Fiscal Year 2012 Adopted Budget

Spotsylvania, Virginia

July 1, 2011 – June 30, 2012

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

Special Appreciation

Spotsylvania County Budget Staff extends special thanks to **Minuteman Press** for providing quality printing services for the FY 2012 Budget document. Minuteman's support and dedication to the citizens of Spotsylvania is greatly appreciated.

Minuteman Press.
The First & Last Step In Printing.

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, 2010.

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

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Spotsylvania County

Virginia

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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Guide to Using this Document

Spotsylvania County Government is responsible for many different programs designed and operated to provide quality community services. The oversight of these programs is a daily challenge for County employees, but understanding them can be of equal challenge for citizens. This budget document was developed to provide key information to help the reader understand the work and challenges faced by Spotsylvania County and the decisions that were made to address those challenges in FY 2012. Because of its size, reading the budget document can be a daunting task. However, if it is approached in pieces, it is more easily understood. The Guide to Using this Document section is new in FY 2012 to provide readers with a quick overview of the information in the document. For specific page numbers, please refer to the Table of Contents.

Introduction and Overview An executive summary of sorts, this section includes information to familiarize readers with the major issues Spotsylvania County faces and the factors that influenced the decisions made in the development of the FY 2012 budget.

- The Budget at a Glance – a summary of the highlights of the FY 2012 budget;
- The County's Mission Statement – a display of the County's mission and vision, and the high-level, long-term goals the County has set to meet its mission. Also included is a matrix showing the links between County-wide long-term goals and goals specific to functions;
- The County Administrator's Budget Message – a brief statement summarizing the challenges and the strategic priorities and budgetary plans for addressing those challenges;
- Budget Summary – historical and projected revenue and expenditures by function; and
- Budget Strategy – a discussion explaining the development of the FY 2012 budget. This section includes short term factors and underlying assumptions that influenced the decisions made in development of the FY 2012 budget.

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

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

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

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

- Various Graphs and Charts – a visual explanation of the sources and uses of funds;
- Budget Summary by Fund – a chart detailing FY 2012 revenues by type and FY 2012 expenditures by function and category for each fund;
- Individual Fund Summaries – a collection of charts that detail historical and projected revenues by type and expenditures by function and category for each fund;
- Revenue Summaries - A description and display of major revenue sources and and explanation of the underlying assumptions used for projecting FY 2012 revenue; and
- Financial Forecast – A five year projection of revenues and expenditures for the County's major funds (General Fund, Transportation and Utilities).

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

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

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

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

Appendix Includes a glossary of terms and acronyms, general information about the County and statistical data to help the reader better understand the demographics of Spotsylvania County. This section also includes the various budget and tax rate resolutions approved by the Board of Supervisors upon adoption of the FY 2012 Budget.

FY 2012 Budget at a Glance

Budget Focus

- Maintain priority services – Education, Public Safety, Transportation
- No changes to tax rates
- Maintain all fiscal policy guidelines
- Fund commitments (jail, juvenile center, regional agencies, debt service)
- Staff compensation
- Opening new facilities – Circuit Court and Public Safety Buildings
- Departmental workloads - Social Services & Fire/Rescue
- Fire/Rescue Training

Highlights of FY 2012 Budget

Opening Two New Facilities-

- Funding for startup, moving costs, and new personnel related to the opening of the new Circuit Court Building (August 2011) & new Public Safety Building (October 2011)

Schools –

- Local transfer increases by $1,000,000

Debt Service –

- Additional debt service related to Fire/Rescue buildings, equipment and Schools

Public Safety –

- Funding to achieve proposed minimal training standards for Fire/Rescue personnel & add four new Fire Fighter/medics half year at Co. Four (positions would move to new Lee Hill station)

Recycling –

- Expansion of the Recycling Program

Transportation –

- VRE revenue allows suspension of transfer of decal and set-aside revenue
- Phases I and II of PPTA, unpaved roads continuing in Recommended CIP

Tax Rates –

- Real Property Tax rate remains at $0.86 and all other tax rates remain at the 2010 level

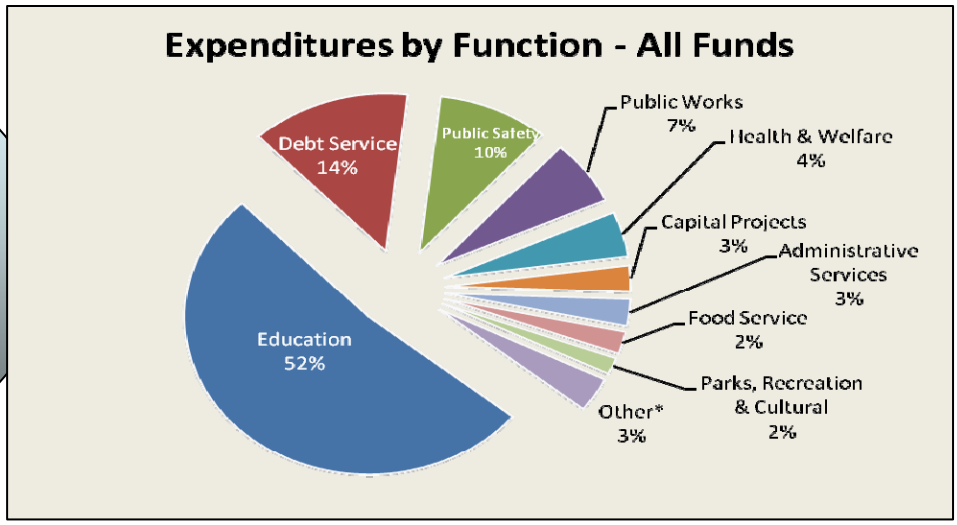
Staff –

- 1.5% COLA effective July 1, 2011
- Estimated 10% increase in health insurance costs, funded with Employee Benefit reserve
- 6 additional positions deleted, and 8 positions continue to be held vacant for full year

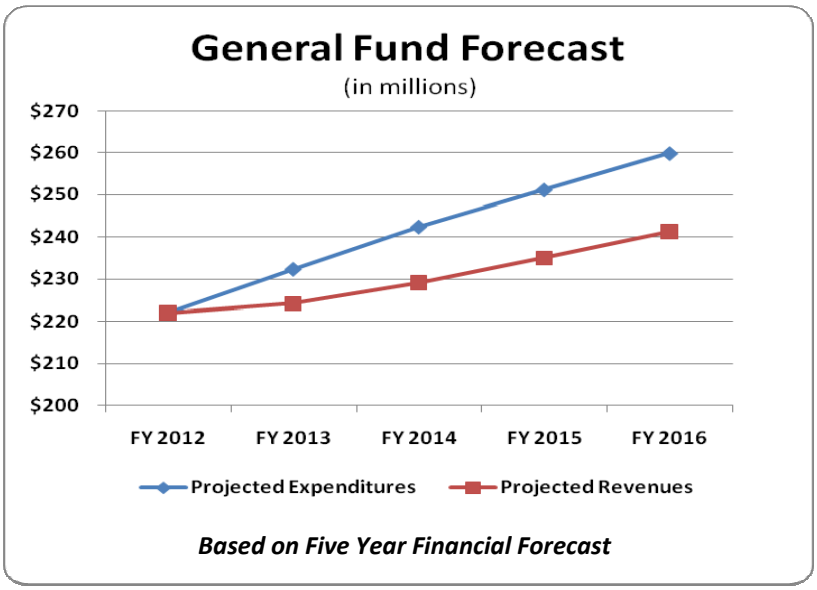
	FY 2011 Adopted	FY 2012 Adopted	Difference $	Difference %
General Fund	$97,357,184	$101,935,700	$4,578,516	4.7%
Economic Dev. Opportunities Fund	232,840	355,458	122,618	52.7%
Code Compliance Fund	2,909,822	3,165,236	255,414	8.8%
Transportation Fund	8,715,075	9,409,812	694,737	8.0%
School Operating	242,172,312	242,695,678	523,366	0.2%
School Food Service	9,185,157	9,252,193	67,036	0.7%
Utilities	27,852,360	29,522,486	1,670,126	6.0%
Sub-Total Operating Expenditures	**$388,424,750**	**$396,336,563**	**$7,911,813**	**2.0%**
Capital Projects Fund	$4,510,788	$7,240,190	$2,729,402	60.5%
School Capital Projects	0	700,000	700,000	N/A
Utilities Capital Projects	3,087,822	3,183,956	96,134	3.1%
Sub-Total Capital Expenditures	**$7,598,610**	**$11,124,146**	**$3,525,536**	**46.4%**
Total Budget	**$396,023,360**	**$407,460,709**	**$11,437,349**	**2.9%**

Personnel
Full Time Equivalent (FTE)

	FY 2011	FY 2012
County	892.76	903.38
Schools	3,066.83	3,027.10
Total	**3,959.59**	**3,930.48**



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



Breakdown of General Fund Transfer to Schools		
	2011 Adopted	**2012 Adopted**
Required Local Effort	$43,595,345	$45,188,202
Required Local Match for Optional Programs	$1,302,868	$2,381,247
Additional local Transfer	$68,932,126	$67,260,890
Total Local Transfer	**$113,830,339**	**$114,830,339**

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

County Vision, Mission, & Goals

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

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

General Government

- Provide effective programs, efficiently managed and professionally delivered

Public Safety

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

Transportation

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

Growth Management

- Plan for and manage residential growth and future development

Linking County-Wide & Functional Goals

The following chart displays the links between long-term functional and County-wide goals. Additional information related to the functional goals and performance measures may be found in the Function/Department Budgets section of this document beginning on page 229.

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

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

Adopted Budget Message – April 12, 2011

Dear Board of Supervisors Members:

I am pleased to present to you the FY 2012 Adopted Budget. As you are well aware, this 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. While maintaining the services that provide for a high quality of life within our community, this budget was balanced without any changes to existing tax rates.

The FY 2012 Adopted Budget

The FY 2012 Adopted Budget totals $407.5 million – an increase of $11.4 million (2.9 percent) over the FY 2011 Adopted Budget. The FY 2012 General Fund increases by $4.6 million (4.7 percent) compared with the FY 2011 Adopted General Fund budget.

	FY 2011 Adopted	FY 2012 Adopted	Difference $	Difference %
General Fund	$97,357,184	$101,935,700	$4,578,516	4.7%
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Total Budget	**$396,023,360**	**$407,460,709**	**$11,437,349**	**2.9%**

Some of the highlights within the FY 2012 Adopted Budget are as follows:

Budget Highlights

No Changes to Tax Rates – The Adopted Budget includes the 2011 tax rates approved by the Board, which are the same rates as adopted by the Board in 2010. Since the FY 2012 budget is funded by half a year of taxes at the 2011 rates and half a year of taxes at the 2012 rates, this budget assumes the real property tax rate is equalized in 2012.

2011 tax rates are unchanged from 2010

Funding for Schools – The Adopted Budget provides a transfer of $114.8 million to the Schools from the General Fund. This transfer is $1.0 million greater than the transfers budgeted in FY 2010 and FY 2011. However it is $5.1 million less than the FY 2009 transfer. The "holdback" policy we have instituted with the Schools has worked well in recent years, helping the County to deal with potential revenue shortfalls. Therefore, in keeping with our current "holdback" understanding with the Schools, $1.2 million of the $114.8 million transfer will not be appropriated to the Schools, but will be held by the County until no sooner than the mid-year FY 2012 financial reporting is complete. In addition, we will continue to hold the $482,000 balance from previous School holdbacks that have not been released, providing a total of $1.7 million in School holdback funding.

Local funding to Schools increases by $1.0 Million

Transportation Funding – Staff estimates Spotsylvania's FY 2012 fuel tax revenue to be $3.5 million. The VRE agreement allows for the deferral of the 2010 and 2011 annual subsidies at 100 percent until FY 2013. However 50 percent of the FY 2012 subsidy is due in FY 2012 with the remaining 50 percent to be paid in FY 2013. When combined with approximately $100,000 from the Transportation fund balance, the $3.5 million in revenue from the motor vehicle fuels tax is expected to fully support the subsidies due to VRE and PRTC and the typical annual transportation expenses (i.e. FRED, transportation debt service, etc.) in FY 2012. As such, the transfer of $3.2 million in decal and set-aside revenue is suspended in FY 2012, as was approved for the FY 2011 Budget. This suspension allows these funds to remain in the General Fund to help balance the FY 2012 Budget.

It is important to note that the suspension of the decal and set-aside revenues in FY 2012 is a temporary solution used to balance the General Fund budget. As discussed during several budget work sessions, staff and I will assume the suspension of the decal and set-aside transfers through FY 2014. But, according to our financial forecast, we will need to reinstate those transfers beginning in FY 2015 to support the planned Transportation projects.

Additionally, the CIP includes $81.7 million in combined State, Federal and local funding over the five-year planning period for a VRE station, various projects from the Phase II PPTA, the Rt. 17 Relocated project, Lanes Corner, eight "rural additions" roads, and the "fair" unpaved roads.

Fire/Rescue Operating and Facilities Improvements – The Adopted Budget assigns resources to the County's plans for all Fire/Rescue personnel to achieve the proposed minimum training standards by January 2013. The FY 2012 Adopted Budget adds approximately $200,000 in training funds, placing the total training budget for Fire/Rescue at approximately $400,000. Of

this total, $250,000 has been placed in a non-departmental account for which I have direct oversight so as to ensure we have adequate training funding for the next two years as we move towards achieving the proposed minimum training standards. Additionally, the CIP includes $7.2 million in FY 2012 for a new station to replace the existing Chancellor (Co.5) Fire station, and a new station (Co. 11) in the Lee Hill area of the County. To address the increasing volume of calls at the existing Lee Hill area station (Co. 4), four firefighter/medic positions are added within this budget. These four new positions will be moved to the new Co. 11 station when that facility is completed.

The FY 2012 Adopted Budget assigns resources to achieve the proposed minimum Fire/Rescue training standards.

Opening of Two New Facilities – The new Circuit Court and Public Safety buildings will be operating for the first time in FY 2012, with occupancy expected in October and December, respectively. Other than debt service, added operating costs in FY 2012 total approximately $700,000, and include three new court deputies to maintain the security of the Circuit Court facilities.

Expanded Recycling Program – This budget includes the net resources necessary to operate expanded recycling programs for cardboard and plastics at all convenience sites, and the phased-in addition of steel can recycling, as requested by convenience site users. It is estimated that these programs may add 200 tons of material to the County's annual recycling efforts, reducing the amount of waste going into the landfill, thereby slowing the need for funding to pay for opening and closing landfill cells. The expanded program is expected to costs about $116,000 in FY 2012, but will be offset by $46,900 in new revenue. Since $86,000 of the FY 2012 costs is for one-time start-up expenses, this expanded program is expected to be self-supporting in the future.

Fee Changes – Budgeted revenues include a $5 increase in the fee to play Parks & Recreation sports. The current fee is $40 and has not been changed since 2004. The new fee will be $45 per participant per sport.

Additional Social Services Positions – As the economy is slow to recover and the needs of many of our citizens grow, I recommended and you approved five additional full-time positions to help the Department of Social Services meet compliance standards, and to ensure that all clients receive timely benefits. The new positions are an Aide II, a Social Worker, two Eligibility Workers and the conversion of a part-time Training Specialist to a full-time position. The number of applications of all types, new or additions, has increased from 6,250 in 2007 to an estimated 18,300 in 2011; an average increase of 31% per year. These positions provide the services necessary to implement the following federally and state mandated public assistance programs: the Supplemental Nutrition Assistance Program (SNAP); Temporary Assistance for Needy Families (TANF); Medicaid; Family Access to Medical Insurance Security Plan (FAMIS); Energy Assistance and Cooling programs; Virginia Initiative for Employment not Welfare (VIEW); and grant programs for the elderly, blind, and disabled.

Maintaining Fiscal Policies – I am pleased that we are once again meeting all of our fiscal policy guidelines with this budget. As our financial advisors have repeatedly advised, no single policy is as significant as is the Fiscal Stability Reserve where we set aside at least 10% of operating revenues in case of unforeseen circumstances or financial emergencies. We ended FY 2010 with a General Fund balance in excess of the 10% guideline. At the end of FY 2011, after setting aside $3.0 million for the future purchase of the currently leased Community Development/Social Services facility, the General Fund balance is estimated to be $5.1 million in excess of the 10 percent guideline. Of this $5.1 million, $638,854 is planned for **one-time purchases** in FY 2012 and $1.8 million is reserved as the County's FY 2012 "holdback". Therefore, we expect to end FY 2012 with $2.7 million in excess of the $35.1 million guideline level Fiscal Stability Reserve.

All Fiscal Policy guidelines are met with the FY 2012 Adopted Budget.

The amount in excess of our Fiscal Stability Reserve further strengthens the County's position with the rating agencies, and provides a certain degree of flexibility to take advantage of opportunities that may arise. **One-time** investments to reduce debt costs, promote economic growth, and enhance the quality of life for our citizens are good uses of these funds.

Also of significant importance is our adherence to the guideline calling for an annual increase of 0.25 percent in the transfer of cash to the CIP. Our ultimate pay-as-you-go capital goal is 5.0 percent per year. The FY 2012 transfer is at 2.0 percent and enables us to continue with the capital program while minimizing the amount of debt we incur.

Reinventing Government- Last year the Board implemented a Reinventing Government Action Plan designed to move the County towards being more efficient and reducing government costs. The guiding principles of the plan are citizens first; cutting red tape/results not process; smart financial stewardship; innovative workforce; and open government.

Examples of implementation of these guiding principles included in the FY 2012 Adopted Budget are:

- A reduction of $783,863 to the Sheriff's FY 2012 requested budget was accomplished by purchasing 23 vehicles in FY 2011. Purchasing in FY 2011 instead of FY 2012 saved the County $208,518.
- The permanent addition of an "umbrella" over the Community Development group in the form of a Development Services Administrator to provide a more cohesive unit, at no additional cost.
- The elimination of 6 full time vacant positions in addition to the 34 positions previously eliminated prior to FY 2012.
- 10 vacant positions continue to be unfunded for at least half a year in FY 2012.

Compensation and Benefits – Without doubt, our workforce continues to be our greatest asset. While I have chosen to save this highlight for the last in my list of budget highlights, employees are anything other than last on my list of priorities. This budget is the fourth budget in as many years which does not include a merit increase acknowledging employees' length of

service to the County. However, after two consecutive years of no Cost of Living Adjustment (COLA), this budget includes $828,541 for a 1.5 percent COLA for employees effective July 1, 2011. Additionally, the use of excess health insurance reserves was approved to cover both employer and employee shares of an anticipated 10 percent increase in health insurance premiums.

To add to our efforts to recognize the outstanding contributions of employees, you added $25,000 to the Adopted Budget for an employee reward and recognition program to be administered by the Board. This program will complement the Employee of the Quarter/Year and the Service Recognition programs.

Upgrades to the Budget Document

The past few years have presented many challenges and opportunities for most local governments as we have attempted to maintain adequate service levels in the face of decreasing or flat revenues. An integral part of the budget process is providing adequate information to help the Board of Supervisors and the citizens understand the choices we face. Local government budgets can be confusing, with varying sources of revenues, mandates, and service level expectations. The FY 2012 Budget document is organized differently than previous budget documents. Information is presented by function instead of by fund, with similar services presented under the same function regardless of the source of funding. The reconfiguration of the budget document is an example of our desire to ensure that appropriate information is presented clearly and in a straightforward manner. Best practices in budgeting have been closely followed in the development of this document. We welcome feedback from the Board and the community regarding the revised format and look forward to making continuous improvements in the information we provide.

Conclusion

This budget represents a conservative approach for maintaining the current level of services and planning for the future without impacting 2011 tax rates. The decisions made as part of the development of this budget address education, public safety, and transportation as continued priorities while adhering to all fiscal policy guidelines and avoiding the use of one-time revenue to fund ongoing expenditures.

I sincerely appreciated the opportunity to work with you during the development of this budget. I thank all Constitutional Officers, department directors, and staff who have collectively supported me in the preparation of this budget. I appreciate each and every employee and know that their collective expertise, creativity, and determination will help us continue the delivery of essential and quality services to the citizens of Spotsylvania in FY 2012 and beyond.

Sincerely,

C. Douglas Barnes

C. Douglas Barnes
County Administrator

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FY 2012 Adopted Budget - All Funds						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$136,469,147	$143,634,660	$139,740,354	$143,034,360	($600,300)	-0.4%
Other Local Taxes	$33,358,016	$32,584,544	$33,554,680	$34,002,974	$1,418,430	4.4%
Licenses & Permits	$213,325	$344,194	$245,951	$381,250	$37,056	10.8%
Charges for Services	$30,359,271	$28,014,025	$27,935,829	$29,053,410	$1,039,385	3.7%
Other Local Revenue	$18,791,819	$26,446,235	$27,363,577	$25,632,748	($813,487)	-3.1%
Debt Proceeds	$27,832,135	$0	$51,903,567	$0	$0	#DIV/0!
State Revenue	$147,826,176	$137,655,963	$149,495,208	$148,881,753	$11,225,790	8.2%
Federal Revenue	$30,638,792	$22,558,254	$48,585,403	$18,039,887	($4,518,367)	-20.0%
Subtotal - Revenue	$425,488,681	$391,237,875	$478,824,569	$399,026,382	$7,788,507	2.0%
Transfers In	$123,621,243	$124,325,710	$133,051,262	$125,881,459	$1,555,749	1.3%
Use of Fund Balance	($3,808,321)	$4,785,485	$70,348,869	$8,434,327	$3,648,842	76.2%
TOTAL REVENUE - All Funds	**$545,301,603**	**$520,349,070**	**$682,224,700**	**$533,342,168**	**$12,993,098**	**2.5%**
Expenditures (by function)						
Executive Services	$2,262,358	$3,187,101	$3,373,169	$3,999,751	$812,650	25.5%
Administrative Services	$9,214,358	$11,154,293	$11,576,712	$11,277,889	$123,596	1.1%
Voter Services	$264,739	$302,136	$302,136	$343,213	$41,077	13.6%
Judicial Administration	$3,415,895	$3,496,116	$3,682,503	$3,638,538	$142,422	4.1%
Public Safety	$37,312,379	$38,521,564	$40,500,885	$39,692,656	$1,171,092	3.0%
Public Works	$22,006,900	$26,371,468	$26,648,107	$27,017,559	$646,091	2.4%
Health & Welfare	$16,559,736	$18,432,463	$18,768,361	$18,755,876	$323,413	1.8%
Parks, Recreation & Cultural	$6,338,037	$6,891,569	$7,089,047	$6,918,239	$26,670	0.4%
Community Development	$3,749,218	$3,813,726	$4,418,279	$4,266,588	$452,862	11.9%
Debt Service	$47,671,346	$52,359,077	$55,436,045	$56,926,455	$4,567,378	8.7%
Capital Projects	$44,948,683	$7,598,610	$150,920,431	$11,124,146	$3,525,536	46.4%
Transportation	$820,929	$2,551,414	$2,551,414	$2,066,869	($484,545)	-19.0%
Education	$218,342,778	$212,158,666	$214,721,192	$212,180,737	$22,071	0.0%
Food Service	$8,773,004	$9,185,157	$9,185,157	$9,252,193	$67,036	0.7%
Subtotal - Appropriated Expenditures	$421,680,360	$396,023,360	$549,173,438	$407,460,709	$11,437,349	
Transfers Out	$123,621,243	$124,325,710	$133,051,262	$125,881,459	$1,555,749	1.3%
TOTAL EXPENDITURES - All Funds	**$545,301,603**	**$520,349,070**	**$682,224,700**	**$533,342,168**	**$12,993,098**	**2.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$248,735,779	$245,350,323	$245,451,441	$251,957,309	$6,606,986	2.7%
Operating (other than debt service)	$75,096,322	$89,792,041	$94,960,373	$86,874,315	($2,917,726)	-3.2%
Debt Service	$47,671,346	$52,359,077	$55,123,321	$56,926,455	$4,567,378	8.7%
Capital	$50,176,913	$8,521,919	$153,638,303	$11,702,630	$3,180,711	37.3%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$421,680,360**	**$396,023,360**	**$549,173,438**	**$407,460,709**	**$11,437,349**	**2.9%**

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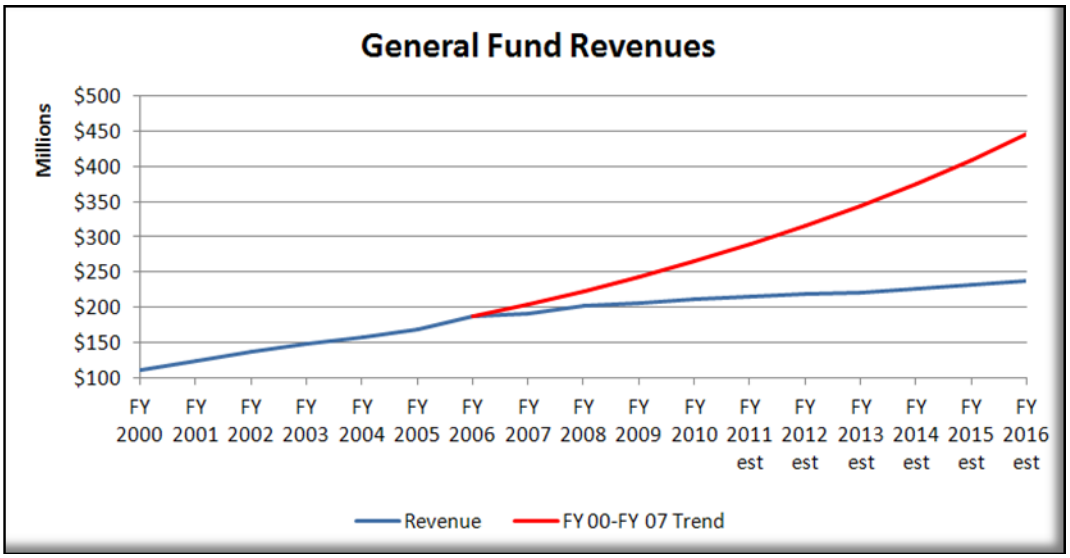
FY 2012 Budget Strategy

The Budget Strategy provides a discussion about the development of and the underlying assumptions within the FY 2012 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2012 Adopted Budget.

Building the Budget – Revenues

New Reality for Revenue Growth

During the first six fiscal years of the new millennium, General Fund revenue, anchored by real and personal property taxes and other local revenues such as sales and meals taxes, grew by an average of just over 9 percent per year. The County's population was growing at a rate of 4 percent per year, on average, and County-wide unemployment averaged approximately 2.5 percent. Then, in FY 2007, revenue growth unexpectedly slowed to 2.5 percent, resulting in a budget shortfall. A recession was declared in December 2007 and would not be determined officially over until June 2009 – the longest recessionary period since the Depression. By Fall 2010, the County's unemployment rate was at 5.3 percent, population growth was estimated to have slowed to one-half of one percent, and General Fund revenue for FY 2008 – FY 2010 had slowed to an average annual growth of 2.4 percent. The projected revenues for FY 2012 reflect positive growth, albeit slow growth. The graph below displays the new reality for current and projected growth in General Fund revenues. As discussed in the Financial Forecast section beginning on page 109, the projected rate of growth in expenditures exceeds the expected rate of growth in revenues, resulting in anticipated budget shortfalls for the foreseeable future.



The County Administrator recommended and the Board approved the same tax rates in 2011 as were in place in 2010. The Adopted Budget assumes the current $0.86 rate will be equalized in Spring 2012 based on the January 2012 reassessments.

Anticipated Loss of State Revenue

The FY 2011 Adopted Budget included a $1.2 million loss in State revenue affecting all Constitutional Officers. The Adopted Budget factors in additional State reductions of approximately $290,000 for FY 2012. The majority of the FY 2012 State revenue reductions apply to Social Services and the Comprehensive Services Act programs, with small increases projected for the offices of Constitutional Officers. A narrative on revenues for all funds begins on page 73.

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. In addition, 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 through FY 2010.

Effective February 15, 2010, Spotsylvania joined the 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. After reserving the funds that will be necessary to pay the deferred PRTC and VRE subsidies, and after reserving 10 percent of the projected fuel tax revenue in the event that actual receipts of fuel tax revenue are less than projected, the remaining fuel tax revenue was sufficient in FY 2011 to fund the transportation expenditures typically funded with the transfer of the decal fee and set- aside revenues. As such, the Board approved the suspension of the transfer of a portion of the decal fee and set aside revenue in FY 2011, allowing that revenue to remain in the General Fund to balance the budget.

Photo credit: Virginia Railway Express

Staff estimates Spotsylvania's FY 2012 fuel tax revenue to be $3.5 million. When combined with approximately $100,000 from the Transportation Fund balance, the projected fuel tax revenue is sufficient to reserve the funds that will be necessary in FY 2013 to pay the deferred FY 2012 PRTC and VRE subsidies, and pay all other FY 2012 transportation expenditures. As such, the transfer of $3.2 million in decal and set-aside revenue is suspended in FY 2012, as was approved for the FY 2011 Budget. The suspension allows this $3.2 million to remain in the General Fund to help balance the FY 2012 Budget.

Use of the Fund Balance

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

At the end of FY 2011, the fund balance is estimated to be $5.1 million in excess of the required 10 percent Fiscal Stability Reserve.

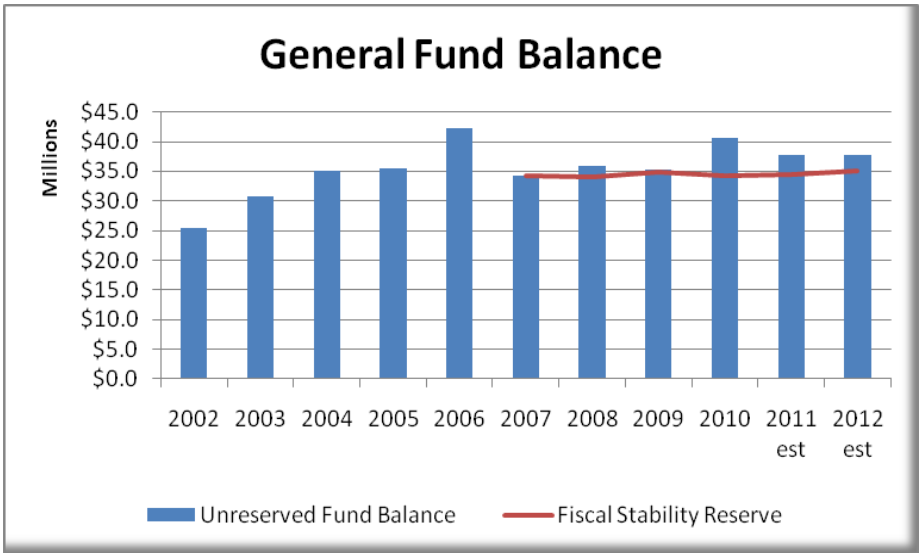
The fund balance is a one-time source of revenue. In other words, once the fund balance or any portion of the fund balance is used, it is gone. It is not a recurring source of revenue like annual real and personal property tax payments. As such, use of the $5.1 million "excess" fund balance should be limited to one-time, non-recurring expenditures. Using one-time excess fund balance revenue to fund on-going expenditures would automatically create a "hole" in the subsequent year's budget.

After exhausting all other feasible possibilities that would allow service level continuity, $638,854 of the "excess" fund balance is used to balance the FY 2012 General Fund budget. The use of fund balance ties to the one-time expenditures shown on the following page.

FY 2012 Use of General Fund Balance

• Moving and startup costs for two new buildings	$250,000
• Containers for expansion of recycling program	$83,854
• Technology	
- CISCO core switch	$200,000
- MSAG Eagle Upgrade	$55,000
- FY 2012 CIP Reserve	$50,000
FY 2012 Adopted Budget Total	**$638,854**

When the use of the fund balance, as indentified above, and an assumed FY 2012 "hold back" of $1.8 million are subtracted from the "excess" fund balance, $2.7 million is expected to remain in the General Fund balance along with the $35.1 million Fiscal Stability Reserve at the end of FY 2012. The graph below shows the historic overall General Fund balance relative to the 10 percent Fiscal Stability Reserve policy level. The Fiscal Stability Reserve policy became effective in FY 2007. Therefore, there is no data showing for the variable prior to FY 2007.



"The upgrade [from AA to AA+] is based on Standard & Poor's view of the county's consistently strong financial performance including the maintenance of strong unreserved balances despite some declines in economically sensitive revenue streams."

STANDARD & POOR'S

	$ in millions
FY 2011 Adopted Budget – Revenue (General Fund)	**$217.2**
Changes in General Estimates	
Personal Property (including PPTRA)	$2.5
Real Property	$1.2
Sales Tax	$1.2
Public Service Corporation	$0.4
Meals Tax	$0.4
Communications Sales Tax	$0.1
Transient Occupancy Tax	$0.1
Recordation	($0.5)
State – Social Services	($0.4)
Interest Earnings	($0.3)
Water/Sewer Administration Fee	($0.2)
Composting Fees	($0.1)
Other Miscellaneous Revenues	($0.1)
Subtotal	$4.3
Use of Benefits Reserve	$0.6
Use of Fund Balance	$0.6
	$ in millions
FY 2012 Adopted Budget – Revenue (General Fund)	**$222.7**

Building the Budget – Expenditures

Consideration of Reductions Made in FY 2007 – FY 2011

In response to revenue shortfalls and decreases in the rate of revenue growth, multi-millions of dollars of personnel, operating and capital budget reductions were made during the past five budget years. Summarized in the table below are the reductions made in past budgets which *have not* been added back to the FY 2012 Adopted Budget.

Prior Year Budget Reductions Not Added Back in FY 2012
Elimination of 5 General Fund Positions: - Director of General Services - Fire/Rescue – Office Technician - General Services – General Operations Manager - General Services – Sign/Operations Technician - Information Services – Imaging Technician
12 Vacancies Not Filled: - Deputy County Administrator - Commissioner of Revenue – Personal Property Clerk - Procurement – Procurement Officer II - Information Services – Application Development Manager - Information Services – GIS Manager - Information Services – GIS Technician - Information Services – IS Application Analyst - Court Services Unit – Court Services CHINS (position eliminated in FY 2012) - General Services – Maintenance Worker - Refuse Disposal – Solid Waste Equipment Operator (position eliminated in FY 2012) - Parks & Recreation – Maintenance Worker (added back for ½ year in FY 2012) - Planning – Planning Manager - Planning – Senior Planner (position eliminated in FY 2012)
Eliminated 29 Community Development Positions: - Permit Technician (4 positions) - Residential Plans Reviewer (2 positions) - Residential Combination Code Inspector (7 positions) - Zoning Assistant (2 positions) - Environmental Assistant - Receptionist - Erosion & Sediment Control Inspector (4 positions) - Erosion & Sediment Control Supervisor - Code Enforcement Officer - Environmental Engineer - Planning Technician

Prior Year Budget Reductions Not Added Back in FY 2012
- Office Technician - Office Manager - Planner (2 positions)
Closed reservoirs three days per week, March – October
Closed Courthouse Visitors' Center
No meals at Board meetings
Reduced the number of take-home vehicles
Reduction in convenience site hours by ½ hour daily
Reduced public relation details from Sheriff's Office
Parks & Recreation mowing cycles increased from 5-7 days to 9-10 days
No merit increases for County employees since FY 2008

Additionally, although departments kept their budget requests at a minimum level, requests totaling $1.2 million are not included in the FY 2012 Adopted Budget.

Constraints, Commitments and Opportunities

In addition to maintaining many of the budget reductions made during the past five years, the FY 2012 Adopted Budget was developed within additional budget constraints and responsive to certain commitments the County has to its citizens, employees, and bondholders.

Constraints – The price of certain normal costs of doing business is expected to increase by $800,000 in FY 2012.

- Health insurance rates are expected to increase by 10 percent, adding approximately $600,000 to the cost of the FY 2012 budget. To avoid passing the increase on to employees, the health insurance reserve will be used to pay the added premium costs in FY 2012.

- Changes made by the State call for localities to make plans for funding costs associated with the Line of Duty Act. This Act sets forth benefits available to certain public safety officers and/or their beneficiaries in the event that a public safety officer is disabled or killed in the line of duty. By July 1, 2011 localities must elect whether or not they will participate in and contribute to a state-wide pool – an insurance policy of sorts – on an annual basis from which benefits would be paid in the case of a loss in the line of duty. If a locality elects not to participate in the state-wide pool, it is fully responsible for self-funding all benefits related to the Line of Duty Act. Based on a preliminary contribution rate of $233.89 per capita for career fire/rescue and Sheriff's deputies, and a $58.47 per capita for fire/rescue volunteers, Spotsylvania's anticipated premium cost in FY 2012 is $110,000 for the state-wide pool.

- 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 $144,000 is budgeted in FY 2012 for fire/rescue and animal control vehicle replacements, but is offset by the reduction of $500,000 from the replacement Sheriff's vehicle account. To take advantage of current pricing, plans are in place to purchase in FY 2011 the additional Sheriff's vehicles that will be needed in FY 2012.

- A facility lease is in place for the Community Development/Social Service building at the Courthouse. The terms of the lease called for a half-year payment in FY 2011. The full-year payment in FY 2012 adds approximately $146,000 to the budget.

Commitments and Opportunities – In addition to the increases experienced in typical operating costs, regional and County-wide commitments are also impacting the FY 2012 Adopted Budget.

- Certainly the primary commitment during development of the budget was a commitment to County employees. For the fourth year in a row, no funding exists to provide merit increases to employees. However, $828,541 is included in the Adopted Budget for a 1.5 percent Cost of Living Adjustment (COLA) for employees effective July 1, 2011. In addition to the 1.5 percent COLA, increases in the health insurance premiums are not being passed on to the employees, but are instead being funded with the health insurance reserve.

- The new Circuit Court and Public Safety buildings will be operated in FY 2012 for the first time. These facilities, currently under construction, are expected to open in August and October, respectively. Added operating costs (other than debt service) associated with these new facilities total $700,000. Included in this are three new court deputies to maintain the security of the Circuit Court facility, funding for electricity, water, and telephone costs, and a $250,000 one-time reserve for moving and start-up costs associated with the new facilities.

Photo credit: Flying H Aerial Pictures

- $1.5 million in net new debt service in FY 2012 is associated with issuance of $7.2 million in bonds for construction of a new Chancellor (Co. 5) fire and rescue station, and an entirely new station (Co. 11) in the Lee Hill area of the County. Additionally, financing will be secured for maintenance and upgrades of existing technology equipment and software, and for refuse disposal and collection equipment. 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 costs than originally expected.

- For FY 2012, the County continues its partnering commitments with regional agencies, including the Rappahannock Juvenile Detention Center; the Rappahannock Regional Jail; the Central Rappahannock Regional Library (CRRL); and many small agencies, the majority of which provide social services. Based on budgets submitted by the respective agencies, the County's contributions to the Juvenile Detention Center and the Regional Jail decrease by slightly less than $100,000. Additionally, the County's contribution to Germanna Community College will increase by nearly $190,000 in FY 2012 based on both Spotsylvania residents' usage of the College and the County's first year payment in support of a seven-year capital project commitment at the College's Spotsylvania campus.

- All fiscal policy guidelines are maintained as part of the FY 2012 Adopted Budget.

Other Adjustments

A net of 10 new full-time positions was added to the FY 2012 Adopted Budget; 16 new positions and 6 deleted positions. A listing of the new and deleted full-time positions is shown below.

6 Deleted Full-Time Positions:

- 1 Deputy Director of Information Services is deleted, with other positions being reorganized to fulfill the duties previously assigned to the Deputy Director.
- 1 Court Services Unit position is deleted. Preference is given to picking up expired grant funding for a School Based Probation Officer.
- 1 Senior Planner is deleted, with duties being redistributed throughout the Planning Department
- 1 Tourism Marketing Coordinator is deleted with associated funding being reallocated to expansion of the County Museum.
- 1 Solid Waste Equipment Operator is deleted. Preference is given to funding the conversion of a part-time recycling technician to a full-time position.
- 1 Support Clerk in the Parks & Recreation Department is deleted. Part-time funding is added to the Department to support the duties previously associated with the Support Clerk.

16 New Full-Time Positions:

- 3 Court Deputies to maintain security in the new Circuit Court facility
- 1 Aide II
- 1 Social Worker
- 2 Eligibility Workers

} to meet compliance standards, ensuring clients receive timely benefits

- 1 Training Specialist to address workload demands, resulting in a positive impact on the number of children in Foster Care and CSA programs
- 4 Firefighter/Medics to address increasing call volume in the Lee Hill (Co. 4) area. During FY 2010, medic units from other County stations supported Co. 4 units by responding to 41 percent of the Co. 4 calls. These four positions will be moved to the new Lee Hill station (Co. 11) when that facility is completed.
- 1 Internal Auditor to improve the County's internal controls and compliance with such controls. Increased efficiencies and improvements to operating and financial processes may result in future savings that will help pay for this position.
- 1 Recycling Technician is converted from part-time to full-time due to current increased workloads, and expected additional workload from the recommended recycling expansion.
- 1 Community Development Administrator to oversee the Community Development group (Planning, Economic Development, Building and Zoning), and to assist in reorganizing and determining appropriate Community Development fee structures.
- 1 Victim/Witness Assistant Director is converted from part-time to full-time to ensure timely service of the increasing number of victims.

Reinventing Government

Historically, Spotsylvania has been innovative in its delivery of services to citizens. This innovative philosophy has been borne of necessity due to lack of resources, both financial and human. During the recent economic downturn, additional efforts have been made to re-think the way business is conducted. Some of the recent changes include:

- Consolidated employee health insurance programs with Schools ($300k savings annually);
- Eliminated duplicate real estate tax billing notices to taxpayers who pay their bills through mortgage escrow;
- Implementation of new software to reduce user downtime, reduce power consumption, and improve the delivery of technology services;
- Merged General Services refuse management functions under the direction of the Utilities Department, allowing for the elimination of the General Services Director position ($125k savings);
- Rearranged Information Services duties among staff to eliminate Deputy Director position;
- Implementation of invoice imaging into the accounting system to provide access to invoices to all users eliminating duplicate copies being maintained in departments;

- Establishment of the Rappahannock Juvenile Detention Center budget group to review budgets more thoroughly, assist Center staff with preparing more accurate budgets, and thereby reduce the County's share of operating the Center; and
- Merging of Utilities' and County procurement staff, allowing a vacant procurement position to remain so for over 3 years.

Examples of implementation of the Reinventing Government Action Plan guiding principles included in the FY 2012 Adopted Budget are:

- A reduction of $783,863 to the Sheriff's FY 2012 requested budget was accomplished by purchasing 23 vehicles in FY 2011. Purchasing in FY 2011 instead of FY 2012 saved the County $208,518.
- The permanent addition of an "umbrella" over the Community Development group in the form of a Development Services Administrator to provide a more cohesive unit.
- The elimination of 6 full time vacant positions in addition to the 34 positions previously eliminated prior to FY 2012.
- 10 vacant positions continue to be unfunded for at least half a year in FY 2012.

Transfers to Other Funds

Schools – The local transfer to the Schools will increase by $1.0 million compared with the FY 2011 transfer, for a total local transfer of $114.8 million. This $114.8 million is $67.3 million more than the minimum transfer legally required by the State to meet Standards of Quality (SOQs). The practice of appropriating less than 100 percent of the local transfer was begun in FY 2010, and will continue in FY 2012 to ensure budget flexibility in the event that actual revenues are less than the conservative FY 2012 projections. $1.2 million of the $114.8 million local transfer will be held by the County until no sooner than the mid-year FY 2012 financial reporting is complete. In addition, we will continue to hold the $482,000 balance from previous School holdbacks that have not been released, providing a total of $1.7 million in School holdback funding.

Transportation – As mentioned previously, the $2.6 million in decal fee revenue and the nearly $600,000 in set-aside revenue is maintained in the General Fund in FY 2012. Consequently, the transfer from the General Fund to the Transportation Fund is budgeted at $0.

Capital Projects Fund – Consistent with fiscal policy guidelines, the transfer from the General Fund to the Capital Projects Fund is budgeted at $4.5 million. Fiscal policies state that the County's goal of budgeting pay-as-you-go (cash) funding for capital projects will be equal to 5 percent of General Fund revenue (excluding other obligated transfers), with a minimum of 3 percent budgeted. To meet this goal, beginning in FY 2008, the County established the transfer from the General Fund to the Capital Projects Fund at 1 percent, with an additional 0.25 percent to be added each year thereafter. In FY 2012, the transfer is budgeted at 2.0 percent of General Fund revenues.

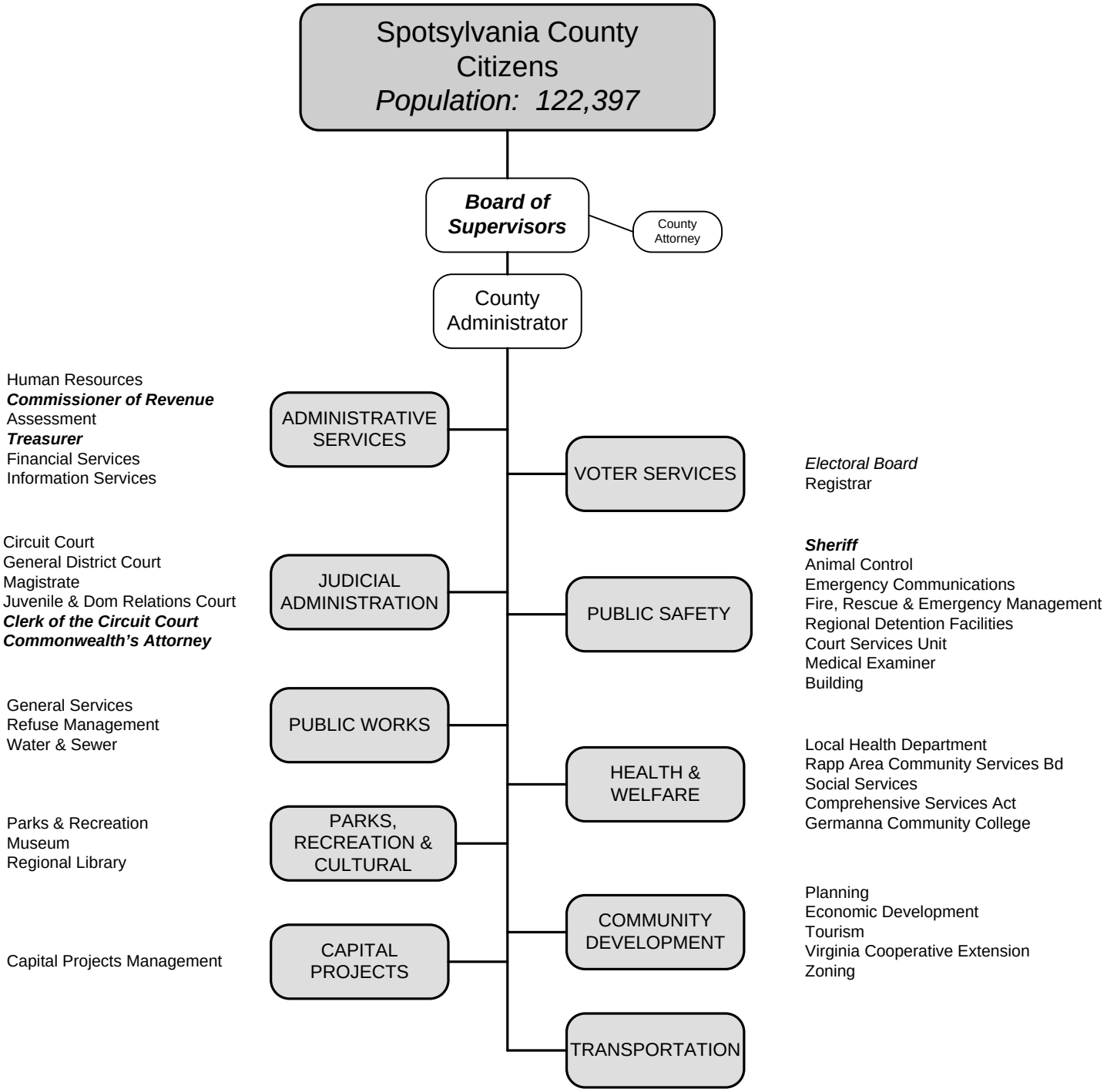
	$ in millions
FY 2011 Adopted Budget – Expenditures (General Fund)	**$217.2**
Mandated services[1] (37.0%)	$80.3
Commitments[2] (41.5%)	$90.2
Other services (21.5%)	$46.7
	$217.2

Constraints	
Health Insurance	$0.6
Line of Duty	$0.1
Vehicle Replacements	($0.4)
Fire/Rescue Program Costs	$0.2
Technology Equipment Replacement	$0.2
Facility Lease	$0.1
Subtotal	$0.8
Commitments	
Employees – 1.5 percent COLA	$0.7
Germanna Community College	$0.2
Opening of 2 New Facilities (includes 3 new positions)	$0.7
Fire/Rescue Training	$0.2
Net New Debt Service	$1.5
Subtotal	$3.3
Other Adjustments	
Net Addition of 7 New Positions	$0.4
Funding of 4 Vacant Positions (half year)	$0.1
Miscellaneous adjustments	$0.1
Subtotal	$0.6
Transfers	
Transfer to Schools	$1.0
Transfer to Transportation	($0.9)
Transfer to Capital Projects	$0.7
Subtotal	$0.8

	$ in millions
FY 2012 Adopted Budget – Expenditures (General Fund)	**$222.7**

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

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



LEGEND

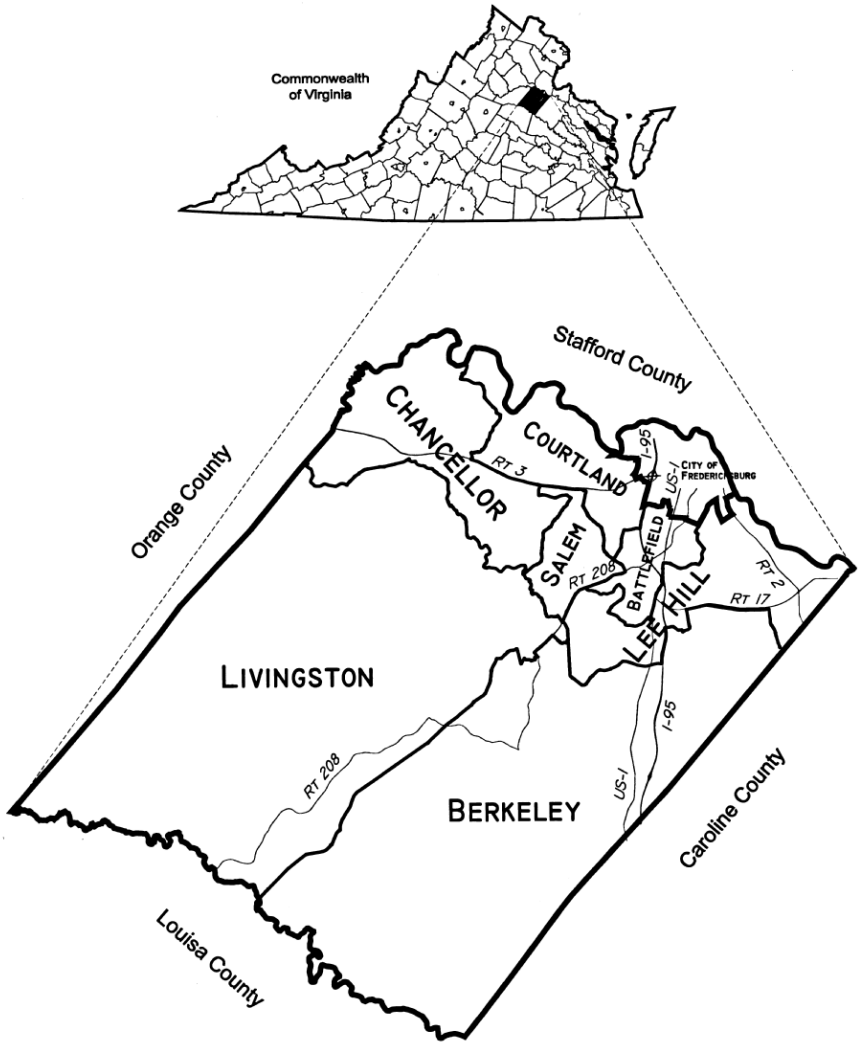
Elected Official/Constitutional Officer

Appointed Official

Government Organization

The Board of Supervisors is the governing body of Spotsylvania County. The Board is comprised of seven members who are elected by their district to serve four-year staggered terms. Three members are elected in one cycle with the remaining four members elected on another cycle.

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. The County Attorney reports directly to the Board of Supervisors and all other functions of the County government are managed by department directors who report to the County Administrator.



Budget Fund Structure

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

Fund	Fund Type	Description
General Fund	G	Used to account for general operating expenditures and revenues.
Capital Projects Fund	G	Used to account for major general capital expenditures that extend beyond a single fiscal year and related financing sources.
Economic Development Opportunities Fund	G	Used to account for expenditures and revenues related to the County's Economic Development Authority and to provide incentive loans for start-up or expansion to businesses or corporations meeting specific criteria.
Fire/EMS Service Fee Fund	G	Used to account for revenues provided by the third party billing program.
Code Compliance Fund	G	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	G	Used to account for revenues and expenditures related to transportation.
Joint Fleet Maintenance Fund	P	Used to account for revenues and expenditures related to maintenance of County and School fleets.
School Operating Fund	G	Used to account for school operating and debt service expenditures and revenues.
School Food Service Fund	G	Used to account for school food service including both breakfast and lunch programs.
School Carryover Fund	G	Used to account for approved carryovers of prior year unexpended School funds for school capital or one-time items.
School Capital Projects Fund	G	Used to account for all school capital expenditures that extend beyond a single fiscal year and related financing sources.

Fund	Fund Type	Description
Utilities Operating Fund	P	Used to account for operations of the public water and sewer system financed through user charges and other system revenues.
Utilities Capital Projects Fund	P	Used to account for infrastructure improvements and expansions to the water and sewer system and related financing sources.

Funds, Functions & Departments

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

Fund Type	Fund/Function/ Department(☙)/Program	Annual Appropriations *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
Governmental	**General Fund:**	✓		
	Executive Services			
	☙ Board of Supervisors			
	☙ County Administration			
	☙ County Attorney			
	Administrative Services			
	☙ Commissioner of the Revenue			
	☙ Assessment			
	☙ Treasurer			
	☙ Financial Services			
	☙ Human Resources			
	☙ Information Services			
	Voter Services			
	☙ Electoral Board			
	☙ Registrar			
	Judicial Administration			
	☙ Circuit Court			
	☙ General District Court			
	☙ Magistrates			
	☙ Juvenile Court			
	☙ Clerk of the Circuit Court			
	☙ Commonwealth's Attorney			
	Public Safety			
	☙ Sheriff			
	☙ Fire/Rescue/Emergency Mgmt.			
	☙ Regional Detention Facilities			
	☙ Court Services Unit			
	☙ Medical Examiner			
	Public Works			
	☙ General Services (Bldg & Grounds)			
	☙ Refuse Management			

Fund Type	Fund/Function/ Department(☙)/Program	Annual Appropriations *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
	Health & Welfare			
	☙ Local Health Department			
	☙ Rapp'k Area Comm. Srvcs. Bd.			
	☙ Social Services			
	☙ Comprehensive Services Act			
	☙ Community Colleges			
Governmental (continued)	**Parks, Recreation & Cultural**			
	☙ Parks & Recreation			
	☙ Visitors Center			
	☙ County Museum			
	☙ Regional Library			
	Community Development			
	☙ Planning			
	☙ Economic Development			
	☙ Tourism			
	☙ Extension Agents			
	Debt Service			
	Capital Projects Fund:		✓	
	Capital Projects			
	☙ Capital Projects Management			
	☙ Capital Projects			
	Economic Development Opp. Fund:	✓		
	Community Development			
	Fire-EMS Fee Fund:			✓
	Public Safety			
	Code Compliance Fund:	✓		
	Community Development			
	☙ Zoning			
	Public Safety			
	☙ Building			
	Transportation Fund:	✓		
	Transportation			
	School Operating Fund:	✓		
	Education			
	School Carryover Fund:	✓		
	Education			
	School Food Service Fund:	✓		
	Food Service			
	School Capital Projects Fund:		✓	
	Capital Projects			

Fund Type	Fund/Function/ Department(☙)/Program	Annual Appropriations *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
Proprietary	**Joint Fleet Maintenance Fund:**	✓		
	Transportation			
	Utilities Operating Fund:	✓		
	Public Works			
	☙ Water & Sewer			
	Utilities Capital Projects Fund:		✓	
	Public Works			
	☙ Capital Projects			

The County uses a modified accrual basis of accounting for budgetary and annual reporting purposes. In modified accrual accounting, revenues are recognized when they are both measurable and available to finance current expenditures. Expenditures are recognized when services are incurred or the goods are received.

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Fiscal Policy Guidelines

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

I. ***FINANCIAL PLANNING POLICIES***

A. BALANCED BUDGET –

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

B. LONG-RANGE PLANNING

1. Multi-Year Forecasts

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

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

2. Capital Improvement Budget Policies

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

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

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

d. The County will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and County priorities, and whose operating and maintenance costs have been included in operating budget forecasts.

e. The County will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

f. The County will attempt to determine the least costly financing method for all new projects.

3. Investment Policies

a. 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.

b. When permitted by law, the County will pool cash from several different funds for investment purposes.

c. The County will attempt to invest all idle cash on a continuing basis.

d. The County will analyze market conditions and investment securities at least monthly to determine what yield can be obtained.

e. 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.
f. 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.
g. The accounting system will provide regular information concerning cash position and investment performance.
h. 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.
i. The County will regularly review contractual consolidated banking services.

4. Other Post Employment Benefits (OPEB) Funding Policy

a. In July 2004, the Governmental Accounting Standards Board (GASB) issued Statement 45, establishing standards for financial reporting of governmental liabilities related to non-pension post-employment benefits, also known as Other Post Employment Benefits (OPEB). Though OPEB will not be received by the employee until he or she retires from employment, these future benefits are being earned today, and, as such, are a cost of providing public services today. GASB Statement 45 requires governments to measure the annual costs of OPEB through an actuarial-calculated Annual Required Contribution (ARC), systematically and rationally allocating the present value of the projected cost of benefits over the working life of benefiting employees.

b. Funding for OPEB liabilities will be budgeted and reserved as funds are available within the associated operating budgets. The County will attempt to fund its OPEB liabilities for the smaller funds (Code Compliance, Capital Projects, Transportation and Utilities) as soon as practical. Phased-in funding of the General Fund liability will begin as soon as local economic conditions allow, with contributions increasing incrementally each year until the annual contribution equals 100 % of the ARC. The County's goal will be to reach 100% of the ARC no more than eight years from the beginning of the phase-in period.
c. Funding of the Schools' OPEB liability is the responsibility of the School Board.

C. ASSET INVENTORY

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

II. *REVENUE POLICIES*

A. REVENUE BUDGETS

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

B. FEES AND CHARGES

1. The County will establish all user charges and fees at a level related to the cost of providing the services.
2. Each year, the County will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.
3. The County will set fees for other activities such as recreational services at a level that is appropriate for the department based on the service provided and potential for revenue.

C. USE OF ONE-TIME REVENUES - The County will pay for all current operating expenditures with current revenues. The County will avoid budgetary procedures that balance current expenditures at the cost of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

D. USE OF UNPREDICTABLE REVENUES

1. **Proffer Policy**
   a. Land use proffers are negotiated in accordance with proffer policy guidelines, reviewed by Planning Commission, and approved by the Board of Supervisors (BOS). Staff ensures enforcement capability and standardized language in proffer statements.
   b. Annually, as part of the process of developing the Recommended Budget, the County will determine the applicability of any cash proffers received to help offset all or a portion of the anticipated cash or debt issuance and shall

incorporate these funds into the budget recommendation. Additionally, any cash proffers received throughout the course of a fiscal year prior to the issuance of any debt pertaining thereto shall be applied to reduce the amount of debt to be borrowed.

III. *EXPENDITURE POLICIES*

A. DEBT CAPACITY, ISSUANCE AND MANAGEMENT

1. The County will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues except where approved justification is provided.
2. When the County finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. The County will plan its tax-supported bond sales such that it will maintain compliance with its adopted debt policy. Target debt ratios will be annually calculated and included in the review of financial trends.
   a. Net debt as a percentage of estimated market value taxable should not exceed 3% - 4%.
   b. The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% - 12%.
   c. The County's 10-year tax-supported debt and lease payout ratio should be maintained at or above 60% at the end of each adopted five-year CIP. The payout ratio shall be no less than 55% in any one year during that period.
4. The County's goal is to budget an amount of equity (pay-as-you-go) funding for capital projects equal to 5% of General Fund revenues (less obligated transfers), with a minimum level of 3%. In order to achieve this goal, the County will, beginning with the fiscal year 2008 budget, increase the amount of general fund equity for capital projects in each year. For 2008 the level will be set at 1% with an additional one-quarter percent added each year thereafter.
5. The County will maintain regular and good communications with the bond rating agencies about its financial condition and will provide requested information in a timely manner. The County will follow a policy of full disclosure on every financial report and in Official Statements related to bond issues.
6. The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.
   a. Where feasible, the County will use special assessment, revenue or other self-supporting bonds instead of general obligation bonds. However, any special assessment district/community development authority/tax increment district, either individually or when considered in aggregate with previously approved special districts/authorities, shall not have a negative impact upon the County's debt capacity or credit rating. Any such special assessment district/community development authority/tax increment district debt issuance authorized by the County wherein the County is in no way legally

responsible for the repayment of the debt shall be considered as overlapping debt of the County.

b. In order to protect the County's long term fiscal stability and credit standing, the total aggregate outstanding amount of special assessment district/community development authority/tax increment district debt should not exceed 1% of the total assessed value of taxable property within the County during any year of the County's 5 year CIP.

c. Exceptions to this policy may be made if the projects to be financed directly replace capital projects in the current CIP. Toll Road or other forms of revenue bonds supported solely by user fees will not be included in the definition of overlapping debt.

d. The County's preference is to have special district debt retired as rapidly as possible, but in no case shall the maturity of such debt extend beyond 30 years.

B. DEBT REFERENDUM POLICY

a. 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).

b. 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.

c. Voter referendums shall coincide with the General Election.

d. The Board of Supervisors, by a majority vote at a regularly scheduled meeting, may waive the referendum requirement, to the extent allowed by law, to meet a critical health and/or public safety need, in conjunction with a court order, or to realize an economic benefit to the County.

C. RESERVE OR STABILIZATION ACCOUNTS

1. Fiscal Stability Reserve

a. A portion of county General Fund Balance at the close of each fiscal year shall be reserved in an amount equal to no less than 10% of the governmental funds' net operating revenue in the subsequent fiscal year budget. Governmental funds' net operating revenue includes total general fund revenue plus total component unit school board general operating revenue. This reserved portion of the County's General Fund balance shall be known as the Fiscal Stability Reserve.

b. In preparing the annual budget, the County will appropriate to fund balance the amount necessary to maintain the Fiscal Stability Reserve at 10% of Adopted Budget revenues. At the close of each fiscal year the County will "true up" the Fiscal Stability Reserve by moving such amounts as may be necessary to bring the Fiscal Stability Reserve balance to at least 10% of the governmental fund net operating revenues for the upcoming fiscal year.

c. Use of the Fiscal Stability Reserve may be necessary from time to time to meet unexpected revenue shortfalls or financial emergencies. By policy, appropriations from the Fiscal Stability Reserve require a majority vote of the Board of Supervisors. No appropriation from the Fiscal Stability Reserve will occur without prior presentation to the Board of Supervisors by the County Administrator of a plan and timeline for replenishing the Fiscal Stability reserve to its minimum 10% level.

d. Undesignated Fund Balance may be appropriated at the discretion of the Board of Supervisors, but will be used only for non-recurring expenditures.

2. The County will establish an emergency reserve to pay for needs caused by unforeseen emergencies, including unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increases in service delivery costs. This reserve will be maintained at 0.5% of the General Fund.
3. The County will maintain self-insurance reserves as established by professional judgment based on the funding techniques utilized and loss records.

D. OPERATING/CAPITAL EXPENDITURE ACCOUNTABILITY

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

IV. OTHER FUND POLICIES

A. UTILITIES FUND POLICIES

1. The County will maintain Utilities Fund financial independence from General Fund by:
   a. Issuing Revenue Bonds for the Utilities Enterprise Fund in lieu of General Obligation Bonds, and
   b. Avoiding the need for any General Fund revenues for Utility operations and debt service.
2. The County will set fees and user charges at a level that fully supports the total direct and indirect costs of the activity. Indirect costs may include the costs of annual depreciation of capital assets.
3. The County will maintain a Utilities Fund Balance of at least 100% of the average for the last three years of total revenues. Total revenues are defined as all revenues including user fees and availability fees. Fund Balance is defined as "Equity in Pooled Cash and Investments" from the schedule of net assets for the Utility Fund in the Comprehensive Annual Financial Report (CAFR).

4. Target net revenues after operational expenditures to be at least 1.3 times debt service requirements. The excess revenues will be available to first maintain the Utilities Fund Balance and second to cash fund future Utilities capital projects.
5. The County will work toward reducing the reliance on availability fee revenue for operations and debt service by increasing total operating revenues (which do not include availability fees) for the utility fund over the next five years (the fifth year being FY 2015) to a level that will support 100% of operational expenditures and 100% of debt service costs of the Utilities Fund. The level of all fees and charges for the Utility Fund will be set such that the County meets its legal requirements under any revenue bond documents.
6. In addition, in FY 2015, the County will evaluate a policy goal of total operating revenues supporting a percentage of depreciation.

B. **CODE COMPLIANCE FUND POLICIES**

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

C. **VIRGINIA RAILWAY EXPRESS (VRE) FUNDING POLICIES**

1. Revenues and expenses related to VRE and Potomac and Rappahannock Transportation Commission (PRTC) membership will be accounted for in the Transportation Fund. Revenues from the 2.1% fuel tax and the related PRTC administrative fees will be included in the Transportation fund using estimates provided by PRTC, while the VRE subsidy costs will be budgeted using estimates provided by VRE.
2. Fuel tax revenues will be allocated to the following expenses in the following order:
   a. Payment of administrative fees to PRTC
   b. Payment of subsidy to VRE
   c. Reservation of 10% of estimated fuel tax revenues to guard against fluctuations between estimated and actual revenues
   d. Payment of debt service on bonds issued for transportation projects
   e. Other transportation expenses as determined by the Board of Supervisors after

all other dedicated expenses noted above have been covered

3. Although accounted for in the County's financial records, the fuels tax is held by the PRTC and therefore use of those revenues for payment of VRE, PRTC and other transportation purposes requires adoption of a resolution by the Board of Supervisors.

Financial policies adopted by Board of Supervisors on March 24, 1992.
Added Utilities Fund policies June 12, 2001
Revised Utilities Fund policies on August 10, 2004
Added Debt Referendum policy on March 22, 2005
Added Proffer policy on June 14, 2005
Revised General policies on December 12, 2006
Revised General Debt policies on April 10, 2007
Revised General policies on January 12, 2010
Revised Utilities Fund policies on January 12, 2010
Added Code Compliance Fund, VRE and OPEB policies on April 13, 2010
Reformatted/revised April 12, 2011

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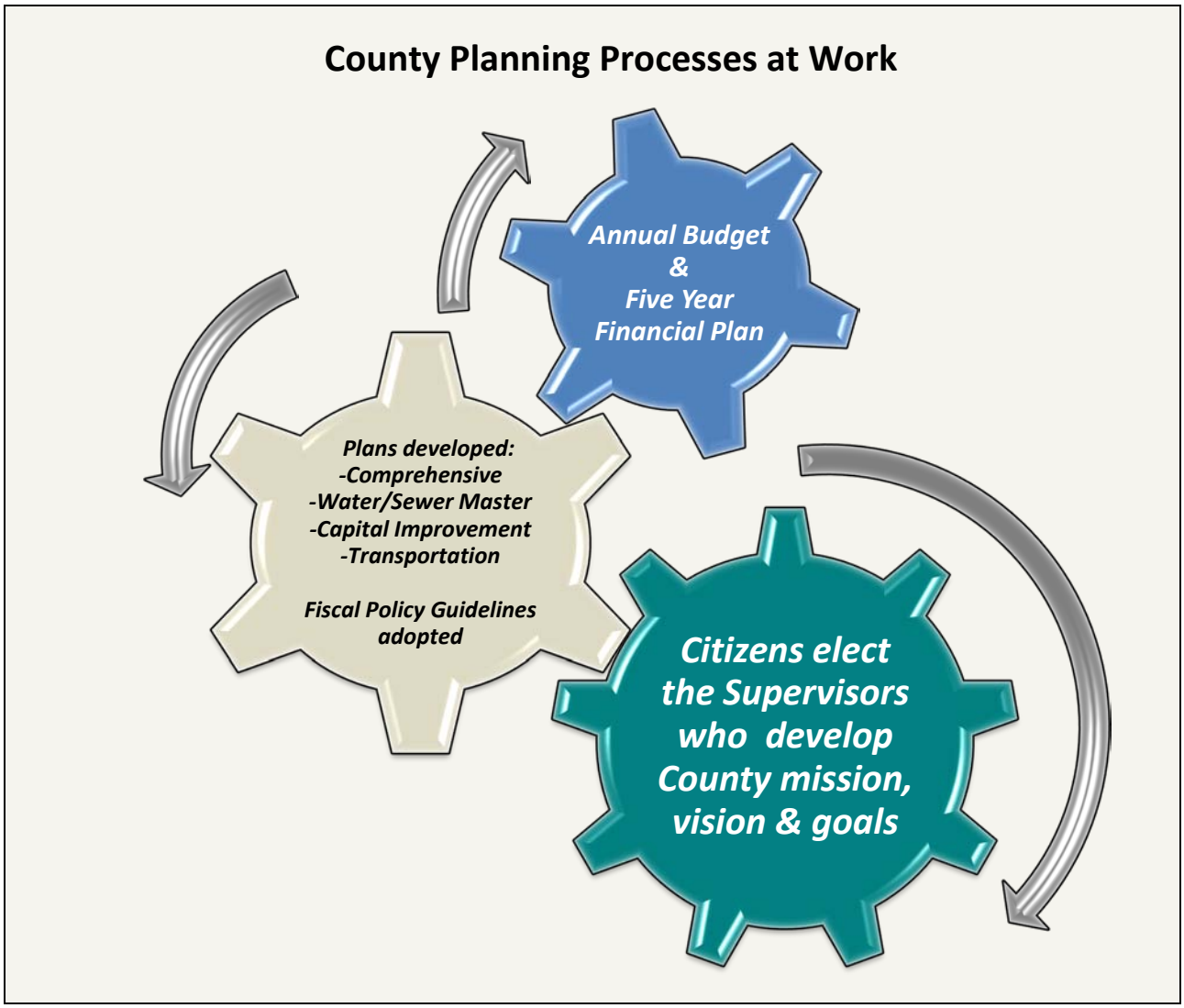
Planning Processes

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

Planning Process	Description
Countywide Vision, Mission, Goals and Values	Sets the overall tone of the organization and guides employees in managing the daily operations of the County.
Comprehensive Plan	A guide designed to encourage the most appropriate use of land, water and resources within the County consistent with the interests of the citizens. The Comprehensive Plan sets forth goals, objectives, policies and implementation techniques that will guide the development activity within the County and promote, preserve and protect the health, safety, and general welfare of its citizens.
Water/Sewer Master Plan	Developed to facilitate implementation of the Public Facilities and Utilities elements of the Comprehensive Plan, which provides guidance for upgrade and expansion of County water and sewer systems, consistent with growth management policies approved by the Board of Supervisors.
Capital Improvement Plan	A five year guide to assist in long range planning for the County's capital needs. Details of the recommended Capital Improvement Plan are found beginning on page 109.
Transportation Planning	The Capital Projects management team is involved with several processes including traffic studies and citizen information meetings that guide the Board of Supervisors in the prioritization of the County's Transportation needs.
Fiscal Policy Guidelines	Policies guiding the financial management of Spotsylvania County are approved by the Board of Supervisors to ensure a fiscally sound government. The adoption and compliance of these policies is an important factor in Rating Agency reviews. A summary of the County's policies can be found on the following pages.

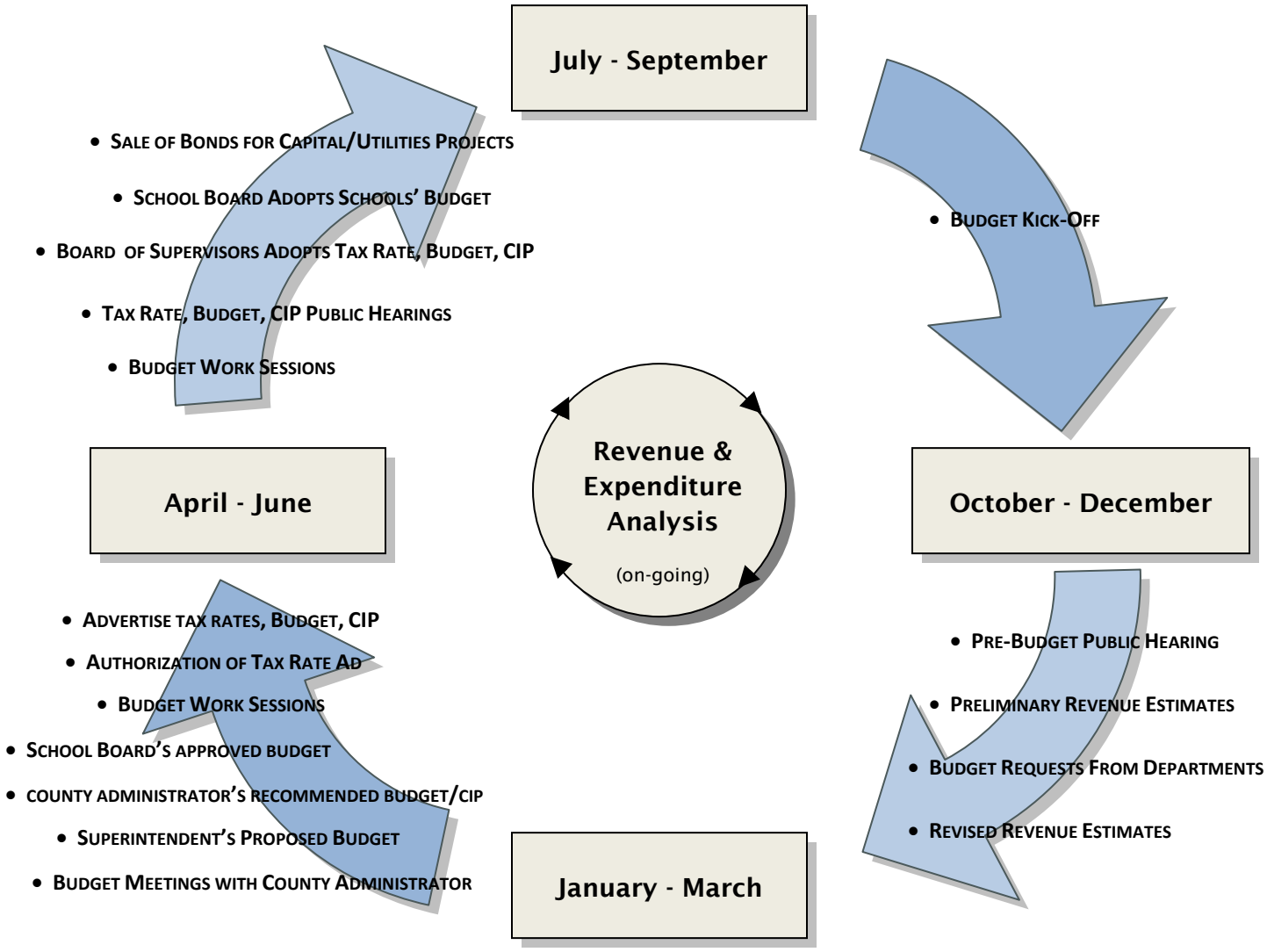
Planning Process	Description
Annual Budget Process	County Administration works with the Budget staff, Department Directors, Constitutional Officers, Regional Agencies, etc. to develop a Recommended Budget. Many of the decisions included in that recommendation are driven by the processes noted above. A summary of the County's Budget process can be found on the following pages.
Five Year Financial Plan	A five year financial forecast is developed annually as a tool to anticipate potential budget imbalances. The current plan can be found on page 103.

Below is a visual display of the connectivity of these various planning processes. The FY 2012 Adopted Budget takes these planning processes into account, where appropriate.



Annual Budget Process

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



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

After careful consideration and deliberation on staff and citizen input, the Recommended Budget, as modified for additions and deletions, is adopted by the Board of Supervisors during April through a resolution. The resolution places legal restrictions on expenditures at the fund or category level. The budget amendment policy authorizes Department Directors to transfer funding between accounts within their adopted divisional operating budgets. County Administration has the authority to transfer funding between all categories of an adopted Departmental budget and up to $10,000 between adopted Department budgets, but in no case can Directors or County Administration approve adjustments that increase the approved appropriation level; increase the number of permanent personnel; or significantly expand an existing program. The School Board is authorized to transfer budgeted amounts within each of the school system's appropriated categories. All other revisions to the budget must be approved by the Board of Supervisors. Adjustments to the budget in excess of one percent of the total budget require a public hearing prior to a formal vote by the Board of Supervisors.

FY 2012 Budget Calendar

November 3, 2010	Budget Kickoff
November 23, 2010	Budget Work Session 6pm: Pre-budget Public Hearing; Approval of FY 12 Budget Calendar
December 3, 2010	Budget submissions due from departments
January 10, 2011	Preliminary budget meeting with County Administration
January 12 – 13, 2011	Budget meetings with County Administration and departments
January 21, 2011	Final budget decisions from County Administration
January 24, 2011	Superintendent presents Proposed FY 12 budget to School Board
March 1, 2011	Budget Work Session 6pm: Presentation of County Administrator's FY 12 Recommended Budget & CIP to BOS
March 8, 2011	Budget Work Session 3pm: Tax rate advertisement decision
March 14, 2011	School Board approves FY 12 School Budget
March 16, 2011	Tax Rate, Budget and CIP Ads advertised in Free Lance Star
March 22, 2011	Budget Work Session 6pm: Presentation of School Board's FY 12 Approved Budget to BOS
March 24, 2011	Budget, CIP, Tax Rate Public Hearing – 6:30 p.m. @ Courtland High School
March 29, 2011	Budget Work Session 6pm: Budget/CIP/Constitutional Officers
March 31, 2011	Budget Work Session 6pm: Joint work session with School Board
April 5, 2011	Budget Work Session 6pm: Budget/CIP
April 7, 2011	Budget Work Session 6pm: Budget/CIP
April 12, 2011	Budget Work Session 3pm: Adopt FY 12 Budget, CIP and 2011 tax rates

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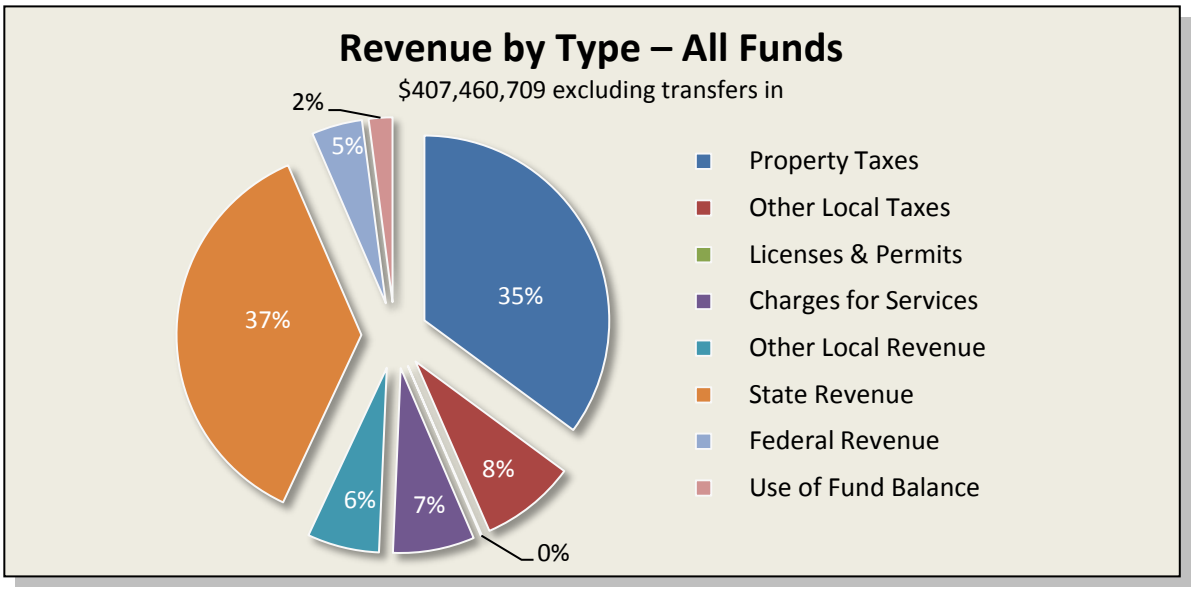
FY 2012 Adopted Budget - All Funds

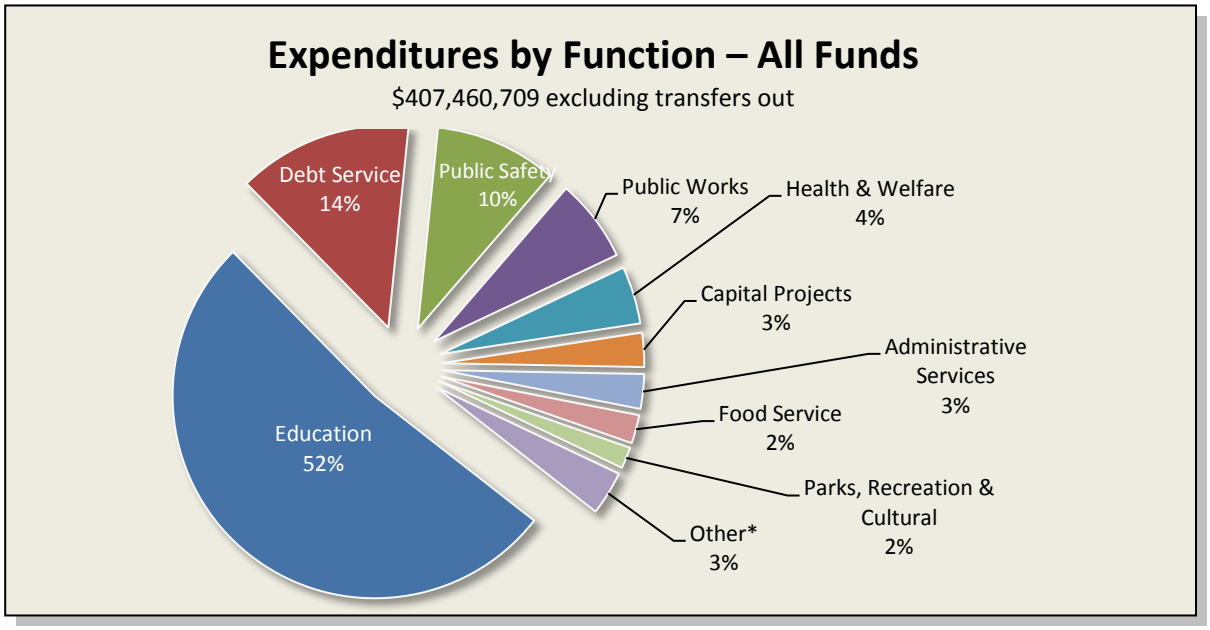
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$136,469,147	$143,634,660	$139,740,354	$143,034,360	($600,300)	-0.4%
Other Local Taxes	$33,358,016	$32,584,544	$33,554,680	$34,002,974	$1,418,430	4.4%
Licenses & Permits	$213,325	$344,194	$245,951	$381,250	$37,056	10.8%
Charges for Services	$30,359,271	$28,014,025	$27,935,829	$29,053,410	$1,039,385	3.7%
Other Local Revenue	$18,791,819	$26,446,235	$27,363,577	$25,632,748	($813,487)	-3.1%
Debt Proceeds	$27,832,135	$0	$51,903,567	$0	$0	#DIV/0!
State Revenue	$147,826,176	$137,655,963	$149,495,208	$148,881,753	$11,225,790	8.2%
Federal Revenue	$30,638,792	$22,558,254	$48,585,403	$18,039,887	($4,518,367)	-20.0%
Subtotal - Revenue	$425,488,681	$391,237,875	$478,824,569	$399,026,382	$7,788,507	2.0%
Transfers In	$123,621,243	$124,325,710	$133,051,262	$125,881,459	$1,555,749	1.3%
Use of Fund Balance	($3,808,321)	$4,785,485	$70,348,869	$8,434,327	$3,648,842	76.2%
TOTAL REVENUE - All Funds	**$545,301,603**	**$520,349,070**	**$682,224,700**	**$533,342,168**	**$12,993,098**	**2.5%**
Expenditures (by function)						
Executive Services	$2,262,358	$3,187,101	$3,373,169	$3,999,751	$812,650	25.5%
Administrative Services	$9,214,358	$11,154,293	$11,576,712	$11,277,889	$123,596	1.1%
Voter Services	$264,739	$302,136	$302,136	$343,213	$41,077	13.6%
Judicial Administration	$3,415,895	$3,496,116	$3,682,503	$3,638,538	$142,422	4.1%
Public Safety	$37,312,379	$38,521,564	$40,500,885	$39,692,656	$1,171,092	3.0%
Public Works	$22,006,900	$26,371,468	$26,648,107	$27,017,559	$646,091	2.4%
Health & Welfare	$16,559,736	$18,432,463	$18,768,361	$18,755,876	$323,413	1.8%
Parks, Recreation & Cultural	$6,338,037	$6,891,569	$7,089,047	$6,918,239	$26,670	0.4%
Community Development	$3,749,218	$3,813,726	$4,418,279	$4,266,588	$452,862	11.9%
Debt Service	$47,671,346	$52,359,077	$55,436,045	$56,926,455	$4,567,378	8.7%
Capital Projects	$44,948,683	$7,598,610	$150,920,431	$11,124,146	$3,525,536	46.4%
Transportation	$820,929	$2,551,414	$2,551,414	$2,066,869	($484,545)	-19.0%
Education	$218,342,778	$212,158,666	$214,721,192	$212,180,737	$22,071	0.0%
Food Service	$8,773,004	$9,185,157	$9,185,157	$9,252,193	$67,036	0.7%
Subtotal - Appropriated Expenditures	$421,680,360	$396,023,360	$549,173,438	$407,460,709	$11,437,349	
Transfers Out	$123,621,243	$124,325,710	$133,051,262	$125,881,459	$1,555,749	1.3%
TOTAL EXPENDITURES - All Funds	**$545,301,603**	**$520,349,070**	**$682,224,700**	**$533,342,168**	**$12,993,098**	**2.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$248,735,779	$245,350,323	$245,451,441	$251,957,309	$6,606,986	2.7%
Operating (other than debt service)	$75,096,322	$89,792,041	$94,960,373	$86,874,315	($2,917,726)	-3.2%
Debt Service	$47,671,346	$52,359,077	$55,123,321	$56,926,455	$4,567,378	8.7%
Capital	$50,176,913	$8,521,919	$153,638,303	$11,702,630	$3,180,711	37.3%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$421,680,360**	**$396,023,360**	**$549,173,438**	**$407,460,709**	**$11,437,349**	**2.9%**

Sources and Uses of Funds

Where Does the Money Come From?

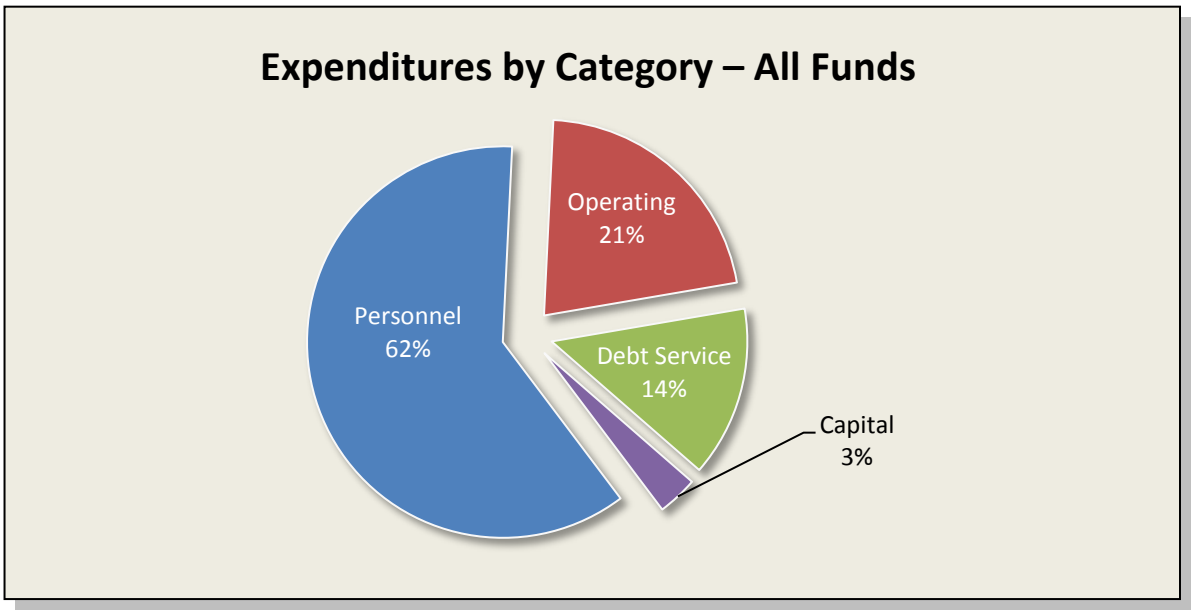


Where Does the Money Go?



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

For What Purposes is the Money Used?



FY 2012 Adopted Budget - All Funds By Fund

	Governmental Funds						
	General Fund	Capital Proj. Fund	EDO Fund	Fire/EMS Fee Fund	Code Comp Fund	Transportation Fund	School Op. Fund
Revenues (by type)							
Property Taxes	$141,631,279	$0	$0	$0	$0	$1,403,081	$0
Other Local Taxes	$34,002,974	$0	$0	$0	$0	$0	$0
Licenses & Permits	$381,250	$0	$0	$0	$0	$0	$0
Charges for Services	$2,016,278	$0	$0	$2,400,000	$0	$0	$0
Other Local Revenue	$4,867,400	$415,110	$80,689	$0	$2,176,252	$3,524,501	$3,171,416
Debt Proceeds	$0	$0	$0	$0	$0	$0	$0
State Revenue	$35,856,405	$1,544,678	$0	$0	$0	$0	$111,268,663
Federal Revenue	$29,578	$464,103	$0	$0	$0	$0	$13,481,130
Subtotal - Revenue	$218,785,164	$2,423,891	$80,689	$2,400,000	$2,176,252	$4,927,582	$127,921,209
Transfers In	$3,253,235	$4,973,119	$70,000	$0	$1,377,484	$290,622	$114,830,339
Use of Fund Balance	$638,854	$436,929	$204,769	$236,608	$0	$4,315,997	$0
TOTAL REVENUE - All Funds	**$222,677,253**	**$7,833,939**	**$355,458**	**$2,636,608**	**$3,553,736**	**$9,534,201**	**$242,751,548**
Expenditures (by function)							
Executive Services	$3,999,751	$0	$0	$0	$0	$0	$0
Administrative Services	$11,277,889	$0	$0	$0	$0	$0	$0
Voter Services	$343,213	$0	$0	$0	$0	$0	$0
Judicial Administration	$3,638,538	$0	$0	$0	$0	$0	$0
Public Safety	$37,875,025	$0	$0	$0	$1,817,631	$0	$0
Public Works	$7,897,521	$0	$0	$0	$0	$0	$0
Health & Welfare	$18,755,876	$0	$0	$0	$0	$0	$0
Parks, Recreation & Cultural	$6,918,239	$0	$0	$0	$0	$0	$0
Community Development	$2,623,123	$0	$295,860	$0	$1,347,605	$0	$0
Debt Service	$8,606,525	$0	$59,598	$0	$0	$7,342,943	$30,514,941
Capital Projects	$0	$7,240,190	$0	$0	$0	$0	$0
Transportation	$0	$0	$0	$0	$0	$2,066,869	$0
Education	$0	$0	$0	$0	$0	$0	$212,180,737
Food Service	$0	$0	$0	$0	$0	$0	$0
Subtotal - Appropriated Expenditures	$101,935,700	$7,240,190	$355,458	$0	$3,165,236	$9,409,812	$242,695,678
Transfers Out	$120,741,553	$593,749	$0	$2,636,608	$388,500	$124,389	$55,870
TOTAL EXPENDITURES - All Funds	**$222,677,253**	**$7,833,939**	**$355,458**	**$2,636,608**	**$3,553,736**	**$9,534,201**	**$242,751,548**
Appropriated Expenditures (by category)							
Personnel (salaries & benefits)	$53,842,833	$306,743	$0	$0	$2,766,464	$310,894	$183,635,360
Operating (other than debt service)	$38,181,440	$1,420,985	$295,860	$0	$398,772	$1,755,975	$28,365,693
Debt Service	$8,606,525	$0	$59,598	$0	$0	$7,342,943	$30,514,941
Capital	$1,304,902	$5,512,462	$0	$0	$0	$0	$179,684
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$101,935,700**	**$7,240,190**	**$355,458**	**$0**	**$3,165,236**	**$9,409,812**	**$242,695,678**

FY 2012 Adopted Budget - All Funds By Fund (continued)

			Proprietary Funds					
School Carry Fund	School Food Fund	School Cap. Fund	Joint Fleet Fund	Utilities Op. Fund	Utilities Cap. Fund	**FY 2012 Adopted***	**FY 2011 Adopted***	**FY 2010 Actual***
$0	$0	$0	$0	$0	$0	$143,034,360	$143,634,660	$136,469,147
$0	$0	$0	$0	$0	$0	$34,002,974	$32,584,544	$33,358,016
$0	$0	$0	$0	$0	$0	$381,250	$344,194	$213,325
$0	$0	$0	$2,038,973	$22,309,162	$2,327,970	$29,053,410	$28,014,025	$30,359,271
$0	$5,458,296	$0	$0	$5,030,428	$908,656	$25,632,748	$26,446,235	$18,791,819
$0	$0	$0	$0	$0	$0	$0	$0	$27,832,135
$0	$212,007	$0	$0	$0	$0	$148,881,753	$137,655,963	$147,826,176
$0	$3,526,020	$0	$0	$539,056	$0	$18,039,887	$22,558,254	$30,638,792
$0	$9,196,323	$0	$2,038,973	$27,878,646	$3,236,626	$399,026,382	$391,237,875	$425,488,681
$0	$55,870	$0	$0	$1,030,790	$0	$125,881,459	$124,325,710	$123,621,243
$0	$0	$700,000	$0	$923,050	$978,120	$8,434,327	$4,785,485	($3,808,321)
$0	**$9,252,193**	**$700,000**	**$2,038,973**	**$29,832,486**	**$4,214,746**	**$533,342,168**	**$520,349,070**	**$545,301,603**
$0	$0	$0	$0	$0	$0	$3,999,751	$3,187,101	$2,262,358
$0	$0	$0	$0	$0	$0	$11,277,889	$11,154,293	$9,214,358
$0	$0	$0	$0	$0	$0	$343,213	$302,136	$264,739
$0	$0	$0	$0	$0	$0	$3,638,538	$3,496,116	$3,415,895
$0	$0	$0	$0	$0	$0	$39,692,656	$38,521,564	$37,312,379
$0	$0	$0	$0	$19,120,038	$0	$27,017,559	$26,371,468	$22,006,900
$0	$0	$0	$0	$0	$0	$18,755,876	$18,432,463	$16,559,736
$0	$0	$0	$0	$0	$0	$6,918,239	$6,891,569	$6,338,037
$0	$0	$0	$0	$0	$0	$4,266,588	$3,813,726	$3,749,218
$0	$0	$0	$0	$10,402,448	$0	$56,926,455	$52,359,077	$47,671,346
$0	$0	$700,000	$0	$0	$3,183,956	$11,124,146	$7,598,610	$44,948,683
$0	$0	$0	$2,038,973	$0	$0	$2,066,869	$2,551,414	$820,929
$0	$0	$0	$0	$0	$0	$212,180,737	$212,158,666	$218,342,778
$0	$9,252,193	$0	$0	$0	$0	$9,252,193	$9,185,157	$8,773,004
$0	$9,252,193	$700,000	$2,038,973	$29,522,486	$3,183,956	$407,460,709	$396,023,360	$421,680,360
$0	$0	$0	$0	$310,000	$1,030,790	$125,881,459	$124,325,710	$123,621,243
$0	**$9,252,193**	**$700,000**	**$2,038,973**	**$29,832,486**	**$4,214,746**	**$533,342,168**	**$520,349,070**	**$545,301,603**
$0	$2,559,480	$0	$1,089,011	$8,535,535	$0	$251,957,309	$245,350,323	$248,735,779
$0	$6,692,713	$0	$927,362	$9,762,877	$0	$86,874,315	$89,792,041	$75,096,322
$0	$0	$0	$0	$10,402,448	$0	$56,926,455	$52,359,077	$47,671,346
$0	$0	$700,000	$22,600	$821,626	$3,183,956	$11,702,630	$8,521,919	$50,176,913
$0	**$9,252,193**	**$700,000**	**$2,038,973**	**$29,522,486**	**$3,183,956**	**$407,460,709**	**$396,023,360**	**$421,680,360**

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

FY 2012 Adopted Budget - General Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$135,397,845	$142,480,021	$138,585,715	$141,631,279	($848,742)	-0.6%
Other Local Taxes	$33,358,016	$32,584,544	$33,554,680	$34,002,974	$1,418,430	4.4%
Licenses & Permits	$213,325	$344,194	$245,951	$381,250	$37,056	10.8%
Charges for Services	$2,210,959	$2,122,236	$2,044,040	$2,016,278	($105,958)	-5.0%
Other Local Revenue	$4,883,634	$4,690,167	$4,760,234	$4,867,400	$177,233	3.8%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$34,202,500	$31,308,276	$36,648,656	$35,856,405	$4,548,129	14.5%
Federal Revenue	$982,099	$110,404	$776,139	$29,578	($80,826)	-73.2%
Subtotal - Revenue	$211,248,378	$213,639,842	$216,615,415	$218,785,164	$5,145,322	2.4%
Transfers In	$3,878,847	$3,398,937	$3,225,114	$3,253,235	($145,702)	-4.3%
Use of Fund Balance	($9,590,323)	$130,000	$7,201,429	$638,854	$508,854	391.4%
TOTAL REVENUE - General Fund	**$205,536,902**	**$217,168,779**	**$227,041,958**	**$222,677,253**	**$5,508,474**	**2.5%**
Expenditures (by function)						
Executive Services	$2,262,358	$3,187,101	$3,373,169	$3,999,751	$812,650	25.5%
Administrative Services	$9,214,358	$11,154,293	$11,576,712	$11,277,889	$123,596	1.1%
Voter Services	$264,739	$302,136	$302,136	$343,213	$41,077	13.6%
Judicial Administration	$3,415,895	$3,496,116	$3,682,503	$3,638,538	$142,422	4.1%
Public Safety	$35,662,175	$36,851,759	$38,732,950	$37,875,025	$1,023,266	2.8%
Public Works	$6,617,355	$7,523,091	$7,556,709	$7,897,521	$374,430	5.0%
Health & Welfare	$16,559,736	$18,432,463	$18,768,361	$18,755,876	$323,413	1.8%
Parks, Recreation & Cultural	$6,338,037	$6,891,569	$7,089,047	$6,918,239	$26,670	0.4%
Community Development	$2,233,678	$2,400,595	$2,817,795	$2,623,123	$222,528	9.3%
Debt Service	$5,840,060	$7,118,061	$6,891,702	$8,606,525	$1,488,464	20.9%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$88,408,391	$97,357,184	$100,791,084	$101,935,700	$4,578,516	4.7%
Transfers Out	$117,128,511	$119,811,595	$126,250,874	$120,741,553	$929,958	0.8%
TOTAL EXPENDITURES - General Fund	**$205,536,902**	**$217,168,779**	**$227,041,958**	**$222,677,253**	**$5,508,474**	**2.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$46,928,490	$50,019,604	$50,134,936	$53,842,833	$3,823,229	7.6%
Operating (other than debt service)	$34,650,249	$38,955,346	$40,863,545	$38,181,440	($773,906)	-2.0%
Debt Service	$5,840,060	$7,118,061	$6,891,702	$8,606,525	$1,488,464	20.9%
Capital	$989,592	$1,264,173	$2,900,901	$1,304,902	$40,729	3.2%
TOTAL APPROPRIATED EXPENDITURES - General Fund	**$88,408,391**	**$97,357,184**	**$100,791,084**	**$101,935,700**	**$4,578,516**	**4.7%**

Fund Balance - General Fund						
Beginning Fund Balance	$36,540,243	$46,130,566	$46,130,566	$40,274,980	($5,855,586)	-12.7%
Net gain (use) from operations	$9,590,323	($130,000)	($7,201,429)	($638,854)	($508,854)	391.4%
Ending Fund Balance	$46,130,566	$46,000,566	$38,929,137	$39,636,126	($6,364,440)	-13.8%
Fiscal Stability Reserve - General Fund	$34,244,760	$34,670,637	$34,670,637	$35,103,946	$433,309	1.2%
Fund Balance Net of Reserve	$11,885,806	$11,329,929	$4,258,500	$4,532,180	($6,797,749)	-60.0%
Ending Fund Balance - General Fund	**$46,130,566**	**$46,000,566**	**$38,929,137**	**$39,636,126**	**($6,364,440)**	**-13.8%**

The FY 2012 Beginning Fund balance assumes revisions anticipated with the FY 2011 3rd Quarter Financial Report, which are not necessarily reflected in the FY 2011 Amended column.

FY 2012 Adopted Budget - Capital Projects Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$160,278	$112,920	$563,309	$415,110	$302,190	267.6%
Debt Proceeds	$27,832,135	$0	$17,487,990	$0	$0	n/a
State Revenue	$604,948	$0	$3,563,953	$1,544,678	$1,544,678	n/a
Federal Revenue	$1,246,059	$312,218	$25,135,056	$464,103	$151,885	48.6%
Subtotal - Revenue	$29,843,420	$425,138	$46,750,308	$2,423,891	$1,998,753	470.1%
Transfers In	$4,839,496	$4,397,867	$8,539,061	$4,973,119	$575,252	13.1%
Use of Fund Balance	($11,417,219)	$487,969	$34,962,178	$436,929	($51,040)	-10.5%
TOTAL REVENUE - Capital Projects Fund	**$23,265,697**	**$5,310,974**	**$90,251,547**	**$7,833,939**	**$2,522,965**	**47.5%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$20,288,105	$4,510,788	$89,380,481	$7,240,190	$2,729,402	60.5%
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$20,288,105	$4,510,788	$89,380,481	$7,240,190	$2,729,402	60.5%
Transfers Out	$2,977,592	$800,186	$871,066	$593,749	($206,437)	-25.8%
TOTAL EXPENDITURES - Cap Proj Fund	**$23,265,697**	**$5,310,974**	**$90,251,547**	**$7,833,939**	**$2,522,965**	**47.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$272,162	$279,051	$279,051	$306,743	$27,692	9.9%
Operating (other than debt service)	$8,612	$1,946,737	$2,221,185	$1,420,985	($525,752)	-27.0%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$20,007,331	$2,285,000	$86,880,245	$5,512,462	$3,227,462	141.2%
TOTAL APPROPRIATED EXPENDITURES - Cap Proj Fund	**$20,288,105**	**$4,510,788**	**$89,380,481**	**$7,240,190**	**$2,729,402**	**60.5%**

Fund Balance - Capital Projects Fund						
Beginning Fund Balance	$25,254,596	$36,671,815	$36,671,815	$1,709,637	($34,962,178)	-95.3%
Net gain (use) from operations	$11,417,219	($487,969)	($34,962,178)	($436,929)	$51,040	-10.5%
Ending Fund Balance - Capital Project	**$36,671,815**	**$36,183,846**	**$1,709,637**	**$1,272,708**	**($34,911,138)**	**-96.5%**

FY 2012 Adopted Budget - Economic Development Opportunities Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$107,723	$76,256	$70,142	$80,689	$4,433	5.8%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$107,723	$76,256	$70,142	$80,689	$4,433	5.8%
Transfers In	$0	$70,000	$70,000	$70,000	$0	0.0%
Use of Fund Balance	$86,150	$86,584	$206,584	$204,769	$118,185	136.5%
TOTAL REVENUE - EDO Fund	**$193,873**	**$232,840**	**$346,726**	**$355,458**	**$122,618**	**52.7%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$132,125	$173,114	$287,000	$295,860	$122,746	70.9%
Debt Service	$61,748	$59,726	$59,726	$59,598	($128)	-0.2%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$193,873	$232,840	$346,726	$355,458	$122,618	52.7%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - EDO Fund	**$193,873**	**$232,840**	**$346,726**	**$355,458**	**$122,618**	**52.7%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$132,125	$173,114	$287,000	$295,860	$122,746	70.9%
Debt Service	$61,748	$59,726	$59,726	$59,598	($128)	-0.2%
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - EDO Fund	**$193,873**	**$232,840**	**$346,726**	**$355,458**	**$122,618**	**52.7%**

Fund Balance - EDO Fund						
Beginning Fund Balance	$762,994	$676,844	$676,844	$470,260	($206,584)	-30.5%
Net gain (use) from operations	($86,150)	($86,584)	($206,584)	($204,769)	($118,185)	136.5%
Ending Fund Balance	**$676,844**	**$590,260**	**$470,260**	**$265,491**	**($324,769)**	**-55.0%**

FY 2012 Adopted Budget - Fire-EMS Fee Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$2,181,382	$2,400,000	$2,400,000	$2,400,000	$0	0.0%
Other Local Revenue	$0	$0	$0	$0	$0	n/a
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$2,181,382	$2,400,000	$2,400,000	$2,400,000	$0	0.0%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of (Addition to) Fund Balance	($149,561)	$140,792	$30,316	$236,608	$95,816	68.1%
TOTAL REVENUE - Fire/EMS Fee Fund	**$2,031,821**	**$2,540,792**	**$2,430,316**	**$2,636,608**	**$95,816**	**3.8%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$0	$0	$0	$0	$0	n/a
Transfers Out	$2,031,821	$2,540,792	$2,430,316	$2,636,608	$95,816	3.8%
TOTAL EXPENDITURES - Fire/EMS Fund	**$2,031,821**	**$2,540,792**	**$2,430,316**	**$2,636,608**	**$95,816**	**3.8%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Fire/EMS Fund	**$0**	**$0**	**$0**	**$0**	**$0**	**n/a**

Fund Balance - Fire/EMS Fee Fund						
Beginning Fund Balance	$441,827	$591,388	$591,388	$561,072	($30,316)	-5.1%
Net gain (use) from operations	$149,561	($140,792)	($30,316)	($236,608)	($95,816)	68.1%
Ending Fund Balance	**$591,388**	**$450,596**	**$561,072**	**$324,464**	**($126,132)**	**-28.0%**

FY 2012 Adopted Budget - Code Compliance Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$2,309,216	$2,113,426	$2,374,043	$2,176,252	$62,826	3.0%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$2,309,216	$2,113,426	$2,374,043	$2,176,252	$62,826	3.0%
Transfers In	$734,350	$1,274,623	$1,051,376	$1,377,484	$102,861	8.1%
Use of Fund Balance	($9,947)	$0	$0	$0	$0	n/a
TOTAL REVENUE - Code Compliance Fur	**$3,033,619**	**$3,388,049**	**$3,425,419**	**$3,553,736**	**$165,687**	**4.9%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$1,650,204	$1,669,805	$1,767,935	$1,817,631	$147,826	8.9%
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$1,383,415	$1,240,017	$1,313,484	$1,347,605	$107,588	8.7%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$3,033,619	$2,909,822	$3,081,419	$3,165,236	$255,414	8.8%
Transfers Out	$0	$478,227	$344,000	$388,500	($89,727)	-18.8%
TOTAL EXPENDITURES - Code Comp. Fu	**$3,033,619**	**$3,388,049**	**$3,425,419**	**$3,553,736**	**$165,687**	**4.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,654,661	$2,654,965	$2,655,797	$2,766,464	$111,499	4.2%
Operating (other than debt service)	$366,627	$254,857	$372,274	$398,772	$143,915	56.5%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$12,331	$0	$53,348	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Code Comp. Fund	**$3,033,619**	**$2,909,822**	**$3,081,419**	**$3,165,236**	**$255,414**	**8.8%**

Fund Balance - Code Compliance Fund						
Beginning Fund Balance	$1,859	$11,806	$11,806	$11,806	$0	0.0%
Net gain (use) from operations	$9,947	$0	$0	$0	$0	n/a
Ending Fund Balance	**$11,806**	**$11,806**	**$11,806**	**$11,806**	**$0**	**0.0%**

FY 2012 Adopted Budget - Transportation Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$1,071,302	$1,154,639	$1,154,639	$1,403,081	$248,442	21.5%
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$26,822	$4,349,962	$4,349,962	$3,524,501	($825,461)	-19.0%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$1,098,124	$5,504,601	$5,504,601	$4,927,582	($577,019)	-10.5%
Transfers In	$4,331,907	$1,298,074	$1,298,074	$290,622	($1,007,452)	-77.6%
Use of Fund Balance	($1,620,395)	$2,075,781	$2,075,781	$4,315,997	$2,240,216	107.9%
TOTAL REVENUE - Transportation Fund	**$3,809,636**	**$8,878,456**	**$8,878,456**	**$9,534,201**	**$655,745**	**7.4%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$1,795,117	$6,163,661	$6,163,661	$7,342,943	$1,179,282	19.1%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$820,929	$2,551,414	$2,551,414	$2,066,869	($484,545)	-19.0%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$2,616,046	$8,715,075	$8,715,075	$9,409,812	$694,737	8.0%
Transfers Out	$1,193,590	$163,381	$163,381	$124,389	($38,992)	-23.9%
TOTAL EXPENDITURES - Trans. Fund	**$3,809,636**	**$8,878,456**	**$8,878,456**	**$9,534,201**	**$655,745**	**7.4%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$310,795	$330,832	$330,832	$310,894	($19,938)	-6.0%
Operating (other than debt service)	$509,880	$2,220,582	$2,220,582	$1,755,975	($464,607)	-20.9%
Debt Service	$1,795,117	$6,163,661	$6,163,661	$7,342,943	$1,179,282	19.1%
Capital	$254	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Trans. Fund	**$2,616,046**	**$8,715,075**	**$8,715,075**	**$9,409,812**	**$694,737**	**8.0%**

Fund Balance - Transportation Fund						
Beginning Fund Balance *	$4,634,485	$6,254,880	$6,254,880	$9,818,923	$3,564,043	57.0%
Net gain (use) from operations	$1,620,395	($2,075,781)	($2,075,781)	($4,315,997)	($2,240,216)	107.9%
Ending Fund Balance	**$6,254,880**	**$4,179,099**	**$4,179,099**	**$5,502,926**	**$1,323,827**	**31.7%**

** Fund Balance does not reflect the Bond anticipation liability shown in the CAFR*

The FY 2012 Beginning Fund balance includes the addition of FY 2011 reservations that are anticipated to fall to the Fund balance at the close of FY 2011.

FY 2012 Adopted Budget - School Operating Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$2,754,805	$3,156,255	$3,156,255	$3,171,416	$15,161	0.5%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$112,847,547	$106,155,956	$106,155,956	$111,268,663	$5,112,707	4.8%
Federal Revenue	$24,879,296	$19,085,632	$19,210,932	$13,481,130	($5,604,502)	-29.4%
Subtotal - Revenue	$140,481,648	$128,397,843	$128,523,143	$127,921,209	($476,634)	-0.4%
Transfers In	$109,687,921	$113,830,339	$114,269,157	$114,830,339	$1,000,000	0.9%
Use of Fund Balance	$0	$0	$0	$0	$0	n/a
TOTAL REVENUE - School Op. Fund	**$250,169,569**	**$242,228,182**	**$242,792,300**	**$242,751,548**	**$523,366**	**0.2%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$31,863,833	$30,013,646	$30,451,670	$30,514,941	$501,295	1.7%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$218,249,866	$212,158,666	$212,284,760	$212,180,737	$22,071	0.0%
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$250,113,699	$242,172,312	$242,736,430	$242,695,678	$523,366	0.2%
Transfers Out	$55,870	$55,870	$55,870	$55,870	$0	0.0%
TOTAL EXPENDITURES - School Op. Fun	**$250,169,569**	**$242,228,182**	**$242,792,300**	**$242,751,548**	**$523,366**	**0.2%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$187,611,371	$181,207,124	$181,276,228	$183,635,360	$2,428,236	1.3%
Operating (other than debt service)	$26,094,885	$30,095,477	$30,121,729	$28,365,693	($1,729,784)	-5.7%
Debt Service	$31,863,833	$30,013,646	$30,138,946	$30,514,941	$501,295	1.7%
Capital	$4,543,610	$856,065	$1,199,527	$179,684	($676,381)	-79.0%
TOTAL APPROPRIATED EXPENDITURES - School Op. Fund	**$250,113,699**	**$242,172,312**	**$242,736,430**	**$242,695,678**	**$523,366**	**0.2%**

Fund Balance - School Operating Fund						
Beginning Fund Balance	$0	$0	$0	$0	$0	n/a
Net gain (use) from operations	$0	$0	$0	$0	$0	n/a
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**	n/a

The School Operating Fund cannot legally maintain a fund balance. Any excess funding remaining at the close of the fiscal year falls to the County's General Fund balance and may be reappropriated to the Schools.

Local Transfer Breakdown						
State Required Local Effort		$43,595,345	$43,595,345	$45,188,202	$1,592,857	3.7%
State Required Local Match for Optional Programs		$1,302,868	$1,302,868	$2,381,247	$1,078,379	82.8%
Additional local Transfer		$68,932,126	$69,370,944	$67,260,890	($1,671,236)	-2.4%
Total Local Transfer	**$109,687,921**	**$113,830,339**	**$114,269,157**	**$114,830,339**	**$1,000,000**	**0.9%**

FY 2012 Adopted Budget - School Food Service Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$5,173,397	$5,887,556	$5,887,556	$5,458,296	($429,260)	-7.3%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$171,181	$191,731	$191,731	$212,007	$20,276	10.6%
Federal Revenue	$3,346,448	$3,050,000	$3,050,000	$3,526,020	$476,020	15.6%
Subtotal - Revenue	$8,691,026	$9,129,287	$9,129,287	$9,196,323	$67,036	0.7%
Transfers In	$55,870	$55,870	$55,870	$55,870	$0	0.0%
Use of Fund Balance	$26,108	$0	$0	$0	$0	n/a
TOTAL REVENUE - School Food Srvc. Fu	**$8,773,004**	**$9,185,157**	**$9,185,157**	**$9,252,193**	**$67,036**	**0.7%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$8,773,004	$9,185,157	$9,185,157	$9,252,193	$67,036	0.7%
Subtotal - Appropriated Expenditures	$8,773,004	$9,185,157	$9,185,157	$9,252,193	$67,036	0.7%
Transfers Out	$0	$0	$0		$0	n/a
TOTAL EXPENDITURES - School Food Sr	**$8,773,004**	**$9,185,157**	**$9,185,157**	**$9,252,193**	**$67,036**	**0.7%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,581,336	$2,602,516	$2,511,866	$2,559,480	($43,036)	-1.7%
Operating (other than debt service)	$6,191,668	$6,582,641	$6,643,291	$6,692,713	$110,072	1.7%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$0	$30,000	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - School Food Srvc.	**$8,773,004**	**$9,185,157**	**$9,185,157**	**$9,252,193**	**$67,036**	**0.7%**

Fund Balance - School Food Service Fund						
Beginning Fund Balance	$902,792	$876,684	$876,684	$876,684	$0	0.0%
Net gain (use) from operations	($26,108)	$0	$0	$0	$0	n/a
Ending Fund Balance	**$876,684**	**$876,684**	**$876,684**	**$876,684**	**$0**	**0.0%**

FY 2012 Adopted Budget - School Carry Forward Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$0	$0	$0	$0	$0	n/a
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$0	$0	$0	$0	$0	n/a
Transfers In	$92,852	$0	$2,436,432	$0	$0	n/a
Use of Fund Balance	$60	$0	$0	$0	$0	n/a
TOTAL REVENUE - School CF Fund	**$92,912**	**$0**	**$2,436,432**	**$0**	**$0**	**n/a**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$92,912	$0	$2,436,432	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$92,912	$0	$2,436,432	$0	$0	n/a
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - School CF Fund	**$92,912**	**$0**	**$2,436,432**	**$0**	**$0**	**n/a**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$92,912	$0	$2,436,432	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - School CF Fund	**$92,912**	**$0**	**$2,436,432**	**$0**	**$0**	**n/a**

Fund Balance - School Carry Fwd. Fund						
Beginning Fund Balance	$189	$129	$129	$129	$0	0.0%
Net gain (use) from operations	($60)	$0	$0	$0	$0	n/a
Ending Fund Balance	**$129**	**$129**	**$129**	**$129**	**$0**	**0.0%**

FY 2012 Adopted Budget - School Capital Projects Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$0	$0	$0	$0	$0	n/a
Other Local Revenue	$177,963	$0	$0	$0	$0	n/a
Debt Proceeds	$0	$0	$2,942,724	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$184,890	$0	$0	$0	$0	n/a
Subtotal - Revenue	$362,853	$0	$2,942,724	$0	$0	n/a
Transfers In	$0	$0	$0	$0	$0	n/a
Use of Fund Balance	$14,502,459	$0	$4,134,122	$700,000	$700,000	n/a
TOTAL REVENUE - School Cap. Proj. Fun	**$14,865,312**	**$0**	**$7,076,846**	**$700,000**	**$700,000**	**n/a**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$48,707	$0	$0	n/a
Capital Projects	$14,865,312	$0	$6,715,415	$700,000	$700,000	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$14,865,312	$0	$6,764,122	$700,000	$700,000	n/a
Transfers Out	$0	$0	$312,724	$0	$0	n/a
TOTAL EXPENDITURES - School Cap. Pro	**$14,865,312**	**$0**	**$7,076,846**	**$700,000**	**$700,000**	**n/a**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$152,892	$0	$0	$0	$0	n/a
Operating (other than debt service)	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$48,707	$0	$0	n/a
Capital	$14,712,420	$0	$6,715,415	$700,000	$700,000	n/a
TOTAL APPROPRIATED EXPENDITURES - School Cap. Proj.	**$14,865,312**	**$0**	**$6,764,122**	**$700,000**	**$700,000**	**n/a**

Fund Balance - School Cap. Proj. Fund						
Beginning Fund Balance	$21,068,984	$6,566,525	$6,566,525	$2,432,403	($4,134,122)	-63.0%
Net gain (use) from operations	($14,502,459)	$0	($4,134,122)	($700,000)	($700,000)	n/a
Ending Fund Balance	**$6,566,525**	**$6,566,525**	**$2,432,403**	**$1,732,403**	**($4,834,122)**	**-73.6%**

FY 2012 Adopted Budget - Joint Fleet Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$2,035,945	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
Other Local Revenue	$0	$0	$0	$0	$0	n/a
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$2,035,945	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of Fund Balance	($95,212)	$0	$0	$0	$0	n/a
TOTAL REVENUE - Joint Fleet Fund	**$1,940,733**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$0**	**0.0%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$1,940,733	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$1,940,733	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - Joint Fleet Func	**$1,940,733**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$0**	**0.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$1,149,028	$1,063,876	$1,063,876	$1,089,011	$25,135	2.4%
Operating (other than debt service)	$791,705	$965,097	$952,497	$927,362	($37,735)	-3.9%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$10,000	$22,600	$22,600	$12,600	126.0%
TOTAL APPROPRIATED EXPENDITURES - Joint Fleet Fund	**$1,940,733**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$0**	**0.0%**

Fund Balance - Joint Fleet Fund						
Beginning Fund Balance	$39,585	$134,797	$134,797	$134,797	$0	0.0%
Net gain (use) from operations	$95,212	$0	$0	$0	$0	n/a
Ending Fund Balance	**$134,797**	**$134,797**	**$134,797**	**$134,797**	**$0**	**0.0%**

FY 2012 Adopted Budget - Utilities Operating Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$23,172,834	$21,422,829	$21,422,829	$22,309,162	$886,333	4.1%
Other Local Revenue	$1,253,013	$4,485,771	$4,628,154	$5,030,428	$544,657	12.1%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$413,276	$539,056	$539,056	n/a
Subtotal - Revenue	$24,425,847	$25,908,600	$26,464,259	$27,878,646	$1,970,046	7.6%
Transfers In	$0	$0	$2,023,250	$1,030,790	$1,030,790	n/a
Use of Fund Balance	($741,855)	$2,419,419	$3,024,249	$923,050	($1,496,369)	-61.8%
TOTAL REVENUE - Utilities Op Fund	**$23,683,992**	**$28,328,019**	**$31,511,758**	**$29,832,486**	**$1,504,467**	**5.3%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$15,389,545	$18,848,377	$19,091,398	$19,120,038	$271,661	1.4%
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$8,110,588	$9,003,983	$11,820,579	$10,402,448	$1,398,465	15.5%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$23,500,133	$27,852,360	$30,911,977	$29,522,486	$1,670,126	6.0%
Transfers Out	$183,859	$475,659	$599,781	$310,000	($165,659)	-34.8%
TOTAL EXPENDITURES - Utilities Op Fun	**$23,683,992**	**$28,328,019**	**$31,511,758**	**$29,832,486**	**$1,504,467**	**5.3%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$8,224,072	$8,256,231	$8,262,731	$8,535,535	$279,304	3.4%
Operating (other than debt service)	$7,049,364	$9,563,287	$9,794,335	$9,762,877	$199,590	2.1%
Debt Service	$8,110,588	$9,003,983	$11,820,579	$10,402,448	$1,398,465	15.5%
Capital	$116,109	$1,028,859	$1,034,332	$821,626	($207,233)	-20.1%
TOTAL APPROPRIATED EXPENDITURES - Utilities Op Fund	**$23,500,133**	**$27,852,360**	**$30,911,977**	**$29,522,486**	**$1,670,126**	**6.0%**

Fund Balance - Utilities Operating Fund						
Beginning Fund Balance	$25,530,515	$26,272,370	$26,272,370	$23,248,121	($3,024,249)	-11.5%
Net gain (use) from operations	$741,855	($2,419,419)	($3,024,249)	($923,050)	$1,496,369	-61.8%
Ending Fund Balance	**$26,272,370**	**$23,852,951**	**$23,248,121**	**$22,325,071**	**($1,527,880)**	**-6.4%**

FY 2012 Adopted Budget - Utilities Capital Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$0	$0	$0	$0	$0	n/a
Other Local Taxes	$0	$0	$0	$0	$0	n/a
Licenses & Permits	$0	$0	$0	$0	$0	n/a
Charges for Services	$2,794,096	$2,068,960	$2,068,960	$2,327,970	$259,010	12.5%
Other Local Revenue	$1,944,968	$1,573,922	$1,573,922	$908,656	($665,266)	-42.3%
Debt Proceeds	$0	$0	$31,472,853	$0	$0	n/a
State Revenue	$0	$0	$2,934,912	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$4,739,064	$3,642,882	$38,050,647	$3,236,626	($406,256)	-11.2%
Transfers In	$0	$0	$82,928	$0	$0	n/a
Use of Fund Balance	$5,106,202	($555,060)	$18,714,210	$978,120	$1,533,180	-276.2%
TOTAL REVENUE - Utilities Cap Proj Fun	**$9,845,266**	**$3,087,822**	**$56,847,785**	**$4,214,746**	**$1,126,924**	**36.5%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$9,795,266	$3,087,822	$54,824,535	$3,183,956	$96,134	3.1%
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$9,795,266	$3,087,822	$54,824,535	$3,183,956	$96,134	3.1%
Transfers Out	$50,000	$0	$2,023,250	$1,030,790	$1,030,790	n/a
TOTAL EXPENDITURES - Utilities Cap Pr	**$9,845,266**	**$3,087,822**	**$56,847,785**	**$4,214,746**	**$1,126,924**	**36.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$9,795,266	$3,087,822	$54,824,535	$3,183,956	$96,134	3.1%
TOTAL APPROPRIATED EXPENDITURES - Utilities Cap Proj	**$9,795,266**	**$3,087,822**	**$54,824,535**	**$3,183,956**	**$96,134**	**3.1%**

Fund Balance - Utilities Cap. Proj. Fund						
Beginning Fund Balance	$43,736,050	$38,629,848	$38,629,848	$21,351,427		
Net gain (use) from operations	($5,106,202)	$555,060	($18,714,210)	($978,120)	($1,533,180)	-276.2%
Ending Fund Balance	**$38,629,848**	**$39,184,908**	**$19,915,638**	**$20,373,307**	**($1,533,180)**	**-3.9%**

The FY 2012 Beginning Fund balance includes the addition of FY 2011 capitalized interest reservation that is anticipated to fall to the Fund balance at the close of FY 2011.

Changes in Fund Balance - All Funds				
	FY 2012		Variance	
Funds	Beginning	Ending	Amount	Percent
General Fund	$40,274,980	$39,636,126	($638,854)	-1.6%
Capital Projects Fund	$1,709,637	$1,272,708	($436,929)	-25.6%
Economic Development Opportunities Fund	$470,260	$265,491	($204,769)	-43.5%
Fire/EMS Fee Fund	$561,072	$324,464	($236,608)	-42.2%
Code Compliance Fund	$11,806	$11,806	$0	0.0%
Transportation Fund	$9,818,923	$5,502,926	($4,315,997)	-44.0%
School Operating Fund	$0	$0	$0	n/a
School Carry Forward Fund	$129	$129	$0	0.0%
School Food Service Fund	$876,684	$876,684	$0	0.0%
School Capital Projects Fund	$2,432,403	$1,732,403	($700,000)	-28.8%
Joint Fleet Maintenance Fund	$134,797	$134,797	$0	0.0%
Utilities Operating Fund	$23,248,121	$22,325,071	($923,050)	-4.0%
Utilities Capital Projects Fund	$21,351,427	$20,373,307	($978,120)	-4.6%

Discussion of Changes in Fund Balance of 10% or More –

Capital Projects Fund: The $436,929 use of fund balance in FY 2012 is related to the transfer of capitalized interest on the 2009 bonds to the Transportation Fund for payment of debt service, and the use of $280,000 in accumulated interest earnings for the Patriot Park field lighting project.

Economic Development Opportunities Fund: The $204,769 use of the fund balance is attributable to economic development incentives, expansion and promotion of the Farmers' Markets, and Civil War tourism signs. Additionally, $70,269 of the fund balance is used because revenues are short of planned expenditures in FY 2012.

Fire/EMS Fee Fund: $236,608 is planned for use from the fund balance to fund additional Fire/Rescue training and replacement of the public safety server.

Transportation Fund: The $4.3 million use of fund balance in FY 2012 funds the budgeted special tax reserves for four special service districts, and the reserves associated with previous years' 10 percent set asides from the Cosner's Corner and Harrison Crossing commercial developments. Additionally, approximately $119,000 is used because revenues are short of planned expenditures in FY 2012.

School Capital Projects Fund $700,000 will be used from the fund balance to apply interest earnings on previously issued bonds to FY 2012 capital projects, reducing the amount to be borrowed for FY 2012 projects by $700,000.

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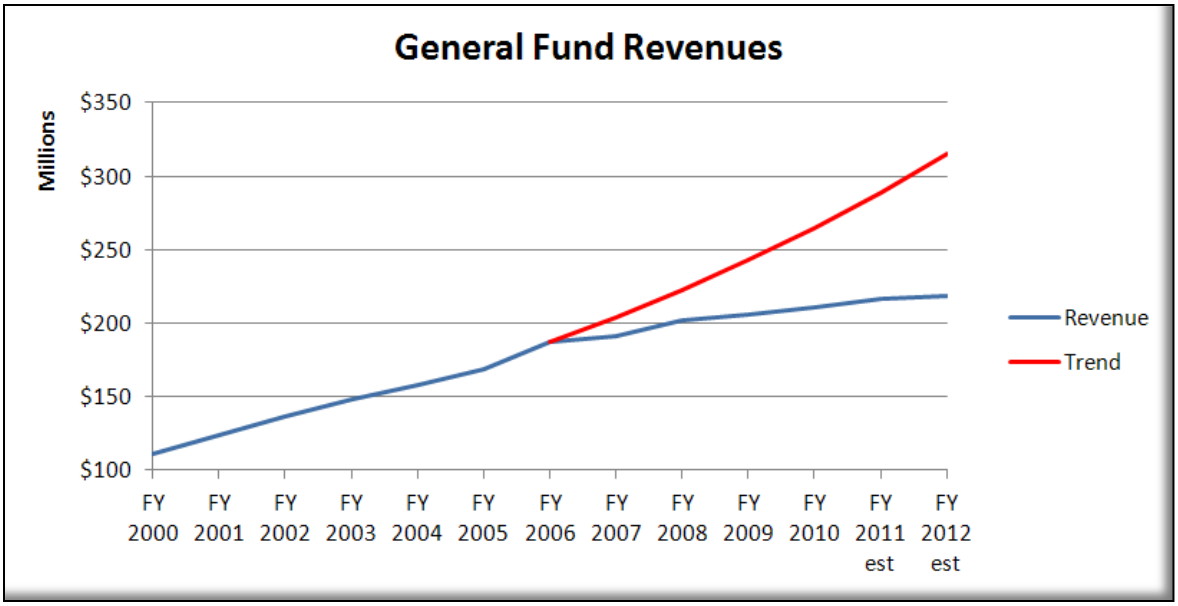
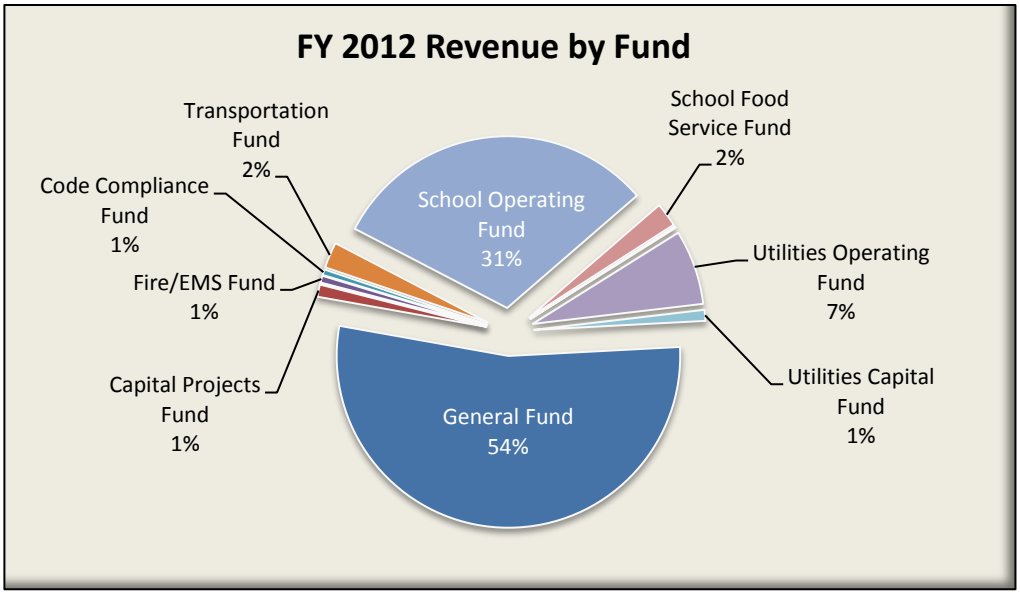
Revenues

During the first six fiscal years of the new millennium, General Fund revenues, anchored by real and personal property taxes as well as other local revenues such as sales and meals taxes, grew by an average of just over 9 percent per year. The County's population was growing at a rate of 4 percent per year, on average, and County-wide unemployment averaged approximately 2.5 percent. Then, in FY 2007, revenue growth unexpectedly slowed to 2.5 percent, resulting in a budget shortfall. A national recession was declared in December 2007 and would not be determined officially over until June 2009. By Fall 2010, the County's unemployment rate was at 5.3 percent, the County's population growth was estimated to have slowed to one-half of one percent, and General Fund revenue for FY 2008 – FY 2010 had slowed to an average annual growth of 2.4 percent. The projected revenues for FY 2012 reflect positive growth, albeit slow growth.

The graph below shows actual General Fund revenue for FY 2000 through FY 2010 and projected revenue for FY 2011 and FY 2012. The trend line (red line) shows the level of revenues that would be expected had the growth trend from FY 2000 to FY 2006 continued.

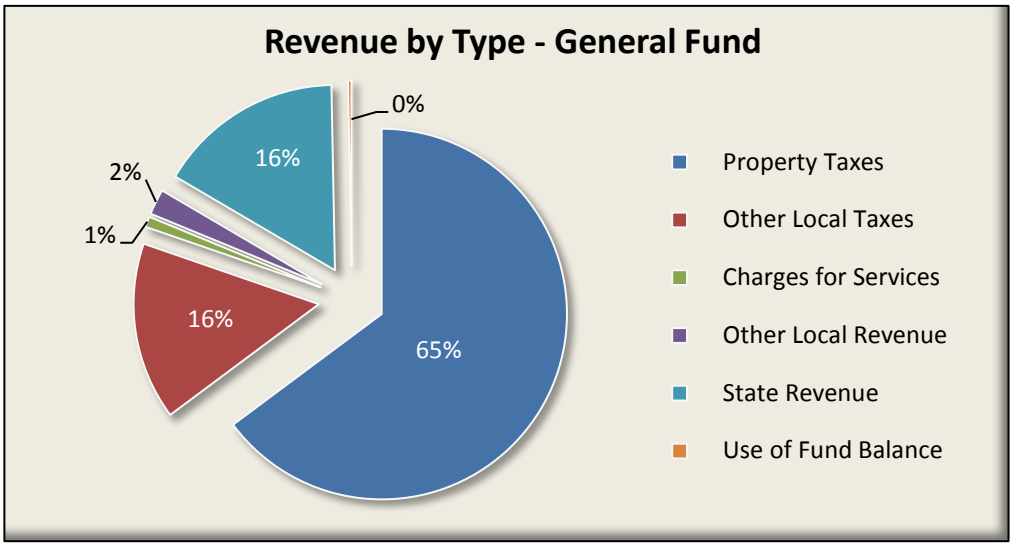


The following sections provide an overview of the major revenues, by category, within each fund. Revenue sources totaling at least 75 percent of the total revenues in each fund are discussed in detail. All revenue projections are developed by the Finance staff with input from County departments, and state and federal sources of data such as the Virginia Employment Commission, and the Bureau of Labor Statistics.



General Fund

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

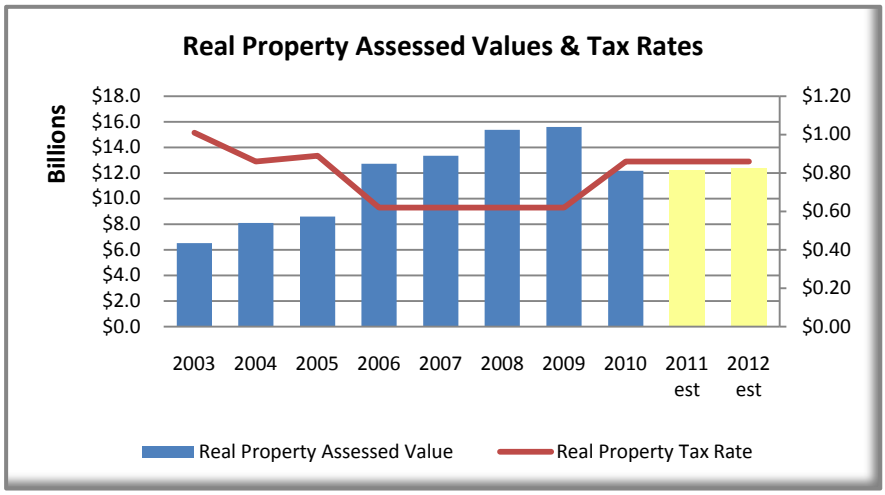


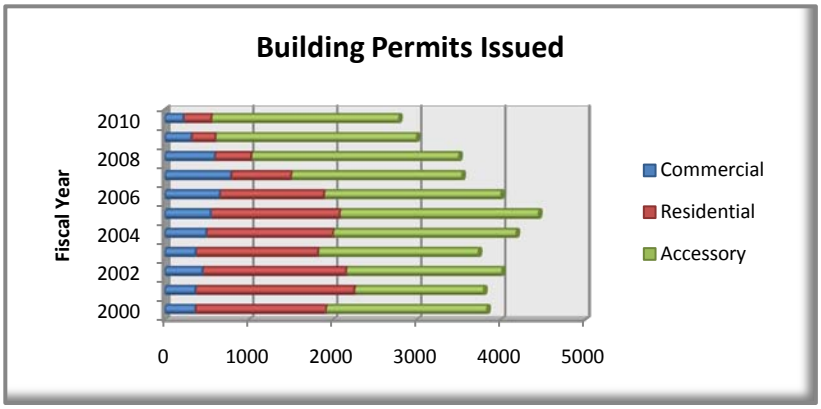
Revenue Category: Property Taxes

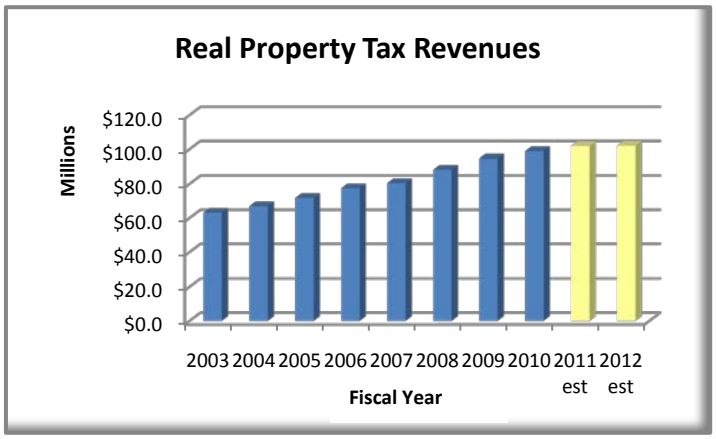
Real Property Taxes ($102.8M) State Code §58.1 – 3200, County Code Ch. 21, Article III

Revenue Description: Every two years, the Office of Real Estate Assessments conducts a general reassessment of all real property to include agricultural, residential, and commercial land and improvements. The purpose of the reassessment is to bring the value of all real property within the County in line with market values at the time of the reassessment. This is necessary to ensure that taxes used to pay for local governmental services and programs are distributed among all real property owners equitably. Updated assessments take effect in January of every even numbered year. Calendar year 2011 is not a reassessment year; therefore there were no assessment revisions. The FY 2012 Adopted Budget includes no change in the current real estate tax rate of $0.86 per $100 of assessed value and assumes the current $0.86 rate will be equalized in Spring 2012 based on the January 2012 reassessments.

Trend Analysis/Basis for FY 2012 Projection: For the five years preceding 2010, real property assessed values in Spotsylvania County grew by an average of 16 percent per year. However, in response to a struggling housing market in which nationwide delinquencies on mortgages nearly doubled and Spotsylvania ranked among those localities with the highest rates of foreclosure in Virginia, that trend drastically changed with the 2010 reassessment. With the inventory of homes for sale greater than the four to six months' worth considered normal, the limited availability of bank financing, and short and foreclosure sales often closing at prices below those of other comparable homes, it was inevitable that the assessed values of residential properties would decrease in the January 2010 reassessment.

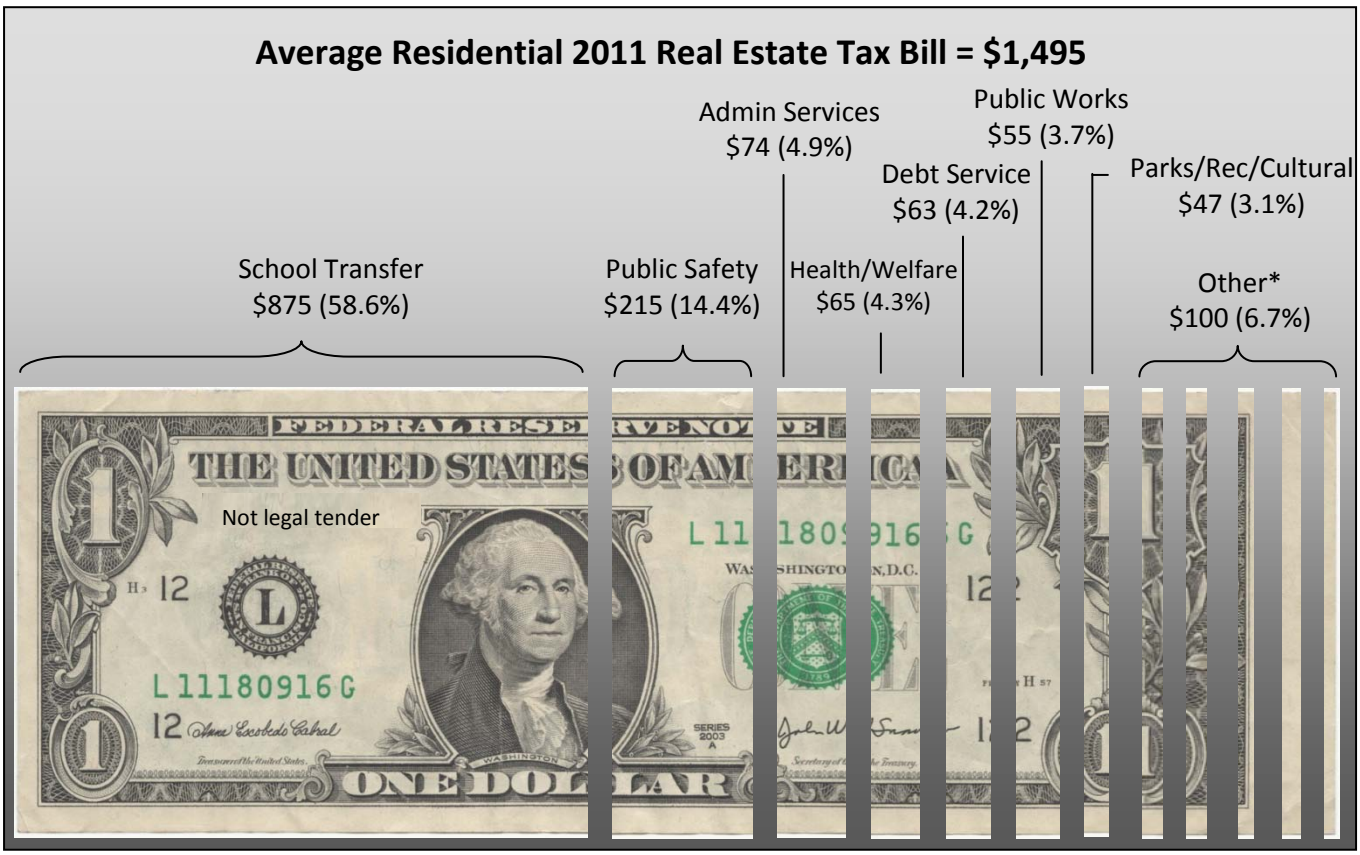






The FY 2012 real property tax revenue projection of **$102.8 million**, which includes one billing in tax year 2011 and one billing in tax year 2012, is based on a 2011 taxable assessed value of $12.3 billion, and a 2012 estimated taxable assessed value of $12.5 billion, each net of tax relief and deferred taxes. This $102.0 million represents 47.0 percent of all General Fund revenues, excluding transfers from other funds. The 2011 land book value reflects a 1.2 percent increase over the 2010 book value, all of which is attributable to new construction. New construction values added approximately 1.5 percent to the real property assessed values in each of 2009 and 2010, primarily from construction of a new hospital. With permits for new construction expected to decline again in 2011, new construction in 2012 is estimated at just 1.0 percent.

Based on the 2011 land book, the average residential real property tax bill in 2011 at the adopted real property rate of $0.86 per $100 of assessed value is projected to be $1,495 for the full year.



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

Personal Property Taxes ($29.1M)

State Code §58.1 – 3501, §58.1 – 3523 et seq., County Code Ch. 21, Article II

Revenue Description: Personal property tax is charged on all tangible property owned in the county, including automobiles, trucks, recreational vehicles and boats, business office furniture and equipment, and mobile homes. (While mobile homes are valued as personal property, State law requires that the rate for taxation not exceed that for real property, which is $0.86 per $100 of assessed value for 2011). Each year, county vehicle values are assessed based on 50 percent of the clean retail value from National Automobile Dealers Association (NADA) guide. Business furniture and equipment is valued with a depreciation schedule applied to the original cost of the item. The Personal Property Tax revenue supports General Fund expenditures.

Trend Analysis/Basis for FY 2012 Projection: Personal property tax revenue is not easily estimated due to the ever-changing values of new and used cars, the constant turnover of the inventory of vehicles in the county, and the annual depreciation of various types of business furniture and fixtures. Finance staff relies on personal property book values obtained from the Commissioner of Revenue's office, and makes reasoned estimates as to the potential growth in overall assessed values.

Changes in the NADA guide values can vary widely from one year to the next. For example, application of the new NADA values resulted in the 2009 assessed value of all vehicles being 21 percent less than the 2008 assessed value of all vehicles in the county. Then, when the updated NADA values were applied in 2010, the change in value was less than 1 percent. When the new NADA values were applied in early 2011 to the inventory of vehicles in the county, overall values declined by 7.4 percent, offsetting growth in values that occurred during 2010. Despite the NADA impact, no change in personal property tax rates is approved for 2011. New assessed value growth projected for calendar year 2011 is 0.7 percent while 1.0 percent is projected for calendar year 2012.

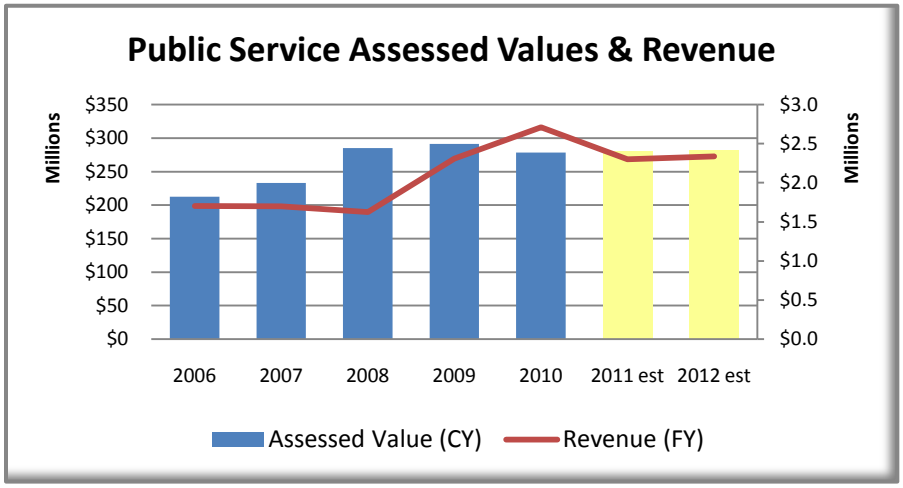
In FY 2011, personal property tax revenue (excluding the Personal Property Tax Relief Act (PPTRA) revenue received from the state and included in the non-categorical state revenue section) is budgeted at **$29.1 million**, including mobile home taxes. This represents 13.3 percent of all General Fund revenues, excluding transfers from other funds.

Public Service Corporation Tax ($2.3M)

State Code §58.1 – 2600 et seq.

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

Trend Analysis/Basis for FY 2012 Projection: Public service corporation values are assessed by the State. Tax bill payments for public service corporations are due in June for the full tax year based upon the prior year's assessed values. In the Fall of each year, the State sends updated assessed values to localities, which are then used to "true up" tax payments in December. The FY 2012 revenue projections for public service corporation real and personal property total **$2.3 million** and are based upon the September 2010 assessed valuation report from the State and assume 0.5 percent increases in assessed value in 2011 and 2012.



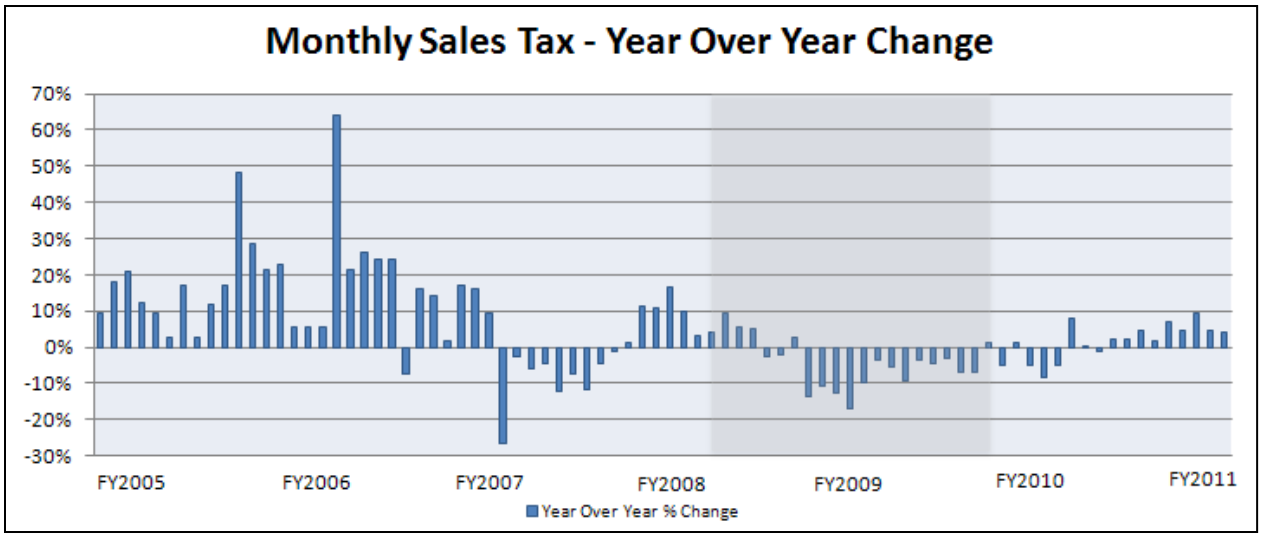
Revenue Category: Other Local Taxes

Sales Tax ($14.7M) State Code §58.1 – 605, §58.1 – 606, County Code Ch. 21, Article IV

Revenue Description: The State retail sales and use tax is 4.0 percent on the gross sales price of tangible goods other than food purchased for human consumption, and certain services. Food for home consumption by humans, including most grocery food items and cold prepared foods, are taxed at 1.5 percent. A portion of the State sales taxes are distributed to schools throughout Virginia based on school age population and Standards of Quality (SOQ) funding formulas determined by the State.

In addition to the 4.0 percent State sales tax, a 1.0 percent local option sales tax is charged in Spotsylvania. Revenues associated with this 1.0 percent local option are sent to the State by retailers, and the State then returns the revenue on a monthly basis to the County. Returns to the locality are two months behind the actual sales. For example, the local option tax revenue associated with December sales is received by Spotsylvania in February. The local option Sales Tax revenue supports General Fund expenditures.

Trend Analysis/Basis for FY 2012 Projection: Sales tax revenue is projected at **$14.7 million** in FY 2012, approximately $300,000 or 2.0 percent greater than the local option sales tax receipts currently expected for FY 2011. Monthly revenues tend to be consistent from month to month in any given year, with an increase in February associated with holiday shopping in December. However, year to year receipts can vary, depending upon the economic climate and consumer confidence.



Grey shading indicates recessionary period.

Consumer Utility Tax ($2.4M)

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

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

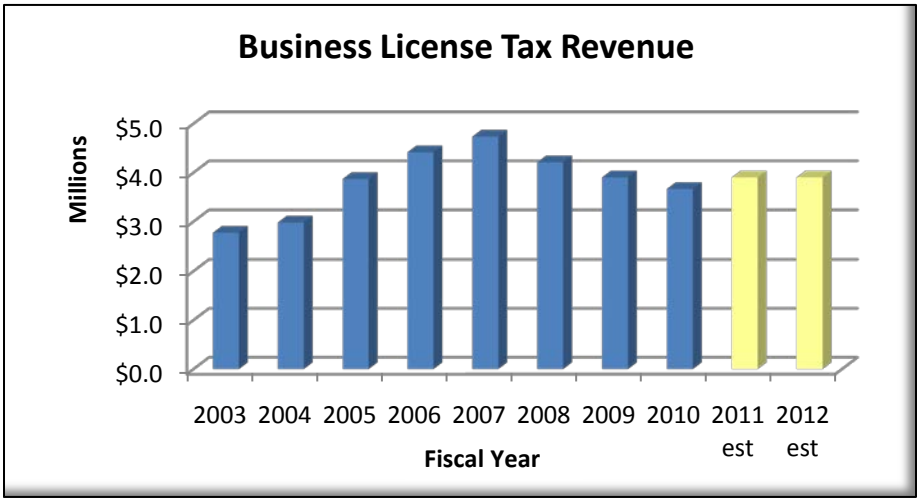
Trend Analysis/Basis for FY 2012 Projection: No change is expected in this revenue in FY 2012, with revenue projected at **$2.4 million.**

Business License Tax ($3.9M)

State Code §58.1 – 3700 et seq., County Code Ch. 11

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

Trend Analysis/Basis for FY 2012 Projection: During its 2011 session, the Virginia General Assembly passed a bill giving localities the right to set the basis of the Business License Tax at either net receipts or gross receipts. The Board of Supervisors made no changes to the way this tax is assessed. No change is expected in this revenue in FY 2012, with revenue projected at **$3.9 million**.

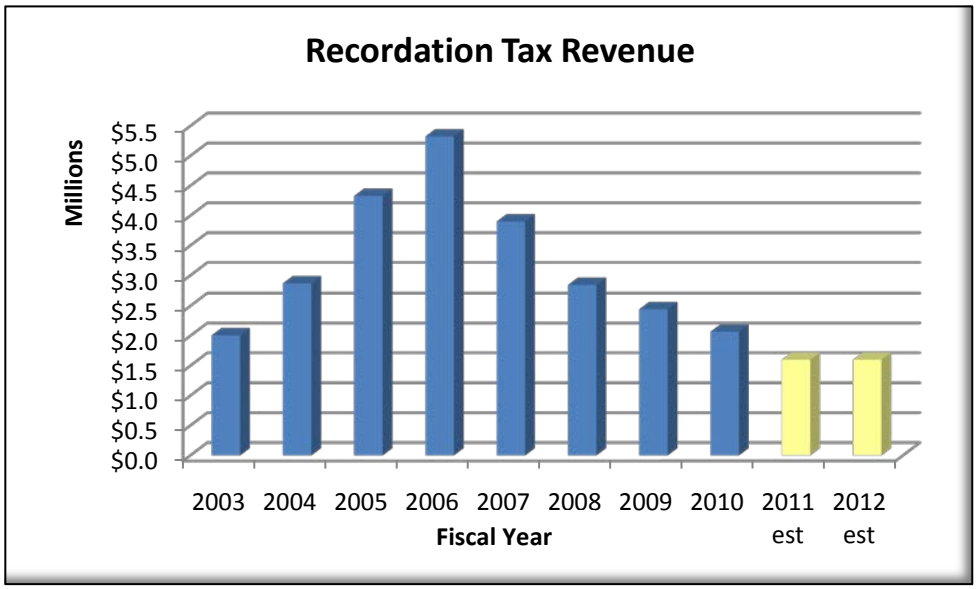


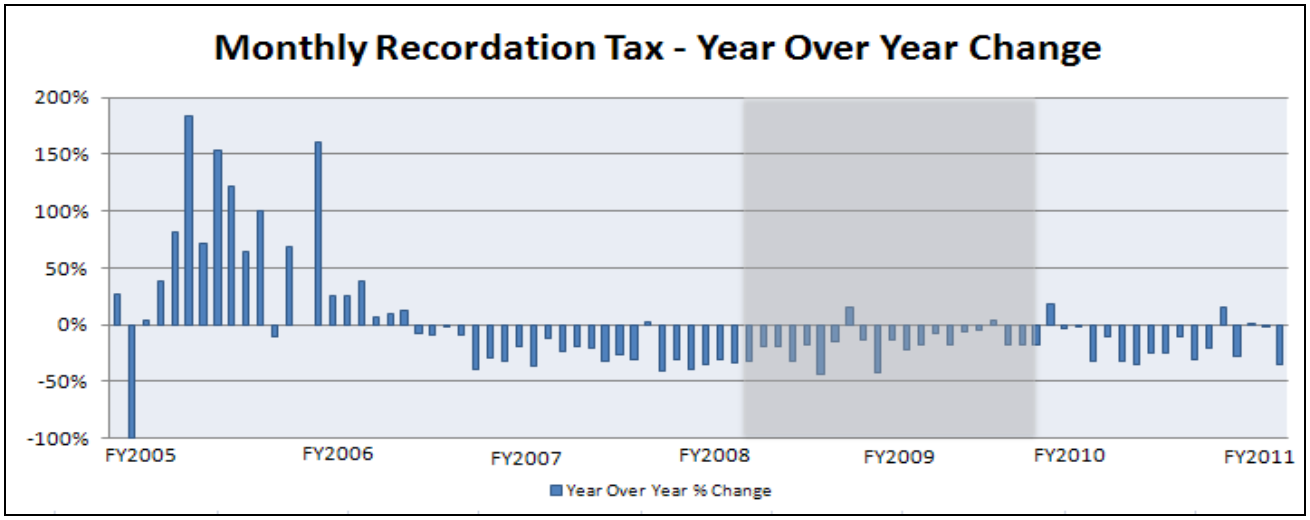
Recordation Tax ($1.6M)

State Code §58.1 – 3800

Revenue Description: Virginia localities may charge up to one-third of the recordation fee charged by the State, which is $0.25 per $100 of value. Spotsylvania's local recordation tax is assessed at the rate of $0.0833 per $100 of value for all transactions including recording of deeds, deeds of trust, mortgages, leases, contracts, and agreements admitted to record by the Clerk of the Circuit Court. The Recordation Tax revenue supports General Fund expenditures.

Trend Analysis/Basis for FY 2012 Projection: The decline in volume and value of housing transactions has caused a decline in the annual Recordation Tax receipts. Based on what appears to be a leveling of housing supply in the County near the six-month "normal" supply, and stabilization – to a certain degree – of sales prices, the projection of Recordation Tax revenue for FY 2012 is **$1.6 million**, the same as is currently expected for FY 2011.





Grey shading indicates recessionary period

Transient Occupancy Tax ($1.0M)

State Code §58.1 – 3819

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

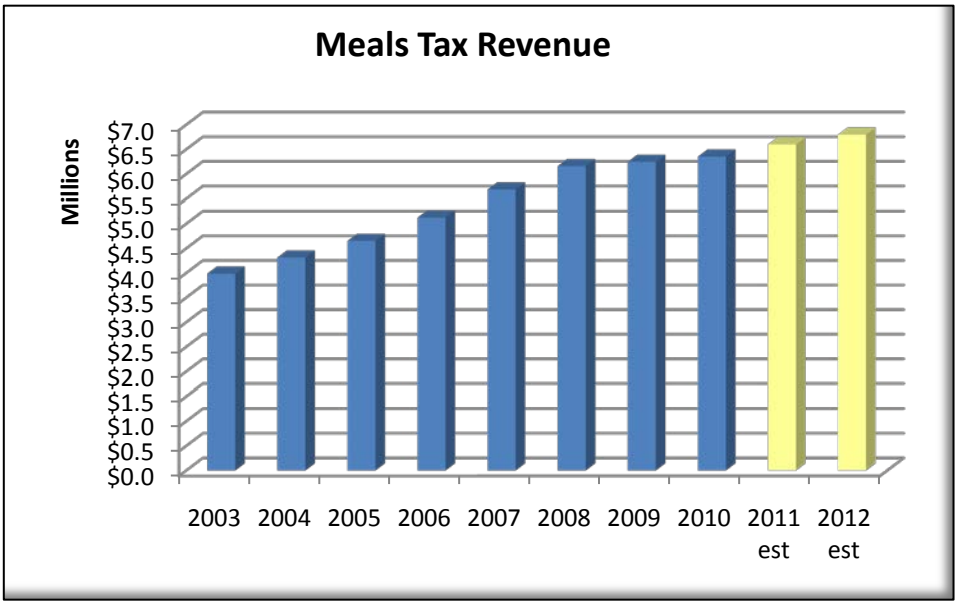
Trend Analysis/Basis for FY 2012 Projection: Despite the recession, Transient Occupancy Tax receipts have remained constant at nearly $1.0 million per year since FY 2006. As such, **$1.0 million** is projected in FY 2012.

Meals Tax ($6.8M)

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

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

Trend Analysis/Basis for FY 2012 Projection: Meals Tax revenues grew rapidly at an average of just over 9 percent from FY 2003 through FY 2008 as many new restaurants were established in the County, particularly in new commercial developments at Cosner's Corner and Harrison Crossing. Although Meals Tax revenues have continued growing despite the recession, the rate of growth declined in FY 2009 and FY 2010 to an average of 1.5 percent per year. FY 2011 receipts indicate that Meals Tax revenues will increase by 5.3 percent compared with FY 2010, to a total of $6.6 million. A conservative projection is made at **$6.8 million** for FY 2012.



Motor Vehicle Decal Fee ($2.6M)

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

Revenue Description: Although there is no longer a requirement for purchase of an actual decal, a fee of $25 is imposed for all applicable vehicles ($15 for motorcycles) and is billed along with Personal Property Tax billings. Since FY 2006, the Decal Fee revenue has been transferred from the General Fund to the Transportation Fund for transportation purposes. However, in FY 2010, Spotsylvania County became a participating locality in the Virginia Railway Express (VRE) and the Potomac & Rappahannock Transportation Commission (PRTC), requiring the County to enact a Motor Vehicle Fuels Tax (accounted for within the Transportation Fund, see page 92). The Fuels Tax revenue was sufficient in FY 2011, and, along with use of the Transportation Fund balance, is projected to be sufficient again in FY 2012 to support transportation expenditures, enabling the decal fee to remain in the General Fund to balance the General Fund budget. It is anticipated that the transfer of this revenue to the Transportation Fund will commence again in FY 2015.

Trend Analysis/Basis for FY 2012 Projection: Decal Fee revenue has consistently been approximately $2.6 million since FY 2004. As such, the FY 2012 projection is **$2.6 million**.

Revenue Category: Other Local Revenue

Water/Sewer Admin Fee ($2.0M)

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

Trend Analysis/Basis for FY 2012 Projection: Based on the FY 2012 budgeted costs, the General Fund expenditures attributable to Utilities total **$2.0 million**.

Revenue Category: State Revenue

Personal Property Tax Relief Act ($14.5M)

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

Revenue Description: Originally enacted in 1998, the Personal Property Tax Relief Act (PPTRA) was developed by the State in an attempt to gradually eliminate personal property tax bills for automobile assessments up to $20,000, with the State reimbursing localities for the amounts not billed directly to County taxpayers. The gradual reductions grew to 70 percent. Then, in

2006, the General Assembly made a fundamental change to the PPTRA program, limiting reimbursements to a statewide total fixed amount of $950 million to be spread among qualifying vehicles.

County Code provides vehicle owners 100 percent Personal Property Tax relief if their vehicles are valued below $1,000. For vehicles valued between $1,001 and $20,000, the percentage of relief varies from year to year depending upon the total value of vehicle inventory in the County. As shown in the table to the right, the Personal Property tax relief provided by the State has decreased from 57% to 46% since 2006. As the overall value of personal property increases, it is inevitable that the percentage of tax relief will continue to decline, given the fixed reimbursement from the State.

Personal Property Tax Relief	
Calendar Year	**Percentage Tax Relief**
2006	57%
2007	52%
2008	52%
2009	51%
2010	47%
2011	46%

Trend Analysis/Basis for FY 2012 Projection: The fixed amount the County receives from the State is **$14.5 million**.

Compensation Board Revenue ($5.2M)

State Code §15.2-1600 et seq.

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

Trend Analysis/Basis for FY 2012 Projection: Reimbursement funding for these offices is estimated at **$5.2 million** in FY 2012 based on the biennial budget adopted by the General Assembly in Spring 2011, and on updates provided by the Compensation Board.

Social Services/CSA ($10.2M)

State Code §2.2-52.11, §63.2-401

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

Trend Analysis/Basis for FY 2012 Projection: Expenditures are projected based on trends in Social Services and the Comprehensive Services Act (CSA) programs. Existing reimbursement rates have been applied to the projected expenditures to determine the projected FY 2012 revenue estimate of **$10.2 million**.

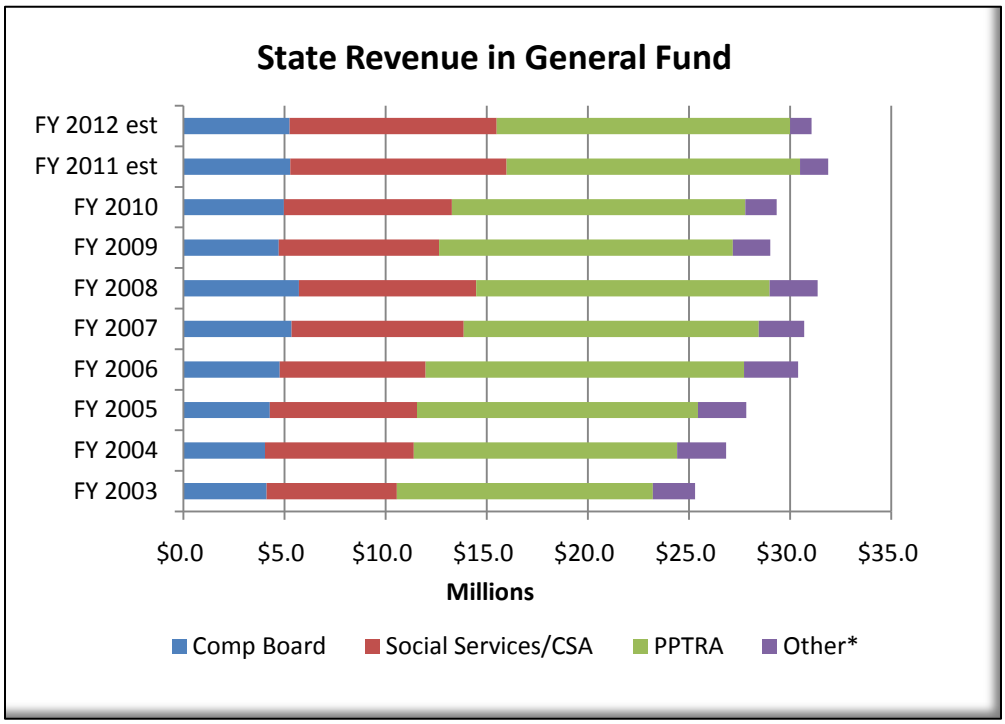
Communications Sales Tax ($4.8M)

State Code §58.1-648, §58.1-1730

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

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

Trend Analysis/Basis for FY 2012 Projection: Communications Sales Tax receipts have ranged from $4.8 million to $5.3 million since this tax was first implemented in FY 2007. FY 2010 actual receipts and FY 2011 projected receipts total $4.8 million. The FY 2012 projection is **$4.8 million**, as well.



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

Revenue Category: Use of Fund Balance

Use of General Fund Balance ($0.7M)

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

At the end of FY 2011, after setting aside $3.0 million for the future purchase of the currently leased Community Development/Social Services building, the fund balance is estimated to be $5.1 million in excess of the required 10 percent Fiscal Stability Reserve.

The fund balance is a one-time source of revenue. In other words, once the fund balance or any portion of the fund balance is used, it is gone. It is not a recurring source of revenue like annual real and personal property tax payments. As such, use of the $5.1 million "excess" fund balance should be limited to one-time, non-recurring expenditures. Using one-time excess fund balance revenue to fund on-going expenditures would automatically create a "hole" in the subsequent year's budget.

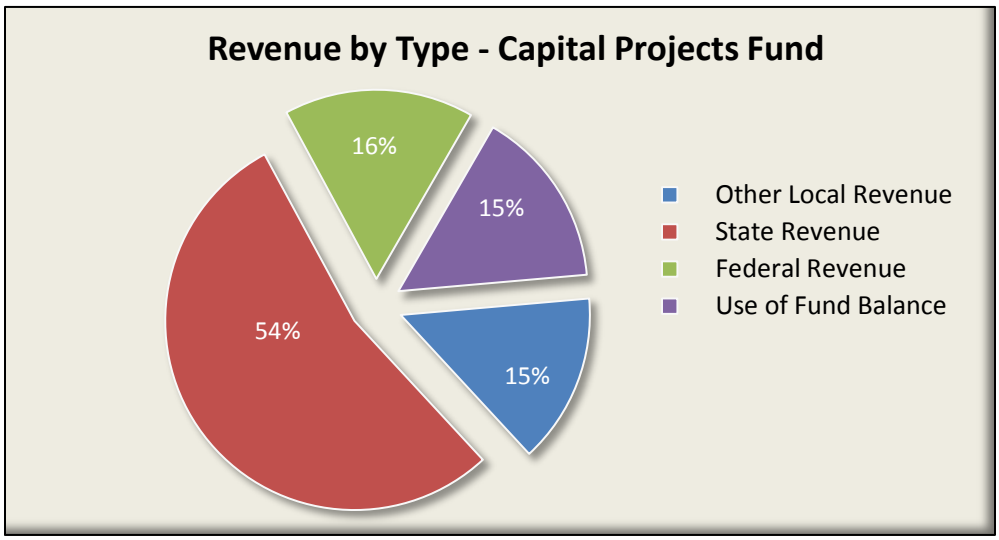
After exhausting all other feasible possibilities that would allow service level continuity, $638,854 of the "excess" fund balance is used to balance the FY 2012 General Fund budget. The use of fund balance ties to the one-time expenditures shown below.

FY 2012 Use of General Fund Balance

• Moving and startup costs for two new buildings	$250,000
• Containers for expansion of recycling program	$83,854
• Technology	
- CISCO core switch	$200,000
- MSAG Eagle Upgrade	$55,000
- FY 2012 CIP Reserve	$50,000
FY 2012 Adopted Budget Total	**$638,854**

Capital Projects Fund

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



Revenue Category: Other Local Revenue

Other Local Revenue ($0.4M)

Revenue Description/Basis for FY 2012 Projection: $400,000 is available from accumulated field rental and concession sales for use towards the field lighting projects at Patriot Park and Legion Field.

Revenue Category: State Revenue

State Revenue ($1.5M)

Revenue Description/Basis for FY 2012 Projection: $1.5 million in State revenue is assumed for purposes of funding transportation projects in FY 2012. In this instance, due to the complexity of transportation funding, various outside sources of funding for the VRE station ($0.5m), Lanes Corner ($0.4m) and Rt 17 relocated ($0.6m) projects are combined under State revenue.

Revenue Category: Federal Revenue

BAB Subsidy ($0.5M)

Revenue Description/Basis for FY 2012 Projection: One of the programs stemming from the American Recovery and Reinvestment Act (ARRA) was the Build America Bond (BAB) program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35 percent of each interest payment made on an annual basis over the term of the bonds.

Spotsylvania issued BABs in 2009 and in 2010 for various capital projects. The federal subsidy on general project BABs in FY 2012 will be **$464,103**. Once recognized in the Capital Projects Fund, these subsidy funds are then transferred to the General Fund to help defer the cost of debt service on the BABs.

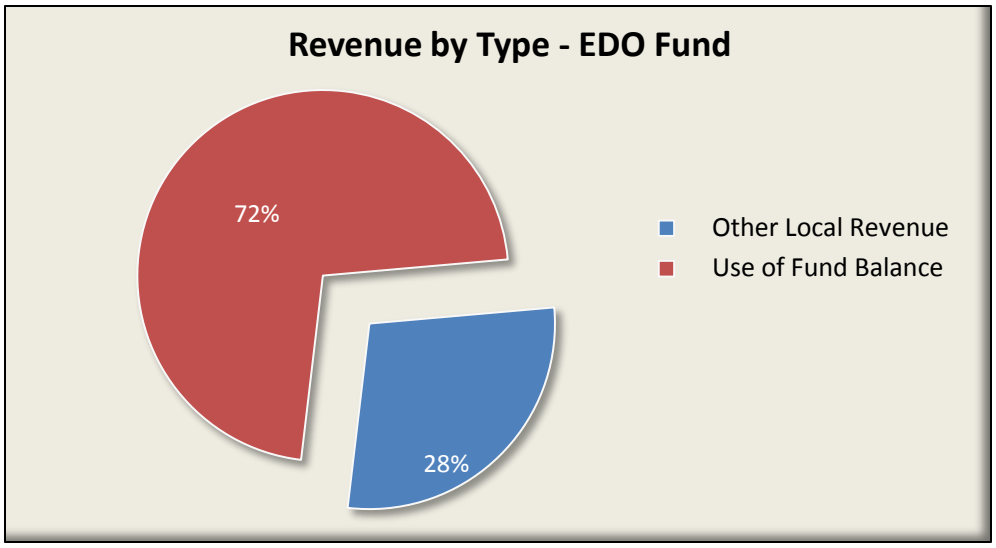
Revenue Category: Use of Fund Balance

Use of Capital Projects Fund Balance ($0.4M)

Revenue Description/Basis for FY 2012 Projection: Use of the Capital Projects Fund balance is limited to funding the transfer of capitalized interest **($0.1 million)** associated with the 2009 issuance of transportation bonds to the General Fund for debt service, and the use of accumulated interest earnings from previously issued bonds **($0.3 million)** for the Patriot Park field lighting project.

Economic Development Opportunities Fund

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



Revenue Category: Other Local Revenue

Other Local Revenue ($0.1M)

Revenue Description/Basis for FY 2012 Projection: $71,289 is expected in rental revenue from the Southpoint property owned by the Economic Development Authority (EDA). **$9,400** in interest earnings on the EDO fund balance is expected in FY 2012, as well.

Revenue Category: Use of Fund Balance

Use of EDO Fund Balance ($0.2M)

Revenue Description/Basis for FY 2012 Projection: Use of the EDO fund balance is planned in FY 2012 to fund economic development incentives ($107,000), enhancements to the County's Farmers' Markets ($25,000), Civil War tourism signs ($2,500), and to fund certain other economic development expenditures in excess of revenues.

Fire-EMS Service Fee Fund

Charges for Services is the sole revenue category within the Fire-EMS Service Fee Fund.

Revenue Category: Charges for Services

EMS Rescue Services Fees ($2.4M)

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

Revenue Description/Basis for FY 2012 Projection: In 2005, the Board of Supervisors adopted an ordinance authorizing County EMS staff to seek reimbursement for emergency medical transport services. The per patient transport fees are based upon the level of service provided:

Level of Service	Fee
Basic Life Support	$400
Advanced Life Support Level 1	$500
Advanced Life Support Level 2	$675

$2.4 million is estimated for FY 2012, consistent with the estimate for FY 2011. Once recognized in the Fire-EMS Service Fee Fund, this revenue is transferred to the General Fund to help defer the cost of Fire and EMS services in the County.

Code Compliance Fund

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

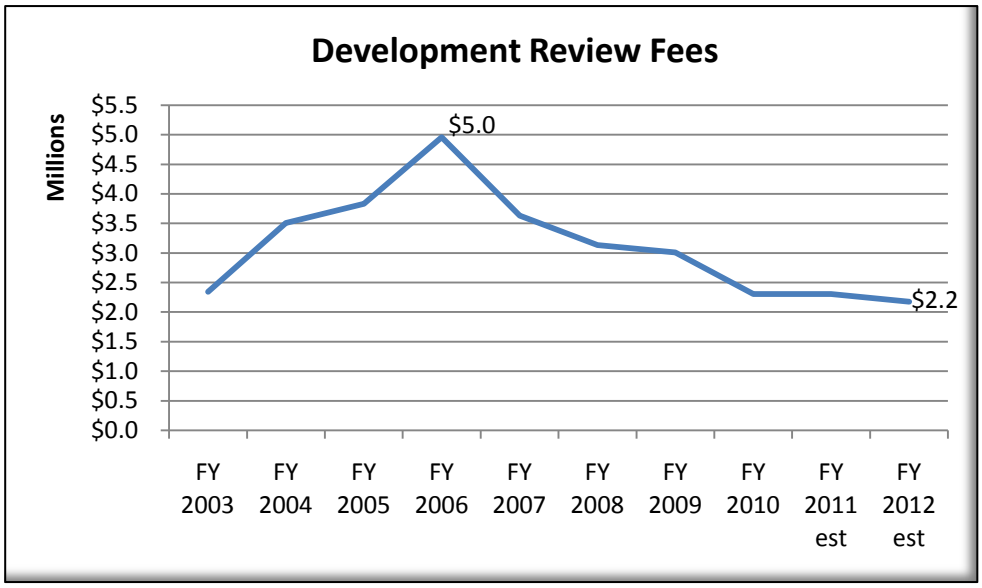
Revenue Category: Other Local Revenue

Development Review Fees ($2.0M)

County Code Ch. 5, Article II, Division 3, Ch. 23, Article IV, Division 1

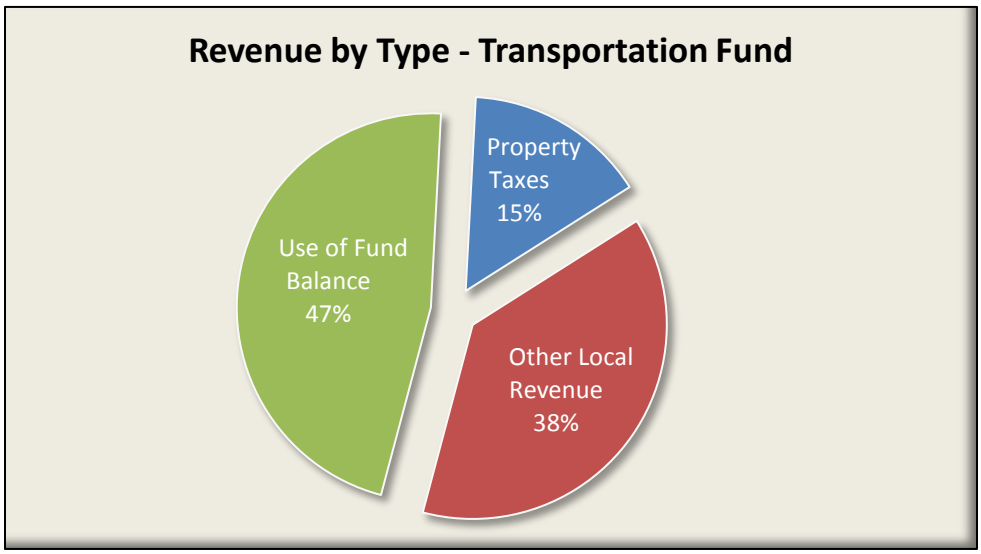
Revenue Description/Basis for FY 2012 Projection: Fees are in place for various reviews, permits and inspections provided by the County's Building and Zoning offices and are set at a level that attempts to recover the County's costs to provide services other than those deemed as core or basic. Based on the number of building permits and inspections anticipated for FY 2012, revenue is projected at **$2.0 million**.

The graph below shows the change in Development Review Fee revenue since FY 2003. The early years on the graph coincide with a period of high growth in County population and residential development. FY 2008 and FY 2009 coincide with the recession which began in December 2007 and ended in June 2009.



Transportation Fund

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



Revenue Category: Property Taxes

Real Property Taxes ($1.4M) — State Code §15.2-2403, County Code Ch. 21, Article XIII

Revenue Description/Basis for FY 2012 Projection: $1.4 million of local revenue in the Transportation Fund is attributable to real estate taxes generated through four Special Service Districts (SSDs) for which special tax assessments exist: Massaponax, Harrison Crossing, Lee Hill East and Lee Hill West. These districts were established to provide transportation improvements in those areas. Bonds were issued to make the improvements and the special tax assessments are used to pay the debt service on those bonds.

Revenue Category: Other Local Revenue

Fuel Tax ($3.5M) — State Code §58.1-1720

Revenue Description/Basis for FY 2012 Projection: Effective February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). By State law, membership in the PRTC permits the County to enact a 2.1% tax on the distribution costs of fuel which may be used only for VRE and PRTC annual subsidies and other transportation purposes. Staff estimates Spotsylvania's FY 2012 fuel tax revenue to be **$3.5 million**.

Revenue Category: Use of Fund Balance

Use of Transportation Fund Balance ($4.3M)

Revenue Description/Basis for FY 2012 Projection: The Transportation fund balance is used to fund reservations of accumulated "set-asides" and taxes collected from several Special Service Districts (SSD) established to address Transportation needs associated with specific commercial developments. Also, in FY 2012, the fund balance will support $0.1 million in transportation expenditures not supported by fuel tax revenues.

Joint Fleet Maintenance Fund

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

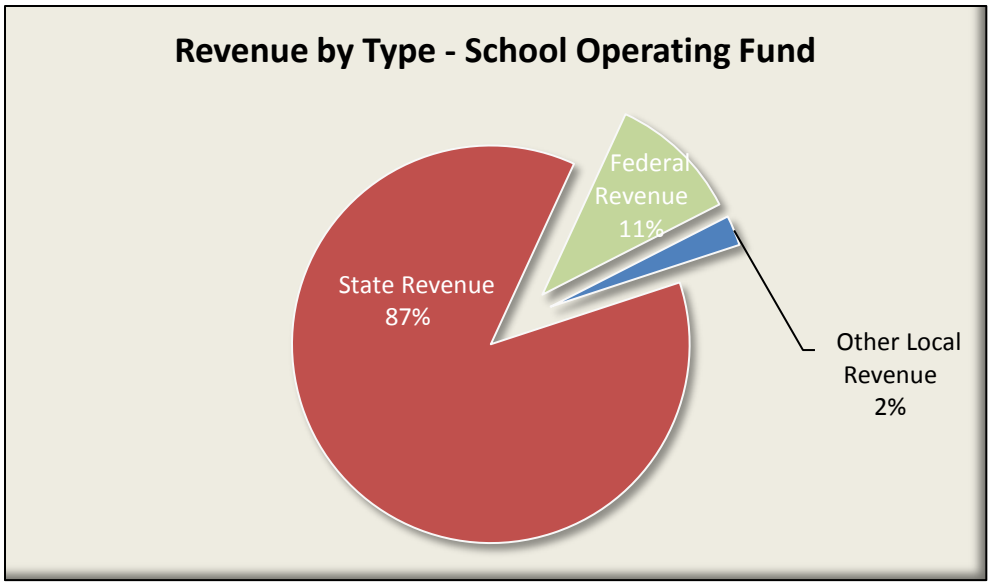
Revenue Category: Charges for Services

Service Charges ($2.0M)

Revenue Description/Basis for FY 2012 Projection: In FY 2009, the County began operating a joint fleet maintenance facility for servicing vehicles owned and operated by the County and Schools. The consolidated facility is expected to provide a net benefit to both the County and Schools through economies of scale on vehicle service items purchased. The revenue budgeted in this fund consists of County and School reimbursements for services rendered. Consistent with FY 2010 actual and FY 2011 projected revenue, FY 2012 revenue is projected at **$2.0 million**.

School Operating Fund

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



Revenue Category: Other Local Revenue

Other Local Revenue ($3.1M)

Revenue Description/Basis for FY 2012 Projection: Local revenue in the School Operating Fund is generated primarily from tuition charges for adult education and from other localities, rental fees, insurance adjustments, and payments from other agencies. The FY 2012 estimate for this source of revenue is **$3.1 million**.

Revenue Category: State Revenue

State Revenue ($111.3M)

Revenue Description/Basis for FY 2012 Projection: State revenue includes several different categories of State funding for the Schools: Standards of Quality (SOQ) funding, School Facilities funding, Incentive Programs funding and Categorical Programs funding. The majority of State aid is provided in the SOQ category and includes Basic Aid funding, Sales Tax revenue, Special Education funds and the State's share of instructional position benefits such as Virginia Retirement System (VRS) and Social Security benefits.

Many of the categorical funding formulas through which the State allocates revenue to school systems across the State are based upon average daily enrollment. Actual enrollment figures are collected by the school system and reported to the State. The State bases most of its funding on March 31 enrollment numbers. Spotsylvania Schools' staff projects the FY 2012 State revenue at **$111.3 million**.

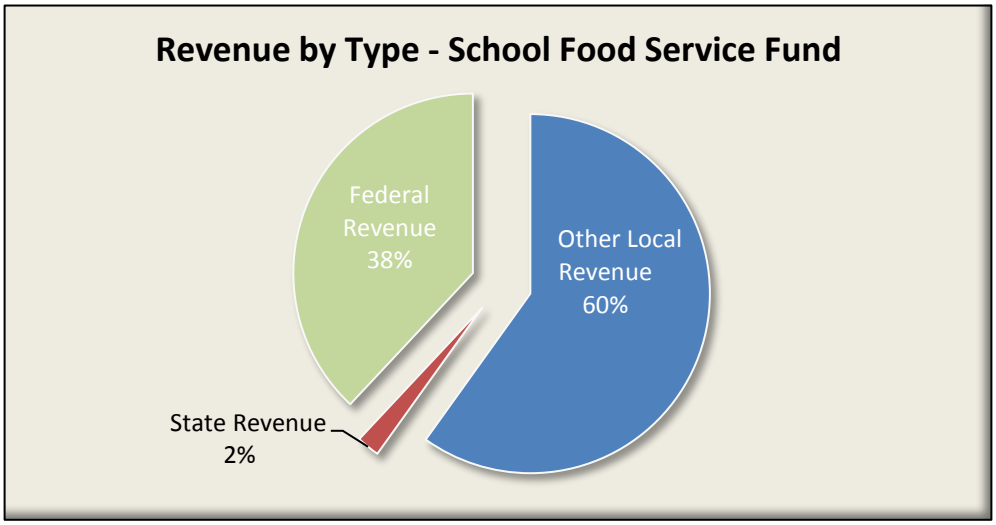
Revenue Category: Federal Revenue

Federal Revenue ($13.5M)

Revenue Description/Basis for FY 2012 Projection: Federal revenue includes a number of federal grants, most of which are tied to the No Child Left Behind Act. The two largest grants are Title I for improvement of basic programs and Title VI-B for the education of individuals with disabilities. Spotsylvania Schools' staff projects the FY 2012 Federal revenue to be **$13.5 million**.

School Food Service Fund

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



Revenue Category: Other Local Revenue

Other Local Revenue ($5.5M)

Revenue Description/Basis for FY 2012 Projection: Revenue totaling **$5.5 million** is projected to be generated primarily from the sale of student breakfasts, lunches and a la carte program.

Revenue Category: Federal Revenue

Federal Revenue ($3.5M)

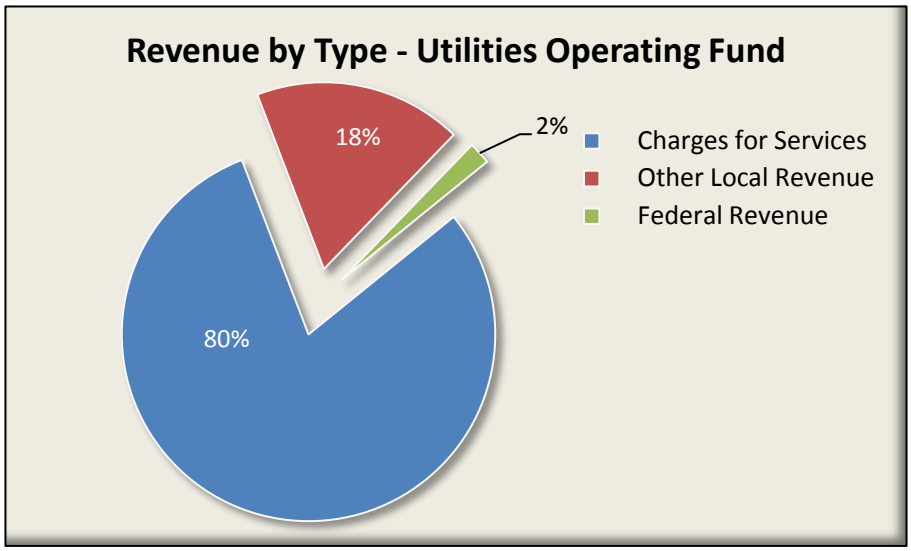
Revenue Description/Basis for FY 2012 Projection: Revenue totaling **$3.5 million** is expected to come from the Federal government in support of the Schools' lunch and breakfast programs.

School Capital Projects Fund

Use of fund balance is the sole source of revenue for the School Capital Projects Fund. The Schools plan to use $700,000 in accumulated interest earnings on previous bond issuances to fund the Schools' FY 2012 budgeted capital projects.

Utilities Operating Fund

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



Revenue Category: Charges for Services

Water/Sewer User Fees ($22.3M)

Revenue Description/Basis for FY 2012 Projection: Water and sewer users receive monthly bills for service provided by the County. User rates and fees are dependent upon the number of gallons used and the size of the water meter. The Board of Supervisors has adopted user rates and fees through FY 2013. The **$22.3 million** user fee revenue projected for FY 2012 is based on a conservative estimate of the increase in the number of service users.

Revenue Category: Other Local Revenue

Debt Service/Administration Fees ($3.7M)

Revenue Description/Basis for FY 2012 Projection: Included on water and sewer users' monthly bills are a debt service fee and an administrative fee. These fees are assigned to recoup the costs to the Utility for debt service costs related to infrastructure construction and improvements, and administrative costs associated with billing. The Board of Supervisors has adopted debt service and administrative fees through FY 2013. The **$3.7 million** revenue projected for FY 2012 is based on a conservative estimate of the increase in the number of service users.

Revenue Category: Federal Revenue

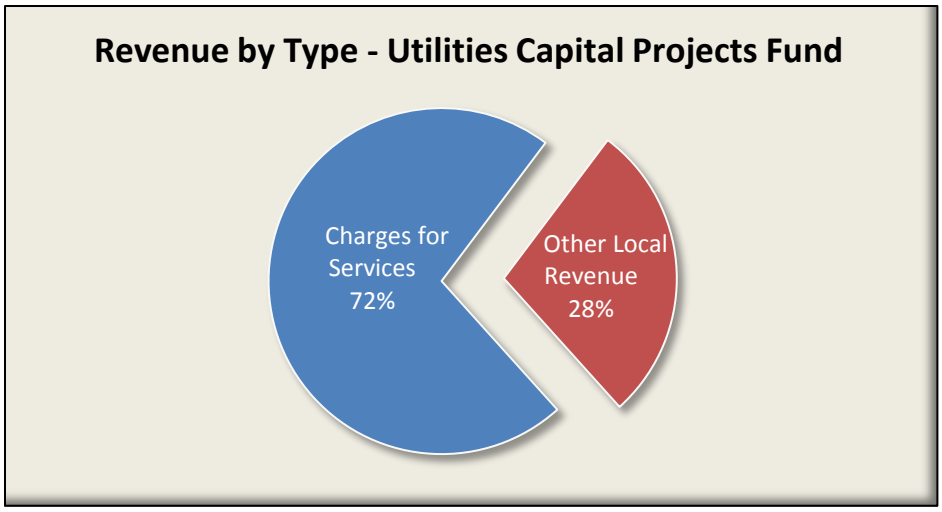
BAB Subsidy ($0.5M)

Revenue Description/Basis for FY 2012 Projection: One of the programs stemming from the ARRA was the BAB program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35 percent of each interest payment made on an annual basis over the term of the bonds.

Spotsylvania issued BABs in 2010 for various Utilities capital projects. The federal subsidy on Utilities project BABs in FY 2012 will be **$539,056**.

Utilities Capital Projects Fund

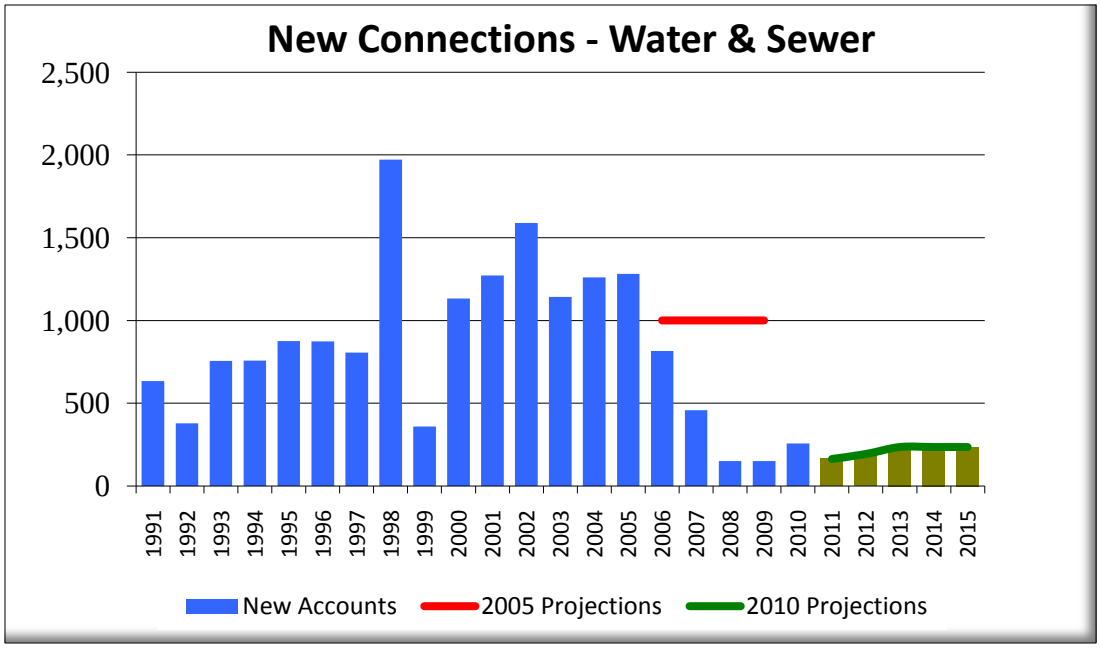
There are two categories of revenue within the Utilities Capital Projects Fund: charges for services, and other local revenue. The following graph shows the percentage that each category is of the total Utilities Capital Projects Fund revenue excluding transfers.



Revenue Category: Charges for Services

Water/Sewer Availability Fees ($2.3M)

Revenue Description/Basis for FY 2012 Projection: Availability fees are also known as connection or hook-up fees and are one-time charges for the initial service hook-up to County water and/or sewer lines. The charge is based on availability and connection costs, dependent upon County or user installation of connection pipes and fittings. The FY 2012 estimate of **$2.3 million** assumes 190 new water and sewer connections. The graph on the next page shows historic levels of new connections. When out-year projections were made prior to 2005, the expected number of new connections was 1,000, but as shown in the graph, actual connections were much lower than the estimate due to the slowdown in residential and commercial construction.



Revenue Category: Other Local Revenue

Interest Earnings ($0.5M)

Revenue Description/Basis for FY 2012 Projection: Interest earnings on the Utilities Capital Projects fund balance and unspent bond proceeds are estimated at **$0.5 million** in FY 2012.

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
GENERAL FUND						
Real Property Taxes:						
Current Taxes Real Estate	$98,897,152	$101,868,497	$101,868,497	$102,813,749	$945,252	0.9%
Delinquent Taxes Real Estate	$2,045,997	$1,529,797	$1,585,798	$1,799,772	$269,975	17.6%
Deferred Taxes	$85,623	$160,398	$90,000	$90,000	-$70,398	-43.9%
Current Taxes Public Svc Real Estate	$2,707,978	$1,827,219	$2,302,307	$2,236,657	$409,438	22.4%
Subtotal - Real Property	*$103,736,750*	*$105,385,911*	*$105,846,602*	*$106,940,178*	*$1,554,267*	*1.5%*
Personal Property Taxes:						
Current Taxes Public Svc Personal Pr.	$0	$100,000	$0	$100,000	$0	0.0%
Current Taxes Personal Property	$26,209,175	$32,078,508	$27,242,034	$29,050,809	-$3,027,699	-9.4%
Delinquent Taxes Personal Property	$2,465,812	$1,740,523	$2,322,000	$2,459,065	$718,542	41.3%
Current Taxes Mobile Home	$57,634	$65,000	$65,000	$60,000	-$5,000	-7.7%
Delinquent Taxes Mobile Home	$19,580	$20,000	$20,000	$20,000	$0	0.0%
Subtotal - Personal Property	*$28,752,201*	*$34,004,031*	*$29,649,034*	*$31,689,874*	*-$2,314,157*	*-6.8%*
Other Property Taxes:						
Current Taxes Heavy Equipment	$242,629	$353,809	$353,809	$311,661	-$42,148	-11.9%
Delinquent Taxes Heavy Equipment	$2,827	$35,381	$35,381	$31,166	-$4,215	-11.9%
Current Taxes Machinery & Tools	$763,443	$991,197	$991,197	$950,145	-$41,052	-4.1%
Delinquent Taxes Machinery & Tools	$50,735	$34,692	$34,692	$33,255	-$1,437	-4.1%
Subtotal - Other Property	*$1,059,634*	*$1,415,079*	*$1,415,079*	*$1,326,227*	*-$88,852*	*-6.3%*
Penalties & Interest on Taxes:						
Penalties	$1,264,325	$1,150,000	$1,150,000	$1,150,000	$0	0.0%
Interest	$584,935	$525,000	$525,000	$525,000	$0	0.0%
Subtotal - Penalties & Interest on Taxes	*$1,849,260*	*$1,675,000*	*$1,675,000*	*$1,675,000*	*$0*	*0.0%*
Total Property Taxes	$135,397,845	$142,480,021	$138,585,715	$141,631,279	-$848,742	-0.6%
Sales Tax:						
Local Sales Tax	$13,971,811	$13,448,926	$14,400,000	$14,688,000	$1,239,074	9.2%
Subtotal - Sales Tax	*$13,971,811*	*$13,448,926*	*$14,400,000*	*$14,688,000*	*$1,239,074*	*9.2%*
Utility Tax:						
Consumer Utility Tax	$2,489,229	$2,424,974	$2,424,974	$2,424,974	$0	0.0%
Subtotal - Utility Tax	*$2,489,229*	*$2,424,974*	*$2,424,974*	*$2,424,974*	*$0*	*0.0%*
Other Local Taxes:						
Business License Tax	$3,664,929	$3,900,329	$3,900,329	$3,900,000	-$329	0.0%
Daily Rental Tax	$67,605	$56,000	$56,000	$65,000	$9,000	16.1%
Utility Gross Receipts Tax	$686,292	$513,938	$600,000	$600,000	$86,062	16.7%
Local Vehicle License Fee	$2,592,743	$2,590,801	$2,590,801	$2,600,000	$9,199	0.4%
Bank Stock Tax	$393,644	$296,576	$296,576	$325,000	$28,424	9.6%
Recordation Tax	$2,068,461	$2,092,000	$1,600,000	$1,600,000	-$492,000	-23.5%
Transient Occupancy Tax	$1,072,017	$875,000	$1,000,000	$1,000,000	$125,000	14.3%
Meals Tax	$6,351,285	$6,386,000	$6,686,000	$6,800,000	$414,000	6.5%
Subtotal - Other Local Taxes	*$16,896,976*	*$16,710,644*	*$16,729,706*	*$16,890,000*	*$179,356*	*1.1%*
Total Other Local Taxes	$33,358,016	$32,584,544	$33,554,680	$34,002,974	$1,418,430	4.4%

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Licenses & Permits:						
Dog Tag Licenses	$83,565	$50,000	$75,000	$78,000	$28,000	56.0%
Land Use Application Feeds	$1,025	$2,000	$2,000	$1,000	-$1,000	-50.0%
Transfer Fees	$5,024	$5,794	$5,794	$5,500	-$294	-5.1%
Well/Septic Permit Fees	$24,375	$25,000	$25,000	$25,000	$0	0.0%
Commercial Vehicle Disposal Fee	$12,000	$10,000	$14,025	$12,000	$2,000	20.0%
Solicitor Permits	$1,700	$500	$620	$500	$0	0.0%
Gun Permits	$29,593	$20,000	$24,406	$30,000	$10,000	50.0%
Open Air Burning Permit	$6,700	$8,000	$8,000	$6,000	-$2,000	-25.0%
Fire & Safety Inspection Fee	$45,618	$220,000	$87,831	$220,000	$0	0.0%
Towing Application/Inspection Fee	$1,625	$1,500	$1,500	$1,500	$0	0.0%
Massage Parlor Fees	$2,100	$1,400	$1,775	$1,750	$350	25.0%
Total Licenses & Permits	$213,325	$344,194	$245,951	$381,250	$37,056	10.8%
Charges for Services:						
Excess Fees of Clerk	$148,548	$123,832	$123,832	$130,000	$6,168	5.0%
Sheriff's Fees	$3,004	$4,100	$4,100	$4,099	-$1	0.0%
Clerk of Court Subscritions	$37,852	$32,000	$32,000	$35,000	$3,000	9.4%
Courthouse Maintenance Fees	$61,517	$40,346	$40,346	$55,000	$14,654	36.3%
Copying Fees	$14,442	$13,000	$13,000	$14,000	$1,000	7.7%
Circuit Court Judgeship	$31,934	$31,752	$37,252	$37,454	$5,702	18.0%
Commonwealth's Attorney Fees	$4,668	$4,000	$4,692	$4,000	$0	0.0%
Other Sheriff Fees	$93,199	$90,000	$90,000	$90,000	$0	0.0%
Animal Shelter Fees	$78,029	$94,000	$94,000	$94,000	$0	0.0%
Rabies Vaccinations	$6,810	$7,200	$7,200	$8,000	$800	11.1%
Street Lights	$5,850	$6,100	$6,100	$5,800	-$300	-4.9%
Refuse Disposal Fees	$169,589	$243,434	$200,000	$125,000	-$118,434	-48.7%
Weed & Debris Fee	$990	$500	$1,887	$1,000	$500	100.0%
Recycling Revenues	$224,700	$163,118	$209,393	$271,900	$108,782	66.7%
Compost Sales	$55,131	$114,395	$114,395	$0	-$114,395	-100.0%
Recreation Registration Fees	$306,871	$332,400	$332,400	$357,075	$24,675	7.4%
Loriella Park Admission	$51,010	$48,765	$48,765	$48,940	$175	0.4%
Ni River Reservoir Fees	$19,230	$27,750	$20,000	$20,000	-$7,750	-27.9%
Hunting Run Reservoir Fees	$19,707	$27,650	$20,000	$20,000	-$7,650	-27.7%
Self-Supporting Activities	$159,283	$169,068	$169,068	$163,435	-$5,633	-3.3%
Tourism Event Admissions	$19,604	$34,000	$34,000	$26,250	-$7,750	-22.8%
Stonewall Jackson Run Fee	$7,225	$8,200	$10,996	$8,900	$700	8.5%
Tourism Event Vendor Fee	$1,215	$0	$0	$0	$0	N/A
Planning Department Publications	$1,396	$1,596	$900	$883	-$713	-44.7%
Sale of Publications	$406	$350	$570	$350	$0	0.0%
Plat Filing Fees	$136,960	$127,740	$132,000	$90,132	-$37,608	-29.4%
Telecommunications Review Fee	$0	$30,000	$30,000	$30,000	$0	0.0%
Planning Review Fee	$367,451	$200,000	$123,000	$228,120	$28,120	14.1%
GIS Fees	$142,278	$128,940	$97,450	$128,940	$0	0.0%
Annual PEG Fee Grant	$42,060	$18,000	$46,694	$18,000	$0	0.0%
Total Charges for Services	$2,210,959	$2,122,236	$2,044,040	$2,016,278	-$105,958	-5.0%

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Other Local Revenue:						
County Court Fines	$761,960	$840,000	$775,000	$800,000	-$40,000	-4.8%
False Fire Alarm Fines	-$4,675	$12,000	$12,000	$14,000	$2,000	16.7%
DNA Local Fee (Clerk of Court)	$1,650	$3,000	$3,000	$2,000	-$1,000	-33.3%
Jail Admin Fee (Clerk of Court)	$15,180	$14,000	$14,000	$14,000	$0	0.0%
Crthouse Security Fee (Clerk of Court)	$232,831	$212,000	$212,000	$212,000	$0	0.0%
Interest on Investments	$373,808	$500,000	$147,000	$200,000	-$300,000	-60.0%
Interest on Trigon Stock	$2,547	$3,000	$3,000	$10,000	$7,000	233.3%
Insurance Dividend	$7,682	$0	$8,112	$0	$0	N/A
Rental of General Property	$56,437	$56,500	$56,500	$56,500	$0	0.0%
Use of Park Facilities	$54,143	$43,500	$43,500	$44,300	$800	1.8%
Loriella Park Concessions	$16,092	$13,300	$13,300	$13,500	$200	1.5%
Antenna Tower Rental	$274,096	$277,227	$277,227	$287,503	$10,276	3.7%
Railroad Reimbursement	$0	$0	$0	$80,000	$80,000	N/A
Subtotal - Other Local Revenue	*$1,791,751*	*$1,974,527*	*$1,564,639*	$1,733,803	*-$240,724*	*-12.2%*
Miscellaneous:						
VOPEX Exercises	$25,000	$25,000	$25,000	$25,000	$0	0.0%
Court Restitution - Sheriff	$2,915	$0	$7,901	$0	$0	N/A
Court Restitution - Animal Control	$4,902	$0	$0	$0	$0	N/A
Non-Taxable Tourism Miscellaneous	$97	$0	$0	$80	$80	N/A
Taxable Tourism Miscellaneous	$782	$1,500	$1,500	$800	-$700	-46.7%
Sale of Surplus Property	$1,338	$52,000	$121,500	$52,000	$0	0.0%
Parks & Rec Sale Items	$1,090	$1,800	$1,800	$1,800	$0	0.0%
Administrative Collection Fee	$319,864	$300,000	$300,000	$315,000	$15,000	5.0%
Miscellaneous	$104,383	$26,534	$24,734	$27,532	$998	3.8%
Water/Sewer Administration Fee	$1,948,941	$2,189,806	$2,189,806	$1,950,284	-$239,522	-10.9%
Other Local Revenue Sources	$10,000	$12,000	$12,000	$9,226	-$2,774	-23.1%
Proffers	$56,270	$0	$77,118	$0	$0	N/A
Insurance Recovery Revenue	$135,448	$48,000	$75,402	$48,000	$0	0.0%
Donations	$237,495	$0	$18,000	$0	$0	N/A
Tourism Commission Event Donations	$38,315	$39,000	$39,000	$38,500	-$500	-1.3%
Training Fees	$6,300	$0	$0	$0	$0	N/A
FOIA Reimbursement	$2,523	$0	$615	$1,000	$1,000	N/A
DSS/CSA Local Revenue	$145,165	$0	$0	$0	$0	N/A
Sheriff Local Services	$51,055	$20,000	$120,000	$100,000	$80,000	400.0%
Land Sale Surplus	$0	$0	$0	$0	$0	N/A
Benefit Reserve	$0	$0	$181,219	$564,375	$564,375	N/A
Subtotal - Miscellaneous	*$3,091,883*	*$2,715,640*	*$3,195,595*	$3,133,597	*$417,957*	*15.4%*
Total Other Local Revenue	$4,883,634	$4,690,167	$4,760,234	$4,867,400	$177,233	3.8%
Non-Categorical State Aid:						
Motor Vehicle Carrier Taxes	$14,766	$14,000	$39,138	$14,000	$0	0.0%
Mobile Home Titling Taxes	$37,754	$68,400	$40,000	$35,000	-$33,400	-48.8%
Communication Sales Tax	$4,861,943	$4,679,614	$4,800,000	$4,800,000	$120,386	2.6%
Grantor's Tax	$428,443	$428,447	$375,000	$428,447	$0	0.0%
DMV Rental Tax	$263,766	$300,000	$300,000	$260,000	-$40,000	-13.3%
Personal Property Tax Relief Act	$14,509,422	$9,672,948	$14,509,422	$14,509,422	$4,836,474	50.0%
Subtotal - Non-Categorical Aid	*$20,116,094*	*$15,163,409*	*$20,063,560*	$20,046,869	*$4,883,460*	*32.2%*

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Shared Expenses:						
Commonwealth's Attorney	$711,490	$705,780	$741,682	$741,682	$35,902	5.1%
Sheriff	$3,047,863	$3,196,201	$3,303,002	$3,274,602	$78,401	2.5%
Commissioner of the Revenue	$266,192	$248,640	$258,179	$258,179	$9,539	3.8%
Treasurer	$244,700	$212,589	$222,821	$222,821	$10,232	4.8%
Registrar/Electoral Board	$59,493	$64,254	$64,254	$61,254	-$3,000	-4.7%
Clerk of the Circuit Court	$649,829	$680,298	$704,800	$704,800	$24,502	3.6%
Subtotal - Shared Expenses	*$4,979,567*	*$5,107,762*	*$5,294,738*	$5,263,338	*$155,576*	*3.0%*
Social Services:						
Public Assistance/Welfare Admin.	$5,599,407	$6,357,698	$6,424,734	$6,004,339	-$353,359	-5.6%
Comprehensive Services Act	$2,700,775	$4,260,169	$4,260,169	$4,231,448	-$28,721	-0.7%
Subtotal - Social Services	*$8,300,182*	*$10,617,867*	*$10,684,903*	$10,235,787	*-$382,080*	*-3.6%*
Other Categorical State Aid:						
Emergency Services	$0	$18,000	$30,200	$18,000	$0	0.0%
Litter Control Grant	$16,440	$16,440	$18,958	$16,440	$0	0.0%
State Fire Program	$249,390	$219,000	$231,237	$231,237	$12,237	5.6%
Grant Revenue	$179,289	$72,115	$322,479	$56,317	-$15,798	-21.9%
License Plates- Dog/Cat Sterilization	$4,000	$3,000	$3,564	$3,000	$0	0.0%
License Plates- EMS	$112,272	$95,000	$95,000	$112,000	$17,000	17.9%
VJCCCA Grant	$219,563	$150,152	$114,603	$108,618	-$41,534	-27.7%
Reimb. Extradition of Prisoners	$33,238	$55,000	$55,000	$30,000	-$25,000	-45.5%
Victim/Witness Grant	$111,159	$95,657	$103,975	$103,975	$8,318	8.7%
Forfeiture/Seizure	$101,253	$0	$0	$0	$0	N/A
Wireless E-911 Surcharge	$174,510	$168,223	$168,223	$170,000	$1,777	1.1%
Reduce Aid to Localities	-$394,457	-$473,349	-$539,176	-$539,176	-$65,827	13.9%
Other State Reimbursement	$0	$0	$1,392	$0	$0	N/A
Subtotal - Other Categorical State Aid	*$806,657*	*$419,238*	*$605,455*	$310,411	*-$108,827*	*-26.0%*
Total State Revenue	$34,202,500	$31,308,276	$36,648,656	$35,856,405	$4,548,129	14.5%
Federal Aid:						
Payments in Lieu of Taxes	$16,080	$11,500	$11,500	$11,500	$0	0.0%
Other Federal Grants	$258,993	$18,078	$304,722	$18,078	$0	0.0%
Sheriff Overtime Grant	$36,349	$0	$93,440	$0	$0	N/A
Safer Grant	$160,646	$49,680	$63,992	$0	-$49,680	-100.0%
ARRA Funds	$452,356	$31,146	$302,485	$0	-$31,146	-100.0%
Other Federal Reimbursements	$57,675	$0	$0	$0	$0	N/A
Total Federal Revenue	$982,099	$110,404	$776,139	$29,578	-$80,826	-73.2%
TOTAL REVENUE - GENERAL FUND	**$211,248,378**	**$213,639,842**	**$216,615,415**	**$218,785,164**	**$5,145,322**	**2.4%**

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
CAPITAL PROJECTS FUND						
Other Local Revenue:						
Field Rental/Concessions	$77,949	$0	$0	$0	$0	N/A
Miscellaneous	$40,600	$0	$406,233	$0	$0	N/A
Other Local Revenue	$1,119	$75,000	$75,000	$400,000	$325,000	433.3%
Proffers	$714	$7,920	$52,076	$6,110	-$1,810	-22.9%
Hunter's Lodge Special Assessment	$39,896	$30,000	$30,000	$9,000	-$21,000	-70.0%
Total Other Local Revenue	$160,278	$112,920	$563,309	$415,110	$302,190	267.6%
State Revenue:						
Grant Revenues	$0	$0	$40,000	$0	$0	N/A
Other State Reimbursement	$604,948	$0	$3,523,953	$1,544,678	$1,544,678	N/A
Total State Revenue	$604,948	$0	$3,563,953	$1,544,678	$1,544,678	N/A
Federal Revenue:						
Other Federal Grants	$110,151	$0	$760,451	$0	$0	N/A
ARRA Funds	$836,700	$0	$23,991,507	$0	$0	N/A
BAB Subsidy (ARRA)	$299,208	$312,218	$383,098	$464,103	$151,885	48.6%
Total Federal Revenue	$1,246,059	$312,218	$25,135,056	$464,103	$151,885	48.6%
Debt Proceeds:						
Bond Proceeds	$27,570,000	$0	$17,115,000	$0	$0	N/A
Bond Premiums	$262,135	$0	$372,990	$0	$0	N/A
						N/A
Total Debt Proceeds	$27,832,135	$0	$17,487,990	$0	$0	N/A
TOTAL REVENUE - CAPITAL PROJECTS	**$29,843,420**	**$425,138**	**$46,750,308**	**$2,423,891**	**$1,998,753**	**470.1%**
ECONOMIC DEVELOPMENT OPP. FUND						
Other Local Revenue:						
Interest on Investments	$9,349	$12,860	$12,860	$9,400	-$3,460	-26.9%
Rental of General Property	$98,374	$63,396	$57,282	$71,289	$7,893	12.5%
Total Other Local Revenue	$107,723	$76,256	$70,142	$80,689	$4,433	5.8%
TOTAL REVENUE - EDO FUND	**$107,723**	**$76,256**	**$70,142**	**$80,689**	**$4,433**	**5.8%**
FIRE-EMS SERVICE FEE FUND						
Charges for Services						
EMS Rescue Services Fees	$2,181,382	$2,400,000	$2,400,000	$2,400,000	$0	0.0%
Total Charges for Services	$2,181,382	$2,400,000	$2,400,000	$2,400,000	$0	0.0%
TOTAL REVENUE - FIRE-EMS FEE FUND	**$2,181,382**	**$2,400,000**	**$2,400,000**	**$2,400,000**	**$0**	**0.0%**

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
CODE COMPLIANCE FUND						
Other Local Revenue:						
Development Review Fees	$2,114,259	$1,938,426	$2,131,943	$2,001,252	$62,826	3.2%
Code Compliance Admin Charges	$194,072	$175,000	$175,000	$175,000	$0	0.0%
Other Local Revenue Sources	$885	$0	$67,100	$0	$0	N/A
Total Other Local Revenue	$2,309,216	$2,113,426	$2,374,043	$2,176,252	$62,826	3.0%
TOTAL REVENUE - CODE COMPLIANCE	**$2,309,216**	**$2,113,426**	**$2,374,043**	$2,176,252	**$62,826**	**3.0%**
TRANSPORTATION FUND						
Real Property Taxes:						
Current Taxes Real Estate	$1,067,655	$1,154,639	$1,154,639	$1,403,081	$248,442	21.5%
Penalties	$3,647	$0	$0	$0	$0	N/A
Total Property Taxes	$1,071,302	$1,154,639	$1,154,639	$1,403,081	$248,442	21.5%
Other Local Revenue:						
Fuel Tax	$0	$4,317,142	$4,317,142	$3,489,785	-$827,357	-19.2%
Transportation Site Impact Fees	$16,688	$17,820	$17,820	$19,716	$1,896	10.6%
Interest on Investments	$10,134	$15,000	$15,000	$15,000	$0	0.0%
Proffers	$0	$0	$0	$0	$0	N/A
Total Other Local Revenue	$26,822	$4,349,962	$4,349,962	$3,524,501	-$825,461	-19.0%
TOTAL REVENUE - TRANSPORTATION	**$1,098,124**	**$5,504,601**	**$5,504,601**	**$4,927,582**	**-$577,019**	**-10.5%**
JOINT FLEET MAINTENANCE FUND						
Charges for Services:						
Service Charges	$2,035,945	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
Total Charges for Services	$2,035,945	$2,038,973	$2,038,973	$2,038,973	$0	0.0%
TOTAL REVENUE - JOINT FLEET MAINT.	**$2,035,945**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$0**	**0.0%**
SCHOOL OPERATING FUND						
Other Local Revenue:						
Other Local Revenue	$2,754,805	$3,156,255	$3,156,255	$3,171,416	$15,161	0.5%
Total Other Local Revenue	$2,754,805	$3,156,255	$3,156,255	$3,171,416	$15,161	0.5%
State Revenue:						
State Sales Tax	$21,389,896	$21,527,023	$21,527,023	$23,193,232	$1,666,209	7.7%
Other State Funds	$91,457,651	$84,628,933	$84,628,933	$88,075,431	$3,446,498	4.1%
Total State Revenue	$112,847,547	$106,155,956	$106,155,956	$111,268,663	$5,112,707	4.8%
Federal Revenue:						
School Federal Funds	$24,879,296	$19,085,632	$19,210,932	$13,481,130	-$5,604,502	-29.4%
Total Federal Revenue	$24,879,296	$19,085,632	$19,210,932	$13,481,130	-$5,604,502	-29.4%
TOTAL REVENUE - SCHOOL OPERATING	**$140,481,648**	**$128,397,843**	**$128,523,143**	**$127,921,209**	**-$476,634**	**-0.4%**

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL FOOD SERVICE FUND						
Other Local Revenue:						
Other Local Revenue	$5,173,397	$5,887,556	$5,887,556	$5,458,296	-$429,260	-7.3%
Total Other Local Revenue	$5,173,397	$5,887,556	$5,887,556	$5,458,296	-$429,260	-7.3%
State Revenue:						
Other State Funds	$171,181	$191,731	$191,731	$212,007	$20,276	10.6%
Total State Revenue	$171,181	$191,731	$191,731	$212,007	$20,276	10.6%
Federal Revenue:						
School Federal Funds	$3,346,448	$3,050,000	$3,050,000	$3,526,020	$476,020	15.6%
Total Federal Revenue	$3,346,448	$3,050,000	$3,050,000	$3,526,020	$476,020	15.6%
TOTAL REVENUE - SCHOOL FOOD SVC.	**$8,691,026**	**$9,129,287**	**$9,129,287**	**$9,196,323**	**$67,036**	**0.7%**
SCHOOL CAPITAL PROJECTS FUND						
Other Local Revenue:						
Proffers	$0	$0	$0	$0	$0	N/A
Interest on Investments	$177,963	$0	$0	$0	$0	N/A
Total Other Local Revenue	$177,963	$0	$0	$0	$0	N/A
Federal Revenue:						
Other Federal Grants	$184,890	$0	$0	$0	$0	N/A
Total Federal Revenue	$184,890	$0	$0	$0	$0	N/A
Debt Proceeds:						
Bond Proceeds	$0	$0	$2,942,724	$0	$0	N/A
Total Debt Proceeds	$0	$0	$2,942,724	$0	$0	N/A
TOTAL REVENUE - SCHOOL CAPITAL	**$362,853**	**$0**	**$2,942,724**	**$0**	**$0**	**N/A**
UTILITIES OPERATING FUND						
Charges for Services:						
Water User Fees	$12,649,272	$11,099,569	$11,099,569	$11,597,800	$498,231	4.5%
Sewer User Fees	$8,501,088	$8,340,476	$8,340,476	$8,670,735	$330,259	4.0%
Fredericksburg User Fees - FMC	$341,580	$420,000	$420,000	$441,000	$21,000	5.0%
Fredericksburg User Fees - Motts	$1,208,989	$1,000,000	$1,000,000	$1,000,000	$0	0.0%
Penalties	$471,905	$562,784	$562,784	$599,627	$36,843	6.5%
Total Charges for Services	$23,172,834	$21,422,829	$21,422,829	$22,309,162	$886,333	4.1%

FY 2012 Revenue Detail by Fund						
	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Variance (adopt to adopt) Amount	Percent
Miscellaneous:						
Interest	$588,035	$750,000	$750,000	$600,000	-$150,000	-20.0%
Compost Sales	$55,132	$114,395	$114,395	$145,000	$30,605	26.8%
School Board O&M Sewer System	$97,731	$86,528	$86,528	$80,000	-$6,528	-7.5%
Account Transaction Fees	$87,854	$81,906	$81,906	$83,544	$1,638	2.0%
Debt Service Fee	$0	$1,668,793	$1,668,793	$2,340,918	$672,125	40.3%
Administration Fee	$0	$1,402,524	$1,402,524	$1,375,625	-$26,899	-1.9%
Water Connections	$22,898	$25,625	$25,625	$26,266	$641	2.5%
Sewer Connections	$19,092	$30,750	$30,750	$31,519	$769	2.5%
Meter/Other Connections	$96,918	$92,250	$92,250	$94,556	$2,306	2.5%
Disposal Tickets	$86,905	$50,000	$50,000	$50,000	$0	0.0%
Utility Inspection Fees	$8,028	$32,000	$32,000	$32,000	$0	0.0%
Reconnection Fees	$104,429	$100,000	$100,000	$100,000	$0	0.0%
Multi-Visit Meter Set Fee	$1,000	$1,000	$1,000	$1,000	$0	0.0%
City Water/Sewer Plant Assistance	$36,802	$40,000	$40,000	$40,000	$0	0.0%
Miscellaneous	$48,189	$10,000	$152,383	$30,000	$20,000	200.0%
Total Other Local Revenue	$1,253,013	$4,485,771	$4,628,154	**$5,030,428**	$544,657	12.1%
Federal Revenue:						
BAB Subsidy (ARRA)	$0	$0	$413,276	**$539,056**	$539,056	N/A
TOTAL REVENUE - UTILITIES OPERATING	**$24,425,847**	**$25,908,600**	**$26,464,259**	**$27,878,646**	**$1,970,046**	**7.6%**
UTILITIES CAPITAL PROJECTS FUND						
Charges for Services:						
Sewer Availability Fees	$1,212,790	$1,010,440	$1,010,440	$1,142,730	$132,290	13.1%
Water Availability Fees	$1,581,306	$1,058,520	$1,058,520	$1,185,240	$126,720	12.0%
Total Charges for Services	$2,794,096	$2,068,960	$2,068,960	$2,327,970	$259,010	12.5%
Miscellaneous:						
Interest	$570,444	$1,000,000	$1,000,000	$500,000	-$500,000	-50.0%
Interest on Revenue Bond Proceeds	$54,010	$0	$0	$0	$0	N/A
ARRA Funds	$38,616	$0	$0	$0	$0	N/A
F'burg Contribution to Capital Proj.	$723,780	$573,922	$573,922	$408,656	-$165,266	-28.8%
Proffers	$553,468	$0	$0	$0	$0	N/A
Other Miscellaneous	$4,650	$0	$0	$0	$0	N/A
Total Other Local Revenue	$1,944,968	$1,573,922	$1,573,922	$908,656	-$665,266	-42.3%
State Revenue:						
WQIF Grant	$0	$0	$2,934,912	$0	$0	N/A
Total State Revenue	$0	$0	$2,934,912	$0	$0	N/A
Debt Proceeds:						
Bond Proceeds	$0	$0	$31,472,853	$0	$0	N/A
Total Debt Proceeds	$0	$0	$31,472,853	$0	$0	N/A
TOTAL REVENUE - UTILITIES CAPITAL	**$4,739,064**	**$3,642,882**	**$38,050,647**	**$3,236,626**	**-$406,256**	**-11.2%**
Total Revenue - All Funds	**$427,524,626**	**$393,276,848**	**$480,863,542**	**$401,065,355**	**$7,788,507**	**2.0%**

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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 is updated on an annual basis in preparation of the upcoming budget cycle. The General Fund forecast on the following page represents the costs of the FY 2012 Adopted General Fund budget over the course of the next four years. Projected costs are compared to projected revenues to arrive at an estimate of annual budgetary deficits or surpluses. This analysis assumes no new operating initiatives for the out-years.

The out-year costs of maintaining current service levels for programs, and maintaining competitive salary and benefits are calculated using assumptions of inflation and growth. Projections assume gradual, but steadily increasing revenues beyond FY 2012, and assume that the decal and set-aside revenue remains in the General Fund in FY 2013 and FY 2014 as adopted for FY 2011 and FY 2012 instead of being transferred to the Transportation Fund. The transfer to the Transportation Fund is assumed to resume in FY 2015.

Included in the General Fund Forecast:

Current Programs & Services
(adjustments below are made beginning with the FY 2013 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, with the exception of FY 2013 and FY 2014 when the decal and set-asides are assumed to remain in the General Fund.

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 $82.3 million in costs associated with County general capital projects within the Adopted CIP (see pgs 129 – 136 and 143-207).
- Within the projected local transfer, Schools will fund debt service on $46.7 million in costs associated with Schools capital projects in the Adopted CIP (see pgs 137, 211).

Unless revenue projections significantly improve, the budget deficits shown for FY 2013 – FY 2016 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.

General Fund Forecast

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
General Fund Revenue		($ in millions)			
Real Property Taxes	$106.9	$108.7	$111.4	$114.7	$118.1
Other General Property Taxes	34.7	35.2	36.2	37.3	38.4
Other Local Taxes & Receipts	46.1	46.4	47.4	48.6	49.9
State & Federal Revenues	31.1	31.4	31.5	31.8	32.0
Use of (addition to) Fund Balance	0.6	0.0	0.0	0.0	0.0
Transfer from Other Funds	3.3	3.4	3.5	3.7	3.8
General Fund Revenue Total	**$222.7**	**$225.1**	**$230.1**	**$236.0**	**$242.3**
General Fund Expenditures					
Current Programs & Services	$93.3	$97.0	$100.8	$104.7	$108.9
School Funding	114.8	116.4	118.9	121.9	125.1
Debt Service	8.6	9.6	11.0	12.2	12.5
New Capital Projects Operating	0.0	1.4	3.2	3.2	3.4
Transfers/Fiscal Policy	5.9	6.2	6.9	10.9	11.7
General Fund Expenditures Total	**$222.7**	**$230.6**	**$240.8**	**$252.9**	**$261.6**
Budget Surplus/(Deficit)	**($0.0)**	**($5.6)**	**($10.8)**	**($16.9)**	**($19.4)**
Incremental Tax Rate to Balance	$0.000	$0.046	$0.041	$0.045	$0.016

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. County Finance staff estimates Spotsylvania's FY 2012 fuel tax revenue to be $3.5 million – approximately $0.1 million less than anticipated FY 2012 transportation expenditures. The Transportation Fund balance funds this $0.6 million and permits suspending the transfer from the General Fund to the Transportation Fund of set-aside and decal fee revenues again in FY 2012. This suspension allows decal and set-aside revenue totaling $3.2 million to remain in the General Fund to balance the General Fund budget without inhibiting the operations of the Transportation Fund. As discussed during budget work sessions with the Board, it is assumed that the transfer of decal and set-aside revenue from the General Fund to the Transportation Fund is suspended through FY 2014 and will resume in FY 2015.

The five-year forecast for the Transportation Fund assumes the transfer of decal and set-aside revenue from the General Fund resumes in FY 2015. Other assumptions include out-year fuel tax revenue estimates projected by Finance staff based on information provided by PRTC; out-year VRE subsidy estimates provided by VRE; continued support of FRED, the regional bus service; and payment of debt service costs associated with existing and planned transportation debt. Like the General Fund 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.

The Transportation Fund forecast below represents the costs of the FY 2012 Adopted Transportation Fund budget over the course of the next four years. Projected costs are compared to projected revenues to arrive at an estimate of the annual budgetary gap. This analysis assumes no new operating initiatives for the out-years. Based on this forecast, it appears that the Transportation fund balance will be sufficient to support Transportation Fund expenditures through FY 2014 while the transfer from the General Fund is suspended.

Transportation Fund Forecast

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Transportation Fund Revenue*			($ 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	3.5	3.6	3.7	3.7	3.8
Transfer from General Fund	0.0	0.0	0.0	3.1	3.2
Transfer from Capital Projects Fund	0.1	0.1	0.1	0.1	0.1
Use of (addition to) Fund Balance	0.1	0.6	1.3	-0.9	1.1
Transportation Fund Revenue Total	**$3.7**	**$4.3**	**$5.0**	**$6.1**	**$8.1**
Transportation Fund Expenditures*					
Personnel	$0.3	$0.3	$0.4	$0.4	$0.4
Operating other than FRED	0.0	0.1	0.1	0.0	0.0
FRED	0.4	0.4	0.4	0.4	0.5
Debt Service	1.6	2.0	2.7	3.4	5.4
Cosner's Corner Set Aside	0.0	0.0	0.0	0.4	0.5
Harrison Crossing Set Aside	0.0	0.0	0.0	0.2	0.2
VRE/PRTC Subsidies & Reserves	1.2	1.2	1.3	1.1	1.1
Transfer to Capital Projects Fund	0.1	0.1	0.2	0.2	0.1
Transportation Fund Expenditures Total	**$3.7**	**$4.3**	**$5.0**	**$6.1**	**$8.1**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Incremental Tax Rate to Balance					
Transportation Fund Balance	**$3.8**	**$3.2**	**$1.9**	**$2.8**	**$1.7**

*Excludes Special Service District taxes and expenditures

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

- The combined fund balance of the Utilities Operating and Capital Funds will be at least 100% of the average for the last three years of total Utilities revenues;

- Revenues remaining after payment of operating expenditures (other than debt service) will be at least 1.3 times debt service requirements; and

- The County will reduce its reliance on availability fee revenue for operating expenditures by increasing total operating revenues to a level that will fully support operating expenditures (including debt service) by FY 2015.

In FY 2010, after reviewing analyses prepared by the County Finance and Utilities staff and financial advisors, the Board of Supervisors adopted increased water/sewer user rates and fees for FY 2011, FY 2012 and FY 2013 to ensure these policies would be met through FY 2013. The Utilities Fund forecast on the following page represents the costs of the FY 2012 Adopted Utilities Operating Fund and Utilities Capital Fund budgets over the course of the next three years, including planned capital projects in the Adopted CIP. Forecasted revenues assume conservative estimates in the growth of water and sewer users, and the rates and fees adopted by the Board in FY 2010. Like the General Fund and Transportation Fund forecasts, 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.

The FY 2014 and FY 2015 revenues shown in the forecast assume the rates adopted for FY 2013. Unless increased user rates and fees are adopted for FY 2014 and FY 2015, operating and capital expenditures are reduced, or a combination of each, the County will not meet its 1.3 times debt service coverage ratio in FY 2014 and FY 2015, and will not meet its goal of operating revenues fully supporting operating expenditures by FY 2015. More importantly, if revenue and/or expenditure adjustments are not made, the County would be in default on the legal coverage ratio of 1.15 times in FY 2015, based on this forecast.

Utilities Operating & Capital Funds Forecast

	FY 2012	FY 2013	FY 2014	FY 2015
Utilities Revenue		($ in millions)		
User Fees	$25.8	$27.4	$27.7	$28.1
Availability Fees	2.3	2.7	2.7	2.7
Interest Earnings	1.1	1.1	1.1	1.1
Miscellaneous	1.9	1.9	1.9	1.9
Bond Proceeds	0.0	5.8	11.7	10.2
Transfers from Utilities Capital	1.0	0.4	0.0	0.0
Use of Fund Balance	1.9	1.5	2.1	3.3
Utilities Revenue Total	**$34.0**	**$40.8**	**$47.2**	**$47.4**
Utilities Expenditures				
Personnel	$8.5	$8.7	$9.0	$9.4
Operating (other than debt)	8.8	8.8	9.0	9.3
Capital (operating)	0.8	0.1	0.1	0.1
Debt Service	10.4	11.9	12.0	13.3
Depreciation	1.0	1.0	1.0	1.0
Capital Projects	3.2	10.0	15.7	14.2
Transfer to Utilities Operating	1.0	0.4	0.0	0.0
Transfer to Capital Projects Fund	0.3	0.0	0.4	0.0
Utilities Expenditures Total	**$34.0**	**$40.8**	**$47.2**	**$47.4**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Utilities Fund Balances	**$41.3**	**$39.8**	**$37.7**	**$34.3**
Coverage Ratio[1]	1.35	1.34	1.27	1.13
County Policy Coverage Ratio[2]	1.09	1.11	1.05	0.93
Op. Rev. as % of Op. Exp.[3]	100%	103%	99%	95%
FB as % of Prior 3 Years Rev.[4]	144%	134%	120%	104%
	Rates Already Adopted		Rates To Be Determined	

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

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

[3] Represents the degree to which operating revenues cover operating expenditures. County policy calls for this to be 100 percent by FY 2015.

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

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Capital Improvement Plan

Introduction

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

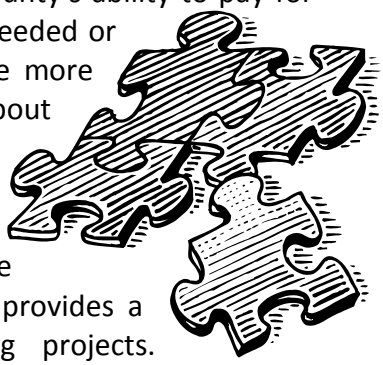
As Spotsylvania County maintains its facilities and other capital resources, we will continue to face additional capital needs along with increasing operational costs. Funding for Capital projects may come from operating revenues or, as is often the case, from the sale of bonds. The County's fiscal policies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

Benefits of a Capital Improvement Plan

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

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

- **Focus Attention on Community Goals and Needs –** Capital projects can be brought into line with community objectives, anticipated growth and our County's ability to pay for such projects. 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.



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

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

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

Operating Expenditure versus Capital Expenditures

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

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

- **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:

- **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 2012 transfer is 2.0 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.

- **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 2011, the County's General Fund balance is expected to exceed the 10 percent Fiscal Stability Reserve policy guideline by 1.9 percentage points. The FY 2012 – FY 2016 Capital Improvement Plan assumes a transfer of $105,000 from

the reserve to the Capital Projects Fund to fund the MSAG Eagle Upgrade ($55,000) project and a $50,000 reserve in FY 2012.

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

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

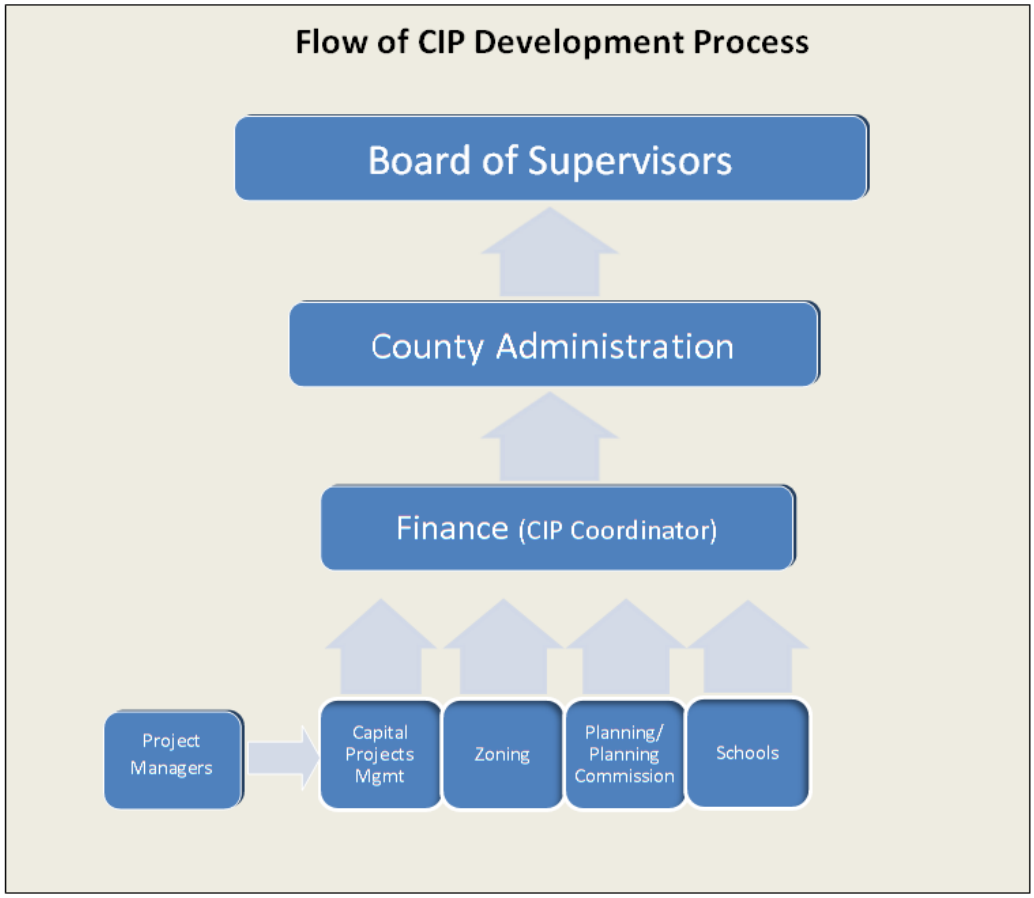
- **Special Assessments –** This method of financing is commonly applied to public works improvements that provide benefits to specific property owners but may not to others. Street, drainage and utility projects, for example, which benefit a particular area.

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

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

CIP Development Process

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



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

FY 2012 – FY 2016 CIP Development Calendar

October 1, 2010	CIP instructions/forms to project managers for request of construction and non-construction projects
October 22, 2010	Project managers submit construction project requests/revisions to Capital Projects Management Department; non-construction project requests/revisions to Finance Department
November 9, 2010	Schools submit Schools' CIP to Finance & Capital Projects Management departments
November 22, 2010	Capital Projects Management Department submits construction project summary sheets, detail project forms, and anticipated project schedules to Finance
November – December 2010	Staff reviews and prioritizes CIP requests
December 2010	Zoning forwards updated proffers listing to Finance for review of available proffer funding
December 2010	Planning Department reviews draft CIP to ensure projects conform with Comprehensive Plan
February 2, 2011	Planning Commission reviews potential projects within the CIP for conformance with Comprehensive Plan
March 1, 2011	Presentation of County Administrator's FY 2012 Recommended Budget and CIP to Board of Supervisors
March 24, 2011	Tax Rate, Budget and CIP Public Hearings
March 29, 2011	Board of Supervisors work session to discuss Recommended Budget and CIP
April 5, 2011	Board of Supervisors work session to discuss Recommended Budget and CIP
April 7, 2011	Board of Supervisors work session to discuss Recommended Budget and CIP
April 12, 2011	Adopt FY 2012 – FY 2016 CIP

Financial Analysis

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

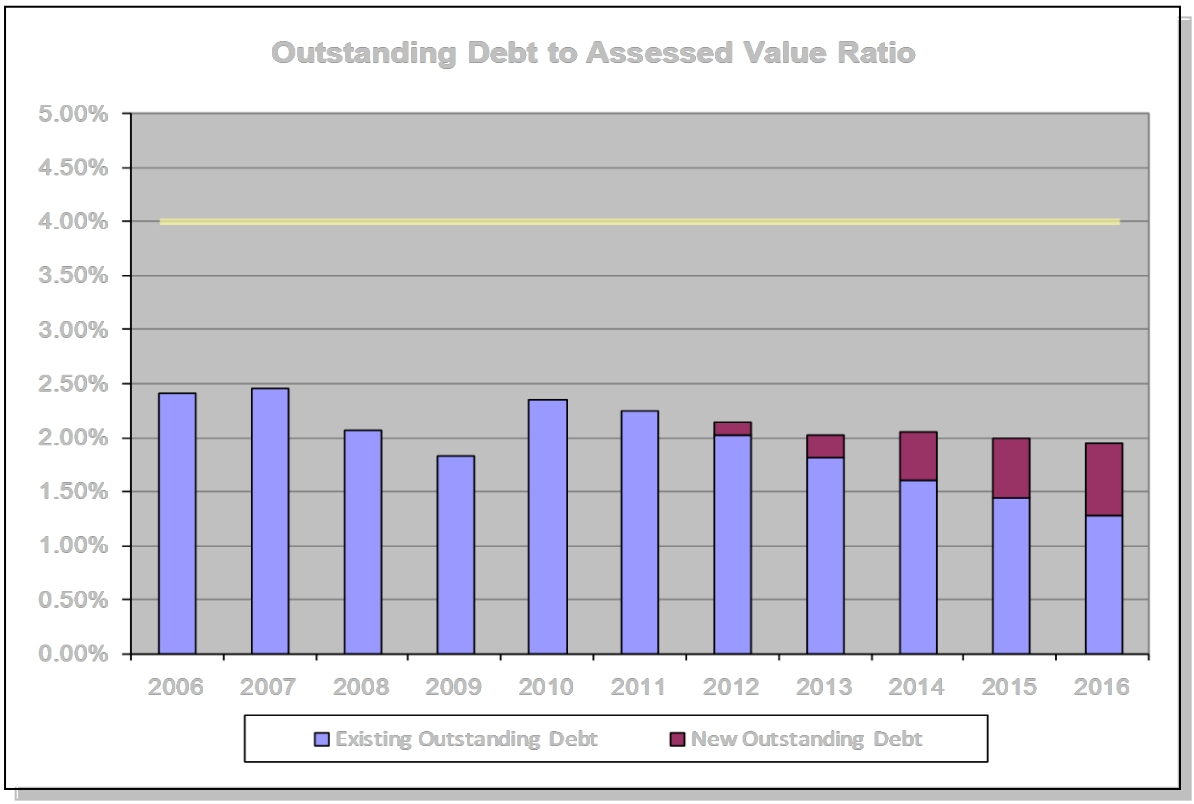
- Net debt as a percentage of estimated market value taxable should not exceed 3 - 4 percent
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10 - 12 percent
- The County intends to maintain its 10 year tax-supported debt and lease payout ratio 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.

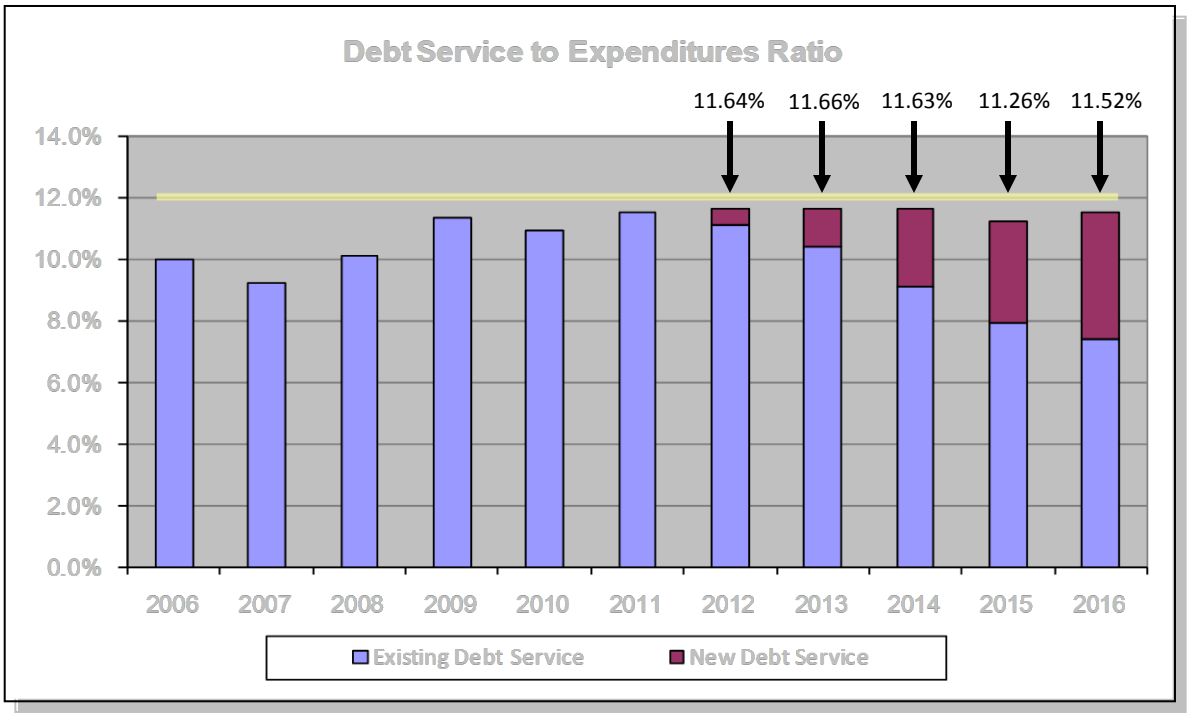
As staff prepared the CIP financial analysis to assess the ratios noted above, the following ***assumptions*** were in place:

CIP Assumptions:

- Bonds are sold on an annual basis.
- The structure of all bond sales is level principal.
- Long-term bonds are structured with 20-year terms.
- Short-term bonds are structured with 12-year terms for buses and fire apparatus and with 7-year terms for rescue apparatus and technology items.
- The growth rates for revenues and expenditures are consistent with those reflected in the Budget Plus Five financial model, and assume the adopted $0.86 real estate tax rate is equalized each year hereafter.
- The interest rate paid on borrowed funds is fixed at 5.0 percent for the Summer 2011 issuance and is fixed at 5.75 percent each issuance thereafter.

The graphs on the following page indicate that the FY 2012 – FY 2016 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
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
Existing Outstanding Debt
New Outstanding Debt


Debt Service to Expenditures Ratio
11.64%
11.66%
11.63%
11.26%
11.52%
14.0%
12.0%
10.0%
8.0%
6.0%
4.0%
2.0%
0.0%
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
Existing Debt Service
New Debt Service

The payout ratio is an assessment of the speed at which the County repays its debt. For example, at the beginning of FY 2012, including the financings to be issued in Summer 2011, total general debt outstanding is estimated at $318.9 million. At the end of FY 2021, ten fiscal years beyond FY 2012 (including FY 2012), the County will have repaid $203.0 million (63.65 percent) of the debt outstanding at the beginning of FY 2012.

10-Yr Payout Ratio (must be > 55%)	
FY	**Payout Ratio**
FY 2012	63.65%
FY 2013	66.57%
FY 2014	67.98%
FY 2015	70.43%
FY 2016	72.57%

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 2012, the transfer from the General Fund to the Capital Projects Fund is budgeted at 2.00 percent of General Fund revenues.

While the $4.5 million transfer from the General Fund in FY 2012 funds $3.4 million in capital construction, equipment and software, the remaining $1.1 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 projects planned within the Adopted CIP, will be necessary to fund capital projects in FY 2013 – FY 2016. Adhering to this policy will reduce the need for debt financing in the out years of the CIP.

Operating Impact

The table below shows the potential impact that implementation of the FY 2012 – FY 2016 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 currently adopted real estate tax rate of $0.86 per $100 of assessed value is equalized 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 2012. The "Incremental Tax Rate Impact" shows the tax rate increase necessary each year to fund the approved CIP.

FY 2012 – FY 2016 CIP's Potential Impact on Tax Rate

		Debt Service Impact			Operational Impact			Total Estimated Impact	
FY	Value of $0.01	Add'l D.S Budget Needed	Estimated Tax Rate Impact	Incremental Tax Rate Impact	Add'l Operational Budget Needed	Estimated Tax Rate Impact	Incremental Tax Rate Impact	Estimated Tax Rate Impact	Incremental Tax Rate Impact
2012	1,201,755	$0	$0.000	$0.000	$0	$0.000	$0.000	$0.000	$0.000
2013	1,222,808	719,845	0.006	0.006	276,978	$0.002	0.002	0.008	0.008
2014	1,253,439	1,486,694	0.012	0.006	2,038,047	$0.016	0.014	0.028	0.020
2015	1,291,042	945,451	0.007	-0.005	1,985,534	$0.015	-0.001	0.022	-0.006
2016	1,329,774	3,244,428	0.024	0.017	2,183,000	$0.016	0.001	0.040	0.018
				$0.024			**$0.016**		**$0.040**

Given the projected CIP expenditures for the next five years, revenues will need to increase by the equivalent of 4.0 cents on the real property tax rate by FY 2016 to pay the costs of added debt service and operating costs. Of this amount, 2.4 cents is associated with debt service while the remaining 1.6 cents is associated with on-going operating costs related to the projects – primarily staffing, maintenance and utilities for the new Lee Hill fire/rescue station; 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 109. Additionally, estimated annual operating costs including the debt service associated with each project are displayed in the project summary section beginning on page 141.

FY 2012 Capital Projects Fund

The capital projects budgets for FY 2012 total $18.4 million and include the County's Capital Projects Fund, the Utilities Capital Projects Fund, and the Schools' Capital Projects Fund. It is anticipated that bonds and other financing mechanisms will be issued in Summer 2011 to fund certain capital projects in FY 2012. Neither debt proceeds nor project expenditures associated with these financings are included in the FY 2012 Adopted Budget. Upon finalizing the financing of the FY 2012 projects, staff will request that the Board amend the budget to include revenues and expenditures associated with financed projects. Debt service expenditures associated with the planned financing are included in the FY 2012 General Fund, Transportation Fund, and School Operating Fund budgets.

The following capital projects and staffing are approved for FY 2012:

Project	FY 2012 Project Cost	FY 2012 Budget	To Be Financed
Information Technology:			
Replace Public Safety Server	$75,000	$75,000	$0
Enhance/Replace Public Safety Radio System	2,794,708	0	2,794,708
MSAG Eagle Upgrade	55,000	55,000	0
Installation of Enterprise-Wide Fiber Network	310,000	310,000	0
AS400 Refresh Upgrade	250,000	250,000	0
Disk Space Expansion	100,000	100,000	0
County Website Upgrade	75,000	75,000	0
Network Conversion to Microsoft	250,000	0	250,000
Information Technology Total	**$3,909,708**	**$865,000**	**$3,044,708**
Solid Waste:			
Construction of Cell 5 at Livingston	$2,112,024	$2,112,024	$0
Chancellor Convenience Ctr. Access improvements	50,000	50,000	0
Refuse Disposal Equipment Replacement	575,000	25,000	550,000
Refuse Collection Equipment Replacement	875,000	150,000	725,000
Alternative Daily Cover System	32,000	32,000	0
Solid Waste Total	**$3,644,024**	**$2,369,024**	**$1,275,000**

Project	FY 2012 Project Cost	FY 2012 Budget	To Be Financed
Parks & Recreation:			
Patriot Park Storage Building	$113,060	$113,060	$0
Hunting Run Park, Phases II & III	80,000	80,000	$0
Patriot Park Field Lighting	495,000	495,000	$0
Legion Field Lighting Replacement	330,000	330,000	$0
Parks & Recreation Total	**$1,018,060**	**$1,018,060**	**$0**
Fire/Rescue:			
Replacement of F/R Station #5	$3,585,115	$0	$3,585,115
Lee Hill District F/R Station	3,589,885	0	3,589,885
Cascade System	40,700	40,700	0
Fire/Rescue Total	**$7,215,700**	**$40,700**	**$7,175,000**
Transportation:			
VRE Station & Parking Areas	$497,009	$497,009	$0
Harrison Rd/Rt 1 Intersection	2,327,552	2,327,552	0
Rt 17 Relocated	577,770	577,770	0
Transportation Total	**$3,402,331**	**$3,402,331**	**$0**
Schools:			
New/Replacement Buses	$1,119,383	$0	$1,119,383
Capital Maintenance	2,839,329	0	2,839,329
Technology Replacements/Upgrades	876,958	700,000	176,958
Schools Total	**$4,835,670**	**$700,000**	**$4,135,670**
Utilities:			
System Improvement Opportunities	$100,000	$100,000	$0
Thornburg Water Transmission Facilities	483,956	483,956	0
Motts Run Water Treatment Plant	250,000	250,000	0
Greengate Sewer Improvements	100,000	100,000	0
Fawn Lake Pump Station Improvement	920,000	920,000	0
SSO Compliance	450,000	450,000	0
Thornburg Wastewater Transmission Improvements	680,000	680,000	0
Piedmont Dr. – Pump Station Abandonment	200,000	200,000	0
Utilities Total	**$3,183,956**	**$3,183,956**	**$0**
Total FY 2012 Capital Projects	**$27,209,449**	**$11,579,071**	**$15,630,378**

Capital Projects Fund Program Staffing

Program	FY 2010	FY 2011	FY 2012
Capital Projects Management			
Director	1	1	1
Facilities Project Manager	1	1	1
Office Assistant	1	1	1
TOTAL FTEs	**3**	**3**	**3**
TOTAL FTEs Capital Projects	**3**	**3**	**3**

FY 2012 – FY 2016 CIP Summary

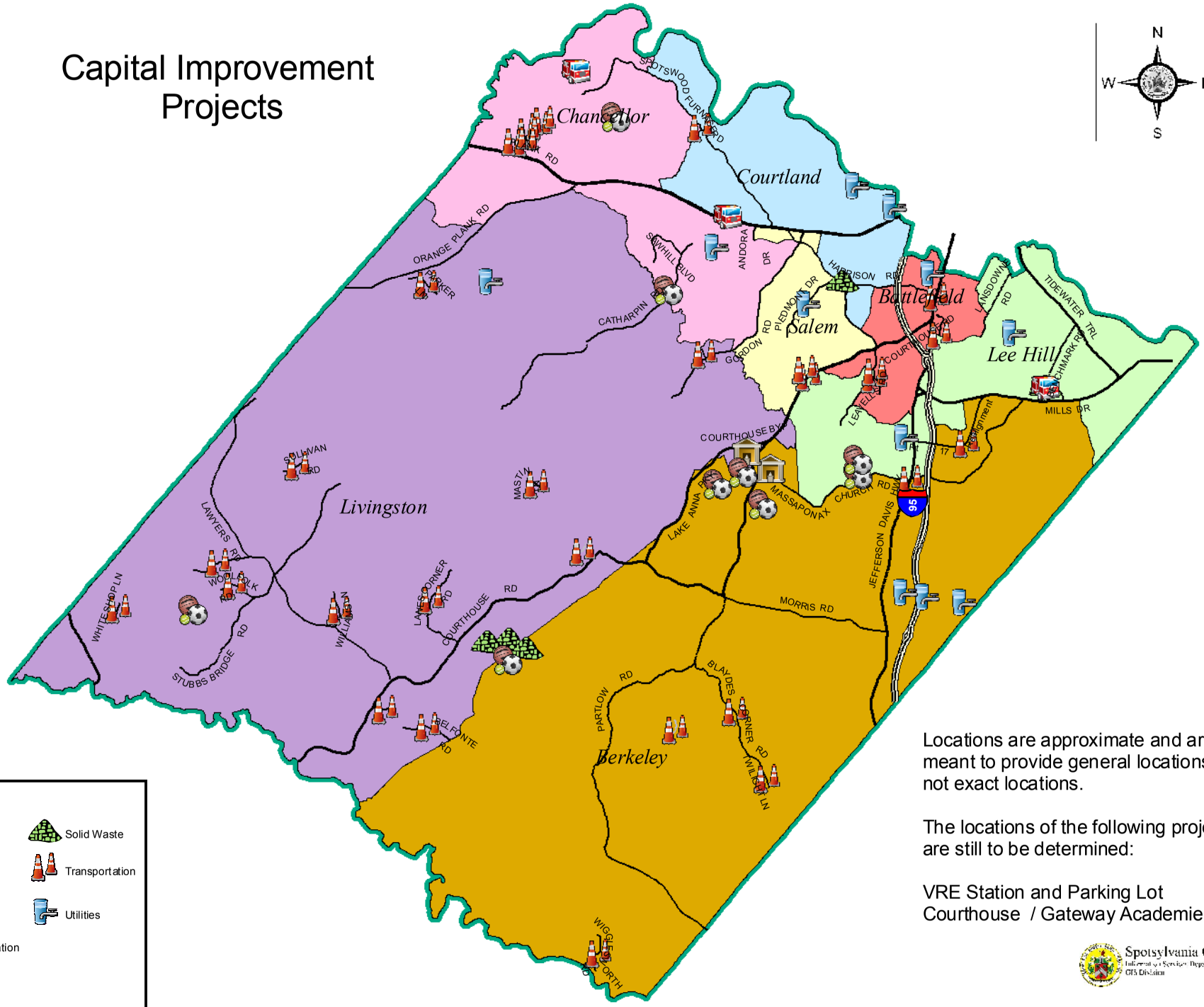
The map, table, and spreadsheets on the following pages summarize the projects included in the FY 2012 – FY 2016 CIP. The map on page 126 shows the general location of each of the projects in the approved CIP other than technology and equipment purchases. The table on page 127 accompanies the map and is a listing of approved CIP projects by project type and voting district. Finally, the spreadsheets on pages 129 – 140 show the anticipated funding by fiscal year for each project. Funding sources are identified on pages 129 - 140 by the following codes:

Code	Description
B	Approved bonds
C	Cash
CR	Concession Revenues
D	Donations
F	Fire bonds
IE	Interest earnings
L	Lease-purchase financing
LS	Lease-purchase financing, Schools
OJ	Other jurisdictions
P	Proffer
S	State/Federal government
T	Transfer from Transportation Fund
TB	Transportation bonds
U	Transfer from Utilities Fund
RR	Transfer from Revenue Recovery (a.k.a. Fire/EMS Service Fee Fund)

Project Descriptions

Descriptions of each of the projects and the costs of those projects within the FY 2012 - FY 2016 CIP may be found beginning on page 141.

Capital Improvement Projects



Locations are approximate and are meant to provide general locations, not exact locations.

The locations of the following projects are still to be determined:

VRE Station and Parking Lot
Courthouse / Gateway Academies

District/Project Type/Project

Battlefield:

- Harrison/Rt 1 Intersection Improvements
- Utilities Complex Expansion
- Leavells/Galaxie Intersection Improvements (also Lee Hill)
- Raise Leavells Road Out of Floodplain (also Lee Hill)
- Thornburg Water Transmission Improvements (also Berkeley & Lee Hill)

Berkeley:

- Judicial Center Renovation
- Renovation of Sheriff's Office
- Marshall Center Auditorium Upgrades
- Marshall Park Upgrades
- Legion Field Stadium Light Replacement
- Relocation of Rt 17 - New 4-Lane Road
- Paving of Twilight Lane/Blaydes Corner
- Paving of Wigglesworth Road
- Holly Drive Improvements
- Thornburg Wastewater Transmission Improvements
- Mine/Falcon/Spotsylvania Ave. Intersection Improvements (also Lee Hill)
- Massaponax Church/Rt 1 Intersection Improvements (also Lee Hill)
- Construction of Cell 5 (also Livingston)
- Partial Closure of Cells 3 & 4 (also Livingston)
- Gas Collection System - Cells 3 & 4 (also Livingston)
- Livingston Community Center (also Livingston)
- Thornburg Water Transmission Improvements (also Battlefield & Lee Hill)

Chancellor:

- Hunting Run, Phase II
- Ni River Park
- Construction of Replacement Co 5 F/R Station
- Battlefield Drive Improvements
- Maxson Court Improvements
- Hilliard Court Improvements
- Treaty Court Improvements
- Landmark Court Improvements
- Installation of 16" Water Main
- Paving of Spotswood Furnace Road (also Courtland)

Courtland:

- Access Improvements at Chancellor Convenience Center
- Regional Fire Training Center
- Greengate Sewer Improvements
- Motts Run Water Treatment Plant Expansion
- Paving of Spotswood Furnace Road (also Chancellor)

District/Project Type/Project

Lee Hill:

- Benchmark Rd. Consolidated Convenience Center
- Patriot Park Storage Building
- Installation of Patriot Park Field Lighting
- New Lee Hill F/R Station
- New Post Water Transmission Facilities
- Smith Station/Courthouse Intersection Improvements (also Salem)
- Leavells/Galaxie Intersection Improvements (also Battlefield)
- Raise Leavells Road Out of Floodplain (also Battlefield)
- Thornburg Water Transmission Improvements (also Battlefield & Berkeley)
- Mine/Falcon/Spotsylvania Ave. Intersection Improvements (also Berkeley)
- Massaponax Church/Rt 1 Intersection Improvements (also Berkeley)

Livingston:

- Purchase of Comm Dev/Social Services Bldg
- County Museum Floor Replacement
- Belmont Passive Park
- Jones Powell Road Improved 2-Lane
- Lanes Corner Road Improvements
- Paving of Belfonte Road
- Paving of Williams Lane
- Paving of Woolfolk Road
- Paving of Sullivan Road
- Paving of Mastin Lane
- Paving of Parker Lane
- Paving of Mallard Point Lane
- Paving of Ryland Payne Road
- Paving of White Shop Lane
- Mt Holly Lane Improvements
- Fawn Lake Pump Station Improvements
- Construction of Cell 5 (also Berkeley)
- Partial Closure of Cells 3 & 4 (also Berkeley)
- Gas Collection System - Cells 3 & 4 (also Berkeley)
- Livingston Community Center (also Berkeley)

Salem:

- Macklin Drive Improvements
- Abandonment of Pump Stations
- Smith Station/Courthouse Intersection Improvements (also Lee Hill)

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Spotsylvania County, Virginia
FY 2012 - FY 2016 Capital Improvement Plan
Project Summary By Fund

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012 - FY 2016 Total
General Government Projects:						
General Government and Judicial Facilities	3,909,708	7,110,071	15,624,326	9,169,133	3,794,655	39,607,893
Solid Waste	3,644,024	1,515,662	2,441,196	3,575,320	385,000	11,561,202
Parks and Recreation	1,018,060	1,040,000	1,390,000	380,000	5,218,375	9,046,435
Fire and Rescue Services	7,215,700	1,610,000	1,674,750	3,758,866	1,846,410	16,105,726
General Government Total	**15,787,492**	**11,275,733**	**21,130,272**	**16,883,319**	**11,244,440**	**76,321,256**
Transportation Total	**1,544,678**	**15,075,015**	**19,889,730**	**16,858,288**	**28,369,573**	**81,737,284**
School Total	**4,835,670**	**6,724,104**	**19,397,717**	**9,522,594**	**6,926,283**	**47,406,368**
Utility Projects:						
General Utility Projects	100,000	100,000	1,100,000	1,740,000	2,680,000	5,720,000
Water Projects	733,956	8,905,000	10,803,000	12,480,000	6,240,000	39,161,956
Sewer Projects	2,350,000	970,300	3,800,000	0	0	7,120,300
Utilities Total	**3,183,956**	**9,975,300**	**15,703,000**	**14,220,000**	**8,920,000**	**52,002,256**
CIP Total, All Funds	**25,351,796**	**43,050,152**	**76,120,719**	**57,484,201**	**55,460,296**	**257,467,164**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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GENERAL GOV'T EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
General Government and Judicial Facilities - Campus Master Plan										
Judicial Center Renovation	153,205	B		$0	$0	$0	$3,859,745	$0	**$3,859,745**	$0
Renovate Current Sheriff's Office	41,860	B, IE		$0	$1,425,150	$0	$0	$0	**$1,425,150**	$0
Purchase of Community Development & Social Services Bldg at Courthouse	-	L		$0	$0	$10,962,000	$0	$0	**$10,962,000**	$0
Capital Project Design Funding	on-going	P		$0	$10,000	$0	$0	$0	**$10,000**	$0
Subtotal - Campus Master Plan	***195,065***			***$0***	***$1,435,150***	***$10,962,000***	***$3,859,745***	***$0***	**$16,256,895**	***$0***
Other General Government Facilities										
Facility Asset Management Program	on-going	C, P, U		$0	$432,732	$1,952,289	$949,351	$649,655	**$3,984,027**	$0
Spotsylvania Courthouse Museum Floor Replacement	-	C		$0	$0	$350,000	$0	$0	**$350,000**	$0
Subtotal - Other General Gov't Facilities	*-*			***$0***	***$432,732***	***$2,302,289***	***$949,351***	***$649,655***	***$4,334,027***	***$0***

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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GENERAL GOV'T EXPENDITURES (continued)

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Information Technology										
Public Safety System Improvements:										
Replace Public Safety Server	50,000	RR		$75,000	$0	$0	$0	$0	**$75,000**	$0
Enhance/Replacement Public Safety Radio System	-	L		$2,794,708	$2,802,189	$935,037	$935,037	$0	**$7,466,971**	$0
Computer Aided Dispatch System Replacement	-	C, L		$0	$0	$0	$2,600,000	$2,600,000	**$5,200,000**	
MSAG Eagle Upgrade	-	C		$55,000	$0	$0	$0	$0	**$55,000**	$0
Other System Improvements:										
Installation of an Enterprise-wide Fiber Network	26,305	U, L		$310,000	$440,000	$750,000	$750,000	$470,000	**$2,720,000**	$0
AS400 Refresh Upgrade	-	C		$250,000	$0	$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		$100,000	$0	$0	$0	$0	**$100,000**	$0
County Website Upgrade	39,280	C, L		$75,000	$275,000	$0	$0	$0	**$350,000**	$0
Network Conversion to Microsoft	-	L		$250,000	$150,000	$100,000	$0	$0	**$500,000**	$0
UPS Upgrades	-	C		$0	$150,000	$75,000	$75,000	$75,000	**$375,000**	$0
Financial System Upgrade - H.T.E.	-	L		$0	$400,000	$250,000	$0	$0	**$650,000**	$0
Land Info System Upgrade - Clerk of Court	-	C		$0	$500,000	$250,000	$0	$0	**$750,000**	$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)	784,434	C		$0	$50,000	$0	$0	$0	**$50,000**	$0
Broadband Wireless Study	-	C		$0	$150,000	$0	$0	$0	**$150,000**	$0
Subtotal - Information Technology	***784,434***			***$3,909,708***	***$5,242,189***	***$2,360,037***	***$4,360,037***	***$3,145,000***	***$19,016,971***	***$0***
TOTAL GENERAL GOV'T EXPENDITURES	**979,499**			**$3,909,708**	**$7,110,071**	**$15,624,326**	**$9,169,133**	**$3,794,655**	**$39,607,893**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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GENERAL GOV'T REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$480,000	$1,509,480	$2,234,278	$3,522,128	$647,372	**$8,393,258**	$0
Interest Earnings		IE		$0	$275,000	$0	$0	$0	**$275,000**	$0
Proffers		P		$0	$108,252	$6,934	$63,848	$0	**$179,034**	$0
Nov 2005 Bond Referenda		B		$0	$1,150,150	$0	$3,859,745	$0	**$5,009,895**	$0
Lease - Purchase		L		$3,044,708	$4,067,189	$12,997,037	$1,685,037	$3,070,000	**$24,863,971**	$0
Transfer from Utilities Fund		U		$310,000	$0	$386,077	$38,375	$77,283	**$811,735**	$0
Transfer from Revenue Recovery Fund		RR		$75,000	$0	$0	$0	$0	**$75,000**	$0
TOTAL GENERAL GOV'T REVENUES				**$3,909,708**	**$7,110,071**	**$15,624,326**	**$9,169,133**	**$3,794,655**	**$39,607,893**	**$0**

SPOTSYLVANIA COUNTY
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SOLID WASTE EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
SOLID WASTE - Construction/Closing of Landfill Cells & Facilities										
Construction of Cell 5 at Livingston Landfill	60,000	C		$2,112,024	$0	$0	$0	$0	**$2,112,024**	$0
Partial Closure Cells 3 & 4	-	C		$0	$564,000	$827,696	$0	$0	**$1,391,696**	$0
Benchmark Road Consolidated Solid Waste Convenience Center	-	C		$0	$50,000	$737,500	$1,410,000	$0	**$2,197,500**	$0
Chancellor Solid Waste Convenience Center Access Improvements	28,700	P, C		$50,000	$550,000	$0	$1,500,000	$0	**$2,100,000**	$0
Wood Waste collection/Mulching Operation	-	C		$0	$0	$565,000	$527,320	$0	**$1,092,320**	$0
Active Gas Collection System - Cells 3 & 4	-	C		$0	$115,000	$0	$0	$0	**$115,000**	$0
Subtotal - Construction/Closing Cells & Facilities	***88,700***			***$2,162,024***	***$1,279,000***	***$2,130,196***	***$3,437,320***	***$0***	***$9,008,540***	***$0***
SOLID WASTE - Equipment Replacement										
Refuse Disposal Equip Replacement	on-going	C, L		$575,000	$0	$80,000	$30,000	$0	**$685,000**	$0
Refuse Collection Equip Replacement	on-going	C, L		$875,000	$236,662	$231,000	$108,000	$385,000	**$1,835,662**	$0
Alternative Daily Cover System	-	C		$32,000	$0	$0	$0	$0	**$32,000**	$0
Subtotal - Solid Waste Equipment Replacement	***-***			***$1,482,000***	***$236,662***	***$311,000***	***$138,000***	***$385,000***	***$2,552,662***	***$0***
TOTAL SOLID WASTE EXPENDITURES	**88,700**			**$3,644,024**	**$1,515,662**	**$2,441,196**	**$3,575,320**	**$385,000**	**$11,561,202**	**$0**

SOLID WASTE REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$2,367,114	$1,279,000	$2,210,196	$3,467,320	$0	**$9,323,630**	$0
Proffers		P		$1,910	$0	$0	$0	$0	**$1,910**	$0
Lease-Purchase		L		$1,275,000	$236,662	$231,000	$108,000	$385,000	**$2,235,662**	$0
TOTAL SOLID WASTE REVENUES				**$3,644,024**	**$1,515,662**	**$2,441,196**	**$3,575,320**	**$385,000**	**$11,561,202**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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PARKS & RECREATION EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
PARKS AND RECREATION - Construction & Maintenance of Parks and Park Facilities										
Patriot Park Storage Building	86,940	C		$113,060	$0	$0	$0	$0	**$113,060**	$0
Hunting Run Park, Phases II & III	417,763	C		$80,000	$0	$510,000	$0	$0	**$590,000**	$0
Belmont Passive Park - trails/picnic area	-	C		$0	$0	$0	$0	$300,000	**$300,000**	$0
Livingston Community Center & Park - Phase I	52,987	C		$0	$0	$0	$80,000	$882,675	**$962,675**	$0
Marshall Center Auditorium, Phase I	567,248	C		$0	$240,000	$0	$0	$0	**$240,000**	$0
Marshall Center Auditorium, Phase II		C		$0	$0	$400,000	$0	$0	**$400,000**	$0
Marshall Park Upgrades	-	C		$0	$800,000	$0	$0	$0	**$800,000**	$0
Ni River Park	-	C		$0	$0	$0	$300,000	$4,035,700	**$4,335,700**	$0
Patriot Park Field Lighting	-	C, IE, CR		$495,000	$0	$480,000	$0	$0	**$975,000**	$0
Legion Field Stadium Replacement Lighting	-	C, CR		$330,000	$0	$0	$0	$0	**$330,000**	$0
TOTAL PARKS & REC EXPENDITURES	**1,124,938**			**$1,018,060**	**$1,040,000**	**$1,390,000**	**$380,000**	**$5,218,375**	**$9,046,435**	**$0**

PARKS & RECREATION REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$338,060	$1,034,700	$1,190,000	$365,000	$5,218,375	**$8,146,135**	$0
Interest Earnings		IE		$280,000	$0	$0	$0	$0	**$280,000**	$0
Concession Receipts		CR		$400,000	$0	$200,000	$0	$0	**$600,000**	$0
Donations		D		$0	$5,300	$0	$0	$0	**$5,300**	$0
Proffers		P		$0	$0	$0	$15,000	$0	**$15,000**	$0
TOTAL PARKS & REC REVENUES				**$1,018,060**	**$1,040,000**	**$1,390,000**	**$380,000**	**$5,218,375**	**$9,046,435**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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FIRE & RESCUE SERVICES EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
FIRE/RESCUE SERVICES - Construction Projects										
Replacement of F/R #5 (Chancellor)	1,679,937	F		$3,585,115	$0	$0	$0	$0	**$3,585,115**	$0
Lee Hill District F/R Station	329,470	F		$3,589,885	$0	$0	$0	$0	**$3,589,885**	$0
Regional Fire Training Center	1,526,222	OJ, C, P		$0	$0	$0	$250,000	$0	**$250,000**	$1,000,000
Subtotal Fire/Rescue constructon	***3,535,629***			***$7,175,000***	***$0***	***$0***	***$250,000***	***$0***	***$7,425,000***	***$1,000,000***
FIRE/RESCUE SERVICES - Equipment										
Replacement Fire Equipment	on-going	C, L		$0	$1,100,000	$1,155,000	$1,212,750	$1,273,386	**$4,741,136**	$0
Replacement EMS Equipment	on-going	C, IE, L		$0	$510,000	$519,750	$545,738	$573,024	**$2,148,512**	$0
Cascade System	-	C, P		$40,700	$0	$0	$0	$0	**$40,700**	$0
Replacement Self Contained Breathing Apparatus	-	L		$0	$0	$0	$1,750,378	$0	**$1,750,378**	$0
Subtotal Fire/Rescue equipment	-			***$40,700***	***$1,610,000***	***$1,674,750***	***$3,508,866***	***$1,846,410***	***$8,680,726***	***$0***
TOTAL FIRE/RESCUE SVCS EXPENDITURES	**3,535,629**			**$7,215,700**	**$1,610,000**	**$1,674,750**	**$3,758,866**	**$1,846,410**	**$16,105,726**	**$1,000,000**

FIRE & RESCUE SERVICES REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$36,500	$0	$0	$81,312	$1,846,410	**$1,964,222**	$333,333
Interest Earnings		IE		$0	$180,000	$0	$0	$0	**$180,000**	$0
Proffers		P		$4,200	$0	$0	$2,021	$0	**$6,221**	$0
Nov 2001 Fire/Rescue Bond Referenda		F		$7,175,000	$0	$0	$0	$0	**$7,175,000**	$0
Other Jurisdictions		OJ		$0	$0	$0	$166,667	$0	**$166,667**	$666,667
Lease - Purchase		L		$0	$1,430,000	$1,674,750	$3,508,866	$0	**$6,613,616**	$0
TOTAL FIRE/RESCUE SVCS REVENUES				**$7,215,700**	**$1,610,000**	**$1,674,750**	**$3,758,866**	**$1,846,410**	**$16,105,726**	**$1,000,000**

SPOTSYLVANIA COUNTY
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TRANSPORTATION EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
TRANSPORTATION										
VRE Station and Parking Areas	1,109,558	IE, B, S		$497,009	$7,868,295	$10,551,480	$0	$0	**$18,916,784**	$0
Harrison/Rt 1 Intersection Improvements	680,091	B, S		$0	$2,570,171	$1,617,000	$2,079,286	$3,888,572	**$10,155,029**	$972,143
Mine/Falcon/Spotsylvania Ave. Intersection Improvements	-	B		$0	$0	$0	$661,392	$652,823	**$1,314,215**	$0
Massaponax Ch/Rt 1 Intersection Improvements	-	B		$0	$0	$0	$497,564	$1,414,205	**$1,911,769**	$0
Jones Powell Improved 2-Lane	179,000	B		$0	$0	$0	$1,116,264	$6,203,028	**$7,319,292**	$0
Leavells/Galaxie Intersection Improvements	-	B		$0	$0	$0	$1,227,738	$1,549,393	**$2,777,131**	$0
Leavells Bridge & Floodplain Work	308,106	B, S		$0	$0	$570,227	$2,189,721	$7,428,649	**$10,188,597**	$0
Smith Station/Courthouse Intersection Improvements	-	S		$0	$375,862	$292,336	$680,636	$358,766	**$1,707,600**	$0
Rt 17 Relocated	-	S		$577,770	$1,298,000	$3,796,000	$6,643,000	$6,643,000	**$18,957,770**	$0
Unpaved Roads (identified "Fair")	1,840,598	B		$0	$2,500,000	$2,600,000	$1,300,000	$0	**$6,400,000**	$0
Lanes Corner	808,689	S		$469,899	$82,585	$0	$0	$0	**$552,484**	$211,551
Rural Additions (8 Streets)	-	S		$0	$360,102	$442,687	$442,687	$231,137	**$1,476,613**	$0
General Engineering Consultant	on-going	T		$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
TOTAL TRANSPORTATION EXPENDITURES	**5,191,585**			**$1,544,678**	**$15,075,015**	**$19,889,730**	**$16,858,288**	**$28,369,573**	**$81,737,284**	**$1,183,694**

TRANSPORTATION REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Proffers		P		$0	$54,000	$0	$0	$0	**$54,000**	$0
Interest Earnings		IE		$0	$308,000	$0	$0	$0	**$308,000**	$0
Nov 2005 Transportation Bond Referenda		B		$0	$3,627,954	$6,293,018	$7,035,658	$19,427,380	**$36,384,010**	$0
Reimbursement/aide from State/Federal gov't		S		$1,544,678	$11,065,061	$13,576,712	$9,802,630	$8,942,193	**$44,931,274**	$1,183,694
Transfer from Transportation Fund		T		$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
TOTAL TRANSPORTATION REVENUES				**$1,544,678**	**$15,075,015**	**$19,889,730**	**$16,858,288**	**$28,369,573**	**$81,737,284**	**$1,183,694**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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SCHOOL CAPITAL EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
SCHOOL CONSTRUCTION CAPITAL PROJECTS										
Courthouse/Gateway Academies	-	B	2	$0	$0	$12,000,000	$0	$0	**$12,000,000**	$0
Subtotal - School Construction	-			***$0***	***$0***	***$12,000,000***	***$0***	***$0***	***$12,000,000***	***$0***
SCHOOL NON-CONSTRUCTION CAPITAL PROJECTS										
Transportation Buses	on-going	B, LS		$1,119,383	$2,305,938	$2,305,938	$2,375,098	$2,446,364	**$10,552,721**	$0
Capital Maintenance	on-going	B		$2,839,329	$1,882,318	$2,221,000	$4,330,000	$2,306,000	**$13,578,647**	$0
Technology Replacements/Upgrades	on-going	IE, B, LS		$876,958	$2,535,848	$2,870,779	$2,817,496	$2,173,919	**$11,275,000**	$0
Subtotal - School Non-Construction	-			***$4,835,670***	***$6,724,104***	***$7,397,717***	***$9,522,594***	***$6,926,283***	***$35,406,368***	***$0***
TOTAL SCHOOL CAPITAL PROJECTS EXPENDITURES	-			**$4,835,670**	**$6,724,104**	**$19,397,717**	**$9,522,594**	**$6,926,283**	**$47,406,368**	**$0**

*** School projects are from the edited version of the School's draft CIP dated November 23, 2009.

SCHOOL CAPITAL REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Interest Earnings		IE		$700,000	$0	$0	$0	$0	**$700,000**	$0
Nov 2005/2006 School Bond Referenda		B		$4,135,670	$6,724,104	$19,397,717	$6,705,098	$4,209,106	**$41,171,695**	$0
Lease-Purchase (Schools)		LS		$0	$0	$0	$2,817,496	$2,717,177	**$5,534,673**	$0
TOTAL SCHOOL CAPITAL PROJECTS REVENUES				**$4,835,670**	**$6,724,104**	**$19,397,717**	**$9,522,594**	**$6,926,283**	**$47,406,368**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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UTILITIES CAPITAL EXPENDITURES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
General Utilities Projects										
Utility Complex Expansion	1,321,655	C, L		$0	$0	$1,000,000	$1,540,000	$2,680,000	**$5,220,000**	$0
System Improvement Opportunities with Developers	2,458,962	C		$100,000	$100,000	$100,000	$200,000	$0	**$500,000**	$0
SUBTOTAL GENERAL UTILITIES PROJECTS	***3,780,617***			***$100,000***	***$100,000***	***$1,100,000***	***$1,740,000***	***$2,680,000***	***$5,720,000***	***$0***
Water Projects										
Motts Run Water Treatment Plant	8,302,876	C, L		$250,000	$1,092,000	$9,628,000	$12,480,000	$6,240,000	**$29,690,000**	$0
Thornburg Water Transmission Facilities Improvements	4,111,535	C, L		$483,956	$973,000	$1,175,000	$0	$0	**$2,631,956**	$0
New Post Water Transmission Facilities	1,286,000	C		$0	$1,000,000	$0	$0	$0	**$1,000,000**	$0
16" Waterline - Andora Dr. to Sawhill	-	L		$0	$5,840,000	$0	$0	$0	**$5,840,000**	$0
SUBTOTAL WATER PROJECTS	***13,700,411***			***$733,956***	***$8,905,000***	***$10,803,000***	***$12,480,000***	***$6,240,000***	***$39,161,956***	***$0***

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
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UTILITIES EXPENDITURES (continued)

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Sewer Projects										
Greengate Sewer Improvements - Motts	693,257	C		$100,000	$0	$0	$0	$0	**$100,000**	$0
Fawn Lake Pump Station Improvements	1,607,704	C		$920,000	$0	$0	$0	$0	**$920,000**	$0
Pump Station Odor Control	408,262	C		$0	$112,800	$0	$0	$0	**$112,800**	$0
SSO Compliance	392,612	C		$450,000	$37,500	$0	$0	$0	**$487,500**	$0
Thornburg Wastewater Transmission Improvements	844,586	C		$680,000	$820,000	$3,800,000	$0	$0	**$5,300,000**	$0
Piedmont Drive - Abandonment of Pump Stations 16 & 23	50,000	C		$200,000	$0	$0	$0	$0	**$200,000**	$0
SUBTOTAL SEWER PROJECTS	***3,996,421***			***$2,350,000***	***$970,300***	***$3,800,000***	***$0***	***$0***	***$7,120,300***	***$0***
TOTAL UTILITIES EXPENDITURES	**17,696,832**			**$3,183,956**	**$9,975,300**	**$15,703,000**	**$14,220,000**	**$8,920,000**	**$52,002,256**	**$0**

UTILITIES REVENUES

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$3,183,956	$4,135,300	$4,000,000	$4,000,000	$4,000,000	**$19,319,256**	$0
Revenue Bonds		B		$0	$5,840,000	$11,703,000	$10,220,000	$4,920,000	**$32,683,000**	
TOTAL UTILITIES REVENUES				**$3,183,956**	**$9,975,300**	**$15,703,000**	**$14,220,000**	**$8,920,000**	**$52,002,256**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2012 - FY 2016

CIP EXPENDITURES SUMMARY

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
TOTAL FY 2012 - FY 2016 CIP				**$25,351,796**	**$43,050,152**	**$76,120,719**	**$57,484,201**	**$55,460,296**	**$257,467,164**	**$2,183,694**

CIP REVENUE SUMMARY

	Total Budget through FY 2011	Funding Source	Class. of Need	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total FY 12- FY 16	Costs beyond FY 2016
Cash		C		$6,405,630	$7,958,480	$9,634,474	$11,435,760	$11,712,157	**$47,146,501**	$333,333
Interest Earnings		IE		$980,000	$763,000	$0	$0	$0	**$1,743,000**	$0
Concession Receipts		CR		$400,000	$0	$200,000	$0	$0	**$600,000**	$0
Donations		D		$0	$5,300	$0	$0	$0	**$5,300**	$0
Proffers		P		$6,110	$162,252	$6,934	$80,869	$0	**$256,165**	$0
Nov 2001 Fire/Rescue Bond Referenda		F		$7,175,000	$0	$0	$0	$0	**$7,175,000**	$0
Nov 2005 Bond Referenda - Gen. Gov't		B		$0	$1,150,150	$0	$3,859,745	$0	**$5,009,895**	$0
Nov 2005/2006 Bond Referenda - Schools		B		$4,135,670	$6,724,104	$19,397,717	$6,705,098	$4,209,106	**$41,171,695**	$0
Nov 2005 Bond Referenda - Transportation		B		$0	$3,627,954	$6,293,018	$7,035,658	$19,427,380	**$36,384,010**	$0
Revenue Bonds - Utilities		B		$0	$5,840,000	$11,703,000	$10,220,000	$4,920,000	**$32,683,000**	$0
Lease - Purchase		L		$4,319,708	$5,733,851	$14,902,787	$5,301,903	$3,455,000	**$33,713,249**	$0
Lease-Purchase (Schools)		LS		$0	$0	$0	$2,817,496	$2,717,177	**$5,534,673**	$0
Other Jurisdictions		OJ		$0	$0	$0	$166,667	$0	**$166,667**	$666,667
Transfer from Transportation Fund		T		$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
Transfer from Utilities Fund		U		$310,000	$0	$386,077	$38,375	$77,283	**$811,735**	$0
Transfer from Revenue Recovery Fund		RR		$75,000	$0	$0	$0	$0	**$75,000**	$0
Reimbursement/aide from State/Federal gov't		S		$1,544,678	$11,065,061	$13,576,712	$9,802,630	$8,942,193	**$44,931,274**	$1,183,694
TOTAL FY 2012 - FY 2016 CIP				**$25,351,796**	**$43,050,152**	**$76,120,719**	**$57,484,201**	**$55,460,296**	**$257,467,164**	**$2,183,694**

CIP Project Information

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

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General Government Projects

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DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Judicial Center Renovation**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Existing Judicial Center at Spotsylvania Courthouse. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Renovation of 23,000 square feet of the existing Judicial Center after completion of the New Circuit Court building. The addition and renovation are companion projects to accommodate the Juvenile and Domestic Relations Court, the Commonwealth's Attorney and the District Court operations.
PROJECT OBJECTIVE:	All departments, as an operating entity, will benefit from these new and renovated facilities due to the alleviation of overcrowding. The general public will benefit directly by staff being afforded the opportunity to provide more efficient and responsive services in suitable work spaces. Furthermore, the population is expected to continue to increase over the next 20 years, likely generating a corresponding need for additional County staff and additional space.
TOTAL CAPITAL PROJECT COST:	$4,012,950

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	N/A	FY 2015 - FY 2016

PRIOR YEAR BUDGETS:	$153,205
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$3,859,745	$0	$3,859,745
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$3,859,745**	**$0**	**$3,859,745**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$3,859,745	$0	$3,859,745
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$3,859,745**	**$0**	**$3,859,745**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$414,923	$403,826	$818,749
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$414,923**	**$403,826**	**$818,749**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Renovate Current Sheriff's Office**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Renovate existing Sheriff's Office at Spotsylvania Courthouse. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Renovation of Sheriff's existing office space after completion of the new Public Safety building.
PROJECT OBJECTIVE:	All departments, as an operating entity, will benefit from these new and renovated facilities due to the alleviation of overcrowding. The general public will benefit directly by staff being afforded the opportunity to provide more efficient and responsive services in suitable work spaces. Furthermore, the population is expected to continue to increase over the next 20 years, likely generating a corresponding need for additional County staff and additional space.
TOTAL CAPITAL PROJECT COST:	$1,467,010

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013	N/A	FY 2013

PRIOR YEAR BUDGETS:	$41,860
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$1,150,150	$0	$0	$0	$1,150,150
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$275,000	$0	$0	$0	$275,000
Total Projected/Requested Funding	**$0**	**$1,425,150**	**$0**	**$0**	**$0**	**$1,425,150**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$1,425,150	$0	$0	$0	$1,425,150
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$1,425,150**	**$0**	**$0**	**$0**	**$1,425,150**
Estimated Add'l Operational Costs						
- Debt service	$0	$123,641	$120,334	$117,028	$113,721	$474,724
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$123,641**	**$120,334**	**$117,028**	**$113,721**	**$474,724**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Purchase of Community Development & Social Service Building at Courthouse**
PROJECT CONTACT/PHONE #:	
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Spotsylvania Courthouse area.

PROJECT DESCRIPTION:	This project is the purchase of the building currently leased to house the Community Development and Social Services offices at the Courthouse. The lease agreement includes an opportunity for the County to purchase the building during the first five years of the lease. Analysis has shown that the sooner the building is purchased, the sooner the County will begin to recognize long term benefits when considering lease savings, income from first floor rental units, and building maintenance costs.
PROJECT OBJECTIVE:	Prior to construction of this building, the Community Development and Social Services departments had been leasing floor space at the former Capital One corporate building in the Massaponax area.
TOTAL CAPITAL PROJECT COST:	$10,962,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	FY 2014	N/A

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$10,962,000	$0	$0	$10,962,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$10,962,000**	**$0**	**$0**	**$10,962,000**
Projected Capital Expenditures:						
Professional Services	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$10,962,000	$0	$0	$10,962,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$10,962,000**	**$0**	**$0**	**$10,962,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$1,178,415	$1,146,899	$1,115,384	$3,440,698
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$1,178,415**	**$1,146,899**	**$1,115,384**	**$3,440,698**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Capital Projects Design Funding**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Various locations as determined by the implementation schedule for the CIP.
PROJECT DESCRIPTION:	Funding to cover preliminary engineering and cost estimates by qualified professionals for facilities projects. The magnitude of the CIP projects (Campus Master Plan, FREM facilities and Parks) warrant the need to initiate preliminary engineering and professional cost estimate updates as projects approach implementation.
PROJECT OBJECTIVE:	Updates of the CIP have pushed projects beyond the reliable use of generalized inflation factors, and these funds will help validate projected budget figures, as well as minor engineering and surveying work as needed to refine project costs on an as needed basis. Use of these funds are directed by County Administration.
TOTAL CAPITAL PROJECT COST:	$10,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013	N/A	N/A

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$10,000	$0	$0	$0	$10,000
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$10,000**	**$0**	**$0**	**$0**	**$10,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$10,000	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$10,000**	**$0**	**$0**	**$0**	**$10,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

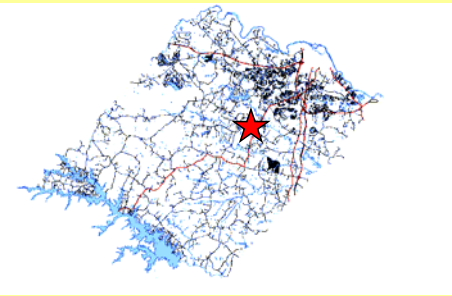
DEPARTMENT:	**General Services**
PROJECT NAME:	**Facilities Asset Management**
PROJECT CONTACT/PHONE #:	Jesse Beavon, 507-7702
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Repairs and upgrades at various County facilities.
PROJECT DESCRIPTION:	The Facilities Asset Management program was developed to ensure that the physical condition of County facilities is maintained through major maintenance and minor construction projects.
PROJECT OBJECTIVE:	The Facilities Asset Management program was implemented in 2001 as a means to maintain County facilties. The program first addresses deferred maintenance and then provides a program for cyclical maintenance and component renewal. The schedule for deferred maintenance, cyclical maintenance and component renewals serves as a budgetary tool in forecasting the major maintenance requirements for facilities within the program. The Facilities Asset Managment program is not a preventive maintenance or operational maintenance program. Under the program, facilities are reassessed every 2 years to capture deferred maintenance issues in an effort to maintain the facilities at a Facilities Condition Index (FCI) of 0.05. Maintaining facilities at a FCI of 0.05 precludes facilities from being in a state of depreciation.
TOTAL CAPITAL PROJECT COST:	$3,984,027

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
			on-going

PRIOR YEAR BUDGETS:	
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$98,252	$6,934	$63,848	$0	$169,034
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$334,480	$1,559,278	$847,128	$572,372	$3,313,258
Service Charge	$0	$0	$0	$0	$0	$0
Other (Transfer from Utilities)	$0	$0	$386,077	$38,375	$77,283	$501,735
Total Projected/Requested Funding	**$0**	**$432,732**	**$1,952,289**	**$949,351**	**$649,655**	**$3,984,027**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$432,732	$1,952,289	$949,351	$649,655	$3,984,027
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$432,732**	**$1,952,289**	**$949,351**	**$649,655**	**$3,984,027**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Spotsylvania Courthouse Museum Floor Replacement**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	



PROJECT DESCRIPTION:	The floor of the Spotsylvania Courthouse is in need of replacement, and must meet historic renovation criteria.
PROJECT OBJECTIVE:	The floor of the Spotsylvania Courthouse is in need of replacement, and must meet historic renovation criteria.
TOTAL CAPITAL PROJECT COST:	$350,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2014	N/A	FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$350,000	$0	$0	$350,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$350,000**	**$0**	**$0**	**$350,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$350,000	$0	$0	$350,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$350,000**	**$0**	**$0**	**$350,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Replace the Public Safety Server**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Replacement of the Public Safety server.
PROJECT OBJECTIVE:	The new public safety servers went into production in 2006, with an estimated life expectancy of 5 years. The critical nature of the use of these servers for public safety CAD and records management demands that a hardware refresh be planned every five years to ensure the system is able to manage increased usage loads, new technologies (such as mobile data and crime analysis), and the benefits of faster and more efficient hardware and software. Without this planned refresh, the existing server will not be able to meet these increased demands, and the county faces the possibility of a system failure, which could result in loss of data. The existing server may not be capable of handling the increased demands.
TOTAL CAPITAL PROJECT COST:	$125,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY2012

PRIOR YEAR BUDGETS:	$50,000
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Fire/EMS Fee Fund)	$75,000	$0	$0	$0	$0	$75,000
Total Projected/Requested Funding	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$75,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$75,000	$0	$0	$0	$0	$75,000
Total Projected Capital Expenditures	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$75,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$2,500	$2,500	$2,500	$2,500	$10,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$2,500**	**$2,500**	**$2,500**	**$2,500**	**$10,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Public Safety Radio System Enhancements or Replacement**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Various public safety radio system enhancements or replacements to potentially include additional towers.
PROJECT OBJECTIVE:	The public safety 800MHz radio system backbone was installed in 1997 to improve radio communications throughout the county for public safety, general county, and schools communication needs. The system has performed successfully over the 13 years. However, the technology and much of the equipment is at end-of-life, and will no longer be supported and/or maintained by January, 2014. Additionally, newer technology is required to meet federal and state interoperability communication mandates, and major system upgrades need to begin to occur now to ensure that the county is able to be in compliance with these mandates coming up in 2014 and 2015.
TOTAL CAPITAL PROJECT COST:	$7,466,971

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$2,794,708	$2,802,189	$935,037	$935,037	$0	$7,466,971
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$2,794,708**	**$2,802,189**	**$935,037**	**$935,037**	**$0**	**$7,466,971**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$2,794,708	$2,802,189	$935,037	$935,037	$0	$7,466,971
Total Projected Capital Expenditures	**$2,794,708**	**$2,802,189**	**$935,037**	**$935,037**	**$0**	**$7,466,971**
Estimated Add'l Operational Costs						
- Debt service	$456,113	$918,867	$1,072,136	$1,217,725	$1,168,291	$4,833,132
- Utilities, insurance, maintenance	$0	$75,000	$75,000	$75,000	$75,000	$300,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$456,113**	**$993,867**	**$1,147,136**	**$1,292,725**	**$1,243,291**	**$5,133,132**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Public Safety Computer Aided Dispatch System Replacement**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Replace the County's Computer Aided Dispatch system
PROJECT OBJECTIVE:	The CAD system has experienced numerous problems and issues over the years since its been implemented,despite numerous upgrades. In order to meet the growing technological demand of the public safety community, as well as ensure that the County's CAD system is sized properly for the volume of calls received as well as the broad functionality that is commonly available in Tier I and Tier II CAD applications, a replacement is required to avoid the potential of inadequate technology.
TOTAL CAPITAL PROJECT COST:	$5,200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015		FY2015-2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$2,600,000	$2,600,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$2,600,000	$0	$2,600,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$2,600,000**	**$2,600,000**	**$5,200,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$2,600,000	$2,600,000	$5,200,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$2,600,000**	**$2,600,000**	**$5,200,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$620,929	$620,929
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$620,929**	**$620,929**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**MSAG Eagle Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Emergency Communications (E911) currently has a system in place that provides map display with our most current County GIS information to assist in routing units to calls. MSAG Eagle also 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.
PROJECT OBJECTIVE:	Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle in FY09 and will be due for replacement. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels. Additionally, it will require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.
TOTAL CAPITAL PROJECT COST:	$55,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2011

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$55,000	$0	$0	$0	$0	$55,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$55,000**	**$0**	**$0**	**$0**	**$0**	**$55,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$55,000	$0	$0	$0	$0	$55,000
Total Projected Capital Expenditures	**$55,000**	**$0**	**$0**	**$0**	**$0**	**$55,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$10,000	$10,000	$10,000	$10,000	$40,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$40,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Enterprise-Wide Fiber Network**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Installation of an enterprise-wide fiber network.
PROJECT OBJECTIVE:	Run fiber connectivity strategically throughout County, collaborating with the Schools' fiber network which is expected to reduce monthly recurring costs for network connectivity, reduce network infrastructure duplication by collaboration with schools network infrastructure, and create redundancy for connectivity.
TOTAL CAPITAL PROJECT COST:	$2,746,305

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:	$26,305
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$440,000	$750,000	$750,000	$470,000	$2,410,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Transfer from Utilities)	$310,000	$0	$0	$0	$0	$310,000
Total Projected/Requested Funding	**$310,000**	**$440,000**	**$750,000**	**$750,000**	**$470,000**	**$2,720,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$310,000	$440,000	$750,000	$750,000	$470,000	$2,720,000
Total Projected Capital Expenditures	**$310,000**	**$440,000**	**$750,000**	**$750,000**	**$470,000**	**$2,720,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$88,157	$234,811	$375,304	$453,536	$1,151,808
- Utilities, insurance, maintenance	$0	$35,000	$35,000	$35,000	$35,000	$140,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$123,157**	**$269,811**	**$410,304**	**$488,536**	**$1,291,808**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**AS400 Refresh Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	AS400 Refresh Upgrade
PROJECT OBJECTIVE:	Information Services has historically refreshed the county's financial and tax 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 added back on an upgrade cycle starting in FY 2012.
TOTAL CAPITAL PROJECT COST:	$250,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$250,000	$0	$0	$0	$0	$250,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$250,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$250,000	$0	$0	$0	$0	$250,000
Total Projected Capital Expenditures	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$250,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$50,000	$50,000	$50,000	$50,000	$200,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$200,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Network Operations Center Air Conditioning Unit Replacement**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Project location here. Map here, if available.
PROJECT DESCRIPTION:	A replacement cycle for the county's air conditioning units in the county's primary network operations center.
PROJECT OBJECTIVE:	The existing three A/C units run 24/7 365 days a year. Each unit is maintained on a regular basis; however, in order to avoid failure of a unit and the high potential of significant network outages due to the high heat in the network operations center, funding is requested to schedule the replacement of the two oldest units by 2011.
TOTAL CAPITAL PROJECT COST:	$150,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$150,000	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$150,000	$0	$0	$0	$150,000
Total Projected Capital Expenditures	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Disk Space Expansion**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Disk Space Expansion
PROJECT OBJECTIVE:	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.
TOTAL CAPITAL PROJECT COST:	$100,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$100,000	$0	$0	$0	$0	$100,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$100,000	$0	$0	$0	$0	$100,000
Total Projected Capital Expenditures	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,000	$5,000	$5,000	$5,000	$20,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$20,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Website Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Upgrade the County's website
PROJECT OBJECTIVE:	The County's website was originally budgeted to receive $340,000 in FY 2009, which would allow Information Services to redesign the site to take advantage of newer technology and functionality that would better serve county citizens. Funding was cut for this project due to budget cuts, resulting in this re-request for funding previously approved by the Board.
TOTAL CAPITAL PROJECT COST:	$389,280

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2013

PRIOR YEAR BUDGETS:	$39,280
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$275,000	$0	$0	$0	$275,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$75,000	$0	$0	$0	$0	$75,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$75,000**	**$275,000**	**$0**	**$0**	**$0**	**$350,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$75,000	$275,000	$0	$0	$0	$350,000
Total Projected Capital Expenditures	**$75,000**	**$275,000**	**$0**	**$0**	**$0**	**$350,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$55,098	$52,839	$50,580	$48,321	$206,838
- Utilities, insurance, maintenance	$0	$0	$25,000	$25,000	$25,000	$75,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$55,098**	**$77,839**	**$75,580**	**$73,321**	**$281,838**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Network Conversion to Microsoft**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Move to a Microsoft operating system environment.
PROJECT OBJECTIVE:	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.
TOTAL CAPITAL PROJECT COST:	$500,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$250,000	$150,000	$100,000	$0	$0	$500,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$250,000**	**$150,000**	**$100,000**	**$0**	**$0**	**$500,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$250,000	$150,000	$100,000	$0	$0	$500,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$250,000**	**$150,000**	**$100,000**	**$0**	**$0**	**$500,000**
Estimated Add'l Operational Costs						
- Debt service	$48,214	$76,482	$93,500	$89,661	$85,821	$393,678
- Utilities, insurance, maintenance	$0	$50,000	$75,000	$100,000	$125,000	$350,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$48,214**	**$126,482**	**$168,500**	**$189,661**	**$210,821**	**$743,678**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**UPS Upgrades - Server Room, E911 Server Room, Radio Tower Sites, Marshall Center**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	A replacement cycle for the county's Uninterruptible Power Supplies in the primary network operations center, the E911 network operations center, the Chancellor tower site, the Livingston tower site, and the Marshall Center.
PROJECT OBJECTIVE:	The existing UPS' throughout each of these locations support a wide variety of core County functions, such as public safety communications, E911 dispatch, Financial Applications, and core network infrastructure systems, such as email, internet, telephones, etc. The purpose of this request is to budget replacement funding each fiscal year to initiate a 5-6 year replacement cycle on a rotating cycle.
TOTAL CAPITAL PROJECT COST:	$375,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$150,000	$75,000	$75,000	$75,000	$375,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$150,000**	**$75,000**	**$75,000**	**$75,000**	**$375,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$150,000	$75,000	$75,000	$75,000	$375,000
Total Projected Capital Expenditures	**$0**	**$150,000**	**$75,000**	**$75,000**	**$75,000**	**$375,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,000	$5,000	$5,000	$5,000	$20,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$20,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Financial Systems Upgrade/Enhancements (HTE)**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle in FY 2012 and will be due for replacement. Additionally, Finance staff desires to add the functionality of a comprehensive encumbrance system at the time this system is upgraded.
PROJECT OBJECTIVE:	The Finance Department has a system in place that streamlines and automates the budgeting process. This system manages many aspects of the County's financial management process. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels. Additionally, it will require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology. The outcomes of this department are the inputs to many others in the county, and the quality (or lack thereof) of information has a ripple effect throughout the County. Additional functionality requested by users to include electronic time sheets, purchasing/encumbrance module, HR module, procurement cards, Naviline, and advanced report writing functionality, such as Cognos and Crystal Reports
TOTAL CAPITAL PROJECT COST:	$650,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013 - FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$400,000	$250,000	$0	$0	$650,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$400,000**	**$250,000**	**$0**	**$0**	**$650,000**
Projected Capital Expenditures:						
Professional Services	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$400,000	$250,000	$0	$0	$650,000
Total Projected Capital Expenditures	**$0**	**$400,000**	**$250,000**	**$0**	**$0**	**$650,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$80,143	$126,946	$121,607	$116,268	$444,964
- Utilities, insurance, maintenance	$0	$0	$75,000	$75,000	$75,000	$225,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$80,143**	**$201,946**	**$196,607**	**$191,268**	**$669,964**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Land Information Systems Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Upgrade and enhancement of Land Information Systems
PROJECT OBJECTIVE:	The Clerk's current system manages all aspects of the land records management process, from cashiering to document indexing, scanning, microfilm archiving, and public access in the office and over the internet. Based on industry trends, the existing system will have reached its anticipated life cycle in FY 2012, requiring the replacement and/or upgrade of the system. If the system is not upgraded, there is an increased risk that it will not be able to maintain adequate service levels. Additionally, it will require the hiring of additional staff to offset these service degradations. As more technology becomes available, the need to meet the changing demands of the county's citizenry should be addressed through the appropriate refreshing of technology. The outcomes of this department are the inputs to many others in the County, and the quality (or lack thereof) of information has a ripple effect throughout the entire County.
TOTAL CAPITAL PROJECT COST:	$750,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013 - FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$500,000	$250,000	$0	$0	$750,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$500,000**	**$250,000**	**$0**	**$0**	**$750,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$500,000	$250,000	$0	$0	$750,000
Total Projected Capital Expenditures	**$0**	**$500,000**	**$250,000**	**$0**	**$0**	**$750,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$75,000	$75,000	$150,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$75,000**	**$75,000**	**$150,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Parks & Recreation System Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Upgrade the current Parks & Rec registration system. The current system manages citizen records and registration both at the counter and over the Internet. Spotsylvania is one of the fastest growing counties in Virginia, which impacts several County offices, including the Parks & Recreation which offers recreational programs and services to the citizens of Spotsylvania County. Continued expansion of technology in this department will maximize the human resources available to process citizen requests efficiently and effectively.
PROJECT OBJECTIVE:	Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle in FY 2011 and will be due for replacement. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels. Additionally, it will require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.
TOTAL CAPITAL PROJECT COST:	$115,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$115,000	$0	$0	$0	$115,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$115,000**	**$0**	**$0**	**$0**	**$115,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$115,000	$0	$0	$0	$115,000
Total Projected Capital Expenditures	**$0**	**$115,000**	**$0**	**$0**	**$0**	**$115,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$15,000	$15,000	$15,000	$15,000	$60,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$15,000**	**$15,000**	**$15,000**	**$15,000**	**$60,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Jury System Upgrade**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Upgrade to the existing system which streamlines and automates the selection and summons of jury participants. Spotsylvania is one of the fastest growing counties in Virginia, which impacts several County offices, including the Clerk of the Circuit Court which maintains the jury program for the courts. Continued expansion of technology in this department will maximize the human resources available to process citizen requests efficiently and effectively.
PROJECT OBJECTIVE:	Information Services has determined, based on industry trends, that the existing system will have reached its end of life cycle in FY 2011 and will be due for replacement. If the system is not upgraded, there is a possibility the existing system will not be able to maintain adequate service levels. Additionally, it will require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.
TOTAL CAPITAL PROJECT COST:	$60,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$60,000	$0	$0	$0	$60,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$60,000**	**$0**	**$0**	**$0**	**$60,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$60,000	$0	$0	$0	$60,000
Total Projected Capital Expenditures	**$0**	**$60,000**	**$0**	**$0**	**$0**	**$60,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$6,000	$6,000	$6,000	$18,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$6,000**	**$6,000**	**$6,000**	**$18,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**CRW Land Records Information System**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Upgrade the CRW application
PROJECT OBJECTIVE:	The CRW application was implemented successfully in FY2008, and has significantly improved the efficiency and effectiveness of the Code Compliance, Zoning, and Planning departments. Additional enhancements to the system are necessary, which include a work assignment generator, advanced report writing functionality, and online citizen services. 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.
TOTAL CAPITAL PROJECT COST:	$834,434

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$784,434
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$50,000	$0	$0	$0	$50,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$50,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$50,000	$0	$0	$0	$50,000
Total Projected Capital Expenditures	**$0**	**$50,000**	**$0**	**$0**	**$0**	**$50,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$5,000	$5,000	$5,000	$5,000	$20,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$20,000**

DEPARTMENT:	**Information Services**
PROJECT NAME:	**Broadband Wireless Study**
PROJECT CONTACT/PHONE #:	Jane Reeve, 507-7552
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Broadband wireless engineering analysis
PROJECT OBJECTIVE:	As the County works to expand broadband wireless services for its citizens, as a wireless service authority, an engineering study needs to be performed to determine what would need to be done to implement wireless services in underserved and unserved areas of the County.
TOTAL CAPITAL PROJECT COST:	$150,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$150,000	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$150,000	$0	$0	$0	$150,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Livingston Landfill Cell 5 Construction**
PROJECT CONTACT/PHONE #:	Benjamin Loveday 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Livingston Landfill on Massey Road
PROJECT DESCRIPTION:	Design and construction of a 6.2 acre lined landfill cell for disposal of municipal solid waste.
PROJECT OBJECTIVE:	The project is required to maintain proper disposal of municipal solid waste generated within the County. This project must begin construction in FY 2012 to ensure adequate disposal area. Failure to implement will result in potential civil penalties and increased operating costs.
TOTAL CAPITAL PROJECT COST:	$2,172,024

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2011	County owns the land	FY 2012

PRIOR YEAR BUDGETS:	$60,000
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$2,112,024	$0	$0	$0	$0	$2,112,024
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$2,112,024**	**$0**	**$0**	**$0**	**$0**	**$2,112,024**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$2,112,024	$0	$0	$0	$0	$2,112,024
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$2,112,024**	**$0**	**$0**	**$0**	**$0**	**$2,112,024**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Livingston Landfill Cells 3 & 4 Partial Closure**
PROJECT CONTACT/PHONE #:	Benjamin Loveday, 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Livingston Landfill on Massey Road
PROJECT DESCRIPTION:	Design and construction of a 8.5 acre landfill partial closure.
PROJECT OBJECTIVE:	The project is required to properly close a filled section of the landfill. Closure of these cells will include active gas collection
TOTAL CAPITAL PROJECT COST:	$1,391,696

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013	County owns the land	FY 2012 - FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$564,000	$827,696	$0	$0	$1,391,696
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$564,000**	**$827,696**	**$0**	**$0**	**$1,391,696**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$25,000	$0	$0	$0	$25,000
Construction	$0	$539,000	$827,696	$0	$0	$1,366,696
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$564,000**	**$827,696**	**$0**	**$0**	**$1,391,696**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Benchmark Road Consolidated Solid Waste Convenience Center**
PROJECT CONTACT/PHONE #:	Benjamin Loveday, 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Benchmark Road near Rt. 17

PROJECT DESCRIPTION:	Mine Road Solid Waste Convenience Center has outlived its useful life, and is too small to provide full services. The Lee Hill SWC is located on old landfill trenches, with excessive and ongoing settlement. The location of the Lee Hill Park to the north prevents northern expansion, and the wetlands to the south prevent expansion to the south. Proposed consolidated site to include full services, except for yard waste disposal.
PROJECT OBJECTIVE:	
TOTAL CAPITAL PROJECT COST:	$2,197,500

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012	FY 2013	FY 2014
PRIOR YEAR BUDGETS:	$0		
COSTS PROJECTED BEYOND CIP PERIOD:	$0		

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$50,000	$737,500	$1,410,000	$0	$2,197,500
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$50,000**	**$737,500**	**$1,410,000**	**$0**	**$2,197,500**
Projected Capital Expenditures:						
Land	$0	$0	$619,500	$0	$0	$619,500
Professional Services	$0	$50,000	$118,000	$0	$0	$168,000
Construction	$0	$0	$0	$1,210,000	$0	$1,210,000
Vehicles & Equipment	$0	$0	$0	$200,000	$0	$200,000
Total Projected Capital Expenditures	**$0**	**$50,000**	**$737,500**	**$1,410,000**	**$0**	**$2,197,500**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Chancellor Solid Waste Convenience Center - Access Improvements**
PROJECT CONTACT/PHONE #:	Benjamin L. Loveday, 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Piedmont/Harrison Road intersection

PROJECT DESCRIPTION:	Construction of an access road to the existing traffic signal at Piedmont/Harrison.
PROJECT OBJECTIVE:	Chancellor SWC is the full service drop off location for refuse, brush and recyclables. The site co-located with an active Park. The existing shared access for SWC and Park customers is confusing and causes congestion that backs traffic out onto Harrison Road. The construction of an access road from the convenience center to the intersection at Harrison Road/Piedmont Drive is expected to relieve congestion and enable easier ingress and egress at the convenience site.
TOTAL CAPITAL PROJECT COST:	$2,128,700

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012 - FY 2013	FY 2013	FY 2015

PRIOR YEAR BUDGETS:	$28,700
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$1,910	$0	$0	$0	$0	$1,910
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$48,090	$550,000	$0	$1,500,000	$0	$2,098,090
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$50,000**	**$550,000**	**$0**	**$1,500,000**	**$0**	**$2,100,000**
Projected Capital Expenditures:						
Land	$0	$500,000	$0	$0	$0	$500,000
Professional Services	$50,000	$50,000	$0	$0	$0	$100,000
Construction	$0	$0	$0	$1,500,000	$0	$1,500,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$50,000**	**$550,000**	**$0**	**$1,500,000**	**$0**	**$2,100,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilituies/Public Works**
PROJECT NAME:	**Wood Waste Collection/Mulching Operation**
PROJECT CONTACT/PHONE #:	Benjamin L. Loveday/540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	To be determined
PROJECT DESCRIPTION:	The project consists of relocation of the wood waste collection and mulching operation currently located at Chancellor Public Use Area to a separate site.
PROJECT OBJECTIVE:	The current operation at the Chancellor Public Use Area has been an area of concern for several years. The tub grinder is designed to operate within an area free of traffic and untrained persons. As it is situated currently, the tub grinder is in close proximity to the area in which residents drop off their recycling.
TOTAL CAPITAL PROJECT COST:	$1,092,320

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2014	FY 2014	FY 2015

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$565,000	$527,320	$0	$1,092,320
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$565,000**	**$527,320**	**$0**	**$1,092,320**
Projected Capital Expenditures:						
Land	$0	$0	$515,000	$0	$0	$515,000
Professional Services	$0	$0	$50,000	$0	$0	$50,000
Construction	$0	$0	$0	$527,320	$0	$527,320
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$565,000**	**$527,320**	**$0**	**$1,092,320**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilties/Public Works**
PROJECT NAME:	**Active Gas Collection System in Cells 3 and 4**
PROJECT CONTACT/PHONE #:	Benjamin Loveday 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☑ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Livingston Landfill on Massey Road
PROJECT DESCRIPTION:	Active Gas Collection System in Cells 3 and 4
PROJECT OBJECTIVE:	DOE grant funds were used to install active gas collection in cells 1 and 2 of the Livingston Landfill. This project will expand the collection field into portions of cells 3 and 4 that have reached final grade.
TOTAL CAPITAL PROJECT COST:	$115,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$115,000	$0	$0	$0	$115,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$115,000**	**$0**	**$0**	**$0**	**$115,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$115,000	$0	$0	$0	$115,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$115,000**	**$0**	**$0**	**$0**	**$115,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Refuse Disposal Equipment**
PROJECT CONTACT/PHONE #:	Benjamin Loveday 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Various convenience sites throughout the County.
PROJECT DESCRIPTION:	Equipment replacement and rebuilds
PROJECT OBJECTIVE:	This project is to maintain an operational fleet of vehicles to remain in compliance with DEQ and operating permit 547. This includes replacement of two track loaders in FY 2012; a track loader undercarriage rebuild in FY 2012; replacement of compactor wheels in FY 2014; and a track loader undercarriage rebuild in FY 2015.
TOTAL CAPITAL PROJECT COST:	$685,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$550,000	$0	$0	$0	$0	$550,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$25,000	$0	$80,000	$30,000	$0	$135,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$575,000**	**$0**	**$80,000**	**$30,000**	**$0**	**$685,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$575,000	$0	$80,000	$30,000	$0	$685,000
Total Projected Capital Expenditures	**$575,000**	**$0**	**$80,000**	**$30,000**	**$0**	**$685,000**
Estimated Add'l Operational Costs						
- Debt service	$73,333	$71,042	$68,750	$66,458	$64,167	$343,750
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$73,333**	**$71,042**	**$68,750**	**$66,458**	**$64,167**	**$343,750**

DEPARTMENT:	**Utilities/Public Works**
PROJECT NAME:	**Refuse Collection Equipment**
PROJECT CONTACT/PHONE #:	Benjamin Loveday 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Various convenience sites throughout the County.
PROJECT DESCRIPTION:	Collections equipment replacement
PROJECT OBJECTIVE:	The objective of this project is to maintain a fleet of vehicles that can accomplish the level of service required for refuse collections. This includes the replacement of a tub grinder in FY 2012; roll-off trucks in FY 2012, FY 2013 and FY 2014; compactors in FY 2013 and FY 2014; a hooklift truck in FY 2015; and two loaders in FY 2016.
TOTAL CAPITAL PROJECT COST:	$1,835,662

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$725,000	$236,662	$231,000	$108,000	$385,000	$1,685,662
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$150,000	$0	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$875,000**	**$236,662**	**$231,000**	**$108,000**	**$385,000**	**$1,835,662**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$875,000	$236,662	$231,000	$108,000	$385,000	$1,835,662
Total Projected Capital Expenditures	**$875,000**	**$236,662**	**$231,000**	**$108,000**	**$385,000**	**$1,835,662**
Estimated Add'l Operational Costs						
- Debt service	$104,107	$141,544	$176,916	$192,041	$251,362	$865,970
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$104,107**	**$141,544**	**$176,916**	**$192,041**	**$251,362**	**$865,970**

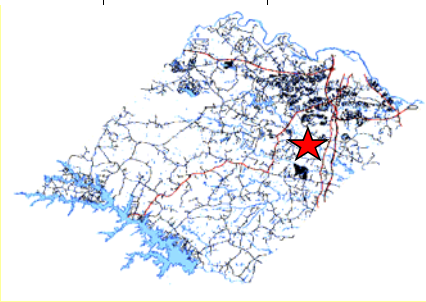
DEPARTMENT:	**Utilties/Public Works**
PROJECT NAME:	**Alternative Daily Cover System**
PROJECT CONTACT/PHONE #:	Benjamin Loveday 540-507-7307
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Livingston Landfill on Massey Road
PROJECT DESCRIPTION:	Alternative Daily Cover System
PROJECT OBJECTIVE:	The disposal working face is required by law to be covered with 6" of virgin soil at the close of each operational day. This soil carries with it an associated operational cost of approximately $4 per cubic yard. By implementing an alternative daily cover system the operational cost associated with daily cover is estimated to be reduced by approximately $230 per day. This translates to a potential cost savings of $80,000 a year in operations cost over what is required by regulations. In addition to cost savings; the life of the facility will also be extended by reducing the amount of airspace occupied by daily cover.
TOTAL CAPITAL PROJECT COST:	$32,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
			FY 2011

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$32,000	$0	$0	$0	$0	$32,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$32,000**	**$0**	**$0**	**$0**	**$0**	**$32,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$32,000	$0	$0	$0	$0	$32,000
Total Projected Capital Expenditures	**$32,000**	**$0**	**$0**	**$0**	**$0**	**$32,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Parks & Recreation**
PROJECT NAME:	**Patriot Park, Phase II**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Patriot Park between Smith Station and Massaponax Church roads



PROJECT DESCRIPTION:	Construction of a 6,500 square foot storage building for storage of maintenance equipment. The Patriot Park construction has established a pad site for the structure during the 2007 construction project.
PROJECT OBJECTIVE:	Parks and Recreation need storage in order to maintain the County's park facilities.
TOTAL CAPITAL PROJECT COST:	$200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2011	County owns land	FY 2012

PRIOR YEAR BUDGETS:	$86,940
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$113,060	$0	$0	$0	$0	$113,060
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$113,060**	**$0**	**$0**	**$0**	**$0**	**$113,060**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$113,060	$0	$0	$0	$0	$113,060
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$113,060**	**$0**	**$0**	**$0**	**$0**	**$113,060**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$10,300	$10,711	$11,140	$11,589	$43,740
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$10,300**	**$10,711**	**$11,140**	**$11,589**	**$43,740**

DEPARTMENT:	**Parks & Recreation**
PROJECT NAME:	**Hunting Run Park, Phase II**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☑ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Hunting Run Park on Elys Ford Road
PROJECT DESCRIPTION:	Phase II is designed and includes permanent check in station and restrooms, well and septic systems, 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.
PROJECT OBJECTIVE:	Improve the public convenience of the Hunting Run Park facility: Current Phase I improvements have mulch trail to ADA pier that is difficult for disabled users to use; engine rental use will be improved with paved driveway to pick up and drop off the engines from the attendant station; portable units provide sanitary waste disposal; and there is no public drinking water at the Phase I facility. Paving the entrance road and gravel parking areas will reduce ongoing maintenance.
TOTAL CAPITAL PROJECT COST:	$1,007,763

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2007	N/A	FY 2014

PRIOR YEAR BUDGETS:	$417,763
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$80,000	$0	$510,000	$0	$0	$590,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$80,000**	**$0**	**$510,000**	**$0**	**$0**	**$590,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$80,000	$0	$510,000	$0	$0	$590,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$80,000**	**$0**	**$510,000**	**$0**	**$0**	**$590,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$33,758	$35,118	$68,876
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$33,758**	**$35,118**	**$68,876**

DEPARTMENT:	**Parks & Recreation**
PROJECT NAME:	**Belmont Passive Park**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Belmont Road

PROJECT DESCRIPTION:	Open field with Piedmont terrain will support a paved parking area including handicapped accessible parking, VDOT standard entrance with tapers, pervious concrete walking trails and stormwater facilities as required by the County Code for public use. A site plan was done in FY 2008 and a permanent drainage easement is required to be dedicated to VDOT for approval to construct
PROJECT OBJECTIVE:	This park would provide a passive park for walking and picnics.
TOTAL CAPITAL PROJECT COST:	$300,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2008	County owns land	FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2014**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$300,000	$300,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$300,000**
Projected Capital Expenditures:						
Professional Services	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$300,000	$300,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$300,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Parks & Recreation**
PROJECT NAME:	**Livingston Community Center, Phase I**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	On the Livingston landfill property.
PROJECT DESCRIPTION:	Phase I: Construction of a 3,000 square foot community center complete with a kitchen, meeting rooms, storage space, restrooms, and adjacent parking. Phase II: 2 Baseball diamonds, 1 Rectangular Multi-purpose field, 2 Basketball Courts, and a one-acre dog park with fencing for rotation.
PROJECT OBJECTIVE:	Citizens of Livingston District have requested a community building that is located to better serve their needs. Currently, the closest building is at Todds Tavern.
TOTAL CAPITAL PROJECT COST:	$1,015,662

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	County owns land	FY 2016

PRIOR YEAR BUDGETS:	$52,987
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$80,000	$882,675	$962,675
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$80,000**	**$882,675**	**$962,675**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$80,000	$0	$80,000
Construction	$0	$0	$0	$0	$882,675	$882,675
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$80,000**	**$882,675**	**$962,675**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Parks and Recreation**
PROJECT NAME:	**Marshall Center Auditorium, Phases I and II**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Auditorium in Marshall Center located across from Spotsylvania Middel School on Business Route 208

PROJECT DESCRIPTION:	Phase I improvements include: installation of commercial sized heat pump system for the auditorium to be located outside at ground level (versus roof mounted), duct work, theatrical lighting and sound system, and fire proof curtain. These improvements allow for musical performances and recitals, in addition to meetings and public presentations requiring sound projection, audio / visual and lighting. Phase II improvements include: Control room for lights and sound, ADA seating, refurbish seats, replace flooring, new rear stairway to basement for changing room. These improvements allow for plays and other theatrical performances in addition to recitals, meetings and public presentations.
PROJECT OBJECTIVE:	During FY 2009-2010 the auditorium was made available for meetings and public use by completing roof repairs, bathroom renovation and repair of interior water damage. However, the existing air handler for the HVAC system causes noise in the stage area. The lack of theatrical sound, lighting and dressing room area prevents the old High School auditorium from being used for recitals and theatrical events.
TOTAL CAPITAL PROJECT COST:	$1,207,248

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013 - FY 2014	County Owns Land	FY 2013 - FY 2014

PRIOR YEAR BUDGETS:	$567,248
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$234,700	$400,000	$0	$0	$634,700
Service Charge	$0	$0	$0	$0	$0	$0
Other (Donations)	$0	$5,300	$0	$0	$0	$5,300
Total Projected/Requested Funding	**$0**	**$240,000**	**$400,000**	**$0**	**$0**	**$640,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$25,000	$40,000	$0	$0	$65,000
Construction	$0	$215,000	$360,000	$0	$0	$575,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$240,000**	**$400,000**	**$0**	**$0**	**$640,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$13,051	$27,169	$28,000	$68,220
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$13,051**	**$27,169**	**$28,000**	**$68,220**

DEPARTMENT:	**Parks and Recreation**
PROJECT NAME:	**Marshall Park Upgrades**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Existing Marshall Park located south of the Courthouse on Business Route 208

PROJECT DESCRIPTION:	Upgrades to the existing Marshall Park include: Relocate existing field for parking lot expansion with lighting, replacement field with lights and a new Skate Board Park with lighting next to the parking area.
PROJECT OBJECTIVE:	The Skate Board park will serve many purposes such as special recreational opportunities, decrease loiterers in business districts and provide a central location for skate park activities as well as for people with common interests to socialize. The existing Marshall Park has inadequate parking. The existing park's parcel size and terrain necessitates expanding parking into an existing field location and construct a replacement field with lighting.
TOTAL CAPITAL PROJECT COST:	$800,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013	County Owns Land	FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$800,000	$0	$0	$0	$800,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$800,000**	**$0**	**$0**	**$0**	**$800,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$80,000	$0	$0	$0	$80,000
Construction	$0	$720,000	$0	$0	$0	$720,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$800,000**	**$0**	**$0**	**$0**	**$800,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$13,051	$13,403	$13,765	$40,219
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$13,051**	**$13,403**	**$13,765**	**$40,219**

DEPARTMENT:	**Parks & Recreation**
PROJECT NAME:	**Ni River Park**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Next to Ni River Middle School

PROJECT DESCRIPTION:	Facility will include ballfields, shelters, restrooms, trails and parking.
PROJECT OBJECTIVE:	This project is planned as a district style park as described in the County's Comprehensive Plan.
TOTAL CAPITAL PROJECT COST:	$4,335,700

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2016	County owns land	FY 2017

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$300,000	$4,035,700	$4,335,700
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$300,000**	**$4,035,700**	**$4,335,700**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$300,000	$0	$300,000
Construction	$0	$0	$0	$0	$4,035,700	$4,035,700
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$300,000**	**$4,035,700**	**$4,335,700**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Parks and Recreation**
PROJECT NAME:	**Patriot Park Field Lighting**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Patriot Park
PROJECT DESCRIPTION:	Install lights for competition fields at Patriot Park
PROJECT OBJECTIVE:	To extend the use of the competition fields, increasing the hours of public use after dark.
TOTAL CAPITAL PROJECT COST:	$975,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012	County Owns Land	FY 2012/FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

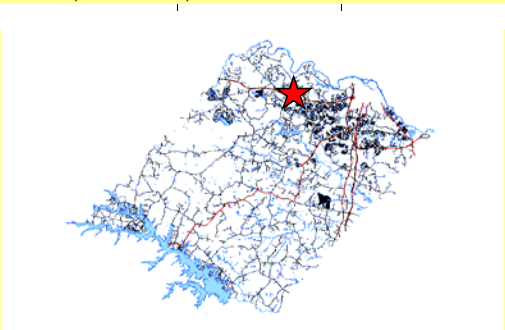
	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$15,000	$0	$280,000	$0	$0	$295,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings/Concess Rev)	$480,000	$0	$200,000	$0	$0	$680,000
Total Projected/Requested Funding	**$495,000**	**$0**	**$480,000**	**$0**	**$0**	**$975,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$495,000	$0	$480,000	$0	$0	$975,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$495,000**	**$0**	**$480,000**	**$0**	**$0**	**$975,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$6,210	$6,378	$13,100	$13,453	$13,817	$52,958
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$6,210**	**$6,378**	**$13,100**	**$13,453**	**$13,817**	**$52,958**

DEPARTMENT:	**Parks and Recreation**
PROJECT NAME:	**Legion Field Replacement Lighting**
PROJECT CONTACT/PHONE #:	Kevin Brooks / 507-7525
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Legion Field - Behind the Marshall Center
PROJECT DESCRIPTION:	Replace lighting at Legion Field
PROJECT OBJECTIVE:	The existing field lighting system is reaching the end of its useful life.
TOTAL CAPITAL PROJECT COST:	$330,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012	County Owns Land	FY 2012

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$130,000	$0	$0	$0	$0	$130,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (Concession Revenues)	$200,000	$0	$0	$0	$0	$200,000
Total Projected/Requested Funding	**$330,000**	**$0**	**$0**	**$0**	**$0**	**$330,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$330,000	$0	$0	$0	$0	$330,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$330,000**	**$0**	**$0**	**$0**	**$0**	**$330,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$6,550	$6,600	$6,727	$6,908	$26,785
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$6,550**	**$6,600**	**$6,727**	**$6,908**	**$26,785**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Replacement of Fire Company #5 and Rescue Squad #5**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Approximately 1-mile west of Andora Drive / Route 3 intersection - land to be acquired. The proposed site will eliminate the need for a future Elys Ford Fire/Rescue - Comp. Plan can be amended during next update process. 
PROJECT DESCRIPTION:	Consolidate Fire Company #5 (Chancellor) and Rescue Squad #5, now located on Harrison Road, onto a new site in the Andora Drive / Route 3 area. A 14,400 square foot facility has been programmed. The FY 12 CIP costs utilize a pre-engineerd steel buiding. Existing staff and equipment to be utilized.
PROJECT OBJECTIVE:	To support the response program necessary for current and projected homes and businesses this area, Fire and Rescue operations are needed at the Chancellor Fire Station location. Consolidation of Fire and Rescue operations is essential to take advantage of cross training and provide 24-hour coverage.
TOTAL CAPITAL PROJECT COST:	$5,265,052

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2011	FY 2011	FY 2012

PRIOR YEAR BUDGETS:	$1,679,937
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$3,585,115	$0	$0	$0	$0	$3,585,115
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$3,585,115**	**$0**	**$0**	**$0**	**$0**	**$3,585,115**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$3,585,115	$0	$0	$0	$0	$3,585,115
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$3,585,115**	**$0**	**$0**	**$0**	**$0**	**$3,585,115**
Estimated Add'l Operational Costs						
- Debt service	$358,512	$349,549	$340,586	$331,623	$322,660	$1,702,930
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$358,512**	**$349,549**	**$340,586**	**$331,623**	**$322,660**	**$1,702,930**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Lee Hill District Fire/EMS Station - Co. #11**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	3 acre portion of site adjacent to Mary Lee Carter Park on Benchmark Road

PROJECT DESCRIPTION:	A 12,800 sf career only pre-engineered steel building is programmed. Parcel to also be utilized for the Benchmark Road convenience center - 8 acres with 6 buildable acres.
PROJECT OBJECTIVE:	To support the response program necessary for current and projected homes and businesses in the Lee Hill area. New staff and equipment is required for this new consolidated Fire/Rescue facility. Operating costs below assume 24/7 career staffing option.
TOTAL CAPITAL PROJECT COST:	$3,919,355

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2011	FY 2011	FY 2012
PRIOR YEAR BUDGETS:	$329,470		
COSTS PROJECTED BEYOND CIP PERIOD:	$0		

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$3,589,885	$0	$0	$0	$0	$3,589,885
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$3,589,885**	**$0**	**$0**	**$0**	**$0**	**$3,589,885**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$3,589,885	$0	$0	$0	$0	$3,589,885
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$3,589,885**	**$0**	**$0**	**$0**	**$0**	**$3,589,885**
Estimated Add'l Operational Costs						
- Debt service	$358,989	$350,014	$341,039	$332,064	$323,090	$1,705,196
- Utilities, insurance, maintenance	$0	$0	$80,089	$86,420	$89,903	$256,412
- Startup $ (lockers, computers, etc.)	$0	$0	$270,300	$0	$0	$270,300
- Personnel	$0	$0	$1,246,395	$1,308,714	$1,374,150	$3,929,259
Total Est Add'l Operational Costs	**$358,989**	**$350,014**	**$1,937,823**	**$1,727,198**	**$1,787,143**	**$6,161,167**

DEPARTMENT:	**Department of Fire, Rescue, and Emergency Management**
PROJECT NAME:	**Regional Fire Training Center**
PROJECT CONTACT/PHONE #:	R.C. Eudailey, 507-7900
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	
PROJECT DESCRIPTION:	This project is the construction of a Regional Fire Training Center to be funded through joint jurisdictional participation and grants, divided equally between the County, City of Fredericksburg and King George County. Phase I will provide a concrete apron around the burn building; Phase II will provide permanent classrooms, restrooms, showers and burn pit.
PROJECT OBJECTIVE:	To provide critical fire training facilities for area firefighters and to provide a reliable source for pumper testing which is a critical ISO requirement.
TOTAL CAPITAL PROJECT COST:	$2,776,222

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	N/A	FY 2015/FY 2017

PRIOR YEAR BUDGETS:	$1,526,222
COSTS PROJECTED BEYOND CIP PERIOD:	$1,000,000

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$2,021	$0	$2,021
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$81,312	$0	$81,312
Service Charge	$0	$0	$0	$0	$0	$0
Other (Other Jurisdictions)	$0	$0	$0	$166,667	$0	$166,667
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$250,000	$0	$250,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$20,255	$21,071	$41,326
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$20,255**	**$21,071**	**$41,326**

DEPARTMENT:	**Department of Fire, Rescue, and Emergency Management**
PROJECT NAME:	**Replacement Fire/Rescue Apparatus**
PROJECT CONTACT/PHONE #:	(Project Contact Here, Phone #)
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Replacement of apparatus at various stations throughout the County.

PROJECT DESCRIPTION:	Replacement of various ambulances and fire engines/wagons at various stations due to the expected life cycle of the equipment and mileage on existing apparatus.
PROJECT OBJECTIVE:	To provide critical fire and rescue vehicles.
TOTAL CAPITAL PROJECT COST:	$6,889,648

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$1,430,000	$1,674,750	$1,758,488	$0	$4,863,238
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$1,846,410	$1,846,410
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$180,000	$0	$0	$0	$180,000
Total Projected/Requested Funding	**$0**	**$1,610,000**	**$1,674,750**	**$1,758,488**	**$1,846,410**	**$6,889,648**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$1,610,000	$1,674,750	$1,758,488	$1,846,410	$6,889,648
Total Projected Capital Expenditures	**$0**	**$1,610,000**	**$1,674,750**	**$1,758,488**	**$1,846,410**	**$6,889,648**
Estimated Add'l Operational Costs						
- Debt service	$0	$221,035	$479,851	$742,204	$714,124	$2,157,214
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$221,035**	**$479,851**	**$742,204**	**$714,124**	**$2,157,214**

DEPARTMENT:	**Department of Fire, Rescue, and Emergency Management**
PROJECT NAME:	**Cascade System**
PROJECT CONTACT/PHONE #:	R.C. Eudailey, 507-7900
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	N/A
PROJECT DESCRIPTION:	Purchase of one additional Cascade systems to allow the filling of SCBA and SCUBA tanks.
PROJECT OBJECTIVE:	Fire Company 3, 9, and 10 are the facilities in the County that do not have the ability to refill their SCBA and SCUBA tanks on site. One additional Cascade system will be purchased to allow one additional station the ability to refill tanks on site, which will provide a more effective solution to the delivery of essential Fire/Rescue services.
TOTAL CAPITAL PROJECT COST:	$40,700

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$4,200	$0	$0	$0	$0	$4,200
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$36,500	$0	$0	$0	$0	$36,500
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$40,700**	**$0**	**$0**	**$0**	**$0**	**$40,700**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$40,700	$0	$0	$0	$0	$40,700
Total Projected Capital Expenditures	**$40,700**	**$0**	**$0**	**$0**	**$0**	**$40,700**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$1,250	$1,250	$1,250	$1,250	$1,250	$6,250
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$1,250**	**$1,250**	**$1,250**	**$1,250**	**$1,250**	**$6,250**

DEPARTMENT:	**Department of Fire, Rescue, and Emergency Management**
PROJECT NAME:	**SCBA Replacement**
PROJECT CONTACT/PHONE #:	R.C. Eudailey, 507-7900
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	This project pertains to all County fire stations. SCBA units are located on every fire truck in the County as well as some of the staff vehicles (volunteer/career) and EMS units. Other departments (such as Utilities) may also have some of this equipment at their facilities.
PROJECT DESCRIPTION:	In 2003, the County received a federal grant for the total replacement of all the SCBA units in the Fire/EMS system. The warranties on these airpacks are nearing expiration (7 years) and the National Fire Protection Association (who develops standards for SCBA and other related equipment) will soon be releasing new updated standards for SCBA to take effect in the 2013-2014 time frame. Therefore, FREM is requesting funds be set aside for the replacement of all SCBA units and associated elements. This will include 250 air packs with regulators, 500 facepieces, and 500 cylinders. We will also need 12 trackers and 12 chargers (one per each Chief/Command Vehicle).
PROJECT OBJECTIVE:	To replace all the old Self-Contained Breathing Apparatus (SCBA) countywide with SCBA that is NFPA compliant.
TOTAL CAPITAL PROJECT COST:	$1,750,378

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2012 - FY 2013

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$1,750,378	$0	$1,750,378
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$1,750,378**	**$0**	**$1,750,378**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$1,750,378	$0	$1,750,378
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$1,750,378**	**$0**	**$1,750,378**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$350,701	$336,323	$687,024
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$350,701**	**$336,323**	**$687,024**

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Transportation Projects

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DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Transportation - Virginia Railway Express (VRE) Station**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Land Acquisition, 1,000 paved parking spaces, area for future 1,000 space parking deck, platform canopy and public restrooms.
PROJECT DESCRIPTION:	Land Acquisition, 1,000 paved parking spaces, area for future 1,000 space parking deck, platform canopy and public restrooms.
PROJECT OBJECTIVE:	Reduce traffic congestion on I-95, spur economic development opportunities, relieve parking congestion and demand at Fredericksburg VRE station. Fulfill citizens need for multimodal transporation opportunties in the region.
TOTAL CAPITAL PROJECT COST:	$20,026,342

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012 - FY 2013	FY 2013	FY 2013 - FY 2014

PRIOR YEAR BUDGETS:	$1,109,558
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$54,000	$0	$0	$0	$54,000
General Obligation Bond	$0	$1,127,954	$3,693,018	$0	$0	$4,820,972
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$497,009	$6,378,341	$6,858,462	$0	$0	$13,733,812
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$308,000	$0	$0	$0	$308,000
Total Projected/Requested Funding	**$497,009**	**$7,868,295**	**$10,551,480**	**$0**	**$0**	**$18,916,784**
Projected Capital Expenditures:						
Land	$0	$250,000	$0	$0	$0	$250,000
Professional Services	$497,009	$1,643,533	$0	$0	$0	$2,140,542
Construction	$0	$5,974,762	$10,551,480	$0	$0	$16,526,242
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$497,009**	**$7,868,295**	**$10,551,480**	**$0**	**$0**	**$18,916,784**
Estimated Add'l Operational Costs						
- Debt service	$0	$121,255	$515,011	$501,152	$487,291	$1,624,709
- Utilities, insurance, maintenance	$0	$0	$32,458	$33,757	$35,118	$101,333
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$121,255**	**$547,469**	**$534,909**	**$522,409**	**$1,726,042**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Harrison Rd East/Rt 1 Intersection Improvements**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Intersection of Harrison Road and Rt. 1 (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Portion of 4-lane divided Harrison to Graningers Circle; close Rt. 1 Service Road; reconfigure side streets west of Rt. 1; Dual Left turning lanes for northbound Rt. 1; Wide radius for southbound Rt. 1 to westbound Harrison (tractor trailer radius).
PROJECT OBJECTIVE:	To reduce congestion and accidents.
TOTAL CAPITAL PROJECT COST:	$12,586,298

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2011 - FY 2012	FY 2012 - FY 2013 (Right of Way)	FY 2012 - FY 2015

PRIOR YEAR BUDGETS:	$2,431,269
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$738,644	$2,621,968	$3,360,612
State Aid*	$0	$2,570,171	$1,617,000	$1,340,642	$1,266,604	$6,794,417
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$2,570,171**	**$1,617,000**	**$2,079,286**	**$3,888,572**	**$10,155,029**
Projected Capital Expenditures:						
Land	$0	$2,570,171	$0	$0	$0	$2,570,171
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$1,617,000	$2,079,286	$3,888,572	$7,584,858
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$2,570,171**	**$1,617,000**	**$2,079,286**	**$3,888,572**	**$10,155,029**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$79,404	$359,142	$438,546
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$79,404**	**$359,142**	**$438,546**

* Any State or Federal funding is combined in this line item.

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Mine/Falcon/Spotsylvania Avenue Intersection Improvements**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Intersection of Falcon Drive and Spotsylvania Ave. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Turning lanes for Falcon and Spotsylvania Ave. to eliminate "split" traffic signal phasing
PROJECT OBJECTIVE:	To reduce congestion and accidents.
TOTAL CAPITAL PROJECT COST:	$1,314,215

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	FY 2015 - FY 2016 (Right of Way)	FY 2015 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$661,392	$652,823	$1,314,215
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$661,392**	**$652,823**	**$1,314,215**
Projected Capital Expenditures:						
Land	$0	$0	$0	$63,974	$31,987	$95,961
Professional Services	$0	$0	$0	$212,750	$0	$212,750
Construction	$0	$0	$0	$384,668	$620,836	$1,005,504
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$661,392**	**$652,823**	**$1,314,215**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$71,100	$139,377	$210,477
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$71,100**	**$139,377**	**$210,477**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Massaponax Church Road/Rt 1 Intersection Improvements**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Intersection of Massaponax Church Road and Rt 1. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Installation of turning lanes and traffic signal modifications.
PROJECT OBJECTIVE:	To reduce congestion and accidents.
TOTAL CAPITAL PROJECT COST:	$1,911,769

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2014 - FY 2015	FY 2015 (Right of Way)	FY 2015 - FY 12016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$497,564	$1,414,205	$1,911,769
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$497,564**	**$1,414,205**	**$1,911,769**
Projected Capital Expenditures:						
Land	$0	$0	$0	$180,214	$90,107	$270,321
Professional Services	$0	$0	$0	$317,350	$0	$317,350
Construction	$0	$0	$0	$0	$1,324,098	$1,324,098
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$497,564**	**$1,414,205**	**$1,911,769**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$53,488	$204,085	$257,573
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$53,488**	**$204,085**	**$257,573**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Jones Powell Improved Two-Lane**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Jones Powell Road from 0.4 miles east of Belmont Road to Lawyers Road. Line in picture to the right reflects *approximate* location of improvements. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Improved two-lane section (11' lanes w/ 5' shoulders) from 0.4 miles east of Belmont Road to Lawyers Road.
PROJECT OBJECTIVE:	
TOTAL CAPITAL PROJECT COST:	$7,498,292

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	FY 2015 - FY 2016 (Right of Way)	FY 2016

PRIOR YEAR BUDGETS:	$179,000
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$1,116,264	$6,203,028	$7,319,292
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$1,116,264**	**$6,203,028**	**$7,319,292**
Projected Capital Expenditures:						
Land	$0	$0	$0	$24,564	$49,128	$73,692
Professional Services	$0	$0	$0	$1,091,700	$0	$1,091,700
Construction	$0	$0	$0	$0	$6,153,900	$6,153,900
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$1,116,264**	**$6,203,028**	**$7,319,292**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$119,998	$783,615	$903,613
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$119,998**	**$783,615**	**$903,613**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Leavells/Galaxie Intersection Improvements**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Intersection of Leavells Road and Galaxie Drive. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Installation of turning lanes (no traffic signal).
PROJECT OBJECTIVE:	To reduce congestion and accidents.
TOTAL CAPITAL PROJECT COST:	$2,777,131

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2015	FY 2015 - FY 2016 (Right of Way)	FY 2015 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$1,227,738	$1,549,393	$2,777,131
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$1,227,738**	**$1,549,393**	**$2,777,131**
Projected Capital Expenditures:						
Land	$0	$0	$0	$98,054	$49,027	$147,081
Professional Services	$0	$0	$0	$507,100	$0	$507,100
Construction	$0	$0	$0	$622,584	$1,500,366	$2,122,950
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$1,227,738**	**$1,549,393**	**$2,777,131**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$131,982	$295,012	$426,994
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$131,982**	**$295,012**	**$426,994**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Leavells Bridge and Floodplain Work**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Leavells Road at Massaponax Creek (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Raise road through flood plain, including new bridge over Massaponax Creek.
PROJECT OBJECTIVE:	For road to be passable in all weather conditions.
TOTAL CAPITAL PROJECT COST:	$10,496,703

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2014 - FY 2015	FY 2015 - FY 2016 (Right of Way)	FY 2015 - FY 2016

PRIOR YEAR BUDGETS:	$308,106
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$1,494,054	$6,985,962	$8,480,016
State Aid*	$0	$0	$570,227	$695,667	$442,687	$1,708,581
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$570,227**	**$2,189,721**	**$7,428,649**	**$10,188,597**
Projected Capital Expenditures:						
Land	$0	$0	$0	$92,055	$30,685	$122,740
Professional Services	$0	$0	$570,227	$1,756,666	$0	$2,326,893
Construction	$0	$0	$0	$341,000	$7,397,964	$7,738,964
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$570,227**	**$2,189,721**	**$7,428,649**	**$10,188,597**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$160,611	$907,306	$1,067,917
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$160,611**	**$907,306**	**$1,067,917**

* Any State or Federal funding is combined in this line item.

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Smith Station/Courthouse Road Intersection Improvements**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Intersection of Smith Station Road and Courthouse Road. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Installation of turning lanes on existing Smith Station alignment and traffic signal modification.
PROJECT OBJECTIVE:	To reduce congestion and accidents.
TOTAL CAPITAL PROJECT COST:	$1,707,600

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013	FY 2013 - FY 2014 (Right of Way)	FY 2014

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$375,862	$292,336	$680,636	$358,766	$1,707,600
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$375,862**	**$292,336**	**$680,636**	**$358,766**	**$1,707,600**
Projected Capital Expenditures:						
Land	$0	$7,362	$7,362	$0	$0	$14,724
Professional Services	$0	$368,500	$0	$0	$0	$368,500
Construction	$0	$0	$284,974	$680,636	$358,766	$1,324,376
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$375,862**	**$292,336**	**$680,636**	**$358,766**	**$1,707,600**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Rt 17 Relocated (Jackson Gateway)**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	New 4-lane road to provide future Jackson Gateway Interchange, once the Federal Highway Administration approves the Interchange Justificaiton Report - expected by January of 2012. The regional Transportation Improvement Program and the County's Comprehensive Plan provides for two projects: Rt 17 Relocated, and the Jackson Gateway Interchange. This project is the road work and a bridge over I-95; a bridge for a future extension of Hall Industrial Dr. to connect to Cosner Drive.
PROJECT DESCRIPTION:	FY 12 Professional Services provides for low level aerial photography, control survey, environmental work including Cultural Resources and wetland investigation of the corridor, and to set the road alignment for Rt 17 relocated and the extension of Massaponax Church road to intersect the new Rt 17.
PROJECT OBJECTIVE:	Honor the US House of Representatives, Robert J. Wittman's omnibus bill grant contribution of $88,920, including the 20% local match, and leverage CMAQ/RSTP funding from FAMPO for the described FY 12 project. The magnitude of FY 13 - FY 16 costs elevate this project to ongoing requests to our Federal delegation to add to the omnibus funding in the Transporation Bill. If funding is not received, no expenditures will be made.
TOTAL CAPITAL PROJECT COST:	$18,957,770

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012 - FY 2013	FY 2014	FY 2015-FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$88,920	$1,298,000	$3,796,000	$6,643,000	$6,643,000	$18,468,920
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (FAMPO RSTP/CMAQ)	$488,850	$0	$0	$0	$0	$488,850
Total Projected/Requested Funding	**$577,770**	**$1,298,000**	**$3,796,000**	**$6,643,000**	**$6,643,000**	**$18,957,770**
Projected Capital Expenditures:						
Land	$0	$0	$3,796,000	$0	$0	$3,796,000
Professional Services	$577,770	$1,298,000	$0	$0	$0	$1,875,770
Construction	$0	$0	$0	$6,643,000	$6,643,000	$13,286,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$577,770**	**$1,298,000**	**$3,796,000**	**$6,643,000**	**$6,643,000**	**$18,957,770**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Transportation - "Fair" Unpaved Roads**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	
	Hard surface the unpaved roads ranked as "Fair" on the Unpaved Road inventory endorsed by the Board 7/8/08.
PROJECT DESCRIPTION:	FY 13: Belfonte Road, Williams Lane and Spotswood Furnace Road. FY 14: Woolfolk, Twilight Lane/Blaydes Corner, Sullivan Road, Mastin Lane and Parker Lane. FY 15 Mallard Point Lane, Ryland Payne Road, Wigglesworth Road and White Shop Lane
PROJECT OBJECTIVE:	Hard surface the unpaved roads ranked as "Fair" using the traffic volumes as the second screening criterion.
TOTAL CAPITAL PROJECT COST:	$6,449,727

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	N/A	N/A	FY 2013 - FY 2015

PRIOR YEAR BUDGETS:	$49,727
COSTS PROJECTED BEYOND CIP PERIOD:	$0

	Projected Project Revenues & Expenditures					
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**5-Year Total**
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$2,500,000	$2,600,000	$1,300,000	$0	$6,400,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$2,500,000**	**$2,600,000**	**$1,300,000**	**$0**	**$6,400,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$2,500,000	$2,600,000	$1,300,000	$0	$6,400,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$2,500,000**	**$2,600,000**	**$1,300,000**	**$0**	**$6,400,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$268,750	$541,063	$666,150	$647,750	$2,123,713
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$268,750**	**$541,063**	**$666,150**	**$647,750**	**$2,123,713**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Transportation - Lanes Corner Road**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Lanes Corner Road is a State-maintained, unpaved road between Post Oak Road and Courthouse Road. Line in picture to the right reflects approximate location of improvements. (Photo credit: Google Earth)

PROJECT DESCRIPTION:	Lanes Corner Road is a State-maintained, unpaved road between Post Oak Road and Courthouse Road. Approximately 45 homes use Lanes Corner Road, and it is ranked as "Fair" condition on the Board of Supervisors' Unpaved Road inventory. This project will widen, improve curvature and major drainage culvert crossings, install roadside ditches and driveway culverts, and install plant mix asphalt road for 2.75 miles. Engineering design drawing are completed using County funds.
PROJECT OBJECTIVE:	Acquire right-of-way, relocate utilities and construct, using 100% VDOT Secondary Road funding for this through-unpaved road. Two 12' wide travel lanes, 8' wide shoulders, open drainage and a plant mix asphalt typical section is required to carry existing and anticipated traffic.
TOTAL CAPITAL PROJECT COST:	$5,681,899

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2007	FY 2011 - FY 2012	FY 2020

PRIOR YEAR BUDGETS:	$808,689
COSTS PROJECTED BEYOND CIP PERIOD:	$4,320,726

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$469,899	$82,585	$0	$0	$0	$552,484
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$469,899**	**$82,585**	**$0**	**$0**	**$0**	**$552,484**
Projected Capital Expenditures:						
Land	$469,899	$82,585	$0	$0	$0	$552,484
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$469,899**	**$82,585**	**$0**	**$0**	**$0**	**$552,484**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Transportation - Rural Additions**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Holly Drive (Berkeley District); Mt Holly Lane (Livington District); Battlefield Drive, Maxson Court, Hilliard Court, Treaty Court, and Landmark Court (Chancellor District); and Macklin Drive (Salem District).

PROJECT DESCRIPTION:	Improvements to be completed using County transportation funding for right-of-way and utility relocation phases, and VDOT Secondary Road funding for the construction phase. To be completed based on condition of road, with worst being completed first: #1 Holly Drive (Berkeley District) - 37 homes; #2 Mt. Holly Lane (Livingston District) - 13 homes; #3 Battlefield Estates (Chancellor District) roads of Battlefield Drive, Maxson Court, Hilliard Court, Treaty Court, and Landmark Court - 40 homes; and #4 Macklin Drive (Salem District) - 6 homes.
PROJECT OBJECTIVE:	Improve eight of the worst and longest-waiting private roads to Secondary Road Street standards - surface treatment, open drainage pavement typical road sections to achieve Rural Rustic standards for these dead-end roads.
TOTAL CAPITAL PROJECT COST:	$1,476,613

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2012 - FY 2016	FY 2012 - FY 2016	FY 2012 - FY 2016

PRIOR YEAR BUDGETS:	$0
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$360,102	$442,687	$442,687	$231,137	$1,476,613
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$360,102**	**$442,687**	**$442,687**	**$231,137**	**$1,476,613**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$360,102	$442,687	$442,687	$231,137	$1,476,613
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$360,102**	**$442,687**	**$442,687**	**$231,137**	**$1,476,613**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT:	**Capital Projects Management**
PROJECT NAME:	**Transportation - General Engineering Consultant**
PROJECT CONTACT/PHONE #:	Becky Golden, 507-7009
PROJECT SIZE (technology only):	☐ Large (>$250K) ☐ Medium ($25K - $250K) ☐ Small (less than $25K)
PROJECT LOCATION:	Various locations of transportation projects. County Administrator to approve expenditures on as needed basis.

PROJECT DESCRIPTION:	Fund minor expenditures such as transportation project studies, data collection and cost estimates to be done by qualified professionals. Grant applications and FAMPO funding requests dictate qualified professionals to develop costs. Prior year's expenditures primarily were costs paid to the General Engineering Consultant, ATCS, prior to establishment of the Capital Projects Management Department.
PROJECT OBJECTIVE:	Obtain Regional Surface Transportation Program (RSTP), Congestion Mitigation Air Quality (CMAQ), Virginia Rail and Public Transportation (VDRPT) funding allocations / grants using credible cost estimates and analyses performed by qualified professionals.
TOTAL CAPITAL PROJECT COST:	$60,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:	Planning & Design	Property Acquisition	Construction/Implementation
	FY 2013 - FY 2015		

PRIOR YEAR BUDGETS:	
COSTS PROJECTED BEYOND CIP PERIOD:	$0

Projected Project Revenues & Expenditures

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$20,000	$20,000	$20,000	$0	$60,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$60,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$20,000	$20,000	$20,000	$0	$60,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$60,000**
Estimated Operational Costs (including applicable debt service)	$0	$0	$0	$0	$0	**$0**

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School Capital Projects

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School Capital Projects

Courthouse/Gateway Academies (*FY 12 – FY 16 costs = $12,000,000)*
Construction of a one-story masonry or metal structure to accommodate students with special needs (Autism and Emotionally Disturbed). The facility will encompass at least 25,000 square feet, including a multi-purpose room, offices, classrooms, and areas for therapy.

Transportation (*FY 12 – FY 16 costs = $10,552,721*)
Purchase of replacement school buses.

Capital Maintenance (*FY 12 – FY 16 costs = $13,578,647*)
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 12 – FY 16 costs = $11,275,000*)
Funding for this project addresses maintenance, repair and replacement of computers, servers, switches, and networks throughout the school division.

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Utilities Capital Projects

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Utilities Capital Projects

General Projects

Utility Complex Expansion (*FY 12 – FY 16 costs = $5,220,000*)
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 12 – FY 16 costs = $500,000*)
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.

Water Projects

Motts Run Water Treatment Plant (*FY 12 – FY 16 costs = $29,690,000*)
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.

Thornburg Water Transmission Improvements (*FY 12 – FY 16 costs = $2,631,956*)
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.

New Post Water Transmission Facilities (*FY 12 – FY 16 costs = $1,000,000*)
Future funds were added for the replacement of 12-inch cast water line from Benchmark Road to Landsdowne Road.

16" Waterline – Andora Drive to Sawhill (*FY 12 – FY 16 costs = $5,840,000*)
This project includes funding for water distribution and transmission to increase supply capabilities to the western Five Mile Fork and American Central areas. The water main will aid the existing American Central line in supplying areas located near the main and also fortify the supply to the new Sawhill and American Central tanks. These areas are expected to experience demand growth in build out conditions. The project is identified in the 2002 Revision to the Water/Sewer Master Plan.

Sewer Projects

Greengate Sewer Improvements – Motts (*FY 12 – FY 16 costs = $100,000*)
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.

Fawn Lake Pump Station Improvements (*FY 12 – FY 16 costs = $920,000*)
This project consists of replacement of three pump stations with gravity sewers and one regional pump station. The project also includes rehabilitation of Fawn Lake Subdivision pump stations.

Pump Station Odor Control (*FY 12 – FY 16 costs = $112,800*)
This project includes funding for pump station improvements for odor control, alarm condition sensing and transmitting facilities.

SSO Compliance (*FY 12 – FY 16 costs = $487,500*)
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.

Thornburg Wastewater Transmission Improvements (*FY 12 – FY 16 costs = $5,300,000*)
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.

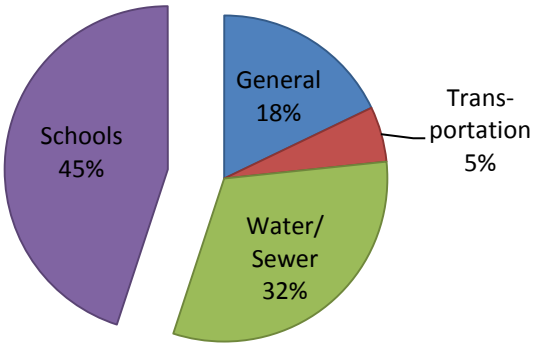
Piedmont Drive – Abandonment of Pump Stations 16 and 23 (*FY 12 – FY 16 costs = $200,000)*
This project includes funding for a gravity sanitary sewer line to eliminate two sewer pump stations that serve small subdivisions. An existing sewer main is located downhill of both pump stations and they can be removed by constructing a 1500' gravity sewer main. All maintenance and electrical costs for the pump stations will be eliminated as a result of this project.

Debt Service

Spotsylvania County is responsible for outstanding debt remaining on various financings undertaken for the purpose of funding general County projects, School projects, transportation projects, and water and sewer projects. Including the financings to be issued in Summer 2011, total existing debt that will be outstanding in all funds as of June 30, 2011 is $466.7 million and is broken down as follows:

Debt Type	Balance – June 30, 2011
General projects	$83.4 M
Transportation projects*	$25.6 M
Water and sewer projects	$147.9 M
School projects	$209.8 M
Total	**$466.7 M**

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



Counties in Virginia are not subject to legal debt limits. However, Spotsylvania's financial policies include the following debt guidelines:

- Net debt as a percentage of estimated taxable market value 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; and
- 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.

An assessment of these ratios relative to existing debt and debt anticipated based on the Adopted CIP begins on page 115.

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

The 2001, 2005 and 2006 voter-approved referenda authorized the County to borrow a total of $372.0 million for purposes of fire/rescue station construction and equipment purchases, transportation projects, library and parks projects, public safety and general government purposes, and school construction and technology purchases. At the end of FY 2011 and including the financings to be issue in Summer 2011, $183.8 million will have been borrowed against this referenda authority.

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

Referendum	Purpose	Potential Tax Rate Impact*
2001	Fire/Rescue	$0.05 per $100
2005	Transportation	$0.10 per $100
2005	Library & Parks	$0.01 per $100
2005	Public Safety	$0.06 per $100
2005	Schools	$0.05 per $100
2006	Schools	$0.04 per $100
		$0.31 per $100

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

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

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

Following are the amortization schedules for general, transportation, schools, and utilities debt. Each schedule shows existing debt service and anticipated new debt service from project financings planned to occur in Summer 2011.

General and Transportation Debt

TOTAL GENERAL & TRANSPORTATION DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt[1]		New Debt[2]		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	$4,825,632	$4,425,397	$824,533	$574,735	$5,650,165	$5,000,132
2013	5,182,987	4,223,729	824,533	533,509	6,007,520	4,757,238
2014	4,990,712	4,035,657	824,533	492,282	5,815,245	4,527,939
2015	5,001,392	3,859,037	824,533	451,056	5,825,925	4,310,093
2016	5,072,701	3,673,725	824,533	409,829	5,897,234	4,083,553
2017	5,228,499	3,461,190	824,533	368,602	6,053,032	3,829,793
2018	5,380,492	3,249,136	824,533	327,376	6,205,025	3,576,511
2019	5,533,741	3,038,290	570,596	286,149	6,104,337	3,324,439
2020	5,517,378	2,800,614	570,596	257,619	6,087,974	3,058,233
2021	5,690,062	2,555,775	570,596	229,089	6,260,658	2,784,864
2022	5,811,108	2,287,031	570,596	200,560	6,381,704	2,487,591
2023	5,987,017	2,005,315	570,596	172,030	6,557,613	2,177,345
2024	6,178,852	1,706,303	358,750	143,500	6,537,602	1,849,803
2025	5,855,000	1,402,259	358,750	125,563	6,213,750	1,527,821
2026	6,045,000	1,113,269	358,750	107,625	6,403,750	1,220,894
2027	6,240,000	806,365	358,750	89,688	6,598,750	896,052
2028	2,240,000	479,248	358,750	71,750	2,598,750	550,998
2029	2,250,000	351,494	358,750	53,813	2,608,750	405,306
2030	2,265,000	221,602	358,750	35,875	2,623,750	257,477
2031	405,000	120,450	358,750	17,938	763,750	138,388
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
	$97,505,573	**$46,038,035**	**$11,494,708**	**$4,948,586**	**$109,000,281**	**$50,986,621**

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

[2] $11.5 million to be issued in Summer 2011 for the Co. 5 and Co. 11 fire/rescue buildings, for the lease-purchase of solid waste equipment, and for the lease-purchase of technology equipment and software.

School Debt

TOTAL SCHOOLS DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	$20,631,127	$9,384,503	$260,528	$206,784	$20,891,655	$9,591,286
2013	19,554,831	8,453,631	260,528	193,757	19,815,359	8,647,389
2014	16,682,399	7,623,028	260,528	180,731	16,942,927	7,803,759
2015	13,826,940	6,878,804	260,528	167,704	14,087,468	7,046,508
2016	13,492,150	6,247,464	260,528	154,678	13,752,678	6,402,142
2017	13,732,140	5,619,988	260,528	141,651	13,992,668	5,761,639
2018	11,857,450	4,993,377	260,528	128,625	12,117,978	5,122,002
2019	11,147,862	4,370,823	235,248	115,599	11,383,110	4,486,422
2020	9,740,422	3,984,791	235,248	103,836	9,975,670	4,088,627
2021	9,870,422	3,553,474	235,248	92,074	10,105,670	3,645,548
2022	9,710,422	3,118,415	235,248	80,311	9,945,670	3,198,727
2023	9,084,022	2,695,953	235,248	68,549	9,319,270	2,764,502
2024	7,310,000	2,300,048	141,966	56,787	7,451,966	2,356,835
2025	7,595,000	1,951,592	141,966	49,688	7,736,966	2,001,280
2026	7,865,000	1,592,553	141,966	42,590	8,006,966	1,635,143
2027	8,155,000	1,233,189	141,966	35,492	8,296,966	1,268,681
2028	5,630,000	715,655	141,966	28,393	5,771,966	744,048
2029	4,560,000	451,750	141,966	21,295	4,701,966	473,045
2030	3,070,000	264,500	141,966	14,197	3,211,966	278,697
2031	2,220,000	111,000	141,966	7,098	2,361,966	118,098
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
				0		
	$205,735,187	**$75,544,538**	**$4,135,670**	**$1,889,839**	**$209,870,857**	**$77,434,377**

[1] $4.1 million to be issued in Summer 2011 for buses, capital maintenance and technology replacements. Assumes remaining $0.7 million in Schools' FY 2012 projects are funded with interest earnings from previously issued bonds.

Utilities Debt

TOTAL UTILITIES DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt[1]		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2012	$3,600,000	$6,780,447	$0	$0	$3,600,000	$6,780,447
2013	3,870,000	6,660,122	0	0	3,870,000	6,660,122
2014	4,095,000	6,533,597	0	0	4,095,000	6,533,597
2015	4,395,000	6,376,810	0	0	4,395,000	6,376,810
2016	5,045,000	6,169,710	0	0	5,045,000	6,169,710
2017	5,250,000	5,967,985	0	0	5,250,000	5,967,985
2018	5,495,000	5,748,335	0	0	5,495,000	5,748,335
2019	5,720,000	5,499,235	0	0	5,720,000	5,499,235
2020	5,960,000	5,253,345	0	0	5,960,000	5,253,345
2021	6,180,000	4,994,750	0	0	6,180,000	4,994,750
2022	6,470,000	4,703,301	0	0	6,470,000	4,703,301
2023	6,755,000	4,395,383	0	0	6,755,000	4,395,383
2024	7,070,000	4,063,723	0	0	7,070,000	4,063,723
2025	7,400,000	3,727,017	0	0	7,400,000	3,727,017
2026	7,720,000	3,373,347	0	0	7,720,000	3,373,347
2027	5,120,000	2,982,629	0	0	5,120,000	2,982,629
2028	5,350,000	2,728,133	0	0	5,350,000	2,728,133
2029	5,590,000	2,468,915	0	0	5,590,000	2,468,915
2030	5,825,000	2,203,137	0	0	5,825,000	2,203,137
2031	6,075,000	1,929,019	0	0	6,075,000	1,929,019
2032	6,340,000	1,640,465	0	0	6,340,000	1,640,465
2033	4,800,000	1,415,280	0	0	4,800,000	1,415,280
2034	5,015,000	1,171,301	0	0	5,015,000	1,171,301
2035	5,245,000	992,579	0	0	5,245,000	992,579
2036	3,925,000	726,165	0	0	3,925,000	726,165
2037	4,100,000	519,940	0	0	4,100,000	519,940
2038	1,750,000	314,910	0	0	1,750,000	314,910
2039	1,815,000	216,700	0	0	1,815,000	216,700
2040	1,880,000	114,833	0	0	1,880,000	114,833
	$147,855,000	**$99,671,116**	**$0**	**$0**	**$147,855,000**	**$99,671,116**

[1] No issuance is planned for Summer 2011 for Utilities capital projects.

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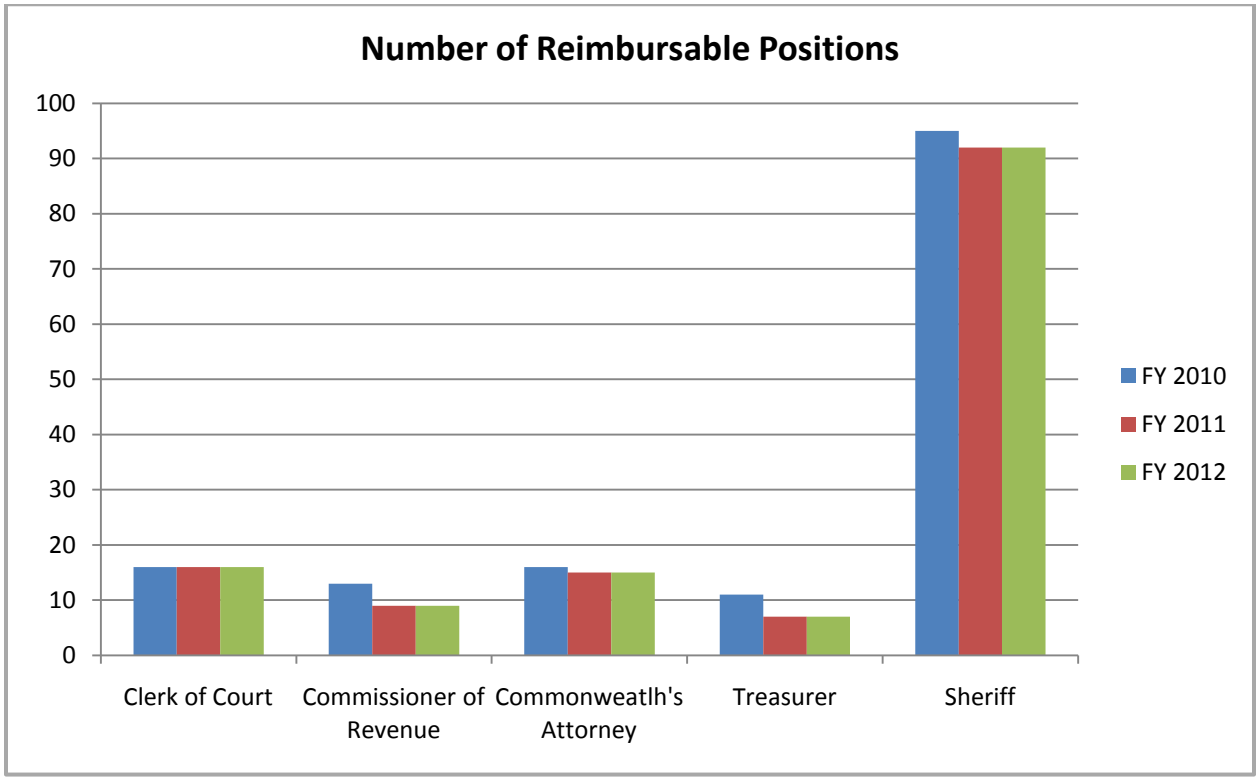
Personnel – Total FTEs

	FY 2010	FY 2011	FY 2012
Executive Services	23	23	24
Administrative Services	100.50	101.50	101.25
Voter Services	2.50	2.50	2.50
Judicial Administration	38.75	38.75	39.75
Public Safety	386.94	386.44	392.44
Public Works	191.04	191.04	190.29
Health & Welfare	79.89	79.89	84.26
Parks, Recreation & Cultural	27.51	27.51	27.76
Community Development	33.63	34.13	33.13
Transportation	5	5	5
Capital Projects	3	3	3
TOTAL FTEs*	**891.76**	**893.51**	**903.38**
TOTAL FULL-TIME FTEs	**827**	**827**	**837**
TOTAL PART-TIME FTEs*	**64.76**	**66.51**	**66.38**

***** Regular part-time positions only, excludes seasonal and temporary part-time

Compensation Board Positions

The County receives partial reimbursement from the State Compensation Board for the costs of elected officials and their staffs who perform State-mandated and local functions. Elected officials for whom partial reimbursement is received are the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. Reimbursement for the Clerk of the Circuit Court, Commonwealth's Attorney and Sheriff offices is 100 percent of the State adopted salary while reimbursement for the Commissioner of the Revenue and Treasurer is 50 percent of the State adopted salary.



Note: The number of positions funded in FY 2011 by the State Compensation Board was reduced for all offices, excluding the Clerk of Court. 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.

Personnel Changes

The table below outlines position additions and changes in FY 2012.

Function	Position Count	Position	Funding: Full-year	Funding: Half-year	Unfunded: Full-year	Deleted	Requested – Not Approved
Executive Services	1	**Internal Auditor**		✓			
		Deputy County Administrator			✓		
Administrative Services		Personal Property Clerk			✓		
		Procurement Officer II			✓		
	(1)	Information Services Deputy Director				✓	
		Application Development Manager			✓		
		GIS Manager			✓		
		GIS Technician			✓		
		IS Application Analyst			✓		
Judicial Administration	1	**Victim Witness Assistant Director** [1]		✓			
Public Safety	3	**Deputy Sheriff – Courts**	✓				
		Two Deputy Sheriffs – Courts (Part-time)					✓
	4	**Firefighter/Medic (Company 4)**		✓			
		Two Training Lieutenants					✓
	(1)	Court Services				✓	
Health & Welfare	1	**Aide II**	✓				
	1	**Social Worker**	✓				
	2	**Eligibility Worker**	✓				
	1	**Training Specialist** [1]	✓				
		One Aide II					✓
		Five Eligibility Workers					✓
Community Development	1	**Community Development Administrator**	✓				
	(1)	Senior Planner				✓	
		Planning Manager			✓		
	(1)	Tourism Marketing Coordinator				✓	
Public Works	1	**Recycling Technician** [1]	✓				
	(1)	Solid Waste Equipment Operator I				✓	
		Maintenance Worker			✓		
Parks, Recreation & Cultural	(1)	Support Clerk				✓	
		Maintenance Worker		✓			
		Program Assistant		✓			
	10	**TOTAL NET INCREASE/(DECREASE)**					

Bold – New Position

[1] Conversion from part-time position to full-time position

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

DEPARTMENT	FY 2010 Actuals	FY 2011 Adopted	FY 2012 Adopted	PERCENTAGE OF NON-DESIGNATED REVENUES
Transfer to Schools	109,687,921	113,830,339	114,830,339	62.04%
Sheriff	11,039,772	12,137,035	12,048,629	6.51%
Fire, Rescue, & Emergency Mgmt	9,048,837	9,667,366	10,578,864	5.72%
Debt Service	5,540,852	6,738,143	8,303,398	4.49%
Social Services/CSA	6,469,124	6,869,135	7,387,278	3.99%
Regional Detention Facilities	6,027,564	5,464,175	5,441,743	2.94%
Information Services	2,931,014	4,137,573	4,531,767	2.45%
Transfer to Capital Projects	3,505,521	3,758,827	4,463,730	2.41%
Regional Library	3,667,938	3,986,678	3,986,678	2.15%
General Services	3,110,576	3,592,489	3,888,931	2.10%
Refuse Management	2,869,430	3,268,269	3,373,450	1.82%
Parks and Recreation	2,016,690	2,213,438	2,167,476	1.17%
Non-departmental	524,021	1,280,686	1,431,584	0.77%
Finance	1,412,269	1,521,409	1,515,716	0.82%
Transfer to Code Compliance	734,350	1,274,623	1,377,484	0.74%
Commissioner of Revenue	970,657	1,119,028	1,075,538	0.58%
Commonwealth's Attorney	886,792	936,001	988,718	0.53%
Treasurer	858,724	954,474	996,495	0.54%
Assessment	808,335	891,834	874,287	0.47%
County Administration	721,563	805,292	853,898	0.46%
Economic Development	534,379	668,107	808,243	0.44%
Planning	521,315	613,714	746,087	0.40%
County Attorney	669,604	709,403	712,694	0.39%
Human Resources	451,712	721,914	684,416	0.37%
Local Health Department	623,194	622,569	622,569	0.34%
Clerk of Circuit Court	500,947	548,993	569,428	0.31%
Board of Supervisors	347,172	391,720	437,200	0.24%
Rapp Area Community Svcs Board	270,636	270,636	270,636	0.15%
Germanna Community College	27,256	27,256	214,606	0.12%
Court Services Unit	35,304	98,085	181,967	0.10%
Circuit Court	140,567	152,153	171,058	Less than 1/10 of 1%
Virginia Cooperative Extension	126,187	136,210	136,160	Less than 1/10 of 1%
Electoral Board	84,456	135,231	130,608	Less than 1/10 of 1%
Registrar	120,791	102,651	151,351	Less than 1/10 of 1%
Transfer to ED Opportunities Fund	0	70,000	70,000	Less than 1/10 of 1%
Juvenile & Domestic Relations Court	35,681	47,312	40,073	Less than 1/10 of 1%
General District Court	16,239	21,300	22,980	Less than 1/10 of 1%
Magistrate	13,917	18,913	20,338	Less than 1/10 of 1%
Tourism	(157,229)	23,728	4,003	Less than 1/10 of 1%
Medical Examiner	300	1,500	1,500	Less than 1/10 of 1%
Museum	18,758	19,020	0	0.00%
Transfer to Transportation	3,107,867	877,806	0	0.00%
Sub Total	180,321,002	190,725,035	196,111,920	
Less use of designated revenues (Transfers from other funds, etc) that are used specifically for General Fund expenditures	(17,526,342)	(14,681,186)	(11,023,663)	
	162,794,660	176,043,849	185,088,257	

Citizen Services/Regional Agencies

Local funding only - grant funding NOT included

	FY 2010 Actuals	FY 2011 Adopted	FY 2012 Agency Request	FY 2012 Adopted Budget	Change from FY 2011 Adopted Dollar	Change from FY 2011 Adopted Percentage
4-H Educational Center	0	2,000	2,000	2,000	0	0.0%
disAbility Resource Center	26,400	26,400	26,400	26,400	0	0.0%
Forest Fire Extension Service	12,089	12,089	12,089	12,089	0	0.0%
Fredericksburg Regional Boys/Girls Club	14,666	14,666	21,000	14,332	(334)	(2.3%)
Germanna Community College	27,256	27,256	389,526	214,606	187,350	687.4%
Chaplin Youth Center (State Crime Cntrl Funding)	36,108	59,661	59,661	59,661	0	0.0%
Chaplin Youth Center (Local Funding)	111,046	95,250	113,707	95,250	0	0.0%
Health Department	647,569	647,569	647,569	647,569	0	0.0%
Lake Anna Civic Association	5,370	4,300	5,000	4,300	0	0.0%
Mental Health America of Fredericksburg	19,387	21,541	22,618	21,541	0	0.0%
MICAH Ministries	4,190	4,656	9,500	4,656	0	0.0%
Moss Free Clinic	17,240	17,240	17,240	17,240	0	0.0%
RACSB	270,636	270,636	270,636	270,636	0	0.0%
Rappahannock Area Agency on Aging	27,330	30,367	30,367	30,367	0	0.0%
Rappahannock Area Council on Children & Parents	20,952	20,952	22,500	13,968	(6,984)	(33.3%)
Rappahannock Area Court App Special Advocates	25,142	25,142	25,142	25,142	0	0.0%
Rappahannock Area Healthy Families	14,247	14,247	14,247	14,247	0	0.0%
Rappahannock Area Youth Comm	31,378	31,845	37,645	31,845	0	0.0%
Rappahannock Big Brothers/Big Sisters	4,400	4,400	4,200	4,200	(200)	(4.5%)
Rappahannock Council Against Sexual Assault	13,828	13,829	15,840	15,840	2,011	14.5%
Rappahannock Council on Domestic Violence	32,800	34,440	36,162	36,162	1,722	5.0%
Rappahannock Emergency Medical Services	26,504	27,283	12,000	12,000	(15,283)	(56.0%)
Rappahannock Legal Services	24,585	27,317	28,683	28,683	1,366	5.0%
Rappahannock Refuge/Hope House	15,713	17,494	16,500	16,500	(994)	(5.7%)
Rappahannock Regional Disability Services Bd	805	0	0	0	0	N/A
Rappahannock United Way Vol/Info Prog	8,381	8,381	8,381	6,651	(1,730)	(20.6%)
Rebuilding Together - Fredericksburg	6,286	6,286	15,000	6,286	0	0.0%
Safe Harbor Child Advocacy Center	0	0	5,000	5,000	5,000	N/A
SECA	6,705	7,450	9,000	9,200	1,750	23.5%
S.E.R.V.E	0	0	12,000	0	0	N/A
The ARC of Rappahannock	5,531	5,531	0	0	(5,531)	(100.0%)
Thurman Brisben Center	37,714	37,714	37,714	37,714	0	0.0%

Other Regional Agencies

Local funding only - grant funding NOT included

	FY 2010 Actuals	FY 2011 Adopted	FY 2012 Agency Request	FY 2012 Adopted Budget	Change from FY 2011 Adopted Dollar	Change from FY 2011 Adopted Percentage
CRRL - Regional Library	3,517,938	3,986,678	4,227,717	3,986,678	0	0.0%
First Night Fredericksburg	2,592	2,592	5,000	2,592	0	0.0%
FRED Bus System	499,566	421,332	411,381	411,381	(9,951)	(2.4%)
Fredericksburg Regional Alliance	59,597	120,616	120,977	120,977	361	0.3%
George Washington Regional Commission	70,486	88,220	88,956	88,956	736	0.8%
Greater Fredericksburg Tourism Partnership	135,994	135,994	161,000	161,000	25,006	18.4%
John J. Wright Educational & Cultural Ctr Museum	0	0	14,600	14,600	14,600	N/A
Rappahannock Juvenile Detention Center	1,959,094	1,639,238	1,164,089	1,164,089	(475,149)	(29.0%)
Rappahannock Regional Jail	3,981,914	3,711,264	4,489,460	4,162,316	451,052	12.2%
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	0	0.0%
Tri-County SWCD	22,792	22,792	35,000	22,792	0	0.0%
TOTAL ALL AGENCIES FUNDED	**11,745,231**	**11,645,668**	**12,646,507**	**11,820,466**	**174,798**	**1.5%**

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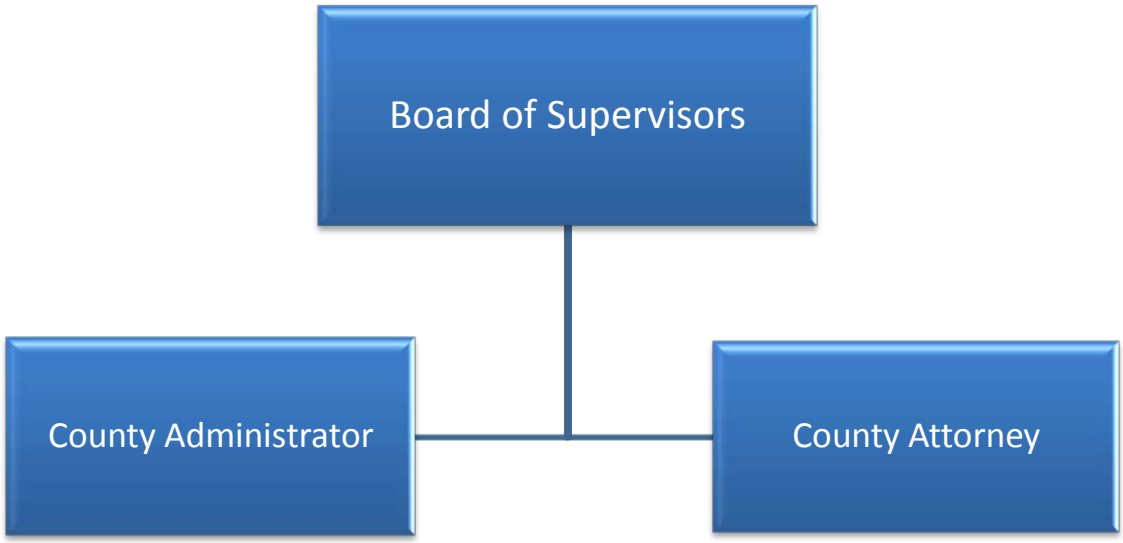
Executive Services

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$0	$0	$181,219	$564,375	$564,375
TOTAL REVENUES	**$0**	**$0**	**$181,219**	**$564,375**	**$564,375**
EXPENDITURES: (by department)					
Board of Supervisors	$347,172	$391,720	$401,016	$412,200	$437,200
County Administration	$721,563	$805,292	$881,148	$975,934	$853,898
County Attorney	$669,604	$709,403	$709,403	$711,438	$712,694
Non-Departmental	$524,021	$1,280,686	$1,381,602	$1,977,851	$1,995,959
TOTAL EXPENDITURES	**$2,262,360**	**$3,187,101**	**$3,373,169**	**$4,077,423**	**$3,999,751**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,972,445	$1,999,214	$2,170,129	$2,293,804	$2,177,553
Operating	$288,242	$1,187,887	$1,199,534	$1,780,265	$1,818,844
Capital	$1,673	$0	$3,506	$3,354	$3,354
TOTAL APPROPRIATED EXPENDITURES	**$2,262,360**	**$3,187,101**	**$3,373,169**	**$4,077,423**	**$3,999,751**
NET TAX SUPPORT	**$2,262,360**	**$3,187,101**	**$3,191,950**	**$3,513,048**	**$3,435,376**

Challenges and Opportunities –

- **Achieving balance.** The County's leadership must be able to meet short-term or immediate needs without sacrificing long-term objectives. Additionally, a balance must be achieved between the rights and needs of the individual citizen with the common good of the community, and between the expectations of services and the resources available for those services.
- **Mandated services.** The County must meet all requirements, including significant resource requirements, of over 590 state and federal mandates, both funded and unfunded.
- **Maintain levels of service.** Despite ever-increasing workloads, County staff strives to maintain exceptional levels of service.
- **Training.** A true challenge faced by the County is its ability to keep skills current and expertise up-to-date despite the lack of funding available for such purposes. An opportunity stemming from this challenge is the fact that neighboring localities are also facing this challenge, and there is an increased willingness to network and share knowledge.
- **Employee morale.** Staff has seen no merit pay increase since FY 2008, and no cost of living adjustment since FY 2009. This is a challenge to keeping employee morale and motivation high.

2011 and 2012 Focus/Highlights –

- **Bond rating upgrade.** In June 2010, the County's credit rating on General Obligation bonds was upgraded to AA+ by Standard & Poor's, and was affirmed at AA by Fitch and Aa2 by Moody's.
- **Availability of online information.** Staff updated the County's website and established a Facebook page to ensure the delivery and accessibility of information pertinent to County government, activities, events and online processes.
- **Establishment of Reinventing Government Committee.** The Board appointed members to the Reinventing Government Committee to review activities, policies, processes, and procedures to ensure the County maintains focus on essential services and optimizes resources.
- **Redistricting.** The County is working toward successful completion of the federally mandated redistricting that fairly represents County demographics as determined by the 2010 Census and promotes equitable representation on the Board of Supervisors.
- **Internal efficiencies and communication.** County Administration is working towards greater efficiency and improvement of communications and workflow within governmental operations. Similarly, the County Attorney's Office will complete conversion to a paperless office environment with the goal of increasing efficiency, to the extent practicable, and will continue the in-house preparation of all deeds for utilities projects, avoiding outside legal costs of approximately $22,500 per year. County Administration will continue to meet with employees and have "walk arounds" in

various departments to encourage open, two-way communication, and to promote connectivity throughout the organization.

Long Term Goals –

- **Promotion of a safe, healthy and prosperous community.** The County's leadership strives to promote a safe, healthy and prosperous community for the citizens by enacting and enforcing policies, plans, and regulations, and through adopting responsible budgets and tax rates that ensure the delivery of quality community services.
- **Maintenance of a customer-focused government.** The Board of Supervisors and County Administration seeks to establish and maintain customer-focused governance by providing opportunities for and encouraging citizen input and involvement in multiple decision making processes including policy development, evaluation and setting of priorities, and approval of responsible budgets.
- **Supporting a strong sense of community.** The County's leadership supports a strong sense of community by supporting activities and events that recognize, protect, and make accessible the historical and cultural resources of the County.
- **Implementation of County policy.** Through guidance to and support of all governmental departments and agencies, County Administration ensures that the policies of the Board of Supervisors are carried out in daily operations, and that complete, accurate and timely information on issues and events impacting the organization, the community and the region is delivered to the Board of Supervisors.

Short Term Objectives –

- **County management.** The County's leadership will carefully review recommendations, alternatives, and short-term and long-term impacts prior to decision or action on all issues. It will adhere to adopted fiscal policies and guidelines to continue the excellent fiscal stewardship exercised by the County, and will advocate for changes in state and federal mandates to allow the County the freedom to exercise more control of the use of resources.
- **Responsibility to citizens.** The County's leadership is committed to being accessible to citizens so as to receive citizen suggestions, concerns and inquiries, and to respond to each as appropriate to the nature of the issue. The leadership group provides opportunities for citizen involvement and will ensure those opportunities continue to be made accessible to as wide an audience as possible.
- **Regional involvement.** The County will support and participate with neighboring localities and regional bodies to advance the priorities of the County and to continue the promotion of a strong sense of community.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Bond Rating (General Obligation) • Fitch • Moody's • Standard & Poor's	 AA- Aa3 AA	 AA Aa2 AA+	 AA Aa2 AA+	 AAA Aaa AAA
Annual crime rate (calendar year)	4.8%	5.0%	5.0%	n/a
County unemployment rate (calendar year)	5.8%	5.5%[4]	5.0%[3]	~3.0%
Percent of days in full compliance with maximum containment levels and treatment techniques for water	100%	100%	100%	100%
Number of "town hall" style employee meetings[1]	n/a	6	12	12
County Administration "walk-arounds"	5 (estimate)	24	24	24
Number of press releases issued to media outlets	75	80	80	n/a
Number of updates to County homepage, Board webpage, and County Administration webpage	135	150	150	n/a
Number of Freedom of Information Act (FOIA) requests processed	83	89	90	n/a
Percentage of FOIA responses meeting timeliness standards	100%	100%	100%	100%
Number of legal opinion requests received	712	783	861	n/a

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of Planning documents reviewed by County Attorney's Office meeting Board timeliness standards	97%	99%	100%	100%
Percentage of Code enforcement cases favorably concluded	78%	89%	95%	100%
Number of solicitation[4] cases	4	35	40	n/a
Amount of costs/fines/restitution generated by County Attorney's Office prosecution efforts	$33,754	$25,000	$33,000	n/a

[1] Town hall employee meetings are scheduled for four times per year, but are held in three different locations over a 2-3 day period so as to be accessible by all employees.
[2] Walk-arounds involve unstructured visits by the County Administrator or Deputy County Administrator to departments' work areas to foster administration/employee interaction, and promote the exchange of ideas.
[3] Projects the annualized unemployment rate.
[4] Refers to cases brought in the enforcement of Chapter 18 of the Spotsylvania County Code.

Additionally the County uses the Auditor of Public Accounts (APA) annual report of major governmental expenditures as a source to gauge its success in providing effective programs, efficiently managed and professionally delivered. The County's goal is to have total major government expenditures be less than 100% of the average of per capita expenditures for the County's defined peer group, which consists of Stafford, King George, Caroline, Albemarle, Hanover, Henrico, James City County, Roanoke and Chesterfield.

	2006	2007	2008	2009	2010[1]
General Government	77.9%	71.3%	78.5%	71.1%	66.5%
Judicial Administration	94.8%	92.0%	87.6%	84.6%	85.1%
Public Safety	81.9%	83.5%	86.6%	81.2%	89.7%
Public Works	76.3%	115.5%	128.2%	96.7%	58.8%
Health & Welfare	77.6%	79.7%	79.3%	85.7%	80.5%
Education	114.5%	119.5%	114.1%	115.5%	116.0%
Parks, Recreation & Culture	71.9%	81.5%	65.5%	70.9%	70.4%
Community Development	33.6%	41.2%	36.9%	44.3%	31.0%
Total Expenditures	**99.2%**	**104.0%**	**101.2%**	**101.0%**	**100.0%**

[1] Per Draft 2010 Auditor of Public Accounts (APA) report

Overview of Executive Services Departments

Spotsylvania's Executive Services function is a combination of three policy-making and executive offices: the Board of Supervisors, the County Administrator's office and the County Attorney's office.

Board of Supervisors

Purpose

The Board of Supervisors, consisting of seven members, is elected by district to serve staggered terms. The chairman and vice-chairman of the Board are elected annually by the members of the Board.

The Board of Supervisors adopts policies, plans, regulations, and budgets to ensure the County delivers high quality services. Additionally, the Board ensures services are available to protect the health, safety and welfare of County residents.

Board of Supervisors

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$207,084	$218,872	$228,168	$227,434	$227,434
Operating	$140,088	$172,848	$172,848	$184,766	$209,766
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$347,172**	**$391,720**	**$401,016**	**$412,200**	**$437,200**
NET TAX SUPPORT	**$347,172**	**$391,720**	**$401,016**	**$412,200**	**$437,200**

Notable FY 2012 Budget Changes

- Annual funding for the John J. Wright Educational and Cultural Center Museum.

County Administration

Purpose

County Administration implements the policies, plans, regulations, and budgets adopted by the Board of Supervisors while also providing management and oversight of all County departments and agencies.

County Administration

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$682,713	$747,488	$727,888	$903,083	$781,047
Operating	$37,177	$57,804	$150,804	$69,497	$69,497
Capital	$1,673	$0	$2,456	$3,354	$3,354
TOTAL APPROPRIATED EXPENDITURES	**$721,563**	**$805,292**	**$881,148**	**$975,934**	**$853,898**
NET TAX SUPPORT	**$721,563**	**$805,292**	**$881,148**	**$975,934**	**$853,898**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- The addition of an Internal Auditor to improve internal controls, with the focus being 75 percent Utilities and 25 percent General Fund in FY 2012.

County Attorney

Purpose

The County Attorney's Office provides legal assistance, advice and litigation services to the Board of Supervisors, County Administration, departments and employees of the County in the performance of their duties.

County Attorney

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$632,437	$642,854	$642,854	$642,011	$647,796
Operating	$37,167	$66,549	$65,499	$69,427	$64,898
Capital	$0	$0	$1,050	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$669,604**	**$709,403**	**$709,403**	**$711,438**	**$712,694**
NET TAX SUPPORT	**$669,604**	**$709,403**	**$709,403**	**$711,438**	**$712,694**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Non-Departmental

Purpose

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

Non-Departmental

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$181,219	$564,375	$564,375
TOTAL REVENUES	**$0**	**$0**	**$181,219**	**$564,375**	**$564,375**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$450,211	$390,000	$571,219	$521,276	$521,276
Operating	$73,810	$890,686	$810,383	$1,456,575	$1,474,683
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$524,021**	**$1,280,686**	**$1,381,602**	**$1,977,851**	**$1,995,959**
NET TAX SUPPORT	**$524,021**	**$1,280,686**	**$1,200,383**	**$1,413,476**	**$1,431,584**

Notable FY 2012 Budget Changes

- Changes made by the State call for localities to fund the cost associated with the Line of Duty Act to provide benefits for Sheriff and Fire, Rescue and Emergency staff in the event of a work-related accident that results in disablement or death.
- An anticipated 10 percent increase in Health Insurance costs, funded with the Health Insurance reserve.
- Funding for the startup and moving costs associated with the opening of the new Circuit Court and Public Safety buildings.

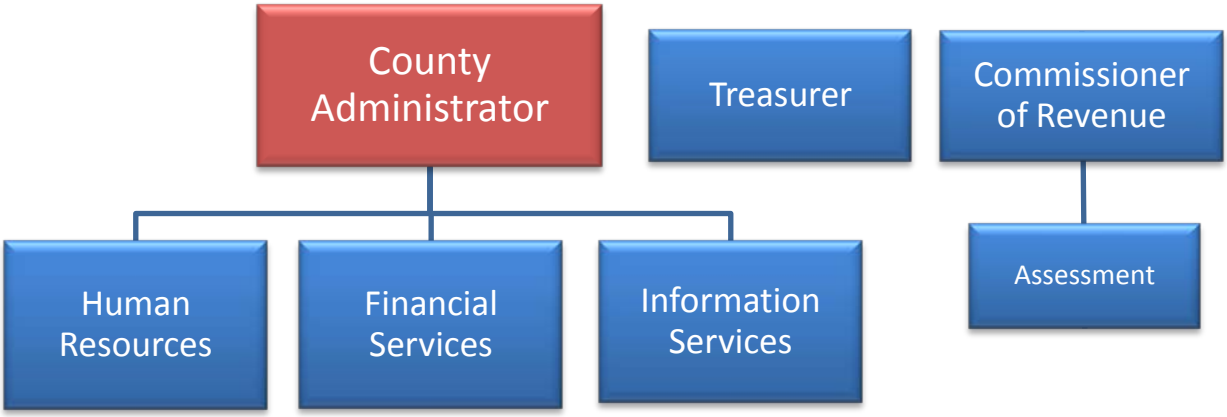
Executive Services Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Board of Supervisors			
Board Members	7	7	7
TOTAL FTEs	**7**	**7**	**7**
County Administration			
County Administrator	1	1	1
Deputy County Administrator	2	2	2
Public Information Officer	1	1	1
Management Analyst	1	1	1
Assistant to County Administration	1	0	1
Deputy Clerk	1	1	1
Administrative Assistant	1	2	1
Internal Auditor	0	0	1
TOTAL FTEs	**8**	**8**	**9**
County Attorney			
County Attorney	1	1	1
Deputy County Attorney	1	1	1
Assistant County Attorney	3	3	3
Legal Assistant II	2	2	2
Paralegal	1	1	1
TOTAL FTEs	**8**	**8**	**8**
TOTAL FTEs Executive Services	**23**	**23**	**24**

Administrative Services

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$1,781,652	$1,808,061	$1,916,245	$1,598,556	$1,599,670
TOTAL REVENUES	**$1,781,652**	**$1,808,061**	**$1,916,245**	**$1,598,556**	**$1,599,670**
EXPENDITURES: (by department)					
Human Resources	$451,712	$721,914	$624,262	$679,472	$684,416
Commissioner of Revenue	$1,237,924	$1,370,018	$1,379,557	$1,319,752	$1,335,067
Assessment	$808,335	$891,834	$891,834	$867,247	$874,287
Treasurer	$1,525,810	$1,569,676	$1,579,908	$1,616,584	$1,626,956
Financial Services	$1,702,458	$1,848,888	$1,848,888	$1,860,753	$1,834,264
Information Services	$3,488,124	$4,751,963	$5,252,263	$5,077,963	$4,922,899
TOTAL EXPENDITURES	**$9,214,363**	**$11,154,293**	**$11,576,712**	**$11,421,771**	**$11,277,889**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$6,337,757	$7,118,930	$7,034,900	$7,186,665	$7,211,492
Operating	$2,653,942	$3,687,863	$3,881,833	$3,646,543	$3,477,834
Capital	$222,664	$347,500	$659,979	$588,563	$588,563
TOTAL APPROPRIATED EXPENDITURES	**$9,214,363**	**$11,154,293**	**$11,576,712**	**$11,421,771**	**$11,277,889**
NET TAX SUPPORT	**$7,432,711**	**$9,346,232**	**$9,660,467**	**$9,823,215**	**$9,678,219**

Challenges and Opportunities –

- **Uncertainty of available revenues.** Given current economic conditions, significant uncertainty exists regarding the availability of local revenues such as sales, meals, recordation, and personal property taxes, as well as revenue from the State.
- **Alignment of expectations and resources.** The current state of the economy creates much uncertainty, but also presents opportunities. One such opportunity is the necessity now, more than ever, of focusing on the alignment of expectations and resources.
- **Collection of delinquent accounts.** Due to the slow economy and increased unemployment, it is more difficult to collect overdue accounts that in the past would have been satisfied in a timely fashion. The Treasurer's office works with taxpayers to allow installment agreements, but this delays the receipt of revenue needed to operate the County.
- **Limited capabilities with currently available technology.** There is demand for increased capacity, flexibility and mobility of technology, but innovation and efficiency gains are limited given the current systems available. There is a need to modernize many of the computer systems that help staff perform the business of the County. However, resources – both human and financial – are limited, making it difficult to upgrade all systems to gain efficiencies, and to minimize manual tracking of various items and manual transactions. In cases where upgrades have been made recently, staff is becoming familiar with new processes and procedures to enter and obtain necessary information.
- **Minimal funding available for staff training.** Staff is committed to advancing its knowledge of all aspects of governmental finance, accounting, procurement, and grants management, but must do so with very minimal funding available for staff training. An opportunity stemming from this challenge is the fact that neighboring localities are also facing this challenge, and there is an increased willingness to network and share knowledge.
- **Being responsive to changing requirements, standards, principles, and market conditions.** Staff is committed to responding appropriately to changing reporting requirements, accounting standards, best practices, and new requests from other County departments. Additionally, staff from the Assessment office continues to adapt to an ever changing and volatile real estimate market to produce credible assessments, while staff from the Information Services office is responding to increased citizen demand for "always available" access to County information and services through a variety of delivery methods.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service. There is a unique opportunity for us to support employees and departments in creating innovative strategies and work processes that manage costs and inspire intrinsic motivation to embrace the County's mission.

2011 and 2012 Focus/Highlights –

- **Building a sustainable budget.** Staff is committed to helping the Board construct a FY 2012 budget that is sustainable, or to identify as part of the five-year financial forecast the degree to which is it unsustainable. Additionally, staff is revamping the annual budget document to ensure its use as an effective communications document.
- **Bond rating upgrade.** In June 2010, the County's credit rating on General Obligation bonds was upgraded to AA+ by Standard & Poor's, and was affirmed at AA by Fitch and Aa2 by Moody's.
- **Availability of information online.** Staff updated the County's website to include additional information in response to citizens' requests and to encourage citizen involvement. Additionally, FY 2011 was the first year the County used an online auction for disposal of its surplus items, which resulted in a reduction in auctioneer fees from 20% to 7.5% of the sales value. Information Services staff plans to introduce recorded video of all public broadcasts of County meetings and to enhance web applications.
- **Securing financing.** Staff will secure the financing necessary in FY 2012 for non-cash funded CIP projects such as a new fire station in the Lee Hill area; a new, combined Chancellor fire and rescue facility to replace the existing, separate facilities; replacement solid waste equipment; technology upgrades; and various Schools' projects.
- **Staff qualifications and training.** Staff will remain abreast of best practices and emerging trends in local government finance, procurement, and technology and will attend the necessary training to maintain all relevant certifications. Human Resources staff will diversify the training the County offers to be specific to individuals' professional advancement. Information Services staff will become trained and certified in project management and emerging technologies.
- **Cross-training of department duties.** Staff will participate in cross-training of various departmental functions to ensure that multiple staff members are able to perform all duties.

Long Term Goals –

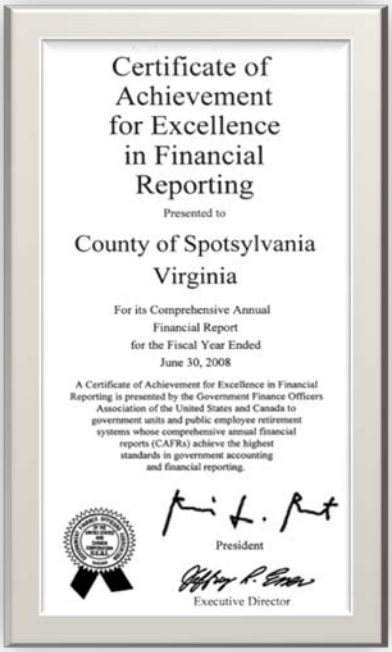
- **Provide accurate real property assessments.** State Code requires the County to assess property at 100% of fair market value. Assessments are used to equitably distribute the costs of local governmental services and programs among all real property owners.
- **Provide timely and accurate financial information.** Staff will generate accurate, timely and relevant financial and statistical information, and ad hoc reporting to all levels of internal operations and external constituents. The information and reports will be meaningful and will provide information for strategic and fiscally responsible decision making. Additionally, staff will meet all official reporting requirements at the highest level possible.
- **Provide technical oversight and financial support to County departments.** Staff will provide customer-focused services, technical oversight, and financial management support to County departments to ensure adherence to all regulatory requirements, the County's financial policies and procedures, grant requirements, and to help maximize

available resources. In addition, staff will provide assistance in purchasing goods and services for the lowest cost and/or best value while complying with all procurement regulations.

- **Ensure accountability.** Staff will hold itself and other County departments accountable for remaining within all budgeted allocations. County funds will be accounted for accurately and receipts will be deposited and invested in a timely manner to ensure the best return.
- **Information technology.** Information Services will provide information technology across a broad range of technology services. Services include operational support; management and support of the public safety radio system; network maintenance and security; applications development and integration; project management; GIS; telephone service and support; and cable broadcasting of various County meetings.

Short Term Objectives –

- **Achieve awards and acknowledgments indicative of best practices.** Finance staff will achieve GFOA's Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting. Staff from the Commissioner of Revenue's office will achieve acknowledgement from the State's Auditor of Public Accounts as to the office's compliance, in all material respects, with state laws, regulations and other procedures relating to the receipt, disbursement, and custody of state funds. The Treasurer's office staff is committed to maintaining office accreditation, as awarded by the Treasurers' Association of Virginia.


Certificate of Achievement for Excellence in Financial Reporting

Presented to

County of Spotsylvania Virginia

For its Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2008

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

President

Executive Director

- **Construct budgets that are responsive to the Board's direction.** Staff will provide professional recommendations concerning all aspects of the budget, and will ultimately construct a budget that is responsive to the Board's direction.
- **Complete audits with no material weaknesses.** Staff will adhere to generally accepted accounting principles (GAAP) and will take appropriate budgetary and accounting actions during the course of the fiscal year to ensure the annual audit is completed with no material weaknesses.
- **Strive to achieve AAA bond rating.** Staff will exhibit effective leadership and a commitment to maintaining fiscal integrity to help guide the County to an AAA bond rating.
- **Periodic reassessment.** State Code requires the County to reassess property periodically, and the Virginia Constitution requires that such assessment be done at fair market value. County ordinance requires that the reassessment be performed every two years. Assessment office staff continues to focus on re-validating and updating

property tax records through on-site neighborhood field reviews, as well as verifying and validating market sales which will become the basis for the 2012 reassessment.

- **Provide exemplary customer service.** Staff strives to provide professional, efficient and courteous customer service, and to provide "on-demand" access to appropriate information and services through the use of technology.
- **Improvements to Human Resources' Services.** With a new Human Resources (HR) Director on staff, plans are being made to strengthen partnerships with new and existing benefits providers; transition to a new health insurance plan year; update HR policies and procedures; implement a Wellness Program; and establish an additional Employee Recognition Program. Additionally, enhancements are expected for the recruitment and retention processes.
- **Streamline internal processes.** Staff will evaluate departmental policies and delivery of service in response to ever changing needs of the County. The departments within the Administrative Services function continuously examine daily processes to find ways to make them more efficient and cost effective, and seek ways to automate manual processes where appropriate.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Bond rating (Fitch/Moody's/S&P)	AA/Aa2/AA	AA/Aa2/AA+	AA/Aa2/AA+	AAA/Aaa/AAA
Receipt of GFOA's certifications for the budget and CAFR documents	Yes/Yes	Yes/Yes	Yes/Yes	Yes/Yes
Annual audit with no material weaknesses	Yes	Yes	Yes	Yes
Submission of quarterly budget reports within 1.5 months of close of quarter	4 operating 4 capital	4 operating 4 capital	4 operating 4 capital	4 operating 4 capital
Percentage of active vendors converted to EFT payments	n/a	n/a	10%	45%
Payrolls completed on time	26 of 26	26 of 26	26 of 26	26 of 26
Water & Sewer billing cycles completed on time	n/a	24 of 24	24 of 24	24 of 24
Variance of General Fund revenue from projections (initial budget/mid-year projections)[1]	0.0%/1.5%	0.4%/0.3%	0.6%/0.4%	±3%/±2%

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Average number of days to process IFBs from advertisement to submission to County Attorney for review	75 days[2]	60 days	60 days	60 days
Average number of days to process RFPs from advertisement to submission to County Attorney for review	195 days[2]	180 days	180 days	180 days
Percent of contracts with no successful bid protests	100%	100%	100%	100%
Number of parcels reassessed (calendar year)	60,044	n/a[3]	60,300	n/a
Assessment to sales ratio (calendar year)[4]	89.0%[5]	93.0%	100.0%	100.0%
Percent of taxpayer-originated reassessment disputes (calendar year)	0.9%	n/a[3]	0.9%	0.0%
Real estate transfers (calendar year)	5,060	5,000	5,000	n/a
Number of tax relief applicants (calendar year)	899	950	950	n/a
Funds reclaimed through Sales Tax audits (calendar year)	$23,327	n/a	n/a	n/a
Business property returns processed (calendar year)	3,905	4,000	4,000	n/a
Business license accounts (calendar year)	1,438	1,450	1,450	n/a
Transient occupancy returns processed (calendar year)	30	31	31	n/a
Issuance of “no fee” motor vehicle decals (calendar year)	8,500	8,550	8,550	n/a
State income tax returns processed (calendar year)	10,586	12,000	12,000	n/a

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Accelerated income tax refunds processed/% of total processed (calendar year)	8,585/ 81%	8,700/ 73%	8,700/ 73%	n/a
Percentage of citizens satisfied with Treasurer's office operations[6]	96.6%	95.0%	95.0%	100.0%
Receipt of Accreditation from Treasurers Association of Virginia	Yes	Yes	Yes	Yes
Number of days original tax bills mailed prior to due date	30 days	30 days	30 days	30 days
Number of days delinquent tax bills mailed after due date	<45 days	<45 days	<45 days	<45 days
Timeliness of deposit for all funds received[7]	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt
Collection rate of tax levy, 12 months after due date (calendar year)[8]	RE: 97% PP: 95%	RE: 95% PP: 90%	RE: 95% PP: 90%	RE: 95% PP: 90%
Percentage of property tax assessments determined to be uncollectible (calendar year)[9]	0.53%	2%	2%	≤2%[10]
Recruitment Positions advertised Applications processed	 48 3,922	 40 2,894	 42 3,457	 N/A N/A
County Attrition Rate	7%	7%	6%	5%
Percentage of vacancies filled by a person of an ethnic minority	7%	19%	19%	20%
Training Training opportunities Training attendees	 30 270	 32 272	 35 283	 35 325

[1] Due to the volatility of reimbursement revenue receipts that are dependent upon program expenditures, excludes Social Services and CSA revenue.

[2] IFB and RFP formats were revised during FY 2010. Additionally, training of a new Procurement employee was in process.

[3] Reassessments are completed in even years, so 2011 is not a reassessment year.

[4] The assessment to sales ratio study is completed by the Virginia Department of Taxation. Per State Code (§58.1-3259), localities for whom the State's study shows a sales assessment ratio of at least 70% and no higher than 130% for the year a general reassessment or annual assessment is effective are deemed to have assessed at 100%.

[5] The final figures from the State's study will not be completed until late 2011. However, a preliminary mini study based on sales from November 2009 to February 2010 reflects a sales ratio of 89.0%.
[6] This data is obtained from a user survey provided at the Service Counter in the Treasurer's office.
[7] Funds received during periods of peak tax activity are deposited within 48 hours of receipt.
[8] "RE" means real estate and "PP" means personal property.
[9] Taxes may be determined to be uncollectible for a variety of reasons; business failures, death, unknown current address, etc.
[10] Based on County fiscal guidelines, the annual level of uncollected property taxes will generally not exceed 2%.

Overview of Administrative Services Departments

Spotsylvania's Administrative Services function is a combination of six departments providing financial, technological, human resource and other administrative expertise in support of the County's operations.

Human Resources

Purpose

Through strategic partnerships, Human Resources staff aligns departmental goals with the mission of the County to provide exceptional services in the areas of recruitment, retention, benefits, compensation/classification, employee relations, organizational development, training, and, compliance and employee data management to County Administration and County employees.

Human Resources

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$365,808	$554,795	$455,743	$539,888	$544,832
Operating	$85,660	$167,119	$168,380	$139,584	$139,584
Capital	$244	$0	$139	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$451,712**	**$721,914**	**$624,262**	**$679,472**	**$684,416**
NET TAX SUPPORT	**$451,712**	**$721,914**	**$624,262**	**$679,472**	**$684,416**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Commissioner of the Revenue

Purpose

The Commissioner of the Revenue is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Commissioner of the Revenue is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Commissioner is the chief tax assessing officer, maintains taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly and Disabled Programs, administers personal and business tangible property, machinery and tools, business license, meals, short term rental, transient occupancy, public service corporation, and bank franchise taxes. The Commissioner also provides state income tax assistance.

Commissioner of Revenue

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
State Compensation Board	$266,192	$248,640	$258,179	$258,179	$258,179
Land Use Application Fees	$1,025	$2,000	$2,000	$1,000	$1,000
Sale of Real Estate Cards	$50	$350	$220	$350	$350
TOTAL REVENUES	**$267,267**	**$250,990**	**$260,399**	**$259,529**	**$259,529**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,178,824	$1,303,277	$1,312,816	$1,254,819	$1,265,563
Operating	$58,307	$65,141	$65,310	$63,970	$68,541
Capital	$793	$1,600	$1,431	$963	$963
TOTAL APPROPRIATED EXPENDITURES	**$1,237,924**	**$1,370,018**	**$1,379,557**	**$1,319,752**	**$1,335,067**
NET TAX SUPPORT	**$970,657**	**$1,119,028**	**$1,119,158**	**$1,060,223**	**$1,075,538**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Assessment

Purpose

The Assessment Office is responsible for the appraisal of all real property in the County. Existing properties are reassessed every two years and are re-inspected at least once every four years. The most recent reassessment was completed January 1, 2010; the next reassessment will be completed January 1, 2012.

Assessment

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$747,722	$841,707	$841,707	$801,909	$808,949
Operating	$60,613	$50,127	$49,408	$65,338	$65,338
Capital	$0	$0	$719	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$808,335**	**$891,834**	**$891,834**	**$867,247**	**$874,287**
NET TAX SUPPORT	**$808,335**	**$891,834**	**$891,834**	**$867,247**	**$874,287**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Treasurer

Purpose

The Treasurer is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Treasurer is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Treasurer is charged with collecting taxes and other revenue of the County. Tax collection involves the billing and collection of current receivables and the management of a delinquent collection program. The Treasurer is also responsible for managing the County's investment program and banking relationships.

Treasurer

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Administrative Collection Fee	$319,864	$300,000	$300,000	$315,000	$315,000
State Compensation Board	$244,700	$212,589	$222,821	$222,821	$222,821
W/S Administrative Fee	$80,522	$80,613	$80,613	$84,778	$85,440
Transfer from Fire/EMS Fee Fund	$22,000	$22,000	$22,000	$7,200	$7,200
TOTAL REVENUES	**$667,086**	**$615,202**	**$625,434**	**$629,799**	**$630,461**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,232,870	$1,301,676	$1,311,908	$1,361,649	$1,373,165
Operating	$227,419	$243,100	$241,610	$247,635	$246,491
Capital	$65,521	$24,900	$26,390	$7,300	$7,300
TOTAL APPROPRIATED EXPENDITURES	**$1,525,810**	**$1,569,676**	**$1,579,908**	**$1,616,584**	**$1,626,956**
NET TAX SUPPORT	**$858,724**	**$954,474**	**$954,474**	**$986,785**	**$996,495**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Increase in part-time funding for collection of delinquent taxes. This additional funding is anticipated to generate $135,000 in additional revenue which will offset the cost of the position.

Financial Services

Purpose

Financial Services is responsible for the financial management of County resources, and maintaining and enforcing financial policies, as adopted by the Board of Supervisors. Primary functions include accounting, payroll, financial reporting, preparation of annual budgets and the Capital Improvement Plan (CIP). Finance staff also manages the County's debt issuances including Utilities and Schools, provides grants management, procurement of goods and services, coordinates audit and financial advisory services, and risk management.

Finance serves as staff to the Finance Committee, which reviews all items of a financial nature requiring BOS approval, including budget amendments, supplemental appropriations, and grant applications and acceptance. The Committee consists of two Board members, Commissioner of Revenue, Treasurer, Deputy County Administrator, and Director of Finance.

Financial Services

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
W/S Administrative Fee	$288,851	$275,479	$275,479	$266,096	$266,548
Sale of Gen Gov't Equip	$1,338	$52,000	$121,500	$52,000	$52,000
TOTAL REVENUES	**$290,189**	**$327,479**	**$396,979**	**$318,096**	**$318,548**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,165,989	$1,248,865	$1,244,116	$1,278,903	$1,252,414
Operating	$534,129	$600,023	$599,472	$581,550	$581,550
Capital	$2,340	$0	$5,300	$300	$300
TOTAL APPROPRIATED EXPENDITURES	**$1,702,458**	**$1,848,888**	**$1,848,888**	**$1,860,753**	**$1,834,264**
NET TAX SUPPORT	**$1,412,269**	**$1,521,409**	**$1,451,909**	**$1,542,657**	**$1,515,716**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding for grants management software.

Information Services

Purpose

Information Services manages and implements all aspects of information technology and supporting infrastructure that enable County agencies to effectively deliver information and services to citizens and the community.

Information Services plays a vital role in meeting the technological needs of the departments by ensuring a 24/7 fully functioning computer and system environment, with proper security, controls, archives and contingency plans. Geographic Information Systems (GIS) is a function under Information Services. GIS is responsible for developing, maintaining, and distributing geographic related data and applications.

Information Services

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Antenna Tower Rental	$204,398	$204,459	$204,459	$231,590	$231,590
GIS Fees	$142,278	$128,940	$97,450	$128,940	$128,940
Annual PEG Fee Grant	$42,060	$18,000	$46,694	$18,000	$18,000
W/S Administrative Fee	$86,372	$169,724	$191,563	$11,102	$11,102
Miscellaneous	$400	$2,500	$2,500	$1,500	$1,500
Transfer from Code Compliance Fund	$81,602	$90,767	$90,767	$0	$0
TOTAL REVENUES	**$557,110**	**$614,390**	**$633,433**	**$391,132**	**$391,132**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,646,544	$1,868,610	$1,868,610	$1,949,497	$1,966,569
Operating	$1,687,814	$2,562,353	$2,757,653	$2,548,466	$2,376,330
Capital	$153,766	$321,000	$626,000	$580,000	$580,000
TOTAL APPROPRIATED EXPENDITURES	**$3,488,124**	**$4,751,963**	**$5,252,263**	**$5,077,963**	**$4,922,899**
NET TAX SUPPORT	**$2,931,014**	**$4,137,573**	**$4,618,830**	**$4,686,831**	**$4,531,767**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Increased funding to address the replacement of aging equipment.

Administrative Services Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Human Resources			
Director	0	1	1
Human Resources Analyst	2	2	2
Human Resources Specialist	1	1	1
Human Resources Technician	2	2	2
Secretary	0.75	0.75	0.75
TOTAL FTEs	**5.75**	**6.75**	**6.75**
Commissioner of the Revenue			
Commissioner of the Revenue	1	1	1
Chief Deputy Commissioner of the Revenue	1	1	1
Assistant to the Commissioner of the Revenue	1	1	1
Business Tax Auditor	1	1	1
Deputy II – State Income	2	2	2
Personal Property Supervisor	1	1	1
Personal Property Technician	1	1	1
Personal Property Clerk	5	5	5
Real Estate Supervisor	1	1	1
Deputy II	5	5	5
Business License Clerk	1	1	1
Business Property Technician	1	1	1
TOTAL FTEs	**21**	**21**	**21**
Assessment			
Chief Real Estate Appraiser	1	1	1
Office Manager	1	1	1
Deputy II	1	1	1
Appraiser Supervisor/CAMA Technician	1	1	1
Appraiser III/CAMA Technician	1	1	1
Appraiser II	4	4	4
Appraiser Trainee	1	1	1
TOTAL FTEs	**10**	**10**	**10**

Department/Position	FY 2010	FY 2011	FY 2012
Treasurer			
Treasurer	1	1	1
Chief Deputy Treasurer	2	2	2
Deputy IV	2	2	2
Collections Technician	1	1	1
Account Clerk II	4	4	4
Account Clerk I	4.50	4.50	5.25
Technical Assistant	1	1	0
Accounting Technician	1	1	2
Cashier Coordinator	1	1	1
Cashier	2	2	2
TOTAL FTEs	**19.50**	**19.50**	**20.25**
Financial Services			
Director	1	1	1
Accounting Manager	1	1	1
Accountant	1	1	1
Accounting Technician	4.75	4.75	4.75
Payroll Coordinator	1	1	1
Budget Manager	1	1	1
Financial Analyst	1	1	1
Senior Budget Technician	1	1	1
Procurement Manager	1	1	1
Procurement Officer II	1	1	1
Procurement Officer I	1	1	1
Grants Writer	1	1	1
TOTAL FTEs	**15.75**	**15.75**	**15.75**

Department/Position	FY 2010	FY 2011	FY 2012
Information Services			
Director	1	1	1
Deputy Director of Information Services	1	1	0
Assistant Director of Information Services	0	0	1
Operations Manager	1	1	0
Office Manager I	1	1	1
Clerk Typist	0.50	0.50	0.50
Application Development Manager	1	1	1
IT Applications Analyst	5	5	5
IT Business Analyst	1	1	1
Imaging Technician	1	1	1
GIS Manager	1	1	1
GIS Application & Database Administrator	1	1	1
GIS Specialist	2	2	2
GIS Technician	3	3	3
Senior PC Technician	1	1	1
PC Technician	3	3	3
Computer Operator	1	1	1
Network Engineer	1	1	1
Network Support Specialist	2	2	2
Telecommunications Specialist	1	1	1
TOTAL FTEs	**28.50**	**28.50**	**27.50**
TOTAL FTEs Administrative Services	**100.50**	**101.50**	**101.25**

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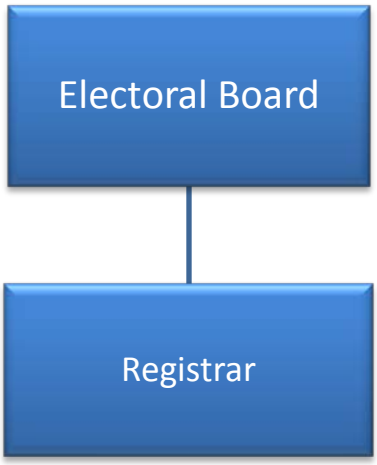
Voter Services

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$59,493	$64,254	$64,254	$61,254	$61,254
TOTAL REVENUES	**$59,493**	**$64,254**	**$64,254**	**$61,254**	**$61,254**
EXPENDITURES: (by department)					
Electoral Board	$84,456	$135,231	$134,711	$130,608	$130,608
Registrar	$180,284	$166,905	$167,425	$171,247	$212,605
TOTAL EXPENDITURES	**$264,740**	**$302,136**	**$302,136**	**$301,855**	**$343,213**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$160,848	$166,752	$166,752	$168,159	$169,637
Operating	$85,297	$135,384	$135,384	$132,571	$166,451
Capital	$18,595	$0	$0	$1,125	$7,125
TOTAL APPROPRIATED EXPENDITURES	**$264,740**	**$302,136**	**$302,136**	**$301,855**	**$343,213**
NET TAX SUPPORT	**$205,247**	**$237,882**	**$237,882**	**$240,601**	**$281,959**

Challenges and Opportunities –

- **2010 Census redistricting.** Staff will need to completely update all office information in response to redistricting. Polling places will be updated through the Department of Justice, voters will be notified of changes to their voting district and precincts, and all mapping and website information will need to be updated.
- **Small staff working for 76,000 voters.** It is the Registrar's top priority to meet the expectations and requirements of the county's registered voters. With just 2.5 full-time equivalent positions working in the office, the Registrar's Office attends to the business of 76,000 registered voters, keeps abreast of any new laws or regulations, attends necessary training, and provides training to poll workers. Many new requirements placed on the Office, such as the implementation of electronic pollbooks, begin as challenges, but result in better opportunities for the county's voters.
- **Absentee voting occurring in October.** The month of October is the Registrar's busiest month since absentee voting has become more prevalent. Absentee voting is available for 45 days before elections. During that time, absentee voting is occurring in-person in the Registrar's Office and through the mail. At the same time, the Office is completing new voter registrations, processing changes to existing voter registrations, preparing reports for candidates and party representatives, coordinating the preparation of polling places for Election Day, programming voting machines and electronic pollbooks and testing for accuracy, and helping the public with general questions.

2011 and 2012 Focus/Highlights –

- **2011 general election.** Since this election includes Constitutional Officers, a large turn-out is expected. Preparing election officials; notifying the public of redistricting/ relocating precincts in a timely manner; ensuring that there are adequate supplies for all polling places; and that voting machines are in proper working order will be a top priority.
- **Training.** Staff is working to complete mandatory State training.

Long Term Goals –

- **Provide registration and voting opportunities.** It is the Registrar's responsibility to provide voter registration and voting opportunities to the residents of Spotsylvania County. Each year, the staff registers seniors at local high schools. Additionally, voters may register at the Registrar's Office, at DMV, or online.
- **Ensure proper operation and direction of all elections.** The Registrar educates the public and reminds citizens of deadlines, precinct changes, and election dates. Notifications are provided through local newspapers, the County's website, communication with the chairperson of each party, and the Registrar's Office Facebook page.

- **Satisfy internal and external reporting requirements and requests.** At various times of the year, the Office prepares reports and statistical information for County departments, the State Board of Elections, candidates, party chairpersons, and citizens.

Short Term Objectives –

- **Attend "GR Boot Camp".** The Registrar is attending GR Boot Camp, sponsored by the State Board of Elections, to gain updated knowledge of the many laws and regulations with which the Office must comply. The Registrar will then train the staff on these laws and regulations to ensure compliance.
- **Regional cooperation, sharing and learning.** Office staff will attend all regional meetings to share and compare office operations and resources available for serving the public, and to stay up-to-date on best practices.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Number of registered voters	75,606	76,672	77,750	n/a
Number of transactions involving changes to citizens' records	13,984	14,862	15,986	n/a
Number of electronic pollbooks prepared	0	59	185	n/a
Number of WINvote voting machines prepared	238	204	369	n/a
Number of absentee ballots issued	1,343 (2 elections)	2,400 (3 elections)	2,400 (3 elections)	n/a

Overview of Voter Services Departments

Spotsylvania's Voter Services function is a combination of two departments charged with carrying out elections in accordance with the Constitution of the United States and the Commonwealth of Virginia.

Electoral Board

Purpose

The Electoral Board is a three member Board appointed by the Circuit Court to administer the election laws and other regulations promulgated by the State Board of Elections. The Electoral Board appoints the Registrar, election officials, and voting machine custodians, and supervises the elections to verify compliance with the law.

Electoral Board

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$12,486	$11,873	$11,873	$12,948	$12,948
Operating	$71,970	$123,358	$122,838	$116,535	$116,535
Capital	$0	$0	$0	$1,125	$1,125
TOTAL APPROPRIATED EXPENDITURES	**$84,456**	**$135,231**	**$134,711**	**$130,608**	**$130,608**
NET TAX SUPPORT	**$84,456**	**$135,231**	**$134,711**	**$130,608**	**$130,608**

Registrar

Purpose

The Registrar, in accordance with election laws, manages the logistics for conducting elections by preparing election equipment, providing oversight of polling places, training of election officers, and preparation of ballots. The Registrar also determines the eligibility of voters, maintains voter registration records, certifies candidates' nominating petitions, and provides assistance to voters.

Registrar

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
State Funding	$59,493	$64,254	$64,254	$61,254	$61,254
TOTAL REVENUES	**$59,493**	**$64,254**	**$64,254**	**$61,254**	**$61,254**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$148,362	$154,879	$154,879	$155,211	$156,689
Operating	$13,327	$12,026	$12,546	$16,036	$49,916
Capital	$18,595	$0	$0	$0	$6,000
TOTAL APPROPRIATED EXPENDITURES	**$180,284**	**$166,905**	**$167,425**	**$171,247**	**$212,605**
NET TAX SUPPORT	**$120,791**	**$102,651**	**$103,171**	**$109,993**	**$151,351**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding for the operational and equipment costs associated with three new voting precincts, due to splitting of precincts.
- Funding for operational and equipment costs associated with redistricting.

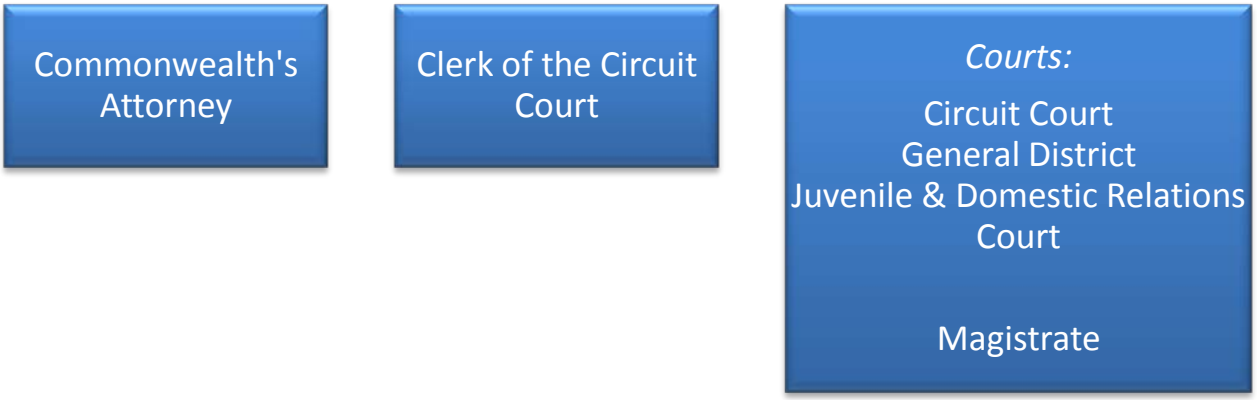
Voter Services Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Registrar			
Registrar	1	1	1
Chief Deputy Registrar	1	1	1
Assistant Registrar	0.50	0.50	0.50
TOTAL FTEs	**2.50**	**2.50**	**2.50**
TOTAL FTEs Voter Services	**2.50**	**2.50**	**2.50**

Judicial Administration

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$1,821,758	$1,771,444	$1,880,821	$1,825,230	$1,825,943
TOTAL REVENUES	**$1,821,758**	**$1,771,444**	**$1,880,821**	**$1,825,230**	**$1,825,943**
EXPENDITURES: (by department)					
Circuit Court	$172,501	$183,905	$189,405	$193,867	$208,512
General District Court	$16,239	$21,300	$21,300	$32,980	$22,980
Magistrate	$24,204	$32,892	$46,792	$33,692	$35,370
Juvenile & Domestic Relations Court	$35,681	$47,312	$47,312	$40,323	$40,073
Clerk of the Circuit Court	$1,351,618	$1,398,123	$1,422,625	$1,443,797	$1,453,228
Commonwealth's Attorney	$1,815,658	$1,812,584	$1,955,069	$1,875,115	$1,878,375
TOTAL EXPENDITURES	**$3,415,901**	**$3,496,116**	**$3,682,503**	**$3,619,774**	**$3,638,538**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,971,825	$3,083,712	$3,168,074	$3,176,680	$3,205,316
Operating	$439,260	$405,220	$480,674	$443,094	$433,222
Capital	$4,816	$7,184	$33,755	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$3,415,901**	**$3,496,116**	**$3,682,503**	**$3,619,774**	**$3,638,538**
NET TAX SUPPORT	**$1,594,143**	**$1,724,672**	**$1,801,682**	**$1,794,544**	**$1,812,595**

Challenges and Opportunities –

- **Uncertain economy.** Because of the slow economy in recent years, the amount of revenue available to support County offices is uncertain, particularly at the state level. While the current state of the economy has created much uncertainty, it has also presented opportunities. One such opportunity has been the cross-training of staff to perform a variety of duties.
- **Limited capabilities with currently available technology.** There is a need to modernize many of the computer systems that help staff perform the business of the County. However, resources – both human and financial – are limited, making it difficult to upgrade all systems to gain efficiencies.
- **Training.** A true challenge faced by the County is its ability to keep skills current and expertise up-to-date despite the lack of funding available for such purposes. When possible, staff is taking advantage of free training offered by the State.
- **Changing requirements.** Officers and their staff must keep abreast of new laws, changes made to existing laws, and changes to procedures mandated by the state.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service.

2011 and 2012 Focus/Highlights –

- **Prosecution of criminal cases.** The focus of the Commonwealth's Attorney's office is the prosecution of nearly 20,000 criminal cases each year.
- **Availability of online information.** Staff updated the County's website to ensure the delivery and accessibility of information pertinent to County government, activities, events and online processes.
- **Technology.** A case imaging system is being installed for more efficient handling of case files.
- **Training.** Staff is completing state-sponsored training to ensure sufficient knowledge of and compliance with new laws and procedures.

Long Term Goals –

- **Prosecution of criminal cases.** The Commonwealth's Attorney coordinates the criminal prosecution in the County's three courts, as well as appeals to the Court of Appeals, and maintains a file system to track these cases.
- **Comprehensive law library.** In preparing the prosecution of criminal cases and appeals, the Commonwealth's Attorney is responsible for maintaining a comprehensive law library with emphasis on criminal law procedure.
- **Victim-Witness program.** The Victim-Witness office within the Commonwealth's Attorney's office administers the Victim-Witness program to provide assistance through the judicial process to individuals who are the victim of or witness to a crime. It also assists crime victims in applying for Crime Victim's Compensation and/or referring victims to various agencies that may assist them.

- **Court of record, deeds and probate.** The Clerk of the Circuit Court is the administrator of the court of record, the registrar of deeds, and the probate official. The office maintains files, summons witnesses, attends all hearings, prepares orders and prepares appeals to higher courts for all civil and criminal cases. Additionally, all documents pertaining to land transactions in the county are recorded by the Clerk.

Short Term Objectives –

- **Prosecution of criminal cases.** The Commonwealth's Attorney's office investigates criminal histories, driving records, and general background information of persons being prosecuted. The office also prepares actions/suits against individuals who are required to come to court for probation violations.
- **Assist the Sheriff and State Police.** The Commonwealth's Attorney's office maintains a program to assist the Sheriff and the State Police in enforcing criminal drug forfeiture of property seized in drug offenses.
- **Victim-Witness coordination.** The Victim-Witness office coordinates monthly meetings with the Multi-disciplinary Team (MDT) for on-going child abuse cases, the Child Abuse Response Team (CART) for new child abuse cases, and the Sexual Assault Response Team (SART) for sexual assault cases. The purpose of these teams and the cooperative agreements held with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration.
- **Jury administration.** The Clerk's office creates and maintains the jury pool, conducts jury orientation, summons jurors for jury trials, oversees jurors during the trials, and processes payments to jurors for their service. The Clerk's office also handles the duties of the Grand Jury which meets once a month.
- **Public assistance.** The Clerk's office staff assists the public who come to the office to search records, and to apply for gun permits, marriage licenses, fictitious names, and notaries.
- **Collection of fines, fees, and court costs.** The Clerk's office collects fines, fees and court costs originating in the Clerk's office and satisfies the State's reporting requirements concerning such collections.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Annual crime rate (calendar year)	4.8%	5.0%	5.0%	n/a
Ratio of prosecutors to Sheriff's Office sworn officer positions (calendar year)	1:20	1:20	1:20	1:20

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Annual caseload per prosecutor	2,032	2,375	2,612	1,800
Number of criminal cases prosecuted in all three courts (calendar year)	19,305	22,362	24,598	n/a
Number of crime victims and witnesses served by Victim/Witness (calendar year)	n/a[2]	1,650	1,815	n/a
Percent of statutory and legal requirements met for criminal, civil, and probate filings (calendar year)	100%	100%	100%	100%
Percent of land recordings officially filed within one day of receipt	100%	100%	100%	100%
Percent of employees who have received professional training	10%	10%	10%	100%

[1] The Virginia State Police "Crime in Virginia" report for calendar year 2010 will not be published until Spring/Summer 2011. The 2009 crime rate was 5.0%.

[2] 2010 Victim/Witness statistics are not yet available. In 2009, there were 1,529 victims and witnesses served.

Overview of Judicial Administration Departments

Spotsylvania's Judicial Administration function consists of the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court, Clerk of the Circuit Court and the Commonwealth's Attorney.

Circuit Court

Purpose

The Circuit Court has jurisdiction over criminal and civil cases and exercises appellate jurisdiction over cases coming to it from a lower tribunal. In criminal cases, the Court hears all felony cases and some misdemeanor cases. Civil jurisdiction provides for adoptions, divorces, and controversies where the claim exceeds $15,000.

Circuit Court

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Reimbursement from other localities	$31,934	$31,752	$37,252	$37,454	$37,454
TOTAL REVENUES	**$31,934**	**$31,752**	**$37,252**	**$37,454**	**$37,454**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$160,768	$164,021	$169,521	$177,578	$192,223
Operating	$11,733	$19,884	$19,884	$16,289	$16,289
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$172,501**	**$183,905**	**$189,405**	**$193,867**	**$208,512**
NET TAX SUPPORT	**$140,567**	**$152,153**	**$152,153**	**$156,413**	**$171,058**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding for a part-time Judicial Legal Assistant position.

General District Court

Purpose

General District Court has jurisdiction over traffic violations, misdemeanors, civil actions up to $15,000, and holds preliminary hearings of felony cases.

General District Court

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$16,239	$20,300	$20,300	$32,980	$22,980
Capital	$0	$1,000	$1,000	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$16,239**	**$21,300**	**$21,300**	**$32,980**	**$22,980**
NET TAX SUPPORT	**$16,239**	**$21,300**	**$21,300**	**$32,980**	**$22,980**

Magistrate

Purpose

The Magistrate provides judicial services and statutory responsibilities to Spotsylvania County and the City of Fredericksburg, on a 24- hour per day, 365 day per year basis. One of the principal functions of the Magistrate is to provide an independent review of complaints from Sheriff's Deputies other State and Local Law Enforcement, and citizens of County; these complaints form the basis for determining whether probable cause exist justifying the issuance of criminal processes (arrest warrants). In addition, the Magistrate conducts bail hearings, commit offenders to jail, and/or release defendants from jail pending trial. Magistrates are also the issuing authority for Search Warrants, Emergency Protective Orders, Emergency Custody Orders and Temporary Detention Orders.

Magistrate

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Reimbursement - City of Fredericksburg	$10,287	$13,979	$19,887	$14,319	$15,032
TOTAL REVENUES	**$10,287**	**$13,979**	**$19,887**	**$14,319**	**$15,032**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$24,204	$32,892	$46,792	$33,692	$35,370
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$24,204**	**$32,892**	**$46,792**	**$33,692**	**$35,370**
NET TAX SUPPORT	**$13,917**	**$18,913**	**$26,905**	**$19,373**	**$20,338**

Juvenile and Domestic Relations Court

Purpose

Juvenile and Domestic Relations Court is responsible for adjudicating juvenile matters, offenses committed by adults against juveniles, and family matters except divorce. These cases involve juvenile delinquency, juvenile traffic offenses, runaways and truants, child abuse or neglect, spousal abuse, support enforcement, visitation and custody of minor children, abandoned children, foster care, crimes committed by one family member against another, any crime where the victim is a juvenile, and crimes committed by a juvenile.

Juvenile & Domestic Relations Court

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$35,681	$41,128	$41,128	$40,323	$40,073
Capital	$0	$6,184	$6,184	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$35,681**	**$47,312**	**$47,312**	**$40,323**	**$40,073**
NET TAX SUPPORT	**$35,681**	**$47,312**	**$47,312**	**$40,323**	**$40,073**

Clerk of the Circuit Court

Purpose

The Clerk of the Circuit Court is a constitutional officer of the Commonwealth of Virginia and as such is not an officer or employee of the County from which elected. In this jurisdiction, the Clerk of the Circuit Court is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Clerk of the Circuit Court performs four primary functions: maintenance of public records pertaining to real estate; probate; maintenance of the official court record for criminal and civil cases and the Court's dockets; and, collection of fines, fees, court costs, and taxes. The Clerk's Office also performs many other duties such as jury coordination, issuing marriage licenses, concealed handgun permits, and notaries.

Clerk of the Circuit Court

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
State Compensation Board	$649,829	$680,298	$704,800	$704,800	$704,800
Excess Fees of Clerk	$148,548	$123,832	$123,832	$130,000	$130,000
Subscription Fees	$37,852	$32,000	$32,000	$35,000	$35,000
Copying Fees	$14,442	$13,000	$13,000	$14,000	$14,000
TOTAL REVENUES	**$850,671**	**$849,130**	**$873,632**	**$883,800**	**$883,800**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,179,356	$1,201,775	$1,226,277	$1,235,716	$1,246,447
Operating	$170,637	$196,348	$187,854	$208,081	$206,781
Capital	$1,625	$0	$8,494	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,351,618**	**$1,398,123**	**$1,422,625**	**$1,443,797**	**$1,453,228**
NET TAX SUPPORT	**$500,947**	**$548,993**	**$548,993**	**$559,997**	**$569,428**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Commonwealth's Attorney

Purpose

The Commonwealth's Attorney is a constitutional officer of the Commonwealth of Virginia and as such is not an officer or employee of the County from which elected. In this jurisdiction, the Commonwealth's Attorney is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Commonwealth's Attorney is charged primarily with the prosecution of crime. This office prosecutes all felony cases in the Circuit Court, criminal and traffic matters in the General District Court, and criminal and delinquency matters in the Juvenile and Domestic Relations District Court. The office handles both the violation of County ordinances and the violation of state statutes.

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.

Commonwealth's Attorney

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
State Compensation Board	$711,490	$705,780	$741,682	$741,682	$741,682
Victim/Witness Grant	$111,159	$95,657	$103,975	$103,975	$103,975
VA Domestic Violence Grant	$36,704	$40,000	$44,579	$40,000	$40,000
Commonwealth Attorney's Fees	$4,668	$4,000	$4,692	$4,000	$4,000
V-Stop (ARRA) Grant	$34,359	$31,146	$55,122	$0	$0
Forfeiture/Seizure	$30,486	$0	$0	$0	$0
TOTAL REVENUES	**$928,866**	**$876,583**	**$950,050**	**$889,657**	**$889,657**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,631,701	$1,717,916	$1,772,276	$1,763,386	$1,766,646
Operating	$180,766	$94,668	$164,716	$111,729	$111,729
Capital	$3,191	$0	$18,077	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,815,658**	**$1,812,584**	**$1,955,069**	**$1,875,115**	**$1,878,375**
NET TAX SUPPORT	**$886,792**	**$936,001**	**$1,005,019**	**$985,458**	**$988,718**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Conversion of the part-time Victim/Witness Assistant Director to full-time at mid-year.

Judicial Administration Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Circuit Court			
Judicial Legal Assistant	2	2	2.50
TOTAL FTEs	**2**	**2**	**2.50**
Clerk of the Circuit Court			
Clerk of the Circuit Court	1	1	1
Chief Deputy Clerk	1	1	1
Assistant Chief Deputy Clerk	1	1	1
Deputy Clerk IV	4	4	4
Deputy Clerk III	4	6	6
Deputy Clerk II	6	4	4
Deputy Clerk I	1.25	1.25	1.25
Probate Specialist	1	1	1
TOTAL FTEs	**19.25**	**19.25**	**19.25**
Commonwealth's Attorney			
Commonwealth's Attorney	1	1	1
Deputy Commonwealth's Attorney	2	2	2
Assistant Commonwealth's Attorney	6	6	6
Legal Assistant Supervisor	1	1	1
Legal Assistant II	4	4	4
Legal Assistant I	2	2	2
Victim Witness Director	1	1	1
Victim Witness Assistant Director	0.50	0.50	1
TOTAL FTEs	**17.50**	**17.50**	**18**
TOTAL FTEs Judicial Administration	**38.75**	**38.75**	**39.75**

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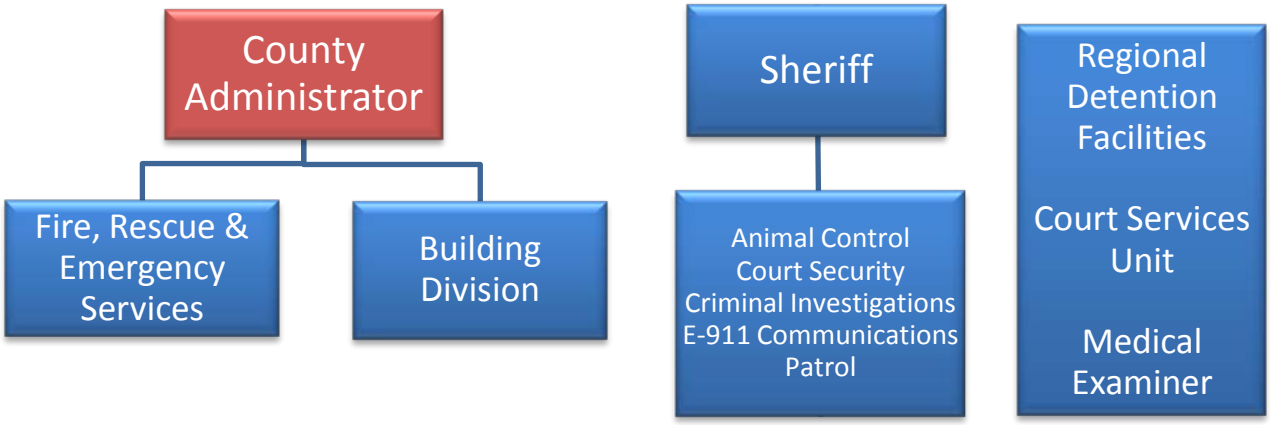
Public Safety

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$12,855,503	$13,136,549	$13,826,872	$13,548,052	$13,633,930
TOTAL REVENUES	**$12,855,503**	**$13,136,549**	**$13,826,872**	**$13,548,052**	**$13,633,930**
EXPENDITURES: (by department)					
Sheriff	$17,384,761	$18,574,952	$19,835,942	$18,411,673	$18,354,384
Fire, Rescue & Emergency Mgmt	$11,911,396	$12,562,895	$13,249,355	$14,196,614	$13,786,813
Regional Detention Facilities	$6,088,162	$5,505,413	$5,379,892	$5,826,917	$5,481,316
Court Services Unit	$277,558	$206,999	$266,261	$218,771	$251,012
Medical Examiner	$300	$1,500	$1,500	$1,500	$1,500
Building Division	$1,652,029	$1,945,088	$1,968,029	$2,035,037	$2,048,325
SUBTOTAL - APPROPRIATED EXPENDITURES	**$37,314,206**	**$38,796,847**	**$40,700,979**	**$40,690,512**	**$39,923,350**
Fire EMS Service Fee Transfers Out	$2,031,821	$2,540,792	$2,430,316	$2,636,608	$2,636,608
TOTAL EXPENDITURES	**$39,346,027**	**$41,337,639**	**$43,131,295**	**$43,327,120**	**$42,559,958**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$25,624,686	$26,986,637	$27,118,522	$28,001,680	$27,887,839
Operating	$11,059,428	$11,108,332	$11,745,150	$12,038,972	$11,562,061
Capital	$630,092	$701,878	$1,837,307	$649,860	$473,450
TOTAL APPROPRIATED EXPENDITURES	**$37,314,206**	**$38,796,847**	**$40,700,979**	**$40,690,512**	**$39,923,350**
NET TAX SUPPORT	**$26,490,524**	**$28,201,090**	**$29,304,423**	**$29,779,068**	**$28,926,028**

Challenges and Opportunities –

- **Uncertain economy.** Because of the slow economy in recent years, the amount of revenue available to support County offices is uncertain, particularly at the state level. Decreases in the funding available for overtime has meant the suspension of certain community service programs once offered by the Sheriff's office to limit overtime only to that which is absolutely critical to law enforcement operations. Likewise, the decrease in overtime funding available has limited the degree to which lengthy follow-ups can be done by detectives to resolve cases quickly, leading to an increase in the caseload per detective.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service.
- **Alignment of expectations and resources.** The current state of the economy creates much uncertainty, but also presents opportunities. One such opportunity is the necessity now, more than ever, of focusing on the alignment of expectations and resources.
- **Employee morale.** Staff has seen no merit pay increase since FY 2008 and no cost of living adjustment since FY 2009. This, coupled with increasing workloads, is a challenge to keeping employee morale and motivation high.
- **Ensuring 24/7 Fire and EMS coverage.** The County strives to provide this coverage to all parts of the County through a combination of career staff and volunteers. Fire and EMS is in critical need of additional volunteers to fill weekend and nighttime staffing gaps, and efforts must be made to retain current volunteers.
- **Implementation of the County Administrator's Action Plan.** Following internal and external reviews of Spotsylvania's Fire/Rescue system, the County Administrator set forth an action plan through which all members of the Fire/Rescue system must meet currently proposed minimum training standards no later than January 1, 2013, and a plan must be prepared to address Advanced Life Support (ALS) staffing gaps in the system.

- **Limited capabilities with currently available technology.** Innovation and efficiency gains are limited given the current systems available. There is a need to modernize many of the computer systems that help staff perform the business of the County. However, resources – both human and financial – are limited for this purpose.

2011 and 2012 Focus/Highlights –

- **Police services to outside entities.** A process was established whereby the Sheriff's office renders law enforcement services to outside entities (i.e. Schools, churches, stores) within the county and then bills those entities for the full cost of the services provided.
- **Training improvements.** Fire/Rescue will initiate the delivery of training courses required to meet the currently proposed minimum training standards.
- **Recruitment.** Fire/Rescue will continue efforts in support of the recruitment and retention of volunteers, with specific focus on retaining existing members.
- **Enhancement of ALS coverage.** Fire/Rescue will work towards enhancing the County's ALS coverage through training and recruitment of career staff and volunteers qualified to provide such service.
- **Continuation of Fire/EMS building program.** Fire/Rescue will participate in the design and programming for the replacement of Co. 5 (Chancellor) and construction of Co. 11 (Lee Hill area) stations.
- **Larceny reduction program.** Larceny is a prevalent crime for juveniles, with 351 larceny/burglary complaints filed in FY 2010. The Court Services Unit (CSU) secured grant funding to establish a 10-week larceny reduction program for youth charged with larceny-related offenses. Nearly 60 youths have completed the program.
- **Partnering.** Through partnership with the Sunshine Lady Foundation and the Chaplin Youth Center, the CSU was able to expand capacity at a local group home by 6 beds for short-term emergency shelter placements. This enables low-risk offenders to be kept out of the Juvenile Detention Center.

Long Term Goals –

- **Protecting life and property, and reducing the fear of crime.** The Sheriff's office staff will ensure a secure community through the provision of high quality law enforcement. The Building Department protects citizens through plan review and the inspection of structures to ensure compliance with state and local building codes. Additionally, the Fire Marshal's office will provide life safety service through occupancy fire inspections, origin and cause fire investigations, and public education programs. The CSU provides specialized services, staff supervision and administrative support to meet the needs of youth involved with the Juvenile Court.

- **24/7 Fire/EMS service.** Fire and EMS will provide high quality services to citizens of and visitors to the county through a combination of fully trained career staff and volunteers.

- **Humane treatment of animals.** The County's Animal Control officers are dedicated to educating and serving the community to ensure the humane treatment of all animals.
- **Services to juveniles.** The CSU will provide intake services, probation and parole services, and other ancillary services as deemed appropriate by the Juvenile and Domestic Relations Court. The CSU enhances public safety by holding juveniles accountable for their actions and promoting competency development in youths before the court.

Short Term Objectives –

- **Cooperative investigative services.** Monthly meetings are held with the Multi-disciplinary Team (MDT) for on-going child abuse cases, the Child Abuse Response Team (CART) for new child abuse cases, and the Sexual Assault Response Team (SART) for sexual assault cases. This working group includes the Sheriff's office, a prosecutor from the Commonwealth's Attorney's office, two Social Services Child Protective Services workers, and a member of the Victim/Witness office. The purpose of these teams and the cooperative agreements with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration. In particular, this working group investigates cases in unison so that victims have to tell their account only once.
- **Continuation of the Street Crimes Unit.** The Street Crimes Unit is a five-person team that can be deployed in areas of high criminal activity for extended periods of time. Their schedule remains flexible so they can be shifted throughout the County as needed.
- **Maintain proactive approach.** The Sheriff's office will continue to be proactive in educating community members in ways to protect themselves from becoming victimized through programs like Neighborhood Watch and Business Watch.
- **Changing requirements.** Officers and their staffs must keep abreast of new laws, changes to existing laws, and changes to procedures mandated by the state.
- **Recruitment.** Fire/Rescue will continue efforts in support of the recruitment and retention of volunteers, with specific focus on retaining existing members.
- **Enhancement of ALS coverage.** Fire/Rescue will work towards enhancing the County's ALS coverage through training and recruitment of career staff and volunteers qualified to provide such service.
- **Probation supervision.** The CSU will continue working to ensure that 80% of probation-serving youths are in school or are employed prior to being released from probation. To heighten the likelihood that the youths will go on to lead productive lives, it is paramount that youths show the ability to attend work or school consistently before being released.
- **Provide youth services.** The CSU will continue to provide programs to youths involved with the Juvenile and Domestic Relations Court. Programs will include the school-based probation officer program, electronic incarceration program, substance abuse

education, anger management programs, and restorative justice and community service work programs.

- **Providing inspections.** The Building Department will assure that buildings have structural integrity, smoke detectors, fire sprinklers, protection of the public water supply and other life safety elements.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Average number of calls for service per deputy per quarter (calendar year)	693	727	763	600
Quarterly average response time (in minutes) for law enforcement service calls (calendar year): • Emergency: • Non-emergency:	5.97 6.24	6.00 6.30	6.00 6.30	5.00 6.00
Quarterly average clearance rate of Sheriff's cases (calendar year)	30%	29.7%[1]	29.7%[1]	30%
Percentage of emergency 911 calls answered on first ring (calendar year)	99%	98%	97%	100%
Percentage of non-emergency 911 calls answered within three rings (calendar year)	98%	97%	97%	100%
Number of deputy hours used for prisoner transport (calendar year)	2,230	1,930	1,630	1,930
Number of prisoner transports (calendar year)	437	423	409	418
Percentage of animal control calls responded to within (calendar year): • 15 minutes: • 16-30 minutes: • More than 30 minutes:	61% 24% 15%	61% 24% 15%	61% 24% 15%	65% 25% 10%

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of customers satisfied with animal shelter services (calendar year)[2]	99%	95%	95%	100%
Animal adoption rate (calendar year)	60%	62%	65%	65%
Animal euthanasia rate (calendar year)	40%	38%	35%	35%
Compliance rate of spay/neuter program (calendar year)	100%	100%	100%	100%
Number of enforcements on found animal violations (calendar year)	1,254	1,100	1,200	1,200
Percentage of County's 10 Fire/Rescue stations staffed 24/7[3] • Fire: • EMS: • ALS as % of EMS staffing	 89.14% 86.01% 53.28%	 85.13% 82.09% 52.07%	 100% 100% 100%	 100% 100% 100%
Average Fire/Rescue response time for rural areas (in minutes)[3]	10.24	10.04	10.0	10.0
Average Fire/Rescue response time for urban areas (in minutes)[3]	8.17	8.18	8.0	7.75
Percent of responders meeting currently proposed minimum training standards[3]	n/a	40%	80%	100%
Percentage of youth charged with technical violations detained at intake (calendar year)	41%	40%	40%	≤40%
Percentage of all juvenile complaints that are Violation of Probation complaints (calendar year)	5.6%	6.0%	6.0%	≤6%
Percentage of low risk juvenile offenders on unit caseloads (calendar year)	15-16%	<20%	<20%	<20%

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of probation-serving youths in school or employed prior to release from probation (calendar year)	89-95%	>85%	>85%	>80%
Percentage of probationers rearrested with 12 months of placement	32.9%[4]	<State average	<State average	<State average
Percentage of parolees rearrested with 12 months of placement	45.2%[5]	<State average	<State average	<State average
Timeliness of plan reviews (in days)	Res: 10.8 Comm: 9.6	Res: 10.8 Comm: 9.6	Res: 10.8 Comm: 9.6	Begin within 10 days of receipt
Number of cases of Code enforcements related to inspections and plan review	6	6	4	0

[1] Based on the average clearance rate for calendar years 2007, 2008, 2009 and 2010.
[2] Based on responses to a user survey.
[3] FY 2011 data reflects the time period July 1, 2010 to December 31, 2010 only.
[4] The 2010 State average was 37.0%.
[5] The 2010 State average was 46.9%.

Overview of Public Safety Departments

Spotsylvania's Public Safety function consists of the following components which provide protection and safety to the citizens of County: Sheriff, Fire, Rescue & Emergency Management, Regional Detention Facilities, Court Services Unit, Medical Examiner, and Building Division.

Sheriff

Purpose

The Sheriff is a constitutional officer of the Commonwealth of Virginia and as such, is not an officer or employee of the County from which elected. In this jurisdiction, the Sheriff is elected by the voters of Spotsylvania County. The duties, responsibilities, and privileges are set out in the State Constitution, the Code of Virginia, and supplemented by local ordinances.

The Sheriff provides law enforcement services to the citizens of the County including the enforcement of all State and County criminal codes; serves civil and criminal papers; provides for the enforcement of all State and County animal codes and supervises the operations of the County's animal shelter; and protects and maintains the security of the courts operating within the County.

There are five divisions within the Sheriff's Office that together, serve all the law enforcement functions described above: Patrol Operations Division, Criminal Investigations Division, Courts Security/Civil Process Division, Professional Standards Division, and Animal Control Division. Some of the specialty functions within these divisions are the Street Crimes Unit, Crime Prevention Unit, Emergency Response Team, Bicycle Team, Canine Unit, Hostage Negotiation Team, Dive Team, Ground Search and Rescue Team, and Traffic Services Unit.

Emergency Communications is also part of the Sheriff's Office. The Emergency Communications division is a 24/7 operation that serves as the 911 answering point for calls for service and the dispatching of public safety services.

As part of its continued pursuit of excellence in law enforcement, the Sheriff's Office successfully achieved its Re-Accreditation Certification from the Virginia Law Enforcement Professional Standards Commission in December 2010. This achievement demonstrates the department's effort to ensure that policing best practices are broadly and consistently applied throughout the organization.

Sheriff's Office personnel are funded from several sources including local funding, School funding, State Compensation Board funding, and grant funding, when available. The State Compensation Board staffing standards suggest that localities receive funding for law enforcement deputies on a one per 1,500-population formula developed by the State, using the most up-to-date population information provided by the Weldon Cooper Center. However, the State has not provided funding to meet those staffing standards. The funding that is provided from the Compensation Board is based on

Sheriff *continued*

State salary scales and does not include any reimbursement for health insurance costs. The formula used to determine the number of court security deputies funded by the State involves both population and the number of courtrooms.

Sheriff, Emergency Communications, Animal Control

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
State Compensation Board	$3,047,863	$3,196,201	$3,303,002	$3,188,724	$3,274,602
E-911 Taxes	$1,347,737	$1,347,737	$1,347,737	$1,347,737	$1,347,737
County Court Fines	$761,960	$840,000	$775,000	$800,000	$800,000
Courthouse Security Fees (Clk of Court)	$232,831	$212,000	$212,000	$212,000	$212,000
Wireless E-911 Surcharge	$174,510	$168,223	$168,223	$170,000	$170,000
Sheriff Local Services	$51,055	$20,000	$120,000	$100,000	$100,000
Animal Shelter Fees	$78,029	$94,000	$94,000	$94,000	$94,000
Other Sheriff Fees (Chgs for Svcs)	$93,199	$90,000	$90,000	$90,000	$90,000
Dog Tag Licenses	$83,565	$50,000	$75,000	$78,000	$78,000
Insurance Claim Revenue	$95,136	$48,000	$48,000	$48,000	$48,000
Reimb Extradition of Prisoners	$33,238	$55,000	$55,000	$30,000	$30,000
Gun Permits	$29,593	$20,000	$24,406	$30,000	$30,000
Grant Revenues	$223,875	$32,115	$440,241	$16,317	$16,317
Rabies Vaccinations	$6,810	$7,200	$7,200	$8,000	$8,000
Sheriff's Fees	$3,004	$4,100	$4,100	$4,099	$4,099
Veh Reg Dog/Cat Sterilization	$4,000	$3,000	$3,564	$3,000	$3,000
Transfer from Fire/EMS Fee Fund	$0	$250,341	$64,865	$0	$0
Sheriff Court Restitution	$7,817	$0	$0	$0	$0
Forfeiture/Seizure	$70,767	$0	$0	$0	$0
TOTAL REVENUES	**$6,344,989**	**$6,437,917**	**$6,832,338**	**$6,219,877**	**$6,305,755**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$15,119,253	$15,948,402	$16,047,902	$15,981,764	$16,033,470
Operating	$1,826,661	$2,014,550	$2,451,042	$2,127,812	$2,091,027
Capital	$438,847	$612,000	$1,336,998	$302,097	$229,887
TOTAL APPROPRIATED EXPENDITURES	**$17,384,761**	**$18,574,952**	**$19,835,942**	**$18,411,673**	**$18,354,384**
NET TAX SUPPORT	**$11,039,772**	**$12,137,035**	**$13,003,604**	**$12,191,796**	**$12,048,629**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding for three full-time Deputies to maintain security in the new Circuit Court Facility.
- Decrease in funding for replacement vehicles, due to the purchase of additional vehicles in FY 2011. The purchases were approved to take advantage of current pricing levels.
- Funding for a replacement Animal Control vehicle.

Fire, Rescue, and Emergency Management

Purpose

Fire, Rescue and Emergency Management provides fire and emergency medical services to the citizens of Spotsylvania County, utilizing a combination system of both paid and volunteer staff. Fire responsibilities include fire suppression, code inspections, fire prevention and education, investigation of suspicious fires, hazardous materials incidents, and emergency management. Emergency Medical Services (EMS) responsibilities focus on providing the highest level of care and expertise in managing basic and advanced life support levels to critically ill or injured patients.

Fire and EMS services are provided from ten fire and EMS stations located strategically throughout the County: Courthouse (Co. 1), Brokenburg (Co. 2), Partlow (Co. 3), 4-Mile Fork (Co. 4), 5-Mile Fork (Co. 5), Salem Church (Co. 6), Wilderness (Co. 7), Thornburg (Co. 8), Belmont (Co. 9), and Salem Fields (Co. 10). Progress continues toward achieving 24/7 coverage at all fire and EMS stations. Coverage enhancements continue to occur with the assistance of the County's EMS Revenue Recovery Program which provides monetary incentives for volunteer personnel and additional career staffing for daytime coverage.

Emergency Management staff participates in a full scale radiological emergency preparedness exercise with the North Anna Power Station under the direction of the Federal Emergency Management Agency (FEMA). During the July 2010 exercise, the County was noted as having no deficiencies.

The County participates in the Rappahannock Regional Fire and EMS Training Center, which is a joint partnership with the City of Fredericksburg, King George County, and the Virginia Department of Fire Programs. The facility provides County fire and EMS personnel with training grounds and a burn building that is used to conduct live fire training and other training activities.

Fire, Rescue, and Emergency Management *continued*

Fire, Rescue and Emergency Management

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Transfer from Fire/EMS Fee Fund	$2,009,821	$2,268,451	$2,343,451	$2,554,408	$2,554,408
State Fire Program Fund (Ins)	$249,390	$219,000	$231,237	$231,237	$231,237
Fire & Safety Inspection Fee	$45,618	$220,000	$87,831	$220,000	$220,000
Motor Vehicle Registration (EMS $)	$112,272	$95,000	$95,000	$112,000	$112,000
VOPEX Exercises	$25,000	$25,000	$25,000	$25,000	$25,000
Grants	$403,758	$18,078	$161,148	$18,078	$18,078
Emergency Services	$0	$18,000	$30,200	$18,000	$18,000
False Fire Alarms	$0	$12,000	$12,000	$14,000	$14,000
Local Funding	$10,000	$12,000	$12,000	$9,226	$9,226
Open Air Burning Permit	$6,700	$8,000	$8,000	$6,000	$6,000
TOTAL REVENUES	**$2,862,559**	**$2,895,529**	**$3,005,867**	**$3,207,949**	**$3,207,949**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$8,922,995	$9,434,808	$9,414,120	$10,323,752	$10,143,521
Operating	$2,820,480	$3,038,209	$3,364,165	$3,525,099	$3,399,729
Capital	$167,921	$89,878	$471,070	$347,763	$243,563
TOTAL APPROPRIATED EXPENDITURES	**$11,911,396**	**$12,562,895**	**$13,249,355**	**$14,196,614**	**$13,786,813**
NET TAX SUPPORT	**$9,048,837**	**$9,667,366**	**$10,243,488**	**$10,988,665**	**$10,578,864**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- The addition of four Firefighter/Medics (effective January 1, 2012) to address increasing call volumes in the Lee Hill (Co. 4) area.
- Additional funding to address current proposed minimal training standards.
- Additional funding for physicals and other required medical testing of career Fire/EMS personnel.
- Replacement of four command/emergency response vehicles.
- Funding to replace the drug cabinet locks on all EMS units.

Fire & Rescue Allocation & Consolidated Budgets

	FY 2010 Actuals	FY 2011 Adopted Budget	FY 2011 Adjusted Budget	FY 2012 Agency Request	FY 2012 Adopted Budget	Dollar Change from FY 2011 Adopted	Percentage Change from FY 2011 Adopted
CHANCELLOR VOLUNTEER FIRE							
Allocation	14,701	20,063	13,893	15,000	15,000	(5,063)	(25.2%)
Other Professional Svcs	9,549	2,284	2,284	10,000	10,000	7,716	337.8%
Auto Repairs & Maint	97,088	102,433	102,433	100,000	100,000	(2,433)	(2.4%)
Per Diems	195,000	195,000	195,000	195,000	195,000	0	0.0%
Trash	216	270	270	270	270	0	0.0%
Electric	7,247	8,435	8,435	8,500	8,500	65	0.8%
Heating	5,619	4,000	4,000	4,000	4,000	0	0.0%
Telephone Services	14,296	15,320	15,320	15,000	15,000	(320)	(2.1%)
Training	22,409	42,594	42,594	35,000	35,000	(7,594)	(17.8%)
State Fire Programs	4,545	0	163,539	0	0	0	n/a
Vehicle & Equip Fuels	60,749	51,334	51,334	61,000	61,000	9,666	18.8%
Uniforms	49,291	51,546	51,546	51,546	51,546	0	0.0%
Operating Supplies	17,699	20,000	20,000	20,000	20,000	0	0.0%
Machinery & Equipment	2,032	0	6,170	0	0	0	n/a
Communication Equip	1,300	0	0	0	0	0	n/a
TOTAL	**501,741**	**513,279**	**676,818**	**515,316**	**515,316**	**2,037**	**0.4%**
SPOTSYLVANIA VOLUNTEER FIRE							
Allocation	124,300	124,300	124,300	129,700	127,000	2,700	2.2%
Other Professional Svcs	5,120	6,392	6,392	10,408	8,400	2,008	31.4%
Auto Repairs & Maint	192,852	200,000	200,000	200,000	200,000	0	0.0%
Per Diems	132,500	132,500	132,500	192,500	132,500	0	0.0%
Electric	11,431	7,800	7,800	10,000	10,000	2,200	28.2%
Heating	513	3,000	3,000	3,000	3,000	0	0.0%
Telephone Services	12,513	12,000	12,000	12,500	12,500	500	4.2%
Training	3,945	10,000	10,000	8,750	8,750	(1,250)	(12.5%)
State Fire Programs	141,432	0	118,584	0	0	0	n/a
Vehicle & Equip Fuels	66,548	82,500	82,500	80,000	80,000	(2,500)	(3.0%)
Uniforms	30,363	25,000	25,000	25,000	25,000	0	0.0%
Operating Supplies	255	0	0	0	0	0	n/a
Machinery & Equipment	0	0	56,545	0	0	0	n/a
Communication Equipment	1,983	0	0	0	0	0	0.0%
TOTAL	**723,754**	**603,492**	**778,621**	**671,858**	**607,150**	**3,658**	**0.6%**
SPOTSYLVANIA VOLUNTEER RESCUE							
Allocation	49,180	49,180	49,180	49,180	49,180	0	0.0%
Other Professional Svcs	2,387	4,000	4,000	3,000	3,000	(1,000)	(25.0%)
Auto Repairs & Maint	21,108	16,491	16,491	17,000	17,000	509	3.1%
Per Diems	132,500	132,500	132,500	132,500	132,500	0	0.0%
Electric	5,559	10,879	10,879	10,879	10,879	0	0.0%
Heating	5,261	7,500	7,500	7,500	7,500	0	0.0%
Telephone Services	10,639	6,300	6,300	11,000	11,000	4,700	74.6%
Training	38,500	38,500	38,500	38,000	38,000	(500)	(1.3%)
Medical & Lab Supplies	39	0	0	0	0	0	n/a
Vehicle & Equip Fuels	23,814	36,257	36,257	32,050	32,050	(4,207)	(11.6%)
Uniforms	21,287	23,280	23,280	33,280	28,280	5,000	21.5%
Operating Supplies	116,174	90,000	90,000	90,000	90,000	0	0.0%
TOTAL	**426,448**	**414,887**	**414,887**	**424,389**	**419,389**	**4,502**	**1.1%**

Fire EMS Service Fee

Purpose

The Fire/EMS Service Fee (also known as Revenue Recovery) is the process of obtaining compassionate 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 into the County's fire and rescue services to address the needs of the combined system.

Fire EMS Service Fee

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Emergency Rescue Service Fees	$2,181,382	$2,400,000	$2,400,000	$2,400,000	$2,400,000
Use of (addition to) to Fire/EMS Service Fee Fund Balance	($149,561)	$140,792	$30,316	$236,608	$236,608
TOTAL REVENUES	**$2,031,821**	**$2,540,792**	**$2,430,316**	**$2,636,608**	**$2,636,608**
EXPENDITURES: (by category)					
Transfer to General Fund & Capital Proj Fund	$2,031,821	$2,540,792	$2,430,316	$2,636,608	$2,636,608
TOTAL EXPENDITURES	**$2,031,821**	**$2,540,792**	**$2,430,316**	**$2,636,608**	**$2,636,608**
NET TAX SUPPORT	**$0**	**$0**	**$0**	**$0**	**$0**

Regional Detention Facilities

Purpose

The Rappahannock Regional Jail Facility (RRJF) serves the adult corrections needs of the region. Spotsylvania, a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg, and the counties of King George and Stafford, is represented by three members on the 12-member Authority. RRJF opened in July 2000 with a rated capacity of 656 beds. An addition was built in November 2008 to accommodate an additional 718 beds. With double bunking the facility can hold 1,655 inmates and has a current population of 1,435.

The Rappahannock Juvenile Center (RJC) operates a pre- and post-dispositional secure juvenile detention center. Spotsylvania participates with the City of Fredericksburg, and the counties of Louisa, Orange, Madison, King George, and Stafford. RJC is an 80-bed facility which opened in the winter of 2000.

The Chaplin Youth Center provides a community based residential program serving at-risk and court-involved youth in need of out of home placement. Residential services are provided for males and females, ages 12 to 17, as an alternative to incarceration. Youth can be placed in the Center for up to 90 days while services are secured for them.

Regional Detention Facilities

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$41,238	$41,238	$41,238	$39,573	$39,573
Grant Revenues	$19,360	$0	$7,260	$0	$0
TOTAL REVENUES	**$60,598**	**$41,238**	**$48,498**	**$39,573**	**$39,573**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$6,088,162	$5,505,413	$5,379,892	$5,826,917	$5,481,316
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$6,088,162**	**$5,505,413**	**$5,379,892**	**$5,826,917**	**$5,481,316**
NET TAX SUPPORT	**$6,027,564**	**$5,464,175**	**$5,331,394**	**$5,787,344**	**$5,441,743**

Court Services Unit

Purpose

The 15th District Court Services Unit (CSU) is responsible for providing intake, probation and parole, and other ancillary services deemed appropriate by the Juvenile and Domestic Relations Court. CSU also manages the funding provided by the Virginia Community Crime Control Act (VJCCCA).

The goal of CSU is to enhance public safety by holding juveniles accountable for their actions and to promote competency development in youth that are before the court. Programs provided to juveniles and their parents include, but are not limited to: electronic monitoring, anger management, group counseling, and restorative justice and community service work.

Court Services Unit

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$178,325	$108,914	$73,365	$69,045	$69,045
School Based Probation Officer Grant	$63,929	$0	$27,500	$0	$0
TOTAL REVENUES	**$242,254**	**$108,914**	**$100,865**	**$69,045**	**$69,045**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$106,224	$54,811	$107,808	$107,779	$108,675
Operating	$154,725	$152,188	$157,453	$110,992	$142,337
Capital	$16,609	$0	$1,000	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$277,558**	**$206,999**	**$266,261**	**$218,771**	**$251,012**
NET TAX SUPPORT	**$35,304**	**$98,085**	**$165,396**	**$149,726**	**$181,967**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for County funded employees.
- Funding to continue the School Based Probation Officer and the deletion of a vacant Court Services/Child in Need of Supervision (CHINS) position.

Medical Examiner

Purpose

Medical Examiner provides examination services in cases of accidental or unattended deaths in the County.

Medical Examiner

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$300	$1,500	$1,500	$1,500	$1,500
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$300**	**$1,500**	**$1,500**	**$1,500**	**$1,500**
NET TAX SUPPORT	**$300**	**$1,500**	**$1,500**	**$1,500**	**$1,500**

Building Division

Purpose

The Building Division is responsible for the enforcement of the Virginia Uniform Statewide Building Code to ensure safety to life and property from all hazard incidents related to structure design, construction, occupancy, repair, maintenance, renovation, removal or demolition. The Division responds to complaints for unsafe structures, overcrowding, rental property concerns, work performed without permits, and citizen complaints regarding construction issues performed by their contractor. The Division also performs all plan reviews and inspections on buildings constructed in Spotsylvania County, including all schools, fire stations, hospital, retail spaces, single family homes, swimming pool installation, decks, elevators, renovations, and fire protection plan reviews on commercial structures.

Building Division

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Building Fees	$1,119,210	$937,159	$1,195,354	$1,200,000	$1,200,000
Code Compliance Adm Charges	$194,072	$175,000	$175,000	$175,000	$175,000
Other Local Revenue	$0	$0	$38,634	$0	$0
Transfer from General Fund	$0	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$0	$0	$0
TOTAL REVENUES	**$1,313,282**	**$1,112,159**	**$1,408,988**	**$1,375,000**	**$1,375,000**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,476,214	$1,548,616	$1,548,692	$1,588,385	$1,602,173
Operating	$169,100	$396,472	$391,098	$446,652	$446,152
Capital	$6,715	$0	$28,239	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,652,029**	**$1,945,088**	**$1,968,029**	**$2,035,037**	**$2,048,325**
NET TAX SUPPORT	**$338,747**	**$832,929**	**$559,041**	**$660,037**	**$673,325**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- One quarter of the cost associated with addition of a new Community Development Administrator to oversee the Community Development group (Planning, Economic Development, Building and Zoning) and to assist in reorganizing and determining appropriate Community Development fee structures.
- Full year funding of the lease rental costs associated with the new Merchants Square facility.

Public Safety Staffing

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

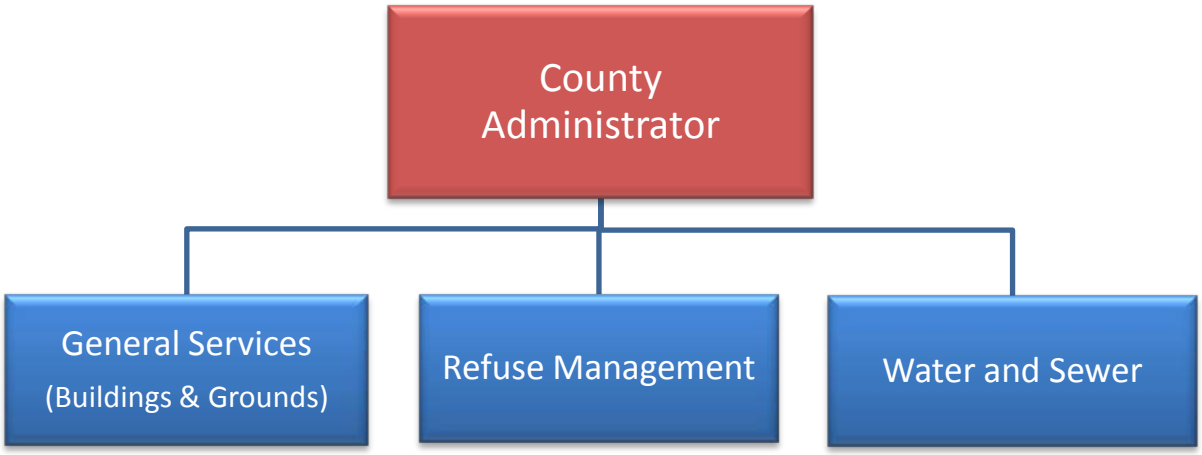
Department/Position	FY 2010	FY 2011	FY 2012
Sheriff			
Sheriff	1	1	1
Lieutenant Colonel	1	1	1
Major	1	1	1
Office Manager II	1	1	1
Records Manager	1	1	1
Records Clerk	2.75	2.75	2.75
Captain	4	4	4
Lieutenant	6	6	6
First Sergeant	10	10	10
Sergeant	11	11	11
Deputy Sheriff	121.29	120.29	123.29
Crime Analyst	1	1	1
Office Manager I	2	2	2
Detective	17.63	17.63	17.63
Civil Process Clerk	1	1	1
Secretary	0.63	0.63	0.63
Evidence/Property Custodian	1	1	1
Animal Control Supervisor	1	1	1
Animal Control Officer	6	6	6
Animal Control Shelter Manager	1	1	1
Animal Control Clerk	1	1	1
Animal Control Shelter Assistant	4.76	4.76	4.76
Communications Manager	1	1	1
Criminal Warrants Supervisor	1	1	1
Criminal Warrants Clerk	2	2	2
Communications Supervisor	4	4	4
Communications Officer	16	16	16
Communications Operator	8	8	8
Operations Supervisor	1	1	1
TOTAL FTEs	**230.06**	**229.06**	**232.06**

Department/Position	FY 2010	FY 2011	FY 2012
Fire, Rescue and Emergency Management			
Chief	1	1	1
Deputy Chief	1	1	1
Volunteer F/EMS Recruit/Retention Coordinator	1	1	1
Administrative Assistant	1	1	1
Clerk	2.88	3.38	3.38
Battalion Chief	3	3	3
Captain	7	7	7
Lieutenant	19	19	19
Firefighter/Medic	86	86	90
Division Chief - Training Officer	1	1	1
Captain - Asst Training Officer	1	1	1
Lieutenant - Asst Training Officer	1	1	1
Captain - Revenue Recovery/Health & Safety	1	1	1
Division Chief - Emergency Services Coordinator	1	1	1
Lieutenant - Logistics Officer	1	1	1
FREM Mechanic	2	2	2
Division Chief - Fire Prevention	1	1	1
Captain - Fire Prevention	1	1	1
Lieutenant - Fire Prevention	2	2	2
TOTAL FTEs	**133.88**	**134.38**	**138.38**
Court Services Unit			
Personnel	3	3	2
TOTAL FTEs	**3**	**3**	**2**

Department/Position	FY 2010	FY 2011	FY 2012
Building Division			
Chief Building Official	1	1	1
Deputy Building Official	1	1	1
Senior Permits Technician	1	1	1
Permits Technician	2	2	2
Building Office Assistant	2	2	2
Fire Protection & Commercial Plans Reviewer	1	1	1
Commercial Plans Reviewer	2	2	2
Residential Plans Reviewer	1	1	1
Structural Engineer	1	1	1
Inspections Supervisor	1	1	1
Residential Combination Code Inspector	1	1	1
Commercial Inspector	4	4	4
Code Enforcement Officer	2	2	2
TOTAL FTEs	**20**	**20**	**20**
TOTAL FTEs Public Safety	**386.94**	**386.44**	**392.44**

Public Works

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$24,321,341	$28,990,352	$32,184,862	$30,594,488	$30,467,626
TOTAL REVENUES	**$24,321,341**	**$28,990,352**	**$32,184,862**	**$30,594,488**	**$30,467,626**
EXPENDITURES: (by department)					
General Services	$3,234,380	$3,695,435	$3,695,435	$4,049,873	$4,086,231
Refuse Management	$3,382,975	$3,827,656	$3,861,274	$3,830,177	$3,811,290
Water & Sewer	$23,500,133	$27,852,360	$30,911,977	$29,649,348	$29,522,486
SUBTOTAL - APPROPRIATED EXPENDITURES	**$30,117,488**	**$35,375,451**	**$38,468,686**	**$37,529,398**	**$37,420,007**
Water & Sewer Transfers Out	$183,859	$475,659	$599,781	$310,000	$310,000
TOTAL EXPENDITURES	**$30,301,347**	**$35,851,110**	**$39,068,467**	**$37,839,398**	**$37,730,007**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$11,704,702	$11,929,263	$11,935,763	$12,065,977	$12,226,819
Operating	$10,173,439	$13,294,282	$13,553,284	$13,055,093	$12,797,860
Capital	$128,759	$147,923	$159,060	$1,005,880	$992,880
Debt Service	$8,110,588	$9,003,983	$11,820,579	$10,402,448	$10,402,448
Depreciation	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000
TOTAL APPROPRIATED EXPENDITURES	**$30,117,488**	**$35,375,451**	**$38,468,686**	**$37,529,398**	**$37,420,007**
NET TAX SUPPORT *	**$5,980,006**	**$6,860,758**	**$6,883,605**	**$7,244,910**	**$7,262,381**

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

Challenges and Opportunities –

- **Additional facilities.** The addition of new facilities has resulted in an increased workload for General Services, yet staffing has been reduced in recent years.
- **Training.** A true challenge faced by the County is its ability to keep skills current and expertise up-to-date despite the lack of funding available for such purposes.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service while maintaining 100% regulatory compliance.

- **Rail maintenance.** The Spotsylvania Industrial Park railroad tracks are now classified as "Class I" tracks due to the transport of hazardous material across those tracks. The requirement of CSX and Federal Railroad Administration inspections on Class I tracks means that department manpower and funding must be used to maintain the tracks.
- **Equipment replacement.** Equipment critical to the recycling, refuse collection, and disposal operations has been set on carefully selected replacement schedules. However, budget reductions in recent years have caused the replacement of some equipment to be deferred.
- **Alignment of expectations and resources.** The current state of the economy creates much uncertainty, but also presents opportunities. One such opportunity is the necessity now, more than ever, of focusing on the alignment of expectations and resources.

2011 and 2012 Focus/Highlights –

- **Facility Asset Management program.** Staff maintains an on-going program of repairs and maintenance of County facilities, and is focusing on those facilities whose Facility Condition Index (FCI) rank as poor or fair.
- **Driver safety recognition.** The Solid Waste programs intend to implement a driver safety recognition program in 2011.
- **Revisions to disposal fee structure.** To offset the costs of the disposal programs, staff is investigating potential revisions to the County Code and fee structures to increase fees associated with items not typically disposed of by everyday users (i.e. tires, refrigerators, propane tanks, etc.).
- **Reduction of operating costs.** Staff will focus on a new landfill gas recovery system currently being installed, and will investigate leachate recirculation to reduce operational costs.
- **Making recycling easier.** Staff plans to begin "rebranding" recycling efforts with enhanced signage and consolidation to make recycling easier for citizens. Examples of consolidation include converting to mixed paper collections, and combining brown and green glass. Additionally, staff will focus on making plastics and cardboard recycling available at all convenience centers.

- **Upgrade to Massaponax facility.** Staff will begin management of facility upgrades to the Massaponax wastewater treatment facility which will further reduce pollutants being discharged into the environment while increasing overall treatment capacity in anticipation of future population growth in the County.

Long Term Goals –

- **Well-maintained facilities.** General Services provides safe, clean, and well-maintained facilities for the employees and citizens of Spotsylvania County in a cost-effective and professional manner.
- **Preservation of water quality and environment.** The Utilities Department will produce safe water for County residents and will help protect the water quality of the Rappahannock River and Chesapeake Bay through wastewater treatment.

Short Term Objectives –

- **EPA EnergyStar Portfolio Management.** Staff will take advantage of the EnergyStar Portfolio Manager program to better enable the County to track energy usage at its facilities.
- **Work order system.** Staff will implement a web-based facilities work order system to allow the collection and reporting of data on the allocation of man-power and other resources to specific work types (i.e. mechanical, electrical, plumbing, etc.). This information will be used to develop future budgets, to identify areas of high maintenance activity, and for strategic planning of maintenance initiatives.
- **Outsourcing.** Custodial services and HVAC maintenance are currently outsourced at several facilities. General Services staff will continue to consider outsourcing of service as an alternative to hiring additional staff to meet the increasing demands for facilities services.
- **Phased equipment replacement.** Staff will continue to take advantage of any opportunities that would help maximize the useful life of equipment while maintaining service levels. A phased revision of the CIP has been requested to allow the Solid Waste operations to get back on track with equipment replacement schedules.
- **Increase recycling efforts.** Staff will increase its public outreach efforts to help increase public awareness of environmental issues and recycling services currently available to County residents, including the expansion of the recycling programs for cardboard and plastics included in the FY 2012 Adopted Budget.
- **Regulated operations of water and wastewater facilities.** Staff will operate all water and wastewater treatment facilities in a manner that meets the goal of providing water and sewer services to citizens as effectively as possible while maintaining all operating permits in good standing and avoiding permit violations.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Number of County-owned buildings with FCI[1] of:				
• Good	15	20	23	44
• Fair	15	15	20	0
• Poor	12	7	1	0
Total number of buildings maintained	42	42	44[2]	44
Tons of refuse hauled without a reportable on-road incident	63,064	64,000	65,280	65,000
Regulatory compliance of the Livingston landfill (calendar year)	98%	100%	100%	100%
Regulatory compliance of the closed Chancellor landfill (calendar year)	0%[3]	100%	100%	100%
Regulatory compliance of the closed Berkeley landfill (calendar year)	100%	100%	100%	100%
Percent of waste recycled[4]	37.3%	40%	42%	50%
Percent of biosolids composted[5]	78%	91%	100%	100%
Treatment compliance:				
• Water	100%	100%	100%	100%
• Wastewater	100%	100%	100%	100%
Number customers affected by planned water service disruptions:				
• 0-4 hours	3,900	2,000	2,000	0
• 4-12 hours	1,900	1,500	1,000	0
• 12+ hours	0	0	0	0
Number of customers affected by unplanned water service disruptions:				
• 0-4 hours	25,600	14,500	7,200	0
• 4-12 hours	1,700	1,000	500	0
• 12+ hours	0	0	0	0
Sewer overflows per 100 miles	4.6	5.0	3.0	0

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Water line leaks and breaks per 100 miles	8.08	6.5	5.0	0
Water loss[6]	7.4%	8.0%	8.0%	<9.0%
Sewage collection system capacity failures per 100 miles	6.1	6.0	3.0	0
Percent of satisfactory health inspection reports	83%	100%	100%	100%

[1] The Facility Condition Index (FCI) is the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements to the current replacement costs of the building. An FCI of 0.05 (5%) reflects that the deferred maintenance for a facility is equal to 5% of the replacement cost of the facility. A FCI rating of 0.05 or less is considered good, 0.05-0.10 is considered fair and >0.10 is considered poor.

[2] Includes the addition of the new Circuit Court and Public Safety buildings.

[3] The facility was cited for having violated environment regulations when a leachate overflow occurred during major snow storms.

[4] Represents the percentage of waste diverted from the landfill through recycling efforts.

[5] Represents the percentage of sludge diverted from the landfill through composting efforts.

[6] Quantifies the percentage of produced water that fails to reach customers and cannot otherwise be accounted for through authorized usages.

Overview of Public Works Departments

Spotsylvania's Public Works function is a combination of three departments providing services to both the employees of Spotsylvania County and the citizens: General Services, Refuse Management, and Water and Sewer.

General Services

Purpose

General Services is responsible for providing safe and well-maintained facilities under their jurisdiction, both County-owned and leased. The services include maintenance, repair, utilities, custodial services, office relocations/renovations, street sign installation, and creation of signs for County buildings and School facilities. General Services staff also maintains the Facility Asset Management Program, a building life cycle management database, that dictates replacement of roofs, HVAC, windows, painting, carpet/flooring, etc.

General Services

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Railroad Reimbursement	$0	$0	$0	$80,000	$80,000
Rental of General Property	$56,437	$56,500	$56,500	$56,500	$56,500
Courthouse Maintenance Fees	$61,517	$40,346	$40,346	$55,000	$55,000
Street Lights	$5,850	$6,100	$6,100	$5,800	$5,800
TOTAL REVENUES	**$123,804**	**$102,946**	**$102,946**	**$197,300**	**$197,300**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,178,972	$1,260,887	$1,260,887	$1,260,470	1,271,828
Operating	$2,055,408	$2,434,548	$2,432,509	$2,789,403	$2,814,403
Capital	$0	$0	$2,039	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$3,234,380**	**$3,695,435**	**$3,695,435**	**$4,049,873**	**$4,086,231**
NET TAX SUPPORT	**$3,110,576**	**$3,592,489**	**$3,592,489**	**$3,852,573**	**$3,888,931**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Increased funding for repairs to the railroad tracks in the Spotsylvania Industrial Park.
- Increased funding for HVAC repairs and maintenance costs.
- Increased funding associated with the maintenance and utilities of the new Circuit Court and Public Safety Buildings.

Refuse Management

Purpose

Refuse Management provides for solid waste collection, disposal and recycling. The County has one landfill and 13 convenience sites. The three primary functions are explained below:

Refuse Collection is responsible for collecting and hauling of refuse, sludge, and recyclables from the County's convenience sites and wastewater plants; preparing recyclables for market and transporting through sorting, separating, and baling; operation of the Mulching Program; and performing illegal dump cleanups.

Refuse Disposal operates the County's only sanitary landfill in an efficient manner, and ensures that it meets and complies with all County, State and Federal guidelines and regulations, and maintains the County's three closed landfills in regard to post-closure care/maintenance, groundwater monitoring, and methane gas monitoring.

Recycling and Litter Control provides residents the opportunity and means to protect and enhance their natural environment by educating and encouraging residents to conserve natural resources and divert waste by implementing the following guidelines: source reduction, recycling, pollution control and energy/water conservation. Markets recyclable commodities, coordinates the clean up of litter within the County, and provides environmental education in the School system.

Refuse Management *continued*

Refuse Management

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Recycling Revenue	$224,700	$163,118	$209,393	$271,900	$271,900
Refuse Disposal Fees	$169,589	$243,434	$200,000	$125,000	$125,000
Litter Control Grant	$16,440	$16,440	$18,958	$16,440	$16,440
Commercial Refuse Hauler Fees	$12,000	$10,000	$14,025	$12,000	$12,000
Journey Through Chesapeake Bay Camp Fees	$10,575	$10,000	$10,000	$10,000	$10,000
Towing Application/Inspection Fees	$1,625	$1,500	$1,500	$1,500	$1,500
Weed and Debris	$990	$500	$1,887	$1,000	$1,000
Composting Revenue	$55,131	$114,395	$114,395	$0	$0
Transfer from Utility Fund	$22,495	$0	$0	$0	$0
TOTAL REVENUES	**$513,545**	**$559,387**	**$570,158**	**$437,840**	**$437,840**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,301,657	$2,412,145	$2,412,145	$2,396,054	$2,417,456
Operating	$1,068,668	$1,296,447	$1,326,440	$1,262,869	$1,222,580
Capital	$12,650	$119,064	$122,689	$171,254	$171,254
TOTAL APPROPRIATED EXPENDITURES	**$3,382,975**	**$3,827,656**	**$3,861,274**	**$3,830,177**	**$3,811,290**
NET TAX SUPPORT	**$2,869,430**	**$3,268,269**	**$3,291,116**	**$3,392,337**	**$3,373,450**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding to expand cardboard and plastic recycling at all convenience sites.

Water & Sewer

Purpose

The Utilities Department is a self-supporting enterprise fund, meaning the financial requirements of the water/sewer departments are met through user fees, connection fees, payments from outside entities and other self-generated revenues, rather than local tax revenue. The Department is also responsible for the oversight of the Refuse Management divisions that are funded through fees and other local tax revenue. In total the department operates six separate divisions to accommodate the water, sewer and solid waste needs of the County.

The Administration Division carries out all administrative tasks including oversight of all departmental activities, customer service, capital projects management, environmental management system implementation, a safety program, regulatory compliance, records and reporting, engineering, clerical, and file storage. This division is also responsible for meter reading, placing meters for new connections, meter maintenance, and account maintenance for more than 28,000 water and/or wastewater accounts.

The Wastewater Treatment Division includes operation of the County's three wastewater treatment facilities, three wastewater facilities for the Spotsylvania County School Board, composting operations, and centralized laboratory services.

Wastewater Treatment Facilities

LOCATION	CAPACITY	
Massaponax	8 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ State-of-the-art biological nutrient removal facility
FMC	4 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ 1.5 MGD reserved for the City of Fredericksburg; operational costs are allocated to the City based upon the City's proportion of sewage flow to the facility. ~ includes three wastewater facilities for Spotsylvania County School Board (John J. Wright Educational and Cultural Center, Berkeley Elementary and Spotsylvania High School). These facility costs are billed directly to the School Board.
Thornburg	345,000 GPD	~ Plant staffing: 12-hours each weekday, 10-hours each weekend day

MGD – million gallons per day
GPD – gallons per day

Water & Sewer *continued*

The Water Production and Quality Division includes the operation and maintenance of three dams and reservoirs, two river intakes and two water treatment plants that provide water to Spotsylvania County and the City of Fredericksburg.

Water Treatment Plants

LOCATION	CAPACITY	
Ni River	6 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ Originally constructed in 1974 as a 1 MGD plant
Motts Run	12 MGD	~ Plant staffing: 24-hours a day, 365 days a year ~ Serves both Spotsylvania County and the City of Fredericksburg

MGD – million gallons per day

Reservoirs

LOCATION	VOLUME	
Hunting Run	2.9 billion gallons	~ Surface area of 420 acres ~ Constructed in 2002 ~ Provides water to the Motts Run Water Treatment Plant
Ni River	1.4 billion gallons	~ Surface area of 420 acres ~ Constructed in 1974; was the County's only water source until 2000, when Spotsylvania County and the City of Fredericksburg merged operations ~Provides water to the Ni River Water Treatment Plant
Motts Run	1.3 billion gallons	~ Surface area of 160 acres ~ Constructed in 1969 ~ Co-owned with the City of Fredericksburg ~ Provides water to the Motts Run Water Treatment Plant

Water & Sewer *continued*

The Engineering and Construction Division includes three main areas of operation: engineering, line locations, and construction and capital projects. The engineering staff reviews all plats and plans for projects, designs projects for system improvements in the distribution and collection systems, provides engineering solutions for treatment plant expansions and operations, and oversight for the development and planning of the Water/Sewer Master Plan to support the County's Comprehensive Plan.

The Field Services Division operates and maintains the County's water and sewage transmission system. The system consists of more than 900 miles of water and sewer mains, laterals, and appurtenances. The division maintains 56 sewage pump stations, and indentifies and corrects defects and other conditions that may allow extraneous water to enter the sewerage system.

Water & Sewer

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
User Fees	$23,172,834	$21,422,829	$21,422,829	$22,309,162	$22,309,162
Use of (Addition to) Fund Balance	($741,855)	$2,419,419	$3,024,249	$1,049,912	$923,050
Miscellaneous	$664,978	$3,735,771	$3,878,154	$4,430,428	$4,430,428
Interest	$588,035	$750,000	$750,000	$600,000	$600,000
BAB Subsidy	$0	$0	$413,276	$539,056	$539,056
Transfer from Ut Cap Projs	$0	$0	$2,023,250	$1,030,790	$1,030,790
TOTAL REVENUES	**$23,683,992**	**$28,328,019**	**$31,511,758**	**$29,959,348**	**$29,832,486**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$8,224,073	$8,256,231	$8,262,731	$8,409,453	$8,537,535
Operating	$7,049,363	$9,563,287	$9,794,335	$9,002,821	$8,760,877
Capital	$116,109	$28,859	$34,332	$834,626	$821,626
Debt Service	$8,110,588	$9,003,983	$11,820,579	$10,402,448	$10,402,448
Depreciation	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000
SUBTOTAL - APPROPRIATED EXPENDITURES	**$23,500,133**	**$27,852,360**	**$30,911,977**	**$29,649,348**	**$29,522,486**
Transfer to General/General Capital Projs/Utilities Cap Projs Funds	$183,859	$475,659	$599,781	$310,000	$310,000
TOTAL EXPENDITURES	**$23,683,992**	**$28,328,019**	**$31,511,758**	**$29,959,348**	**$29,832,486**
NET TAX SUPPORT	**$0**	**$0**	**$0**	**$0**	**$0**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Public Works Staffing

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

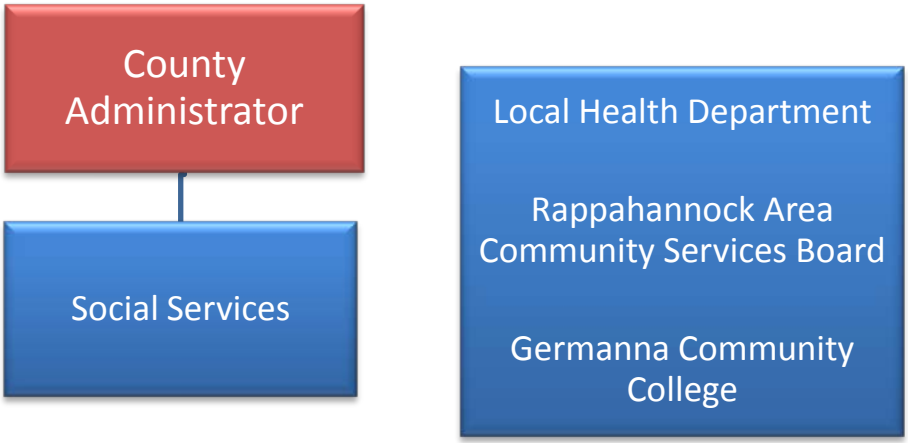
Department/Position	FY 2010	FY 2011	FY 2012
General Services			
Facility Construction & Maintenance Manager	1	1	1
Office Manager I	1	1	1
Construction Coordinator	1	1	1
Construction Technician	1	1	1
Project Coordinator	1	1	1
Sign Coordinator	0.88	0.88	0.88
Facilities Superintendent	1	1	1
Buildings & Grounds Foreman	1	1	1
Maintenance Worker	13.78	13.78	13.78
Groundskeeper	1	1	1
Custodial Supervisor	1	1	1
Facilities Foreman	1	1	1
Maintenance Trade Worker	1	1	1
TOTAL FTEs	**25.66**	**25.66**	**25.66**
Refuse Management			
Environmental Coordinator	1	1	1
Manager Landfill	1	1	1
Assistant Landfill Superintendant	1	1	1
Clerical Scale Attendant	1	1	1
Solid Waste Equipment Operator I/II	16	16	15
Heavy Equipment Mechanic/Welder	2	2	2
Scale Attendant	2.13	2.13	2.13
Manager - Recycling & Environmental Programs	0	0	1
Supervisor - Recycling & Environmental Programs	1	1	0
Manager - Collection & Hauling	1	1	1
Office Manager I	1	1	1
Maintenance Worker	1	1	1
Recycling Technician	0.75	0.75	1
Collection Foreman	1	1	1
Gate Attendant	22.50	22.50	22.50
TOTAL FTEs	**52.38**	**52.38**	**51.63**

Department/Position	FY 2010	FY 2011	FY 2012
Utilities			
Director	1	1	1
Deputy Director	0	1	1
Administrative Assistant	0	0	2
Office Manager I	1	1	0
Secretary	1	1	0
Division Director – Wastewater Treatment	1	1	1
Division Director – Field Services	1	1	1
Division Director – Administration	1	1	1
Division Director – Solid Waste	1	1	1
Division Director – Water Production & Quality	1	1	1
Division Director – Engineering & Construction	1	1	1
Division Director - Laboratory	0	0	1
Chief Operator	4	4	4
Plant Operator I/II/III	27	35	35
Senior Operator	8	0	0
Manager Electrical	1	1	1
Plant Maintenance Foreman	0	1	1
Manager Laboratory	1	1	0
Senior Plant Mechanic	1	1	2
Plant Mechanic	4	4	4
Utilities Worker	3	3	3
Lab Technician	2	3	3
Manager Fleet & Facility Support	1	1	1
Manager Distribution System	1	1	1
Manager Collection System	1	1	1
Utility Field Crew Leader	2	2	2
Utility Field Crew Foreman	3	3	3
Utility Field Crew Worker	10	9	9
Heavy Equipment Operator	2	2	2
Pump Station Mechanic	2	1	1
Manager Water Treatment	1	1	1
Chief Water Plant Operator	2	2	2
Maintenance Crew Foreman	2	1	0

Department/Position	FY 2010	FY 2011	FY 2012
Utilities *continued*			
Cross Connection Coordinator	0	1	1
Manager Engineering	1	1	1
Engineer Technician	2	2	2
Utility Locators	3	3	3
Manager Construction & Capital Projects	1	1	1
Utilities Project Manager	1	0	0
Utilities Inspectors	3	3	3
Manager Customer Service	1	1	1
Manager Purchasing	1	0	0
Procurement Officer I	0	1	1
Meter Foreman	1	1	1
Customer Service Representative	3	3	3
Meter Technician	1	1	1
Meter Reader	4	4	4
Manager Composting	1	1	1
Heavy Equipment Operator (Composting)	3	3	3
TOTAL FTEs	**113**	**113**	**113**
TOTAL FTEs Public Works	**191.04**	**191.04**	**190.29**

Health and Welfare

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$8,615,258	$10,642,867	$10,821,245	$10,229,811	$10,260,787
TOTAL REVENUES	**$8,615,258**	**$10,642,867**	**$10,821,245**	**$10,229,811**	**$10,260,787**
EXPENDITURES: (by department)					
Local Health Department	$647,569	$647,569	$647,569	$647,569	$647,569
Rappahannock Area Community Services Board	$270,636	$270,636	$270,636	$270,636	$270,636
Social Services	$8,659,634	$9,648,215	$9,944,605	$10,221,123	$9,813,463
Comprehensive Services Act	$6,400,373	$7,838,787	$7,878,295	$7,809,099	$7,809,602
Community Colleges	$27,256	$27,256	$27,256	$389,526	$214,606
TOTAL EXPENDITURES	**$16,005,468**	**$18,432,463**	**$18,768,361**	**$19,337,953**	**$18,755,876**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$4,538,681	$5,093,086	$5,101,459	$5,721,895	$5,451,104
Operating	$11,384,126	$13,286,400	$13,477,100	$13,531,644	$13,297,216
Capital	$82,661	$52,977	$189,802	$84,414	$7,556
TOTAL APPROPRIATED EXPENDITURES	**$16,005,468**	**$18,432,463**	**$18,768,361**	**$19,337,953**	**$18,755,876**
NET TAX SUPPORT	**$7,390,210**	**$7,789,596**	**$7,947,116**	**$9,108,142**	**$8,495,089**

Challenges and Opportunities –

- **Needs outpacing resources.** A serious challenge to the Department of Social Services is the fact that there is little, if any, increase in resources – both financial and human – at a time of unprecedented increases in the needs for services. Applications for benefits programs increased 50% from September 2009 to September 2010, to 1,293 applications in September 2010.
- **Uncertainty of available revenues.** Given current economic conditions, significant uncertainty exists regarding the availability of local revenues such as sales, meals, recordation, and personal property taxes, as well as revenue from the State.
- **Training.** A challenge faced by the County is its ability to keep skills current and expertise up-to-date despite the lack of funding available for such purposes. Staff must maintain certifications and attend mandated training.
- **Limited capabilities with currently available technology.** Innovation and efficiency gains are limited given the current systems available. There is a need to modernize many of the computer systems that help staff perform the business of the County. In this case, there are limited capabilities available with existing Virginia Department of Social Services systems used by the Spotsylvania Department of Social Services.

2011 and 2012 Focus/Highlights –

- **Improve compliance.** Staff is following guidance provided by the State's program consultants to improve compliance. Additionally, staff is attending meetings to become updated on best practices and benefit and service programs.
- **Streamline internal processes.** Staff will evaluate departmental policies and delivery of service in response to ever changing needs of the County. The departments within the Health and Welfare function continuously examine daily processes to find ways to make them more efficient and cost effective and seek ways to automate manual processes.

Long Term Goals –

- **People helping people.** Social Services is people helping people triumph over poverty, abuse and neglect to share strong futures for themselves and their families.

Short Term Objectives –

- **Provide mandatory benefits and services, and emergency operations.** Staff will achieve compliance with mandated services to clients, and will assist other agencies such as the Red Cross with disaster recovery and sheltering efforts.
- **Cooperative investigative services.** Monthly meetings are held with the Multi-disciplinary Team (MDT) for on-going child abuse cases, the Child Abuse Response Team (CART) for new child abuse cases, and the Sexual Assault Response Team (SART) for sexual assault cases. This working group includes the Sheriff's office, a prosecutor from

the Commonwealth's Attorney's office, two Social Services Child Protective Services workers, and a member of the Victim/Witness office. The purpose of these teams and the cooperative agreements with various law enforcement agencies and services are to delineate the roles of the involved agencies, lessen the likelihood of duplicated services, define gaps in existing services, and initiate, develop and expand collaboration. In particular, this working group investigates cases in unison so that victims have to tell their account only once.

- **Provide service programs.** Staff will provide education and skills training to improve opportunities for jobs for recipients of public assistance.

Measures –

Measure	CY 2010 Actual	CY 2011 Estimate[6]	CY 2012 Estimate[6]	Ultimate Target[4]
Average monthly compliance rate of new clients receiving timely and accurate benefits:				
SNAP[1]:				
Expedited	97.4%			97%
Non-Expedited	97.2%			97%
Medicaid Applications	65.8%			97%
TANF[2]	99.2%			97%
Percent of VIEW[3] clients employed	8.2%			TBD
Percent of Foster Care removals that have reunifications occurring within 12 months	62.5%[5]			80%
Percent of founded child abuse/neglect complaints with no recurrence	90.1%			95%
Foster Care discharges to permanency	80%			90%

[1]SNAP = Supplemental Nutrition Assistance Program - previously known as Food Stamps
[2]TANF = Temporary Assistance to Needy Families
[3]VIEW = Virginia Initiative for Employment not Welfare
[4] Represent Federal or State compliance rates
[5] Represents February 2011 statistics only
[6]A valid methodology to project these statistics is under construction and will be available in the future.

Overview of Health and Welfare Departments

Spotsylvania's Health and Welfare function provides health and human services to the citizens in the following areas: local health department, Rappahannock Area Community Services Board, Social Services, Comprehensive Services Act, and Germanna Community College.

Local Health Department

Purpose

The Spotsylvania County Health Department is part of the Virginia Department of Health's Rappahannock Area Health District. The district encompasses the counties of Caroline, King George, Spotsylvania, and Stafford, and the City of Fredericksburg.

The Spotsylvania County Health Department's mission is to improve health through disease prevention, health promotion and environmental protection. To support this mission, the Health Department provides medical care services (including communicable disease, child health, maternal health, family planning and dental health services), public health services (including Medicaid nursing home screenings, vital records, community education, lead testing), and environmental health services (including health inspections of daycare centers, summer camps, restaurants, water well systems, sewage treatment plants, and investigation of communicable diseases).

Local Health Department

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Well/Septic Permit Fees (Local)	$24,375	$25,000	$25,000	$25,000	$25,000
TOTAL REVENUES	**$24,375**	**$25,000**	**$25,000**	**$25,000**	**$25,000**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$647,569	$647,569	$647,569	$647,569	$647,569
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$647,569**	**$647,569**	**$647,569**	**$647,569**	**$647,569**
NET TAX SUPPORT	**$623,194**	**$622,569**	**$622,569**	**$622,569**	**$622,569**

Rappahannock Area Community Services Board

Purpose

The Rappahannock Area Community Services Board (RACSB) provides public mental health, mental retardation and substance abuse services in the counties of Caroline, King George, Spotsylvania and Stafford, and in the City of Fredericksburg.

The RACSB works closely with the judicial system and the County's Social Services department, not only as a service provider, but also as a partner in the management of the Comprehensive Services Act (CSA) in the determination of appropriate treatment plans for CSA clients.

Rappahannock Area Community Services Board

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$270,636	$270,636	$270,636	$270,636	$270,636
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$270,636**	**$270,636**	**$270,636**	**$270,636**	**$270,636**
NET TAX SUPPORT	$270,636	$270,636	$270,636	$270,636	$270,636

Social Services

Purpose

The Department of Social Services provides a comprehensive array of service and benefit programs to County citizens, most of which are mandated by the Commonwealth of Virginia. These programs and services assist Spotsylvania County's residents in achieving self-sufficiency, well-being and safety for their families and themselves.

Benefit programs include Medicaid, Supplemental Nutrition Assistance Program (SNAP; formerly the Food Stamp Program), Temporary Assistance for Needy Families (TANF), Family Access to Medical Insurance Security Plan (FAMIS), and Virginia Initiative for Employment Not Welfare (VIEW).

Social services programs include Energy assistance and cooling programs, auxiliary grant programs for the elderly, blind and/or disabled, child and adult protective services, foster care services, adoptions, family preservation services, adult services, child care services, home based-companion services; court ordered home studies, and evaluations for guardianship.

Social Services

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Public Assistance/Welfare Admin	$5,599,407	$6,357,698	$6,490,722	$6,255,944	$6,004,339
Grant Revenue	$0	$0	$45,354	$0	$0
Transfer from Capital Projects Fund	$145,536	$0	$0	$0	$0
DSS/CSA Local Revenue	$145,165	$0	$0	$0	$0
TOTAL REVENUES	**$5,890,108**	**$6,357,698**	**$6,536,076**	**$6,255,944**	**$6,004,339**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$4,478,467	$5,030,179	$5,038,552	$5,664,979	$5,393,685
Operating	$4,098,506	$4,565,059	$4,716,251	$4,471,730	$4,412,222
Capital	$82,661	$52,977	$189,802	$84,414	$7,556
TOTAL APPROPRIATED EXPENDITURES	**$8,659,634**	**$9,648,215**	**$9,944,605**	**$10,221,123**	**$9,813,463**
NET TAX SUPPORT	**$2,769,526**	**$3,290,517**	**$3,408,529**	**$3,965,179**	**$3,809,124**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- The addition of an Aide II, a Social Worker, two Eligibility Workers and the conversion of a part-time Training Specialist to full-time to meet compliance standards, ensuring that clients receive timely benefits.

Social Services *continued*

The Department also administers the Comprehensive Services Act (CSA) program. CSA was passed by the General Assembly in 1992 to develop a method to improve services for youth with emotional or behavioral problems and to control the escalating costs of residential care to state and local governments.

Comprehensive Services Act

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Comprehensive Services Act	$2,700,775	$4,260,169	$4,260,169	$3,948,867	$4,231,448
TOTAL REVENUES	**$2,700,775**	**$4,260,169**	**$4,260,169**	**$3,948,867**	**$4,231,448**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$60,214	$62,907	$62,907	$56,916	$57,419
Operating	$6,340,159	$7,775,880	$7,815,388	$7,752,183	$7,752,183
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$6,400,373**	**$7,838,787**	**$7,878,295**	**$7,809,099**	**$7,809,602**
NET TAX SUPPORT	**$3,699,598**	**$3,578,618**	**$3,618,126**	**$3,860,232**	**$3,578,154**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Germanna Community College

Purpose

Germanna Community College is a two-year public institution of higher education in the Virginia Community College System. Germanna provides quality, accessible, and affordable educational opportunities for the residents of the counties of Caroline, Culpeper, King George, Madison, Orange, Spotsylvania, and Stafford, and the City of Fredericksburg. Primary funding for the College is provided by the State, supplemented by contributions from the localities, and by student tuition.

Germanna Community College

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$27,256	$27,256	$27,256	$389,526	$214,606
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$27,256**	**$27,256**	**$27,256**	**$389,526**	**$214,606**
NET TAX SUPPORT	**$27,256**	**$27,256**	**$27,256**	**$389,526**	**$214,606**

Notable FY 2012 Budget Changes

- An increase in our annual operational contribution based on increased student enrollment.
- The inclusion of $171,500 for the first of a seven year commitment for construction costs related to the new Academic Services Building planned at the Fredericksburg Area Campus in Spotsylvania County.

Health and Welfare Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Social Services			
Director	1	1	1
Social Worker Supervisor	3	3	3
Senior Social Worker	4	4	4
Social Worker	19	19	20
Aide II	3	2	3
Family Educator Training Specialist	3.63	3.63	4
Program Manager	1	1	1
CSA Coordinator	1	1	1
Volunteer Services Coordinator	1	1	1
Administrative Manager	1	1	1
Administrative Support Supervisor	1	1	1
Clerk	6	6	6
Account Clerk I	1	1	1
Food Stamp Clerk	1	1	1
PC Technician	1	1	1
CSA Office Assistant	1	1	1
Office Assistant	1	0	0
Eligibility Supervisor	3	3	3
Senior Eligibility Worker	3.63	3.63	3.63
Eligibility Worker	22.63	24.63	26.63
Fraud Investigator	1	1	1
TOTAL FTEs	**79.89**	**79.89**	**84.26**
TOTAL FTEs Health and Welfare	**79.89**	**79.89**	**84.26**

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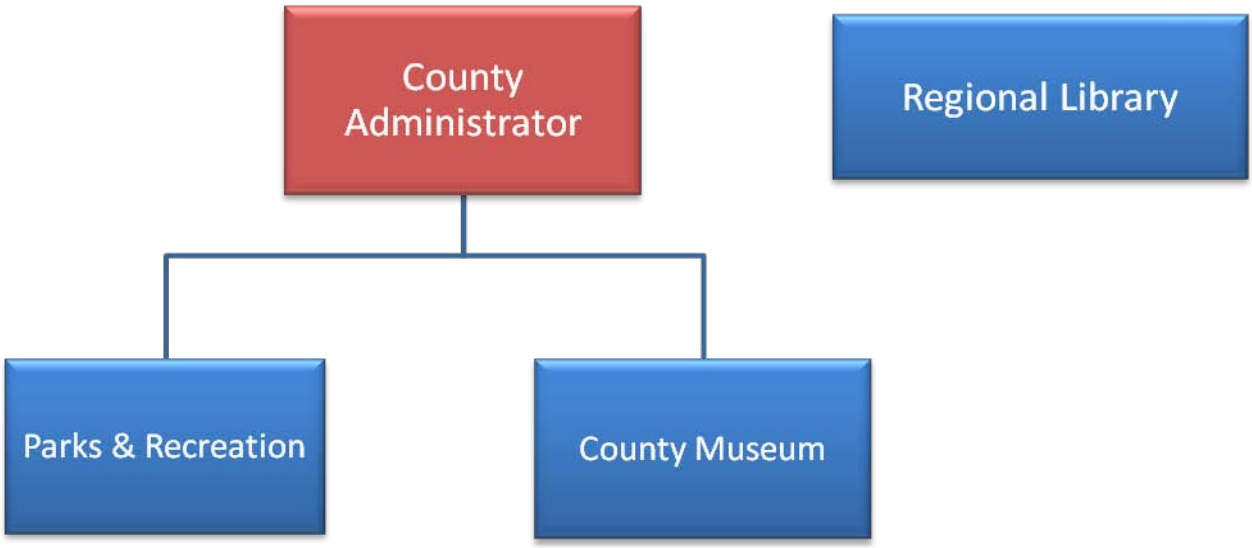
Parks, Recreation & Cultural

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$634,651	$672,433	$687,231	$781,485	$764,085
TOTAL REVENUES	**$634,651**	**$672,433**	**$687,231**	**$781,485**	**$764,085**
EXPENDITURES: (by department)					
Parks & Recreation	$2,651,341	$2,885,871	$3,023,349	$2,854,825	$2,845,426
County Museum	$18,758	$19,020	$79,020	$86,135	$86,135
Regional Library	$3,667,938	$3,986,678	$3,986,678	$4,227,717	$3,986,678
TOTAL EXPENDITURES	**$6,338,037**	**$6,891,569**	**$7,089,047**	**$7,168,677**	**$6,918,239**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,816,350	$1,952,177	$1,948,677	$1,983,672	$2,006,584
Operating	$4,520,070	$4,907,822	$5,021,597	$5,136,405	$4,863,055
Capital	$1,617	$31,570	$118,773	$48,600	$48,600
TOTAL APPROPRIATED EXPENDITURES	**$6,338,037**	**$6,891,569**	**$7,089,047**	**$7,168,677**	**$6,918,239**
NET TAX SUPPORT	**$5,703,386**	**$6,219,136**	**$6,401,816**	**$6,387,192**	**$6,154,154**

Challenges and Opportunities –

- **Uncertainty of available revenues.** Given current economic conditions, significant uncertainty exists regarding the availability of local revenues such as sales, meals, recordation, and personal property taxes, as well as revenue from the State.
- **Alignment of expectations and resources.** The current state of the economy creates much uncertainty, but also presents opportunities. One such opportunity is the necessity now, more than ever, of focusing on the alignment of expectations and resources.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service.
- **Minimal funding available for staff training.** A true challenge faced by the County is its ability to keep skills current and expertise up-to-date despite the lack of funding available for such purposes.
- **Limited capabilities with currently available technology.** Innovation and efficiency gains are limited given the current systems available. There is a need to modernize many of the computer systems that help staff perform the business of the County. However, resources – both human and financial – are limited, making it difficult to upgrade all systems to gain efficiencies, and to minimize manual tracking of various items. In cases where upgrades have been made recently, staff is becoming familiar with new processes and procedures to enter and obtain necessary information.
- **Limited funding available for capital needs.** Capital funding for facility improvements and maintenance continues to be postponed, increasing the potential for safety concerns to arise with items such as fencing, playgrounds, parking lots, ballfields, basketball and tennis courts, the pool, buildings, trails and grounds.

2011 and 2012 Focus/Highlights –

- **Expanded promotion.** Marketing of available programs was expanded through sources such as mass emails, Play by Play publication, both the Parks and Recreation Department's and the Library's Facebook pages, and a monthly flyer.
- **Cross-training of department duties.** Staff will participate in cross-training of various departmental functions to ensure that multiple staff members are able to perform all duties.
- **Improvements at Patriot Park.** Construction of a maintenance facility and field lighting are planned in FY 2012 to expand the availability of fields.

Long Term Goals –

- **Enhance quality of life for Spotsylvanians.** The Parks and Recreation Department will manage a variety of leisure activities to promote personal growth, physical fitness, and recreational opportunities for County residents. Additionally, the County will provide a quality system of parks, libraries, and other public spaces to enhance community life.
- **Sustainability.** The Parks and Recreation Department will pursue programs, facilities and events at a cost/expense ratio that is sustainable.
- **Provide visitor services to local residents as well as to travelers.** The County's Visitor Center is committed to providing accurate, reliable information to locals and visitors concerning attractions in the area.

Short Term Objectives –

- **Services for the citizen.** Staff members strive daily to show that they value citizens by treating them with respect, while making decisions and enforcing County policies and procedures concerning the offering of quality programs and facilities for the purpose of promoting individual development and well-being.

- **Promotion and offering of desired programs.** Staff will continue surveying citizens and monitoring enrollments to determine desired recreational programs and services, and will increase citizens' awareness of such offerings through expanded promotion.
- **Providing a guide to the area.** The Visitor Center informs locals and visitors about what there is to see and do in the area. Staff directs visitors to hotels, attractions and restaurants, and encourages them to stay in the area. Additionally, the Center sells tickets to area events, offers maps and brochures about travel in the immediate area and in the state. Local school children use the Center as a resource when completing social studies and history assignments.
- **Regional tourism partnership.** Spotsylvania works with Stafford County and the City of Fredericksburg to reach visitors and encourage them to come eat, shop, play, and stay in this region of Virginia.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percent of participants satisfied with provided programs[1]	92.5%	93%	93%	100%
Percent of direct program cost recovered via participation fees:[2]				
Basketball	93%	90%	92%	94+%
Cheerleading	100+%	100+%	100+%	100+%
Football	63%	70%	72%	74+%
Fall Soccer	100+%	100+%	100+%	100+%
Spring Soccer	100+%	100+%	100+%	100+%
Baseball	86%	87%	88%	90+%
Softball	80%	82%	83%	85+%
Percent of surveyed participants satisfied with their interaction with department staff[1]	93.75%	94%	94%	100%
Percent of programs having all information available to public at least 21 days prior to program start date	100%	100%	100%	100%
Percent of athletic fields that receive scheduled maintenance service	100%	100%	100%	100%
Number of program participants	39,635	40,000	41,000	42,000
Number of online registrations received	1,543	1,575	1,600	2,000
Overnight hotel occupancy (calendar year)	59%	60%	63%	65%
Visitor Center sales	$879	$1,500	$1,500	$2,000
Tourism awards achieved	0	1	2	2
Visitor Center visitors (calendar year)	10,183	10,285	10,400	10,500
Visits to Central Rappahannock Regional Library (CRRL) branches	2,770,924	2,826,000	2,883,000	2,941,000
Reference questions answered by CRRL	1,229,431	1,325,000	1,352,000	1,379,000
Percent self-checkout transactions at CRRL	8.4%	10%	12%	30+%
Public computer uses at CRRL	225,290	230,000	235,000	240,000

[1] Obtained through in-house survey.

[2] While the percentages vary for each program, it is important to note that the objective is to establish a single participation fee that when applied to each program would recover 100% of the overall direct program costs for all programs.

Overview of Parks, Recreation & Cultural Departments

Spotsylvania's Parks, Recreation and Cultural function consists of three divisions: Parks and Recreation, County Museum and the Regional Library.

Parks & Recreation

Purpose

The Parks and Recreation Department provides and promotes an extensive youth sports program, special interest classes, leisure activities, and conducts a number of special events throughout the year.

Parks and Recreation maintains eleven park facilities, strategically located throughout the County: Arritt, Chewning, Cosner, Harrison Road, Hunting Run, Lee Hill, Loriella, Marshall, Mary Lee Carter, Ni River, and Patriot; and maintains 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 at five fire/rescue stations, and operates the Senior Center located in the Marshall Center. The Center is open for senior citizens Monday and Wednesday, 9:30 a.m. to 1:30 p.m. and Tuesday from 9:30 a.m. to 2:30 p.m.

Parks and Recreation also operates the Visitor Information Center, located in the Massaponax area. Funding for the Visitor Center personnel and operational budgets is budgeted in Tourism (see the Community Development function, page 339).

Parks & Recreation *continued*

Parks & Recreation

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Rec Registration Fees	$306,871	$332,400	$332,400	$357,075	$357,075
Self-Supporting Activities	$159,283	$169,068	$169,068	$163,435	$163,435
Admission Loriella Park	$51,010	$48,765	$48,765	$48,940	$48,940
Use of Park Facilities	$54,143	$43,500	$43,500	$44,300	$44,300
Ni River Reservior Fees	$19,230	$27,750	$20,000	$28,750	$20,000
Hunting Run Reservior Fees	$19,707	$27,650	$20,000	$28,650	$20,000
Insurance Reimbursement Revenue	$0	$0	$27,402	$0	$0
Loriella Park Concessions	$16,092	$13,300	$13,300	$13,500	$13,500
Stonewall Jackson Run Fees	$7,225	$8,200	$10,996	$8,900	$8,900
P&R Sale Items	$1,090	$1,800	$1,800	$1,800	$1,800
TOTAL REVENUES	**$634,651**	**$672,433**	**$687,231**	**$695,350**	**$677,950**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,816,350	$1,952,177	$1,948,677	$1,983,672	$1,974,273
Operating	$833,374	$902,124	$1,003,909	$822,553	$822,553
Capital	$1,617	$31,570	$70,763	$48,600	$48,600
TOTAL APPROPRIATED EXPENDITURES	**$2,651,341**	**$2,885,871**	**$3,023,349**	**$2,854,825**	**$2,845,426**
NET TAX SUPPORT	**$2,016,690**	**$2,213,438**	**$2,336,118**	**$2,159,475**	**$2,167,476**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- Funding for equipment related to field maintenance.
- Funding for a replacement vehicle.
- Budgeted revenues include a $5 increase in the fee to participate in Parks & Recreation sports. The current fee is $40 and has not been changed since 2004. The new fee will be $45 per participant per sport.

County Museum

Purpose

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 houses County artifacts and articles of historical interest that serve as a source of information on the history of the County to citizens and visitors. The museum also houses the Frances Waller Research Library.

The County is in the process of expanding the Museum to a new location on the first floor of the new Merchants Square building in the Courthouse area. Both locations will be operational, until artifacts and articles of historical interest can be fully transitioned to the new facility.

The original 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 new facility is open Wednesday through Monday from 9 a.m. to 5 p.m.

County Museum

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Transient Occupancy				$86,135	$86,135
TOTAL REVENUES	**$0**	**$0**	**$0**	**$86,135**	**$86,135**
EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$32,311
Operating	$18,758	$19,020	$31,010	$86,135	$53,824
Capital	$0	$0	$48,010	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$18,758**	**$19,020**	**$79,020**	**$86,135**	**$86,135**
NET TAX SUPPORT	**$18,758**	**$19,020**	**$79,020**	**$0**	**$0**

Notable FY 2012 Budget Changes

- A planned expansion of the County Museum, funded with the reallocation of expenses associated with the deletion of the vacant Tourism Marketing Coordinator.

Regional Library

Purpose

The Central Rappahannock Regional Library (CRRL) system has branches in Spotsylvania, Stafford, and Westmoreland counties, and the City of Fredericksburg. Branches located in Spotsylvania County include the Salem Church Branch and the C. Melvin Snow Branch, located on Courthouse Road. Both County branches are owned and maintained by Spotsylvania County and the CRRL is responsible for the library operations including personnel and furnishings. The Salem Church branch is open seven days a week, while the Snow and Fredericksburg branches operate six days a week.

The CRRL brings people and information together for the purpose of education and recreation. Spotsylvania residents use the library to find information vital to their personal and professional lives through library collections, technology, and the skills of highly trained librarians. The CRRL maintains strong community partnerships, working together with schools and other local government agencies to provide services to the citizens of Spotsylvania. The CRRL branches serve as civic and cultural centers, hosting community groups, exhibiting local artwork, and providing access to e-government and job training services.

Regional Library

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$3,667,938	$3,986,678	$3,986,678	$4,227,717	$3,986,678
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$3,667,938**	**$3,986,678**	**$3,986,678**	**$4,227,717**	**$3,986,678**
NET TAX SUPPORT	**$3,667,938**	**$3,986,678**	**$3,986,678**	**$4,227,717**	**$3,986,678**

Parks, Recreation & Cultural Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Parks & Recreation			
Director	1	1	1
Assistant Director	1	1	1
Administrative Support Supervisor	1	1	1
Office Technician	1	1	1
Support Clerk	2	2	1.50
Special Events/Coordinator	1	1	1
Recreation Programmer	2	2	2
Program Assistant	2	2	2
Maintenance Supervisor	1	1	1
Maintenance Technician	2	2	2
Maintenance Crew Leader	4	4	3
Maintenance Worker	8.13	8.13	9.13
Park Attendant	0.75	0.75	0.75
Facility Attendant	0.63	0.63	0.63
TOTAL FTEs	**27.51**	**27.51**	**27.01**
Museum			
Museum Curator	0	0.75	0.75
TOTAL FTEs	**0**	**0.75**	**0.75**
TOTAL FTEs Parks, Recreation & Cultural	**27.51**	**28.26**	**27.76**

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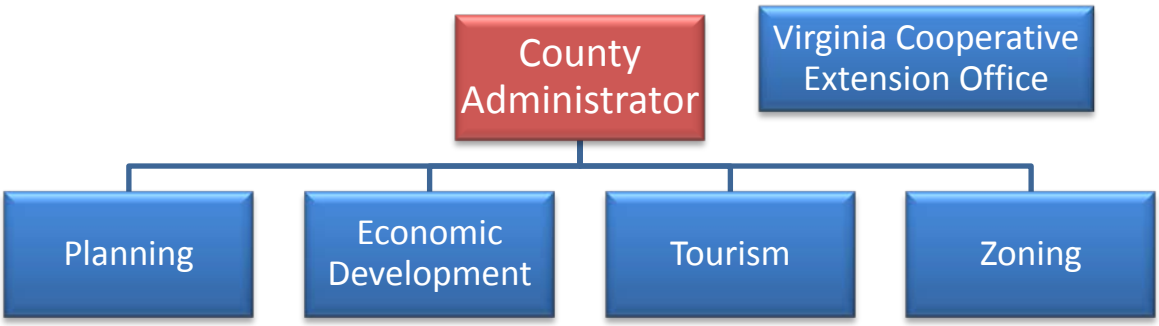
Community Development

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)	$2,398,837	$2,192,943	$2,485,097	$2,057,760	$2,085,340
TOTAL REVENUES	**$2,398,837**	**$2,192,943**	**$2,485,097**	**$2,057,760**	**$2,085,340**
EXPENDITURES: (by department)					
Planning	$1,027,122	$973,050	$1,422,390	$1,088,287	$1,095,222
Economic Development	$534,379	$668,107	$653,367	$804,518	$808,243
Economic Development Opportunities Fund	$193,873	$232,840	$346,726	$327,958	$355,458
Tourism	$545,994	$623,228	$605,828	$582,289	$583,498
Extension Agents (VA Cooperative)	$126,187	$136,210	$136,210	$135,803	$136,160
Zoning Division	$1,381,593	$1,442,961	$1,457,390	$1,495,346	$1,505,411
TOTAL EXPENDITURES	**$3,809,148**	**$4,076,396**	**$4,621,911**	**$4,434,201**	**$4,483,992**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,679,936	$2,601,029	$2,474,870	$2,687,447	$2,710,488
Operating	$1,040,307	$1,411,641	$1,651,904	$1,682,156	$1,708,906
Capital	$27,157	$4,000	$435,411	$5,000	$5,000
Debt Service	$61,748	$59,726	$59,726	$59,598	$59,598
TOTAL APPROPRIATED EXPENDITURES	**$3,809,148**	**$4,076,396**	**$4,621,911**	**$4,434,201**	**$4,483,992**
NET TAX SUPPORT	**$1,410,311**	**$1,883,453**	**$2,136,814**	**$2,376,441**	**$2,398,652**

Challenges and Opportunities –

- **Uncertain economy.** Because of the slow economy in recent years, the amount of revenue available to support County offices is uncertain, particularly at the state level. Adding to the uncertainty in revenues is the fact that Planning and Zoning applications are typically not cyclical, making projecting future revenue with any accuracy difficult.
- **Changing priorities and timelines.** Workload management is a challenge due to the types and variety of projects in which the Planning Department is involved. Short range planning and transportation planning workload is largely dictated by application submissions while long range planning work schedules are often pre-empted by special project assignments. Further complicating work load management is the unpredictability of application complexity.

- **Implementation of the Comprehensive Plan.** Some of the implementation projects from the Comprehensive Plan may be perceived as onerous or frivolous in the current economy. However, there is opportunity during this time to put plans in place that will contribute to the County's quality of life into the future.
- **Marketing and promotion.** Staff strives to promote the County as a business-friendly community using a focused and professional marketing approach. Positioning is critical to maintaining a competitive advantage in attracting and retaining businesses. The County's Tourism office is committed to providing accurate, reliable information to locals and visitors concerning attractions in the area.
- **Maintain levels of service.** Despite ever-increasing workloads and, in some offices, decreases in staff, all County offices strive to maintain exceptional levels of service.

2011 and 2012 Focus/Highlights –

- **Urban Development Area (UDA) designation.** Staff is working to complete the Comprehensive Plan amendment process for UDA designation and is working with a consulting firm to complete the UDA grant implementation plan including Code amendments and small area plan.
- **Annual updates.** Staff will prepare analyses and will provide the Board of Supervisors with an annual update on the proffer policy and fee schedules.

- **Preparation for public hearings.** Staff will carry the following projects through the public hearing process:
  - Trailways Master Plan;
  - Complementary Comprehensive Plan and Parks and Recreation Master Plan amendments;
  - Toll Road Comprehensive Plan amendment;
  - Historic District Zoning Ordinance and fee schedule amendments;
  - Subdivision Ordinance;
  - Transfer of Development Rights Ordinance;
  - Update of Design Standards Manual; and
  - Update of Zoning Ordinance.
- **Enhance communication.** Staff is continuing to retool its communication efforts to ensure information is dispersed to both the development and business communities.
- **Achievement of awards and acknowledgments indicative of best practices.** Staff has achieved numerous awards for its work including awards from the National Association of Counties and the Virginia Association of Counties.
- **Attracting more events.** The Tourism office will bring more events to the area to attract overnight visitors to the County's hotels. Events related to the sesquicentennial of the Civil War are currently being planned, and it is expected that reenactments and related ancillary events will help encourage additional tourism in the County.
- **Farmers' market.** The Cooperative Extension office continues its organization of the Spotsylvania Farmers' Market, providing citizens with opportunities to purchase Virginia grown produce, and farmers with a venue for marketing and selling their products.
- **4-H.** In 2010, four new clubs started, with numerous others in the works. Over 100 youths attended 4-H Camp, enjoying educational classes, activities and games while gaining leadership skills.

Long Term Goals –

- **Contribute to a high quality of life.** The Planning Department seeks to provide planning services that contribute to a high quality of life now and into the future through advocating innovative planning practices and developing plans through public processes that reflect the vision of the County's citizens. This is accomplished through long range planning, short range planning and transportation planning. The Zoning Department ensures that development and construction meets all applicable regulations and that proper land uses are occurring according to approved zoning.
- **Business growth and development.** The Economic Development office seeks to attract and retain diversified businesses to the County, increasing the tax base and providing a broad spectrum of employment opportunities to County residents.
- **Tourism.** The County's Tourism office is committed to providing accurate, reliable information to locals and visitors concerning attractions in the area, and to marketing the County to draw events that will attract visitors.

- **Provide learning opportunities.** The Cooperative Extension office engages citizens in local relationship and collaborative partnerships by putting scientific knowledge to work to improve economic, environmental, and social well-being.

Short Term Objectives –

- **Cross-training of department duties.** Staff will participate in cross-training of various departmental functions to ensure that multiple staff members are familiar with various types of applications, issues, projects and procedures.
- **Streamlining processes.** Staff is evaluating project procedures with the goal of streamlining processes and shortening review timeframes for customers.
- **Improving online presence.** Information on the County's website has been reorganized to aid users and to provide more information related to short and long range planning projects. Consideration will also be given to communicating with the public through additional avenues such as social media sites.
- **Staff qualifications and training.** Staff will remain abreast of best practices and other relevant planning, zoning and economic development topics.
- **Assistance to new and expanding businesses.** Staff is working with the Economic Development Authority (EDA) to establish initiatives such as the Small Business Incentive Program and the Business Resource Center to assist new and expanding businesses.
- **Providing research and educational programs.** The Cooperative Extension office will provide research and educational programs to help farmers learn new ways to produce income through alternative enterprises, improved marketing strategies, and management skills to help improve productivity through resource management, control of crop pests, soil testing, and livestock and crop production practices. Additionally, staff will teach homeowners how to use natural resources wisely and protect the environment through programs in gardening, landscaping, lawn care, composting, lawn waste management, and water quality.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
"Targeted Industries" attracted	2	3	4	8
Technology Zone locations	1	2	3	6
New startup firms attracted	47	50	60	100
Target missions/trade shows/special events attended	6	8	10	10
Existing business visitations	100	125	200	300

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of Industrial/Commercial Contribution to Tax Base	22.7%	22%	23%	30%
Countywide combined Class A, B, C office vacancy rate	23%	23%	22%	10%
Number of visitors to County	36,000	40,000	45,000	50,000
Tourism website "hits"	16,403	17,000	17,500	20,000
Overnight hotel occupancy (calendar year)	59%	60%	63%	65%
Percent of exempt plats approved by County Attorney upon initial review	80%	85%	85%	90%
Average working days to major site plan initial comment letter	16	13	13	13
Number of update emails sent to development community	6	8	12	12
Number of Planners with AICP certification	3/6 (50%)	3/6 (50%)	4/6 (67%)	6/6 (100%)
Number of Comprehensive Plan implementation items initiated in accordance with the Implementation Plan[1]	9/14 (64%)	12/17 (71%)	15/18 (83%)	21/21 (100%)
Average working days from submission to perform completeness review of Special Use Permit and rezoning applications	n/a[2]	5	5	5
Number of construction inspection requests: • Zoning • Erosion	 167 4,626	 184 5,088	 202 5,596	 n/a n/a
Daily average erosion inspections per inspector	7	8	8.5	9
Average number of days before reviews are complete: • Zoning • Erosion	 2.3 6.5	 2.3 6.5	 3.0 7.5	 2.0 5.0
Number of zoning inspections	981	1,079	1,187	n/a

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of zoning inspections resolved within 30 days of initial investigation	71.3%	71.0%	71.0%	≥60%
Number of farmers' market vendors	35	34	34	38
Average weekly customer count at farmers' markets	2,300	2,400	2,500	2,700
Number of individuals assisted with gardening/landscape information	654	650	650	700
Number of individuals trained or recertified through pesticide education	214	185	200	200
Number of individuals assisted with pesticide information	313	300	300	300
Number of 4-H summer camp participants	118	125	125	125
Number of 4-H club members	73	125	250	500
Number of individuals receiving nutrition, health, or food safety information	6,415	8,802	9,000	10,000

[1] Cumulative measure based on revised Implementation Schedule presented to the Board of Supervisors 9/22/09.
[2] This is a new measure in FY 2011.

Overview of Community Development Departments

Spotsylvania's Community Development function is a combination of five departments providing services to the citizens and visitors through plan development, business attraction/retention, tourism opportunities, agricultural assistance, and protection of natural resources through code enforcement.

Planning

Purpose

The Planning Department provides specialized expertise in the areas of plan development and program design to the Board of Supervisors, Planning Commission, Historic Preservation Commission, and Agricultural and Forestal/Purchase of Development Rights Committee. Planning reviews and approves site plans and subdivision plats, evaluates rezoning, special use, and certificate of appropriateness applications and takes them through the public hearing process, provides census and demographic information to the public, educates and partners with the citizens of the County and development community on transportation and other planning initiatives, identifies transportation needs and recommends improvements, and administers the Rural Addition and Rustic Programs. Planning also updates and implements the Comprehensive Plan, prepares sector plans, and amends codes to ensure that plan policies are advanced and consistently applied.

Planning

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Planning Review Fees	$367,451	$200,000	$123,000	$228,120	$228,120
Plat Filing Fees	$136,960	$127,740	$132,000	$90,132	$90,132
Grant Revenues	$0	$0	$202,920	$0	$0
Telecommunications Review Fee	$0	$30,000	$30,000	$30,000	$30,000
Planning Department Publications	$1,396	$1,596	$1,596	$883	$883
TOTAL REVENUES	**$505,807**	**$359,336**	**$489,516**	**$349,135**	**$349,135**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$883,075	$848,266	$848,490	$896,864	$904,299
Operating	$138,430	$120,784	$189,578	$186,423	$185,923
Capital	$5,617	$4,000	$384,322	$5,000	$5,000
TOTAL APPROPRIATED EXPENDITURES	**$1,027,122**	**$973,050**	**$1,422,390**	**$1,088,287**	**$1,095,222**
NET TAX SUPPORT	**$521,315**	**$613,714**	**$932,874**	**$739,152**	**$746,087**

Planning *continued*

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- One quarter of the cost associated with addition of a new Community Development Administrator to oversee the Community Development group (Planning, Economic Development, Building and Zoning) and to assist in reorganizing and determining appropriate Community Development fee structures.
- Full year funding of the lease rental costs associated with the new Merchants Square facility.
- Deletion of a vacant Senior Planner position.

Economic Development

Purpose

The Department of Economic Development provides services designed to attract, retain and facilitate expansion of high quality business and industry resulting in a stable, diverse local economy and an improved standard of living for the citizens of the County. Economic Development assists existing businesses with expansion, relocation within the County, and recruits new businesses, both domestic and international, that may be interested in relocation and/or expansion.

Economic Development

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$396,731	$406,398	$329,160	$454,695	$458,670
Operating	$121,724	$261,709	$298,227	$349,823	$349,573
Capital	$15,924	$0	$25,980	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$534,379**	**$668,107**	**$653,367**	**$804,518**	**$808,243**
NET TAX SUPPORT	**$534,379**	**$668,107**	**$653,367**	**$804,518**	**$808,243**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- One quarter of the cost associated with addition of a new Community Development Administrator to oversee the Community Development group (Planning, Economic Development, Building and Zoning) and to assist in reorganizing and determining appropriate Community Development fee structures.
- Full year funding of the lease rental costs associated with the new Merchants Square facility.

Economic Development Opportunities Fund

Purpose

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.

Economic Development Opportunities Fund

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Use of (addition to) to Fund Balance	$86,150	$86,584	$206,584	$177,269	$204,769
Rental of General Property	$98,374	$63,396	$57,282	$71,289	$71,289
Transfer from General Fund	$0	$70,000	$70,000	$70,000	$70,000
Interest on Investments	$9,349	$12,860	$12,860	$9,400	$9,400
TOTAL REVENUES	**$193,873**	**$232,840**	**$346,726**	**$327,958**	**$355,458**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$132,125	$173,114	$287,000	$268,360	$295,860
Capital	$0	$0	$0	$0	$0
Debt Service	$61,748	$59,726	$59,726	$59,598	$59,598
TOTAL APPROPRIATED EXPENDITURES	**$193,873**	**$232,840**	**$346,726**	**$327,958**	**$355,458**

Notable FY 2012 Budget Changes

- Funding for Economic Development Incentives, including the Business Incentive Grant (BIG) program being developed by the Economic Development Authority (EDA).
- Funding for enhancement of the Farmer's Market.

Tourism

Purpose

The Tourism Department consists of three divisions: Tourism, Visitor Center, and the Spotsylvania County Sesquicentennial of the Civil War Committee. Tourism works to promote the County as a desirable tourist destination, and works with the tourism staff in the City of Fredericksburg and Stafford County to develop and implement regional advertising efforts to maximize tourism activity in the area. The Visitor Center provides visitors to the County with an overview of the history on the entire region and information on attractions, recreation, shopping opportunities, restaurants, hotels, events and other items of interest. The Spotsylvania County Sesquicentennial of the Civil War Committee is involved in commemorating the 150th anniversary of the American Civil War.

Tourism

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Transient Occupancy Taxes	$643,210	$525,000	$600,000	$513,865	$513,865
Tourism Event Donations	$38,315	$39,000	$39,000	$38,500	$38,500
Tourism Event Admissions	$19,604	$34,000	$34,000	$26,250	$26,250
Grant Revenues	$0	$0	$9,300	$0	$0
Tourism Miscellaneous Items	$2,094	$1,500	$1,500	$800	$880
TOTAL REVENUES	**$703,223**	**$599,500**	**$683,800**	**$579,415**	**$579,495**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$175,842	$191,875	$139,875	$133,578	$134,787
Operating	$370,152	$431,353	$465,953	$448,711	$448,711
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$545,994**	**$623,228**	**$605,828**	**$582,289**	**$583,498**
NET TAX SUPPORT	**($157,229)**	**$23,728**	**($77,972)**	**$2,874**	**$4,003**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- The deletion of a vacant Tourism Marketing Coordinator, with the associated funding reallocated to the expansion of the County Museum.
- Increase in regional tourism funding associated with group tours.
- Funding for signage of the African American Heritage Trail.

Virginia Cooperative Extension Office

Purpose

The Spotsylvania County office of the Virginia Cooperative Extension provides information to citizens in the areas of agriculture, horticulture, home economics and 4-H Youth. The Extension Service also conducts a variety of classes and activities including: pesticides safety, forestry and wildlife management, pastures management for horses and cattle, farmers' market, food safety, nutrition, family financial management, and Master Gardener training.

Extension Agents (VA Cooperative)

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$45,840	$48,141	$50,240	$48,084	$48,441
Operating	$80,347	$88,069	$85,970	$87,719	$87,719
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$126,187**	**$136,210**	**$136,210**	**$135,803**	**$136,160**
NET TAX SUPPORT	**$126,187**	**$136,210**	**$136,210**	**$135,803**	**$136,160**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.

Zoning Division

Purpose

The Zoning Division provides on-site inspections, plan review, code enforcement, and response to complaints from citizens; including all land disturbance activities and all Chesapeake Bay Preservation Act interpretation and enforcement. Zoning serves as staff to the Board of Zoning Appeals which reviews all zoning administrative decisions upon appeal and hears all requests for zoning variances under the County Code.

Zoning Division

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (department specific)					
Zoning Fees	$615,803	$539,715	$395,023	$374,610	$374,610
Environmental Engineering Fees	$339,683	$398,101	$482,760	$362,042	$362,042
Chesapeake Bay Fees	$40,448	$63,451	$58,806	$64,600	$64,600
Other Local Revenue	$0	$0	$28,466	$0	$0
Transfer from General Fund	$0	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$0	$0	$0
TOTAL REVENUES	**$995,934**	**$1,001,267**	**$965,055**	**$801,252**	**$801,252**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,178,448	$1,106,349	$1,107,105	$1,154,226	$1,164,291
Operating	$197,529	$336,612	$325,176	$341,120	$341,120
Capital	$5,616	$0	$25,109	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,381,593**	**$1,442,961**	**$1,457,390**	**$1,495,346**	**$1,505,411**
NET TAX SUPPORT	**$385,659**	**$441,694**	**$492,335**	**$694,094**	**$704,159**

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- One quarter of the cost associated with addition of a new Community Development Administrator to oversee the Community Development group (Planning, Economic Development, Building and Zoning) and to assist in reorganizing and determining appropriate Community Development fee structures.
- Full year funding of the lease rental costs associated with the new Merchants Square facility.

Community Development Staffing

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

Department/Position	FY 2010	FY 2011	FY 2012
Community Development Administrator	0	0	1
TOTAL FTE	**0**	**0**	**1**
Planning			
Director	1	1	1
Assistant Director of Planning	1	1	1
Office Manager II	1	1	1
Office Technician	1	1	1
Senior Planner	2	2	1
Planner I	2	1	1
Planner II	1	1	1
Planner III	0	1	1
Planning Technician	2	2	2
Planning Manager	1	1	1
TOTAL FTEs	**12**	**12**	**11**
Economic Development			
Director	1	1	1
Deputy Director	1	1	1
Business Development & Retention Manager	1	1	1
Economic Development Specialist	1	1	1
TOTAL FTEs	**4**	**4**	**4**
Tourism			
Tourism Marketing Coordinator	1	1	0
Visitor Center Supervisor	1	1	1
Visitor Center Counselor	0.63	0.63	0.63
TOTAL FTEs	**2.63**	**2.63**	**1.63**
Virginia Cooperative Extension Office			
Secretary	1	1	1
Farmer's Market position	**0**	**.50**	**.50**
TOTAL FTEs	**1**	**1.50**	**1.50**

Program	FY 2010	FY 2011	FY 2012
Zoning Division			
Zoning Administrator	1	1	1
Deputy Zoning Administrator	1	1	1
Zoning Assistant	2	2	2
Code Enforcement Officer	3	3	3
Erosion/Sediment Program Administrator	1	1	1
Environmental Technician	3	3	3
Environmental Assistant	1	1	1
ESC Inspector	1	1	1
Environmental Engineer	1	1	1
TOTAL FTEs	**14**	**14**	**14**
TOTAL FTEs Community Development	**33.63**	**34.13**	**33.13**

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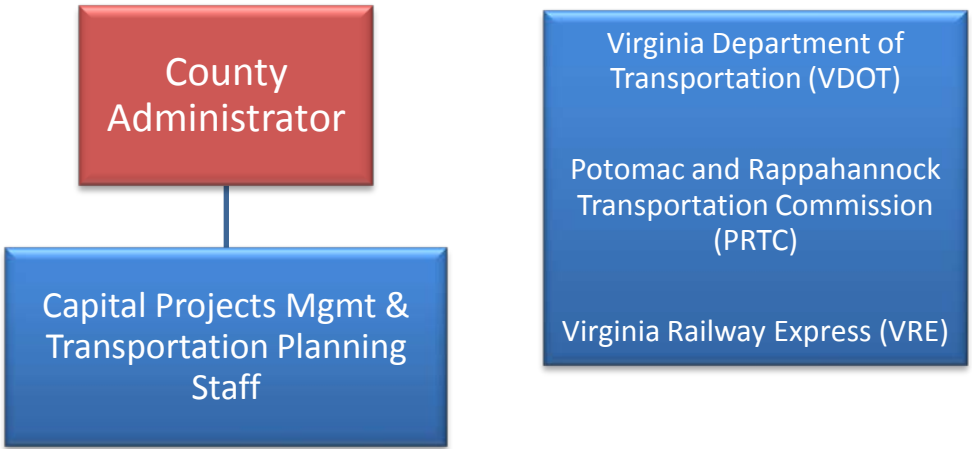
Transportation

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



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Local	$1,098,124	$5,504,601	$5,504,601	$5,822,070	$4,927,582
Use of (addition to) to Transportation Fund Balance	($1,620,396)	$2,075,781	$2,075,781	$4,112,730	$4,315,997
Transfer from Capital Projects Fund	$1,224,040	$420,268	$420,268	$290,622	$290,622
Transfer from General Fund	$3,107,867	$877,806	$877,806	$0	$0
TOTAL REVENUES	**$3,809,635**	**$8,878,456**	**$8,878,456**	**$10,225,422**	**$9,534,201**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$310,794	$330,832	$330,832	$333,038	$310,894
Operating	$509,880	$440,874	$440,874	$1,034,867	$428,276
Capital	$254	$0	$0	$0	$0
Debt Service	$1,795,117	$2,361,951	$2,361,951	$2,357,276	$2,124,278
Reserves	$0	$3,801,710	$3,801,710	$5,099,726	$5,332,724
VRE Reserves	$0	$1,779,708	$1,779,708	$1,276,126	$1,213,640
SUBTOTAL - APPROPRIATED EXPENDITURES	**$2,616,045**	**$8,715,075**	**$8,715,075**	**$10,101,033**	**$9,409,812**
Transfers Out	$1,193,590	$163,381	$163,381	$124,389	$124,389
TOTAL EXPENDITURES	**$3,809,635**	**$8,878,456**	**$8,878,456**	**$10,225,422**	**$9,534,201**

Overview of Transportation Fund Functions

The Virginia Department of Transportation (VDOT) is responsible for building, maintaining and operating the state's roads. However, to address growing transportation concerns and better position the County to partner with the State and Federal governments to address transportation needs, the County created a Transportation Fund in FY 2005. Revenue to support this fund historically came from the annual transfer of 100 percent of the local vehicle license fee and the "set-aside" of 10 percent of new revenue generated from several developments in the County.

On February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). 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. Staff estimates Spotsylvania's FY 2012 fuel tax revenue to be $3.5 million. As part of our agreement with the PRTC and VRE, Spotsylvania is responsible for annual payments to PRTC for a share of the Administrative Expenses and to VRE for an annual subsidy. Both PRTC and VRE agreed to defer those payments by one hundred percent (100%) for FY 2010 and FY 2011 and by fifty percent (50%) in FY 2012, with payment of the deferrals (without interest) due within sixty days of the start of FY 2013.

When combined with approximately $100,000 from the Transportation Fund balance, the projected fuel tax revenue is sufficient to reserve the funds that will be necessary in FY 2013 to pay the deferred FY 2012 PRTC and VRE subsidies, and pay all other FY 2012 transportation expenditures. As such, the transfers of $2.6 million in decal fee revenue and nearly $600,000 in set-aside revenue is maintained in the General Fund in FY 2012. It is anticipated that each of these transfers to the Transportation Fund will resume in full in FY 2015.

Funding from the Transportation Fund is used to cover the costs of several County employees whose responsibilities include Transportation planning and oversight of transportation capital projects; funding for the Fredericksburg Regional Transit (FRED) local bus system; staffing to address litter control; and debt service associated with transportation capital projects. Along with the reservations for PRTC and VRE deferrals, the Transportation Fund also includes reservations of the "set-asides" and taxes collected from several Special Service Districts (SSD) established to address Transportation needs associated with specific commercial developments.

Transportation Projects in the Adopted FY 2012 – FY 2016 Capital Improvement Plan
VRE Station
Harrison Road and Route 1 intersection
Mine Road, Falcon Drive and Spotsylvania Avenue intersection
Massaponax Church Road and Route 2 intersection
Improvements to Jones Powell Road
Leavells Road and Galaxie Drive intersection
Raise Leavells Road over flood plain through Massaponax Creek
Smith Station Road and Courthouse Road intersection
Route 17 relocated (Jackson Gateway)
Hard surfacing of the unpaved roads ranked as "Fair"
Improvements to Lanes Corner Road
Improvements to 8 “Rural Additions” streets

Notable FY 2012 Budget Changes

- A one and a half percent cost of living allowance (COLA), effective July 1, 2011, for employees.
- No General Fund transfer of decal and set aside revenues to the Transportation Fund is planned in FY 2012.
- The transfer from the Capital Projects Fund decreases by $129,646 due to changes in capitalized interest and Build America Bonds (BAB) subsidies.
- Transportation Fund reserves are used to account for the accumulation over time of set aside revenue from the Cosner’s Corner, Harrison Crossing, and Lee Hill East/West developments, as well as the excess SSD revenue over the required annual debt service payments made for the transportation improvements associated with those SSDs. These reserves increase by a total of $1.3 million in FY 2012.

Transportation Fund Staffing

Department/Position	FY 2010	FY 2011	FY 2012
Transportation			
Transportation Planner	1	1	1
Traffic Engineer	1	1	1
Traffic Technician	1	1	1
Litter Control Technician	2	2	2
TOTAL FTEs	**5**	**5**	**5**
TOTAL FTEs Transportation	**5**	**5**	**5**

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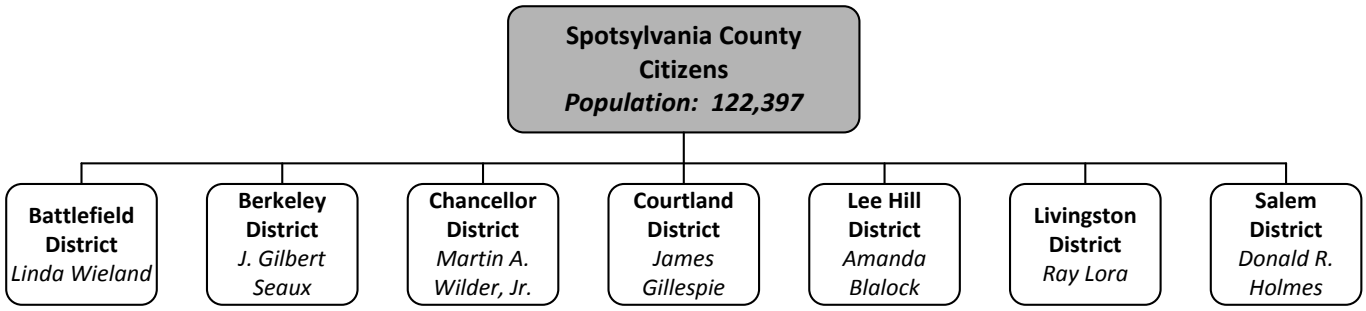
Education

Mission **–** Spotsylvania County Public Schools provides a premier education of work class distinction in a positive, collaborative environment with high levels of community engagement. All organizational structures support the primary purpose of preparing students to be responsible and productive citizens.



	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Local	$2,754,805	$3,156,255	$3,156,255	$3,115,022	$3,171,416
State & Federal	$137,726,843	$125,241,588	$125,366,888	$123,353,396	$124,749,793
Local Transfer	$109,687,921	$113,830,339	$113,956,433	$114,830,339	$114,830,339
Transfer from School Capital Projects Fund	$0	$0	$312,724	$0	$0
TOTAL REVENUES	**$250,169,569**	**$242,228,182**	**$242,792,300**	**$241,298,757**	**$242,751,548**
APPROPRIATED EXPENDITURES: (by category)					
Instruction	$164,963,610	$162,305,891	$162,431,985	$160,712,883	$161,478,226
Administration/Health	$8,015,432	$8,322,097	$8,322,097	$8,218,103	$8,168,704
Transportation	$14,226,516	$14,253,525	$14,253,525	$14,516,949	$14,952,239
Maintenance	$21,564,716	$20,030,715	$20,030,715	$19,764,734	$20,008,388
Debt Service	$31,863,833	$30,013,646	$30,451,670	$30,514,941	$30,514,941
Technology	$9,479,592	$7,246,438	$7,246,438	$7,515,277	$7,573,180
TOTAL APPROPRIATED EXPENDITURES	**$250,113,699**	**$242,172,312**	**$242,736,430**	**$241,242,887**	**$242,695,678**
Transfer to School Food Service Fund	$55,870	$55,870	$55,870	$55,870	$55,870
TOTAL EXPENDITURES	**$250,169,569**	**$242,228,182**	**$242,792,300**	**$241,298,757**	**$242,751,548**

Challenges and Opportunities –

- **Uncertainty of available revenues.** Given current economic conditions, significant uncertainty exists regarding the availability of State revenues, as well as revenue from the County.
- **Maintain levels of service.** Despite ever-increasing workloads, and decreasing human and financial resources, Spotsylvania County Public Schools (SCPS) strives to maintain exceptional levels of service to the degree possible, without negatively affecting student learning.

2010 Highlights –

- **Accreditation.** Achieved state accreditation for all schools, and "District Accreditation" from the Southern Association of Colleges and Schools (SACS).
- **Classroom achievements.** Achieved a continual three year gain in all core subjects, recognized growth in Advanced Placement (AP) enrollment by 10% over two years, and received state-wide recognition for 15 of 29 schools through the Virginia Index of Performance Program.
- **High quality staff.** The "highly qualified" designation is held by 99% of the staff, and the number of National Board Certified Teachers is 54.
- **Awards.** The Human Resources staff received a national award from the American Association of Personnel Administrators for the division's Mentor Teacher Program, and the Finance staff received two budget awards, one from the Association of School Business Officials and the other from the Government Finance Officers Association.

Long Term Goals –

- **Provide effective instructional services.** SCPS will provide high quality instruction through collaboration and flexibility to maximize student achievement and prepare all students for the challenges of the future.
- **Promote a positive and effective learning environment.** SCPS will create a culture where ongoing professional development is embraced, and will ensure a safe, respectful, and responsible environment for students and staff. Staff will facilitate an ongoing commitment to the effective and efficient delivery of high quality services to students.

- **Encourage parent engagement and dynamic community partnerships.** SCPS will support the engagement of parents in students' education as parental involvement is critical to student success. Additionally, SCPS will support the development of productive and positive partnerships with businesses and the greater community.

- **Ensure a supportive organizational structure.** SCPS will attract and retain high quality professionals and will ensure that all available resources are directed toward organizational efficiency.

Short Term Objectives –

- **Exceeding benchmarked expectations.** By 2014, 100% of all schools in Spotsylvania will meet or exceed benchmarks as established by *No Child Left Behind* (NCLB) and each year, every school will achieve full accreditation, as defined by the Virginia Department of Education. All high schools will meet or exceed the annual national average for critical reading, writing, and mathematics on the Scholastic Aptitude Test (SAT) and for all content areas for the American College Test (ACT).
- **Grade level expectations.** By 2014, 100% of third grade students will read on grade level as determine by the currently adopted reading series, and 90% of all students will successfully complete the requirements for Algebra I by the end of the ninth grade.
- **Graduation rates and higher education.** By 2014, the graduation rate will be 90% for each Adequate Yearly Progress (AYP) student group, as measured by the Virginia On-Time Graduation Rate, for each school and the division. Also by 2014, 85% of seniors will be accepted to a 2-year or 4-year institution of higher learning.

Measures –

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of schools receiving State Standards of Learning (SOL) accreditation	100%	100%	100%	100% by 2014
Percentage of schools meeting or exceeding NCLB benchmarks	62%	76%	90%	100% by 2014
Percentage of 3rd grade students reading on grade level	70%	80%	90%	100% by 2014
Percentage of students completing Algebra I requirements by the end of 9th grade	73.7%	79%	85%	90% by 2014
Division-wide graduation rate for each AYP student group	88.4%	89%	90%	90% by 2014
Percentage of seniors accepted by a 2-year or 4-year institution of higher learning	80.3%	82%	84%	85% by 2014
High schools meeting or exceeding the national average for critical reading, writing, and math on the SAT and for all content areas on the ACT	53.3%	69%	86.4%	100% by 2014

Measure	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	Ultimate Target
Percentage of eligible Career & Technical Education students graduating with an industry certification	63%	65%	67%	70% by 2014
Percentage of students meeting physical education requirements as measured by the Virginia Wellness Related Fitness Tests	87.2%	93%	93.6%	85% by 2014
Percentage of schools having at least 3 business/community partnerships focused on improving student achievement	67.7%	80%	90%	100% by 2014
Percentage of stakeholders reporting a high degree of satisfaction with instructional programs, services, and opportunities on a survey	71%	74%	78%	80% by 2014
Percentage of stakeholders who “strongly agree” or “agree” that our schools are preparing students to deal with issues and problems they will face in the future.	65.3%	70%	75%	80% by 2014

Overview of Education Function

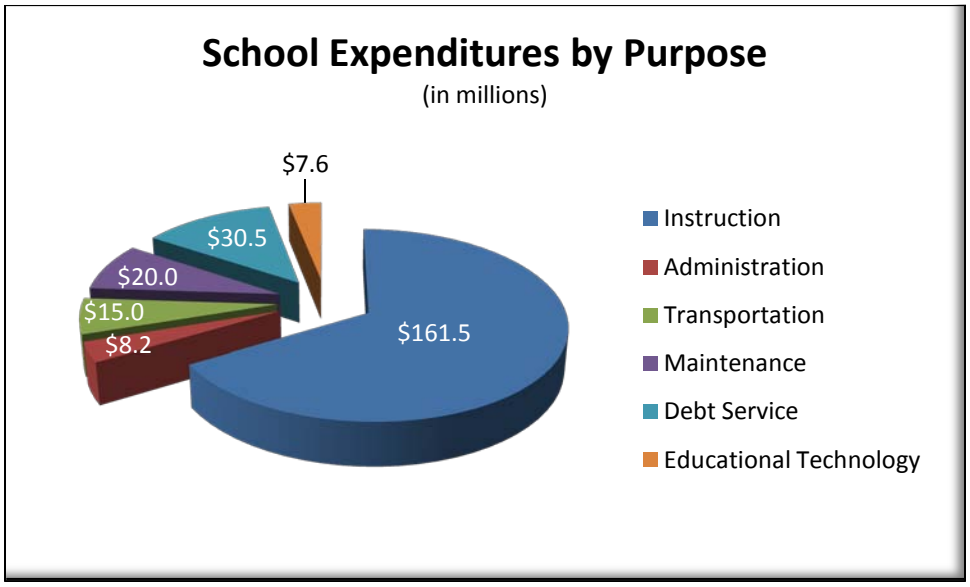
School Boards in Virginia are required to provide, as a minimum, programs and services as prescribed by the Standards of Quality (SOQ). The Required Local Effort is the locality's share, of the State's estimate of the costs of such SOQ programs, which, by law, must be funded by the locality. The Composite 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. Figure 43 below provides a breakdown of the General Fund transfer, showing the required local effort, the required local match for optional programs and the additional local transfer. Cost per pupil data is provided in the table below.

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.

Breakdown of Local Transfer	FY 2011 Adopted Budget	FY 2012 Adopted Budget
Required Local Effort	$43,595,345	$45,188,202
Required Local Match for Optional Programs	$1,302,868	$2,381,247
Additional Local Transfer	$68,932,126	$67,260,890
Total Local Transfer	**$113,830,339**	**$114,830,339**

Per Pupil Cost	FY 2011 Adopted Budget	FY 2012 Adopted Budget
Student enrollment	24,084	23,768
Total School Operating Budget per Pupil	**$10,055**	**$10,211**
Local Transfer per pupil – Operating	$3,480	$3,547
Local Transfer per pupil – Debt Service	$1,246	$1,284
Total Local Transfer per pupil	**$4,726**	**$4,831**

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



School	Building Capacity	Enrollment 2008-2009	2009-2010	2010-2011	2011–2012 Projection
Elementary (grades preK-5):					
Battlefield	833	676	674	678	667
Berkeley	353	329	332	351	328
Brock Road	907	774	804	764	702
Cedar Forest	936	664	736	765	743
Chancellor	455	371	336	360	387
Courthouse Road	907	877	897	881	852
Courtland	789	608	593	608	623
Harrison Road	936	791	774	812	847
Lee Hill	807	576	572	554	550
Livingston	504	481	487	460	448
Parkside	936	905	895	955	1,025
Riverview	907	623	650	614	596
Robert E. Lee	585	511	493	478	482
Salem	815	689	649	642	625
Smith Station	986	808	851	768	704
Spotswood	641	403	418	410	408
Wilderness	936	772	746	752	738
	13,233	10,858	10,907	10,852	10,725
Middle (grades 6-8):					
Battlefield	807	760	783	800	824
Chancellor	857	852	837	814	812
Freedom	948	886	875	862	855
Ni River	774	737	728	719	681
Post Oak	948	765	735	739	750
Spotsylvania	907	775	643	821	838
Thornburg	790	715	659	646	665
	6,031	5,490	5,460	5,401	5,425
Secondary (grades 9-					
Chancellor	1,427	1,388	1,357	1,355	1,436
Courtland	1,265	1,268	1,274	1,220	1,213
Massaponax	1,830	1,917	1,974	1,908	1,954
Riverbend	1,995	1,950	1,963	1,941	1,896
Spotsylvania	1,611	1,253	1,192	1,131	1,082
John J. Wright Educational & Cultural Center (preK-12)					
Preschool	(1)	(1)	(1)	(1)	(1)
Alt Education	90	73	86	60	37
	8,218	7,849	7,846	7,615	7,618
TOTAL	**27,482**	**24,197**	**24,213**	**23,868**	**23,768**

(1) Pre-K enrollment is counted at the home elementary schools above. However, the 10/1/2010 enrollment was 331 for the 2010 – 2011 school year.

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Food Service

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

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Local	$5,173,397	$5,887,556	$5,887,556	$5,553,402	$5,458,296
State & Federal	$3,517,629	$3,241,731	$3,241,731	$3,717,751	$3,738,027
Transfer from School Operating Fund	$55,870	$55,870	$55,870	$55,870	$55,870
Use of (Additon to) Fund Balance	$26,108	$0	$0	$0	$0
TOTAL REVENUES	**$8,773,004**	**$9,185,157**	**$9,185,157**	**$9,327,023**	**$9,252,193**
EXPENDITURES: (by category)					
Food Service	$8,773,004	$9,185,157	$9,185,157	$9,327,023	$9,252,193
TOTAL EXPENDITURES	**$8,773,004**	**$9,185,157**	**$9,185,157**	**$9,327,023**	**$9,252,193**

Challenges and Opportunities –

- **Meeting standards.** Staff will provide students with healthy, well-balanced, and nutritional meals meeting federal guidelines.
- **Combating health problems.** Staff will raise nutritional awareness among parents and students to help decrease health problems.

2010 Highlights –

- **Reduction of kitchen waste.** Initiated *Trim-Trax Program* to reduce kitchen waste, recycling with a farmer and Ricky's Refuge, and continued the use of biodegradable trays in lieu of Styrofoam trays.
- **Healthy eating.** Began a *Mindful Meals Program* to help students eat more healthily
- **Additional kitchen.** Opened the kitchen at John J. Wright Educational and Cultural Center to serve pre-K and Alternative Education students.

Long Term Goals –

- **Supporting the learning experience.** Staff will partner with the food service provider to provide a variety of well balanced meals and nutritious foods to support students' learning processes.

Short Term Objectives –

- **Nutritional options.** All schools will offer lean meats, reduced fat cheese and milk products, fresh fruit, and whole grains and whole wheat options for meals. All a la carte and vending machine food and beverages will meet SCPS wellness regulation standards.
- **Parental involvement.** Parents will have the ability to view their child's cafeteria participation report online.

Joint Fleet Maintenance Fund

Mission – To provide world class automotive vehicle fleet inspections, scheduled services, maintenance and repair support to our customers in the most effective and efficient manner possible.

	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Requested	FY 2012 Adopted
REVENUES: (function specific)					
Local	$2,035,945	$2,038,973	$2,038,973	$2,038,973	$2,038,973
Use of (addition to) to Fund Balance	$236,502	$0	$0	$0	$0
TOTAL REVENUES	**$2,272,447**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$2,038,973**
EXPENDITURES: (by category)					
Joint Fleet Maintenance	$2,272,447	$2,038,973	$2,038,973	$2,038,973	$2,038,973
TOTAL EXPENDITURES	**$2,272,447**	**$2,038,973**	**$2,038,973**	**$2,038,973**	**$2,038,973**

Overview of Joint Fleet Maintenance

In FY 2009, the County began operating a Joint Fleet Maintenance Facility for servicing vehicles owned and operated by the County and Schools. The facility is operated by School staff, with oversight and management governed by a joint committee consisting of representatives from the Board of Supervisors; the School Board; and County and School staff. Users are billed monthly for services provided by the facility and all revenues and expenditures associated with the facility are tracked in an internal service fund. The consolidated facility is expected to provide a net benefit to both the County and Schools through economies of scale on vehicle service items purchased.

Purpose

To improve fleet management services and support to all customers and to ensure that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all federal, state and county safety and environmental policies, procedures and regulations.

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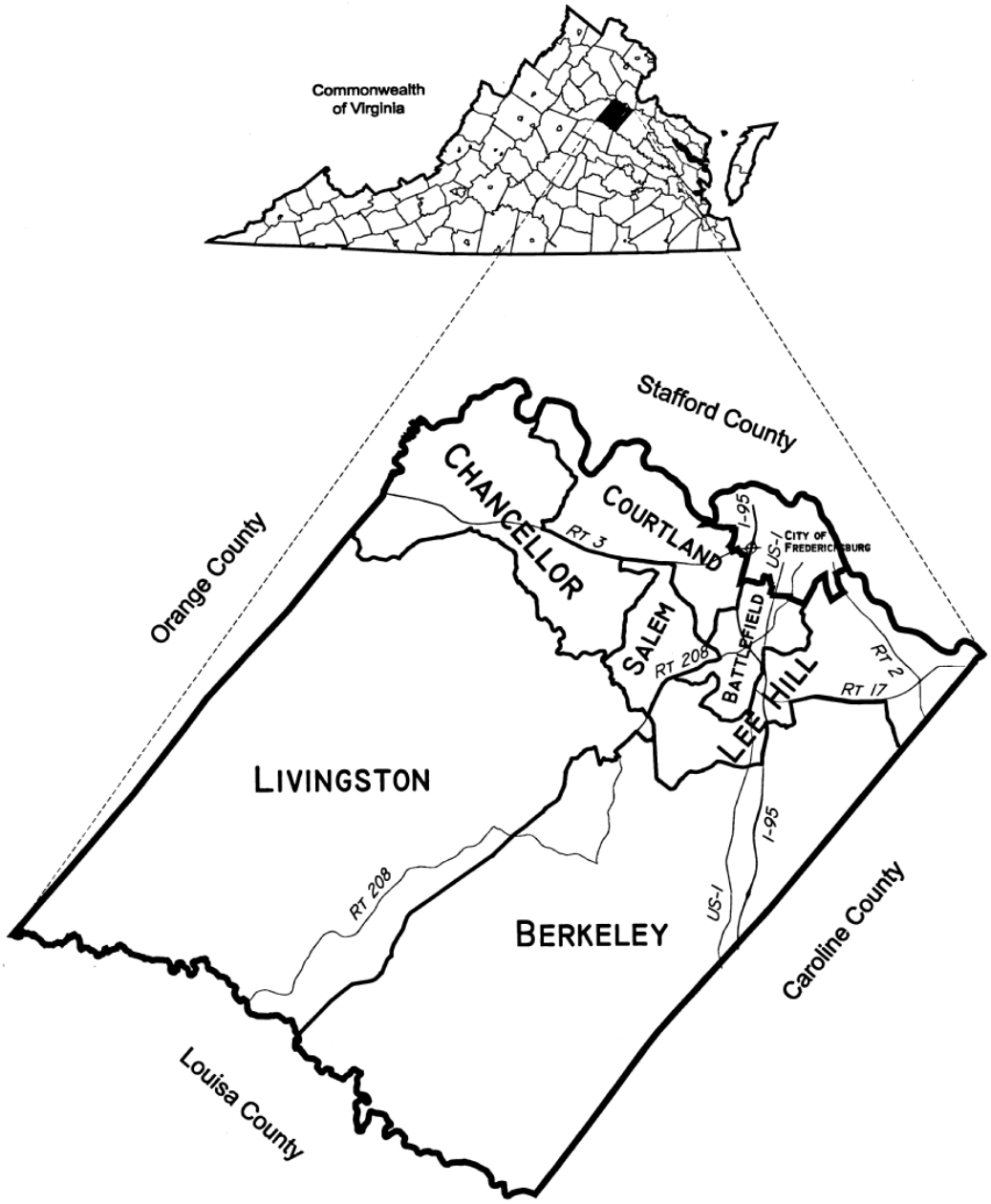
Overview of Spotsylvania County

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. Spotsylvania County Public Schools are governed by a seven-member elected School Board.

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

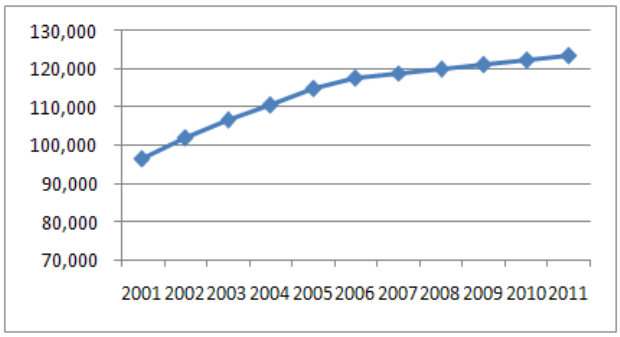
The County Administrator is appointed by the Board to act as the Board's agent in the administration and operation of the departments and agencies. All departments directly responsible to the Board report to the County Administrator, and he or she acts as the Board's liaison to all other departments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

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

Population The Planning Department estimates Spotsylvania County's 2011 population to be 123,427. 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 2000 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 have declined, with the rate of population growth between 2010 and 2011 estimated at 0.8 percent.

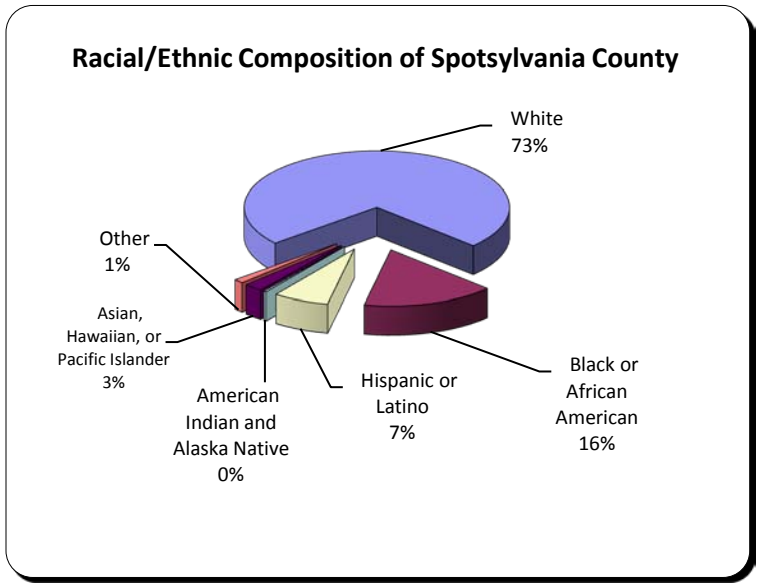
Population of Spotsylvania County

2001	96,418
2002	101,878
2003	106,576
2004	110,552
2005	114,909
2006	117,718
2007	118,939
2008	120,015
2009	120,977
2010	122,397
2011	123,427

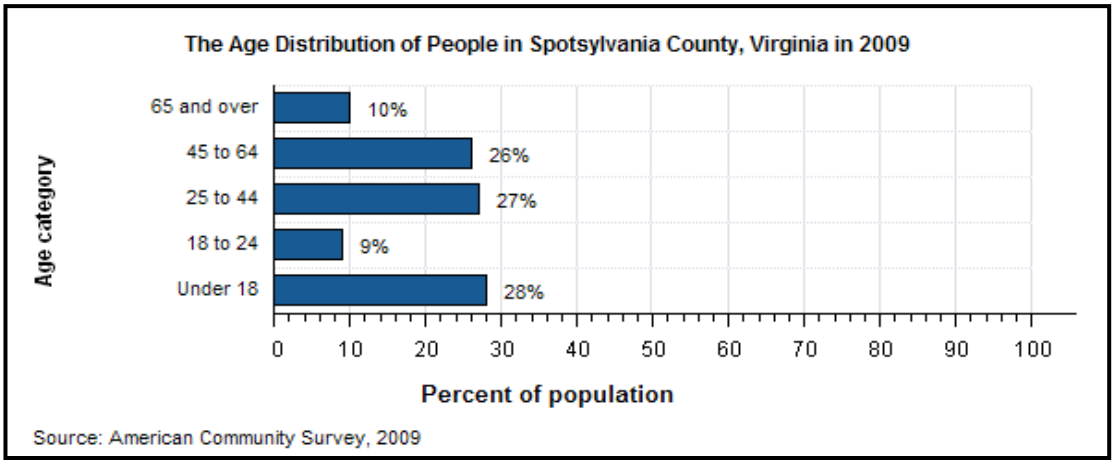


Estimates for 2000 – 2009 are from the U.S. Census Bureau, per March 2010 release
Estimate for 2010 is from the U.S. Census Bureau's Redistricting, per February 2011 release
Estimate for 2011 is provided by Spotsylvania's Planning Department staff

The U.S. Census Bureau estimated that in 2009, 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 more than one-sixteenth of the population was Hispanic or Latino.



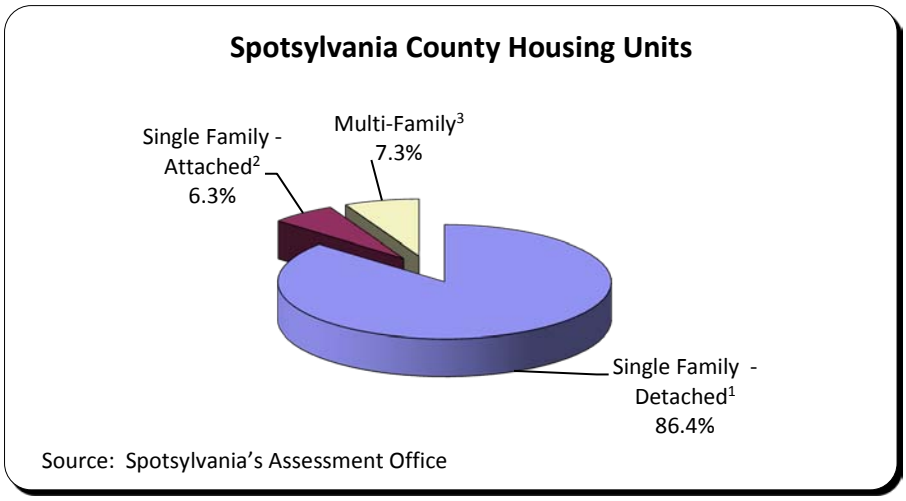
The majority of the population (63 percent) was estimated to be greater than or equal to 25 years of age, with 9 percent estimated between the ages of 18 and 24 and 28 percent estimated to be younger than 18.



Personal Income In 2009, according to the U.S. Census Bureau's American Community Survey, Spotsylvania's per capita income was $29,593, 5.1 percent lower than Virginia's per capita income for the same year. Also in 2009, Spotsylvania's median household income was estimated at $76,425 and median family income was estimated at $83,727, up 32.9 percent and 34.1 percent, respectively, when compared with data for 2000.

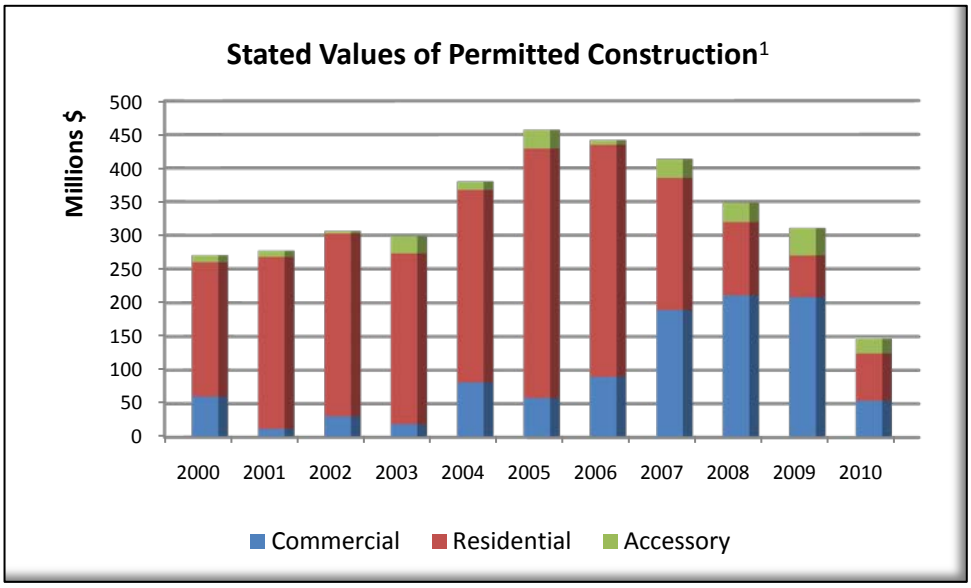
Household Income	# of Households in Category		
	2000	2009	% Change
Less than $10,000	962	2,186	127.2%
$10,000 - $14,999	891	1,025	15.0%
$15,000 - $24,999	2,735	2,612	-4.5%
$25,000 - $34,999	3,222	1,794	-44.3%
$35,000 - $49,999	5,129	4,336	-15.5%
$50,000 - $74,999	8,259	7,740	-6.3%
$75,000 - $99,999	5,340	7,084	32.7%
$100,000 - $149,999	3,553	8,512	139.6%
$150,000 - $199,999	675	3,347	395.9%
$200,000 or more	493	1,614	227.4%
MEDIAN HOUSEHOLD INCOME	**$57,525**	**$76,425**	**32.9%**
MEDIAN FAMILY INCOME	**$62,422**	**$83,727**	**34.1%**

Housing As of December 31, 2010, there are 43,215 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (86.4 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 29.7 percent. Of the 9,906 housing unit increase since 2000, 86 percent were single-family, detached homes; 2 percent were single-family attached homes; and 12 percent were multi-family apartments or condominiums.

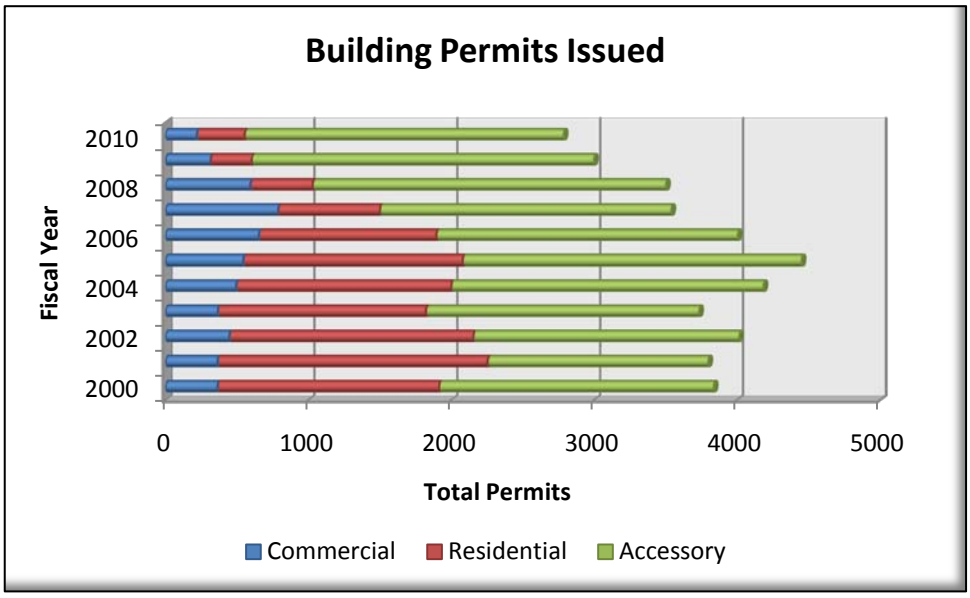


[1] Includes trailers, manufactured homes and mobile homes
[2] Consists of duplexes and townhouses
[3] Consists of apartments and condominiums and assisted living housing units

The graphs below illustrate construction activity within Spotsylvania during the past ten years. The number and value of residential permitting grew annually from 2000 through 2005, and then began contracting. Commercial growth tends to lag behind shifts in residential growth, and that tendency is evident from these permitting figures. The number of commercial permits began increasing in 2005 and continued through 2007. Commercial permitting then began declining in 2008, but bolstered by the value of permitted construction for the new Spotsylvania Regional Medical Center, permitted commercial values did not begin a noticeable decline until 2010.



[1] 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 attract capital investment and business growth within the County to reduce the number of residents that commute outside the County for employment. The County has implemented several initiatives to accomplish this mission:

- 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.

- The County 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 located within the designated technology zones are afforded local 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 Industries 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.

- The Department of Economic Development continues to target military and defense contractors as a growing professional sector.

- 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.

During 2009, 80 percent 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. Throughout the economic downturn, the growth in the small business sector kept the County's unemployment rate below both regional and state averages.

Employment Status within Spotsylvania

Employment Status	2000	2009	% Change
Population 16 years old or older	66,138	90,513	36.9%
In labor force	47,747	61,739	29.3%
- Employed - civilian	45,651	56,022	22.7%
- Employed - armed forces	595	819	37.6%
- Unemployed	1,501	4,898	226.3%
Not in labor force	18,391	28,774	56.5%

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

Principal Private Employers (as of May 2011)

Name	Nature of Business	Approx. Employees
CVS, Inc.	Distributing Warehouse	550
Spotsylvania Regional Medical Center	Hospital	450
A-T Solutions	Training and Support to Counter Terrorist Activities	250
EFT, Inc.	Specialized Freight Trucking	180
Printpack, Inc.	Flexible Packaging Priner	169
Muvico Splitsville	Movie Theater and Bowling Alley	158
Ofic North America	Manufacturer of Vinyl Building Panels	131
Kaeser Compressors, Inc.	Air Compressors	125
J.F. Fick	Beverage Distributor	120
Simmons, USA	Manufacturer of Bedding	110
Rappahannock Electric Cooperative	Electric Utility	81
Trussway	Wood Trusses	74
EOIR Measurements, Inc.	Sensor Technology Firm	70
The Shockey Precast Group	Manufacturer of Precast Concrete	70
AKA Printing & Mailing	Commercial Mailing Service	60
Unique Binders	U.S. Postage Stamp Finishing	54

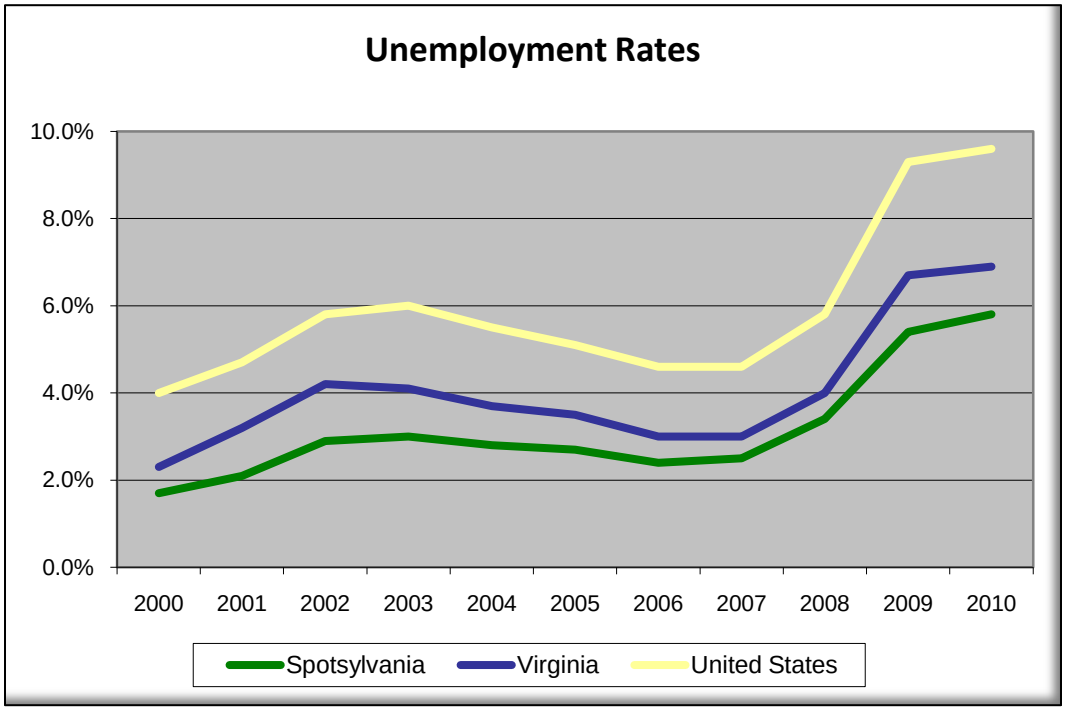
Source: Economic Development Office, Spotsylvania County.

Major Private Employers in Surrounding Area (as of May 2011)

Name	Nature of Business	Employee Range
GEICO	Customer Service Center	1,000+
General Dynamics	Government Technical Services	1,000+
Medicorp	Health Care	500-999
McLane Mid-Atlantic	Distributor for Convenience Stores	500-999
Intuit, Inc.	Developer of Financial and Tax Software	250-499
The Free Lance-Star Publishing	Newspaper Publisher	250-499
Northrup Grumman	Information Technology/Logistics	250-499
MTC Service Corporation	Defense Research and Development	250-499
Manheim Remarketing, Inc.	Auto Auction	250-499
Bowhead Science & Technology	IT, Project Mgmt, Warehousing, and Logistics	100-249
E G & G Technical Services	Data Processing, Preparation Engineering Services	100-249
Qinetic North America	Government Technical Services	100-249
SAIC	Defense Technical Support	100-249
Lockheed Martin Corporation	Software Development and Maintenance	20-49

Source: Economic Development Office, Spotsylvania County.

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



Source: Virginia Employment Commission.

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Supplemental Information

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

Real Estate Tax Rate History

Calendar Year	Tax Rate	Equalized Tax Rate
1994	$0.86	
1995	0.86	
1996	0.86	0.81
1997	0.92	
1998	0.94	0.90
1999	1.02	
2000	1.02	0.94
2001	1.07	
2002	1.01	0.93
2003	1.01	
2004	0.86	0.86
2005	0.89	
2006	0.62	0.62
2007	0.62	
2008	0.62	0.56
2009	0.62	
2010	0.86	0.83
2011	0.86	

General Property Tax Rates[1]

Calendar Year	Real Estate & Mobile Home	Personal Property[2]	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2011	$0.86	$6.26	$5.95	$2.50	$2.00
2010	0.86	6.26	5.95	2.50	2.00
2009	0.62	6.26[3]	5.95	2.50	2.00
2008	0.62	5.00	5.00	2.50	2.00
2007	0.62	5.00	5.00	2.50	2.00
2006	0.62	5.00	5.00	2.50	2.00
2005	0.89	5.00	5.00	2.50	2.00
2004	0.86	5.00	5.00	2.50	2.00
2003	1.01	5.00	5.00	2.50	2.00
2002	1.01	5.00	5.00	2.50	2.00
2001	1.07	5.00	5.00	2.50	2.00
2000	1.02	5.00	5.00	2.50	2.00
1999	1.02	5.00	5.00	2.50	2.00
1998	0.94	5.00	5.00	2.50	2.00

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

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

3 The equalized personal property tax rate was $6.33 in 2009. However, the Board approved a rate of $6.26.

Real Estate Tax Rates per $100 of Assessed Value

Locality	Population[1]	Tax Year 2010 Rate	Tax Year 2011 Rate	2010-2011 Change
Loudoun	312,311	$1.300	$1.285	($0.015)
Prince William	402,002	$1.3146	$1.2806	($0.034)
Richmond	204,214	$1.200	$1.200	-
Stafford	128,961	$1.100	$1.080	($0.020)
Fairfax	1,081,726	$1.090	$1.070	($0.020)
Alexandria	139,966	$0.978	$0.998	$0.020
Fauquier	65,203	$0.970	$0.970	-
Arlington	207,627	$0.958	$0.958	-
Chesterfield	316,236	$0.950	$0.950	-
Henrico	306,935	$0.870	$0.870	-
Spotsylvania	**122,397**	**$0.860**	**$0.860**	**-**
Hanover	99,863	$0.810	$0.810	-
Culpeper	46,689	$0.650	$0.740	$0.090
Fredericksburg	24,286	$0.680	$0.720	$0.040
Caroline	28,545	$0.530	$0.680	$0.150
King George	23,584	$0.500	$0.500	-

[1] Population figures are from the 2010 Census.

Real Estate Tax Bill History[1]

Calendar Year	Tax Rate	Equalized Tax Rate	Example AV[2]	Annual Tax Bill Based on Example AV[2]	Change ($)	Change (%)
2004	$0.86	$0.86	$150,000	$1,290		
2005	$0.89		$150,000	$1,335	$45	3.5%
2006	$0.62	$0.62	$224,310	$1,391	$56	4.2%
2007	$0.62		$224,310	$1,391	$0	0.0%
2008	$0.62	$0.56	$250,734	$1,555	$164	11.8%
2009	$0.62		$250,734	$1,555	$0	0.0%
2010	$0.86	$0.83	$179,934	$1,547	-$7	-0.5%
2011	$0.86		$179,934	$1,547	$0	0.0%
					$257	

[1] This analysis is based upon an *example* 2004 assessed value and shows that a house valued at $150,000 in 2004 would be valued at approximately $179,934 in 2011.

[2] AV = assessed value

Principal Property Taxpayers

As of June 30, 2010

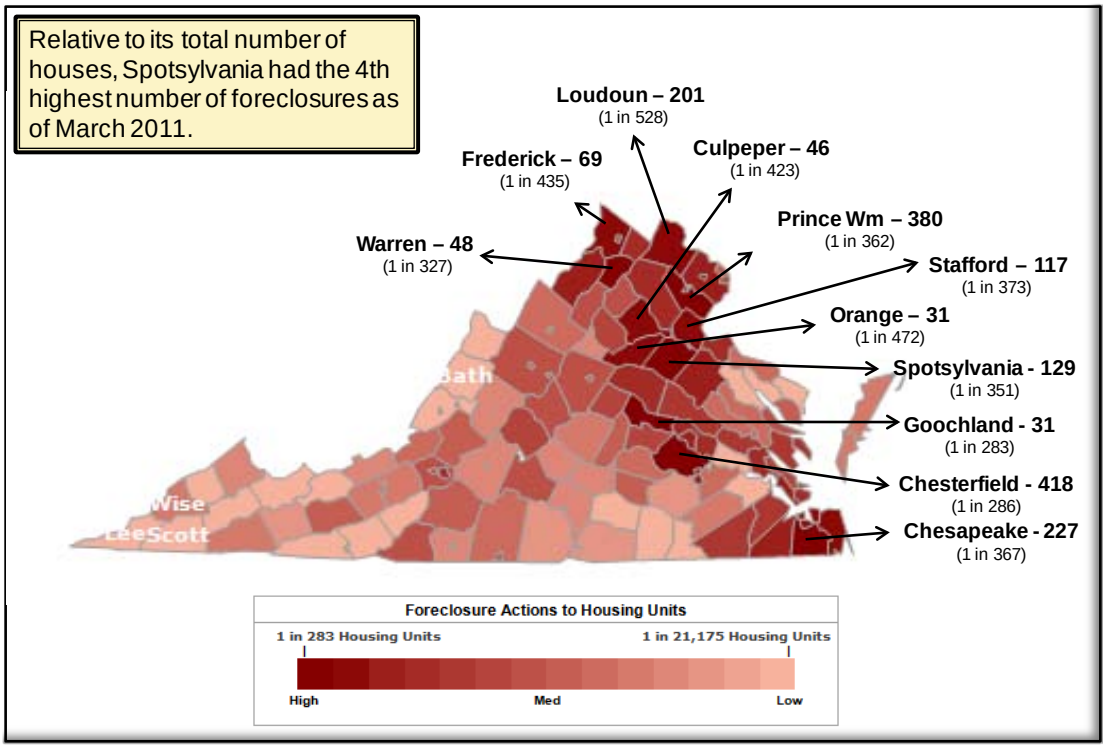
Name	Type of Business	Assessed Value[3]	Amount of Tax	Percent of Total Taxable AV[4]
Spotsylvania Mall Company	Shopping Mall	$155,029,987	$988,758	1.15%
Dominion Virginia Power	Public Utility	92,775,238	787,446	0.69%
Rappahannock Electric Co-op	Public Utility	81,971,827	716,713	0.61%
Verizon VA	Public Utility	53,641,221	537,165	0.40%
NTS/Virginia Development	Developer	48,632,452	299,317	0.36%
GLL BVK Prop LP	Developer	40,380,800	250,361	0.30%
Columbia Gas of VA Inc	Public Utility	26,141,149	222,572	0.19%
Southpoint II LLC	Developer	49,721,700	208,189	0.37%
Comcast of Va	Public Utility	3,489,314	207,614	0.02%
Lee Prop Harrison Crossing	Developer	32,238,800	199,881	0.24%

Source: Treasurer, Spotsylvania County, Virginia

[3] 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.

[4] AV = assessed value

Foreclosures in Virginia[1]



Source: RealtyTrac

[1] Despite the fact that Spotsylvania had the fourth highest number of foreclosures in the State in March 2011, the rate of foreclosure had improved. As a comparison, in October 2009, one in every 184 homes in Spotsylvania was in foreclosure.

County of Spotsylvania

Founded 1721

Board of Supervisors
HENRY CONNORS, JR.
GARY JACKSON
JERRY I. LOGAN
EMMITT B. MARSHALL
BENJAMIN T. PITTS
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

At a meeting of the Spotsylvania County Board of Supervisors held on April 12, 2011, on a motion by Mr. Connors, seconded by Mr. Pitts and passed 5 to 2 with Mr. Logan and Mr. Waddy opposed, the Board adopted the following resolution:

RESOLUTION No. 2011 - 50

A RESOLUTION TO ADOPT THE TAX RATES FOR CALENDAR YEAR 2011

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to set the tax rates for Calendar Year 2011; and

WHEREAS, the Board of Supervisors has received comments on the recommended tax rates from citizens of Spotsylvania County at a duly advertised public hearing; and

RESOLVED by the Spotsylvania County Board of Supervisors this 12th day of April 2011, That the following tax rates for Calendar Year 2011 be, and are hereby, approved, as set forth below; and, be it

CALENDAR YEAR 2011 COUNTY TAX RATES

Real Estate……$0.86 per $100 of assessed valuation

Personal Property…….$6.26 per $100 of assessed valuation, assessed at 50% of fair market value

Business Furniture & Fixtures…….$5.95 per $100 of assessed valuation, assessed at no greater than 50% of fair market value

Mobile Homes……..$0.86 per $100 of assessed valuation

Machinery and Tools…….. $2.50 per $100 of assessed valuation

Heavy Duty Equipment……$2.00 per $100 of assessed valuation

Massaponax Special Service District
Special Tax……$0.35 per $100 of assessed valuation

Harrison Crossing Special Service District
Special Tax……$0.35 per $100 of assessed valuation

Lee Hill East Special Service District
Special Tax……$0.33 per $100 of assessed valuation

Lee Hill West Special Service District
Special Tax……$0.75 per $100 of assessed valuation

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

(SEAL) A COPY TESTE: _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
HENRY CONNORS, JR.
GARY JACKSON
JERRY I. LOGAN
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Voice: (540) 507-7010
Fax: (540) 507-7019

Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 12, 2011, on a motion by Mr. Jackson, seconded by Mr. Skinner and passed 5 to 2 with Mr. Logan and Mr. Waddy opposed, the Board adopted the following resolution:

RESOLUTION No. 2011 - 51

A RESOLUTION TO ADOPT THE FISCAL YEAR (FY) 2012 BUDGET

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plan for FY 2012; and

WHEREAS, the Board of Supervisors has received and reviewed the County Administrator's Recommended Budget for FY 2012, including amended fiscal policies; and

WHEREAS, the Board of Supervisors has received comments on the recommended budget from citizens of Spotsylvania County at a duly advertised public hearing; and

WHEREAS, it is the intent of the Board of Supervisors that departments and agencies shall adhere to the budgeted funds in accordance with departmental budgets presented by the County Administrator and amended by the Board of Supervisors; and

RESOLVED by the Spotsylvania County Board of Supervisors this 12th day of April 2011, That the following budgets be, and are hereby, approved effective July 1, 2011, as set forth below; and, be it

RESOLVED FURTHER, That local tax supported expenditures of the School Division's overall budget of $252,647,871 shall not exceed $114,830,339 of local funds and, be it

RESOLVED FURTHER, That all financial activities, purchases, travel, personnel actions, etc., shall be in accordance with the amended fiscal policies and procedures established by the Board of Supervisors and administered by the County Administrator.

FISCAL YEAR 2012 COUNTY BUDGETS

1. Total County Budget for Fiscal Year 2012 in the amount of $407,460,709 to include the following funds:

a.	General Operating Fund	$101,935,700
b.	Capital Projects Fund	$7,240,190
c.	Economic Development Opportunities Fund	$355,458
d.	Code Compliance Fund	$3,165,236
e.	Transportation Fund	$9,409,812
f.	School Operating Fund	$242,695,678
g.	School Food Service Fund	$9,252,193
h.	School Capital Projects Fund	$700,000
i.	Utilities Operating Fund	$29,522,486
j.	Utilities Capital Projects Fund	$3,183,956

2. Joint Fleet Maintenance Fund for Fiscal Year 2012 in the amount of $2,038,973

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

(SEAL) A COPY TESTE: _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
HENRY CONNORS, JR.
GARY JACKSON
JERRY I. LOGAN
EMMITT B. MARSHALL
BENJAMIN T. PITTS
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
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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 12, 2011, on a motion by Mr. Skinner, seconded by Mr. Connors and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2011 - 52

A RESOLUTION TO ADOPT THE FISCAL YEAR (FY) 2012 – FY 2016 CAPITAL IMPROVEMENT PLAN

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plans; and

WHEREAS, the Board of Supervisors has received and reviewed the County Administrator's Recommended Capital Improvement Plan (CIP) for FY 2012 – FY 2016; and

WHEREAS, the Board of Supervisors has received comments on the recommended CIP from citizens of Spotsylvania County at a duly advertised public hearing; and

WHEREAS, it is the intent of the Board of Supervisors that project managers shall adhere to the budgeted funds in accordance with project budgets presented by the County Administrator and amended by the Board of Supervisors; and

RESOLVED, that the following five-year capital plan is, and is hereby, approved effective July 1, 2011, as set forth below.

FY 2012 – FY 2016 CAPITAL IMPROVEMENT PLAN

3. Capital Improvement Plan for FY 2012 – FY 2016 in the following amounts:

a. General Capital Projects	$76,321,256
b. Transportation Capital Projects	$81,737,284

c. Utilities Capital Projects $52,002,256

d. School Capital Projects $47,406,368

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

(SEAL) A COPY TESTE: _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 12, 2011, on a motion by Mr. Skinner, seconded by Mr. Connors and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2011-53

A RESOLUTION PURSUANT TO SECTION 21-38 OF THE CODE OF SPOTSYLVANIA COUNTY, VIRGINIA TO SET THE PERCENTAGE OF PERSONAL PROPERTY TAX RELIEF AT THE LEVEL NECESSARY TO EXHAUST PERSONAL PROPERTY TAX RELIEF ACT FUNDS FOR 2011

WHEREAS, on December 13, 2005, and for tax years beginning in 2006, the Board adopted as Section 21-38 of the Code of Spotsylvania County, Virginia, the provisions of Item 503.E of Chapter 951 of the 2005 Appropriations Act of the General Assembly providing for computation of personal property tax relief as a specific dollar amount to be offset against the total taxes that would otherwise be due for personal property, and the reporting of such specific dollar relief amount on the tax bill; and

WHEREAS, the Board is required as part of its annual budget process, to adopt a resolution setting the percentage of tax relief at the level that is anticipated to exhaust Personal Property Tax Relief Act (PPTRA) funds provided to the County by the Commonwealth of Virginia for each tax year, and

WHEREAS, the ordinance requires that personal property tax bills set forth on their face the specific dollar amount of relief credited with respect to each qualifying vehicle, together with an explanation of the manner in which relief is allocated.

WHEREFORE, be it resolved by the Board of Supervisors of Spotsylvania County, Virginia, that pursuant to Section 21-38 of the Code of the County of Spotsylvania, that the percentage of tax relief that is anticipated to exhaust PPTRA relief funds provided to the County by the Commonwealth shall be set for tax year 2011 as follows:

1. For personal use vehicles valued at $1,000.00 or less, the percentage of relief shall be set at one hundred percent (100%)

2. For vehicles valued at more than $1,000.00, the percentage of relief shall be set at forty-six percent (46%) for up to and including the first $20,000.00 of value; and

BE IT FURTHER RESOLVED, that the Treasurer shall insure that 2011 personal property tax bills set forth on their face the specific dollar amount of relief credited with respect to each qualifying vehicle, together with an explanation of the manner in which relief is allocated.

(SEAL) A COPY TESTE: _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on May 10, 2011, on a motion by Mr. Skinner, seconded by Mr. Waddy and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2011 - 63

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR (FY) 2012 BUDGET

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plan for FY 2012; and

WHEREAS, the Board of Supervisors adopted the FY 2012 County Budget on April 12, 2011; and

WHEREAS, it is the intent of the Board of Supervisors that departments and agencies shall adhere to the funds appropriated in accordance with departmental budgets presented by the County Administrator and adjusted by the Board of Supervisors;

WHEREAS, the County wishes to maintain flexibility within the budget to respond to any potential revenue shortfalls in FY 2012 by making only partial appropriations; now, therefore, be it

RESOLVED, that local tax supported appropriations of the School Division's overall budget of $252,647,871 shall not exceed $113,630,339 and, be it

RESOLVED FURTHER, that the Spotsylvania County Board of Supervisors agrees with the School Board's proposal to hold back appropriations totaling $1,200,000 of the local transfer to the Schools in FY 2012 as reflected below and, be it

RESOLVED FURTHER, that $1,800,000 within the County's General Fund balance serves as the County's FY 2012 "hold back" and, be it

RESOLVED FURTHER, by the Spotsylvania County Board of Supervisors this 10th day of May 2011, that the FY 2012 appropriations be, and are hereby approved effective July 1, 2011, as set forth below; and, be it

RESOLVED FURTHER, that as part of the $9.4 million Transportation Fund appropriation, the Board does hereby approve the FY 2012 half-year PRTC subsidy of $29,800 and the FY 2012 half-year VRE subsidy of $577,020 and does hereby authorize the payment of the subsidies during FY 2012 from the County's motor fuels tax revenue account and, be it

RESOLVED FINALLY, that all financial activities, purchases, travel, personnel actions, etc., shall be in accordance with the policies and procedures established by the Board of Supervisors and administered by the County Administrator.

General Fund	$ 101,935,700
Capital Projects Fund	$ 7,240,190
Economic Development Opportunities Fund	$ 355,458
Code Compliance Fund	$ 3,165,236
Transportation Fund	$ 9,409,812
Joint Fleet Maintenance Fund	$ 2,038,973
School Operating Fund	$ 241,495,678
School Food Service Fund	$ 9,252,193
School Capital Projects Fund	$ 700,000
Utilities Operating Fund	$ 29,522,486
Utilities Capital Projects Fund	$ 3,183,956
Total	$ 408,299,682

(SEAL) A COPY TESTE: _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

Glossary/Acronyms

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity: Departmental efforts which contribute to the achievement of a specific set of program objectives.

ADA: Americans with Disabilities Act

AICP: American Institute of Certified Planners

ALS: Advanced Life Support

Amended Budget: The amended budget represents the original appropriation for the fiscal year plus any supplemental appropriations approved by the Board of Supervisors.

APA: Auditor of Public Accounts

Appropriation: A legal authorization granted by the Board of Supervisors to incur obligations and to make expenditures for specific purposes.

ARC: Annual Required Contribution

ARRA: American Recovery and Reinvestment Act of 2009; Federal Program

Assessed Valuation: The valuation set upon real estate and certain personal property as a basis for levying property taxes.

Assessment Ratio: The ratio at which the tax rate is applied to the tax base.

Asset: A resource owned or held by the County which has monetary value.

BAB: Build America Bonds

Base Budget: The cost of continuing the existing levels of service in the current budget year.

Balanced Budget: A budget is balanced when planned revenues equal planned expenditures for a given fiscal year. All local governments in Virginia must adopt a balanced budget according to state law.

Bond: An interest bearing certificate of public indebtedness. It is a promise to repay a specified amount of money (the face amount of the bond) by a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond Refinancing: The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

BOS: Board of Supervisors

Budget: A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual. The County utilizes the modified accrual basis.

Budget Calendar: The schedule of key dates which the County follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of the County in accordance with the adopted budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAD: Computer Aided Dispatch

CAFR: Comprehensive Annual Financial Report

Capital Budget: Monies appropriated for the first year of the Capital Improvement Plan.

Capital Outlay: Acquisition of a fixed asset for general government operations which has an approximate per unit value of $500 or more and/or has a useful economic life of more than two years.

Capital Project: Major construction, acquisition or renovation activity which adds value to the County's physical assets or significantly increases their useful life. Generally, a capital project has a cost of $50,000 or more and a useful life that is at least as long as the term of financing for the project. Also called a capital improvement.

CART: Child Abuse Response Team

CASA: Court Appointed Special Advocates

Cash Basis: A basis of accounting in which transactions are recognized when cash is increased or decreased.

CDA: Community Development Authority

CHINS: Child in Need of Services Program

CIP: Capital Improvement Plan – a plan for capital projects to be incurred each year over a five year time period to meet anticipated capital expenditures arising from the County's long term needs.

CMAQ/RSTP: Congestion Mitigation and Air Quality/Regional Surface Transportation Program; Federal Programs

COLA: Cost of Living Allowance – an increase in salaries to offset the adverse effect of inflation on compensation.

Constitutional Officers: Elected officials who are authorized by the constitution of Virginia to head County departments, including the Commissioner of Revenue, Treasurer, Clerk of the Circuit Court, Commonwealth's Attorney and Sheriff.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services: Services rendered to the County by private firms, individuals or other governmental agencies. Examples include sports league officials, maintenance agreements and refuse collection at convenience sites.

CPI: Consumer Price Index – a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

CRRL: Central Rappahannock Regional Library

CRW: Software application used to manage the functions of community development such as permit and code enforcement tracking.

CSA: Comprehensive Services Act; State Program

CSU: Court Services Unit

CY: Calendar Year

DCJS: Department of Criminal Justice Services; State Agency

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.

DEQ: Department of Environmental Quality; Federal Agency

Disbursement: The expenditure of monies from an account.

DMV: Department of Motor Vehicles; State Agency

DOE: Department of Energy; Federal Agency

DSS: Department of Social Services

EDA: Economic Development Authority

EDO: Economic Development Opportunities Fund – used to account for expenditures and revenues related to the EDA and to provide incentive loans to new or expanding businesses in the County.

EFT: Electronic Fund Transfer

EMS: Emergency Medical Services

EPA: Environmental Protection Agency

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

F/R: Fire/Rescue

FAMIS: Family Access to Medical Insurance Security Plan; State Program

FAMPO: Fredericksburg Area Metropolitan Planning Organization

FCC: Federal Communications Commission

FCI: Facility Condition Index – the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements for a building to the current replacement cost of the building.

FEMA: Federal Emergency Management Agency

Fiscal Policies: Policies with respect to revenues, spending and debt management as these relate to County services, programs and capital investment. The policies provide a set of principles for the planning and programming of the County budget and its funding.

Fiscal Stability Reserve: A portion of the County General Fund Balance at the close of each fiscal year in an amount equal to no less than 10% of the governmental funds' net operating revenue in the subsequent fiscal year budget.

FOIA: Freedom of Information Act; State Law

FRED: Fredericksburg Regional Transit System

FREMS: Fire, Rescue & Emergency Services

FTE: Full-time Equivalent – Employee positions, which are authorized in the adopted budget, to be filled during the year.

FY: Fiscal Year – a twelve-month financial operating period. The County's fiscal year begins July 1 and ends June 30. Fiscal years are named for the calendar year in which they end; FY 2012 begins July 1, 2011 and ends June 30, 2012.

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.

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GO: General Obligation Bond – this type of bond is backed by the full faith and credit of the County through its taxing authority.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

GPD: Gallons per Day

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

HVAC: Heating, Ventilating, and Air Conditioning

IFB: Invitation for Bid

Indirect Cost: A cost necessary for the functioning of the organization as a whole but which cannot be directly assigned to one service.

Infrastructure: The physical assets of the County.

Interfund Transfers: The movement of monies between funds.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

ISO: Insurance Services Office

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.

LRIS: Land Records Information System

MDT: Multi-disciplinary Team

MGD: Million Gallons per Day

Modified Accrual Basis: Revenues are recognized when they are both measurable and available to finance current expenditures. Expenditures are recognized when the services are incurred or goods received.

NADA: National Automobile Dealers Association

Net Tax Support: The amount of local taxes required to finance a particular program or set of programs.

New Initiative Request: A department's request for funding for new positions, new equipment, or program expansions.

NFPA: National Fire Protection Association

Non-Personnel Services: Materials and supplies necessary to conduct departmental operations.

OPEB: Other Post Employment Benefits

Operating Revenue: Funds received as income to pay for on-going operations. These revenues include taxes, fees and charges for services and grant revenues.

Pay-As-You-Go: A method of financing utilizing current revenues.

PD: Planning District

Personnel Services: Expenditures relating directly to the costs of compensating employees.

PPTRA: Personal Property Tax Relief Act; State Program

Proffer: Contributions of land, capital improvements and funding from developers to address the demand for community services created by new development.

PRTC: Potomac and Rappahannock Transportation Commission – a multi-jurisdictional agency representing Spotsylvania, Stafford, and Prince William Counties and the Cities of Manassas, Manassas Park and Fredericksburg.

RACSB: Rappahannock Area Community Services Board; State Program

Resolution: A special or temporary order of the Board of Supervisors.

Revenue Bond: This type of bond is backed only by the revenues from a specific enterprise or project, such as utility connection fees to repay a bond issuance for the water treatment plant.

RFP: Request for Proposal

RJC: Rappahannock Juvenile Center

RRJA: Rappahannock Regional Jail Authority

RRJF: Rappahannock Regional Jail Facility

RSTP: Regional Surface Transportation Program; Federal Program

SART: Sexual Assault Response Team

SCBA: Self-Contained Breathing Apparatus

SCPS: Spotsylvania County Public Schools

SNAP: Supplemental Nutrition Assistance Program, State Program

Sq Ft: Square Feet/Foot

SSD: Special Service District – an area designated by County ordinance as being subject to special real property taxes in addition to regular real property taxes. Revenue from these special taxes is used to pay for capital improvements within the area of the SSD. Four SSDs exist in Spotsylvania: Massaponax, Harrison Crossing, Lee's Hill East, and Lee's Hill West.

SSO: Sanitary Sewer Overflow

Supplemental Appropriation: An additional appropriation made by the Board of Supervisors after the budget has been adopted.

SWC: Solid Waste Convenience Center

SWCD: Soil and Water Conservation District; State Program

TANF: Temporary Assistance to Needy Families; State Program

TBD: To be determined

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

UDA: Urban Development Area

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.

VDSS: Virginia Department of Social Services; State Agency

VDOT: Virginia Department of Transportation; State Agency

VDRPT: Virginia Department of Rail and Public Transportation; State Agency

VIEW: Virginia Initiative for Employment Not Welfare; State Program

VJCCCA: Virginia Juvenile Community Crime Control Act; State Program

VOPEX: Virginia Emergency Planning Operations Exercise – annual emergency preparedness drills to develop and maintain the skills necessary to minimize the impact of natural and/or manmade disasters in the County.

VRE: Virginia Railway Express – provides commuter rail service from Fredericksburg to Northern Virginia and downtown Washington D.C.

VRS: Virginia Retirement System

W/S: Water Sewer

WTP: Water Treatment Plant

WWTP: Wastewater Treatment Plant

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