





# ***COUNTY OF SPOTSYLVANIA, VIRGINIA***

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# County of Spotsylvania

Founded 1721

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GARY F. SKINNER  
THOMAS C. WADDY, JR.



*County Administrator*  
C. DOUGLAS BARNES  
*Deputy County Administrator*  
ERNEST L. PENNINGTON  
P.O. BOX 99  
SPOTSYLVANIA, VIRGINIA 22553  
Voice: (540) 507-7010  
Fax: (540) 507-7019

*Service, Integrity, Pride*

April 20, 2010

Dear Board of Supervisors Members:

I am pleased to present to you the FY 2011 Adopted Budget. As you are keenly aware, this budget was developed with a focus on FY 2011, yet much consideration was given to the impact decisions made for this budget will have on Spotsylvania County well beyond June 30, 2011. The budget was developed with the County's defined priorities of education, public safety, and transportation in mind and with a continued commitment to achieving these priorities through well balanced financial planning. We reap the benefits of an AA credit rating due to strong financial management in both good times and times of economic instability, and we can be assured that the rating agencies will take interest in the County's response to the challenges faced in this budget.

The County has experienced three very difficult economic years during which we have responded to \$34.5M in revenue shortfalls with expenditure reductions, and delays and cancellations in capital projects. Economic uncertainty continues for FY 2011, and to be cautious, we have conservatively projected General Fund revenues and transfers equal to the \$217.2M we are anticipating for the revised FY 2010 Budget, and are continuing the practice begun in FY 2010 of appropriating less than 100% of the local transfer to the Schools.

### **The FY 2011 Adopted Budget**

The FY 2011 Adopted Budget totals \$367.1M – a decrease of \$18.7M (4.9%) over the FY 2010 Adopted Budget. The FY 2011 General Fund increases by \$0.9M (0.9%) compared with the FY 2010 Adopted General Fund budget.

	FY 2010 Adopted	FY 2011 Adopted	Difference	
			\$	%
General Fund*	\$96,506,618	\$97,357,184	\$850,566	0.9%
Economic Dev. Opportunities Fund	317,794	232,840	-\$84,954	-26.7%
Code Compliance Fund	3,168,516	2,909,822	-\$258,694	-8.2%
Transportation Fund	6,603,454	8,715,075	\$2,111,621	32.0%
Joint Fleet Maintenance	2,107,068	2,038,973	-\$68,095	-3.2%
School Operating	259,842,837	242,172,312	-\$17,670,525	-6.8%
School Food Service	9,676,642	9,185,157	-\$491,485	-5.1%
<b>Total Operating Expenditures</b>	<b>378,222,929</b>	<b>362,611,363</b>	<b>-\$15,611,566</b>	<b>-4.1%</b>
Capital Projects Fund	7,430,096	4,510,788	-\$2,919,308	-39.3%
School Capital Projects	243,279	0	-\$243,279	-100.0%
<b>Total Budget</b>	<b>385,896,304</b>	<b>367,122,151</b>	<b>-\$18,774,153</b>	<b>-4.9%</b>

\*Excludes transfers. When transfers to other funds are included, the General Fund increase from FY 2010 to FY 2011 is 0.0%

### Budget Revenue Strategies for the FY 2011 Adopted Budget

- The January 2010 reassessment of real properties (including new construction) showed an overall decline of 22.2% in real property values, resulting in an equalized rate of \$0.83 – 21 cents higher than the 2009 rate of \$0.62.
- The adopted real estate tax rate of \$0.86 includes a three penny tax rate increase above the equalized rate of \$0.83, of which one penny is dedicated to debt service, and two pennies are dedicated to the fiscal policy guideline transfer of cash from the General Fund to the Capital Projects Fund to reduce the County’s reliance on debt financing for capital projects in the future.
- Spotsylvania’s membership in VRE will bring increased new annual revenue to the County – \$4.3M in FY 2011 – which enables us to temporarily suspend a portion of the annual transfer to the Transportation Fund to offset budget deficits in the General Fund.
- The \$1.8M in one-time FY 2010 revenue resulting from the impact of the \$0.03 tax rate increase above the equalized tax rate on the June 2010 collections will ensure some budget flexibility in the event that revenues continue to be less than the conservative FY 2011 projections, or to address other budget issues. This \$1.8M is not planned for use as part of the FY 2011 budget, but will remain in the fund balance.
- Even at the \$0.86 real property tax rate, FY 2011 General Fund revenues, including transfers, are estimated to grow by less than \$100,000 compared with the FY 2010 Adopted Budget.

### Budget Expenditure Strategies for the FY 2011 Adopted Budget

It is important to note that reductions to County budgets have occurred for several years in response to declining revenues and will continue in the FY 2011 Adopted Budget. Please see Table 4 in the FY 2011 Budget Strategy (page 8) for a summary list of reductions made to date. The development of the FY 2011 budget included the following expenditure related assumptions:

- Through a combination of the use of accumulated forfeiture and seizure revenue, use of Revenue Recovery Fund balance, general fund revenues, and expenditure reductions, this

budget accounts for an approximately \$1.2M reduction in State aid to Spotsylvania. Without the Board's support of the creative use of forfeiture and seizure revenue and Revenue Recovery Fund balance, the Constitutional Officers would have experienced deeper budget cuts than those existing within this Adopted Budget.

- In past budgets, several positions in Social Services were budgeted at \$0 with the assumption that savings from annual turnover within Social Services would net sufficient funding. The current economy has reduced turnover within the department while creating a 72% increase in benefits applications from FY 2007 to FY 2009, resulting in a desperate need to fully fund all positions. Full funding of these positions is included in the Adopted Budget and revisions are being made to several vacant positions to address the current workload.
- The Adopted Budget includes the hiring of a Human Resources Director which has been vacant for 2-1/2 years using funding reallocated from the currently vacant Deputy County Administrator position. The Deputy County Administrator position will continue to remain unfunded in FY 2011.
- The Adopted Budget includes:
  - no cost of living adjustments (COLAs) or merit increases for staff; and
  - an expected 20% increase in employee health insurance rates, which will be shared with employees at the current ratio of 82% County/18% employees.

### **Community Development**

The downturn in housing has had a major impact on the Community Development division, causing fee revenue to decline by an average 17% a year since FY 2006. In order to offset revenue shortfalls, the Community Development work force has been reduced by 29 positions since FY 2008. In addition, the General Fund has transferred a total of slightly more than \$2M to the Code Compliance Fund over the past two years. While we are continuing to restructure the divisions, identify inefficiencies, and improve customer service, a \$1.3M transfer from the General Fund is necessary in FY 2011 to avoid further reductions in the workforce and to ensure staff is adequate to perform mandated functions and normal operations.

### **Transportation**

Estimates suggest that enough revenue will be generated by the fuel tax associated with the County's membership in VRE in FY 2011 to fund the County's share of the regional FRED bus system, the current transportation debt service and personnel costs in the Transportation Fund, all of which have been typically paid with the transfer of vehicle license fee revenue (decal revenue) and 10% set-asides from Harrison Crossing and Cosner's Corner from the General Fund. As such, \$1.7M of the \$2.6M decal revenue and 100% (\$0.5M) of the 10% set-asides remain within the General Fund in FY 2011. These funds combined with revenue from one of the three new pennies added to the real property rate fund new debt service and the \$1.3M transfer to the Code Compliance Fund to make up for the estimated FY 2011 deficit in that fund. However, to continue funding Transportation Fund expenditures in the future, and to move forward with Phase II of the PPTA projects and paving of the "fair" unpaved roads, the decal revenue transfer from the General Fund to the Transportation Fund must resume in full no later than FY 2014.

## **Schools**

The FY 2010 Adopted Budget provided \$113.8M in local funding for the Schools, with a “hold-back” of appropriations of \$5.2M in the event of future revenue declines that needed to be shared by the Schools. The FY 2011 Adopted Budget provides the Schools with level local funding - \$113.8M again in FY 2011 – as requested by the Superintendent and School Board.

To guard against budget year revenue declines, the practice of appropriating less than 100% of the local transfer was begun in FY 2010, and will continue in FY 2011. \$2.2M of the \$113.8M local transfer will not be appropriated and will be held by the County until no sooner than the mid-year FY 2011 financial reporting is complete.

## **Capital Improvement Plan (CIP)**

The County’s CIP is governed by several guidelines within our Financial Policies. The annual cash contribution of operating revenue (policy is 1.75% of revenues for FY 2011) allows us to fund a portion of capital projects on a “pay-as-you-go” basis, thereby reducing the amount of money borrowed for projects. The debt service-to-expenditure ratio guideline (10-12%), the debt to assessed value ratio (3-4%), and the 60% payout ratio govern the amount of debt we can issue. Ultimately, we are striving to reduce our dependence on debt financing of capital needs, because using cash to fund CIP projects improves these ratios, allowing us the flexibility to continue with necessary projects in the future.

The County has taken advantage of several opportunities related to capital construction projects, resulting in millions of dollars in overall costs being saved, but some of these projects still require increased annual debt service commitments. Examples of some of the capital project opportunities taken by the County are:

- The cost of the new Circuit Court and Public Safety buildings is \$6.4M (17.9%) less than the architects’ estimate, but will add \$1.4M to FY 2011 debt service payments.
- The use of \$43.8M in federal stimulus funds for the Rt. 3 and Rt. 208 transportation projects kept these projects moving forward. The Rt. 3 widening project is being administered by the County in cooperation with VDOT, while Rt. 208 will be managed by VDOT.
- Stimulus programs are enabling the Schools to finance \$2.6M in energy projects at a near \$0 interest cost.
- Additionally, the relocation of the Community Services group (Building, Zoning, Planning, Economic Development and Social Services) back to the Courthouse area in FY 2011 will improve customer service. The lease associated with this building includes a five year purchase option and it has been determined that it is in the best long-term financial interest of the County to purchase this building as soon as possible. At least a portion of the cost of purchasing the building will require the issuance of bonds, which will require annual debt service payments beginning in FY 2014.

Specific to FY 2011, the CIP includes:

- A bond issuance for the \$17.3M balance of funding needed to complete the Circuit Court and Public Safety buildings, which will require new debt service in FY 2011 of \$1.4M;

- Plans to move ahead to complete Phases I and II of the PPTA projects, but no bond issuance is required for these projects as part of this Summer's bond issuances;
- Issuance of a \$1.0M lease-purchase for maintenance of existing technology is planned for FY 2011, as well, increasing debt service by \$0.2M; and
- Cash-funded projects in FY 2011 include the facility asset management program, relocation of the Magistrate's Office, partial funding for upgrade of the Land Records Information System (LRIS), and design of the new Cell 5 at Livingston landfill.

### **The Workforce**

County staff continues to be our greatest asset. There are many options available to address budget shortfalls and because personnel costs account for more than 50% of the County's budget, it is inevitable that reductions will impact personnel funding. Over the past few years we have tried to develop strategies that addressed revenue shortfalls with as little negative impact as possible on the operations of the County and the services provided to our citizens. Those strategies consist of the following:

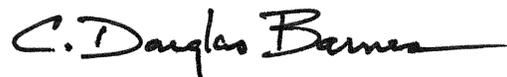
- Between FY 2008 and FY 2010, we eliminated thirty-five positions and held more than twenty positions vacant;
- Including FY 2011, County staff has received no merit increases for the past three years and no cost of living (COLA) increases for the past two years;
- The FY 2011 Budget provides some new positions in much needed areas while continuing to defer the hiring of others, dispersing the work load among the remaining employees;
- In FY 2011, employees will share in the cost of health insurance rate increases as their premiums will increase each pay period by \$18.95 for family coverage, by \$15.72 for employee/spouse coverage, by \$10.19 for employee/child coverage, and by \$4.42 for employee only coverage;
- The number of take home vehicles was reduced by nearly 40%;
- We have reduced training budgets by approximately 30% over the past two years; and
- Staff participation in professional organization conferences was reduced.

I sincerely thank you for adopting a budget that includes no salary reductions and no furloughs. I strongly believe these types of measures would only reduce the morale of the workforce, and it is their professional expertise we need now, more than ever, to help us through these difficult times. The reductions we have made through the elimination of positions, holding of vacancies, and the deferral of COLAs and merits reduced FY 2011 expenditures by \$2.7M, far outweighing any reductions that would have been realized through reduced salaries or furloughs.

This budget represents a conservative approach for maintaining the level of current services and planning for the future while minimizing the tax impact above the equalized rate to the County's taxpayers. This budget addresses education, public safety, and transportation as continued priorities in FY 2011 while adhering to all fiscal policy guidelines and avoiding, to the extent possible, use of one-time revenue to fund ongoing expenditures. As always, those community priorities do come with a cost to our citizens.

I appreciated the opportunity to work with the Board of Supervisors during the development of this budget. I thank all the Constitutional Officers, department directors and staff who have collectively supported me during the adjustments to the current budget and the preparation of this budget. I appreciate each and every County employee. In varying ways, each employee has been asked to do more with less during the past few years while we reduced the County's workforce and other budgeted resources in response to revenue shortfalls, and I know their collective creativity and determination will help us continue delivering quality services to the citizens of Spotsylvania in FY 2011.

Sincerely,

A handwritten signature in black ink that reads "C. Douglas Barnes". The signature is written in a cursive style with a long horizontal line extending to the right.

C. Douglas Barnes  
County Administrator

# FY 2011 BUDGET STRATEGY

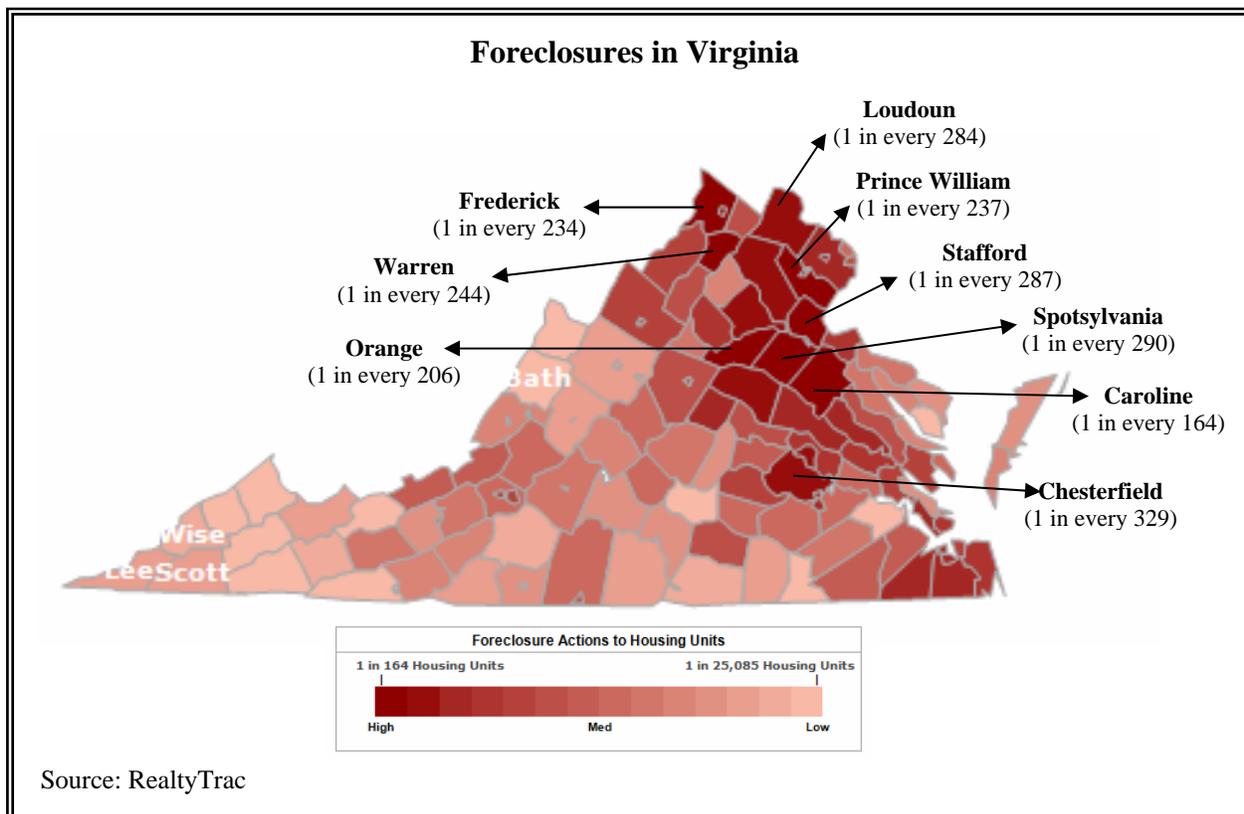
The Budget Strategy provides a discussion of the development of and the underlying assumptions within the FY 2011 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2011 Adopted Budget.

## Building the Budget – Revenues

### *Reassessment of Real Property*

Real property is assessed every two years in Spotsylvania. Prior to the January 2010 update of real property values, the last assessment was completed in January 2008. Since January 2008, the United States has continued to struggle through a recessionary period in which the unemployment rate and delinquencies on mortgages have nearly doubled and the rate of foreclosures in Virginia has increased by approximately 55 percent. Similar to the nationwide rate of change, Spotsylvania’s unemployment rate has risen from 2.8 percent in December 2007 to 5.4 percent in December 2009 and, as shown in Table 1 below, the rate of foreclosure in Spotsylvania has been among the highest in the State relative to the total number of homes per locality. In January 2010, relative to its total number of homes, Spotsylvania had the seventh highest level of foreclosures among all Virginia localities, after having the greatest rate of foreclose statewide in Fall 2009.

**Table 1**



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 residential assessed values would decrease in the January 2010 reassessment. Initially forecasted at 20 percent as part of the FY 2010 Adopted Budget, the overall decline in Spotsylvania's assessed value from the 2009 land book to the 2010 land book is 23.5 percent when new construction is excluded. Overall, and again excluding new construction, residential property values declined 28.3 percent, with commercial properties declining slightly (0.11%).



**Equalized Rate** – When properties are reassessed, the Code of Virginia requires the County to calculate and advertise the equalized tax rate. The equalized tax rate is the tax rate that, when applied to the new assessed values excluding new construction, would yield the same revenue as the prior tax rate would have yielded on the previous assessed values. For 2010, the equalized tax rate is \$0.83 per every \$100 of assessed value, with each penny yielding approximately \$1,181,000. The new assessed values at the 2009 \$0.62 real property tax rate would have generated approximately \$73.3 million in FY 2011; \$22.4 million less than the estimated real property tax collection in FY 2010. The equalized rate of \$0.83 is expected to generate \$98.4 million; \$2.7 million more than the estimated real property tax collection in FY 2010. The increase is due to new construction and the fact that State Code permits the equalized rate to be calculated to generate 1 percent more than the prior year tax levy.

**Bills at the Equalized Rate** – The average residential property in Spotsylvania which was assessed at \$240,178 in 2009 is assessed at \$172,360 in 2010. The average commercial property which was assessed at \$1,193,269 in 2009 is assessed at \$1,196,681 in 2010. At the \$0.83 equalized rate which is 33.9 percent higher than the 2009 rate of \$0.62, the real property bill to the owner of the average residential property would have decreased by \$59, or 3.9 percent while the bill to the owner of the average commercial property would have increased by \$2,534, or 34.3 percent. The increase in commercial bills is due to the fact that commercial property values changed very little and the equalized rate is 33.9 percent higher than the 2009 rate. A summary of the impact on tax bills at the equalized rate is shown in Table 2.

**Three Pennies Approved Above Equalized Rate**

The FY 2011 Adopted Budget includes a tax rate increase of \$0.03 above the equalized rate of \$0.83, yielding \$3.5 million in additional revenue. This additional revenue is designated to the County – \$0.01 dedicated to new debt service and \$0.02 to ensure the fiscal policy guideline transfer of cash from the General Fund to the Capital Projects Fund to reduce our reliance on debt financing for capital projects in the future. Statistics related to changes in residential and commercial tax bills from 2009 to 2010 at both the equalized and adopted rates are shown in Table 2.

Table 2

Comparing 2009 and 2010 Real Property Tax Bills

Equalized Rate = \$0.83		Adopted Rate = \$0.86	
<b>BILLS</b>	<p><b>Residential Summary (\$0.83)</b></p> <p>58.5% of residential property taxpayers will see no change or decrease in bill at \$0.83 rate</p> <p>Of this 58.5% ...</p> <ul style="list-style-type: none"> <li>13.4% will see decrease of \$0 - \$49</li> <li>16.3% will see decrease of \$50 - \$99</li> <li>14.6% will see decrease of \$100 - \$149</li> <li>22.9% will see decrease of \$150 - \$249</li> <li>32.7% will see decrease of \$250 +</li> </ul> <p>41.5% of residential property taxpayers will see increases in their bills</p> <p>Of this 41.5% ...</p> <ul style="list-style-type: none"> <li>24.4% will see increase of \$1 - \$5</li> <li>7.2% will see increase of \$6 - \$10</li> <li>11.2% will see increase of \$11 - \$20</li> <li>13.5% will see increase of \$21 - \$50</li> <li>9.7% will see increase of \$51 - \$100</li> <li>12.4% will see increase of \$101 - \$200</li> <li>15.2% will see increase of \$201 - \$500</li> <li>6.4% will see increase of \$501 +</li> </ul>	<b>BILLS</b>	<p><b>Residential Summary (\$0.86)</b></p> <p>51.8% of residential property taxpayers will see no change or decrease in bill at \$0.86 rate</p> <p>Of this 51.8% ...</p> <ul style="list-style-type: none"> <li>21.0% will see decrease of \$0 - \$49</li> <li>16.5% will see decrease of \$50 - \$99</li> <li>12.9% will see decrease of \$100 - \$149</li> <li>23.2% will see decrease of \$150 - \$249</li> <li>26.4% will see decrease of \$250 +</li> </ul> <p>48.2% of residential property taxpayers will see increases in their bills</p> <p>Of this 48.2% ...</p> <ul style="list-style-type: none"> <li>19.7% will see increase of \$1 - \$5</li> <li>6.9% will see increase of \$6 - \$10</li> <li>10.1% will see increase of \$11 - \$20</li> <li>12.5% will see increase of \$21 - \$50</li> <li>11.2% will see increase of \$51 - \$100</li> <li>14.2% will see increase of \$101 - \$200</li> <li>17.5% will see increase of \$201 - \$500</li> <li>7.9% will see increase of \$501 +</li> </ul>
	<b>Bills</b>		<p><b>Commercial Summary (\$0.83)</b></p> <p>98.6% of commercial property taxpayers will see an increase in their bill at \$0.83 rate</p> <p>Of this 98.6% ...</p> <ul style="list-style-type: none"> <li>1.1% Increase of 0.1% - 10%</li> <li>2.3% Increase of 10.1% - 20%</li> <li>3.8% Increase of 20.1% - 25%</li> <li>5.5% Increase of 25.1% - 30%</li> <li>71.3% Increase 30.1% - 40%</li> <li>8.2% Increase 40.1% - 50%</li> <li>2.5% Increase of 50.1% - 60%</li> <li>5.4% Increase of 60.1% +</li> <li>100.0%</li> </ul>

*Debt Service* – Approximately \$1.4 million in net new debt service in FY 2011 is associated with issuance of the majority of the funds remaining for the Circuit Court and Public Safety buildings, and maintenance and upgrades of existing technology equipment and software. Work on the Circuit Court building is underway with work at the Public Safety building to begin soon.

*Transfer to the Capital Projects Fund* – Fiscal policy guidelines call for the transfer of cash to Capital Projects Fund to be 5 percent of General Fund revenues. For several years, the County has been working its way toward the 5 percent goal by adding a quarter percent a year to the transfer, with the FY 2011 transfer to be at 1.75 percent, or nearly \$3.8 million. Using cash to fund certain capital projects decreases the amount of bonds issued, which results in annual debt service payment being reduced. Additionally, using cash for certain capital purchases instead of issuing debt assists the County in its goal of maintaining a debt to expenditures ratio of less than the fiscal policy ceiling of 12 percent annually.

Like the generally accepted rule of thumb that mortgage payments should be no more than 28 percent of a household's monthly expenses, the 12 percent ceiling on the debt service to expenditures ratio is part of the County's fiscal policy guidelines to limit debt to a generally accepted and affordable level. It is critical that the transfer to the Capital Projects Fund be maintained at the fiscal policy guideline level to allow for necessary capital projects to move forward without adding to the amount of debt to be issued. In addition, we need to maintain this and each of the County's other fiscal policies to help ensure the County's strong AA bond rating is reaffirmed or upgraded. The FY 2011 transfer at the guideline level allows for the set aside of \$1.9 million in a capital reserve which will be added to the fund balance at year's end and which, based on the Adopted CIP, will be used for projects in FY 2012.

### ***Personal Property***

During Summer 2009, the federal government's Cash for Clunkers economic stimulus program gave consumers credits of between \$3,500 and \$4,500 towards the purchase of a new car provided that the new car's fuel mileage was a certain amount better than the vehicle being traded in. All trade-ins under this program were to be crushed since they were deemed to be fuel inefficient if they qualified for the program. The destruction of vehicles which otherwise would have been added to the used vehicle supply has decreased the supply of used vehicles. With the current economic conditions and the tightening of consumer credit, the demand for used vehicles has increased.

On an annual basis, the County updates the assessed values of vehicles using the National Automobile Dealers Association (NADA) guide values. Vehicles typically depreciate in value over time, but the increased demand for used vehicles coupled with the decreased supply of used vehicles led to the overall change in County-wide vehicle values being just 0.67 percent less than the 2009 assessed value of vehicles. No change in the current personal property tax rates were approved for calendar year 2010.

*Reductions in State Aid* – The reductions in State aid payments to Spotsylvania total \$1.2 million; the equivalent of one penny on the County's real property tax rate. Table 3 shows the State reductions by office. The reduction in Sheriff's office funding was offset by the transfer of a portion of the Revenue Recovery Fund balance to the General Fund coupled with use of forfeiture and seizure revenues and expenditure reductions. Likewise, a combination of the use of forfeiture and seizure revenue, the allocation of \$150,000 of General Fund revenue, and expenditure reductions was used to balance the budget for the Commonwealth's Attorney's office. The budgets of the other officers were balanced through the allocation of \$150,000 of General Fund revenue and expenditure reductions in office budgets.

**Table 3**

<b>Constitutional Officer</b>	<b>State Funding Loss</b>
Clerk of the Circuit Court	\$0.1 million
Commissioner of the Revenue	\$0.1 million
Commonwealth's Attorney	\$0.1 million
Sheriff	\$0.4 million
Treasurer	\$0.1 million
Reductions in Aid to Localities	\$0.5 million
<b>Total</b>	<b>\$1.3 million*</b>

\*Due to rounding, does not add exactly to \$1.2 million

*Personal Property Tax Relief Act (PPTRA) Payments* – Former Governor Kaine's budget proposal eliminated the State's distribution of \$950 million in PPTRA payments to localities, of which Spotsylvania's share has been capped at \$14.5 million. To partially fill the loss in revenue to localities, Kaine also proposed an additional one percent on the State income tax rates, the revenue from which would be distributed to localities on the condition that localities reduced existing personal property tax rates on personal use vehicles to \$0 per \$100. These combined proposals created an estimated \$19.1 million loss in revenue for Spotsylvania County, assuming the County's complete elimination of the personal property tax.

In January 2010, the General Assembly unanimously defeated the proposal to establish an additional one percent income tax, but the proposal to eliminate the \$950 million in PPTRA payments still remained. As such, when developing the FY 2011 Recommended Budget, it was assumed that this \$950 million statewide payment would be eliminated in phases, with one-third (\$4.8 million) being lost in FY 2011. The County Administrator recommended that this \$4.8 million loss in State revenue be recouped through a change in the rate of PPTRA reimbursement on personal property tax bills. However, the General Assembly's final budget did not include elimination of any portion of the \$950 million in PPTRA payments. Therefore, the County will receive the same \$14.5 million in PPTRA funding in FY 2011 as in recent years<sup>1</sup>.

#### ***Transportation and the Virginia Railway Express (VRE)***

Annual Transportation Fund expenditures include transportation planning staff, a portion of the Capital Projects Management staff, the County's share of FRED bus service, and debt service on bonds issued for transportation projects. Historically, these expenditures have been funded primarily through transfer of the motor vehicle license fee (decal fee) revenue from the General Fund. Several years ago, the Board began setting aside 10 percent of annual real property, personal property, business license, meals and sales taxes from the Cosner's Corner and Harrison Crossing developments for transportation purposes. The combined transfer of decal fee and set-aside revenues has funded the vast majority of transportation expenditures in the recent past.

<sup>1</sup> Although Budget staff informed the Board that the proposal to make changes to the PPTRA distribution was defeated during this year's General Assembly session, an adjustment was not made to the revenue side of the County's budget to increase the PPTRA revenue account and decrease the Personal Property account by \$4.8 million. A budget amendment will be made in FY 2011 to appropriately shift the \$4.8 million between revenue accounts.

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 percent 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 2011 fuel tax revenue to be \$4.3 million. After reserving the funds that will be necessary in FY 2013 to pay the deferred FY 2011 PRTC and VRE subsidies, and after reserving 10 percent of PRTC's revenue projection in the event that actual receipts of fuel tax revenue are less than projected, the remaining fuel tax revenue permits suspending the transfer of set asides and a portion of the decal fee transfer in FY 2011.

The FY 2011 Adopted Budget assumes that the typical transfer of 10 percent of revenue from the Cosner's Corner and Harrison Crossing developments does not occur in FY 2011. Likewise, the Budget assumes that only a portion of the decal fee revenue is transferred to the Transportation Fund, with \$1.7 million (66.1 percent) of the \$2.6 million local vehicle license fee collection remaining in the General Fund. It is anticipated that each of these transfers to the Transportation Fund will resume in full in FY 2012. The set-aside funds that will remain in the General Fund in FY 2011 will be combined with one cent of the three-cent real property tax rate increase to fund new debt service in FY 2011 while the local vehicle license fee revenue that will remain in the General Fund in FY 2011 will be used primarily to fund the \$1.3 million transfer to the Code Compliance Fund to make up for the estimated FY 2011 deficit in that fund. It is anticipated that each of these transfers to the Transportation Fund will resume in full in FY 2012.

New fiscal policies governing the budgeting and use of fuel tax revenues and PRTC and VRE related expenditures are included in the Fiscal Policies section of the budget on page 321.

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<b><i>FY 2010 Adopted Budget – Revenue (General Fund)</i></b>	<b>\$ in millions \$217.1</b>
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Changes in General Estimates	
Real Property*	\$4.3
Personal Property (including PPTRA)	(\$1.7)
State - Compensation Board Payments	(\$0.7)
Sales Tax	(\$0.6)
Communications Sales Tax	(\$0.6)
Composting Admin Fee	(\$0.6)
Interest Earnings	(\$0.4)
Consumer Utility Tax	(\$0.3)
GIS Fees	(\$0.3)
Planning Review/Plat Filing Fees	(\$0.3)
Business License	(\$0.2)
Recordation	(\$0.1)
State – Aid to Localities	(\$0.1)
Other Miscellaneous Revenues	<u>(\$0.2)</u>
Subtotal	(\$1.8)
Three Designated Pennies Above Equalized Rate.....	\$3.5
Use of Benefits Reserve.....	(\$0.8)
Use of Fund Balance.....	(\$0.8)

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<b><i>FY 2011 Adopted Budget – Revenue (General Fund)</i></b>	<b>\$ in millions \$217.2</b>
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\*1% above 2009 levy allowed by State + new construction total \$4.7m.

## Building the Budget – Expenditures

### *Consideration of Reductions Made in FY 2007 – FY 2010*

In response to declining revenues for each of the past four budget years, personnel, operating and capital budget reductions totaling \$34.5 million were made. The majority of the reductions made in previous years have been factored into the FY 2011 baseline budget such that any further budget reductions will result in the loss of more positions, programs and projects. Table 4 is a summary display of the reductions made in past budgets and the status of those reductions in the FY 2011 Adopted Budget.

**Table 4**

Previous Years' Budget Reductions	Added Back to FY 2011?
<i>Elimination of 6 General Fund Positions:</i>	
- Director of Human Resources	Yes
- Director of General Services	No
- Fire/Rescue – Office Technician	No
- General Services – General Operations Manager	No
- General Services – Sign/Operations Technician	No
- Information Services – Imaging Technician	No
<i>24 Vacancies Not Filled:</i>	
- Deputy County Administrator	No
- County Administration – Administrative Assistant	Yes
- Commissioner of Revenue – Chief Deputy	Yes*
- Commissioner of Revenue – Personal Property Clerk	Yes*
- Treasurer – Technical Assistant	Yes*
- Procurement – Procurement Officer II	No
- Information Services – IT Application Analyst	No
- Information Services – Application Development Manager	No
- Information Services – Operations Manager	Yes – ½ year
- Information Services – GIS Manager	No
- Information Services – GIS Technician	No
- Fire/Rescue – Firefighter/Medic (4 positions)	Yes – ½ year
- Fire/Rescue - Lieutenant	Yes – ½ year
- Court Services Unit – Court Services CHINS	No
- General Services – Maintenance Worker	No
- Refuse Disposal – Solid Waste Equipment Operator	Yes – ½ year
- Social Services – Eligibility Worker	Yes
- Social Services – Aide (converted to Eligibility Worker for FY 2011)	Yes
- Parks & Recreation – Maintenance Worker	Yes – ½ year
- Planning – Planning Manager	No
- Planning – Senior Planner	No
*If Compensation Board revenue from State is reduced, these positions may not be funded in FY 2011.	



***Constraints, Commitments and Opportunities***

In addition to being mindful of the \$34.5 million in budget reductions made in response to revenue shortfalls during the past four years, the FY 2011 Adopted Budget was developed within additional budget constraints and responsive to certain commitments the County has to its citizens, employees, and bondholders.

*Constraints* – Even with three pennies above the equalized rate factored in, General Fund revenues will grow by less than \$100,000 (less than 1 percent) in FY 2011 compared with the FY 2010 Adopted Budget, yet certain normal costs of doing business are scheduled to increase by nearly \$1.5 million.

- Virginia Retirement System (VRS) life insurance and retirement contribution rates are governed by VRS and are expected to cost an additional \$143,000 in FY 2011.
- Health insurance rates are expected to increase by 20 percent, adding approximately \$200,000 to the cost of the FY 2011 budget. Because the FY 2010 Budget used one-time revenue (\$800,000) from the health insurance reserve to offset the estimated increase in health insurance costs, there is an effective increase of \$1.0 million in health insurance rates.
- Vehicle replacements have been taken off of the typical vehicle replacement cycles over the past several years. However, there are certain vehicles - particularly the Sheriff's patrol vehicles and Fire and Rescue vehicles - which cannot go additional years without being replaced. An additional \$198,000 is budgeted in FY 2011 for vehicle replacements.
- Maintenance contracts are in place for the routine and preventive maintenance of technology systems and for licensing of software systems. These contracted costs are scheduled to increase \$143,000 in FY 2011.

*Commitments and Opportunities* – In addition to the increases experienced in typical operating costs, regional and County-wide commitments are also impacting the FY 2011 Adopted Budget.

- Certainly the primary commitment during development of the budget was a commitment to County employees. For the third year in a row, no funding exists to provide merit increases to employees. For the second year in a row, no funding exists to provide cost-of-living adjustments to employees. Currently vacant positions are continuing to be held for all or a portion of FY 2011, but **no additional reductions in force** are included in the adopted budget.
- As mentioned previously, \$1.4 million in net new debt service in FY 2011 is associated with issuance of the majority of the funds remaining for the Circuit Court and Public Safety buildings, and maintenance and upgrades of existing technology equipment and software. The County is committed to providing the infrastructure needed to service its citizens and to fulfill its obligations. In fact, given the decrease in construction prices over the past several years, the County has the opportunity to build necessary capital projects at lower than expected costs. Bids for several large projects have been received and awarded for less than the initial project estimate. For example, the Circuit Court and Public Safety buildings are

now expected to cost \$6.4 million (17.9 percent) less than originally estimated and the Massaponax Sewer Replacement project costs \$7.6 million (nearly 50 percent) less than initially expected.

- For FY 2011, the County continues its partnering commitments with regional agencies, the majority of which are small agencies providing social services; the Rappahannock Juvenile Detention Center; the Rappahannock Regional Jail; the Central Rappahannock Regional Library (CRRL); and the FRED bus system. Spotsylvania’s contribution to the CRRL will increase nearly \$320,000 in FY 2011 as the region begins paying for a new library branch in Stafford. Based on budgets submitted by the respective agencies, the County’s contributions to the Juvenile Detention Center, the Regional Jail, and FRED decrease by a total of nearly \$500,000.
- A plan to bring all County employees back to the Courthouse area is in progress as a building that will house the Community Development functions and Social Services is under construction by the W J Vakos Company near the County’s Holbert Building. This building, which the County will lease, will replace the space currently leased in the Capital One building at Massaponax. The lease agreement includes an opportunity for the County to purchase the building during the first five years of the lease. Analysis shows that the sooner the building is purchased, the sooner the County will begin to recognize long term benefits when considering projected lease savings, income from first floor rental units, and building maintenance costs. Purchase of the building is included in the Adopted CIP in FY 2014.

**Community Development**

Prior to FY 2007, revenues from plan reviews, building inspection, application fees and other building and zoning administration fees were sufficient to cover expenditures within the Code Compliance Fund. In FY 2007, the County began experiencing what has since been an annual decrease in Code Compliance revenues. To resolve the decline in revenues, the Code Compliance fund balance of \$2.5 million at the end of FY 2007 was drawn down to \$0, and the Code Compliance work force was reduced by 24 positions. Additionally, the General Fund has transferred a total of slightly more than \$2 million to the Code Compliance Fund over the past two years. To avoid further reductions in force and to ensure staff is adequate to perform the functions mandated by law, another \$1.3 million transfer is approved for FY 2011.

Actual Code Compliance Fund Revenues	
FY 2004	\$3,509,197
FY 2005	\$3,832,291
FY 2006	\$4,939,497
FY 2007	\$3,593,342
FY 2008	\$3,050,224
FY 2009	\$2,776,604

County staff is currently reviewing all Community Development fees to ensure they sufficiently cover costs. Additionally, staff is determining the “core functions” within Community Development; those functions that must be performed by local government, but which have no fees associated with them. The County Administrator has recommended that the General Fund provide funding to the Code Compliance Fund on an annual basis to cover the cost of all core functions.

New fiscal policies governing the Code Compliance Fund and transfers from the General Fund to Code Compliance are included in the Fiscal Policies section of the budget on page 321.

**Transfer to the Schools**

The local transfer to the Schools will remain the same in FY 2011 as adopted for FY 2010. The practice of appropriating less than 100% of the local transfer was begun in FY 2010, and will continue in FY 2011 to ensure some budget flexibility in the event that revenues continue to be less than the conservative FY 2011 projections. \$2.2 million of the \$113.8 million local transfer will be held by the County until no sooner than the mid-year FY 2011 financial reporting is complete.

	\$ in millions
<b><i>FY 2010 Adopted Budget – Expenditures (General Fund)</i></b>	
	<b><i>\$217.1</i></b>
<b>Constraints</b>	
Health Insurance	\$0.2
VRS Retirement/Life Insurance	\$0.1
Vehicle Replacements	\$0.2
Technology Maintenance Contracts	<u>\$0.1</u>
Subtotal .....	\$0.6
<b>Commitments</b>	
Regional Jail & Juvenile Detention Centers	(\$0.4)
Central Rappahannock Regional Library	\$0.3
Net New Debt Service	<u>\$1.4</u>
Subtotal .....	\$1.3
<b>Other Adjustments</b>	
Hold 10 Positions Vacant (Full Year)	(\$0.9)
Hold 9 Positions Vacant (Half Year)	(\$0.3)
Fill 4 Currently Vacant Positions	\$0.3
Other Miscellaneous Adjustments	<u>(\$0.1)</u>
Subtotal .....	(\$1.0)
<b>Transfers</b>	
Transfer to Community Development	\$0.6
Transfer to Transportation	(\$2.0)
Transfer to Capital Projects	\$0.6
Transfer to Economic Development Opportunities	<u>\$0.1</u>
Subtotal .....	(\$0.8)
	\$ in millions
<b><i>FY 2011 Adopted Budget – Expenditures (General Fund)</i></b>	
	<b><i>\$217.2</i></b>



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Spotsylvania County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2009**

A handwritten signature in black ink, appearing to be 'HHR'.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan'.

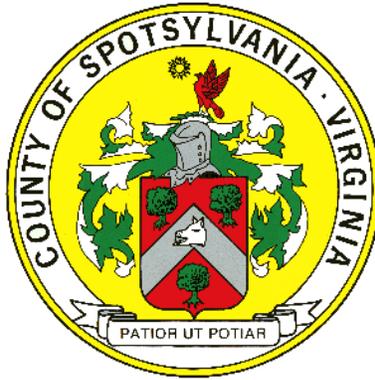
Executive Director

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, 2009.

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.

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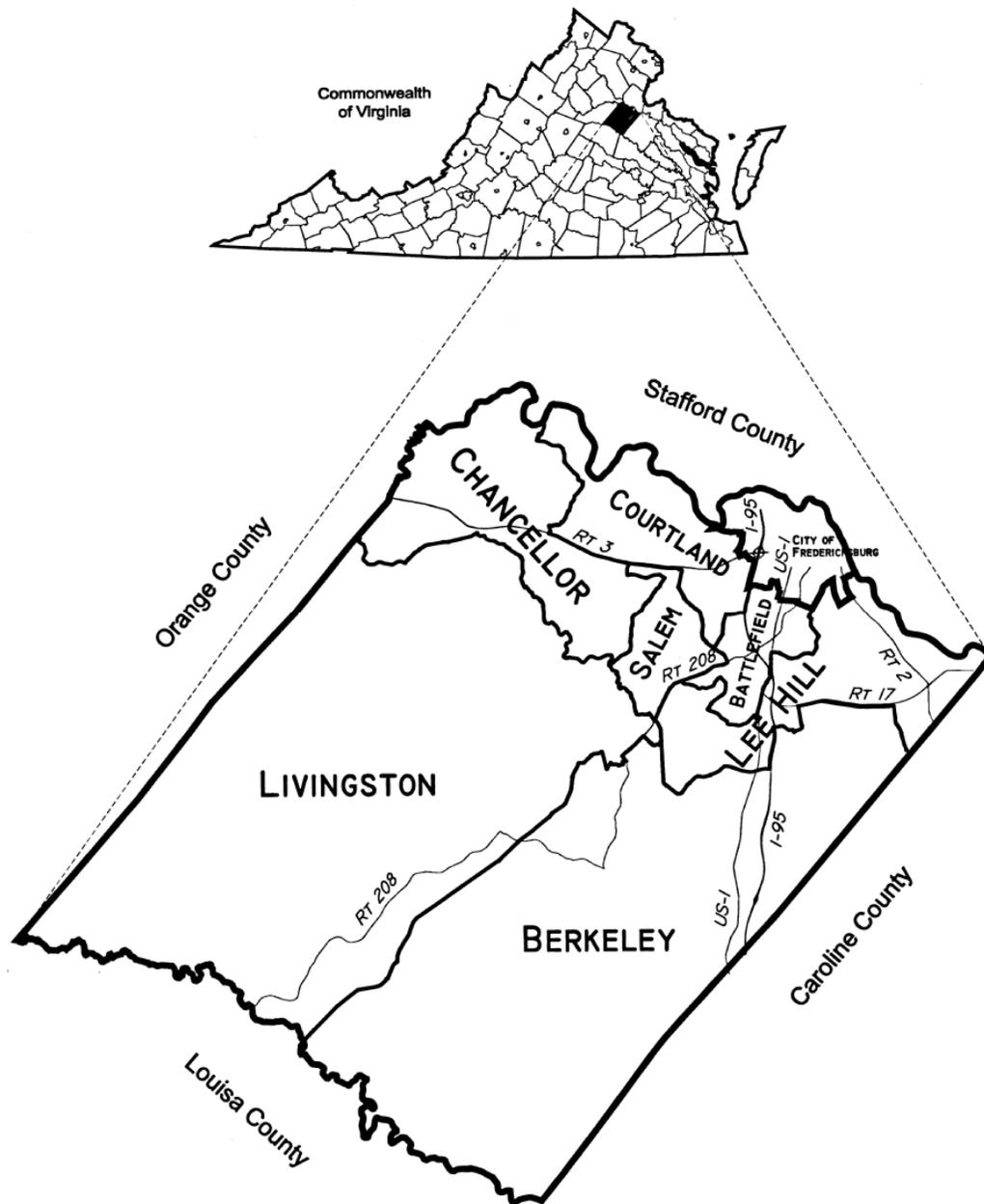
## OVERVIEW OF SPOTSYLVANIA COUNTY

**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 percent of the County is located in Virginia’s Piedmont physiographic province and about 35 percent 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.

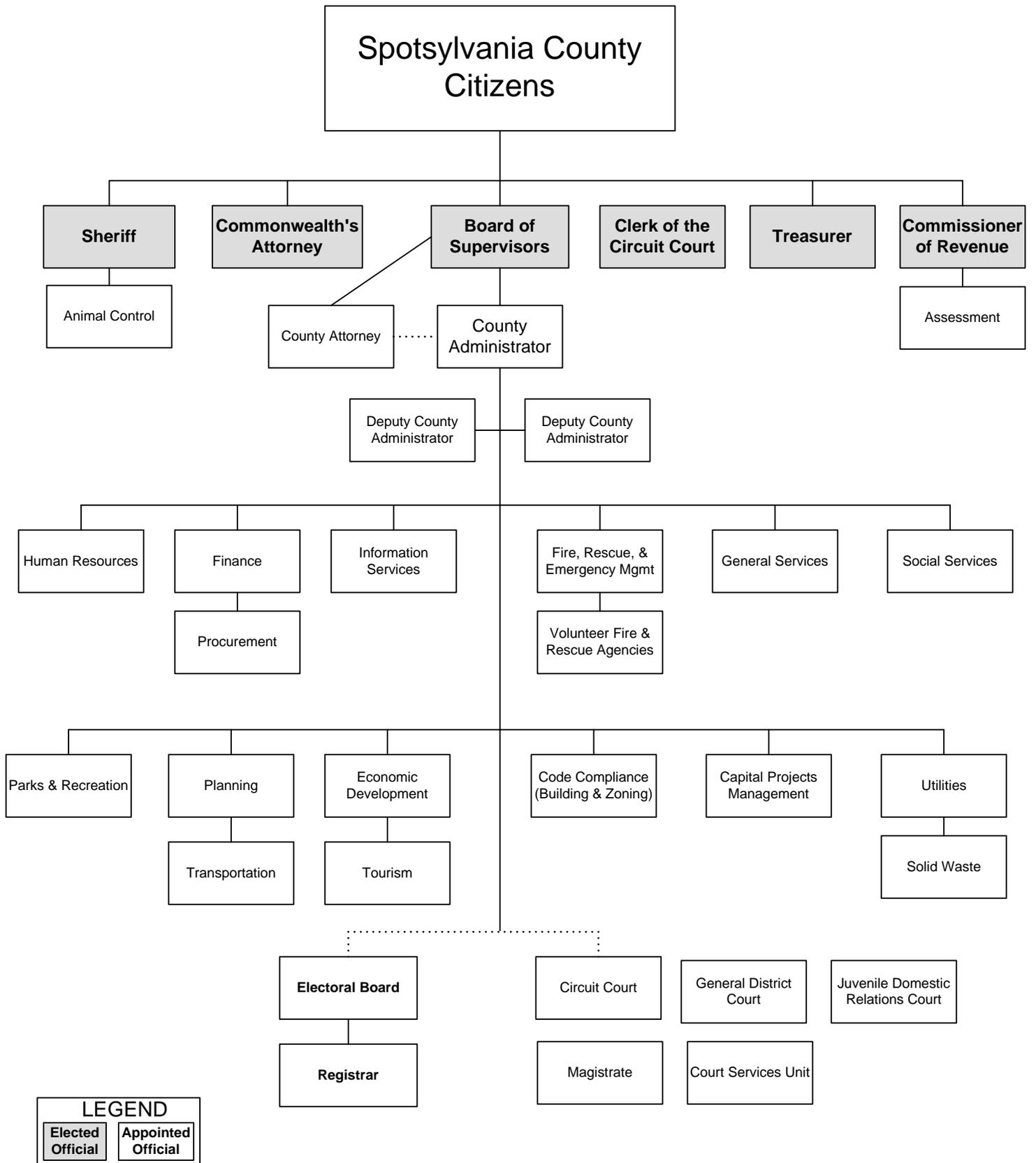


**GOVERNMENT** The Board of Supervisors is the governing body of the County. The Board is comprised of seven members, who are elected for four-year terms. The Board members annually elect a chairman and a vice-chairman for one-year terms. Historically, the terms of all current members expired in the same year. However, beginning with the November 2007 general election, the Board is elected to staggered terms, which when fully implemented 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, 2011. The terms of the remaining three current members expire on December 31, 2013.

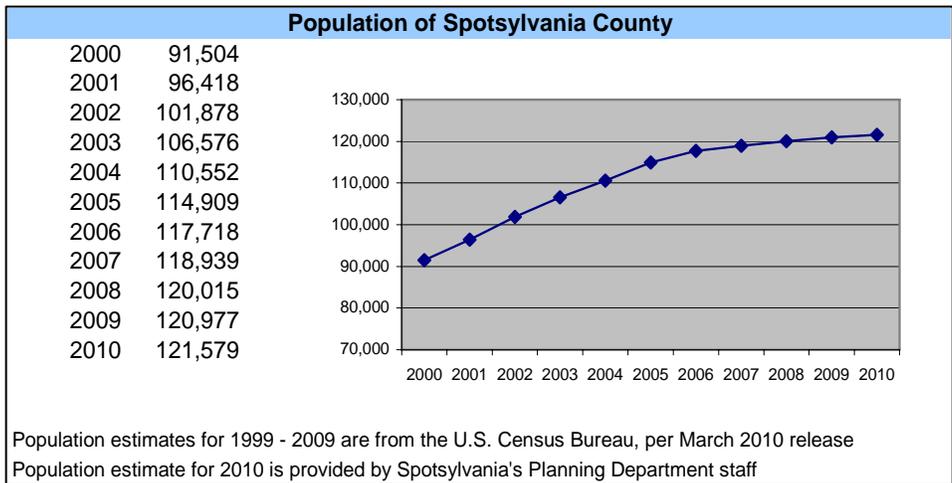
The County functions under the traditional form of government with a County Administrator. Under this form of government, the elected officials include the members of the Board, the Treasurer, the Commissioner of the Revenue, the Sheriff, the Clerk of the Circuit Court and the Commonwealth's Attorney. 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 that in turn report to the County Administrator. The County Administrator also serves as the head of the Social Services Administrative Board.

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, carries out its policies and directs business procedures.

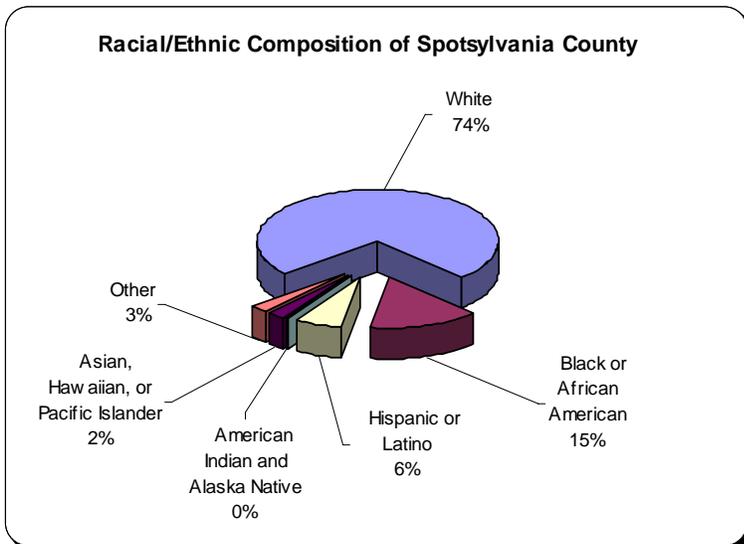
The County provides general governmental services for its citizens including emergency medical services and fire protection, collection and disposal of refuse, water and sewer services, parks and recreation, libraries/culture, health and social services. Other services provided by the County, which receive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



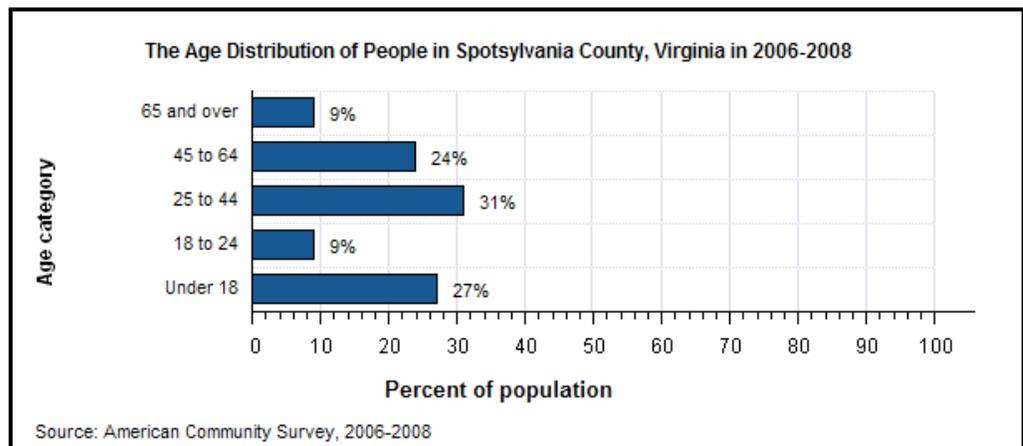
**POPULATION** The Planning Department estimates Spotsylvania County's 2010 population to be 121,579. As shown in the graph below, the County's population has grown steadily over the past ten years. Population growth rates were between 3.7 and 5.7 percent from 1999 through 2005, peaking in 2002 at 5.7 percent. Beginning in 2006 and corresponding with the Board's desire to curb the rate of growth in the County, growth rates in the last four years have declined, with the rate of population growth between 2009 and 2010 estimated at 0.5 percent.



The U.S. Census Bureau estimated that in 2007, slightly less than three-quarters of the population of Spotsylvania County was white, just over one-eighth of the population was Black or African-American, and slightly less than one-sixteenth of the population was Hispanic or Latino.



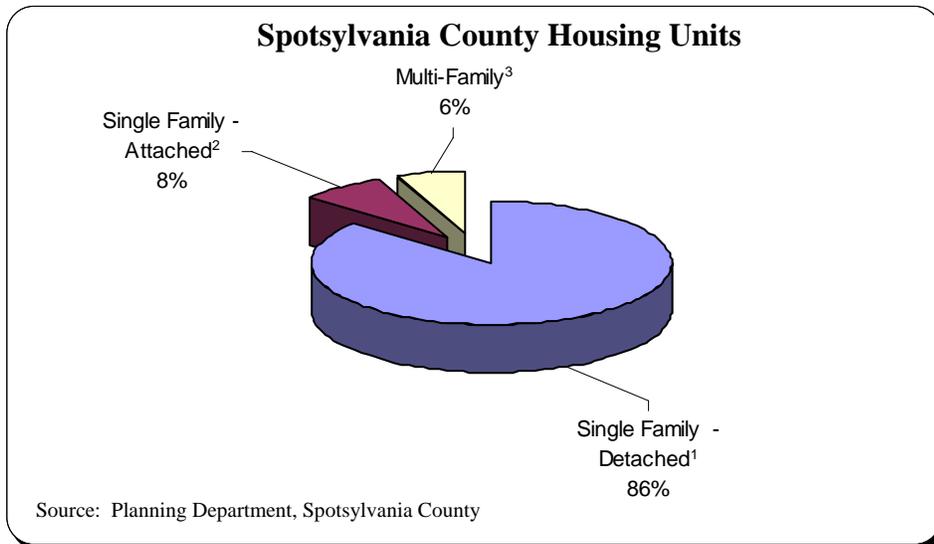
The majority of the population (64 percent) was estimated to be greater than or equal to 25 years of age, with 9 percent estimated between the ages of 18 and 24 and 27 percent estimated to be younger than 18.



**PERSONAL INCOME** In 2008, according to the U.S. Census Bureau's American Community Survey, Spotsylvania's per capita income was \$31,820, 1.3 percent lower than Virginia's per capita income for the same year. Also in 2008, Spotsylvania's median household income was estimated at \$76,999 and median family income was estimated at \$82,881, up 33.9 percent and 32.8 percent, respectively, when compared with data for 2000.

Household Income	# of Households in Category		
	2000	2008	% Change
Less than \$10,000	962	1,254	30.4%
\$10,000 - \$14,999	891	1,399	57.0%
\$15,000 - \$24,999	2,735	2,235	-18.3%
\$25,000 - \$34,999	3,222	2,418	-25.0%
\$35,000 - \$49,999	5,129	4,607	-10.2%
\$50,000 - \$74,999	8,259	8,001	-3.1%
\$75,000 - \$99,999	5,340	7,737	44.9%
\$100,000 - \$149,999	3,553	8,170	129.9%
\$150,000 - \$199,999	675	3,508	419.7%
\$200,000 or more	493	1,879	281.1%
<b>MEDIAN HOUSEHOLD INCOME</b>	<b>\$57,525</b>	<b>\$76,999</b>	<b>33.9%</b>
<b>MEDIAN FAMILY INCOME</b>	<b>\$62,422</b>	<b>\$82,881</b>	<b>32.8%</b>

**HOUSING** As of December 31, 2009, there are 45,285 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (86.2 percent) of the housing units in Spotsylvania are single-family detached units. Since 2000, the



number of housing units in the County has increased by 36.0 percent. Of the increase of 11,976 housing units since 2000, 86 percent were single-family, detached homes; 8 percent were single-family attached homes; and 6 percent were multi-family apartments or condominiums.

<sup>1</sup> Includes trailers, manufactured homes and mobile homes

<sup>2</sup> Consists of duplexes and townhouses

<sup>3</sup> Consists of apartments and condominiums and assisted living housing units

The following table is presented to illustrate construction activity within Spotsylvania during the past ten years:

### Permits Issued and Value of Permitted Construction

Fiscal Year	Number				Value <sup>4</sup>			
	Commercial <sup>1</sup>	Residential <sup>2</sup>	Accessory Permits <sup>3</sup>	Total	Commercial	Residential	Accessory Permits	Total
2009	317	285	2,398	3,000	\$208,512,498	\$61,343,314	\$40,862,569	\$310,718,381
2008	594	435	2,475	3,504	211,318,872	108,037,573	28,720,004	348,076,449
2007	789	712	2,040	3,541	189,350,534	195,941,912	28,173,318	413,465,764
2006	653	1,242	2,111	4,006	89,933,368	344,602,518	7,018,682	441,554,568
2005	544	1,536	2,373	4,456	58,501,343	370,554,840	27,826,395	456,882,578
2004	494	1,506	2,186	4,186	81,712,057	285,615,898	12,563,597	379,891,552
2003	366	1,456	1,914	3,736	19,533,021	253,264,854	25,414,275	298,212,150
2002	447	1,708	1,862	4,017	31,034,691	271,434,575	3,707,158	306,176,424
2001	364	1,890	1,546	3,800	12,503,406	255,092,449	9,376,940	276,972,795
2000	364	1,551	1,923	3,838	60,592,699	199,187,017	10,475,235	270,254,951
1999	383	1,670	1,838	3,891	29,637,573	183,279,592	9,371,000	222,288,165

Source: Code Compliance Department, Spotsylvania County

<sup>1</sup> Commercial includes all new construction, renovations, additions, commercial accessories, tenant build-outs, and site plans.

<sup>2</sup> Residential includes all dwelling unit permits for single family dwellings, townhouses, apartments, singlewides, doublewides, and triplewides.

<sup>3</sup> Accessory permits include all commercial and residential trade work (mechanical, electrical & plumbing), fire permits, residential accessories, over-the-counter permits, and all miscellaneous permit transactions.

<sup>4</sup> Values are taken from permit applications as provided by the applicants. These values do not represent the value assigned by Spotsylvania's Assessment Office.

## COMMUNITY FACILITIES

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

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 reduce the number of residents that commute outside the County for employment. In order to accomplish this mission the County has initiated several concepts:

- The County has designated an area in the southeast portion of the County as the prime location for new employment centers. The Jackson Gateway is located between State Route 608 and the Spotsylvania/Caroline County line. The Gateway Plan has been adopted by the Board and is included in the County's Comprehensive Plan.
- Spotsylvania County has established a Technology Zone Program that serves both new and existing qualified businesses. There are three designated Technology Zones in the County's fully-serviced business corridors to encourage growth in Spotsylvania's high-technology sector. Qualifying businesses which locate within the designated technology zones are afforded tax rebates on Business, Professional and Occupational License taxes, and Machinery and Tools taxes, and are placed in the County's Targeted Industries Program.
- The County's Targeted Industry Program is designed to expedite the review and approval of site and building plans involving targeted businesses. Under this program, the County works closely with the business or developer to reduce the potential for delays in the process. In addition, the County has established a single point of contact for those businesses applying for a commercial building permit. Each applicant is assigned to either a representative in the Economic Development Department and/or the Planning Department to follow the permit through to its issuance. This program allows the permit process to flow smoothly without delays.
- The Department of Economic Development continues to target military and defense contractors as a growing professional sector. The Department is a member of the Quantico/Belvoir Regional Business Alliance, the Defense Security Service, and the Military Affairs Council that provides networking and up-to-date information in the Base Closure and Realignment Commission (BRAC) efforts and defense industries.
- The County maintains a commitment to existing businesses through an Existing Business Program. Efforts include an ongoing visitation program to assist local firms. This program also serves as a liaison between federal and state government and local businesses, providing information in a variety of areas including funding, government contracting and specialized workforce training.
- The Department of Economic Development has taken steps to utilize all available resources provided through the State. The Virginia Jobs Investment Program (VJIP) and the Virginia Economic Development (VEDP) International Trade Program have proven to be useful to the County's existing businesses. The VJIP offers financial incentives for the training and retraining needs of existing businesses. These incentives are tied to capital investment and the number of jobs created by the businesses receiving the incentives. From July 2008 to June 2009, new capital investments made by Spotsylvania businesses totaled \$20 million. The estimated total of jobs added as a result of the VJIP is 1,083.

The VEDP International Trade Program provides assistance to existing businesses who want to enter exporting markets or who want to expand into additional markets. New contracts and sales resulting from this program total \$8.3 million. Spotsylvania businesses now export to 19 countries.

The County remains strong in the market sectors for defense, technology, government agencies, healthcare and professional business services. The professional business services sector yielded an increase of 9.6 percent in average employment between the second quarters of 2008 and 2009. During the same reporting period, the average weekly wage for the professional business services sector rose by 11 percent. Average employment for the healthcare sector rose by 5.4 percent within the same reporting period. Spotsylvania's first hospital, the Spotsylvania Regional Medical Center, is under construction and will open in May 2010. This new hospital will be a boost to the County's healthcare sector, promoting the construction and location of new ancillary healthcare facilities and increasing the demand for quality office space. Total industry sectors including retail trade experienced an overall decline of less than five percent in average employment.

Spotsylvania continues to experience growth in the average number of businesses within the County. Between the second quarter of 2008 and the second quarter of 2009, Spotsylvania saw a 2.6 percent increase in the average number of establishments in all sectors. During 2009, 80% of all projects came to the County through direct contact with the Department of Economic Development, without the assistance of an outside agency. This figure is up from 72 percent in 2007 and 74 percent in 2008.

### Employment Status within Spotsylvania

Employment Status	2000	2008	% Change
Population 16 years old or older	66,138	89,776	35.7%
In labor force	47,747	64,425	34.9%
- Employed - civilian	45,651	59,340	30.0%
- Employed - armed forces	595	1,184	99.0%
- Unemployed	1,501	3,901	159.9%
Not in labor force	18,391	25,351	37.8%

Source: U.S. Census Bureau

The following is a list of the principal employers. This list illustrates the diversification of business within the County.

**Principal Private Employers**

(as of May 2010)

Name	Nature of Business	Approx. Employees
CVS, Inc.	Distributing Warehouse	657
A-T Solutions	Training and Support to Counter Terrorist Activities	250
Quad Direct (Formerly OpenFirst)	Commercial Mailing Service	229
Kaeser Compressors, Inc.	Air Compressors	150
Rappahannock Electric Cooperative	Electric Utility	145
Printpack, Inc.	Flexible Packaging Printer	144
Tallant Industries	Manufacturer of Vinyl Building Panels	142
United Parcel Service	Package Delivery and Pickup Service	120
Simmons, USA	Manufacturer of Bedding	110
EOIR Measurements, Inc	Sensor Technology Firm	106
Trussway	Wood Trusses	90
Martz Group	Charter Motor Coach Services	88
The Shockey Precast Group	Manufacturer of Precast Concrete	85
AKA Printing & Mailing	Commercial Mailing Service	75
Automatic Rolls of VA, Inc.	Industrial Bakery	74
GM Powertrain	Manufacturer of Transmission Components	65
Unique Binders	U.S. Postage Stamp Finishing	54

Source: Economic Development Office, Spotsylvania County.

**Major Private Employers in Surrounding Area**

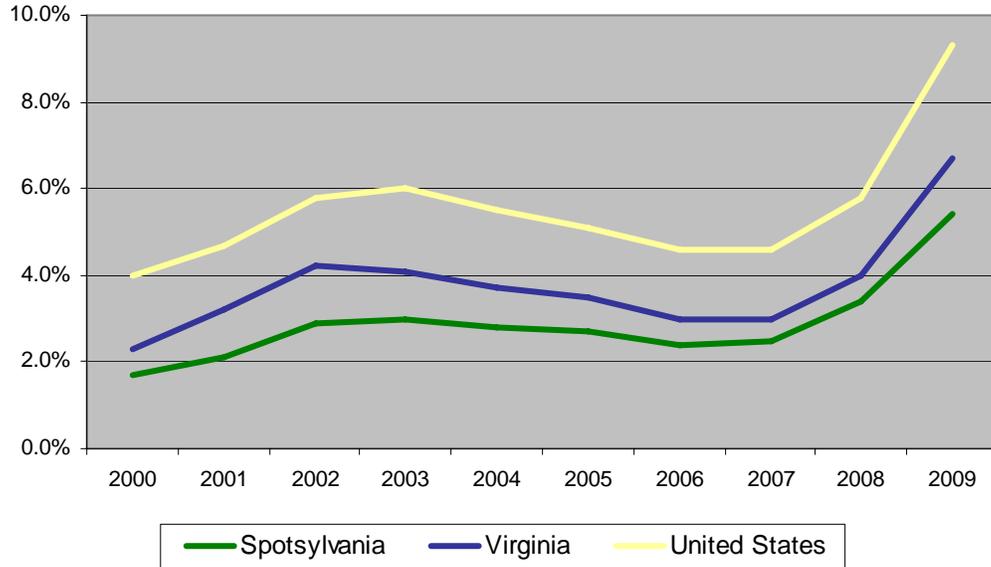
(not located in Spotsylvania County)

Name	Nature of Business	Approx. Employees
GEICO	Customer Service Center	3,900
Medicorp	Health Care	1,395
McLane Mid-Atlantic	Distributor for Convenience Stores	659
Intuit, Inc.	Developer of Financial and Tax Software	625
The Free Lance-Star Publishing Co.	Newspaper Publisher	393
E G & G Technical Services	Data Processing, Preparation Engineering Services	300
Northrup Grumman	Information Technology/Logistics	300
BAE Systems	Weapon Systems	280
MTC Service Corporation	Defense Research and Development	250
Dominion Virginia Power	Electric Utility	152
Synetics, Inc.	Computer Programming	150
Batelle	Defense Research and Development	130
SAIC	Defense Technical Support	120
General Dynamics	Government Technical Services	100
Lockheed Martin Corporation	Software Development and Maintenance	100
Colonial Circuits	Manufacturer of High Quality Printed Circuit Boards	65

Source: Economic Development Office, Spotsylvania County.

## Unemployment Rate

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

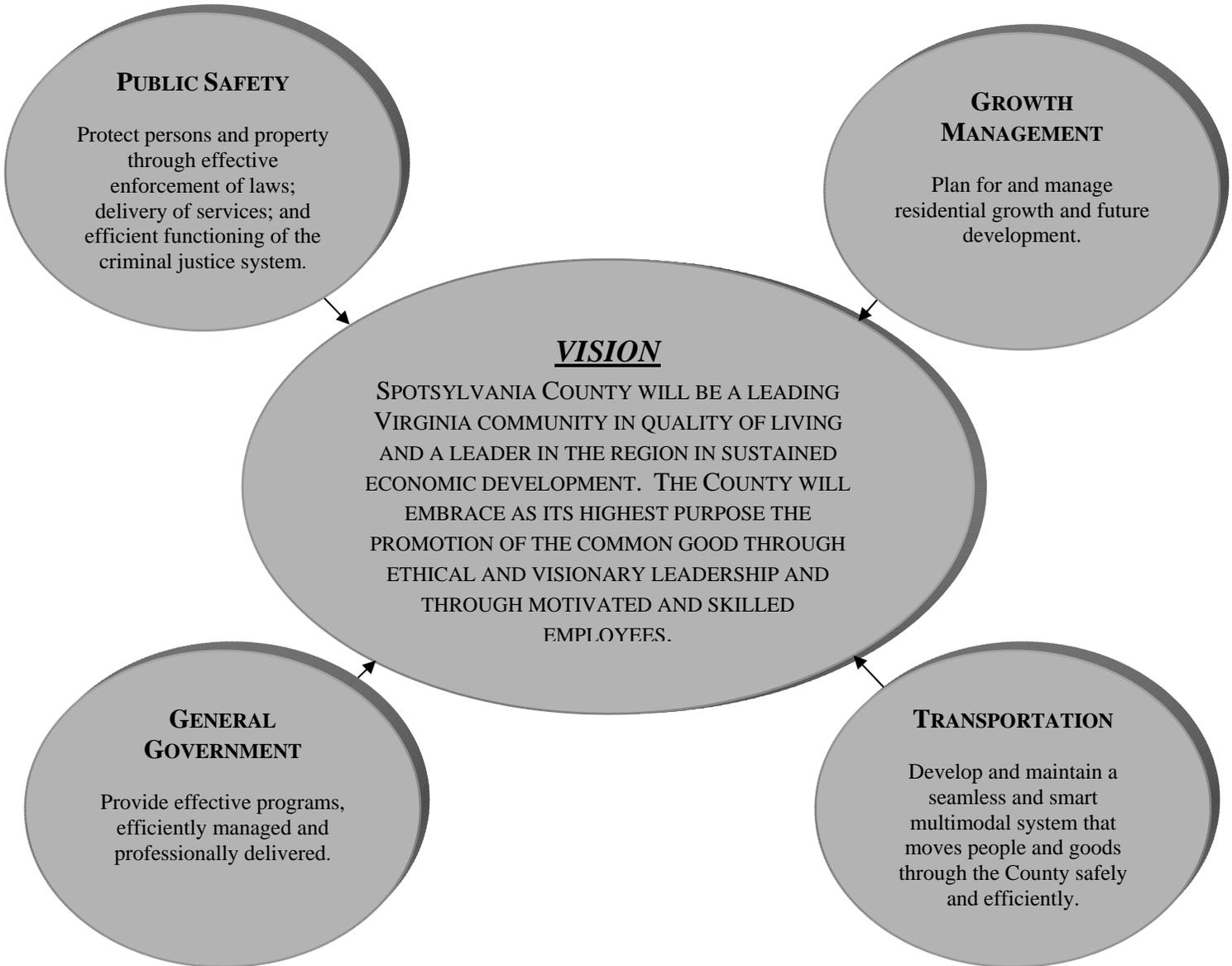


Source: Virginia Employment Commission.

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# *County Mission Statement*

TO ENSURE THE DELIVERY OF QUALITY GOVERNMENT SERVICES THAT ARE CUSTOMER-FOCUSED; PROMOTE A SAFE, HEALTHY AND PROSPEROUS COMMUNITY; AND REFLECT EXCELLENCE IN FINANCIAL STEWARDSHIP.



The County, as an organization and through the individuals that are the organization, will seek to reflect those values that will advance and sustain the County vision.

CUSTOMER-DRIVEN EXCELLENCE    PUBLIC STEWARDSHIP    STRATEGIC PLANNING

VALUED EMPLOYEES    VISIONARY LEADERSHIP

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# GENERAL FUND FISCAL POLICY GUIDELINES

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One of the many challenges of managing a growing community is ensuring that the needs of the citizens are met while making every effort to maintain a reasonable tax rate. There are several ways to tackle that challenge, one of which is to ensure that the finances of the County are managed in a fiscally prudent manner. As the County grows we are faced with growing operational and capital needs. Many of the capital needs require debt financing. To achieve the lowest possible financing costs on the County’s debt, we must work aggressively to maintain a favorable bond rating, which will ensure minimal interest rates. The County’s current bond ratings are as follows:

Standard and Poor’s: AA (maximum rating: AAA)  
 Moody’s Investors Service: Aa2 (maximum rating: Aaa)  
 Fitch Ratings: AA (maximum rating: AAA)

The County revised its Fiscal Policy Guidelines in an effort to improve the bond rating to AAA. The budget document itself addresses many of the policies, which stress the importance of financial planning. However, there are several policies, which have clearly stated specific measurements that should be monitored on a regular basis. The table below provides an overview of those quantifiable policies based on the County’s financial position at the close of FY 2009, and estimates for FY 2010 and FY 2011. The FY 2011 Adopted Budget was developed with these policies in mind in order to maintain the financial strength of Spotsylvania County.

### Capital Investment Policies

<p>The County will maintain all of its assets at a level adequate to protect the County’s capital investment and to minimize future maintenance and replacement costs.</p>	<p>Annual funding for the Facility Asset Management program is found in the Capital Projects Fund. The County has purchased software to help us assess our facilities and track their condition. The General Services Department tracks the Facility Condition Index (FCI) and at last review, the County’s FCI rating is fair.</p>
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**Debt Policies \***

<p>Net Debt as a percentage of estimated taxable market value should not exceed 3 – 4 percent</p>	<p>FY 2010 estimate – 2.34% FY 2011 estimate – 2.30%</p>
<p>The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10-12 percent.</p>	<p>FY 2010 estimate – 10.94% FY 2011 estimate – 11.50%</p>
<p>The County intends to maintain its 10 year tax-supported debt and lease payout ratio<sup>f</sup> 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 this period.</p>	<p>FY 2010 (+10 years) estimate – 62.41% FY 2011 (+10 years) estimate – 61.91%</p>

**Revenue Policies \*\***

<p>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.</p>	<p>Uncollected tax level FY 09 – 0.47% FY 08 – 0.49% FY 07 – 0.51%</p>
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**Reserve Policies \*\*\***

<p>A portion of the County General Fund Balance at the close of each fiscal year shall be reserved in an amount equal to no less than 10 percent of the governmental funds' net operating revenue in the subsequent fiscal year budget. This reserved portion of the County's General Fund Balance shall be known as the Fiscal Stability Reserve.</p>	<p>FY 10 estimated – 10.76% FY 11 estimated – 10.72%</p>
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<p>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%.</p>	<p>In order to achieve this goal, the County will, beginning with the FY 2008 budget, increase the amount of general fund equity for capital projects in each year. The FY 2011 adopted level is at 1.75% and will increase by an additional one-quarter percent each year thereafter.</p>
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**Operating Policies**

<p>The County will annually update and present to the Board of Supervisors a multi-year financial plan. At a minimum, this annual update will provide revenue and expenditure projections including the operating budget impacts of all planned capital expenditures.</p>	<p>Beginning with the FY 2009 budget, a multi-year financial plan is presented to the Board of Supervisors in preparation of the next year’s budget development process. Beginning with the FY 2010 budget, a summary of the multi-year plan is included in the annual budget document. See page 33.</p>
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\* Source: FY 2011 – FY 2015 Adopted Capital Improvement Plan

\*\* Source: Miller Foley Group, FY 2009 Report to the Board of Supervisors, November 5, 2009.

\*\*\* Source: FY 2011 Adopted Budget

† The payout ratio measures the speed at which principal is repaid. A 60% payout ratio by year 10 would mean that 60% of total outstanding debt has been repaid.

The full text of the Fiscal Policy Guidelines is included in this document, starting on page 321.

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# 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, beginning with the FY 2009 budget development cycle, is updated on an annual basis in preparation of the upcoming budget cycle. The forecast below represents the costs of the FY 2011 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 the annual budgetary gap. 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. Revenue projections assume economic recovery from the current recession does not fully begin to occur until FY 2012 with gradual, but steadily increasing trends thereafter.

## *Included in the Five-Year Plan:*

**Current Programs & Services** (adjustments below are made beginning with the FY 2012 forecast)

- Annual adjustments for inflation in materials and supplies (3.0%)
- Annual merit step increases for employees (2.5%)
- Cost of living adjustments for employees (2.0%)
- Transfers to other funds based upon current practices and upon fiscal policy guidelines

### **School Funding**

- Local transfer to the Schools is the prior year’s transfer (less any one-time funding) plus 67% of the change in undesignated revenues

### **Capital Improvement Plan (CIP)**

Funding for debt service on \$106.4 million in design and construction costs associated with County capital projects within the Adopted CIP:

- New Circuit Court & Public Safety buildings
- Upgrade of technology equipment and systems
- Chancellor Convenience Center access improvements
- Two new fire/rescue station
- Transportation projects

Within the projected local transfer, Schools will fund debt service on \$29.7 million in design and construction costs associated with Schools capital projects approved in the CIP:

- Capital maintenance
- Bus replacements
- Technology upgrades

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>General Fund Revenue</b> (\$ in millions)					
Real Property Taxes	\$105.4	\$106.3	\$107.5	\$109.3	\$111.9
Other General Property Taxes	\$32.3	\$32.7	\$33.3	\$34.2	\$35.5
Other Local Taxes & Receipts	\$44.4	\$46.2	\$47.7	\$49.4	\$51.6
State & Federal Revenues	\$31.6	\$31.9	\$32.2	\$32.6	\$33.1
Use of (addition to) Fund Balance	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Transfer from Other Funds	\$3.4	\$3.2	\$3.3	\$3.5	\$3.6
<b>General Fund Revenue Total</b>	<b>\$217.2</b>	<b>\$220.2</b>	<b>\$224.0</b>	<b>\$229.1</b>	<b>\$235.8</b>
<b>General Fund Expenditures</b>					
Current Programs & Services	\$90.2	\$93.9	\$97.7	\$101.7	\$105.9
School Funding	\$113.8	\$115.1	\$116.6	\$119.0	\$122.3
Debt Service	\$7.1	\$10.0	\$11.4	\$12.5	\$13.9
New Capital Projects Operating	\$0.0	\$0.8	\$1.7	\$2.1	\$2.1
Transfers/Fiscal Policy	\$6.0	\$8.6	\$9.3	\$10.1	\$12.0
<b>General Fund Expenditures Total</b>	<b>\$217.2</b>	<b>\$228.4</b>	<b>\$236.7</b>	<b>\$245.5</b>	<b>\$256.3</b>
<b>Budget Surplus/(Deficit)</b>	<b>\$0.0</b>	<b>(\$8.2)</b>	<b>(\$12.7)</b>	<b>(\$16.4)</b>	<b>(\$20.5)</b>
Incremental Tax Rate to Balance	\$0.000	\$0.069	\$0.037	\$0.029	\$0.030

Unless revenue projections significantly improve, the budget deficits shown for FY 2012 – FY 2015 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.

**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 percent 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 2011 fuel tax revenue to be \$4.3 million. After reserving the funds that will be necessary in FY 2013 to pay the deferred FY 2011 PRTC and VRE subsidies, and after reserving 10 percent of PRTC’s revenue projection in the event that actual receipts of fuel tax revenue are less than projected, the remaining fuel tax revenue permits suspending the transfer of set-asides and a portion of the decal fee transfer in FY 2011.

The five-year forecast for the Transportation Fund assumes the transfer of decal and set-aside revenue from the General Fund resumes in FY 2012. Other assumptions include out-year fuel tax revenue estimates provided by PRTC and our-year VRE subsidy estimates provided by VRE. Like the General Fund forecast, out-year merit and cost of living adjustments are assumed at 2.5 percent and 2.0 percent, respectively. Inflation in materials and supplies is assumed at 3.0 percent.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Transportation Fund Revenue*</b>	(\$ in millions)				
Interest on Investments	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Impact Fees	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
VRE - Fuel Tax	\$4.3	\$4.5	\$4.6	\$4.7	\$4.9
Transfer from General Fund	\$0.9	\$3.0	\$3.0	\$3.0	\$3.1
Transfer from Capital Projects Fund	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Use of (addition to) Fund Balance	(\$0.9)	(\$1.5)	(\$1.2)	\$0.3	\$1.3
<b>Transportation Fund Revenue Total</b>	<b>\$4.3</b>	<b>\$6.1</b>	<b>\$6.5</b>	<b>\$8.2</b>	<b>\$9.3</b>
<b>Transportation Fund Expenditures*</b>					
Personnel	\$0.3	\$0.3	\$0.4	\$0.4	\$0.4
Operating other than FRED	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
FRED	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5
Debt Service	\$1.6	\$2.1	\$2.6	\$4.1	\$5.3
Cosner's Corner Set Aside	\$0.0	\$0.4	\$0.4	\$0.4	\$0.4
Harrison Crossing Set Aside	\$0.0	\$0.2	\$0.2	\$0.2	\$0.2
VRE/PRTC Subsidies & Reserves	\$1.8	\$1.9	\$1.8	\$1.9	\$1.8
Transfer to Capital Projects Fund	\$0.2	\$0.7	\$0.7	\$0.7	\$0.7
<b>Transportation Fund Expenditures Total</b>	<b>\$4.3</b>	<b>\$6.1</b>	<b>\$6.5</b>	<b>\$8.2</b>	<b>\$9.3</b>
<b>Budget Surplus/(Deficit)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
Incremental Tax Rate to Balance					
<b>Transportation Fund Balance</b>	<b>\$3.8</b>	<b>\$5.3</b>	<b>\$6.5</b>	<b>\$6.2</b>	<b>\$4.9</b>

\*Excludes Special Service District taxes and expenditures

# THE BUDGET OVERVIEW

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The budget document is the means of communicating to the citizen the activities and goals for the County in the upcoming fiscal year, identifying the resources required to meet those goals, and how those resource requirements are proposed to be met. The Code of Virginia requires that the County adopt a balanced budget. The budget itself is a working plan to assist County management in ensuring that decisions made as part of day-to-day operations are consistent with the County's short-term and long-term goals. As it is a plan, the budget may be amended during the year by the Board of Supervisors to reflect revised priorities or a changing financial environment.

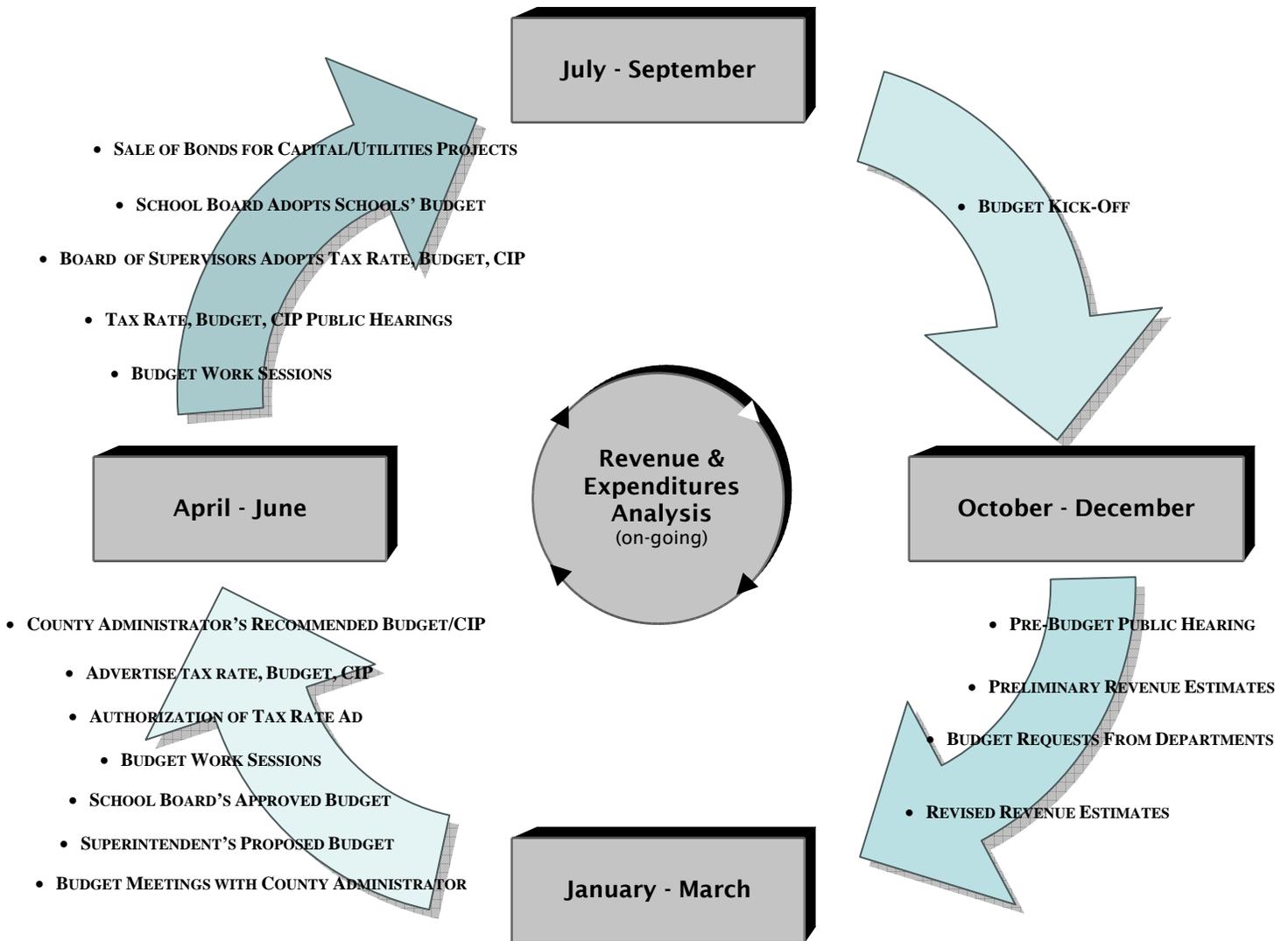
There are two distinct types of budgets within this document, operating budgets and capital budgets. The operating budgets provide for the administration of the County and the delivery of goods and services to the community and County departments. The budget covers a 12-month period beginning July 1 and ending June 30. The capital budgets provide for the construction, expansion or maintenance of the County's infrastructure. Included in the Adopted Budget is the first year of a five-year County capital improvement plan (CIP). The CIP is reviewed annually for additions, deletions and other modifications as appropriate. The review process runs parallel with the budget development process.

## Document Structure

The personnel portion contains a full-time personnel summary count by department and a list of all positions that are added or deleted in FY 2011 and a list of vacant positions that will remain unfilled/unfunded for a portion or all of the fiscal year. The operating budget portion of the document is structured in increasing levels of detail, starting with budget summaries that state the budget in the broadest of terms. Expenditure and revenues are first presented in total dollars by source and use and then broken down in Funds by source and use. The definition of a Fund and the different Funds utilized by the County are found in the Budgetary Accounting section of this narrative. The break down by Fund is followed by a listing of individual department budgets and then revenues by line item. Prior year actuals, current year adopted and revised budgets and the adopted upcoming fiscal year budgets are represented for each level of detail. Finally, the document provides an organization chart and resources for each department and any changes that are being made to the department for the upcoming fiscal year.

## The Budget Process

The operating budget process begins with the distribution of budget preparation materials to departments in the fall. The materials include personnel listings, worksheets for budget development and guidance information on specific items such as office furniture, computer equipment and vehicles. Departments submit detailed budget requests to the Finance Office in December. Submissions are reviewed and analyzed by Budget staff.



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 finalized.

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 a Departmental budget and up to \$30,000 between adopted Department budgets, but in no case can Directors or County Administration approve adjustments that increase 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.

Budgetary Accounting

The County's financial operations are budgeted and accounted for by "funds". A fund is a separate and self-balancing accounting unit with its own specific revenues and expenditures. Separate funds established and appropriated by the County include:

- 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 financing for the Economic Development Authority of the County and to provide incentive loans for start-up or expansion to business or corporations meeting specific criteria;
- Fire/EMS Service Fee Fund - used to account for revenues funded with the newly adopted 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 issues;
- Joint Fleet Maintenance Fund - used to account for revenues and expenditures related to maintenance of County and School fleets;
- 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 Carryover Fund - used to account for approved carryovers of prior year unexpended funds for school capital-type items;
- School Capital Projects Fund - used to account for all school capital expenditures that extend beyond a single fiscal year and related financing sources;
- Utilities Operating Fund - used to account for operations of the public water and sewer system financed through user charges and other system revenues; and

- Utilities Capital Projects Fund - used to account for infrastructure improvements and expansions to the water and sewer system and related financing sources.

The County's budget and annual reporting vehicles for all funds utilize the modified accrual basis of accounting. In modified accrual accounting, revenues are recognized when they are both measurable and available to finance current expenditures. Expenditures are recognized when the services are incurred or goods are received.

# Spotsylvania County FY 2011 Budget Calendar

November 4, 2009	Budget Kickoff
November 24	Budget Work Session 6pm: Pre-budget Public Hearing; Approval of FY 11 Budget Calendar
December 4	Budget submissions due from departments
January 19, 2010	Superintendent presents Proposed FY 11 budget to School Board
February 8	School Board approves FY 11 School Budget
February 23	Budget Work Session 6pm: County Administrator's FY 11 Recommended Budget and CIP presented to Board of Supervisors
March 2	Budget Work Session 6pm: Tax rate advertisement decision Presentation of School Board Approved Budget to Board of Supervisors
March 23	Budget Work Session 6pm: CIP; Joint work session with School Board
April 8	Budget, Capital Improvements Plan, tax rate public hearings 6:30pm @ Courtland High School
April 13	Regular Board Meeting: Budget Work Session 3pm
April 15	Budget Work Session
April 20	Adopt FY 2011 Budget, FY 2011 – FY 2015 CIP, and 2010 tax rates

# Spotsylvania County FY 2011 Budget Work Sessions

## **Tuesday, February 23<sup>rd</sup> @ 6:00pm**

Presentation of County Administrator's Recommended Budget and Capital Improvement Plan (CIP) to the Board of Supervisors

## **Thursday, April 8<sup>th</sup> @ 6:30pm**

Budget, Capital Improvements Plan, tax rate public hearings 6:30p @ Courtland High School

## **Tuesday, March 2<sup>nd</sup> @ 6:00pm**

BOS decision on tax rate advertisement

Presentation of School Board's FY 2011 Recommended Budget to the Board of Supervisors

## **Tuesday, April 13<sup>th</sup> @ 3:00pm**

Budget work session

## **Tuesday, March 23<sup>rd</sup> @ 6:00pm**

CIP

Joint budget work session with Schools

## **Thursday, April 15<sup>th</sup> @ 6:00pm**

Budget work session

## **Tuesday, April 20<sup>th</sup> @ 6:00pm**

Adopt FY 2011 Budget, FY 2011 – FY 2015 CIP and 2010 tax rates

# **PERSONNEL**

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# GENERAL FUND PERSONNEL SUMMARY

(Full-time positions)

<u>DEPARTMENT</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
County Administrator	8	8	8	8	8	8
County Attorney <sup>1</sup>	5	7	8	8	8	8
Human Resources	4	5	6	5	5	6
Commissioner of Revenue	19	20	21	21	21	21
Assessment	10	10	10	10	10	10
Treasurer	16	18	18	18	18	18
Finance	13	14	15	15	15	15
Information Services <sup>2</sup>	29	29	29	28	28	28
Registrar	2	2	2	2	2	2
<b>TOTAL GENERAL GOVERNMENT ADMINISTRATION</b>	<b>106</b>	<b>113</b>	<b>117</b>	<b>115</b>	<b>115</b>	<b>116</b>
Clerk of Circuit Court	17	18	18	18	18	18
Commonwealth's Attorney	15	16	18	18	17	17
<b>TOTAL JUDICIAL ADMINISTRATION</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>36</b>	<b>35</b>	<b>35</b>
Sheriff – Law Enforcement & Courts	140	152	162	166	166	165
Sheriff – Emergency Communications	32	34	34	34	34	34
Sheriff – Animal Control	13	13	13	13	13	13
Fire, Rescue, & Emergency Management	94	122	126	134	133	133
Court Services Unit	2	2	2	2	2	2
<b>TOTAL PUBLIC SAFETY</b>	<b>281</b>	<b>323</b>	<b>337</b>	<b>349</b>	<b>348</b>	<b>347</b>
General Services						
Administration	8	7	7	6	5	5
Maintenance	12	13	13	13	12	12
Refuse Collection	13	17	17	17	0	0
Refuse Disposal	6	7	8	8	0	0
Recycling/Litter Control	2	2	4	4	0	0
Composting	5	4	4	4	0	0
<b>TOTAL GENERAL SERVICES</b>	<b>46</b>	<b>50</b>	<b>53</b>	<b>52</b>	<b>17</b>	<b>17</b>
Social Services	68	74	74	77	77	77
<b>TOTAL HEALTH &amp; WELFARE</b>	<b>68</b>	<b>74</b>	<b>74</b>	<b>77</b>	<b>77</b>	<b>77</b>
Parks & Recreation	22	23	24	24	24	24
<b>TOTAL PARKS, RECREATION &amp; CULTURAL</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
Planning	13	18	18	16	12	12
Economic Development	3	5	5	4	4	4
Tourism	2	2	2	2	2	2
Virginia Cooperative Extension	1	1	1	1	1	1
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>19</b>	<b>26</b>	<b>26</b>	<b>23</b>	<b>19</b>	<b>19</b>
 <b>TOTAL GENERAL FUND</b>	 <b>574</b>	 <b>643</b>	 <b>667</b>	 <b>676</b>	 <b>635</b>	 <b>635</b>

<sup>1</sup> Includes one Assistant County Attorney position partially funded in Planning's budget and from Code Compliance and Utilities Funds. One Paralegal position is also partially funded from the Code Compliance Fund.

<sup>2</sup> Includes one position funded in the Treasurer's budget and one position funded in the Code Compliance Fund.

## CODE COMPLIANCE FUND PERSONNEL SUMMARY

(Full-time positions)

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Code Compliance	49	52	56			
Building Division				25.5	18.5	20
Zoning Division				24.5	15.5	14
<b>TOTAL CODE COMPLIANCE FUND</b>	<b>49</b>	<b>52</b>	<b>56</b>	<b>50</b>	<b>34</b>	<b>34</b>

## TRANSPORTATION FUND PERSONNEL SUMMARY

(Full-time positions)

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Transportation	2	3	3	3	3	3
<b>TOTAL TRANSPORTATION FUND</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## CAPITAL PROJECTS FUND PERSONNEL SUMMARY

(Full-time positions)

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Capital Projects Management	0	4	4	4	3	3
<b>TOTAL FUND</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>

# UTILITIES FUND PERSONNEL SUMMARY

(Full-time positions)

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Administration	14	15	17	17	17	17
Garage Operations	3	3	3	1	1	1
Customer Service	10	10	10	10	10	10
Ni River Water Plant	12	13	13	13	12	12
Motts Run Water Plant	10	10	11	11	11	11
Massaponax Sewage Plant	17	17	17	17	16	16
FMC Sewage Plant	12	12	12	12	12	12
Thornburg Sewage Plant	5	5	5	5	3	3
Composting					4	4
Water/Sewer Transmissions	7	6	6	6	6	6
Infiltration & Inflow	8	9	12	12	12	12
Line Location	2	3	3	3	3	3
Pump Station Maintenance	2	2	2	2	2	2
Laboratory Services	0	0	0	0	4	4
Solid Waste <sup>1</sup> – Refuse Collection					18	18
Solid Waste <sup>1</sup> – Refuse Disposal					8	8
Solid Waste <sup>1</sup> – Recycling/Litter Control					3	3
<b>TOTAL UTILITIES FUND</b>	<b>102</b>	<b>105</b>	<b>111</b>	<b>109</b>	<b>142</b>	<b>142</b>

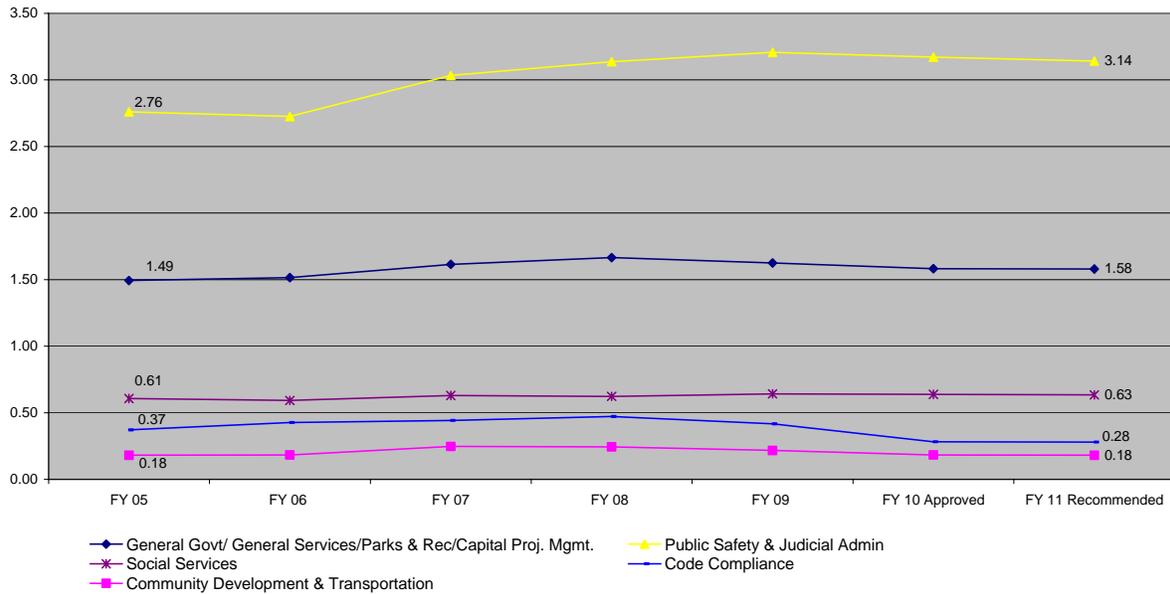
<sup>1</sup> Indicates positions that are funded in the General Fund.

# TOTAL PERSONNEL

(Full-time positions)

	<u>FY</u> <u>2006</u>	<u>FY</u> <u>2007</u>	<u>FY</u> <u>2008</u>	<u>FY</u> <u>2009</u>	<u>FY</u> <u>2010</u>	<u>FY</u> <u>2011</u>
Total General Fund	574	643	667	676	635	635
Total Code Compliance Fund	49	52	56	50	34	34
Total Transportation Fund	2	3	3	3	3	3
Total Capital Projects Fund	0	4	4	4	3	3
Total Utilities Fund	102	105	111	109	142	142
<b>TOTAL PERSONNEL</b>	<b>727</b>	<b>807</b>	<b>841</b>	<b>842</b>	<b>817</b>	<b>817</b>

Employees per 1,000 population



## PERSONNEL FUNDED BY STATE COMPENSATION BOARD

(Full-time positions)

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Clerk of Court (100% of adopted salary amount)	12	16	16	16	16	16
Treasurer (50% of adopted salary amount)	11	11	11	11	11	7
Commissioner of Revenue (50% of adopted salary amount)	11	12	13	13	13	9
Sheriff (100% of adopted salary amount)	89	92	95	95	95	92
Commonwealth Attorney (100% of adopted salary amount)	10	14	16	16	16	15
<b>TOTAL</b>	<b>133</b>	<b>145</b>	<b>151</b>	<b>151</b>	<b>151</b>	<b>139</b>

**Note:** The number of positions funded by the State Compensation Board is being reduced for all offices, excluding the Clerk of Court, in FY 2011. Because of adjustments the Constitutional Officers made to their budgets, this reduction did not affect the total number of positions adopted by the Board of Supervisors.

# VACANT POSITIONS

## GENERAL FUND

**10 full-time positions will be held vacant (unfunded) for the entire fiscal year:**

<b>County Administration</b>	Deputy County Administrator
<b>Procurement</b>	Procurement Officer II
<b>Information Services</b>	Application Development Manager
	GIS Manager
	GIS Technician
	IT Application Analyst
<b>15<sup>th</sup> District Court Services Unit</b>	Court Services – CHINS
<b>General Services – Maintenance</b>	Maintenance Worker
<b>Planning</b>	Planning Manager
	Senior Planner

**Nine full-time positions will be held vacant (unfunded) until January 1, 2011:**

<b>Treasurer</b>	Technical Assistant
<b>Information Services</b>	Operations Manager
<b>Fire, Rescue &amp; Emergency Management</b>	Four Firefighter/Medics
	Lieutenant
<b>Refuse Disposal/Utilities</b>	Solid Waste Equipment Operator I
<b>Parks &amp; Recreation</b>	Maintenance Worker

## CODE COMPLIANCE FUND

One full-time position will be held vacant (unfunded) for the entire fiscal year:

Building Division

Building Office Assistant

## UTILITIES FUND

Two full-time positions will be held vacant (unfunded) for the entire fiscal year:

Administration

Deputy Director

FMC WWTP

Wastewater Plant Operator Trainee

One full-time position will be held vacant (unfunded) until January 1, 2011:

Infiltration & Inflow

Utilities Field Crew Worker

## POSITIONS ADDED/DELETED FOR FY 2011

(Full-time positions)

### General Fund

Human Resources

+1 Director

Sheriff

-1 Deputy (Photo Red Light Program – funded from Transportation Fund)

**Total net increase/(decrease)  
of General Fund full-time  
positions 0**

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**GOVERNMENTAL  
FUNDS**

**EXPENDITURE  
AND  
REVENUE  
SUMMARIES**

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**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

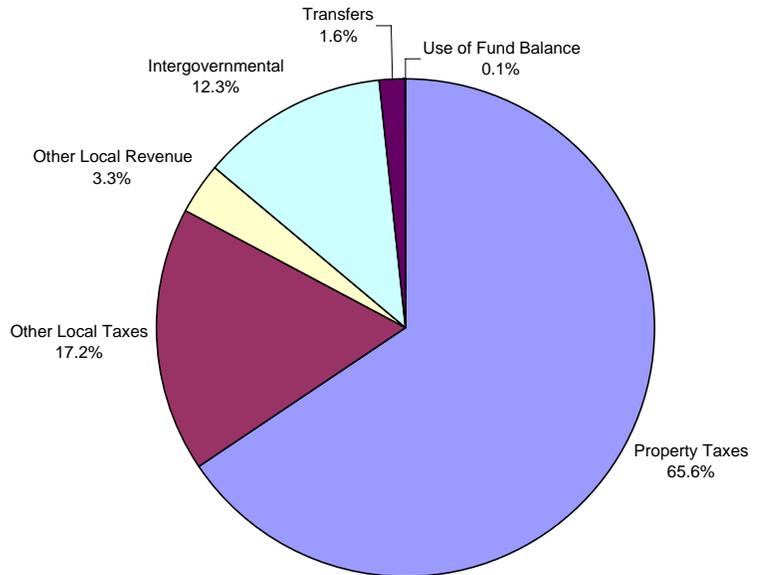
	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>TOTAL REVENUES:</b>						
PROPERTY TAXES	127,061,340	131,201,103	131,387,078	142,480,021	8.6%	11,278,918
OTHER LOCAL TAXES	39,102,976	39,090,250	37,375,582	37,264,158	(4.7%)	(1,826,092)
OTHER LOCAL REVENUE	26,239,571	28,846,839	26,108,487	28,922,243	0.3%	75,404
STATE	160,047,384	164,628,242	167,764,295	132,976,349	(19.2%)	(31,651,893)
FEDERAL	14,235,344	15,446,391	41,375,473	22,558,254	46.0%	7,111,863
<b>Sub Total Local &amp; Gov't Revenues</b>	<b>366,686,615</b>	<b>379,212,825</b>	<b>404,010,915</b>	<b>364,201,025</b>	<b>(4.0%)</b>	<b>(15,011,800)</b>
DEBT PROCEEDS	604,145	0	27,832,135	0	N/A	0
USE OF (ADDITION TO) INDIVIDUAL FUND BALANCES	24,798,738	5,711,033	46,035,283	2,791,126	(51.1%)	(2,919,907)
USE OF (ADDITION TO) UNDESIGNATED FUND BALANCE	2,221,508	972,446	3,262,514	130,000	(86.6%)	(842,446)
<b>Sub Total Debt Proceeds &amp; Use Fund Bal.</b>	<b>27,624,391</b>	<b>6,683,479</b>	<b>77,129,932</b>	<b>2,921,126</b>	<b>(56.3%)</b>	<b>(3,762,353)</b>
<b>GRAND TOTAL REVENUES</b>	<b>394,311,006</b>	<b>385,896,304</b>	<b>481,140,847</b>	<b>367,122,151</b>	<b>(4.9%)</b>	<b>(18,774,153)</b>
<b>TOTAL EXPENDITURES:</b>						
GENERAL FUND	89,946,186	96,506,618	96,863,324	97,357,184	0.9%	850,566
ECONOMIC DEV OPPORTUNITIES FUND	490,979	317,794	367,794	232,840	(26.7%)	(84,954)
RESOURCE MGT & DEV FUND	0	0	0	0	N/A	0
CODE COMPLIANCE FUND	3,561,305	3,168,516	3,100,890	2,909,822	(8.2%)	(258,694)
TRANSPORTATION FUND	2,388,376	6,603,454	5,637,845	8,715,075	32.0%	2,111,621
JOINT FLEET MAINTENANCE FUND	1,843,489	2,107,068	2,107,068	2,038,973	(3.2%)	(68,095)
SCHOOL OPERATING FUND	259,218,101	259,842,837	258,618,841	242,172,312	(6.8%)	(17,670,525)
SCHOOL FOOD SERVICE FUND	8,725,437	9,676,642	9,676,642	9,185,157	(5.1%)	(491,485)
SCHOOL CARRYOVER FUND	423,651	0	93,042	0	N/A	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>366,597,524</b>	<b>378,222,929</b>	<b>376,465,446</b>	<b>362,611,363</b>	<b>(4.1%)</b>	<b>(15,611,566)</b>
CAPITAL PROJECTS FUND	10,986,839	7,430,096	84,579,939	4,510,788	(39.3%)	(2,919,308)
SCHOOL CAPITAL PROJECTS	16,726,643	243,279	20,095,462	0	(100.0%)	(243,279)
<b>GRAND TOTAL EXPENDITURES</b>	<b>394,311,006</b>	<b>385,896,304</b>	<b>481,140,847</b>	<b>367,122,151</b>	<b>(4.9%)</b>	<b>(18,774,153)</b>
<b>ESTIMATED BEGINNING UNDESIGNATED FUND BALANCE - JUNE 30, 2010</b>				<b>36,832,726</b>		
<b>ESTIMATED ENDING UNDESIGNATED FUND BALANCE - JUNE 30, 2011</b>				<b>36,702,726</b>	10.72%	
				34,244,760	10% Fiscal Stability Reserve	
				1,773,000	General Fund Holdback	
				684,966	Undesignated Fund Balance	

<b>CATEGORICAL SUMMARY</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
Gen Government Admin	12,169,857	13,331,002	13,187,983	13,362,844	0.2%	31,842
Judicial Administration	3,400,484	3,476,857	3,537,256	3,496,116	0.6%	19,259
Public Safety	35,821,513	37,098,598	38,025,645	36,851,759	(0.7%)	(246,839)
General Services	7,356,244	7,866,688	7,171,759	7,523,091	(4.4%)	(343,597)
Health & Welfare	15,768,874	18,037,881	17,841,537	18,432,463	2.2%	394,582
Parks, Rec & Cultural	6,559,682	6,552,899	6,645,607	6,891,569	5.2%	338,670
Community Development	6,607,193	6,164,122	6,396,100	5,543,257	(10.1%)	(620,865)
Debt Service	39,434,302	37,581,349	37,711,895	37,131,707	(1.2%)	(449,642)
Education	234,888,687	237,647,560	236,516,606	221,343,823	(6.9%)	(16,303,737)
Non-departmental	358,823	1,755,451	1,686,145	1,280,686	(27.0%)	(474,765)
Fleet Maintenance	1,843,489	2,107,068	2,107,068	2,038,973	(3.2%)	(68,095)
Transportation	2,388,376	6,603,454	5,637,845	8,715,075	32.0%	2,111,621
Capital Projects	27,713,482	7,673,375	104,675,401	4,510,788	(41.2%)	(3,162,587)
<b>Total All Funds</b>	<b>394,311,006</b>	<b>385,896,304</b>	<b>481,140,847</b>	<b>367,122,151</b>	<b>(4.9%)</b>	<b>(18,774,153)</b>

# Spotsylvania County General Fund Summary Fiscal Year 2011

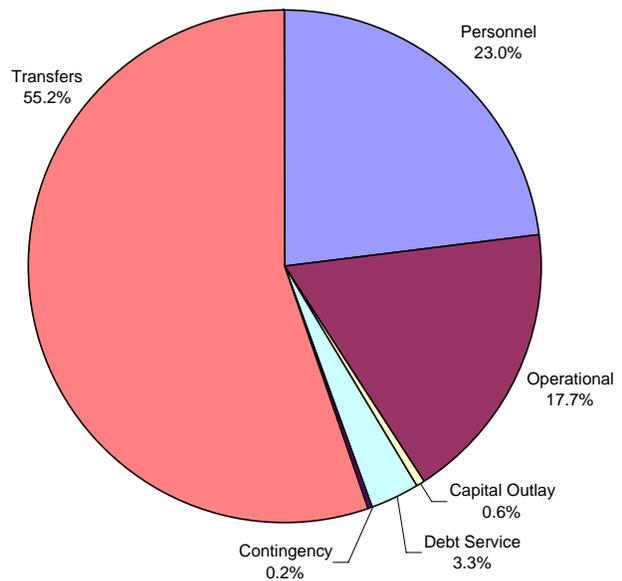
**REVENUES:**

Property Taxes	142,480,021
Other Local Taxes	37,264,158
Other Local Revenue	7,156,597
Intergovernmental	26,739,066
Transfers	3,398,937
Sub Total	217,038,779
Use of Fund Balance	130,000
<b>TOTAL</b>	<b>217,168,779</b>



**EXPENDITURES:**

Personnel	50,019,604
Operational	38,415,346
Capital Outlay	1,264,173
Debt Service	7,118,061
Contingency	540,000
Transfers	119,811,595
<b>TOTAL</b>	<b>217,168,779</b>



**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>GENERAL FUND</b>						
<b>SOURCES:</b>						
Property Taxes	127,061,340	131,201,103	131,387,078	142,480,021	8.6%	11,278,918
Other Local Taxes	39,102,976	39,090,250	37,375,582	37,264,158	(4.7%)	(1,826,092)
Other Local Revenue	9,053,256	9,462,895	7,871,283	7,156,597	(24.4%)	(2,306,298)
State	29,022,796	32,654,797	32,495,513	26,628,662	(18.5%)	(6,026,135)
Federal	1,474,428	297,185	758,132	110,404	(62.9%)	(186,781)
Transfer from Capital Projects Fund	2,881,511	442,292	1,753,552	379,918	(14.1%)	(62,374)
Transfer from Econ Dev Opportunities Fund	0	0	0	0	N/A	0
Transfer from School Operating Fund	0	0	0	0	N/A	0
Transfer from RMDI Fund	0	0	0	0	N/A	0
Transfer from Fire/EMS Service Fee Fund	2,058,329	2,225,142	2,225,142	2,540,792	14.2%	315,650
Transfer from Transportation Fund	318,085	0	0	0	N/A	0
Transfer from Utilities Fund	66,430	72,078	72,078	0	(100.0%)	(72,078)
Transfer from Code Compliance Fund	282,337	651,567	0	478,227	(26.6%)	(173,340)
Total Revenue	<u>211,321,488</u>	<u>216,097,309</u>	<u>213,938,360</u>	<u>217,038,779</u>	<u>0.4%</u>	<u>941,470</u>
Use of (Addition to) Fund Balance	<u>2,221,509</u>	<u>972,446</u>	<u>3,262,514</u>	<u>130,000</u>	<u>(86.6%)</u>	<u>(842,446)</u>
Total Sources	<u>213,542,997</u>	<u>217,069,755</u>	<u>217,200,874</u>	<u>217,168,779</u>	<u>0.0%</u>	<u>99,024</u>
<b>USES:</b>						
Gen Govt Admin	12,169,857	13,331,002	13,187,983	13,362,844	0.2%	31,842
Judicial Admin	3,400,484	3,476,857	3,537,256	3,496,116	0.6%	19,259
Public Safety	35,821,513	37,098,598	38,025,645	36,851,759	(0.7%)	(246,839)
General Services	7,356,244	7,866,688	7,171,759	7,523,091	(4.4%)	(343,597)
Health & Welfare	15,768,874	18,037,881	17,841,537	18,432,463	2.2%	394,582
Parks, Rec & Cultural	6,559,682	6,552,899	6,645,607	6,891,569	5.2%	338,670
Community Dev	2,554,909	2,677,812	2,927,416	2,400,595	(10.4%)	(277,217)
General Debt	5,955,800	5,709,430	5,839,976	7,118,061	24.7%	1,408,631
Non-departmental	358,823	1,755,451	1,686,145	1,280,686	(27.0%)	(474,765)
Subtotal	<u>89,946,186</u>	<u>96,506,618</u>	<u>96,863,324</u>	<u>97,357,184</u>	<u>0.9%</u>	<u>850,566</u>
Transfers to Other Funds	<u>123,596,811</u>	<u>120,563,137</u>	<u>120,337,550</u>	<u>119,811,595</u>	<u>(0.6%)</u>	<u>(751,542)</u>
Total Uses	<u>213,542,997</u>	<u>217,069,755</u>	<u>217,200,874</u>	<u>217,168,779</u>	<u>0.0%</u>	<u>99,024</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010, UNDESIGNATED				<u>36,832,726</u>		
ESTIMATED FUND BALANCE, JUNE 30, 2011, UNDESIGNATED				<u>36,702,726</u>	10.72%	
<b>CAPITAL PROJECTS FUND</b>						
<b>SOURCES:</b>						
Other Local Sources	611,855	434,323	103,782	112,920	(74.0%)	(321,403)
State	787,572	1,336,769	4,632,106	0	(100.0%)	(1,336,769)
Federal	125,169	0	25,283,245	312,218	N/A	312,218
Lease/Bond Proceeds	604,145	0	27,832,135	0	N/A	0
Use of (Addition to) Fund Balance	6,655,231	2,086,940	24,383,356	487,969	(76.6%)	(1,598,971)
Transfer from Utilities Capital Projects Fund	0	0	50,000	0	N/A	0
Transfer from Utilities Fund	25,934	172,183	605,984	475,659	176.3%	303,476
Transfer from Transportation Fund	2,119,371	661,402	1,161,402	163,381	(75.3%)	(498,021)
Transfer from General Fund	2,939,073	3,180,771	3,505,521	3,758,827	18.2%	578,056
Transfer from School Capital Projects Fund	0	0	0	0	N/A	0
Total Sources	<u>13,868,350</u>	<u>7,872,388</u>	<u>87,557,531</u>	<u>5,310,974</u>	<u>(32.5%)</u>	<u>(2,561,414)</u>
<b>USES:</b>						
Capital Projects Expenditures	<u>10,986,839</u>	<u>7,430,096</u>	<u>84,579,939</u>	<u>4,510,788</u>	<u>(39.3%)</u>	<u>(2,919,308)</u>
Subtotal	<u>10,986,839</u>	<u>7,430,096</u>	<u>84,579,939</u>	<u>4,510,788</u>	<u>(39.3%)</u>	<u>(2,919,308)</u>
Transfer to Code Compliance	0	0	0	0	N/A	0
Transfer to Transportation Fund	0	0	1,224,040	420,268	N/A	420,268
Transfer to General Fund	<u>2,881,511</u>	<u>442,292</u>	<u>1,753,552</u>	<u>379,918</u>	<u>(14.1%)</u>	<u>(62,374)</u>
Total Uses	<u>13,868,350</u>	<u>7,872,388</u>	<u>87,557,531</u>	<u>5,310,974</u>	<u>(32.5%)</u>	<u>(2,561,414)</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				<u>2,786,504</u>		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<u>2,298,535</u>		

**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>ECONOMIC DEVELOPMENT OPPORTUNITIES FUND</b>						
<b>SOURCES:</b>						
Local	157,706	168,000	168,000	76,256	(54.6%)	(91,744)
Transfers from General Fund	0	0	0	70,000	N/A	70,000
Lease proceeds	0	0	0	0	N/A	0
Use of (Addition to) Fund Balance	333,273	149,794	199,794	86,584	(42.2%)	(63,210)
<b>Total Sources</b>	<b>490,979</b>	<b>317,794</b>	<b>367,794</b>	<b>232,840</b>	<b>(26.7%)</b>	<b>(84,954)</b>
<b>USES:</b>						
Expenditures	490,979	317,794	367,794	232,840	(26.7%)	(84,954)
<b>Subtotal</b>	<b>490,979</b>	<b>317,794</b>	<b>367,794</b>	<b>232,840</b>	<b>(26.7%)</b>	<b>(84,954)</b>
Transfer to General Fund	0	0	0	0	N/A	0
<b>Total Uses</b>	<b>490,979</b>	<b>317,794</b>	<b>367,794</b>	<b>232,840</b>	<b>(26.7%)</b>	<b>(84,954)</b>
ESTIMATED FUND BALANCE, JUNE 30, 2010				163,261		
<b>ESTIMATED FUND BALANCE, JUNE 30, 2011</b>				<b>76,677</b>		
<b>FIRE/EMS SERVICE FEE FUND</b>						
<b>SOURCES:</b>						
Local Revenues	2,203,637	2,200,000	2,200,000	2,400,000	9.1%	200,000
Use of (Addition to) Fund Balance	(145,308)	25,142	25,142	140,792	460.0%	115,650
<b>Total Sources</b>	<b>2,058,329</b>	<b>2,225,142</b>	<b>2,225,142</b>	<b>2,540,792</b>	<b>14.2%</b>	<b>315,650</b>
<b>USES:</b>						
Transfer to General Fund	2,058,329	2,225,142	2,225,142	2,540,792	14.2%	315,650
<b>Total Uses</b>	<b>2,058,329</b>	<b>2,225,142</b>	<b>2,225,142</b>	<b>2,540,792</b>	<b>14.2%</b>	<b>315,650</b>
ESTIMATED FUND BALANCE, JUNE 30, 2010				416,685		
<b>ESTIMATED FUND BALANCE, JUNE 30, 2011</b>				<b>275,893</b>		
<b>CODE COMPLIANCE FUND</b>						
<b>SOURCES:</b>						
Local Revenues	3,015,375	3,168,630	1,868,630	2,113,426	(33.3%)	(1,055,204)
Transfer from General Fund	200,000	651,453	1,232,260	1,274,623	95.7%	623,170
Transfer from Other Funds	400,000	0	0	0	N/A	0
Use of (Addition to) Fund Balance	228,267	0	0	0	N/A	0
<b>Total Sources</b>	<b>3,843,642</b>	<b>3,820,083</b>	<b>3,100,890</b>	<b>3,388,049</b>	<b>(11.3%)</b>	<b>(432,034)</b>
<b>USES:</b>						
Code Compliance Expenditures	3,561,305	3,168,516	3,100,890	2,909,822	(8.2%)	(258,694)
<b>Subtotal</b>	<b>3,561,305</b>	<b>3,168,516</b>	<b>3,100,890</b>	<b>2,909,822</b>	<b>(8.2%)</b>	<b>(258,694)</b>
Transfer to General Fund	282,337	651,567	0	478,227	(26.6%)	(173,340)
<b>Total Uses</b>	<b>3,843,642</b>	<b>3,820,083</b>	<b>3,100,890</b>	<b>3,388,049</b>	<b>(11.3%)</b>	<b>(432,034)</b>
ESTIMATED FUND BALANCE, JUNE 30, 2010				0		
<b>ESTIMATED FUND BALANCE, JUNE 30, 2011</b>				<b>0</b>		

**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>TRANSPORTATION FUND</b>						
<b>SOURCES:</b>						
Local	1,061,784	1,158,404	1,158,404	5,504,601	375.2%	4,346,197
Debt Proceeds	0	0	0	0	N/A	0
Transfer from General Fund	3,066,397	2,900,574	2,900,574	877,806	(69.7%)	(2,022,768)
Transfer from Cap Projs Fund	0	0	1,224,040	420,268	N/A	420,268
Use of (Addition to) Fund Balance	1,097,651	3,205,878	1,516,229	2,075,781	(35.3%)	(1,130,097)
<b>Total Sources</b>	<b>5,225,832</b>	<b>7,264,856</b>	<b>6,799,247</b>	<b>8,878,456</b>	<b>22.2%</b>	<b>1,613,600</b>
<b>USES:</b>						
Transportation Expenditures	854,412	1,185,762	1,185,762	771,706	(34.9%)	(414,056)
Lee Hill Special District Reserves	6,082	0	0	0		
Massaponax Special Tax District Reserve	1,469	1,629,767	1,629,767	2,207,150	35.4%	577,383
Massaponax Area Setaside	0	273,345	273,345	435,179	59.2%	161,834
Harrison Crossing Special Tax District Reserve	0	580,301	580,301	778,669	34.2%	198,368
Harrison Crossing Setaside	0	173,553	173,553	173,476	(0.0%)	(77)
Massaponax District Bonds	239,800	239,800	239,800	84,567	(64.7%)	(155,233)
Harrison Crossing District Bonds	130,800	130,800	130,800	29,280	(77.6%)	(101,520)
Lee Hill East Special Tax District	0	0	0	16,561	N/A	16,561
Lee Hill West Special Tax District	0	0	0	76,828	N/A	76,828
VRE Reserve	0	0	0	1,779,708	N/A	1,779,708
Debt Service	1,155,813	2,390,126	1,424,517	2,361,951	(1.2%)	(28,175)
<b>Subtotal</b>	<b>2,388,376</b>	<b>6,603,454</b>	<b>5,637,845</b>	<b>8,715,075</b>	<b>32.0%</b>	<b>2,111,621</b>
Transfer to General Fund	318,085	0	0	0	N/A	0
Transfer to Code Compliance Fund	400,000	0	0	0	N/A	0
Transfer to Capital Projects Fund	2,119,371	661,402	1,161,402	163,381	(75.3%)	(498,021)
<b>Total Uses</b>	<b>5,225,832</b>	<b>7,264,856</b>	<b>6,799,247</b>	<b>8,878,456</b>	<b>22.2%</b>	<b>1,613,600</b>
ESTIMATED FUND BALANCE, JUNE 30, 2010				5,898,983		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>3,823,202</b>		
<b>JOINT FLEET MAINTENANCE FUND</b>						
<b>SOURCES:</b>						
Local	1,535,342	2,107,068	2,107,068	2,038,973	(3.2%)	(68,095)
Use of (Addition to) Fund Balance	(135,853)	0	0	0	N/A	0
Transfer from School Operating Fund	444,000	0	0	0	N/A	0
<b>Total Sources</b>	<b>1,843,489</b>	<b>2,107,068</b>	<b>2,107,068</b>	<b>2,038,973</b>	<b>(3.2%)</b>	<b>(68,095)</b>
<b>USES:</b>						
Operation & Maint	1,843,489	2,107,068	2,107,068	2,038,973	(3.2%)	(68,095)
<b>Total Uses</b>	<b>1,843,489</b>	<b>2,107,068</b>	<b>2,107,068</b>	<b>2,038,973</b>	<b>(3.2%)</b>	<b>(68,095)</b>
ESTIMATED FUND BALANCE, JUNE 30, 2010				0		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>0</b>		

**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>SCHOOL OPERATING FUND</b>						
<b>SOURCES:</b>						
Local	2,886,644	2,853,162	2,853,162	3,156,255	10.6%	303,093
State	130,082,558	130,473,585	130,473,585	106,155,956	(18.6%)	(24,317,629)
Federal	9,690,934	12,741,621	12,741,621	19,085,632	49.8%	6,344,011
Local - Required Local Effort		52,626,330	52,626,330	43,595,345	(17.2%)	(9,030,985)
Local - Required Match for Optional Programs		1,679,788	1,679,788	1,302,868	(22.4%)	(376,920)
Additional Local Transfer		59,524,221	58,204,008	68,932,126	15.8%	9,407,905
Total Local Transfer	<u>116,942,664</u>	<u>113,830,339</u>	<u>112,510,126</u>	<u>113,830,339</u>	<u>0.0%</u>	<u>0</u>
Local Transfer of Bridges Grant	115,172	0	96,217	0	N/A	0
Total Sources	<u>259,717,972</u>	<u>259,898,707</u>	<u>258,674,711</u>	<u>242,228,182</u>	<u>(6.8%)</u>	<u>(17,670,525)</u>
<b>USES:</b>						
Operation & Maint	225,739,599	227,970,918	226,746,922	212,158,666	(6.9%)	(15,812,252)
Debt Service	33,478,502	31,871,919	31,871,919	30,013,646	(5.8%)	(1,858,273)
Subtotal	<u>259,218,101</u>	<u>259,842,837</u>	<u>258,618,841</u>	<u>242,172,312</u>	<u>(6.8%)</u>	<u>(17,670,525)</u>
Transfer to Food Service	55,870	55,870	55,870	55,870	0.0%	0
Transfer to Joint Fleet Facility	444,000	0	0	0	N/A	0
Reduction from Request					N/A	0
Total Uses	<u>259,717,971</u>	<u>259,898,707</u>	<u>258,674,711</u>	<u>242,228,182</u>	<u>(6.8%)</u>	<u>(17,670,525)</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				0		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>0</b>		
<b>SCHOOL FOOD SERVICE FUND</b>						
<b>SOURCES:</b>						
Local	5,621,608	7,050,096	7,050,096	5,887,556	(16.5%)	(1,162,540)
State	154,458	163,091	163,091	191,731	17.6%	28,640
Federal	2,944,813	2,407,585	2,407,585	3,050,000	26.7%	642,415
Transfer from School Operating Fund	55,870	55,870	55,870	55,870	0.0%	0
Use of (Addition to) Fund Balance	(51,312)	0	0	0	N/A	0
Total Sources	<u>8,725,437</u>	<u>9,676,642</u>	<u>9,676,642</u>	<u>9,185,157</u>	<u>(5.1%)</u>	<u>(491,485)</u>
<b>USES:</b>						
Operation & Maint	8,725,437	9,676,642	9,676,642	9,185,157	(5.1%)	(491,485)
Total Uses	<u>8,725,437</u>	<u>9,676,642</u>	<u>9,676,642</u>	<u>9,185,157</u>	<u>(5.1%)</u>	<u>(491,485)</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				851,478		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>851,478</b>		

**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ADOPTED BUDGET</u>	<u>FY 2010 AMENDED BUDGET</u>	<u>FY 2011 ADOPTED BUDGET</u>	<u>Percentage Inc/(Dec) over FY 2010 Adopted</u>	<u>Dollar Inc/(Dec) over FY 2010 Adopted</u>
<b>SCHOOL CARRYOVER FUND</b>						
SOURCES:						
Carryover of PY Surplus - Transfer from GF	333,505	0	92,852	0	N/A	0
Use of (Addition to) Fund Balance	90,146	0	190	0	N/A	0
Total Sources	<u>423,651</u>	<u>0</u>	<u>93,042</u>	<u>0</u>	<u>N/A</u>	<u>0</u>
USES:						
Operation & Maint	423,651	0	93,042	0	N/A	0
Subtotal	<u>423,651</u>	<u>0</u>	<u>93,042</u>	<u>0</u>	<u>N/A</u>	<u>0</u>
Transfer to General Fund	0		0		N/A	0
Total Uses	<u>423,651</u>	<u>0</u>	<u>93,042</u>	<u>0</u>	<u>N/A</u>	<u>0</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				0		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>0</b>		
<b>SCHOOL CAPITAL PROJECTS FUND</b>						
SOURCES:						
Local	0	0	0	0	N/A	0
State	0	0	0	0	N/A	0
Federal		0	184,890	0	N/A	0
Debt Proceeds	0	0	0	0	N/A	0
Use of (Addition to) Fund Balance	16,726,643	243,279	19,910,572	0	(100.0%)	(243,279)
Transfers	0	0	0	0	N/A	0
Total Sources	<u>16,726,643</u>	<u>243,279</u>	<u>20,095,462</u>	<u>0</u>	<u>(100.0%)</u>	<u>(243,279)</u>
USES:						
Facilities	16,726,643	243,279	20,095,462	0	(100.0%)	(243,279)
Total Uses	<u>16,726,643</u>	<u>243,279</u>	<u>20,095,462</u>	<u>0</u>	<u>(100.0%)</u>	<u>(243,279)</u>
Transfer to General Capital Projects Fund	0		0		N/A	0
Total Uses	<u>16,726,643</u>	<u>243,279</u>	<u>20,095,462</u>	<u>0</u>	<u>(100.0%)</u>	<u>(243,279)</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				802,168		
ESTIMATED FUND BALANCE, JUNE 30, 2011				<b>802,168</b>		

**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010 Adopted	Dollar Inc/(Dec) over FY 2010 Adopted
<b>GENERAL OPERATING</b>						
GENERAL GOVERNMENT ADMINISTRATION						
BOARD OF SUPERVISORS	363,732	388,938	390,438	391,720	0.7%	2,782
COUNTY ADMINISTRATOR	1,018,975	1,018,744	1,018,744	805,292	(21.0%)	(213,452)
COUNTY ATTORNEY	736,426	694,379	684,329	709,403	2.2%	15,024
HUMAN RESOURCES	481,851	581,304	581,304	721,914	24.2%	140,610
INDEPENDENT AUDITOR	151,044	206,500	224,400	210,500	1.9%	4,000
COMMISSIONER OF REV ASSESSMENT	1,318,903	1,371,581	1,344,831	1,370,018	(0.1%)	(1,563)
TREASURER	788,682	973,285	973,285	891,834	(8.4%)	(81,451)
FINANCE	1,545,647	1,552,929	1,552,743	1,569,676	1.1%	16,747
INFORMATION SERVICES	1,420,951	1,513,174	1,488,612	1,479,103	(2.3%)	(34,071)
CENTRAL SUPPLIES	3,908,973	4,603,934	4,508,834	4,751,963	3.2%	148,029
RISK MANAGEMENT	36,416	42,647	42,647	42,647	0.0%	0
ELECTORAL BOARD	96,298	116,638	116,638	116,638	0.0%	0
REGISTRAR	121,849	102,232	92,259	135,231	32.3%	32,999
JUDICIAL ADMINISTRATION	180,110	164,717	168,919	166,905	1.3%	2,188
CIRCUIT COURT	176,789	181,954	181,954	183,905	1.1%	1,951
GENERAL DISTRICT CT	15,708	27,789	25,074	21,300	(23.4%)	(6,489)
MAGISTRATES	23,279	22,425	22,425	32,892	46.7%	10,467
JUVENILE COURT	38,126	40,231	39,194	47,312	17.6%	7,081
CLERK OF THE CIRCUIT CT	1,367,092	1,437,074	1,375,031	1,398,123	(2.7%)	(38,951)
COMMONWEALTH ATTY	1,779,490	1,767,384	1,893,578	1,812,584	2.6%	45,200
PUBLIC SAFETY						
SHERIFF	14,893,513	15,486,638	15,924,817	15,412,465	(0.5%)	(74,173)
COMMUNICATIONS	1,830,932	2,055,784	2,055,784	2,159,710	5.1%	103,926
ANIMAL CONTROL	925,076	971,307	979,136	1,002,777	3.2%	31,470
FIRE/RESCUE/EMER MANAGEMENT	12,266,242	12,352,597	12,650,703	12,562,895	1.7%	210,298
REGIONAL DETENTION FACILITIES	5,641,627	5,903,433	6,087,469	5,505,413	(6.7%)	(398,020)
COURT SERVICES UNIT	263,583	327,339	326,236	206,999	(36.8%)	(120,340)
MEDICAL EXAMINER	540	1,500	1,500	1,500	0.0%	0
PUBLIC WORKS						
GENERAL SERVICES						
ADMINISTRATION	483,844	429,734	429,734	446,684	3.9%	16,950
REFUSE COLLECTION	1,960,267	1,966,061	1,966,242	2,109,575	7.3%	143,514
REFUSE DISPOSAL	1,073,400	1,188,789	1,194,743	1,288,757	8.4%	99,968
RECYCL/LITTER CNTRL	357,569	410,602	410,602	429,324	4.6%	18,722
COMPOSTING	435,785	627,722	0	0	(100.0%)	(627,722)
MAINTENANCE	1,454,360	1,586,636	1,513,294	1,591,607	0.3%	4,971
GEN BLDGS/GROUNDS	1,591,019	1,657,144	1,657,144	1,657,144	0.0%	0
HEALTH & WELFARE						
LOCAL HEALTH DEPT	719,521	647,569	647,569	647,569	0.0%	0
RAPP AREA COMMUNITY SERVICES BD.	300,707	270,636	270,636	270,636	0.0%	0
SOCIAL SERVICES						
PUBLIC ASSISTANCE AND WELFARE CSA	8,591,369	9,255,890	9,329,317	9,648,215	4.2%	392,325
COMMUNITY COLLEGES	6,126,988	7,836,530	7,566,759	7,838,787	0.0%	2,257
PARKS, RECREATION & CULTURAL	30,289	27,256	27,256	27,256	0.0%	0
PARKS & RECREATION	2,632,436	2,865,939	2,958,647	2,885,871	0.7%	19,932
MUSEUM	18,426	19,022	19,022	19,020	(0.0%)	(2)
REGIONAL LIBRARY	3,908,820	3,667,938	3,667,938	3,986,678	8.7%	318,740
COMMUNITY DEVELOPMENT						
PLANNING	1,294,004	1,154,659	1,363,999	973,050	(15.7%)	(181,609)
ECONOMIC DEVELOPMENT	639,359	662,217	662,217	668,107	0.9%	5,890
TOURISM	285,138	307,696	350,696	300,834	(2.2%)	(6,862)
TOURISM COMMISSION	11,435	135,250	135,250	126,750	(6.3%)	(8,500)
VISITORS CENTER	195,806	284,609	284,609	195,644	(31.3%)	(88,965)
EXTENSION AGENTS	129,167	133,381	130,645	136,210	2.1%	2,829
GENERAL DEBT SERVICE	5,955,800	5,709,430	5,839,976	7,118,061	24.7%	1,408,631
NONDEPT EXPENSES	358,823	1,755,451	1,686,145	1,280,686	(27.0%)	(474,765)
<b>TOTAL GENERAL OPERATING</b>	<b>89,946,186</b>	<b>96,506,618</b>	<b>96,863,324</b>	<b>97,357,184</b>	<b>0.9%</b>	<b>850,566</b>

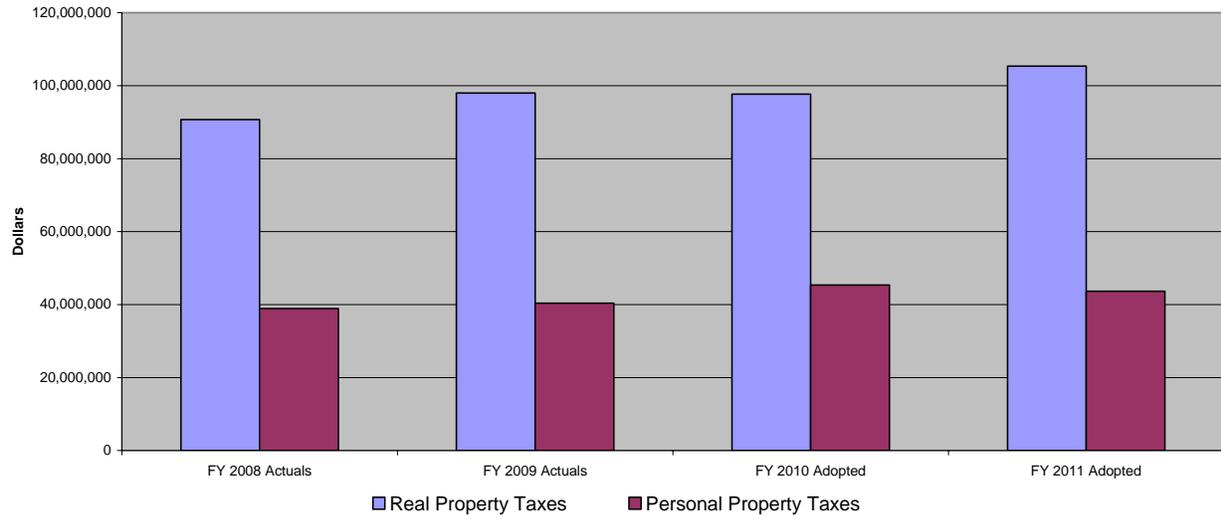
**SPOTSYLVANIA COUNTY  
ADOPTED BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted</b>
<b>SCHOOL OPERATING</b>						
INSTRUCTION	173,448,513	174,890,218	173,666,222	162,305,891	(7.2%)	(12,584,327)
ADMINISTRATION	8,395,217	8,498,553	8,498,553	8,322,097	(2.1%)	(176,456)
TRANSPORTATION	13,742,159	14,867,911	14,867,911	14,253,525	(4.1%)	(614,386)
MAINTENANCE	21,444,788	21,688,555	21,688,555	20,030,715	(7.6%)	(1,657,840)
DEBT SERVICE	33,478,502	31,871,919	31,871,919	30,013,646	(5.8%)	(1,858,273)
EDUCATIONAL TECHNOLOGY	8,708,922	8,025,681	8,025,681	7,246,438	(9.7%)	(779,243)
TRANSFER TO SCHOOL FOOD SERVICE	55,870	55,870	55,870	55,870	0.0%	0
TRANSFER TO JOINT FLEET FACILITY	444,000	0	0	0	N/A	0
REDUCTION FROM REQUEST	0	0	0	0	N/A	0
<b>TOTAL SCHOOL OPERATING</b>	<b>259,717,971</b>	<b>259,898,707</b>	<b>258,674,711</b>	<b>242,228,182</b>	<b>(6.8%)</b>	<b>(17,670,525)</b>

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# REVENUES

### Property Tax Revenue Trend



Note: Personal Property includes both local taxes and State PPTRA reimbursements.

# General Fund Revenues

## General Property Taxes

FY 2011 Budget – \$142,480,021

### *Real Property Tax*

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. Updated assessments take effect in January of every even numbered year. Given that 2010 is a reassessment year, the Code of Virginia requires the County to determine and advertise the equalized tax rate. The equalized tax rate is the tax rate that, when applied to the new assessed values excluding new construction, would yield the same revenue as the prior tax rate would have yielded on the previous assessed values. For 2010, the equalized tax rate is \$0.83 per every \$100 of assessed value.

<b>EQUALIZED TAX RATE CALCULATION</b>		
2009 real property tax levy		\$96,735,403
101% of 2009 levy per State Code §58.1-3321	A	\$97,702,757
2010 total taxable assessed value	B	\$12,637,661,700
Less estimated assessed value tax relief properties	C	\$89,977,228
Less estimated assessed value deferred properties	D	\$377,654,303
2010 net taxable assessed value	B-C-D	\$12,170,030,169
Assessed value growth due to new construction		\$448,881,400
2010 net taxable assessed value less new construction	E	\$11,721,148,769
<b>Equalized tax rate</b>		
101% of 2009 levy / Net 2010 assessed value	A / E * 100	\$0.83
<b>Approx. yield for one penny of Real Estate tax</b>		<b>\$1,181,000</b>

The FY 2011 real property tax revenue projection, which includes one billing in tax year 2010 and one billing in tax year 2011, is based on a 2010 assessed taxable value of \$12,170,030,169 and a 2011 projected assessed taxable value of \$12,244,029,580 and is net of tax relief and deferred taxes. The 2010 land book value (including new construction) reflects a 22.2 percent decrease over the previous year's book value. Of the 22.2 percent decrease in the land book value, an increase of 0.9 percent is attributable to commercial properties while a 23.1 percent decline is attributable to residential properties. The assumed assessed value (tax base) growth for calendar year 2011 is estimated at a minimal 0.5 percent for budget purposes, reflecting a conservative estimate of growth for residential and commercial construction.

The FY 2011 Adopted Budget includes a tax rate increase of \$0.03 above the equalized rate of \$0.83. **These additional three pennies are designated to the County – \$0.01 for dedication to debt service and \$0.02 to ensure the fiscal policy guideline level for the transfer of cash from the General Fund to the Capital Projects Fund to reduce the reliance on debt financing in the future.** Given the 2010 tax rate of \$0.86, real property taxes are budgeted at \$105,385,911; 49.3 percent of all General Fund revenues, excluding transfers from other funds. Of this amount, approximately \$3,543,000 results from the \$0.03 approved above the \$0.83 equalized rate.

**Real Estate Tax Rate History**

Calendar Year	Tax Rate	Equalized Tax Rate
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

**Personal Property Tax**

Personal property tax encompasses 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 at \$0.86 per \$100 of assessed value for 2010).

Changes in the National Automobile Dealers Association (NADA) guide values resulted in the 2010 assessed value of vehicles being 0.67 percent less than the 2009 assessed value of vehicles, on average. No change for the personal property tax rates was recommended or approved for 2010.

In FY 2011, personal property tax revenue (excluding State revenue from the Personal Property Tax Relief Act (PPTRA) included in the non-categorical State revenue section) is budgeted at

\$34,004,031, including public service corporation payments and mobile home taxes. This represents 15.9 percent of all General Fund revenues, excluding transfers from other funds.

The sole reason for the increase in personal property revenue for FY 2011, relative to the FY 2010 Adopted Budget, is the assumption which was included in the Recommended Budget that the State would reduce the PPTRA reimbursement level, resulting in a \$4.8 million loss in State revenues, which would have been recouped through bills to personal property taxpayers. However, based on the General Assembly’s final budget, the County will receive the same \$14.5 million in PPTRA funding in FY 2011 as in recent years. Although budget staff informed the Board that the proposal to make changes to the PPTRA distribution was defeated during this year’s General Assembly session, an adjustment was not made to the revenue side of the County’s budget. A budget amendment will be made in FY 2011 to appropriately shift the \$4.8 million from the regular Personal Property revenue account to the PPTRA revenue account under State revenues.

**Other Property Taxes**

Heavy equipment and machinery and tools are taxed at the rates of \$2.00 per \$100 at 50 percent of assessed value and \$2.50 per \$100 at 50 percent of assessed value, respectively. These categories are budgeted at \$1,415,079 in FY 2011 and reflect historical assessed value trends.

A complete listing of revenues in the General Property Taxes category, and the corresponding budgeted amounts, can be found in the General Revenue Detail section, beginning on page 80.

**General Property Tax Rates**

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.

Calendar Year	Real Estate & Mobile Home	Personal Property*	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2010	\$0.86	\$6.26	\$5.95	\$2.50	\$2.00
2009	0.62	6.26	5.95	2.50	2.00
2008	0.62	5.00	5.00	2.50	2.00
2007	0.62	5.00	5.00	2.50	2.00
2006	0.62	5.00	5.00	2.50	2.00
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
1999	1.02	5.00	5.00	2.50	2.00
1998	0.94	5.00	5.00	2.50	2.00

\* Includes airplanes, automobiles, boats, campers, motor homes, motorcycles, pickups, trailers and trucks.

**Principal Property Taxpayers**  
As of June 30, 2009

Name	Type of Business	Assessed Valuation (A.V.) <sup>(1)</sup>	Amount of Tax	Percent of Total Taxable A.V.
Spotsylvania Mall Company	Shopping Mall	\$148,443,092	\$935,756	0.87%
Dominion Virginia Power	Public Utility	101,947,141	632,072	0.60%
Rappahannock Electric Co-op	Public Utility	89,186,636	581,583	0.52%
Verizon VA	Public Utility	61,836,185	475,504	0.36%
NTS/Virginia Development	Developer	55,886,341	331,979	0.33%
Southpoint II LLC	Developer	51,523,600	284,547	0.30%
General Motors	Manufacturing	16,013,989	251,394	0.09%
GLL BVK Prop LP	Developer	40,380,800	250,361	0.24%
Verizon South, Inc.	Public Utility	27,672,584	203,798	0.16%
JP Morgan Chase	Financial Services	3,970,957	198,548	0.02%

<sup>(1)</sup> 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.  
Source: Treasurer, Spotsylvania County, Virginia

**Real Estate Tax Rates per \$100 of Assessed Value**

County/City	2009 Rate	2010 Rate
Prince William	\$1.212	\$1.3146
Loudoun	\$1.245	\$1.300
City of Richmond	\$1.200	\$1.200
Stafford	\$0.840	\$1.100
Fairfax	\$1.040	\$1.090
Alexandria	\$0.903	\$0.978
Fauquier	\$0.765	\$0.970
Arlington	\$0.865	\$0.958
Chesterfield	\$0.950	\$0.950
Henrico	\$0.870	\$0.870
<b>Spotsylvania</b>	<b>\$0.620</b>	<b>\$0.860</b>
Hanover	\$0.810	\$0.810
City of Fredericksburg	\$0.680	\$0.680
Culpeper	\$0.650	\$0.650
Caroline	\$0.530	\$0.530
King George	\$0.450	\$0.500

**Other Local Taxes**

**FY 2011 Budget – \$37,264,158**

Categories within Other Local Taxes include locally based tax revenues such as local sales tax (\$13,448,926), communications sales taxes (\$4,679,614), consumer utility taxes (\$2,424,974), business license taxes (\$3,900,329), local vehicle license fee (\$2,590,801), recordation taxes (\$2,092,000), transient occupancy taxes (\$875,000), and meals taxes (\$6,386,000). Local sales tax of \$13.4 million reflects a 4.2 percent decrease from the FY 2010 adopted budget, a 6.5 percent decrease from FY 2009 collections and is aligned with the revised projection for FY 2010 collections. The sales tax estimate is based on the assumption that the current slow economy neither worsens nor improves in FY 2011.

The FY 2011 Adopted Budget assumes that the typical transfer of 10% of revenue from the Cosner's Corner and Harrison Crossing developments does not occur in FY 2011. Instead, these set-aside revenues will remain in the General Fund. Likewise, the FY 2011 Budget assumes that only a portion of the local vehicle license fee is transferred to the Transportation Fund, with \$1.7 million (66.1 percent) of the \$2.6 million local vehicle license fee collection remaining in the General Fund. This reduction of \$1.7 million from the transfer to Transportation Fund is more than offset by the increase in Transportation revenues resulting from the new fuel tax revenue permitted by the State since the County has joined the Virginia Railway Express (VRE) and the Potomac and Rappahannock Transportation Commission (PRTC). The set-aside funds that will remain in the General Fund in FY 2011 will be used to fund a portion of new debt service in FY 2011 while the local vehicle license fee revenue that will remain in the General Fund will be used primarily to fund the \$1.3 million transfer to the Code Compliance Fund to make up for a deficit in that fund.

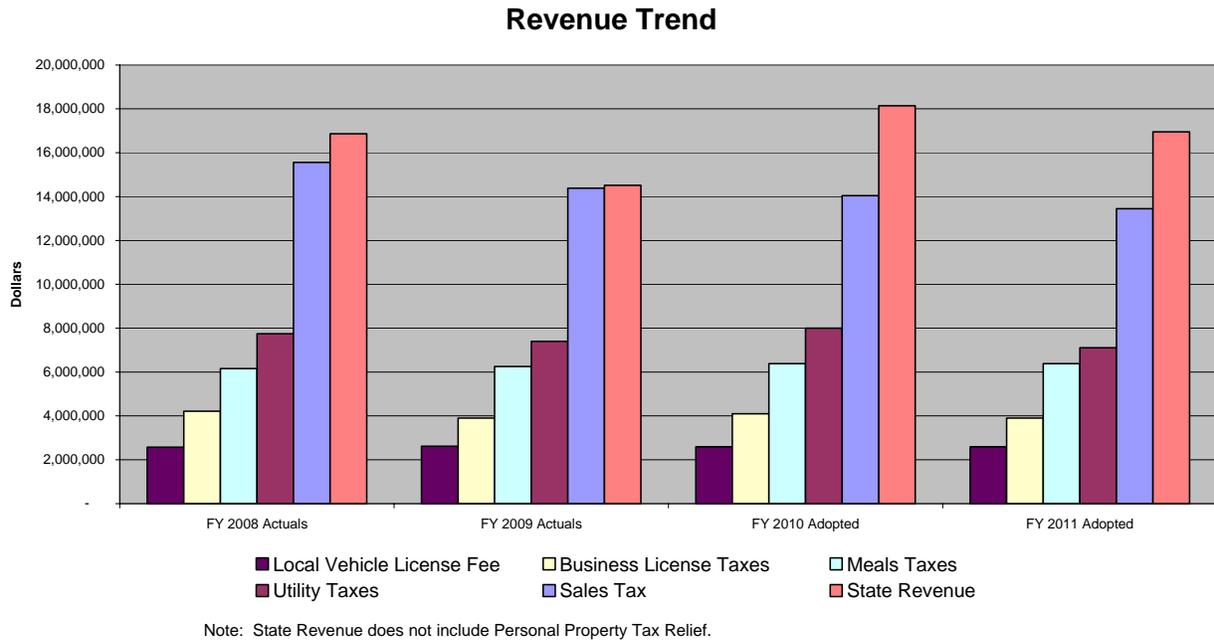
A complete listing of revenues in the Other Local Taxes category, and the corresponding budgeted amounts, can be found in the General Revenue Detail section, beginning on page 80.

**Other Local Revenue**

**FY 2011 Budget – \$7,156,597**

Categories within Other Local Revenue include permits and fees, regulatory licenses and charges for government services as appropriate, and miscellaneous revenues. Water/sewer administrative fees (\$2,189,806), county court fines (\$840,000), interest earnings (\$500,000), recreation registration fees (\$332,400), administrative collection fees (\$300,000), composting and recycling revenues (\$277,513), antenna tower rental fees (\$277,227), refuse disposal fees (\$243,434), fire and safety inspection fees (\$220,000), planning review fees (\$200,000), GIS fees (\$128,940), and plat filing fees (\$127,740), comprise nearly 79 percent of the revenue within the Other Local Revenue category. User fees such as planning review fees are periodically analyzed to ensure fees cover 100 percent of the County's cost of providing the service. Interest is earned on County general and bond funds, which are invested on a short-term basis until needed to pay for County expenditures. Interest earned varies due to changing balances and interest rates. Investment activities include a daily analysis of current and upcoming cash flow requirements with any available funds being placed in an interest bearing account. The FY 2011 projected interest earnings are based on the revised FY 2010 estimate, the likelihood of continued low interest rates in FY 2011, and the County's commitment to maintaining a healthy fund balance.

A complete listing of revenues in the Other Local Revenue category, and the corresponding budgeted amounts, can be found in the General Revenue Detail section, beginning on page 80.



**State Revenues**

**FY 2011 Budget – \$26,628,662**

State revenues fall within four main categories: non-categorical, shared expenses, Social Services and other categorical reimbursements.

**Non-Categorical**

Non-categorical revenues include state revenues that are generated within the boundaries of the locality and are not associated with a specific program or service, such as the DMV rental tax on rental vehicles. Budget estimates for these revenues are primarily based on historical and FY 2010 year-to-date receipts.

Personal Property Tax Relief Act (PPTRA) revenues are budgeted under this category and are projected at \$9.7 Million; \$4.8 million less than the FY 2010 level. A proposal existed within the Virginia General Assembly's budget session to eliminate the State's \$950 million PPTRA contribution to localities to offset the personal property tax bills localities send to taxpayers. The FY 2011 Recommended Budget assumed that PPTRA revenue would be reduced by one-third (\$4.8 million), with the assumption that the loss in State revenue would be recouped through bills to personal property taxpayers. However, based on the General Assembly's final budget, the County will receive the same \$14.5 million in PPTRA funding in FY 2011 as in recent years. Although budget staff informed the Board that the proposal to make changes to the PPTRA distribution was defeated during this year's General Assembly session, an adjustment was not made to the revenue side of the County's budget. A budget amendment will be made in FY 2011 to appropriately shift the \$4.8 million from the regular Personal Property revenue account to the PPTRA revenue account under State revenues.

Non-categorical revenue totals \$10,483,795 and accounts for 39.4 percent of all State revenues. \$9,672,948 or 92.3 percent of non-categorical revenue is designated for personal property tax relief.

**Shared Expenses**

Shared expenses are revenues for programs that are jointly funded by the State and the locality. Programs for which the costs are shared by the State include the offices of the Commonwealth's Attorney, Sheriff, Commissioner of Revenue, Treasurer, Clerk of the Circuit Court and the Registrar/Electoral Board. Revenue for shared expenses comprises \$5,107,762, or 19.2 percent of all State revenues.

**Social Services**

Social Services revenues are a combination of State and Federal funds that pass through the State to the locality for Social Services programs, such as public assistance programs, adoption subsidies, foster care services and programs under the Comprehensive Services Act (CSA). The various programs administered by the Social Services Department have different levels of funding or “local match” requirements. A local match is the locality's required share of funding for a program. For example, a program may have an approved State budget of \$100,000 with an 80/20 match. This means the State would fund 80 percent, or \$80,000, of the program and the locality would be required to fund 20 percent, or \$20,000, of the program. Local match requirements for the different Social Services programs range from zero percent to 50 percent of program costs. FY 2011 budget estimates are based on expenditure trends for the programs and the application of the appropriate allocation formulas, and anticipated case loads in mandated sum sufficient programs. A sum sufficient program is one in which the State is required to fund 100 percent of its share of eligible cases regardless of the original funding allocation. A non-sum sufficient program can be suspended once the State allocation and any required local match have been fully expended.

Social Services revenue totals \$10,617,867 and accounts for 39.9 percent of all State revenues.

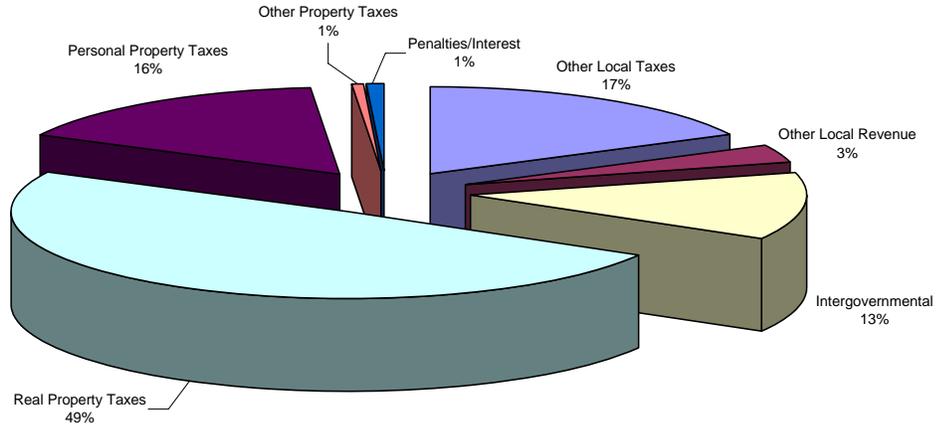
**Other Categorical Reimbursements**

Other categorical reimbursement revenues are State revenues that are designated for a specific activity, such as the Victim Witness grant in the Commonwealth Attorney’s Office. Budget estimates for these revenues reflect anticipated and actual grant awards, historical receipts or population estimates, depending upon the source and calculation methodology of the grant.

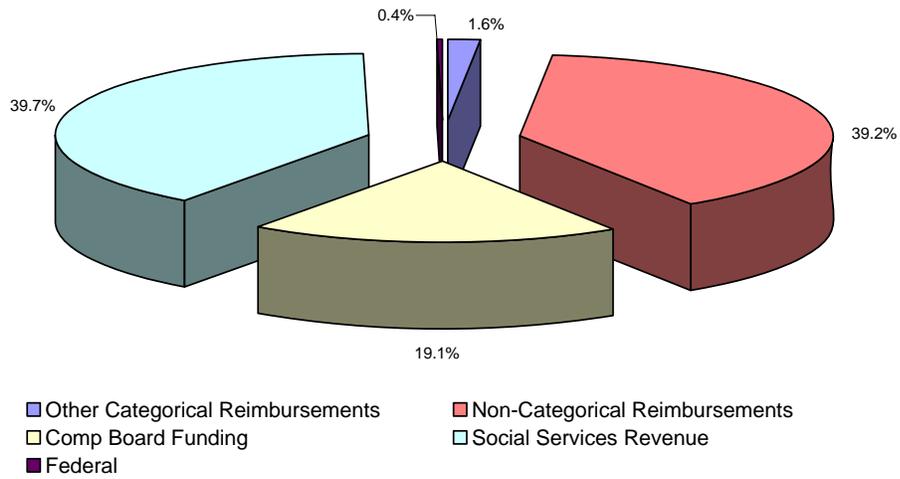
Other categorical reimbursements total \$419,238 and account for 1.6 percent of all State revenues.

A complete listing of state revenues, and the corresponding budgeted amounts, can be found in the General Revenue Detail section, beginning on page 80.

**FY 2011 Adopted Budget General Fund Revenue Sources**



**Intergovernmental Revenues by Category**



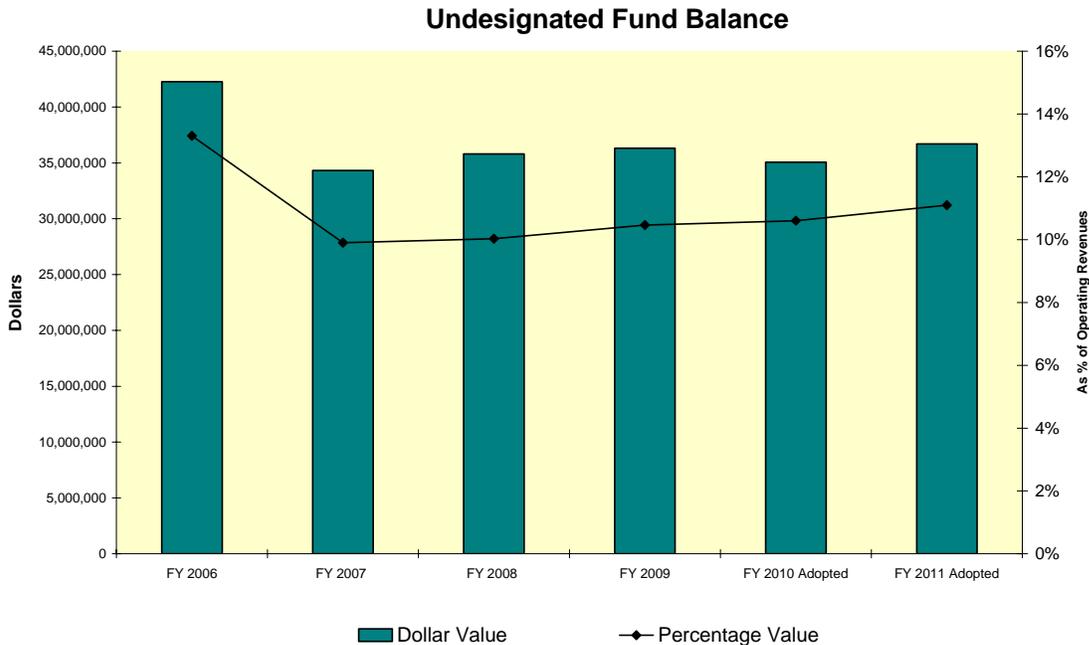
**Use of (Addition to) Fund Balance**

**FY 2011 Budget – \$130,000**

The County's General Fund Balance is an accumulation over time of revenues in excess of expenditures. The Fund Balance includes funds that are designated for anticipated expenditures, such as construction; a Fiscal Stability Reserve; and undesignated funds. Undesignated funds are available to be expended as directed by the Board of Supervisors.

At June 30, 2010, the fund balance is projected to be \$36,832,726, which includes the one-time revenue generated from the three-penny increase in the real estate tax rate above the equalized rate. \$130,000 of the fund balance is anticipated for use in the FY 2011. This is the allocation to the Sheriff's office (\$100,000) and the Commonwealth's Attorney's office (\$30,000) of forfeiture and seizure revenues collected in prior years and to be used in FY 2011 to offset reductions in State revenue for these offices. The fund balance at the end of FY 2011 is projected to be \$36,702,726 or 10.72 percent of operating revenues. This \$36.7 million breaks down as follows:

- Fiscal Stability Reserve (10% of operating revenues).....\$34,244,760
- FY 2011 General Fund Holdback.....\$1,773,000
- Undesignated Fund Balance .....\$ 684,966



**Chart includes both Fiscal Stability Reserve and Undesignated Fund Balance**

## Capital Projects Fund Revenues

### Local Revenues

**FY 2011 Budget – \$112,920**

Local revenues include special assessments for Hunters Lodge (\$30,000), Fredericksburg's share of the relocation of the Magistrate's office (\$75,000) and proffers (\$7,920).

### Federal Revenues

**FY 2011 Budget – \$312,218**

Federal revenue includes \$312,218 from Build America Bond Subsidies, related to the Summer 2009 bond issuance.

### Debt Proceeds

**FY 2011 Budget – \$0**

It is anticipated that bonds will be issued in the Summer of 2010 to fund additional portions of the Circuit Court and Public Safety buildings which were approved in the 2005 bond referendum, and lease-purchases to maintain technology equipment and operating systems. However, neither debt proceeds nor project expenditures are included in the Capital Projects Fund in the Adopted FY 2011 Budget. Upon finalizing issuance of the bonds in Summer 2010, staff will request that the Board amend the budget to include revenues and expenditures associated with bond funded projects and to appropriate the expenditures. Debt service expenditures related to this borrowing are included in the FY 2011 budgeted expenditures in the General Fund and the Transportation Fund.

### Use of (Addition to) Fund Balance

**FY 2011 Budget – \$487,969**

The Capital Projects Fund Balance is an accumulation over time of revenues in excess of expenditures. The fund balance is made up of designated and undesignated funds. Designated funds are for specific anticipated funding requirements. Undesignated funds are available to be expended as directed by the Board of Supervisors for capital projects.

The FY 2011 Adopted Budget includes the use of \$487,969 from the Capital Projects fund balance, all of which is capitalized interest from the previous bond issuance.

## **Economic Development Opportunities Fund Revenues**

**Local Revenues** **FY 2011 Budget – \$76,256**

Local revenues include Interest Earnings (\$12,860) and Rental Income (\$63,396).

**Use of (Addition To) Fund Balance** **FY 2011 Budget – \$86,584**

The Economic Development Opportunities (EDO) Fund Balance is an accumulation over time of revenues in excess of expenditures. For FY 2011, expenditures are expected to exceed revenues by \$86,584, thereby decreasing the fund balance by that amount. At June 30, 2010, the EDO fund balance is projected to be \$163,261. At the end of FY 2011, the EDO fund balance is projected to be \$76,677.

## **Fire/EMS Service Fee Fund Revenues**

**Local Revenues** **FY 2011 Budget – \$2,400,000**

Local Revenues are the Emergency Rescue Service Fees collected through the Revenue Recovery program implemented by the Board in October 2005.

**Use of (Addition To) Fund Balance** **FY 2011 Budget – \$140,792**

The Fire/EMS Service Fee Fund Balance is an accumulation over time of revenues in excess of expenditures. For FY 2011, revenues are expected to exceed expenses by \$109,549, but \$250,341 is anticipated for transfer to the General Fund to help offset State revenue reductions made to the Sheriff's office, netting a \$140,792 use of fund balance.. At June 30, 2010, the Fire/EMS Service Fee fund balance is projected to be \$416,685. At the end of FY 2011, the Fire/EMS Service Fee fund balance is projected to be \$275,893.

## **Code Compliance Fund Revenues**

**Local Revenues** **FY 2011 Budget – \$2,113,426**

Local Revenues include the Development Review Fees (\$1,938,426) and Administrative Charges (\$175,000).

The FY 2011 Adopted Budget revenue projections are based upon the building and zoning fees approved by the Board which were effective March 1, 2008.

## **Transportation Fund Revenues**

### **Local Revenues**

**FY 2011 Budget – \$5,504,601**

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 2011 fuel tax revenue to be \$4,317,142.

\$1,154,639 of local revenue in the Transportation Fund is attributable to Real Property revenues generated through four Special Tax districts: Massaponax, Harrison Crossing, Lee Hill East and Lee Hill West. These districts were established to provide transportation improvements in those areas. Bonds have been issued to make the improvements and special real property tax assessments are used to pay the debt service on these bonds. The balance of the revenue is attributable to site impact fees (\$17,820), and estimated interest earnings (\$15,000).

### **Use of Fund Balance**

**FY 2011 Budget – \$2,075,781**

The Transportation Fund Balance is an accumulation over time of revenues in excess of expenditures and reservations of special tax district and set aside funding. For FY 2011, the anticipated use of fund balance is related to the reservation of funds collected in previous years for special tax districts and set-asides. At June 30, 2010, the Transportation fund balance is projected to be \$5,898,983. At the end of FY 2011, the Transportation fund balance is projected to be \$3,823,202.

## **Joint Fleet Maintenance Fund Revenues**

### **Local Revenues**

**FY 2011 Budget – \$2,038,973**

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 local revenue budgeted in this fund consists of County and School reimbursements for services provided by the Fleet Facility.

## School Operating Fund Revenues

**Local Revenues Generated by School Board**                      **FY 2011 Budget – \$3,156,255**

This revenue is generated primarily from tuition charges for adult education and from other localities, rental fees, insurance adjustments, and payments from other agencies.

**State Revenues**    **FY 2011 Budget – \$106,155,956**

State Revenues include 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 by which the State allocates revenue to school systems across the State are based upon average daily enrollment. Once actual enrollment figures are collected by the school system and reported to the State at the beginning of the school year, the State may adjust the revenue allocation based upon the actual student enrollment.

The State revenue includes \$2.8 million from State and Federal funds authorized in the State Fiscal Stabilization Fund of the American Recovery and Reinvestment Act (ARRA) of 2009. In total, Schools' staff is expecting \$24.3 million less in operating revenues from the State in FY 2011 than budgeted in FY 2010.

**Federal Revenues**    **FY 2011 Budget – \$19,085,632**

Federal Revenues include Federal funds for special education programs serving specific children (such as those children with emotional, behavioral or physical disabilities) within the school-aged population residing in Spotsylvania, and Adult Education. This revenue includes a total of \$5.3 million from Federal funds for Title I and Title VI-B Individuals with Disabilities Education Act (IDEA) authorized in the American Recovery and Reinvestment Act (ARRA) of 2009.

## **School Food Service Fund Revenues**

**Locally Generated Revenues**      **FY 2011 Budget – \$5,887,556**

This revenue is generated primarily from the sale of student lunches.

**State Revenues**      **FY 2011 Budget – \$191,731**

**Federal Revenues**      **FY 2011 Budget – \$3,050,000**

The State and Federal governments provide some financial assistance to meet State and Federal requirements for providing nutritionally sound student breakfasts and lunches.

## **School Capital Projects Fund Revenues**

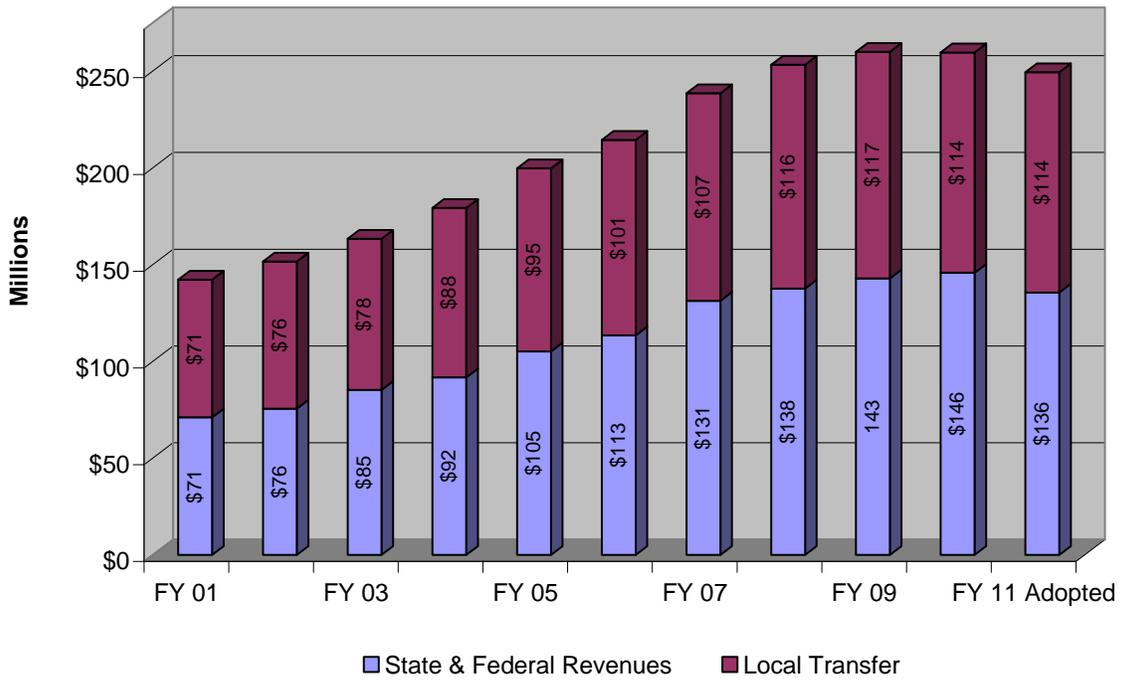
**Local Revenues**      **FY 2011 Budget – \$0**

Local revenues for the purpose of School capital projects are proffers that have been collected from developers, or interest earnings on bonds issued for School capital projects. The Schools do not anticipate any local revenues for FY 2011 projects.

**Debt Proceeds**      **FY 2011 Budget – \$0**

Debt proceeds fund the capital improvement activities of the school system. Possible sources of financing are the Virginia Public School Authority (VPSA), general obligation (GO) bonds, lease revenue bonds issued through the County's EDA, and literary loan funds from the State. The Schools do not anticipate issuing additional debt for FY 2011 projects.

### Schools' Major Revenue Source History



# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

## Revenue Detail

Object	Description	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
<b>GENERAL FUND</b>							
<b>Real Property Taxes</b>							
311.0101	Current Taxes Real Estate	93,855,338	94,090,544	95,703,487	101,868,497	8.3%	7,777,953
311.0102	Delinquent Taxes Real Estate	1,815,108	1,881,811	1,891,374	1,529,797	(18.7%)	(352,014)
311.0110	Deferred Taxes	160,398	258,390	258,390	160,398	(37.9%)	(97,992)
311.0201	Current Taxes Pub Svc Real Prop	2,176,495	1,452,419	1,792,379	1,827,219	25.8%	374,800
		<u>98,007,339</u>	<u>97,683,164</u>	<u>99,645,630</u>	<u>105,385,911</u>	<u>7.9%</u>	<u>7,702,747</u>
<b>Personal Property Taxes</b>							
311.0203	Current Taxes Pub Svc Personal Prop	133,778	80,000	80,000	100,000	25.0%	20,000
311.0301	Current Taxes Personal Property	23,438,133	28,926,534	27,067,933	32,078,508	10.9%	3,151,974
311.0302	Delinquent Taxes Personal Property	2,234,355	1,740,523	1,740,523	1,740,523	0.0%	0
311.0303	Current Taxes Mobile Home	53,913	65,000	65,000	65,000	0.0%	0
311.0304	Delinquent Taxes Mobile Home	17,813	20,000	20,000	20,000	0.0%	0
		<u>25,877,992</u>	<u>30,832,057</u>	<u>28,973,456</u>	<u>34,004,031</u>	<u>10.3%</u>	<u>3,171,974</u>
<b>Other Property Taxes</b>							
311.0306	Current Taxes Heavy Equipment	350,898	252,535	252,535	353,809	40.1%	101,274
311.0307	Delinquent Taxes Heavy Equipment	12,884	25,253	25,253	35,381	40.1%	10,128
311.0401	Current Taxes Machinery & Tools	943,973	780,767	780,767	991,197	27.0%	210,430
311.0402	Delinquent Taxes Machinery & Tools	44,465	27,327	34,437	34,692	27.0%	7,365
		<u>1,352,220</u>	<u>1,085,882</u>	<u>1,092,992</u>	<u>1,415,079</u>	<u>30.3%</u>	<u>329,197</u>
<b>Penalties &amp; Interest - Taxes</b>							
311.0601	Penalties	1,259,286	1,100,000	1,150,000	1,150,000	4.5%	50,000
311.0602	Interest	564,503	500,000	525,000	525,000	5.0%	25,000
		<u>1,823,789</u>	<u>1,600,000</u>	<u>1,675,000</u>	<u>1,675,000</u>	<u>4.7%</u>	<u>75,000</u>
<b>TOTAL GENERAL PROPERTY TAXES</b>		<u>127,061,340</u>	<u>131,201,103</u>	<u>131,387,078</u>	<u>142,480,021</u>	<u>8.6%</u>	<u>11,278,918</u>
<b>Sales Tax</b>							
312.0101	Local Sales Tax	14,383,878	14,039,901	13,448,926	13,448,926	(4.2%)	(590,975)
312.0102	Communication Sales Tax	5,023,366	5,280,000	4,679,614	4,679,614	(11.4%)	(600,386)
		<u>19,407,244</u>	<u>19,319,901</u>	<u>18,128,540</u>	<u>18,128,540</u>	<u>(6.2%)</u>	<u>(1,191,361)</u>
<b>Utility Taxes</b>							
312.0201	Utility Tax Consumer Tax	2,373,184	2,720,000	2,424,974	2,424,974	(10.8%)	(295,026)
		<u>2,373,184</u>	<u>2,720,000</u>	<u>2,424,974</u>	<u>2,424,974</u>	<u>(10.85%)</u>	<u>(295,026)</u>
<b>Other Taxes</b>							
312.0301	Business License Taxes	3,900,329	4,098,295	3,900,329	3,900,329	(4.8%)	(197,966)
312.0310	Daily Rental Taxes	46,165	81,685	56,000	56,000	(31.4%)	(25,685)
312.0401	Utility Tax Gross Receipt	786,285	513,938	513,938	513,938	0.0%	0
312.0501	Local Vehicle License Fee	2,618,371	2,590,801	2,590,801	2,590,801	0.0%	0
312.0601	Bank Stock Taxes	305,626	379,630	300,000	296,576	(21.9%)	(83,054)
312.0701	Recordation Taxes	2,443,214	2,200,000	2,200,000	2,092,000	(4.9%)	(108,000)
312.1001	Transient Occupancy Taxes	975,880	800,000	875,000	875,000	9.4%	75,000
312.1101	Meals Taxes	6,246,678	6,386,000	6,386,000	6,386,000	0.0%	0
		<u>17,322,548</u>	<u>17,050,349</u>	<u>16,822,068</u>	<u>16,710,644</u>	<u>(2.0%)</u>	<u>(339,705)</u>
<b>TOTAL OTHER LOCAL TAXES</b>		<u>39,102,976</u>	<u>39,090,250</u>	<u>37,375,582</u>	<u>37,264,158</u>	<u>(4.7%)</u>	<u>(1,826,092)</u>

# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

## Revenue Detail

Object	Description	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
<b>Permits/Fees/Regulatory Licenses</b>							
313.0101	Dog Tag Licenses	84,251	47,000	47,000	50,000	6.4%	3,000
313.0304	Land Use Application Fees	1,413	2,500	2,500	2,000	(20.0%)	(500)
313.0305	Transfer Fees	5,286	5,527	5,527	5,794	4.8%	267
313.0318	Well/Septic Permit Fees Local	37,250	25,000	25,000	25,000	0.0%	0
313.0325	Commercial Vehicle Disposal License	10,900	15,000	15,000	10,000	(33.3%)	(5,000)
313.0327	Solicitor Permits	720	500	760	500	0.0%	0
313.0328	Gun Permits	44,999	16,000	16,000	20,000	25.0%	4,000
313.0331	Open Air Burning Permit	8,100	11,000	11,000	8,000	(27.3%)	(3,000)
313.0332	Fire & Safety Inspection Fee	175,663	220,000	28,000	220,000	0.0%	0
313.0333	Towing application/inspection fee	1,575	1,500	1,500	1,500	0.0%	0
313.0334	Massage Parlor Permits	1,950	1,400	1,400	1,400	0.0%	0
		<u>372,107</u>	<u>345,427</u>	<u>153,687</u>	<u>344,194</u>	<u>(0.4%)</u>	<u>(1,233)</u>
<b>Other Local Revenues</b>							
314.0101	County Court Fines	890,371	762,909	900,000	840,000	10.1%	77,091
314.0103	False Fire Alarms	11,500	12,000	8,000	12,000	0.0%	0
314.0104	DNA Local Fee (Clerk of Court)	2,055	3,000	1,600	3,000	0.0%	0
314.0105	Jail Adm Fee (Clerk of Court)	13,940	14,000	14,000	14,000	0.0%	0
314.0106	Courthouse Sec Fee (Clerk of Court)	244,987	212,000	212,000	212,000	0.0%	0
315.0101	Interest on Investments	900,742	900,000	500,000	500,000	(44.4%)	(400,000)
315.0106	Interest Trigon Stock	9,778	45,000	2,800	3,000	(93.3%)	(42,000)
315.0107	Insurance Dividend			7,680		N/A	0
315.0201	Rental of General Property	56,437	56,500	56,500	56,500	0.0%	0
315.0202	Use of Park Facilities	44,094	37,500	37,500	43,500	16.0%	6,000
315.0203	Loriella Park Concessions	12,808	14,275	14,275	13,300	(6.8%)	(975)
315.0206	Antenna Tower Rental	240,963	245,781	245,781	277,227	12.8%	31,446
		<u>2,427,675</u>	<u>2,302,965</u>	<u>2,000,136</u>	<u>1,974,527</u>	<u>(14.3%)</u>	<u>(328,438)</u>
<b>Charges for Services</b>							
316.0102	Excess Fees of Clerks	298,290	123,832	123,832	123,832	0.0%	0
316.0103	Sheriff's Fees	8,199	4,100	4,100	4,100	0.0%	0
316.0104	Clerk of Court Subscriptions	32,990	35,000	35,000	32,000	(8.6%)	(3,000)
316.0105	Courthouse Maintenance Fees	50,101	40,346	40,346	40,346	0.0%	0
316.0106	Copying fees	13,958	10,000	10,000	13,000	30.0%	3,000
316.0107	Circuit Court Judgeship	37,396	40,168	40,168	31,752	(21.0%)	(8,416)
316.0201	Commonwealth Attorney's Fees	3,955	15,600	4,000	4,000	(74.4%)	(11,600)
316.0302	Other Sheriff fees (Chgs for Services)	90,177	90,000	90,000	90,000	0.0%	0
316.0501	Animal Shelter Fees	69,984	72,000	72,000	94,000	30.6%	22,000
316.0502	Rabies Vaccinations	7,960	7,800	7,800	7,200	(7.7%)	(600)
316.0701	Street Lights	5,628	6,100	6,100	6,100	0.0%	0
316.0802	Refuse Disposal Fees	230,919	275,000	275,000	243,434	(11.5%)	(31,566)
316.0803	Weed & Debris Fee	758	1,000	1,000	500	(50.0%)	(500)
316.0805	Recycling Revenues	162,585	165,000	165,000	163,118	(1.1%)	(1,882)
316.0806	Compost Sale Revenues	142,268	145,000	145,000	114,395	(21.1%)	(30,605)
316.1301	Recreation Registration Fees	315,602	348,400	348,400	332,400	(4.6%)	(16,000)
316.1302	Admission Loriella Park	42,365	54,495	54,495	48,765	(10.5%)	(5,730)
316.1304	Ni River Reservoir Fees	26,651	28,600	20,000	27,750	(3.0%)	(850)
316.1305	Hunting Run Reservoir Fees	25,418	31,050	20,000	27,650	(11.0%)	(3,400)
316.1306	Self-Supporting Activities	162,159	169,400	169,400	169,068	(0.2%)	(332)
316.1310	Tourism Event Admissions	0	0	0	34,000	N/A	34,000
316.1311	Stonewall Jackson Run Fee	8,760	10,567	7,225	8,200	(22.4%)	(2,367)
316.1312	Tourism Event Vendor Revenue	485	0	0	0	N/A	0
316.1601	Planning Department Publications	1,798	2,500	2,500	1,596	(36.2%)	(904)
316.1602	Sale of Publications	172	350	681	350	0.0%	0
316.1603	Plat Filing Fees	278,851	294,984	220,396	127,740	(56.7%)	(167,244)
316.1607	Telecommunications Review Fee	0	30,000	30,000	30,000	0.0%	0
316.1608	Planning Review Fees	377,133	377,235	101,823	200,000	(47.0%)	(177,235)
316.1610	GIS Fees	261,864	430,465	430,465	128,940	(70.0%)	(301,525)
316.1611	Annual PEG Fee Grt	30,768	18,000	18,000	18,000	0.0%	0
		<u>2,687,194</u>	<u>2,826,992</u>	<u>2,442,731</u>	<u>2,122,236</u>	<u>(24.9%)</u>	<u>(704,756)</u>

# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

## Revenue Detail

Object	Description	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
<b>Miscellaneous</b>							
318.0303	VOPEX Exercises	25,000	25,000	25,000	25,000	0.0%	0
318.0305	Sheriff Court Restitution	220		3,992	0	N/A	0
318.0306	Animal Control Court Restitution	2,284		0	0	N/A	0
318.9904	Non-Taxable Tourism Misc	86	0	97	0	N/A	0
318.9905	Taxable Tourism Misc	1,161	1,500	1,500	1,500	0.0%	0
318.9906	Sale of Surplus Property	43,618	52,000	42,738	52,000	0.0%	0
318.9907	P/R Sale Items	1,315	1,800	1,800	1,800	0.0%	0
318.9913	Administrative Collection Fee	360,014	225,000	225,000	300,000	33.3%	75,000
318.9915	Miscellaneous	50,994	118,716	27,082	26,534	(77.6%)	(92,182)
318.9917	W/S Administrative Fee	1,819,450	1,860,573	1,860,573	2,189,806	17.7%	329,233
318.9918	Other Local Rev Sources	10,000	12,000	12,000	12,000	0.0%	0
318.9919	Proffers	86,863	0	57,770	0	N/A	0
318.9920	Insurance Recovery Revenue	413,950	48,000	48,000	48,000	0.0%	0
318.9923	Donations	29,806	0	3,652	0	N/A	0
318.9924	Composting Admin Fee	435,773	627,722	0	0	(100.0%)	(627,722)
318.9930	Tourism Comm Event Donations	11,276	40,200	40,200	39,000	(3.0%)	(1,200)
318.9932	Training Fees	1,700	0	3,500	0	N/A	0
318.9933	FOIA Reimbursement	1,774	0	1,825	0	N/A	0
318.9941	DSS/CSA local revenue	254,118	0	0	0	N/A	0
318.9945	Sheriff Local Services	16,878	75,000	20,000	20,000	(73.3%)	(55,000)
341.0201	Land sale surplus	0	100,000	100,000	0	(100.0%)	(100,000)
341.0503	Benefit Reserve	0	800,000	800,000	0	(100.0%)	(800,000)
		<u>3,566,280</u>	<u>3,987,511</u>	<u>3,274,729</u>	<u>2,715,640</u>	<u>(31.9%)</u>	<u>(1,271,871)</u>
<b>TOTAL OTHER LOCAL REVENUE</b>		<u>9,053,256</u>	<u>9,462,895</u>	<u>7,871,283</u>	<u>7,156,597</u>	<u>(24.4%)</u>	<u>(2,306,298)</u>
<b>Non-Categorical State Aid</b>							
322.0100	ABC Profits	0	0	0	0	N/A	0
322.0200	Wine Taxes	0	0	0	0	N/A	0
322.0300	Motor Veh Carrier Taxes (Rolling Stock)	66,908	14,000	14,000	14,000	0.0%	0
322.0500	Mobile Home Titling Taxes	53,819	68,400	68,400	68,400	0.0%	0
322.0600	Grantor's Tax	524,660	534,886	428,447	428,447	(19.9%)	(106,439)
322.1000	DMV Rental Tax	282,878	334,022	300,000	300,000	(10.2%)	(34,022)
322.1100	Personal Property Tax Relief Act	14,509,422	14,509,422	14,509,422	9,672,948	(33.3%)	(4,836,474)
		<u>15,437,687</u>	<u>15,460,730</u>	<u>15,320,269</u>	<u>10,483,795</u>	<u>(32.2%)</u>	<u>(4,976,935)</u>
<b>Shared Expenses</b>							
323.0100	Commonwealth Attorney	786,214	801,524	744,608	705,780	(11.9%)	(95,744)
323.0200	Sheriff	2,590,388	3,549,536	3,549,536	3,196,201	(10.0%)	(353,335)
323.0300	Commissioner of Revenue	310,810	309,087	282,337	248,640	(19.6%)	(60,447)
323.0400	Treasurer	276,047	281,086	259,150	212,589	(24.4%)	(68,497)
323.0600	Registrar/Electoral Board	67,035	80,317	80,317	64,254	(20.0%)	(16,063)
323.0700	Clerk of Circuit Court	694,978	786,848	655,735	680,298	(13.5%)	(106,550)
		<u>4,725,472</u>	<u>5,808,398</u>	<u>5,571,683</u>	<u>5,107,762</u>	<u>(12.1%)</u>	<u>(700,636)</u>
<b>Social Services Revenues</b>							
324.0102	Public Assistance/Welfare Administration	5,583,538	6,662,033	6,782,548	6,357,698	(4.6%)	(304,335)
324.0105	Comprehensive Services Act	2,345,372	4,260,169	4,111,795	4,260,169	0.0%	0
		<u>7,928,910</u>	<u>10,922,202</u>	<u>10,894,343</u>	<u>10,617,867</u>	<u>(2.8%)</u>	<u>(304,335)</u>

# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

## Revenue Detail

Object	Description	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
<b>Other Categorical Reimbursement</b>							
324.0402	Emergency Services	0	18,000	18,000	18,000	0.0%	0
324.0407	Litter Control Grant	20,206	20,684	16,440	16,440	(20.5%)	(4,244)
324.0412	State Fire Program Fund (Ins)	245,994	219,257	219,257	219,000	(0.1%)	(257)
324.0413	Grant Revenues	221,481	71,525	307,659	72,115	0.8%	590
324.0415	Veh Reg Dog/Cat Sterilization	3,432	2,000	2,000	3,000	50.0%	1,000
324.0416	Motor Vehicle Registration (EMS \$)	116,449	95,000	95,000	95,000	0.0%	0
324.0422	VJCCCA Grant	229,329	186,684	186,684	150,152	(19.6%)	(36,532)
324.0430	Reimb Extradition of Prisoners	27,277	55,000	55,000	55,000	0.0%	0
324.0451	Victim/Witness Grant	81,036	95,657	103,975	95,657	0.0%	0
324.0452	Forfeiture/Seizure	195,765	0	0	0	N/A	0
324.0460	Wireless E-911 Surcharge	180,935	99,660	99,660	168,223	68.8%	68,563
324.0498	Reduce aid to localities	(391,177)	(400,000)	(394,457)	(473,349)	18.3%	(73,349)
324.0499	Other Reimb Commonwealth	0	0	0	0	N/A	0
		<u>930,727</u>	<u>463,467</u>	<u>709,218</u>	<u>419,238</u>	<u>(9.5%)</u>	<u>(44,229)</u>
<b>TOTAL STATE REVENUES</b>		<u>29,022,796</u>	<u>32,654,797</u>	<u>32,495,513</u>	<u>26,628,662</u>	<u>(18.5%)</u>	<u>(6,026,135)</u>
<b>Federal Funds</b>							
331.0100	Payments in Lieu of Taxes	24,432	11,500	11,500	11,500	0.0%	0
333.0108	Other Federal Grants	129,763	73,078	350,523	18,078	(75.3%)	(55,000)
333.0109	COPS Grant	0	0	0	0	N/A	0
333.0114	Sheriff Overtime Grant	54,996	0	82,700	0	N/A	0
333.0115	Safer Grant	262,112	149,146	181,057	49,680	(66.7%)	(99,466)
333.0402	ARRA Funds	949,107	0	58,335	31,146	N/A	31,146
333.0499	Other Federal Reimbursements	54,018	63,461	74,017	0	(100.0%)	(63,461)
		<u>1,474,428</u>	<u>297,185</u>	<u>758,132</u>	<u>110,404</u>	<u>(62.9%)</u>	<u>(186,781)</u>
<b>TOTAL FEDERAL REVENUES</b>		<u>1,474,428</u>	<u>297,185</u>	<u>758,132</u>	<u>110,404</u>	<u>(62.9%)</u>	<u>(186,781)</u>
<b>TOTAL GENERAL FUND REVENUES</b>		<u>205,714,796</u>	<u>212,706,230</u>	<u>209,887,588</u>	<u>213,639,842</u>	<u>0.4%</u>	<u>933,612</u>
<b>CAPITAL PROJECTS FUND</b>							
<b>Local Revenues</b>							
315.0205	Field Rental/Concessions	70,906	35,000	0	0	(100.0%)	(35,000)
318.9915	Miscellaneous		0	49,912	0	N/A	0
318.9918	Other Local Revenue	35,127	9,000	9,000	75,000	733.3%	66,000
318.9919	Proffers	505,822	390,323	44,870	7,920	(98.0%)	(382,403)
318.9946	Hunters Lodge Special Assmt	0	0	0	30,000	N/A	30,000
		<u>611,855</u>	<u>434,323</u>	<u>103,782</u>	<u>112,920</u>	<u>(74.0%)</u>	<u>(321,403)</u>
<b>State Revenues</b>							
324.0413	Grant Revenues	308,901	0	40,000	0	N/A	0
324.0499	Other Reimb Commonwealth	478,671	1,336,769	4,592,106	0	(29.1%)	(1,336,769)
		<u>787,572</u>	<u>1,336,769</u>	<u>4,632,106</u>	<u>0</u>	<u>(100.0%)</u>	<u>(1,336,769)</u>
<b>Federal Revenues</b>							
333.0108	Other Federal Grants	125,169	0	311,938	0	N/A	0
333.0402	ARRA Funds	0	0	24,828,207	0	N/A	0
333.0403	BAB Subsidy (ARRA)	0	0	143,100	312,218	N/A	312,218
		<u>125,169</u>	<u>0</u>	<u>25,283,245</u>	<u>312,218</u>	<u>N/A</u>	<u>312,218</u>
<b>Debt Proceeds</b>							
341.0401	Bond Proceeds	0	0	27,570,000	0	N/A	0
341.0408	Interest on Bond/Lease Proceeds	604,145	0	0	0	N/A	0
341.0412	Bond Premiums	0	0	262,135	0	N/A	0
		<u>604,145</u>	<u>0</u>	<u>27,832,135</u>	<u>0</u>	<u>N/A</u>	<u>0</u>
<b>TOTAL CAPITAL PROJECTS FUND REVENUES</b>		<u>2,128,741</u>	<u>1,771,092</u>	<u>57,851,268</u>	<u>425,138</u>	<u>(76.0%)</u>	<u>(1,345,954)</u>

# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

Revenue Detail		FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
Object	Description						
<b>ECONOMIC DEVELOPMENT OPPORTUNITIES FUND</b>							
<b>Local Revenues</b>							
315.0101	Interest on Investments	34,864	45,000	45,000	12,860	(71.4%)	(32,140)
315.0201	Rental of General Property	122,842	123,000	123,000	63,396	(48.5%)	(59,604)
		<u>157,706</u>	<u>168,000</u>	<u>168,000</u>	<u>76,256</u>	<u>(54.6%)</u>	<u>(91,744)</u>
<b>TOTAL ECONOMIC DEV INCENTIVE FUND REVENUE</b>		<u>157,706</u>	<u>168,000</u>	<u>168,000</u>	<u>76,256</u>	<u>(54.6%)</u>	<u>(91,744)</u>
<b>FIRE/EMS SERVICE FEE FUND</b>							
<b>Local Revenues</b>							
316.04-01	Em Rescue Svc Fees	2,203,637	2,200,000	2,200,000	2,400,000	9.1%	200,000
		<u>2,203,637</u>	<u>2,200,000</u>	<u>2,200,000</u>	<u>2,400,000</u>	<u>9.1%</u>	<u>200,000</u>
<b>TOTAL FIRE/EMS SERVICE FEE FUND</b>		<u>2,203,637</u>	<u>2,200,000</u>	<u>2,200,000</u>	<u>2,400,000</u>	<u>9.1%</u>	<u>200,000</u>
<b>CODE COMPLIANCE FUND</b>							
<b>Local Revenues</b>							
313.0307	Development Review Fees	2,777,005	2,920,132	1,620,132	1,938,426	(33.6%)	(981,706)
314.0101	County court fines	309	0	0	0	N/A	0
315.0101	Interest	3,836	0	0	0	N/A	0
316.1609	Tier Drainage Cost Sharing	0	0	0	0	N/A	0
318.9914	Code Compliance Admin Charges	232,430	248,498	248,498	175,000	(29.6%)	(73,498)
318.9918	Other Local Revenue sources	1,795	0	0	0	N/A	0
		<u>3,015,375</u>	<u>3,168,630</u>	<u>1,868,630</u>	<u>2,113,426</u>	<u>(33.3%)</u>	<u>(1,055,204)</u>
<b>TOTAL CODE COMPLIANCE FUND</b>		<u>3,015,375</u>	<u>3,168,630</u>	<u>1,868,630</u>	<u>2,113,426</u>	<u>(33.3%)</u>	<u>(1,055,204)</u>
<b>TRANSPORTATION FUND</b>							
<b>Local Revenues</b>							
311.0101	Curr Real Property Taxes	942,172	882,870	882,870	1,154,639	30.8%	271,769
311.0601	Penalties	7,300	600	600	0	(100.0%)	(600)
312.1701	Gas Tax				4,317,142	N/A	4,317,142
313.0335	Transportation Site Impact Fees	27,700	33,720	33,720	17,820	(47.2%)	(15,900)
314.0101	County Court Fines	0	191,214	191,214	0	(100.0%)	(191,214)
315.0101	Interest on Investments	84,612	50,000	50,000	15,000	(70.0%)	(35,000)
318.9919	Proffers	0	0	0	0	N/A	0
		<u>1,061,784</u>	<u>1,158,404</u>	<u>1,158,404</u>	<u>5,504,601</u>	<u>375%</u>	<u>4,346,197</u>
<b>TOTAL TRANSPORTATION FUND</b>		<u>1,061,784</u>	<u>1,158,404</u>	<u>1,158,404</u>	<u>5,504,601</u>	<u>375.2%</u>	<u>4,346,197</u>
<b>JOINT FLEET MAINTENANCE FUND</b>							
<b>Local Revenues</b>							
	Service Charges	1,535,342	2,107,068	2,107,068	2,038,973	(3.2%)	(68,095)
		<u>1,535,342</u>	<u>2,107,068</u>	<u>2,107,068</u>	<u>2,038,973</u>	<u>-3.2%</u>	<u>(68,095)</u>
<b>TOTAL JOINT FLEET MAINTENANCE FUND</b>		<u>1,535,342</u>	<u>2,107,068</u>	<u>2,107,068</u>	<u>2,038,973</u>	<u>(3.2%)</u>	<u>(68,095)</u>

# SPOTSYLVANIA COUNTY ADOPTED BUDGET FY 2011

## Revenue Detail

Object	Description	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010	Dollar Inc/(Dec) over FY 2010
<b>SCHOOL OPERATING FUND</b>							
<b>Local Revenues</b>		2,886,644	2,853,162	2,853,162	3,156,255	10.6%	303,093
<b>State Revenues</b>							
	324.0201 State Sales Tax	20,898,170	22,599,977	22,599,977	21,527,023	(4.7%)	(1,072,954)
	324.0203 Other State Funds	109,184,388	107,873,608	107,873,608	84,628,933	(21.5%)	(23,244,675)
		130,082,558	130,473,585	130,473,585	106,155,956	(18.6%)	(24,317,629)
<b>Federal Revenues</b>							
	333.0210 School Federal Funds	9,690,934	12,741,621	12,741,621	19,085,632	49.8%	6,344,011
<b>TOTAL SCHOOL OPERATING FUND REVENUES</b>		<u>142,660,136</u>	<u>146,068,368</u>	<u>146,068,368</u>	<u>128,397,843</u>	<u>-12.1%</u>	<u>(17,670,525)</u>
* School revenues do not include the Local Transfer from the General Fund.							
<b>SCHOOL FOOD SERVICE FUND</b>							
<b>Local Revenues</b>		5,621,608	7,050,096	7,050,096	5,887,556	-16.5%	(1,162,540)
<b>State Revenues</b>							
	325.0203 Other State Funds	154,458	163,091	163,091	191,731	17.6%	28,640
<b>Federal Revenues</b>							
	333.0210 School Federal Funds	2,944,813	2,407,585	2,407,585	3,050,000	26.7%	642,415
<b>TOTAL SCHOOL FOOD SERVICE FUND REVENUES</b>		<u>8,720,879</u>	<u>9,620,772</u>	<u>9,620,772</u>	<u>9,129,287</u>	<u>-5.1%</u>	<u>(491,485)</u>
<b>SCHOOL CAPITAL PROJECTS FUND</b>							
<b>Local Revenues</b>							
	318.9919 Proffer funding	58,819	0	0	0	N/A	0
	Interest revenue	423,496	0	0	0	N/A	0
		482,315	0	0	0	N/A	0
<b>Federal Revenues</b>							
	333.0401 Other Federal Grants	0	0	184,890	0	N/A	0
<b>State Revenues</b>							
	Interest rate subsidy	0	0	0	0	N/A	0
<b>Debt Proceeds</b>							
	341.0401 Bonds	0	0	0	0	N/A	0
	Literary Loans	0	0	0	0	N/A	0
		0	0	0	0	N/A	0
<b>TOTAL SCHOOL CAPITAL PROJECTS REVENUES</b>		<u>482,315</u>	<u>0</u>	<u>184,890</u>	<u>0</u>	<u>0.0%</u>	<u>0</u>

# **EXPENDITURES**

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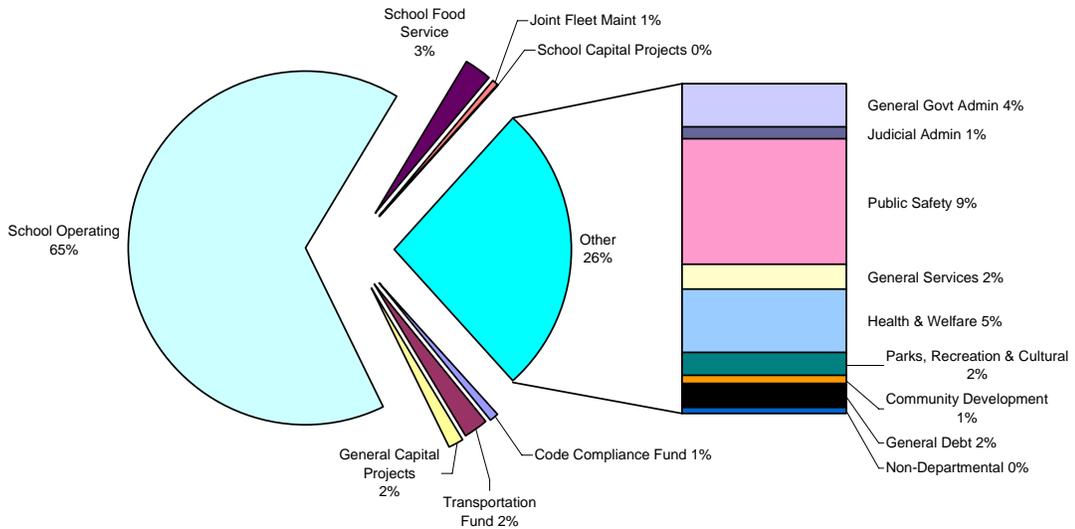
**DEPARTMENT/AGENCY BUDGETS  
TAX SUPPORTED EXPENDITURES  
AS SHARE OF NON-DESIGNATED REVENUES**

DEPARTMENT	FY 2009 Adopted	FY 2010 Adopted	FY 2011 Adopted	PERCENTAGE OF NON-DESIGNATED REVENUES
Transfer to Schools	117,057,836	113,830,339	113,830,339	66.32%
Sheriff	11,812,117	11,953,887	12,388,300	7.22%
Fire, Rescue, & Emergency Mgmt	9,434,838	9,380,052	9,635,764	5.61%
Social Services	5,811,733	6,024,682	6,869,135	4.00%
Debt Service	8,254,265	5,709,430	6,738,143	3.93%
Regional Detention Facilities	5,692,530	5,862,195	5,464,175	3.18%
General Services	5,084,794	4,895,760	5,254,445	3.06%
Information Services	3,778,781	3,824,500	4,139,873	2.41%
Regional Library	3,926,122	3,667,938	3,986,678	2.32%
Transfer to Capital Projects	2,774,243	3,180,771	3,758,827	2.19%
Parks and Recreation	2,232,757	2,169,852	2,213,438	1.29%
General Bldgs and Grounds	1,221,802	1,594,544	1,594,544	0.93%
Non-departmental	1,866,534	1,755,451	1,280,686	0.75%
Transfer to Code Compliance	0	651,453	1,274,623	0.74%
Finance	1,290,212	1,187,715	1,168,435	0.68%
Commissioner of Revenue	1,060,381	1,059,994	1,119,378	0.65%
Treasurer	981,217	944,321	954,474	0.56%
Commonwealth's Attorney	868,932	814,603	936,001	0.55%
Assessment	928,606	973,285	891,834	0.52%
Transfer to Transportation	2,932,079	2,900,574	877,806	0.51%
County Administrator	1,086,524	1,018,744	805,292	0.47%
Human Resources	611,899	581,304	721,914	0.42%
County Attorney	708,975	694,379	709,403	0.41%
Economic Development	795,563	662,217	668,107	0.39%
Local Health Department	639,521	622,569	622,569	0.36%
Planning	147,561	400,240	613,714	0.36%
Clerk of Circuit Court	(39,542)	481,394	548,993	0.32%
Board of Supervisors	378,648	388,938	391,720	0.23%
Rapp Area Community Svcs Board	310,007	270,636	270,636	0.16%
Independent Auditor	154,500	206,500	210,500	0.12%
Circuit Court	137,838	141,786	152,153	Less than 1/10 of 1%
Virginia Cooperative Extension	136,756	133,381	136,210	Less than 1/10 of 1%
Electoral Board	121,666	102,232	135,231	Less than 1/10 of 1%
Risk Management	88,832	116,638	116,638	Less than 1/10 of 1%
Registrar	86,995	84,400	102,651	Less than 1/10 of 1%
Court Services Unit	105,125	126,893	98,085	Less than 1/10 of 1%
Transfer to ED Opportunities Fund	0	0	70,000	Less than 1/10 of 1%
Juvenile & Domestic Relations Court	40,731	40,231	47,312	Less than 1/10 of 1%
Central Supply	42,647	42,647	42,647	Less than 1/10 of 1%
Germanna Community College	30,285	27,256	27,256	Less than 1/10 of 1%
Tourism	0	205,855	23,728	Less than 1/10 of 1%
General District Court	27,789	27,789	21,300	Less than 1/10 of 1%
Museum	19,022	19,022	19,020	Less than 1/10 of 1%
Magistrates	7,315	12,894	18,913	Less than 1/10 of 1%
Medical Examiner	1,500	1,500	1,500	Less than 1/10 of 1%
Sub Total	192,649,936	188,790,791	190,952,390	

Less use of designated revenues  
(Transfers from other funds, etc) that  
are used specifically for General Fund  
expenditures.

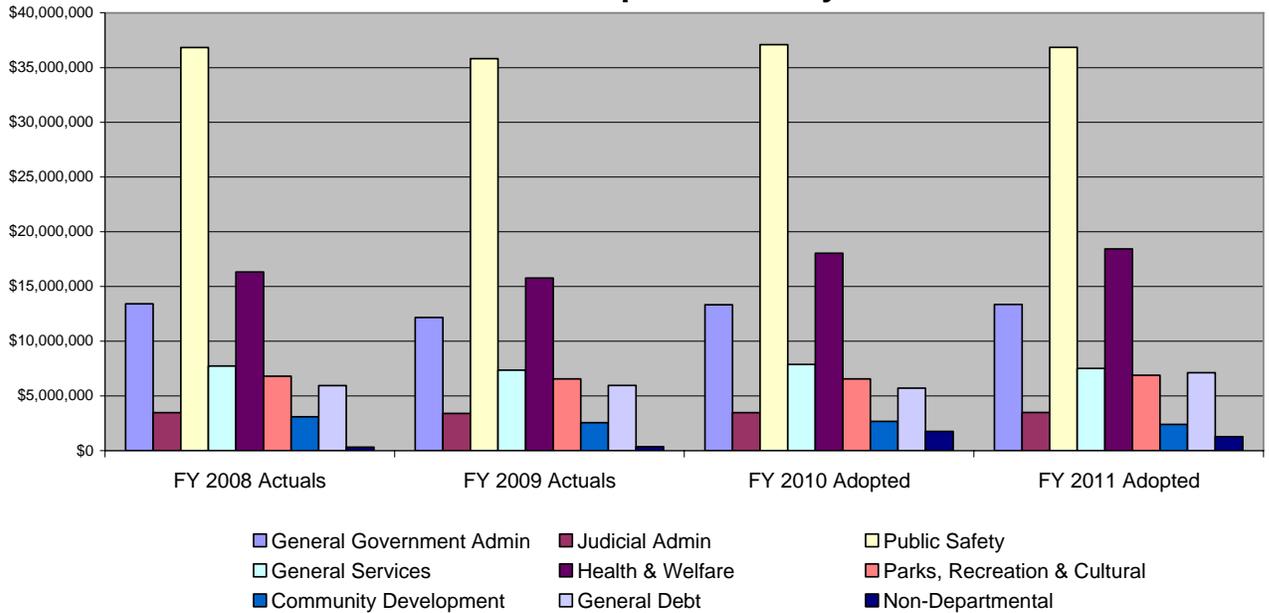
<b>(14,890,770)</b>	<b>(17,526,342)</b>	<b>(19,317,819)</b>
177,759,166	171,264,449	171,634,571

## FY 2011 Adopted County Expenditures



Note: Ec Dev Opp Fund not included; less than 1/2 of 1 percent of total.

## General Fund Expenditures by Use



## Citizen Services/Regional Agencies

*Local funding only - grant funding NOT included*

	FY 2009 Actuals	FY 2010 Adopted Budget	FY 2011 Agency Request	FY 2011 Adopted Budget	Dollar Inc/(Dec) over FY 2010 Adopted Budget	Percentage Inc/(Dec) over FY 2010 Adopted Budget
4-H Educational Center	1,680	0	2,000	2,000	2,000	N/A
disAbility Resource Center	29,333	29,333 *	26,400	26,400	(2,933)	-10.0%
Forest Fire Extension Service	6,311	12,089	12,089	12,089	0	0.0%
Fredericksburg Regional Boys/Girls Club	16,296	14,666	21,000	14,666	0	0.0%
Germanna Community College	30,285	27,256	214,306	27,256	0	0.0%
Chaplin Youth Center (Group Home Commission)	36,108	36,108	36,108	36,108	0	0.0%
Chaplin Youth Center (Group Home Grant)	118,803	111,046	118,803	118,803	7,757	7.0%
Health Department	719,521	647,569	719,521	647,569	0	0.0%
Lake Anna Civic Association	4,300	3,870	6,500	4,300	430	11.1%
Mental Health America of Fredericksburg	21,541	21,541 *	23,317	21,541	0	0.0%
MICAH Ministries	4,656	4,656 *	10,000	4,656	0	0.0%
Moss Free Clinic	59,581	17,240	67,240	17,240	0	0.0%
Quin Rivers	0	0	30,000	0	0	N/A
RACSB	300,707	270,636	270,636	270,636	0	0.0%
Rappahannock Area Agency on Aging	30,367	30,367 *	30,367	30,367	0	0.0%
Rappahannock Area Council on Children and Paren	23,280	20,952	25,000	20,952	0	0.0%
Rappahannock Area Court Appointed Special Advoc	27,936	25,142	28,000	25,142	0	0.0%
Rappahannock Area Healthy Families	15,830	14,247	14,247	14,247	0	0.0%
Rappahannock Area Youth Comm	34,779	31,378	31,845	31,845	467	1.5%
Rappahannock Area Youth Comm - MOE - VJCCC/	3,547	3,547	3,547	3,547	0	0.0%
Rappahannock Big Brothers/Big Sisters	4,889	4,400	4,620	4,400	0	0.0%
Rappahannock Council Against Sexual Assault	15,365	13,829	15,848	13,829	0	0.0%
Rappahannock Council on Domestic Violence	36,445	36,445 *	34,440	34,440	(2,005)	-5.5%
Rappahannock Emergency Medical Services	30,869	26,504	27,283	27,283	779	2.9%
Rappahannock Legal Services	27,317	27,317 *	30,317	27,317	0	0.0%
Rappahannock Refuge/Hope House	17,494	17,494 *	18,000	17,494	0	0.0%
Rappahannock Regional Disability Services Bd	894	805	0	0	(805)	-100.0%
Rappahannock United Way Vol/Info Prog	9,312	8,381	8,381	8,381	0	0.0%
Rebuilding Together - Fredericksburg	6,984	6,286	8,500	6,286	0	0.0%
SECA	7,450	7,450 *	8,000	7,450	0	0.0%
The ARC of Rappahannock	6,146	5,531	7,000	5,531	0	0.0%
Thurman Brisben Center	41,904	37,714	37,714	37,714	0	0.0%

## Other Regional Agencies

*Local funding only - grant funding NOT included*

	FY 2009 Actuals	FY 2010 Adopted Budget	FY 2011 Agency Request	FY 2011 Adopted Budget	Dollar Inc/(Dec) over FY 2010 Adopted Budget	Percentage Inc/(Dec) over FY 2010 Adopted Budget
CRRL - Regional Library	3,908,820	3,667,938	4,490,664	3,986,678	318,740	8.7%
First Night Fredericksburg	2,880	2,592	5,000	2,592	0	0.0%
FRED Bus System **	534,644	512,942	421,332	421,332	(91,610)	-17.9%
Fredericksburg Regional Alliance	150,593	59,597	120,616	120,616	61,019	102.4%
George Washington Regional Commission	78,318	70,486	88,220	88,220	17,734	25.2%
Greater Fredericksburg Tourism Partnership	151,104	135,994	161,104	135,994	0	0.0%
Rappahannock Juvenile Detention Center	1,815,589	1,794,418	1,642,765	1,639,238	(155,180)	-8.6%
Rappahannock Regional Jail	3,671,128	3,961,861	3,798,152	3,711,264	(250,597)	-6.3%
Rappahannock River Basin Commission ***	1,000	1,000	1,000	1,000	0	0.0%
Tri-County SWCD ****	22,792	22,792	25,000	22,792	0	0.0%
<b>TOTAL ALL AGENCIES FUNDED</b>	<b>12,026,796</b>	<b>11,743,416</b>	<b>12,644,882</b>	<b>11,649,215</b>	<b>(94,201)</b>	<b>-0.8%</b>

\* FY 2010 funding restoration of 10% reduction is contingent upon sale of land

\*\* FRED Bus System - funded in the Transportation Fund

\*\*\* Rappahannock River Basin Commission - funded in the Utilities Fund

\*\*\*\* Tri-County SWCD - funded in the Code Compliance Fund

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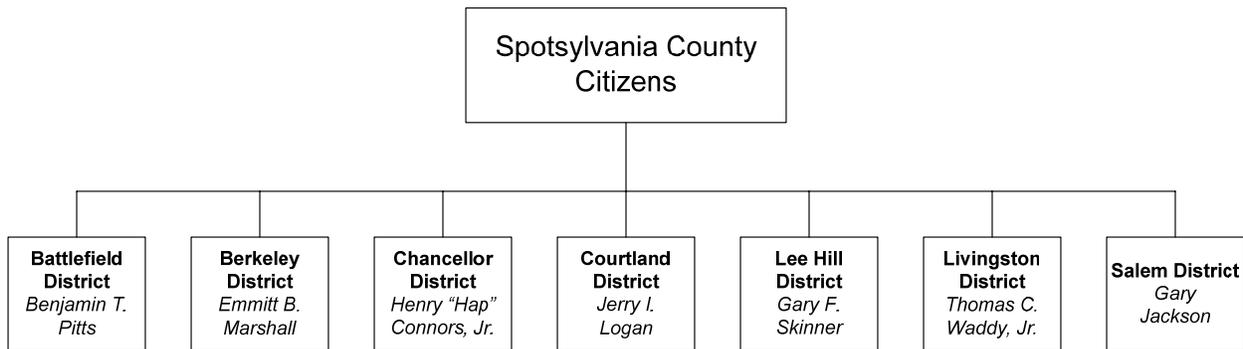
# BOARD OF SUPERVISORS

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## Mission

The Spotsylvania County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsiveness to all citizens.



**Department Summary:** The County of Spotsylvania operates under the traditional form of government utilizing an elected Board of Supervisors and County Administrator. The Board of Supervisors, consisting of seven members elected by district to serve staggered terms, exercises all legislative authority and responsibility granted to them by the Commonwealth of Virginia. The Chancellor, Courtland, Livingston and Salem District Supervisors currently serve four-year terms which expire on December 31, 2011 and the Battlefield, Berkeley and Lee Hill District Supervisors currently serve four-year terms, which expire on December 31, 2013. The chairman and vice-chairman of the Board are elected annually by the members of the Board.

Regular legislative meetings are held in the Board of Supervisors Room, located on the first floor of the Holbert Building, the second Tuesday of every month; Board work sessions are held on the fourth Tuesday of each month. All Board meetings are open to the public and are also televised by the local cable provider. Public hearings are scheduled as needed.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$217,895	\$213,652	\$213,652	\$219,916	\$218,872
Operating	\$145,694	\$175,286	\$176,786	\$175,048	\$172,848
Capital	\$145	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$363,734</b>	<b>\$388,938</b>	<b>\$390,438</b>	<b>\$394,964</b>	<b>\$391,720</b>
<b>Total Associated Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$363,734</b>	<b>\$388,938</b>	<b>\$390,438</b>	<b>\$394,964</b>	<b>\$391,720</b>

Percent Change in Total Budget      0.7%

**Budget Description**

The adopted FY 2011 Board of Supervisors budget of \$391,720 represents an increase of \$2,782, or less than one percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

**Board Appointed: Boards, Committees and Commissions**

(Board of Supervisors Appoints Members Unless Otherwise Noted)

Agricultural/Forestral District Review Committee	Lake Anna Advisory Committee
Black History Commission	Minority Affairs Committee
Board of Building Code Appeals	NACo (National Association of Counties) <sup>3</sup>
Board of Equalization <sup>1</sup>	Parks and Recreation Commission
Board of Supervisors <sup>2</sup>	Planning Commission
Board of Zoning Appeals <sup>1</sup>	Rappahannock Area Agency on Aging Advisory Council
Cable Television and Telecommunications Commission	Rappahannock Area Agency on Aging Board of Directors
Capital Construction Committee (Board Committee)	Rappahannock Area Alcohol Safety Action Program Policy Board
Central Rappahannock Regional Library Board	Rappahannock Area Community Criminal Justice Board (CCJB) (County Staff Members)
Chaplin Youth Center	Rappahannock Area Community Services Board (RACSB)
Community Policy and Management Team (CPMT)	Rappahannock Area Youth Commission
Economic Development Authority	Rappahannock EMS Council
Electoral Board (Political Parties recommend appointments to Circuit Court Judge)	Rappahannock Juvenile Detention Commission
Extension Leadership Council (Board Member Attends)	Rappahannock Regional Jail Authority (Staff Members Attend)
Fredericksburg Area Metropolitan Planning Organization (FAMPO) (Board Members Attend)	Rappahannock River Basin Committee (Board Member /County Staff Attends)
Finance Committee (Board Committee)	Social Services Advisory Board
Fire and EMS Commission	Teen/Senior Citizen Center Board of Directors Fundraising Committee
First Impressions Committee	Towing Advisory Board
Fredericksburg Regional Alliance (Board Member Attends)	Transportation Advisory Group
Fredericksburg Regional Council County (Staff Member Attends)	VACo (Virginia Association of Counties) <sup>3</sup>
Germanna Community College Board Members	Workforce Investment Board
George Washington Regional Commission (GWRC)	YMCA Board of Directors (Board member attends)
Green Government Commission	
High Growth Commission (Board Member Attends)	
Historic Preservation Commission	

<sup>1</sup> Board of Supervisors makes recommendation or nomination, Circuit Court Judge Appoints

<sup>2</sup> Elected

<sup>3</sup> State or National Organization, Board does not appoint members

## **Boards, Committees and Commission Memberships**

(Board Members either volunteer or are appointed by fellow Board Members)

Agricultural/Forestral District Review Committee \*

Capital Construction Committee (Board Committee)

Chamber of Commerce Military Affairs Council

Chaplin Youth Center (Juvenile Group Home Commission) \*

Community Policy and Management Team (CPMT) \*

Extension Leadership Council

Fredericksburg Area Metropolitan Planning Organization (FAMPO)

Finance Committee (Board Committee)

Fredericksburg Regional Alliance

George Washington Regional Commission (Formerly RADCO) \*

High Growth Coalition

Lake Anna Advisory Committee \*

Minority Affairs Committee \*

Rappahannock Area Agency on Aging Board of Directors\*

Rappahannock Area YMCA Board of Directors, Smith Station Road Facility

Rappahannock River Basin Committee

Social Services Advisory Board \*

Teen/Senior Citizens Center Board of Directors

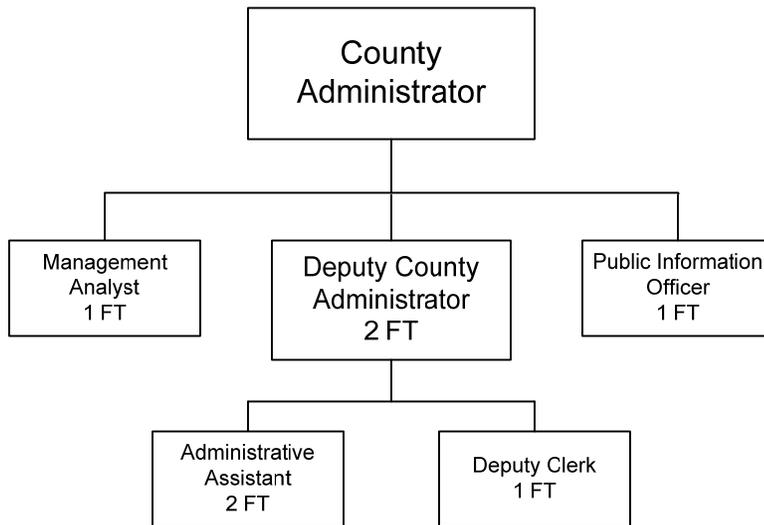
\* Please note, some groups appear on both lists since there is a Board member and a Board appointed citizen member.

# COUNTY ADMINISTRATION

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## Mission

To effectively serve the citizens of Spotsylvania County by guiding and directing the implementation of policies and procedures adopted by the Board of Supervisors and overseeing the operation and administration of all County departments and agencies.



**Department Summary:** In addition to overseeing the daily operations of the County, the County Administrator's office serves as the County representative on regional boards and commissions; prepares and distributes materials for Board of Supervisor meetings; conducts follow-up correspondence; and is the point of contact for the public and press, as well as directly managing the General Services department.

<b>KEY MEASURES</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
Number of “town hall” style employee meetings <sup>1</sup>	Data Not Available	Data Not Available	Data Not Available	6	12
County Administration “walk-arounds” in county departments/agencies <sup>2</sup>			New Initiative in FY 2010	5 est.	24
Bond Rating: Moody’s S & P Fitch	Aa3 AA AA-	Aa3 AA AA-	Aa3 AA AA-	Aa2 AA AA	Aa1 AA+ AA+
<p><sup>1</sup> Town Hall employee meetings are scheduled for 4x per year but held in 3 separate locations over a 2 to 3 day period to facilitate access by all employees.</p> <p><sup>2</sup> Walk-Arounds involve unstructured visits by the County Administrator/Deputy County Administrator to department/agency work areas to foster administration/ employee interaction in the employee.</p>					

<b>WORKLOAD MEASURES</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010 Projection</b>
Number of press releases issued to media outlets	70	61	75	75
Number of updates to County web page, BOS webpage and County Administration web page	Data Not Available	Data Not Available	135 est.	135
Number of FOIAs <sup>1</sup> received/responded to	Data Not Available	Data Not Available	75	89
<p><sup>1</sup> FOIA = Freedom of Information Act request</p>				

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$975,460	\$955,139	\$955,139	\$938,574	\$747,488
Operating	\$31,938	\$63,605	\$63,605	\$57,804	\$57,804
Capital	\$11,577	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$1,018,975</b>	<b>\$1,018,744</b>	<b>\$1,018,744</b>	<b>\$996,378</b>	<b>\$805,292</b>
<b>Total Associated Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$1,018,975</b>	<b>\$1,018,744</b>	<b>\$1,018,744</b>	<b>\$996,378</b>	<b>\$805,292</b>
Full-time Staff	8	8	8	8	8
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

Percent Change in Total Budget -21.0%

**Budget Description**

The adopted FY 2011 County Administration budget of \$805,292 represents a decrease of \$213,452, or 21.0 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Vacant Deputy County Administrator position unfunded for the entire fiscal year.
- ◆ Reductions in several line items to reflect historical usage.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

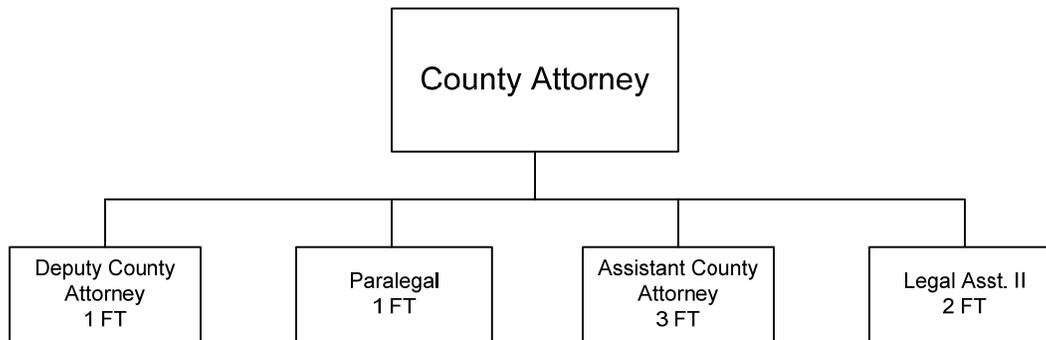
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# COUNTY ATTORNEY

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## Mission

To provide legal representation to the Board of Supervisors, the County Administrator, and all County officers, departments, agencies, commissions and boards, which meets the highest standards of excellence. To represent the County in litigation matters in a manner which ensures the best outcome for the Board of Supervisors and the citizens of Spotsylvania County.



**Department Summary:** The County Attorney is responsible for contract review, drafting and approval; providing legal advice and representation to the Board of Supervisors, County agencies and officials; providing assistance and consultation on land use, planning, zoning and code compliance decisions and enforcement; reviewing and approving bonds, letters of credit and sureties; and providing construction management representation. The County Attorney provides risk management/avoidance advice to all departments, boards and commissions. The County Attorney also provides advice regarding personnel policies and issues, and represents the County in all administrative proceedings, including grievance panels and charges of discrimination filed with the Equal Employment Opportunity Commission.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$690,168	\$633,579	\$633,579	\$644,218	\$642,854
Operating	\$46,259	\$60,800	\$50,750	\$66,949	\$66,549
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$736,427</b>	<b>\$694,379</b>	<b>\$684,329</b>	<b>\$711,167</b>	<b>\$709,403</b>
<b>Associated Revenues</b>					
Transfer from Utilities Fund	\$43,920	\$0	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$43,920</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>					
	<b>\$692,507</b>	<b>\$694,379</b>	<b>\$684,329</b>	<b>\$711,167</b>	<b>\$709,403</b>
Full-time Staff	8	8	8	8	8
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

Percent Change in Total Budget 2.2%

**Budget Description**

The adopted FY 2011 County Attorney budget of \$709,403 represents an increase of \$15,024, or 2.2 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

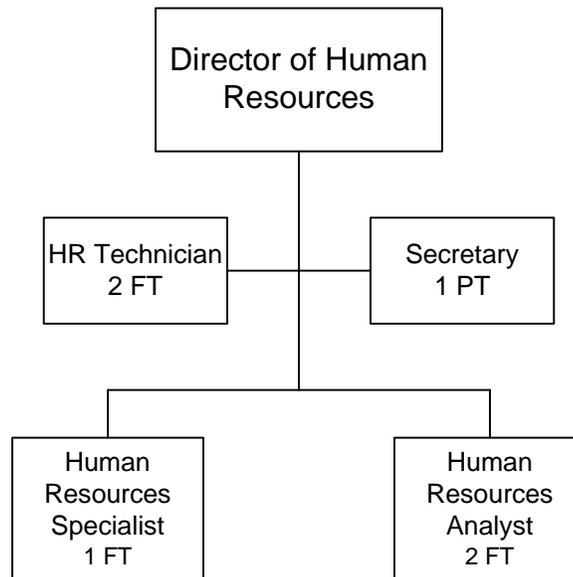
- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

# HUMAN RESOURCES

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## Mission

Serve as a strategic partner to the organization and our community through optimal development and management of human capital in an environment of continuous change.



**Department Summary:** The Department of Human Resources balances centralized human resource services and regulatory requirements for both internal and external customers. Traditional functions encompass classification and compensation, negotiations for and administration of benefits, recruitment/selection and retention, professional development and training, policy development and interpretation, unemployment compensation, worker's compensation, record management, grievance/investigative procedures, and administer/monitor recognition programs. In addition, the department confers with employees and management on specific employee/labor relation issues to ensure non-discriminatory practices and effective management of a diverse workforce.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
County Attrition Rate	FY 2007 8.1%	FY 2008 10.3%	FY 2009 7.6%	FY2010 6.5%	FY2011 7.0%
Percentage of vacancies filled by a person of an ethnic minority	15.8%	19.3%	18.9%	19.1%	19%
Training					
Training opportunities	62	27	29	30	32
Training attendees	703	324	268	270	272

<b>WORKLOAD MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>
Recruitment				
Positions advertised	143	37	43	40
Applications processed	5,432	3,960	3,052	2,894

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$409,197	\$413,340	\$413,340	\$556,084	\$554,795
Operating	\$72,654	\$167,964	\$167,720	\$167,119	\$167,119
Capital	\$0	\$0	\$244	\$0	\$0
<b>Total Budget</b>	<b>\$481,851</b>	<b>\$581,304</b>	<b>\$581,304</b>	<b>\$723,203</b>	<b>\$721,914</b>
<b>Total Associated Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$481,851</b>	<b>\$581,304</b>	<b>\$581,304</b>	<b>\$723,203</b>	<b>\$721,914</b>
Full-time Staff	6	5	5	6	6
Part-time Staff	0.75	0.75	0.75	0.75	0.75
<b>Total Full-time Equivalents</b>	<b>6.75</b>	<b>5.75</b>	<b>5.75</b>	<b>6.75</b>	<b>6.75</b>

Percent Change in Total Budget 24.2%

**Budget Description**

The adopted FY 2011 Human Resources budget of \$721,914 represents an increase of \$140,610, or 24.2 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Funding for Director of Human Resources position.

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# INDEPENDENT AUDITOR

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**Department Summary:** To provide for the annual audit of County expenditures and revenues, the preparation of the County’s annual financial report, the performance of any special audits as required or directed by the Board of Supervisors or the County Administrator and financial advisory services.

The performance of the annual audit is contracted out to private firms through a competitive bidding process. The current contract with Miller Foley Group will expire after the FY 2012 audit.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$151,044	\$206,500	\$224,400	\$210,500	\$210,500
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$151,044</b>	<b>\$206,500</b>	<b>\$224,400</b>	<b>\$210,500</b>	<b>\$210,500</b>
<b>Total Associated Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$151,044</b>	<b>\$206,500</b>	<b>\$224,400</b>	<b>\$210,500</b>	<b>\$210,500</b>

Percent Change in Total Budget                      1.9%

**Budget Description**

The adopted FY 2011 Independent Auditor budget of \$210,500 represents an increase of \$4,000, or 1.9 percent, as compared to the FY 2010 adopted budget. The increase is attributable to increases for the County’s financial advisor per the 2008 contract.

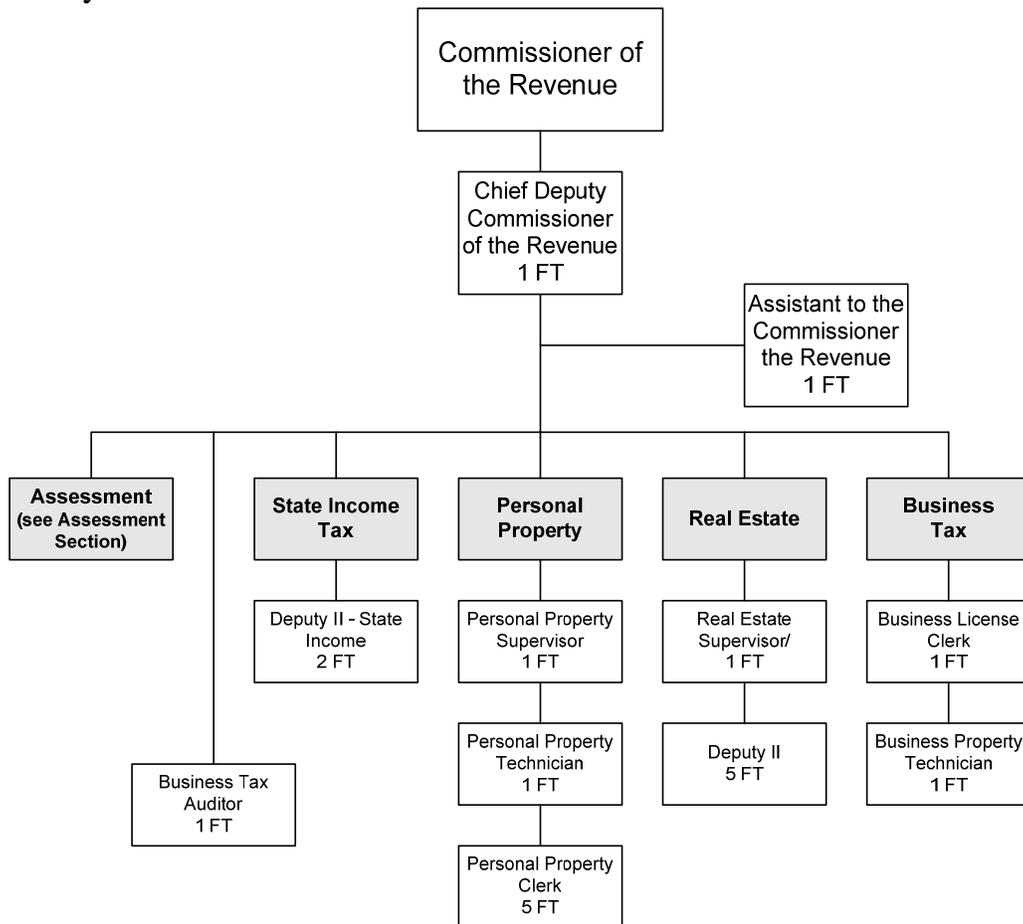
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# COMMISSIONER OF REVENUE

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## Mission

To perform all duties prescribed by the laws of the Commonwealth and Spotsylvania County. To apply the laws fairly, uniformly and impartially in the assessment of all properties and taxes. Our goal is to serve the citizens of Spotsylvania County by providing excellent customer service, integrity and fiscal responsibility.



**Department Summary:** The Commissioner of Revenue is a constitutional officer elected for a four-year term by general election. The Commissioner is the chief tax assessing officer. Staff 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 & tools, business license, meals tax, short term rental, transient occupancy, public service corporation and bank franchise taxes. The Commissioner also provides state income tax assistance. Results from the annual Auditor of Public Accounts (APA) audit finds Commissioner of the Revenue in compliance for Fiscal Year 2009.

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Percentage of filings deadlines of assessments met on all tax books	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$1,269,467	\$1,288,745	\$1,261,995	\$1,348,332	\$1,303,277
Operating	\$47,502	\$82,836	\$82,551	\$65,141	\$65,141
Capital	\$1,935	\$0	\$285	\$1,600	\$1,600
<b>Total Budget</b>	<b>\$1,318,904</b>	<b>\$1,371,581</b>	<b>\$1,344,831</b>	<b>\$1,415,073</b>	<b>\$1,370,018</b>
<b>Associated Revenues</b>					
State Compensation Board	\$310,810	\$309,087	\$282,337	\$309,087	\$248,640
Land Use Application Fees	\$1,413	\$2,500	\$2,500	\$2,000	\$2,000
<b>Total Associated Revenues</b>	<b>\$312,223</b>	<b>\$311,587</b>	<b>\$284,837</b>	<b>\$311,087</b>	<b>\$250,640</b>
<b>Net Tax Supported</b>	<b>\$1,006,681</b>	<b>\$1,059,994</b>	<b>\$1,059,994</b>	<b>\$1,103,986</b>	<b>\$1,119,378</b>
Full-time Staff	21	21	21	21	21
Part-time Staff	0.63	0.63	0.63	0.63	0.63
<b>Total Full-time Equivalents</b>	<b>21.63</b>	<b>21.63</b>	<b>21.63</b>	<b>21.63</b>	<b>21.63</b>

Percent Change in Total Budget -0.1%  
 Percent Change in Net Tax Supported 5.6%

**Budget Description**

The adopted FY 2011 Commissioner of Revenue budget of \$1,370,018 represents a decrease of \$1,563, or less than one percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

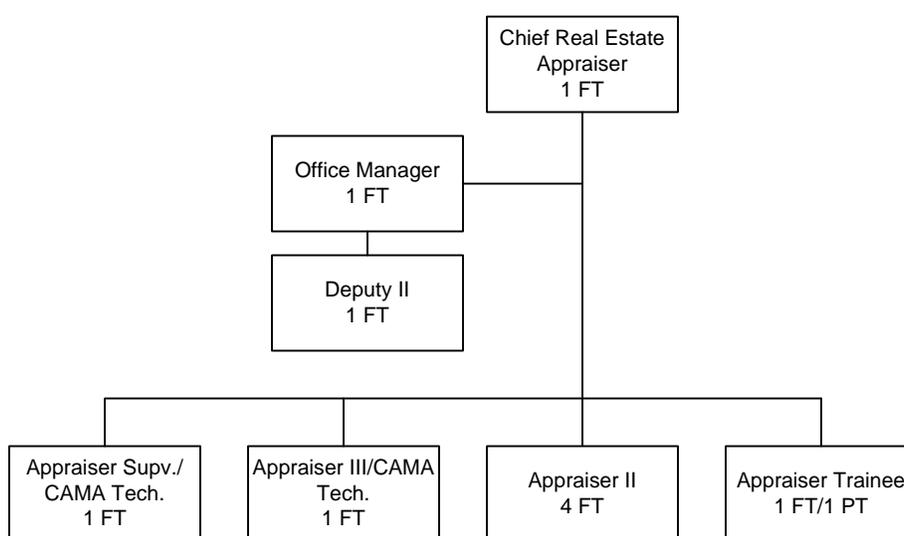
- ◆ Reduction in part-time funding to offset reduction in State Compensation Board funding.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

# ASSESSMENT

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## Mission

To perform all duties prescribed by the laws of the Commonwealth and Spotsylvania County by applying accuracy, fairness and integrity in the assessment of all real properties. Our goal is to constantly strive to improve our services and procedures, resulting in a positive experience for those we serve.



**Department Summary:** Existing properties are reassessed every two years and are re-inspected at least once every four to six years. The most recent reassessment was completed January 1, 2010. As of January 1, 2010, there are approximately 61,012 property parcels in the County. This includes 59,121 taxable parcels, 923 non-taxable parcels and 968 home owner association parcels. Assessments are also conducted on all properties with active building permits as of January 1 each year and when a property is issued an occupancy permit.

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Percentage of assessments adjusted upon appeal	Non-assessment year	1.4%	Non-assessment year	0.25%	Non-assessment year
Assessment ratio (Actual % to Fair Market Value)	Non-assessment year	97.7%	Non-assessment year	89.0%	Non-assessment year

2008 data is per a sample performance audit conducted in the spring of 2008. The audit was conducted by the State in response to a request by the Commissioner of Revenue to ensure the validity of the 2008 reassessments. The 2010 Virginia Assessment/Sales Ratio study has not yet been released.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$752,857	\$893,547	\$893,547	\$844,428	\$841,707
Operating	\$35,825	\$79,738	\$79,738	\$50,127	\$50,127
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$788,682</b>	<b>\$973,285</b>	<b>\$973,285</b>	<b>\$894,555</b>	<b>\$891,834</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$788,682</b>	<b>\$973,285</b>	<b>\$973,285</b>	<b>\$894,555</b>	<b>\$891,834</b>
Full-time Staff	10	10	10	10	10
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Percent Change in Total Budget -8.4%

**Budget Description**

The adopted FY 2011 Assessment budget of \$891,834 represents a decrease of \$81,451, or 8.4 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

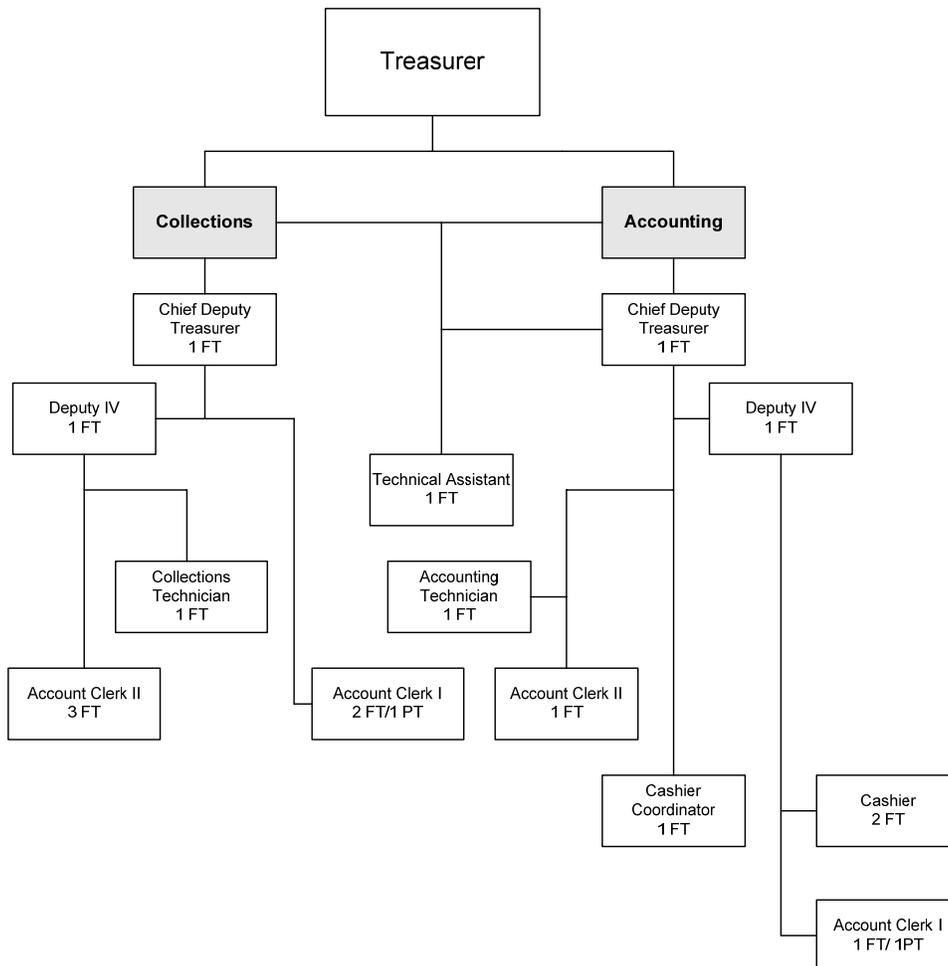
- ◆ The reduction in several line items due to FY 2011 being a non-reassessment year.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

# TREASURER

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## Mission

Spotsylvania Treasurer's Office is dedicated to serving our citizens in a professional, efficient and courteous manner being responsive and sensitive to their needs. The office is committed to accounting for all County funds accurately and timely to ensure the best return for the County.

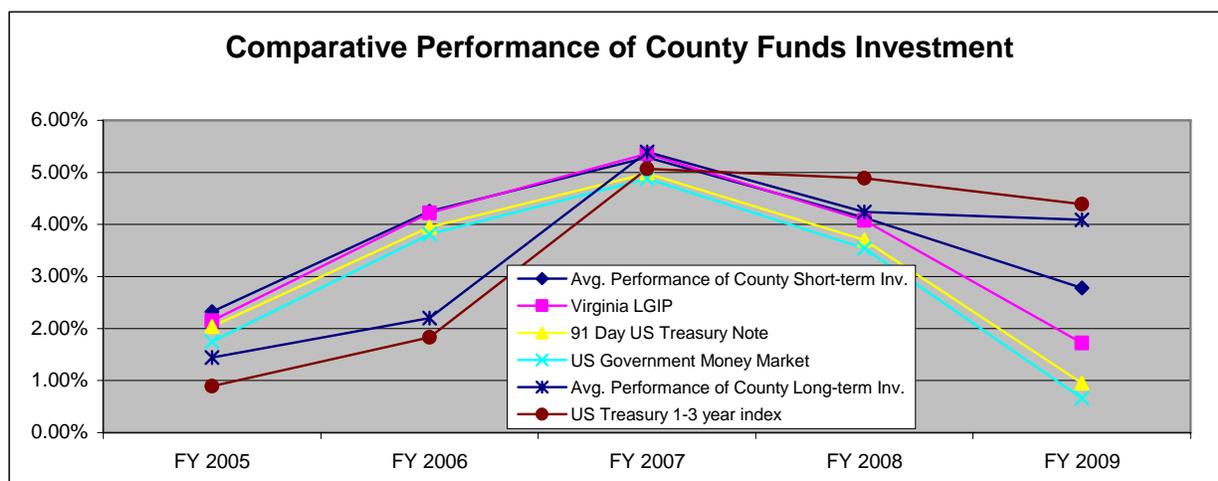


**Department Summary:** The Treasurer is a constitutional officer elected for a four-year term by general election. The Treasurer's office prepares, mails and collects all tax bills for real and personal property located in Spotsylvania County and serves as the collection point for the majority of fees and taxes generated by or within the County, including water and sewer charges, business licenses, meals tax, auto fees, etc. The Treasurer's office prepares a daily cash report and balances all cash, tax receivables and County bank accounts on a monthly basis, and is responsible for all funds that are received, disbursed or invested. Staff members often act as a liaison between residents and other County departments.

KEY MEASURES	FY 2007	FY 2008	FY 2009	FY 2010 Projection	FY 2011 Target
Average response time to citizen inquiries received via Correspondence: E-Mail:	4.62 days 1.78 days	4.93 days 1.52 days	2.43 days 1.03 days	2.75 days 1.25 days	2.75 days 1.25 days
Percentage of citizenry satisfied with Treasurer's Office operations (user survey at Service Counter)	100%	100%	100%	100%	100%
Receipt of Accreditation from Treasurers Association of Virginia	Yes	Yes	Yes	Yes	Yes
Number of days original tax bills mailed prior to due date:	30 days				
Number of days delinquent tax bills mailed after due date:	less than 45 days				
Timeliness of deposit for all funds received <sup>1</sup> :	within 24 hours of receipt				
Collection rate of current year tax levy	99.10%	97.92%	99.6%	98.0%	98.0%
Percentage of property tax assessments determined to be uncollectable <sup>2</sup>	0.51%	0.49%	0.47%	0.55%	0.55%

<sup>1</sup> Funds received during periods of peak tax activity are deposited within 48 hours of receipt.

<sup>2</sup> Taxes are determined to be uncollectible for a variety of reasons; business failures, death, unknown current address, etc.



Rate reductions taken by the Federal Reserve have had a significant impact in FY 2008 return on investments experienced by the County.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,279,272	\$1,274,434	\$1,242,584	\$1,335,822	\$1,301,676
Operating	\$254,921	\$253,495	\$250,545	\$266,100	\$243,100
Capital	\$11,453	\$25,000	\$59,614	\$28,200	\$24,900
<b>Total Budget</b>	<b>\$1,545,646</b>	<b>\$1,552,929</b>	<b>\$1,552,743</b>	<b>\$1,630,122</b>	<b>\$1,569,676</b>
<b>Associated Revenues</b>					
Administrative Collection Fee	\$360,014	\$225,000	\$225,000	\$300,000	\$300,000
State Compensation Board	\$276,047	\$281,086	\$259,150	\$281,086	\$212,589
W/S Administrative Fee	\$75,101	\$80,522	\$80,522	\$80,613	\$80,613
Transfer from Fire/EMS Svc Fee Fund	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
<b>Total Associated Revenues</b>	<b>\$733,162</b>	<b>\$608,608</b>	<b>\$586,672</b>	<b>\$683,699</b>	<b>\$615,202</b>
<b>Net Tax Supported</b>	<b>\$812,484</b>	<b>\$944,321</b>	<b>\$966,071</b>	<b>\$946,423</b>	<b>\$954,474</b>
Full-time Staff	18	18	18	18	18
Part-time Staff	1.5	1.5	1.5	1.5	1.5
<b>Total Full-time Equivalents</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>	<b>19.5</b>
Percent Change in Total Budget	1.1%				
Percent Change in Net Tax Supported	1.1%				

**Budget Description**

The adopted FY 2011 Treasurer budget of \$1,569,676 represents an increase of \$16,747, or 1.1 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

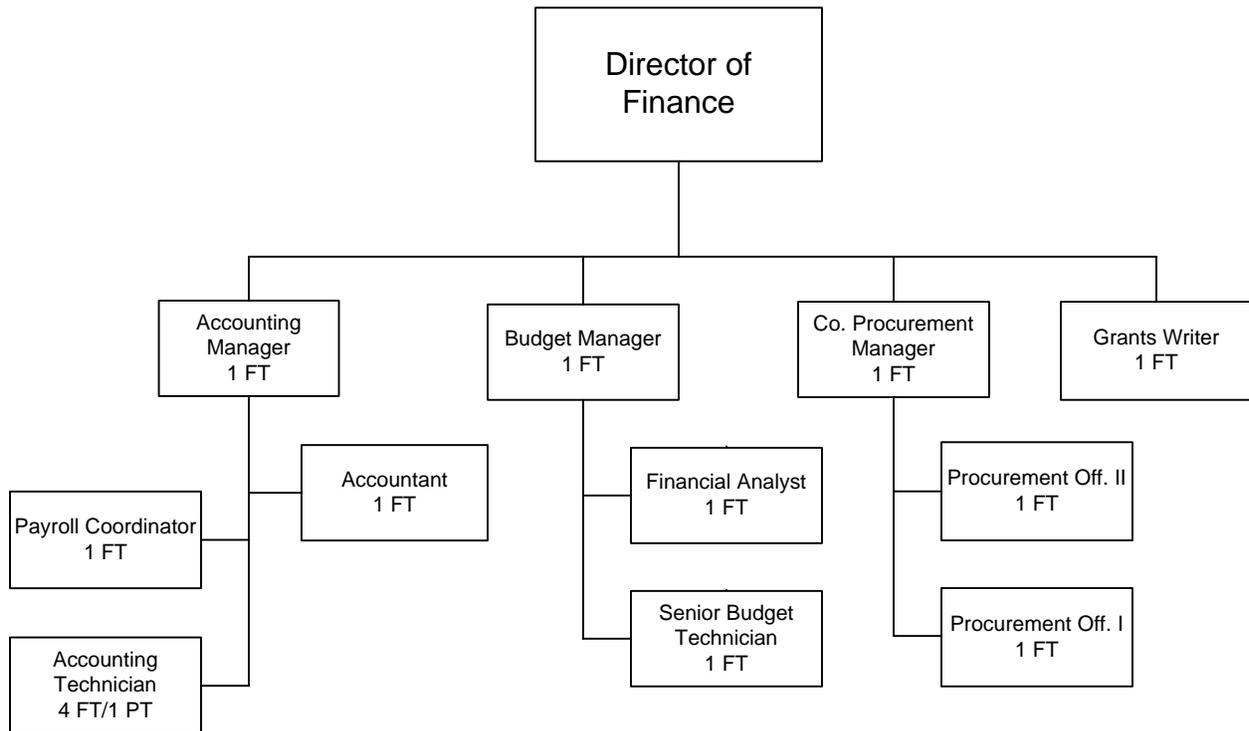
- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Funding for a replacement security system.
- ◆ Funding for a replacement mail opener.
- ◆ Funding for a replacement printer.
- ◆ Funding for the modification of the existing payment drop box.
- ◆ The increase is offset by holding the vacant Technical Assistant position unfilled until January 1, 2011, to offset the reduction in State Compensation Board funding.

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# FINANCE

## Mission

The Spotsylvania County Finance Department is dedicated to providing financial expertise and quality information to the Board of Supervisors, staff, and community in compliance with legal requirements and policies, while promoting efficiency and reflecting excellence in financial stewardship.



**Department Summary:** The Finance office operates in four functional areas with the following duties:

- ◆ *Accounting* – oversight of the County’s financial management system; payment of invoices to suppliers of goods and services to the County; payroll for County employees, including Federal and State tax reporting; coordination of the annual County audit; management of the County's insurance programs; billing for water/sewer services, landfill services, other miscellaneous services, and monitoring of receivables; maintenance of the County’s fixed asset system; Compensation Board reimbursement processing; reconciling Social Services and County financial systems; and development and coordination of the Cost Allocation Program.

- ◆ *Budget* - development of the County budget and the Capital Improvement Plan (CIP); preparation of various financial reports for distribution to staff, administration and the Board of Supervisors; development of financial models; monitoring of County expenditures and revenues and formulating solutions to address financial concerns; preparation and maintenance of County budget information on the County website; and coordination, development and tracking of bond referenda, bond issuances, bond proceeds, and debt payments.
- ◆ *Procurement* - coordination, review and processing of County purchases of equipment, supplies, and services including preparation, review and issuance of solicitations; preparation and monitoring of contracts, renewals and modifications; coordination of the delivery of goods; and managing surplus property.
- ◆ *Grants Writing* – seek grant funding opportunities from federal, state, foundation and corporate giving programs; coordinate with County departments and regional agencies in the preparation, review and submission of grant applications; assist in the processing of grant award documentation; and monitoring of County compliance with financial and programmatic reporting requirements.

Finance is the lead staff for the Finance Committee, which is comprised of two Board members, Commissioner of Revenue, Treasurer and Deputy County Administrator. Meetings are held monthly to review items of a financial nature that require Board input or approval.

<b>KEY MEASURES</b>	FY 2007	FY 2008	FY 2009	FY 2010 Projection	FY 2011 Target
Annual audit with no County reportable conditions	Yes	Yes	Yes	Yes	Yes
Percent of contracts with no successful bid protests	100%	100%	100%	100%	100%
Timeliness of reports	90.5%	92%	92%	92%	100%
Percent of reports with no valid findings of reportable conditions	100%	100%	100%	100%	100%
Receipt of Government Finance Officers Association (GFOA) certifications for the Budget document and the CAFR)	Yes/Yes	Yes/Yes	Yes/waiting to hear results on FY 2009 CAFR	Yes/Yes	Yes/Yes
Ratio of items processed (RFP, IFB, misc. billings, 1099s, A/P, W/S bills, payroll cks & DD's, W-2's, etc) to employees in Accounting	80,237:1	91,964:1	83,284:1	90,954:1	81,404:1

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,189,172	\$1,233,474	\$1,214,817	\$1,278,257	\$1,205,683
Operating	\$231,456	\$279,700	\$273,795	\$273,420	\$273,420
Capital	\$323	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$1,420,951</b>	<b>\$1,513,174</b>	<b>\$1,488,612</b>	<b>\$1,551,677</b>	<b>\$1,479,103</b>
<b>Associated Revenues</b>					
W/S Administrative Fee	\$240,395	\$273,459	\$273,459	\$258,668	\$258,668
Sale of Gen Gov't Equip	\$43,618	\$52,000	\$52,000	\$52,000	\$52,000
<b>Total Associated Revenues</b>	<b>\$284,013</b>	<b>\$325,459</b>	<b>\$325,459</b>	<b>\$310,668</b>	<b>\$310,668</b>
<b>Net Tax Supported</b>					
	<b>\$1,136,938</b>	<b>\$1,187,715</b>	<b>\$1,163,153</b>	<b>\$1,241,009</b>	<b>\$1,168,435</b>
Full-time Staff	15	15	15	15	15
Part-time Staff	0.75	0.75	0.75	0.75	0.75
<b>Total Full-time Equivalents</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>

Percent Change in Total Budget

-2.3%

Percent Change in Net Tax Supported

-1.6%

**Budget Description**

The adopted FY 2011 Finance budget of \$1,479,103 represents a decrease of \$34,071, or 2.3 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Vacant positions filled at lower salary than budgeted.
- ◆ Decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

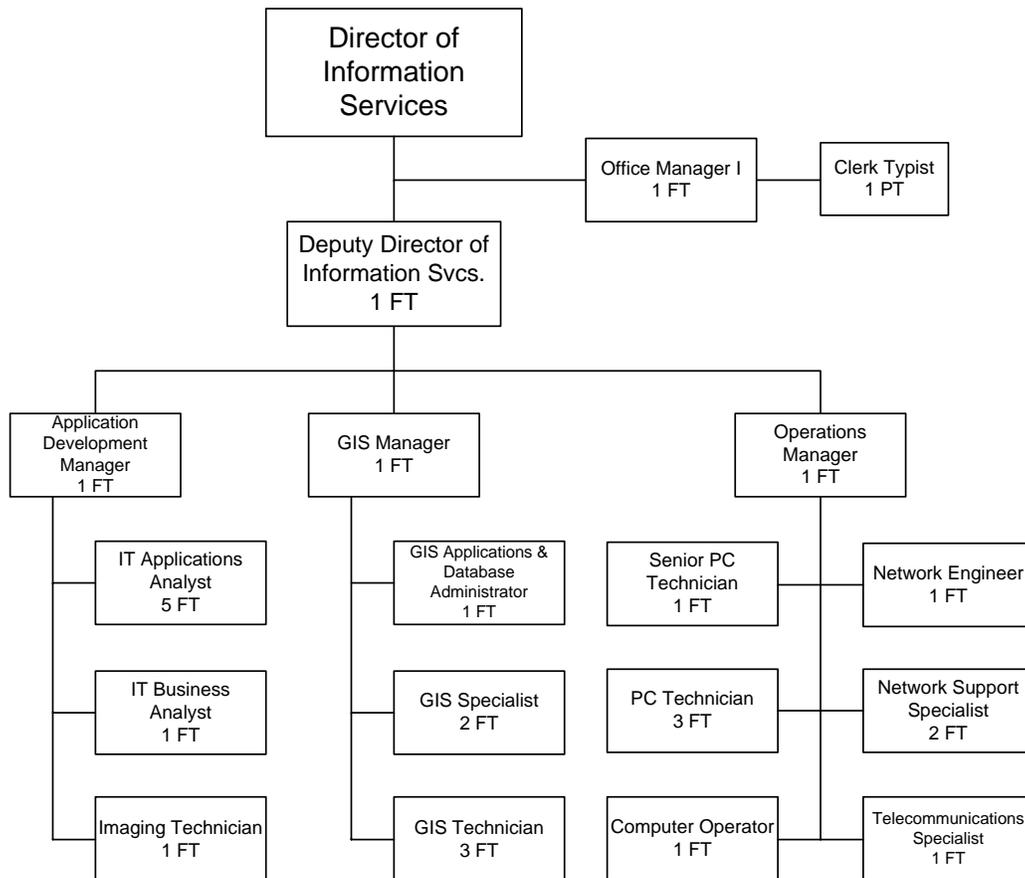
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# INFORMATION SERVICES

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## Mission

The Information Services mission is to support the County government in accomplishing its mission and goals by providing technological systems and services.



**Department Summary:** Information Services provides strategic information technology planning, decision support services, and day-to-day-operations in eight core areas to all County departments, technological collaboration and support with the Schools, State and Federal agencies, and professional collaboration and coordination with other jurisdictions throughout the State.

*IT Governance* – Provide organizational strategic, enterprise-wide guidance and input for technology and systems that allows the County to meet service demands and maximize financial investment in technology.

*800MHz Public Safety Radio Communication* – Manage and support the public safety 800MHz radio system throughout the County, which includes two existing towers, one tower under construction, and planning for two additional proposed towers. Support 2,500 radios for first responders, County departments, and Schools, to include first responder tone paging system and other related systems.

*Geographic Information Systems (GIS)* – Provide geographical information to citizens and staff through the Internet, Intranet, desktop applications, direct system interfaces, and traditional mapping products. GIS is used for the enhancement of public safety, land development, and business systems by providing seamless access and easy methodologies to spatially view data according to geographical location. GIS is also responsible for site plan, survey review, and E-911 addressing.

*Application Development/Integration/Project Management* – Provides comprehensive services in the deployment of new application systems, process re-engineering, systems acquisition support, project management, and business analysis.

*Network Services/Telecommunications* – Provide management, security, and support of host computer systems, 70+ servers, 5.0 terabytes of production data, LAN/WAN enterprise network and wireless access serving County facilities. Manages firewall security and virus protection for all County systems. Provides day-to-day operations of network and telecommunications infrastructure, long-range planning for future expansion of County facilities, disaster planning, and contingency planning. Provides oversight and management of cell tower leases and revenues, as well as, provide management, security, and support of the Countywide telephone system.

*Customer Service/Operational Support* – Provide day-to-day operations of the County network by supporting approximately 1,000 personal computers/laptops, 150 printers, 175 mobile data terminals (MDTs), and other related peripherals, such as cell phones, scanners, PDAs, etc.

*Application Maintenance/Support* – Perform ongoing maintenance, enhancement, and support of existing business systems, and day-to-day problem identification and resolution. Supported systems include all County financial and revenue collection systems, as well as document management, eGovernment, BOS and Planning Commission Agenda Packet Systems.

*Government Channel/Audio/Visual/Security* – Support the cable television broadcasting of Comcast, Verizon, and Cox, which includes live production of BOS and Planning Commission meetings, support for broadcast of other public service, community productions, and video editing and support technology. Also provides support for multiple electronic security cameras and building entry systems.

Information Services staff also serves on the following committees: Communications Task Force, Cable Television & Telecommunications Commission (CTTC), Virginia Local Government Information Technology Executives (VaLGITE), and Fredericksburg Area Chief Information Officer (CIO) Group.

KEY MEASURES	FY 2008	FY 2009	FY 2010 Projection	FY 2011 Target
Ratio of IT Employees to total full-time County Employees	1:29	1:30	1:34	1:35
IT expenditures as a percentage of overall expenditures (General Fund, Code Compliance Fund and Utilities Fund)	3.8%	3.2%	3.6%	3.7%

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$1,803,235	\$1,853,049	\$1,771,646	\$2,280,223	\$1,868,610
Operating	\$2,020,224	\$2,552,885	\$2,500,862	\$2,835,668	\$2,562,353
Capital	\$85,514	\$198,000	\$236,326	\$321,000	\$321,000
<b>Total Budget</b>	<b>\$3,908,973</b>	<b>\$4,603,934</b>	<b>\$4,508,834</b>	<b>\$5,436,891</b>	<b>\$4,751,963</b>
<b>Associated Revenues</b>					
Antenna Tower Rental	\$173,138	\$148,533	\$148,533	\$204,459	\$204,459
Transfer from Utilities Fund	\$118,994	\$49,546	\$49,546	\$57,974	\$152,913
GIS Fees	\$261,864	\$430,465	\$430,465	\$128,940	\$128,940
Transfer from Code Compliance Fund	\$55,672	\$117,498	\$117,498	\$90,967	\$90,967
Annual PEG Fee Grant	\$30,768	\$18,000	\$18,000	\$18,000	\$18,000
W/S Administrative Fee	\$15,090	\$15,392	\$15,392	\$16,811	\$16,811
<b>Total Associated Revenues</b>	<b>\$655,526</b>	<b>\$779,434</b>	<b>\$779,434</b>	<b>\$517,151</b>	<b>\$612,090</b>
<b>Net Tax Supported</b>	<b>\$3,253,447</b>	<b>\$3,824,500</b>	<b>\$3,729,400</b>	<b>\$4,919,740</b>	<b>\$4,139,873</b>
Full-time Staff	29	28	28	28	28
Part-time Staff	0.5	0.5	0.5	0.5	0.5
<b>Total Full-time Equivalents</b>	<b>29.5</b>	<b>28.5</b>	<b>28.5</b>	<b>28.5</b>	<b>28.5</b>

Percent Change in Total Budget 3.2%  
 Percent Change in Net Tax Supported 8.2%

**Budget Description**

The adopted FY 2011 Information Services budget of \$4,751,963 represents an increase of \$148,029, or 3.2 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

**The increase is attributable to the following: (continued)**

- ◆ Vacant Operations Manager position that was funded for three months in FY 2010 is funded for six months in FY 2011.
- ◆ Increase in maintenance service contracts.
- ◆ Restoration of funding for computer equipment.
- ◆ The increase is offset by the following:
  - Vacant IT Application Analyst that was funded for half of the year in FY 2010 is unfunded for the entire year in the FY 2011 budget.
  - Reductions in telephone services, mileage, subsistence & lodging, and education & training.

# CENTRAL SUPPLY

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**Department Summary:** To maintain an inventory of office materials and supplies for use by County agencies. Departments are charged for the supplies utilized. The Central Supply budget also provides for materials for the central copiers in the Holbert Building and Marshall Center and the lease/rental of equipment shared by several offices in the Holbert Building and Marshall Center.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$36,416	\$42,647	\$42,647	\$42,647	\$42,647
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$36,416</b>	<b>\$42,647</b>	<b>\$42,647</b>	<b>\$42,647</b>	<b>\$42,647</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$36,416</b>	<b>\$42,647</b>	<b>\$42,647</b>	<b>\$42,647</b>	<b>\$42,647</b>

Percent Change in Total Budget                      0.0%

**Budget Description**

The adopted FY 2011 Central Supply budget of \$42,647 represents no change as compared to the FY 2010 adopted budget.

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# RISK MANAGEMENT

**Department Summary:** To provide for the insurance needs of the County, including unemployment, general liability, and public officials' liability.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$38,960	\$43,182	\$43,182	\$43,182	\$43,182
Operating	\$57,338	\$73,456	\$73,456	\$73,456	\$73,456
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$96,298</b>	<b>\$116,638</b>	<b>\$116,638</b>	<b>\$116,638</b>	<b>\$116,638</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$96,298</b>	<b>\$116,638</b>	<b>\$116,638</b>	<b>\$116,638</b>	<b>\$116,638</b>

Percent Change in Total Budget                      0.0%

**Budget Description**

The adopted FY 2011 Risk Management budget of \$116,638 represents no change as compared to the FY 2010 adopted budget.

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# ELECTORAL BOARD

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## Mission

The Electoral Board will prepare for, conduct and administer elections and obtain and certify election results, in a manner that secures the qualified citizen's right to vote and ensures that the results accurately reflect the voter's will.

**Department Summary:** The Electoral Board consists of three members appointed by the Circuit Court Judge. Two members must be of the same political party of the Governor and one of the other major party. Members are appointed for staggered three-year terms and are responsible for protecting the integrity of the electoral process and efficiently conducting all elections under the provisions of the Title 24.2 of the Code of Virginia. The Electoral Board also maintains the voting equipment and canvasses the votes following an election to gather demographic data and other information pertinent to the election.

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$12,999	\$12,949	\$12,949	\$11,873	\$11,873
Operating	\$108,851	\$89,283	\$79,310	\$123,358	\$123,358
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$121,850</b>	<b>\$102,232</b>	<b>\$92,259</b>	<b>\$135,231</b>	<b>\$135,231</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$121,850</b>	<b>\$102,232</b>	<b>\$92,259</b>	<b>\$135,231</b>	<b>\$135,231</b>

Percent Change in Total Budget                      32.3%

## Budget Description

The adopted FY 2011 Electoral Board budget of \$135,231 represents an increase of \$32,999, or 32.3 percent, as compared to the FY 2010 adopted budget.

### The increase is attributable to the following:

- ◆ Funding for replacement batteries for the voting machines.
- ◆ Addition of funding for one primary election.
- ◆ Increase for mileage and education & training based on historical usage.

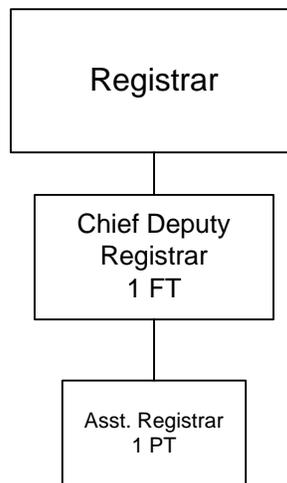
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# REGISTRAR

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## Mission

The General Registrar's Office provides opportunities, in a non-partisan and courteous manner, for all qualified citizens of Spotsylvania County to register to vote; promotes the integrity of the electoral process by maintaining accurate and current voter registration records used in elections and provides an information resource for citizens regarding voter registration, elections, and elected officials.



**Department Summary:** The Registrar is appointed by the Electoral Board for a term of four years. As required by the Constitution, Code of Virginia and directives of the State Board of Elections, the Registrar provides registration services to all qualified citizens wishing to become a registered voter in the State of Virginia, maintains confidential voter records and promotes public awareness. The Registrar manages proficient elections and supervises primary, special and general election polling precincts for local, state and federal elections.

Number of registered voters as of November 3, 2009	74,706
Last General Election – November 3, 2009	
Votes cast	26,231
Percentage of registered voters voting	35.1%

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$159,731	\$155,072	\$155,072	\$155,104	\$154,879
Operating	\$20,379	\$9,645	\$13,847	\$12,026	\$12,026
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$180,110</b>	<b>\$164,717</b>	<b>\$168,919</b>	<b>\$167,130</b>	<b>\$166,905</b>
<b>Associated Revenue</b>					
State Funding	\$67,035	\$80,317	\$80,317	\$72,285	\$64,254
<b>Total Associated Revenues</b>	<b>\$67,035</b>	<b>\$80,317</b>	<b>\$80,317</b>	<b>\$72,285</b>	<b>\$64,254</b>
<b>Net Tax Supported</b>					
	<b>\$113,075</b>	<b>\$84,400</b>	<b>\$88,602</b>	<b>\$94,845</b>	<b>\$102,651</b>
<b>Full-time Staff</b>					
Full-time Staff	2	2	2	2	2
Part-time Staff	0.5	0.5	0.5	0.5	0.5
<b>Total Full-time Equivalents</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

Percent Change in Total Budget 1.3%  
 Percent Change in Net Tax Supported 21.6%

**Budget Description**

The adopted FY 2011 Registrar budget of \$166,905 represents an increase of \$2,188, or 1.3 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Increase in postal services due to State Board of Elections requirement that National Change of Address (NCOA) notices be sent to any voter with an address conflict.
- ◆ The increase is offset by a decrease in part-time funding due to personnel changes.

# CIRCUIT COURT

The Circuit Court is the highest trial court in the County, hearing major civil and criminal cases and conducting all jury trials. In civil cases, the court tries claims for money damages as well as equity matters such as divorce cases, disputes involving wills and estates, and controversies involving property. In criminal cases, the court hears all felony cases and some misdemeanor cases. The Circuit Court also exercises appellate jurisdiction over cases coming to it from General District Court, Juvenile and Domestic Relations Court, and certain state and local agencies, boards, and commissions.

The Circuit Court is in session every business day in the Judicial Center. In addition, a second court is in session for thirteen days a month in the old (restored) circuit courtroom. The Circuit Court schedule is determined by the presiding judge.

## BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$162,862	\$160,885	\$160,885	\$164,543	\$164,021
Operating	\$13,683	\$21,069	\$21,069	\$19,884	\$19,884
Capital	\$245	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$176,790</b>	<b>\$181,954</b>	<b>\$181,954</b>	<b>\$184,427</b>	<b>\$183,905</b>
<b>Associated Revenues</b>					
Reimbursement from other localities	\$37,396	\$40,168	\$40,168	\$31,752	\$31,752
<b>Total Associated Revenues</b>	<b>\$37,396</b>	<b>\$40,168</b>	<b>\$40,168</b>	<b>\$31,752</b>	<b>\$31,752</b>
<b>Net Tax Supported</b>	<b>\$139,394</b>	<b>\$141,786</b>	<b>\$141,786</b>	<b>\$152,675</b>	<b>\$152,153</b>

Percent Change in Total Budget      1.1%  
 Percent Change in Net Tax Supported      7.3%

## Budget Description

The adopted FY 2011 Circuit Court budget of \$183,905 represents an increase of \$1,951, or 1.1 percent, as compared to the FY 2010 adopted budget. This budget includes funding for legal assistant salaries and benefits and operational costs for two Circuit Court Judges.

### The increase is attributable to the following:

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ The increase is offset by reductions in several line items due to historical usage.

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# GENERAL DISTRICT COURT

The General District Court processes dockets, and hears and follows through with any subsequent action on traffic infractions, misdemeanors, civil and mental hearings, and preliminary hearings of felony cases. The court has exclusive jurisdiction over traffic infractions, misdemeanors, and civil actions up to \$15,000. Court staff responds to various inquiries from the public, attorneys, and other agencies in addition to performing duties related to processing case papers. The Clerk's office processes all new cases received by the court, prepares court dockets, and collects fines and costs. Court staff processes warrants for County ordinance violations and summonses for contested parking tickets.

The General District Court is in session every business day in the Judicial Center. Additional court sessions are held three days a week.

## BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$15,708	\$27,789	\$25,074	\$20,300	\$20,300
Capital	\$0	\$0	\$0	\$1,000	\$1,000
<b>Total Budget</b>	<b>\$15,708</b>	<b>\$27,789</b>	<b>\$25,074</b>	<b>\$21,300</b>	<b>\$21,300</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$15,708</b>	<b>\$27,789</b>	<b>\$25,074</b>	<b>\$21,300</b>	<b>\$21,300</b>

Percent Change in Total Budget                      -23.4%

## Budget Description

The adopted FY 2011 General District Court budget of \$21,300 represents a decrease of \$6,489, or 23.4 percent, as compared to the FY 2010 adopted budget. The decrease is attributable to reductions in several line items due to historical usage.

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# MAGISTRATES

The Magistrates Office, located at 2706 Lafayette Boulevard, serves the City of Fredericksburg and Spotsylvania County. The current site is under temporary lease arrangements while the City and the County explore the feasibility of relocating the office. The Magistrates issue search and arrest warrants and ensure the prompt release of persons entitled to bail once the proper bond has been posted. Personnel costs are funded by the State. Operational costs are shared by Spotsylvania (57.5%) and Fredericksburg (42.5%). All operational expenditures are paid through Spotsylvania County and then billed to Fredericksburg for reimbursement of their share. Along with our share of the operational costs, Spotsylvania's General Services Department provides maintenance services to the Magistrate's office.

## BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$22,650	\$22,425	\$22,425	\$25,492	\$32,892
Capital	\$629	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$23,279</b>	<b>\$22,425</b>	<b>\$22,425</b>	<b>\$25,492</b>	<b>\$32,892</b>
<b>Associated Revenue</b>					
Reimbursement - Fredericksburg	\$9,894	\$9,531	\$9,531	\$10,834	\$13,979
<b>Total Associated Revenues</b>	<b>\$9,894</b>	<b>\$9,531</b>	<b>\$9,531</b>	<b>\$10,834</b>	<b>\$13,979</b>
<b>Net Tax Supported</b>	<b>\$13,385</b>	<b>\$12,894</b>	<b>\$12,894</b>	<b>\$14,658</b>	<b>\$18,913</b>

Percent Change in Total Budget	46.7%
Percent Change in Net Tax Supported	46.7%

## Budget Description

The adopted FY 2011 Magistrates budget of \$32,892 represents an increase of \$10,467, or 46.7 percent, as compared to the FY 2010 adopted budget. The increase is attributable to funding for a replacement copier and an increase in rent for the Magistrates Office.

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# JUVENILE & DOMESTIC RELATIONS COURT

The Juvenile & Domestic Relations Court has jurisdiction in cases involving children and family members. 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 minor, and crimes committed by a minor.

The Juvenile & Domestic Relations District Court consists of two courts that are in session every business day in the Judicial Center. In addition, a third court is in session every Wednesday in the old (restored) circuit courtroom. The Juvenile & Domestic Relations District Court schedule is decided by the presiding judges.

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$38,125	\$40,231	\$39,194	\$41,128	\$41,128
Capital	\$0	\$0	\$0	\$6,184	\$6,184
<b>Total Budget</b>	<b>\$38,125</b>	<b>\$40,231</b>	<b>\$39,194</b>	<b>\$47,312</b>	<b>\$47,312</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$38,125</b>	<b>\$40,231</b>	<b>\$39,194</b>	<b>\$47,312</b>	<b>\$47,312</b>

Percent Change in Total Budget                      17.6%

### Budget Description

The adopted FY 2011 Juvenile & Domestic Relations Court budget of \$47,312 represents an increase of \$7,081, or 17.6 percent, as compared to the FY 2010 adopted budget. The increase is attributable to an increase in several line items to reflect historical usage.

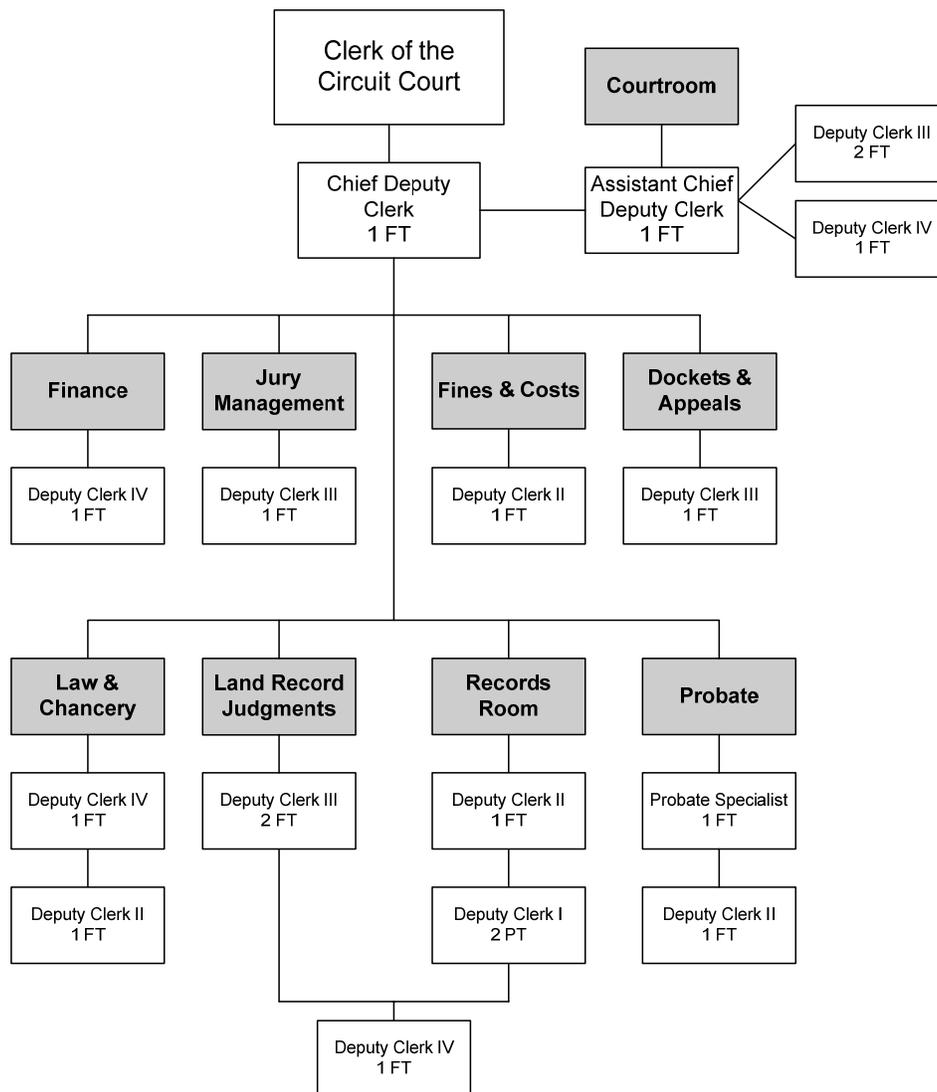
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# CLERK OF THE CIRCUIT COURT

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## Mission

To protect the property ownership rights of our citizens and uphold the criminal and civil justice systems by administering court and county records in an efficient, friendly, and courteous manner.



**Department Summary:** The Clerk of Circuit Court is a constitutional officer elected by the voters of Spotsylvania for a term of eight years. The Clerk performs four major functions: administrator of the court of record; registrar of deeds; probate official; and jury administrator. In addition, the Clerk issues licenses for marriage, concealed handgun permits and notaries.

The Clerk is mandated by the State to record all deeds, wills and other legal papers filed in the County. For criminal cases, the Clerk’s office maintains all files, summons juries and witnesses, attends all hearings, and computes fines and costs. The office maintains files on all wills, judgments, deeds and financing statements filed in the County. All fines and fees originating in the Clerk’s office are also collected and accounted for by the Clerk.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
Percent of statutory & legal requirements met for criminal, civil, & probate filings	100%	100%	100%	100%	100%
Percent of land recordings officially filed within one day of receipt	100%	100%	100%	100%	100%
Percent of employees who have received professional training	15%	10%	10%	10%	10%

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,186,595	\$1,198,466	\$1,189,343	\$1,227,573	\$1,201,775
Operating	\$161,798	\$238,608	\$185,063	\$193,580	\$196,348
Capital	\$18,698	\$0	\$625	\$0	\$0
<b>Total Budget</b>	<b>\$1,367,091</b>	<b>\$1,437,074</b>	<b>\$1,375,031</b>	<b>\$1,421,153</b>	<b>\$1,398,123</b>
<b>Associated Revenues</b>					
State Compensation Board	\$694,978	\$786,848	\$724,805	\$786,848	\$680,298
Excess Fees of Clerks	\$298,290	\$123,832	\$123,832	\$123,832	\$123,832
Subscription Fees	\$32,990	\$35,000	\$35,000	\$32,000	\$32,000
Copying Fees	\$13,958	\$10,000	\$10,000	\$13,000	\$13,000
<b>Total Associated Revenues</b>	<b>\$1,040,216</b>	<b>\$955,680</b>	<b>\$893,637</b>	<b>\$955,680</b>	<b>\$849,130</b>
<b>Net Tax Supported</b>	<b>\$326,875</b>	<b>\$481,394</b>	<b>\$481,394</b>	<b>\$465,473</b>	<b>\$548,993</b>
Full-time Staff	18	18	18	18	18
Part-time Staff	1.75	1.25	1.25	1.25	1.25
<b>Total Full-time Equivalents</b>	<b>19.75</b>	<b>19.25</b>	<b>19.25</b>	<b>19.25</b>	<b>19.25</b>
Percent Change in Total Budget	-2.7%				
Percent Change in Net Tax Supported	14.0%				

**Budget Description**

The adopted FY 2011 Clerk of the Circuit Court budget of \$1,398,123 represents a decrease of \$38,951, or 2.7 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Reduction in overtime and part-time funding to offset reduction in State Compensation Board funding.
- ◆ Reduction in Technology Trust Fund funding received from the State.
- ◆ Decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

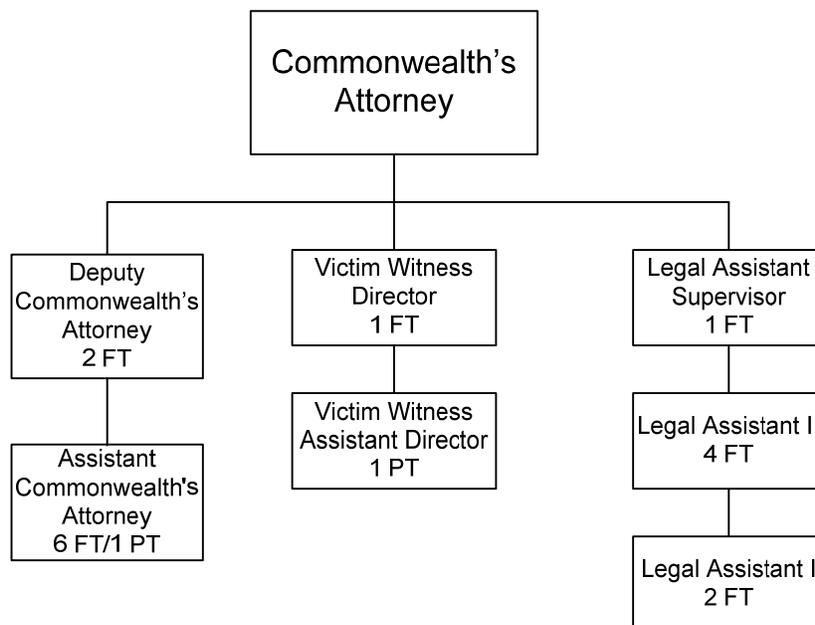
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# COMMONWEALTH'S ATTORNEY

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## Mission

The office of the Commonwealth's Attorney serves the public by fairly and diligently prosecuting all felony cases and all serious misdemeanor cases filed in Spotsylvania County. In so doing, this office, in conjunction with the police and the courts, helps control the crime rate in Spotsylvania. Further, the CA's office and its grant funded Victim/Witness Program strive to advocate justice for crime victims, to help reduce their trauma, and to encourage victims' and witnesses' full participation in the criminal justice system. The CA's office also serves as legal advisor to all local law enforcement agencies.



**Department Summary:** The Commonwealth's Attorney is a Constitutional, law-enforcement official, elected for a four-year term by general election, independent in his duties from the County and State. His 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 responsible for coordinating the criminal prosecution in the County's three courts, as well as appeals to the Court of Appeals. The office maintains a file system to track these cases. Additionally, the office is responsible for investigating criminal histories, driving records, and general background information of persons being prosecuted, and for maintaining those files. The office is also responsible for subpoenaing witnesses and for

arranging payment/reimbursement for witness expenses. In preparing for the prosecution of criminal cases and appeals, the office is responsible for maintaining a comprehensive law library with emphasis on criminal law procedure. The office is also responsible for preparing actions/suits against individuals who are required to come to court for probation violations. The office also maintains a program to assist the Sheriff and the State Police in enforcing criminal drug forfeiture of property seized in drug offenses. The office receives a large number of telephone inquiries for general information on criminal law.

The office also administers the Victim-Witness 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. In FY 2009, the number of victims and/or witnesses served was 1,529, which included direct services such as face-to-face, continuous contact, as well as generic services such as providing general procedural information.

The Victim Witness office also coordinates monthly meetings with the Multi-disciplinary Team (MDT) for on-going child abuse cases; Child Abuse Response Team (CART) for new child abuse cases; and the Sexual Assault Response Team (SART) for sexual assault cases. All of these teams have staff from the Commonwealth Attorney's, Victim Witness, Social Services, and Sheriff's offices. The office also has cooperative agreements with Spotsylvania Juvenile Court Services, Adult Probation and Parole; the Magistrate's Office; Rappahannock Regional Jail; Rappahannock Council on Domestic Violence (RCDV); Rappahannock Council Against Sexual Assault (RCASA); and Rappahannock Legal Services. The purpose of the teams and the cooperative agreements are to delineate the roles of the involved agencies, increase the program's network of referral sources, lessen likelihood for duplicated services, define gaps in existing services, and initiate, develop and expand collaboration.

In May 2009, the Safe Harbor Child Advocacy Center (CAC) opened in Spotsylvania County. The CAC is designed to reduce the trauma during the interview and examination process for children suspected to be victims of abuse. The CAC's multidisciplinary team approach allows children to tell their account of abuse **once** to a trained interviewer, while law enforcement, investigators, child protective services, and prosecutors monitor the interview from another room. In addition to Spotsylvania County, teams from the City of Fredericksburg, Caroline and King George Counties utilize the CAC.

<b>KEY MEASURES</b>	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Annual crime rate	4.5%	4.9%	5.0%	5.0%	4.5%
Ratio of prosecutors to Office of Sheriff's sworn officer positions	FY 2007 1 : 20.2	FY 2008 1:20.1	FY 2009 1:20	FY 2010 1:20	FY 2011 1:20
Annual caseload per prosecutor	FY 2007 1,897	FY 2008 1,864	FY 2009 1,945	FY 2010 2,156	FY 2011 2,264

<b>WORKLOAD MEASURES</b>	CY 2007	CY 2008	CY 2009	CY 2010 Projection
Number of criminal cases prosecuted in all three courts	18,455	16,782	18,481	19,405
Number of crime victims served by Victim/Witness	1,124	1,644	1,529 <sup>1</sup>	1,293 <sup>1</sup>
<sup>1</sup> Decrease is attributable to reduction in full-time staff hours in the Victim Witness Program.				

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,657,345	\$1,677,268	\$1,670,894	\$1,734,604	\$1,717,916
Operating	\$122,145	\$90,116	\$201,570	\$120,187	\$94,668
Capital	\$0	\$0	\$21,114	\$0	\$0
<b>Total Budget</b>	<b>\$1,779,490</b>	<b>\$1,767,384</b>	<b>\$1,893,578</b>	<b>\$1,854,791</b>	<b>\$1,812,584</b>
<b>Associated Revenues</b>					
State Compensation Board	\$786,214	\$801,524	\$744,608	\$801,524	\$705,780
Victim/Witness Grant	\$81,036	\$95,657	\$103,975	\$95,657	\$95,657
Va Domestic Violence Grant	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
V-Stop (ARRA) Grant	\$0	\$0	\$58,335	\$31,446	\$31,146
Commonwealth Attorney's Fees	\$3,955	\$15,600	\$15,600	\$4,000	\$4,000
Forfeiture/Seizure	\$6,395	\$0	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$917,600</b>	<b>\$952,781</b>	<b>\$962,518</b>	<b>\$972,627</b>	<b>\$876,583</b>
<b>Net Tax Supported</b>	<b>\$861,890</b>	<b>\$814,603</b>	<b>\$931,060</b>	<b>\$882,164</b>	<b>\$936,001</b>
Full-time Staff	18	16	17	17	17
Part-time Staff	0.5	1.5	1	1	1
<b>Total Full-time Equivalents</b>	<b>18.5</b>	<b>17.5</b>	<b>18</b>	<b>18</b>	<b>18</b>

Percent Change in Total Budget 2.6%  
Percent Change in Net Tax Supported 14.9%

**Budget Description**

The adopted FY 2011 Commonwealth's Attorney budget of \$1,812,584 represents an increase of \$45,200, or 2.6 percent, as compared to the FY 2010 adopted budget.

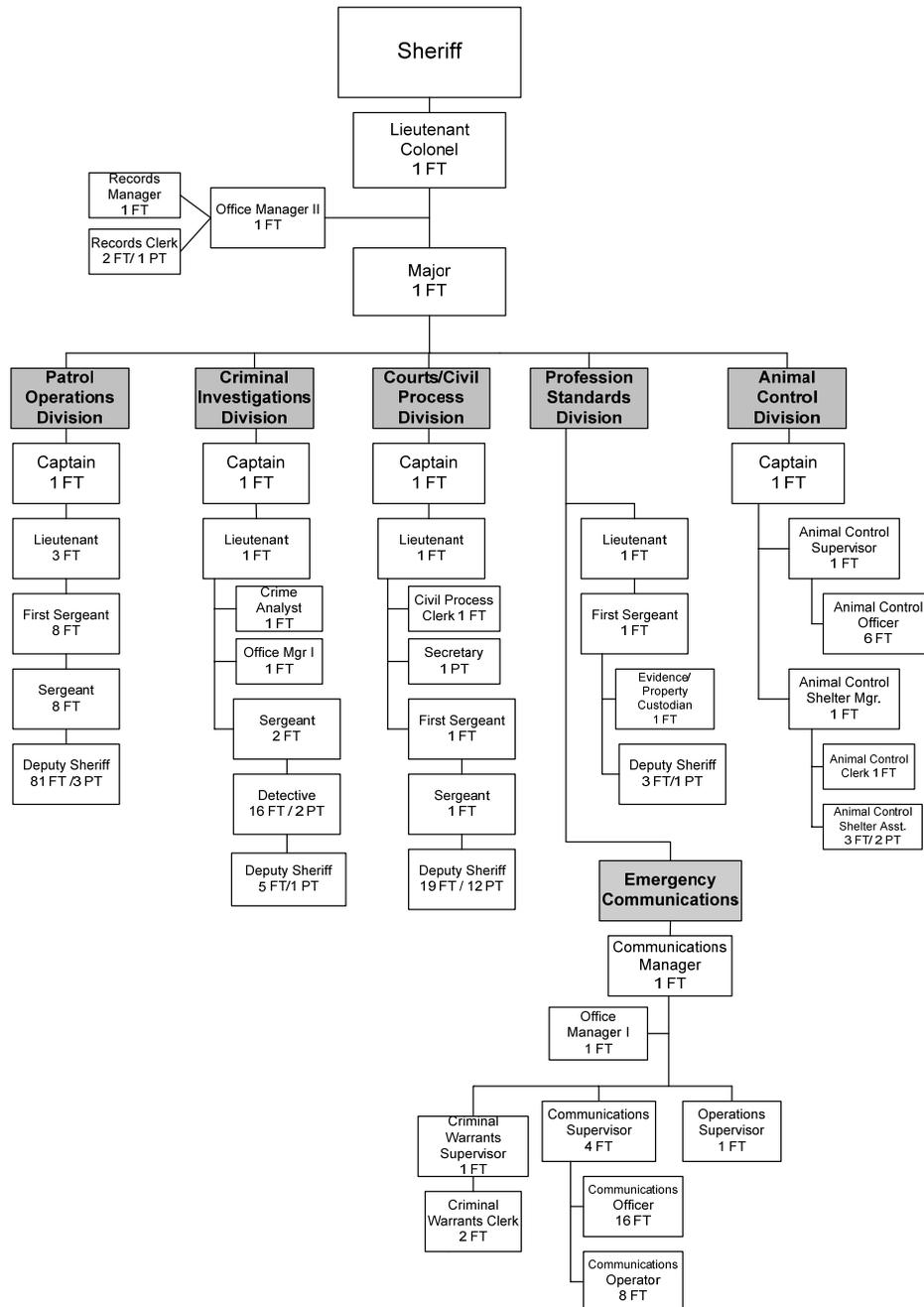
**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Addition of ARRA grant funding for the conversion of Assistant Commonwealth's Attorney position from part-time to full-time.
- ◆ Increase is offset by a reduction in full-time funding in the Victim Witness budget due to the conversion of the Assistant Director position to part-time.
- ◆ Increase is offset by reductions in several operational line items to offset reduction in State Compensation Board funding.

# SHERIFF

## Mission

The mission of the men and women of the Spotsylvania County Sheriff's Office is dedicated service to improving the quality of life through a partnership with our community. We are committed to protecting life, property, and reducing the fear of crime. With honor and integrity we uphold the laws of the Commonwealth of Virginia, and Constitution of the United States.



**Department Summary:** Provides law enforcement services to the citizens of the County, 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.

The Sheriff's office includes five main operations:

Patrol Operations Division: There are five divisions within the Sheriff's Office that together, serve all the law enforcement functions described above. The largest of the five, is the Patrol Operations Division. The primary function of this division is answering calls for service from citizens and businesses regarding criminal conduct or events, and providing random road patrols for the five different patrol zones within Spotsylvania County. Certain criminal cases are re-assigned to the members of this division for follow-up investigation. Another component of this division is the Street Crimes Unit. This unit's sole purpose is to wage war against street level narcotics sales while also focusing on gang interdiction efforts. Some of the specialty functions within this division are the Emergency Response Team, Bicycle Team, Canine Unit, Hostage Negotiation Team, Dive Team, Ground Search and Rescue Team, and Traffic Services Unit.

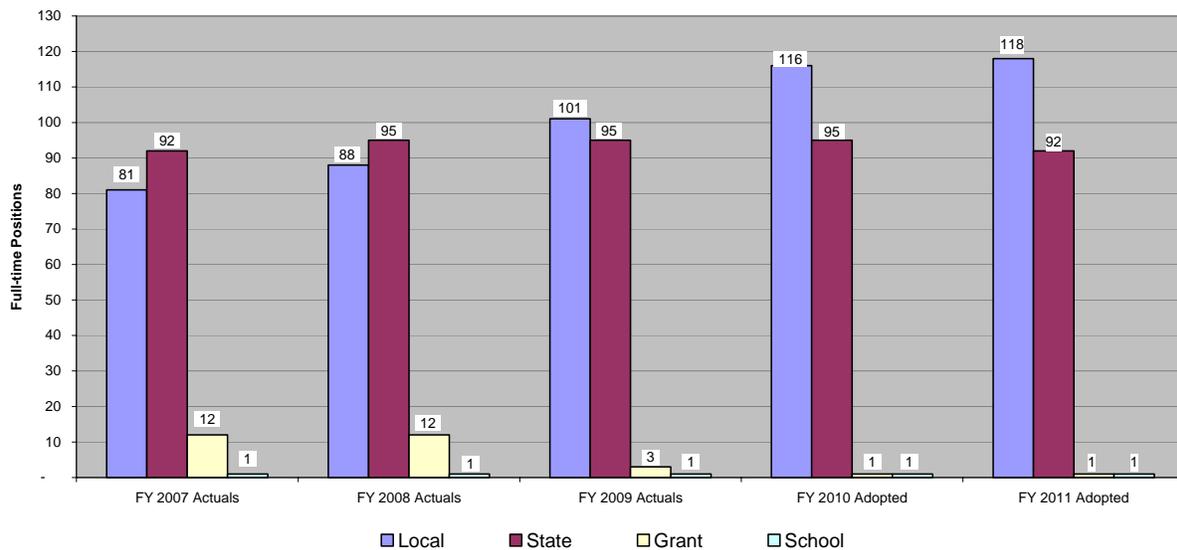
Criminal Investigations Division: This division conducts all follow-up investigations on major felony cases, certain other felonies, and certain misdemeanor crimes that occur within Spotsylvania County. This division also has a component within that conducts narcotics investigations and also has an attachment to a Regional Gang, Terrorism, Narcotics, Task Force. In addition, this division has a crime analysis unit that studies crime trends within the County to enable appropriate deployment of criminal investigative resources to adequately address any changing patterns or trends. Another specialty service within this division is the highly trained forensic investigators who are called upon to process major incident crime scenes. Lastly, this division also participates in monthly meetings with the Multi-disciplinary Team (MDT) for ongoing child abuse cases; Child Abuse Response Team (CART) for new child abuse cases; and the Sexual Assault Response Team (SART) for sexual assault cases. All of these teams also have staff from the Commonwealth Attorney's, Victim Witness, and Social Services offices.

Courts Security/Civil Process Division: This division provides the service of all civil process legal documents and any other court issued paperwork. In addition, this division provides security for the three types of courts that operate frequently five days a week. The division is also responsible for all court ordered transportation of prisoners and out-of-state extraditions that ultimately lead to a court appearance in Spotsylvania. Lastly, this division handles all mental patient transports that originate from residents of Spotsylvania County.

Professional Standards Division: This division encompasses the following responsibilities and duties: coordinating the agency's efforts to maintain Virginia Accreditation Certification through the Virginia Law Enforcement Professional Standards Commission; the Emergency Communications Center; Recruitment and Retention, to include all testing processes and background investigations of prospective applicants; Internal Investigations that stem from citizen complaints; Training; Evidence and Property Management; and the Crime Prevention Unit.

**Animal Control Division:** This division, located on Hudgins Road, provides for the enforcement of all State and County animal codes and the operations of the County's animal shelter. The shelter houses all animals, as appropriate, that are collected by the animal control officers or turned in by citizens. Animals are held in accordance with State requirements, and are adopted out, released to the owner, or euthanized. The shelter also houses the Virginia Kincheloe Spay/Neuter Clinic. The spay/neuter program requires that citizens adopting an animal from the shelter have the animal spayed or neutered within six months of adoption. Animal Control also runs semi-annual rabies clinics provided at cost to pet owners, and public education programs, such as rabies awareness and proper animal care and treatment, in the public schools and at special events.

### Full-Time Staff by Funding Source



Note: FY 2010 Adopted includes Animal Control staff transferred to Sheriff.

### Chart includes positions in Courts/Civil Process, Law Enforcement, Communications, and Animal Control.

Sheriff personnel are funded from several sources including local funding, School funding, State Compensation Board funding, and grant funding, when available. The State Compensation Board provides partial 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. All funding received from the Compensation Board is based on State salary scales and does not include any reimbursement for health insurance costs.

In FY 2011, the State provides partial funding of 78 law enforcement deputies. The most recent population information available from the Weldon Cooper Center is for 2008 and based on that information the County should be receiving reimbursement for 81 law enforcement deputies. In addition to the law enforcement deputies, the State Compensation Board also partially funds eight court security deputies, five communications operators, and the Sheriff for a total of 92 positions. This is a reduction of one court security deputy and two secretaries that were previously partially funded by the Compensation Board in FY 2010. The formula used to determine the number of court security deputies funded by the State involves both population and the number of courtrooms. Based on the State formula, we should be receiving funding for an additional five Court Deputies. There was also a formula that was used in the past to determine the number of administrative/clerical support positions funded by the State. That formula was based on the number of law enforcement deputies; however in FY 2011 we are receiving no funding for administrative/clerical support.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
Avg. number of calls for service per deputy per quarter	468	421 <sup>1</sup>	507	532	478
Quarterly average response times for service calls Emergency: Non-Emergency:	8.07 min 8.58 min	8.81 min <sup>1</sup> 8.72 min <sup>1</sup>	Not Available	9.03 min 9.25 min	8.70 min 8.70 min
Quarterly average clearance rate of cases	45.6%	36.6% <sup>1</sup>	32.4%	30%	35%
Percentage of Emergency 9-1-1 calls answered within one ring (total calls)	92.9%	94.5% <sup>2</sup>	93.5%	94.4%	95%
Percentage of Non-Emergency 9-1-1 calls answered within three rings (total calls)	98.2%	98.7% <sup>2</sup>	98.7%	98.3%	98.6%
Average Animal Control response time Emergency calls: Non-Emergency calls: After-hours calls:	26 min 34 min 27 min	26 min 29 min 21 min	Not Available	25.1 min 31.5 min 23.3 min	24.5 min 30.8 min 22.7 min
Percent of customers satisfied with animal shelter services (from user survey)	97%	97%	100%	100%	100%
Adoption Rate	52.5%	59.3%	60%	65%	70%
Euthanasia Rate	45.8%	40.3%	40%	35%	30%
Compliance Rate of Spay/Neuter Program	100%	100%	100%	100%	100%
<p><sup>1</sup> CY 2008 reflects the average of three quarters of validated data. Data not available for all quarters of calendar year 2008 due to technical difficulties experienced during transition to new public safety system during the fall of that year.</p> <p><sup>2</sup> CY 2008 reflects the average of two quarters of validated data. Data not available for all quarters of calendar year 2008 due to technical difficulties experienced during transition to new public safety system during the fall of that year.</p>					

<b>WORKLOAD MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>
Number of deputy sheriff hours used for prisoner transports	4,454	4,564	3,816	4,189
Number of prisoner transports	553	512	485	495
Number of enforcements on found animal violations	745	761	732	900

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$15,553,607	\$15,798,280	\$15,855,366	\$16,180,555	\$15,948,402
Operating	\$1,628,707	\$2,228,497	\$2,588,222	\$2,014,550	\$2,014,550
Capital	\$467,207	\$486,952	\$516,149	\$612,000	\$612,000
<b>Total Budget</b>	<b>\$17,649,521</b>	<b>\$18,513,729</b>	<b>\$18,959,737</b>	<b>\$18,807,105</b>	<b>\$18,574,952</b>
<b>Associated Revenues</b>					
State Compensation Board	\$2,590,388	\$3,549,536	\$3,549,536	\$3,549,536	\$3,196,201
E-911 Taxes	\$1,347,737	\$1,347,737	\$1,347,737	\$1,347,737	\$1,347,737
County Court Fines	\$889,392	\$762,070	\$762,070	\$839,076	\$839,076
Courthouse Security Fees (Clk of Crt)	\$244,987	\$212,000	\$212,000	\$212,000	\$212,000
Wireless E-911 Surcharge	\$180,935	\$99,660	\$99,660	\$99,660	\$168,223
Animal Shelter Fees	\$69,984	\$72,000	\$72,000	\$94,000	\$94,000
Other Sheriff fees (Chgs for Svcs)	\$107,055	\$165,000	\$165,000	\$110,000	\$90,000
Reimb Extradition of Prisoners	\$27,277	\$55,000	\$55,000	\$55,000	\$55,000
Dog Tag Licenses	\$84,251	\$47,000	\$47,000	\$50,000	\$50,000
Insurance Claim Revenue	\$0	\$48,000	\$48,000	\$48,000	\$48,000
Grant Revenues	\$209,700	\$96,939	\$96,939	\$32,115	\$32,115
Gun Permits	\$44,999	\$16,000	\$16,000	\$20,000	\$20,000
Sheriff Local Services	\$16,878	\$75,000	\$75,000	\$20,000	\$20,000
Rabies Vaccinations	\$7,960	\$7,800	\$7,800	\$7,200	\$7,200
Sheriff's Fees	\$8,199	\$4,100	\$4,100	\$4,100	\$4,100
Veh Reg Dog/Cat Sterilization	\$3,432	\$2,000	\$2,000	\$3,000	\$3,000
Forfeiture/Seizure	\$195,765	\$0	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$6,028,939</b>	<b>\$6,559,842</b>	<b>\$6,559,842</b>	<b>\$6,491,424</b>	<b>\$6,186,652</b>
<b>Net Tax Supported</b>	<b>\$11,620,582</b>	<b>\$11,953,887</b>	<b>\$12,399,895</b>	<b>\$12,315,681</b>	<b>\$12,388,300</b>
Full-time Staff	213	213	213	212	212
Part-time Staff	10.28	10.28	10.28	10.28	10.28
<b>Total Full-time Equivalents</b>	<b>223.28</b>	<b>223.28</b>	<b>223.28</b>	<b>222.28</b>	<b>222.28</b>

Percent Change in Total Budget 0.3%  
 Percent Change in Net Tax Supported 3.6%

**Budget Description**

The adopted FY 2011 Sheriff budget of \$18,574,952 represents an increase of \$61,223, or less than one percent, as compared to the FY 2010 adopted budget. This budget includes funding for Law Enforcement/Patrol, Courts/Civil Process, Emergency Communications and Animal Control.

**The increase is attributable to the following:**

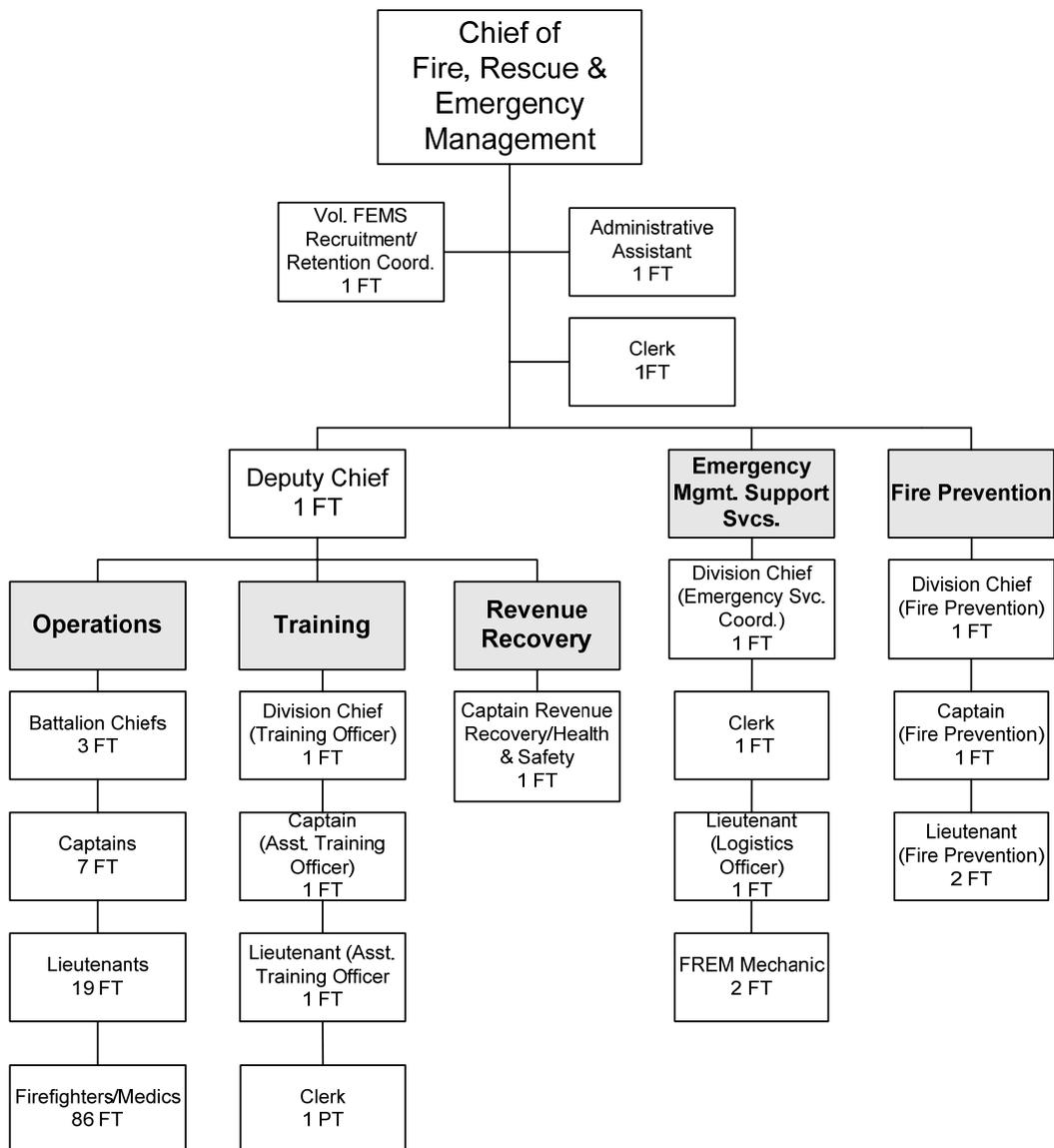
- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Inclusion of insurance funding for vehicle replacements.
- ◆ Funding for maintenance service contract increase in the Communications Division.
- ◆ Funding for one replacement vehicle in the Animal Control Division.
- ◆ The increase is offset by a reduction in overtime funding in the Law Enforcement Division to offset reduction in State Compensation Board funding.

# FIRE, RESCUE & EMERGENCY MANAGEMENT

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## Mission

The Spotsylvania County Department of Fire, Rescue and Emergency Management is committed to protecting the people, property, and the environment of our community through the combined resources of career and volunteer agencies providing prevention and emergency response and management services.



**Department Summary:**

Fire and EMS services are provided to Spotsylvania County residents and visitors through a system comprised of volunteer and career personnel, from ten fire and EMS stations located strategically throughout the County.

In addition to responding to approximately 16,000 emergency incidents per year, Fire, Rescue & Emergency Management (FREM) staff conducts fire inspections, prevention and education activities; investigates and determines the cause and origin of suspicious fires; and, manages the County's smoke detector, child safety seat, and school educational programs. In cooperation with Spotsylvania County Schools, FREM also manages and delivers state certified fire and EMS curriculums to high school students enrolled at the Spotsylvania Career and Technical Center.

In coordination with Dominion Virginia Power and the North Anna Nuclear Power Station, the Emergency Management staff of FREM participates in annual emergency preparedness drills to develop and maintain the skills necessary to minimize the impact of natural and/or manmade disasters on the County. Response to hazardous material incidents is also a primary function of the department. Personnel always strive to ensure that hazardous materials and emergency management incidents are effectively and legally mitigated.

Working in concert with the City of Fredericksburg, King George County and the Virginia Department of Fire Programs, the first phase of the Regional Training Center is complete and open. This facility provides County Fire/Rescue personnel with the training grounds and a burn building necessary to conduct live fire training and other training activities related to fire and EMS. The partner jurisdictions are working to identify potential phase II additions to the facility.

Progress continues toward achieving 24/7 coverage at all Fire/EMS stations. Coverage enhancements continue to occur with the assistance of the County's EMS Revenue Recovery Program and a Federal SAFER (Staffing for Adequate Fire and Emergency Response) Grant. The County's Revenue Recovery Program provides monetary incentives for volunteer personnel and additional career staffing for daytime coverage. SAFER was created to provide direct funding to fire organizations in order to increase the number of trained, "front-line" firefighters.

Pending Capital Improvement Projects include land acquisition for the replacement and consolidation of Fire/Rescue Station 5; land acquisition for the new Fire/Rescue Station 11 (Lee Hill); and the construction of a new Public Safety Building.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
<b>Station staffing</b> (% of stations staffed 24/7) Fire: EMS: ALS <sup>1</sup> as a % of EMS staffing:	77.3% 86.1% 52.5%	80.6% 86.3% 54.8%	86.6% 86.9% 54.0%	90% 90% 58%	100% 100% 62%
Average Response time for rural areas	10.22 min.	10.69 min.	11.12 min	10.80 min	10 min
Average Response time for urban areas	8.72 min.	7.8 min.	8.3 min	8.1 min	7.75 min
<sup>1</sup> ALS = Advanced Life Support					

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$9,302,915	\$9,230,119	\$9,139,856	\$9,642,132	\$9,434,808
Operating	\$2,919,831	\$3,070,478	\$3,352,364	\$3,166,419	\$3,038,209
Capital	\$43,496	\$52,000	\$158,483	\$156,078	\$89,878
<b>Total Budget</b>	<b>\$12,266,242</b>	<b>\$12,352,597</b>	<b>\$12,650,703</b>	<b>\$12,964,629</b>	<b>\$12,562,895</b>
<b>Associated Revenues</b>					
Transfer from Fire/EMS Svc Fee Fund	\$2,036,329	\$2,203,142	\$2,203,142	\$2,268,451	\$2,268,451
Fire & Safety Inspection Fee	\$175,663	\$220,000	\$220,000	\$220,000	\$220,000
State Fire Program Fund (Ins)	\$245,994	\$219,257	\$219,257	\$219,000	\$219,000
Motor Vehicle Registration (EMS \$)	\$116,449	\$95,000	\$95,000	\$95,000	\$95,000
Grants	\$262,112	\$149,146	\$181,057	\$49,680	\$49,680
VOPEX Exercises	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Emergency Services	\$0	\$18,000	\$18,000	\$18,000	\$18,000
Local Funding	\$0	\$20,000	\$20,000	\$12,000	\$12,000
False Fire Alarms	\$11,500	\$12,000	\$12,000	\$12,000	\$12,000
Open Air Burning Permit	\$8,100	\$11,000	\$11,000	\$8,000	\$8,000
<b>Total Associated Revenues</b>	<b>\$2,881,147</b>	<b>\$2,972,545</b>	<b>\$3,004,456</b>	<b>\$2,927,131</b>	<b>\$2,927,131</b>
<b>Net Tax Supported</b>	<b>\$9,385,095</b>	<b>\$9,380,052</b>	<b>\$9,646,247</b>	<b>\$10,037,498</b>	<b>\$9,635,764</b>
<b>Full-time Staff</b>					
Full-time Staff	134	133	133	133	133
Part-time Staff	0.88	0.88	0.88	0.88	0.88
<b>Total Full-time Equivalents</b>	<b>134.88</b>	<b>133.88</b>	<b>133.88</b>	<b>133.88</b>	<b>133.88</b>

Percent Change in Total Budget                    1.7%  
 Percent Change in Net Tax Supported            2.7%

**Budget Description**

The adopted FY 2011 Fire, Rescue & Emergency Management budget of \$12,562,895 represents an increase of \$210,298, or 1.7 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Funding for maintenance service contracts increase.
- ◆ Funding for four replacement printers.
- ◆ Funding for one replacement vehicle.
- ◆ Funding increase for medical & lab supplies and uniforms.
- ◆ The increase is offset by reductions in the following line items: auto repairs & maintenance, electrical services, heating services, telephone services, operating supplies.

## Fire & Rescue Allocation & Consolidated Budgets

	FY 2009 Actuals	FY 2010 Adopted Budget	FY 2011 Agency Request	FY 2011 Adopted Budget	Dollar Inc/(Dec) from FY 2010 Adopted	Percentage Inc/(Dec) from FY 2010 Adopted
<b>CHANCELLOR VOLUNTEER FIRE</b>						
ALLOCATION	23,008	20,063	23,563	20,063		
OTHER PROFESSIONAL SERVICES	10,158	2,284	10,434	2,284		
AUTO REPAIRS & MAINT	95,945	102,433	102,433	102,433		
PER DIEMS	195,000	195,000	195,000	195,000		
TRASH	288	270	270	270		
ELECTRIC	9,945	8,435	8,435	8,435		
HEATING	3,535	7,650	4,000	4,000	(3,650)	-47.7%
TELEPHONE SERVICES	11,962	15,320	15,320	15,320		
TRAINING	28,119	42,594	42,594	42,594		
STATE FIRE PROGRAMS	65,102					
OFFICE SUPPLIES	1,059					
VEHICLE & EQUIPMENT FUELS	57,879	51,334	51,334	51,334		
UNIFORMS	57,661	51,546	51,546	51,546		
OPERATING SUPPLIES	18,640	28,150	20,000	20,000	(8,150)	-29.0%
<b>TOTAL</b>	<b>578,301</b>	<b>525,079</b>	<b>524,929</b>	<b>513,279</b>	<b>(11,800)</b>	<b>-2%</b>

<b>SPOTSYLVANIA VOLUNTEER FIRE</b>						
ALLOCATION	132,598	124,300	124,300	124,300		
OTHER PROFESSIONAL SERVICES	4,535	6,392	6,392	6,392		
AUTO REPAIRS & MAINT	169,412	250,000	200,000	200,000	(50,000)	-20.0%
PER DIEMS	132,500	132,500	195,000	132,500		
ELECTRIC	13,208	7,800	7,800	7,800		
HEATING	2,586	9,000	3,000	3,000	(6,000)	-66.7%
TELEPHONE	13,331	12,000	12,000	12,000		
TRAINING	1,810	10,000	10,000	10,000		
STATE FIRE PROGRAMS	93,395					
VEHICLE & EQUIPMENT FUELS	65,675	82,500	82,500	82,500		
UNIFORMS	24,895	25,000	25,000	25,000		
MACHINERY & EQUIPMENT	4,500					
<b>TOTAL</b>	<b>658,447</b>	<b>659,492</b>	<b>665,992</b>	<b>603,492</b>	<b>(56,000)</b>	<b>-8%</b>

<b>SPOTSYLVANIA VOLUNTEER RESCUE</b>						
ALLOCATION	46,946	49,180	49,180	49,180		
OTHER PROFESSIONAL SERVICES	3,859	1,431	4,000	4,000	2,569	179.5%
AUTO REPAIRS & MAINT	15,613	16,491	16,491	16,491		
PER DIEMS	132,500	132,500	132,500	132,500		
ELECTRIC	11,117	14,879	10,879	10,879	(4,000)	-26.9%
HEATING	8,846	6,822	7,500	7,500	678	9.9%
TELEPHONE	8,430	9,371	6,300	6,300	(3,071)	-32.8%
TRAINING	39,090	38,500	38,500	38,500		
VEHICLE & EQUIPMENT FUELS	30,086	36,257	36,257	36,257		
UNIFORMS	36,044	17,278	23,280	23,280	6,002	34.7%
OPERATING SUPPLIES	88,216	112,076	90,000	90,000	(22,076)	-19.7%
<b>TOTAL</b>	<b>420,748</b>	<b>434,785</b>	<b>414,887</b>	<b>414,887</b>	<b>(19,898)</b>	<b>-5%</b>

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## REGIONAL DETENTION FACILITIES

Regional Detention Facilities provides for the County's share of local funding for the Rappahannock Regional Jail, Rappahannock Juvenile Detention Center, and Chaplin Youth Center. Also, included is a portion of the Virginia Juvenile Community Crime Control Act (VJCCCA), a State-funded program explained in more detail in the Court Services Unit section of this budget. Funding is pass-through from the State to the Chaplin Youth Center, with the County acting as fiscal agent.

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Operating					
Rappahannock Regional Jail	\$3,671,128	\$3,961,861	\$3,981,221	\$3,798,152	\$3,711,264
Rappahannock Juvenile Detention Ctr	\$1,815,589	\$1,794,418	\$1,959,094	\$1,642,765	\$1,639,238
Group Home Commission	\$36,108	\$36,108	\$36,108	\$36,108	\$36,108
Group Home Grant	\$118,803	\$111,046	\$111,046	\$118,803	\$118,803
<b>Total Budget</b>	<b>\$5,641,628</b>	<b>\$5,903,433</b>	<b>\$6,087,469</b>	<b>\$5,595,828</b>	<b>\$5,505,413</b>
<b>Associated Revenues</b>					
VJCCCA Grant	\$41,238	\$41,238	\$41,238	\$41,238	\$41,238
<b>Total Associated Revenues</b>	<b>\$41,238</b>	<b>\$41,238</b>	<b>\$41,238</b>	<b>\$41,238</b>	<b>\$41,238</b>
<b>Net Tax Supported</b>	<b>\$5,600,390</b>	<b>\$5,862,195</b>	<b>\$6,046,231</b>	<b>\$5,554,590</b>	<b>\$5,464,175</b>

Percent Change in Total Budget           -6.7%  
 Percent Change in Net Tax Supported    -6.8%

### Budget Description

The adopted FY 2011 Regional Detention Facilities budget of \$5,505,413 represents a decrease of \$398,020, or 6.7 percent, as compared to the FY 2010 adopted budget.

### The decrease is attributable to the following:

- ◆ \$250,597 or 6.3% decrease in Rappahannock Regional Jail operational funding and a reduction in debt service due to bond refinancing.
- ◆ \$155,180 or 8.7% decrease in Rappahannock Juvenile Detention Center operational funding due to an anticipated reduction in Spotsylvania's usage.
- ◆ The decrease is offset by the restoration of the FY 10 10% reduction to the Chaplin Youth Center.

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## **COURT SERVICES UNIT**

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The 15<sup>th</sup> District Court Services Unit (CSU) provides services to the citizens of Spotsylvania County including intake services, probation and parole services, and other ancillary services deemed appropriate by the Juvenile and Domestic Relations Court.

The goal of this department is to enhance public safety by holding juveniles accountable for their actions and to promote competency development in youth that are before the court. CSU also assists citizens filing protective orders for domestic violence as well as process custody, visitation and support petitions. In FY 09, CSU processed 4,994 citizen/police intakes and supervised 494 juveniles in some capacity. The total number of bed days utilized in the local detention center was 7,229. The Electronic Incarceration/Detention Outreach Program provides intensive supervision to youth in lieu of placement in the detention center. The CHINS program handles referrals for juveniles who are truant, runaways, or beyond parental control. This early intervention program helps families coordinate appropriate services and locate resources to address behaviors and prevent further involvement in the court system. The CHINS position was unfunded in FY 10 and remains unfunded in FY 11. CSU has two intake officers; five probation officers (two of which are school based); one parole officer; and two secretaries. There is also one intensive probation officer, who handles the highest risk offenders in the community; however, funding for this position ends on June 30, 2010.

CSU also manages the funding provided by the Virginia Community Crime Control Act (VJCCCA). Substance abuse education, anger management, restorative justice and community service work are services used as dispositional alternatives. Intensive outpatient substance abuse treatment will be offered as of July 2010.

Along with funding a portion of the expenses related to those employees that are housed in Spotsylvania County offices, the County is also responsible for a percentage of the operational expenses related to the Regional Court Services Office, which is located in the City of Fredericksburg.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$116,482	\$131,294	\$106,432	\$107,899	\$54,810
Operating	\$147,102	\$196,045	\$201,804	\$165,008	\$152,189
Capital	\$0	\$0	\$18,000	\$0	\$0
<b>Total Budget</b>	<b>\$263,584</b>	<b>\$327,339</b>	<b>\$326,236</b>	<b>\$272,907</b>	<b>\$206,999</b>
<b>Associated Revenues</b>					
VJCCA Grant	\$188,091	\$145,446	\$145,446	\$154,269	\$108,914
School Based Probation Off Grt	\$67,613	\$55,000	\$55,000	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$255,704</b>	<b>\$200,446</b>	<b>\$200,446</b>	<b>\$154,269</b>	<b>\$108,914</b>
<b>Net Tax Supported</b>	<b>\$7,880</b>	<b>\$126,893</b>	<b>\$125,790</b>	<b>\$118,638</b>	<b>\$98,085</b>
Full-time Staff	2	2	2	2	2
Part-time Staff					
<b>Total Full-time Equivalents</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Percent Change in Total Budget -36.8%  
 Percent Change in Net Tax Supportec -22.7%

**Budget Description**

The adopted FY 2011 Court Services Unit budget of \$206,999 represents a decrease of \$120,340, or 36.8 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Reduction in telephone services, based on historical usage, for the regional Court District Office.
- ◆ Vacant CHINS position unfunded for the entire fiscal year versus the half year funding included in the FY 2010 budget.
- ◆ Reduction in telephone services and office supplies, based on historical usage, for the Outreach Detention division.
- ◆ Reduction in funding for the School Based Probation Officer pending grant approval.
- ◆ Decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

# MEDICAL EXAMINER

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**Function:** To provide examination services in cases of accidental or unattended deaths.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$540	\$1,500	\$1,500	\$1,500	\$1,500
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$540</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>
<b>Total Associated Revenues</b>	\$0	\$0	\$0	\$0	\$0
<b>Net Tax Supported</b>	<b>\$540</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>

Percent Change in Total Budget      0.0%

**Budget Description**

The adopted FY 2011 Medical Examiner budget of \$1,500 represents no change as compared to the FY 2010 adopted budget.

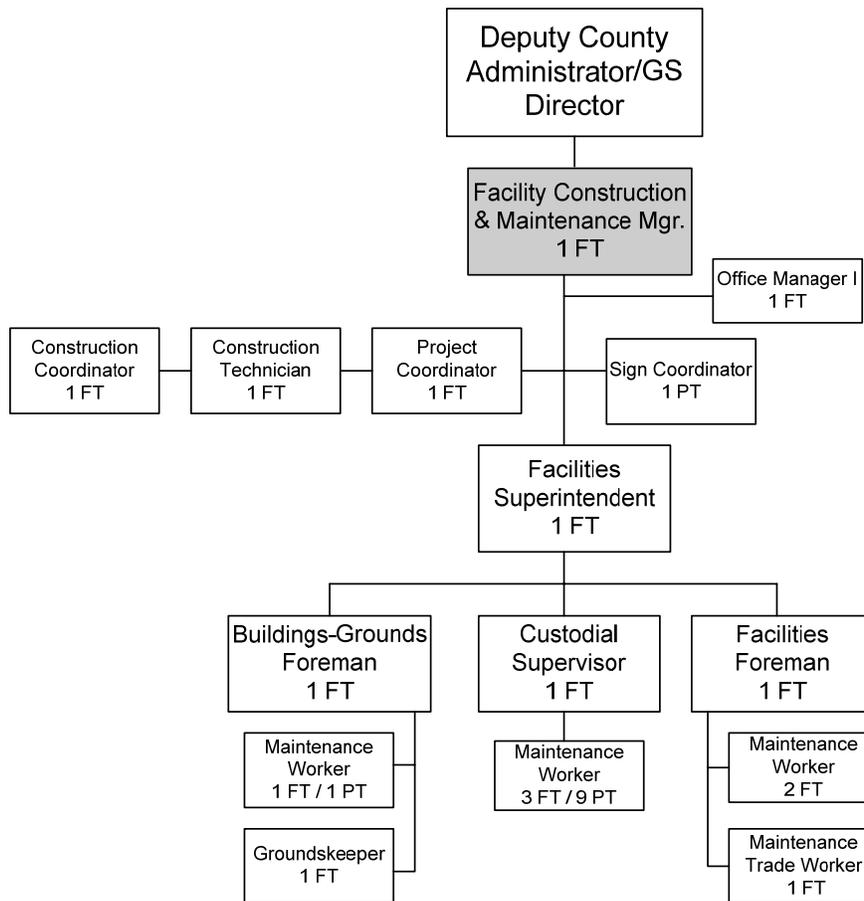
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# GENERAL SERVICES

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## Mission

To maintain and support public facilities and provide community beautification services while maintaining dedication to efficiency and customer service in serving the departments and citizenry of Spotsylvania County.



**Department Summary:** To provide for and/or coordinate the cleaning and maintenance of County buildings.

General Services provides two main operations:

*Administration* - responsible for the coordination of various departmental support tasks including: Construction and Project Management on a limited number of CIP projects,

departmental and office relocations/renovations; processing of departmental work order and signage requests; working with the Capital Projects Management Division for project cost estimation; and maintenance of existing County facilities, the Facility Asset Management program.

*Maintenance* - Provides cleaning, maintenance and other support services for the following locations and departments: Animal Control, Capital One, Vakos Building, Chancellor Public Use Area, County Attorney, Holbert Building, Judicial Center, Juvenile and Domestic Relations Courtroom (old Courthouse), Livingston Landfill, Magistrate Office, Marshall Center (including the C. Melvin Snow Library), Museum, Parks and Recreation, Salem Church Library, Sheriff's Department, Spotsylvania Industrial Park, Tourism, Utilities, and Voter Registration. Maintenance and repairs are provided to all Fire and Rescue Stations. Provides grounds maintenance for the following: Chancellor Radio Tower, Courthouse Water Tower, Guinea Station Road Civil War Site, Marshall Park Convenience Site, Maupin House, Ni River Water Plant, Todds Tavern Civil War Site, as well as, services for Weed and Debris property violations.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
# of Buildings with "Good" FCI	22	21	13	12	14
# of Buildings with "Fair" FCI	11	14	15	15	16
# of Buildings with "Poor" FCI	5	4	11	12	9
Total # of Buildings	38	39	39	39	39

Facility Condition Index (FCI) - 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. An FCI of 0.05 (5%) reflects that the deferred maintenance for that facility is equal to 5% of the replacement cost of that facility. An FCI range of 0.05 or less is considered good; an FCI of 0.05-0.10 is considered fair; and FCI greater than 0.10 are considered poor. A facility with an FCI of 0.05 is recognized as being in a state where depreciation is not occurring. Facility assessments are conducted approximately every 24 months.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$3,980,319	\$3,870,730	\$3,553,193	\$3,757,140	\$3,673,032
Operating	\$1,783,641	\$2,314,769	\$1,961,422	\$2,266,410	\$2,073,851
Capital	\$1,270	\$24,045	\$0	\$160,084	\$119,064
<b>Total Budget</b>	<b>\$5,765,230</b>	<b>\$6,209,544</b>	<b>\$5,514,615</b>	<b>\$6,183,634</b>	<b>\$5,865,947</b>
<b>Associated Revenues</b>					
Refuse Disposal Fee	\$230,919	\$275,000	\$275,000	\$243,434	\$243,434
Recycling Revenues	\$162,585	\$165,000	\$165,000	\$163,118	\$163,118
Composting Revenue	\$142,268	\$145,000	\$145,000	\$114,395	\$114,395
Courthouse Maintenance Fees	\$50,101	\$40,346	\$40,346	\$40,346	\$40,346
Transfer from Utility Fund	\$22,002	\$22,532	\$22,532	\$21,769	\$21,769
Litter Control Grant	\$20,206	\$20,684	\$20,684	\$16,440	\$16,440
Commercial Refuse Hauler Fees	\$10,900	\$15,000	\$15,000	\$10,000	\$10,000
Towing Application/Inspection Fee	\$1,575	\$1,500	\$1,500	\$1,500	\$1,500
Weed and Debris	\$758	\$1,000	\$1,000	\$500	\$500
Composting Admin Fee	\$435,773	\$627,722	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$1,077,087</b>	<b>\$1,313,784</b>	<b>\$686,062</b>	<b>\$611,502</b>	<b>\$611,502</b>
<b>Net Tax Supported</b>	<b>\$4,688,143</b>	<b>\$4,895,760</b>	<b>\$4,828,553</b>	<b>\$5,572,132</b>	<b>\$5,254,445</b>
Full-time Staff	52	17	17	17	17
Part-time Staff	35.45	6.02	6.02	6.02	6.02
<b>Total Full-time Equivalents</b>	<b>87</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>

Percent Change in Total Budget -5.5%  
Percent Change in Net Tax Supported 7.3%

**Note:** As of FY 2010, 32 General Fund budgeted positions fall under the supervision of the Utilities Director and the Composting Division budget was moved to the Utilities Operating Fund.

**Budget Description**

The adopted FY 2011 General Services budget of \$5,865,947 represents a decrease of \$343,597, or 5.5 percent, as compared to the FY 2010 adopted budget.

Funding for Refuse Collection, Refuse Disposal and Recycling/Litter Control is budgeted in this department, while supervision for these divisions falls under the Director of Utilities/Public Works.

**The decrease is attributable to the following:**

- ◆ During FY 2010 the Composting division was moved from General Services to Utilities, resulting in a \$627,722 reduction in the General Services budget.

**The remaining divisions have a \$284,125, or 5.1 percent, increase over their FY 2010 adopted budgets. The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Vacant Solid Waste Equipment Operator funded for one-half year in FY 2011 vs. being held vacant for the entire year in FY 2010.

**The increase is attributable to the following: (continued)**

- ◆ Inclusion of funding for repair/replacement of roll off containers, replacement fuel tank, and asphalt repairs in the Refuse Collection Division.
- ◆ Inclusion of funding for Active Landfill Gas Collection Program and replacement fuel tanks in the Refuse Disposal Division.
- ◆ Inclusion of restored funding for one Household Hazardous Waste (HHW) Event in the Recycling/Litter Control Division. In previous years, two HHW events were held; one was eliminated as part of budget reductions in the FY 2010 Adopted Budget.
- ◆ Funding for increased HVAC System repair/maintenance and restored funding for contract mulching in the Maintenance Division. Contract mulching was eliminated as part of budget reductions in the FY 2010 Adopted Budget.
- ◆ The increase is offset by the following:
  - Vacant Maintenance Worker position unfunded for the entire fiscal year vs one-half year in FY 2010.
  - Reductions in line items to reflect historical usage in all Divisions.

# GENERAL BUILDINGS & GROUNDS

**Department Summary:** To provide electrical, heating, water & sewer, telephone and property insurance for most County facilities.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$1,591,019	\$1,657,144	\$1,657,144	\$1,657,144	\$1,657,144
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$1,591,019</b>	<b>\$1,657,144</b>	<b>\$1,657,144</b>	<b>\$1,657,144</b>	<b>\$1,657,144</b>
<b>Associated Revenues</b>					
Rental of General Property	\$56,437	\$56,500	\$56,500	\$56,500	\$56,500
Street Lights	\$5,628	\$6,100	\$6,100	\$6,100	\$6,100
<b>Total Associated Revenues</b>	<b>\$62,065</b>	<b>\$62,600</b>	<b>\$62,600</b>	<b>\$62,600</b>	<b>\$62,600</b>
<b>Net Tax Supported</b>	<b>\$1,528,954</b>	<b>\$1,594,544</b>	<b>\$1,594,544</b>	<b>\$1,594,544</b>	<b>\$1,594,544</b>

Percent Change in Total Budget            0.0%  
 Percent Change in Net Tax Supported      0.0%

**Budget Description**

The adopted FY 2011 General Buildings & Grounds budget of \$1,657,144 represents no change as compared to the FY 2010 adopted budget.

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# RAPPAHANNOCK AREA HEALTH DISTRICT

To provide preventative, protective and environmental health services in the counties of Caroline, King George, Spotsylvania and Stafford and in the City of Fredericksburg.

The Rappahannock Area Health District is a cooperative effort between the State and the member localities, providing 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, etc.), and environmental health services (including health inspections of daycare centers, summer camps, restaurants, sanitary surveys, sewage treatment plants, and investigation of communicable diseases).

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$719,521	\$647,569	\$647,569	\$719,521	\$647,569
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$719,521</b>	<b>\$647,569</b>	<b>\$647,569</b>	<b>\$719,521</b>	<b>\$647,569</b>
<b>Associated Revenues</b>					
Well/Septic Permit Fees Local	\$37,250	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total Associated Revenues</b>	<b>\$37,250</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Net Tax Supported</b>	<b>\$682,271</b>	<b>\$622,569</b>	<b>\$622,569</b>	<b>\$694,521</b>	<b>\$622,569</b>

Percent Change in Total Budget            0.0%  
 Percent Change in Net Tax Supportec    0.0%

**Budget Description**

The adopted FY 2011 Health Department budget of \$647,569 represents no change as compared to the FY 2010 adopted budget.

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# RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

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 offers services in the areas of crisis intervention; outpatient/case management services through five clinics located throughout the region; day support services, such as vocational training for the mentally retarded and day treatment programs for the chemically dependent; housing and residential services, including group homes, supervised apartments, halfway houses, respite care, specialized foster care and supported living arrangements; and transportation for the mentally disabled.

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.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$300,707	\$270,636	\$270,636	\$270,636	\$270,636
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$300,707</b>	<b>\$270,636</b>	<b>\$270,636</b>	<b>\$270,636</b>	<b>\$270,636</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$300,707</b>	<b>\$270,636</b>	<b>\$270,636</b>	<b>\$270,636</b>	<b>\$270,636</b>

Percent Change in Total Budget                      0.0%

**Budget Description**

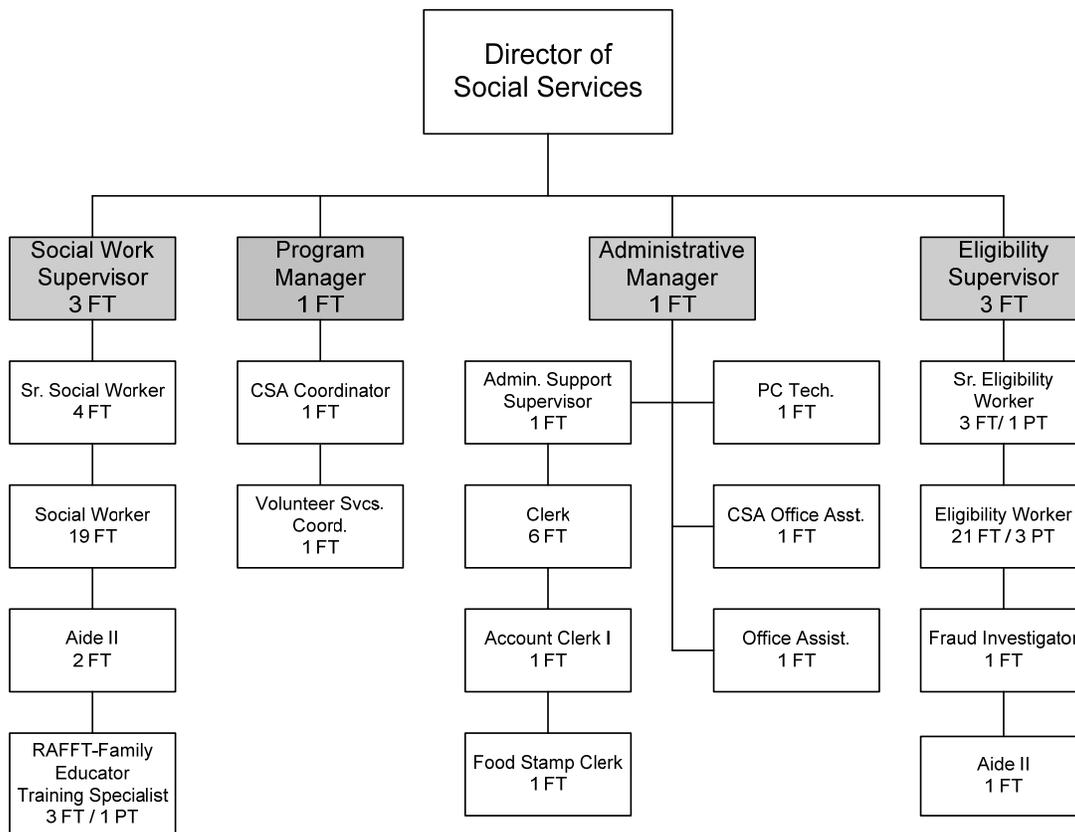
The adopted FY 2011 RACSB budget of \$270,636 represents no change as compared to the FY 2010 adopted budget.

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# SOCIAL SERVICES

## Mission

People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families, and communities. We acknowledge that our clients are part of a family system; that our services must build upon the strengths of the individuals and families we serve; and that the active involvement and focus of our community on prevention and early intervention is essential to our success.



**Department Summary:** The Department of Social Services (DSS) administers, coordinates and provides direct or indirect service delivery for several state and federally mandated public assistance programs including: Temporary Assistance to Needy Families (TANF); Virginia Initiative for Employment Not Welfare (VIEW); Supplemental Nutrition Assistance Program (formerly the Food Stamp Program); Medicaid and Family Access to Medical Insurance Security Plan (FAMIS) programs; Energy Assistance and Cooling Programs; Auxiliary Grant Program for Elderly, Blind and Disabled; Child Protective Services; Foster Care Services; Adoptions; Family Preservation Services; Adult Protective Services; Adult Services; Child Care Services; Home Based-Companion Services; court ordered home studies and evaluations for guardianship; and,

Fraud Free Program. In addition, the department administers the Rappahannock Area Foster Families Team (RAFFT); Family Educator Program; and Employment Advancement for TANF Participants (Bridge to the Future Grant). DSS is also a regional partner in Healthy Families, the Hospital Based Eligibility Program at Mary Washington Hospital and maintains representation on the Thurman Brisben Center Board, Rappahannock Area Agency on Aging Board, and the Continuum of Care (CoC) Committee. DSS administers the Comprehensive Services Act (CSA) program, and serves as a partner in the Spotsylvania Dental Health Project, the Boys and Girls Club Spotsylvania Pilot and the regional Prevention Planning Partnership.

DSS staff also participates in monthly meetings with the Multi-disciplinary Team (MDT) for on-going child abuse cases; Child Abuse Response Team (CART) for new child abuse cases; and the Sexual Assault Response Team (SART) for sexual assault cases. All of these teams also have staff from the Commonwealth Attorney's, Victim Witness, and Sheriff's offices.

DSS continues to serve as a Virginia Department of Social Services (VDSS) Video Conferencing Site for training purposes. The Department Director serves on the VDSS Classification and Compensation Workgroup, CSA Committee, FEMA Board, Community Policy Management Team, and the Safe Harbor Child Advocacy Center Board. DSS also receives input and guidance from the Social Services Advisory Board.

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Average monthly caseload and compliance rate of new clients who receive timely and accurate benefits SNAP <sup>1</sup> :					
Expedited	64 / 100%	81 / 100%	98 / 99%	95 / 99%	98 / 99%
Non-Expedited	124 / 98%	156 / 99%	202 / 99%	160 / 98%	194 / 99%
Medicaid Applications:	217 / 91%	205 / 89%	205 / 82%	144 / 82%	205 / 82%
TANF <sup>2</sup>	44 / 98%	55 / 99%	46 / 100%	64 / 99%	64 / 99%
Average monthly number of VIEW <sup>3</sup> clients employed	74	84	92	106	106
Average monthly number of VIEW <sup>3</sup> clients in training to enhance employability	8	8	15	21	21
<sup>1</sup> SNAP = Supplemental Nutrition Assistance Program; previously known as Food Stamps <sup>2</sup> TANF = Temporary Assistance to Needy Families <sup>3</sup> VIEW = Virginia Initiative for Employment not Welfare					

<b>WORKLOAD MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>
Total value of SNAP <sup>1</sup> distributed	\$5,814,686	\$7,840,472	\$13,194,514	\$15,660,885
Average monthly caseload of Day Care benefit recipients	264	287	236	243
Number of cases/children reported to be abused, neglected or exploited	623/1,095	637/1,120	690/1,276	720/1,272
Number of children in subsequent referrals/reports	54	88	140	148
Average monthly number of children/youth in foster care system	100	118	120	144
Number of elderly or disabled adults reported to be abused, neglected or exploited	64	102	99	84
Number involved in subsequent referrals/reports	1	5	3	1
<sup>1</sup> SNAP = Supplemental Nutrition Assistance Program; previously known as Food Stamps				

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$4,662,227	\$4,761,460	\$4,724,978	\$5,113,331	\$5,093,086
Operating	\$10,044,325	\$12,326,960	\$12,166,598	\$12,704,667	\$12,340,939
Capital	\$4,073	\$4,000	\$4,500	\$90,227	\$52,977
<b>Total Budget</b>	<b>\$14,710,625</b>	<b>\$17,092,420</b>	<b>\$16,896,076</b>	<b>\$17,908,225</b>	<b>\$17,487,002</b>
<b>Associated Revenues</b>					
Public Assistance/Welfare Admin	\$5,583,538	\$6,662,033	\$6,662,033	\$6,173,568	\$6,357,698
Comprehensive Services Act	\$2,345,372	\$4,260,169	\$4,111,795	\$4,260,169	\$4,260,169
Transfer from Capital Projects Fund	\$145,536	\$145,536	\$145,536	\$0	\$0
DSS/CSA Local Revenue	\$254,118	\$0	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$8,328,564</b>	<b>\$11,067,738</b>	<b>\$10,919,364</b>	<b>\$10,433,737</b>	<b>\$10,617,867</b>
<b>Net Tax Supported</b>	<b>\$6,382,061</b>	<b>\$6,024,682</b>	<b>\$5,976,712</b>	<b>\$7,474,488</b>	<b>\$6,869,135</b>
Full-time Staff	77	77	77	77	77
Part-time Staff	2.76	2.76	2.76	2.76	2.76
<b>Total Full-time Equivalents</b>	<b>79.76</b>	<b>79.76</b>	<b>79.76</b>	<b>79.76</b>	<b>79.76</b>

Percent Change in Total Budget 2.3%  
Percent Change in Net Tax Supported 14.0%

**Budget Description**

The adopted FY 2011 Social Services budget of \$17,487,002 represents an increase of \$394,582, or 2.3 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Previous fiscal year budgets have included authorized positions that were approved but not funded, in anticipation of adequate funding being available from historical staff turnover rates. The FY 2011 budget includes funding for those previously “unfunded” positions and also includes the reclassification of several vacant positions to address the need for additional Eligibility Workers.
- ◆ Funding for two replacement vehicles.

**Brief summary of regional agencies funded in FY 2011:**

- *disAbility Resource Center* – to assist people with disabilities to achieve the highest potential and benefit of independent living, through information, education and resources.
- *Fredericksburg Regional Boys and Girls Club* – serving Battlefield Elementary and Battlefield Middle Schools by providing transportation, tutorial support, character building activities, recreational and sport outlets, and a parental computer literacy program.
- *Lloyd F. Moss Free Clinic* – provide free medical and dental care to the low-income and uninsured residents of Planning District 16.

**Brief summary of regional agencies funded in FY 2011: (continued)**

- *Mental Health Association of Fredericksburg* – to address all aspects of mental health and mental illness through advocacy, education and service.
- *Micah Ministries* – to provide cold-night shelter and services to the chronic homeless, those who don't qualify for the Thurman Brisben Center, the region's homeless shelter.
- *Rappahannock Area Agency on Aging* – to provide information and referral services for older citizens.
- *Rappahannock Area Council on Child and Parents (previously known as Rappahannock Area Council on Child Abuse Prevention)* – to promote positive parenting in order to prevent child abuse and neglect.
- *Rappahannock Area Court Appointed Special Advocates* – to provide competent, trained volunteer advocates for abused and neglected children in need of services who are under the jurisdiction of the Juvenile and Domestic Relations Court of the 15<sup>th</sup> Judicial District.
- *Rappahannock Area Healthy Families* – to promote the physical and emotional health of children and families.
- *Rappahannock Area Office on Youth* – to decrease the instances of delinquency by promoting and providing positive youth development opportunities for court-involved youth and their families in Planning District 16.
- *Rappahannock Big Brothers/Big Sisters* – to provide and support one-on-one mentoring relationships between qualified adult volunteers and children from single-parent homes who could benefit from the attention of a caring role model.
- *Rappahannock Council on Domestic Violence* – committed to preventing and eliminating all types of domestic violence within Planning District 16 through community outreach, advocacy, and education.
- *Rappahannock Refuge Hope House* – to provide homeless women and children residency and the services necessary to transition them into independent living in the community.
- *Rebuilding Together with Christmas in April \* Fredericksburg* – to preserve and revitalize houses and communities, assuring that low-income homeowners live in warmth, safety, and independence.
- *Spotsylvania Emergency Concerns Association (S.E.C.A.)* – to provide emergency relief for the citizens of Spotsylvania County and to provide assistance for victims of natural disaster or fire.
- *The Arc of Rappahannock* – advocates for and supports people with mental retardation and developmental disabilities to allow them to achieve their goals and enhance their lives within their home community.
- *Thurman Brisben Center* – to provide emergency shelter, food, self-help, and referral services to homeless families and individuals in Planning District 16.
- *Volunteer and Information Services of the Rappahannock United Way, Inc.* – to mobilize people and resources to meet the critical needs of the community.

For a complete list of FY 2011 regional agency funding requests and adopted funding, please see page 91.

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# GERMANNA COMMUNITY COLLEGE

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Germanna Community College provides post-secondary educational opportunities in the Rappahannock regional area. The College's funding formula is based on the full-time equivalent student enrollment average for the past three years.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$30,285	\$27,256	\$27,256	\$214,306	\$27,256
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$30,285</b>	<b>\$27,256</b>	<b>\$27,256</b>	<b>\$214,306</b>	<b>\$27,256</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$30,285</b>	<b>\$27,256</b>	<b>\$27,256</b>	<b>\$214,306</b>	<b>\$27,256</b>

Percent Change in Total Budget                      0.0%

**Budget Description**

The adopted FY 2011 Germanna budget of \$27,256 represents no change as compared to the FY 2010 adopted budget. Germanna's FY 2011 request included \$171,500 for the first year of a seven year commitment for the Academic Services Building, which was not funded.

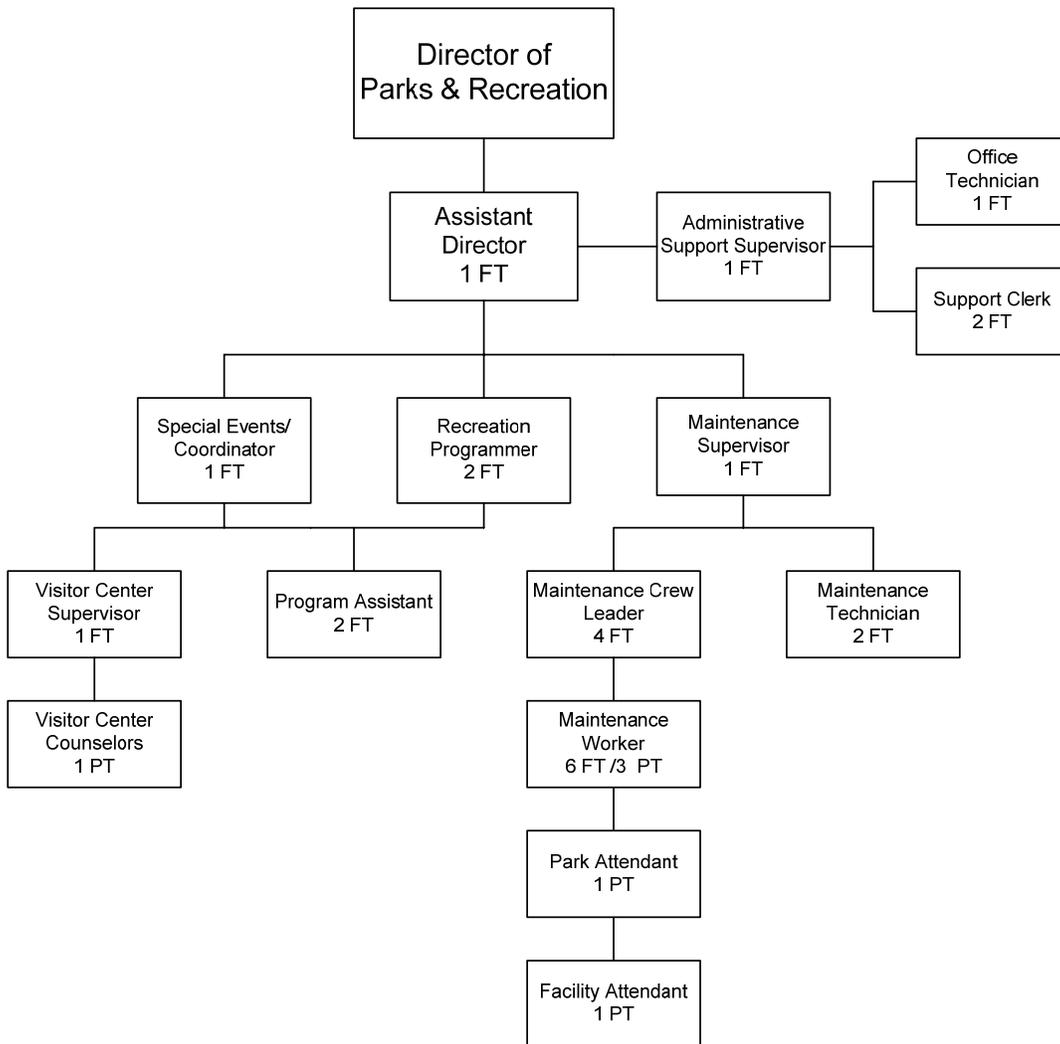
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# PARKS & RECREATION

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## Mission

The Spotsylvania County Parks and Recreation Department's mission is to provide and manage a variety of leisure activities and facilities that will promote personal growth, physical fitness, and recreational needs to fulfill the desires of Spotsylvania County residents.



**Department Summary:** The Parks and Recreation Department is responsible for the maintenance of eleven park facilities: Arritt, Chewning, Cosner, Harrison Road, Hunting Run, Lee Hill, Loriella, Marshall, Mary Lee Carter, Ni River, and Patriot; and six community centers: Berkeley, Chancellor, Harrison Road, 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 to five fire/rescue stations. The department provides an extensive and very popular youth sports league program that includes baseball, basketball, cheerleading, football, softball, and fall and spring soccer programs. Over the playing seasons, Parks and Recreation staff trains, directs and supervises approximately 135 full-time, part-time and seasonal staff and over 2,300 volunteers.

In addition, over 300 special interest classes, ranging from karate, gymnastics, and fitness to line dancing and art are offered throughout the year for children and adults, as well as a number of day camp opportunities, swimming lessons, and summer play groups.

Parks and Recreation conducts a number of special events each year, including the Patriot Park Concert Series, Family Movie Night, Kid's Fishing Derby, Easter Bunny Breakfast, Hershey Track and Field, Doggone Pool Party, Stonewall Jackson Run, Fall Festival and the Christmas Parade. The department also provides support for a number of additional special events (African American History Celebration Day, Governor Spotswood Award, Memorial Day, Stars and Stripes Spectacular, and Courthouse Christmas Luminary) in the community as well.

Parks and Recreation 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. Activities include crafts, movies, line and ballroom dancing, monthly birthday party, bingo, canasta and pinochle, and fitness classes. The Center also has a wide screen TV, DVD and VCR.

Parks and Recreation also operates the Visitor Information Center, located in the Massaponax area. The Visitor Center provides visitors and residents to the County with an overview of the history of the County and information on attractions, recreation, shopping opportunities, restaurants, hotels, events and other items of interest. Funding for the Visitor Center personnel and operational budgets is budgeted in a separate division under Tourism.

<b>KEY MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
Percent of participants satisfied with provided programs (In-house Survey)	91.3%	92.6%	90.9%	92.6%	93%
Percent of direct program cost recovered via participation fees:					
Basketball	78%	77%	81%	93%	93%
Cheerleading	100%	100%	100%	100%	100%
Football	64%	64%	63%	63%	64%
Fall Soccer	100%	100%	100%	100%	100%
Spring Soccer	100%	100%	100%	100%	100%
Baseball	90%	85%	86%	85%	86%
Softball	76%	73%	80%	80%	81%
Percent of surveyed participants satisfied with their interaction with department staff (In-house Survey)	93.8%	94.8%	93.5%	94.3%	100%
Percent of programs having all information available to public at least 21 days prior to program start date	100%	100%	100%	100%	100%
Percent of athletic fields that receive scheduled maintenance service	100%	100%	100%	100%	100%

<b>WORKLOAD MEASURES</b>	<b>CY 2007</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>
Number of program participants	44,033	42,147	39,815	39,474
Number of online registrations received	1,321	1,247	1,596	1,605

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,856,222	\$1,959,845	\$1,959,845	\$1,983,191	\$1,952,177
Operating	\$765,405	\$906,094	\$998,802	\$902,124	\$902,124
Capital	\$10,812	\$0	\$0	\$31,570	\$31,570
<b>Total Budget</b>	<b>\$2,632,439</b>	<b>\$2,865,939</b>	<b>\$2,958,647</b>	<b>\$2,916,885</b>	<b>\$2,885,871</b>
<b>Associated Revenues</b>					
Rec Registration Fees	\$315,602	\$348,400	\$348,400	\$332,400	\$332,400
Self-Supporting Activities	\$162,159	\$169,400	\$169,400	\$169,068	\$169,068
Admission Loreilla Park	\$42,365	\$54,495	\$54,495	\$48,765	\$48,765
Use of Park Facilities	\$44,094	\$37,500	\$37,500	\$43,500	\$43,500
Ni River Reservoir Fees	\$26,651	\$28,600	\$28,600	\$27,750	\$27,750
Hunting Run Reservoir Fees	\$25,418	\$31,050	\$31,050	\$27,650	\$27,650
Loriella Park Concessions	\$12,808	\$14,275	\$14,275	\$13,300	\$13,300
Stonewall Jackson Run Fees	\$8,760	\$10,567	\$10,567	\$8,200	\$8,200
P&R Sale Items	\$1,315	\$1,800	\$1,800	\$1,800	\$1,800
<b>Total Associated Revenues</b>	<b>\$639,172</b>	<b>\$696,087</b>	<b>\$696,087</b>	<b>\$672,433</b>	<b>\$672,433</b>
<b>Net Tax Supported</b>	<b>\$1,993,267</b>	<b>\$2,169,852</b>	<b>\$2,262,560</b>	<b>\$2,244,452</b>	<b>\$2,213,438</b>
Full-time Staff	24	24	24	24	24
Part-time Staff	3.01	3.01	3.01	3.01	3.01
<b>Total Full-time Equivalents</b>	<b>27.01</b>	<b>27.01</b>	<b>27.01</b>	<b>27.01</b>	<b>27.01</b>

Percent Change in Total Budget 0.7%  
Percent Change in Net Tax Supported 2.0%

**Budget Description**

The adopted FY 2011 Parks & Recreation budget of \$2,885,871 represents an increase of \$19,932, or less than one percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Increase in repairs and maintenance supplies due to historical usage.
- ◆ Funding for one replacement vehicle.
- ◆ The increase is offset by the following:
  - Vacant Maintenance Worker position unfunded until January 1, 2011.
  - Reductions in several line items to reflect historical usage.

# MUSEUM

**Department Summary:** To house and maintain County artifacts and memorabilia and to serve as a source of information on the history of Spotsylvania to citizens and visitors to the County.

The Spotsylvania County Museum, located at 8956 Courthouse Road, is operated and staffed by the Spotsylvania Historical Association. Under a Memorandum of Understanding, the County partners with the Association to operate the museum. The museum, in addition to articles of historical interest and information, also houses the Frances Waller Research Library. The museum is open to the public from 10 a.m. to 5 p.m., Monday through Saturday (closing only on New Year's Day, Thanksgiving, Christmas Eve and Christmas). The County provides a direct contribution to the museum for funding of museum staff and telephone services; and an in-kind contribution of basic building repairs.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$18,426	\$19,022	\$19,022	\$19,020	\$19,020
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$18,426</b>	<b>\$19,022</b>	<b>\$19,022</b>	<b>\$19,020</b>	<b>\$19,020</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$18,426</b>	<b>\$19,022</b>	<b>\$19,022</b>	<b>\$19,020</b>	<b>\$19,020</b>

Percent Change in Total Budget            0.0%

**Budget Description**

The adopted FY 2011 Museum budget of \$19,020 represents a decrease of \$2, or less than one percent as compared to the FY 2010 adopted budget.

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# REGIONAL LIBRARY

**Agency Summary:** Spotsylvania County participates in the Central Rappahannock Regional Library (CRRL) system, which has branches in Stafford County, Spotsylvania County, Westmoreland County and the City of Fredericksburg. Spotsylvania County branches include Salem Church Road 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.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$3,908,820	\$3,667,938	\$3,667,938	\$4,490,664	\$3,986,678
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$3,908,820</b>	<b>\$3,667,938</b>	<b>\$3,667,938</b>	<b>\$4,490,664</b>	<b>\$3,986,678</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$3,908,820</b>	<b>\$3,667,938</b>	<b>\$3,667,938</b>	<b>\$4,490,664</b>	<b>\$3,986,678</b>

Percent Change in Total Budget                      8.7%

## Budget Description

The adopted FY 2011 Library budget of \$3,986,678 represents an increase of \$318,740, or 8.7 percent, as compared to the FY 2010 adopted budget. The increase is attributable to the opening of the new England Run Library in Stafford County, estimated to open in October 2010. In addition to funding for the new library branch, the CRRL also requested funding for new books and salary increases for staff in FY 11, which is not funded.

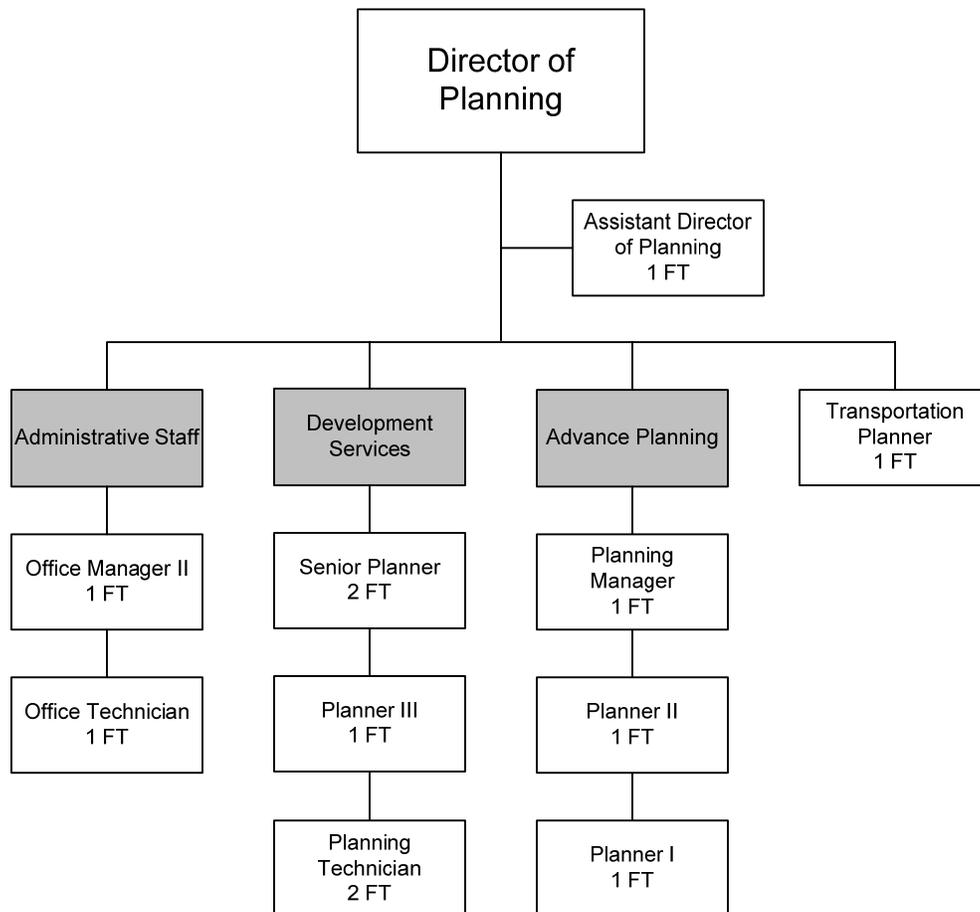
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# PLANNING

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## Mission

To serve the citizens and development community by providing timely, courteous and professional Comprehensive Planning and Development Services that results in an improvement in our community's quality of life through advocating progressive planning practices and smart growth initiatives. We will provide a positive and satisfying work environment geared toward maintaining a qualified and productive staff committed to our customers' needs.



**Department Summary:** The Planning Department is responsible for updating and implementing the Comprehensive Plan, preparing sector plans, and amending codes to ensure that plan policies are advanced and consistently applied. The department is also responsible for the review and approval of site plans and subdivision plats; evaluating rezoning, special use, and certificate of appropriateness applications and taking them through the public hearing process; providing census and demographic information to the public; educating and partnering with the citizens of the County and development community on transportation and other planning initiatives; identifying transportation needs and recommending improvements; administering the Rural Addition and Rustic Programs; monitoring and enforcing the subdivision performance bond program; providing information, recommendations, and staff support to the Agricultural and Forestal/Purchase of Development Rights Committee, Historic Preservation Commission, Planning Commission, Board of Supervisors, and any other departments requiring specialized expertise in the areas of plan development, program design, and data support.

<b>KEY MEASURES</b>	<b>CY 2008</b>	<b>CY 2009</b>	<b>CY 2010 Projection</b>	<b>CY 2011 Target</b>
Percent of exempt and adjustment plats approved by the County Attorney on first review	49.8%	77.8%	78%	85%
Average number of days for major site plan 1 <sup>st</sup> comment letter	32	24	24	24
Number of community outreach efforts	16	9	10	10
Percent of Planners with AICP* certification	33.5%	33%	50%	66%
Number of Comprehensive Plan implementation items initiated in accordance with the Implementation Plan**		9 of 14	12 of 18	16 of 19
* American Institute of Certified Planners ** The Comprehensive Plan was adopted November 12, 2008. Implementation schedule begins with 2009 target dates.				

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$1,161,184	\$966,703	\$966,703	\$1,012,226	\$848,266
Operating	\$132,798	\$183,956	\$191,956	\$120,784	\$120,784
Capital	\$23	\$4,000	\$205,340	\$17,500	\$4,000
<b>Total Budget</b>	<b>\$1,294,005</b>	<b>\$1,154,659</b>	<b>\$1,363,999</b>	<b>\$1,150,510</b>	<b>\$973,050</b>
<b>Associated Revenues</b>					
Planning Review Fees	\$377,133	\$377,235	\$377,235	\$200,000	\$200,000
Plat Filing Fees	\$278,851	\$294,984	\$294,984	\$127,740	\$127,740
Telecommunications Review Fee	\$0	\$30,000	\$30,000	\$30,000	\$30,000
Planning Department Publications	\$1,798	\$2,500	\$2,500	\$1,596	\$1,596
Administration Fees	\$46,486	\$49,700	\$49,700	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$704,268</b>	<b>\$754,419</b>	<b>\$754,419</b>	<b>\$359,336</b>	<b>\$359,336</b>
<b>Net Tax Supported</b>	<b>\$589,737</b>	<b>\$400,240</b>	<b>\$609,580</b>	<b>\$791,174</b>	<b>\$613,714</b>
Full-time Staff	16	12	12	12	12
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>16</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

Percent Change in Total Budget -15.7%  
 Percent Change in Net Tax Supported 53.3%

**Budget Description**

The adopted FY 2011 Planning budget of \$973,050 represents a decrease of \$181,609, or 15.7 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Vacant Planning Manager unfunded for the entire fiscal year.
- ◆ Reduction in building lease costs associated with the move to the new Vakos Facility in FY 2011, which included a six month lease “holiday”.
- ◆ Reductions in several line items to reflect historical usage.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

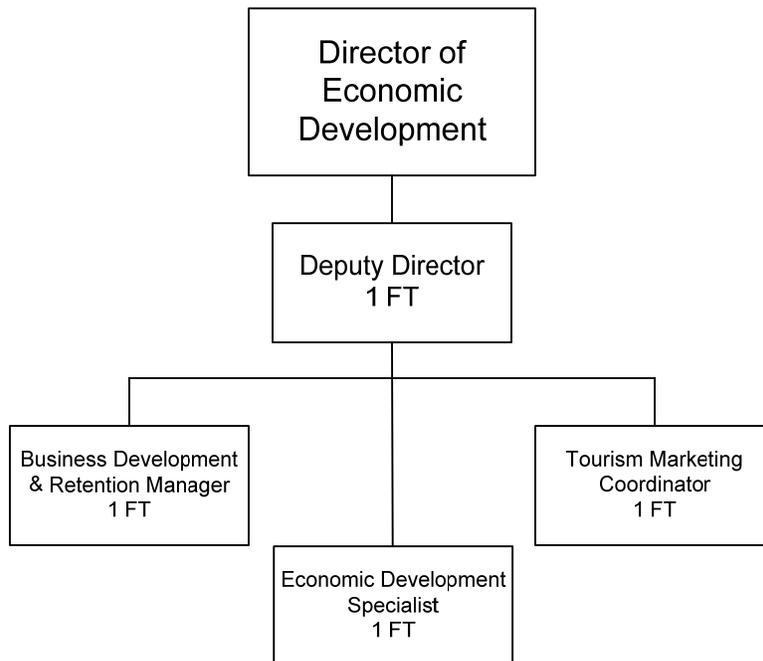
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# ECONOMIC DEVELOPMENT

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## Mission

The economic development mission of Spotsylvania County is to attract and retain diversified business and industrial investment, to provide a broad spectrum of employment opportunities for our residents, while maintaining the unique historic and natural resources of our community.



**Department Summary:** The Department of Economic Development focuses its efforts into two main areas of interest. First, the Department works to market Spotsylvania County to businesses around the world, positioning the County as a desirable business location. Second, the Department works closely with the County's existing businesses, promoting and assisting their operations to help ensure their continued success in the County. The Department's primary goals are to implement strategies based upon the County's adopted Economic Development Plan, to employ local residents, broaden the local tax base and assist in creating a high quality of life for all local residents.

The Department of Economic Development offers a comprehensive range of services and information, including: demographic and economic data; community tours; site and building information, labor analysis and workforce information. The Department also provides staff support and direction to the Economic Development Authority (EDA).

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Average annual wages paid by industries/businesses located in the County*	\$31,248	\$31,536	\$31,632	\$31,500	\$32,000
Employment within the County*	63,499	63,935	63,696	63,800	63,900
Percentage of County Workforce commuting outside the County**	68.6%	68.6%	68.6%	69%	68.6%

\* Source: Bureau of Labor Statistics, Quarterly Census of Employment & Wages  
 \*\* Source: U.S. Census 2000

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$401,685	\$396,579	\$396,579	\$408,076	\$406,398
Operating	\$237,361	\$265,638	\$265,638	\$261,709	\$261,709
Capital	\$314	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$639,360</b>	<b>\$662,217</b>	<b>\$662,217</b>	<b>\$669,785</b>	<b>\$668,107</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$639,360</b>	<b>\$662,217</b>	<b>\$662,217</b>	<b>\$669,785</b>	<b>\$668,107</b>
Full-time Staff	4	4	4	4	4
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Percent Change in Total Budget 0.9%

**Budget Description**

The adopted FY 2011 Economic Development budget of \$668,107 represents an increase of \$5,890, or less than one percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Increase in funding for the Fredericksburg Regional Alliance due to revised funding formula.
- ◆ Increase is offset by the reduction in building lease costs associated with the move to the new Vakos Facility in FY 2011, which included a six month lease “holiday”.

# TOURISM

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## **Mission**

To promote Spotsylvania County as a desirable tourist destination, create a tourist environment to deliver a memorable visitor experience, and increase travel related sales.

**Department Summary:** The Tourism Department includes three main operations:

## **Tourism**

The Tourism Marketing Coordinator works under the direction of the Economic Development Director and is tasked with initiating and coordinating promotional and tourism activities with civic, business, corporate, historical and cultural groups. The Tourism Marketing Coordinator also works with the tourism staff of the City of Fredericksburg and Stafford County to develop and implement regional advertising efforts to maximize tourist activity in the area, and with the Spotsylvania County Sesquicentennial of the Civil War Committee to promote historical, cultural and physical assets of the Spotsylvania Courthouse area.

## **Spotsylvania County Sesquicentennial of the Civil War Committee**

The Spotsylvania County Sesquicentennial of the Civil War Committee is involved with commemorating the 150<sup>th</sup> anniversary of the American Civil War. A number of events are being planned including a three day Civil War Film Festival, special battlefield tours, reenactments, and a Historic County Fair.

## **Visitor Center**

The Visitor Center Supervisor works under the direction of the Parks and Recreation Director. The Visitor Center provides visitors to the County with an overview of the history of the entire region and information on attractions, recreation, shopping opportunities, restaurants, hotels, events and other items of interest. The center is located at 4704 Southpoint Parkway and is under the supervision of Parks and Recreation.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$203,930	\$267,558	\$267,558	\$192,294	\$191,875
Operating	\$288,450	\$459,997	\$502,997	\$458,871	\$431,353
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$492,380</b>	<b>\$727,555</b>	<b>\$770,555</b>	<b>\$651,165</b>	<b>\$623,228</b>
<b>Associated Revenues</b>					
Transient Occupancy Taxes	\$585,528	\$480,000	\$480,000	\$525,000	\$525,000
Tourism Event Donations	\$11,276	\$40,200	\$40,200	\$39,000	\$39,000
Tourism Event Admissions	\$485	\$0	\$0	\$34,000	\$34,000
Tourism Miscellaneous Items	\$1,247	\$1,500	\$1,500	\$1,500	\$1,500
<b>Total Associated Revenues</b>	<b>\$598,536</b>	<b>\$521,700</b>	<b>\$521,700</b>	<b>\$599,500</b>	<b>\$599,500</b>
<b>Net Tax Supported</b>	<b>(\$106,156)</b>	<b>\$205,855</b>	<b>\$248,855</b>	<b>\$51,665</b>	<b>\$23,728</b>
<b>Personnel</b>					
Full-time Staff	2	2	2	2	2
Part-time Staff	0.63	0.63	0.63	0.63	0.63
<b>Total Full-time Equivalents</b>	<b>2.63</b>	<b>2.63</b>	<b>2.63</b>	<b>2.63</b>	<b>2.63</b>

Percent Change in Total Budget -14.3%  
 Percent Change in Net Tax Supportec -88.5%

**Budget Description**

The adopted FY 2011 Tourism budget of \$623,228 represents a decrease of \$104,327, or 14.3 percent, as compared to the FY 2010 adopted budget. This budget consists of the Tourism division of the Economic Development Department, the Sesquicentennial of the Civil War Committee, and the Visitor Center division of the Parks & Recreation Department budgets.

**The decrease is attributable to the following:**

- ◆ Reductions in part-time funding and operating expenses due to the closing of the second Visitor Center site located in the Courthouse Area in FY 10.
- ◆ Reductions in several line items to reflect historical usage.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.

# VIRGINIA COOPERATIVE EXTENSION

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## Mission

Virginia Cooperative Extension enables people to improve their lives through an educational process that uses scientific knowledge focused on issues and needs. Virginia Cooperative Extension responds to the needs of individuals, families, groups and organizations with educational programs in the four broad areas of agriculture and natural resources, family and consumer sciences, food, nutrition, and health, and 4-H youth development. Citizens of Spotsylvania can participate in our programs through Spotsylvania County Extension office.

**Department Summary:** Virginia Cooperative Extension is a local, state and federal partnership, whose resources are used to develop and provide educational information and programs to the public in areas of Agriculture, Horticulture, Home Economics, and 4-H Youth. These programs assist in the resolution of community issues and concerns identified through input from citizen advisory committees.

Currently the Spotsylvania Extension staff consists of: Agriculture and Natural Resources Agent (ANR), 4-H Agent, Family and Consumer Sciences Agent (FCS), Family Nutrition Program (FNP) Program Assistant, Unit Administrative Assistant and Secretary. Additionally, the County is served by five other ANR Agents and one Family and Consumer Science Agent. These other Agents have offices in Stafford, King George, Caroline, Madison (Forestry) and Culpeper Counties (Farm Management). The localities within the Planning District receive and pay for Extension Agent services based on the estimated utilization of that service by the locality. The estimates are based on historical usage and relevant measurable indicators within the locality. Along with funding part of the operational costs and providing the office space, the County funds one full-time secretary position. The Unit Administrative Assistant, Forestry Agent, Farm Management Agent, and FNP Program Assistant positions are State funded positions

In 2009, 19,580 citizens (adults and youth) participated in Extension programs or were provided research based information by the Spotsylvania Virginia Cooperative Extension Office. Over 1,900 youth participated in one or more 4-H clubs, programs, camps, or activities. The Extension Service conducted a variety of classes and activities that benefited Spotsylvania citizens 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. The delivery of Extension programs is highly dependent on volunteers. During CY 2009, 256 citizens volunteered 6,187 hours or the equivalent of nearly three full-time positions.

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Number of educational contacts made with citizens.	18,290	21,808	19,580	19,000	20,000
Number of extension program volunteers	129	187	256	280	290
Number of extension program volunteer hours	1,987	5,209	6,187	6,225	6,225

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$47,335	\$45,940	\$45,940	\$48,560	\$48,141
Operating	\$81,832	\$87,441	\$84,705	\$88,069	\$88,069
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$129,167</b>	<b>\$133,381</b>	<b>\$130,645</b>	<b>\$136,629</b>	<b>\$136,210</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$129,167</b>	<b>\$133,381</b>	<b>\$130,645</b>	<b>\$136,629</b>	<b>\$136,210</b>
Full-time Staff	1	1	1	1	1
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Percent Change in Total Budget 2.1%

**Budget Description**

The adopted FY 2011 Virginia Cooperative Extension budget of \$136,210 represents an increase of \$2,829, or 2.1 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Restoration of funding to the 4-H Educational Center, which was eliminated as part of budget reductions in the FY 2010 Adopted Budget.

# NON-DEPARTMENTAL

**Department Summary:** The Non-Departmental budget includes personnel funding for retiree health insurance premiums and operational funding for bank service charges, a contingency and operational reserves.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$259,446	\$1,054,091	\$1,054,091	\$390,000	\$390,000
Operating	\$99,377	\$701,360	\$632,054	\$726,000	\$890,686
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$358,823</b>	<b>\$1,755,451</b>	<b>\$1,686,145</b>	<b>\$1,116,000</b>	<b>\$1,280,686</b>
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Tax Supported</b>	<b>\$358,823</b>	<b>\$1,755,451</b>	<b>\$1,686,145</b>	<b>\$1,116,000</b>	<b>\$1,280,686</b>

Percent Change in Total Budget                      -27.0%

## Budget Description

The adopted FY 2011 Non-Departmental budget of \$1,280,686 represents a decrease of \$474,765, or 27 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ The inclusion of \$800,000 in FY 10 to cover a potential increase in the County’s self-funded health insurance plan.
- ◆ The decrease is offset by the following:
  - An increase in retiree health insurance.
  - Inclusion of a contingency reserve for potential costs associated with Community Development’s move to the new Vakos Building.
  - Inclusion of reserve funding from a reduction in Central Rappahannock Regional Library’s funding request, to be held until further discussion with other regional participants about the opening of the new branch.

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## GENERAL COUNTY DEBT

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General County Debt includes debt service for existing County debt borrowed for general governmental purposes. Total general debt that will be outstanding as of June 30, 2010 is \$85.1 million and includes:

<u>Issue</u>	<u>Issue/Maturity Dates</u>	<u>Purpose</u>	<u>Balance Outstanding In Thousands</u>
Refunding Bonds	May 1, 1998 / July 2014	Refinance previous debt for fire stations, parks and library construction	\$1,293
Refunding Bonds	April 1, 2003 / March 1, 2011	Refinance previous debt for regional jail, Judicial Center and landfill operations	555
Public Improvement Bonds	December 23, 2003 / January 15, 2024	Fire/rescue buildings and equipment	7,317
IDA Note Payable	December 1, 2001 / June 1, 2021	Lease/purchase of Southpoint office building	486
Public Improvement Bonds	June 20, 2006/ July 15, 2027	Fire/Rescue and General Government buildings, park, library and Transportation.	47,855
Public Improvement Bonds	July 30, 2009/ July 15, 2034	General Government buildings, Transportation	27,570

In November 2001, a \$30 million Fire/Rescue Bond Referendum was approved. The initial \$10 million of bonds was issued in 2003 and an additional \$12.8 million was issued in 2006.

In November 2005, the voters approved several bond referenda questions giving the Board the authority to issue \$236 million in general obligation debt for several new general government and court buildings, completion of the Patriot Park (formerly Smith Station Road Park), expansion of the Salem Church Road library, and transportation projects. The initial \$40.2 million was issued in 2006 for the completion of Patriot Park; the expansion of Salem Church Library; new general government and court buildings and transportation projects. In July 2009 an additional \$27,570,000 was issued to fund a portion of the Public Safety Building; a portion of the new Circuit Court Building; Massaponax Church Road floodplain work; paving of six unpaved roads identified as being in poor condition; and transportation projects needed for the Spotsylvania Regional medical center. The debt service associated with the transportation projects needed for the medical center will be funded with a Special Tax district in the Transportation Fund. Debt service for Transportation projects is included in the Transportation Fund budget.

The 2001, 2005 and 2006 voter-approved bond referenda authorized the County to borrow a total of \$372,043,947 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. At the end of FY 2010, \$155,345,000 had been borrowed.

The following table shows the potential impact on the tax rate stated at the time of the bond referenda:

Referendum	Purpose	Potential Tax Rate Impact Identified in Referenda Materials*
2001	Fire/Rescue	\$0.05
2005	Transportation	\$0.10
2005	Library & Parks	\$0.01
2005	Public Safety	\$0.06
2005	Schools	\$0.05
2006	Schools	\$0.04
		<b>\$0.31</b>

\*Tax rate impact calculations were based on the value of \$0.01 on the real property tax rate at the time of the referenda. The most recent general reassessment has decreased the value of each penny from these calculations.

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
- A \$0.01 tax rate increase in calendar year 2010 was approved for general County debt service

The \$155.3 million in bonds issued since the approval of the November 2001 referenda has increased the County’s annual debt service expenditure, including Schools, from \$22.2 million to \$38.5 million which equates to almost \$0.14 on the real property tax rate at the 2010 assessed values.

**Note:** Counties in Virginia are not subject to legal debt limits. In accordance with the County’s referendum policy, with the exception of revenue and refunding bonds, and bonds issued through the Virginia Public School Authority (VPSA), all County bonds must be approved by voter referendum.

Following is the bond amortization schedule for County debt:

TOTAL GENERAL DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt <sup>1</sup>		New Debt <sup>2</sup>		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2011	3,610,970	3,935,203	1,312,503	285,220	4,923,473	4,220,423
2012	3,980,632	3,773,853	997,503	535,367	4,978,135	4,309,220
2013	4,337,987	3,597,535	1,002,503	519,884	5,340,490	4,117,419
2014	4,145,712	3,426,364	1,002,503	501,464	5,148,215	3,927,827
2015	4,156,392	3,266,644	997,503	480,068	5,153,895	3,746,712
2016	4,227,701	3,100,343	1,002,503	455,712	5,230,204	3,556,056
2017	4,383,499	2,921,609	1,002,503	427,942	5,386,002	3,349,551
2018	4,535,492	2,730,679	850,000	397,536	5,385,492	3,128,215
2019	4,688,741	2,545,184	850,000	373,056	5,538,741	2,918,240
2020	4,672,378	2,341,307	850,000	346,791	5,522,378	2,688,098
2021	4,845,062	2,121,819	850,000	319,166	5,695,062	2,440,985
2022	4,966,108	1,892,790	850,000	290,436	5,816,108	2,183,226
2023	5,142,017	1,650,789	850,000	260,857	5,992,017	1,911,646
2024	5,333,852	1,391,492	850,000	230,427	6,183,852	1,621,919
2025	5,010,000	1,127,163	850,000	199,317	5,860,000	1,326,480
2026	5,200,000	877,888	850,000	167,527	6,050,000	1,045,415
2027	5,395,000	618,228	850,000	135,056	6,245,000	753,284
2028	1,400,000	338,355	845,000	101,991	2,245,000	440,346
2029	1,410,000	257,565	845,000	68,529	2,255,000	326,094
2030	1,425,000	174,638	845,000	34,560	2,270,000	209,198
2031	405,000	120,450	0	0	405,000	120,450
2032	425,000	95,550	0	0	425,000	95,550
2033	440,000	69,600	0	0	440,000	69,600
2034	460,000	42,600	0	0	460,000	42,600
2035	480,000	14,400	0	0	480,000	14,400
	85,076,543	42,432,049	18,352,519	6,130,906	103,429,062	48,562,954

<sup>1</sup> Excludes Schools' debt and revenue bonds for Utilities projects bonds issued for certain roadway improvements. Includes debt service associated with general transportation projects for which the debt service is budgeted in the Transportation Fund and debt service associated with the purchase of the Southpoint office building for which the debt service is budgeted in the Economic Development Opportunities Fund. The amortization schedule for Utilities debt is located in the Utilities Fund section of the budget. The amortization of Schools' debt is shown in the Schools section of the budget.

<sup>2</sup> \$18.3 million is planned for issuance in Summer 2010 for a portion of the funds remaining for the Circuit Court and Public Safety buildings, and for the lease-purchase of technology equipment and software.

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$5,955,801	\$5,709,430	\$5,839,976	\$7,277,598	\$7,118,061
Capital	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$5,955,801</b>	<b>\$5,709,430</b>	<b>\$5,839,976</b>	<b>\$7,277,598</b>	<b>\$7,118,061</b>
<b>Associated Revenues</b>					
Capitalized Interest	\$0	\$0	\$0	\$0	\$228,676
BAB Subsidy	\$0	\$0	\$0	\$151,242	\$151,242
<b>Total Associated Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$151,242</b>	<b>\$379,918</b>
<b>Net Tax Supported</b>	<b>\$5,955,801</b>	<b>\$5,709,430</b>	<b>\$5,839,976</b>	<b>\$7,126,356</b>	<b>\$6,738,143</b>

Percent Change in Total Budget 24.7%  
 Percent Change in Net Tax Supported 18.0%

**Budget Description**

The adopted FY 2011 General County Debt budget of \$7,118,061 represents an increase of \$1,408,631, or 24.7 percent, as compared to the FY 2010 adopted budget. The increase is attributable to the planned Summer 2010 issuance of bonds approved in the November 2005 voter referenda for a portion of the funding remaining for the Circuit Court and Public Safety buildings, and the lease-purchase of technology equipment.

One of the three pennies added to the 2010 tax rate is dedicated to debt service.

# ECONOMIC DEVELOPMENT OPPORTUNITIES FUND

The Economic Development Opportunities (EDO) Fund was established by the Board of Supervisors to provide incentive loans to new or expanding businesses in the County.

The Economic Development Authority (EDA) owns the office building at Southpoint, which houses the County's Visitor Center, as well as commercial tenants. Expenses related to the operation and maintenance of this building are also included in this fund.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Costs</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$429,232	\$257,947	\$307,947	\$173,114	\$173,114
Debt Service	\$61,747	\$59,847	\$59,847	\$59,726	\$59,726
Capital	\$0	\$0	\$0	\$0	\$0
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0
<b>Total Budget</b>	<b>\$490,979</b>	<b>\$317,794</b>	<b>\$367,794</b>	<b>\$232,840</b>	<b>\$232,840</b>
<b>Associated Revenues</b>					
Use of (addition to) Fund Balance	\$333,273	\$149,794	\$199,794	\$86,584	\$86,584
Rental of General Property	\$122,842	\$123,000	\$123,000	\$63,396	\$63,396
Interest on Investments	\$34,864	\$45,000	\$45,000	\$12,860	\$12,860
Transfer from General Fund	\$0	\$0	\$0	\$70,000	\$70,000
EDA Administrative Fees	\$0	\$0	\$0	\$0	\$0
<b>Total Associated Revenues</b>	<b>\$490,979</b>	<b>\$317,794</b>	<b>\$367,794</b>	<b>\$232,840</b>	<b>\$232,840</b>
<b>Net Tax Supported</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Percent Change in Total Budget                      -26.7%

## Budget Description

The adopted FY 2011 EDO Fund budget of \$232,840 represents a decrease of \$84,954, or 26.7 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Deletion of funding for the Civil War Life Museum due to the museum moving out of the County.
- ◆ Reductions in several line items to reflect historical usage.

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## FIRE/EMS SERVICE FEE FUND

The Fire/EMS Service Fee Fund was established to track the receipts of Fire/EMS Revenue Recovery Fees. 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. Proceeds are reinvested in our fire and rescue services to address the growing needs of our combined system.

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Personnel	\$0	\$0	\$0	\$0	\$0
Operating	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0
Transfer to General Fund	\$2,058,329	\$2,225,142	\$2,225,142	\$2,290,451	\$2,540,792
<b>Total Uses</b>	<b>\$2,058,329</b>	<b>\$2,225,142</b>	<b>\$2,225,142</b>	<b>\$2,290,451</b>	<b>\$2,540,792</b>
<b>Sources</b>					
Emergency Rescue Service Fees	\$2,203,637	\$2,200,000	\$2,200,000	\$2,400,000	\$2,400,000
Use of (Addition to) Fire/EMS Service Fee Fund Balance	(\$145,308)	\$25,142	\$25,142	(\$109,549)	\$140,792
<b>Total Sources</b>	<b>\$2,058,329</b>	<b>\$2,225,142</b>	<b>\$2,225,142</b>	<b>\$2,290,451</b>	<b>\$2,540,792</b>

Percent Change in Total Budget                      14.2%

### Budget Description

The adopted FY 2011 Fire/EMS Service Fee Fund budget of \$2,540,792 represents an increase of \$315,650, or 14.2 percent, as compared to the FY 2010 adopted budget.

### The increase is attributable to the following:

- ◆ Increase in local share of SAFER (Staffing for Adequate Fire and Emergency Response) Grant funded positions.
- ◆ Use of revenue recovery funding for Fire & Rescue Emergency Communications staff to offset the reduction in Sheriff's Compensation Board funding.

The revenue collected in this account is transferred to the General Fund to offset the costs of the positions and volunteer funding approved with the Revenue Recovery Spending plan as follows:

### Additional Personnel:

- ◆ Revenue Recovery Coordinator
- ◆ Part-time Administrative Assistant
- ◆ Ambulance Mechanic
- ◆ Training Officer

**Additional Personnel:** *(continued)*

- ◆ Four FF/medics at Company 2
- ◆ Four FF/medics at Company 8
- ◆ Four FF/medics at Company 7
- ◆ Local share of four full-time FF/medics at Co 9 (SAFER Grant)
- ◆ Local share of four full-time FF/medics at Co 3 (SAFER Grant)
- ◆ Recruitment/Retention position
- ◆ Conversion of a part-time Treasurer Cashier to full-time

**Operational /Program Costs:**

- ◆ DAB (Diversified Ambulance Billing) Administrative costs (provides billing and collection services)
- ◆ Volunteer Per Diem Program
- ◆ Volunteer Training
- ◆ Volunteer - Third party clerical support
- ◆ Increases in medical supplies due to MWH restocking fees
- ◆ \$250,341 transfer to General Fund to offset expenditures in the Sheriff's Office related to Fire & Rescue Emergency Communications staff, due to reductions in State Compensation Board funding. (Subsequent to approval of the budget, additional State funds were provided to the Sheriff's Office and a budget amendment was approved to reduce this transfer to \$143,540.)

## CODE COMPLIANCE FUND

### Mission

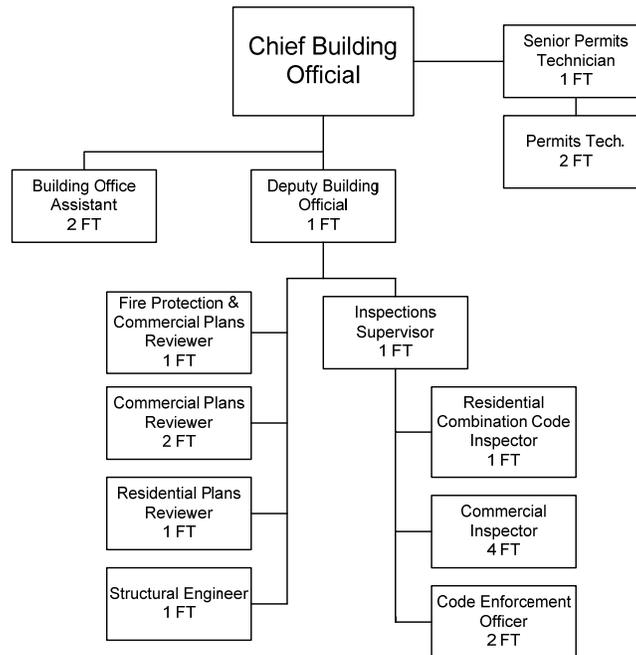
The Spotsylvania Code Compliance Department strives to provide excellent customer service through timely permit service and inspections and effective code enforcement to ensure public safety and quality of life to the citizens of Spotsylvania.

**Department Summary:** The Code Compliance Department consists of two divisions, Building and Zoning.

KEY MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection	CY 2011 Target
Percent of Building inspections completed within 24-hours of requested inspection time	99.9%	100%	100%	100%	100%
Average maximum time between building plan submittal and initial Building review (in working days): Residential SFH Commercial	13.8 19.4	11.2 22.7	11.7 12.7	11.7 12.7	11.7 12.7
Average Number of Days Before Initial Review Complete Erosion (working days) Zoning (working days)	8.5 8.5	6.3 5.7*	3.1 6.1	0.7 1.6	0.5 1.5
Percentage of investigations resolved in 30 days: Building Zoning	83.0% 55.0%	81.8% 71.3%	77.7% 65.7%	78.0% 51.5%	78.0% 50.0%
*CY 2008 is average of 3 quarters reporting.					

WORKLOAD MEASURES	CY 2007	CY 2008	CY 2009	CY 2010 Projection
Percentage change in total building permits issued**	-11.6%	-1.0%	-14.4%	0%
Percentage of Erosion violations requiring bond utilization	0%	0%	0.9%	0.5%
*CY 2008 is average of 3 quarters reporting. ** Percentage change reported on a fiscal year basis.				

## Building Safety Division



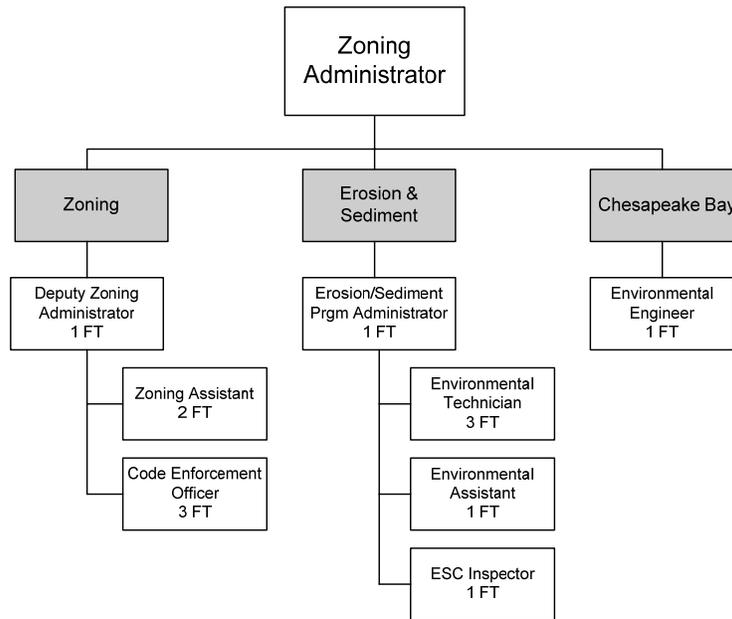
The Building Safety Division is funded with Development Review Fees. The Division is tasked with enforcing the State mandated Virginia Uniform Building Code, which provides building regulations for construction and local option building regulations for maintenance of structures. The purpose of these regulations is to ensure safety to life and property from all hazard incidents to structure design, construction, occupancy, repair, maintenance, renovation, removal or demolition. The Division responds to complaints such as unsafe structures, overcrowding, rental property concerns, work performed without permits, and citizen complaints regarding construction issues performed by their contractor. The Division 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.

The Building Safety Division also includes the permit intake center. The permit center processes all construction permit applications along with the associated construction documents and plans. The permit center verifies all contractors and tradesmen's licenses and collects mechanic's lien information; all of which is required in order to issue a building permit.

The Building Safety Division offers code workshops for customers and communicates with the local building association through bi-monthly meetings. The Division is active in code officials' professional organizations both on the state and regional level.

For a ten-year history of building permits issued, please refer to page 21.

## Zoning Division



The Zoning Division includes the Zoning, Environmental Engineering and Chesapeake Bay Preservation Divisions. Zoning is the center hub of administration, enforcement, and plan review, for Zoning/Flood Plain; Erosion Control; Chesapeake Bay Preservation Act; and Storm Water Management and is the liaison to multiple State and Federal oversight agencies, including Army Corps of Engineers, Department of Conservation and Recreation, and Department of Environmental Quality.

As of 2008, both Federal and State agencies have deemed the Zoning Division compliant with all agency reviews, as promulgated by the Chesapeake Bay Local Board. The Zoning Division protects public safety via 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. The Zoning Division serves as staff to the local Board of Zoning Appeals which reviews all zoning administrative decisions upon appeal and hears all requests for zoning variances under the County Code.

The Zoning Division serves as liaison to the local Tri-County City Soil Water Conservation Board and is responsible for the County's enforcement of the Virginia Pollutant Discharge, MS-4 Permit, Chesapeake Bay Preservation Act and Elimination System permits, and all enforcement of the Federal Emergency Management Association and Flood Insurance Rate Map programs.

As public awareness of environmental codes has heightened, the Zoning Division has received additional responsibility from the local Board of Supervisors and Department of Conservation and Recreation for new programs such as Best Management Practice(s) inspection and maintenance program and private septic system 5-year pump out programs affecting 16,000 County residents. The Zoning Division is reviewed and given oversight on such environmental mandated programs from the Department of Conservation and Recreation.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Uses</b>					
Personnel	\$3,178,651	\$2,700,852	\$2,685,726	\$2,760,571	\$2,654,965
Operating	\$382,657	\$467,664	\$415,152	\$245,187	\$254,857
Capital	\$0	\$0	\$12	\$0	\$0
Transfer to General Fund	\$282,337	\$651,567	\$0	\$478,227	\$478,227
<b>Total Uses</b>	<b>\$3,843,645</b>	<b>\$3,820,083</b>	<b>\$3,100,890</b>	<b>\$3,483,985</b>	<b>\$3,388,049</b>
<b>Sources</b>					
Development Review Fees	\$2,777,005	\$2,920,132	\$1,620,132	\$1,938,426	\$1,938,426
Transfer from General Fund	\$200,000	\$651,453	\$1,232,260	\$1,370,559	\$1,274,623
Code Comp Adm Charges	\$232,430	\$248,498	\$248,498	\$175,000	\$175,000
Interest	\$3,836	\$0	\$0	\$0	\$0
Use of (Addition to) Code Compliance Fund Balance	\$228,267	\$0	\$0	\$0	\$0
Other Local Revenue Sources	\$1,795	\$0	\$0	\$0	\$0
Tier Drainage Cost Sharing	\$0	\$0	\$0	\$0	\$0
County Court Fines	\$309	\$0	\$0	\$0	\$0
Transfer from Other Funds	\$400,000	\$0	\$0	\$0	\$0
<b>Total Sources</b>	<b>\$3,843,642</b>	<b>\$3,820,083</b>	<b>\$3,100,890</b>	<b>\$3,483,985</b>	<b>\$3,388,049</b>
<b>Full-time Staff</b>					
Full-time Staff	50	34	34	34	34
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>50</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>

Percent Change in Total Budget -11.3%

**Budget Description**

The adopted FY 2011 Code Compliance Fund budget of \$3,388,049 represents a decrease of \$432,034, or 11.3 percent, as compared to the FY 2010 adopted budget.

**The decrease is attributable to the following:**

- ◆ Vacant Building Office Assistant (Building Division) position unfunded for the entire fiscal year.
- ◆ Reduction in building lease costs associated with the move to the new Vakos Facility in FY 2011, which included a six month lease “holiday”.
- ◆ Reductions in several line items in both divisions to reflect historical usage.
- ◆ The decrease is offset by a 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee-only coverage and 18% for all other levels of coverage.

## **TRANSPORTATION FUND**

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The Transportation Fund was created to address the growing transportation concerns in Spotsylvania County. Revenue for this fund historically has come from the annual transfer of 100 percent of the local vehicle license fee revenue to this fund; and a “set-aside” of 10 percent of revenues generated by Cosner’s Corner and Harrison Crossing.

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 percent 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 2011 fuel tax revenue to be \$4.3 million. After reserving the funds that will be necessary in FY 2013 to pay the deferred FY 2011 PRTC and VRE subsidies, and after reserving 10 percent of PRTC’s revenue projection in the event that actual receipts of fuel tax revenue are less than projected, the remaining fuel tax revenue permits suspending the transfer of set-asides and a portion of the decal fee transfer in FY 2011.

The FY 2011 Adopted Budget assumes that the typical transfer of 10 percent of revenue from the Cosner’s Corner and Harrison Crossing developments does not occur in FY 2011. Likewise, the Budget assumes that only a portion of the decal fee revenue is transferred to the Transportation Fund, with \$1.7 million (66.1 percent) of the \$2.6 million local vehicle license fee collection remaining in the General Fund. It is anticipated that each of these transfers to the Transportation Fund will resume in full in FY 2012.

Proposed fiscal policies governing the budgeting and use of fuel tax revenues and PRTC and VRE related expenditures are included in the Fiscal Policies section of the budget on page 329.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Uses</b>					
Personnel	\$314,373	\$385,228	\$385,228	\$393,454	\$330,832
Operating	\$540,040	\$735,454	\$735,454	\$439,513	\$440,874
Capital	\$0	\$65,080	\$65,080	\$0	\$0
Debt Service	\$1,526,413	\$2,760,726	\$1,795,117	\$2,361,951	\$2,361,951
Reserves	\$7,551	\$2,656,966	\$2,656,966	\$3,801,710	\$3,801,710
VRE Reserve	\$0	\$0	\$0	\$1,779,708	\$1,779,708
Transfer to Other Funds	\$2,837,455	\$661,402	\$1,161,402	\$163,381	\$163,381
<b>Total Uses</b>	<b>\$5,225,832</b>	<b>\$7,264,856</b>	<b>\$6,799,247</b>	<b>\$8,939,717</b>	<b>\$8,878,456</b>
<b>Sources</b>					
Local	\$1,061,784	\$1,158,404	\$1,158,404	\$5,504,601	\$5,504,601
Use of (Addition to) Transportation Fund Balance	\$1,097,651	\$3,205,878	\$1,547,647	\$2,137,042	\$2,075,781
Transfer from General Fund	\$3,066,397	\$2,900,574	\$2,900,574	\$877,806	\$877,806
Transfer from Capital Projects Fund	\$0	\$0	\$1,192,622	\$420,268	\$420,268
<b>Total Sources</b>	<b>\$5,225,832</b>	<b>\$7,264,856</b>	<b>\$6,799,247</b>	<b>\$8,939,717</b>	<b>\$8,878,456</b>
<b>Staff</b>					
Full-time Staff	3	3	3	3	3
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Percent Change in Total Budget 22.2%

**Budget Description**

The adopted FY 2011 Transportation Fund budget of \$8,878,456 represents an increase of \$1,613,600, or 22.2 percent, as compared to the FY 2010 adopted budget.

**The increase is attributable to the following:**

- ◆ Increase in operating reserve for the deferred VRE and PRTC subsidies and 10% reserve in case of revenue shortfalls.
- ◆ Increase in operating reserve for special tax districts.
- ◆ Increase is offset by:
  - Decrease in funding for the FRED Bus System.
  - Decrease in funding for the Photo Red Light Program.

# CAPITAL PROJECTS FUND

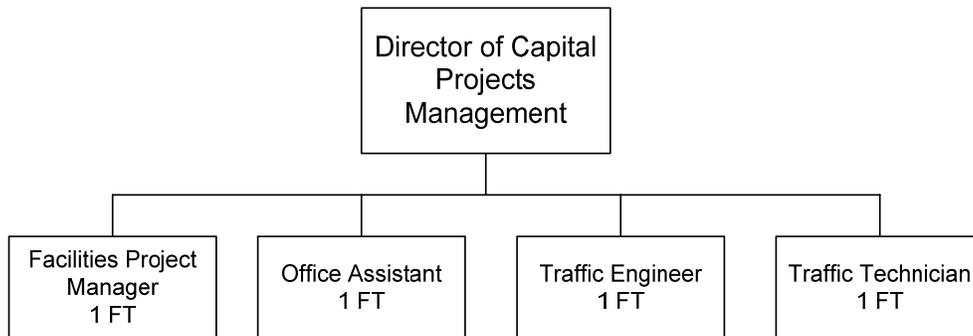
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The Capital Projects Fund budget consists of the Capital Projects Management budget and the budget for cash and non-bond funded capital projects shown in the first year of the adopted FY 2011 – FY 2015 Capital Improvement Plan (CIP).

## Capital Projects Management

### Mission

To provide responsible oversight to the County’s capital improvement projects associated with major facilities, including parks, and roads, through the use of best management practices and expert and motivated staff; to provide timely and accurate project information to the Board of Supervisors, staff and citizens; and to serve as the County liaison with the Virginia Department of Transportation.



**Department Summary:** The Capital Projects Management Department oversees Spotsylvania’s capital improvement projects, including new construction, expansion, or renovation of all major County facilities and roads. Department staff develops cost and schedule estimates for projects, identifies and accesses funding opportunities, coordinates County resources, and provides all contract development and management for project related services, including architectural, engineering and construction. The department is also responsible for ensuring full compliance by the County with all local, state, and federal requirements related to the project and in the project construction process.

In addition to providing oversight and support to capital improvement projects, department staff also develops and maintains relationships with local, state and federal agencies, facilitating productive two-way communication between these agencies and the County to encourage cooperation and create an awareness of needs and opportunities within the County and the region.

The department serves as the primary contact point for citizens and businesses with regard to major facility and road projects through the timely dissemination of information to citizens and businesses in immediate and adjacent impact areas, presentations in public forums, creation and maintenance of a capital projects website, and in individual contact initiated by either a citizen or staff member.

## Capital Projects

The cash and non-bond funded projects approved as part of the CIP and comprising the FY 2011 Capital Projects Fund budget are as follows:

Capital Projects Management	\$292,331
Facility Asset Management	\$2,000,000
Relocation of the Magistrates' Office	\$150,000
Land Records Information System	\$50,000
Construction of Cell 5	\$60,000
Rural Additions Transportation Projects	\$25,000
Capital Reserve	\$1,933,457*
Transfer to Other Funds	<u>\$800,186</u>
<b>Total</b>	<b>\$5,310,974</b>

\* The FY 2011 transfer from the General Fund at the fiscal policy guideline level of 1.75 percent of General Fund revenues allows for the set aside of \$1.9 million in a capital reserve in FY 2011. This reserve will be added to the fund balance at year's end and, based on the Adopted CIP, will be used for capital projects in FY 2012.

It is anticipated that bonds will be issued in Summer 2010 to fund additional portions of the Circuit Court and Public Safety buildings which were approved in the 2005 bond referendum, and lease-purchase financing will be used to fund the upgrades of technology equipment and operating systems. However, neither debt proceeds nor project expenditures associated with these financings are included in the Capital Projects Fund in the FY 2011 Adopted Budget. Upon finalizing issuance of the bonds in Summer 2010, staff will request that the Board amend the budget to include revenues and expenditures associated with bond funded projects and to appropriate the expenditures. Debt service expenditures related to this anticipated borrowing are included in the FY 2011 budgeted expenditures in the General Fund and the Transportation Fund.

## General Projects

### **Facility Asset Management Program** (FY 11 costs = \$2,000,000)

This program is designed to remedy and prevent any deterioration of County owned buildings. The needs are determined through regular assessments of County properties. Projects include but are not limited to exterior building repairs, interior finish replacements, electrical repairs and upgrades, HVAC system replacements, and plumbing

### **Spotsylvania/Fredericksburg Magistrate Facility** (FY 11 costs = \$150,000)

Each locality is required by the State to provide a Magistrate's Office. For many years, the City of Fredericksburg and Spotsylvania have partnered to provide a centrally located Magistrate's Office. The existing office is located on rented property. Renovations are needed at the existing office, but a constrained site causes renovations to be infeasible. This project will be funded jointly with the City of Fredericksburg.

### **Land Records Information System (LRIS)** (FY 11 costs = \$50,000)

The LRIS tracks all aspects of land related data for Spotsylvania County. It incorporates Real Estate, Code Compliance (Building, Zoning, and Environmental Engineering), Planning, Business License, Treasurer, Finance, GIS, Assessment and Circuit Court. Users from all departments are able to access, and maintain land related data real-time in one central location, collaborate seamlessly with other departments, businesses and citizens in disparate locations, and utilize analysis tools within the system to summarize, interpret, and present the data available in the system in a professional manner. Additional enhancements to the system will include a work assignment generator, advanced report writing functionality, and online citizen services.

## Solid Waste Projects

### **Construction of Cell 5 at Livingston Landfill** (FY 11 costs = \$60,000)

The addition of Cell 5 at the Livingston Landfill is necessary to maintain proper disposal of municipal solid waste generated within the County. The cell will be 6.2 acres and is expected to have a useful life of 6 years. Funding for this project during the five-year CIP period includes the estimated cost for engineering, design, Construction Quality Assurance (CQA) fees and construction.

## Transportation Projects

### **Transportation – Rural Additions** (FY 11 costs = \$25,000)

This project provides \$25,000 annually for preliminary survey work and related fees on road projects being considered for inclusion in the state road system and to meet immediate improvement needs as designated. Funding for this project is provided from the Transportation Fund.

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Uses</b>					
Personnel	\$275,888	\$272,815	\$272,815	\$280,064	\$279,051
Operating	\$10,752	\$447,214	\$1,080,856	\$1,945,694	\$1,946,737
Capital	\$10,700,199	\$6,710,067	\$83,226,268	\$2,285,030	\$2,285,000
Transfer to General Fund	\$2,881,511	\$442,292	\$1,753,552	\$379,918	\$379,918
Transfer to Transportation Fund	\$0	\$0	\$1,224,040	\$420,268	\$420,268
Transfer to Code Compliance Fund	\$0	\$0	\$0	\$0	\$0
<b>Total Uses</b>	<b>\$13,868,350</b>	<b>\$7,872,388</b>	<b>\$87,557,531</b>	<b>\$5,310,974</b>	<b>\$5,310,974</b>
<b>Sources</b>					
Transfer from Other Funds	\$5,084,378	\$4,014,356	\$5,322,907	\$4,397,867	\$4,397,867
Use of (Addition to) Fund Balance	\$6,655,231	\$2,086,940	\$24,383,356	\$487,969	\$487,969
Federal Revenue	\$125,169	\$0	\$25,283,245	\$312,218	\$312,218
Local Revenue	\$611,855	\$44,000	\$58,912	\$105,000	\$112,920
State Revenue	\$787,572	\$1,336,769	\$4,632,106	\$0	\$0
Proffers	\$0	\$390,323	\$44,870	\$7,920	\$0
Lease/Bond Proceeds	\$604,145	\$0	\$27,832,135	\$0	\$0
<b>Total Sources</b>	<b>\$13,868,350</b>	<b>\$7,872,388</b>	<b>\$87,557,531</b>	<b>\$5,310,974</b>	<b>\$5,310,974</b>
<b>Personnel</b>					
Full-time Staff	4	3	3	3	3
Part-time Staff	0	0	0	0	0
<b>Total Full-time Equivalents</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Percent Change in Total Budget -32.5%

**Budget Description**

The adopted FY 2011 Capital Projects Fund budget of \$5,310,974 represents a decrease of \$2,561,414, or 32.5 percent, as compared to the FY 2010 adopted budget. This budget consists of funding for projects listed in the first year of the adopted FY 2011 – FY 2015 CIP and personnel in the Capital Projects Management Department.

**The decrease is attributable to the following:**

- ◆ \$2.1 million of capital projects in FY 2010 were funded through interest earnings accumulated on proceeds from previously issued bonds. The interest was one-time funding in FY 2010.
- ◆ Proffers were expected to fund nearly \$400,000 in capital projects in FY 2010, whereas \$8,000 is the proffer funding available to be applied to capital projects in FY 2011.

## JOINT FLEET MAINTENANCE FUND

The Joint Fleet Maintenance Facility services all County and School fleet vehicles. The facility is operated by School staff, with oversight and management governed by a joint committee made up of representatives from the Board of Supervisors and the School Board, as well as County and School staff. The facility was funded with general obligation bonds issued by the County, with the debt service being paid from the County's General Fund. The Joint Fleet Maintenance Fund is used to account for the expenditures and revenues of the facility. Revenues will consist of charge backs to the users of the facility.

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Joint Fleet Maintenance Facility	\$1,843,489	\$2,107,068	\$2,107,068	\$2,038,974	\$2,038,973
<b>Total Uses</b>	<b>\$1,843,489</b>	<b>\$2,107,068</b>	<b>\$2,107,068</b>	<b>\$2,038,974</b>	<b>\$2,038,973</b>
<b>Sources</b>					
Local	\$1,535,342	\$2,107,068	\$2,107,068	\$2,038,974	\$2,038,973
Use of (Addition to) Fund Balance	(\$135,853)	\$0	\$0	\$0	\$0
Transfer from School Operating Fund	\$444,000	\$0	\$0	\$0	\$0
<b>Total Sources</b>	<b>\$1,843,489</b>	<b>\$2,107,068</b>	<b>\$2,107,068</b>	<b>\$2,038,974</b>	<b>\$2,038,973</b>

Percent Change in Total Budget -3.2%

### Budget Description

The adopted FY 2011 Joint Fleet Maintenance Fund budget of \$2,038,973 represents a decrease of \$68,095, or 3.2 percent, as compared to the FY 2010 adopted budget.

#### The decrease is attributable to the following:

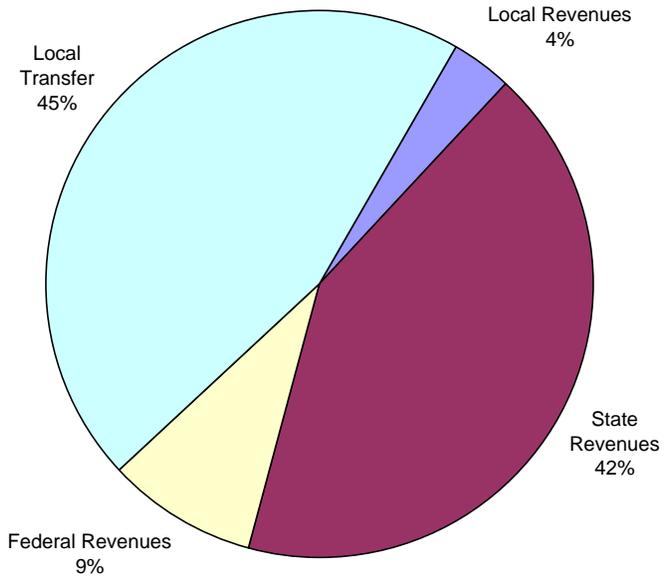
- ◆ Deletion of two full-time positions: Service Writer and Secretary.
- ◆ Decreases in several operational line items to reflect historical usage.
- ◆ The decrease is offset by the addition of funding for utility costs related to the Fleet Facility that had been previously funded in the School Maintenance budget.

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## Spotsylvania County School Funds Summary Fiscal Year 2011

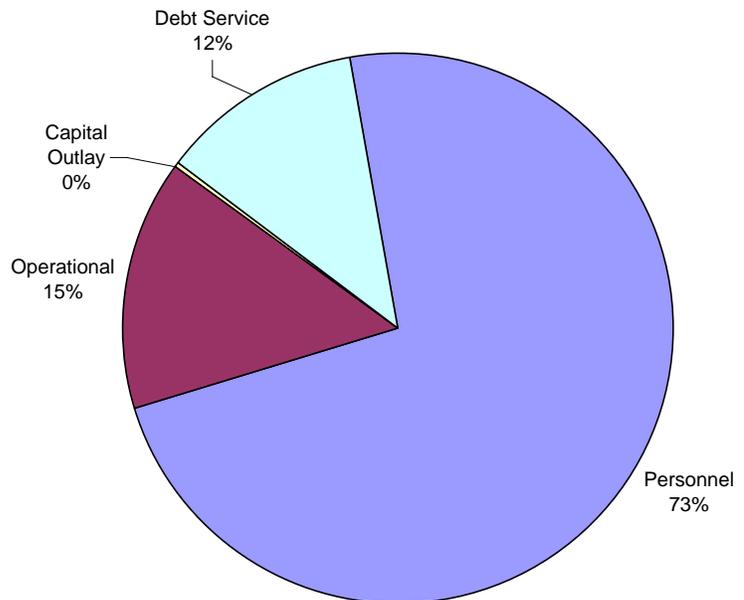
**REVENUES:**

Local Revenues	9,043,811
State Revenues	106,347,687
Federal Revenues	22,135,632
Local Transfer	113,830,339
Transfers	55,870
Sub Total	<u>251,413,339</u>
Use of Fund Balance	<u>0</u>
<b>TOTAL</b>	<u><u>251,413,339</u></u>



**EXPENDITURES:**

Personnel	183,809,641
Operational	36,733,987
Capital Outlay	856,065
Debt Service	30,013,646
Facilities	-
<b>TOTAL</b>	<u><u>251,413,339</u></u>



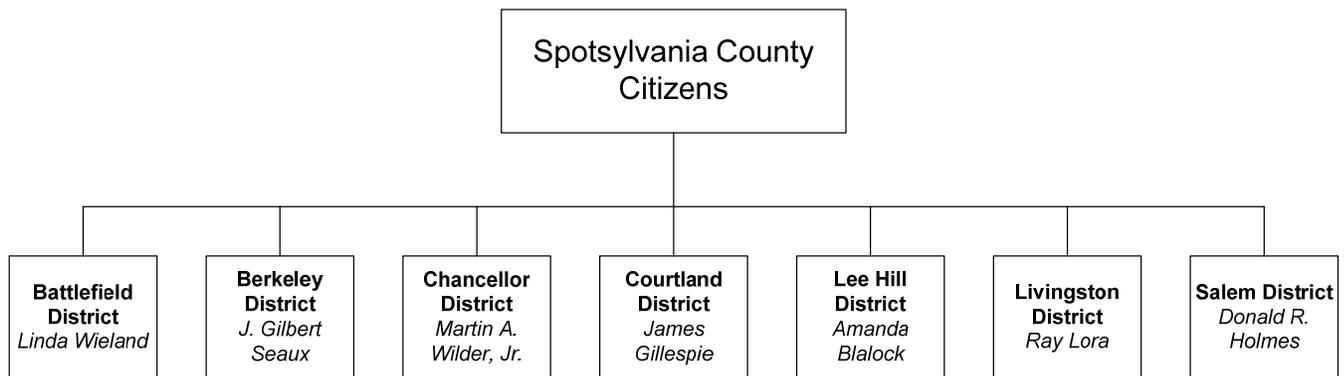
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# SCHOOL FUNDS

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## Mission

It is the mission of the Spotsylvania County Public Schools to increase the student success rate through continuous improvement. The central focus of our schools is to serve students in order that they may develop specific skills, competencies and understandings necessary for success in a changing world.



Spotsylvania County Public Schools are governed by the Spotsylvania County School Board, which formulates, adopts, reviews and revises policies essential to school operations and long-range planning. The School Board consists of seven members, elected by district, serving staggered four year terms. The Chancellor, Courtland, Livingston and Salem District members have terms that will expire on December 31, 2011 and the Battlefield, Berkeley and Lee Hill District members have terms that will expire on December 31, 2013.

The FY 2011 Adopted Budget provides for the operation of seventeen existing elementary schools, seven middle schools, five high schools, the Career & Technical Program and John J. Wright Educational and Cultural Center. School staff estimates a student enrollment of 24,084 for the 2010-2011 school year, a decrease of 129 students, or less than one percent, over the September 2009 enrollment of 24,213 students.

## School Operating Fund

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Instruction	\$173,448,513	\$174,890,218	\$173,666,222	\$170,246,990	\$162,305,891
Administration/Health	\$8,395,217	\$8,498,553	\$8,498,553	\$8,523,393	\$8,322,097
Transportation	\$13,742,159	\$14,867,911	\$14,867,911	\$13,695,877	\$14,253,525
Maintenance	\$21,444,788	\$21,688,555	\$21,688,555	\$20,082,487	\$20,030,715
Debt Service	\$33,478,502	\$31,871,919	\$31,871,919	\$29,841,560	\$30,013,646
Technology	\$8,708,922	\$8,025,681	\$8,025,681	\$6,750,248	\$7,246,438
Transfer to School Food Service Fund	\$55,870	\$55,870	\$55,870	\$55,870	\$55,870
Transfer to Joint Fleet Maintenance Facility	\$444,000	\$0	\$0	\$0	\$0
<b>Total Uses</b>	<b>\$259,717,972</b>	<b>\$259,898,707</b>	<b>\$258,674,711</b>	<b>\$249,196,425</b>	<b>\$242,228,182</b>
<b>Grand Total Uses</b>	<b>\$259,717,972</b>	<b>\$259,898,707</b>	<b>\$258,674,711</b>	<b>\$249,196,425</b>	<b>\$242,228,182</b>
<b>Sources</b>					
Local	\$2,886,644	\$2,853,162	\$2,853,162	\$3,004,516	\$3,156,255
State & Federal	\$139,888,664	\$143,215,206	\$143,215,206	\$132,361,570	\$125,241,588
Transfer of prior year Federal funds	\$0	\$0	\$0	\$0	\$0
<b>Total Sources</b>	<b>\$142,775,308</b>	<b>\$146,068,368</b>	<b>\$146,068,368</b>	<b>\$135,366,086</b>	<b>\$128,397,843</b>
<b>Local Transfer</b>	<b>\$116,942,664</b>	<b>\$113,830,339</b>	<b>\$112,606,343</b>	<b>\$113,830,339</b>	<b>\$113,830,339</b>
<b>Grand Total Sources</b>	<b>\$259,717,972</b>	<b>\$259,898,707</b>	<b>\$258,674,711</b>	<b>\$249,196,425</b>	<b>\$242,228,182</b>
<b>Total Full-time Equivalents</b>	<b>3,195.3</b>	<b>3,197.3</b>			<b>3,059.3</b>

Percent Change in Total Budget -6.8%  
 Percent Change in Local Transfer 0.0%

\* Employees contracted for less than 6 hours per day.

## School Food Service Fund

**BUDGET SUMMARY:**

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Food Service	\$8,725,437	\$9,676,642	\$9,676,643	\$8,973,451	\$9,185,157
<b>Total Uses</b>	<b>\$8,725,437</b>	<b>\$9,676,642</b>	<b>\$9,676,643</b>	<b>\$8,973,451</b>	<b>\$9,185,157</b>
<b>Sources</b>					
Local	\$5,621,608	\$7,050,096	\$7,050,097	\$5,683,183	\$5,887,556
State & Federal	\$3,099,271	\$2,570,676	\$2,570,676	\$3,234,398	\$3,241,731
Transfer from School Operating Fund	\$55,870	\$55,870	\$55,870	\$55,870	\$55,870
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0
Use of (Addition to) Fund Balance	(\$51,312)	\$0	\$0	\$0	\$0
<b>Total Sources</b>	<b>\$8,725,437</b>	<b>\$9,676,642</b>	<b>\$9,676,643</b>	<b>\$8,973,451</b>	<b>\$9,185,157</b>

Percent Change in Total Budget -5.1%

## School Carryover Fund

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Operation & Maintenance	\$423,651	\$0	\$93,042	\$0	\$0
<b>Total Uses</b>	<b>\$423,651</b>	<b>\$0</b>	<b>\$93,042</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfer to General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Uses</b>	<b>\$423,651</b>	<b>\$0</b>	<b>\$93,042</b>	<b>\$0</b>	<b>\$0</b>
<b>Sources</b>					
Carryover of Prior Year Surplus	\$333,505	\$0	\$92,852	\$0	\$0
Use of (Addition to) Fund Balance	\$90,146	\$0	\$190	\$0	\$0
<b>Total Sources</b>	<b>\$423,651</b>	<b>\$0</b>	<b>\$93,042</b>	<b>\$0</b>	<b>\$0</b>

## School Capital Projects Fund

### BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Uses</b>					
Facilities	\$16,726,643	\$243,279	\$20,095,462	\$0	\$0
<b>Total Uses</b>	<b>\$16,726,643</b>	<b>\$243,279</b>	<b>\$20,095,462</b>	<b>\$0</b>	<b>\$0</b>
<b>Sources</b>					
Local	\$482,315	\$0	\$0	\$0	\$0
Federal	\$0	\$0	\$184,890	\$0	\$0
Use of (Addition to) Fund Balance	\$16,244,328	\$243,279	\$19,910,572	\$0	\$0
<b>Total Sources</b>	<b>\$16,726,643</b>	<b>\$243,279</b>	<b>\$20,095,462</b>	<b>\$0</b>	<b>\$0</b>

Percent Change in Total Budget      -100.0%

### Budget Description

The Adopted FY 2011 General Fund transfer to the Schools of \$113,830,339 represents level funding as compared to the FY 2010 Adopted Budget transfer. The transfer includes funding for both operations and debt service.

The School Operating Budget decreases by \$17.7 million or 6.8 percent from the FY 2010 Adopted Budget. State revenues are projected to decrease by \$24.3 million, or 18.6 percent, as compared to the FY 2010 Adopted Budget, while Federal revenues are projected to increase by \$6.3 million, or 49.8%, reflecting the use of Federal Stimulus funds to make up a portion of the State shortfall. The School Food Service budget decreases by \$491,485 or 5.1 percent. The School Capital Projects budget decreases by \$243,279, or 100.0 percent.

School boards in Virginia are required to provide, as a minimum, programs and services as prescribed by the Standards of Quality (SOQ). 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 Composite Index is the measure used to determine the state and local share of SOQ costs. 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 between the required local effort, the required local match for optional programs and the additional local transfer.

	<b>FY 2010 Adopted Budget</b>	<b>FY 2011 Adopted Budget</b>
Required Local Effort	\$52,626,330	\$43,595,345
Required Local Match for Optional Programs	\$1,679,788	\$1,302,868
Additional Local Transfer	\$59,524,221	\$68,932,126
<b>Total Local Transfer</b>	<b>\$113,830,339</b>	<b>\$113,830,339</b>

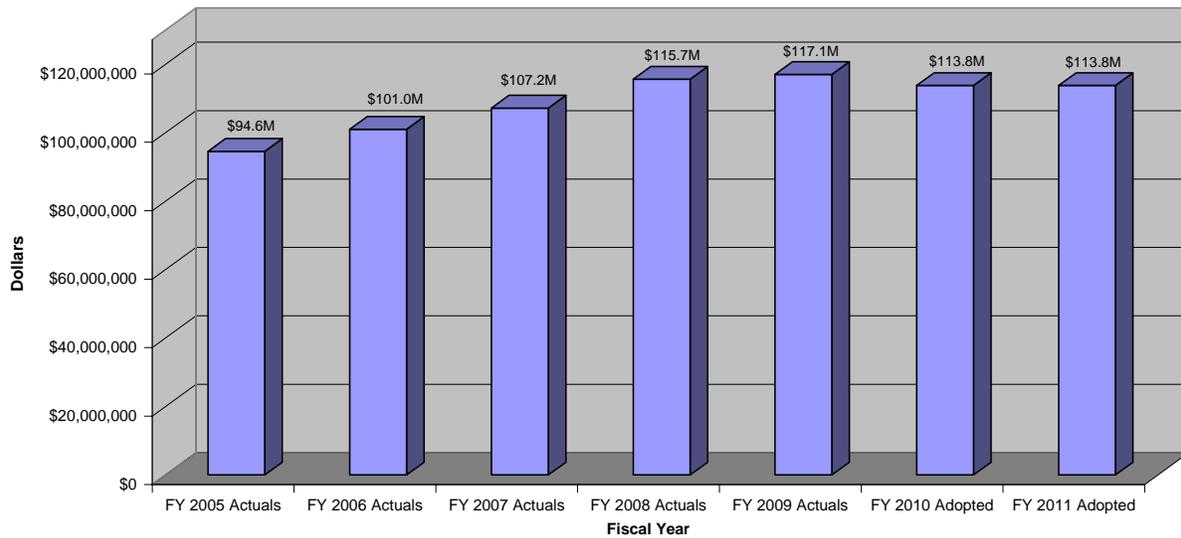
### Per Pupil Cost

	<b>FY 2010 Adopted Budget</b>	<b>FY 2011 Adopted Budget</b>
Student enrollment	24,213	24,084
<b>Total School Operating Budget per Pupil</b>	<b>\$10,732</b>	<b>\$10,055</b>
Local Transfer per pupil – Operating	\$3,385	\$3,480
Local Transfer per pupil – Debt Service	<u>\$1,316</u>	<u>\$1,246</u>
<b>Total Local Transfer per pupil</b>	<b>\$4,701</b>	<b>\$4,726</b>

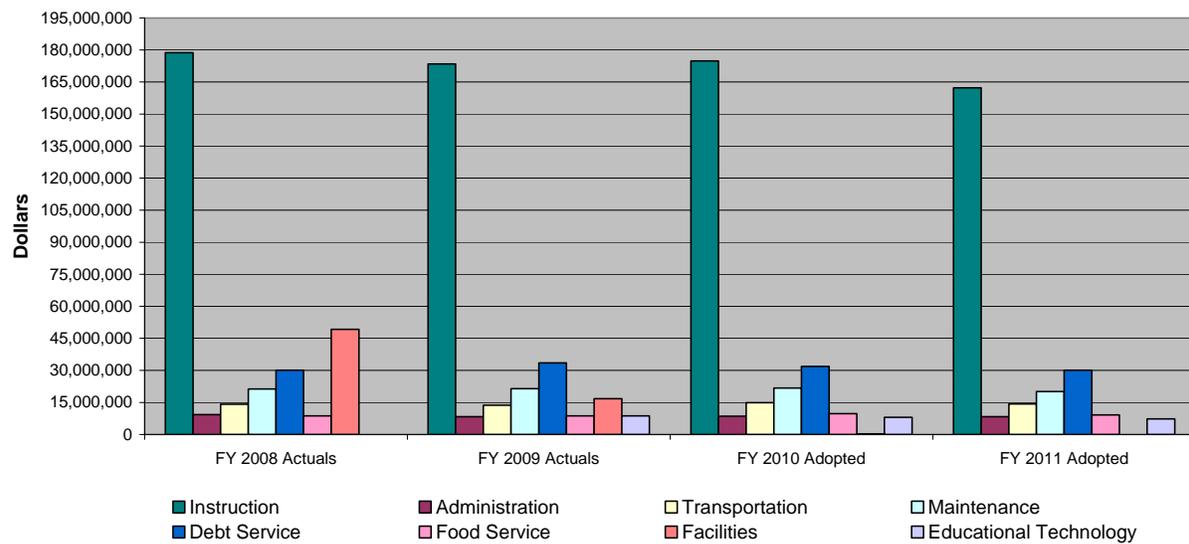
*Note: Per pupil costs may vary from one locality to another because each locality may have varying operations and unique programs that may distort comparisons.*

More detailed information on the School budget is available through the School Administrative Office at (540) 834-2500 or at [www.spotsylvania.k12.va.us](http://www.spotsylvania.k12.va.us).

### Local Transfers to Schools



### School Funds Expenditures by Use



## Data on Existing Public Schools

School	Building Capacity	2007-2008 Enrollment	2008-2009 Enrollment	2009-2010 Enrollment	2010-2011 Projected Enrollment
<b>Elementary (grades preK-5):</b>					
Battlefield	833	679	676	674	683
Berkeley	353	363	329	332	327
Brock Road	907	820	774	804	812
Cedar Forest	936	-	664	736	743
Chancellor	455	367	371	336	299
Courthouse Road	907	916	877	897	907
Courtland	789	631	608	593	581
Harrison Road	936	839	791	774	799
Lee Hill	807	783	576	572	563
Livingston	504	498	481	487	501
Parkside	936	889	905	895	887
Riverview	907	789	623	650	621
Robert E. Lee	585	527	511	493	475
Salem	815	676	689	649	664
Smith Station	986	812	808	851	843
Spotswood	641	639	403	418	413
Wilderness	936	793	772	746	727
	13,233	11,021	10,858	10,907	10,845
<b>Middle (grades 6-8):</b>					
Battlefield	807	808	760	783	809
Chancellor	857	853	852	837	816
Freedom	948	862	886	875	854
Ni River	774	700	737	728	731
Post Oak	948	782	765	735	716
Spotsylvania	907	777	775	643	838
Thornburg	790	707	715	659	627
	6,031	5,489	5,490	5,460	5,391
<b>Secondary (grades 9-12):</b>					
Chancellor	1,427	1,383	1,388	1,357	1,354
Courtland	1,265	1,316	1,268	1,274	1,209
Massaponax	1,830	1,949	1,917	1,974	1,957
Riverbend	1,995	2,003	1,950	1,963	1,982
Spotsylvania	1,611	1,229	1,253	1,192	1,290
John J. Wright Educational & Cultural Center (preK-12)					
Preschool	(1)	(1)	(1)	(1)	(1)
Alt Education	90	-	73	86	56
	8,218	7,880	7,849	7,846	7,848
<b>TOTAL</b>	<b>27,482</b>	<b>24,390</b>	<b>24,197</b>	<b>24,213</b>	<b>24,084</b>

Source: Spotsylvania County Public Schools, Spotsylvania County, Virginia  
September 30<sup>th</sup> enrollment figures from the Schools' FY 2011 – FY 2015 Draft CIP

(1) Pre-K enrollment is counted at the home elementary schools above. However, the 10/1/2009 enrollment was 301 for the 2009 – 2010 school year.

## SCHOOL DEBT

School Debt includes debt service for existing debt borrowed for school construction and technology purposes. Total debt outstanding as of June 30, 2010 is \$224.4 million. Following is the bond amortization schedule for existing School debt. Issuance through the State of \$2.6 million in Qualified School Construction Bonds (QSCBs) is planned for Summer 2010. These bonds are anticipated to net \$0 in interest costs after subsidies from the federal government.

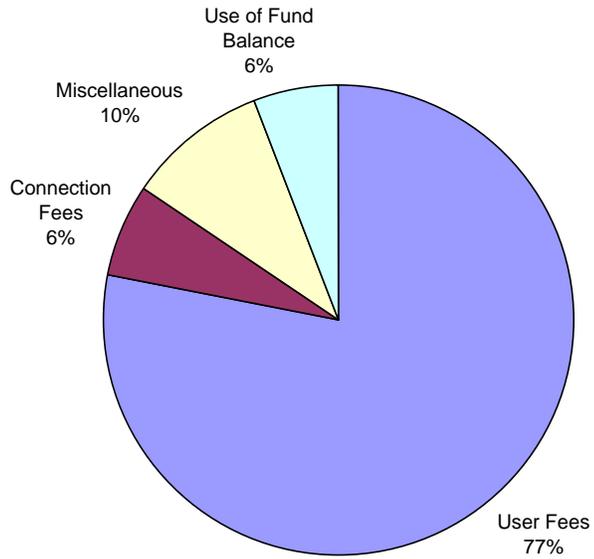
<b>TOTAL SCHOOLS DEBT - SPOTSYLVANIA COUNTY</b>						
	<b>Existing Debt</b>		<b>New Debt</b>		<b>Total Debt</b>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2011	21,121,650	10,225,927	172,086	0	21,293,736	10,225,927
2012	20,476,127	9,244,850	172,086	0	20,648,213	9,244,850
2013	19,399,831	8,313,978	172,086	0	19,571,917	8,313,978
2014	16,527,399	7,483,375	172,086	0	16,699,485	7,483,375
2015	13,671,940	6,739,151	172,086	0	13,844,026	6,739,151
2016	13,337,150	6,107,811	172,086	0	13,509,236	6,107,811
2017	13,577,140	5,480,335	172,086	0	13,749,226	5,480,335
2018	11,702,450	4,853,724	172,086	0	11,874,536	4,853,724
2019	10,992,862	4,330,192	172,086	0	11,164,948	4,330,192
2020	9,585,422	3,845,138	172,086	0	9,757,508	3,845,138
2021	9,715,422	3,413,821	172,086	0	9,887,508	3,413,821
2022	9,555,422	2,978,762	172,086	0	9,727,508	2,978,762
2023	8,929,022	2,556,300	172,086	0	9,101,108	2,556,300
2024	7,155,000	2,160,395	172,086	0	7,327,086	2,160,395
2025	7,440,000	1,811,939	172,086	0	7,612,086	1,811,939
2026	7,710,000	1,452,900	0	0	7,710,000	1,452,900
2027	8,000,000	1,093,536	0	0	8,000,000	1,093,536
2028	5,630,000	715,655	0	0	5,630,000	715,655
2029	4,560,000	451,750	0	0	4,560,000	451,750
2030	3,070,000	264,500	0	0	3,070,000	264,500
2031	2,220,000	111,000	0	0	2,220,000	111,000
2032	0	0	0	0	0	0
2033	0	0	0	0	0	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
	224,376,837	83,635,039	2,581,293	0	226,958,130	83,635,039

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## Spotsylvania County Utilities Funds Summary Fiscal Year 2011

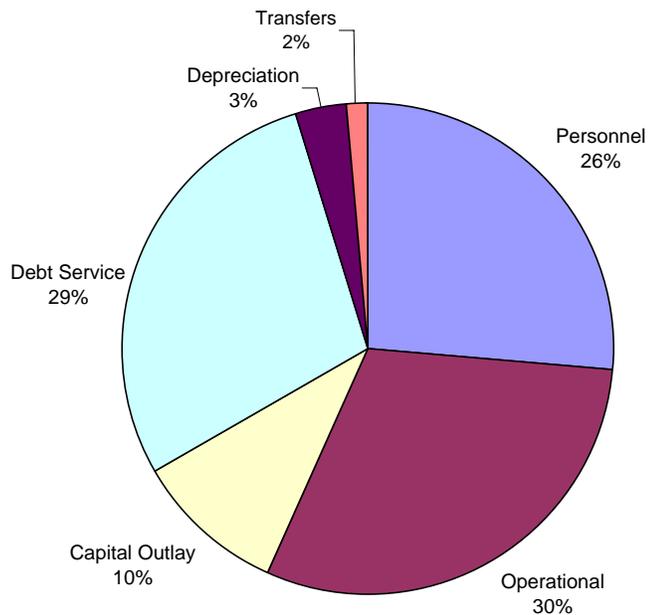
**REVENUES:**

User Fees	24,494,146
Connection Fees	2,068,960
Miscellaneous	2,988,376
Use of Fund Balance	1,864,359
<b>TOTAL</b>	<u><u>31,415,841</u></u>



**EXPENDITURES:**

Personnel	8,256,231
Operational	9,563,287
Capital Outlay	3,116,681
Debt Service	9,003,983
Depreciation	1,000,000
Transfers	475,659
<b>TOTAL</b>	<u><u>31,415,841</u></u>



## SPOTSYLVANIA COUNTY ADOPTED UTILITIES BUDGET FY 2011

	FY 2009 ACTUAL	FY 2010 ADOPTED BUDGET	FY 2010 AMENDED BUDGET	FY 2011 ADOPTED BUDGET	Percentage Inc/(Dec) over FY 2010 Adopted Budget	Dollar Inc/(Dec) over FY 2010 Adopted Budget
<b>UTILITIES OPERATING FUND</b>						
<b>SOURCES:</b>						
User Fees	22,506,304	25,432,463	22,853,637	24,494,146	(3.7%)	(938,317)
Miscellaneous	1,746,722	1,799,882	1,834,882	1,414,454	(21.4%)	(385,428)
Use of (Addition to) Fund						
Balance	6,893,213	243,917	3,232,077	2,419,419	891.9%	2,175,502
Total Sources	<u>31,146,239</u>	<u>27,476,262</u>	<u>27,920,596</u>	<u>28,328,019</u>	<u>3.1%</u>	<u>851,757</u>
<b>USES:</b>						
Operations	16,257,442	17,238,637	17,249,170	17,848,377	3.5%	609,740
Debt Service	6,226,323	8,993,364	8,993,364	9,003,983	0.1%	10,619
Depreciation	7,797,110	1,000,000	1,000,000	1,000,000	0.0%	0
Subtotal	<u>30,280,875</u>	<u>27,232,001</u>	<u>27,242,534</u>	<u>27,852,360</u>	<u>2.3%</u>	<u>620,359</u>
Transfer to General Fund	66,430	72,078	72,078	0	(100.0%)	(72,078)
Transfer to Ut Cap Projs Fd	773,000					
Transfer to Other Funds	25,934	172,183	605,984	475,659	176.3%	303,476
Total Uses	<u>31,146,239</u>	<u>27,476,262</u>	<u>27,920,596</u>	<u>28,328,019</u>	<u>3.1%</u>	<u>851,757</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				24,917,569		
ESTIMATED FUND BALANCE, JUNE 30, 2011				22,498,150		
<b>DEPARTMENTAL SUMMARY</b>						
ADMINISTRATION	3,743,733	3,839,730	3,752,840	4,066,059	5.9%	226,329
GARAGE OPERATIONS	108,393	139,764	139,764	121,205	(13.3%)	(18,559)
CUSTOMER SERVICE	926,965	1,024,703	1,024,703	980,594	(4.3%)	(44,109)
NI RIVER WATER PLANT	2,134,720	2,351,965	2,351,965	2,334,517	(0.7%)	(17,448)
MOTTS RUN WATER PLANT	2,076,199	2,305,069	2,305,069	2,394,434	3.9%	89,365
WATER CONSERVATION	1,888	50,000	50,000	75,000	50.0%	25,000
MASSAPONAX WWTP	2,596,479	2,669,105	2,136,739	2,140,798	(19.8%)	(528,307)
FMC WWTP	1,099,156	1,191,096	1,191,096	1,193,521	0.2%	2,425
THORNBURG WWTP	395,040	415,492	415,492	414,146	(0.3%)	(1,346)
COMPOSTING	0	0	627,722	794,081	N/A	794,081
W/S TRANSMISSIONS	1,041,686	1,104,601	1,106,668	1,085,777	(1.7%)	(18,824)
INFILTRATION & INFLOW	987,085	992,574	992,574	1,036,172	4.4%	43,598
LINE LOCATION SERVICES	186,870	268,165	268,165	270,313	0.8%	2,148
PUMP STN MAINTENANCE	639,473	589,758	589,758	595,036	0.9%	5,278
LABORATORY SERVICES	319,755	296,615	296,615	346,724	16.9%	50,109
UTILITIES DEBT SERVICE	6,226,323	8,993,364	8,993,364	9,003,983	0.1%	10,619
DEPRECIATION	7,797,110	1,000,000	1,000,000	1,000,000	0.0%	0
TOTAL UTILITIES	<u>30,280,875</u>	<u>27,232,001</u>	<u>27,242,534</u>	<u>27,852,360</u>	<u>2.3%</u>	<u>620,359</u>
Transfer to General Fund *	66,430	72,078	72,078	0	(100.0%)	(72,078)
Transfer to Ut Cap Projs	773,000	0	0	0	N/A	0
Transfer to Capital Projs. Fund	25,934	172,183	605,984	475,659	176.3%	303,476
Total Uses	<u>31,146,239</u>	<u>27,476,262</u>	<u>27,920,596</u>	<u>28,328,019</u>	<u>3.1%</u>	<u>851,757</u>

\* includes funding for Utility costs that are included in the General Operating Budget (PC & Radio replacements and document management) .  
Other indirect costs are funded within Utility Admin and Utility Customer Service budgets.

**SPOTSYLVANIA COUNTY  
ADOPTED UTILITIES BUDGET FY 2011**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 ADOPTED BUDGET</b>	<b>FY 2010 AMENDED BUDGET</b>	<b>FY 2011 ADOPTED BUDGET</b>	<b>Percentage Inc/(Dec) over FY 2010 Adopted Budget</b>	<b>Dollar Inc/(Dec) over FY 2010 Adopted Budget</b>
<b>UTILITIES CAPITAL FUND</b>						
<b>SOURCES:</b>						
Connection Fees	2,086,697	2,197,660	2,197,660	2,068,960	(5.9%)	(128,700)
Miscellaneous	2,512,353	2,500,000	2,974,400	1,573,922	(37.0%)	(926,078)
Bond Proceeds	0	0	0	0	N/A	0
Transfer from Ut Operating	773,000	0	0	0	N/A	0
Use of (Addition to) Fund						
Balance	16,765,601	(4,697,660)	10,179,608	(555,060)	(88.2%)	4,142,600
Total Sources	<u>22,137,651</u>	<u>0</u>	<u>15,351,668</u>	<u>3,087,822</u>	N/A	<u>3,087,822</u>
<b>USES:</b>						
Capital Projects	22,137,651	0	15,351,668	3,087,822	N/A	3,087,822
Total Uses	<u>22,137,651</u>	<u>0</u>	<u>15,351,668</u>	<u>3,087,822</u>	N/A	<u>3,087,822</u>
ESTIMATED FUND BALANCE, JUNE 30, 2010				37,115,466		
ESTIMATED FUND BALANCE, JUNE 30, 2011				37,670,526		

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## Utilities Operating Fund Revenues

### **User Fees** **FY 2011 Budget – \$21,422,829**

User fee revenues consist of water/sewer user fees paid by residential and commercial customers, fees paid by the City of Fredericksburg for sewage treatment services and water services provided by the new Motts Run Water Plant. There are approximately 28,000 water customers in the County and approximately 27,000 sewer customers (as of December 31, 2009).

### **Interest** **FY 2011 Budget – \$750,000**

This category consists of interest earned on the Utilities fund balance.

### **Miscellaneous Revenue** **FY 2011 Budget – \$3,735,771**

This category consists primarily of water and sewer debt service (\$1,668,793), administrative billing fees (\$1,402,524), connection fees associated with radio-read meter devices that are paid from operating funds (\$148,625), compost sale revenues (\$114,395), reconnection fees collected for reconnection of utilities after disconnection of service for delinquent accounts (\$100,000), account transaction fees (\$81,906), disposal tickets (\$50,000) and inspection fees (\$32,000) related to water/sewer inspections. Prior to FY 2011, the debt service and administrative fee revenue was budgeted in the water and sewer user fees accounts. A complete listing of Miscellaneous Revenues and their budgeted amounts can be found in the Utilities Operating Fund Revenue Detail section of the budget document.

### **Use of (Addition to) Fund Balance** **FY 2011 Budget – \$2,419,419**

The fund balance for Utilities reflects cash and investment balances available to fund expenditures. For FY 2011, anticipated operating expenditures exceed budgeted operating revenues by \$2,419,419.



**SPOTSYLVANIA COUNTY**  
**ADOPTED UTILITIES BUDGET FY 2011**

**Revenue Detail**

<u>Description</u>	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ADOPTED BUDGET</u>	<u>FY 2010 AMENDED BUDGET</u>	<u>FY 2011 ADOPTED BUDGET</u>	<u>Percentage Inc/(Dec) over FY 2010</u>	<u>Dollar Inc/(Dec) over FY 2010</u>
<b>User Fees</b>						
316.2001 Water User Fees	12,073,939	13,308,755	12,214,274	11,099,569	(16.6%)	(2,209,186)
316.2002 Sewer User Fees	8,330,329	9,928,058	8,484,633	8,340,476	(16.0%)	(1,587,582)
316.2003 Fredericksburg User Fees - FMC	343,159	400,000	400,000	420,000	5.0%	20,000
316.2004 Fredericksburg User Fees Motts Run	1,249,749	1,214,730	1,214,730	1,000,000	(17.7%)	(214,730)
316.2005 Penalties	509,128	580,920	540,000	562,784	(3.1%)	(18,136)
	<u>22,506,304</u>	<u>25,432,463</u>	<u>22,853,637</u>	<u>21,422,829</u>	<u>(15.8%)</u>	<u>(4,009,634)</u>
<b>Miscellaneous</b>						
315.0102 Interest	1,186,411	1,107,057	1,107,057	750,000	(32.3%)	(357,057)
316.0806 Compost Sale Revenues	0	145,000	145,000	114,395	(21.1%)	(30,605)
316.2008 Spotsy Sch Bd O & M Sewer Sys	63,184	83,200	83,200	86,528	4.0%	3,328
316.2010 Account Transaction Fee	95,259	80,300	80,300	81,906	2.0%	1,606
316.2011 Debt Service Fee	0	0	0	1,668,793	N/A	1,668,793
316.2012 Administration Fee	0	0	0	1,402,524	N/A	1,402,524
316.2101 Water Connections	26,274	25,000	25,000	25,625	2.5%	625
316.2102 Sewer Connections	11,446	30,000	30,000	30,750	2.5%	750
316.2103 Meter/Other Connections	103,926	90,000	90,000	92,250	2.5%	2,250
318.2001 Disposal Tickets	61,699	64,575	64,575	50,000	(22.6%)	(14,575)
318.2002 Utility Inspection Fees	37,510	32,000	32,000	32,000	0.0%	0
318.2004 Reconnection Fees	113,610	100,000	100,000	100,000	0.0%	0
318.2007 Multi-Visit Meter set fee	950	1,000	1,000	1,000	0.0%	0
318.2009 City W/S Plant Assistance	36,659	0	35,000	40,000	N/A	40,000
318.9906 Sale of Surplus Property	0	500	500	0	(100.0%)	(500)
318.9915 Miscellaneous	9,794	41,250	41,250	10,000	(75.8%)	(31,250)
	<u>1,746,722</u>	<u>1,799,882</u>	<u>1,834,882</u>	<u>4,485,771</u>	<u>149.2%</u>	<u>2,685,889</u>
<b>TOTAL UTILITIES OP FUND REVENUES</b>	<u>24,253,026</u>	<u>27,232,345</u>	<u>24,688,519</u>	<u>25,908,600</u>	<u>(4.9%)</u>	<u>(1,323,745)</u>
<b>UTILITIES CAPITAL PROJECTS FUND</b>						
<b>Connection Fees</b>						
316.2104 Sewer Availability Fees	931,664	1,068,250	1,068,250	1,010,440	(5.4%)	(57,810)
316.2105 Water Availability Fees	1,155,033	1,129,410	1,129,410	1,058,520	(6.3%)	(70,890)
316.2103 Additional Cost - Connection	0	0	0	0	N/A	0
	<u>2,086,697</u>	<u>2,197,660</u>	<u>2,197,660</u>	<u>2,068,960</u>	<u>(5.9%)</u>	<u>(128,700)</u>
<b>Miscellaneous</b>						
315.0101 Interest	1,386,170	1,000,000	1,000,000	1,000,000	0.0%	0
315.0102 Interest on Revenue Bond Proceeds	30,803	0	0	0	N/A	0
333.0402 ARRA Funds	0	0	474,400	0	N/A	0
341.0701 Fredericksburg Contr Capital Projects	1,095,380	1,500,000	1,500,000	573,922	(61.7%)	(926,078)
	<u>2,512,353</u>	<u>2,500,000</u>	<u>2,974,400</u>	<u>1,573,922</u>	<u>(37.0%)</u>	<u>(926,078)</u>
341.0401 Bond Proceeds	0	0	0	0	N/A	0
<b>TOTAL UTILITIES CAP FUND REVENUES</b>	<u>4,599,050</u>	<u>4,697,660</u>	<u>5,172,060</u>	<u>3,642,882</u>	<u>(22.5%)</u>	<u>(1,054,778)</u>

# UTILITIES FUND

## FISCAL POLICY GUIDELINES

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Independent from the General Fund, the Utilities fund is a Proprietary fund, where all associated costs are funded through user charges. Utility user rates and fees are analyzed on a regular basis to ensure that system needs are met with reasonable user fees. Utilities must ensure that current operational needs are met and prepare for long term capital needs. Many of the capital needs will require debt financing. Since dedicated revenues support the debt service, revenue bonds versus general obligation bonds are issued. To finance projects at the lowest possible cost, the County seeks to maintain its favorable bond ratings, ensuring favorable interest rates. Revenue bonds are typically rated a notch below the general obligation bond ratings. The County's current Utilities bond ratings are as follows:

Standard and Poor's: A (maximum rating: AAA)  
 Moody's Investors Service: Aa3 (maximum rating: Aaa)  
 Fitch ratings: AA- (maximum rating: AAA)

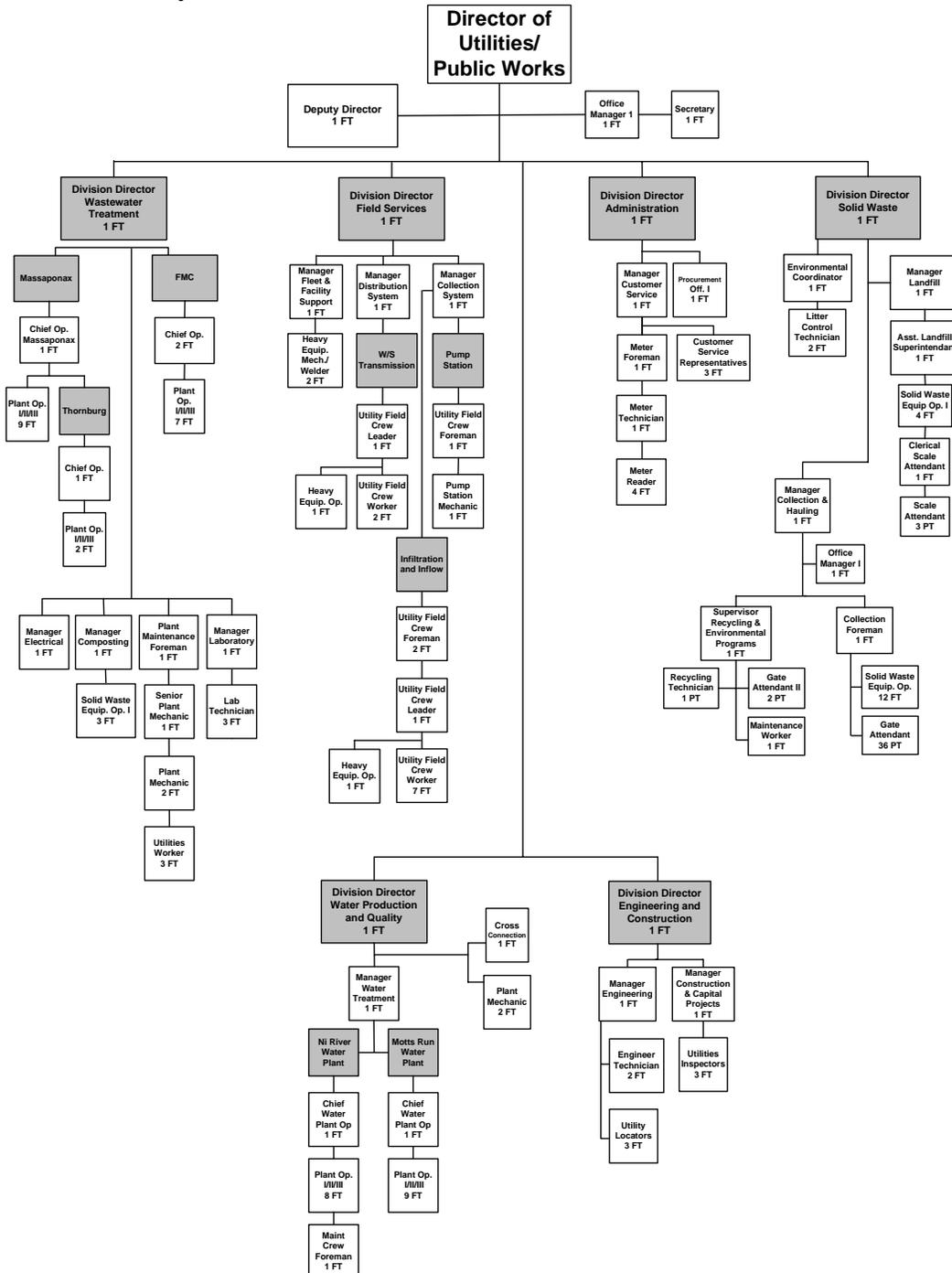
The County has developed Fiscal Policy Guidelines to promote and maintain a sound fiscal footing. The following is an overview of quantifiable Utilities policies based on the County's estimated financial position at the close of FY 2010. The FY 2011 Adopted Budget was developed with these policies in mind to maintain the financial strength of the County.

<p>The County will maintain a Utilities Fund Balance of at least 100% of the average of the last three years of total revenues. Total revenues are defined as all revenues including user fees and availability fees and excluding the use of fund balance.</p>	<p>Estimated FY 10 Utilities Fund balance - \$62 Million          Average total revenues - \$28.6 Million          (FY 09, FY 08, FY 07)</p>
<p>The County will work toward reducing the reliance on availability fees revenue for operations and debt service by increasing total operating revenues for the Utilities 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 for the Utilities Fund.</p>	<p>On January 26, 2010 the Board of Supervisors approved a 3-year program of utility rate and fee increases. The first phase of increases is effective March 1, 2010.</p>

# UTILITIES/ PUBLIC WORKS

## Mission

To provide safe and affordable water, wastewater services, solid waste management, and community beautification services while maintaining dedication to efficiency, customer service and regulatory compliance in serving the citizens of Spotsylvania County.



**Department Summary:** The Utilities/Public Works Department is a self-supporting enterprise fund, meaning the financial requirements of the department are met through user fees, connection fees, payments from outside entities and other self-generated revenues, rather than local tax revenue. The department operates six separate divisions to accommodate the water, sewer and solid waste needs of the County.

### **Administration Division**

This division based at the Hudgins Road office carries out all administrative tasks. Functions include Customer Service, oversight of all departmental activities, 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, handling customer questions and complaints, and account maintenance for more than 27,000 water and/or wastewater accounts.

### **Solid Waste Division**

Funding for the Solid Waste division is budgeted in the General Fund. This division consists of three main areas of operation including:

*Refuse Collection* – provides collection and hauling of refuse, sludge, and recyclables from the County's 13 convenience sites, schools, and waste water plants; performs maintenance on refuse and recycling vehicles and equipment; performs illegal dump cleanups; prepares recyclables for market and transport through sorting, separating, and baling; conducts general operations of the Mulching Program; and, enforces the County's Weed and Debris Ordinance.

*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 four closed landfills in regard to post-closure care/maintenance, groundwater monitoring, and methane gas monitoring. Other duties include monitoring of access roads, operating scales, recording billing data, repair and maintenance of heavy equipment and necessary grounds maintenance/site work.

*Recycling and Litter Control* – provides residents the opportunity and means to protect and enhance their natural environment. Responsible for 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. Educates the public in areas of source reduction, reuse, recycling, conservation, and waste-to-landfill diversion through recycling. Markets recyclable commodities, track/report environmental program results, coordinates Household Hazardous Waste (HHW) Collection events, as well as, the tracking and removal of chlorofluorocarbons (CFCs). Markets compost sales and tracks progress. Coordinates the clean up of litter within the County and provides environmental education in the school system. Responsible for scheduling and tracking results of road cleanups with County

personnel, Juvenile Community Service Program, Rappahannock Regional Jail, Adopt-A-Highway, Assign-A-Highway, community volunteers, Adult Services Program, and VDOT.

## **Wastewater Treatment Division**

The Wastewater Treatment division is funded through the Utilities Enterprise Fund. This division includes operation of the County's three wastewater treatment facilities, three wastewater facilities for the Spotsylvania County School Board, composting operations and centralized laboratory services:

Composting – Composting operations provide an economically feasible outlet for disposal of biosolids generated within the County and to produce a Class A product that is easily marketable in the region, providing an additional revenue source. The composting operation, located at the Livingston Landfill, is used to stabilize the biosolids transported from the Massaponax WWTP (8 MGD). Upon completion of the current compost expansion project all biosolids generated at the County WWTP's will be stabilized thru the composting process resulting in an increased revenue stream. The composting operation is incorporated into our County-wide wood-mulching program where mulch is mixed with the biosolids and placed in aerated static piles.

Massaponax Wastewater Treatment Plant – The wastewater division operates and maintains the County's expanded and upgraded 8 million gallons per day (MGD) Wastewater Treatment Plant. This facility is a state-of-the-art biological nutrient removal facility. The plant is staffed 24-hours a day, 365 days a year.

FMC Wastewater Treatment Plant – The wastewater division operates and maintains the County's 4 MGD Wastewater Treatment Plant. The plant is staffed 24-hours a day, 365 days a year. Of the 4 MGD capacity, the City of Fredericksburg has a 1.5 MGD reserve. Operational costs are allocated to the City based upon the City's proportion of sewage flow to the facility. This division also operates and maintains three wastewater facilities for the 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 Wastewater Treatment Plant – the wastewater division operates and maintains 345,000 gallons per day (GPD) Wastewater Treatment Plant. The plant is staffed 12 hours each weekday and 10 hours each weekend day.

Laboratory Services – The division supplies laboratory support for the water, wastewater and field divisions. The laboratory performs bacteriological and chemical analysis to ensure compliance with regulatory agencies and to help the operations staff make informed decisions in optimizing the water and wastewater treatment processes. The laboratory also provides timely data to help optimize drinking water quality in the distribution system. Additionally the laboratory services division responds to customer contacts regarding water quality.

## **Water Production and Quality Division**

The Water Production and Quality Division is funded through the Utilities Enterprise Fund. This 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. The division is also responsible for the oversight of the Water Demand Management Program and the Cross Connection and Backflow Prevention Program:

***Ni River Water Treatment Plant*** – The Ni River Water Treatment Plant was originally constructed in 1974 as a 1 MGD plant. It has undergone multiple expansions and is currently rated at 6 MGD. It is staffed 24 hours a day, 365 days a year.

***Ni River Reservoir*** – Constructed in 1974, the Ni River Reservoir was the County’s only water source until 2000 when Spotsylvania County and the City of Fredericksburg merged operations. It has a volume of 1.4 billion gallons and a surface area of 420 acres and provides water to the Ni River Water Treatment Plant (WTP).

***Motts Run Water Treatment Plant*** – The Motts Run WTP was completed in 2000. It is the County’s largest WTP at 12 MGD and serves both Spotsylvania County and the City of Fredericksburg. It is staffed 24 hours a day, 365 days a year.

***Motts Run Reservoir*** – Originally constructed in 1969, the Motts Run Reservoir is co-owned with the City of Fredericksburg and provides water to the Motts Run WTP. It has a volume of 1.3 billion gallons and a surface area of 160 acres.

***Hunting Run Reservoir*** – Constructed and placed into operation in 2002, Hunting Run is the County’s newest reservoir. It has a volume of 2.9 billion gallons and a surface area of 420 acres and provides water to the Motts Run WTP.

***Water Demand Management Program*** – The Water Demand Management Program was adopted by the Board of Supervisors to reduce water demand in order to extend the useful lives of existing and proposed water sources and to defer and minimize capital expenditures for water supply developments. The Program consists of demand management, education, and plumbing retrofits. Since the Board’s adoption, the program has been enhanced to include the sale of County bottled water. Spotsylvania County’s bottled water serves as a tool for public outreach, while also promoting the County. The Program also includes future planning of water sources and water demand projections to determine the timing and placement of future capacity. The Program also includes the operation of the County’s raw water sources and the optimization of the use of the County’s raw water resources.

***Cross Connection and Backflow Prevention Program*** – This division is responsible for the Pesticide Applicators Program and the Virginia Environmental Excellence Program.

## **Engineering and Construction Division**

This division includes three main areas of operation:

Engineering – The engineering staff reviews all plats and plans for projects. The group designs projects for system improvements in the distribution and collection systems. Staff provides engineering solutions for treatment plant expansions and operations. Engineering staff are also responsible for the development and planning of the Water/Sewer Master Plan to support the County's Comprehensive Plan.

Line Locations – This group works directly with "Miss Utility", a single source notification agency operating under government sanctions. All owners of underground utilities (gas, water, sewer, electrical, phone, etc.) must respond when advised by Miss Utility in the area requested. Upon notification, locators are given 48 hours to mark the location of the County's buried facilities.

Construction and Capital Projects – The Water/Sewer Master Plan is used to plan for future infrastructure and capacity needs. The Capital Project construction group oversees the design and construction of new construction and rehabilitation projects. In addition to the Water/Sewer Master Plan the department has a five year CIP plan used to align funding for necessary capital projects. Utilities inspectors are also part of the construction and Capital projects group.

## **Field Services Division**

This division operates and maintains the County's water and sewage transmission system:

Water and Sewer Transmissions – The system consists of more than 900 miles of water and sewer mains, laterals, and appurtenances. Activities include: installing water and sewer connections; emergency and routine repairs to water/sewer pipes, mains, and manholes; setting of water meters, water valves, and fire hydrants; and maintenance of flow meters and control valves.

Pump Station Maintenance – The division maintains 56 sewage pump stations. Work includes preventative maintenance, station monitoring, and repairs. They are also responsible for monitoring and maintaining the Odor Control Program for the department.

Infiltration and Inflow (I&I) – Field Services Division maintains the I&I Abatement Program. The staff identifies and corrects defects and other conditions that allow extraneous water to enter the sewerage system. Procedures include inspecting sewer lines via closed-circuit TV, cleaning lines, inspecting and repairing manholes, repairing cracked/broken lines, maintaining flow, responding to sewer blockages and sewage overflows and backups, and maintaining easements.

Garage Operations – This division provides routine, preventative, and breakdown maintenance for Utilities vehicles and equipment, as well as, handles all shipping and receiving needs for Utilities Administration.

<b>KEY MEASURES</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
Percent of days in full compliance with maximum contaminant levels and treatment techniques for water	100%	100%	100%	100%	100%
Compliance with quality standards for wastewater	100%	100%	100%	99.9%	100%
Planned disruptions of water service per thousand customers:					
0-4 Hours	0.53	.51	.47	1.2	0.80
4-12 Hours	0.5	0	.24	0.8	0.7
Greater than 12 Hours	0	0	0	0	0
Unplanned disruptions of water service per thousand customers:					
0-4 Hours	14.2	7.0	10.96	5.8	5.5
4-12 Hours	1.7	2.5	.39	2.0	0.8
Greater than 12 Hours	0	1.8	.66	.25	0.07
Sewer Overflow Rate: Number of overflows per 100 miles of pipe	4.4	2.5	1.6	1.1	0
Water Distribution System Integrity: Number of leaks/breaks per 100 miles of pipe	2.4	3.8	2.7	2.6	2.0
Sewage Collection System Integrity: Number of system failures per 100 miles of pipe	0.9	1.9	1.5	1.3	0
Organizational Best Practices: Aggregate index (7 to 35) of the implementation of seven management programs important to water and wastewater utilities.	25	25.1	24.9	25	25
Average index per program (range of 1 to 5)	3.6	3.6	3.6	3.6	3.6
Distribution System Water Loss: percentage of water that is both unbilled and unauthorized	9.8%	5.4%	6.7%	8.0%	7.4%
Percent of Satisfactory Health Inspection Reports	100%	100%	100%	92%	100%
Percent of Waste Recycled	32%	41%	37%*	37%	40%
Percent of Biosolids Composted	69%	72%	75%	76%	100%
* Data is average per quarter with the exception of Distribution System Water Loss, which is an annualized number.					

<b>WORKLOAD MEASURES</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010 Projection</b>	<b>FY 2011 Target</b>
Customer service cost per active account	\$7.75	\$7.98	\$8.15	\$8.20	\$8.36
* Data is average per quarter with the exception of Distribution System Water Loss, which is an annualized number.					

**Water and Sewer provided by the County**  
**Statistics as of May 5, 2010**

<i><b>Water</b></i>	
Rated Plant capacity (2 plants)	21.0 million gallons per day (mgd)
Average daily metered consumption	9.3 mgd
Average daily plant production	9.6 mgd
Water storage	7.75 million gallons
Reservoirs	3 Ni, Hunting Run and Motts Run
Customers	28,104
<i><b>Sewer</b></i>	
Plant capacity (3 plants)	12.6 mgd
Average effluent flows	7.9 mgd
Pumping stations	56
Customers	27,210

Source: Spotsylvania County Utilities/Public Works Department

# Utilities/Public Works Operating Fund

## BUDGET SUMMARY:

	FY 2009 Actuals	FY 2010 Adopted	FY 2010 Amended	FY 2011 Requested	FY 2011 Adopted
<b>Expenses</b>					
Personnel	\$8,104,348	\$7,955,878	\$8,230,573	\$8,381,741	\$8,256,231
Operating	\$7,984,378	\$9,212,419	\$8,922,145	\$9,544,522	\$9,563,287
Capital	\$168,716	\$70,340	\$96,452	\$39,054	\$28,859
Debt Service	\$6,226,323	\$8,993,364	\$8,993,364	\$9,003,983	\$9,003,983
Depreciation	\$7,797,110	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Transfer to General/ General Cap Projs/Ut Cap Projs Funds	\$865,364	\$244,261	\$678,062	\$475,659	\$475,659
<b>Total Expenses</b>	<b>\$31,146,239</b>	<b>\$27,476,262</b>	<b>\$27,920,596</b>	<b>\$28,444,959</b>	<b>\$28,328,019</b>
<b>Revenues</b>					
User Fees	\$22,506,304	\$25,432,463	\$22,853,637	\$24,494,146	\$24,494,146
Use of (Addition to) Fund Balance	\$6,893,213	\$243,917	\$3,232,077	\$2,536,259	\$2,419,419
Miscellaneous	\$560,311	\$692,825	\$727,825	\$664,454	\$1,414,454
Interest	\$1,186,411	\$1,107,057	\$1,107,057	\$750,000	\$0
<b>Total Revenues</b>	<b>\$31,146,239</b>	<b>\$27,476,262</b>	<b>\$27,920,596</b>	<b>\$28,444,859</b>	<b>\$28,328,019</b>
Full-time Staff	111	143	143	143	143
Part-time Staff	0	29.43	29.43	25.92	25.92
<b>Total Full-time Equivalents</b>	<b>111</b>	<b>172.43</b>	<b>172.43</b>	<b>168.92</b>	<b>168.92</b>

Percent Change in Total Budget

3.1%

Percent of Services Mandated by State/Federal Government

0%

## Budget Description

The adopted FY 2011 Utilities/Public Works Operating Fund budget of \$28,328,019 represents an increase of \$851,757, or 3.1 percent, as compared to the FY 2010 adopted budget.

### The increase is attributable to the following:

- ◆ 20% increase in health insurance rates with the employee share of the premium cost remaining the same at 11% for employee only coverage and 18% for all other coverages.
- ◆ Addition of funding for the Composting Operations Division which had previously been funded in the General Fund, with 100% reimbursement from the Utilities Fund. The transfer from General Fund to Utilities Fund occurred during FY 2010 and is reflected in the FY 2010 Amended Budget.
- ◆ Increase in water/sewer billing costs.
- ◆ Funding for a replacement rotary hydraulic lift in the Garage Operations Division.
- ◆ Increase in funding for electrical services and repairs & maintenance at several plants.
- ◆ Funding to increase green initiatives associated with the Water Conservation Program.
- ◆ Funding for a replacement vehicle in the Composting Operations Division.
- ◆ Increase is offset by the following:
  - Vacant Deputy Director (Administration) position unfunded for the entire fiscal year.

**The increase is attributable to the following:**

- ◆ Increase is offset by the following: *(continued)*
  - Vacant Wastewater Plant Operator Trainee (FMC WWTP) position unfunded for the entire fiscal year.
  - Vacant Utilities Field Crew Worker unfunded for one half of the fiscal year.
  - Reduction in operating supplies in the Garage Operations Division due to County (non-Utilities) vehicles being taken to the Joint Fleet Maintenance Facility for repairs/maintenance.

Utilities debt includes debt service for existing debt borrowed and an anticipated \$32.9 million issuance in Summer 2010 for utilities purposes. Total debt outstanding as of June 30, 2010 is \$119,065,000. The following is the bond amortization schedule for Utilities debt:

TOTAL UTILITIES DEBT - SPOTSYLVANIA COUNTY							
	Existing Debt		New Debt		Total Debt		Total
	Principal	Interest	Principal	Interest	Principal	Interest	
2011	3,395,000	5,586,982	0	0	3,395,000	5,586,982	8,981,982
2012	3,515,000	5,461,957	0	0	3,515,000	5,461,957	8,976,957
2013	3,645,000	5,327,819	150,000	1,612,854	3,795,000	6,940,673	10,735,673
2014	3,785,000	5,188,694	250,000	1,802,350	4,035,000	6,991,044	11,026,044
2015	3,955,000	5,019,344	400,000	1,788,600	4,355,000	6,807,944	11,162,944
2016	4,145,000	4,825,719	630,000	1,766,600	4,775,000	6,592,319	11,367,319
2017	4,345,000	4,628,329	660,000	1,731,950	5,005,000	6,360,279	11,365,279
2018	4,575,000	4,417,729	700,000	1,695,650	5,275,000	6,113,379	11,388,379
2019	4,775,000	4,195,929	735,000	1,657,150	5,510,000	5,853,079	11,363,079
2020	5,010,000	3,964,379	780,000	1,616,725	5,790,000	5,581,104	11,371,104
2021	5,235,000	3,721,379	820,000	1,573,825	6,055,000	5,295,204	11,350,204
2022	5,495,000	3,467,429	865,000	1,528,725	6,360,000	4,996,154	11,356,154
2023	5,760,000	3,200,779	915,000	1,481,150	6,675,000	4,681,929	11,356,929
2024	6,045,000	2,912,779	965,000	1,430,825	7,010,000	4,343,604	11,353,604
2025	6,355,000	2,610,529	1,015,000	1,377,750	7,370,000	3,988,279	11,358,279
2026	6,660,000	2,292,779	1,075,000	1,321,925	7,735,000	3,614,704	11,349,704
2027	4,020,000	1,959,779	1,130,000	1,262,800	5,150,000	3,222,579	8,372,579
2028	4,215,000	1,765,185	1,195,000	1,200,650	5,410,000	2,965,835	8,375,835
2029	4,415,000	1,567,785	1,260,000	1,134,925	5,675,000	2,702,710	8,377,710
2030	4,620,000	1,361,010	1,330,000	1,065,625	5,950,000	2,426,635	8,376,635
2031	4,835,000	1,144,611	1,400,000	992,475	6,235,000	2,137,086	8,372,086
2032	5,060,000	896,906	1,480,000	915,475	6,540,000	1,812,381	8,352,381
2033	3,335,000	658,144	1,560,000	834,075	4,895,000	1,492,219	6,387,219
2034	3,495,000	496,381	1,645,000	748,275	5,140,000	1,244,656	6,384,656
2035	3,670,000	402,961	1,735,000	657,800	5,405,000	1,060,761	6,465,761
2036	2,295,000	224,936	1,830,000	562,375	4,125,000	787,311	4,912,311
2037	2,410,000	110,187	1,935,000	461,725	4,345,000	571,912	4,916,912
2038	0	0	2,040,000	355,300	2,040,000	355,300	2,395,300
2039	0	0	2,150,000	243,100	2,150,000	243,100	2,393,100
2040	0	0	2,270,000	124,850	2,270,000	124,850	2,394,850
	119,065,000	77,410,446	32,920,000	32,945,529	151,985,000	110,355,975	262,340,975

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## Utilities Capital Projects Fund

**BUDGET SUMMARY:**

	<b>FY 2009 Actuals</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Requested</b>	<b>FY 2011 Adopted</b>
<b>Expenses</b>					
Capital Projects	\$22,137,651	\$0	\$15,351,668	\$3,087,822	\$3,087,822
<b>Total</b>	<b>\$22,137,651</b>	<b>\$0</b>	<b>\$15,351,668</b>	<b>\$3,087,822</b>	<b>\$3,087,822</b>
<b>Revenues</b>					
Connection Fees	\$2,086,697	\$2,197,660	\$2,197,660	\$2,068,960	\$2,068,960
Miscellaneous	\$2,512,353	\$2,500,000	\$2,974,400	\$1,573,922	\$1,573,922
Use of (Addition to) Fund Balance	\$16,765,601	(\$4,697,660)	\$10,179,608	(\$555,060)	(\$555,060)
Bond Proceeds	\$0	\$0	\$0	\$0	\$0
Transfer from Utility Operation	\$773,000	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$22,137,651</b>	<b>\$0</b>	<b>\$15,351,668</b>	<b>\$3,087,822</b>	<b>\$3,087,822</b>

### Budget Description

The adopted FY 2011 Utilities Capital Projects Fund budget of \$3,087,822 represents an increase of \$3,087,822 as compared to the FY 2010 adopted budget. Sufficient funding existed in budgets adopted prior to FY 2010 for required projects, so no additional funding was necessary in the FY 2010 adopted Budget. The increase is attributable to water and sewer projects which will be funded with cash in FY 2011. As noted in the Utilities Revenue section page 240, additional projects will be budgeted upon the sale of water/sewer revenue bonds in Summer 2010.

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# FY 2011 – FY 2015

## Capital Improvement Plan



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# **CAPITAL IMPROVEMENT PLAN**

## **FY 2011 – FY 2015**

### ***Introduction***

The Capital Improvement Plan (CIP) is a significant tool to assist in long range planning for municipal capital needs. Each year the CIP is reviewed and priorities reassessed. The CIP is a planning guide for development, modernization and/or replacement of County facilities. Programming capital facilities over time facilitates better use of the County's financial resources and assists in the coordination of public and private development. In addition, the programming process is valuable as a means of coordinating among various County agencies and departments to avoid duplication of effort on projects and to take advantage of joint planning and development of facilities where possible. The CIP should enable us to maintain an effective level of service for citizens of our County, now and into the future.

Funding for Capital projects may come from operating revenues or, as is often the case, from the sale of General Obligation Bonds, which pledges the full faith and credit of the municipality toward the bonds' retirement. In March 2005, the Board of Supervisors (BOS) approved a Debt Referendum Policy to encourage enhanced public participation in the decision making process related to major new construction projects in the County. The policy requires 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. The first year of the CIP becomes the Capital Improvement Budget and is reflected under the Capital Projects Fund, School Capital Projects Fund and Utilities Capital Projects Fund in the Approved Budget 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. Except for the first year of the CIP which becomes the adopted capital budget, the CIP is always subject to change. At a minimum, the plan should be reviewed annually prior to budget preparation. It represents a coordinated effort at meeting the identified needs and priorities of the community.

Initially, the respective Department Director submits a Project Request Form; an Evaluation Criteria Form; and a Cost Detail 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. Finance then reviews, critiques and places each project in the appropriate category in the recommended CIP and works with County Administration and the County's Financial Advisors to ensure that the CIP is within the County's approved Fiscal Policy Guidelines. The BOS holds work sessions in February or March to discuss the draft CIP. A public hearing is held in March or April and the CIP is typically approved in April.

As Spotsylvania County maintains its facilities and other capital resources, we will continue to face additional capital needs along with increasing operational costs. In an effort to ensure that the County remains in a healthy financial position and maintains or improves its credit rating, the

Board of Supervisors adopted revised Fiscal Policy Guidelines in January 2010, including revised Utilities Capital Fund polices.

### ***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:

1. **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.

2. **Focus Attention on Community Goals and Needs**

Capital projects can be brought into line with community objectives, anticipated growth and our County's ability to pay. By planning ahead for those projects that are needed or desired the most, we can adopt financing alternatives for the more important projects. The CIP also keeps the public informed about future capital investment plans of our County and provides a process for adopting construction priorities.

3. **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 program can also guide the Board of Supervisors in making sound annual budget decisions consistent with approved Fiscal Policy Guidelines.

4. **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 expensive financing measures and/or difficult borrowing/loan situations. In addition, sharp changes in the tax rate will be avoided by scheduling projects and their related debt over several years.

## *Assumptions*

Prior to the consideration of capital needs and requests, it is useful to consider the assumptions on which the plan is developed. Assumptions include:

1. **Federal/State/County Influences**

No new laws will impose significant financial requirements for local expenditures. Federal categorical grants will continue in the various areas to localities. State funding for transportation projects included within the FY 2011 – FY 2015 CIP is based on the 2009 update of Virginia's Secondary Road Six-Year Plan.

2. **Others**

Bonds will be sold on an annual basis based upon cash-flow needs projected for the proposed projects.

Interest rates on bonded indebtedness is assumed at 3.5 percent for the Summer 2010 issuance, 5.75 percent for the Spring 2011 issuance, and 6.0 percent for each issuance thereafter.

Consistent with the approved Fiscal Policy Guidelines, cash available for General Fund projects is at 1.75 percent of General Fund revenues (less obligated transfers) in FY 2011 and increases by 0.25 percent each year thereafter, until it reaches the 5% goal.

No major catastrophes, i.e., floods, hurricanes, fires, etc., will occur which would have a significant economic impact on the County.

## *Operating Expenditure versus Capital Expenditures*

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

1. **Cost**

Generally, a project is considered capital if the cost is greater than \$50,000.

2. **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.

## *Alternative Financing Methods*

A range of alternative financing methods exists. Some of those that are commonly used are:

1. **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 (less obligated transfers) to the Capital Projects Fund. The guidelines establish a goal of 5 percent annually (with a minimum level of 3 percent). In an effort to achieve this goal the County’s FY 2011 transfer is 1.75 percent of General Fund Revenues (less obligated transfers). Future annual transfers will increase by an additional one-quarter percent annually until the goal is met.

2. **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 2010, the County’s Fiscal Stability Reserve is expected to exceed the 10 percent of General Fund revenues guideline by 0.72 percentage points. The FY 2011 – FY 2015 Capital Improvement Plan does not assume a transfer from the reserve to the Capital Projects Fund.

3. **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.

4. **Revenue Bonds**

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 rather than from regular taxation.

5. **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. Street, drainage and utility projects, for example, which benefit a particular area.

6. **State and Federal Aid**

In this CIP, State and Federal funds apply primarily to transportation capital projects.

7. **Other**

Other financing methods used include the joint financing between the County and the Federal and State governments, such as assumed for the Human Services portion of the Community Development Building project.

***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:

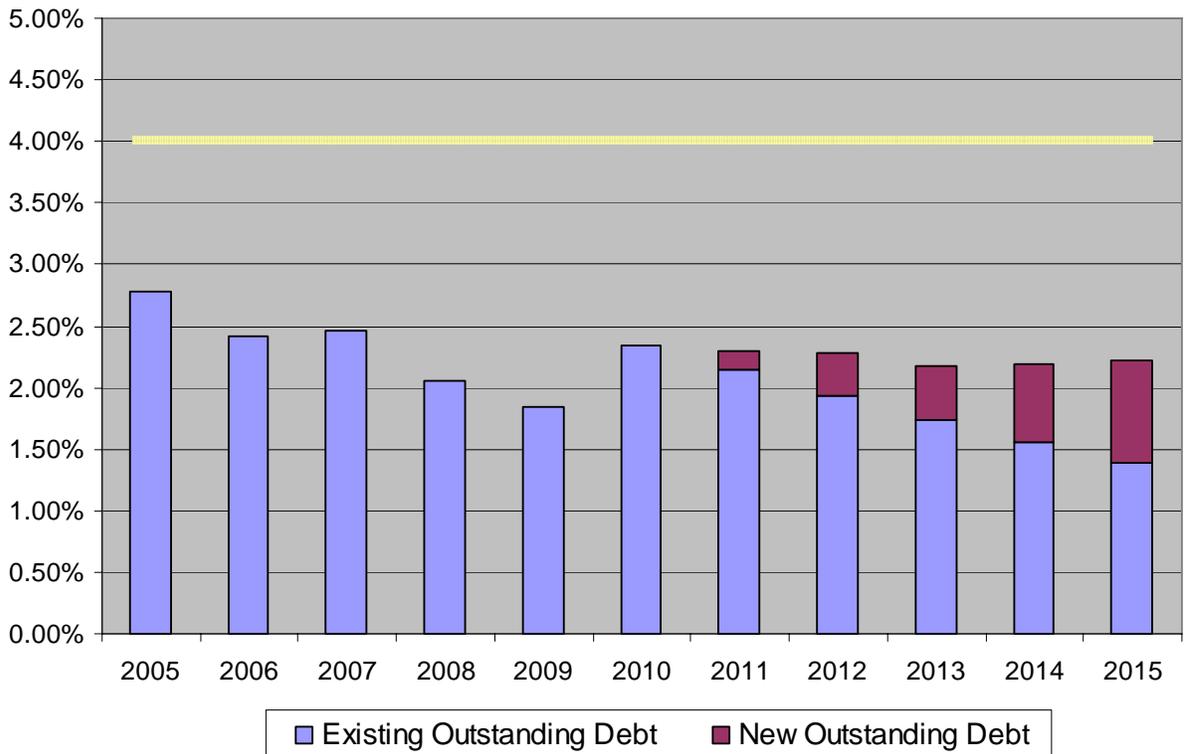
- Net debt as a percentage of estimated market value taxable should not exceed 3 - 4 percent
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10 - 12 percent
- The County intends to maintain its 10 year tax-supported debt and lease payout ratio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

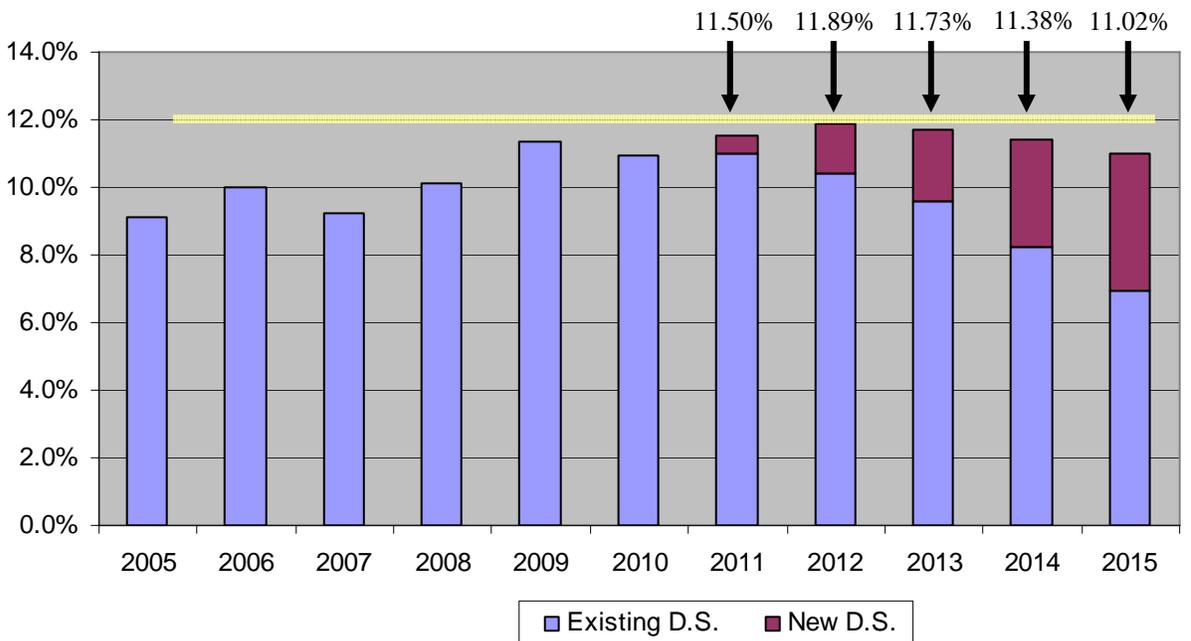
- Bonds are sold on an annual basis.
- The structure of all bond sales is level principal.
- Long-term bonds are structured with 20-year terms.
- Short-term bonds are structured with 12-year terms for buses and fire apparatus and with 7-year terms for rescue apparatus and technology items.
- The growth rates for real property is assumed at 0.5 percent for 2011. Out-year growth is then assumed at 1.0 percent for 2012, 1.5 percent for 2013, 2.0 percent for 2014, and 3.0 percent for 2015.
- Estimated expenditures growth is based on the Budget Plus Five model assuming the adopted \$0.86 tax rate for 2010 and an equalized tax rate each year thereafter.
- The interest rate paid on borrowed funds is fixed at 3.5 percent for the Summer 2010 issuance, fixed at 5.75 percent for the Spring 2011 issuance, and fixed at 6.0 percent each issuance thereafter.

The following displays indicate that the FY 2011 – FY 2015 Adopted CIP is in compliance with the Board's adopted fiscal policy guidelines, although the debt service to expenditures ratio abuts the 12 percent ceiling. The yellow horizontal lines represent the upper limit of the fiscal policy guidelines for each debt ratio.

### Outstanding Debt to Assessed Value Ratio



### Debt Service to Expenditures Ratio



The payout ratio is an assessment of the speed at which the County repays its debt. For example, at the beginning of FY 2011, including the bonds to be issued in Summer 2010, total general debt outstanding is estimated at \$330.4 million. At the end of FY 2020, ten fiscal years beyond FY 2011 (including FY 2011), the County will have repaid \$204.5 million (61.91 percent) of the debt outstanding at the beginning of FY 2011.

<b>10-Yr Payout Ratio (must be &gt; 55%)</b>	
<b>FY</b>	<b>Payout Ratio</b>
FY 2011	61.91%
FY 2012	64.36%
FY 2013	66.97%
FY 2014	68.67%
FY 2015	70.08%

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 percent of General Fund revenues (excluding obligated transfers), with a minimum of 3 percent. Beginning in FY 2008, the County established the transfer from the General Fund to the Capital Projects Funds at 1 percent, with an additional 0.25 percent to be added each year thereafter. In FY 2011, the transfer from the General Fund to the Capital Projects Fund is budgeted at 1.75 percent of General Fund revenues.

While the \$3.8 million transfer from the General Fund in FY 2011 funds \$1.9 million in capital equipment and software typically funded with the cash transfer, the remaining \$1.9 million is budgeted as a reserve within the Capital Projects Fund. This reserve will be added to the Capital Projects Fund balance at year’s end and, based on the Adopted CIP, will be used to fund capital projects in FY 2012.

***Operating Impact***

The following table shows the potential impact that implementation of the FY 2011 – FY 2015 CIP could have on the tax rate. This table reflects all General Government, Transportation and Schools capital projects within the five-year planning period. The analysis assumes the adopted real estate tax rate of \$0.86 per \$100 of assessed value in FY 2011 and an equalized rate in the out-years. The “Additional D.S. Budget Needed” column represents the debt service that is over and above the debt service budgeted in FY 2011. The Incremental Tax Rate Impact” shows the tax rate increase necessary each year to fund the approved CIP.

<b>FY 2011 – FY 2015 CIP’s Potential Impact on Tax Rate</b>									
<b>FY</b>	<b>Value of \$0.01</b>	<b>Debt Service Impact</b>			<b>Operational Impact</b>			<b>Total</b>	
		<b>Additional D.S. Budget Needed</b>	<b>Estimated Tax Rate Impact</b>	<b>Incremental Tax Rate Impact</b>	<b>Add'l Operational Budget Needed</b>	<b>Estimated Tax Rate Impact</b>	<b>Incremental Tax Rate Impact</b>	<b>Estimated Tax Rate Impact</b>	<b>Incremental Tax Rate Impact</b>
2011	1,182,274	\$0	\$0.000	\$0.000	\$0	\$0.000	\$0.000	\$0.000	\$0.000
2012	1,191,148	2,155,819	0.018	0.018	812,374	\$0.007	0.007	\$0.025	\$0.025
2013	1,206,052	2,864,173	0.024	0.006	1,668,565	\$0.014	0.007	\$0.038	\$0.013
2014	1,227,181	2,882,545	0.023	0.000	2,122,494	\$0.017	0.003	\$0.041	\$0.003
2015	1,257,921	3,564,516	0.028	0.005	2,134,745	\$0.017	0.000	\$0.045	\$0.005

Given the projected CIP expenditures for the next five years and assuming no available use of fund balances to pay the added debt service, the tax rate would need to increase by a total of 4.6 cents by FY 2015. Of this amount, 2.9 cents is associated with debt service while the remaining 1.7 cents is associated with on-going operating costs related to the projects – primarily staffing of the new Lee Hill fire/rescue station, utilities and maintenance of the new Circuit Court and Public Safety buildings, and annual maintenance agreements on technology projects. Debt service and annual operating costs related to the CIP have been factored into the five-year financial forecast which begins on page 33.

Additionally, estimated annual operating costs including the debt service associated with each project are displayed beginning on page 281.

## Spotsylvania County FY 2011 - FY 2015 Capital Improvements Plan Calendar

September 11, 2009	CIP instructions/forms to departments for request of construction and non-construction projects
October 2, 2009	Departments submit construction project requests/revisions to Capital Projects Management Department; non-construction project requests/revisions to Finance Department
November 2, 2009	Capital Construction Department submits construction project summary sheets, detail project forms, and anticipated project schedules to Finance
November 2, 2009	Zoning forwards updated proffers listing to Finance for review of available proffer funding
November 10, 2009	Schools submits CIP to Finance & Capital Projects Management Departments
January	Planning Department reviews draft CIP to ensure projects conform with Comprehensive Plan
February 3, 2010	Planning Commission reviews potential projects within the CIP for conformance with Comprehensive Plan
March 23, 2010	Board of Supervisors work session to discuss <b>draft</b> CIP
April 8, 2010	Tax Rate, Budget and CIP Public Hearings
April 20, 2010	Adopt FY 2011 – FY 2015 CIP

### ***CIP Summary***

Following is a summary of the projects included in the FY 2011 – FY 2015 CIP. The summary shows the anticipated funding by fiscal year for each project. Funding sources are identified by the following codes within the summary sheets.

C = Cash

L = Lease bonds

F = Fire bonds

P = Proffer

IE = Interest earnings

B = Approved bonds

T = Transportation Fund

FB = Future bonds

S = State

TB = Transportation bonds

DSS = Social Services State funds

PPP = Public-Private Partnership

OJ = Other jurisdictions

SD = Special service district

### ***Project Descriptions***

Descriptions of each of the projects and the costs of those projects within the FY 2011 - FY 2015 CIP may be found beginning on page 285.

**Spotsylvania County, Virginia**  
**FY 2011 - FY 2015 Capital Improvement Plan**  
**Project Summary By Fund**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2011 - FY 2015 Total
<b>General Government Projects:</b>						
General Government and Judicial Facilities	17,413,363	11,795,685	5,791,457	15,124,326	11,003,875	61,128,705
Solid Waste	60,000	3,808,231	3,453,128	2,275,955	2,019,859	11,617,173
Parks and Recreation	0	1,913,060	920,000	880,000	380,000	4,093,060
Fire and Rescue Services	0	10,122,655	1,738,270	2,781,095	5,841,880	20,483,900
<b>General Government Total</b>	<b>17,473,363</b>	<b>27,639,631</b>	<b>11,902,855</b>	<b>21,061,376</b>	<b>19,245,614</b>	<b>97,322,838</b>

<b>Transportation Total</b>	<b>25,000</b>	<b>4,664,698</b>	<b>7,554,603</b>	<b>16,619,060</b>	<b>13,086,207</b>	<b>41,949,568</b>
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<b>School Total *</b>	<b>2,581,293</b>	<b>3,295,975</b>	<b>3,744,366</b>	<b>7,482,215</b>	<b>12,615,791</b>	<b>29,719,640</b>
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\* School projects are from the Schools' CIP - February 15, 2010.

**Utility Projects:**

General Utility Projects	2,300,000	100,000	100,000	1,100,000	1,740,000	5,340,000
Water Projects	9,629,000	2,408,000	11,605,000	10,803,000	12,480,000	46,925,000
Sewer Projects	17,879,200	15,537,300	970,300	3,800,000	0	38,186,800
<b>Utilities Total</b>	<b>29,808,200</b>	<b>18,045,300</b>	<b>12,675,300</b>	<b>15,703,000</b>	<b>14,220,000</b>	<b>90,451,800</b>

<b>CIP Total, All Funds</b>	<b>49,887,856</b>	<b>53,645,604</b>	<b>35,877,124</b>	<b>60,865,651</b>	<b>59,167,612</b>	<b>259,443,846</b>
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**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN**

FY 2011 - FY 2015

**GENERAL GOV'T EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11 - FY 15	Costs beyond FY 2015
<b>General Government and Judicial Facilities - Campus Master Plan</b>									
New Circuit Court Bldg.	9,922,177	B	\$10,694,124	\$221,429	\$0	\$0	\$0	\$10,915,553	\$0
Judicial Center Renovation	373,750	B	\$0	\$0	\$0	\$0	\$3,859,745	\$3,859,745	\$0
Judicial Center Addition	698,577	B	\$0	\$0	\$0	\$0	\$4,714,742	\$4,714,742	\$6,133,185
Renovate Current Sheriff's Office	41,860	B	\$0	\$0	\$1,425,150	\$0	\$0	\$1,425,150	\$0
Public Safety Building	9,019,323	B	\$3,451,720	\$2,659,998	\$0	\$0	\$0	\$6,111,718	\$0
Community Development/Human Svcs Bldg	-	B, C	\$0	\$0	\$0	\$10,962,000	\$0	\$10,962,000	\$0
Capital Project Design Funding	on-going	C, P	\$0	\$170,000	\$0	\$0	\$0	\$170,000	\$0
<b>Subtotal - Campus Master Plan</b>	<b>20,055,687</b>		<b>\$14,145,844</b>	<b>\$3,051,427</b>	<b>\$1,425,150</b>	<b>\$10,962,000</b>	<b>\$8,574,487</b>	<b>\$38,158,908</b>	<b>\$6,133,185</b>

**Other General Government Facilities**

Facility Asset Management Program	on-going	C, P	\$2,000,000	\$1,969,550	\$564,118	\$1,952,289	\$949,351	\$7,435,308	\$0
Spotsylvania/Fredericksburg Magistrate Facility	22,767	C, OJ	\$150,000	\$0	\$0	\$0	\$0	\$150,000	\$0
Spotsylvania Courthouse Museum Floor Replacement	-	C	\$0	\$0	\$0	\$350,000	\$0	\$350,000	\$0
<b>Subtotal - Other General Gov't Facilities</b>	<b>22,767</b>		<b>\$2,150,000</b>	<b>\$1,969,550</b>	<b>\$564,118</b>	<b>\$2,302,289</b>	<b>\$949,351</b>	<b>\$7,935,308</b>	<b>\$0</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**GENERAL GOVT EXPENDITURES (continued)**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>Information Technology</b>									
Replace Public Safety Server	50,000	C	\$0	\$75,000	\$0	\$0	\$0	\$75,000	\$0
Installation of an Enterprise-wide Fiber Network	26,305	C, L	\$0	\$750,000	\$750,000	\$750,000	\$470,000	\$2,720,000	\$0
AS400 Refresh Upgrade	-	L	\$0	\$250,000	\$0	\$0	\$0	\$250,000	\$0
Network Operations Center A/C Replacement	-	C	\$0	\$150,000	\$0	\$0	\$0	\$150,000	\$0
Disk Space Expansion	-	C	\$0	\$200,000	\$0	\$0	\$0	\$200,000	\$0
County Website Upgrade	39,280	L	\$0	\$350,000	\$0	\$0	\$0	\$350,000	\$0
Network Conversion to Microsoft	-	L	\$0	\$250,000	\$150,000	\$100,000	\$0	\$500,000	\$0
UPS Upgrades	-	C, L	\$0	\$150,000	\$75,000	\$75,000	\$75,000	\$375,000	\$0
Public Safety Radio System Enhancements	-	L	\$467,519	\$1,402,556	\$935,037	\$935,037	\$935,037	\$4,675,185	\$0
Thornburg multi-site Radio System	-	L	\$0	\$475,000	\$0	\$0	\$0	\$475,000	\$0
Belmont Tower	-	L	\$0	\$0	\$1,392,152	\$0	\$0	\$1,392,152	\$0
Financial System Upgrade - H.T.E.	-	L	\$0	\$400,000	\$250,000	\$0	\$0	\$650,000	\$0
Replace Treasurer's Legacy System	874,364	L	\$150,000	\$0	\$0	\$0	\$0	\$150,000	\$0
Land Info System Upgrade - Clerk of Court	-	C	\$0	\$500,000	\$250,000	\$0	\$0	\$750,000	\$0
MSAG Eagle Upgrade	-	C	\$0	\$55,000	\$0	\$0	\$0	\$55,000	\$0
Parks and Recreation System Upgrade	-	C	\$0	\$115,000	\$0	\$0	\$0	\$115,000	\$0
Jury System Upgrade	-	C	\$0	\$60,000	\$0	\$0	\$0	\$60,000	\$0
LRIS (Land Records Information System)	734,434	C	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000	\$0
Personal Property System Upgrades	-	L	\$450,000	\$0	\$0	\$0	\$0	\$450,000	\$0
Broadband Wireless Study	-	C	\$0	\$150,000	\$0	\$0	\$0	\$150,000	\$0
Fredricksburg Radio Tower	-	L	\$0	\$1,392,152	\$0	\$0	\$0	\$1,392,152	\$0
<b>Subtotal - Information Technology</b>	<b>1,608,798</b>		<b>\$1,117,519</b>	<b>\$6,774,708</b>	<b>\$3,802,189</b>	<b>\$1,860,037</b>	<b>\$1,480,037</b>	<b>\$15,034,489</b>	<b>\$0</b>
<b>TOTAL GENERAL GOVT EXPENDITURES</b>	<b>21,687,252</b>		<b>\$17,413,363</b>	<b>\$11,795,685</b>	<b>\$5,791,457</b>	<b>\$15,124,326</b>	<b>\$11,003,875</b>	<b>\$61,128,705</b>	<b>\$6,133,185</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN**

**FY 2011 - FY 2015**

**GENERAL GOV'T REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash		C	\$2,117,080	\$3,873,734	\$806,034	\$6,295,634	\$949,351	\$14,041,833	\$0
Interest Earnings		IE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proffers		P	\$7,920	\$80,816	\$8,064	\$6,655	\$0	\$103,475	\$0
Nov 2005 Bond Referenda		B	\$14,145,844	\$2,881,427	\$1,425,150	\$6,962,000	\$8,574,487	\$33,988,908	\$6,133,185
Lease - Purchase		L	\$1,067,519	\$4,959,708	\$3,552,189	\$1,860,037	\$1,480,037	\$12,919,489	\$0
Dept. of Social Services State funds		DSS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Jurisdictions		OJ	\$75,000	\$0	\$0	\$0	\$0	\$75,000	\$0
Future Bonds		FB	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL GENERAL GOV'T REVENUES</b>			<b>\$17,413,363</b>	<b>\$11,795,685</b>	<b>\$5,791,457</b>	<b>\$15,124,326</b>	<b>\$11,003,875</b>	<b>\$61,128,705</b>	<b>\$6,133,185</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**SOLID WASTE EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>SOLID WASTE - Construction/Closing of Landfill Cells &amp; Facilities</b>									
Construction of Cell 5 at Livingston Landfill	-	C, L	\$60,000	\$2,112,024	\$0	\$0	\$0	\$2,172,024	\$0
Partial Closure Cells 3 & 4	-	C	\$0	\$0	\$564,000	\$827,696	\$0	\$1,391,696	\$0
Benchmark Road Consolidated Solid Waste Convenience Center	-	FB	\$0	\$0	\$0	\$737,500	\$1,410,000	\$2,147,500	\$0
Chancellor Solid Waste Convenience Center Access Improvements	28,700	P, C, FB	\$0	\$391,300	\$1,230,000	\$0	\$0	\$1,621,300	\$0
Wood Waste collection/Mulching Operation	-	C	\$0	\$565,000	\$527,320	\$0	\$0	\$1,092,320	\$0
Active Gas Collection System - Cells 1 & 2	-	C	\$0	\$343,900	\$0	\$0	\$0	\$343,900	\$0
<b>Subtotal - Construction/Closing Cells &amp; Facilities</b>	<b>28,700</b>		<b>\$60,000</b>	<b>\$3,412,224</b>	<b>\$2,321,320</b>	<b>\$1,565,196</b>	<b>\$1,410,000</b>	<b>\$8,768,740</b>	<b>\$0</b>

**SOLID WASTE - Equipment Replacement**

Refuse Disposal Equip Replacement	on-going	L	\$0	\$175,000	\$338,000	\$301,128	\$350,000	\$1,164,128	\$0
Refuse Collection Equip Replacement	on-going	L	\$0	\$136,007	\$793,808	\$326,464	\$149,197	\$1,405,476	\$133,250
Alternative Daily Cover System	-	C	\$0	\$85,000	\$0	\$0	\$0	\$85,000	\$0
Replace Chancellor Trash Compactor	-	C	\$0	\$0	\$0	\$83,167	\$0	\$83,167	\$0
Berkeley Trash Compactor	-	C	\$0	\$0	\$0	\$0	\$110,662	\$110,662	\$0
<b>Subtotal - Solid Waste Equipment Replacement</b>	<b>-</b>		<b>\$0</b>	<b>\$396,007</b>	<b>\$1,131,808</b>	<b>\$710,759</b>	<b>\$609,859</b>	<b>\$2,848,433</b>	<b>\$133,250</b>
<b>TOTAL SOLID WASTE EXPENDITURES</b>	<b>28,700</b>		<b>\$60,000</b>	<b>\$3,808,231</b>	<b>\$3,453,128</b>	<b>\$2,275,955</b>	<b>\$2,019,859</b>	<b>\$11,617,173</b>	<b>\$133,250</b>

**SOLID WASTE REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash		C	\$60,000	\$1,383,290	\$1,091,320	\$910,863	\$110,662	\$3,556,135	\$0
Profess		P	\$0	\$1,910	\$0	\$0	\$0	\$1,910	\$0
Lease-Purchase		L	\$0	\$2,423,031	\$1,131,808	\$627,592	\$499,197	\$4,681,628	\$133,250
Future Bonds		FB	\$0	\$0	\$1,230,000	\$737,500	\$1,410,000	\$3,377,500	\$0
<b>TOTAL SOLID WASTE REVENUES</b>			<b>\$60,000</b>	<b>\$3,808,231</b>	<b>\$3,453,128</b>	<b>\$2,275,955</b>	<b>\$2,019,859</b>	<b>\$11,617,173</b>	<b>\$133,250</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**PARKS & RECREATION EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b><i>PARKS AND RECREATION - Construction &amp; Maintenance of Parks and Park Facilities</i></b>									
Patriot Park Storage Building	86,940	L	\$0	\$138,060	\$0	\$0	\$0	\$138,060	\$0
Hunting Run Park, Phase II	-	C	\$0	\$530,000	\$0	\$0	\$0	\$530,000	\$0
Belmont Passive Park - trails/picnic area	52,987	C	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$0
Livingston Community Center & Park - Phase I	-	C	\$0	\$0	\$0	\$0	\$80,000	\$80,000	\$882,675
Marshall Center Auditorium, Phase I	571,040	L	\$0	\$120,000	\$120,000	\$0	\$0	\$240,000	\$0
Marshall Center Auditorium, Phase II		C	\$0	\$0	\$0	\$400,000	\$0	\$400,000	\$0
Marshall Park Upgrades	-	C	\$0	\$0	\$800,000	\$0	\$0	\$800,000	\$0
Ni River Park	-	C	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$4,035,700
Patriot Park Field Lighting	-	L	\$0	\$495,000	\$0	\$480,000	\$0	\$975,000	\$0
Legion Field Replacement Lighting	-	C	\$0	\$330,000	\$0	\$0	\$0	\$330,000	\$0
<b>TOTAL PARKS &amp; REC EXPENDITURES</b>	<b>710,967</b>		<b>\$0</b>	<b>\$1,913,060</b>	<b>\$920,000</b>	<b>\$880,000</b>	<b>\$380,000</b>	<b>\$4,093,060</b>	<b>\$4,918,375</b>

**PARKS & RECREATION REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash		C	\$0	\$1,160,000	\$800,000	\$400,000	\$380,000	\$2,740,000	\$4,918,375
Interest Earnings		IE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease-Purchase		L	\$0	\$753,060	\$120,000	\$480,000	\$0	\$1,353,060	\$0
Profess		P	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PARKS &amp; REC REVENUES</b>			<b>\$0</b>	<b>\$1,913,060</b>	<b>\$920,000</b>	<b>\$880,000</b>	<b>\$380,000</b>	<b>\$4,093,060</b>	<b>\$4,918,375</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN**

**FY 2011 - FY 2015**

**FIRE & RESCUE SERVICES EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b><i>FIRE/RESCUE SERVICES - Construction Projects</i></b>									
Replacement of F/R #5 (Chancellor)	611,115	F	\$0	\$5,458,343	\$0	\$0	\$0	\$5,458,343	\$0
Lee Hill District F/R Station	324,764	C, F	\$0	\$1,716,657	\$0	\$0	\$4,181,981	\$5,898,638	\$0
Regional Fire Training Center	-	OJ, C, P	\$0	\$250,000	\$0	\$1,000,000	\$0	\$1,250,000	\$0
<b>Subtotal Fire/Rescue construction</b>	<b>935,879</b>		<b>\$0</b>	<b>\$7,425,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$4,181,981</b>	<b>\$12,606,981</b>	<b>\$0</b>
<b><i>FIRE/RESCUE SERVICES - Equipment</i></b>									
Replacement Fire Equipment	-	L	\$0	\$1,161,862	\$1,167,956	\$1,225,000	\$1,076,000	\$4,630,818	\$0
Replacement EMS Equipment	-	L	\$0	\$504,393	\$529,614	\$556,095	\$563,899	\$2,174,001	\$0
Cascade System FC #3, FC #9 & FC #10	-	C, P	\$0	\$81,400	\$40,700	\$0	\$0	\$122,100	\$0
Ladder Truck for 4-Mile Fork Area	-	L	\$0	\$950,000	\$0	\$0	\$0	\$950,000	\$0
<b>Subtotal Fire/Rescue equipment</b>	<b>-</b>		<b>\$0</b>	<b>\$2,697,655</b>	<b>\$1,738,270</b>	<b>\$1,781,095</b>	<b>\$1,659,899</b>	<b>\$7,876,919</b>	<b>\$0</b>
<b>TOTAL FIRE/RESCUE SVCS EXPENDITURES</b>	<b>935,879</b>		<b>\$0</b>	<b>\$10,122,655</b>	<b>\$1,738,270</b>	<b>\$2,781,095</b>	<b>\$5,841,880</b>	<b>\$20,483,900</b>	<b>\$0</b>

**FIRE & RESCUE SERVICES REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash		C	\$0	\$158,512	\$40,700	\$333,333	\$4,181,981	\$4,714,527	\$0
Proffers		P	\$0	\$6,221	\$0	\$0	\$0	\$6,221	\$0
Nov 2001 Fire/Rescue Bond Referenda		F	\$0	\$7,175,000	\$0	\$0	\$0	\$7,175,000	\$0
Future Bonds		FB	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Jurisdictions		OJ	\$0	\$166,667	\$0	\$666,667	\$0	\$833,333	\$0
Lease - Purchase		L	\$0	\$2,616,255	\$1,697,570	\$1,781,095	\$1,659,899	\$7,754,819	\$0
<b>TOTAL FIRE/RESCUE SVCS REVENUES</b>			<b>\$0</b>	<b>\$10,122,655</b>	<b>\$1,738,270</b>	<b>\$2,781,095</b>	<b>\$5,841,880</b>	<b>\$20,483,900</b>	<b>\$0</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN**

**FY 2011 - FY 2015**

**TRANSPORTATION EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>TRANSPORTATION</b>									
Transportation - rural additions	-	T	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$0
Transportation PPTA projects (Phase II)	-	T, TB, S	\$0	\$1,939,698	\$4,929,603	\$15,094,060	\$13,061,207	\$35,024,568	\$2,612,873
Unpaved Roads (identified "Fair")	5,498,621	TB	\$0	\$2,500,000	\$2,600,000	\$1,300,000	\$0	\$6,400,000	\$0
General Engineering Consultant	1,528,535	T, TB	\$0	\$200,000	\$0	\$200,000	\$0	\$400,000	\$0
<b>TOTAL TRANSPORTATION EXPENDITURES</b>	<b>20,548,637</b>		<b>\$25,000</b>	<b>\$4,664,698</b>	<b>\$7,554,603</b>	<b>\$16,619,060</b>	<b>\$13,086,207</b>	<b>\$41,949,568</b>	<b>\$2,612,873</b>

**TRANSPORTATION REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Proffers		P	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earnings		IE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nov 2005 Transportation Bond Referenda		TB	\$0	\$4,139,698	\$5,062,258	\$13,756,717	\$12,171,207	\$35,129,880	\$2,222,873
Reimbursement/aid from State/Federal gov't		S	\$0	\$0	\$1,967,345	\$2,337,343	\$390,000	\$4,694,688	\$390,000
Transfer from Transportation Fund		T	\$25,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,125,000	\$0
<b>TOTAL TRANSPORTATION REVENUES</b>			<b>\$25,000</b>	<b>\$4,664,698</b>	<b>\$7,554,603</b>	<b>\$16,619,060</b>	<b>\$13,086,207</b>	<b>\$41,949,568</b>	<b>\$2,612,873</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**SCHOOL CAPITAL EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>SCHOOL NON-CONSTRUCTION CAPITAL PROJECTS</b>									
Transportation Buses	on-going	B	\$0	\$1,299,964	\$2,661,329	\$2,829,311	\$5,416,073	\$12,207,277	\$3,001,607
Capital Maintenance	on-going	B, FB	\$2,581,293	\$1,281,329	\$192,889	\$2,489,900	\$5,728,318	\$12,273,729	\$1,740,000
Technology Replacements/Upgrades	on-going	B	\$0	\$714,682	\$889,548	\$2,163,004	\$1,471,400	\$5,238,634	\$949,272
<b>Subtotal - School Non-Construction</b>	-		<b>\$2,581,293</b>	<b>\$3,295,975</b>	<b>\$3,744,366</b>	<b>\$7,482,215</b>	<b>\$12,615,791</b>	<b>\$29,719,640</b>	<b>\$5,690,879</b>
<b>TOTAL SCHOOL CAPITAL PROJECTS EXPENDITURES</b>	-		<b>\$2,581,293</b>	<b>\$3,295,975</b>	<b>\$3,744,366</b>	<b>\$7,482,215</b>	<b>\$12,615,791</b>	<b>\$29,719,640</b>	<b>\$9,474,101</b>

\*\*\* School projects are from the edited version of the School's draft CIP dated November 23, 2009.

**SCHOOL CAPITAL REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Interest Earnings		IE	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nov 2005/2006 School Bond Referenda		B	\$2,581,293	\$3,295,975	\$3,744,366	\$7,482,215	\$12,615,791	\$29,719,640	\$9,474,101
Future Bonds		FB	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL SCHOOL CAPITAL PROJECTS REVENUES</b>			<b>\$2,581,293</b>	<b>\$3,295,975</b>	<b>\$3,744,366</b>	<b>\$7,482,215</b>	<b>\$12,615,791</b>	<b>\$29,719,640</b>	<b>\$9,474,101</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**UTILITIES CAPITAL EXPENDITURES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>General Utilities Projects</b>									
EC Dev Infrastructure Imp	116,359	C	\$850,000	\$0	\$0	\$0	\$0	\$850,000	\$0
Utility Complex Expansion	1,321,655	C, B	\$0	\$0	\$0	\$1,000,000	\$1,540,000	\$2,540,000	\$2,680,000
System Improvement Opportunities with Developers	1,908,962	C	\$550,000	\$0	\$0	\$0	\$0	\$550,000	\$0
Replacement Trommel Screen	-	C	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Security Improvements	426,599	C	\$550,000	\$100,000	\$100,000	\$100,000	\$200,000	\$1,050,000	\$0
<b>SUBTOTAL GENERAL UTILITIES PROJECTS</b>	<b>3,773,575</b>		<b>\$2,300,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,100,000</b>	<b>\$1,740,000</b>	<b>\$5,340,000</b>	<b>\$2,680,000</b>

**Water Projects**

Motts Run Water Treatment Plant	7,427,876	C, B	\$875,000	\$250,000	\$1,092,000	\$9,628,000	\$12,480,000	\$24,325,000	\$6,240,000
Motts Run Dam Repairs	1,424,523	C	\$1,670,000	\$0	\$0	\$0	\$0	\$1,670,000	\$0
Ni River Treatment Plant Improvements	1,488,535	C	\$1,700,000	\$0	\$0	\$0	\$0	\$1,700,000	\$0
Rt 3 Bragg Road Pipe Replacement	341,125	C	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$0
Distribution System Extensions by Policy	899,754	C	\$150,000	\$0	\$0	\$0	\$0	\$150,000	\$0
Four Mile Fork Water Transmission Facility Improvements	31,466	C	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$0
Five Mile Fork Water Transmission Improvements	222,514	C, B	\$1,998,000	\$0	\$5,840,000	\$0	\$0	\$7,838,000	\$0
Thornburg Water Transmission Facilities Improvements	2,700,358	C, B	\$50,000	\$2,048,000	\$3,673,000	\$1,175,000	\$0	\$6,946,000	\$0
Lee Hill Water Transmission Improvements	-	C	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$0
New Post Water Transmission Facilities	-	C	\$1,286,000	\$0	\$1,000,000	\$0	\$0	\$2,286,000	\$0
Hunting Run Reservoir	40,438,743	C	\$0	\$110,000	\$0	\$0	\$0	\$110,000	\$0
New Water Source	351,223	C	\$200,000	\$0	\$0	\$0	\$0	\$200,000	\$0
Tank Maintenance	300,000	C	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Conversion to Radio Reading System for Water Meters	840,000	C	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$0
<b>SUBTOTAL WATER PROJECTS</b>	<b>55,326,117</b>		<b>\$9,629,000</b>	<b>\$2,408,000</b>	<b>\$11,605,000</b>	<b>\$10,803,000</b>	<b>\$12,480,000</b>	<b>\$46,925,000</b>	<b>\$6,240,000</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015**

**UTILITIES EXPENDITURES (continued)**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
<b>Sewer Projects</b>									
Courthouse Village Improvements	2,163,238	C	\$890,000	\$0	\$0	\$0	\$0	\$890,000	\$0
Redirect Hazel Run Pump Station	724,667	C	\$580,000	\$0	\$0	\$0	\$0	\$580,000	\$0
Deep Run Sewer Improvements	905,782	C	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Massaponax Sewage Treatment Plant	35,472,030	C, B	\$9,900,000	\$10,000,000	\$0	\$0	\$0	\$19,900,000	\$0
Greengate Sewer Improvements - Moits	383,257	C	\$410,000	\$300,000	\$0	\$0	\$0	\$710,000	\$0
American Central Pump Station Improvements	637,704	C	\$2,200,000	\$920,000	\$0	\$0	\$0	\$3,120,000	\$0
Program Management Pilot for Massaponax Interceptor Relief and Extension to Wishner	44,466,335	B	\$2,997,600	\$2,961,700	\$0	\$0	\$0	\$5,959,300	\$0
Pump Station Odor Control	408,262	C	\$131,600	\$225,600	\$112,800	\$0	\$0	\$470,000	\$0
SSO Compliance	292,612	C	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$0
Wastewater Collection Extensions to Existing Developments	2,113,738	C	\$50,000	\$450,000	\$37,500	\$0	\$0	\$537,500	\$0
Thornburg Wastewater Transmission Improvements	724,586	C,B	\$120,000	\$680,000	\$820,000	\$3,800,000	\$0	\$5,420,000	\$0
<b>SUBTOTAL SEWER PROJECTS</b>	<b>88,292,211</b>		<b>\$17,879,200</b>	<b>\$15,537,300</b>	<b>\$970,300</b>	<b>\$3,800,000</b>	<b>\$0</b>	<b>\$38,186,800</b>	<b>\$0</b>
<b>TOTAL UTILITIES EXPENDITURES</b>	<b>88,514,725</b>		<b>\$29,808,200</b>	<b>\$18,045,300</b>	<b>\$12,675,300</b>	<b>\$15,703,000</b>	<b>\$14,220,000</b>	<b>\$90,451,800</b>	<b>\$8,920,000</b>

**UTILITIES REVENUES**

	Total Budget through FY 2010	Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash		C	\$16,880,508	\$3,519,556	\$3,936,850	\$3,936,850	\$3,936,850	\$32,210,614	\$8,920,000
Revenue Bonds		B	\$12,927,692	\$14,525,744	\$8,738,450	\$11,766,150	\$10,283,150	\$58,241,186	
<b>TOTAL UTILITIES REVENUES</b>			<b>\$29,808,200</b>	<b>\$18,045,300</b>	<b>\$12,675,300</b>	<b>\$15,703,000</b>	<b>\$14,220,000</b>	<b>\$90,451,800</b>	<b>\$8,920,000</b>

**SPOTSYLVANIA COUNTY  
CAPITAL IMPROVEMENT PLAN**

**FY 2011 - FY 2015**

**CIP EXPENDITURES SUMMARY**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 10- FY 14	Costs beyond FY 2015
TOTAL FY 2011 - FY 2015 CIP	\$49,887,856	\$53,645,604	\$35,877,124	\$60,865,651	\$59,167,612	\$59,167,612	\$259,443,846	\$32,191,784

**CIP REVENUE SUMMARY**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 11- FY 15	Costs beyond FY 2015
Cash	\$19,057,588	\$10,095,092	\$6,674,904	\$11,876,680	\$9,558,844	\$57,263,109	\$13,838,375
Interest Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Profess	\$7,920	\$88,947	\$8,084	\$6,655	\$0	\$111,606	\$0
Nov 2001 Fire/Rescue Bond Referenda	\$0	\$7,175,000	\$0	\$0	\$0	\$7,175,000	\$0
Nov 2005 Bond Referenda - Gen. Gov't	\$14,145,844	\$2,881,427	\$1,425,150	\$6,962,000	\$8,574,487	\$33,988,908	\$6,133,185
Nov 2005/2006 Bond Referenda - Schools	\$2,581,293	\$3,295,975	\$3,744,366	\$7,482,215	\$12,615,791	\$29,719,640	\$9,474,101
Nov 2005 Bond Referenda - Transportation	\$0	\$4,139,698	\$5,062,258	\$13,756,717	\$12,171,207	\$35,129,880	\$2,222,873
Future Bonds	\$0	\$0	\$1,230,000	\$737,500	\$1,410,000	\$3,377,500	\$0
Revenue Bonds - Utilities	\$12,927,692	\$14,525,744	\$8,738,450	\$11,766,150	\$10,283,150	\$58,241,186	\$0
Lease - Purchase	\$1,067,519	\$10,752,054	\$6,501,567	\$4,748,724	\$3,639,133	\$26,708,996	\$133,250
Other Jurisdictions	\$75,000	\$166,667	\$0	\$666,667	\$0	\$908,333	\$0
Transfer from Transportation Fund	\$25,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,125,000	\$0
Reimbursement/aide from State	\$0	\$0	\$1,967,345	\$2,337,343	\$390,000	\$4,694,688	\$390,000
Dept. of Social Services State funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL FY 2011 - FY 2015 CIP</b>	<b>\$49,887,856</b>	<b>\$53,645,604</b>	<b>\$35,877,124</b>	<b>\$60,865,651</b>	<b>\$59,167,612</b>	<b>\$259,443,846</b>	<b>\$32,191,784</b>

**Spotsylvania County, Virginia**  
**FY 2011 - FY 2015 CIP**  
 Funding Summary - excludes Utilities

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5-Yr Totals
<b>Projects</b>						
Campus Master Plan	14,145,844	3,051,427	1,425,150	10,962,000	8,574,487	38,158,908
Other General Government	3,267,519	8,744,258	4,366,307	4,162,326	2,429,388	22,969,797
Solid Waste	60,000	3,808,231	3,453,128	2,275,955	2,019,859	11,617,173
Parks & Recreation	0	1,913,060	920,000	880,000	380,000	4,093,060
Fire/Rescue Services	0	10,122,655	1,738,270	2,781,095	5,841,880	20,483,900
Transportation	25,000	4,664,698	7,554,603	16,619,060	13,086,207	41,949,568
Schools	2,581,293	3,295,975	3,744,366	7,482,215	12,615,791	29,719,640
<b>Other Uses</b>						
Construction Management Team	292,330	305,982	319,166	332,917	347,262	1,597,657
<b>TOTAL EXPENDITURES</b>	<b>\$20,371,986</b>	<b>\$35,906,286</b>	<b>\$23,520,990</b>	<b>\$45,495,568</b>	<b>\$45,294,874</b>	<b>\$170,589,703</b>
<b>Funding Sources</b>						
General Gov't Bonds - 2005 Referendum	14,145,844	2,881,427	1,425,150	6,962,000	8,574,487	33,988,908
General Gov't Bonds - Future Referendum	0	0	1,230,000	737,500	1,410,000	3,377,500
General Gov't Bonds - Leases	1,067,519	8,135,799	4,803,997	2,967,629	1,979,234	18,954,177
Fire/Rescue Bonds - 2001 Referendum	0	7,175,000	0	0	0	7,175,000
Fire/Rescue Bonds - Leases	0	2,616,255	1,697,570	1,781,095	1,659,899	7,754,819
Transportation Bonds - 2005 Referendum	0	4,139,698	5,062,258	13,756,717	12,171,207	35,129,880
School Bonds - 2005/2006 Referendum	2,581,293	3,295,975	3,744,366	7,482,215	12,615,791	29,719,640
School Bonds - Future Referendum	0	0	0	0	0	0
Subtotal - Bonds & Leases	\$17,794,656	\$28,244,154	\$17,963,341	\$33,687,156	\$38,410,618	\$136,099,924
Transfer from General Fund	3,758,827	4,354,218	4,979,094	5,654,430	6,398,159	25,144,727
Transfer from Transportation Fund	163,381	669,344	675,564	682,052	688,820	2,879,161
Transfer from Utilities Fund	475,659	464,757	131,386	386,077	38,375	1,496,254
Subtotal - Transfers from Other Funds	\$4,397,867	\$5,488,319	\$5,786,044	\$6,722,559	\$7,125,354	\$29,520,142
Proffers	7,920	88,947	8,084	6,655	0	111,606
State/Federal Transportation Funds	0	0	1,967,345	2,337,343	390,000	4,694,688
Other Sources (other jurisdictions, interest, etc.)	105,000	175,667	9,000	675,667	9,000	974,333
Subtotal - Other Sources	\$112,920	\$264,614	\$1,984,429	\$3,019,665	\$399,000	\$5,780,627
Use of (Addition to) Fund Balance	(\$1,933,457)	\$1,909,200	(\$2,212,824)	\$2,066,188	(\$640,098)	(\$810,990)
<b>TOTAL REVENUE</b>	<b>\$20,371,986</b>	<b>\$35,906,286</b>	<b>\$23,520,990</b>	<b>\$45,495,568</b>	<b>\$45,294,874</b>	<b>\$170,589,703</b>
Capital Projects Fund Balance - Beginning of FY	\$0	\$1,933,457	\$24,257	\$2,237,081	\$170,893	\$810,990
Capital Projects Fund Balance - End of FY	\$1,933,457	\$24,257	\$2,237,081	\$170,893	\$810,990	\$810,990

**Spotsylvania County, Virginia**  
**FY 2011 - FY 2015 CIP**  
 Utilities Funding Summary

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5-Yr Totals
<b>Projects</b>						
General Utilities Projects	2,300,000	100,000	100,000	1,100,000	1,740,000	5,340,000
Water Projects	9,629,000	2,408,000	11,605,000	10,803,000	12,480,000	46,925,000
Sewer Projects	17,879,200	15,537,300	970,300	3,800,000	0	38,186,800
<b>TOTAL EXPENDITURES</b>	<b>\$29,808,200</b>	<b>\$18,045,300</b>	<b>\$12,675,300</b>	<b>\$15,703,000</b>	<b>\$14,220,000</b>	<b>\$90,451,800</b>
<b>Funding Sources</b>						
Connection Fees	2,068,960	2,327,970	2,671,980	2,671,980	2,671,980	12,412,870
Revenue Bonds	12,927,692	14,525,744	8,738,450	11,766,150	10,283,150	58,241,186
Other Sources	1,573,922	1,408,656	1,031,250	1,000,000	1,000,000	6,013,828
Use of (Addition to) Fund Balance - Capital	13,237,626	(217,070)	233,620	264,870	264,870	13,783,916
<b>TOTAL REVENUE</b>	<b>\$29,808,200</b>	<b>\$18,045,300</b>	<b>\$12,675,300</b>	<b>\$15,703,000</b>	<b>\$14,220,000</b>	<b>\$90,451,800</b>
Utilities Capital Fund Balance - Begin FY	\$37,115,466	\$23,877,840	\$24,094,910	\$23,861,290	\$23,596,420	
Utilities Capital Fund Balance - End of FY	\$23,877,840	\$24,094,910	\$23,861,290	\$23,596,420	\$23,331,550	

**SPOTSYLVANIA COUNTY CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015 Estimated Additional Operational Costs**

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Total FY 11 - FY 15</b>
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*General Government and Judicial Facilities - Campus Master Plan*

New Circuit Court Bldg	892,259	1,130,085	1,424,770	1,440,881	1,452,959	6,340,954
Judicial Center Renovations	-	-	-	-	424,572	424,572
Judicial Center Addition	-	-	-	-	518,622	518,622
Renovation of Sheriff's Office	-	-	156,767	152,491	148,216	457,473
Public Safety Building	499,584	744,405	1,030,013	1,048,401	1,064,971	4,387,374
Community Development/Human Services Building	-	-	-	1,146,902	1,083,177	2,230,079
<i>Subtotal Operating Costs</i>	-	539,874	1,123,026	1,549,402	1,553,981	4,766,283
<i>Subtotal Debt Service Costs</i>	1,391,843	1,334,616	1,488,524	2,239,273	3,138,535	9,592,791
<b>Subtotal Campus Master Plan</b>	<b>1,391,843</b>	<b>1,874,490</b>	<b>2,611,550</b>	<b>3,788,675</b>	<b>4,692,516</b>	<b>14,359,074</b>

*Information Technology*

Replace Public Safety Server	-	-	2,500	2,500	2,500	7,500
Install Enterprise-wide Fiber Network	-	123,157	271,686	413,786	492,657	1,301,286
AS400 Refresh Upgrade	-	50,089	98,036	95,982	93,929	338,036
Network Conversion to Microsoft	-	50,000	75,000	100,000	125,000	350,000
Disk Space Expansion	-	-	5,000	5,000	5,000	15,000
Network Operations Center A/C Replacement	-	-	5,000	5,000	5,000	15,000
County Website Upgrade	-	95,125	92,250	89,375	86,500	363,250
Network Conversion to Microsoft	-	50,089	78,464	95,411	91,214	315,179
UPS Upgrades	-	5,000	20,214	34,786	48,714	108,714
Public Safety Radio System Enhancements	90,164	367,837	542,656	709,460	868,249	2,578,365
Thornburg Multi-Site Radio System	-	120,170	116,268	112,366	88,464	437,268
Belmont Tower	-	-	307,408	295,475	283,543	886,426
Financial System Upgrade - H.T.E.	-	80,143	202,571	197,143	191,714	671,571
Replace Treasurer's Legacy System	63,929	67,857	66,786	65,714	64,643	328,929
MSAG Eagle Upgrade	-	10,000	10,000	10,000	10,000	40,000
Parks and Recreation System Upgrade	-	-	15,000	15,000	15,000	45,000
Jury System Upgrade	-	-	6,000	6,000	6,000	18,000
Land Records Information System	5,000	5,000	5,000	5,000	5,000	25,000
Personal Property System Upgrades	86,786	128,571	125,357	122,143	118,929	581,786
Fredericksburg Radio Tower	-	303,928	292,492	281,057	269,621	1,147,097
<i>Subtotal Operating Costs</i>	40,000	265,000	473,500	498,500	503,500	1,780,500
<i>Subtotal Debt Service Costs</i>	205,879	1,191,966	1,864,188	2,162,697	2,368,177	7,792,906
<b>Subtotal Information Technology</b>	<b>245,879</b>	<b>1,456,966</b>	<b>2,337,688</b>	<b>2,661,197</b>	<b>2,871,677</b>	<b>9,573,406</b>

*Solid Waste - Construction/Closing of Landfill cells & Facilities*

Construction Cell 5	-	423,159	405,810	388,462	371,113	1,588,544
Benchmark Road Solid Waste Convenience Center	-	-	-	81,125	234,013	315,138
Chancellor Solid Waste Access Improvements	-	-	135,300	131,610	127,920	394,830
Refuse Disposal Equipment Replacement	-	35,063	102,191	158,942	223,026	519,222
Refuse Collection Equipment Replacement	-	27,250	187,162	245,467	265,013	724,892
<i>Subtotal Operating Costs</i>	-	-	-	-	-	-
<i>Subtotal Debt Service Costs</i>	-	485,472	830,463	1,005,605	1,221,084	3,542,625
<b>Subtotal Solid Waste</b>	<b>-</b>	<b>485,472</b>	<b>830,463</b>	<b>1,005,605</b>	<b>1,221,084</b>	<b>3,542,625</b>

**SPOTSYLVANIA COUNTY CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015 Estimated Additional Operational Costs**

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Total FY 11 - FY 15</b>
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***Parks and Recreation***

Patriot Park Storage Building	-	14,841	30,148	30,385	30,651	106,024
Hunting Run Park, Phase II	-	-	47,586	49,505	51,514	148,605
Marshall Center Auditorium - Phase I	-	12,900	25,755	25,050	24,345	88,050
Patriot Park Field Lighting	-	53,213	51,789	103,166	100,303	308,471
<i>Subtotal Operating Costs</i>	-	-	63,289	65,842	68,514	197,645
<i>Subtotal Debt Service Costs</i>	-	80,954	91,989	142,264	138,299	453,506
<b>Subtotal Parks &amp; Rec - Facilities</b>	-	<b>80,954</b>	<b>155,278</b>	<b>208,106</b>	<b>206,813</b>	<b>651,151</b>

***Fire/Rescue Services Construction Projects***

Replacement of F/R #5 (Chancellor)	-	586,772	571,079	555,386	539,694	2,252,931
Lee Hill District F/R Station	-	184,541	179,605	174,670	169,734	708,550
<i>Subtotal Operating Costs</i>	-	-	-	-	-	-
<i>Subtotal Debt Service Costs</i>	-	771,313	750,684	730,056	709,428	2,961,481
<b>Subtotal F&amp;R Construction</b>	-	<b>771,313</b>	<b>750,684</b>	<b>730,056</b>	<b>709,428</b>	<b>2,961,481</b>

***Fire/Rescue Services - Equipment***

Replacement Fire Equipment	-	163,629	325,469	489,645	626,340	1,605,082
Replacement EMS Equipment	-	101,059	204,351	308,477	413,475	1,027,362
Cascade Systems	-	2,500	3,750	3,750	3,750	13,750
Ladder Truck for 4-Mile Fork area	-	138,792	134,240	129,688	125,135	527,854
<i>Subtotal Operating Costs</i>	-	7,500	8,750	8,750	8,750	33,750
<i>Subtotal Debt Service Costs</i>	-	398,479	659,060	922,809	1,159,950	3,140,298
<b>Subtotal F&amp;R Equipment</b>	-	<b>405,979</b>	<b>667,810</b>	<b>931,559</b>	<b>1,168,700</b>	<b>3,174,048</b>

***Transportation***

PPTA Projects, Phase II	-	154,768	421,477	1,758,190	3,048,726	5,383,161
Unpaved Roads	-	268,750	547,563	675,575	656,688	2,148,575
General Engineer Consultant (GEC)	-	21,500	20,925	42,350	41,175	125,950
<i>Subtotal Operating Costs</i>	-	-	-	-	-	-
<i>Subtotal Debt Service Costs</i>	-	445,018	989,964	2,476,115	3,746,589	7,657,686
<b>Subtotal Transportation</b>	-	<b>445,018</b>	<b>989,964</b>	<b>2,476,115</b>	<b>3,746,589</b>	<b>7,657,686</b>

<b>Total General Gov't &amp; Transportation</b>	<b>\$1,637,722</b>	<b>\$5,520,191</b>	<b>\$8,343,437</b>	<b>\$11,801,313</b>	<b>\$14,616,807</b>	<b>\$41,919,470</b>
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**SPOTSYLVANIA COUNTY CAPITAL IMPROVEMENT PLAN  
FY 2011 - FY 2015 Estimated Additional Operational Costs**

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Total FY 11 - FY 15</b>
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*School Capital Projects*

Transportation Buses	-	183,078	558,392	944,388	1,687,007	3,372,866
Capital maintenance	172,086	309,829	327,363	596,989	1,215,372	2,621,639
Technology - 7 years	-	143,192	317,772	743,058	1,009,506	2,213,528
<i>Subtotal Operating Costs</i>	-	-	-	-	-	-
<i>Subtotal Debt Service Costs</i>	172,086	636,099	1,203,527	2,284,435	3,911,885	8,208,033

<b>Total School Capital Projects</b>	<b>\$172,086</b>	<b>\$636,099</b>	<b>\$1,203,527</b>	<b>\$2,284,435</b>	<b>\$3,911,885</b>	<b>\$8,208,033</b>
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**Grand Totals - General and School Projects**

Total Operational Costs	40,000	812,374	1,668,565	2,122,494	2,134,745	6,778,178
Total Debt Service	1,769,808	5,343,916	7,878,399	11,963,254	16,393,948	43,349,325

<b>Total Gen. Gov't, Trans. &amp; Schools</b>	<b>\$1,809,808</b>	<b>\$6,156,290</b>	<b>\$9,546,964</b>	<b>\$14,085,748</b>	<b>\$18,528,693</b>	<b>\$50,127,503</b>
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*Utility Projects*

\$27.5M borrowed in FY10 for FY11 & FY12	-	788,000	1,726,000	1,820,000	1,956,000	6,290,000
\$20.5M borrowed in FY12 for FY13 & FY 14	-	0	1,489,637	1,489,637	1,489,637	4,468,911
\$10.3M borrowed in FY14 for FY15	-	-	-	-	747,060	747,060

<b>Total Utilities Debt Service</b>	<b>\$0</b>	<b>\$788,000</b>	<b>\$3,215,637</b>	<b>\$3,309,637</b>	<b>\$4,192,697</b>	<b>\$11,505,970</b>
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# **General Government and Judicial Facilities**

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## **General Government and Judicial Facilities**

### ***Campus Master Plan***

#### **Campus Master Plan Implementation** (*FY 11 – FY 15 costs = \$37,988,908*)

These projects include funding for the construction of the following Campus Master Plan projects: New Circuit Court Building (60,000 sq ft); Judicial Center Renovation (23,000 sq ft); Judicial Center Addition (95,300 sq ft); Renovation of the Sheriff's Office; Public Safety Building (58,000 sq ft); and purchase of the WJ Vakos Co. building for housing the County offices currently housed in leased space in the Massaponax area.

#### **Capital Project Design Funding** (*FY 11 – FY 15 costs = \$170,000*)

This project funding is established to assist staff in developing more accurate project scope and cost estimates. The funding will be used prior to the actual project design to conduct programming exercises, perform preliminary geo-technical work and site assessments and to produce updated project estimates.

### ***Other General Government Facilities***

#### **Facility Asset Management Program** (*FY 11 – FY 15 costs = \$7,435,308*)

This program is designed to remedy and prevent any deterioration of County owned buildings. The needs are determined through regular assessments of County properties. Projects include but are not limited to exterior building repairs, interior finish replacements, electrical repairs and upgrades, HVAC system replacements, and plumbing.

#### **Spotsylvania/Fredericksburg Magistrate Facility** (*FY 11 – FY 15 costs = \$150,000*)

Each locality is required by the State to provide a Magistrate's Office. For many years, the City of Fredericksburg and Spotsylvania have partnered to provide a centrally located Magistrate's Office. The existing office is located on rented property. Renovations are needed at the existing office, but a constrained site causes renovations to be infeasible. This project will be funded jointly with the City of Fredericksburg.

#### **Spotsylvania Courthouse Museum Floor Replacement** (*FY 11 – FY 15 costs = \$350,000*)

The floor of the existing museum is in need of replacement. The renovation work must be performed in a manner that meets certain historic renovation criteria.

## **Information Technology**

### **Replace Public Safety Server** (*FY 11 – FY 15 costs = \$75,000*)

The current server will reach the end of its estimated operating life of three years in 2010. As new technologies (such as mobile data and crime analysis) are installed, the existing server is being placed under additional load and may not be capable of handling the increased demands. If this server is not replaced on a scheduled basis, system failure and the resulting loss of data is possible. In addition, the minimum time to order and install a replacement is one month, therefore if the server is not replaced on a scheduled basis, Spotsylvania would be without a Public Safety System during the month that the server is on order.

### **Installation of an Enterprise-wide Fiber Network** (*FY 11 – FY 15 costs = \$2,720,000*)

Funding for this project will be used to maintain existing connections and continue connecting County facilities to the main infrastructure at the Spotsylvania County Courthouse complex. This connectivity will support and expand the use of mobile units in the field for various departments. Successfully implemented endeavors such as the Sheriff's Office mobile data terminals in patrol vehicles have proven that mobile technology has a high return on investment. Building out the County's infrastructure will allow the implementation of fiber and wireless connectivity in both rural and urban areas of the County. This expansion will reduce and/or eliminate dependence on third-party telecommunication services, as well as provide necessary redundancy in critical areas of our infrastructure.

### **AS400 Refresh Upgrade** (*FY 11 – FY 15 costs = \$250,000*)

Information Services has historically refreshed the County's financial applications systems hardware on a four-year cycle, to ensure that critical functionality is available for core financial management operations. The AS400 refresh upgrade was inadvertently removed from the CIP in FY 2008, during budget cuts, and needs to be included on a four-year cycle starting in FY 2012. Failure to upgrade the AS400 on a regular cycle adversely impacts users' ability to efficiently and effectively utilize core financial applications necessary for day-to-day, short-term, and long-term financial management.

### **Network Operations Center A/C Replacement** (*FY 11 – FY 15 costs = \$150,000*)

This project establishes a replacement cycle for the County's air conditioning units in the county's primary network operations center. The existing three A/C units run 24/7 365 days a year. Each unit is maintained on a regular basis. However, to avoid failure of a unit and the high potential of significant network outages due to the high heat in the network operations center, this funding is requested to schedule the replacement of the two oldest units in FY 2012.

### **Disk Space Expansion** (*FY 11 – FY 15 costs = \$200,000*)

As the County continues to rely on technology, the demand for disk space continues to rise, resulting in the need to expand the amount of disk space available for users to store critical County data.

**County Website Upgrade** (*FY 11 – FY 15 costs = \$350,000*)

This project includes funding to enhance the County website ([www.spotsylvania.va.us](http://www.spotsylvania.va.us)) to continue common web features established for communication with the public. Upgrades to the County's website will maintain and continue efficiencies gained through the use of the current website as a tool for communication with the public and offering services via the web.

**Network Conversion to Microsoft** (*FY 11 – FY 15 costs = \$500,000*)

As technology continues to permeate throughout the County, Information Services has identified the need to migrate to a Microsoft-centric network/operating system/email system. This migration, based on recommendations pending in the 2008 IS Strategic Plan, will allow the County to streamline many processes, improve efficiency and effectiveness of all users, and allow a broader range of technological advances for future systems, and enhancements to existing systems. Approximately 750 users will be affected by this project.

**UPS Upgrades** (*FY 11 – FY 15 costs = \$375,000*)

This project establishes a 5-6 year replacement cycle for the County's Uninterruptible Power Supply (UPS) in the primary network operations center, the E911 network operations center, the Chancellor tower site, the Livingston tower site, and the Marshall Center. 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.

**Public Safety Radio System Enhancements** (*FY 11 – FY 15 costs = \$4,675,185*)

The public safety 800MHz radio system backbone was installed in 1998 to improve radio communications throughout the county for public safety, County, and Schools communication needs. The system has performed successfully over the last ten years, and is now in need of systems upgrades to take advantage of newer technology that would further improve the stability and reliability of the system. Many of the systems that support the radio backbone are running on out-dated technology that needs to be upgraded to reduce risk of failure and continuity of services.

**Thornburg Multi-site Radio System** (*FY 11 – FY 15 costs = \$475,000*)

The current public safety radio system provides radio coverage to 95% of the County. The other 5% of non-covered areas needs to be addressed to ensure the safety of our citizens, Law Enforcement and Fire/Rescue personnel. Public Safety personnel and the Communications Task Force have identified the Thornburg area as a high priority requiring improved communications. This tower will be co-located on a tower recently installed by the State in the Thornburg area.

**Belmont Tower** (*FY 11 – FY 15 costs = \$1,392,152*)

This project includes the construction and installation of a 300 ft radio tower and radio repeaters in the west end of the County. The current public safety radio system provides radio coverage to 95% of the County. The other 5% of non-covered areas needs to be addressed to ensure the safety of our citizens, Law Enforcement and Fire/Rescue personnel. Public Safety personnel and the Communications Task Force have identified the Belmont area as a high priority requiring improved communications.

**Financial System Upgrade - H.T.E. (FY 11 – FY 15 costs = \$650,000)**

Information Services has determined, based on industry trends, that the existing accounting, budgeting and data collection system will have reached its end of life cycle during the five-year CIP period and is due for replacement to maintain and continue current processes and service levels in the Finance and Treasurer's offices.

**Replace Treasurer's Legacy System (FY 11 – FY 15 costs = \$150,000)**

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. With many other departments moving to the new Land Records Information System, replacing the Treasurer's system will maintain the current integration between departments.

**Land Information System Upgrade (FY 11 – FY 15 costs = \$750,000)**

Information Services has determined, based on industry trends, that the existing land information system will have reached its end of life cycle during the five-year CIP period and is due for replacement to maintain current service levels in the Clerk of the Circuit Court's Office.

**MSAG Eagle Upgrade (FY 11 – FY 15 costs = \$55,000)**

Emergency Communications (E-911) currently has a system in place that provides map displays with our most current County GIS information to assist in routing units to calls and helps dispatch centers become ready and equipped for Phase I and Phase II of the FCC Wireless mandate. As GIS, wireless, and remote sensing data continues to mature, additional functionality will be expected of the Emergency Communications department and they will need more robust tools to meet this challenge. The current product will need to keep pace with these demands or will have to be replaced. Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle and will be due for replacement during the five-year CIP period. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels.

**Parks and Recreation System Upgrade (FY 11 – FY 15 costs = \$115,000)**

Information Services has determined, based on industry trends, that the existing activity and facility registrations system will have reached its end of life cycle in FY 2011 and is due for replacement to maintain and continue adequate service levels in the Parks and Recreation Department.

**Jury System Upgrade (FY 11 – FY 15 costs = \$60,000)**

Information Services has determined, based on industry trends, that the existing jury selection and summons system will have reached its end of life cycle in FY 2011 and is due for replacement to maintain and continue efficiencies in the Clerk of the Circuit Court.

**LRIS (FY 11 – FY 15 costs = \$100,000)**

The Land Records Information System (LRIS) tracks all aspects of land related data for Spotsylvania County. It incorporates Real Estate, Code Compliance (Building, Zoning, and Environmental Engineering), Planning, Business License, Treasurer, Finance, GIS, Assessment and Circuit Court. Users from all departments are able to access, and maintain land related data real-time in one central location, collaborate seamlessly with other departments, businesses and

citizens in disparate locations, and utilize analysis tools within the system to summarize, interpret, and present the data available in the system in a professional manner. Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle and will be due for replacement no later than FY 2013. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels.

**Personal Property System Upgrade** (*FY 11 – FY 15 costs = \$450,000*)

Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle and is due for replacement to maintain and continue efficiencies in the Treasurer's Office.

**Broadband Wireless Study** (*FY 11 – FY 15 costs = \$150,000*)

As the County works to expand broadband wireless services for its citizens as a Wireless Service Authority, an engineering study is necessary to determine what would need to be done to implement wireless services to residents in underserved areas of the County.

**Fredericksburg Radio Tower** (*FY 11 – FY 15 costs = \$1,392,152*)

This project includes land acquisition, construction and installation of a 300 ft radio tower and radio repeaters in the Tidewater Trail/Rt. 2 and 17/Post Oaks areas of the County. The current public safety radio system provides radio coverage to 95% of the County. The remaining 5% needs to be addressed to ensure the safety of our citizens, Law Enforcement and Fire/Rescue personnel. Public Safety personnel and the Communications Task Force have identified the Tidewater Trail/Rt 2 and 17/Post Oak areas as a high priority requiring improved communications.

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# **Solid Waste**

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## **Solid Waste Projects**

### ***Construction/Closing of Landfill Cells & Facilities***

#### **Construction of Cell 5 at Livingston Landfill (FY 11 – FY 15 costs = \$2,172,024)**

The addition of Cell 5 at the Livingston Landfill will be needed during the five-year CIP period for the future disposal of waste. The cell will be 6.2 acres and is expected to have a useful life of 6 years. Funding for this project includes the estimated cost for engineering, design, Construction Quality Assurance (CQA) fees and construction.

#### **Partial Closure of Cells 3 & 4 (FY 11 – FY 15 costs = \$1,391,696)**

Partial closure of cells 3 & 4 will be needed during the five-year CIP period per the Department of Environmental Quality (DEQ) regulations to allow for the future disposal of waste in subsequent cells. The cells total 8.5 acres. This project includes funding for engineering, design, CQA fees and construction costs. Closure requirements include: synthetic cap, drainage system and passive venting system. The County has a 30-year post closure maintenance obligation, which includes erosion control, gas monitoring and groundwater monitoring.

#### **Benchmark Road Consolidated Solid Waste Convenience Center (FY 11 – FY 15 costs = \$2,147,500)**

This project will consolidate the Mine Road and Lee Hill convenience sites into one larger, full-service convenience site. Currently, residents who wish to dispose of large, bulky items such as appliances, furniture, and metal must travel to the Chancellor convenience site. A consolidated convenience site at Benchmark Road would provide greater convenience to the residents of the County who live on the east side of Route 1. The Benchmark Road site will be designed and constructed to allow for future expansion to meet the growing service demands of the County.

#### **Chancellor Solid Waste Convenience Center Access Improvements (FY 11 – FY 15 costs = \$1,621,300)**

The Chancellor solid waste convenience center is co-located with an active park. The existing shared access for the convenience center and the park is confusing to some customers and causes congestion that sometimes back traffic out onto Harrison Road. Options for remedying the situation were studied in 2007 with the optimum solution being to provide an access road from the convenience center to the existing traffic signal at Piedmont Drive and Harrison Road.

#### **Wood Waste Collection/Mulching Operation (FY 11 – FY 15 costs = \$1,092,320)**

The current mulching operation located at the Chancellor Public Use Area needs to be relocated to a larger site to accommodate the significant traffic flow and safety concerns associated with the current heavily used site. The Chancellor location is the host site for all wood waste collection for the northern end of the County. Funding for this project includes estimated costs for the purchase of land, site work, entrance and utilities.

#### **Active Gas Collection System – Cells 1 & 2 (FY 11 – FY 15 costs = \$343,900)**

This project will build on the Department of Energy grant funds received in FY 2010 for the construction of an active gas flare station and a partial installation of the gas well network in Cells 1 and 2.

## ***Equipment Replacement***

### **Refuse Disposal Equipment Replacement** (*FY 11 – FY 15 costs = \$1,164,128*)

In order to comply with State and Federal regulations, it is essential to have all equipment operational. Older equipment is less reliable and more expensive to operate, due to expensive replacement parts and unscheduled down time. Based on historical operations, it is necessary for replacement of heavy equipment/machinery once it has reached approximately 10,000 work hours. The funding for this project will be used to purchase three track loaders and a compactor.

### **Refuse Collection Equipment Replacement** (*FY 11 – FY 15 costs = \$1,405,476*)

Funding for this project will replace three roll-off trucks, a hooklift, a rubber tire loader, and a tub grinder from FY 2011 through FY 2015. General Services has determined that because of trade in values, it is more cost effective to replace trucks with no more than seven years of service and mileage of less than 300,000 miles. The life expectancy of a tub grinder is 10,000 hours and/or 10 years. By FY 2012, the current grinder will be 14 years old and will be approaching 10,000 service hours. Continued operation of the grinder beyond the manufacturer's life expectancy will result in increased maintenance costs and equipment downtime.

### **Alternative Daily Cover System** (*FY 11 – FY 15 costs = \$85,000*)

The County is required by law to cover the disposal working face with 6 inches of virgin soil at the close of each operational day. The excavation of this material costs considerable man-hours and equipment usage. In addition to the operational costs, the usage of the conventional daily cover reduces the life expectancy of the landfill by taking up valuable airspace. Implementation of an alternative daily cover will save approximately 45,000 cubic yards of airspace per year; the equivalent of 0.35 years of life for every year the alternative daily cover system is used.

### **Replace Chancellor Trash Compactor** (*FY 11 – FY 15 costs = \$83,167*)

Funds are included in FY 2014 for the replacement of a trash compactor used in the collection of household garbage at the Chancellor convenience center. Life expectancy of this machine usually is 10 years and this machine will be in excess of that in FY 2014.

### **Berkeley Trash Compactor** (*FY 11 – FY 15 costs = \$110,662*)

The trash compactor's life expectancy is typically 10 years and by FY 2015, the machine will have been in use for that time. This unit is required for efficient collection and disposal at the County's highest volume site.

# **Parks and Recreation**

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## **Parks and Recreation Projects**

### **Patriot Park Storage Building/Dog Park** (*FY 11 – FY 15 costs = \$138,060*)

This project consists of a 10,000 sq ft storage building at Patriot Park to include offices for staff members, outside hazardous materials storage, storage and maintenance space.

### **Hunting Run, Phase II** (*FY 11 – FY 15 costs = \$530,000*)

Phase II of the Hunting Run park improves the public convenience of the park facility. The Phase I improvements included a mulched trail, but that trail is difficult for disabled users to use to get to an ADA pier. Portable units provide sanitary waste disposal and there is no public drinking water at the Phase I facility. As part of Phase II, paving of the entrance road and gravel parking areas will reduce ongoing maintenance. Additional improvements include a permanent check-in station and restrooms, well and septic systems, floating pier next to boat ramp, driveway for engine pick up and drop off, pervious trail to the ADA fishing pier constructed with Phase I and paving the existing gravel entrance road and parking areas.

### **Belmont Passive Park** (*FY 11 – FY 15 costs = \$300,000*)

This project includes installation of a paved parking area including handicapped accessible parking, and pervious concrete walking trails and stormwater facilities at Belmont Park located off Belmont Road. The site plan for this project was completed in 2008.

### **Livingston Community Center and Park – Phase I** (*FY 11 – FY 15 costs = \$80,000*)

Phase I of this project includes construction of a 3,000 sq. ft. community center complete with kitchen, meeting rooms, storage space, restrooms, and adjacent parking. A future Phase II is envisioned to include two baseball diamonds, a multipurpose field, two basketball courts and a one-acre dog park with fencing.

### **Marshall Center Auditorium, Phases I and II** (*FY 11 – FY 15 costs = \$640,000*)

Phase I of this project includes installation of commercial sized heat pump system, ductwork, theatrical lighting and sound systems, and a fireproof curtain. Phase II improvements include a control room for lights and sound, ADA seating, refurbished seating, flooring replacements, and a new rear stairway to the basement to access a changing room. These improvements will allow for musical performance and recitals, in addition to being available for meetings and other public events.

### **Marshall Park Upgrades** (*FY 11 – FY 15 costs = \$800,000*)

Upgrades to this existing park will include relocation of existing field for parking lot expansion and lighting, replacement field with lights, and a new skateboard park with lighting next to the expanded parking area.

### **Ni River Park** (*FY 11 – FY 15 costs = \$300,000*)

Development of a park on County-owned property next to Ni River Middle School will include ballfields, shelters, restrooms, trails and parking facilities. This project is planned as a district style park, as described in the County's Comprehensive Plan.

**Patriot Park Field Lighting** (*FY 11 – FY 15 costs = \$975,000*)

This project includes the purchase and installation of lights for two football/soccer fields and two regulation baseball diamonds at Patriot Park. Currently, Fall football and soccer are played on the outfield of baseball fields on weeknights due to the lack of daylight. The County presently owns only one lighted football/soccer field.

**Legion Field Replacement Lighting** (*FY 11 – FY 15 costs = \$330,000*)

Replacement lighting is necessary at Legion Field because the existing lighting is reaching the end of its useful life.

# **Fire and Rescue**

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## **Fire and Rescue Projects**

### ***Construction Projects***

#### **Consolidation of Co. 5 Fire/Rescue Stations** (*FY 11 – FY 15 costs = \$5,458,343*)

Consolidation of the Company 5 stations in the Chancellor area will result in a facility that is more conducive to cross-training fire and rescue personnel than the existing separate structures. Existing staff and equipment will be used to man this station.

#### **Lee Hill District Fire/Rescue Station** (*FY 11 – FY 15 costs = \$5,898,638*)

A new Lee Hill area station is expected to complement the services currently provided by the Company 4 station and improve response times in the Lee Hill area. New staff will be required to man this new facility. Land acquisition is expected in the area of the Crossroads Industrial Park.

#### **Regional Fire Training Center** (*FY 11 – FY 15 costs = \$1,250,000*)

This project is planned to be a joint project with participation from Spotsylvania County, the City of Fredericksburg and King George County. This project will allow County responders to train and be prepared to deal with a wide variety of emergency circumstances. Frequent and realistic training will better prepare the responders to react in a true emergency and function efficiently and effectively while taking actions to reduce the potential for injuries to themselves and others. A master plan for this facility has been developed. This center will also serve as a reliable source for pumper testing, which is a critical ISO requirement. Phase I will provide a concrete apron around the burn building. Phase II will provide permanent classrooms, restrooms, showers and burn pit.

### ***Equipment***

#### **Replacement Fire Equipment** (*FY 11 – FY 15 costs = \$4,630,818*)

The scheduled replacement of antiquated Fire/Rescue equipment will ensure that responders can meet the emergency needs of Spotsylvania County. We anticipate the need for funding to replace one engine, three brush trucks, one tanker truck, one ladder truck, two squads and two wagons from FY 2012 through FY 2015. A yearly review of equipment will determine the specific apparatus to be replaced during the year. Fire/Rescue continues to work to develop standard fire equipment specifications for future bids and will seek multi-year contracts to help reduce the costs of this replacement equipment.

#### **Replacement EMS Equipment** (*FY 11 – FY 15 costs = \$2,174,001*)

The scheduled replacement of antiquated EMS equipment will ensure that responders can meet the emergency needs of Spotsylvania County. We anticipate the need for funding to replace 12 EMS units from FY 2012 through FY 2015. A yearly review of equipment will determine the specific apparatus to be replaced during the year. Fire/Rescue continues to work to develop standard EMS equipment specifications for future bids and will seek multi-year contracts to help reduce the costs of this replacement equipment.

**Cascade System Fire Companies #3, #9 and #10** (*FY 11 – FY 15 costs = \$122,100*)

There are three fire stations that do not have the ability to refill SCBA and SCUBA air tanks. These stations are FC #3 (Partlow), FC #9 (Belmont) and FC #10 (Salem Fields), each of which are located at or very near Lake Anna. The procurement of these units will allow the existing fire stations to each have a cascade system to address this need at the station level.

**Ladder Truck for Four-Mile Fork Area** (*FY 11 – FY 15 costs = \$950,000*)

The Four-Mile Fork area of the County has a high concentration of hotels, businesses, commercial buildings, industrial buildings and residential dwellings. This area is also one of the busiest response areas in the County. The current ladder truck response to this area is provided by FC/RS #6, FC #1 or through mutual aid with Fredericksburg Fire Department. This area of the County needs an aerial device to provide the ability to reach upper floors and for the specialized equipment that is carried on this vehicle. The location of this vehicle will complete the current need for any other aerial devices in the County in the near future and may have a positive impact on the Insurance Services Office (ISO) rating in that area of the County.

# Transportation

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## Transportation

### **Transportation – Rural Additions** (*FY 11 – FY 15 costs = \$125,000*)

This project provides \$25,000 annually for preliminary survey work and related fees on road projects being considered for inclusion in the state road system and to meet immediate improvement needs as designated. Funding for this project is provided from the Transportation Fund.

### **Transportation – Phase II PPTA Projects** (*FY 11 – FY 15 costs = \$35,024,568*)

Funding for these projects was approved by the voters in the November 2005 referenda and will address the transportation projects approved by the Board of Supervisors in October 2007 to be implemented during FY 2012 through FY 2015.

Phase II projects funded in this CIP are:

- Harrison Road/Rt. 1 intersection improvements
- Mine/Falcon/Spotsylvania intersection improvements
- Massaponax Church/Rt 1 intersection improvements
- Jones Powell – improved 2-lane from Lawyers Road to Belmont Road
- Leavells/Galaxie intersection improvements
- Leavells bridge and floodplain work
- Smith Station/Courthouse intersection improvements
- Smith Station/Massaponax Church Road intersection improvements

### **Unpaved Roads** (*FY 11 – FY 15 costs = \$6,400,000*)

Funding for this project will address the “fair” unpaved road projects approved by the voters in the November 2005 Bond Referendum. Costs in the Capital Improvement Program for unpaved roads have been developed using updated costs through VDOT’s Pave in Place program, and the Project Cost Estimating System. Eligible Pave in Place projects have been determined through field screening by VDOT.

Currently unpaved roads ranked “fair” on the Unpaved Road inventory are Belfonte Road, Williams Lane, Spotswood Furnace Road, Woolfolk Road, Twilight Lane/Blaydes Corner, Sullivan Road, Mastin Lane, Parker Lane, Mallard Point Lane, Ryland Payne Road, Wigglesworth Road, and White Shop Lane. (**Note:** The through-unpaved roads of Towles Mill Road, Lanes Corner Road and Grand Brooks Road will be hard-surfaced through a combination of prior year’s funding and future VDOT Secondary Road 6-year plan funds. The unpaved roads ranked “poor” on the Unpaved Road inventory will be funded with bond proceeds issued in Summer 2009.)

### **General Engineering Consultant (GEC)** (*FY 11 – FY 15 costs = \$400,000*)

In the November 2005 referenda, the voters approved the borrowing of bonds to address transportation needs in the County. Significant work is performed by the GEC to establish cost estimates for such transportation projects. Staffing of the Capital Projects Management Department has reduced the costs of GEC services, but GEC services continue to be needed for inspections and testing related to road construction projects and for transportation consulting services.

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# School Capital Projects

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## **School Capital Projects**

### ***Non-Construction Projects***

#### **Transportation** (*FY 11 – FY 15 costs = \$12,207,277*)

Purchase of replacement school buses.

#### **Capital Maintenance** (*FY 11 – FY 15 costs = \$12,273,729*)

Funding for this project addresses capital maintenance for existing School facilities and includes repair and/or replacement of HVAC systems, roof systems, humidity control, resurfacing of parking lots, tennis courts/tracks, telephone/intercom systems, flooring/carpeting, painting, purchase of cafeteria equipment, etc.

#### **Technology Replacements/Upgrades** (*FY 11 – FY 15 costs = \$5,238,634*)

Funding for this project addresses maintenance, repair and replacement of computers, servers, switches, and networks throughout the school division.

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# Utilities

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## Utilities

### *General Projects*

#### **Economic Development Infrastructure Improvements** (*FY 11 – FY 15 costs = \$850,000*)

This program includes public water and wastewater projects that the Board of Supervisors determines are needed to attract or secure private sector projects that the Board deems appropriate for the economic development of the County. These projects could include the upgrading or extending of the County's water transmission and distribution systems, sewage collection and transmission systems, or other water supply and sewerage system components the Board decides are needed to support or attract economic development activities that advance the Board's adopted plans and vision.

#### **Utility Complex Expansion** (*FY 11 – FY 15 costs = \$2,540,000*)

The growth of the Utility departments' GIS, Engineering and Field Services Division has resulted in a shortage of office, meeting and storage space. These funds will be used for expansion of the existing sewer building and equipment storage building.

#### **System Improvement Opportunities with Developers** (*FY 11 – FY 15 costs = \$550,000*)

This project provides funding for the County to avail itself of opportunities that arise when water or sewer lines that a developer installs for his project could, if extended or enlarged, serve other County needs beyond the developer's project.

#### **Replacement Trommel Screen** (*FY 11 – FY 15 costs = \$350,000*)

The existing trommel screen operated as part of the compost process eight hours per day, five days per week. The startup of the new composting facility is expected to increase the processing needs by 50 percent as the FMC sludge will now be composted instead of being placed in the landfill. Also adding to the hours of use of the trommel screen is the production of material for the new odor control facilities and screening chips for the static piles in the gallery at the compost facility.

#### **Security Improvements** (*FY 11 – FY 15 costs = \$1,050,000*)

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) signed June 12, 2002 amended the Safe Drinking Water Act §4133(a)(1) to require vulnerability assessments for waterworks within the United States.

## **Water Projects**

### **Motts Run Water Treatment Plant** (*FY 11 – FY 15 costs = \$24,325,000*)

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.

### **Motts Run Dam Repairs** (*FY 11 – FY 15 costs = \$1,670,000*)

The drain line that runs under the Motts Dam is in need of repair. The drain line consists of an HDPE liner inside a reinforced concrete conduit. The HDPE liner serves as a pressure vessel to move water between the Rappahannock River and the Motts Reservoir. The HDPE liner will be replaced with a steel pipe that is better suited to serve as a pressure vessel.

### **Ni River Treatment Plant Improvements** (*FY 11 – FY 15 costs = \$1,700,000*)

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 six million gallons per day (MGD) of production.

### **Rt 3/Bragg Rd Pipe Replacement** (*FY 11 – FY 15 costs = \$300,000*)

This project includes funding for replacement of a 12” water line along Bragg Road and of a 16” water line along Rt 3.

### **Distribution System Extensions by Policy** (*FY 11 – FY 15 costs = \$150,000*)

This project includes funding to allow for water distribution lines that may be extended at citizens' requests and for metering equipment for new developments. This is not a Water/Sewer Master Plan project, but instead is a project that is funded pursuant to the Board of Supervisors' extension policy.

### **Four-Mile Fork Water Transmission Improvements** (*FY 11 – FY 15 costs = \$400,000*)

The project consists of water main improvements from I-95 to Massaponax Creek and will allow the abandonment of the existing old cast iron line under the I-95 interchange. The work will also include a 1,000 L.F. of 16” water main from the pressure-reducing vault at Southpoint II to the Rt 17 bypass. This project conforms with the 2002 Water/Sewer Master Plan.

### **Five-Mile Fork Water Transmission Improvements** (*FY 11 – FY 15 costs = \$7,838,000*)

This project includes funding for a required segment of 24-inch water line and a new water line from Andora Drive to the new Sawhill tank and a waterline from the new tank to Fawn Lake. These projects are included in the 2002 W/S Master plan. This project, although not specifically included in the Water/Sewer Master Plan, is necessary to improve flow to the new Sawhill Tank and to replace an existing AC pipe.

**Thornburg Water Transmission Improvements** (FY 11 – FY 15 costs = \$6,946,000)

This project includes funding for water transmission improvement projects between Four Mile Fork and Massaponax Church. Projects include a 24" main from Lee's Park to Rt. 1, and 12" line to Cedar Forest Elementary School, and a 12" line to Smith Station Road/YMCA area and a 24" main from Patriot Park to Rt. 208 trails. Funding also includes a water storage tank for the Thornburg area.

**Lee Hill Water Transmission Improvements** (FY 11 – FY 15 costs = \$400,000)

This project includes funding for transmission improvement projects in the Lee's Hill area proposed by the 2002 revision to the Water/Sewer Master Plan. These projects include a 12" main from Rt. 608 to Overview Drive, a 16" main from Rt 1 to Lee Hill School Drive, a 12" main on Lee Hill School Drive and Northeast Drive, and a 12" main from Lee Hill School Drive to Lee Hill 1.0 mg tank.

**New Post Water Transmission Facilities** (FY 11 – FY 15 costs = \$2,286,000)

Future funds were added for the replacement of 12-inch cast water line from Benchmark Road to Landsdowne Road.

**Hunting Run Reservoir** (FY 11 – FY 15 costs = \$110,000)

The intake screens at Hunting Run will be replaced with 1 millimeter screens to aid pumping

**New Water Source** (FY 11 – FY 15 costs = \$200,000)

This project consists of the planning, engineering, permitting, and regulatory compliance efforts required to identify and develop a new source of water supply for the County's waterworks. The County's current aggregate safe yield is between 21 and 22 million gallons per day (MGD). An additional source is required in order to increase the factor of safety (ratio of source to demand) to accommodate extreme drought events, changes in the regulatory process that could reduce current safe yields, potential expansion of the primary development boundary, and to ensure that demands generated by build-out development can be served.

**Tank Maintenance** (FY 11 – FY 15 costs = \$350,000)

Funding is needed for the painting and rehabilitation of two water storage tanks. Thornburg tank will be repainted in the fall of 2010. A second tank will be rehabilitated and painted also in FY11.

**Conversion of Radio Reading System for Water Meters** (FY 11 – FY 15 costs = \$250,000)

This project retrofits existing meters with radio read technology. Some users of radio-read technology purport that once a utility is fully equipped with this integrated metering and communication solution, a utility can expect efficiency to increase by 70-90%.

## ***Sewer Projects***

### **Courthouse Village Improvements** (*FY 11 – FY 15 costs = \$890,000*)

The County adopted a master plan and a water/sewer plan for development of the Courthouse Village area. These improvements are the sewer replacements and extensions.

### **Redirect Hazel Run Pump Station** (*FY 11 – FY 15 costs = \$580,000*)

The project includes funding to replace pump stations with gravity sewers, as several of the receiving sewers may be undersized.

### **Deep Run Sewer Improvements** (*FY 11 – FY 15 costs = \$500,000*)

Funds are needed to rehabilitate and replace aging infrastructure in two areas that have older sewer lines that will fail if the replacement work is not done.

### **Massaponax Sewage Treatment Plant** (*FY 11 – FY 15 costs = \$19,900,000*)

This project is the expansion and upgrade of an existing wastewater treatment plant from 8.0 MGD to a 9.4 MGD plant with accommodation for future expansions to 16 MGD. The project will also include facilities for biological nutrient removal and odor control. Funds are needed in anticipation of future engineering services for changing regulations and /or growth for influent flows greater than 8 MGD. The Massaponax STP was included in the Water/Sewer Master Plan.

### **Greengate Sewer Improvements – Motts** (*FY 11 – FY 15 costs = \$710,000*)

The sewers in the Greengate subdivision receive the discharge from the wastewater pumping station at the Motts Run water treatment plant. These receiving sewers are too small to convey the wastewater flows and these improvements will address that issue.

### **American Central Pump Station Improvements** (*FY 11 – FY 15 costs = \$3,120,000*)

This project consists of replacement of three pump stations with gravity sewers and one regional pump station. This project is to abandon pump stations in favor of gravity sewers and to modernize and consolidate pump stations. The project also includes rehabilitation of Fawn Lake Subdivision pump stations.

### **Program Management Pilot for Massaponax Interceptor Relief and Extension to Wishner** (*FY 11 – FY 15 costs = \$5,959,300*)

This project consists of four phases to replace the existing Massaponax Interceptor. The project includes design, bid, award and construction. This project is part of the 2002 Water/Sewer Master Plan. The project is necessary to ensure adequate sewer capacity for the County as part of the 2002 Water Sewer Master Plan.

### **Pump Station Odor Control** (*FY 11 – FY 15 costs = \$470,000*)

This project includes funding for pump station improvements for odor control, alarm condition sensing and transmitting facilities.

### **SSO Compliance** (*FY 11 – FY 15 costs = \$100,000*)

Funding is necessary for telemetry and modeling for the Massaponax Interceptor to provide real time data for a predictive flow model as part of the asset management program.

**Wastewater Collection Extensions to Existing Developments** (*FY 11 – FY 15 costs = \$537,500*)

This project includes funding for extensions of sanitary sewers into existing developments where no public sewer is available.

**Thornburg Wastewater Transmission Improvements** (*FY 11 – FY 15 costs = \$5,420,000*)

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 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 WWTP and Matta River drainage basin flows.

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# Fiscal Policies and Guidelines

## A. OPERATING BUDGET POLICIES

1. 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.
2. The budget will provide for adequate maintenance of capital plant and equipment and for their orderly replacement.
3. The budget will provide for adequate funding of all retirement systems.
4. The County will maintain a budgetary control system to help it adhere to the budget.
5. The County administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
6. 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 and their impact on the operating budget; and 3) highlighting the need of future board actions to balance the budget given the previous two items. At a minimum, this annual update will provide revenue and expenditure projections including the operating budget impacts of all planned capital expenditures.
7. 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.
8. 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.
9. 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.
10. 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.

11. 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.
12. The County will avoid tax anticipation borrowing and maintain adequate fund balances.
13. 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

#### **B. CAPITAL IMPROVEMENT BUDGET POLICIES**

1. The County will make all capital improvements in accordance with an adopted capital improvement program.
2. The County will develop a five-year plan for capital improvements and update it annually.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

9. The County will attempt to determine the least costly financing method for all new projects.

**C. DEBT POLICIES**

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.
4. 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 intends to maintain its 10 year tax-supported debt and lease payout ratio 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.
5. 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.
6. 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.
7. 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.

8. 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.

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.

Exemptions 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.

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.

#### **D. 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. Funding will be in accordance with current Finance Committee policies.
3. This policy shall take effect on April 21, 2005.
4. Voter referendums shall coincide with the General Election.
5. The Board of Supervisors, by a majority vote at a regularly scheduled meeting, may waive the referendum requirement, to the extent allowed by law, to meet a critical health and/or public safety need or in conjunction with a court order.

**E. REVENUE POLICIES**

1. The County will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
2. The County will estimate its annual revenues by an objective, analytical process.
3. 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.
4. The County will maintain sound appraisal procedures to keep property values current. Property will be assessed at 100% of full market value.
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 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.
7. The County will establish all user charges and fees at a level related to the cost of providing the services.
8. 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.
9. The County will set fees and user charges for each enterprise fund such as water and sewer 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.
10. The County will set fees for other user activities, such as recreational services, at a level that is appropriate for the department based on the service provided and potential for revenue.
11. 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.

**F. PROFFER POLICY**

1. Planning Staff negotiates land use proffers in accordance with proffer policy guidelines, and Planning Commission/Board of Supervisors (BOS) reviews the proffers. The BOS approves rezoning subject to proffers, both cash and in-kind improvements. Zoning needs to work closely with planning staff early on in the process to ensure enforcement capability and standardized language in proffer statements.
2. Planning Staff relays approved proffers to Zoning Staff for administration, interpretation, enforcement, and proffer inspections.
3. Cash and in-kind proffers are maintained by Zoning staff on an Excel log, identified by project.
4. Zoning staff receives payment from the developer with the application for either commercial site plan approval or building permit approval for each dwelling. Zoning logs receipt of proffer checks and other proffers received into the Excel computer spreadsheet and deposits proffer monies with the Treasurer in designated line items for accounting purposes. Zoning Staff is responsible for verifying that Proffer accounts are reconciled between Excel log and AS/400 general ledger. Zoning staff also is responsible for reporting balances when requested.
5. On an annual basis, Zoning will review the draft Capital Improvements Plan and determine what proffer funding is available for funding of the specific projects in the plan or what additional projects have been proffered that need to be added to the Plan, based on the proffer statements. Also, Zoning makes annual report of proffer receipts and uses to the General Assembly in the fall of each year.
6. The County Administrator shall annually, as part of the process of developing the County Administrator's Recommended Budget, 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, the County Administrator shall determine if any cash proffers have been received throughout the course of a fiscal year prior to the issuance of any debt pertaining thereto and shall recommend the application of these funds to reduce the amount of debt to be borrowed.

**G. RESERVE POLICIES**

1. 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.
2. 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.

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.

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.

Undesignated Fund Balance may be appropriated at the discretion of the Board of Supervisors, but will be used only for non-recurring, one-time capital expenditures.

3. The County will maintain self-insurance reserves as established by professional judgment based on the funding techniques utilized and loss records.

#### **H. INVESTMENT POLICIES**

1. The County will prepare a cash-flow analysis of all funds on a continuous basis. Disbursement, collection and deposit of funds will be scheduled to insure maximum cash availability.
2. When permitted by law, the County will pool cash from several different funds for investment purposes.
3. The County will attempt to invest all idle cash on a continuing basis.
4. The County will analyze market conditions and investment securities at least monthly to determine what yield can be obtained.
5. The County will establish an approved list of investments consistent with law and sound investment practice and will only invest County funds in such approved investments.
6. The County will attempt to obtain the best possible return on all its investments, but funds will not be invested beyond the time when they are reasonably expected to be required.

7. The accounting system will provide regular information concerning cash position and investment performance.
8. The County will make arrangements with banks on a contractual basis for a specified period of time and with specified fees for each service rendered.
9. The County will regularly review contractual consolidated banking services.

**I. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES**

1. The County will establish and maintain a high standard of accounting practices.
2. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting.
3. Regular quarterly and annual financial reports will present a summary of financial activity by major types of funds.
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.

**J. 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 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).
3. 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.
4. 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.
5. In addition, in FY 2015, the County will evaluate a policy goal of total operating revenues supporting a percentage of depreciation.

**K. 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.

**L. 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 and VRE subsidy costs 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. Use of fuel tax revenues for payment of VRE, PRTC and other transportation purposes requires adoption of a resolution by the Board of Supervisors.

**M. OTHER POST EMPLOYMENT BENEFITS (OPEB) FUNDING POLICY**

1. 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.
2. 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.
3. Funding of the Schools' OPEB liability is the responsibility of the School Board.

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

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

# GLOSSARY

**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.

**Amended Budget** -- The amended FY 2010 budget represents the original appropriation for the fiscal year plus any supplemental appropriations approved by the Board of Supervisors.

**Appropriation** -- A legal authorization granted by the Board of Supervisors to incur obligations and to make expenditures for specific purposes.

**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.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**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 Refinancing** -- The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

**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.

**Capital Budget** -- Monies appropriated for the first year of the Capital Improvement Plan.

**Capital Improvements** -- Expenditures related to the acquisition, expansion or rehabilitation of an element of the County's physical plant (also called infrastructure).

**Capital Improvement Plan (CIP)** -- 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.

**Capital Outlay** -- Acquisition of a fixed asset 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** -- Major construction, acquisition or renovation activity which adds value to the County's physical assets or significantly increases their useful life. Also called a capital improvement.

**Cash Basis** -- A basis of accounting in which transactions are recognized when cash is increased or decreased.

**Constitutional Officers** -- Elected officials who are authorized by the constitution of Virginia to head County departments, such as the Treasurer.

**Consumer Price Index (CPI)** -- 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.

**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.

**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.

**Disbursement** -- The expenditure of monies from an account.

**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.

**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.

**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 2011 begins July 1, 2010 and ends June 30, 2011.

**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.

**General Obligation (GO) 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.

**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.

**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.

**Levy** -- To impose taxes for the support of government activities.

**Line-Item Budget** -- A budget prepared using specific expenditure categories, such as salaries, fringe benefits, telephone charges, professional services, office supplies, etc.

**Market Adjustment** -- An increase in salaries to offset the adverse effect of inflation on compensation.

**Merits** -- Salary increases given on anniversary date for those employees with at least a satisfactory performance appraisal.

**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.

**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.

**Non-Personnel Services** -- Materials and supplies necessary to conduct departmental operations.

**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.

**Personnel Services** -- Expenditures relating directly to the costs of compensating employees.

**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.

**Supplemental Appropriation** -- An additional appropriation made by the Board of Supervisors after the budget has been adopted.

**Transfers In/Out** -- Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Undesignated 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.

## ACRONYMS

**ALS** – Advanced Life Support  
**ARRA** – American Recovery and Reinvestment Act of 2009  
**BOS** – Board of Supervisors  
**CAC** – Child Advocacy Center, Safe Harbor  
**CART** – Child Abuse Response Team  
**CAD** – Computer Aided Dispatch  
**CAFR** – Comprehensive Annual Financial Report  
**CAMA** – Computer-Aided Mass Appraisal  
**CASA** – Court Appointed Special Advocates  
**CDA** – Community Development Authority  
**CHINS** – Child in Need of Services Program  
**CIP** – Capital Improvements Program/Capital Improvement Plan  
**CFC** – Chlorofluorocarbons  
**CMOM** – Capacity, Management, Operation and Maintenance Program  
**CPI** – Consumer Price Index  
**CPMT** – Community Policy Management Team  
**CQA** – Construction Quality Assurance  
**CRRL** – Central Rappahannock Regional Library  
**CSA** – Comprehensive Services Act  
**CSU** – Court Services Unit  
**CY** – Calendar Year  
**DAB** – Diversified Ambulance Billing  
**DCJS** – Department of Criminal Justice Services  
**DSS** – Department of Social Services  
**DEQ** – Department of Environmental Quality  
**EDA** – Economic Development Authority (previously known as IDA)  
**EMS** – Emergency Medical Services  
**FAMIS** – Family Access to Medical Insurance Security Plan  
**FAMPO** – Fredericksburg Area Metropolitan Planning Organization  
**FATT** – Family Assessment Training Teams  
**FCI** – Facility Condition Index  
**FEMA** – Federal Emergency Management Agency  
**FRED** – Fredericksburg Regional Transit System  
**FREM** – Fire, Rescue & Emergency Management  
**FTE** – Full-time Equivalent  
**FY** – Fiscal Year  
**GEC** – General Engineering Consultant  
**GFOA** – Government Finance Officers Association  
**GIS** – Geographic Information System  
**GO** – General Obligation  
**GPM** – Gallons Per Minute  
**GPS** – Global Positioning System  
**HHW** – Household Hazardous Waste

**IDEA** – Individuals with Disabilities Education Act  
**IRMS** – Integrated Revenue Management System  
**ISO** – Insurance Services Office  
**LRIS** – Land Records Information System  
**MDT** – Mobile Data Terminal  
**MDT** – Multi-disciplinary Team  
**MGD** – Million Gallons Per Day  
**OPEB** – Other Post Employment Benefits  
**PD** – Planning District  
**PEG** – Public Education and Governmental (relates to cable t.v. fees)  
**PPEA** – Public-Private Education Facilities & Infrastructure Act  
**PPTA** – Public-Private Transportation Act  
**PPTRA** – Personal Property Tax Relief Act  
**PRTC** – Potomac and Rappahannock Transportation Commission  
**RACSB** – Rappahannock Area Community Services Board  
**RAFFT** – Rappahannock Area Foster Families Team  
**REDCO** – Rappahannock Economic Development Corporation  
**SAFER** – Staffing for Adequate Fire and Emergency Response Grant  
**SART** – Sexual Assault Response Team  
**SOQ** – Standards of Quality  
**Sq Ft** – Square Foot/Square Feet  
**SWCD** – Soil and Water Conservation District  
**TANF** – Temporary Assistance to Needy Families  
**VAGP** – Virginia Association of Governmental Purchasing  
**VCLPR** – Virginia Council for Litter Prevention and Recycling  
**VDSS** – Virginia Department of Social Services  
**VDOT** – Virginia Department of Transportation  
**VIEW** – Virginia Initiative for Employment Not Welfare  
**VJCCCA** – Virginia Juvenile Community Crime Control Act  
**VOPEX** – Virginia Emergency Planning Operations Exercise  
**VPSA** – Virginia Public School Authority  
**VRE** – Virginia Railway Express  
**VRS** – Virginia Retirement System  
**W/S** – Water/Sewer  
**WTP** – Water Treatment Plant  
**WWTP** – Wastewater Treatment Plant