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Complete budget available on the County's website at:
www.spotsylvania.va.us/budget

Special Appreciation

Spotsylvania County Budget Staff extends special thanks to **Minuteman Press** for providing quality printing services for the FY 2016 Budget document. Minuteman's support and dedication to the citizens of Spotsylvania is greatly appreciated.

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the County of Spotsylvania, Virginia, for its annual budget for the fiscal year beginning July 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we will submit to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Spotsylvania County

Virginia

For the Fiscal Year Beginning

July 1, 2014

Executive Director

COUNTY OF SPOTSYLVANIA · VIRGINIA
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Guide to Using this Document

Spotsylvania County Government is responsible for many different programs designed and operated to provide quality community services. The oversight of these programs is a daily challenge for County employees, but understanding them can be of equal challenge for citizens. This budget document was developed to provide key information to help the reader understand the work and challenges faced by Spotsylvania County and the decisions that were made to address those challenges in FY 2016. Because of its size, reading the budget document can be a daunting task. However, if it is approached in pieces, it is more easily understood. The Guide to Using this Document section provides readers with a quick overview of the information in the document. For specific page numbers, please refer to the Table of Contents.

Introduction and Overview This section includes information to familiarize readers with the major issues Spotsylvania County faces and the factors that influenced the decisions made in the development of the FY 2016 budget.

- The County Administrator's Budget Message – a brief statement summarizing the challenges and the strategic priorities and budgetary plans for addressing those challenges;
- The Budget at a Glance – a summary of the highlights of the FY 2016 budget;
- General information about the County and statistical data to help the reader better understand the demographics of Spotsylvania County;
- The County's Mission Statement – a display of the County's mission and vision, and the high-level, long-term goals the County has set to meet its mission. Also included is a matrix showing the links between County-wide long-term goals and goals specific to functions; and
- The Budget Summary – historical and projected revenue and expenditures by function.

Financial Structure, Policies & Processes Includes information to help the reader understand the processes, policies and procedures that guide the decisions of this locality. It includes:

- County Wide Organizational Charts – an illustration of the oversight of County operations, by function and by department;
- Fund Types – a matrix detailing the different types of funds utilized by the County, and a general guide to appropriation;
- Financial controls and policies – a summary of the financial policies adopted by the Board of Supervisors; and

- Budget & Planning Processes – a discussion about the budget process and a matrix showing how the processes the County uses interconnect to guide decisions and to plan for the future.

Financial Summaries Includes several levels of financial summaries to help the reader understand the expenditure, revenue, and fund balance projections included in this budget. It includes:

- Various Graphs and Charts – a visual explanation of the sources and uses of funds;
- Budget Summary by Fund – a chart detailing FY 2016 revenues by type and FY 2016 expenditures by function and category for each fund;
- Individual Fund Summaries – a collection of charts that detail historical and projected revenues by type and expenditures by function and category for each fund;
- Revenue Summaries – A description and display of major revenue sources and explanation of the underlying assumptions used for projecting FY 2016 revenue; and
- Financial Forecast – A five year projection of revenues and expenditures for the County's major funds (General Fund, Transportation and Utilities).

Capital and Debt Includes information related to planned capital projects expenditures and associated debt service obligations of the County. It includes:

- Capital Improvement Plan – charts and narratives that detail the County's five year capital project needs; and
- Debt Service – an explanation of the annual debt service obligations of the County.

Function/Department Budgets Includes function and department level data to help the reader understand the purpose of each County department/office and the costs associated with the work of departments/offices. It includes:

- Personnel Summary – a chart showing historical and approved positions;
- Net Tax Supported Expenditures – a chart showing the tax supported expenditures for each County department/office;
- Regional Agency Funding – a chart showing the level of funding provided by Spotsylvania County for regional agencies;
- Function Narratives – includes challenges and opportunities; accomplishments; goals and objectives; and performance measures for each function;
- Department/Office Summaries – charts, tables and narratives explaining the purpose and the historical and projected funding for each County department/office; and
- Staffing – table listing number of positions, by position title, for each department/office.

Appendix Includes the various budget and tax rate resolutions approved by the Board of Supervisors upon adoption of the FY 2016 Budget and a glossary of terms and acronyms.

Budget Message – April 15, 2015

Dear Spotsylvania County Citizens:

On behalf of the Spotsylvania County Board of Supervisors, I am pleased to present Spotsylvania's FY 2016 Budget which includes the FY 2016 – FY 2020 Capital Improvement Plan. This budget maintains the balance of services provided to the citizens of this County, particularly in the defined priority areas of education, public safety, and transportation, and does so with continued commitment to well-balanced financial planning.

In the years since the 2008-2009 recession, the County has been forced to make cuts in budgets and in certain staffing areas in order to move ahead without inordinately burdening taxpayers. As our local economy continues to improve, we are beginning to increase investments in our community and in our employees to strengthen the levels of service provided in Spotsylvania. We are able to make these added investments while maintaining among the lowest real property tax rates along the I-95 corridor in Virginia and while reducing the tax rate paid on personal property.

The FY 2016 Adopted Budget

The FY 2016 Adopted Budget totals $467.9 million – an increase of $17.0 million (3.8%) compared to the FY 2015 Adopted Budget. When capital projects funds are excluded, the FY 2016 Adopted Budget is an $8.7 million (2.1%) increase over the FY 2015 Budget.

	FY 2015 Adopted	FY 2016 Adopted	Difference $	Difference %
General Fund	$111,763,541	$117,772,697	$6,009,156	5.4%
Economic Dev. Opportunities Fund	566,960	575,338	8,378	1.5%
Code Compliance Fund	3,628,569	3,609,108	-19,461	-0.5%
Transportation Fund	7,840,074	8,245,616	405,542	5.2%
School Operating	255,216,671	257,986,538	2,769,867	1.1%
School Food Service	9,530,213	9,271,699	-258,514	-2.7%
Utilities	31,680,488	31,450,120	-230,368	-0.7%
Subtotal Operating Expenditures	**$420,226,516**	**$428,911,116**	**$8,684,600**	**2.1%**
Capital Projects Fund	$9,779,121	$11,672,978	$1,893,857	19.4%
School Capital Projects	7,739,145	18,629,525	10,890,380	140.7%
Utilities Capital Projects	13,175,769	8,712,500	-4,463,269	-33.9%
Subtotal Capital Expenditures	**$30,694,035**	**$39,015,003**	**$8,320,968**	**27.1%**
Total Budget	**$450,920,551**	**$467,926,119**	**$17,005,568**	**3.8%**

Budget Highlights

Highlights in the FY 2016 Adopted Budget include:

- The calendar year 2015 real property tax rate remains at $0.86 while the personal property tax rate for automobiles, campers, motor homes, motorcycles, pickups, and trucks is decreased by five cents to $6.73 per $100 based on 50% of assessed value.

- Additionally, the calendar year 2015 personal property tax rate for boats and boat trailers has been approved at $6.25; a decrease of $0.53.

- One Captain, two Lieutenants, and 12 Firefighter/Medic positions are funded starting in February 2016 to staff the new Company 11 Fire/Rescue station which is anticipated to open prior to the close of FY 2016. Certain equipment including a new ambulance is also budgeted for the new station.

- Funding for career development of Firefighter Specialists positions continues in FY 2016 in an effort to reduce turnover. A reserve is also funded to establish pay parity for FREMS staff – initially for Firefighters and Medics only – contingent on a review of knowledge, skills and abilities criteria.

- Additional overtime is included in the Fire/Rescue budget to allow for coverage by career staff in areas where volunteers no longer are able to provide coverage and to fund training of the Water Rescue and Technical Rescue teams.

- Funding is included for the previously unfunded Radio Network Engineer to ensure adequate support is in place for the new public safety radio system that is currently being implemented.

- In total, regional agencies with whom the County partners to provide primarily social services type functions will receive 4.6% above the amount budgeted for FY 2015.

- Other partners such as the regional jail, juvenile detention center, regional library, and FRED bus service will receive a total overall increase of nearly $200,000 (1.9%).

- Funding for a $500,000 one-time merit-based bonus and a 2% on-going merit-based pay increase is budgeted for those employees having satisfactory or better performance and a hire date on or before July 31, 2014. Employees who meet the performance criteria and have a date of hire between August 1, 2014 and April 30, 2015 will receive a prorated merit and bonus.

- Funding in budgeted for the additional 1% pay increase for all full-time employees hired prior to July 1, 2012 to help offset the State-mandated additional 1% contribution those employees must pay effective July 1, 2015. FY 2016 will be the fourth year of this five year phase-in period for this mandate.

- Overall the School Operating Fund is expected to increase by $2.8 million, including a slight ($17,408) increase in the local transfer. The Schools' budget includes a 3% cost of living adjustment for staff.

In addition to these new operating costs included in the County's FY 2016 Budget, the following significant capital projects are also included; some of which are funded by a one-time $2.5 million transfer of cash from the General Fund to the Capital Projects Fund in excess of the fiscal policy guideline level transfer of $7.1 million:

- Renovation of the Judicial Center and former Sheriff's Office buildings. The majority of the FY 2016 costs associated with these projects is to be financed through general obligation bonds approved in the 2005 public safety and general government bond referendum question by 60.5% of Spotsylvania voters.

- $2.9 million of the estimated $5.2 million cost of replacing the Computer Aided Dispatch (CAD) system for routing responders to Fire/Rescue and Sheriff's Office calls.

- $314,000 to replace 31 voting machines in response to a State law requiring all localities to replace direct-recording electronic voting machines and any other non-qualifying voting equipment with equipment approved by the State Board of Elections.

- $3 million in capital costs associated with replacement trucks and equipment associated with landfill and convenience site operations, as well as for improvements at the landfill and to the Marshall Park Convenience Center.

- $2.7 million will be used to replace fire trucks and ambulances.

- $10.3 million in funding to begin various transportation improvements such as improvements at Exit 126; widening of Harrison Road from Old Plank to Gordon; resurfacing Grand Brooks Road; intersection improvements at Thornton Rolling/Rt. 17 and Rt. 3/Elys Ford; and corridor studies along routes 1, 2, 17 and 208. Bond issuance authority remains on the 2005 transportation bond referendum question approved by 61.2% of Spotsylvania voters to allow for general obligation bond financing of these projects.

- A total of $9.9 million is approved for school bus and school technology replacements and upgrades. Additionally, $8.7 million is planned for major capital maintenance on various schools.

- $8.7 million is planned for expenditure on improvements to the water and sewer system. These costs are fully funded by the users of the system and not through general tax revenue.

Of utmost importance is the fact that key factors to maintaining high-grade bond ratings are continued in this budget. All fiscal policies are maintained, including a Fiscal Stability Reserve at 10% ($38.5 million) of operating revenues; an operating budget contingency equal to 0.5% (roughly $577,000) of the General Fund; and multi-year forecasts for our major funds. The unassigned fund balance in excess of the 10% Fiscal Stability Reserve is estimated at $3.4 million. Each of these funding pools allows for flexibility within the budget should our conservative estimates of revenues and expenditures not come to fruition.

Looking to the Future

As my tenure as County Administrator comes to a close, I look back with humility and pride when considering all the many things this community has accomplished – all the capital projects that have come at a cost, but which have been warranted and successful; the problems that have been solved with extraordinary support and collaboration from the Board, citizens and staff members; and the tireless efforts of staff to keep on keeping on even as workloads continue to accumulate at a pace that exceeds the addition of new staff members to help do the work.

Spotsylvania is a wonderful, resilient, bustling, opportunistic place. There will be many challenges ahead, but there will also be opportunities that arise. I believe the best is yet to come for this community. I look forward to a new season in my life as I retire, and I leave knowing that Spotsylvania is in very capable hands. Mark Taylor is a familiar face in the community and brings a wealth of local government experience, knowledge, honesty and integrity to his role as the new County Administrator.

Certainly this community would not be the incredible place it is without the financial support of the citizens. Likewise, it would not be the place it is without the County and Schools employees who come to work every day with a true desire to make the place they live – the place we all live – the best it can be. It has been my honor and great privilege to serve you with them by my side. I am so proud to call Spotsylvania my home.

Sincerely and with best wishes,

C. Douglas Barnes

C. Douglas Barnes
County Administrator

FY 2016 Budget Strategy

The Budget Strategy provides a discussion about the development of and the underlying assumptions within the FY 2016 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2016 Adopted Budget.

Building the Budget – Revenues

Overall, General Fund revenues other than transfers in and the use of fund balance are projected to increase by $5.4 million (2.3%) when compared to the FY 2015 Adopted Budget. Following are revenue items of notable interest to this budget:

Growth in Assessed Value of Real Property

Preliminary assessed values have been used to estimate the real estate tax revenue that will come to the County in FY 2016. Overall, assessed values of real property are projected to increase by 1.5% over last year's land book records and are projected to increase by 2.0% for calendar year 2016. These increases are attributable to new construction and rezonings. Real estate revenue is expected to increase by $1.8 million in FY 2016.

9.4% Reduction in Values of Existing Vehicles & Adjustments to Base

Each year, County vehicles 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%.

The 2015 NADA update yielded a 9.4% decrease in existing car values. When an assumption is made for new and newer vehicles that are likely to come into the County over the next year, net new assessed value growth is projected at 0.9% and 1.5% for calendar years 2015 and 2016, respectively. Because 2014 values ended higher than projected and 2015 values are on track to be lower than projected, FY 2015 revenue is expected to align with our $35.3 million projection. However, because 2015 values were lower than projected for the FY 2015 Budget, our base for the FY 2016 Budget is lowered, as well. This reduced base coupled with reduced out-year growth projections (1.5% growth vs. last year's assumed 3.0% growth) cause the FY 2016 projection in Personal Property revenue to be approximately $1 million less than projected for FY 2015.

Reductions in Certain Personal Property Rates

General Property: The Board reduced the personal property tax rate by five cents for 2015, setting it at $6.73 per $100. Because Spotsylvania taxes based on 50% of NADA's clean retail value, the effective rate is $3.365 per $100. This reduction in the tax rate is expected to reduce personal property revenue by $300,000 for FY 2016.

Boats & Boat Trailers: Lake Anna is bordered on the north and east by Spotsylvania County and on the south and west by Louisa County. Because of differences in the method of property valuation used by each county on boats and boat trailers, there are differences in tax bills for such property. Previously, Spotsylvania's rate on boats and boat trailers matched the rate on all other types of personal property other than airplanes which has, for all intents and purposes, been reduced to $0. To begin addressing the differences in bills between the two counties bordering the lake, the Board adopted a 2015 rate for boats and boats trailers of $6.25 – 53 cents less than the 2014 rate. The reduction in the rate is expected to reduce personal property revenue by $100,000 in FY 2016.

Changes in Other Local Tax Revenues

Meals & Sales Taxes: Receipts from meals and sales taxes continue to increase year over year, adding an estimated $1.1 million to the FY 2016 Budget. Sales tax receipts returned to pre-recession levels last fiscal year and are expected to increase by 3.9% ($647,000) in FY 2016. Somewhat surprisingly, meals tax receipts never declined during the recession and have been increasing by approximately 4% per year for each of the past three years. Meals tax receipts are projected to increase by approximately $495,000 in FY 2016. Since each of these taxes is assessed as a percentage of sales, changes in prices of goods and meals, as well as changes in the volume of sales impact the revenue.

Recordation Taxes: As the local housing market continues rebounding, recordation tax revenue to the County is rebounding, as well. Though nowhere near the FY 2006 pre-recession high of $5.3 million, the $2.2 million recordation revenue estimate for FY 2016 is in line with FY 2014 actual receipts as well as those currently projected for FY 2015. Because the FY 2015 revenue is expected to be lower than originally budgeted, FY 2016 revenue is budgeted at $300,000 less than that included in the FY 2015 Adopted Budget. While this $2.2 million projection is not as robust as we would like, it is $300,000 greater than the two lowest years of collection following the recession. Improving conditions in the local market may also help with the recordation revenue the County receives from the State as the $10 million quarterly allocation is based upon the percentage that each locality's collections are of statewide collections during that quarter.

Changes in Certain Other Revenues

Animal Shelter Fees: The budget for animal shelter fee revenue is increasing by $105,000 as a result of animal control in the City of Fredericksburg now being provided by the County. The City will pay the County $25,000 per quarter for this service. This arrangement was begun during the course of FY 2015.

Refuse Disposal Fees: Reductions made in previous fiscal years to the fees collected for commercial disposal of Spotsylvania-generated refuse at the landfill have increased commercial use of the landfill, leading to significant increases in refuse disposal revenue for the past several years. What was $156,000 in revenue in FY 2012 grew to $1.5 million by FY 2014. The FY 2016 Budget includes $1.9 million in refuse disposal fee revenue – an increase of $700,000.

Water/Sewer Administrative Fee – As a self-supporting entity, the Utilities Operating Fund reimburses the General Fund for direct services provided by General Fund departments such as Finance, the Treasurer's Office, and Information Services for Utilities billing, collections, and technology services. The FY 2016 Budget projection is increased by nearly $216,000 to $1.65 million.

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 2016, we apply typical reimbursement rates to projected expenditures and arrive at an increased level of reimbursement revenue, as well. In FY 2016, with expenditures expected to increase by $1.3 million based on prior-year service levels, reimbursement revenue for Social Services and CSA programs is expected to increase by $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 $196,000, the majority of which is commensurate with the State's share of General Assembly-approved 2% salary increases to be effective September 1, 2015, contingent upon FY 2015 revenues meeting certain thresholds at the State level.

SAFER Grant Funding: Subsequent to adoption of the FY 2015 Budget, the County was awarded a two-year SAFER grant for nine firefighter/medic positions. The FY 2016 Budget includes approximately $614,000 in revenue for the second-year commitment of grant funding for these positions.

Transfers from Other Funds

Overall, transfers to the General Fund increase by approximately $586,000 resulting mainly from the following:

- Community Development fees are increased to recover 100% instead of 80% of the costs associated with the services for which the fees are paid. This change is expected to increase Community Development fees by $200,000, allowing a transfer to the General Fund to reimburse a small portion of the funds the General Fund has provided to balance the Code Compliance Fund in recent years.

- Certain staff positions provide services to multiple funds. For instance, a position charged to Utilities may actually spend part of his time working on Utilities-related work and another part of his time on Solid Waste work. As such, we have to appropriately account for the work in two different funds. An adjustment was made to modify certain employee splits for FY 2016 based on work being performed. Consequently, transfers in to the General Fund from the Code Compliance Fund and the Utilities Operating Fund are increased by approximately $200,000 and $145,000, respectively.

Use of the Fund Balance

The County's fiscal policy guidelines call for a reserved General Fund balance equal to at least 10% of the operating revenue of governmental funds. This reserved fund balance is known as the Fiscal Stability Reserve, which may be used from time to time to meet unexpected revenue shortfalls or financial emergencies. By policy, appropriations from the Fiscal Stability Reserve require Board approval and must be accompanied by a plan to replenish the reserve to the 10% minimum level. The County's financial advisors have advised that the Fiscal Stability Reserve policy is the single most important financial policy to preserve to maintain strong credit ratings.

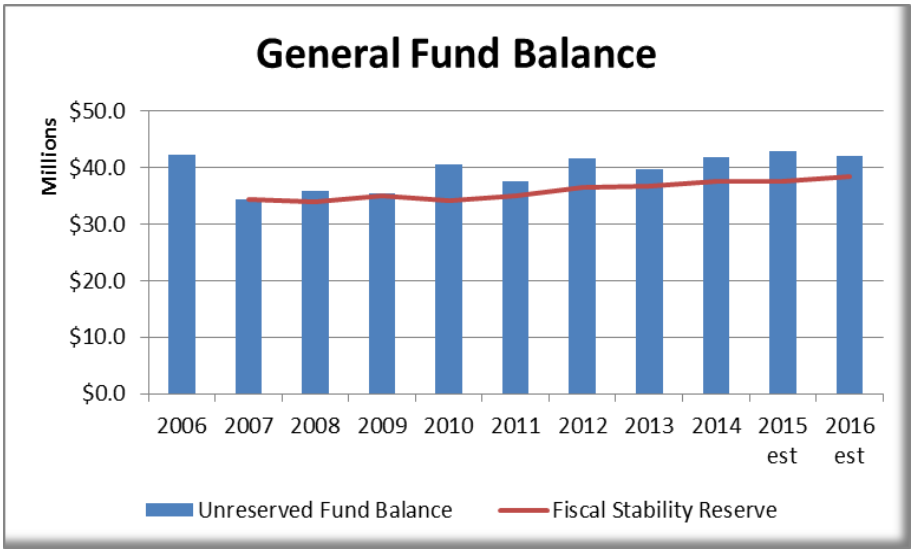
At the end of FY 2015, the fund balance is expected to exceed the required 10% Fiscal Stability Reserve guideline by $6.7 million, $3.2 million of which will be needed to fund non-recurring expenditures in FY 2016.

The fund balance is a one-time source of revenue – once the fund balance or any portion of the fund balance is used, it is gone. It is not a recurring source of revenue such as annual real and personal property tax payments. As such, use of the fund balance should be limited to one-time, non-recurring expenditures. Using one-time excess fund balance revenue to fund on-going expenditures would automatically create a hole in the subsequent year's budget.

To avoid financing the FY 2016 costs of replacement voting machines, and portions of the cost of CAD system and fire equipment replacements, the Adopted Budget includes a $2.5 million transfer of the General Fund balance to the Capital Projects Fund. A complete list of uses of the fund balance is shown in the table on the following page:

FY 2016 Use of General Fund Balance	
Transfer to Capital Projects Fund for voting machines, CAD system, and fire equipment	$2,500,000
Pay-for-performance bonuses	500,000
Information Services – software purchases	100,000
Refuse Collection & Disposal – equipment including items for stormwater regulations compliance	81,500
Fire/Rescue – Company 11 turn-out gear and fitness equipment	58,895
Capital contribution to Empowerhouse regional agency	51,000
Parks & Recreation – mowing, snow removal, and field maintenance equipment	37,763
Fire/Rescue – equipment to include thermal imaging camera, carbon monoxide detectors, and gas detectors	33,402
Sheriff's Office – replacement headsets and radios, and repairs to classroom and storage trailer at shooting range	9,500
Sheriff's Office – replacement courtroom equipment	4,300
Social Services – replacement visitation room furniture	3,248
Animal Control – vests	1,600
Court Services Unit – replacement office furniture	1,200
Revenue in excess of expenditures	(160,175)
Total	**$3,222,233**

The graph below shows the historic overall General Fund balance relative to the 10% Fiscal Stability Reserve policy level. The Fiscal Stability Reserve policy became effective in FY 2007. Therefore, there is no data showing for the variable prior to FY 2007.



"The County maintains very strong finances, including its very strong general fund reserves, despite some revenue declines in economically sensitive revenue streams."

STANDARD & POOR'S

A narrative on revenues for all funds begins on page 95.

	$ in millions
FY 2015 Adopted Budget – Revenue (General Fund)	**$238.3**

Changes in General Estimates	
Real Property Tax	$1.8
Social Services & CSA Payments from State	1.0
Refuse Disposal Fees	0.7
Local Sales Tax	0.6
SAFER Grant	0.6
Meals Tax	0.5
Delinquent Property Tax & Interest	0.5
Public Service Corporation	0.3
Water/Sewer Administration Fees	0.2
Compensation Board Payments from State	0.2
Transient Occupancy Tax	0.1
Animal Shelter Fees	0.1
Plat Filing Fees	0.1
Interest Earnings	0.1
Consumer Utility Tax	0.1
Communication Sales Tax	(0.1)
Recordation Tax	(0.3)
Personal Property Tax	(1.4)
Miscellaneous	0.3
Subtotal Changes	$5.4
Changes in Transfers	
Transfer from Code Compliance Fund	$0.4
Transfer from Utilities Operating Fund	0.2
Subtotal Changes	$0.6
Change in Use of Fund Balance	$0.9

	$ in millions
FY 2016 Adopted Budget – Revenue (General Fund)	**$245.2**

Building the Budget – Expenditures

Constraints, Commitments and Opportunities

In addition to maintaining many of the budget reductions made during previous years, the FY 2016 Adopted Budget was developed within additional budget constraints and responsive to certain commitments the County has to its citizens, employees, and bondholders.

Constraints – The price of certain normal costs of doing business is expected to increase by $2.9 million in FY 2016.

- The full-year cost in FY 2016 of items funded for only part of the year in FY 2015 adds $192,000 to the base budget. These items include the health insurance increase that became effective in October 2014 as well as the heavy mechanic/welder, eligibility workers, and maintenance workers with approved Board funding at mid-year in FY 2015.

- Changes to the VRS plan began in FY 2013 when the General Assembly required VRS-eligible employees, whose employers had previously paid all or part of the 5% contribution on their behalf, to begin paying the employee contribution. Employers had the option to phase in the change at a minimum level of 1% for each year through FY 2017, but were required to provide employees with an offsetting salary increase in the same year. FY 2016 will be the fourth year of the five-year, 1%-per-year phase-in period. Additionally, the General Assembly requires that all employees hired or re-employed on or after July 1, 2012 pay the entire 5% member contribution with no phase-in option. In FY 2016:

    - Employees hired July 1, 2012 or later pay 5% and the County pays 10.58%. Employees hired before July 1, 2012 will pay 4% and the County will pay 11.58%.

    - Employees hired before July 1, 2012, will receive a 1% salary increase, effective July 1, 2015, to offset the additional 1% VRS contribution they will pay beginning July 1st. The 1% salary increase will result in a net loss to the employee and the County, as both will be paying taxes on the increased salary. The County's share of that cost is estimated at $100,000.

- Given our claims history and insurance reserve balances, health insurance rates are expected to remain constant in FY 2016. There is no overall change in costs, and there is no change in the employer/employee split of premium costs for the plan year beginning October 1, 2015.

- The cost of other benefits is expected to increase by $187,000 including workers compensation and unemployment insurance premiums.

- When budget deliberations began for this budget, projected expenditures exceeded projected revenues by $3.8 million. Following are the areas where modifications were made by the County Administrator to permit submission of a balanced budget to the Supervisors. Savings are indicated in parentheses at the end of each item.

  - Reduced the number of firefighter/medic positions at Co. 11 from 15 to 12 ($95,000);

  - Budgeted to hire Co. 11 positions in February 2016 instead of in November 2015 ($288,000);

  - Departments were asked to make permanent 3% cuts to their budgets without impacting filled positions in an effort to close budget shortfalls and attempt an ongoing pay increase. Every department made an effort, but not every department was able to do this, as some County departments' budgets consist primarily of salaries and benefits for staff. Reductions in positions were accepted for two departments. One position has an impending retirement and the other is currently unfilled ($1,241,000)[1];

  - Funded one-time purchase of replacement furniture and equipment with use of the General Fund balance ($331,000);

  - Made adjustments to current and planned capital projects to gain debt service savings ($1,234,000)[2];

  The 3% departmental cuts when combined with other adjustments to the base budget for expenditures such as maintenance service contracts; mileage, lodging and education costs; auto repairs; auto and liability insurance; utilities and fuel nets a base budget decrease of approximately $900,000.

- The budget for CSA expenditures is increased by $1.0 million based on historic costs of services provided by that program. Additionally, the budget for Social Services programs is increased by approximately $300,000, primarily for foster care and adoption programs. We anticipate an increase in State revenue of $1.0 million to help offset these increased costs.

- Technology continues to be a key factor in providing local government services – some of which occur 24 hours a day/seven days a week. As such, the Information Services budget includes increased funding of $532,000.

- This budget also includes a one-time transfer to the Capital Projects Fund of $313,905 for replacement of 31 digital scan voting machines. State law requires all localities to replace direct-recording electronic voting machines and any other non-qualifying voting equipment with equipment approved by the State Board of Elections in time for the November 2015 election.

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[1] See the appendix to the Budget Strategy for additional information on departmental cuts.

[2] See the appendix to the Budget Strategy for additional information on adjustments made to capital projects.

- The public safety radio system project is expected to be completed at mid-year FY 2016. Therefore, funding for the previously unfunded Radio Network Engineer is included to ensure adequate support is in place for the new system when it becomes operational.

- Nine firefighter/medic positions were added to the FY 2015 Budget during the course of FY 2015 when the County was awarded the SAFER grant for the positions. The full-year cost in FY 2016 of these nine positions adds $616,000 to the budget. It should be noted that FY 2016 is the second and final year of SAFER funding for these position. To retain these positions in FY 2017, the County will need to fund the more than $616,000 cost on its own. Additionally, $64,000 is included for full-year funding of the new Economic Development Project Manager approved during FY 2015.

- $580,000 is added to the budget to staff the new Co. 11 fire/rescue station. Funded are 12 new firefighter/medic positions, one captain, and two lieutenants to be hired in February 2016. Due to cuts necessary to balance this budget, the funded positions are three firefighter/medics short of the number originally requested by the fire chief. The work of the three floater positions not being funded will be made up with staff from other fire stations floating to Co. 11 when necessary. The County plans to apply for a SAFER grant for FY 2016 to fund these three positions as well as six additional firefighter/medic positions. The new Co. 11 positions will be hired in February 2016 to provide time for training prior to the opening of the new station, which is anticipated in late FY 2016. The FY 2017 budget will increase by more than $400,000 when we fund these positions for a full twelve months.

- A net of $232,000 in overtime is added to the FREMS budget to allow for coverage by career staff in areas where the volunteers no longer are able to provide coverage and to fund overtime necessary for training of the Water Rescue and Technical Rescue teams.

- Certain staff positions provide services to multiple funds. For instance, a position charged to Utilities may actually spend part of his time working on Utilities-related work and another part of his time on Solid Waste work. As such, we have to appropriately account for the work in two different funds. An adjustment was made to modify certain employee splits for FY 2016 based on work being performed. Consequently, an increase of nearly $350,000 in personnel expenditures occurs in the FY 2016 Budget and is offset by transfers from other funds.

Commitments and Opportunities – In addition to the increases experienced in typical operating costs, regional and County-wide commitments are also impacting the FY 2015 Adopted Budget.

- All fiscal policy guidelines are maintained as part of the FY 2016 Adopted Budget.

- A 2% merit increase and 1% bonus will be paid to all regular full-time and regular part-time County employees having satisfactory or better performance and a hire date on or before July 31, 2014. Employees who meet the performance criteria and have a date of hire between August 1, 2014 and April 30, 2015 will receive a prorated merit increase and bonus based on their length of service as a regular full-time or part-time employee. All regular

full-time and part-time employees hired on or after May 1, 2015 are ineligible to receive a merit increase and bonus. The bonus will be calculated based on the annual salary after the merit increase has been applied. The bonus for regular part-time employees will be calculated based on a 0.50 FTE. $500,000 in one-time funding is budgeted for the 1% bonus while $1.1 million in on-going funding is added for the 2% merit increases.

- $85,000 is added for three new part-time positions to manage increased tonnage at the landfill and to support the leaf/green waste program being implemented at the landfill.

- The County will continue its partnerships with regional agencies in FY 2016.

  - Contributions to the jail and juvenile detention center are estimated to increase by approximately $185,000. While this increase is partly related to increases in operating and debt service costs at these facilities, it is also due to an increase in Spotsylvania's usage of each facility.

  - Other regional agencies receiving additional funding for FY 2016 are the American Red Cross ($2,000), Empowerhouse ($30,081), Germanna Community College ($125), Micah Ministries ($6,200), Rappahannock Area Youth Services & Group Home ($45,683), Safe Harbor ($1,000), Spotsylvania Emergency Concerns Association ($1,500), Thurman Brisben Center ($14,925), Rappahannock Regional Library ($18,058), and the John J. Wright Educational & Cultural Museum ($2,000). Funding for certain other agencies were reduced with the net addition to regional agencies other than the jail and juvenile center totaling nearly $97,000.

- $168,550 for pay parity for Firefighters and Medics only, pending Human Resources review of the knowledge, skills and abilities (KSAs) and determination as to whether a salary increase is warranted.

- The County partnered with the City of Fredericksburg to assume animal control duties for the City. Two part-time Animal Control Officers were converted to full-time to address the additional workload. Funding for this increased cost, along with increases in fuel, insurance, auto repairs, etc., will be covered with the City's annual payment of $100,000 to the County.

- $9.3 million in general projects are recommended to be financed this coming summer. $7.5 million will go toward renovation of the Judicial Center while $1.0 million is allocated to renovation of the former Sheriff's Office. $0.2 million will be allocated to design of a new animal shelter, $0.3 will fund a portion of the CAD system replacement, and $0.3 million will be used for replacement of fire trucks. The debt service associated with these financed projects adds approximately $418,000 to the General Fund budget net of savings on existing debt service.

Other Adjustments

A net of 15 new full-time positions – primarily for public safety purposes – is added to the FY 2016 Adopted Budget, as shown on the following page. In addition to the General Fund positions shown, a 0.50 part-time Heavy Equipment Operator was added to the Utilities Operating Fund to allow full capacity utilization of the composting facility. In the Capital Projects Fund, a 1.0 full-time Capital Projects Engineer was removed and a 1.0 full-time Administrative Assistant was added.

A Net of 15 New Full-Time Positions for All Funds:

- Conversion of a part-time Assistant Commonwealth's Attorney position to a full-time position removes a 0.5 part-time FTE and adds a 1.0 full-time FTE;
- 15 full-time positions are added to staff new fire/rescue station Company 11. These positions include a Captain, 2 Lieutenants, and 12 Firefighter/Medics;
- Elimination of a 1.0 FTE for the retiring Custodial Supervisor position in Public Works;

In addition to the positions outlined above, there was a net increase of 0.67 part-time, General Fund FTEs as shown below.

A Net increase of 0.67 FTE Part-Time General Fund Positions:

- Elimination of a part-time, 0.63 FTE Account Clerk I position in the Finance Office;
- Conversion of a part-time Assistant Commonwealth's Attorney position to a full-time position removes a 0.5 part-time FTE and adds a 1.0 full-time FTE;
- Funding for a part-time, 0.60 FTE Solid Waste Equipment Operator for the leaf/green waste recycling program;
- Funding for two part-time Solid Equipment Operators totaling 1.20 FTEs to handle increased tonnage at the landfill and increased latex paint collection.

Transfers to Other Funds

Schools –The FY 2015 budget includes a transfer to the Schools of $116.4 million - $17,408 more than the transfer in place in FY 2015. In sum, this transfer pays 100% of the Schools' $23.2 million FY 2016 debt service and funds $41.9 million more than the minimum transfer legally required by the State to meet Standards of Quality (SOQs). Overall, the School Operating Fund is expected to increase by $2.8 million including a 3% cost of living adjustment for staff.

Capital Projects Fund – Consistent with fiscal policy guidelines, a transfer from the General Fund to the Capital Projects Fund is budgeted at $7.1 million. Fiscal policies state that the County's goal of budgeting pay-as-you-go (cash) funding for capital projects will be equal to 5% of General Fund revenue (excluding other obligated transfers). To meet this goal, 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. In FY 2016, the transfer is budgeted at 3.00% of General Fund revenues. Additionally, a one-time transfer of $2.5 million is transferred from the General Fund balance to the Capital Projects Fund for to fund replacement voting machines, a portion of the CAD system replacement, and a portion of the replacement fire equipment. Using the fund balance for this purpose allows us to reduce the amount of funding to be borrowed this coming summer, thereby reducing the amount of new debt service included in the FY 2016 Budget and in future years and avoiding an estimated $335,000 in total interest costs. Overall, the transfer to the Capital Projects Fund increases by $1.2 million for FY 2016.

Code Compliance Fund – The cost of core and basic services for the Building and Zoning offices are funded by a transfer from the General Fund to the Code Compliance Fund annually. In recent past years, because permit fee revenue was insufficient to fully cover costs other than core and basic, the transfer from the General Fund had to be increased to balance the Code Compliance Fund. For the first time since FY 2010, permit fee revenue estimated in the Adopted Budget is sufficient to cover all Code Compliance expenditures beyond the core and basic services funded by the General Fund. In fact, in FY 2016, the Code Compliance Fund will transfer $200,000 back to the General Fund to begin repaying the General Fund for prior year balancing transfers. The transfer to the Code Compliance Fund is reduced by nearly $180,000 in FY 2016.

Economic Development Opportunities (EDO) Fund – $274,000 is transferred from the General Fund to the EDO fund for the costs of previously approved incentives. In addition, $107,497 for the Fredericksburg Regional Alliance and $3,000 for the Towne Center Light Show is transferred to the EDO Fund. Overall, the transfer to the EDO Fund decreases by $206,600 for FY 2016. This is primarily due to the removal of a transfer of $190,000 in FY 2015 that equated to approximately 25% of the Machinery & Tools tax revenue.

	$ in millions
FY 2015 Adopted Budget – Expenditures (General Fund)	**$238.3**
Mandated services[1] (40.9%)	$97.4
Commitments[2] (35.8%)	$85.3
Other services (23.3%)	$55.6
	$238.3

Changes in Constraints	
Full year funding for positions hired mid-year FY 2015	$0.2
VRS & other benefit increases	$0.2
Increased funding for technology services	$0.5
DSS & CSA Services	$1.3
Co. 11 staff, full year funding for 9 FF/Medics hired during FY 2015 & OT	$1.4
Radio Network Engineer for new public safety radio system & ED proj. mgr.	$0.2
Correction of employee splits among various funds	$0.3
Voting machine replacements	$0.3
Other changes in base budget resulting primarily from 3% dept. cuts	($0.8)
Subtotal Changes	$3.7
Changes in Commitments	
2% merit/1% bonus effective July 1, 2015	$1.6
Regional Jail, Juvenile Detention & other regional agencies	$0.3
Funding of 3 new PT landfill support positions & conversion of An. Cntrl to FT	$0.1
FREMS pay parity reserve	$0.2
Net Increase in Debt Service	$0.4
Subtotal Changes	$2.6
Changes in Transfers	
Transfer to Capital Projects net of voting machines noted above	$0.9
Transfer to Code Compliance	($0.2)
Transfer to Economic Development Opportunities Fund	($0.2)
Subtotal Changes	$0.5

	$ in millions
FY 2016 Adopted Budget – Expenditures (General Fund)	**$245.2**

[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.

Appendix

Department Cuts

Departments were asked to make permanent 3% cuts to their budgets without impacting filled positions in an effort to close budget shortfalls and attempt an ongoing pay increase. Every department made an effort, but not every department was able to do this, as some County departments' budgets consist primarily of salaries and benefits for staff. Two departments offered and I accepted reductions in positions. One position has an impending retirement and the other is currently unfilled.

Board of Supervisors	$2,000
County Administration	$2,000
Human Resources	$21,512
Independent Auditor	$17,893
Commissioner of Revenue	$18,177
Assessment	$17,926
Treasurer	$15,000
Finance & Procurement	$18,845
Information Services	$171,611
General District Court	$1,500
Juvenile & Domestic Relations Court	$1,379
Victim/Witness	$1,000
Sheriff – Courts	$7,700
Sheriff – Law Enforcement	$483,200
Sheriff – Communications	$27,046
Sheriff – Animal Control	$25,900
Fire/Rescue	$89,442
Court Services Unit	$6,970
Regional Agencies (RASCB)	$45,765
Facilities Management	$96,997
Social Services/CSA	$18,759
Parks & Recreation	$92,049
Planning	$3,071
Economic Dev./Tourism/Visitor Center	$52,510
Extension Office	$2,355
Total	$1,240,606

Capital Projects Adjustments

Following are the adjustments made to current and planned capital projects to gain debt service savings and balance the FY 2016 Adopted Budget:

- Transfer $2.5 million of the General Fund balance to the Capital Projects Fund to cash fund the CAD system and a portion of the fire trucks being replaced;
- Make use of existing fire equipment during the three months of FY 2016 that Co. 11 is to be operating in FY 2016. Shift purchase of a new pumper for Co. 11 to FY 2017;
- Shift Fire Training Center funding from FY 2016 to FY 2017;
- Use savings in existing technology projects to reduce the borrowing planned for renovation of the Judicial Center;
- Assume $1 million of the FY 2015 fire equipment reserve project is available and used in FY 2016 to reduce the borrowing planned for replacement fire equipment;
- Shift landfill development project out by one year;
- Assume existing funds for Sheriff's Office dog kennel project to be used to reduce borrowing for animal shelter;
- Remove Merchants Square renovations from CIP and assumed existing $321,000 budgeted for that project is transferred to the Judicial Center project to reduce the borrowing planned for the Judicial Center;
- Remove public safety intersection signal triggers from the CIP;
- Shift the Facility Asset Management project by one year such that $0 in new funding is added in FY 2016;
- Shift the Parks & Recreation system upgrade and the State Income Tax system replacement to FY 2017;
- Remove UPS system costs from FY 2016;
- Assume the State pays for voting machines to be replaced;
- Shift Solid Waste truck replacement to FY 2017; and
- Reduce the Fiber Network project by $30,000 and computer replacements by $103,000.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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FY 2016 Adopted Budget at a Glance

Budget Focus

- Maintain priority services – education, public safety, transportation
- Maintain all fiscal policy guidelines
- Fund commitments (jail, juvenile center, regional agencies, existing debt service, Social Services/CSA)
- Funding to staff the new Fire/Rescue station in Lee's Hill (Co 11)
- Full year funding of ongoing items funded for only a portion of FY 2015

Budget Highlights

Schools –

- The local transfer to the School Operating Fund is increased by $17,408. The Schools' budget includes a 3% cost of living adjustment for staff.

Public Safety –

- One Captain, two Lieutenants and twelve Firefighter/Medics are funded starting in February 2016 to staff the new Co 11 Fire/Rescue station which is anticipated to open prior to the close of FY 2016.
- Increase in FREMS overtime to allow for coverage by career staff in areas where the volunteers no longer are able to provide coverage and to fund overtime necessary for training of the Water Rescue and Technical Rescue teams.
- A reserve was funded to establish pay parity for FREMS staff – initially for Firefighters and Medics only – contingent on knowledge, skills and abilities (KSA) review.
- Funding for the previously unfunded Radio Network Engineer to ensure we have adequate support in place for the new public safety radio system.
- $2.5 million of the estimated $5.2 million cost of replacing the CAD system is included for cash funding with an additional $0.3 million to be financed in Summer 2015.

Transportation –

- VRE revenue allows suspension of transfer of decal and set-aside revenue for the sixth year.
- Intersection improvements and improvements to exits 118 and 126 along with several other surfacing, widening and intersection projects are included in the CIP.

Tax Rates/Fees –

- Real Property tax rate remains at $0.86.
- Personal Property tax rate for automobiles, campers, motor homes, motorcycles, pickups, and trucks approved at $6.73; a decrease of $0.05.
- Personal Property tax rate for boats and boat trailers approved at $6.25; a decrease of $0.53.

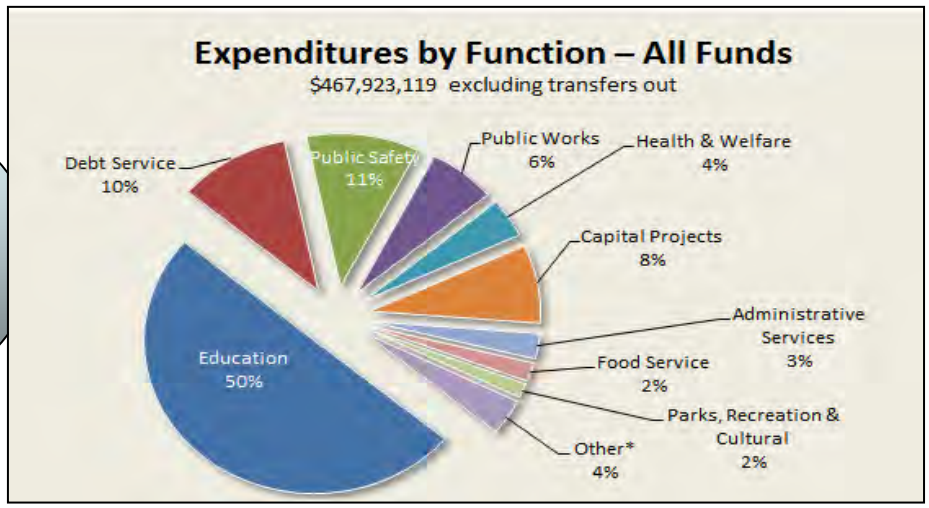
Staff –

- Additional 1% pay increase to help offset the additional 1% VRS contribution employees must pay.
- A one-time 1% merit-based bonus and a 2% on-going merit-based pay increase is budgeted for those employees having satisfactory or better performance.
- Net of 15 new full-time positions added for public safety.

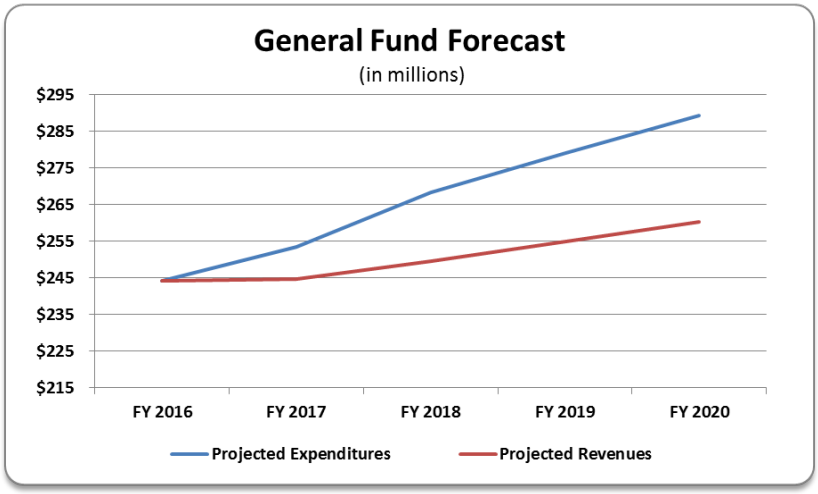
	FY 2015 Adopted	FY 2016 Adopted	Difference $	Difference %
General Fund	$111,763,541	$117,772,697	$6,009,156	5.4%
Economic Dev. Opportunities Fund	566,960	575,338	8,378	1.5%
Code Compliance Fund	3,628,569	3,609,108	(19,461)	(0.5%)
Transportation Fund	7,840,074	8,245,616	405,542	5.2%
School Operating	255,216,671	257,986,538	2,769,867	1.1%
School Food Service	9,530,213	9,271,699	(258,514)	(2.7%)
Utilities	31,680,488	31,450,120	(230,368)	(0.7%)
Sub-Total Operating Expenditures	**$420,226,516**	**$428,911,116**	**$8,684,600**	**2.1%**
Capital Projects Fund	$9,779,121	$11,672,978	1,893,857	19.4%
School Capital Projects	7,739,145	18,629,525	10,890,380	140.7%
Utilities Capital Projects	13,175,769	8,712,500	($4,463,269)	(33.9%)
Sub-Total Capital Expenditures	**$30,694,035**	**$39,015,003**	**$8,320,968**	**27.1%**
Total Budget	**$450,920,551**	**$467,926,119**	**$17,005,568**	**3.8%**

Personnel
Full Time Equivalent (FTE)

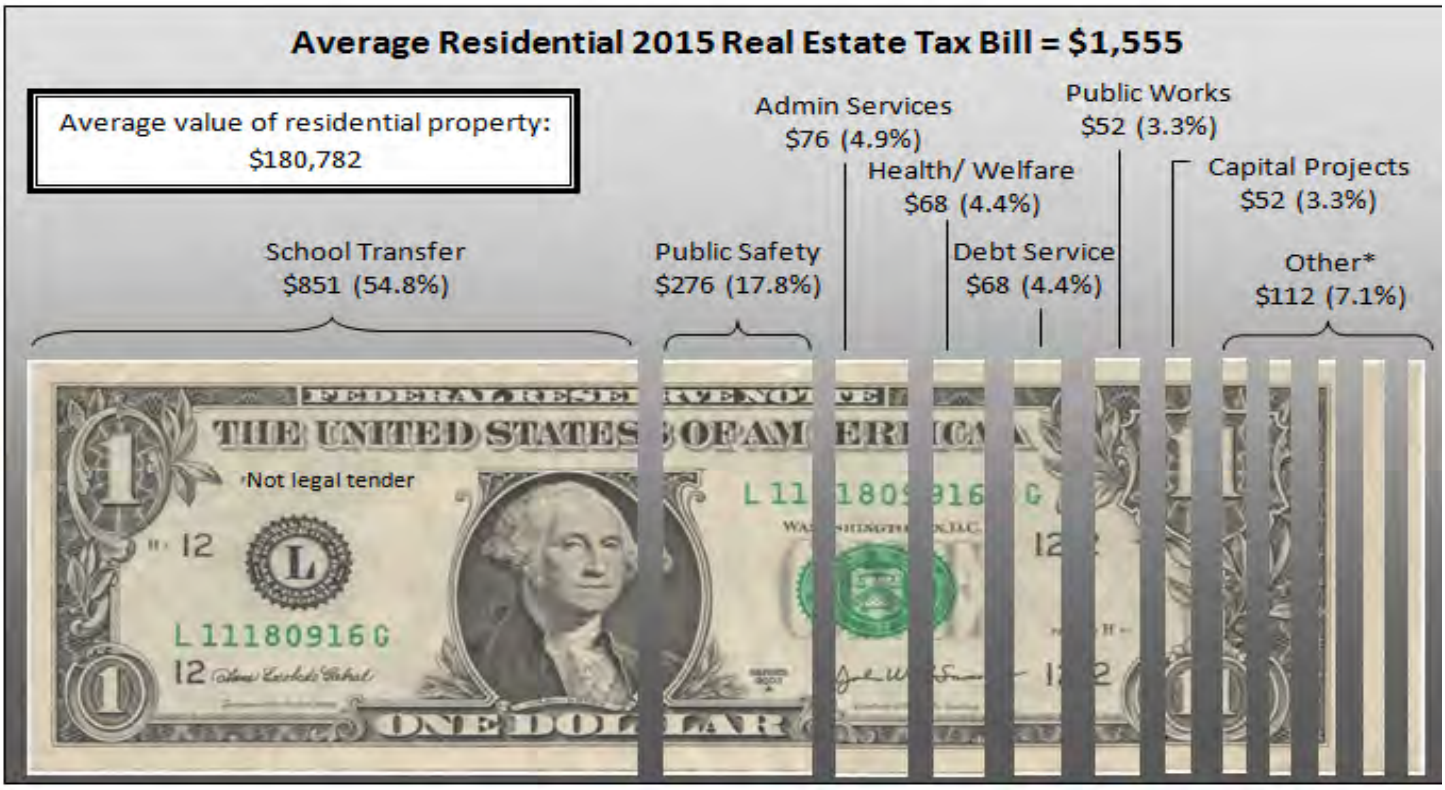
	FY 2015	FY 2016
County	983.91	1,000.08
Schools	3,018.47	3,079.10
Total	**4,002.38**	**4,077.18**



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



Breakdown of General Fund Transfer to Schools	2015 Adopted	2016 Adopted
• Required Local Effort	$51,849,984	$51,345,396
• Required Local Match for Opt. Programs	$1,599,490	$1,945,912
• Debt Service	$22,897,604	$23,216,302
• Additional Local Transfer	$40,068,261	$39,916,137
Total Local Transfer	**$116,415,339**	**$116,432,747**



*"Other" includes Capital Projects, Executive Services, Community Development, Judicial Administration and Voter Services

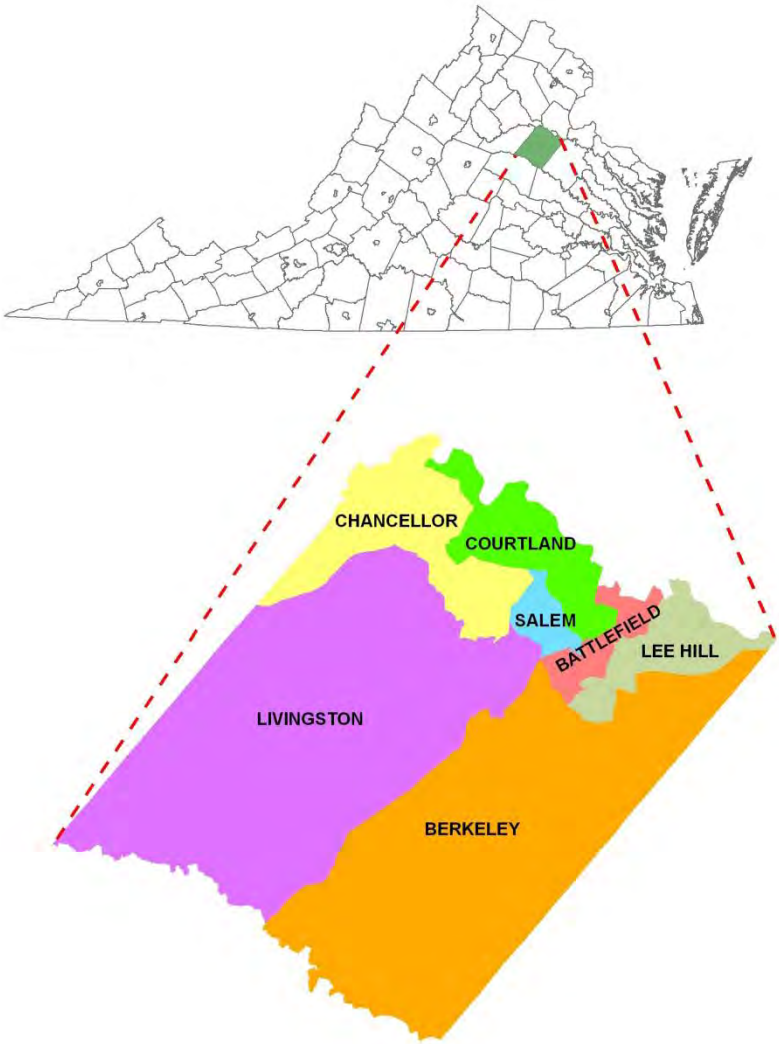
Overview of Spotsylvania County

History In 1721, a vast new county was formed in the young colony of Virginia. Extending far beyond the Blue Ridge Mountains, this frontier outpost was named for Alexander Spotswood, Colonial Governor of Virginia.

Much of Spotsylvania County's early development is attributed to Spotswood's ironworks that he founded in the early 1700's. Spotswood's "Iron Mines Company," a mining and smelting operation, was founded in 1725 at Germanna. This was the first fully equipped iron furnace in the colonies and Spotsylvania County's first industry. Iron was hauled to the Rappahannock River for shipping. A wharf was built at the mouth of Massaponax Creek where ships docked to load wares for colonial ports. Wares from the Iron Mines Company included firebacks, pots, pans and kettles. A blast furnace, also founded by Spotswood, was operated in this area from 1730 through 1785. Remnants of the ironworks are still found in the County. Under Spotswood's resourceful leadership, a road network for transporting the iron was laid out and skilled laborers were imported from Germany. At his death in 1740, Spotswood left behind a nearly self-sufficient iron empire that set in motion the rise of America's iron and steel industry. Spotswood's furnace was acquired in 1842 by the United States government who set up a forge and foundries. Here, the government made hundreds of cannons to supply the Mexican War. At that time, it was one of the most important cannon works in the country.

Four major Civil War battles were fought on Spotsylvania soils, including one of the bloodiest of the war, the Battle of Spotsylvania Courthouse in May 1864. Here the armies of Ulysses S. Grant and Robert E. Lee saw one of the most intense clashes in American history: the Union attack on the Confederate-held "Bloody Angle." This battle marked the beginning of the fall of the Confederacy. Also, it was in Spotsylvania County, at Chancellorsville, that Stonewall Jackson fell to the mistaken fire of his own men. The National Park Service maintains more than 4,400 acres of the Civil War battlefields in various locations throughout Spotsylvania County.

Geography Spotsylvania County, consisting of approximately 400 square miles, is located in eastern Virginia, midway between the nation's capital in Washington, D.C and the State capital of Richmond, both of which are about 50 miles distant. Both capital cities are easily accessible by rail and highway. The County is bounded by Caroline County on the east, Louisa and Hanover Counties along the North Anna River on the south, Culpeper and Stafford Counties and the City of Fredericksburg on the north along the Rappahannock and Rapidan rivers, and Orange County on the west. About 65% of the County is located in Virginia's Piedmont physiographic province and about 35% is in the Coastal Plain. Elevations range from sea level to 540 feet. Drainage is provided by the Rappahannock and Rapidan rivers in the northern and eastern parts and the Mattaponi and North Anna Rivers in the central and southern parts of the County.



Government The Board of Supervisors is the governing body of the County. The Board is comprised of seven members, who are elected for four-year terms. The Board members annually elect a chairman and a vice-chairman for one-year terms. Historically, the terms of all current members expired in the same year. However, beginning with the November 2007 general election, the Board is elected to staggered terms, which resulted in three members being elected at one election cycle and the remaining four members being elected at a subsequent election cycle. The terms of four current members expire on December 31, 2015. The terms of the remaining three members expire on December 31, 2017. Spotsylvania County Public Schools are governed by a seven-member elected School Board.

The County functions under the traditional form of government with a County Administrator. Under this form of government, the elected officials include the members of the Board, the Treasurer, the Commissioner of the Revenue, the Sheriff, the Clerk of the Circuit Court and the Commonwealth's Attorney. Mental Health/Mental Retardation Services are provided by the Community Services Board. The Health Department and the Court System are under the control of the Commonwealth of Virginia. All other functions of the County government are managed by department directors who in turn report to the County Administrator.

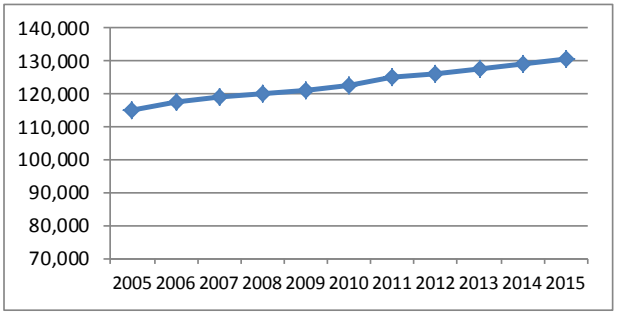
The County Administrator is appointed by the Board to act as the Board's agent in the administration and operation of the departments and agencies. All departments directly responsible to the Board report to the County Administrator, and he or she acts as the Board's liaison to all other departments and agencies. The County Administrator serves at the pleasure of the Board.

The County provides general governmental services for its citizens including emergency medical services and fire protection, collection and disposal of refuse, water and sewer services, parks and recreation, libraries, and detention centers. Other services provided by the County, for which partial funding is received from the State, include public education in grades K-12 and certain technical, vocational and special education, mental health assistance, agricultural services, law enforcement, health and social services, and judicial activities.

Population The Planning Department estimates Spotsylvania County's 2015 population to be 130,674. As shown in the graph below, the County's population has grown each of the past ten years. Population growth rates were between 3.7% and 5.7% from 2000 through 2005, peaking in 2002 at 5.7%. Beginning in 2006 and corresponding with the Board's desire to curb the rate of growth in the County, growth rates have declined, with the rate of population growth between 2014 and 2015 estimated at 1.2%.

Population of Spotsylvania County

2005	114,909
2006	117,718
2007	118,939
2008	120,015
2009	120,977
2010	122,397
2011	124,823
2012	126,137
2013	127,696
2014	129,188
2015	130,674



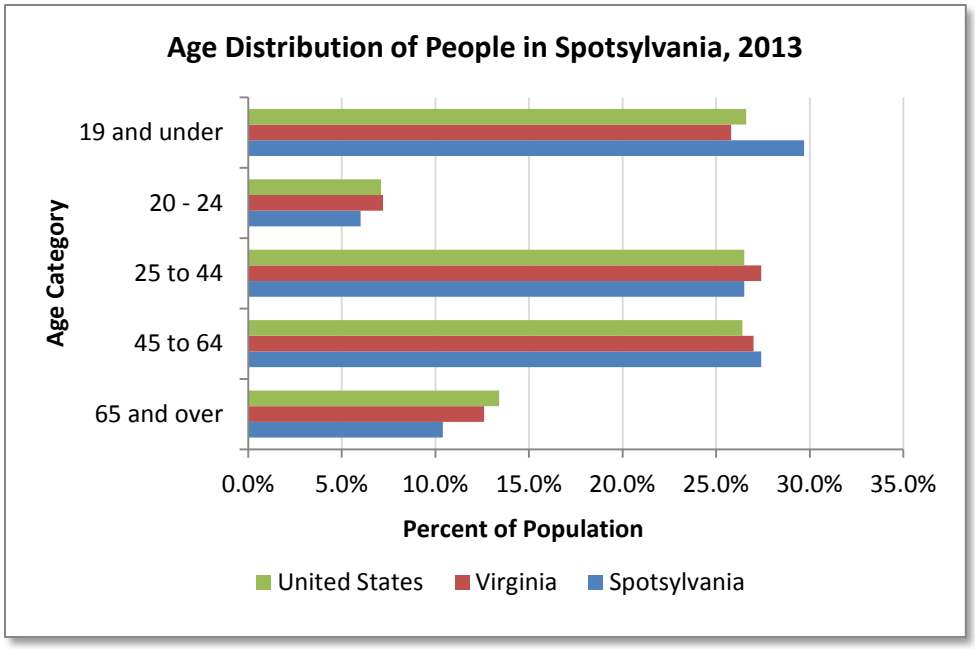
Estimates for 2005 – 2014 are from the U.S. Census Bureau
Estimate for 2015 provided by Spotsylvania's Planning Department staff

The U.S. Census Bureau estimates that in 2013, slightly less than three-quarters of the population of Spotsylvania County was white, and just under one-sixth of the population was black or African-American. The table below compares the 2013 racial/ethnic composition of Spotsylvania County with that of Virginia and the United States.

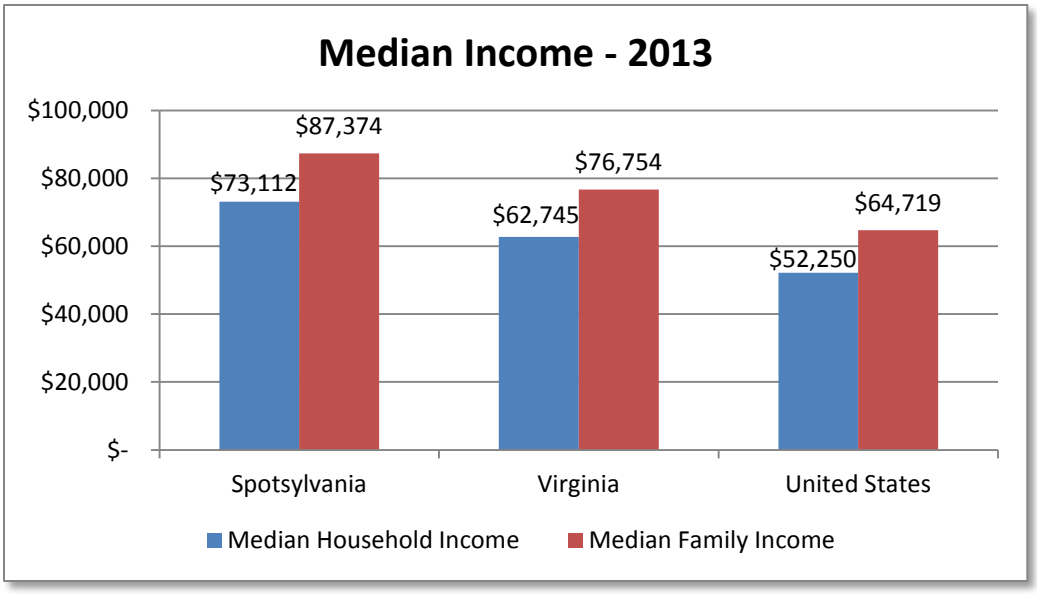
2013 Population by Racial/Ethnic Group

Group	Spotsylvania	Virginia	United States
White	71.0%	63.6%	62.6%
Black or African American	15.9%	19.7%	13.2%
Hispanic or Latino	8.3%	8.6%	17.1%
Asian	2.5%	6.1%	1.2%
American Indian or Alaska Native	0.4%	0.5%	5.3%
Native Hawaiian or Pacific Islander	0.2%	0.1%	0.2%
Other	1.7%	1.4%	0.4%

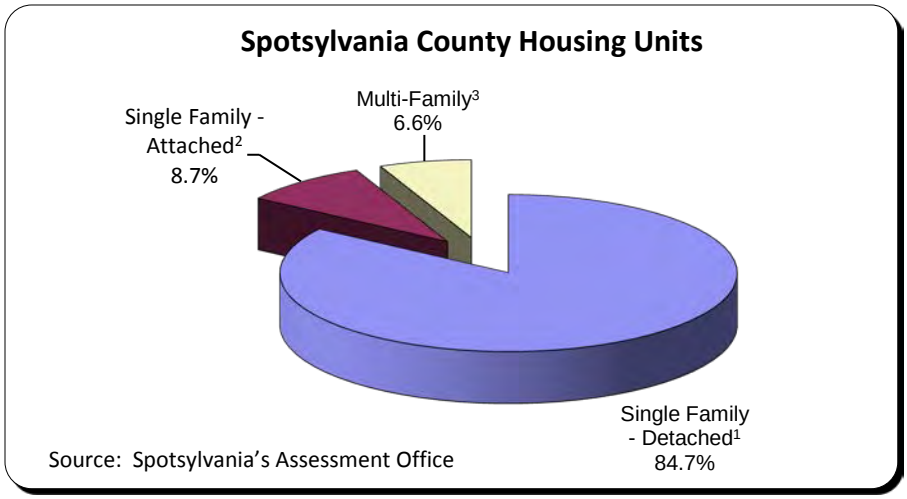
As shown in the graph on the following page, the majority of the County's population (64%) was estimated to be greater than or equal to 25 years of age, with 6% estimated between the ages of 20 and 24 and 30% estimated to be 19 or younger. The percentage of the population between ages 20 and 64 in Spotsylvania 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.



Personal Income According to the U.S. Census Bureau, in 2013, Spotsylvania's median household income was estimated at $73,112 and median family income was estimated at $87,374. The following graph compares the median household and median family income for Spotsylvania, Virginia, and the United States in 2013.

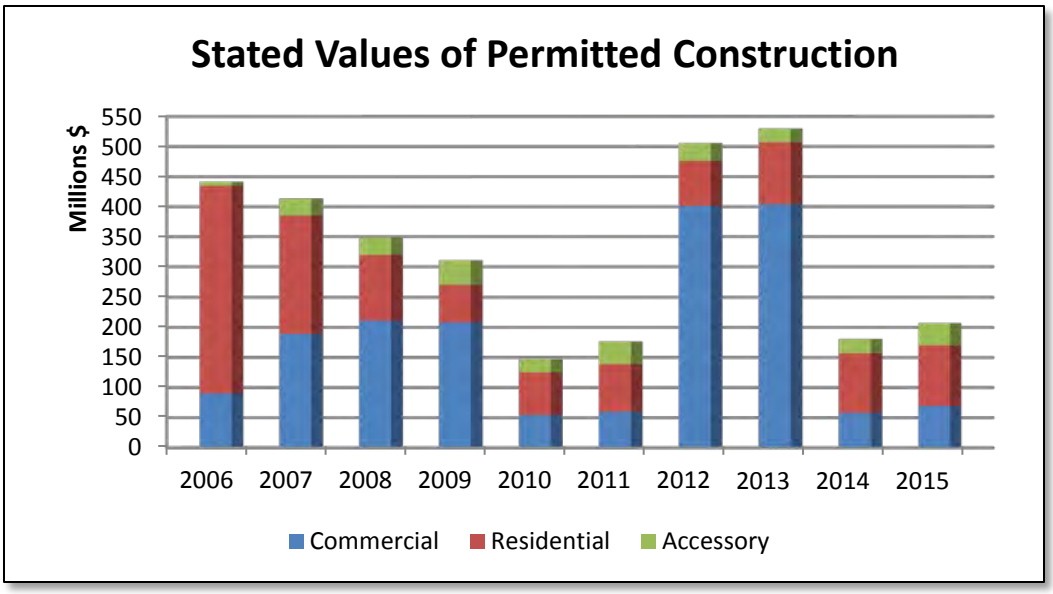


Housing As of December 31, 2014 there are 45,892 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (84.7%) of the housing units in Spotsylvania are single-family detached units. Since 2000, the number of housing units in the County has increased by 37.8%. Of the 12,583 housing unit increase since 2000, 80% were single-family, detached homes; 12% were single-family attached homes; and 8% were multi-family apartments or condominiums.

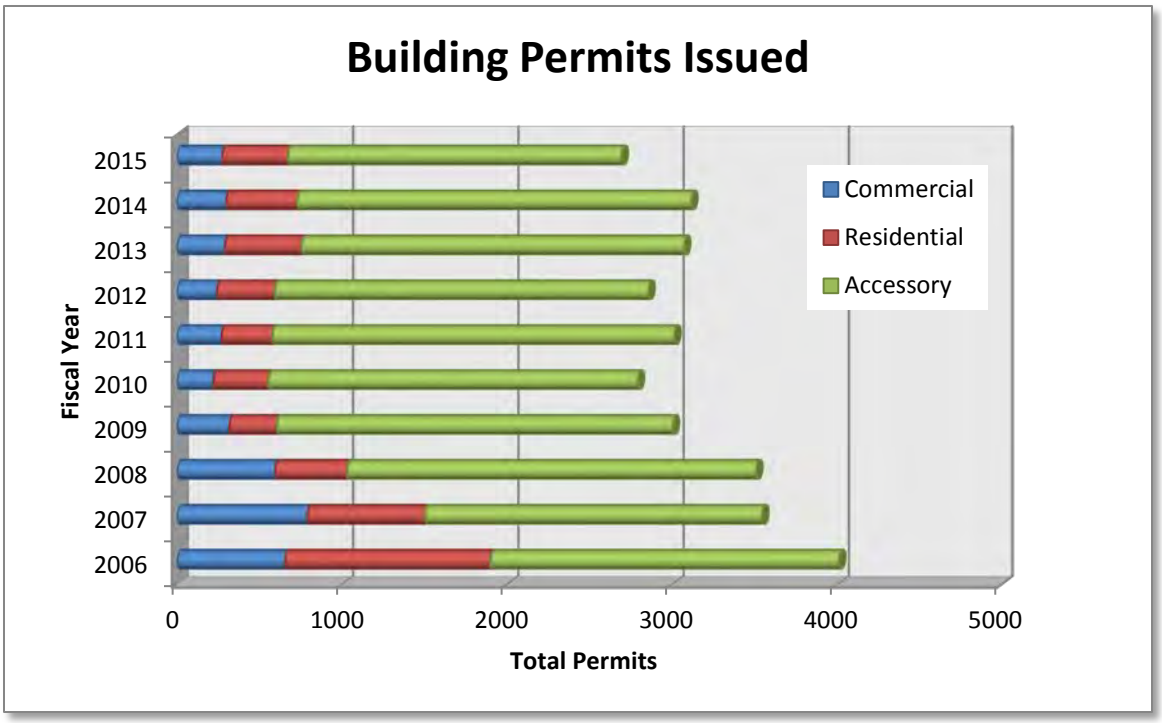


[1] Includes trailers, manufactured homes and mobile homes
[2] Consists of duplexes and townhouses
[3] Consists of apartments and condominiums and assisted living housing units

The graphs below illustrate construction activity within Spotsylvania during the past ten years. The number and value of residential permitting grew annually from 2000 through 2005, and then began contracting. Commercial growth tends to lag behind shifts in residential growth, and that tendency is evident from these permitting figures. The number of commercial permits began increasing in 2005 and continued through 2008. Commercial permitting then began declining in 2009, but bolstered by the value of permitted construction for the new Spotsylvania Regional Medical Center, permitted commercial values did not begin a noticeable decline until 2010. In 2012 and 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 building/renovation projects where the stated value of each project was significant.



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 2015 figures are through May 31, 2015.



The 2015 building permit figures are through May 31, 2015

Community Facilities

- 31 Schools
- 11 Parks
- 1 Outdoor Amphitheatre
- 5 Community Centers
- 1 Teen/Senior Center
- 1 Visitors Center
- 11 Fire/Rescue Stations[1]
- 12 Convenience Sites
- 1 Landfill
- 1 Animal Shelter
- 1 County Museum

[1] Fire/Rescue Company 11 to open in FY 2016

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 and capital investment 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:

- The Department of Economic Development and Tourism (EDT), the Economic Development Authority (EDA), and the Economic Development Tourism Committee (EDTC) continue to jointly embark on a vigorous effort to better understand and track trends in the local economy, as well as evaluate the potential for future growth of new and existing industries. These County organizations which are responsible for economic development have also conducted new strategic planning efforts. These activities are a reflection of a larger initiative by the County's Board of Supervisors to take better advantage of the County's opportunities and to evaluate the return on investment of resources in various government-sponsored development activities.

- The County remains a partner with the Fredericksburg Regional Alliance, a public-private partnership which promotes and markets the region while focusing on targeted industries; assesses and forwards leads to localities from the Virginia Economic Development Partnership (VEDP); and works in many other ways to create and promote opportunities for business growth in the region.

- The County's target industries include healthcare, manufacturing, professional services (high tech/IT/defense), and tourism. Efforts continue to target military and defense contractors as a professional sector based on Spotsylvania's highly accessible location within proximity of three regional military bases. The County's Targeted Industries program is designed to expedite the review and approval of site building plans involving targeted businesses. Under this program, County staff works closely with the business or developer to reduce the potential for delays in the plan review and approval processes.

- The Department has established a Business Retention Program that connects new and existing businesses with the right resources and assistance with workforce, state and federal financing programs and processes and protocols that will improve the overall business climate to increase growth and investment opportunities in the County.

- On a continuing basis, EDT serves as a liaison between federal and state government and local businesses, providing information and technical assistance in a variety of areas including funding, government contracting and specialized workforce training. To this end, the Department maintains an active membership and/or dialogue with numerous regional organizations including the Virginia Economic Development Partnership, the Virginia Employment Commission, and the Virginia Tourism Corporation, the Fredericksburg Regional Alliance, the Chamber of Commerce, the Greater Fredericksburg Regional Tourism Partnerships, the International Economic Development Council and others. The EDT Department also maintains relationships with local military bases and four institutions of higher learning that are in regional proximity to the County.

- Technology and Tourism Zone Programs serve both new and existing qualified businesses. The Technology Zone covers the County's primary settlement district encompassing the County's fully-serviced business corridors to encourage growth in Spotsylvania's high-technology sector. Qualifying businesses located within the Technology and Tourism zones are afforded local tax rebates on Business, Professional and Occupational License and Machinery and Tools taxes, and are placed in the County's Targeted Industries Program.

- The County has two HUBZone designations that offer businesses an advantage when applying for federal contracts. There is one HUBZone located in the northern portion of the County on the Rt. 3 corridor and another is located near Lake Anna.
- The Economic Development Incentives Program is used to attract new business and support the expansion of existing businesses and retain industry. The program has contributed to increased capital investment and job creation since its initial creation in 1995. Continued collaboration with State officials ensures the County is using all available resources to maintain and grow the business community.

Employment Status within Spotsylvania

Employment Status	2000	2013	% Change
Population 16 years old or older	66,138	95,050	43.7%
In labor force	47,747	65,097	36.3%
- Employed - civilian	45,651	59,922	31.3%
- Employed - armed forces	595	698	17.3%
- Unemployed	1,501	4,477	198.3%
Not in labor force	18,391	29,953	62.9%

The following two tables list the principal private employers in the County and in the region, illustrating the diversification of business.

Top 20 Public & Private Employers within the County (as of May 2015)

Name	Nature of Business	Employee Range
Spotsylvania County Schools	Education	1,000+
Spotsylvania County Government	Local Government	1,000+
HCA Virginia Health System	Hospital	250-499
Wal-Mart	Retail	250-499
CVS Pharmacy	Pharmacy Distribution Warehouse	250-499
Food Lion	Grocery	250-499
AT Solutions	Support to Counterterrorist Activities	250-499
Germanna Community College	Education	250-499
Rappahannock Goodwill Industries	Rehabilitation Services	250-499
Carmax	Automotive Dealer	100-249
Giant Food	Grocery	100-249
EOIR Technologies	Sensor Technology	100-249
Richmond Fitness	Gym	100-249
Costco	Retail	100-249
Target Corporation	Retail	100-249
United Parcel Service (UPS)	Parcel Delivery	100-249
Rappahannnock Electric Cooperative	Utility	100-249
Kaeser Compressors	Air Compressors	100-249
McDonalds's	Restaurant	100-249
SimVentions	Defense Contractor	100-249

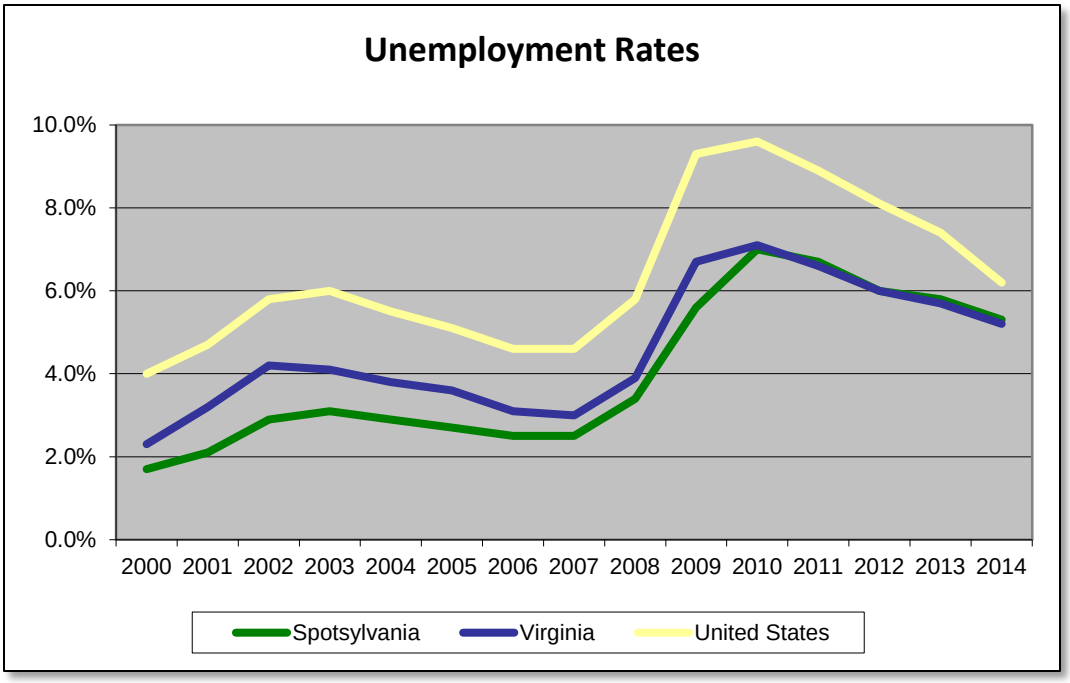
Source: Virginia Employment Commission

Other Public & Private Major Employers in Surrounding Area (as of May 2015)

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+
Mary Washington Hospital	Hospital	1,000+
Federal Bureau of Investigation	Federal Government Agency	1,000+
University of Mary Washington	Education	1,000+
County of Stafford	Local Government	1,000+
Caroline County Schools	Education	500-999
City of Fredericksburg	Local Government	500-999
Medicorp Health System	Healthcare	500-999
Stafford Hospital Center	Hospital	500-999
McLane Mid Atlantic	Distributor for Convenience Stores	500-999
King George County Schools	Education	500-999
Fredericksburg City Schools	Education	500-999
Intuit, Inc.	Developer of Tax Software	250-499
The Free Lance-Star Publishing Co	Newspaper Publisher	250-499
Snowden Services	Healthcare	250-499

Source: Virginia Employment Commission

The graph below illustrates the unemployment rate for Spotsylvania County, Virginia and the United States for selected years.



Source: Virginia Employment Commission.

Supplemental Information

This section contains various statistics which may be of interest to the reader.

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	

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

General Property Tax Rates[1]

Calendar Year	Real Estate & Mobile Home	Personal Property[2]	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2015	$0.86	$6.73/$6.25	$5.95	$2.50	$2.00
2014	0.86	6.78[3]	5.95	2.50	2.00
2013	0.88	6.37	5.95	2.50	2.00
2012	0.88	6.37[3]	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[3]	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
2005	0.89	5.00	5.00	2.50	2.00
2004	0.86	5.00	5.00	2.50	2.00
2003	1.01	5.00	5.00	2.50	2.00
2002	1.01	5.00	5.00	2.50	2.00
2001	1.07	5.00	5.00	2.50	2.00
2000	1.02	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 2000 – 2014, the rate includes all personal property types. In 2015, there are two adopted rates, including a rate of $6.73 on automobiles, campers, motor homes, motorcycles, pickups, and trucks and a rate of $6.25 on boats and boat trailers.

[3] The equalized personal property tax rate was $6.33 in 2009, $6.65 in 2012, and $7.03 in 2014. However, the Board approved rates of $6.26, $6.37 and $6.78, respectively. Equalized personal property rates were not calculated prior to 2009.

Real Estate Tax Rates per $100 of Assessed Value

Locality	Population[1]	Tax Year 2014 Rate	Tax Year 2015 Rate	Change
Richmond City	214,114	$1.2000	$1.2000	-
Prince William	438,580	1.2212	1.1936	(0.0276)
Loudoun	349,679	1.1550	1.1350	(0.0200)
Fairfax	1,130,924	1.1135	1.1160	0.0025
Alexandria	148,892	1.0430	1.0430	-
Stafford	136,788	1.0190	1.0190	-
Fauquier	67,207	0.9920	0.9990	0.0070
Arlington	224,906	0.9960	0.9960	-
Chesterfield	327,745	0.9600	0.9600	-
Henrico	318,611	0.8700	0.8700	-
Spotsylvania	**127,348**	**0.8600**	**0.8600**	**-**
Caroline	29,298	0.8300	0.8300	-
Fredericksburg	28,132	0.7900	0.8200	0.0300
Hanover	101,330	0.8100	0.8100	-
Culpeper	48,506	0.8300	0.7300	(0.1000)
King George	24,926	0.5900	0.6100	0.0200

[1] Population figures from the U.S. Census Bureau (Year 2014 data for counties. Year 2013 data for cities.)

Real Estate Tax Bill History[1]

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	$168	11.8%
2009	$0.62		$256,367	$1,589	$0	0.0%
2010	$0.86	$0.83	$185,200	$1,593	$3	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	$192,830	$1,658	$56	3.5%
2015	$0.86		$192,830	$1,658	$0	0.0%
					$368	

[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 $192,830 in 2015. At the assumed $0.86 rate for 2015, the real estate taxes on this *example* residential property would have increased by $368 since 2004 – an average annual increase of 2.3%.

[2] AV = assessed value

Principal Property Taxpayers

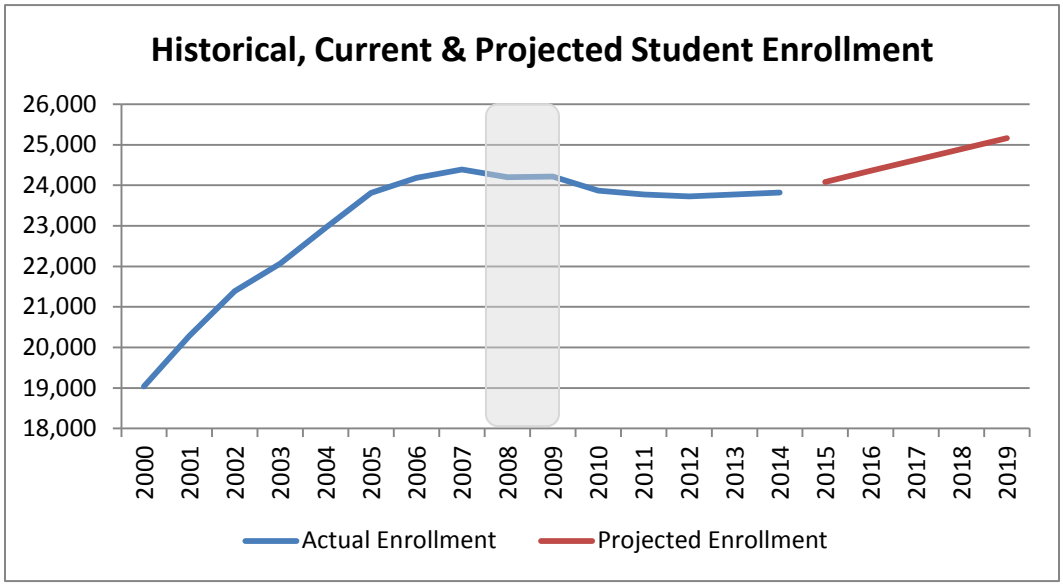
As of December 31, 2014

Name	Type of Business	Assessed Value[1]	Amount of Tax	Percent of Total Taxable AV[2]
Spotsylvania Mall Company	Shopping Mall	$192,900,911	$1,679,889	1.45%
Spotsylvania Regional Medical Center	Hospital	80,260,971	1,161,236	0.60%
Dominion Virginia Power	Public Utility	95,305,054	961,880	0.72%
Rappahannock Electric	Public Utility	77,494,419	719,587	0.58%
Verizon VA	Public Utility	52,161,306	487,871	0.39%
Comcast of VA	Public Utility	7,960,244	473,634	0.06%
CVS VA Distribution	Warehousing	7,555,969	449,580	0.06%
GLL BVK Properties	Developer	40,340,400	346,927	0.30%
Lee Prop Harrison Crossing	Developer	34,831,100	299,547	0.26%
Station Sq. at Cosner's Corner	Apartments	31,801,169	276,894	0.24%

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.

[2] AV = assessed value



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.

County Vision, Mission, & Goals

The County's vision is to "be a leading Virginia community in quality of living and a leader in the region in sustained economic development. The County will embrace as its highest purpose the promotion of the common good through ethical and visionary leadership and through motivated and skilled employees." The poster below is displayed in County offices to serve as employees' daily reminder of the County's vision, mission, and values. Representing the County focus, the vision is at the center of the display surrounded by five County values or objectives.

The County's four primary goals of promoting effective governmental, public safety and transportation programs and managing growth are shown below.

General Government

- Provide effective programs, efficiently managed and professionally delivered

Public Safety

- Protect persons and property through effective enforcement of laws; delivery of services; and efficient functioning of the criminal justice system.

Transportation

- Develop and maintain a seamless and smart multi-modal system that moves people and goods through the County safely and efficiently

Growth Management

- Plan for and manage residential growth and future development

Linking County-Wide & Functional Goals

The following chart displays the links between long-term functional and County-wide goals. Additional information related to the functional goals and performance measures may be found in the Function/Department Budgets section of this document beginning on page 251.

Functional Goals	County-wide Goals			
	General Gov't	Public Safety	Transpor-tation	Growth Mgmt
Executive Services				
• Promote a safe, healthy and prosperous community	✓	✓	✓	✓
• Maintain a customer-focused government	✓	✓	✓	✓
• Support a strong sense of community	✓	✓	✓	✓
• Implement County policy	✓	✓	✓	✓
Administrative Services				
• Provide accurate real property assessments & financial information	✓			
• Provide technical oversight and financial support to County departments	✓			
• Ensure accountability	✓			
• Provide range of technology services	✓	✓		
• Achieve AAA bond rating	✓	✓	✓	
Voter Services				
• Provide registration and voting opportunities	✓			
• Ensure proper operation and direction of all elections	✓			
• Satisfy internal and external reporting requirements and requests	✓			
Judicial Administration				
• Prosecute criminal cases		✓		
• Maintain comprehensive law library		✓		
• Provide Victim-Witness program		✓		
• Maintain court of record, deeds and probate	✓	✓		
Public Safety				
• Protect life and property, and reduce the fear of crime		✓		
• Provide 24/7 Fire/EMS service		✓		
• Ensure the humane treatment of animals		✓		
• Provide services to juveniles		✓		
Public Works				
• Provide well-maintained facilities	✓	✓		
• Preserve water quality and environment	✓	✓		✓

Functional Goals	County-wide Goals			
	General Gov't	Public Safety	Transpor-tation	Growth Mgmt
Health & Welfare				
• People helping people	✓	✓		
• Strengthen family units	✓	✓		
• Ensure safety and well-being of children in agency custody	✓	✓		
• Investigate report of abuse and neglect	✓	✓		
• Build cooperative and productive relationships with stakeholders	✓	✓		
Parks, Recreation & Cultural				
• Enhance quality of life for Spotsylvanians	✓			
• Provide sustainable recreational programs	✓			
• Provide visitor services to local residents as well as to travelers	✓			
Community Development				
• Contribute to a high quality of life	✓	✓	✓	✓
• Promote business growth and development	✓		✓	✓
• Promote tourism	✓			
• Provide learning opportunities	✓			
Transportation		✓	✓	✓
Education				
• Provide effective instructional services	✓			
• Promote a positive and effective learning environment	✓			
• Encourage parent engagement and dynamic community partnerships	✓			
• Ensure a supportive organizational structure	✓			
Food Service				
• Support the learning experience	✓			
Capital Projects	✓	✓	✓	✓
Debt Service	✓	✓	✓	✓

FY 2016 Adopted Budget - All Funds						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$151,439,841	$152,705,029	$153,050,410	$154,038,898	$1,333,869	0.9%
Other Local Taxes	$37,517,662	$38,484,687	$38,814,687	$39,525,708	$1,041,021	2.7%
Licenses & Permits	$246,380	$260,800	$260,800	$263,200	$2,400	0.9%
Charges for Services	$37,058,929	$37,538,066	$38,266,359	$39,273,018	$1,734,952	4.6%
Other Local Revenue	$30,242,816	$24,248,193	$27,296,004	$24,185,535	($62,658)	-0.3%
Debt Proceeds	$31,335,907	$7,664,829	$101,679,376	$14,879,776	$7,214,947	94.1%
State Revenue	$158,310,013	$161,376,304	$167,525,054	$164,069,868	$2,693,564	1.7%
Federal Revenue	$20,098,765	$14,607,517	$23,420,044	$15,905,955	$1,298,438	8.9%
Subtotal - Revenue	$466,250,313	$436,885,425	$550,312,734	$452,141,958	$15,256,533	3.5%
Transfers In	$132,844,843	$130,485,926	$134,302,730	$136,807,197	$6,321,271	4.8%
Use of Fund Balance	($25,498,862)	$14,035,126	$86,478,614	$15,784,161	$1,749,035	12.5%
TOTAL REVENUE - All Funds	**$573,596,294**	**$581,406,477**	**$771,094,078**	**$604,733,316**	**$23,326,839**	**4.0%**
Expenditures (by function)						
Executive Services	$2,559,475	$3,368,500	$3,580,609	$4,612,514	$1,244,014	36.9%
Administrative Services	$10,843,535	$11,601,955	$12,369,635	$12,581,874	$979,919	8.4%
Voter Services	$315,530	$370,626	$371,626	$343,597	($27,029)	-7.3%
Judicial Administration	$3,795,852	$4,040,892	$4,193,092	$4,032,366	($8,526)	-0.2%
Public Safety	$46,036,130	$48,017,620	$50,840,305	$49,862,058	$1,844,438	3.8%
Public Works	$25,881,751	$29,391,929	$29,647,237	$29,886,960	$495,031	1.7%
Health & Welfare	$17,220,211	$17,510,112	$17,592,856	$18,935,964	$1,425,852	8.1%
Parks, Recreation & Cultural	$6,812,663	$6,994,354	$6,994,354	$6,960,476	($33,878)	-0.5%
Community Development	$4,340,585	$4,641,676	$4,995,687	$4,565,806	($75,870)	-1.6%
Debt Service	$59,710,984	$47,751,960	$127,271,624	$48,704,061	$952,101	2.0%
Capital Projects	$32,483,398	$30,694,035	$129,215,951	$39,015,003	$8,320,968	27.1%
Transportation	$2,120,606	$3,745,877	$3,552,377	$3,428,324	($317,553)	-8.5%
Education	$218,920,833	$232,319,067	$235,243,975	$234,770,236	$2,451,169	1.1%
Food Service	$8,704,718	$9,530,213	$9,530,213	$9,271,699	($258,514)	-2.7%
Subtotal - Appropriated Expenditures	$439,746,271	$449,978,816	$635,399,541	$466,970,938	$16,992,122	3.8%
Tax Relief	$955,180	$941,735	$941,735	$955,181	$13,446	
Subtotal - Adopted Budget	$440,701,451	$450,920,551	$636,341,276	$467,926,119	$17,005,568	3.8%
Transfers Out	$132,894,843	$130,485,926	$134,752,802	$136,807,197	$6,321,271	4.8%
TOTAL EXPENDITURES - All Funds	**$573,596,294**	**$581,406,477**	**$771,094,078**	**$604,733,316**	**$23,326,839**	**4.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$266,384,931	$279,459,345	$281,859,984	$282,965,564	$3,506,219	1.3%
Operating (other than debt service)	$80,037,621	$89,240,383	$95,269,650	$93,675,791	$4,435,408	5.0%
Debt Service	$59,710,984	$47,751,960	$127,271,624	$48,704,061	$952,101	2.0%
Capital	$33,612,735	$33,527,128	$130,998,283	$41,625,522	$8,098,394	24.2%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$439,746,271**	**$449,978,816**	**$635,399,541**	**$466,970,938**	**$16,992,122**	**3.8%**

COUNTY OF SPOTSYLVANIA · VIRGINIA
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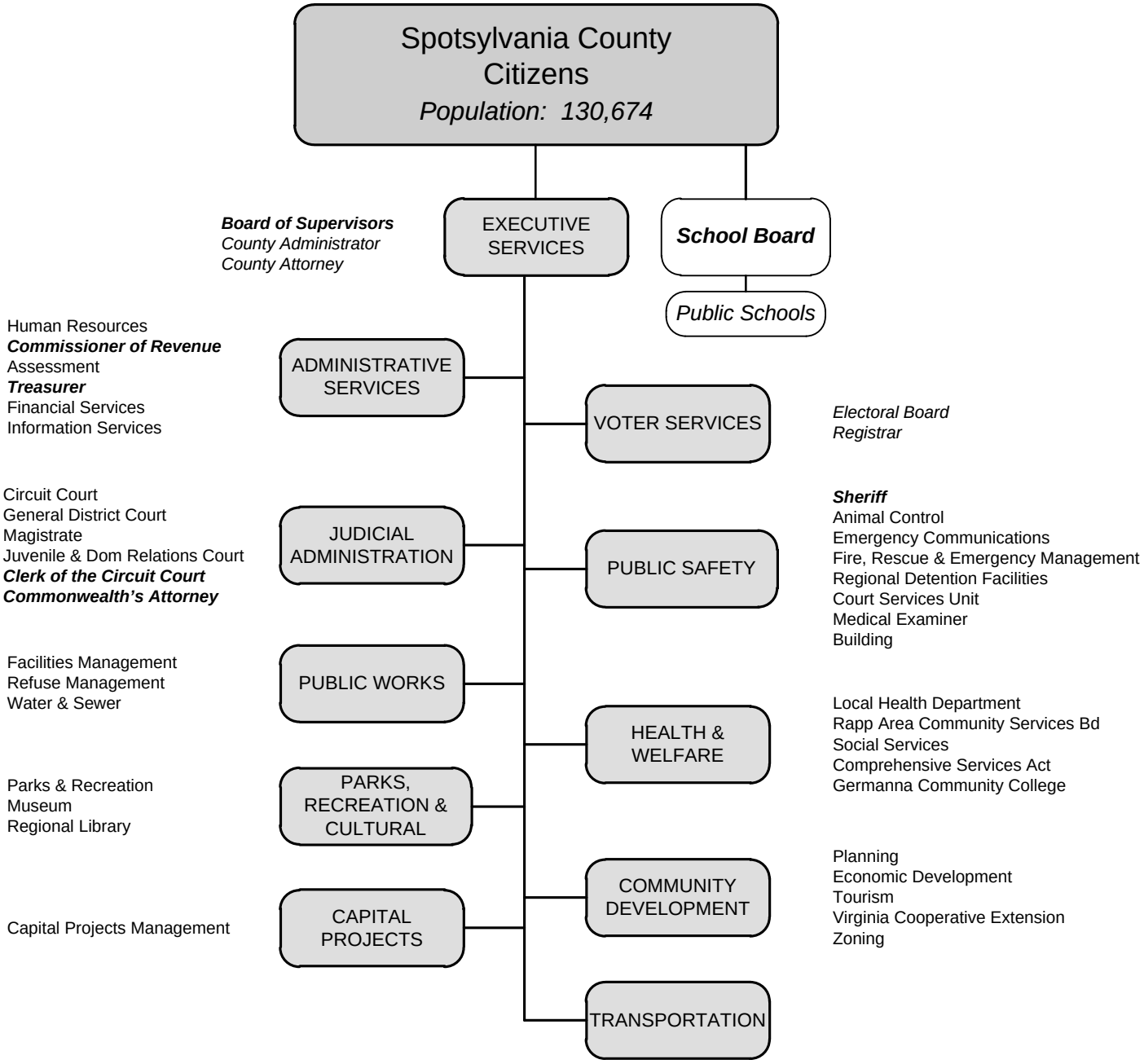
County Organization by Function

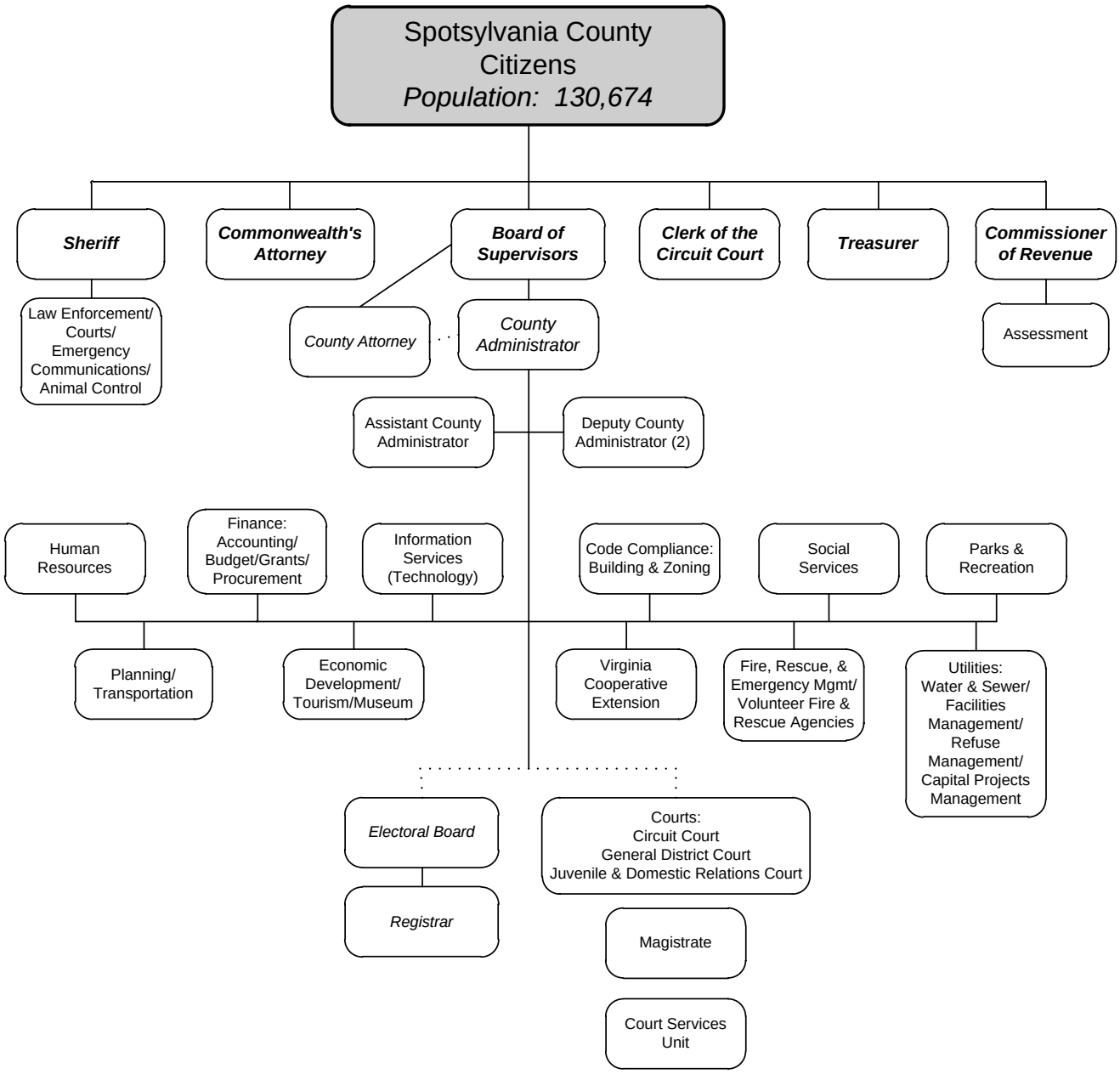


LEGEND

Elected Official/Constitutional Officer

Appointed Official

County Organization by Departments



LEGEND

Elected Official/Constitutional Officer
Appointed Official
····· *Does not report directly to County Administration*

Fund Structure & Basis of Budgeting

The County's financial operations are accounted for by funds. A fund is a separate and self-balancing accounting unit with its own specific revenues and expenditures. Included in the budget are governmental and proprietary funds. Governmental funds are the funds through which most governmental functions are typically paid. Proprietary funds are used to account for business-type, self-supporting activities where the costs of providing goods and services are recovered primarily through user fees or other charges for services. The separate funds used by the County include:

Fund Type	Fund	Description
Governmental	**General Fund**	Used to account for general operating expenditures and revenues.
	Capital Projects Fund	Used to account for major general capital expenditures that extend beyond a single fiscal year and related financing sources.
	Economic Development Opportunities Fund	Used to account for expenditures and revenues related to the County's Economic Development Authority and to provide incentive loans for start-up or expansion to businesses or corporations meeting specific criteria.
	Fire/EMS Service Fee Fund	Used to account for revenues provided by the third party billing program.
	Code Compliance Fund	Used to account for revenues and expenditures related to the enforcement of Federal, State and local laws related to Building, Zoning and Environmental Engineering.
	Transportation Fund	Used to account for revenues and expenditures related to transportation.
	School Operating Fund	Used to account for school operating and debt service expenditures and revenues.
	School Food Service Fund	Used to account for school food service including both breakfast and lunch programs.
	School Capital Projects Fund	Used to account for all school capital expenditures that extend beyond a single fiscal year and related financing sources.

Fund Type	Fund	Description
Proprietary	**Joint Fleet Maintenance Fund**	Used to account for revenues and expenditures related to maintenance of County and School fleets.
	Utilities Operating Fund	Used to account for operations of the public water and sewer system financed through user charges and other system revenues.
	Utilities Capital Projects Fund	Used to account for infrastructure improvements and expansions to the water and sewer system and related financing sources.

Basis of Accounting

The County's accounting records are maintained on a modified accrual basis for the General Fund, Special Revenue Funds[1] and Capital Improvement Funds[2]. Under the modified accrual basis of accounting, revenues are recognized when they are measurable and available. Revenues from intergovernmental reimbursement grants are recorded when earned. Other revenues are considered to be available when they are collectible within the current fiscal year or soon enough thereafter to pay liabilities of the current fiscal year. For this purpose, the County considers general property tax and other intergovernmental revenues to be available if they are collected within 45 days of the end of the current fiscal year, and are due on or before the last day of the fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments are recorded only when payment is due.

Basis of Budgeting

In most cases, the County's budget follows the same basis of accounting used in preparing the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting principles (GAAP). Several exceptions should be noted. The Budget document does not include the following funds listed as fiduciary funds in the CAFR: the Special Welfare Fund, the Contribution Fund, and the School OPEB Trust Fund. Fiduciary funds are used to account for resources received and held in a fiduciary capacity for the benefit of individuals, private organizations, or other governments. In addition, budgets for the proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds (i.e. payment of debt principal is budgeted and depreciation is not budgeted).

[1] Special Revenue Funds include the School Operating Fund, School Food Service Fund, Fire/EMS Service Fee Fund, Economic Development Opportunities Fund, Code Compliance Fund, and Transportation Fund.

[2] Capital Improvements Funds include the Capital Projects Fund, Utilities Capital Projects Fund and the School Capital Projects Fund.

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 *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
Governmental	**General Fund:**	✓		
	Executive Services			
	☙ Board of Supervisors	$381,514		
	☙ County Administration	960,191		
	☙ County Attorney	1,070,133		
	☙ Non-Departmental	2,200,676		
	Administrative Services			
	☙ Human Resources	705,449		
	☙ Commissioner of the Revenue	1,377,642		
	☙ Assessment	975,002		
	☙ Treasurer	1,700,903		
	☙ Financial Services	2,255,222		
	☙ Information Services	5,567,656		
	Voter Services			
	☙ Electoral Board/Registrar	343,597		
	Judicial Administration			
	☙ Circuit Court	224,540		
	☙ General District Court	31,880		
	☙ Magistrates	6,991		
	☙ Juvenile Court	44,603		
	☙ Clerk of the Circuit Court	1,585,596		
	☙ Commonwealth's Attorney	2,138,756		
	Public Safety			
	☙ Sheriff	21,745,611		
	☙ Fire/Rescue/Emergency Mgmt.	19,993,104		
	☙ Regional Detention Facilities	5,837,844		
	☙ Court Services Unit	335,963		
	☙ Medical Examiner	500		
	Public Works			
	☙ Facilities Management (Bldg & Grounds)	4,816,023		
	☙ Refuse Management	4,696,351		

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)	**Health & Welfare**			
	☙ Local Health Department	$647,569		
	☙ Rapp Area Comm. Svcs. Bd.	320,368		
	☙ Social Services	9,585,643		
	☙ Comprehensive Services Act	8,152,802		
	☙ Community Colleges	229,582		
	Parks, Recreation & Cultural			
	☙ Parks & Recreation	2,893,236		
	☙ County Museum	62,504		
	☙ Regional Library	4,004,736		
	Community Development			
	☙ Planning	957,939		
	☙ Economic Development	743,814		
	☙ Tourism	520,007		
	☙ Extension Agents	170,384		
	Debt Service	9,533,185		
	GENERAL FUND TOTAL	**$116,817,516**		
	Capital Projects Fund:	✓	✓	
	Capital Projects			
	☙ Capital Projects Management	$327,615		
	☙ Capital Projects		$11,345,363	
	CAPITAL PROJECTS FUND TOTAL	**$327,615**	**$11,345,363**	
	Economic Development Opp. Fund:	✓		
	Community Development	$575,338		
	EDO FUND TOTAL	**$575,338**		
	Fire-EMS Fee Fund:			✓
	Public Safety			$0
	FIRE-EMS FEE FUND TOTAL			**$0**
	Code Compliance Fund:	✓		
	Community Development			
	☙ Zoning	$1,660,072		
	Public Safety			
	☙ Building	1,949,036		
	CODE COMPLIANCE FUND TOTAL	**$3,609,108**		

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)	**Transportation Fund:**	✓		
	Transportation	$8,245,616		
	TRANSPORTATION FUND TOTAL	**$8,245,616**		
	School Operating Fund:	✓		
	Education	$257,986,538		
	SCHOOL OPERATING FUND TOTAL	**$257,986,538**		
	School Food Service Fund:	✓		
	Food Service	$9,271,699		
	SCHOOL FOOD SERVICE FUND TOTAL	**$9,271,699**		
	School Capital Projects Fund:		✓	
	Capital Projects		$18,629,525	
	SCHOOL CAP. PROJECTS FUND TOTAL		**$18,629,525**	
Proprietary	**Joint Fleet Maintenance Fund*:**	✓		
	Transportation	$2,584,155		
	JOINT FLEET MAINT. FUND TOTAL	**$2,584,155**		
	Utilities Operating Fund:	✓		
	Public Works			
	☙ Water & Sewer	$31,450,120		
	UTILITIES OPERATING FUND TOTAL	**$31,450,120**		
	Utilities Capital Projects Fund:		✓	
	Public Works			
	☙ Capital Projects		$8,712,500	
	UTILITIES CAP. PROJ. FUND TOTAL		**$8,712,500**	
APPROPRIATION TOTAL – ALL FUNDS*		**$469,555,093**		

*Appropriation total includes the Joint Fleet Maintenance Fund, whereas the budget totals for all funds on pages 27, 49, 75 and 79 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 $955,181 in tax relief expenditures which generally are not appropriated, but which were inadvertently included in the FY 2016 Appropriation Resolution adopted by the Board and included in the Appendix on page 389.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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Fiscal Policy Guidelines

As recommended by the Government Finance Officers Association (GFOA), Spotsylvania County has adopted the following Fiscal Policy Guidelines to assist the Board of Supervisors in maintaining fiscal stability and accountability in the use of its resources to provide services to citizens.

I. *FINANCIAL PLANNING POLICIES*

A. BALANCED BUDGET –

1. The County will annually adopt a balanced budget wherein planned revenues equal planned expenditures for the fiscal year.
2. The budget is a plan for raising and allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level which will meet real needs as efficiently and effectively as possible. The budget must be structured so that the Board and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
3. Budgetary review by the Board of Supervisors will focus on the following basic concepts:
   a. staff economy
   b. capital construction
   c. program expansions
   d. new programs
   e. existing service costs
   f. administrative costs
4. The individual agency budget submissions must be prepared with the basic assumption that the Board will always attempt not to substantially increase the local tax burden.
5. It is important that a positive undesignated fund balance and positive cash balance be shown in all governmental funds at the end of each fiscal year.
6. When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive undesignated fund balance and a positive cash balance.
7. The County will maintain a budgetary control system to help it adhere to the budget.
8. The County will avoid tax anticipation borrowing and maintain adequate fund balances.
9. The budget will provide for adequate funding of all retirement systems.

B. LONG-RANGE PLANNING

1. Multi-Year Forecasts

a. The County will annually update and present to the Board of Supervisors a multi-year (at least three years) financial plan. The County recognizes the multiple benefits of long range forecasting including:
   1. early identification of potential fiscal constraints related to revenue and expenditure trends.
   2. incorporating the impact of capital projects on the operating budget, and
   3. highlighting the need for future board actions to balance the budget given the previous two items.

b. At a minimum, this annual update will provide revenue and expenditure projections including the operating budget impacts of all planned capital expenditures.

2. Capital Improvement Budget Policies

a. The County will make all capital improvements in accordance with an adopted five-year capital improvement program and update it annually.

b. The County will enact an annual capital budget based on the five-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.

c. The County will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.

d. The County 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 the least costly financing method for all new projects.

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 at www.spotsylvania.va.us/content/2614/147/2744/221/default.aspx

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, 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, as such, are a cost of providing public services 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.

b. Funding for 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 phase-in period.

c. Funding of the Schools' OPEB liability is the responsibility of the School Board.

C. ASSET INVENTORY

1. The County will maintain all its assets at a level adequate to protect the County's capital investment and to minimize future maintenance and replacement costs.
2. The County will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From the projection a maintenance and replacement schedule will be developed and followed.

II. *REVENUE POLICIES*

A. REVENUE BUDGETS

1. The County will estimate its annual revenues by an objective, analytical process.
2. The County will project revenues for the next three years and will update this projection annually. Each existing and potential revenue source will be re-examined annually.
3. The County will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
4. The County should routinely identify intergovernmental aid 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.
5. The year-to-year increase of actual revenue from the property tax will be kept as low as practicable. Reassessments will be made of all property at least every two years.
6. The County will maintain sound appraisal procedures to keep property values current. Property will be assessed at 100% of full market value.
7. 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 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.
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 - The County will pay for all current operating expenditures with current revenues. 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.

D. USE OF UNPREDICTABLE REVENUES

1. Proffer Policy

a. Land use proffers are negotiated in accordance with proffer policy guidelines, reviewed by Planning Commission, and approved by the Board of Supervisors (BOS). Staff ensures enforcement capability and standardized language in proffer statements.

b. Annually, as part of the process of developing the Recommended Budget, the County will determine the applicability of any cash proffers received to help offset all or a portion of the anticipated cash or debt issuance and shall incorporate these funds into the budget recommendation. Additionally, any cash proffers received throughout the course of a fiscal year prior to the issuance of any debt pertaining thereto shall be applied to reduce the amount of debt to be borrowed.

III. *EXPENDITURE POLICIES*

A. DEBT CAPACITY, ISSUANCE AND MANAGEMENT

1. The County will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues except where approved justification is provided.
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 and included in the review of financial trends.
   a. Net debt as a percentage of estimated market value taxable should not exceed 3% - 4%.
   b. The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% - 12%.
   c. The County's 10-year tax-supported debt and lease payout ratio should be maintained at or above 60% at the end of each adopted five-year CIP. The payout ratio shall be no less than 55% in any one year during that period.
4. The County's goal is to budget an amount of equity (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, the County will, beginning with the fiscal year 2008 budget, increase the amount of general fund equity for capital projects in each year. For 2008 the level will be set at 1% with an additional one-quarter percent added each year thereafter.
5. The County will maintain regular and good 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 and in Official Statements related to bond issues.

6. The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.
   a. Where feasible, the County will use special assessment, revenue or other self-supporting bonds instead of general obligation bonds. However, any special assessment district/community development authority/tax increment district, either individually or when considered in aggregate with previously approved special districts/authorities, shall not have a negative impact upon the County's debt capacity or credit rating. Any such special assessment district/community development authority/tax increment district debt issuance authorized by the County wherein the County is in no way legally responsible for the repayment of the debt shall be considered as overlapping debt of the County.
   b. In order to protect the County's long term fiscal stability and credit standing, the total aggregate outstanding amount of special assessment district/community development authority/tax increment district debt should not exceed 1% of the total assessed value of taxable property within the County during any year of the County's 5 year CIP.
   c. Exceptions to this policy may be made if the projects to be financed directly replace capital projects in the current CIP. 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 special district 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 shall be subject to voter referendum, unless financed through revenue-supported mechanism (i.e., water/sewer revenue bonds).
2. Cash expenditures are authorized for reasonable related expenses in preparation for a referendum. These expenditures may include preliminary architectural and engineering design work needed to provide the County citizens adequate details on the referendum issue.
3. Voter referendums shall coincide with the General Election.
4. 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. Reserve or Stabilization Accounts

1. **Fiscal Stability Reserve**
   a. A portion of county General Fund Balance at the close of each fiscal year shall be reserved in an amount equal to no less than 10% of the governmental funds' net operating revenue in the subsequent fiscal year budget. Governmental funds' net operating revenue includes total general fund revenue plus total component unit school board general operating revenue. This reserved portion of the County's General Fund balance shall be known as the Fiscal Stability Reserve.
   b. In preparing the annual budget, the County will appropriate to fund balance the amount necessary to maintain the Fiscal Stability Reserve at 10% of Adopted Budget revenues. At the close of each fiscal year the County will "true up" the Fiscal Stability Reserve by moving such amounts as may be necessary to bring the Fiscal Stability Reserve balance to at least 10% of the governmental fund net operating revenues for the upcoming fiscal year.
   c. Use of the Fiscal Stability Reserve may be necessary from time to time to meet unexpected revenue shortfalls or financial emergencies. By policy, appropriations from the Fiscal Stability Reserve require a majority vote of the Board of Supervisors. No appropriation from the Fiscal Stability Reserve will occur without prior presentation to the Board of Supervisors by the County Administrator of a plan and timeline for replenishing the Fiscal Stability reserve to its minimum 10% level.
   d. Undesignated Fund Balance may be appropriated at the discretion of the Board of Supervisors, but will be used only for non-recurring expenditures.
2. The County will establish an emergency reserve to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be maintained at 0.5% of the General Fund.
3. The County will maintain self-insurance reserves as established by professional judgment based on the funding techniques utilized and loss records.

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. 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 the Utilities Enterprise Fund in lieu of General Obligation Bonds, and
   b. Avoiding the need for any General Fund revenues for Utility 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 activity. Indirect costs may include the costs of annual depreciation of capital assets.
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 work toward reducing the reliance on availability fee revenue for operations and debt service by increasing total operating revenues (which do not include availability fees) for the utility fund over the next five years (the fifth year being FY 2015) to a level that will support 100% of operational expenditures and 100% of debt service costs of the Utilities Fund. The level of all fees and charges for the Utility Fund will be set such that the County meets its legal requirements under any revenue bond documents.
6. In addition, in FY 2015, the County will evaluate a policy goal of total operating revenues supporting a percentage of depreciation.

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. Reservation of 10% of estimated fuel tax revenues to guard against fluctuations between estimated and actual revenues
   d. Payment of debt service on bonds issued for transportation projects
   e. 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

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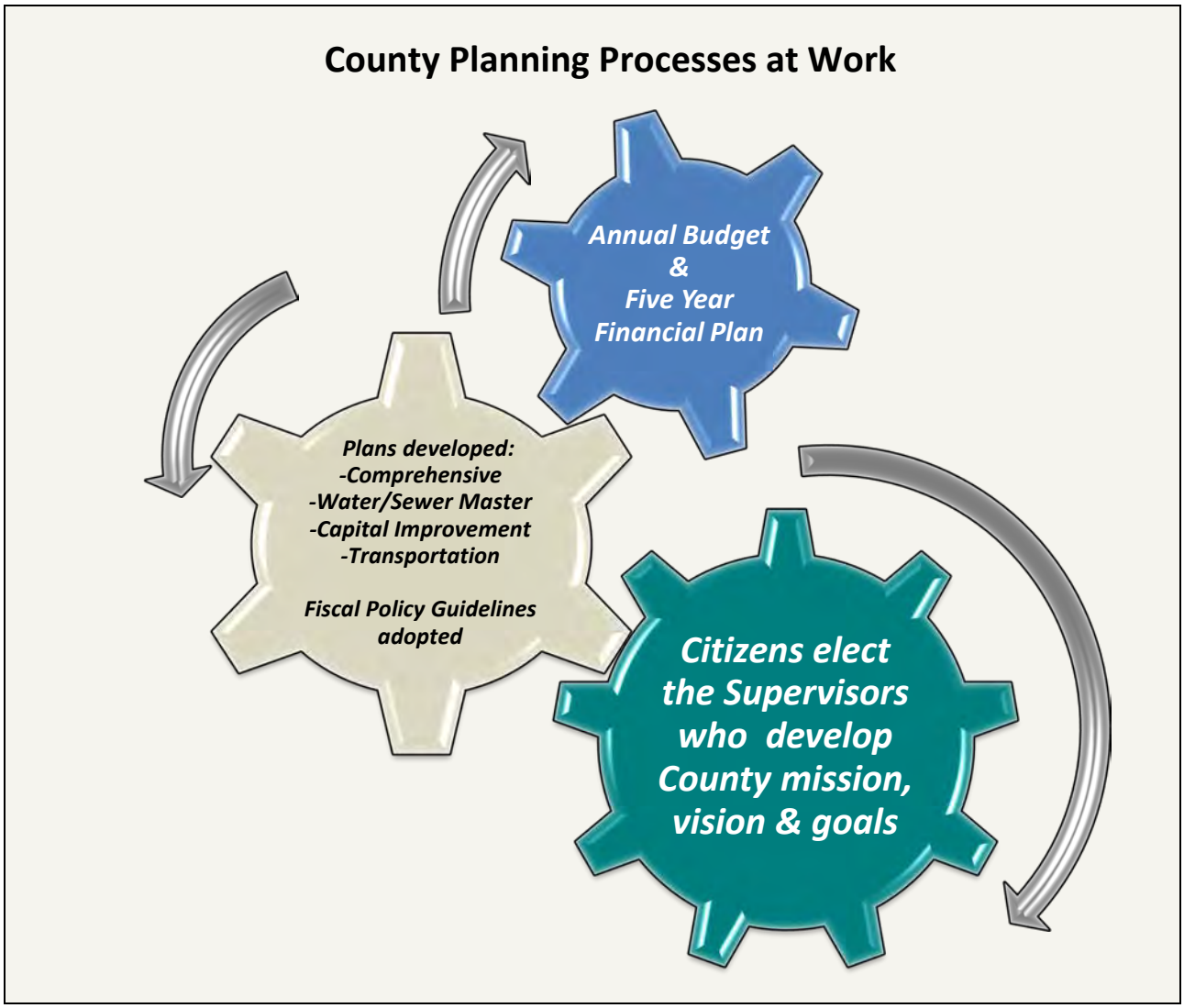
Planning Processes

A number of planning processes are in place to guide the County's decision making. Many of these processes allow for direct citizen input through public hearings, community meetings or participation in Board-appointed committees. The County's planning processes include:

Planning Process	Description
Countywide Vision, Mission, Goals and Values	Sets the overall tone of the organization and guides employees in managing the daily operations of the County.
Comprehensive Plan	A guide designed to encourage the most appropriate use of land, water and resources within the County consistent with the interests of the citizens. The Comprehensive Plan sets forth goals, objectives, policies and implementation techniques that will guide the development activity within the County and promote, preserve and protect the health, safety, and general welfare of its citizens.
Water/Sewer Master Plan	Developed to facilitate implementation of the Public Facilities and Utilities elements of the Comprehensive Plan, which provides guidance for upgrade and expansion of County water and sewer systems, consistent with growth management policies approved by the Board of Supervisors.
Capital Improvement Plan	A five year guide to assist in long range planning for the County's capital needs. Details of the adopted Capital Improvement Plan are found beginning on page 139.
Transportation Planning	The Capital Projects management team is involved with several processes including traffic studies and citizen information meetings that guide the Board of Supervisors in the prioritization of the County's Transportation needs.
Fiscal Policy Guidelines	Policies guiding the financial management of Spotsylvania County are approved by the Board of Supervisors to ensure a fiscally sound government. The adoption and compliance of these policies is an important factor in Rating Agency reviews. A summary of the County's policies can be found on the preceding pages.

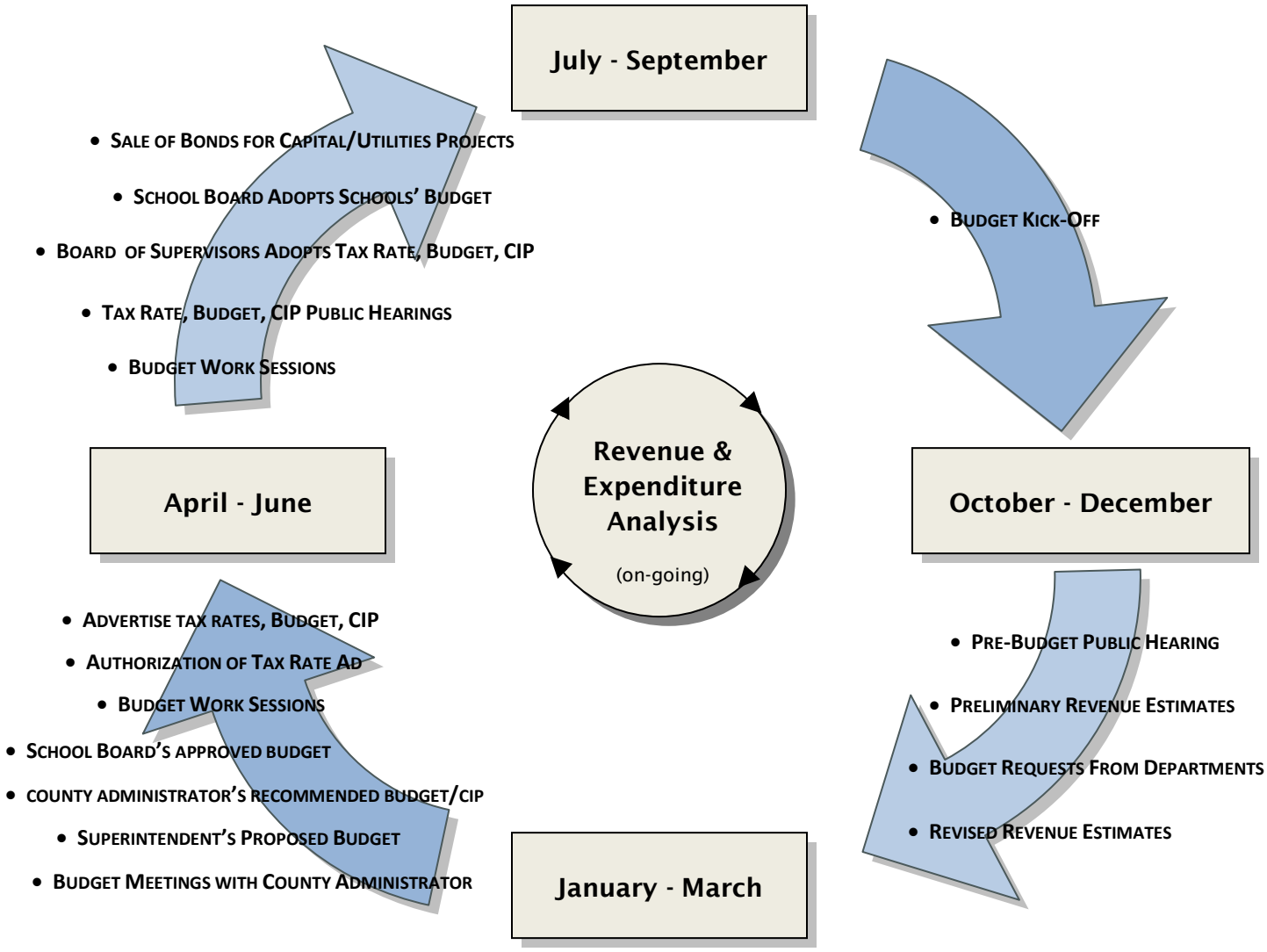
Planning Process	Description
Annual Budget Process	County Administration works with the Budget staff, Department Directors, Constitutional Officers, Regional Agencies, etc. to develop a Recommended Budget. Many of the decisions included in that recommendation are driven by the processes noted above. A summary of the County's Budget process can be found on the following pages.
Five Year Financial Plan	A five year financial forecast is developed annually as a tool to anticipate potential budget imbalances. The current plan can be found on page 133.

Below is a visual display of the connectivity of these various planning processes. The FY 2016 Adopted Budget takes these planning processes into account, where appropriate.



Annual Budget Process

The operating budget process begins with the distribution of budget preparation materials to departments in the fall. Departments submit detailed budget requests to the Finance Office in December. Submissions are reviewed and analyzed by Budget staff. The process is depicted below:



The County Administrator presents a recommended budget to the Board of Supervisors in February. Budget work sessions are scheduled during the months of March and April. Public hearings are held in the previous fall, to get citizen input before compiling the recommended budget, and in the spring, to get citizen reaction to the recommended budget before it is adopted by the BOS.

After careful consideration and deliberation on staff and citizen input, the Recommended Budget, as modified for additions and deletions, is adopted by the Board of Supervisors during April through a resolution. The resolution places legal restrictions on expenditures at the fund or category level. The budget amendment policy authorizes Department Directors to transfer funding between accounts within their adopted divisional operating budgets. County Administration has the authority to transfer funding between all categories of an adopted Departmental budget and up to $100,000 between adopted Department budgets, but in no case can Directors or County Administration approve adjustments that increase the approved appropriation level; increase the number of permanent personnel; or significantly expand an existing program. The School Board is authorized to transfer budgeted amounts within each of the school system's appropriated categories. All other revisions to the budget must be approved by the Board of Supervisors. Adjustments to the budget in excess of one percent of the total budget require a public hearing prior to a formal vote by the Board of Supervisors.

FY 2016 Budget Calendar

September 9, 2014	Approval of FY 16 Budget Calendar
October 20, 2014	Budget Kickoff
November 14, 2014	Budget submissions due from departments
November 25, 2014	Budget Work Session: Pre-budget Public Hearing
December 12, 2014	Preliminary budget meeting with County Administration
December 15 – 18, 2014	Budget meetings with County Administration and departments
December 19, 2014	Final budget decisions from County Administration
February 9, 2015	School Board approves FY 2016 School Budget
February 10, 2015	Budget Work Session: Presentation of County Administrator's FY 2016 Recommended Budget & CIP to BOS
February 24, 2015	Budget Work Session: Presentation of School Board's FY 2016 Approved Budget to BOS/Presentation from the Citizen Budget Review Committee (CBRC)/ Other Funds/Departments
March 10, 2015	Budget Work Session: Tax rate advertisement decision/Constitutional Officers/Departments/CIP
March 18, 2015	Tax Rate, Budget and CIP Ads advertised in Free Lance-Star
March 24, 2015	Budget Work Session: Joint meeting with School Board/EDA
March 26, 2015	Public Hearings: Budget, Tax Rates, CIP – 6:30 p.m. @ Courtland High School
March 31, 2015	Budget Work Session: Budget/CIP
April 2, 2015	Budget Work Session: Budget/Approval of the Draft CIP
April 14, 2015	Budget Work Session: Adopt FY 16 Budget, CIP and 2015 tax rates

COUNTY OF SPOTSYLVANIA · VIRGINIA
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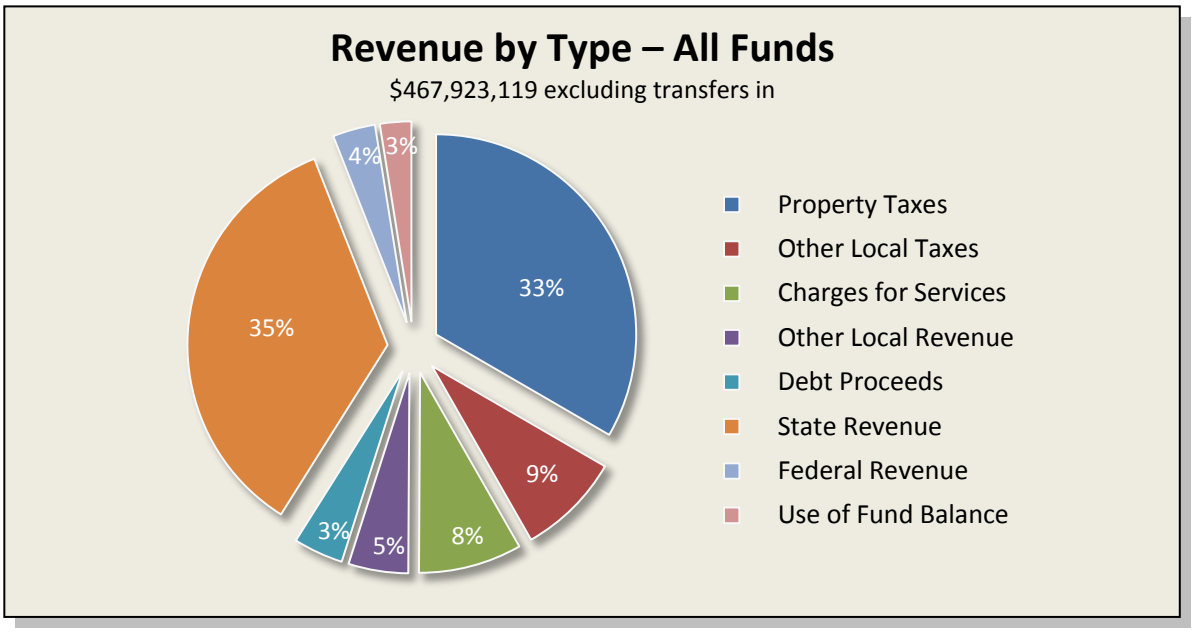
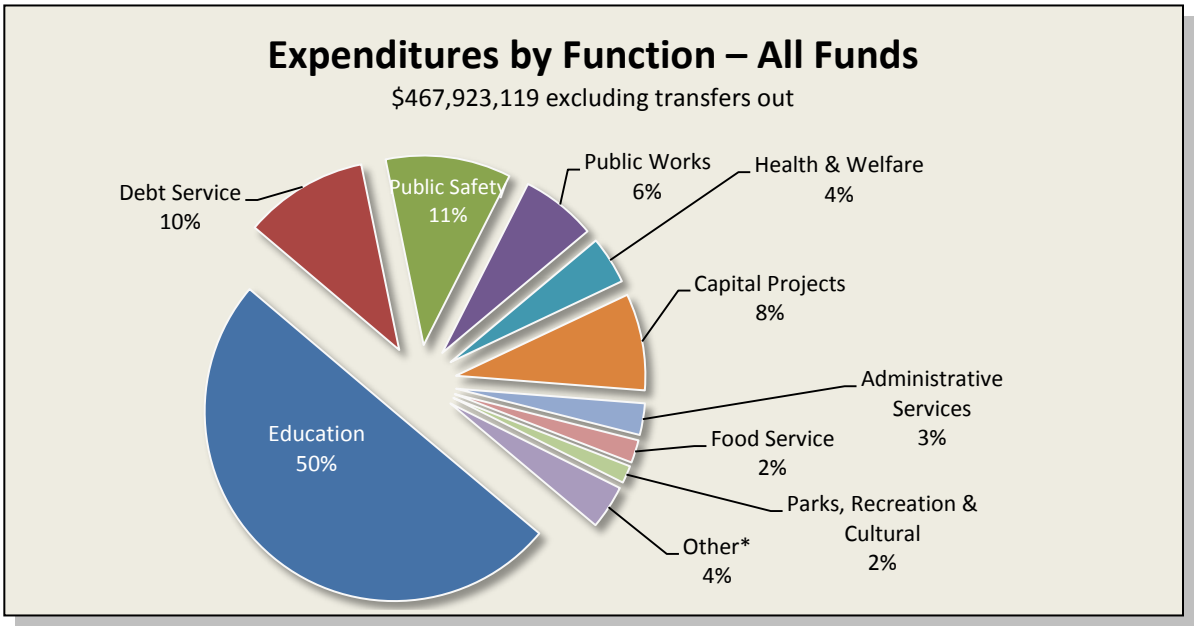
FY 2016 Adopted Budget - All Funds						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$151,439,841	$152,705,029	$153,050,410	$154,038,898	$1,333,869	0.9%
Other Local Taxes	$37,517,662	$38,484,687	$38,814,687	$39,525,708	$1,041,021	2.7%
Licenses & Permits	$246,380	$260,800	$260,800	$263,200	$2,400	0.9%
Charges for Services	$37,058,929	$37,538,066	$38,266,359	$39,273,018	$1,734,952	4.6%
Other Local Revenue	$30,242,816	$24,248,193	$27,296,004	$24,185,535	($62,658)	-0.3%
Debt Proceeds	$31,335,907	$7,664,829	$101,679,376	$14,879,776	$7,214,947	94.1%
State Revenue	$158,310,013	$161,376,304	$167,525,054	$164,069,868	$2,693,564	1.7%
Federal Revenue	$20,098,765	$14,607,517	$23,420,044	$15,905,955	$1,298,438	8.9%
Subtotal - Revenue	$466,250,313	$436,885,425	$550,312,734	$452,141,958	$15,256,533	3.5%
Transfers In	$132,844,843	$130,485,926	$134,302,730	$136,807,197	$6,321,271	4.8%
Use of Fund Balance	($25,498,862)	$14,035,126	$86,478,614	$15,784,161	$1,749,035	12.5%
TOTAL REVENUE - All Funds	**$573,596,294**	**$581,406,477**	**$771,094,078**	**$604,733,316**	**$23,326,839**	**4.0%**
Expenditures (by function)						
Executive Services	$2,559,475	$3,368,500	$3,580,609	$4,612,514	$1,244,014	36.9%
Administrative Services	$10,843,535	$11,601,955	$12,369,635	$12,581,874	$979,919	8.4%
Voter Services	$315,530	$370,626	$371,626	$343,597	($27,029)	-7.3%
Judicial Administration	$3,795,852	$4,040,892	$4,193,092	$4,032,366	($8,526)	-0.2%
Public Safety	$46,036,130	$48,017,620	$50,840,305	$49,862,058	$1,844,438	3.8%
Public Works	$25,881,751	$29,391,929	$29,647,237	$29,886,960	$495,031	1.7%
Health & Welfare	$17,220,211	$17,510,112	$17,592,856	$18,935,964	$1,425,852	8.1%
Parks, Recreation & Cultural	$6,812,663	$6,994,354	$6,994,354	$6,960,476	($33,878)	-0.5%
Community Development	$4,340,585	$4,641,676	$4,995,687	$4,565,806	($75,870)	-1.6%
Debt Service	$59,710,984	$47,751,960	$127,271,624	$48,704,061	$952,101	2.0%
Capital Projects	$32,483,398	$30,694,035	$129,215,951	$39,015,003	$8,320,968	27.1%
Transportation	$2,120,606	$3,745,877	$3,552,377	$3,428,324	($317,553)	-8.5%
Education	$218,920,833	$232,319,067	$235,243,975	$234,770,236	$2,451,169	1.1%
Food Service	$8,704,718	$9,530,213	$9,530,213	$9,271,699	($258,514)	-2.7%
Subtotal - Appropriated Expenditures	$439,746,271	$449,978,816	$635,399,541	$466,970,938	$16,992,122	3.8%
Tax Relief	$955,180	$941,735	$941,735	$955,181	$13,446	
Subtotal - Adopted Budget	$440,701,451	$450,920,551	$636,341,276	$467,926,119	$17,005,568	3.8%
Transfers Out	$132,894,843	$130,485,926	$134,752,802	$136,807,197	$6,321,271	4.8%
TOTAL EXPENDITURES - All Funds	**$573,596,294**	**$581,406,477**	**$771,094,078**	**$604,733,316**	**$23,326,839**	**4.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$266,384,931	$279,459,345	$281,859,984	$282,965,564	$3,506,219	1.3%
Operating (other than debt service)	$80,037,621	$89,240,383	$95,269,650	$93,675,791	$4,435,408	5.0%
Debt Service	$59,710,984	$47,751,960	$127,271,624	$48,704,061	$952,101	2.0%
Capital	$33,612,735	$33,527,128	$130,998,283	$41,625,522	$8,098,394	24.2%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$439,746,271**	**$449,978,816**	**$635,399,541**	**$466,970,938**	**$16,992,122**	**3.8%**

Sources and Uses of Funds

Where Does the Money Come From?

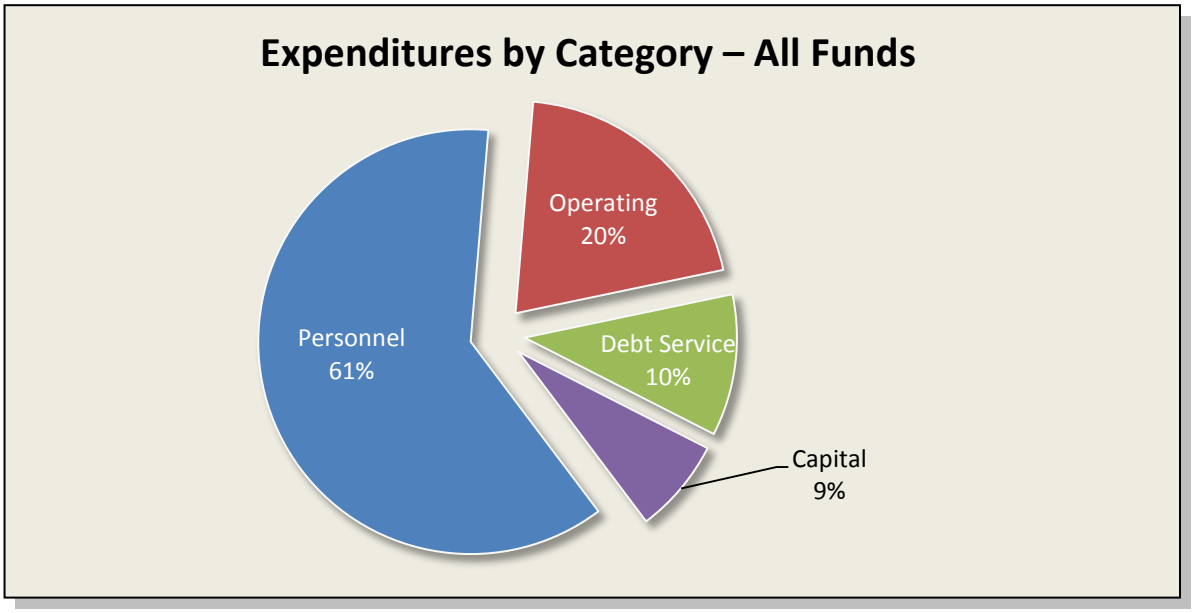


Where Does the Money Go?



*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?



FY 2016 Adopted Budget - All Funds By Fund

	Governmental Funds						
	General Fund	Capital Proj. Fund	EDO Fund	Fire/EMS Fee Fund	Code Comp Fund	Transportation Fund	School Op. Fund
Revenues (by type)							
Property Taxes	$153,305,705	$0	$0	$0	$0	$733,193	$0
Other Local Taxes	$39,525,708	$0	$0	$0	$0	$0	$0
Licenses & Permits	$263,200	$0	$0	$0	$0	$0	$0
Charges for Services	$4,240,858	$0	$0	$2,648,000	$0	$0	$0
Other Local Revenue	$3,677,584	$773,307	$73,375	$0	$3,447,200	$4,660,243	$4,653,485
Debt Proceeds	$0	$0	$0	$0	$0	$0	$0
State Revenue	$36,300,160	$485,754	$0	$0	$0	$0	$127,077,189
Federal Revenue	$670,502	$457,161	$0	$0	$0	$0	$9,886,987
Subtotal - Revenue	$237,983,717	$1,716,222	$73,375	$2,648,000	$3,447,200	$5,393,436	$141,617,661
Transfers In	$3,984,398	$9,744,699	$384,497	$0	$1,003,615	$176,162	$116,432,747
Use of Fund Balance	$3,222,233	$4,447,582	$117,466	$103,508	($35,054)	$2,886,878	$0
TOTAL REVENUE - All Funds	**$245,190,348**	**$15,908,503**	**$575,338**	**$2,751,508**	**$4,415,761**	**$8,456,476**	**$258,050,408**
Expenditures (by function)							
Executive Services	$4,612,514	$0	$0	$0	$0	$0	$0
Administrative Services	$12,581,874	$0	$0	$0	$0	$0	$0
Voter Services	$343,597	$0	$0	$0	$0	$0	$0
Judicial Administration	$4,032,366	$0	$0	$0	$0	$0	$0
Public Safety	$47,913,022	$0	$0	$0	$1,949,036	$0	$0
Public Works	$9,512,374	$0	$0	$0	$0	$0	$0
Health & Welfare	$18,935,964	$0	$0	$0	$0	$0	$0
Parks, Recreation & Cultural	$6,960,476	$0	$0	$0	$0	$0	$0
Community Development	$2,392,144	$0	$513,590	$0	$1,660,072	$0	$0
Debt Service	$9,533,185	$0	$61,748	$0	$0	$4,817,292	$23,216,302
Capital Projects	$0	$11,672,978	$0	$0	$0	$0	$0
Transportation	$0	$0	$0	$0	$0	$3,428,324	$0
Education	$0	$0	$0	$0	$0	$0	$234,770,236
Food Service	$0	$0	$0	$0	$0	$0	$0
Subtotal - Appropriated Expenditures	$116,817,516	$11,672,978	$575,338	$0	$3,609,108	$8,245,616	$257,986,538
Tax Relief	$955,181	$0	$0	$0	$0	$0	$0
Subtotal - Adopted Budget	$117,772,697	$11,672,978	$575,338	$0	$3,609,108	$8,245,616	$257,986,538
Transfers Out	$127,417,651	$4,235,525	$0	$2,751,508	$806,653	$210,860	$63,870
TOTAL EXPENDITURES - All Funds	**$245,190,348**	**$15,908,503**	**$575,338**	**$2,751,508**	**$4,415,761**	**$8,456,476**	**$258,050,408**
Appropriated Expenditures (by category)							
Personnel (salaries & benefits)	$64,085,018	$308,084	$0	$0	$2,940,660	$339,875	$202,503,140
Operating (other than debt service)	$41,789,169	$169,531	$513,590	$0	$668,448	$3,088,449	$32,046,697
Debt Service	$9,533,185	$0	$61,748	$0	$0	$4,817,292	$23,216,302
Capital	$1,410,144	$11,195,363	$0	$0	$0	$0	$220,399
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$116,817,516**	**$11,672,978**	**$575,338**	**$0**	**$3,609,108**	**$8,245,616**	**$257,986,538**

FY 2016 Adopted Budget - All Funds By Fund (continued)

		Proprietary Funds					
School Food Fund	School Cap. Fund	Joint Fleet Fund	Utilities Op. Fund	Utilities Cap. Fund	**FY 2016 Adopted***	**FY 2015 Adopted***	**FY 2014 Actual***
$0	$0	$0	$0	$0	$154,038,898	$152,705,029	$151,439,841
$0	$0	$0	$0	$0	$39,525,708	$38,484,687	$37,517,662
$0	$0	$0	$0	$0	$263,200	$260,800	$246,380
$0	$0	$2,584,155	$29,976,360	$2,407,800	$39,273,018	$37,538,066	$37,058,929
$4,609,464	$0	$0	$1,591,205	$699,672	$24,185,535	$24,248,193	$30,242,816
$0	$14,879,776	$0	$0	$0	$14,879,776	$7,664,829	$31,335,907
$206,765	$0	$0	$0	$0	$164,069,868	$161,376,304	$158,310,013
$4,391,600	$0	$0	$499,705	$0	$15,905,955	$14,607,517	$20,098,765
$9,207,829	$14,879,776	$2,584,155	$32,067,270	$3,107,472	$452,141,958	$436,885,425	$466,250,313
$63,870	$3,749,749	$0	$91,568	$1,175,892	$136,807,197	$130,485,926	$132,844,843
$0	$0	$0	$612,412	$4,429,136	$15,784,161	$14,035,126	($25,498,862)
$9,271,699	**$18,629,525**	**$2,584,155**	**$32,771,250**	**$8,712,500**	**$604,733,316**	**$581,406,477**	**$573,596,294**
$0	$0	$0	$0	$0	$4,612,514	$3,368,500	$2,559,475
$0	$0	$0	$0	$0	$12,581,874	$11,601,955	$10,843,535
$0	$0	$0	$0	$0	$343,597	$370,626	$315,530
$0	$0	$0	$0	$0	$4,032,366	$4,040,892	$3,795,852
$0	$0	$0	$0	$0	$49,862,058	$48,017,620	$46,036,130
$0	$0	$0	$20,374,586	$0	$29,886,960	$29,391,929	$25,881,751
$0	$0	$0	$0	$0	$18,935,964	$17,510,112	$17,220,211
$0	$0	$0	$0	$0	$6,960,476	$6,994,354	$6,812,663
$0	$0	$0	$0	$0	$4,565,806	$4,641,676	$4,340,585
$0	$0	$0	$11,075,534	$0	$48,704,061	$47,751,960	$59,710,984
$0	$18,629,525	$0	$0	$8,712,500	$39,015,003	$30,694,035	$32,483,398
$0	$0	$2,584,155	$0	$0	$3,428,324	$3,745,877	$2,120,606
$0	$0	$0	$0	$0	$234,770,236	$232,319,067	$218,920,833
$9,271,699	$0	$0	$0	$0	$9,271,699	$9,530,213	$8,704,718
$9,271,699	$18,629,525	$2,584,155	$31,450,120	$8,712,500	$466,970,938	$449,978,816	$439,746,271
$0	$0	$0	$0	$0	$955,181	$941,735	$955,180
$9,271,699	$18,629,525	$2,584,155	$31,450,120	$8,712,500	$467,926,119	$450,920,551	$440,701,451
$0	$0	$0	$1,321,130	$0	$136,807,197	$130,485,926	$132,894,843
$9,271,699	**$18,629,525**	**$2,584,155**	**$32,771,250**	**$8,712,500**	**$604,733,316**	**$581,406,477**	**$573,596,294**
$2,562,392	$0	$1,279,031	$10,226,395	$0	$282,965,564	$279,459,345	$266,384,931
$6,709,307	$0	$1,243,595	$8,690,600	$0	$93,675,791	$89,240,383	$80,037,621
$0	$0	$0	$11,075,534	$0	$48,704,061	$47,751,960	$59,710,984
$0	$18,629,525	$61,529	$1,457,591	$8,712,500	$41,625,522	$33,527,128	$33,612,735
$9,271,699	**$18,629,525**	**$2,584,155**	**$31,450,120**	**$8,712,500**	**$466,970,938**	**$449,978,816**	**$439,746,271**

**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 2016 Adopted Budget - General Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$150,750,977	$151,986,105	$152,331,486	$153,305,705	$1,319,600	0.9%
Other Local Taxes	$37,517,662	$38,484,687	$38,814,687	$39,525,708	$1,041,021	2.7%
Licenses & Permits	$246,380	$260,800	$260,800	$263,200	$2,400	0.9%
Charges for Services	$3,884,571	$3,316,692	$4,044,985	$4,240,858	$924,166	27.9%
Other Local Revenue	$3,963,221	$3,419,678	$3,502,285	$3,677,584	$257,906	7.5%
Debt Proceeds	$0	$0	$27,425,170	$0	$0	n/a
State Revenue	$35,883,968	$35,062,267	$35,343,870	$36,300,160	$1,237,893	3.5%
Federal Revenue	$412,811	$34,078	$1,072,111	$670,502	$636,424	1867.6%
Subtotal - Revenue	$232,659,590	$232,564,307	$262,795,394	$237,983,717	$5,419,410	2.3%
Transfers In	$3,461,347	$3,398,088	$3,660,305	$3,984,398	$586,310	17.3%
Use of Fund Balance	($1,626,870)	$2,358,793	$5,978,658	$3,222,233	$863,440	36.6%
TOTAL REVENUE - General Fund	**$234,494,067**	**$238,321,188**	**$272,434,357**	**$245,190,348**	**$6,869,160**	**2.9%**
Expenditures (by function)						
Executive Services	$2,559,475	$3,368,500	$3,580,609	$4,612,514	$1,244,014	36.9%
Administrative Services	$10,843,535	$11,601,955	$12,369,635	$12,581,874	$979,919	8.4%
Voter Services	$315,530	$370,626	$371,626	$343,597	($27,029)	-7.3%
Judicial Administration	$3,795,852	$4,040,892	$4,193,092	$4,032,366	($8,526)	-0.2%
Public Safety	$44,308,798	$46,103,815	$48,951,110	$47,913,022	$1,809,207	3.9%
Public Works	$8,671,705	$9,297,097	$9,385,454	$9,512,374	$215,277	2.3%
Health & Welfare	$17,220,211	$17,510,112	$17,592,856	$18,935,964	$1,425,852	8.1%
Parks, Recreation & Cultural	$6,812,663	$6,994,354	$6,994,354	$6,960,476	($33,878)	-0.5%
Community Development	$2,473,839	$2,419,115	$2,619,850	$2,392,144	($26,971)	-1.1%
Debt Service	$8,566,522	$9,115,340	$36,180,259	$9,533,185	$417,845	4.6%
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
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$105,568,130	$110,821,806	$142,238,845	$116,817,516	$5,995,710	5.4%
Tax Relief	$955,180	$941,735	$941,735	$955,181	$13,446	1.4%
Subtotal - Adopted Budget	$106,523,310	$111,763,541	$143,180,580	$117,772,697	$6,009,156	5.4%
Transfers Out	$127,970,757	$126,557,647	$129,253,777	$127,417,651	$860,004	0.7%
TOTAL EXPENDITURES - General Fund	**$234,494,067**	**$238,321,188**	**$272,434,357**	**$245,190,348**	**$6,869,160**	**2.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$57,128,010	$60,875,152	$61,985,540	$64,085,018	$3,209,866	5.3%
Operating (other than debt service)	$37,969,786	$39,104,457	$41,701,365	$41,789,169	$2,684,712	6.9%
Debt Service	$8,566,522	$9,115,340	$36,180,259	$9,533,185	$417,845	4.6%
Capital	$1,903,812	$1,726,857	$2,371,681	$1,410,144	($316,713)	-18.3%
TOTAL APPROPRIATED EXPENDITURES - General Fund	**$105,568,130**	**$110,821,806**	**$142,238,845**	**$116,817,516**	**$5,995,710**	**5.4%**

Fund Balance - General Fund						
Beginning Fund Balance *	$54,576,221	$44,414,742	$56,203,091	$52,558,202	$8,143,460	18.3%
Net gain (use) from operations	$1,626,870	($2,358,793)	($5,978,658)	($3,222,233)	($863,440)	36.6%
Ending Fund Balance	$56,203,091	$42,055,949	$50,224,433	$49,335,969	$7,280,020	17.3%
Restricted, Committed, Assigned	$14,421,349	$3,258,067	$7,360,605	$7,360,605	$51,771,960	1589.0%
Fiscal Stability Reserve - General Fund	$37,142,151	$37,639,080	$37,639,080	38,505,516	$866,436	2.3%
Fund Balance Net of Obligations & Res	$4,639,591	$1,158,802	$5,224,748	$3,469,848	$2,311,046	199.4%
Ending Fund Balance - General Fund	**$56,203,091**	**$42,055,949**	**$50,224,433**	**$49,335,969**	**$7,280,020**	**17.3%**

*FY 2016 beginning fund balance was modified to reflect changes in revenues and expenditures estimated in the FY 2015 third quarter report which have not been factored into the FY 2015 Amended column.

FY 2016 Adopted Budget - Capital Projects Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$354,230	$101,447	$280,500	$773,307	$671,860	662.3%
Debt Proceeds	$7,838,191	$0	$12,416,657	$0	$0	n/a
State Revenue	$534,014	$250,000	$6,196,875	$485,754	$235,754	94.3%
Federal Revenue	$5,802,450	$458,490	$8,224,983	$457,161	($1,329)	-0.3%
Subtotal - Revenue	$14,528,885	$809,937	$27,119,015	$1,716,222	$906,285	111.9%
Transfers In	$10,391,507	$8,608,235	$9,717,520	$9,744,699	$1,136,464	13.2%
Use of Fund Balance	($9,971,096)	$836,705	$33,815,575	$4,447,582	$3,610,877	431.6%
TOTAL REVENUE - Capital Projects Fund	**$14,949,296**	**$10,254,877**	**$70,652,110**	**$15,908,503**	**$5,653,626**	**55.1%**
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 & Welfare	$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	$11,510	$0	$138,502	$0	$0	n/a
Capital Projects	$14,342,774	$9,779,121	$69,506,314	$11,672,978	$1,893,857	19.4%
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$14,354,284	$9,779,121	$69,644,816	$11,672,978	$1,893,857	19.4%
Transfers Out	$595,012	$475,756	$1,007,294	$4,235,525	$3,759,769	790.3%
TOTAL EXPENDITURES - Cap Proj Fund	**$14,949,296**	**$10,254,877**	**$70,652,110**	**$15,908,503**	**$5,653,626**	**55.1%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$311,858	$332,540	$332,540	$308,084	($24,456)	-7.4%
Operating (other than debt service)	$876,787	$8,857	$2,132,364	$169,531	$160,674	1814.1%
Debt Service	$11,510	$0	$138,502	$0	$0	n/a
Capital	$13,154,129	$9,437,724	$67,041,410	$11,195,363	$1,757,639	18.6%
TOTAL APPROPRIATED EXPENDITURES - Cap Proj Fund	**$14,354,284**	**$9,779,121**	**$69,644,816**	**$11,672,978**	**$1,893,857**	**19.4%**

Fund Balance - Capital Projects Fund						
Beginning Fund Balance	$31,012,739	$3,327,534	$40,983,835	$7,168,260	$3,840,726	115.4%
Net gain (use) from operations	$9,971,096	($836,705)	($33,815,575)	($4,447,582)	($3,610,877)	431.6%
Ending Fund Balance	$40,983,835	$2,490,829	$7,168,260	$2,720,678	$229,849	9.2%

FY 2016 Adopted Budget - Economic Development Opportunities Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$68,265	$73,375	$73,375	$73,375	$0	0.0%
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	$68,265	$73,375	$73,375	$73,375	$0	0.0%
Transfers In	$755,519	$591,097	$605,897	$384,497	($206,600)	-35.0%
Use of Fund Balance	($129,287)	($97,512)	$273,658	$117,466	$214,978	-220.5%
TOTAL REVENUE - EDO Fund	**$694,497**	**$566,960**	**$952,930**	**$575,338**	**$8,378**	**1.5%**
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 & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$632,749	$507,797	$703,767	$513,590	$5,793	1.1%
Debt Service	$61,748	$59,163	$59,163	$61,748	$2,585	4.4%
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
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$694,497	$566,960	$762,930	$575,338	$8,378	1.5%
Transfers Out	$0	$0	$190,000	$0	$0	n/a
TOTAL EXPENDITURES - EDO Fund	**$694,497**	**$566,960**	**$952,930**	**$575,338**	**$8,378**	**1.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$632,749	$507,797	$703,767	$513,590	$5,793	1.1%
Debt Service	$61,748	$59,163	$59,163	$61,748	$2,585	4.4%
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - EDO Fund	**$694,497**	**$566,960**	**$762,930**	**$575,338**	**$8,378**	**1.5%**

Fund Balance - EDO Fund						
Beginning Fund Balance *	$796,059	$560,168	$925,346	$651,688	$91,520	16.3%
Net gain (use) from operations	$129,287	$97,512	($273,658)	($117,466)	($214,978)	-220.5%
Ending Fund Balance	**$925,346**	**$657,680**	**$651,688**	**$534,222**	**($123,458)**	**-18.8%**

* FY 2015 beginning fund balance was modified to reflect decreased expenditures estimated at mid-year FY 2014, which have not yet been factored into the FY 2014 Amended column.

FY 2016 Adopted Budget - Fire-EMS Fee Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$2,749,522	$2,650,000	$2,650,000	$2,648,000	($2,000)	-0.1%
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	$2,749,522	$2,650,000	$2,650,000	$2,648,000	($2,000)	-0.1%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of (Addition to) Fund Balance	($13,773)	$88,937	$88,937	$103,508	$14,571	16.4%
TOTAL REVENUE - Fire/EMS Fee Fund	**$2,735,749**	**$2,738,937**	**$2,738,937**	**$2,751,508**	**$12,571**	**0.5%**
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 & Welfare	$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
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$0	$0	$0	$0	$0	n/a
Transfers Out	$2,735,749	$2,738,937	$2,738,937	$2,751,508	$12,571	0.5%
TOTAL EXPENDITURES - Fire/EMS Fund	**$2,735,749**	**$2,738,937**	**$2,738,937**	**$2,751,508**	**$12,571**	**0.5%**
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	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Fire/EMS Fund	**$0**	**$0**	**$0**	**$0**	**$0**	**n/a**

Fund Balance - Fire/EMS Fee Fund						
Beginning Fund Balance	$441,572	$289,179	$455,345	$366,408	$77,229	26.7%
Net gain (use) from operations	$13,773	($88,937)	($88,937)	($103,508)	($14,571)	16.4%
Ending Fund Balance	**$455,345**	**$200,242**	**$366,408**	**$262,900**	**$62,658**	**31.3%**

FY 2016 Adopted Budget - Code Compliance Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$2,618,837	$2,723,040	$2,728,690	$3,447,200	$724,160	26.6%
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	$2,618,837	$2,723,040	$2,728,690	$3,447,200	$724,160	26.6%
Transfers In	$951,624	$1,183,378	$1,183,378	$1,003,615	($179,763)	-15.2%
Use of (Addition to) Fund Balance	($205,820)	$100,000	$27,046	($35,054)	($135,054)	-135.1%
TOTAL REVENUE - Code Comp. Fund	**$3,364,641**	**$4,006,418**	**$3,939,114**	**$4,415,761**	**$409,343**	**10.2%**
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	$1,727,332	$1,913,805	$1,889,195	$1,949,036	$35,231	1.8%
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$1,233,997	$1,714,764	$1,672,070	$1,660,072	($54,692)	-3.2%
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
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$2,961,329	$3,628,569	$3,561,265	$3,609,108	($19,461)	-0.5%
Transfers Out	$403,312	$377,849	$377,849	$806,653	$428,804	113.5%
TOTAL EXPENDITURES - Code Comp.	**$3,364,641**	**$4,006,418**	**$3,939,114**	**$4,415,761**	**$409,343**	**10.2%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,781,195	$2,956,446	$2,956,446	$2,940,660	($15,786)	-0.5%
Operating (other than debt service)	$159,735	$672,123	$585,069	$668,448	($3,675)	-0.5%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$20,399	$0	$19,750	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Code Comp. Fund	**$2,961,329**	**$3,628,569**	**$3,561,265**	**$3,609,108**	**($19,461)**	**-0.5%**

Fund Balance - Code Compliance Fund						
Beginning Fund Balance	$133,777	$132,410	$339,597	$312,551	$180,141	136.0%
Net gain (use) from operations	$205,820	($100,000)	($27,046)	$35,054	$135,054	-135.1%
Ending Fund Balance	**$339,597**	**$32,410**	**$312,551**	**$347,605**	**$315,195**	**972.5%**

FY 2016 Adopted Budget - Transportation Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$688,864	$718,924	$718,924	$733,193	$14,269	2.0%
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	$9,878,945	$4,380,108	$4,380,108	$4,660,243	$280,135	6.4%
Debt Proceeds	$0	$0	$10,424,363	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$10,567,809	$5,099,032	$15,523,395	$5,393,436	$294,404	5.8%
Transfers In	$219,094	$177,188	$260,753	$176,162	($1,026)	-0.6%
Use of Fund Balance	($4,368,357)	$2,715,273	$2,443,759	$2,886,878	$171,605	6.3%
TOTAL REVENUE - Trans. Fund	**$6,418,546**	**$7,991,493**	**$18,227,907**	**$8,456,476**	**$464,983**	**5.8%**
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	$0	$0	$0	$0	$0	n/a
Health & Welfare	$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	$3,645,019	$4,094,197	$14,270,611	$4,817,292	$723,095	17.7%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$2,120,606	$3,745,877	$3,552,377	$3,428,324	($317,553)	-8.5%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$5,765,625	$7,840,074	$17,822,988	$8,245,616	$405,542	5.2%
Transfers Out	$652,921	$151,419	$404,919	$210,860	$59,441	39.3%
TOTAL EXPENDITURES - Trans. Fund	**$6,418,546**	**$7,991,493**	**$18,227,907**	**$8,456,476**	**$464,983**	**5.8%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$297,902	$350,780	$350,780	$339,875	($10,905)	-3.1%
Operating (other than debt service)	$1,822,704	$3,395,097	$3,201,597	$3,088,449	($306,648)	-9.0%
Debt Service	$3,645,019	$4,094,197	$14,270,611	$4,817,292	$723,095	17.7%
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Trans. Fund	**$5,765,625**	**$7,840,074**	**$17,822,988**	**$8,245,616**	**$405,542**	**5.2%**

Fund Balance - Transportation Fund						
Beginning Fund Balance *	$8,320,784	$7,452,726	$12,689,141	$11,619,735	$4,167,009	55.9%
Net gain (use) from operations	$4,368,357	($2,715,273)	($2,443,759)	($2,886,878)	($171,605)	6.3%
Ending Fund Balance	**$12,689,141**	**$4,737,453**	**$10,245,382**	**$8,732,857**	**$3,995,404**	**84.3%**

FY 2016 Adopted Budget - Joint Fleet Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$2,315,610	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
Other Local Revenue	$48,799	$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	$2,364,409	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of Fund Balance	$409,630	$0	$0	$0	$0	n/a
TOTAL REVENUE - Joint Fleet Fund	**$2,774,039**	**$2,551,884**	**$2,551,884**	**$2,584,155**	**$32,271**	**1.3%**
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 & Welfare	$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	$2,774,039	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$2,774,039	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - Joint Fleet Fund	**$2,774,039**	**$2,551,884**	**$2,551,884**	**$2,584,155**	**$32,271**	**1.3%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$1,288,899	$1,289,769	$1,289,769	$1,279,031	($10,738)	-0.8%
Operating (other than debt service)	$1,135,052	$1,230,115	$1,230,115	$1,243,595	$13,480	1.1%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$350,088	$32,000	$32,000	$61,529	$29,529	92.3%
TOTAL APPROPRIATED EXPENDITURES - Joint Fleet Fund	**$2,774,039**	**$2,551,884**	**$2,551,884**	**$2,584,155**	**$32,271**	**1.3%**

Fund Balance - Joint Fleet Fund						
Beginning Fund Balance	$476,752	$157,056	$67,122	$67,122	($89,934)	-57.3%
Net gain (use) from operations	($409,630)	$0	$0	$0	$0	n/a
Ending Fund Balance	**$67,122**	**$157,056**	**$67,122**	**$67,122**	**($89,934)**	**-57.3%**

FY 2016 Adopted Budget - School Operating Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$3,887,733	$3,785,339	$3,859,654	$4,653,485	$868,146	22.9%
Debt Proceeds	$11,695,000	$0	$43,704,968	$0	$0	n/a
State Revenue	$121,788,690	$125,848,758	$125,769,030	$127,077,189	$1,228,431	1.0%
Federal Revenue	$8,945,015	$9,223,105	$9,231,106	$9,886,987	$663,882	7.2%
Subtotal - Revenue	$146,316,438	$138,857,202	$182,564,758	$141,617,661	$2,760,459	2.0%
Transfers In	$116,213,691	$116,415,339	$118,754,276	$116,432,747	$17,408	0.0%
Use of Fund Balance	($5,992,349)	$0	$10,699	$0	$0	n/a
TOTAL REVENUE - School Op. Fund	**$256,537,780**	**$255,272,541**	**$301,329,733**	**$258,050,408**	**$2,777,867**	**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 & Welfare	$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	$37,183,469	$22,897,604	$65,947,572	$23,216,302	$318,698	1.4%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$218,920,833	$232,319,067	$235,243,975	$234,770,236	$2,451,169	1.1%
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$256,104,302	$255,216,671	$301,191,547	$257,986,538	$2,769,867	1.1%
Transfers Out	$433,478	$55,870	$138,186	$63,870	$8,000	14.3%
TOTAL EXPENDITURES - School Op. Func	**$256,537,780**	**$255,272,541**	**$301,329,733**	**$258,050,408**	**$2,777,867**	**1.1%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$194,214,089	$202,152,748	$203,562,006	$202,503,140	$350,392	0.2%
Operating (other than debt service)	$24,575,350	$30,133,310	$31,348,339	$32,046,697	$1,913,387	6.3%
Debt Service	$37,183,469	$22,897,604	$65,947,572	$23,216,302	$318,698	1.4%
Capital	$131,394	$33,009	$333,630	$220,399	$187,390	567.7%
TOTAL APPROPRIATED EXPENDITURES - School Op. Fund	**$256,104,302**	**$255,216,671**	**$301,191,547**	**$257,986,538**	**$2,769,867**	**1.1%**
Fund Balance - School Operating Fund						
Beginning Fund Balance	$6,526,575	$12,518,924	$12,518,924	$12,518,924	$0	0.0%
Net gain (use) from operations	$5,992,349	$0	($10,699)	$0	$0	n/a
Ending Fund Balance	$12,518,924	$12,518,924	$12,508,225	$12,518,924	$0	0.0%
Restricted, Committed, Assigned	$12,508,225	$12,508,225	$12,508,225	$12,508,225	$0	0.0%
Fund Balance Net of Obligations & Res	$10,699	$10,699	$10,699	$10,699	$0	0.0%
Ending Fund Balance, School Operatir	**$12,518,924**	**$12,518,924**	**$12,518,924**	**$12,518,924**	**$0**	**0.0%**
Local Transfer Breakdown						
State Required Local Effort		$51,849,984	$51,614,392	$51,345,396	($504,588)	-1.0%
State Required Local Match for Optional Programs		$1,599,490	$1,605,531	$1,954,912	$355,422	22.2%
Debt Service		$22,897,604	$22,242,604	$23,216,302	$318,698	1.4%
Additional local Transfer		$40,068,261	$43,291,749	$39,916,137	($152,124)	-0.4%
Total Local Transfer	**$116,213,691**	**$116,415,339**	**$118,754,276**	**$116,432,747**	**$17,408**	**0.0%**

FY 2016 Adopted Budget - School Food Service Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$4,636,677	$4,867,464	$4,859,464	$4,609,464	($258,000)	-5.3%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$207,536	$215,279	$215,279	$206,765	($8,514)	-4.0%
Federal Revenue	$4,438,245	$4,391,600	$4,391,600	$4,391,600	$0	0.0%
Subtotal - Revenue	$9,282,458	$9,474,343	$9,466,343	$9,207,829	($266,514)	-2.8%
Transfers In	$55,870	$55,870	$63,870	$63,870	$8,000	14.3%
Use of Fund Balance	($633,610)	$0	$0	$0	$0	n/a
TOTAL REVENUE - School Food Srvc. Fur	**$8,704,718**	**$9,530,213**	**$9,530,213**	**$9,271,699**	**($258,514)**	**-2.7%**
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 & Welfare	$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
Food Service	$8,704,718	$9,530,213	$9,530,213	$9,271,699	($258,514)	-2.7%
Subtotal - Appropriated Expenditures	$8,704,718	$9,530,213	$9,530,213	$9,271,699	($258,514)	-2.7%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - School Food Srv	**$8,704,718**	**$9,530,213**	**$9,530,213**	**$9,271,699**	**($258,514)**	**-2.7%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,505,402	$2,613,661	$2,494,654	$2,562,392	($51,269)	-2.0%
Operating (other than debt service)	$6,199,316	$6,916,552	$7,035,559	$6,709,307	($207,245)	-3.0%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - School Food Srvc.	**$8,704,718**	**$9,530,213**	**$9,530,213**	**$9,271,699**	**($258,514)**	**-2.7%**

Fund Balance - School Food Service Fund						
Beginning Fund Balance	$904,847	$846,715	$1,538,457	$1,538,457	$691,742	81.7%
Net gain (use) from operations	$633,610	$0	$0	$0	$0	n/a
Ending Fund Balance	**$1,538,457**	**$846,715**	**$1,538,457**	**$1,538,457**	**$691,742**	**81.7%**

FY 2016 Adopted Budget - School Capital Projects Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$15,068	$74,316	$0	$0	($74,316)	-100.0%
Debt Proceeds	$11,802,716	$7,664,829	$7,708,218	$14,879,776	$7,214,947	94.1%
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$11,817,784	$7,739,145	$7,708,218	$14,879,776	$7,140,631	92.3%
Transfers In	$377,608	$0	$0	$3,749,749	$3,749,749	n/a
Use of Fund Balance	($1,777,423)	$0	$2,950,427	$0	$0	n/a
TOTAL REVENUE - School Cap. Proj. Fun	**$10,417,969**	**$7,739,145**	**$10,658,645**	**$18,629,525**	**$10,890,380**	**140.7%**
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 & Welfare	$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	$43,389	$0	$0	n/a
Capital Projects	$10,417,969	$7,739,145	$10,615,256	$18,629,525	$10,890,380	140.7%
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$10,417,969	$7,739,145	$10,658,645	$18,629,525	$10,890,380	140.7%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - School Cap. Pro	**$10,417,969**	**$7,739,145**	**$10,658,645**	**$18,629,525**	**$10,890,380**	**140.7%**
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	$43,389	$0	$0	n/a
Capital	$10,417,969	$7,739,145	$10,615,256	$18,629,525	$10,890,380	140.7%
TOTAL APPROPRIATED EXPENDITURES - School Cap. Proj.	**$10,417,969**	**$7,739,145**	**$10,658,645**	**$18,629,525**	**$10,890,380**	**140.7%**

Fund Balance - School Cap. Proj. Fund						
Beginning Fund Balance	$2,215,468	$1,101,712	$3,992,891	$1,042,464	($59,248)	-5.4%
Net gain (use) from operations	$1,777,423	$0	($2,950,427)	$0	$0	n/a
Ending Fund Balance	**$3,992,891**	**$1,101,712**	**$1,042,464**	**$1,042,464**	**($59,248)**	**-5.4%**

FY 2016 Adopted Budget - Utilities Operating Fund						
	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$26,648,566	$29,163,574	$29,163,574	$29,976,360	$812,786	2.8%
Other Local Revenue	$3,162,068	$1,601,760	$1,601,760	$1,591,205	($10,555)	-0.7%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$500,244	$500,244	$500,244	$499,705	($539)	-0.1%
Subtotal - Revenue	$30,310,878	$31,265,578	$31,265,578	$32,067,270	$801,692	2.6%
Transfers In	$418,583	$56,731	$56,731	$91,568	$34,837	61.4%
Use of Fund Balance	($3,176,670)	$486,627	$213,442	$612,412	$125,785	25.8%
TOTAL REVENUE - Utilities Op Fund	**$27,552,791**	**$31,808,936**	**$31,535,751**	**$32,771,250**	**$962,314**	**3.0%**
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	$17,210,046	$20,094,832	$20,261,783	$20,374,586	$279,754	1.4%
Health & Welfare	$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	$10,242,716	$11,585,656	$10,632,128	$11,075,534	($510,122)	-4.4%
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
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$27,452,762	$31,680,488	$30,893,911	$31,450,120	($230,368)	-0.7%
Transfers Out	$100,029	$128,448	$641,840	$1,321,130	$1,192,682	928.5%
TOTAL EXPENDITURES - Utilities Op Fun	**$27,552,791**	**$31,808,936**	**$31,535,751**	**$32,771,250**	**$962,314**	**3.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$9,146,475	$10,178,018	$10,178,018	$10,226,395	$48,377	0.5%
Operating (other than debt service)	$7,801,194	$8,502,190	$8,561,590	$8,690,600	$188,410	2.2%
Debt Service	$10,242,716	$11,585,656	$10,632,128	$11,075,534	($510,122)	-4.4%
Capital	$262,377	$1,414,624	$1,522,175	$1,457,591	$42,967	3.0%
TOTAL APPROPRIATED EXPENDITURES - Utilities Op Fund	**$27,452,762**	**$31,680,488**	**$30,893,911**	**$31,450,120**	**($230,368)**	**-0.7%**

Fund Balance - Utilities Operating Fund						
Beginning Fund Balance	$33,400,994	$32,214,247	$36,577,664	$36,364,222	$4,149,975	12.9%
Net gain (use) from operations	$3,176,670	($486,627)	($213,442)	($612,412)	($125,785)	25.8%
Ending Fund Balance	**36,577,664**	**$31,727,620**	**$36,364,222**	**$35,751,810**	**$4,024,190**	**12.7%**

FY 2016 Adopted Budget - Utilities Capital Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 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	$3,776,270	$2,407,800	$2,407,800	$2,407,800	$0	0.0%
Other Local Revenue	$1,657,772	$3,221,666	$6,010,168	$699,672	($2,521,994)	-78.3%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	($104,195)	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$5,329,847	$5,629,466	$8,417,968	$3,107,472	($2,521,994)	-44.8%
Transfers In	$0	$0	$0	$1,175,892	$1,175,892	n/a
Use of Fund Balance	$2,396,393	$7,546,303	$40,676,413	$4,429,136	($3,117,167)	-41.3%
TOTAL REVENUE - Utilities Cap Proj Fun	**$7,726,240**	**$13,175,769**	**$49,094,381**	**$8,712,500**	**($4,463,269)**	**-33.9%**
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 & Welfare	$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	$7,722,655	$13,175,769	$49,094,381	$8,712,500	($4,463,269)	-33.9%
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$7,722,655	$13,175,769	$49,094,381	$8,712,500	($4,463,269)	-33.9%
Transfers Out	$3,585	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - Utilities Cap Prc	**$7,726,240**	**$13,175,769**	**$49,094,381**	**$8,712,500**	**($4,463,269)**	**-33.9%**
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	$7,722,655	$13,175,769	$49,094,381	$8,712,500	($4,463,269)	-33.9%
TOTAL APPROPRIATED EXPENDITURES - Utilities Cap Proj	**$7,722,655**	**$13,175,769**	**$49,094,381**	**$8,712,500**	**($4,463,269)**	**-33.9%**

Fund Balance - Utilities Cap. Proj. Fund						
Beginning Fund Balance	$47,533,604	$11,297,476	$45,137,211	$4,460,798	($6,836,678)	-60.5%
Net gain (use) from operations	($2,396,393)	($7,546,303)	($40,676,413)	($4,429,136)	$3,117,167	-41.3%
Ending Fund Balance	**$45,137,211**	**$3,751,173**	**$4,460,798**	**$31,662**	**($3,719,511)**	**-99.2%**

Fund balance is the term used for the excess of fund assets over fund liabilities, reserves and carry over. Following is a table showing the projected beginning and ending FY 2016 balances for each fund. Changes in fund balance of at least 10% are discussed below the table.

Changes in Fund Balance - All Funds				
	FY 2016		Variance	
Funds	Beginning	Ending	Amount	Percent
General Fund	$52,524,032	$49,301,799	($3,222,233)	(6.1%)
Capital Projects Fund	7,168,260	2,720,678	(4,447,582)	(62.0%)
Economic Development Opportunities Fund	651,688	534,222	(117,466)	(18.0)
Fire/EMS Fee Fund	366,408	262,900	(103,508)	(28.2%)
Code Compliance Fund	312,551	347,605	35,054	11.2%
Transportation Fund	11,619,735	8,773,918	(2,886,878)	(24.8%)
School Operating Fund	12,518,924	12,518,924	0	0%
School Food Service Fund	1,538,457	1,538,457	0	0%
School Capital Projects Fund	1,042,464	1,042,464	0	0%
Joint Fleet Maintenance Fund	67,122	67,122	0	0%
Utilities Operating Fund	36,364,222	35,751,810	(612,412)	(1.7%)
Utilities Capital Projects Fund	4,460,798	31,662	(4,429,136)	(99.3%)

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

General Fund: $2,500,000 is used as a one-time transfer to the Capital Projects Fund for a replacement voting machines and fire equipment in FY 2016. $500,000 is used for the pay-for-performance bonus initiative while $222,233 is used for one-time items in the base budget. A list of the one-time items is available on page 107.

Capital Projects Fund: $3,749,749 of the fund balance is the Schools' share of the balance in the Massaponax Church Road project. This balance is to be returned to the Schools in FY 2016. Additionally, $456,653 of the fund balance is used to fund the cash-funded projects in excess of the $2.5 million General Fund balance transfer and the $7.1 million policy guideline transfer from the General Fund. Also, the use of $241,180 in accumulated interest earnings on bond proceeds is planned for the Sheriff's Office renovation, fire equipment replacements, and unpaved roads projects.

Economic Development Opportunities Fund: $30,000 of the EDO Fund balance is used to fund previously approved incentives. Additionally, $87,466 is used because FY 2016 costs exceed projected revenues.

Fire/EMS Fee Fund:	$103,508 of the fund balance is planned for use because FY 2016 costs of previously approved Fire/EMS Revenue Recovery positions and operating costs exceed the FY 2016 projected fee revenue to be transferred to the General Fund.
Code Compliance Fund:	Fee revenue is estimated to exceed FY 2016 expenditures by $59,054. Additionally, $24,000 of the fund balance is planned for use toward the pay-for-performance initiative bonuses in FY 2016.
Transportation Fund:	$1,232,862 of the $2.9 million use of fund balance in FY 2016 is to reserve the budgeted special taxes for four special service districts, and the reserves associated with previous years' 10% set asides from the Cosner's Corner, Harrison Crossing, Lee Hill East, and Lee Hill West commercial developments. Additionally, $3,000 is used to fund the pay-for-performance initiative bonuses while $1,651,016 is used to fund Transportation Fund expenses not supported by available annual Transportation revenues.
Utilities Operating Fund:	$536,412 of the fund balance is planned for use because FY 2016 costs exceed projected revenues. Additionally, $76,000 of the fund balance is planned for use toward the pay-for-performance initiative bonuses in FY 2016.
Utilities Capital Projects Fund:	$4,429,136 of the fund balance is planned for use because FY 2016 Utilities Capital Projects costs exceed projected revenues. The fund balance is purposely being used to fund Utilities capital projects to eliminate the need to issue new debt for Utilities projects in FY 2016.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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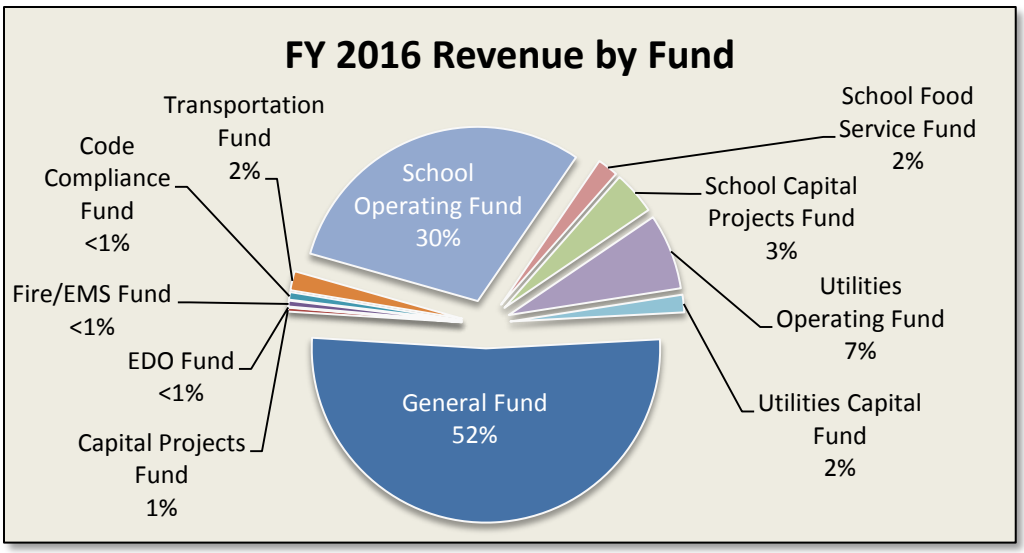
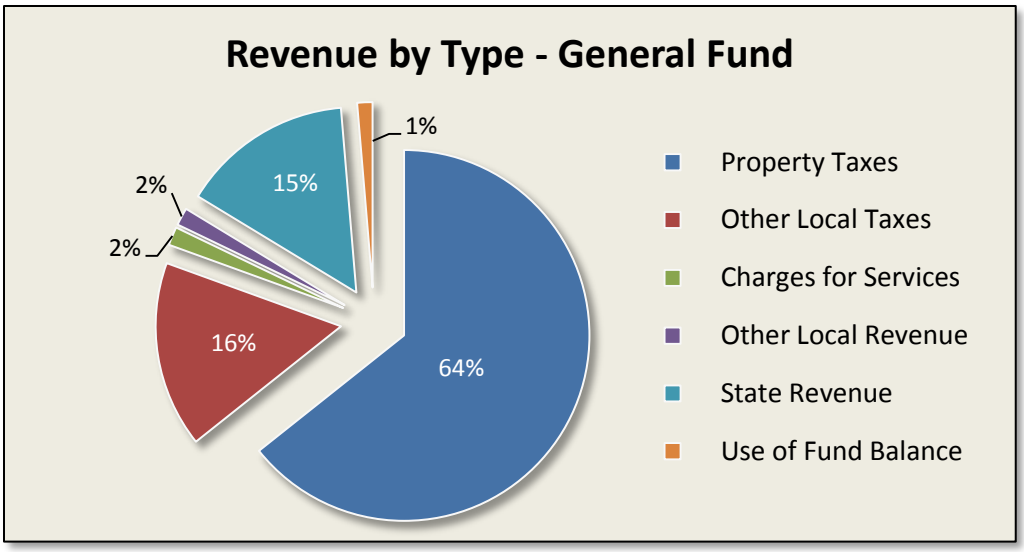
Revenues

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 Finance staff with input from County departments.



General Fund

There are six primary categories of revenue within the General Fund: property taxes, other local taxes, charges for services, other local revenues, state revenue, and use of fund balance. The following graph shows the percentage that each category is of the total General Fund revenue excluding transfers.

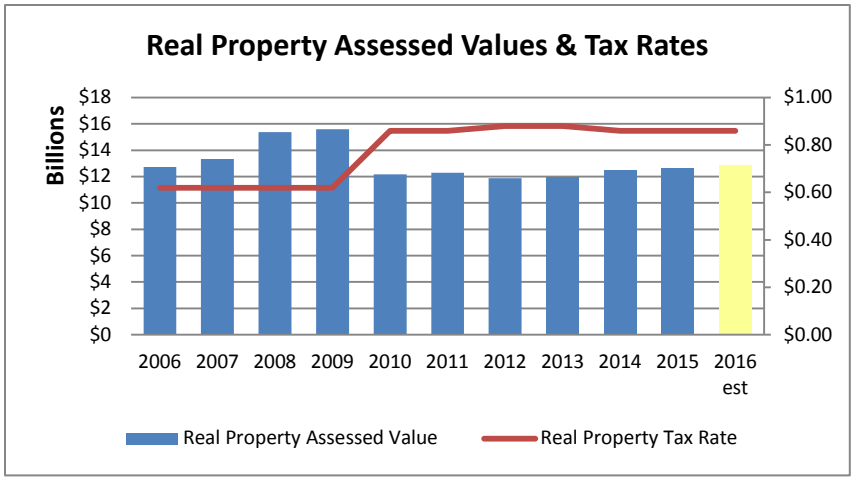


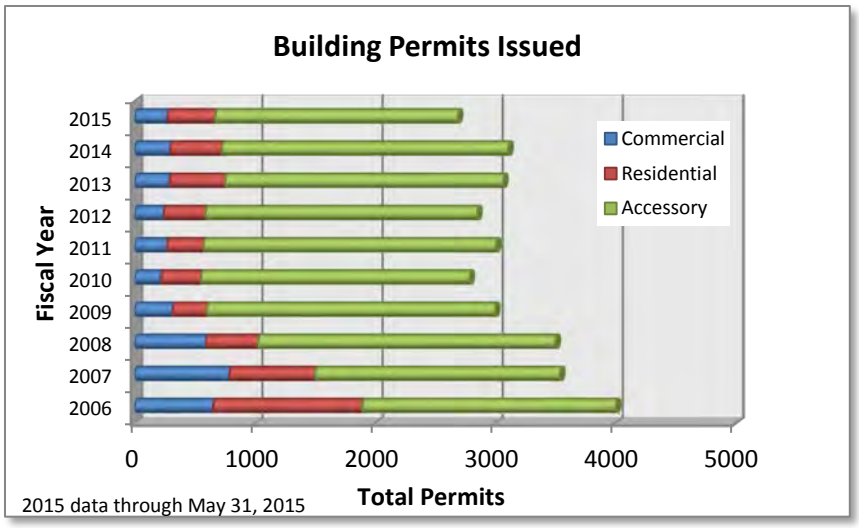
Revenue Category: Property Taxes

Real Property Taxes ($107.3M) State Code §58.1 – 3200, County Code Ch. 21, Article III

Revenue Description: Every two years, the Office of Real Estate Assessments conducts a general reassessment of all real property to include agricultural, residential, and commercial land and improvements. The purpose of the reassessment is to bring the value of all real property within the County in line with market values at the time of the reassessment. This is necessary to ensure that taxes used to pay for local governmental services and programs are distributed equitably among all real property owners. Updated assessments take effect in January of every even numbered year. Calendar year 2015 is not a reassessment year. As such, there are no assessment revisions other than taking into account new construction. The FY 2016 Adopted Budget includes no change in the current real estate tax rate of $0.86 per $100 of assessed value and assumes the current $0.86 rate will be equalized in 2016 based on the January 2016 reassessments. Real Property Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: For the five years preceding 2010, real property assessed values in Spotsylvania County grew by an average of 16% per year. However, in response to a struggling housing market in which nationwide delinquencies on mortgages nearly doubled and Spotsylvania ranked among those localities with the highest rates of foreclosure in Virginia, that trend drastically changed with the 2010 reassessment. With the inventory of homes for sale greater than the four to six months' worth considered normal, the limited availability of bank financing, and short and foreclosure sales often closing at prices below those of other comparable homes, it was inevitable that the assessed values of residential properties would decrease in the January 2010 reassessment.



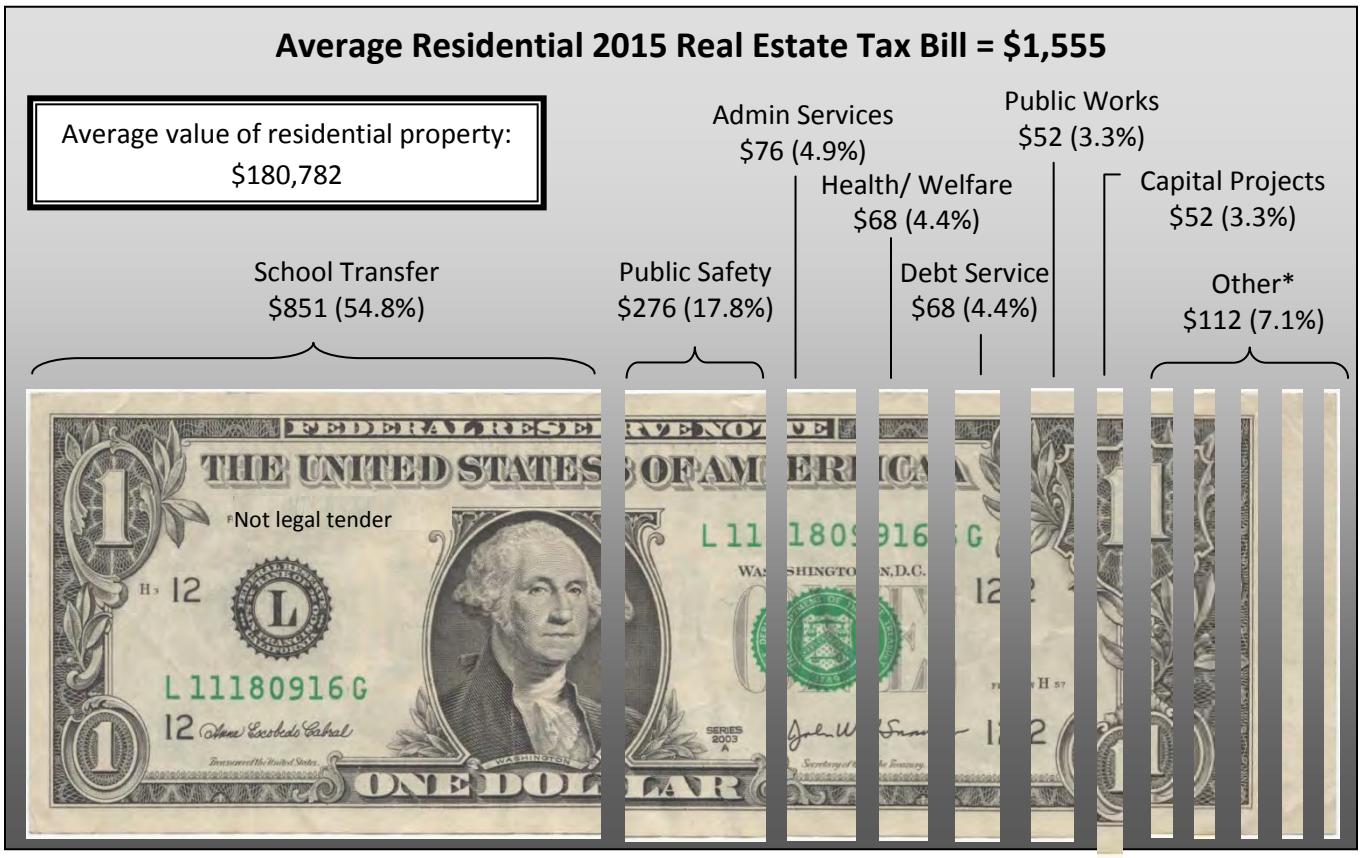


The FY 2016 real property tax revenue projection of **$107.3 million**, which includes one billing in tax year 2015 and one billing in tax year 2016, is based on a 2015 estimated taxable assessed value of $12.7 billion, and a 2016 estimated taxable assessed value of $12.9 billion, each net of tax relief and deferred taxes. This $107.3 million represents 45.1% of all General Fund revenues, excluding transfers from other funds. The 2015 original land book value reflects a 1.28% increase over the 2014 book value, all of which is attributable to new construction and rezonings. The assessed value growth for calendar year 2016 is estimated at 2.0% for budget purposes, reflecting a conservative, yet optimistic estimate of growth in new construction.

Tax relief and deferral programs reduce the amount of real estate tax revenue that comes to the County. Following is a table showing the estimated revenue associated with each program:

Program	Net Revenue Not Received	Notes
Tax Relief for the Elderly and Disabled	$955,181	This revenue is included in the $107.3 million Real Estate revenue line item and a corresponding expenditure is included in the Health/Welfare function to match the way tax relief is treated in the CAFR. In reality, this revenue is never received.
Tax Deferrals (Land Use)	$3,088,319	A reduced tax is paid on properties in the land use program. This program has a five year "look back" period through which five years of back taxes are due when the use of the land changes and no longer qualifies as land use.
Energy Efficiency	$340,383	
Veterans Exemptions	$423,828	
Total Cost of Programs	**$4,807,711**	

Based on the 2015 land book, the average residential real property tax bill in 2015 at the adopted real property rate of $0.86 per $100 of assessed value is $1,555 for the full year. The following display is an approximation of the breakdown of the average residential real property tax bill.



*"Other" includes Parks, Recreation & Cultural; Executive Services; Community Development; Judicial Administration; and Voter Services

Personal Property Taxes ($34.0M)

State Code §58.1 – 3500, §58.1 – 3523 et seq., County Code Ch. 21, Article II

Revenue Description: Personal property tax is charged on all tangible property owned in the county, including automobiles, trucks, recreational vehicles and boats, business office furniture and equipment, and mobile homes. (While mobile homes are valued as personal property, State law requires that the rate for taxation not exceed that for real property, which is adopted at $0.86 per $100 of assessed value for 2015). Each year, County vehicle values are assessed based on 50% of the clean retail value from National Automobile Dealers Association (NADA) guide. Business furniture and equipment is valued with a depreciation schedule applied to the original cost of the item. The Personal Property Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: Personal property tax revenue is not easily estimated due to the ever-changing values of new and used cars, the constant turnover of the inventory of vehicles in the County, and the annual depreciation of various types of business furniture and fixtures. Finance staff relies on personal property book values obtained from the Commissioner of Revenue's office, and makes reasoned estimates as to the potential growth in overall assessed values.

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 vehicles being 21% less than the 2008 assessed value of all vehicles in the county. Then, when the updated NADA values were applied in 2010, the change in value was less than 1%. The 2015 NADA update yielded a 9.4% decrease in existing car values. Since new and newer vehicles are likely to come into the County over the next year, net new assessed value growth is projected at 0.9% and 1.5% for calendar years 2015 and 2016, respectively.

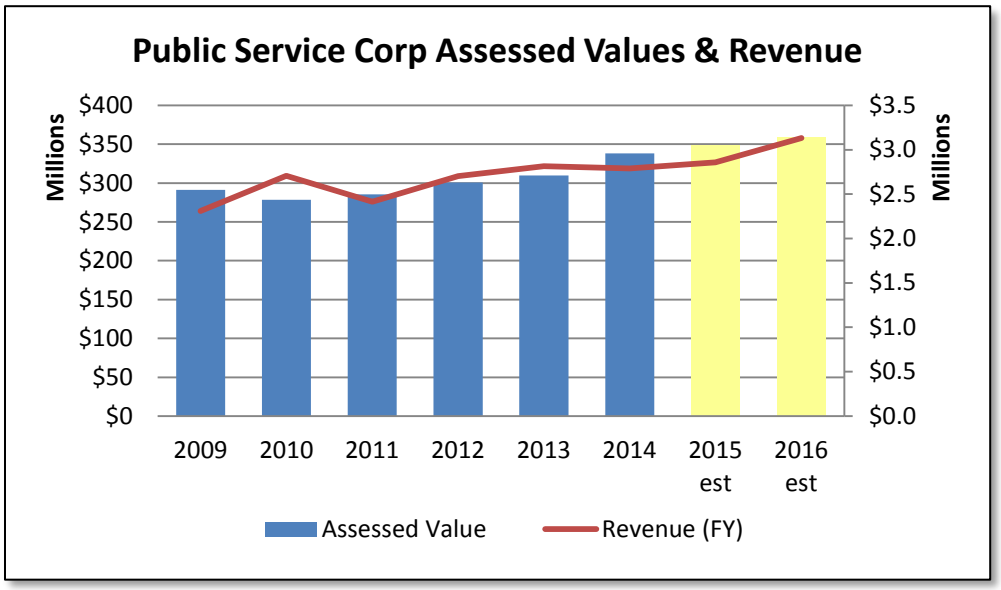
The FY 2016 Budget includes an adopted calendar year 2015 tax rate of $6.25 per $100 on boats and trailers, and a rate of $6.73 per $100 for all other personal property types.

In FY 2016, personal property tax revenue (excluding the Personal Property Tax Relief Act (PPTRA) revenue received from the state and included in the non-categorical state revenue section) is budgeted at **$34.0 million**, including mobile home taxes. This represents 14.3% of all General Fund revenues, excluding transfers from other funds.

Public Service Corporation Tax ($3.1M) State Code §58.1 – 2600 et seq.

Revenue Description: Public service corporations include gas, pipeline, electric light, heat, power and water supply companies, sewer companies, telephone and telegraph companies, and common passenger carriers. Public service corporations pay real and personal property taxes in Virginia's localities just as individual property owners do, but the property owned by the public service corporations are assessed by the state, as opposed to being assessed by the locality. Taxes on the real property of public service corporations must be levied at the same rate as levied against all other real property in the locality. Taxes on all aircraft, automobiles and trucks of such corporations are to be taxed at the same personal property rate which applies to other aircraft, automobiles and trucks in the locality. Any generating equipment owned by electric suppliers is to be taxed at a rate determined by the locality, but not to exceed the locality's real property rate. The Public Service Corporation Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: 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 2016 revenue projections for public service corporation real and personal property tax revenues total **$3.1 million**, are based upon the September 2014 assessed valuation report from the State, and assume 3.0% increases in assessed value for 2015 and 2016.



Public Service Corporation taxes represent 1.3% of all General Fund revenues, excluding transfers from other funds.

Revenue Category: Other Local Taxes

Sales Tax ($17.1M) — State Code §58.1 – 605, §58.1 – 606, County Code Ch. 21, Article IV

Revenue Description: The State retail sales and use tax is 4.3% on the gross sales price of tangible goods other than food purchased for human consumption, and certain services. Food for home consumption by humans, including most grocery food items and cold prepared foods, are taxed at 1.5%. A portion of the State sales taxes are distributed to schools throughout Virginia based on school age population and Standards of Quality (SOQ) funding formulas determined by the State.

In addition to the 4.3% State sales tax, and the 1.5% food sales tax, a 1.0% local option sales tax is charged in Spotsylvania. Revenues associated with this 1.0% local option are sent to the State by retailers, and the State then returns the revenue on a monthly basis to the County. Returns to the locality are two months behind the actual sales. For example, the local option tax revenue associated with December sales is received by Spotsylvania in February. The local option Sales Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: Sales tax revenue is projected at **$17.1 million** in FY 2016, approximately $647,000 or 3.9% greater than the local option sales tax receipts expected for FY 2015. Monthly revenues tend to be consistent from month to month in any given year, with an increase in February associated with holiday shopping in December. However, year to year receipts can vary, depending upon the economic climate, prices, and

consumer confidence. Sales tax receipts represent 7.2% of all General Fund revenues, excluding transfers from other funds.

Consumer Utility Tax ($2.5M)

State Code §58.1 – 3814, County Code Ch. 21, Article VII

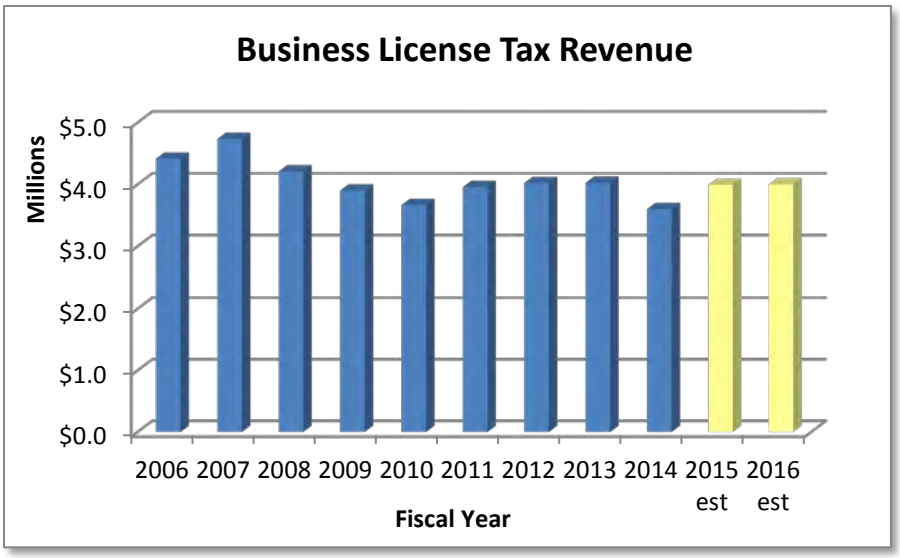
Revenue Description: Spotsylvania charges a utility tax on every residential and commercial purchaser of electric and natural gas services within the County. This tax is based on kilowatt hours for electricity and hundred cubic feet for natural gas delivered monthly to customers. Rates vary depending upon the service and on the user type (i.e. residential or commercial). The maximum charged a residential customer is $2 per month, while the maximum monthly non-residential charge is 20% of the monthly utility bill. The Consumer Utility Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: No significant change is expected in this revenue in FY 2016, with revenue projected at **$2.5 million**; 1.1% of all General Fund revenues, excluding transfers from other funds**.**

Business License Tax ($4.0M)

State Code §58.1 – 3700 et seq., County Code Ch. 11.1

Revenue Description: Business, Professional and Occupational License (BPOL) taxes are levied on entities doing business within the County and are in the form of fixed fees or a percentage of gross receipts. State law places a variety of caps on rates that can be levied against particular types of businesses. Localities with populations over 50,000 may not levy BPOL taxes against a business with gross receipts of less than $100,000. Prior to January 1, 2013, Spotsylvania's threshold for taxation was $200,000, with the tax applying to gross receipts greater than $50,000. However, those businesses with gross receipts of $1.0 million or more pay the license tax on the entire amount of gross receipts. The total tax levied on any individual person or business will not exceed $150,000 per year. Effective January 1, 2013, the Board increased the threshold from $200,000 to $750,000. Business License Tax revenue supports General Fund expenditures and transfers.



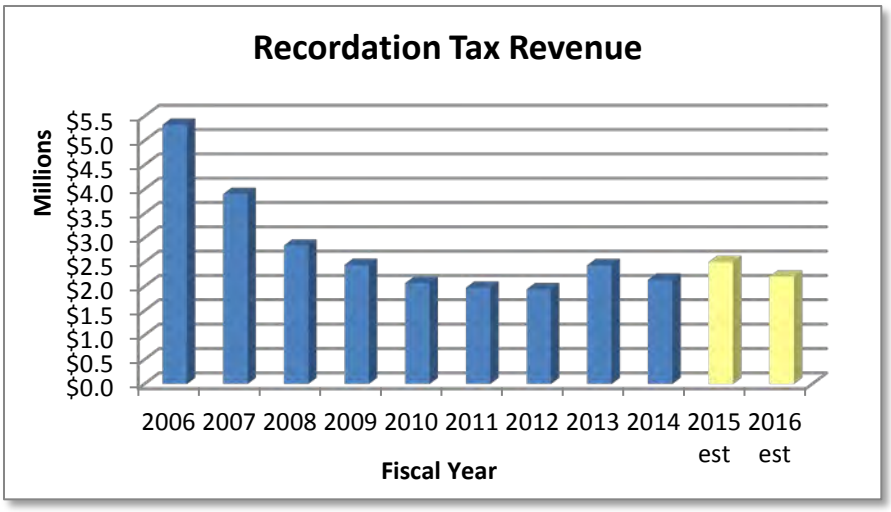
Trend Analysis/Basis for FY 2016 Projection: No change is expected in this revenue in FY 2016, with receipts projected at **$4.0 million**. Business License tax receipts represent 1.7% of all General Fund revenues, excluding transfers from other funds.

Recordation Tax ($2.2M)

State Code §58.1 – 3800

Revenue Description: Virginia localities may charge up to one-third of the recordation fee charged by the State, which is $0.25 per $100 of value. Spotsylvania's local recordation tax is assessed at the rate of $0.0833 per $100 of value for all transactions including recording of deeds, deeds of trust, mortgages, leases, contracts, and agreements admitted to record by the Clerk of the Circuit Court. In addition to the amount that is collected at the local level, State Code requires 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 is based upon the percentage that each locality's collections were of statewide collections during that quarter. The Recordation Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2016 Projection: The decline in volume and value of housing transactions caused a decline in the annual Recordation Tax receipts beginning in FY 2006. Based on increases in home prices in the last few years and on FY 2013 tax receipts, the FY 2015 projection was increased to $2.5 million. However, given FY 2014 actual receipts, the FY 2016 estimate is **$2.2 million**. Recordation revenue represents 0.9% of all General Fund revenues, excluding transfers from other funds.



Transient Occupancy Tax ($1.2M)

State Code §58.1 – 3819

Revenue Description: A 5.0% tax is levied on the amount paid for hotel and motel rooms, with 3.0% dedicated to the promotion of tourism. State law limits counties to a maximum rate of 2.0%, but gives certain localities, including Spotsylvania, the ability to levy an additional 3.0% to promote tourism. The Transient Occupancy Tax revenue supports General Fund expenditures and transfers, with 60% applied to tourism purposes.

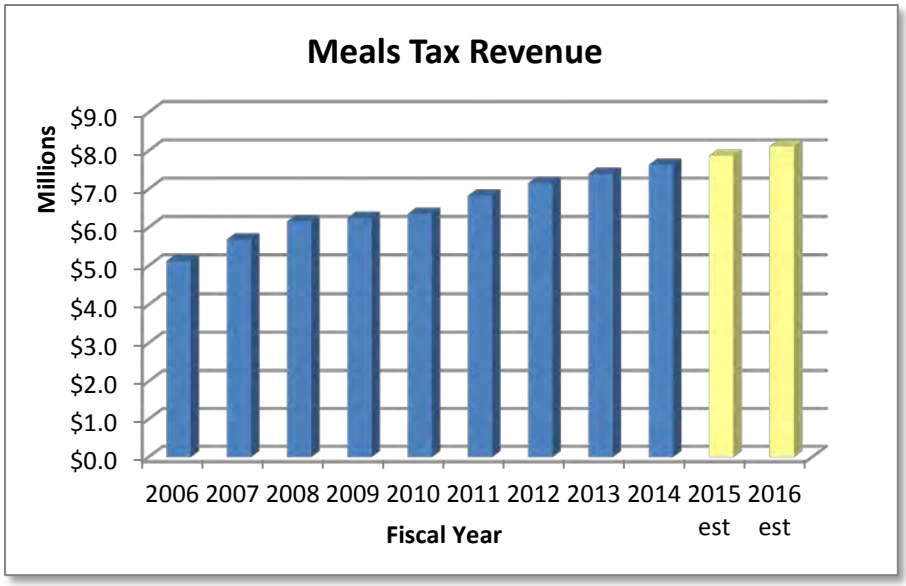
Trend Analysis/Basis for FY 2016 Projection: Despite the recession, Transient Occupancy Tax receipts have remained constant at $1.0 - $1.2 million per year since FY 2006. As such, **$1.2 million** is projected in FY 2016. Transient Occupancy tax revenue represents 0.5% of all General Fund revenues, excluding transfers from other funds.

Meals Tax ($8.4M)

State Code §58.1 – 3833, §58.1 – 3842
County Code Ch. 21, Article IX

Revenue Description: State law limits counties to charging a maximum meals tax rate of 4.0%. In addition to the 5.0% sales tax, a meals tax of 4.0% is charged on most prepared foods offered for sale in Spotsylvania. The Meals Tax revenue supports General Fund expenditures.

Trend Analysis/Basis for FY 2016 Projection: Meals Tax revenues grew rapidly at an average of just over 9% from FY 2003 through FY 2008 as many new restaurants were established in the County, particularly in new commercial developments at Cosner's Corner and Harrison Crossing. Although Meals Tax revenues have continued growing despite the recession, the rate of growth declined in FY 2009 and FY 2010 to an average of 1.5% per year. Then, in FY 2011, the annual rate of growth began increasing again, averaging nearly 5% per year through FY 2014. FY 2016 Meals Tax revenue is projected at **$8.4 million**; 3.5% of all General Fund revenues, excluding transfers from other funds.



Local Vehicle License Fee ($2.8M)

State Code §46.2-752, County Code Ch. 12, Article II

Revenue Description: Although there is no longer a requirement for purchase of an actual decal, a fee of $25 is imposed for all applicable vehicles ($15 for motorcycles) and is billed along with Personal Property Tax billings in June each year. Since FY 2006, the License Fee revenue has been transferred from the General Fund to the Transportation Fund for transportation purposes. However, in FY 2010, Spotsylvania County became a participating locality in the Virginia Railway Express (VRE) and the Potomac & Rappahannock Transportation Commission (PRTC), requiring the County to enact a Motor Vehicle Fuels Tax (accounted for within the Transportation Fund, see page 114). The Fuels Tax revenue was sufficient in FY 2011 through FY 2015, and, along with use of the Transportation Fund balance, is projected to be sufficient again in FY 2016 to support transportation expenditures, enabling the license fee to remain in the General Fund to balance the General Fund budget. It is anticipated that the transfer of this revenue to the Transportation Fund will be reinstated in FY 2018.

Trend Analysis/Basis for FY 2016 Projection: License Fee revenue has consistently been approximately $2.8 million since FY 2012. As such, the FY 2016 projection is **$2.8 million**. License Fee revenue represents 1.2% of all General Fund revenue, excluding transfers from other funds.

Revenue Category: Other Local Revenue

Water/Sewer Admin Fee ($1.6M)

Revenue Description: As a self-supporting entity, the Utilities Fund reimburses the General Fund for direct services provided by General Fund departments such as Finance, the Treasurer's Office, and Information Services for Utilities billing, collections, and technology services. In addition, this fee supports additional administrative support provided by the General Fund to the Utilities Fund including County Administration, County Attorney, Treasurer, Finance, and Public Works.

Trend Analysis/Basis for FY 2016 Projection: Based on the FY 2016 budgeted costs, the General Fund expenditures attributable to Utilities total **$1.6 million**, or 0.7% of all General Fund revenue, excluding transfers from other funds.

Revenue Category: State Revenue

Personal Property Tax Relief Act ($14.5M)

State Code §58.1-3523 et seq., County Code Ch. 21, Article II, Section 21-38

Revenue Description: Originally enacted in 1998, the Personal Property Tax Relief Act (PPTRA) was developed by the State in an attempt to gradually eliminate personal property tax bills for automobile assessments up to $20,000, with the State reimbursing localities for the amounts not billed directly to County taxpayers. The gradual reductions grew to 70%. Then, in 2006, the General Assembly made a fundamental change to the PPTRA program, limiting reimbursements to a statewide total fixed amount of $950 million to be spread among qualifying vehicles.

Personal Property Tax Relief	
Calendar Year	Percentage Tax Relief
2006	57%
2007	52%
2008	52%
2009	51%
2010	47%
2011	46%
2012	43%
2013	42%
2014	40%
2015	39%

County Code provides vehicle owners 100% Personal Property Tax relief if their vehicles are valued below $1,000. For vehicles valued between $1,001 and $20,000, the percentage of relief varies from year to year depending upon the total value of vehicle inventory in the County. As shown in the table to the right, the Personal Property tax relief provided by the State has decreased from 57% to 40% since 2006. As the overall value of personal property increases, it is inevitable that the percentage of tax relief will continue to decline, given the fixed reimbursement from the State.

Trend Analysis/Basis for FY 2016 Projection: The fixed amount the County receives from the State is **$14.5 million**. State revenue for PPTRA represents 6.1% of all General Fund revenue, excluding transfers from other funds.

Compensation Board Revenue ($5.5M)

State Code §15.2-1600 et seq.

Revenue Description: The County receives partial reimbursement from the State through its Compensation Board for the costs of elected officials and their staffs, who perform State-mandated and local functions. Elected officials for whom partial reimbursement is received are the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer.

Trend Analysis/Basis for FY 2016 Projection: Reimbursement funding for these offices is estimated at **$5.5 million** in FY 2016 based on the expected revenue for FY 2015. Compensation Board revenue represents 2.3% of all General Fund revenue, excluding transfers from other funds.

Social Services/CSA ($9.6M)

State Code §2.2-52.11, §63.2-401

Revenue Description: The State reimburses the County at varying rates for social services provided to qualifying individuals and families.

Trend Analysis/Basis for FY 2016 Projection: Expenditures are projected based on trends in Social Services and the Comprehensive Services Act (CSA) programs. A net increase of $1.0 million in combined Social Services and CSA revenue is anticipated in FY 2016 based on historical CSA revenue and due to foster care and adoption programs. Existing reimbursement rates have been applied to the projected expenditures to determine the projected FY 2016 revenue estimate of **$9.6 million**; 4.0% of all General Fund revenues, excluding transfers from other funds.

Communications Sales Tax ($4.8M)

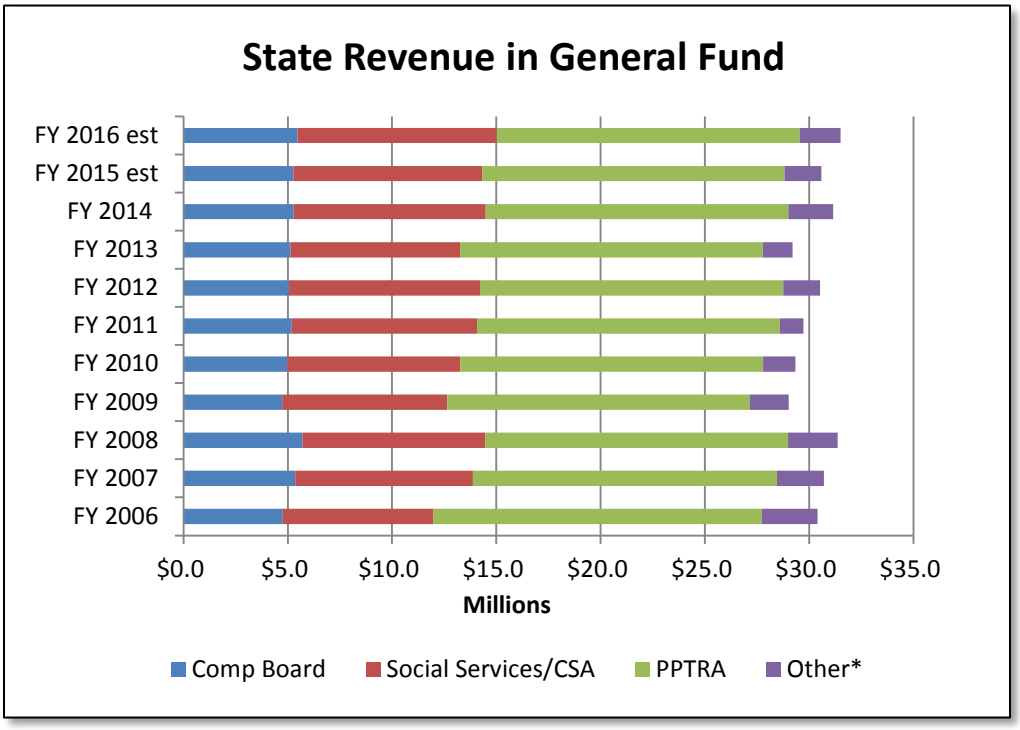
State Code §58.1-648, §58.1-1730

Revenue Description: Effective January 1, 2007, the State adopted a Communications Sales Tax to replace the prior State and local communications taxes and fees with one tax administered by the State. This tax is imposed on customers of communications services at the rate of 5.0% of the sales price of the service. Additionally, a $0.75 E-911 fee is charged by the State for each telephone land line.

Prior to January 2007, communications companies providing services in Virginia were required to collect State and local taxes and fees on such services for which the local taxes varied from locality to locality. Also, there were certain telecommunications services that were not subject to State or local taxation. To create a uniform and expanded tax base, the State adopted the

Communications Sales Tax which is administered by the State with local taxes being remitted back to the locality by the State.

Trend Analysis/Basis for FY 2016 Projection: Communications Sales Tax receipts have ranged from $4.8 million to $5.3 million since this tax was first implemented in FY 2007. Actual receipts for FY 2010 – FY 2014 average $4.8 million. The FY 2016 projection is **$4.8 million**, as well. This revenue represents 2.0% of all General Fund revenue, excluding transfers from other funds.



*Other refers to all other State revenue excluding Communications Sales Taxes.

Revenue Category: Use of Fund Balance

Use of General Fund Balance ($3.2M)

Revenue Description: The County's fiscal policy guidelines call for a reserved General Fund balance equal to at least 10% of the operating revenue of governmental funds. This reserved fund balance is known as the Fiscal Stability Reserve, which may be used from time to time to meet unexpected revenue shortfalls or financial emergencies. By policy, appropriations from the Fiscal Stability Reserve require Board approval and must be accompanied by a plan to replenish the reserve to the 10% minimum level. The County's financial advisors have advised that the Fiscal Stability Reserve policy is the single most important financial policy to preserve the County's strong credit ratings.

At the end of FY 2015, the fund balance is expected to exceed the required 10% Fiscal Stability Reserve guideline by $6.7 million.

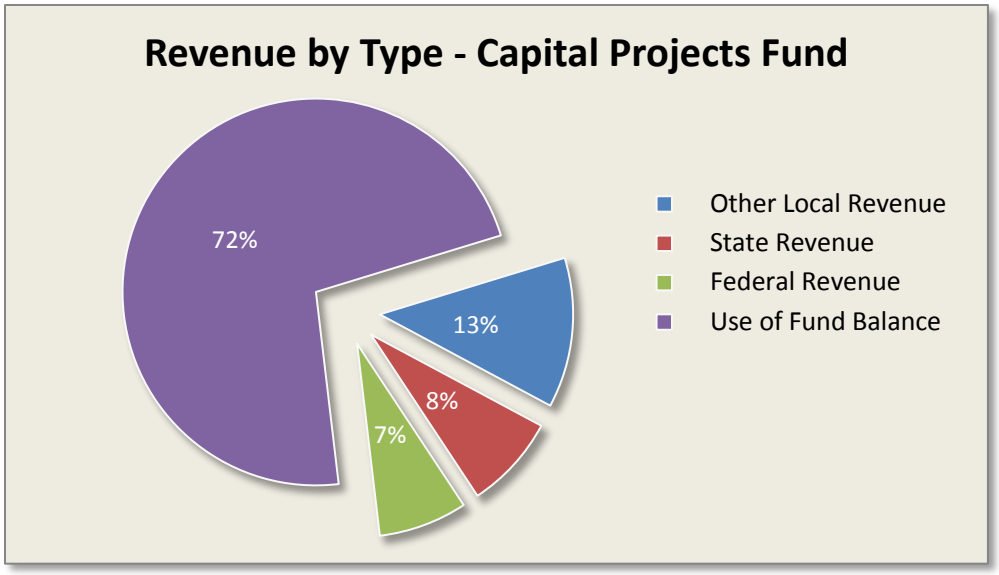
The fund balance is a one-time source of revenue – once the fund balance or any portion of the fund balance is used, it is gone. It is not a recurring source of revenue like annual real and personal property tax payments. As such, use of the fund balance should be limited to one-time, non-recurring expenditures. Using one-time excess fund balance revenue to fund on-going expenditures would automatically create a "hole" in the subsequent year's budget.

To avoid financing the FY 2016 costs of replacement voting machines and a portion fire equipment replacements, the Adopted Budget includes a $2.5 million transfer of the General Fund balance to the Capital Projects Fund. A complete list of uses of the fund balance is shown in the table below:

FY 2016 Use of General Fund Balance	
Transfer to Capital Projects Fund for voting machines and fire equipment	$2,500,000
Pay-for-performance bonuses	500,000
Information Services – software purchases	100,000
Refuse Collection & Disposal – equipment including items for stormwater regulations compliance	81,500
Fire/Rescue – Company 11 turn-out gear and fitness equipment	58,895
Capital contribution to Empowerhouse regional agency	51,000
Parks & Recreation – mowing, snow removal, and field maintenance equipment	37,763
Fire/Rescue – equipment to include thermal imaging camera, carbon monoxide detectors, and gas detectors	33,402
Sheriff's Office – replacement headsets and radios, and repairs to classroom and storage trailer at shooting range	9,500
Sheriff's Office – replacement courtroom equipment	4,300
Social Services – replacement visitation room furniture	3,248
Animal Control – vests	1,600
Court Services Unit – replacement office furniture	1,200
Revenue in excess of expenditures	(160,175)
Total	**$3,222,233**

Capital Projects Fund

There are four categories of revenue within the Capital Projects Fund: other local revenues, State revenue, Federal revenue, and use of fund balance. The following graph shows the percentage that each category is of the total Capital Projects Fund revenue excluding transfers.



Revenue Category: Other Local Revenue

Other Local Revenue ($0.8M)

Revenue Description/Basis for FY 2016 Projection: $0.8 million is available from proffers and from the special assessment for the Hunter's Lodge project to be used towards FY 2016 capital projects.

Revenue Category: State Revenue

State Revenue ($0.5M)

Revenue Description/Basis for FY 2016 Projection: $0.4 million in State revenue is assumed to be allocated to the County through the State Revenue Sharing process for purposes of funding approximately one-half of the costs associated with corridor studies in FY 2016. Also included is $105,754 in grant funding received for purchase of a portable E911 telephone system.

Revenue Category: Federal Revenue

Bond Subsidies ($0.5M)

Revenue Description/Basis for FY 2016 Projection: One of the programs stemming from the American Recovery and Reinvestment Act (ARRA) was the Build America Bond (BAB) program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35% of each interest payment made on an annual basis over the term of the bonds.

Another similar program is the Qualified Energy Conservation Bond (QECB) program. Projects have to meet certain energy conservation or mass commuting criteria to be eligible for financing through the QECB program. Bond issuers financing projects through this program receive an interest subsidy from the Federal government equal to the lesser of 100% of the interest payable by the issuer on the payment due date or 70% of the qualified tax credit bond rates in place on the date issued.

Spotsylvania issued BABs in 2009 and in 2010 for various capital projects. The federal subsidy on general project BABs in FY 2016 assuming a sequestration reduction of 7.3% will be **$430,223**. The County's VRE project was eligible for QECBs through the "mass commuting" criterion, and $1.4 million was financed for that project through this program in 2012. The federal subsidy on the QECBs in FY 2016 assuming a 7.3% reduction will be **$26,938**. Once recognized in the Capital Projects Fund, these subsidy funds are then transferred to the General Fund to help defer the cost of debt service on the BABs and QECBs.

Revenue Category: Use of Fund Balance

Use of Capital Projects Fund Balance ($4.4M)

Revenue Description/Basis for FY 2016 Projection: **$3,749,749** of the fund balance is the Schools' share of the balance in the Massaponax Church Road project. This balance is to be returned to the Schools in FY 2016. Additionally, **$456,653** of the fund balance is used to fund the cash-funded projects in excess of the $2.5 million General Fund balance transfer and the $7.1 million policy guideline transfer from the General Fund. Also, the use of **$241,180** in accumulated interest earnings on bond proceeds is planned for the Sheriff's Office renovation, fire equipment replacements, and unpaved roads projects.

Economic Development Opportunities Fund

There are two revenue categories within the Economic Development Opportunities (EDO) Fund: other local revenues and use of/addition to fund balance.

Revenue Category: Other Local Revenue

Other Local Revenue ($0.1M)

Revenue Description/Basis for FY 2016 Projection: $70,375 is expected in rental revenue from the Southpoint property owned by the Economic Development Authority (EDA). **$3,000** in interest earnings on the EDO Fund balance is expected in FY 2016, as well.

Revenue Category: Use of Fund Balance

Use of EDO Fund Balance ($0.1M)

Revenue Description/Basis for FY 2016 Projection: $30,000 of the EDO Fund balance is used to fund previously approved incentives, while an additional $87,466 is used because FY 2016 costs exceed projected revenues.

Fire-EMS Service Fee Fund

There are two revenue categories within the Fire-EMS Service Fee Fund: charges for services and use of fund balance.

Revenue Category: Charges for Services

EMS Rescue Services Fees ($2.6M)

State Code §32.1-111.14, County Code Ch. 9, Article IA, Division 5

Revenue Description/Basis for FY 2016 Projection: In 2005, the Board of Supervisors adopted an ordinance authorizing County EMS staff to seek reimbursement for emergency medical transport services. The per patient transport fees are based upon the level of service provided:

Level of Service	Fee
Basic Life Support	$500
Advanced Life Support Level 1	$600
Advanced Life Support Level 2	$800

Additionally, there is an $11.50 per mile transport fee.

$2.6 million is estimated in service fee revenue for FY 2016. Once recognized in the Fire-EMS Service Fee Fund, this revenue is transferred to the General Fund to help reduce the degree to which tax revenue must support the cost of Fire and EMS services in the County.

Revenue Category: Use of Fund Balance

Use of Fire-EMS Service Fee Fund Balance ($0.1M)

Revenue Description/Basis for FY 2016 Projection: $103,508 of the Fire-EMS Service Fee Fund balance is planned for use in FY 2016 to fund Fire/Rescue operating costs that exceed the $2.6 million in revenue recovery fees expected in FY 2016. These costs have been previously approved as being funded by revenue recovery fees.

Code Compliance Fund

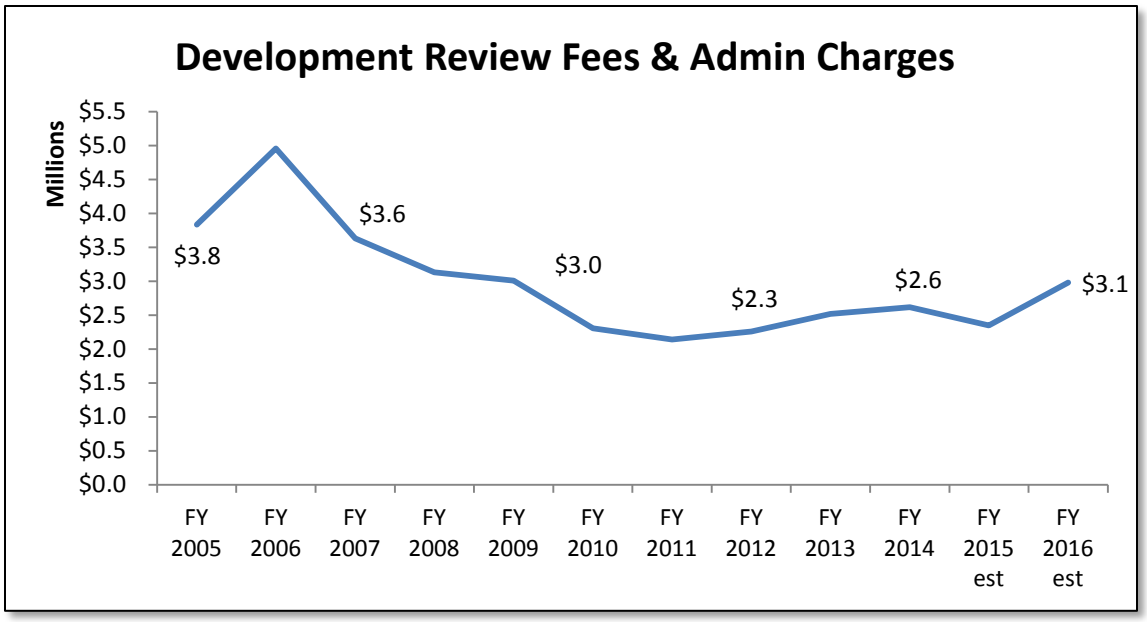
Other Local Revenue is the sole revenue category within the Code Compliance Fund.

Revenue Category: Other Local Revenue

Development Review Fees ($2.9M)	County Code Ch. 5, Article II, Division 3, Ch. 23, Article IV, Division 1

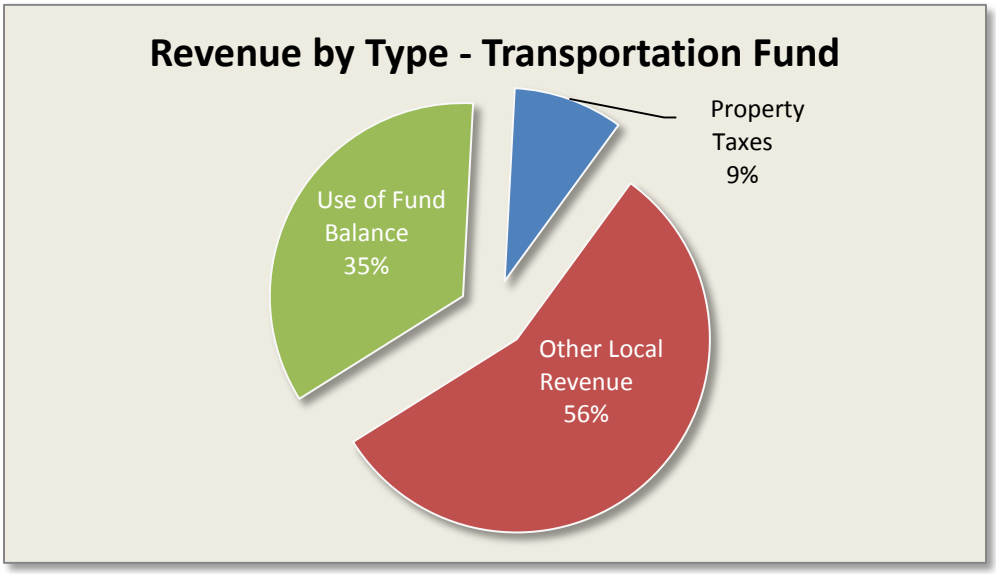
Revenue Description/Basis for FY 2016 Projection: Fees are in place for various reviews, permits and inspections provided by the County's Building and Zoning offices and, prior to the FY 2016 Budget, had been set at a level that attempted to recover 80% of the County's costs to provide services other than those deemed as core or basic. The Adopted FY 2016 Budget was approved assuming fees would be revised to recover 100% of the County's costs. Based on the number of building permits and inspections anticipated for FY 2016, revenue is projected at **$2.9 million**.

The graph below shows the change in revenue for combined development review fees and Code Compliance administrative charges since FY 2005.



Transportation Fund

There are three categories of revenue within the Transportation Fund: property taxes, other local revenue, and use of fund balance. The following graph shows the percentage that each category is of the total Transportation Fund revenue excluding transfers.



Revenue Category: Property Taxes

Real Property Taxes ($0.7M) — State Code §15.2-2403, County Code Ch. 21, Article XIII

Revenue Description/Basis for FY 2016 Projection: $0.7 million of local revenue in the Transportation Fund is attributable to real estate taxes generated through four Special Service Districts (SSDs) for which special tax assessments exist: Massaponax, Harrison Crossing, Lee Hill East and Lee Hill West. These districts were established to provide transportation improvements in those areas. Bonds were issued to make the improvements and the special tax assessments are used to pay the debt service on those bonds.

No change was made to existing SSD tax rates for calendar year 2015:

Service District	CY 2015 Adopted
Massaponax	$0.12
Harrison Crossing	$0.25
Lee Hill East	$0.25
Lee Hill West	$0.75

Revenue Category: Other Local Revenue

Fuel Tax ($4.4M) State Code §58.1-2295

Revenue Description/Basis for FY 2016 Projection: 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 2016 fuel tax revenue to be **$4.4 million**.

Revenue Category: Use of Fund Balance

Use of Transportation Fund Balance ($2.9M)

Revenue Description/Basis for FY 2016 Projection: **$1.2 million** of the use of the Transportation fund balance in FY 2016 is to reserve accumulated "set-asides" and taxes collected from several SSDs established to address Transportation needs associated with specific commercial developments. Additionally, $3,000 is used to fund the pay-for-performance initiative bonuses and **$1.7 million** is used to fund transportation expenditures not funded by fuel tax revenues.

Joint Fleet Maintenance Fund

Charges for Services is the sole revenue category within the Joint Fleet Maintenance Fund.

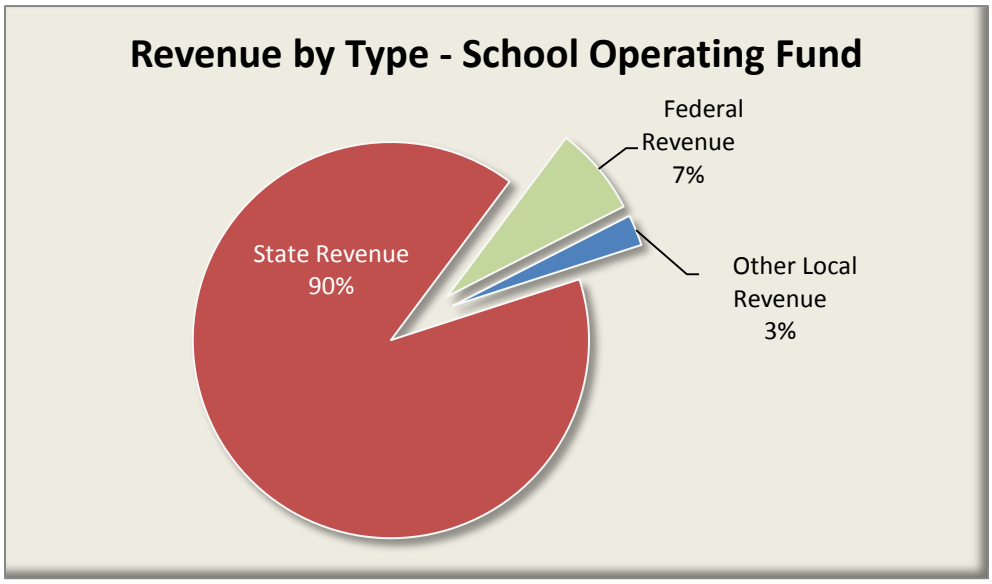
Revenue Category: Charges for Services

Service Charges ($2.6M)

Revenue Description/Basis for FY 2016 Projection: In FY 2009, the County began operating a joint fleet maintenance facility for servicing vehicles owned and operated by the County and Schools. The consolidated facility is expected to provide a net benefit to both the County and Schools through economies of scale on vehicle service items purchased. The revenue budgeted in this fund consists of County and School reimbursements for services rendered. Consistent with actual revenues in recent prior years, FY 2016 revenue is projected at **$2.6 million**.

School Operating Fund

There are three categories of revenue within the School Operating Fund: other local revenue, State revenue and Federal revenue. The following graph shows the percentage that each category is of the total School Operating Fund revenue excluding transfers through which the County funds $116.4 million of School operations.



Revenue Category: Other Local Revenue

Other Local Revenue ($4.7M)

Revenue Description/Basis for FY 2016 Projection: Local revenue in the School Operating Fund is generated primarily from tuition charges for adult education and from other localities, rental fees, insurance adjustments, and payments from other agencies. The FY 2016 estimate for this source of revenue is **$4.7 million**.

Revenue Category: State Revenue

State Revenue ($127.1M)

Revenue Description/Basis for FY 2016 Projection: State revenue includes several different categories of State funding for the Schools: Standards of Quality (SOQ) funding, School Facilities funding, Incentive Programs funding and Categorical Programs funding. The majority of State aid is provided in the SOQ category and includes Basic Aid funding, Sales Tax revenue, Special Education funds and the State's share of instructional position benefits such as Virginia Retirement System (VRS) and Social Security benefits.

Many of the categorical funding formulas through which the State allocates revenue to school systems across the State are based upon average daily enrollment. Actual enrollment figures are collected by the school system and reported to the State. The State bases most of its funding on March 31 enrollment numbers. Spotsylvania Schools' staff projects the FY 2016 State revenue at **$127.1 million**.

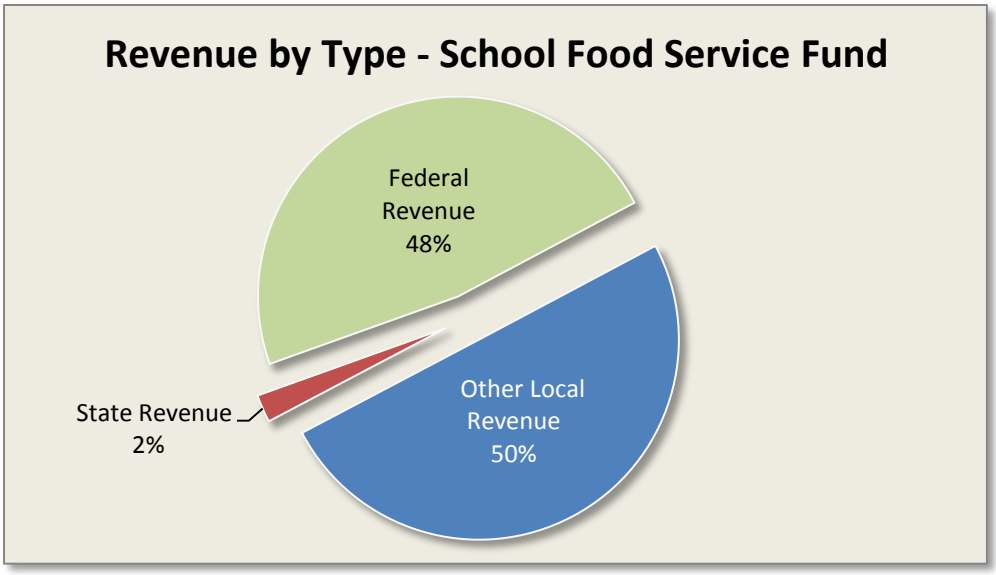
Revenue Category: Federal Revenue

Federal Revenue ($9.9M)

Revenue Description/Basis for FY 2016 Projection: Federal revenue includes a number of federal grants, most of which are tied to the No Child Left Behind Act. The two largest grants are Title I for improvement of basic programs and Title VI-B for the education of individuals with disabilities. Spotsylvania Schools' staff projects the FY 2016 Federal revenue to be **$9.9 million**.

School Food Service Fund

There are three categories of revenue within the School Food Service Fund: other local revenue, State revenue and Federal revenue. The following graph shows the percentage that each category is of the total School Food Service Fund revenue excluding transfers.



Revenue Category: Other Local Revenue

Other Local Revenue ($4.6M)

Revenue Description/Basis for FY 2016 Projection: Revenue totaling **$4.6 million** is projected to be generated primarily from the sale of student breakfasts, lunches and a la carte program.

Revenue Category: State Revenue

State Revenue ($0.2M)

Revenue Description/Basis for FY 2016 Projection: Revenue totaling **$0.2 million** is expected to come from the State government in support of the Schools' lunch and breakfast programs.

Revenue Category: Federal Revenue

Federal Revenue ($4.4M)

Revenue Description/Basis for FY 2016 Projection: Revenue totaling **$4.4 million** is expected to come from the Federal government in support of the Schools' lunch and breakfast programs.

School Capital Projects Fund

Debt Proceeds is the sole revenue category within the School Capital Projects Fund for FY 2016.

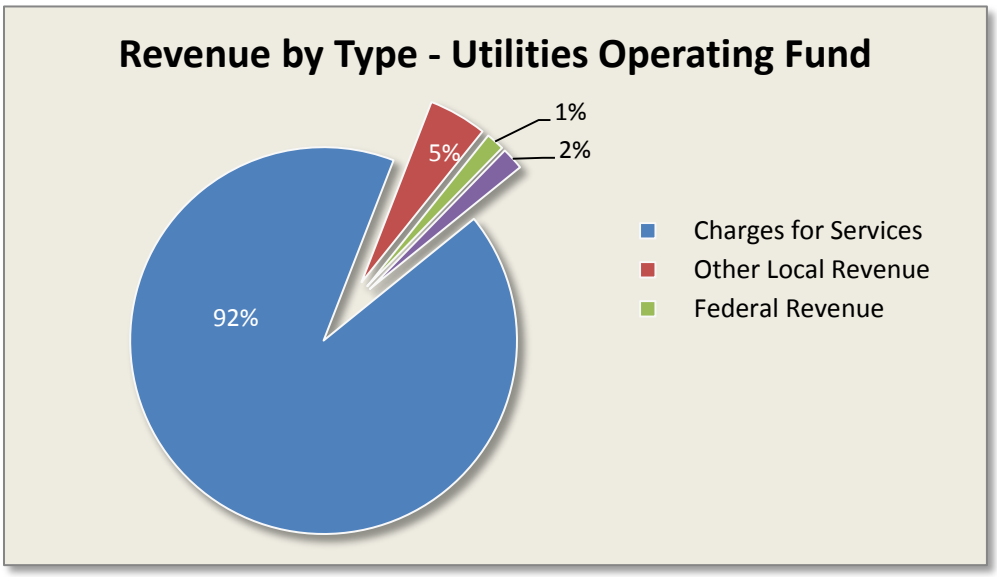
Revenue Category: Debt Proceeds

Bond Proceeds ($14.9M)

Revenue Description/Basis for FY 2016 Projection: It has been the County's practice to not budget bond proceeds until the bonds are actually sold and finalized. However, because work on capital projects generally must be accomplished when school is not in session during the summer months, budgeting bond proceeds for school projects as part of the original adopted budget makes the most practical sense for the Schools. Therefore, School capital projects are the only projects for which bond proceeds are budgeted at this time. A total of **$14.9 million** in bonds proceeds are anticipated for FY 2016. Additionally, the County will transfer $3.7 million back to the Schools from the Massaponax Church Road improvements project that had previously been planned in association with construction of Cedar Forest Elementary School.

Utilities Operating Fund

There are four categories of revenue within the Utilities Operating Fund: charges for services, other local revenue, Federal revenue, and use of the fund balance. The following graph shows the percentage that each category is of the total Utilities Operating Fund revenue excluding transfers and use of the fund balance.



Revenue Category: Charges for Services

Water/Sewer User Fees ($23.1M)

Revenue Description/Basis for FY 2016 Projection: Water and sewer users receive monthly bills for service provided by the County. User rates and fees are dependent upon the number of gallons used and the size of the water meter. The **$23.1 million** user fee revenue projected for FY 2016 is based on a conservative estimate of the increase in the number of service users, and assumes the user rates and fees adopted by the Board of Supervisors on February 12, 2013.

Revenue Category: Other Local Revenue

Debt Service/Administration Fees ($6.8M)

Revenue Description/Basis for FY 2016 Projection: Included on water and sewer users' monthly bills are a debt service fee and an administrative fee. These fees are assigned to recoup the costs to the Utility for debt service costs related to infrastructure construction and improvements, and administrative costs associated with billing. The **$6.8 million** revenue projected for FY 2016 is based on a conservative estimate of the increase in the number of service users and assumes the user rates and fees adopted by the Board of Supervisors on February 12, 2013.

Revenue Category: Federal Revenue

BAB Subsidy ($0.5M)

Revenue Description/Basis for FY 2016 Projection: One of the programs stemming from the ARRA was the BAB program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35% of each interest payment made on an annual basis over the term of the bonds.

Spotsylvania issued BABs in 2010 for various Utilities capital projects. The federal subsidy on Utilities project BABs in FY 2016 assuming a 7.3% sequestration reduction will be **$499,705**.

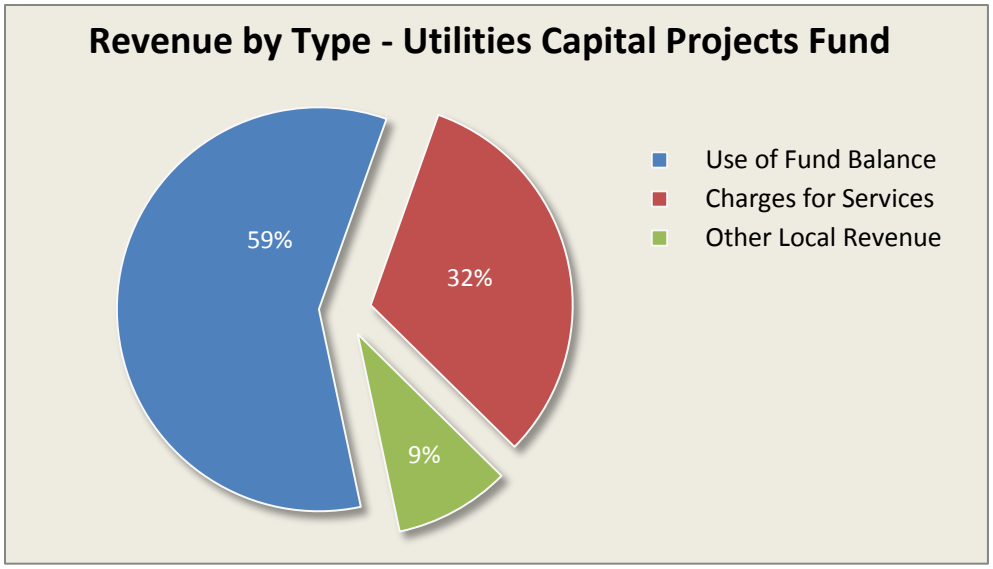
Revenue Category: Use of Fund Balance

Use of Fund Balance ($0.6M)

Revenue Description/Basis for FY 2016 Projection: $0.6 million of the Utilities Operating Fund balance is used in FY 2016 due to planned expenditures exceeding anticipated revenues.

Utilities Capital Projects Fund

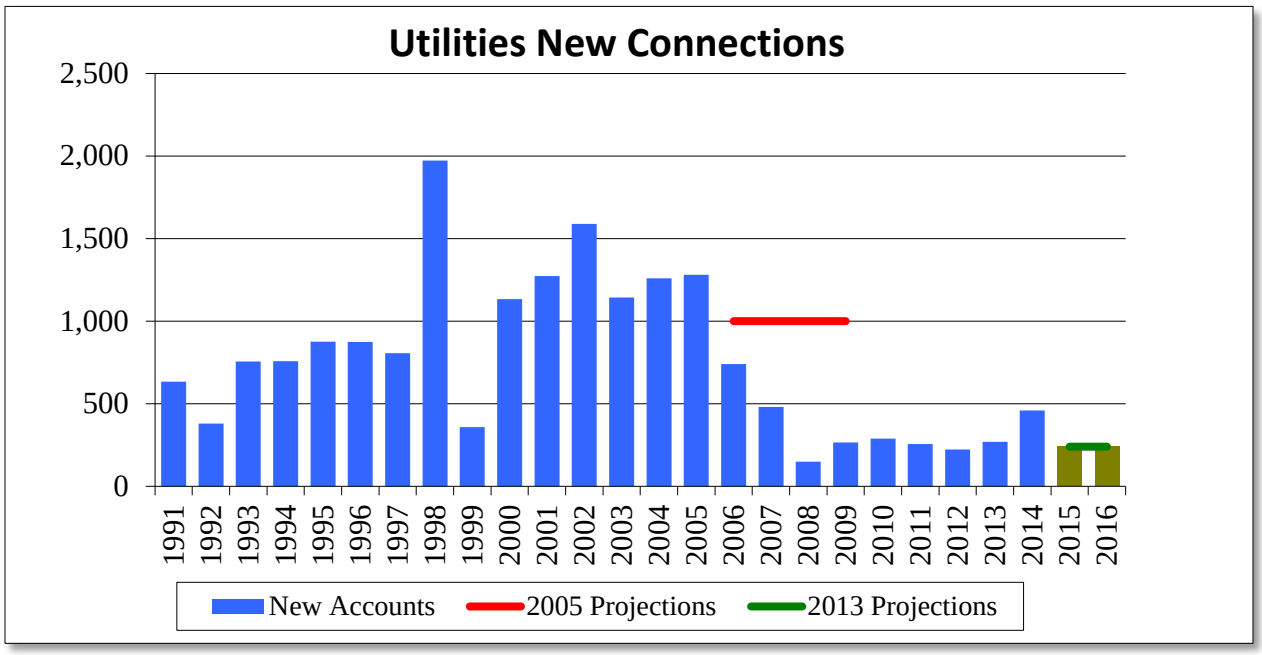
There are three categories of revenue within the Utilities Capital Projects Fund: charges for services, other local revenue and use of the fund balance. The following graph shows the percentage that each category is of the total Utilities Capital Projects Fund revenue excluding transfers and use of fund balance.



Revenue Category: Charges for Services

Water/Sewer Availability Fees ($2.4M)

Revenue Description/Basis for FY 2016 Projection: Availability fees are also known as connection or hook-up fees and are one-time charges for the initial service hook-up to County water and/or sewer lines. The charge is based on availability and connection costs, dependent upon County or user installation of connection pipes and fittings. The FY 2016 estimate of **$2.4 million** assumes 240 new water and sewer connections. The graph that follows shows historic levels of new connections. When out-year projections were made prior to 2005, the expected number of new connections was 1,000, but as shown in the graph, actual connections were much lower than the estimate due to the slowdown in residential and commercial construction.



Revenue Category: Other Local Revenue

Interest Earnings ($0.1M)

Revenue Description/Basis for FY 2016 Projection: Interest earnings on the Utilities Capital Projects Fund balance and unspent bond proceeds are estimated at **$0.1 million** in FY 2016.

Fredericksburg Contribution to Capital Projects ($0.6M)

Revenue Description/Basis for FY 2016 Projection: When a Spotsylvania utilities infrastructure project also serves the City of Fredericksburg, the City shares in the costs. In FY 2016, the reimbursement expected from the City totals **$0.6 million**. $0.5 million is related to the FMC infrastructure improvements project, while the remaining $0.1 million is related to the composting equipment replacement project.

Revenue Category: Use of Fund Balance

Use of Fund Balance ($4.4M)

Revenue Description/Basis for FY 2016 Projection: **$4.4 million** of fund balance is used to reduce the amount of new debt to be issued for the FY 2016 Utilities capital projects.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
GENERAL FUND						
Real Property Taxes:						
Current Taxes Real Estate	$104,425,792	$105,506,946	$105,506,946	$107,343,303	$1,836,357	1.7%
Delinquent Taxes Real Estate	$2,147,848	$2,099,608	$2,099,608	$2,127,762	$28,154	1.3%
Deferred Taxes	$518,517	$100,000	$119,510	$100,000	$0	0.0%
Current Taxes Public Svc Real Estate	$2,791,094	$2,859,056	$3,248,427	$3,132,542	$273,486	9.6%
Subtotal - Real Property	*$109,883,251*	*$110,565,610*	*$110,974,491*	*$112,703,607*	*$2,137,997*	*1.9%*
Personal Property Taxes:						
Current Taxes Personal Property	$33,706,951	$35,402,618	$35,292,618	$34,036,047	($1,366,571)	-3.9%
Delinquent Taxes Personal Property	$3,546,706	$2,729,489	$2,729,489	$3,099,244	$369,755	13.5%
Current Taxes Mobile Home	$65,319	$60,000	$60,000	$60,000	$0	0.0%
Delinquent Taxes Mobile Home	$19,282	$20,000	$20,000	$20,000	$0	0.0%
Subtotal - Personal Property	*$37,338,258*	*$38,212,107*	*$38,102,107*	*$37,215,291*	*($996,816)*	*-2.6%*
Other Property Taxes:						
Current Taxes Heavy Equipment	$290,514	$250,104	$250,104	$283,375	$33,271	13.3%
Delinquent Taxes Heavy Equipment	$10,075	$2,500	$20,000	$2,500	$0	0.0%
Current Taxes Machinery & Tools	$724,175	$761,690	$761,690	$723,779	($37,911)	-5.0%
Delinquent Taxes Machinery & Tools	$35,494	$21,000	$50,000	$25,000	$4,000	19.0%
Subtotal - Other Property	*$1,060,258*	*$1,035,294*	*$1,081,794*	*$1,034,654*	*($640)*	*-0.1%*
Penalties & Interest on Taxes:						
Penalties	$1,551,310	$1,500,000	$1,500,000	$1,500,000	$0	0.0%
Interest	$917,900	$673,094	$673,094	$852,153	$179,059	26.6%
Subtotal - Penalties & Interest on Taxes	*$2,469,210*	*$2,173,094*	*$2,173,094*	*$2,352,153*	*$179,059*	*8.2%*
Total Property Taxes	$150,750,977	$151,986,105	$152,331,486	$153,305,705	$1,319,600	0.9%
Sales Tax:						
Local Sales Tax	$15,778,707	$16,454,262	$16,654,262	$17,101,262	$647,000	3.9%
Subtotal - Sales Tax	*$15,778,707*	*$16,454,262*	*$16,654,262*	*$17,101,262*	*$647,000*	*3.9%*
Utility Tax:						
Consumer Utility Tax	$2,530,703	$2,400,000	$2,550,000	$2,500,000	$100,000	4.2%
Subtotal - Utility Tax	*$2,530,703*	*$2,400,000*	*$2,550,000*	*$2,500,000*	*$100,000*	*4.2%*
Other Local Taxes:						
Business License Tax	$4,025,617	$3,990,600	$3,990,600	$4,000,000	$9,400	0.2%
Daily Rental Tax	$46,789	$47,000	$47,000	$50,000	$3,000	6.4%
Utility Gross Receipts Tax	$758,889	$750,000	$750,000	$750,000	$0	0.0%
Local Vehicle License Fee	$2,829,608	$2,800,000	$2,800,000	$2,800,000	$0	0.0%
Bank Stock Tax	$568,226	$525,000	$525,000	$545,000	$20,000	3.8%
Recordation Tax	$2,136,480	$2,500,000	$2,300,000	$2,200,000	($300,000)	-12.0%
Transient Occupancy Tax	$1,212,105	$1,150,000	$1,200,000	$1,216,900	$66,900	5.8%
Meals Tax	$7,630,538	$7,867,825	$7,997,825	$8,362,546	$494,721	6.3%
Subtotal - Other Local Taxes	*$19,208,252*	*$19,630,425*	*$19,610,425*	*$19,924,446*	*$294,021*	*1.5%*
Total Other Local Taxes	$37,517,662	$38,484,687	$38,814,687	$39,525,708	$1,041,021	2.7%

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Licenses & Permits:						
Dog Tag Licenses	$75,382	$78,000	$78,000	$78,000	$0	0.0%
Land Use Application Fees	$955	$1,000	$1,000	$1,000	$0	0.0%
Transfer Fees	$6,333	$5,000	$5,000	$5,000	$0	0.0%
Well/Septic Permit Fees	$28,950	$26,000	$26,000	$26,000	$0	0.0%
Commercial Vehicle Disposal Fee	$12,725	$14,000	$14,000	$12,000	($2,000)	-14.3%
Solicitor Permits	$1,500	$1,100	$1,100	$1,200	$100	9.1%
Gun Permits	$71,454	$40,000	$40,000	$60,000	$20,000	50.0%
Open Air Burning Permit	$5,550	$6,000	$6,000	$6,000	$0	0.0%
Fire & Safety Inspection Fee	$38,981	$86,000	$86,000	$70,000	($16,000)	-18.6%
Towing Application/Inspection Fee	$2,425	$1,700	$1,700	$2,000	$300	17.6%
Massage Parlor Fees	$2,125	$2,000	$2,000	$2,000	$0	0.0%
Total Licenses & Permits	$246,380	$260,800	$260,800	$263,200	$2,400	0.9%
Charges for Services:						
Excess Fees of Clerk	$89,231	$140,000	$90,000	$90,000	($50,000)	-35.7%
Sheriff's Fees	$4,099	$4,099	$4,099	$4,099	$0	0.0%
Clerk of Court Subscriptions	$44,000	$44,000	$44,000	$44,000	$0	0.0%
Courthouse Maintenance Fees	$40,354	$50,000	$50,000	$45,000	($5,000)	-10.0%
Copying Fees	$16,635	$16,000	$16,000	$16,000	$0	0.0%
Circuit Court Judgeship	$41,788	$0	$0	$0	$0	n/a
Commonwealth's Attorney Fees	$26,130	$15,000	$15,000	$20,000	$5,000	33.3%
Other Sheriff Fees	$119,234	$100,000	$100,000	$120,000	$20,000	20.0%
Em Rescue Svc Fees	$9,480	$0	$0	$6,000	$6,000	n/a
Animal Shelter Fees	$79,370	$70,000	$112,500	$175,000	$105,000	150.0%
Rabies Vaccinations	$7,716	$8,000	$8,000	$7,800	($200)	-2.5%
Street Lights	$5,640	$6,500	$6,500	$6,500	$0	0.0%
Refuse Disposal Fees	$1,483,373	$1,200,000	$1,900,000	$1,900,000	$700,000	58.3%
Weed & Debris Fee	$6,863	$15,000	$15,000	$10,000	($5,000)	-33.3%
Recycling Revenues	$389,299	$375,000	$375,000	$325,000	($50,000)	-13.3%
Recreation Registration Fees	$293,588	$307,385	$307,385	$308,150	$765	0.2%
Loriella Park Admission	$49,453	$45,025	$45,025	$48,175	$3,150	7.0%
Ni River Reservoir Fees	$20,067	$19,000	$19,000	$19,700	$700	3.7%
Hunting Run Reservoir Fees	$20,718	$21,000	$21,000	$20,300	($700)	-3.3%
Self-Supporting Activities	$171,987	$168,000	$168,000	$166,000	($2,000)	-1.2%
Tourism Event Admissions	$136,575	$0	$0	$0	$0	n/a
Stonewall Jackson Run Fee	$9,435	$8,100	$8,893	$8,400	$300	3.7%
Tourism Event Vendor Fee	$50	$0	$0	$100	$100	n/a
Planning Department Publications	$1,332	$1,350	$1,350	$537	($813)	-60.2%
Plat Filing Fees	$191,230	$163,590	$163,590	$253,005	$89,415	54.7%
Telecommunications Review Fee	$0	$30,000	$30,000	$30,000	$0	0.0%
Planning Review Fee	$343,019	$275,643	$275,643	$298,092	$22,449	8.1%
GIS Fees	$178,236	$100,000	$100,000	$150,000	$50,000	50.0%
Annual PEG Fee Grant	$105,669	$134,000	$169,000	$169,000	$35,000	n/a
Total Charges for Services	$3,884,571	$3,316,692	$4,044,985	$4,240,858	$924,166	27.9%

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Other Local Revenue:						
County Court Fines	$397,419	$450,000	$450,000	$400,000	($50,000)	-11.1%
False Fire Alarm Fines	$6,700	$2,000	$3,150	$2,400	$400	20.0%
DNA Local Fee (Clerk of Court)	$1,265	$1,300	$1,300	$1,300	$0	0.0%
Jail Admin Fee (Clerk of Court)	$13,207	$15,000	$15,000	$15,000	$0	0.0%
Crthouse Security Fee (Clerk of Court)	$125,858	$150,000	$150,000	$130,000	($20,000)	-13.3%
Interest on Investments	$352,674	$100,000	$148,700	$200,000	$100,000	100.0%
Interest on Trigon Stock	$877	$1,300	$1,300	$1,300	$0	0.0%
Insurance Dividend	$27,541	$0	$10,000	$0	$0	n/a
Rental of General Property	$42,320	$58,000	$58,000	$59,428	$1,428	2.5%
Use of Park Facilities	$54,252	$51,000	$51,000	$41,900	($9,100)	-17.8%
Loriella Park Concessions	$15,643	$11,900	$11,900	$14,100	$2,200	18.5%
Antenna Tower Rental	$300,142	$295,063	$295,063	$310,197	$15,134	5.1%
Railroad Reimbursement	$0	$75,000	$75,000	$60,000	($15,000)	-20.0%
Subtotal - Other Local Revenue	*$1,337,898*	*$1,210,563*	*$1,270,413*	*$1,235,625*	*$25,062*	*2.1%*
Miscellaneous:						
Court Restitution - Sheriff	$1,410	$0	$3,933	$0	$0	n/a
Court Restitution - Animal Control	$440	$0	$0	$0	$0	n/a
Non-Taxable Tourism Miscellaneous	$94	$600	$1,274	$100	($500)	-83.3%
Taxable Tourism Miscellaneous	$9,019	$2,000	$2,000	$2,000	$0	0.0%
Sale of Surplus Property	$112,282	$70,000	$70,000	$101,000	$31,000	44.3%
Parks & Rec Sale Items	$846	$1,200	$1,200	$1,000	($200)	-16.7%
Administrative Collection Fee	$472,360	$450,000	$450,000	$475,000	$25,000	5.6%
Miscellaneous	$33,573	$24,275	$33,025	$22,000	($2,275)	-9.4%
Water/Sewer Administration Fee	$1,577,692	$1,431,615	$1,431,615	$1,647,398	$215,783	15.1%
Other Local Revenue Sources	$20,558	$12,000	$12,250	$9,186	($2,814)	-23.5%
Proffers	$90,530	$0	$0	$0	$0	n/a
Insurance Recovery Revenue	$61,586	$0	$9,150	$0	$0	n/a
Donations	$54,056	$0	$0	$75	$75	n/a
Tourism Commission Event Donations	$9,645	$41,425	$41,425	$38,200	($3,225)	-7.8%
FOIA Reimbursement	$589	$1,000	$1,000	$1,000	$0	0.0%
DSS/CSA Local Revenue	$5,754	$0	$0	$0	$0	n/a
Sheriff Local Services	$144,179	$175,000	$175,000	$145,000	($30,000)	-17.1%
Land Sale Surplus	$30,710	$0	$0	$0	$0	n/a
Subtotal - Miscellaneous	*$2,625,323*	*$2,209,115*	*$2,231,872*	*$2,441,959*	*$232,844*	*10.5%*
Total Other Local Revenue	$3,963,221	$3,419,678	$3,502,285	$3,677,584	$257,906	7.5%
Non-Categorical State Aid:						
Motor Vehicle Carrier Taxes	$52,652	$40,000	$40,000	$55,000	$15,000	37.5%
Mobile Home Titling Taxes	$79,098	$40,000	$80,000	$80,000	$40,000	100.0%
Communication Sales Tax	$4,732,242	$4,900,000	$4,750,000	$4,800,000	($100,000)	-2.0%
Grantor's Tax	$403,756	$355,000	$355,000	$400,000	$45,000	12.7%
DMV Rental Tax	$413,658	$360,000	$360,000	$400,000	$40,000	11.1%
Personal Property Tax Relief Act	$14,509,422	$14,509,422	$14,509,422	$14,509,422	$0	0.0%
Subtotal - Non-Categorical Aid	*$20,190,828*	*$20,204,422*	*$20,094,422*	*$20,244,422*	*$40,000*	*0.2%*

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
Shared Expenses:						
Commonwealth's Attorney	$768,771	$788,300	$788,300	$841,278	$52,978	6.7%
Sheriff	$3,317,722	$3,292,818	$3,292,818	$3,401,148	$108,330	3.3%
Commissioner of the Revenue	$264,703	$258,179	$258,179	$269,010	$10,831	4.2%
Treasurer	$228,792	$225,802	$225,802	$227,591	$1,789	0.8%
Registrar/Electoral Board	$52,404	$60,000	$60,000	$60,000	$0	0.0%
Clerk of the Circuit Court	$700,832	$704,799	$704,799	$727,096	$22,297	3.2%
Subtotal - Shared Expenses	*$5,333,224*	*$5,329,898*	*$5,329,898*	*$5,526,123*	*$196,225*	*3.7%*
Social Services:						
Public Assistance/Welfare Admin.	$6,288,323	$5,446,371	$5,719,399	$6,096,068	$649,697	11.9%
Comprehensive Services Act	$2,918,127	$3,115,101	$3,326,101	$3,470,598	$355,497	11.4%
Subtotal - Social Services	*$9,206,450*	*$8,561,472*	*$9,045,500*	*$9,566,666*	*$1,005,194*	*11.7%*
Other Categorical State Aid:						
Emergency Services	$21,600	$0	$37,732	$0	$0	n/a
Litter Control Grant	$20,730	$20,730	$20,730	$20,766	$36	0.2%
VOPEX Pass Thru	$25,000	$25,000	$25,000	$25,000	$0	0.0%
State Fire Program	$367,595	$300,000	$330,835	$300,000	$0	0.0%
Grant Revenue	$197,288	$40,000	$98,376	$40,000	$0	0.0%
License Plates- Dog/Cat Sterilization	$4,017	$3,500	$3,500	$3,500	$0	0.0%
Motor Veh Registration 2 for Life	$123,613	$115,000	$115,000	$115,000	$0	0.0%
VJCCCA Grant	$115,141	$115,141	$115,141	$115,141	$0	0.0%
Reimb. Extradition of Prisoners	$5,523	$25,000	$25,000	$10,000	($15,000)	-60.0%
Victim/Witness Grant	$53,944	$106,055	$108,441	$106,055	$0	0.0%
Forfeiture/Seizure	$61,586	$46,049	$46,049	$72,487	$26,438	57.4%
Wireless E-911 Surcharge	$157,429	$170,000	$170,000	$155,000	($15,000)	-8.8%
Reduce Aid to Localities	$0	$0	-$221,754	$0	$0	n/a
Subtotal - Other Categorical State Aid	*$1,153,466*	*$966,475*	*$874,050*	*$962,949*	*($3,526)*	*-0.4%*
Total State Revenue	$35,883,968	$35,062,267	$35,343,870	$36,300,160	$1,237,893	3.5%
Federal Aid:						
Payments in Lieu of Taxes	$17,156	$16,000	$16,000	$16,000	$0	0.0%
Other Federal Grants	$224,018	$18,078	$114,557	$40,579	$22,501	124.5%
Forfeiture/Seizure	$94,455	$0	$157,137	$0	$0	n/a
Sheriff Overtime Grant	$77,182	$0	$158,887	$0	$0	n/a
SAFER Grant	$0	$0	$625,530	$613,923	$613,923	n/a
Total Federal Revenue	$412,811	$34,078	$1,072,111	$670,502	$636,424	1867.6%
Debt Proceeds:						
Bond Proceeds	$0	$0	$23,864,513	$0	$0	n/a
Bond Premiums	$0	$0	$3,560,657	$0	$0	n/a
Total Debt Proceeds	$0	$0	$27,425,170	$0	$0	n/a
TOTAL REVENUE - GENERAL FUND	**$232,659,590**	**$232,564,307**	**$262,795,394**	**$237,983,717**	**$5,419,410**	**2.3%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
CAPITAL PROJECTS FUND						
Other Local Revenue:						
Field Rental/Concessions	$97,906	$0	$0	$0	$0	n/a
Miscellaneous	$22	$0	$53,400	$0	$0	n/a
Interest on Investments	$54,641	$0	$0	$0	$0	n/a
Other Local Revenue	$159	$0	$65,653	$0	$0	n/a
Proffers	$167,881	$71,447	$131,447	$743,307	$671,860	940.4%
Hunter's Lodge Special Assessment	$33,621	$30,000	$30,000	$30,000	$0	0.0%
Total Other Local Revenue	$354,230	$101,447	$280,500	$773,307	$671,860	662.3%
State Revenue:						
Grant Revenues	$0	$0	$13,508	$105,754	$105,754	n/a
Other State Reimbursement	$534,014	$250,000	$6,183,367	$380,000	$130,000	52.0%
Total State Revenue	$534,014	$250,000	$6,196,875	$485,754	$235,754	n/a
Federal Revenue:						
Other Federal Grants	$926,025	$0	$1,119,756	$0	$0	n/a
ARRA Funds	$4,417,240	$0	$6,646,737	$0	$0	n/a
QECB Subsidy	$28,498	$27,802	$27,802	$26,938	($864)	-3.1%
BAB Subsidy (ARRA)	$430,687	$430,688	$430,688	$430,223	($465)	-0.1%
Total Federal Revenue	$5,802,450	$458,490	$8,224,983	$457,161	($1,329)	-0.3%
Debt Proceeds:						
Bond Proceeds	$7,800,284	$0	$11,479,945	$0	$0	n/a
Interest on Bond/Lease Proceeds	$37,907	$0	$85,562	$0	$0	n/a
Bond Premiums	$0	$0	$851,150	$0	$0	n/a
Total Debt Proceeds	$7,838,191	$0	$12,416,657	$0	$0	n/a
TOTAL REVENUE - CAPITAL PROJECTS	**$14,528,885**	**$809,937**	**$27,119,015**	**$1,716,222**	**$906,285**	**111.9%**
ECONOMIC DEVELOPMENT OPP. FUND						
Other Local Revenue:						
Interest on Investments	$2,962	$3,000	$3,000	$3,000	$0	0.0%
Rental of General Property	$65,303	$70,375	$70,375	$70,375	$0	0.0%
Total Other Local Revenue	$68,265	$73,375	$73,375	$73,375	$0	0.0%
TOTAL REVENUE - EDO FUND	**$68,265**	**$73,375**	**$73,375**	**$73,375**	**$0**	**0.0%**
FIRE-EMS SERVICE FEE FUND						
Charges for Services						
EMS Rescue Services Fees	$2,749,522	$2,650,000	$2,650,000	$2,648,000	($2,000)	-0.1%
Total Charges for Services	$2,749,522	$2,650,000	$2,650,000	$2,648,000	($2,000)	-0.1%
TOTAL REVENUE - FIRE-EMS FEE FUND	**$2,749,522**	**$2,650,000**	**$2,650,000**	**$2,648,000**	**($2,000)**	**-0.1%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
CODE COMPLIANCE FUND						
Other Local Revenue:						
Development Review Fees	$2,427,338	$2,175,000	$2,175,000	$2,871,300	$696,300	32.0%
Code Compliance Admin Charges	$189,999	$175,000	$175,000	$208,700	$33,700	19.3%
Other Local Revenue Sources	$1,500	$373,040	$378,690	$367,200	($5,840)	-1.6%
Total Other Local Revenue	$2,618,837	$2,723,040	$2,728,690	$3,447,200	$724,160	26.6%
TOTAL REVENUE - CODE COMPLIANCE	**$2,618,837**	**$2,723,040**	**$2,728,690**	$3,447,200	**$724,160**	**26.6%**
TRANSPORTATION FUND						
Real Property Taxes:						
Current Taxes Real Estate	$685,451	$718,924	$718,924	$733,193	$14,269	2.0%
Penalties	$3,413	$0	$0	$0	$0	n/a
Total Property Taxes	$688,864	$718,924	$718,924	$733,193	$14,269	2.0%
Other Local Revenue:						
Fuel Tax	$9,421,870	$4,358,108	$4,358,108	$4,406,745	$48,637	1.1%
Transportation Review Fees	$11,450	$12,000	$12,000	$15,315	$3,315	27.6%
LH East/West Proffer Fees	$427,069	$0	$0	$223,183	$223,183	n/a
Interest on Investments	$18,556	$10,000	$10,000	$15,000	$5,000	50.0%
Total Other Local Revenue	$9,878,945	$4,380,108	$4,380,108	$4,660,243	$280,135	6.4%
Debt Proceeds:						
Bond Proceeds	$0	$0	$9,070,950	$0	$0	n/a
Interest on Bond/Lease Proceeds	$0	$0	$0	$0	$0	n/a
Bond Premiums	$0	$0	$1,353,413	$0	$0	n/a
Total Debt Proceeds	$0	$0	$10,424,363	$0	$0	n/a
TOTAL REVENUE - TRANSPORTATION	**$10,567,809**	**$5,099,032**	**$15,523,395**	**$5,393,436**	**$294,404**	**5.8%**
JOINT FLEET MAINTENANCE FUND						
Charges for Services:						
Service Charges	$2,315,610	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
Total Charges for Services	$2,315,610	$2,551,884	$2,551,884	$2,584,155	$32,271	1.3%
TOTAL REVENUE - JOINT FLEET MAINT.	**$2,315,610**	**$2,551,884**	**$2,551,884**	**$2,584,155**	**$32,271**	**1.3%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL OPERATING FUND						
Other Local Revenue:						
Other Local Revenue	$3,887,733	$3,785,339	$3,785,338	$4,653,485	$868,146	22.9%
Proffers	$0	$0	$74,316	$0	$0	n/a
Total Other Local Revenue	$3,887,733	$3,785,339	$3,859,654	$4,653,485	$868,146	$0
State Revenue:						
State Sales Tax	$22,937,498	$23,670,197	$23,670,197	$24,600,677	$930,480	3.9%
Other State Funds	$98,851,192	$102,178,561	$102,098,833	$102,476,512	$297,951	0.3%
Total State Revenue	$121,788,690	$125,848,758	$125,769,030	$127,077,189	$1,228,431	1.0%
Federal Revenue:						
School Federal Funds	$8,945,015	$9,223,105	$9,231,106	$9,886,987	$663,882	7.2%
Total Federal Revenue	$8,945,015	$9,223,105	$9,231,106	$9,886,987	$663,882	7.2%
Debt Proceeds:						
Bond Proceeds	$11,695,000	$0	$40,429,538	$0	$0	n/a
Interest on Bond/Lease Proceeds	$0	$0	$27,756	$0	$0	n/a
Bond Premiums	$0	$0	$3,247,674	$0	$0	n/a
Total Debt Proceeds	$11,695,000	$0	$43,704,968	$0	$0	n/a
TOTAL REVENUE - SCHOOL OPERATING	**$146,316,438**	**$138,857,202**	**$182,564,758**	**$141,617,661**	**$2,760,459**	**2.0%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL FOOD SERVICE FUND						
Other Local Revenue:						
Other Local Revenue	$4,636,677	$4,867,464	$4,859,464	$4,609,464	($258,000)	-5.3%
Total Other Local Revenue	$4,636,677	$4,867,464	$4,859,464	$4,609,464	($258,000)	-5.3%
State Revenue:						
Other State Funds	$207,536	$215,279	$215,279	$206,765	($8,514)	-4.0%
Total State Revenue	$207,536	$215,279	$215,279	$206,765	($8,514)	-4.0%
Federal Revenue:						
School Federal Funds	$4,438,245	$4,391,600	$4,391,600	$4,391,600	$0	0.0%
Total Federal Revenue	$4,438,245	$4,391,600	$4,391,600	$4,391,600	$0	0.0%
TOTAL REVENUE - SCHOOL FOOD SVC.	**$9,282,458**	**$9,474,343**	**$9,466,343**	**$9,207,829**	**($266,514)**	**-2.8%**
SCHOOL CAPITAL PROJECTS FUND						
Other Local Revenue:						
Proffers	$0	$74,316	$0	$0	($74,316)	-100.0%
Interest on Investments	$15,068	$0	$0	$0	$0	n/a
Total Other Local Revenue	$15,068	$74,316	$0	$0	($74,316)	n/a
Federal Revenue:						
Other Federal Grants	$0	$0	$0	$0	$0	n/a
Total Federal Revenue	$0	$0	$0	$0	$0	n/a
Debt Proceeds:						
Bond Proceeds	$11,802,716	$7,664,829	$7,708,218	$14,879,776	$7,214,947	n/a
Total Debt Proceeds	$11,802,716	$7,664,829	$7,708,218	$14,879,776	$7,214,947	n/a
TOTAL REVENUE - SCHOOL CAPITAL	**$11,817,784**	**$7,739,145**	**$7,708,218**	**$14,879,776**	**$7,140,631**	**92.3%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
UTILITIES OPERATING FUND						
Charges for Services:						
Water User Fees	$11,305,661	$12,237,540	$12,237,540	$12,288,928	$51,388	0.4%
Sewer User Fees	$8,531,084	$9,211,269	$9,211,269	$9,300,158	$88,889	1.0%
Fredericksburg User Fees - FMC	$337,649	$315,000	$315,000	$320,000	$5,000	1.6%
Fredericksburg User Fees - Motts	$1,213,767	$1,050,000	$1,050,000	$1,200,000	$150,000	14.3%
School Board O&M Sewer System	$77,443	$75,000	$75,000	$75,000	$0	0.0%
Debt Service Fee	$3,450,348	$4,574,765	$4,574,765	$5,037,670	$462,905	10.1%
Administrative Fee	$1,732,614	$1,700,000	$1,700,000	$1,754,604	$54,604	3.2%
Total Charges for Services	$26,648,566	$29,163,574	$29,163,574	$29,976,360	$812,786	2.8%
Miscellaneous:						
Interest	$165,467	$175,000	$175,000	$175,000	$0	0.0%
Penalties	$573,719	$515,000	$515,000	$515,000	$0	0.0%
Compost Sales	$243,823	$350,000	$350,000	$315,000	($35,000)	-10.0%
Account Transaction Fees	$80,201	$80,000	$80,000	$80,000	$0	0.0%
Water Connections	$42,589	$60,000	$60,000	$45,000	($15,000)	-25.0%
Sewer Connections	$51,103	$60,000	$60,000	$45,000	($15,000)	-25.0%
Meter/Other Connections	$169,713	$60,000	$60,000	$60,000	$0	0.0%
Disposal Tickets	$106,387	$72,670	$72,670	$60,000	($12,670)	-17.4%
Utility Inspection Fees	$22,917	$20,000	$20,000	$20,000	$0	0.0%
Reconnection Fees	$109,825	$100,000	$100,000	$100,000	$0	0.0%
Multi-Visit Meter Set Fee	$1,150	$1,000	$1,000	$1,000	$0	0.0%
City Water/Sewer Plant Assistance	$257,438	$35,000	$35,000	$100,000	$65,000	185.7%
Antenna/Water Tower Rental	$44,303	$45,649	$45,649	$47,205	$1,556	3.4%
Miscellaneous	$1,293,433	$27,441	$27,441	$28,000	$559	2.0%
Total Other Local Revenue	$3,162,068	$1,601,760	$1,601,760	**$1,591,205**	($10,555)	-0.7%
Federal Revenue:						
BAB Subsidy (ARRA)	$500,244	**$500,244**	**$500,244**	**$499,705**	($539)	n/a
Debt Proceeds:						
Bond Proceeds	$0	$0	$0	$0	$0	n/a
TOTAL REVENUE - UTILITIES OPERATING	**$30,310,878**	**$31,265,578**	**$31,265,578**	**$32,067,270**	**$801,692**	**2.6%**

FY 2016 Revenue Detail by Fund

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	Variance (adopt to adopt) Amount	Percent
UTILITIES CAPITAL PROJECTS FUND						
Charges for Services:						
Sewer Availability Fees	$1,872,710	$1,201,230	$1,201,230	$1,201,230	$0	0.0%
Water Availability Fees	$1,903,560	$1,206,570	$1,206,570	$1,206,570	$0	0.0%
Total Charges for Services	$3,776,270	$2,407,800	$2,407,800	$2,407,800	$0	0.0%
Miscellaneous:						
Interest	$161,667	$130,000	$130,000	$130,000	$0	0.0%
Interest on Revenue Bond Proceeds	$38,691	$0	$0	$0	$0	n/a
F'burg Contribution to Capital Proj.	$1,451,736	$3,091,666	$5,880,168	$569,672	($2,521,994)	-81.6%
Other Miscellaneous	$5,678	$0	$0	$0	$0	n/a
Total Other Local Revenue	$1,657,772	$3,221,666	$6,010,168	$699,672	($2,521,994)	-78.3%
State Revenue:						
WQIF Grant	-$106,957	$0	$0	$0	$0	n/a
Other Reimbursement State	$2,762	$0	$0	$0	$0	n/a
Total State Revenue	-$104,195	$0	$0	$0	$0	n/a
Debt Proceeds:						
Bond Proceeds	$0	$0	$0	$0	$0	n/a
Total Debt Proceeds	$0	$0	$0	$0	$0	n/a
TOTAL REVENUE - UTILITIES CAPITAL	**$5,329,847**	**$5,629,466**	**$8,417,968**	**$3,107,472**	**($2,521,994)**	**-44.8%**
Total Revenue - All Funds	**$468,565,923**	**$439,437,309**	**$552,864,618**	**$454,726,113**	**$15,288,804**	**3.5%**

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 below 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 2016 Adopted General Fund budget over the course of the next four years. Projected costs are compared to projected revenues to arrive at an estimate of annual budgetary deficits or surpluses. This analysis assumes no new operating initiatives for the out-years.

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 2016, and assume that the transfer to the Transportation Fund of the vehicle license fee (formerly decals) and set-aside revenue resumes in FY 2018.

Unless revenue projections significantly improve, the budget deficits shown for FY 2017 – FY 2020 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:

Current Programs & Services
(adjustments below are made beginning with the FY 2016 forecast)

- Annual adjustments for inflation in materials and supplies (1.8%)
- Annual merit step increases for employees (2.5%)
- Cost of living adjustments for employees (2.0%)
- Transition of the full 5% employee contribution to VRS through offsetting raises occurs no later than FY 2017
- Transfers to other funds based upon current practices and upon fiscal policy guidelines
- Transfer of the decal and set-asides to the Transportation Fund resumes in FY 2018

School Funding

- Local transfer to the Schools is based on 100% of projected Schools' debt service plus a cost per pupil amount adjusted annual for an average 2% step, 2% COLA, and 1.8% CPI

Capital Improvement Plan (CIP)

- Funding for debt service on $76.5 million in costs associated with County general capital projects within the Adopted CIP (see pgs 156 – 160 and 171 – 210)
- Within the projected local transfer, Schools will fund debt service on $108.1 million in costs associated with Schools capital projects in the Adopted CIP (see pgs 162,225)

General Fund Forecast

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Fund Revenue		($ in millions)			
Real Property Taxes	$111.7	$114.0	$116.6	$119.5	$122.5
Other General Property Taxes	40.6	41.5	42.5	43.5	44.5
Other Local Taxes & Receipts	52.5	53.4	54.3	55.4	56.5
State & Federal Revenues	32.1	31.7	31.8	32.0	32.2
Use of (addition to) Fund Balance	3.2	0.0	0.0	0.0	0.0
Transfer from Other Funds	4.0	4.2	4.3	4.5	4.7
General Fund Revenue Total	**$244.2**	**$244.8**	**$249.6**	**$254.9**	**$260.4**
General Fund Expenditures					
Current Programs & Services	$107.3	$110.9	$114.7	$118.7	$122.8
School Funding	116.4	123.5	129.9	135.4	140.0
Debt Service	9.5	10.1	9.9	9.6	9.2
New Capital Projects Operating	0.0	0.1	0.2	0.3	0.4
Transfers/Fiscal Policy	11.0	8.8	13.7	15.3	17.0
General Fund Expenditures Total	**$244.2**	**$253.5**	**$268.5**	**$279.2**	**$289.4**
Budget Surplus/(Deficit)	**$0.0**	**($8.7)**	**($18.9)**	**($24.3)**	**($29.0)**
Incremental Tax Rate to Balance	$0.000	$0.069	$0.078	$0.036	$0.031

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 2016 fuel tax revenue to be $4.4 million. When combined with approximately $2.9 million from the Transportation Fund balance, the projected fuel tax revenue is sufficient to pay all FY 2016 transportation operation expenditures. Consequently, the transfer of license fee and set-aside revenue is suspended again in FY 2016, allowing a total of $3.4 million to remain in the General Fund to balance the General Fund budget without inhibiting the operations of the Transportation Fund. It is assumed that the transfer of decal and set-aside revenue from the General Fund to the Transportation Fund is resumed in FY 2018 to balance the Transportation Fund. Given the transportation projects in the Adopted CIP, it is estimated that in addition to the decal and set-aside revenue, an additional funding source will be necessary to balance the Transportation Fund balance in FY 2021 and beyond.

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 merit and cost of

living adjustments are assumed at 2.5% and 2.0%, respectively. Inflation in materials and supplies is assumed at 1.8%.

The Transportation Fund forecast below represents the costs of the FY 2016 Adopted Transportation Fund budget over the course of the next four years. 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 Adopted CIP. Given this forecast, it appears that the Transportation Fund balance will be sufficient to support Transportation Fund expenditures through FY 2017 while the transfer from the General Fund is suspended.

Transportation Fund Forecast

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Transportation Fund Revenue*			($ in millions)		
VRE - Fuel Tax	$4.4	$4.5	$4.6	$4.9	$5.0
Transfer from General Fund	0.0	0.0	3.4	3.4	3.4
Transfer from Capital Projects Fund	0.1	0.1	0.1	0.1	0.1
Use of (addition to) Fund Balance	1.5	3.3	1.2	1.6	2.1
Transportation Fund Revenue Total	**$6.0**	**$7.9**	**$9.3**	**$10.0**	**$10.6**
Transportation Fund Expenditures*					
Personnel	$0.3	$0.3	$0.4	$0.4	$0.4
FRED	0.4	0.4	0.4	0.4	0.4
Debt Service	3.6	5.5	7.0	7.5	8.2
VRE/PRTC Subsidies & Reserves	1.4	1.5	1.3	1.4	1.3
Transfer to Other Funds	0.2	0.2	0.2	0.2	0.2
Transportation Fund Expenditures Total	**$6.0**	**$7.9**	**$9.3**	**$9.9**	**$10.6**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Incremental Tax Rate to Balance					
Transportation Fund Balance	**$8.7**	**$5.4**	**$4.2**	**$2.5**	**$0.4**

*Excludes Special Service District taxes and expenditures

Utilities Fund – The County's fiscal policy guidelines 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) by FY 2015.

In FY 2013, after reviewing analyses prepared by the County Finance and Utilities staff and financial advisors, the Board of Supervisors adopted increased water/sewer user rates and fees for FY 2014, FY 2015 and FY 2016 to ensure these policies would be met through FY 2016. The Utilities Fund forecast on the following page represents the costs of the FY 2016 Adopted Utilities Operating Fund and Utilities Capital Fund budgets over the course of the next four years, including planned capital projects in the Adopted CIP. Forecasted revenues assume conservative estimates of growth in the number of water and sewer connections; the FY 2016 adopted rates; assumed adjustments in user rates and fees to fund anticipated increases in Utilities operating costs and Utilities debt service associated with the FY 2016 – FY 2020 Adopted CIP. Like the General Fund and Transportation Fund forecasts, out-year merit and cost of living adjustments are assumed at 2.5% and 2.0%, respectively. Inflation in materials and supplies is assumed at 1.8%.

Based on the projections for FY 2016 – FY 2020, 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 2016	FY 2017	FY 2018	FY 2019	FY 2020
Utilities Revenue					
User Fees	$30.5	$30.1	$32.4	$34.9	$37.4
Availability Fees	2.4	2.5	2.7	2.7	2.7
Interest Earnings	0.3	0.3	0.3	0.3	0.3
Miscellaneous	2.0	2.0	2.0	2.0	2.0
Bond Proceeds	0.0	17.5	22.3	23.1	0.0
Transfers from Other Funds	1.3	0.1	0.1	0.1	0.1
Use of Fund Balance	4.9	0.2	(1.0)	(1.3)	(4.6)
Utilities Revenue Total	**$41.3**	**$52.7**	**$58.8**	**$61.8**	**$37.8**
Utilities Expenditures					
Personnel	$10.2	$10.7	$11.1	$11.6	$12.1
Operating (other than debt)	8.7	8.9	9.0	9.2	9.4
Capital (operating)	0.5	0.2	0.2	0.2	0.2
Debt Service	11.1	12.2	13.7	15.2	15.2
Depreciation	1.0	1.0	1.0	1.0	1.0
Capital Projects	8.7	19.5	23.3	24.1	0.0
Transfer to Capital Projects Fund	1.2	0.2	0.4	0.5	0.0
Utilities Expenditures Total	**$41.3**	**$52.7**	**$58.8**	**$61.8**	**$37.8**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Utilities Fund Balances	**$35.9**	**$35.7**	**$36.7**	**$38.0**	**$42.6**
Coverage Ratio[1]	1.44	1.3	1.3	1.3	1.42
County Policy Coverage Ratio[2]	1.22	1.10	1.10	1.12	1.25
Op. Rev. as % of Op. Exp.[3]	102%	101%	101%	101%	108%
FB as % of Prior 3 Years Rev.[4]	109%	104%	105%	105%	114%
	Based on Rates Adopted Feb. 2013	Rates To Be Determined			

[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 100% by FY 2015.

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

Capital Improvement Plan

Introduction

The Capital Improvement Plan (CIP) is a planning tool for development, modernization and/or replacement of County infrastructure, ensuring the County is able to maintain an effective level of services for citizens now and into the future. Each year the CIP is reviewed, priorities are reassessed, and the affordability of capital projects is gauged. The costs of the projects in the first year of the CIP become the budgets for the Capital Projects Fund, School Capital Projects Fund and Utilities Capital Projects Fund in the Financial Summaries section of this document. The remaining years of the CIP provide an estimated cost of the proposed projects and reflect their anticipated funding sources. The CIP is not an absolute; it may need to be revised and changed according to conditions and requirements of the community.

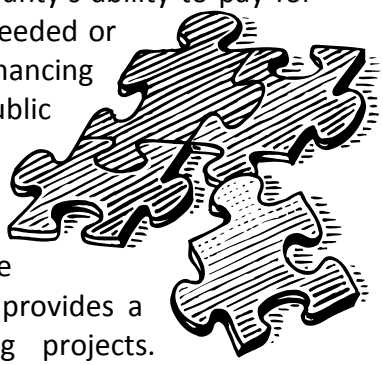
As Spotsylvania County maintains its facilities and other capital resources, we will continue to face additional capital needs along with increasing operational costs. Funding for capital projects may come from operating revenues or, as is often the case, from the sale of bonds or through other financing mechanisms. The County's fiscal policies require that all new facility construction projects or acquisitions that exceed available budgeted funds be subject to voter referendum approval, unless financed through a revenue supported mechanism.

Benefits of a Capital Improvement Plan

A long term CIP has many obvious benefits that are derived from a systematic approach of planning and financing of public projects. Some of the more important benefits derived from this process include the following:

- **Assist in the Implementation of the Comprehensive Plan -** A primary function of the CIP is to serve as a mechanism for implementation of the Comprehensive Plan. By outlining the facilities needed to serve the population and land uses called for in the Comprehensive Plan and by scheduling them over a period of time, the CIP guides the public construction program for the development of our County.

- **Focus Attention on Community Goals and Needs –** Capital projects can be brought into line with community objectives, anticipated growth and the County's ability to pay for such projects. By planning ahead for those projects that are needed or desired the most, we can begin planning ahead for the financing associated with them as well. The CIP also keeps the public informed of the County's future capital investment plans and provides a process for adopting construction priorities.



- **Encourages More Efficient Government Administration –** The CIP promotes coordination among government agencies and provides a check for potential overlapping, duplicated or conflicting projects.

Coordination of the CIP by County agencies can reduce scheduling problems and provide effective utilization of available personnel and equipment. The plan also guides the Board of Supervisors in making sound annual budget decisions consistent with approved Fiscal Policy Guidelines.

- **Fosters a Sound and Stable Financial Program –** Through the CIP, required bond issues or the need for other financing mechanisms can be foreseen and action taken before the need becomes so critical as to require more expensive financing measures and/or difficult borrowing/loan situations. In addition, sharp changes in the tax rate will be avoided and intergenerational equity will be promoted by staggering projects and paying the related debt over a period of time less than or equal to the useful life of the projects.

Operating Expenditure versus Capital Expenditures

Cost, life expectancy, and frequency of expenditures are the primary criteria used to classify a project as an operating expenditure or a capital expenditure.

- **Cost –** Generally, a project is considered capital if the cost is $50,000 or more.

- **Life Expectancy –** Capital projects have expected useful lifecycles of five years of more.

- **Frequency –** A capital project should be nonrecurring. The Government Finance Officers' Association recommends that a capital project should occur no more often than every three years.

Financing Methods

A range of financing methods exists. Some methods commonly used by the County are:

- **Current Revenue Financing –** Current revenue financing is often referred to as "pay as you go" financing. It is a fiscally conservative method of paying for capital improvements out of current taxes, fees, charges or special assessments. The County's adopted Fiscal Policy Guidelines address this approach by transferring an annual percentage of General Fund Revenues to the Capital Projects Fund. The guidelines establish a goal of 5% annually (with a minimum level of 3%). In an effort to achieve this goal, the Adopted Budget includes a FY 2016 transfer of 3.00% of General Fund Revenues. Future annual transfers will increase by an additional one-quarter percent annually until the goal is met.

- **Reserve Funds –** Reserve funds are a variation of "pay as you go" financing. Funds are accumulated in advance for the purchase or construction of capital items. Reserve funds may come from a number of sources such as unexpected surplus in the general fund, money specifically earmarked for future capital needs, or the selling of capital assets. At the close of FY 2015 and before reserving the use planned in the FY 2016 Budget, the County's General Fund balance is expected to exceed the 10% Fiscal

Stability Reserve policy guideline by $6.7 million (1.7 percentage points). The FY 2016 – FY 2020 Capital Improvement Plan assumes a transfer of $2.5 million from the General Fund balance to the Capital Projects Fund to fund a portion of the CAD system, replacement voting machines, and replacement fire equipment in FY 2016.

- **General Obligation Bonds –** These long-term bonds are backed by the full faith and credit of our local government. Principal and interest is paid from the General Fund using annually budgeted current revenues. General Obligation bonds are issued for specific capital improvements, which have useful life expectancies similar in length to the repayment schedule of the bonds issued for the projects.

- **Revenue Bonds** (i.e. lease-purchase) **–** This type of bond is issued to pay for revenue producing project facilities such as convention centers, parking decks, golf courses, parking facilities and utilities. Revenue bonds are a form of user charge because the debt is paid from revenues of the particular enterprise (i.e. parking fees, water/sewer user fees, etc.) rather than from regular taxation.

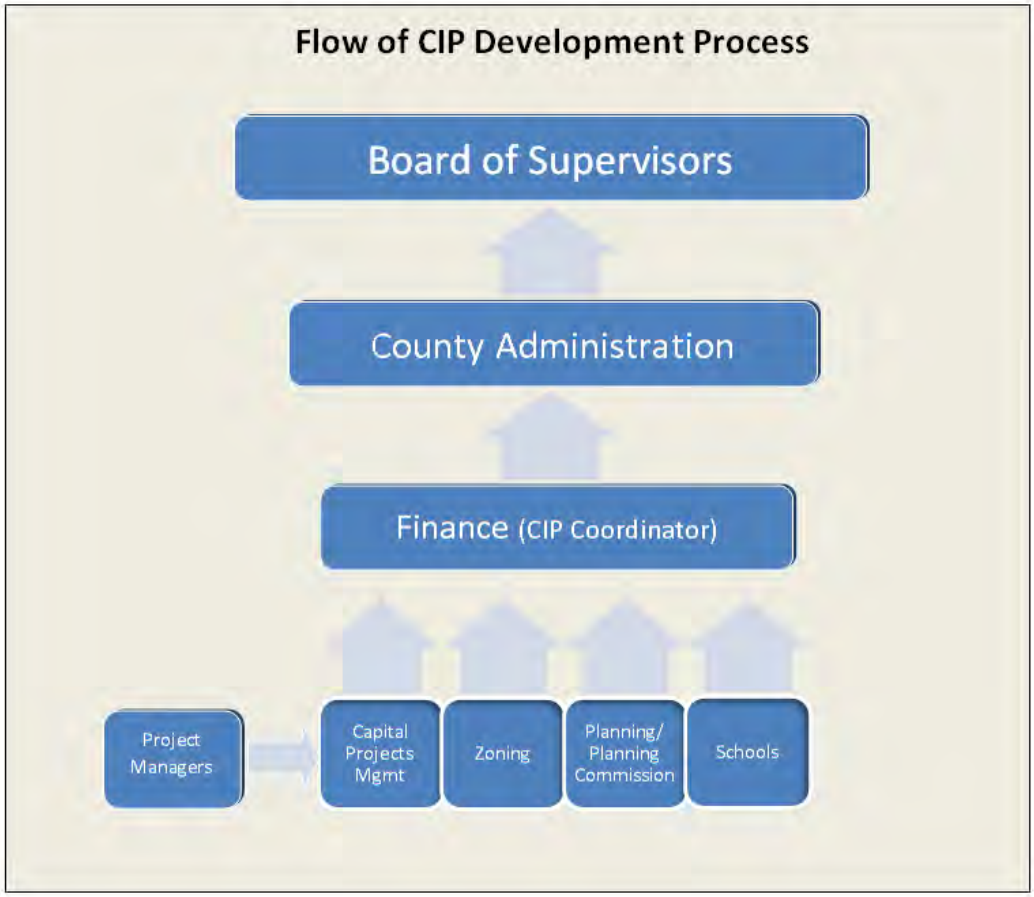
- **Special Assessments –** This method of financing is commonly applied to public works improvements that provide benefits to specific property owners but may not to others. For example, street, drainage or utility projects which benefit a particular area.

- **State and Federal Aid –** Typically, State and Federal funds apply primarily to transportation capital projects.

- **Other –** Other financing methods used include the joint financing between the County and other localities, interest earnings on previously issued bonds, donations and concession revenues, and transfers from other funds.

CIP Development Process

As shown below, the CIP is a collaborative process among a number of departments within the County.



Initially, the respective project manager submits a project request form and a project evaluation criteria form for each proposed project. Construction requests are reviewed by Capital Projects Management staff and non-construction projects are reviewed by Finance staff. Construction projects are then submitted to the Planning Department for review and discussion with the Planning Commission to ensure that all projects are in compliance with the County's Comprehensive Plan. The project submission forms are reviewed by several staff members and assigned a prioritization rating. The Finance Department serves as the coordinator of the CIP development process and works with County Administration to review, critique, and place each project in the appropriate year within the recommended CIP, ensuring that the CIP is affordable within the County's approved Fiscal Policy Guidelines. The CIP is recommended to the Board of Supervisors along with the annual Recommended Budget. Following the presentation of the Recommended Budget and CIP, the Board holds work sessions in March and April to discuss the Recommended CIP. A public hearing is held in March or April and the CIP is typically approved in April.

FY 2016 – FY 2020 CIP Development Calendar

October 17, 2014	CIP development kick-off
November 7, 2014	Project managers submit project requests/revisions to Finance Department
November 25, 2014	Schools submit Schools' CIP to Finance
By December 9, 2014	County Administrator and staff review and prioritize CIP requests
January 2015	Planning Department reviews draft CIP to ensure projects conform with Comprehensive Plan
January 21, 2015	Planning Commission reviews potential projects within the CIP for conformance with Comprehensive Plan
February 10, 2015	Presentation of County Administrator's FY 2016 Recommended Budget and CIP to Board of Supervisors
March 10, 2015	Board of Supervisors work session to discuss Recommended Budget and CIP
March 26, 2015	Tax Rate, Budget and CIP Public Hearings
March 31, 2015	Board of Supervisors work session to discuss Recommended Budget and CIP
April 2, 2015	Board of Supervisors to give general approval to FY 2016 – FY 2020 CIP
April 14, 2015	Adopt FY 2016 – FY 2020 CIP

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 the locality's 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:

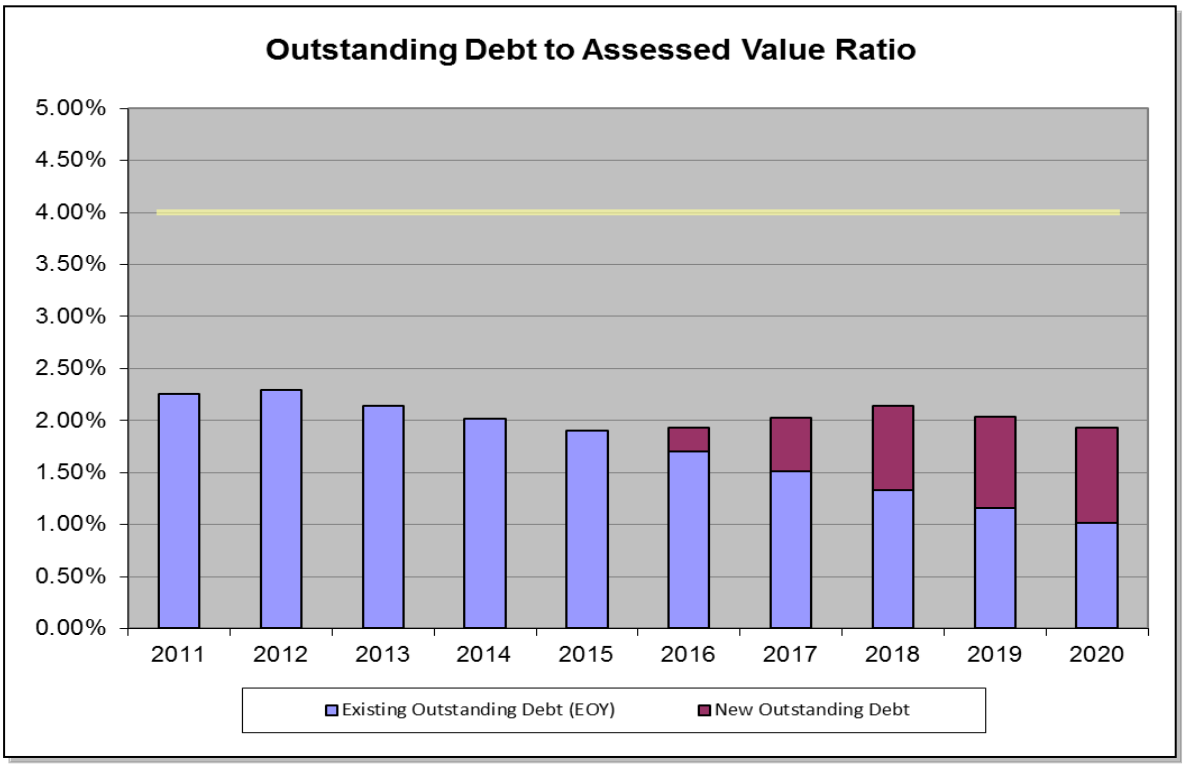
- Net debt as a percentage of estimated market value taxable should not exceed 3% - 4%
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% - 12%
- The County intends to maintain its 10 year tax-supported debt and lease payout ratio at or above 60% at the end of each adopted CIP. The payout ratio shall be no less than 55% in any one year during that period.

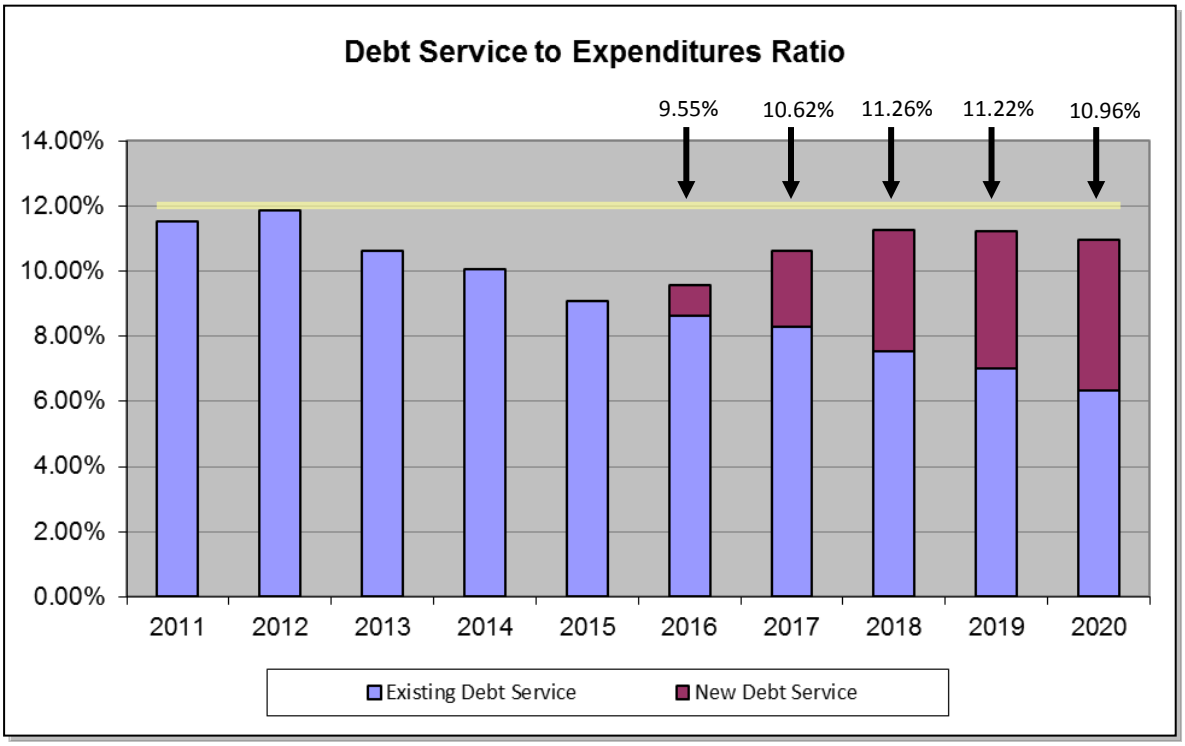
As staff prepared the CIP financial analysis to assess the ratios noted above, the following ***assumptions*** were in place:

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, and assume an equalized real estate tax rate each year.
- The interest rate paid on borrowed funds is fixed at 2.0%/2.75%/3.75% for 7/12/20 year bonds for the Summer 2015 issuance and is fixed at 3.0%/3.75%/4.75% for each 7/12/20 year issuance thereafter.

The graphs on the following page indicate that the FY 2016 – FY 2020 Adopted CIP is in compliance with the Board's adopted fiscal policy guidelines. The yellow horizontal lines represent the upper limit of the fiscal policy guidelines for each debt ratio.


Outstanding Debt to Assessed Value Ratio
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
Existing Outstanding Debt (EOY)
New Outstanding Debt


Debt Service to Expenditures Ratio
9.55%
10.62%
11.26%
11.22%
10.96%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
Existing Debt Service
New Debt Service

The payout ratio is an assessment of the speed at which the County repays its debt. For example, at the beginning of FY 2016, including the financings to be issued in Summer 2015, total general debt outstanding is estimated at $297.8 million. At the end of FY 2025 – ten fiscal years beyond FY 2016 – the County will have repaid $216.1 million (72.56%) of the debt outstanding at the beginning of FY 2016.

10-Yr Payout Ratio (must be > 55%)	
FY	**Payout Ratio**
FY 2016	72.56%
FY 2017	74.77%
FY 2018	75.39%
FY 2019	77.01%
FY 2020	78.41%

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 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 Funds at 1%, with an additional 0.25% to be added each year thereafter. In FY 2016, the transfer from the General Fund to the Capital Projects Fund is budgeted at $7.1 million, or 3.00% of General Fund revenues. Additionally, $2.5 million is transferred from the General Fund balance to the Capital Projects Fund to fund a portion of the CAD system, replacement voting machines, and replacement fire equipment in FY 2016.

Operating Impact

The table below shows the anticipated budgetary impacts that implementation of projects in the FY 2016 – FY 2020 CIP may have in the near future.

Projects/Type	FY 2017	FY 2018	FY 2019	FY 2020
General Government Projects				
Debt Service	$1,496,628	$1,462,176	$1,427,723	$1,393,271
Maintenance	137,500	162,000	165,000	165,000
Solid Waste Projects				
Utilities/Insurance	4,557	4,783	5,019	5,267
Maintenance & Fuel	650	701	758	819
Parks & Recreation Projects				
Utilities/Insurance	0	7,384	10,862	17,959
Maintenance	525	14,812	43,361	134,786
Fire & Rescue Projects				
Debt Service	31,269	30,609	29,949	29,289
Utilities/Insurance	0	0	18,653	19,638
Maintenance	0	0	33,545	34,551
Transportation Projects				
Debt Service	2,795,003	4,325,559	4,879,518	5,597,803
School Projects				
Debt Service	4,867,089	9,026,289	10,808,525	12,205,413
Total				
Debt Service	9,189,989	14,844,633	17,145,715	19,225,776
Maintenance & Fuel	138,675	177,513	242,664	335,156
Utilities/Insurance	4,557	12,167	34,534	42,864
Total	**$9,333,221**	**$15,034,313**	**$17,422,913**	**$19,603,796**

The table below shows the potential impact that implementation of the FY 2016 – FY 2020 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 current real estate tax rate of $0.86 per $100 of assessed value is equalized in the out-years, as well. The "Additional D.S. Budget Needed" column represents the net new debt service that is over and above the debt service budgeted in FY 2016, and unlike the debt service shown in the table on the previous page, 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.

FY 2016 – FY 2020 CIP's Potential Impact on Tax Rate

		Debt Service Impact			Operational Impact			Total Estimated Impact	
FY	Value of $0.01	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
2016	1,245,957	$0	$0.000	$0.000	$0	$0.000	$0.000	$0.000	$0.000
2017	1,270,877	4,898,319	0.039	0.039	143,232	0.001	0.001	0.040	0.040
2018	1,299,503	7,945,738	0.061	0.023	189,680	0.001	0.000	0.063	0.023
2019	1,331,990	8,589,659	0.064	0.003	277.198	0.002	0.001	0.067	0.004
2020	1,365,290	8,379,912	0.061	-0.003	378,020	0.003	0.001	0.064	-0.002
				$0.061			**$0.003**		**$0.064**

Given the projected CIP expenditures for the next five years, revenues will need to increase by the equivalent of 6.6 cents on the real property tax rate by FY 2019 to pay the costs of added debt service and operating costs, with the rate then dropping by the equivalent of 0.2 cents in FY 2020 due to the payoff of existing debt service. Over the five year period, 96% of the added costs are associated with debt service while the remaining 4% is associated with on-going operating costs related to the projects. Debt service and annual operating costs related to the CIP have been factored into the five-year financial forecast which begins on page 133. Additionally, estimated annual operating costs including the debt service associated with each project are displayed in the project summary section beginning on page 154.

FY 2016 Capital Projects

The capital projects budgets for FY 2016 total $43.3 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 the Summer of 2015 to fund certain County and Schools capital projects in FY 2016. Due to the close proximity of time between budget approval and the start of school capital projects, the debt proceeds and project expenditures are included in the budget for the Schools Capital Projects Funds. However, neither debt proceeds nor project expenditures associated with the financings for County capital projects are included in the FY 2016 Adopted Budget. Upon finalizing the financing of the FY 2016 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 2016 General Fund, Transportation Fund and School Operating Fund budgets.

The following table lists the capital projects, reserves and transfers, and staffing funds that are recommended for FY 2016:

Project	FY 2016 Project Cost	FY 2016 Budget	To Be Financed
General Government Facilities:			
Judicial Center Renovation	$8,141,280	$679,236	$7,462,044
Renovate Former Sheriff's Office	1,253,918	203,500	1,050,418
Animal Shelter Design	195,901	0	195,901
General Government Facilities Total	**$9,591,099**	**$882,736**	**$8,708,363**
Information Technology:			
Computer Aided Dispatch System Replacement	$2,850,000	$2,536,095	$313,905
E911 Portable Telephone System	132,192	132,192	0
Enterprise Fiber Network	720,000	720,000	0
Replacement Computers & Servers	397,000	397,000	0
Replacement of Treasurer's Legacy System	150,000	150,000	0
Replacement Voting Machines	313,905	313,905	0
Information Technology Total	**$4,563,097**	**$4,249,192**	**$313,905**
Solid Waste:			
Convenience Center Paving	$105,000	$105,000	$0
Marshall Park Convenience Center Improvements	700,000	700,000	0
Livingston Landfill Green Waste Composting	300,000	300,000	0
Livingston Stormwater Improvements	125,000	125,000	0
Refuse Disposal Equipment Replacement	324,500	324,500	0
Refuse Collection Equipment Replacement	390,000	390,000	0
Single Stream Compactor Conversion	200,000	200,000	0
Landfill Utilization Improvement – Compactor	875,000	875,000	0
Solid Waste Total	**$3,019,500**	**$3,019,500**	**$0**
Parks & Recreation:			
Resurfacing of 7 Tennis Courts	$57,040	$57,040	$0
Loriella Park Pool Repairs	126,304	126,304	0
Parks & Recreation Total	**$183,344**	**$183,344**	**$0**
Fire/Rescue:			
Replacement Fire Equipment	$1,848,388	$1,560,302	$288,086
Replacement EMS Equipment	810,340	810,340	0
CPR Delivery Devices	65,500	65,500	0
Emissions Extraction Systems	100,000	100,000	0
Fire/Rescue Total	**$2,824,228**	**$2,536,142**	**$288,086**
Transportation:			
Unpaved Roads	$100,000	$22,000	$78,000
Improvements at Exit 126	5,000,000	0	5,000,000
Harrison Rd Widening	2,450,000	6,036	2,443,964
Thornton Rolling/Rt. 17 Intersection	500,000	0	500,000
Grand Brooks Road Resurfacing	1,000,000	66,413	933,587
Relocation of Ely's Ford/Rt. 3 Intersection	500,000	0	500,000
Corridor Studies – Rt. 1, Rt. 2, Rt. 17 & Rt. 208	780,000	380,000	400,000
Transportation Total	**$10,330,000**	**$474,449**	**$9,855,551**

Project	FY 2016 Project Cost	FY 2016 Budget	To Be Financed
Schools:			
New/Replacement Buses	$4,382,228	$0	$4,382,228
Capital Maintenance	8,708,490	3,749,749	4,958,741
Technology Replacements/Upgrades	5,538,807	0	5,538,807
Schools Total	**$18,629,525**	**$3,749,749**	**$14,879,776**
Utilities:			
Utility Lab/Office Expansion	$250,000	$250,000	$0
Manhole Rehabilitation Program	50,000	50,000	0
System Improvement Opportunities	100,000	100,000	0
Motts Run Water Treatment Plant Expansion	100,000	100,000	0
Rt 1/Rt 606 Waterline Improvements	130,000	130,000	0
Ni River Treatment Plant Improvements	2,400,000	2,400,000	0
Future Water Source	750,000	750,000	0
Water Meter Replacement Program	500,000	500,000	0
Harrison Road/Rt. 1 Waterline Improvements	300,000	300,000	0
Elimination of Pump Stations 3 & 6	70,000	70,000	0
Fawn Lake Pump Stations 27 & 58	500,000	500,000	0
Wastewater Collection Extensions	150,000	150,000	0
Waverly Village Rehabilitation	615,000	615,000	0
FMC Infrastructure Improvements	1,000,000	1,000,000	0
Rt. 1/Harrison Rd 16" FM Realignment	300,000	300,000	0
Poole Drive Replacement	100,000	100,000	0
Replacement Equipment – Field Services	580,000	580,000	0
Replacement Equipment – WWTPs	180,000	180,000	0
Replacement Equipment – Composting	637,500	637,500	0
Utilities Total	**$8,712,500**	**$8,712,500**	**$0**
Other:			
Capital Projects Management (personnel & op.)	$327,615	$327,615	$0
Transfer to General Fund	280,999	280,999	0
Transfer to Utilities Operating Fund	28,615	28,615	0
Transfer to School Capital Projects	3,749,749	3,749,749	0
Transfer to Transportation Fund	176,162	176,162	0
Other Total*	**$4,563,140**	**$4,563,140**	**$0**
Total FY 2016 Capital Projects Funds	**$62,416,433**	**$28,370,752**	**$34,045,681**
FY 2016 Capital Budget Including Schools' Financed Projects		**$43,250,528**	

***Items in "Other" category are excluded from the reports on pages 156 – 165.

Out-year Impacts of Approved Developments

Although specific projects related to growth are not yet shown in the CIP, 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 January 2015 analysis of future impacts on school capacity and Fire/Rescue call volumes is shown below. 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. Upon full build-out of the potential new development, staff from Company 1 and Company 4 is projected to respond to an additional 1,602 calls. A new station – Company 11 – is soon to be constructed to relieve some of the call volume at Company 1 and Company 4. Once the approved development is built-out and Company 11 is operating, capacity will be available at all stations except Company 4 and Company 6 which are projected to be 294 and 661 calls over the 2,500 call capacity, respectively.
- Currently, all but one of the 24 schools that are expected to be impacted as the previously approved residential developments are built-out have student capacity available. Upon build-out of the developments, fourteen of the schools are expected to be over capacity. However, County-wide approximately 500 elementary school seats are expected to available; middle schools will be short by approximately 280 seats; and high schools will be short by approximately 460 seats.

Approved Development Inputs:

Development	Units Approved but Unbuilt	Future Students/Calls	Impacted Schools & F/R Stations			
			Elem.	Middle	High	F/R Station
Fawn Lake	606	346 / 216	Brock Rd.	Ni River	Riverbend	7
Estates of Chancellorsville	100	57 / 36	Chancellor	Ni River	Riverbend	5
Estates of Elys Ford	231	132 / 82	Chancellor	Ni River	Riverbend	5
Saw Hill	78	44 / 28	Wilderness	Ni River	Riverbend	5
Pelhams East	57	32 / 20	Lee Hill / Cedar Forest	Thornburg	Massaponax	4
Whitehall	86	49 / 31	Brock Rd.	Ni River	Riverbend	7
Tanglewood Estates	24	13 / 9	Riverview	Thornburg	Massaponax	8
Estates at Kingswood	35	20 / 12	Battlefield	Chancellor	Chancellor	6
Pamunkey Point	23	13 / 8	Livingston	Post Oak	Spotsylvania	9
Lee's Parke	681 + 227AR	389 / 282	Parkside	Spotsylvania	Courtland	1/4/8
Sunrise Bay	38	22 / 14	Livingston	Post Oaks	Spotsylvania	9
Regency at Chancellorsville	207AR	0 / 36	n/a	n/a	n/a	5
Glenhaven/River Glen	49	28 / 17	Chancellor	Chancellor	Riverbend	5
Reserve at Chancellorsville	122	69 / 43	Chancellor	Chancellor	Riverbend	5
Lafayette Crossing	38	23 / 11	Spotswood	Battlefield	Massaponax	4
Mallard Landing	144	84 / 41	Cedar Forest	Freedom	Massaponax	4
Spring Arbor	63AR	0 / 11	n/a	n/a	n/a	6
Summerfield	127	74 / 42	Spotswood	Battlefield	Chancellor	4
Cosner East Apt I	340	62 / 59	Riverview	Freedom	Massaponax	4
Keswick	480 + 184AR	182 / 153	R.E. Lee	Spotsylvania	Spotsylvania	1
Ni Village	937	237	Riverview	Spotsylvania	Massaponax	8

AR = age restricted units

Approved Development Inputs:

Development	Units Approved but Unbuilt	Future Students/Calls	Impacted Schools & F/R Stations			
			Elem.	Middle	High	F/R Station
Lakeside	100	59 / 28	Spotswood	Battlefield	Massaponax	4
Brooks	4	3 / 1	Cedar Forest	Freedom	Massaponax	4
Estates at Terry's Run	10	6 / 4	Livingston	Post Oak	Spotsylvania	9
Courthouse Village	1500 + 50AR	510 / 364	R.E. Lee/ Courtland	Spotsylvania	Courtland	1
Crossroads Station	610	112 / 106	Cedar Forest	Freedom	Massaponax	4
New Post	425	245 / 136	Cedar Forest	Freedom	Massaponax	4
Fortune's Landing	49	28 / 17	Wilderness	Ni River	Spotsylvania	1/5
Cosner East Apt II	274	51 / 48	Riverview	Thornburg	Massaponax	4
Villas at Harrison Crossing	130AR	0 / 23	n/a	n/a	n/a	5
Heritage Woods	1,060	537 / 331	Parkside	Spotsylvania	Courtland	1/8
Ni River Community Church	89	51 / 32	Courtland	Spotsylvania	Courtland	1
Southpoint Landing	830	152 / 145	Parkside	Thornburg	Massaponax	4
Benchmark	98	57 / 28	Lee Hill	Thornburg	Massaponax	4
Legends of Chancellorsville	218	124 / 78	Brock Rd,/ Chancellor	Ni River	Riverbend	5/7
Wheatland	98	57 / 28	Lee Hill	Thornburg	Massaponaxc	4
Thorburn Estates	59	34 / 21	Wilderness	Freedom	Riverbend	10
Total	**10,481**	**3,902 / 2,718**				

AR = age restricted units

Approved Development Impacts:

School	Capacity	2014 Enrollment	Anticipated New Students	Enroll. with New Students	Seats Avail w/New Students
Elementary					
Battlefield	833	658	9	667	166
Brock Road	907	720	213	933	-26
Cedar Forest	936	757	230	987	-51
Chancellor	455	401	157	558	-103
Courtland	789	539	148	687	102
Lee Hill	807	691	68	759	48
Livingston	504	421	18	439	65
Parkside	936	755	506	1,261	-325
Riverview	907	717	181	898	9
Robert E. Lee	585	506	214	720	-135
Spotswood	641	556	77	633	8
Wilderness	936	761	48	809	127
Countywide Elementary	**13,233**	**10,862**	**1,869**	**12,730**	**503**

Approved Development Impacts:

School	Capacity	2014 Enrollment	Anticipated New Students	Enroll. with New Students	Seats Avail w/New Students
Middle					
Battlefield	807	792	34	826	-19
Chancellor	857	813	27	840	17
Freedom	948	844	119	963	-15
Ni River	774	749	182	931	-157
Post Oak	948	765	9	774	174
Spotsylvania	907	780	426	1,206	-299
Thornburg	790	693	75	768	22
Countywide Middle	**6,031**	**5,436**	**872**	**6,309**	**-278**
High					
Chancellor	1,427	1,330	28	1,358	69
Courtland	1,265	1,176	452	1,628	-363
Massaponax	1,830	1,925	318	2,243	-413
Riverbend	1,995	1,942	288	2,230	-235
Spotsylvania	1,611	1,121	75	1,196	415
Countywide High	**8,218**	**7,519**	**1,161**	**8,680**	**-462**

Station	Capacity	2014 Call Volume	Anticipated New Calls	Total with New Calls	Capacity Available
1	2,500	1,713	816	2,529	-29
4	2,500	4,479	786	5,265	-2,765
5	2,500	1,293	313	1,606	894
6	2,500	3,138	23	3,161	-661
7	2,500	665	285	950	1,550
8	2,500	1,008	449	1,457	1,043
9	2,500	414	25	439	2,061
10	2,500	953	21	974	1,526

With about 500 seats available countywide, there appears to be adequate elementary school capacity available should these projections become reality. However, measures will need to be taken to alleviate the expected crowding in certain elementary schools such as Parkside, Robert E. Lee, and Chancellor.

The analysis shows that there will be a shortage of capacity countywide at the middle and high schools. 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.

Available Proffers & Use in FY 2016

State Code §15.2-2303.2 requires localities to include the amount of all proffered cash payments received during the most recent fiscal year for which a proffer report has been submitted to the State and show the amount of such payments projected to be used for expenditures in the ensuing year. Following is a listing of the cash proffers the County received

as of June 30, 2013; the proffers received and spent during FY 2014; and the proffers budgeted in FY 2015 and FY 2016.

Proffer Category	6/30/2013 Balance	Received FY 2014	Spent FY 2014	Budgeted Use FY 2015	Budgeted Use FY 2016
Fire/Rescue	$4,321	$50,204	-	-	174,622
Library	98,674	-	94,448	-	-
Recreation	83,792	(10,000)	-	-	-
Schools	520,519	-	377,608	74,316	-
Transportation	687,244	345,403	427,069	-	72,449
Gov't Facilities	45,500	2,092	-	-	24,824
Law Enforcement	7,581	741	8,322	-	-
Solid Waste	-	193	193	-	-
Planning Studies	16,600	-	(3,918)	-	-
PDR Program	423,867	160,000	-	-	-
Magnolia Harbor	5,007	-	-	-	-
Mill Creek	-	-	-	-	-
Pamunkey Point	52,416	-	-	-	-
Fawn Lake Tower	-	26,000	26,000	-	-
Lafayette Crossing	104,392	111,421	159,365	56,447	109,381
Lakeside	-	39,332	-	-	196,660
Mallard Landing	-	42,345	-	-	165,371
Total	**$2,049,913**	**$767,731**	**$1,089,087**	**$130,763**	**$743,307**

Capital Projects Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Capital Projects Management			
Administrative Assistant	0	1	2
Capital Projects Engineer	1	1	0
Facilities Project Manager	1	1	1
Office Assistant	1	0	0
TOTAL FTEs	**3**	**3**	**3**
TOTAL FTEs Capital Projects	**3**	**3**	**3**

FY 2016 – FY 2020 CIP Summary

The spreadsheets on the following pages summarize the projects included in the FY 2016 – FY 2020 CIP. The spreadsheets on pages 155 – 166 show the anticipated funding by fiscal year for each project. Funding sources are identified on pages 155 – 166 by the following codes:

Code	Description
B	Revenue Bonds - Utilities
B-GG	2005 Referendum – General Government
B-PS	2014 Referendum – Public Safety
B-S	2006/2014 Referenda – Schools
B-T	2005/2014 Referenda - Transportation
C	Cash
CR	Concession revenues
D	Donations
FRED	Fredericksburg share of certain Utilities projects
G	Grant
IE	Interest earnings
L	Lease-purchase financing
P	Proffer
S	State/Federal government
T	Transfer from Transportation Fund
T – CPF	Transfer from County Capital Projects Fund
U	Transfer from Utilities Fund

Project Descriptions

Descriptions of each of the projects and the costs of those projects within the FY 2016 - FY 2020 CIP may be found beginning on page 167.

Spotsylvania County, Virginia
FY 2016 - FY 2020 Capital Improvement Plan
Project Summary By Fund

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016 - FY 2020 Total
General Government Projects:						
General Government and Judicial Facilities	14,154,196	7,992,372	1,795,302	2,539,186	2,364,702	28,845,758
Solid Waste	3,019,500	3,090,050	720,000	679,000	963,000	8,471,550
Parks and Recreation	183,344	993,000	934,592	1,021,000	3,545,000	6,676,936
Fire and Rescue Services	2,824,228	2,960,818	4,702,546	2,863,788	2,341,662	15,693,042
General Government Total	**20,181,268**	**15,036,240**	**8,152,440**	**7,102,974**	**9,214,364**	**59,687,286**
Transportation Total	**10,330,000**	**20,031,500**	**16,395,000**	**9,777,500**	**9,527,500**	**66,061,500**
Schools Total	**18,629,525**	**22,996,199**	**39,342,381**	**16,684,599**	**14,217,841**	**111,870,545**
Utility Projects:						
General Utility Projects	400,000	4,550,000	0	0	0	4,950,000
Water Projects	4,180,000	9,775,000	19,290,000	23,340,000	0	56,585,000
Sewer Projects	4,132,500	5,210,000	4,050,000	800,000	0	14,192,500
Utilities Total	**8,712,500**	**19,535,000**	**23,340,000**	**24,140,000**	**0**	**75,727,500**
CIP Total, All Funds	**57,853,293**	**77,598,939**	**87,229,821**	**57,705,073**	**32,959,705**	**313,346,831**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

GENERAL GOV'T EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
General Government and Judicial Facilities - Gov't Campus									
Judicial Center Renovation	1,464,726	B-GG, C, P	$8,141,280	$0	$0	$0	$0	**$8,141,280**	$1,300,000
Renovate Former Sheriff's Office	125,392	B-GG, IE	$1,253,918	$0	$0	$0	$0	**$1,253,918**	$0
Upgrades to Marshall Center	-	L	$0	$0	$0	$0	$0	**$0**	$9,732,440
Subtotal - Campus Master Plan	***1,590,118***		***$9,395,198***	***$0***	***$0***	***$0***	***$0***	**$9,395,198**	***$11,032,440***
Other General Government Facilities									
Facility Asset Management Program	on-going	C, U	$0	$1,078,273	$1,245,302	$2,039,186	$1,864,702	**$6,227,463**	$0
Animal Shelter	130,000	B-PS	$195,901	$3,464,099	$0	$0	$0	**$3,660,000**	$0
Subtotal - Other General Gov't Facilities	-		***$195,901***	***$4,542,372***	***$1,245,302***	***$2,039,186***	***$1,864,702***	***$9,887,463***	***$0***
Information Technology									
Public Safety System Improvements:									
Computer Aided Dispatch System Replacement	250,000	B-PS, C	$2,850,000	$2,100,000	$0	$0	$0	**$4,950,000**	$0
Citizen Alert/Notification System Replacement	-	C	$0	$150,000	$0	$0	$0	**$150,000**	$0
Next Generation 911 (NG911)	-	C	$0	$200,000	$0	$0	$0	**$200,000**	$0
E-911 Portable Telephone System	-	C, G	$132,192	$0	$0	$0	$0	**$132,192**	$0
Other System Improvements:									
Installation of an Enterprise-wide Fiber Network	1,526,206	C	$720,000	$0	$0	$0	$0	**$720,000**	$0
UPS Replacements	150,000	C	$0	$50,000	$50,000	$0	$0	**$100,000**	$0
Parks and Recreation System Upgrade	-	C	$0	$150,000	$0	$0	$0	**$150,000**	$0
Replacement Computers and Servers	on-going	C	$397,000	$500,000	$500,000	$500,000	$500,000	**$2,397,000**	$0
Replacement of Treasurer's Legacy System	1,234,364	C	$150,000	$0	$0	$0	$0	**$150,000**	$0
VoIP Telephony System Enhancements	-	C	$0	$200,000	$0	$0	$0	**$200,000**	$0
State Income Tax Program Replacement	-	C	$0	$100,000	$0	$0	$0	**$100,000**	$0
Replacement Voting Machines	-	C	$313,905	$0	$0	$0	$0	**$313,905**	$0
Subtotal - Information Technology	***3,160,570***		***$4,563,097***	***$3,450,000***	***$550,000***	***$500,000***	***$500,000***	***$9,563,097***	***$0***
TOTAL GENERAL GOV'T EXPENDITURES	**4,750,688**		**$14,154,196**	**$7,992,372**	**$1,795,302**	**$2,539,186**	**$2,364,702**	**$28,845,758**	**$11,032,440**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

GENERAL GOV'T REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$4,326,438	$2,229,184	$1,388,137	$2,076,149	$2,364,702	**$12,384,610**	$0
Grant		G	$105,754	$0	$0	$0	$0	**$105,754**	
Interest Earnings		IE	$203,500	$0	$0	$0	$0	**$203,500**	$0
Proffers		P	$496,236	$0	$0	$0	$0	**$496,236**	$0
Nov 2005 Bond Referendum - Gen. Gov't		B-GG	$8,512,462	$0	$0	$0	$0	**$8,512,462**	$0
Nov 2014 Bond Referendum - Public Safety		B-PS	$509,806	$5,564,099	$0	$0	$0	**$6,073,905**	$0
Lease - Purchase		L	$0	$0	$0	$0	$0	**$0**	$11,032,440
Transfer from Utilities Fund		U	$0	$199,089	$407,165	$463,037	$0	**$1,069,291**	$0
TOTAL GENERAL GOV'T REVENUES			**$14,154,196**	**$7,992,372**	**$1,795,302**	**$2,539,186**	**$2,364,702**	**$28,845,758**	**$11,032,440**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

SOLID WASTE EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
SOLID WASTE - Construction/Closing of Landfill Cells & Facilities									
Active Gas Collection System - Cells 3 & 4	-	C	$0	$0	$200,000	$0	$0	**$200,000**	$0
Convenience Center Paving	on-going	C	$105,000	$30,000	$30,000	$30,000	$30,000	**$225,000**	$0
Marshall Park Convenience Center Improvements	50,000	C	$700,000	$0	$0	$0	$0	**$700,000**	$0
Livingston Landfill Development	79,200	C, L	$0	$2,011,000	$90,000	$229,000	$143,000	**$2,473,000**	$11,549,600
Livingston Landfill Green Waste Composting	30,000	C	$300,000	$300,000	$0	$0	$0	**$600,000**	$0
Livingston Landfill Stormwater Improvements	-	C	$125,000	$0	$0	$0	$0	**$125,000**	$0
Subtotal - Construction/Closing Cells & Facilities	***159,200***		***$1,230,000***	***$2,341,000***	***$320,000***	***$259,000***	***$173,000***	***$4,323,000***	***$11,549,600***
SOLID WASTE - Equipment Replacement									
Refuse Disposal Equip Replacement	on-going	C	$324,500	$290,000	$100,000	$80,000	$30,000	**$824,500**	on-going
Refuse Collection Equip Replacement	on-going	C	$390,000	$400,000	$300,000	$340,000	$760,000	**$2,190,000**	on-going
Single Stream Compactor Conversion	-	C	$200,000	$59,050	$0	$0	$0	**$259,050**	$0
Landfill Utilization Improvement - Compactor	-	C	$875,000	$0	$0	$0	$0	**$875,000**	$0
Subtotal - Solid Waste Equipment Replacement	**-**		***$1,789,500***	***$749,050***	***$400,000***	***$420,000***	***$790,000***	***$4,148,550***	***$0***
TOTAL SOLID WASTE EXPENDITURES	**159,200**		**$3,019,500**	**$3,090,050**	**$720,000**	**$679,000**	**$963,000**	**$8,471,550**	**$11,549,600**

SOLID WASTE REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$3,019,500	$3,090,050	$720,000	$679,000	$963,000	**$8,471,550**	on-going
Interest Earnings		IE	$0	$0	$0	$0	$0	**$0**	on-going
Lease-Purchase		L	$0	$0	$0	$0	$0	**$0**	$11,549,600
TOTAL SOLID WASTE REVENUES			**$3,019,500**	**$3,090,050**	**$720,000**	**$679,000**	**$963,000**	**$8,471,550**	**$11,549,600**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

PARKS & RECREATION EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
PARKS AND RECREATION - Construction & Maintenance of Parks and Park Facilities									
Hunting Run Park, Phase II	75,408	C	$0	$0	$759,592	$0	$0	**$759,592**	$0
Belmont Passive Park	52,987	C	$0	$0	$0	$367,000	$0	**$367,000**	$0
Livingston Community Center	-	C	$0	$0	$0	$0	$525,000	**$525,000**	$0
Marshall Center Auditorium Upgrades	567,248	C, D	$0	$0	$0	$304,000	$0	**$304,000**	$0
Marshall Park Upgrades	1,531	C	$0	$533,000	$0	$0	$0	**$533,000**	$0
Ni River Park	3,061	C, CR, P	$0	$0	$0	$350,000	$3,020,000	**$3,370,000**	$0
Patriot Park Field Lighting	487,236	C, CR, IE	$0	$460,000	$0	$0	$0	**$460,000**	$0
Patriot Park Playground	-	C	$0	$0	$175,000	$0	$0	**$175,000**	$0
Resurfacing of 7 Tennis Courts	-	C	$57,040	$0	$0	$0	$0	**$57,040**	$0
Loriella Park Pool Repairs	-	C	$126,304	$0	$0	$0	$0	**$126,304**	$0
TOTAL PARKS & REC EXPENDITURES	**1,187,471**		**$183,344**	**$993,000**	**$934,592**	**$1,021,000**	**$3,545,000**	**$6,676,936**	**$0**

PARKS & RECREATION REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$183,344	$783,700	$934,592	$1,000,700	$3,245,000	**$6,147,336**	$0
Interest Earnings		IE	$0	$9,300	$0	$0	$0	**$9,300**	$0
Concession Receipts		CR	$0	$200,000	$0	$0	$300,000	**$500,000**	$0
Donations		D	$0	$0	$0	$5,300	$0	**$5,300**	$0
Proffers		P	$0	$0	$0	$15,000	$0	**$15,000**	$0
TOTAL PARKS & REC REVENUES			**$183,344**	**$993,000**	**$934,592**	**$1,021,000**	**$3,545,000**	**$6,676,936**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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FIRE & RESCUE SERVICES EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
FIRE/RESCUE SERVICES - Construction Projects									
Fire Training Center - Classrooms and Concrete Apron	-	C, P	$0	$250,000	$1,000,000	$0	$0	**$1,250,000**	$0
Subtotal Fire/Rescue constructon	**-**		***$0***	***$250,000***	***$1,000,000***	***$0***	***$0***	***$1,250,000***	***$0***
FIRE/RESCUE SERVICES - Equipment									
Replacement Fire Equipment	$1,000,000/on-going	B-PS, C, IE, P	$1,848,388	$2,007,176	$3,190,346	$2,316,154	$1,849,176	**$11,211,240**	$0
Replacement EMS Equipment	on-going	C	$810,340	$638,142	$446,700	$469,034	$492,486	**$2,856,702**	$0
CPR Delivery Devices	13,508	C	$65,500	$65,500	$65,500	$78,600	$0	**$275,100**	$0
Emissions Extraction Systems	-	C	$100,000	$0	$0	$0	$0	**$100,000**	$0
Subtotal Fire/Rescue equipment	***1,013,508***		***$2,824,228***	***$2,710,818***	***$3,702,546***	***$2,863,788***	***$2,341,662***	***$14,443,042***	***$0***
TOTAL FIRE/RESCUE SVCS EXPENDITURES	**1,013,508**		**$2,824,228**	**$2,960,818**	**$4,702,546**	**$2,863,788**	**$2,341,662**	**$15,693,042**	**$0**

FIRE & RESCUE SERVICES REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$2,345,840	$2,886,029	$4,702,546	$2,863,788	$2,341,662	**$15,139,865**	$0
Interest Earnings		IE	$15,680	$0	$0	$0	$0	**$15,680**	$0
Proffers		P	$174,622	$74,789	$0	$0	$0	**$249,411**	$0
Nov 2014 Bond Referendum - Public Safety		B-PS	$288,086	$0	$0	$0	$0	**$288,086**	$0
TOTAL FIRE/RESCUE SVCS REVENUES			**$2,824,228**	**$2,960,818**	**$4,702,546**	**$2,863,788**	**$2,341,662**	**$15,693,042**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

TRANSPORTATION EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
TRANSPORTATION									
Unpaved Roads (identified "Fair")	2,503,927	B-T, IE	$100,000	$0	$0	$0	$0	**$100,000**	$0
Hickory Ridge/Rt 1 Intersection	800,000	B-T	$0	$1,145,000	$0	$0	$0	**$1,145,000**	$0
Improvements at Exit 118	3,400,000	B-T	$0	$2,275,000	$5,500,000	$0	$0	**$7,775,000**	$0
Improvements at Exit 126	200,000	B-T	$5,000,000	$12,500,000	$10,875,000	$4,000,000	$3,750,000	**$36,125,000**	$0
Harrison Road Widening - Old Plank to Gordon	-	B-T, P	$2,450,000	$0	$0	$0	$0	**$2,450,000**	$0
Thornton Rolling Intersection Improvements	-	B-T	$500,000	$587,500	$0	$0	$0	**$1,087,500**	$0
Grand Brooks Road Resurfacing	-	B-T, P	$1,000,000	$0	$0	$0	$0	**$1,000,000**	$0
Relocation of Elys Ford & Rt 3 Intersection	-	B-T	$500,000	$3,504,000	$0	$0	$0	**$4,004,000**	$0
Corridor Study - Rt 1 & Rt 208	-	B-T, S	$390,000	$0	$0	$2,878,750	$2,878,750	**$6,147,500**	$0
Corridor Study - Rt 2 & Rt 17	-	B-T, S	$390,000	$0	$0	$2,878,750	$2,878,750	**$6,147,500**	$0
General Engineering Consultant	on-going	T	$0	$20,000	$20,000	$20,000	$20,000	**$80,000**	$0
TOTAL TRANSPORTATION EXPENDITURES	**6,903,927**		**$10,330,000**	**$20,031,500**	**$16,395,000**	**$9,777,500**	**$9,527,500**	**$66,061,500**	**$0**

TRANSPORTATION REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$0	$0	$0	$3,000,000	$900,000	**$3,900,000**	$0
Proffers		P	$72,449	$0	$0	$0	$0	**$72,449**	$0
Interest Earnings		IE	$22,000	$0	$0	$0	$0	**$22,000**	$0
Nov 2005/2014 Bond Referendum		B-T	$9,855,551	$20,011,500	$16,375,000	$6,757,500	$8,607,500	**$61,607,051**	$0
Reimbursement/aide from State/Federal gov't		S	$380,000	$0	$0	$0	$0	**$380,000**	$0
Transfer from Transportation Fund		T	$0	$20,000	$20,000	$20,000	$20,000	**$80,000**	$0
TOTAL TRANSPORTATION REVENUES			**$10,330,000**	**$20,031,500**	**$16,395,000**	**$9,777,500**	**$9,527,500**	**$66,061,500**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

SCHOOL CAPITAL EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
SCHOOL - MAJOR CONSTRUCTION CAPITAL PROJECTS									
Renovate & Expand Courtland High School	-		$0	$0	$20,975,000	$0	$0	**$20,975,000**	$0
Subtotal - School Construction	-		***$0***	***$0***	***$20,975,000***	***$0***	***$0***	***$20,975,000***	***$0***
SCHOOL MINOR CONSTRUCTION or NON-CONSTRUCTION CAPITAL PROJECTS									
Transportation Buses	on-going	B-S	$4,382,228	$4,304,190	$4,147,180	$4,225,545	$3,721,306	**$20,780,449**	$0
Capital Maintenance	on-going	B-S, B-S	$8,708,490	$8,897,675	$9,731,261	$8,826,470	$7,969,855	**$44,133,751**	$0
Technology Replacements/Upgrades	on-going	B-S, B-S	$5,538,807	$9,794,334	$4,488,940	$3,632,584	$2,526,680	**$25,981,345**	$0
Subtotal - School Non-Construction	-		***$18,629,525***	***$22,996,199***	***$18,367,381***	***$16,684,599***	***$14,217,841***	***$90,895,545***	***$0***
TOTAL SCHOOL CAPITAL PROJECTS EXPENDITURES	-		**$18,629,525**	**$22,996,199**	**$39,342,381**	**$16,684,599**	**$14,217,841**	**$111,870,545**	**$0**

SCHOOL CAPITAL REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Proffers		P	$0	$0	$0	$0	$0	**$0**	$0
Transfer from County Capital Projects		T - CPF	$3,749,749	$0	$0	$0	$0	**$3,749,749**	$0
Nov 2006/2014 School Bond Referenda		B-S	$14,879,776	$22,996,199	$39,342,381	$16,684,599	$14,217,841	**$108,120,796**	$0
TOTAL SCHOOL CAPITAL PROJECTS REVENUES			**$18,629,525**	**$22,996,199**	**$39,342,381**	**$16,684,599**	**$14,217,841**	**$111,870,545**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

UTILITIES CAPITAL EXPENDITURES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
General Utilities Projects									
Utility Lab/Office Expansion	1,000,000		$250,000	$4,250,000	$0	$0	$0	**$4,500,000**	$0
Security Improvements	881,599		$0	$100,000	$0	$0	$0	**$100,000**	$0
Manhole Rehabilitation Program	100,000		$50,000	$0	$0	$0	$0	**$50,000**	$0
System Improvement Opportunities with Developers	2,143,962		$100,000	$200,000	$0	$0	$0	**$300,000**	$0
SUBTOTAL GENERAL UTILITIES PROJECTS	***4,125,561***		***$400,000***	***$4,550,000***	***$0***	***$0***	***$0***	***$4,950,000***	***$0***
Water Projects									
Motts Run Water Treatment Plant Expansion	400,000		$100,000	$900,000	$0	$0	$0	**$1,000,000**	$0
Rt. 1/ Rt. 606 Waterline Improvements	840,000		$130,000	$0	$0	$0	$0	**$130,000**	$0
Ni River Water Treatment Plant Improvements	12,200,037		$2,400,000	$4,000,000	$5,740,000	$12,740,000	$0	**$24,880,000**	$0
Thornburg Water Transmission Facilities Improvements	2,860,491		$0	$1,000,000	$2,600,000	$600,000	$0	**$4,200,000**	$0
New Post Water Transmission Facilities	1,286,000		$0	$0	$1,000,000	$0	$0	**$1,000,000**	$0
Tank Maintenance	on-going		$0	$375,000	$0	$0	$0	**$375,000**	$0
Loren Drive/Harrison Rd (formerly known as Falcon Drive Extension)	-		$0	$0	$400,000	$0	$0	**$400,000**	$0
Connect Hunting Run & Ni River for Future Water Source	427,842		$750,000	$750,000	$7,500,000	$7,500,000	$0	**$16,500,000**	$0
16" Waterline - Andora Dr. to Sawhill	75,000		$0	$0	$500,000	$2,500,000	$0	**$3,000,000**	$0
Water Meter Replacement Program	665,000		$500,000	$0	$0	$0	$0	**$500,000**	$0
Brock Road 16" Waterline	185,000		$0	$350,000	$350,000	$0	$0	**$700,000**	$0
Rappahannock Raw Water PS Improvements	-		$0	$1,250,000	$0	$0	$0	**$1,250,000**	$0
Salem Church to Leavells 16" Waterline	50,000		$0	$0	$500,000	$0	$0	**$500,000**	$0
Old Greenwich 2" Line Upgrade	-		$0	$250,000	$0	$0	$0	**$250,000**	$0
Rt 606 East of I-95 Improvements	-		$0	$500,000	$0	$0	$0	**$500,000**	$0
Harrison Road/Rt 1 Waterline Improvements	-		$300,000	$0	$0	$0	$0	**$300,000**	$0
Spotswood 2" Line Upgrade	-		$0	$250,000	$0	$0	$0	**$250,000**	$0
12" Line Replacements	-		$0	$0	$700,000	$0	$0	**$700,000**	$0
Waverly Village 2" Line Upgrade	-		$0	$150,000	$0	$0	$0	**$150,000**	$0
SUBTOTAL WATER PROJECTS	***18,989,370***		***4,180,000***	***9,775,000***	***19,290,000***	***23,340,000***	***-***	***$56,585,000***	***$0***

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Sewer Projects									
Phase II - I-95 to Woodland Drive	203,603		$0	$400,000	$400,000	$0	$0	**$800,000**	$0
Elimination of Pump Stations 3 & 6	-		$70,000	$350,000	$0	$0	$0	**$420,000**	$0
Old Greenwich Sewer Replacement	1,385,957		$0	$250,000	$0	$0	$0	**$250,000**	$0
Fawn Lake Pump Stations 27 & 58	-		$500,000	$500,000	$0	$0	$0	**$1,000,000**	$0
Maple Grove Rehab	730,000		$0	$500,000	$0	$0	$0	**$500,000**	$0
Wastewater Collection Extensions to Existing Developments	2,132,747		$150,000	$0	$0	$0	$0	**$150,000**	$0
Waverly Village Rehab	-		$615,000	$0	$0	$0	$0	**$615,000**	$0
Thornburg Wastewater Transmission Improvements	1,599,586		$0	$1,900,000	$1,900,000	$0	$0	**$3,800,000**	$0
FMC Infrastructure Improvements	4,663,994		$1,000,000	$0	$0	$0	$0	**$1,000,000**	$0
Piedmont Drive - PS 43 & 16 Abandonment	50,000		$0	$0	$250,000	$0	$0	**$250,000**	$0
PS 24	450,000		$0	$750,000	$950,000	$800,000	$0	**$2,500,000**	$0
Lafayette Crossing PS Abandonment	-		$0	$300,000	$100,000	$0	$0	**$400,000**	$0
Poole Drive Replacement	-		$100,000	$0	$0	$0	$0	**$100,000**	$0
Rt 1/Harrison Rd 16" FM Realignment	-		$300,000	$0	$0	$0	$0	**$300,000**	$0
Replacement Equipment - Field Services	on-going		$580,000	$110,000	$450,000	$0	$0	**$1,140,000**	$0
Replacement Equipment - WWTPs	on-going		$180,000	$0	$0	$0	$0	**$180,000**	$0
Replacement Equipment - Composting	on-going		$637,500	$150,000	$0	$0	$0	**$787,500**	$0
SUBTOTAL SEWER PROJECTS	***11,215,887***		***$4,132,500***	***$5,210,000***	***$4,050,000***	***$800,000***	***$0***	***$14,192,500***	***$0***
TOTAL UTILITIES EXPENDITURES	**34,330,818**		**8,712,500**	**19,535,000**	**23,340,000**	**24,140,000**	**0**	**$75,727,500**	**0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2016 - FY 2020

UTILITIES REVENUES

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$8,142,828	$2,000,000	$1,000,000	$1,000,000	$0	**$12,142,828**	
Fredericksburg Share of Certain Projects		FRED	$569,672	$16,394	$0	$0	$0	**$586,066**	$0
Revenue Bonds		B	$0	$17,518,607	$22,340,000	$23,140,000	$0	**$62,998,607**	
TOTAL UTILITIES REVENUES			**$8,712,500**	**$19,535,000**	**$23,340,000**	**$24,140,000**	**$0**	**$75,727,500**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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CIP EXPENDITURES SUMMARY

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
TOTAL FY 2016 - FY 2020 CIP			**$57,853,293**	**$77,598,939**	**$87,229,821**	**$57,705,073**	**$32,959,705**	**$313,346,831**	**$22,582,040**

CIP REVENUE SUMMARY

	Total Budget through FY 2015	Funding Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 16 - FY 20	Costs beyond FY 2020
Cash		C	$18,017,950	$10,988,963	$8,745,275	$10,619,637	$9,814,364	**$58,186,189**	$0
Grant		G	$105,754	$0	$0	$0	$0	**$105,754**	$0
Interest Earnings		IE	$241,180	$9,300	$0	$0	$0	**$250,480**	$0
Fredericksburg Share of Certain Projects		FRED	$569,672	$16,394	$0	$0	$0	**$586,066**	$0
Concession Receipts		CR	$0	$200,000	$0	$0	$300,000	**$500,000**	$0
Donations		D	$0	$0	$0	$5,300	$0	**$5,300**	$0
Proffers		P	$743,307	$74,789	$0	$15,000	$0	**$833,096**	$0
Nov 2005 Bond Referendum - Gen. Gov't		B-GG	$8,512,462	$0	$0	$0	$0	**$8,512,462**	$0
Nov 2014 Bond Referendum - Public Safety		B-PS	$797,892	$5,564,099	$0	$0	$0	**$6,361,991**	$0
Nov 2006/2014 Bond Referenda - Schools		B-S	$14,879,776	$22,996,199	$39,342,381	$16,684,599	$14,217,841	**$108,120,796**	$0
Nov 2005/2014 Bond Referenda - Transport.		B-T	$9,855,551	$20,011,500	$16,375,000	$6,757,500	$8,607,500	**$61,607,051**	$0
Revenue Bonds - Utilities		B	$0	$17,518,607	$22,340,000	$23,140,000	$0	**$62,998,607**	$0
Lease - Purchase		L	$0	$0	$0	$0	$0	**$0**	$22,582,040
Transfer from Transportation Fund		T	$0	$20,000	$20,000	$20,000	$20,000	**$80,000**	$0
Transfer from County Capital Projects		T - CPF	$3,749,749	$0	$0	$0	$0	**$3,749,749**	$0
Transfer from Utilities Fund		U	$0	$199,089	$407,165	$463,037	$0	**$1,069,291**	$0
Reimbursement/aide from State/Federal gov't		S	$380,000	$0	$0	$0	$0	**$380,000**	$0
TOTAL FY 2016 - FY 2020 CIP			**$57,853,293**	**$77,598,939**	**$87,229,821**	**$57,705,073**	**$32,959,705**	**$313,346,831**	**$22,582,040**

CIP Project Information

The following section contains project locations, descriptions, justifications, cost estimates and estimated operating costs for each project in the General Government and Transportation categories. Individual project sheets are not available for Schools and Utilities projects. Instead, a brief description of each Schools and Utilities project is provided.

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COUNTY OF SPOTSYLVANIA · VIRGINIA
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General Government Projects

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Judicial Center Renovation**

PROJECT CONTACT/PHONE #: Ed Petrovitch, 540-507-7300

PROJECT LOCATION:

Existing Judicial Center at Spotsylvania Courthouse.
(Photo credit: Google Earth)

PROJECT DESCRIPTION: Renovation of the existing Judicial Center to include projected space needs for Courts Security, the Commonwealth's Attorney Office, the Juvenile and Domestic Relations Court (JDRC), and the General District Court (GDC) operations through 2032.

PROJECT OBJECTIVE: As population and office workloads are expected to continue to grow over the next 20 years, renovations are necessary to the existing Judicial Center to reconfigure space and make use of the space vacated by the Circuit Court. Space within the existing Judicial Center buildings as well as a small, 2,000 sq. ft. addition to the existing Commonwealth's Attorney Office space is expected to accomodate JDRC, GDC, Courts Security and the Commonweath's Attorney Office space needs through 2032.

TOTAL CAPITAL PROJECT COST: $9,606,006

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015/FY 2016	N/A	FY 2016/FY 2017

PRIOR YEAR BUDGETS: $1,464,726

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$496,236	$0	$0	$0	$0	$496,236
General Obligation Bonds	$7,462,044	$0	$0	$0	$0	$7,462,044
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$183,000	$0	$0	$0	$0	$183,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$8,141,280**	**$0**	**$0**	**$0**	**$0**	**$8,141,280**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$8,141,280	$0	$0	$0	$0	$8,141,280
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$8,141,280**	**$0**	**$0**	**$0**	**$0**	**$8,141,280**
Estimated Add'l Operational Costs						
- Debt service	$652,929	$638,938	$624,946	$610,955	$596,964	$3,124,732
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$652,929**	**$638,938**	**$624,946**	**$610,955**	**$596,964**	**$3,124,732**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Renovate Sheriff's Office former location**

PROJECT CONTACT/PHONE #: Ed Petrovitch, 540-507-7300

PROJECT LOCATION:

Renovate Sheriff's Office former location at Spotsylvania Courthouse.
(Photo credit: Google Earth)

PROJECT DESCRIPTION: After move of Sheriff's Office to new Public Safety Building, renovate Sheriff's Office former office space. The space needs study finalized in FY 2013 recommended that this facility house the County musuem and museum collections, and the Visitors Center. The basement was recommended for use as the E911 Training Center and for storage space to be used by Fire/Rescue and the Sheriff's Office.

PROJECT OBJECTIVE: As a result of this renovation and a move to the renovated space, certain currently crowded departments will be relieved of overcrowding. Additionally, over the next 20 years, the County's population and County staffing is expected to continue to grow. A space needs study was recently completed to determine the recommended use of this space. The space needs study is focused on space needs in the courthouse area through the year 2032. A refined scope of work and an updated cost estimate will be developed once the occupant and space uses have been identified.

TOTAL CAPITAL PROJECT COST: $1,379,310

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015/FY 2016	N/A	FY 2016

PRIOR YEAR BUDGETS: $125,392

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$1,050,418	$0	$0	$0	$0	$1,050,418
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$203,500	$0	$0	$0	$0	$203,500
Total Projected/Requested Funding	**$1,253,918**	**$0**	**$0**	**$0**	**$0**	**$1,253,918**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$1,253,918	$0	$0	$0	$0	$1,253,918
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$1,253,918**	**$0**	**$0**	**$0**	**$0**	**$1,253,918**
Estimated Add'l Operational Costs						
- Debt service	$91,912	$89,942	$87,973	$86,003	$84,033	$439,863
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$91,912**	**$89,942**	**$87,973**	**$86,003**	**$84,033**	**$439,863**

DEPARTMENT: General Services

PROJECT NAME: Facilities Asset Management

PROJECT CONTACT/PHONE #: Jesse Beavon, 507-7702

PROJECT LOCATION:

Major repairs and upgrades at various County facilities.

PROJECT DESCRIPTION:

The Facilities Asset Management program was developed to ensure that the physical condition of County facilities is maintained through major maintenance and minor construction projects.

PROJECT OBJECTIVE:

The Facilities Asset Management program was implemented in 2001 as a means to maintain County facilties. The program first addresses deferred maintenance and then provides a program for cyclical maintenance and component renewal. The schedule for deferred maintenance, cyclical maintenance and component renewals serves as a budgetary tool in forecasting the major maintenance requirements for facilities within the program. The Facilities Asset Managment program is not a preventive maintenance or operational maintenance program. Under the program, facilities are reassessed every 2 years to capture deferred maintenance issues in an effort to maintain the facilities at a Facilities Condition Index (FCI) of 0.05. Maintaining facilities at a FCI of 0.05 precludes facilities from being in a state of depreciation.

TOTAL CAPITAL PROJECT COST:

$6,227,463

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
		on-going

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$879,184	$838,137	$1,576,149	$1,864,702	$5,158,172
Service Charge	$0	$0	$0	$0	$0	$0
Other (Transfer from Utilities)	$0	$199,089	$407,165	$463,037	$0	$1,069,291
Total Projected/Requested Funding	**$0**	**$1,078,273**	**$1,245,302**	**$2,039,186**	**$1,864,702**	**$6,227,463**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$1,078,273	$1,245,302	$2,039,186	$1,864,702	$6,227,463
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$1,078,273**	**$1,245,302**	**$2,039,186**	**$1,864,702**	**$6,227,463**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Construction of a New or Renovated Animal Shelter**

PROJECT CONTACT/PHONE #: Ed Petrovitch, 540-507-7300

PROJECT LOCATION:

If renovation of the existing shelter occurs, the location is 450 TV Drive. If a new shelter is constructed, the location is to be determined.

PROJECT DESCRIPTION: Construction of a new or remodeled, larger animal shelter to house for adoption more animals and reduce the number of animals being euthanized.

PROJECT OBJECTIVE: Because of the shelter's "no kill" status, animals are being housed for longer terms than was previously the case. Even prior to the "no kill" status, the existing shelter was not large enough to sufficiently accommodate the volume of animals coming to the shelter and is not located in a visible area. A new/remodeled shelter is expected to provide space for 115 dogs and 125 cats to meet 20-year anticipated growth projections, a fenced area to allow dogs to run at full stride, and will be constructed in a visible location in an effort to gain a higher rate of adoptions.

TOTAL CAPITAL PROJECT COST: $3,790,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015 - FY 2016	FY 2017, if applicable	FY 2017

PRIOR YEAR BUDGETS: $130,000

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$195,901	$3,464,099	$0	$0	$0	$3,660,000
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$195,901**	**$3,464,099**	**$0**	**$0**	**$0**	**$3,660,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$195,901	$0	$0	$0	$0	$195,901
Construction	$0	$3,464,099	$0	$0	$0	$3,464,099
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$195,901**	**$3,464,099**	**$0**	**$0**	**$0**	**$3,660,000**
Estimated Add'l Operational Costs						
- Debt service	$17,141	$354,524	$345,929	$337,335	$328,740	$1,383,669
- Utilities, insurance, maintenance	Assume same as existing shelter - no net new costs					$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$17,141**	**$354,524**	**$345,929**	**$337,335**	**$328,740**	**$1,383,669**

DEPARTMENT: **Information Services**

PROJECT NAME: **Public Safety Computer Aided Dispatch System Replacement**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Replace the County's Computer Aided Dispatch system

PROJECT OBJECTIVE: The CAD system has experienced numerous problems and issues over the years since it's been implemented,despite numerous upgrades. In order to meet the growing technological demand of the public safety community, as well as ensure that the County's CAD system is sized properly for the volume of calls received as well as the broad functionality that is commonly available in Tier I and Tier II CAD applications, a replacement is required to avoid the potential of inadequate technology.

TOTAL CAPITAL PROJECT COST:

$5,200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015		FY 2016 - FY 2017

PRIOR YEAR BUDGETS:

$250,000

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$313,905	$2,100,000	$0	$0	$0	$2,413,905
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$2,536,095	$0	$0	$0	$0	$2,536,095
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$2,850,000**	**$2,100,000**	**$0**	**$0**	**$0**	**$4,950,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services		$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$2,850,000	$2,100,000	$0	$0	$0	$4,950,000
Total Projected Capital Expenditures	**$2,850,000**	**$2,100,000**	**$0**	**$0**	**$0**	**$4,950,000**
Estimated Add'l Operational Costs						
- Debt service	$51,122	$413,225	$403,328	$393,431	$383,534	$1,644,640
- Utilities, insurance, maintenance	$0	$100,000	$100,000	$100,000	$100,000	$400,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$51,122**	**$513,225**	**$503,328**	**$493,431**	**$483,534**	**$2,044,640**

DEPARTMENT: **Information Services**

PROJECT NAME: **Citizen Alert / Notification System Replacement**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Citizen Alert / Notification System Replacement

PROJECT OBJECTIVE: Perform life-cycle refresh fo system to ensure effective management and delivery of emergency alerts and mass notifications to staff and public.

TOTAL CAPITAL PROJECT COST:

$150,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2017 - FY 2018

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$150,000	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services		$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$150,000	$0	$0	$0	$150,000
Total Projected Capital Expenditures	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$20,000	$20,000	$20,000	$20,000	$80,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$80,000**

DEPARTMENT: **Information Services**

PROJECT NAME: **Next Generation 911 (NG911)**

PROJECT CONTACT/PHONE #: Brian Robinson, 507-7563

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Ensure E911 telephony system compatibility and compliance with NG911 mandates.

PROJECT OBJECTIVE: Perform system evaluation, analysis, enhancements, and upgrades to facilitate and support NG911 mandates such as text-to-911.

TOTAL CAPITAL PROJECT COST:

$200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2017 - FY 2018

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$200,000	$0	$0	$0	$200,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services		$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$200,000	$0	$0	$0	$200,000
Total Projected Capital Expenditures	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,000	$7,000	$7,500	$7,500	$27,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,000**	**$7,000**	**$7,500**	**$7,500**	**$27,000**

DEPARTMENT: **Sheriff's Office**

PROJECT NAME: **E911 Portable Telephone System**

PROJECT CONTACT/PHONE #: Becky Skebo, 507-7178

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: This project will purchase four Command Posts providing a portable telephone system that duplicates the current 911 telephone system which includes 911 wireless calls, 911 landline calls, and non-emergency administrative lines. It is a laptop computer system that needs to be plugged into power and network lines in order to provide emergency response services from literally any location.

PROJECT OBJECTIVE: This type of system supports a quick and easy set-up of a remote answering system in the event of a call center evacuation, special event emergency, and/or disaster recovery management.

TOTAL CAPITAL PROJECT COST:

$0

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$105,754	$0	$0	$0	$0	$105,754
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$26,438	$0	$0	$0	$0	$26,438
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$132,192**	**$0**	**$0**	**$0**	**$0**	**$132,192**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services		$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Information Services**

PROJECT NAME: **Enterprise-Wide Fiber Network**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Installation of an enterprise-wide fiber network.

PROJECT OBJECTIVE: Run fiber connectivity strategically throughout County, collaborating with the Schools' fiber network which is expected to reduce monthly recurring costs for network connectivity, reduce network infrastructure duplication by collaboration with schools network infrastructure, and create redundancy for connectivity.

TOTAL CAPITAL PROJECT COST:

$2,246,206

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:

$1,526,206

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$720,000	$0	$0	$0	$0	$720,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$720,000**	**$0**	**$0**	**$0**	**$0**	**$720,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$720,000	$0	$0	$0	$0	$720,000
Total Projected Capital Expenditures	**$720,000**	**$0**	**$0**	**$0**	**$0**	**$720,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Information Services**

PROJECT NAME: **UPS Upgrades**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

Multiple sites - Marshall Center and radio tower sites

PROJECT DESCRIPTION:

A replacement cycle for the County's Uninterruptible Power Supplies (UPS) in the primary network operations center, the E911 network operations center, the old Sheriff's Office, Fire/Rescue stations, the Judicial Center, and the Marshall Center.

PROJECT OBJECTIVE:

The existing UPS' throughout each of these locations support a wide variety of core County functions, such as public safety communications, E911 dispatch, financial applications, and core network infrastructure systems, such as email, internet, telephones, etc. The purpose of this request is to budget replacement funding each fiscal year to initiate a 5-6 year replacement cycle on a rotating basis.

TOTAL CAPITAL PROJECT COST:

$250,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2014 - FY 2018

PRIOR YEAR BUDGETS:

$150,000

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$50,000	$50,000	$0	$0	$100,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$50,000**	**$50,000**	**$0**	**$0**	**$100,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$50,000	$50,000	$0	$0	$100,000
Total Projected Capital Expenditures	**$0**	**$50,000**	**$50,000**	**$0**	**$0**	**$100,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Information Services**

PROJECT NAME: **Parks & Recreation System Upgrade**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Upgrade the current Parks & Rec registration system. The current system manages citizen records and registration both at the counter and over the Internet. Continued replacement and utilization of technology in this department will maximize the human resources available to process citizen requests efficiently and effectively.

PROJECT OBJECTIVE: Information Services has determined, based on industry trends, that the existing system will have exceeded its expected useful life cycle FY 2015 and will be due for replacement. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels. Additionally, it may require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.

TOTAL CAPITAL PROJECT COST:

$150,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$150,000	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$150,000	$0	$0	$0	$150,000
Total Projected Capital Expenditures	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$15,000	$15,000	$15,000	$45,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$15,000**	**$15,000**	**$15,000**	**$45,000**

DEPARTMENT: **Information Services**

PROJECT NAME: **Replacement Computers & Servers**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Replacement cycle for County computers and servers

PROJECT OBJECTIVE: This project funds the replacement cycle for County computers and servers.

TOTAL CAPITAL PROJECT COST:

$2,397,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	on-going

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$397,000	$500,000	$500,000	$500,000	$500,000	$2,397,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$397,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,397,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$397,000	$500,000	$500,000	$500,000	$500,000	$2,397,000
Total Projected Capital Expenditures	**$397,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,397,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Information Services**

PROJECT NAME: **Replacement of the Treasurer's Legacy System**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: The tax billing and collections system currently used by the Treasurer needs to be replaced since it is not meeting the needs of the Treasurer's Office, and current file structures and program enhancements are no longer easily implemented.

PROJECT OBJECTIVE: The purpose of this project is to upgrade the legacy Treasurer's system to a streamlined and automated cash receipts and tax collection system. The legacy was developed in-house in the mid-1990s, has reached the end of its life cycle, and requires replacement. This project is currently underway and additional funding is required for completion.

TOTAL CAPITAL PROJECT COST:

$1,384,364

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
on-going	N/A	on-going

PRIOR YEAR BUDGETS:

$1,234,364

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$150,000	$0	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$150,000	$0	$0	$0	$0	$150,000
Total Projected Capital Expenditures	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,000	$5,000	$5,000	$5,000	$20,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$20,000**

DEPARTMENT: **Information Services**

PROJECT NAME: **VoIP Telephony System Enhancements**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Upgrade voice-over-internet-protocol (VoIP) telephony system features and capabilities

PROJECT OBJECTIVE: Ensure that VoIP telephony system continues to meet staff and citizen needs.

TOTAL CAPITAL PROJECT COST:

$200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2017	N/A	FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$200,000	$0	$0	$0	$200,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$200,000	$0	$0	$0	$200,000
Total Projected Capital Expenditures	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$7,500	$7,500	$10,000	$10,000	$35,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$7,500**	**$7,500**	**$10,000**	**$10,000**	**$35,000**

DEPARTMENT: **Information Services**

PROJECT NAME: **State Income Tax Program Replacement**

PROJECT CONTACT/PHONE #: Jane Reeve, 507-7552

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Each year, the Commissioner of Revenue receives and processes State income tax returns for Spotsylvania County residents through an automated system on the County's iSeries. As the County moves all applications from the iSeries to a client/server platform it will be necessary to move this application, as well.

PROJECT OBJECTIVE: To move the State income tax application from the iSeries to a client/server platform.

TOTAL CAPITAL PROJECT COST:

$100,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$100,000	$0	$0	$0	$100,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$100,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$100,000	$0	$0	$0	$100,000
Total Projected Capital Expenditures	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$100,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$7,500	$7,500	$7,500	$22,500
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$7,500**	**$7,500**	**$7,500**	**$22,500**

DEPARTMENT: **Registrar**

PROJECT NAME: **Replacement Voting Machines**

PROJECT CONTACT/PHONE #: Kellie Acors, 507-7382

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: State law requires all localities to replace direct-recording electronic voting mahcines and any other non-qualifying voting equipment with equipment approved by the State Board of Elections.

PROJECT OBJECTIVE: This project will purchase 31 new digital scan voting machines to replace existing machines to comply with State law.

TOTAL CAPITAL PROJECT COST:

$313,905

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$310,905	$0	$0	$0	$0	$310,905
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$310,905**	**$0**	**$0**	**$0**	**$0**	**$310,905**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$313,905	$0	$0	$0	$0	$313,905
Total Projected Capital Expenditures	**$313,905**	**$0**	**$0**	**$0**	**$0**	**$313,905**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilties/Public Works**

PROJECT NAME: **Active Gas Collection System in Cells 3 and 4**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

Livingston Landfill on Massey Road

PROJECT DESCRIPTION: Active Gas Collection System in Cells 3 and 4

PROJECT OBJECTIVE: DOE grant funds were used to install active gas collection in cells 1 and 2 of the Livingston Landfill. This project will expand the collection field into portions of cells 3 and 4 that have reached final grade.

TOTAL CAPITAL PROJECT COST:

$200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2018

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$200,000	$0	$0	$200,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$200,000**	**$0**	**$0**	**$200,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$200,000	$0	$0	$200,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$200,000**	**$0**	**$0**	**$200,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Convenience Center Paving**

PROJECT CONTACT/PHONE #: Benjamin L. Loveday, 540-507-7307

PROJECT LOCATION:

Location varies dependent on the convenience center to be repaired. Locations include Livingston landfill, The Barn, Cole Hill Creek, Todds Tavern, Belmont, Chewning Park, Wilderness, Chancellor, Berkeley, Lee Hill, Marshall Park, Mine Road and Post Oak.

PROJECT DESCRIPTION:

$30,000 each year for paving repairs at various sites. $75,000 in FY 2016 to provide repair overall at Chancellor and finish paving expansion of the mulch area to help allow better traffic flow.

PROJECT OBJECTIVE:

Maintain level of service for trash collection and disposal to the residents of Spotsylvania County.

TOTAL CAPITAL PROJECT COST:

$225,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	On-Going

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$105,000	$30,000	$30,000	$30,000	$30,000	$225,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$105,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$225,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$105,000	$30,000	$30,000	$30,000	$30,000	$225,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$105,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$225,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Public Works**

PROJECT NAME: **Marshall Park Convenience Center Improvements**

PROJECT CONTACT/PHONE #: Benjamin L. Loveday, 540-507-7307

PROJECT LOCATION:

Existing Marshall Park Convenience Center located on Massapponax Church Road.

PROJECT DESCRIPTION: Expansion of the existing Marshall Park Convenience Center from a six yard front load site to a below grade compactor site.

PROJECT OBJECTIVE: Development in the Courthouse Area of Spotsylvania County has created the need to begin planning expansions to the Marshall Park Convience Center. In order to accommodate future growth in the area it is being recommended to convert the site to a below grade compactor site to ensure long term efficent refuse collection at the site. Site would accept all residential waste, tires, oil, antifreeze, latex paint, metal, etc. This would be a level of service increase for this area.

TOTAL CAPITAL PROJECT COST: $750,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015	N/A	FY 2016

PRIOR YEAR BUDGETS: $50,000

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$700,000	$0	$0	$0	$0	$700,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$700,000	$0	$0	$0	$0	$700,000
Total Projected Capital Expenditures	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Public Works**

PROJECT NAME: **Livingston Landfill Development**

PROJECT CONTACT/PHONE #: Benjamin L. Loveday, 540-507-7307

PROJECT LOCATION:

Livingston Landfill located at 6241 Massey Road, Spotsylvania, VA

PROJECT DESCRIPTION: Long-term landfill development plan.

PROJECT OBJECTIVE: Landfill development plan based on an intake of approx 10,000 tons per month.

TOTAL CAPITAL PROJECT COST: $2,552,200

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015 - FY 2016	N/A	FY 2017 - FY 2025

PRIOR YEAR BUDGETS: $79,200

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$2,011,000	$90,000	$229,000	$143,000	$2,473,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$2,011,000**	**$90,000**	**$229,000**	**$143,000**	**$2,473,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$90,000	$229,000	$75,000	$394,000
Construction	$0	$2,011,000	$0	$0	$68,000	$2,079,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$2,011,000**	**$90,000**	**$229,000**	**$143,000**	**$2,473,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Public Works**

PROJECT NAME: **Livingston Landfill Green Waste Composting Program**

PROJECT CONTACT/PHONE #: Benjamin L. Loveday, 540-507-7307

PROJECT LOCATION:

Site to be located at the Livingston Landfill

PROJECT DESCRIPTION: Development of a 3 to 5 acre portion of the Livingston Landfill property for dedication to a Green Waste Recycle Program (leaves/grass). Project will include site work and equipment.

PROJECT OBJECTIVE: Currently the County collects around 18,000 cubic yards of leaves/grass which must be managed, with disposal in the landfill being the last option. In order to provide a sustainable and reliable handling of the County green waste, it is recommended the County develop a green waste composting program. The program will produce about 18,000 c.y. of organic compost material that can be sold for $15 to $20 per yard. This would result in a projected revenue stream of $250,000 to $350,000 per year. Additionally, it will allow commercial vendors to increase landfill diversion rates by bringing any leaf/green waste to t he recycle facility instead of mixing this in with their regular waste streams.

TOTAL CAPITAL PROJECT COST:

$630,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015	N/A	FY 2016 - FY 2017

PRIOR YEAR BUDGETS:

$30,000

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$300,000	$300,000	$0	$0	$0	$600,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$300,000**	**$300,000**	**$0**	**$0**	**$0**	**$600,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$250,000	$0	$0	$0	$0	$250,000
Vehicles & Equipment	$50,000	$300,000	$0	$0	$0	$350,000
Total Projected Capital Expenditures	**$300,000**	**$300,000**	**$0**	**$0**	**$0**	**$600,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Livingston Landfill Stormwater Improvements**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

All improvements are to be located at the Livingston Landfill at 6241 Massey Road, Spotsylvania, VA 22553

PROJECT DESCRIPTION:

1. New latex paint/alternative daily cover storage building: $60,000
2. New oil/fluids storage building: $20,000
3. Oil waste seperator for Livingston shop: $20,000
4. Additional stormwater pond installation: $25,000

PROJECT OBJECTIVE:

This project is designed to meet stormwater concerns at the Livingston Landfill in order to maintain compliance with the facility 2015 Stormwater permit.

TOTAL CAPITAL PROJECT COST:

$125,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$125,000	$0	$0	$0	$0	$125,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$125,000**	**$0**	**$0**	**$0**	**$0**	**$125,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$125,000	$0	$0	$0	$0	$125,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$125,000**	**$0**	**$0**	**$0**	**$0**	**$125,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,207	$5,484	$5,777	$6,086	$22,554
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,207**	**$5,484**	**$5,777**	**$6,086**	**$22,554**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Refuse Disposal Equipment**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

Various convenience sites throughout the County.

PROJECT DESCRIPTION: Heavy equipment replacement and rebuilds.

PROJECT OBJECTIVE: Maintain an appropriate sized heavy equipment fleet to ensure effective landfill disposal based on the tonnage begin accepted at the facility.

TOTAL CAPITAL PROJECT COST:

$824,500

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	On-Going

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$324,500	$290,000	$100,000	$80,000	$30,000	$824,500
Service Charge	$0	$0	$0	$0	$0	$0
Other (interest earnings)	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$324,500**	**$290,000**	**$100,000**	**$80,000**	**$30,000**	**$824,500**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$324,500	$290,000	$100,000	$80,000	$30,000	$824,500
Total Projected Capital Expenditures	**$324,500**	**$290,000**	**$100,000**	**$80,000**	**$30,000**	**$824,500**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Refuse Collection Equipment**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

Various convenience sites throughout the County.

PROJECT DESCRIPTION: Collections equipment replacement.

PROJECT OBJECTIVE: Maintain a collection of fleet to serve all solid waste collection facilities in the County.

TOTAL CAPITAL PROJECT COST:

$2,190,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	On-going

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$390,000	$400,000	$300,000	$340,000	$760,000	$2,190,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$390,000**	**$400,000**	**$300,000**	**$340,000**	**$760,000**	**$2,190,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$390,000	$400,000	$300,000	$340,000	$760,000	$2,190,000
Total Projected Capital Expenditures	**$390,000**	**$400,000**	**$300,000**	**$340,000**	**$760,000**	**$2,190,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Single Stream Compactor Conversion**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

Various convenience sites throughout the County.

PROJECT DESCRIPTION: The single stream recycle program started with compactors at the Chancellor Convenience Center and then transitioned out to the other sites through use of existing cans. Because the recyclables can be bulky, containers can fill up quickly, requiring truck service at a higher rate than desirable. These services could be greatly reduced by installation of additional single stream compactor containers at various sites throughout the County. Sites to be phased in for conversion include: Wilderness, Livingston, Post Oak, The Barn, Chewing Park, Cole Hill Creek and Berkley. By converting these sites, the recycling materials may only have to be collected once or twice a month as opposed to weekly.

PROJECT OBJECTIVE: Reduce the number of services required to maintain the current level of service. Reduce demand on County front load service trucks which are more expensive to operate.

TOTAL CAPITAL PROJECT COST:

$350,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2016 - FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$200,000	$59,050	$0	$0	$0	$259,050
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$200,000**	**$59,050**	**$0**	**$0**	**$0**	**$259,050**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$200,000	$59,050	$0	$0	$0	$259,050
Total Projected Capital Expenditures	**$200,000**	**$59,050**	**$0**	**$0**	**$0**	**$259,050**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Livingston Utilitization Improvement - Compactor**

PROJECT CONTACT/PHONE #: Benjamin Loveday 540-507-7307

PROJECT LOCATION:

All improvements are to be located at the Livingston Landfill at 6241 Massey Road, Spotsylvania, VA 22553

PROJECT DESCRIPTION: The basic concept of a landfill is to fill a facility's permitted airspace with as much waste as possible and avoid placement of excess dirt and areas of unsuitable compaction. The more compaction achieved, the more life a facility will have and the more revenue can be derived from the original capital investment. This is referred to as a landfill's utilization factor.

PROJECT OBJECTIVE: Increase landfill utilization factor by implementation of a GPS-enabled, larger refuse compactor. Estimated return on investment is over 500% - allowing over $4.8 million to be derived from the original capital investment over the current utilization rate.

TOTAL CAPITAL PROJECT COST: $875,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2016

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$875,000	$0	$0	$0	$0	$875,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$875,000**	**$0**	**$0**	**$0**	**$0**	**$875,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$875,000	$0	$0	$0	$0	$875,000
Total Projected Capital Expenditures	**$875,000**	**$0**	**$0**	**$0**	**$0**	**$875,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Hunting Run Park, Phase II**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Hunting Run Park on Elys Ford Road
(Photo credit: Google Earth)

PROJECT DESCRIPTION: Phase II is designed and includes permanent check-in station and restrooms, well and septic systems with public drinking water filtration, driveway for engine pick up and drop off, pervious trail to the ADA fishing pier, picnic shelter and floating pier.

PROJECT OBJECTIVE: Improve the public convenience of the Hunting Run Park facility: Current Phase I improvements have mulch trail to ADA pier that is difficult for disabled users; engine rental use will be improved with paved driveway to pick up and drop off the engines from the attendant station; portable units provide sanitary waste disposal; and there is no public drinking water at the Phase I facility.

TOTAL CAPITAL PROJECT COST: $835,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2007, FY 2018	N/A	FY 2018

PRIOR YEAR BUDGETS: $75,408

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$759,592	$0	$0	$759,592
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$759,592**	**$0**	**$0**	**$759,592**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$759,592	$0	$0	$759,592
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$759,592**	**$0**	**$0**	**$759,592**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$17,625	$18,403	$36,028
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$17,625**	**$18,403**	**$36,028**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Belmont Passive Park**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Belmont Road

PROJECT DESCRIPTION: Open field with Piedmont terrain will support a paved parking area including handicapped accessible parking, VDOT standard entrance with tapers, pervious concrete walking trails and stormwater facilities as required by the County Code for public use. A site plan was done in FY 2008 and a permanent drainage easement is required to be dedicated to VDOT for approval to construct.

PROJECT OBJECTIVE: This park would provide a passive park for walking and picnics.

TOTAL CAPITAL PROJECT COST: $419,987

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2008	County owns land	FY 2019

PRIOR YEAR BUDGETS: $52,987

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$367,000	$0	$367,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$367,000**	**$0**	**$367,000**
Projected Capital Expenditures:						
Professional Services	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$367,000	$0	$367,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$367,000**	**$0**	**$367,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$10,490	$11,015	$21,505
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$10,490**	**$11,015**	**$21,505**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Livingston Community Center**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

On the Livingston landfill property.

PROJECT DESCRIPTION: Construction of a 3,000 square foot community center complete with a kitchen, meeting rooms, storage space, restrooms, and adjacent parking.

PROJECT OBJECTIVE: Citizens of Livingston District have requested a community building that is located to better serve their needs. Currently, the closest building is at Todds Tavern.

TOTAL CAPITAL PROJECT COST: $525,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2020	County owns land	FY 2020

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$525,000	$525,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$0**	**$525,000**	**$525,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$525,000	$525,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$525,000**	**$525,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$18,063	$18,063
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$18,063**	**$18,063**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Marshall Center Auditorium Upgrades**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Auditorium in Marshall Center located across from Spotsylvania Middle School on Business Route 208

PROJECT DESCRIPTION: Improvements include installation of theatrical lighting, sound system, control room for lights and sound, and a fire proof curtain. These improvements allow for musical performances and recitals, in addition to meetings and public presentations requiring sound projection, audio / visual and lighting.

PROJECT OBJECTIVE: During FY 2009-2010 the auditorium was made available for meetings and public use by completing roof repairs, bathroom renovation and repair of interior water damage. However, the existing air handler for the HVAC system causes noise in the stage area. The lack of theatrical sound, lighting and dressing room area prevents the old high school auditorium from being used for recitals and theatrical events. The HVAC noise will not be addressed through this project.

TOTAL CAPITAL PROJECT COST: $871,248

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2019	N/A	FY 2019

PRIOR YEAR BUDGETS: $567,248

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$298,700	$0	$298,700
Service Charge	$0	$0	$0	$0	$0	$0
Other (Donations)	$0	$0	$0	$5,300	$0	$5,300
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$304,000**	**$0**	**$304,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$61,000	$0	$61,000
Construction	$0	$0	$0	$243,000	$0	$243,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$304,000**	**$0**	**$304,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$6,869	$6,869
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$6,869**	**$6,869**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Marshall Park Upgrades**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Existing Marshall Park located south of the Courthouse on Business Route 208
(Photo credit: Google Earth)

PROJECT DESCRIPTION: Upgrades to the existing Marshall Park include: Relocation of existing soccer field and construction of additional parking with lights on each, meeting today's site plan/code requirements for parking, drive aisle, ADA parking and accessibility, and storm water management/Chesapeake Bay/wetland permitting. As per Conceptual Plans completed by an engineering firm for the Capital Projects Department in FY 2013.

PROJECT OBJECTIVE: The existing Marshall Park has inadequate parking. The existing park's parcel size and terrain necessitates expanding parking into an existing field location and construction of a replacement field.

TOTAL CAPITAL PROJECT COST: $534,531

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2013/FY 2017	County owns land	FY 2017

PRIOR YEAR BUDGETS: $1,531

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$533,000	$0	$0	$0	$533,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$533,000**	**$0**	**$0**	**$0**	**$533,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$90,000	$0	$0	$0	$90,000
Construction	$0	$443,000	$0	$0	$0	$443,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$533,000**	**$0**	**$0**	**$0**	**$533,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$14,261	$14,689	$15,130	$44,080
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$14,261**	**$14,689**	**$15,130**	**$44,080**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Ni River Park**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Next to Ni River Middle School

PROJECT DESCRIPTION: Facility will include ball fields, soccer fields, paved access road with parking and restrooms on County-owned land adjacent to Ni River Middle School as per Conceptual Plans completed by an engineering firm for the Capital Projects Department in FY 2013.

PROJECT OBJECTIVE: This project is planned as a district style park as described in the County's Comprehensive Plan.

TOTAL CAPITAL PROJECT COST:

$3,373,061

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2018	County owns land	FY 2019

PRIOR YEAR BUDGETS:

$3,061

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$15,000	$0	$15,000
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$335,000	$2,720,000	$3,055,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (Concession Receipts)	$0	$0	$0	$0	$300,000	$300,000
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$350,000**	**$3,020,000**	**$3,370,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$350,000	$0	$350,000
Construction	$0	$0	$0	$0	$3,020,000	$3,020,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$350,000**	**$3,020,000**	**$3,370,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$71,276	$71,276
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$71,276**	**$71,276**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Patriot Park Field Lighting**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Patriot Park
5710 Smith Station Road
Fredericksburg, VA 22407

PROJECT DESCRIPTION: Install lights for two regulation baseball fields at Patriot Park.

PROJECT OBJECTIVE: To extend the use of the competition fields, increasing the hours of public use after dark.

TOTAL CAPITAL PROJECT COST: $947,236

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2017	County Owns Land	FY 2017

PRIOR YEAR BUDGETS: $487,236

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$250,700	$0	$0	$0	$250,700
Service Charge	$0	$0	$0	$0	$0	$0
Other (Concession Receipts & Interest Earnings)	$0	$209,300	$0	$0	$0	$209,300
Total Projected/Requested Funding	**$0**	**$460,000**	**$0**	**$0**	**$0**	**$460,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$460,000	$0	$0	$0	$460,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$460,000**	**$0**	**$0**	**$0**	**$460,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$7,384	$7,753	$8,140	$23,277
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$7,384**	**$7,753**	**$8,140**	**$23,277**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Playground Installation**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Patriot Park
5710 Smith Station Road
Fredericksburg, VA 22407

PROJECT DESCRIPTION: Purchase and install a playground system similar in size and type that is located at Loriella Park.

PROJECT OBJECTIVE: This project would meet the current requests of citizens to have a playground system located at Patriot Park with a service age range of toddler to young teens. This system would include swings which are often requested and are currently located only at Loriella Park.

TOTAL CAPITAL PROJECT COST: $175,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2018	N/A	FY 2018

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$175,000	$0	$0	$175,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$175,000	$0	$0	$175,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$3,087	$3,241	$6,328
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$3,087**	**$3,241**	**$6,328**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Tennis Courts - Resurfacing**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Tennis Courts located within three (3) of the County's existing parks:
Loriella Park - four (4) courts at 10910 Leavells Road, Fredericksburg, VA 22407;
Cosner Park - two (2) courts at 1 H.C.C. Drive, Fredericksburg, VA 22408; and
Chancellor Community Center - one (1) court at 7300 Old Plank Road, Fredericksburg, VA 22407.

PROJECT DESCRIPTION: Resurfacing of seven (7) total tennis courts located within three (3) existing Parks and Recreation facilities to meet proper maintenance guidelines.

PROJECT OBJECTIVE: This project request is to maintain the proper resurfacing guidelines for these tennis courts. These courts were last resurfaced in FY 2008. Proper maintenance guidelines and tennis court professionals recommend resurfacing every 6-10 years.

TOTAL CAPITAL PROJECT COST: $57,040

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2016

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$57,040	$0	$0	$0	$0	$57,040
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$57,040**	**$0**	**$0**	**$0**	**$0**	**$57,040**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$57,040	$0	$0	$0	$0	$57,040
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$57,040**	**$0**	**$0**	**$0**	**$0**	**$57,040**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$525	$551	$579	$608	$2,263
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$525**	**$551**	**$579**	**$608**	**$2,263**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Loriella Pool Repairs**

PROJECT CONTACT/PHONE #: Kevin Brooks / 507-7525

PROJECT LOCATION:

Loriella Park - 10910 Leavells Road

PROJECT DESCRIPTION: Repairs and maintenance to the Loriella Park main pool and wading pool to include complete white coat removal and replacement, skimmer assemblies replacement, all water line and below surface tile replacement, all coping stone replacement, caulking of pool deck and pump room floor repairs.

PROJECT OBJECTIVE: To repair pool surfacing and equipment functions to meet all required standards of operation of a public pool facility.

TOTAL CAPITAL PROJECT COST:

$126,304

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$126,304	$0	$0	$0	$0	$126,304
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$126,304**	**$0**	**$0**	**$0**	**$0**	**$126,304**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$126,304	$0	$0	$0	$0	$126,304
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$126,304**	**$0**	**$0**	**$0**	**$0**	**$126,304**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Department of Fire, Rescue, and Emergency Management**

PROJECT NAME: **Fire Training Center**

PROJECT CONTACT/PHONE #: Monty Willaford, 507-7900

PROJECT LOCATION:

PROJECT DESCRIPTION: This project is the construction of a Fire Training Center. Phase I will provide a concrete apron around the burn building; Phase II will provide permanent classrooms, restrooms, showers and burn pit.

PROJECT OBJECTIVE: To provide critical fire training facilities for area firefighters and to provide a reliable source for pumper testing which is a critical ISO requirement.

TOTAL CAPITAL PROJECT COST: $1,250,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2017	N/A	FY 2017/FY 2018

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$24,789	$0	$0	$0	$24,789
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$225,211	$1,000,000	$0	$0	$1,225,211
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$250,000**	**$1,000,000**	**$0**	**$0**	**$1,250,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$250,000	$1,000,000	$0	$0	$1,250,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$250,000**	**$1,000,000**	**$0**	**$0**	**$1,250,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$52,198	$54,189	$106,387
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$52,198**	**$54,189**	**$106,387**

DEPARTMENT: **Department of Fire, Rescue, and Emergency Management**

PROJECT NAME: **Replacement Fire/Rescue Apparatus**

PROJECT CONTACT/PHONE #: Monty Willaford, 507-7900

PROJECT LOCATION:

Replacement of apparatus at various stations throughout the County.

PROJECT DESCRIPTION: Replacement of various ambulances and fire engines/wagons at various stations due to the expected life cycle of the equipment and mileage on existing apparatus.

PROJECT OBJECTIVE: To provide critical fire and rescue vehicles.

TOTAL CAPITAL PROJECT COST:

$15,067,942

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2016 - FY 2020

PRIOR YEAR BUDGETS:

$1,000,000

COSTS PROJECTED BEYOND CIP PERIOD:

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$174,622	$50,000	$0	$0	$0	$224,622
General Obligation Bond	$288,086	$0	$0	$0	$0	$288,086
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$2,180,340	$2,595,318	$3,637,046	$2,785,188	$2,341,662	$13,539,554
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$15,680	$0	$0	$0	$0	$15,680
Total Projected/Requested Funding	**$2,658,728**	**$2,645,318**	**$3,637,046**	**$2,785,188**	**$2,341,662**	**$14,067,942**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$2,658,728	$2,645,318	$3,637,046	$2,785,188	$2,341,662	$14,067,942
Total Projected Capital Expenditures	**$2,658,728**	**$2,645,318**	**$3,637,046**	**$2,785,188**	**$2,341,662**	**$14,067,942**
Estimated Add'l Operational Costs						
- Debt service	$31,930	$31,269	$30,609	$29,949	$29,289	$153,046
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$31,930**	**$31,269**	**$30,609**	**$29,949**	**$29,289**	**$153,046**

DEPARTMENT: **Department of Fire, Rescue, and Emergency Management**

PROJECT NAME: **CPR Delivery Devices**

PROJECT CONTACT/PHONE #: Monty Willaford, 507-7900

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION: Purchase of CPR delivery devices for each transport unit in the County.

PROJECT OBJECTIVE: The CPR delivery devices are deisgned to give better and continous chest compressions to cardiac arrest patients.

TOTAL CAPITAL PROJECT COST:

$288,608

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2015 - FY 2019

PRIOR YEAR BUDGETS:

$13,508

COSTS PROJECTED BEYOND CIP PERIOD:

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$65,500	$65,500	$65,500	$78,600	$0	$275,100
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$65,500**	**$65,500**	**$65,500**	**$78,600**	**$0**	**$275,100**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$65,500	$65,500	$65,500	$78,600	$0	$275,100
Total Projected Capital Expenditures	**$65,500**	**$65,500**	**$65,500**	**$78,600**	**$0**	**$275,100**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Department of Fire, Rescue, and Emergency Management**

PROJECT NAME: **Emission Extraction Systems**

PROJECT CONTACT/PHONE #: Monty Willaford, 507-7900

PROJECT LOCATION:

Identified County fire stations.

PROJECT DESCRIPTION: Design and installation of vehicle exhaust source-capture and removal systems in fire stations.

PROJECT OBJECTIVE: To purchase and install a system to reduce, to the fullest extent possible, the hazardous exhaust emissions from emergency response vehicles housed in stations. These emissions have been proven to contain benzene, ploynuclear aromatic hydrocarbon, benzene "alpha" pyrene, formaldehyde, bezofuran, carbon monoxide, and nitric oxides, many of which are considered carcinogens. The project will provide a mechanism to remove these chemicals through an exhaust removal system which connects directly to the exhaust pipe of vehicles in County fire stations.

TOTAL CAPITAL PROJECT COST:

$100,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$100,000	$0	$0	$0	$0	$100,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$100,000	$0	$0	$0	$0	$100,000
Total Projected Capital Expenditures	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Transportation Projects

COUNTY OF SPOTSYLVANIA · VIRGINIA
PATIOR UT POTIAR

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Transportation - "Fair" Unpaved Roads**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Hard surface the unpaved roads ranked as "Fair" on the Unpaved Road inventory endorsed by the Board 7/8/08.

PROJECT DESCRIPTION: Paving of roads to include Woolfolk, Twilight Lane/Blaydes Corner, Sullivan Road, Mastin Lane, Parker Lane, Mallard Point Lane, Ryland Payne Road, Wigglesworth Road and White Shop Lane. These will be VDOT-managed projects.

PROJECT OBJECTIVE: Hard surface the unpaved roads ranked as "Fair" using the traffic volumes as the second screening criterion.

TOTAL CAPITAL PROJECT COST: $2,603,927

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2015 - FY 2018

PRIOR YEAR BUDGETS: $2,503,927

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$78,000	$0	$0	$0	$0	$78,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$22,000	$0	$0	$0	$0	$22,000
Total Projected/Requested Funding	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$100,000	$0	$0	$0	$0	$100,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Estimated Add'l Operational Costs						
- Debt service	$6,825	$6,679	$6,533	$6,386	$6,240	$32,663
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$6,825**	**$6,679**	**$6,533**	**$6,386**	**$6,240**	**$32,663**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Hickory Ridge/Rt 1 Intersection Improvements**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Intersection of Hickory Ridge Road and Rt. 1

PROJECT DESCRIPTION: Design, acquire right of way, relocate utilities and construction to install a new Rt. 1 northbound left turning lane for westbound Hickory Ridge Road; install an eastbound right turning lane on Hickory Ridge Rd. for southbound Rt. 1; stripe the existing eastbound lane on Hickory Ridge Road for left turning traffic to northbound Rt. 1; install a new southbound right turn lane for westbound Hickory Ridge Road. Install a new traffic signal if the VDOT traffic signal warrants are met. This is anticipated as a VDOT-managed project.

PROJECT OBJECTIVE: Eliminate traffic accidents caused by the lack of a left turn storage lane for northbound Rt 1 traffic turning westbound onto Hickory Ridge Road. The installation of a new traffic signal, if VDOT warrants are met, will eliminate side angle collisions with left turning traffic from westbound Hickory Ridge Road conflicting with uncontrolled southbound Rt 1 through traffic. **(The figures below represent County-only funding for this project. A 100% match of funds has been requested from the State through the Revenue Sharing program.)**

TOTAL CAPITAL PROJECT COST:

$1,945,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015	FY 2016	FY 2017

PRIOR YEAR BUDGETS:

$800,000

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$1,145,000	$0	$0	$0	$1,145,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$1,145,000**	**$0**	**$0**	**$0**	**$1,145,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$1,145,000	$0	$0	$0	$1,145,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$1,145,000**	**$0**	**$0**	**$0**	**$1,145,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$111,638	$108,918	$106,199	$103,479	$430,234
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$111,638**	**$108,918**	**$106,199**	**$103,479**	**$430,234**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Improvements to Interchange Exit 118**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

PROJECT DESCRIPTION: Improvements to the roadways and bridge at Exit 118 include a roundabout, new bridge, and improvements to Rt. 606 on either side of the bridge. The County has applied and intends to apply for additional matching project funds through the State's Revenue Sharing Program. This is a VDOT-managed projects.

PROJECT OBJECTIVE: Improve the movement of traffic at the Exit 118 interchange and the roads in that area. **(The figures below represent County-only funding for this project. A match of funds has been requested from the State through the Revenue Sharing program.)**

TOTAL CAPITAL PROJECT COST: $11,175,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015	TBD	TBD

PRIOR YEAR BUDGETS: $3,400,000

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$2,275,000	$5,500,000	$0	$0	$7,775,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$2,275,000**	**$5,500,000**	**$0**	**$0**	**$7,775,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$2,275,000	$5,500,000	$0	$0	$7,775,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$2,275,000**	**$5,500,000**	**$0**	**$0**	**$7,775,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$221,813	$752,659	$734,194	$715,728	$2,424,394
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$221,813**	**$752,659**	**$734,194**	**$715,728**	**$2,424,394**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Improvements to Interchange Exit 126**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

PROJECT DESCRIPTION: Phasing and options of improvements to the I-95 interchange at Massaponax (exit 126) are currently being studied and discussed by VDOT and County representatives. The County has applied and intends to apply for additional matching project funds through the State's Revenue Sharing Program. This is anticipated as a VDOT-managed project.

PROJECT OBJECTIVE: Improve the movement of traffic at the Exit 126 interchange and the roads in those areas. **(The figures below represent County-only funding for this project. A match of funds has been requested from the State through the Revenue Sharing program.)**

TOTAL CAPITAL PROJECT COST: $36,325,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015	TBD	TBD

PRIOR YEAR BUDGETS: $200,000

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$3,000,000	$900,000	$3,900,000
General Obligation Bond	$5,000,000	$12,500,000	$10,875,000	$1,000,000	$2,850,000	$32,225,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$5,000,000**	**$12,500,000**	**$10,875,000**	**$4,000,000**	**$3,750,000**	**$36,125,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$5,000,000	$12,500,000	$10,875,000	$4,000,000	$3,750,000	$36,125,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$5,000,000**	**$12,500,000**	**$10,875,000**	**$4,000,000**	**$3,750,000**	**$36,125,000**
Estimated Add'l Operational Costs						
- Debt service	$437,500	$1,646,875	$2,668,125	$2,700,734	$2,911,344	$10,364,578
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$437,500**	**$1,646,875**	**$2,668,125**	**$2,700,734**	**$2,911,344**	**$10,364,578**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Widening of Harrison Road - Old Plank to Gordon**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Harrison Road between Old Plank and Gordon roads.
This area is marked by the red line in the picture.

PROJECT DESCRIPTION: This project would complete the widening of Harrison Road from two lanes to four lanes between Rt. 3 and Gordon Road.

PROJECT OBJECTIVE: Currently, there is a bottleneck of traffic where the lanes shift from four lanes down to two, particularly headed towards Rt. 3. The left turn lane off Harrison onto Old Plank is sufficient for only three vehicles to queue, causing through traffic to back up and stop between Gordon and Old Plank.

TOTAL CAPITAL PROJECT COST: **The total cost is estimated at $3.6 million. $1.1 million is anticipated to come from the State's Revenue Sharing program. Only the County's share of costs shows below.**

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2017

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$6,036	$0	$0	$0	$0	$6,036
General Obligation Bond	$2,443,964	$0	$0	$0	$0	$2,443,964
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$2,450,000**	**$0**	**$0**	**$0**	**$0**	**$2,450,000**
Projected Capital Expenditures:						
Land	$425,000	$0	$0	$0	$0	$425,000
Professional Services	$150,000	$0	$0	$0	$0	$150,000
Construction	$1,875,000	$0	$0	$0	$0	$1,875,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$2,450,000**	**$0**	**$0**	**$0**	**$0**	**$2,450,000**
Estimated Add'l Operational Costs						
- Debt service	$213,847	$209,264	$204,682	$200,100	$195,517	$1,023,410
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$213,847**	**$209,264**	**$204,682**	**$200,100**	**$195,517**	**$1,023,410**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Thornton Rolling/Rt 17 Intersection Improvements**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Intersection of Thornton Rolling Road and Rt. 17

PROJECT DESCRIPTION: Installation of turn lanes and signal at intersection of Thornton Rolling Road and Rt. 17.

PROJECT OBJECTIVE: Intersection improvements.

TOTAL CAPITAL PROJECT COST: **The total cost is estimated at $3.0 million. $0.8 million is expected to be paid through Congestion Mitigation & Air Quality (CMAQ) funding while $1.1 million is anticipated to come from the State's Revenue Sharing program. Only the County's share of costs shows below.**

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2018

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$500,000	$587,500	$0	$0	$0	$1,087,500
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$500,000**	**$587,500**	**$0**	**$0**	**$0**	**$1,087,500**
Projected Capital Expenditures:						
Land	$50,000	$0	$0	$0	$0	$50,000
Professional Services	$337,500	$0	$0	$0	$0	$337,500
Construction	$112,500	$587,500	$0	$0	$0	$700,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$500,000**	**$587,500**	**$0**	**$0**	**$0**	**$1,087,500**
Estimated Add'l Operational Costs						
- Debt service	$43,750	$100,094	$97,761	$95,428	$93,095	$430,128
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$43,750**	**$100,094**	**$97,761**	**$95,428**	**$93,095**	**$430,128**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Grand Brooks Road Resurfacing**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

This road is located between Stubbs Bridge Road and Lawyers Road.

PROJECT DESCRIPTION: Paving of a currently unpaved road.

PROJECT OBJECTIVE: Due to its connection between Stubbs Bridge Road and Lawyers Road, Grand Brooks Road carries a reasonable amount of traffic and serves multiple properties resulting in heavy dust in dry conditions. Road lacks adequate ditches. This project will improve current deficiencies.

TOTAL CAPITAL PROJECT COST: **The total cost is estimated at $2.0 million. $1.0 million is anticipated to come from the State's Revenue Sharing program. Only the County's share of costs shows below.**

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2017

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$66,413	$0	$0	$0	$0	$66,413
General Obligation Bond	$933,587	$0	$0	$0	$0	$933,587
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$200,000	$0	$0	$0	$0	$200,000
Construction	$800,000	$0	$0	$0	$0	$800,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**
Estimated Add'l Operational Costs						
- Debt service	$81,689	$79,938	$78,188	$76,437	$74,687	$390,939
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$81,689**	**$79,938**	**$78,188**	**$76,437**	**$74,687**	**$390,939**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Relocation of Ely's Ford & Rt. 3 Intersection**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Intersection of Ely's Ford Road and Rt. 3

PROJECT DESCRIPTION: Relocation of the intersection of Ely's Ford Road and Rt. 3 in coordination with the National Park Service. A study is currently underway to better define the project.

PROJECT OBJECTIVE: Safety improvements are necessary to the intersection to reduce the number of accidents that occur. There currently is no turn lane from Rt. 3 onto Ely's Ford. Further, the National Park Service is interested in shifting the intersection to the west to align with an existing park road and to allow better use of the significant park land upon which the road/intersection currently lies.

TOTAL CAPITAL PROJECT COST: **The total cost is estimated at $5.6 million. Is it anticipated that the State Revenue Sharing program will fund $1.6 million of the total project costs. Only the County's share of costs shows below.**

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2020

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$500,000	$3,504,000	$0	$0	$0	$4,004,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$500,000**	**$3,504,000**	**$0**	**$0**	**$0**	**$4,004,000**
Projected Capital Expenditures:						
Land	$0	$536,250	$0	$0	$0	$536,250
Professional Services	$500,000	$36,250	$0	$0	$0	$536,250
Construction	$0	$2,931,500	$0	$0	$0	$2,931,500
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$500,000**	**$3,504,000**	**$0**	**$0**	**$0**	**$4,004,000**
Estimated Add'l Operational Costs						
- Debt service	$43,750	$384,453	$375,193	$365,934	$356,674	$1,526,004
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$43,750**	**$384,453**	**$375,193**	**$365,934**	**$356,674**	**$1,526,004**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Corridor Study - Rt. 1 & Rt. 208**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Rt. 1 and Rt. 208 in Spotsylvania County

PROJECT DESCRIPTION: Study of the Rt. 1 and Rt. 208 corridors to identify necessary safety and operational improvements.

PROJECT OBJECTIVE: Initially, studies of these corridors will identify safety and operational improvements that will help to move traffic more effectively. Then, funding will be used to fix the items identified. It is expected that this project will improve intersections, add and/or lengthen turn lanes, and provide additional travel lanes along the Rt. 1 and Rt. 208 corridors.

TOTAL CAPITAL PROJECT COST:

$6,147,500

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2019/FY 2020

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$200,000	$0	$0	$2,878,750	$2,878,750	$5,957,500
State Aid	$190,000	$0	$0	$0	$0	$190,000
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$390,000**	**$0**	**$0**	**$2,878,750**	**$2,878,750**	**$6,147,500**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$390,000	$0	$0	$0	$0	$390,000
Construction	$0	$0	$0	$2,878,750	$2,878,750	$5,757,500
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$390,000**	**$0**	**$0**	**$2,878,750**	**$2,878,750**	**$6,147,500**
Estimated Add'l Operational Costs						
- Debt service	$17,500	$17,125	$16,750	$297,053	$570,519	$918,947
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$17,500**	**$17,125**	**$16,750**	**$297,053**	**$570,519**	**$918,947**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Corridor Study - Rt. 2 & Rt. 178**

PROJECT CONTACT/PHONE #: Doug Morgan, 540-507-7437

PROJECT LOCATION:

Rt. 2 and Rt. 17 in Spotsylvania County

PROJECT DESCRIPTION: Study of the Rt. 2 and Rt. 17 corridors to identify necessary safety and operational improvements.

PROJECT OBJECTIVE: Initially, studies of these corridors will identify safety and operational improvements that will help to move traffic more effectively. Then, funding will be used to fix the items identified. It is expected that this project will improve intersections, add and/or lengthen turn lanes, and provide additional travel lanes along the Rt. 2 and Rt. 17 corridors.

TOTAL CAPITAL PROJECT COST:

$6,147,500

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2016	N/A	FY 2019/FY 2020

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$200,000	$0	$0	$2,878,750	$2,878,750	$5,957,500
State Aid	$190,000	$0	$0	$0	$0	$190,000
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$390,000**	**$0**	**$0**	**$2,878,750**	**$2,878,750**	**$6,147,500**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$390,000	$0	$0	$0	$0	$390,000
Construction	$0	$0	$0	$2,878,750	$2,878,750	$5,757,500
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$390,000**	**$0**	**$0**	**$2,878,750**	**$2,878,750**	**$6,147,500**
Estimated Add'l Operational Costs						
- Debt service	$17,500	$17,125	$16,750	$297,053	$570,519	$918,947
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$17,500**	**$17,125**	**$16,750**	**$297,053**	**$570,519**	**$918,947**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Transportation - General Engineering Consultant**

PROJECT CONTACT/PHONE #: Ed Petrovitch, 540-507-7300

PROJECT LOCATION:

Various locations of transportation projects. County Administrator to approve expenditures on as needed basis.

PROJECT DESCRIPTION: Fund minor expenditures such as transportation project studies, data collection and cost estimates to be done by qualified professionals. Grant applications and FAMPO funding requests dictate qualified professionals to develop costs.

PROJECT OBJECTIVE: Obtain Regional Surface Transportation Program (RSTP), Congestion Mitigation Air Quality (CMAQ), Virginia Rail and Public Transportation (VDRPT) funding allocations / grants using credible cost estimates and analyses performed by qualified professionals.

TOTAL CAPITAL PROJECT COST: $80,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
on-going	N/A	on-going

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$20,000	$20,000	$20,000	$20,000	$80,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$80,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$20,000	$20,000	$20,000	$20,000	$80,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$80,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

COUNTY OF SPOTSYLVANIA · VIRGINIA
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School Capital Projects

COUNTY OF SPOTSYLVANIA · VIRGINIA
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School Capital Projects

Renovate & Expand Courtland High School *(FY 16 – FY 20 costs = $20,975,000)*
Renovation of Courtland High School will provide additional capacity for future growth in student enrollment, expansion of labs, and development of specialty/magnet programming.

Transportation (*FY 16 – FY 20 costs = $20,780,449*)
Purchase of replacement school buses. These vehicles include 98 77-passenger buses, 28 buses for special needs students, 5 Type A buses, and 8 Head Start buses. Also included is purchase of a replacement GPS system.

Capital Maintenance (*FY 16 – FY 20 costs = $44,133,751*)
Funding for this project addresses capital maintenance for existing School facilities and includes repair and/or replacement of items such as HVAC systems, roof systems, fire alarm systems, humidity control, resurfacing of parking lots, running tracks, refurbishing bleachers, telephone/intercom systems, flooring/carpeting, painting, replacement of window/door hardware, field unit vehicle replacements, etc.

Technology Replacements/Upgrades (*FY 16 – FY 20 costs = $25,981,345*)
Funding for this project includes but is not limited to the upgrading and/or replacing of computers, switches, cables, servers, blade servers, laptops, controllers, wireless systems and disk expansion throughout the school division.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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Utilities Capital Projects

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Utilities Capital Projects

General Projects

Utility Lab/Office Expansion (*FY 16 – FY 20 costs = $4,500,000*)
The growth of the Utility department's Engineering and Field Services Division and laboratory has resulted in a shortage of office, meeting and storage space. The laboratory bench space is not adequate to accommodate current testing that is being performed. These funds will be used for expansion of the existing administrative buildings, equipment storage buildings, and lab.

Security Improvements *(FY 16 – FY 20 costs = $100,000)*
This project consists of the vulnerability assessments and mitigation work required to protect the County's water and sewage systems from destructive activities by vandals, disgruntled employees, and domestic and international terrorists. It will include cameras, system monitors and recorders, and an automated gate with entry card system. Federal agencies have indicated on many occasions that water and sewer works are potential targets for terrorist activities and the County has a responsibility to protect our citizens' health and safety. The Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (PL 107-188) amended the Safe Drinking Water Act (§4133(a)(1)) to require vulnerability assessment for waterworks within the United States.

Manhole Rehabilitation Program *(FY 16 – FY 20 costs = $50,000)*
This program identifies manholes in the collection system with structural deficiencies and/ or inflow and infiltration issues requiring extensive repair. These manholes are found during manhole inspections to identify signs of severe inflow and infiltration issues, or signs of deterioration due to hydrogen sulfide and/or general aging. These manholes will be rehabilitated in place thus minimizing impacts to customer service and the environment while preserving the integrity of the collection system. The upcoming project includes manholes in the Sheraton Hills, Stoneybrooke and Spotslee areas.

System Improvement Opportunities with Developers *(FY 16 – FY 20 costs = $300,000)*
Extension/enlargement of water/sewer lines throughout the county to coincide with local improvements and development.

Water Projects

Motts Run Water Treatment Plant Expansion (*FY 16 – FY 20 costs = $1,000,000*)
This project includes funding for the project management and construction of Motts Run Water Treatment Plant (WTP) expansion, and Rappahannock River Raw Water Intake. Demand projections show expansion of Motts Run WTP will be required in the next few years. Planning began in FY 2008. The plant will be expanded from 15 to 24 million gallons per day (MGD).

Rt. 1 / Rt. 606 Waterline Improvements *(FY 16 – FY 20 costs = $130,000)*
The project includes upgrade and extension of existing waterlines within the project limits of the proposed VDOT roadway improvements project at Rt. 1 and Route 606/Morris Road.

Ni River Water Treatment Plant Improvements *(FY 16 – FY 20 costs = $24,880,000)*
This project consists of replacement of three different proprietary coagulation and flocculation systems with a single system, improvements to the filtration system, modernization of the control system, replacement of the undersized residuals force main, and other improvements. The project is necessary to assure that the plant can treat and deliver its permitted 6 MGD of production. The project will also improve plant reliability and redundancy.

Thornburg Water Transmission Improvements (*FY 16 – FY 20 costs = $4,200,000*)
This project includes funding for water transmission improvement projects between Four Mile Fork and Thornburg. Projects include a 24" main from Lee's Park to Rt. 1, and a 16" line betterment with the Rt. 1/Rt. 606 intersection improvement project at Thornburg. Funding also includes a water storage tank for the Thornburg area.

New Post Water Transmission Facilities (*FY 16 – FY 20 costs = $1,000,000*)
This project will consist of the replacement of 12" water line from Benchmark Road to New Post.

Tank Maintenance *(FY 16 – FY 20 costs = $375,000)*
Funding is needed for the painting and rehabilitation of three water storage tanks – the Battlefield tank, the Courtland tank, and the Onduline tank.

Loren Drive/Harrison Road Waterline (formerly Falcon Drive Extension) *(FY 16 – FY 20 costs = $400,000)*
This waterline extension project will close a loop between Mine Road and Lafayette Boulevard for improvement of fire flows and water pressure.

Future Water Source *(FY 16 – FY 20 costs = $16,500,000)*
This project consists of planning, permitting, pumping and transmission facilities to provide an inner connection between reservoirs. This connection will allow optimization of the County's existing reservoirs and provide for future connections to future raw water sources in the county.

16" Waterline – Andora Drive to Sawhill (*FY 16 – FY 20 costs = $3,000,000*)
This project includes funding for water distribution and transmission to increase supply capabilities to the western Five Mile Fork and American Central areas. The water main will aid the existing American Central line in supplying areas located near the main and also fortify the supply to the new Sawhill and American Central tanks. These areas are expected to experience demand growth in build out conditions. The project is identified in the 2002 Revision to the Water/Sewer Master Plan.

Water Meter Replacement Program *(FY 16 – FY 20 costs = $500,000)*
This is a preventative maintenance program to replace meters within the system based on American Water Works Association (AWWA) regulations and recommended business practices. Proactive maintenance of meters and replacements ensures optimum operating efficiency. Aging meters fail to register accurate water usage, increasing water loss and the loss of usage-based revenue.

Brock Road 16" Waterline *(FY 16 – FY 20 costs = $700,000)*
This project will replace the existing waterline that runs between Brock Road and Jackson Trail West. The existing waterline is aging and difficult to access and maintain. It will run up Brock Road to Brock Road Elementary and then cross along a power line to connect in at Jackson Trail West.

Rappahannock Raw Water Pump Station Improvements *(FY 16 – FY 20 costs = $1,250,000)*
This project will consist of the installation of a 12 MGD per pump with a variable frequency drive and the replacement of an existing 6 MGD per pump with a variable frequency drive. The motor control centers that drive all raw water pumps will also be upgraded to allow for greater pumping reliability and control during high use and emergency conditions.

Salem Church to Leavells 16" Waterline *(FY 16 – FY 20 costs = $500,000)*
The 16" waterline from Salem Church Road to Leavells Road will provide the needed redundancy to maintain water supply and fire protection in areas east of Five Mile Fork.

Old Greenwich 2" Line Upgrade *(FY 16 – FY 20 costs = $250,000)*
This project will replace current 2" lines with 6" lines to improve product delivery, fire protection and reduce service interruptions to customers in this area.

Rt. 606 East of I-95 Improvements *(FY 16 – FY 20 costs = $500,000)*
Improvements to water/sewer lines on Mudd Tavern Road, east of I-95, contingent upon VDOT plans.

Spotswood 2" Line Upgrade *(FY 16 – FY 20 costs = $250,000)*
This project will replace current 2" lines with 6" lines to improve product delivery, fire protection and reduce service interruptions to customers in this area.

12" Line Replacements *(FY 16 – FY 20 costs = $700,000)*
This project will replace existing water lines in Catlett Farm and Hilldrup Farm areas with ductile iron.

Waverly Village 2" Line Upgrade *(FY 16 – FY 20 costs = $150,000)*
This project will replace current 2" lines with 6" lines to improve product delivery, fire protection and reduce service interruptions to customers in this area.

Sewer Projects

I-95 to Woodland Drive – Phase II (*FY 16 – FY 20 costs = $800,000*)
A sewer line will be installed from I-95 to Woodland Drive to remove two pump stations and finish the Long Branch Interceptor.

Elimination of Pump Stations 3 & 6 *(FY 16 – FY 20 costs = $420,000)*
This project is planned to eliminate two pump stations by construction a gravity line to a new down-gradient pump station.

Old Greenwich Townhouses Sewer Replacement *(FY 16 – FY 20 costs = $250,000)*
This project involves replacement of failing sewer infrastructure at the Old Greenwich townhouses.

Fawn Lake Pump Stations 27 & 58 (*FY 16 – FY 20 costs = $1,000,000)*
This project will rebuild pump station 58 and eliminate pump station 27 by constructing a gravity line to pump station 58.

Maple Grove Rehab *(FY 16 – FY 20 costs = $500,000)*
The Maple Grove Sewer Rehabilitation project will rehabilitate the sewer system components throughout the neighborhood that have reached the end of their useful lives. The service life of the pipe can be extended by many years through use of cured-in-place (CIPP) lining, which has a minimum life of 50 years. The lining seals joints and is a very effective deterrent to root intrusion. Rehabilitation by CIPP lining, before the pipe deteriorates to a failed condition, is more cost effective and can be completed with minimal service disruption resulting in less future maintenance.

Wastewater Collection Extensions to Existing Developments (*FY 16 – FY 20 costs = $150,000)*
The project will extend the sanitary sewers into existing developments without public sewer and/or into areas with failing septic systems.

Waverly Village Rehabilitation (*FY 16 – FY 20 costs = $615,000*)
This project will re-line existing sewer lines in Waverly Village to extend the service life of the sewer infrastructure.

Thornburg Wastewater Transmission Improvements (*FY 16 – FY 20 costs = $3,800,000*)
This project includes funding for wastewater transmission improvement projects to serve the Thornburg area as proposed by the 2002 Revision to the Water/Sewer Master Plan. Projects include a 2,100 gallons per minute (GPM) Pump Station at Po/Ni confluence, a 14” force main from the Thornburg Development District to Massaponax Creek Drainage Basin, a 48” Rt. 17 Interceptor from the Massaponax Creek Interceptor to the force main point of discharge, a 42” Lower Po River Interceptor along the Po River to the west side of Interstate 95, and a 30” trunk main from the termination of the Lower Po River Interceptor to pick up existing Thornburg Wastewater Treatment Plant and Matta River drainage basin flows.

FMC Infrastructure Improvements *(FY 16 – FY 20 costs = $1,000,000)*
This project includes hydraulic improvements to the system to carry flow being delivered to FMC over to the Massaponax WWTP for treatment. This project will allow for the future abandonment of the FMC and the City of Fredericksburg WWTPs.

Piedmont Drive – Pump Station 43 and 16 Abandonment *(FY 16 – FY 20 costs = $250,000)*
This project will extend sewer lines to eliminate pump stations 43 and 16 from Piedmont Drive to Battlefield Green.

Replacement of Pump Station 24 *(FY 16 – FY 20 costs = $2,500,000)*
This project will replace an existing, aging, underground pump station, moving it across Ni River off National Park Service property and replacing two other pump stations with gravity sewer.

Lafayette Crossing Pump Station Abandonment *(FY 16 – FY 20 costs = $400,000)*
This project is for the abandonment of a pump station behind Lafayette Village that could flow to existing sewer lines through gravity. A portion of the sewer line would have to be built through National Park Service land.

Poole Drive Replacement *(FY 16 – FY 20 costs = $100,000)*
Replacement of section of sewer line from Pool Drive to Brock Rd. The line is not up to County Utility standards and has been temporarily repaired but replacement is the long term solution.

Rt. 1/Harrison Road 16" Force Main Realignment *(FY 16 – FY 20 costs = $300,000)*
Relocation of the existing 16" force main that is affected by the Rt. 1/Harrison Road widening project to be constructed in 2016.

Replacement Equipment – Field Services *(FY 16 – FY 20 costs = $1,140,000)*
This project includes funding to replace significant equipment used in operations of the water and sewer system. Equipment includes replacement vac truck, dump truck, and point repair trailer.

Replacement Equipment – WWTPs *(FY 16 – FY 20 costs = $180,000)*
This project includes funding to replace significant equipment used in operations of the wastewater treatment plants. Equipment includes replacement of two tractors – one for Massaponax and one for FMC – used for snow removal, unloading freight trailers and chemical trailers, grounds keeping, and equipment removal/installation.

Replacement Equipment – Composting *(FY 16 – FY 20 costs = $787,500)*
This project includes funding to replacement signification equipment used in the compositing operation. Equipment includes Utilities' share of an articulated dump truck to be shared with the Solid Waste operations, and a loader.

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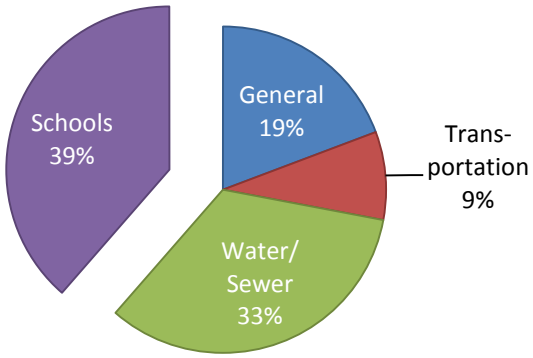
Debt Service

Spotsylvania County is responsible for outstanding debt remaining on various financings undertaken for the purpose of funding general County projects, School projects, transportation projects, and water and sewer projects. Total existing debt that will be outstanding in all funds as of June 30, 2015 is $396.3 million and is broken down as follows:

Debt Type	Balance – June 30, 2015
General projects	$76.3 M
Transportation projects*	$34.6 M
Water and sewer projects	$132.5 M
School projects	$152.9 M
Total	**$396.3 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, School, and transportation projects:

- Net debt as a percentage of estimated taxable market value should not exceed 3% – 4%;
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% – 12%; and
- The County intends to maintain its 10 year tax-supported debt and lease payout ratio at or above 60% at the end of each adopted CIP. The payout ratio shall be no less than 55% in any one year during that period.

An assessment of these ratios relative to existing debt and debt anticipated based on the Adopted CIP begins on page 139.

Separate from the debt guidelines outlined above for County, School, 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. At the end of FY 2016, it is estimated that $261.8 million will have been borrowed against this referenda authority. 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 2016, it is estimated that $5.2 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:

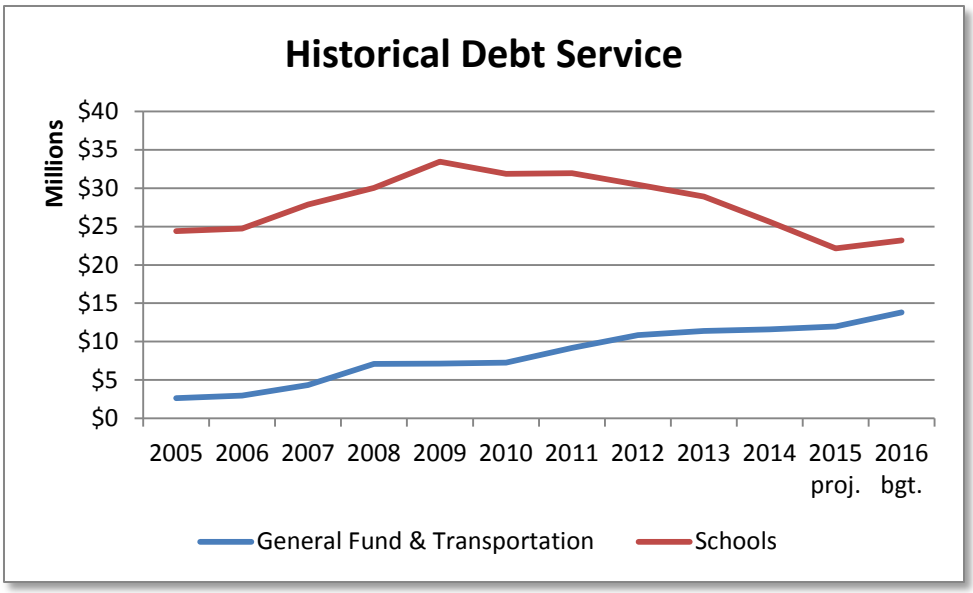
Referendum	Purpose	Potential Tax Rate Impact*
2001	Fire/Rescue	$0.05 per $100
2005	Transportation	$0.10 per $100
2005	Library & Parks	$0.01 per $100
2005	Public Safety	$0.06 per $100
2005	Schools	$0.05 per $100
2006	Schools	$0.04 per $100
2014	Public Safety	$0.03 per $100
2014	Transportation	$0.05 per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

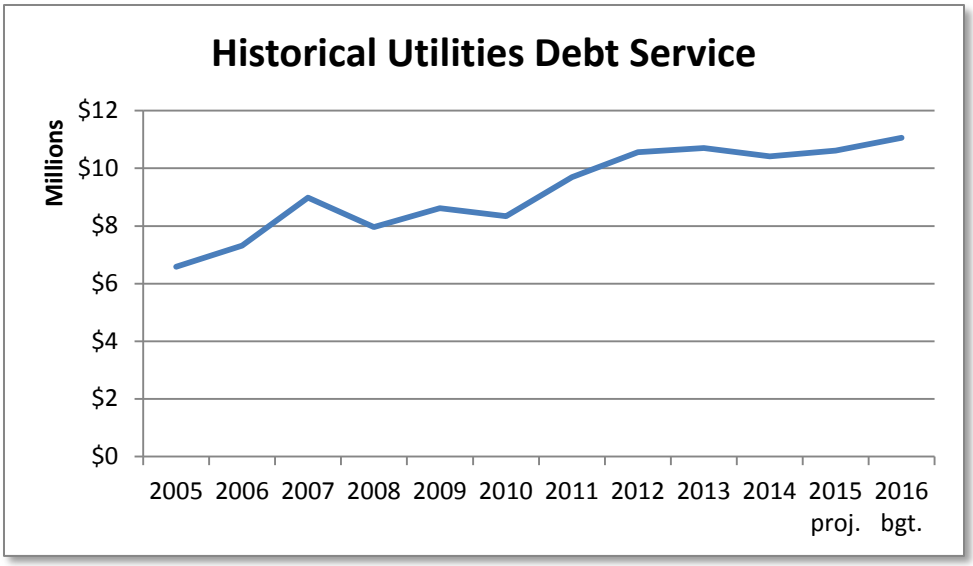
* This is the potential tax rate impact identified in materials distributed at the time of the referenda. Tax rate impact calculations were based on the value of one penny on the real property tax rate at the time of the referenda.

There have been two 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 and School debt service. This 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 include the debt service associated with $34.0 million planned for issuance in Summer 2015 for the Judicial Center and former Sheriff's Office renovations; preliminary funding for a new animal shelter; CAD system replacement; fire equipment replacements; transportation projects; and various school capital maintenance, technology and bus replacements.

General and Transportation Debt

TOTAL GENERAL & TRANSPORTATION DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt[1]		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	$7,555,460	$4,534,766	$997,046	$710,347	$8,552,506	$5,245,113
2017	7,549,266	4,261,833	997,046	673,983	8,546,313	4,935,816
2018	7,671,644	4,002,268	997,046	637,618	8,668,690	4,639,887
2019	7,599,700	3,728,531	997,046	601,254	8,596,746	4,329,785
2020	7,563,048	3,430,507	997,046	564,890	8,560,095	3,995,397
2021	7,653,224	3,125,728	997,046	528,525	8,650,271	3,654,253
2022	7,766,531	2,782,409	997,046	492,161	8,763,577	3,274,570
2023	7,941,002	2,428,055	952,203	455,796	8,893,205	2,883,851
2024	7,909,700	2,064,172	952,203	420,329	8,861,902	2,484,501
2025	7,606,503	1,693,654	952,203	384,861	8,558,706	2,078,515
2026	7,625,023	1,413,261	952,203	349,394	8,577,226	1,762,655
2027	7,649,352	1,121,904	952,203	313,926	8,601,555	1,435,830
2028	3,996,820	809,103	928,196	278,459	4,925,015	1,087,562
2029	4,006,820	622,058	928,196	243,651	4,935,015	865,710
2030	4,021,820	432,551	928,196	208,844	4,950,015	641,395
2031	2,161,820	271,133	928,196	174,037	3,090,015	445,169
2032	1,857,242	185,771	928,196	139,229	2,785,437	325,001
2033	1,267,242	112,874	928,196	104,422	2,195,437	217,296
2034	980,358	60,487	928,196	69,615	1,908,553	130,102
2035	480,000	14,400	928,196	34,807	1,408,196	49,207
2036	0	0	0	0	0	0
2037	0	0	0	0	0	0
	$110,862,572	**$37,095,466**	**$19,165,905**	**$7,386,149**	**$130,028,477**	**$44,481,615**

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

School Debt

TOTAL SCHOOLS DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	$15,331,642	$6,030,939	$1,404,381	$417,343	$16,736,023	$6,448,282
2017	15,489,575	5,389,579	1,404,381	382,075	16,893,956	5,771,654
2018	13,654,430	4,754,688	1,404,381	346,909	15,058,811	5,101,597
2019	12,903,894	4,193,743	1,404,381	311,744	14,308,275	4,505,487
2020	11,453,411	3,689,093	1,404,381	276,579	12,857,792	3,965,672
2021	11,155,749	3,215,511	1,404,381	241,413	12,560,130	3,456,924
2022	10,789,469	2,737,302	1,404,381	206,248	12,193,850	2,943,550
2023	10,160,998	2,279,196	613,123	171,082	10,774,120	2,450,278
2024	8,308,300	1,865,680	613,123	151,742	8,921,423	2,017,422
2025	8,539,497	1,538,282	613,123	132,402	9,152,620	1,670,684
2026	8,409,977	1,261,216	613,123	113,062	9,023,100	1,374,277
2027	8,486,648	986,791	613,123	93,721	9,099,771	1,080,512
2028	5,974,180	557,810	247,937	74,381	6,222,117	632,191
2029	4,912,180	374,584	247,937	65,083	5,160,117	439,667
2030	3,479,180	225,876	247,937	55,786	3,727,117	281,662
2031	2,663,180	121,276	247,937	46,488	2,911,117	167,764
2032	497,758	36,113	247,937	37,191	745,695	73,303
2033	497,758	21,846	247,937	27,893	745,695	49,739
2034	224,642	7,582	247,937	18,595	472,579	26,177
2035	0	0	247,937	9,298	247,937	9,298
2036	0	0	0	0	0	0
2037	0	0	0	0	0	0
	$152,932,467	**$39,287,107**	**$14,879,776**	**$3,179,035**	**$167,812,243**	**$42,466,142**

Utilities Debt

TOTAL UTILITIES DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt[1]		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	$5,197,000	$5,867,176	$0	$0	$5,197,000	$5,865,532
2017	5,397,000	5,670,538	0	0	5,397,000	5,670,538
2018	5,636,000	5,456,457	0	0	5,636,000	5,456,457
2019	5,855,000	5,213,505	0	0	5,855,000	5,213,505
2020	6,088,000	4,974,270	0	0	6,088,000	4,974,270
2021	6,301,000	4,722,935	0	0	6,301,000	4,722,935
2022	6,583,000	4,439,350	0	0	6,583,000	4,439,350
2023	6,860,000	4,139,927	0	0	6,860,000	4,139,927
2024	7,157,000	3,825,912	0	0	7,157,000	3,825,912
2025	7,468,000	3,508,281	0	0	7,468,000	3,508,281
2026	7,767,000	3,175,263	0	0	7,767,000	3,175,263
2027	5,145,000	2,806,825	0	0	5,145,000	2,806,825
2028	5,357,000	2,569,978	0	0	5,357,000	2,569,978
2029	5,577,000	2,331,016	0	0	5,577,000	2,331,016
2030	5,790,000	2,086,966	0	0	5,790,000	2,086,966
2031	6,017,000	1,836,102	0	0	6,017,000	1,836,102
2032	6,257,000	1,572,352	0	0	6,257,000	1,572,352
2033	4,685,000	1,301,370	0	0	4,685,000	1,301,370
2034	4,864,000	1,092,664	0	0	4,864,000	1,092,664
2035	5,057,000	951,713	0	0	5,057,000	951,713
2036	3,925,000	725,836	0	0	3,925,000	725,836
2037	4,100,000	519,611	0	0	4,100,000	519,611
2038	1,750,000	314,581	0	0	1,750,000	314,581
2039	1,815,000	216,371	0	0	1,815,000	216,371
2040	1,880,000	114,525	0	0	1,880,000	114,525
2041	0	0	0	0	0	0
2042	0	0	0	0	0	0
2043	0	0	0	0	0	0
2044	0	0	0	0	0	0
2045	0	0	0	0	0	0
	$132,528,000	**$69,433,526**	**$0**	**$0**	**$132,528,000**	**$69,431,882**

[1] No issuance is planned for Summer 2015 for Utilities capital projects.

Total Full-time Equivalents (FTE)

	FY 2014	FY 2015	FY 2016
Executive Services	24.00	24.00	24.00
Administrative Services	103.38	107.54	106.91
Voter Services	3.50	3.50	3.50
Judicial Administration	40.38	40.39	40.89
Public Safety	446.67	457.86	472.86
Public Works	188.29	195.19	196.49
Health & Welfare	86.52	88.52	88.52
Parks, Recreation & Cultural	25.89	26.78	26.78
Community Development	32.13	32.13	32.13
Transportation	5.00	5.00	5.00
Capital Projects	3.00	3.00	3.00
TOTAL FTEs*	**958.76**	**983.91**	**1,000.08**
TOTAL FULL-TIME FTEs	**892.00**	**914.00**	**929.00**
TOTAL PART-TIME FTEs*	**66.76**	**69.91**	**71.08**

* Regular part-time positions only, excludes seasonal and temporary part-time

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

COUNTY OF SPOTSYLVANIA · VIRGINIA
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Salary and Benefits

The FY 2016 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 School's budget document which is available through the School Administrative Office at (540) 834-2500 or at www.spotsylvania.k12.va.us.

- A 2% merit increase and 1% bonus will be paid to all regular full-time and regular part-time County employees having satisfactory or better performance and a hire date on or before July 31, 2014. Employees who meet the performance criteria and have a date of hire between August 1, 2014 and April 30, 2015 will receive a prorated merit increase and bonus based on their length of service as a regular full-time or part-time employee. All regular full-time and part-time employees hired on or after May 1, 2015 are ineligible to receive a merit increase and bonus. The bonus will be calculated based on the annual salary after the merit increase has been applied. The bonus for regular part-time employees will be calculated based on a .50 FTE.

- Employees will receive a 1% salary increase, effective July 1, 2015, to offset the additional 1% VRS contribution they will pay beginning July 1. The 1% salary increase will result in a net loss to the employee and the County, as both will be paying their share of taxes on the increased salary.

  The changes to the VRS plan began in FY 2013 when the General Assembly required current VRS-eligible employees, whose employers have previously paid all or part of the 5% contribution on their behalf, to begin paying the employee contribution. FY 2016 will be the fourth year of a five year phase-in. Employers had the option to phase in the change at a minimum level of 1% in each of the next five years, but employers must provide employees with an offsetting salary increase in the same year. In addition to the change for current employees, the General Assembly requires that all employees hired or re-employed on or after July 1, 2012 pay the entire 5% VRS member contribution with no phase-in option.

- There is no estimated increase in overall health insurance costs. There is also no change in the current health insurance employer/employee split.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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Personnel Changes

The table below outlines position additions and changes in FY 2016.

Function	FTE Count	Position	Funding: Full-year	Funding: Half-year	Unfunded: Full-year	Deleted	Requested – Not Approved
Executive Services		Deputy County Administrator	✓				
		Internal Auditor			✓		
Administrative Services		Personal Property Clerk			✓		
	(.63)	Part-time Account Clerk I				✓	
		Application Development Manager			✓		
		GIS Technician			✓		
		Two IT Business Analysts					✓
		Network Engineer					✓
		Security Administrator					✓
		Part-time Imaging Technician					✓
Judicial Administration	**1**	**Assistant Commonwealth's Attorney** *(conversion from part-time .50 FTE to full-time 1.00 FTE)*	✓				
	(.50)	**Assistant Commonwealth's Attorney** *(conversion from part-time .50 FTE to full-time 1.00 FTE)*				✓	
		Part-time Deputy Clerk I					✓
Public Safety		Crime Analyst *(Conversion from part-time to full-time)*					✓
		DARE Officer					✓
		E911 Training Supervisor					✓
		Motor Pool Director/Building Maintenance *(conversion of part-time Program Assistant position to a full-time position titled above)*					✓
		Four School Resource Officers					✓
	1	**Captain – Co 11**		✓[1]			
	2	**Lieutenant – Co 11**		✓[1]			
	12	**Firefighter/Medic – Co 11**		✓[1]			
Public Works	(1)	Custodial Supervisor				✓	
	.60	**Part-time Solid Waste Equipment Operator** (*Leaf/green waste recycling program*)	✓				
	1.20	**Two part-time Solid Waste Equipment Operator** *(Increased landfill tonnage)*	✓				
	.50	**Part-time Heavy Equipment Operator** *(Composting Facility)*	✓				
Parks & Recreation		Maintenance Worker			✓		
		Program Assistant			✓		
Community Development		Planner I			✓		
		Building Office Assistant			✓		
		Two Building Inspectors					✓
Capital Projects Management	1	Administrative Assistant					
	(1)	Capital Projects Engineer					
	15.00	**TOTAL NET INCREASE/(DECREASE) IN FULL-TIME POSITIONS**					
	1.17	**TOTAL NET INCREASE/(DECREASE) IN PART-TIME FTEs**					

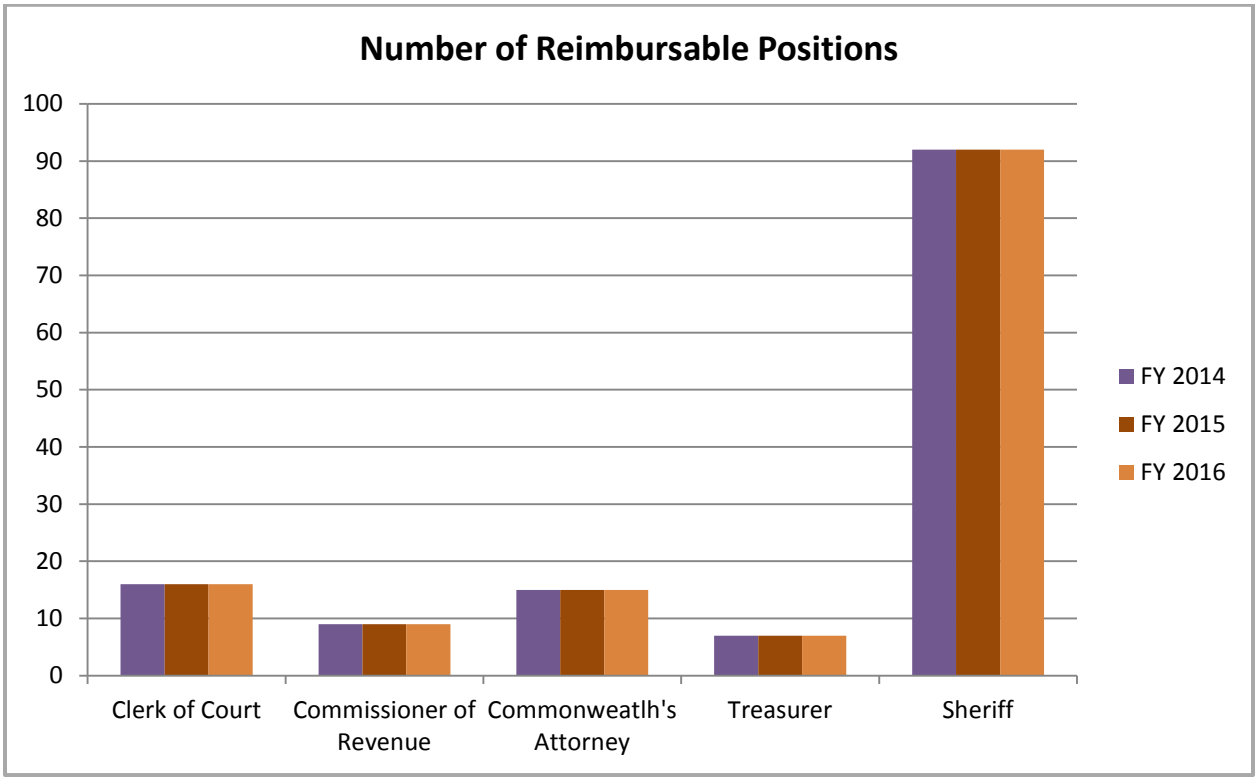
[1] Positions for Company 11 will be filled in February 2016

Bold = new position

Compensation Board Positions

The County receives partial reimbursement from the State Compensation Board for the costs of elected officials and their staffs who perform State-mandated and local functions. Elected officials for whom partial reimbursement is received are the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. Reimbursement for the Clerk of the Circuit Court, Commonwealth's Attorney and Sheriff offices is 100% of the State adopted salary while reimbursement for the Commissioner of the Revenue and Treasurer is 50% of the State adopted salary.

Allocation of funding by the Compensation Board is supposed to be based on staffing standards approved by the Compensation Board. These standards are driven by a variety of factors, including population. However, due to State budget constraints the Compensation Board has not increased staffing reimbursements to meet their approved standards; in fact the last funding changes made by the Compensation Board were reductions in FY 2011.



DEPARTMENT/AGENCY BUDGETS TAX SUPPORTED
EXPENDITURES AS SHARE OF NON-DESIGNATED REVENUES

DEPARTMENT	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	PERCENTAGE OF NON-DESIGNATED REVENUES
Transfer to School Operating Fund	116,213,691	116,415,339	116,432,747	58.45%
Fire, Rescue, & Emergency Mgmt	14,078,025	14,776,883	16,060,708	8.06%
Sheriff	14,528,709	16,174,225	15,681,889	7.87%
Debt Service	$8,566,522	$8,834,038	9,252,186	4.64%
Social Services/CSA	6,865,942	7,751,246	8,171,779	4.10%
Transfer to Capital Projects	9,864,510	6,367,833	7,096,792	3.56%
Regional Detention Facilities	5,789,542	5,605,399	5,832,499	2.93%
Information Services	3,858,998	4,093,572	4,933,459	2.48%
General Services	4,664,544	4,847,521	4,645,095	2.33%
Regional Library	3,986,678	3,986,678	4,004,736	2.01%
Refuse Management	1,984,317	2,614,396	2,409,585	1.21%
Parks and Recreation	2,117,206	2,310,426	2,265,511	1.14%
Financial Services	1,541,463	1,780,035	1,878,779	0.94%
Non-Departmental	847,548	1,292,644	1,700,676	0.85%
Commissioner of Revenue	993,981	1,119,565	1,107,632	0.56%
Commonwealth's Attorney	1,113,670	1,149,099	1,085,374	0.54%
County Attorney	685,140	803,151	1,070,133	0.54%
Transfer to Code Compliance	951,624	1,183,378	1,003,615	0.50%
Assessment	846,069	905,204	975,002	0.49%
County Administration	678,205	872,297	960,191	0.48%
Treasurer	821,819	1,003,049	798,109	0.40%
Economic Development	641,276	662,462	743,814	0.37%
Clerk of Circuit Court	632,393	649,577	708,500	0.36%
Human Resources	642,420	735,432	705,449	0.35%
Local Health Department	618,619	621,569	621,569	0.31%
Transfer to ED Opportunities Fund	755,519	591,097	384,497	0.19%
Planning	486,521	566,028	376,305	0.19%
Rapp Area Community Svcs Board	278,890	320,368	320,368	0.16%
Registrar/Electoral Board	263,126	310,626	283,597	0.14%
Board of Supervisors	267,584	289,250	268,356	0.13%
Germanna Community College	214,606	229,457	229,582	0.12%
Court Services Unit	161,658	221,698	226,167	0.11%
Circuit Court	155,536	222,858	224,540	0.11%
Virginia Cooperative Extension	137,136	167,901	170,384	Less than 1/10 of 1%
BOS Regional Agencies	80,998	111,158	113,158	Less than 1/10 of 1%
Juvenile & Domestic Relations Court	35,002	40,603	44,603	Less than 1/10 of 1%
General District Court	21,963	69,984	31,880	Less than 1/10 of 1%
Magistrate	7,726	6,591	6,991	Less than 1/10 of 1%
Museum	0	0	615	Less than 1/10 of 1%
Medical Examiner	540	500	500	Less than 1/10 of 1%
Tourism	(185,896)	(117,244)	(188,544)	Less than 1/10 of 1%
Transfer to Transportation	2,739	0	0	Less than 1/10 of 1%
Community Development Administrator	2,284	0	0	Less than 1/10 of 1%
Sub Total	206,218,843	209,585,893	212,638,828	
Less use of designated revenues (Transfers from other funds, etc) that are used specifically for General Fund expenditures	(11,249,319)	(11,206,830)	(13,429,110)	
	194,969,524	198,379,063	199,209,718	

Citizen Services/Regional Agencies

Local funding only - grant funding NOT included

			FY 2016		Change from FY 2015 Adopted	
	FY 2014 Actuals	FY 2015 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	0	0	2,000	2,000	2,000	N/A
Boys & Girls Club of the Rapphannock Region	11,000	11,000	25,000	0	(11,000)	(100.0%)
disAbility Resource Center	26,400	27,720	29,106	27,720	0	0.0%
Empowerhouse	36,162	36,162	49,243	66,243	30,081	83.2%
Feed Fred	0	0	29,030	0	0	N/A
Forest Fire Extension Service	12,024	12,024	12,024	12,024	0	0.0%
Fredericksburg Area Food Bank	0	0	22,000	0	0	N/A
Germanna Community College	214,606	229,457	234,688	229,582	125	0.1%
Greater Fredericksburg Habitat for Humanity	10,000	10,000	20,000	7,000	(3,000)	(30.0%)
Health Department	647,569	647,569	647,569	647,569	0	0.0%
Lake Anna Advisory Committee	0	1,750	2,500	1,750	0	0.0%
Lake Anna Civic Association	4,300	4,300	7,000	4,300	0	0.0%
Mental Health America of Fredericksburg	22,618	23,749	24,936	23,000	(749)	(3.2%)
Micah Ministries	12,000	13,800	20,000	20,000	6,200	44.9%
Moss Free Clinic	20,000	22,800	27,200	22,800	0	0.0%
Piedmont Dispute Resolution Center	0	0	1,500	0	0	N/A
Rappahannock Area Agency on Aging	31,885	31,885	31,885	31,885	0	0.0%
Rappahannock Area Community Services Board (RACSB)	278,890	320,368	366,133	320,368	0	0.0%
Rappahannock Area Council for Child Abuse Prevention	7,500	0	0	0	0	N/A
Rappahannock Area Court App Special Advocates	20,000	20,000	23,000	20,000	0	0.0%
Rappahannock Area Healthy Families	16,000	16,800	21,168	16,000	(800)	(4.8%)
Rappahannock Area Youth Services & Group Home Comr	220,495	186,570	234,253	232,253	45,683	24.5%
Rappahannock Big Brothers/Big Sisters	5,000	5,000	5,500	5,000	0	0.0%
Rappahannock Council Against Sexual Assault	19,157	21,000	22,000	21,000	0	0.0%
Rappahannock Emergency Medical Services	12,000	12,000	36,411	12,000	0	0.0%
Rappahannock Legal Services	28,684	28,684	28,684	28,684	0	0.0%
Rappahannock Refuge/Loisann's Hope House	16,500	16,500	16,500	16,500	0	0.0%
Rappahannock United Way Vol/Info Prog	3,000	3,000	3,000	0	(3,000)	(100.0%)
Rebuilding Together - Fredericksburg	7,500	7,500	8,500	7,000	(500)	(6.7%)
Safe Harbor Child Advocacy Center	6,000	6,000	7,000	7,000	1,000	16.7%
Spotsylvania Emergency Concerns Assoc (SECA)	10,000	10,500	12,000	12,000	1,500	14.3%
Stafford Junction	0	0	1,500	0	0	N/A
Thurman Brisben Center	40,000	49,750	64,675	64,675	14,925	30.0%
Hospice Support Care	1,500	0	0	0	0	N/A

Other Regional Agencies

Local funding only - grant funding NOT included

			FY 2016		Change from FY 2015 Adopted	
	FY 2014 Actuals	FY 2015 Adopted	Agency Request	Adopted Budget	Dollar	Percentage
Central Rappahannock Regional Library	3,986,678	3,986,678	4,463,691	4,004,736	18,058	0.5%
Fredericksburg Regional Transit (FRED)	411,946	405,724	400,041	400,041	(5,683)	(1.4%)
Fredericksburg Regional Alliance (FRA)	107,497	107,497	125,555	107,497	0	0.0%
George Washington Regional Commission (GWRC)	59,178	85,108	85,770	85,108	0	0.0%
Greater Fredericksburg Tourism Partnership	174,040	175,000	175,000	175,000	0	0.0%
John J. Wright Educational & Cultural Ctr Museum	17,520	20,000	27,000	22,000	2,000	10.0%
Rappahannock Juvenile Center	1,569,749	1,320,883	1,433,512	1,455,535	134,652	10.2%
Rappahannock Regional Jail	4,057,899	4,180,315	4,680,315	4,230,315	50,000	1.2%
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	0	0.0%
Spotsylvania Towne Centre Holiday Light Show	2,500	3,000	3,000	3,000	0	0.0%
Tri-County Soil & Water Conservation District	22,792	22,792	25,071	22,792	0	0.0%
TOTAL ALL AGENCIES FUNDED	**12,153,589**	**12,085,885**	**13,457,960**	**12,367,377**	**281,492**	**2.3%**

Function/Department Budgets

This section includes function and department level data to help the reader understand the purpose of each County department/office and the costs associated with the work of departments/offices. Function narratives include challenges and opportunities; accomplishments; goals and objectives; and performance measures for each function.

COUNTY OF SPOTSYLVANIA · VIRGINIA
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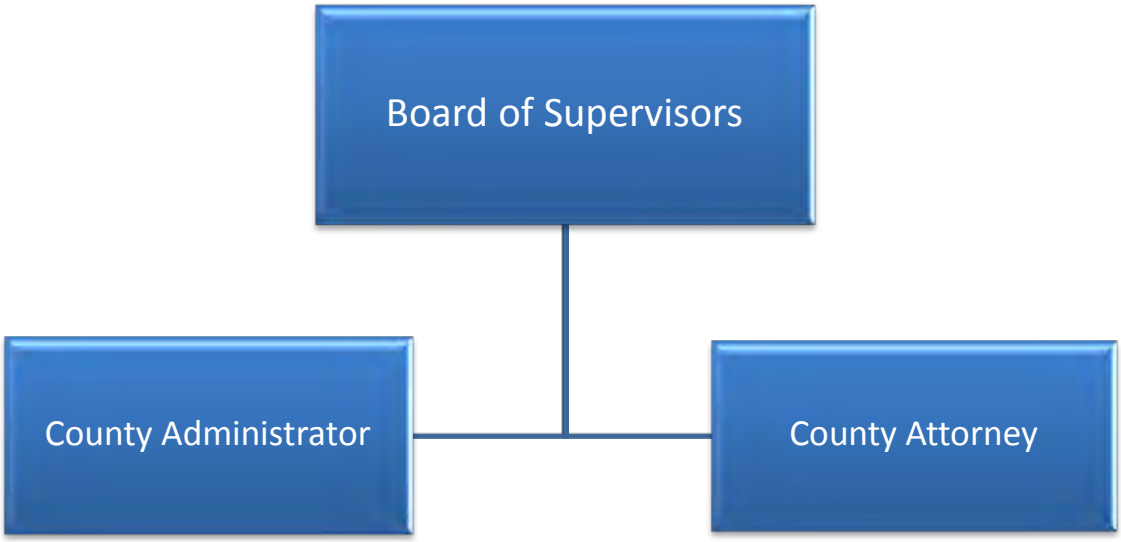
Executive Services

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



	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES: (by department)					
Board of Supervisors	$286,255	$267,584	$289,250	$310,350	$268,356
BOS Regional Agencies	$80,998	$80,998	$111,158	$111,158	$113,158
County Administration	$844,365	$678,205	$872,297	$824,360	$960,191
County Attorney	$837,343	$685,140	$803,151	$957,715	$1,070,133
Non-Departmental	$835,318	$847,548	$1,292,644	$1,377,026	$2,200,676
TOTAL EXPENDITURES	**$2,884,279**	**$2,559,475**	**$3,368,500**	**$3,580,609**	**$4,612,514**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,268,150	$2,244,936	$2,345,569	$2,393,186	$2,830,867
Operating	$615,421	$313,839	$1,022,931	$1,187,423	$1,781,647
Capital	$708	$700	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$2,884,279**	**$2,559,475**	**$3,368,500**	**$3,580,609**	**$4,612,514**
NET TAX SUPPORT	**$2,884,279**	**$2,559,475**	**$3,368,500**	**$3,580,609**	**$4,612,514**

Challenges and Opportunities –

- **Achieving balance.** The County's leadership must be able to meet short-term or immediate needs without sacrificing long-term objectives. Additionally, a balance must be achieved between the rights and needs of the individual citizen with the common good of the community, and between the expectations of services and the resources available for those services.
- **Mandated services.** The County must meet all requirements, including significant resource requirements, of over 600 state and federal mandates, both funded and unfunded.

2015 and 2016 Focus/Highlights –

- **Bond rating upgrade.** In August 2014, the County's credit rating on General Obligation bonds was affirmed at AA+ by Fitch, AA+ by Standard & Poor's and Aa2 by Moody's.
- **County website upgrade.** Staff upgraded the County website to an action- based navigation so citizens and businesses are guided by the information and action they seek.
- **Internal efficiencies and communication.** County Administration is working towards greater efficiency and improvement of communications and workflow within governmental operations.

Long Term Goals –

- **Promotion of a safe, healthy and prosperous community.** The County's leadership strives to promote a safe, healthy and prosperous community for the citizens by enacting and enforcing policies, plans, and regulations, and through adopting responsible budgets and tax rates that ensure the delivery of quality community services.
- **Maintenance of a customer-focused government.** The Board of Supervisors and County Administration seeks to establish and maintain customer-focused governance by providing opportunities for and encouraging citizen input and involvement in multiple decision making processes including policy development, evaluation and setting of priorities, and approval of responsible budgets.
- **Supporting a strong sense of community.** The County's leadership supports a strong sense of community by supporting activities and events that recognize, protect, and make accessible the historical and cultural resources of the County.
- **Implementation of County policy.** Through guidance to and support of all governmental departments and agencies, County Administration ensures that the policies of the Board of Supervisors are carried out in daily operations. Additionally, County Administration and the County Attorney ensure that complete, accurate and timely information on issues and events impacting the organization, the community and the region is delivered to the Board of Supervisors.

Short Term Objectives –

- **County management.** The County's leadership will carefully review recommendations, alternatives, and short-term and long-term impacts prior to decision or action on all issues. It will adhere to adopted fiscal policies and guidelines to continue the excellent fiscal stewardship exercised by the County, and will advocate for changes in state and federal mandates to allow the County the freedom to exercise more control of the use of resources.
- **Responsibility to citizens.** The County's leadership is committed to being accessible to citizens so as to receive citizen suggestions, concerns and inquiries, and to respond to each as appropriate to the nature of the issue. The leadership group provides opportunities for citizen involvement and will ensure those opportunities continue to be made accessible to as wide an audience as possible.
- **Regional involvement.** The County will support and participate with neighboring localities and regional bodies to advance the priorities of the County and to continue the promotion of a strong sense of community.
- **In-house litigation.** Where possible, the County Attorney's office will handle all litigation cases (general district, circuit court, federal court, Virginia Supreme Court and Virginia Court of Appeals) including trials to conserve funding that would otherwise be spent hiring outside counsel. In support of this, attorneys within the office are being trained in trial advocacy to ensure desired outcomes in litigation cases, and to amplify the attorneys' competency levels so they are able to litigate a broader range of issues.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Bond Rating (General Obligation)						
• Fitch	AA+	AA+	AA+	AA+	AA+	AAA
• Moody's	Aa2	Aa2	Aa2	Aa2	Aa2	Aaa
• Standard & Poor's	AA+	AA+	AA+	AA+	AA+	AAA
Annual crime rate (calendar year) [1]	4.8%	4.1%	4.5%	4.5%	4.5%	4%[2]
County unemployment rate (calendar year)	6.0%	5.8%	5.3%[3]	4.8%	4.5%	~3.0%

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Percent of days in full compliance with maximum containment levels and treatment techniques for water	100%	100%	100%	100%	100%	100%
Number of press releases issued to media outlets; emails, phone calls, interviews with media by phone/radio/TV; updates to County webpage, BOS webpage and County Administration webpage; meetings/emails related to new County website development (2015 launch) with staff team; social media updates (Facebook and Twitter); and, internal weekly staff newsletters	n/a	700+	700+	700+	700+	n/a
Number of Freedom of Information Act (FOIA) requests processed	70	63	72	>75	>75	n/a
Percentage of FOIA responses meeting timeliness standards	100%	100%	100%	100%	n/a	100%
Number of legal opinion requests received	451	474	507	477	n/a	n/a
Percentage of Code enforcement cases favorably concluded	82%	56%	65% (estimate)	85%	n/a	90%
Number of solicitation[4] cases	3	0	1	2	n/a	n/a
Amount of costs/fines/restitution generated by County Attorney's Office prosecution efforts	$20,608	$11,836	$6,548	$12,997	n/a	n/a
Outside counsel legal fees saved	$203,175	$146,500	n/a	n/a	n/a	$200,000

[1] Per the Virginia State Police "Crime in Virginia" report.
[2] Same crime rate as 1988 when Commonwealth's Attorney was first elected and County was more rural.
[3] Reflects calendar year 2014 annualized average.
[4] Refers to cases brought in the enforcement of Chapter 18 of the Spotsylvania County Code.

Additionally the County uses the Auditor of Public Accounts (APA) annual report of major governmental expenditures as a source to gauge its success in providing effective programs, efficiently managed and professionally delivered. The County's goal is to have total major government expenditures be less than 100% of the average of per capita expenditures for the County's defined peer group, which consists of Stafford, King George, Caroline, Albemarle, Hanover, Henrico, James City County, Roanoke and Chesterfield.

	2008	2009	2010	2011	2012	2013	2014
General Government	78.5%	71.1%	66.5%	83.0%	81.9%	85.0%	82.5%
Judicial Administration	87.6%	84.6%	85.1%	88.7%	95.2%	95.5%	96.1%
Public Safety	86.6%	81.2%	89.7%	81.6%	82.9%	90.6%	83.7%
Public Works	128.2%	96.7%	58.8%	65.9%	68.4%	72.0%	72.5%
Health & Welfare	79.3%	85.7%	80.5%	84.4%	83.8%	86.9%	90.1%
Education	114.1%	115.5%	116.0%	115.6%	113.7%	118.5%	114.5%
Parks, Recreation & Culture	65.5%	70.9%	70.4%	72.6%	73.7%	76.2%	72.3%
Community Development	36.9%	44.3%	31.0%	29.2%	42.6%	45.7%[1]	58.9%
Total Expenditures	101.2%	101.0%	100.0%	99.7%	99.2%	96.4%[1]	100.8%

[1]This percentage reflects a correction to the Community Development data submitted by Spotsylvania County for 2013. Debt service was erroneously included.

Overview of Executive Services Departments

Spotsylvania's Executive Services function is a combination of three policy-making and executive offices: the Board of Supervisors, the County Administrator's office and the County Attorney's office.

Board of Supervisors

Purpose

The Board of Supervisors, consisting of seven members, is elected by district to serve staggered terms. The chairman and vice-chairman of the Board are elected annually by the members of the Board.

The Board of Supervisors adopts policies, plans, regulations, and budgets to ensure the County delivers high quality services. Additionally, the Board ensures services are available to protect the health, safety and welfare of County residents.

Board of Supervisors

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$215,538	$202,670	$215,451	$215,451	$191,992
Operating	$70,717	$64,914	$73,799	$94,899	$76,364
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$286,255**	**$267,584**	**$289,250**	**$310,350**	**$268,356**
NET TAX SUPPORT	**$286,255**	**$267,584**	**$289,250**	**$310,350**	**$268,356**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in advertising and telephone services to reflect historical expenditures.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Other professional services
    - Recognitions/awards/sympathy

County Administration

Purpose

County Administration implements the policies, plans, regulations, and budgets adopted by the Board of Supervisors while also providing management and oversight of all County departments and agencies.

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Meeting expenses
    - Employee relations

County Administration

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$793,690	$649,384	$820,555	$760,618	$913,359
Operating	$50,675	$28,821	$51,742	$63,742	$46,832
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$844,365**	**$678,205**	**$872,297**	**$824,360**	**$960,191**
NET TAX SUPPORT	**$844,365**	**$678,205**	**$872,297**	**$824,360**	**$960,191**

County Attorney

Purpose

The County Attorney's Office provides legal assistance, advice and litigation services to the Board of Supervisors, County Administration, departments and employees of the County in the performance of their duties.

County Attorney

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$713,817	$622,660	$674,777	$782,331	$944,126
Operating	$122,818	$61,780	$128,374	$175,384	$126,007
Capital	$708	$700	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$837,343**	**$685,140**	**$803,151**	**$957,715**	**$1,070,133**
NET TAX SUPPORT	**$837,343**	**$685,140**	**$803,151**	**$957,715**	**$1,070,133**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for an Assistant County Attorney position that was unfunded in the FY 2015 Adopted Budget but was subsequently funded during the carry forward process.
- Reduction in funding for software.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.

Non-Departmental

Purpose

The Non-Departmental budget includes funding for retiree health insurance premiums and operational funding for bank service charges, a contingency, and operational reserves.

Non-Departmental

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)		$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$545,105	$770,222	$634,786	$634,786	$781,390
Operating	$290,213	$77,326	$657,858	$742,240	$1,419,286
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$835,318**	**$847,548**	**$1,292,644**	**$1,377,026**	**$2,200,676**
NET TAX SUPPORT	**$835,318**	**$847,548**	**$1,292,644**	**$1,377,026**	**$2,200,676**

Notable FY 2016 Budget Changes

- $500,000 for the General Fund share of the 1% bonus.
- $168,550 for pay parity for Firefighters and Medics only, pending Human Resources review of the knowledge, skills and abilities (KSAs) and determination as to whether a salary increase is warranted.
- The budgeted contingency is increased by $36,792 to balance to the policy-required level of 0.5% of the budget.
- Use of $51,000 of the General Fund balance was approved for Empowerhouse's capital needs, with $17,000 to be paid each year for three years beginning with FY 2016. The payments for FY 2017 and FY 2018 are reserved within the Non-Departmental budget.

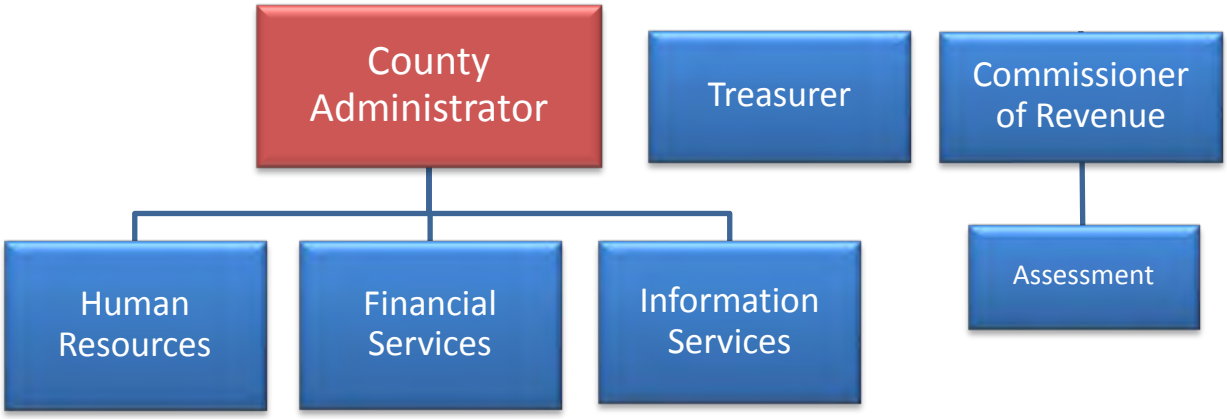
Executive Services Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Board of Supervisors			
Seven Board Members	7	7	7
TOTAL FTEs	**7**	**7**	**7**
County Administration			
Administrative Assistant	1	1	1
Assistant County Administrator	0	1	1
Assistant to County Administration	1	1	1
County Administrator	1	1	1
Deputy Clerk	1	1	1
Deputy County Administrator	2	2	2
Internal Auditor	1	1	1
Management Analyst	1	0	0
Public Information Officer	1	1	1
TOTAL FTEs	**9**	**9**	**9**
County Attorney			
Assistant County Attorney	2	2	2
County Attorney	1	1	1
Deputy County Attorney	1	1	1
Paralegal	3	3	3
Senior Assistant County Attorney	1	1	1
TOTAL FTEs	**8**	**8**	**8**
TOTAL FTEs Executive Services	**24**	**24**	**24**

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 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$1,960,053	$2,138,785	$1,965,098	$2,008,848	$2,183,444
TOTAL REVENUES	**$1,960,053**	**$2,138,785**	**$1,965,098**	**$2,008,848**	**$2,183,444**
EXPENDITURES: (by department)					
Human Resources	$733,577	$642,420	$735,432	$737,932	$705,449
Commissioner of Revenue	$1,339,260	$1,259,639	$1,378,769	$1,378,769	$1,377,642
Assessment	$910,501	$846,069	$905,204	$909,371	$975,002
Treasurer	$1,780,352	$1,723,174	$1,838,108	$1,860,853	$1,700,903
Financial Services	$2,019,680	$1,929,188	$2,116,807	$2,230,244	$2,255,222
Information Services	$5,722,046	$4,443,045	$4,627,635	$5,252,466	$5,567,656
TOTAL EXPENDITURES	**$12,505,416**	**$10,843,535**	**$11,601,955**	**$12,369,635**	**$12,581,874**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$7,828,268	$7,318,362	$8,143,025	$8,144,945	$8,609,867
Operating	$4,260,383	$3,032,891	$3,305,431	$4,009,674	$3,893,857
Capital	$416,765	$492,282	$153,499	$215,016	$78,150
TOTAL APPROPRIATED EXPENDITURES	**$12,505,416**	**$10,843,535**	**$11,601,955**	**$12,369,635**	**$12,581,874**
NET TAX SUPPORT	**$10,545,363**	**$8,704,750**	**$9,636,857**	**$10,360,787**	**$10,398,430**

Challenges and Opportunities –

- **Collection of delinquent accounts.** Due to the slow economy and increased unemployment, it is more difficult to collect overdue accounts that in the past would have been satisfied in a timely fashion. The Treasurer's office works with taxpayers to allow installment agreements, but this delays the receipt of revenue needed to operate the County.
- **Being responsive to changing requirements, standards, principles, and market conditions.** Staff is committed to responding appropriately to changing regulations, reporting requirements, accounting standards, best practices, and new requests from other County departments. Additionally, staff from the Assessment office continues to adapt to an ever changing and volatile real estimate market to produce credible assessments, while staff from the Information Services office is responding to increased citizen demand for "always available" access to County information and services through a variety of delivery methods.
- **Technology Management.** Information Services (IS) is challenged with providing maintenance and operational support to 33 County departments at 55 different sites spread over 409 square miles. Staff supports computers, laptops, peripherals, 100+ servers, 25+ terabytes of production data, a County-wide telephone system, and public safety and community development mobile equipment. The department also manages the public safety radio system and maintains the geographical information by providing mapping products in various formats, the County's tax map numbers and E-911 addressing/mapping.

2015 and 2016 Focus/Highlights –

- **Building a sustainable budget.** Staff assisted the Board of Supervisors (BOS) in the construction of the FY 2016 budget. Staff assists the Citizen Budget Review Committee (CBRC) as necessary and Staff serves on various committees such as the Transportation Committee, the Capital Construction Committee and the BOS Credit Card Committee.
- **Bond rating upgrade.** In August 2014, the County's credit rating on General Obligation bonds was affirmed at AA+ by Fitch, AA+ by Standard & Poor's and Aa2 by Moody's.
- **2016 real property reassessment.** Staff is working on the 2016 reassessment of real property by finalizing assessment values, completing audit and control checks, preparing and sending out Change in Real Estate Assessment Notices, and holding appeal hearings.
- **County website upgrade.** Staff completed the upgrade to the County website to an action- based navigation so citizens/businesses are guided by the information/action they are looking for.
- **Securing financing.** Staff secured the local financing necessary in FY 2015 for several road projects and school capital needs. In a separate issuance, staff was able to take advantage of an opportunity to reduce annual debt service costs by refunding General Obligation bonds and Lease Revenue bonds.

- **Refinancing of bonds.** Staff will continue to review current bonds to determine if there is potential for refinancing to gain savings through lowered interest rates based on current market conditions.
- **Staff qualifications and training.** Staff will remain abreast of best practices and emerging trends in local government finance, procurement, assessment, and technology and will attend the necessary training to maintain all relevant certifications. Human Resources staff will diversify the training the County offers to be specific to individuals' professional advancement. Information Services staff will become trained and certified in project management and emerging technologies. The Commissioner of Revenue's staff will receive updated training for State income tax processing. The Treasurer's staff will complete classes to maintain good standing with the Treasurers' Association of Virginia certification guidelines.
- **Talent management.** Human Resources staff will establish a talent management program to include planned succession and career guides for lateral and promotional opportunities.
- **Cross-training of department duties.** Staff will participate in cross-training of various departmental functions to ensure that multiple staff members are able to perform all duties. Additionally, Human Resources staff will offer customized training and professional development opportunities to meet departmental needs.
- **Radio System.** Implementation of the Public Safety Radio System began in FY 2013 with the anticipation that it will be fully operational in FY 2015. Information Services (IS) staff is assigned the oversight of this project and additional IS staff has been added to support the system.
- **Financial System.** Staff is in the implementation stage of upgrading the County's financial management system. Staff began the preparation of the upgrade process in FY 2012, with the initial planning stage completed in FY 2013, final planning in FY 2014 and FY 2015, and implementation to occur in FY 2015 and FY 2016. Finance staff will meet with departments to incorporate departmental suggestions and needs into the upgrade. Further, Finance staff will provide training opportunities to County staff in the areas of budgeting, grants, and procurement.
- **New Payment System**. The Treasurers' office implemented a new online payment system, which allows citizens to access and review their account history, which was not possible with the old system as it was only a payment processor.
- **Technology Prioritization**. Information Services has established an IT Focus Committee which will drive the direction of technology and associated projects across the organization.

Long Term Goals –

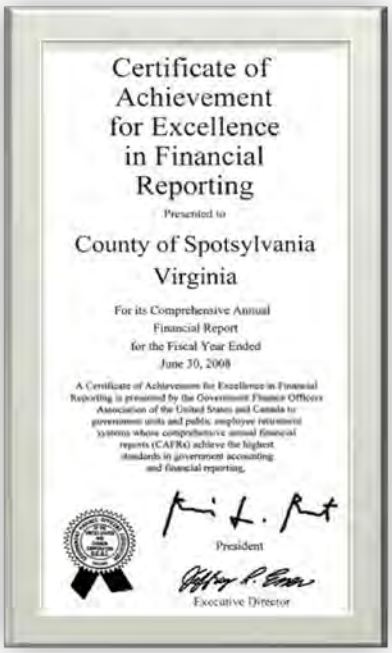
- **Provide accurate real property assessments.** State Code requires the County to assess property at 100% of fair market value. Assessments are used to equitably distribute the costs of local governmental services and programs among all real property owners.
- **Provide timely and accurate financial information.** Staff will generate accurate, timely and relevant financial and statistical information, and ad hoc reporting to all levels of

internal operations and external constituents. The information and reports will be meaningful and will provide information for strategic and fiscally responsible decision making. Additionally, staff will meet all official reporting requirements at the highest level possible.

- **Provide technical oversight and financial support to County departments.** Staff will provide customer-focused services, technical oversight, and financial management support to County departments to ensure adherence to all regulatory requirements, the County's financial policies and procedures, grant requirements, and to help maximize available resources. In addition, staff will provide assistance in the procurement of goods and services for the lowest cost and/or best value while complying with all procurement regulations.
- **Ensure accountability.** Staff will hold itself and other County departments accountable for remaining within all budgeted allocations. County funds will be accounted for accurately and receipts will be deposited and invested in a timely manner to ensure the best return.
- **Information technology.** Information Services will provide information technology across a broad range of technology services. Services include operational support; management and support of the public safety radio system; network maintenance and security; applications development and integration; project management; GIS; telephone service and support; and cable broadcasting of various County meetings.
- **Healthy Workforce.** With the launch of a wellness program, Human Resources hopes to increase employee well-being and manage health insurance costs. The wellness program includes an employee health assessment, healthy lunch program, walking program, and communications about health prevention and maintenance.

Short Term Objectives –

- **Achieve awards and acknowledgments indicative of best practices.** Finance staff will achieve GFOA's Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting. Staff from the Commissioner of Revenue's office will achieve acknowledgement from the State's Auditor of Public Accounts as to the office's compliance, in all material respects, with state laws, regulations and other procedures relating to the receipt, disbursement, and custody of state funds. The Treasurer's office staff is committed to maintaining office accreditation, as awarded by the Treasurers' Association of Virginia.
- **Construct budgets that are responsive to the BOS's direction.** Staff will provide professional recommendations concerning all aspects of the budget, and will ultimately construct a budget that is responsive to the BOS's direction.
- **Complete audits with no material weaknesses.** Staff will adhere to generally accepted accounting principles (GAAP) and will take appropriate budgetary and accounting actions


Certificate of Achievement for Excellence in Financial Reporting

Presented to

County of Spotsylvania Virginia

For its Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2008

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

President

Executive Director

during the course of the fiscal year to ensure the annual audit is completed with no material weaknesses.

- **Strive to achieve AAA bond rating.** Staff will exhibit effective leadership and a commitment to maintaining fiscal integrity to help guide the County to an AAA bond rating.
- **Periodic reassessment.** State Code requires the County to reassess property periodically, and the Virginia Constitution requires that such assessment be done at fair market value. County ordinance requires that the reassessment be performed every two years. Assessment office staff continues to focus on re-validating and updating property tax records through on-site neighborhood field reviews, as well as verifying and validating market sales which will become the basis for the 2016 reassessment.
- **Provide exemplary customer service.** Staff strives to provide professional, efficient and courteous customer service, and to provide "on-demand" access to appropriate information and services through the use of technology.
- **Improvements to Human Resources' Services.** Plans are being made to strengthen partnerships with new and existing benefits providers; implement revisions to the HR policies and procedures; establish a health and wellness program; increase the use of performance management tools; design and implement an employee engagement survey; establish a talent management model; and establish an additional Employee Recognition Program. Additionally, enhancements are expected for the recruitment and retention processes.
- **Streamline internal processes.** Staff will evaluate departmental policies and delivery of service in response to ever changing needs of the County. The departments within the Administrative Services function continuously examine daily processes to find ways to make them more efficient and cost effective, and seek ways to automate manual processes where appropriate.
- **Program budgeting.** When a new financial system is implemented in the next few years, Budget staff plans to make changes to financial tracking to allow departments to more easily track expenditures by program. It is expected that tracking by program will assist in the annual process of aligning expectations and resources.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Bond rating (Fitch/Moody's/S&P)	AA+/Aa2/ AA+	AA+/Aa2/ AA+	AA+/Aa2/ AA+	AA+/Aa2/ AA+	AA+/Aa2/ AA+	AAA/Aaa/ AAA
Receipt of GFOA's certifications for the budget and CAFR documents	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes
Annual audit with no material weaknesses	Yes	Yes	No[1]	Yes	Yes	Yes

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Submission of quarterly budget reports within 1.5 months of close of quarter	4 operating 4 capital	4 operating 4 capital	4 operating 3 capital	4 operating 4 capital	4 operating 4 capital	4 operating 4 capital
Payrolls completed on time	26 of 26	26 of 26	26 of 26	26 of 26	26 of 26	26 of 26
Water & Sewer billing cycles completed on time	24 of 24	24 of 24	24 of 24	24 of 24	24 of 24	24 of 24
Variance of General Fund revenue from projections (initial budget/mid-year projections)[2]	2.8%/0.1%	0.4%/0.5%	2.4%/1.5%	1.5%/0.4%	1.5%/1.0%	±3%/±2%
Percent of contracts with no successful bid protests	100%	100%	100%	100%	100%	100%
Average number of days to process IFBs from advertisement to submission to County Attorney for review	65 days[3]	59 days[3]	60 days	60 days	60 days	60 days
Average number of days to process RFPs from advertisement to submission to County Attorney for review	174 days[3]	128 days[3]	136 days	150 days	140 days	150 days
Number of parcels reassessed (calendar year) [4]	60,614	60,731	61,417	61,734	n/a	n/a
Assessment to sales ratio (calendar year)[5]	90.2%[6]	88.8%[6]	n/a[5]	n/a	n/a	100.0%
Percent of taxpayer-originated reassessment disputes (calendar year) [3]	0.7%	0.1%	0.4%	n/a	n/a	0.0%
Real estate transfers (calendar year)	5,063	5,005	4,918	5,100	5,100	n/a
Number of tax relief applicants (calendar year)	956	991	999	1,000	1,010	n/a

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Funds reclaimed through Sales Tax audits (calendar year)	$10,382	$46,971	n/a	$20,000	$15,000	n/a
Business property returns processed (calendar year)	6,114[7]	5,942	5,197	6,100	5,200	n/a
Business license accounts (calendar year)	1,408	1,540	1,510	1,000	1,000	n/a
Transient occupancy returns processed (calendar year/per month)	54	55	64	56	64	n/a
Issuance of "no fee" motor vehicle license fees (calendar year) [8]	3,199[8]	3,188	3,345	3,200	3,500	n/a
State income tax returns processed (calendar year)	16,296	14,274[9]	12,709	13,000	13,000	n/a
Receipt of Accreditation from Treasurers Association of Virginia	Yes	Yes	Yes	Yes	Yes	Yes
Number of days original tax bills mailed prior to due date	30 days	30 days	30 days	30 days	30 days	30 days
Number of days delinquent tax bills mailed after due date	<45 days	<45 days	<45 days	<45 days	<45 days	<45 days
Timeliness of deposit for all funds received[10]	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt
Collection rate of tax levy, 12 months after due date (calendar year)[11]	RE: 99% PP: 96%	RE: 99% PP: 96%	RE: 95% PP: 90%	RE: 95% PP: 90%	RE: 95% PP: 90%	RE: 95% PP: 90%
Percentage of property tax assessments determined to be uncollectible (calendar year)[12]	1.24%	1.14%	1.15%	<2%	<2%	<2%[13]
Operational, day to day work requests[14]	8,504	8,096	8,489	9,884	10,872	n/a

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Work order/project requests specifically for Public Safety (number of requests/as a percentage of all requests)[14]	n/a	n/a	3,482/41%	3,641/39%	4,187/39%	n/a
Number of approved technology capital improvement projects	n/a	n/a	18	21	28	40
Number of approved technology projects, per fiscal year	n/a	n/a	30	34	45	60
County site network connectivity, at all sites – uptime percentage	n/a	n/a	n/a	99.90%	99.95%	99.99%
Number of sites managed[15]	n/a	n/a	26	28	30	30
Software application support – uptime percentage	n/a	n/a	n/a	99.97%	99.99%	99.99%
Number of applications managed – critical[16]	n/a	n/a	17	17	19	19
Number of applications managed – secondary[17]	n/a	n/a	37	37	40	40

[1] Material weakness found related to non-reporting of School health insurance reserve at FY 13 year-end requiring a restatement of beginning balances, and potential inaccurate reporting of State sales tax resulting in voluntary restatement..

[2] Due to the volatility of reimbursement revenue receipts that are dependent upon program expenditures, excludes Social Services and CSA revenue.

[3] The figure increases in FY 2012 due to the transfer of an employee to Utilities, and begins to decrease in FY 2013 due to the hiring of a new position for Procurement in March 2013.

[4] Reassessments are completed in even years, so 2013 and 2015 are not reassessment years.

[5] The assessment to sales ratio study is completed by the Virginia Department of Taxation. Per State Code (§58.1-3259), localities for whom the State's study shows a sales assessment ratio of at least 70% and no higher than 130% for the year a general reassessment or annual assessment is effective are deemed to have assessed at 100%.

[6] Actual 2014 annual state assessment ratio considers sales that took place between Jan-Dec 2014 divided against the 2014 Land Book values. Final official ratio figure will not be available until late July 2016.

[7] The FY 2012 actuals reflect a more accurate number of business filings due to the use of reporting from the new Avenity system.

[8] "No fee" motor vehicle license fees include volunteer fire/rescue members in addition to military/government vehicles, religious organizations, public service, rentals, handicap, veterans, and non-profit organizations.

[9] Decrease in CY 2013 actuals is due to taxpayers sending their tax returns directly to Richmond, electronic preparation/filing, or having their tax returns prepared at a business that gives them their refund immediately (with interest charged).

[10] Funds received during periods of peak tax activity are deposited within 48 hours of receipt.

[11] "RE" means real estate and "PP" means personal property.

[12] Taxes may be determined to be uncollectible for a variety of reasons; business failures, death, unknown current address, etc.

[13] Based on County fiscal guidelines, the annual level of uncollected property taxes will generally not exceed 2%.[14] Metric projections contingent on existing supported technology, and not any future unplanned/unapproved technology.

[15] The physical number of County facilities that connects back to one of our network operating centers in the County (i.e. E911 center, Holbert Building server room, old Sheriff's office, etc.).

[16] Critical Applications include Public Safety, E-mail, Network Perimeter Security and various other primary software applications.

[17] Secondary Applications include All Other Software and Back Office Applications.

Overview of Administrative Services Departments

Spotsylvania's Administrative Services function is a combination of six departments providing financial, technological, human resource and other administrative expertise in support of the County's operations.

Human Resources

Purpose

Through strategic partnerships, Human Resources staff aligns departmental goals with the mission of the County to provide exceptional services in the areas of recruitment, retention, benefits, compensation/classification, employee relations, organizational development, training, compliance, and employee data management to County Administration and County employees.

Human Resources

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$563,428	$547,010	$584,942	$584,942	$590,904
Operating	$167,785	$93,654	$150,490	$117,990	$114,145
Capital	$2,364	$1,756	$0	$35,000	$400
TOTAL APPROPRIATED EXPENDITURES	**$733,577**	**$642,420**	**$735,432**	**$737,932**	**$705,449**
NET TAX SUPPORT	**$733,577**	**$642,420**	**$735,432**	**$737,932**	**$705,449**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Advertising

Commissioner of the Revenue

Purpose

The Commissioner of the Revenue is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Commissioner of the Revenue is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Commissioner is the chief tax assessing officer, maintains taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly and Disabled Programs, administers personal and business tangible property, machinery and tools, business license, meals, short term rental, transient occupancy, public service corporation, and bank franchise taxes. The Commissioner also provides state income tax assistance.

Commissioner of Revenue

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
State Compensation Board	$262,233	$264,703	$258,179	$258,179	$269,010
Land Use Application Fees	$1,000	$955	$1,000	$1,000	$1,000
Sale of Real Estate Cards	$50	$0	$25	$25	$0
TOTAL REVENUES	**$263,283**	**$265,658**	**$259,204**	**$259,204**	**$270,010**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,278,360	$1,205,880	$1,315,144	$1,315,144	$1,314,670
Operating	$59,997	$52,856	$60,125	$60,125	$62,972
Capital	$903	$903	$3,500	$3,500	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,339,260**	**$1,259,639**	**$1,378,769**	**$1,378,769**	**$1,377,642**
NET TAX SUPPORT	**$1,075,977**	**$993,981**	**$1,119,565**	**$1,119,565**	**$1,107,632**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.

Commissioner of Revenue *continued*

Notable FY 2016 Budget Changes *continued*

- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Overtime
    - Maintenance service contracts
    - Advertising
    - Subsistence and lodging
    - Education and training
    - Dues and association memberships
    - Fuel

Assessment

Purpose

The Assessment Office is responsible for the appraisal of all real property in the County. Existing properties are reassessed every two years and are re-inspected at least once every six years. The most recent reassessment was completed January 1, 2014; the next reassessment will be completed January 1, 2016.

Assessment

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$841,275	$784,140	$850,101	$850,101	$907,151
Operating	$68,957	$61,660	$35,554	$36,571	$67,851
Capital	$269	$269	$19,549	$22,699	$0
TOTAL APPROPRIATED EXPENDITURES	**$910,501**	**$846,069**	**$905,204**	**$909,371**	**$975,002**
NET TAX SUPPORT	**$910,501**	**$846,069**	**$905,204**	**$909,371**	**$975,002**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in personnel (part-time staff and Board of Equalization) and operating (printing, postage, office supplies, etc.) costs for the 2016 general reassessment.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Overtime
    - Advertising
    - Subsistence and lodging
    - Uniforms

Treasurer

Purpose

The Treasurer is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Treasurer is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Treasurer is charged with collecting taxes and other revenue of the County. Tax collection involves the billing and collection of current receivables and the management of a delinquent collection program. The Treasurer is also responsible for managing the County's investment program and banking relationships.

Treasurer

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Administrative Collection Fee	$500,000	$472,360	$450,000	$450,000	$475,000
State Compensation Board	$226,442	$228,792	$225,802	$225,802	$227,591
W/S Administrative Fee	$79,504	$193,003	$152,057	$152,057	$193,003
Transfer from Fire/EMS Fee Fund	$7,200	$7,200	$7,200	$7,200	$7,200
Miscellaneous	$0	$0	$0	$8,750	$0
TOTAL REVENUES	**$813,146**	**$901,355**	**$835,059**	**$843,809**	**$902,794**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,488,675	$1,447,276	$1,513,202	$1,527,197	$1,395,945
Operating	$288,177	$272,660	$324,156	$316,851	$304,208
Capital	$3,500	$3,238	$750	$16,805	$750
TOTAL APPROPRIATED EXPENDITURES	**$1,780,352**	**$1,723,174**	**$1,838,108**	**$1,860,853**	**$1,700,903**
NET TAX SUPPORT	**$967,206**	**$821,819**	**$1,003,049**	**$1,017,044**	**$798,109**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full-year funding for a part-time Account Clerk I position that was converted to full-time in March 2015. However, an office reorganization resulted in personnel cost savings.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Printing and binding
    - Postage

Financial Services

Purpose

Financial Services is responsible for the financial management of County resources, and maintaining and enforcing financial policies, as adopted by the Board of Supervisors (BOS). Primary functions include accounting, payroll, financial reporting, preparation of annual budgets and the Capital Improvement Plan (CIP). Finance staff also manages the County's debt issuances including Utilities and Schools, provides grants management, procurement of goods and services, coordinates audit and financial advisory services, and risk management.

Finance serves as staff to the Finance Committee, which reviews all items of a financial nature requiring BOS approval, including budget amendments, supplemental appropriations, and grant applications and acceptance. The Committee consists of two BOS members, Commissioner of Revenue, Treasurer, Deputy County Administrator, and Director of Finance.

Financial Services

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
W/S Administrative Fee	$275,167	$275,443	$266,772	$266,772	$275,443
Sale of Surplus Property	$91,902	$112,282	$70,000	$70,000	$101,000
TOTAL REVENUES	**$367,069**	**$387,725**	**$336,772**	**$336,772**	**$376,443**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,448,022	$1,388,765	$1,555,605	$1,606,530	$1,693,428
Operating	$557,558	$529,083	$561,202	$616,402	$561,794
Capital	$14,100	$11,340	$0	$7,312	$0
TOTAL APPROPRIATED EXPENDITURES	**$2,019,680**	**$1,929,188**	**$2,116,807**	**$2,230,244**	**$2,255,222**
NET TAX SUPPORT	**$1,652,611**	**$1,541,463**	**$1,780,035**	**$1,893,472**	**$1,878,779**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in funding for postal services, which is offset by reductions noted below.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Deletion of a part-time Account Clerk I position
    - Reductions in the following line items:
        - Printing and binding
        - Telephone services
        - Mileage, subsistence and lodging, and education and training
        - Office supplies

Information Services

Purpose

Information Services manages and implements all aspects of information technology and supporting infrastructure that enable County agencies to effectively deliver information and services to citizens and the community.

Information Services plays a vital role in meeting the technological needs of the departments by ensuring a 24/7 fully functioning computer and system environment, with proper security, controls, archives and contingency plans. Geographic Information Systems (GIS) is a function under Information Services. GIS is responsible for developing, maintaining, and distributing geographic related data and applications.

Information Services

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Antenna Tower Rental	$285,886	$300,142	$295,063	$295,063	$310,197
Annual PEG Fee Grant	$105,669	$105,669	$134,000	$169,000	$169,000
GIS Fees	$120,000	$178,236	$100,000	$100,000	$150,000
Miscellaneous	$5,000	$0	$5,000	$5,000	$5,000
TOTAL REVENUES	**$516,555**	**$584,047**	**$534,063**	**$569,063**	**$634,197**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,208,508	$1,945,291	$2,324,031	$2,261,031	$2,707,769
Operating	$3,117,909	$2,022,978	$2,173,904	$2,861,735	$2,782,887
Capital	$395,629	$474,776	$129,700	$129,700	$77,000
TOTAL APPROPRIATED EXPENDITURES	**$5,722,046**	**$4,443,045**	**$4,627,635**	**$5,252,466**	**$5,567,656**
NET TAX SUPPORT	**$5,205,491**	**$3,858,998**	**$4,093,572**	**$4,683,403**	**$4,933,459**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for the Radio Network Engineer that was unfunded in FY 2015.
- Increases in funding for management consulting services, GIS development services, other professional services, maintenance service contracts, software applications, IS strategic plan, and education and training, which will be offset with reductions noted on the following page.
- Funding for one replacement vehicle.

Information Services *continued*

Notable FY 2016 Budget Changes *continued*

- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - IS noted that there were no specific budgeted initiatives readily available to be cut without adverse impact on delivery of services for internal IS operations, as well as county-wide technology support and initiatives. However, a lump sum reduction was made and IS will attempt to provide necessary services while managing to bottom line budgeted funding.

Administrative Services Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

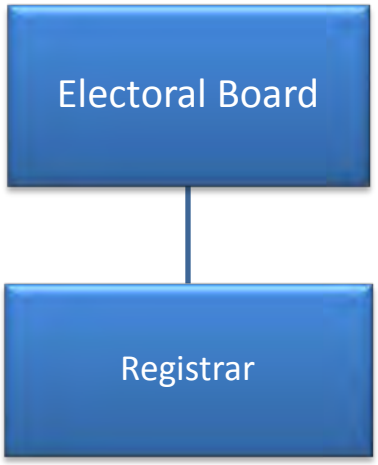
Department/Position	FY 2014	FY 2015	FY 2016
Human Resources			
Director	1	1	1
Human Resources Analyst	2	2	2
Human Resources Generalist	1	1	1
Human Resources Technician	2	2	2
TOTAL FTEs	**6**	**6**	**6**
Commissioner of the Revenue			
Assistant to the Commissioner of the Revenue	1	1	1
Business License Clerk	1	1	1
Business Property Technician	1	1	1
Commissioner of the Revenue	1	1	1
Deputy II	5	5	5
Deputy II – State Income	1	1	1
Deputy III – State Income	1	1	1
Personal Property Clerk	5	5	5
Personal Property Supervisor	1	1	1
Personal Property Technician	1	1	1
Real Estate Supervisor	1	1	1
Tax Auditor	1	1	1
TOTAL FTEs	**20**	**20**	**20**
Assessment			
Appraiser I	0	1	1
Appraiser II	4	4	4
Appraiser III/CAMA Technician Analyst	1	1	1
Appraiser Supervisor/CAMA Technician Analyst	1	1	1
Appraiser Trainee	1.63	0.63	0.63
Assessment Technician	0	1	1
Chief Real Estate Appraiser	1	1	1
Deputy Clerk II	1	0	0
Office Manager II	1	1	1
TOTAL FTEs	**10.63**	**10.63**	**10.63**

Department/Position	FY 2014	FY 2015	FY 2016
Treasurer			
Account Clerk I	5.25	5.26	5.26
Account Clerk II	5	5	5
Accounting Technician III	0	2	2
Accounting Technician	2	1	1
Cashier	2	2	2
Cashier Coordinator	1	1	1
Chief Deputy Treasurer	2	1	1
Collections Technician	1	1	1
Deputy IV	2	2	2
Treasurer	1	1	1
TOTAL FTEs	**21.25**	**21.26**	**21.26**
Finance & Management Services			
Account Clerk I	0.50	0.63	0
Accountant	1	1	1
Accounting Manager	1	1	1
Accounting Technician I	2	2.63	2.63
Accounting Technician II	2.50	2.50	2.50
Budget Analyst I	1	2	2
Budget Manager	1	1	1
Controller	1	1	1
Director	1	1	1
Grants Manager	1	1	1
Payroll Administrator	1	1	1
Procurement Manager	1	1	1
Procurement Officer I	1	1	1
Procurement Officer II	1	1	1
Senior Financial Analyst	1	1	1
TOTAL FTEs	**17.00**	**18.76**	**18.13**

Department/Position	FY 2014	FY 2015	FY 2016
Information Services			
Application Development Manager	1	1	1
Assistant Director	1	1	1
Clerk Typist	0.50	0.63	0.63
Director	1	1	1
GIS Specialist	1	1	1
GIS Technician	3	3	3
Imaging Technician	1	1	1
IT Applications Analyst	5	5	5
IT Business Analyst	1	1	1
Lead GIS Specialist	1	1	1
Network Engineer	1	1	1
Network Support Specialist	2	2	2
Office Manager I	1	1	1
Operations Manager	1	1	1
PC Technician	5	5	5
Radio Network Engineer	1	1	1
Senior PC Technician	1	1	1
Telecommunications Specialist	1	1	1
Utilities Engineer Technician	0	2	2
TOTAL FTEs	**28.50**	**30.89**	**30.89**
TOTAL FTEs Administrative Services	**103.38**	**107.54**	**106.91**

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.



Challenges and Opportunities –

- **Small staff working for over 83,000 voters.** It is the Registrar's top priority to meet the expectations and requirements of the county's registered voters. With just 3.50 full-time equivalent positions working in the office, staff attends to the business of over 83,000 registered voters, keeps abreast of any new laws or regulations, attends necessary training, and provides training to poll workers. Many new requirements placed on the office, such as the implementation of electronic poll books, begin as challenges, but result in better opportunities for the county's voters.
- **Absentee voting occurring in October.** The month of October is the Registrar's busiest month since absentee voting has become more prevalent. Absentee voting is available for 45 days before elections. During that time, absentee voting is occurring in-person in the Registrar's office and through the mail. At the same time, staff is completing new voter registrations, processing changes to existing voter registrations, preparing reports for candidates and party representatives, coordinating the preparation of polling places for Election Day, programming voting machines and electronic poll books and testing for accuracy, and helping the public with general questions.
- **Recruitment of election officials.** Efforts continue to recruit and retain quality election officials and staff is exploring ways to effectively recruit election officials as many longtime, experienced election officials can no longer serve.

2015 and 2016 Focus/Highlights –

- **Implementation of new voting machines.** Prior to the next presidential election, the State is requiring that all localities purchase and operate optical scan voting equipment (paper/scanner machines). The Electoral Board will select and approve the new voting machines in 2015, with voting machines to be purchased in FY 2016 and used during elections as soon as possible.
- **Training.** Staff is working to complete mandatory State training, and will work to ensure additional training on electronic poll books, WINvote voting machines, and optical scan voting machines is provided to election officials.

Long Term Goals –

- **Provide registration and voting opportunities.** It is the Registrar's responsibility to provide voter registration and voting opportunities to the residents of Spotsylvania County. Each year, the staff registers seniors at local high schools. Additionally, voters may register at the Registrar's Office, at DMV, or online.
- **Ensure proper operation and direction of all elections.** Staff educates the public and reminds citizens of deadlines, precinct changes, and election dates. Notifications are provided through local newspapers, the County cable channel, the County's website, communication with the chairperson of each party, and the "Spotsylvania Votes" Facebook page.

- **Satisfy internal and external reporting requirements and requests.** At various times of the year, staff prepares reports and statistical information for County departments, the State Board of Elections, candidates, party chairpersons, and citizens.

Short Term Objectives –

- **Regional cooperation, sharing and learning.** Staff will attend all regional meetings to share and compare office operations and resources available for serving the citizens, and to stay up-to-date on best practices.
- **Training.** Staff will continue to keep the election official training standards updated based on State requirements.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Number of registered voters	82,509	81,791	82,300	83,900	85,340	n/a
Number of transactions involving changes to citizens' records	22,278	20,632	22,985	21,100	23,550	n/a
Number of electronic poll books prepared	165	178	178	170	180	n/a
Number of WINvote voting machines prepared	325	255	260	160	60[1]	n/a
Number of absentee ballots issued	6,953 (3 elections)	3,875	5,430 (2 elections)	3,650	7,000 (2 elections)	n/a

[1] Implementation of new voting machines

Overview of Voter Services Department

Spotsylvania's Voter Services is a combination of two functions charged with carrying out elections in accordance with the Constitution of the United States and the Commonwealth of Virginia.

Electoral Board/Registrar

Purpose

The Electoral Board is a three member Board appointed by the Circuit Court to administer the election laws and other regulations promulgated by the State Board of Elections. The Electoral Board appoints the Registrar, election officials, and voting machine custodians, and supervises the elections to verify compliance with the law.

The Registrar, in accordance with election laws, manages the logistics for conducting elections by preparing election equipment, providing oversight of polling places, training of election officers, and preparation of ballots. The Registrar also determines the eligibility of voters, maintains voter registration records, certifies candidates' nominating petitions, and provides assistance to voters.

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
State Funding	$60,000	$52,404	$60,000	$60,000	$60,000
TOTAL REVENUES	**$60,000**	**$52,404**	**$60,000**	**$60,000**	**$60,000**
EXPENDITURES: (by department)					
Electoral Board/Registrar	$314,499	$315,530	$370,626	$371,626	$343,597
TOTAL EXPENDITURES	**$314,499**	**$315,530**	**$370,626**	**$371,626**	**$343,597**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$222,417	$214,479	$236,221	$236,521	$239,721
Operating	$90,734	$100,703	$97,805	$102,460	$103,876
Capital	$1,348	$348	$36,600	$32,645	$0
TOTAL APPROPRIATED EXPENDITURES	**$314,499**	**$315,530**	**$370,626**	**$371,626**	**$343,597**
NET TAX SUPPORT	**$254,499**	**$263,126**	**$310,626**	**$311,626**	**$283,597**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in funding for operating costs for the new optical scan voting equipment.
- Increase is offset by a reduction in machinery and equipment costs due to the removal in FY 2016 of funding for replacement poll book laptops budgeted in FY 2015.

Voter Services Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Registrar			
Assistant Registrar	0.50	0.50	0.50
Assistant Registrar/Voting Machine Technician	1	1	1
Chief Deputy Registrar	1	1	1
Registrar	1	1	1
TOTAL FTEs	**3.50**	**3.50**	**3.50**
TOTAL FTEs Voter Services	**3.50**	**3.50**	**3.50**

COUNTY OF SPOTSYLVANIA · VIRGINIA
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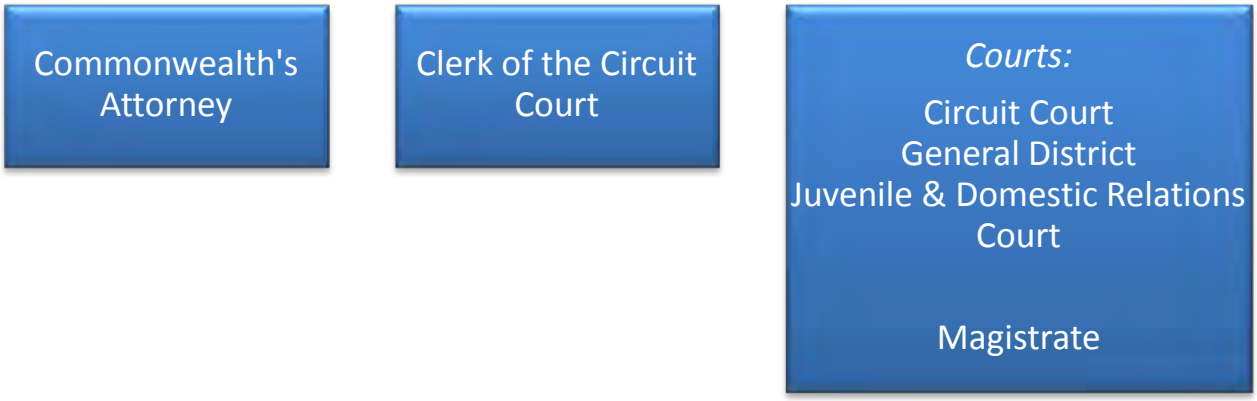
Judicial Administration

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 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$2,053,640	$1,829,562	$1,902,180	$1,853,385	$1,930,478
TOTAL REVENUES	**$2,053,640**	**$1,829,562**	**$1,902,180**	**$1,853,385**	**$1,930,478**
EXPENDITURES: (by department)					
Circuit Court	$212,408	$197,324	$222,858	$256,152	$224,540
General District Court	$33,680	$21,963	$69,984	$69,984	$31,880
Magistrate	$7,016	$7,726	$6,591	$6,591	$6,991
Juvenile & Domestic Relations Court	$37,357	$35,002	$40,603	$40,603	$44,603
Clerk of the Circuit Court	$1,619,350	$1,501,527	$1,554,376	$1,554,376	$1,585,596
Commonwealth's Attorney	$2,153,373	$2,032,310	$2,146,480	$2,265,386	$2,138,756
TOTAL EXPENDITURES	**$4,063,184**	**$3,795,852**	**$4,040,892**	**$4,193,092**	**$4,032,366**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$3,444,323	$3,343,715	$3,542,841	$3,575,680	$3,564,417
Operating	$614,881	$443,417	$488,051	$606,742	$467,949
Capital	$3,980	$8,720	$10,000	$10,670	$0
TOTAL APPROPRIATED EXPENDITURES	**$4,063,184**	**$3,795,852**	**$4,040,892**	**$4,193,092**	**$4,032,366**
NET TAX SUPPORT	**$2,009,544**	**$1,966,290**	**$2,138,712**	**$2,339,707**	**$2,101,888**

Challenges and Opportunities –

- **Changing requirements.** Staff must keep abreast of new laws, changes made to existing laws, and changes to procedures mandated by the state.

2015 and 2016 Focus/Highlights –

- **Prosecution of criminal cases.** The focus of the Commonwealth's Attorney's office is the prosecution of over 14,000 criminal cases each year.
- **Technology.** The Clerk of the Circuit Court will continue training on the new land records system, which preserves the official County records.
- **Training.** Staff is completing state-sponsored training to ensure sufficient knowledge of and compliance with new laws and procedures.

Long Term Goals –

- **Prosecution of criminal cases.** The Commonwealth's Attorney coordinates the criminal prosecution in the County's three courts, as well as appeals to the Court of Appeals, and maintains a file system to track these cases.
- **Comprehensive law library.** In preparing the prosecution of criminal cases and appeals, the Commonwealth's Attorney is responsible for maintaining a comprehensive law library with emphasis on criminal law procedure.
- **Victim/Witness Assistance program.** The Victim/Witness office, operating within the Commonwealth's Attorney's office, administers the Victim/Witness Assistance program to provide assistance through the judicial process to Spotsylvania County residents who are the victim of or witness to a crime. It also assists crime victims in applying for Crime Victim's Compensation and/or referring victims to various agencies that may assist them.
- **Court of record, deeds and probate.** The Clerk of the Circuit Court is the administrator of the court of record, the registrar of deeds, and the probate official. The office maintains files, summons witnesses, attends all hearings, prepares orders and prepares appeals to higher courts for all civil and criminal cases. Additionally, all documents pertaining to land transactions in the County are recorded by the Clerk.

Short Term Objectives –

- **Prosecution of criminal cases.** The Commonwealth's Attorney's office investigates criminal histories, driving records, and general background information of persons being prosecuted. The office also prepares actions/suits against individuals who are required to come to court for probation violations.
- **Assist the Sheriff and State Police.** The Commonwealth's Attorney's office maintains a program to assist the Sheriff and the State Police in enforcing criminal drug forfeiture of property seized in drug offenses.

- **Victim/Witness coordination.** The Victim/Witness office coordinates monthly meetings with the Safe Harbor Child Advocacy Center Multi-disciplinary Team (MDT) for new and on-going child abuse cases and the Sexual Assault Response Team (SART) for sexual assault cases. The purpose of these teams and the cooperative agreements held with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration.
- **Jury administration.** The Clerk's office creates and maintains the jury pool, conducts jury orientation, summons jurors for jury trials, oversees jurors during the trials, and processes payments to jurors for their service. The Clerk's office also handles the duties of the Grand Jury which meets once a month.
- **Public assistance.** The Clerk's office staff assists the public who come to the office to search records, and to apply for gun permits, marriage licenses, fictitious names, and notaries.
- **Collection of fines, fees, and court costs.** The Clerk's office collects fines, fees and court costs originating in the Clerk's office and satisfies the State's reporting requirements concerning such collections.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actuals	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Annual crime rate[1] (calendar year)	4.8%	4.8%	4.5%	4.5%	4.5%	4%[2]
Ratio of prosecutors to Sheriff's Office sworn officer positions (calendar year)	1:20	1:20	1:20	1:20	1:20	1:20
Annual caseload per prosecutor (calendar year)	1,594	1,400	1,450	1,500	1,550	1,500
Number of criminal cases prosecuted in all three courts (calendar year)	15,144	14,007	14,500	15,000	15,500	n/a
Number of crime victims and witnesses served by Victim/Witness	1,283	1,265	1,162	1,300	1,300	n/a
Percent of statutory and legal requirements met for criminal, civil, and probate filings (calendar year)	100%	100%	100%	100%	100%	100%
Percent of land recordings officially filed within one day of receipt (calendar year)	100%	100%	100%	100%	100%	100%
Percent of Clerk's Office employees who have received professional training (calendar year)	10%	10%	10%	10%	10%	100%

[1] Per the Virginia State Police "Crime in Virginia" report.
[2] Same crime rate as 1988 when Commonwealth's Attorney was first elected and County was more rural.

Overview of Judicial Administration Departments

Spotsylvania's Judicial Administration function consists of the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court, Clerk of the Circuit Court and the Commonwealth's Attorney.

Circuit Court

Purpose

The Circuit Court has jurisdiction over criminal and civil cases and exercises appellate jurisdiction over cases coming to it from a lower tribunal. In criminal cases, the Court hears all felony cases and some misdemeanor cases. Civil jurisdiction provides for adoptions, divorces, and controversies where the claim exceeds $15,000.

Circuit Court

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Reimbursement from other localities	$39,100	$41,788	$0	$0	$0
TOTAL REVENUES	**$39,100**	**$41,788**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$198,051	$185,566	$208,179	$241,473	$206,334
Operating	$14,357	$11,758	$14,679	$14,679	$18,206
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$212,408**	**$197,324**	**$222,858**	**$256,152**	**$224,540**
NET TAX SUPPORT	**$173,308**	**$155,536**	**$222,858**	**$256,152**	**$224,540**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in funding for telephone services offset by a decrease in overtime funding.

General District Court

Purpose

General District Court has jurisdiction over traffic violations, misdemeanors, civil actions up to $15,000, and holds preliminary hearings of felony cases.

General District Court

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$33,680	$21,963	$59,984	$59,984	$31,880
Capital	$0	$0	$10,000	$10,000	$0
TOTAL APPROPRIATED EXPENDITURES	**$33,680**	**$21,963**	**$69,984**	**$69,984**	**$31,880**
NET TAX SUPPORT	**$33,680**	**$21,963**	**$69,984**	**$69,984**	**$31,880**

Notable FY 2016 Budget Changes

- Decrease in office supplies and furniture and fixtures, due to the increase of funding for these items in the FY 2015 budget in anticipation of additional judges in Spotsylvania County. However, additional judges were not allocated to Spotsylvania.

Magistrate

Purpose

The Magistrate provides judicial services and statutory responsibilities to Spotsylvania County, on a 24-hour per day, 365 day per year basis. One of the principal functions of the Magistrate is to provide an independent review of complaints from Sheriff's Deputies other State and Local Law Enforcement, and citizens of County; these complaints form the basis for determining whether probable cause exist justifying the issuance of criminal processes (arrest warrants). In addition, the Magistrate conducts bail hearings, commit offenders to jail, and/or release defendants from jail pending trial. Magistrates are also the issuing authority for Search Warrants, Emergency Protective Orders, Emergency Custody Orders and Temporary Detention Orders.

Magistrate

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES		**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$6,116	$6,834	$6,591	$6,591	$6,991
Capital	$900	$892	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$7,016**	**$7,726**	**$6,591**	**$6,591**	**$6,991**
NET TAX SUPPORT	**$7,016**	**$7,726**	**$6,591**	**$6,591**	**$6,991**

Juvenile and Domestic Relations Court

Purpose

Juvenile and Domestic Relations Court is responsible for adjudicating juvenile matters, offenses committed by adults against juveniles, and family matters except divorce. These cases involve juvenile delinquency, juvenile traffic offenses, runaways and truants, child abuse or neglect, spousal abuse, support enforcement, visitation and custody of minor children, abandoned children, foster care, crimes committed by one family member against another, any crime where the victim is a juvenile, and crimes committed by a juvenile.

Juvenile & Domestic Relations Court

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$37,357	$35,002	$40,603	$40,603	$44,603
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$37,357**	**$35,002**	**$40,603**	**$40,603**	**$44,603**
NET TAX SUPPORT	**$37,357**	**$35,002**	**$40,603**	**$40,603**	**$44,603**

Notable FY 2016 Budget Changes

- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Legal services
    - Postal services
    - Mileage
    - Education and training
    - Office supplies

Clerk of the Circuit Court

Purpose

The Clerk of the Circuit Court is a constitutional officer of the Commonwealth of Virginia and as such is not an officer or employee of the County from which elected. In this jurisdiction, the Clerk of the Circuit Court is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Clerk of the Circuit Court performs four primary functions: maintenance of public records pertaining to real estate; probate; maintenance of the official court record for criminal and civil cases and the Court's dockets; and, collection of fines, fees, court costs, and taxes. The Clerk's Office also performs many other duties such as jury coordination, issuing marriage licenses, concealed handgun permits, and notaries.

Clerk of the Circuit Court

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
State Compensation Board	$789,343	$700,832	$704,799	$704,799	$727,096
Excess Fees of Clerk	$120,000	$89,231	$140,000	$90,000	$90,000
Subscription Fees	$44,000	$44,000	$44,000	$44,000	$44,000
Copying Fees	$15,000	$16,635	$16,000	$16,000	$16,000
Grants	$18,436	$18,436	$0	$0	$0
TOTAL REVENUES	**$986,779**	**$869,134**	**$904,799**	**$854,799**	**$877,096**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,321,969	$1,287,730	$1,347,565	$1,347,565	$1,371,185
Operating	$295,541	$210,167	$206,811	$206,811	$214,411
Capital	$1,840	$3,630	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,619,350**	**$1,501,527**	**$1,554,376**	**$1,554,376**	**$1,585,596**
NET TAX SUPPORT	**$632,571**	**$632,393**	**$649,577**	**$699,577**	**$708,500**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in funding for microfilming of records.

Commonwealth's Attorney

Purpose

The Commonwealth's Attorney is a constitutional officer of the Commonwealth of Virginia and as such is not an officer or employee of the County from which elected. In this jurisdiction, the Commonwealth's Attorney is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Commonwealth's Attorney is charged primarily with the prosecution of felony crimes. This office prosecutes all felony cases in the Circuit Court, and at the Commonwealth's Attorneys discretion, serious misdemeanor criminal and traffic matters in the General District Court, and criminal and delinquency matters in the Juvenile and Domestic Relations District Court. The office also handles both the criminal violations of County ordinances and the violation of state statutes.

The Commonwealth's Attorney also serves as a legal advisor to area law enforcement agencies, enforces civil asset forfeitures, profiting from certain felony crimes, and enforces locally, the Virginia Conflict of Interest Act.

The office also administers the Victim/Witness Assistance Program, which is predominantly funded by the Department of Criminal Justice Services (DCJS). The Victim/Witness Program provides assistance through the judicial process to individuals who are the victim of a crime and/or a witness to a crime. It also assists crime victims in applying for Crime Victim's Compensation and/or referring those victims to the various agencies that may assist them.

Commonwealth's Attorney

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
State Compensation Board	$785,269	$768,771	$788,300	$788,300	$841,278
Victim/Witness Grant	$106,055	$53,944	$106,055	$108,441	$106,055
Forfeiture/Seizure	$67,127	$36,564	$46,049	$46,049	$46,049
VA Domestic Violence Grant & Other grants	$49,310	$33,231	$41,977	$40,796	$40,000
Commonwealth Attorney's Fees	$20,000	$26,130	$15,000	$15,000	$20,000
TOTAL REVENUES	**$1,027,761**	**$918,640**	**$997,381**	**$998,586**	**$1,053,382**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,924,303	$1,870,419	$1,987,097	$1,986,642	$1,986,898
Operating	$227,830	$157,693	$159,383	$278,074	$151,858
Capital	$1,240	$4,198	$0	$670	$0
TOTAL APPROPRIATED EXPENDITURES	**$2,153,373**	**$2,032,310**	**$2,146,480**	**$2,265,386**	**$2,138,756**
NET TAX SUPPORT	**$1,125,612**	**$1,113,670**	**$1,149,099**	**$1,266,800**	**$1,085,374**

Commonwealth's Attorney *continued*

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Funding for the conversion of a part-time Assistant Commonwealth's Attorney position to full-time.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- Reduction in postal services.
- Reduction in maintenance service contracts as the funding for maintenance of the case management software was moved to the Information Services budget.

Judicial Administration Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Circuit Court			
Judicial Law Clerk	0	0.63	0.63
Judicial Legal Assistant	2.50	2	2
TOTAL FTEs	**2.50**	**2.63**	**2.63**
Clerk of the Circuit Court			
Assistant Chief Deputy - Circuit Court	1	1	1
Chief Deputy - Clerk of Courts	1	1	1
Clerk of the Circuit Court	1	1	1
Deputy Clerk I	1.38	1.26	1.26
Deputy Clerk II	3	3	3
Deputy Clerk III	6	6	6
Deputy Clerk IV	5	5	5
Probate Specialist	1	1	1
TOTAL FTEs	**19.38**	**19.26**	**19.26**
Commonwealth's Attorney			
Assistant Commonwealth's Attorney	5.50	5.50	6
Commonwealth's Attorney	1	1	1
Deputy Commonwealth's Attorney	2	2	2
Legal Assistant I	2	2	2
Legal Assistant II	1	1	1
Legal Assistant Supervisor	1	1	1
Senior Assistant Commonwealth's Attorney	1	1	1
Senior Legal Assistant	3	3	3
Victim Witness Assistant Director	1	1	1
Victim Witness Director	1	1	1
TOTAL FTEs	**18.50**	**18.50**	**19.00**
TOTAL FTEs Judicial Administration	**40.38**	**40.39**	**40.89**

COUNTY OF SPOTSYLVANIA · VIRGINIA
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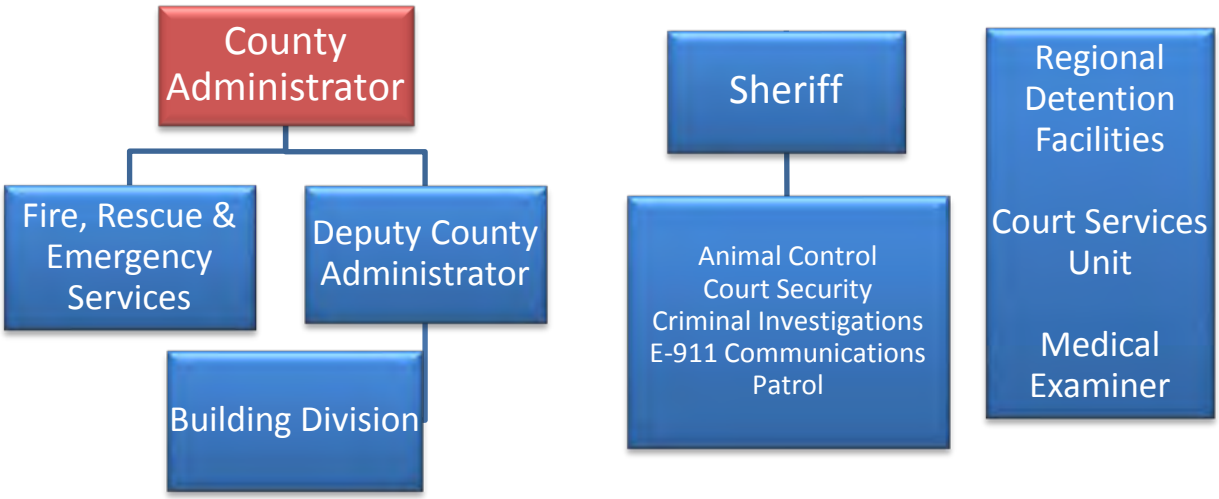
Public Safety

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.



	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$13,973,162	$13,996,952	$13,672,871	$14,913,269	$14,797,224
TOTAL REVENUES	**$13,973,162**	**$13,996,952**	**$13,672,871**	**$14,913,269**	**$14,797,224**
EXPENDITURES: (by department)					
Sheriff	$22,139,791	$20,686,964	$22,088,379	$23,582,112	$21,745,611
Fire, Rescue & Emergency Management	$18,322,677	$17,548,192	$18,072,698	$19,432,499	$19,993,104
Regional Detention Facilities	$5,463,565	$5,816,298	$5,610,744	$5,617,505	$5,837,844
Court Services Unit	$266,251	$256,804	$331,494	$331,894	$335,963
Medical Examiner	$500	$540	$500	$500	$500
Building Division	$1,825,961	$1,727,332	$1,913,805	$1,889,195	$1,949,036
SUBTOTAL - APPROPRIATED EXPENDITURES	**$48,018,745**	**$46,036,130**	**$48,017,620**	**$50,853,705**	**$49,862,058**
Fire EMS Service Fee Transfers Out	$2,614,893	$2,735,749	$2,738,937	$2,738,937	$2,751,508
Transfer to General Fund - Building Division	$187,982	$241,596	$219,116	$219,116	$378,596
TOTAL EXPENDITURES	**$50,821,620**	**$49,013,475**	**$50,975,673**	**$53,811,758**	**$52,992,162**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$33,593,671	$32,974,614	$34,662,236	$35,525,207	$36,417,867
Operating	$12,713,870	$11,929,948	$12,027,761	$13,354,431	$12,330,389
Capital	$1,711,204	$1,131,568	$1,327,623	$1,974,067	$1,113,802
TOTAL APPROPRIATED EXPENDITURES	**$48,018,745**	**$46,036,130**	**$48,017,620**	**$50,853,705**	**$49,862,058**
NET TAX SUPPORT	**$36,848,458**	**$35,016,523**	**$37,302,802**	**$38,898,489**	**$38,194,938**

Challenges and Opportunities –

- **Ensuring 24/7 Fire and EMS coverage.** The County strives to provide 24/7 fire and EMS coverage to all parts of the County through a combination of career and volunteer personnel. Fire and EMS is in critical need of additional staffing to fill weekend and nighttime gaps, and efforts are being made to retain current volunteers.
- **Unfunded Mandates.** The Virginia General Assembly approved several items including funding for additional judges and extending the mental health emergency custody period, both of which required the County to fund additional staff in the Sheriff's office.
- **Community Service.** As a result of Department of Juvenile Justice (DJJ) policy changes concerning the practice surrounding community service, worksites are more difficult to assign youth to. While the Juvenile Court continues to utilize community service as a sentencing option, the change in policy does provide an opportunity to review this consequence for delinquent behavior. Additionally, probation staff has become more creative and have collaborated with community partners to provide opportunities to youth to perform community service. Oftentimes staff is participating alongside youth when performing community service providing excellent role modeling.

2015 and 2016 Focus/Highlights –

- **Staffing Improvements.** Fire/Rescue continues to actively engage our volunteer partners through participation, collaboration, and coordination in an attempt to focus on successful resource deployment strategies. These strategies seek not only to assure an adequate emergency response to all areas of the county 24/7, but also to give our combination system the opportunity to build upon successes being realized through our partnerships. In addition to considering alternative methods of staffing with future personnel, the reorganization of existing personnel within the department has provided greater response capability, while minimizing the use and cost of overtime to maintain minimum staffing as a result of planned and unplanned leave.

- **Training improvements.** Restructuring of the Fire/Rescue comprehensive training plan is also a method that is being used to strengthen the department, while achieving the goal of assuring qualified personnel are available to respond to all areas of the County 24/7. This reorganized plan to provide increased flexibility for participation and greater depth in departmental training should give all responders the ability to be successful in their fire and EMS career, whether career or volunteer.
- **Enhancement of ALS coverage.** Through the implementation of the Enhanced Staffing Program (ESP), career staff hours have been extended at three stations to staff three engines and three medic units deployed throughout the County to bridge gaps in

coverage and allow the availability of ALS service to the citizens. In an effort to reduce ALS turnover, the FY 2015 budget included funding to provide stipends for ALS providers.

- **Continuation of Fire/EMS building program.** Fire/Rescue Co. 5 (Chancellor) and Co. 11 (Lee Hill area) station will be complete and operational before the close of FY 2016.
- **Community Outreach.** Staff from the Sheriff's office and Fire/Rescue teamed up to host an "Emergency 101" event for children ages 4 – 7 to experience the tools and equipment used every day by our first responders. Children also met some our first responders and experienced the Smoke House Simulator.

- **"No kill" Animal Shelter.** The Sheriff and Animal Control staff will continue the shift to a "no kill" animal shelter. A "no kill" animal shelter does not euthanize animals for space. Euthanasia occurs only for animals that are ill or considered dangerous.
- **Technology enhancements.** The Sheriff's office will provide on-line non-emergency reporting for citizens and visitors by going through the Sheriff's office website. Staff continues to encourage more contact with the citizens through Facebook, Twitter and a more user friendly Sheriff's office website.

Long Term Goals –

- **Protecting life and property, and reducing the fear of crime.** The Sheriff's office staff will ensure a secure community through the provision of high quality law enforcement. The Building Department protects citizens through plan review and the inspection of structures to ensure compliance with state and local building codes. Additionally, the Fire Marshal's office will provide life safety service through occupancy fire inspections, origin and cause fire investigations, and public education programs. The CSU provides specialized services, staff supervision and administrative support to meet the needs of youth involved with the Juvenile Court.

- **24/7 Fire/EMS service.** Fire and EMS will provide high quality service and emergency response to citizens of and visitors to the County through a combination of fully trained career staff and volunteers. Fire and EMS will strive to mitigate emergencies for citizens and visitors through public education programs, and Fire Marshal occupancy inspections.
- **Humane treatment of animals.** The County's Animal Control officers are dedicated to educating and serving the community to ensure the humane treatment of all animals.
- **Services to juveniles.** The CSU will provide intake services, probation and parole services, and other ancillary services as deemed appropriate by the Juvenile and

Domestic Relations Court. The CSU enhances public safety by holding juveniles accountable for their actions and promoting competency development in youths before the court.

Short Term Objectives –

- **Cooperative investigative services.** Monthly meetings are held with the Safe Harbor Child Advocacy Center Multi-disciplinary Team (MDT) for new and on-going child abuse cases, and the Sexual Assault Response Team (SART) for sexual assault cases. This working group includes the Sheriff's office, a prosecutor from the Commonwealth's Attorney's office, two Social Services Child Protective Services workers, and a member of the Victim/Witness office. The purpose of these teams and the cooperative agreements with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration. In particular, this working group investigates cases in unison so that victims have to tell their account only once.
- **Street Crimes Unit.** The Street Crimes Unit is a five-person team that can be deployed in areas of high criminal activity for extended periods of time. Their schedule remains flexible so they can be shifted throughout the County as needed.
- **Maintain proactive approach.** The Sheriff's office will continue to be proactive in educating community members in ways to protect themselves from becoming victimized through programs like Neighborhood Watch and Business Watch.
- **Changing requirements.** Officers and their staffs must keep abreast of new laws, changes to existing laws, and changes to procedures mandated by the state.
- **Recruitment and training.** Fire/Rescue will continue efforts in support of the recruitment and retention of volunteers, with specific focus on retaining existing members. Additionally, training will be provided to all Fire/Rescue responders to meeting minimum training standards to accomplish necessary job functions.
- **Enhancement of ALS coverage.** Fire/Rescue will work towards enhancing the County's ALS coverage through training and recruitment of career staff and volunteers qualified to provide such service, the addition of ALS stipends, and through the ESP.
- **Probation supervision.** The CSU will continue working to ensure that 80% of probation-serving youths are in school or are employed prior to being released from probation. To heighten the likelihood that the youths will go on to lead productive lives, it is paramount that youths show the ability to attend work or school consistently before being released.
- **Provide youth services.** The CSU will continue to provide programs designed to rehabilitate youths involved with the Juvenile and Domestic Relations Court. Programs will include the school-based probation officer program, electronic incarceration program, substance abuse education, anger management programs, and restorative justice and community service work programs.

- **Providing inspections.** The Building Department will assure that buildings have structural integrity, smoke detectors, fire sprinklers, protection of the public water supply and other life safety elements.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Annual crime rate[1] (calendar year)	4.8%	4.1%	4.5%	4.5%	4.5%	4%[2]
Average number of calls for service per deputy per quarter (calendar year)	592	546	486	500	500	600
Quarterly average response time (in minutes) for law enforcement service calls (calendar year):						
• Emergency:	6.20	6.41	6.11	6.25	6.00	5.00
• Non-emergency:	7.51	8.38	8.58	6.50	6.50	6.00
Quarterly average clearance rate of Sheriff's cases (calendar year)	28.6%	Not available	Not available	30%	Not available	30%
Percentage of emergency 911 calls answered on first ring (calendar year)	95%	95%	96%	99%	99%	100%
Percentage of non-emergency 911 calls answered within three rings (calendar year)	98%	97%	96%	99%	99%	100%
Number of deputy hours used for prisoner transport (calendar year)	2,716	3,410	3,115	3,409	4,260	4,260
Number of prisoner transports (calendar year)	473	516	605	566	707	707
Percentage of animal control calls responded to within (calendar year):						
• 15 minutes:	51%	54%	54%	64%	60%	65%
• 16-30 minutes:	24%	24%	24%	28%	25%	25%
• More than 30 minutes:	25%	22%	23%	20%	10%	10%
Percentage of customers satisfied with animal shelter services (calendar year)[3]	95%	100%	100%	100%	100%	100%

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Animal adoption rate (calendar year)	60%	68%	93%	95%	95%	98%
Animal euthanasia rate (calendar year)	40%	32%	7%	5%	5%	2%
Compliance rate of spay/neuter program (calendar year)	100%	100%	100%	100%	100%	100%
Number of enforcements on found animal violations (calendar year)	1,100	680	536	600	700	800
Percentage of County's 10 Fire/Rescue stations staffed 24/7 • Fire: • EMS: • ALS as % of EMS staffing	 90% 90% 60%	 100% 100% 70%[4]	 100% 100% 75%[4]	 100% 100% 85%[4]	 100%[5] 100%[5] 90%[4]	 100% 100% 100%
Average Fire/Rescue response time for rural areas (in minutes: seconds)[6]	9:38	9:37	9:43	9:19	9:00	8:00
Average Fire/Rescue response time for urban areas (in minutes: seconds)[6]	8:06	8:05	8:08	8:08	8:00	6:00
Percent of responders meeting required minimum training standards[7]	45%	38%[8]	50%	70%	90%	95%[9]
Percentage of probation-serving youths in school or employed prior to release from probation (calendar year)	93%	89.5%	81%	>90%	>90%	100%
Percentage of paroled youth in school or employed prior to release from supervision	78%	100%	63%	>75%	>75%	100%
Monthly contact compliance officers have with youth	99%	99%	98%	>95%	>95%	100%
Percentage of youth who are charged with new offenses while under probation or parole supervison[10]	Prob: 10.1% Parole: 14.3%	Prob 9.2% Parole 15%	Prob 6.65% Parole 12.85%	Prob >6.65% Parole >12.85%	Prob 6% Parole 12%	0%

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Timeliness of residential and commercial building plan reviews (in days)	Res: 7.6 Comm: 6.6	Res: 8.5 Comm: 7.8	Res: 8.8 Comm: 7.5	Res: 10 Comm: 10	Res: 10 Comm: 10	Begin within 10 days of receipt
Number of cases of Code enforcements related to inspections and plan review	2	2	2	4	4	0

[1] Per the Virginia State Police "Crime in Virginia" report.
[2] Same crime rate as 1988 when Commonwealth's Attorney was first elected and County was more rural.
[3] Based on responses to a user survey.
[4] Estimates based on routine staffing/unit deployment configurations, along with increase in the quantity of ALS providers.
[5] Dependent upon FY 2016 budget funding of additional personnel to provide staffing for at least one Engine and One Ambulance at the new Station 11.
[6] While increased staffing has aided in reducing response times, the large geographical nature of the County presents challenges in realizing significant reductions beyond the current level.
[7] The development of standards based on the FREM Minimum Qualifications & Certifications SOP has shown positive dividends since FY 14.
[8] The decrease is due in part to a large influx of people joining the system matched by people leaving the system; and the need for accurate data tracking which FREM continues to work with the various agencies to resolve.
[9] Due to turnover in staff, this figure will never reach 100%.
[10] The State FY 2014 quarterly average for re-arrest on probation cases is 9.85%; re-arrest of parole cases is 14.5%.

Overview of Public Safety Departments

Spotsylvania's Public Safety function consists of the following components which provide protection and safety to the citizens of County: Sheriff, Fire, Rescue & Emergency Management, Regional Detention Facilities, Court Services Unit, Medical Examiner, and Building Division.

Sheriff

Purpose

The Sheriff is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Sheriff is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Sheriff provides law enforcement services to the citizens of the County including the enforcement of all State and County criminal codes; serves civil and criminal papers; provides for the enforcement of all State and County animal codes and supervises the operations of the County's animal shelter; and protects and maintains the security of the courts operating within the County.

There are five divisions within the Sheriff's Office that together, serve all the law enforcement functions described above: Patrol Operations Division, Criminal Investigations Division, Courts Security/Civil Process Division, Administrative Services Division, and Animal Control Division. Some of the specialty functions within these divisions are the Street Crimes Unit, Crime Prevention Unit, Emergency Response Team, Bicycle Team, Canine Unit, Hostage Negotiation Team, Dive Team, Ground Search and Rescue Team, Equine Unit, and Traffic Services Unit.

Emergency Communications is also part of the Sheriff's Office. The Emergency Communications division is a 24/7 operation that serves as the 911 answering point for calls for service and the dispatching of public safety services.

As part of its continued pursuit of excellence in law enforcement, the Sheriff's Office successfully achieved its Re-Accreditation Certification from the Virginia Law Enforcement Professional Standards Commission in December 2010 and successfully received re-accreditation in December 2014. This achievement demonstrates the department's effort to ensure that policing best practices are broadly and consistently applied throughout the organization.

Sheriff's Office personnel are funded from several sources including local funding, School funding, State Compensation Board funding, and grant funding, when available. The State Compensation Board staffing standards suggest that localities receive funding for law enforcement deputies on a one per 1,500-population formula developed by the State, using the most up-to-date population information provided by the Weldon Cooper Center. However, the State has not provided funding to meet those staffing standards. The funding that is provided from the Compensation Board is based on

Sheriff *continued*

State salary scales and does not include any reimbursement for health insurance costs. The formula used to determine the number of court security deputies funded by the State involves both population and the number of courtrooms.

Sheriff

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
State Compensation Board	$3,331,626	$3,317,722	$3,292,818	$3,292,818	$3,401,148
E-911 Taxes	$1,347,737	$1,347,737	$1,347,737	$1,347,737	$1,347,737
County Court Fines	$450,000	$397,419	$450,000	$450,000	$400,000
Animal Shelter Fees	$85,000	$79,370	$70,000	$112,500	$175,000
Wireless E-911 Surcharge	$170,000	$157,429	$170,000	$170,000	$155,000
Sheriff Local Services	$150,000	$144,179	$175,000	$175,000	$145,000
Courthouse Security Fees (Clk of Court)	$150,000	$125,858	$150,000	$150,000	$130,000
Other Sheriff Fees (Chgs for Svcs)	$100,000	$119,234	$100,000	$100,000	$120,000
Dog Tag Licenses	$78,000	$75,382	$78,000	$78,000	$78,000
Gun Permits	$55,000	$71,454	$40,000	$40,000	$60,000
Forfeiture/Seizure	$222,440	$119,477	$0	$157,137	$26,438
Reimb Extradition of Prisoners	$25,000	$5,523	$25,000	$25,000	$10,000
Rabies Vaccinations	$8,000	$7,716	$8,000	$8,000	$7,800
Sheriff's Fees	$4,099	$4,099	$4,099	$4,099	$4,099
Veh Reg Dog/Cat Sterilization	$4,017	$4,017	$3,500	$3,500	$3,500
Grant Revenues	$209,324	$179,789	$0	$276,178	$0
Sheriff & Animal Control Court Restitution	$0	$1,850	$0	$3,933	$0
TOTAL REVENUES	**$6,390,243**	**$6,158,255**	**$5,914,154**	**$6,393,902**	**$6,063,722**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$17,907,844	$17,571,739	$18,613,009	$18,850,366	$18,804,302
Operating	$2,965,489	$2,414,023	$2,325,572	$3,023,667	$2,174,414
Capital	$1,266,458	$701,202	$1,149,798	$1,708,079	$766,895
TOTAL APPROPRIATED EXPENDITURES	**$22,139,791**	**$20,686,964**	**$22,088,379**	**$23,582,112**	**$21,745,611**
NET TAX SUPPORT	**$15,749,548**	**$14,528,709**	**$16,174,225**	**$17,188,210**	**$15,681,889**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year of funding for the conversion of two part-time Animal Control Deputies to full-time occurring in FY 2015, due to the Animal Control Agreement with City of Fredericksburg approved in December 2014.

Sheriff *continued*

Notable FY 2016 Budget Changes *continued*

- Funding for increases in telephone services, subsistence and lodging, spay/neuter program, agricultural/animal supplies, emergency response team, bike patrol, uniforms, body armor and protection gear, and communication equipment, which are offset with reductions noted below (*note: in some cases the line item still increased even with the reduction(s) below*).
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- Funding for the following capital items (*note: these items are the original requests, the department provided reductions below that would impact these purchases*)
    - 21 replacement vehicles for the Law Enforcement Division
    - Replacement rough terrain vehicle (RTV) for the Law Enforcement Division
    - Replacement dive boat for the Law Enforcement Division
    - Two replacement vehicles for the Animal Control Division
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for these Sheriff's Office divisions:
    - Reductions in the following Courts line items
        - Auto repairs and maintenance
        - Telephone services
        - Uniforms
        - Machinery and equipment
    - Reductions in the following Law Enforcement line items
        - Other professional services
        - Printing and binding
        - Postal services
        - Telephone services
        - Police mall substation
        - Mileage
        - Subsistence and lodging
        - Dues and association memberships
        - Emergency response team
        - DARE Program
        - Neighborhood Watch
        - Bike patrol
        - Vehicle and equipment fuels
        - Vehicle and equipment supplies
        - Uniforms
        - Books and subscriptions
        - Machinery and equipment

Sheriff *continued*

Notable FY 2016 Budget Changes *continued*

- Reductions in the following Law Enforcement line items (*continued*)
  - Communication equipment
  - Motor vehicles and equipment
  - Emergency Response Team equipment
  - Capital improvements
- Reductions in the following Emergency Communications line items
  - Software applications
  - Mileage
  - Subsistence and lodging
  - Education and training
  - Uniforms
- Reductions in the following Animal Control line items
  - Printing and binding
  - Advertising
  - Subsistence and lodging
  - Education and training
  - Claims and bounties
  - Office supplies
  - Uniforms
  - Machinery and equipment
  - Motor vehicles and equipment

Fire, Rescue and Emergency Management

Purpose

Fire, Rescue and Emergency Management provides fire, emergency medical services, and emergency management to the citizens of Spotsylvania County, utilizing a combination system of both career and volunteer personnel. Fire responsibilities include fire suppression, fire code enforcement, public fire education, fire investigations, and hazardous material response. Emergency Management participates in managing complex emergencies from natural and man-made causes. Emergency Management staff coordinates all-hazard limited and full scale exercises throughout the year, including radiological emergency preparedness exercise with the North Anna Power Station under the direction of the Federal Emergency Management Agency (FEMA). Emergency Medical Services (EMS) responsibilities focus on providing the highest level of medical care and expertise in managing basic and advanced life support needs to critically ill or injured patients.

Fire and EMS services are provided from ten fire and EMS stations located strategically throughout the County: Courthouse (Co. 1), Brokenburg (Co. 2), Partlow (Co. 3), 4-Mile Fork (Co. 4), 5-Mile Fork (Co. 5), Salem Church (Co. 6), Wilderness (Co. 7), Thornburg (Co. 8), Belmont (Co. 9), and Salem Fields (Co. 10). An eleventh station (Co. 11) is scheduled to open in FY 2016 in the Lee Hill area of the County. The County provides 24/7 coverage at all fire and EMS stations, utilizing both career and volunteer personnel. Coverage enhancements continue to occur with the assistance of the County's EMS Revenue Recovery Program which provides monetary incentives for career and volunteer personnel and additional career staffing.

The County participates in the Rappahannock Regional Fire and EMS Training Center, which is a joint partnership with the City of Fredericksburg, King George County, and the Virginia Department of Fire Programs. The facility provides County fire and EMS personnel with training grounds and a burn building that is used to conduct live fire training and other training activities.

Fire, Rescue, and Emergency Management *continued*

Fire, Rescue & Emergency Management

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Transfer from Fire/EMS Fee Fund	$2,614,893	$2,728,549	$2,731,737	$2,731,737	$2,744,308
Grants	$179,908	$131,099	$18,078	$666,109	$654,502
State Fire Program Fund (Ins)	$294,470	$367,595	$300,000	$330,835	$300,000
Motor Vehicle Registration (EMS $)	$115,000	$123,613	$115,000	$115,000	$115,000
Fire & Safety Inspection Fee	$86,000	$38,981	$86,000	$86,000	$70,000
VOPEX Exercises	$25,000	$25,000	$25,000	$25,000	$25,000
Local Funding - Regional Training Academy	$12,000	$12,000	$12,000	$12,250	$9,186
Open Air Burning Permit	$6,000	$5,550	$6,000	$6,000	$6,000
Emergency Services Rescue Fees	$4,200	$9,480	$0	$0	$6,000
False Fire Alarms	$3,000	$6,700	$2,000	$3,150	$2,400
Emergency Services State	$21,600	$21,600	$0	$37,732	$0
Training Fees	$2,000	$0	$0	$0	$0
TOTAL REVENUES	**$3,364,071**	**$3,470,167**	**$3,295,815**	**$4,013,813**	**$3,932,396**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$13,849,087	$13,657,624	$14,174,457	$14,800,071	$15,802,512
Operating	$4,053,144	$3,483,105	$3,720,416	$4,386,590	$3,845,285
Capital	$420,446	$407,463	$177,825	$245,838	$345,307
TOTAL APPROPRIATED EXPENDITURES	**$18,322,677**	**$17,548,192**	**$18,072,698**	**$19,432,499**	**$19,993,104**
NET TAX SUPPORT	**$14,958,606**	**$14,078,025**	**$14,776,883**	**$15,418,686**	**$16,060,708**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in overtime funding to allow for coverage by career staff in areas where the volunteers no longer are able to provide coverage and to fund training of the Water Rescue and Technical Rescue teams.
- Five months of funding for 15 positions to staff Company 11, expected to open prior to the close of FY 2016:
    - One Captain
    - Two Lieutenants
    - Twelve Firefighter/Medics
- Increase funding for new maintenance service contract on stair chairs and ambulance cots.
- Increase in funding to upgrade ROAM alert system, increased cost for illness and injury insurance and replacement copiers at various F&R stations.

Fire, Rescue, and Emergency Management *continued*

Notable FY 2016 Budget Changes *continued*

- Funding for replacement turnout gear and two replacement defibrillators.
- Funding for Company 11 fitness equipment and replacement furniture at various F&R stations.
- Funding for two replacement vehicles.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Reductions in the following FREMS line items
        - Maintenance service contracts
        - Machinery and equipment
    - Reductions in the following FREMS consolidated line items
        - Other professional services
        - Auto repairs and maintenance
        - Telephone services
        - Training for volunteers
    - Reductions in the following Chancellor Volunteer Fire (CVFR) consolidated line items
        - Auto repairs and maintenance
        - Uniforms
    - Reductions in the following Spotsylvania Volunteer Fire (SVFD) consolidated line items
        - Auto repairs and maintenance
    - Reductions in the following Spotsylvania Volunteer Rescue (SVRS) consolidated line items
        - Training for volunteers
        - Uniforms
        - Operating supplies

Fire & Rescue Allocation & Consolidated Budgets

	FY 2014 Actuals	FY 2015 Adopted Budget	FY 2015 Adjusted Budget	FY 2016 Agency Requests	FY 2016 Adopted Budget	Change from FY 2015 Adopted Dollar	Change from FY 2015 Adopted Percentage
CHANCELLOR VOLUNTEER FIRE							
Allocation	17,496	22,345	22,345	22,345	22,345	0	0.0%
Line of Duty	3,137	3,325	3,325	3,459	3,459	134	4.0%
Other Professional Svcs	12,830	6,000	8,000	10,020	10,020	4,020	67.0%
Auto Repairs & Maint	132,450	91,855	91,855	140,403	132,631	40,776	44.4%
Per Diems	132,500	132,500	132,500	115,673	115,673	(16,827)	-12.7%
Trash	0	0	0	0	0	0	n/a
Electric	7,958	7,500	7,500	8,000	8,000	500	6.7%
Heating	3,932	6,000	6,000	4,500	4,500	(1,500)	-25.0%
Telephone Services	7,632	10,000	10,000	8,000	8,000	(2,000)	-20.0%
Training	23,164	35,000	35,000	35,000	35,000	0	0.0%
Four for Life	0	14,375	56,432	14,375	14,375	0	0.0%
State Fire Programs	35,100	30,000	87,810	30,000	30,000	0	0.0%
Lab Supplies	0	0	0	0	0	0	n/a
Vehicle & Equip Fuels	58,837	78,000	78,000	60,000	45,908	(32,092)	-41.1%
Uniforms	57,393	55,668	55,668	58,000	55,000	(668)	-1.2%
Operating Supplies	21,161	23,389	21,389	22,000	22,000	(1,389)	-5.9%
TOTAL	**513,589**	**515,957**	**615,824**	**531,775**	**506,911**	**(9,046)**	**-1.8%**
SPOTSYLVANIA VOLUNTEER FIRE							
Allocation	127,000	127,000	127,000	127,000	127,000	0	0.0%
Line of Duty	4,524	4,796	4,880	4,988	4,988	192	4.0%
Other Professional Svcs	7,824	8,400	8,400	8,400	8,400	0	0.0%
Auto Repairs & Maint	199,217	127,851	127,851	200,000	185,814	57,963	45.3%
Per Diems	132,500	132,500	132,500	149,062	149,062	16,562	12.5%
Electric	10,768	12,000	12,000	12,000	12,000	0	0.0%
Heating	3,487	6,000	6,000	4,000	4,000	(2,000)	-33.3%
Telephone Services	14,604	14,100	14,100	15,000	15,000	900	6.4%
Training	9,034	9,000	8,916	9,000	9,000	0	0.0%
State Fire Programs	88,857	90,000	122,887	90,000	90,000	0	0.0%
Vehicle & Equip Fuels	75,758	81,000	81,000	77,000	58,915	(22,085)	-27.3%
Uniforms	25,620	25,000	25,000	25,000	25,000	0	0.0%
Operating Supplies	0	0	0	0	0	0	n/a
TOTAL	**699,192**	**637,647**	**670,534**	**721,450**	**689,179**	**51,532**	**8.1%**
SPOTSYLVANIA VOLUNTEER RESCUE							
Allocation	49,180	49,180	49,180	49,180	49,180	0	0.0%
Line of Duty	945	1,002	1,002	1,042	1,042	40	4.0%
Other Professional Svcs	2,827	3,000	3,000	3,000	3,000	0	0.0%
Auto Repairs & Maint	45,305	46,965	46,965	47,000	47,000	35	0.1%
Per Diems	132,500	132,500	132,500	132,765	132,765	265	0.2%
Electric	7,486	9,000	9,000	8,000	8,000	(1,000)	-11.1%
Heating	5,286	4,400	4,400	5,500	5,500	1,100	25.0%
Telephone Services	15,209	11,000	11,000	15,000	15,000	4,000	36.4%
Training	36,204	39,000	39,018	39,000	36,000	(3,000)	-7.7%
Four for Life	34,215	28,750	79,701	28,750	28,750	0	0.0%
Vehicle & Equip Fuels	39,352	32,050	32,050	40,000	30,605	(1,445)	-4.5%
Uniforms	29,105	20,200	20,200	30,000	27,000	6,800	33.7%
Operating Supplies	73,311	65,000	64,982	75,000	71,516	6,516	10.0%
TOTAL	**470,926**	**442,047**	**492,998**	**474,237**	**455,358**	**13,311**	**3.0%**

Fire EMS Service Fee

Purpose

The Fire/EMS Service Fee (also known as Revenue Recovery) is the process of obtaining financial reimbursement for the cost of providing medically necessary ambulance transportation. Medicaid, Medicare, and most other private insurance policies (health, auto, and/or homeowners) allow for reimbursement for this service. Spotsylvania County utilizes a Compassionate Billing policy, to ensure that no one will ever be denied necessary medical transport service due to either their inability to pay or a lack of insurance. Proceeds are reinvested into the County's fire and rescue services to address the needs of the combined system.

Fire EMS Service Fee

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
Emergency Rescue Service Fees	$2,462,500	$2,749,522	$2,650,000	$2,650,000	$2,648,000
Use of (addition to) to Fire/EMS Service Fee Fund Balance	$152,393	($13,773)	$88,937	$88,937	$103,508
TOTAL REVENUES	**$2,614,893**	**$2,735,749**	**$2,738,937**	**$2,738,937**	**$2,751,508**
EXPENDITURES: (by category)					
Transfer to General Fund & Capital Proj Fund	$2,614,893	$2,735,749	$2,738,937	$2,738,937	$2,751,508
TOTAL EXPENDITURES	**$2,614,893**	**$2,735,749**	**$2,738,937**	**$2,738,937**	**$2,751,508**
NET TAX SUPPORT	**$0**	**$0**	**$0**	**$0**	**$0**

Regional Detention Facilities

Purpose

The Rappahannock Regional Jail (RRJ) serves the adult corrections needs of the region. Spotsylvania, a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg, and the counties of King George and Stafford, is represented by three members on the 12-member Authority. RRJ opened in July 2000 with a rated capacity of 656 beds. An addition was built in November 2008 to accommodate an additional 718 beds. With double bunking the facility can hold 1,655 inmates and has a current population of 1,435.

The Rappahannock Juvenile Center (RJC) operates a pre- and post-dispositional secure juvenile detention center. Spotsylvania participates with the City of Fredericksburg, and the counties of Louisa, Orange, Madison, King George, and Stafford. RJC is an 80-bed facility which opened in the winter of 2000.

The Rappahannock Area Youth Services & Group Home Commission (previously known as the Rappahannock Office on Youth and the Chaplin Youth Center) provides a community based residential program serving at-risk and court-involved youth in need of out of home placement. Residential services are provided for males and females, ages 12 to 17, as an alternative to incarceration. Youth can be placed in the Center for up to 90 days while services are secured for them.

Regional Detention Facilities

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$23,553	$19,995	$5,345	$5,345	$5,345
Grant Revenues	$16,466	$6,761	$0	$6,761	0
TOTAL REVENUES	**$40,019**	**$26,756**	**$5,345**	**$12,106**	**$5,345**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$5,463,565	$5,816,298	$5,610,744	$5,617,505	$5,837,844
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$5,463,565**	**$5,816,298**	**$5,610,744**	**$5,617,505**	**$5,837,844**
NET TAX SUPPORT	**$5,423,546**	**$5,789,542**	**$5,605,399**	**$5,605,399**	**$5,832,499**

Regional Detention Facilities *continued*

Notable FY 2016 Budget Changes

- An increase in the County's contribution to the RRJ due to an increase in the County's usage at the facility.
- An increase in the County's contribution to the RJC due to increases in health insurance, transportation, meals, a 1% Cost of living increase for staff, and an increase in the County's usage at the facility.
- An increase in the County's contribution to the Rappahannock Area Youth Services & Group Home Commission due to an increase in the County's participation rate with the Office on Youth and an anticipated increase in the cost to lease the facility where the Office on Youth is located.

Court Services Unit

Purpose

The 15th District Court Services Unit (CSU) is responsible for providing intake, probation and parole, and other ancillary services deemed appropriate by the Juvenile and Domestic Relations Court. CSU also manages the funding provided by the Virginia Community Crime Control Act (VJCCCA).

The goal of CSU is to enhance public safety by holding juveniles accountable for their actions and to promote competency development in youth that are before the court. Programs provided to juveniles and their parents include, but are not limited to: electronic monitoring, anger management, group counseling, and restorative justice and community service work.

Court Services Unit

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$91,588	$95,146	$109,796	$109,796	$109,796
TOTAL REVENUES	**$91,588**	**$95,146**	**$109,796**	**$109,796**	**$109,796**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$123,583	$119,983	$125,783	$125,783	$128,418
Operating	$139,768	$134,317	$205,711	$205,711	$205,945
Capital	$2,900	$2,504	$0	$400	$1,600
TOTAL APPROPRIATED EXPENDITURES	**$266,251**	**$256,804**	**$331,494**	**$331,894**	**$335,963**
NET TAX SUPPORT	**$174,663**	**$161,658**	**$221,698**	**$222,098**	**$226,167**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in capital funding for the replacement of aging office furniture.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Other professional services
    - Mileage, and education and training
    - Rappahannock Area Youth Services & Group Home Commission
    - Office supplies
    - Furniture and fixtures

Medical Examiner

Purpose

Medical Examiner provides examination services in cases of accidental or unattended deaths in the County.

Medical Examiner

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$500	$540	$500	$500	$500
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$500**	**$540**	**$500**	**$500**	**$500**
NET TAX SUPPORT	**$500**	**$540**	**$500**	**$500**	**$500**

Building Division

Purpose

The Building Division is responsible for the enforcement of the Virginia Uniform Statewide Building Code to ensure safety to life and property from all hazard incidents related to structure design, construction, occupancy, repair, maintenance, renovation, removal or demolition. The Division responds to complaints for unsafe structures, overcrowding, rental property concerns, work performed without permits, and citizen complaints regarding construction issues performed by their contractor. The Division also performs all plan reviews and inspections on buildings constructed in Spotsylvania County, including all schools, fire stations, hospital, retail spaces, single family homes, swimming pool installation, decks, elevators, renovations, and fire protection plan reviews on commercial structures.

Building Division

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Building Fees	$1,313,000	$1,441,902	$1,375,000	$1,375,000	$1,747,000
Code Compliance Adm Charges	$157,981	$189,999	$175,000	$175,000	$208,700
Use of Fund Balance	$1,367	($121,022)	$58,824	$89,065	($21,243)
Insurance Claim Revenue	$0	$0	$0	$5,150	$0
Other Local Revenue	$0	$0	$0	$500	$0
TOTAL REVENUES	**$1,472,348**	**$1,510,879**	**$1,608,824**	**$1,644,715**	**$1,934,457**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,713,157	$1,625,268	$1,748,987	$1,748,987	$1,682,635
Operating	$91,404	$81,665	$164,818	$120,458	$266,401
Capital	$21,400	$20,399	$0	$19,750	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,825,961**	**$1,727,332**	**$1,913,805**	**$1,889,195**	**$1,949,036**
Transfer to General Fund	$187,982	$241,596	$219,116	$219,116	$378,596
NET TAX SUPPORT	**$541,595**	**$458,049**	**$524,097**	**$463,596**	**$393,175**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Funding for additional temporary clerical assistance to assist office staff during peak busy times and during staff shortages due to vacations and illness.
- Funding for temporary clerical services to assist the Building Office Assistant with FOIA requests, third party inspection fees, elevator inspections, and scanning of documents.
- Increases in auto repairs and maintenance, and vehicle and equipment fuels.

Building Division *continued*

Notable FY 2016 Budget Changes *continued*

- The FY 2016 Budget includes annual funding for the Building division's share of Other Post-Employment Benefits (OPEB).
- Community Development fees will be increased to recover 100% instead of the current 80% of the costs associated with the services for which the fees are paid. Consequently, a transfer of $200,000 will be made to the General Fund to reimburse a small portion of the funds provided to the Code Compliance Fund in recent years to cover shortfalls. Of this $200,000, an estimated $126,000 is relative to Zoning division transfers and $74,000 is relative to Building division transfers.

Public Safety Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

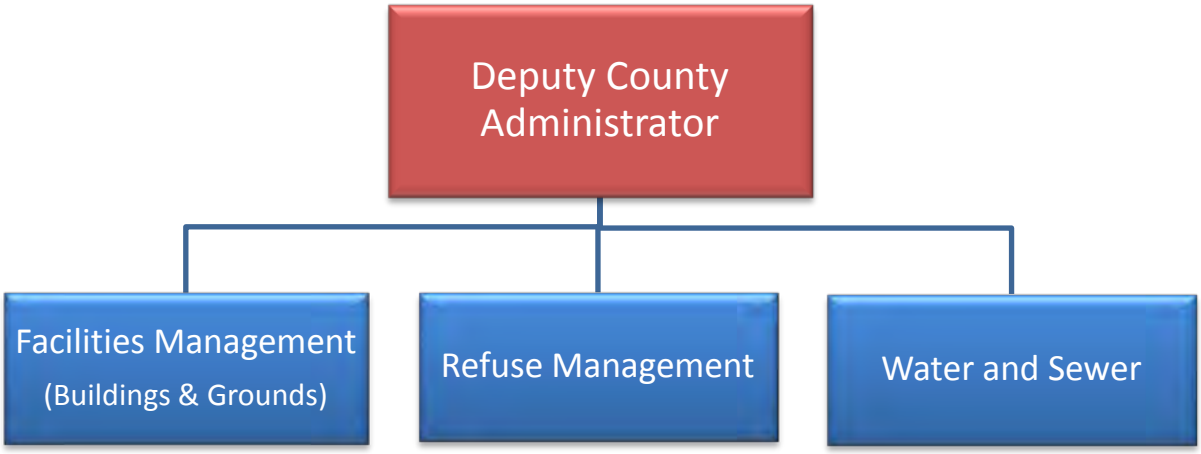
Department/Position	FY 2014	FY 2015	FY 2016
Sheriff			
Animal Control Clerk	1	1	1
Animal Control Deputy Sheriff	6.50	8	8
Animal Control Field Supervisor Sergeant	1	1	1
Animal Control Shelter Assistant	6.39	6.65	6.65
Animal Control Shelter Manager	1	1	1
Captain	5	5	5
Civil Process Clerk	1	1	1
Communications Officer	16.75	18.50	18.50
Communications Operator	8	10	10
Communications Supervisor	4	4	4
Crime Analyst	1.50	1.50	1.50
Criminal Warrants Clerk	2	2	2
Criminal Warrants Supervisor	1	1	1
Deputy Sheriff	124.52	130.06	129.06
Detective	18.25	19.39	19.39
Emergency Communications Manager	1	1	1
Evidence/Property Custodian	1	1	1
First Sergeant	9	10	11
Lieutenant	7	7	7
Major	2	2	2
Office Manager I	2.50	2.50	2.50
Office Manager II	1	1	1
Operations Supervisor	1	1	1
Parking Enforcement (Civilian)	1	1	1
Program Assistant	1	1	1
Records Clerk	3.50	2.63	2.63
Records Manager	1	1	1
Secretary	0.63	0.50	0.50
Sergeant	12	11	11
Sheriff	1	1	1
TOTAL FTEs	**242.67**	**253.86**	**253.86**

Department/Position	FY 2014	FY 2015	FY 2016
Fire, Rescue and Emergency Management			
Administrative Assistant	1	1	1
Battalion Chief	5	5	5
Business Manager	1	1	1
Captain	15	13	14
Chief	1	1	1
Deputy Chief	1	2	2
Division Chief - Emergency Services Coordinator	1	1	1
Division Chief - Fire Prevention	1	1	1
Division Chief - Health & Safety	1	1	1
Division Chief - Training Officer	1	1	1
Financial Assistant	1	1	1
Fire Services Technician	1	1	1
Firefighter; Firefighter/Medic	122	124	136
FREM Mechanic	2	2	2
Lieutenant	25	24	26
Revenue Recovery Technician	1	1	1
Training Assistant	1	1	1
Volunteer FEMS Recruit/Retention Coordinator	1	1	1
TOTAL FTEs	**182**	**182**	**197**

Department/Position	FY 2014	FY 2015	FY 2016
Court Services Unit			
Personnel	2	2	2
TOTAL FTEs	**2**	**2**	**2**
Building Division			
Building Office Assistant	2	2	2
Code Enforcement Officer	2	2	2
Commercial Inspector	4	4	4
Commercial Plans Reviewer	2	2	2
Deputy Building Official	1	1	1
Director of Code Compliance/Chief Building Official	1	1	1
Fire Protection & Commercial Plans Reviewer	1	1	1
Inspections Supervisor	1	1	1
Permits Technician	2	2	2
Residential Combination Code Inspector	1	1	1
Residential Plans Reviewer	1	1	1
Senior Permits Technician	1	1	1
Structural Engineer	1	1	1
TOTAL FTEs	**20**	**20**	**20**
TOTAL FTEs Public Safety	**446.67**	**457.86**	**472.86**

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.

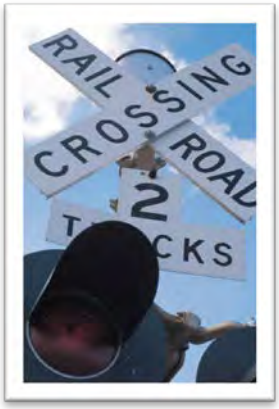


	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$54,220,024	$29,575,635	$33,644,116	$34,070,931	$35,228,944
TOTAL REVENUES	**$54,220,024**	**$29,575,635**	**$33,644,116**	**$34,070,931**	**$35,228,944**
EXPENDITURES: (by department)					
Facilities Management (Bldg & Grounds)	$5,110,004	$4,752,858	$5,037,021	$5,123,611	$4,816,023
Refuse Management	$4,082,102	$3,918,847	$4,260,076	$4,261,843	$4,696,351
Water & Sewer	$51,680,327	$27,452,762	$31,680,488	$30,893,911	$31,450,120
SUBTOTAL - APPROPRIATED EXPENDITURES	**$60,872,433**	**$36,124,467**	**$40,977,585**	**$40,279,365**	**$40,962,494**
Water & Sewer Transfers Out	$613,421	$100,029	$128,448	$641,840	$1,321,130
TOTAL EXPENDITURES	**$61,485,854**	**$36,224,496**	**$41,106,033**	**$40,921,205**	**$42,283,624**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$13,083,031	$12,949,805	$14,351,642	$14,380,732	$14,689,829
Operating	$14,157,202	$11,602,400	$13,510,775	$13,578,232	$13,603,040
Capital	$604,415	$329,546	$529,512	$688,273	$594,091
Debt Service	$32,027,785	$10,242,716	$11,585,656	$10,632,128	$11,075,534
Depreciation	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
TOTAL APPROPRIATED EXPENDITURES	**$60,872,433**	**$36,124,467**	**$40,977,585**	**$40,279,365**	**$40,962,494**
NET TAX SUPPORT *	**$7,265,830**	**$6,648,861**	**$7,461,917**	**$6,850,274**	**$7,054,680**

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

Challenges and Opportunities –

- **Additional facilities.** The addition of new facilities has resulted in an increased workload for Facilities Management, yet staffing has been reduced in recent years. The addition of two fire/rescue stations, scheduled for occupancy before the close of FY 2016, will raise the total square footage to 290,400. Custodial services, grounds keeping and HVAC maintenance are currently outsourced at several facilities and staff will continue to look for other areas for outsourcing as an alternative to hiring additional staff.
- **Aging facilities and infrastructure.** An ongoing challenge for Utilities is the replacement and maintenance of aging facilities and infrastructure. The department has been working with its engineering contractors to design rehabilitation projects that should help the water treatment plants and storage tanks provide safe drinking water for the citizens of Spotsylvania County into the future. Laboratory Services is also in need to additional lab space. With the additional space, Laboratory Services can shift focus from revamping methods and procedures to expanding its commercial testing.



- **Rail maintenance.** The Spotsylvania Industrial Park railroad tracks are now classified as "Class I" tracks due to the transport of hazardous material across those tracks. The requirement of CSX and Federal Railroad Administration inspections on Class I tracks means that department manpower and funding must be used to maintain the tracks.
- **Equipment replacement.** Equipment critical to the recycling, refuse collection, and disposal has been set on carefully selected replacement schedules. However, budget reductions in recent years have caused the replacement of some equipment to be deferred.
- **Recycling rates.** As the Livingston Landfill continues to accept more commercial waste from Spotsylvania County there is a potential for stagnation or an overall drop in the recycling rate reported by Spotsylvania County. Staff is working to monitor this closely and working to help ensure that Spotsylvania County continues to see a successful recycling rate each year.

2015 and 2016 Focus/Highlights –

- **Making recycling easier.** Single stream recycling was implemented in FY 2015. In addition to being a convenience for citizens, more items will be accepted including all #1 to #7 plastics and juice/milk cartons. This will also result in additional recycle tonnage, ensuring the County maintains a high recycle percentage and reduced staff time associated with current recycle processing.

- **SEED Program.** The Spotsylvania Environmental Education Development "SEED" program is a multi-agency public/private initiative to help increase awareness of environmental issues and of Spotsylvania County's natural resources. Successful recycling and litter control programs are inherently dependent upon public awareness and participation. The cornerstone of this program is a state-of-the-art mobile education exhibit that utilizes an advanced multimedia approach to public education at schools and events. This technology makes learning fun and interactive and in FY 2015 and FY 2016 the goal is to increase the number of participants in the SEED Program.

- **Upgrades at water treatment facilities.** Design on a phased rehabilitation at the Ni River Water Treatment Plant (WTP) is complete. Once the engineering to rehabilitate the Ni River WTP is complete this year, construction will begin. Upgrades are also planned at the Motts Run WTP.
- **Operational improvements.** With additional staff added in FY 2015, Utilities has staff dedicated to the Valve and Hydrant Maintenance Program and the Closed Circuit Television Inspection Crew (CCTV) Line Inspection Program. These programs help to ensure the integrity of all lines within our system, reducing costly repairs and negative impacts upon customers.

Long Term Goals –

- **Well-maintained facilities.** Facilities Management provides safe, clean, and well-maintained facilities for the employees and citizens of Spotsylvania County in a cost-effective and professional manner.
- **Preservation of water quality and environment.** The Utilities Department will produce safe water for County residents and will help protect the water quality of the Rappahannock River and Chesapeake Bay through wastewater treatment.
- **Energy management.** The EnergyStar Portfolio Management program was initiated in FY 2013 in an effort to better track energy usage at primary County facilities, and recently an additional software module, Utility Trac, was added to our web-based facilities work order system. Both of these programs will enable Facilities Management to monitor energy usage, identify problem areas and track the benefit of energy upgrades to County facilities. Energy consumption at facilities will be tracked for power, gas, oil and water and sewer. In addition Utility Trac will enable Facilities Management to track Green House Gas emissions, carbon foot prints, compile and track utility billing and conduct billing audits to determine billing anomalies.
- **Commercial Laboratory Accreditation.** Laboratory Services plans to apply for joint commercial accreditation for both drinking water and wastewater. While commercial accreditation has more stringent regulations that add time to testing, it also allows the laboratory to offer our testing services to other municipalities, thus generating revenue for these services.

Short Term Objectives –

- **EPA EnergyStar Portfolio Management.** Staff has implemented the EnergyStar Portfolio Manager program to better enable the County to track energy usage at its facilities.
- **Outsourcing.** Custodial services, grounds keeping and HVAC maintenance are currently outsourced at several facilities. Facilities Management staff will continue to consider outsourcing of service as an alternative to hiring additional staff to meet the increasing demands for facilities services.
- **Phased equipment replacement.** Staff will continue to take advantage of any opportunities that would help maximize the useful life of equipment while maintaining service levels. A phased equipment purchase plan is included in the CIP to allow the Solid Waste operations to get back on track with equipment replacement schedules.
- **Increase recycling efforts.** Staff will increase its public outreach efforts to help increase public awareness of environmental issues and recycling services currently available to County residents, including the single stream recycling program.
- **Regulated operations of water and wastewater facilities.** Staff will operate all water and wastewater treatment facilities in a manner that meets the goal of providing water and sewer services to citizens as effectively as possible while maintaining all operating permits in good standing and avoiding permit violations.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Number of County-owned buildings with FCI[1] of:						
• Good[2]	72	71	83	90	90	122
• Fair[2]	23	24	21	25	25	
• Poor[2]	27	27	16	7	7	
Total number of buildings maintained	122	122	122	122	122	122
Tons of refuse hauled	65,000	65,000	65,000	65,000	65,000	65,000
Number of reportable refuse hauling on-road incidents	0	0	0	0	0	0
Regulatory compliance of the Livingston landfill (calendar year)	100%	100%	100%	100%	100%	100%
Regulatory compliance of the closed Chancellor landfill (calendar year)	100%	100%	100%	100%	100%	100%

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Regulatory compliance of the closed Berkeley landfill (calendar year)	100%	100%	100%	100%	100%	100%
Percent of waste recycled[3]	44.6%	42%	42%	40%	40%	75%
Percent of biosolids composted[4]	100%	100%	100%	100%	100%	100%
Treatment compliance: • Water • Wastewater	 100% 100%	 100% 100%	 100% 100%	 100% 100%	 100% 100%	 100% 100%
Number customers affected by planned water service disruptions: • 0-4 hours • 4-12 hours • 12+ hours	 66 0 0	 115 25 0	 0 36 0	 25 10 0	 0 0 0	 0 0 0
Number of customers affected by unplanned water service disruptions: • 0-4 hours • 4-12 hours • 12+ hours	 234 307 0	 183 283 0	 83 10 0	 100 100 0	 50 5 0	 0 0 0
Sewer overflows per 100 miles	4.4	1.6	1.7	0	0	0
Water line leaks and breaks per 100 miles	3.8	9.6	17.2	0	0	0
Water loss[5]	8.7%	6.7%	4.7%	8.0%	6.5%	<9.0%
Sewage collection system capacity failures per 100 miles	7.0	3.2	7.0	0	0	0
Percent of satisfactory health inspection reports	100%	100%	100%	100%	100%	100%

[1] The Facility Condition Index (FCI) is the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements to the current replacement costs of the building. An FCI of 0.05 (5%) reflects that the deferred maintenance for a facility is equal to 5% of the replacement cost of the facility. A FCI rating of 0.05 or less is considered good, 0.05-0.10 is considered fair and >0.10 is considered poor.

[2] The figures for FY 2012 include the addition of the new Circuit Court, Public Safety, and Merchant Square buildings.

[3] Represents the percentage of waste diverted from the landfill through recycling efforts. The State mandates a 25% recycling rate.

[4] Represents the percentage of sludge diverted from the landfill through composting efforts.

[5] Quantifies the percentage of produced water that fails to reach customers and cannot otherwise be accounted for through authorized usages.

Overview of Public Works Departments

Spotsylvania's Public Works function is a combination of three departments providing services to both the employees of Spotsylvania County and the citizens: Facilities Management, Refuse Management, and Water and Sewer.

Facilities Management

Purpose

Facilities Management (previously known as General Services) is responsible for providing safe and well-maintained facilities under their jurisdiction, both County-owned and leased. The services include maintenance, repair, utilities, custodial services, office relocations/renovations, street sign installation, and creation of signs for County buildings and School facilities. Facilities Management staff also maintains the Facility Asset Management Program, a building life cycle management database that dictates replacement of roofs, HVAC, windows, painting, carpet/flooring, etc.

Facilities Management

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Railroad Reimbursement	$75,000	$0	$75,000	$75,000	$60,000
Rental of General Property	$58,000	$42,320	$58,000	$58,000	$59,428
Courthouse Maintenance Fees	$55,000	$40,354	$50,000	$50,000	$45,000
Street Lights	$5,800	$5,640	$6,500	$6,500	$6,500
Merchant Sq Building Rent	$13,827	$0	$0	$0	$0
TOTAL REVENUES	**$207,627**	**$88,314**	**$189,500**	**$189,500**	**$170,928**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,332,423	$1,279,965	$1,440,726	$1,450,182	$1,398,394
Operating	$3,731,006	$3,454,650	$3,558,945	$3,607,167	$3,417,629
Capital	$46,575	$18,243	$37,350	$66,262	$0
TOTAL APPROPRIATED EXPENDITURES	**$5,110,004**	**$4,752,858**	**$5,037,021**	**$5,123,611**	**$4,816,023**
NET TAX SUPPORT	**$4,902,377**	**$4,664,544**	**$4,847,521**	**$4,934,111**	**$4,645,095**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for a Maintenance Worker (signs) position funded half year in FY 2015.
- Deletion of the Custodial Supervisor position.
- Funding for uniform rental, rain gear and cold weather protective gear.
- Increase in funding for outsourcing of grounds keeping at additional locations, which is offset with a reduction in several other line items.

Facilities Management *continued*

Notable FY 2016 Budget Changes *continued*

- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Snow plow attachment for existing tractor
    - Rough terrain vehicle (RTV)

Refuse Management

Purpose

Refuse Management provides for solid waste collection, disposal and recycling. The County has one landfill and 13 convenience sites. The three primary functions are explained below:

Refuse Collection is responsible for collecting and hauling of refuse, sludge, and recyclables from the County's convenience sites and wastewater plants; preparing recyclables for market and transporting; operation of the Mulching Program; and performing illegal dump cleanups.

Refuse Disposal operates the County's only sanitary landfill in an efficient manner, and ensures that it meets and complies with all County, State and Federal guidelines and regulations, and maintains the County's three closed landfills in regard to post-closure care/maintenance, groundwater monitoring, and methane gas monitoring.

Recycling and Litter Control provides residents the opportunity and means to protect and enhance their natural environment by educating and encouraging residents to conserve natural resources and divert waste by implementing the following guidelines: source reduction, recycling, pollution control and energy/water conservation. Recycling markets recyclable commodities, coordinates the cleanup of litter within the County, and provides environmental education with the Spotsylvania Environmental Education Development "SEED" program, an interactive mobile unit used for education programs at the Schools and community events.

Refuse Management

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Refuse Disposal Fees	$1,300,000	$1,483,373	$1,200,000	$1,900,000	$1,900,000
Recycling Revenue	$350,000	$389,299	$375,000	$375,000	$325,000
Litter Control Grant	$23,499	$20,730	$20,730	$20,730	$20,766
Journey Through Chesapeake Bay Camp Fees	$19,650	$19,115	$19,250	$19,250	$17,000
Commercial Refuse Hauler Fees	$12,000	$12,725	$14,000	$14,000	$12,000
Weed and Debris	$12,000	$6,863	$15,000	$15,000	$10,000
Towing Application/Inspection Fees	$1,500	$2,425	$1,700	$1,700	$2,000
TOTAL REVENUES	**$1,718,649**	**$1,934,530**	**$1,645,680**	**$2,345,680**	**$2,286,766**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,619,862	$2,523,365	$2,732,898	$2,744,110	$3,065,040
Operating	$1,394,339	$1,346,556	$1,449,640	$1,420,195	$1,494,811
Capital	$67,901	$48,926	$77,538	$97,538	$136,500
TOTAL APPROPRIATED EXPENDITURES	**$4,082,102**	**$3,918,847**	**$4,260,076**	**$4,261,843**	**$4,696,351**
NET TAX SUPPORT	**$2,363,453**	**$1,984,317**	**$2,614,396**	**$1,916,163**	**$2,409,585**

Refuse Management *continued*

Notable FY 2016 Budget Changes *continued*

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for a Heavy Equipment Mechanic/Welder position funded half year in FY 2015. Funding for this position is split 50/50 with the Utilities Fund.
- Funding for a part-time Solid Waste Equipment Operator for the leaf/green waste recycling program.
- Funding for part-time staff for increased tonnage at the landfill and increased latex paint collection. The additional revenue received from the increased tonnage will offset the increase in part-time funding.
- Increased funding for other professional services, truck repairs and maintenance, industrial safety supplies, vehicle and equipment supplies, repairs and maintenance supplies, and alternative daily cover, which is offset by a decrease in funding for consulting services, heavy equipment repairs and maintenance, and the household hazardous waste program.
- Adjustments made to vehicle and equipment fuels in each division, based on estimated fuel prices and historical expenditures, netting an increase in this line.
- Funding for a salt spreader, two snow blowers, oil lube skid portable tank, mobile power washer, and load inspection camera.

Water & Sewer

Purpose

The Utilities Department is a self-supporting enterprise fund, meaning the financial requirements of the water/sewer departments are met through user fees, connection fees, payments from outside entities and other self-generated revenues, rather than local tax revenue. The Department is also responsible for the oversight of the Refuse Management and County Capital Projects divisions that are funded through fees and other local tax revenue. In total the department operates eight separate divisions to accommodate the water, sewer, capital construction and solid waste needs of the County.

The Administration Division carries out all administrative tasks including oversight of all departmental activities, customer service, capital projects management, environmental management system implementation, a safety program, regulatory compliance, records and reporting, engineering, clerical, and file storage. This division is also responsible for meter reading, placing meters for new connections, meter maintenance, and account maintenance for more than 29,000 water and/or wastewater accounts.

The Wastewater Treatment Division includes operation of the County's three wastewater treatment facilities, three wastewater facilities for the Spotsylvania County School Board, and composting operations.

Wastewater Treatment Facilities

LOCATION	CAPACITY	
Massaponax	9.4 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ State-of-the-art biological nutrient removal facility
FMC	4 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ 1.5 MGD reserved for the City of Fredericksburg; operational costs are allocated to the City based upon the City's proportion of sewage flow to the facility. ~ includes three wastewater facilities for Spotsylvania County School Board (John J. Wright Educational and Cultural Center, Berkeley Elementary and Spotsylvania High School). These facility costs are billed directly to the School Board.
Thornburg	345,000 GPD	~ Plant staffing: 12-hours each weekday, 10-hours each weekend day

MGD – million gallons per day
GPD – gallons per day

Water & Sewer *continued*

The Water Production and Quality Division includes the operation and maintenance of three dams and reservoirs, two river intakes and two water treatment plants that provide water to Spotsylvania County and the City of Fredericksburg.

Water Treatment Plants

LOCATION	CAPACITY	
Ni River	6 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ Originally constructed in 1974 as a 1 MGD plant
Motts Run	15 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ Serves both Spotsylvania County and the City of Fredericksburg

MGD – million gallons per day

Reservoirs

LOCATION	VOLUME	
Hunting Run	2.9 billion gallons	~ Surface area of 420 acres ~ Constructed in 2002 ~ Provides water to the Motts Run Water Treatment Plant
Ni River	1.4 billion gallons	~ Surface area of 420 acres ~ Constructed in 1974; was the County's only water source until 2000, when Spotsylvania County and the City of Fredericksburg merged operations ~Provides water to the Ni River Water Treatment Plant
Motts Run	1.3 billion gallons	~ Surface area of 160 acres ~ Constructed in 1969 ~ Co-owned with the City of Fredericksburg ~ Provides water to the Motts Run Water Treatment Plant

Water & Sewer *continued*

The Engineering and Construction Division includes three main areas of operation: engineering, line locations, and construction and capital projects. The engineering staff reviews all plats and plans for projects, designs projects for system improvements in the distribution and collection systems, provides engineering solutions for treatment plant expansions and operations, and oversight for the development and planning of the Water/Sewer Master Plan to support the County's Comprehensive Plan.

The Field Services Division operates and maintains the County's water and sewage transmission system. The system consists of more than 1,000 miles of water and sewer mains, laterals, and appurtenances. The division maintains 54 sewage pump stations, and identifies and corrects defects and other conditions that may allow extraneous water to enter the sewerage system.

The Laboratory Division is charged with providing laboratory testing for the department's other divisions, as well as for the City of Fredericksburg, Stafford County and the Spotsylvania County School Board. The laboratory is a Division of Consolidated Laboratory Services (DCLS) certified laboratory for drinking water analysis under federal and Virginia Safe Drinking Water Program (SDWP) regulations. The laboratory holds a National Environmental Laboratory Accreditation Conference (NELAC) accreditation for wastewater testing under the Virginia Environmental Laboratory Accreditation Program (VELAP). The laboratory operates 365 days per year, is staffed by five employees and provides permit and regulatory compliance, as well as operational testing for water, wastewater, solid waste, and storm water.

Water & Sewer *continued*

Water & Sewer

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
User Fees	$27,022,011	$26,648,566	$29,163,574	$29,163,574	$29,976,360
Miscellaneous	$1,257,624	$2,996,601	$1,426,760	$1,426,760	$1,416,205
BAB Subsidy	$539,056	$500,244	$500,244	$500,244	$499,705
Interest	$519,850	$165,467	$175,000	$175,000	$175,000
Bond Proceeds	$21,330,000	$0	$0	$0	$0
Transfer from Transportation	$0	$179,538	$39,465	$39,465	$62,953
Transfer from Capital Projects	$0	$56,371	$17,266	$17,266	$28,615
Transfer from General Fund	$64,356	$182,674	$0	$0	$0
Use of (Addition to) Fund Balance	$1,560,851	($3,176,670)	$486,627	$213,442	$612,412
TOTAL REVENUES	**$52,293,748**	**$27,552,791**	**$31,808,936**	**$31,535,751**	**$32,771,250**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$9,130,746	$9,146,475	$10,178,018	$10,186,440	$10,226,395
Operating	$9,031,857	$6,801,194	$8,502,190	$8,550,870	$8,690,600
Capital	$489,939	$262,377	$414,624	$524,473	$457,591
Debt Service	$32,027,785	$10,242,716	$11,585,656	$10,632,128	$11,075,534
Depreciation	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
SUBTOTAL - APPROPRIATED EXPENDITURES	**$51,680,327**	**$27,452,762**	**$31,680,488**	**$30,893,911**	**$31,450,120**
Transfer to General/General Capital Projs/Utilities Cap Projs Funds	$613,421	$100,029	$128,448	$641,840	$1,321,130
TOTAL EXPENDITURES	**$52,293,748**	**$27,552,791**	**$31,808,936**	**$31,535,751**	**$32,771,250**
NET TAX SUPPORT	**$0**	**$0**	**$0**	**$0**	**$0**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for a Heavy Equipment Mechanic/Welder position funded half year in FY 2015. Funding for this position is split 50/50 with the General Fund.
- Funding for a part-time Heavy Equipment Operator to utilize the full capacity of the Composting Facility.
- Increase in funding for telephone services, office supplies, repairs and maintenance, auto repairs and maintenance, heating services, electrical services, maintenance service contracts, and education and training.
- Funding for six replacement vehicles.
- Funding for water pump replacement, controllers for plant flows, industrial shelving, two replacement lawn mowers, replacement CCTV lateral camera, back up CCTV camera, and laboratory equipment.

Public Works Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

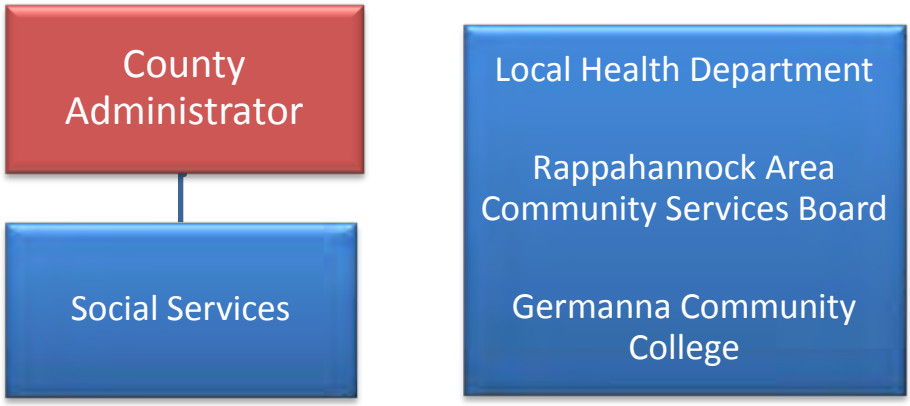
Department/Position	FY 2014	FY 2015	FY 2016
Facilities Management			
Buildings & Grounds Foreman	1	0	0
Construction Coordinator	1	0	0
Construction Technician	1	1	1
Custodial Supervisor	1	1	0
Division Director - Facilities Management	0	1	1
Facilities Construction Manager	1	1	1
Facilities Foreman	1	0	0
Facilities Maintenance Foreman	0	1	1
Facilities Maintenance Manager	0	1	1
Facilities Maintenance Technician	0	1	1
Facilities Superintendent	1	0	0
Groundskeeper	1	0	0
Maintenance Trade Worker	1	1	1
Maintenance Worker	12.53	11.67	11.67
Office Manager I	1	1	1
Project Coordinator	1	1	1
Sign Coordinator	1	1	1
Support Clerk	0	1	1
TOTAL FTEs	**24.53**	**23.67**	**22.67**

Department/Position	FY 2014	FY 2015	FY 2016
Refuse Management			
Assistant Landfill Superintendent	1	1	1
Collection Foreman	1	1	1
Environmental Coordinator	1	1	1
Gate Attendant	19.13	22.50	22.50
Heavy Equipment Maintenance Foreman	0	1	1
Heavy Equipment Mechanic/Welder	2	2	2
Maintenance Worker	1	0	0
Manager - Collection & Hauling	1	1	1
Manager Landfill	1	1	1
Manager Recycling	1	1	1
Office Manager I	1	1	1
Recycling Technician	1	1	1
Scale Attendant	2.13	0	0
Scale Technician	0	2.13	2.13
Secretary	0.50	1.00	1.00
Solid Waste Equipment Operator I/II	16	17.89	19.69
TOTAL FTEs	**48.76**	**54.52**	**56.32**
Utilities			
Administrative Assistant	2	2	2
Chief Water Plant Operator	2	2	2
Chief WW Plant Operator	4	4	4
Construction Technician I/II	0	6	6
Cross Connection Coordinator	1	1	1
Customer Service Representative	3	3	3
Deputy Director	1	1	1
Deputy County Administrator/Director	1	1	1
Division Director – Administration	1	1	1
Division Director – Capital Construction	1	1	1
Division Director – Engineering & Construction	1	1	1
Division Director – Field Services	1	1	1
Division Director – Laboratory	1	1	1
Division Director – Solid Waste	1	1	1
Division Director – Wastewater Treatment	1	1	1
Division Director – Water Production & Quality	1	1	1

Department/Position	FY 2014	FY 2015	FY 2016
Utilities			
Electrician I/II/III	2	2	2
Heavy Equipment Operator I/II	5	5	5.50
Lab Technician I/II	3	3	3
Manager Collection System	1	1	1
Manager Composting	1	1	1
Manager Customer Service	1	1	1
Manager Distribution System	1	1	1
Manager Engineering & Construction	1	1	1
Manager Laboratory	1	1	1
Manager Plant Maintenance/Electrical	1	1	1
Manager Water Treatment	1	1	1
Mechanic	1	1	1
Meter Foreman	1	1	1
Meter Reader	3	3	3
Meter Technician	1	1	1
Operations/CMMS Specialist	1	1	1
Plant Mechanic I/II/III	3	5	5
Plant Operator I/II/III	35	35	35
Procurement Officer I	1	1	1
Pump Station Mechanic	1	1	1
Risk Manager	1	0	0
Senior Plant Mechanic	2	0	0
Solid Waste Equipment Operator I	1	1	1
Utilities Engineer Technician	2	0	0
Utilities Field Crew Foreman	4	4	4
Utilities Field Crew Leader	1	0	0
Utilities Field Crew Worker I/II	8	12	12
Utilities Inspector	3	0	0
Utilities Locator	3	0	0
Utilities Project Engineer	0	1	1
Utilities Project Manager	0	1	1
Utilities Worker	3	3	3
TOTAL FTEs	**115**	**117**	**117.50**
TOTAL FTEs Public Works	**188.29**	**195.19**	**196.49**

Health and Welfare

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.



	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$8,746,675	$9,242,154	$8,587,472	$9,071,500	$9,592,666
TOTAL REVENUES	**$8,746,675**	**$9,242,154**	**$8,587,472**	**$9,071,500**	**$9,592,666**
EXPENDITURES: (by department)					
Local Health Department	$647,569	$647,569	$647,569	$647,569	$647,569
Rappahannock Area Community Services Board	$278,890	$278,890	$320,368	$320,368	$320,368
Social Services	$8,913,204	$8,986,191	$9,171,995	$9,254,739	$9,585,643
Comprehensive Services Act	$7,664,427	$7,092,955	$7,140,723	$7,140,723	$8,152,802
Tax Relief for Elderly/Disabled		$955,180	$941,735	$941,735	$955,181
Community Colleges	$214,606	$214,606	$229,457	$229,457	$229,582
TOTAL EXPENDITURES	**$17,718,696**	**$18,175,391**	**$18,451,847**	**$18,534,591**	**$19,891,145**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$5,709,110	$5,412,600	$5,853,043	$5,853,043	$5,950,828
Operating	$12,001,137	$11,800,280	$11,635,835	$11,718,579	$12,964,167
Capital	$8,449	$7,331	$21,234	$21,234	$20,969
TOTAL APPROPRIATED EXPENDITURES*	**$17,718,696**	**$17,220,211**	**$17,510,112**	**$17,592,856**	**$18,935,964**
NET TAX SUPPORT	**$8,972,021**	**$8,933,237**	**$9,864,375**	**$9,463,091**	**$10,298,479**

**Does not include Tax Relief for Elderly/Disabled*

Challenges and Opportunities –

- **Eligibility Modernization Project.** Years two and three of the State's three-year modernization of benefits determination systems present both opportunity and challenges for this agency. The modernization includes enhancements to the determination process, such as an interface with the federal data hub to provide real time income verifications, and automation of tasks associated with determination, such as centralized mailings of client notices (currently handled by each individual worker). These enhancements should streamline the processes and allow workers to support the sustained increase experienced in Medicaid caseloads. The modernization project though, does require a constant learning environment which can be stressful to workers and, since work is not suspended during deployment of new features and training is required, a slowdown of actual work occurs during the steepest learning curves and creates backlogs. The backlogs then present their own challenge in addressing with no marginal staff capacity. Staff regularly needs to work overtime to make progress towards federal performance targets.
- **Child Care Legislation.** Governor McAuliffe recently added a new critical focus area to the Virginia Department of Social Services (VDSS) – Safety, Quality and Availability of Child Care in Virginia. Legislative proposals include requiring all child day care and family day home providers that receive a state subsidy to obtain an operating license; requiring family day home providers to include children who reside in their home in the total number of children for whom they can legally provide day care services; and increasing state oversight of home day care activities to include requiring localities to file quarterly reports to the state on the day care centers that receive local business licenses. Consideration is being given at the state level of having the local Department of Social Services (DSS) play a more active role in provider training in licensing and in the issuing of equipment used by vendors in the billing for subsidy payments.

- **Health Care Reform.** Virginia, at this time, has elected not to participate in the expansion of Medicaid, an element of Patient Protection and Affordable Health Care Act, also known as the Affordable Care Act (ACA). Medicaid Expansion adds categories of eligibility to those already existing. However, Governor McAuliffe has introduced revisions to existing eligibility categories to enhance the type and level of benefits that can be accessed by Medicaid enrollees and removed state barriers to eligibility to persons otherwise eligible. While not having the same impact in increase in applications and on-going cases as did the Great Recession or the inauguration of the ACA, perceived expansions do generate spikes in applications which the agency must respond to timely and accurately.
- **Federal Funding/Program Changes.** Sequestration came into effect March 2013 and continues through the current period. The impact to local social service agencies in

Virginia has been mitigated at the state level to date; however, if discretionary funding caps are exceeded at the federal level triggering the reactivation of sequestration and associated mandatory funding cuts, there is a strong probability the state will not have the capacity to continue to hold local agencies harmless. The estimated impact to the VDSS is approximately $18 million and would be applied to both state and local agency offices. This would have an immediate impact on funding for child and adult protective services. Debate continues at the federal level on the structure of federal benefit programs. The current structure has been described as "unsustainable" by the American Society Public Welfare Association (ASPWA).

- **Increase in health issues.** DSS has seen an increase in complexity and severity of behavioral, emotional, and mental health issues in children coming into care or accessing services thru the Comprehensive Services Act (CSA) funding. Whether it be in prevention cases (families receiving services in response to Child Protective Services (CPS) findings or referrals from court services or schools); children in DSS custody as foster care children; or CSA mandated children (foster care, prevention, court services, schools), more intensive and therapeutic services are needed to address issues presented and these services come at a higher cost. The issues also require more active and time intensive case management by staff and a higher degree of functioning expertise in needs assessments, appropriate and available service/treatment options, applicable policies, and communication across service disciplines.

- **Collaboration with community partners.** DSS has initiated deliberate partnerships with community-based service providers to leverage the expertise of specific providers to better serve citizens and assist in creating and sustaining their capacity for self-sufficiency. More opportunities may exist that will allow for productive relationships that will optimize limited resources.

2015 and 2016 Focus/Highlights –

- **Staffing improvements.** Reallocation of positions within DSS to optimize resources and address priority areas of service will be completed and appropriately recruited. Staff will pursue the expansion of the Eligibility Worker and the Family Services Worker position classifications to include a career ladder. As the complexity of both of these positions increase, accompanied by higher levels of knowledge, expertise, and proficiency to successfully perform each position's role, it will be important to be able to assigns tasks and responsibilities, and set performance expectations, appropriate to the knowledge and skill set held by the individual. The establishment of these career ladders will allow the agency to optimize staffing resources and take advantage of the strengths of an individual instead of being forced to equalize work assignments in terms of volume not case complexity.
- **New processes.** CPS, Foster Care, and Prevention Service staff will further integrate teaming processes within services that ensure the transfer of case knowledge and assist

in building positive relationships with family members in challenging circumstances. More supported transitions will create greater success in families realizing sustainable family reunifications and/or stabilization.

- **Expanded Family Partnership Meetings.** DSS will fully integrate the utilization of Family Partnership Meetings (FPMs) giving families consistent and safe opportunities for voice and choice in decisions and services that affect their family unit and potentially identify previously unidentified options. FPMs will also assist in building better relationships between agency staff, service partners, and family members. Greater involvement of all stakeholders has been shown to translate into reduced numbers of children coming into care and timelier reunification when removal was necessary to ensure child safety.

- **Expansion of pilot program.** Renewal of the pilot effort of an initiative known as SPArKS, a collaborative effort of DSS, schools, the Court Services Unit, and Rappahannock Community Services Board (RACSB) to adopt a "systems of care" approach that is more responsive and effective at stabilizing families with high risk factors for out-of-home placements. Program will possibly be redesigned to focus on high-risk populations in the schools currently not accessing services until there is imminent risk of removal. Later interventions are generally more intrusive and expensive but less successful than those introduced prior to the escalation of disruptive events in the home.
- **Document management.** Acquisition and installation of a laserfiche system to improve management and security of case management documentation in benefit programs. Issues of document management, confidentiality, and case management efficiencies can be significantly improved through the introduction of a paperless system.

Long Term Goals –

- **People helping people.** DSS assists individuals and families with accessing appropriate State and Federal benefits programs to meet basic needs, and assists the clients in working towards the establishment/re-establishment of self-sufficiency.
- **Strengthen family units.** DSS provides access to resources that strengthen family units. Such services include education and direct provision of resources to families with children at risk for out-of-home placement and to elderly, emotionally, mentally, or physically disabled; or qualifying low-income adults.
- **Ensure the safety and well-being of children in agency custody.** DSS works to create safe and stable environments for children in custody, achieving permanent placement options when family reunification is not a viable option.
- **Investigate reports of abuse and neglect.** DSS works with County and community partners to appropriately address reported incidents of abuse and neglect.

- **Build cooperative and productive relationships with stakeholders.** DSS builds and reinforces relationships with regional agencies, community partners, other local social services agencies, state agencies, and local officials to better serve the needs of agency clients and the community.

Short Term Objectives –

- **Cooperative investigative services.** Monthly meetings are held with the Safe Harbor Child Advocacy Center Multi-disciplinary Team (MDT) for new and on-going child abuse cases and the Sexual Assault Response Team (SART) for sexual assault cases. This working group includes the Sheriff's office, a prosecutor from the Commonwealth's Attorney's office, two Social Services CPS workers, and a member of the Victim/Witness office. The purpose of these teams and the cooperative agreements with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration. In particular, this working group investigates cases in unison so that victims have to tell their account only once.
- **Provide service programs.** DSS will provide education and skills training to improve opportunities for jobs for recipients of public assistance.
- **Evaluation of program processes.** DSS will embrace the core value of continuous improvement and review processes, procedures and protocols in benefit programs, service programs, administration, and Comprehensive Services Act (CSA). To determine opportunities to improve efficiency and effectiveness, staff will identify key processes; ensure sufficient documentation exists to adequately communicate the requirements of the process; and establish a basis to evaluate the health of those processes.
- **Evaluate performance.** DSS will regularly review agency status with respect to State and Federal compliance in all areas of operation and in the outcomes being experienced by clients.
- **Ensure maximum use of State and local revenues.** DSS will review allocation of resources against priority needs and opportunities in a continuing effort to leverage the greatest potential in addressing the core responsibilities of the agency.

Measures –

Measure	CY 2012 Actual	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	Ultimate Target[5]
Percent of benefit programs' key compliance targets met[1]	50%	33.3%	33.3%	50%	83.3%	100%
Percent of VIEW[2] clients employed	52.1%	51.7%	53%	55%	58%	50%

Measure	CY 2012 Actual	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	Ultimate Target[5]
Percent of Foster Care removals that have reunifications occurring within 12 months[3]	81.5%	70.6%	68.8%	80%	80%	80%
Percent of founded child abuse/neglect complaints with no recurrence[3,4]	100%	100%	100%	100%	100%	95%
Foster Care discharges to permanency[3]	58.9%	71.4%	66.7%	85%	85%	90%
Percent of founded adult abuse/neglect complaints with no recurrence	97.3%	99%	n/a	97%	97%	90%

[1] Key benefit performance targets include timeliness of application processing for SNAP (Supplemental Nutrition Assistance Program - previously known as Food Stamps) both expedited and non-expedited, Medicaid, and TANF (Temporary Assistance to Needy Families); timeliness of review of on-going cases in Medicaid; and TANF participation rates.

[2] VIEW = Virginia Initiative for Employment not Welfare.

[3] 12 month period ending November 2014.

[4] Within one year of initial founded complaint of abuse/neglect.

[5] Represents Federal or State compliance rates.

Overview of Health and Welfare Departments

Spotsylvania's Health and Welfare function provides health and human services to the citizens in the following areas: local health department, Rappahannock Area Community Services Board, Social Services, Comprehensive Services Act, and Germanna Community College.

Local Health Department

Purpose

The Spotsylvania County Health Department is part of the Virginia Department of Health's Rappahannock Area Health District. The district encompasses the counties of Caroline, King George, Spotsylvania, and Stafford, and the City of Fredericksburg.

The Spotsylvania County Health Department's mission is to improve health through disease prevention, health promotion and environmental protection. To support this mission, the Health Department provides medical care services (including communicable disease, child health, maternal health, family planning and dental health services), public health services (including Medicaid nursing home screenings, vital records, community education, lead testing), and environmental health services (including health inspections of daycare centers, summer camps, restaurants, water well systems, sewage treatment plants, and investigation of communicable diseases).

Local Health Department

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Well/Septic Permit Fees (Local)	$25,000	$28,950	$26,000	$26,000	$26,000
TOTAL REVENUES	**$25,000**	**$28,950**	**$26,000**	**$26,000**	**$26,000**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$647,569	$647,569	$647,569	$647,569	$647,569
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$647,569**	**$647,569**	**$647,569**	**$647,569**	**$647,569**
NET TAX SUPPORT	**$622,569**	**$618,619**	**$621,569**	**$621,569**	**$621,569**

Rappahannock Area Community Services Board

Purpose

The Rappahannock Area Community Services Board (RACSB) provides public mental health, mental retardation and substance abuse services in the counties of Caroline, King George, Spotsylvania and Stafford, and in the City of Fredericksburg.

The RACSB works closely with the judicial system and the County's Social Services department, not only as a service provider, but also as a partner in the management of the Comprehensive Services Act (CSA) in the determination of appropriate treatment plans for CSA clients.

Rappahannock Area Community Services Board

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$278,890	$278,890	$320,368	$320,368	$320,368
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$278,890**	**$278,890**	**$320,368**	**$320,368**	**$320,368**
NET TAX SUPPORT	$278,890	$278,890	$320,368	$320,368	$320,368

Social Services

Purpose

The Department of Social Services provides a comprehensive array of service and benefit programs to County citizens, most of which are mandated by the Commonwealth of Virginia. These programs and services assist Spotsylvania County's residents in achieving self-sufficiency, well-being and safety for their families and themselves.

Benefit programs include Medicaid, Supplemental Nutrition Assistance Program (SNAP; formerly the Food Stamp Program), Temporary Assistance for Needy Families (TANF), Family Access to Medical Insurance Security Plan (FAMIS), and Virginia Initiative for Employment Not Welfare (VIEW).

Social services programs include Energy assistance and cooling programs, auxiliary grant programs for the elderly, blind and/or disabled, child and adult protective services, foster care services, adoptions, family preservation services, adult services, child care services, home based-companion services; court ordered home studies, and evaluations for guardianship.

Social Services

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Public Assistance/Welfare Admin	$5,183,354	$6,289,323	$5,446,371	$5,719,399	$6,096,068
DSS/CSA Local Revenue	$158,607	$5,754	$0	$0	$0
Grant Revenue	$17,831	$0	$0	$0	$0
TOTAL REVENUES	**$5,359,792**	**$6,295,077**	**$5,446,371**	**$5,719,399**	**$6,096,068**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$5,646,884	$5,374,615	$5,813,763	$5,813,763	$5,903,991
Operating	$3,258,585	$3,604,959	$3,336,998	$3,419,742	$3,660,683
Capital	$7,735	$6,617	$21,234	$21,234	$20,969
TOTAL APPROPRIATED EXPENDITURES	**$8,913,204**	**$8,986,191**	**$9,171,995**	**$9,254,739**	**$9,585,643**
NET TAX SUPPORT	**$3,553,412**	**$2,691,114**	**$3,725,624**	**$3,535,340**	**$3,489,575**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for two Eligibility Worker positions that were funded half year in FY 2015.
- Increase in funding for legal services, which is offset with a reduction in other professional services.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.

Social Services *continued*

Notable FY 2016 Budget Changes *continued*

- Funding for replacement chairs and sofas for family visitation rooms.
- An overall increase in funding for State programs, with some programs increasing (Auxiliary Grants Disabled, Foster Care, Day Care, Special Needs Adoptions, Adoption subsidies, and Family Support Services) and one decreasing (Auxiliary Grants Aged). The State provides funding for these programs at varying levels.

DSS also administers the Comprehensive Services Act (CSA) program. CSA was passed by the General Assembly in 1992 to develop a method to improve services for youth with emotional or behavioral problems and to control the escalating costs of residential care to state and local governments.

Comprehensive Services Act

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Comprehensive Services Act	$3,361,883	$2,918,127	$3,115,101	$3,326,101	$3,470,598
TOTAL REVENUES	**$3,361,883**	**$2,918,127**	**$3,115,101**	**$3,326,101**	**$3,470,598**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$62,226	$37,985	$39,280	$39,280	$46,837
Operating	$7,601,487	$7,054,256	$7,101,443	$7,101,443	$8,105,965
Capital	$714	$714	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$7,664,427**	**$7,092,955**	**$7,140,723**	**$7,140,723**	**$8,152,802**
NET TAX SUPPORT	**$4,302,544**	**$4,174,828**	**$4,025,622**	**$3,814,622**	**$4,682,204**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Increase in CSA Mandated Services based on historical trends. These expenses are partially funded (43%) by the State.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Mileage
    - Subsistence and lodging
    - Education and training
    - Office supplies

Germanna Community College

Purpose

Germanna Community College is a two-year public institution of higher education in the Virginia Community College System. Germanna provides quality, accessible, and affordable educational opportunities for the residents of the counties of Caroline, Culpeper, King George, Madison, Orange, Spotsylvania, and Stafford, and the City of Fredericksburg. Primary funding for the College is provided by the State, supplemented by contributions from the localities, and by student tuition.

Community Colleges

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$214,606	$214,606	$229,457	$229,457	$229,582
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$214,606**	**$214,606**	**$229,457**	**$229,457**	**$229,582**
NET TAX SUPPORT	**$214,606**	**$214,606**	**$229,457**	**$229,457**	**$229,582**

Notable FY 2016 Budget Changes

- Inclusion of $171,500 for the fifth year of a seven year commitment of the construction costs related to the Academic Services Building project on the Fredericksburg Campus in Spotsylvania County.

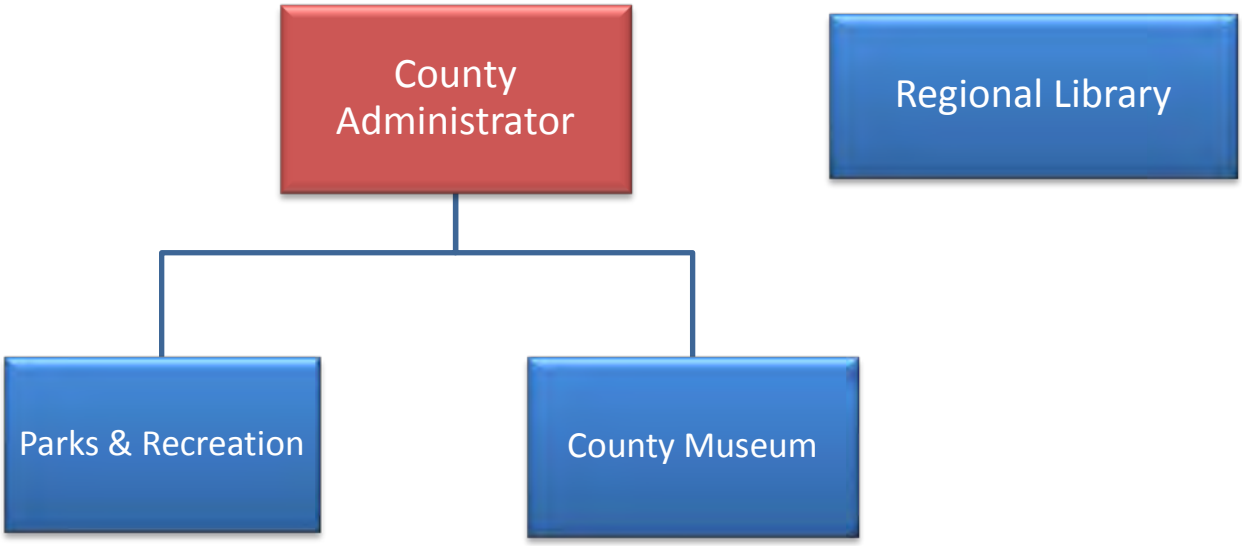
Health and Welfare Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Social Services			
Account Clerk I	0.50	0.50	0.50
Administrative Assistant	1	2	2
Administrative Manager	1	1	1
Aide II	4	4	4
Bilingual Aide	0.63	0.63	0.63
Clerk	6	6	6
CSA Coordinator	1	1	1
CSA Office Assistant	1	1	1
Deputy Director	1	1	1
Director	1	1	1
Eligibility Supervisor	3	3	3
Eligibility Worker	26.89	28.89	28.89
Family Services Supervisor	3	3	3
Family Services Worker	20.50	20.50	20.50
Food Stamp Clerk	1	0	0
Fraud Investigator	1	1	1
Office Assistant	0	1	1
Senior Eligibility Worker	3	3	3
Senior PC Technician	1	1	1
Senior Family Services Worker	4	5	5
Senior Family Services Worker - Adult Services	1	0	0
Training Specialist	4	3	3
Volunteer Services Coordinator	1	1	1
TOTAL FTEs	**86.52**	**88.52**	**88.52**
TOTAL FTEs Health and Welfare	**86.52**	**88.52**	**88.52**

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.



	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$709,016	$708,779	$697,250	$698,043	$689,614
TOTAL REVENUES	**$709,016**	**$708,779**	**$697,250**	**$698,043**	**$689,614**
EXPENDITURES: (by department)					
Parks & Recreation	$2,935,539	$2,753,195	$2,943,036	$2,952,186	$2,893,236
County Museum	$72,371	$72,790	$64,640	$64,640	$62,504
Regional Library	$3,986,678	$3,986,678	$3,986,678	$3,986,678	$4,004,736
TOTAL EXPENDITURES	**$6,994,588**	**$6,812,663**	**$6,994,354**	**$7,003,504**	**$6,960,476**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,021,178	$1,880,575	$2,039,225	$2,031,225	$2,041,231
Operating	$4,895,625	$4,854,357	$4,892,116	$4,884,355	$4,858,522
Capital	$77,785	$77,731	$63,013	$87,924	$60,723
TOTAL APPROPRIATED EXPENDITURES	**$6,994,588**	**$6,812,663**	**$6,994,354**	**$7,003,504**	**$6,960,476**
NET TAX SUPPORT	**$6,285,572**	**$6,103,884**	**$6,297,104**	**$6,305,461**	**$6,270,862**

Challenges and Opportunities –

- **Limited funding available for capital needs.** Capital funding for facility improvements and maintenance continues to be postponed, increasing the potential for safety concerns to arise with items such as fencing, playgrounds, parking lots, ball fields, basketball and tennis courts, the pool, buildings, trails and grounds.
- **Citizen demand/requests.** We cannot meet all the requests from citizens for programs and facilities. Facility requests from citizens include a skateboard facility, ice hockey rink, additional rectangular and diamond fields, playground facilities at Patriot Park, golf facilities, a dog park, and rubberized tracks. Additionally, program requests include field hockey, volleyball, lacrosse and fall baseball.

2015 and 2016 Focus/Highlights –

- **Expanded promotion.** In addition to the current methods of promoting available Parks and Recreation programs: website, mass emails (reaches over 13,000 households), Facebook, Spotsy Alert, Play by Play publication, and a monthly flyer, Parks and Recreation now uses Twitter.
- **Improvements at park facilities.** In addition to routine maintenance at the park facilities and grounds, staff plans to complete the following improvements to various park facilities: repair baseball fencing, replace dugout tops, basketball and tennis court resurfacing, turf nutrient program, replacement of playground parts and playground surface enhancement.
- **Revenue Opportunities.** Staff is assisting in the development of a policy allowing local businesses to advertise at park facilities through banners and ads placed in the Play by Play publication and mass emails.

Long Term Goals –

- **Enhance quality of life for Spotsylvanians.** The Parks and Recreation Department will manage a variety of leisure activities to promote personal growth, physical fitness, and recreational opportunities for County residents. Additionally, the County will provide a quality system of parks, libraries, and other public spaces to enhance community life.
- **Sustainability.** The Parks and Recreation Department will pursue programs, facilities and events at a cost/expense ratio that is sustainable.

Short Term Objectives –

- **Services for the citizens.** Staff members strive daily to show that they value citizens by treating them with respect, while making decisions and enforcing County policies and procedures concerning the offering of quality programs and facilities for the purpose of promoting individual development and well-being.
- **Promotion and offering of desired programs.** Staff will continue surveying citizens and monitoring enrollments to determine desired recreational programs and services, and will increase citizens' awareness of such offerings through expanded promotion.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Percent of participants satisfied with provided programs[1]	92%	92%	93%	93%	94%	100%
Percent of direct program cost recovered via participation fees:[2]						
Basketball	96%	95%	100%	97%	98%	
Cheerleading	100+%	100+%	100+%	100+%	100+%	
Football	63%	62%	62%	70%	70%	
Fall Soccer	100+%	100+%	100+%	100+%	100+%	
Spring Soccer	100+%	100+%	100+%	100+%	100+%	100%
Baseball	90%	88%	87%	90%	90%	
Softball	90%	87%	82%	90%	90%	
Percent of surveyed participants satisfied with their interaction with department staff[1]	94%	95%	93%	96%	95%	100%
Percent of programs having all information available to public at least 21 days prior to program start date	100%	100%	100%	100%	100%	100%
Percent of athletic fields that receive scheduled maintenance service	100%	100%	100%	100%	100%	100%

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Number of program participants	38,513	36,557	35,935	38,000	38,000	42,000
Number of online registrations received	1,629	1,622	1,584	1,800	1,800	2,000
Visits to Central Rappahannock Regional Library (CRRL) branches	2,977,364	3,026,934	3,023,886	3,054,125	3,084,662	3,100,000
Reference questions answered by CRRL	1,331,818	1,239,863	1,440,360	1,483,571	1,928,642	1,500,000
Percent self-checkout transactions at CRRL	14.3%	25.0%	27.4%	28.0%	29.%	30%+
Public computer uses at CRRL	256,208	273,832	312,691	343,960	378,356	380,000

[1] Obtained through in-house survey.
[2] While the percentages vary for each program, it is important to note that the objective is to establish a single participation fee that when applied to each program would recover 100% of the overall direct program costs for all programs.

Overview of Parks, Recreation & Cultural Departments

Spotsylvania's Parks, Recreation and Cultural function consists of three divisions: Parks and Recreation, County Museum and the Regional Library.

Parks & Recreation

Purpose

The Parks and Recreation Department provides and promotes an extensive youth sports program, special interest classes, leisure activities, and conducts a number of special events throughout the year.

Parks and Recreation maintains twelve park facilities, strategically located throughout the County: Arritt, Chewning, Cosner, Harrison Road, Hunting Run, Lee Hill, Legion Field, Loriella, Marshall, Mary Lee Carter, Ni River, and Patriot; and maintains five community centers: Berkeley, Chancellor, Lee Hill, Lick Run, and Todds Tavern. Parks and Recreation also provides field maintenance support to playing fields at 29 school sites and lawn maintenance/care at five fire/rescue stations, the Salem Church Library and the Animal Control facility, and operates the Senior Center located in the Marshall Center. The Center is open for senior citizens Monday and Wednesday, 9:30 a.m. to 1:30 p.m. and Tuesday from 9:30 a.m. to 2:30 p.m.

Parks & Recreation

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Rec Registration Fees	$318,925	$293,588	$307,385	$307,385	$308,150
Self-Supporting Activities	$166,000	$171,987	$168,000	$168,000	$166,000
Admission Loriella Park	$48,175	$49,453	$45,025	$45,025	$48,175
Use of Park Facilities	$48,000	$54,252	$51,000	$51,000	$41,900
Hunting Run Reservoir Fees	$20,000	$20,718	$21,000	$21,000	$20,300
Ni River Reservoir Fees	$20,000	$20,067	$19,000	$19,000	$19,700
Loriella Park Concessions	$12,300	$15,643	$11,900	$11,900	$14,100
Stonewall Jackson Run Fees	$9,435	$9,435	$8,100	$8,893	$8,400
P&R Sale Items	$1,200	$846	$1,200	$1,200	$1,000
TOTAL REVENUES	**$644,035**	**$635,989**	**$632,610**	**$633,403**	**$627,725**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,990,273	$1,847,354	$2,004,970	$1,996,970	$2,009,798
Operating	$871,081	$831,789	$875,053	$867,292	$822,715
Capital	$74,185	$74,052	$63,013	$87,924	$60,723
TOTAL APPROPRIATED EXPENDITURES	**$2,935,539**	**$2,753,195**	**$2,943,036**	**$2,952,186**	**$2,893,236**
NET TAX SUPPORT	**$2,291,504**	**$2,117,206**	**$2,310,426**	**$2,318,783**	**$2,265,511**

Parks & Recreation *continued*

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Funding for a replacement mower, replacement snow plow, replacement trailer, replacement gator.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Overtime funding
    - Part-time funding (*use facility attendants to cover more than one field; cut part-time Maintenance Workers hours*)
    - Other professional services
    - Printing and binding
    - Advertising
    - Stonewall Jackson Run
    - Self-supporting programs (*reduction in programs and camps offered*)
    - Sports programs (*use equipment longer and play less games*)
    - Repairs and maintenance supplies
    - Uniforms
    - Operating supplies

County Museum

Purpose

The Spotsylvania County Museum is located at 9019 Old Battlefield Boulevard, on the first floor of the Merchant Square Building. The facility consists of 1,800 square feet of exhibit space and tells a comprehensive history of the Civil War battles of Chancellorsville, Salem Church, Wilderness, and Spotsylvania Courthouse, starting in 1722. The exhibit gallery features artifacts, photographs and documents from the early Woodland Indians who were the original inhabitants of Spotsylvania through 1865. The museum also houses the Frances Waller Research Library. Under a Memorandum of Understanding, the County partners with the Spotsylvania Historical Association to operate the museum.

The museum is open daily to the public from 9 a.m. to 5 p.m. (closing only on New Year's Day, Thanksgiving, Christmas Eve and Christmas).

County Museum

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Transient Occupancy	$64,981	$72,790	$64,640	$64,640	$61,889
TOTAL REVENUES	**$64,981**	**$72,790**	**$64,640**	**$64,640**	**$61,889**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$30,905	$33,221	$34,255	$34,255	$31,433
Operating	$37,866	$35,890	$30,385	$30,385	$31,071
Capital	$3,600	$3,679	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$72,371**	**$72,790**	**$64,640**	**$64,640**	**$62,504**
NET TAX SUPPORT	**$7,390**	**$0**	**$0**	**$0**	**$615**

Regional Library

Purpose

The Central Rappahannock Regional Library (CRRL) system has branches in Spotsylvania, Stafford, and Westmoreland counties, and the City of Fredericksburg. Branches located in Spotsylvania County include the Salem Church Branch and the C. Melvin Snow Branch, located on Courthouse Road. Both County branches are owned and maintained by Spotsylvania County and the CRRL is responsible for the library operations including personnel and furnishings. The Salem Church, Stafford and Fredericksburg branches are open seven days a week, while the Snow branch operates six days a week.

CRRL operations are funded with a combination of State revenues and contributions from each participating locality. Locality contributions are based on circulation rates.

The CRRL brings people and information together for the purpose of education and recreation. Spotsylvania residents use the library to find information vital to their personal and professional lives through library collections, technology, and the skills of highly trained librarians. The CRRL maintains strong community partnerships, working together with schools and other local government agencies to provide services to the citizens of Spotsylvania. The CRRL branches serve as civic and cultural centers, hosting community groups, exhibiting local artwork, and providing access to e-government and job training services.

Regional Library

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$3,986,678	$3,986,678	$3,986,678	$3,986,678	$4,004,736
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$4,004,736**
NET TAX SUPPORT	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$4,004,736**

Parks, Recreation & Cultural Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Parks & Recreation			
Administrative Support Supervisor	1	1	1
Assistant Director	1	1	1
Director	1	1	1
Maintenance Crew Leader	3	5	5
Maintenance Supervisor	1	1	1
Maintenance Technician	2	2	2
Maintenance Worker	7.63	6.89	6.89
Office Technician	1	1	1
Park Attendant	0.75	0.63	0.63
Program Assistant	2	2	2
Recreation Programmer	2	2	2
Senior Marshall Center Attendant	0.63	0.63	0.63
Special Events Coordinator	1	1	1
Support Clerk	1	1	1
TOTAL FTEs	**25.01**	**26.15**	**26.15**
Museum			
Museum Curator	0.88	0.63	0.63
TOTAL FTEs	**0.88**	**0.63**	**0.63**
TOTAL FTEs Parks, Recreation & Cultural	**25.89**	**26.78**	**26.78**

COUNTY OF SPOTSYLVANIA · VIRGINIA
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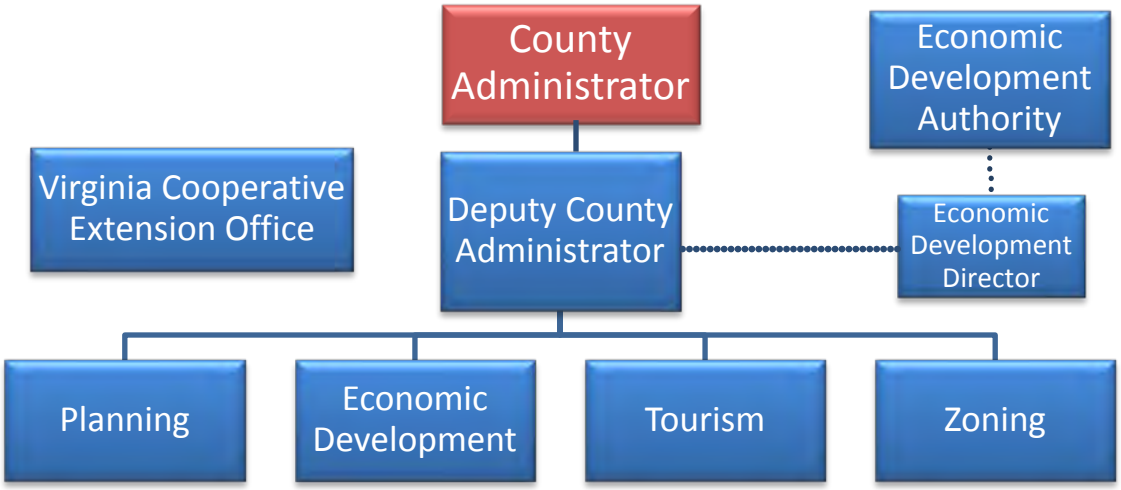
Community Development

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.



	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$4,294,132	$2,989,154	$2,921,144	$3,341,274	$3,343,212
TOTAL REVENUES	**$4,294,132**	**$2,989,154**	**$2,921,144**	**$3,341,274**	**$3,343,212**
EXPENDITURES: (by department)					
Planning	$1,719,381	$1,069,233	$1,036,611	$1,039,611	$957,939
Economic Development	$841,873	$641,276	$662,462	$852,462	$743,814
Economic Development Opportunities Fund	$1,554,042	$694,497	$566,960	$762,930	$575,338
Tourism	$709,575	$623,910	$552,141	$562,876	$520,007
Community Development Administrator*	$2,479	$2,284	$0	$0	$0
Extension Agents (VA Cooperative)	$161,799	$137,136	$167,901	$167,901	$170,384
Zoning Division	$1,284,533	$1,233,997	$1,714,764	$1,672,070	$1,660,072
SUBTOTAL - APPROPRIATED EXPENDITURES	**$6,273,682**	**$4,402,333**	**$4,700,839**	**$5,057,850**	**$4,627,554**
Transfer to General Fund - Zoning Division	$135,206	$161,716	$158,733	$158,733	$428,057
TOTAL EXPENDITURES	**$6,408,888**	**$4,564,049**	**$4,859,572**	**$5,216,583**	**$5,055,611**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,901,691	$2,716,594	$2,835,814	$2,902,448	$2,759,493
Operating	$2,653,293	$1,485,629	$1,805,862	$2,084,222	$1,806,313
Capital	$659,381	$138,362	$0	$12,017	$0
Debt Service	$59,317	$61,748	$59,163	$59,163	$61,748
TOTAL APPROPRIATED EXPENDITURES	**$6,273,682**	**$4,402,333**	**$4,700,839**	**$5,057,850**	**$4,627,554**
NET TAX SUPPORT	**$2,114,756**	**$1,574,895**	**$1,938,428**	**$1,875,309**	**$1,712,399**

* This position was eliminated in FY 2015

Challenges and Opportunities –

- **Changing priorities and timelines.** Workload management is a challenge due to the types and variety of projects in which the Planning Department is involved. Short range planning workload is largely dictated by application submissions while long range planning work schedules are often pre-empted by special project assignments. Transportation planning involves significant coordination between different agencies, citizens, and the development community. Further complicating work load management is the unpredictability of application complexity.

- **Marketing and promotion.** Staff strives to promote the County as a business-friendly community using a focused and professional marketing approach. Positioning is critical to maintaining a competitive advantage in attracting and retaining businesses. The County's Tourism office is committed to providing accurate, reliable information to locals and visitors concerning attractions in the area.
- **Alliances.** Regional, academic and State relationships can be catalysts for growth. As such, the County has recently partnered with the Center for Economic Development at the University of Mary Washington. The Center is working to assist regional localities in their efforts to promote economic development. Additionally, staff is working with Fredericksburg and Stafford to present a united front on tourism, advertise in a larger market, and reach more people than "going alone."

2015 and 2016 Focus/Highlights –

- **Annual updates.** Staff will prepare analyses and will provide the Board of Supervisors with an annual update on the proffer policy and fee schedules.
- **Preparation for public hearings.** Staff will carry the following County-initiated projects through the public hearing process:
    - General updates to the Subdivision Ordinance;
    - General updates to the Zoning Ordinance; and
    - Updates to the Design Standards Manual.
- **Transportation planning.** Planning staff will continue to coordinate the Revenue Sharing, Six-Year Plan and Rural Additions programs.
- **Committee participation.** Planning staff will participate with Fredericksburg Area Metropolitan Planning Organization (FAMPO) on advisory committees for the Jackson

Gateway Interchange Modification Report; and, continued implementation of the Trailways Master Plan in cooperation with Spotsylvania Greenways Initiative.

- **Technology improvements.** Zoning staff continues to explore a wider implementation of the electronic plan review system and electronic permitting processes.
- **Stormwater Management.** Using current staffing, the County will manage the State mandated Stormwater Management program which will include more comprehensive inspections and reporting requirements and will be supported with a new fee structure. This program was previously administered by the State through the Department of Environmental Quality; however, the 2011 Virginia Stormwater Management Act transferred the administration of this program to localities effective July 1, 2014.

Long Term Goals –

- **Contribute to a high quality of life.** The Planning Department seeks to provide planning services that contribute to a high quality of life now and into the future through advocating innovative planning practices and developing plans through public processes that reflect the vision of the County's citizens. This is accomplished through long range planning, short range planning and transportation planning. The Zoning Department ensures that development and construction meets all applicable regulations and that proper land uses are occurring according to approved zoning.
- **Business growth and development.** The Economic Development office seeks to attract and retain diversified businesses to the County, increasing the tax base and providing a broad spectrum of employment opportunities to County residents.
- **Tourism.** The County's Tourism office is committed to providing accurate, reliable information to locals and visitors concerning attractions in the area, and to marketing the County to draw events that will attract visitors.
- **Provide learning opportunities.** The Cooperative Extension office engages citizens in local relationship and collaborative partnerships by putting scientific knowledge to work to improve economic, environmental, and social well-being.
- **Farmers' market.** The Cooperative Extension office continues its organization of the Spotsylvania Farmers' Market, providing citizens with opportunities to purchase Virginia-grown produce, and farmers with a venue for marketing and selling their products.
- **4-H.** Each year, Spotsylvania 4-H works to start four new clubs, focusing on program areas for which clubs do not already exist. Additionally, over 100 youths attended 4-H Camp, enjoying educational classes, activities and games while gaining leadership skills.

Short Term Objectives –

- **Cross-training of department duties.** Staff will continue cross-training of various departmental functions to ensure that multiple staff members are familiar with various types of applications, issues, projects and procedures.
- **Streamlining processes.** Staff is engaged in evaluating project procedures with the goal of streamlining processes and shortening review timeframes for customers.
- **Staff qualifications and training.** Staff will remain abreast of best practices and other relevant planning, zoning and economic development topics, and will maintain required certifications.
- **Assistance to new and expanding businesses.** Staff is working with the Economic Development Authority (EDA) to establish initiatives such as the Small Business Incentive Program and the Business Resource Center to assist new and expanding businesses.
- **Increase number of events.** The Tourism office will bring more events to the area such as car shows, bike tours, and competitions to encourage more visitors to and overnight stays in the County.
- **Providing a guide to the area.** The Visitor Center informs locals and visitors about what there is to see and do in the area. Staff directs visitors to hotels, attractions and restaurants, and encourages them to stay in the area. Additionally, the Center sells tickets to area events, and offers maps and brochures about travel in the immediate area and in the state. Local school children use the Center as a resource when completing social studies and history assignments.
- **Regional tourism partnership.** Spotsylvania works with Stafford County and the City of Fredericksburg to reach visitors and encourage them to come eat, shop, play, and stay in this region of Virginia.
- **Providing research and educational programs.** The Cooperative Extension office will provide research and educational programs to help farmers learn new ways to produce income through alternative enterprises, improved marketing strategies, and management skills to help improve productivity through resource management, control of crop pests, soil testing, and livestock and crop production practices. Additionally, staff will teach homeowners how to use natural resources wisely and protect the environment through programs in gardening, landscaping, lawn care, composting, lawn waste management, and water quality.

Measures –

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Number of visitors to County (calendar year)	717,242	625,253	n/a	800,000	n/a	1,000,000

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Overnight hotel occupancy (calendar year)	61.4%	52.3%	n/a	50%	n/a	60%
Average calendar days to Exempt Plat 1st Comment Letter	15	13	14	14	14	13
Site plans approved in two or fewer reviews	71%	75%	84%	85%	85%	85%
Number of update emails sent to development community	6	6	9	9	12	12
Number of Planners with AICP certification	66%	50%	60%	60%	60%	80%
Number of Comprehensive Plan implementation items initiated in accordance with the Implementation Plan[1]	12/17	12/17	7/8	7/8	8/8	8/8
Average calendar days from submission to perform completeness review of Special Use Permit and rezoning applications	4.6	6.3	6	5	5	4
Number of construction inspection requests: • Zoning • Erosion	 377 7,294	 270 8,258	 221 8,691	 315 9,222	 350 10,000	 n/a n/a
Average number of days before reviews are complete: • Zoning • Erosion	 8 5	 8 5	 8 5	 8 6	 8 6	 10 10
Number of zoning investigations	821	693	728	780	800	n/a
Percentage of zoning inspections resolved within 90 days of initial investigation	81%	96%	74.7%	96%	96%	≥60%
Number of farmers' market vendors (calendar year)	43	46	47	45	45	45

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	Ultimate Target
Average weekly customer count at farmers' markets (calendar year)	3,200	3,410	3,800	3,700	3,700	3,500
Number of individuals assisted with gardening/landscape information (calendar year)	669	661	694	650	650	700
Number of individuals trained or recertified through pesticide education (calendar year)	150	152	206	150	150	150
Number of individuals assisted with pesticide information (calendar year)	274	178	177	200	200	200
Number of 4-H summer camp participants (calendar year)	104	105	98	110	110	125
Number of 4-H club members (calendar year)	100	59	88	200	200	500
Number of individuals receiving nutrition, health, or food safety information (calendar year)	1,516	1,916	1,582	1,000	1,400	1,200
Number of participants completing food safety courses (calendar year)	150	127	70	100	100	150

[1] Cumulative measure based on revised Implementation schedule presented to the Board of Supervisors 9/22/09.

Overview of Community Development Departments

Spotsylvania's Community Development function is a combination of five departments providing services to the citizens and visitors through plan development, business attraction/retention, tourism opportunities, agricultural assistance, and protection of natural resources through code enforcement.

Planning

Purpose

The Planning Department provides expertise in the areas of plan development and program design to the Board of Supervisors, Planning Commission, Historic Preservation Commission, Agricultural and Forestal/Purchase of Development Rights Committee, and Transportation Committee. Planning reviews and approves site plans and subdivision plats, evaluates rezoning, special use, and certificate of appropriateness applications and takes them through the public hearing process, provides census and demographic information to the public, educates and partners with the citizens of the County and development community on transportation and other planning initiatives, identifies transportation needs and recommends improvements, and serves as liaison to FAMPO, Virginia Department of Transportation (VDOT), and Fredericksburg Regional Transit (FRED). Planning also updates and implements the Comprehensive Plan, prepares sector plans, and amends codes to ensure that plan policies are advanced and consistently applied.

Planning

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Planning Review Fees	$275,643	$343,019	$275,643	$275,643	$298,092
Plat Filing Fees	$163,590	$191,230	$163,590	$163,590	$253,005
Telecommunications Review Fee	$30,000	$0	$30,000	$30,000	$30,000
Planning Department Publications	$979	$1,282	$1,350	$1,350	$537
Proffers	$322,683	$3,918	$0	$0	$0
Grant Revenues	$335,183	$43,263	$0	$0	$0
TOTAL REVENUES	**$1,128,078**	**$582,712**	**$470,583**	**$470,583**	**$581,634**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$960,018	$863,901	$933,937	$933,937	$859,335
Operating	$104,447	$70,239	$102,674	$101,657	$98,604
Capital	$654,916	$135,093	$0	$4,017	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,719,381**	**$1,069,233**	**$1,036,611**	**$1,039,611**	**$957,939**
NET TAX SUPPORT	**$591,303**	**$486,521**	**$566,028**	**$569,028**	**$376,305**

Planning *continued*

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Printing and binding
    - Mileage
    - Subsistence and lodging
    - Education and training
    - Dues and association memberships

Economic Development

Purpose

The Department of Economic Development provides services designed to attract, retain and facilitate expansion of high quality business and industry resulting in a stable, diverse local economy and an improved standard of living for the citizens of the County. In collaboration with four other neighboring government partners, the department assists existing businesses with expansion, relocation within the County, and recruits new businesses, both domestic and international, that may be interested in relocation and/or expansion.

Economic Development

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$529,008	$460,784	$436,531	$503,165	$551,871
Operating	$309,165	$177,268	$225,931	$341,297	$191,943
Capital	$3,700	$3,224	$0	$8,000	$0
TOTAL APPROPRIATED EXPENDITURES	**$841,873**	**$641,276**	**$662,462**	**$852,462**	**$743,814**
NET TAX SUPPORT	**$841,873**	**$641,276**	**$662,462**	**$852,462**	**$743,814**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Full year funding for the Project Management Coordinator added in October 2014.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Printing and binding
    - Regional marketing

Economic Development Opportunities Fund

Purpose

The Economic Development Opportunities (EDO) Fund was established by the Board of Supervisors to assist the EDA in recruiting, retaining, and expanding new or existing businesses in the County.

Economic Development Opportunities Fund

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
Transfer from General Fund	766,150	$755,519	$591,097	$605,897	$384,497
Rental of General Property	60,000	$65,303	$70,375	$70,375	$70,375
Interest on Investments	3,000	$2,962	$3,000	$3,000	$3,000
Use of (addition to) to Fund Balance	724,892	($129,287)	($97,512)	$273,658	$117,466
TOTAL REVENUES	**$1,554,042**	**$694,497**	**$566,960**	**$952,930**	**$575,338**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$1,494,725	$632,749	$507,797	$703,767	$513,590
Capital	$0	$0	$0	$0	$0
Debt Service	$59,317	$61,748	$59,163	$59,163	$61,748
TOTAL APPROPRIATED EXPENDITURES	**$1,554,042**	**$694,497**	**$566,960**	**$762,930**	**$575,338**

Notable FY 2016 Budget Changes

- The FY 2016 budget includes the following transfers of on-going revenues from the General Fund:
  - Mall incentive payments – $200,000
  - Fredericksburg Regional Alliance – $107,497
  - Business incentives/sponsorships – $77,000

Tourism

Purpose

The Tourism Department consists of three divisions: Tourism Projects - ED, Tourism Projects – Parks & Recreation, and the Visitor Center. Tourism works to promote the County as a desirable tourist destination, and works with the tourism staff in the City of Fredericksburg and Stafford County to develop and implement regional advertising efforts to maximize tourism activity in the area. The Visitor Center provides visitors to the County with an overview of the history on the entire region and information on attractions, recreation, shopping opportunities, restaurants, hotels, events and other items of interest.

Tourism

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Transient Occupancy Taxes	$595,019	$654,473	$625,360	$655,360	$668,251
Tourism Event Donations	$38,200	$9,645	$41,425	$41,425	$38,200
Tourism Miscellaneous Items	$3,300	$2,471	$2,600	$2,600	$2,100
Tourism Event Admissions	$262,700	$143,217	$0	$0	$0
Grant Revenues	$0	$0	$0	$4,000	$0
TOTAL REVENUES	**$899,219**	**$809,806**	**$669,385**	**$703,385**	**$708,551**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$162,679	$160,004	$179,041	$179,041	$156,417
Operating	$546,896	$463,906	$373,100	$383,835	$363,590
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$709,575**	**$623,910**	**$552,141**	**$562,876**	**$520,007**
NET TAX SUPPORT	**($189,644)**	**($185,896)**	**($117,244)**	**($140,509)**	**($188,544)**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Reduction in funding for vehicle and equipment fuel due to a projected decrease in fuel costs.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Advertising
    - Reduction in part-time funding (closing the Lick Run Visitor Center as of June 30, 2015)

Virginia Cooperative Extension Office

Purpose

The Spotsylvania County office of the Virginia Cooperative Extension provides information to citizens in the areas of agriculture, horticulture, home economics and 4-H Youth. The Extension Service also conducts a variety of classes and activities including: pesticides safety, forestry and wildlife management, pastures management for horses and cattle, farmers' market, food safety, nutrition, family financial management, and Master Gardener training.

Extension Agents (VA Cooperative)

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$77,138	$75,978	$78,846	$78,846	$81,798
Operating	$84,661	$61,158	$89,055	$89,055	$88,586
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$161,799**	**$137,136**	**$167,901**	**$167,901**	**$170,384**
NET TAX SUPPORT	**$161,799**	**$137,136**	**$167,901**	**$167,901**	**$170,384**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- To close budget shortfalls during the recommended budget process and to fund an ongoing salary increase for staff, County Administration asked all County departments to reduce their budget request by 3%. While all departments tried to meet this request, actual reduction levels varied by department and other changes, beyond the cuts, made to requests may have netted an increase in individual accounts in the adopted budget. Reductions were adopted in the following areas for this department:
    - Other professional services
    - Office supplies

Zoning Division

Purpose

The Zoning Division provides on-site inspections, plan review, code enforcement, and response to complaints from citizens; including all land disturbance activities and all Chesapeake Bay Preservation Act interpretation and enforcement. Beginning in FY 2015, Zoning staff will also manage the State mandated Stormwater Management program.

Zoning serves as staff to the Board of Zoning Appeals which reviews all zoning administrative decisions upon appeal and hears all requests for zoning variances under the County Code.

Zoning Division

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (department specific)					
Environmental Engineering Fees	$368,953	$606,846	$425,000	$425,000	$715,700
Stormwater Management Local Fee	$0	$0	$367,200	$367,200	$367,200
Zoning Fees	$290,000	$279,267	$262,500	$262,500	$315,200
Chesapeake Bay Fees	$48,000	$99,323	$112,500	$112,500	$93,400
Other Local Revenue	$5,840	$1,500	$5,840	$5,840	$0
Use of Fund Balance	$0	($84,797)	$41,176	$41,336	($13,811)
TOTAL REVENUES	**$712,793**	**$902,139**	**$1,214,216**	**$1,214,376**	**$1,477,689**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,172,848	$1,155,927	$1,207,459	$1,207,459	$1,110,072
Operating	$110,920	$78,070	$507,305	$464,611	$550,000
Capital	$765	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,284,533**	**$1,233,997**	**$1,714,764**	**$1,672,070**	**$1,660,072**
Transfer to General Fund	$135,206	$161,716	$158,733	$158,733	$428,057
NET TAX SUPPORT	**$706,946**	**$493,574**	**$659,281**	**$616,427**	**$610,440**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- Funding for increases in advertising, subsistence and lodging, and education and training is partially offset by reductions in meeting expenses, and vehicle fuels.

Community Development Staffing

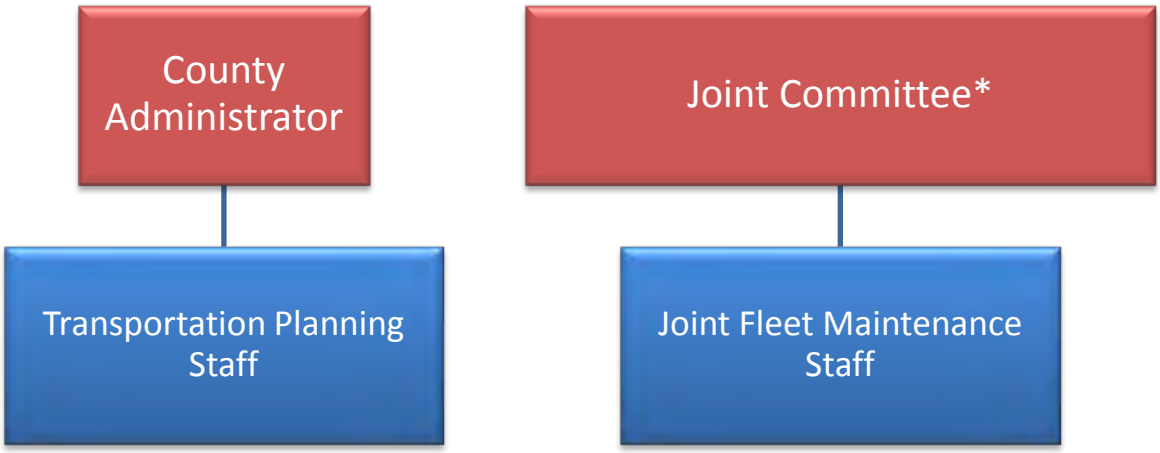
FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

Department/Position	FY 2014	FY 2015	FY 2016
Community Development Administrator	1	0	0
TOTAL FTE	**1**	**0**	**0**
Planning			
Assistant Director	1	1	1
Director	1	1	1
Office Manager II	1	1	1
Office Technician	1	1	1
Planner I	1	1	1
Planner II	1	1	1
Planner III	1	1	1
Planning Technician	2	2	2
Senior Planner	1	1	1
TOTAL FTEs	**10**	**10**	**10**
Economic Development			
Business Retention Specialist	1	1	1
Deputy Director	1	1	1
Director	1	1	1
Economic Development Specialist	1	1	1
ED & Tourism Program Coordinator	1	1	1
Project Management Coordinator	0	1	1
TOTAL FTEs	**5**	**6**	**6**
Tourism			
Tourism/Special Events Manager	1	1	1
Visitor Center Counselor	0.63	0.63	0.63
TOTAL FTEs	**1.63**	**1.63**	**1.63**

Department/Position	FY 2014	FY 2015	FY 2016
Virginia Cooperative Extension Office			
Farmer's Market Position	0.50	0.50	0.50
Secretary	1	1	1
TOTAL FTEs	**1.50**	**1.50**	**1.50**
Zoning Division			
Code Enforcement Officer	3	3	3
Deputy Zoning Administrator	1	1	1
Director of Code Compliance/Zoning Administrator	1	1	1
Environmental Assistant	1	1	1
Environmental Engineer	1	1	1
Environmental Technician	3	3	3
Erosion/Sediment Program Administrator	1	1	1
ESC Inspector	1	1	1
Zoning Assistant	1	1	1
TOTAL FTEs	**13**	**13**	**13**
TOTAL FTEs Community Development	**32.13**	**32.13**	**32.13**

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 reps from the Board of Supervisors, School Board, County and School staff.

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)	$10,666,441	$9,192,585	$10,543,377	$20,779,791	$11,040,631
TOTAL REVENUES	**$10,666,441**	**$9,192,585**	**$10,543,377**	**$20,779,791**	**$11,040,631**
EXPENDITURES: (by department)					
Transportation Fund	$8,142,498	$6,418,546	$7,991,493	$18,227,907	$8,456,476
Joint Fleet Maintenance Fund	$2,523,943	$2,774,039	$2,551,884	$2,551,884	$2,584,155
TOTAL EXPENDITURES	**$10,666,441**	**$9,192,585**	**$10,543,377**	**$20,779,791**	**$11,040,631**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,598,079	$1,586,801	$1,640,549	$1,640,549	$1,618,906
Operating	$1,666,087	$1,558,956	$1,648,324	$1,648,324	$1,655,894
Capital	$32,000	$350,088	$32,000	$32,000	$61,529
Debt Service	$3,642,419	$3,645,019	$4,094,197	$14,270,611	$4,817,292
Reserves	$3,400,457	$1,398,800	$2,976,888	$2,783,388	$2,676,150
Transfers Out	$327,399	$652,921	$151,419	$404,919	$210,860
TOTAL APPROPRIATED EXPENDITURES	**$10,666,441**	**$9,192,585**	**$10,543,377**	**$20,779,791**	**$11,040,631**

Overview of Transportation Programs

County Transportation Program

The Virginia Department of Transportation (VDOT) is responsible for building, maintaining and operating the state's roads. However, to address growing transportation concerns and better position the County to partner with the State and Federal governments to address transportation needs, the County created a Transportation Fund in FY 2005. Revenue to support this fund historically came from the annual transfer of 100% of the local vehicle license fee and the "set-aside" of 10% of new revenue generated from several developments in the County.

On February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). As part of the agreement with the PRTC and VRE, Spotsylvania is responsible for annual payments to PRTC for a share of the Administrative Expenses and to VRE for an annual subsidy. 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 2016 fuel tax revenue to be $4.4 million.

When combined with approximately $2.9 million from the Transportation Fund balance, the projected FY 2016 fuel tax revenue is sufficient to pay FY 2016 PRTC and VRE subsidies, and all other FY 2016 transportation expenditures. As such, the transfers of $2.8 million in vehicle decal fee revenue and approximately $700,000 in special district set-aside revenue are maintained in the General Fund in FY 2016. 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 Adopted CIP, it is anticipated that each of these transfers to the Transportation Fund will resume in FY 2018 to balance the Transportation Fund.

Funding from the Transportation Fund is used to cover the costs of several County employees whose responsibilities include transportation planning and oversight of transportation capital projects; funding for the Fredericksburg Regional Transit (FRED) local bus system; staffing to address litter control; and debt service associated with transportation capital projects. The Transportation Fund also includes reservations of the "set-asides" and taxes collected from several Special Service Districts (SSD) established to address transportation needs.

Transportation Projects in the Adopted FY 2016 – FY 2020 Capital Improvement Plan
Hard Surfacing of the Unpaved Roads Ranked as "Fair"
Hickory Ridge/Rt.1 intersection
Improvements to Exits 118 and 126
Widening of Harrison Road between Old Plank Road and Gordon Road
Thornton Rolling Road/Rt. 17 Intersection Improvements
Resurfacing of Grand Brooks Road
Relocation of Ely's Ford Road/Rt. 3 Intersection
Corridor Studies – Rt. 1, Rt. 2, Rt. 17, and Rt. 208
General Engineering Consultant

Transportation Fund

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
Local	$4,839,887	$10,567,811	$5,099,032	$5,099,032	$5,393,436
Use of (addition to) to Transportation Fund Balance	$3,069,715	($4,368,359)	$2,715,273	$2,443,759	$2,886,878
Transfer from Capital Projects Fund	$230,157	$216,355	$177,188	$260,753	$176,162
Bond proceeds	$0	$0	$0	$10,424,363	$0
Transfer from General Fund	$2,739	$2,739	$0	$0	$0
TOTAL REVENUES	**$8,142,498**	**$6,418,546**	**$7,991,493**	**$18,227,907**	**$8,456,476**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$327,564	$297,902	$350,780	$350,780	$339,875
Operating	$444,659	$423,904	$418,209	$418,209	$412,299
Capital	$0	$0	$0	$0	$0
Debt Service	$3,642,419	$3,645,019	$4,094,197	$14,270,611	$4,817,292
Reserves	$2,001,657	$0	$1,491,406	$1,297,906	$1,232,862
VRE Reserves & Subsidies	$1,398,800	$1,398,800	$1,485,482	$1,485,482	$1,443,288
SUBTOTAL - APPROPRIATED EXPENDITURES	**$7,815,099**	**$5,765,625**	**$7,840,074**	**$17,822,988**	**$8,245,616**
Transfers Out	$327,399	$652,921	$151,419	$404,919	$210,860
TOTAL EXPENDITURES	**$8,142,498**	**$6,418,546**	**$7,991,493**	**$18,227,907**	**$8,456,476**

Notable FY 2016 Budget Changes

- Detailed salary and benefit changes are listed on page 245.
- A $5,683 reduction in funding for the Fredericksburg Regional Transit (FRED) bus system.
- Existing debt service is reduced by $0.2 million.
- The addition of $0.9 million in debt service for the Summer 2015 issuance of $9.9 million in bonds for the unpaved roads; improvements to Exit 126; widening of Harrison Road from Old Plank Road to Gordon Road; improvements to the Thornton Rolling Road/Rt. 17 intersection; resurfacing of Grand Brooks Road; relocation of the Ely's Ford Road/Rt. 3 intersection; and corridors studies for Rt. 1, Rt. 2, Rt. 17 and Rt. 208.
- A $42,194 decrease in the VRE/PRTC operations subsidy payments.
- $16,000 is budgeted to be added to a reserve for Other Post Employment Benefits (OPEB) liabilities.

Joint Fleet Maintenance

Purpose

To improve fleet management services and support to all customers and to ensure that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all federal, state and county safety and environmental policies, procedures and regulations.

In FY 2009, the County began operating a Joint Fleet Maintenance Facility for servicing vehicles owned and operated by the County and Schools. The facility is operated by School staff, with oversight and management governed by a joint committee consisting of representatives from the Board of Supervisors; the School Board; and County and School staff. Users are billed monthly for services provided by the facility and all revenues and expenditures associated with the facility are tracked in an internal service fund. The consolidated facility is expected to provide a net benefit to both the County and Schools through economies of scale on vehicle service items purchased.

Joint Fleet Maintenance Fund

	FY 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
Local	$2,505,535	$2,364,409	$2,551,884	$2,551,884	$2,584,155
Use of (addition to) to Fund Balance	$18,408	$409,630	$0	$0	$0
TOTAL REVENUES	**$2,523,943**	**$2,774,039**	**$2,551,884**	**$2,551,884**	**$2,584,155**
EXPENDITURES: (by category)					
Personnel	$1,270,515	$1,288,899	$1,289,769	$1,289,769	$1,279,031
Operating	$1,221,428	$1,135,052	$1,230,115	$1,230,115	$1,243,595
Capital	$32,000	$350,088	$32,000	$32,000	$61,529
TOTAL EXPENDITURES	**$2,523,943**	**$2,774,039**	**$2,551,884**	**$2,551,884**	**$2,584,155**

Transportation Staffing

FTEs (full-time equivalents) reflect full-time and regular part-time positions; excludes seasonal and temporary part-time.

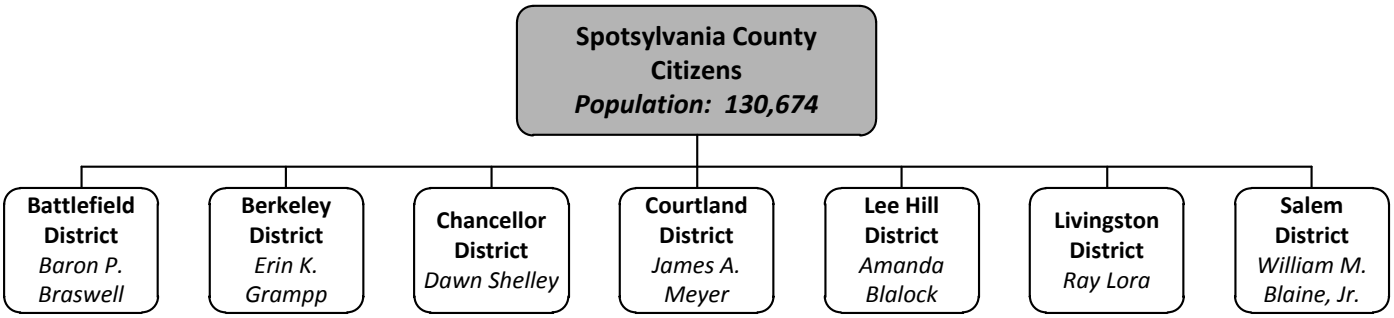
Department/Position	FY 2014	FY 2015	FY 2016
Transportation			
Construction Technician	1	1	1
Litter Control Technician	2	2	2
Traffic Engineer	1	1	1
Transportation Planner	1	1	1
TOTAL FTEs	**5**	**5**	**5**
TOTAL FTEs Transportation	**5**	**5**	**5**

*19 FTEs associated with Joint Fleet Maintenance are recorded in the Schools' budget, and are not County-budgeted FTEs. As such, the FTEs are not included in this County FTE table.

Education

Mission **–** Spotsylvania County Public Schools provides a premier education of work class distinction in a positive, collaborative environment with high levels of community engagement. All organizational structures support the primary purpose of preparing students to be responsible and productive citizens.

The School Board adopted its FY 2016 Budget on May 11, 2015. 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 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
State & Federal	$130,071,875	$130,733,705	$135,071,863	$135,000,136	$136,964,176
Local Transfer	$118,429,744	$116,213,691	$116,415,339	$118,754,276	$116,432,747
Local	$3,918,282	$3,887,733	$3,785,339	$3,859,654	$4,653,485
Bond Proceeds	$11,695,000	$11,695,000	$0	$43,704,968	$0
Proffers	$377,608	$0	$0	$0	$0
Use of (Addition to) Fund Balance	$0	$0	$0	$10,699	$0
TOTAL REVENUES	**$264,492,509**	**$262,530,129**	**$255,272,541**	**$301,329,733**	**$258,050,408**
APPROPRIATED EXPENDITURES: (by category)					
Instruction	$173,231,132	$171,928,427	$177,755,934	$179,941,305	$178,395,944
Administration/Health	$8,934,172	$8,813,314	$9,235,942	$9,581,170	$9,850,859
Transportation	$16,707,499	$16,477,091	$16,905,176	$17,115,098	$17,320,304
Maintenance	$20,933,959	$20,809,246	$21,104,821	$21,184,485	$21,504,375
Debt Service	$37,200,115	$37,183,469	$22,897,604	$65,947,572	$23,216,302
Technology	$7,052,154	$6,885,105	$7,317,194	$7,421,917	$7,698,754
TOTAL APPROPRIATED EXPENDITURES	**$264,059,031**	**$262,096,652**	**$255,216,671**	**$301,191,547**	**$257,986,538**
Transfer to School Food Service Fund	$55,870	$55,870	$55,870	$63,870	$63,870
Transfer to School Capital Projects Fund	$377,608	$377,608	$0	$74,316	$0
TOTAL EXPENDITURES	**$264,492,509**	**$262,530,130**	**$255,272,541**	**$301,329,733**	**$258,050,408**

Overview of Education Function

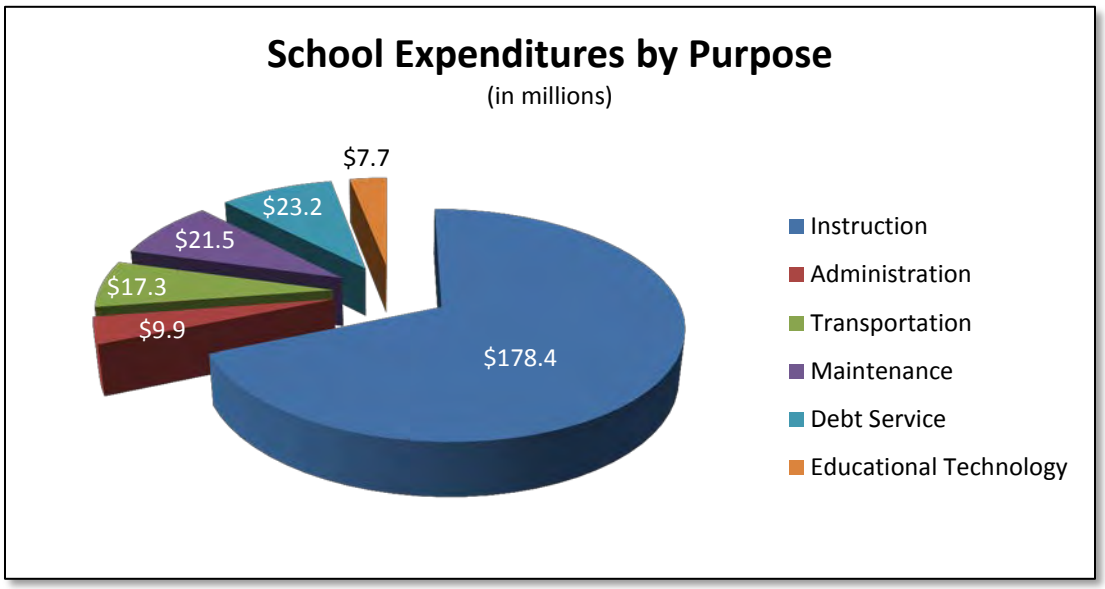
School Boards in Virginia are required to provide, as a minimum, programs and services as prescribed by the Standards of Quality (SOQ). The Composite Index is the measure used to determine the state and local share of SOQ costs. The Required Local Effort is the locality's share, of the State's estimate 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, the required local match for optional programs, 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 2015 Adopted Budget	FY 2016 Adopted Budget
Required Local Effort	$51,849,984	$51,345,396
Required Local Match for Optional Programs	$1,599,490	$1,954,912
Debt Service	$22,897,604	$23,216,302
Additional Local Transfer	$40,068,261	$39,916,137
Total Local Transfer	**$116,415,339**	**$116,432,747**

Per Pupil Cost	FY 2015 Adopted Budget	FY 2016 Adopted Budget
Student enrollment	23,855	24,085
Total School Operating Budget per Pupil	**$10,699**	**$10,712**
Local Transfer per pupil – Operating	$3,920	$3,870
Local Transfer per pupil – Debt Service	$960	$964
Total Local Transfer per pupil	**$4,880**	**$4,834**

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.



School	Building Capacity	Enrollment 2012-2013	2013-2014	2014-2015	2015–2016 Projection
Elementary (grades preK-5):					
Battlefield	833	639	644	658	660
Berkeley	353	319	306	281	282
Brock Road	907	729	753	720	737
Cedar Forest	936	716	771	757	777
Chancellor	455	374	387	401	415
Courthouse Road	907	854	829	832	832
Courtland	789	586	564	539	548
Harrison Road	936	856	822	818	818
Lee Hill	807	692	702	691	696
Livingston	504	451	444	421	424
Parkside	936	694	728	755	779
Riverview	907	653	712	717	730
Robert E. Lee	585	516	502	506	516
Salem	815	660	635	690	690
Smith Station	986	751	762	759	759
Spotswood	641	564	537	556	563
Wilderness	936	763	763	761	766
	13,233	10,817	10,861	10,862	10,992
Middle (grades 6-8):					
Battlefield	807	791	798	792	795
Chancellor	857	819	858	813	816
Freedom	948	857	883	844	844
Ni River	774	687	715	749	764
Post Oak	948	752	781	765	767
Spotsylvania	907	806	805	780	802
Thornburg	790	690	691	693	708
	6,031	5,402	5,531	5,436	5,496
Secondary (grades 9-12):					
Chancellor	1,427	1,380	1,342	1,330	1,333
Courtland	1,265	1,219	1,190	1,176	1,197
Massaponax	1,830	1,858	1,829	1,925	1,949
Riverbend	1,995	1,913	1,866	1,942	1,965
Spotsylvania	1,611	1,103	1,123	1,121	1,128
John J. Wright Center (preK-12)					
Preschool	(1)	(1)	(1)	(1)	(1)
Alt Education	90	33	31	25	25
	8,218	7,506	7,381	7,519	7,597
TOTAL	**27,482**	**23,725**	**23,773**	**23,817**	**24,085**

(1) Pre-K enrollment is counted at the home elementary schools above. However, the 9/30/2014 enrollment was 356 for the 2014 – 2015 school year and is projected at 359 for the 2015 – 2016 school year.

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 2014 Amended	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted
REVENUES: (function specific)					
Local	$5,545,142	$4,636,677	$4,867,464	$4,859,464	$4,609,464
State & Federal	$4,443,353	$4,645,781	$4,606,879	$4,606,879	$4,598,365
Transfer from School Operating Fund	$55,870	$55,870	$55,870	$63,870	$63,870
Use of (Addition to) Fund Balance	$58,131	($633,610)	$0	$0	$0
TOTAL REVENUES	**$10,102,496**	**$8,704,718**	**$9,530,213**	**$9,530,213**	**$9,271,699**
EXPENDITURES: (by category)					
Food Service	$10,102,496	$8,704,718	$9,530,213	$9,530,213	$9,271,699
TOTAL EXPENDITURES	**$10,102,496**	**$8,704,718**	**$9,530,213**	**$9,530,213**	**$9,271,699**

County of Spotsylvania

Founded 1721

Board of Supervisors
GREG CEBULA
ANN L. HEIDIG
TIMOTHY J. McLAUGHLIN
DAVID ROSS
GARY F. SKINNER
PAUL D. TRAMPE
CHRIS YAKABOUSKI

County Administrator
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Deputy County Administrator
MARK L. COLE
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SPOTSYLVANIA, VIRGINIA 22553
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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 14, 2015, on a motion by Mr. Trampe and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2015-50

A RESOLUTION TO ADOPT THE TAX RATES FOR CALENDAR YEAR 2015

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to set the tax rates for Calendar Year 2015; and

WHEREAS, the Board of Supervisors has received comments on the recommended tax rates from citizens of Spotsylvania County at a duly advertised public hearing; and

RESOLVED by the Spotsylvania County Board of Supervisors this 14th day of April 2015, that the following tax rates for Calendar Year 2015 be, and are hereby, approved, as set forth below; and, be it

CALENDAR YEAR 2015 COUNTY TAX RATES

Real Estate……$0.86 per $100 of assessed valuation

Personal Property
(Boats & Boat Trailers)…….$6.25 per $100 of assessed valuation, assessed at 50% of fair market value

Personal Property
(other than Boats & Boat Trailers)…….$6.73 per $100 of assessed valuation, assessed at 50% of fair market value

Aircraft ……$.000001 per $100 of assessed valuation, assessed at 50% of fair market value

Business Furniture & Fixtures…….$5.95 per $100 of assessed valuation, assessed at no greater than 50% of fair market value

Mobile Homes……..$0.86 per $100 of assessed valuation

Machinery and Tools…….. $2.50 per $100 of assessed valuation

Heavy Duty Equipment……$2.00 per $100 of assessed valuation

Massaponax Special Service District
Special Tax……$0.12 per $100 of assessed valuation

Harrison Crossing Special Service District
Special Tax……$0.25 per $100 of assessed valuation

Lee Hill East Special Service District
Special Tax……$0.25 per $100 of assessed valuation

Lee Hill West Special Service District
Special Tax……$0.75 per $100 of assessed valuation

Special Tax Rates for Energy Efficient Buildings:
Sec 21-3.1(b)……..…$0.00 per $100 of assessed valuation

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

A teste _____
Aimee Mann, Deputy Clerk

County of Spotsylvania

Founded 1721

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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 14, 2015, on a motion by Mr. Cebula and passed 6 to 1 with Mr. Trampe opposed, the Board adopted the following resolution:

RESOLUTION No. 2015-49

A RESOLUTION TO ADOPT THE FISCAL YEAR (FY) 2016 BUDGET

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plan for FY 2016; and

WHEREAS, the Board of Supervisors has received and reviewed the County Administrator's Recommended Budget for FY 2016, including fiscal policies; and

WHEREAS, the Board of Supervisors has received comments on the recommended budget from citizens of Spotsylvania County at a duly advertised public hearing; and

WHEREAS, it is the intent of the Board of Supervisors that departments and agencies shall adhere to the budgeted funds in accordance with departmental budgets presented by the County Administrator and amended by the Board of Supervisors; and

RESOLVED by the Spotsylvania County Board of Supervisors this 14th day of April 2015, that the following budgets be, and are hereby, approved effective July 1, 2015, as set forth below; and, be it

RESOLVED FURTHER, that local tax supported expenditures of the School Division's overall budget of $288,471,917 shall not exceed $116,432,747 of local funds and, be it

RESOLVED FURTHER, that the Board does hereby approve the FY 2016 PRTC subsidy of $139,400, and the FY 2016 VRE subsidy of $1,303,888, and does hereby authorize the payment of these subsidies during FY 2016 from the County's motor fuels tax revenue account, and be it

RESOLVED FURTHER, that all financial activities, purchases, travel, personnel actions, etc., shall be in accordance with the fiscal policies and procedures established by the Board of Supervisors and administered by the County Administrator.

FISCAL YEAR 2016 COUNTY BUDGETS

1. Total County Budget for Fiscal Year 2016 in the amount of $467,926,119 to include the following funds:

a.	General Operating Fund	$117,772,697
b.	Capital Projects Fund	$11,672,978
c.	Economic Development Opportunities Fund	$575,338
d.	Code Compliance Fund	$3,609,108
e.	Transportation Fund	$8,245,616
f.	School Operating Fund:	
	Instruction	$178,395,944
	Administration, Attendance and Health	$9,850,859
	Pupil Transportation	$17,320,304
	Operation and Maintenance	$21,504,375
	Debt and Fund Transfers	$23,216,302
	Technology	$7,698,754
	Contingency Reserves	$0
		$257,986,538
g.	School Food Service Fund:	
	School Food Services and Other Noninstructional Operations	$9,271,699
h.	School Capital Projects Fund:	
	Facilities	$18,629,525
i.	Utilities Operating Fund	$31,450,120
j.	Utilities Capital Projects Fund	$8,712,500

2. Joint Fleet Maintenance Fund for Fiscal Year 2016 in the amount of $2,584,155

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

A teste _____
Aimee Mann, Deputy Clerk

County of Spotsylvania

Founded 1721

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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 14, 2015, on a motion by Mr. Cebula and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2015-51

A RESOLUTION TO ADOPT THE FISCAL YEAR (FY) 2016 – FY 2020 CAPITAL IMPROVEMENT PLAN

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plans; and

WHEREAS, the Board of Supervisors has received and reviewed the County Administrator's Recommended Capital Improvement Plan (CIP) for FY 2016 – FY 2020; and

WHEREAS, the Board of Supervisors has received comments on the recommended CIP from citizens of Spotsylvania County at a duly advertised public hearing; and

WHEREAS, it is the intent of the Board of Supervisors that project managers shall adhere to the budgeted funds in accordance with project budgets presented by the County Administrator and amended by the Board of Supervisors; and

RESOLVED, that the following five-year capital plan is, and is hereby, approved effective July 1, 2015, as set forth below.

FY 2016 – FY 2020 CAPITAL IMPROVEMENT PLAN

3. Capital Improvement Plan for FY 2016 – FY 2020 in the following amounts:

a. General Capital Projects	$59,687,286
b. Transportation Capital Projects	$66,061,500
c. Utilities Capital Projects	$75,727,500
d. School Capital Projects	$111,870,545

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

A teste _____
Aimee Mann, Deputy Clerk

County of Spotsylvania

Founded 1721

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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 14, 2015, on a motion by Mr. Yakabouski and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. - 2015-52

A RESOLUTION PURSUANT TO SECTION 21-38 OF THE CODE OF SPOTSYLVANIA COUNTY, VIRGINIA TO SET THE PERCENTAGE OF PERSONAL PROPERTY TAX RELIEF AT THE LEVEL NECESSARY TO EXHAUST PERSONAL PROPERTY TAX RELIEF ACT FUNDS FOR 2015

WHEREAS, on December 13, 2005, and for tax years beginning in 2006, the Board adopted as Section 21-38 of the Code of Spotsylvania County, Virginia, the provisions of Item 503.E of Chapter 951 of the 2005 Appropriations Act of the General Assembly providing for computation of personal property tax relief as a specific dollar amount to be offset against the total taxes that would otherwise be due for personal property, and the reporting of such specific dollar relief amount on the tax bill; and

WHEREAS, the Board is required as part of its annual budget process, to adopt a resolution setting the percentage of tax relief at the level that is anticipated to exhaust Personal Property Tax Relief Act (PPTRA) funds provided to the County by the Commonwealth of Virginia for each tax year, and

WHEREAS, the ordinance requires that personal property tax bills set forth on their face the specific dollar amount of relief credited with respect to each qualifying vehicle, together with an explanation of the manner in which relief is allocated.

WHEREFORE, be it resolved by the Board of Supervisors of Spotsylvania County, Virginia, that pursuant to Section 21-38 of the Code of the County of Spotsylvania, that the percentage of tax relief that is anticipated to exhaust PPTRA relief funds provided to the County by the Commonwealth shall be set for tax year 2015 as follows:

1. For personal use vehicles valued at $1,000.00 or less, the percentage of relief shall be set at one hundred percent (100%)

2. For vehicles valued at more than $1,000.00, the percentage of relief shall be set at thirty-nine percent (39%) for up to and including the first $20,000.00 of value; and

BE IT FURTHER RESOLVED, that the Treasurer shall insure that 2015 personal property tax bills set forth on their face the specific dollar amount of relief credited with respect to each qualifying vehicle, together with an explanation of the manner in which relief is allocated.

A teste _____
Aimee Mann, Deputy Clerk

Glossary/Acronyms

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity: Departmental efforts which contribute to the achievement of a specific set of program objectives.

ACA: Affordable Care Act

ADA: Americans with Disabilities Act

AICP: American Institute of Certified Planners

ALS: Advanced Life Support

Amended Budget: The amended budget represents the original appropriation for the fiscal year plus any supplemental appropriations approved by the Board of Supervisors.

ASPWA: American Society Public Welfare Association

Amortize: To pay off gradually, usually through periodic payments of principal and interest.

APA: Auditor of Public Accounts

Appropriation: A legal authorization granted by the Board of Supervisors to incur obligations and to make expenditures for specific purposes.

ARC: Annual Required Contribution

ARRA: American Recovery and Reinvestment Act of 2009; Federal Program

Assessed Valuation: The valuation set upon real estate and certain personal property as a basis for levying property taxes.

Assessment Ratio: The ratio at which the tax rate is applied to the tax base.

Asset: A resource owned or held by the County which has monetary value.

AWWA: American Water Works Association

BAB: Build America Bonds

Base Budget: The cost of continuing the existing levels of service in the current budget year.

Balanced Budget: A budget is balanced when planned revenues equal planned expenditures for a given fiscal year. All local governments in Virginia must adopt a balanced budget according to state law.

Bond: An interest bearing certificate of public indebtedness. It is a promise to repay a specified amount of money (the face amount of the bond) by a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond Rating: An alphabetical grading system representing the credit worthiness of government bonds. Triple-A (AAA) is the best possible rating. Ratings are assigned by three primary rating agencies: Moody's, S&P, and Fitch.

Bond Refinancing: The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

BOS: Board of Supervisors

Budget: A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual. The County utilizes the modified accrual basis.

Budget Calendar: The schedule of key dates which the County follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of the County in accordance with the adopted budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAD: Computer Aided Dispatch

CAFR: Comprehensive Annual Financial Report

Capital Budget: Funds appropriated for the first year of the Capital Improvement Plan.

Capital Outlay: Acquisition of a fixed asset for general government operations which has an approximate per unit value of $500 or more and/or has a useful economic life of more than two years.

Capital Project: Renovations, repairs, major maintenance, new construction, land/easement purchases, or equipment with an anticipated life of at least 5 years and a cost of $50,000 or more. If a capital project is financed, its anticipated life must be at least as long as the term of financing for the project. Also called a capital improvement.

Capital Projects Fund: A governmental fund used to account for major general capital expenditures that extend beyond a single fiscal year and their related sources of funding.

CART: Child Abuse Response Team

Carryover: A fiscal year closing process through which funding from one fiscal year is carried into the next fiscal year for specific purposes. Also known as "carry forward."

CASA: Court Appointed Special Advocates

Cash Basis: A basis of accounting in which transactions are recognized when cash is increased or decreased.

CHINS: Child in Need of Services Program

CIP: Capital Improvement Plan – a plan for capital projects to be incurred each year over a five year time period to meet anticipated capital expenditures arising from the County's long term needs.

CMAQ/RSTP: Congestion Mitigation and Air Quality/Regional Surface Transportation Program; Federal Programs

Code Compliance Fund: A governmental fund used to account for revenues and expenditures related to the enforcement of Federal, State and local laws related to building, zoning and environmental engineering.

COLA: Cost of Living Allowance – an increase in salaries to offset the adverse effect of inflation on compensation.

Component Unit: Legally separate organizations for which the elected officials of the primary government are financially accountable.

Constitutional Officers: Elected officials who are authorized by the constitution of Virginia to head County departments, including the Commissioner of Revenue, Treasurer, Clerk of the Circuit Court, Commonwealth's Attorney and Sheriff.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services: Services rendered to the County by private firms, individuals or other governmental agencies. Examples include sports league officials, maintenance agreements and refuse collection at convenience sites.

CPI: Consumer Price Index – a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

CPS: Child Protective Services

CRRL: Central Rappahannock Regional Library

CRW: Software application used to manage the functions of community development such as permit and code enforcement tracking.

CSA: Comprehensive Services Act; State Program

CSU: Court Services Unit

CY: Calendar Year

DCJS: Department of Criminal Justice Services; State Agency

DCLS: Division of Consolidated Laboratory Services

Debt Service: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit: The excess of liabilities over assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department: The basic organizational unit of the County which is functionally unique in its delivery of services.

Depreciation: A reduction in the value of an asset with the passage of time due to wear and tear. Also, a method of allocating the cost of an asset over its useful life for accounting purposes.

DEQ: Department of Environmental Quality; Federal Agency

Disbursement: The expenditure of monies from an account.

DMV: Department of Motor Vehicles; State Agency

DOE: Department of Energy; Federal Agency

DSS: Department of Social Services

EDA: Economic Development Authority

Economic Development Opportunities Fund: A governmental fund used to account for expenditures and revenues related to the EDA and to provide incentive loans to new or expanding businesses in the County.

EDO: see Economic Development Opportunities Fund

EFT: Electronic Fund Transfer

EMS: Emergency Medical Services

EPA: Environmental Protection Agency

ESP: Enhanced Staffing Program (Fire/Rescue)

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

F/R: Fire/Rescue

FAMIS: Family Access to Medical Insurance Security Plan; State Program

FAMPO: Fredericksburg Area Metropolitan Planning Organization

FCC: Federal Communications Commission

FCI: Facility Condition Index – the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements for a building to the current replacement cost of the building.

FEMA: Federal Emergency Management Agency

Fire/EMS Service Fee Fund: A governmental fund used to account for revenues collected by a third party billing program for fire/EMS services rendered by the County.

Fiscal Policies: Policies with respect to revenues, spending and debt management as these relate to County services, programs and capital investment. The policies provide a set of principles for the planning and programming of the County budget and its funding.

Fiscal Stability Reserve: A portion of the County General Fund Balance at the close of each fiscal year in an amount equal to no less than 10% of the governmental funds' net operating revenue in the subsequent fiscal year budget.

FOIA: Freedom of Information Act; State Law

FPM: Family Partnership Meetings

FRED: Fredericksburg Regional Transit

FREMS: Fire, Rescue & Emergency Services

FTE: Full-time Equivalent – Employee positions, which are authorized in the adopted budget, to be filled during the year.

FY: Fiscal Year – a twelve-month financial operating period. The County's fiscal year begins July 1 and ends June 30. Fiscal years are named for the calendar year in which they end; FY 2016 begins July 1, 2015 and ends June 30, 2016.

Fixed Assets: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Function: A group of related activities aimed at accomplishing a major service or regulatory program or the purpose of the department's existence.

Fund: A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance: The excess of the assets of a fund over its liabilities, reserves and carry over.

GAAP: Generally Accepted Accounting Principles – uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GAC: Granular Activated Carbon; used in Utilities' water filtering processes.

GASB: Governmental Accounting Standards Board

General Fund: A governmental fund used to account for general operating expenditures and revenues.

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GO: General Obligation Bond – this type of bond is backed by the full faith and credit of the County through its taxing authority.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

Governmental Funds: Funds used to account for the activities of a government that are carried out primarily to provide services to citizens. Governmental funds are the funds through which most governmental functions are typically paid.

GPD: Gallons per Day

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

HDPE: High Density Polyethylene; material from which certain drain lines are made for Utilities' dams.

HVAC: Heating, Ventilating, and Air Conditioning

IFB: Invitation for Bid

Indirect Cost: A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.

Infrastructure: The physical assets of the County.

Interfund Transfers: The movement of monies between funds.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

ISO: Insurance Services Office

Joint Fleet Maintenance Fund: A proprietary fund used to account for revenues and expenditures related to maintenance of County and School fleets.

Lease-Purchase: Lease-purchase is the mechanism through which the County's lease revenue bonds function. For example, the County purchases a fire truck using lease revenue bonds issued through the EDA. Officially, the EDA is given the leasehold rights for the equipment, but must lease the equipment back to the County until the bonds are repaid. In reality, no money exchanges hands. The County pays the debt service directly to the bond trustee.

Levy: To impose taxes for the support of government activities.

Liability: Obligations arising from past transactions or events. A common liability is accounts payable arising from the purchase of goods or services. When the supplier is paid, the liability is reduced by the amount paid.

Line-Item Budget: A budget prepared using specific expenditure categories, such as salaries, fringe benefits, telephone charges, professional services, office supplies, etc.

LRIS: Land Records Information System

MDT: Multi-Disciplinary Team

MGD: Million Gallons per Day

Modified Accrual Basis: Revenues are recognized when they are both measurable and available to finance current expenditures. Expenditures are recognized when the services are incurred or goods received.

NADA: National Automobile Dealers Association

NELAC: National Environmental Laboratory Accreditation Conference

Net Tax Support: The amount of local taxes required to finance a particular program or set of programs.

New Initiative Request: A department's request for funding for new positions, new equipment, or program expansions.

NFPA: National Fire Protection Association

Non-Personnel Services: Materials and supplies necessary to conduct departmental operations.

OPEB: Other Post-Employment Benefits

Operating Revenue: Funds received as income to pay for on-going operations. These revenues include taxes, fees and charges for services and grant revenues.

Pay-As-You-Go: A method of financing utilizing current revenues.

PD: Planning District

PDR: Purchase of Development Rights program

Personnel Services: Expenditures relating directly to the costs of compensating employees.

PLC: Programmable Logic Control

PPTRA: Personal Property Tax Relief Act; State Program

Proffer: Contributions of land, capital improvements and funding from developers to address the demand for community services created by new development.

Proprietary Fund: Funds used to account for business-type, self-supporting activities where the costs of providing goods and services are recovered primarily through user fees or other charges for services.

PRTC: Potomac and Rappahannock Transportation Commission – a multi-jurisdictional agency representing Spotsylvania, Stafford, and Prince William Counties and the Cities of Manassas, Manassas Park and Fredericksburg.

QECB: Qualified Energy Conservation Bond

RACSB: Rappahannock Area Community Services Board; State Program

Reassessment: The biennial process of valuing real property to ensure equitable distribution of taxation.

Reserve: Funds set aside for a particular future use (i.e. fire equipment reserve) or for "rainy day" purposes (i.e. Fiscal Stability Reserve).

Resolution: A special or temporary order of the Board of Supervisors.

Revenue Bond: This type of bond is backed only by the revenues from a specific enterprise or project, such as utility connection fees to repay a bond issuance for the water treatment plant.

RFP: Request for Proposal

RJC: Rappahannock Juvenile Center

RRJA: Rappahannock Regional Jail Authority

RRJ: Rappahannock Regional Jail

RSTP: Regional Surface Transportation Program; Federal Program

SART: Sexual Assault Response Team

SCBA: Self-Contained Breathing Apparatus

School Operating Fund: A governmental fund used to account for school operating and debt service expenditures and revenues.

School Food Service Fund: A governmental fund used to account for school food service including both breakfast and lunch programs.

School Capital Projects Fund: A governmental fund used to account for all school capital expenditures that extend beyond a single fiscal year and related sources of funding.

SECA: Spotsylvania Emergency Concerns Association

SDWP: Safe Drinking Water Program; a State program

SCPS: Spotsylvania County Public Schools

SNAP: Supplemental Nutrition Assistance Program, State Program

Sq Ft: Square Feet/Foot

SSD: Special Service District – an area designated by County ordinance as being subject to special real property taxes in addition to regular real property taxes. Revenue from these special taxes is used to pay for capital improvements within the area of the SSD. Four SSDs exist in Spotsylvania: Massaponax, Harrison Crossing, Lee's Hill East, and Lee's Hill West.

SSO: Sanitary Sewer Overflow

Supplemental Appropriation: An additional appropriation made by the Board of Supervisors after the budget has been adopted.

SWC: Solid Waste Convenience Center

SWCD: Soil and Water Conservation District; State Program

TANF: Temporary Assistance to Needy Families; State Program

TBD: To be determined

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Transportation Fund: A governmental fund used to account for revenues and expenditures related to transportation operations and debt service on transportation projects.

Unassigned Fund Balance: Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

User Fee: The payment of a fee for direct receipt of service.

Utilities Operating Fund: A proprietary fund used to account for operations of the public water and sewer system financed through user charges and other system revenues.

Utilities Capital Projects Fund: A proprietary fund used to account for infrastructure improvements and expansions to the water and sewer system and related sources of funding.

VADA: Virginia Automobile Dealers' Association

VDSS: Virginia Department of Social Services; State Agency

VDOT: Virginia Department of Transportation; State Agency

VDRPT: Virginia Department of Rail and Public Transportation; State Agency

VELAP: Virginia Environmental Laboratory Accreditation Program

VIEW: Virginia Initiative for Employment Not Welfare; State Program

VJCCCA: Virginia Juvenile Community Crime Control Act; State Program

VOPEX: Virginia Emergency Planning Operations Exercise – annual emergency preparedness drills to develop and maintain the skills necessary to minimize the impact of natural and/or manmade disasters in the County.

VRE: Virginia Railway Express – provides commuter rail service from Fredericksburg to Northern Virginia and downtown Washington D.C.

VRS: Virginia Retirement System

W/S: Water Sewer

WTP: Water Treatment Plant

WWTP: Wastewater Treatment Plant

COUNTY OF SPOTSYLVANIA · VIRGINIA
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