursement rates vary depending upon the program. When expenditures are expected to increase for these programs as they are expected to do in FY 2021, we apply typical reimbursement rates to projected expenditures and arrive at an increased level of reimbursement revenue, as well. In FY 2021, State revenue for CSA is expected to increase by \$718,703 due to increases in mandated program costs while Social Services base revenues are expected to increase by just under \$1.0 million.

Funding for Constitutional Offices – The State provides funding to localities to partially fund the costs of constitutional officers (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth’s Attorney, Sheriff and Treasurer) and certain positions within the offices of those elected officials. Additionally, the State funds a portion of the cost of the Registrar. State revenue for purposes of funding these offices is expected to increase by approximately \$248,652 in FY 2021 to match expected receipts in FY 2020.

NG911 Grant: To meet State and federal mandates, the County will need to ensure its 911 communications system is in compliance with Next Generation 911 (NG911) requirements such as text-to-911 and other improvements. A State grant in the amount of \$175,597 will be received in FY 2021 to fund the upfront cost of the project.

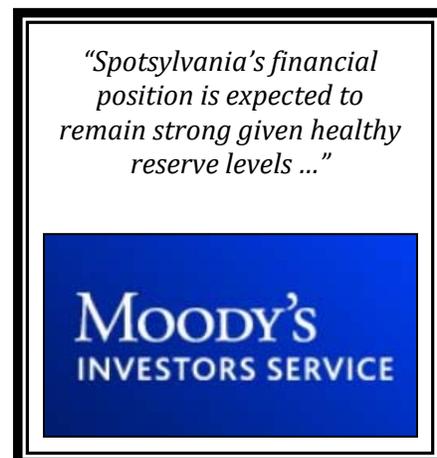
SAFER Grant: During the course of FY 2019, the County was awarded a three-year SAFER grant for 10 Firefighter/Medic positions in FY 2019, FY 2020 and FY 2021 with each year’s reimbursement expected to decline. This revenue is decreasing by \$118,622 for FY 2021.

Communications Sales Tax: Based on a four-year trend of declining actual receipts and those anticipated for FY 2020, the projection for communication sales tax revenue in FY 2021 is decreased by \$500,000 as fewer people maintain landline phones.

State Recordation Revenue: Prior to FY 2021 and in addition to the amount that is collected at the local level, State Code required the State to distribute annually a total of \$40 million in State recordation fees back to the localities; \$10 million per quarter. Each locality’s share of the \$10 million quarterly allocation was based upon the percentage that each locality’s collections were of statewide collections during that quarter. The State portion of Recordation Tax has been reallocated by the General Assembly beginning in FY 2021, resulting in a projected loss of \$600,000.

Use of the Fund Balance

The County’s fiscal policies call for a reserved and committed General Fund balance equal to at least 11% of the subsequent year’s projected General Fund and School Operating Fund revenues. Known as the Fiscal Stability Reserve, this reserved portion of the fund balance is set aside to meet a critical, unexpected financial need costing at least \$1 million and resulting from a natural disaster or declared state of emergency, or from a local catastrophe that cannot be resolved through other less extraordinary budgetary action. By policy, the Fiscal Stability Reserve must be replenished to the 11% minimum level within three fiscal years of any use. The County’s financial advisors have advised that the Fiscal Stability Reserve policy is the single most important financial policy to preserve strong credit ratings.



Additionally, a Budget Stabilization Reserve (BSR) must be accounted for within the unassigned General Fund balance. Beginning in FY 2016, the BSR was

funded at \$1.0 million with an amount equal to 0.25% of General Fund and School Operating Fund revenues to be added each year until such time as the reserve reaches a maximum of \$5.0 million. The BSR will be available to address potential revenue declines or other economic stress placed on the budget. Any use of this reserve must be replenished within two fiscal years.

Because reductions in consumption-based revenues (meals, sales, transient occupancy, and business license) and loss of interest earnings due to exceptionally low rates are expected to be of a temporary nature through the course of the coronavirus pandemic, staff recommended and the Board adopted use of \$3.9 million of the BSR to backfill the reductions in projections occurring between the Recommended Budget and Adopted Budget for these revenues. A special resolution was adopted for this use and acknowledges that the reserve must be replenished within two fiscal years.

At the end of FY 2021:

- Fiscal Stability Reserve will be funded at 11.0% of FY 2021 projected revenues;
- Budget Stabilization Reserve will be funded at \$1.1 million; and
- \$1.1 million will remain in the fund balance in excess of these and other policy reserves.

In FY 2021, \$5,028,779 of the General Fund balance is budgeted for use as identified in the following table:

FY 2021 Use of General Fund Balance	
Use of the Budget Stabilization Reserve to backfill the anticipated loss of consumption-based tax revenues stemming from the coronavirus pandemic	\$3,948,867
Use of Economic Opportunities Reserve for other than tax-based incentives	315,000
Use of Tourism Reserve for tourism portion of expected transient occupancy revenue loss stemming from the pandemic	184,000
Use of Tourism Reserve for tourism expenditures exceeding the tourism portion of transient occupancy revenue and to offset a portion of the	110,267
Use of reserved forfeiture/seizure funds for Sheriff's Office one-time equipment and drug enforcement program	105,000
One-time set-aside for regional agencies	100,000
Second year of five-year capital contribution to Germanna Community College	100,000
Various replacement furniture, gear, and equipment for the Sheriff's Office	65,600
Replace Parks & Recreation's tractor and ATV	61,905
Replacement voting booths	36,140
Replacement table for Court Services Unit	2,000
Total Use of Fund Balance	\$5,028,779

	\$ in millions
FY 2020 Adopted Budget – Revenue (General Fund)	\$290.4

Changes in General Estimates	
Real Property Tax – at \$0.8094 adopted rate	\$2.7
DSS/CSA State Revenue	1.7
State Funding for Constitutional Offices	0.2
Public Service Corporation Tax	0.3
Refuse Disposal Fees	0.2
Next Generation 911 (NG911) grant	0.2
SAFER Grant	(0.1)
Railroad Reimbursement	(0.2)
Transient Occupancy Tax	(0.5)
Communications Sales Tax	(0.5)
Recordation Tax	(0.6)
Current & Delinquent Personal Property Taxes	(0.7)
Meals Tax	(1.6)
Other Miscellaneous Revenue Adjustments	<u>0.7</u>
Subtotal Changes	\$1.8
Changes in Transfers	
Transfer from Fire/EMS Service Fee Funds	\$0.1
Transfer from Code Compliance	0.1
Transfer from Capital Projects Fund	<u>(0.1)</u>
Subtotal Changes	\$0.1
Change in Use of Fund Balance	
Use of Budget Stabilization Reserve to offset consumption-based declines	\$3.9
Use of reservation for tourism portion of Transient Occupancy	0.2
Various other one-time costs in FY 2021	0.4
Remove one-time uses in FY 2020 – other than transfer to Capital	(0.5)
Remove one-time added transfer to Capital Projects Fund in FY 2020	<u>(4.2)</u>
Subtotal Changes	(\$0.2)

	\$ in millions
FY 2021 Adopted Budget – Revenue (General Fund)	\$292.0

May appear not to add due to rounding.

Building the Budget – Expenditures

The following table summarizes and organizes by strategic plan goal the adjustments made to the FY 2020 Adopted Budget to arrive at the FY 2021 Adopted Budget for the General Fund. As a result of significant changes made to the Adopted Budget in response to the declining economic conditions anticipated during the coronavirus public health emergency, this table shows a net change of only \$1.7 million year over year. As noted previously, the FY 2021 Recommended Budget included strategic investments that would have netted an increase of \$17.2 million year over year.

FY 2020 Adopted General Fund Budget	\$290,382,132
Addressing the Commitment to Quality Government	
• Fund DSS programs and CSA mandated programs	\$2,039,043
• Base compensation adjustments – other than public safety	384,660
• Fund departmental operations to maintain existing levels of service	<u>43,063</u>
Subtotal – Quality Government	\$2,466,766
Addressing the Commitment to Public Safety	
• Public safety base scale compensation implementation	\$6,147,822
• Next Generation 911 (NG911) communications transition (grant funded)	175,957
• Proportionate share of regional Jail/Juvenile Detention Center budgets	(79,326)
• Other public safety adjustments	<u>(313,182)</u>
Subtotal – Public Safety	\$5,931,271
Addressing the Commitment to Infrastructure Investment	
• Avoid new debt through the use of cash for capital projects resulting in net decrease in budgeted debt service	(\$506,410)
• Remove base transfer to Transportation Fund	(700,000)
• Reduce transfer to capital to meet policy-level minimum	(1,396,189)
• Remove one-time FY 2020 transfer to capital	<u>(4,200,000)</u>
Subtotal – Infrastructure Investment	(\$6,802,599)
Addressing the Commitment to Educational Opportunities	
• Increase transfer to Schools	\$200,000
• Decrease proportionate share of regional Library budget	<u>(318,519)</u>
Subtotal – Educational Opportunities	(\$118,519)
Addressing the Commitment to Economic Prosperity	
• Increase in transfer to the Economic Development Authority Fund for previously approved incentives for capital investment and/or job creation	<u>\$179,000</u>
Subtotal – Economic Prosperity	\$179,000
FY 2021 Adopted General Fund Budget	\$292,038,051

Significant portions of these General Fund adjustments are outlined in this section.

Base Budget Adjustments

- Subsequent to adoption of the FY 2020 Budget, the Board approved a new step-based Public Safety pay scale to reduce Fire/Rescue and Sheriff's Office turnover and related overtime expenses. Effective January 2020, the approved plan assumes an annual step increase plus cost of living (COLA) adjustment. On average, sworn (25 years to max step) positions on the Public Safety scale average a 2.24% per year step increase and non-sworn (30 years to max step) positions average a 1.85% per year step. As no COLAs were able to be funded for FY 2021, there is no COLA budgeted for the Public Safety pay scale. Also, there is no step approved for the Public Safety plan for FY 2021. However, a total of \$6.1 million – previously unbudgeted and the equivalent of nearly four pennies on the real estate tax rate – is included in FY 2021 for the full-year cost of base plan with no steps or COLAs.
- Also included in the compensation-related base budget adjustments is a \$578,000 increase in the employer contribution for Virginia Retirement System (VRS) retirement and life insurance benefits. The contribution rates for each are recalculated by the State every other year based on actuarial analyses. The increase in the VRS retirement rate from 9.58% to 10.81% reflects the lowering of VRS' discount rate in its actuarial analysis from 7.00% to 6.75%. The VRS life insurance rate increases from 1.31% to 1.34% for the next two years.
- For the past several years, OPEB contributions have been funded in the smaller County funds such as Code Compliance and Transportation. County policy requires that once we begin funding the OPEB contribution for the General Fund, full funding of the on-going ARC will occur within eight years. A one-time set-aside of \$1.9 million of the fund balance in FY 2016 for OPEB kicked off the eight-year policy timeframe. In FY 2019, the Board began setting aside on-going funding to meet a portion of the actuarially determined contribution (ADC), leaving now three budget years to achieve the full ongoing ADC. An additional \$504,230 had been planned for the FY 2021 Budget as progress towards meeting the full \$6.5 million ADC no later than FY 2023, but was ultimately removed in response to lowered revenue projections at the near equalized rate.
- At a cost of \$45,313 to the General Fund, the longevity adjustments begun three years ago and now part of our typical pay implementation will continue in FY 2021, applying 0.5% for employees reaching 3 or 12 years of service, and 1% for those reaching 5, 10, and 15 years of service by June 30, 2020. The longevity increase does not apply to the Public Safety scale positions. To best align with VRS reporting dates, these longevity adjustments have an effective date of July 13, 2020 and will first appear on paychecks on July 31, 2020.
- \$1,385,000 is added to the Adopted Budget for Children's Services Act (CSA) mandated services to be consistent with FY 2019 actual expenditures and with trends in program use. These expenses are partially funded by the State. Additionally, DSS program costs are expected to increase by \$654,043 primarily for foster care and adoption programs.

- The requests for funding from the Rappahannock Regional Jail and Rappahannock Regional Juvenile Detention Center – both public safety service providers to the County – were reduced out of necessity at the adopted \$0.8094 real estate tax rate. A regional budget work group met with both entities numerous times to thoughtfully and strategically manage local contributions along with fund balances to meet debt service obligations and critical operational needs. The region was not able to fund requested salary study adjustments and COLAs for either entity.
- Neither Germanna Community College’s request for \$125,000 in additional funding for part-time career coaches to assist students in our five high schools nor the Rappahannock Regional Library’s request for additional funding was able to be supported in this year’s budget. Members of the same regional working group that reviewed and helped to revise the Jail and Juvenile Detention Center budgets collaborated on review of the Library’s budget, as well. Ultimately, out of necessity to balance the budget, Spotsylvania’s local contribution was reduced from the originally requested \$224,378 increase to a \$318,519 decrease relative to the FY 2020 Budget. The Adopted Budget does include the second of a five-year \$100,000/year contribution towards the Germanna Allied Health Facility to be located at the Locust Grove campus.
- To meet State and federal mandates, the County will need to ensure its 911 communications system is in compliance with Next Generation 911 (NG911) requirements such as text-to-911 and other improvements. A State grant will fund the upfront cost of the project, as well as the first two years of increase telephone system operating costs. In FY 2021, the increased communications service cost is anticipated at \$175,957, all of which is expected to be funded through a grant.
- Germanna Community College’s full \$314,171 funding request is Included in the Recommended Budget. This represents a \$125,000 increase to fund five part-time career coaches who will work collaboratively with the Spotsylvania high schools to help students define their career aspirations and familiarize them with postsecondary programs such as community college, apprenticeships, and other workforce training programs. In addition, this budget includes the second of a five-year \$100,000/year contribution towards the Germanna Allied Health Facility to be located at the Locust Grove campus.
- General reductions made to the base budget accounts to balance the budget at the \$0.8094 real estate tax rate are as follows. These are anticipated to be temporary reductions:
 - Elimination of education/tuition assistance funding.
 - Mileage/travel/training budgets are limited only to those expenses that are mandated, or are related to employees maintaining job-required certifications.
 - Removal of funding to compensation study which, according to policy, is to occur once every three years. FY 2021 was to have been the fifth year since the last study.
 - With exception of the Jail, Juvenile Detention Center, and Library which are analyzed and addressed separately, regional agencies are level-funded.

New Initiatives for FY 2021

New initiatives were reduced from the 17 full-time and two part-time positions that had been included in the Recommended Budget to five full-time non-public safety positions. These positions have been identified as high priority positions necessary to ensure the citizens of Spotsylvania County continue to receive high quality service and that the day to day operations of the County run smoothly. The costs shown here include salaries, benefits, and any additional costs associated with start-up of the positions, and are net of any associated revenues:

Fund/Initiative	Net Cost	FTEs
General Fund:		
Accounting – Project/Application Analyst (Financial System) - ¾ year	83,240	1.00
Social Services – 4 Eligibility Workers – ½ year	75,588	4.00
Social Services – Eligibility Supervisor	60,193	1.00
General Fund Total	\$219,021	5.00

Transfers to Other Funds

Schools – The recommended transfer to the Schools is \$131,381,416 – a net increase of \$0.2 million for anticipated net new debt service in FY 2021.

Capital Projects Fund – The FY 2021 Budget was to have included a transfer to the Capital Projects Fund equal to 4.00% of General Fund Revenues, but when the budget was refigured as a result of the coronavirus emergency, the transfer was decreased to the policy minimum of 3.00% (\$8.4 million), negating four years of progress that had been made towards the goal of 5.00%. The \$8.4 million cash transfer budgeted for FY 2021 will provide a source of flexibility should it be needed to cover further revenue shortfalls stemming from the health emergency.

Code Compliance Fund – The cost of core and basic services for the Building, Erosion and Zoning offices are funded by a transfer from the General Fund to the Code Compliance Fund annually. The transfer to Code Compliance decreases by \$32,203 in FY 2021.

Economic Development Authority (EDA) Fund – A transfer from the General Fund to the EDA Fund occurs annually to fund the costs of previously approved incentives. Overall, the transfer to the EDO Fund increases by \$179,000 for FY 2021.

Transportation Fund – Since FY 2017, a \$700,000 baseline transfer from the General Fund was in place to help address projected out-year imbalances in the Transportation Fund. However, given significant budget constraints, the transfer was not funded in FY 2021. Based on PRTC's estimate of out-year fuel tax revenue, County staff's projection of out-year VRE and PRTC subsidies, existing debt service, and new debt service to be incurred resulting from the FY 2021 adopted CIP projects and those likely to occur within the next five years, it is anticipated that an additional \$900,000 to \$1.1 million per year in ongoing transfer from the General Fund will be necessary in FY 2022 and beyond to provide structural balance to the Transportation Fund for the five-year planning period.

	\$ in millions
<i>FY 2020 Adopted Budget – Expenditures (General Fund)</i>	<i>\$290.4</i>
Mandated services ¹ (39.0% based on the FY 2019 Budget %)	\$113.3
Commitments ² (36.5% based on the FY 2019 Budget %)	\$106.0
Other services (24.5% based on the FY 2019 Budget %)	<u>\$71.1</u>
	\$290.4
Base Budget Adjustments	
Public Safety Compensation Plan implementation	\$6.1
CSA mandated costs/DSS programs	2.0
Compensation adjustments to include VRS rate change and longevity	0.6
Next Generation 911 (NG911) communications transition (grant-funded)	0.2
Contribution to Rappahannock Regional Jail & Juvenile Detention Center	(0.1)
Base contribution to Library	(0.3)
Reduction in existing debt service	(0.5)
Departmental base budget adjustments	<u>(0.7)</u>
Subtotal Changes	\$7.3
New Initiatives	
Cost of new personnel initiatives	<u>\$0.2</u>
Subtotal Changes	\$0.2
Changes in Transfers	
Transfer to Schools	\$0.2
Transfer to EDO Fund	0.2
Transfer to Transportation	(0.7)
Transfer to Capital Projects Fund	<u>(5.6)</u>
Subtotal Changes	(\$5.9)
	\$ in millions
<i>FY 2021 Adopted Budget – Expenditures (General Fund)</i>	<i>\$292.0</i>

Categorical breakdowns may not tie exactly to financial summaries due to the groupings displayed here.

¹ Is representative of the legally required local contribution to Schools and mandated services such as Constitutional Officers, Social Services, solid waste collection and disposal, etc. May not be exact.

² Reflects County and Schools debt service, regional agency contributions, the transfer of cash to the CIP, and the transfer to Schools above the amount necessary to satisfy legal and debt service requirements.



FY 2021 Adopted Budget at a Glance

Budget Focus

- Maintain all priority services (education, public safety, and transportation) and build in budget flexibility to address the potential for revenue shortfalls and added expenses in light of the COVID-19 emergency that began locally in March 2020 and continues at the time of this budget's publication (late June 2020).
- Fund commitments (jail, juvenile center, regional agencies, existing debt service, Social Services/CSA).
- Fund the first full year of the Public Safety Compensation Plan adopted by the Board in October 2019.
- Avoid new debt through the use of available cash to fund necessary general capital projects in FY 2021.

Budget Highlights

Schools –

- The local transfer to Schools is \$131,381,416, representing level funding plus \$200,000 to fund an expected increase in Schools' debt service. The transfer represents 46% of total General Fund revenue.

Public Safety –

- The budget includes full-year funding for the base Public Safety Compensation Plan pay increases that became effective January 13, 2020 for sworn personnel in the Sheriff's Office and Fire/Rescue, as well as Communications personnel. The Public Safety Compensation Plan was adopted by the Board in October 2019. The Public Safety pay scale step increases that are part of the Public Safety Compensation Plan were not able to be funded for FY 2021.

Transportation –

- The \$700,000 base transfer from the General Fund to the Transportation Fund in place since FY 2017 to help address projected out-year imbalances in that fund was not able to be funded for FY 2021.

Tax Rates/Fees –

- The Real Estate tax rate is adopted at \$0.8094 – slightly less than the equalized rate of \$0.8100.
- Special Service District rates are adjusted to pay debt service costs existing for improvements undertaken in those districts.
- All other tax rates remain unchanged for 2020.

Compensation –

- Though initially planned as part of the Recommended Budget, declining economic factors stemming from the COVID-19 pandemic prevented the 1.8% cost of living adjustment; Public Safety step increases; and 2% performance-based increases for positions not on the Public Safety scale from being approved.
- Longevity adjustments which are now part of our annual pay implementation continue at 0.5% for employees reaching 3 or 12 years of service, and 1% for those reaching 5, 10, and 15 years of service by June 30, 2020. Adjustments are effective July 13, 2020.

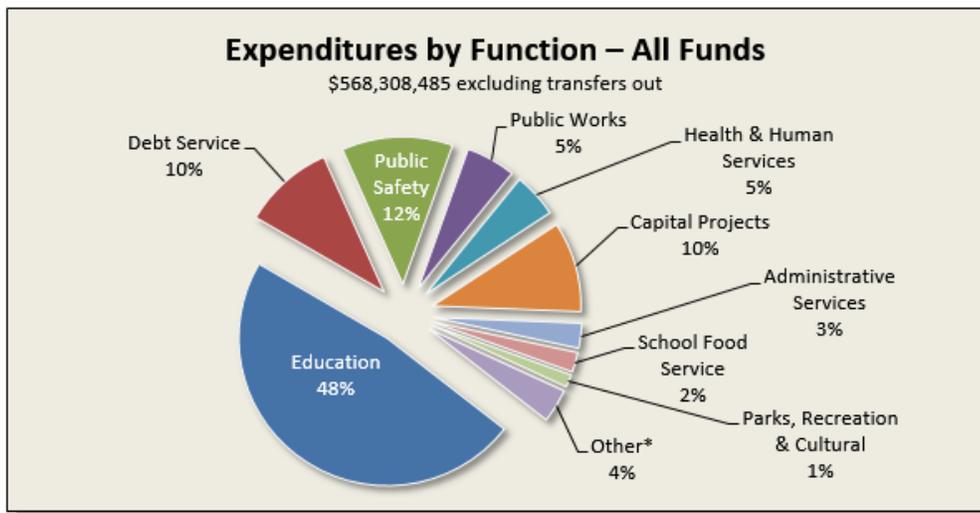
Capital Projects –

- The ongoing transfer of cash to capital projects was reduced by \$1.4M from what was to have been 4.0% of General Fund revenue to 3.0% - the policy minimum. A freeze on cash-funded projects is in place, yielding \$8.4M available in the Capital Projects Fund if needed to balance the General Fund.

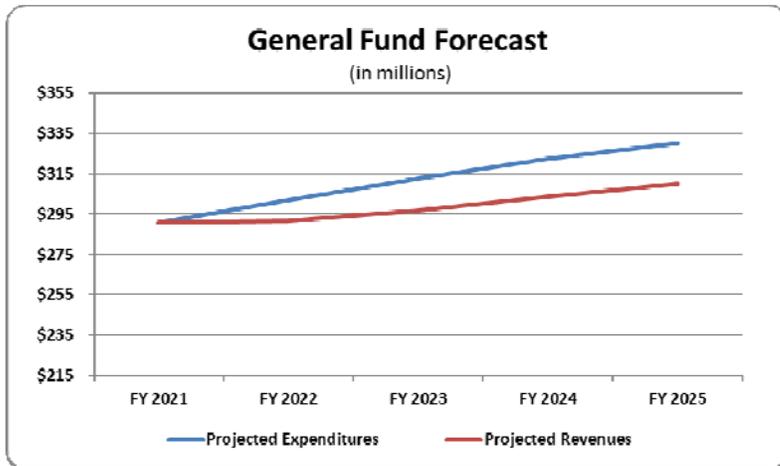
Use of Budget Stabilization Reserve (BSR) –

- \$3.9M of the \$5.0M Budget Stabilization Reserve is used to backfill expected temporary declines in consumption-based taxes (sales, meals, business license, transient occupancy), and interest earnings.

	FY 2020 Adopted	FY 2021 Adopted	Difference	
			\$	%
General Fund	\$142,308,884	\$149,914,195	\$7,605,311	5.3%
Economic Dev. Authority Fund	1,343,683	1,459,050	115,367	8.6%
Code Compliance Fund	4,456,568	4,575,643	119,075	2.7%
Transportation Fund	8,162,626	8,188,520	25,894	0.3%
School Operating Fund	296,830,329	300,010,257	3,179,928	1.1%
School Food Service Fund	12,341,528	12,251,952	(89,576)	(0.7%)
Utilities Fund	<u>33,951,778</u>	<u>35,670,221</u>	<u>1,718,443</u>	5.1%
Sub-Total Operating Expenditures	\$499,395,396	\$512,069,838	\$12,674,442	2.5%
Capital Projects Fund	\$17,274,275	\$14,192,906	(\$3,081,369)	(17.8%)
School Capital Projects Fund	28,904,696	13,500,916	(15,403,780)	(53.3%)
Utilities Capital Projects Fund	<u>10,325,000</u>	<u>28,544,825</u>	<u>18,219,825</u>	176.5%
Sub-Total Capital Expenditures	\$56,503,971	\$56,238,647	(\$265,324)	(0.5%)
Total Budget	\$555,899,367	\$568,308,485	\$12,409,118	2.2%

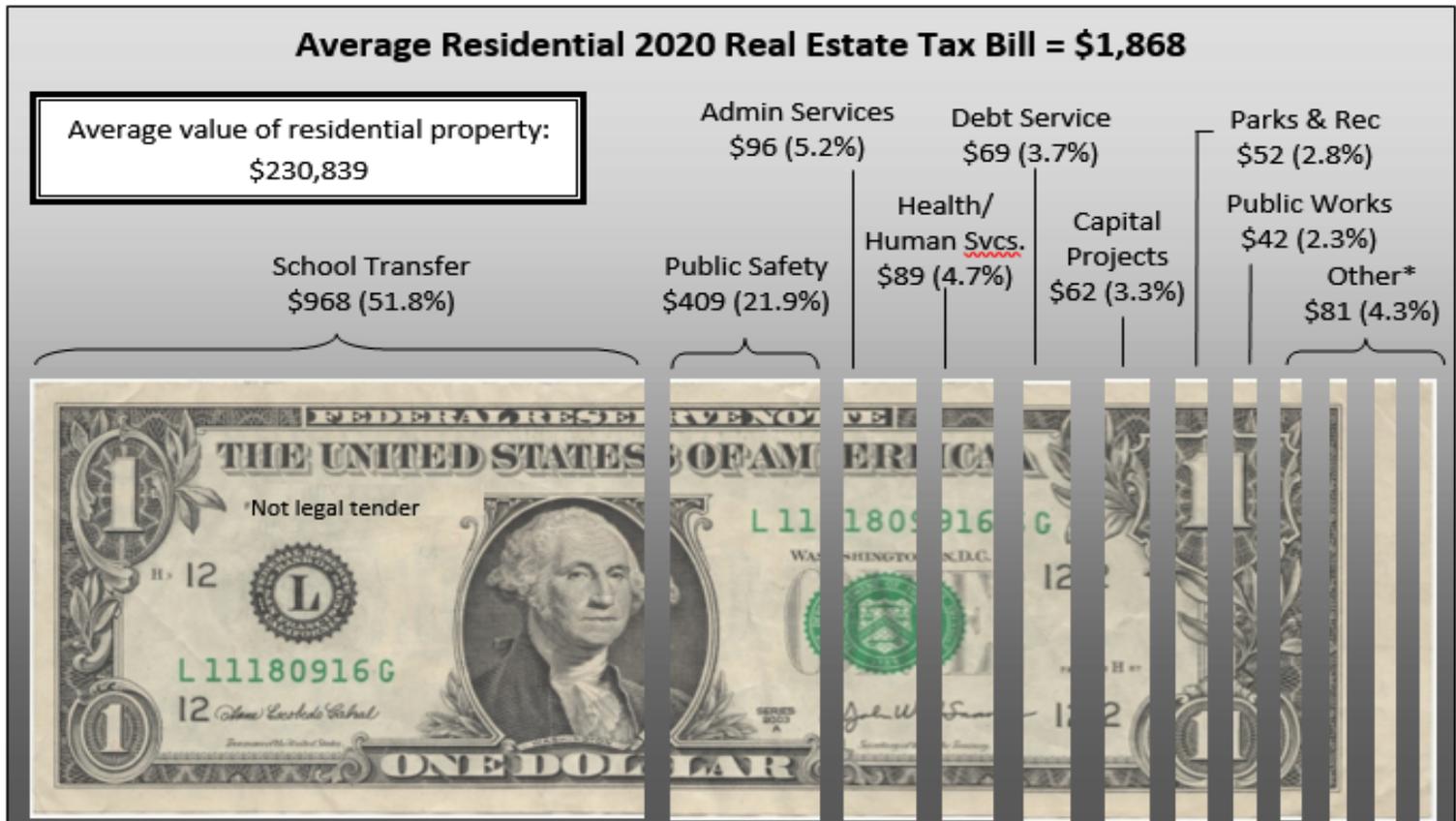


*"Other" includes Community Development, Executive Services, Judicial Administration, Transportation and Voter Services functions and tax relief.



Breakdown of General Fund Transfer to Schools

	2020 Adopted	2021 Adopted
Required Local Effort - SOQs	\$57,354,933	\$64,601,198
Required Local Match for Non-SOQ Programs	3,026,133	3,616,056
Required Local Match for Federal grants	28,998,371	28,998,371
Debt Service	27,849,361	28,089,775
Additional Local Transfer	13,952,618	6,076,016
Total Local Transfer	\$131,181,416	\$131,381,416



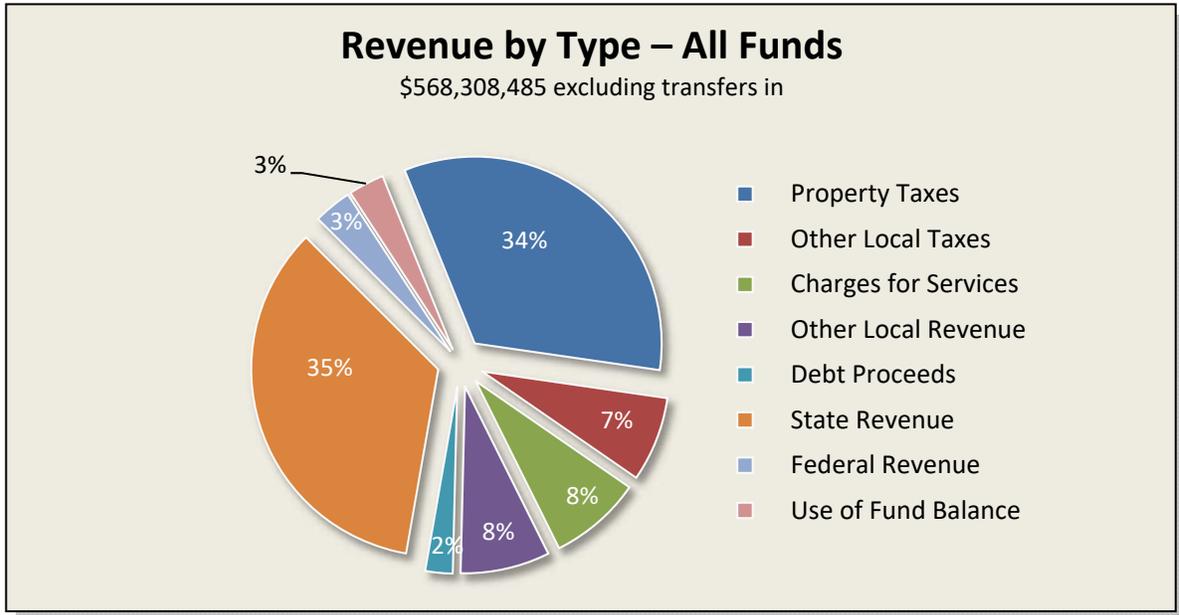
*"Other" includes Executive Services; Community Development; Judicial Administration; Voter Services; and Transportation.

FY 2021 Adopted Budget - All Funds

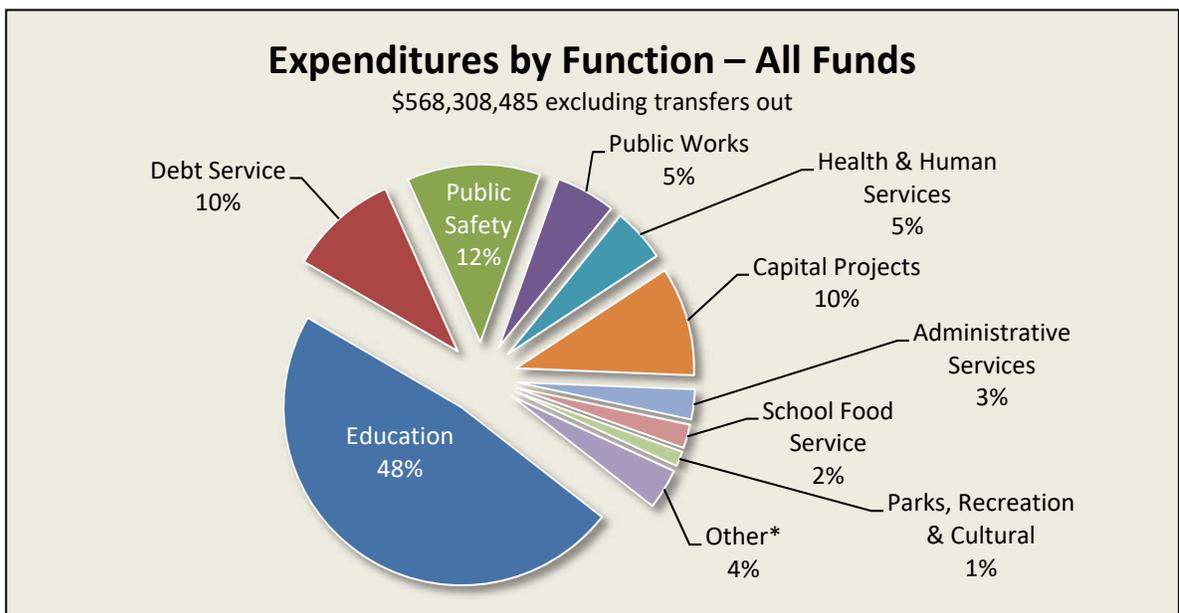
	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount Percent	
Revenues (by type)						
Property Taxes	\$177,638,995	\$187,048,147	\$187,048,147	\$189,693,714	\$2,645,567	1.4%
Other Local Taxes	\$44,897,092	\$44,303,635	\$44,303,635	\$41,750,000	(\$2,553,635)	(5.8%)
Licenses & Permits	\$383,400	\$149,516	\$149,516	\$216,200	\$66,684	44.6%
Charges for Services	\$47,543,373	\$44,913,487	\$44,913,487	\$45,503,323	\$589,836	1.3%
Other Local Revenue	\$34,867,843	\$34,812,193	\$39,296,852	\$43,969,397	\$9,157,204	26.3%
Debt Proceeds	\$38,697,968	\$28,904,696	\$51,421,081	\$13,500,916	(\$15,403,780)	(53.3%)
State Revenue	\$185,117,133	\$191,259,746	\$191,345,027	\$197,345,998	\$6,086,252	3.2%
Federal Revenue	<u>\$18,071,781</u>	<u>\$18,649,287</u>	<u>\$20,431,917</u>	<u>\$18,694,404</u>	<u>\$45,117</u>	0.2%
Subtotal - Revenue	\$547,217,585	\$550,040,707	\$578,909,662	\$550,673,952	\$633,245	0.1%
Transfers In	\$144,769,947	\$151,961,960	\$156,152,270	\$145,751,530	(\$6,210,430)	(4.1%)
Use of Fund Balance	<u>(\$2,738,478)</u>	<u>\$5,858,660</u>	<u>\$92,671,144</u>	<u>\$17,634,533</u>	<u>\$11,775,873</u>	201.0%
TOTAL REVENUE - All Funds	\$689,249,054	\$707,861,327	\$827,733,076	\$714,060,015	\$6,198,688	0.9%
Expenditures (by function)						
Executive Services	\$4,419,335	\$6,507,000	\$6,524,339	\$4,684,781	(\$1,822,219)	(28.0%)
Administrative Services	\$12,689,418	\$15,046,900	\$15,985,890	\$15,485,472	\$438,572	2.9%
Voter Services	\$465,864	\$539,132	\$517,335	\$544,501	\$5,369	1.0%
Judicial Administration	\$4,335,138	\$4,493,368	\$4,739,327	\$4,737,856	\$244,488	5.4%
Public Safety	\$59,392,079	\$61,811,847	\$69,046,860	\$68,757,859	\$6,946,012	11.2%
Public Works	\$28,964,618	\$30,861,007	\$30,954,414	\$30,759,100	(\$101,907)	(0.3%)
Health & Human Services	\$25,170,303	\$25,002,415	\$25,160,340	\$27,729,812	\$2,727,397	10.9%
Parks, Recreation & Cultural	\$8,007,412	\$8,031,794	\$8,042,445	\$7,809,378	(\$222,416)	(2.8%)
Community Development	\$5,702,701	\$6,129,889	\$7,765,558	\$6,539,857	\$409,968	6.7%
Debt Service	\$49,688,006	\$55,480,467	\$54,511,991	\$56,447,830	\$967,363	1.7%
Capital Projects	\$78,591,835	\$56,503,971	\$159,168,230	\$56,238,647	(\$265,324)	(0.5%)
Transportation	\$2,497,319	\$2,883,119	\$2,883,119	\$3,116,240	\$233,121	8.1%
Education	\$252,998,565	\$268,980,968	\$272,653,469	\$271,920,482	\$2,939,514	1.1%
School Food Service	<u>\$10,265,546</u>	<u>\$12,341,528</u>	<u>\$12,341,528</u>	<u>\$12,251,952</u>	<u>(\$89,576)</u>	(0.7%)
Subtotal - Appropriated Expenditures	\$543,188,139	\$554,613,405	\$670,294,845	\$567,023,767	\$12,410,362	2.2%
Tax Relief	<u>\$1,290,968</u>	<u>\$1,285,962</u>	<u>\$1,285,962</u>	<u>\$1,284,718</u>	<u>(\$1,244)</u>	(0.1%)
Subtotal - Adopted Budget	\$544,479,107	\$555,899,367	\$671,580,807	\$568,308,485	\$12,409,118	2.2%
Transfers Out	<u>\$144,769,947</u>	<u>\$151,961,960</u>	<u>\$156,152,269</u>	<u>\$145,751,530</u>	<u>(\$6,210,430)</u>	(4.1%)
TOTAL EXPENDITURES - All Funds	\$689,249,054	\$707,861,327	\$827,733,076	\$714,060,015	\$6,198,688	0.9%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)		\$334,840,717	\$341,026,020	\$341,981,397	\$7,140,680	2.1%
Operating (other than debt service)		\$107,996,037	\$116,381,201	\$112,053,874	\$4,057,837	3.8%
Debt Service		\$55,480,467	\$54,511,991	\$56,447,830	\$967,363	1.7%
Capital		<u>\$56,296,184</u>	<u>\$158,375,633</u>	<u>\$56,540,666</u>	<u>\$244,482</u>	0.4%
TOTAL APPROPRIATED EXPENDITURES - All Funds		\$554,613,405	\$670,294,845	\$567,023,767	\$12,410,362	2.2%

Sources and Uses of Funds

Where Does the Money Come From?

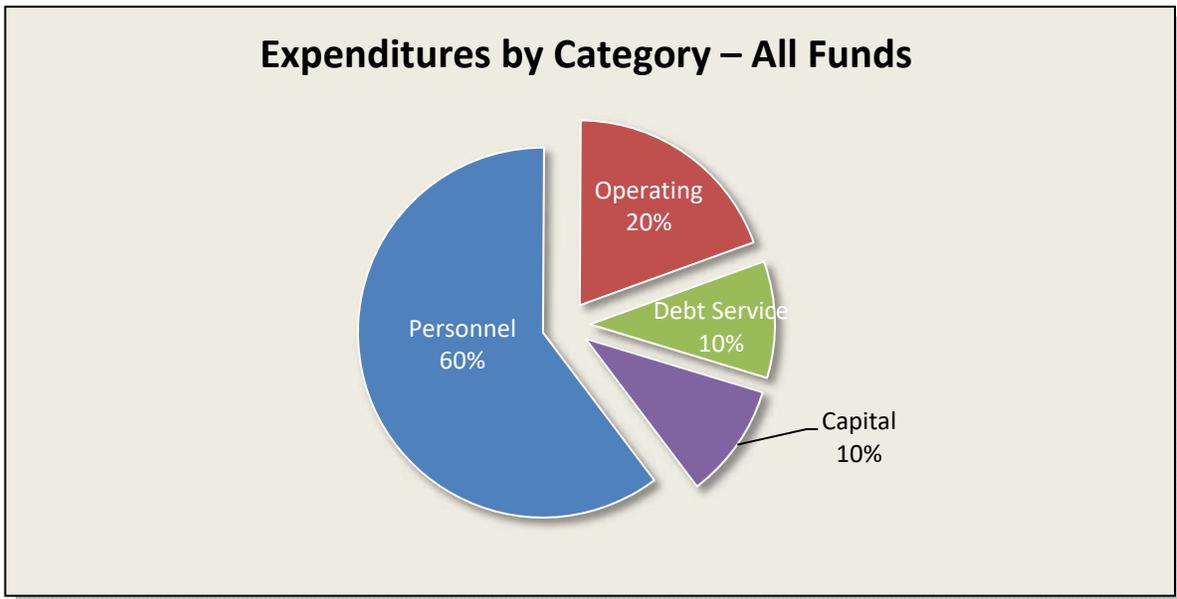


Where Does the Money Go?



*Other category includes Community Development, Executive Services, Judicial Administration, Transportation and Voter Services functions and tax relief, each of which has expenditures comprising 1% or less of total expenditures.

For What Purposes is the Money Used?



Financial Summaries

The following series of displays show revenue broken down by category and expenditures broken down by function for all funds. Pages 28 – 29 show the FY 2021 Adopted Budget for all funds by fund. Thereafter, pages 32 – 43 show the FY 2019 actuals, the FY 2020 budget as adopted and amended, and then the FY 2021 Adopted Budget on a fund by fund basis (one fund per page).

FY 2021 Adopted Budget - All Funds By Fund

	Governmental Funds						
	General Fund	Capital Proj. Fund	EDA Fund	Fire/EMS Fee Fund	Code Comp Fund	Transportation Fund	School Op. Fund
Revenues (by type)							
Property Taxes	\$188,307,678	\$0	\$0	\$0	\$0	\$1,386,036	\$0
Other Local Taxes	\$41,750,000	\$0	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	\$216,200	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$4,860,071	\$0	\$0	\$2,600,000	\$0	\$0	\$0
Other Local Revenue	\$5,159,575	\$518,002	\$4,000	\$0	\$4,703,979	\$4,646,000	\$2,700,603
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Revenue	\$42,599,266	\$0	\$0	\$0	\$0	\$0	\$154,371,667
Federal Revenue	<u>\$605,069</u>	<u>\$164,185</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,556,571</u>
Subtotal - Revenue	\$283,497,859	\$682,187	\$4,000	\$2,600,000	\$4,703,979	\$6,032,036	\$168,628,841
Transfers In	\$3,511,413	\$8,398,599	\$1,413,000	\$0	\$930,841	\$21,261	\$131,381,416
Use of Fund Balance	<u>\$5,028,779</u>	<u>\$5,351,305</u>	<u>\$42,050</u>	<u>\$0</u>	<u>(\$290,688)</u>	<u>\$2,155,223</u>	<u>\$0</u>
TOTAL REVENUE - All Funds	\$292,038,051	\$14,432,091	\$1,459,050	\$2,600,000	\$5,344,132	\$8,208,520	\$300,010,257
Expenditures (by function)							
Executive Services	\$4,684,781	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Services	\$15,485,472	\$0	\$0	\$0	\$0	\$0	\$0
Voter Services	\$544,501	\$0	\$0	\$0	\$0	\$0	\$0
Judicial Administration	\$4,737,856	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$66,091,441	\$0	\$0	\$0	\$2,666,418	\$0	\$0
Public Works	\$8,803,871	\$0	\$0	\$0	\$0	\$0	\$0
Health & Human Services	\$27,729,812	\$0	\$0	\$0	\$0	\$0	\$0
Parks, Recreation & Cultural	\$7,809,378	\$0	\$0	\$0	\$0	\$0	\$0
Community Development	\$3,171,582	\$0	\$1,459,050	\$0	\$1,909,225	\$0	\$0
Debt Service	\$9,570,783	\$0	\$0	\$0	\$0	\$5,072,280	\$28,089,775
Capital Projects	\$0	\$14,192,906	\$0	\$0	\$0	\$0	\$0
Transportation	\$0	\$0	\$0	\$0	\$0	\$3,116,240	\$0
Education	\$0	\$0	\$0	\$0	\$0	\$0	\$271,920,482
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal - Appropriated Expenditures	\$148,629,477	\$14,192,906	\$1,459,050	\$0	\$4,575,643	\$8,188,520	\$300,010,257
Tax Relief	<u>\$1,284,718</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal - Adopted Budget	\$149,914,195	\$14,192,906	\$1,459,050	\$0	\$4,575,643	\$8,188,520	\$300,010,257
Transfers Out	<u>\$142,123,856</u>	<u>\$239,185</u>	<u>\$0</u>	<u>\$2,600,000</u>	<u>\$768,489</u>	<u>\$20,000</u>	<u>\$0</u>
TOTAL EXPENDITURES - All Funds	\$292,038,051	\$14,432,091	\$1,459,050	\$2,600,000	\$5,344,132	\$8,208,520	\$300,010,257
Appropriated Expenditures (by category)							
Personnel (salaries & benefits)	\$87,206,880	\$171,679	\$0	\$0	\$3,821,634	\$397,381	\$236,438,683
Operating (other than debt service)	\$51,232,750	\$1,335,912	\$1,459,050	\$0	\$662,740	\$2,718,859	\$35,415,167
Debt Service	\$9,570,783	\$0	\$0	\$0	\$0	\$5,072,280	\$28,089,775
Capital	<u>\$619,064</u>	<u>\$12,685,315</u>	<u>\$0</u>	<u>\$0</u>	<u>\$91,269</u>	<u>\$0</u>	<u>\$66,632</u>
TOTAL APPROPRIATED EXPENDITURES - All Funds	\$148,629,477	\$14,192,906	\$1,459,050	\$0	\$4,575,643	\$8,188,520	\$300,010,257

FY 2021 Adopted Budget - All Funds By Fund (continued)

		Proprietary Funds			FY 2021	FY 2020	FY 2019
School Food Fund	School Cap. Fund	Joint Fleet Fund	Utilities Op. Fund	Utilities Cap. Fund	Adopted*	Adopted*	Actual*
\$0	\$0	\$0	\$0	\$0	\$189,693,714	\$187,048,147	\$177,638,995
\$0	\$0	\$0	\$0	\$0	\$41,750,000	\$44,303,635	\$44,897,092
\$0	\$0	\$0	\$0	\$0	\$216,200	\$149,516	\$383,400
\$0	\$0	\$2,880,899	\$33,929,282	\$4,113,970	\$45,503,323	\$44,913,487	\$47,543,373
\$4,618,000	\$0	\$0	\$1,924,413	\$19,694,825	\$43,969,397	\$34,812,193	\$34,867,843
\$0	\$13,500,916	\$0	\$0	\$0	\$13,500,916	\$28,904,696	\$38,697,968
\$375,065	\$0	\$0	\$0	\$0	\$197,345,998	\$191,259,746	\$185,117,133
<u>\$5,884,921</u>	<u>\$0</u>	<u>\$0</u>	<u>\$483,658</u>	<u>\$0</u>	<u>\$18,694,404</u>	<u>\$18,649,287</u>	<u>\$18,071,781</u>
\$10,877,986	\$13,500,916	\$2,880,899	\$36,337,353	\$23,808,795	\$550,673,952	\$550,040,707	\$547,217,585
\$0	\$0	\$0	\$95,000	\$0	\$145,751,530	\$151,961,960	\$144,769,947
<u>\$1,373,966</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$762,132)</u>	<u>\$4,736,030</u>	<u>\$17,634,533</u>	<u>\$5,858,660</u>	<u>(\$2,738,478)</u>
\$12,251,952	\$13,500,916	\$2,880,899	\$35,670,221	\$28,544,825	\$714,060,015	\$707,861,327	\$689,249,054
\$0	\$0	\$0	\$0	\$0	\$4,684,781	\$6,507,000	\$4,419,335
\$0	\$0	\$0	\$0	\$0	\$15,485,472	\$15,046,900	\$12,689,418
\$0	\$0	\$0	\$0	\$0	\$544,501	\$539,132	\$465,864
\$0	\$0	\$0	\$0	\$0	\$4,737,856	\$4,493,368	\$4,335,138
\$0	\$0	\$0	\$0	\$0	\$68,757,859	\$61,811,847	\$59,392,079
\$0	\$0	\$0	\$21,955,229	\$0	\$30,759,100	\$30,861,007	\$28,964,618
\$0	\$0	\$0	\$0	\$0	\$27,729,812	\$25,002,415	\$25,170,303
\$0	\$0	\$0	\$0	\$0	\$7,809,378	\$8,031,794	\$8,007,412
\$0	\$0	\$0	\$0	\$0	\$6,539,857	\$6,129,889	\$5,702,701
\$0	\$0	\$0	\$13,714,992	\$0	\$56,447,830	\$55,480,467	\$49,688,006
\$0	\$13,500,916	\$0	\$0	\$28,544,825	\$56,238,647	\$56,503,971	\$78,591,835
\$0	\$0	\$2,880,899	\$0	\$0	\$3,116,240	\$2,883,119	\$2,497,319
\$0	\$0	\$0	\$0	\$0	\$271,920,482	\$268,980,968	\$252,998,565
<u>\$12,251,952</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$12,251,952</u>	<u>\$12,341,528</u>	<u>\$10,265,546</u>
\$12,251,952	\$13,500,916	\$2,880,899	\$35,670,221	\$28,544,825	\$567,023,767	\$554,613,405	\$543,188,139
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,284,718</u>	<u>\$1,285,962</u>	<u>\$1,290,968</u>
\$12,251,952	\$13,500,916	\$2,880,899	\$35,670,221	\$28,544,825	\$568,308,485	\$555,899,367	\$544,479,107
<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$145,751,530</u>	<u>\$151,961,960</u>	<u>\$144,769,947</u>
\$12,251,952	\$13,500,916	\$2,880,899	\$35,670,221	\$28,544,825	\$714,060,015	\$707,861,327	\$689,249,054
\$2,579,032	\$0	\$1,448,323	\$11,366,108	\$0	\$341,981,397	\$334,840,717	
\$8,988,482	\$0	\$1,420,076	\$10,240,914	\$0	\$112,053,874	\$107,996,037	
\$0	\$0	\$0	\$13,714,992	\$0	\$56,447,830	\$55,480,467	
<u>\$684,438</u>	<u>\$13,500,916</u>	<u>\$12,500</u>	<u>\$348,207</u>	<u>\$28,544,825</u>	<u>\$56,540,666</u>	<u>\$56,296,184</u>	
\$12,251,952	\$13,500,916	\$2,880,899	\$35,670,221	\$28,544,825	\$567,023,767	\$554,613,405	unavailable

*Excludes the Joint Fleet Fund so as not to double-count the revenues and expenditures associated with fleet maintenance. The Joint Fleet Fund charges other funds for costs, and the expenditures show in the funds being charged.

**FY 2021 Budget
Breakdown by Strategic Plan Category**

	Recommended Budget	Adjustments	Adopted Budget
FY 2020 Expenditures & Transfers	\$290,382,132	\$0	\$290,382,132
Commitment to Quality Government			
1.8% COLA - other than Public Safety	\$572,647	-\$572,647	\$0
2% performance-based merit	\$636,274	-\$636,274	\$0
VRS rate increased - mandated by State	\$578,120	\$0	\$578,120
Focused salary adjustments	\$300,000	-\$300,000	\$0
Longevity adjustments	\$45,313	\$0	\$45,313
Health insurance adjustments	-\$314,419	\$0	-\$314,419
Other personnel adjustments	-\$98,203	\$173,850	\$75,647
Subtotal - Various Base Personnel Adjts	\$1,719,732	-\$1,335,071	\$384,661
Mileage/travel/training	\$223,608	-\$267,187	-\$43,579
Management consulting	\$273,983	-\$211,983	\$62,000
Positions approved for add during FY 2020	\$240,419	\$0	\$240,419
Software applications	\$215,121	\$0	\$215,121
All other adjustments	-\$33,679	-\$690,879	-\$724,558
New Initiative - Assessment Technician	\$25,492	-\$25,492	\$0
New Initiative - Account Clerk	\$28,747	-\$28,747	\$0
New Initiative - IT Program Mgr. Financial System	\$119,060	-\$29,015	\$90,045
New Initiative - Comm. Atty. Legal Assistant	\$68,597	-\$68,597	\$0
New Initiative - Solid Waste Division Director	\$154,571	-\$154,571	\$0
New Initiative - Planner I	\$79,368	-\$79,368	\$0
New Initiative - 4 Eligibility Workers - 1/2 yr	\$111,159	\$0	\$111,159
New Initiative - Eligibility Supervisor	\$88,519	\$0	\$88,519
New Initiative - Market/Planning Analysis	\$75,000	-\$75,000	\$0
Replacement voting booths	\$36,140	\$0	\$36,140
Transfer to Code Compliance	-\$32,203	\$0	-\$32,203
Subtotal - Maintaining Levels of Service	\$1,673,902	-\$1,630,839	\$43,063
Fund DSS programs & CSA mandates	\$2,039,043	\$0	\$2,039,043
Add'l one-third for OPEB contribution	\$504,230	-\$504,230	\$0
Total Quality Government Adjustments	\$5,936,907	-\$3,470,140	\$2,466,767

**FY 2021 Budget
Breakdown by Strategic Plan Category**

	Recommended Budget	Adjustments	Adopted Budget
Commitment to Public Safety			
Public Safety step scale & 1.8% COLA	\$8,002,033	-\$1,854,211	\$6,147,822
Various other P.S. personnel adjs	\$172,422	-\$159,411	\$13,011
Volunteer per diems	\$0	-\$107,001	-\$107,001
Use Fire Programs \$ for certain equipment	\$0	-\$219,192	-\$219,192
Share of Jail/Juvenile Center budgets	\$419,747	-\$499,073	-\$79,326
Next Generation 911 (NG911)	\$175,957	\$0	\$175,957
Total Public Safety Adjustments	\$8,770,159	-\$2,838,888	\$5,931,271
Commitment to Infrastructure Investment			
Existing debt service	-\$506,410	\$0	-\$506,410
Remove one-time FY 2020 transfer to capital	-\$4,200,000	\$0	-\$4,200,000
Increase transfer to Capital - policy level	\$1,946,405	-\$1,946,405	\$0
Reduce base xfer to Capital - to min. policy level	\$0	-\$1,396,189	-\$1,396,189
Added transfer to Transportation	\$700,000	-\$1,400,000	-\$700,000
Total Infrastructure Investment Adjustments	-\$2,060,005	-\$4,742,594	-\$6,802,599
Commitment to Educational Opportunities			
Increase transfer to Schools - on-going	\$2,500,000	-\$2,300,000	\$200,000
Increase transfer to Schools - one-time	\$1,500,000	-\$1,500,000	\$0
Share of Library budget	\$224,378	-\$542,897	-\$318,519
German na - career coaches for high schools	\$125,000	-\$125,000	\$0
Total Educational Opportunities Adjustments	\$4,349,378	-\$4,467,897	-\$118,519
Commitment to Economic Prosperity			
Increase in approved incentives payments	\$229,000	-\$50,000	\$179,000
Total Economic Prosperity	\$229,000	-\$50,000	\$179,000
FY 2021 Expenditures & Transfers			
Increase from FY 2020 to FY 2021	\$307,607,570	-\$15,569,519	\$292,038,051
	\$17,225,438	-\$15,569,519	\$1,655,919

FY 2021 Adopted Budget - General Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	\$176,416,351	\$185,740,238	\$185,740,238	\$188,307,678	\$2,567,440	1.4%
Other Local Taxes	\$44,897,092	\$44,303,635	\$44,303,635	\$41,750,000	(\$2,553,635)	(5.8%)
Licenses & Permits	\$383,400	\$149,516	\$149,516	\$216,200	\$66,684	44.6%
Charges for Services	\$5,084,416	\$4,656,308	\$4,656,308	\$4,860,071	\$203,763	4.4%
Other Local Revenue	\$7,993,697	\$5,113,850	\$5,169,170	\$5,159,575	\$45,725	0.9%
Debt Proceeds	\$0	\$0	\$42,640	\$0	\$0	n/a
State Revenue	\$42,587,956	\$41,015,821	\$41,582,918	\$42,599,266	\$1,583,445	3.9%
Federal Revenue	<u>\$1,356,771</u>	<u>\$723,691</u>	<u>\$1,291,909</u>	<u>\$605,069</u>	<u>(\$118,622)</u>	(16.4%)
Subtotal - Revenue	\$278,719,683	\$281,703,059	\$282,936,334	\$283,497,859	\$1,794,800	0.6%
Transfers In	\$4,047,055	\$3,457,146	\$3,457,146	\$3,511,413	\$54,267	1.6%
Use of Fund Balance	(\$8,376,126)	\$5,221,927	\$15,067,795	\$5,028,779	(\$193,148)	(3.7%)
TOTAL REVENUE - General Fund	\$274,390,612	\$290,382,132	\$301,461,275	\$292,038,051	\$1,655,919	0.6%
Expenditures (by function)						
Executive Services	\$4,419,335	\$6,507,000	\$6,524,339	\$4,684,781	(\$1,822,219)	(28.0%)
Administrative Services	\$12,689,418	\$15,046,900	\$15,985,890	\$15,485,472	\$438,572	2.9%
Voter Services	\$465,864	\$539,132	\$517,335	\$544,501	\$5,369	1.0%
Judicial Administration	\$4,335,138	\$4,493,368	\$4,739,327	\$4,737,856	\$244,488	5.4%
Public Safety	\$57,343,016	\$59,275,280	\$66,417,602	\$66,091,441	\$6,816,161	11.5%
Public Works	\$8,399,616	\$9,121,887	\$9,119,082	\$8,803,871	(\$318,016)	(3.5%)
Health & Human Services	\$25,170,303	\$25,002,415	\$25,160,340	\$27,729,812	\$2,727,397	10.9%
Parks, Recreation & Cultural	\$8,007,412	\$8,031,794	\$8,042,445	\$7,809,378	(\$222,416)	(2.8%)
Community Development	\$2,465,725	\$2,927,953	\$2,963,858	\$3,171,582	\$243,629	8.3%
Debt Service	\$10,016,495	\$10,077,193	\$9,911,853	\$9,570,783	(\$506,410)	(5.0%)
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Appropriated Expenditures	\$133,312,322	\$141,022,922	\$149,382,071	\$148,629,477	\$7,606,555	5.4%
Tax Relief	<u>\$1,290,968</u>	<u>\$1,285,962</u>	<u>\$1,285,962</u>	<u>\$1,284,718</u>	<u>(\$1,244)</u>	(0.1%)
Subtotal - Adopted Budget	\$134,603,290	\$142,308,884	\$150,668,033	\$149,914,195	\$7,605,311	5.3%
Transfers Out	<u>\$139,787,322</u>	<u>\$148,073,248</u>	<u>\$150,793,242</u>	<u>\$142,123,856</u>	<u>(\$5,949,392)</u>	(4.0%)
TOTAL EXPENDITURES - General Fund	\$274,390,612	\$290,382,132	\$301,461,275	\$292,038,051	\$1,655,919	0.6%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$74,248,826	\$80,169,137	\$85,187,006	\$87,206,880	\$7,037,743	8.8%
Operating (other than debt service)	\$48,087,170	\$49,940,740	\$53,176,742	\$51,232,750	\$1,292,010	2.6%
Debt Service	\$10,016,495	\$10,077,193	\$9,911,853	\$9,570,783	(\$506,410)	(5.0%)
Capital	<u>\$959,831</u>	<u>\$835,852</u>	<u>\$1,106,470</u>	<u>\$619,064</u>	<u>(\$216,788)</u>	(25.9%)
TOTAL APPROPRIATED EXPENDITURES - General Fund	\$133,312,322	\$141,022,922	\$149,382,071	\$148,629,477	\$7,606,555	5.4%

Fund Balance - General Fund						
Beginning Fund Balance	\$87,116,708	\$71,711,638	\$95,492,834	\$80,425,039	\$8,713,401	12.2%
Net gain (use) from operations	\$8,376,126	(\$5,221,927)	(\$15,067,795)	(\$5,028,779)	\$193,148	(3.7%)
Ending Fund Balance	\$95,492,834	\$66,489,711	\$80,425,039	\$75,396,260	\$8,906,549	13.4%
Restricted, Committed, Assigned	\$25,826,804	\$2,739,854	\$13,056,037	\$12,656,770	9,916,916	362.0%
Fiscal Stability Reserve	\$50,603,705	\$50,603,705	\$49,733,937	\$51,031,774	428,069	0.8%
Budget Stabilization Reserve	\$5,000,000	\$5,000,000	\$5,000,000	\$1,051,133	(\$3,948,867)	(79.0%)
Health Insurance Reserve	\$4,690,634	\$4,500,000	\$4,800,000	\$4,800,000	\$300,000	6.7%
Economic Opportunities Reserve	\$2,000,000	\$1,645,000	\$2,000,000	\$1,685,000	\$40,000	2.4%
OPEB Reserve	\$3,053,330	\$1,900,000	\$3,053,330	\$3,053,330	\$1,153,330	60.7%
Balance Net of Obligations & Reserves	\$4,318,361	\$101,152	\$2,781,735	\$1,118,253	\$1,017,101	1005.5%
Ending Fund Balance - General Fund	\$95,492,834	\$66,489,711	\$80,425,039	\$75,396,260	\$8,906,549	13.4%

FY 2021 Adopted Budget - Capital Projects Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$2,196,749	\$2,452,934	\$2,788,118	\$518,002	(\$1,934,932)	(78.9%)
Debt Proceeds	\$7,220,847	\$0	\$5,546,265	\$0	\$0	n/a
State Revenue	\$182,656	\$1,200,000	\$718,184	\$0	(\$1,200,000)	(100.0%)
Federal Revenue	<u>\$545,223</u>	<u>\$457,928</u>	<u>\$1,672,340</u>	<u>\$164,185</u>	<u>(\$293,743)</u>	(64.1%)
Subtotal - Revenue	\$10,145,475	\$4,110,862	\$10,724,907	\$682,187	(\$3,428,675)	(83.4%)
Transfers In	\$18,842,750	\$14,063,888	\$12,902,255	\$8,398,599	(\$5,665,289)	(40.3%)
Use of Fund Balance	<u>\$235,902</u>	<u>(\$367,546)</u>	<u>\$41,090,141</u>	<u>\$5,351,305</u>	<u>\$5,718,851</u>	(1556.0%)
TOTAL REVENUE - Capital Projects Fund	\$29,224,127	\$17,807,204	\$64,717,303	\$14,432,091	(\$3,375,113)	(19.0%)
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$44,403	\$0	\$36,215	\$0	\$0	n/a
Capital Projects	\$28,448,375	\$17,274,275	\$62,677,843	\$14,192,906	(\$3,081,369)	(17.8%)
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Appropriated Expenditures	\$28,492,778	\$17,274,275	\$62,714,058	\$14,192,906	(\$3,081,369)	(17.8%)
Transfers Out	<u>\$731,349</u>	<u>\$532,929</u>	<u>\$2,003,245</u>	<u>\$239,185</u>	<u>(\$293,744)</u>	(55.1%)
TOTAL EXPENDITURES - Cap Proj Fund	\$29,224,127	\$17,807,204	\$64,717,303	\$14,432,091	(\$3,375,113)	(19.0%)
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$199,460	\$171,241	\$241,793	\$171,679	\$438	0.3%
Operating (other than debt service)	\$2,472,118	\$2,389,538	\$5,366,886	\$1,335,912	(\$1,053,626)	(44.1%)
Debt Service	\$44,403	\$0	\$36,215	\$0	\$0	n/a
Capital	<u>\$25,776,797</u>	<u>\$14,713,496</u>	<u>\$57,069,164</u>	<u>\$12,685,315</u>	<u>(\$2,028,181)</u>	(13.8%)
TOTAL APPROPRIATED EXPENDITURES - Cap Proj Fund	\$28,492,778	\$17,274,275	\$62,714,058	\$14,192,906	(\$3,081,369)	(17.8%)

Fund Balance - Capital Projects Fund						
Beginning Fund Balance	\$51,092,841	\$9,557,287	\$50,856,939	\$9,766,798	\$209,511	2.2%
Net gain (use) from operations	(\$235,902)	\$367,546	(\$41,090,141)	(\$5,351,305)	(\$5,718,851)	(1556.0%)
Ending Fund Balance	\$50,856,939	\$9,924,833	\$9,766,798	\$4,415,493	(\$5,509,340)	(55.5%)

FY 2021 Adopted Budget - Economic Development Authority Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount Percent	
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$13,494	\$66,748	\$35,874	\$4,000	(\$62,748)	(94.0%)
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$13,494	\$66,748	\$35,874	\$4,000	(\$62,748)	(94.0%)
Transfers In	\$1,582,515	\$1,234,000	\$2,913,442	\$1,413,000	\$179,000	14.5%
Use of Fund Balance	\$0	\$42,935	\$42,935	\$42,050	(\$885)	(2.1%)
TOTAL REVENUE - EDA Fund	\$1,596,009	\$1,343,683	\$2,992,251	\$1,459,050	\$115,367	8.6%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$1,596,009	\$1,281,935	\$2,872,251	\$1,459,050	\$177,115	13.8%
Debt Service	\$0	\$61,748	\$120,000	\$0	(\$61,748)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$1,596,009	\$1,343,683	\$2,992,251	\$1,459,050	\$115,367	8.6%
Transfers Out	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL EXPENDITURES - EDA Fund	\$1,596,009	\$1,343,683	\$2,992,251	\$1,459,050	\$115,367	8.6%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$0	\$0	\$0	\$0	\$0	n/a
Operating (other than debt service)	\$1,596,009	\$1,281,935	\$1,476,935	\$1,459,050	\$177,115	13.8%
Debt Service	\$0	\$61,748	\$120,000	\$0	(\$61,748)	(100.0%)
Capital	\$0	\$0	\$1,395,316	\$0	\$0	n/a
TOTAL APPROPRIATED EXPENDITURES - EDA Fund	\$1,596,009	\$1,343,683	\$2,992,251	\$1,459,050	\$115,367	8.6%

Fund Balance - EDA Fund						
Beginning Fund Balance	\$84,985	\$465,217	\$84,985	\$42,050	(\$423,167)	(91.0%)
Net gain (use) from operations	\$0	(\$42,935)	(\$42,935)	(\$42,050)	\$885	(2.1%)
Ending Fund Balance	\$84,985	\$422,282	\$42,050	\$0	(\$422,282)	(100.0%)

FY 2021 Adopted Budget - Fire-EMS Fee Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$2,855,900	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Revenue	\$2,855,900	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
Transfers In	\$0	\$0	\$0	\$0	\$0	n/a
Use of (Addition to) Fund Balance	<u>(\$61,666)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
TOTAL REVENUE - Fire/EMS Fee Fund	\$2,794,234	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Appropriated Expenditures	\$0	\$0	\$0	\$0	\$0	n/a
Transfers Out	<u>\$2,794,234</u>	<u>\$2,500,000</u>	<u>\$2,500,000</u>	<u>\$2,600,000</u>	<u>\$100,000</u>	4.0%
TOTAL EXPENDITURES - Fire/EMS Fund	\$2,794,234	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$0	\$0	\$0	\$0	\$0	n/a
Operating (other than debt service)	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
TOTAL APPROPRIATED EXPENDITURES - Fire/EMS Fund	\$0	\$0	\$0	\$0	\$0	n/a

Fund Balance - Fire/EMS Fee Fund						
Beginning Fund Balance	\$320,555	\$320,555	\$382,221	\$382,221	\$61,666	19.2%
Net gain (use) from operations	\$61,666	\$0	\$0	\$0	\$0	n/a
Ending Fund Balance	\$382,221	\$320,555	\$382,221	\$382,221	\$61,666	19.2%

FY 2021 Adopted Budget - Code Compliance Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Recommended	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$5,016,187	\$4,167,119	\$4,259,810	\$4,703,979	\$536,860	12.9%
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$5,016,187	\$4,167,119	\$4,259,810	\$4,703,979	\$536,860	12.9%
Transfers In	\$923,412	\$963,044	\$963,044	\$930,841	(\$32,203)	-3.3%
Use of (Addition to) Fund Balance	(\$1,481,081)	(\$782)	\$8,665	(\$290,688)	(\$289,906)	37072.4%
TOTAL REVENUE - Code Comp. Fund	\$4,458,518	\$5,129,381	\$5,231,519	\$5,344,132	\$214,751	4.2%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$2,049,063	\$2,536,567	\$2,629,258	\$2,666,418	\$129,851	5.1%
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$1,640,967	\$1,920,001	\$1,929,449	\$1,909,225	(\$10,776)	-0.6%
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$3,690,030	\$4,456,568	\$4,558,707	\$4,575,643	\$119,075	2.7%
Transfers Out	\$768,488	\$672,813	\$672,812	\$768,489	\$95,676	14.2%
TOTAL EXPENDITURES - Code Comp. Fund	\$4,458,518	\$5,129,381	\$5,231,519	\$5,344,132	\$214,751	4.2%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$3,098,710	\$3,773,751	\$3,838,834	\$3,821,634	\$47,883	1.3%
Operating (other than debt service)	\$543,814	\$654,434	\$665,085	\$662,740	\$8,306	1.3%
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital	\$47,506	\$28,383	\$54,788	\$91,269	\$62,886	221.6%
TOTAL APPROPRIATED EXPENDITURES - Code Comp. Fund	\$3,690,030	\$4,456,568	\$4,558,707	\$4,575,643	\$119,075	2.7%

Fund Balance - Code Compliance Fund						
Beginning Fund Balance	\$3,180,593	\$2,604,518	\$4,661,674	\$4,653,009	\$2,048,491	78.7%
Net gain (use) from operations	\$1,481,081	\$782	(\$8,665)	\$290,688	\$289,906	37072.4%
Ending Fund Balance	\$4,661,674	\$2,605,300	\$4,653,009	\$4,943,697	\$2,338,397	89.8%
OPEB Reserve	\$1,144,654	\$810,800	\$1,144,654	\$1,144,654	\$333,854	41.2%
Stormwater Management Reserve	\$231,693	\$205,458	\$226,693	\$226,693	\$21,235	10.3%
Balance Net of Obligations & Reserves	\$3,285,327	\$1,589,042	\$3,281,662	\$3,572,350	\$1,983,308	124.8%
Ending Fund Balance	\$4,661,674	\$2,605,300	\$4,653,009	\$4,943,697	\$2,338,397	89.8%

FY 2021 Adopted Budget - Transportation Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	\$1,222,644	\$1,307,909	\$1,307,909	\$1,386,036	\$78,127	6.0%
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$5,678,571	\$5,127,000	\$5,127,000	\$4,646,000	(\$481,000)	(9.4%)
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$6,901,215	\$6,434,909	\$6,434,909	\$6,032,036	(\$402,873)	(6.3%)
Transfers In	\$874,932	\$873,596	\$873,596	\$21,261	(\$852,335)	(97.6%)
Use of Fund Balance	(\$529,283)	\$904,121	\$677,472	\$2,155,223	\$1,251,102	138.4%
TOTAL REVENUE - Trans. Fund	\$7,246,864	\$8,212,626	\$7,985,977	\$8,208,520	(\$4,106)	0.0%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$4,733,543	\$5,279,507	\$5,052,858	\$5,072,280	(\$207,227)	(3.9%)
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$2,497,319	\$2,883,119	\$2,883,119	\$3,116,240	\$233,121	8.1%
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$7,230,862	\$8,162,626	\$7,935,977	\$8,188,520	\$25,894	0.3%
Transfers Out	\$16,002	\$50,000	\$50,000	\$20,000	(\$30,000)	(60.0%)
TOTAL EXPENDITURES - Trans. Fund	\$7,246,864	\$8,212,626	\$7,985,977	\$8,208,520	(\$4,106)	0.0%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$327,739	\$378,934	\$378,934	\$397,381	\$18,447	4.9%
Operating (other than debt service)	\$2,168,868	\$2,504,185	\$2,503,923	\$2,718,859	\$214,674	8.6%
Debt Service	\$4,733,543	\$5,279,507	\$5,052,858	\$5,072,280	(\$207,227)	(3.9%)
Capital	\$712	\$0	\$262	\$0	\$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Trans. Fund	\$7,230,862	\$8,162,626	\$7,935,977	\$8,188,520	\$25,894	0.3%

Fund Balance - Transportation Fund						
Beginning Fund Balance	\$8,617,410	\$8,609,536	\$9,146,693	\$9,112,699	\$503,163	5.8%
Net gain (use) from operations	\$529,283	(\$904,121)	(\$677,472)	(\$2,155,223)	(\$1,251,102)	138.4%
Ending Fund Balance	\$9,146,693	\$7,705,415	\$8,469,221	\$6,957,476	(\$747,939)	(9.7%)
OPEB Reserve	\$110,000	\$64,200	\$110,000	\$110,000	\$45,800	71.3%
Balance Net of Obligations & Reserves	\$9,036,693	\$7,641,215	\$8,359,221	\$6,847,476	(\$793,739)	(10.4%)
Ending Fund Balance	\$9,146,693	\$7,705,415	\$8,469,221	\$6,957,476	(\$747,939)	(9.7%)

FY 2021 Adopted Budget - Joint Fleet Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$2,738,408	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$2,738,408	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Transfers In	\$0	\$0	\$0	\$0	\$0	n/a
Use of Fund Balance	(\$143,645)	\$0	\$0	\$0	\$0	n/a
TOTAL REVENUE - Joint Fleet Fund	\$2,594,763	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$2,594,763	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$2,594,763	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Transfers Out	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL EXPENDITURES - Joint Fleet Fund	\$2,594,763	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$1,357,684	\$1,467,274	\$1,467,274	\$1,448,323	(\$18,951)	(1.3%)
Operating (other than debt service)	\$1,149,719	\$1,403,305	\$1,403,305	\$1,420,076	\$16,771	1.2%
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital	\$87,360	\$42,143	\$42,143	\$12,500	(\$29,643)	(70.3%)
TOTAL APPROPRIATED EXPENDITURES - Joint Fleet Fund	\$2,594,763	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)

Fund Balance - Joint Fleet Fund						
Beginning Fund Balance	\$1,131,724	\$670,805	\$1,275,369	\$1,275,369	\$604,564	90.1%
Net gain (use) from operations	\$143,645	\$0	\$0	\$0	\$0	n/a
Ending Fund Balance	\$1,275,369	\$670,805	\$1,275,369	\$1,275,369	\$604,564	90.1%

FY 2021 Adopted Budget - School Operating Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$4,704,638	\$5,680,621	\$5,716,275	\$2,700,603	(\$2,980,018)	(52.5%)
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$142,092,609	\$148,775,038	\$148,775,038	\$154,371,667	\$5,596,629	3.8%
Federal Revenue	<u>\$10,059,467</u>	<u>\$11,257,124</u>	<u>\$11,257,124</u>	<u>\$11,556,571</u>	<u>\$299,447</u>	2.7%
Subtotal - Revenue	\$156,856,714	\$165,712,783	\$165,748,437	\$168,628,841	\$2,916,058	1.8%
Transfers In	\$115,549,002	\$131,181,416	\$134,853,917	\$131,381,416	\$200,000	0.2%
Use of Fund Balance	\$5,131,406	\$0	\$0	\$0	\$0	n/a
TOTAL REVENUE - School Op. Fund	\$277,537,122	\$296,894,199	\$300,602,354	\$300,010,257	\$3,116,058	1.0%

Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$24,474,687	\$27,849,361	\$27,885,015	\$28,089,775	\$240,414	0.9%
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$252,998,565	\$268,980,968	\$272,653,469	\$271,920,482	\$2,939,514	1.1%
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Appropriated Expenditures	\$277,473,252	\$296,830,329	\$300,538,484	\$300,010,257	\$3,179,928	1.1%
Transfers Out	<u>\$63,870</u>	<u>\$63,870</u>	<u>\$63,870</u>	<u>\$0</u>	<u>(\$63,870)</u>	(100.0%)
TOTAL EXPENDITURES - School Op. Fund	\$277,537,122	\$296,894,199	\$300,602,354	\$300,010,257	\$3,116,058	1.0%

Appropriated Expenditures (by category)						
Personnel (salaries & benefits)		\$236,500,665	\$237,494,233	\$236,438,683	(\$61,982)	(0.0%)
Operating (other than debt service)		\$32,445,436	\$34,459,569	\$35,415,167	\$2,969,731	9.2%
Debt Service		\$27,849,361	\$27,885,015	\$28,089,775	\$240,414	0.9%
Capital		<u>\$34,867</u>	<u>\$699,667</u>	<u>\$66,632</u>	<u>\$31,765</u>	91.1%
TOTAL APPROPRIATED EXPENDITURES - School Op. Fund	Unavailable	\$296,830,329	\$300,538,484	\$300,010,257	\$3,179,928	1.1%

Fund Balance - School Operating Fund						
Beginning Fund Balance - HI Reserve	\$14,374,538	\$14,374,536	\$9,243,132	\$9,243,132	(\$5,131,404)	(35.7%)
Net gain (use) from operations	(\$5,131,406)	\$0	\$0	\$0	\$0	n/a
Ending Fund Balance - HI Reserve	\$9,243,132	\$14,374,536	\$9,243,132	\$9,243,132	(\$5,131,404)	(35.7%)
Restricted, Committed, Assigned	\$9,243,132	\$14,374,536	\$9,243,132	\$9,243,132	(\$5,131,404)	(35.7%)
Balance Net of Obligations & Reserve:	\$0	\$0	\$0	\$0	\$0	n/a
Ending Fund Balance - HI Reserve*	\$9,243,132	\$14,374,536	\$9,243,132	\$9,243,132	\$0	0.0%

*"HI" = health insurance

Local Transfer Breakdown						
State Required Local Effort		\$57,354,933	\$57,354,933	\$64,601,198	\$7,246,265	12.6%
State Required Local Match for Optional Programs		\$3,026,133	\$3,282,502	\$3,616,056	\$589,923	19.5%
Required Local Match for Federal Grants		\$28,998,371	\$28,998,371	\$28,998,371	\$0	0.0%
Debt Service		\$27,849,361	\$27,885,015	\$28,089,775	\$240,414	0.9%
Additional Local Transfer		\$13,952,618	\$17,333,096	\$6,076,016	(\$7,876,602)	(56.5%)
Total Local Transfer	\$115,549,002	\$131,181,416	\$134,853,917	\$131,381,416	\$200,000	0.2%

FY 2021 Adopted Budget - School Food Service Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$4,666,828	\$4,898,222	\$4,898,222	\$4,618,000	(\$280,222)	(5.7%)
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$253,912	\$268,887	\$268,887	\$375,065	\$106,178	39.5%
Federal Revenue	<u>\$5,604,686</u>	<u>\$5,716,200</u>	<u>\$5,716,200</u>	<u>\$5,884,921</u>	<u>\$168,721</u>	3.0%
Subtotal - Revenue	\$10,525,426	\$10,883,309	\$10,883,309	\$10,877,986	(\$5,323)	(0.0%)
Transfers In	\$63,870	\$63,870	\$63,870	\$0	(\$63,870)	(100.0%)
Use of Fund Balance	<u>(\$323,750)</u>	<u>\$1,394,349</u>	<u>\$1,394,349</u>	<u>\$1,373,966</u>	<u>(\$20,383)</u>	<u>(1.5%)</u>
TOTAL REVENUE - School Food Srvc. Fur	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952	(\$89,576)	(0.7%)
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	<u>\$10,265,546</u>	<u>\$12,341,528</u>	<u>\$12,341,528</u>	<u>\$12,251,952</u>	<u>(\$89,576)</u>	<u>(0.7%)</u>
Subtotal - Appropriated Expenditures	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952	(\$89,576)	(0.7%)
Transfers Out	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>n/a</u>
TOTAL EXPENDITURES - School Food Srvc	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952	(\$89,576)	(0.7%)
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)		\$2,667,535	\$2,667,535	\$2,579,032	(\$88,503)	(3.3%)
Operating (other than debt service)		\$9,180,493	\$9,180,493	\$8,988,482	(\$192,011)	(2.1%)
Debt Service		\$0	\$0	\$0	\$0	n/a
Capital		<u>\$493,500</u>	<u>\$493,500</u>	<u>\$684,438</u>	<u>\$190,938</u>	<u>38.7%</u>
TOTAL APPROPRIATED EXPENDITURES - School Food Srvc.	Unavailable	\$12,341,528	\$12,341,528	\$12,251,952	(\$89,576)	(0.7%)

Fund Balance - School Food Service Fund						
Beginning Fund Balance	\$3,955,723	\$3,148,723	\$4,279,473	\$2,885,124	(\$263,599)	(8.4%)
Net gain (use) from operations	\$323,750	(\$1,394,349)	(\$1,394,349)	(\$1,373,966)	\$20,383	(1.5%)
Ending Fund Balance	\$4,279,473	\$1,754,374	\$2,885,124	\$1,511,158	(\$243,216)	(13.9%)

FY 2021 Adopted Budget - School Capital Projects Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Debt Proceeds	\$31,477,121	\$28,904,696	\$29,072,310	\$13,500,916	(\$15,403,780)	-53.3%
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$31,477,121	\$28,904,696	\$29,072,310	\$13,500,916	(\$15,403,780)	-53.3%
Transfers In	\$2,610,663	\$0	\$0	\$0	\$0	n/a
Use of Fund Balance	\$4,049,578	\$0	(\$592,552)	\$0	\$0	n/a
TOTAL REVENUE - School Cap. Proj. Fund	\$38,137,362	\$28,904,696	\$28,479,758	\$13,500,916	(\$15,403,780)	-53.3%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$259,102	\$0	\$167,614	\$0	\$0	n/a
Capital Projects	\$37,878,260	\$28,904,696	\$28,312,144	\$13,500,916	(\$15,403,780)	(53.3%)
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$38,137,362	\$28,904,696	\$28,479,758	\$13,500,916	(\$15,403,780)	(53.3%)
Transfers Out	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL EXPENDITURES - School Cap. Proj.	\$38,137,362	\$28,904,696	\$28,479,758	\$13,500,916	(\$15,403,780)	(53.3%)
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$0	\$0	\$0	\$0	\$0	n/a
Operating (other than debt service)	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$259,102	\$0	\$167,614	\$0	\$0	n/a
Capital	\$37,878,260	\$28,904,696	\$28,312,144	\$13,500,916	(\$15,403,780)	(53.3%)
TOTAL APPROPRIATED EXPENDITURES - School Cap. Proj.	\$38,137,362	\$28,904,696	\$28,479,758	\$13,500,916	(\$15,403,780)	(53.3%)

Fund Balance - School Cap. Proj. Fund						
Beginning Fund Balance	\$4,272,755	\$397,628	\$223,177	\$815,729	\$418,101	105.1%
Net gain (use) from operations	(\$4,049,578)	\$0	\$592,552	\$0	\$0	n/a
Ending Fund Balance	\$223,177	\$397,628	\$815,729	\$815,729	\$418,101	105.1%

FY 2021 Adopted Budget - Utilities Operating Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$32,622,057	\$34,135,209	\$34,135,209	\$33,929,282	(\$205,927)	(0.6%)
Other Local Revenue	\$3,145,752	\$1,808,287	\$1,808,287	\$1,924,413	\$116,126	6.4%
Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	<u>\$505,634</u>	<u>\$494,344</u>	<u>\$494,344</u>	<u>\$483,658</u>	<u>(\$10,686)</u>	(2.2%)
Subtotal - Revenue	\$36,273,443	\$36,437,840	\$36,437,840	\$36,337,353	(\$100,487)	(0.3%)
Transfers In	\$88,086	\$125,000	\$125,000	\$95,000	(\$30,000)	(24.0%)
Use of Fund Balance	<u>(\$5,028,069)</u>	<u>(\$2,541,962)</u>	<u>(\$3,319,972)</u>	<u>(\$762,132)</u>	<u>\$1,779,830</u>	(70.0%)
TOTAL REVENUE - Utilities Op Fund	\$31,333,460	\$34,020,878	\$33,242,868	\$35,670,221	\$1,649,343	4.8%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$20,565,002	\$21,739,120	\$21,835,332	\$21,955,229	\$216,109	1.0%
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$10,159,776	\$12,212,658	\$11,338,436	\$13,714,992	\$1,502,334	12.3%
Capital Projects	\$0	\$0	\$0	\$0	\$0	n/a
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	n/a
Subtotal - Appropriated Expenditures	\$30,724,778	\$33,951,778	\$33,173,768	\$35,670,221	\$1,718,443	5.1%
Transfers Out	<u>\$608,682</u>	<u>\$69,100</u>	<u>\$69,100</u>	<u>\$0</u>	<u>(\$69,100)</u>	(100.0%)
TOTAL EXPENDITURES - Utilities Op Fun	\$31,333,460	\$34,020,878	\$33,242,868	\$35,670,221	\$1,649,343	4.8%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$10,808,730	\$11,179,454	\$11,217,685	\$11,366,108	\$186,654	1.7%
Operating (other than debt service)	\$9,141,234	\$9,599,276	\$9,551,568	\$10,240,914	\$641,638	6.7%
Debt Service	\$10,159,776	\$12,212,658	\$11,338,436	\$13,714,992	\$1,502,334	12.3%
Capital	<u>\$615,038</u>	<u>\$960,390</u>	<u>\$1,066,079</u>	<u>\$348,207</u>	<u>(\$612,183)</u>	(63.7%)
TOTAL APPROPRIATED EXPENDITURES - Utilities Op Fund	\$30,724,778	\$	\$33,173,768	\$35,670,221	\$1,718,443	5.1%

Fund Balance - Utilities Operating Fund						
Beginning Fund Balance	\$39,868,744	\$40,316,486	44,896,813	\$48,216,785	\$7,900,299	19.6%
Net gain (use) from operations	\$5,028,069	\$2,541,962	\$3,319,972	\$762,132	(\$1,779,830)	(70.0%)
Ending Fund Balance	\$44,896,813	\$42,858,448	\$48,216,785	\$48,978,917	\$6,120,469	14.3%
OPEB Reserve	\$4,088,450	\$2,156,600	\$4,088,450	\$4,088,450	\$1,931,850	89.6%
Balance Net of Obligations & Reserves	\$40,808,363	\$40,701,848	\$44,128,335	\$44,890,467	\$4,188,619	10.3%
Ending Fund Balance	\$44,896,813	\$42,858,448	\$48,216,785	\$48,978,917	\$6,120,469	14.3%

FY 2021 Adopted Budget - Utilities Capital Projects Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Other Local Taxes	\$0	\$0	\$0	\$0	\$0	n/a
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	n/a
Charges for Services	\$6,981,000	\$3,621,970	\$3,621,970	\$4,113,970	\$492,000	13.6%
Other Local Revenue	\$1,451,927	\$5,497,412	\$9,494,096	\$19,694,825	\$14,197,413	258.3%
Debt Proceeds	\$0	\$0	\$16,759,866	\$0	\$0	n/a
State Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Federal Revenue	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Revenue	\$8,432,927	\$9,119,382	\$29,875,932	\$23,808,795	\$14,689,413	161.1%
Transfers In	\$187,662	\$0	\$0	\$0	\$0	n/a
Use of Fund Balance	\$3,644,611	\$1,205,618	\$38,302,311	\$4,736,030	\$3,530,412	292.8%
TOTAL REVENUE - Utilities Cap Proj Fund	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%
Expenditures (by function)						
Executive Services	\$0	\$0	\$0	\$0	\$0	n/a
Administrative Services	\$0	\$0	\$0	\$0	\$0	n/a
Voter Services	\$0	\$0	\$0	\$0	\$0	n/a
Judicial Administration	\$0	\$0	\$0	\$0	\$0	n/a
Public Safety	\$0	\$0	\$0	\$0	\$0	n/a
Public Works	\$0	\$0	\$0	\$0	\$0	n/a
Health & Human Services	\$0	\$0	\$0	\$0	\$0	n/a
Parks, Recreation & Cultural	\$0	\$0	\$0	\$0	\$0	n/a
Community Development	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital Projects	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%
Transportation	\$0	\$0	\$0	\$0	\$0	n/a
Education	\$0	\$0	\$0	\$0	\$0	n/a
School Food Service	\$0	\$0	\$0	\$0	\$0	n/a
Subtotal - Appropriated Expenditures	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%
Transfers Out	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL EXPENDITURES - Utilities Cap Prc	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$0	\$0	\$0	\$0	\$0	n/a
Operating (other than debt service)	\$0	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	\$0	n/a
Capital	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%
TOTAL APPROPRIATED EXPENDITURES - Utilities Cap Proj	\$12,265,200	\$10,325,000	\$68,178,243	\$28,544,825	\$18,219,825	176.5%

Fund Balance - Utilities Cap. Proj. Fund						
Beginning Fund Balance	\$49,148,809	\$5,692,008	\$45,504,198	\$7,201,887	\$1,509,879	26.5%
Net gain (use) from operations	(\$3,644,611)	(\$1,205,618)	(\$38,302,311)	(\$4,736,030)	(\$3,530,412)	292.8%
Ending Fund Balance	\$45,504,198	\$4,486,390	\$7,201,887	\$2,465,857	(\$2,020,533)	(45.0%)

Changes in Fund Balance

Fund balance is the term used for the excess of fund assets over fund liabilities, reserves and carryover. Following is a table showing the projected beginning and ending FY 2021 balances for each fund. Changes in fund balance of at least 10% are discussed below the table.

Changes in Fund Balance - All Funds				
Funds	FY 2021		Variance	
	Beginning	Ending	Amount	Percent
General Fund	\$80,425,039	\$75,396,260	(\$5,028,779)	(6.3%)
Capital Projects Fund	9,766,798	4,415,493	(5,351,305)	(54.8%)
Economic Development Authority Fund	42,050	-	(42,050)	(100.0%)
Fire/EMS Service Fee Fund	382,221	382,221	-	0.0%
Code Compliance Fund	4,653,009	4,943,697	290,688	6.2%
Transportation Fund	9,112,699	6,957,476	(2,155,223)	(23.7%)
School Operating Fund	9,243,132	9,243,132	-	0.0%
School Food Service Fund	2,885,124	1,511,158	(1,373,966)	(47.6%)
School Capital Projects Fund	815,729	815,729	-	0.0%
Joint Fleet Maintenance Fund	1,275,369	1,275,369	-	0.0%
Utilities Operating Fund	48,216,785	48,978,917	762,132	1.6%
Utilities Capital Projects Fund	7,201,887	2,465,857	(4,736,030)	(65.8%)

Discussion of Changes in Fund Balance of at least 10% –

General Fund: We anticipate a temporary loss of consumption-based taxes (meals, sales, transient occupancy, and business license) stemming from shutdowns associated with the coronavirus pandemic. \$3,948,867 of the Budget Stabilization Reserve is used to offset these anticipated losses in FY 2021. \$315,000 of the budgeted use of fund balance is use of the Economic Opportunities Reserve for approved economic incentives. \$294,267 of the accumulated tourism reserve from prior years' transient occupancy receipts is used tourism costs in excess of the tourism portion of the FY 2021 transient occupancy revenue. \$105,000 of reserved forfeiture/seizure funds is planned to fund certain one-time costs in the Sheriff's Office budget. \$100,000 is included as the second of five years of capital contributions to Germanna Community College.

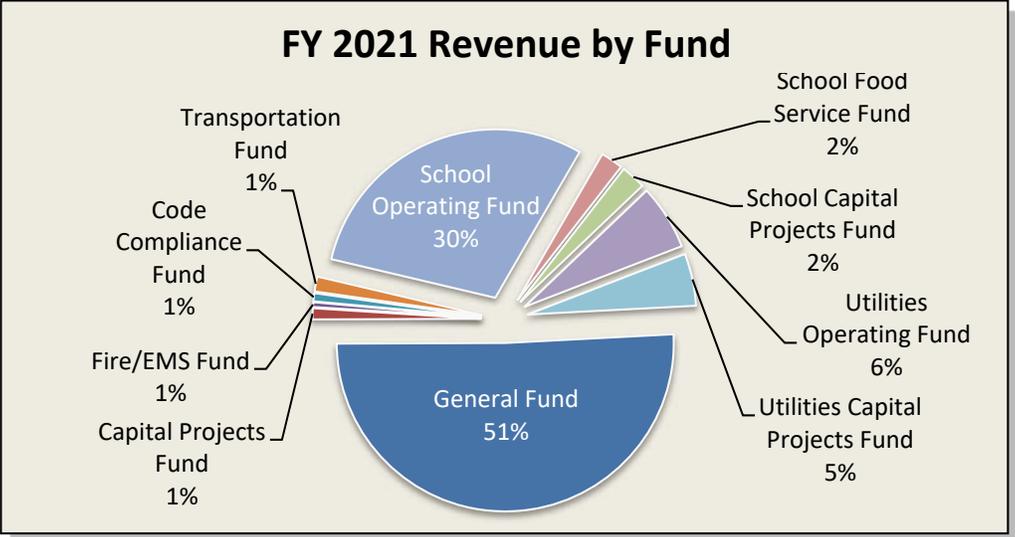
Changes in Fund Balance

Capital Projects Fund:	\$5.4 million is used to fund the cash-funded projects in excess of the \$8.4 million minimum fiscal policy transfer from the General Fund.
Economic Development Authority Fund:	\$42,050 is used because FY 2021 costs exceed projected revenues. A transfer from the General Fund supports Board-approved incentives. Legal services, EDA member stipends, and insurance costs are paid from the fund balance.
Code Compliance Fund:	\$290,688 is added to the fund balance as projected revenues exceed budget expenditures for FY 2021.
Transportation Fund:	\$643,478 is used to reserve the budgeted special taxes for four special service districts. Additionally, \$1,511,745 is used because other-than-service district expenses exceed the projected other-than-service district revenues.
School Food Service Fund:	\$953,205 of the fund balance is planned for capital needs such as replacement food service fixtures and equipment. Additionally, \$420,761 is used to fund expenditures in excess of revenue.
Utilities Operating Fund:	Revenue to the Utilities Operating Fund exceeds FY 2021 expenditures by \$762,132.
Utilities Capital Projects Fund:	\$4,736,030 of the fund balance is used in FY 2021 to cash-fund a portion of the Utilities capital projects, reducing the amount borrowed for FY 2021 projects.



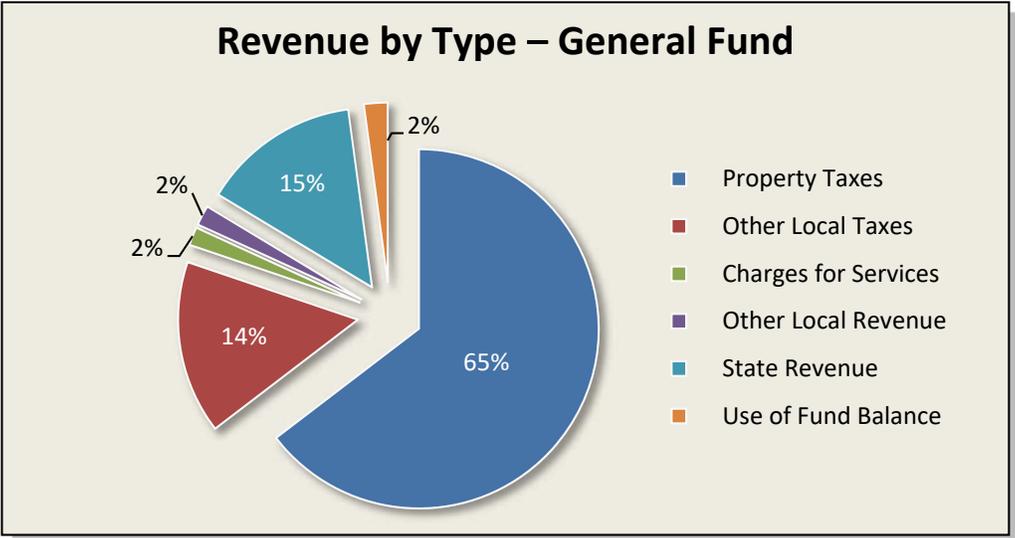
Revenues

The following sections provide an overview of the major revenues, by category, within each fund. Revenue sources totaling at least 75% of the total revenues in each fund are discussed in detail. All revenue projections are developed by the Budget staff with input from County departments where appropriate.



General Fund

There are six primary categories of revenue within the General Fund: property taxes, other local taxes, charges for services, other local revenue, state revenue, and use of/addition to fund balance. The following graph shows the percentage that each category is of the total General Fund revenue excluding transfers. In years when there is a net add to fund balance, the fund balance category is excluded from the graph.





FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
GENERAL FUND						
<u>Real Property Taxes:</u>						
Current Taxes Real Estate	\$124,449,206	\$131,475,788	\$131,475,788	\$134,208,592	\$2,732,804	2.1%
Delinquent Taxes Real Estate	\$1,345,630	\$1,200,000	\$1,200,000	\$1,200,000	\$0	0.0%
Deferred Taxes	\$578,923	\$200,000	\$200,000	\$280,000	\$80,000	40.0%
Current Taxes Public Svc Real Estate	\$3,853,782	\$3,721,431	\$3,721,431	\$4,069,989	\$348,558	9.4%
<i>Subtotal - Real Property</i>	<i>\$130,227,541</i>	<i>\$136,597,219</i>	<i>\$136,597,219</i>	<i>\$139,758,581</i>	<i>\$3,161,362</i>	<i>2.3%</i>
<u>Personal Property Taxes:</u>						
Current Taxes Personal Property	\$39,798,932	\$41,944,839	\$41,944,839	\$41,700,000	(\$244,839)	(0.6%)
Delinquent Taxes Personal Property	\$2,971,400	\$3,765,312	\$3,765,312	\$3,294,442	(\$470,870)	(12.5%)
Current Taxes Mobile Home	\$49,986	\$60,000	\$60,000	\$60,000	\$0	0.0%
Delinquent Taxes Mobile Home	\$12,496	\$20,000	\$20,000	\$20,000	\$0	0.0%
<i>Subtotal - Personal Property</i>	<i>\$42,832,814</i>	<i>\$45,790,151</i>	<i>\$45,790,151</i>	<i>\$45,074,442</i>	<i>(\$715,709)</i>	<i>(1.6%)</i>
<u>Other Property Taxes:</u>						
Current Taxes Heavy Equipment	\$405,654	\$326,645	\$326,645	\$424,824	\$98,179	30.1%
Delinquent Taxes Heavy Equipment	\$22,845	\$10,000	\$10,000	\$15,000	\$5,000	50.0%
Current Taxes Machinery & Tools	\$575,944	\$636,223	\$636,223	\$639,831	\$3,608	0.6%
Delinquent Taxes Machinery & Tools	\$51,409	\$30,000	\$30,000	\$45,000	\$15,000	50.0%
<i>Subtotal - Other Property</i>	<i>\$1,055,852</i>	<i>\$1,002,868</i>	<i>\$1,002,868</i>	<i>\$1,124,655</i>	<i>\$121,787</i>	<i>12.1%</i>
<u>Penalties & Interest on Taxes:</u>						
Penalties	\$1,544,819	\$1,600,000	\$1,600,000	\$1,600,000	\$0	0.0%
Interest	\$755,325	\$750,000	\$750,000	\$750,000	\$0	0.0%
<i>Subtotal - Penalties & Interest on Taxes</i>	<i>\$2,300,144</i>	<i>\$2,350,000</i>	<i>\$2,350,000</i>	<i>\$2,350,000</i>	<i>\$0</i>	<i>0.0%</i>
Total Property Taxes	\$176,416,351	\$185,740,238	\$185,740,238	\$188,307,678	\$2,567,440	1.4%
<u>Sales Tax:</u>						
Local Sales Tax	\$18,933,735	\$18,985,968	\$18,985,968	\$19,000,000	\$14,032	0.1%
<i>Subtotal - Sales Tax</i>	<i>\$18,933,735</i>	<i>\$18,985,968</i>	<i>\$18,985,968</i>	<i>\$19,000,000</i>	<i>\$14,032</i>	<i>0.1%</i>
<u>Utility Tax:</u>						
Consumer Utility Tax	\$2,731,219	\$2,500,000	\$2,500,000	\$2,550,000	\$50,000	2.0%
<i>Subtotal - Utility Tax</i>	<i>\$2,731,219</i>	<i>\$2,500,000</i>	<i>\$2,500,000</i>	<i>\$2,550,000</i>	<i>\$50,000</i>	<i>2.0%</i>
<u>Other Local Taxes:</u>						
Business License Tax	\$4,821,876	\$4,500,000	\$4,500,000	\$4,500,000	\$0	0.0%
Daily Rental Tax	\$38,907	\$50,000	\$50,000	\$50,000	\$0	0.0%
Utility Gross Receipts Tax	\$640,113	\$650,000	\$650,000	\$650,000	\$0	0.0%
Local Vehicle License Fee	\$3,142,254	\$3,100,000	\$3,100,000	\$3,100,000	\$0	0.0%
Bank Stock Tax	\$971,355	\$725,000	\$725,000	\$800,000	\$75,000	10.3%
Recordation Tax	\$2,685,679	\$2,700,000	\$2,700,000	\$2,100,000	(\$600,000)	(22.2%)
Transient Occupancy Tax	\$1,462,612	\$1,475,000	\$1,475,000	\$1,000,000	(\$475,000)	(32.2%)
Meals Tax	\$9,469,342	\$9,617,667	\$9,617,667	\$8,000,000	(\$1,617,667)	(16.8%)
<i>Subtotal - Other Local Taxes</i>	<i>\$23,232,138</i>	<i>\$22,817,667</i>	<i>\$22,817,667</i>	<i>\$20,200,000</i>	<i>(\$2,617,667)</i>	<i>(11.5%)</i>
Total Other Local Taxes	\$44,897,092	\$44,303,635	\$44,303,635	\$41,750,000	(\$2,553,635)	(5.8%)

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
<u>Licenses & Permits:</u>						
Dog Tag Licenses	\$93,701	\$43,540	\$43,540	\$60,000	\$16,460	37.8%
Land Use Application Fees	\$987	\$1,000	\$1,000	\$1,000	\$0	0.0%
Transfer Fees	\$4,987	\$5,000	\$5,000	\$5,000	\$0	0.0%
Well/Septic Permit Fees	\$37,875	\$40,000	\$40,000	\$40,000	\$0	0.0%
Commercial Vehicle Disposal Fee	\$17,675	\$18,000	\$18,000	\$18,000	\$0	0.0%
Solicitor Permits	\$680	\$1,200	\$1,200	\$1,200	\$0	0.0%
Gun Permits	\$76,209	\$17,776	\$17,776	\$18,000	\$224	1.3%
Open Air Burning Permit	\$5,063	\$6,000	\$6,000	\$6,000	\$0	0.0%
Fire & Safety Inspection Fee	\$137,723	\$10,000	\$10,000	\$60,000	\$50,000	500.0%
Towing Application/Inspection Fee	\$5,700	\$5,000	\$5,000	\$5,000	\$0	0.0%
Massage Parlor Fees	\$2,800	\$2,000	\$2,000	\$2,000	\$0	0.0%
Total Licenses & Permits	\$383,400	\$149,516	\$149,516	\$216,200	\$66,684	44.6%
<u>Charges for Services:</u>						
Excess Fees of Clerk	\$96,162	\$110,000	\$110,000	\$110,000	\$0	0.0%
Sheriff's Fees	\$4,099	\$4,099	\$4,099	\$4,099	\$0	0.0%
Clerk of Court Subscriptions	\$62,250	\$44,000	\$44,000	\$44,000	\$0	0.0%
Courthouse Maintenance Fees	\$42,360	\$45,000	\$45,000	\$43,000	(\$2,000)	(4.4%)
Copying Fees	\$11,022	\$13,000	\$13,000	\$11,000	(\$2,000)	(15.4%)
Circuit Court Judgeship	\$0	\$0	\$0	\$0	\$0	n/a
Court Services Unit Program/Class Fees	\$380	\$0	\$0	\$500	\$500	n/a
Commonwealth's Attorney Fees	\$24,492	\$25,000	\$25,000	\$25,000	\$0	0.0%
Other Sheriff Fees	\$93,159	\$93,000	\$93,000	\$95,000	\$2,000	2.2%
Em Rescue Svc Fees	\$12,084	\$18,000	\$18,000	\$16,000	(\$2,000)	(11.1%)
Animal Shelter Fees	\$207,654	\$199,104	\$199,104	\$206,000	\$6,896	3.5%
Rabies Vaccinations	\$9,470	\$7,500	\$7,500	\$7,500	\$0	0.0%
Street Lights	\$6,190	\$6,200	\$6,200	\$6,200	\$0	0.0%
Refuse Disposal Fees	\$2,591,850	\$2,300,000	\$2,300,000	\$2,500,000	\$200,000	8.7%
Weed & Debris Fee	\$7,648	\$10,000	\$10,000	\$10,000	\$0	0.0%
Recycling Revenues	\$514,310	\$385,000	\$385,000	\$400,000	\$15,000	3.9%
Recreation Registration Fees	\$284,421	\$295,470	\$295,470	\$286,265	(\$9,205)	(3.1%)
Loriella Park Admission	\$53,403	\$49,125	\$49,125	\$49,125	\$0	0.0%
Ni River Reservoir Fees	\$21,279	\$20,670	\$20,670	\$20,670	\$0	0.0%
Hunting Run Reservoir Fees	\$29,441	\$23,070	\$23,070	\$23,900	\$830	3.6%
Self-Supporting Activities	\$164,217	\$159,305	\$159,305	\$167,765	\$8,460	5.3%
Tourism Event Admissions	\$0	\$0	\$0	\$0	\$0	n/a
Stonewall Jackson Run Fee	\$0	\$0	\$0	\$0	\$0	n/a
Tourism Event Vendor Fee	\$0	\$0	\$0	\$0	\$0	n/a
Planning Department Publications	\$1,364	\$700	\$700	\$700	\$0	0.0%
Sale of Publications	\$25	\$0	\$0	\$0	\$0	n/a
Plat Filing Fees	\$204,302	\$223,347	\$223,347	\$223,347	\$0	0.0%
Telecommunications Review Fee	\$0	\$0	\$0	\$0	\$0	n/a
Planning Review Fee	\$331,689	\$259,718	\$259,718	\$275,000	\$15,282	5.9%
GIS Fees	\$125,150	\$180,000	\$180,000	\$150,000	(\$30,000)	(16.7%)
Annual PEG Fee Grant	\$185,995	\$185,000	\$185,000	\$185,000	\$0	0.0%
Total Charges for Services	\$5,084,416	\$4,656,308	\$4,656,308	\$4,860,071	\$203,763	4.4%

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
<u>Other Local Revenue:</u>						
County Court Fines	\$401,241	\$400,000	\$400,000	\$400,000	\$0	0.0%
False Fire Alarm Fines	\$0	\$5,000	\$5,000	\$5,000	\$0	0.0%
DNA Local Fee (Clerk of Court)	\$3,934	\$1,500	\$1,500	\$2,500	\$1,000	66.7%
Jail Admin Fee (Clerk of Court)	\$16,704	\$16,000	\$16,000	\$16,000	\$0	0.0%
Crthouse Security Fee (Clerk of Court)	\$127,967	\$130,000	\$130,000	\$130,000	\$0	0.0%
Interest on Investments	\$3,032,412	\$700,000	\$700,000	\$800,000	\$100,000	14.3%
Interest on Trigon Stock	\$0	\$5,000	\$5,000	\$5,000	\$0	0.0%
Insurance Dividend	\$0	\$0	\$0	\$0	\$0	n/a
Rental of General Property	\$46,630	\$61,828	\$61,828	\$61,828	\$0	0.0%
Use of Park Facilities	\$41,558	\$45,000	\$45,000	\$45,000	\$0	0.0%
Loriella Park Concessions	\$20,687	\$18,000	\$18,000	\$19,750	\$1,750	9.7%
Antenna Tower Rental	\$265,486	\$297,699	\$297,699	\$304,204	\$6,505	2.2%
Railroad Reimbursement	\$0	\$191,880	\$191,880	\$0	(\$191,880)	(100.0%)
<i>Subtotal - Other Local Revenue</i>	<i>\$3,956,619</i>	<i>\$1,871,907</i>	<i>\$1,871,907</i>	<i>\$1,789,282</i>	<i>(\$82,625)</i>	<i>(4.4%)</i>
<u>Miscellaneous:</u>						
VOPEX	\$30,000	\$30,000	\$30,000	\$30,000	\$0	n/a
Court Restitution - Sheriff	\$2,080	\$0	\$0	\$0	\$0	n/a
Court Restitution - Animal Control	\$1,794	\$0	\$0	\$0	\$0	n/a
Non-Taxable Tourism Miscellaneous	\$0	\$0	\$0	\$0	\$0	n/a
Taxable Tourism Miscellaneous	\$3,915	\$3,000	\$3,000	\$3,500	\$500	16.7%
Sale of Surplus Property	\$143,926	\$30,000	\$30,000	\$70,000	\$40,000	133.3%
Parks & Rec Sale Items	\$842	\$1,000	\$1,000	\$1,000	\$0	0.0%
Administrative Collection Fee	\$513,807	\$575,000	\$575,000	\$575,000	\$0	0.0%
Miscellaneous	\$116,783	\$2,700	\$2,700	\$2,700	\$0	0.0%
Water/Sewer Administration Fee	\$2,194,065	\$2,214,318	\$2,214,318	\$2,276,168	\$61,850	2.8%
Other Local Revenue Sources	\$12,000	\$12,000	\$12,000	\$12,000	\$0	0.0%
Proffers	\$0	\$0	\$0	\$0	\$0	n/a
Insurance Recovery Revenue	\$392,807	\$55,000	\$60,320	\$55,000	\$0	0.0%
Donations	\$130,009	\$0	\$50,000	\$0	\$0	n/a
Tourism Commission Event Donations	\$41,225	\$41,425	\$41,425	\$41,425	\$0	0.0%
Training Fees	\$11,043	\$0	\$0	\$0	\$0	n/a
FOIA Reimbursement	\$4,814	\$2,500	\$2,500	\$3,500	\$1,000	40.0%
DSS/CSA Local Revenue	\$138,153	\$0	\$0	\$0	\$0	n/a
Sheriff Local Services	\$299,815	\$275,000	\$275,000	\$300,000	\$25,000	9.1%
Land Sale Surplus	\$0	\$0	\$0	\$0	\$0	n/a
<i>Subtotal - Miscellaneous</i>	<i>\$4,037,078</i>	<i>\$3,241,943</i>	<i>\$3,297,263</i>	<i>\$3,370,293</i>	<i>\$128,350</i>	<i>4.0%</i>
Total Other Local Revenue	\$7,993,697	\$5,113,850	\$5,169,170	\$5,159,575	\$45,725	0.9%
<u>Non-Categorical State Aid:</u>						
Motor Vehicle Carrier Taxes	\$52,242	\$52,000	\$52,000	\$52,000	\$0	0.0%
Mobile Home Titling Taxes	\$77,517	\$75,000	\$75,000	\$75,000	\$0	0.0%
Communication Sales Tax	\$4,038,370	\$4,300,000	\$4,300,000	\$3,800,000	(\$500,000)	(11.6%)
Grantor's Tax	\$581,362	\$575,000	\$575,000	\$575,000	\$0	0.0%
DMV Rental Tax	\$552,758	\$450,000	\$450,000	\$500,000	\$50,000	11.1%
Personal Property Tax Relief Act	\$14,509,422	\$14,509,422	\$14,509,422	\$14,509,422	\$0	0.0%
<i>Subtotal - Non-Categorical State Aid</i>	<i>\$19,811,671</i>	<i>\$19,961,422</i>	<i>\$19,961,422</i>	<i>\$19,511,422</i>	<i>(\$450,000)</i>	<i>(2.3%)</i>

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
Shared Expenses:						
Commonwealth's Attorney	\$837,283	\$867,195	\$942,022	\$942,022	\$74,827	8.6%
Sheriff	\$3,485,424	\$3,648,686	\$3,802,233	\$3,802,233	\$153,547	4.2%
Commissioner of the Revenue	\$274,433	\$283,810	\$285,762	\$285,762	\$1,952	0.7%
Treasurer	\$238,467	\$245,663	\$249,799	\$249,799	\$4,136	1.7%
Registrar/Electoral Board	\$53,899	\$73,696	\$73,696	\$73,696	\$0	0.0%
Clerk of the Circuit Court	\$810,671	\$751,259	\$761,508	\$765,449	\$14,190	1.9%
<i>Subtotal - Shared Expenses</i>	<i>\$5,700,177</i>	<i>\$5,870,309</i>	<i>\$6,115,020</i>	<i>\$6,118,961</i>	<i>\$248,652</i>	<i>4.2%</i>
Social Services:						
Public Assistance/Welfare Admin.	\$9,468,501	\$8,915,129	\$9,169,204	\$9,882,769	\$967,640	10.9%
Children's Services Act	\$5,914,914	\$4,957,317	\$4,957,317	\$5,676,020	\$718,703	14.5%
<i>Subtotal - Social Services</i>	<i>\$15,383,415</i>	<i>\$13,872,446</i>	<i>\$14,126,521</i>	<i>\$15,558,789</i>	<i>\$1,686,343</i>	<i>12.2%</i>
Other Categorical State Aid:						
Emergency Services	\$34,449	\$35,000	\$35,000	\$35,000	\$0	0.0%
Litter Control Grant	\$21,435	\$19,766	\$16,961	\$16,961	(\$2,805)	(14.2%)
State Fire Program	\$423,652	\$400,000	\$400,000	\$400,000	\$0	0.0%
Grant Revenue	\$274,075	\$178,424	\$249,540	\$310,179	\$131,755	73.8%
License Plates- Dog/Cat Sterilization	\$4,492	\$3,250	\$3,250	\$3,250	\$0	0.0%
Motor Veh Registration 2 for Life	\$271,250	\$130,000	\$130,000	\$130,000	\$0	0.0%
VJCCA Grant	\$115,141	\$115,141	\$115,141	\$84,641	(\$30,500)	(26.5%)
Reimb. Extradition of Prisoners	\$7,960	\$10,000	\$10,000	\$10,000	\$0	0.0%
Victim/Witness Grant	\$60,370	\$65,063	\$65,063	\$65,063	\$0	0.0%
Forfeiture/Seizure	\$89,886	\$0	\$0	\$0	\$0	n/a
Wireless E-911 Surcharge	\$389,983	\$355,000	\$355,000	\$355,000	\$0	0.0%
Reduce Aid to Localities	\$0	\$0	\$0	\$0	\$0	n/a
Other State Reimbursement	\$0	\$0	\$0	\$0	\$0	n/a
<i>Subtotal - Other Categorical State Aid</i>	<i>\$1,692,693</i>	<i>\$1,311,644</i>	<i>\$1,379,955</i>	<i>\$1,410,094</i>	<i>\$98,450</i>	<i>7.5%</i>
Total State Revenue	\$42,587,956	\$41,015,821	\$41,582,918	\$42,599,266	\$1,583,445	3.9%
Federal Aid:						
Payments in Lieu of Taxes	\$22,646	\$22,000	\$22,000	\$22,000	\$0	0.0%
Other Federal Grants	\$213,492	\$40,579	\$430,686	\$40,579	\$0	0.0%
Forfeiture/Seizure	\$11,390	\$0	\$0	\$0	\$0	n/a
Sheriff Overtime Grant	\$133,410	\$0	\$168,098	\$0	\$0	n/a
Victim/Witness Grant	\$181,111	\$195,190	\$195,190	\$195,190	\$0	0.0%
SAFER Grant	\$794,722	\$465,922	\$475,935	\$347,300	(\$118,622)	(25.5%)
Total Federal Revenue	\$1,356,771	\$723,691	\$1,291,909	\$605,069	(\$118,622)	(16.4%)
Debt Proceeds:						
Bond Proceeds	\$0	\$0	\$42,640	\$0	\$0	n/a
Bond Premiums	\$0	\$0	\$0	\$0	\$0	n/a
Total Debt Proceeds	\$0	\$0	\$42,640	\$0	\$0	n/a
TOTAL REVENUE - GENERAL FUND	\$278,719,683	\$281,703,059	\$282,936,334	\$283,497,859	\$1,794,800	0.6%

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
CAPITAL PROJECTS FUND						
<u>Other Local Revenue:</u>						
Field Rental/Concessions	\$102,158	\$100,000	\$100,000	\$100,000	\$0	0.0%
Miscellaneous	\$200	\$0	\$0	\$0	\$0	n/a
Interest on Investments	\$356,282	\$75,000	\$75,000	\$100,000	\$25,000	33.3%
Other Local Revenue		\$78,597	\$216,103	\$0	(\$78,597)	(100.0%)
Proffers	\$1,704,777	\$2,159,737	\$2,357,415	\$278,402	(\$1,881,335)	(87.1%)
Special Assessments	\$33,332	\$39,600	\$39,600	\$39,600	\$0	0.0%
Total Other Local Revenue	\$2,196,749	\$2,452,934	\$2,788,118	\$518,002	(\$1,934,932)	(78.9%)
<u>State Revenue:</u>						
Grant Revenues		\$1,200,000	\$718,184	\$0	(\$1,200,000)	(100.0%)
Other State Reimbursement	\$182,656	\$0	\$0	\$0	\$0	n/a
Total State Revenue	\$182,656	\$1,200,000	\$718,184	\$0	(\$1,200,000)	(100.0%)
<u>Federal Revenue:</u>						
Other Federal Grants	\$85,958	\$0	\$1,214,412	\$0	\$0	n/a
ARRA Funds		\$0	\$0	\$0	\$0	n/a
QECB Subsidy	\$23,937	\$22,599	\$22,599	\$21,261	(\$1,338)	(5.9%)
BAB Subsidy (ARRA)	\$435,328	\$435,329	\$435,329	\$142,924	(\$292,405)	(67.2%)
Total Federal Revenue	\$545,223	\$457,928	\$1,672,340	\$164,185	(\$293,743)	(64.1%)
<u>Debt Proceeds:</u>						
Bond Proceeds	\$6,125,000	\$0	\$4,665,000	\$0	\$0	n/a
Interest on Bond/Lease Proceeds	\$578,790	\$0	\$0	\$0	\$0	n/a
Bond Premiums	\$517,057	\$0	\$881,265	\$0	\$0	n/a
Total Debt Proceeds	\$7,220,847	\$0	\$5,546,265	\$0	\$0	n/a
TOTAL REVENUE - CAPITAL PROJECTS FUND	\$10,145,475	\$4,110,862	\$10,724,907	\$682,187	(\$3,428,675)	(83.4%)
ECONOMIC DEVELOPMENT AUTHORITY FUND						
<u>Other Local Revenue:</u>						
Interest on Investments	\$0	\$4,000	\$4,000	\$4,000	\$0	0.0%
Rental of General Property	\$0	\$62,748	\$31,874	\$0	(\$62,748)	(100.0%)
<i>Subtotal - Other Local Revenue</i>	<i>\$0</i>	<i>\$66,748</i>	<i>\$35,874</i>	<i>\$4,000</i>	<i>(\$62,748)</i>	<i>(94.0%)</i>
<u>Miscellaneous:</u>						
Miscellaneous	\$13,494	\$0	\$0	\$0	\$0	n/a
<i>Subtotal - Miscellaneous</i>	<i>\$13,494</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>n/a</i>
Total Other Local Revenue	\$13,494	\$66,748	\$35,874	\$4,000	(\$62,748)	(94.0%)
TOTAL REVENUE - EDA FUND	\$13,494	\$66,748	\$35,874	\$4,000	(\$62,748)	(94.0%)

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
FIRE/EMS SERVICE FEE FUND						
<u>Charges for Services</u>						
EMS Rescue Services Fees	\$2,855,900	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
Total Charges for Services	\$2,855,900	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
TOTAL REVENUE - FIRE/EMS SERVICE FEE FUND	\$2,855,900	\$2,500,000	\$2,500,000	\$2,600,000	\$100,000	4.0%
CODE COMPLIANCE FUND						
<u>Other Local Revenue:</u>						
Development Review Fees	\$4,378,230	\$3,513,911	\$3,606,602	\$4,016,157	\$502,246	14.3%
Code Compliance Admin Charges	\$251,180	\$215,208	\$215,208	\$249,822	\$34,614	16.1%
Other Local Revenue Sources	\$386,777	\$438,000	\$438,000	\$438,000	\$0	0.0%
Total Other Local Revenue	\$5,016,187	\$4,167,119	\$4,259,810	\$4,703,979	\$536,860	12.9%
TOTAL REVENUE - CODE COMPLIANCE	\$5,016,187	\$4,167,119	\$4,259,810	\$4,703,979	\$536,860	12.9%
TRANSPORTATION FUND						
<u>Real Property Taxes:</u>						
Current Taxes Real Estate	\$1,215,746	\$1,307,909	\$1,307,909	\$1,386,036	\$78,127	6.0%
Penalties	\$6,898	\$0	\$0	\$0	\$0	n/a
Total Property Taxes	\$1,222,644	\$1,307,909	\$1,307,909	\$1,386,036	\$78,127	6.0%
<u>Other Local Revenue:</u>						
Fuel Tax	\$5,500,286	\$5,081,000	\$5,081,000	\$4,600,000	(\$481,000)	(9.5%)
Transportation Review Fees	\$17,895	\$16,000	\$16,000	\$16,000	\$0	0.0%
Lee Hill East/West Proffer Fees	\$94,000	\$0	\$0	\$0	\$0	n/a
Interest on Investments	\$66,390	\$30,000	\$30,000	\$30,000	\$0	0.0%
Total Other Local Revenue	\$5,678,571	\$5,127,000	\$5,127,000	\$4,646,000	(\$481,000)	(9.4%)
<u>Debt Proceeds:</u>						
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
Interest on Bond/Lease Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
Bond Premiums	\$0	\$0	\$0	\$0	\$0	n/a
Total Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL REVENUE - TRANSPORTATION FUND	\$6,901,215	\$6,434,909	\$6,434,909	\$6,032,036	(\$402,873)	(6.3%)
JOINT FLEET MAINTENANCE FUND						
<u>Charges for Services:</u>						
Service Charges	\$2,738,408	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
Total Charges for Services	\$2,738,408	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)
TOTAL REVENUE - JOINT FLEET MAINT. FUND	\$2,738,408	\$2,912,722	\$2,912,722	\$2,880,899	(\$31,823)	(1.1%)

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL OPERATING FUND						
<u>Other Local Revenue:</u>						
Other Local Revenue	\$4,704,638	\$5,680,621	\$5,716,275	\$2,700,603	(\$2,980,018)	(52.5%)
Proffers	\$0	\$0	\$0	\$0	\$0	n/a
Total Other Local Revenue	\$4,704,638	\$5,680,621	\$5,716,275	\$2,700,603	-\$2,980,018	(52.5%)
<u>State Revenue:</u>						
State Sales Tax	\$25,985,027	\$27,227,304	\$27,227,304	\$28,278,079	\$1,050,775	3.9%
Other State Funds	\$116,107,582	\$121,547,734	\$121,547,734	\$126,093,588	\$4,545,854	3.7%
Total State Revenue	\$142,092,609	\$148,775,038	\$148,775,038	\$154,371,667	\$5,596,629	3.8%
<u>Federal Revenue:</u>						
School Federal Funds	\$10,059,467	\$11,257,124	\$11,257,124	\$11,556,571	\$299,447	2.7%
Total Federal Revenue	\$10,059,467	\$11,257,124	\$11,257,124	\$11,556,571	\$299,447	2.7%
<u>Debt Proceeds:</u>						
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
Bond Premiums	\$0	\$0	\$0	\$0	\$0	n/a
Total Debt Proceeds	\$0	\$0	\$0	\$0	\$0	n/a
TOTAL REVENUE - SCHOOL OPERATING FUND	\$156,856,714	\$165,712,783	\$165,748,437	\$168,628,841	\$2,916,058	1.8%

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL FOOD SERVICE FUND						
<u>Other Local Revenue:</u>						
Other Local Revenue	\$4,666,828	\$4,898,222	\$4,898,222	\$4,618,000	(\$280,222)	(5.7%)
Total Other Local Revenue	\$4,666,828	\$4,898,222	\$4,898,222	\$4,618,000	(\$280,222)	(5.7%)
<u>State Revenue:</u>						
Other State Funds	\$253,912	\$268,887	\$268,887	\$375,065	\$106,178	39.5%
Total State Revenue	\$253,912	\$268,887	\$268,887	\$375,065	\$106,178	39.5%
<u>Federal Revenue:</u>						
School Federal Funds	\$5,604,686	\$5,716,200	\$5,716,200	\$5,884,921	\$168,721	3.0%
Total Federal Revenue	\$5,604,686	\$5,716,200	\$5,716,200	\$5,884,921	\$168,721	3.0%
TOTAL REVENUE - SCHOOL FOOD SVC. FUND	\$10,525,426	\$10,883,309	\$10,883,309	\$10,877,986	(\$5,323)	(0.0%)
SCHOOL CAPITAL PROJECTS FUND						
<u>Debt Proceeds:</u>						
Bond Proceeds	\$28,465,000	\$28,904,696	\$24,475,000	\$13,500,916	(\$15,403,780)	(53.3%)
Bond Premiums	\$2,594,020	\$0	\$4,597,310	\$0	\$0	n/a
Interest on Bond/Lease Proceeds	\$418,101	\$0	\$0	\$0	\$0	n/a
Total Debt Proceeds	\$31,477,121	\$28,904,696	\$29,072,310	\$13,500,916	(\$15,403,780)	(53.3%)
TOTAL REVENUE - SCHOOL CAP. PROJ. FUND	\$31,477,121	\$28,904,696	\$29,072,310	\$13,500,916	(\$15,403,780)	(53.3%)

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
UTILITIES OPERATING FUND						
<u>Charges for Services:</u>						
Water User Fees	\$13,054,945	\$13,776,995	\$13,776,995	\$13,442,274	(\$334,721)	(2.4%)
Sewer User Fees	\$9,621,239	\$10,252,750	\$10,252,750	\$10,109,026	(\$143,724)	(1.4%)
Fredericksburg User Fees - FMC	\$705,858	\$600,000	\$600,000	\$700,000	\$100,000	16.7%
Fredericksburg User Fees - Motts	\$1,339,277	\$1,200,000	\$1,200,000	\$1,200,000	\$0	0.0%
School Board O&M Sewer System	\$110,894	\$100,000	\$100,000	\$100,000	\$0	0.0%
Debt Service Fee	\$5,480,116	\$5,760,782	\$5,760,782	\$5,884,306	\$123,524	2.1%
Administrative Fee	\$2,309,728	\$2,444,682	\$2,444,682	\$2,493,676	\$48,994	2.0%
Total Charges for Services	\$32,622,057	\$34,135,209	\$34,135,209	\$33,929,282	(\$205,927)	(0.6%)
<u>Miscellaneous:</u>						
Interest	\$1,335,596	\$175,000	\$175,000	\$225,000	\$50,000	28.6%
Penalties	\$643,235	\$550,000	\$550,000	\$575,000	\$25,000	4.5%
Compost Sales	\$189,589	\$200,000	\$200,000	\$200,000	\$0	0.0%
Account Transaction Fees	\$84,030	\$80,000	\$80,000	\$80,000	\$0	0.0%
Water Connections	\$16,364	\$25,000	\$25,000	\$25,000	\$0	0.0%
Sewer Connections	\$33,335	\$30,000	\$30,000	\$30,000	\$0	0.0%
Meter/Other Connections	\$308,117	\$225,000	\$225,000	\$250,000	\$25,000	11.1%
Disposal Tickets	\$92,365	\$75,000	\$75,000	\$75,000	\$0	0.0%
Utility Inspection Fees	\$39,294	\$45,000	\$45,000	\$45,000	\$0	0.0%
Reconnection Fees	\$69,975	\$100,000	\$100,000	\$80,000	(\$20,000)	(20.0%)
Multi-Visit Meter Set Fee	\$700	\$1,000	\$1,000	\$1,000	\$0	0.0%
City Water/Sewer Plant Assistance	\$21,026	\$20,000	\$20,000	\$20,000	\$0	0.0%
Antenna/Water Tower Rental	\$122,479	\$137,287	\$137,287	\$173,413	\$36,126	26.3%
Miscellaneous	\$189,647	\$145,000	\$145,000	\$145,000	\$0	0.0%
Total Other Local Revenue	\$3,145,752	\$1,808,287	\$1,808,287	\$1,924,413	\$116,126	6.4%
<u>Federal Revenue:</u>						
BAB Subsidy (ARRA)	\$505,634	\$494,344	\$494,344	\$483,658	(\$10,686)	(2.2%)
Total Federal Revenue	\$505,634	\$494,344	\$494,344	\$483,658	(\$10,686)	(2.2%)
TOTAL REVENUE - UTILITIES OPERATING FUND	\$36,273,443	\$36,437,840	\$36,437,840	\$36,337,353	-\$100,487	(0.3%)

FY 2021 Revenue Detail by Fund

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted	Variance (adopt to adopt) Amount	Percent
UTILITIES CAPITAL PROJECTS FUND						
<u>Charges for Services:</u>						
Sewer Availability Fees	\$3,456,220	\$1,806,590	\$1,806,590	\$2,052,590	\$246,000	13.6%
Water Availability Fees	\$3,524,780	\$1,815,380	\$1,815,380	\$2,061,380	\$246,000	13.6%
Total Charges for Services	\$6,981,000	\$3,621,970	\$3,621,970	\$4,113,970	\$492,000	13.6%
<u>Miscellaneous:</u>						
Interest	\$1,344,253	\$150,000	\$150,000	\$150,000	\$0	0.0%
Interest on Revenue Bond Proceeds	\$102,099	\$0	\$0	\$0	\$0	n/a
WQIF Grant	\$0	\$610,000	\$2,610,000	\$0	(\$610,000)	(100.0%)
F'burg Contribution to Capital Proj.	\$3,498	\$4,737,412	\$6,734,096	\$19,544,825	\$14,807,413	312.6%
Other Miscellaneous	\$2,077	\$0	\$0	\$0	\$0	n/a
Total Other Local Revenue	\$1,451,927	\$5,497,412	\$9,494,096	\$19,694,825	\$14,197,413	258.3%
<u>Debt Proceeds:</u>						
Bond Proceeds	\$0	\$0	\$16,759,866	\$0	\$0	n/a
Total Debt Proceeds	\$0	\$0	\$16,759,866	\$0	\$0	n/a
TOTAL REVENUE - UTILITIES CAP. PROJ. FUND	\$8,432,927	\$9,119,382	\$29,875,932	\$23,808,795	\$14,689,413	161.1%
Total Revenue - All Funds	\$549,955,993	\$552,953,429	\$581,822,384	\$553,554,851	\$601,422	0.1%

Funds, Functions & Departments

Within each fund, the expenditures and revenues are accounted for by function and department. A list detailing the relationship between each fund, function and department follows.

Fund Type	Fund/Function/Department(☞)	Annual Appropriations <i>(Budget lapses at end of year)</i>	Annual Appropriations <i>(Budget does not lapse at end of year)</i>	Funds with No Appropriations
Governmental	General Fund:	✓		
	Executive Services			
	☞ Board of Supervisors	\$502,396		
	☞ County Administration	868,940		
	☞ County Attorney	1,049,019		
	☞ Non-Departmental	2,264,426		
	Administrative Services			
	☞ Human Resources	898,155		
	☞ Commissioner of the Revenue	1,542,186		
	☞ Assessment	1,008,220		
	☞ Treasurer	2,009,489		
	☞ Office of Accounting & Procurement	2,490,548		
	☞ Office of Budget & Grants	873,006		
	☞ Information Services	6,663,868		
	Voter Services			
	☞ Office of Elections	544,501		
	Judicial Administration			
	☞ Circuit Court	296,693		
	☞ General District Court	33,125		
	☞ Magistrate	4,184		
	☞ Juvenile & Domestic Relations Court	44,877		
	☞ Clerk of the Circuit Court	1,623,782		
	☞ Commonwealth's Attorney	2,735,195		
	Public Safety			
	☞ Sheriff	29,628,155		
	☞ Fire/Rescue/Emergency Management	28,575,109		
	☞ Regional Detention Facilities	7,484,950		
	☞ Court Services Unit	402,227		
☞ Medical Examiner	1,000			

Fund Type	Fund/Function/Department(☞)	Annual Appropriations (Budget lapses at end of year)	Annual Appropriations (Budget does not lapse at end of year)	Funds with No Appropriations	
Governmental (continued)	Public Works				
	☞ Facilities Management (Building & Grounds)	\$4,606,834			
	☞ Refuse Management	4,197,037			
	Health & Human Services				
	☞ Local Health Department	647,569			
	☞ Rapp Area Comm. Svcs. Bd.	427,593			
	☞ Social Services	14,104,157			
	☞ Children’s Services Act	12,361,322			
	☞ Germanna Community College	189,171			
	Parks, Recreation & Cultural				
	☞ Parks & Recreation	3,419,987			
	☞ County Museum	81,564			
	☞ Regional Library	4,307,827			
	Community Development				
	☞ Planning	1,330,569			
	☞ Economic Development	948,736			
	☞ Tourism	591,732			
	☞ Community Engagement	108,273			
	☞ Virginia Cooperative Extension	192,272			
	Debt Service		9,570,783		
	GENERAL FUND TOTAL		\$148,629,477		
	Capital Projects Fund:		✓	✓	
	Capital Projects				
	☞ Capital Projects Management	\$278,591			
	☞ Capital Projects			\$13,914,315	
	CAPITAL PROJECTS FUND TOTAL	\$278,591		\$13,914,315	
	Economic Development Auth. Fund:		✓		
	Community Development	\$1,459,050			
	EDA FUND TOTAL	\$1,459,050			
Fire/EMS Service Fee Fund:				✓	
Public Safety				\$0	
FIRE/EMS SERVICE FEE FUND TOTAL				\$0	
Code Compliance Fund:		✓			
Public Safety					
☞ Building	\$2,666,418				

Function/Department Budgets

Fund Type	Fund/Function/ Department(☞)	Annual Appropriations (Budget lapses at end of year)	Annual Appropriations (Budget does not lapse at end of year)	Funds with No Appropriations
Governmental (continued)	Community Development			
	☞ Zoning	\$768,793		
	☞ Erosion	1,140,432		
	CODE COMPLIANCE FUND TOTAL	\$4,575,643		
	Transportation Fund:	✓		
	Transportation	\$8,188,520		
	TRANSPORTATION FUND TOTAL	\$8,188,520		
	School Operating Fund:	✓		
	Education	\$300,010,257		
	SCHOOL OPERATING FUND TOTAL	\$300,010,257		
	School Food Service Fund:	✓		
	School Food Service	\$12,251,952		
	SCHOOL FOOD SERVICE FUND TOTAL	\$12,251,952		
School Capital Projects Fund:		✓		
Capital Projects		\$13,500,916		
SCHOOL CAP. PROJECTS FUND TOTAL		\$13,500,916		
Proprietary	Joint Fleet Maintenance Fund*:	✓		
	Transportation	\$2,880,899		
	JOINT FLEET MAINT. FUND TOTAL	\$2,880,899		
	Utilities Operating Fund:	✓		
	Public Works			
	☞ Water & Sewer	\$35,670,221		
	UTILITIES OPERATING FUND TOTAL	\$35,670,221		
	Utilities Capital Projects Fund:		✓	
Public Works				
☞ Capital Projects		\$28,544,825		
UTILITIES CAP. PROJ. FUND TOTAL		\$28,544,825		
APPROPRIATION TOTAL – ALL FUNDS*			\$569,904,666	

*Appropriation total includes the Joint Fleet Maintenance Fund, whereas the budget totals for all funds on pages 10, 23, 25 and 29 exclude the Joint Fleet Maintenance Fund. The Joint Fleet Maintenance Fund figures are excluded from the total budget calculation so as not to double-count the revenues and expenditures associated with fleet maintenance since this fund charges other funds for costs, and the expenditures show in the funds being charged. Also, excludes \$1,284,718 in tax relief expenditures which are not appropriated.

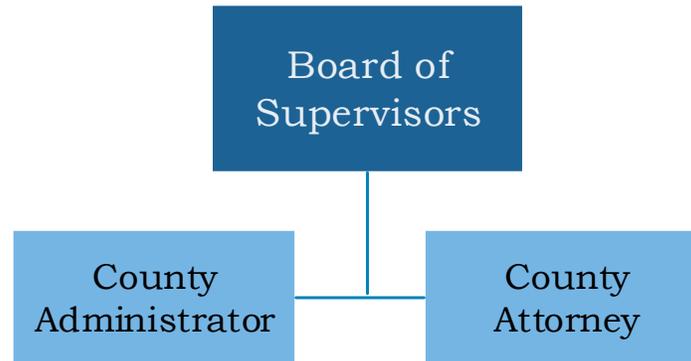
DEPARTMENT/AGENCY BUDGETS TAX SUPPORTED*
EXPENDITURES AS SHARE OF UNDESIGNATED REVENUES

DEPARTMENT	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Adopted	PERCENTAGE OF UNDESIGNATED REVENUES
Transfer to School Operating Fund	\$115,299,002	\$131,181,416	\$131,381,416	56.6%
Fire, Rescue, & Emergency Mgmt	20,875,858	21,924,733	24,900,430	10.7%
Sheriff	17,181,888	18,891,556	22,391,857	9.7%
Social Services & CSA	8,518,969	9,865,636	10,906,690	4.7%
Debt Service	9,732,162	9,792,860	9,427,859	4.1%
Transfer to Capital Projects	9,826,730	9,794,788	8,398,599	3.6%
Regional Detention Facilities	7,053,684	7,564,276	7,484,950	3.2%
Information Services	4,849,721	5,883,410	6,022,164	2.6%
Facilities Management	4,161,663	4,426,927	4,495,806	1.9%
Regional Library	4,578,234	4,626,346	4,307,827	1.9%
Parks and Recreation	2,339,827	2,670,870	2,744,607	1.2%
Non-Departmental	2,042,173	3,652,571	2,264,426	1.0%
Office of Accounting & Procurement	1,950,381	2,736,069	2,087,681	0.9%
Commonwealth's Attorney	1,201,652	1,359,552	1,462,920	0.6%
Commissioner of Revenue	1,055,795	1,220,477	1,255,424	0.5%
Refuse Management	989,855	1,657,286	1,252,076	0.5%
Transfer to ED Opportunities Fund	1,312,515	879,000	1,098,000	0.5%
County Attorney	968,611	1,080,311	1,049,019	0.5%
Assessment	914,411	1,025,878	1,008,220	0.4%
Economic Development	766,927	945,901	948,736	0.4%
Transfer to Code Compliance	923,412	963,044	930,841	0.4%
Treasurer	802,437	853,236	926,293	0.4%
Human Resources	730,340	942,570	898,155	0.4%
Office of Budget & Grants	0	0	873,006	0.4%
County Administration	982,035	1,058,087	865,440	0.4%
Planning	439,760	575,874	831,522	0.4%
Clerk of Circuit Court	595,684	639,021	675,333	0.3%
Local Health Department	609,694	607,569	607,569	0.3%
Voter Services	411,090	464,136	434,665	0.2%
Rapp Area Community Svcs Board	393,026	427,593	427,593	0.2%
Court Services Unit	346,840	324,689	315,086	0.1%
Circuit Court	265,924	286,330	296,693	0.1%
Board of Supervisors	283,267	289,099	282,722	0.1%
Virginia Cooperative Extension	156,466	189,686	192,272	0.1%
Germanna Community College	89,171	89,171	89,171	Less than 1/10 of 1%
BOS Regional Agencies	138,435	88,432	83,674	Less than 1/10 of 1%
Juvenile & Domestic Relations Court	35,505	39,913	44,877	Less than 1/10 of 1%
General District Court	25,986	30,885	33,125	Less than 1/10 of 1%
Magistrate	4,413	4,184	4,184	Less than 1/10 of 1%
Medical Examiner	1,140	1,000	1,000	Less than 1/10 of 1%
Transfer to Transportation	700,000	700,000	0	0.0%
Transfer to Utilities	0	0	0	0.0%
County Museum	(51,037)	0	0	0.0%
Tourism	(284,032)	(224,043)	(194,096)	Less than 1/10 of 1%
Sub Total	\$223,219,614	\$249,530,339	\$253,507,832	
Less use of designated revenues (Transfers from other funds, etc) that are used specifically for General Fund expenditures	(17,296,298)	(17,610,745)	(21,481,753)	
	<u>\$205,923,316</u>	<u>\$231,919,594</u>	<u>\$232,026,079</u>	

*Use of fund balance for specific budget items has been removed from the totals.

Executive Services

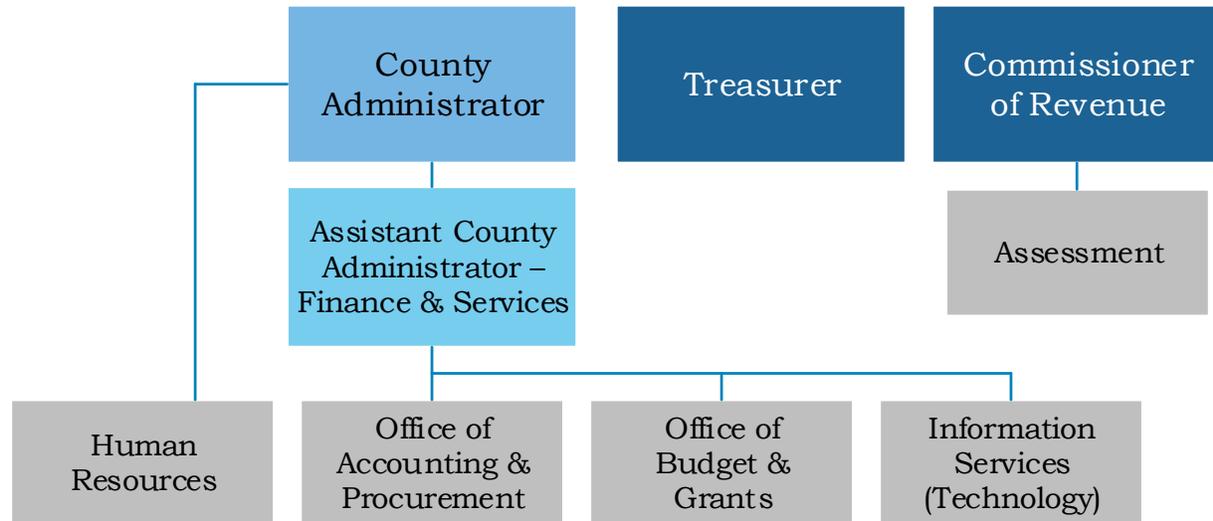
Mission – Provide the citizens of Spotsylvania County a safe, healthy and prosperous community through effective oversight of County departments and responsiveness to citizens.



	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)					
	\$33,500	\$35,814	\$238,500	\$241,000	\$39,500
TOTAL REVENUES	\$33,500	\$35,814	\$238,500	\$241,000	\$39,500
EXPENDITURES: (by department)					
Board of Supervisors	\$287,935	\$283,267	\$289,099	\$289,099	\$282,722
Board Regional Agencies	\$142,435	\$138,435	\$324,432	\$324,432	\$219,674
County Administration	\$1,021,927	\$986,849	\$1,060,587	\$1,044,129	\$868,940
County Attorney	\$1,054,943	\$968,611	\$1,180,311	\$1,228,234	\$1,049,019
Non-Departmental	\$880,395	\$2,042,173	\$3,652,571	\$3,638,445	\$2,264,426
TOTAL EXPENDITURES	\$3,387,635	\$4,419,335	\$6,507,000	\$6,524,339	\$4,684,781
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$2,611,744	\$4,085,594	\$5,283,750	\$5,262,692	\$3,859,551
Operating	\$774,650	\$331,739	\$1,223,250	\$1,260,955	\$825,230
Capital	\$1,241	\$2,002	\$0	\$692	\$0
TOTAL APPROPRIATED EXPENDITURES	\$3,387,635	\$4,419,335	\$6,507,000	\$6,524,339	\$4,684,781
NET TAX SUPPORT	\$3,354,135	\$4,383,521	\$6,268,500	\$6,283,339	\$4,645,281

Administrative Services

Mission – To provide essential fiscal and support services to County programs and staff, and to serve as a responsible steward of government records, information and public assets.



	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$2,499,654	\$2,322,504	\$2,385,260	\$2,391,970	\$2,414,529
TOTAL REVENUES	\$2,499,654	\$2,322,504	\$2,385,260	\$2,391,970	\$2,414,529

EXPENDITURES: (by department)

Human Resources	\$826,155	\$730,340	\$942,570	\$1,125,472	\$898,155
Commissioner of Revenue	\$1,453,821	\$1,331,215	\$1,505,287	\$1,505,287	\$1,542,186
Assessment	\$953,500	\$914,411	\$1,025,878	\$1,025,878	\$1,008,220
Treasurer	\$1,905,529	\$1,812,121	\$1,925,428	\$1,925,428	\$2,009,489
Office of Accounting & Procurement	\$2,635,993	\$2,417,479	\$3,099,128	\$3,165,350	\$2,490,548
Office of Budget & Grants	\$0	\$0	\$0	\$0	\$873,006
Information Services	\$6,817,853	\$5,483,852	\$6,548,609	\$7,238,475	\$6,663,868
TOTAL EXPENDITURES	\$14,592,851	\$12,689,418	\$15,046,900	\$15,985,890	\$15,485,472

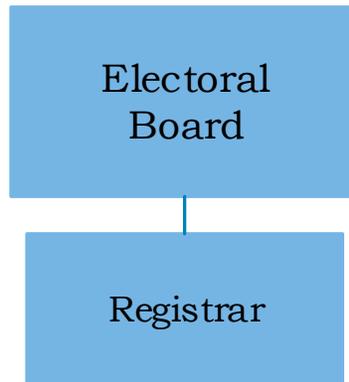
APPROPRIATED EXPENDITURES: (by category)

Personnel	\$9,821,570	\$9,050,992	\$10,450,996	\$10,531,017	\$10,718,211
Operating	\$4,705,962	\$3,600,950	\$4,585,304	\$5,407,158	\$4,744,411
Capital	\$65,319	\$37,476	\$10,600	\$47,715	\$22,850
TOTAL APPROPRIATED EXPENDITURES	\$14,592,851	\$12,689,418	\$15,046,900	\$15,985,890	\$15,485,472

NET TAX SUPPORT	\$12,093,197	\$10,366,914	\$12,661,640	\$13,593,920	\$13,070,943
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Voter Services

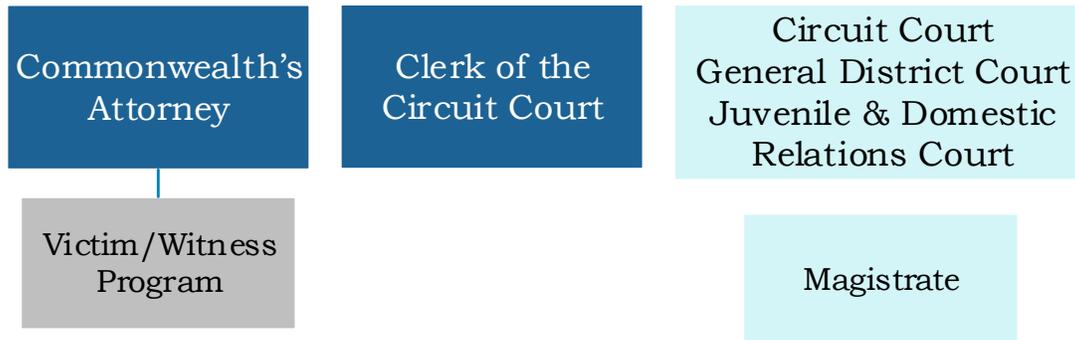
Mission – To provide each resident of Spotsylvania County with the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with the election laws of the Commonwealth of Virginia.



	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)					
State Funding	\$73,696	\$53,899	\$73,696	\$73,696	\$73,696
Primary Fees	\$875	\$875	\$0	\$0	\$0
TOTAL REVENUES	\$74,571	\$54,774	\$73,696	\$73,696	\$73,696
EXPENDITURES: (by department)					
Office of Elections	\$507,450	\$465,864	\$539,132	\$517,335	\$544,501
TOTAL EXPENDITURES	\$507,450	\$465,864	\$539,132	\$517,335	\$544,501
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$270,922	\$281,367	\$286,936	\$287,323	\$293,300
Operating	\$234,728	\$183,452	\$250,896	\$227,817	\$214,901
Capital	\$1,800	\$1,045	\$1,300	\$2,195	\$36,300
TOTAL APPROPRIATED EXPENDITURES	\$507,450	\$465,864	\$539,132	\$517,335	\$544,501
NET TAX SUPPORT	\$432,879	\$411,090	\$465,436	\$443,639	\$470,805

Judicial Administration

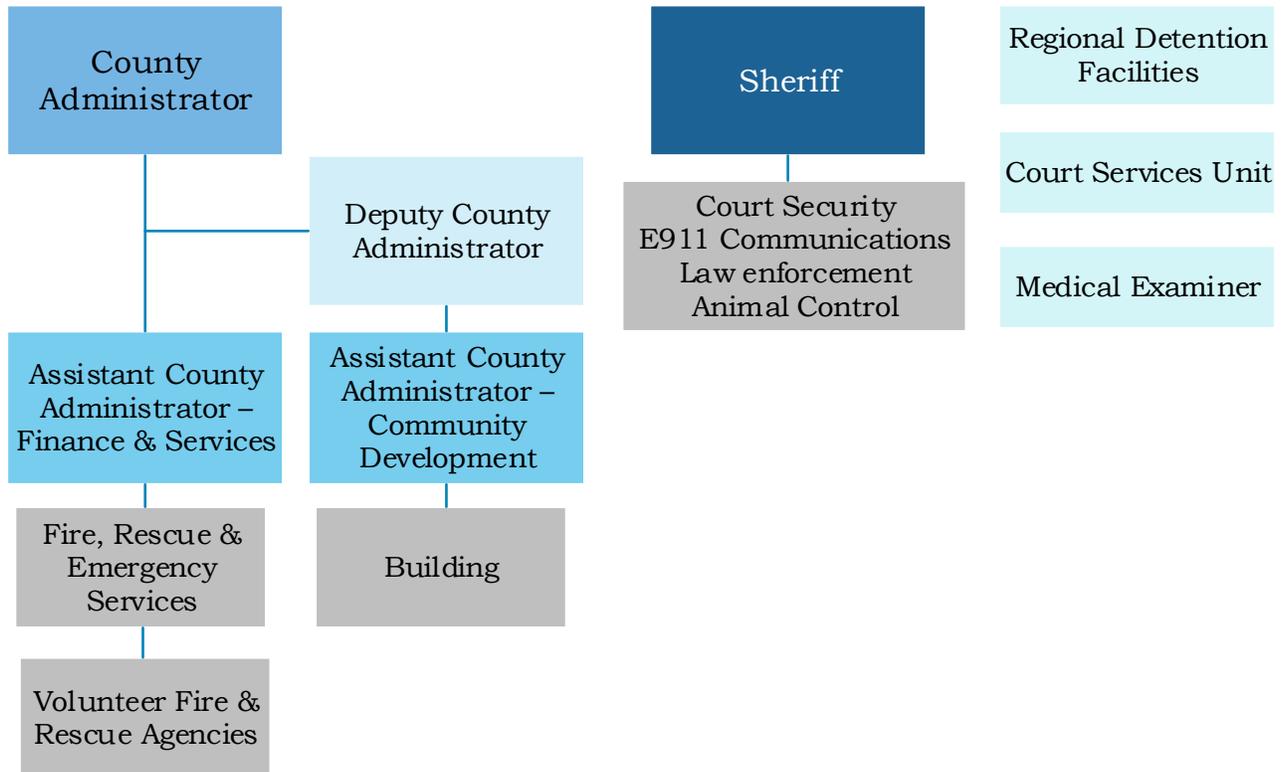
Mission – To prosecute criminal cases and resolve all legal matters in a fair, efficient, and effective manner to protect the rights of all parties before the Court pursuant to the laws of Virginia and the Constitutions of Virginia and the United States.



	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$2,316,854	\$2,205,974	\$2,133,483	\$2,348,993	\$2,220,724
TOTAL REVENUES	\$2,316,854	\$2,205,974	\$2,133,483	\$2,348,993	\$2,220,724
EXPENDITURES: (by department)					
Circuit Court	\$276,244	\$265,924	\$286,330	\$286,330	\$296,693
General District Court	\$33,135	\$25,986	\$30,885	\$30,885	\$33,125
Magistrate	\$5,234	\$4,413	\$4,184	\$4,184	\$4,184
Juvenile & Domestic Relations Court	\$37,781	\$35,505	\$39,913	\$39,913	\$44,877
Clerk of the Circuit Court	\$1,667,237	\$1,601,880	\$1,575,056	\$1,599,297	\$1,623,782
Commonwealth's Attorney	\$2,600,668	\$2,401,430	\$2,557,000	\$2,778,718	\$2,735,195
TOTAL EXPENDITURES	\$4,620,299	\$4,335,138	\$4,493,368	\$4,739,327	\$4,737,856
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$3,942,560	\$3,795,784	\$4,019,928	\$4,135,489	\$4,217,198
Operating	\$666,690	\$532,257	\$473,140	\$603,538	\$520,358
Capital	\$11,049	\$7,097	\$300	\$300	\$300
TOTAL APPROPRIATED EXPENDITURES	\$4,620,299	\$4,335,138	\$4,493,368	\$4,739,327	\$4,737,856
NET TAX SUPPORT	\$2,303,445	\$2,129,164	\$2,359,885	\$2,390,334	\$2,517,132

Public Safety

Mission – To protect the people, property and the environment through timely, professional, and humanitarian services essential to the health, safety and well-being of the community.

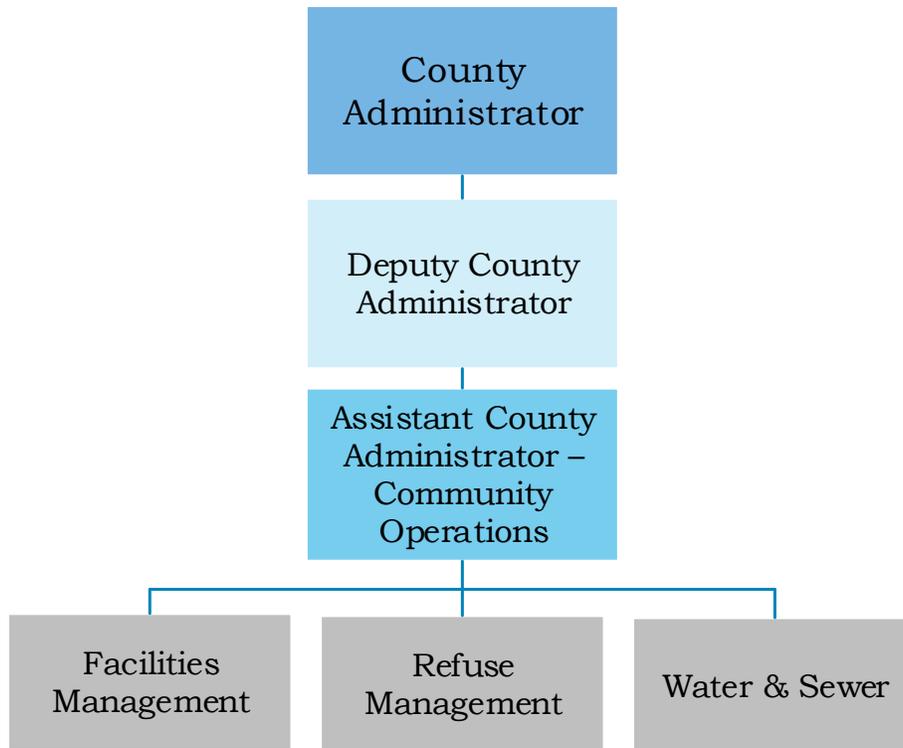


Public Safety *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$14,889,481	\$14,359,175	\$13,408,428	\$14,858,886	\$14,089,915
Transfers from Other Funds	\$2,592,800	\$2,787,034	\$2,492,800	\$2,492,800	\$2,592,800
TOTAL REVENUES	\$17,482,281	\$17,146,209	\$15,901,228	\$17,351,686	\$16,682,715
EXPENDITURES: (by department)					
Sheriff	\$25,351,433	\$24,318,555	\$25,648,540	\$28,218,929	\$29,628,155
Fire, Rescue & Emergency Management	\$26,824,759	\$25,507,656	\$25,621,634	\$30,273,409	\$28,575,109
Regional Detention Facilities	\$7,027,696	\$7,053,684	\$7,564,276	\$7,589,434	\$7,484,950
Court Services Unit	\$458,333	\$461,981	\$439,830	\$439,830	\$402,227
Medical Examiner	\$1,000	\$1,140	\$1,000	\$1,000	\$1,000
Building Division	\$2,491,135	\$2,049,063	\$2,536,567	\$2,629,258	\$2,666,418
SUBTOTAL - APPROPRIATED EXPENDITURES	\$62,154,356	\$59,392,079	\$61,811,847	\$69,151,860	\$68,757,859
Fire/EMS Service Fee Transfers Out	\$2,592,800	\$2,787,034	\$2,492,800	\$2,500,000	\$2,592,800
Transfer to General Fund – Building Division	\$405,973	\$473,941	\$382,379	\$382,379	\$492,979
Transfer to Capital Projects Fund	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$65,153,129	\$62,653,054	\$64,687,026	\$72,034,239	\$71,843,638
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$45,520,189	\$44,935,164	\$46,131,152	\$51,083,770	\$53,353,264
Operating	\$15,948,421	\$13,830,368	\$15,102,348	\$17,287,633	\$14,995,220
Capital	\$685,746	\$626,547	\$578,347	\$780,457	\$409,375
TOTAL APPROPRIATED EXPENDITURES	\$62,154,356	\$59,392,079	\$61,811,847	\$69,151,860	\$68,757,859
NET TAX SUPPORT	\$47,661,657	\$45,438,150	\$48,807,175	\$54,703,930	\$55,099,550

Public Works

Mission – To maintain County-owned facilities and to provide safe water, wastewater services, solid waste management, and community beautification services while maintaining dedication to efficiency and regulatory compliance.



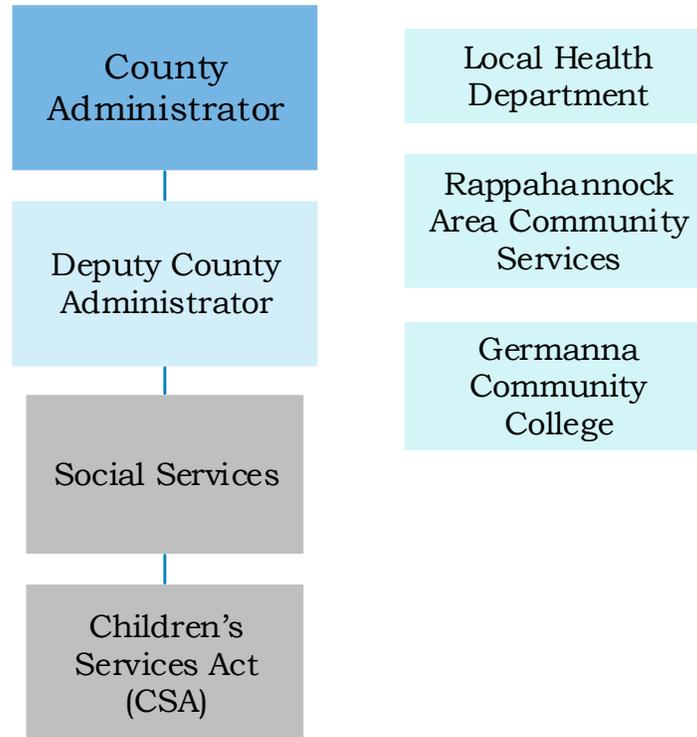
Public Works *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$37,232,220	\$34,581,558	\$37,058,552	\$36,277,737	\$38,726,210
TOTAL REVENUES	\$37,232,220	\$34,581,558	\$37,058,552	\$36,277,737	\$38,726,210
EXPENDITURES: (by department)					
Facilities Management (Bldg & Grounds)	\$4,950,488	\$4,256,843	\$4,731,835	\$4,836,386	\$4,606,834
Refuse Management	\$4,202,795	\$4,142,773	\$4,390,052	\$4,282,696	\$4,197,037
Water & Sewer	\$32,480,140	\$30,724,778	\$33,951,778	\$33,173,768	\$35,670,221
SUBTOTAL - APPROPRIATED EXPENDITURES	\$41,633,423	\$39,124,394	\$43,073,665	\$42,292,850	\$44,474,092
Water & Sewer Transfers Out	\$1,624,617	\$608,682	\$69,100	\$69,100	\$0
TOTAL EXPENDITURES	\$43,258,040	\$39,733,076	\$43,142,765	\$42,361,950	\$44,474,092
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$15,563,327	\$14,606,488	\$15,422,386	\$15,460,617	\$15,582,799
Operating	\$14,490,330	\$13,731,051	\$14,418,187	\$14,404,138	\$14,808,594
Capital	\$993,243	\$627,079	\$1,020,434	\$1,089,659	\$367,707
Debt Service	\$10,586,523	\$10,159,776	\$12,212,658	\$11,338,436	\$13,714,992
TOTAL APPROPRIATED EXPENDITURES	\$41,633,423	\$39,124,394	\$43,073,665	\$42,292,850	\$44,474,092
NET TAX SUPPORT *	\$6,025,820	\$5,151,518	\$6,084,213	\$6,084,213	\$5,747,882

*Applies to Facilities Management and Refuse Management only. Water & Sewer service is not tax supported.

Health & Human Services

Mission – To strengthen the social and economic well-being of Spotsylvania County by helping families and individuals meet their basic needs and move toward self-sufficiency through employment and overall family economic success, and by developing adequate resources through partnerships with community-based programs.

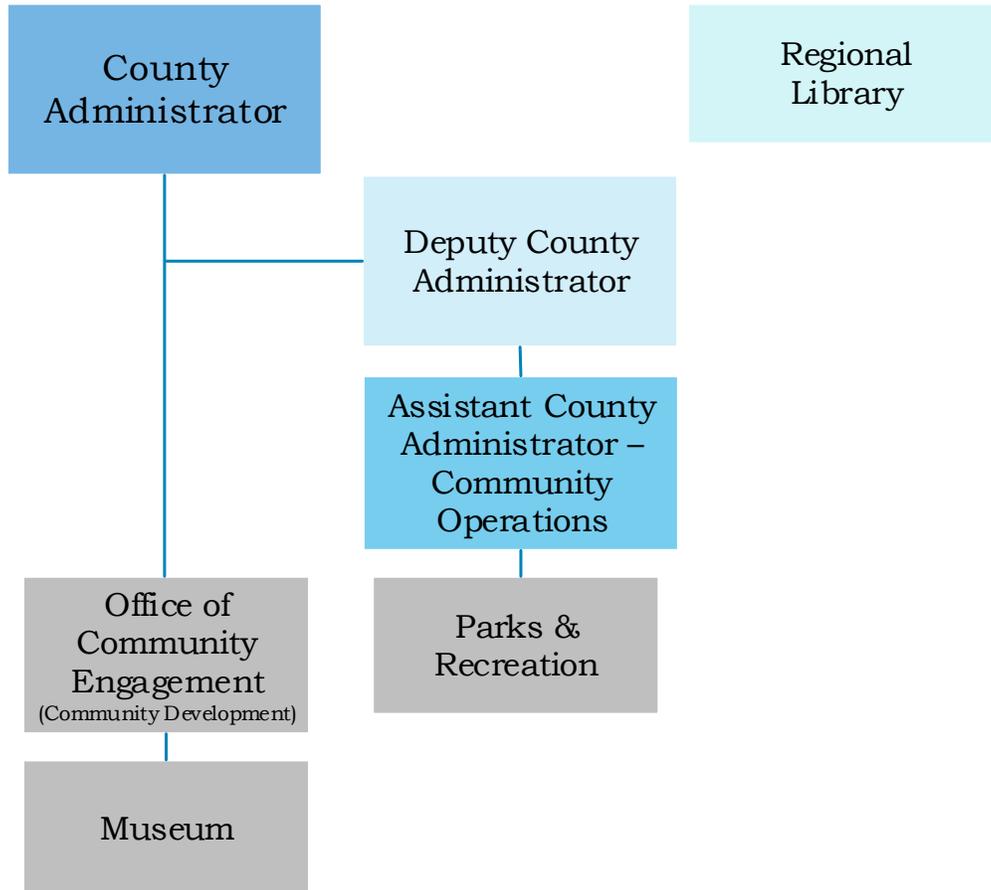


Health & Human Services *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$14,830,815	\$15,559,443	\$13,912,446	\$14,166,521	\$15,598,789
TOTAL REVENUES	\$14,830,815	\$15,559,443	\$13,912,446	\$14,166,521	\$15,598,789
EXPENDITURES: (by department)					
Local Health Department	\$647,569	\$647,569	\$647,569	\$647,569	\$647,569
Rappahannock Area Community Services Board	\$393,026	\$393,026	\$427,593	\$427,593	\$427,593
Department of Social Services (DSS)	\$12,399,605	\$11,764,025	\$12,762,827	\$12,920,752	\$14,104,157
Children's Services Act	\$12,557,468	\$12,276,512	\$10,975,255	\$10,975,255	\$12,361,322
Tax Relief for Elderly/Disabled	\$1,285,962	\$1,290,968	\$1,285,962	\$1,285,962	\$1,284,718
Germanna Community College	\$89,171	\$89,171	\$189,171	\$189,171	\$189,171
TOTAL EXPENDITURES	\$27,372,801	\$26,461,271	\$26,288,377	\$26,446,302	\$29,014,530
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$7,014,104	\$6,447,291	\$7,801,121	\$7,735,521	\$8,299,820
Operating	\$18,995,039	\$18,661,798	\$17,110,215	\$17,261,140	\$19,357,123
Capital	\$77,696	\$61,214	\$91,079	\$163,679	\$72,869
TOTAL APPROPRIATED EXPENDITURES*	\$26,086,839	\$25,170,303	\$25,002,415	\$25,160,340	\$27,729,812
NET TAX SUPPORT	\$12,541,986	\$10,901,828	\$12,375,931	\$12,279,781	\$13,415,741
<i>* Does not include Tax Relief for Elderly/Disabled</i>					

Parks, Recreation & Cultural

Mission – To provide and manage a variety of quality recreation and leisure activities that will promote personal growth, physical fitness, and recreational needs to fulfill the desires of Spotsylvania County residents.

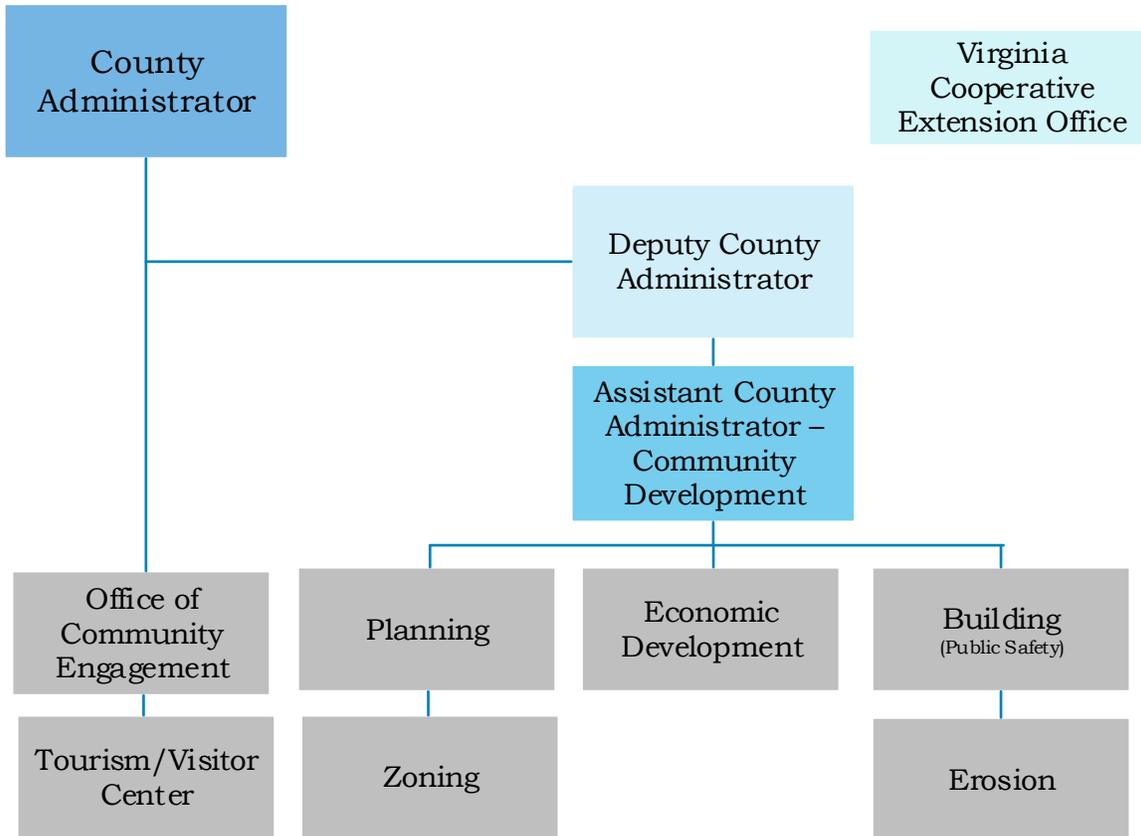


Parks, Recreation & Cultural *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$741,309	\$758,922	\$700,288	\$710,939	\$695,039
TOTAL REVENUES	\$741,309	\$758,922	\$700,288	\$710,939	\$695,039
EXPENDITURES: (by department)					
Parks & Recreation	\$3,294,756	\$3,074,160	\$3,316,800	\$3,316,800	\$3,419,987
County Museum	\$128,920	\$120,494	\$88,648	\$99,299	\$81,564
Regional Library	\$4,812,073	\$4,812,758	\$4,626,346	\$4,626,346	\$4,307,827
TOTAL EXPENDITURES	\$8,235,749	\$8,007,412	\$8,031,794	\$8,042,445	\$7,809,378
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$2,284,748	\$2,145,346	\$2,347,365	\$2,347,365	\$2,391,959
Operating	\$5,738,922	\$5,661,147	\$5,589,414	\$5,589,134	\$5,336,299
Capital	\$212,079	\$200,919	\$95,015	\$105,946	\$81,120
TOTAL APPROPRIATED EXPENDITURES	\$8,235,749	\$8,007,412	\$8,031,794	\$8,042,445	\$7,809,378
NET TAX SUPPORT	\$7,494,440	\$7,248,490	\$7,331,506	\$7,331,506	\$7,114,339

Community Development

Mission – To enhance the quality of life for Spotsylvania County citizens through comprehensive planning, economic development, and the protection of natural resources. At the same time promoting Spotsylvania County as Virginia’s strategic location for businesses and as an attractive and desirable tourist destination.

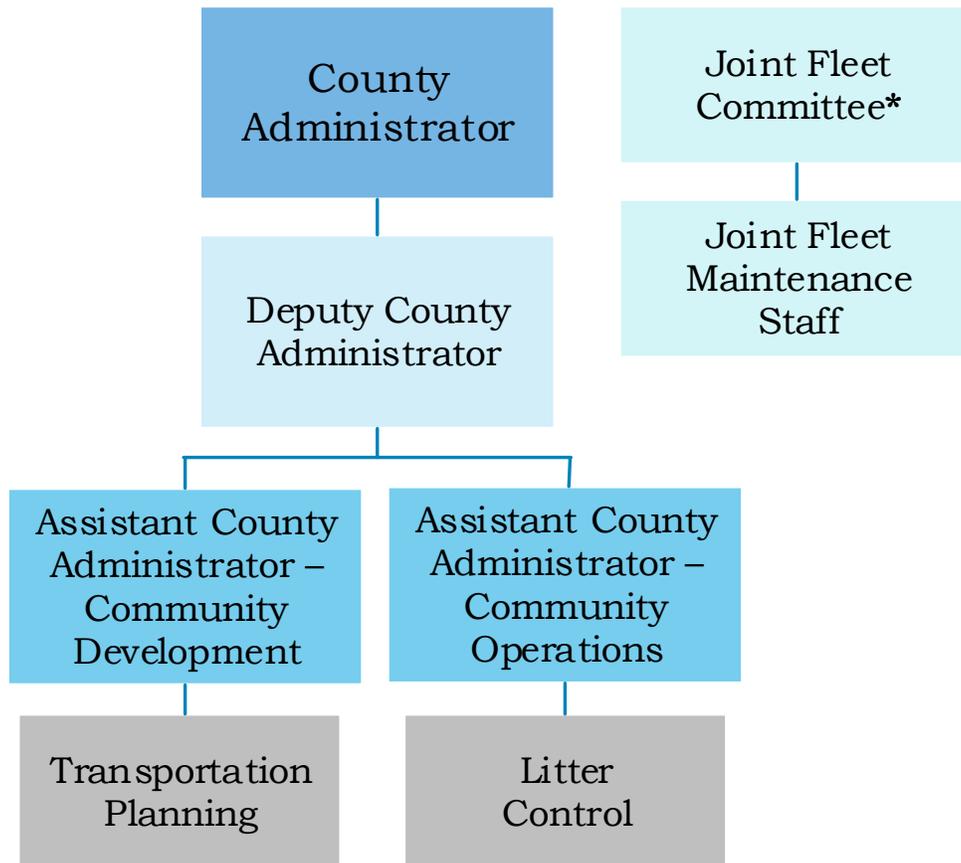


Community Development *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$4,635,839	\$2,817,447	\$3,049,572	\$4,493,130	\$2,758,158
Transfer from General Fund	\$2,331,192	\$2,100,681	\$1,734,022	\$1,943,148	\$1,912,235
TOTAL REVENUES	\$6,967,031	\$4,918,128	\$4,783,594	\$6,436,278	\$4,670,393
EXPENDITURES: (by department)					
Planning	\$1,133,555	\$1,052,115	\$1,059,639	\$1,094,622	\$1,330,569
Economic Development	\$919,595	\$766,927	\$945,901	\$945,901	\$948,736
Economic Development Authority Fund	\$3,410,429	\$1,596,009	\$1,343,683	\$2,992,251	\$1,459,050
Tourism	\$767,303	\$490,217	\$732,727	\$733,650	\$591,732
Office of Community Engagement	\$0	\$0	\$0	\$0	\$108,273
Extension Agents (VA Cooperative)	\$185,805	\$156,466	\$189,686	\$189,686	\$192,272
Zoning Division	\$1,902,872	\$1,640,968	\$845,848	\$855,295	\$768,793
Erosion Division			\$1,074,154	\$1,074,154	\$1,140,432
SUBTOTAL - APPROPRIATED	\$8,319,559	\$5,702,702	\$6,191,637	\$7,885,558	\$6,539,857
Transfer to General & Capital Projects Fund	\$322,610	\$294,547	\$290,434	\$290,434	\$275,510
TOTAL EXPENDITURES	\$8,642,169	\$5,997,249	\$6,482,071	\$8,175,992	\$6,815,367
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$3,338,367	\$2,808,241	\$3,378,708	\$3,399,766	\$3,697,734
Operating	\$3,464,620	\$2,835,465	\$2,723,631	\$2,934,398	\$2,774,104
Capital	\$1,454,824	\$58,996	\$27,550	\$1,431,394	\$68,019
Debt Service	\$61,748	\$0	\$61,748	\$120,000	\$0
TOTAL APPROPRIATED EXPENDITURES	\$8,319,559	\$5,702,702	\$6,191,637	\$7,885,558	\$6,539,857
NET TAX SUPPORT	\$3,683,720	\$2,885,255	\$3,216,845	\$3,467,208	\$3,719,516

Transportation

Mission — Work with the Federal and State governments to provide safe, economical and appropriate transportation means to the citizens of Spotsylvania County.



*Oversight and management of the Joint Fleet is provided by a joint committee with representatives from the Board of Supervisors, School Board, County and School staff.

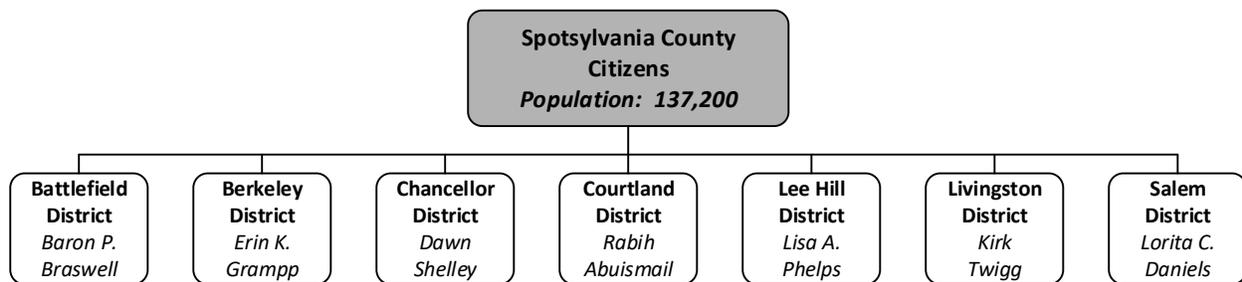
Transportation *continued*

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)	\$10,759,765	\$9,885,380	\$11,125,348	\$10,968,490	\$11,089,419
TOTAL REVENUES	\$10,759,765	\$9,885,380	\$11,125,348	\$10,968,490	\$11,089,419
EXPENDITURES: (by department)					
Transportation Fund	\$7,768,565	\$7,230,861	\$8,162,626	\$8,005,768	\$8,188,520
Joint Fleet Maintenance Fund	\$2,891,200	\$2,638,517	\$2,912,722	\$2,912,722	\$2,880,899
SUBTOTAL - APPROPRIATED	\$10,659,765	\$9,869,378	\$11,075,348	\$10,918,490	\$11,069,419
Transfers Out	\$100,000	\$16,002	\$50,000	\$50,000	\$20,000
TOTAL EXPENDITURES	\$10,759,765	\$9,885,380	\$11,125,348	\$10,968,490	\$11,089,419
APPROPRIATED EXPENDITURES: (by category)					
Personnel	\$1,806,202	\$1,729,177	\$1,846,208	\$1,846,208	\$1,845,704
Operating	\$1,798,443	\$1,567,251	\$1,807,020	\$1,806,758	\$1,845,804
Capital	\$87,934	\$88,072	\$42,143	\$42,405	\$12,500
Debt Service	\$4,717,605	\$4,733,543	\$5,279,507	\$5,122,649	\$5,072,280
Reserves	\$2,249,581	\$1,751,335	\$2,100,470	\$2,100,470	\$2,293,132
TOTAL APPROPRIATED EXPENDITURES	\$10,659,765	\$9,869,378	\$11,075,348	\$10,918,490	\$11,069,419

Education

Mission – Spotsylvania County Public Schools is a leading school division that inspires and empowers all students to become creative thinkers, problem solvers and effective communicators.

The School Board adopted its FY 2021 Budget on May 11, 2020. More detailed information on the School Board’s Adopted Budget is available through the School Administrative Office at (540) 834-2500 or at www.spotsylvania.k12.va.us.



School Operating Fund

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)					
State & Federal	\$153,401,095	\$152,152,076	\$160,032,162	\$160,032,162	\$165,928,238
Local Transfer	\$129,029,305	\$115,549,002	\$131,181,416	\$134,853,917	\$131,381,416
Local	\$5,416,868	\$4,704,638	\$5,680,621	\$5,716,275	\$2,700,603
Use of (Addition to) Fund Balance	\$0	\$5,131,407	\$0	\$0	\$0
TOTAL REVENUES	\$287,847,268	\$277,537,123	\$296,894,199	\$300,602,354	\$300,010,257
APPROPRIATED EXPENDITURES: (by category)					
Instruction	\$201,376,652	\$192,588,152	\$204,776,419	\$207,223,113	\$209,390,419
Administration/Health	\$11,117,877	\$10,943,849	\$11,578,396	\$11,589,665	\$12,103,446
Transportation	\$19,020,148	\$18,925,661	\$19,749,605	\$19,749,605	\$18,569,982
Maintenance	\$22,058,919	\$22,075,949	\$22,145,969	\$22,720,769	\$22,193,629
Debt Service	\$24,488,144	\$24,474,687	\$27,849,361	\$27,885,015	\$28,089,775
Technology	\$9,721,658	\$8,464,955	\$10,730,579	\$11,370,317	\$9,663,006
TOTAL APPROPRIATED EXPENDITURES	\$287,783,398	\$277,473,253	\$296,830,329	\$300,538,484	\$300,010,257
Transfer to School Food Service Fund	\$63,870	\$63,870	\$63,870	\$63,870	\$0
TOTAL EXPENDITURES	\$287,847,268	\$277,537,123	\$296,894,199	\$300,602,354	\$300,010,257

Overview of Education Function

School Boards in Virginia are required to provide, as a minimum, programs and services as prescribed by the Standards of Quality (SOQ). The Local Composite Index is the measure used to determine the state and local share of SOQ costs. The Required Local Effort is the locality's share, of the State's estimate of the costs of such SOQ programs, which, by law, must be funded by the locality. The Required Local Match is the locality's required share of program costs for optional school facilities and incentive programs in which the school division elects to participate in a given fiscal year. The additional local transfer is the amount of local funding provided above the Required Local Effort and the Required Local Match.

The table below provides a breakdown of the General Fund transfer, showing the required local effort for State funding, the required local match for optional State programs, the required local match for Federal grants, the transfer necessary to pay debt service on school capital projects, and the additional local transfer. Cost per pupil data follows the table depicting the breakdown of the local transfer to Schools.

Breakdown of Local Transfer	FY 2020 Adopted Budget	FY 2021 Adopted Budget
Required Local Effort for State SOQ funding	\$57,354,933	\$64,601,198
Required Local Match for Non-SOQ Programs	3,026,133	3,616,056
Required Local Match for Federal Grants	28,998,371	28,998,371 ¹
Debt Service	27,849,361	28,089,775
Additional Local Transfer	13,952,618	6,076,016
Total Local Transfer	\$131,181,416	\$131,381,416

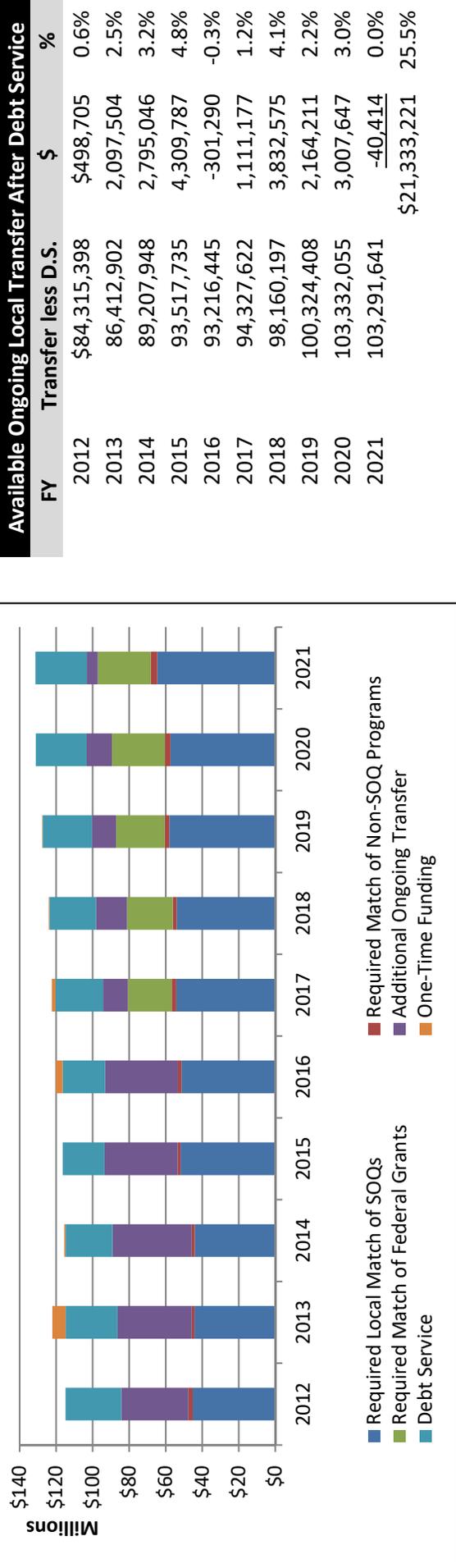
¹We have assumed the same figure here as reported by the Schools for FY 2020.

The table on the following page shows a historical view of the breakdown of the various components of the local transfer to the Schools.

Components of the Budgeted Ongoing Local Transfer to Schools

FY	Required Match of		Required Match of		Debt Service	One-Time Funding	Total Transfer		Change	
	Local Match of SOQs	Non-SOQ Programs	Federal Grants	Ongoing Transfer			\$	%	\$	%
2012	\$45,188,202	\$2,381,247	n/a*	\$36,745,949	\$30,514,941	\$0	\$114,830,339	\$1,000,000	0.9%	
2013	44,280,489	1,507,515	n/a*	40,624,898	28,417,437	7,206,094	122,036,433	7,206,094	6.3%	
2014	44,116,544	1,650,255	n/a*	43,441,149	25,622,391	750,000	115,580,339	-6,456,094	-5.3%	
2015	51,849,984	1,599,490	n/a*	40,068,261	22,897,604	0	116,415,339	835,000	0.7%	
2016	51,345,396	1,954,912	n/a*	39,916,137	23,216,302	3,749,749	120,182,496	3,767,157	3.2%	
2017	54,185,003	2,534,239	\$23,985,322	13,623,058	25,922,930	2,100,000	122,350,552	2,168,056	1.8%	
2018	54,018,514	2,027,313	25,110,085	17,004,285	25,581,896	333,222	124,075,315	1,724,763	1.4%	
2019	57,978,170	2,531,713	26,632,599	13,181,926	27,048,808	250,000	127,623,216	3,547,901	2.9%	
2020	57,354,933	3,026,133	28,998,371	13,952,618	27,849,361	0	131,181,416	3,558,200	2.8%	
2021	64,601,198	3,616,056	28,998,371	6,076,016	28,089,775	0	131,381,416	200,000	0.2%	

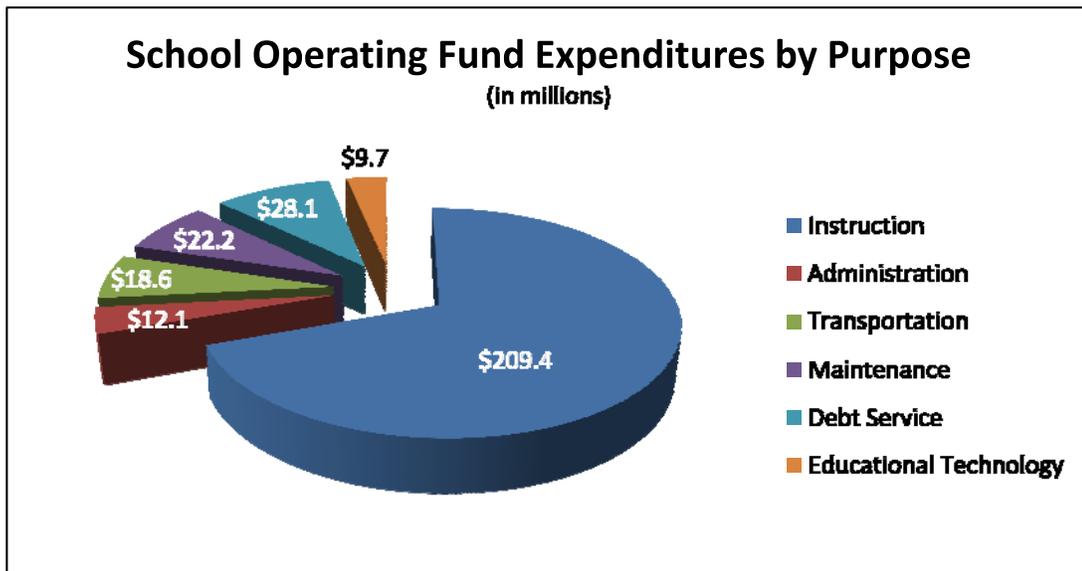
Components of the Ongoing Local Transfer



*Prior to FY 2017, the required match of federal grants was combined with the additional ongoing transfer and consequently shows as "n/a."

Per Pupil Cost	FY 2020 Adopted Budget	FY 2021 Adopted Budget
Student enrollment	24,009	24,167
Total School Operating Budget per Pupil	\$12,363	\$12,414
Local Transfer per pupil – Operating	\$4,304	\$4,274
Local Transfer per pupil – Debt Service	<u>\$1,160</u>	<u>\$1,162</u>
Total Local Transfer per pupil	\$5,464	\$5,436

Note: Per pupil costs may vary from one locality to another because each locality may have varying operations and unique programs that may distort comparisons.



Function/Department Budgets

School	Building Capacity	Enrollment			2020-2021 Projection
		2017-2018	2018-2019	2019-2020	
Elementary (grades preK-5):					
Battlefield	833	649	655	675	696
Berkeley	353	294	295	267	279
Brock Road	907	658	665	681	677
Cedar Forest	936	749	740	725	723
Chancellor	455	441	463	459	460
Courthouse Road	907	809	812	812	814
Courtland	789	535	535	556	555
Harrison Road	936	792	783	812	836
Lee Hill	807	669	662	653	684
Livingston	504	406	408	393	397
Parkside	936	865	867	857	874
Riverview	907	619	624	664	682
Robert E. Lee	586	540	508	512	501
Salem	815	646	645	612	604
Smith Station	986	678	642	662	663
Spotswood	641	551	568	553	545
Wilderness	936	719	677	699	701
	13,234	10,620	10,549	10,592	10,691
Middle (grades 6-8):					
Battlefield	807	834	837	859	876
Chancellor	857	861	835	866	870
Freedom	948	769	815	823	809
Ni River	774	723	707	723	728
Post Oak	948	727	688	748	722
Spotsylvania	907	909	934	940	996
Thornburg	790	715	730	746	734
	6,031	5,538	5,546	5,705	5,735
Secondary (grades 9-12):					
Chancellor	1,427	1,268	1,288	1,317	1,347
Courtland	1,565	1,179	1,176	1,413	1,434
Massaponax	1,830	2,027	2,017	1,745	1,793
Riverbend	1,995	1,981	1,919	1,918	1,922
Spotsylvania	1,611	1,180	1,143	1,204	1,204
John J. Wright Center (preK-12)					
Preschool	(1)	(1)	(1)	(1)	(1)
Alt Education	90	21	36	41	41
	8,518	7,656	7,579	7,638	7,741
TOTAL	27,783	23,814	23,674	23,935	24,167

⁽¹⁾ Pre-K enrollment is counted at the home elementary schools above. However, the 10/1/2019 enrollment was 462 for the 2019 - 2020 school year and is projected at 462 for the 2020 - 2021 school year.

School Food Service

Mission – To provide a nutritious and well-balanced USDA reimbursable breakfast, lunch, and a la carte program, providing students choices of meals with high quality products.

School Food Service Fund

	FY 2019 Amended	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Amended	FY 2021 Adopted
REVENUES: (function specific)					
Local	\$4,750,942	\$4,666,828	\$4,898,222	\$4,898,222	\$4,618,000
State & Federal	\$5,701,160	\$5,858,598	\$5,985,087	\$5,985,087	\$6,259,986
Transfer from School Operating Fund	\$63,870	\$63,870	\$63,870	\$63,870	\$0
Use of (Addition to) Fund Balance	\$807,000	(\$323,750)	\$1,394,349	\$1,394,349	\$1,373,966
TOTAL REVENUES	\$11,322,972	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952
EXPENDITURES: (by category)					
School Food Service	\$11,322,972	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952
TOTAL EXPENDITURES	\$11,322,972	\$10,265,546	\$12,341,528	\$12,341,528	\$12,251,952

Citizen Services/Regional Agencies

Local funding only - grant funding NOT included

	FY 2021				Variance from FY 2020 Adopted Budget	
	FY 2019 Actuals	FY 2020 Adopted	Agency Request	Adopted Budget	Dollar	Percentage
4-H Educational Center	\$2,000	\$2,000	\$2,000	\$2,000	\$0	0.0%
American Red Cross			62,327	0	0	N/A
Boys & Girls Club of the Rappahannock Region	0	0	12,000	0	0	N/A
Central Rappahannock Regional Library (CRRL)	4,812,073	4,626,346	4,440,837	4,307,827	(318,519)	(6.9%)
disAbility Resource Center	30,550	28,000	31,360	28,000	0	0.0%
Empowerhouse	55,448	58,220	68,000	58,220	0	0.0%
Forest Fire Extension Service	11,996	11,996	11,996	11,996	0	0.0%
Fredericksburg Regional Alliance (FRA)	131,549	135,000	135,000	135,000	0	0.0%
Fredericksburg Regional Food Bank	0	0	12,000	0	0	N/A
Fredericksburg Regional Transit (FRED)	405,421	383,072	395,641	395,641	12,569	3.3%
Fredericksburg SPCA	0	4,000	0	0	(4,000)	(100.0%)
George Washington Regional Commission (GWRC)	95,761	75,758	115,856	75,000	(758)	(1.0%)
Germanna Community College	89,171	189,171	314,171	189,171	0	0.0%
Greater Fredericksburg Tourism Partnership	171,000	171,000	70,000	70,000	(101,000)	(59.1%)
Health Department	647,569	647,569	647,569	647,569	0	0.0%
Healthy Families Rappahannock Area	28,000	10,000	10,000	10,000	0	0.0%
John J. Wright Educational & Cultural Ctr Museum	31,000	36,000	38,000	36,000	0	0.0%
Lake Anna Advisory Committee	3,000	0	0	0	0	N/A
Lake Anna Civic Association	7,000	7,000	7,000	7,000	0	0.0%
Legal Aid Works (<i>prev Rapp Legal Services</i>)	28,684	28,684	28,684	28,684	0	0.0%
Mental Health America of Fredericksburg	27,348	14,750	26,083	14,750	0	0.0%
Micah Ministries	22,000	22,000	22,000	22,000	0	0.0%
Moss Free Clinic	25,456	25,456	25,500	25,456	0	0.0%
Office on Youth	226,289	178,392	253,647	178,392	0	0.0%
Piedmont Dispute Resolution Center	1,125	1,500	1,500	1,500	0	0.0%
Potomac & Rapp'k Transportation Commission (PRTC)	118,700	114,200	145,900	145,900	31,700	27.8%
Rappahannock Area Agency on Aging	31,885	31,885	36,668	31,885	0	0.0%
Rappahannock Area Community Services Board (RACSB)	393,026	427,593	427,593	427,593	0	0.0%
Rappahannock Area Court App Special Advocates (CASA)	20,000	22,000	22,000	22,000	0	0.0%
Rappahannock Area YMCA	0	200,000	200,000	0	(200,000)	(100.0%)
Rappahannock Big Brothers/Big Sisters	3,000	3,000	3,000	3,000	0	0.0%
Rappahannock Council Against Sexual Assault	21,000	21,000	21,000	21,000	0	0.0%
Rappahannock Emergency Medical Services	12,000	12,000	39,309	12,000	0	0.0%
Rappahannock Juvenile Center	1,226,467	1,351,387	1,225,937	1,225,937	(125,450)	(9.3%)
Rappahannock Railroad Museum	0	25,000	25,000	10,000	(15,000)	(60.0%)
Rappahannock Refuge/Loisann's Hope House	20,000	15,000	22,000	15,000	0	0.0%
Rappahannock Regional Jail	5,811,267	6,212,889	6,259,013	6,259,013	46,124	0.7%
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	0	0.0%
Rappahannock United Way Vol/Info Prog	3,000	5,000	3,000	3,000	(2,000)	(40.0%)
Rebuilding Together - Fredericksburg	7,000	7,000	7,500	7,000	0	0.0%
Safe Harbor Child Advocacy Center	7,150	7,365	7,600	7,365	0	0.0%
Spotsylvania Emergency Concerns Assoc (SECA)	13,250	13,250	13,250	13,250	0	0.0%
Spotsylvania Historical Association	30,720	30,728	35,000	30,728	0	0.0%
Thurman Brisben Center	84,000	84,000	115,000	84,000	0	0.0%
Tri-County Soil & Water Conservation District (SWCD)	35,013	41,306	45,305	41,306	0	0.0%
Virginia Community Food Connections	0	5,000	25,000	5,000	0	0.0%
Virginia Railway Express (VRE)	1,632,635	1,285,670	1,503,754	1,503,754	218,084	17.0%
Allocation to be recommended by DSS Advisory Board	0	0	0	100,000	100,000	N/A
TOTAL ALL AGENCIES FUNDED	\$16,323,554	\$16,572,187	\$16,915,000	\$16,213,937	-\$358,250	(2.2%)



Total Full-time Equivalents (FTE)

	FY 2019 Revised	FY 2020 Adopted	FY 2020 Revised	FY 2021 Adopted
Executive Services	22.00	22.00	20.00	20.00
Administrative Services	121.28	121.28	122.15	123.15
Voter Services	3.50	3.50	3.50	3.50
Judicial Administration	44.89	44.89	45.89	45.89
Public Safety	561.23	564.23	565.23	565.23
Public Works	203.32	202.32	202.32	202.32
Health & Human Services	106.78	113.78	113.78	118.78
Parks, Recreation & Cultural	27.28	28.28	28.28	28.28
Community Development	35.13	35.13	37.13	37.13
Transportation	4.26	4.26	4.26	4.26
Capital Projects	2.00	2.00	2.00	2.00
TOTAL FTEs*	1,131.67	1,141.67	1,144.54	1,150.54
Total full-time FTEs	1,059.00	1,069.00	1,073.00	1,079.00
Total part-time FTEs	72.67	72.67	71.54	71.54

* Positions for each department are listed at the end of each function section.



Salary and Benefits

The FY 2021 Adopted Budget includes the following salary and benefit changes for all County departments. Salary and benefit details for school employees can be found in the Schools' budget document which is available through the School Administrative Office at (540) 834-2500 or at www.spotsylvania.k12.va.us.

- Although initially planned as part of the Recommended Budget, due to declining economic factors associated with the COVID-19 pandemic, the 1.8% cost of living adjustment; the Public Safety pay scale step increases; and the 2% performance-based increases for positions not on the Public Safety scale were not approved for FY 2021.
- To continue with the longevity adjustments that have become part of our annual pay implementation, the longevity adjustments planned in FY 2021 are 0.5% for full-time employees reaching three or 12 years of service, and 1% for those reaching five, 10 or 15 years of service as of June 30, 2020. The compensation adjustments are budgeted within department budgets. To best align with Virginia Retirement System (VRS) reporting dates, this approved compensation adjustment has an effective date of July 13, 2020 and will first appear on paychecks on July 31, 2020.
- Full year funding for the base Public Safety Compensation Plan pay increases that became effective January 13, 2020 for sworn personnel in the Sheriff's Office and Fire/Rescue, as well as Communications personnel. The Public Safety Compensation Plan was adopted by the Board in October 2019. As noted above, the Public Safety pay scale step increases that are part of the Public Safety Compensation Plan were not able to be funded for FY 2021.
- The County will continue to offer the Keycare 20 and Keycare 30 health insurance plans and the high deductible health insurance plan.
- The VRS employer contribution rate increases from 9.58% to 10.81%, reflecting the lowering of VRS' discount rate in its actuarial analysis from 7.00% to 6.75%.
- The VRS disability insurance rate for employees in the VRS Hybrid Plan retirement system decreases from 0.59% to 0.53%.
- The VRS Life Insurance employer rate increases from 1.31% to 1.34%.
- Workers compensation rates remain the same as those in use for FY 2020.
- As has been the case in prior budgets, \$8,500 is included in the County Administrator's budget for special employee recognitions (i.e. bonuses and other forms of recognition) as set out in Section 8.3 of the County's Personnel Policies and Procedures Manual.

Personnel Changes

The table below outlines position additions and changes in FY 2021.

Function	Full-time	Part-time	Position	Funded: Full-Year	Funded: ¾ Year	Funded: Half-Year	Requested - Not Approved
Executive Services			Assessment Technician, 0.63 FTE				✓
			Account Clerk II, 0.63 FTE				✓
		1.00	IT Project/Application Analyst (Financial System) ¹		✓		
			Cable Franchise Manager				✓
			IT Records Manager				✓
			IT Project & Application Analyst (Enterprise Financial System)				✓
			IT System Administrator (Public Safety)				✓
			IT Project & Application Analyst (Public Safety)				✓
			IT Project & Application Analyst (Treasurer & COR)				✓
Judicial Administration			Legal Assistant I				✓
Public Safety			Permits Technician				✓
			Commercial Building Inspector				✓
			Building Office Assistant				✓
Public Works			Division Director - Solid Waste				✓
			Sample Coordinator				✓
			Samplers				✓
			Custodial Supervisor				✓
			Assistant Director - Environmental Compliance				✓
			Asset Management/GIS Analyst				✓
			Customer Service Representative				✓
			Engineer I - Capital Construction				✓
			Right of Way Manager				✓
			Engineer I - asset management				✓
			Two Utility Field Crew Worker IIIs				✓
			Utility Field Crew Leader - Hydrant Repl Prog				✓
		Two Utility Field Crew Worker IIIs - Hydrant Repl Prog				✓	
Health & Human Services	4.00		Eligibility Worker II - half year			✓	
	1.00		Eligibility Supervisor (creation of 5th Eligibility Unit)	✓			
			Senior Eligibility Worker (creation of 5th Eligibility Unit)				✓

Personnel Changes *continued*

Function	Full-time	Part-time	Position	Funded: Full-Year	Funded: % Year	Funded: Half-Year	Requested - Not Approved
Parks, Recreation & Cultural			Horticulture Turf Specialist/Arborist				✓
			Maintenance Worker I				✓
Community Development			Planner I				✓
			Business Assistance Manager				✓
			Conversion of part-time 0.63 FTE Office Assistant position to full-time Office Manager I position				✓
			Zoning Assistant (Zoning)				✓
			Environmental Assistant (Erosion)				✓
			Environmental Technician (Erosion)				✓
Transportation			Transportation Technician				✓
			Convert two part-time 0.63 Litter Control Technicians to full-time				✓
Construction Management			Engineer I				✓
6.00		TOTAL NET INCREASE/(DECREASE) IN FULL-TIME POSITIONS					
0.00		TOTAL NET INCREASE/(DECREASE) IN PART-TIME FTEs					

¹ Position will be located in the Office of Accounting & Procurement

Personnel Changes *continued*

The table below outlines position changes that occurred during FY 2020 and are included in the FY 2021 Adopted Budget.

Function	Full-time	Part-time	Position
Executive Services	(1.00)		Deputy County Administrator (<i>changed to Director of Planning</i>)
Administrative Services	1.00	(0.00)	Appraiser Trainee (<i>previously titled Appraiser II 0.0 FTE</i>)
	1.00		Payroll Specialist
	(1.00)		Director of Finance
	1.00	(0.50)	IT Project Management Coordinator (<i>previously titled IT Program Manager 0.50 FTE</i>)
	1.00	(0.63)	Office Assistant
	1.00		Assistant County Administrator – Finance & Services/Chief Financial Officer
	(1.00)		Chief Financial Officer (<i>previously titled Deputy Director of Finance for Budget</i>)
Judicial Administration	1.00		Assistant Commonwealth’s Attorney (<i>Comp Board</i>)
	1.00		Senior Legal Assistant
	(1.00)		Legal Assistant II
Public Safety	1.00		Commercial Inspector
	1.00		Sergeant
	(1.00)		Detective
Health & Human Services	(1.00)		Family Services Worker I
	1.00		Family Services Worker I
Community Development	1.00		Assistant County Administrator – Community Development
	(1.00)		Director of Planning
	1.00		Director of Planning (<i>previously vacant Deputy County Administrator position</i>)
	1.00		Planner II
	(2.00)		ED&T Assistant
Utilities Fund	1.00		Assistant County Administrator – Community Operations
	(1.00)		Director of Utilities/Public Works
	1.00		Engineering SCADA System Manager
	(1.00)		Solid Waste Equipment Operator
	1.00		Assistant Director, Administration for Community Operations
	(1.00)		Division Director Administrative Services
	1.00		Division Director Technical Services
	(1.00)		Engineering Data Manager
	1.00		Deputy Director of Utilities
	(1.00)		Deputy Director Engineering/Construction
	1.00		Engineering Technician
	(1.00)		Engineer II
	4.00		Total net increase/(decrease) in full-time positions
		(1.13)	Total net increase/(decrease) in part-time FTEs

Capital Improvement Plan

FY 2021 – FY 2025 CIP Development Calendar

September 16, 2019	Project managers submit project requests/revisions to Budget staff
October 2019	CIP Working Group review/discussion of projects
October 9, 2018	CIP work session – initial presentation of CIP concepts for Board comments
November 8, 2019	Schools submit Schools' Draft CIP to County's Budget staff
Week of November 11, 2019	CIP review meetings with 2 Board members at a time
December 10, 2019	CIP Work Session – Presentation of CIP concepts to Board for comment.
Mid December 2019	County Administrator makes final decisions on projects to include in Recommended CIP
Mid December 2019	Budget staff ensures debt service and operating costs for FY 2021 projects are included in Recommended Budget
February 11, 2020	Schools submit Schools' Approved CIP to Finance
February 11, 2020	Presentation of County Administrator's FY 2021 Recommended Budget and FY 2021 – FY 2025 CIP to Board of Supervisors
March 10, 2020	Budget/CIP Work Session
March 31, 2020	Budget, Tax Rate, and CIP public hearings – Courtland High School
April 9, 2020	Budget Work Session – Adoption of 2020 tax rates
April 14, 2020	Budget Work Session
April 28, 2020	Adoption of FY 2021 Budget and first year of CIP. CIP out-years to be adopted at a later date.

Financial Analysis

The financial condition and debt capacity of the County is a primary consideration when developing the CIP. Credit ratings reflect a locality's financial condition, management expertise, and proven ability to implement strategies that maintain long-term credit strength. As such, balancing project needs with projections of available resources to pay for those needs is paramount. Although there is no legal limit in Virginia on the level of general obligation debt issued by counties, Spotsylvania's financial policies include the following debt guidelines:

- Net debt as a percentage of estimated market value taxable should not exceed 3%.
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 12%. The County will work towards reducing this ratio to not more than 10% by the end of FY 2025.
- The County intends to maintain its 10-year tax-supported debt and lease payout ratio at or above 65% at the end of each adopted CIP.

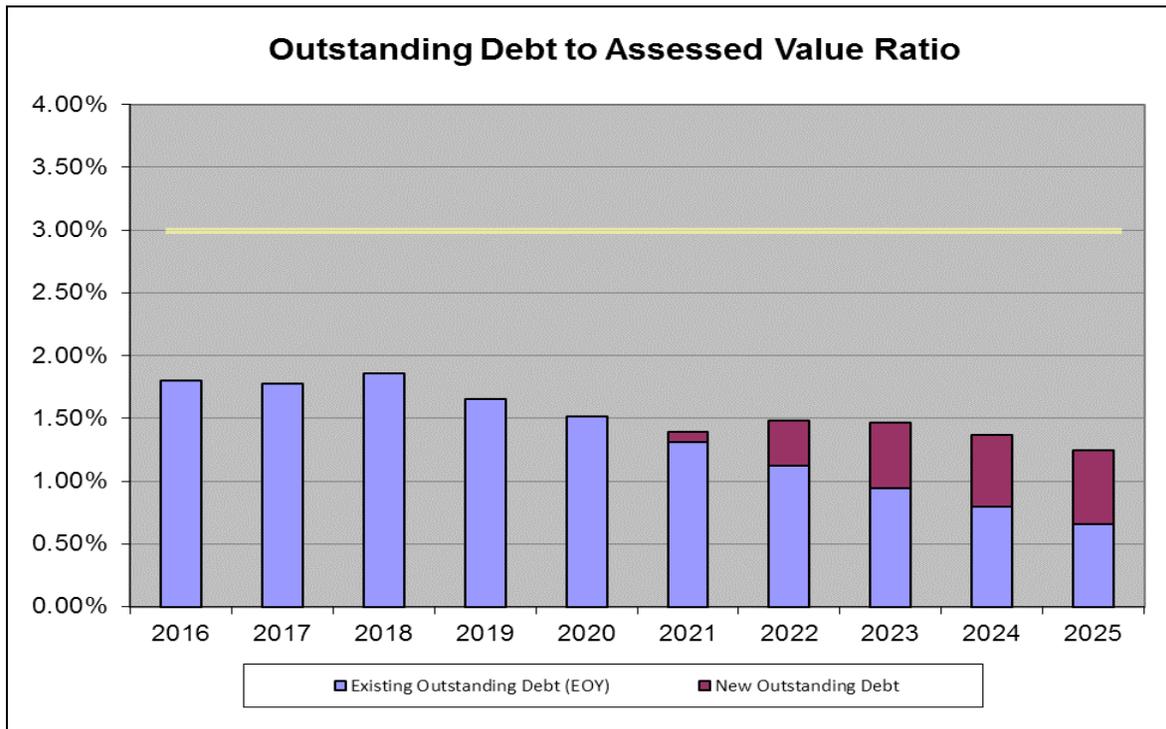
As staff prepared the CIP financial analysis to assess the ratios noted above, the following **assumptions** were in place for budget purposes. The actual terms for which bonds are issued will be fine-tuned to more accurately align with the useful lives of projects ahead of the Summer bond issuance.

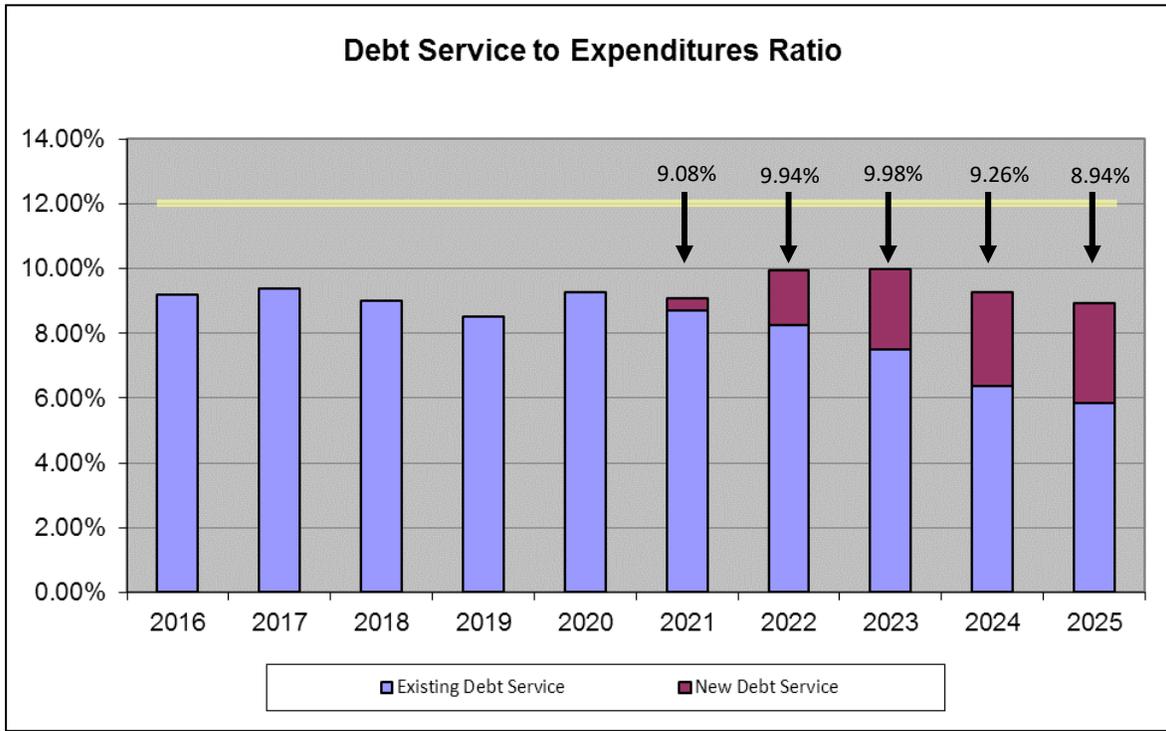
CIP Assumptions:

- Bonds are sold on an annual basis.
 - The structure of all bond sales is level principal.
 - Long-term bonds are structured with 20-year terms.
 - Short-term bonds are structured with 12-year terms for buses and fire apparatus and with 7-year terms for rescue apparatus and technology items.
 - The growth rates for revenues and expenditures are consistent with those reflected in the Budget Plus Five financial model (i.e. the five year forecast), and assume an equalized real estate tax rate in each out-year.
 - The interest rate paid on borrowed funds is fixed at 4.00%/2.80%/3.45% for 7/12/20 year bonds for the Summer 2020 issuance and is fixed at 5.00%/3.80%/4.45% for each 7/12/20 year issuance thereafter.
-

Each year, the Board adopts a five-year CIP where the first year is the budget year and the four out-years are a plan. When the coronavirus pandemic struck near the end of this year’s budget process and the General Fund budget was adjusted to remove the originally proposed approximately seven-cents tax rate increase, staff immediately recognized there would be a lasting impact in terms of reduced cash available for capital and to the debt service to expenditures ratio. However, time did not permit for a complete refiguring of the CIP in addition to the rebalancing that was happening for all other funds in FY 2021. For this reason, the Board adopted only FY 2021 projects in conjunction with the FY 2021 Budget approval. To get back on track, staff plans to present to the Board a FY 2022 – FY 2026 CIP for adoption in Fall 2020. Meanwhile, projections within this year’s CIP ratio assessment and five-year forecast assume the most recently adopted out-year plan from last year’s CIP.

The graphs that follow indicate that the CIP adopted for FY 2021 and the assumed out-year debt issuances are in compliance with the Board’s adopted fiscal policies. The yellow horizontal lines represent the limit of the fiscal policies for each debt ratio.





The payout ratio is an assessment of the speed at which the County repays its debt. For example, at the beginning of FY 2021, including the financings to be issued in Summer 2020, total general debt outstanding is estimated at \$283.0 million. At the end of FY 2030 – ten fiscal years beyond FY 2021 – the County will have repaid \$236.7 million (83.63%) of the debt outstanding at the beginning of FY 2021.

10-Yr Payout Ratio (must be > 65%)	
FY	Payout Ratio
FY 2021	83.63%
FY 2022	80.44%
FY 2023	78.96%
FY 2024	79.06%
FY 2025	79.80%

Also related to the CIP is a fiscal policy which states the County’s goal of budgeting pay-as-you-go funding for capital projects is equal to 5% of General Fund revenues (excluding obligated transfers), with a minimum of 3%. Beginning in FY 2008, the County established the transfer from the General Fund to the Capital Projects Fund at 1%, with an additional 0.25% to be added each year thereafter. For FY 2020, the Board voted to pause on adding another 0.25% for one year and in FY 2021, as a consequence of the coronavirus pandemic, the transfer is reduced to the policy minimum of 3% (\$8.4 million) of General Fund revenues.

Cost Estimate Methodology for Capital Project Operating Expenditures

Capital projects often have an ongoing impact on operational expenditures once the project is complete. Aside from debt service, typical operating impacts include the cost of utilities, maintenance, insurance, fuel, and personnel. For this reason, the County utilizes the cost and inflationary factors listed here to estimate the operating impact of capital projects over the five year CIP window.

Estimated Cost Factors	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Electricity Per Square Foot	\$1.42	\$1.48	\$1.53	\$1.59	\$1.66
Heating Fuel Per Square Foot	0.01	0.01	0.01	0.01	0.01
W/S Per Square Foot	0.05	0.06	0.06	0.06	0.07
Telephone Per Square Foot	0.09	0.10	0.10	0.10	0.11
Insurance Per Square Foot	0.04	0.04	0.04	0.04	0.05
Ongoing Maintenance Per Square Foot	3.69	3.80	3.91	4.03	4.15

Estimated Inflationary Factors	Annual Rate	Basis for Assumptions
Electricity	3.9%	Historical Spending/EIA Reports*
Heating Fuel	3.4%	Historical Spending/EIA Reports*
Water & Sewer	6.0%	Water & Sewer Rates Model
Telephone	3.0%	Historical Spending
Insurance	3.0%	Budget Office/VACo Projections
Maintenance	3.0%	Historical Spending
Other	2.6%	Consumer Price Index (CPI)
Salary Inflation	2.0%	Assumed compensation adjustments

*EIA stands for Energy Information Administration

Operating Impact

The table below shows the anticipated budgetary impacts that implementation of projects in the FY 2021 – FY 2025 CIP may have in the near future. The operating impacts occurring in FY 2021 are included in the Adopted Budget.

Projects/Type	FY 2022	FY 2023	FY 2024	FY 2025
General Government Projects				
Debt Service	\$100,000	\$497,500	\$785,000	\$765,000
Utilities/Maintenance/Insurance/Fuel	250,985	426,840	438,544	980,640
Parks & Recreation Projects				
Debt Service	0	0	0	0
Utilities/Maintenance/Insurance/Fuel	0	0	0	0
Fire & Rescue Projects				
Debt Service	813,307	1,743,300	2,038,200	1,982,863
Personnel (new station)	0	0	1,400,000	1,500,000
Utilities/Maintenance/Insurance/Fuel	26,552	112,384	256,468	264,885
Transportation Projects				
Debt Service	1,300,223	1,843,758	2,149,486	2,094,069
School Projects				
Debt Service	5,699,350	7,926,983	9,304,243	11,028,919
Total				
Debt Service	7,912,880	12,011,541	14,276,929	15,870,851
Personnel	0	0	1,400,000	1,500,000
Utilities/Maintenance/Insurance/Fuel	<u>277,537</u>	<u>539,224</u>	<u>695,012</u>	<u>1,245,525</u>
Total	\$8,190,417	\$12,550,765	\$16,371,941	\$18,616,376

The following table shows the potential impact that implementation of the FY 2021 – FY 2025 CIP could have on the tax rate. This table reflects all General Government, Transportation and Schools capital projects within the five-year planning period. The analysis assumes the adopted 2020 real estate tax rate of \$0.8094 per \$100 of assessed value is equalized in the out-years. The “Additional D.S. Budget Needed” column represents the net new debt service that is over and above the debt service budgeted in FY 2021, and unlike the debt service shown in the previous table, takes into account the pay down of existing debt. The “Incremental Tax Rate Impact” shows the tax rate increase necessary each year to fund the Adopted CIP *beyond what is included in the FY 2021 Budget*.

FY 2021 – FY 2025 CIP’s Potential Impact on Tax Rate

Given the projected CIP expenditures for the next five years, revenues will need to increase by

FY	Value of \$0.01	Debt Service Impact			Operational Impact			Total Estimated Impact	
		Add'l D.S Budget Needed	Estimated Tax Rate Impact	Incremental Tax Rate Impact	Add'l Operational Budget Needed	Estimated Tax Rate Impact	Incremental Tax Rate Impact	Estimated Tax Rate Impact	Incremental Tax Rate Impact
2021	\$1,617,000	\$0	\$0.000	\$0.000	\$0	\$0.000	\$0.000	\$0.000	\$0.000
2022	1,666,000	4,726,711	0.028	0.028	277,537	0.002	0.002	0.030	0.030
2023	1,716,000	6,165,901	0.036	0.008	539,224	0.003	0.001	0.039	0.009
2024	1,767,000	4,058,672	0.023	-0.013	2,095,012	0.012	0.009	0.035	-0.004
2025	1,820,000	3,709,070	0.020	-0.003	2,745,525	0.015	0.003	0.035	0.001
				\$0.020*			\$0.015*		\$0.035*

*May appear to add incorrectly due to rounding

the equivalent of 3.5 cents on the real property tax rate by FY 2025 to pay the costs of added debt service and operating costs. Over the five-year period, 57% of the added costs are associated with debt service while the remaining 43% is associated with ongoing operating costs related to the projects with the most significant operating costs being the 18 new positions that will be necessary to operate a new fire/rescue station (Co. 12). Debt service and annual operating costs related to the CIP have been factored into the five-year financial forecast which begins on page 129.

FY 2021 Capital Projects –

The capital projects budgets for FY 2021 total \$56.0 million and include the County’s Capital Projects Fund, the Utilities Capital Projects Fund, and the Schools’ Capital Projects Fund. It is anticipated that bonds will be issued in Summer 2020 to fund improvements at Exit 118, water/sewer projects, as well as the Schools’ capital projects for FY 2021. Due to the close proximity of time between budget approval and the start of implementation of school capital projects, the debt proceeds and project expenditures are included in the budget for the Schools’ Capital Projects Fund. However, neither debt proceeds nor project expenditures associated with the financings for County capital projects are included in the FY 2021 Adopted Budget. Upon finalizing the financing of the FY 2021 projects, staff will request that the Board amend the budget to include revenues and expenditures associated with the financed projects. Debt service expenditures associated with the planned financing are included in the FY 2021 Transportation Fund, Utilities Operating Fund, and School Operating Fund budgets.

Following are the significant capital projects included in the FY 2021 Budget:

Project	Cash Funding	Financed Costs	Total FY 2021 Costs
Facility Asset Management Program	\$802,200	-	\$802,200
Judicial Center renovation & expansion	1,600,000	-	1,600,000
Marshall Center major maintenance	348,800	-	348,800
Replacement general gov't vehicles	1,470,176	-	1,470,176
Maintenance of County-owned stormwater	30,000	-	30,000
Safety & security improvements	250,000	-	250,000
Technology improvements	3,682,097	-	3,682,097
Landfill & convenience cntr. Improvements	811,175	-	811,175
Replacement equip. – landfill operations	1,561,000	-	1,561,000
Co. 6 (Salem Church) Addition/Renovation	2,125,000	-	2,125,000
Replacement Fire/Rescue equipment	758,690	-	758,690
Improvements at Exit 118	475,177	1,455,223	1,930,400
Schools – Buses	-	3,795,992	3,795,992
Schools – Technology	-	2,309,924	2,309,924
Schools – Capital maintenance	-	6,895,000	6,895,000
Schools – Renovate/expand Spotsylvania Middle School	-	500,000	500,000
Water/sewer projects	28,544,825	24,210,739	52,755,564
FY 2021 Total Capital Projects*	\$42,459,140	\$39,166,878	\$81,626,018**

*Excludes personnel and operations costs. Reflects project-only costs.

**Differs from figures on the table at the bottom of page 10 and on page 23 because this listing includes the County's financed projects and the budget itself does not at this point in time. Once bonds are sold and finalized, a budget adjustment will occur to budget the financed projects. Also, the figures in the table on the bottom of page 10 and on page 23 include capital projects operating and personnel costs not shown above.

Out-Year Impacts of Approved Developments

Although specific projects related to out-year growth are not yet shown in the CIP for categories other than Utilities, previously approved residential developments that have not yet been constructed or fully built out are expected to impact future years' budgets. A summary of the Planning Department's April 2020 analysis of future impacts on school capacity and Fire/Rescue call volumes follows. The analysis indicates:

- At full capacity of 2,500 calls per station identified in the Comprehensive Plan, Company 4 and Company 6 currently exceed call capacity. Company 11, which opened in September 2016, was expected to relieve call volume at Company 1 and Company 6. However, both Company 4 and Company 6 remain significantly over capacity as shown in the table on page 105.
- Upon full build-out of the potential new development, there will be County-wide capacity to respond to an additional 5,274 calls a year beyond projected demand. Individually, however, Companies 1, 4, 6, and 11 will exceed call capacity. The most significant of these, Companies 4 and 6, will exceed the 2,500 calls per station capacity by 2,605 calls, and 1,537 calls respectively. A planned new station, Company 12 - Massaponax, is anticipated to help provide relief to the overall fire and rescue system when built and operational.
- Currently, 24 of the 28 schools that are expected to be impacted by previously approved residential developments have student capacity available. A combined renovation and expansion at Courtland High School and a redistricting plan which took effect for the 2019 – 2020 school year alleviated some of the current high school overcrowding. However, upon build-out of the developments, 12 of the schools are expected to be over capacity. County-wide, elementary schools will have capacity of 501 seats; middle schools will be short by 744 seats; and high schools will be short by 477 seats.

Approved Development Inputs:

Development	Units Approved but Unbuilt				Future Students / F/R Calls	Impacted Schools & F/R Stations			
	SFD	SFA	MF	AR		Elem.	Middle	High	F/R Station
Fawn Lake	416	0	0	0	237 / 172	Brock Rd.	Ni River	Riverbend	7
Estates of Chancellorsville	38	0	0	0	22 / 16	Chancellor	Ni River	Riverbend	5
Estates of Elys Ford	231	0	0	0	132 / 96	Chancellor	Ni River	Riverbend	5
Estates at Buckingham	36	0	0	0	21 / 15	Berkeley	Post Oak	Spotsylvania	3
Whitehall	60	0	0	0	34 / 25	Brock Rd.	Ni River	Riverbend	7
Estates at Kingswood	3	0	0	0	2 / 1	Battlefield	Chancellor	Chancellor	4

Approved Development Inputs (continued):

Development	Units Approved but Unbuilt				Future Students / F/R Calls	Impacted Schools & F/R Stations			
	SFD	SFA	MF	AR		Elem.	Middle	High	F/R Station
Breckenridge Farms	17	0	0	0	9 / 7	Courthouse	Freedom	Courtland	1
Avalon Woods	96	0	0	0	56 / 40	Salem	Chancellor	Chancellor	6
Anna Vista Section 2	10	0	0	0	6 / 4	Livingston	Post Oak	Spotsylvania	2
Pennington Estates	5	0	0	0	3 / 2	Courtland	Spotsylvania	Courtland	1
Pamunkey Point	18	0	0	0	10 / 7	Livingston	Post Oak	Spotsylvania	9
Lee's Parke	222	0	0	54	127 / 103	Parkside	Spotsylvania	Courtland	4
Sunrise Bay	33	0	0	0	19 / 14	Livingston	Post Oak	Spotsylvania	9
Regency at Chancellorsville	0	0	0	60	0 / 12	n/a	n/a	n/a	5
Glenhaven/ River Glen	15	0	0	0	9 / 6	Chancellor	Chancellor	Riverbend	5
Reserve at Chancellorsville	18	0	0	0	10 / 7	Chancellor	Chancellor	Riverbend	5
Mallard Landing	0	72	0	0	41 / 24	Cedar Forest	Thornburg	Massaponax	11
Summerfield	2	0	0	0	1 / 1	Spotswood	Battlefield	Chancellor	4
Keswick	150	90	236	184	272 / 177	R.E. Lee	Spotsylvania	Spotsylvania	1
Ni Village	0	164	773	0	227 / 211	Riverview	Spotsylvania	Massaponax	8
Brooks	0	2	0	0	1 / 1	Cedar Forest	Thornburg	Massaponax	11
Estates at Terry's Run	10	0	0	0	6 / 4	Livingston	Post Oak	Spotsylvania	9
Spotsylvania Courthouse Vil.	245	138	755	50	377 / 310	R.E. Lee	Spotsylvania	Spotsylvania	1
Crossroads Station	0	0	610	0	105 / 124	Cedar Forest	Thornburg	Massaponax	11
New Post	200	67	0	0	153 / 105	Cedar Forest	Thornburg	Massaponax	11
Fortune's Landing	35	0	0	0	20 / 14	Wilderness	Ni River	Spotsylvania	5
Barley Woods	0	0	0	80	0 / 16	n/a	n/a	n/a	6
Heritage Woods	697	180	183	0	534 / 385	Parkside	Spotsylvania	Courtland/ Massaponax	1, 4, 8
Courtland Park	61	0	0	0	35 / 25	Courtland	Spotsylvania	Courtland	1
Southpoint Landing	0	0	550	0	94 / 112	Parkside	Battlefield	Courtland	4

Approved Development Inputs (continued):

Development	Units Approved but Unbuilt				Future Students / F/R Calls	Impacted Schools & F/R Stations			
	SFD	SFA	MF	AR		Elem.	Middle	High	F/R Station
Legends of Chancellorsville	218	0	0	0	124 / 90	Brock Rd./ Chancellor	Ni River	Riverbend	5
Wheatland	0	22	0	0	13 / 7	Lee Hill	Thornburg	Massaponax	11
Thorburn Estates	59	0	0	0	34 / 24	Wilderness	Freedom	Riverbend	10
Jackson Village	0	596	849	385	492 / 446	Parkside	Spotsylvania	Massaponax	4
Retreat at Chancellorsville	0	0	0	185	0 / 38	n/a	n/a	n/a	5
Alexander's Crossing	518	971	888	230	1,012 / 760	Riverview	Thornburg	Massaponax	11
Plantation Woods	132	0	0	0	75 / 55	Courtland	Spotsylvania	Spotsylvania	1
Goodwin Cove	35	0	0	0	20 / 14	Livingston	Post Oak	Spotsylvania	9
Cedar Forest	29	0	0	0	16 / 12	Cedar Forest	Thornburg	Massaponax	11
Summit Crossing Estates	70	0	0	0	40 / 29	Riverview	Thornburg	Massaponax	11
Barrington	39	0	0	0	22 / 16	Chancellor	Chancellor	Riverbend	5
Afton	29	0	0	0	16 / 12	Spotswood	Battlefield	Massaponax	4
Roseland	0	14	0	0	8 / 5	Spotswood	Battlefield	Massaponax	4
Ashleigh Ridge	19	0	0	0	10 / 8	Wilderness	Freedom	Riverbend	5
The Villas at Salem Church	0	0	0	45	0 / 9	n/a	n/a	n/a	6
Palmer's Creek	0	0	400	0	68 / 81	Parkside	Spotsylvania	Massaponax	8
Regency Crossing	0	21	0	0	12 / 7	Harrison Rd	Chancellor	Riverbend	6
Harrison Village	73	0	0	0	40/30	Battlefield	Chancellor	Chancellor	6
Total	12,693				4,565/3,679				

SFD = Single Family Detached SFA = Single Family Attached MF = Multi-Family (apartments) AR = Age Restricted Units

*Units Approved but Unbuilt figures updated through May 2019.

Approved Development – School Impacts:

School	Capacity	October 2019 Enrollment	Anticipated New Students	Enroll. with New Students	Seats Avail w/New Students
Elementary					
Battlefield	833	675	20	695	138
Berkeley	353	267	9	276	77
Brock Road	907	681	151	832	75
Cedar Forest	936	725	147	872	64
Chancellor	455	459	116	575	-120
Courthouse Road	907	812	4	816	91
Courtland	789	556	51	607	182
Harrison Road	936	812	6	818	118
Lee Hill	807	653	7	660	147
Livingston	504	393	27	420	84
Parkside	936	857	620	1,477	-541
Riverview	907	664	621	1,285	-378
Robert E. Lee	586	512	296	808	-222
Salem	815	612	25	637	178
Spotswood	641	553	12	565	76
Wilderness	936	699	29	728	208
Subtotal	12,248	9,930	2,141	12,071	177
Countywide Elementary	13,234	10,592	2,141	12,733	501

Middle					
Battlefield	807	859	32	891	-84
Chancellor	857	866	35	901	-44
Freedom	948	823	12	835	113
Ni River	774	723	130	853	-79
Post Oak	948	748	19	767	181
Spotsylvania	907	940	519	1,459	-552
Thornburg	790	746	323	1,069	-279
Subtotal	6,031	5,705	1,070	6,775	-744
Countywide Middle	6,031	5,705	1,070	6,775	-744

High					
Chancellor	1,427	1,317	29	1,346	81
Courtland	1,565	1,413	166	1,579	-14
Massaponax	1,830	1,745	693	2,438	-608
Riverbend	1,995	1,918	207	2,125	-130
Spotsylvania	1,611	1,204	262	1,466	145
Subtotal	8,428	7,597	1,357	8,954	-526
Countywide High	8,518	7,638	1,357	8,995	-477

Approved Development – Fire/Rescue Impacts:

Station	Capacity	2019 Call Volume	Anticipated New Calls	Total with New Calls	Capacity Available
1 - Courthouse	2,500	1,935	704	2,639	-139
2 - Brokenburg	2,500	838	4	842	1,658
3 – Partlow	2,500	558	15	573	1,927
4 – Four Mile Fork	2,500	4,298	807	5,105	-2,605
5 – Chancellor	2,500	1,309	303	1,612	888
6 – Salem Church	2,500	3,935	102	4,037	-1,537
7 – Wilderness	2,500	876	197	1,073	1,427
8 – Thornburg	2,500	1,118	420	1,538	962
9 – Belmont	2,500	518	40	558	1,942
10 – Salem Fields	2,500	1,360	24	1,384	1,116
11 – Lee Hill	2,500	1,803	1,061	2,864	-364
Subtotal	27,500	18,548	3,678	22,226	5,274
Countywide F/R*	27,500	18,548	3,678	22,226	5,274

*Source of Fire/Rescue call volume data is Spotsylvania County Planning Department. Call volumes are allocated between stations based on assigned response zones.

The analysis of school capacity shows that there will be a shortage of capacity countywide at the middle and high schools if these projections become reality. The construction of new schools or additions will have a significant impact in operating costs in future budgets, both in terms of debt service, staff to fill the schools, and facility operations and maintenance.

Costs for Future Project Planning

As evidenced by the approved development tables in the preceding section, additional public facilities and services will be needed in the future to serve an increased population upon build-out of approved development. For planning purposes, the following estimating methodology should be used for typical parks, fire/rescue stations, and schools needed in the future beyond the five-year scope of this CIP. Cost estimates reflect current dollars, but an annual escalation factor is provided to assist in determining out-year costs which, of course, will depend upon the assumed timing of the project. Note that the estimates following include neither the costs to equip the facilities nor the costs to staff the facilities.

(Please note that the following cost estimation figures have not been updated from those that appeared in the FY 2020 Adopted Budget.)

Park	We can consider the planned Ni River Park as a “typical” park. The park, as budgeted in the CIP, includes 2 rectangular fields, 1 baseball/softball diamond, a multipurpose field with 2 diamonds on each end and a center area that could be used as a rectangular field, trails, 1 restroom building, and parking areas.		
	Project Component	Cost Estimate	Notes
	Land Acquisition:	\$1,000,000*	65 acres
	Design:	\$350,000	
	Construction:	\$2,750,000	
	Contingency (10%):	\$275,000	
	Total Current Cost	\$4,375,000	
Escalation factor	3%	Engineering News-Record’s Construction Cost Index	

*In the case of the Ni River Park project itself, the land already is owned by the County, so there is no land acquisition costs included in the CIP.

Fire/Rescue Station	A typical fire/rescue station would be a 13,000 to 15,000 sq. ft. single story, masonry construction with metal roof, 3-4 bay station. 3 bunkrooms would be available to house up to 20 staff. The station would also include a laundry room; restrooms; showers; locker rooms; integrated call alerting system; passive vehicle exhaust system; control room for base radio and shared work space; office; medical storage; fitness room; dayroom/kitchen; training room for up to 24 people; support spaces to include repair shop, mechanical/electrical room; decontamination area with commercial laundry equipment; turn-out gear storage; and a Self-Contained Breathing Apparatus (SCBA) storage room. The facility would be equipped with a 250 Kw, full load emergency standby power system.		
	Project Component	Cost Estimate	Notes
	Land Acquisition:	\$175,000	5 acres
	Design:	\$500,000	Includes inspection fees
	Construction:	\$4,545,000	Includes sitework
	Contingency (10%):	\$455,000	
	Total Current Cost	\$5,675,000	
Escalation factor	3%	Engineering News-Record’s Construction Cost Index	

Elementary School	A typical elementary school would be a one to two-story masonry structure with 38 regular classrooms, 5 special education classrooms, and 5 resource rooms. The building would encompass 90,448 sq. ft. to include an 8,500 sq. ft. multipurpose room. At 100% capacity, the facility would house between 800 and 825 students.		
	Project Component	Cost Estimate	Notes
	Site:	\$3,244,800	20 acres
	Soft Costs:	\$4,541,639	
	Building Construction:	\$20,544,992	
	Total Current Cost	\$28,331,431	
	Escalation factor	4%	BCWH Architects

Middle School	A typical middle school would be a one to two-story masonry structure encompassing 128,800 sq. ft. to include an auxiliary gym and school forum space.		
	Project Component	Cost Estimate	Notes
	Site:	\$4,867,200	45 acres
	Soft Costs:	\$6,545,844	
	Building Construction:	\$27,862,016	
	Total Current Cost	\$39,275,060	
	Escalation factor	4%	BCWH Architects

High School	A typical high school would be a one to two-story masonry structure encompassing 318,800 sq. ft. including an auxiliary gym, auditorium, and ancillary athletic fields and facilities.		
	Project Component	Cost Estimate	Notes
	Site:	\$8,652,800	80 acres
	Soft Costs:	\$13,952,640	
	Building Construction:	\$77,583,168	
	Athletic Stadium:	\$6,489,600	
	Total Current Cost	\$106,678,208	
Escalation factor	4%	BCWH Architects	

FY 2021 – FY 2025 CIP Summary

The spreadsheets on the following pages summarize the projects included in the FY 2021 – FY 2025 CIP. Funding sources are identified on pages 110 – 120 by the following codes:

Code	Description
B	Revenue Bonds - Utilities
B-PS	2014 Referendum – Public Safety
B-S	2014 Referendum – Schools
B-T	2014 Referendum - Transportation
C	Cash
CR	Concession revenues
D	Donations
FR - L	Future bond referendum - library
FR – S	Future bond referendum - schools
FRED	Fredericksburg share of certain projects
G	Grants
IE	Interest earnings
L	Other bonds (aka “lease revenue”)
P	Proffers
U	Transfer from Utilities Fund

Spotsylvania County, Virginia
FY 2021 - FY 2025 Capital Improvement Plan
Project Summary By Fund

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-FY 2025 Total
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General Government Projects:

General Government and Judicial Facilities	\$8,183,273					
Solid Waste	\$2,372,175					
Parks and Recreation	\$0					
Fire and Rescue Services	\$2,883,690					
General Government Total	\$13,439,138					

Transportation Total	\$1,930,400					
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Schools Total	\$13,500,916					
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Utility Projects:

General Utility Projects	\$1,500,000					
Water Projects	\$8,155,000					
Sewer Projects	\$43,100,564					
Utilities Total	\$52,755,564					

CIP Total, All Funds	\$81,626,018					
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Outyears TBD

Each year, the Board adopts a five-year CIP where the first year is the budget year and the four out-years are a plan. When the coronavirus pandemic struck near the end of this year's budget process and the General Fund budget was adjusted to remove the originally proposed approximately seven-cents tax rate increase, staff immediately recognized there would be a lasting impact in terms of reduced cash available for capital and to the debt service to expenditures ratio. However, time did not permit for a complete refiguring of the CIP in addition to the rebalancing that was happening for all other funds in FY 2021. For this reason, the Board adopted only FY 2021 projects in conjunction with the FY 2021 Budget approval. To get back on track, staff plans to present to the Board a FY 2022 – FY 2026 CIP for adoption in Fall 2020.

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN**

GENERAL GOV'T EXPENDITURES

FY 2021 ONLY

	Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Gen. Gov't Facilities & Equip									
Facility Asset Management Program	ongoing	C	\$802,200						
Judicial Center Renovation & Expansion	\$14,325,006	C, IE, P	\$1,600,000						
Major Maintenance (HVAC & electric) at Marshall Center	-	C	\$348,800						
Replacement Vehicles	ongoing	C	\$1,470,176						
Stormwater Management Maintenance - County-Owned Property	ongoing	C	\$30,000						
Safety & Security Improvements to County Facilities	-	C	\$250,000						
Subtotal - Gen. Gov't Facilities & Equip	\$14,325,006		\$4,501,176						
Information Technology									
Public Safety System Improvements:									
Radio Replacement Program	ongoing	C	\$615,000						
In-Car Camera Replacement Program	ongoing	C	\$256,667						
Redundant Internet Service Provider Initiative	-	C	\$150,000						
Security Camera Replacement Program	ongoing	C	\$250,000						
Other System Improvements:									
Replacement Computers and Servers	ongoing	C	\$1,210,430						
Time Management System Replacement	-	C	\$200,000						
Enhancement of Information Security & Assurance	-	C	\$250,000						
Software Upgrades for Security Camera & Entry Systems	-	C, IE	\$350,000						
Broadband Expansion Initiative	-	C	\$250,000						
ARC GIS Platform Implementation	\$200,000	C	\$150,000						
Subtotal - Information Technology	\$200,000		\$3,682,097						
TOTAL GENERAL GOV'T EXPENDITURES	\$14,525,006		\$8,183,273						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

GENERAL GOV'T REVENUES

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Cash	\$7,983,048						
Interest Earnings	\$155,000						
Nov 2014 Bond Referendum - Public Safety	\$0						
Proffers	\$45,225						
Donations	\$0						
TOTAL GENERAL GOV'T REVENUES	\$8,183,273						

Outyears TBD

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN

FY 2021 ONLY

SOLID WASTE EXPENDITURES

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
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SOLID WASTE - Construction/Closing of Landfill Cells & Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Convenience Center Paving	\$50,000						
Livingston Landfill Development (MANDATE)	\$761,175						
Subtotal - Construction/Closing Cells & Facilities	\$811,175						

SOLID WASTE - Equipment Replacement

Refuse Disposal Equip Replacement	\$1,096,000						
Refuse Collection Equip Replacement	\$465,000						
Subtotal - Solid Waste Equipment Replacement	\$1,561,000						

Outyears TBD

TOTAL SOLID WASTE EXPENDITURES	\$2,372,175						
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SOLID WASTE REVENUES

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Cash	\$2,372,175						
Proffer	\$0						

TOTAL SOLID WASTE REVENUES	\$2,372,175						
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**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN**

PARKS & RECREATION EXPENDITURES

FY 2021 ONLY

Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
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PARKS AND RECREATION - Construction & Maintenance of Parks and Park Facilities

No FY 2021 Parks & Recreation Projects	-	\$0						
TOTAL PARKS & REC EXPENDITURES	\$0	\$0						

PARKS & RECREATION REVENUES

Total Budget through FY 2020	Funding Source	FY 2021	Outyears TBD				
Cash	C	\$0					
Concession Receipts	CR	\$0					
Proffers	P	\$0					
Future Referendum - Parks & Rec	FR-PR	\$0					
TOTAL PARKS & REC REVENUES		\$0					

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

FIRE & RESCUE SERVICES EXPENDITURES

	Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
<i>FIRE/RESCUE SERVICES - Construction Projects</i>									
Co. 6 Bunkroom Addition/Renovation	\$1,875,000	C	\$2,125,000						
Subtotal Fire/Rescue construction	\$1,875,000		\$2,125,000						
<i>FIRE/RESCUE SERVICES - Equipment</i>									
Replacement EMS Equipment	ongoing	C, IE	\$622,190						
Replacement Vehicles	ongoing	C	\$136,500						
Subtotal Fire/Rescue equipment	-		\$758,690						
TOTAL FIRE/RESCUE SVCS EXPENDITURES	\$1,875,000		\$2,883,690						
<u>FIRE & RESCUE SERVICES REVENUES</u>									
	Total Budget through FY 2020	Funding Source	FY 2021						
Cash		C	\$2,704,690						
Interest Earnings		IE	\$179,000						
Proffers		P	\$0						
Nov 2014 Bond Referendum - Public Safety		B-PS	\$0						
Future Bond Referendum - Public Safety		FR-PS	\$0						
TOTAL FIRE/RESCUE SVCS REVENUES			\$2,883,690						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

TRANSPORTATION EXPENDITURES

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
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TRANSPORTATION (reflects solely the County's share of project costs)

Improvements at Exit 118 - Connector Road	\$1,930,400						
TOTAL TRANSPORTATION EXPENDITURES	\$1,930,400						

TRANSPORTATION REVENUES

	FY 2021						
Interest Earnings	\$242,000						
Proffers	\$233,177						
Nov 2014 Bond Referendum	\$1,455,223						
TOTAL TRANSPORTATION REVENUES	\$1,930,400						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

SCHOOL CAPITAL EXPENDITURES

Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
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SCHOOL - MAJOR CONSTRUCTION CAPITAL PROJECTS

Renovate & Expand Spotsylvania Middle School	B-S	-						\$500,000
Subtotal - School Construction		\$0						\$500,000

SCHOOL MINOR CONSTRUCTION or NON-CONSTRUCTION CAPITAL PROJECTS

Transportation Buses	B-S, FR-S	ongoing						\$3,795,992
Capital Maintenance	B-S, FR-S	ongoing						\$11,895,000
Technology Replacements/Upgrades	B-S, FR-S	ongoing						\$2,309,924
Estimated project reduction								-\$5,000,000
Subtotal - School Non-Construction		-						\$13,000,916

TOTAL SCHOOL CAPITAL PROJECTS EXPENDITURES		\$0						\$13,500,916
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SCHOOL CAPITAL REVENUES

Total Budget through FY 2020	Funding Source	FY 2021
Cash from General Fund	C	\$0
Interest Earnings	IE	\$0
Nov 2014 School Bond Referenda	B-S	\$13,500,916
Future Bond Referendum - Schools	FR-S	\$0

TOTAL SCHOOL CAPITAL PROJECTS REVENUES		\$13,500,916
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Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN**

FY 2021 ONLY

UTILITIES CAPITAL EXPENDITURES

	Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
General Utilities Projects									
System Improvement Opportunities with Developers	ongoing	C	\$100,000						
Telemetry/SCADA	\$3,088,723	C	\$600,000						
CMMS & Asset Management Upgrade	\$710,561	C	\$250,000						
Manhole Rehabilitation Program	ongoing	C	\$50,000						
Utilities Billing System Replacement	\$100,000	C	\$500,000						
SUBTOTAL GENERAL UTILITIES PROJECTS	\$3,899,284		\$1,500,000						
Water Projects									
Tank Maintenance	\$1,292,789	C	\$225,000						
Maple Grove 2" Waterline	\$150,000	C	\$75,000						
Brock Road Valve Relocation	-	C	\$100,000						
Waverly Village 2" Line Upgrade	-	C	\$75,000						
Thornburg Distribution Improvements	\$2,500,000	C, RB	\$2,000,000						
Rt. 1 Waterline Improvements - Cosner to Massaponax	\$670,000	C, RB	\$830,000						
Pump Station 24 Waterline	\$1,700,000	C	\$350,000						
Tidewater Trail Waterline - Ruffins Pond to New Post.	\$185,000	C	\$900,000						
Harrison Road Waterline	-	RB	\$3,000,000						
Massaponax Tank	-	C, RB	\$500,000						
Dam Maintenance	-	C	\$100,000						
SUBTOTAL WATER PROJECTS	\$6,497,789		\$8,155,000						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

		Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Sewer Projects										
Collection System Extensions		ongoing	C	\$50,000						
Pump Station 24 Relocation		\$3,164,080	RB	\$2,000,000						
Stonewall Estates Pump Station 22		2,361,256	C	\$250,000						
Replacement Equipment - Field Services		ongoing	C	\$295,000						
Fawn Lake Pump Stations 27 & 58		\$2,875,954	C	\$500,000						
Thornburg Wastewater Treatment Plant Expansion		\$10,255,058	RB	\$7,500,000						
Massaponax Wastewater Treatment Plant Expansion		\$5,697,000	FRED, CWRLF	\$19,278,000						
Infiltration & Inflow Program		\$300,000	C	\$100,000						
Hairfield Drive Water/Sewer Extensions		\$166,210	C	\$75,000						
Flow Metering		\$300,000	C	\$200,000						
Old Greenwich Sewer Replacement - Ph 3		\$800,000	C	\$750,000						
Old Greenwich Sewer Replacement - Ph 5		-	C	\$800,000						
Replace Mall Sewer Line		\$1,500,000	C	\$500,000						
Deep Run Pump Station Rehab		\$270,000	RB	\$3,000,000						
FMC to Massaponax WWTP Conveyance		\$250,000	FRED, CWRLF	\$7,140,000						
Wishner Pump Station/Force Main		\$900,000	C	\$450,000						
Replacement Equipment - Massaponax		ongoing	C	\$195,064						
Replacement Equipment - W/S Transmissions		ongoing	C	\$17,500						
SUBTOTAL SEWER PROJECTS		\$28,839,558		\$43,100,564						
TOTAL UTILITIES EXPENDITURES				\$52,755,564						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN**

FY 2021 ONLY

UTILITIES REVENUES

	Total Budget through FY 2020	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
Cash		C	\$9,000,000						
Fredericksburg Share of Certain Projects		FRED	\$19,544,825						
Va. Clean Water Revolving Loan Fund Prgm.		CWRLF	\$6,873,175						
Revenue Bonds		RB	\$17,337,564						
TOTAL UTILITIES REVENUES			\$52,755,564						

Outyears TBD

**SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2021 ONLY**

CIP EXPENDITURES SUMMARY

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
TOTAL FY 2021 - FY 2025 CIP	\$81,626,018						

CIP REVENUE SUMMARY

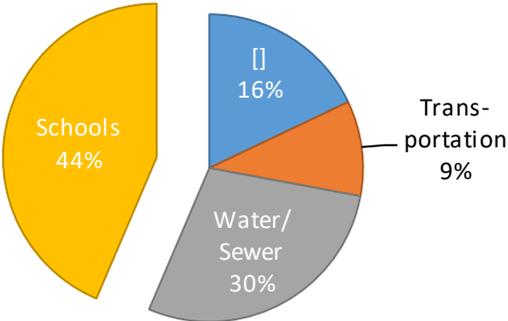
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total FY 21 - FY 25	Costs beyond FY 2025
TOTAL FY 2021 - FY 2025 CIP	\$81,626,018						
Cash	\$22,059,913						
Interest Earnings	\$576,000						
Proffers	\$278,402						
Nov 2014 Bond Referenda - Schools	\$13,500,916						
Nov 2014 Bond Referendum - Transportation	\$1,455,223						
Fredericksburg Share of Certain Projects	\$19,544,825						
Va. Clean Water Revolving Loan Fund Prgm.	\$6,873,175						
Revenue Bonds	\$17,337,564						

Outyears TBD

Debt Service

Spotsylvania County is responsible for outstanding debt remaining on various financings undertaken for the purpose of funding general County projects, Schools projects, transportation projects, and water and sewer projects. Total existing debt that will be outstanding in all funds as of June 30, 2020 is \$383.6 million and is broken down as follows:

Debt Type	Balance – June 30, 2020
General projects	\$63.1 M
Transportation projects*	\$35.1 M
Water and sewer projects	\$115.5 M
Schools projects	\$169.9 M
Total	\$383.6 M



* Excludes bonds issued for transportation projects for which Special Service District taxes are in place to fully fund the debt service.

Counties in Virginia are not subject to legal debt limits. However, Spotsylvania’s financial policies include the following debt guidelines related to debt for County, Schools, and transportation projects:

- Net debt as a percentage of estimated taxable market value should not exceed 3%;
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 12%. The County will work towards reducing this ratio to not more than 10% by the end of FY 2025; and
- The County intends to maintain its 10-year tax-supported debt and lease payout ratio at or above 65% at the end of each adopted CIP.

Each year, the Board adopts a five-year CIP where the first year is the budget year and the four out-years are a plan. When the coronavirus pandemic struck near the end of this year’s budget process and the General Fund budget was adjusted to remove the originally proposed approximately seven-cents tax rate increase, staff immediately recognized there would be a lasting impact in terms of reduced cash available for capital and to the debt service to expenditures ratio. However, time did not permit for a complete refiguring of the CIP in addition to the rebalancing that was happening for all funds in FY 2021. For this reason, the Board adopted only FY 2021 projects in conjunction with the FY 2021 Budget approval. To get back on track, we plan to present to the Board a FY 2022 – FY 2026 CIP for adoption in Fall 2020. Meanwhile, projections within this year’s CIP ratio assessment and five-year forecast assume the most recently adopted out-year plan from last year’s CIP. An assessment of these ratios relative to existing debt and debt anticipated based on the FY 2021 adopted projects and last year’s CIP out-years begins on page 93.

Separate from the debt guidelines outlined above for County, Schools, and transportation projects are the County’s debt guidelines for Utilities projects. These Utilities debt guidelines are as follows:

- The Utilities Fund balance must be at least 100% of the average of total revenues for the last three years;
- Revenues remaining after operational expenditures other than debt service must be sufficient to cover debt service 1.3 times; and
- Operating revenues as a percent of operating expenditures including debt service must be at least 100%.

Additionally, the financial policies include a referendum policy which requires financings related to construction projects to be approved through voter referendum prior to the issuance of debt unless such projects are financed through revenue-supported mechanisms (i.e., water/sewer revenue bonds).

The 2001, 2005 and 2006 voter-approved referenda authorized the County to borrow a total of \$372.0 million for purposes of fire/rescue station construction and equipment purchases, transportation projects, library and parks projects, public safety and general government purposes, and school construction and technology purchases. \$259.9 million was borrowed against this referenda authority. The balance - \$112.1 million – will remain unissued because the time limit for legal issuance has expired.

In 2014, a voter-approved referendum authorized the County to borrow a total of \$241.4 million to fund public safety, transportation and school capital projects. At the end of FY 2021, it is estimated that \$135.0 million will have been borrowed against this referendum authority.

The following table shows the potential impact on the tax rate stated at the time of each referendum:

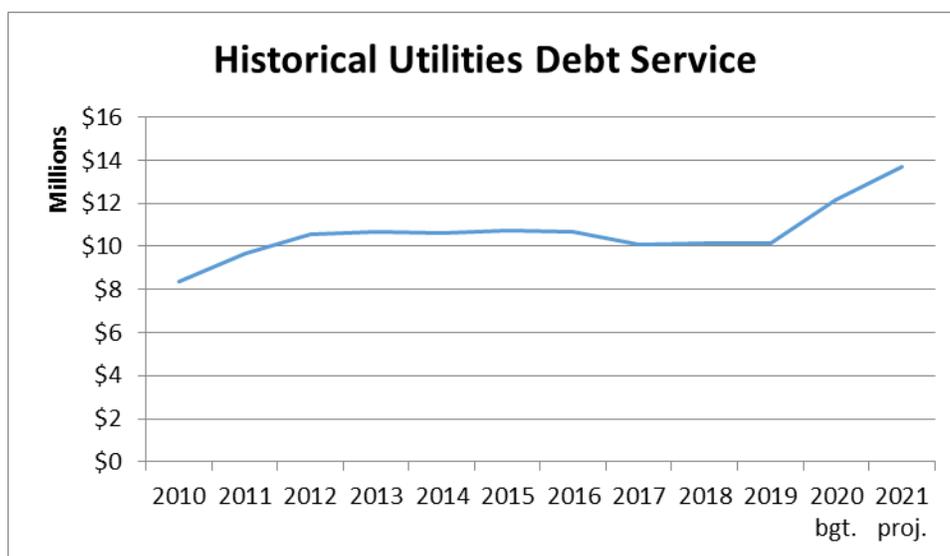
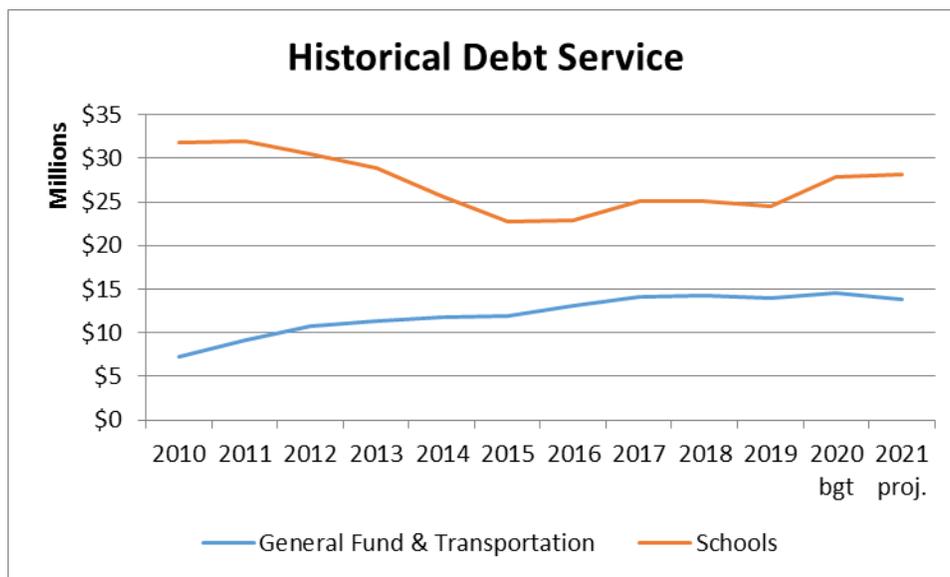
Referendum	Purpose	Potential Tax Rate Impact*
2001	Fire/Rescue	\$0.05 per \$100
2005	Transportation	\$0.10 per \$100
2005	Library & Parks	\$0.01 per \$100
2005	Public Safety	\$0.06 per \$100
2005	Schools	\$0.05 per \$100
2006	Schools	\$0.04 per \$100
2014	Public Safety	\$0.03 per \$100
2014	Transportation	\$0.05 per \$100
2014	Schools	\$0.11 per \$100
		\$0.50 per \$100

* This is the potential tax rate impact identified in materials distributed at the time of the referenda. Tax rate impact calculations were based on the value of one penny on the real property tax rate at the time of the referenda.

There have been two previous tax rate increases specifically tied to repayment of the debt service associated with these borrowings:

- A \$0.02 tax rate increase in calendar year 2005 for the purpose of funding fire/rescue debt service; and
- A \$0.01 tax rate increase in calendar year 2010 was approved for general County debt service.

The following graphs show historical debt service for the combined General and Transportation Funds, School Operating Fund and Utilities Fund debt service. The Historical Debt Service graph excludes bonds issued for transportation projects for which Special Service District taxes are in place to fully fund the debt service.



Following are the amortization schedules for general, transportation, schools, and utilities debt. Each schedule shows existing debt service. The schedules also include the projected debt service associated with a combined \$15.0 million planned for issuance in Summer 2020 for the Exit 118 connector road project; renovation and expansion of Spotsylvania Middle School; and various school capital maintenance, technology and bus replacements.

General and Transportation Debt

TOTAL GENERAL & TRANSPORTATION DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt¹		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$9,614,427	\$4,121,040	\$72,761	\$58,209	\$9,687,188	\$4,179,249
2022	9,790,492	3,672,792	72,761	55,298	9,863,253	3,728,090
2023	9,922,972	3,214,866	72,761	52,388	9,995,733	3,267,254
2024	9,641,041	2,753,909	72,761	49,478	9,713,802	2,803,386
2025	9,341,347	2,300,928	72,761	46,567	9,414,109	2,347,496
2026	9,342,267	1,935,815	72,761	43,657	9,415,028	1,979,472
2027	9,174,242	1,584,347	72,761	40,746	9,247,003	1,625,094
2028	5,510,719	1,224,031	72,761	37,836	5,583,480	1,261,867
2029	5,338,364	989,769	72,761	34,925	5,411,126	1,024,695
2030	5,271,010	760,855	72,761	32,015	5,343,771	792,869
2031	3,441,301	536,845	72,761	29,104	3,514,062	565,950
2032	3,129,369	408,501	72,761	26,194	3,202,130	434,695
2033	2,532,014	299,043	72,761	23,284	2,604,776	322,326
2034	2,279,814	210,823	72,761	20,373	2,352,575	231,196
2035	1,774,456	131,302	72,761	17,463	1,847,217	148,765
2036	705,000	70,063	72,761	14,552	777,761	84,615
2037	490,000	47,681	72,761	11,642	562,761	59,323
2038	460,000	30,338	72,761	8,731	532,761	39,069
2039	460,000	12,900	72,761	5,821	532,761	18,721
2040	0	0	72,761	2,910	72,761	2,910
	\$98,218,835	\$24,305,848	\$1,455,223	\$611,194	\$99,674,058	\$24,917,042

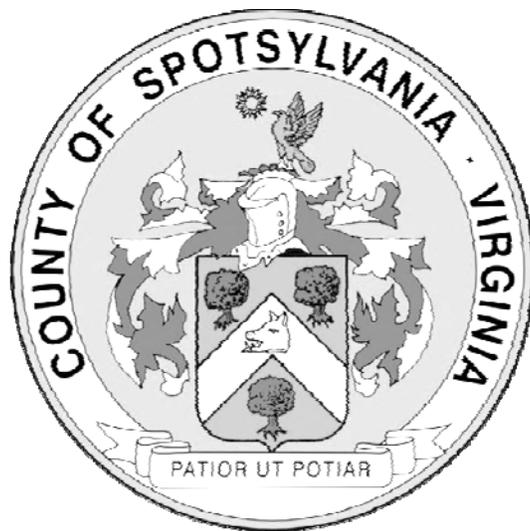
¹ Excludes bonds issued for transportation projects for which Special Service District taxes are in place to fully fund the debt service.

Schools Debt

TOTAL SCHOOLS DEBT - SPOTSYLVANIA COUNTY						
	<u>Existing Debt</u>		<u>New Debt</u>		<u>Total Debt</u>	
	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$19,633,573	\$6,981,213	\$1,016,072	\$491,440	\$20,649,645	\$7,472,653
2022	19,274,508	6,064,774	1,016,072	456,496	20,290,580	6,521,271
2023	17,818,027	5,187,228	1,016,072	421,553	18,834,099	5,608,782
2024	14,960,959	4,414,570	1,016,072	386,610	15,977,031	4,801,180
2025	14,398,653	3,786,025	1,016,072	351,667	15,414,724	4,137,692
2026	14,287,733	3,222,398	1,016,072	316,724	15,303,805	3,539,122
2027	14,061,759	2,693,071	1,016,072	281,781	15,077,831	2,974,852
2028	11,365,281	2,029,486	686,083	246,837	12,051,363	2,276,323
2029	10,015,635	1,601,021	686,083	221,134	10,701,718	1,822,155
2030	8,039,990	1,207,488	686,083	195,430	8,726,072	1,402,919
2031	7,223,699	916,058	686,083	169,727	7,909,781	1,085,785
2032	3,350,631	658,581	686,083	144,023	4,036,713	802,605
2033	3,017,985	535,272	369,750	118,320	3,387,735	653,592
2034	2,775,186	420,823	369,750	103,530	3,144,936	524,353
2035	2,340,544	324,059	369,750	88,740	2,710,294	412,799
2036	2,110,000	244,540	369,750	73,950	2,479,750	318,490
2037	2,110,000	172,478	369,750	59,160	2,479,750	231,638
2038	1,540,000	100,170	369,750	44,370	1,909,750	144,540
2039	1,540,000	42,000	369,750	29,580	1,909,750	71,580
2040	0	0	369,750	14,790	369,750	14,790
	\$169,864,162	\$40,601,255	\$13,500,916	\$4,215,863	\$183,365,078	\$44,817,118

Utilities Debt

TOTAL UTILITIES DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$6,335,000	\$5,249,143	\$1,079,509	\$1,036,213	\$7,414,509	\$6,285,356
2022	6,635,000	4,940,894	1,114,915	1,000,807	7,749,915	5,941,701
2023	6,935,000	4,615,126	1,151,652	964,070	8,086,652	5,579,197
2024	7,255,000	4,273,091	1,189,773	925,950	8,444,773	5,199,041
2025	7,585,000	3,925,635	1,229,335	886,387	8,814,335	4,812,023
2026	7,920,000	3,560,965	1,270,398	845,324	9,190,398	4,406,289
2027	5,710,000	3,158,498	1,313,023	802,699	7,023,023	3,961,196
2028	5,940,000	2,899,345	1,357,276	758,446	7,297,276	3,657,791
2029	6,190,000	2,629,277	1,403,224	712,498	7,593,224	3,341,775
2030	6,430,000	2,352,624	1,450,937	664,785	7,880,937	3,017,410
2031	6,690,000	2,065,500	1,500,488	615,234	8,190,488	2,680,734
2032	6,965,000	1,761,396	1,551,954	563,768	8,516,954	2,325,164
2033	5,415,000	1,459,412	1,605,415	510,307	7,020,415	1,969,719
2034	5,605,000	1,232,646	1,660,954	454,768	7,265,954	1,687,414
2035	5,810,000	997,581	1,718,659	397,064	7,528,659	1,394,644
2036	4,725,000	779,192	1,778,619	337,103	6,503,619	1,116,295
2037	4,895,000	583,491	1,840,930	274,792	6,735,930	858,284
2038	2,720,000	380,723	1,905,690	210,032	4,625,690	590,755
2039	2,810,000	253,038	1,973,003	142,719	4,783,003	395,757
2040	2,905,000	120,881	2,042,976	72,746	4,947,976	193,626
2041	0	0	0	0	0	0
	\$115,475,000	\$47,238,459	\$30,138,729	\$12,175,714	\$145,613,729	\$59,414,173



Five-Year Financial Forecast

The practice of forecasting operating revenues and expenditures over several years to anticipate budget imbalances is considered a best practice within government finance. The Government Finance Officers Association (GFOA) recommends that multiyear forecasts look no fewer than five years into the future.

General Fund – The forecast is taken from Spotsylvania’s Budget Plus Five model which is updated on an annual basis in preparation of the upcoming budget cycle. The General Fund forecast on the following page represents the costs of the FY 2021 Adopted General Fund budget over the course of the next four years. Projected costs are compared to projected revenues (at the equalized rate in reassessment years) to arrive at an estimate of annual budgetary deficits or surpluses. This analysis assumes no new operational initiatives beyond staffing of a new fire/rescue station (Co. 12) beginning in FY 2024.

The out-year costs of maintaining current service levels for programs, and maintaining competitive salary and benefits are calculated using assumptions of inflation and growth. Projections assume gradually increasing revenues beyond FY 2021, and an increasing transfer from the General Fund to the Transportation Fund to help address structural imbalances in the Transportation Fund.

Unless revenue projections significantly improve, the budget deficits shown for FY 2022 – FY 2025 will need to be addressed during each budget cycle through increased tax rates, reductions in budgeted expenditures, reprioritization of capital projects to be financed, or a combination of each of these options.

Included in the General Fund Forecast:
<p><u>Current Programs & Services</u> (adjustments below are made beginning with the FY 2022 forecast)</p> <ul style="list-style-type: none"> • Annual adjustments for inflation in materials and supplies (1.5%) • Annual step increase for Public Safety scale positions (ave. 2.24% for sworn and ave. 1.85% for Communications) • Annual COLA for Public Safety (1.5%) • Annual compensation adjustment for other than Public Safety (2.5% to include 1.5% COLA) • Transfers to other funds based upon current practices and upon fiscal policies <p><u>School Funding</u></p> <ul style="list-style-type: none"> • Local transfer to the Schools is based on 100% of projected Schools’ debt service plus a cost per pupil amount adjusted annually for a 2.5% COLA and 1.5% CPI <p><u>Capital Improvement Plan (CIP)</u></p> <ul style="list-style-type: none"> • Funding for debt service on \$48.6 million in costs associated with County general capital projects within the last adopted CIP for FY 2022 – FY 2024 and placeholders for FY 2025. • Within the projected local transfer, Schools will fund debt service on \$88.1 million in costs associated with Schools’ capital projects in the last adopted CIP for FY 2022 – FY 2024 and placeholders for FY 2025.

General Fund Forecast

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
General Fund Revenue (\$ in millions)					
Real Property Taxes	\$138.5	\$142.0	\$146.2	\$150.6	\$155.1
Other General Property Taxes	48.5	49.4	49.7	50.9	51.7
Other Local Taxes & Receipts	55.8	56.6	57.4	58.3	59.1
State & Federal Revenues	39.4	39.4	39.4	39.7	40.0
Use of (addition to) Fund Balance	5.0	0.3	0.3	0.3	0.3
Transfer from Other Funds	3.5	3.7	3.7	3.7	3.7
General Fund Revenue Total	\$290.8	\$291.5	\$296.7	\$303.5	\$309.8
General Fund Expenditures					
Current Programs & Services	\$139.1	\$142.8	\$146.8	\$152.3	\$156.6
School Funding	131.4	135.0	139.3	142.5	145.4
Debt Service	9.6	10.3	11.4	11.3	10.5
New Capital Projects Operating	0.0	0.3	0.5	0.7	1.2
Transfers/Fiscal Policy	10.7	13.2	14.3	15.3	16.3
General Fund Expenditures Total	\$290.8	\$301.7	\$312.3	\$322.1	\$330.1
Budget Surplus/(Deficit)	\$0.0	(\$10.2)	(\$15.6)	(\$18.6)	(\$20.3)
Incremental Tax Rate to Balance	\$0.000	\$0.061	\$0.030	\$0.014	\$0.006

Figures may appear not to add due to rounding.

Transportation Fund – Effective February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). By State law, membership in the PRTC permits the County to enact a 2.1% tax on the distribution costs of fuel which may be used only for VRE and PRTC annual subsidies and other transportation purposes. PRTC estimates Spotsylvania’s FY 2021 fuel tax revenue to be \$4.6 million. Since FY 2017, a \$700,000 baseline transfer from the General Fund was in place to help address projected out-year imbalances in the Transportation Fund. However, given significant budget constraints, the transfer was not funded in FY 2021. When combined with approximately \$2.2 million from the Transportation Fund balance and property taxes received for service district debt service, the projected FY 2021 fuel tax revenue is sufficient to pay FY 2021 PRTC and VRE subsidies, and all other FY 2021 transportation expenditures. Based on PRTC’s estimate of out-year fuel tax revenue, County staff’s projection of out-year VRE and PRTC subsidies, existing debt service, and new debt service to be incurred resulting from the FY 2021 adopted CIP projects and those likely to occur within the next five years, it is anticipated that an additional \$900,000 to \$1.1 million per year in ongoing transfer from the General Fund will be necessary in FY 2022 and beyond to provide structural balance to the Transportation Fund for the five-year CIP planning period.

Other assumptions in the transportation five-year forecast include out-year fuel tax revenue estimates provided by PRTC; out-year VRE subsidy estimates provided by VRE; continued support of FRED, the regional bus service; and payment of debt service costs associated with existing and planned transportation debt. Like the General Fund, out-year compensation adjustments are assumed at 2.5%, and inflation in materials and supplies is assumed at 1.5%.

The Transportation Fund forecast below represents the costs of the FY 2021 Adopted Transportation Fund budget over the course of the next four years and does not include revenues, expenditures, and reserves tied to special service districts. Projected costs are compared to projected revenues to arrive at an estimate of the annual budgetary gap. This analysis assumes no new operating initiatives for the out-years, and assumes changes in debt service based on approval of the projects in the last adopted CIP. Given this forecast, it appears that the Transportation Fund balance will need additional support from the General Fund to continue to be balanced beyond FY 2025.

Transportation Fund Forecast					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Transportation Fund Revenue*					
	(\$ in millions)				
VRE - Fuel Tax	\$4.6	\$4.9	\$5.1	\$5.3	\$5.3
Transfer from General Fund	0.0	1.6	1.8	1.8	1.8
Transfer from Capital Projects Fund	0.0	0.0	0.0	0.0	0.0
Use of (addition to) Fund Balance	<u>1.7</u>	<u>1.0</u>	<u>1.2</u>	<u>1.4</u>	<u>1.3</u>
Transportation Fund Revenue Total	\$6.4	\$7.5	\$8.1	\$8.6	\$8.5
Transportation Fund Expenditures*					
Personnel	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5
FRED	0.4	0.4	0.4	0.4	0.4
Debt Service	3.8	4.9	5.4	5.6	5.5
VRE/PRTC Subsidies	1.6	1.7	1.8	2.0	2.0
Transfer to Other Funds	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Transportation Fund Expenditures Total	\$6.4	\$7.5	\$8.1	\$8.6	\$8.5
Budget Surplus/(Deficit)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Transportation Fund Balance	\$5.9	\$5.0	\$3.8	\$2.4	\$1.1

*Excludes Special Service District taxes, expenditures and reserves.

Figures may appear not to add due to rounding.

Utilities Fund – The County’s fiscal policies include the following summarized policies related to the Utilities Operating and Capital Funds:

- The combined fund balance of the Utilities Operating and Capital Funds will be at least 100% of the average for the last three years of total Utilities revenues;
- Revenues remaining after payment of operating expenditures (other than debt service) will be at least 1.3 times debt service requirements; and
- The County will reduce its reliance on availability fee revenue for operating expenditures by increasing total operating revenues to a level that will fully support operating expenditures (including debt service).

The Utilities Fund forecast that follows represents the costs of the FY 2021 Adopted Utilities Operating Fund and Utilities Capital Projects Fund budgets over the course of the next four years, including \$51 million in probable debt-funded capital projects in the not-yet-finalized CIP (which is expected to be presented to the Board in Fall 2020). Forecasted revenues assume conservative estimates of growth in the number of water and sewer connections and assume 4% - 5% annual increases in monthly bills to customers beginning in FY 2022 to fund anticipated increases in Utilities operating costs and Utilities debt service. Like the General Fund and Transportation Fund forecasts, out-year compensation adjustments are assumed at 2.5%, while inflation in materials and supplies is assumed at 2.5% for Utilities.

Based on the projections for FY 2021 – FY 2025, the County will maintain the 1.3 times debt service coverage ratio, and will operate in such a manner that revenues fully support operating expenditures. More importantly, based on this forecast, the County will have flexibility within which to operate to ensure it meets the legal coverage ratio of 1.15.

Utilities Operating & Capital Funds Forecast

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Utilities Revenue					
User Fees (incl. F'burg capital)	\$53.4	\$55.4	\$48.7	\$47.4	\$44.1
Availability Fees	4.1	4.1	4.1	4.1	4.1
Interest Earnings	0.4	0.4	0.4	0.4	0.4
Miscellaneous	2.3	2.3	2.3	2.3	2.3
Bond Proceeds	24.2	15.8	11.4	12.6	10.9
Transfers from Other Funds	0.1	0.1	0.1	0.1	0.1
Use of Fund Balance	<u>4.0</u>	<u>2.3</u>	<u>0.1</u>	<u>(1.2)</u>	<u>(1.4)</u>
Utilities Revenue Total	\$88.4	\$80.3	\$67.0	\$65.7	\$60.4
Utilities Expenditures					
Personnel	\$11.4	\$11.9	\$12.4	\$13.0	\$13.5
Operating (other than debt)	10.2	10.5	10.8	11.1	11.3
Capital (operating)	0.3	0.8	0.8	0.8	0.8
Debt Service	13.7	14.9	15.7	16.6	17.5
Capital Projects	52.8	42.3	27.4	24.3	17.3
Transfer to Other Fund	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Utilities Expenditures Total	\$88.4	\$80.3	\$67.0	\$65.7	\$60.4
Budget Surplus/(Deficit)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Utilities Fund Balances	\$46.5	\$44.2	\$44.2	\$45.4	\$46.8
Coverage Ratio ¹	1.38	1.33	1.32	1.32	1.32
County Policy Coverage Ratio ²	1.07	1.04	1.05	1.07	1.08
Op. Rev. as % of Op. Exp. ³	102%	101%	102%	102%	103%
FB as % of Prior 3 Years Rev. ⁴	114%	108%	105%	103%	102%
			Rates TBD		

Figures may appear not to add due to rounding.

¹ Coverage ratio represents the degree to which net revenues after operating expenditures (other than debt service) cover debt service costs. The legal requirement is 1.15 times. The County policy guideline is 1.30 times.

² County policy calls for there to be no reliance on volatile availability fee revenue for covering operating expenditures. 1.00 or better means that 100% or better of operating expenditures is covered by revenues net of availability fees.

³ Represents the degree to which operating revenues cover operating expenditures. County policy calls for this to be at least 100%.

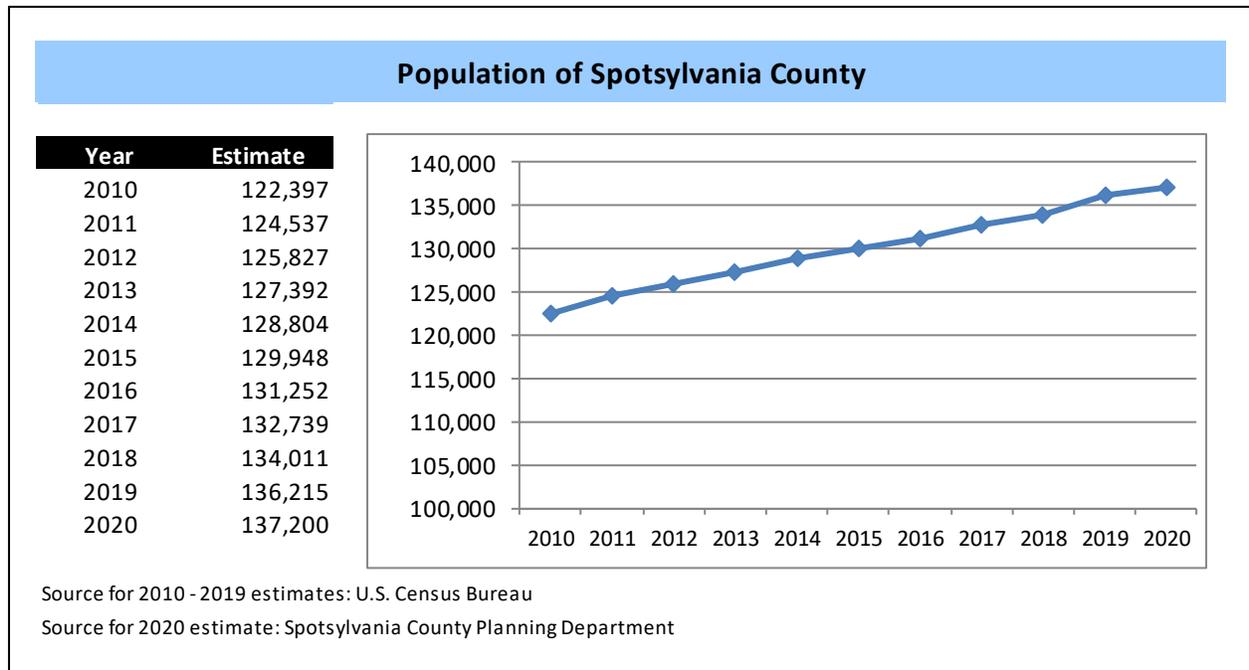
⁴ Fund balance as a percentage of the average of the prior three years' revenues must be at least 100% according to County policy.



Supplemental Information & Data

Population

The Planning Department estimates the County's 2020 population to be 137,200. The County's population has continued to grow consistently each of the past ten years with an average annual increase of 1.1%, down from an average annual increase of 3.3% for the previous decade. Between 2018 and 2019, the County was ranked as the 7th fastest growing county in Virginia, according to the U.S. Census Bureau, with a population growth percentage of 1.6%.



The Planning Department projects the County's population growth to average between 1% and 2% per year into the next few decades. The following table compares the estimated population at these two percentage rates.

Spotsylvania County Population Forecast

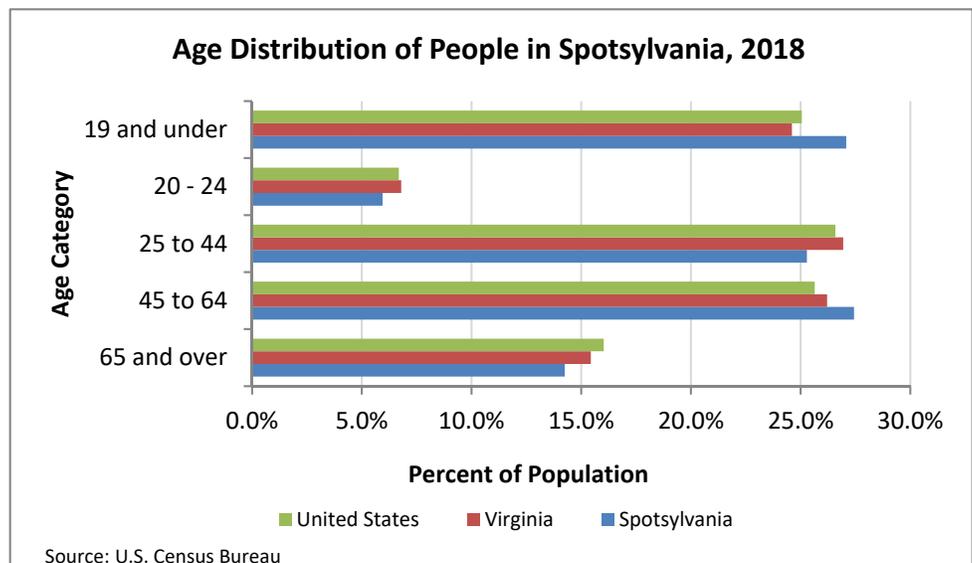
Year	U.S. Census Population Estimates	
2000	90,395	
2005	114,909	
2010	122,397	
2015	129,944	
Planning Department Projections		
Year	1% Growth Rate	2% Growth Rate
2025	144,595	153,400
2030	151,971	169,366
2035	159,723	186,994
2040	167,870	206,456

The U.S. Census Bureau estimated that in 2018, a little over two-thirds of the population of Spotsylvania County was white and approximately one-sixth of the population was black or African-American.

2018 Population by Racial/Ethnic Group

Group	Spotsylvania	Virginia	United States
White	67.4%	61.5%	60.4%
Black or African American	17.1%	19.9%	13.4%
Hispanic or Latino	10.3%	9.6%	18.3%
Asian	2.9%	6.9%	5.9%
American Indian or Alaska Native	0.5%	0.5%	1.3%
Native Hawaiian or Pacific Islander	0.2%	0.1%	0.2%
Other	1.6%	1.5%	0.5%

The majority of the County’s population (67%) was estimated to be greater than or equal to 25 years of age, with 6% estimated between the ages of 20 and 24 and 27% estimated to be 19 or younger.



The percentage of the population between ages 20 and 64 in Spotsylvania is comparable to the makeup of state and national populations, as well. However, according to census figures, when compared to Virginia and the United States, Spotsylvania has a higher percentage of its population at 19 and under, and a lower percentage of its population at 65 or older than do the state and the nation.

2018 Household Composition

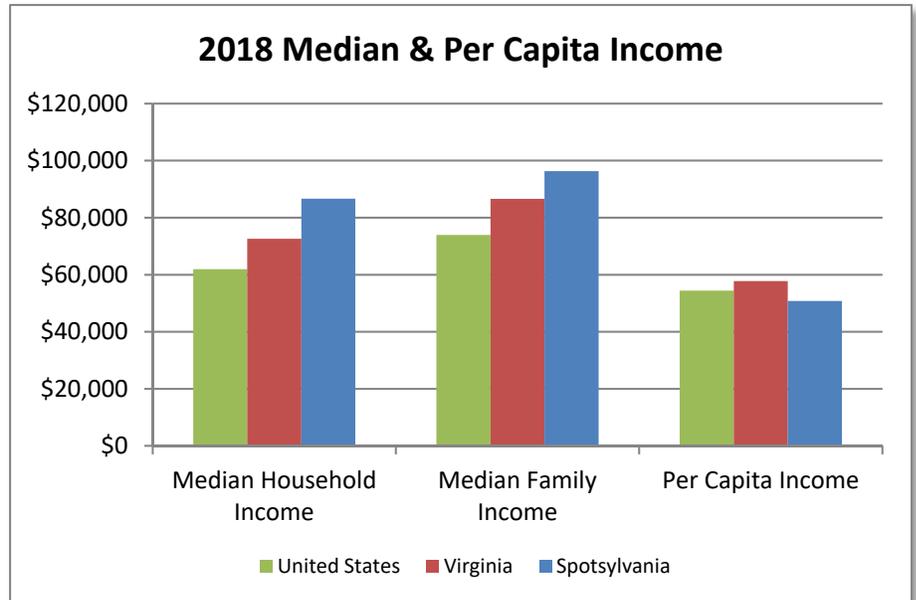
Type of Household	Spotsylvania		Virginia		United States	
Family Households	33,710	77.2%	2,085,245	66.7%	78,697,103	65.7%
With own children under 18 years	14,578	33.4%	894,939	28.6%	33,435,099	27.9%
Married-couple families	26,603	60.9%	1,578,357	50.5%	57,816,948	48.3%
Male householder; no wife families	1,945	4.5%	136,383	4.4%	5,821,975	4.9%
Female householder; no husband families	5,162	11.8%	370,505	11.8%	15,058,180	12.6%
Without children under 18 years	19,132	43.8%	1,190,306	38.0%	45,262,004	37.8%
Nonfamily Households	9,967	22.8%	1,043,170	33.3%	41,033,025	34.3%
Total Households	43,677	100%	3,128,415	100%	119,730,128	100%

Source: U.S. Census Bureau

Personal Income

According to the U.S. Census Bureau, Spotsylvania’s 2018 median household income was estimated at \$86,695 and median family income was estimated at \$96,313.

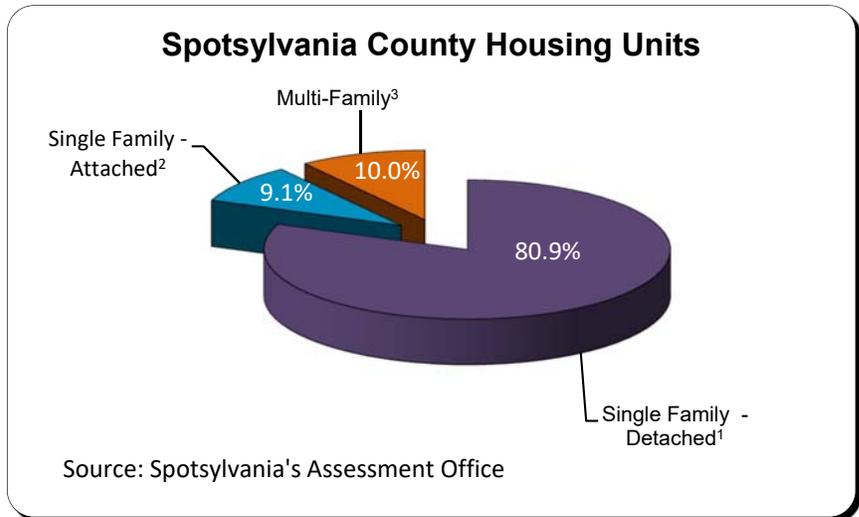
The estimated 2018 combined per capita income for Spotsylvania County and the City of Fredericksburg of \$50,790 is approximately 12% less than the state amount and approximately 7% less than the national amount.



Source: US Census Bureau for Median Household and Median Family Income
Bureau of Economic Analysis (BEA) for Per Capita Income

Housing

As of December 31, 2019 there were 50,861 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (80.9%) of the housing units in Spotsylvania were single-family detached units. Since 2000, the number of housing units in the County has increased by 52.7% and has increased by 18.3% since 2010.



Source: Spotsylvania's Assessment Office

¹ Includes trailers, manufactured homes and mobile homes

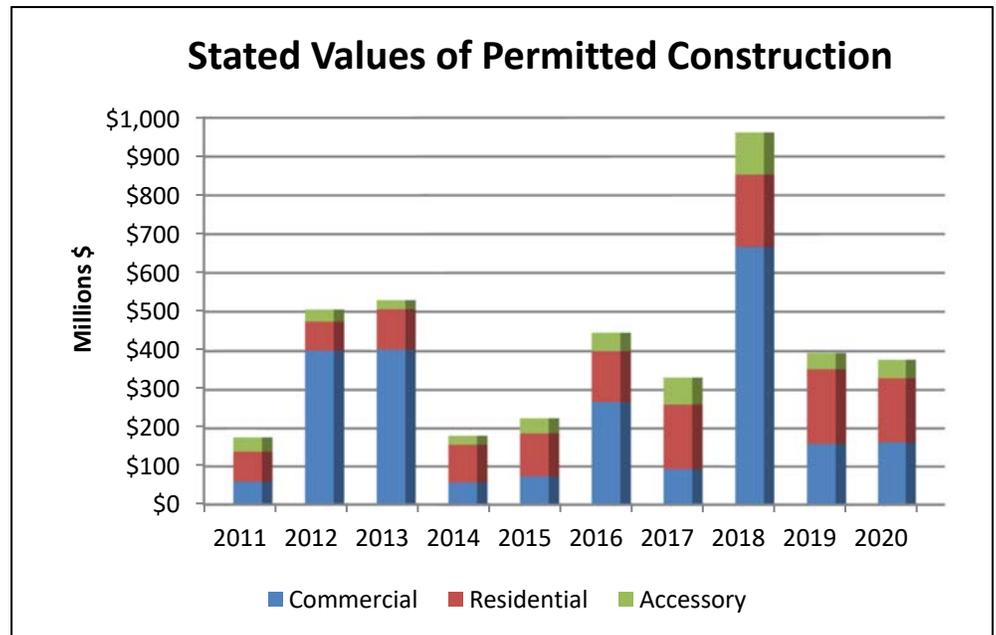
² Consists of duplexes and townhouses

³ Consists of apartments and condominiums and assisted living housing units

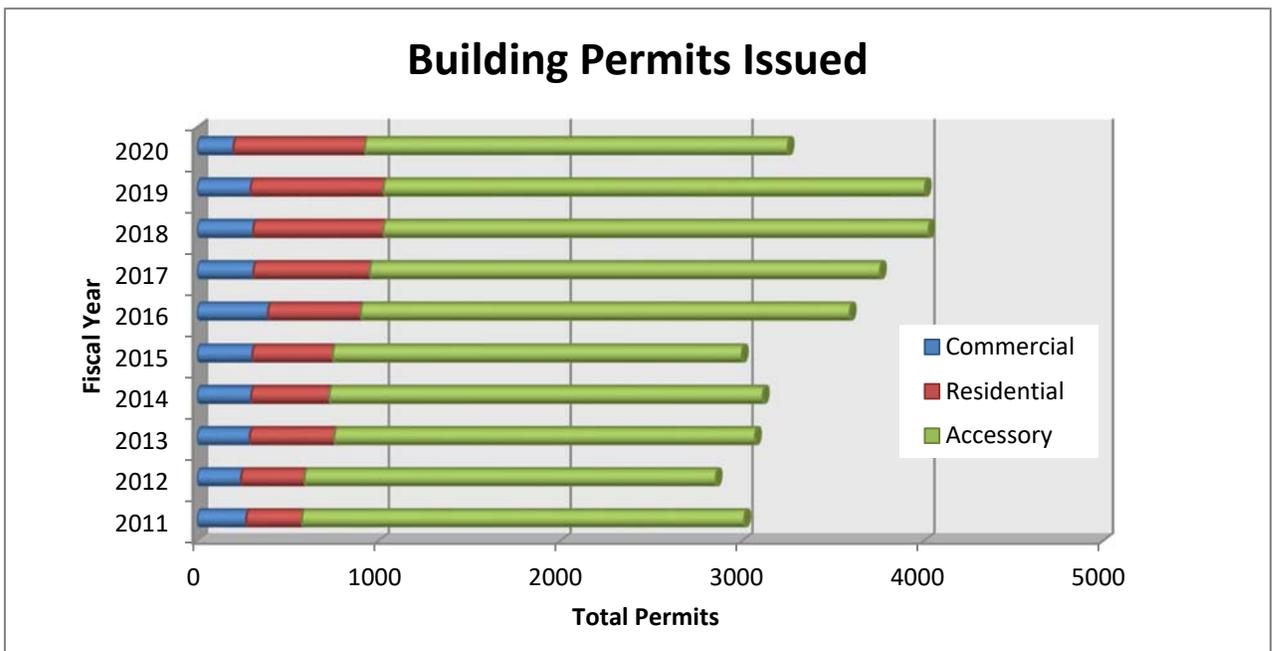
Housing Units

Housing Unit Type	2000	2010	2020
Single Family – Detached	28,804	37,141	41,151
Single Family - Attached	2,522	2,730	4,604
Multi-Family	1,983	3,136	5,106
Totals	33,309	43,007	50,861

The accompanying graphs illustrate construction activity within Spotsylvania during the past 10 years. In FY 2012 and FY 2013, the County processed multiple site plans for which the stated value of site work being performed was unusually large. Additionally, there were several large commercial projects where the stated value of each project was significant. Similar activity occurred in FY 2016 with the submission of several large commercial applications having sizeable stated values, including a substantial site plan for the 921,565 sq. ft. Lidl grocery distribution center. The significant increase in FY 2018 reflects the stated values for some larger commercial applications that included apartments, a Publix grocery store, a self-storage building and the Copart auto auction.



Values are taken from permit applications as provided by the applicants. These values *do not* represent the value assigned by Spotsylvania's Assessment Office. The FY 2020 figures are as of May 31, 2020.



The FY 2020 building permit figures are as of May 31, 2020.

Approved Development

As of April 2020, the following housing developments have been approved by the Board of Supervisors, but are not yet built out:

Approved Developments with Unbuilt Units

Development	SFD	SFA	MF	AR	Total	Development	SFD	SFA	MF	AR	Total
Fawn Lake	416	0	0	0	416	New Post	200	67	0	0	267
Estates of Chancellorsville	38	0	0	0	38	Fortune's Landing	35	0	0	0	35
Estates of Elys Ford	231	0	0	0	231	Barley Woods	0	0	0	80	80
Estates at Buckingham	36	0	0	0	36	Heritage Woods	697	180	183	0	1,060
Whitehall	60	0	0	0	60	Courtland Park	61	0	0	0	61
Estates at Kingswood	3	0	0	0	3	Southpoint Landing	0	0	550	0	550
Breckenridge Farms	17	0	0	0	17	Legends of Chancellorsville	218	0	0	0	218
Avalon Woods	96	0	0	0	96	Wheatland	0	22	0	0	22
Anna Vista, Section 2	10	0	0	0	10	Thorburn Estates	59	0	0	0	59
Pennington Estates	5	0	0	0	5	Jackson Village	0	596	849	385	1,830
Pamunkey Point	18	0	0	0	18	Retreat at Chancellorsville	0	0	0	185	185
Lee's Parke	222	0	0	54	276	Alexander's Crossing	518	971	888	230	2,607
Sunrise Bay	33	0	0	0	33	Plantation Woods	132	0	0	0	132
Regency at Chancellorsville	0	0	0	60	60	Goodwin Cove	35	0	0	0	35
Glenhaven/ River Glen	15	0	0	0	15	Cedar Forest	29	0	0	0	29
Reserve at Chancellorsville	18	0	0	0	18	Summit Crossing Estates	70	0	0	0	70
Mallard Landing	0	72	0	0	72	Barrington	39	0	0	0	39
Summerfield	2	0	0	0	2	Afton	29	0	0	0	29
Keswick	150	90	236	184	660	Roseland	0	14	0	0	14
Ni Village	0	164	773	0	937	Ashleigh Ridge	19	0	0	0	19
Brooks	0	2	0	0	2	The Villas at Salem Church	0	0	0	45	45
Estates at Terry's Run	10	0	0	0	10	Palmer's Creek	0	0	400	0	400
Spotsylvania Courthouse Village	245	138	755	50	1,188	Regency Crossing	0	21	0	0	21
Crossroads Station	0	0	610	0	610	Harrison Village	73	0	0	0	73
Total of all units approved but not yet built							12,693				

SFD = Single Family Detached; SFA = Single Family Attached; MF = Multi Family; AR = Age Restricted

County-Owned Community Facilities

- 31 Schools
- 13 Parks¹
- 1 Outdoor Amphitheatre
- 4 Community Centers
- 1 Senior Center
- 1 Visitors Center
- 1 County Museum
- 1 Swimming Pool
- 75 Multipurpose Fields²
- 46 Tennis Courts²
- 52 Baseball/Softball Diamonds²
- 44 Basketball Courts²
- 22.1 miles of Trails²
- 1 Animal Shelter
- 13 Convenience Centers
- 1 Landfill
- 11 Fire/Rescue Stations
- 3 Dams and Reservoirs³
- 46 Pump Stations
- 2 Water Treatment Plants (WTP)
- 3 Wastewater Treatment Plants (WWTP)
- 1,200+ miles water/sewer infrastructure

¹ Includes parks at the Hunting Run and Ni River Recreational Areas.

² Includes facilities at schools.

³ Includes the County-owned Hunting Run and Ni River reservoirs and the County operated Motts Run reservoir that is jointly owned with the City of Fredericksburg.

Additionally, Spotsylvania participates in regional programs such as the Central Rappahannock Regional Library, FRED Bus Service, Health Department, Rappahannock Juvenile Detention Center and the Rappahannock Regional Jail.

Business, Labor & Employment

The County’s primary economic development mission is to attract new businesses that make capital investments and hire new employees at salaries greater than the county average, and to provide a supportive climate for the growth of existing businesses in order to stimulate the creation of jobs and tax revenues.

The County has implemented numerous initiatives and specific programs to accomplish this mission. These include multiple tax-advantaged/business-advantaged areas in the County such as Historically Underutilized Business Zones (HUBZone), Opportunity Zones, Technology Zones, and Tourism Zones. The County also cooperates with other regional localities to establish consistency in assessment percentages and tax rates so that the entire area is more attractive to data centers that often construct multiple locations in relatively close proximity to one another.

The County’s target industries include healthcare, manufacturing, professional services (defense/IT/Cyber), and tourism.

Existing Retail and Mixed Use Developments

Development	Square Footage	Development Type
Spotsylvania Towne Centre	1.6 million	Shopping and dining
Southpoint I & II	1.2 million+	Mixed use retail/commercial
Cosner’s Corner	980,000	Retail and office
Harrison Crossing	600,000	Shopping and dining
Spotsylvania Courthouse Village	500,000	Office, retail, civic: 1,500 residential units

Source: Spotsylvania County Economic Development Department

Number of Jobs by Sector and Wage

Industry	Average Establishments		Average Employment		Average Weekly Wage	
	YoY		YoY		YoY	
	2019	Change ¹	2019	Change ¹	2019	Change ¹
Accommodation and Food Service	192	-1	4,194	(106)	\$346	\$18
Administrative and Support and Waste Management	141	-	1,627	316	\$642	\$17
Agriculture, Forestry, Fishing & Hunting	9	-	55	(6)	\$396	\$16
Arts, Entertainment, and Recreation	32	(3)	693	(8)	\$320	(\$2)
Construction	316	4	2,321	117	\$1,114	\$117
Educational Services	32	1	4,849	(397)	\$867	\$86
Finance and Insurance	97	6	531	73	\$1,155	\$31
Health Care and Social Assistance	771	174	4,778	32	\$860	(\$6)
Information	27	(1)	331	2	\$1,026	(\$13)
Management of Companies and Enterprises	18	-	450	18	\$1,549	\$12
Manufacturing	63	(5)	948	(106)	\$1,020	\$34
Mining, Quarrying, and Oil and Gas Extraction	3	-	44	5	\$1,441	\$145
Other Services (except Public Administration)	320	(139)	1,476	(233)	\$656	\$69
Professional, Scientific, and Technical Services	282	(1)	2,281	(45)	\$1,675	\$7
Public Administration	38	1	1,155	13	\$1,056	\$59
Real Estate and Rental and Leasing	121	5	542	(12)	\$839	(\$12)
Retail Trade	397	(3)	7,025	(89)	\$604	\$32
Transportation and Warehousing	70	(1)	1,596	9	\$983	\$35
Unclassified establishments	64	14	154	49	\$680	(\$29)
Utilities	7	-	85	(4)	\$1,025	\$2
Wholesale Trade	110	1	1,188	21	\$1,250	\$79
Total	3,110	52	36,323	(351)	\$833	\$40

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages as of 4th Quarter 2019

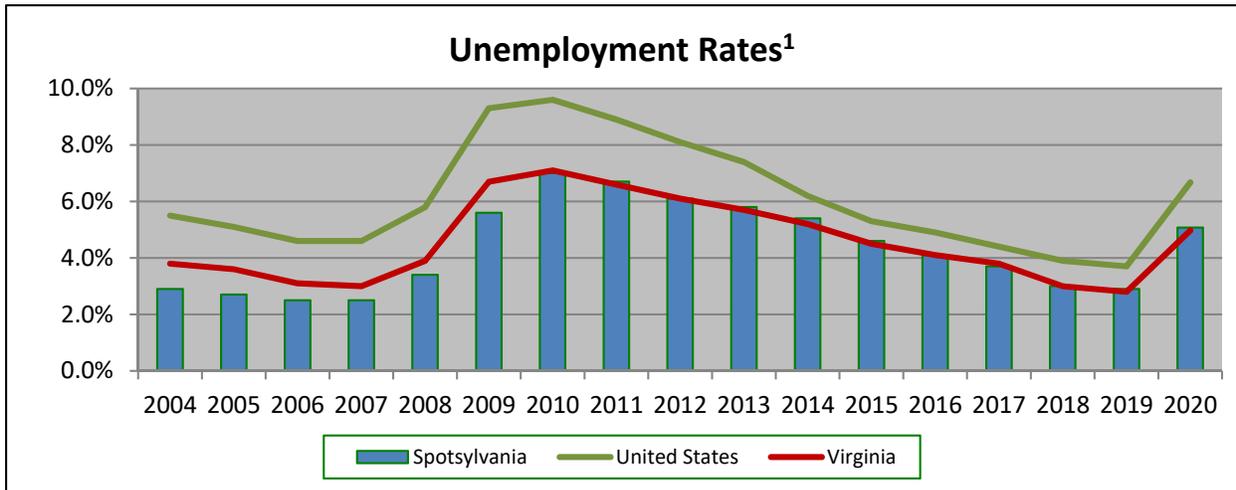
¹ Represents the year over year change in amounts reported by the Virginia Employment Commission, Quarterly Census of Employment and Wages from 4th Quarter 2018 to 4th Quarter 2019

Employment Status within Spotsylvania

Employment Status	2000	2010	2018	% Change	
				2000 to 2010	2010 to 2018
Population 16 years old or older	66,138	89,642	102,321	35.5%	14.1%
In labor force	47,747	62,962	69,486	31.9%	10.4%
- Employed - civilian	45,651	57,987	69,084	27.0%	19.1%
- Employed - armed forces	595	1,021	402	71.6%	(60.6%)
- Unemployed	1,501	3,954	3,646	163.4%	(7.8%)
Not in labor force	18,391	26,680	32,835	45.1%	23.1%

Source: U.S. Census Bureau

Unemployment rates for Spotsylvania have been well below the national level and below, or comparable, to state rates in recent years. The County had the 11th best unemployment rate within Virginia in December 2019, as reported by the Virginia Employment Commission. Unemployment rates began to rise significantly in 2020 due to emergency and stay-at-home orders issued nationally in March 2020 in response to the COVID-19 global pandemic. The April 2020 preliminary unadjusted rate for the County was 11.1% while the national and state rates were 14.4% and 10.8%, respectively. The Congressional Budget Office projects national unemployment rates to remain elevated through 2021.



Source: Virginia Employment Commission for Spotsylvania and Virginia, U.S. Bureau of Labor Statistics for United States
 ¹ 2004 through 2019 represent the annual average while 2020 represents the average between January and April.

Top 20 Public & Private Employers within the County

Name	Nature of Business	Employee Range
Spotsylvania County Schools	Education	1,000+
Spotsylvania County Government	Local Government	1,000+
HCA Virginia Health System	Hospital – Spotsylvania Regional	500-999
Wal-Mart	Retail	250-499
CVS Pharmacy	Pharmacy Distribution Warehouse	250-499
Lidl US Operations	Grocery Distribution Center	250-499
Alorica, Inc	Administrative Support Services	250-499
Germanna Community College	Education	250-499
United Parcel Service	Package Delivery Service	250-499
Weis Markets	Grocery	250-499
Kaeser Compressors	Air Compressor Manufacturer	250-499
PAE National Security Solutions	Government Services & Support	100-249
McDonald’s	Restaurant	100-249
Carmax	Automobile Dealer	100-249
Target Corp	Retail	100-249
Costco	Retail	100-249
Giant Food	Grocery	100-249
Radley Honda	Automobile Dealer	100-249
PMC Services	Direct Mail Services	100-249
Richmond Fitness Inc	Fitness Center	100-249

Source: Virginia Employment Commission, as of 4th Quarter 2019

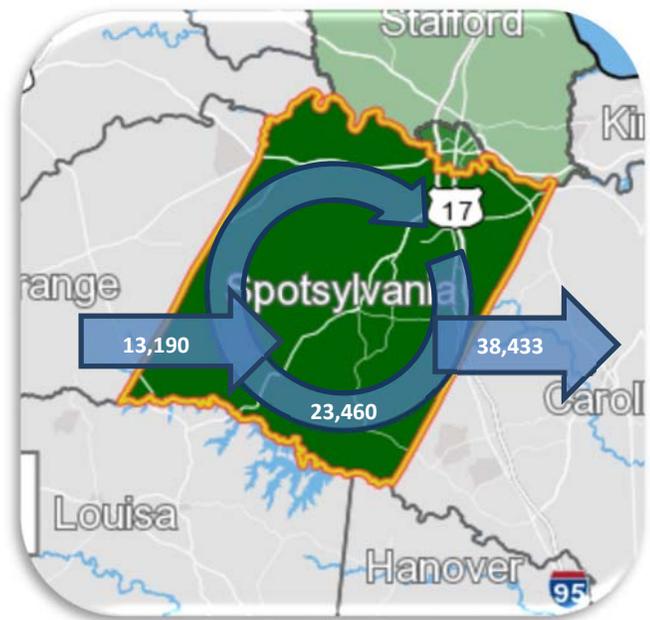
Other Major Public & Private Employers in Surrounding Area

Name	Nature of Business	Employee Range
U.S. Department of Defense	Federal Government Agency	1,000+
GEICO	Insurance Customer Service Center	1,000+
Stafford County Schools	Education	1,000+
Federal Bureau of Investigation	Federal Government Agency	1,000+
Mary Washington Hospital	Hospital	1,000+
County of Stafford	Local Government	1,000+
University of Mary Washington	Education	1,000+
Fredericksburg City Schools	Education	500-999
King George County Schools	Education	500-999
Medicorp	Healthcare Services	500-999
McLane Mid Atlantic	Distributor for Convenience Centers	500-999
City of Fredericksburg	Local Government	500-999
Caroline County Schools	Education	500-999
Stafford Hospital Center	Hospital	500-999
YMCA	Social Advisory Organization	500-999
Lowe's Home Centers, Inc.	Retail	500-999
Rappahannock Area Community Services Board	Social Advocacy Organization	500-999
WaWa	Fueling Stations/Convenience Centers	500-999
United States Postal Service	Federal Government Agency	250-499
Snowden Services Inc	Healthcare Services	250-499

Source: Virginia Employment Commission, as of 4th Quarter 2019

Spotsylvania Commuting Patterns - 2015

Commuting From	Area	Commuting To
8	Arlington County, VA	1,156
1,755	Caroline County, VA	673
285	Culpeper County, VA	529
248	Fairfax County, VA	3,717
2,437	Fredericksburg, VA	9,750
837	King George County, VA	1,699
1,237	Orange County, VA	568
727	Prince William County, VA	4,626
156	Richmond, VA	656
3,136	Stafford County, VA	7,689
-	Washington, D.C.	2,939
2,364	All Other Locations	4,431
13,190	Total Commuters	38,433



Spotsylvania County Workers	
Live and Work in Spotsylvania	23,460

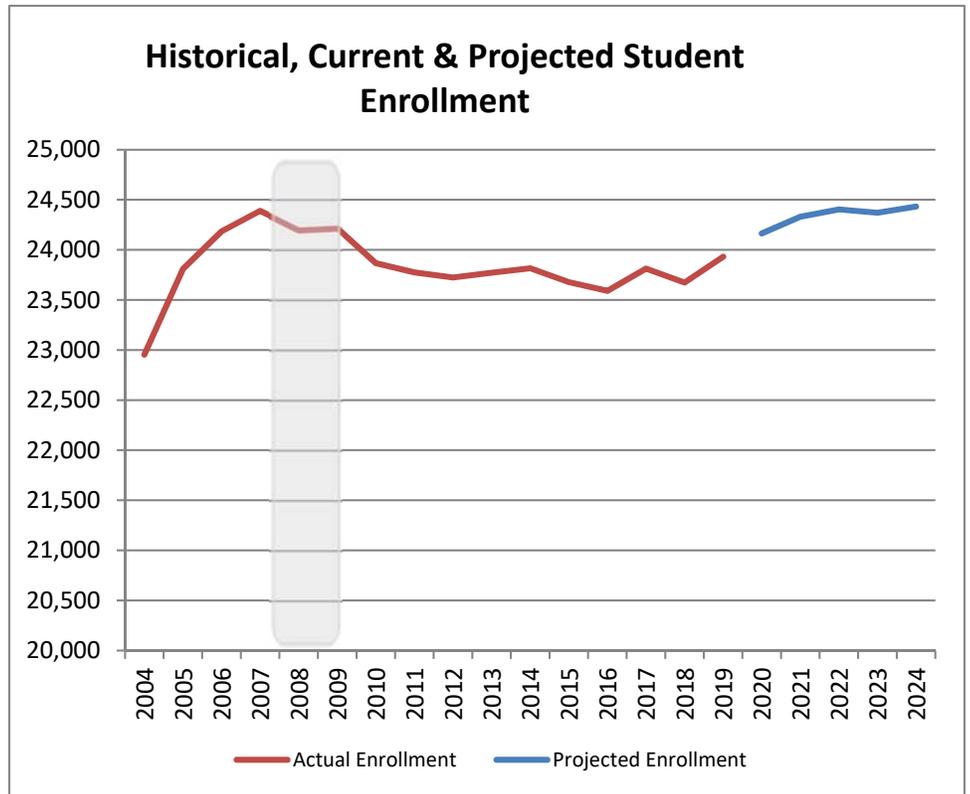
Source: U.S. Census Bureau

Education

Spotsylvania County Public Schools consist of 17 elementary schools, 7 middle schools, 5 high schools, 1 alternative learning center, and 1 career and technical center.

Actual public school enrollment for the 2019 - 2020 school year was 23,935. Enrollment is projected to be 24,435 by the 2024 - 2025 school year.

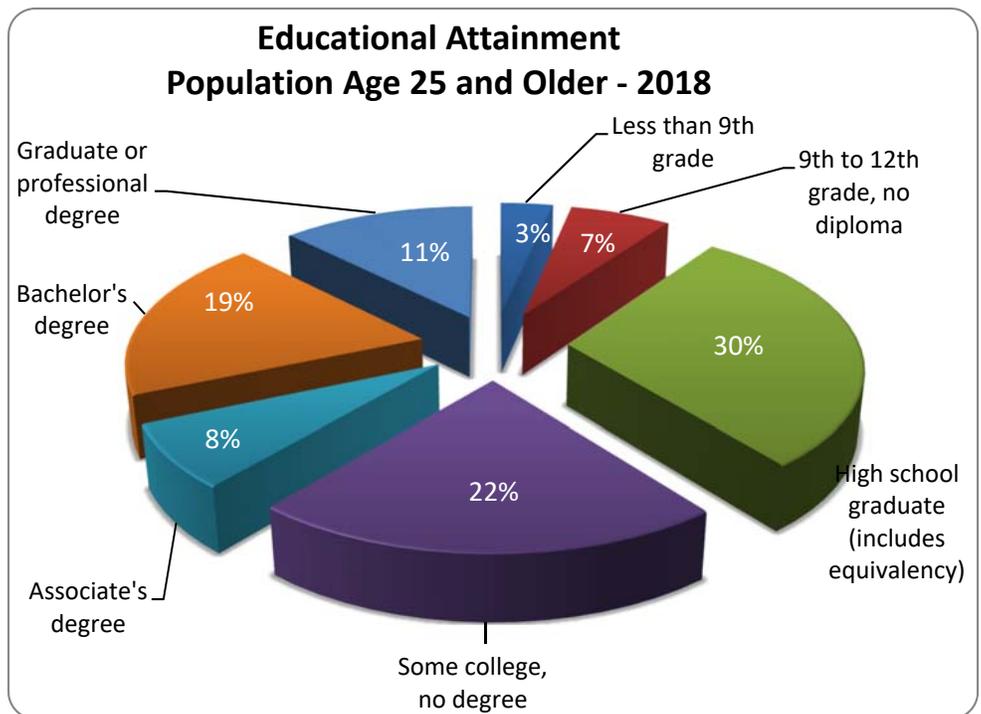
Total enrollment is projected to increase by 232 students countywide for the 2020 - 2021 school year.



Enrollment as measured on September 30 or October 1 of each year. The grey shaded area represents the recession that occurred from December 2007 to June 2009.

Over a third of Spotsylvania County residents hold a degree of associate's or higher, while 90% of residents are high school graduates or higher.

Spotsylvania County's educational attainment is comparable to national percentages. Achievement of Bachelor's and graduate/professional degrees being seven percentage points less than that of Virginia as a whole.



Source: US Census Bureau

Real Estate Tax Rate History

Calendar Year	Tax Rate	Equalized Tax Rate
1990	\$0.85	*
1991	0.90	
1992	0.82	0.71
1993	0.86	
1994	0.86	*
1995	0.86	
1996	0.86	0.81
1997	0.92	
1998	0.94	0.90
1999	1.02	
2000	1.02	0.94
2001	1.07	
2002	1.01	0.93
2003	1.01	
2004	0.86	0.86
2005	0.89	
2006	0.62	0.62
2007	0.62	
2008	0.62	0.56
2009	0.62	
2010	0.86	0.83
2011	0.86	
2012	0.88	0.90
2013	0.88	
2014	0.86	0.863
2015	0.86	
2016	0.85	0.8313
2017	0.85	
2018	0.8330	0.8164
2019	0.8474	
2020	0.8094	0.8100

*Biennial assessments began occurring in 1996. Prior to that, assessments took place every four years.

General Property Tax Rates¹

Calendar Year	Real Estate & Mobile Home	Personal Property ²	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2020	\$0.8094	\$6.55/\$6.25/\$1.25	\$5.95	\$2.50	\$2.00
2019	0.8474	6.55/6.25/1.25	5.95	2.50	2.00
2018	0.8330	6.55/6.25	5.95	2.50	2.00
2017	0.85	6.55/6.25	5.95	2.50	2.00
2016	0.85	6.55/6.25	5.95	2.50	2.00
2015	0.86	6.73/6.25	5.95	2.50	2.00
2014	0.86	6.78	5.95	2.50	2.00
2013	0.88	6.37	5.95	2.50	2.00
2012	0.88	6.37	5.95	2.50	2.00
2011	0.86	6.26	5.95	2.50	2.00
2010	0.86	6.26	5.95	2.50	2.00
2009	0.62	6.26	5.95	2.50	2.00
2008	0.62	5.00	5.00	2.50	2.00
2007	0.62	5.00	5.00	2.50	2.00
2006	0.62	5.00	5.00	2.50	2.00

¹ Real Property and Mobile Home tax rates are levied per \$100 of assessed value. All others are assessed at no greater than 50% of value or 50% of original cost depending on the classification.

² For years 2006 – 2014, the rate includes all personal property types. Beginning in 2015, there are two adopted rates, one for automobiles, campers, motor homes, motorcycles, pickups, and trucks and a second rate for boats and boat trailers. Beginning in 2019, a third tax rate was established for data center computer equipment and peripherals.

Real Estate Tax Rates per \$100 of Assessed Value

Locality	Population ¹	Tax Year 2019 Rate	Tax Year 2020 Rate	Change
Prince William	470,335	\$1.2075	\$1.2075	-
Richmond City	230,436	1.2000	1.2000	-
Fairfax	1,147,532	1.1835	1.1835	-
Alexandria	159,428	1.1300	1.1300	-
Loudoun	413,538	1.0450	1.0350	(0.0100)
Arlington	236,842	1.0260	1.0260	-
Fauquier	71,222	0.9940	0.9940	-
Stafford	152,882	1.0100	0.9700	(0.0400)
Chesterfield	352,802	0.9500	0.9500	-
Henrico	330,818	0.8700	0.8700	-
Fredericksburg	29,036	0.8500	0.8500	-
Caroline	30,725	0.8300	0.8300	-
Hanover	107,766	0.8100	0.8100	-
Spotsylvania	136,215	0.8474	0.8094	(0.0380)
King George	26,836	0.7000	0.7000	-
Culpeper	52,605	0.6200	0.6200	-

¹ Population figures from the U.S. Census Bureau (Estimate as of July 1, 2019)

Real Estate Tax Bill History¹

Calendar Year	Tax Rate	Equalized Tax Rate	Example AV ²	Annual Tax Bill Based on Example AV ²	Change (\$)	Change (%)
2004	\$0.86	\$0.86	\$150,000	\$1,290		
2005	0.89		150,000	1,335	\$45	6.0%
2006	0.62	0.62	229,350	1,422	87	6.5%
2007	0.62		229,350	1,422	0	0.0%
2008	0.62	0.56	256,367	1,589	167	11.8%
2009	0.62		256,367	1,589	0	0.0%
2010	0.86	0.83	185,200	1,593	4	0.2%
2011	0.86		185,200	1,593	0	0.0%
2012	0.88	0.90	182,070	1,602	9	0.6%
2013	0.88		182,070	1,602	0	0.0%
2014	0.86	0.863	192,794	1,658	56	3.5%
2015	0.86		192,794	1,658	0	0.0%
2016	0.85	0.8313	207,234	1,761	103	6.2%
2017	0.85		207,234	1,761	0	0.0%
2018	0.8330	0.8164	224,186	1,867	106	6.0%
2019	0.8474		224,186	1,900	33	1.7%
2020	0.8094	0.8100	246,223	1,993	93	4.9%
					\$703	

¹ This analysis is based upon an *example* 2004 assessed value and shows that a house valued at \$150,000 in 2004 would be valued at approximately \$246,201 in 2020 when the average change in residential value is applied. At the \$0.8094 rate adopted for 2020, the real estate taxes on this *example* residential property would have increased by \$703 since 2004 – an average annual increase of \$44 or 2.8%.

² AV = assessed value

Principal Property Taxpayers

As of December 31, 2019

Name	Type of Business	Assessed Value ¹	Amount of Tax	Percent of Total Taxable Value
Spotsylvania Mall Company	Shopping Mall	\$185,226,440	\$1,585,989	1.12%
Dominion Virginia Power	Public Utility	175,586,841	1,487,923	1.06%
Lidl US Operations	Grocery Distribution	111,029,982	1,431,309	0.67%
Spotsylvania Regional Medical Center	Hospital	79,570,766	990,471	0.48%
Rappahannock Electric	Public Utility	78,404,020	696,816	0.47%
Comcast	Public Utility	8,908,895	530,437	0.05%
Columbia Gas of VA	Public Utility	50,525,086	428,150	0.31%
CVS VA Distribution	Distribution	6,232,129	370,812	0.04%
Verizon VA	Public Utility	40,582,922	357,804	0.25%
Walton Virginia, LLC	Developer	37,986,600	321,898	0.23%

Source: Treasurer, Spotsylvania County, Virginia

¹ Includes real and personal property taxes. This schedule is arranged from highest to lowest by amount of tax paid. Due to varying rates for real and personal property, assessed values may appear to be out of order.



Spotsylvania County Fiscal Policies

The Board of Supervisors has adopted the following Fiscal Policies to guide the stewardship of the citizens' resources entrusted to their local county government. Above all else, the County's stewardship of resources shall adhere to the following principles:

- Transparency and accountability to our citizens in the conduct of the County's fiscal affairs
- Balanced consideration of both short-term and long-term priorities and concerns
- Strategically planned use of resources for the present and future common benefit
- Reasonable and balanced tax impositions upon our citizens and businesses
- Responsible financial stewardship that enhances County bond ratings

I. GENERAL POLICIES FOR FINANCIAL PLANNING

A. BALANCED BUDGET

1. The Board of Supervisors will annually adopt a balanced budget for Spotsylvania County, wherein planned revenues equal planned expenditures for the fiscal year.
2. The budget is a plan for raising and allocating resources to enable efficient and effective delivery of needed services. The budget shall be structured to allow the public to readily see the relationship between revenues, expenditures and the achievement of service objectives.
3. The Board of Supervisors' analysis of the budget will focus on the following:
 - a. costs of mandates and commitments (e.g.: debt service);
 - b. costs related to maintaining level of service standards;
 - c. costs of capital infrastructure and equipment (both new investment and the maintenance of existing capital assets); and
 - d. effectiveness and economic efficiency of existing and proposed programs.
4. The Board is committed to providing mandates and Board-prescribed services at the greatest possible value to citizens.
5. The Board expects that all individual governmental units and the County government as a whole will show positive balances at the end of each fiscal year.
6. If deficits should appear to be forthcoming within a fiscal year, spending shall be reduced sufficiently to fund the committed and assigned reserves outlined within the fiscal policies.
7. The County will maintain budgetary controls so as to ensure adherence to the budget.
8. The County will maintain fund balances sufficient to avoid the necessity of tax anticipation borrowing.
9. The budget will provide for adequate funding of all adopted retirement benefit programs.

B. LONG-RANGE PLANNING

1. Multi-Year Forecasts

- a. The Board of Supervisors will annually review the County's multi-year financial plan covering a minimum of three years. The Board recognizes the multiple benefits of long-range forecasting including:
 - 1. Early identification of potential fiscal constraints and/or trends.
 - 2. Recognition of the impact of capital projects on the operating budget, and
 - 3. Anticipation of the need for future Board actions to maintain a balanced budget in future years.
- b. At a minimum, annual long-range forecast will provide revenue and expenditure projections for the General Fund, Transportation Fund and Utilities funds, and will include the operating budget impacts of all planned capital expenditures.

2. Capital Improvement Budget Policies

- a. The Board of Supervisors will adopt a five-year Capital Improvement Plan (CIP) and update it annually.
- b. The Board will enact an annual capital budget based on the five-year capital improvement plan. Future capital expenditures necessitated by changes in population, economic base, and/or real estate development, as well as those necessary to meet level of service standards will be calculated and included in capital budget projections.
- c. Future operating and maintenance costs associated with new capital improvements will be projected and included in out-year operating budget forecasts.
- d. The Board will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and County priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- e. The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
- f. The County will attempt to determine and make use of the least costly financing method for all new projects.
- g. Savings on general capital projects will be transferred to the Capital Projects Fund balance upon project completion to be used on future capital projects approved by the Board. Likewise, savings on Utilities capital projects will be transferred to the Utilities Capital Projects Fund balance to be used on future Utilities capital projects approved by the Board. Finance staff will ensure that savings on any bond-funded capital project line item will be used only for other similar capital projects in accordance with the language in the referendum question(s) or Board bond resolution which originally authorized the County's issuance of bonds, where applicable.

- 3. Investment Policies** - Listed below are the objectives from the Statement of Investment Policies adopted by the Board of Supervisors on December 13, 2011.
- a. All investments shall be in compliance with the Code of Virginia Sections §2.2-4400 et seq. and §2.2-4500 et seq.
 - b. The cash management and investment activities of the County shall be conducted in a manner which is consistent with prevailing prudent business practices which may be applied by other public organizations of similar size and financial resources.
 - c. The Investment Portfolio will be managed to accomplish the following fundamental goals:
 - i. Safety of Principal - The single most important objective of the investment program is the preservation of principal of those funds within the Investment Portfolio.
 - ii. Maintenance of Liquidity - The Investment Portfolio will be managed at all times with sufficient liquidity to meet all daily and seasonal needs, as well as to fund special projects and other operational requirements which are either known or which might reasonably be anticipated.
 - iii. Maximizing Return - The Investment Portfolio shall be managed to maximize the return on investments within the context and parameters set forth by the safety and liquidity objectives above.

The County Treasurer is responsible for all County investments. The complete detailed investment policy is available on the County [website](#).

4. Other Post-Employment Benefits (OPEB) Funding Policy

- a. In July 2004, the Governmental Accounting Standards Board (GASB) issued Statement 45, establishing standards for financial reporting of governmental liabilities related to non-pension post-employment benefits (e.g. retiree health insurance), also known as Other Post Employment Benefits (OPEB). Though OPEB will not be received by the employee until he or she retires from employment, these future benefits are being earned today, and so they are a cost of providing public services rendered today. GASB Statement 45 requires governments to measure the annual costs of OPEB through an actuarial-calculated Annual Required Contribution (ARC), systematically and rationally allocating the present value of the projected cost of benefits over the working life of benefiting employees. Additionally, total OPEB liabilities must be reported in the County's Comprehensive Annual Financial Report (CAFR).
- b. Funding for the County's OPEB liabilities will be budgeted and reserved as funds are available within the associated operating budgets. The County will attempt to fund its OPEB liabilities for the smaller funds (Code Compliance, Capital Projects, Transportation and Utilities) as soon as practical. Phased-in funding of the General Fund liability will begin as soon as local economic conditions

allow, with contributions increasing incrementally each year until the annual contribution equals 100% of the ARC. The County's goal will be to reach 100% of the ARC no more than eight years from the beginning of the General Fund phase-in period. The phase-in period began in FY 2016 when the Board allocated \$1.9 million to a General Fund OPEB reserve.

- c. Funding of the Schools' OPEB liability is the responsibility of the School Board. Beginning in FY 2020, the County will hold for the Schools an OPEB reserve. It is the goal of the Schools that the funding in this reserve combined with the funds separately held in the Schools' OPEB trust be maintained at a level that is at least equivalent to the County's reserved percentage of its OPEB liabilities at the end of each fiscal year.

C. ASSET INVENTORY

1. All County assets shall be maintained at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs.
2. The County will prepare maintenance and replacement schedules and budgets for all capital assets (buildings and equipment) and will update this projection each year.
3. Adequate capital maintenance funds shall be included in the approved annual budget consistent with responsible stewardship.
4. Adequate capital replacement funds will be placed in the capital improvement plan to allow the approved replacement schedule to be implemented.

II. REVENUE POLICIES

a. REVENUE BUDGETS

1. The County will estimate its annual revenues by an objective, analytical process.
2. The County will maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
3. The County should routinely identify intergovernmental aid (i.e. grant) funding possibilities. However, before applying for and accepting intergovernmental aid, the County will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment.
4. Reassessment will be made of all real property at least every two years. The County will maintain sound appraisal procedures to keep property values current. Property will be assessed at 100% of full market value.
5. The County will follow an aggressive policy of collecting property tax revenues. The annual level of uncollected property taxes will generally not exceed two percent over a three-year period.

b. FEES AND CHARGES

1. The County will establish all user charges and fees at a level related to the full cost of providing the services.
2. Each year, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases. Such calculation will include, but is not limited to salary and benefits (including OPEB costs), office space, and other overhead costs).
3. The County will set fees for other activities such as recreational services at a level that is appropriate for the department based on the service provided and potential for revenue.

c. USE OF ONE-TIME REVENUES

1. The County will pay for all current operating expenditures with current revenues.
2. The County will avoid budgetary procedures that balance current expenditures at the cost of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
3. The County will limit the use of one-time revenues to one-time expenditures such as non-recurring capital projects.

d. USE OF UNPREDICTABLE REVENUES

1. Annually, as part of the Recommended Budget development process, the Budget Office will determine to which capital projects, if any, cash proffers already received are available to offset all or a portion of the anticipated cash or debt issuance for such projects. The County Administrator shall incorporate these available proffer funds as a source of revenue in the budget recommendation.

III. EXPENDITURE POLICIES

A. DEBT CAPACITY, ISSUANCE AND MANAGEMENT

1. The County will finance capital projects only when current (non-borrowed) sources of funding are unavailable.
2. When the County finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. The County will plan its tax-supported bond sales such that it will maintain compliance with its adopted debt policy. Target debt ratios will be annually calculated, reviewed, and included in the capital improvement plan.
 - a. Net debt as a percentage of estimated market value taxable should not exceed 3%.
 - b. The ratio of debt service expenditures as a percentage of governmental fund expenditures should not exceed 12%. The County will work towards reducing this ratio to not more than 10% by the end of FY 2025.
 - c. The County's 10-year tax-supported debt and lease payout ratio should be maintained at or above 65% at the end of each adopted five-year CIP.

- d. Debt on special service districts for which the County can demonstrate revenue from special taxes is available to pay 100% of the associated debt service will be excluded from the calculation of these target debt ratios.
- 4. The County's goal is to budget an amount of cash (pay-as-you-go) funding for capital projects equal to 5% of General Fund revenues (less obligated transfers), with a minimum level of 3%. In order to achieve this goal, in FY 2008 the County transferred 1% to the Capital Projects Fund and has increased that transfer by 0.25% each year such that the FY 2016 transfer is budgeted at the minimum policy level of 3%. An additional 0.25% will be transferred each year until at least the 5% target is met. While it is the County's full intent to use this pay-as-you-go funding annually for capital projects, should revenue shortfalls or unanticipated operating expenditures occur in the General Fund, this funding may be used as a source of budgetary flexibility.
- 5. The County will maintain regular communications with the bond rating agencies about its financial condition and will provide requested information in a timely manner. The County will follow a policy of full disclosure on every financial report including the Official Statements related to bond issues.
- 6. The County recognizes the importance of overlapping debt in analyzing its financial condition. The County will regularly analyze total indebtedness including overlapping debt.
 - a. Any County indirect debt issuance for public services such as regional jail or other regional project, special assessment district, community development authority, tax increment district, or other similar type of overlapping debt – either individually or when considered in aggregate with previously issued overlapping debt – shall not have a negative impact upon the County's debt capacity or credit rating.
 - b. In order to protect the County's long term fiscal stability and credit standing, the total aggregate outstanding amount of overlapping debt should not exceed 1% of the total assessed value of taxable property within the County.
 - c. Exceptions to this policy may be made if the projects to be financed directly replace capital projects in the current capital improvement plan. Toll road or other forms of revenue bonds supported solely by user fees will not be included in the definition of overlapping debt.
 - d. The County's preference is to have overlapping debt retired as rapidly as possible, but in no case shall the maturity of such debt extend beyond 30 years.

B. DEBT REFERENDUM POLICY

- 1. All new facility construction projects or acquisitions that exceed available budgeted funds will be subject to voter referendum, unless financed through revenue-supported mechanism (i.e., water/sewer revenue bonds).

2. Expenditures may be authorized by the Board of Supervisors for reasonable related expenses in preparation for a referendum. These expenditures may include various avenues through which to obtain and provide the County citizens adequate details on the referendum issues.
3. A voter referendum to authorize bonds should be presented to voters only for projects included in the Adopted CIP and only when analysis of the County's debt capacity demonstrates the County's ability to fund the debt service for the bonds within the parameters of the County's target debt ratios. There should also be demonstrated capability for the County to at least start and preferably complete projects approved by a referendum within the eight year time period permitted by State law for the sale of authorized bonds.
4. Voter referenda will coincide with General Elections.
5. The Board of Supervisors, by a majority vote at a regularly scheduled meeting, may waive the referendum requirement, to the extent allowed by law, to meet a critical health and/or public safety need, in conjunction with a court order, or to realize an economic benefit to the County.

C. BUDGETED CONTINGENCY

In addition to the reserves identified above, the annual budget includes an appropriate budget contingency which provides additional budget flexibility.

1. As part of the annual budget process, the County will appropriate a contingency equal to 0.25% of General Fund expenses. This contingency is meant to fund unforeseen expenditures of a non-recurring nature that arise during the course of the fiscal year, or to meet relatively minor increases in service delivery costs.
2. Use of this contingency will require a vote by the Board of Supervisors. Any unspent funds remaining in this contingency at the end of the year will fall to the General Fund balance.

D. OPERATING/CAPITAL EXPENDITURE ACCOUNTABILITY

1. The County will establish and maintain a high standard of accounting practices.
2. The County will prepare regular quarterly and annual financial reports which present a summary of activity by major fund types and compare actual revenues and expenditures to budgeted amounts.
3. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting.
4. Where possible, the reporting system will also provide quarterly information on the total cost of specific services by type of expenditure and, if necessary, by fund.
5. An independent public accounting firm will perform an annual audit and will publicly issue a financial opinion.

IV. Fund Balance (i.e. Reserve & Stabilization Accounts)

Pursuant to GASB Statement No. 54, the County is required to report five categories of fund balance: Non-spendable; Restricted; Committed; Assigned; and Unassigned. General specifications for each category are defined below:

- **Non-spendable** includes amounts that cannot be spent because they are either not in spendable form (e.g. inventory), or are legally or contractually required to remain intact (e.g. endowment funds).
- **Restricted** amounts are limited for specific purposes imposed by external parties (grantors, creditors, contributors), or laws and regulations of other governments.

The following three categories of fund balance are considered unrestricted:

- **Committed** funds are reserved for specific purposes by the County, using its highest level of decision-making authority (i.e. the Board). Once reported as committed, amounts cannot be used for any purpose other than that for which the funds were committed unless the County takes equal action to remove or change the constraint. Initial decisions to commit funds must be approved prior to fiscal year-end. The determination of the amount to be committed may occur after June 30.
- **Assigned** funds are constrained by the County's intent to be used for specific purposes, but are neither restricted nor committed. Unlike commitment, assignments generally exist only temporarily and additional action is not required for their removal.
 - The Board authorizes the County Administrator and the Finance Director as authorities permitted to designate funds as assigned.
- **Unassigned** amounts represent any remaining portion of the fund balance not identified as restricted, committed or assigned. Unassigned fund balance may be used at the discretion of the Board, but will be limited to non-recurring expenditures; preferably for capital projects.

When more than one category of fund balance could be used for expenditures, it is the County's policy that the order of use of the fund balance is: Restricted, Committed, Assigned, and Unassigned.

Reservations of the fund balance will be made in the following priority order:

A. Fiscal Stability Reserve

1. The County will commit within its General Fund balance at the close of each fiscal year a reserve equal to no less than 11% of General Fund and School Operating Fund revenues projected for the subsequent fiscal year budget. The transfer of local funds from the General Fund to the School Operating Fund will not be double-

counted in the calculation of the 11% reserve. This reserved and committed portion of the County's General Fund balance will be known as the Fiscal Stability Reserve.

2. Appropriations from the Fiscal Stability Reserve may be made only by a majority vote of the Board of Supervisors to meet a critical, unexpected financial need costing at least \$1,000,000 and resulting from a natural disaster or declared state of emergency, or from a local catastrophe (e.g. a fire at the business of one of the County's top 10 revenue generators) that cannot be resolved through other less extraordinary budgetary action. The \$1,000,000 cost requirement will be met when the County incurs a loss in revenue, an increase in expenditures, or a combination of each stemming from the events identified herein.
3. Use of the Fiscal Stability Reserve will occur only after the budgeted contingency, the Budget Stabilization Reserve, and the unassigned Fund Balance have been depleted.
4. Any use of the Fiscal Stability Reserve will be replenished within three fiscal years.
5. Prior to recommending to the Board of Supervisors any use of the Fiscal Stability Reserve, the County Administrator must clearly explain the budgetary actions taken by staff to address the financial need and minimize the amount requested for appropriation from the Fiscal Stability Reserve.

B. Self-Insured Health Insurance Reserves

1. The County will maintain a self-insured health insurance reserve equal to the County's total claims incurred but not reported (IBNR) plus three months of claim payments based on the previous three years' experiences. Any use of such reserve will be limited to payment of IBNR in the event the County changes to a new vendor for health insurance and to the payment of claims that exceed premium payments.
2. Any use of the County's self-insured health insurance reserve will be replenished within one year.
3. Separately, the County will hold for the Schools a self-insurance reserve equal to the Schools' total claims incurred but not reported (IBNR) plus three months of claim payments based on the previous three years' experiences. Any use of such reserve will be limited to payment of IBNR in the event the Schools change to a new vendor for health insurance and to the payment of claims that exceed premium payments.
4. Any use of the Schools' self-insured health insurance reserve will be replenished within one year.
5. The self-insured health insurance reserves will constitute commitments within the General Fund balance.

C. Budget Stabilization Reserve

1. The County will maintain a Budget Stabilization Reserve to address potential revenue declines or other economic stress placed on the budget. In FY 2016, the Budget Stabilization Reserve will start with a balance of \$1.0 million. Each year thereafter, an amount equal to 0.25% of General Fund and School Operating Fund revenues projected for the subsequent fiscal year budget will be added until such time as the

Budget Stabilization Reserve reaches \$5.0 million. Thereafter, this reserve will be maintained at \$5.0 million. The transfer of local funds from the General Fund to the School Operating Fund will not be double-counted in the calculation of the 0.25% annual addition to the reserve as the County is working to achieve the \$5.0 million maximum. The Budget Stabilization Reserve will remain unassigned within the General Fund balance.

2. Any use of the Budget Stabilization Reserve requires adoption of a resolution by the Board of Supervisors and will be replenished within two fiscal years.

D. Economic Opportunities Reserve

1. The County will establish a reserve to be known as the Economic Opportunities Reserve for the purpose of funding matches to State grants and to provide other up-front incentives to substantial economic development opportunities. This reserve will be funded at \$2,000,000 and will be reserved as part of the assigned General Fund balance. At the end of each fiscal year, the Economic Opportunities Reserve will be replenished to the \$2,000,000 level in the event that unassigned fund balance remains after full funding of the Fiscal Stability Reserve, the Self-Insured Health Insurance Reserve, and the Budget Stabilization Reserve.
2. Economic opportunity incentives offered by the County through the EDA are typically in the form of grants equal to certain taxes and fees paid to the County. However, there may be State economic development grants available which require a local match be paid at the beginning of the term of the economic development interest being in the County. The Economic Opportunities Reserve will be a source of the local match. Performance agreements will be required of all economic development interests considered for incentives.
3. Appropriations from this reserve to the Economic Development Opportunities Fund for funding through the EDA require the vote of the Board of Supervisors.

V. OTHER FUND POLICIES

A. UTILITIES FUND POLICIES

1. The County will maintain Utilities Fund financial independence from General Fund by:
 - a. Issuing Revenue Bonds for Utilities capital projects in lieu of General Obligation Bonds, and
 - b. Avoiding the need for any General Fund revenues to support the Utilities operations and debt service.
2. The County will set fees and user charges at a level that fully supports the total direct and indirect costs of the system. The level of all fees and charges for the Utilities Fund will be set such that the County meets its legal requirements under any revenue bond documents.
3. The County will maintain a Utilities Fund Balance of at least 100% of the average for the last three years of total revenues. Total revenues are defined as all revenues including user fees and availability fees. Fund Balance is defined as “Equity in Pooled

Cash and Investments” from the schedule of net assets for the Utility Fund in the Comprehensive Annual Financial Report (CAFR).

4. Target net revenues after operational expenditures to be at least 1.3 times debt service requirements. The excess revenues will be available to first maintain the Utilities Fund Balance and second to cash fund future Utilities capital projects.
5. The County will maintain total operating revenues (which do not include availability fees) at a level which supports no less than 100% of operating and debt service costs of the Utilities Operating Fund.
6. The County recognizes the value of its Utilities system assets, the need for ongoing management of those assets, and the need to plan for future growth. The County will manage its Utilities system assets through ongoing routine maintenance of plant facilities, equipment and other system infrastructure which will be funded by the Utilities Operating Fund. Major maintenance (i.e. roof replacements, repainting, etc.) of water and wastewater plants will also be funded by the Utilities Operating Fund. Major maintenance of other infrastructure and system capacity improvements will be funded through the Utilities Capital Projects Fund. When the Utilities Fund balance exceeds 100% of the average for the last three years of total revenue as required above in item A3, the Utilities Fund balance may be used to pay for capital projects.

B. CODE COMPLIANCE FUND POLICIES

1. The Code Compliance Fund will be supported through revenues generated by the Building and Zoning offices. Costs of services provided by other funds for Code Compliance functions will be allocated to the Code Compliance Fund, using a combination of direct billings and costs determined through the annual cost allocation plan prepared by the County.
2. Costs associated with core services, defined as services for mandated, non-fee supported duties, will be funded by a transfer from the General Fund.
3. In years when revenues generated are not sufficient to cover the costs of services, the General Fund will provide subsidies to prevent a deficit from occurring within the Code Compliance Fund. Once economic conditions change such that fees are sufficient, the Code Compliance Fund will repay the General Fund for prior year transfers made to offset Code Compliance deficits, to the extent possible.
4. Once all annual costs are funded and General Fund subsidies have been repaid, any excess fee revenue will be retained in the Code Compliance fund balance. When annual revenues are not sufficient to cover annual expenditures, this fund balance will be the first source used to cover deficits.

C. VIRGINIA RAILWAY EXPRESS (VRE) FUNDING POLICIES

1. Revenues and expenses related to VRE and Potomac and Rappahannock Transportation Commission (PRTC) membership will be accounted for in the Transportation Fund. Revenues from the 2.1% fuel tax and the related PRTC administrative fees will be included in the Transportation Fund using estimates

provided by PRTC, while the VRE subsidy costs will be budgeted using estimates provided by VRE.

2. Fuel tax revenues will be allocated to the following expenses in the following order:
 - a. Payment of administrative fees to PRTC
 - b. Payment of subsidy to VRE
 - c. Payment of debt service on bonds issued for transportation projects
 - d. Other transportation expenses as determined by the Board of Supervisors after all other dedicated expenses noted above have been covered
3. Although accounted for in the County's financial records, the fuels tax is held by the PRTC and therefore use of those revenues for payment of VRE, PRTC and other transportation purposes requires adoption of a resolution by the Board of Supervisors.

Financial policies adopted by Board of Supervisors on March 24, 1992.

Added Utilities Fund policies June 12, 2001

Revised Utilities Fund policies on August 10, 2004

Added Debt Referendum policy on March 22, 2005

Added Proffer policy on June 14, 2005

Revised General policies on December 12, 2006

Revised General Debt policies on April 10, 2007

Revised General policies on January 12, 2010

Revised Utilities Fund policies on January 12, 2010

Added Code Compliance Fund, VRE and OPEB policies on April 13, 2010

Reformatted/revised April 12, 2011

Added Treasurer's Investment Policy April 2012

Revised October 13, 2015

Revised May 24, 2016

Revised April 4, 2017

Revised February 25, 2020 to include Schools' Health Insurance and Schools' OPEB Reserves