Fiscal Year 2013 Adopted Budget

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Complete budget available on the County's website at:
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Special Appreciation

Spotsylvania County Budget Staff extends special thanks to **Minuteman Press** for providing quality printing services for the FY 2013 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, 2011.

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

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Spotsylvania County

Virginia

For the Fiscal Year Beginning

July 1, 2011

President

Executive Director

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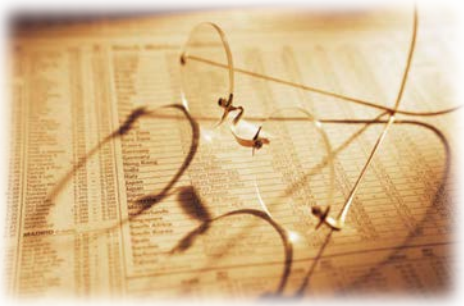
Guide to Using this Document

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 2013. Because of its size, reading the budget document can be a daunting task. However, if it is approached in pieces, it is more easily understood. The Guide to Using this Document section provides readers with a quick overview of the information in the document. For specific page numbers, please refer to the Table of Contents.

Introduction and Overview 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 2013 budget.

- The Budget at a Glance – a summary of the highlights of the FY 2013 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 2013 budget. This section includes short term factors and underlying assumptions that influenced the decisions made in development of the FY 2013 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 2013 revenues by type and FY 2013 expenditures by function and category for each fund;
- Individual Fund Summaries – a collection of charts that detail historical and projected revenues by type and expenditures by function and category for each fund;
- Revenue Summaries - A description and display of major revenue sources and explanation of the underlying assumptions used for projecting FY 2013 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 2013 Budget.

FY 2013 Adopted Budget at a Glance

Budget Focus

- Maintain priority services – education, public safety, transportation
- Maintain all fiscal policy guidelines
- Real and Personal Property tax rates set below the equalized rates
- Fund commitments (jail, juvenile center, regional agencies, existing debt service)
- No new general debt issuance – no new general debt service
- Staff compensation
- Additional funding/positions for phased implementation of F/R Option 1 approved in FY 2012

Highlights of FY 2013 Adopted Budget

No New General Debt –

- One-time use of $8.4 million in available General Fund balance to fund FY 2013 capital projects for the Schools and the County, promoting long-term interest savings of $2.4 million

Schools –

- Level funding for Schools with the exception of a one-time transfer of $6.7 million for use on capital projects that eliminates a nearly $1 million increase in Schools debt service in FY 2013, and the release of $0.5 million in prior year holdback funds for use on one-time items.

Public Safety –

- Funding added to support 9 new full-time Firefighter/Medic positions to reduce overtime and provide additional resources to reduce coverage gaps

Transportation –

- VRE revenue allows suspension of transfer of decal and set-aside revenue for third year
- VRE station, intersection improvements, and unpaved roads continue in the CIP
- $5 million bond issue to occur in 2012 to fund County's FY 2013 cost on the VRE station project

Tax Rates/Fees –

- Real Property tax rate set at $0.88 - $0.02 less than the $0.90 equalized rate
- Personal Property tax rate set at $6.37 - $0.28 less than the $6.65 equalized rate
- Business License tax threshold raised from $200,000 to $750,000
- Fee increases are assumed for returned checks, ambulance transports, and for certain Solid Waste and Parks & Recreation services

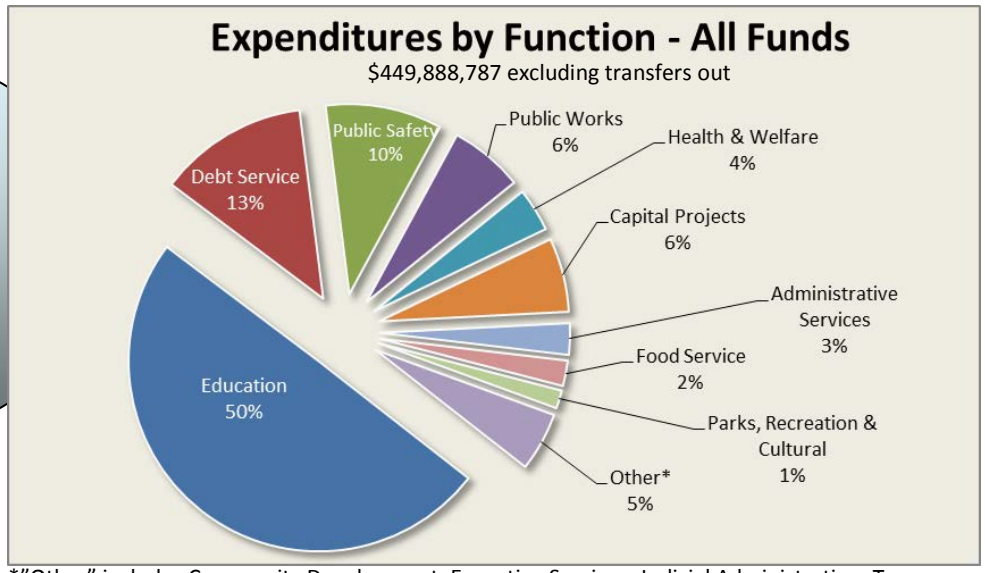
Staff –

- 2% COLA effective July 1 for employees earning less than $91K per year and a 1% pay increase to help offset the 1% VRS contribution employees must begin paying effective July 1
- Estimated 5.6% increase in health insurance costs; employee/employer shares adjusted such that employees pay no more in FY 2013 than they paid in FY 2012
- 13 full-time positions added, and funding of 8 positions which were unfunded or partially unfunded in FY 2012

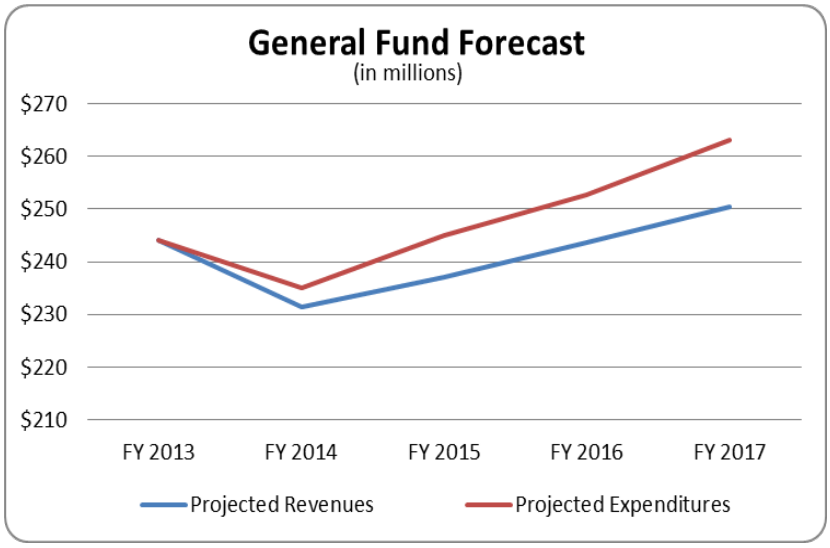
	FY 2012 Adopted	FY 2013 Adopted	Difference $	Difference %
General Fund	$101,935,700	$112,634,389	$10,698,689	10.5%
Economic Dev. Opportunities Fund	355,458	1,072,962	717,504	201.9%
Code Compliance Fund	3,165,236	3,142,013	(23,223)	(0.7)%
Transportation Fund	9,409,812	12,932,422	3,522,610	37.4%
School Operating	242,695,678	252,052,436	9,356,758	3.9%
School Food Service	9,252,193	9,722,292	470,099	5.1%
Utilities	29,522,486	29,990,663	468,177	1.6%
Sub-Total Operating Expenditures	**$396,336,563**	**$421,547,177**	**$25,210,614**	**6.4%**
Capital Projects Fund	$7,240,190	$21,617,506	$14,377,316	198.6%
School Capital Projects	700,000	6,724,104	6,024,104	860.6%
Utilities Capital Projects	3,183,956	0	(3,183,956)	(100.0%)
Sub-Total Capital Expenditures	**$11,124,146**	**$28,341,610**	**$17,217,464**	**154.8%**
Total Budget	**$407,460,709**	**$449,888,787**	**$42,428,078**	**10.4%**

Personnel
Full Time Equivalent (FTE)

	FY 2012	FY 2013
County	904.27	929.91
Schools	3,026.10	3,052.53
Total	**3,930.37**	**3,982.44**



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



Breakdown of General Fund Transfer to Schools	2012 Adopted	2013 Adopted
• Required Local Effort	$45,188,202	$44,280,489
• Required Local Match for Opt. Programs	$2,381,247	$1,507,515
• Additional Local Transfer	$67,260,890	$69,524,325
Total Local Transfer	**$114,830,339**	**$115,312,329**

*"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 223.

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

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

Adopted Budget Message – April 17, 2012

Dear Board of Supervisors Members:

I am pleased to present to you the FY 2013 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. The services that provide for a high quality of life within our community are maintained and, in cases such as fire and rescue services, are strengthened through this budget. Capital projects are planned within this budget to avoid new General Fund debt service in FY 2013 and have minimal new Transportation Fund debt service associated with the VRE station project. The provision of services within the FY 2013 Adopted Budget is accomplished with a real estate tax rate of $0.88 – two cents less than the equalized rate; a $6.37 personal property tax rate – 28 cents less than the equalized rate; an assumed increase in the threshold at which businesses begin paying business license taxes, resulting in elimination of approximately 560 business license accounts; and changes to certain user fees.

The FY 2013 Adopted Budget

The FY 2013 Adopted Budget totals $449.9 million – an increase of $42.4 million (10.4%) compared to the FY 2012 Adopted Budget. Changes in capital projects and a one-time debt service escrow payment account for $23.1 million (54.5%) of the $42.4 million increase. An increase in revenue from local sources makes up 2.4 percentage points of the 10.4% increase in revenue, while use of fund balances, State and Federal revenue, and debt proceeds account for 2.6, 4.2, and 1.2 percentage points, respectively.

	FY 2012 Adopted	FY 2013 Adopted	Difference $	Difference %
General Fund	$101,935,700	$112,634,389	$10,698,689	10.5%
Economic Dev. Opportunities Fund	355,458	1,072,962	717,504	201.9%
Code Compliance Fund	3,165,236	3,142,013	-23,223	-0.7%
Transportation Fund	9,409,812	12,932,422	3,522,610	37.4%
School Operating	242,695,678	252,052,436	9,356,758	3.9%
School Food Service	9,252,193	9,722,292	470,099	5.1%
Utilities	29,522,486	29,990,663	468,177	1.6%
Subtotal Operating Expenditures	**$396,336,563**	**$421,547,177**	**$25,210,614**	**6.4%**
Capital Projects Fund	$7,240,190	$21,617,506	$14,377,316	198.6%
School Capital Projects	700,000	6,724,104	6,024,104	860.6%
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Subtotal Capital Expenditures	**$11,124,146**	**$28,341,610**	**$17,217,464**	**154.8%**
Total Budget	**$407,460,709**	**$449,888,787**	**$42,428,078**	**10.4%**

A 10.4% increase is a significant increase for a single year. However, there are several key (and somewhat unusual) factors driving the increase:

1. **Capital Funds –** Changes in capital projects budgets account for approximately 41% of the overall 10.4% increase. Typically, the Schools capital projects and a portion of County projects are funded through various financing mechanisms; usually bonds. We do not budget for the bond proceeds and the expenditures associated with them until we close on the financing of the projects. As such, the FY 2012 Adopted Budget included only projects that were funded through cash or sources other than proceeds from financing.

   In FY 2013, we are financing $5 million for the VRE station project and because of changes to the assumed funding of that project, staff missed pulling the bond proceeds and related project expenditures from the budget (again, bond proceeds are typically not budgeted until the financing is closed upon). So 100% of the costs of the projects is included in the Adopted Budget. For an apples to apples comparison of the FY 2013 and FY 2012 Adopted Budgets, we would need to include the financed FY 2012 projects, and the result of that comparison would be much different than the $17.2 million increase shown in the table on the previous page – the overall change would be a decrease of $5.0 million.

2. **General Fund –** There are a number of reasons for the $10.7 million increase in General Fund expenditures. I will discuss most of those increases later, but at the outset, attention should be drawn to the fact that $5.9 million (55%) of the $10.7 million increase is a one-time increase in debt service associated with the payoff of Fire/Rescue bonds that were initially issued in 2003, and which were refinanced through a bond issuance that occurred at the beginning of FY 2012. At the time of the bond issuance, proceeds to pay off these bonds were deposited in escrow for the purpose of making this $5.9 million payment. That escrow money will fall to the General Fund balance at the close of FY 2012 to be used in FY 2013 to make the debt service payment.

3. **Transportation Fund –** When the County joined VRE in 2010, the agreement called for the multi-year deferral of our annual payments to VRE and PRTC. Specifically, our payments for FY 2010, FY 2011, and half of FY 2012 were deferred until the beginning of FY 2013. We will use $2.4 million of accumulated fuel tax revenue in FY 2013 to pay the deferrals. This payment is a one-time increase to the budget.

   Additionally, there will be changes in the debt service for transportation projects financed in prior years. Loans associated with the Special Service Districts (SSDs) at Massaponax and Harrison Crossing are due in September. Those loans were amortized over a five year period with the first four years being interest only. This was done to allow the developments within those SSDs to mature to the point where the revenue from the special taxes assessed to them would pay for both principal and interest costs. We will refinance these loans in early FY 2013, with the first principal and interest

payments being due in FY 2013. $0.5 million is added in the Transportation Fund to cover these added costs, which will be paid with revenue from the special taxes.

Similarly, the payments due in the initial years on the debt service associated with the Lee Hill East and Lee Hill West SSDs were interest only, again to allow the developments to mature in the same way. FY 2013 is the first year in which both principal and interest are due. Approximately $227,000 is added to the Transportation Fund to cover the increase in FY 2013.

Overall, the 10.4% increase in the total budget breaks down as follows:

Breakdown of 10.4% Increase in Total Budget	
Budget Change	**Percentage Points**
Changes in capital projects	4.2
Changes in Schools expenditures	2.9
Payoff of refinanced 2003 Fire/Rescue bonds (one-time)	1.5
Payment of deferred VRE/PRTC subsidies (one-time) and changes in Transportation debt service	0.6
All other changes	1.2
Total Change – FY 2013 Adopted	**10.4%**

Budget Highlights

In addition to the items above, other highlights within the FY 2013 Adopted Budget are as follows:

Declining Property Values – 2012 is a reassessment year in Spotsylvania, and as was the case during the 2010 reassessment, overall real property values in the County have declined. As a whole, 2012 overall residential values have declined by 1.7% while commercial values have declined by 10.0%. When the 2012 tax rate was equalized against the overall 3.6% decline in values, $0.90 per $100 was the resulting tax rate. However, the Board set the 2012 real estate tax rate at $0.88 – two cents below the equalized rate.

Non-business personal property values declined by 5.9%, resulting in an equalized personal property tax rate of $6.65. When calculating the equalized rate, new growth (i.e. new or additional vehicles) is excluded. But, when we learned that new and newer vehicles added to the tax rolls in the early months of 2012 partially offset the decline in NADA values, staff recommended and the Board adopted a 2012 tax rate on vehicles at $6.37 – 28 cents less than the equalized rate.

Fire/Rescue Training & Staffing – Over the course of the past two years, Fire/Rescue service and coverage probably has been the single most discussed issue in our community. The FY 2012 Budget under which the County is currently operating includes an increase in funding for Fire/Rescue training to ensure all responders – paid and volunteer – meet minimum training standards. That training funding continues for FY 2013.

Additionally, during the FY 2013 Budget deliberation period, the Board approved what is known as Fire/Rescue Option 1. This phased plan spans FY 2012 – FY 2014 and provides additional staffing resources to reduce coverage gaps at existing Fire/Rescue stations and at a new station, Company 11. Once all phases are implemented, a total of 55 new Fire/Rescue personnel will be in place to help man the County's stations and to ensure adequate emergency service coverage is available throughout the County on a 24/7 basis. At a cost of $2.2 million, a total of 19 positions, nine of which are new in FY 2013, and weekend overtime funding are budgeted in connection with this phased plan in the FY 2013 Budget.

Compensation and Benefits – This budget is the fifth budget in as many years which does not include a merit increase acknowledging employees' length of service to the County. Someone who has five years of experience with the County earns the same as someone who was just hired in the same position. While the Board and I are fully supportive of merit increases for employees, sufficient on-going revenue was not available to fund these for FY 2013. As our on-going revenues continue to stabilize and improve, reinstatement of the merits will need to be a compensation priority for future budgets.

Although we were unable to provide a merit raise, a number of other compensation and benefit changes are included in the FY 2013 Budget. At a total cost of approximately $1.1 million, employees earning less than $91,000 in FY 2013 will receive a 2% Cost of Living Adjustment (COLA) effective July 1, 2012. Additionally, for the first time in FY 2013, the County will pick up the full cost of employees' VRS life insurance premiums, and even though health insurance rates are expected to increase by nearly 6%, the employee/employer cost sharing splits have been adjusted so employees electing the same coverage in FY 2012 and FY 2013 will pay no more in FY 2013 than they paid in FY 2012.

Each VRS-eligible employee is required to contribute 5% of his/her annual salary to VRS for retirement benefits. Historically, Spotsylvania and many other localities have paid this contribution on behalf of their employees. Beginning in FY 2013, the General Assembly will require localities to start shifting the cost of the employees' share of VRS premiums to employees such that in five years, the full 5% must be paid by the employees. New State law mandates that the percentage contribution shifted to employees be offset by a commensurate percentage increase in salary. Approximately $123,000 is added to the FY 2013 Budget to cover the net added costs of this mandate whereby in FY 2013 County employees eligible for VRS will receive a 1% pay increase and will be required to pay 1% of the 5% employee VRS contribution effective July 1, 2012. The 1% pay increase associated with this State mandate is in addition to the 2% COLA.

Maintaining Fiscal Policies – I am pleased that we have once again remained dedicated to meeting all of our fiscal policy guidelines with this budget. As our financial advisors have repeatedly advised, no single policy is as significant as the Fiscal Stability Reserve where we set aside at least 10% of operating revenues in case of unforeseen circumstances or financial emergencies, and for daily cash flow needs. Because revenues exceeded projections and expenditures were less than expected, we ended FY 2010 and FY 2011 with a General Fund balance in excess of the 10% guideline. At the end of FY 2012, the General Fund balance is estimated to be $14.3 million in excess of the 10% guideline.

The amount in excess of our Fiscal Stability Reserve only strengthens the County's position with the rating agencies, and provides a certain degree of flexibility to take advantage of opportunities that may arise. Repeatedly we have heard from the rating agencies and our financial advisors that the fund balance should be reserved for use only on **one-time expenditures**. We are taking the opportunity in FY 2013 to make **one-time use** of the fund balance for necessary School and County capital projects and for other non-recurring expenditures. A listing of the FY 2013 projects and non-recurring items for which the fund balance will be used is located in the Budget Strategy section of this document on page 23. After using $11.7 million of the fund balance for these purposes, and reserving the increase needed to meet the 10% guideline, we expect to end FY 2013 with $2.0 million in excess of the $36.6 million guideline level for the Fiscal Stability Reserve.

Also of significant importance is our adherence to the guideline calling for an annual increase of 0.25% in the transfer of cash from the General Fund to the CIP. Our ultimate pay-as-you-go capital goal is 5.0% of operating revenues per year. The FY 2013 transfer is at 2.25% and enables us to continue with the capital program while minimizing the amount of debt incurred in FY 2013 and the out-years of the CIP.

Minimizing New Debt – To minimize the financing of capital projects and to limit added debt service, the Adopted Budget assumes the use of $8.4 million of the General Fund balance to fund County and Schools capital projects in FY 2013. Using cash from the fund balance instead of borrowing funds for these capital projects allows the avoidance of $0.3 million in new debt service for the County and just under $1.0 million for the Schools in FY 2013. Over the typical financing terms we would use for these types of projects, the interest savings to the County is estimated at $0.3 million, while the long-term interest savings to the Schools is estimated at $2.0 million. Based on the Adopted Budget and Adopted CIP, $5.0 million is the extent of borrowing necessary to fund capital projects in FY 2013, all of which is attributable to the VRE station/parking area project. This $5.0 million will be used as the required local match for $5.0 million in State revenue sharing funding available for the VRE project.

Funding for Schools – The base local transfer to the Schools' operating funds is maintained at the same level as in the FY 2012 Adopted Budget, $114.8 million. In addition to the base, level-funded transfer, the School Board requested release of $481,990 in FY 2013 available from prior year unappropriated "hold back" funding. In sum, this $115.3 million transfer to the Schools' operating fund is $69.5 million more than the minimum transfer legally required by the

State to meet Standards of Quality (SOQs). Although the County was not able to provide an on-going operating transfer to the Schools in excess of the FY 2012 transfer, the $6.7 million one-time transfer for capital projects does save the Schools nearly $1.0 million in debt service expenditures, thereby freeing that $1.0 million to be spent on other needs the Schools have in FY 2013. Further, with no appropriation "hold backs" in place for FY 2013, 100% of the Schools' budget is appropriated by category to the School Board at the beginning of the fiscal year.

Transportation Set Asides & Decal Revenue – Staff estimates Spotsylvania's FY 2013 fuel tax revenue to be $3.4 million. When combined with approximately $700,000 from the Transportation Fund balance, this revenue is expected to fully support the current subsidies due to VRE and PRTC and the typical annual transportation expenses (i.e. FRED, transportation debt service, etc.) in FY 2013. As such, the transfer of $3.2 million in decal and set-aside revenue is suspended again in FY 2013, as was the case in the FY 2011 and FY 2012 budgets. This continued suspension allows these funds to remain in the General Fund to help balance the FY 2013 Budget.

Expected Future Challenges

Each year staff prepares a five-year financial forecast with the most recent budget set as the first of the five years. Projected out-year costs are compared to projected out-year revenues to arrive at an estimate of annual budgetary deficits or surpluses. The forecast assumes annual inflation in materials and supplies; annual merit increases and COLAs for employees; transfers to the Schools based on a cost per pupil allocation adjusted for steps, COLAs, and inflation; transfers to other funds based on current practices and fiscal policy guidelines; and debt service based on the FY 2013 – FY 2017 Adopted CIP. Also assumed within the five year forecast is the new State mandate that requires employers to transition the full 5% employee contribution to VRS through offsetting raises no later than FY 2017, and the additional out-year costs of the phased staffing plan for Fire/Rescue.

In the FY 2011 through FY 2013 budgets, we used the suspension of the decal and set-aside revenues as a temporary solution to balance the General Fund budget. Given out-year projections for the Transportation Fund – again based upon inflationary factors, COLAs, merits and the Adopted CIP – we are expecting to reinstate those transfers beginning in FY 2015, and have factored the reinstatement of the transfers into the five year forecast.

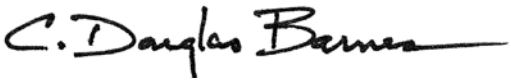
We were able to balance the FY 2013 Budget at property tax rates lower than the equalized rates. However, when the expenditure assumptions noted above are weighed against the projected gradually increasing revenues at equalized rates beyond FY 2013, budget deficits are anticipated. Since State law (and responsible budget builders) require balanced budgets, unless revenue projections significantly improve, the budget deficits shown in the forecast (page 115) for FY 2014 – FY 2017 will need to be addressed during each budget cycle through increased taxes and/or fees, reductions in budgeted expenditures, reprioritization of financed capital projects, or a combination of each of these options.

Conclusion

Within the bounds of projected revenues at the tax rates adopted for 2012, the service provision strategies identified within 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. All else being equal, the lower-than-equalized real and personal property tax rates adopted for 2012 along with the increase in the threshold at which businesses pay license taxes should enable businesses and individuals to have more disposable income with which to stimulate the local economy.

I appreciated the opportunity to work with you during the development of this budget. I thank all Constitutional Officers, department directors, and staff who have supported me in the preparation and finalization of this budget. I know that the collective expertise, creativity, and determination of the County and Schools staffs will ensure the continued delivery of essential and quality services to the citizens of Spotsylvania in FY 2013 and beyond.

Sincerely,



C. Douglas Barnes
County Administrator

The Budget Strategy section beginning on page 19 provides additional details about the development of and underlying assumptions within the FY 2013 Adopted Budget.

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FY 2013 Adopted Budget - All Funds						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$143,751,132	$143,034,360	$146,676,792	$145,936,934	$2,902,574	2.0%
Other Local Taxes	$34,740,573	$34,002,974	$35,014,974	$36,012,927	$2,009,953	5.9%
Licenses & Permits	$230,759	$381,250	$381,250	$367,250	($14,000)	-3.7%
Charges for Services	$27,596,923	$29,053,410	$29,153,410	$31,068,141	$2,014,731	6.9%
Other Local Revenue	$23,479,848	$25,632,748	$27,283,202	$28,363,628	$2,730,880	10.7%
Debt Proceeds	$59,780,480	$0	$29,083,414	$5,000,000	$5,000,000	n/a
State Revenue	$142,990,377	$148,881,753	$155,613,207	$166,140,321	$17,258,568	11.6%
Federal Revenue	$25,130,850	$18,039,887	$41,196,499	$18,083,956	$44,069	0.2%
Subtotal - Revenue	$457,700,942	$399,026,382	$464,402,748	$430,973,157	$31,946,775	8.0%
Transfers In	$131,418,619	$125,881,459	$128,516,677	$141,385,819	$15,504,360	12.3%
Use of Fund Balance	($28,950,723)	$8,434,327	$76,539,143	$18,915,630	$10,481,303	124.3%
TOTAL REVENUE - All Funds	**$560,168,838**	**$533,342,168**	**$669,458,568**	**$591,274,606**	**$57,932,438**	**10.9%**
Expenditures (by function)						
Executive Services	$2,282,768	$3,999,751	$3,810,194	$3,782,318	($217,433)	-5.4%
Administrative Services	$9,677,531	$11,277,889	$11,641,992	$12,021,172	$743,283	6.6%
Voter Services	$231,001	$343,213	$343,213	$319,808	($23,405)	-6.8%
Judicial Administration	$3,537,265	$3,638,538	$3,744,435	$3,897,000	$258,462	7.1%
Public Safety	$38,090,843	$39,692,656	$42,226,313	$44,549,441	$4,856,785	12.2%
Public Works	$22,680,078	$27,017,559	$27,321,182	$28,228,289	$1,210,730	4.5%
Health & Welfare	$16,516,081	$18,755,876	$18,155,688	$16,707,225	($2,048,651)	-10.9%
Parks, Recreation & Cultural	$6,803,155	$6,918,239	$6,931,630	$6,953,277	$35,038	0.5%
Community Development	$3,378,038	$4,266,588	$5,398,219	$4,992,467	$725,879	17.0%
Debt Service	$51,298,249	$51,940,788	$52,236,472	$57,288,767	$5,347,979	10.3%
Capital Projects	$53,254,227	$11,124,146	$139,392,953	$28,341,610	$17,217,464	154.8%
Transportation	$743,654	$7,052,536	$7,052,536	$9,450,122	$2,397,586	34.0%
Education	$210,991,412	$212,180,737	$213,434,871	$223,634,999	$11,454,262	5.4%
Food Service	$9,265,917	$9,252,193	$9,252,193	$9,722,292	$470,099	5.1%
Subtotal - Appropriated Expenditures	$428,750,219	$407,460,709	$540,941,891	$449,888,787	$42,428,078	
Transfers Out	$131,418,619	$125,881,459	$128,516,677	$141,385,819	$15,504,360	12.3%
TOTAL EXPENDITURES - All Funds	**$560,168,838**	**$533,342,168**	**$669,458,568**	**$591,274,606**	**$57,932,438**	**10.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$243,664,168	$254,111,644	$251,953,857	$266,593,135	$12,481,491	4.9%
Operating (other than debt service)	$77,271,146	$87,559,296	$97,395,789	$95,588,124	$8,028,828	9.2%
Debt Service	$51,298,249	$51,908,788	$52,204,472	$57,256,767	$5,347,979	10.3%
Capital	$56,516,657	$13,880,981	$139,387,773	$30,450,761	$16,569,780	119.4%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$428,750,220**	**$407,460,709**	**$540,941,891**	**$449,888,787**	**$42,428,078**	**10.4%**

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FY 2013 Budget Strategy

The Budget Strategy provides a discussion about the development of and the underlying assumptions within the FY 2013 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2013 Adopted Budget.

Building the Budget – Revenues

Overall, General Fund revenues other than transfers in are projected to increase by $4.3 million when compared to the FY 2012 Adopted Budget. A portion of this increase is due to adjustments relating to unexpected increases that occurred at the end of FY 2011, after the FY 2012 budget had been adopted. The FY 2013 Budget assumes increases in the real and personal property tax rates to partially offset declines in property values. It also assumes an increase in the business license tax threshold and changes to fees for returned checks, ambulance transports, and for certain Refuse Management and Parks and Recreation services.

Reassessment of Real Property

Real property is assessed every two years in Spotsylvania. 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 taxes used to pay for local government services and programs are distributed equitably among all real property owners. Prior to the January 2012 update of real property values, the last assessment was completed in January 2010. The overall impact of the 2012 reassessment on Spotsylvania's assessed values when compared to the 2011 land book is a decline of 3.6%. Overall, residential property values decline by 1.7% while commercial values decline by 10.0%.

Equalized Rate – When properties are reassessed, the Code of Virginia requires the County to calculate and advertise the equalized tax rate. The equalized rate is the tax rate that, when applied to the new assessed values less new construction, yields 101% of the revenue that the prior year's tax rate yielded on the prior year assessed value. For 2012, the equalized rate is $0.90 per $100 of assessed value, with each penny yielding approximately $1.2 million.

Real Property Tax Rate Set at Less Than Equalized Rate

The FY 2013 Budget includes a real property tax rate of $0.88 per $100 of assessed value – two cents less than the equalized rate. Statistics related to changes in residential and commercial tax bills for 2012 at both the equalized and adopted rates are shown in the table on the following page.

Comparing 2011 and 2012 Real Property Tax Bills

Equalized Rate = $0.90

Residential Summary ($0.90)

BILLS

44.2% of residential property taxpayers will see no change or decrease in bill at $0.90 rate

Of this 44.2% ...

- 51.3% will see decrease of $0 - $49
- 17.0% will see decrease of $50 - $99
- 10.7% will see decrease of $100 - $149
- 11.5% will see decrease of $150 - $249
- 9.5% will see decrease of $250 +

55.8% of residential property taxpayers will see increases in their bills

Of this 55.8% ...

- 12.6% will see increase of $1 - $5
- 4.7% will see increase of $6 - $10
- 8.8% will see increase of $11 - $20
- 17.3% will see increase of $21 - $50
- 14.0% will see increase of $51 - $100
- 17.7% will see increase of $101 - $200
- 21.0% will see increase of $201 - $500
- 3.8% will see increase of $501 +

Commercial Summary ($0.90)

BILLS

83.7% of commercial property taxpayers will see no change or decrease in bill at $0.90 rate

Of this 83.7% ...

- 46.1% will see decrease of $0 - $199
- 22.6% will see decrease of $200 - $499
- 19.0% will see decrease of $500 - $1499
- 12.3% will see decrease of $1500 +

16.3% of commercial property taxpayers will see increases in their bills

Of this 16.3% ...

- 43.8% will see increase of $1 - $150
- 14.1% will see increase of $151 - $300
- 11.1% will see increase of $301 - $500
- 12.2% will see increase of $501 - $1000
- 4.8% will see increase of $1001 - $1500
- 3.7% will see increase of $1501 - $2000
- 10.3% will see increase of $2001 +

Adopted Rate = $0.88

Residential Summary ($0.88)

BILLS

56.4% of residential property taxpayers will see no change or decrease in bill at $0.88 rate

Of this 56.4% ...

- 51.1% will see decrease of $0 - $49
- 15.6% will see decrease of $50 - $99
- 10.0% will see decrease of $100 - $149
- 12.9% will see decrease of $150 - $249
- 10.4% will see decrease of $250 +

43.6% of residential property taxpayers will see increases in their bills

Of this 43.6% ...

- 14.2% will see increase of $1 - $5
- 7.6% will see increase of $6 - $10
- 8.5% will see increase of $11 - $20
- 14.3% will see increase of $21 - $50
- 11.6% will see increase of $51 - $100
- 19.1% will see increase of $101 - $200
- 21.6% will see increase of $201 - $500
- 3.2% will see increase of $501 +

Commercial Summary ($0.88)

BILLS

92.2% of commercial property taxpayers will see no change or decrease in bill at $0.88 rate

Of this 92.2% ...

- 43.7% will see decrease of $0 - $199
- 20.8% will see decrease of $200 - $499
- 21.1% will see decrease of $500 - $1499
- 14.4% will see decrease of $1500 +

7.8% of commercial property taxpayers will see increases in their bills

Of this 7.8% ...

- 52.8% will see increase of $1 - $150
- 10.6% will see increase of $151 - $300
- 10.0% will see increase of $301 - $500
- 4.4% will see increase of $501 - $1000
- 3.3% will see increase of $1001 - $1500
- 5.0% will see increase of $1501 - $2000
- 13.9% will see increase of $2001 +

Personal Property

Each year, County vehicle values are assessed based on 50% of the clean retail value from the National Automobile Dealers Association (NADA) guide. The business furniture and equipment portion of personal property is valued with a depreciation schedule applied to the original cost of the item. Changes in the NADA guide values can vary widely from one year to the next. For example, application of the new NADA values resulted in the 2009 assessed value of all vehicles being 21% less than the 2008 assessed values. Then, when the updated NADA values were applied in 2010, the change in value was less than 1%.

The 2012 NADA update yielded a 5.9% decline in values, resulting in an equalized personal property tax rate of $6.65 for personal property other than business furniture and equipment. New and newer vehicles added to the tax rolls in the early months of 2012 partially offset the NADA decline, and allowed the 2012 tax rate on vehicles to be set at $6.37 – 28 cents less than the equalized rate.

Business License Taxes

Business license taxes are levied on entities doing business within the County and are in the form of fixed fees or a percentage of gross receipts. Spotsylvania's threshold for business license taxation is currently $200,000, and the tax applies to gross receipts greater than $50,000. During the FY 2013 Budget deliberations the Board of Supervisors expressed the desire to increase the threshold from $200,000 to $750,000. The revenue included in the FY 2013 Budget is $300,000 less than is estimated in FY 2012 due to the impending increase in the threshold.

User Fee Adjustments

To help offset the approximately $2.4 million reduction in real estate tax revenue resulting from the tax rate being set at two cents less than the equalized rate, user fees for certain programs and services are planned to increase. Public hearings will be necessary prior to the fees being formally changed, but the FY 2013 Budget assumes increases to fees for:

- returned checks;
- basic life support and advanced life support ambulance transports;
- fire hydrant and fire lane parking citations, fireworks display permits, and special fire inspection fees;
- disposal of construction and demolition debris, tires, appliances, and gas cylinders;
- community center and picnic shelter user fees;
- leisure class/camp and sports camp fees;
- pool passes; and
- youth football, baseball and softball registration fees.

Municipal solid waste fees for commercial users are planned to decrease. A reduction in these "tipping" fees to align with fees at neighboring facilities is expected to increase revenue by $586,000 because it is expected that additional commercial users will begin dumping Spotsylvania-generated refuse at the County's landfill instead of trucking it elsewhere. While

this will affect the landfill development schedule, due to lower than expected refuse acceptance rates in recent years, the County's landfill has more than 40 years of capacity; a greater length of time than projected in the last Solid Waste Management Plan.

State Revenue

With the exception of Social Services, revenue from the State is expected to remain relatively unchanged for FY 2013 based on the General Assembly's budget for the 2012 – 2014 biennium. A reduction of $1.7 million in Social Services revenue is anticipated in FY 2013 due to a change in the Head Start and Day Care funding. Previously paid by the County and partially reimbursed by the State, beginning in FY 2013, these expenditures will be paid directly by the State to clients, resulting in a reduction of State reimbursement revenue.

For the past four years, the State has required localities to send a portion of State aid back to the State. Spotsylvania has returned a total of $1.9 million from FY 2009 through FY 2012. Statewide, the total returned was $50 million in FY 2009 and FY 2010 and was $60 million in FY 2011 and FY 2012. The State's new budget calls for the statewide amount to decline to $50 million in FY 2013 and $45 million in FY 2014. This change will decrease the amount Spotsylvania returns in FY 2013 by $144,719.

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, within the past 10 years, the Board began setting aside 10% of annual real property, personal property, business license, meals and sales taxes from the Cosner's Corner, Harrison Crossing, Lee Hill East, and Lee Hill West developments for transportation purposes. These funds are known as "set-asides". The combined transfer of decal fee and set-aside revenues funded the vast majority of transportation expenditures 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% 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 necessary to pay the deferred PRTC and VRE subsidies in FY 2013, the remaining fuel tax revenue was sufficient in FY 2011 and FY 2012 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 and in FY 2012.

Photo credit: Virginia Railway Express

Staff estimates Spotsylvania's FY 2013 fuel tax revenue to be $3.4 million. When combined with approximately $700,000 from the Transportation Fund balance, the projected fuel tax revenue is sufficient to pay all FY 2013 transportation operating expenditures. Consequently, the transfer of $3.2 million in decal and set-aside revenue is suspended again in FY 2013. The suspension allows this $3.2 million to remain in the General Fund to help balance the FY 2013 Budget.

When the County joined VRE in 2010, the agreement called for the multi-year deferral of the County's annual payments to VRE and PRTC. Specifically, our payments for FY 2010, FY 2011, and half of FY 2012 were deferred until the beginning of FY 2013. PRTC holds the fuel tax revenue for all jurisdictions until the funding is claimed with supporting documentation to validate that the funding is truly going for transportation expenditures. In addition to the $3.4 million noted above, we will claim and recognize $2.4 million of accumulated prior year fuel tax revenue in FY 2013 to pay the deferred subsidies. This $2.4 million is a one-time increase to budgeted revenues and to budgeted expenditures in the Transportation Fund.

Use of the Fund Balance

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

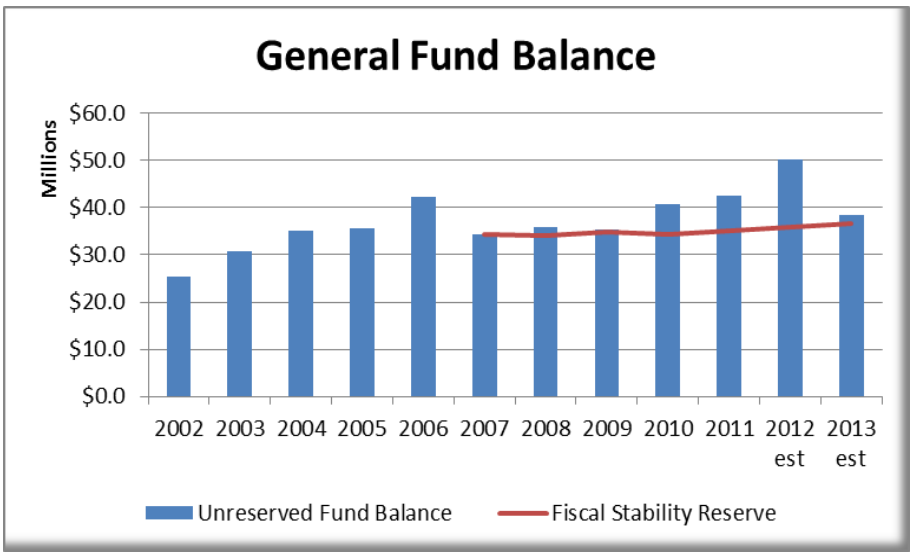
At the end of FY 2012, the fund balance is expected to exceed the required 10% Fiscal Stability Reserve guideline by $14.3 million, the vast majority of which will be needed to fund non-recurring expenditures in FY 2013.

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

To minimize the financing necessary for capital projects and to limit added debt service for FY 2013, the Adopted Budget assumes the use of $8.4 million of the fund balance to fund capital projects that otherwise would have been financed. In addition, excess fund balance will be used for economic development marketing and incentives, Fire/Rescue overtime, and various other one-time costs listed on the following page.

FY 2013 Use of General Fund Balance	
School bus replacements	$2,650,074
School capital maintenance	$2,057,477
School technology projects	$2,016,553
Economic development marketing consultant and incentives	$876,000
Fire/Rescue overtime	$599,894
Refuse replacement equipment	$520,000
Release of Schools' prior year holdback	$481,990
Fiber network capital project	$440,000
Replacement software/equipment	$319,623
Financial system hardware capital project	$300,000
GIS aerials and planning	$298,048
Website upgrade capital project	$275,000
Replacement vehicles	$184,586
Information Services consulting	$175,000
Railway improvements	$149,500
Assessment contingency	$100,000
Pavement repairs at 3 refuse collection sites	$72,275
Space needs/design study capital project	$70,000
Generator monitoring	$50,988
Civil War battle re-enactment	$50,000
Salary study	$41,000
Replacement Fire/EMS equipment capital project	$90,000
General Fund revenues in excess of expenditures (add to fund balance)	-$75,316
Total	**$11,742,692**

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



"The 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

A narrative on revenues for all funds begins on page 79.

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

Changes in General Estimates	
Personal Property Tax (including delinquencies)	$3.1
Local Sales and Communication Sales Taxes	$1.0
Public Service Corporation Taxes	$0.3
Meals Tax	$0.6
Refuse Disposal Fees	$0.6
Recordation and Grantors Taxes	$0.4
Consumer Utility Tax	$0.2
Interest Earnings	$0.2
Social Services & CSA	($1.8)
Business License Tax	($0.3)
Real Property Tax (including delinquencies)	($0.1)
Other Miscellaneous Revenues	$0.5
Subtotal	$4.7
Change in Transfer from Capital Projects	$5.9
Change in Use of Benefits Reserve	($0.3)
Change in Use of Fund Balance	$11.1

	$ in millions
FY 2013 Adopted Budget – Revenue (General Fund)	**$244.1**

Building the Budget – Expenditures

Constraints, Commitments and Opportunities

In addition to maintaining many of the budget reductions made during the past five years, the FY 2013 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 $0.2 million in FY 2013.

- Health insurance rates are expected to increase by 5.6% with the employee/employer cost sharing being adjusted such that employees pay no more in FY 2013 than they paid in FY 2012. Health insurance costs are increased by $448,549 in the FY 2013 Budget.

- The County's Virginia Retirement System (VRS) group life insurance rate will increase in FY 2013 at a cost of $257,209. This cost also includes the cost of picking up the employees' VRS life insurance premium cost for the first time in FY 2013.

- Each VRS-eligible employee is required to contribute 5% of his/her annual salary to VRS for retirement benefits. Historically, Spotsylvania and other localities have paid this contribution on behalf of their employees. Beginning in FY 2013, the General Assembly will require localities to start shifting the cost of the employees' share of VRS premiums to employees such that in five years, the full 5% must be paid by the employees. New State law mandates that the percentage contribution shifted to employees be offset by a commensurate percentage increase in salary. $99,501 is added to the FY 2013 Budget to cover the net added costs of this mandate whereby County employees eligible for VRS will receive a 1% pay increase and will be required to pay 1% of the 5% employee VRS contribution effective July 1, 2012. Additionally, VRS retirement costs are increasing by $665,239 due to an increase in the County's VRS rate.

- 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. Approximately $800,000 in additional funding is budgeted in FY 2013 for vehicle replacements.

- Fuel and utilities costs are expected to increase by approximately $300,000.

- On-going maintenance and technology contracts are anticipated to increase by approximately $500,000.

- A reduction of $1.7 million in Social Services is anticipated in FY 2013 due to a change in the Head Start and Day Care funding. Previously paid by the County and partially reimbursed by

the State, beginning in FY 2013, these expenditures will be paid directly by the State to clients, resulting in a reduction of both County Expenditures and State reimbursement.

- A reduction of $700,000 in Comprehensive Services Act (CSA) expenditures is anticipated in FY 2013 based on expenditure trends in FY 2012.

- Purchase of the Community Development and Social Services building at Courthouse Village in FY 2012 negates the need for lease payments in FY 2013. As such, there is an approximate $500,000 reduction in the budget for facility leases.

Commitments and Opportunities – In addition to the increases experienced in typical operating costs, regional and County-wide commitments are also impacting the FY 2013 Recommended Budget.

- For the fifth year in a row, no funding is available to provide merit increases to employees. However, approximately $900,000 is included in the General Fund in FY 2013 for a 2% Cost of Living Adjustment (COLA) for employees effective July 1, 2012. The COLA applies to employees earning less than $91,000 per year and is in addition to the 1% pay increase mandated to help offset the 1% VRS contribution employees will begin paying effective July 1. Those employees earning $91,000 and above will receive no COLA in FY 2013.

- There is a $6.1 million increase in existing debt service in FY 2013. The majority of this increase ($5.9 million) is a one-time increase associated with the payoff of Fire/Rescue bonds that were initially issued in 2003, and which were refinanced through a bond issuance at the beginning of FY 2012. At that time, proceeds to pay off the original bonds were deposited in escrow for the purpose of making this $5.9 million payment. That escrow will fall to the General Fund balance at the close of FY 2012 to be used in FY 2013 to make the debt service payment.

- Aside from the payoff of the Fire/Rescue bonds, there is **no new General Fund debt service** in FY 2013. As discussed previously, accumulated General Fund balance that is above the 10% Fiscal Stability Reserve guideline will be transferred to the Capital Projects Fund and the School Capital Projects Fund to avoid debt financing for the FY 2013 general capital projects. However, $5 million in bonds is expected to be issued for the VRE Station/Parking Area project, and will increase Transportation Fund debt service by approximately $475,000.

- The County will continue its partnerships with regional agencies in FY 2013. Contributions to the regional jail and juvenile detention center increase by a total of approximately $718,000. While this increase is partly related to increases in operating and debt service costs at these facilities, it is also due to an increase in Spotsylvania's usage of each facility.

- Simultaneous to the FY 2013 Budget deliberations, the Board approved Fire/Rescue Option 1 which is a plan phased over FY 2012 – FY 2014 to provide additional staffing resources to reduce coverage gaps at existing Fire/Rescue stations and staff the new, to-be-constructed Station 11. Once all phases are implemented, a total of 55 new Fire/Rescue positions will have been added, of which 53 are Firefighter/Medics – 35 for existing stations and 18 for Station 11. The FY 2013 implementation cost of Fire/Rescue Option 1 totals $2.2 million.

- All fiscal policy guidelines are maintained as part of the FY 2013 Adopted Budget.

Other Adjustments

A net of 13 new full-time positions is added to the FY 2013 Adopted Budget; 12 new General Fund positions and 1 Utilities Fund position. Additionally, two positions were removed in exchange for the addition of two other positions. A listing of the new and deleted full-time positions is shown below, beginning with the positions that were exchanged.

2 Full-Time Positions Exchanged:

- 1 GIS Application & Database Administrator is deleted and replaced with an Information Services Operations Manager to address the need for additional oversight of day-to-day operations and critical back office projects to ensure a sustained state of service delivery to users and citizens
- Utilities Fund - 1 Plant Operator II (FMC) is deleted and replaced with a Utilities Laboratory Supervisor to provide oversight of lab staff and the new requirements necessary to maintain certification

13 New Full-Time Positions for All Funds; 12 Specific to General Fund:

- 9 Firefighter/Medics hired January 1, 2013 as part of Fire/Rescue Option 1 to reduce over- time and provide additional resources to reduce coverage gaps
- Conversion of the part-time Sign Coordinator to full-time due to increased workload
- 1 Senior Social Worker (Adult Services) to address increasing caseload and meet compliance with required response times. The National Adult Protective Services Association recommends a caseload of 25 per worker; current caseload is 40 per worker
- 1 Economic Development Office Technician to relieve professional staff of administrative duties and enable them to focus on higher level priorities
- Utilities Fund - 1 Utilities Safety/Loss Prevention Officer to develop processes, provide training and monitor compliance of health & safety regulations, ensuring compliance with Homeland Security, EPA and FEMA requirements

In addition to the positions outlined on the previous page, there are seven approved positions which were unfunded or partially unfunded in FY 2012 but which are now fully or partially funded in the FY 2013 Adopted Budget:

- *Full-Year Funded in FY 2013* – Victim/Witness Assistant Director, Four Firefighter/Medics for Company 4, and IS Application Analyst; and

- *Half-Year Funded in FY 2013* – Procurement Officer II.

Transfers to Other Funds

Schools – The base local transfer to the Schools' operating funds is maintained at the same level as in the FY 2012 Adopted Budget, $114.8 million. In addition to the base, level-funded transfer, the School Board requested release of $481,990 in FY 2013 available from prior year unappropriated "hold back" funding. In sum, this $115.3 million transfer to the Schools' operating fund is $69.5 million more than the minimum transfer legally required by the State to meet Standards of Quality (SOQs). Additionally, a one-time transfer of $6.7 million is budgeted from the General Fund balance to the Schools Capital Projects Fund to eliminate the need to borrow new money for Schools capital projects in FY 2013. Use of the fund balance results in avoidance of new debt service of just under $1.0 million for Schools in FY 2013. Long-term interest savings to the Schools is estimated at $2.0 million.

Economic Development Opportunities (EDO) Fund – A total of $0.9 million is transferred from the General Fund balance to the EDO Fund to provide funds for economic incentives and for consulting fees. Of this amount, $750,000 is expected to fund marketing consulting and implementation of marketing recommendations over the next three years. Additionally, $126,000 is needed to cover EDO operating expenses because the EDO Fund balance is insufficient to fund these expenses.

Transportation – As in FY 2011 and FY 2012, the $3.2 million transfer of decal fee revenue and set-aside revenue is maintained in the General Fund in FY 2013.

Capital Projects Fund – Consistent with fiscal policy guidelines, a transfer from the General Fund to the Capital Projects Fund is budgeted at $5.0 million. Fiscal policies state that the County's goal of budgeting pay-as-you-go (cash) funding for capital projects will be equal to 5% of General Fund revenue (excluding other obligated transfers), with a minimum of 3% 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%, with an additional 0.25% to be added each year thereafter. In FY 2013, the transfer is budgeted at 2.25% of General Fund revenues.

Additionally, a one-time transfer of $1.7 million is transferred from the General Fund balance to the Capital Projects Fund to eliminate the need to borrow new money for general capital projects in FY 2013. Use of the fund balance avoids $0.3 million in new debt service for FY 2013. Over the typical financing term we would use for these types of projects, the interest savings to the County is projected at $0.3 million.

Code Compliance - Fees for reviews, permits and inspections provided by the County's Building and Zoning offices are currently set at a level that is meant to recover 80% of the County's costs to provide services other than those deemed core or basic services. For FY 2013, a transfer of approximately $1.0 million will occur from the General Fund to the Code Compliance Fund for core and basic services provided by the Building and Zoning offices. Additionally, because fees are adopted at 80% of the County's costs, a transfer of $753,000 is required from the General Fund to cover the shortfall from fee revenues. This $753,000 is a 113% increase over the $353,000 transfer related to the shortfall from fee revenues included in the FY 2012 Budget.

	$ in millions
FY 2012 Adopted Budget – Expenditures (General Fund)	**$222.7**
Mandated services[1] (38.2%)	$85.0
Commitments[2] (40.4%)	$90.0
Other services (21.4%)	$47.7
	$222.7

Changes in Constraints	
Health Insurance & VRS	$1.5
Vehicle Replacements	$0.8
On-Going Maintenance & Technology Contracts	$0.5
Fuel & Utilities	$0.3
Head Start, Day Care, & CSA	($2.4)
Facility Lease Costs	($0.5)
Subtotal Changes	$0.2
Changes in Commitments	
Employees – 2.0% COLA for employees earning less than $91,000	$0.9
Regional Jail & Juvenile Detention	$0.7
Net increase Debt Service	$6.1
Fire/Rescue Option 1 – (includes 9 New Firefighter/Medic positions)	$2.2
Subtotal Changes	$9.9
Other Adjustments	
Addition of 3 New Full-time Positions & 3.47 Part-time FTE's	$0.3
Full Year Funding of 6 Positions Previously Funded for Half Year	$0.4
Half Year Funding of 1 Previously Unfunded Position	$0.0
Subtotal Changes	$0.7
Changes in Transfers	
Transfer to Economic Development Opportunities Fund	$0.8
Transfer to Code Compliance	$0.4
Transfer to Capital Projects	$2.2
Transfer to School (Capital Projects & Operating)	$7.2
Subtotal Changes	$10.6

	$ in millions
FY 2013 Adopted Budget – Expenditures (General Fund)	**$244.1**

[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.

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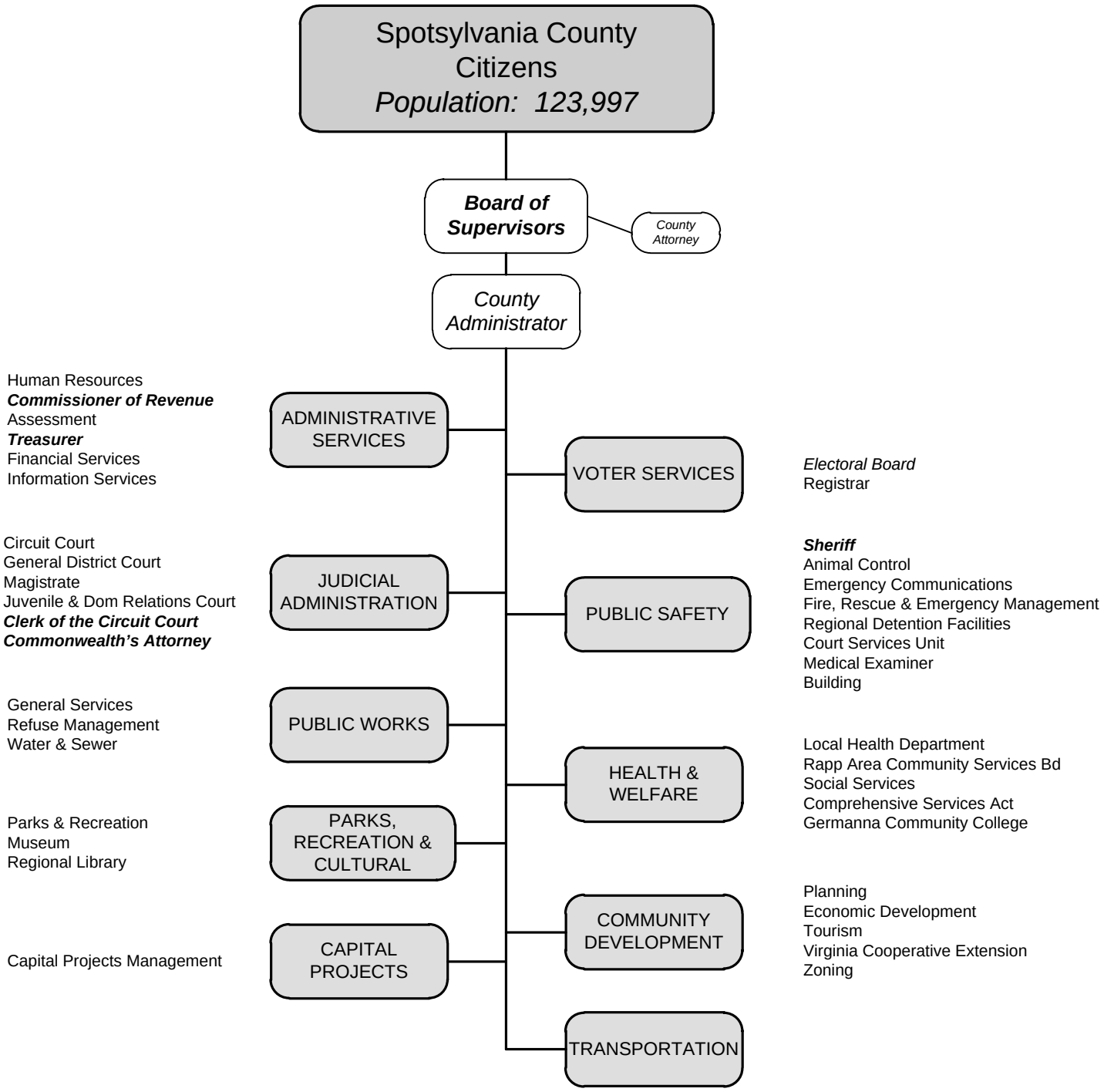
County Organization by Function

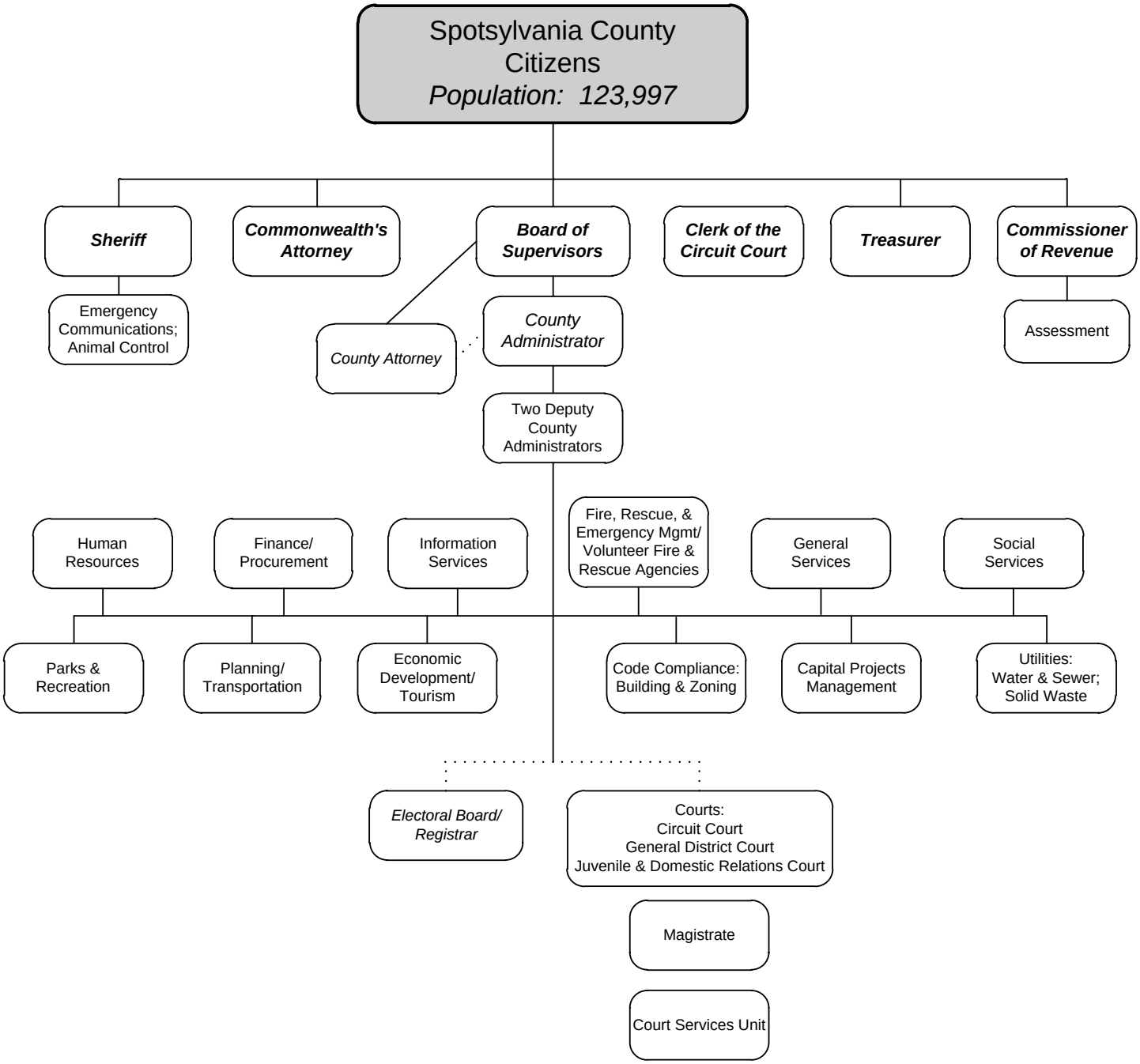


LEGEND

Elected Official/Constitutional Officer

Appointed Official

County Organization by Departments



LEGEND

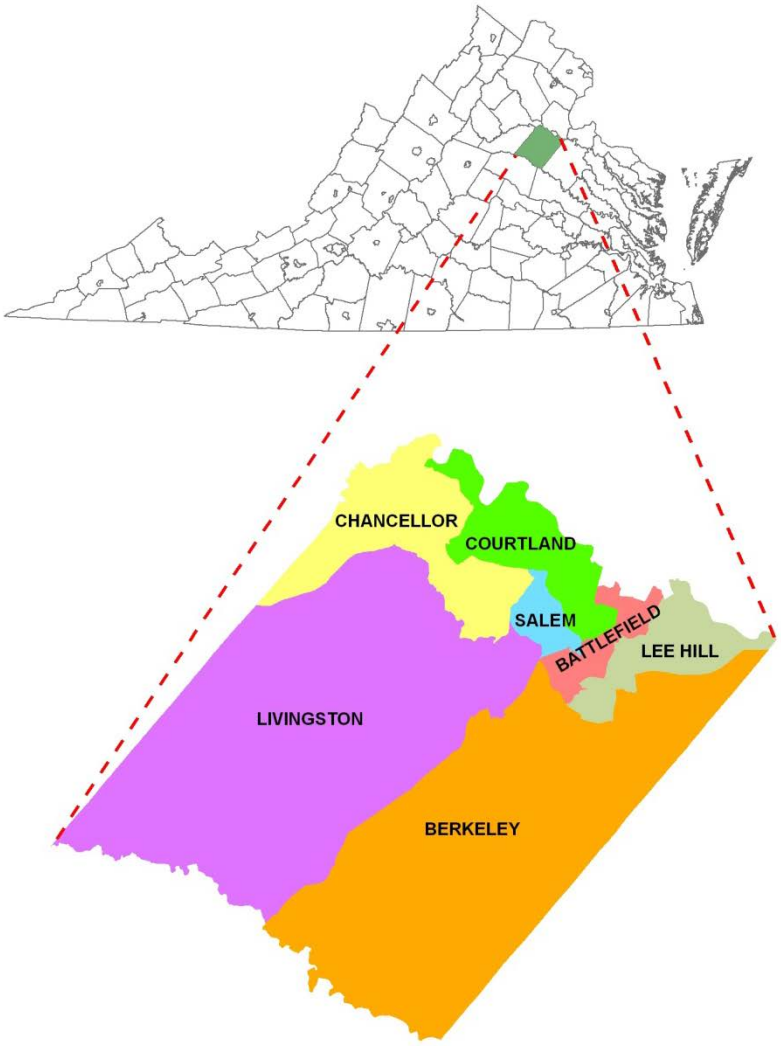
Elected Official/Constitutional Officer

Appointed Official

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.



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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 fees 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 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(☙)	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	$406,434		
	☙ County Administration	901,261		
	☙ County Attorney	789,455		
	☙ Non-Departmental	1,685,168		
	Administrative Services			
	☙ Commissioner of the Revenue	1,386,224		
	☙ Assessment	851,741		
	☙ Treasurer	1,723,094		
	☙ Financial Services	1,901,322		
	☙ Human Resources	747,202		
	☙ Information Services	5,411,589		
	Voter Services			
	☙ Electoral Board/Registrar	319,808		
	Judicial Administration			
	☙ Circuit Court	209,588		
	☙ General District Court	25,180		
	☙ Magistrates	36,688		
	☙ Juvenile Court	38,007		
	☙ Clerk of the Circuit Court	1,517,891		
	☙ Commonwealth's Attorney	2,069,646		
	Public Safety			
	☙ Sheriff	19,656,627		
	☙ Fire/Rescue/Emergency Mgmt.	16,609,269		
	☙ Regional Detention Facilities	6,199,716		
	☙ Court Services Unit	258,063		
	☙ Medical Examiner	1,500		
	Public Works			
	☙ General Services (Bldg & Grounds)	4,826,760		
	☙ Refuse Management	4,041,334		

Fund Type	Fund/Function/ Department(☙)	Annual Appropriations *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
Governmental (continued)	**Health & Welfare**			
	☙ Local Health Department	$647,569		
	☙ Rapp'k Area Comm. Srvcs. Bd.	270,636		
	☙ Social Services	8,460,989		
	☙ Comprehensive Services Act	7,113,425		
	☙ Community Colleges	214,606		
	Parks, Recreation & Cultural			
	☙ Parks & Recreation	2,906,050		
	☙ County Museum	60,549		
	☙ Regional Library	3,986,678		
	Community Development			
	☙ Planning	1,054,626		
	☙ Economic Development	784,452		
	☙ Tourism	652,126		
	☙ Extension Agents	159,544		
	☙ Community Develpmnt Admin	10,472		
	Debt Service	14,699,100		
	GENERAL FUND TOTAL	**$112,634,389**		
	Capital Projects Fund:		✓	
	Capital Projects			
	☙ Capital Projects Management		$323,745	
	☙ Capital Projects		21,293,761	
	CAPITAL PROJECTS FUND TOTAL		**$21,617,506**	
	Economic Development Opp. Fund:	✓		
	Community Development	$1,072,962		
	EDO FUND TOTAL	**$1,072,962**		
	Fire-EMS Fee Fund:			✓
	Public Safety			$0
	FIRE-EMS FEE FUND TOTAL			**$0**
	Code Compliance Fund:	✓		
	Community Development			
	☙ Zoning	$1,317,747		
	Public Safety			
	☙ Building	1,824,266		
	CODE COMPLIANCE FUND TOTAL	**$3,142,013**		

Fund Type	Fund/Function/ Department(☙)	Annual Appropriations *(Budget lapses at end of year)*	Annual Appropriations *(Budget does not lapse at end of year)*	Funds with No Appropriations
Governmental (continued)	**Transportation Fund:**	✓		
	Transportation	$12,932,422		
	TRANSPORTATION FUND TOTAL	**$12,932,422**		
	School Operating Fund:	✓		
	Education	$252,052,436		
	SCHOOL OPERATING FUND TOTAL	**$252,052,436**		
	School Food Service Fund:	✓		
	Food Service	$9,722,292		
	SCHOOL FOOD SERVICE FUND TOTAL	**$9,722,292**		
	School Capital Projects Fund:		✓	
	Capital Projects		$6,724,104	
	SCHOOL CAP. PROJECTS FUND TOTAL		**$6,724,104**	
Proprietary	**Joint Fleet Maintenance Fund:**	✓		
	Transportation	$2,339,177		
	JOINT FLEET MAINT. FUND TOTAL	**$2,339,177**		
	Utilities Operating Fund:	✓		
	Public Works			
	☙ Water & Sewer	$29,990,663		
	UTILITIES OPERATING FUND TOTAL	**$29,990,663**		
	Utilities Capital Projects Fund:		✓	
	Public Works			
	☙ Capital Projects		$0	
	UTILITIES CAP. PROJ. FUND TOTAL		**$0**	
	APPROPRIATION TOTAL – ALL FUNDS	**$452,227,964**		

For budgetary reporting purposes, the County uses a modified accrual basis of accounting on all County funds. Governmental fund accounts are maintained and reported annually on the modified accrual basis of accounting, recognizing revenues when measurable and available, and expenditures when the related services or goods are received and the liability is incurred. Proprietary fund accounts are maintained and reported annually using full accrual basis of accounting, recognizing revenues in the period in which the service is provided, and expenses in the period in which the expenses are incurred, regardless of the timing of cash flows.

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Fiscal Policy Guidelines

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

I. *FINANCIAL PLANNING POLICIES*

A. BALANCED BUDGET –

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

B. LONG-RANGE PLANNING

1. Multi-Year Forecasts

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

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

2. Capital Improvement Budget Policies

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

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

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

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

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

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

3. Investment Policies - Listed below are the objectives from the Statement of Investment Policies adopted by the Board of Supervisors on December 13, 2011.

a. All investments shall be in compliance with the Code of Virginia Sections §2.2-4400 et seq. and §2.2-4500 et seq.

b. The cash management and investment activities of the County shall be conducted in a manner which is consistent with prevailing prudent business practices which may be applied by other public organizations of similar size and financial resources.

c. The Investment Portfolio will be managed to accomplish the following fundamental goals:

i. Safety of Principal - The single most important objective of the investment program is the preservation of principal of those funds within the Investment Portfolio.
ii. Maintenance of Liquidity - The Investment Portfolio will be managed at all times with sufficient liquidity to meet all daily and seasonal needs, as well as to fund special projects and other operational requirements which are either known or which might reasonably be anticipated.
iii. Maximizing Return - The Investment Portfolio shall be managed to maximize the return on investments within the context and parameters set forth by the safety and liquidity objectives above.

The County Treasurer is responsible for all County investments. The complete detailed investment policy is available on the County Website at http://www.spotsylvania.va.us/content/2614/147/2744/221/default.aspx

4. Other Post Employment Benefits (OPEB) Funding Policy

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

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

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

C. ASSET INVENTORY

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

II. *REVENUE POLICIES*

A. REVENUE BUDGETS

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

B. FEES AND CHARGES

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

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

D. USE OF UNPREDICTABLE REVENUES

1. Proffer Policy

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

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

III. *EXPENDITURE POLICIES*

A. DEBT CAPACITY, ISSUANCE AND MANAGEMENT

1. The County will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues except where approved justification is provided.
2. When the County finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. The County will plan its tax-supported bond sales such that it will maintain compliance with its adopted debt policy. Target debt ratios will be annually calculated and included in the review of financial trends.
   a. Net debt as a percentage of estimated market value taxable should not exceed 3% - 4%.
   b. The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% - 12%.
   c. The County's 10-year tax-supported debt and lease payout ratio should be maintained at or above 60% at the end of each adopted five-year CIP. The payout ratio shall be no less than 55% in any one year during that period.
4. The County's goal is to budget an amount of equity (pay-as-you-go) funding for capital projects equal to 5% of General Fund revenues (less obligated transfers), with a minimum level of 3%. In order to achieve this goal, the County will, beginning with the fiscal year 2008 budget, increase the amount of general fund equity for capital projects in each year. For 2008 the level will be set at 1% with an additional one-quarter percent added each year thereafter.
5. The County will maintain regular and good communications with the bond rating agencies about its financial condition and will provide requested information in a timely manner. The County will follow a policy of full disclosure on every financial report and in Official Statements related to bond issues.

6. The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt.
   a. Where feasible, the County will use special assessment, revenue or other self-supporting bonds instead of general obligation bonds. However, any special assessment district/community development authority/tax increment district, either individually or when considered in aggregate with previously approved special districts/authorities, shall not have a negative impact upon the County's debt capacity or credit rating. Any such special assessment district/community development authority/tax increment district debt issuance authorized by the County wherein the County is in no way legally responsible for the repayment of the debt shall be considered as overlapping debt of the County.
   b. In order to protect the County's long term fiscal stability and credit standing, the total aggregate outstanding amount of special assessment district/community development authority/tax increment district debt should not exceed 1% of the total assessed value of taxable property within the County during any year of the County's 5 year CIP.
   c. Exceptions to this policy may be made if the projects to be financed directly replace capital projects in the current CIP. Toll Road or other forms of revenue bonds supported solely by user fees will not be included in the definition of overlapping debt.
   d. The County's preference is to have special district debt retired as rapidly as possible, but in no case shall the maturity of such debt extend beyond 30 years.

B. DEBT REFERENDUM POLICY

1. All new facility construction projects or acquisitions that exceed available budgeted funds shall be subject to voter referendum, unless financed through revenue-supported mechanism (i.e., water/sewer revenue bonds).
2. Cash expenditures are authorized for reasonable related expenses in preparation for a referendum. These expenditures may include preliminary architectural and engineering design work needed to provide the County citizens adequate details on the referendum issue.
3. Voter referendums shall coincide with the General Election.
4. The Board of Supervisors, by a majority vote at a regularly scheduled meeting, may waive the referendum requirement, to the extent allowed by law, to meet a critical health and/or public safety need, in conjunction with a court order, or to realize an economic benefit to the County.

C. Reserve or Stabilization Accounts

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

D. Operating/Capital Expenditure Accountability

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

IV. OTHER FUND POLICIES

A. UTILITIES FUND POLICIES

1. The County will maintain Utilities Fund financial independence from General Fund by:
   a. Issuing Revenue Bonds for the Utilities Enterprise Fund in lieu of General Obligation Bonds, and
   b. Avoiding the need for any General Fund revenues for Utility operations and debt service.
2. The County will set fees and user charges at a level that fully supports the total direct and indirect costs of the activity. Indirect costs may include the costs of annual depreciation of capital assets.
3. The County will maintain a Utilities Fund Balance of at least 100% of the average for the last three years of total revenues. Total revenues are defined as all revenues including user fees and availability fees. Fund Balance is defined as "Equity in Pooled Cash and Investments" from the schedule of net assets for the Utility Fund in the Comprehensive Annual Financial Report (CAFR).
4. Target net revenues after operational expenditures to be at least 1.3 times debt service requirements. The excess revenues will be available to first maintain the Utilities Fund Balance and second to cash fund future Utilities capital projects.
5. The County will work toward reducing the reliance on availability fee revenue for operations and debt service by increasing total operating revenues (which do not include availability fees) for the utility fund over the next five years (the fifth year being FY 2015) to a level that will support 100% of operational expenditures and 100% of debt service costs of the Utilities Fund. The level of all fees and charges for the Utility Fund will be set such that the County meets its legal requirements under any revenue bond documents.
6. In addition, in FY 2015, the County will evaluate a policy goal of total operating revenues supporting a percentage of depreciation.

B. CODE COMPLIANCE FUND POLICIES

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

When annual revenues are not sufficient to cover annual expenditures, this fund balance will be the first source used to cover deficits.

C. VIRGINIA RAILWAY EXPRESS (VRE) FUNDING POLICIES

1. Revenues and expenses related to VRE and Potomac and Rappahannock Transportation Commission (PRTC) membership will be accounted for in the Transportation Fund. Revenues from the 2.1% fuel tax and the related PRTC administrative fees will be included in the Transportation fund using estimates provided by PRTC, while the VRE subsidy costs will be budgeted using estimates provided by VRE.
2. Fuel tax revenues will be allocated to the following expenses in the following order:
   a. Payment of administrative fees to PRTC
   b. Payment of subsidy to VRE
   c. Reservation of 10% of estimated fuel tax revenues to guard against fluctuations between estimated and actual revenues
   d. Payment of debt service on bonds issued for transportation projects
   e. Other transportation expenses as determined by the Board of Supervisors after all other dedicated expenses noted above have been covered
3. Although accounted for in the County's financial records, the fuels tax is held by the PRTC and therefore use of those revenues for payment of VRE, PRTC and other transportation purposes requires adoption of a resolution by the Board of Supervisors.

Financial policies adopted by Board of Supervisors on March 24, 1992.
Added Utilities Fund policies June 12, 2001
Revised Utilities Fund policies on August 10, 2004
Added Debt Referendum policy on March 22, 2005
Added Proffer policy on June 14, 2005
Revised General policies on December 12, 2006
Revised General Debt policies on April 10, 2007
Revised General policies on January 12, 2010
Revised Utilities Fund policies on January 12, 2010
Added Code Compliance Fund, VRE and OPEB policies on April 13, 2010
Reformatted/revised April 12, 2011
Added Treasurer's Investment Policy April 2012

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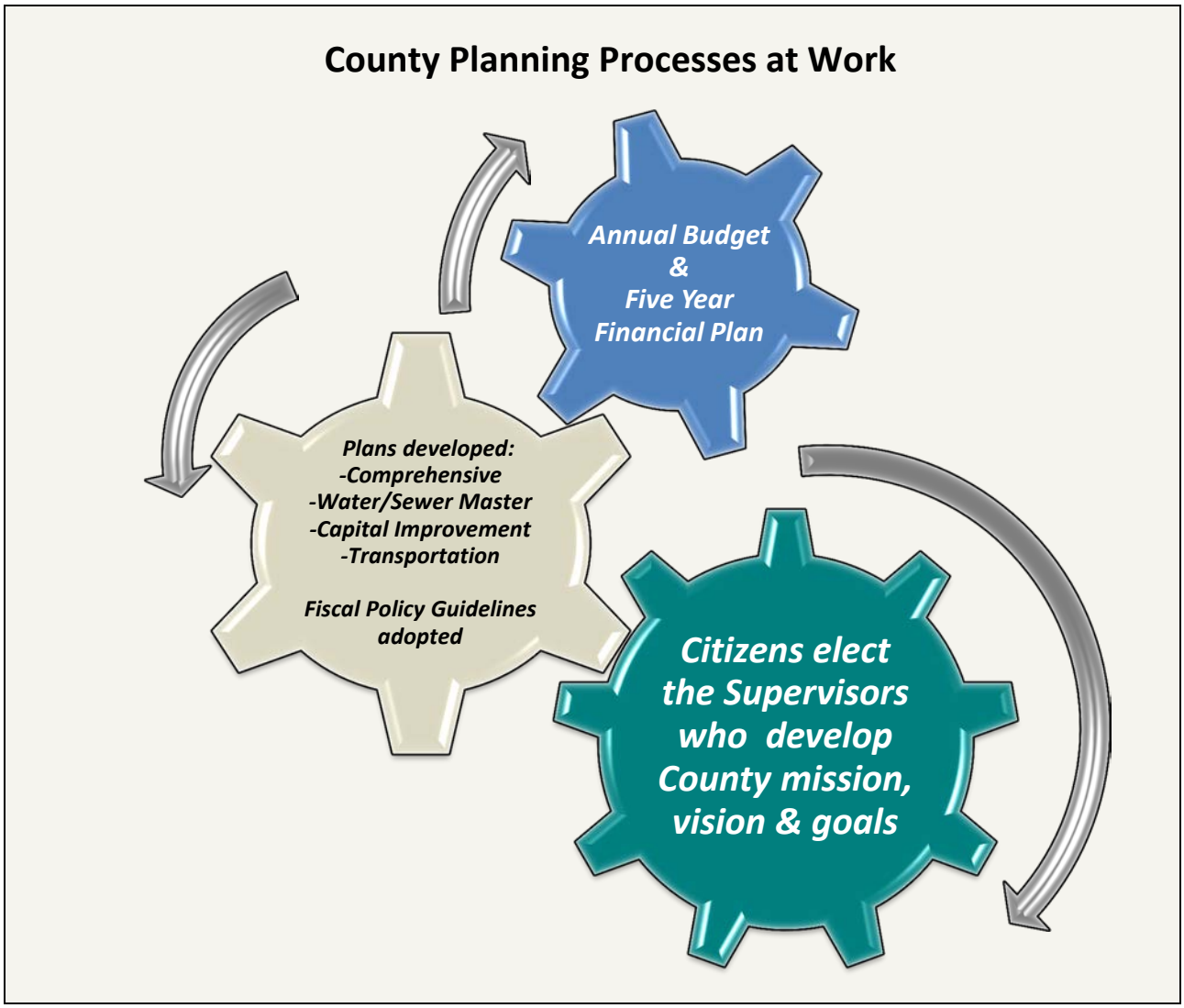
Planning Processes

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

Planning Process	Description
Countywide Vision, Mission, Goals and Values	Sets the overall tone of the organization and guides employees in managing the daily operations of the County.
Comprehensive Plan	A guide designed to encourage the most appropriate use of land, water and resources within the County consistent with the interests of the citizens. The Comprehensive Plan sets forth goals, objectives, policies and implementation techniques that will guide the development activity within the County and promote, preserve and protect the health, safety, and general welfare of its citizens.
Water/Sewer Master Plan	Developed to facilitate implementation of the Public Facilities and Utilities elements of the Comprehensive Plan, which provides guidance for upgrade and expansion of County water and sewer systems, consistent with growth management policies approved by the Board of Supervisors.
Capital Improvement Plan	A five year guide to assist in long range planning for the County's capital needs. Details of the adopted Capital Improvement Plan are found beginning on page 121.
Transportation Planning	The Capital Projects management team is involved with several processes including traffic studies and citizen information meetings that guide the Board of Supervisors in the prioritization of the County's Transportation needs.
Fiscal Policy Guidelines	Policies guiding the financial management of Spotsylvania County are approved by the Board of Supervisors to ensure a fiscally sound government. The adoption and compliance of these policies is an important factor in Rating Agency reviews. A summary of the County's policies can be found on the preceding pages.

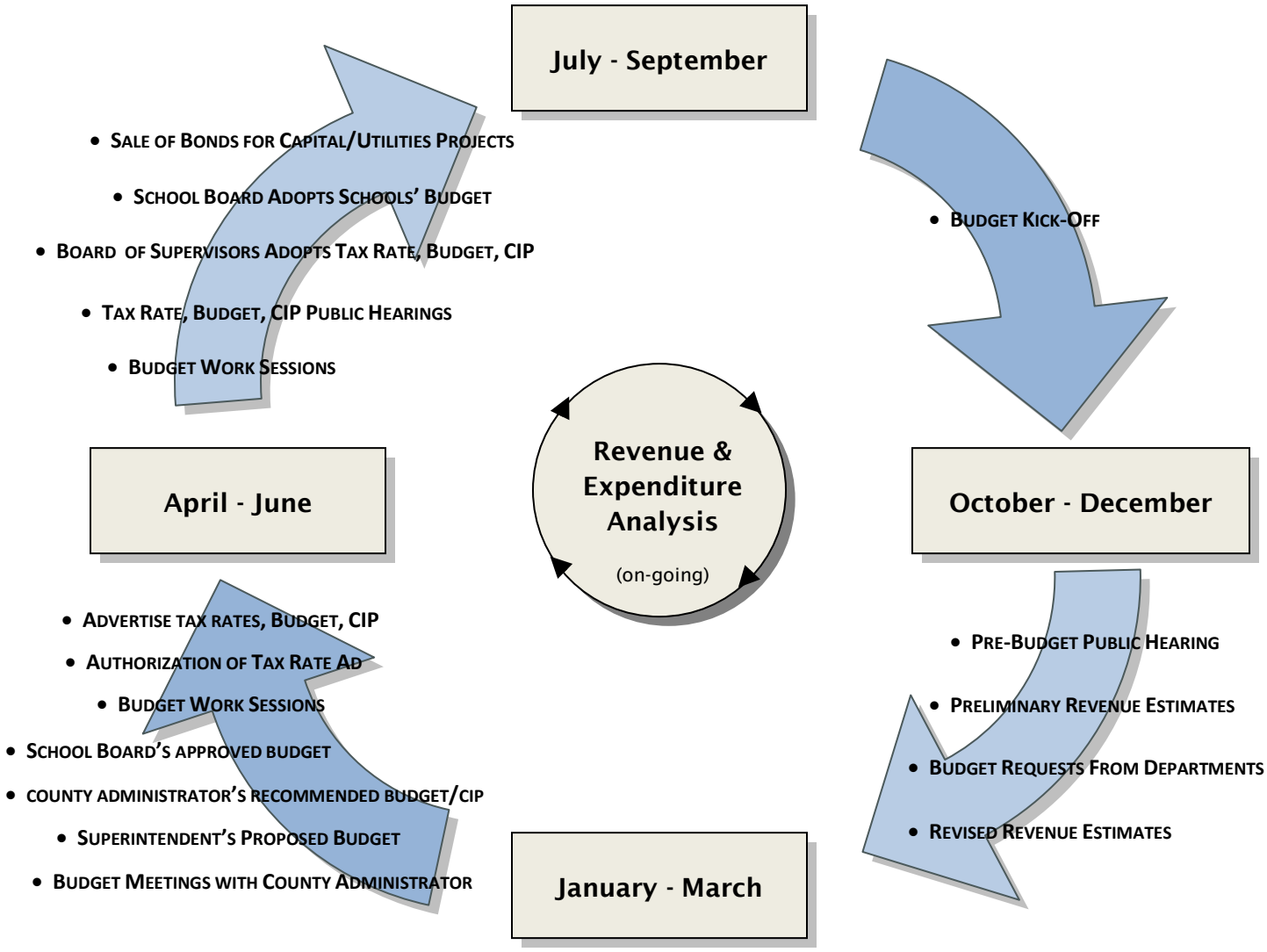
Planning Process	Description
Annual Budget Process	County Administration works with the Budget staff, Department Directors, Constitutional Officers, Regional Agencies, etc. to develop a Recommended Budget. Many of the decisions included in that recommendation are driven by the processes noted above. A summary of the County's Budget process can be found on the following pages.
Five Year Financial Plan	A five year financial forecast is developed annually as a tool to anticipate potential budget imbalances. The current plan can be found on page 115.

Below is a visual display of the connectivity of these various planning processes. The FY 2013 Adopted Budget takes these planning processes into account, where appropriate.



Annual Budget Process

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



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

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

FY 2013 Budget Calendar

November 2, 2011	Budget Kickoff
November 22, 2011	Budget Work Session: Pre-budget Public Hearing; Approval of FY 13 Budget Calendar
December 2, 2011	Budget submissions due from departments
January 4, 2011	Preliminary budget meeting with County Administration
January 5 – 6, 2012	Budget meetings with County Administration and departments
January 17, 2012	Financial work session for Board of Supervisors
January 20, 2012	Final budget decisions from County Administration
February 14, 2012	Budget Work Session: Presentation of County Administrator's FY 13 Recommended Budget & CIP to BOS
February 21, 2012	Budget Work Session: Tax rate advertisement decision
February 27, 2012	Tax Rate/Reassessment Public Hearing Ads advertised in the Free Lance Star
March 12, 2012	School Board approves FY 13 School Budget
March 13, 2012	Budget Work Session: CIP/Constitutional Officers
March 20, 2012	Budget Work Session: Presentation of School Board's FY 13 Approved Budget to BOS
March 21, 2012	Tax Rate, Budget and CIP Ads advertised in Free Lance Star
March 21, 2012	Tax Rate/Reassessment, Budget and CIP Public Hearing Ads advertised in FLS
March 27, 2012	Budget Work Session: Joint meeting with School Board
March 29, 2012	Budget, CIP, Tax Rate Public Hearing – 6:30 p.m. @ Courtland High School
April 3, 2012	Budget Work Session: Budget/CIP
April 5, 2012	Budget Work Session: Approve CIP
April 17, 2012	Budget Work Session: Adopt FY 13 Budget, CIP and 2012 tax rates

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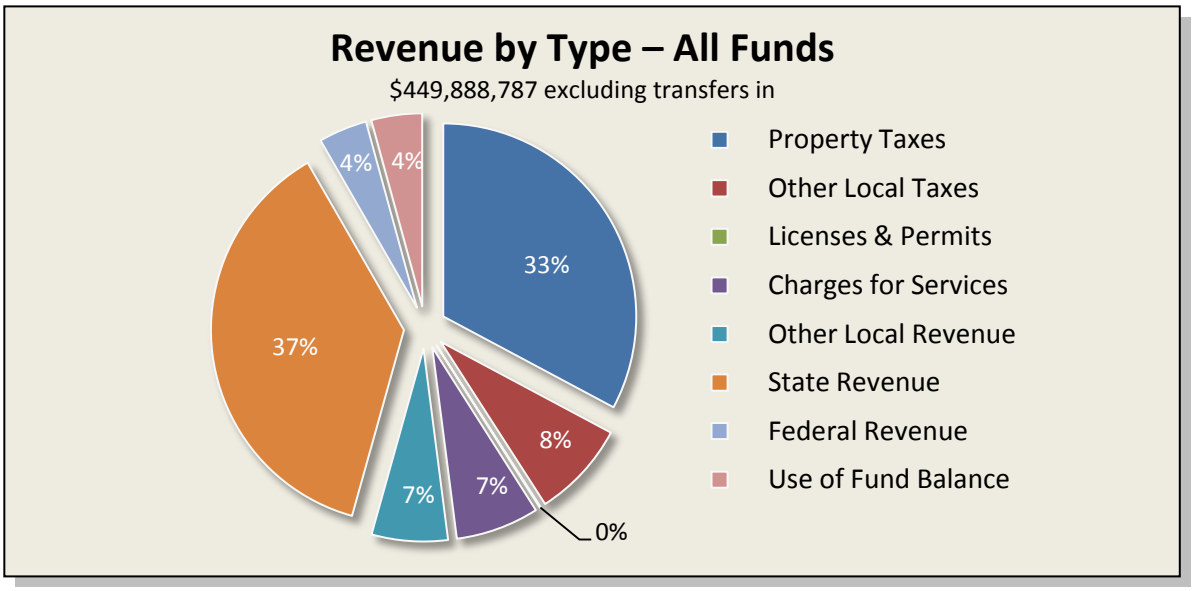
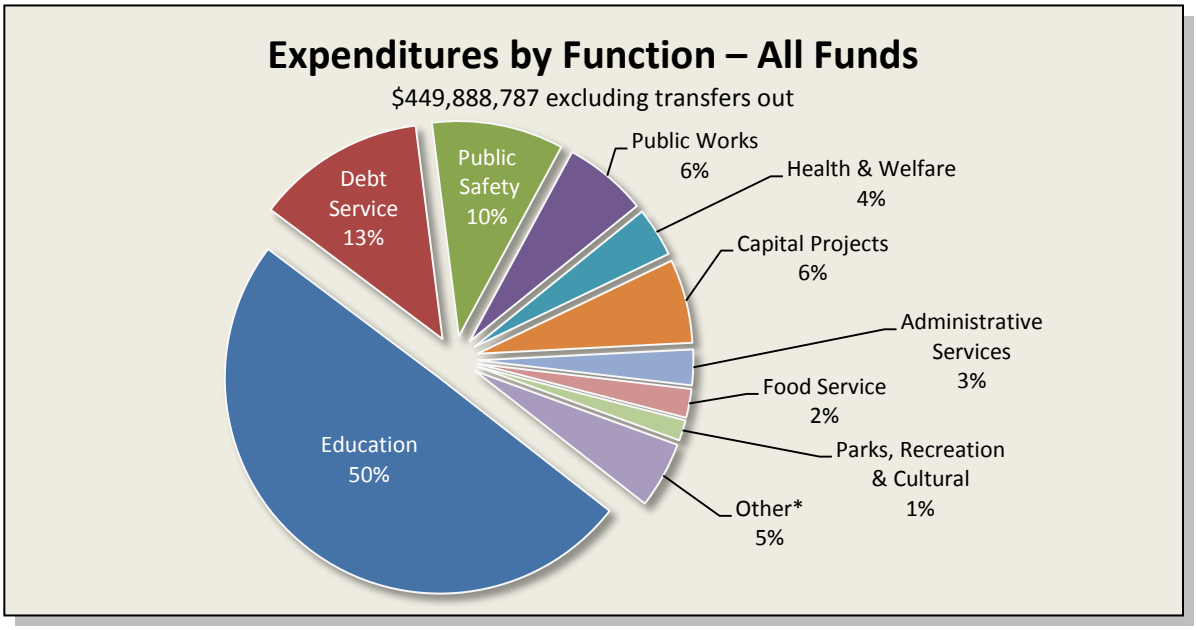
FY 2013 Adopted Budget - All Funds						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$143,751,132	$143,034,360	$146,676,792	$145,936,934	$2,902,574	2.0%
Other Local Taxes	$34,740,573	$34,002,974	$35,014,974	$36,012,927	$2,009,953	5.9%
Licenses & Permits	$230,759	$381,250	$381,250	$367,250	($14,000)	-3.7%
Charges for Services	$27,596,923	$29,053,410	$29,153,410	$31,068,141	$2,014,731	6.9%
Other Local Revenue	$23,479,848	$25,632,748	$27,283,202	$28,363,628	$2,730,880	10.7%
Debt Proceeds	$59,780,480	$0	$29,083,414	$5,000,000	$5,000,000	n/a
State Revenue	$142,990,377	$148,881,753	$155,613,207	$166,140,321	$17,258,568	11.6%
Federal Revenue	$25,130,850	$18,039,887	$41,196,499	$18,083,956	$44,069	0.2%
Subtotal - Revenue	$457,700,942	$399,026,382	$464,402,748	$430,973,157	$31,946,775	8.0%
Transfers In	$131,418,619	$125,881,459	$128,516,677	$141,385,819	$15,504,360	12.3%
Use of Fund Balance	($28,950,723)	$8,434,327	$76,539,143	$18,915,630	$10,481,303	124.3%
TOTAL REVENUE - All Funds	**$560,168,838**	**$533,342,168**	**$669,458,568**	**$591,274,606**	**$57,932,438**	**10.9%**
Expenditures (by function)						
Executive Services	$2,282,768	$3,999,751	$3,810,194	$3,782,318	($217,433)	-5.4%
Administrative Services	$9,677,531	$11,277,889	$11,641,992	$12,021,172	$743,283	6.6%
Voter Services	$231,001	$343,213	$343,213	$319,808	($23,405)	-6.8%
Judicial Administration	$3,537,265	$3,638,538	$3,744,435	$3,897,000	$258,462	7.1%
Public Safety	$38,090,843	$39,692,656	$42,226,313	$44,549,441	$4,856,785	12.2%
Public Works	$22,680,078	$27,017,559	$27,321,182	$28,228,289	$1,210,730	4.5%
Health & Welfare	$16,516,081	$18,755,876	$18,155,688	$16,707,225	($2,048,651)	-10.9%
Parks, Recreation & Cultural	$6,803,155	$6,918,239	$6,931,630	$6,953,277	$35,038	0.5%
Community Development	$3,378,038	$4,266,588	$5,398,219	$4,992,467	$725,879	17.0%
Debt Service	$51,298,249	$51,940,788	$52,236,472	$57,288,767	$5,347,979	10.3%
Capital Projects	$53,254,227	$11,124,146	$139,392,953	$28,341,610	$17,217,464	154.8%
Transportation	$743,654	$7,052,536	$7,052,536	$9,450,122	$2,397,586	34.0%
Education	$210,991,412	$212,180,737	$213,434,871	$223,634,999	$11,454,262	5.4%
Food Service	$9,265,917	$9,252,193	$9,252,193	$9,722,292	$470,099	5.1%
Subtotal - Appropriated Expenditures	$428,750,219	$407,460,709	$540,941,891	$449,888,787	$42,428,078	
Transfers Out	$131,418,619	$125,881,459	$128,516,677	$141,385,819	$15,504,360	12.3%
TOTAL EXPENDITURES - All Funds	**$560,168,838**	**$533,342,168**	**$669,458,568**	**$591,274,606**	**$57,932,438**	**10.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$243,664,168	$254,111,644	$251,953,857	$266,593,135	$12,481,491	4.9%
Operating (other than debt service)	$77,271,146	$87,559,296	$97,395,789	$95,588,124	$8,028,828	9.2%
Debt Service	$51,298,249	$51,908,788	$52,204,472	$57,256,767	$5,347,979	10.3%
Capital	$56,516,657	$13,880,981	$139,387,773	$30,450,761	$16,569,780	119.4%
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$428,750,220**	**$407,460,709**	**$540,941,891**	**$449,888,787**	**$42,428,078**	**10.4%**

Sources and Uses of Funds

Where Does the Money Come From?

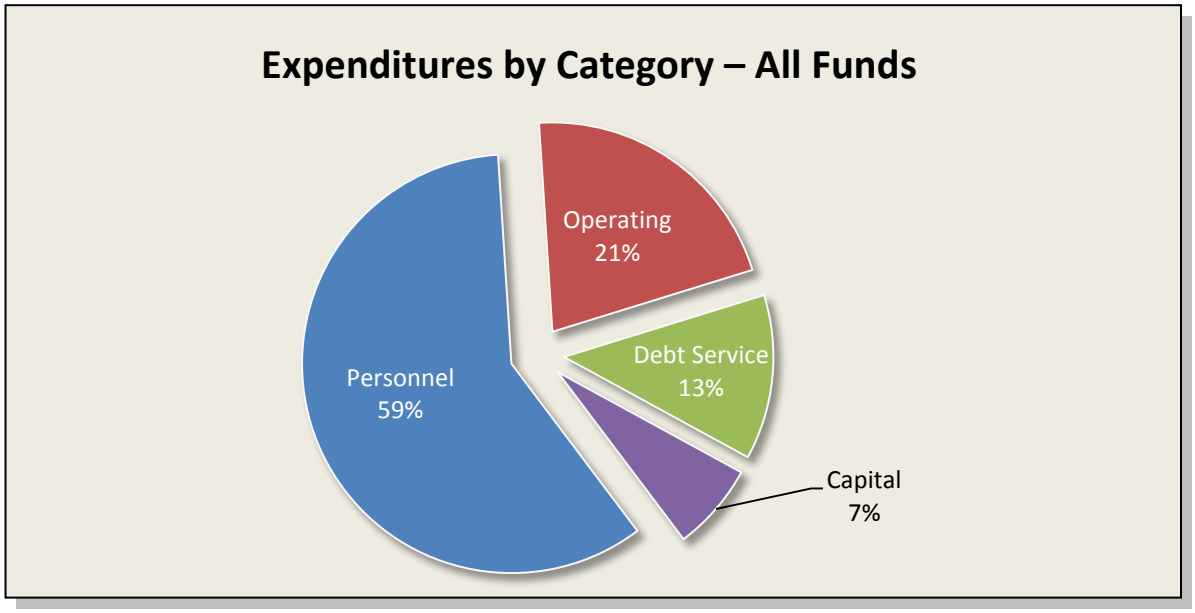


Where Does the Money Go?



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

For What Purposes is the Money Used?



FY 2013 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	$144,810,112	$0	$0	$0	$0	$1,126,822	$0
Other Local Taxes	$36,012,927	$0	$0	$0	$0	$0	$0
Licenses & Permits	$367,250	$0	$0	$0	$0	$0	$0
Charges for Services	$2,797,010	$0	$0	$2,462,500	$0	$0	$0
Other Local Revenue	$4,985,615	$182,252	$74,355	$0	$1,830,366	$5,860,527	$3,185,464
Debt Proceeds	$0	$5,000,000	$0	$0	$0	$0	$0
State Revenue	$34,066,255	$11,436,617	$0	$0	$0	$0	$120,409,294
Federal Revenue	$29,578	$464,103	$0	$0	$0	$0	$13,201,219
Subtotal - Revenue	$223,068,747	$17,082,972	$74,355	$2,462,500	$1,830,366	$6,987,349	$136,795,977
Transfers In	$9,238,814	$6,816,410	$889,810	$0	$1,751,832	$162,320	$115,312,329
Use of Fund Balance	$11,742,692	$4,068,286	$108,797	$146,943	$0	$5,892,048	$0
TOTAL REVENUE - All Funds	**$244,050,253**	**$27,967,668**	**$1,072,962**	**$2,609,443**	**$3,582,198**	**$13,041,717**	**$252,108,306**
Expenditures (by function)							
Executive Services	$3,782,318	$0	$0	$0	$0	$0	$0
Administrative Services	$12,021,172	$0	$0	$0	$0	$0	$0
Voter Services	$319,808	$0	$0	$0	$0	$0	$0
Judicial Administration	$3,897,000	$0	$0	$0	$0	$0	$0
Public Safety	$42,725,175	$0	$0	$0	$1,824,266	$0	$0
Public Works	$8,868,094	$0	$0	$0	$0	$0	$0
Health & Welfare	$16,707,225	$0	$0	$0	$0	$0	$0
Parks, Recreation & Cultural	$6,953,277	$0	$0	$0	$0	$0	$0
Community Development	$2,661,220	$0	$1,013,500	$0	$1,317,747	$0	$0
Debt Service	$14,699,100	$0	$59,462	$0	$0	$3,482,300	$28,417,437
Capital Projects	$0	$21,617,506	$0	$0	$0	$0	$0
Transportation	$0	$0	$0	$0	$0	$9,450,122	$0
Education	$0	$0	$0	$0	$0	$0	$223,634,999
Food Service	$0	$0	$0	$0	$0	$0	$0
Subtotal - Appropriated Expenditures	$112,634,389	$21,617,506	$1,072,962	$0	$3,142,013	$12,932,422	$252,052,436
Transfers Out	$131,415,864	$6,350,162	$0	$2,609,443	$440,185	$109,295	$55,870
TOTAL EXPENDITURES - All Funds	**$244,050,253**	**$27,967,668**	**$1,072,962**	**$2,609,443**	**$3,582,198**	**$13,041,717**	**$252,108,306**
Appropriated Expenditures (by category)							
Personnel (salaries & benefits)	$56,035,456	$314,485	$0	$0	$2,960,774	$330,387	$195,623,600
Operating (other than debt service)	$39,837,198	$1,159,260	$1,013,500	$0	$181,239	$9,118,735	$27,883,081
Debt Service	$14,699,100	$0	$59,462	$0	$0	$3,482,300	$28,385,437
Capital	$2,062,635	$20,143,761	$0	$0	$0	$1,000	$160,318
TOTAL APPROPRIATED EXPENDITURES - All Funds	**$112,634,389**	**$21,617,506**	**$1,072,962**	**$0**	**$3,142,013**	**$12,932,422**	**$252,052,436**

FY 2013 Adopted Budget - All Funds By Fund (continued)

		Proprietary Funds					
School Food Fund	School Cap. Fund	Joint Fleet Fund	Utilities Op. Fund	Utilities Cap. Fund	**FY 2013 Adopted***	**FY 2012 Adopted***	**FY 2011 Actual***
$0	$0	$0	$0	$0	$145,936,934	$143,034,360	$143,751,132
$0	$0	$0	$0	$0	$36,012,927	$34,002,974	$34,740,573
$0	$0	$0	$0	$0	$367,250	$381,250	$230,759
$0	$0	$2,339,177	$23,136,651	$2,671,980	$31,068,141	$29,053,410	$27,596,923
$5,588,267	$0	$0	$6,125,532	$531,250	$28,363,628	$25,632,748	$23,479,848
$0	$0	$0	$0	$0	$5,000,000	$0	$59,780,480
$228,155	$0	$0	$0	$0	$166,140,321	$148,881,753	$142,990,377
$3,850,000	$0	$0	$539,056	$0	$18,083,956	$18,039,887	$25,130,850
$9,666,422	$0	$2,339,177	$29,801,239	$3,203,230	$430,973,157	$399,026,382	$457,700,942
$55,870	$6,724,104	$0	$434,330	$0	$141,385,819	$125,881,459	$131,418,619
$0	$0	$0	($244,906)	($2,798,230)	$18,915,630	$8,434,327	($28,950,723)
$9,722,292	**$6,724,104**	**$2,339,177**	**$29,990,663**	**$405,000**	**$591,274,606**	**$533,342,168**	**$560,168,838**
$0	$0	$0	$0	$0	$3,782,318	$3,999,751	$2,282,768
$0	$0	$0	$0	$0	$12,021,172	$11,277,889	$9,677,531
$0	$0	$0	$0	$0	$319,808	$343,213	$231,001
$0	$0	$0	$0	$0	$3,897,000	$3,638,538	$3,537,265
$0	$0	$0	$0	$0	$44,549,441	$39,692,656	$38,090,843
$0	$0	$0	$19,360,195	$0	$28,228,289	$27,017,559	$22,680,078
$0	$0	$0	$0	$0	$16,707,225	$18,755,876	$16,516,081
$0	$0	$0	$0	$0	$6,953,277	$6,918,239	$6,803,155
$0	$0	$0	$0	$0	$4,992,467	$4,266,588	$3,378,038
$0	$0	$0	$10,630,468	$0	$57,288,767	$51,940,788	$51,298,249
$0	$6,724,104	$0	$0	$0	$28,341,610	$11,124,146	$53,254,227
$0	$0	$2,339,177	$0	$0	$9,450,122	$7,052,536	$743,654
$0	$0	$0	$0	$0	$223,634,999	$212,180,737	$210,991,412
$9,722,292	$0	$0	$0	$0	$9,722,292	$9,252,193	$9,265,917
$9,722,292	$6,724,104	$2,339,177	$29,990,663	$0	$449,888,787	$407,460,709	$428,750,219
$0	$0	$0	$0	$405,000	$141,385,819	$125,881,459	$131,418,619
$9,722,292	**$6,724,104**	**$2,339,177**	**$29,990,663**	**$405,000**	**$591,274,606**	**$533,342,168**	**$560,168,838**
$2,586,389	$0	$1,273,543	$8,742,044	$0	$266,593,135	$254,111,644	$243,664,168
$7,135,903	$0	$1,036,034	$9,259,208	$0	$95,588,124	$87,559,296	$77,271,146
$0	$0	$0	$10,630,468	$0	$57,256,767	$51,908,788	$51,298,249
$0	$6,724,104	$29,600	$1,358,943	$0	$30,450,761	$13,880,981	$56,516,657
$9,722,292	**$6,724,104**	**$2,339,177**	**$29,990,663**	**$0**	**$449,888,787**	**$407,460,709**	**$428,750,220**

**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 2013 Adopted Budget - General Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$142,518,661	$141,631,279	$145,273,711	$144,810,112	$3,178,833	2.2%
Other Local Taxes	$34,740,573	$34,002,974	$35,014,974	$36,012,927	$2,009,953	5.9%
Licenses & Permits	$230,759	$381,250	$381,250	$367,250	($14,000)	-3.7%
Charges for Services	$2,048,049	$2,016,278	$2,016,278	$2,797,010	$780,732	38.7%
Other Local Revenue	$5,101,234	$4,867,400	$5,603,796	$4,985,615	$118,215	2.4%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$34,714,003	$35,856,405	$36,087,398	$34,066,255	($1,790,150)	-5.0%
Federal Revenue	$630,396	$29,578	$545,385	$29,578	$0	0.0%
Subtotal - Revenue	$219,983,675	$218,785,164	$224,922,792	$223,068,747	$4,283,583	2.0%
Transfers In	$3,212,729	$3,253,235	$3,153,235	$9,238,814	$5,985,579	184.0%
Use of Fund Balance	($6,309,397)	$638,854	$470,469	$11,742,692	$11,103,838	1738.1%
TOTAL REVENUE - General Fund	**$216,887,007**	**$222,677,253**	**$228,546,496**	**$244,050,253**	**$21,373,000**	**9.6%**
Expenditures (by function)						
Executive Services	$2,282,768	$3,999,751	$3,810,194	$3,782,318	($217,433)	-5.4%
Administrative Services	$9,677,531	$11,277,889	$11,641,992	$12,021,172	$743,283	6.6%
Voter Services	$231,001	$343,213	$343,213	$319,808	($23,405)	-6.8%
Judicial Administration	$3,537,265	$3,638,538	$3,744,435	$3,897,000	$258,462	7.1%
Public Safety	$36,436,388	$37,875,025	$40,478,670	$42,725,175	$4,850,150	12.8%
Public Works	$7,190,714	$7,897,521	$8,110,054	$8,868,094	$970,573	12.3%
Health & Welfare	$16,516,081	$18,755,876	$18,155,688	$16,707,225	($2,048,651)	-10.9%
Parks, Recreation & Cultural	$6,803,155	$6,918,239	$6,931,630	$6,953,277	$35,038	0.5%
Community Development	$2,007,007	$2,623,123	$3,399,199	$2,661,220	$38,097	1.5%
Debt Service	$7,133,689	$8,606,525	$8,902,209	$14,699,100	$6,092,575	70.8%
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	$91,815,599	$101,935,700	$105,517,284	$112,634,389	$10,698,689	10.5%
Transfers Out	$125,071,408	$120,741,553	$123,029,212	$131,415,864	$10,674,311	8.8%
TOTAL EXPENDITURES - General Fund	**$216,887,007**	**$222,677,253**	**$228,546,496**	**$244,050,253**	**$21,373,000**	**9.6%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$47,146,722	$52,307,208	$52,675,546	$56,035,456	$3,728,248	7.1%
Operating (other than debt service)	$34,923,737	$39,717,065	$41,445,312	$39,837,198	$120,133	0.3%
Debt Service	$7,133,689	$8,606,525	$8,902,209	$14,699,100	$6,092,575	70.8%
Capital	$2,611,451	$1,304,902	$2,494,217	$2,062,635	$757,733	58.1%
TOTAL APPROPRIATED EXPENDITURES - General Fund	**$91,815,599**	**$101,935,700**	**$105,517,284**	**$112,634,389**	**$10,698,689**	**10.5%**

Fund Balance - General Fund						
Beginning Fund Balance	$48,052,025	$54,333,875	$54,333,875	$53,863,406	($470,469)	-0.9%
Net gain (use) from operations	$6,309,397	($638,854)	($470,469)	($11,742,692)	($11,103,838)	1738.1%
Ending Fund Balance	$54,361,422	$53,695,021	$53,863,406	$42,120,714	($11,574,307)	-21.6%
Restricted, Committed, Assigned	$16,805,539	16,805,539	3,576,980	3,576,980	$53,295,190	
Fiscal Stability Reserve - General Fund	$35,103,946	35,986,472	35,986,472	36,577,745	$591,273	1.6%
Fund Balance Net of Obligations & Res	$2,424,390	$903,010	$14,299,954	$1,965,989	$1,062,980	117.7%
Ending Fund Balance - General Fund	**$54,333,875**	**$53,695,021**	**$53,863,406**	**$42,120,714**	**($11,574,307)**	**-21.6%**

The FY 2012 Amended Budget assumes revenue revisions anticipated with the FY 2012 3rd Quarter Financial Report.

FY 2013 Adopted Budget - Capital Projects Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$226,926	$415,110	$865,161	$182,252	($232,858)	-56.1%
Debt Proceeds	$24,640,920	$0	$24,582,144	$5,000,000	$5,000,000	n/a
State Revenue	$104,691	$1,544,678	$5,110,227	$11,436,617	$9,891,939	640.4%
Federal Revenue	$3,353,205	$464,103	$23,104,908	$464,103	$0	0.0%
Subtotal - Revenue	$28,325,742	$2,423,891	$53,662,440	$17,082,972	$14,659,081	604.8%
Transfers In	$8,098,269	$4,973,119	$6,381,678	$6,816,410	$1,843,291	37.1%
Use of Fund Balance	$7,662,466	$436,929	$22,983,318	$4,068,286	$3,631,357	831.1%
TOTAL REVENUE - Capital Projects Fund	**$44,086,477**	**$7,833,939**	**$83,027,436**	**$27,967,668**	**$20,133,729**	**257.0%**
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	$43,212,711	$7,240,190	$82,433,687	$21,617,506	$14,377,316	198.6%
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	$43,212,711	$7,240,190	$82,433,687	$21,617,506	$14,377,316	198.6%
Transfers Out	$873,766	$593,749	$593,749	$6,350,162	$5,756,413	969.5%
TOTAL EXPENDITURES - Cap Proj Fund	**$44,086,477**	**$7,833,939**	**$83,027,436**	**$27,967,668**	**$20,133,729**	**257.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$273,760	$306,743	$306,743	$314,485	$7,742	2.5%
Operating (other than debt service)	$7,976	$1,420,985	$5,386,272	$1,159,260	($261,725)	-18.4%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$42,930,975	$5,512,462	$76,740,672	$20,143,761	$14,631,299	265.4%
TOTAL APPROPRIATED EXPENDITURES - Cap Proj Fund	**$43,212,711**	**$7,240,190**	**$82,433,687**	**$21,617,506**	**$14,377,316**	**198.6%**

Fund Balance - Capital Projects Fund						
Beginning Fund Balance	$36,671,814	$29,009,348	$29,009,348	$6,026,030	($22,983,318)	-79.2%
Net gain (use) from operations	($7,662,466)	($436,929)	($22,983,318)	($4,068,286)	($3,631,357)	831.1%
Ending Fund Balance - Capital Project	**$29,009,348**	**$28,572,419**	**$6,026,030**	**$1,957,744**	**($26,614,675)**	**-93.1%**

FY 2013 Adopted Budget - Economic Development Opportunities Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$60,307	$80,689	$80,689	$74,355	($6,334)	-7.8%
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	$60,307	$80,689	$80,689	$74,355	($6,334)	-7.8%
Transfers In	$59,206	$70,000	$170,000	$889,810	$819,810	1171.2%
Use of Fund Balance	$61,276	$204,769	$506,769	$108,797	($95,972)	-46.9%
TOTAL REVENUE - EDO Fund	**$180,789**	**$355,458**	**$757,458**	**$1,072,962**	**$717,504**	**201.9%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$119,041	$295,860	$697,860	$1,013,500	$717,640	242.6%
Debt Service	$61,748	$59,598	$59,598	$59,462	($136)	-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	$180,789	$355,458	$757,458	$1,072,962	$717,504	201.9%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - EDO Fund	**$180,789**	**$355,458**	**$757,458**	**$1,072,962**	**$717,504**	**201.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$16,101	$0	$0	n/a
Operating (other than debt service)	$119,042	$295,860	$681,759	$1,013,500	$717,640	242.6%
Debt Service	$61,748	$59,598	$59,598	$59,462	($136)	-0.2%
Capital	$0	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - EDO Fund	**$180,790**	**$355,458**	**$757,458**	**$1,072,962**	**$717,504**	**201.9%**

Fund Balance - EDO Fund						
Beginning Fund Balance	$676,843	$615,567	$615,567	$108,798	($506,769)	-82.3%
Net gain (use) from operations	($61,276)	($204,769)	($506,769)	($108,797)	$95,972	-46.9%
Ending Fund Balance	**$615,567**	**$410,798**	**$108,798**	**$1**	**($410,797)**	**-100.0%**

FY 2013 Adopted Budget - Fire-EMS Fee Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$2,013,574	$2,400,000	$2,500,000	$2,462,500	$62,500	2.6%
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	$2,013,574	$2,400,000	$2,500,000	$2,462,500	$62,500	2.6%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of (Addition to) Fund Balance	$390,434	$236,608	$36,608	$146,943	($89,665)	-37.9%
TOTAL REVENUE - Fire/EMS Fee Fund	**$2,404,008**	**$2,636,608**	**$2,536,608**	**$2,609,443**	**($27,165)**	**-1.0%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & 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	$2,404,008	$2,636,608	$2,536,608	$2,609,443	($27,165)	-1.0%
TOTAL EXPENDITURES - Fire/EMS Fund	**$2,404,008**	**$2,636,608**	**$2,536,608**	**$2,609,443**	**($27,165)**	**-1.0%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$0	$0	$0	$0	$0	n/a
Operating (other than debt service)	$0	$0	$0	$0	$0	n/a
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$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	$591,388	$200,954	$200,954	$164,346	($36,608)	-18.2%
Net gain (use) from operations	($390,434)	($236,608)	($36,608)	($146,943)	$89,665	-37.9%
Ending Fund Balance	**$200,954**	**($35,654)**	**$164,346**	**$17,403**	**$53,057**	**-148.8%**

FY 2013 Adopted Budget - Code Compliance Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$2,213,613	$2,176,252	$2,176,252	$1,830,366	($345,886)	-15.9%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$2,213,613	$2,176,252	$2,176,252	$1,830,366	($345,886)	-15.9%
Transfers In	$1,111,886	$1,377,484	$1,259,393	$1,751,832	$374,348	27.2%
Use of Fund Balance	($63,831)	$0	$1,658	$0	$0	n/a
TOTAL REVENUE - Code Comp. Fund	**$3,261,668**	**$3,553,736**	**$3,437,303**	**$3,582,198**	**$28,462**	**0.8%**
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	$1,654,455	$1,817,631	$1,747,643	$1,824,266	$6,635	0.4%
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	$1,251,990	$1,347,605	$1,301,160	$1,317,747	($29,858)	-2.2%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$2,906,445	$3,165,236	$3,048,803	$3,142,013	($23,223)	-0.7%
Transfers Out	$355,223	$388,500	$388,500	$440,185	$51,685	13.3%
TOTAL EXPENDITURES - Code Comp.	**$3,261,668**	**$3,553,736**	**$3,437,303**	**$3,582,198**	**$28,462**	**0.8%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,587,731	$2,766,464	$2,766,464	$2,960,774	$194,310	7.0%
Operating (other than debt service)	$265,366	$398,772	$271,518	$181,239	($217,533)	-54.6%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$53,348	$0	$10,821	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - Code Comp. Fund	**$2,906,445**	**$3,165,236**	**$3,048,803**	**$3,142,013**	**($23,223)**	**-0.7%**

Fund Balance - Code Compliance Fund						
Beginning Fund Balance	$11,806	$75,637	$75,637	$73,979	($1,658)	-2.2%
Net gain (use) from operations	$63,831	$0	($1,658)	$0	$0	n/a
Ending Fund Balance	**$75,637**	**$75,637**	**$73,979**	**$73,979**	**($1,658)**	**-2.2%**

FY 2013 Adopted Budget - Transportation Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Revenues (by type)						
Property Taxes	$1,232,471	$1,403,081	$1,403,081	$1,126,822	($276,259)	-19.7%
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	$2,393,778	$3,524,501	$3,524,501	$5,860,527	$2,336,026	66.3%
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	$3,626,249	$4,927,582	$4,927,582	$6,987,349	$2,059,767	41.8%
Transfers In	$1,298,074	$290,622	$290,622	$162,320	($128,302)	-44.1%
Use of Fund Balance	($1,648,570)	$4,315,997	$4,315,997	$5,892,048	$1,576,051	36.5%
TOTAL REVENUE - Trans. Fund	**$3,275,753**	**$9,534,201**	**$9,534,201**	**$13,041,717**	**$3,507,516**	**36.8%**
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	$2,361,951	$2,357,276	$2,357,276	$3,482,300	$1,125,024	47.7%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$743,654	$7,052,536	$7,052,536	$9,450,122	$2,397,586	34.0%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$3,105,605	$9,409,812	$9,409,812	$12,932,422	$3,522,610	37.4%
Transfers Out	$170,148	$124,389	$124,389	$109,295	($15,094)	-12.1%
TOTAL EXPENDITURES - Trans. Fund	**$3,275,753**	**$9,534,201**	**$9,534,201**	**$13,041,717**	**$3,507,516**	**36.8%**
	$1,127,926					
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$312,327	$310,894	$310,894	$330,387	$19,493	6.3%
Operating (other than debt service)	$431,327	$6,741,642	$6,741,642	$9,118,735	$2,377,093	35.3%
Debt Service	$2,361,951	$2,357,276	$2,357,276	$3,482,300	$1,125,024	47.7%
Capital	$0	$0	$0	$1,000	$1,000	n/a
TOTAL APPROPRIATED EXPENDITURES - Trans. Fund	**$3,105,605**	**$9,409,812**	**$9,409,812**	**$12,932,422**	**$3,522,610**	**37.4%**

Fund Balance - Transportation Fund						
Beginning Fund Balance *	$6,254,880	$7,903,450	$7,903,450	$8,767,174	$863,724	10.9%
Net gain (use) from operations	$1,648,570	($4,315,997)	($4,315,997)	($5,892,048)	($1,576,051)	36.5%
Ending Fund Balance	**$7,903,450**	**$3,587,453**	**$3,587,453**	**$2,875,126**	**($712,327)**	**-19.9%**

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

The FY 2013 Beginning Fund balance includes the addition of FY 2012 reservations that are anticipated to fall to the Fund balance at the close of FY 2012.

FY 2013 Adopted Budget - School Operating Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$2,748,974	$3,171,416	$3,171,416	$3,185,464	$14,048	0.4%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$107,982,192	$111,268,663	$111,268,663	$120,409,294	$9,140,631	8.2%
Federal Revenue	$16,937,932	$13,481,130	$13,481,130	$13,201,219	($279,911)	-2.1%
Subtotal - Revenue	$127,669,098	$127,921,209	$127,921,209	$136,795,977	$8,874,768	6.9%
Transfers In	$115,476,407	$114,830,339	$115,943,413	$115,312,329	$481,990	0.4%
Use of Fund Balance	($140,933)	$0	$141,060	$0	$0	n/a
TOTAL REVENUE - School Op. Fund	**$243,004,572**	**$242,751,548**	**$244,005,682**	**$252,108,306**	**$9,356,758**	**3.9%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$31,957,290	$30,514,941	$30,514,941	$28,417,437	($2,097,504)	-6.9%
Capital Projects	$0	$0	$0	$0	$0	n/a
Transportation	$0	$0	$0	$0	$0	n/a
Education	$210,991,412	$212,180,737	$213,434,871	$223,634,999	$11,454,262	5.4%
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$242,948,702	$242,695,678	$243,949,812	$252,052,436	$9,356,758	3.9%
Transfers Out	$55,870	$55,870	$55,870	$55,870	$0	0.0%
TOTAL EXPENDITURES - School Op. Func	**$243,004,572**	**$242,751,548**	**$244,005,682**	**$252,108,306**	**$9,356,758**	**3.9%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$182,704,892	$187,323,320	$187,323,320	$195,623,600	$8,300,280	4.4%
Operating (other than debt service)	$27,492,345	$23,531,382	$24,785,516	$27,883,081	$4,351,699	18.5%
Debt Service	$31,957,290	$30,482,941	$30,482,941	$28,385,437	($2,097,504)	-6.9%
Capital	$794,175	$1,358,035	$1,358,035	$160,318	($1,197,717)	-88.2%
TOTAL APPROPRIATED EXPENDITURES - School Op. Fund	**$242,948,702**	**$242,695,678**	**$243,949,812**	**$252,052,436**	**$9,356,758**	**3.9%**
		$39,885,105				
Fund Balance - School Operating Fund						
Beginning Fund Balance	$127	$141,060	$141,060	$0	($141,060)	-100.0%
Net gain (use) from operations	$140,933	$0	($141,060)	$0	$0	n/a
Ending Fund Balance	**$141,060**	**$141,060**	**$0**	**$0**	**($141,060)**	-100.0%
Local Transfer Breakdown						
State Required Local Effort		$45,188,202	$43,595,345	$44,280,489	($907,713)	-2.0%
State Required Local Match for Optional Programs		$2,381,247	$1,302,868	$1,507,515	($873,732)	-36.7%
Additional local Transfer		$67,260,890	$71,045,200	$69,524,325	$2,263,435	3.4%
Total Local Transfer	**$115,476,407**	**$114,830,339**	**$115,943,413**	**$115,312,329**	**$481,990**	**0.4%**

FY 2013 Adopted Budget - School Food Service Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$5,056,515	$5,458,296	$5,458,296	$5,588,267	$129,971	2.4%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$189,491	$212,007	$212,007	$228,155	$16,148	7.6%
Federal Revenue	$3,796,041	$3,526,020	$3,526,020	$3,850,000	$323,980	9.2%
Subtotal - Revenue	$9,042,047	$9,196,323	$9,196,323	$9,666,422	$470,099	5.1%
Transfers In	$55,870	$55,870	$55,870	$55,870	$0	0.0%
Use of Fund Balance	$168,000	$0	$0	$0	$0	n/a
TOTAL REVENUE - School Food Srvc. Fur	**$9,265,917**	**$9,252,193**	**$9,252,193**	**$9,722,292**	**$470,099**	**5.1%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & Welfare	$0	$0	$0	$0	$0	n/a
Parks, Recreation & Cultural	$0	$0	$0	$0	$0	n/a
Community Development	$0	$0	$0	$0	$0	n/a
Debt Service	$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	$9,265,917	$9,252,193	$9,252,193	$9,722,292	$470,099	5.1%
Subtotal - Appropriated Expenditures	$9,265,917	$9,252,193	$9,252,193	$9,722,292	$470,099	5.1%
Transfers Out	$0	$0	$0		$0	n/a
TOTAL EXPENDITURES - School Food Srv	**$9,265,917**	**$9,252,193**	**$9,252,193**	**$9,722,292**	**$470,099**	**5.1%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$2,506,152	$2,559,480		$2,586,389	$26,909	1.1%
Operating (other than debt service)	$6,738,329	$6,692,713	$9,252,193	$7,135,903	$443,190	6.6%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$21,436	$0	$0	$0	$0	n/a
TOTAL APPROPRIATED EXPENDITURES - School Food Srvc.	**$9,265,917**	**$9,252,193**	**$9,252,193**	**$9,722,292**	**$470,099**	**5.1%**

Fund Balance - School Food Service Fund						
Beginning Fund Balance	$876,684	$708,684	$708,684	$708,684	$0	0.0%
Net gain (use) from operations	($168,000)	$0	$0	$0	$0	n/a
Ending Fund Balance	**$708,684**	**$708,684**	**$708,684**	**$708,684**	**$0**	**0.0%**

FY 2013 Adopted Budget - School Capital Projects Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$21,836	$0	$0	$0	$0	n/a
Debt Proceeds	$2,584,560	$0	$4,501,270	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$0	$0	$0	$0	$0	n/a
Subtotal - Revenue	$2,606,396	$0	$4,501,270	$0	$0	n/a
Transfers In	$0	$0	$231,676	$6,724,104	$6,724,104	n/a
Use of Fund Balance	$1,967,466	$700,000	$3,249,602	$0	($700,000)	-100.0%
TOTAL REVENUE - School Cap. Proj. Fun	**$4,573,862**	**$700,000**	**$7,982,548**	**$6,724,104**	**$6,024,104**	**860.6%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$0	$0	$0	$0	$0	n/a
Health & 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	$4,261,138	$700,000	$7,982,548	$6,724,104	$6,024,104	860.6%
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	$4,261,138	$700,000	$7,982,548	$6,724,104	$6,024,104	860.6%
Transfers Out	$312,724	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - School Cap. Pro	**$4,573,862**	**$700,000**	**$7,982,548**	**$6,724,104**	**$6,024,104**	**860.6%**
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	$4,261,138	$700,000	$7,982,548	$6,724,104	$6,024,104	860.6%
TOTAL APPROPRIATED EXPENDITURES - School Cap. Proj.	**$4,261,138**	**$700,000**	**$7,982,548**	**$6,724,104**	**$6,024,104**	**860.6%**

Fund Balance - School Cap. Proj. Fund						
Beginning Fund Balance	$6,566,524	$4,599,058	$4,599,058	$1,349,456	($3,249,602)	-70.7%
Net gain (use) from operations	($1,967,466)	($700,000)	($3,249,602)	$0	$700,000	-100.0%
Ending Fund Balance	**$4,599,058**	**$3,899,058**	**$1,349,456**	**$1,349,456**	**($2,549,602)**	**-65.4%**

FY 2013 Adopted Budget - Joint Fleet Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$2,108,574	$2,038,973	$2,038,973	$2,339,177	$300,204	14.7%
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	$2,108,574	$2,038,973	$2,038,973	$2,339,177	$300,204	14.7%
Transfers In	$0	$0	$0	$0	$0	n/a
Use of Fund Balance	($76,951)	$0	$0	$0	$0	n/a
TOTAL REVENUE - Joint Fleet Fund	**$2,031,623**	**$2,038,973**	**$2,038,973**	**$2,339,177**	**$300,204**	**14.7%**
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	$2,031,623	$2,038,973	$2,038,973	$2,339,177	$300,204	14.7%
Education	$0	$0	$0	$0	$0	n/a
Food Service	$0	$0	$0	$0	$0	n/a
Subtotal - Appropriated Expenditures	$2,031,623	$2,038,973	$2,038,973	$2,339,177	$300,204	14.7%
Transfers Out	$0	$0	$0	$0	$0	n/a
TOTAL EXPENDITURES - Joint Fleet Fund	**$2,031,623**	**$2,038,973**	**$2,038,973**	**$2,339,177**	**$300,204**	**14.7%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$1,047,535	$1,088,035	$1,088,035	$1,273,543	$185,508	17.0%
Operating (other than debt service)	$984,088	$928,338	$928,338	$1,036,034	$107,696	11.6%
Debt Service	$0	$0	$0	$0	$0	n/a
Capital	$0	$22,600	$22,600	$29,600	$7,000	31.0%
TOTAL APPROPRIATED EXPENDITURES - Joint Fleet Fund	**$2,031,623**	**$2,038,973**	**$2,038,973**	**$2,339,177**	**$300,204**	**14.7%**

Fund Balance - Joint Fleet Fund						
Beginning Fund Balance	$187,334	$264,285	$264,285	$264,285	$0	0.0%
Net gain (use) from operations	$76,951	$0	$0	$0	$0	n/a
Ending Fund Balance	**$264,285**	**$264,285**	**$264,285**	**$264,285**	**$0**	**0.0%**

FY 2013 Adopted Budget - Utilities Operating Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$21,527,438	$22,309,162	$22,309,162	$23,136,651	$827,489	3.7%
Other Local Revenue	$4,636,808	$5,030,428	$5,033,906	$6,125,532	$1,095,104	21.8%
Debt Proceeds	$0	$0	$0	$0	$0	n/a
State Revenue	$0	$0	$0	$0	$0	n/a
Federal Revenue	$413,276	$539,056	$539,056	$539,056	$0	0.0%
Subtotal - Revenue	$26,577,522	$27,878,646	$27,882,124	$29,801,239	$1,922,593	6.9%
Transfers In	$2,023,250	$1,030,790	$1,030,790	$434,330	($596,460)	-57.9%
Use of Fund Balance	($3,175,615)	$923,050	$1,458,221	($244,906)	($1,167,956)	-126.5%
TOTAL REVENUE - Utilities Op Fund	**$25,425,157**	**$29,832,486**	**$30,371,135**	**$29,990,663**	**$158,177**	**0.5%**
Expenditures (by function)						
Executive Services	$0	$0	$0	$0	$0	n/a
Administrative Services	$0	$0	$0	$0	$0	n/a
Voter Services	$0	$0	$0	$0	$0	n/a
Judicial Administration	$0	$0	$0	$0	$0	n/a
Public Safety	$0	$0	$0	$0	$0	n/a
Public Works	$15,489,364	$19,120,038	$19,211,128	$19,360,195	$240,157	1.3%
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	$9,783,571	$10,402,448	$10,402,448	$10,630,468	$228,020	2.2%
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	$25,272,935	$29,522,486	$29,613,576	$29,990,663	$468,177	1.6%
Transfers Out	$152,222	$310,000	$757,559	$0	($310,000)	-100.0%
TOTAL EXPENDITURES - Utilities Op Fun	**$25,425,157**	**$29,832,486**	**$30,371,135**	**$29,990,663**	**$158,177**	**0.5%**
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	$8,132,584	$8,537,535	$8,554,789	$8,742,044	$204,509	2.4%
Operating (other than debt service)	$7,293,024	$8,760,877	$8,831,577	$9,259,208	$498,331	5.7%
Debt Service	$9,783,571	$10,402,448	$10,402,448	$10,630,468	$228,020	2.2%
Capital	$63,756	$1,821,626	$1,824,762	$1,358,943	($462,683)	-25.4%
TOTAL APPROPRIATED EXPENDITURES - Utilities Op Fund	**$25,272,935**	**$29,522,486**	**$29,613,576**	**$29,990,663**	**$468,177**	**1.6%**

Fund Balance - Utilities Operating Fund						
Beginning Fund Balance	$24,734,325	$27,909,940	$27,909,940	$26,451,719	($1,458,221)	-5.2%
Net gain (use) from operations	$3,175,615	($923,050)	($1,458,221)	$244,906	$1,167,956	-126.5%
Ending Fund Balance	**$27,909,940**	**$26,986,890**	**$26,451,719**	**$26,696,625**	**($290,265)**	**-1.1%**

FY 2013 Adopted Budget - Utilities Capital Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 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	$2,007,862	$2,327,970	$2,327,970	$2,671,980	$344,010	14.8%
Other Local Revenue	$1,019,857	$908,656	$1,369,185	$531,250	($377,406)	-41.5%
Debt Proceeds	$32,555,000	$0	$0	$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	$35,582,719	$3,236,626	$6,632,067	$3,203,230	($33,396)	-1.0%
Transfers In	$82,928	$0	$0	$0	$0	n/a
Use of Fund Balance	($27,862,019)	$978,120	$43,375,441	($2,798,230)	($3,776,350)	-386.1%
TOTAL REVENUE - Utilities Cap Proj Fun	**$7,803,628**	**$4,214,746**	**$50,007,508**	**$405,000**	**($3,809,746)**	**-90.4%**
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	$0	$0	$0	$0	$0	n/a
Capital Projects	$5,780,378	$3,183,956	$48,976,718	$0	($3,183,956)	-100.0%
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	$5,780,378	$3,183,956	$48,976,718	$0	($3,183,956)	-100.0%
Transfers Out	$2,023,250	$1,030,790	$1,030,790	$405,000	($625,790)	-60.7%
TOTAL EXPENDITURES - Utilities Cap Prc	**$7,803,628**	**$4,214,746**	**$50,007,508**	**$405,000**	**($3,809,746)**	**-90.4%**
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	$5,780,378	$3,183,956	$48,976,718	$0	($3,183,956)	-100.0%
TOTAL APPROPRIATED EXPENDITURES - Utilities Cap Proj	**$5,780,378**	**$3,183,956**	**$48,976,718**	**$0**	**($3,183,956)**	**-100.0%**

Fund Balance - Utilities Cap. Proj. Fund						
Beginning Fund Balance	$34,811,134	$62,673,153	$62,673,153	$19,297,712		
Net gain (use) from operations	$27,862,019	($978,120)	($43,375,441)	$2,798,230	$3,776,350	-386.1%
Ending Fund Balance	**$62,673,153**	**$61,695,033**	**$19,297,712**	**$22,095,942**	**$3,776,350**	**6.1%**

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 2013		Variance	
Funds	Beginning	Ending	Amount	Percent
General Fund	$53,863,406	$42,120,714	($11,742,692)	-21.8%
Capital Projects Fund	$6,026,030	$1,957,744	($4,068,286)	-67.5%
Economic Development Opportunities Fund	$108,797	$1	($108,797)	-100.0%
Fire/EMS Fee Fund	$164,346	$17,403	($146,943)	-89.4%
Code Compliance Fund	$73,979	$73,979	$0	0.0%
Transportation Fund	$8,767,174	$2,875,126	($5,892,048)	-67.2%
School Operating Fund	$0	$0	$0	n/a
School Food Service Fund	$708,684	$708,684	$0	0.0%
School Capital Projects Fund	$1,349,456	$1,349,456	$0	0.0%
Joint Fleet Maintenance Fund	$264,285	$264,285	$0	0.0%
Utilities Operating Fund	$26,451,719	$26,696,625	$244,906	0.9%
Utilities Capital Projects Fund	$19,297,712	$22,095,942	$2,798,230	14.5%

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

General Fund: $8,419,104 is used for one-time transfers to the County and Schools Capital Projects Funds for use on FY 2013 capital projects which otherwise would have been financed. $876,000 is used for a one-time transfer to the EDO Fund for economic development incentives/initiatives. $599,894 is used to fund one-time overtime for Fire/Rescue as the phased approach to additional coverage is implemented. Additional one-time uses of the General Fund balance total $1.4 million and are outlined on page 92.

Capital Projects Fund: $5,886,059 of the use fund balance is 2011 refunding bond proceeds that will be used in FY 2013 to pay off Fire/Rescue bonds issued in 2003. Additionally, the use of $275,412 in accumulated interest earnings on bond proceeds is planned for the VRE station and EMS equipment replacement projects. $2,093,185 is added back to the fund balance because FY 2013 revenue exceeds planned expenditures. This $2.1 million is planned for use in the out-years of the CIP.

Economic Development Opportunities Fund: $155,000 of the EDO Fund balance is used to fund previously approved incentives. Additionally, $46,203 is added back to the fund balance because transfers to the EDO fund and EDO revenues exceed FY 2013 expenditures.

Fire/EMS Fee Fund:	$149,260 of the fund balance is planned for use on one-time budget items. These items include turnout gear and equipment for new firefighter medic positions, bullet proof vests, new and replacement digital cameras, furniture and fixtures for stations, and one replacement vehicle. Additionally, $2,317 is added to the fund balance because FY 2013 fees exceed the transfer to General Fund needed for approved Fire/EMS Revenue Recovery spending.
Transportation Fund:	$5,085,448 of the $5.9 million use of fund balance in FY 2013 is to reserve the budgeted special taxes for four special service districts, and the reserves associated with previous years' 10% set asides from the Cosner's Corner, Harrison Crossing, Lee Hill East, and Lee Hill West commercial developments. Additionally, $8,806,600 is used to fund Transportation Fund expenses not supported by available annual Transportation revenues.
Utilities Capital Projects Fund:	$2,798,230 is added to the fund balance because Utilities Capital Projects revenues exceed FY 2013 budgeted expenditures.

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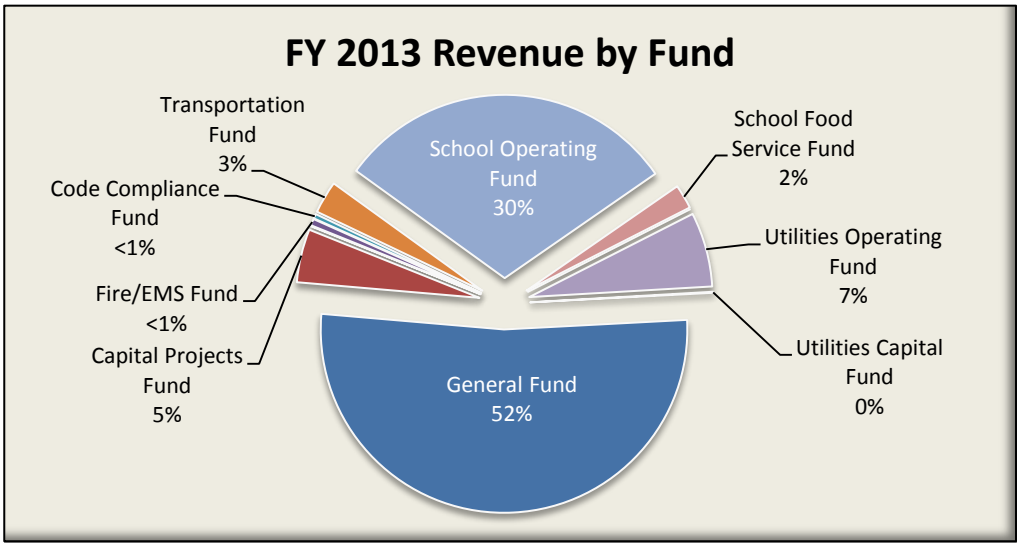
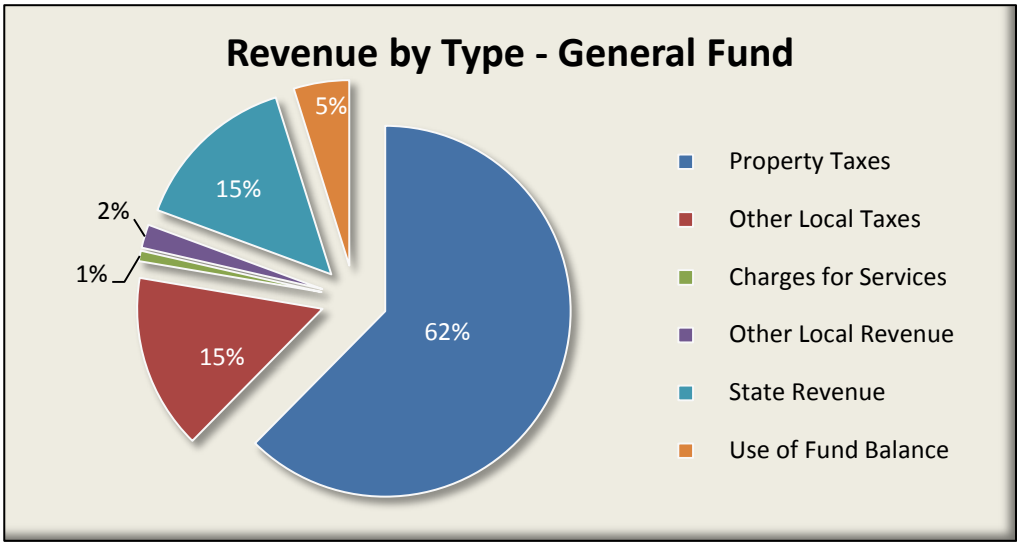
Revenues

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



General Fund

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

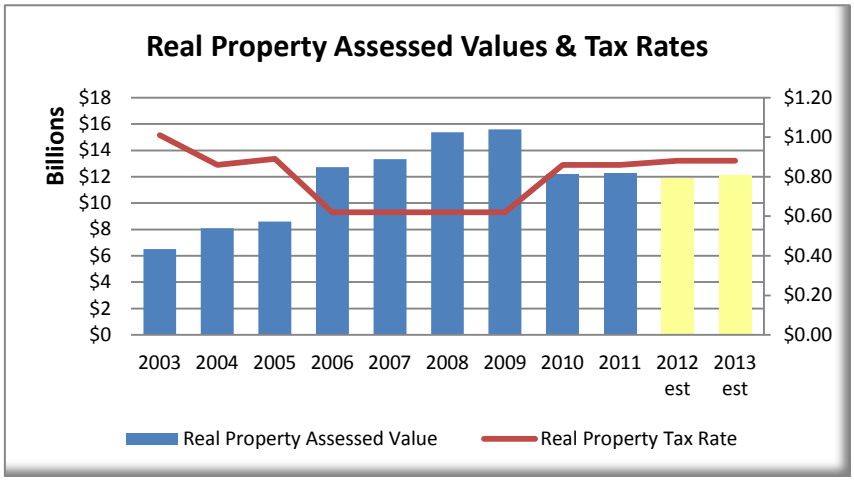


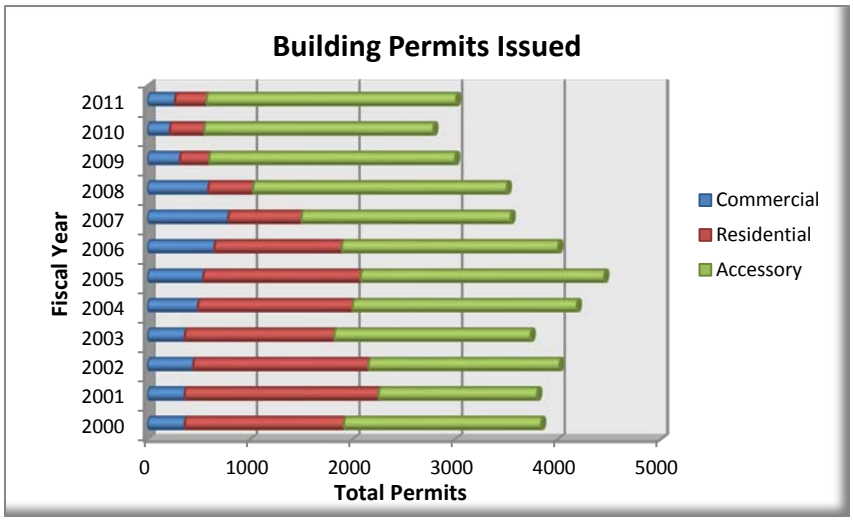
Revenue Category: Property Taxes

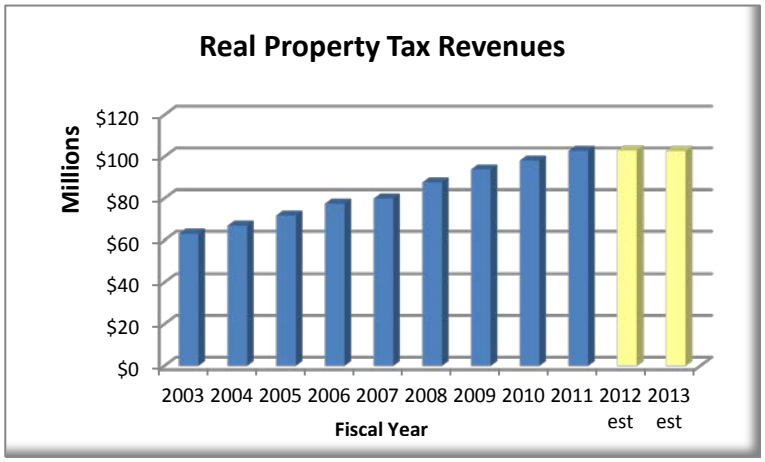
Real Property Taxes ($102.7M) State Code §58.1 – 3200, County Code Ch. 21, Article III

Revenue Description: Every two years, the Office of Real Estate Assessments conducts a general reassessment of all real property to include agricultural, residential, and commercial land and improvements. The purpose of the reassessment is to bring the value of all real property within the County in line with market values at the time of the reassessment. This is necessary to ensure that taxes used to pay for local governmental services and programs are distributed equitably among all real property owners. Updated assessments take effect in January of every even numbered year. Given that 2012 is a reassessment year, State Code requires the County to determine and advertise the equalized rate. The equalized rate is the tax rate that, when applied to the new assessed values less new construction, yields 101% of the revenue that the prior year's tax rate yielded on the prior year assessed value. For 2012, the equalized rate is $0.90 per $100 of assessed value. However, the rate adopted for 2012 is $0.88. Real Property Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2013 Projection: For the five years preceding 2010, real property assessed values in Spotsylvania County grew by an average of 16% per year. However, in response to a struggling housing market in which nationwide delinquencies on mortgages nearly doubled and Spotsylvania ranked among those localities with the highest rates of foreclosure in Virginia, that trend drastically changed with the 2010 reassessment. With the inventory of homes for sale greater than the four to six months' worth considered normal, the limited availability of bank financing, and short and foreclosure sales often closing at prices below those of other comparable homes, it was inevitable that the assessed values of residential properties would decrease in the January 2010 reassessment.







The FY 2013 real property tax revenue projection of **$102.7 million**, which includes one billing in tax year 2012 and one billing in tax year 2013, is based on a 2012 estimated taxable assessed value of $11.9 billion, and a 2013 estimated taxable assessed value of $12.1 billion, each net of tax relief and deferred taxes. This $102.7 million represents 46.0% of all General Fund revenues, excluding transfers from other funds. The 2012 land book value reflects a 3.6% decrease over the 2011 book value. Overall, commercial values declined by 10.0% while residential values declined by 1.7%. The assessed value growth for calendar year 2013 is estimated at 2.0% for budget purposes, reflecting a conservative, yet optimistic estimate of growth in new construction.

Calculation of the 2012 Equalized Real Property Tax Rate		
2011 Real Property Tax Levy		$105,773,033
101% of 2011 Levy (§58.1-3321)	A	$106,830,763
2012 Total Assessed Value	B	$12,333,057,500
Est. 2012 Tax Relief & Exemptions	C	$453,664,101
2012 Net Taxable Assessed Value	B-C	$11,879,393,399
2011 New Construction Assessed Value		$37,054,840
2012 Net Taxable Assessed Value – New Construction	D	$11,842,338,559
Equalized Rate: 1001% of 2011 Levy ÷ Net 2012 Assessed Value	(A÷D) x 100	**$0.90**
Approximate yield for one penny of Real Property tax:		$1,170,000

Based on the 2012 land book, the average residential real property tax bill in 2012 at the adopted real property rate of $0.88 per $100 of assessed value is $1,527 for the full year. The following display is an approximation of the breakdown of the average residential real property tax bill.

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

Personal Property Taxes ($31.9M)

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

Revenue Description: Personal property tax is charged on all tangible property owned in the county, including automobiles, trucks, recreational vehicles and boats, business office furniture and equipment, and mobile homes. (While mobile homes are valued as personal property, State law requires that the rate for taxation not exceed that for real property, which is adopted at $0.88 per $100 of assessed value for 2012). Each year, County vehicle values are assessed based on 50% of the clean retail value from National Automobile Dealers Association (NADA) guide. Business furniture and equipment is valued with a depreciation schedule applied to the original cost of the item. The Personal Property Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2013 Projection: Personal property tax revenue is not easily estimated due to the ever-changing values of new and used cars, the constant turnover of the inventory of vehicles in the County, and the annual depreciation of various types of business furniture and fixtures. Finance staff relies on personal property book values obtained from the Commissioner of Revenue's office, and makes reasoned estimates as to the potential growth in overall assessed values.

Changes in the NADA guide values can vary widely from one year to the next. For example, application of the new NADA values resulted in the 2009 assessed value of all vehicles being 21% less than the 2008 assessed value of all vehicles in the county. Then, when the updated NADA values were applied in 2010, the change in value was less than 1%. The 2012 NADA update yielded a 5.9% decrease in value, resulting in an equalized Personal Property tax rate on vehicles of $6.65. New and newer vehicles added to the tax rolls in the early months of 2012 partially offset the NADA decline, and allowed the 2012 tax rate on vehicles to be set at $6.37 – 28 cents less than the equalized rate. New assessed value growth projected for calendar year 2012 is 4.2% while 3.5% is projected for calendar year 2013.

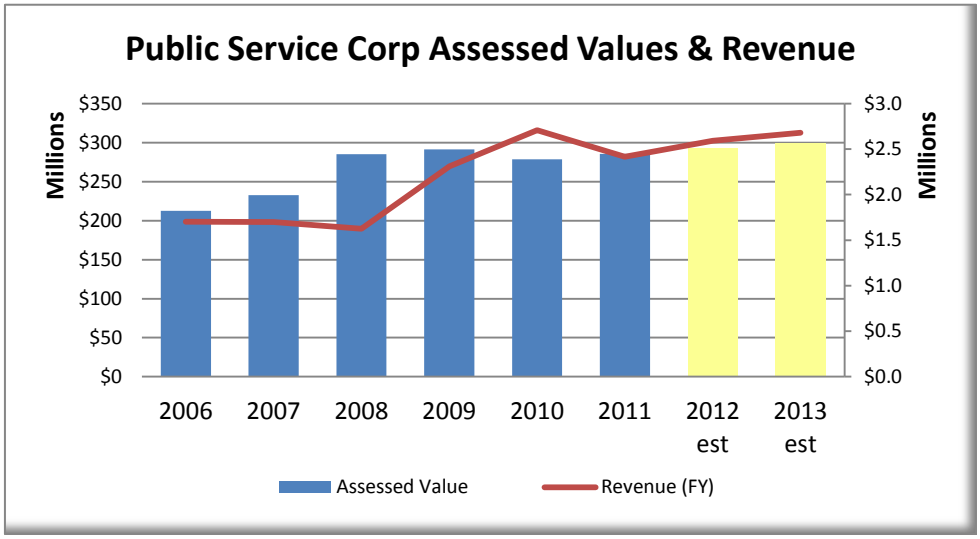
In FY 2013, personal property tax revenue (excluding the Personal Property Tax Relief Act (PPTRA) revenue received from the state and included in the non-categorical state revenue section) is budgeted at **$32.0 million**, including mobile home taxes. This represents 14.3% of all General Fund revenues, excluding transfers from other funds.

Public Service Corporation Tax ($2.6M)

State Code §58.1 – 2600 et seq.

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

Trend Analysis/Basis for FY 2013 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 2013 revenue projections for public service corporation real and personal property total **$2.6 million**, and are based upon the September 2011 assessed valuation report from the State, and assume 2.6% increases in assessed value in 2012 and 2013.



Public Service Corporation taxes represent 1.2% of all General Fund revenues, excluding transfers from other funds.

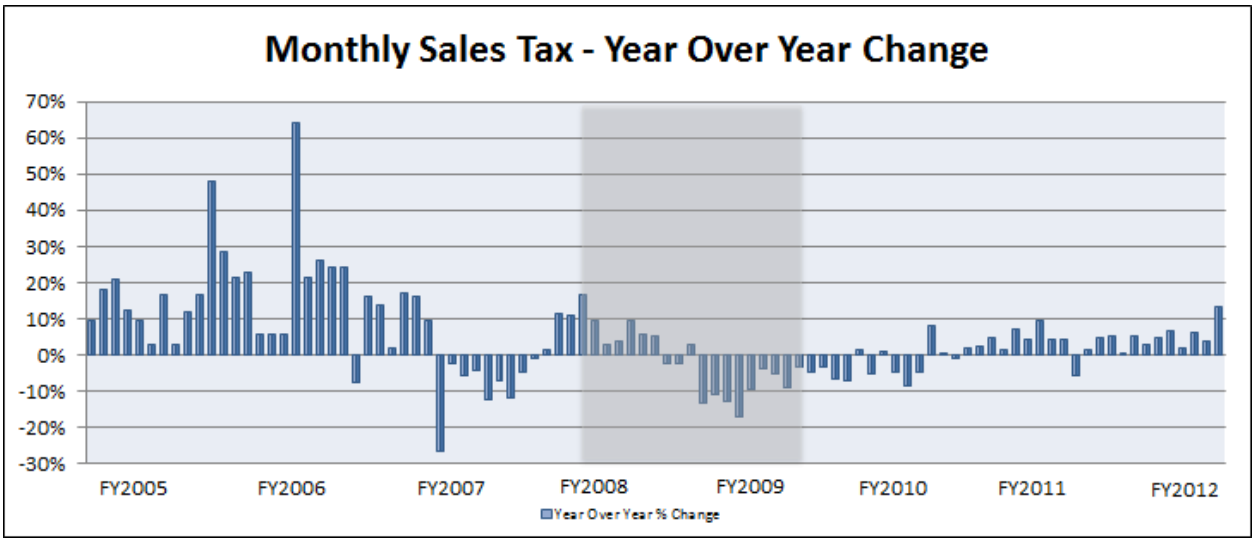
Revenue Category: Other Local Taxes

Sales Tax ($15.5M) 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% on the gross sales price of tangible goods other than food purchased for human consumption, and certain services. Food for home consumption by humans, including most grocery food items and cold prepared foods, are taxed at 1.5%. A portion of the State sales taxes are distributed to schools throughout Virginia based on school age population and Standards of Quality (SOQ) funding formulas determined by the State.

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

Trend Analysis/Basis for FY 2013 Projection: Sales tax revenue is projected at **$15.5 million** in FY 2013, approximately $500,000 or 3.6% greater than the local option sales tax receipts currently expected for FY 2012. Monthly revenues tend to be consistent from month to month in any given year, with an increase in February associated with holiday shopping in December. However, year to year receipts can vary, depending upon the economic climate, prices, and consumer confidence.



Grey shading indicates recessionary period.

Sales tax receipts represent 7.0% of all General Fund revenues, excluding transfers from other funds.

Consumer Utility Tax ($2.6M)

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

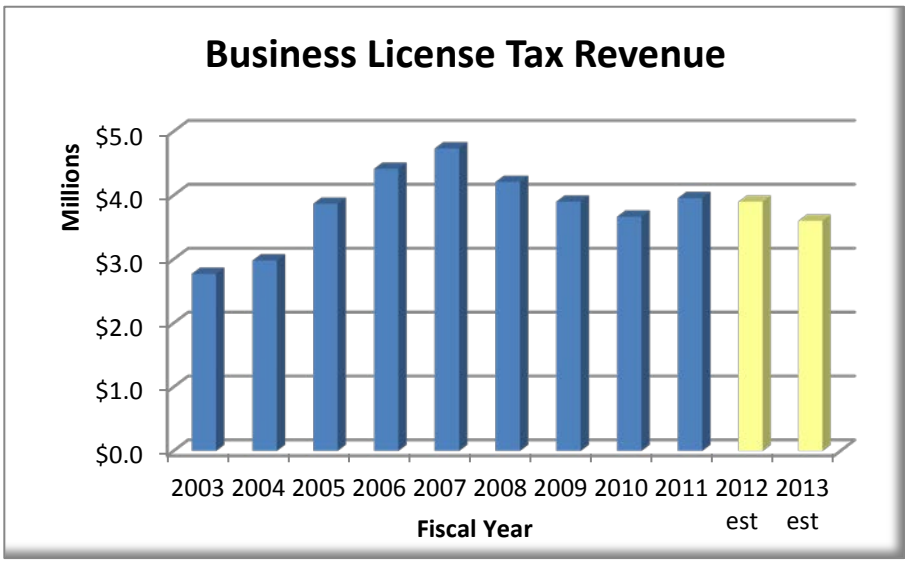
Revenue Description: Spotsylvania charges a utility tax on every residential and commercial purchaser of electric and natural gas services within the County. This tax is based on kilowatt hours for electricity and hundred cubic feet for natural gas delivered monthly to customers. Rates vary depending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

Trend Analysis/Basis for FY 2013 Projection: No significant change is expected in this revenue in FY 2013, with revenue projected at **$2.6 million**; 1.2% of all General Fund revenues, excluding transfers from other funds**.**

Business License Tax ($3.6M)

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

Revenue Description: Business, Professional and Occupational License (BPOL) taxes are levied on entities doing business within the County and are in the form of fixed fees or a percentage of gross receipts. State law places a variety of caps on rates that can be levied against particular types of businesses. Localities with populations over 50,000 may not levy BPOL taxes against a business with gross receipts of less than $100,000. Spotsylvania's threshold for taxation is currently $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. Note that during FY 2013 budget deliberations the Board of Supervisors expressed the desire to increase the threshold from $200,000 to $750,000. The revenue included in the FY 2013 Budget is $300,000 less than is expected in FY 2012 due to the impending increase in the threshold. The Business License Tax revenue supports General Fund expenditures and transfers.



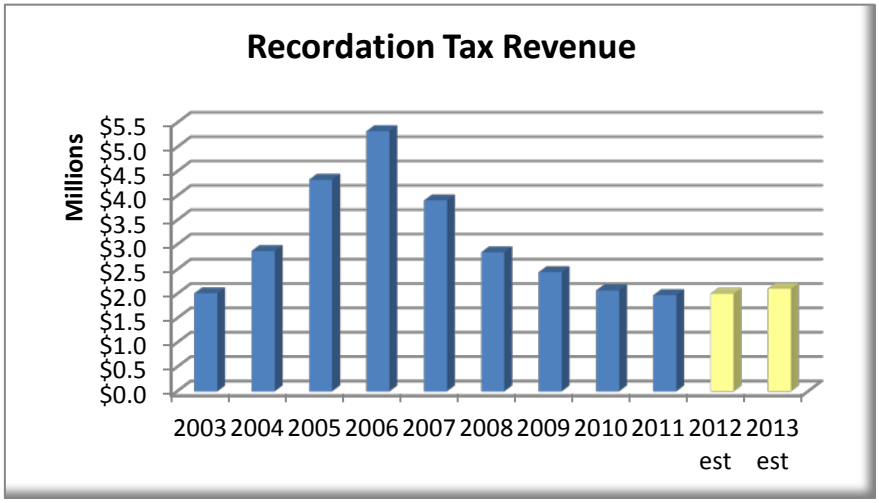
Trend Analysis/Basis for FY 2013 Projection: BPOL tax revenue is projected at **$3.6 million** in FY 2013, approximately $300,000 or 7.7% less than the local BPOL tax receipts currently expected for FY 2012. Business License tax receipts represent 1.6% of all General Fund revenues, excluding transfers from other funds.

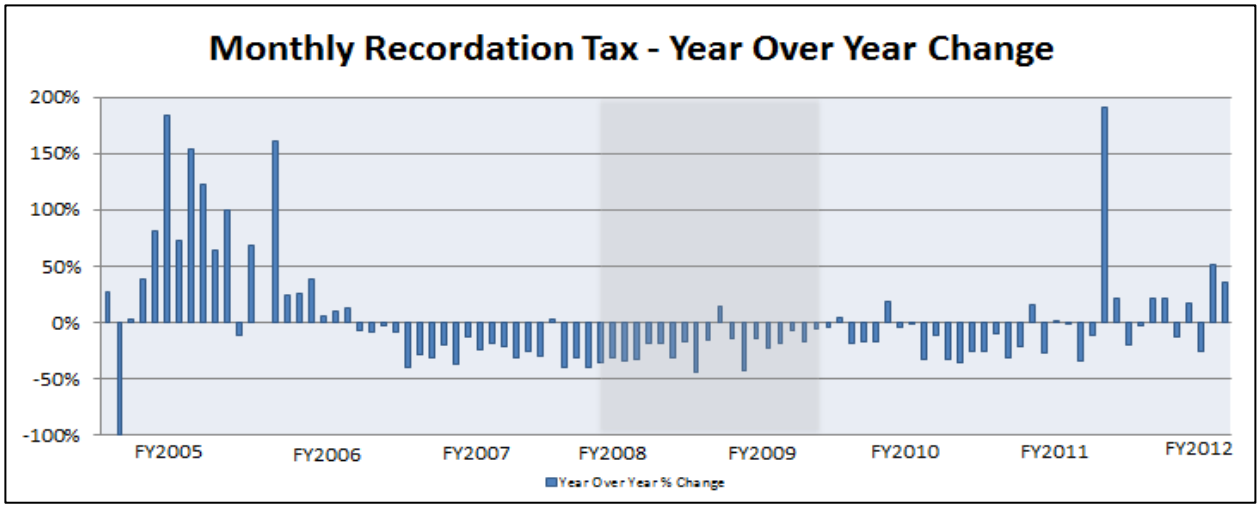
Recordation Tax ($2.1M)

State Code §58.1 – 3800

Revenue Description: Virginia localities may charge up to one-third of the recordation fee charged by the State, which is $0.25 per $100 of value. Spotsylvania's local recordation tax is assessed at the rate of $0.0833 per $100 of value for all transactions including recording of deeds, deeds of trust, mortgages, leases, contracts, and agreements admitted to record by the Clerk of the Circuit Court. In addition to the amount that is collected at the local level, State Code requires the State to distribute annually a total of $40 million in State recordation fees back to the localities; $10 million per quarter. Each locality's share of the $10 million quarterly allocation is based upon the percentage that each locality's collections were of statewide collections during that quarter. The Recordation Tax revenue supports General Fund expenditures and transfers.

Trend Analysis/Basis for FY 2013 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 2013 is **$2.1 million**, slightly higher than the $2.0 million currently expected for FY 2012. Recordation revenue represents 0.9% of all General Fund revenues, excluding transfers from other funds.





Note: The spike at the close of FY11 was due to the timing of State's disbursement of recordation tax revenues. Grey shading indicates recessionary period

Transient Occupancy Tax ($1.1M)

State Code §58.1 – 3819

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

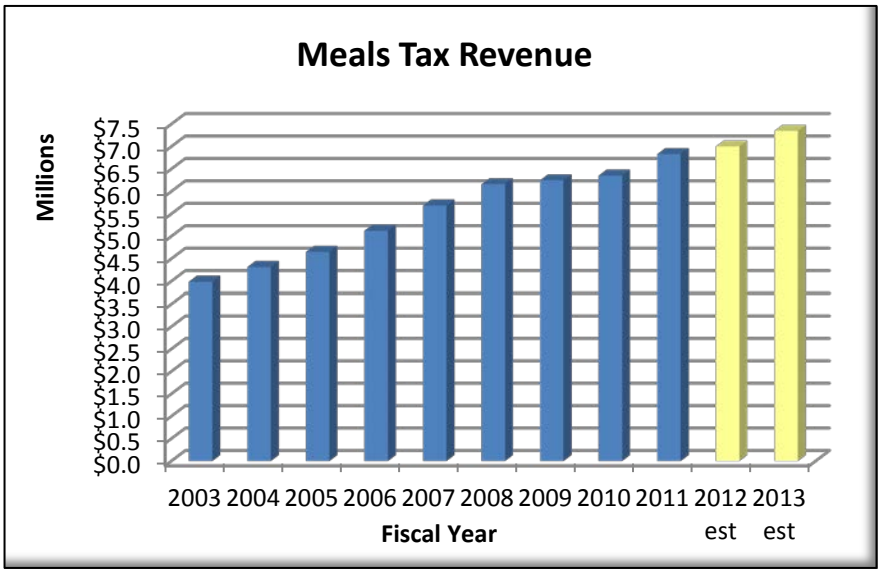
Trend Analysis/Basis for FY 2013 Projection: Despite the recession, Transient Occupancy Tax receipts have remained constant at $1.0 million to $1.1 million per year since FY 2006. As such, **$1.1 million** is projected in FY 2013. Transient Occupancy tax revenue represents 0.5% of all General Fund revenues, excluding transfers from other funds.

Meals Tax ($7.3M)

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

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

Trend Analysis/Basis for FY 2013 Projection: Meals Tax revenues grew rapidly at an average of just over 9% from FY 2003 through FY 2008 as many new restaurants were established in the County, particularly in new commercial developments at Cosner's Corner and Harrison Crossing. Although Meals Tax revenues have continued growing despite the recession, the rate of growth declined in FY 2009 and FY 2010 to an average of 1.5% per year. Then, in FY 2011, growth increased by 7.5%. FY 2012 receipts through the third quarter indicate that Meals Tax revenues will increase by 2.5% in FY 2012 compared with FY 2011, to a total of $7.0 million. FY 2013 Meals Tax revenue is projected at **$7.3 million**; 3.3% of all General Fund revenues, excluding transfers from other funds.



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 in June each year. 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 99). The Fuels Tax revenue was sufficient in FY 2011 and FY 2012, and, along with use of the Transportation Fund balance, is projected to be sufficient again in FY 2013 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 2013 Projection: Decal Fee revenue has consistently been approximately $2.6 million since FY 2004. As such, the FY 2013 projection is **$2.6 million**. Decal Fee revenue represents 1.2% of all General Fund revenue, excluding transfers from other funds.

Revenue Category: Other Local Revenue

Water/Sewer Admin Fee ($2.1M)

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 2013 Projection: Based on the FY 2013 budgeted costs, the General Fund expenditures attributable to Utilities total **$2.1 million**, or 0.9% of all General Fund revenue, excluding transfers from other funds.

Revenue Category: State Revenue

Personal Property Tax Relief Act ($14.5M)

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

Revenue Description: Originally enacted in 1998, the Personal Property Tax Relief Act (PPTRA) was developed by the State in an attempt to gradually eliminate personal property tax bills for automobile assessments up to $20,000, with the State reimbursing localities for the amounts

not billed directly to County taxpayers. The gradual reductions grew to 70%. Then, in 2006, the General Assembly made a fundamental change to the PPTRA program, limiting reimbursements to a statewide total fixed amount of $950 million to be spread among qualifying vehicles.

County Code provides vehicle owners 100% Personal Property Tax relief if their vehicles are valued below $1,000. For vehicles valued between $1,001 and $20,000, the percentage of relief varies from year to year depending upon the total value of vehicle inventory in the County. As shown in the table to the right, the Personal Property tax relief provided by the State has decreased from 57% to 43% 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%
2012	43%

Trend Analysis/Basis for FY 2013 Projection: The fixed amount the County receives from the State is **$14.5 million**. State revenue for PPTRA represents 6.5% of all General Fund revenue, excluding transfers from other funds.

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 2013 Projection: Reimbursement funding for these offices is estimated at **$5.2 million** in FY 2013 based on the expected revenue for FY 2012 and the biennial budget adopted by the General Assembly in Spring 2012. Compensation Board revenue represents 2.3% of all General Fund revenue, excluding transfers from other funds.

Social Services/CSA ($8.3M)

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 2013 Projection: Expenditures are projected based on trends in Social Services and the Comprehensive Services Act (CSA) programs. A reduction of $1.7 million is anticipated in FY 2013 due to a change in the disbursement of Head Start and Day Care funding. Beginning in FY 2013, these funds will be disbursed to program participants from the State, rather than the local government. This reduces both County expenditures and State

reimbursement revenue. Existing reimbursement rates have been applied to the projected expenditures to determine the projected FY 2013 revenue estimate of **$8.3 million**; 3.7% of all General Fund revenues, excluding transfers from other funds.

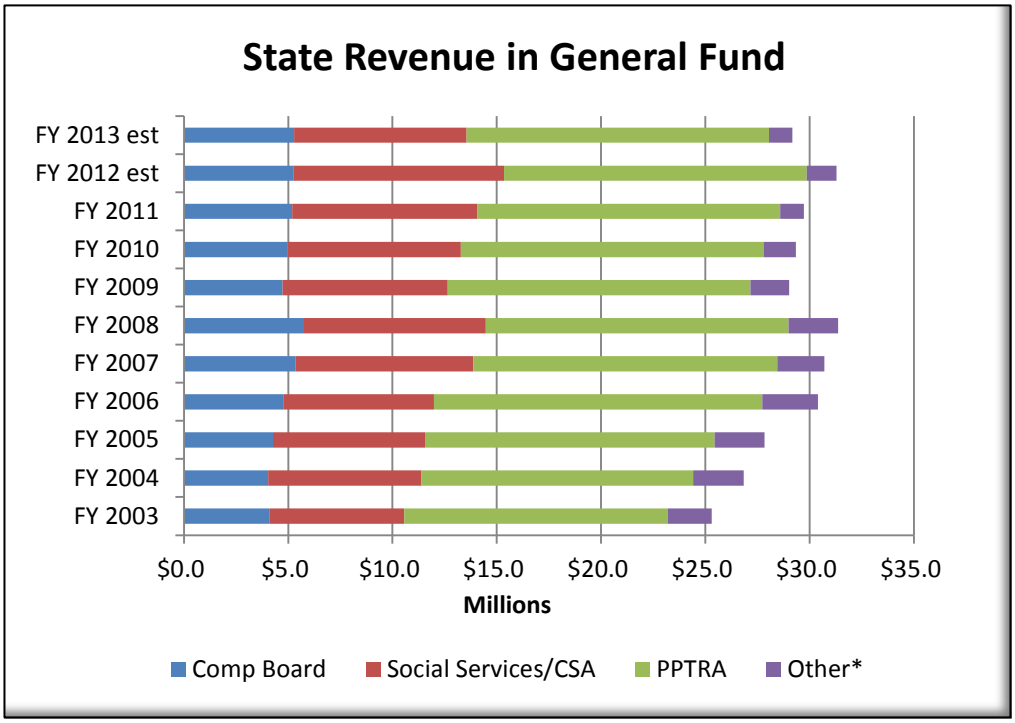
Communications Sales Tax ($4.9M)

State Code §58.1-648, §58.1-1730

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

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

Trend Analysis/Basis for FY 2013 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 and FY 2011 actual receipts, and projected FY 2012 receipts total approximately $4.9 million annually. The FY 2013 projection is **$4.9 million**, as well. This revenue represents 2.2% of all General Fund revenue, excluding transfers from other funds.



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

Revenue Category: Use of Fund Balance

Use of General Fund Balance ($11.7M)

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

At the end of FY 2012, the fund balance is expected to exceed the required 10% Fiscal Stability Reserve guideline by $14.3 million.

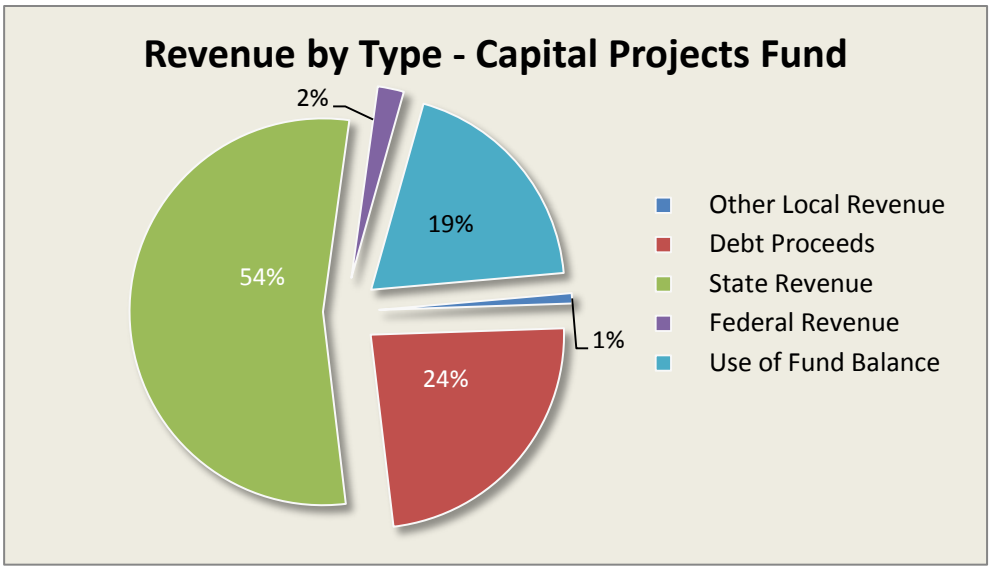
The fund balance is a one-time source of revenue – once the fund balance or any portion of the fund balance is used, it is gone. It is not a recurring source of revenue like annual real and personal property tax payments. As such, use of the fund balance should be limited to one-time, non-recurring expenditures.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

To minimize the financing necessary for capital projects and to limit added debt service for FY 2013, the Adopted Budget assumes the use of $8.4 million of the fund balance to fund capital projects that otherwise would have been financed. In addition, excess fund balance will be used for economic development initiatives/incentives, Fire/Rescue overtime, and various other one-time costs as listed below:

FY 2013 Use of General Fund Balance	
School bus replacements	$2,650,074
School capital maintenance	$2,057,477
School technology projects	$2,016,553
Economic development marketing consultant and incentives	$876,000
Fire/Rescue overtime	$599,894
Refuse replacement equipment	$520,000
Release of Schools' prior year holdback	$481,990
Fiber network capital project	$440,000
Replacement software/equipment	$319,623
Financial system hardware capital project	$300,000
GIS aerials and planning	$298,048
Website upgrade capital project	$275,000
Replacement vehicles	$184,586
Information Services consulting	$175,000
Railway improvements	$149,500
Assessment contingency	$100,000
Pavement repairs at 3 refuse collection sites	$72,275
Space needs/design study capital project	$70,000
Generator monitoring	$50,988
Civil War battle re-enactment	$50,000
Salary study	$41,000
Replacement Fire/EMS equipment capital project	$90,000
General Fund revenues in excess of expenditures (add to fund balance)	-$75,316
Total	**$11,742,692**

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 ($0.2M)

Revenue Description/Basis for FY 2013 Projection: $0.2 million is available from proffers and from the special assessment for the Hunter's Lodge project to be used towards FY 2013 capital projects.

Revenue Category: State Revenue

State Revenue ($11.4M)

Revenue Description/Basis for FY 2013 Projection: $11.4 million in State revenue is assumed for purposes of funding the VRE station and parking areas, and the Smith Station/Courthouse intersection projects in FY 2013. In this instance, due to the complexity of transportation funding, various potential outside sources of funding for the VRE station are combined under State revenue.

Revenue Category: Federal Revenue

BAB Subsidy ($0.5M)

Revenue Description/Basis for FY 2013 Projection: One of the programs stemming from the American Recovery and Reinvestment Act (ARRA) was the Build America Bond (BAB) program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35% of each interest payment made on an annual basis over the term of the bonds.

Spotsylvania issued BABs in 2009 and in 2010 for various capital projects. The federal subsidy on general project BABs in FY 2013 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: Debt Proceeds

Bond Proceeds ($5.0M)

Revenue Description/Basis for FY 2013 Projection: To match $5.0 million in State revenue sharing funds in FY 2013, the County will issue $5.0 million in bonds for the VRE station and parking area project.

Revenue Category: Use of Fund Balance

Use of Capital Projects Fund Balance ($4.1M)

Revenue Description/Basis for FY 2013 Projection: Use of the Capital Projects Fund balance is limited to the use of **$5.9 million** in bond proceeds held in escrow at the time of the 2011 General Obligation issuance to pay off previously issued debt for Fire/Rescue stations and equipment, and the use of accumulated interest earnings from previously issued bonds **($0.3 million)** for the VRE station and EMS equipment replacement projects. Offsetting these uses of fund balance is a **$2.1 million** addition to the fund balance. This funding will be held in the fund balance until its planned use in the out-years of the CIP.

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 2013 Projection: $71,355 is expected in rental revenue from the Southpoint property owned by the Economic Development Authority (EDA). **$3,000** in interest earnings on the EDO Fund balance is expected in FY 2013, as well.

Revenue Category: Use of Fund Balance

Use of EDO Fund Balance ($0.1M)

Revenue Description/Basis for FY 2013 Projection: Use of the EDO Fund balance is planned in FY 2013 to fund economic development incentives **($137,000**), and development of a strategic implementation plan for the EDA **($18,000**). Offsetting these uses of fund balance is a $46,203 addition to the fund balance.

Fire-EMS Service Fee Fund

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

Revenue Category: Charges for Services

EMS Rescue Services Fees ($2.5M)

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

Revenue Description/Basis for FY 2013 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

Additionally, there is a $10 per mile transport fee. At **$2.5 million,** the revenue included in the FY 2013 Budget is $62,500 more than is expected in FY 2012 due to impending increases in fees.

Once recognized in the Fire-EMS Service Fee Fund, this revenue is transferred to the General Fund to help reduce the degree to which tax revenue must support the cost of Fire and EMS services in the County.

Revenue Category: Use of Fund Balance

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

Revenue Description/Basis for FY 2013 Projection: $146,943 of the Fire-EMS Service Fee Fund balance is planned for use in FY 2013 to fund one-time Fire/Rescue equipment purchase and other operating costs.

Code Compliance Fund

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

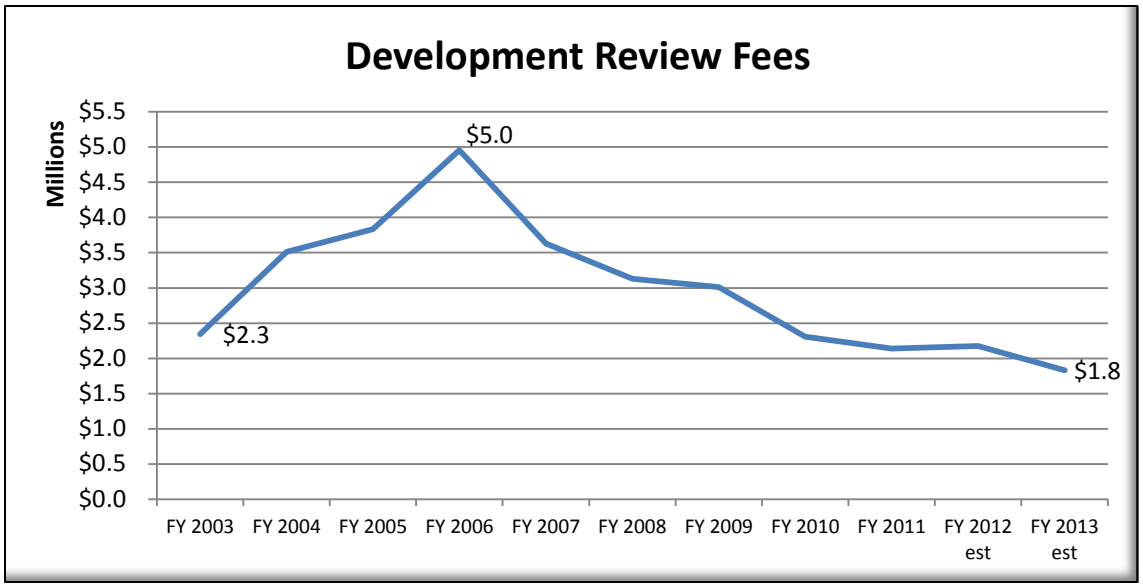
Revenue Category: Other Local Revenue

Development Review Fees ($1.8M)

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

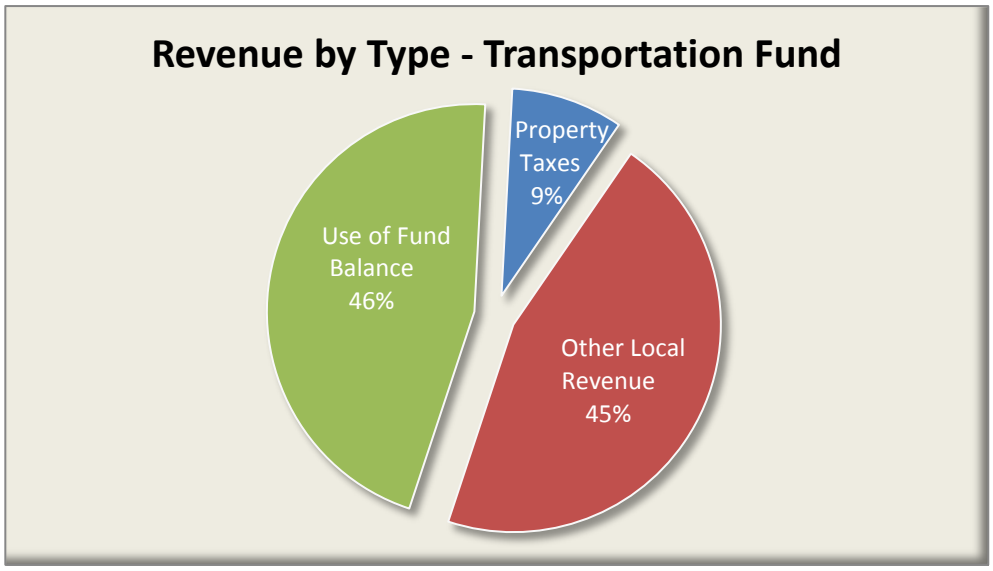
Revenue Description/Basis for FY 2013 Projection: Fees are in place for various reviews, permits and inspections provided by the County's Building and Zoning offices and are set at a level that attempts to recover 80% of the County's costs to provide services other than those deemed as core or basic. Based on the number of building permits and inspections anticipated for FY 2013, revenue is projected at **$1.8 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 ($1.1M) State Code §15.2-2403, County Code Ch. 21, Article XIII

Revenue Description/Basis for FY 2013 Projection: $1.1 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 ($5.8M) State Code §58.1-1720

Revenue Description/Basis for FY 2013 Projection: Effective February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). By State law, membership in the PRTC permits the County to enact a 2.1% tax on the distribution costs of fuel which may be used only for VRE and PRTC annual subsidies and other transportation purposes. PRTC estimates Spotsylvania's FY 2013 fuel tax revenue to be **$3.4 million**. In addition, the County will receive **$2.4 million** from gas tax revenues collected in Spotsylvania County prior to FY 2013 and currently held by PRTC, to fund the deferred PRTC and VRE subsidy payments due in FY 2013.

Revenue Category: Use of Fund Balance

Use of Transportation Fund Balance ($5.9M)

Revenue Description/Basis for FY 2013 Projection: A large portion **($5.1 million)** of the use of the Transportation fund balance in FY 2013 is to reserve accumulated "set-asides" and taxes collected from several SSDs established to address Transportation needs associated with specific commercial developments. Additionally, the fund balance will support **$0.8 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.

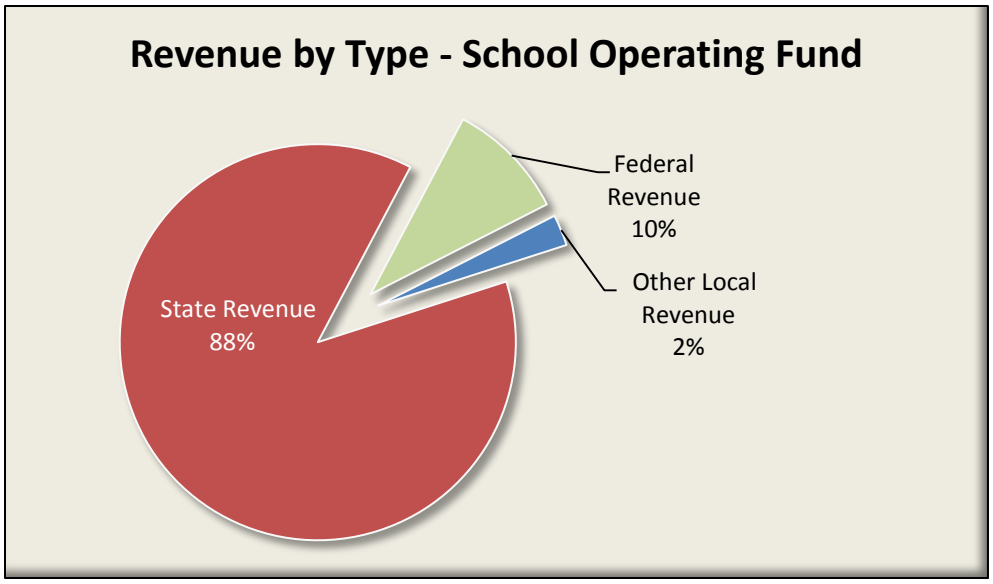
Revenue Category: Charges for Services

Service Charges ($2.3M)

Revenue Description/Basis for FY 2013 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 and FY 2011 actual, and FY 2012 projected revenue, FY 2013 revenue is projected at **$2.3 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 ($3.2M)

Revenue Description/Basis for FY 2013 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 2013 estimate for this source of revenue is **$3.2 million**.

Revenue Category: State Revenue

State Revenue ($120.4M)

Revenue Description/Basis for FY 2013 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 2013 State revenue at **$120.4 million**.

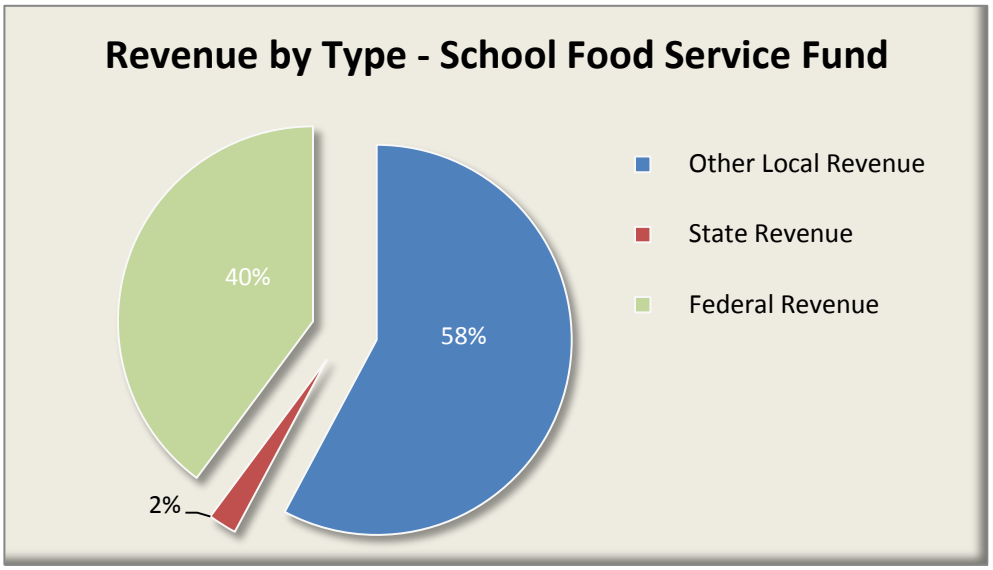
Revenue Category: Federal Revenue

Federal Revenue ($13.2M)

Revenue Description/Basis for FY 2013 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 2013 Federal revenue to be **$13.2 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 ($5.6M)

Revenue Description/Basis for FY 2013 Projection: Revenue totaling **$5.6 million** is projected to be generated primarily from the sale of student breakfasts, lunches and a la carte program.

Revenue Category: State Revenue

State Revenue ($0.2M)

Revenue Description/Basis for FY 2013 Projection: Revenue totaling **$0.2 million** is expected to come from the State government in support of the Schools' lunch and breakfast programs.

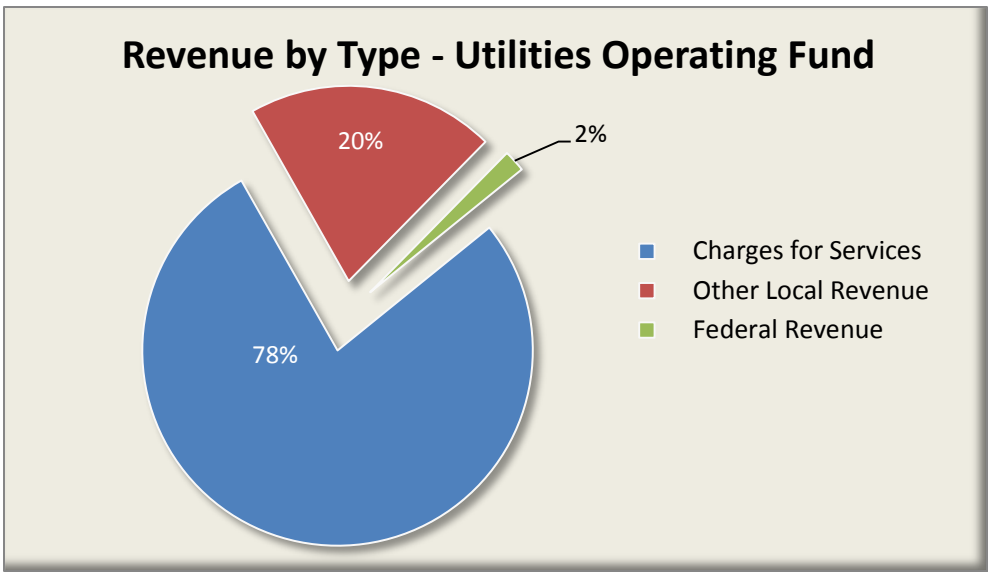
Revenue Category: Federal Revenue

Federal Revenue ($3.9M)

Revenue Description/Basis for FY 2013 Projection: Revenue totaling **$3.9 million** is expected to come from the Federal government in support of the Schools' lunch and breakfast programs.

Utilities Operating Fund

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



Revenue Category: Charges for Services

Water/Sewer User Fees ($23.1M)

Revenue Description/Basis for FY 2013 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 **$23.1 million** user fee revenue projected for FY 2013 is based on a conservative estimate of the increase in the number of service users.

Revenue Category: Other Local Revenue

Debt Service/Administration Fees ($4.8M)

Revenue Description/Basis for FY 2013 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 **$4.8 million** revenue projected for FY 2013 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 2013 Projection: One of the programs stemming from the ARRA was the BAB program. Local governments issuing bonds typically issue tax-exempt bonds, meaning that the interest investors earn is non-taxable. However, the BAB program was a taxable bond program through which investors received a higher interest rate from the issuing locality, and issuing localities receive a subsidy from the Federal government equal to 35% of each interest payment made on an annual basis over the term of the bonds.

Spotsylvania issued BABs in 2010 for various Utilities capital projects. The federal subsidy on Utilities project BABs in FY 2013 will be **$539,056**.

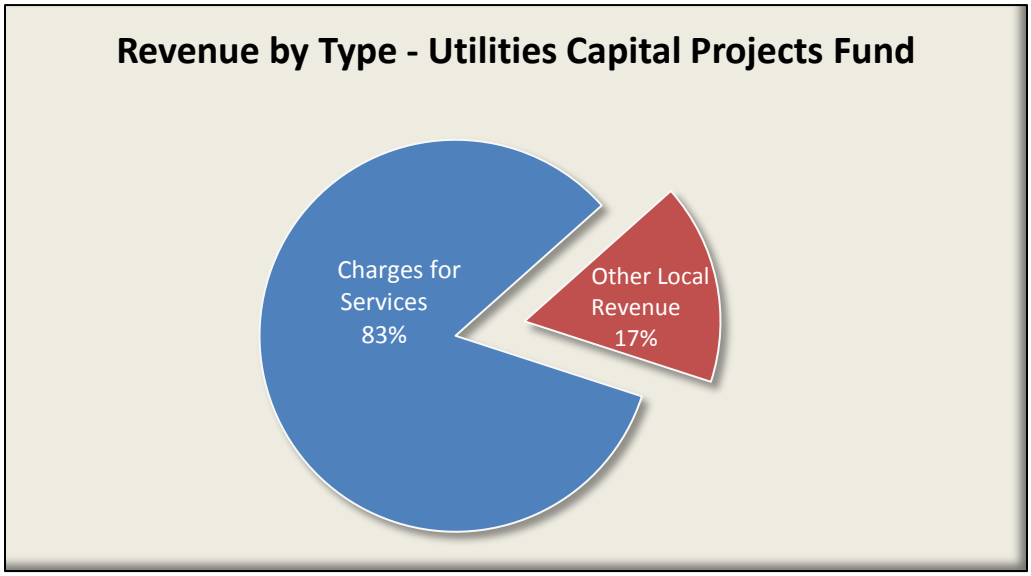
Revenue Category: Use of Fund Balance

Addition to Fund Balance ($0.2M)

Revenue Description/Basis for FY 2013 Projection: **$0.2 million** is added back to the Utilities Operating Fund balance in FY 2013 due to anticipated revenues exceeding planned expenditures.

Utilities Capital Projects Fund

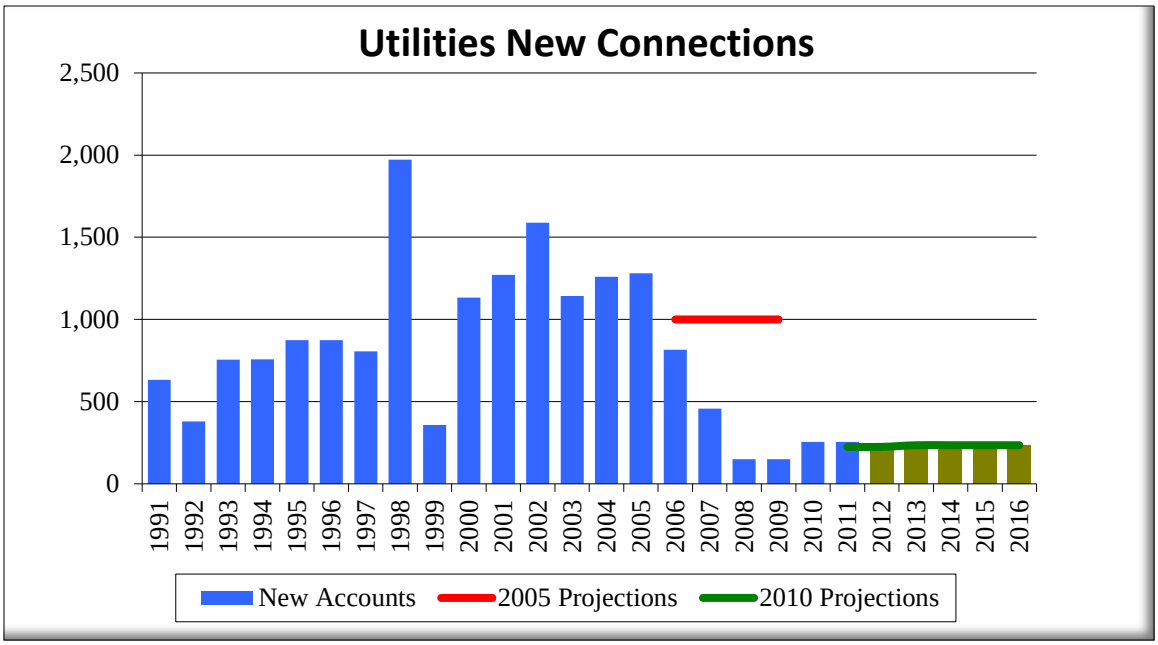
There are three categories of revenue within the Utilities Capital Projects Fund: charges for services, other local revenue and use of the fund balance. The following graph shows the percentage that each category is of the total Utilities Capital Projects Fund revenue excluding transfers and use of fund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



Revenue Category: Charges for Services

Water/Sewer Availability Fees ($2.7M)

Revenue Description/Basis for FY 2013 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 2013 estimate of **$2.7 million** assumes 235 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 2013 Projection: Interest earnings on the Utilities Capital Projects Fund balance and unspent bond proceeds are estimated at **$0.5 million** in FY 2013.

Revenue Category: Use of Fund Balance

Addition to Fund Balance ($2.8M)

Revenue Description/Basis for FY 2013 Projection: **$2.8 million** is added back to the Utilities Capital Projects Fund balance in FY 2013 due to anticipated revenues exceeding planned expenditures.

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
GENERAL FUND						
Real Property Taxes:						
Current Taxes Real Estate	$102,824,613	$102,813,749	$103,579,873	$102,711,789	(101,960)	-0.1%
Delinquent Taxes Real Estate	$2,138,537	$1,799,772	$2,071,597	$1,797,414	(2,358)	-0.1%
Deferred Taxes	$22,780	$90,000	$90,000	$90,000	0	0.0%
Current Taxes Public Svc Real Estate	$2,416,490	$2,236,657	$2,451,159	$2,492,328	255,671	11.4%
Subtotal - Real Property	*$107,402,420*	*$106,940,178*	*$108,192,629*	*$107,091,531*	*151,353*	*0.1%*
Personal Property Taxes:						
Current Taxes Public Svc Personal Pr.	$0	$100,000	$78,480	$100,000	0	0.0%
Current Taxes Personal Property	$28,827,879	$29,050,809	$30,896,226	$31,929,732	2,878,923	9.9%
Delinquent Taxes Personal Property	$2,831,830	$2,459,065	$2,780,660	$2,701,015	241,950	9.8%
Current Taxes Mobile Home	$60,727	$60,000	$60,000	$60,000	0	0.0%
Delinquent Taxes Mobile Home	$13,628	$20,000	$20,000	$20,000	0	0.0%
Subtotal - Personal Property	*$31,734,064*	*$31,689,874*	*$33,835,366*	*$34,810,747*	*3,120,873*	*9.8%*
Other Property Taxes:						
Current Taxes Heavy Equipment	$261,310	$311,661	$280,000	$266,848	(44,813)	-14.4%
Delinquent Taxes Heavy Equipment	$2,237	$31,166	$3,000	$3,000	(28,166)	-90.4%
Current Taxes Machinery & Tools	$919,819	$950,145	$950,145	$870,642	(79,503)	-8.4%
Delinquent Taxes Machinery & Tools	$31,672	$33,255	$33,255	$30,472	(2,783)	-8.4%
Subtotal - Other Property	*$1,215,038*	*$1,326,227*	*$1,266,400*	*$1,170,962*	*(155,265)*	*-11.7%*
Penalties & Interest on Taxes:						
Penalties	$1,459,327	$1,150,000	$1,300,000	$1,217,500	67,500	5.9%
Interest	$707,812	$525,000	$679,316	$519,372	(5,628)	-1.1%
Subtotal - Penalties & Interest on Taxes	*$2,167,139*	*$1,675,000*	*$1,979,316*	*$1,736,872*	*61,872*	*3.7%*
Total Property Taxes	$142,518,661	$141,631,279	$145,273,711	$144,810,112	3,178,833	2.2%
Sales Tax:						
Local Sales Tax	$14,442,629	$14,688,000	$15,000,000	$15,542,130	854,130	5.8%
Subtotal - Sales Tax	*$14,442,629*	*$14,688,000*	*$15,000,000*	*$15,542,130*	*854,130*	*5.8%*
Utility Tax:						
Consumer Utility Tax	$2,462,351	$2,424,974	$2,424,974	$2,575,000	150,026	6.2%
Subtotal - Utility Tax	*$2,462,351*	*$2,424,974*	*$2,424,974*	*$2,575,000*	*150,026*	*6.2%*
Other Local Taxes:						
Business License Tax	$3,955,374	$3,900,000	$3,900,000	$3,600,000	(300,000)	-7.7%
Daily Rental Tax	$47,298	$65,000	$65,000	$47,000	(18,000)	-27.7%
Utility Gross Receipts Tax	$717,574	$600,000	$700,000	$700,000	100,000	16.7%
Local Vehicle License Fee	$2,679,382	$2,600,000	$2,600,000	$2,600,000	0	0.0%
Bank Stock Tax	$536,392	$325,000	$325,000	$400,000	75,000	23.1%
Recordation Tax	$1,972,369	$1,600,000	$2,000,000	$2,100,000	500,000	31.3%
Transient Occupancy Tax	$1,098,951	$1,000,000	$1,000,000	$1,100,000	100,000	10.0%
Meals Tax	$6,828,253	$6,800,000	$7,000,000	$7,348,797	548,797	8.1%
Subtotal - Other Local Taxes	*$17,835,593*	*$16,890,000*	*$17,590,000*	*$17,895,797*	*1,005,797*	*6.0%*
Total Other Local Taxes	$34,740,573	$34,002,974	$35,014,974	$36,012,927	2,009,953	5.9%

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Licenses & Permits:						
Dog Tag Licenses	$72,456	$78,000	$78,000	$78,000	0	0.0%
Land Use Application Fees	$1,277	$1,000	$1,000	$1,000	0	0.0%
Transfer Fees	$4,725	$5,500	$5,500	$5,500	0	0.0%
Well/Septic Permit Fees	$28,450	$25,000	$25,000	$25,000	0	0.0%
Commercial Vehicle Disposal Fee	$14,025	$12,000	$12,000	$12,000	0	0.0%
Solicitor Permits	$1,040	$500	$500	$500	0	0.0%
Gun Permits	$36,010	$30,000	$30,000	$30,000	0	0.0%
Open Air Burning Permit	$7,050	$6,000	$6,000	$11,000	5,000	83.3%
Fire & Safety Inspection Fee	$62,126	$220,000	$220,000	$201,000	(19,000)	-8.6%
Towing Application/Inspection Fee	$1,400	$1,500	$1,500	$1,500	0	0.0%
Massage Parlor Fees	$2,200	$1,750	$1,750	$1,750	0	0.0%
Total Licenses & Permits	$230,759	$381,250	$381,250	$367,250	(14,000)	-3.7%
Charges for Services:						
Excess Fees of Clerk	$104,340	$130,000	$130,000	$120,000	(10,000)	-7.7%
Sheriff's Fees	$5,195	$4,099	$4,099	$4,099	0	0.0%
Clerk of Court Subscriptions	$44,100	$35,000	$35,000	$44,000	9,000	25.7%
Courthouse Maintenance Fees	$55,968	$55,000	$55,000	$55,000	0	0.0%
Copying Fees	$15,306	$14,000	$14,000	$15,000	1,000	7.1%
Circuit Court Judgeship	$35,366	$37,454	$37,454	$38,100	646	1.7%
Commonwealth's Attorney Fees	$6,454	$4,000	$4,000	$5,000	1,000	25.0%
Other Sheriff Fees	$99,257	$90,000	$90,000	$100,000	10,000	11.1%
Animal Shelter Fees	$90,841	$94,000	$94,000	$94,000	0	0.0%
Rabies Vaccinations	$7,522	$8,000	$8,000	$8,000	0	0.0%
Street Lights	$5,346	$5,800	$5,800	$5,800	0	0.0%
Refuse Disposal Fees	$127,571	$125,000	$125,000	$762,375	637,375	509.9%
Weed & Debris Fee	$1,137	$1,000	$1,000	$1,000	0	0.0%
Recycling Revenues	$360,400	$271,900	$271,900	$350,000	78,100	28.7%
Compost Sales	$90,654	$0	$0	$0	0	N/A
Recreation Registration Fees	$301,575	$357,075	$357,075	$369,054	11,979	3.4%
Loriella Park Admission	$46,820	$48,940	$48,940	$47,245	(1,695)	-3.5%
Ni River Reservoir Fees	$19,932	$20,000	$20,000	$20,000	0	0.0%
Hunting Run Reservoir Fees	$19,887	$20,000	$20,000	$20,000	0	0.0%
Self-Supporting Activities	$182,760	$163,435	$163,435	$185,200	21,765	13.3%
Tourism Event Admissions	$23,693	$26,250	$26,250	$30,000	3,750	14.3%
Stonewall Jackson Run Fee	$10,996	$8,900	$8,900	$7,600	(1,300)	-14.6%
Planning Department Publications	$666	$883	$883	$1,032	149	16.9%
Sale of Publications	$75	$350	$350	$200	(150)	-42.9%
Plat Filing Fees	$101,629	$90,132	$90,132	$120,396	30,264	33.6%
Telecommunications Review Fee	$0	$30,000	$30,000	$30,000	0	0.0%
Planning Review Fee	$140,815	$228,120	$228,120	$210,420	(17,700)	-7.8%
GIS Fees	$103,050	$128,940	$128,940	$100,000	(28,940)	-22.4%
Annual PEG Fee Grant	$46,694	$18,000	$18,000	$53,489	35,489	197.2%
Total Charges for Services	$2,048,049	$2,016,278	$2,016,278	$2,797,010	780,732	38.7%

FY 2013 Revenue Detail by Fund

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Other Local Revenue:						
County Court Fines	$719,808	$800,000	$800,000	$700,500	(99,500)	-12.4%
False Fire Alarm Fines	$1,950	$14,000	$14,000	$14,000	0	0.0%
DNA Local Fee (Clerk of Court)	$1,982	$2,000	$2,000	$2,000	0	0.0%
Jail Admin Fee (Clerk of Court)	$17,454	$14,000	$14,000	$18,000	4,000	28.6%
Crthouse Security Fee (Clerk of Court)	$192,133	$212,000	$212,000	$212,000	0	0.0%
Interest on Investments	$320,819	$200,000	$375,000	$375,000	175,000	87.5%
Interest on Trigon Stock	$1,763	$10,000	$10,000	$10,000	0	0.0%
Insurance Dividend	$10,224	$0	$0	$0	0	N/A
Rental of General Property	$56,427	$56,500	$56,500	$56,500	0	0.0%
Use of Park Facilities	$55,020	$44,300	$44,300	$56,460	12,160	27.4%
Loriella Park Concessions	$13,539	$13,500	$13,500	$13,500	0	0.0%
Antenna Tower Rental	$271,921	$287,503	$287,503	$239,702	(47,801)	-16.6%
Railroad Reimbursement	$75,553	$80,000	$80,000	$80,000	0	N/A
Merchant Square Building Rentals	$0	$0	$63,252	$77,508	77,508	N/A
Subtotal - Other Local Revenue	*$1,738,593*	*$1,733,803*	*$1,972,055*	*$1,855,170*	*121,367*	*7.0%*
Miscellaneous:						
VOPEX Exercises	$25,000	$25,000	$25,000	$25,000	0	0.0%
Court Restitution - General Services	$0	$0	$0	$0	0	N/A
Court Restitution - Sheriff	$6,243	$0	$0	$0	0	N/A
Court Restitution - Animal Control	$4,330	$0	$0	$0	0	N/A
Non-Taxable Tourism Miscellaneous	$388	$80	$80	$100	20	N/A
Taxable Tourism Miscellaneous	$792	$800	$800	$1,500	700	87.5%
Sale of Surplus Property	$172,041	$52,000	$52,000	$70,000	18,000	34.6%
Parks & Rec Sale Items	$1,559	$1,800	$1,800	$1,800	0	0.0%
Administrative Collection Fee	$339,329	$315,000	$315,000	$335,000	20,000	6.3%
Miscellaneous	$328,144	$27,532	$327,532	$32,492	4,960	18.0%
Water/Sewer Administration Fee	$1,748,373	$1,950,284	$1,950,284	$2,079,657	129,373	6.6%
Other Local Revenue Sources	$14,080	$9,226	$16,000	$12,000	2,774	30.1%
Proffers	$14,808	$0	$154,932	$0	0	N/A
Insurance Recovery Revenue	$137,710	$48,000	$84,438	$48,000	0	0.0%
Donations	$41,973	$0	$0	$0	0	N/A
Tourism Commission Event Donations	$39,695	$38,500	$38,500	$38,500	0	0.0%
Training Fees	$2,175	$0	$0	$10,000	10,000	N/A
FOIA Reimbursement	$1,246	$1,000	$1,000	$1,000	0	N/A
DSS/CSA Local Revenue	$154,875	$0	$0	$150,000	150,000	N/A
Sheriff Local Services	$119,129	$100,000	$100,000	$100,000	0	0.0%
Land Sale Surplus	$210,751	$0	$0	$0	0	N/A
Benefit Reserve	$0	$564,375	$564,375	$225,396	(338,979)	N/A
Subtotal - Miscellaneous	*$3,362,641*	*$3,133,597*	*$3,631,741*	*$3,130,445*	*(3,152)*	*-0.1%*
Total Other Local Revenue	$5,101,234	$4,867,400	$5,603,796	$4,985,615	118,215	2.4%
Non-Categorical State Aid:						
Motor Vehicle Carrier Taxes	$47,791	$14,000	$14,000	$14,000	0	0.0%
Mobile Home Titling Taxes	$44,194	$35,000	$35,000	$40,000	5,000	14.3%
Communication Sales Tax	$4,984,729	$4,800,000	$4,800,000	$4,900,000	100,000	2.1%
Grantor's Tax	$362,210	$428,447	$428,447	$300,000	(128,447)	-30.0%
DMV Rental Tax	$279,347	$260,000	$260,000	$260,000	0	0.0%
Personal Property Tax Relief Act	$14,509,422	$14,509,422	$14,509,422	$14,509,422	0	0.0%
Subtotal - Non-Categorical Aid	*$20,227,693*	*$20,046,869*	*$20,046,869*	*$20,023,422*	*(23,447)*	*-0.1%*

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Shared Expenses:						
Commonwealth's Attorney	$707,884	$741,682	$741,682	$741,439	(243)	0.0%
Sheriff	$3,283,136	$3,274,602	$3,274,602	$3,298,347	23,745	0.7%
Commissioner of the Revenue	$225,495	$258,179	$258,179	$258,091	(88)	0.0%
Treasurer	$217,960	$222,821	$222,821	$222,689	(132)	-0.1%
Registrar/Electoral Board	$53,104	$61,254	$61,254	$61,254	0	0.0%
Clerk of the Circuit Court	$698,371	$704,800	$704,800	$704,651	(149)	0.0%
Subtotal - Shared Expenses	*$5,185,950*	*$5,263,338*	*$5,263,338*	*$5,286,471*	*23,133*	*0.4%*
Social Services:						
Public Assistance/Welfare Admin.	$5,791,305	$6,004,339	$6,191,314	$4,469,293	(1,535,046)	-25.6%
Comprehensive Services Act	$3,097,022	$4,231,448	$3,901,448	$3,792,572	(438,876)	-10.4%
Subtotal - Social Services	*$8,888,327*	*$10,235,787*	*$10,092,762*	*$8,261,865*	*(1,973,922)*	*-19.3%*
Other Categorical State Aid:						
Emergency Services	$10,895	$18,000	$18,000	$0	(18,000)	-100.0%
Litter Control Grant	$18,958	$16,440	$16,440	$16,440	0	0.0%
State Fire Program	$261,007	$231,237	$231,237	$235,000	3,763	1.6%
Grant Revenue	$97,915	$56,317	$425,736	$40,000	(16,317)	-29.0%
License Plates- Dog/Cat Sterilization	$3,564	$3,000	$3,000	$3,000	0	0.0%
Motor Veh Registration 2 for Life	$124,426	$112,000	$112,000	$115,000	3,000	2.7%
VJCCCA Grant	$114,613	$108,618	$108,618	$108,618	0	0.0%
Reimb. Extradition of Prisoners	$13,435	$30,000	$30,000	$30,000	0	0.0%
Victim/Witness Grant	$25,250	$103,975	$106,055	$106,055	2,080	2.0%
Forfeiture/Seizure	$107,037	$0	$0	$64,841	64,841	N/A
Wireless E-911 Surcharge	$172,717	$170,000	$170,000	$170,000	0	0.0%
Reduce Aid to Localities	-$539,176	-$539,176	-$539,176	-$394,457	144,719	-26.8%
Other State Reimbursement	$1,392	$0	$2,519	$0	0	N/A
Subtotal - Other Categorical State Aid	*$412,033*	*$310,411*	*$684,429*	*$494,497*	*184,086*	*59.3%*
Total State Revenue	$34,714,003	$35,856,405	$36,087,398	$34,066,255	(1,790,150)	-5.0%
Federal Aid:						
Payments in Lieu of Taxes	$14,394	$11,500	$11,500	$11,500	0	0.0%
Other Federal Grants	$153,646	$18,078	$274,990	$18,078	0	0.0%
Sheriff Overtime Grant	$83,503	$0	$101,645	$0	0	N/A
SAFER Grant	$101,981	$0	$0	$0	0	N/A
ARRA Funds	$167,711	$0	$157,250	$0	0	N/A
Other Federal Reimbursements	$109,161	$0	$0	$0	0	N/A
Total Federal Revenue	$630,396	$29,578	$545,385	$29,578	0	0.0%
TOTAL REVENUE - GENERAL FUND	**$219,983,675**	**$218,785,164**	**$224,922,792**	**$223,068,747**	**4,283,583**	**2.0%**

The FY 2012 Amended Budget assumes revenue revisions anticipated with the FY 2012 3rd Quarter Financial Report.

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
CAPITAL PROJECTS FUND						
Other Local Revenue:						
Field Rental/Concessions	$89,424	$0	$0	$0	0	N/A
Miscellaneous	$0	$0	$322,975	$0	0	N/A
Other Local Revenue	$102,210	$400,000	$475,000	$0	(400,000)	-100.0%
Proffers	$0	$6,110	$58,186	$152,252	146,142	2391.8%
Hunter's Lodge Special Assessment	$35,292	$9,000	$9,000	$30,000	21,000	233.3%
Total Other Local Revenue	$226,926	$415,110	$865,161	$182,252	(232,858)	-56.1%
State Revenue:						
Grant Revenues	$40,000	$0	$0	$0	0	N/A
Other State Reimbursement	$64,691	$1,544,678	$5,110,227	$11,436,617	9,891,939	N/A
Total State Revenue	$104,691	$1,544,678	$5,110,227	$11,436,617	9,891,939	N/A
Federal Revenue:						
Other Federal Grants	$0	$0	$1,543,460	$0	0	N/A
ARRA Funds	$2,894,166	$0	$21,097,345	$0	0	N/A
BAB Subsidy (ARRA)	$459,039	$464,103	$464,103	$464,103	0	0.0%
Total Federal Revenue	$3,353,205	$464,103	$23,104,908	$464,103	0	0.0%
Debt Proceeds:						
Bond Proceeds	$24,368,356	$0	$23,864,044	$5,000,000	5,000,000	N/A
Bond Premiums	$272,564	$0	$718,100	$0	0	N/A
						N/A
Total Debt Proceeds	$24,640,920	$0	$24,582,144	$5,000,000	5,000,000	N/A
TOTAL REVENUE - CAPITAL PROJECTS	**$28,325,742**	**$2,423,891**	**$53,662,440**	**$17,082,972**	**14,659,081**	**604.8%**
ECONOMIC DEVELOPMENT OPP. FUND						
Other Local Revenue:						
Interest on Investments	$2,146	$9,400	$9,400	$3,000	(6,400)	-68.1%
Rental of General Property	$58,161	$71,289	$71,289	$71,355	66	0.1%
Total Other Local Revenue	$60,307	$80,689	$80,689	$74,355	(6,334)	-7.8%
TOTAL REVENUE - EDO FUND	**$60,307**	**$80,689**	**$80,689**	**$74,355**	**(6,334)**	**-7.8%**
FIRE-EMS SERVICE FEE FUND						
Charges for Services						
EMS Rescue Services Fees	$2,013,574	$2,400,000	$2,400,000	$2,462,500	62,500	2.6%
Total Charges for Services	$2,013,574	$2,400,000	$2,400,000	$2,462,500	62,500	2.6%
TOTAL REVENUE - FIRE-EMS FEE FUND	**$2,013,574**	**$2,400,000**	**$2,400,000**	**$2,462,500**	**62,500**	**2.6%**

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
CODE COMPLIANCE FUND						
Other Local Revenue:						
Development Review Fees	$1,964,661	$2,001,252	$2,001,252	$1,672,385	(328,867)	-16.4%
Code Compliance Admin Charges	$176,415	$175,000	$175,000	$157,981	(17,019)	-9.7%
Other Local Revenue Sources	$72,537	$0	$0	$0	0	N/A
Total Other Local Revenue	$2,213,613	$2,176,252	$2,176,252	$1,830,366	(345,886)	-15.9%
TOTAL REVENUE - CODE COMPLIANCE	**$2,213,613**	**$2,176,252**	**$2,176,252**	$1,830,366	**(345,886)**	**-15.9%**
TRANSPORTATION FUND						
Real Property Taxes:						
Current Taxes Real Estate	$1,223,348	$1,403,081	$1,403,081	$1,126,822	(276,259)	-19.7%
Penalties	$9,123	$0	$0	$0	0	N/A
Total Property Taxes	$1,232,471	$1,403,081	$1,403,081	$1,126,822	(276,259)	-19.7%
Other Local Revenue:						
Fuel Tax	$2,373,294	$3,489,785	$3,489,785	$5,830,527	2,340,742	67.1%
Transportation Review Fees	$15,013	$19,716	$19,716	$15,000	(4,716)	-23.9%
Interest on Investments	$5,471	$15,000	$15,000	$15,000	0	0.0%
Proffers	$0	$0	$0	$0	0	N/A
Total Other Local Revenue	$2,393,778	$3,524,501	$3,524,501	$5,860,527	2,336,026	66.3%
TOTAL REVENUE - TRANSPORTATION	**$3,626,249**	**$4,927,582**	**$4,927,582**	**$6,987,349**	**2,059,767**	**41.8%**
JOINT FLEET MAINTENANCE FUND						
Charges for Services:						
Service Charges	$2,108,574	$2,038,973	$2,038,973	$2,339,177	300,204	14.7%
Total Charges for Services	$2,108,574	$2,038,973	$2,038,973	$2,339,177	300,204	14.7%
TOTAL REVENUE - JOINT FLEET MAINT.	**$2,108,574**	**$2,038,973**	**$2,038,973**	**$2,339,177**	**300,204**	**14.7%**
SCHOOL OPERATING FUND						
Other Local Revenue:						
Other Local Revenue	$2,748,974	$3,171,416	$3,171,416	$3,185,464	14,048	0.4%
Total Other Local Revenue	$2,748,974	$3,171,416	$3,171,416	$3,185,464	14,048	0.4%
State Revenue:						
State Sales Tax	$22,470,531	$23,193,232	$23,193,232	$23,014,633	(178,599)	-0.8%
Other State Funds	$85,511,661	$88,075,431	$88,075,431	$97,394,661	9,319,230	10.6%
Total State Revenue	$107,982,192	$111,268,663	$111,268,663	$120,409,294	9,140,631	8.2%
Federal Revenue:						
School Federal Funds	$16,937,932	$13,481,130	$13,481,130	$13,201,219	(279,911)	-2.1%
Total Federal Revenue	$16,937,932	$13,481,130	$13,481,130	$13,201,219	(279,911)	-2.1%
TOTAL REVENUE - SCHOOL OPERATING	**$127,669,098**	**$127,921,209**	**$127,921,209**	**$136,795,977**	**8,874,768**	**6.9%**

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
SCHOOL FOOD SERVICE FUND						
Other Local Revenue:						
Other Local Revenue	$5,056,515	$5,458,296	$5,458,296	$5,588,267	129,971	2.4%
Total Other Local Revenue	$5,056,515	$5,458,296	$5,458,296	$5,588,267	129,971	2.4%
State Revenue:						
Other State Funds	$189,491	$212,007	$212,007	$228,155	16,148	7.6%
Total State Revenue	$189,491	$212,007	$212,007	$228,155	16,148	7.6%
Federal Revenue:						
School Federal Funds	$3,796,041	$3,526,020	$3,526,020	$3,850,000	323,980	9.2%
Total Federal Revenue	$3,796,041	$3,526,020	$3,526,020	$3,850,000	323,980	9.2%
TOTAL REVENUE - SCHOOL FOOD SVC.	**$9,042,047**	**$9,196,323**	**$9,196,323**	**$9,666,422**	**470,099**	**5.1%**
SCHOOL CAPITAL PROJECTS FUND						
Other Local Revenue:						
Proffers	$0	$0	$0	$0	0	N/A
Interest on Investments	$21,836	$0	$0	$0	0	N/A
Total Other Local Revenue	$21,836	$0	$0	$0	0	N/A
Federal Revenue:						
Other Federal Grants	$0	$0	$0	$0	0	N/A
Total Federal Revenue	$0	$0	$0	$0	0	N/A
Debt Proceeds:						
Bond Proceeds	$2,584,560	$0	$4,501,270	$0	0	N/A
Total Debt Proceeds	$2,584,560	$0	$4,501,270	$0	0	N/A
TOTAL REVENUE - SCHOOL CAPITAL	**$2,606,396**	**$0**	**$4,501,270**	**$0**	**0**	**N/A**
UTILITIES OPERATING FUND						
Charges for Services:						
Water User Fees	$11,326,958	$11,597,800	$11,597,800	$12,112,082	514,282	4.4%
Sewer User Fees	$8,311,028	$8,670,735	$8,670,735	$9,014,747	344,012	4.0%
Fredericksburg User Fees - FMC	$328,717	$441,000	$441,000	$362,410	(78,590)	-17.8%
Fredericksburg User Fees - Motts	$1,037,411	$1,000,000	$1,000,000	$1,000,000	0	0.0%
Penalties	$523,324	$599,627	$599,627	$647,412	47,785	8.0%
Total Charges for Services	$21,527,438	$22,309,162	$22,309,162	$23,136,651	827,489	3.7%

FY 2013 Revenue Detail by Fund						
	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Adopted	Variance (adopt to adopt) Amount	Percent
Miscellaneous:						
Interest	$521,027	$600,000	$600,000	$600,000	0	0.0%
Compost Sales	$90,655	$145,000	$145,000	$180,000	35,000	24.1%
School Board O&M Sewer System	$74,578	$80,000	$80,000	$80,000	0	0.0%
Account Transaction Fees	$78,049	$83,544	$83,544	$81,202	(2,342)	-2.8%
Debt Service Fee	$1,738,631	$2,340,918	$2,340,918	$3,188,713	847,795	36.2%
Administration Fee	$1,239,958	$1,375,625	$1,375,625	$1,580,921	205,296	14.9%
Water Connections	$23,349	$26,266	$26,266	$24,531	(1,735)	-6.6%
Sewer Connections	$21,776	$31,519	$31,519	$22,878	(8,641)	-27.4%
Meter/Other Connections	$78,322	$94,556	$94,556	$82,287	(12,269)	-13.0%
Disposal Tickets	$78,832	$50,000	$50,000	$50,000	0	0.0%
Utility Inspection Fees	$20,439	$32,000	$32,000	$32,000	0	0.0%
Reconnection Fees	$111,600	$100,000	$100,000	$100,000	0	0.0%
Multi-Visit Meter Set Fee	$650	$1,000	$1,000	$1,000	0	0.0%
City Water/Sewer Plant Assistance	$72,261	$40,000	$40,000	$40,000	0	0.0%
Miscellaneous	$486,681	$30,000	$33,478	$62,000	32,000	106.7%
Total Other Local Revenue	$4,636,808	$5,030,428	$5,033,906	**$6,125,532**	1,095,104	21.8%
Federal Revenue:						
BAB Subsidy (ARRA)	$413,276	$539,056	$539,056	**$539,056**	0	N/A
TOTAL REVENUE - UTILITIES OPERATING	**$26,577,522**	**$27,878,646**	**$27,882,124**	**$29,801,239**	**1,922,593**	**6.9%**
UTILITIES CAPITAL PROJECTS FUND						
Charges for Services:						
Sewer Availability Fees	$895,980	$1,142,730	$1,142,730	$1,318,580	175,850	15.4%
Water Availability Fees	$1,111,882	$1,185,240	$1,185,240	$1,353,400	168,160	14.2%
Total Charges for Services	$2,007,862	$2,327,970	$2,327,970	$2,671,980	344,010	14.8%
Miscellaneous:						
Interest	$267,658	$500,000	$500,000	$500,000	0	0.0%
Interest on Revenue Bond Proceeds	$124,449	$0	$0	$0	0	N/A
ARRA Funds	$393,165	$0	$18,679	$0	0	N/A
F'burg Contribution to Capital Proj.	$178,834	$408,656	$803,744	$31,250	(377,406)	-92.4%
Proffers	$29,820	$0	$0	$0	0	N/A
Other Miscellaneous	$25,931	$0	$46,762	$0	0	N/A
Total Other Local Revenue	$1,019,857	$908,656	$1,369,185	$531,250	(377,406)	-41.5%
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	$32,555,000	$0	$0	$0	0	N/A
Total Debt Proceeds	$32,555,000	$0	$0	$0	0	N/A
TOTAL REVENUE - UTILITIES CAPITAL	**$35,582,719**	**$3,236,626**	**$6,632,067**	**$3,203,230**	**(33,396)**	**-1.0%**
Total Revenue - All Funds	**$459,809,516**	**$401,065,355**	**$466,341,721**	**$433,312,334**	**32,246,979**	**8.0%**

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 2013 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 beyond implementation of the phased Fire/Rescue Option 1 approved in FY 2012.

The out-year costs of maintaining current service levels for programs, and maintaining competitive salary and benefits are calculated using assumptions of inflation and growth. Projections assume gradually increasing revenues beyond FY 2013, and assume that the decal and set-aside revenue remains in the General Fund in FY 2014 as adopted for FY 2011 through FY 2013 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 2014 forecast)

- Annual adjustments for inflation in materials and supplies (2.4%)
- Annual merit step increases for employees (2.5%)
- Cost of living adjustments for employees (2.0%)
- Transition of the full 5% employee contribution to VRS through offsetting raises occurs no later than FY 2017
- Out-year costs of the approved phased staffing plan for Fire/Rescue
- Transfers to other funds based upon current practices and upon fiscal policy guidelines, with the exception of FY 2014 when the decal and set-asides are assumed to remain in the General Fund

School Funding

- Local transfer to the Schools is based on 100% of projected Schools' debt service plus a cost per pupil amount adjusted annual for an average 2% step, 2% COLA, and 2.4% CPI

Capital Improvement Plan (CIP)

- Funding for debt service on $17.1 million in costs associated with County general capital projects within the Adopted CIP (see pgs 135 – 142 and 151 – 198)
- Within the projected local transfer, Schools will fund debt service on $52.3 million in costs associated with Schools capital projects in the Adopted CIP (see pgs 143, 201)

Unless revenue projections significantly improve, the budget deficits shown for FY 2014 – FY 2017 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 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Fund Revenue		($ in millions)			
Real Property Taxes	$107.1	$109.5	$112.2	$115.6	$119.0
Other General Property Taxes	37.7	39.1	40.7	42.3	44.0
Other Local Taxes & Receipts	49.1	49.8	50.9	52.1	53.4
State & Federal Revenues	29.2	29.4	29.6	29.8	29.9
Use of (addition to) Fund Balance	11.7	0.0	0.0	0.0	0.0
Transfer from Other Funds	9.2	3.5	3.6	3.8	4.0
General Fund Revenue Total	**$244.1**	**$231.3**	**$237.1**	**$243.6**	**$250.4**
General Fund Expenditures					
Current Programs & Services	$97.9	$101.0	$104.7	$108.1	$111.6
School Funding	122.0	116.6	117.8	121.1	126.4
Debt Service	14.7	9.6	10.6	10.5	10.4
New Capital Projects Operating	0.0	0.6	0.7	0.7	0.9
Transfers/Fiscal Policy	9.4	7.3	11.3	12.2	13.8
General Fund Expenditures Total	**$244.1**	**$235.1**	**$245.0**	**$252.6**	**$263.0**
Budget Surplus/(Deficit)	**($0.0)**	**($3.8)**	**($7.9)**	**($9.0)**	**($12.6)**
Incremental Tax Rate to Balance	$0.000	$0.032	$0.033	$0.007	$0.026

Transportation Fund – Effective February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). By State law, membership in the PRTC permits the County to enact a 2.1% tax on the distribution costs of fuel which may be used only for VRE and PRTC annual subsidies and other transportation purposes. PRTC estimates Spotsylvania's FY 2013 fuel tax revenue to be $3.4 million – approximately $0.2 million less than anticipated FY 2013 transportation expenditures. The Transportation Fund balance funds this $0.2 million and permits suspending the transfer of set-aside and decal fee revenues from the General Fund to the Transportation Fund again in FY 2013. This suspension allows decal and set-aside revenue totaling approximately $3.2 million to remain in the General Fund to balance the General Fund budget without inhibiting the operations of the Transportation Fund. It is assumed that the transfer of decal and set-aside revenue from the General Fund to the Transportation Fund is suspended through FY 2014 and resumes in FY 2015.

Other assumptions in the Transportation five-year forecast include out-year fuel tax revenue estimates provided by PRTC; out-year VRE subsidy estimates provided by VRE; continued support of FRED, the regional bus service; and payment of debt service costs associated with existing and planned transportation debt. Like the General Fund, out-year merit and cost of living adjustments are assumed at 2.5% and 2.0%, respectively. Inflation in materials and supplies is assumed at 2.4%.

The Transportation Fund forecast shown on the following page represents the costs of the FY 2013 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 2013	FY 2014	FY 2015	FY 2016	FY 2017
Transportation Fund Revenue*		($ in millions)			
VRE - Fuel Tax	5.8	3.3	3.4	3.5	3.6
Transfer from General Fund	0.0	0.0	3.1	3.1	3.1
Use of (addition to) Fund Balance	0.8	1.6	-0.9	-0.5	-0.6
Transportation Fund Revenue Total	**$6.6**	**$4.9**	**$5.6**	**$6.1**	**$6.1**
Transportation Fund Expenditures*					
Personnel	$0.3	$0.3	$0.4	$0.4	$0.4
FRED	0.4	0.4	0.5	0.5	0.5
Debt Service	2.1	2.7	3.1	3.4	3.3
Cosner's Corner Set Aside	0.0	0.0	0.4	0.5	0.5
Harrison Crossing Set Aside	0.0	0.0	0.2	0.2	0.2
VRE/PRTC Subsidies & Reserves	3.7	1.3	1.0	1.1	1.1
Transfer to Capital Projects Fund	0.1	0.1	0.1	0.1	0.1
Transportation Fund Expenditures Total	**$6.6**	**$4.9**	**$5.6**	**$6.1**	**$6.1**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**	**$0.0**	**$0.0**
Incremental Tax Rate to Balance					
Transportation Fund Balance	**$3.1**	**$1.4**	**$2.3**	**$2.8**	**$3.5**

*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 2013 Adopted Utilities Operating Fund and Utilities Capital Fund budgets over the course of the next two 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% and 2.0%, respectively. Inflation in materials and supplies is assumed at 2.4%.

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 the 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, based on this forecast, if revenue and/or expenditure adjustments are not made, the County would have no flexibility within which to operate to ensure it meets the legal coverage ratio of 1.15 times in FY 2015.

Utilities Operating & Capital Funds Forecast

	FY 2013	FY 2014	FY 2015
Utilities Revenue			
User Fees	$27.3	$27.6	$28.0
Availability Fees	2.7	2.7	2.7
Interest Earnings	1.1	1.1	1.1
Miscellaneous	1.9	1.9	1.9
Bond Proceeds	0.0	11.6	12.2
Transfers from Utilities Capital	0.4	0.0	0.0
Use of Fund Balance	-3.0	7.2	4.2
Utilities Revenue Total	**$30.4**	**$52.1**	**$50.1**
Utilities Expenditures			
Personnel	$8.7	$9.1	$9.5
Operating (other than debt)	9.3	9.5	9.7
Capital (operating)	0.4	0.1	0.1
Debt Service	10.6	12.3	12.5
Depreciation	1.0	1.0	1.0
Capital Projects	0.0	19.6	17.2
Transfer to Utilities Operating	0.4	0.0	0.0
Transfer to Capital Projects Fund	0.0	0.4	0.0
Utilities Expenditures Total	**$30.4**	**$52.1**	**$50.1**
Budget Surplus/(Deficit)	**$0.0**	**$0.0**	**$0.0**
Utilities Fund Balances	**$48.8**	**$41.6**	**$37.5**
Coverage Ratio[1]	1.42	1.18	1.15
County Policy Coverage Ratio[2]	1.16	0.96	0.94
Op. Rev. as % of Op. Exp.[3]	104%	96%	96%
FB as % of Prior 3 Years Rev.[4]	161%	130%	114%
	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% or better of operating expenditures is covered by revenues net of availability fees.

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

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

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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 services for citizens now and into the future. Each year the CIP is reviewed, priorities are reassessed, and the affordability of capital projects is gauged. The costs of the projects in the first year of the CIP become the budgets for the Capital Projects Fund, School Capital Projects Fund and Utilities Capital Projects Fund in the Financial Summaries section of this document. The remaining years of the CIP provide an estimated cost of the proposed projects and reflect their anticipated funding sources. The CIP is not an absolute; it may need to be revised and changed according to conditions and requirements of the community.

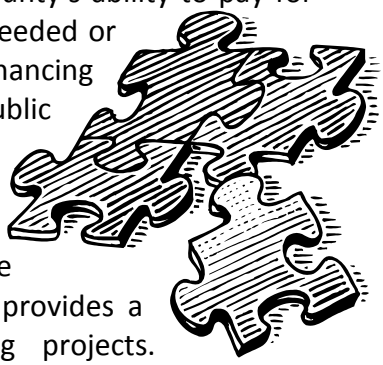
As Spotsylvania County maintains its facilities and other capital resources, we will continue to face additional capital needs along with increasing operational costs. Funding for capital projects may come from operating revenues or, as is often the case, from the sale of bonds or through other financing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

Benefits of a Capital Improvement Plan

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

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

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



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

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

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

Operating Expenditure versus Capital Expenditures

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

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

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

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

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 to the Capital Projects Fund. The guidelines establish a goal of 5% annually (with a minimum level of 3%). In an effort to achieve this goal the Adopted Budget includes a FY 2013 transfer of 2.25% of General Fund Revenues. Future annual transfers will increase by an additional one-quarter percent annually until the goal is met.

- **Reserve Funds –** Reserve funds are a variation of "pay as you go" financing. Funds are accumulated in advance for the purchase or construction of capital items. Reserve funds may come from a number of sources such as unexpected surplus in the general fund, money specifically earmarked for future capital needs, or the selling of capital assets. At the close of FY 2012, the County's General Fund balance is expected to exceed the 10% Fiscal Stability Reserve policy guideline by 4.0 percentage points. The

FY 2013 – FY 2017 Capital Improvement Plan assumes a transfer of $1,695,000 from the General Fund balance to the Capital Projects Fund for the Website Upgrade ($275,000), Space Needs Study ($70,000), Financial System Upgrade ($300,000), Refuse Collection Equipment ($520,000), Replacement EMS Equipment ($90,000), and Fiber Network ($440,000) projects in FY 2013. Additionally, $6.7 million will be transferred to the Schools to cash fund 100% of the Schools' FY 2013 capital projects.

- **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.

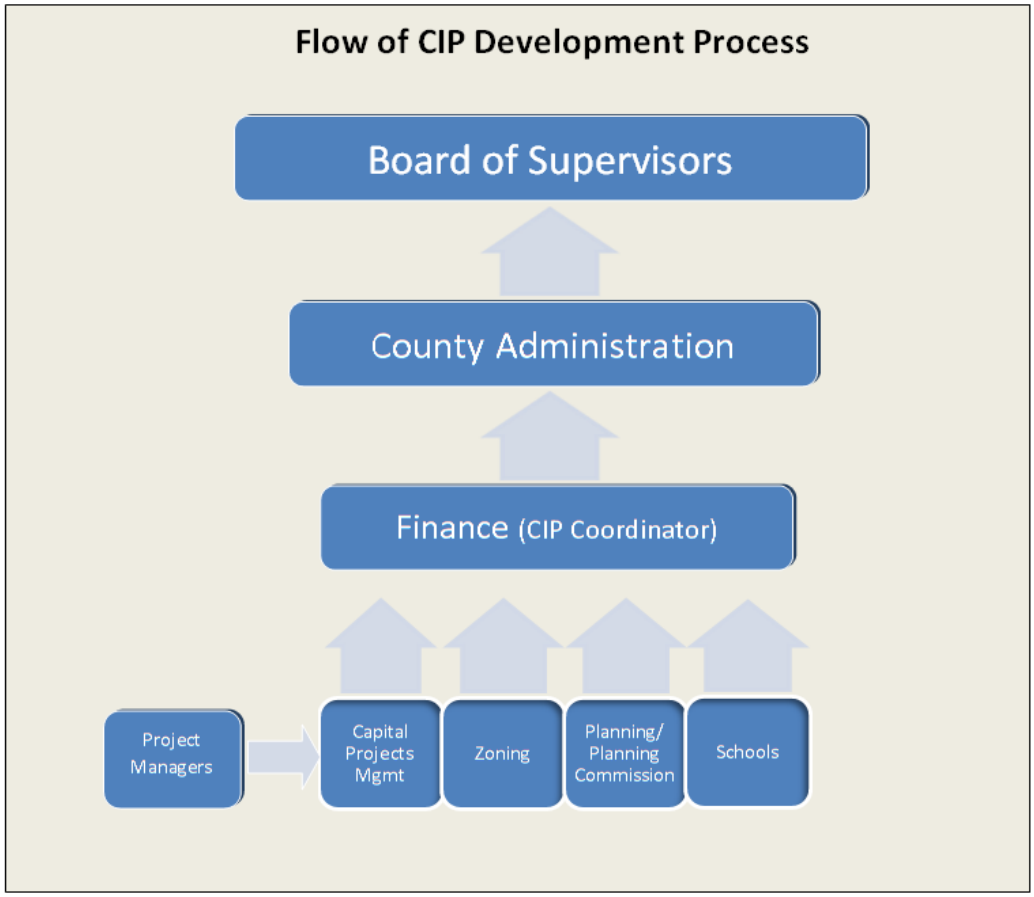
- **Special Assessments –** This method of financing is commonly applied to public works improvements that provide benefits to specific property owners but may not to others. Street, drainage and utility projects, for example, which benefit a particular area.

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

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

CIP Development Process

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



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

FY 2013 – FY 2017 CIP Development Calendar

October 14, 2011	CIP instructions/forms to project managers for request of construction and non-construction projects
November 4, 2011	Project managers submit construction project requests/revisions to Capital Projects Management Department; non-construction project requests/revisions to Finance Department
November 4, 2011	Schools submit Schools' CIP to Finance
November 18, 2011	Capital Projects Management Department submits construction project summary sheets, detail project forms, and anticipated project schedules to Finance
November – December 2011	Staff reviews and prioritizes CIP requests
December 2011 / January 2012	Planning Department reviews draft CIP to ensure projects conform with Comprehensive Plan
January 18, 2012	Planning Commission reviews potential projects within the CIP for conformance with Comprehensive Plan *(The Commission postponed taking action until the February meeting.)*
February 14, 2012	Presentation of County Administrator's FY 2013 Recommended Budget and CIP to Board of Supervisors
March 13, 2012	Board of Supervisors work session to discuss Recommended Budget and CIP
March 29, 2012	Tax Rate, Budget and CIP Public Hearings
April 3, 2012	Board of Supervisors work session to discuss Recommended Budget and CIP
April 5, 2012	Adopt FY 2013 – FY 2017 CIP

Financial Analysis

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

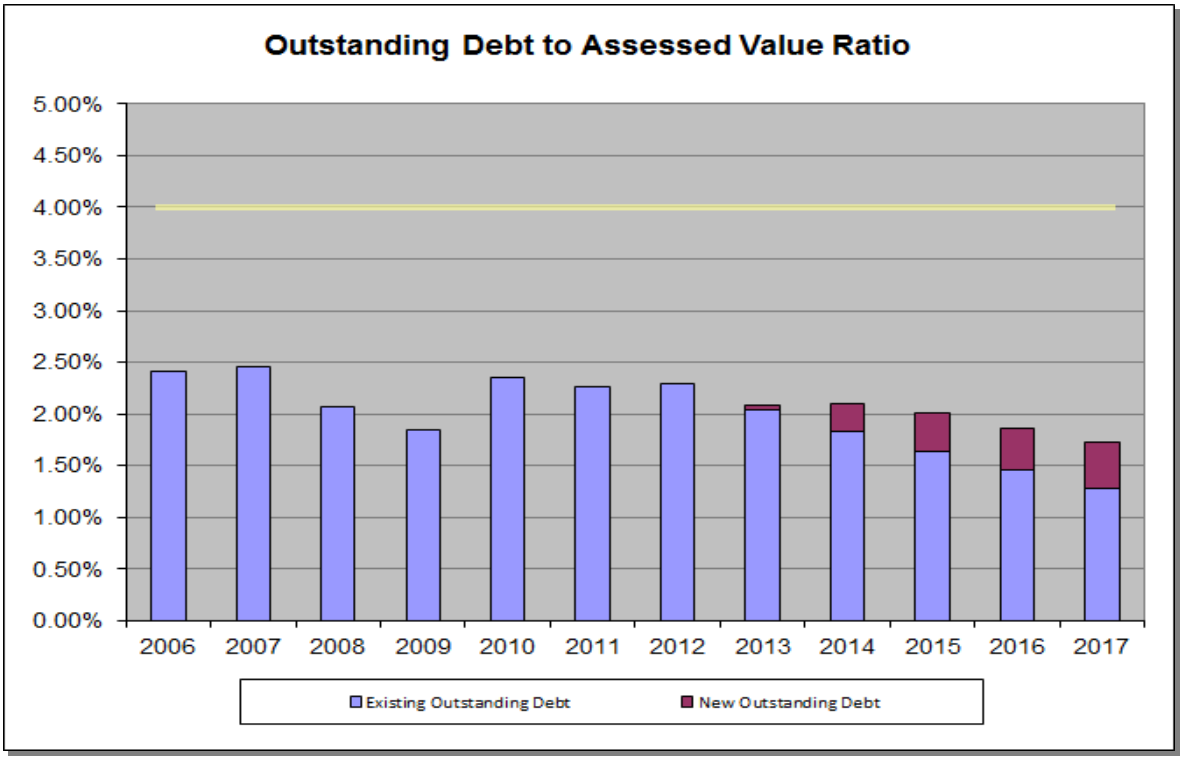
- Net debt as a percentage of estimated market value taxable should not exceed 3% - 4%
- The ratio of debt service expenditures as a percent of governmental fund expenditures should not exceed 10% - 12%
- The County intends to maintain its 10 year tax-supported debt and lease payout ratio at or above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

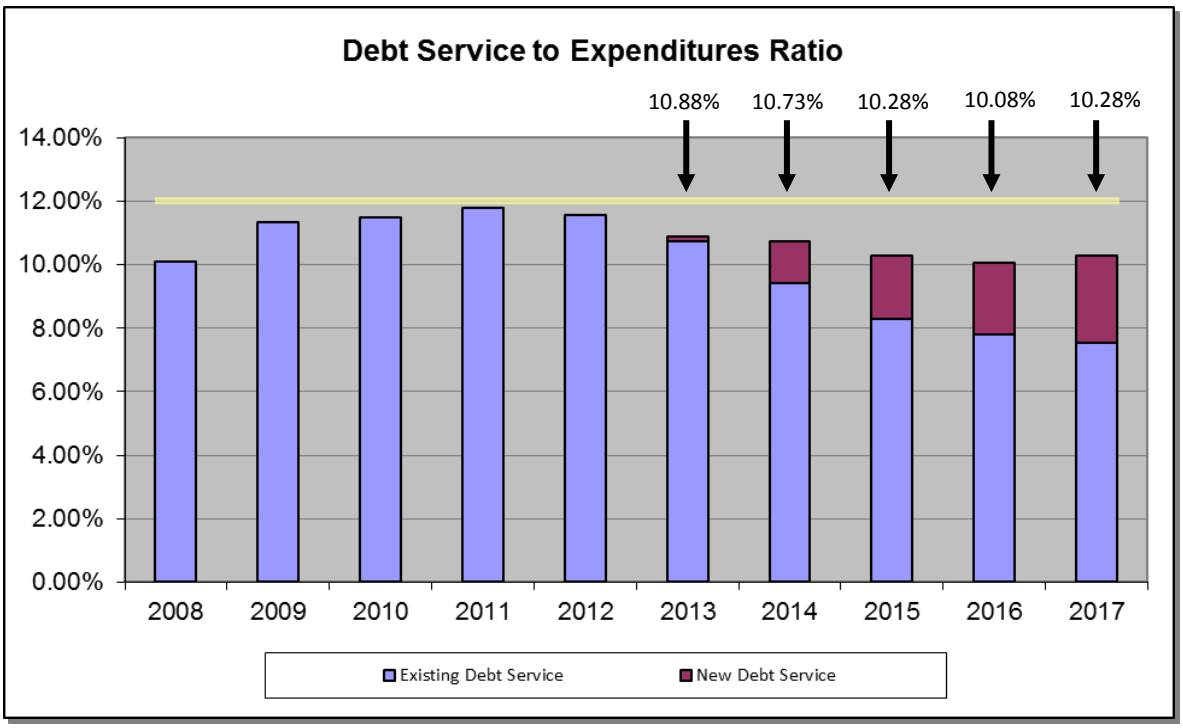
As staff prepared the CIP financial analysis to assess the ratios noted above, the following ***assumptions*** were in place:

CIP Assumptions:

- Bonds are sold on an annual basis.
- The structure of all bond sales is level principal.
- Long-term bonds are structured with 20-year terms.
- Short-term bonds are structured with 12-year terms for buses and fire apparatus and with 7-year terms for rescue apparatus and technology items.
- The growth rates for revenues and expenditures are consistent with those reflected in the Budget Plus Five financial model, and assume an equalized real estate tax rate each year.
- The interest rate paid on borrowed funds is fixed at 4.5% for the Summer 2012 issuance and is fixed at 5.0% for each issuance thereafter.

The graphs on the following page indicate that the FY 2013 – FY 2017 Adopted CIP is in compliance with the Board's adopted fiscal policy guidelines. The yellow horizontal lines represent the upper limit of the fiscal policy guidelines for each debt ratio.


Outstanding Debt to Assessed Value Ratio
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
Existing Outstanding Debt
New Outstanding Debt


Debt Service to Expenditures Ratio
10.88%
10.73%
10.28%
10.08%
10.28%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
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 2013, total general debt outstanding is estimated at $303.3 million. At the end of FY 2022, ten fiscal years beyond FY 2013 (including FY 2013), the County will have repaid $198.2 million (65.34%) of the debt outstanding at the beginning of FY 2013.

10-Yr Payout Ratio (must be > 55%)	
FY	**Payout Ratio**
FY 2013	65.34%
FY 2014	68.28%
FY 2015	70.90%
FY 2016	74.04%
FY 2017	78.00%

Also related to the CIP is a fiscal policy which states the County's goal of budgeting pay-as-you-go funding for capital projects equal to 5% of General Fund revenues (excluding obligated transfers), with a minimum of 3%. Beginning in FY 2008, the County established the transfer from the General Fund to the Capital Projects Funds at 1%, with an additional 0.25% to be added each year thereafter. In FY 2013, the transfer from the General Fund to the Capital Projects Fund is budgeted at $5.0 million, or 2.25% of General Fund revenues. Additionally, $1.7 million is transferred from the General Fund balance to the Capital Projects Fund to pay for projects in FY 2013 that otherwise would have been financed.

While the $6.7 million transfer from the General Fund in FY 2013 funds $4.8 million in capital construction, equipment and software, the remaining $1.9 million is added to the Capital Projects Fund balance. Based on the projects planned within the Adopted CIP, this $1.9 million will be necessary to fund capital projects in FY 2014 – FY 2017, thereby reducing 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 2013 – FY 2017 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 2012 adopted real estate tax rate of $0.88 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 2013. The "Incremental Tax Rate Impact" shows the tax rate increase necessary each year to fund the approved CIP.

FY 2013 – FY 2017 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
2013	1,169,823	$0	$0.000	$0.000	$0	$0.000	$0.000	$0.000	$0.000
2014	1,193,220	320,109	0.003	0.003	579,012	$0.005	0.005	0.008	0.008
2015	1,223,109	-807,584	-0.007	-0.009	678,232	$0.006	0.001	-0.001	-0.009
2016	1,259,803	-663,725	-0.005	0.001	715,071	$0.006	0.000	0.000	0.001
2017	1,297,597	969,124	0.007	0.014	864,794	$0.007	0.001	0.014	0.014
				$0.007			**$0.007**		**$0.014**

Given the projected CIP expenditures for the next five years, revenues will need to increase by the equivalent of 1.4 cents on the real property tax rate by FY 2017 to pay the costs of added debt service and operating costs. Of this amount, 50% is associated with debt service while the remaining 50% is associated with on-going operating costs related to the projects – primarily 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 115. Additionally, estimated annual operating costs including the debt service associated with each project are displayed in the project summary section beginning on page 147.

FY 2013 Capital Projects Fund

The capital projects budgets for FY 2013 total $33.0 million and include the County's Capital Projects Fund, the Utilities Capital Projects Fund, and the Schools' Capital Projects Fund. The following lists the capital projects, reserves and transfers, and staffing that are adopted for FY 2013:

Project	FY 2013 Budget
General Government Facilities:	
Space Needs/Design Study	$70,000
Facility Asset Management	432,732
General Government Facilities Total	**$502,732**
Information Technology:	
Installation of Enterprise-Wide Fiber Network	$440,000
Network Operations Center A/C Replacement	150,000
County Website Upgrade	275,000
Financial System Hardware Upgrade	300,000
Land Info System Upgrade	500,000
Land Records System	75,000
Information Technology Total	**$1,740,000**
Solid Waste:	
Refuse Collection Equipment Replacement	520,000
Solid Waste Total	**$520,000**
Fire/Rescue:	
Replacement Fire Equipment	$1,100,000
Replacement EMS Equipment	525,000
Fire/Rescue Total	**$1,625,000**
Transportation:	
VRE Station & Parking Areas	$15,060,585
Smith Station/Courthouse Intersection	412,603
Lanes Corner Road	112,841
Rural Additions	1,000,000
Transportation Total	**$16,586,029**

Project	FY 2013 Budget
Schools:	
New/Replacement Buses	$2,305,938
Capital Maintenance	1,882,318
Technology Replacements/Upgrades	2,535,848
Schools Total	**$6,724,104**
Other:	
Capital Projects Management (personnel & op.)	$323,745
Reserve	320,000
Transfer to General Fund	6,189,186
Transfer to Transportation Fund	160,976
Other Total*	**$6,993,907**
Total FY 2013 Capital Projects Funds	**$34,691,772**

***Items in "Other" category are excluded from the reports on pages 135 – 146.

Capital Projects Fund Program Staffing

Department/Position	FY 2011	FY 2012	FY 2013
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 2013 – FY 2017 CIP Summary

The map, table, and spreadsheets on the following pages summarize the projects included in the FY 2013 – FY 2017 CIP. The map on page 132 shows the general location of each of the projects in the approved CIP other than technology and equipment purchases. The table on page 133 accompanies the map and is a listing of approved CIP projects by project type and voting district. Finally, the spreadsheets on pages 136 – 146 show the anticipated funding by fiscal year for each project. Funding sources are identified on pages 136 – 146 by the following codes:

Code	Description
B	Approved bonds
C	Cash
CR	Concession Revenues
D	Donations
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
U	Transfer from Utilities Fund

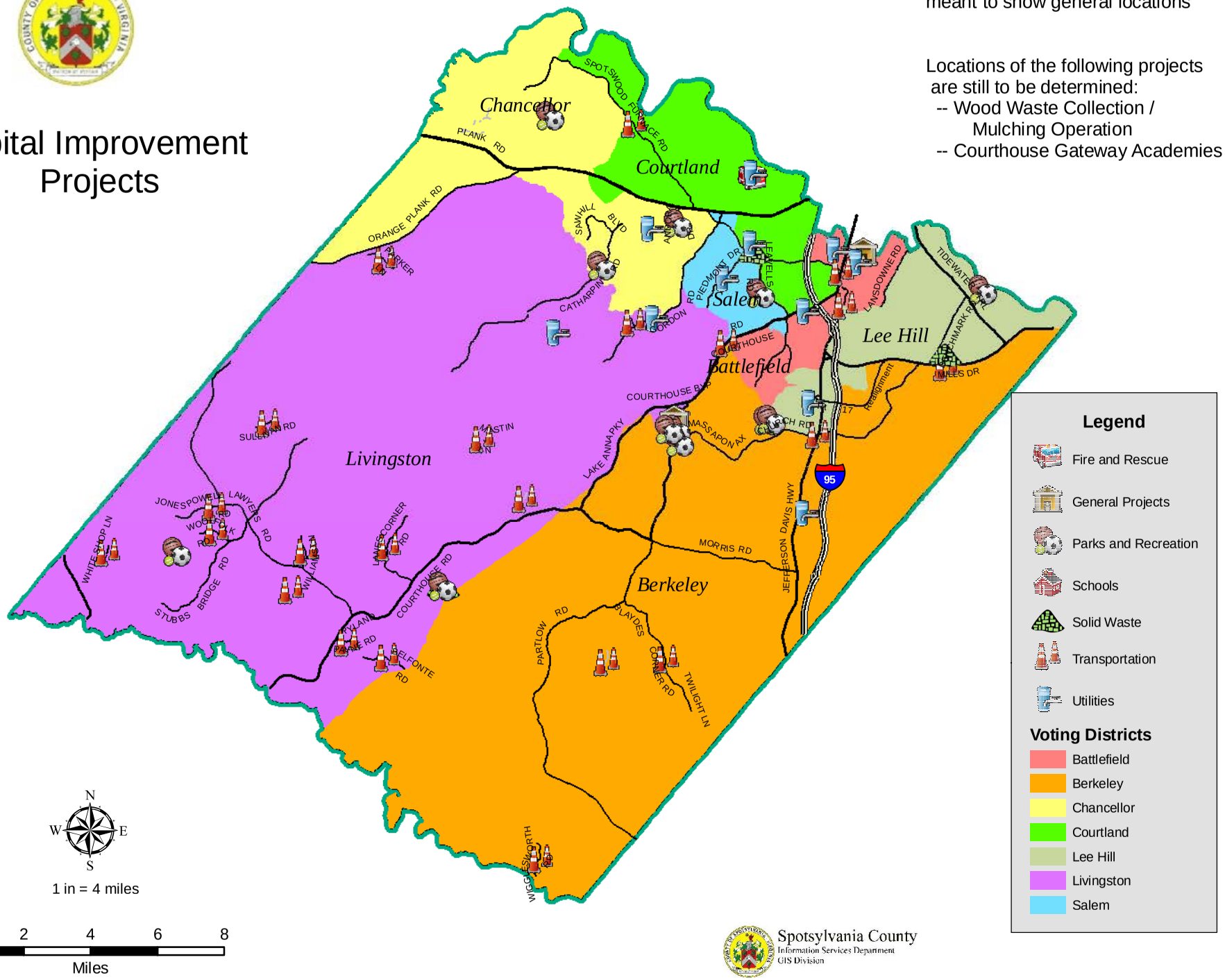
Project Descriptions

Descriptions of each of the projects and the costs of those projects within the FY 2013 - FY 2017 CIP may be found beginning on page 147.

Capital Improvement Projects

Locations are approximate and are meant to show general locations

Locations of the following projects are still to be determined:
-- Wood Waste Collection / Mulching Operation
-- Courthouse Gateway Academies



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District/Project Type/Project

Battlefield:

- Smith Station/Courthouse Intersection Improvements (also Berkeley, Livingston, Salem)
- Utilities Complex Expansion
- Mine/Falcon/Spotsylvania Ave. Intersection Improvements (also Lee Hill)
- Harrison/Rt 1 Intersection Improvements
- Thornburg Wastewater Transmission Improvements (also Berkeley, Lee Hill)
- Replacement Magistrate Office
- Elimination of Pump Stations 3 & 6
- Falcon Drive Waterline Extension
- Old Greenwich Sewer Replacement

Berkeley:

- Judicial Center Renovation
- Renovation of Sheriff's Office
- Marshall Center Auditorium Upgrades
- Marshall Park Upgrades
- Repaving at Legion Field complex
- VRE Station and Parking Area
- Paving of Twilight Lane/Blaydes Corner
- Paving of Wigglesworth Road
- Holly Drive Improvements
- Thornburg Wastewater Transmission Improvements (also Battlefield, Lee Hill)
- Thornburg Water Transmission Improvements
- Massaponax Church/Rt 1 Intersection Improvements (also Lee Hill)
- Installation of Patriot Park Field Lighting
- Installation of Patriot Park Field Playground
- Smith Station/Courthouse Intersection Improvements (also Battlefield, Livingston, Salem)

Chancellor:

- Hunting Run, Phase II
- Ni River Park
- Resurfacing of Tennis Courts
- Installation of 12" Waterline - Violet Drive
- Installation of 16" Waterline - Andora Drive to Sawhill
- Paving of Spotswood Furnace Road (also Courtland)

Salem:

- Resurfacing of Tennis Courts
- Smith Station/Courthouse Intersection Improvements (also Battlefield, Berkeley, Livingston)

District/Project Type/Project

Lee Hill:

- Benchmark Rd. Consolidated Convenience Center
- Resurfacing of Tennis Courts
- New Post Water Transmission Facilities
- Thornburg Wastewater Transmission Improvements (also Battlefield, Berkeley)
- Mine/Falcon/Spotsylvania Ave. Intersection Improvements (also Battlefield)
- Massaponax Church/Rt 1 Intersection Improvements (also Berkeley)

Livingston:

- Belmont Passive Park
- Jones Powell Road - Hill Improvements
- 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 Haleys Mill Road
- Smith Station/Courthouse Intersection Improvements (also Battlefield, Berkeley, Salem)
- Paving of White Shop Lane
- Mt Holly Lane Improvements
- Ni River Water Treatment Plant Improvements
- Livingston Community Center
- Paving of Ryland Payne Road
- Gas Collection System - Cells 3 & 4
- Fawn Lake Pump Stations 27 & 58

Courtland:

- Access Improvements at Chancellor Convenience Center
- Regional Fire Training Center
- Phase II - I-95 to Woodland Drive
- Motts Run Water Treatment Plant Expansion
- Paving of Spotswood Furnace Road (also Chancellor)
- Sheraton Hills Sewerline Rehabilitation
- Maple Grove Sewerline Rehabilitation
- Waverly Village Sewerline Rehabilitation

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Spotsylvania County, Virginia
FY 2013 - FY 2017 Capital Improvement Plan
Project Summary By Fund

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2013 - FY 2017 Total
General Government Projects:						
General Government and Judicial Facilities	2,242,732	7,980,490	8,925,673	5,077,290	750,000	24,976,185
Solid Waste	520,000	845,000	722,320	1,147,500	2,235,000	5,469,820
Parks and Recreation	0	2,012,750	588,000	680,000	4,918,375	8,199,125
Fire and Rescue Services	1,625,000	3,206,250	5,041,564	1,881,138	2,975,198	14,729,150
General Government Total	**4,387,732**	**14,044,490**	**15,277,557**	**8,785,928**	**10,878,573**	**53,374,280**
Transportation Total	**16,586,029**	**8,063,084**	**3,993,640**	**3,321,828**	**0**	**31,964,581**
School Total	**6,724,104**	**19,397,717**	**9,522,594**	**6,926,283**	**16,426,656**	**58,997,354**
Utility Projects:						
General Utility Projects	0	800,000	1,600,000	200,000	0	2,600,000
Water Projects	0	16,538,000	14,178,000	12,855,000	0	43,571,000
Sewer Projects	0	2,120,000	1,470,000	4,150,000	0	7,740,000
Utilities Total	**0**	**19,458,000**	**17,248,000**	**17,205,000**	**0**	**53,911,000**
CIP Total, All Funds	**27,697,865**	**60,963,291**	**46,041,791**	**36,239,039**	**27,305,229**	**198,247,215**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

GENERAL GOV'T EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
General Government and Judicial Facilities - Campus Master Plan									
Judicial Center Renovation	153,205	B	$0	$385,975	$3,473,770	$0	$0	**$3,859,745**	$0
Renovate Current Sheriff's Office	41,860	B, IE	$0	$0	$142,515	$1,282,635	$0	**$1,425,150**	$0
Space Needs/Design Study	-	C	$70,000	$0	$0	$0	$0	**$70,000**	
Subtotal - Campus Master Plan	***195,065***		***$70,000***	***$385,975***	***$3,616,285***	***$1,282,635***	***$0***	**$5,354,895**	***$0***
Other General Government Facilities									
Facility Asset Management Program	on-going	C, P, U	$432,732	$1,952,289	$949,351	$649,655	$750,000	**$4,734,027**	$0
Replacement of Shared Magistrates Facility	98,222	C, OJ	$0	$655,000	$0	$0	$0	**$655,000**	
Subtotal - Other General Gov't Facilities	***98,222***		***$432,732***	***$2,607,289***	***$949,351***	***$649,655***	***$750,000***	***$5,389,027***	***$0***

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

GENERAL GOV'T EXPENDITURES (continued)

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Information Technology									
Public Safety System Improvements:									
Enhance/Replacement Public Safety Radio System	3,405,708	C, L	$0	$3,737,226	$935,037	$0	$0	**$4,672,263**	$0
Computer Aided Dispatch System Replacement	-	C	$0	$0	$2,600,000	$2,600,000	$0	**$5,200,000**	
Other System Improvements:									
Installation of an Enterprise-wide Fiber Network	336,305	C, L	$440,000	$750,000	$750,000	$470,000	$0	**$2,410,000**	$0
Network Operations Center A/C Replacement	-	C	$150,000	$0	$0	$0	$0	**$150,000**	$0
County Website Upgrade	113,980	C	$275,000	$0	$0	$0	$0	**$275,000**	$0
UPS Upgrades	-	C	$0	$75,000	$75,000	$75,000	$0	**$225,000**	$0
Financial System Upgrade - H.T.E.	350,000	C	$300,000	$0	$0	$0	$0	**$300,000**	$0
Land Info System Upgrade - Clerk of Court	-	C	$500,000	$250,000	$0	$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	$75,000	$0	$0	$0	$0	**$75,000**	$0
Subtotal - Information Technology	***1,134,434***		***$1,740,000***	***$4,987,226***	***$4,360,037***	***$3,145,000***	***$0***	***$14,232,263***	***$0***
TOTAL GENERAL GOV'T EXPENDITURES	**1,427,721**		**$2,242,732**	**$7,980,490**	**$8,925,673**	**$5,077,290**	**$750,000**	**$24,976,185**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

GENERAL GOV'T REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$2,144,480	$2,349,278	$5,207,165	$3,247,372	$750,000	**$13,698,295**	$0
Interest Earnings		IE	$0	$0	$142,515	$132,485	$0	**$275,000**	$0
Proffers		P	$98,252	$6,934	$63,848	$0	$0	**$169,034**	$0
Nov 2005 Bond Referenda		B	$0	$385,975	$3,473,770	$1,150,150	$0	**$5,009,895**	$0
Lease - Purchase		L	$0	$4,487,226	$0	$470,000	$0	**$4,957,226**	$0
Other Jurisdictions		OJ	$0	$365,000	$0	$0	$0	**$365,000**	
Transfer from Utilities Fund		U	$0	$386,077	$38,375	$77,283	$0	**$501,735**	$0
TOTAL GENERAL GOV'T REVENUES			**$2,242,732**	**$7,980,490**	**$8,925,673**	**$5,077,290**	**$750,000**	**$24,976,185**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

SOLID WASTE EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
SOLID WASTE - Construction/Closing of Landfill Cells & Facilities									
Benchmark Road Consolidated Solid Waste Convenience Center	-	C	$0	$0	$50,000	$737,500	$1,410,000	**$2,197,500**	$0
Chancellor Solid Waste Convenience Center Access Improvements	78,700	C	$0	$0	$0	$0	$0	**$0**	$2,500,000
Wood Waste collection/Mulching Operation	-	C	$0	$565,000	$527,320	$0	$0	**$1,092,320**	$0
Active Gas Collection System - Cells 3 & 4	-	C	$0	$150,000	$0	$0	$0	**$150,000**	$0
Subtotal - Construction/Closing Cells & Facilities	***78,700***		***$0***	***$715,000***	***$577,320***	***$737,500***	***$1,410,000***	***$3,439,820***	***$2,500,000***
SOLID WASTE - Equipment Replacement									
Refuse Disposal Equip Replacement	on-going	C	$0	$130,000	$30,000	$0	$265,000	**$425,000**	$0
Refuse Collection Equip Replacement	on-going	C	$520,000	$0	$115,000	$410,000	$560,000	**$1,605,000**	$0
Subtotal - Solid Waste Equipment Replacement	**-**		***$520,000***	***$130,000***	***$145,000***	***$410,000***	***$825,000***	***$2,030,000***	***$0***
TOTAL SOLID WASTE EXPENDITURES	**78,700**		**$520,000**	**$845,000**	**$722,320**	**$1,147,500**	**$2,235,000**	**$5,469,820**	**$2,500,000**

SOLID WASTE REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$520,000	$845,000	$722,320	$1,147,500	$2,235,000	**$5,469,820**	$2,500,000
Lease-Purchase		L	$0	$0	$0	$0	$0	**$0**	$0
TOTAL SOLID WASTE REVENUES			**$520,000**	**$845,000**	**$722,320**	**$1,147,500**	**$2,235,000**	**$5,469,820**	**$2,500,000**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

PARKS & RECREATION EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
PARKS AND RECREATION - Construction & Maintenance of Parks and Park Facilities									
Hunting Run Park, Phases II & III	497,763	C	$0	$510,000	$0	$0	$0	**$510,000**	$0
Belmont Passive Park, Phases II & III	52,987	C	$0	$0	$0	$300,000	$0	**$300,000**	$0
Livingston Community Center & Park - Phase I	-	C	$0	$0	$0	$80,000	$882,675	**$962,675**	$0
Marshall Center Auditorium Upgrades	567,248	C, D	$0	$222,750	$0	$0	$0	**$222,750**	$0
Marshall Park Upgrades	-	C	$0	$800,000	$0	$0	$0	**$800,000**	$0
Ni River Park	-	C, P	$0	$0	$0	$300,000	$4,035,700	**$4,335,700**	$0
Patriot Park Field Lighting	495,000	C, CR	$0	$480,000	$0	$0	$0	**$480,000**	$0
Patriot Park Playground	-	C	$0	$0	$175,000	$0	$0	**$175,000**	$0
Repaving at Legion Field Complex	-	C	$0	$0	$238,000	$0	$0	**$238,000**	$0
Resurfacing of 7 Tennis Courts	-	C	$0	$0	$175,000	$0	$0	**$175,000**	$0
TOTAL PARKS & REC EXPENDITURES	**1,612,998**		**$0**	**$2,012,750**	**$588,000**	**$680,000**	**$4,918,375**	**$8,199,125**	**$0**

PARKS & RECREATION REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$0	$1,807,450	$588,000	$665,000	$4,918,375	**$7,978,825**	$0
Concession Receipts		CR	$0	$200,000	$0	$0	$0	**$200,000**	$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			**$0**	**$2,012,750**	**$588,000**	**$680,000**	**$4,918,375**	**$8,199,125**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

FIRE & RESCUE SERVICES EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
FIRE/RESCUE SERVICES - Construction Projects									
Regional Fire Training Center	1,526,222	OJ, C, P	$0	$0	$250,000	$0	$1,000,000	**$1,250,000**	$0
Subtotal Fire/Rescue constructon	***1,526,222***		***$0***	***$0***	***$250,000***	***$0***	***$1,000,000***	***$1,250,000***	***$0***
FIRE/RESCUE SERVICES - Equipment									
Replacement Fire Equipment	on-going	C, L	$1,100,000	$2,655,000	$1,212,750	$1,273,386	$1,337,056	**$7,578,192**	$0
Replacement EMS Equipment	on-going	C, IE, L	$525,000	$551,250	$578,814	$607,752	$638,142	**$2,900,958**	$0
Replacement Self Contained Breathing Apparatus	-	L	$0	$0	$3,000,000	$0	$0	**$3,000,000**	$0
Subtotal Fire/Rescue equipment	*-*		***$1,625,000***	***$3,206,250***	***$4,791,564***	***$1,881,138***	***$1,975,198***	***$13,479,150***	***$0***
TOTAL FIRE/RESCUE SVCS EXPENDITURES	**1,526,222**		**$1,625,000**	**$3,206,250**	**$5,041,564**	**$1,881,138**	**$2,975,198**	**$14,729,150**	**$0**

FIRE & RESCUE SERVICES REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$1,445,000	$551,250	$360,126	$1,881,138	$2,308,531	**$6,546,046**	$0
Interest Earnings		IE	$180,000	$0	$0	$0	$0	**$180,000**	$0
Proffers		P	$0	$0	$2,021	$0	$0	**$2,021**	$0
Other Jurisdictions		OJ	$0	$0	$166,667	$0	$666,667	**$833,333**	$0
Lease - Purchase		L	$0	$2,655,000	$4,512,750	$0	$0	**$7,167,750**	$0
TOTAL FIRE/RESCUE SVCS REVENUES			**$1,625,000**	**$3,206,250**	**$5,041,564**	**$1,881,138**	**$2,975,198**	**$14,729,150**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

TRANSPORTATION EXPENDITURES

	Total Budget through FY 2012*	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
TRANSPORTATION									
VRE Station and Parking Areas	1,606,566	IE, S, P, B	$15,060,585	$3,646,228	$0	$0	$0	**$18,706,813**	$0
Harrison Road/Rt 1 Intersection Improvements	-	B	$0	$2,000,000	$0	$0	$0	**$2,000,000**	$0
Mine/Falcon/Spotsylvania Ave. Intersection Improvements	104,116	B	$0	$0	$557,276	$652,823	$0	**$1,210,099**	$0
Massaponax Ch/Rt 1 Intersection Improvements	-	B	$0	$0	$497,564	$1,414,205	$0	**$1,911,769**	$0
Jones Powell - Hill Improvement	-	B	$0	$0	$1,630,000	$0	$0	**$1,630,000**	$0
Smith Station/Courthouse Intersection Improvements	868,320	S	$412,603	$455,716	$0	$0	$0	**$868,319**	$0
Unpaved Roads (identified "Fair")	1,840,598	B, IE	$0	$1,148,400	$1,288,800	$1,234,800	$0	**$3,672,000**	$0
Lanes Corner	389,886	S	$112,841	$792,740	$0	$0	$0	**$905,581**	$4,000,000
Rural Additions (2 Streets)	265,543	S	$1,000,000	$0	$0	$0	$0	**$1,000,000**	$0
General Engineering Consultant	on-going	T	$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
TOTAL TRANSPORTATION EXPENDITURES	**5,075,029**		**$16,586,029**	**$8,063,084**	**$3,993,640**	**$3,321,828**	**$0**	**$31,964,581**	**$4,000,000**

* The total listed in this column for Transportation projects assumes the approval of budget adjustments between projects and corrections that are forthcoming to the Board.

TRANSPORTATION REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Proffers		P	$54,000	$0	$0	$0	$0	**$54,000**	$0
Interest Earnings		IE	$95,412	$212,588	$0	$0	$0	**$308,000**	$0
Nov 2005 Transportation Bond Referenda		B	$5,000,000	$6,582,040	$3,973,640	$3,301,828	$0	**$18,857,508**	$0
Reimbursement/aide from State/Federal gov't		S	$11,436,617	$1,248,456	$0	$0	$0	**$12,685,073**	$4,000,000
Transfer from Transportation Fund		T	$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
TOTAL TRANSPORTATION REVENUES			**$16,586,029**	**$8,063,084**	**$3,993,640**	**$3,321,828**	**$0**	**$31,964,581**	**$4,000,000**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

SCHOOL CAPITAL EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
SCHOOL CONSTRUCTION CAPITAL PROJECTS									
Courthouse/Gateway Academies	-	B	$0	$1,000,000	$0	$0	$0	**$1,000,000**	$0
Subtotal - School Construction	-		***$0***	***$1,000,000***	***$0***	***$0***	***$0***	***$1,000,000***	***$0***
SCHOOL NON-CONSTRUCTION CAPITAL PROJECTS									
Transportation Buses	on-going	C, B, LS	$2,305,938	$4,212,567	$2,375,098	$2,446,364	$3,427,592	**$14,767,559**	$0
Capital Maintenance	on-going	C, B	$1,882,318	$9,221,000	$4,330,000	$2,306,000	$6,175,000	**$23,914,318**	$0
Technology Replacements/Upgrades	on-going	C, B, LS	$2,535,848	$4,964,150	$2,817,496	$2,173,919	$6,824,064	**$19,315,477**	$0
Subtotal - School Non-Construction	-		***$6,724,104***	***$18,397,717***	***$9,522,594***	***$6,926,283***	***$16,426,656***	***$57,997,354***	***$0***
TOTAL SCHOOL CAPITAL PROJECTS EXPENDITURES	-		**$6,724,104**	**$19,397,717**	**$9,522,594**	**$6,926,283**	**$16,426,656**	**$58,997,354**	**$0**

SCHOOL CAPITAL REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$6,724,104					**$6,724,104**	$0
Interest Earnings		IE	$0	$0	$0	$0	$0	**$0**	$0
Nov 2005/2006 School Bond Referenda		B	$0	$19,397,717	$9,522,594	$6,926,283	$1,349,146	**$37,195,740**	$0
Lease-Purchase (Schools)		LS	$0	$0	$0	$0	$15,077,510	**$15,077,510**	$0
TOTAL SCHOOL CAPITAL PROJECTS REVENUES			**$6,724,104**	**$19,397,717**	**$9,522,594**	**$6,926,283**	**$16,426,656**	**$58,997,354**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

UTILITIES CAPITAL EXPENDITURES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
General Utilities Projects									
Utility Lab/Office Expansion	1,321,655	B, C	$0	$500,000	$1,500,000	$0	$0	**$2,000,000**	$0
System Improvement Opportunities with Developers	2,098,962	B, C	$0	$200,000	$0	$0	$0	**$200,000**	$0
Security Improvements	651,599	B, C	$0	$100,000	$100,000	$200,000	$0	**$400,000**	$0
SUBTOTAL GENERAL UTILITIES PROJECTS	***3,420,617***		***$0***	***$800,000***	***$1,600,000***	***$200,000***	***$0***	***$2,600,000***	***$0***
Water Projects									
Motts Run Water Treatment Plant Improvements	8,702,876	B, C	$0	$1,000,000	$9,628,000	$12,480,000	$0	**$23,108,000**	$0
Ni River Water Treatment Plant Improvements	1,898,535	B, C	$0	$6,500,000	$3,000,000	$0	$0	**$9,500,000**	$0
Thornburg Water Transmission Facilities Improvements	4,545,491	B, C	$0	$973,000	$1,175,000	$0	$0	**$2,148,000**	$0
New Post Water Transmission Facilities	1,286,000	B, C	$0	$1,000,000	$0	$0	$0	**$1,000,000**	$0
New Water Source	551,223	B, C	$0	$50,000	$0	$0	$0	**$50,000**	$0
Tank Maintenance	on-going	B, C	$0	$375,000	$375,000	$375,000	$0	**$1,125,000**	$0
Motts Chlorine Gas Coversion to Hypochlorite	235,000	B, C	$0	$300,000	$0	$0	$0	**$300,000**	$0
Falcon Drive Extension	-	B, C	$0	$200,000	$0	$0	$0	**$200,000**	
12" Waterline - Violet Drive	-	B, C	$0	$300,000	$0	$0	$0	**$300,000**	$0
16" Waterline - Andora Dr. to Sawhill	-	B, C	$0	$5,840,000	$0	$0	$0	**$5,840,000**	$0
SUBTOTAL WATER PROJECTS	***17,219,125***		***$0***	***$16,538,000***	***$14,178,000***	***$12,855,000***	***$0***	***$43,571,000***	***$0***

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

UTILITIES EXPENDITURES (continued)

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Sewer Projects									
Phase II - I-95 to Woodland Drive	209,603	B, C	$0	$800,000	$0	$0	$0	**$800,000**	$0
Elimination of Pump Stations 3 & 6	-	B, C	$0	$70,000	$350,000	$0	$0	**$420,000**	$0
Old Greenwich Sewer Replacement	385,957	B, C	$0	$500,000	$0	$0	$0	**$500,000**	$0
Fawn Lake Pump Stations 27 & 58	-	B, C	$0	$500,000	$0	$0	$0	**$500,000**	$0
Sheraton Hills Rehab	-	B, C	$0	$250,000	$0	$0	$0	**$250,000**	$0
Maple Grove Rehab	-	B, C	$0	$0	$300,000	$0	$0	**$300,000**	$0
Waverly Village Rehab	-	B, C	$0	$0	$0	$350,000	$0	**$350,000**	$0
Thornburg Wastewater Transmission Improvements	1,424,586	B, C	$0	$0	$820,000	$3,800,000	$0	**$4,620,000**	$0
SUBTOTAL SEWER PROJECTS	***2,020,146***		***$0***	***$2,120,000***	***$1,470,000***	***$4,150,000***	***$0***	***$7,740,000***	***$0***
TOTAL UTILITIES EXPENDITURES	**19,239,271**		**$0**	**$19,458,000**	**$17,248,000**	**$17,205,000**	**$0**	**$53,911,000**	**$0**

UTILITIES REVENUES

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$0	$8,000,000	$5,000,000	$5,000,000	$0	**$18,000,000**	$0
Revenue Bonds		B	$0	$11,458,000	$12,248,000	$12,205,000	$0	**$35,911,000**	$0
TOTAL UTILITIES REVENUES			**$0**	**$19,458,000**	**$17,248,000**	**$17,205,000**	**$0**	**$53,911,000**	**$0**

SPOTSYLVANIA COUNTY
CAPITAL IMPROVEMENT PLAN
FY 2013 - FY 2017

CIP EXPENDITURES SUMMARY

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
TOTAL FY 2013 - FY 2017 CIP			**$27,697,865**	**$60,963,291**	**$46,041,791**	**$36,239,039**	**$27,305,229**	**$198,247,215**	**$6,500,000**

CIP REVENUE SUMMARY

	Total Budget through FY 2012	Funding Source	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 13- FY 17	Costs beyond FY 2017
Cash		C	$10,833,584	$13,552,978	$11,877,611	$11,941,010	$10,211,906	**$58,417,090**	$2,500,000
Interest Earnings		IE	$275,412	$212,588	$142,515	$132,485	$0	**$763,000**	$0
Concession Receipts		CR	$0	$200,000	$0	$0	$0	**$200,000**	$0
Donations		D	$0	$5,300	$0	$0	$0	**$5,300**	$0
Proffers		P	$152,252	$6,934	$65,869	$15,000	$0	**$240,055**	$0
Nov 2005 Bond Referenda - Gen. Gov't		B	$0	$385,975	$3,473,770	$1,150,150	$0	**$5,009,895**	$0
Nov 2005/2006 Bond Referenda - Schools		B	$0	$19,397,717	$9,522,594	$6,926,283	$1,349,146	**$37,195,740**	$0
Nov 2005 Bond Referenda - Transportation		B	$5,000,000	$6,582,040	$3,973,640	$3,301,828	$0	**$18,857,508**	$0
Revenue Bonds - Utilities		B	$0	$11,458,000	$12,248,000	$12,205,000	$0	**$35,911,000**	$0
Lease - Purchase		L	$0	$7,142,226	$4,512,750	$470,000	$0	**$12,124,976**	$0
Lease-Purchase (Schools)		LS	$0	$0	$0	$0	$15,077,510	**$15,077,510**	$0
Other Jurisdictions		OJ	$0	$365,000	$166,667	$0	$666,667	**$1,198,333**	$0
Transfer from Transportation Fund		T	$0	$20,000	$20,000	$20,000	$0	**$60,000**	$0
Transfer from Utilities Fund		U	$0	$386,077	$38,375	$77,283	$0	**$501,735**	$0
Reimbursement/aide from State/Federal gov't		S	$11,436,617	$1,248,456	$0	$0	$0	**$12,685,073**	$4,000,000
TOTAL FY 2013 - FY 2017 CIP			**$27,697,865**	**$60,963,291**	**$46,041,791**	**$36,239,039**	**$27,305,229**	**$198,247,215**	**$6,500,000**

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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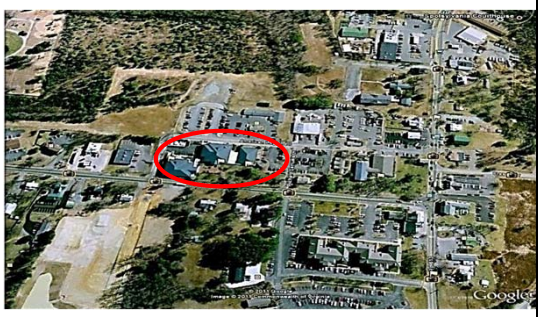
DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Judicial Center Renovation**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

PROJECT 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 renovation will 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 2014	N/A	FY 2015 - FY 2016

PRIOR YEAR BUDGETS: $153,205

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$385,975	$3,473,770	$0	$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**	**$385,975**	**$3,473,770**	**$0**	**$0**	**$3,859,745**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$385,975	$0	$0	$0	$385,975
Construction	$0	$0	$3,473,770	$0	$0	$3,473,770
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$385,975**	**$3,473,770**	**$0**	**$0**	**$3,859,745**
Estimated Add'l Operational Costs						
- Debt service	$0	$38,598	$385,010	$375,360	$365,711	$1,164,679
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$38,598**	**$385,010**	**$375,360**	**$365,711**	**$1,164,679**

DEPARTMENT: **Capital Projects Management**

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

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

PROJECT LOCATION:

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

PROJECT DESCRIPTION: After move of Sheriff's Office to new Public Safety Building, renovate Sheriff's Office former office space.

PROJECT OBJECTIVE: All departments, as an operating entity, will benefit from the 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 2015	N/A	FY 2016

PRIOR YEAR BUDGETS: $41,860

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$1,150,150	$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	$0	$142,515	$132,485	$0	$275,000
Total Projected/Requested Funding	**$0**	**$0**	**$142,515**	**$1,282,635**	**$0**	**$1,425,150**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$142,515	$0	$0	$142,515
Construction	$0	$0	$0	$1,282,635	$0	$1,282,635
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$142,515**	**$1,282,635**	**$0**	**$1,425,150**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$115,015	$112,140	$227,155
- 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**	**$115,015**	**$112,140**	**$227,155**

DEPARTMENT: **County Administration**

PROJECT NAME: **Space Needs/Design Study**

PROJECT CONTACT/PHONE #: Doug Barnes, 507-7010

PROJECT LOCATION:

The study will impact various locations within the Courthouse area.

PROJECT DESCRIPTION:

The majority of Spotsylvania County's government operations are located in facilities at the Spotsylvania Courthouse campus. Two new buildings have recently been constructed on the campus and house the Circuit Court, Sheriff's office, and Fire/Rescue administrative offices. The spaces at the Courthouse campus that were previously occupied by these departments are now vacant. The County needs to determine its overall space needs for the next 15 years, and plan for capital needs if renovations are necessary to allow for new uses of the vacated spaces.

PROJECT OBJECTIVE:

The County needs to determine its overall space needs for the next 15 years, and plan for capital needs if renovations are necessary to allow for new uses of the vacated spaces. The space needs/design study will focus on the Marshall Center, Judicial Center, Holbert Building, Sheriff's Office former space, and the CID building.

TOTAL CAPITAL PROJECT COST:

$70,000

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$70,000	$0	$0	$0	$0	$70,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$70,000	$0	$0	$0	$0	$70,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**
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 LOCATION:

Major repairs and upgrades at various County facilities.

PROJECT DESCRIPTION:

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

PROJECT OBJECTIVE:

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

TOTAL CAPITAL PROJECT COST:

$4,734,027

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
		on-going

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$98,252	$6,934	$63,848	$0	$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	$334,480	$1,559,278	$847,128	$572,372	$750,000	$4,063,258
Service Charge	$0	$0	$0	$0	$0	$0
Other (Transfer from Utilities)	$0	$386,077	$38,375	$77,283	$0	$501,735
Total Projected/Requested Funding	**$432,732**	**$1,952,289**	**$949,351**	**$649,655**	**$750,000**	**$4,734,027**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$432,732	$1,952,289	$949,351	$649,655	$750,000	$4,734,027
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$432,732**	**$1,952,289**	**$949,351**	**$649,655**	**$750,000**	**$4,734,027**
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: **Magistrate Facility**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7012

PROJECT LOCATION:

Along the east side of Lafayette Boulevard, in the general vicinity of the red circle noted in the picture to the right.
(Photo credit: Google Earth)

PROJECT DESCRIPTION: Construction of a new facility for the Magistrates Office. The facility will be constructed on proffered land just off Lafayette Boulevard. *(This project continues to be under review with officials from the City of Fredericksburg. There may be an opportunity to construct separate facilities, but that is still to be determined.)*

PROJECT OBJECTIVE: Each locality is required by the State to provide space for magistrates. For many years, the City of Fredericksburg and Spotsylvania have partnered to provide a centrally located Magistrates Office. The existing office is in rented space which needs renovations, but a constrained site causes renovation to be infeasible. This project is to be jointly funded by City of Fredericksburg and Spotsylvania County, 50%/50%. The existing Magistrates Office staff will continue to staff the new facility.

TOTAL CAPITAL PROJECT COST: $753,222

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2011	County owns land	FY 2014

PRIOR YEAR BUDGETS: $98,222

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$290,000	$0	$0	$0	$290,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (City of Fredericksburg)	$0	$365,000	$0	$0	$0	$365,000
Total Projected/Requested Funding	**$0**	**$655,000**	**$0**	**$0**	**$0**	**$655,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$655,000	$0	$0	$0	$655,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$655,000**	**$0**	**$0**	**$0**	**$655,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$11,570	$12,100	$12,658	$36,328
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$11,570**	**$12,100**	**$12,658**	**$36,328**

DEPARTMENT: **Information Services**

PROJECT NAME: **Public Safety Radio System Enhancements or Replacement**

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

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:

$8,077,971

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:

$3,405,708

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$3,737,226	$0	$0	$0	$3,737,226
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$935,037	$0	$0	$935,037
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$3,737,226**	**$935,037**	**$0**	**$0**	**$4,672,263**
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	$3,737,226	$935,037	$0	$0	$4,672,263
Total Projected Capital Expenditures	**$0**	**$3,737,226**	**$935,037**	**$0**	**$0**	**$4,672,263**
Estimated Add'l Operational Costs						
- Debt service	$0	$720,751	$694,056	$667,362	$640,667	$2,722,836
- Utilities, insurance, maintenance	$0	$50,000	$50,000	$50,000	$50,000	$200,000
- Personnel	$0	$336,001	$352,801	$370,441	$388,963	$1,448,206
Total Est Add'l Operational Costs	**$0**	**$1,106,752**	**$1,096,857**	**$1,087,803**	**$1,079,630**	**$4,371,042**

DEPARTMENT: **Information Services**

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

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

PROJECT LOCATION:

N/A

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

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

TOTAL CAPITAL PROJECT COST:

$5,200,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2015		FY2015-2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$2,600,000	$2,600,000	$0	$5,200,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$2,600,000**	**$2,600,000**	**$0**	**$5,200,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$2,600,000	$2,600,000	$0	$5,200,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$2,600,000**	**$2,600,000**	**$0**	**$5,200,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$100,000	$100,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$100,000**	**$100,000**

DEPARTMENT: **Information Services**

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

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

PROJECT LOCATION:

N/A

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

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

TOTAL CAPITAL PROJECT COST:

$2,746,305

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:

$336,305

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$750,000	$0	$470,000	$0	$1,220,000
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$440,000	$0	$750,000	$0	$0	$1,190,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (Transfer from Utilities)	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$440,000**	**$750,000**	**$750,000**	**$470,000**	**$0**	**$2,410,000**
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	$440,000	$750,000	$750,000	$470,000	$0	$2,410,000
Total Projected Capital Expenditures	**$440,000**	**$750,000**	**$750,000**	**$470,000**	**$0**	**$2,410,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$144,643	$139,286	$224,571	$215,857	$724,357
- 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**	**$179,643**	**$174,286**	**$259,571**	**$250,857**	**$864,357**

DEPARTMENT: **Information Services**

PROJECT NAME: **Network Operations Center Air Conditioning Unit Replacement**

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

PROJECT LOCATION:

Network Operations Center

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, 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 2013.

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$150,000	$0	$0	$0	$0	$150,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$150,000	$0	$0	$0	$0	$150,000
Total Projected Capital Expenditures	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$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: **Website Upgrade**

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

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 eliminated for this project due to budget cuts, resulting in this re-request for funding previously approved by the Board.

TOTAL CAPITAL PROJECT COST:

$388,980

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:

$113,980

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$275,000	$0	$0	$0	$0	$275,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$275,000**	**$0**	**$0**	**$0**	**$0**	**$275,000**
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	$275,000	$0	$0	$0	$0	$275,000
Total Projected Capital Expenditures	**$275,000**	**$0**	**$0**	**$0**	**$0**	**$275,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$12,000	$12,000	$12,000	$12,000	$12,000	$60,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$12,000**	**$12,000**	**$12,000**	**$12,000**	**$12,000**	**$60,000**

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 LOCATION:

Multiple sites - Marshall Center and radio tower sites

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 basis.

TOTAL CAPITAL PROJECT COST:

$225,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2014 - FY 2016

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$75,000	$75,000	$75,000	$0	$225,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$75,000**	**$75,000**	**$75,000**	**$0**	**$225,000**
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	$75,000	$75,000	$75,000	$0	$225,000
Total Projected Capital Expenditures	**$0**	**$75,000**	**$75,000**	**$75,000**	**$0**	**$225,000**
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 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 may require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology. 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, 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

PRIOR YEAR BUDGETS:

$350,000

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$300,000	$0	$0	$0	$0	$300,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$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	$0	$0
Vehicles & Equipment	$300,000	$0	$0	$0	$0	$300,000
Total Projected Capital Expenditures	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$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: **Information Services**

PROJECT NAME: **Land Information Systems Upgrade**

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

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 may require the hiring of additional staff to offset these service 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 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$500,000	$250,000	$0	$0	$0	$750,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$500,000**	**$250,000**	**$0**	**$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	$500,000	$250,000	$0	$0	$0	$750,000
Total Projected Capital Expenditures	**$500,000**	**$250,000**	**$0**	**$0**	**$0**	**$750,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- 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	**$0**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$300,000**

DEPARTMENT: **Information Services**

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

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

PROJECT LOCATION:

N/A

PROJECT DESCRIPTION:

Upgrade the current Parks & Rec registration system. The current system manages citizen records and registration both at the counter and over the Internet. 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 may require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.

TOTAL CAPITAL PROJECT COST:

$115,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$0	$15,000	$15,000	$15,000	$45,000
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$15,000**	**$15,000**	**$15,000**	**$45,000**

DEPARTMENT: **Information Services**

PROJECT NAME: **Jury System Upgrade**

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

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 may require the hiring of more staff to offset these service level degradations. As more technology becomes available, the need to meet the changing demands of a growing citizenry should be addressed through the appropriate refreshing of technology.

TOTAL CAPITAL PROJECT COST:

$60,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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 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:

$859,434

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$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**	**$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	$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**

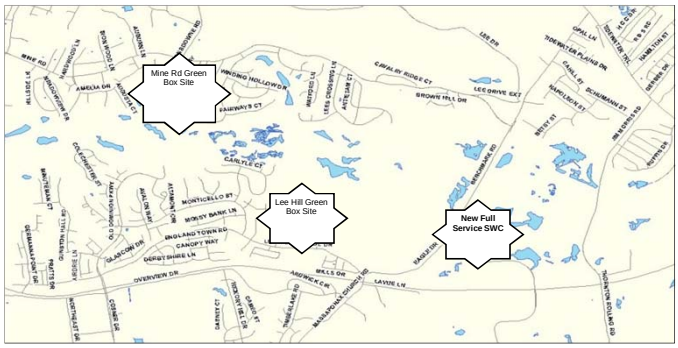
DEPARTMENT: **Utilities/Public Works**

PROJECT NAME: **Benchmark Road Consolidated Solid Waste Convenience Center**

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

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 2015	FY 2016	FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$50,000	$737,500	$1,410,000	$2,197,500
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$50,000**	**$737,500**	**$1,410,000**	**$2,197,500**
Projected Capital Expenditures:						
Land	$0	$0	$0	$619,500	$0	$619,500
Professional Services	$0	$0	$50,000	$118,000	$0	$168,000
Construction	$0	$0	$0	$0	$1,210,000	$1,210,000
Vehicles & Equipment	$0	$0	$0	$0	$200,000	$200,000
Total Projected Capital Expenditures	**$0**	**$0**	**$50,000**	**$737,500**	**$1,410,000**	**$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 LOCATION:

Chancellor public use area entrance (area circled in red on picture to right)

PROJECT DESCRIPTION: Signalization of the Chancellor public use facility entrance per direction of the Board of Supervisors during the FY 2013 Budget process. $2.5 million is included as a placeholder beyond the five year CIP period in the event that a light at the Piedmont/Harrison intersection becomes necessary.

PROJECT OBJECTIVE: Chancellor SWC is the full service drop off location for refuse, brush and recyclables. The site is co-located with an active park. The existing shared access for the solid waste center and park customers is confusing and causes congestion that backs traffic out onto Harrison Road. Signalization of the intersection is expected to relieve congestion and enable easier ingress and egress at the convenience site.

TOTAL CAPITAL PROJECT COST: $2,578,700

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2013	FY 2013	FY 2014

PRIOR YEAR BUDGETS: $78,700

COSTS PROJECTED BEYOND CIP PERIOD: $2,500,000

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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 ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
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	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Utilituies/Public Works**

PROJECT NAME: **Wood Waste Collection/Mulching Operation**

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

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$565,000	$527,320	$0	$0	$1,092,320
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$565,000**	**$527,320**	**$0**	**$0**	**$1,092,320**
Projected Capital Expenditures:						
Land	$0	$515,000	$0	$0	$0	$515,000
Professional Services	$0	$50,000	$0	$0	$0	$50,000
Construction	$0	$0	$527,320	$0	$0	$527,320
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$565,000**	**$527,320**	**$0**	**$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 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:

$150,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$150,000	$0	$0	$0	$150,000
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: **Refuse Disposal Equipment**

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

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 compactor wheels and rebuild of a transmission and undercarriage for a track loader in FY 2014; and a track loader undercarriage rebuild in FY 2015. In FY 2017, two track loaders will need undercarriage rebuilds, and a 1994 dozer will need replacement.

TOTAL CAPITAL PROJECT COST:

$425,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2014 - FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$130,000	$30,000	$0	$265,000	$425,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$130,000**	**$30,000**	**$0**	**$265,000**	**$425,000**
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	$130,000	$30,000	$0	$265,000	$425,000
Total Projected Capital Expenditures	**$0**	**$130,000**	**$30,000**	**$0**	**$265,000**	**$425,000**
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 Collection Equipment**

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

PROJECT LOCATION:

Various convenience sites throughout the County.

PROJECT DESCRIPTION: Collections equipment replacement

PROJECT OBJECTIVE: 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 two roll-off trucks and two compactors in FY 2013; a hooklift truck in FY 2015; a front end loader and a wheel loader in FY 2016; and two roll-off trucks, a skid steer, and a front end loader in FY 2017.

TOTAL CAPITAL PROJECT COST:

$1,605,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2013 - FY 2017

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$520,000	$0	$115,000	$410,000	$560,000	$1,605,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$520,000**	**$0**	**$115,000**	**$410,000**	**$560,000**	**$1,605,000**
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	$520,000	$0	$115,000	$410,000	$560,000	$1,605,000
Total Projected Capital Expenditures	**$520,000**	**$0**	**$115,000**	**$410,000**	**$560,000**	**$1,605,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

DEPARTMENT: **Parks & Recreation**

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

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

PROJECT LOCATION:

Hunting Run Park on Elys Ford Road

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; 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:

$497,763

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$510,000	$0	$0	$0	$510,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$510,000**	**$0**	**$0**	**$0**	**$510,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$510,000	$0	$0	$0	$510,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$510,000**	**$0**	**$0**	**$0**	**$510,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$38,568	$40,334	$42,194	$121,096
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$38,568**	**$40,334**	**$42,194**	**$121,096**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Belmont Passive Park**

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

PROJECT LOCATION:

Belmont Road

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

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

TOTAL CAPITAL PROJECT COST: $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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$0	$300,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$0**	**$300,000**	**$0**	**$300,000**
Projected Capital Expenditures:						
Professional Services	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$300,000	$0	$300,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$0**	**$300,000**	**$0**	**$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 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 2016	County owns land	FY 2017

PRIOR YEAR BUDGETS: $52,987

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$25,317	$25,317
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$25,317**	**$25,317**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Marshall Center Auditorium Upgrades**

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

PROJECT LOCATION:

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

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

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

TOTAL CAPITAL PROJECT COST:

$789,998

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

$567,248

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$217,450	$0	$0	$0	$217,450
Service Charge	$0	$0	$0	$0	$0	$0
Other (Donations)	$0	$5,300	$0	$0	$0	$5,300
Total Projected/Requested Funding	**$0**	**$222,750**	**$0**	**$0**	**$0**	**$222,750**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$47,500	$0	$0	$0	$47,500
Construction	$0	$175,250	$0	$0	$0	$175,250
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$222,750**	**$0**	**$0**	**$0**	**$222,750**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$13,585	$27,984	$28,824	$70,393
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$13,585**	**$27,984**	**$28,824**	**$70,393**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Marshall Park Upgrades**

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

PROJECT LOCATION:

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

PROJECT DESCRIPTION: Upgrades to the existing Marshall Park include: 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$13,443	$13,846	$14,261	$41,550
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$13,443**	**$13,846**	**$14,261**	**$41,550**

DEPARTMENT: **Parks & Recreation**

PROJECT NAME: **Ni River Park**

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

PROJECT LOCATION:

Next to Ni River Middle School

PROJECT DESCRIPTION: Facility will include 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$15,000	$0	$15,000
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$0	$285,000	$4,035,700	$4,320,700
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 LOCATION:

Patriot Park
5710 Smith Station Road
Fredericksburg, VA 22407

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: $495,000

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$280,000	$0	$0	$0	$280,000
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings/Concess Rev)	$0	$200,000	$0	$0	$0	$200,000
Total Projected/Requested Funding	**$0**	**$480,000**	**$0**	**$0**	**$0**	**$480,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$480,000	$0	$0	$0	$480,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$480,000**	**$0**	**$0**	**$0**	**$480,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$6,697	$7,032	$7,383	$21,112
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$6,697**	**$7,032**	**$7,383**	**$21,112**

DEPARTMENT: **Parks and Recreation**

PROJECT NAME: **Playground Installation**

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

PROJECT LOCATION:

Patriot Park
5710 Smith Station Road
Fredericksburg, VA 22407

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

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

TOTAL CAPITAL PROJECT COST: $175,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$175,000	$0	$0	$175,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$175,000	$0	$0	$175,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$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: **Legion Complex - Repaving**

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

PROJECT LOCATION:

Legion Field
8800 Courthouse Road,
Spotsylvania, VA 22553
(Photo credit: Google Earth)

PROJECT DESCRIPTION: Pavement entering the Legion Complex Site has been deteriorating for some time, as well as the edges of the paved track, within this complex. This project will allow for the proper overlay of new asphalt to correct and maintain this facility.

PROJECT OBJECTIVE: This work will correct a deteriorating condition and improved facility use and safety.

TOTAL CAPITAL PROJECT COST: $238,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2014	N/A	FY2015

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$238,000	$0	$0	$238,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$238,000**	**$0**	**$0**	**$238,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$238,000	$0	$0	$238,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$238,000**	**$0**	**$0**	**$238,000**
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 and Recreation**

PROJECT NAME: **Tennis Courts - Resurfacing**

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

PROJECT LOCATION:

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

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

PROJECT OBJECTIVE: This project request is to maintain the proper resurfacing guidelines for these tennis courts. These courts were last resurfaced in FY2008. Proper maintenance guidelines and tennis court professionals recommend resurfacing every 6-10 years.

TOTAL CAPITAL PROJECT COST: $175,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aide	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$0	$0	$175,000	$0	$0	$175,000
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$175,000	$0	$0	$175,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$0	$0	$0	$0
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

PROJECT NAME: **Regional Fire Training Center**

PROJECT CONTACT/PHONE #: R.C. Eudailey, 507-7900

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

PRIOR YEAR BUDGETS: $1,526,222

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$2,021	$0	$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	$81,312	$0	$333,333	$414,646
Service Charge	$0	$0	$0	$0	$0	$0
Other (Other Jurisdictions)	$0	$0	$166,667	$0	$666,667	$833,333
Total Projected/Requested Funding	**$0**	**$0**	**$250,000**	**$0**	**$1,000,000**	**$1,250,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$250,000	$0	$1,000,000	$1,250,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$250,000**	**$0**	**$1,000,000**	**$1,250,000**
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: **Department of Fire, Rescue, and Emergency Management**

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

PROJECT CONTACT/PHONE #: R.C. Eudailey, 507-7900

PROJECT LOCATION:

Replacement of apparatus at various stations throughout the County.

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

PROJECT OBJECTIVE: To provide critical fire and rescue vehicles.

TOTAL CAPITAL PROJECT COST: $10,479,150

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2013 - FY 2017

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD:

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$2,655,000	$1,512,750	$0	$0	$4,167,750
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue	$1,445,000	$551,250	$278,814	$1,881,138	$1,975,198	$6,131,400
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$180,000	$0	$0	$0	$0	$180,000
Total Projected/Requested Funding	**$1,625,000**	**$3,206,250**	**$1,791,564**	**$1,881,138**	**$1,975,198**	**$10,479,150**
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	$1,625,000	$3,206,250	$1,791,564	$1,881,138	$1,975,198	$10,479,150
Total Projected Capital Expenditures	**$1,625,000**	**$3,206,250**	**$1,791,564**	**$1,881,138**	**$1,975,198**	**$10,479,150**
Estimated Add'l Operational Costs						
- Debt service	$0	$354,000	$562,495	$544,236	$525,977	$1,986,708
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$354,000**	**$562,495**	**$544,236**	**$525,977**	**$1,986,708**

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

PROJECT NAME: **SCBA Replacement**

PROJECT CONTACT/PHONE #: R.C. Eudailey, 507-7900

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:

$3,000,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

$0

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$3,000,000	$0	$0	$3,000,000
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**	**$3,000,000**	**$0**	**$0**	**$3,000,000**
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	$0	$3,000,000	$0	$0	$3,000,000
Total Projected Capital Expenditures	**$0**	**$0**	**$3,000,000**	**$0**	**$0**	**$3,000,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$578,571	$557,143	$535,714	$1,671,428
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$578,571**	**$557,143**	**$535,714**	**$1,671,428**

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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 LOCATION:

Land acquisition, 1,000 paved parking spaces, area for future 1,000 space parking deck, platform canopy and public restrooms.

PROJECT DESCRIPTION: Total cost of commuter parking lot and surface transportation improvements is $16.2 million and is eligible for VDOT and FAMPO funding. Total cost for the headhouse, platform and canopy is $4.0 million and is eligible for 70% VDRPT grant funds through the Rail Enhancement Grant program.

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:

$20,313,379

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:

$1,606,566

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$54,000	$0	$0	$0	$0	$54,000
General Obligation Bond	$5,000,000	$3,646,228	$0	$0	$0	$8,646,228
State Aid	$2,323,991	$0	$0	$0	$0	$2,323,991
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$7,587,182	$0	$0	$0	$0	$7,587,182
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$95,412	$0	$0	$0	$0	$95,412
Total Projected/Requested Funding	**$15,060,585**	**$3,646,228**	**$0**	**$0**	**$0**	**$18,706,813**
Projected Capital Expenditures:						
Land	$1,280,000	$0	$0	$0	$0	$1,280,000
Professional Services	$900,571	$0	$0	$0	$0	$900,571
Construction	$12,880,014	$3,646,228	$0	$0	$0	$16,526,242
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$15,060,585**	**$3,646,228**	**$0**	**$0**	**$0**	**$18,706,813**
Estimated Add'l Operational Costs						
- Debt service	$475,000	$828,373	$808,007	$787,642	$767,276	$3,666,298
- Utilities, insurance, maintenance	$0	$36,892	$38,568	$40,334	$42,194	$157,988
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$475,000**	**$865,265**	**$846,575**	**$827,976**	**$809,470**	**$3,824,286**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Harrison Rd East/Rt 1 Intersection Improvements**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

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). VDOT is administering this project using Federal funding from FAMPO, Secondary funds, and VDOT revenue sharing funds. The funding included in the FY 2013 - FY 2017 CIP is the County's anticipated match of revenue sharing funding.

PROJECT OBJECTIVE: To reduce congestion and accidents.

TOTAL CAPITAL PROJECT COST: $2,000,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2012 - FY 2013	FY 2013 - FY 2014	FY 2016 - FY 2017

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$2,000,000	$0	$0	$0	$2,000,000
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$0**	**$2,000,000**	**$0**	**$0**	**$0**	**$2,000,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$2,000,000	$0	$0	$0	$2,000,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$2,000,000**	**$0**	**$0**	**$0**	**$2,000,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$200,000	$195,000	$190,000	$185,000	$770,000
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$200,000**	**$195,000**	**$190,000**	**$185,000**	**$770,000**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Mine/Falcon/Spotsylvania Avenue Intersection Improvements**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

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, reducing the "red" time/seconds for Mine Road traffic, and allowing the Falcon Drive/Spotsylvania Ave. left turns to move during the same signal phase.

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:

$104,116

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$557,276	$652,823	$0	$1,210,099
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**	**$557,276**	**$652,823**	**$0**	**$1,210,099**
Projected Capital Expenditures:						
Land	$0	$0	$63,974	$31,987	$0	$95,961
Professional Services	$0	$0	$108,634	$0	$0	$108,634
Construction	$0	$0	$384,668	$620,836	$0	$1,005,504
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$557,276**	**$652,823**	**$0**	**$1,210,099**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$55,728	$119,616	$116,591	$291,935
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$55,728**	**$119,616**	**$116,591**	**$291,935**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Massaponax Church Road/Rt 1 Intersection Improvements**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

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 2015	FY 2015 - FY 2016 (Right of Way)	FY 2016

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$497,564	$1,414,205	$0	$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**	**$497,564**	**$1,414,205**	**$0**	**$1,911,769**
Projected Capital Expenditures:						
Land	$0	$0	$180,214	$90,107	$0	$270,321
Professional Services	$0	$0	$317,350	$0	$0	$317,350
Construction	$0	$0	$0	$1,324,098	$0	$1,324,098
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$497,564**	**$1,414,205**	**$0**	**$1,911,769**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$49,756	$189,933	$185,154	$424,843
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$49,756**	**$189,933**	**$185,154**	**$424,843**

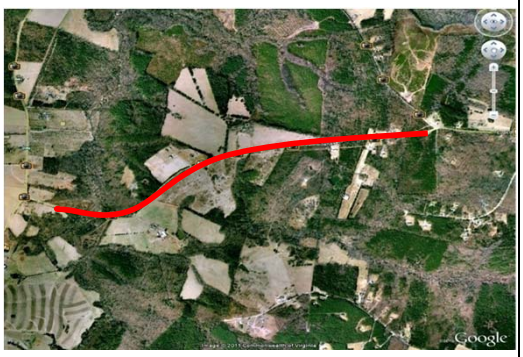
DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Jones Powell Hill Improvement**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

PROJECT LOCATION:

Line in picture to the right reflects *approximate* location of Jones Powell Road. (Photo credit: Google Earth)



PROJECT DESCRIPTION: This project will focus on lowering the hill on the curve on Jones Powell Road.

PROJECT OBJECTIVE:

TOTAL CAPITAL PROJECT COST: $1,630,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS: $0

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$1,630,000	$0	$0	$1,630,000
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**	**$0**	**$1,630,000**	**$0**	**$0**	**$1,630,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$163,000	$0	$0	$163,000
Construction	$0	$0	$1,467,000	$0	$0	$1,467,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$0**	**$1,630,000**	**$0**	**$0**	**$1,630,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$0	$163,000	$158,925	$154,850	$476,775
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$0**	**$163,000**	**$158,925**	**$154,850**	**$476,775**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Smith Station/Courthouse Road Intersection Improvements**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

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:

$1,736,639

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:

$868,320

COSTS PROJECTED BEYOND CIP PERIOD:

$0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$412,603	$455,716	$0	$0	$0	$868,319
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	**$412,603**	**$455,716**	**$0**	**$0**	**$0**	**$868,319**
Projected Capital Expenditures:						
Land	$224,723	$0	$0	$0	$0	$224,723
Professional Services	$187,880	$0	$0	$0	$0	$187,880
Construction	$0	$455,716	$0	$0	$0	$455,716
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$412,603**	**$455,716**	**$0**	**$0**	**$0**	**$868,319**
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 LOCATION:

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

PROJECT DESCRIPTION: FY 14: Belfonte Road, Williams Lane and Spotswood Furnace Road. FY 15: Woolfolk, Twilight Lane/Blaydes Corner and Haleys Mill. FY 16: Sullivan Road, Mastin Lane, Parker Lane, 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: $5,512,598

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
N/A	N/A	FY 2014 - FY 2016

PRIOR YEAR BUDGETS: $1,840,598

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$935,812	$1,288,800	$1,234,800	$0	$3,459,412
State Aid	$0	$0	$0	$0	$0	$0
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other (Interest Earnings)	$0	$212,588	$0	$0	$0	$212,588
Total Projected/Requested Funding	**$0**	**$1,148,400**	**$1,288,800**	**$1,234,800**	**$0**	**$3,672,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$0	$1,148,400	$1,288,800	$1,234,800	$0	$3,672,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$1,148,400**	**$1,288,800**	**$1,234,800**	**$0**	**$3,672,000**
Estimated Add'l Operational Costs						
- Debt service	$0	$93,581	$220,122	$338,040	$329,392	$981,135
- Utilities, insurance, maintenance	$0	$0	$0	$0	$0	$0
- Personnel	$0	$0	$0	$0	$0	$0
Total Est Add'l Operational Costs	**$0**	**$93,581**	**$220,122**	**$338,040**	**$329,392**	**$981,135**

DEPARTMENT: **Capital Projects Management**

PROJECT NAME: **Transportation - Lanes Corner Road**

PROJECT CONTACT/PHONE #: Becky Golden, 507-7009

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. Project to be 100% funded from future Secondary Road allocations.

PROJECT OBJECTIVE: Design, 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: $5,295,467

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2012 - FY 2013	FY 2013 - FY 2014	N/A

PRIOR YEAR BUDGETS: $389,886

COSTS PROJECTED BEYOND CIP PERIOD: $4,000,000

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$112,841	$792,740	$0	$0	$0	$905,581
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	**$112,841**	**$792,740**	**$0**	**$0**	**$0**	**$905,581**
Projected Capital Expenditures:						
Land	$0	$792,740	$0	$0	$0	$792,740
Professional Services	$112,841	$0	$0	$0	$0	$112,841
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$112,841**	**$792,740**	**$0**	**$0**	**$0**	**$905,581**
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 LOCATION:

Holly Drive (Berkeley District); Mt Holly Lane (Livington District).

PROJECT DESCRIPTION: Surface treatment of Holly Drive and Mt Holly Lane to achieve Rurual Rustic and Secondary Road standards for these dead-end roads.

PROJECT OBJECTIVE: Improve the two worst and longest-waiting private roads to VDOT Secondary Road street standards. Once Holly Drive and Mt Holly Lane are completed, it is anticipated that the County's Rural Additions program will be closed out.

TOTAL CAPITAL PROJECT COST: $1,265,543

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

Planning & Design	Property Acquisition	Construction/Implementation
FY 2012	FY 2012 - FY 2013	FY 2013

PRIOR YEAR BUDGETS: $265,543

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	5-Year Total
Financing/Funding Methods:						
Proffers	$0	$0	$0	$0	$0	$0
General Obligation Bond	$0	$0	$0	$0	$0	$0
State Aid	$1,000,000	$0	$0	$0	$0	$1,000,000
Lease Purchase	$0	$0	$0	$0	$0	$0
Federal Aid	$0	$0	$0	$0	$0	$0
General Revenue - Transportation Fund	$0	$0	$0	$0	$0	$0
Service Charge	$0	$0	$0	$0	$0	$0
Other ( )	$0	$0	$0	$0	$0	$0
Total Projected/Requested Funding	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**
Projected Capital Expenditures:						
Land	$0	$0	$0	$0	$0	$0
Professional Services	$0	$0	$0	$0	$0	$0
Construction	$1,000,000	$0	$0	$0	$0	$1,000,000
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**
Estimated Add'l Operational Costs						
- Debt service	$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 LOCATION:

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

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

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

TOTAL CAPITAL PROJECT COST: $60,000

FISCAL YEAR IN WHICH EXPENDITURES BEGIN BY PHASE:

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

PRIOR YEAR BUDGETS:

COSTS PROJECTED BEYOND CIP PERIOD: $0

Projected Project Revenues & Expenditures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	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	$20,000	$20,000	$20,000	$0	$60,000
Construction	$0	$0	$0	$0	$0	$0
Vehicles & Equipment	$0	$0	$0	$0	$0	$0
Total Projected Capital Expenditures	**$0**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$60,000**
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**

School Capital Projects

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School Capital Projects

Courthouse/Gateway Academies (*FY 13 – FY 17 costs = $1,000,000)*
The project includes minor retrofitting and the purchase of equipment to allow an existing school building to accommodate student with special needs (Autism and Emotionally Disturbed). The location of this program is to be determined.

Transportation (*FY 13 – FY 17 costs = $14,767,559*)
Purchase of replacement school buses.

Capital Maintenance (*FY 13 – FY 17 costs = $23,914,318*)
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 13 – FY 17 costs = $19,315,477*)
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 Lab/Office Expansion (*FY 13 – FY 17 costs = $2,000,000*)
The growth of the Utility departments' GIS, Engineering and Field Services Division and laboratory has resulted in a shortage of office, meeting and storage space. The laboratory bench space is not adequate to accommodate current testing that is being performed. These funds will be used for expansion of the existing administrative buildings and equipment storage buildings.

System Improvement Opportunities with Developers (*FY 13 – FY 17 costs = $200,000*)
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.

Security Improvements *(FY 13 – FY 17 costs = $400,000)*
This project consists of the vulnerability assessments and mitigation work required to protect the County's water and sewage systems from destructive activities by vandals, disgruntled employees, and domestic and international terrorists. It will include cameras, system monitors and recorders, and an automated gate with entry card system. Federal agencies have indicated on many occasions that water and sewer works are potential targets for terrorist activities and the County has a responsibility to protect our citizens' health and safety. The Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (PL 107-188) amended the Safe Drinking Water Act (§4133(a)(1)) to require vulnerability assessment for waterworks within the United States.

Water Projects

Motts Run Water Treatment Plant (*FY 13 – FY 17 costs = $23,108,000*)
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.

Ni River Water Treatment Plant Improvements *(FY 13 – FY 17 costs = $9,500,000)*
This project consists of replacement of three different proprietary coagulation and flocculation systems with a single system, improvements to the filtration system, modernization of the control system, replacement of the undersized residuals force main, and other improvements. The project is necessary to assure that the plant can treat and deliver its permitted six million gallons per day (MGD) of production. The project will also improve plant reliability and redundancy.

Thornburg Water Transmission Improvements (*FY 13 – FY 17 costs = $2,148,000*)
This project includes funding for water transmission improvement projects between Four Mile Fork and Massaponax Church. Projects include a 24" main from Lee's Park to Rt. 1, and 12" line to Cedar Forest Elementary School, and a 12" line to Smith Station Road/YMCA area and a 24" main from Patriot Park to Rt. 208 trails. Funding also includes a water storage tank for the Thornburg area.

New Post Water Transmission Facilities (*FY 13 – FY 17 costs = $1,000,000*)
Future funds were added for the replacement of 12-inch cast water line from Benchmark Road to Lansdowne Road.

New Water Source *(FY 13 – FY 17 costs = $50,000)*
This project consists of the planning, engineering, permitting, and regulatory compliance efforts required to identify and develop a new source of water supply for the County's waterworks. The County's current aggregate safe yield is between 21 and 22 million gallons per day (MGD). An additional source is required in order to increase the factor of safety (ration of source to demand) to accommodate extreme drought events, changes in the regulatory process that could reduce current safe yields, potential expansion of the primary development boundary, and to ensure that demands generated by build-out development can be served.

Tank Maintenance *(FY 13 – FY 17 costs = $1,125,000)*
Funding is needed for the painting and rehabilitation of four water storage tanks – the Gordon Road tank, the Battlefield tank, the Courtland tank, and the Onduline tank.

Motts Chlorine Gas Conversion to Hypochlorite *(FY 13 – FY 17 costs = $300,000)*
This project will convert the Motts plant from chlorine gas to sodium hypochlorite. Chlorine gas is being eliminated as a disinfectant due to public safety standards and regulation by the Environmental Protection Agency.

Falcon Drive Extension of 12" Waterline *(FY 13 – FY 17 costs = $200,000)*
This waterline extension project will close a loop between Mine Road and Lafayette Boulevard for improvement of fire flows and water pressure.

12" Waterline – Violet Drive *(FY 13 – FY 17 costs = $300,000)*
This project will replace an aging and inaccessible waterline behind houses along Violet Drive.

16" Waterline – Andora Drive to Sawhill (*FY 13 – FY 17 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

I-95 to Woodland Drive – Phase II (*FY 13 – FY 17 costs = $800,000*)
A sewer line will be installed from I-95 to Woodland Drive to remove two pump stations and finish the Longbranch Interceptor.

Elimination of Pump Stations 3 & 6 *(FY 13 – FY 17 costs = $420,000)*
This project is planned to eliminate two pump stations by construction a gravity line to a new down-gradient pump station.

Old Greenwich Townhouses Sewer Replacement *(FY 13 – FY 17 costs = $500,000)*
This project involves replacement of failing sewer infrastructure at the Old Greenwich townhouses.

Fawn Lake Pump Stations 27 & 58 (*FY 13 – FY 17 costs = $500,000*)
This project will rebuild pump station 58 and eliminate pump station 27 by constructing a gravity line to pump station 58.

Sheraton Hills Rehabilitation (*FY 13 – FY 17 costs = $250,000*)
This project will re-line existing sewer lines in Sheraton Hills to extend the service life of the sewer infrastructure.

Maple Grove Rehabilitation (*FY 13 – FY 17 costs = $300,000*)
This project will re-line existing sewer lines in Maple Grove Hills to extend the service life of the sewer infrastructure.

Waverly Village Rehabilitation (*FY 13 – FY 17 costs = $350,000*)
This project will re-line existing sewer lines in Waverly Village to extend the service life of the sewer infrastructure.

Thornburg Wastewater Transmission Improvements (*FY 13 – FY 17 costs = $4,620,000*)
This project includes funding for wastewater transmission improvement projects to serve the Thornburg area as proposed by the 2002 Revision to the Water/Sewer Master Plan. Projects include a 2,100 gallons per minute (GPM) Pump Station at Po/Ni confluence, a 14” force main from the Thornburg Development District to Massaponax Creek Drainage Basin, a 48” Rt. 17 Interceptor from the Massaponax Creek Interceptor to the force main point of discharge, a 42” Lower Po River Interceptor along the Po River to the west side of Interstate 95, and a 30” trunk main from the termination of the Lower Po River Interceptor to pick up existing Thornburg Wastewater Treatment Plant and Matta River drainage basin flows.

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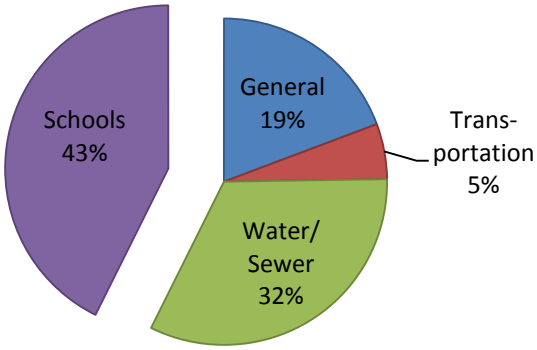
Debt Service

Spotsylvania County is responsible for outstanding debt remaining on various financings undertaken for the purpose of funding general County projects, School projects, transportation projects, and water and sewer projects. Total existing debt that will be outstanding in all funds as of June 30, 2012 is $442.6 million and is broken down as follows:

Debt Type	Balance – June 30, 2012
General projects	$85.3 M
Transportation projects*	$24.3 M
Water and sewer projects	$144.3 M
School projects	$188.7 M
Total	**$442.6 M**

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



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

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

An assessment of these ratios relative to existing debt and debt anticipated based on the Adopted CIP begins on page 121.

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 2012, $183.4 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. The schedule includes the debt service associated with $5.0 million planned for issuance in Spring/Summer 2012 for the VRE Station/Parking Area project.

General and Transportation Debt

TOTAL GENERAL & TRANSPORTATION DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt[1]		New Debt		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	$6,336,147	$4,733,653	$250,000	$225,000	$6,586,147	$4,958,653
2014	6,136,788	4,517,469	250,000	213,750	6,386,788	4,731,219
2015	6,142,294	4,305,782	250,000	202,500	6,392,294	4,508,282
2016	6,206,534	4,085,494	250,000	191,250	6,456,534	4,276,744
2017	6,359,283	3,854,313	250,000	180,000	6,609,283	4,034,313
2018	6,497,205	3,624,085	250,000	168,750	6,747,205	3,792,835
2019	6,410,314	3,395,786	250,000	157,500	6,660,314	3,553,286
2020	6,388,619	3,129,169	250,000	146,250	6,638,619	3,275,419
2021	6,562,133	2,859,699	250,000	135,000	6,812,133	2,994,699
2022	6,678,160	2,566,374	250,000	123,750	6,928,160	2,690,124
2023	6,853,160	2,257,590	250,000	112,500	7,103,160	2,370,090
2024	6,834,578	1,931,638	250,000	101,250	7,084,578	2,032,888
2025	6,534,578	1,600,415	250,000	90,000	6,784,578	1,690,415
2026	6,724,578	1,286,867	250,000	78,750	6,974,578	1,365,617
2027	6,919,578	954,530	250,000	67,500	7,169,578	1,022,030
2028	2,919,578	601,981	250,000	56,250	3,169,578	658,231
2029	2,929,578	447,043	250,000	45,000	3,179,578	492,043
2030	2,944,578	289,968	250,000	33,750	3,194,578	323,718
2031	1,084,578	161,633	250,000	22,500	1,334,578	184,133
2032	775,000	109,550	250,000	11,250	1,025,000	120,800
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
2036	0	0	0	0	0	0
	$109,617,260	**$46,839,640**	**$5,000,000**	**$2,362,500**	**$114,617,260**	**$49,202,140**

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

School Debt

TOTAL SCHOOLS DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt[1]		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	$19,801,671	$8,583,766	$0	$0	$19,801,671	$8,583,766
2014	16,929,239	7,745,757	0	0	16,929,239	7,745,757
2015	14,073,780	6,994,128	0	0	14,073,780	6,994,128
2016	13,738,990	6,355,383	0	0	13,738,990	6,355,383
2017	13,978,980	5,720,501	0	0	13,978,980	5,720,501
2018	12,104,290	5,086,486	0	0	12,104,290	5,086,486
2019	11,369,702	4,555,548	0	0	11,369,702	4,555,548
2020	9,962,262	4,061,620	0	0	9,962,262	4,061,620
2021	10,092,262	3,621,430	0	0	10,092,262	3,621,430
2022	9,927,262	3,177,497	0	0	9,927,262	3,177,497
2023	9,300,862	2,746,361	0	0	9,300,862	2,746,361
2024	7,440,422	2,341,783	0	0	7,440,422	2,341,783
2025	7,725,422	1,988,110	0	0	7,725,422	1,988,110
2026	7,995,422	1,623,854	0	0	7,995,422	1,623,854
2027	8,285,422	1,259,274	0	0	8,285,422	1,259,274
2028	5,760,422	736,523	0	0	5,760,422	736,523
2029	4,690,422	467,401	0	0	4,690,422	467,401
2030	3,200,422	274,934	0	0	3,200,422	274,934
2031	2,350,422	116,217	0	0	2,350,422	116,217
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
2036	0	0	0	0	0	0
	$188,727,677	**$67,456,573**	**$0**	**$0**	**$188,727,677**	**$67,456,573**

[1] Fund balance is being transferred from the General Fund to pay for the FY 2013 capital projects that otherwise would have been financed. As such, there is no new debt issuance planned in Spring/Summer 2012, and there is no new debt service planned in FY 2013.

Utilities Debt

TOTAL UTILITIES DEBT - SPOTSYLVANIA COUNTY						
	Existing Debt		New Debt[1]		Total Debt	
	Principal	Interest	Principal	Interest	Principal	Interest
2013	$3,870,000	$6,738,468	$0	$0	$3,870,000	$6,738,468
2014	4,095,000	6,611,943	0	0	4,095,000	6,611,943
2015	4,395,000	6,455,155	0	0	4,395,000	6,455,155
2016	5,045,000	6,248,055	0	0	5,045,000	6,248,055
2017	5,250,000	6,046,330	0	0	5,250,000	6,046,330
2018	5,495,000	5,826,680	0	0	5,495,000	5,826,680
2019	5,720,000	5,577,580	0	0	5,720,000	5,577,580
2020	5,960,000	5,331,690	0	0	5,960,000	5,331,690
2021	6,180,000	5,073,095	0	0	6,180,000	5,073,095
2022	6,470,000	4,781,646	0	0	6,470,000	4,781,646
2023	6,755,000	4,473,729	0	0	6,755,000	4,473,729
2024	7,070,000	4,142,069	0	0	7,070,000	4,142,069
2025	7,400,000	3,805,363	0	0	7,400,000	3,805,363
2026	7,720,000	3,451,692	0	0	7,720,000	3,451,692
2027	5,120,000	3,060,975	0	0	5,120,000	3,060,975
2028	5,350,000	2,806,478	0	0	5,350,000	2,806,478
2029	5,590,000	2,547,260	0	0	5,590,000	2,547,260
2030	5,825,000	2,281,482	0	0	5,825,000	2,281,482
2031	6,075,000	2,007,365	0	0	6,075,000	2,007,365
2032	6,340,000	1,718,811	0	0	6,340,000	1,718,811
2033	4,800,000	1,414,951	0	0	4,800,000	1,414,951
2034	5,015,000	1,170,972	0	0	5,015,000	1,170,972
2035	5,245,000	992,250	0	0	5,245,000	992,250
2036	3,925,000	725,836	0	0	3,925,000	725,836
2037	4,100,000	519,611	0	0	4,100,000	519,611
2038	1,750,000	314,581	0	0	1,750,000	314,581
2039	1,815,000	216,371	0	0	1,815,000	216,371
2040	1,880,000	114,525	0	0	1,880,000	114,525
2041	0	0	0	0	0	0
	$144,255,000	**$94,454,964**	**$0**	**$0**	**$144,255,000**	**$94,454,964**

[1] No issuance is planned for Spring/Summer 2012 for Utilities capital projects.

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Personnel – Total FTEs

	FY 2011	FY 2012	FY 2013
Executive Services	23	24	24
Administrative Services	101.50	101.88	102.68
Voter Services	2.50	2.50	3.30
Judicial Administration	38.75	39.75	39.75
Public Safety	386.44	402.57	414.32
Public Works	191.04	190.29	191.41
Health & Welfare	79.89	84.26	85.26
Parks, Recreation & Cultural	28.26	27.89	27.89
Community Development	34.13	33.13	34.13
Transportation	5	5	5
Capital Projects	3	3	3
TOTAL FTEs*	**893.51**	**914.27**	**930.74**
TOTAL FULL-TIME FTEs	**827**	**847**	**860**
TOTAL PART-TIME FTEs*	**66.51**	**67.27**	**70.74**

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

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Salary and Benefits

- A 2% cost of living adjustment (COLA), effective July 1, 2012, for employees earning less than $91,000 per year. Employees earning $91,000 or more will receive no COLA in FY 2013. Regular part-time employees, with an FTE (full-time equivalent), will also receive a 2% COLA.

- An estimated 5.6% increase in overall health insurance costs with a change in the employer/employee cost sharing such that employees pay no more for health insurance in FY 2013 than they paid in FY 2012. This adjustment results in the following employer/employee cost sharing:

Coverage	Employer Share	Employee Share
Single	90%	10%
Employee/Child	85%	15%
All Others	84%	16%

- Each VRS-eligible employee is required to contribute 5% of his/her annual salary to VRS. Historically, Spotsylvania and other localities have paid this contribution on behalf of their employees. Beginning in FY 2013, the General Assembly will require current employees whose employers have previously paid all or part of the 5% contribution on their behalf to begin paying the employee contribution. Employers have the option to phase in the amount the employee pays at a minimum of 1% in each of the next five years, but must provide employees an offsetting salary increase in the amount the employee begins paying on July 1st. As such, Spotsylvania's VRS-eligible employees will receive a 1% increase (in addition to the 2% COLA, if applicable) to help offset the 1% contribution employees will begin paying on July 1st. Due to higher taxes that will be paid on an increased salary, both the employees and employer will incur costs associated with this State-required change. In addition to the change for current employees, the General Assembly is requiring that all Plan 1 and Plan 2 employees hired or re-employed on or after July 1, 2012 must pay the entire 5% member contribution with no phase in option.

- An increase in the County's share of the VRS group life insurance rate from 0.28% to 0.53%. (Note: Employee's share will increase from 0.00% to 0.79% due to the expiration of the premium holiday initiated by the State). Beginning in FY 2013, the County will pay the employee's share of VRS group life insurance.

Personnel Changes

The table below outlines position additions and changes in FY 2013.

Function	FTE Count	Position	Funding: Full-year	Funding: Half-year	Unfunded: Full-year	Deleted	Requested – Not Approved
Executive Services		Deputy County Administrator			✓		
		Internal Auditor			✓		
Administrative Services		Personal Property Clerk			✓		
	0.80	**Part-time Account Clerk I**	✓				
		Collections Clerk (*Conversion from part-time to full-time)*					✓
		Account Clerk (*Conversion from part-time to full-time)*					✓
		Procurement Officer II		✓			
	1	Operations Manager	✓				
	(1)	GIS Application & Database Administrator				✓	
		IT Application Analyst	✓				
		Application Development Manager			✓		
		GIS Manager			✓		
		GIS Technician			✓		
Voter Services	**0.80**	**Part-time Deputy Registrar/Custodian**	✓				
		Deputy Registrar/Custodian					✓
Public Safety	**1.75**	**Two Part-time Deputy Sheriffs – Courts**	✓				
	1	**Two Part-time Animal Control Officers**	✓				
		Two Deputy Sheriffs					✓
		Two Deputy Sheriffs – Courts					✓
		Two Detectives					✓
		Part-time Crime Analyst					✓
	9	**Firefighter/Medics**		✓			
Public Works		Part-time Maintenance Worker (Sign Installation)					✓
	1	**Sign Coordinator**		✓			
	(0.88)	Part-time Sign Coordinator				✓	
		Heavy Equip Mechanic Trainee/Compost Heavy Equip Operator					✓
		Recycling Equipment Operator					✓
	1	**Safety/Loss Prevention Officer**	✓				
	1	**Laboratory Supervisor**	✓				
	(1)	Plant Operator II (FMC)				✓	
		Maintenance Worker			✓		

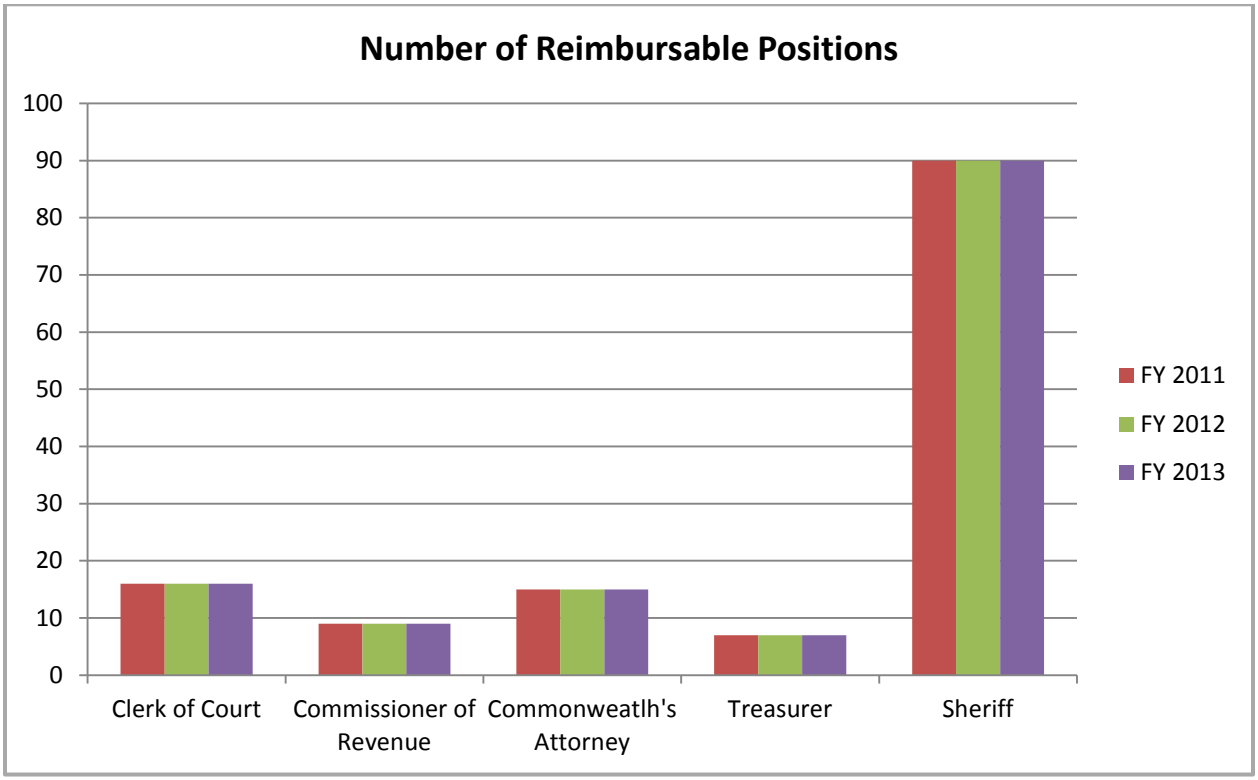
Bold = new position

Function	FTE Count	Position	Funding: Full-year	Funding: Half-year	Unfunded: Full-year	Deleted	Requested – Not Approved
Health & Welfare	**1**	**Senior Social Worker (Adult Services)**	✓				
Parks & Recreation		Maintenance Worker			✓		
		Program Assistant			✓		
Community Development	**1**	**Office Technician**	✓				
		Planning Manager			✓		
	13	**TOTAL NET INCREASE/(DECREASE) IN FULL-TIME POSITIONS**					
	3.47	**TOTAL NET INCREASE/(DECREASE) IN PART-TIME FTEs**					

Bold = new position

Compensation Board Positions

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



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

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

DEPARTMENT	FY 2011 Actuals	FY 2012 Adopted	FY 2013 Adopted	PERCENTAGE OF NON-DESIGNATED REVENUES
Transfer to School Operating Fund	115,163,683	114,830,339	115,312,329	60.74%
Sheriff	11,804,750	12,048,629	13,433,444	7.08%
Fire, Rescue, & Emergency Mgmt	9,689,346	10,578,864	13,368,748	7.04%
Debt Service	6,753,771	8,303,398	8,509,914	4.48%
Social Services/CSA	6,268,856	7,387,278	7,162,549	3.77%
Regional Detention Facilities	5,238,804	5,457,763	6,176,163	3.25%
Transfer to Capital Projects	7,858,827	4,463,730	5,012,115	2.64%
Information Services	3,625,435	4,531,767	5,004,796	2.64%
General Services	3,271,839	3,888,931	4,629,460	2.44%
Regional Library	3,986,678	3,986,678	3,986,678	2.10%
Refuse Management	3,100,751	3,373,450	2,883,619	1.52%
Parks and Recreation	2,045,824	2,167,476	2,185,191	1.15%
Transfer to Code Compliance	1,111,886	1,377,484	1,751,832	0.92%
Non-Departmental	483,665	1,431,584	1,685,168	0.89%
Finance	1,266,561	1,515,716	1,563,823	0.82%
Commissioner of Revenue	925,704	1,075,538	1,126,933	0.59%
Commonwealth's Attorney	1,012,048	988,718	1,112,311	0.59%
Treasurer	864,227	996,495	1,083,241	0.57%
County Administration	752,167	853,898	901,261	0.47%
Assessment	796,807	874,287	851,741	0.45%
County Attorney	676,657	712,694	789,455	0.42%
Economic Development	500,644	808,243	784,452	0.41%
Human Resources	537,208	684,416	747,202	0.39%
Planning	677,390	746,087	692,778	0.36%
Clerk of Circuit Court	522,147	569,428	634,240	0.33%
Local Health Department	619,119	622,569	622,569	0.33%
Board of Supervisors	282,334	329,344	307,273	0.16%
Rapp Area Community Svcs Board	270,636	270,636	270,636	0.14%
Registrar/Electoral Board	177,897	281,959	258,554	0.14%
Germanna Community College	27,256	214,606	214,606	0.11%
Court Services Unit	86,296	165,947	172,998	Less than 1/10 of 1%
Circuit Court	149,193	171,058	171,488	Less than 1/10 of 1%
Virginia Cooperative Extension	113,835	136,160	159,544	Less than 1/10 of 1%
BOS Regional Agencies	87,945	107,856	99,161	Less than 1/10 of 1%
Juvenile & Domestic Relations Court	44,447	40,073	38,007	Less than 1/10 of 1%
General District Court	45,119	22,980	25,180	Less than 1/10 of 1%
Magistrate	21,593	20,338	21,096	Less than 1/10 of 1%
Community Development Administrator	0	0	10,472	Less than 1/10 of 1%
Museum	1,684	0	3,724	Less than 1/10 of 1%
Medical Examiner	360	1,500	1,500	Less than 1/10 of 1%
Transfer to ED Opportunities Fund	59,206	70,000	0	Less than 1/10 of 1%
Transfer to Transportation	877,806	0	0	Less than 1/10 of 1%
Tourism	(160,367)	4,003	(21,149)	Less than 1/10 of 1%
Sub Total	191,640,034	196,111,920	203,745,102	
Less use of designated revenues (Transfers from other funds, etc) that are used specifically for General Fund expenditures	(17,526,342)	(11,023,663)	(13,895,129)	
	174,113,692	185,088,257	189,849,973	

Citizen Services/Regional Agencies

Local funding only - grant funding NOT included

	FY 2011 Actuals	FY 2012 Adopted	FY 2013 Agency Request	FY 2013 Adopted Budget	Change from FY 2012 Adopted Dollar	Change from FY 2012 Adopted Percentage
4-H Educational Center	2,000	2,000	2,000	2,000	0	0.0%
Chaplin Youth Center (Local Funding)	30,013	95,250	95,250	95,250	0	0.0%
Chaplin Youth Center (State Crime Cntrl Funding)	59,661	59,661	59,661	59,661	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 Area Food Bank	0	0	20,000	0	0	N/A
Fredericksburg Area HIV/AIDS Support Services	0	0	16,500	0	0	N/A
Fredericksburg Regional Boys/Girls Club	14,350	14,332	19,900	13,000	(1,332)	(9.3%)
Germanna Community College	27,256	214,606	230,043	214,606	0	0.0%
Greater Fredericksburg Habitat for Humanity	0	0	20,000	10,000	10,000	N/A
Health Department	647,569	647,569	647,569	647,569	0	0.0%
Lake Anna Civic Association	4,300	4,300	5,000	4,300	0	0.0%
Mental Health America of Fredericksburg	21,541	21,541	22,618	22,618	1,077	5.0%
MICAH Ministries	4,656	4,656	12,500	8,000	3,344	71.8%
Moss Free Clinic	17,240	17,240	17,240	17,240	0	0.0%
Open Hand of Fredericksburg	0	0	15,581	0	0	N/A
RACSB	270,636	270,636	278,755	270,636	0	0.0%
Rappahannock Area Agency on Aging	30,367	30,367	31,885	31,885	1,518	5.0%
Rappahannock Area Council on Children & Parents	20,952	13,968	25,000	10,000	(3,968)	(28.4%)
Rappahannock Area Court App Special Advocates	25,142	25,142	25,142	25,142	0	0.0%
Rappahannock Area Healthy Families	14,246	14,247	17,000	14,247	0	0.0%
Rappahannock Area Office on Youth	31,845	31,845	45,845	31,845	0	0.0%
Rappahannock Big Brothers/Big Sisters	4,400	4,200	4,800	4,800	600	14.3%
Rappahannock Council Against Sexual Assault	13,829	15,840	17,424	17,424	1,584	10.0%
Rappahannock Council on Domestic Violence	34,440	36,162	50,888	36,162	0	0.0%
Rappahannock Emergency Medical Services	27,283	12,000	35,496	12,000	0	0.0%
Rappahannock Legal Services	27,317	28,683	28,683	28,683	0	0.0%
Rappahannock Refuge/Hope House	17,494	16,500	16,500	16,500	0	0.0%
Rappahannock United Way Vol/Info Prog	8,381	6,651	8,381	5,000	(1,651)	(24.8%)
Rebuilding Together - Fredericksburg	6,286	6,286	8,500	7,500	1,214	19.3%
Safe Harbor Child Advocacy Center	46,915	5,000	5,000	5,000	0	0.0%
SECA	7,450	9,200	10,000	10,000	800	8.7%
The ARC of Rappahannock	0	0	5,000	5,000	0	N/A
Thurman Brisben Center	37,714	37,714	50,000	37,714	0	0.0%
Will Be Designated Driver	0	0	151,905	0	0	N/A

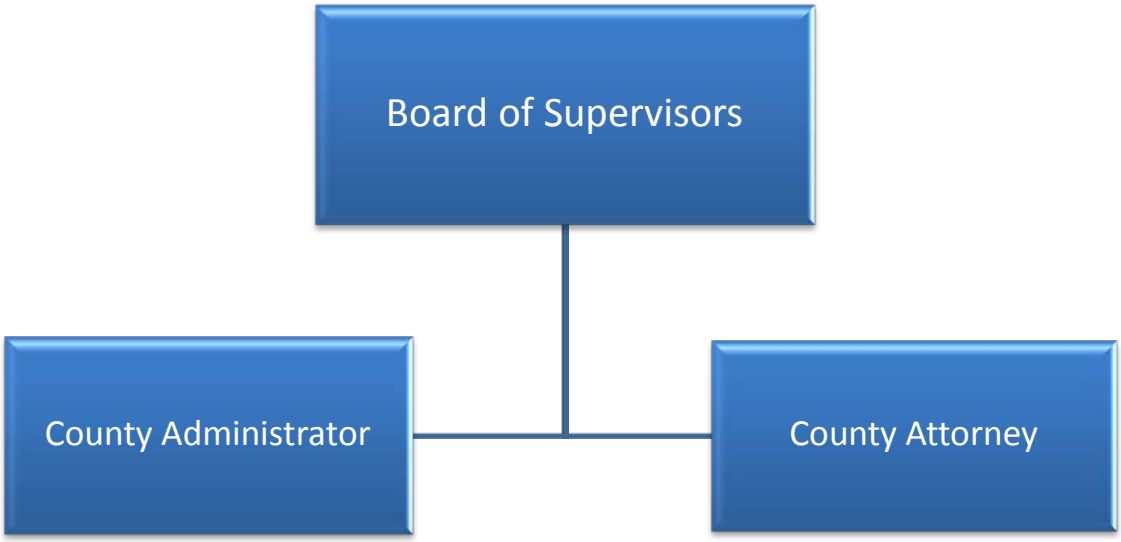
Other Regional Agencies

Local funding only - grant funding NOT included

	FY 2011 Actuals	FY 2012 Adopted	FY 2013 Agency Request	FY 2013 Adopted Budget	Change from FY 2012 Adopted Dollar	Change from FY 2012 Adopted Percentage
CRRL - Regional Library	3,986,678	3,986,678	4,194,785	3,986,678	0	0.0%
First Night Fredericksburg	2,592	2,592	5,000	0	(2,592)	(100.0%)
FRED Bus System	421,332	411,381	431,337	429,659	18,278	4.4%
Fredericksburg Regional Alliance	120,616	120,977	122,397	120,977	0	0.0%
George Washington Regional Commission	83,645	88,956	80,261	80,261	(8,695)	(9.8%)
Greater Fredericksburg Tourism Partnership	160,994	161,000	175,000	175,000	14,000	8.7%
John J. Wright Educational & Cultural Ctr Museum	0	14,600	14,600	14,600	0	0.0%
Rappahannock Juvenile Detention Center	1,554,691	1,164,089	1,394,325	1,388,897	224,808	19.3%
Rappahannock Regional Jail	3,625,252	4,162,316	4,655,908	4,655,908	493,592	11.9%
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	0	0.0%
Spotsylvania Towne Centre Holiday Light Show	0	0	0	3,000	3,000	N/A
Tri-County SWCD	22,792	22,792	23,932	22,792	0	0.0%
TOTAL ALL AGENCIES FUNDED	**11,471,364**	**11,820,466**	**13,137,100**	**12,581,043**	**755,577**	**6.4%**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$0	$564,375	$564,375	$0	$0
TOTAL REVENUES	**$0**	**$564,375**	**$564,375**	**$0**	**$0**
EXPENDITURES: (by department)					
Board of Supervisors	$282,334	$329,344	$333,844	$322,549	$307,273
BOS Regional Agencies	$87,945	$107,856	$107,856	$251,766	$99,161
County Administration	$752,167	$853,898	$866,832	$992,778	$901,261
County Attorney	$676,657	$712,694	$775,441	$790,452	$789,455
Non-Departmental	$483,665	$1,995,959	$1,726,221	$1,171,540	$1,685,168
TOTAL EXPENDITURES	**$2,282,768**	**$3,999,751**	**$3,810,194**	**$3,529,085**	**$3,782,318**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,926,147	$2,741,928	$2,090,799	$2,392,196	$2,263,524
Operating	$353,519	$1,254,469	$1,712,817	$1,136,909	$1,518,794
Capital	$3,102	$3,354	$6,578	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$2,282,768**	**$3,999,751**	**$3,810,194**	**$3,529,105**	**$3,782,318**
NET TAX SUPPORT	**$2,282,768**	**$3,435,376**	**$3,245,819**	**$3,529,085**	**$3,782,318**

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 616 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 received limited salary adjustments (no merit increases since FY 2008 and a total of 3.5% in cost of living increases since FY 2009). This is a challenge to keeping employee morale and motivation high.

2012 and 2013 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 Facebook pages to ensure the delivery and accessibility of information pertinent to County government, activities, events and online processes. Additionally, the agenda building technology for Board meetings has been improved to streamline the agenda and minute-taking processes, and to provide Board members with electronic agenda materials.
- **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 completed 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. Additionally, Count Administration and the County Attorney ensure that complete, accurate and timely information on issues and events impacting the organization, the community and the region is delivered to the Board of Supervisors.

Short Term Objectives –

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

- **Regional involvement.** The County will support and participate with neighboring localities and regional bodies to advance the priorities of the County and to continue the promotion of a strong sense of community.
- **In-house litigation.** Where possible, the County Attorney's office will handle all litigation cases (general district, circuit court, and court of appeals) including trials to conserve funding that would otherwise be spent hiring outside counsel. In support of this, attorneys within the office are being trained in trial advocacy to ensure desired outcomes in litigation cases, and to amplify the attorneys' competency levels so they are able to litigate a broader range of issues.

Measures –

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Bond Rating (General Obligation) • Fitch • Moody's • Standard & Poor's	 AA Aa2 AA	 AA Aa2 AA+	 AA Aa2 AA+	 AA Aa2 AA+	 AAA Aaa AAA
Annual crime rate (calendar year)	4.8%	n/a[1]	5.0%	5.0%	n/a
County unemployment rate (calendar year)	5.8%	4.8%	4.5%[2]	4.5%[2]	~3.0%
Percent of days in full compliance with maximum containment levels and treatment techniques for water	100%	100%	100%	100%	100%
Number of "town hall" style employee meetings[3]	n/a	9	12	12	12
County Administration "walk-arounds"[4]	5 (estimate)	20	24	24	24
Number of press releases issued to media outlets	75	80	80	80	n/a
Number of updates to County homepage, Board webpage, and County Administration webpage	135	150	150	150	n/a
Number of social media entries sent	n/a	37	150	150	150

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of online newsletter issues	n/a	n/a	4	4	4
Number of Freedom of Information Act (FOIA) requests processed	83	81	90	90	n/a
Percentage of FOIA responses meeting timeliness standards	100%	100%	100%	100%	100%
Number of legal opinion requests received	712	488	525	565	n/a
Percentage of Code enforcement cases favorably concluded	78%	91%	93%	95%	98%
Number of solicitation[5] cases	4	29	40	50	n/a
Amount of costs/fines/restitution generated by County Attorney's Office prosecution efforts	$33,754	$24,035	$30,000	$35,000	n/a
Outside counsel legal fees saved	n/a	$117,475	$127,500	$138,650	$200,000

[1] The Virginia State Police "Crime in Virginia" report for calendar year 2011 will not be published until Spring/Summer 2012.
[2] Projects the annualized unemployment rate.
[3] 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.
[4] 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.
[5] 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.

	2007	2008	2009	2010	2011[1]
General Government	71.3%	78.5%	71.1%	66.5%	83.0%
Judicial Administration	92.0%	87.6%	84.6%	85.1%	88.7%
Public Safety	83.5%	86.6%	81.2%	89.7%	80.4%
Public Works	115.5%	128.2%	96.7%	58.8%	67.5%
Health & Welfare	79.7%	79.3%	85.7%	80.5%	84.4%
Education	119.5%	114.1%	115.5%	116.0%	115.6%
Parks, Recreation & Culture	81.5%	65.5%	70.9%	70.4%	73.3%
Community Development	41.2%	36.9%	44.3%	31.0%	28.9%
Total Expenditures	104.0%	101.2%	101.0%	100.0%	99.6%

[1] Per Draft 2011 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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$220,237	$227,434	$227,434	$225,499	$226,223
Operating	$62,097	$101,910	$104,323	$97,050	$81,050
Capital	$0	$0	$2,087	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$282,334**	**$329,344**	**$333,844**	**$322,549**	**$307,273**
NET TAX SUPPORT	**$282,334**	**$329,344**	**$333,844**	**$322,549**	**$307,273**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Overall reduction due to moving regional agency requests to a different division.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$707,075	$781,047	$791,001	$932,808	$854,409
Operating	$42,636	$69,497	$72,477	$59,970	$46,852
Capital	$2,456	$3,354	$3,354	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$752,167**	**$853,898**	**$866,832**	**$992,778**	**$901,261**
NET TAX SUPPORT	**$752,167**	**$853,898**	**$866,832**	**$992,778**	**$901,261**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$613,684	$647,796	$661,088	$704,549	$703,552
Operating	$62,327	$64,898	$113,216	$85,903	$85,903
Capital	$646	$0	$1,137	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$676,657**	**$712,694**	**$775,441**	**$790,452**	**$789,455**
NET TAX SUPPORT	**$676,657**	**$712,694**	**$775,441**	**$790,452**	**$789,455**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increased funding for outside legal services.

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 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$564,375	$564,375	$0	$0
TOTAL REVENUES	**$0**	**$564,375**	**$564,375**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$385,151	$1,085,651	$411,276	$529,340	$479,340
Operating	$98,514	$910,308	$1,314,945	$642,200	$1,205,828
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$483,665**	**$1,995,959**	**$1,726,221**	**$1,171,540**	**$1,685,168**
NET TAX SUPPORT	**$483,665**	**$1,431,584**	**$1,161,846**	**$1,171,540**	**$1,685,168**

Notable FY 2013 Budget Changes

- Funding for possible salary increases due to County-wide position reclassifications. Reclassification requests will be reviewed and approved by Human Resources and County Administration.
- Funding for an Assessment contingency.
- A reduction in the Health Insurance Reserve allocation. The FY 2012 Non-Departmental budget included lump sum funding from the health insurance reserve to offset the cost of increased health insurance rates. For FY 2013, the health insurance increases are reflected within department budgets and only partially funded with the health insurance reserve.

Executive Services Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Board of Supervisors			
Seven 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	0	1	1
Deputy Clerk	1	1	1
Administrative Assistant	2	1	1
Internal Auditor	0	1	1
TOTAL FTEs	**8**	**9**	**9**
County Attorney			
County Attorney	1	1	1
Deputy County Attorney	1	1	1
Assistant County Attorney	3	3	3
Legal Assistant II	2	1	1
Paralegal	1	2	2
TOTAL FTEs	**8**	**8**	**8**
TOTAL FTEs Executive Services	**23**	**24**	**24**

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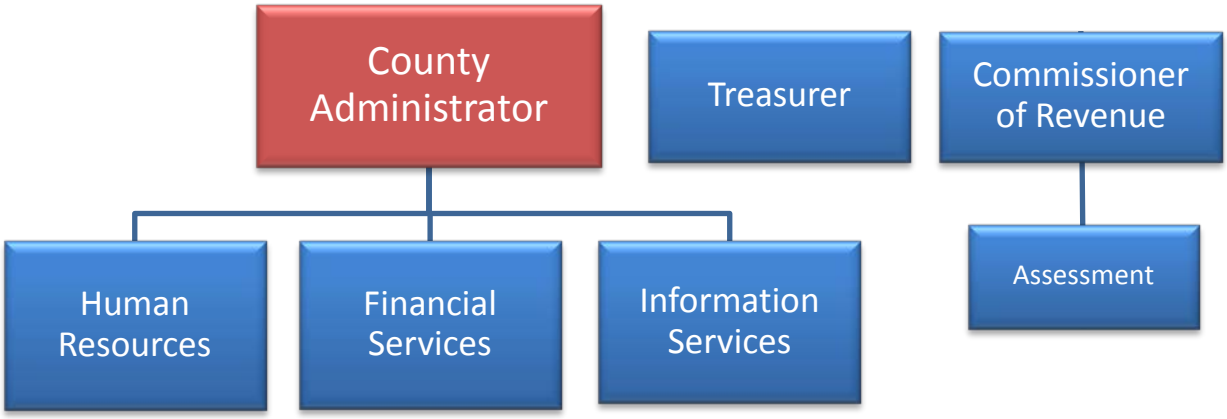
Administrative Services

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$1,661,589	$1,599,670	$1,599,670	$1,643,436	$1,643,436
TOTAL REVENUES	**$1,661,589**	**$1,599,670**	**$1,599,670**	**$1,643,436**	**$1,643,436**
EXPENDITURES: (by department)					
Human Resources	$537,208	$684,416	$690,035	$774,102	$747,202
Commissioner of Revenue	$1,152,696	$1,335,067	$1,335,067	$1,378,844	$1,386,224
Assessment	$796,807	$874,287	$874,287	$846,515	$851,741
Treasurer	$1,511,374	$1,626,956	$1,633,156	$1,727,827	$1,723,094
Financial Services	$1,685,401	$1,834,264	$1,852,446	$1,942,054	$1,901,322
Information Services	$3,994,045	$4,922,899	$5,257,001	$5,590,290	$5,411,589
TOTAL EXPENDITURES	**$9,677,531**	**$11,277,889**	**$11,641,992**	**$12,259,632**	**$12,021,172**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$6,338,162	$7,211,492	$7,160,536	$7,670,324	$7,619,363
Operating	$2,750,542	$3,477,834	$4,045,786	$4,124,078	$3,936,579
Capital	$588,827	$588,563	$435,670	$465,230	$465,230
TOTAL APPROPRIATED EXPENDITURES	**$9,677,531**	**$11,277,889**	**$11,641,992**	**$12,259,632**	**$12,021,172**
NET TAX SUPPORT	**$8,015,942**	**$9,678,219**	**$10,042,322**	**$10,616,196**	**$10,377,736**

Challenges and Opportunities –

- **Uncertainty of available revenues.** While some consistency exists in recent revenue trends, given current economic conditions, uncertainty remains regarding the continued consistent availability of local revenues such as sales, meals, recordation, business license, 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.
- **Assessment of real property.** Despite an ever-changing and volatile real estate market affected by a significant number of foreclosures and short sales, we must continue to adapt and produce credible and accurate real property assessments.
- **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 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.

2012 and 2013 Focus/Highlights –

- **Building a sustainable budget.** Staff is committed to helping the Board construct a FY 2013 budget that is sustainable, or to identify as part of the five-year financial forecast the degree to which it is unsustainable. Additionally, staff has revamped the annual budget document to ensure its use as an effective communications document.
- **Bond rating upgrade.** In June 2011, the County's credit rating on General Obligation bonds was affirmed at AA+ by Standard & Poor's, AA by Fitch and Aa2 by Moody's.
- **2012 real property reassessment.** Staff is working to complete the 2012 reassessment of real property by finalizing assessment values, completing audit and control checks, preparing and sending out Change in Real Estate Assessment Notices, and holding appeal hearings.
- **Availability of information online.** Staff continues to update the County's website to include additional information in response to citizens' requests and to encourage citizen involvement. Information Services staff plans to introduce recorded video of all public broadcasts of County meetings and to enhance web applications.
- **Securing financing.** Staff secured 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. In a separate issuance, staff was able to take advantage of an opportunity to reduce costs by purchasing the Merchants Square building earlier than anticipated. In FY 2013, staff will secure financing for the VRE Station/Parking area; to replace short term financing of road improvements in the Harrison Crossing and Massaponax Special Service Districts; and to refund several Lease Revenue bonds due to favorable market conditions.
- **Staff qualifications and training.** Staff will remain abreast of best practices and emerging trends in local government finance, procurement, assessment, and technology and will attend the necessary training to maintain all relevant certifications. Human Resources staff will diversify the training the County offers to be specific to individuals' professional advancement. Information Services staff will become trained and certified in project management and emerging technologies. The Commissioner of Revenue's staff will receive updated training for State income tax processing. The Treasurer's staff will complete classes to maintain good standing with the Treasurers' Association of Virginia certification guidelines.
- **Talent management.** Human Resources staff will establish a talent management program to include planned succession and career guides for lateral and promotional opportunities.
- **Cross-training of department duties.** Staff will participate in cross-training of various departmental functions to ensure that multiple staff members are able to perform all duties. Additionally, Human Resources staff will offer customized training and professional development opportunities to meet departmental needs.

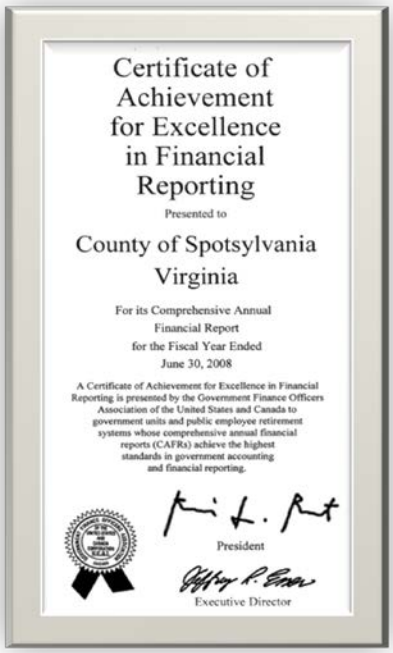
- **Additional cash to Capital Projects.** Staff received Board approval to reserve a portion of the General Fund balance above the 10% guideline to reduce the cost of future capital projects by cash funding versus financing, and for future economic development opportunities.
- **Communication.** Funding was approved in FY 2012 to upgrade the current financial system. Staff will begin preparation of the upgrade process in FY 2012, with implementation to occur in FY 2013. Finance staff will meet with departments to incorporate departmental suggestions and needs into the upgrade. Further, Finance staff will provide training opportunities to County staff in the areas of grants and procurement.
- **Convert active vendors to EFT payment process.** Staff will begin a multi-year project to eventually convert 45% of active vendors to the Electronic Funds Transfer (EFT) payment process.

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 2014 reassessment.
- **Provide exemplary customer service.** Staff strives to provide professional, efficient and courteous customer service, and to provide "on-demand" access to appropriate information and services through the use of technology.
- **Improvements to Human Resources' Services.** Plans are being made to strengthen partnerships with new and existing benefits providers; complete revisions of HR policies and procedures; establish a health and wellness program; increase the use of performance management tools; design and implement an employee engagement survey; establish a talent management model; and establish an additional Employee Recognition Program. Additionally, enhancements are expected for the recruitment and retention processes.

- **Streamline internal processes.** Staff will evaluate departmental policies and delivery of service in response to ever changing needs of the County. The departments within the Administrative Services function continuously examine daily processes to find ways to make them more efficient and cost effective, and seek ways to automate manual processes where appropriate.
- **Program budgeting.** When a new financial system is implemented in the next few years, Budget staff plans to make changes to financial tracking to allow departments to more easily track expenditures by program. It is expected that tracking by program will assist in the annual process of aligning expectations and resources.

Measures –

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Bond rating (Fitch/Moody's/S&P)	AA/Aa2/AA	AA/Aa2/ AA+	AA/Aa2/ AA+	AA/Aa2/ AA+	AAA/Aaa/ AAA
Receipt of GFOA's certifications for the budget and CAFR documents	Yes/Yes	Yes/Pending	Yes/Yes	Yes/Yes	Yes/Yes
Annual audit with no material weaknesses	Yes	No[1]	Yes	Yes	Yes
Submission of quarterly budget reports within 1.5 months of close of quarter	4 operating 4 capital	4 operating 3 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	n/a	10%	45%
Payrolls completed on time	26 of 26	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	24 of 24
Variance of General Fund revenue from projections (initial budget/mid-year projections)[2]	0.0%/1.5%	4.0%/2.8%	3.1%/0.5%	1.5%/1.0%	±3%/±2%

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Average number of days to process IFBs from advertisement to submission to County Attorney for review	75 days[3]	60 days	65 days[3]	60 days[3]	60 days[4]
Average number of days to process RFPs from advertisement to submission to County Attorney for review	195 days[3]	150 days	160 days	150 days	150 days[4]
Percent of contracts with no successful bid protests	100%	100%	100%	100%	100%
Number of parcels reassessed (calendar year)	60,044	n/a[5]	60,600	n/a[5]	n/a
Assessment to sales ratio (calendar year)[6]	89.0%[7]	93.5%[7]	100.0%	100.0%	100.0%
Percent of taxpayer-originated reassessment disputes (calendar year)	0.9%	n/a[5]	0.9%	n/a[5]	0.0%
Real estate transfers (calendar year)	5,060	5,041	5,000	5,000	n/a
Number of tax relief applicants (calendar year)	899	909	950	950	n/a
Funds reclaimed through Sales Tax audits (calendar year)	$23,327	n/a	n/a	n/a	n/a
Business property returns processed (calendar year)	3,905	3,471	3,600	3,600	n/a
Business license accounts (calendar year)	1,438	2,026	1,450	1,450	n/a
Transient occupancy returns processed (calendar year)	30	32	33	33	n/a

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Issuance of "no fee" motor vehicle decals (calendar year)	8,500	5,541	6,000	6,000	n/a
State income tax returns processed (calendar year)	10,586	16,217	16,000	16,000	n/a
Accelerated income tax refunds processed/% of total processed (calendar year)	8,585/ 81%	4,476/ 28%	5,000/ 31%	5,000/ 31%	n/a
Percentage of citizens satisfied with Treasurer's office operations[8]	96.6%	90.0%	95.0%	95.0%	100.0%
Receipt of Accreditation from Treasurers Association of Virginia	Yes	Yes	Yes	Yes	Yes
Number of days original tax bills mailed prior to due date	30 days	30 days	30 days	30 days	30 days
Number of days delinquent tax bills mailed after due date	<45 days	<45 days	<45 days	<45 days	<45 days
Timeliness of deposit for all funds received[9]	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt	Within 24 hours of receipt
Collection rate of tax levy, 12 months after due date (calendar year)[10]	RE: 97% PP: 95%	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)[11]	0.53%	0.60%	2%	2%	≤2%[12]
Recruitment Positions advertised Applications processed	 48 3,922	 86 6,514	 42 3,457	 52 3,395	 ≤25 3,424
County Attrition Rate	7%	7.5%	6.0%	6.7%	5.0%

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percentage of vacancies filled by a person of an ethnic minority	7%	19.0%	19.0%	20.0%	20.0%
Training					
Training opportunities	30	35	35	43	43
Training attendees	270	385	283	400	385

[1] Material weakness found related to School operations regarding inaccurate ARRA filing and exceeding appropriations for two funds requiring supplemental appropriations after year end.

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

[3] IFB and RFP formats were revised during FY 2010. Additionally, training of a new Procurement employee was in process. The figure increases in FY 2012 due to the transfer of an employee to Utilities, and decreases in FY 2013 assuming approval of a new position for Procurement.

[4] To reach the targets, the Procurement Officer II position which has been vacant since February 2008, must be filled. The position is included in the FY 2013 Adopted Budget.

[5] Reassessments are completed in even years, so 2011 and 2013 are not reassessment years.

[6] 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%.

[7] The final figures from the State's study on 2010 will not be completed until Summer 2012. However, a preliminary mini study based on sales from November 2009 to February 2010 reflects a sales ratio of 89.0%. Likewise, the final figures from the State's study on 2011 will not be completed until Summer 2013. A preliminary mini study based on sales from November 2010 to February 2011 reflects a sales ratio of 93.5%.

[8] This data is obtained from a user survey provided at the Service Counter in the Treasurer's office.

[9] Funds received during periods of peak tax activity are deposited within 48 hours of receipt.

[10] "RE" means real estate and "PP" means personal property.

[11] Taxes may be determined to be uncollectible for a variety of reasons; business failures, death, unknown current address, etc.

[12] 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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$406,745	$544,832	$544,832	$601,315	$584,365
Operating	$130,324	$139,584	$143,133	$172,787	$162,837
Capital	$139	$0	$2,070	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$537,208**	**$684,416**	**$690,035**	**$774,102**	**$747,202**
	$0				
NET TAX SUPPORT	**$537,208**	**$684,416**	**$690,035**	**$774,102**	**$747,202**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increased funding for advertising for vacant positions.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
State Compensation Board	$225,495	$258,179	$258,179	$258,091	$258,091
Land Use Application Fees	$1,277	$1,000	$1,000	$1,000	$1,000
Sale of Real Estate Cards	$220	$350	$350	$200	$200
TOTAL REVENUES	**$226,992**	**$259,529**	**$259,529**	**$259,291**	**$259,291**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,101,152	$1,265,563	$1,264,170	$1,316,182	$1,323,562
Operating	$50,918	$68,541	$68,541	$62,662	$62,662
Capital	$626	$963	$2,356	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,152,696**	**$1,335,067**	**$1,335,067**	**$1,378,844**	**$1,386,224**
NET TAX SUPPORT	**$925,704**	**$1,075,538**	**$1,075,538**	**$1,119,553**	**$1,126,933**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

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, 2012; the next reassessment will be completed January 1, 2014.

Assessment

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$752,839	$808,949	$808,949	$809,312	$814,538
Operating	$42,692	$65,338	$65,338	$37,203	$37,203
Capital	$1,276	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$796,807**	**$874,287**	**$874,287**	**$846,515**	**$851,741**
NET TAX SUPPORT	**$796,807**	**$874,287**	**$874,287**	**$846,515**	**$851,741**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Overall reduction due to FY 2013 being a non-reassessment year.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Administrative Collection Fee	$339,329	$315,000	$315,000	$335,000	$335,000
State Compensation Board	$217,960	$222,821	$222,821	$222,689	$222,689
W/S Administrative Fee	$82,658	$85,440	$85,440	$74,964	$74,964
Transfer from Fire/EMS Fee Fund	$7,200	$7,200	$7,200	$7,200	$7,200
TOTAL REVENUES	**$647,147**	**$630,461**	**$630,461**	**$639,853**	**$639,853**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,256,074	$1,373,165	$1,373,165	$1,455,673	$1,451,184
Operating	$254,664	$246,491	$252,691	$272,154	$271,910
Capital	$636	$7,300	$7,300	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,511,374**	**$1,626,956**	**$1,633,156**	**$1,727,827**	**$1,723,094**
NET TAX SUPPORT	**$864,227**	**$996,495**	**$1,002,695**	**$1,087,974**	**$1,083,241**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increase in part-time funding for an Account Clerk I position. This additional part-time funding is anticipated to generate $200,000 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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
W/S Administrative Fee	$246,799	$266,548	$266,548	$267,499	$267,499
Sale of Gen Gov't Equip	$172,041	$52,000	$52,000	$70,000	$70,000
TOTAL REVENUES	**$418,840**	**$318,548**	**$318,548**	**$337,499**	**$337,499**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,170,306	$1,252,414	$1,255,596	$1,371,612	$1,332,480
Operating	$511,479	$581,550	$588,550	$570,442	$568,842
Capital	$3,616	$300	$8,300	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,685,401**	**$1,834,264**	**$1,852,446**	**$1,942,054**	**$1,901,322**
NET TAX SUPPORT	**$1,266,561**	**$1,515,716**	**$1,533,898**	**$1,604,555**	**$1,563,823**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Half year funding for the vacant Procurement Officer II position, effective January 1, 2013.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Antenna Tower Rental	$213,315	$231,590	$231,590	$239,702	$239,702
GIS Fees	$103,050	$128,940	$128,940	$100,000	$100,000
Annual PEG Fee Grant	$46,694	$18,000	$18,000	$53,489	$53,489
W/S Administrative Fee	$0	$11,102	$11,102	$11,102	$11,102
Miscellaneous	$200	$1,500	$1,500	$2,500	$2,500
Insurance reimbursement	$5,351	$0	$0	$0	$0
TOTAL REVENUES	**$368,610**	**$391,132**	**$391,132**	**$406,793**	**$406,793**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,651,046	$1,966,569	$1,913,824	$2,116,230	$2,113,234
Operating	$1,760,465	$2,376,330	$2,927,533	$3,008,830	$2,833,125
Capital	$582,534	$580,000	$415,644	$465,230	$465,230
TOTAL APPROPRIATED EXPENDITURES	**$3,994,045**	**$4,922,899**	**$5,257,001**	**$5,590,290**	**$5,411,589**
NET TAX SUPPORT	**$3,625,435**	**$4,531,767**	**$4,865,869**	**$5,183,497**	**$5,004,796**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Creation of an Operations Manager position due to the deletion of the GIS Application & Database Administrator position.
- Full year funding of the IT Application Analyst that was unfunded in FY 2012.
- Inclusion of funding for consulting services to assist staff with technology requests from departments. A newly developed IS Steering Committee will review and prioritize all requests.

Information Services *continued*

Notable FY 2013 Budget Changes *continued*

- Inclusion of funding for aerial photographs necessary to upgrade County maps which are key to emergency management.
- Inclusion of funding for all radio and computer hardware replacements, some of which had previously been funded within Department budgets. The expenses will be allocated to non-General Fund Departments through the annual cost allocation plan.
- Increase in maintenance service contracts.

Administrative Services Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Human Resources			
Director	1	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	**6.75**	**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 I	1	1	1
Deputy Clerk II	1	1	1
Appraiser Supervisor/CAMA Technician Analyst	1	1	1
Appraiser III/CAMA Technician Analyst	1	1	1
Appraiser II	4	4	4
Appraiser Trainee	1	1.63	1.63
TOTAL FTEs	**10**	**10.63**	**10.63**

Department/Position	FY 2011	FY 2012	FY 2013
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	5.25	6.05
Technical Assistant	1	0	0
Accounting Technician	1	2	2
Cashier Coordinator	1	1	1
Cashier	2	2	2
TOTAL FTEs	**19.50**	**20.25**	**21.05**
Finance & Management 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 2011	FY 2012	FY 2013
Information Services			
Director	1	1	1
Deputy Director of Information Services	1	0	0
Assistant Director of Information Services	0	1	1
Operations Manager	1	0	1
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	0
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**	**27.50**	**27.50**
TOTAL FTEs Administrative Services	**101.50**	**101.88**	**102.68**

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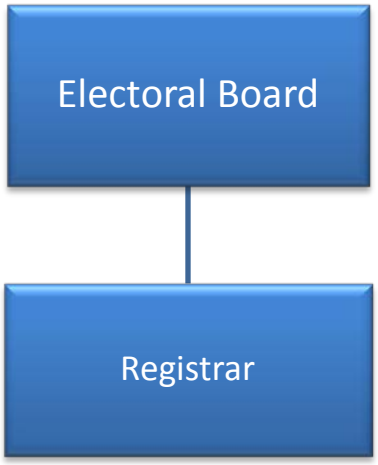
Voter Services

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
State Funding	$53,104	$61,254	$61,254	$61,254	$61,254
TOTAL REVENUES	**$53,104**	**$61,254**	**$61,254**	**$61,254**	**$61,254**
EXPENDITURES: (by department)					
Electoral Board/Registrar	$231,001	$343,213	$343,213	$345,243	$319,808
TOTAL EXPENDITURES	**$231,001**	**$343,213**	**$343,213**	**$345,243**	**$319,808**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$163,193	$169,637	$169,637	$228,135	$202,700
Operating	$67,808	$166,451	$166,451	$117,108	$117,108
Capital	$0	$7,125	$7,125	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$231,001**	**$343,213**	**$343,213**	**$345,243**	**$319,808**
NET TAX SUPPORT	**$177,897**	**$281,959**	**$281,959**	**$283,989**	**$258,554**

Challenges and Opportunities –

- **2010 Census redistricting.** Although redistricting and the 2011 election are complete, there continue to be items that need to be "cleaned up" in response to the redistricting. In particular, staff needs to update records to ensure voters are listed in the correct district in cases where one street is in multiple districts.
- **Small staff working for 78,000 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 78,000 registered voters, keeps abreast of any new laws or regulations, attends necessary training, and provides training to poll workers. Many new requirements placed on the Office, such as the implementation of electronic poll books, begin as challenges, but result in better opportunities for the county's voters.
- **Absentee voting occurring in October.** The month of October is the Registrar's busiest month since absentee voting has become more prevalent. Absentee voting is available for 45 days before elections. During that time, absentee voting is occurring in-person in the Registrar's Office and through the mail. At the same time, 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 poll books and testing for accuracy, and helping the public with general questions.

2012 and 2013 Focus/Highlights –

- **2012 Presidential election.** 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, and will work to ensure additional training on electronic poll books and WINvote voting machines is provided to election officials.
- **Correct street identification.** Staff will update records to ensure voters are listed in the correct district in cases where one street is in multiple districts, and will "clean up" other miscellaneous items resulting from the 2010 redistricting.

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 –

- **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.
- **Training.** In retrospect of the November 2011 election, there is a need for more training with election officials to provide a better voting experience for the public.

Measures –

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of registered voters	75,606	76,785	77,750	79,550	n/a
Number of transactions involving changes to citizens' records	13,984	6,249	15,986	12,500	n/a
Number of electronic poll books prepared	0	59	185	155	n/a
Number of WINvote voting machines prepared	238	123	369	210	n/a
Number of absentee ballots issued	1,343 (2 elections)	1,225	2,400 (3 elections)	6,545 (2 elections)	n/a

Overview of Voter Services Department

Spotsylvania's Voter Services is a combination of two functions charged with carrying out elections in accordance with the Constitution of the United States and the Commonwealth of Virginia.

Electoral Board/Registrar

Purpose

The Electoral Board is a three member Board appointed by the Circuit Court to administer the election laws and other regulations promulgated by the State Board of Elections. The Electoral Board appoints the Registrar, election officials, and voting machine custodians, and supervises the elections to verify compliance with the law.

The Registrar, in accordance with election laws, manages the logistics for conducting elections by preparing election equipment, providing oversight of polling places, training of election officers, and preparation of ballots. The Registrar also determines the eligibility of voters, maintains voter registration records, certifies candidates' nominating petitions, and provides assistance to voters.

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Funding for a part-time Deputy Registrar/Custodian position.

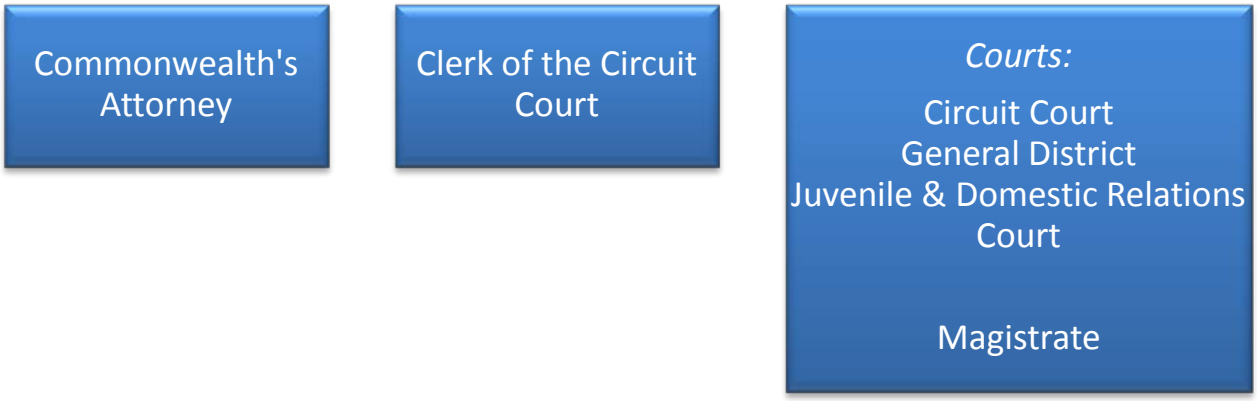
Voter Services Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Registrar			
Registrar	1	1	1
Chief Deputy Registrar	1	1	1
Deputy Registrar/Custodian	0	0	0.80
Assistant Registrar	0.50	0.50	0.50
TOTAL FTEs	**2.50**	**2.50**	**3.30**
TOTAL FTEs Voter Services	**2.50**	**2.50**	**3.30**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$1,742,718	$1,825,943	$1,918,726	$1,829,837	$1,894,678
TOTAL REVENUES	**$1,742,718**	**$1,825,943**	**$1,918,726**	**$1,829,837**	**$1,894,678**
EXPENDITURES: (by department)					
Circuit Court	$184,559	$208,512	$212,221	$207,943	$209,588
General District Court	$45,119	$22,980	$22,980	$25,180	$25,180
Magistrate	$37,390	$35,370	$35,370	$36,688	$36,688
Juvenile & Domestic Relations Court	$44,447	$40,073	$40,073	$38,007	$38,007
Clerk of the Circuit Court	$1,384,264	$1,453,228	$1,474,750	$1,508,927	$1,517,891
Commonwealth's Attorney	$1,841,486	$1,878,375	$1,959,041	$2,063,129	$2,069,646
TOTAL EXPENDITURES	**$3,537,265**	**$3,638,538**	**$3,744,435**	**$3,879,874**	**$3,897,000**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$3,087,114	$3,205,316	$3,216,410	$3,417,825	$3,434,951
Operating	$401,963	$433,222	$507,475	$445,114	$445,114
Capital	$48,188	$0	$20,550	$16,935	$16,935
TOTAL APPROPRIATED EXPENDITURES	**$3,537,265**	**$3,638,538**	**$3,744,435**	**$3,879,874**	**$3,897,000**
NET TAX SUPPORT	**$1,794,547**	**$1,812,595**	**$1,825,709**	**$2,050,037**	**$2,002,322**

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.

2012 and 2013 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 continues to update the County's website to ensure the delivery and accessibility of information pertinent to County government, activities, events and online processes.
- **Technology.** The Clerk of the Circuit Court will add a portal to electronically send courts' sentencing order to the Department of Corrections.
- **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 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Annual crime rate (calendar year)	4.8%	n/a[1]	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	1:20

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Annual caseload per prosecutor	1,931	1,792	2,239	2,764	1,800
Number of criminal cases prosecuted in all three courts (calendar year)	19,305	16,124	21,267	26,073	n/a
Number of crime victims and witnesses served by Victim/Witness	1,415	1,527	1,815	1,815	n/a
Percent of statutory and legal requirements met for criminal, civil, and probate filings (calendar year)	100%	100%	100%	100%	100%
Percent of land recordings officially filed within one day of receipt	100%	100%	100%	100%	100%
Percent of Clerk's Office employees who have received professional training	10%	10%	10%	10%	100%

[1] The Virginia State Police "Crime in Virginia" report for calendar year 2011 will not be published until Spring/Summer 2012.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Reimbursement from other localities	$35,366	$37,454	$37,454	$38,100	$38,100
TOTAL REVENUES	**$35,366**	**$37,454**	**$37,454**	**$38,100**	**$38,100**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$173,485	$192,223	$192,223	$192,975	$194,620
Operating	$11,074	$16,289	$19,998	$14,968	$14,968
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$184,559**	**$208,512**	**$212,221**	**$207,943**	**$209,588**
NET TAX SUPPORT	**$149,193**	**$171,058**	**$174,767**	**$169,843**	**$171,488**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$45,119	$22,980	$22,980	$25,180	$25,180
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$45,119**	**$22,980**	**$22,980**	**$25,180**	**$25,180**
NET TAX SUPPORT	**$45,119**	**$22,980**	**$22,980**	**$25,180**	**$25,180**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Reimbursement - City of Fredericksburg	$15,797	$15,032	$15,032	$15,592	$15,592
TOTAL REVENUES	**$15,797**	**$15,032**	**$15,032**	**$15,592**	**$15,592**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$37,390	$35,370	$35,370	$34,453	$34,453
Capital	$0	$0	$0	$2,235	$2,235
TOTAL APPROPRIATED EXPENDITURES	**$37,390**	**$35,370**	**$35,370**	**$36,688**	**$36,688**
NET TAX SUPPORT	**$21,593**	**$20,338**	**$20,338**	**$21,096**	**$21,096**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$38,638	$40,073	$40,073	$38,007	$38,007
Capital	$5,809	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$44,447**	**$40,073**	**$40,073**	**$38,007**	**$38,007**
NET TAX SUPPORT	**$44,447**	**$40,073**	**$40,073**	**$38,007**	**$38,007**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
State Compensation Board	$698,371	$704,800	$704,800	$704,651	$704,651
Excess Fees of Clerk	$104,340	$130,000	$130,000	$120,000	$120,000
Subscription Fees	$44,100	$35,000	$35,000	$44,000	$44,000
Copying Fees	$15,306	$14,000	$14,000	$15,000	$15,000
Grants	$0	$0	$15,601	$0	$0
TOTAL REVENUES	**$862,117**	**$883,800**	**$899,401**	**$883,651**	**$883,651**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,190,620	$1,246,447	$1,230,518	$1,308,882	$1,317,846
Operating	$162,605	$206,781	$238,059	$200,045	$200,045
Capital	$31,039	$0	$6,173	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,384,264**	**$1,453,228**	**$1,474,750**	**$1,508,927**	**$1,517,891**
NET TAX SUPPORT	**$522,147**	**$569,428**	**$575,349**	**$625,276**	**$634,240**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
State Compensation Board	$707,884	$741,682	$741,682	$741,439	$741,439
Victim/Witness Grant	$25,250	$103,975	$106,055	$106,055	$106,055
VA Domestic Violence Grant	$33,480	$40,000	$40,000	$40,000	$40,000
Commonwealth Attorney's Fees	$6,454	$4,000	$5,292	$5,000	$5,000
JAG Grant	$0	$0	$18,572	$0	$0
V-Stop (ARRA) Grant	$38,597	$0	$0	$0	$0
Forfeiture/Seizure	$17,773	$0	$55,238	$0	$64,841
TOTAL REVENUES	**$829,438**	**$889,657**	**$966,839**	**$892,494**	**$957,335**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,723,009	$1,766,646	$1,793,669	$1,915,968	$1,922,485
Operating	$107,137	$111,729	$150,995	$132,461	$132,461
Capital	$11,340	$0	$14,377	$14,700	$14,700
TOTAL APPROPRIATED EXPENDITURES	**$1,841,486**	**$1,878,375**	**$1,959,041**	**$2,063,129**	**$2,069,646**
NET TAX SUPPORT	**$1,012,048**	**$988,718**	**$992,202**	**$1,170,635**	**$1,112,311**

Commonwealth's Attorney *continued*

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Full year of funding for the Victim-Witness Assistant Director conversion from part-time to full-time in January 2012.
- Full-year funding of part-time Assistant Commonwealth's Attorney and part-time Legal Assistant approved in FY 2012 and funded with Forfeiture and Seizure funding received in FY 2012.
- Increase in funding for mandated education and training.
- Funding for a replacement copier.

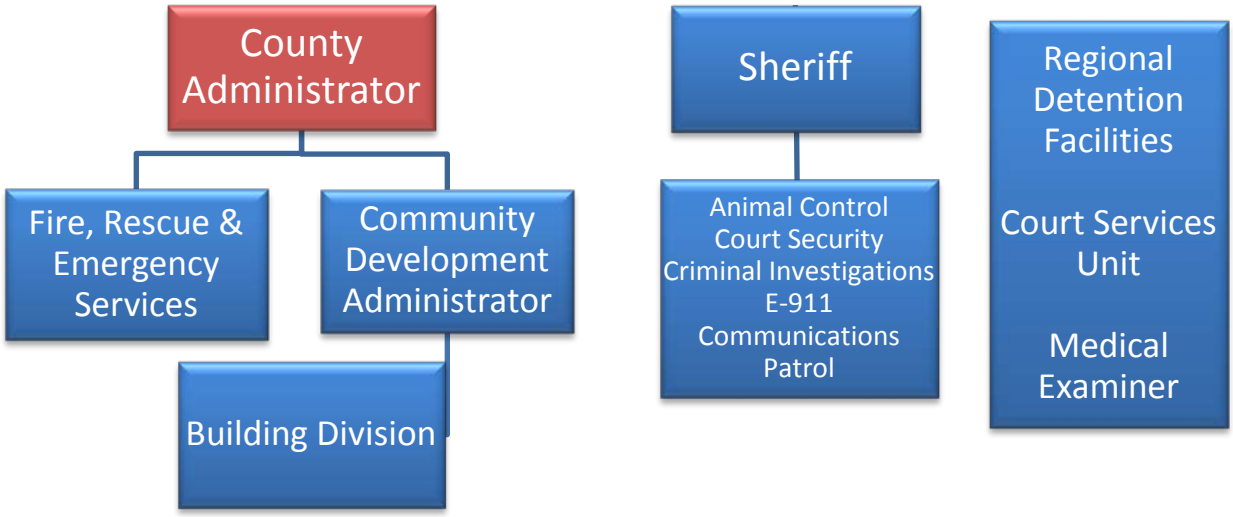
Judicial Administration Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Circuit Court			
Judicial Legal Assistant	2	2.50	2.50
TOTAL FTEs	**2**	**2.50**	**2.50**
Clerk of the Circuit Court			
Clerk of the Circuit Court	1	1	1
Chief Deputy - Clerk of Courts	1	1	1
Assistant Chief Deputy - Circuit Court	1	1	1
Deputy Clerk IV	4	4	4
Deputy Clerk III	6	6	6
Deputy Clerk II	4	4	4
Deputy Clerk I	1.25	0.75	0.75
Probate Specialist	1	1	1
TOTAL FTEs	**19.25**	**18.75**	**18.75**
Commonwealth's Attorney			
Commonwealth's Attorney	1	1	1
Deputy Commonwealth's Attorney	2	2	2
Assistant Commonwealth's Attorney	6	6.50	6.50
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	1	1
TOTAL FTEs	**17.50**	**19**	**18.50**
TOTAL FTEs Judicial Administration	**38.75**	**39.75**	**39.75**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$13,408,974	$13,633,930	$13,959,438	$13,161,415	$13,423,047
TOTAL REVENUES	**$13,408,974**	**$13,633,930**	**$13,959,438**	**$13,161,415**	**$13,423,047**
EXPENDITURES: (by department)					
Sheriff	$18,232,330	$18,354,384	$19,270,355	$20,340,360	$19,656,627
Fire, Rescue & Emergency Management	$12,729,225	$13,786,813	$15,494,865	$15,514,434	$16,609,269
Regional Detention Facilities	$5,269,617	$5,481,316	$5,457,049	$6,205,144	$6,199,716
Court Services Unit	$204,856	$251,012	$254,901	$254,852	$258,063
Medical Examiner	$360	$1,500	$1,500	$1,500	$1,500
Building Division	$1,654,455	$1,817,631	$1,747,643	$1,811,973	$1,824,266
SUBTOTAL - APPROPRIATED EXPENDITURES	**$38,090,843**	**$39,692,656**	**$42,226,313**	**$44,128,263**	**$44,549,441**
Fire EMS Service Fee Transfers Out	$2,404,008	$2,636,608	$2,536,608	$2,467,227	$2,609,443
Transfer to General Fund - Building Division	$199,911	$230,694	$230,694	$255,803	$255,803
TOTAL EXPENDITURES	**$40,694,762**	**$42,559,958**	**$44,993,615**	**$46,851,293**	**$47,414,687**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$25,976,237	$27,887,839	$29,062,280	$30,446,478	$31,009,717
Operating	$10,662,094	$11,331,367	$12,220,680	$12,355,018	$12,260,320
Capital	$1,452,512	$473,450	$943,353	$1,326,767	$1,279,404
TOTAL APPROPRIATED EXPENDITURES	**$38,090,843**	**$39,692,656**	**$42,226,313**	**$44,128,263**	**$44,549,441**
NET TAX SUPPORT	**$27,285,789**	**$28,926,028**	**$31,034,177**	**$33,689,878**	**$33,991,640**

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.** Increasing workloads, changing requirements, and limited funding for necessary employee training are challenges to keeping employee morale and motivation high.
- **Ensuring 24/7 Fire and EMS coverage.** The County strives to provide 24/7 fire and EMS coverage to all parts of the County through a combination of career staff and volunteers. Fire and EMS is in critical need of additional staffing to fill weekend and nighttime 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 required 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.

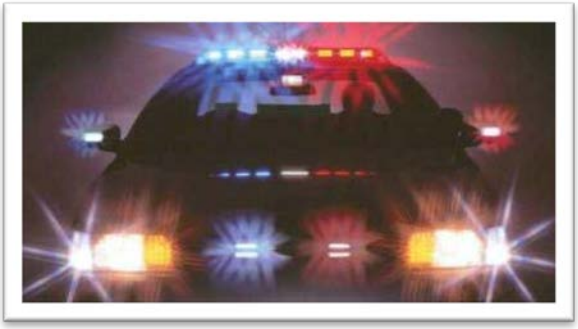
- **Limited capabilities with currently available technology.** Innovation and efficiency gains are limited given the current systems available. There is a need to modernize many of the computer systems that help staff perform the business of the County. However, resources – both human and financial – are limited for this purpose.

2012 and 2013 Focus/Highlights –

- **Training improvements.** Fire/Rescue initiated the delivery of training courses required to meet the currently proposed minimum training standards. Training continues on an on-going basis. The Building Department will continue providing training, in-house and through other minimal-cost efforts.
- **Recruitment.** Fire/Rescue efforts continue in support of the recruitment and retention of volunteers, with specific focus on retaining existing members. Staff participated in the Virginia Fire Chiefs' Association recruitment program to use GIS analysis to improve recruitment efforts.
- **Enhancement of ALS coverage.** Through the implementation of the Enhanced Staffing Program (ESP), career staff hours have been extended at three stations to staff three engines and three medic units deployed throughout the County to bridge gaps in coverage and allow the availability of ALS service to the citizens.
- **Continuation of Fire/EMS building program.** Fire/Rescue are participating 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 continue holding a 10-week larceny reduction program for youth charged with larceny-related offenses. Nearly 40 youths completed the program in FY 2011.
- **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 service and emergency response to citizens of and visitors to the county through a combination of fully trained career staff and volunteers. Fire and EMS will strive to mitigate emergencies for citizens and visitors through public education programs, and Fire Marshal occupancy inspections.
- **Humane treatment of animals.** The County's Animal Control officers are dedicated to educating and serving the community to ensure the humane treatment of all animals.
- **Services to juveniles.** The CSU will provide intake services, probation and parole services, and other ancillary services as deemed appropriate by the Juvenile and Domestic Relations Court. The CSU enhances public safety by holding juveniles accountable for their actions and promoting competency development in youths before the court.

Short Term Objectives –

- **Cooperative investigative services.** Monthly meetings are held with the 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 and training.** Fire/Rescue will continue efforts in support of the recruitment and retention of volunteers, with specific focus on retaining existing members. Additionally, training will be provided to all Fire/Rescue responders to meeting minimum training standards to accomplish necessary job functions.
- **Enhancement of ALS coverage.** Fire/Rescue will work towards enhancing the County's ALS coverage through training and recruitment of career staff and volunteers qualified to provide such service, and through the ESP.
- **Probation supervision.** The CSU will continue working to ensure that 80% of probation-serving youths are in school or are employed prior to being released from probation. To

heighten the likelihood that the youths will go on to lead productive lives, it is paramount that youths show the ability to attend work or school consistently before being released.

- **Provide youth services.** The CSU will continue to provide programs designed to rehabilitate youths involved with the Juvenile and Domestic Relations Court. Programs will include the school-based probation officer program, electronic incarceration program, substance abuse education, anger management programs, and restorative justice and community service work programs.
- **Providing inspections.** The Building Department will assure that buildings have structural integrity, smoke detectors, fire sprinklers, protection of the public water supply and other life safety elements.

Measures –

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Annual crime rate (calendar year)	4.8%	n/a[1]	5.0%	5.0%	n/a
Average number of calls for service per deputy per quarter (calendar year)	693	812	850	900	600
Quarterly average response time (in minutes) for law enforcement service calls (calendar year): • Emergency: • Non-emergency:	 5.97 6.24	 5.63 6.95	 6.00 6.30	 6.25 6.52	 5.00 6.00
Quarterly average clearance rate of Sheriff's cases (calendar year)	30%	27.9%	29.7%[2]	29.1%[2]	30%
Percentage of emergency 911 calls answered on first ring (calendar year)	99%	91%[3]	97%	96%	100%
Percentage of non-emergency 911 calls answered within three rings (calendar year)	98%	98%	98%	97%	100%

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of deputy hours used for prisoner transport (calendar year)	2,230	1,866	1,900	1,900	1,930
Number of prisoner transports (calendar year)	437	312	370	370	418
Percentage of animal control calls responded to within (calendar year): • 15 minutes: • 16-30 minutes: • More than 30 minutes:	 61% 24% 15%	 60% 28% 12%	 61% 26% 13%	 62% 27% 11%	 65% 25% 10%
Percentage of customers satisfied with animal shelter services (calendar year)[4]	99%	98%	98%	100%	100%
Animal adoption rate (calendar year)	60%	52%	65%	65%	65%
Animal euthanasia rate (calendar year)	40%	48%	35%	35%	35%
Compliance rate of spay/neuter program (calendar year)	100%	100%	100%	100%	100%
Number of enforcements on found animal violations (calendar year)	1,254	1,122	1,300	1,300	1,200
Percentage of County's 10 Fire/Rescue stations staffed 24/7 • Fire: • EMS: • ALS as % of EMS staffing	 89.1% 86.0% 53.3%	 83.1% 80.7% 50.8%	 87.0%[5] 84.0%[5] 57.0%[5]	 100% 100% 100%	 100% 100% 100%
Average Fire/Rescue response time for rural areas (in minutes: seconds)	10:24	10:09	10:42	10:00	10:00

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Average Fire/Rescue response time for urban areas (in minutes: seconds)	8.17	8:17	8:21	8:00	7:45
Percent of responders meeting required minimum training standards	n/a	0%	5%	100%	100%
Percentage of youth charged with technical violations detained at intake (calendar year)	41%	37%	40%	40%	≤40%
Percentage of all juvenile complaints that are Violation of Probation complaints (calendar year)	5.6%	5.6%	6.0%	6.0%	≤6%
Percentage of low risk juvenile offenders on unit caseloads (calendar year)	15-16%	9%	<20%	<20%	<20%
Percentage of probation-serving youths in school or employed prior to release from probation (calendar year)	89-95%	89%	>85%	>85%	>80%
Percentage of probationers rearrested within 12 months of placement	32.9%[6]	31.8%[6]	<State average	<State average	<State average
Percentage of parolees rearrested within 12 months of placement	45.2%[7]	27%[7]	<State average	<State average	<State average
Timeliness of plan reviews (in days)	Res: 10.8 Comm: 9.6	Res: 6.5 Comm: 6.4	Res: 10 Comm: 10	Res: 10 Comm: 10	Begin within 10 days of receipt
Number of cases of Code enforcements related to inspections and plan review	6	1	4	4	0

[1] The Virginia State Police "Crime in Virginia" report for calendar year 2011 will not be published until Spring/Summer 2012.
[2] Based on the average clearance rate for calendar years 2007, 2008, 2009, 2010 and 2011.
[3] Severe storms and an earthquake impacted this number.
[4] Based on responses to a user survey.
[5] Staffing levels of 6 fire stations and 4 EMS stations have increased to 98% or better.
[6] The 2010 State average was 37.0%. The 2011 State average was 36.5%.
[7] The 2010 State average was 46.9%. The 2011 State average was 46%.

Overview of Public Safety Departments

Spotsylvania's Public Safety function consists of the following components which provide protection and safety to the citizens of County: Sheriff, Fire, Rescue & Emergency Management, Regional Detention Facilities, Court Services Unit, Medical Examiner, and Building Division.

Sheriff

Purpose

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

The Sheriff provides law enforcement services to the citizens of the County including the enforcement of all State and County criminal codes; serves civil and criminal papers; provides for the enforcement of all State and County animal codes and supervises the operations of the County's animal shelter; and protects and maintains the security of the courts operating within the County.

There are five divisions within the Sheriff's Office that together, serve all the law enforcement functions described above: Patrol Operations Division, Criminal Investigations Division, Courts Security/Civil Process Division, Administrative Services Division, and Animal Control Division. Some of the specialty functions within these divisions are the Street Crimes Unit, Crime Prevention Unit, Emergency Response Team, Bicycle Team, Canine Unit, Hostage Negotiation Team, Dive Team, Ground Search and Rescue Team, 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

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
State Compensation Board	$3,283,136	$3,274,602	$3,274,602	$3,298,347	$3,298,347
E-911 Taxes	$1,347,737	$1,347,737	$1,347,737	$1,347,737	$1,347,737
County Court Fines	$719,808	$800,000	$800,000	$700,000	$700,000
Courthouse Security Fees (Clk of Court)	$192,133	$212,000	$212,000	$212,000	$212,000
Wireless E-911 Surcharge	$172,717	$170,000	$170,000	$170,000	$170,000
Sheriff Local Services	$119,129	$100,000	$100,000	$100,000	$100,000
Other Sheriff Fees (Chgs for Svcs)	$99,257	$90,000	$90,000	$100,000	$100,000
Animal Shelter Fees	$90,841	$94,000	$94,000	$94,000	$94,000
Dog Tag Licenses	$72,456	$78,000	$78,000	$78,000	$78,000
Insurance Claim Revenue	$68,422	$48,000	$84,438	$48,000	$48,000
Reimb Extradition of Prisoners	$13,435	$30,000	$30,000	$30,000	$30,000
Gun Permits	$36,010	$30,000	$30,000	$30,000	$30,000
Rabies Vaccinations	$7,522	$8,000	$8,000	$8,000	$8,000
Sheriff's Fees	$5,195	$4,099	$4,099	$40,099	$4,099
Veh Reg Dog/Cat Sterilization	$3,564	$3,000	$3,000	$3,000	$3,000
Grant Revenues	$83,503	$16,317	$311,550	$0	$0
ARRA Funding	$17,088	$0	$0	$0	$0
Sheriff & Animal Control Court Restitution	$10,573	$0	$10,668	$0	$0
Forfeiture/Seizure	$85,054	$0	$0	$0	$0
TOTAL REVENUES	**$6,427,580**	**$6,305,755**	**$6,648,094**	**$6,259,183**	**$6,223,183**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$15,168,617	$16,033,470	$16,136,233	$17,069,262	$16,481,644
Operating	$1,939,523	$2,091,027	$2,737,314	$2,142,031	$2,081,629
Capital	$1,124,190	$229,887	$396,808	$1,129,067	$1,093,354
TOTAL APPROPRIATED EXPENDITURES	**$18,232,330**	**$18,354,384**	**$19,270,355**	**$20,340,360**	**$19,656,627**
NET TAX SUPPORT	**$11,804,750**	**$12,048,629**	**$12,622,261**	**$14,081,177**	**$13,433,444**

Sheriff *continued*

Notable FY 2013 Budget Changes *continued*

- Detailed salary and benefit changes are listed on page 217.
- Funding for two part-time Deputies (Courts).
- Funding for two part-time Animal Control Officers.
- Funding for new SecureID system for mobile users accessing NCIC/VCIN as per FBI mandate.
- Funding for the replacement of twenty vehicles, four motorcycles, and, one motorcycle trailer. Annual funding is typically provided to replace the aging vehicle fleet in the Sheriff's Department. However in FY 2011, the County took advantage of a limited offer to purchase additional replacement vehicles at a lower cost, using available cash. These additional FY 2011 replacements resulted in a reduction in replacement vehicle funding in the FY 2012 budget.

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 next exercise will take place in July 2012.

The County participates in the Rappahannock Regional Fire and EMS Training Center, which is a joint partnership with the City of Fredericksburg, King George County, and the Virginia Department of Fire Programs. The facility provides County fire and EMS personnel with training grounds and a burn building that is used to conduct live fire training and other training activities.

Fire, Rescue, and Emergency Management *continued*

Fire, Rescue & Emergency Management

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Transfer from Fire/EMS Fee Fund	$2,396,808	$2,554,408	$2,454,408	$2,460,027	$2,609,443
State Fire Program Fund (Ins)	$261,007	$231,237	$280,959	$235,000	$235,000
Fire & Safety Inspection Fee	$62,126	$220,000	$220,000	$200,000	$201,000
Motor Vehicle Registration (EMS $)	$124,426	$112,000	$112,000	$115,000	$115,000
VOPEX Exercises	$25,000	$25,000	$25,000	$25,000	$25,000
Grants	$109,767	$18,078	$81,000	$18,078	$18,078
False Fire Alarms	$1,950	$14,000	$14,000	$14,000	$14,000
Local Funding	$10,000	$9,226	$16,000	$12,000	$12,000
Open Air Burning Permit	$7,050	$6,000	$6,000	$6,000	$11,000
Emergency Services	$10,895	$18,000	$80,922	$0	$0
Insurance Reimbursement	$30,850	$0	$0	$0	$0
TOTAL REVENUES	**$3,039,879**	**$3,207,949**	**$3,290,289**	**$3,085,105**	**$3,240,521**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$9,220,976	$10,143,521	$11,215,199	$11,533,929	$12,664,196
Operating	$3,209,216	$3,399,729	$3,739,531	$3,782,805	$3,759,023
Capital	$299,033	$243,563	$540,135	$197,700	$186,050
TOTAL APPROPRIATED EXPENDITURES	**$12,729,225**	**$13,786,813**	**$15,494,865**	**$15,514,434**	**$16,609,269**
NET TAX SUPPORT	**$9,689,346**	**$10,578,864**	**$12,204,576**	**$12,429,329**	**$13,368,748**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Full year of funding for the four Firefighter/Medic (Company 4) positions filled in October 2011.
- Full year funding of Option I Phases I and II of the FREMS Staffing Plan approved in March 2012 by the Board of Supervisors.
    - Phase I includes funding for the addition of one Business Manager; the conversion of two part-time clerks to full-time; and the conversion of four Lieutenants to Captains on April 20, 2012.
    - Phase II includes funding for nine Firefighter/Medic positions on June 25, 2012.

Fire, Rescue, and Emergency Management *continued*

Notable FY 2013 Budget Changes *continued*

- Partial year funding for Option 1 Phase III of the FREMS Staffing plan approved in March 2012 by the Board of Supervisors.
    - Phase III includes half year funding on January 7, 2013, for an additional nine Firefighter/Medic positions.
    - Continuation of overtime through FY 2013 to provide weekend staffing at Stations 2, 3, 7 & 9. Funding for this additional overtime will no longer be necessary in FY 2014 due to the addition of full-time Firefighter/Medics.
- Replacement vehicle for the Training Division.
- Increase in maintenance service contracts due to renewal of Self Contained Breathing Apparatus (SCBA) warranty that will expire in FY 2012.
- Increase in fuel, auto repairs and maintenance.

Fire & Rescue Allocation & Consolidated Budgets

	FY 2011 Actuals	FY 2012 Adopted Budget	FY 2012 Adjusted Budget	FY 2013 Agency Request	FY 2013 Adopted Budget	Change from FY 2012 Adopted Dollar	Change from FY 2012 Adopted Percentage
CHANCELLOR VOLUNTEER FIRE							
Allocation	12,462	15,000	15,000	15,000	15,000	0	0.0%
Line of Duty Benefit	0	0	3,883	4,197	4,197	4,197	N/A
Other Professional Svcs	13,371	10,000	10,000	10,000	10,000	0	0.0%
Auto Repairs & Maint	139,235	100,000	100,000	120,000	120,000	20,000	20.0%
Per Diems	136,097	195,000	195,000	195,000	195,000	0	0.0%
Trash	286	270	270	270	286	16	5.9%
Electric	5,887	8,500	8,500	8,500	6,000	(2,500)	(29.4%)
Heating	5,689	4,000	4,000	4,000	6,000	2,000	50.0%
Telephone Services	12,190	15,000	15,000	15,000	12,200	(2,800)	(18.7%)
Training	27,498	35,000	35,000	25,000	25,000	(10,000)	(28.6%)
State Fire Programs	163,478	0	95,183	85,000	85,000	85,000	N/A
Medical & Lab Supplies	36	0	0	0	0	0	N/A
Vehicle & Equip Fuels	77,298	61,000	61,000	61,000	78,000	17,000	27.9%
Uniforms	51,977	51,546	51,546	51,546	51,546	0	0.0%
Operating Supplies	16,409	20,000	20,000	20,000	20,000	0	0.0%
Machinery & Equipment	14,906	0	0	0	0	0	N/A
TOTAL	**676,818**	**515,316**	**614,382**	**614,513**	**628,229**	**112,913**	**21.9%**
SPOTSYLVANIA VOLUNTEER FIRE							
Allocation	124,300	127,000	127,000	127,000	127,000	0	0.0%
Line of Duty Benefit	0	0	2,460	2,759	2,759	2,759	N/A
Other Professional Svcs	6,345	8,400	8,400	8,400	8,400	0	0.0%
Auto Repairs & Maint	183,120	200,000	222,500	200,000	200,000	0	0.0%
Per Diems	132,500	132,500	132,500	132,500	132,500	0	0.0%
Electric	10,530	10,000	10,000	10,600	10,600	600	6.0%
Heating	4,099	3,000	3,000	4,100	4,100	1,100	36.7%
Telephone Services	14,013	12,500	12,500	14,100	14,100	1,600	12.8%
Training	4,386	8,750	8,750	9,000	9,000	250	2.9%
State Fire Programs	78,685	0	178,373	128,000	128,000	128,000	N/A
Medical & Lab Supplies	17	0	0	0	0	0	N/A
Vehicle & Equip Fuels	80,415	80,000	80,000	81,000	81,000	1,000	1.3%
Uniforms	24,841	25,000	25,000	25,000	25,000	0	0.0%
Machinery & Equipment	56,545	0	0		0	0	N/A
TOTAL	**719,795**	**607,150**	**810,483**	**742,459**	**742,459**	**135,309**	**22.3%**
SPOTSYLVANIA VOLUNTEER RESCUE							
Allocation	49,180	49,180	49,180	49,180	49,180	0	0.0%
Line of Duty Benefit	0	0	1,812	2,104	2,104	2,104	N/A
Other Professional Svcs	2,299	3,000	3,000	3,000	3,000	0	0.0%
Auto Repairs & Maint	29,247	17,000	17,000	38,000	17,000	0	0.0%
Per Diems	132,500	132,500	132,500	132,500	132,500	0	0.0%
Electric	8,685	10,879	10,879	10,879	9,000	(1,879)	(17.3%)
Heating	4,398	7,500	7,500	7,500	4,400	(3,100)	(41.3%)
Telephone Services	7,207	11,000	11,000	11,000	7,500	(3,500)	(31.8%)
Training	38,500	38,000	38,000	39,000	39,000	1,000	2.6%
Medical & Lab Supplies	17	0	0	0	0	0	N/A
Vehicle & Equip Fuels	30,591	32,050	32,050	32,050	32,050	0	0.0%
Uniforms	23,708	28,280	28,280	30,200	30,200	1,920	6.8%
Operating Supplies	94,289	90,000	90,000	85,000	85,000	(5,000)	(5.6%)
TOTAL	**420,623**	**419,389**	**421,201**	**440,413**	**410,934**	**(8,455)**	**(2.0%)**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Emergency Rescue Service Fees	$2,013,574	$2,400,000	$2,500,000	$2,400,000	$2,462,500
Use of (addition to) to Fire/EMS Service Fee Fund Balance	$390,434	$236,608	$36,608	$67,227	$146,943
TOTAL REVENUES	**$2,404,008**	**$2,636,608**	**$2,536,608**	**$2,467,227**	**$2,609,443**
EXPENDITURES: (by category)					
Transfer to General Fund & Capital Proj Fund	$2,404,008	$2,636,608	$2,536,608	$2,467,227	$2,609,443
TOTAL EXPENDITURES	**$2,404,008**	**$2,636,608**	**$2,536,608**	**$2,467,227**	**$2,609,443**
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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$23,553	$23,553	$23,553	$23,553	$23,553
Grant Revenues	$7,260	$0	$0	$0	$0
TOTAL REVENUES	**$30,813**	**$23,553**	**$23,553**	**$23,553**	**$23,553**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$5,269,617	$5,481,316	$5,457,049	$6,205,144	$6,199,716
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$5,269,617**	**$5,481,316**	**$5,457,049**	**$6,205,144**	**$6,199,716**
NET TAX SUPPORT	**$5,238,804**	**$5,457,763**	**$5,433,496**	**$6,181,591**	**$6,176,163**

Notable FY 2013 Budget Changes

- Increase in funding for the RRJF related to an overall increase in operational costs; an increase in Spotsylvania's usage from 29.8% to 30.9%; and an increase in debt service, due to the use of RRJF fund balance in FY 2012 to temporarily reduce debt service obligations for all localities.

Regional Detention Facilities *continued*

Notable FY 2013 Budget Changes *continued*

- Increase in funding for the RJC related to an increase in the Virginia Retirement System (VRS) contribution rate and an increase in Spotsylvania's usage share from 31.03% to 38.03%. RJC requested funding for a 2.5% salary increase; however, funding was approved for a 2% salary increase, the same salary increase County and Schools staff will receive in FY 2013.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
VJCCCA Grant	$91,060	$85,065	$85,065	$85,065	$85,065
School Based Probation Officer Grant	$27,500	$0	$0	$0	$0
TOTAL REVENUES	**$118,560**	**$85,065**	**$85,065**	**$85,065**	**$85,065**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$92,502	$108,675	$108,675	$114,254	$120,551
Operating	$111,304	$142,337	$145,226	$140,598	$137,512
Capital	$1,050	$0	$1,000		$0
TOTAL APPROPRIATED EXPENDITURES	**$204,856**	**$251,012**	**$254,901**	**$254,852**	**$258,063**
NET TAX SUPPORT	**$86,296**	**$165,947**	**$169,836**	**$169,787**	**$172,998**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

Medical Examiner

Purpose

Medical Examiner provides examination services in cases of accidental or unattended deaths in the County.

Medical Examiner

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$360	$1,500	$1,500	$1,500	$1,500
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$360**	**$1,500**	**$1,500**	**$1,500**	**$1,500**
NET TAX SUPPORT	**$360**	**$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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Building Fees	$1,175,450	$1,200,000	$1,200,000	$1,083,301	$1,083,301
Code Compliance Adm Charges	$176,415	$175,000	$175,000	$157,981	$157,981
Other Local Revenue	$36,269	$0	$0	$0	$0
Use of Fund Balance	$0	$0	$829	$0	$0
TOTAL REVENUES	**$1,388,134**	**$1,375,000**	**$1,375,829**	**$1,241,282**	**$1,241,282**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,494,142	$1,602,173	$1,602,173	$1,729,033	$1,743,326
Operating	$132,074	$215,458	$140,060	$82,940	$80,940
Capital	$28,239	$0	$5,410	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,654,455**	**$1,817,631**	**$1,747,643**	**$1,811,973**	**$1,824,266**
Transfer to General Fund	$199,911	$230,694	$230,694	$255,803	$255,803
NET TAX SUPPORT	**$466,233**	**$673,325**	**$602,508**	**$826,494**	**$838,787**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Reduction in funding for lease/rental of buildings. In FY 2012 the County purchased the Merchant Square facility at Spotsylvania Courthouse, reducing the annual lease rental expenses paid by County Offices and increasing debt service expense.

Public Safety Staffing

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

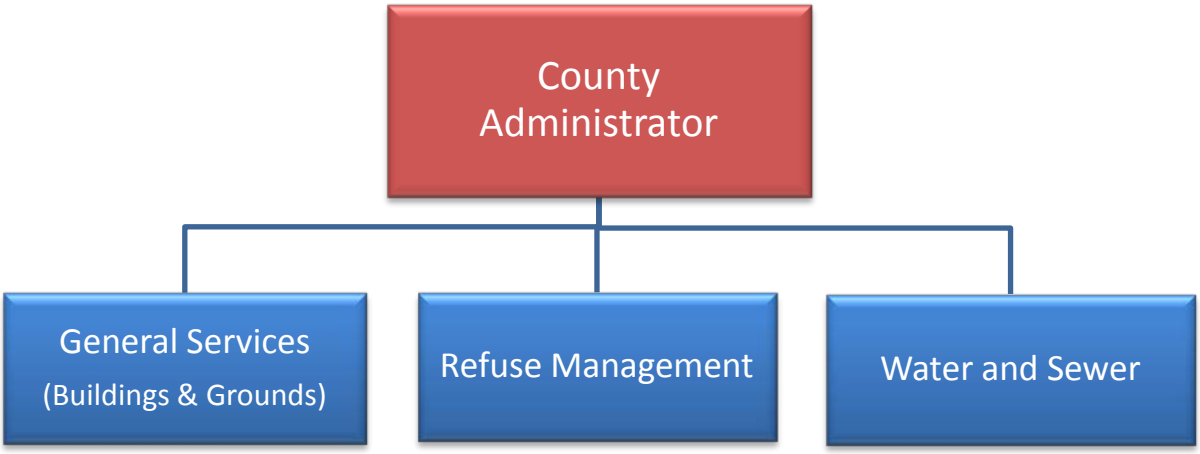
Department/Position	FY 2011	FY 2012	FY 2013
Sheriff			
Sheriff	1	1	1
Lieutenant Colonel	1	0	0
Major	1	2	2
Office Manager II	1	1	1
Records Manager	1	1	1
Records Clerk	2.75	2.75	2.75
Captain	4	5	5
Lieutenant	6	6	6
First Sergeant	10	10	10
Sergeant	11	12	12
Deputy Sheriff	120.29	121.67	123.43
Crime Analyst	1	1	1
Office Manager I	2	2	2
Detective	17.63	17.50	17.50
Civil Process Clerk	1	1	1
Secretary	0.63	0.63	0.63
Evidence/Property Custodian	1	1	1
Animal Control Field Supervisor Sergeant	1	1	1
Animal Control Officer	6	6	7
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	**229.06**	**232.31**	**235.07**

Department/Position	FY 2011	FY 2012	FY 2013
Fire, Rescue and Emergency Management			
Chief	1	1	1
Deputy Chief	1	1	1
Volunteer FEMS Recruit/Retention Coordinator	1	1	1
Administrative Assistant	1	1	1
Clerk	3.38	3.26	3.26
Battalion Chief	3	3	3
Captain	7	7	7
Lieutenant	19	18	18
Firefighter; Firefighter/Medic	86	100	109
Division Chief - Training Officer	1	1	1
Captain - Asst Training Officer	1	0	0
Lieutenant - Asst Training Officer	1	2	2
Captain - Revenue Recovery/Health & Safety	1	2	2
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	**134.38**	**148.26**	**157.26**
Court Services Unit			
Personnel	3	2	2
TOTAL FTEs	**3**	**2**	**2**

Department/Position	FY 2011	FY 2012	FY 2013
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	**386.44**	**402.57**	**414.33**

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.

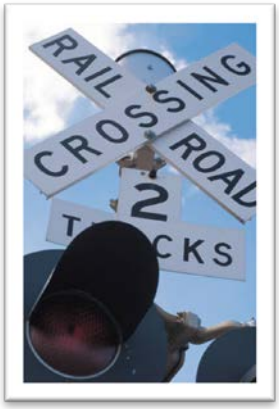


	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$26,243,281	$30,467,626	$31,007,102	$30,792,965	$31,345,678
TOTAL REVENUES	**$26,243,281**	**$30,467,626**	**$31,007,102**	**$30,792,965**	**$31,345,678**
EXPENDITURES: (by department)					
General Services	$3,465,133	$4,086,231	$4,266,626	$5,011,812	$4,826,760
Refuse Management	$3,725,581	$3,811,290	$3,843,428	$4,156,243	$4,041,334
Water & Sewer	$25,272,935	$29,522,486	$29,613,576	$30,045,325	$29,990,663
SUBTOTAL - APPROPRIATED EXPENDITURES	**$32,463,649**	**$37,420,007**	**$37,723,630**	**$39,213,380**	**$38,858,757**
Water & Sewer Transfers Out	$152,222	$310,000	$757,559	$0	$0
TOTAL EXPENDITURES	**$32,615,871**	**$37,730,007**	**$38,481,189**	**$39,213,380**	**$38,858,757**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$11,604,234	$12,226,819	$12,244,826	$12,802,925	$12,612,167
Operating	$10,881,603	$12,797,860	$13,064,209	$14,221,693	$14,066,828
Capital	$194,241	$992,880	$1,012,147	$558,294	$549,294
Debt Service	$9,783,571	$10,402,448	$10,402,448	$10,630,468	$10,630,468
Depreciation	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000
TOTAL APPROPRIATED EXPENDITURES	**$32,463,649**	**$37,420,007**	**$37,723,630**	**$39,213,380**	**$38,858,757**
NET TAX SUPPORT *	**$6,372,590**	**$7,262,381**	**$7,474,087**	**$8,420,415**	**$7,513,079**

*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. The completion of the new Public Safety and Circuit Court buildings, and purchase of the Merchant Square building have resulted in an increase of approximately 175,000 square feet of building space.
- **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. However, General Services' quality and level of service has been negatively impacted due to limited resources and staff, and the greatest challenge to the recycling program is the lack of staffing needed to adequately process more than 20,000 tons of recycled materials collected from citizens.



- **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.

2012 and 2013 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.
- **EnergyStar Portfolio Management program.** The EnergyStar Portfolio Management program is being implemented and will enable the monitoring of energy use, identify problem areas, and track the benefit of energy upgrades to County facilities.
- **Driver safety recognition.** The Solid Waste programs intend to continue development of a driver safety recognition program.

- **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 will complete the expansion of commodity collections at all convenience centers and will continue to work with purchasers to maximize the amount of revenue received from the recycling program. Additionally, the recycling program staff will concentrate on improving program efficiencies and review ways to increase product value to the mills. Public outreach efforts and education will be further developed and increased.

- **Completion of upgrade of Massaponax facility.** Staff will complete 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.
- **Carbon credits.** The County reached agreement with an Emission Reduction Benefit Developer for the sale of carbon credits generated from the Livingston landfill active gas project. Depending upon market conditions, these carbon credits may result in several hundred thousand dollars in revenue over the course of the 5-year agreement. Carbon markets have wide fluctuations, so income is not guaranteed. Staff will continue to be open to proposals and information requests to use landfill gas in a way that generates additional revenue to 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.
- **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 equipment purchase plan is included in the CIP to allow the Solid Waste operations to get back on track with equipment replacement schedules.
- **Increase recycling efforts.** Staff will increase its public outreach efforts to help increase public awareness of environmental issues and recycling services currently available to County residents, including completion of expansion of the recycling programs at all convenience centers to maximize revenues from the recycling program.
- **Regulated operations of water and wastewater facilities.** Staff will operate all water and wastewater treatment facilities in a manner that meets the goal of providing water and sewer services to citizens as effectively as possible while maintaining all operating permits in good standing and avoiding permit violations.

Measures –

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of County-owned buildings with FCI[1] of:					
• Good[2]	15	15	20	26	45
• Fair[2]	15	15	21	18	0
• Poor[2]	12	12	4	1	0
Total number of buildings maintained	42	42	45	45	45
Tons of refuse hauled	63,064	60,101	59,500	59,500	59,500
Number of reportable refuse hauling on-road incidents	0	0	0	0	0
Regulatory compliance of the Livingston landfill (calendar year)	98%	100%	100%	100%	100%
Regulatory compliance of the closed Chancellor landfill (calendar year)	0%[3]	100%	100%	100%	100%
Regulatory compliance of the closed Berkeley landfill (calendar year)	100%	100%	100%	100%	100%
Percent of waste recycled[4]	37.3%	39.7%	42%	45%	75%

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percent of biosolids composted[5]	78%	92%	100%	100%	100%
Treatment compliance: • Water • Wastewater	 100% 100%	 100% 100%	 100% 100%	 100% 100%	 100% 100%
Number customers affected by planned water service disruptions: • 0-4 hours • 4-12 hours • 12+ hours	 3,900 1,900 0	 110 0 0	 2,000 1,000 0	 500 250 0	 0 0 0
Number of customers affected by unplanned water service disruptions: • 0-4 hours • 4-12 hours • 12+ hours	 25,600 1,700 0	 283 0 0	 7,200 500 0	 2,500 500 0	 0 0 0
Sewer overflows per 100 miles	4.6	2.3	3.0	2.0	0
Water line leaks and breaks per 100 miles	8.08	5.6	5.0	4.5	0
Water loss[6]	7.4%	8.0%	8.0%	8.0%	<9.0%
Sewage collection system capacity failures per 100 miles	6.1	5.4	3.0	3.0	0
Percent of satisfactory health inspection reports	83%	100%	100%	100%	100%

[1] The Facility Condition Index (FCI) is the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements to the current replacement costs of the building. An FCI of 0.05 (5%) reflects that the deferred maintenance for a facility is equal to 5% of the replacement cost of the facility. A FCI rating of 0.05 or less is considered good, 0.05-0.10 is considered fair and >0.10 is considered poor.

[2] The figures for FY 2012 include the addition of the new Circuit Court, Public Safety, and Merchant Square buildings.

[3] 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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Railroad Reimbursement	$75,553	$80,000	$80,000	$80,000	$80,000
Rental of General Property	$56,427	$56,500	$56,500	$56,500	$56,500
Courthouse Maintenance Fees	$55,968	$55,000	$55,000	$55,000	$55,000
Street Lights	$5,346	$5,800	$5,800	$5,800	$5,800
TOTAL REVENUES	**$193,294**	**$197,300**	**$197,300**	**$197,300**	**$197,300**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,200,393	$1,271,828	$1,271,828	$1,412,335	$1,340,783
Operating	$2,262,701	$2,814,403	$2,973,798	$3,577,477	$3,463,977
Capital	$2,039	$0	$21,000	$22,000	$22,000
TOTAL APPROPRIATED EXPENDITURES	**$3,465,133**	**$4,086,231**	**$4,266,626**	**$5,011,812**	**$4,826,760**
NET TAX SUPPORT	**$3,271,839**	**$3,888,931**	**$4,069,326**	**$4,814,512**	**$4,629,460**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.

General Services *continued*

Notable FY 2013 Budget Changes *continued*

- Increased funding for repairs and maintenance of the railroad tracks in the Spotsylvania Industrial Park.
- Increased funding for the maintenance and utilities of the new Circuit Court and Public Safety Buildings and the Merchant Square Building (purchased in October 2011).
- Funding for a replacement vehicle.
- Funding for the conversion of the part-time Sign Coordinator to full-time, effective January 1, 2013.

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 cleanup of litter within the County, and provides environmental education in the School system.

Refuse Management

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Refuse Disposal Fees	$127,571	$125,000	$125,000	$120,000	$762,375
Recycling Revenue	$360,400	$271,900	$271,900	$385,000	$350,000
Litter Control Grant	$18,958	$16,440	$16,440	$16,440	$16,440
Journey Through Chesapeake Bay Camp Fees	$10,685	$10,000	$10,000	$14,400	$14,400
Commercial Refuse Hauler Fees	$14,025	$12,000	$12,000	$12,000	$12,000
Towing Application/Inspection Fees	$1,400	$1,500	$1,500	$1,500	$1,500
Weed and Debris	$1,137	$1,000	$1,827	$1,000	$1,000
Composting Revenue	$90,654	$0	$0	$0	$0
TOTAL REVENUES	**$624,830**	**$437,840**	**$438,667**	**$550,340**	**$1,157,715**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,271,257	$2,417,456	$2,418,209	$2,591,670	$2,529,340
Operating	$1,325,878	$1,222,580	$1,258,834	$1,387,222	$1,343,643
Capital	$128,446	$171,254	$166,385	$177,351	$168,351
TOTAL APPROPRIATED EXPENDITURES	**$3,725,581**	**$3,811,290**	**$3,843,428**	**$4,156,243**	**$4,041,334**
NET TAX SUPPORT	**$3,100,751**	**$3,373,450**	**$3,404,761**	**$3,605,903**	**$2,883,619**

Refuse Management *continued*

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increased funding for groundwater monitoring and fuel.
- Funding for two replacement trucks and a gator.
- Funding for pavement repairs at the Post Oak Convenience Center, and the compact and recycling areas at the Chancellor Convenience Center.

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 identifies and corrects defects and other conditions that may allow extraneous water to enter the sewerage system.

Water & Sewer

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
User Fees	$24,019,140	$26,025,705	$26,025,705	$27,906,285	$27,906,285
Miscellaneous	$1,619,592	$713,885	$717,363	$755,898	$755,898
Interest	$525,515	$600,000	$600,000	$600,000	$600,000
BAB Subsidy	$413,276	$539,056	$539,056	$539,056	$539,056
Transfer from Ut Cap Projs	$2,023,250	$1,030,790	$1,030,790	$405,000	$405,000
Transfer from General Fund	$0	$0	$0	$29,330	$29,330
Use of (Addition to) Fund Balance	($3,175,616)	$923,050	$1,458,221	($190,244)	($244,906)
TOTAL REVENUES	**$25,425,157**	**$29,832,486**	**$30,371,135**	**$30,045,325**	**$29,990,663**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$8,132,584	$8,537,535	$8,554,789	$8,798,920	$8,742,044
Operating	$7,293,024	$8,760,877	$8,831,577	$9,256,994	$9,259,208
Capital	$63,756	$821,626	$824,762	$358,943	$358,943
Debt Service	$9,783,571	$10,402,448	$10,402,448	$10,630,468	$10,630,468
Depreciation	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000
SUBTOTAL - APPROPRIATED EXPENDITURES	**$25,272,935**	**$29,522,486**	**$29,613,576**	**$30,045,325**	**$29,990,663**
Transfer to General/General Capital Projs/Utilities Cap Projs Funds	$152,222	$310,000	$757,559	$0	$0
TOTAL EXPENDITURES	**$25,425,157**	**$29,832,486**	**$30,371,135**	**$30,045,325**	**$29,990,663**
NET TAX SUPPORT	**$0**	**$0**	**$0**	**$0**	**$0**

Water & Sewer *continued*

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Funding for a Safety/Loss Prevention position.
- Creation of a Laboratory Supervisor position due to the deletion of the Plant Operator II (FMC) position.
- Funding for six replacement vehicles.
- Funding for replacement pumps, filters and meters.
- Funding for a Laboratory Information Management System (LIMS).
- Funding for pavement around the bio filter area at the Composting facility.

Public Works Staffing

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

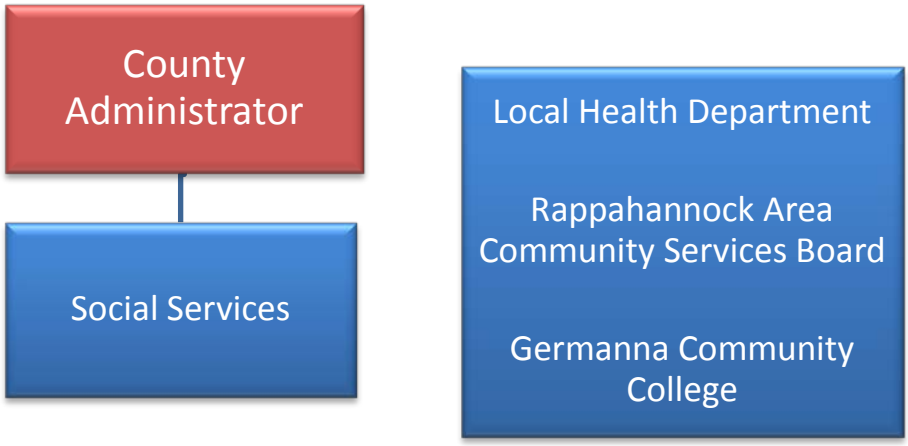
Department/Position	FY 2011	FY 2012	FY 2013
General Services			
Facility Construction & Maintenance Manager	1	1	1
Office Manager I	1	1	1
Construction Coordinator	1	1	1
Construction Technician	1	1	1
Project Coordinator	1	1	1
Sign Coordinator	0.88	0.88	1
Facilities Superintendent	1	1	1
Buildings & Grounds 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**	**25.78**
Refuse Management			
Environmental Coordinator	1	1	1
Manager Landfill	1	1	1
Assistant Landfill Superintendent	1	1	1
Clerical Scale Attendant	1	1	1
Solid Waste Equipment Operator I/II	16	15	15
Heavy Equipment Mechanic/Welder	2	2	2
Scale Attendant	2.13	2.13	2.13
Manager Recycling	0	1	1
Supervisor - Recycling & Environmental Programs	1	0	0
Manager - Collection & Hauling	1	1	1
Office Manager I	1	1	1
Maintenance Worker	1	1	1
Recycling Technician	0.75	1	1
Collection Foreman	1	1	1
Gate Attendant	22.50	22.50	22.50
TOTAL FTEs	**52.38**	**51.63**	**51.63**

Department/Position	FY 2011	FY 2012	FY 2013
Utilities			
Director	1	1	1
Deputy Director	1	1	1
Administrative Assistant	0	2	2
Office Manager I	1	0	0
Secretary	1	0	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	1	0
Safety/Loss Prevention Officer	0	0	1
Chief WW Plant Operator	4	4	4
Plant Operator I/II/III	35	34	34
Senior Operator	0	0	0
Manager Electrical	1	1	1
Plant Maintenance Foreman	1	1	1
Laboratory Supervisor	0	1	1
Manager Laboratory	1	0	1
Lab Technician	3	3	3
Senior Plant Mechanic	1	2	2
Plant Mechanic	4	4	4
Utilities Worker	3	3	3
Manager Fleet & Facility Support	1	0	0
Operations/CMMS Specialist	0	1	1
Mechanic	0	1	1
Manager Distribution System	1	1	1
Manager Collection System	1	1	1
Utilites Field Crew Leader	2	2	2
Utilities Field Crew Foreman	3	3	3
Utilites Field Crew Worker	9	8	8
Heavy Equipment Operator	2	2	2
Pump Station Mechanic	1	1	1

Department/Position	FY 2011	FY 2012	FY 2013
Utilities *continued*			
Manager Water Treatment	1	1	1
Chief Water Plant Operator	2	2	2
Maintenance Crew Foreman	1	0	0
Cross Connection Coordinator	1	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 Inspectors	3	3	3
Manager Customer Service	1	1	1
Procurement Officer I	1	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**	**114**
TOTAL FTEs Public Works	**191.04**	**190.29**	**191.41**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$9,330,214	$10,260,787	$10,189,510	$8,641,865	$8,436,865
TOTAL REVENUES	**$9,330,214**	**$10,260,787**	**$10,189,510**	**$8,641,865**	**$8,436,865**
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	$278,755	$270,636
Social Services	$8,798,398	$9,813,463	$9,779,616	$8,558,421	$8,460,989
Comprehensive Services Act	$6,772,222	$7,809,602	$7,243,261	$7,212,697	$7,113,425
Community Colleges	$27,256	$214,606	$214,606	$214,606	$214,606
TOTAL EXPENDITURES	**$16,516,081**	**$18,755,876**	**$18,155,688**	**$16,912,048**	**$16,707,225**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$4,696,873	$5,451,104	$5,451,104	$5,685,319	$5,726,400
Operating	$11,630,088	$13,297,216	$12,570,660	$11,178,704	$10,932,800
Capital	$189,120	$7,556	$133,924	$48,025	$48,025
TOTAL APPROPRIATED EXPENDITURES	**$16,516,081**	**$18,755,876**	**$18,155,688**	**$16,912,048**	**$16,707,225**
NET TAX SUPPORT	**$7,185,867**	**$8,495,089**	**$7,966,178**	**$8,270,183**	**$8,270,360**

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 received in FY 2011 reflected a 7% increase over FY 2010, following three years of double-digit increases. In October 2011, 11,622 Spotsylvania citizens – 9.5% of the County's population – received Supplemental Nutritional Assistance Program (SNAP) benefits. This is a 24% increase over those who received SNAP benefits in October 2009. Increases also occurred in Child Protective Services reports and investigations, Medicaid, Energy Assistance, adoptions, and elderly and disabled receiving home-based care.
- **Uncertainty of available revenues.** While some consistency exists in recent revenue trends, given current economic conditions, uncertainty remains regarding the continued consistent availability of local revenues such as sales, meals, recordation, business license, 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.

2012 and 2013 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.
- **Establish performance measures.** Staff will complete the initial construction and population of a performance measurement tool that is inclusive of key output and outcome metrics for each section of Social Services' core operations.
- **Secure additional resources.** Acknowledging that existing resources are insufficient to address increasing case loads and processing demands, staff will work to seek and secure additional resources to support core service areas.
- **Training.** To optimize staff's capacity and capabilities, staff participation in training and conference events will increase. Staff will benefit from the sharing of best practices and how to successfully incorporate such practices into agency operations.

Long Term Goals –

- **People helping people.** Social Services assists individuals and families with accessing appropriate State and Federal benefits programs to meet basic needs, and assists the clients in working towards the establishment/re-establishment of self-sufficiency.
- **Strengthen family units.** Social Services provides access to resources that strengthen family units. Such services include education and direct provision of resources to families with children at risk for out-of-home placement elderly; emotionally, mentally, or physically disabled; or qualifying low-income adults.
- **Ensure the safety and well-being of children in agency custody.** Social Services works to create safe and stable environments for children in custody, achieving permanent placement options when family reunification is not a viable option.
- **Investigate reports of abuse and neglect.** Social Services works with County and community partners to appropriately address reported incidents of abuse and neglect.
- **Build cooperative and productive relationships with stakeholders.** Staff builds and reinforces relationships with regional agencies, community partners, other local social services agencies, state agencies, and local officials to better serve the needs of agency clients and the community.

Short Term Objectives –

- **Cooperative investigative services.** Monthly meetings are held with the 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.
- **Evaluation of program processes.** Social Services staff will embrace the core value of continuous improvement and review processes, procedures and protocols in benefit programs, service programs, administration, and Comprehensive Services Act (CSA). To determine opportunities to improve efficiency and effectiveness, staff will identify key processes; ensure sufficient documentation exists to adequately communicate the requirements of the process; and establish a basis to evaluate the health of those processes.

- **Evaluate performance.** Social Services staff will regularly review agency status with respect to State and Federal compliance in all areas of operation and in the outcomes being experienced by clients.
- **Ensure maximum use of State and local revenues.** Social Services staff will review allocation of resources against priority needs and opportunities in a continuing effort to leverage the greatest potential in addressing the core responsibilities of the agency.

Measures –

Measure	CY 2011 Actual	CY 2012 Estimate	CY 2013 Estimate	Ultimate Target[3]
Percent of benefit programs' key compliance targets met[1]	50%	67%	67%	100%
Percent of VIEW[2] clients employed	43%	46%	50%	50%
Percent of Foster Care removals that have reunifications occurring within 12 months	73.3%	76%	80%	80%
Percent of founded child abuse/neglect complaints with no recurrence	100%	99%	100%	95%
Foster Care discharges to permanency[4]	72.6%	75%	80%	90%
Percent of founded adult abuse/neglect complaints with no recurrence	96.7%	95%	95%	90%
Percent of children requiring out-of-home placement during or within 6 months of prevention services	Data reporting methodology being validated			

[1] Key benefit performance targets include timeliness of application processing for Supplemental Nutrition Assistance Program (SNAP) - expedited and non-expedited), Medicaid, and Temporary Assistance to Needy Families (TANF); timeliness of review of on-going cases in Medicaid; and TANF participation rates.
[2] VIEW = Virginia Initiative for Employment not Welfare
[3] Represent Federal or State compliance rates
[4] For the 12 month period ending November 30, 2011

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Well/Septic Permit Fees (Local)	$28,450	$25,000	$25,000	$25,000	$25,000
TOTAL REVENUES	**$28,450**	**$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	**$619,119**	**$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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$278,755	$270,636
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$270,636**	**$270,636**	**$270,636**	**$278,755**	**$270,636**
NET TAX SUPPORT	$270,636	$270,636	$270,636	$278,755	$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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Public Assistance/Welfare Admin	$5,900,466	$6,004,339	$6,191,314	$4,619,293	$4,469,293
DSS/CSA Local Revenue	$154,875	$0	$0	$150,000	$150,000
Grant Revenue	$37,295	$0	$71,748	$0	$0
ARRA Funding	$112,106	$0	$0	$0	$0
TOTAL REVENUES	**$6,204,742**	**$6,004,339**	**$6,263,062**	**$4,769,293**	**$4,619,293**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$4,640,949	$5,393,685	$5,393,685	$5,625,139	$5,665,492
Operating	$3,968,329	$4,412,222	$4,252,375	$2,885,257	$2,747,472
Capital	$189,120	$7,556	$133,556	$48,025	$48,025
TOTAL APPROPRIATED EXPENDITURES	**$8,798,398**	**$9,813,463**	**$9,779,616**	**$8,558,421**	**$8,460,989**
NET TAX SUPPORT	**$2,593,656**	**$3,809,124**	**$3,516,554**	**$3,789,128**	**$3,841,696**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increases in the following State programs: Foster Care, Special Needs Adoptions, and Adoption Subsidy Payments. Increases are offset with additional revenue from the State.

Social Services *continued*

Notable FY 2013 Budget Changes *(continued)*

- Decrease in Head Start and Day Care funding due to the transfer of those State mandated programs from the local government level to the State. Both programs were predominantly funded with State revenue, so there is minimal net impact on the local government budget.
- Funding for two replacement vehicles.
- Funding for a Senior Social Worker (Adult Services) position. This position has $8,005 in State revenue which partially offsets the cost of the position.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Comprehensive Services Act	$3,097,022	$4,231,448	$3,901,448	$3,847,572	$3,792,572
TOTAL REVENUES	**$3,097,022**	**$4,231,448**	**$3,901,448**	**$3,847,572**	**$3,792,572**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$55,924	$57,419	$57,419	$60,180	$60,908
Operating	$6,716,298	$7,752,183	$7,185,474	$7,152,517	$7,052,517
Capital	$0	$0	$368	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$6,772,222**	**$7,809,602**	**$7,243,261**	**$7,212,697**	**$7,113,425**
NET TAX SUPPORT	**$3,675,200**	**$3,578,154**	**$3,341,813**	**$3,365,125**	**$3,320,853**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Decrease in CSA Mandated service funding based on historical trends. These expenses are partially funded (55%) by the State so there is an offsetting reduction in State revenue.

Germanna Community College

Purpose

Germanna Community College is a two-year public institution of higher education in the Virginia Community College System. Germanna provides quality, accessible, and affordable educational opportunities for the residents of the counties of Caroline, Culpeper, King George, Madison, Orange, Spotsylvania, and Stafford, and the City of Fredericksburg. Primary funding for the College is provided by the State, supplemented by contributions from the localities, and by student tuition.

Community Colleges

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$214,606	$214,606	$214,606	$214,606
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$27,256**	**$214,606**	**$214,606**	**$214,606**	**$214,606**
NET TAX SUPPORT	**$27,256**	**$214,606**	**$214,606**	**$214,606**	**$214,606**

Notable FY 2013 Budget Changes

- The inclusion of $171,500 for the second of a seven year commitment for construction costs related to the new Academic Services Building planned at the Fredericksburg Area Campus in Spotsylvania County.

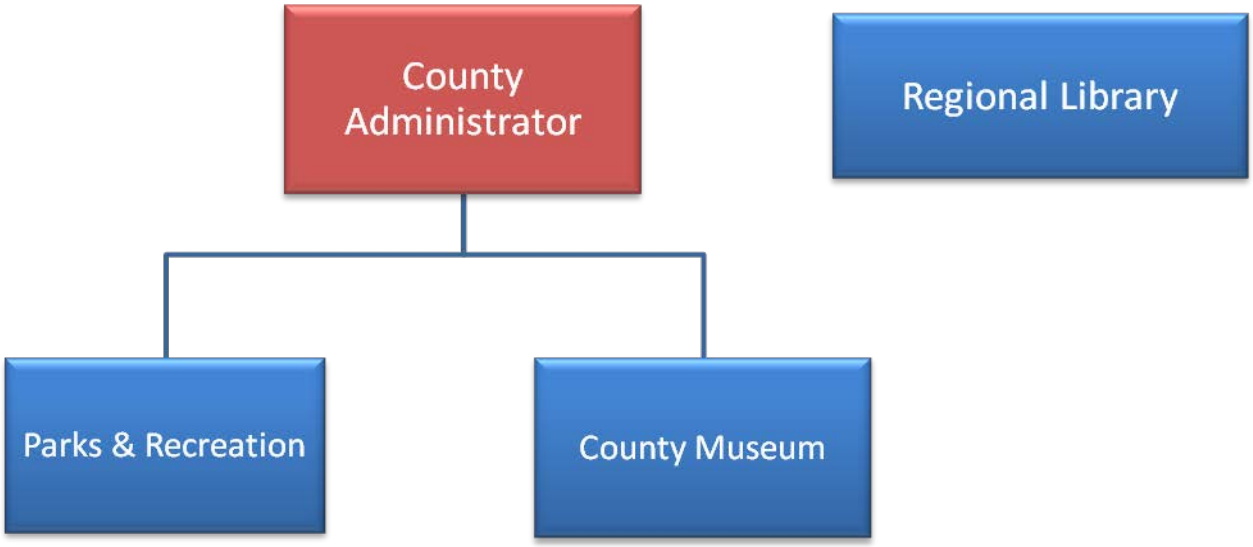
Health and Welfare Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Social Services			
Director	1	1	1
Social Worker Supervisor	3	3	3
Senior Social Worker	4	4	5
Social Worker	19	20.50	20.50
Aide II	2	3	3
Training Specialist	3.63	4	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
Eligibility Supervisor	3	3	3
Senior Eligibility Worker	3.63	3.63	3.63
Eligibility Worker	24.63	26.13	26.13
Fraud Investigator	1	1	1
TOTAL FTEs	**79.89**	**84.26**	**85.26**
TOTAL FTEs Health and Welfare	**79.89**	**84.26**	**85.26**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$768,969	$764,085	$739,076	$734,791	$777,684
TOTAL REVENUES	**$768,969**	**$764,085**	**$739,076**	**$734,791**	**$777,684**
EXPENDITURES: (by department)					
Parks & Recreation	$2,725,314	$2,845,426	$2,883,826	$2,995,907	$2,906,050
County Museum	$91,163	$86,135	$61,126	$60,226	$60,549
Regional Library	$3,986,678	$3,986,678	$3,986,678	$4,094,785	$3,986,678
TOTAL EXPENDITURES	**$6,803,155**	**$6,918,239**	**$6,931,630**	**$7,150,918**	**$6,953,277**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,752,160	$2,006,584	$1,935,584	$2,090,836	$2,002,302
Operating	$4,875,926	$4,863,055	$4,908,520	$4,997,392	$4,888,285
Capital	$175,069	$48,600	$87,526	$62,690	$62,690
TOTAL APPROPRIATED EXPENDITURES	**$6,803,155**	**$6,918,239**	**$6,931,630**	**$7,150,918**	**$6,953,277**
NET TAX SUPPORT	**$6,034,186**	**$6,154,154**	**$6,192,554**	**$6,416,127**	**$6,175,593**

Challenges and Opportunities –

- **Uncertainty of available revenues.** While some consistency exists in recent revenue trends, given current economic conditions, uncertainty regarding the availability of local revenues such as sales, meals, recordation, business license, and personal property taxes, as well as revenue from the State. Specific to Parks & Recreation, the number of applicants participating in programs has leveled off while there has been an increase in the number of applicants applying for assistance scholarships.
- **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.
- **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, ball fields, basketball and tennis courts, the pool, buildings, trails and grounds.

2012 and 2013 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.** Completion 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 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percent of participants satisfied with provided programs[1]	93%	93%	93%	93%	100%
Percent of direct program cost recovered via participation fees:[2]					
Basketball	93%	89%	92%	92%	94+%
Cheerleading	100+%	100+%	100+%	100+%	100+%
Football	63%	63%	72%	70%	74+%
Fall Soccer	100+%	100+%	100+%	100+%	100+%
Spring Soccer	100+%	100+%	100+%	100+%	100+%
Baseball	86%	81%	88%	85%	90+%
Softball	80%	74%	83%	80%	85+%
Percent of surveyed participants satisfied with their interaction with department staff[1]	94%	94%	94%	95%	100%
Percent of programs having all information available to public at least 21 days prior to program start date	100%	100%	100%	100%	100%
Percent of athletic fields that receive scheduled maintenance service	100%	100%	100%	100%	100%
Number of program participants	39,635	38,324	41,000	41,000	42,000
Number of online registrations received	1,543	1,754	1,600	1,800	2,000
Visits to Central Rappahannock Regional Library (CRRL) branches	2,770,924	2,730,961	2,785,580	2,841,292	2,941,000
Reference questions answered by CRRL	1,229,431	1,298,035	1,352,000	1,379,040	1,379,000

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percent self-checkout transactions at CRRL	8.4%	12.3%	15%	17.5%	30+%
Public computer uses at CRRL	225,290	231,396	236,024	240,744	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 & Recreation

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Rec Registration Fees	$301,575	$357,075	$357,075	$348,750	$369,054
Self-Supporting Activities	$182,760	$163,435	$163,435	$168,000	$185,200
Use of Park Facilities	$55,020	$44,300	$44,300	$48,000	$56,460
Admission Loriella Park	$46,820	$48,940	$48,940	$46,915	$47,245
Ni River Reservior Fees	$19,932	$20,000	$20,000	$20,000	$20,000
Hunting Run Reservior Fees	$19,887	$20,000	$20,000	$20,000	$20,000
Loriella Park Concessions	$13,539	$13,500	$13,500	$13,500	$13,500
Stonewall Jackson Run Fees	$10,996	$8,900	$8,900	$7,600	$7,600
P&R Sale Items	$1,559	$1,800	$1,800	$1,800	$1,800
Insurance Reimbursement Revenue	$27,402	$0	$0	$0	$0
TOTAL REVENUES	**$679,490**	**$677,950**	**$677,950**	**$674,565**	**$720,859**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,752,160	$1,974,273	$1,903,273	$2,057,881	$1,969,024
Operating	$863,855	$822,553	$893,027	$875,336	$874,336
Capital	$109,299	$48,600	$87,526	$62,690	$62,690
TOTAL APPROPRIATED EXPENDITURES	**$2,725,314**	**$2,845,426**	**$2,883,826**	**$2,995,907**	**$2,906,050**
NET TAX SUPPORT	**$2,045,824**	**$2,167,476**	**$2,205,876**	**$2,321,342**	**$2,185,191**

Parks & Recreation *continued*

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Funding for a replacement vehicle, replacement tractor, and mowing equipment for median mowing.

County Museum

Purpose

The Spotsylvania County Museum is located at 9019 Old Battlefield Boulevard, on the first floor of the Merchant Square Building. The facility consists of 1,800 square feet of exhibit space and tells a comprehensive history of Spotsylvania starting in 1722. The exhibit gallery features artifacts, photographs and documents from the early Woodland Indians who were the original inhabitants of Spotsylvania through 1865. The museum also houses the Frances Waller Research Library. Under a Memorandum of Understanding, the County partners with the Spotsylvania Historical Association to operate the museum.

The museum is open daily to the public from 9 a.m. to 5 p.m. (closing only on New Year's Day, Thanksgiving, Christmas Eve and Christmas).

County Museum

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Transient Occupancy	$89,479	$86,135	$61,126	$60,226	$56,825
TOTAL REVENUES	**$89,479**	**$86,135**	**$61,126**	**$60,226**	**$56,825**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$32,311	$32,311	$32,955	$33,278
Operating	$25,393	$53,824	$28,815	$27,271	$27,271
Capital	$65,770	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$91,163**	**$86,135**	**$61,126**	**$60,226**	**$60,549**
NET TAX SUPPORT	**$1,684**	**$0**	**$0**	**$0**	**$3,724**

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.

CRRL operations are funded with a combination of State revenues and contributions from each participating locality. Locality contributions are based on circulation rates.

The CRRL brings people and information together for the purpose of education and recreation. Spotsylvania residents use the library to find information vital to their personal and professional lives through library collections, technology, and the skills of highly trained librarians. The CRRL maintains strong community partnerships, working together with schools and other local government agencies to provide services to the citizens of Spotsylvania. The CRRL branches serve as civic and cultural centers, hosting community groups, exhibiting local artwork, and providing access to e-government and job training services.

Regional Library

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$0	$0	$0
Operating	$3,986,678	$3,986,678	$3,986,678	$4,094,785	$3,986,678
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$4,094,785**	**$3,986,678**
NET TAX SUPPORT	**$3,986,678**	**$3,986,678**	**$3,986,678**	**$4,094,785**	**$3,986,678**

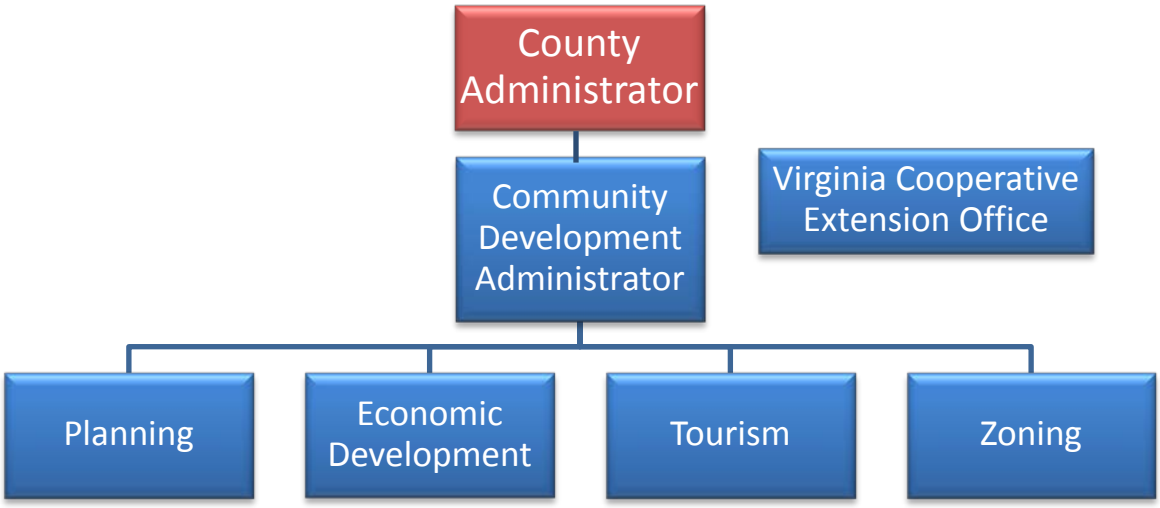
Parks, Recreation & Cultural Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
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	1.50	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	3	3
Maintenance Worker	8.13	9.13	9.13
Park Attendant	0.75	0.75	0.75
Facility Attendant	0.63	0.63	0.63
TOTAL FTEs	**27.51**	**27.01**	**27.01**
Museum			
Museum Curator	0.75	0.88	0.88
TOTAL FTEs	**0.75**	**0.88**	**0.88**
TOTAL FTEs Parks, Recreation & Cultural	**28.26**	**27.89**	**27.89**

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$1,881,181	$2,085,340	$2,673,369	$2,633,768	$2,697,169
TOTAL REVENUES	**$1,881,181**	**$2,085,340**	**$2,673,369**	**$2,633,768**	**$2,697,169**
EXPENDITURES: (by department)					
Planning	$920,500	$1,095,222	$1,833,216	$1,051,316	$1,054,626
Economic Development	$500,644	$808,243	$827,834	$785,806	$784,452
Economic Development Opportunities Fund	$180,789	$355,458	$757,458	$1,072,962	$1,072,962
Tourism	$472,028	$583,498	$597,498	$652,281	$652,126
Community Development Administrator	$0	$0	$4,491	$6,872	$10,472
Extension Agents (VA Cooperative)	$113,835	$136,160	$136,160	$158,726	$159,544
Zoning Division	$1,251,990	$1,347,605	$1,301,160	$1,332,034	$1,317,747
SUBTOTAL - APPROPRIATED EXPENDITURES	**$3,439,786**	**$4,326,186**	**$5,457,817**	**$5,059,997**	**$5,051,929**
Transfer to General Fund - Zoning Division	$155,312	$157,806	$157,806	$184,382	$184,382
TOTAL EXPENDITURES	**$3,595,098**	**$4,483,992**	**$5,615,623**	**$5,244,379**	**$5,236,311**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$2,322,917	$2,710,488	$2,681,724	$2,867,527	$2,880,950
Operating	$977,625	$1,551,100	$2,033,568	$2,133,008	$2,109,517
Capital	$77,496	$5,000	$682,927	$0	$2,000
Debt Service	$61,748	$59,598	$59,598	$59,462	$59,462
TOTAL APPROPRIATED EXPENDITURES	**$3,439,786**	**$4,326,186**	**$5,457,817**	**$5,059,997**	**$5,051,929**
NET TAX SUPPORT	**$1,713,918**	**$2,398,652**	**$2,942,254**	**$2,610,611**	**$2,539,142**

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. In terms of economic development, business growth is slow and those businesses that are considering expansion are vigorously comparing their options for locations for growth.
- **Changing priorities and timelines.** Workload management is a challenge due to the types and variety of projects in which the Planning Department is involved. Short range planning workload is largely dictated by application submissions while long range planning and transportation 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.
- **Alliances.** Regional, academic and State relationships can be catalysts for growth. As such, the County has recently partnered with the newly formed Center for Economic Development at the University of Mary Washington. The Center is working to assist regional localities in their efforts to promote economic development. Additionally, staff is working with Fredericksburg and Stafford to present a united front on tourism, advertise in a larger market, and reach more people than "going alone."
- **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.

2012 and 2013 Focus/Highlights –

- **Annual updates.** Staff will prepare analyses and will provide the Board of Supervisors with an annual update on the proffer policy and fee schedules.
- **Preparation for public hearings.** Staff will carry the following County-initiated projects through the public hearing process:
    - General updates to the Subdivision Ordinance;
    - Phase II of the Historic District Work Plan;
    - Transfer of Development Rights Ordinance;
    - Traditional Neighborhood Zoning Ordinance amendment; and
    - General updates to the Zoning Ordinance.
- **Economic/Marketing Analysis**. Planning staff will continue to work with a consultant to develop an Economic/Fiscal Impact model for review of rezoning requests. Economic Development staff will work with a consultant to seek marketing guidance and to begin implementation of recommendations over the next few years.
- **Transportation planning.** Planning staff will continue to coordinate the Revenue Sharing, Six-Year Plan and Rural Additions programs.
- **Comprehensive Plan update.** Staff will perform studies, promote public participation, and hold work sessions in support of the five-year Comprehensive Plan update. Additionally, staff will hire and work with a traffic engineering consultant to aid in update of the Transportation Element of the Comprehensive Plan.
- **Technology improvements.** Zoning staff will explore a wider implementation of the electronic plan review system and electronic permitting processes.
- **Enhance communication/visibility.** Staff is continuing to retool its communication efforts to ensure information is dispersed to both the development and business communities. Additionally staff will ensure that website and marketing materials are upgraded and appropriate to enhance the visibility and attractiveness of the County to visitors and employers while promoting existing businesses and tourism opportunities.
- **Improved signage.** The Tourism staff will work with Planning and the Virginia Department of Transportation to get more signs directing travelers to County attractions.
- **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. Additionally, staff will update the currently outdated brochures on Spotsylvania attractions.
- **Farmers' market.** The Cooperative Extension office continues its organization of the Spotsylvania Farmers' Market, providing citizens with opportunities to purchase Virginia-grown produce, and farmers with a venue for marketing and selling their products.

- **4-H.** Each year, Spotsylvania 4-H works to start four new clubs, focusing on program areas for which clubs do not already exist. Additionally, over 100 youths attended 4-H Camp, enjoying educational classes, activities and games while gaining leadership skills.

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 continue cross-training of various departmental functions to ensure that multiple staff members are familiar with various types of applications, issues, projects and procedures.
- **Streamlining processes.** Staff is 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, and will maintain required certifications.
- **Assistance to new and expanding businesses.** Staff is working with the Economic Development Authority (EDA) to establish initiatives such as the Small Business Incentive Program and the Business Resource Center to assist new and expanding businesses.

- **Increase number of events.** The Tourism office will bring more events to the area such as car shows, bike tours, competitions, and larger re-enactments to encourage more visitors to and overnight stays in the County.
- **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 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percentage of Industrial/Commercial Contribution to Tax Base (CY)	22.7%	22.8%	21.4%	21.5%	30%
Number of visitors to County	642,311	767,659	775,000	800,000	1,000,000
Economic Dev. & Tourism website "hits"	867,235	709,180	600,000	600,000	n/a
Overnight hotel occupancy (calendar year)	59%	59%	59%	60%	63%
Average establishments	2,399	2,424	2,450	2,476	n/a
Average employment in County	30,075	30,644	31,216	31,788	n/a
Number of events in the County (not necessarily run by the County gov't)	n/a	5	6	8	10
Average days to Exempt Plat 1st Comment Letter	n/a	14	14	13	13
Site plans approved in two or fewer reviews	n/a	83%	82%	80%	80%

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of update emails sent to development community	6	5	9	12	12
Number of Planners with AICP certification	3/6 (50%)	3/6 (50%)	3/6 (50%)	4/7 (57%)	5/7 (71%)
Number of Comprehensive Plan implementation items initiated in accordance with the Implementation Plan[1]	9/14 (64%)	7/14 (50%)	12/18 (67%)	15/19 (79%)	21/21 (100%)
Average working days from submission to perform completeness review of Special Use Permit and rezoning applications	n/a[2]	8	6	5	5
Number of construction inspection requests: • Zoning • Erosion	 167 4,626	 139 7,163	 202 5,596	 170 6,380	 n/a n/a
Average number of days before reviews are complete: • Zoning • Erosion	 2.3 6.5	 6.6 8.8	 3.0 7.5	 5.0 8.0	 2.0 5.0
Number of zoning inspections	981	930	1,187	1,059	n/a
Percentage of zoning inspections resolved within 30 days of initial investigation	71.3%	61.0%	71.0%	66.0%	≥60%
Number of farmers' market vendors	35	35	34	35	38
Average weekly customer count at farmers' markets	2,300	2,200	2,300	2,500	2,700

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Number of individuals assisted with gardening/landscape information	654	616	600	600	700
Number of individuals trained or recertified through pesticide education	214	162	150	150	150
Number of individuals assisted with pesticide information	313	934	300	300	300
Number of 4-H summer camp participants	118	106	125	125	125
Number of 4-H club members	73	68	150	250	500
Number of individuals receiving nutrition, health, or food safety information	6,415	9,488	9,000	9,000	10,000
Number of individuals completing financial literacy program	437	855	1,000	1,000	1,000
Number of participants completing food safety courses	114	208	150	150	150

[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 six 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.

Community Development Administrator

Purpose

The Community Development Administrator (CDA) is responsible for all facets of the daily operation of the Community Development program, including budget oversight, supervision of staff, and the coordination and provision of community development (Building, Zoning, Planning, Economic Development and Tourism) services to the public. The CDA serves as a facilitator for business owners, contractors, homeowners and developers to help solve various issues and complaints that arise in the development process. The CDA is also responsible for the development and implementation of process enhancements, efficiency improvements, strategies and policies related to Community Development.

Community Development Administrator

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 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	$0	$0	$4,391	$6,872	$10,472
Capital	$0	$0	$100	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$0**	**$0**	**$4,491**	**$6,872**	**$10,472**

* The personnel costs for this position are split evenly (25% each) among the four divisions that this position oversees (Planning, Economic Development, Building and Zoning)

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Planning Review Fees	$140,815	$228,120	$228,120	$210,420	$210,420
Plat Filing Fees	$101,629	$90,132	$90,132	$120,396	$120,396
Telecommunications Review Fee	$0	$30,000	$30,000	$30,000	$30,000
Planning Department Publications	$666	$883	$883	$1,032	$1,032
Grant Revenues	$0	$0	$154,770	$0	$0
TOTAL REVENUES	**$243,110**	**$349,135**	**$503,905**	**$361,848**	**$361,848**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$803,670	$904,299	$906,639	$939,462	$942,772
Operating	$90,573	$185,923	$253,218	$111,854	$111,854
Capital	$26,257	$5,000	$673,359	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$920,500**	**$1,095,222**	**$1,833,216**	**$1,051,316**	**$1,054,626**
NET TAX SUPPORT	**$677,390**	**$746,087**	**$1,329,311**	**$689,468**	**$692,778**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Reduction in funding for lease/rental of buildings. In FY 2012 the County purchased the Merchant Square facility at Spotsylvania Courthouse, reducing the annual lease rental expenses paid by County Offices and increasing debt service expense.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$258,554	$458,670	$411,465	$514,604	$514,641
Operating	$215,960	$349,573	$412,312	$271,202	$267,811
Capital	$26,130	$0	$4,057	$0	$2,000
TOTAL APPROPRIATED EXPENDITURES	**$500,644**	**$808,243**	**$827,834**	**$785,806**	**$784,452**
NET TAX SUPPORT	**$500,644**	**$808,243**	**$827,834**	**$785,806**	**$784,452**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Reduction in funding for lease/rental of buildings. In FY 2012, the County purchased the Merchant Square facility at Spotsylvania Courthouse, reducing the annual lease rental expenses paid by County Offices and increasing debt service expense.
- Increase funding for prospect development.
- Funding for an Office Technician position.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Transfer from General Fund	$59,206	$70,000	$70,000	$1,776,000	$889,810
Rental of General Property	$58,161	$71,289	$71,289	$71,355	$71,355
Interest on Investments	$2,146	$9,400	$9,400	$3,000	$3,000
Use of (addition to) to Fund Balance	$61,276	$204,769	$606,769	($777,393)	$108,797
TOTAL REVENUES	**$180,789**	**$355,458**	**$757,458**	**$1,072,962**	**$1,072,962**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$0	$0	$16,101	$0	$0
Operating	$119,041	$295,860	$681,759	$1,013,500	$1,013,500
Capital	$0	$0	$0	$0	$0
Debt Service	$61,748	$59,598	$59,598	$59,462	$59,462
TOTAL APPROPRIATED EXPENDITURES	**$180,789**	**$355,458**	**$757,458**	**$1,072,962**	**$1,072,962**

Notable FY 2013 Budget Changes

- Transfer of $750,000 from the General Fund balance to fund an Economic Development Marketing consultant. It is expected that these funds will be sufficient for marketing guidance and implementation of recommendations over the next three years.

Tourism

Purpose

The Tourism Department consists of three divisions: Tourism Projects - ED, Tourism Projects – Parks & Recreation and the Visitor Center. Tourism works to promote the County as a desirable tourist destination, and works with the tourism staff in the City of Fredericksburg and Stafford County to develop and implement regional advertising efforts to maximize tourism activity in the area. The Visitor Center provides visitors to the County with an overview of the history on the entire region and information on attractions, recreation, shopping opportunities, restaurants, hotels, events and other items of interest.

Tourism

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Transient Occupancy Taxes	$567,912	$513,865	$538,874	$539,774	$603,175
Tourism Event Donations	$39,695	$38,500	$38,500	$38,500	$38,500
Tourism Event Admissions	$23,608	$26,250	$26,250	$30,000	$30,000
Tourism Miscellaneous Items	$1,180	$880	$880	$1,600	$1,600
Grant Revenues	$0	$0	$6,250	$0	$0
TOTAL REVENUES	**$632,395**	**$579,495**	**$610,754**	**$609,874**	**$673,275**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$119,593	$134,787	$134,787	$137,991	$139,336
Operating	$352,435	$448,711	$462,711	$514,290	$512,790
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$472,028**	**$583,498**	**$597,498**	**$652,281**	**$652,126**
NET TAX SUPPORT	**($160,367)**	**$4,003**	**($13,256)**	**$42,407**	**($21,149)**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Increase in regional tourism funding for the cost of travel to trade shows for the regional representative.
- Increase in funding for the annual reenactment for the purpose of expanding the reenactment in FY 2013 and FY 2014.
- Funding for the Renaissance Faire.
- Funding for the Spotsylvania Towne Centre Holiday Light Show; this is offset by the deletion of funding for the First Night Fredericksburg.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$47,511	$48,441	$48,441	$67,735	$68,553
Operating	$66,324	$87,719	$87,719	$90,991	$90,991
Capital	$0	$0	$0	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$113,835**	**$136,160**	**$136,160**	**$158,726**	**$159,544**
NET TAX SUPPORT	**$113,835**	**$136,160**	**$136,160**	**$158,726**	**$159,544**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Funding for part-time Farmer's Market Manager (previously funded within the EDO budget).
- Increase in funding for County's share of extension agent salaries, assuming full staffing of all vacant agent positions.

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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (department specific)					
Zoning Fees	$312,000	$374,610	$374,610	$275,415	$275,415
Environmental Engineering Fees	$432,475	$362,042	$362,042	$266,175	$266,175
Chesapeake Bay Fees	$44,143	$64,600	$64,600	$47,494	$47,494
Other Local Revenue	$36,269	$0	$0	$0	$0
TOTAL REVENUES	**$824,887**	**$801,252**	**$801,252**	**$589,084**	**$589,084**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,093,589	$1,164,291	$1,164,291	$1,207,735	$1,215,648
Operating	$133,292	$183,314	$131,458	$124,299	$102,099
Capital	$25,109	$0	$5,411	$0	$0
TOTAL APPROPRIATED EXPENDITURES	**$1,251,990**	**$1,347,605**	**$1,301,160**	**$1,332,034**	**$1,317,747**
Transfer to General Fund	$155,312	$157,806	$157,806	$184,382	$184,382
NET TAX SUPPORT	**$582,416**	**$704,159**	**$657,714**	**$927,332**	**$913,045**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Reduction in funding for lease/rental of buildings. In FY 2012 the County purchased the Merchant Square facility at Spotsylvania Courthouse, reducing the annual lease rental expenses paid by County Offices and increasing debt service expense.

Community Development Staffing

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

Department/Position	FY 2011	FY 2012	FY 2013
Community Development Administrator	0	1	1
TOTAL FTE	**0**	**1**	**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	1	1
Planner I	1	1	1
Planner II	1	1	1
Planner III	1	1	1
Planning Technician	2	2	2
Planning Manager	1	1	1
TOTAL FTEs	**12**	**11**	**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
Office Technician	0	0	1
TOTAL FTEs	**4**	**4**	**5**
Tourism			
Tourism Manager	0	1	1
Visitor Center Supervisor	1	0	0
Tourism Marketing Coordinator	1	0	0
Visitor Center Counselor	0.63	0.63	0.63
TOTAL FTEs	**2.63**	**1.63**	**1.63**

Department/Position	FY 2011	FY 2012	FY 2013
Virginia Cooperative Extension Office			
Secretary	1	1	1
Farmer's Market Position	0.50	0.50	0.50
TOTAL FTEs	**1.50**	**1.50**	**1.50**
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	**34.13**	**33.13**	**34.13**

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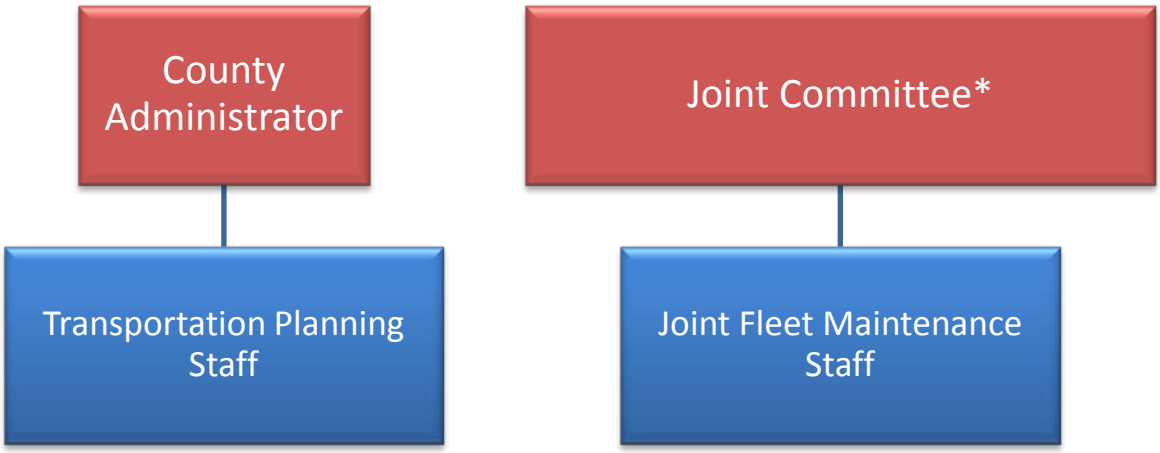
Transportation

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



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

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)	$5,307,374	$11,673,174	$11,673,174	$14,984,990	$15,380,894
TOTAL REVENUES	**$5,307,374**	**$11,673,174**	**$11,673,174**	**$14,984,990**	**$15,380,894**
EXPENDITURES: (by department)					
Transportation Fund	$3,275,753	$9,534,201	$9,534,201	$12,645,813	$13,041,717
Joint Fleet Maintenance Fund	$2,031,621	$2,138,973	$2,138,973	$2,339,177	$2,339,177
TOTAL EXPENDITURES	**$5,307,374**	**$11,673,174**	**$11,673,174**	**$14,984,990**	**$15,380,894**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$1,359,860	$1,398,929	$1,398,929	$1,600,709	$1,603,930
Operating	$1,415,415	$1,456,614	$1,456,614	$1,481,786	$1,480,108
Capital	$0	$22,600	$22,600	$30,600	$30,600
Debt Service	$2,361,951	$2,357,276	$2,357,276	$3,007,300	$3,482,300
Reserves	$0	$6,313,366	$6,313,366	$8,755,300	$8,674,661
Transfers Out	$170,148	$124,389	$124,389	$109,295	$109,295
TOTAL APPROPRIATED EXPENDITURES	**$5,307,374**	**$11,673,174**	**$11,673,174**	**$14,984,990**	**$15,380,894**

Overview of Transportation Programs

County Transportation Program

The Virginia Department of Transportation (VDOT) is responsible for building, maintaining and operating the state's roads. However, to address growing transportation concerns and better position the County to partner with the State and Federal governments to address transportation needs, the County created a Transportation Fund in FY 2005. Revenue to support this fund historically came from the annual transfer of 100% of the local vehicle license fee and the "set-aside" of 10% of new revenue generated from several developments in the County.

On February 15, 2010, Spotsylvania joined the Virginia Railway Express (VRE) and became a member of the Potomac and Rappahannock Transportation Commission (PRTC). As part of the agreement with the PRTC and VRE, Spotsylvania is responsible for annual payments to PRTC for a share of the Administrative Expenses and to VRE for an annual subsidy. By State law, membership in the PRTC permits the County to enact a 2.1% tax on the distribution costs of fuel which may be used only for VRE and PRTC annual subsidies and other transportation purposes. PRTC estimates Spotsylvania's FY 2013 fuel tax revenue to be $3.4 million.

When combined with approximately $700,000 from the Transportation Fund balance, the projected FY 2013 fuel tax revenue is sufficient to pay FY 2013 PRTC and VRE subsidies, and pay all other FY 2013 transportation expenditures. As such, the transfers of $2.6 million in decal fee revenue and approximately $600,000 in set-aside revenue is maintained in the General Fund in FY 2013. It is anticipated that each of these transfers to the Transportation Fund will resume in full in FY 2015.

> When Spotsylvania joined VRE in 2010, both PRTC and VRE agreed to defer annual subsidies by 100% for FY 2010 and FY 2011, and by 50% in FY 2012, with payment of the deferrals (without interest) due within sixty days of the start of FY 2013. $2.4 million of accumulated fuel tax revenue will be used to pay these deferred subsidies in FY 2013.

Funding from the Transportation Fund is used to cover the costs of several County employees whose responsibilities include Transportation planning and oversight of transportation capital projects; funding for the Fredericksburg Regional Transit (FRED) local bus system; staffing to address litter control; and debt service associated with transportation capital projects. The Transportation Fund also includes reservations of the "set-asides" and taxes collected from

several Special Service Districts (SSD) established to address Transportation needs associated with specific commercial developments.

Transportation Projects in the Adopted FY 2013 – FY 2017 Capital Improvement Plan
VRE station/parking area
Harrison and Route 1 intersection improvements
Mine Road, Falcon Drive and Spotsylvania Avenue intersection
Massaponax Church Road and Route 1 intersection
Jones Powell Road hill improvements
Smith Station Road and Courthouse Road intersection
Hard surfacing of the unpaved roads ranked as "Fair"
Improvements to Lanes Corner Road
Improvements to 2 “Rural Additions” streets

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Local	$3,626,249	$4,927,582	$4,927,582	$7,059,589	$6,987,349
Use of (addition to) to Transportation Fund Balance	($1,648,570)	$4,315,997	$4,315,997	$5,423,904	$5,892,048
Transfer from Capital Projects Fund	$420,268	$290,622	$290,622	$160,976	$160,976
Transfer from General Fund	$877,806	$0	$0	$1,344	$1,344
TOTAL REVENUES	**$3,275,753**	**$9,534,201**	**$9,534,201**	**$12,645,813**	**$13,041,717**
APPROPRIATED EXPENDITURES: (by category)					
Personnel	$312,327	$310,894	$310,894	$327,166	$330,387
Operating	$431,327	$428,276	$428,276	$445,752	$444,074
Capital	$0	$0	$0	$1,000	$1,000
Debt Service	$2,361,951	$2,357,276	$2,357,276	$3,007,300	$3,482,300
Reserves	$0	$5,099,726	$5,099,726	$5,085,447	$5,013,208
VRE Reserves & Subsidies	$0	$1,213,640	$1,213,640	$3,669,853	$3,661,453
SUBTOTAL - APPROPRIATED EXPENDITURES	**$3,105,605**	**$9,409,812**	**$9,409,812**	**$12,536,518**	**$12,932,422**
Transfers Out	$170,148	$124,389	$124,389	$109,295	$109,295
TOTAL EXPENDITURES	**$3,275,753**	**$9,534,201**	**$9,534,201**	**$12,645,813**	**$13,041,717**

Notable FY 2013 Budget Changes

- Detailed salary and benefit changes are listed on page 217.
- Use of $2.4 million in fund balance to fund the deferred FY 2010 – FY 2012 PRTC and VRE subsidies.
- An increase of $0.8 million in funding for the FY 2013 PRTC and VRE subsidies since FY 2013 is the first full-year payment of such subsidies.
- The addition of $230,000 for the first year funding of principal for Lee Hill East and West Special Service District issuance. Debt service payments on these two service districts have been interest only payments for the past three years to allow time for development to occur to pay the principal through special taxes.
- The addition of $0.6 million in estimated debt service for the refinancing of the short term debt related to Massaponax and Harrison Crossing service district bonds.
- The addition of $0.5 million in estimated debt service for the Spring/Summer 2012 issuance of $5.0 million in bonds for the County's FY 2013 local share of the VRE station/parking area costs.

Joint Fleet Maintenance

Purpose

To improve fleet management services and support to all customers and to ensure that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all federal, state and county safety and environmental policies, procedures and regulations.

In FY 2009, the County began operating a Joint Fleet Maintenance Facility for servicing vehicles owned and operated by the County and Schools. The facility is operated by School staff, with oversight and management governed by a joint committee consisting of representatives from the Board of Supervisors; the School Board; and County and School staff. Users are billed monthly for services provided by the facility and all revenues and expenditures associated with the facility are tracked in an internal service fund. The consolidated facility is expected to provide a net benefit to both the County and Schools through economies of scale on vehicle service items purchased.

	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Local	$2,108,574	$2,038,973	$2,038,973	$2,339,177	$2,339,177
Use of (addition to) to Fund Balance	($76,953)	$100,000	$100,000	$0	$0
TOTAL REVENUES	**$2,031,621**	**$2,138,973**	**$2,138,973**	**$2,339,177**	**$2,339,177**
EXPENDITURES: (by category)					
Personnel	$1,047,533	$1,088,035	$1,088,035	$1,273,543	$1,273,543
Operating	$984,088	$1,028,338	$1,028,338	$1,036,034	$1,036,034
Capital	$0	$22,600	$22,600	$29,600	$29,600
TOTAL EXPENDITURES	**$2,031,621**	**$2,138,973**	**$2,138,973**	**$2,339,177**	**$2,339,177**

Transportation Staffing

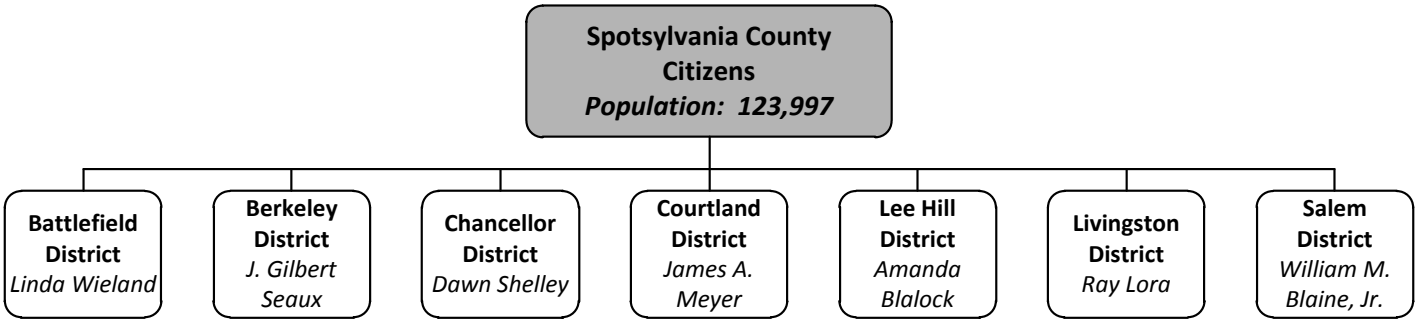
Department/Position	FY 2011	FY 2012	FY 2013
Transportation			
Transportation Planner	1	1	1
Traffic Engineer	1	1	1
Traffic Technician	1	1	1
Litter Control Technician	2	2	2
TOTAL FTEs	**5**	**5**	**5**
TOTAL FTEs Transportation*	**5**	**5**	**5**

*19 FTEs associated with Joint Fleet Maintenance are recorded in the Schools' budget, and are not County-budgeted FTEs. As such, the FTEs are not included in this County FTE table.

Education

Mission **–** Spotsylvania County Public Schools provides a premier education of work class distinction in a positive, collaborative environment with high levels of community engagement. All organizational structures support the primary purpose of preparing students to be responsible and productive citizens.

The School Board adopted its FY 2013 Budget on May 14, 2012. More detailed information on the Adopted Budget is available through the School Administrative Office at (540) 834-2500 or at www.spotsylvania.k12.va.us.



	FY 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Local	$2,748,974	$3,171,416	$3,171,416	$3,418,473	$3,185,464
State & Federal	$124,920,124	$124,749,793	$124,749,793	$131,110,164	$133,610,513
Local Transfer	$115,163,683	$114,830,339	$115,943,413	$114,830,339	$115,312,329
Transfer from School Capital Projects Fund	$312,724	$0	$0	$0	$0
Gap in School funding	$0	$0	$0	$6,605,508	$0
Use of (Addition to) Fund Balance	($140,933)	$0	$141,060	$0	$0
TOTAL REVENUES	**$243,004,572**	**$242,751,548**	**$244,005,682**	**$255,964,484**	**$252,108,306**
APPROPRIATED EXPENDITURES: (by category)					
Instruction	$161,400,286	$161,478,226	$161,821,903	$172,458,655	$171,010,120
Administration/Health	$7,526,630	$8,168,704	$8,259,292	$9,156,555	$8,751,186
Transportation	$13,718,238	$14,952,239	$15,520,347	$15,934,154	$15,843,222
Maintenance	$20,303,486	$20,008,388	$20,164,859	$21,198,001	$20,711,699
Debt Service	$31,957,290	$30,514,941	$30,514,941	$29,367,563	$28,417,437
Technology	$8,042,772	$7,573,180	$7,668,470	$7,793,686	$7,318,772
TOTAL APPROPRIATED EXPENDITURES	**$242,948,702**	**$242,695,678**	**$243,949,812**	**$255,908,614**	**$252,052,436**
Transfer to School Food Service Fund	$55,870	$55,870	$55,870	$55,870	$55,870
TOTAL EXPENDITURES	**$243,004,572**	**$242,751,548**	**$244,005,682**	**$255,964,484**	**$252,108,306**

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 Schools (SCS) strives to maintain exceptional levels of service and meet the diverse learning needs of each student.

2011 Highlights –

- **Accreditation.** Achieved state accreditation for all schools, and District Accreditation through AdvancED.
- **Classroom achievements.** Met 95% of the federal requirements for making Adequate Yearly Progress (AYP). Continued a trend of increasing enrollment in college courses (AP and duel-enrollment.) Expanded blending learning opportunities (ELabs) and established a Science, Technology, Engineering and Math (STEM) lab at Ni River Middle.
- **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. Berkeley Elementary, Parkside Elementary and Riverbend High received the Board of Excellence Award. Chancellor Elementary was one of 86 schools in the State to receive the Governor's Award for Educational Excellence.
- **Strategic Priorities**. A strategic planning committee, consisting of teachers, administrators, parents, and community leaders began revising the current six-year strategic plan.

Long Term Goals –

- **Provide effective instructional services.** SCS 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.** SCS 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.** SCS will support the engagement of parents in students' education as parental involvement is critical to student success. Additionally, SCS will support the development of productive and positive partnerships with businesses and the greater community.
- **Ensure a supportive organizational structure.** SCS 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 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percentage of schools receiving State Standards of Learning (SOL) accreditation	100%	100%	N/A	N/A	100% by 2014
Percentage of schools meeting or exceeding NCLB benchmarks	62%	31%	N/A	N/A	100% by 2014
Percentage of 3rd grade students reading on grade level	83%	82.7%	N/A	N/A	100% by 2014
Percentage of students completing Algebra I requirements by the end of 9th grade	73.7%	73.7%	N/A	N/A	90% by 2014
Division-wide graduation rate	88.4%	88.3%	N/A	N/A	90% by 2014

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate	Ultimate Target
Percentage of seniors accepted by a 2-year or 4-year institution of higher learning	80.3%	77.8%*	N/A	N/A	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%	**SAT**: Critical Reading – 60% Math – 0% Writing – 40% Exceeding national average - 80% **ACT**: English 21.5% Math 20.7 % Reading 22.7% Science 21.5	N/A	N/A	100% by 2014
Percentage of eligible Career & Technical Education students graduating with an industry certification	80.5%	82.4%	83.5%	84.5%	85% by 2014
Percentage of students meeting physical education requirements as measured by the Virginia Wellness Related Fitness Tests	87.2%	86.1%	N/A	N/A	85% by 2014
Percentage of schools having at least 3 business/community partnerships focused on improving student achievement	67.7%	82.7%	N/A	N/A	100% by 2014

*Excludes students who entered apprenticeships and/or career/tech programs, unless those programs are housed within a 2-year college.

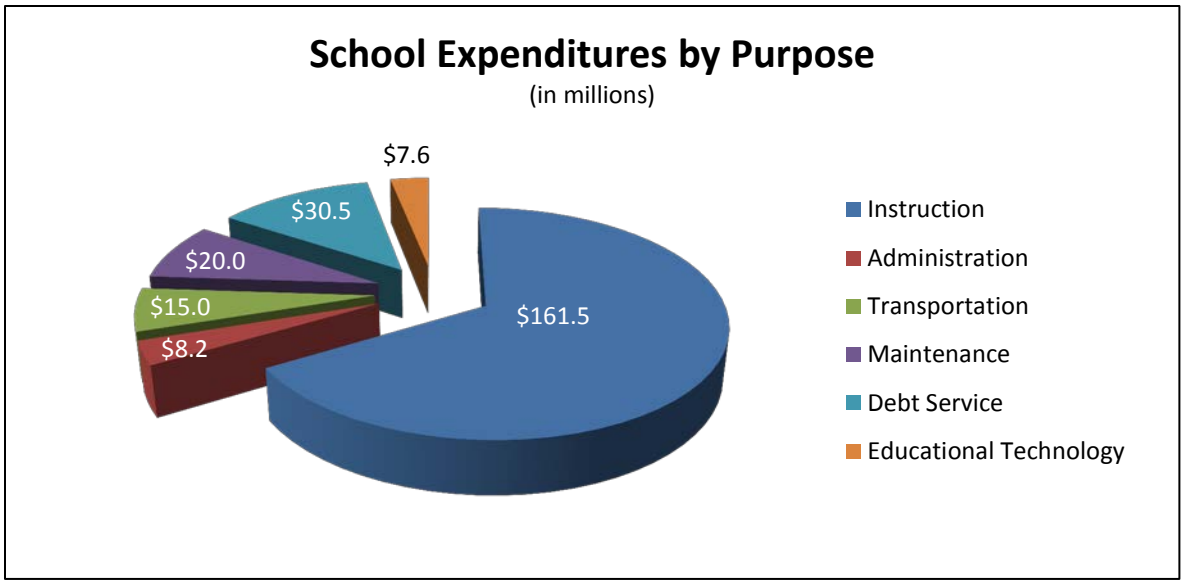
Overview of Education Function

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. The table 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.

Breakdown of Local Transfer	FY 2012 Adopted Budget	FY 2013 Adopted Budget
Required Local Effort	$45,188,202	$44,280,489
Required Local Match for Optional Programs	$2,381,247	$1,507,515
Additional Local Transfer	$67,260,890	$69,524,325
Total Local Transfer	**$114,830,339**	**$115,312,329**

Per Pupil Cost	FY 2012 Adopted Budget	FY 2013 Adopted Budget
Student enrollment	23,768	23,783
Total School Operating Budget per Pupil	**$10,211**	**$10,600**
Local Transfer per pupil – Operating	$3,547	$3,654
Local Transfer per pupil – Debt Service	$1,284	$1,195
Total Local Transfer per pupil	**$4,831**	**$4,849**

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 2009-2010	2010-2011	2011-2012	2012–2013 Projection
Elementary (grades preK-5):					
Battlefield	833	674	678	648	636
Berkeley	353	332	351	325	333
Brock Road	907	804	764	769	758
Cedar Forest	936	736	765	732	708
Chancellor	455	336	360	363	381
Courthouse Road	907	897	881	870	865
Courtland	789	593	608	577	546
Harrison Road	936	774	812	851	867
Lee Hill	807	572	554	670	690
Livingston	504	487	460	444	429
Parkside	936	895	955	691	643
Riverview	907	650	614	623	650
Robert E. Lee	585	493	478	507	532
Salem	815	649	642	645	650
Smith Station	986	851	768	794	805
Spotswood	641	418	410	537	574
Wilderness	936	746	752	757	769
	13,233	10,907	10,852	10,803	10,835
Middle (grades 6-8):					
Battlefield	807	783	800	808	771
Chancellor	857	837	814	844	864
Freedom	948	875	862	858	855
Ni River	774	728	719	683	649
Post Oak	948	735	739	753	746
Spotsylvania	907	643	821	828	780
Thornburg	790	659	646	672	698
	6,031	5,460	5,401	5,446	5,363
Secondary (grades 9-					
Chancellor	1,427	1,357	1,355	1,380	1,420
Courtland	1,265	1,274	1,220	1,192	1,179
Massaponax	1,830	1,974	1,908	1,870	1,893
Riverbend	1,995	1,963	1,941	1,923	1,959
Spotsylvania	1,611	1,192	1,131	1,113	1,101
John J. Wright Center (preK-12)					
Preschool	(1)	(1)	(1)	(1)	(1)
Alt Education	90	86	60	48	34
	8,218	7,846	7,615	7,526	7,585
TOTAL	**27,482**	**24,213**	**23,868**	**23,775**	**23,783**

(1) Pre-K enrollment is counted at the home elementary schools above. However, the 10/1/2011 enrollment was 324 for the 2011 – 2012 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 2011 Actual	FY 2012 Adopted	FY 2012 Amended	FY 2013 Requested	FY 2013 Adopted
REVENUES: (function specific)					
Local	$5,056,515	$5,458,296	$5,458,296	$5,224,500	$5,588,267
State & Federal	$3,985,532	$3,738,027	$3,738,027	$4,078,155	$4,078,155
Transfer from School Operating Fund	$55,870	$55,870	$55,870	$55,870	$55,870
Use of (Addition to) Fund Balance	$168,000	$0	$0	$0	$0
TOTAL REVENUES	**$9,265,917**	**$9,252,193**	**$9,252,193**	**$9,358,525**	**$9,722,292**
EXPENDITURES: (by category)					
Food Service	$9,265,917	$9,252,193	$9,252,193	$9,358,525	$9,722,292
TOTAL EXPENDITURES	**$9,265,917**	**$9,252,193**	**$9,252,193**	**$9,358,525**	**$9,722,292**

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.

2011 Highlights –

- **Conversion to new point of sale system.** Conversion to a new point of sale system is complete and allows parents to see a more detailed list of cafeteria activities for their children, and faster online payment.
- **Continued reduction of kitchen waste.** In 2010, the *Trim Trax Program* to reduce kitchen waste and promote scraps recycling with a farmer was begun in all secondary schools. Implementation of the program was started at the elementary level in 2011.
- **Completed kitchen renovations.** Renovations to kitchens at Ni River Middle School, Post Oak Middle School, and Courtland High School were completed.

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.

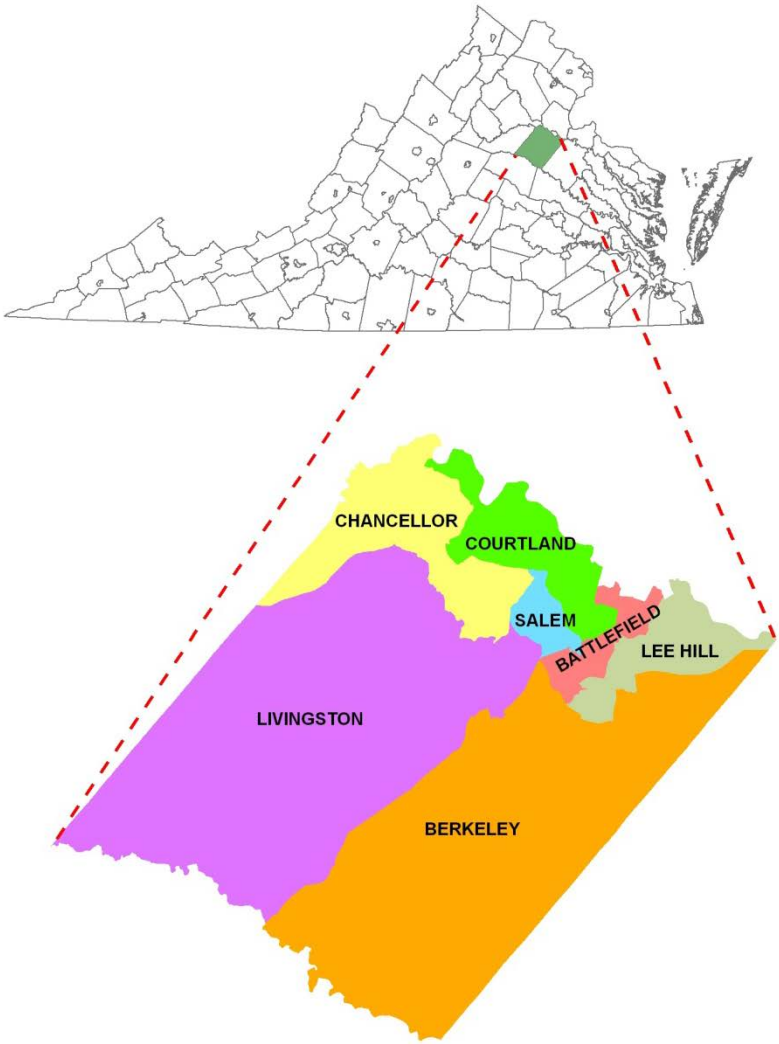
Overview of Spotsylvania County

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

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

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

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



Government The Board of Supervisors is the governing body of the County. The Board is comprised of seven members, who are elected for four-year terms. The Board members annually elect a chairman and a vice-chairman for one-year terms. Historically, the terms of all current members expired in the same year. However, beginning with the November 2007 general election, the Board is elected to staggered terms, which resulted in three members being elected at one election cycle and the remaining four members being elected at a subsequent election cycle. The terms of three current members expire on December 31, 2013. The terms of the remaining four members expire on December 31, 2015. Spotsylvania County Public Schools are governed by a seven-member elected School Board.

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

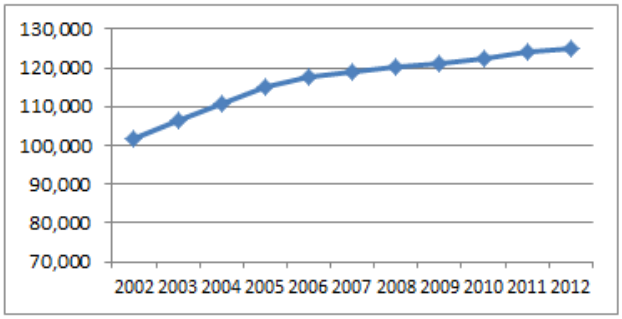
The County Administrator is appointed by the Board to act as the Board's agent in the administration and operation of the departments and agencies. All departments directly responsible to the Board report to the County Administrator, and he or she acts as the Board's liaison to all other departments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

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

Population The Planning Department estimates Spotsylvania County's 2012 population to be 124,789. 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% from 2000 through 2005, peaking in 2002 at 5.7%. Beginning in 2006 and corresponding with the Board's desire to curb the rate of growth in the County, growth rates have declined, with the rate of population growth between 2011 and 2012 estimated at 0.6%.

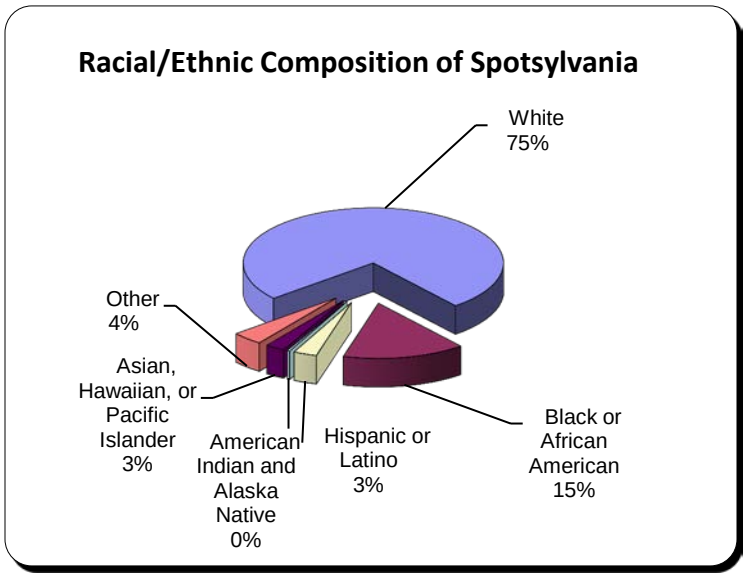
Population of Spotsylvania County

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	123,997
2012	124,789

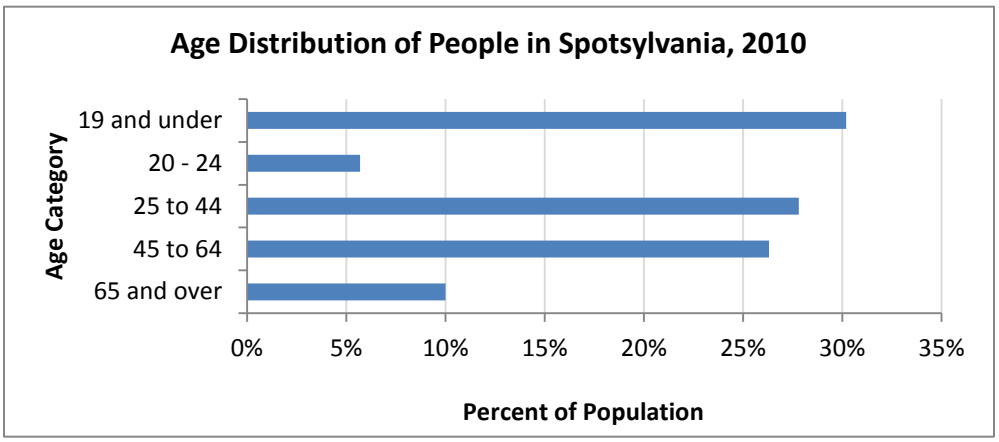


Estimates for 2002 – 2009 are from the U.S. Census Bureau, per March 2010 release
Estimate for 2010 is from the U.S. Census Bureau's Redistricting, per February 2011 release
Estimate for 2011 is from The Weldon Cooper Center, per January 2012 release
Estimate for 2012 is provided by Spotsylvania's Planning Department staff

The U.S. Census Bureau estimated that in 2010, slightly more than three-quarters of the population of Spotsylvania County was white, and just over one-seventh of the population was Black or African-American.



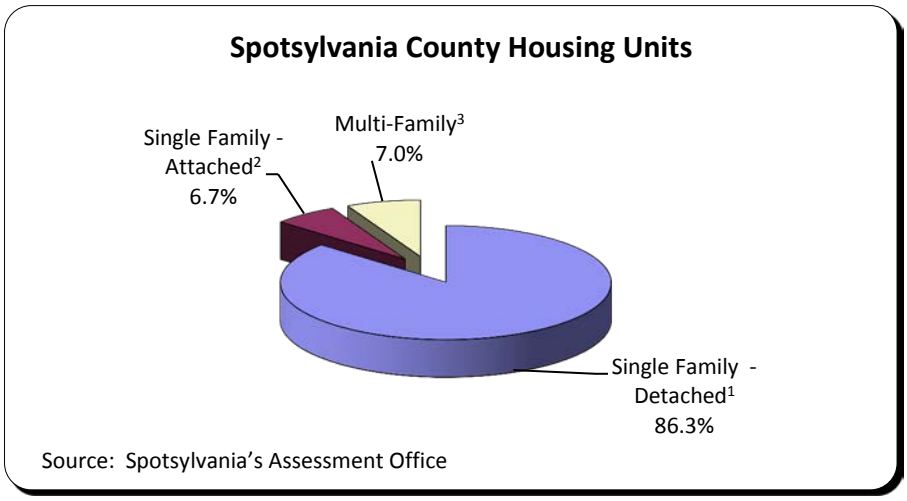
The majority of the population (64%) was estimated to be greater than or equal to 25 years of age, with 6% estimated between the ages of 20 and 24 and 30% estimated to be 19 or younger.



Personal Income In 2010, according to the U.S. Census Bureau's American Community Survey, Spotsylvania's per capita income was $28,589, 8.7% lower than Virginia's per capita income for the same year. Also in 2010, Spotsylvania's median household income was estimated at $72,217 and median family income was estimated at $77,868, up 25.5% and 24.7%, respectively, when compared with data for 2000.

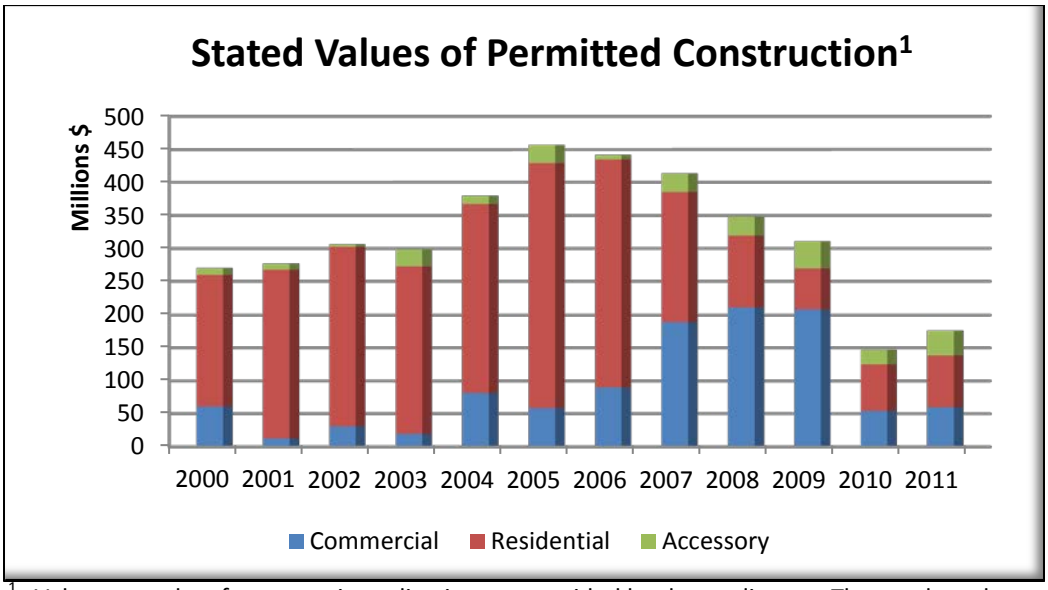
Household Income	# of Households in Category		
	2000	2010	% Change
Less than $10,000	962	1,059	10.1%
$10,000 - $14,999	891	719	-19.3%
$15,000 - $24,999	2,735	3,552	29.9%
$25,000 - $34,999	3,222	2,495	-22.69%
$35,000 - $49,999	5,129	5,413	5.5%
$50,000 - $74,999	8,259	8,517	3.1%
$75,000 - $99,999	5,340	5,020	-6.0%
$100,000 - $149,999	3,553	8,409	136.7%
$150,000 - $199,999	675	3,714	450.2%
$200,000 or more	493	1,584	221.3%
MEDIAN HOUSEHOLD INCOME	**$57,525**	**$72,217**	**25.5%**
MEDIAN FAMILY INCOME	**$62,422**	**$77,868**	**24.7%**

Housing As of December 31, 2011, there are 44,504 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (86.3%) of the housing units in Spotsylvania are single-family detached units. Since 2000, the number of housing units in the County has increased by 33.6%. Of the 11,195 housing unit increase since 2000, 86% were single-family, detached homes; 4% were single-family attached homes; and 10% were multi-family apartments or condominiums.

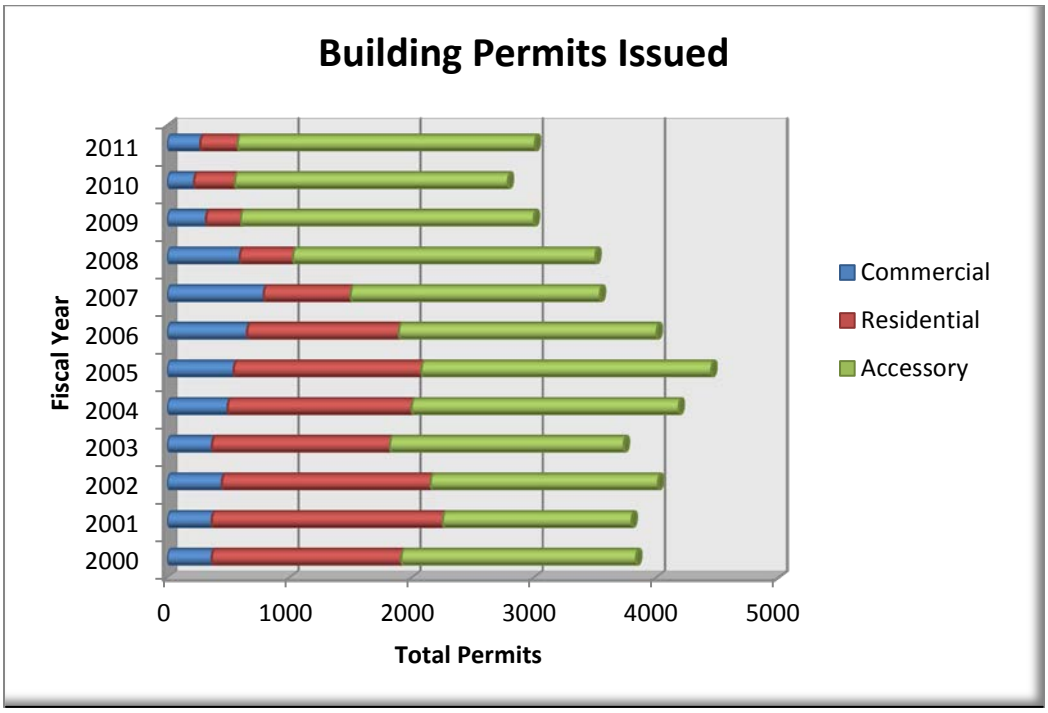


[1] Includes trailers, manufactured homes and mobile homes
[2] Consists of duplexes and townhouses
[3] Consists of apartments and condominiums and assisted living housing units

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



[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 and Tourism 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. This program 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.

Employment Status within Spotsylvania

Employment Status	2000	2010	% Change
Population 16 years old or older	66,138	93,438	41.3%
In labor force	47,747	64,692	35.5%
- Employed - civilian	45,651	58,833	28.9%
- Employed - armed forces	595	893	50.1%
- Unemployed	1,501	4,966	230.8%
Not in labor force	18,391	28,746	56.3%

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 2012)

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
Paragon Village 12/ Splitsville	Movie Theater and Bowling Alley	158
Printpack, Inc.	Flexible Packaging Printer	150
EFT, Inc.	Specialized Freight Trucking	148
OFIC North America, Inc.	Vinyl Building Panels	131
Kaeser Compressors, Inc.	Air Compressors	125
Simmons, USA	Bedding	110
J.F. Fick	Beverage Distributor	91
Rappahannock Electric Cooperative	Electric Utility	81
The Shockey Precast Group	Precast Concrete	80
Trussway	Wood Trusses	70
EOIR Measurements, Inc.	Sensor Technology	70
Career Training Solutions	Occupational Education / Training Facility	65
Unique Binders	U.S. Postage Stamp Finishing	54
AKA Printing & Mailing	Commercial Mailing Service	50

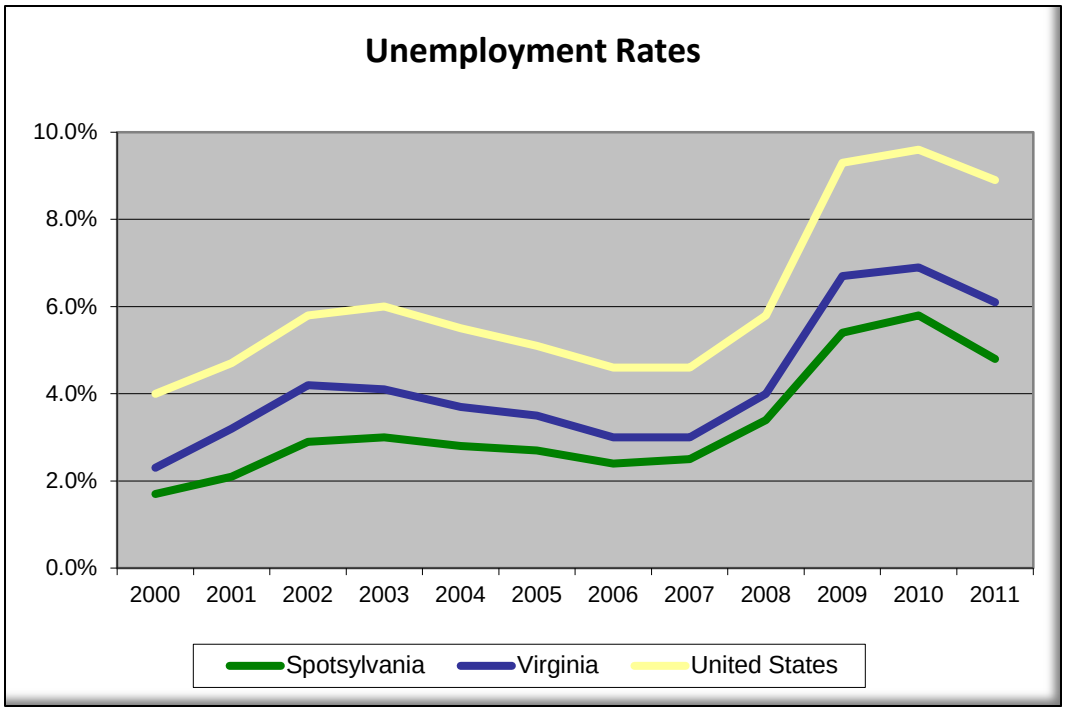
Source: Economic Development Office, Spotsylvania County.

Major Private Employers in Surrounding Area (as of May 2012)

Name	Nature of Business	Employee Range
GEICO	Insurance 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
EG&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
1990	$0.85	*
1991	0.90	
1992	0.82	0.71
1993	0.86	
1994	0.86	*
1995	0.86	
1996	0.86	0.81
1997	0.92	
1998	0.94	0.90
1999	1.02	
2000	1.02	0.94
2001	1.07	
2002	1.01	0.93
2003	1.01	
2004	0.86	0.86
2005	0.89	
2006	0.62	0.62
2007	0.62	
2008	0.62	0.56
2009	0.62	
2010	0.86	0.83
2011	0.86	
2012	0.88	0.90

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

General Property Tax Rates[1]

Calendar Year	Real Estate & Mobile Home	Personal Property[2]	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2012	$0.88	$6.37[3]	$5.95	$2.50	$2.00
2011	0.86	6.26	5.95	2.50	2.00
2010	0.86	6.26	5.95	2.50	2.00
2009	0.62	6.26[3]	5.95	2.50	2.00
2008	0.62	5.00	5.00	2.50	2.00
2007	0.62	5.00	5.00	2.50	2.00
2006	0.62	5.00	5.00	2.50	2.00
2005	0.89	5.00	5.00	2.50	2.00
2004	0.86	5.00	5.00	2.50	2.00
2003	1.01	5.00	5.00	2.50	2.00
2002	1.01	5.00	5.00	2.50	2.00
2001	1.07	5.00	5.00	2.50	2.00
2000	1.02	5.00	5.00	2.50	2.00
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 and $6.65 in 2012. However, the Board approved rates of $6.26 and $6.37, respectively.

Real Estate Tax Rates per $100 of Assessed Value

Locality	Population[1]	Tax Year 2011 Rate	Tax Year 2012 Rate	2011-2012 Change
Prince William	402,002	$1.2806	$1.2859	0.0053
Loudoun	312,311	1.285	1.235	(0.050)
Richmond	204,214	1.200	1.200	-
Fairfax	1,081,726	1.070	1.075	0.005
Stafford	128,961	1.080	1.070	(0.010)
Alexandria	139,966	0.998	0.998	-
Arlington	207,627	0.958	0.971	0.013
Fauquier	65,203	0.970	0.970	-
Chesterfield	316,236	0.950	0.950	-
Spotsylvania	**122,397**	**0.860**	**0.880**	0.020
Henrico	306,935	0.870	0.870	-
Hanover	99,863	0.810	0.810	-
Culpeper	46,689	0.740	0.800	0.060
Fredericksburg	24,286	0.720	0.740	0.020
Caroline	28,545	0.680	0.720	0.040
King George	23,584	0.500	0.530	0.030

[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	6.0%
2006	$0.62	$0.62	$229,350	$1,422	$87	6.5%
2007	$0.62		$229,350	$1,422	$0	0.0%
2008	$0.62	$0.56	$256,367	$1,589	$168	11.8%
2009	$0.62		$256,367	$1,589	$0	0.0%
2010	$0.86	$0.83	$185,200	$1,593	$3	0.2%
2011	$0.86		$185,200	$1,593	$0	0.0%
2012	$0.88	$0.90	$182,070	$1,602	$9	0.6%
					$312	

[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 $182,070 in 2012. At the adopted $0.88 rate for 2012, the real estate taxes on this *example* residential property would have increased by $312 since 2004 – an average annual increase of 2.7%.

[2] AV = assessed value

Principal Property Taxpayers

As of December 31, 2011

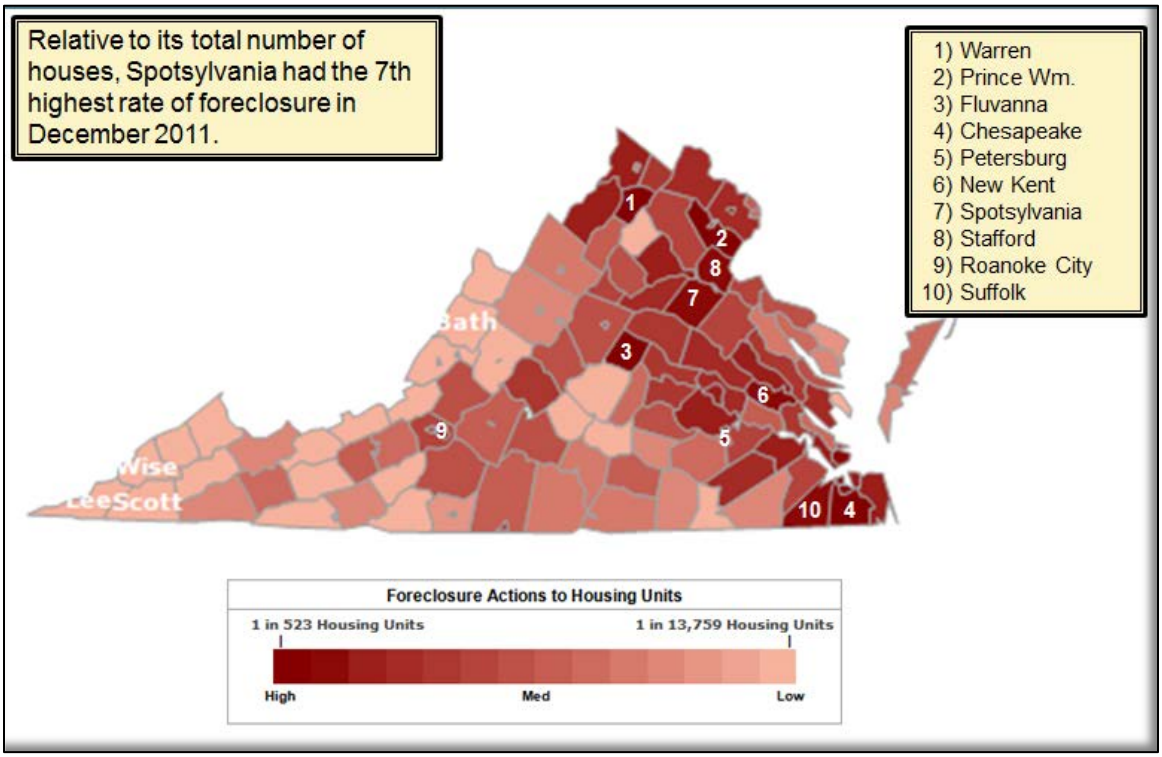
Name	Type of Business	Assessed Value[3]	Amount of Tax	Percent of Total Taxable AV[4]
Spotsylvania Mall Company	Shopping Mall	$192,154,875	$1,669,170	1.32%
Spotsylvania Regional Medical Center	Hospital	92,474,087	1,556,140	0.63%
Dominion Virginia Power	Public Utility	89,176,891	766,921	0.61%
Comcast of VA	Public Utility	12,557,871	747,193	0.09%
Rappahannock Electric	Public Utility	72,279,061	654,407	0.50%
Verizon VA	Public Utility	5,381,963	444,543	0.04%
New Diversified Mailing	Mailing/Shipping	14,569,549	425,270	0.10%
GLL BVK Prop LP	Developer	40,483,300	348,156	0.28%
Lee Prop Harrison Crossing	Developer	34,752,500	298,872	0.24%
CVS VA Distribution	Warehousing	4,895,235	291,266	0.03%
NTS/Virginia Development	Developer	31,588,300	264,556	0.22%
Southpoint II LLC	Developer	31,750,500	251,702	0.22%

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 having had the seventh highest rate of foreclosures in the State in December 2011, the rate of foreclosure in the County has improved compared to the rate in recent years. In October 2009, one in every 184 homes in Spotsylvania was in foreclosure compared to one in every 742 homes being in foreclosure in December 2011.

County of Spotsylvania

Founded 1721

Board of Supervisors
ANN L. HEIDIG
EMMITT B. MARSHALL
TIMOTHY J. McLAUGHLIN
BENJAMIN T. PITTS
DAVID ROSS
GARY F. SKINNER
PAUL D. TRAMPE

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 17, 2012, on a motion by Mr. Trampe, seconded by Mr. Ross and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2012 - 54

A RESOLUTION TO ADOPT THE TAX RATES FOR CALENDAR YEAR 2012

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to set the tax rates for Calendar Year 2012; 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 17 day of April 2012, That the following tax rates for Calendar Year 2012 be, and are hereby, approved, as set forth below; and, be it

CALENDAR YEAR 2012 COUNTY TAX RATES

Real Estate……$0.88 per $100 of assessed valuation

Personal Property…….$6.37 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……..$0.88 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……$0.65 per $100 of assessed valuation

Special Tax Rates for Energy Efficient Buildings:
Sec 21-3.1(a), first $300,000
of assessed value……$0.53 per $100 of assessed valuation
Sec 21-3.1(a), above $300,000
of assessed value……$0.88 per $100 of assessed valuation
Sec 21-3.1(b)……..…$0.00 per $100 of assessed valuation

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

(Seal) A teste _____
Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
ANN L. HEIDIG
EMMITT B. MARSHALL
TIMOTHY J. McLAUGHLIN
BENJAMIN T. PITTS
DAVID ROSS
GARY F. SKINNER
PAUL D. TRAMPE

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 17, 2012, on a motion by Mr. Skinner, seconded by Mr. Marshall and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2012 - 55

A RESOLUTION TO ADOPT THE FISCAL YEAR (FY) 2013 – FY 2017 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 2013 – FY 2017; 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, 2012, as set forth below.

FY 2013 – FY 2017 CAPITAL IMPROVEMENT PLAN

1. Capital Improvement Plan for FY 2013 – FY 2017 in the following amounts:

a. General Capital Projects	$53,374,280
b. Transportation Capital Projects	$31,964,581
c. Utilities Capital Projects	$53,911,000
d. School Capital Projects	$58,997,354

RESOLVED FURTHER, that the County Administrator is authorized to take all necessary actions to give this resolution effect.

(Seal) A teste _____

Aimee R. Mann,
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on April 17, 2012, on a motion by Mr. Skinner, seconded by Mr. Trampe and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2012-56

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 2012

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 2012 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-three percent (43%) for up to and including the first $20,000.00 of value; and

BE IT FURTHER RESOLVED, that the Treasurer shall insure that 2012 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 teste _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

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Service, Integrity, Pride

At a meeting of the Spotsylvania County Board of Supervisors held on May 22, 2012, on a motion by Mr. Skinner, seconded by Mr. Marshall and passed unanimously, the Board adopted the following resolution:

RESOLUTION No. 2012 - 71

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR (FY) 2013 BUDGETS FOR FUNDS OTHER THAN SCHOOL FUNDS

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plan for FY 2013; and

WHEREAS, the Board of Supervisors adopted the FY 2013 County Budget on April 17, 2012;

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; and

WHEREAS, it is the intent of the Board of Supervisors to appropriate funding at a future date prior to July 1, 2012 for the School Operating Fund, the School Food Service Fund, the School Capital Projects Fund, and the Joint Fleet Maintenance Fund;

RESOLVED by the Spotsylvania County Board of Supervisors this 22nd day of May, 2012, that the FY 2013 appropriations be, and are hereby approved effective July 1, 2012, as set forth below; and, be it

RESOLVED FURTHER, that as part of the $12.9 million Transportation Fund appropriation, the Board does hereby appropriate the FY 2013 PRTC subsidy of $53,300, the FY 2013 VRE subsidy of $1,183,444, the FY 2010, FY 2011, and FY 2012 deferred PRTC subsidies of $97,800, and the FY 2010, FY 2011, and FY 2012 deferred VRE subsidies of $2,326,908, and does hereby authorize the payment of the current and deferred subsidies during FY 2013 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	$112,634,389
Capital Projects Fund	$21,617,506
Economic Development Opportunities Fund	$1,072,962
Code Compliance Fund	$3,142,013
Transportation Fund	$12,932,422
Utilities Operating Fund	$29,990,663
Utilities Capital Projects Fund	$0
Total	$181,389,955

(Seal) A teste _____

Aimee R. Mann
Deputy Clerk to the Board of Supervisors

County of Spotsylvania

Founded 1721

Board of Supervisors
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EMMITT B. MARSHALL
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Service, Integrity, Pride

RESOLUTION NO. 2012 - 78

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR (FY) 2013 BUDGETS FOR SCHOOL FUNDS

WHEREAS, it is the responsibility of the Spotsylvania County Board of Supervisors to approve and control the County's fiscal plan for FY 2013; and

WHEREAS, the Board of Supervisors adopted the FY 2013 County Budget on April 17, 2012;

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; and

WHEREAS, the Board of Supervisors appropriated funding for all funds other than School funds on May 22, 2012; be it

RESOLVED by the Spotsylvania County Board of Supervisors this 12th day of June, 2012, that the FY 2013 appropriations be, and are hereby approved effective July 1, 2012, as set forth below.

Joint Fleet Maintenance Fund	$2,339,177
School Operating Fund:	
Instruction	$171,010,120
Administration, Attendance and Health	$8,751,186
Pupil Transportation	$15,843,222
Operation and Maintenance	$20,711,699
Debt and Fund Transfers	$28,417,437
Technology	$7,318,772
Contingency Reserves	$0
School Food Service Fund:	
School Food Services and Other Noninstructional Operations	$9,722,292

School Capital Projects Fund:	
Facilities	$6,724,104
Total	$270,838,009

(Seal) A teste C. Douglas Barnes

C. Douglas Barnes
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: Renovations, repairs, major maintenance, new construction, land/easement purchases, or equipment with an anticipated life of at least 5 years and a cost of $50,000 or more. If a capital project is financed, its anticipated life must be at least as long as the term of financing for the project. Also called a capital improvement.

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 Administrator

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

ESP: Enhanced Staffing Program (Fire/Rescue)

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

F/R: Fire/Rescue

FAMIS: Family Access to Medical Insurance Security Plan; State Program

FAMPO: Fredericksburg Area Metropolitan Planning Organization

FCC: Federal Communications Commission

FCI: Facility Condition Index – the most common benchmark used to rate the overall condition of a building. The FCI is developed by comparing the cost of deferred maintenance requirements for a building to the current replacement cost of the building.

FEMA: Federal Emergency Management Agency

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 2013 begins July 1, 2012 and ends June 30, 2013.

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.

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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