



KING GEORGE COUNTY ANNUAL FISCAL PLAN FISCAL YEAR 2013-2014

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KING GEORGE COUNTY, VIRGINIA



Our History

King George County, named for King George I of England, was formed in 1720 from Richmond County. The boundaries were from Richmond County to Fauquier County. The County is located in the northern area of what is known as Virginia's urban crescent, bounded on the north by the Potomac River and on the South by the Rappahannock River.

It Happened Here

Ferry Farm was in King George where George Washington lived for about 10 years. It was here where Parson Weems told that George said to his father "I shall not tell a lie, I cut down your cherry tree."

Notable residents and residences

James Madison was born at Port Conway on March 5, 1751. James Madison was the "Father of the Constitution" and the fourth President of the United States. Another famous person born in King George was William "Extra Billy" Smith. Born at his father's ancestral home, Marengo, on September 6, 1797. Billy later became a lawyer, mail carrier, and on January 1, 1846, became Governor of Virginia. That was the same year the United States went to war with Mexico. In 1861 Smith was a colonel in the Confederacy. In 1863 he became a Major General. On New Year's Day 1864, at the age of 67, Smith was again inaugurated Governor of Virginia until the close of the Civil War.

Colonel Joseph Jones, whose nephew was James Monroe, resided in King George. Other notable residents and homes were those of William Strother of Millbank. Millbank stood next to Canning, which was the first County seat. It had a courthouse, jail and ordinary. William Fitzhugh was of "Bedford", Thomas Fairfax's land office at Indian Town, Robert "King" Carter of Cleve, Thomas B. B. Baber of Spy Hill, Samuel Washington, brother of George, of Chotank and Colonel Gustavus Alexander of Salisbury, for whom the City of Alexandria is named.

Barnesfield was built about 1719 by Rice Hooe. Hooe's Ferry enabled people to cross the Potomac into Maryland. Patrick Henry rode the Ferry in 1775 on his way to attend General Congress. Others who used Hooe's Ferry were Light Horse Harry Lee and George Washington during Revolutionary War years.

Native Americans

Long before these notables lived in King George, the Dogue Indians were on the north side of the Rappahannock near the entrance of Dogue Creek.

Cuttatawomina were at Lamb's Creek on the Rappahannock River. The Potowmack Indians were near the Stafford and King George boundary and used the Friendly Cottage area as a camping ground for the Indians.

Military Service

The men from King George County served in the 10th Virginia. This unit was formed in October 1776 under the command of Colonel Edward Stevens, Lt. Colonel Lewis Willis, and Major Samuel Hawes. The 10th Virginia spent the winter of 1777-78 at Valley Forge as a part of General George Weedon's brigade. In 1778 the 10th was reassigned to the 6th Virginia and then in 1780 to the 2nd Virginia and was commanded by Col. Richard Parker and Lt. Col. Burgess Ball. On May 2, 1780, the 2nd Virginia was captured by the British at Charles Town, South Carolina.

On May 1, confederates started erecting batteries at Mathias Point commanded by General Daniel Ruggles and Col. R. M. Mayo. These batteries were to blockade the Potomac River. On June 27, 1861, the Thomas Freeborn shelled Mathias Point to drive away the Confederate batteries. The Confederates fired back striking Commander James H. Ward in the abdomen and he soon died. Commander Ward was the first Union naval officer to die in the Civil War.

Booth's Escape

John Wilkes Booth and David Herold crossed from Maryland on the night of April 21, 1865. They rowed past Barnsfield, the home of Dr. A. B. Hooe, which was burned by the Yankees in 1861. They landed at Mrs. Quesenberry's home where she gave them food. They then proceeded to Cleydael, the home of Dr. Richard Stuart. Dr. Stuart refused to give any aid to the assassins. The next day they were taken to Port Conway by William Lucas. They met William O. Rollins who took them across the Rappahannock to Port Royal.

After the war it took King George several years to recover. On August 8, 1873, the steamer Wawaset caught fire and sank at Chatterton's Landing. 100 lives were lost and the \$40,000 steamer was a total loss. The Wawaset's sinking is the worst maritime disaster on the Chesapeake Bay and its tributaries.

Navy Proving Ground

In 1918 a Navy Proving Ground was started and called Dahlgren, after John A. Dahlgren, the "Father of Naval Ordnance." It has been the county's largest employer. NSWC Dahlgren has played a big part in our nation's defense.

Crossing the Potomac

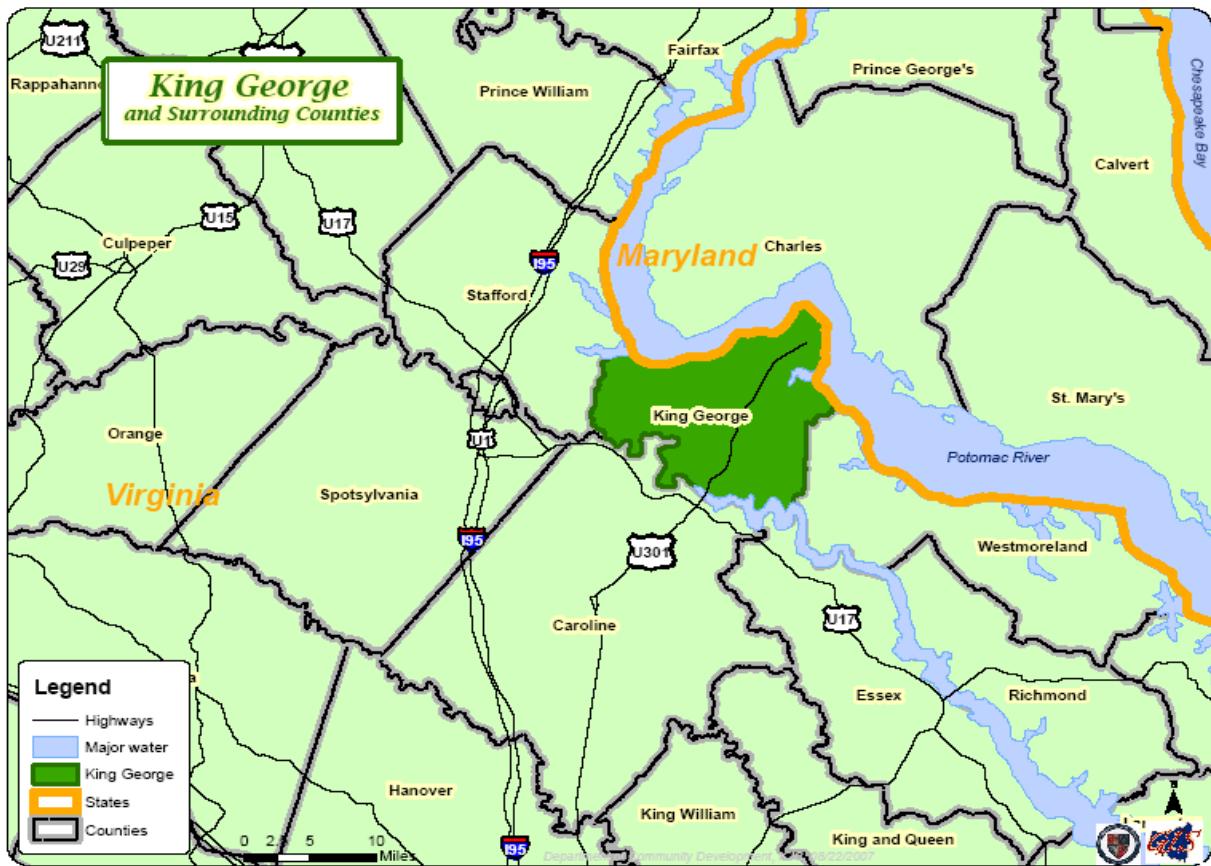
In December 1940, the Potomac River Bridge opened. Attending at the ribbon cutting ceremony was President Franklin D. Roosevelt and Maryland Governor Herbert O'Conor. Just as they were to cut the ribbon, a J-3 Piper Cub flew under the bridge. That plane was piloted by Roland "Blue" Burgess and Walter B. Mason of King George. This action added to the excitement of the bridge opening. Over 250 years later at the same location of Mr. Hooe's ferry the Potomac River Bridge is the Gateway to the North and South.

Demographics

The County of King George is located in the coastal plains of Virginia, 20 miles east of Fredericksburg and 50 miles northeast of Richmond, VA. The County encompasses a land area of 183 square miles. One US primary route and State primary route traverse the County.

Economy

King George has a diversified economy with strong federal government, trade services and agricultural sectors. The primary employment sectors are federal civilian government, trade services and manufacturing. The major employer is the Naval Surface Warfare Center (NAVSWC) which provides employment for over 5,000 civilian personnel. In addition to the base operations, the Naval Space Surveillance Center, Naval Space Command and the Aegis Training Center have assisted in attracting over 70 high tech software engineering firms to the County.



King George County government is organized under the County Administrator form of government. The governing body of the County is the Board of Supervisors/County Administrator, which sets overall policies for the administration of the County. They consist of five (5) members representing four (4) Election Districts and one (1) at-large district in the County. The Chairman of the Board is elected by the Board of Supervisors and serves a term of one year in addition to being a District Supervisor. The Board of Supervisors appoints a County Administrator to act as the Chief Administrative Officer for the County. The County Administrator serves at the pleasure of the Board of Supervisors, implements the policies established by the Board of Supervisors, and manages the day-to-day affairs of the County. See *Organizational Chart*.

KING GEORGE COUNTY STRATEGIC PLAN

VISION: King George County will be a safe, diverse, business friendly and sustainable community, with an economy that provides opportunities for all residents while preserving our heritage and rural character.

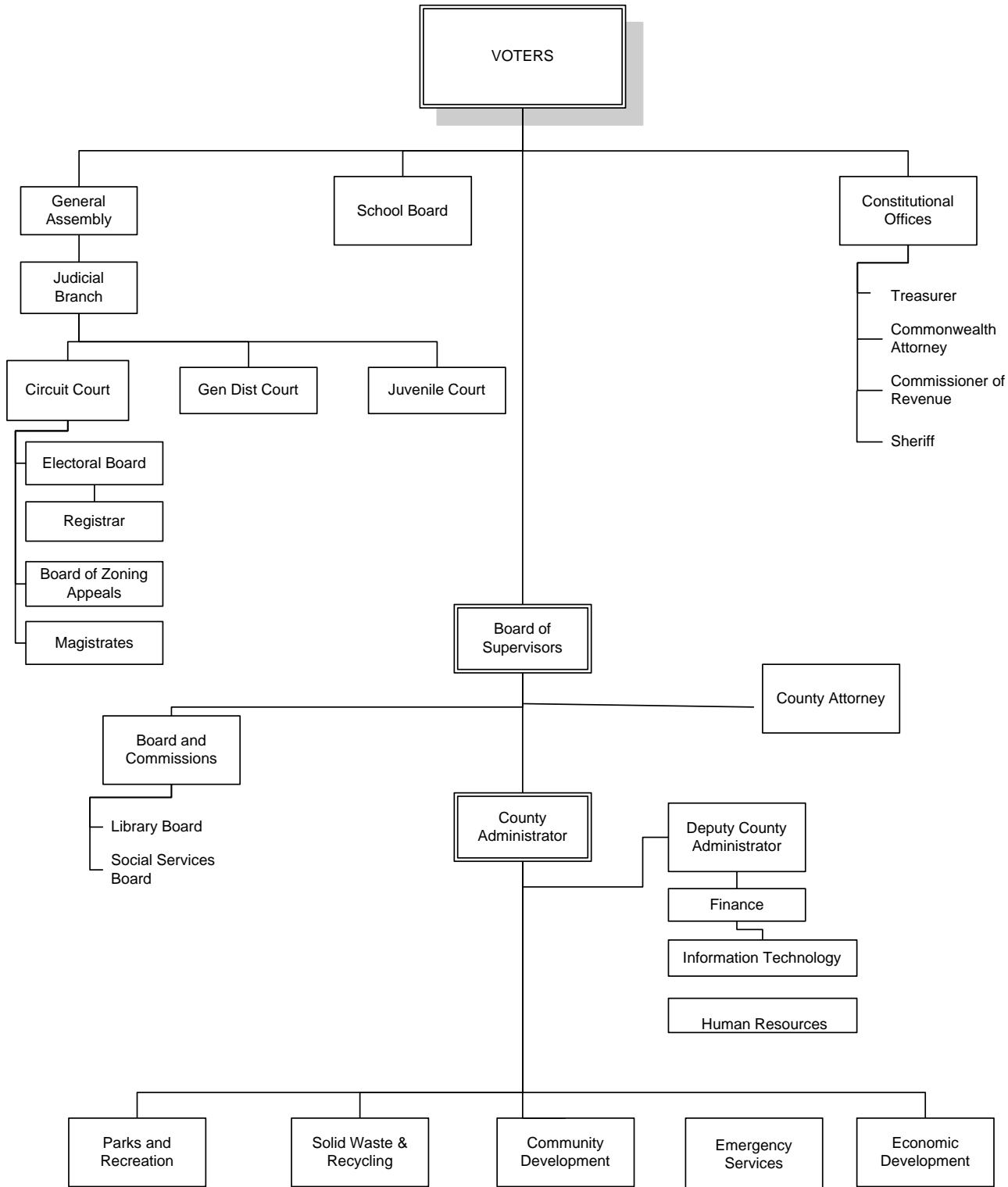
MISSION: The mission of King George County government is to provide the most cost effective, respectful and responsive public services through innovative leadership, use of technology, and the teamwork of its public officials and employees.

STRATEGIC PRIORITIES

1. Secure Financial Future.
2. Education-Support lifelong learning and quality educational opportunities.
3. Public Health and Safety.
4. Economic Diversification.
5. Manage Growth – Rural Preservation.
6. Customer Service
7. Staff Development and Retention.



KING GEORGE COUNTY ORGANIZATIONAL CHART



RUBY A. BRABO

Dahlgren Election District

CEDELL BROOKS, JR.

Shiloh Election District

JOSEPH W. GRZEIKA

James Madison Election District

JOHN P. LoBUGLIO

James Monroe Election District

DALE W. SISSON, JR.

At-Large Election District



COUNTY ADMINISTRATOR

A. TRAVIS QUESENBERRY, P.E.

10459 Courthouse Drive, Suite 200

King George, VA 22485

Telephone: (540)775-9181

FAX: (540)775-5248

Website: www.king-george.va.us

April 24, 2013

The Honorable Members of the King George County Board of Supervisors

RE: Adopted FY2013-2014 King George County Operating Budget

Dear Members of the Board:

On behalf of the administration of King George County, I present to you and the citizens and businesses of King George County the adopted FY2013-2014 Operating Budget. This budget attempts to maintain core, essential services, both external and internal, provided by the County government in the face of limited financial resources resulting from the continuing slowdown in the local, state, and national economies. The adopted budget is balanced with no proposed increases to the current tax rates.

The adopted budget represents the culmination of nearly five months of effort on the part of County staff, the School Division and the Constitutional Officers, and several work sessions with the Board of Supervisors. I believe the format of the budget document serves the needs of our citizens by providing complete and accurate information about the County's proposed revenues and expenditures for FY2013-2014.

SUMMARY OF ADOPTED BUDGET

In King George County, the budget serves three purposes. First, as a policy document, the budget represents the implementation of the Board of Supervisor's policy setting in the form of specific funding decisions. Second, the Board of Supervisors has the sole authority to set tax rates and authorize spending. Finally, the budget is a financial planning tool through which the County ensures that the available sources of funds will be sufficient to meet the costs of providing services to County citizens in the coming fiscal year.

In compliance with the Code of Virginia, King George County's policy for the General Fund is to propose and adopt a balanced budget, whereby revenues equal expenditures. The County's revenue stream consists of local, state, federal and other financing sources. The majority of the County's revenue is derived from general property taxes.

We traditionally measure changes in our budget by comparing the total budget for all funds and the General Fund budget. The total budget for all funds in FY2013-2014 is \$65,489,552, a 5% increase from the 2012-2013 adopted budget. The total FY2013-2014 General Fund budget is \$35,091,800, a 5% increase from the 2012-2013 adopted budget. The budget reflects the County still allocating most of its resources to Education, Public Safety, and Social Services.

The following information provides an overview of the major components of the adopted FY2013-2014 operating budget:

King George County Public Schools

Summary

In its proposed FY2013-2014 operating budget, the School Division requested a total of \$36,540,244. This request included \$15,332,806 in local funding, \$19,451,628 in state funding, \$1,555,672 in federal funding, and \$200,000 in other funding.

The Virginia Department of Education distributed the projected state and local funding payment information to school divisions based on the proposed State budget. The proposed State funding amount included in the School Division proposed operating budget was based on an Average Daily Membership (ADM) of 4,089. In preparing the County budget, we have adjusted the ADM to 4,100. This adjustment will provide the School Division with \$19,498,011 in State funding and \$14,349,353 in local funding. The required local effort, based on the 4,100 ADM, is \$8,973,038.

The adopted County budget provides \$35,603,036 for the School Division for its operating budget. In addition to \$19,498,011 in State funds and \$14,349,353 in local funds, the School Division will receive \$1,555,672 in Federal funds, and \$200,000 in other funds. The local funding provided to the School Division in the FY 2013-2104 budget is \$1,000,000 more than the local funding that was provided in the FY2012-2013 School Division budget. This amount does not include the debt service funding that the Board of Supervisors provides for School capital projects. That amount in FY2013-2014 is \$4,528,101 which is 70% of total County debt service.

Composite Index of Local Ability-to-Pay

The Department of Education's 2013-2014 composite index of the local ability-to-pay for the County is \$.3787. An illustration of this "ability to pay" number is that for each dollar applied to fund basic education, the County is required to fund \$.0.3787 and the State is required to fund \$.0.6213. This is used to compute the minimum amount of local funds (required local effort) needed to receive the State's basic aid revenue for the FY2013-2014 school budget.

The variables used by the Department of Education to calculate a locality's composite index include the true value of property, adjusted gross income, taxable retail sales, the final adjusted ADM, and the total population. The composite index is recalculated by the Department of Education every two (2) years.

Required Local Effort and Local Shared Expenditures

The amount of a locality's "required local effort" is addressed in §22.1-97 of the Code of Virginia, as amended. This section sets forth a process whereby the Department of Education determines whether the State's school divisions receive the minimum funding from their local governing bodies necessary to meet the Standards of Quality, the Standards of Learning, and the Constitution of Virginia. This information is reported to relevant committees of the General Assembly and to the Governor.

The Governor and the General Assembly use a projected ADM count to determine the amount of State aid provided to each school division. This projected number is developed by the Department of Education. The projection is revised throughout the school year until a final adjusted ADM is calculated based on the actual student count as of March 31st. The State then adjusts its total funding amount for the fiscal year based on the final adjusted ADM.

The Department of Education has projected an ADM of 4,193 students for the 2013-2014 school year. The Governor, the Senate, and the House of Delegates have used this projected ADM and the composite index to determine the amount of minimum local funding needed for the required local effort and local shared expenses.

Any increase or decrease in the ADM number would need to be initiated by the Board of Supervisors during its deliberation on the proposed budget. Further, any revision to the ADM by the Board of Supervisors requires a corresponding revision to the amount of State basic aid, local shared revenues, and local funding. During its budget deliberations the Board of Supervisors adjusted the ADM number to 4,100.

Constitutional Officers

In addition to the impact to the School Division, the reduction in State funding significantly impacts funding levels for the Constitutional Officers. Just as all County departments aggressively scrutinized programs and expenditures, so too did the Constitutional Officers.

Projected Revenues for Fiscal Year 2013-2014

The County is starting to see consistency and a slight increase in revenues due to the stabilizing economy. However, in order to provide additional funding for the Department of Fire and Rescue (to fund six full-time positions for six months), Animal Control (to convert two part-time positions to full-time), and employee raises (one percent), \$322,000 will be transferred from the Revenue Stabilization Fund. All tax rates for FY2013-2014 are unchanged from the FY2012-2013 tax rates.

Impacts on Operating Budget Requests and Non-Discretionary Expenditures

The adopted operating budget represents a number of choices which were made by Department Heads, Constitutional Officers, Deputy County Administrator, County Administrator, and the Board of Supervisors given the revenue projections for FY2013-2014. In addition to increases to the School Division budget, some of the notable new and/or increased appropriations in the proposed FY 2013-2014 budget are in Public Safety, Department of Social Services, Department of Public Works (with the operational costs associated with new facilities), and Parks and Recreation.

The original departmental expenditure requests were adjusted through a series of reviews by department heads, Constitutional Officers, the Deputy County Administrator, the County Administrator, and Board of Supervisors. The following information highlights a number of changes and/or funding decisions in the adopted FY2013-2014 budget:

- Funding has been included for six months to provide for six full-time employees for the Fairview Beach Fire Station.
- Funding has been included to convert two part-time positions in Animal Control to full-time, to convert one part-time position in Parks and Recreation to full-time, and to fund part-time custodial employee for the Library.
- The adopted budget does not require any furloughs or layoff of staff, and maintains existing employee benefits.
- A 2% pay increase is approved for all employees; 1% of which is to offset the employee required payment to the Virginia Retirement System. The 1% offset amount is \$95,000; however, with the reduction in the County's portion this resulted in a net increase of \$19,100. The additional 1% is for employee's pay raise.
- Employee health insurance premium increased by 10.2%; employees will pay their share of the increase.
- Increases for maintenance service contracts, fuel, utilities, replacement equipment, and other fixed expenditures are included.
- Additional funding is provided for the Department of Social Services and includes the County's share of the Comprehensive Services Act program.
- Four (4) replacement vehicles for the Sheriff's Office totaling \$116,000 will be funded from the Capital Projects budget.
- The contribution to the Rappahannock Regional Jail increased by \$132,800.

- The contribution to the Rappahannock Juvenile Detention Facility increased by \$21,300.
- The contributions to other outside agencies have been mainly held to the same funding amounts as FY2012-2013 with some adjustments; funding for the expansion of Rappahannock Community College will be included in the Capital Projects budget. The reductions to certain agencies totaled \$48,268, and \$8,000 was transferred to Tourism.
- A total of \$322,000 will be transferred from the Revenue Stabilization Fund to provide funding for: six new Fire/Rescue positions to staff Fairview Beach Fire Station, the conversion of two part-time Animal Control positions to full-time, and a 1% pay increase for County employees.
- Additional funding in the amount of \$177,000 is estimated to be generated from the proposed rate increase to the Ambulance Recovery Fee.
- A total of \$100,000 will be transferred from General Fund Balance for certain equipment purchases.
- The adopted budget includes a total of \$596,476 for the Capital Improvement Fund.
- As previously stated, the adopted budget provides the School Division with \$1,000,000 more in local funding over the amount provided in the FY2012-2013 budget.

In conclusion, the adopted FY2013-2014 operating budget adopted by the Board of Supervisors represents a series of choices and challenges which have been discussed above. Defining acceptable services that match conservative revenue assumptions and lowered State revenues is a significant challenge to preserve key services. None of these decisions were easy and none were made without recognizing the probable impact to each of the County's citizens, taxpayers, employees, services, and programs. I express my gratitude to all departments and agencies for stepping forward and showing great leadership and initiative in identifying reductions they could make while minimizing the impact to our citizens. I also express my gratitude to all employees to adapting to this new fiscal reality and their continued focus on customer service.

It is important to note that the County is continuing to work to maintain our customer service standards, to achieve County priorities and to meet citizen expectations. While this year's budget reflects the reality of declining revenues and increased obligations, we are focusing available resources on those obligations that directly serve and protect our citizens.

As is indicated by its excellent bond rating, the County is in a solid financial position and has the resources necessary for sound fiscal management. I believe that the adopted budget represents a conservative fiscal plan that will allow the County to maintain a budget that stays within the limits of available resources.

Thank you.

Respectfully submitted,

A. Travis Quesenberry, P.E.

County Administrator

**COUNTY OF KING GEORGE
AVERAGE REAL ESTATE ASSESSED VALUES**

SINGLE FAMILY

<u>Total Value</u>	<u>Units</u>	<u>Average Value</u>
\$2,144,089,068	10,970	\$195,450

Average Tax Bill CY12	\$1045
Average Tax Bill CY13	\$1036

MULTIPLE FAMILY

<u>Total Value</u>	<u>Units</u>	<u>Average Value</u>
\$11,944,700	39	\$306,274

Average Tax Bill CY12	\$1,630
Average Tax Bill CY13	\$1,623

COMMERCIAL

<u>Total Value</u>	<u>Units</u>	<u>Average Value</u>
\$208,441,064	420	\$496,288

Average Tax Bill CY12	\$2,696
Average Tax Bill CY13	\$2,630

AGRICULTURAL

<u>Total Value</u>	<u>Units</u>	<u>Average Value</u>
\$380,470,500	928	\$409,990

Average Tax Bill CY12	\$2,171
Average Tax Bill CY13	\$2,173

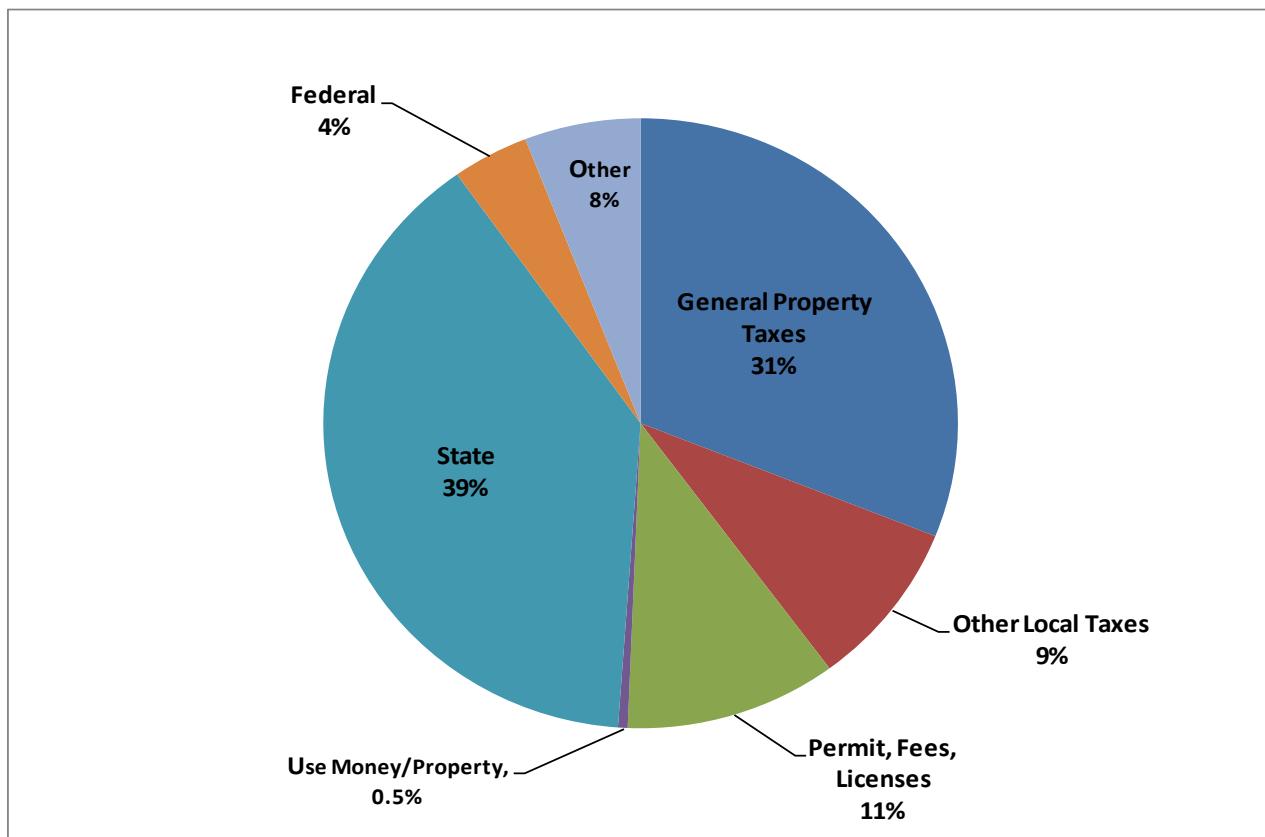
TOTAL REVENUES

The Fiscal Year 2013-2014 total revenues are shown below. Major sources include property tax, sales tax, utility tax and funds from the Commonwealth of Virginia. Overall, this budget represents a 4.2% increase over FY2012-2013 adopted budget.

COUNTY OF KING GEORGE Fiscal Year 2013-2014 Estimated Revenues - All Funds

General Property Taxes	\$ 20,324,321	31%
Other Local Taxes	\$ 5,772,800	9%
Permit, Fees, Licenses	\$ 7,072,800	11%
Use Money/Property	\$ 320,175	0.5%
State	\$ 25,568,479	39%
Federal	\$ 2,554,367	4%
Other	\$ 3,876,610	6%
Total	\$ 65,489,552	100%

ALL FUNDS
Revenue by Source



REAL ESTATE

Real estate taxes are projected to increase by 3%, and constitute 40% of the County's General Fund revenues for FY2013-2014. The overall value of real property in the County (excluding public service corporations) totaled \$2.8 billion as of January 1, 2013. This budget is based on a real estate tax rate of \$.53 per \$100 of assessed value. There was no increase in the tax rate from FY2012-2013.

PERSONAL PROPERTY

Personal property tax is levied on the tangible property of individuals and businesses. For individuals, this is primarily associated with automobiles. For businesses, examples include motor vehicles, machines, fixtures and tools. They are projected to increase on average by 4% in FY2013-2014.

In calendar year 2013, the assessed value of personal property in the County totaled \$209 million. The Fiscal Year 2013 estimate of this revenue is based on an increasing value of assessed property and a tax rate of \$3.20 per \$100 of assessed value. The estimate assumes that the assessed value of personal property will remain steady in the current fiscal year based on regional figures for tangible business property values. It also assumes that the total overall number of registered vehicles will remain steady as a result of the economic conditions stabilizing in some areas.

LOCAL SALES TAX

This revenue source is projected to increase 25% in FY2013-2014 which is an increase of \$396,000 compared to the budget for FY2012-2013. This is mainly due to opening of Walmart and a variety other small businesses in the Dahlgren area that generate additional sales tax.

STATE REVENUES

In addition to state funded school revenues, discussed separately below, approximately 17% of the County's total revenues from all sources represent state funds used in support of the County's general fund expenditures budget. These funds are classified as "categorical", "non-categorical" and "shared expenses" state aid.

- **Non-Categorical** - The County anticipates receiving a total of \$2.3 million or 6.5% of anticipated revenues from general fund sources in the form of non-categorical aid. These revenues include Alcohol and Beverage Control profits, wine taxes, rolling stock, auto rental tax, mobile home titling tax and recordation taxes. The largest source is the state funded portion of the Personal Property Tax Relief Act (PPTRA). This category is projected to remain stable compared to FY2012-2013 however recordation taxes are continuing to decrease.
- **Categorical** – Categorical aid is primarily rendered in social services and criminal justice services aid categories. The anticipated amount of this aid is \$2.0 million or 6% of revenue from general fund sources in the form of categorical aid. Foster care, ADC, welfare to work (VIEW), aid to the blind and disabled, day care. Also, certain justice assistance programs are contained in this area, including assistance with juvenile detention, and related programs.
- **Shared Expense** - Under the state's shared expense classification, the county expects to receive \$1.7 million or 5% of general fund revenues. These shared expenses are directed mostly to personnel costs for the Constitutional offices to include; Commonwealth's Attorney, Sheriff, Treasurer, Commissioner of Revenue, Registrar and Electoral Board, Medical Examiner and Clerk of Circuit Court.

SCHOOL FUNDS

State Revenues – State revenues will provide \$19.5 million or 55% of the \$35.6 million Fiscal Year 2013-2014 School operating budget. These revenues are divided into three categories:

- **Sales Tax** – Includes revenue from one and one eighth (1 1/8) cent of the State sales tax returned to localities, designated for public school education. This component of State sales tax is distributed on the basis of a locality's school age population. The Fiscal Year 2013-2014 estimated amount of sales tax revenues is \$4.2 million which represents a 1% increase over FY2012-2013. This is a direct result of the economy.
- **Standards of Quality Funds (SOQ)** – These are distributed upon an "equalized" formula that takes into account a locality's ability to pay. This "composite index" is applied to various revenue accounts to ensure an equitable distribution of State funds to all school districts. King George's Composite Index is

37.87 percent. The State provides the remaining 62.13 percent of the estimated SOQ costs. For each SOQ item, the State has established a per pupil cost for each locality based upon the school district's cost experience and the State's established staffing for the specific initiative. State revenue from this item is established by multiplying the number of students in average daily membership by the per pupil amount, then by the composite index.

- **State Categorical Funds** – This funding stream is offered as an offset to specific services provided by the local school district. Funds are provided in direct relation to the cost and level of services provided.

Federal Revenues - Federal revenues will provide \$1.6 million or 4% of the \$35.6 million FY2013-2014 School operating budget. This represents a 9% decrease over FY2012-2013. This is mainly due State stabilization funds which will not be received in FY2013-2014.

- **American Recovery and Reinvestment Act (ARRA)**. In an effort to stimulate the economy and improve education in the United States, the President has made specific stimulus funds available through September 2011 for Schools. These ARRA funds have been appropriated in a separate fund for tracking/reporting purposes and have specific spending restrictions.

Other Revenues - Revenues in this section are derived from non-government sources. For the most part these funds represent fees for services and specific cost recoveries. Other Revenues will provide \$200,000 of the school's budget.

Local Revenues - Includes local tax funds for regular school operation, including the local share required to meet the State Standards of Quality. Additional local funds are appropriated for school debt service and cafeteria operations. Local revenues will provide \$14.3 million for school operations and \$4.5 million for debt service expenditures.

Food Services - The food service program is funded by fees charged for meals eaten in the schools' cafeterias and from State and Federal sources. Cafeteria revenues are projected at \$1.4 million, which is a 3% increase over FY2012-2013 budget.

OTHER FUNDS

Recreation Activity Fund – These revenues are estimated at \$392,122, which reflects a 6% increase over the FY2012-2013 budget. This is based on fees collected from the participants of the various recreation programs. This fund is projected to be self sustaining therefore, the County is not contributing to this fund in FY2013-2014.

Tourism Fund –These revenues are estimated at \$79,600. They are based on Transient Occupancy taxes collected above 2% based on state code and the County currently charges 5%. We have budgeted only related costs from the general fund into the Tourism fund.

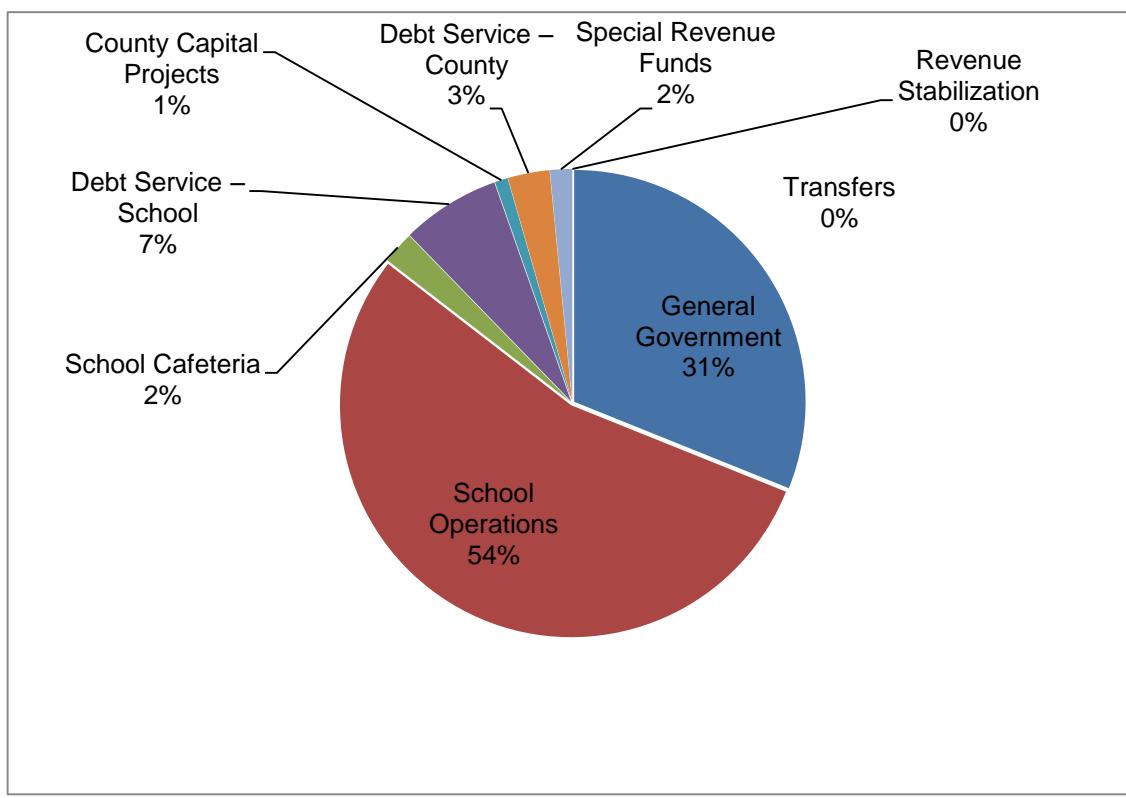
Law Enforcement Fund – This fund reflects asset seizures related to drug arrests and is budgeted at \$22,500 which is the same as FY2012-2013. These funds do not expire, and accordingly carry a fund balance from year to year.

TOTAL EXPENDITURES

Fiscal Year 2013-2014 budget totals \$65.5 million including \$37.1 million for School and School Cafeteria expenditures and \$28.4 million for all other operations. This represents an increase of 4% compared to adopted FY2012-2013 budget. The chart below outlines the major expenditure categories:

Major Expenditure Category	FY2013/2014 Annual Budget	Growth (Decline) FY14 vs. FY 13
General Government	\$ 20,351,912	\$ 1,084,820
School Operations	\$ 35,603,036	\$ 1,380,268
School Cafeteria	\$ 1,483,829	\$ 85,589
Debt Service – School	\$ 4,528,101	\$ 324,608
County Capital Projects	\$ 596,476	\$ 292,483
Debt Service – County	\$ 1,911,923	\$ (434,591)
Special Revenue Funds	\$ 1,014,275	\$ (17,411)
Revenue Stabilization	\$ -	\$ -
Transfers	\$ -	\$ -
Total	\$ 65,489,552	\$ 2,715,766

The \$20.3 million for General Government Operations does not include the County's \$14.3 million transfer to Schools. The above table reflects a \$1.8 million increase for school operations including cafeteria and debt. General Government expenditures increased \$1.1 million mainly due to funding six new positions in Emergency Fire and Rescue for half the year, hiring a full time County Attorney and increase in Comprehensive Services. Funding for rate stabilization and the Service Authority is not included.



GENERAL GOVERNMENT

EMPLOYEE COMPENSATION

The FY2013-2014 adopted budget includes a 1% pay increase to offset the required payment to Virginia Retirement System mandated by the General Assembly effective July 1, 2012 for all permanent full-time employees. This represents the second year of 5% that will be phased in. Employees will also receive a 1% cost of living pay increase across the board. The total of 2% will be effective July 1, 2013.

Constitutional Officers will receive a 3% cost of living pay raise as directed by the General Assembly effective August 1, 2013 and a 1% pay increase to offset the required payment to Virginia Retirement System effective July 1, 2013.

EMPLOYEE HEALTH INSURANCE

The County participates in the Local Choice Health Insurance Program administered by the Commonwealth of Virginia. The adopted budget includes a less than 10.2% increase in health insurance rates. The County will no longer pay the increase of the employee's portion. The County will pay 91% of single coverage premiums, 83% of Dual, and 78% for family coverage for FY2013-2014.

In addition, the County will offer an additional insurance plan to employees to assist with increases in health care premiums. Fiscal year 2013-2014 will be the first year of the alternative health care plan.

NEW POSITIONS

The FY2013-2014 budget includes six new full time positions for Fire and Rescue as of January 2014 and three positions will be reallocated from part-time to full time in Animal Control (2) and Parks and Recreation (1) departments.

OVERALL GOVERNMENT SPENDING

The County Administration maintains a spending freeze on discretionary items during FY2013-2014 and will continue until the economy begins to recover. In addition a majority of the budget requests reflect actual historical spending and non-discretionary needs only. Travel remains restricted and mainly for required certifications, continuing education and necessary training.

GENERAL GOVERNMENT ADMINISTRATION

The General Government Administration as a whole decreased 3% or (\$76,879). This is mainly due the completion of the Reassessment for real property. The County Attorney increased 76% due to hiring a full time County Attorney, prior to this there was a part time attorney filled by the Commonwealth Attorney.

JUDICIAL ADMINISTRATION

The Judicial Administration as a whole increased by 8% or \$85,542. The Clerk of the Circuit court is purchasing three large equipment items required to update the office. (Scanner, imaging system, and electronic filing system)

PUBLIC SAFETY

Fire, Rescue and Emergency Services (FRES): This budget continues to address the needs of improving the quality of life in King George County. A key component and one of our greatest assets in the County for many years has been our volunteer fire and rescue workers. The FRES budget increased by 12% or \$336,321 due to hiring six new positions to staff Fire Station #3 for 6 months. In addition the salary structure was increased to rolling shift differential monies into their regular annual salary.

Sheriff: The Sheriff's budget decreased by only 2% or (\$56,473) due to efficiencies and changes in health care allocation.

Regional Jail Facility: This budget increased by 16% or \$132,768 to pay for operating costs and increase in actual usage days. Prior year costs were absorbed through savings from a debt refunding.

PUBLIC WORKS

Public Works, as a whole, increased 7% or \$138,135. The majority is from General Properties. Operating costs increased based on maintaining the new Sheriff's facility and the newly expanded Library. Increases in fuel, utilities and purchase of new equipment are also included.

COMMUNITY DEVELOPMENT

This budget as a whole increased by 3% or \$27,669. Increase is mainly due to salary increase in VPI Extension Services. The Planning Commission budget was reduced by miscellaneous items based on historical spending.

HEALTH AND SOCIAL SERVICES

Overall this budget increased by 7% or \$287,908. Comprehensive Services Act budget reflects an increase of 8% or \$149,373 as the number of cases and costs increase each year. Social Services had a net increase of 7% or \$138,535 based on an increase in administrative costs, mainly legal services.

DEBT SERVICE

The total Debt Service budget totals \$6.4 million, which reflects a decrease of 2% or (\$109,983) over the prior fiscal year total. The County did not refund any debt last fiscal year and includes payments to Juvenile Detention Center and Jail which were formerly in the General Fund.

SCHOOLS

The combined County contribution to the King George County Public Schools totals \$18.8 million. This represents an increase of 7% compared to the prior year. The amount of State funding was increased by roughly \$555,000 for an increase in health costs and partially funding a 2% salary increase for school employees. This amount includes \$4.5 million in the debt service fund for schools. The Board of Supervisors, along with the School Board, is committed to continuing full accreditation for all County schools as well as providing the finest school facilities for our students and citizens. In working to obtain funds to build new school facilities, the County now maintains an AA-, Aa2 and AA bond rating with the three rating agencies.

CAPITAL PROJECTS

Capital items with an individual cost of less than \$50,000 have been incorporated into the operating budgets of departments. The Fiscal Year 2013-2014 budget includes \$596,000 in funding for projects or items over \$50,000. This represents a 96% increase over the prior year and is attributable to an increase in landfill revenues and a decrease in debt costs. Funding for capital projects and debt service derive from the landfill revenues. The majority of those revenues will be utilized for debt service therefore; the current budget reflects the remaining balance.

The adopted budget does not include capital projects previously approved by the Board of Supervisors and currently in progress. The June 30 unexpended balances for these projects are submitted to the Board of Supervisors for re-appropriation each year.

ENCUMBRANCES

The adopted budget does not include a reserve for outstanding encumbrances. In accordance with General Accepted Accounting Principles, a portion of the year end fund balance will be reserved for encumbrances outstanding at year-end.

GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to King George County for its annual budget for the fiscal year beginning July 1, 2012. 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 communications device. This is the County's eighth year as a recipient.

We believe the adopted budget continues to meet the requirements of this award program, and accordingly, we are submitting it to GFOA to determine its eligibility for another award this year.

I would like to thank our staff for their many hours of hard work and their contribution to the development of this budget. As always, the staff and I stand ready to assist you in making the best possible choices for the future of our community.

Respectfully,

A. Travis Quesenberry

A. Travis Quesenberry
County Administrator

BUDGET PROCESS

King George County's budget development begins each year in October and continues through the final budget adoption in April (see Budget Calendar). The process is designed to incorporate a rigorous internal review of each department's budget and to allocate resources across departmental programs based on a thorough examination of program alternatives and justifications. Each activity funded has been reviewed by the County's Budget Staff, the County Administrator and the Board of Supervisors.

During late February or early March, the County Administrator submits an adopted operating budget for the fiscal year commencing July 1st to the Board of Supervisors. This operating budget includes adopted expenditures and the revenue sources needed to finance them. A public hearing is conducted in April to inform residents about the adopted budget and to gather taxpayer input to guide spending decisions.

Prior to May, the Board of Supervisors makes its final revisions to the adopted budget and adopts the budget by resolution. Funds are appropriated at the departmental level through the Board of Supervisors' passage of an appropriation resolution. Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles applicable to governmental units. Budgeted amounts reflected in the financial statements are as originally adopted, or as amended by the County Administrator or Board of Supervisors.

Appropriations for the General Fund, School Fund, and Enterprise Funds lapse at fiscal year end. Appropriations for Capital Project Funds and Grant Funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

The County Administrator is authorized to amend appropriations by transferring unencumbered amounts within appropriation categories, or transferring up to \$25,000 between categories. Otherwise, amendments that alter the total appropriation of any fund must be approved by the Board of Supervisors.

During the year, the Board of Supervisors may approve amendments to original appropriations, primarily as a result of various federal and state grant awards. Any appropriation during the year which would increase the total budget by more than \$500,000 can be approved only after holding a public hearing on the adopted amendment. The County Administrator is authorized to reallocate funding sources for Capital Projects.

Please note that prior to Fiscal Year 2008-2009 the Board of Supervisors appropriated the annual budget on a quarterly basis. The current budget has been appropriated at 100% which allows for departments and agencies to better utilize the monthly financial reports to monitor spending.

BUDGET CALENDAR – MONTHLY DETAIL

October/November:

- Department Directors develop requests, goals and objectives.
- Preliminary Revenue estimates are formulated.
- Expenditure targets are distributed to Departments.

December/January:

- Budget Staff reviews department budget submissions, goals and objectives.
- Revenue estimates are revised.

February:

- County Administrator reviews department submissions to be included in the adopted budget.
- Revenue estimates are refined.
- County Administrator presents adopted budget to the Board of Supervisors
- The Board of Supervisors holds a work session to review revenue and expenditure estimates.

March:

- The Board of Supervisors holds a work session to review revenue and expenditure estimates.
- The Board of Supervisors holds work session to review the County Administrator's adopted budget.
- The Board of Supervisors approves the newspaper advertisements for public hearings on the adopted budget, capital improvement program and tax rate ordinances.

April:

- A public hearing is held to solicit taxpayer input on the adopted budget.
- Tax rate advertisements appear twice, a week apart and 14 days before the public hearings.
- The Board of Supervisors holds its final work session.
- The Board of Supervisors officially adopts the operating and capital budgets, fixes tax rates.
- School funds are appropriated by the Board.

June:

- The new fiscal year commences on July 1st.
- The Board of Supervisors adopts the appropriations resolutions.

BASIS OF ACCOUNTING, FUND STRUCTURE AND BASIS OF BUDGETING

Fund Accounting

The accounts of the County and its component units, King George County Public School System and Smoot Memorial Library are organized on the basis of funds and account groups. The County has nine funds and operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate.

Basis of Accounting

The accounting principles of the County are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Funds, Capital Projects Fund, Expendable Trust Funds, Agency Funds and on the accrual basis of accounting for the Enterprise Funds and the Non-expendable Trust Funds.

In general, under the modified accrual basis of accounting, revenues are recorded as received in cash or if both measurable and available within 45 days to finance current year appropriations. Expenditures are recorded in the periods in which the liability is incurred. Generally, revenues are considered available only if the monies will be received within forty-five days after the end of the accounting period and are due on or before the last day of the accounting period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which is recorded when due.

In applying the accrual concept to revenues, the legal and contractual requirements of the individual programs are used as guidance. Certain revenues must be expended for a specific purpose and others are virtually unrestricted as to purpose of expenditure.

Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when liabilities are incurred without regard to receipts or disbursements of cash.

The following fund types are used: governmental fund types and proprietary fund types.

Governmental Fund Types

Governmental Funds are those through which most governmental functions of the County, Library and School Boards are financed. All expendable financial resources and the related liabilities are accounted for through Governmental Funds. The following are the County's governmental fund types.

- **General Fund**

The General Fund is the general operating fund and is used to account for all financial resources except those required to be accounted for in another fund. This includes most traditional local government programs such as Police, Fire, Libraries and Parks.

- **Special Revenue Funds**

Special Revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. These funds include employee development, recreation activity and law enforcement grants.

- **School Fund**

This fund reflects revenues and expenditures related to the operations of the County's public school system. The primary sources of revenue, exclusive of transfers from the General Fund, are basic school aid payments from the Commonwealth and educational program grants. Major expenditures include instructional costs and fixed charges.

Capital Projects Fund

Capital Projects Funds are used to account for financial resources used for the acquisition, design, development and/or construction of major capital facilities (other than those financed by Proprietary Funds). Capital items must have a cost greater than \$50,000 and an expected useful life greater than two years. Another important requirement is to include and budget the operating cost associated with the capital project.

Fixed Assets, Capitalization and Depreciation

The standard for capitalization of tangible property is \$5,000 or more per unit with an expected useful life greater than one year.

Depreciation is provided over estimated useful lives of assets using the straight-line method. When assets are sold or retired, their cost and related accumulated depreciation are removed from the accounts and the gains or losses are reflected on the income statement currently.

Depreciation of all exhaustible fixed assets used by Proprietary Funds is charged as an expense against their operations and accumulated depreciation is reported in Proprietary Fund balance sheets.

FUND STRUCTURE

COUNTY FUND	FUND TYPE	DEPARTMENTS
General Fund	General Operating Fund	General Government Administration Judicial Administration Public Safety Public Works Health and Social Services Parks and Recreation, Culture Community Development Economic Development
Schools Operating	Component Unit	Instruction Administration Transportation Maintenance Facilities Debt Service Technology
School Grant Fund	Component Unit	Federal Grant Funds ARRA Stimulus Funds
School Cafeteria	Component Unit	Food Services
Capital Projects	Capital Project Fund	Capital Projects
Recreation Activity Fund	Special Revenue	General Recreation Programs Athletic Programs
Law Enforcement Projects Fund	Special Revenue	Asset Forfeitures
Smoot Library Fund	General Operating	Library
Wireless Authority Fund	Special Revenue	Wireless Authority
Revenue Stabilization Fund	General Operating Fund	Offset future rate increases
Tourism Fund	Special Revenue	Tourism

Basis of Budgeting

The budgets of governmental type fund (for example, the General, Special Revenue and Capital Projects Funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the County (for example, outstanding purchase orders) are budgeted as expenditures, but revenues are recognized only when they are measurable and available.

It is required that a balanced budget be submitted to the Board of Supervisors, which means that estimated revenues meets estimated expenditures.

In all cases when goods and services are not received by year end, the encumbrances lapse.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the way the County prepares the budget.

Prior to May 1, the County Board of Supervisors adopts the budget by resolution and funds are appropriated generally at the function level for the General Fund, and at the major category of expenditures level for the School Operating Fund.

Formal budgetary integration is employed as a management control device during the year for all funds except Trust and Agency Funds. Budgets are legally adopted annually for the County's General Fund and the School Operating Fund.

A budget is adopted for each grant or project in the Special Revenue Fund, or the County Capital Projects Fund, projects are appropriated in total for each fiscal year. The budget resolution specifies that the budget and appropriation for each grant or project continue until the expiration of the grant or completion of the project. All other appropriations lapse at year-end. Budgets for these grants and projects are not included herein since they are not legally adopted annually.

The level of control at which expenditures may not legally exceed appropriations is at the individual or project in the County Capital Projects Fund and at the total appropriation level for each fiscal year in the School Capital Projects Fund.

**COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
REVENUE ANALYSIS**

Local Economy

King George County covers approximately 113,920 acres (183 square miles), of which 72,718 acres are forested, and 38,105 acres are agricultural. King George County is a transitioning rural County steeped in history that places a high priority on quality of life through the protection of natural, cultural and historical resources as well as by being a regional leader in pro-active and progressive planning, development and governmental services.

The County is also traversed by two major thoroughfares (US Routes 3 and 301), includes a growing state of the art fiber optics and telecommunications network and serves as home of one of the world's premier research and development centers, the Naval Surface Warfare Center - Dahlgren Division, one of the region's largest employers. The King George County Wireless Authority was created to enhance citizens' and businesses ability to enjoy high speed internet access while experiencing a high median family income (\$66,800) for the region.

The County currently enjoys "Aa2 / AA / AA-" ratings from Moody's, Standard & Poor's, and Fitch, respectively. The fiscal health of King George County has a direct relationship on the level of services provided to residents. Projected revenues are indicative of the current U.S. economy which has seen a slower pace in overall revenue growth. Yet, King George County remains an attractive location for families and businesses. In August 2006, Expansion Management Magazine cited King George County as one of the top 25 U.S. Military Communities of Excellence with a military population under 10,000. The County was ranked first in public educational systems, third in spouse employment opportunities, eleventh in crime and safety and thirteenth in community standard of living.

Recent U.S. Census estimates place King George County as the third fastest growing locality in the Virginia. According to the 2010 Census, since 2000 the County's population grew by 40.36% to 23,584 indicating that there is a strong interest from individuals to take advantage of the County's rural character and affordable housing. Growth on this scale will necessitate new revenue sources to fund schools, utilities, government and amenities.

King George has a diversified economy with strong military, services, manufacturing, retail trade and agricultural sectors. The major employer is the Naval Support Facility (NSF)-Dahlgren, which provides employment for approximately 5,000 civilian and military personnel and an additional 4,000 contract employees. NSF-Dahlgren has been instrumental in attracting a variety of high technology software engineering firms to the County. Major services industries include high technology computer programming, retail, food service, education, and government. The first phase of the new King George Gateway Shopping Center has been completed and is home to a Walmart Supercenter, Autozone, Community Bank of Tri-County, Five Guys Burgers and Fries, Hair Cuttery, GameStop, Verizon and other smaller retail and food establishments. Agriculture remains important in the County's economy. As of the last assessment there were 196 agricultural parcels containing greater than 100 acres.

The County has an active Economic Development Authority (EDA) which has developed an industrial park and is aggressively marketing the County. In 2012, Faddis Concrete Products purchased the former Mid-Atlantic Precast building. Based out of Pennsylvania, Faddis manufactures a variety of concrete products and will create up to 70 full time jobs. Also the 42 acre greenhouse that has been vacant since 2009 was purchased by Horti-Group USA and will lease space to Fresh Tulips USA, one of the largest producer of tulips in the United States. There continues to be interest in the remaining lots in the industrial park from mid-sized manufacturing operations located outside of the region.

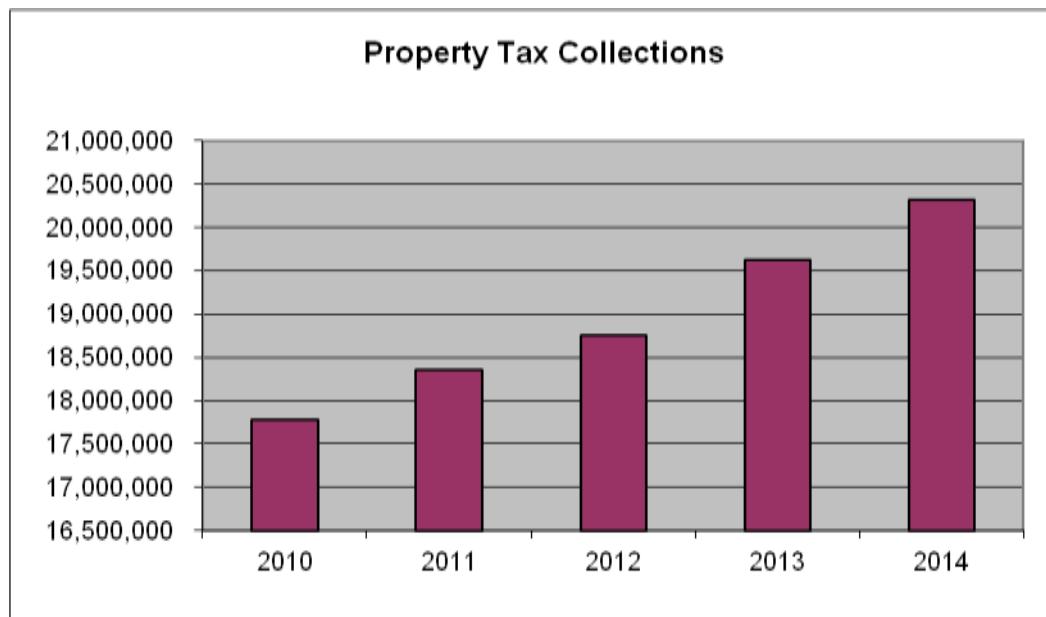
The University of Mary Washington-Dahlgren Campus Center for Education and Research continues to provide educational programs, services and leased facilities to the Naval Support Activity South Potomac commands, defense contractors and professional community. This facility, the University's third campus will work in conjunction with engineering schools in Virginia such as; Old Dominion University, Virginia Polytechnic Institute, Virginia Commonwealth University, University of Virginia and George Mason University.

Tourism and travel play a growing role in the economy of King George County. Because of the expanded use of US 301 as a major north-south alternative to Interstate 95, the County has been able to "intercept" some of the traveling public as they drive through the County to other locations. King George joined the Northern Neck Tourism Commission in order to work regionally with our Northern Neck neighbors. In addition, the Dahlgren Heritage Foundation signed an agreement with the Virginia Tourism Corporation to use the vacant Gateway Visitor Center and renovate it for the Dahlgren Heritage Museum. This museum will promote and preserve the history, traditions, heritage and culture of the US Navy at Dahlgren, Virginia and surrounding community. Finally, the Commonwealth of Virginia just erected signs along 301 welcoming travels to the Northern Neck-George Washington American Viticultural Area that is a Virginia Tourism effort to steering more visitors to the state's wine regions and vineyards, which includes the Northern Neck wineries.

General Fund

There are many factors used to assess and monitor the financial condition of a government, such as financial ratios, fund balance reserves, debt capacity and economic climate. One of the primary factors influencing financial condition is revenue growth from property taxes.

The following chart examines the growth or decline in property taxes collected during the prior five fiscal years.



Total property tax collections have increased from \$17.8 million in fiscal year ending 2010 to an estimated \$20.3 million budgeted for fiscal year 2013-2014.

Local Revenues

The Fiscal Year 2013-2014 General Fund revenue budget is estimated at \$35.1 million of which, local revenues total \$28.3 million; state and federal revenues along with non-revenue receipts total \$7.2 million. The County's major local revenue sources are outlined in the schedule below. These estimates are based on both historical trends incorporated with professional judgment in projecting future activity.

Revenue Category	2011-12 Actual	2012-13 Amended Budget	2013-14 Adopted Budget
Real Estate Tax	\$14,514,888	\$15,101,653	\$15,476,864
% of Total Local	55.32%	55.73%	54.60%
Personal Property Tax	3,678,055	4,006,549	4,213,613
% of Total Local	14.02%	14.79%	14.87%
Local Sales Tax	1,909,760	1,584,000	1,980,000
% of Total Local	7.28%	5.85%	6.99%
Business License Tax	1,195,950	1,450,000	1,200,000
% of Total Local	4.56%	5.35%	4.23%
Other Local Revenues	4,941,205	4,955,487	5,474,683
% of Total Local	18.83%	18.29%	19.31%
Total Local Revenues	\$26,239,858	\$27,097,689	\$28,345,160
% of Total Local	100%	100%	100%

The explanations that follow provide a brief description of each major local revenue source in the Fiscal Year 2013-2014 budget.

A. Real Estate

The County's rate to tax homes, land and mobile homes is \$0.53 per \$100 of assessed value. There was no increase for Fiscal Year 2013-2014. Real estate taxes are estimated to constitute 55% of local revenues for the upcoming fiscal year. The chart below denotes assessed values for the most recent five years.

Year	Assessed Value
2010	\$2,494,565,066
2011	\$2,759,721,239
2012	\$2,832,772,926
2013	\$2,767,146,000
2014	\$2,786,548,000

B. Personal Property

Personal property tax is levied on the tangible property of individuals and businesses. For individuals, this primarily includes boats and automobiles. For businesses, examples include motor vehicles, machines, fixtures and tools. The tax is levied at \$3.20 for every \$100 of assessed value.

The assessed value of personal property grew from \$200 million in 2010 to \$221 million budget for 2014, which represents a 6.1% increase. The chart below denotes assessed values for the most recent five years.

Year	Assessed Value
2010	\$200,228,341
2011	\$195,193,331
2012	\$203,842,138
2013	\$208,794,365
2014	\$221,621,140

C. Local Option Sales Tax

Local sales tax is collected at the point of sale by merchants and remitted to the Commonwealth for distribution to localities. Of the 5% sales tax collected, 1% represents the local share and 4% is retained by the Commonwealth. Local sales tax is estimated to account for approximately 7% of local revenues in Fiscal Year 2013-2014.

D. Meals Tax

The County imposes a 4% tax on food and beverages prepared for public consumption at food establishments throughout the County. The adopted Fiscal Year 2013-2014 budget reflects estimated collections of \$888,000 which accounts for approximately 3% of local revenues.

E. Business License Tax (BPOL)

Business, Professional and Occupational License, also known as BPOL, is a tax levied on the gross receipts of persons and companies who are engaged in business in King George County. The adopted Fiscal Year 2013-2014 budget reflects estimated collections of \$1.2 million, which accounts for approximately 4% of local revenues.

F. Other Local Revenue

This category includes all other local revenue not discussed above; specifically, Permits and Fees, Motor Vehicle Licenses, Fines and Forfeitures, Use of Money and Property, Service Charges and Miscellaneous Revenue. The schedule below denotes estimated Fiscal Year 2013-2014 revenues for selected sources.

Description	Estimated Revenue
Licenses, Permits and Fees	\$378,800
Motor Vehicle Licenses	\$520,000
Use of Money & Property	\$140,175
Recovered Costs	\$213,500
Consumer Utility Tax	\$230,000

State and Federal Revenues

The Fiscal Year 2013-2014 budget includes State and Federal revenues in the amount of \$6.7 million which accounts for 19% of total General Fund revenues. State and Federal revenues are divided into three major categories:

Revenue Category	2011-12 Actual	2012-13 Amended	2013-14 Adopted
Non-categorical Aid	\$ 2,281,963	\$ 2,269,668	\$ 2,277,098
Other Categorical Aid	1,560,262	1,628,404	1,683,896
Categorical Aid	2,967,226	2,470,656	2,785,646
Totals	\$ 6,809,494	\$ 6,368,728	\$ 6,746,640

School Funds

For Fiscal Year 2013-2014, Schools will receive \$200,000 from recovered costs and miscellaneous revenue, \$14.3 million from the County, \$15.5 million from the Commonwealth of Virginia and \$1.6 million from the Federal government.

State Standards of Quality Funds – A majority of State funding is derived from the Standards of Quality (SOQ) program. These funds are distributed upon an equalized formula which takes into account a locality's ability to pay. This composite index is applied to various revenue accounts to ensure an equitable distribution of state funds to all school districts. For Fiscal Year 2013-2014, the Commonwealth will provide SOQ funding totaling \$19.5 million (62.13%) and the County must provide \$9.0 million (37.87%). State SOQ funding includes the following sources:

SOQ Revenue Description	Level of State Funding
Basic Aid	\$10,613,717
Textbooks	\$228,572
Sales Tax	\$4,245,120
Vocational Education	\$170,671
Gifted Education	\$117,177
Remedial Education	\$201,239
Special Education	\$1,232,908
VRS Retirement	\$1,250,152
Social Security	\$641,9278
Other	<u>\$686,574</u>
Total State SOQ Funding	<u>\$19,498,011</u>

Cafeteria Sales

Meals are provided at all County schools. The Cafeteria Fund is self-supporting with Fiscal Year 2013-2014 revenues estimated at \$1,483,829. This represents a 6% increase over prior fiscal year.

Landfill Revenues

Waste Management, Incorporated operates a landfill in the County that accepts waste from Virginia and states north of the Commonwealth. The County receives \$5 for every ton of waste accepted at the facility. As of Fiscal Year 2010-2011 the County began receiving revenues from a newly constructed power plant. Total revenues from the landfill are estimated at \$6.8 million, of which, \$6.4 million is designated for debt service. The remaining funds are used to cash fund capital projects. Landfill revenues are an important source of funds for the County. This source of funds has afforded the County the opportunity to upgrade and expand facilities while retaining a lower real estate rate. Landfill revenues have traditionally been restricted for financing capital projects which primarily takes the form of debt service.

Recreation Activity Fund

The Recreation Department provides a variety of recreational programs on a fee basis. These funds are recorded in a separate fund and are earmarked for future programs. The fund is self-supporting and will not receive a contribution from the County. The total Fiscal Year 2013-2014 budget is \$392,122 which is roughly \$23,000 more than prior fiscal year.

FINANCIAL MANAGEMENT TOOLS AND LONG RANGE PLANNING DOCUMENTS

The Board of Supervisors adopted a strategic plan during the Fiscal Year 2010-2011 budget process. This is stated in the County Administrator's budget transmittal letter.

This section is intended to provide a brief description of some of the financial management tools and long range documents used by the County. These tools and planning documents include:

Budget

The primary financial management tool used by the County is the annual budget process. This involves a comprehensive examination of all revenue and expenditure programs of the County complete with public hearings and approval by the Board of Supervisors.

The preparation of the Fiscal Year 2013-2014 budget continues to use the redesigned excel forms and linked spreadsheets. The Board is able to run various financial scenarios with rates and budget adjustments and receive real time results. This format makes budget preparation and analysis more efficient.

Monthly Financial Projections

This spreadsheet is a tool used to see a snap shot of all revenues and expenditures that have occurred on a monthly basis. It is also used to project year end results. Administration uses this model to determine what adjustments need to be made during the year to ensure the year ends with a positive balance. The projections are presented to the Board of Supervisors on a monthly basis, highlighting significant transactions, etc.

Capital Improvement Program

It is County policy to balance the need for public facilities with the fiscal capability of the County to provide for those needs. The five-year Capital Improvement Program (CIP), submitted to the Board of Supervisors, is the vehicle through which stated need for public facilities is analyzed against the County's ability to pay and stay within its self-imposed debt guidelines.

Financial Policies

As of March 2012, the Board of Supervisors adopted multiple updates, additions and revisions made to the County's financial policies which includes GASB 54. These are guidelines used to assist with day to day planning and transactions. (See Appendix F)

Financial Forecast Model

The purpose of this document is to serve as an analytical tool in operational decision-making. Included in this document is the Capital Improvement Program (Page 118). The Financial Plan covers a five year period but can be extended out to ten years. This Plan allows short term planning, one to five years, and the effect of these decisions in the long term. See General Fund below:

COUNTY OF KING GEORGE FIVE YEAR GENERAL FUND/CAPITAL FUND FINANCIAL FORECAST

CATEGORY	Growth	FY 11	Growth	FY 12 Projected	Growth	FY 13	Growth	FY 14	Growth	FY 15	Growth	FY 16
	%	Actual	%	2/29/12	%	Proposed	%	Estimated	%	Estimated	%	Estimated
GENERAL FUND												
Beginning Fund Balance-GF	3	\$ 26,753,975		\$ 22,812,447		\$ 18,986,727		\$ 14,060,028		\$ 13,344,630		\$ 12,343,397
LOCAL REVENUES:												
Property Taxes	3%	18,354,709	-3%	17,868,158	8%	19,308,737	1%	19,501,824	1%	19,696,842	1%	19,893,811
RE Tax increase	-	-	-	-	-	-	-	-	-	-	-	-
Effective Tax Rate	0%	0.50	-	0.50	-	0.53	-	0.53	-	0.53	-	0.53
Local Taxes	1%	5,369,362	3%	5,513,781	-1%	5,474,000	3%	5,638,220	3%	5,807,367	3%	5,981,588
Licenses, Permits, Fees	-3%	459,050	-12%	405,815	0%	406,900	1%	410,969	1%	415,079	1%	419,229
Fines	-7%	237,714	-19%	192,074	18%	227,150	1%	229,422	1%	231,716	1%	234,033
Use of Money & Property	-38%	208,250	-43%	119,498	17%	140,317	-25%	105,238	-25%	78,929	0%	78,929
Charges for Services	-12%	551,510	8%	596,318	-10%	536,801	1%	542,169	1%	547,591	1%	553,067
Miscellaneous Revenue	-41%	125,189	59%	198,667	-44%	110,275	1%	111,378	1%	112,492	1%	113,616
Recovered Costs	-89%	26,258	12%	29,507	539%	188,500	0%	188,500	0%	188,500	1%	190,385
Total Local Revenue	0%	25,332,043	-2%	24,923,818	6%	26,392,681	1%	26,727,720	1%	27,078,515	1%	27,464,658
STATE/FEDERAL REVENUES:												
Non-Categorical Aid	-1%	2,279,293	-1%	2,262,093	0%	2,269,668	0%	2,269,668	0%	2,269,668	0%	2,269,668
Shared Expenses	-4%	1,559,926	-3%	1,516,007	7%	1,614,698	1%	1,630,845	1%	1,647,153	1%	1,663,625
Categorical Aid	-8%	1,618,555	20%	1,936,637	-7%	1,806,687	1%	1,824,754	1%	1,843,001	1%	1,861,431
Other Categorical Aid	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-
Federal Categorical Aid	-8%	979,399	0%	977,881	-21%	774,205	1%	781,947	1%	789,767	1%	797,664
Subtotal State/Fed Revenue:	-5%	6,437,173	4%	6,692,618	-3%	6,465,258	1%	6,507,214	1%	6,549,589	1%	6,592,388
GF TRANSFERS						3,232,866		426,700		-	-	-
TOTAL REVENUES	-1%	31,769,216	10%	34,849,302	-4%	33,284,638	0%	33,234,934	1%	33,628,104	1%	34,057,046
EXPENDITURES:												
Salaries & Operating	-1%	17,661,232	7%	18,830,247	2%	19,163,669	2%	19,546,942	2%	19,937,881	2%	20,336,639
Transfer to Schools	33%	13,663,809	-11%	12,107,835	10%	13,271,400	2%	13,536,828	2%	13,807,565	2%	14,083,716
Operating Transfer	228%	2,000,099	61%	3,214,074	-74%	849,569	2%	866,560	2%	883,892	2%	901,569
High School-Operating Transfer	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	16%	\$ 33,325,140	2%	34,152,156	-3%	33,284,638	2%	33,950,331	2%	34,629,337	2%	35,321,924
REVENUE OVER (UNDER) EXPENDITURE:	(1,555,925)			697,146		0		(715,397)		(1,001,234)		(1,264,878)
Year End Fund Balance (Per CAFR)		22,812,447		18,986,727		14,060,028		13,344,630		12,343,397		11,078,519
Policy Restriction on Fund Bal (15% GF only)		(9,282,548)	ALL	(9,282,548)	2%	(9,468,199)	2%	(9,657,563)	2%	(9,850,714)	2%	(10,047,728)
Committed/Assigned (1) eff 2011		(5,790,000)		(4,500,000)	0%	-	0%	-	0%	-	0%	-
Revenue Stabilization (Assigned)		(260,000)		(260,000)		-	-	0		-	-	-
Est. Unassigned Fund Balance	-43%	7,479,900	-34%	4,944,179	-7%	4,591,829	-20%	3,687,067	-32%	2,492,682	-59%	1,030,790

COUNTY OF KING GEORGE ESTIMATED FUND BALANCES			
	As of June 30, 2012	As of June 30, 2013 (Unaudited)	As of June 30, 2014 (Projected)
<u>General Fund:</u>			
Beginning Fund Balance	21,505,818	20,203,257	15,691,592
Revenues	33,049,349	33,631,370	35,091,800
Expenditures	(34,351,910)	(38,143,035)	(35,091,800)
Ending Fund Balance	20,203,257	15,691,592	15,691,592
<u>Schools</u>			
Beginning Fund Balance	2,000	2,000	2,000
Revenues	30,873,307	33,012,178	34,237,364
Expenditures	(30,873,307)	(33,012,178)	(34,237,364)
Ending Fund Balance	2,000	2,000	2,000
<u>School Cafeteria</u>			
Beginning Fund Balance	109,287	109,459	8,936
Revenues	1,297,778	1,311,340	1,483,829
Expenditures	(1,297,606)	(1,411,863)	(1,483,829)
Ending Fund Balance	109,459	8,936	8,936
<u>Capital Fund</u>			
Beginning Fund Balance	29,044,031	25,866,527	23,235,018
Revenues	7,250,345	11,874,687	7,036,500
Expenditures	(10,427,849)	(14,506,196)	(7,036,500)
Ending Fund Balance	25,866,527	23,235,018	23,235,018
Note: The estimated fund balance for the Capital Fund decreased by more than 10% due to bond proceeds being spent on capital projects			

COUNTY OF KING GEORGE COUNTY INDEBTEDNESS

DESCRIPTION

Bonded Debt Authorization and Issuance Policies

The Constitution of Virginia and the Virginia Public Finance Act provide the authority for a County to issue general obligation debt secured solely by the pledge of its full faith and credit as well as debt secured by the fee revenue generated by the system for which the bonds are issued and, if necessary, by general obligation tax revenues. There is no limitation imposed by state law or local ordinance on the amount of general obligation debt which a County may issue; however, with certain exceptions, debt which either directly or indirectly is secured by the general obligation of a County must be approved at public referendum prior to issuance.

Debt Policy

1. General

- a) A debt policy addresses the level of indebtedness the County can reasonably expect to incur without jeopardizing its existing financial position and to ensure the efficient and effective operation of the County.
- b) A debt policy also addresses the purposes for the types of debt that will be issued.
- c) The debt policy is to be used in conjunction with the Adopted Budget, the Capital Improvements Program (CIP) and other financial policies.

2. Standards

- a) National Federation of Municipal Analysts
- b) Government Accounting Standards Board
- c) Government Financial Officers Association (GFOA)
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings).
- e) Internal Revenue Service

3. Planning and Performances

- a) The planning, issuance and review of outstanding and proposed debt issuances will ensure that compliance with the debt policy is maintained.
- b) The County may issue debt for the purpose of acquiring or constructing capital projects including buildings, machinery, equipment, furniture and fixtures.
- c) Debt issuances will be pooled together when feasible to minimize issuance costs.
- d) The County will prepare and adopt annually a Five Year Capital Improvements Program (CIP) to identify and establish an orderly plan to meet the County's infrastructure needs with all debt-related projects and the debt service impact upon operations identified.
- e) The County, with the assistance of the County's Financial Advisor, will analyze and monitor outstanding debt for refunding or restructuring opportunities on an on-going basis.

4. Issuance Guidelines

- a) The County will not use short-term borrowing to finance operating needs, except in instances described under Revenue Anticipation Notes.
- b) Long-term debt will be used in compliance with all aspects of the debt policy.
- c) The maturity of any debt will not exceed the expected useful life of the project for which the debt is issued.
- d) Each project proposed for financing through debt issuance will have analysis performed for review of tax impact and future operating costs associated with the project and debt issuance.
- e) At a minimum, all issuances of Debt require approval and appropriation of the proceeds by the Board of Supervisors with additional approvals, if applicable, as noted in Sections 6 through 10.

5. Debt Capacity and Affordability

- a) County staff, in concert with the County's Financial Advisor, will annually perform a Debt Capacity and Debt Affordability analysis as a means of ensuring that the County does not exceed its ability to service current and potential future debt requirements. These analyses will verify that the County is projected to maintain debt ratios within the policy guidelines noted below. The Debt Capacity and Debt Affordability

analyses will be performed annually in concert with the preparation of the Budget and Multi-Year Capital Improvement Plan.

b) The County will maintain the following debt key debt ratios within the levels described below. Maintaining debt ratios within these levels will help ensure that the County maintains its financial strength and flexibility and maximizes its Credit Rating which will, in turn, keep borrowing costs as low as possible.

- i) Tax-Supported Debt as a Percentage of Assessed Value
The County's tax supported debt versus the total assessed value in the County shall not exceed 3.5% during the five year projection period.
This ratio indicates the relationship between the County's tax supported debt and the total taxable assessed value of real and personal property in the County. This ratio is an important indicator of the County's ability to repay debt because property taxes are a major source of repayment for tax supported debt. A smaller ratio indicates a lower level of debt versus total assessed value.
- ii) Tax Supported Debt Service as a Percentage of General Government Expenditures
The County's ratio of annual tax supported debt service payments versus total General Government operating expenditures shall not be greater than 10% to 12% during the five year projection period.
This ratio provides a measure of the County's annual financial flexibility. Debt service payments are, generally, fixed charges that must be paid regardless of the current financial / economic environment. The numerator shall include any and all debt that is not "Self Supporting" including debt that is secured by the General Obligation pledge of the County, and debt for which the County has provided its Moral Obligation or subject to appropriation pledge. The denominator shall include operating expenditures of the General Fund, operating transfers, operating expenditures of the School fund(s), and debt service, so long as inter-fund transfers are not double counted. Self Supporting debt is defined as debt that is paid entirely from a defined revenue stream without support from the General Fund.

6. Bond Anticipation Notes

- a) The County may issue Bond Anticipation Notes (BANs) in expectation of General Obligation Bonds or Revenue Bonds when: cash is required in order for the financed capital project to be initiated or continued; or, when the market for long-term financing does not appear appropriate on a given date.
- b) The County will issue BANs for a period not to exceed five years.
- c) BANs will not be rolled over more than one additional two-year period.

7. Revenue Anticipation Notes

- a) The County's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs) through the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserves for unanticipated expenditures, revenue shortfalls and other specific uses.
- b) The County may issue RANs in an extreme emergency beyond the County's control or ability to forecast when revenues will be received subsequent to the timing of funds needed.

8. General Obligation Bonds

- a) The Constitution of Virginia, Article VII, Section 10, and the Public Finance Act provide the authority for a County to issue General Obligation Debt with no limit on the amount of General Obligation debt that a County may issue.
- b) The County may issue General Obligation Debt for capital projects or other properly approved projects.
- c) All debt secured by the general obligation of the County must be approved by the Board of Supervisors and by a public referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans which do not need approval by referendum.

9. Revenue Bonds

- a) The County may issue Revenue Bonds to fund enterprise activities, such as water and sewer facilities, or for capital projects which will generate a defined revenue stream.
- b) The bonds will include written covenants which will require that the revenue sources are sufficient to fund the debt service requirements.
- c) Costs of issuance, debt service reserve funds and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.

10. Other Debt Instruments

- a) The County recognizes that there are an increasing number of financing vehicles available for debt funding capital projects including, but not limited to:
 - i. Stand-Alone General Obligation Bonds;
 - ii. Stand-Alone County / EDA issued Lease Revenue Bonds;
 - iii. Stand-Alone County / EDA / Service Authority issued Revenue Bonds; and,
 - iv. Selected Pool Borrowing Programs including the Virginia Resources Authority and the Virginia Public School Authority.

In addition, the County recognizes that there are a variety of methods which with to issue debt including:

- i. Competitive Public Sales;
- ii. Negotiated Public Sales;
- iii. Competitively Bid Private Placements; amongst others.

As such, the County, working with its Financial Advisor, will analyze all of the available debt instruments and issuance methods available to the County with the goal of selecting the instrument and method which provides the County with: the lowest all-in cost of funds (including all costs of issuance and underwriter's compensation); the greatest ability to refinance / restructure in the future; and, the greatest amount of control over the timing, terms and conditions, and expenses.

- b) Generally, the County prefers to utilize traditional fixed rate debt instruments to finance projects on a long-term basis as they provide cost-effective financing, predictable cash-flows, and minimal risk. Should the County desire to entertain the use of longer-term variable rate debt in an amount above \$2 million or the use of derivative products (i.e. Swaps) in the future, a thorough analysis of the proposed debt instrument will be prepared by the County Staff and the County's Financial Advisor and presented to the Board of Supervisors before the instrument is approved by the Board of Supervisors. In addition, the County will prepare and adopt financial policies specific to variable rate debt and derivatives before entering into longer term variable rate debt or derivative transactions.

11. Post-Issuance Compliance Procedures For Tax Advantaged Governmental Bonds (2/29/12)

The Internal Revenue Service (the "IRS") Tax Exempt Bonds branch has announced that it will expand its efforts to ascertain compliance with the IRS regulations governing post-issuance requirements for tax advantaged bonds issued by local governments. In order to demonstrate post-issuance compliance it is important for local governments to maintain complete records of compliance with IRS rules governing actions taken after issuance of bonds. Actions for which records should be kept include investment and expenditure of bond proceeds and ownership and use of bond-financed facilities.

The following information and procedures are designed to assure post-issuance compliance with IRS rules governing the tax exempt status of interest on or the tax advantaged status of a particular issue of bonds. The issuer should maintain a file for each issue of bonds, note or similar obligations (such file may include electronic storage of records). This form should be updated annually (in a cumulative fashion without deleting information from previous years) and retained in such file until at least three years after the bonds, and any refunding bonds, are paid in full.

Name of Issuer:

Name of Bond Issue:

Date of Bond Issue:

Contact Information for Persons Responsible for Maintaining Records:

Director of Finance
County of King George
10459 Courthouse Drive, Suite 201
King George, VA 22485
(540) 775-1657

Current County Finance Director:

Name of Finance Director

E-mail address:

Length of Record Retention Period: _____, _____ (month, day, year)

(Records, including bond transcript, should be kept at least for the life of the bond issue and any refunding bonds plus three years; accordingly records will be kept through the date shown above.)

Issuer Contact: (Responsible for providing information below, except as otherwise indicated)

Director of Finance
County of King George
10459 Courthouse Drive, Suite 201
King George, VA 22485
(540) 775-1657

Current County Finance Director:

Name of Finance Director
E-mail address:

Escrow Agent Contact (if applicable): (Responsible for providing information in 3(a), 3(b) and 3(f) below)

Trustee Contact Name & Address (if applicable):

Paying Agent Contact (if applicable):

Financial Advisor Contact: (Responsible for providing information in 3(g))

Name
Title
Company Name
Company Address
Company Phone Number

Information to be Retained: The following information will be retained in the above-described file.

1. Summary of Use of Bond Proceeds:

(This should be a cumulative summary incorporating information from prior reports.)

Date of Expenditure	Amount	Purpose	Payee (or vendor if reimbursement)

Receipts/requisitions/invoices or other evidence of payment (including expenditure reimbursements) will be retained by the locality for the record retention period described above.

[Describe any reallocation of bond proceeds necessary to comply with private use restrictions.]

2. Use of Project:

(Confirm that all bond-financed facilities are owned by the locality or other state or local government entity. Describe all leases, conveyances, easements, management contracts or other agreements entered into subsequent to bond closing with respect to land or facilities financed with bond proceeds. Any agreement that gives a non-governmental user any right or "special legal entitlement" to use or control the use of bond-financed facilities should be described here. Please consult with bond counsel if there are questions.)

3. Investment of Bond Proceeds

(a) Amount remaining in Project Fund as of _____:

(b) Description of investments in each fund and investment earnings for each fund (as of _____):

(Include:

- (i) the purchase date;
- (ii) the purchase price;
- (iii) the accrued interest due on the purchase date;
- (iv) the face amount;
- (v) the interest payment dates;
- (vi) the coupon rate;

- (vii) the maturity, sale or disposition date;
- (viii) the amount received at maturity or the sale or disposition price; and
- (ix) the accrued interest due on the sale or disposition date.

(c) Yield on each Rebatable Fund (as of _____):

Project Fund:

Yield Restriction Requirements - Examine non-arbitrage/tax certificate or agreement and note when temporary period for investment of bond proceeds without yield restriction expires. Consult with trustee and bond counsel two months prior to deadline to insure yield restriction, if any required, is put in place.

(d) Rebate Calculations: (Identify consultant engaged to calculate any rebate liability and show any rebate liability if calculated. Rebate liability must be calculated at 5 year intervals at a minimum.)

Records for computation of bond yield, rebate and yield reduction payments, Form 8038-T, Form 8038-R any other applicable Form 8038 series returns.

Exception to rebate requirements - Indicate whether non-arbitrage/tax certificate or agreement provides for:

- a. Small issuer exception to rebate requirement, or
- b. Spending exceptions to rebate requirements. If spending exception applies, document expenditure of proceeds accordingly.

(e) Filing of Form 8038T (Confirm filing of Form 8038T and payment of rebate liability or indicate that filing/payment is not required.)

(f) Confirm that records showing fund balances, investment earnings and yield on investments have been retained for the current year and all prior years.

(g) Describe all investment contracts (GICs, swaps, caps) with respect to bond proceeds including:

Copy of GIC or other agreement

Amount actually paid by the issuer and any administrative costs paid by the issuer:

For each bid, the name of the person and entity submitting the bid, the time and date of bid and bid results:

Copy of the bid solicitation form (if the terms of the GIC deviated from the bid solicitation, an explanation of the deviation)

Records for investment of bond proceeds related to guaranteed investment contracts, bond insurance contracts, financial derivatives (if applicable)

4. Reissuance (Describe any amendments to the bonds or bond documents or any agreements entered into affecting the use of proceeds or repayment of the bonds or the security for the bonds.)

5. Form of maintaining bond records

Records shall be kept in paper form or electronic form, or both, as feasible.

6. Copies of the following shall be kept (if applicable):

- a. Audited financial statements
- b. Any election of accounting methodology, etc (these usually are not made)
- c. Appraisals or feasibility studies for bond-financed property
- d. Documents related to government grants association with the bond-financed project
- e. Publications, brochures and newspaper articles for the bond financing (if any exist)
- f. Correspondence, including e-mails, related to bond financings
- g. Reports of any prior IRS examinations of the entity or any of its bond financings

7. Training

The above-named issuer contact person is expected to attend available training, seminars and conferences related to post-issuance compliance requirements applicable to issuers of tax-exempt and tax-advantaged bonds, and to consult with bond counsel as necessary. If non-compliance or potential non-compliance is detected, the contact person will take steps as soon as possible to timely prevent, resolve and/or correct such noncompliance or, if necessary, investigate the feasibility of participating in the IRS Voluntary Closing Agreement Program, after consultation with bond counsel.

This form updated on: _____

By: _____
[signature]

Name: Director of Finance
Title: Finance Director

Debt Ratio

	Actual June 30, 2013	*Policy
Debt as a percentage of Assessed Value	2.48%	3.5%
Debt per Capita	\$2,831	\$2,000
Debt Service as a percentage of General Government Expenditures	11%	10 - 12%
General Fund Balance as a percentage of Total Operating Expenditures	24%	15%

* Note: We worked with the County's Financial Advisor to update financial policies. The debt ratio is one of the items that was revised with and adopted March 2012 to ensure it is more in line with current standards and best practices.

Outstanding Debt

In fiscal year 2013, outstanding bonded debt totaled \$66,720,597. Total long-term County obligations equaled \$73,027,558.

The following schedule denotes long-term County obligations as of June 30:

	2009	2010	2011	2012	2013
General Obligation Bonds	61,182,640	75,886,480	72,923,993	69,600,616	66,720,597
Capital Leases	153,427	76,713	0	0	0
Compensated Absences	568,361	576,497	650,200	645,478	725,485
Premium on bonds payable	749,220	898,779	862,922	823,227	5,581,476
	62,653,648	77,438,469	74,437,115	71,069,321	73,027,558

Debt Service to Maturity

Year Ended June 30,	Governmental Funds			
	General Obligation Bonds		Literary Loans	
	Principal	Interest	Principal	Interest
2013	\$ 2,645,220	\$ 3,064,799	\$ 250,000	\$ 52,500
2014	\$ 2,597,303	\$ 3,126,345	\$ 250,000	\$ 45,000
2015	\$ 2,709,919	\$ 3,032,887	\$ 250,000	\$ 37,500
2016	\$ 2,840,200	\$ 2,907,674	\$ 250,000	\$ 30,000
2017	\$ 2,700,036	\$ 2,790,716	\$ 250,000	\$ 22,500
2018	\$ 2,648,906	\$ 2,676,511	\$ 250,000	\$ 15,000
2019	\$ 2,775,634	\$ 2,560,190	\$ 250,000	\$ 7,500
2020	\$ 2,902,899	\$ 2,442,720		
2021	\$ 3,035,728	\$ 2,315,286		
2022	\$ 3,168,565	\$ 2,185,914		
2023	\$ 3,030,139	\$ 2,055,222		
2024	\$ 3,134,029	\$ 1,917,080		
2025 and beyond	\$ 34,264,681	\$ 10,638,854		
TOTAL	\$ 68,453,259	\$ 41,714,198	\$ 1,750,000	\$ 210,000

Fiscal Year Changes

No refundings were done in Fiscal Year 2012-2013.

Future General Obligation Debt

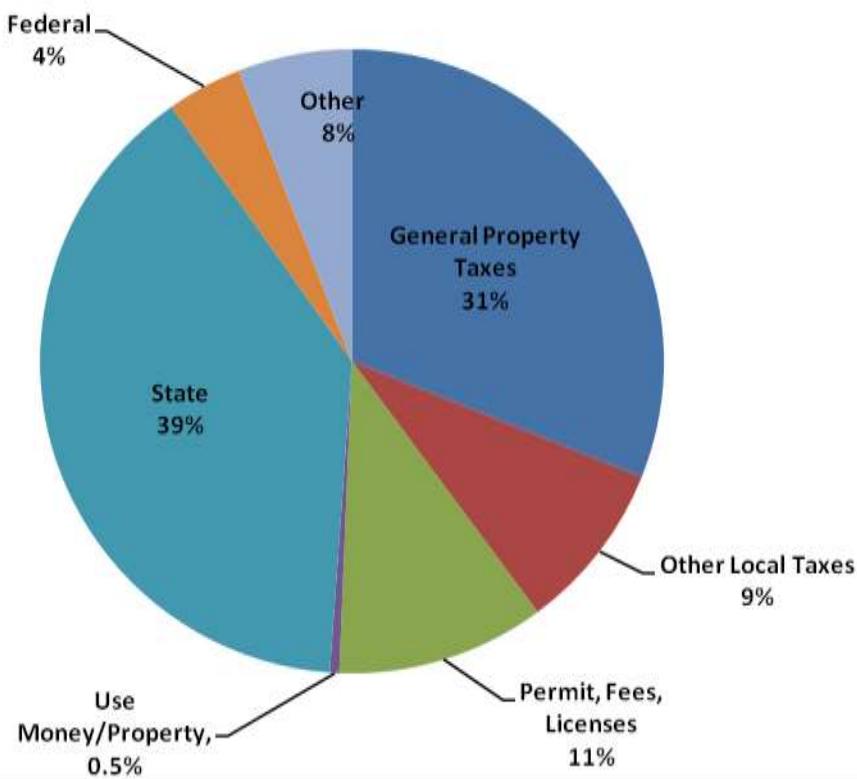
In Fiscal Year 2014, there are no plans to issue debt. However there may be additional opportunities to incur savings due to additional refunding based on the economy i.e. lower rates.

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Total Revenue - All Funds

Revenues Function/Program	FY 2011-12 Actual Revenues	FY 2012-13 Adopted Budget	FY 2012-13 Amended Revenues	FY 2013-14 Adopted Budget	Growth %
Revenues from Local Sources					
General Property Taxes	\$ 18,847,317	\$ 19,582,046	\$ 19,582,046	\$ 20,324,321	4%
Other Local Taxes	5,687,044	5,553,200	5,556,600	5,772,800	4%
Licenses, Permits and Fees	7,187,677	7,085,900	7,085,900	7,072,800	0%
Fines and Forfeitures	183,108	227,150	227,150	179,600	-21%
Use of Money and Property	383,897	375,317	375,317	320,175	-15%
Charges for Services	1,174,441	1,000,119	1,016,119	2,787,267	179%
Recovered Costs	125,212	238,500	242,250	263,500	10%
Miscellaneous	228,377	135,000	139,000	177,100	31%
Total Local Sources	33,817,073	34,197,232	34,224,382	36,897,563	8%
Revenues from the Commonwealth					
Non-categorical Aid	2,283,557	2,269,668	2,269,668	2,281,098	1%
Shared Expenses	1,560,262	1,628,404	1,628,404	1,683,896	3%
Categorical Aid	20,599,258	20,801,825	20,937,997	21,603,485	4%
Total State Funds	24,443,077	24,699,897	24,836,069	25,568,479	4%
Revenues from the Federal					
Categorical Aid	5,214,311	3,040,641	3,894,173	2,554,366	-16%
Total Federal Funds	5,214,311	3,040,641	3,894,173	2,554,366	-16%
Net Revenues	63,474,461	61,937,770	62,954,624	65,020,408	5%
Non-Revenue Receipts					
Reserve Balance	-	447,400	5,446,902	101,200	-77%
Other Source	48,713	47,075	78,475	367,943	682%
General Fund Transfers	14,816,052	14,278,526	18,184,904	14,739,889	3%
Total Miscellaneous	14,864,765	14,773,001	23,710,281	15,209,032	3%
Total Revenues	78,339,226	76,710,771	86,664,905	80,229,440	5%
	697,633	836,015	6,329,834	469,143	
Total Net Revenues	64,172,094	62,773,785	69,284,458	65,489,552	4.2%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Estimated Revenues - All Funds

General Property Taxes	\$ 20,324,321	31%	
Other Local Taxes	\$ 5,772,800	9%	
Permit, Fees, Licenses	\$ 7,072,800	11%	
Use Money/Property	\$ 320,175	0.5%	
State	\$ 25,568,479	39%	
Federal	\$ 2,554,366	4%	
Other	\$ 3,876,610	6%	
Total	\$ 65,489,552	100%	



COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Total Expenditures - All Funds

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Diff Adopt
<u>General Operating Fund:</u>					
General Government Administration	\$ 2,405,990	\$ 2,688,539	\$ 2,734,666	\$ 2,603,755	-3%
Judicial Administration	\$ 1,025,091	\$ 1,038,593	\$ 1,087,610	\$ 1,110,472	7%
Public Safety	\$ 7,820,454	\$ 8,068,970	\$ 8,509,485	\$ 8,605,732	7%
Public Works	\$ 1,318,820	\$ 1,513,971	\$ 1,547,431	\$ 1,652,157	9%
Health and Social Services	\$ 4,630,424	\$ 4,236,200	\$ 4,236,232	\$ 4,524,109	7%
Parks and Recreation, Culture	\$ 361,616	\$ 361,472	\$ 361,472	\$ 391,929	8%
Community Development	\$ 776,471	\$ 827,362	\$ 880,416	\$ 843,848	2%
Economic Development	\$ 147,153	\$ 136,036	\$ 160,760	\$ 147,219	8%
County In & Out	\$ 109,257	\$ 13,500	\$ 88,500	\$ 118,500	778%
Miscellaneous	\$ 27,488	\$ 10,000	\$ 436,700	\$ 10,000	0%
Contributions to Agencies	\$ 386,862	\$ 282,377	\$ 282,377	\$ 234,109	-17%
Reimbursements and Recoveries	\$ 115,709	\$ 50,000	\$ 51,725	\$ 50,000	0%
Contingency	\$ -	\$ 40,072	\$ 47,635	\$ 60,082	50%
<u>Other Funds</u>					
Schools	\$ 33,945,981	\$ 34,222,768	\$ 34,529,675	\$ 35,603,036	4%
School Cafeteria	\$ 1,297,604	\$ 1,398,240	\$ 1,465,857	\$ 1,483,829	6%
Capital Improvement	\$ -	\$ 303,993	\$ 5,262,823	\$ 596,476	96%
Debt Service	\$ 6,205,588	\$ 6,550,007	\$ 6,550,007	\$ 6,440,024	-2%
Recreation Activity	\$ 419,946	\$ 368,318	\$ 384,318	\$ 392,122	6%
Law Enforcement Projects	\$ 18,133	\$ 22,500	\$ 22,500	\$ 22,500	0%
Smoot Library	\$ 459,683	\$ 503,688	\$ 503,688	\$ 502,053	0%
Wireless Authority	\$ 70,382	\$ 57,980	\$ 57,980	\$ 18,000	-69%
Revenue Stabilization	\$ 392,053	\$ -	\$ -	\$ -	0%
Tourism	\$ -	\$ 79,200	\$ 82,600	\$ 79,600	1%
Net Expenditures	61,934,705	62,773,786	69,284,458	65,489,552	4%
Transfers to Service Authority	44,708	-	-	-	0%
Total Expenditures	\$ 61,979,413	\$ 62,773,785	\$ 69,284,458	\$ 65,489,552	4.3%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
General Fund Revenues

Revenues Function/Program	FY 2011-12 Actual Budget	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	Growth %
Local Revenues					
General Property Taxes	\$ 18,847,317	\$ 19,582,046	\$ 19,582,046	\$ 20,324,321	4%
Other Local Taxes	\$ 5,687,044	\$ 5,474,000	\$ 5,474,000	\$ 5,697,200	4%
Licenses, Permits and Fees	\$ 395,794	\$ 406,900	\$ 406,900	\$ 378,800	-7%
Fines and Forfeitures	\$ 183,108	\$ 227,150	\$ 227,150	\$ 179,600	-21%
Use of Money and Property	\$ 172,609	\$ 140,317	\$ 140,317	\$ 140,175	0%
Charges for Services	\$ 742,537	\$ 536,801	\$ 536,801	\$ 852,821	59%
Recovered Costs	\$ 48,081	\$ 188,500	\$ 192,250	\$ 213,500	13%
Miscellaneous	\$ 163,368	\$ 63,200	\$ 67,200	\$ 90,800	44%
Total Local Sources	26,239,858	26,618,914	26,626,664	27,877,217	5%
State Revenues					
Non-categorical Aid	2,281,963	2,269,668	2,269,668	2,277,098	0%
Shared Expenses	1,560,262	1,628,404	1,628,404	1,683,896	3%
Categorical Aid	1,946,283	1,775,519	1,881,869	1,999,452	13%
Total State Funds	5,788,508	5,673,591	5,779,941	5,960,446	5%
Federal Revenues					
Categorical Aid	1,020,986	700,137	730,032	786,194	12%
Total Federal Funds	1,020,986	700,137	730,032	786,194	12%
Non-Revenue Receipts					
Reserve Balance	-	-	-	-	N/A
Other Source	-	47,075	47,075	45,943	-2%
Encumbrances/Carryovers	-	-	-	-	N/A
Prior Years Fund Balance	-	426,700	5,426,202	100,000	-77%
Transfers	-	-	-	322,000	100%
Total Miscellaneous	-	473,775	5,473,277	467,943	-1%
Total General Fund Revenues	\$ 33,049,352	\$ 33,466,417	\$ 38,609,914	\$ 35,091,800	5%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
General Fund Expenditures

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
<u>General Operating Fund:</u>					
General Government Administration	\$ 2,405,990	\$ 2,688,539	\$ 2,734,666	\$ 2,603,755	-3%
Judicial Administration	1,025,091	1,038,593	1,087,610	1,110,472	7%
Public Safety	7,820,454	8,068,970	8,509,485	8,605,732	7%
Public Works	1,318,820	1,513,971	1,547,431	1,652,157	9%
Health and Social Services	4,630,424	4,236,200	4,236,232	4,524,109	7%
Parks and Recreation, Culture	361,616	361,472	361,472	391,929	8%
Community Development	776,471	827,362	880,416	843,848	2%
Economic Development	147,153	136,036	160,760	147,219	8%
County In & Out	109,257	13,500	88,500	118,500	778%
Miscellaneous	27,488	10,000	10,000	10,000	0%
Contributions to Agencies	386,862	282,377	282,377	234,109	-17%
Reimbursements and Recoveries	115,709	50,000	51,725	50,000	0%
Contingency	-	40,072	47,635	60,082	50%
Transfers To:					
Recreation Activity	8,372	-	-	-	0%
Schools Operating	11,849,547	13,349,353	13,436,931	14,349,353	7%
Capital Projects	2,174,833	-	4,324,700	-	0%
Wireless Authority	46,980	57,980	57,980	18,000	-69%
Debt Service	140,510	-	-	-	0%
Library	344,225	365,293	365,293	372,536	2%
Cafeteria	-	-	-	-	0%
KGCSA	43,000	-	-	-	0%
Revenue Stabilization Fund	392,093	-	-	-	0%
Economic Development Authority	177,030	426,700	426,700	-	-100%
Total General Fund Expenditures	\$ 34,301,925	\$ 33,466,417	\$ 38,609,914	\$ 35,091,800	5%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
School Revenues and Expenditures

Category	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	%	
	Actual	Adopted Budget	Amended Budget	Adopted Budget		
School Operations						
Revenues:						
Use of Money or Property	\$ 11,070	\$ 25,000	\$ 25,000	\$ 25,000	0%	
Charges for Services	44,841	95,000	95,000	75,000	-21%	
Recovered Cost	77,131	50,000	50,000	50,000	0%	
Miscellaneous	30,615	50,000	50,000	50,000	0%	
Revenues from the Commonwealth	18,569,580	18,942,911	18,972,733	19,498,011	3%	
Revenues from the Federal	2,062,872	1,352,160	1,573,067	1,555,672	15%	
Local Transfer	11,849,547	13,349,353	13,436,931	14,349,353	7%	
Other Source	532	-	-	-	N/A	
ARRA Stimulus Funds	1,244,667	358,344	358,344	-	-100%	
Total Revenues	33,890,855	34,222,768	34,561,075	35,603,036	3%	
Expenditures:						
Instruction	\$ 22,591,188	\$ 23,752,208	\$ 23,790,314	\$ 25,022,721	5%	
Administration	591,134	1,000,055	1,000,055	1,091,206	9%	
Transportation	2,542,444	2,455,614	2,477,573	2,519,731	3%	
Maintenance	3,577,223	3,747,044	3,793,207	3,753,431	0%	
Facilities	141,997	87,627	63,582	61,288	-30%	
Debt Service/Transfers	192,530	144,349	144,349	34,100	-76%	
Technology	1,291,915	1,355,367	1,359,184	1,754,887	29%	
Grant Funds	1,772,882	1,322,160	1,543,067	1,365,672	3%	
ARRA Stimulus Funds	1,244,667	358,344	358,344	-	-100%	
Total Expenditures	33,945,981	34,222,768	34,529,675	35,603,036	4%	
School Cafeteria						
Revenues						
Food Service	\$ 615,606	\$ 738,840	\$ 738,840	\$ 1,467,324	99%	
Miscellaneous	15,174	10,000	46,217	-	-100%	
Revenues from the Commonwealth	18,140	19,400	19,400	16,505	-15%	
Revenues from the Federal	648,858	630,000	630,000	-	-100%	
Total Revenues	1,297,778	1,398,240	1,434,457	1,483,829	6%	
Expenditures:						
Food Services	\$ 1,297,604	\$ 1,398,240	\$ 1,465,857	\$ 1,483,829	6.1%	
Total Expenditures	\$ 1,297,604	\$ 1,398,240	\$ 1,465,857	\$ 1,483,829	6.1%	

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Recreation Activity Fund

Category	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	% Growth
	Actual	Adopted Budget	Amended Budget	Adopted Budget	
Revenues:					
Fees	\$ 387,063	\$ 368,318	\$ 384,318	\$ 392,122	6%
Use of Money/Property	-	-	-	-	0%
Miscellaneous	15,500	-	-	-	0%
Transfers	8,374	-	-	-	0%
Reserve Balance	-	-	-	-	0%
Total Revenues	\$ 410,937	\$ 368,318	\$ 384,318	\$ 392,122	6%
Expenditures:					
Personnel	\$ 261,203	\$ 260,306	\$ 260,306	\$ 260,306	0%
Operating	158,743	108,013	124,013	131,817	22%
Capital	-	-	-	-	0%
Total Expenditures	\$ 419,946	\$ 368,318	\$ 384,318	\$ 392,122	6%

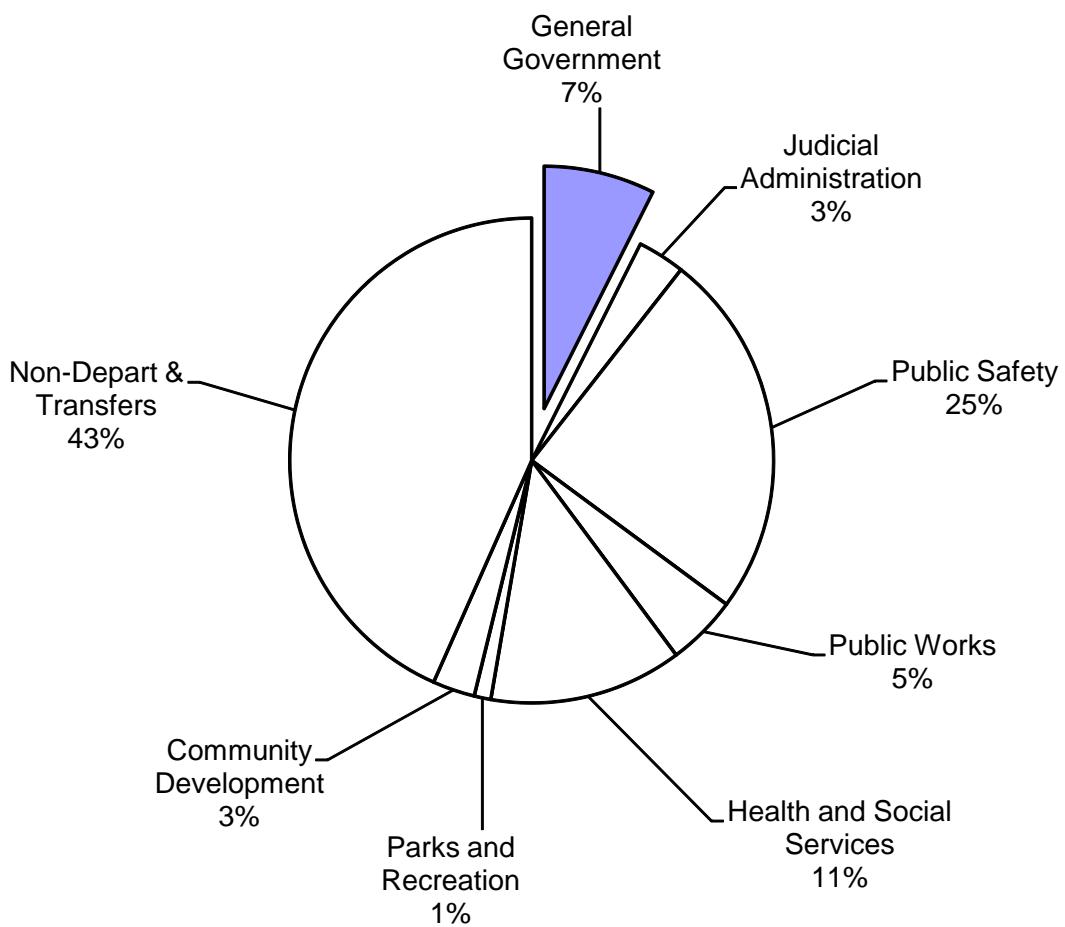
COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Wireless Authority Fund

Category	FY 2011-12 Actual	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
<u>Revenues:</u>					
Use of Money	\$ 373	\$ -	\$ -	\$ -	0%
Transfer from General Fund	46,980	57,980	57,980	18,000	-69%
Total Revenues	\$ 47,353	\$ 57,980	\$ 57,980	\$ 18,000	-69%
<u>Expenditures:</u>					
Operating	\$ 70,382	\$ 57,980	\$ 57,980	\$ 18,000	-69%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%
Total Expenditures	\$ 70,382	\$ 57,980	\$ 57,980	\$ 18,000	-69%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
General Government Administration

Department	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
	Actual Expenditures	Adopted Budget	Amended Budget	Adopted Budget	% Growth
Board of Supervisors	\$ 70,419	\$ 67,531	\$ 67,531	\$ 67,669	0%
County Administrator	385,371	328,678	335,811	330,024	0%
County Attorney	84,766	99,254	99,254	174,250	76%
Human Resources	38,961	74,961	74,961	84,136	12%
Commissioner of Revenue	327,540	390,579	390,966	371,159	-5%
Reassessment	-	174,200	174,200	16,178	-91%
Treasurer	293,953	285,712	286,373	286,114	0%
Department of Finance	795,812	827,958	828,863	809,383	-2%
Information Technology	238,967	257,832	292,549	283,618	10%
Electoral Board	53,678	53,128	55,023	48,857	-8%
Registrar	116,523	128,706	129,135	132,367	3%
Total General Government	\$ 2,405,990	\$ 2,688,539	\$ 2,734,666	\$ 2,603,755	-3%

COUNTY OF KING GEORGE
General Government Administration
\$2,603,755



BOARD OF SUPERVISORS

MISSION

The King George County Board of Supervisors is an elected body comprised of five members, each representing one of the County's four election districts and one Member elected At-Large. Supervisors serve four-year staggered terms with one member appointed by the Board annually to serve as the Chair, and another to serve as Vice-Chair. As the County's governing body, accountable to the residents of King George County, the Board of Supervisors is responsible for a variety of activities including: establishing priorities for County programs and services, establishing administrative and legislative policy through the adoption of ordinances and resolutions, adopting an annual operating and capital budget and appropriating funds, and adopting and enforcing the County's comprehensive land use plan.

The Board adopted a Strategic Plan during the FY11/12 budget process (See page 5). The priorities are stated as follows which shall be the basis for developing departmental performance measures:

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 34,965	\$ 36,854	\$ 36,046	\$ 36,869	2%
Operating	\$ 31,838	\$ 33,565	\$ 31,485	\$ 30,800	-2%
TOTAL	\$ 66,803	\$ 70,419	\$ 67,531	\$ 67,669	0%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

STRATEGIC GOALS/OBJECTIVES

Secure Financial Future:

1. Continue to exercise sound financial management and build the County's fiscal strength while minimizing the tax burden.
2. Promote operational efficiencies through shared or merged services and the use of technology.
3. Provide County services, facilities and infrastructure in a manner that balances expenditures with the expansion of the tax base.
4. Prepare and update Capital Improvement Program and develop priorities annually.
5. Update and review 10 yr financial forecast model annually.
6. Ensure strategic plan reviewed every 3-5 years.

Education:

1. Work closely with the School system to jointly plan County and School facilities, and to consolidate services.
2. Support lifelong learning and quality educational opportunities.

Public Health and Safety:

1. Encourage and promote volunteerism.
2. Ensure that the availability of public safety services continue to meet the needs of the County.
3. Implement policies and programs that safeguard the health, safety, and welfare of our citizens.

Economic Diversification:

1. Develop an Economic Development Strategy in accordance with the County Comprehensive Plan.
2. Promote opportunities which foster new and existing businesses in commercial, industrial, retail and office development.
3. Identify and aggressively pursue economic development that broadens the County's tax base.

BOARD OF SUPERVISORS Continued

Manage Growth – Rural Preservation:

1. Preserve and protect the rural character, natural resources, history and beauty of the County..
2. Minimize the impact of growth by ensuring that the costs associated with new development will have minimum impact.
3. Ensure private development and government operations are environmentally sensitive.

Customer Service:

1. Increase use of technology as a strategy to inform citizens about County programs, information and services.
2. Promote accountability, innovation, openness and excellence in providing service to customers.
3. Continue to increase the use of technology to conduct County business.

Staff Development and Retention:

1. Maintain a well-trained and high performing workforce and provide County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
2. Enhance collaboration and knowledge sharing.
3. Promote a balanced work/lifestyle.

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Board Meetings	20	23	23
Work Sessions	4	6	6
Joint Meetings-School Board	2	2	2

ACCOMPLISHMENTS

- Continue Revenue Stabilization fund as part of the adopted budget process.
- Approved a one-percent salary increase for employees effective July, 2013

COUNTY ADMINISTRATOR

MISSION

The County Administrator is the Chief Administrative Officer of County government and is accountable directly to the Board of Supervisors. This Office is the executive management office for King George County Government. The County Administrator directs and supervises the day-to-day operations of all County departments and agencies under the direct control of the Board of Supervisors, pursuant to County ordinances and regulations; and provides administrative support to the Board of Supervisors and coordinates and implements its policy directives with regard to Board agendas, meetings, resolutions, legislative policies and constituent services. Additionally, the County Administrator serves as the Board of Supervisors' liaison to the Constitutional Officers, the Judiciary, regional, State and local agencies and authorities and community associations. The County Administrator also serves as Clerk to the Board of Supervisors.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 363,295	\$ 367,199	\$ 307,584	\$ 305,717	-1%
Operating	\$ 16,862	\$ 18,172	\$ 32,227	\$ 33,539	4%
TOTAL	\$ 380,157	\$ 385,371	\$ 339,811	\$ 339,256	0%
Full Time Staff	4	4	4	4	

STRATEGIC GOALS/OBJECTIVES

- Present a balanced budget.
- County Administrators' operating budget is within + or – 5% of adopted budget.
- Implement the goals of the Board of Supervisors.
- Provide staff support to the Board and citizens of the County.
- Provide leadership and accountability to ensure quality customer service, innovation, responsibility and fiscal prudence.
- Ensure resolutions and ordinances are standardized and comprehensive for the Board and the public.
- Ensure minutes of official Board of Supervisor meetings are maintained and documented and available to the public within 60 days.
- Ensure official Board meetings are recorded and televised for public viewing.

SERVICE LEVELS

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
BOS Minutes Completed within 60 days	100%	100%	100%
Official Board Meetings Televised	100%	100%	100%
Respond to BOS matters within 14 days of request	100%	100%	100%
Respond to Citizen Request within 14 days of receipt	100%	100%	100%

ACCOMPLISHMENTS

- Held two employee appreciation events.
- Established a full functioning Human Resources Department and hired a full time Manager.

HUMAN RESOURCES

MISSION

The Department of Human Resources is committed to providing services that support County's leadership and employees, enabling them to achieve their goals and the mission of King George County. We strive to promote excellence, equity, diversity, and support a high quality of work life for staff and faculty. We provide a positive HR service experience for applicants, employees, and retirees and collaborate with departments to recruit, develop, support, and retain diverse and talented employees who are the key to King George's reputation and success.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 6,673	\$ 27,303	\$ 54,342	\$ 66,331	22%
Operating	\$ 8,788	\$ 11,658	\$ 16,619	\$ 17,805	7%
TOTAL	\$ 15,461	\$ 38,961	\$ 70,961	\$ 84,136	19%
Full Time Staff	N/A	N/A	1	1	N/A

STRATEGIC GOALS/OBJECTIVES

- Provide organizational consulting services to all management areas to improve organizational and individual performance
- Inform employees about the importance of education, awareness, self-care, and behavioral change in improving wellness and productivity
- Collaborate with individuals and departments to deliver a broader range of wellness programs and services for improved physical and mental health
- Target employee communications more effectively to meet employee information needs
- Leverage technology to streamline HR service processes and improve access to employee information
- Insure King George County's commitment to diversity and non-discrimination through our actions and in our employee recruitment efforts
- Improve employee onboarding experience and employee morale
- Develop policies to meet the needs of the organization and legal compliance
- Ensure employee performance evaluations serve the needs of the County; Administration, Department Heads and Employees.

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Full-time Recruitments completed within 60 days of request	90%	100%	100%
Recordable Worker's Compensation Claims < 2	6	5	0
Training Opportunities Offered	2	2	1

ACCOMPLISHMENTS

- Developed an official employee newsletter
- Providing gifts and prizes for employee appreciation event.

INFORMATION TECHNOLOGY

MISSION

The mission of the Information Technology (IT) Division is to provide hardware and software information systems and technologies that enable County departments to accomplish their respective missions. The IT Division supports such by providing technical services in a quality, cost-effective and timely manner. This division now reports to the Deputy County Administrator/Director of Finance.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 115,195	\$ 136,733	\$ 164,215	\$ 170,137	4%
Operating	\$ 95,924	\$ 102,234	\$ 134,016	\$ 113,481	-15%
Capital	\$ -	\$ -	\$ 41,918	\$ -	0%
TOTAL	\$ 211,119	\$ 238,967	\$ 340,149	\$ 283,618	-17%
Full Time Staff	2	2	2	2	

STRATEGIC GOALS/OBJECTIVES

- Provide County wide information technology services to support customer goals and objectives.
- Ensure timely response to requests from all customers.
- Ensure County employees have updated and functioning equipment to perform their duties at all times.
- Ensure the network infrastructure is secure with minimal unauthorized uses/viruses.
- Research and evaluate new technologies to improve the effectiveness and efficiency of County business processes.
- Maintain technical knowledge and skills to deliver optimal information technology solutions customers.
- Ensure expenditures for information technology are efficient and produce an acceptable return on investment.
- Maintain County Website and ensure data is updated timely.
- Maintain County phone systems and service.

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Operating Budget +/- 5% of Amended Budget	2%	3%	2%
Capital Budget +/- 5% of Amended Budget	34%	12%	5%
Computers supported	249	250	250
Computers > 6 yrs old	31	47	32
Computers replaced	58	15	26
Software supported	210	215	215
Software replaced	20	20	26
Landlines Supported	280	280	280
Cell Phones Supported	141	140	140
Public safety phones are operational 100%	100%	100%	100%
No more than 1% occurrence of security breaches	0%	0%	0%
Website updated within 24 hrs of request	100%	100%	100%
Help Desk Requests	1,469	1377	1,400
Emergency requests resolved w/in 4 hrs 100%	100%	100%	100%
Non-emergency requests resolved w/in 48 hrs 90%	75%	100%	100%

ACCOMPLISHMENTS

- Implementation of Help Desk tracking software
- In the process of working through computer replacement program; goal is to have no more than 50% of inventory > 6 years old replaced in the second year.
- Expanded bandwidth for Internet Access for the County building.
- Continuing to expand options for the software used by departments including upgrades

COUNTY ATTORNEY

MISSION

The County Attorney's Office provides the day-to-day civil legal services to the County and its Departments, including the Service Authority. These duties include the drafting and review of documents such as easements, contracts, ordinances and policies; rendering advice on employment issues; and responding to claims and suits against the County and County personnel. The County Attorney's Office also handles certain civil litigation which is not covered by the Office of Risk Management, or cases brought on behalf of the County and which are not referred to outside counsel. This position is currently part time and performed by the Commonwealth's Attorney and staff. As a result, the County Attorney requires little additional office space, telephone lines, computers or other office equipment.

STRATEGIC GOALS/OBJECTIVES

- Provide prompt, professional and effective civil legal advice to the County;
- Issue claims on behalf of the County;
- Respond to claims against the County that are not acceptable by the Division of Risk Management or referred to outside counsel.
- Comprehensive review and update of County Code provisions.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 68,223	\$ 77,377	\$ 94,549	\$ 142,620	51%
Operating	\$ 25,511	\$ 7,389	\$ 33,205	\$ 31,630	-5%
TOTAL	\$ 93,734	\$ 84,766	\$ 127,754	\$ 174,250	36%
Full Time Staff	1	1	1	1	

SERVICE LEVELS AND PERFORMANCE MEASURES

	FY11/12 Actual	FY12/13 Actual*	FY13/14 Planned
Claims by County	6	10	12
Claims against the County	9	10	12
Code & Ordinances	63	75	80
FOIA	110	125	130
Purchasing/Contract Reviews	86	50	60
Tax – Non Litigation	50	40	50
Zoning	54	40	50
Reviews/Opinions	37	100	110
Wireless Authority	N/A	13	15
Social Services	N/A	9	12
Emergency Services	N/A	49	60
Human Resources	N/A	38	50
Deeds/Easements	N/A	15	20
Registrar	N/A	15	18
Bond Issuance	N/A	8	8
Landfill	N/A	2	5
Library	N/A	8	10
Parks and Recreation	N/A	3	6

*These are an estimate due to staff changes, actual data not fully collected

ACCOMPLISHMENTS

- The County Attorney position was converted to a full time position

COMMISSIONER OF THE REVENUE

MISSION

The Commissioner of Revenue is a Constitutional Officer elected by the people. The King George County's Commissioner of the Revenue Office functions primarily as an assessment office. The Commissioner abides by Title 58.1 Section 3109, the Taxation Code of Virginia and the King George County Ordinances. The Commissioner is responsible for the following:

- **Real Estate:** Maintain, update and assess parcels and new construction between reassessments, including substantially completed dwellings and buildings. The Commissioner is also responsible for Land Use Taxation, Tax Relief for the Elderly and Disabled Programs and Veteran's exemption.
- **Real Estate Reassessment:** Provide assistance to the appraisal company that is responsible for the general reassessment and assist the Board of Equalization during their term.
- **Personal Property:** Assess all vehicles, business equipment, machinery and tools, mobile homes and other miscellaneous property owned and located in King George County on January 1st. Enforce the 2006 PPTRA Ordinance by providing the annual percentage of tax relief to all qualifying vehicles and effective January 1, 2007 determine vehicles that owe a license fee.
- **Business License:** Locate and issue business licenses to new applicants, issue renewals based on previous years gross receipts due on or before March 1, collect and provide payments to Treasurer.
- **Meals Tax:** Audit monthly reports and distribute payments to Treasurer.
- **Transient Occupancy Tax:** Audit monthly reports and provide payments to the Treasurer of which 3% goes to funding tourism in King George County.
- **Utility Tax and Consumption Tax:** Audit monthly reports and provide funds to Treasurer.
- **Virginia Income Tax and Estimated Tax Returns:** Audit all returns received, keys Accelerated Refunds; provide the Treasurer with payments for tax due returns and Voucher #1 of Estimated Tax; weekly forward audited tax returns to the Department of Taxation.

STRATEGIC GOALS/OBJECTIVES

- Provide accurate, efficient, courteous service to the public and the governing body, never disclosing confidential information that has been entrusted to the Commissioner of Revenue's Office.
- Update real estate records, transfer parcels to new owners, assess new construction, supplement substantially completed assessments and print Real Estate Book by May 1st.
- Inform and enroll qualified applicants in Tax Relief Program and process qualifying parcels for Land Use Taxation.
- Discovery of new businesses in the County.
- Receive and audit all Meals Tax and Transient Occupancy Monthly Accounts.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 341,968	\$ 348,519	\$ 355,602	\$ 332,450	-7%
Operating	\$ 29,356	\$ 29,021	\$ 35,364	\$ 38,710	9%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 371,324	\$ 377,540	\$ 390,966	\$ 371,160	-5%
Full Time Staff	6	6	6	6	

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Planned
Real Estate Parcels Assessed	12,235	12,820	12,840
Real Estate Transfers	903	726	800
Tax Relief Applicants	43	35 & 13 vets	36 & 20 vets
Public Service Real Estate	20	20	20
Land Use Applications	1,114	1,080	1,148
Land Use Rollbacks	0	5	2
Personal Property Assessments	33,108	33,000	33,000
Machinery, Tools & Equipment	984	1,006	1,015
Mobile Homes	651	660	660
Public Service Personal Prop	4	4	4
VA Estimated Income Tax Filers	330	275	250
Tax Abatements	3,155	2,362	2,500
Meals Tax Accounts	67	66	61
Transient Occupancy Accounts	5	6	7
Motor Vehicle License Fees	28,993	28,934	29,000
License Fee Abatement/Refunds	1,010	439	440
Mineral Tax Accounts	4	4	4

ACCOMPLISHMENTS

- Automated manual processes to increase efficiency.

REASSESSMENT OF REAL PROPERTY

DESCRIPTION

The County has real estate property reassessed every four years. This is performed by a consultant that is obtained via the procurement process. This department contains the budget associated with completing this task.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ -	\$ -	\$ -	\$ 9,698	0%
Operating	\$ -	\$ -	\$ 174,200	\$ 6,480	0%
TOTAL	\$ -	\$ -	\$ 174,200	\$ 16,178	100%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

The reassessment process began in FY2013 and will continue during FY2014.

ACCOMPLISHMENTS

N/A

TREASURER

MISSION

The Treasurer is a Constitutional Officer elected every four years by the citizens of King George County and is the chief financial officer for the County. The Treasurer is charged with collecting taxes and other revenue of the County as well as making payments on behalf of the local government. The Treasurer collects the real estate taxes, personal property taxes, license taxes, water and sewer charges, permit fees, State income tax and Court, Sheriff and Clerk fees. The Treasurer is also responsible for cash management, managing the investment of local funds and maintaining records of County finances.

STRATEGIC GOALS/OBJECTIVES

- Administer all legal responsibilities incumbent upon this office in a fair and unbiased manner;
- Provide first class customer service;
- Earn the highest on investments, yet having a minimal amount of risk;
- Increase the rate of collection and decrease delinquency;
- Implement specified goals while observing budget restraints.
- Ensure all bank accounts are reconciled monthly.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 240,288	\$ 237,230	\$ 225,349	\$ 224,255	54323%
Operating	\$ 54,932	\$ 56,723	\$ 61,024	\$ 61,859	1%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 295,220	\$ 293,953	\$ 286,373	\$ 286,114	0%
Full Time Staff	5	5	5	5	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY 12/13 Actual	FY13/14 Planned
Real Estate Tax Bills Mailed	13,328	13,178	13,200
Personal Property Tax Bills Mailed	34,317	34,667	34,800
Delinquent Notices Mailed	2,427	1,989	1,800
DMV Stops Issued	900	1,287	1,100
Utility Payments Collected	24,216	24,192	24,200
Bank Liens Issued	1	0	10

ACCOMPLISHMENTS

- Outsourced printing of tax bills
- Improved on personal property tax collections by issuing DMV stops.

FINANCE

MISSION

The mission of the Finance Department is to provide quality financial and administrative support services to all users in a professional, proactive and efficient manner and in conformance with the highest standards set for similar operations.

STRATEGIC GOALS/OBJECTIVES

- Prepare accurate and timely financial transactions and reports;
- Manage the issuance and administration of debt to optimize the cost and ensure compliance with legal requirements;
- Implement policies and procedures to ensure compliance, accountability, and fairness; and providing quality customer service;
- Ensure an efficient and effective budget is prepared and monitored in timely manner;
- Update and maintain a comprehensive listing of capital assets and implement controls to safeguard the assets;
- Enhance the automation capabilities of the financial system, enabling staff to access financial records in an effective and efficient manner;
- Implement best practices in risk management to protect employees and the community, and to minimize insurance premiums and claims costs;
- Challenge employees to grow through internal career development programs and external training opportunities;
- Ensure accurate utility bills are prepared, maintained and billed in a timely and efficient manner.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 656,182	\$ 671,756	\$ 707,065	\$ 718,371	2%
Operating	\$ 110,667	\$ 124,056	\$ 109,548	\$ 91,012	-17%
Capital	\$ 10,245	\$ -	\$ -	\$ -	0%
TOTAL	\$ 777,094	\$ 795,812	\$ 816,613	\$ 809,383	-1%
Full Time Staff	9	9	9	9	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Planned	FY13/14 Planned
General Fund Expenditures +/- 5% of Amended	-2%	-2%	-2%
General Fund Revenues +/- 5% of Amended	+1%	+1%	+1%
Checks Generated – County w/in 30 days	5,539	5,700	5,700
Checks Generated – County > 30 days	N/A	N/A	N/A
Checks Generated – Schools w/in 30 days	2,818	2,900	2,900
Checks Generated – Schools > 30 days	N/A	N/A	N/A
Checks Generated – CSA w/in 30 days	474	450	450
Checks Generated – CSA > 30 days	N/A	N/A	N/A
Paychecks Issued - County	6,760	6,950	6,950
Paychecks Issued - Schools	8,403	8,600	8,600
Utility Bills Mailed	28,471	29,000	29,000
Purchase Orders Processed	609	700	700
Solicitations Completed	42	45	45
Utility Balance > 90 Days	\$224,000	\$175,000	\$150,000

ACCOMPLISHMENTS

- The County received the GFOA Distinguished Budget Award for the 10th consecutive year.
- The County received the Certificate of Achievement for Excellence in Financial Reporting Award for the 9th consecutive year.
- Revised and updated the financial policies to include new fund balance policy, post issuance, etc.
- Continue to work with the IT department to implement the most effective and current software changes to the financial system
- Continue to improve on developing Service Levels and Performance Measures based on Strategic Plan.
Note: This is a work in progress, additional measures and data will be provided each year.

ELECTORAL BOARD

The primary function of the electoral Board is to appoint the General Registrar and the Officers of Election. They maintain polling places, canvass the vote and work with the General Registrars Office to assure fraud free elections in accordance with Virginia Law Title 24.2.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 13,156	\$ 38,535	\$ 29,138	\$ 33,601	15%
Operating	\$ 16,461	\$ 15,143	\$ 19,885	\$ 15,256	-23%
TOTAL	\$ 29,617	\$ 53,678	\$ 49,023	\$ 48,857	0%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

N/A

ACCOMPLISHMENTS

N/A

GENERAL REGISTRAR

MISSION

The General Registrar is a four year appointed position by a three member Electoral Board. Our mission is to serve the citizens of King George County and the Commonwealth by providing fair and honest election laws by being uniform in our practices for all elections; to provide easy and readily available access to registration and casting of votes within election laws and guidelines.

We protect the integrity of the electoral process and efficiently conduct all elections under the provisions of Title 24.2 of the Code of Virginia; implement the National Voter Registration Act; provide on-site registration opportunities to high school students and naturalized citizens; maintain accurate voter registration records.

Functions of General Registrar are:

- Provide programs to educate the general public concerning registration and voting
- Assist candidates in running for election and maintain files regarding receipt and disbursement of campaign funds.
- Serve as a resource to teachers by providing educational materials as guidelines for teaching good citizenship.
- Attend Legislative meetings set up by the General Assembly and the State Board of Elections
- Maintain and make available official registration and election records for public inspection.
- Provide information about the requirements, procedures, and codes governing campaign reporting.
- Train Election Officials in conjunction with the Electoral Board.

STRATEGIC GOALS/OBJECTIVES

- Encourage all eligible residents to exercise their right to vote
- Keep abreast of all current election laws and adjust our record keeping procedures to comply with every change.
- Ensure fraud free elections and provide the best assistance possible to the eligible voters on Election Day.
- Ensure that every citizen who complies with the laws of registration is allowed to vote on Election Day
- Increase voter registration and maintain records.
- Maintain a continuous professional level of service to the public
- Process absentee ballot requests.
- Conduct elections in a fair, accurate and efficient manner

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 94,774	\$ 103,377	\$ 106,716	\$ 120,677	13%
Operating	\$ 10,684	\$ 13,146	\$ 11,919	\$ 11,690	-2%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 105,458	\$ 116,523	\$ 118,635	\$ 132,367	12%
Full Time Staff	\$ 1	\$ 1	\$ 1	\$ 1	

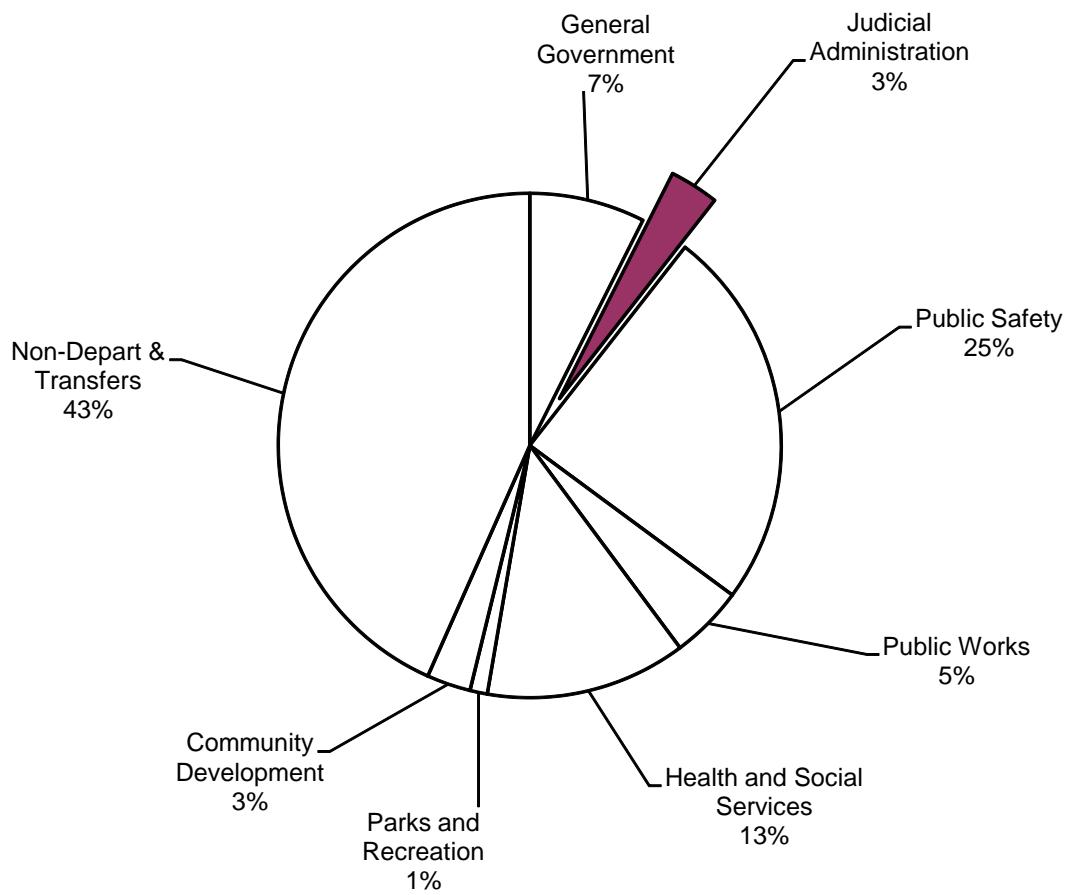
SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Registered Voters	14,713	15,095	16,000
Elections Held	4	2	2
Polling Places	5 plus 2 split for Nov. 2011	5 plus CAP	5 plus CAP

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Judicial Administration

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Circuit Court	\$ 20,448	\$ 24,960	\$ 24,960	\$ 24,967	0%
Combined Court	15,578	21,614	21,614	41,725	93%
Magistrate	2,225	3,650	3,650	3,650	0%
Clerk, Circuit Court	421,839	404,942	434,942	461,752	14%
Clerk, Technology Trust Funds	-	15,000	34,017	15,000	0%
Law Library	-	5,000	5,000	8,500	70%
Victim Assistance Program	22,440	22,838	22,838	22,838	0%
Commonwealth Attorney	542,561	540,589	540,589	532,040	-2%
Total Judicial Administration	\$ 1,025,091	\$ 1,038,593	\$ 1,087,610	\$ 1,110,472	7%

COUNTY OF KING GEORGE
Judicial Administration
\$1,110,472



Total General Fund
\$35,091,800

CIRCUIT COURT

DESCRIPTION

The Circuit Court is the only trial court of general jurisdiction in Virginia. The right to a trial by jury is preserved solely in the Circuit Court. In addition, the Circuit Court Judge's Secretary is currently shared between King George and the City of Fredericksburg. King George will reimburse the City for a portion of related costs.

The Circuit Court's budget includes; compensation of petit jurors, Jury Commissioners, the Commissioner in Chancery to draw the jurors for the term, the selection of the yearly jury pool by the Supreme Court Automated Jury System, legal reference books and the cost of daily operation.

STRATEGIC GOALS/OBJECTIVES

- Administer justice fairly, according to applicable laws, and in a timely manner.
- Operate an efficient and effective court system for the citizens of King George County.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	25403	0	90	97	8%
Operating	21,466	20,448	24,870	24,870	0%
TOTAL	46,869	20,448	24,960	24,967	0%
Full Time Staff	N/A	N/A	N/A	N/A	

SERVICE LEVELS AND PERFORMANCE

FUTURE YEAR ISSUES

N/A

COMBINED COURT

DESCRIPTION

The King George Combined District Courts are comprised of General District Court, Traffic, Criminal, Civil Divisions and Small Claims Court; Juvenile and Domestic Relations District Court, which includes Juvenile Traffic, Delinquency, Custody/Visitation, and Status Offenses; and Domestic Relations, which includes Misdemeanors, Felonies, Capiases/Show Cause, Civil Support and Criminal Support.

The current court schedule is as follows:

General District Court – every Wednesday and first Tuesday of each month.

Juvenile and Domestic Relations District Court – Every Monday; First, Second, Third and Fourth Fridays. Court is in session on other dates as needed to handle the caseload.

STRATEGIC GOALS/OBJECTIVES

- Provide equal access to Court processes for all citizens.
- Provide customer service to all litigants.
- Provide Calendar Management to assure that cases are heard in a timely and efficient manner.
- Utilize available information technology to provide court users with information, court forms, and payment methods.
- Utilize Case Management and Financial Management system updates and modifications.
- Provide career development for Clerk's Office.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 18,200	\$ 15,578	\$ 21,614	\$ 41,725	93%
TOTAL	\$ 18,200	\$ 15,578	\$ 21,614	\$ 41,725	93%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Planned
Criminal Court Cases	810	805	840
Traffic Court Cases	5,236	5335	7,652
Civil Cases	1,090	1083	884
Juvenile Cases	1,000	954	1,130
Domestic Cases	700	710	708

The Courts continue to utilize video Conferencing for detained adult arraignments, juvenile detention hearings and crossover arraignments.

The Court will continue to evaluate, and if appropriate, implement emerging technology provided by the Supreme Court to respond to the public's requests for information and services. Implementation and participation in technology programs has allowed this office, which is currently understaffed, to process cases in a timely manner. For example, implementation of the VIPNET Program has significantly increased the number of prepayments being received by the Court via the internet.

The Court will continue to participate in Dispute Resolution (Mediation) as funding permits. Mediation significantly reduced Court time and is another example of how the Court is using Calendar Management Techniques and Delay Reduction.

The Court will continue to have brochures and information for the public to assist and educate self-represented litigants. Language interpreters will continue to be provided for non-English speaking persons. The Court will continue to provide services for persons with disabilities.

FUTURE YEAR ISSUES

- Maintaining the level of customer service with no increase in staff.
- Development of a long-range plan for the Courthouse to include more than one court being in session at a time, security, and parking.
- A courthouse renovation project is currently in progress
- Participation in Financial Management System User's Group.
- Establishment of a DUI Drug Treatment Court, if approved.
- Implement Supreme Court of Virginia scanning when available.

MAGISTRATES

DESCRIPTION

The Magistrate's Office provides initial judicial services to law enforcement and the general public on a continuous basis, 24 hours a day, 7 days a week. The Magistrate utilizes video conferencing a great deal, which is a savings to the County.

Services include:

- Holding probable cause hearings to determine the issuance of arrest warrants;
- Issuing search warrants, detention orders for mental health evaluations, and emergency protective orders;
- Conducting bail hearings to determine release or committal to jail for those individuals arrested;
- Outside of normal business hours, Magistrates are the initial point of contact for court services.

STRATEGIC GOALS/OBJECTIVES

- Ensure judicial services are provided 24 hours a day, 7 days a week.
- Ensure timely filing, docketing and hearings.
- Ensure services are provided with and independent, unbiased review.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 3,367	\$ 2,225	\$ 3,650	\$ 3,650	0%
TOTAL	\$ 3,367	\$ 2,225	\$ 3,650	\$ 3,650	0%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

Provided under Courts reports on previous pages.

CIRCUIT COURT CLERK'S OFFICE

MISSION

The Clerk of the Circuit Court is a Constitutional Officer elected by the people. The Code of Virginia lists over 800 separate responsibilities for the Clerk of the Circuit Court. These duties are divided into two (2) major categories; the administration of all Circuit Court proceedings, both criminal and civil, and the recordation of documents related to land records.

There are many other important duties of the Clerk, such as:

- Issue marriage licenses
- Issue concealed weapon permits and fictitious names (also known as certificates of co-partners).
- Process passports
- Executes oaths
- Records military discharges
- Qualifies guardians for minors and incompetents
- Keeping election results and;
- Serve as the Probate Judge for the County

The Circuit Court Clerk's Office is the only fee office left in Virginia. The office is primarily funded by fees paid by the person or entity using the office rather than taxpayer dollars.

All County land records begin in this office and the functions of other County office's are dependent upon records held by this office. All land transactions, plats, judgements for tax liens, Chancery actions resulting in County land sales for delinquent taxes, conditional use permits, easements for water and sewer lines and numerous other instruments and documents are recorded and housed in this office.

STRATEGIC GOALS/OBJECTIVES

- Record deeds and process land transactions in a timely and efficient manner.
- Process and Issue documents and transactions in a timely and accurate manner.
-

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 351,328	\$ 361,579	\$ 360,892	\$ 380,500	5%
Operating	\$ 36,094	\$ 60,260	\$ 44,050	\$ 41,452	-6%
Capital	\$ -	\$ -	\$ 30,000	\$ 39,800	0%
TOTAL	\$ 387,422	\$ 421,839	\$ 434,942	\$ 461,752	6%
Full Time Staff	6	6	6	6	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Wills/Estates Initiated	72	59	70
Judgments/Liens	855	753	775
Deeds Recorded	4,022	5,005	5,300
Marriage Licenses	162	138	140
Concealed hand Gun Permits Issued	344	693	900
Restitution	153	246	260
Financing Statements	48	39	45
Fictitious Names	108	111	120

LAW LIBRARY

DESCRIPTION

The Law Library is entirely funded by a \$2.00 fee imposed on cases filed in both General District and Circuit Court as provided by the Code of Virginia, section 42.1-70. The Law Library is open during regular Courthouse hours to the general public and members of the legal profession, and is used on a regular basis.

The funds requested for the Law Library Budget reflect an estimate of funding needed to maintain paper and software publications currently available and additional paper publications and software needed to maintain and improve sources of research.

STRATEGIC GOALS/OBJECTIVES

- Maintain updated changes to the Code of Virginia

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ -	\$ -	\$ 5,000	\$ 8,500	70%
TOTAL	\$ -	\$ -	\$ 5,000	\$ 8,500	70%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

N/A

FUTURE YEAR ISSUES

- Relocation of the Law Library into the Smoot Library once renovations have been completed.

VICTIMS' WITNESS ASSISTANCE PROGRAM

DESCRIPTION

The Victim Witness Program guides thousands of crime victims and witnesses through the criminal justice process each year. This Program ensures that all crime victims and witnesses get proper information about cases, notices of hearings, protection, restitution for losses and injury, and are treated with dignity and respect. Program services start the minute the charge is made and never ceases. The Victim Witness Program is staffed by one part time Director funded by the State, through the Office of the Commonwealth Attorney.

The Victim Witness Program works in connection with the Juvenile & Domestic Relation Court, General District Court, and the Circuit Court. It also offers a variety of services to the victims of crime such as; sending letters and brochures explaining the rights of the victim, guiding them through the court process, referred them to our local agencies, assisting victims with the protective orders, updating them with the case status, the monitoring and follow up of restitution owed to the victim, helping the victims been compensated thru the Criminal Injuries Compensation fund and following up the claims, interpreting services, escorting and assisting the victims in the courtroom and assisting them in filling out the Victim Impact Statement.

STRATEGIC GOALS/OBJECTIVES

- Provide respectful and appropriate assistance for the victims and witnesses of crimes.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 18,384	\$ 22,199	\$ 20,936	\$ 20,936	0%
Operating	\$ 229	\$ 241	\$ 1,902	\$ 1,902	0%
TOTAL	\$ 18,613	\$ 22,440	\$ 22,838	\$ 22,838	0%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Victims/Witnesses	317	357	375

FUTURE YEAR ISSUES

We are one of the fastest growing counties in Virginia and our number of Victims and Witnesses has increased. The population growth of the County requires full-time Victim Witness staffing. The Commonwealth Attorney's Office has applied for full-time funding through the state, as justified by our caseload, but the state indicates that funding is not yet available.

COMMONWEALTH'S ATTORNEY

DESCRIPTION

The Commonwealth Attorney's Office prosecutes crimes committed in King George County. It is staffed by one full time, elected Commonwealth's Attorney (Constitutional Officer, salary funded by state), one full time Deputy Commonwealth's Attorney (approximately half of the salary is funded by the state), one full time Assistant Commonwealth's Attorney (approximately half of the assistant's salary is funded by the state), one full time Administrative Assistant (salary funded by the state), one part-time Administrative Assistant (approximately half of salary funded by the State), and one part time Victim/Witness coordinator (salary funded by state and federal grants).

The Commonwealth Attorney's Office duties include the following functions:

- Prosecutes all felonies and most class 1 and 2 misdemeanors: Juvenile and Domestic Relations Court, General District Court and Circuit Court.
- Administers the Victim/Witness Program; the collection and distribution of certain restitution to victims of crime; the Police Liaison Program; and the Rappahannock Regional Justice Academy on a bi-monthly basis.
- Participates on boards, local programs affecting community safety issues and law enforcement,.

STRATEGIC GOALS/OBJECTIVES

- Successful prosecution of all persons committing crimes in King George County.
- Providing respectful and appropriate treatment and assistance to victims of and witnesses to crime.
- Participation and creation of programs to prevent crime and to inform the public about the law.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 491,709	\$ 513,640	\$ 510,555	\$ 497,450	-3%
Operating	\$ 27,256	\$ 28,921	\$ 30,034	\$ 34,590	15%
TOTAL	\$ 518,965	\$ 542,561	\$ 540,589	\$ 532,040	-2%
Full Time Staff	5	5	5	5	

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Planned
General District Court	2,133	1,793	1,850
Juvenile Domestic Relations Court	930	558	700
Circuit Court	908	765	800

FUTURE YEAR ISSUES

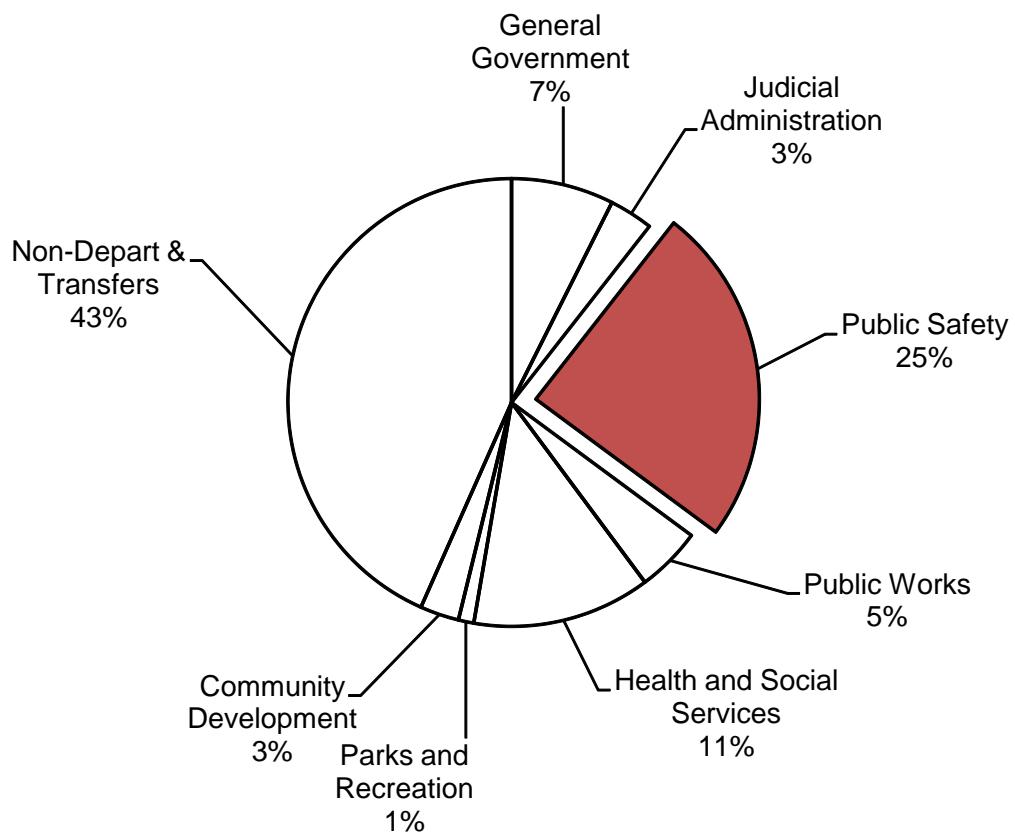
As our population increases our criminal caseload will increase.

The felony criminal docket is expected to continue to increase for several reasons. First, the population is projected to continue to increase in King George County. Second, new and stricter criminal laws are constantly added to the books, requiring more arrests. Third, new and advanced law enforcement detection, apprehension and prevention techniques and technologies are developed and appropriated on an ongoing basis. Fourth, primary law enforcement personnel in the Sheriff's Office and the Police Department are routinely added increasing apprehension of criminals, and therefore increasing caseload. I applaud these additions, but request that the Commonwealth's Attorney Office budget reflect that each arrest results in a subsequent prosecution.

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Public Safety

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Sheriff	\$ 3,119,515	\$ 3,203,536	\$ 3,250,207	\$ 3,147,062	-2%
Emergency Services	2,331,677	2,422,641	2,422,981	2,731,913	13%
Fire and Rescue Services	361,648	393,742	402,205	430,650	9%
County/ City Operated Institutions	896,906	977,075	1,016,548	1,131,165	16%
VJCCA/CHINS	36,380	56,203	56,203	53,599	-5%
Animal Control	258,191	258,311	258,311	304,020	18%
E-911	557,875	595,161	595,161	618,168	4%
Ambulance Fee For Service	36,060	25,940	25,940	41,793	61%
Miscellaneous Grants	222,202	136,362	481,930	147,362	8%
Total Public Safety	\$ 7,820,454	\$ 8,068,970	\$ 8,509,485	\$ 8,605,732	7%

COUNTY OF KING GEORGE
Public Safety
\$8,605,732



Total General Fund
\$35,091,800

SHERIFF

DESCRIPTION

The Sheriff of King George County is a Constitutional Officer elected by the people. The Sheriff's Office is responsible for all phases of justice in King George County. This requires the proper deployment of deputies on patrol and the division of deputies into the following categories: patrol, investigations, traffic enforcement and staff services, communications, records, evidence control, purchasing, equipment care, etc. It also requires marshalling citizens into effective crime prevention associations. It calls for fighting drug abuse in the county generally and in the schools specifically. As Law Enforcement Administrators, Sheriff's must deal with these and many related tasks.

The Sheriff's Office also has responsibilities to the courts within the county. As officers of the court, they must protect prisoners and see that they are in court on time for trials, do not escape and ensure that the court is a safe and orderly environment. Sheriffs must also carry out the orders of the courts in both criminal and civil matters.

The Sheriff's Office also operates the E-911 Communications Center which provides service to law enforcement and fire and rescue operations.

STRATEGIC GOALS/OBJECTIVES

- To promote a safe and secure environment, free from crime and the fear of crime.
- Provide for the safe and expeditious flow of traffic within the County.
- To have mutual respect, trust and pride in our organization, combined with community partnerships, traditional values and innovative techniques will ensure the communities the right to a safe environment.
- Maintain Virginia Law Enforcement Professional standards accreditation.
- Continue to provide the best professional law enforcement service as possible.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 2,498,355	\$ 2,558,908	\$ 2,614,910	\$ 2,678,366	2%
Operating	\$ 358,960	\$ 417,934	\$ 489,205	\$ 453,096	-7%
Capital	\$ 73,187	\$ 142,673	\$ 171,092	\$ 15,600	-91%
TOTAL	\$ 2,930,502	\$ 3,119,515	\$ 3,275,207	\$ 3,147,062	-4%
Full Time Staff	43	43	43	43	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Total Service Calls	36,722	34,792	36,000
Number of Reported Crimes	1,694	1,657	1,700
Number of Traffic Stops	3,707	4,968	5,000

ACCOMPLISHMENTS

- Resource officers continue working with the schools providing security and crime prevention programs
- Established a school security collaborative work group to improve school security
- Added a second detective to regional narcotics task force
- Hosted second annual National Night Out and Special Olympics Torch run
- Continue directed patrol in troubled areas
- Continue Triad program to educate seniors of scam risks
- Intermediate forensic technician program established for each shift

FUTURE YEAR ISSUES:

- Establish Courthouse security following renovation and outfit the command unit with all necessary equipment

E911 OPERATIONS

MISSION

The E-911 Operations Department serves as the main emergency 911 answering point and dispatching center for King George County. The center operates twenty-four hours a day, 365 days a year, and is manned by professional, well-trained Communications Officers who provide call-taking, radio dispatch, and support activities for a number of public safety and public service agencies. The Center also tracks unit activity, maintains records and files, produces various statistical data and manages the County's radio system.

The King George Dispatch Center is dedicated to serving as the vital link between the public and public safety organizations through responsiveness and technical excellence while in partnership with its users and employees.

STRATEGIC GOALS/OBJECTIVES

- Dispatch the appropriate emergency response in accordance with established protocols within 99% accuracy
- Provide a timely entry and dispatch of calls for service
- Develop and maintain a highly trained and motivated staff of emergency communications officers
- Attend all necessary meetings with agencies that are associated with the JDC responding to all inquiries within 3 working days.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 459,447	\$ 458,127	\$ 458,511	\$ 503,818	10%
Operating	\$ 99,699	\$ 99,748	\$ 106,650	\$ 114,370	7%
TOTAL	\$ 559,146	\$ 557,875	\$ 565,161	\$ 618,188	9%

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY3/14 Planned
Law Enforcement Calls	33,357	31,251	33,000
Fire and Rescue Calls	3,365	3,541	3,700

ACCOMPLISHMENTS

- Completed move of E911 Communications to new Sheriff's office
- Continue to work with protocol committee between fire and rescue and sheriff communications
- Converted radio communication from analog to digital

FUTURE YEAR ISSUES

- Establish incentive program for retention and look at mapping vendors

DEPARTMENT OF FIRE, RESCUE and EMERGENCY SERVICES

MISSION

The mission of the Department of Emergency Services is to reduce death, injuries and property loss from fire, hazardous situations, medical emergencies and other disasters, by providing continuous improvement of emergency services, unhampered by tradition, while recognizing our people as the key to our success.

While fire and emergency medical service calls make up a majority of the workload, the Department is also responsible for hazardous materials incidents, technical rescues, industrial accidents, water rescues, emergency preparedness, fire and EMS training, incident reporting data collection, fire prevention, public education, and both natural and manmade disasters. In addition, the Department responds to any emergencies where there is not a clearly defined county agency responsible.

The Department of Emergency Services also enables the county to plan, mitigate, respond and recover from natural and manmade disasters by utilizing the full resources of the county and by accessing the resources of other state and local agencies.

The Board adopted an ordinance during FY2008-2009 which consolidated Fire and Rescue Services both the volunteer and career staff as one department. The Chief of Fire and Rescue services oversees both units.

The Department of Emergency Services coordinates many community programs designed for both children and adults. They teach fire and life safety education, proper installation and use of child safety seats, Cardio Pulmonary Resuscitation (CPR) and we will continue to coordinate the CERT program throughout the County, as so long as federal and/or state funding allows, preparing our community with knowledge and skills in the event of a wide-spread emergency. Other programs like the Residential Survey Program oriented homeowners on the importance of making their property assessable to emergency services and the Patient Satisfaction Survey Program is used to gather information on the quality of service we provide to our customers. Additional duties include maintaining and coordinating the County's City Watch (reverse 911) and the KG Alert notification systems. These notification systems have proven to provide valuable information to citizens during emergencies throughout the County.

STRATEGIC GOALS/OBJECTIVES

- Provide adequate fire and EMS protection at an acceptable cost
- Reduce fire risks and control fire losses
- Conduct emergency preparedness at all levels of the community
- Provide advanced life support services and training
- Provide hazardous materials control services and training
- Respond to 90% of all emergencies within King George County in eight (8) minutes or less, with equipped and trained personnel
- Continue working with the other jurisdictions in the region on developing the Rappahannock Fire and EMS Training Center.
- Reduce overlapping services and expenses
- Ensure compliance with state and federal mandates on hazardous materials and toxic waste identifications and cleanup; and to ensure mitigation response and recovery for disasters within the county.
- Ensure compliance with the Superfund Amendments and Reauthorization Act (SARA)

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 1,782,643	\$ 2,083,102	\$ 2,173,476	\$ 2,485,437	14%
Operating	\$ 214,606	\$ 248,575	\$ 249,505	\$ 246,476	-1%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 1,997,249	\$ 2,331,677	\$ 2,422,981	\$ 2,731,913	13%
Full Time Staff	25	28	28	34	

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Planned
Fire Responses	569	308	256
EMS Responses	2,195	2,089	1,788
Combination Fire/EMS Responses	414	983	1,060
KG Alert Subscribers	10,016	10,237	10,500
Structure Fires	46	43	52
Motor Vehicle Reponses	66	89	176
Patient Transports	1,652	1,773	1,516
Air-Medavacs Landed	9	18	36
Water Rescues	3	1	5

ACCOMPLISHMENTS

- Continue implementation of Personal Property tax exemption for Active Volunteer members.
- Participated in regional hazard mitigation plan update.
- Purchased replacement ambulance
- Spoke to children regarding fire safety. .
- Provided several training programs for certifications.
- Awarded grants for emergency communications equipment
-

FUTURE YEAR ISSUES

- As the county continues to grow, the demand on the emergency services will continue to rise. It is essential that our department grow accordingly to meet these demands.
- As Fire and Rescue services increase, we will continue to evaluate and assess the following in order to ensure adequate protection:
 - Community expectations for service
 - Response times
 - Staffing goals
 - Strategic planning
 - Recruitment and Retention
 - Standard Operating Procedures
 - Training
 - Safety, welfare, and accountability of Fire and EMS personnel

FIRE AND RESCUE SERVICES (Volunteers)

MISSION

The County supports King George Fire & Rescue, Inc. by providing funding of the operational budget including insurance premiums. This budget will assist these volunteer companies in the maintenance of buildings, vehicles, and all equipment associated with the services provided. The volunteer Fire and Rescue Company provides the County with response to fires, motor vehicle accidents, hazardous situations, water rescues, first response medical calls, and all other situations that may call for services provided by our organization. They now fall under the Chief of Fire and Emergency Services as of FY2008-2009 when an ordinance was passed to consolidate the departments.

STRATEGIC GOALS/OBJECTIVES

- Maintain facilities and fire equipment
- Continue a smooth transition between the professional and volunteer merger

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	\$ 327,364	\$ 361,648	\$ 402,205	\$ 430,650	7%
TOTAL	\$ 327,364	\$ 361,648	\$ 402,205	\$ 430,650	7%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

FUTURE YEAR ISSUES

See Department of Fire, Rescue and Emergency Services on previous page.

COUNTY/CITY OPERATED INSTITUTIONS

DESCRIPTION

King George County is a part of the Rappahannock Regional Jail and Rappahannock Juvenile Center. Localities participating in the Rappahannock Regional Jail include the City of Fredericksburg and Spotsylvania and Stafford Counties. Localities participating in the Rappahannock Juvenile Detention Center include the City of Fredericksburg and the counties of Louisa, Madison, Orange, Spotsylvania and Stafford. The State Compensation Board and revenue generated by the institutions, funds the operational and debt service and the remaining unfunded portion of the budget is allocated to the member localities. Also, included in this category is King George's share of the cost for the Court Service Unit District office, Fifteenth Judicial District Court Service Unit's operating expense as well as other court ordered expenditures for Juveniles.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 922,573	\$ 896,906	\$ 1,016,798	\$ 1,131,166	11%
TOTAL	\$ 922,573	\$ 896,906	\$ 1,016,798	\$ 1,131,166	11%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

N/A

FUTURE YEAR ISSUES

N/A

VJCCA/CHINS
15th DISTRICT COURT SERVICE UNIT

DESCRIPTION

The 15th Juvenile and Domestic Relations District Court Service Unit, an agency of the Virginia Department of Juvenile Justice, is the Juvenile Justice Agency that works with and assists the local Juvenile and Domestic Relations Court. The Agency mission is to reduce juvenile delinquency by using a balanced approach, first by providing public safety, secondly by holding juveniles accountable with the use of graduated sanctions and lastly by providing treatment and rehabilitation. The 15th District provides service staff, supervision and administrative support to meet the needs of the Juvenile Courts and citizens living in the County of King George and the other ten jurisdictions and Juvenile Courts in the 15th Judicial District.

Services are provided regionally to all eleven jurisdictions with management, supervision and oversight provided by the District Office in Fredericksburg. The Code of Virginia requires jurisdictions to share the operational costs of the District Office with shares determined by percent of population.

Workload pressures are being sufficiently managed since the King George CHINS/First Offender Diversion Program was initiated eight years ago. This program added a second probation officer to the Court Service Unit staff in King George County.

As shown on the attached program statistical summary, King George citizens filed 673 intake complaints through our office. Please see the attached summary of probation/parole services provided to King George youth through the court service unit.

Services provided include but are not limited to the following:

- Intake screening and processing of citizen and police complaints brought to the Juvenile Court
- Probation, Parole and Intensive Probation and Parole counseling and supervision for serious offenders.
- Drug testing/screening
- Case service planning and funding oversight through staff membership and participation on the King George County Family Assessment and Planning Team and Community Policy and Management Team
- Provide reports (pre-sentence, transfer, first offender, etc.) and conduct investigations as required by the juvenile court judge
- Manage and supervise the King George County Virginia Juvenile Community Crime Control Act, CHINS, First Offender Diversion Program
- Administer risk assessment instruments to all adjudicated delinquents
- Provide drug court intensive supervision services

The following is a representation of a portion of services provided to King George County citizens. Some services are provided by probation officers housed at the courthouse, others are provided by staff based in Fredericksburg or elsewhere in the district. Fiscal, personnel, and other administrative support is provided by Court Service Unit staff in Fredericksburg.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 53,140	\$ 35,803	\$ 54,253	\$ 48,469	-11%
Operating	\$ 1,130	\$ 577	\$ 1,950	\$ 5,130	163%
TOTAL	\$ 54,270	\$ 36,380	\$ 56,203	\$ 53,599	-5%
Full Time Staff	1	1	1	1	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY 13/14 Planned
Juvenile Cases (parole, probation, detention)	42	42
Intake Complaints	1,012	1,000
Monitored Post Disposition Cases	13	13
Monitored Diversion Cases	20	20

ANIMAL CONTROL

MISSION

The Animal Control Division of the Sheriff's Office operates a county pound for the purpose of impounding or harboring seized, stray, homeless, abandoned or unwanted animals. The pound is operated under the guidelines of the Commonwealth of Virginia Board of Agriculture and Consumer Services at the direction of the State Veterinarian, pursuant to 3.1-796.96(h) and 3.1-796-120(C) Code of Virginia. The Animal Control Officers also have responsibility for controlling the spread of rabies within the county.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 195,138	\$ 211,333	\$ 230,326	\$ 268,150	16%
Operating	\$ 20,343	\$ 46,858	\$ 44,985	\$ 35,871	-20%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 215,481	\$ 258,191	\$ 275,311	\$ 304,021	10%
Full Time Staff	2	2	2	4	

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Planned
Animals Received	773	667	750
Stray Animals	532	431	600
Animals Surrendered	199	226	250
Animal Calls for Service	616	519	650
Adopted	110	85	100
Animals Rescued In State	318	385	350
Animals Rescued to Out of State	125	56	100

ACCOMPLISHMENTS

- Vaccinated 500 animals at the Rabies clinic and sold dog licenses
- Converted two part time employees to full time status
- Rescues playing vital role in keeping euthanasia down
- Completion of the Animal Control basic school at Rappahannock Regional Criminal Justice Academy by two animal control officers
- Volunteer walking trail completed and dedicated for the animals
- King George Garden Club enhanced the outdoor landscaping by planting shrubbery and trees

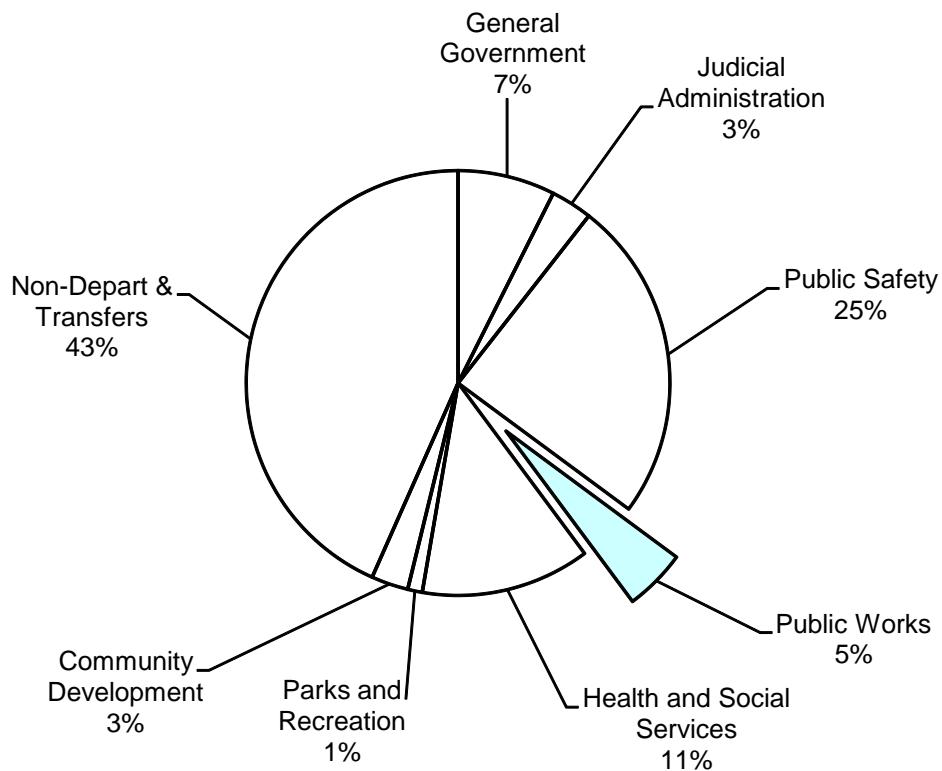
FUTURE YEARS ISSUES

- Kennel area and sally port needs to be painted
- Phone line installation in kennel area
- Fill vacant position and establish retention plans

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Public Works

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Landfill	\$ 234,647	\$ 230,658	\$ 230,658	\$ 239,140	4%
Engineering	95,639	107,196	109,016	102,680	-6%
General Properties	984,272	1,170,767	1,200,005	1,304,987	9%
Litter Control	4,262	5,350	7,752	5,350	-31%
Total Public Works	\$ 1,318,820	\$ 1,513,971	\$ 1,547,431	\$ 1,652,157	7%

COUNTY OF KING GEORGE
Public Works
\$1,652,157



Total General Fund
\$35,091,800

DEPARTMENT OF SOLID WASTE AND RECYCLING

DESCRIPTION

The mission of the Department of Solid Waste and Recycling is to provide professional contract administration relating to the Landfill Agreement between the County and Waste Management. This includes the Landfill and Litter Control programs. The primary functions of the Department includes daily monitoring of landfill activities being performed by Waste Management, and monitoring Waste Management's compliance with the Department of Environmental Quality and Environmental Protection Agency requirements. In addition, the Department monitors the landfill gas collection system (for odor control), roadside litter, and the convenience center locations.

The litter control program is highlighted later in this document.

STRATEGIC GOALS/OBJECTIVES

- Monitor Waste Management construction activities
- Monitor Waste Management's litter pickup program
- Provides opportunities for the development and growth of staff
- Monitor local, state and federal regulatory issues
- Monitor gas collection and odor control systems; perform off-site odor tests
- Perform random inspections of trash and trash vehicles
- Monitor condition and operation of convenience center sites
- Establish a recycling program at local schools and businesses.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 206,482	\$ 214,946	\$ 215,638	\$ 220,869	2%
Operating	\$ 14,048	\$ 19,701	\$ 17,020	\$ 18,270	7%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 220,530	\$ 234,647	\$ 232,658	\$ 239,139	3%
Full Time Staff	3	3	3	3	

SERVICE LEVELS AND PERFORMANCE

N/A

FUTURE YEAR ISSUES

Increase participation in the Adopt a Highway Program

DEPARTMENT OF ENGINEERING AND PUBLIC WORKS

DESCRIPTION

The Department of Engineering and Public Works provides professional engineering, construction administration, and inspection services to King George County, King George County Service Authority and King George County Schools. In addition, the Department supports the Department of Community Development and the Economic Development Authority in new development and economic development projects.

Services that are offered include:

- Reviewing the existing availability of water and investigation of alternatives for meeting future County needs;
- Supporting the improvement, development and expansion of public water and wastewater systems to meet the needs of the County and Service Authority;
- Provide timely technical and professional support to County departments and to the King George County Service Authority;
- Timeliness, consistency and quality in performing plan reviews for County, Service Authority and development projects.
- Supporting the development of an economic development environment that attracts new businesses and retains and expands existing businesses;
- Managing County Capital Improvement Projects that are funded by the Board of Supervisors.
- Managing King George County Service Authority and King George County Schools Capital Improvement Projects.
- Protection of the County's natural resources.

STRATEGIC GOALS/OBJECTIVES

1. Continue to improvement, development and expansion of the water and wastewater systems to serve the needs of the County and Service Authority.
2. Enhance quality of plan reviews.
3. Develop procedures, policies, and recommendations to the Service Authority that will result in the more efficient and effective operation of the utility.
4. Support the development of an economic development environment that attracts new businesses and retains existing businesses.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 77,330	\$ 79,873	\$ 80,916	\$ 82,580	2%
Operating	\$ 21,424	\$ 15,766	\$ 28,100	\$ 20,100	-28%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 98,754	\$ 95,639	\$ 109,016	\$ 102,680	-6%
Full Time Staff	2	1	1	1	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Number of capital projects overseeing - County	5	6	4
Number of capital projects overseeing - Service Authority	3	2	3

ACCOMPLISHMENTS

- Overseeing the design and construction of several projects such as; Sealston Park, Library expansion, Sports Stadium Project, Purkins Park , Rt 206 Well Project, Potomac Elementary School renovations, etc..

GENERAL PROPERTIES

DESCRIPTION

The mission of the General Properties Department is to provide efficient, responsive and quality janitorial, facility maintenance, grounds maintenance and snow removal services in support of all users of County grounds and buildings – both public and staff - in a professional, proactive and effective manner and in conformance with the highest standards set for similar operations.

The Department of General Properties includes Park Operations; the two funds were combined in FY2008-2009. The Department's primary functions include daily cleaning of County facilities and waste removal, floor care, repair, maintenance and upkeep of facilities and systems, including HVAC, plumbing, electrical, elevator (contracted); grounds maintenance services, including mowing and trimming grass, edging sidewalks, and trimming around trees and shrubs. The General Properties staff endeavors to deliver quality services in a responsive and cost effective manner. The department provides opportunities for the development and growth of staff through an environment that fosters teamwork, creativity and initiative.

STRATEGIC GOALS/OBJECTIVES

- Ensure all publicly accessible areas are maintained.
- Ensure all restroom facilities are clean and maintained daily.
- Ensure County parking lots used by the public are cleared at all times, with priority given to public safety vehicles.
- Maintain a comprehensive listing of properties, coupled with all known needs and future anticipated needs.
- Anticipate building needs before they arise to limit operational interruptions.
- Ensure continuous, safe and efficient operation of equipment and facilities.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 478,064	\$ 525,322	\$ 567,268	\$ 594,467	5%
Operating	\$ 425,401	\$ 451,991	\$ 548,877	\$ 692,019	26%
Capital	\$ 7,743	\$ 6,959	\$ 81,860	\$ 18,500	-77%
TOTAL	\$ 911,208	\$ 984,272	\$ 1,198,005	\$ 1,304,986	9%
Full Time Staff	11	11	11	11	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Number repair calls responded	185	200	223
Number locations cut grass weekly	24	27	50

ACCOMPLISHMENT

N/A

LITTER CONTROL

DESCRIPTION

The litter control budget is funded completely by a grant from the Virginia Department of Environmental Quality. The Department of Solid Waste and Recycling applies for this grant on an annual basis. This budget supplies money to the Solid Waste and Recycling Department to perform litter cleanup and prevention projects. Funds cover the employee hours required to supervise individuals performing community service. Additionally, any equipment necessary for litter pickup activities is purchased with this budget.

Litter prevention activities are performed by an education program organized by the Parks and Recreation Department. The annual program receives funding for a portion of the costs involved.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	\$ 6,198	\$ 4,262	\$ 7,752	\$ 5,350	-31%
TOTAL	\$ 6,198	\$ 4,262	\$ 7,752	\$ 5,350	-31%
Full Time Staff	N/A	N/A	N/A	N/A	

SERVICE LEVELS AND PERFORMANCE

	CY2012 Actual	CY2013 Actual	CY2014 Planned
No. Adult Group Presentations/Workshops	2	2	2
Total Participants in Adult Group Activities	750	750	800
No. Youth Group Presentations/Workshops	2	2	2
Total Participants in Youth Group Activities	42	42	50
Number Staffed events	2	2	2
Total Participants Staffed events	1,052	1,100	1,150

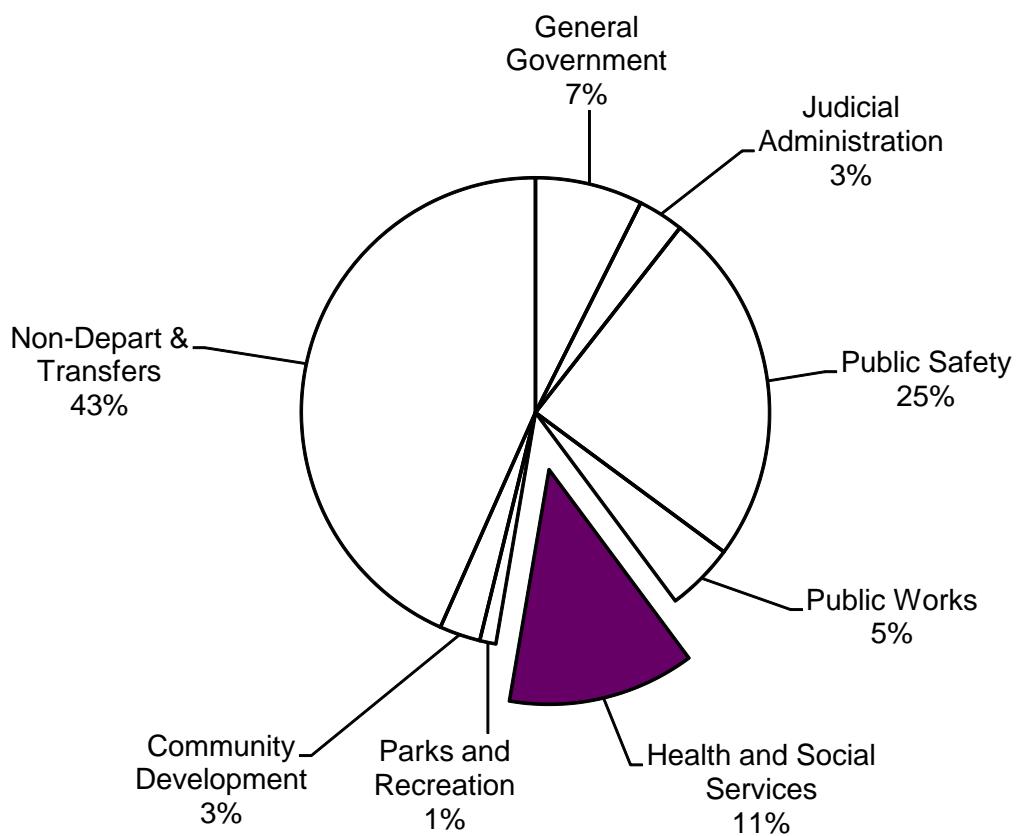
FUTURE YEAR ISSUES

- Increase participation in the Adopt a Highway Program.

**COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Health and Social Services**

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Health Department	\$ 308,415	\$ 308,415	\$ 308,415	\$ 308,415	0%
Social Services	1,966,472	2,017,295	2,017,295	2,155,831	7%
Comprehensive Services	2,297,183	1,910,490	1,910,522	2,059,863	8%
Total Health and Social Services	\$ 4,572,070	\$ 4,236,200	\$ 4,236,232	\$ 4,524,109	7%

COUNTY OF KING GEORGE
Health and Social Services
\$4,524,109



Total General Fund
\$35,091,800

HEALTH DEPARTMENT

MISSION

The mission of the Rappahannock Area Health District is to protect and improve the health of our diverse community through disease prevention, health promotion, emergency preparedness and environmental protection. The King George County Health Department receives funding from the state (65%) and the County (35%).

STRATEGIC GOALS/OBJECTIVES

- Provide high quality maternity and family planning care to all patients
- Provide communicable disease control through public health treatment recommendations, disease surveillance and outbreak control.
- Provide thorough and timely inspections of all public eating establishments under the jurisdiction of the Health District.
- Ensure compliance with Onsite Septic and Private Well Regulations through review of all onsite septic and private well system plans / applications and issuing permits
- Provide high quality Women, Infants and Children (WIC) program services to King George County residents
- To continue work with King George County on Emergency Preparedness and Response issues

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 308,415	\$ 308,415	\$ 308,415	\$ 308,415	0%
TOTAL	\$ 308,415	\$ 308,415	\$ 308,415	\$ 308,415	0%
Full Time Staff	N/A	N/A	N/A	N/A	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Family Planning Patients 4% increase	160	160	160
Maternity Patients 10% decrease	58	58	58
TB tests	219	123	123
Total Clients Served	1,317	1,074	1,074
Applications reviewed within 30 days	100%	100%	100%

ACCOMPLISHMENTS

- Average wait time for Maternity and Family Planning clinic appointment was 1 week
- King George Health Department staff continues to participate in health fairs
- Continue nursing home screenings and school vaccination clinics

FUTURE ISSUES

- Continue to promote healthy lifestyles through health education and outreach.
- Continue to provide emergency preparedness and response support for King George County.

SOCIAL SERVICES

DESCRIPTION:

The overall mission of the King George Department of Social Services is to promote and enhance the quality of life for the residents of the County through locally administered State/Federal/Local/Private programs designed to support the economic and social self-sufficiency of families and to safeguard vulnerable children, the disabled and our elderly residents.

The Services Unit within the Department is charged with administering State and Local social programs in the area of Day Care, Child Protective Services (CPS), Adult Protective Services (APS), Preventative Foster Care and Foster Care, Adoptions, In-home services, domestic violence intervention, recruitment and approval of agency providers for companion services and adult foster homes, transportation, providing/maintaining a local food bank, health care grants, and home repairs for the elderly. They actively participate with the local Courts in cases requiring intervention and case management as well as with adjoining localities as requested. This unit serves as the Agency Liaison between other community-based organizations that provide assistance to the needy. All social workers are involved directly with families in crisis and provide a social intervention at sundry levels in an attempt to preserve the integrity of the family unit and to prevent any removal of children from the home. All Social Workers are State certified in CPS/APS.

The Eligibility Unit within the Department is comprised of four Eligibility Workers and a Unit Supervisor. This unit is tasked with the administration of Federal, State and locally supported economic programs such as Food Stamps, Temporary Assistance to Needy Families (TANF), Virginia's Initiative for Employment not Welfare (VIEW), Medicaid, General Relief, Auxiliary grants, fuel assistance, and emergency assistance. This unit receives financial information through extensive interviews, verifies information, determines eligibility according to current policy and procedures, maintains an extensive data base on transactions and information provided during interviews, and is tasked with Fraud prevention and the investigation of suspected fraud.

The Administrative Unit is comprised of three support staff and an Office Manager. This unit is tasked with pre-screening clients, initiating applications for assistance, tracking clients, maintaining the filing of records, records accountability and the administration of all personnel, administrative, personnel administration, technology (to include the ordering of, maintenance, updating and repair of automated systems), Thanksgiving/Christmas programs, budget, accounting and Board meetings.

STRATEGIC GOALS/OBJECTIVES

- 1. Prisoner Re-Entry Pilot Program.** This program requires the creation of a “local re-entry counsel” and the active participation of community service providers, who collectively will work as a local team to reduce the recidivism rate in Virginia. The King George Pilot will oversee the program throughout Planning District 16 involving the 5 local DSS offices, the VEC, Probation and Parole, 5 RACSB offices, the Department of Rehabilitation Services (DRS), the Fredericksburg Area HIV/AIDS Support Services (FAHASS), Department of Child Support Enforcement (DCSE) and sundry other providers that engage in providing services to help individuals re-enter society as productive citizens. KGDSS will also continue its efforts in providing service education to inmates at the Haynesville Correctional Facility regarding services and service providers that they need to contact when they are released. The goal of these efforts is to reduce recidivism and to protect the health and safety of our community.
- 2. Domestic Violence.** With the tremendous growth within our community, domestic violence issues have increased dramatically. Domestic issues go beyond the realm of income and can be found in the wealthiest of homes as well as the poorest of homes. Domestic violence is the precursor to CPS and APS issues and is much more difficult to remedy if not addressed at its earliest stages. To address domestic violence issues, one Social worker will be designated to work with the Sheriff's office to respond to domestic violence calls, facilitating early intervention, in an attempt to reduce the number of second responses. Additionally, the Agency has partnered with the Fredericksburg Agency on Youth and will be working with families in crisis jointly. The Office on Youth will be working on teaching special parenting techniques to the parents of these children. The parents are court ordered to participate with their children. These two efforts are not in place in PD16 and will present a challenge for the Agency in the developmental stages
- 3. Life, Health and Safety.** Ensure the life, health, and safety of this community is not jeopardized by a lack of staffing to deal effectively with the growing needs. With the tremendous drain on existing resources, the DSS Board feels that it is important that we start actively addressing the growth of the county and resulting in the demand for services. Because the majority of our services are directed at the preservation of the family unit and the protection of our most vulnerable citizens, our children and seniors, we need to be able to respond in a timely and effective manner and can only do this with a staffing level that can meet the needs. We are fortunate that with localized funding we can eventually draw down Federal and State funding to offset these positions.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 1,011,444	\$ 1,185,142	\$ 1,242,815	\$ 1,303,366	5%
Operating	\$ 277,728	\$ 281,293	\$ 336,600	\$ 414,585	23%
Capital	\$ -	\$ -	\$ 46,000	\$ -	0%
TOTAL	\$ 1,289,172	\$ 1,466,435	\$ 1,625,415	\$ 1,717,951	6%
Full Time Staff	16	16	16	16	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Projected
Number of Adoptions	1	0	5

- See foster care cases under Comprehensive Services Act.

FUTURE YEAR ISSUES

The county continues to experience a growth in its population base. KG DSS program levels equate to the same or larger than those of Fredericksburg and Caroline County. Our staffing levels have remained the same and are continuing to meet the challenges that increased case loads bring with them. During the fiscal year, the foster care case load maintained steady. We still run approximately three times the numbers of children in care at any point in time compared to Fredericksburg or Caroline. We are struggling with the numbers of children coming into care with sever personal issues. Family stressors and drugs are at the root of the decision for the children to enter into care. Staffing levels funded by the State continue to be wholly inadequate to meet the oversight needs for all of these children. The State has confirmed that they do not have funding to adequately fund our local needs nor do they see any relief in the distant future. Child Protective investigations are significantly increasing as well both in quantity and the level of difficulty. We will continue to provide direct services to our children and protect their interests but may have to divert from other program areas to accomplish this. We also are a premier program for the State's Prisoner Re Entry program and have been active in this arena since 2003. We operate a local Planning District Council to aid in the reintegration of former offenders back into the planning district. Our success rate is at an all time high. This has come with a cost, but also a benefit. We work closely with Probation and Parole and are being monitored by the Governor's office on our efforts.

As with this current year, this agency will continue to have a presence on sundry boards, such as: empower House (DV), Partners in Prevention (Fatherhood Campaign with the Health Department), Court Improvement, Volunteer Organizations Aiding in Disaster, Project Faith, Dahlgren NSWC Family Advocacy Group, Disability Services Board, CSA, King George Schools Health Advisory Board, FEMA Board, King George Ministerial Association, Rappahannock Area Agency on Aging, National Organization on the Advancement of Hispanics (NOAH), Virginia Housing Coalition, AARP, Disability Resource Center, Rappahannock Good Will, Fredericksburg HIV Aids (FAHAAS), District 21 Probation and Parole, Project InAsMuch, and other organizations that will work us to meet our Agency goals. Association and participation on boards for these organizations allows us access to other funding sources/services to meet our needs and to have their expertise to help resolve family crisis issues that develop during the year. Participation is time consuming but benefits to this agency and our clients outweigh the time needed for these commitments.

COMPREHENSIVE SERVICES ACT - CSA

DESCRIPTION

The Comprehensive Services Act of 1992 was created as law to form a collaborative system of services and funding that is child-centered, family-focused and community-based when addressing the strengths and needs of troubled and at-risk youths and their families in the Commonwealth. The Act creates two teams of professionals that review requests for services under this funding stream, the Family Assessment and Planning Team (FAPT) and the Community Planning and Management Team (CPMT). Each locality has its own FAPT and CPMT teams, which develop and apply rules that are designed to meet the needs of the local community. Each team consists of representatives from the local Schools, State Health Department, a Parent Representatives, Community Services Board (CSB) and the local Department of Social Services. The teams meet monthly and decide what the needs of these children are, what services would best meet the need, contract for services and maintain fiscal accountability for the services. Each child receiving services is reviewed for a continued need quarterly and all reports are submitted to the State justifying the continued need.

Children served under this Act are considered non-mandated and mandated children. Non-mandated children are children that apply for services but are not in Foster Care or do not have an Individual Educational Plan (IEP). Mandated children are children where the State has custody (Foster Care) or where educational needs are mandated under the Free and Appropriate Clauses of the Educational Acts and so listed in the IEP. Non-mandated children are not required to receive services but may if funding is available and all parties agree that the services are in the best interest of the family and child as well as remove any threat of the child being at-risk of entering into foster care without preventative services being rendered. Mandated children must be served under the law, and each location is mandated under State and Federal law to provide sum sufficient funding to meet the needs of these children. Here in King George, the FAPT hears all requests for both non-mandated and mandated children, making recommendations for services for both entities. The CPMT has elected to fund only mandated children for which sum sufficient funding is required. Therefore, the CPMT only hears cases for mandated children.

Requests for services to help mandated children have dramatically escalated over the past year. There are three times the normal numbers of children in court ordered foster care and the schools are experiencing a rise in the number of troubled youths with educational issues. DSS continues to find supplemental funding for children in foster care, the numbers of IV-E eligible children have dropped and children requiring CSA funding have increased. The schools maintain two relatively new programs (Star and Listening to Youth) both of which have contributed to a reduction in costs for CSA. But these two programs cannot effectively meet the needs of a number of children and therefore have had to turn back to CSA funding to meet the components of the IEP.

STRATEGIC GOALS/OBJECTIVES

- The CPMT will continue to find service providers who will be able to work with our clients and in a more cost effective manner.
- The King George DSS will continue to find other funding sources to support foster children.
- The King George Schools will work toward creating new programs in the schools which will work toward maintaining children in the schools here and reduce the number of children attending more expensive alternative day school placements.
- The King George Schools will work to help create a planning district wide program to help reduce costs for specialized educational programs that can be funded under the Revenue Maximization Project.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 1,836,416	\$ 2,297,183	\$ 1,910,522	\$ 2,059,863	8%
TOTAL	\$ 1,836,416	\$ 2,297,183	\$ 1,910,522	\$ 2,059,863	8%

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Foster Care Cases	41	46	50
Education Cases	31	43	45
Court Services Unit Cases	22	11	20

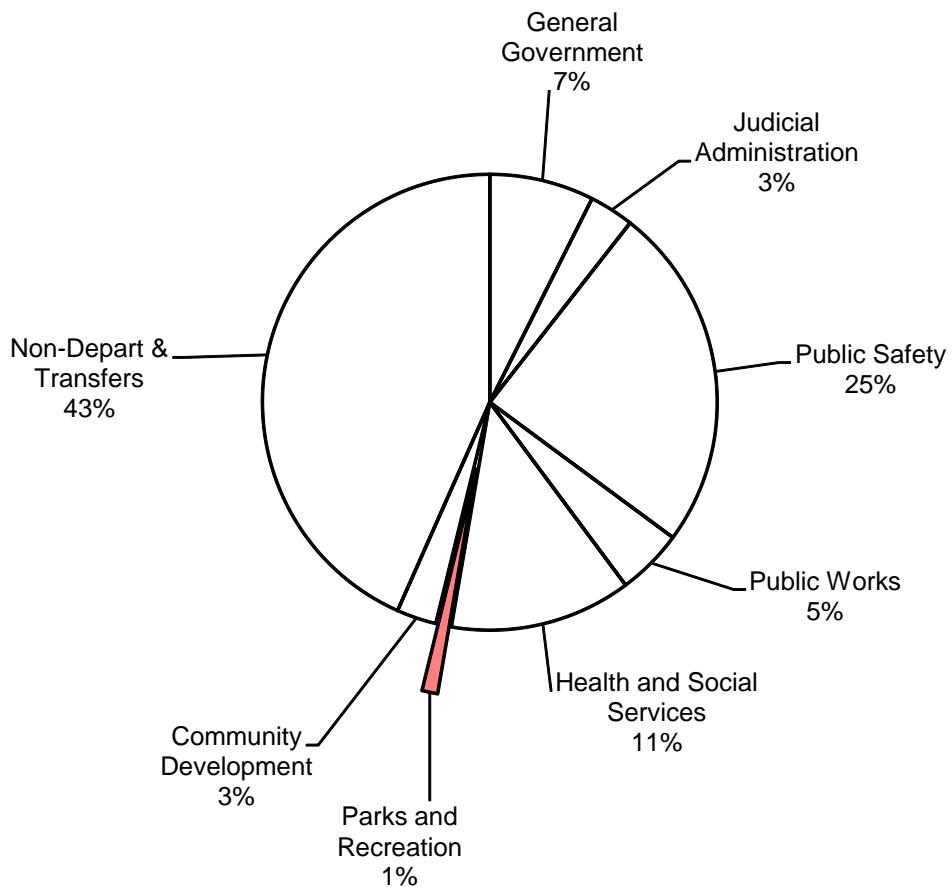
FUTURE YEAR ISSUES

As anticipated we are experiencing a growing number of children requesting and accessing this funding source, as well as a dramatic increase in costs for services. As the county continues to rapidly grow in population so will the number of children entering into foster care and having special educational needs. A major contributor to at-risk placements continues to be the lack of funding for prevention services to youths. Without early prevention, children will enter the more costly and restrictive foster care and special educational placements. This will equate to a larger demand for funding under the CSA.

**COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Parks & Recreation**

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Parks and Recreation	\$ 304,118	\$ 305,188	\$ 305,188	\$ 331,847	9%
Citizen's Center	\$ 57,498	\$ 56,284	\$ 56,284	\$ 60,082	7%
Total Parks and Recreation	\$ 361,616	\$ 361,472	\$ 361,472	\$ 391,929	8%

COUNTY OF KING GEORGE
Parks and Recreation
\$391,929



Total General Fund
\$35,091,800

PARKS AND RECREATION

DESCRIPTION

The Parks and Recreation Department promotes and provides leisure services and recreational programs to the citizens of King George County. The administrative staff is housed at the Citizens Center. The department offers park activities, educational/hobby programs, senior citizen activities, youth programs, athletic leagues, bus tours, summer camps, and other special activities. King George County Parks and Recreation's before and after school care programs and summer camps are licensed programs. The Department strives to meet the needs, desires, and demands of the County's diverse and increasing population. The programs must be designed to be functional with purpose and mutually cost effective to the user, and to lessen the burden placed on the non-using taxpayer. The design of facilities must be multi-functional in scope to serve multiple purposes and to reach a greater number of citizens.

The department's budget for years has remained in a maintenance mode to carry out day to day tasks. The core value of the Department will be to do what is right for the social, physical, mental and economic interest and wellness of the citizens, and applying the mechanisms available for conserving our natural and historical resources for the betterment of the County and its citizenry. The Department is operating off the motto; Creating Community through People, Parks and Programs, and or the trademark "The Benefits are Endless."

Park Operations are maintained in conjunction with the Department of General Properties. Staff funding is included in the General Properties Budget.

STRATEGIC GOALS/OBJECTIVES

- Upgrade park facilities to meet the demands of the citizens
- Review current programs and establish new activities to better suit the needs of the growing community
- Work cooperatively with the King George Family YMCA and Dahlgren Navy Base to develop programs and services to the citizens
- Assist the Parks and Recreation Advisory Committee in preparing a Parks and Recreation Master Plan.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 254,050	\$ 275,555	\$ 276,299	\$ 302,309	9%
Operating	\$ 30,088	\$ 28,563	\$ 28,889	\$ 29,539	2%
TOTAL	\$ 284,138	\$ 304,118	\$ 305,188	\$ 331,848	9%
Full Time Staff	4	4	4	4	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Before /After School Elementary School Programs	145	173	160
Summer Sunsation Program	246	197	270
Specialty Camps	72	n/a	130
Participants in Social Circles	2,118	2,212	2,300

ACCOMPLISHMENTS

- Increased community support from businesses and community organizations to help offset program costs, mainly in the special events
- Acquisition of open space and development of parks.
- Develop Community Centers that will be strategically placed throughout the County as the population demands
- Maintaining a watch on 12 -14 year olds and their involvement in activities.

FUTURE YEAR ISSUES

- Acquisition of open space and development of parks.
- Continue work on parks within County
- Develop Community Centers that will be strategically placed throughout the County as the population demands

CITIZENS CENTER

DESCRIPTION

The King George Citizens Center is located at 8076 Kings Highway and is operated by the Parks and Recreation Department. The facility houses the offices for the Parks and Recreation Department and includes a 4,800 square foot meeting/banquet hall, kitchen, meeting room, outdoor playground, outdoor volleyball courts and storage areas. The Center is open daily Monday through Thursday from 8:00 AM to 9:00 PM and on Fridays from 8:00 AM to 5:00 PM. Weekends hours are based on Department activities or rentals and are staffed by part-time facility supervisors in accordance to the user's schedule. .

The Department provides a wide variety of programs in the Citizens Center, as well as renting the Center for weddings, receptions, birthday parties and other special events. Additionally, the Citizens Center serves as the site for the Rappahannock Area Agency on Aging congregate meal program and for preparing meals for the homebound.

Celebrating 30 years since opening its doors, the Citizens Center is a hub for recreational and social opportunities. This is one of the largest facilities in the County that is accessible to the public.

STRATEGIC GOALS/OBJECTIVES

- Continue to provide King George County residents with a well maintained facility for recreation programs and special events;
- Increase programming opportunities and facilitate rentals to capacity; and
- Continue exterior and interior facelift through capital outlay and capital improvements

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Personnel	\$ 29,059	\$ 25,998	\$ 24,054	\$ 36,170	50%
Operating	\$ 18,349	\$ 31,500	\$ 20,230	\$ 23,890	18%
Capital	\$ -	\$ -	\$ -	\$ -	0%
TOTAL	\$ 47,408	\$ 57,498	\$ 44,284	\$ 60,060	36%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Number of Facility Rentals	61	61	64
Number of Attendees	7,690	7,118	7,500

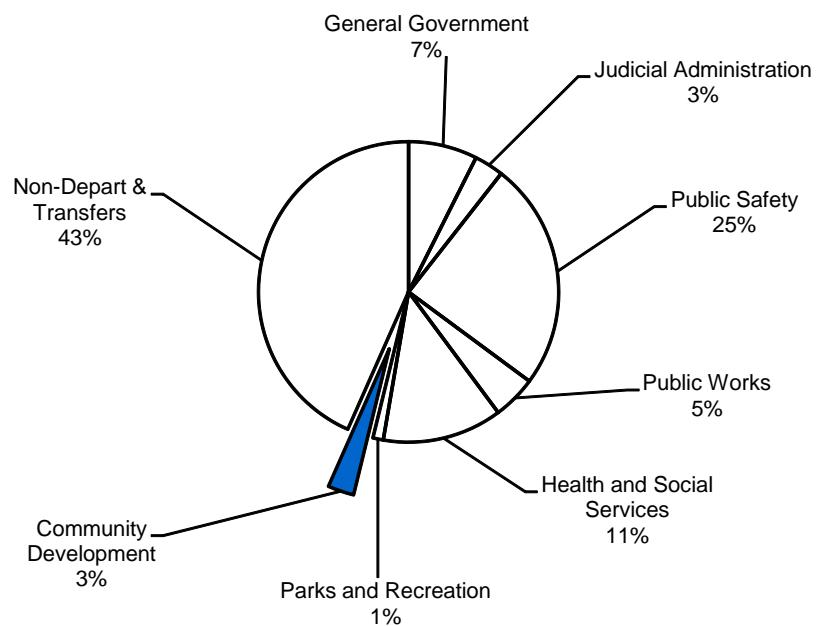
FUTURE ISSUES

- With the growing pains we are already experiencing, it will eventually become more difficult for the Citizens Center to accommodate the needs of the community.

Community Development

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Community Development	\$ 691,301	\$ 702,866	\$ 728,140	\$ 698,985	-1%
Planning Commission	9,477	28,729	28,729	21,739	-24%
Economic Development	147,153	136,036	160,760	147,219	8%
VPI Extension Office	75,693	95,767	123,547	123,124	29%
Total Community Development	\$ 923,624	\$ 963,398	\$ 1,041,176	\$ 991,067	3%

COUNTY OF KING GEORGE
Community Development
\$991,067



Total General Fund
\$35,091,800

COMMUNITY DEVELOPMENT

DESCRIPTION

The Department of Community Development's mission is to provide guidance and regulation for residential development, businesses and public facilities in accordance with the Comprehensive Plan and provide assistance to the general public on land use and related planning and zoning issues. This department also assists the various Boards as stated below.

STRATEGIC GOALS/OBJECTIVES

- Process all permit applications in a reasonable and efficient manner.
- Respond to citizen complaints in a timely and efficient manner.
- Assist in preparation and review of the recommended CIP program.
- Implement growth management ordinances.
- Develop and provide access to Geographic Information System (GIS).

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 606,570	\$ 615,615	\$ 612,886	\$ 608,779	-1%
Operating	\$ 64,340	\$ 66,805	\$ 77,392	\$ 90,206	17%
Capital	\$ -	\$ 8,881	\$ 24,362	\$ -	-100%
TOTAL	\$ 670,910	\$ 691,301	\$ 714,640	\$ 698,985	-2%
Full Time Staff	11	11	11	11	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Permit Applications processed	708	734	721
Single Family Dwelling Permits	69	95	82
Single Family Dwelling Permits Processed 5 – 7 days	100%	100%	100%
Plan Reviews Processed	5	10	7
Plan Reviews Processed w/in 90 Days	100%	100%	100%
Re-zonings Requested	2	2	2
Re-zonings Processed w/in 90 days	100%	100%	100%
Erosion/Sediment Control Plans Processed	5	9	7
Erosion/Sediment Control Plans Processed w/in 45 days	100%	100%	100%
Wetland Permit Applications Processed	4	3	3
Wetland Permit Applications Processed w/in 60 days	100%	100%	100%

FUTURE YEAR ISSUES:

- Update the Comprehensive plan.

**BOARD OF BUILDING CODE OF APPEALS
BOARD OF ZONING APPEALS
PLANNING COMMISSION
WETLANDS BOARD**

DESCRIPTION

Various Boards work in conjunction with Community Development. They are King George County Planning Commission, Board of Zoning Appeals, Wetlands Board and Board of Building Code of Appeals.

Planning Commission Activities

The Department Staff is currently working through the following issues:

- Update VA Code references of the King George County Zoning Ordinance.
- King George Court House Village Zoning District.
- Dahlgren Business Zoning District.

Additional key items that continue to require detailed work include;

- Further promotion of Open Space Preservation through implementation of transfer development rights, and sliding scale zoning.
- Achieving a better mix of land uses through throughout the various zoning districts.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	\$ 10,265	\$ 9,477	\$ 17,229	\$ 21,739	26%
TOTAL	\$ 10,265	\$ 9,477	\$ 17,229	\$ 21,739	26%
Full Time Staff	N/A	N/A	N/A	N/A	

SERVICE LEVELS AND PERFORMANCE

N/A

FUTURE YEAR ISSUES

- Further promotion of Open Space Preservation through implementation of transfer development rights, and sliding scale zoning.
- Achieving a better mix of land uses throughout the various zoning districts.

ECONOMIC DEVELOPMENT

MISSION

The Board of Supervisors and the Economic Development Authority (EDA) are committed to creating prosperity and opportunity, while enhancing the Quality of Life in King George County, through Economic Development. To this end, the EDA has established an Economic Development Plan identifying a strategy for business recruitment and business retention.

The EDA's business recruitment strategy for boosting Economic Development in King George County targets the following industries:

- Advanced Manufacturing (Food, Pharmaceuticals, Chemicals, Plastic/Polymers)
- Security Services (IT, Finance, Insurance, Professional/Business Service)
- Science and Research (Biotech, Nanotech, R & D, Emerging Industries, Energy, Medical Labs)
- Transportation (Auto, Aerospace distribution)
- Technology Zone/Park (Defense Contractors, R & D)

Further, the EDA has established a Business Visitation Program to garner concise, accurate and up-to-date information about the views and needs of existing County businesses in order to achieve the following:

- Retain existing jobs and businesses;
- Attract new businesses in alignment with the EDA's business recruitment strategy and provide assistance to local businesses with expansion plans in order to expand the tax base; and
- Develop and build upon existing relationships with the business community in order to enhance King George County's reputation as a good place to do business.

The Board of Supervisors and the Economic Development Authority (EDA) continue to devote substantial energy toward the attraction, retention and expansion of Economic Development in King George County.

STRATEGIC GOALS/OBJECTIVES

- Expand tax base through the recruitment of new target industrial and commercial businesses and the retention and expansion of existing businesses
- Increase taxable sales totals
- Develop a Economic Development Plan and supporting strategy
- Publish a "How to Start a Business in King George County" Guide for future Businesses (web-based)
- Continue the Business Visitation Program
- Host business-related seminars for educational, recognition, and/or networking purposes
- Continue to work the Commissioner of Revenue to develop statistical reports on business activity

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Personnel	\$ 119,615	\$ 126,558	\$ 127,180	\$ 136,245	100%
Operating	\$ 12,628	\$ 20,595	\$ 33,580	\$ 10,975	100%
TOTAL	\$ 132,243	\$ 147,153	\$ 160,760	\$ 147,220	100%
Full Time Staff	N/A	1	1	1	

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Request for Information Proposals	4	4	4
Marketing Visits/Meetings/Trips by ED Director	2	2	2

ACCOMPLISHMENTS

- The Board of Supervisors (Board) continues to maintain a very attractive real estate tax rate toward the attraction and retention of business.
- The Board and EDA jointly hosted the 2013 Business Appreciation Reception
- The County held the 4th Annual King George Job Fair at the King George Citizens center
- Published the "King George Development Guide" and the "How to Start a Business in King George" guide
- Developed a new King George County logo
- Finalized the template for the new Economic Development website and have begun pulling together the information that will be contained on this new webpage
- County's Economic Development Director was recognized by REDCO, the region's 504 Loan Program, as the 2012 Economic Development Professional of the Year.

FUTURE ISSUES

- Continue to work with Columbia Gas to construct a natural gas line in the county that would supply natural gas to the King George Industrial Park which will support business attraction efforts to the county.
- Re-evaluate the county's targeted industries to determine if these are the best clusters to focus the county's recruitment efforts.
- Explore the possibility of a Business Retention Program that may include visitation, surveying, etc.
- Re-evaluate the Economic Development Plan and up-date as appropriate.

VPI EXTENSION OFFICE

MISSION

Virginia Cooperative Extension is an educational outreach program of Virginia's land grant universities, Virginia Tech and Virginia State University, and a part of the USDA's National Cooperative State Research, Education, and Extension Service. Our mission is to enable people to improve their lives through an educational process that uses scientific knowledge focused on local issues and needs.

DESCRIPTION

The King George Office is currently staffed by a Family and Consumer Sciences Extension Agent ((shared with Caroline County), an ANR/4-H Program Technician, an Unit Administrative Assistant, and a shared Expanded Foods and Nutrition Education Program (EFNEP) assistant (housed in Caroline office and position completely grant funded.) The unit has operated without an ANR and 4-H Extension Agents for a number of years. Recently, an ANR Extension Agent (salary shared with Caroline County) was hired in late spring and the 4-H Extension Agent position is currently being advertised to be filled by September 2012.

There are two additional ANR Extension agents based in Planning District 16 (PD16) Extension offices that provide programming and support to King George and the other localities in PD 16. The Situational Analysis conducted by unit and Extension Leadership Council in the fall of 2004 indicated nutrition and parenting skill education to be top ten issues in our community. King George, as well as the rest of the nation, is tackling a rising obesity level. Additionally, the recent economic situation forced a slight rise in public assistance in King George.

STRATEGIC GOALS/OBJECTIVES

- **Agriculture and Natural Resources** – To help sustain profitability of agricultural and forestry production, while protecting and enhancing the quality of our land and water resources.
- **Family and Community Sciences** – To provide appropriate research-based information to empower individuals, families, and communities to reduce risks of preventable diseases, to adopt food and nutrition choices, to improve the quality of life for individuals, families, and communities, and support economic self-sufficiency and family stability.
- **4-H Youth Development** – To develop youth (ages 5-18) and adults working with those youth to realize their full potential – becoming effective and contributing citizens through participation in research-based, informal, hands-on educational experiences under the guidance of 4-H agents and trained adult or teen 4-H volunteers.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Operating	\$ 86,024	\$ 75,693	\$ 123,547	\$ 123,124	0%
TOTAL	\$ 86,024	\$ 75,693	\$ 123,547	\$ 123,124	0%

FUTURE YEAR ISSUES

The FCS staff will work to provide food safety programming (ServSafe, Cooking for Crowds, etc) to area restaurants and non-profits, as well as, collaborative nutrition and health promotions with local agencies (i.e. King George Agency on Aging, Health Department, YMCA, King George Parks and Rec and others.) As the county continues to , locally, softens the blow of a nationwide economic slump, the FCS staff (including Master Financial Education Volunteers) will empower citizens with personal finance education to be resilient during good and bad economic times and curtail increase public assistance dependency. Equally, the FCS will continue to provide childcare and parenting skills education to meet the need of the increasing two-wage earning households and the parenting population respectively.

Our 4-H staff will be working to keep up with the expanding enrollment and participation in 4-H events. With the increase in county population, there are more youth participating in 4-H each year. Our 4-H staff will be working to promote 4-H, find new volunteers leaders, and collaborate with other county agencies/organizations to provide youth enrichment and leadership.

Our ANR staff will continue to conduct programming to educate landowners and consumers about proper landscape and natural resource management and 'buy fresh, buy local' opportunities respectively. Additional efforts will be able to reach new homeowners to provide information on sustainable landscape management and including practices that protect water quality. Other programming will continue to support traditional farmers and those that desire to produce alternative crops.

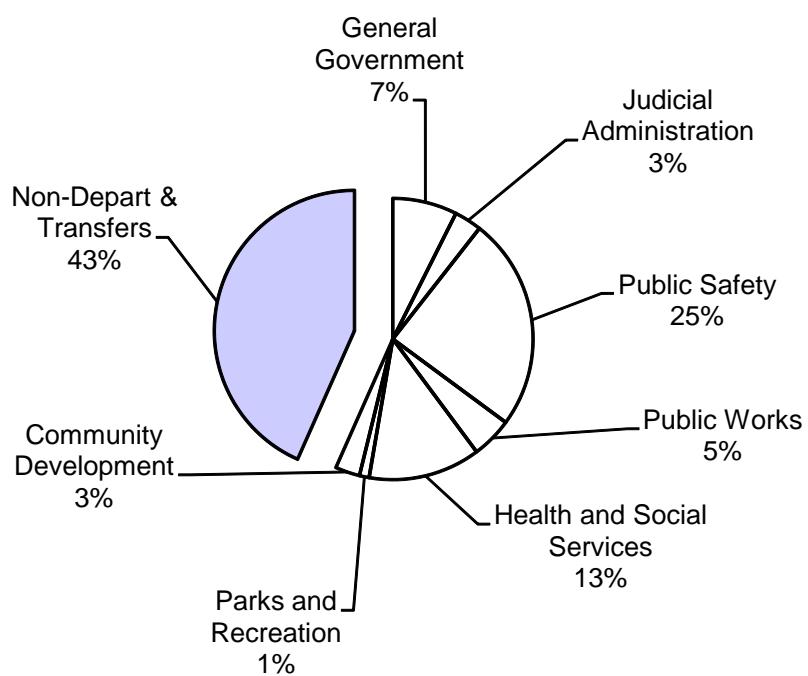
Programs are delivered in one-on-one settings, classroom settings, via newsletter and distance learning. The website also provides many publications and a calendar of upcoming programs. This provides greater accessibility of our information outside of normal business hours.

King George's support is vital to our continued success. As the county population growth increases, unit is called upon to serve more residents. With the King George County's support, we can continue to strive to meet the needs of local residents.

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
Departmental Budgets By Function
Non-Departmental & Transfers

Department	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
<u>Non-Departmental:</u>					
County In & Out	\$ 109,257	\$ 13,500	\$ 88,500	\$ 118,500	778%
Miscellaneous	27,487	10,000	436,700	10,000	0%
Contributions to Agencies	386,862	282,377	282,377	234,109	-17%
Reimbursements and Recoveries	115,709	50,000	50,000	50,000	0%
Contingency	-	40,072	47,635	60,082	50%
Total Non-Departmental	639,315	395,949	905,212	472,691	19%
<u>Transfers:</u>					
Debt Service	140,510	-	-	-	0%
Wireless Authority	46,980	57,980	57,980	18,000	-69%
Recreation Activity	8,372	-	-	-	0%
CIP Transfer	2,174,833	-	4,324,700	-	100%
Smoot Library	344,225	365,293	365,293	372,536	2%
Schools Operating	11,849,547	13,349,353	13,436,931	14,349,353	7%
Schools Cafeteria	-	-	-	-	0%
Revenue Stabilization	392,093	-	-	-	100%
Miscellaneous	177,030	426,700	426,700	-	-100%
Total Transfers	15,176,590	14,199,326	18,611,604	14,739,889	4%
Total Non-Departmental/Transfers	\$ 15,815,905	\$ 14,595,274	\$ 19,516,816	\$ 15,212,580	4%

COUNTY OF KING GEORGE
Non-Departmental & Transfers
\$15,212,580



Total General Fund
\$35,091,800

NON-DEPARTMENTAL & TRANSFERS

DESCRIPTION

Certain General Fund functions that cannot logically be categorized with any of the established departments are included as "Other." The County's General Fund provides transfers to the various other funds to supplement the other revenue collected by these funds. The School Fund, Smoot Library Fund, Capital Improvement Fund, and the Recreation Activity fund receive capital and operating funds from the General Fund.

County In & Out

This category includes pass through funds received from the Commonwealth of Virginia and remitted to other non County Agencies. Examples of some of the various items include Fire Program, Four for Life, Child Safety Seats, Fredericksburg Regional Transit (FRED) and various other small amounts. These funds will be budgeted as grants are awarded.

BUDGET SUMMARIES

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	57,203	78,938	94,780	118,500	25%
TOTAL	57,203	78,938	94,780	118,500	25%
Full Time Staff	N/A	N/A	N/A	N/A	

Miscellaneous

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	\$ 152,659	\$ 27,488	\$ 10,000	\$ 10,000	100%
TOTAL	\$ 152,659	\$ 27,488	\$ 10,000	\$ 10,000	100%

Contributions to Agencies

The County receives annual requests for financial support from charities and non-profit organizations.

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Operating	\$ 429,832	\$ 386,862	\$ 282,377	\$ 234,107	-17%
TOTAL	\$ 429,832	\$ 386,862	\$ 282,377	\$ 234,107	-17%

Transfers

Includes transfers from the General Fund to the Library, Schools, Wireless and Economic Development Authorities.

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Transfers	\$ 15,663,908	\$ 15,176,592	\$ 18,611,604	\$ 14,739,889	-21%
TOTAL	\$ 15,663,908	\$ 15,176,592	\$ 18,611,604	\$ 14,739,889	-21%

COUNTY OF KING GEORGE
FISCAL YEAR 2013-2014
All Other Funds

Funds	FY 2011-12 Actual Expenditures	FY 2012-13 Adopted Budget	FY 2012-13 Amended Budget	FY 2013-14 Adopted Budget	% Growth
Schools	\$ 33,945,981	\$ 34,222,768	\$ 34,529,675	\$ 35,603,036	4%
School Cafeteria	1,297,604	1,398,240	1,465,857	1,483,829	6%
Capital Improvements	-	303,993	5,262,823	596,476	96%
Debt Service	6,205,588	6,550,007	6,550,007	6,440,024	-2%
Wireless Authority	70,382	57,980	57,980	18,000	-69%
Recreation Activity	419,946	368,318	384,318	392,122	6%
Law Enforcement Projects	18,133	22,500	22,500	22,500	0%
Smoot Library	459,683	503,688	503,688	502,053	0%
Revenue Stabilization	392,053	-	-	-	0%
Tourism	-	79,200	82,600	79,600	1%
Total Other Funds	\$ 42,809,370	\$ 43,506,694	\$ 48,859,448	\$ 45,137,640	4%

SCHOOLS

The adopted budget for FY2011/2012 for the Schools is \$32,948,145 not including debt service in the amount of \$4,239,107.

This year's budget is aligned with the School Division's comprehensive plan, the SOQ staffing requirements, the needs to keep all of the schools in a full accreditation status, and the needs to assure all of the schools meet all of the AYP benchmarks. In addition, additional funding was provided by the County to compensate for increased health costs.

There, also, are six key School Board goals upon which the budget was developed. Those goals are as follows:

1. Continue to improve student achievement, maintain school accreditation and meet the No Child Left Behind, AYP benchmarks.
2. Maintain standards for academic, conduct and attendance while meeting the varied needs of all students.
3. Recruit, hire and retain a highly qualified staff.
4. Emphasize the importance of financial accountability, the value of seeking creative means to acquire additional revenue to support public funds and the necessity of finding ways to increase productivity without requiring additional funds.
5. Assist families new to King George County Public Schools with their transition to the area and continue to enhance public opinion about King George County Public Schools
6. Plan for the anticipated growth in the school division and the realignment of schools.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Schools	\$ 34,045,081	\$ 33,945,981	\$ 34,529,675	\$ 35,603,036	3%
TOTAL	\$ 34,045,081	\$ 33,945,981	\$ 34,529,675	\$ 35,603,036	3%

SERVICE LEVELS AND PERFORMANCE

	CY2011 Actual	CY2012 Actual	CY2013 Projected
Elementary School Enrollment	2,280	2,221	2,240
Number Elementary Schools	3	3	3
Middle School Enrollment	663	638	650
Number Middle Schools	1	1	1
High School Enrollment	1,265	1,272	1,320
Number High Schools	1	1	1

FUTURE

- King George was awarded \$5 million of QSCB funding to renovate Potomac Elementary School. This project began in FY11/12 and the project is currently in progress.

CAPITAL IMPROVEMENTS FUND

DESCRIPTION

The Capital Improvement Fund for FY 2013/2014 incorporates various expenditures and/or transfers related to specific departments or programs. Revenues are from Landfill Host Fees (remaining after debt service), Bond Proceeds, and expenditures are for the following:

Cash available for Capital Projects **\$596,476**

Funding in the Capital Projects Fund for various projects is listed in the following chart. See details in Appendix H.

King George County FY 13/14 Capital Projects Budget

<u>Department</u>	<u>Project Title</u>	<u>FY13/14 Funding Amounts</u>
Parks and Recreation	Shiloh Park Phase II	\$ 63,785
		<u>\$ 63,785</u>
King George Schools	Purchase 5 School Buses	\$ 432,175
King George Schools	King George Middle School Roof Repair	\$ 90,485
King George Schools	Potomac Elementary School PA System	<u>\$ 60,000</u>
		<u>\$ 582,660</u>
Administration	Adm. Building Carpet and Floor Tile Replacement	\$ 65,000
		<u>\$ 65,000</u>
Information Technology	Computer Replacement Program	\$ 50,000
		<u>\$ 50,000</u>
Emergency Services	Ambulance Replacement Program	\$ 180,000
Emergency Services	Replace Company 2	<u>\$ 150,000</u>
		<u>\$ 330,000</u>
Grand Total:		\$ 1,091,445
FUNDING SOURCES:		
Funds included in FY13/14 Cash Funded projects		\$ 596,476
Funded from re-appropriation of Prior Year capital Funds:		\$ 160,000
Funded from Capital Projects Fund:		\$ 150,000
Funded with FY12/13 Funds Carried Forward:		\$ 184,969
Total of Funding Sources:		\$ 1,091,445

The impact capital projects have on the operating budget is carefully calculated and reported. The impact of operational costs is strongly considered when funding a capital project. Once projects are approved, the operational cost is included in the department's budget in the year of completion.

There is currently no additional funding that needs to be budgeted for operational costs due to the above listed capital projects (See brief descriptions of FY2013/2014 Capital Expenditures in Appendix H).

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Capital	\$ 7,260,000	\$ 6,320,934	\$ 11,812,830	\$ 7,036,500	-40%
TOTAL	\$ 7,260,000	\$ 6,320,934	\$ 11,812,830	\$ 7,036,500	-40%

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) accounts for capital improvement projects that include any adopted public construction, acquisition of land, buildings and accessory equipment with a cost greater than \$50,000 and expected life of 2 years. The County's capital improvement needs and funding requirements are included in the CIP which includes FY2014 – FY2018. This plan serves the purpose of: informing the taxpayer, a guideline for various local, state, and federal agencies the intention of the County, and information for investors.

The Capital Improvement program has many key advantages which include:

- Identifying and prioritizing capital needs of the County.
- Planning the project funding either by cash payment, debt obligation, tax rate adjustment, and/or a combination of the above.
- Coordinates the operating budget with each adopted capital expenditure. An important factor when considering capital improvements is the affect it will have on the operating budget. For example when a new building is opened, it will include costs such as, maintenance, personnel, and utilities and these expenses are continuous and must be included in the operating budget.
- Planning for projects in advance ensures more successful completion throughout all steps of the project.

Funding sources for capital projects include: cash payments, long-term borrowing, current revenues, grants, private donations, capital leases and various other methods.

Operational Impact

There are no additional operational cost impacts on the current fiscal year with the approved capital projects. The projects in future years are analyzed during the Capital Improvement Program discussions to determine what additional costs will need to be budgeted in the operational budget for the corresponding year. These numbers change and are adjusted during the year in which the project is approved.

King George County Adopted Annual Fiscal Plan 2013-2014

AGENCY/DEPT.	PROJECT TITLE	Priority	PRIOR APPROP		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	TOTALS
			AVAILABLE							
Parks and Recreation										
Parks and Recreation	Shiloh Park - Phase 2	Urgent	\$ -	\$ 63,785			\$ -	\$ -	\$ -	\$ 63,785
Parks and Recreation	Shiloh Park - Phase 3	Necessary	\$ -	\$ 455,000						\$ 455,000
Parks and Recreation	Shiloh Park - Phase 4	Future	\$ -							\$ 500,000
Parks and Recreation	Practice Lights	Necessary	\$ -	\$ 50,000	\$ 50,000					\$ 100,000
Parks and Recreation	Barnesfield Park Upgrades, Phase 1	Necessary	\$ -	\$ 275,000	\$ 180,000	\$ -				\$ 455,000
Parks and Recreation	Barnesfield Park Upgrades, Phase 2	Future	\$ -	\$ -	\$ -	\$ 520,000	\$ -			\$ 520,000
Parks and Recreation	Citizens Center Expansion	Necessary	\$ -	\$ -	\$ 100,000	\$ 1,220,000	\$ -			\$ 1,320,000
Parks and Recreation	Hunter Field and Gym Renovations	Necessary	\$ -	\$ 358,000	\$ 65,000	\$ 100,000	\$ 160,000	\$ -		\$ 683,000
Totals			\$ -	\$ 63,785	\$ 1,138,000	\$ 395,000	\$ 1,840,000	\$ 660,000	\$ 4,096,785	
King George Schools										
King George Schools	School Bus Maintenance (new buses)	1	\$ 160,000	\$ 432,175	\$ 407,175	\$ 407,175	\$ 407,175	\$ 407,175	\$ 407,175	\$ 2,060,875
King George Schools	King George Middle School Roof Repair	1	\$ -	\$ 90,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,485
King George Schools	Potomac Elementary School Supplemental Renovation	1	\$ -	\$ 60,000	\$ 105,016	\$ 71,250	\$ -	\$ -	\$ -	\$ 236,266
King George Schools	Paving and Walkways	1	\$ -	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ -	\$ 93,000
King George Schools	Playground Equipment	1	\$ -	\$ -	\$ 105,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 175,000
King George Schools	Old King George Middle School HVAC System	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
King George Schools	Upgrade to Vo-tech Center	2	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
King George Schools	School Board Office Roof	2	\$ -			\$ 93,000				\$ 93,000
King George Schools	Network Equipment Upgrades/Replacements	2	\$ -		\$ 481,160					\$ 481,160
King George Schools	Fiber Additions to Sealston and Potomac Elementary Schools	2	\$ -		\$ 800,000					\$ 800,000
King George Schools	IP Security Camera Systems at all Sites	2	\$ -			\$ 591,150				\$ 591,150
King George Schools	Division Wide Classroom HD Presentation Systems	2	\$ -			\$ 1,171,275				\$ 1,171,275
King George Schools	Division Wide Multi Media System	2	\$ -				\$ 303,117			\$ 303,117
King George Schools	Computing Device Replacement Schedule	2	\$ -	\$ -	\$ 140,060	\$ 127,500	\$ 123,900	\$ 128,840	\$ -	\$ 520,300
Totals			\$ 160,000	\$ 582,660	\$ 2,131,411	\$ 2,591,350	\$ 2,334,192	\$ 536,015	\$ 8,175,628	
Administration										
Administration	Resurfacing Administration/Courthouse Parking Lot	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Administration	Ralph Bunche School	Future	\$ 50,000	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ 215,000
Administration	Administration Building Carpet and Floor Tile Replacement	Necessary	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Administration	Convenience Center Site - Dahlgren	Necessary	\$ -		\$ -	\$ 300,000				\$ 300,000
Administration	Sports Stadium Turf Replacement	Future	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000
Administration	Broadband to Industrial Park	Necessary	\$ -	\$ -	\$ 100,000					\$ 100,000
Totals			\$ 115,000	\$ 65,000	\$ 315,000	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 905,000
Information Technology										
Information Technology	Computer Replacement Program	Necessary	\$ -	\$ 50,000	\$ 70,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 270,000
Information Technology	Replace AS400 Server	Urgent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology	Replace System Hardware and Software (3a, 3b and 3c - see detail sheets)	Urgent	\$ -							\$ -
Totals			\$ -	\$ 50,000	\$ 70,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 270,000
Combined Courts										
Combined Courts	Replace Courts Building	Future	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000
Totals			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000
Emergency Services										
Emergency Services	Replacement of Engine 11	Necessary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Services	Ambulance Replacement Program	Urgent	\$ -	\$ 180,000	\$ 180,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 915,000
Emergency Services	Replace Company 2: Combine Fire & Rescue in Dahlgren	Necessary	\$ -	\$ 150,000	\$ 400,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 4,050,000
Emergency Services	Replacement of Engine 21	Necessary	\$ -	\$ -	\$ -	\$ 530,000	\$ -	\$ -	\$ -	\$ 530,000
Emergency Services	Regional Fire / EMS Training Center	Future	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 400,000
Emergency Services	Company 3 Fire Station - Renovation	Urgent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Services	Replacement of Incident Command Vehicle	Necessary	\$ -	\$ -						\$ 55,000
Totals			\$ -	\$ 330,000	\$ 580,000	\$ 4,315,000	\$ 285,000	\$ 385,000	\$ -	\$ 5,950,000
Grand Total	Planning Commission Ranking	Yellow = Urgent	\$ 275,000	\$ 1,091,445	\$ 4,234,411	\$ 7,651,350	\$ 4,559,192	\$ 3,031,015	\$ 20,797,413	

DEBT SERVICE

DESCRIPTION

The Debt Service Fund is used to accumulate financial resources for the payment of interest and principal on all general obligation debt. The County's authority to issue general obligation debt secured solely by the pledge of its full faith and credit is provided by the Constitution of Virginia and the Public Finance Act. There are no limitations imposed by state law or local ordinance on the amount of general obligation debt that a County may issue, either directly or indirectly; however, with certain exceptions, all debt must be approved at public referendums prior to issuance.

The ratio of net bonded debt to total assessed value is a standard measure of the County's ability to meet interest and principal payments on its long-term debt. A ratio of 2.0% or less is considered excellent. The County had a ratio of 2.32%.

The ratio of debt service to General Governmental expenditures measures the percentage of the budget used to pay debt service and provides a measure of the annual demands placed on the operating budget by the County's long term debt. The County is in the process of working with our financial advisor to update the debt ratio to be more in line with industry standards.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Debt Service	\$ 6,508,872	\$ 6,205,587	\$ 6,550,007	\$ 6,355,160	-3%
TOTAL	\$ 6,508,872	\$ 6,205,587	\$ 6,550,007	\$ 6,355,160	-3%

Debt Service \$ 6,355,160

A total of \$6,355,160 is to be transferred to the Debt Service fund to cover principal and interest payments for the County and School debt.

Transfer to the Service Authority \$ 0

The Board of Supervisors has phased out this transfer by a reduction of 20% per year. FY11/12 was the final year. Currently there are efforts in place to make the Service Authority self sufficient in the near future by following a rate increase plan developed by our financial advisors.

RECREATION ACTIVITY FUND

The Recreation Activity is made of two programs; Athletics and General. They are described below.

Athletics

DESCRIPTION

The athletic programs are planned and administered by the athletic supervisor with the assistance of numerous part time staff and volunteers. Current programs include: youth flag football, youth basketball, indoor soccer, fall and spring soccer, gymnastics (recreation and competitive), wrestling, and a host of clinics and camps. Activities are held at Hunter Field (football and Spring soccer); Sealston Elementary, King George Elementary, King George Middle School, and King George High School (youth basketball); Old King George Elementary (wrestling, gymnastics); Potomac Elementary; and Barnesfield Park (fall soccer, softball, and Little League). These facilities are additionally scheduled during non-school hours for public use by the Athletic Supervisor

GOALS

1. Expand health, fitness and athletic programming opportunities to youth, adults, senior citizens and those with special needs.
2. Streamline various departmental/consumer process' related to athletics
3. In conjunction with General Recreation Programs, decrease incrementally the need for the General Fund Transfer.

BUDGET SUMMARY – Athletics and General Programs

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Activity Fund	\$ 384,530	\$ 419,946	\$ 384,318	\$ 392,122	2%
TOTAL	\$ 384,530	\$ 419,946	\$ 384,318	\$ 392,122	2%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Youth/Individual/Team Sports	1446	1576	1600
Camps and Clinics	340	328	400
Special Events	450	500	500

FUTURE YEAR ISSUES

As the department increases its efficiency, customer relations and with the County's anticipated and real growth in population, there will be an increase in organized sports participation. Even with the YMCA, the increased population is going to have an impact on school participation thus keeping a burden on existing facilities. It is anticipated that this will be addressed in the Master Plan and be reflected in future CIP requests.

GENERAL PROGRAMS:

DESCRIPTION

General Recreation Programs are planned and administered through the Department's Recreation Program Supervisor. With the assistance of numerous part time staff and volunteers, an array of youth, health, fitness, enrichment, and special event programs are offered. In the past few years, recreation programs have grown substantially. In particular, growth has occurred in the licensed before and after school programs and various day and multi day trips.

GOALS

1. Increase programming opportunities to all populations, placing increased concentration in teen and senior activities;
2. Seek additional instructional resources to offer minimally 10 new programs
3. Investigate marketing alternatives to broadcast recreational programs and impact programs
4. Establish community, civic organization and business relationships to assist with programs
5. Seek partnerships to develop and or sponsor/co-sponsor programs, in particular, developing a Trip Advisory Council, working with the YMCA and adding new organizations and businesses to our current partners.

SERVICE LEVELS AND PERFORMANCE

	FY11/12 Actual	FY12/13 Actual	FY13/14 Planned
Special Events	11	12	12
Enrichment Classes	32	36	38
Fitness Classes	22	20	20
Day Trips	39	36	30
Multi Day Trips	7	7	7

FUTURE YEAR ISSUES

N/A

LAW ENFORCEMENT FUND

DESCRIPTION

King George County participates in the Virginia State Asset Sharing and Federally Forfeited Property Programs. The assets are received from drug seizures. Restrictions are placed on the use of forfeited cash, property, proceeds, and any interest earned and is to be used to enhance law enforcement. These funds are to be used for law enforcement purposes only.

BUDGET SUMMARY

	ACTUAL	ACTUAL	AMENDED	ADOPTED	% CHANGE
	FY/2011	FY/2012	FY/2013	FY/2014	FROM FY13
Law	\$ 6,700	\$ 18,133	\$ 22,500	\$ 22,500	0%
TOTAL	\$ 6,700	\$ 18,133	\$ 22,500	\$ 22,500	0%
Full Time Staff	N/A	N/A	N/A	N/A	N/A

SERVICE LEVELS AND PERFORMANCE

N/A

FUTURE YEAR ISSUES

N/A

L.E. SMOOT MEMORIAL LIBRARY

DESCRIPTION

The L. E. Smoot Memorial Library provides informational, recreational and educational materials and programs to the citizens of King George County. The mission of the L.E. Smoot Memorial Library is to enhance the quality of life for the entire King George County community by providing services, programs, and a balanced collection, all of which fulfill educational, informational, cultural, and recreational needs and interests in an atmosphere that is welcoming, safe and respectful.

The Library currently employs five full-time and eight part-time staff, and is open six days a week (62 hours)..

Services available to our patrons include:

1. Interlibrary Loan
2. Fax, scanning and copying
3. Story time and Outreach
4. Programs for all ages
5. Meeting Room Use
6. GED and English as a Second Language Classes
7. Summer Reading Programs
8. Test proctoring for patrons.
9. Computer Lab
10. Reference and Research Assistance
11. Online Databases
12. Ebooks and Music Downloading

GOALS

The Library strives to serve the County in the following roles

- Children's Door to Learning**, encourage children to develop an interest in reading and learning.
- Community Outreach**, provide satellite service outside of the library building, but within the community.
- Independent Learning Center**, support individuals of all ages pursuing a sustained program of learning on an independent basis.
- Popular Materials Library**, feature current, high demand, high interest materials in a variety of formats.
- Reference Library**, provide timely, accurate and useful information

Income from the Endowment Fund is applied to operational expenses. Over the past several years, that income has had consistent decreases. Most of the Library portfolio is invested in FNMA and FHLMC bonds. As interest rates fall and homeowners refinance, these bonds are called.

State Aid, the major source of funds for the purchase of materials, is variable. The amount in the Revenue Budget Request is the estimated amount provided by the Library of Virginia and subject to change. The formula for State Aid is: 40 cents for every local dollar expended; 30 cents per capita; \$10 per square mile. When the formula is not fully funded, the amount is prorated.

BUDGET SUMMARY

	ACTUAL FY/2011	ACTUAL FY/2012	AMENDED FY/2013	ADOPTED FY/2014	% CHANGE FROM FY13
Library	\$ 476,022	\$ 459,683	\$ 503,688	\$ 502,053	0%
TOTAL	\$ 476,022	\$ 459,683	\$ 503,688	\$ 502,053	0%
Full Time Staff	4	4	4	4	

SERVICE LEVELS AND PERFORMANCE

	<u>FY13 Actual</u>	<u>FY14 Planned</u>
Total Circulation	101,000	105,000

The Library building was completed in 1970, and continues to need major repairs. As we continue to develop new services, the current building has become crowded and new space is necessary. The Board of Trustees purchased property in May 2005 for the future expansion of the building.

Capital Project: The Library expansion was completed at the beginning of FY14.

FUTURE YEAR ISSUES

In order to reach out to those unable to access the main facility, plans to add a bookmobile service are being developed.



SMOOTH LIBRARY EXPANSION
KING GEORGE COUNTY, VIRGINIA

SCHEMATIC DESIGN

4/12/2009



APPENDIX A
COUNTY OF KING GEORGE
FULL TIME PERSONNEL COMPLEMENT

DEPARTMENT	FY11 Approved	FY12 Approved	FY13 Approved	FY14 Adopted
COUNTY ADMINISTRATOR	4	4	4	4
County Administrator	1	1	1	1
Deputy County Administrator	0	0	0	0
Executive Assistant	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Administrative Assistant	1	1	1	1
COUNTY ATTORNEY	1	1	1	1
County Attorney	1	1	1	1
COMMISSIONER OF THE REVENUE	6	6	6	6
Commissioner of the Revenue	1	1	1	1
Deputy III	1	1	1	1
Deputy I	1	1	1	1
General Clerk	1	1	1	1
Business Lic/Personal Prop Tech	1	1	1	1
Secretary/Receptionist	1	1	1	1
TREASURER	5	5	5	5
Treasurer	1	1	1	1
Chief Deputy II	1	1	1	1
Deputy II	1	1	1	1
Clerk II	1	1	1	1
Clerk	1	1	1	1
FINANCE	9	9	9	9
Director of Finance	1	1	1	1
Procurement Manager	1	1	1	1
Finance Specialist	2	2	2	2
Payroll/Personnel Supervisor	1	1	1	1
Payroll Tech	1	1	1	1
Utility Billing Supervisor	1	1	1	1
Utility Billing Clerk/Office Assistant	1	1	1	1
Accountant	1	1	1	1
Buyer	0	0	0	0
Information Technology Supervisor				
INFORMATION TECHNOLOGY	2	2	2	2
Information Technology Supervisor	1	1	1	1
PC Technician	1	1	1	1
REGISTRAR	1	1	1	1
Registrar	1	1	1	1
Asst. Registrar	0	0	0	0

DEPARTMENT	FY11 Approved	FY12 Approved	FY13 Approved	FY14 Adopted
CLERK OF CIRCUIT COURT	6	6	6	6
Clerk of Circuit Court	1	1	1	1
Deputy III	1	1	1	1
Deputy I	2	2	2	2
General Office Clerk	2	2	2	2
COMMONWEALTH'S ATTORNEY	5	5	5	5
Commonwealth's Attorney	1	1	1	1
Assistant Commonwealth Attorney	1	1	1	1
Administrative Asst. II	2	2	2	2
Combined Courts Attorney	1	1	1	1
SHERIFF	43	43	43	43
Sheriff	1	1	1	1
Captain	1	1	1	1
Lieutenant	1	1	1	1
Master Deputy	3	3	3	3
Sergeant	3	3	3	3
Investigator	2	2	2	2
Corporal	2	2	2	2
Sr. Deputy	8	8	8	8
Comm. Off. Supv.	1	1	1	1
Comm. Off.	10	10	10	10
Admin. Spec.	1	1	1	1
Admin Asst.	1	1	1	1
Office Asst.	1	1	1	1
Deputy	6	6	7	7
Detective	1	1	1	1
DEPT OF EMERGENCY SERVICES	25	25	28	34
Fire & Rescue Chief	1	1	1	1
Captain	2	2	2	2
EM Coordinator	1	1	1	1
Training Officer	1	1	1	1
Tech II	15	15	15	21
Fire Fighter/ Medic	3	3	6	6
Operations Officer	1	1	1	1
Administrative Assistant	1	1	1	1
VJCCA/CHINS	1	1	1	1
CHINS/First Offender Officer	1	1	1	1
ANIMAL CONTROL	2	2	2	4
Animal Warden	1	1	1	3
Deputy Animal Warden	1	1	1	1

DEPARTMENT	FY11 Approved	FY12 Approved	FY13 Approved	FY14 Adopted
LANDFILL	3	3	3	3
Director of Solid Waste and Recycling	1	1	1	1
Landfill Inspector I	1	1	1	1
Landfill Inspector II	1	1	1	1
PUBLIC WORKS	2	2	2	2
County Engineer	1	1	1	1
Engineer	0	0	0	0
Construction Inspectors	1	1	1	1
DEPT OF GENERAL PROPERTIES	11	11	11	11
Facilities Superintendent	1	1	1	1
Groundskeeper	5	5	5	5
Custodian	4	4	4	4
Park Maintenance Supervisor	1	1	1	1
PARKS & REC ADMINISTRATION	4	4	4	4
Director of Parks & Recreation	1	1	1	1
Athletic Supervisor	1	1	1	1
Recreation Supervisor	1	1	1	1
Secretary/Receptionist	1	1	1	1
PARK OPERATIONS	0	0	0	0
Park Foreman	0	0	0	0
Groundskeeper	0	0	0	0
Custodian	0	0	0	0
LIBRARY	4	4	4	4
Library Director	1	1	1	1
Library Asst.	1	1	1	1
Library Technician	1	1	1	1
Youth Services Librarian	1	1	1	1
COMMUNITY DEVELOPMENT	11	11	11	11
Director of Community Development	1	1	1	1
Planner	1	1	1	1
Building Official	1	1	1	1
Building Inspector	2	2	2	2
Secretary/Receptionist	1	1	1	1
E911 Clerk	1	1	1	1
Secretary/Technical Asst.	1	1	1	1
County Planner	1	1	1	1
Erosion & Sediment Inspector	1	1	1	1
GIS Technician				
	1	1	1	1
ECONOMIC DEVELOPMENT				
Director	0	1	1	1
TOTAL	144	144	149	156

APPENDIX B

COUNTY OF KING GEORGE
GENERAL FUND REVENUE ESTIMATES

Description	FY 11/12 Actual	FY 12/13 Amended	FY 13/14 Adopted	FY 13/14 vs. FY 12/13
General Property Taxes				
Real Estate	\$12,995,936	\$13,490,360	\$13,879,977	2.89%
Delinquent Real Estate Taxes	\$219,644	\$235,600	\$234,500	-0.47%
Public Service/Real Estate	\$1,299,308	\$1,375,693	\$1,362,387	-0.97%
Public Service/Personal Property	\$2,701	\$2,600	\$3,200	23.08%
Personal Property	\$3,382,755	\$3,793,849	\$3,921,273	3.36%
Delinquent Personal Property Taxes	\$292,599	\$210,100	\$289,140	37.62%
Mobile Homes	\$22,592	\$25,610	\$25,610	0.00%
Machinery and Tools	\$282,881	\$142,234	\$272,234	91.40%
Penalties	\$224,572	\$198,000	\$216,000	9.09%
Interest	\$124,329	\$108,000	\$120,000	11.11%
Total General Property Taxes	\$18,847,317	\$19,582,046	\$20,324,321	3.79%
Other Local Taxes				
Local Sales Tax	\$1,909,760	\$1,584,000	\$1,980,000	25.00%
Consumers Utility Tax	\$226,865	\$240,000	\$230,000	-4.17%
Local consumption Tax	\$66,756	\$76,800	\$67,200	-12.50%
Business License Tax	\$1,195,950	\$1,450,000	\$1,200,000	-17.24%
Cable TV franchise License Tax	\$0	\$0	\$0	0.00%
Motor Vehicle Licenses	\$520,137	\$535,000	\$520,000	-2.80%
Bank Franchise Tax	\$83,368	\$50,000	\$80,000	60.00%
Recordation Taxes	\$232,533	\$220,800	\$234,000	5.98%
Local Tax from Clerk	\$48,493	\$55,000	\$48,000	-12.73%
Interest on fines	\$4,145	\$3,600	\$3,600	0.00%
Transient Occupancy Tax	\$125,562	\$52,800	\$50,400	-4.55%
Meals Tax	\$878,555	\$804,000	\$888,000	10.45%
Communications Taxes/E911	\$394,920	\$402,000	\$396,000	-1.49%
Total Other Local Taxes	\$5,687,044	\$5,474,000	\$5,697,200	4.08%
Permits, Privilege Fees & Regulatory Licenses				
Animal Licenses	\$5,595	\$5,500	\$5,000	-9.09%
Land Use Application Fees	\$2,436	\$2,000	\$2,000	0.00%
Land Trans Fees	\$617	\$650	\$500	-23.08%
Building Permits	\$99,130	\$120,000	\$98,400	-18.00%
Reinspection Fees	\$0	\$0	\$0	0.00%
Electrical Permits	\$11,642	\$13,200	\$10,800	-18.18%
Plumbing Permits	\$3,867	\$6,000	\$3,600	-40.00%
Mechanical Permits	\$7,895	\$9,600	\$7,200	-25.00%
Septic Permits	\$8,225	\$9,000	\$7,800	-13.33%
Sign Erection Permits	\$0	\$0	\$0	0.00%
Home Occupation Permit Fees	\$1,850	\$1,200	\$1,000	-16.67%

Description	FY 11/12 Actual	FY 12/13 Amended	FY 13/14 Adopted	FY 13/14 vs. FY 12/13
Permits, Privilege Fees & Regulatory Licenses, Continued				
Soil & Erosion Permits	\$8,285	\$8,000	\$8,000	0.00%
Concealed Weapon Permits	\$10,169	\$7,500	\$9,000	20.00%
Wetland Application Fees	\$1,210	\$1,000	\$1,000	0.00%
Conditional Use Permit Appl	\$520	\$750	\$500	-33.33%
Subdivision Plat Fees	\$10,150	\$6,500	\$8,000	23.08%
Preliminary Site Plan Review	\$2,470	\$2,500	\$2,000	-20.00%
Rezoning Fees	\$0	\$1,500	\$0	-100.00%
Zoning Permits	\$25,425	\$24,000	\$24,000	0.00%
Landfill inspection fees	\$196,308	\$188,000	\$190,000	1.06%
Total Permits, Fees & Licenses	\$395,794	\$406,900	\$378,800	-6.91%
Fines & Forfeitures				
Court Fines & Forfeitures	\$146,733	\$187,350	\$146,000	-22.07%
Dog Violation Fees	\$7,035	\$7,800	\$6,600	-15.38%
Total Fines & Forfeitures	\$153,768	\$195,150	\$152,600	-21.80%
Revenue From Use of Money & Property				
Revenue From Use Of Money	\$111,844	\$75,000	\$75,000	0.00%
Revenue From Use Of Property	\$17,496	\$16,640	\$16,000	-3.85%
Wireless Tower Lease	\$43,269	\$48,677	\$49,175	1.02%
Total Use of Money & Property	\$172,609	\$140,317	\$140,175	-0.10%
Charges For Services				
Sheriff's Fees	\$921	\$921	\$921	0.00%
Law Library Fees	\$4,361	\$5,000	\$4,000	100.00%
Local Court Appointed Attorney Fees	\$3,255	\$800	\$2,500	212.50%
Courthouse Maintenance Fees	\$24,115	\$20,000	\$22,000	10.00%
Commonwealth Attorney Fees	\$3,648	\$1,500	\$2,000	33.33%
Courthouse Security Personnel Fee	\$40,200	\$48,780	\$40,800	-16.36%
Jail Admission Fee	\$3,422	\$3,300	\$3,300	0.00%
Charges for Parks and Recreation	\$30	\$0	\$0	0.00%
Charges for Maps/Publications	\$388	\$500	\$300	-40.00%
Other	\$1,233	\$0	\$0	0.00%
Ambulance Fees	\$660,964	\$456,000	\$777,000	70.39%
Total Charges for Services	\$742,537	\$536,801	\$852,821	58.87%
Miscellaneous Revenue				
Miscellaneous Income	\$25,641	\$10,000	\$30,000	200.00%
Contributions to Welcome Center	\$0	\$0	\$0	0.00%
Insurance Recoveries	\$102,370	\$50,000	\$50,000	100.00%
Sale of County Property	\$13,575	\$0	\$0	0.00%
DMV Stop Fees	\$14,740	\$16,000	\$13,500	-15.63%
DMV Administrative Fees	\$14,600	\$16,000	\$13,500	100.00%
Other	\$21,782	\$7,200	\$10,800	0.00%
Total Miscellaneous Revenues	\$192,708	\$99,200	\$117,800	18.75%

Description	FY 11/12 Actual	FY 12/13 Amended	FY 13/14 Adopted	FY 13/14 vs. FY 12/13
Recovered Costs				
Recovered Costs	\$48,081	\$3,750	\$25,000	0.00%
Central Service Cost Alloc-KGCSA	\$0	\$175,000	\$175,000	0.00%
School Security	\$0	\$13,500	\$13,500	0.00%
Circuit Court Secretary Reimbursement	\$0	\$0	\$0	0.00%
Total Recovered Costs	\$48,081	\$192,250	\$213,500	0.00%
Non-Revenue Receipts				
Transfer from Capital Improvements Fund	\$0	\$0	\$0	0.00%
Transfer from GF Fund Balance	\$0	\$5,426,202	\$422,000	0.00%
KGSCA Loan Payment	\$0	\$47,075	\$45,943	0.00%
Total Revenue Receipts	\$0	\$5,473,277	\$467,943	0.00%
REVENUE FROM THE COMMONWEALTH				
Non-Categorical Aid				
ABC Profits	\$0	\$0	\$0	0.00%
Wine Tax	\$0	\$0	\$0	0.00%
Rolling Stock Tax	\$3,229	\$3,300	\$3,230	-2.12%
Mobile Home Titling Tax	\$4,113	\$8,500	\$4,000	-52.94%
Recordation Taxes	\$91,225	\$90,000	\$90,000	0.00%
PPTRA	\$2,147,868	\$2,147,868	\$2,147,868	0.00%
Auto Rental Tax	\$35,528	\$20,000	\$32,000	60.00%
Total Non-Categorical Aid	\$2,281,963	\$2,269,668	\$2,277,098	0.33%
Shared Expenses				
Commonwealth's Attorney	\$245,931	\$259,224	\$270,268	4.26%
Sheriff's Department	\$887,596	\$940,822	\$962,083	2.26%
Commissioner of the Revenue	\$106,489	\$107,415	\$111,697	3.99%
Treasurer	\$80,111	\$82,191	\$87,155	6.04%
Medical Examiner	\$0	\$0	\$0	0.00%
Registrar/Electoral Board	\$42,314	\$35,230	\$42,310	20.10%
Clerk of the Circuit Court	\$197,821	\$203,522	\$210,383	3.37%
Total Shared Expenses	\$1,560,262	\$1,628,404	\$1,683,896	3.41%
Other Categorical Aid				
Welfare Administration	\$224,817	\$208,360	\$224,650	7.82%
Welfare General Relief	\$0	\$0	\$0	0.00%
Purchased Services	\$52	\$125,370	\$125,368	0.00%
Aged/Blind/Disabled	\$20,330	\$0	\$0	0.00%
ADC-Foster Care/Adoption	\$66,304	\$0	\$0	0.00%
Special Needs/Adoption	\$56,851	\$0	\$0	0.00%
Welfare Public Assistance	\$0	\$87,495	\$103,875	0.00%
Day Care	\$34,443	\$0	\$0	0.00%
JOBS Purchased Services (VIEW)	\$5,079	\$0	\$0	0.00%
Preventive Foster Care	\$0	\$0	\$0	0.00%
Family Preservation	\$3,008	\$0	\$0	0.00%

Description	FY 11/12 Actual	FY 12/13 Amended	FY 13/14 Adopted	FY 13/14 vs. FY 12/13
Other Categorical Aid, Continued				
Comprehensive Services Act	\$1,204,855	\$1,150,290	\$1,239,863	7.79%
Health Department	\$0	\$0	\$0	0.00%
VA Dept of Fire Grants (VFIRS)	\$11,369	\$35,100	\$0	0.00%
VA Juvenile Community Crime (VJCC)	\$14,409	\$15,258	\$15,258	0.00%
Victim Witness Grant	\$19,674	\$19,896	\$19,896	0.00%
Technology Trust Funds	\$16,105	\$15,000	\$15,000	0.00%
Va Dept of Fire - Aid to Localities (ATL)	\$63,045	\$50,000	\$61,000	22.00%
DUI Enforcement grant	\$0	\$10,000	\$10,042	100.00%
Communication and Technolgy	\$0	\$0	\$0	0.00%
Litter Control	\$0	\$0	\$0	0.00%
Commission for the arts (Blumont)	\$100	\$0	\$0	0.00%
Records preservation grant (Clerk)	\$27,297	\$0	\$0	0.00%
Other	\$76,078	\$98,100	\$94,500	-3.67%
Four for life	\$24,179	\$25,000	\$25,000	0.00%
Wireless board grant	\$78,288	\$42,000	\$65,000	0.00%
Total Other Categorical Aid	\$1,946,283	\$1,881,869	\$1,999,452	8.11%

REVENUE FROM THE FEDERAL GOVERNMENT

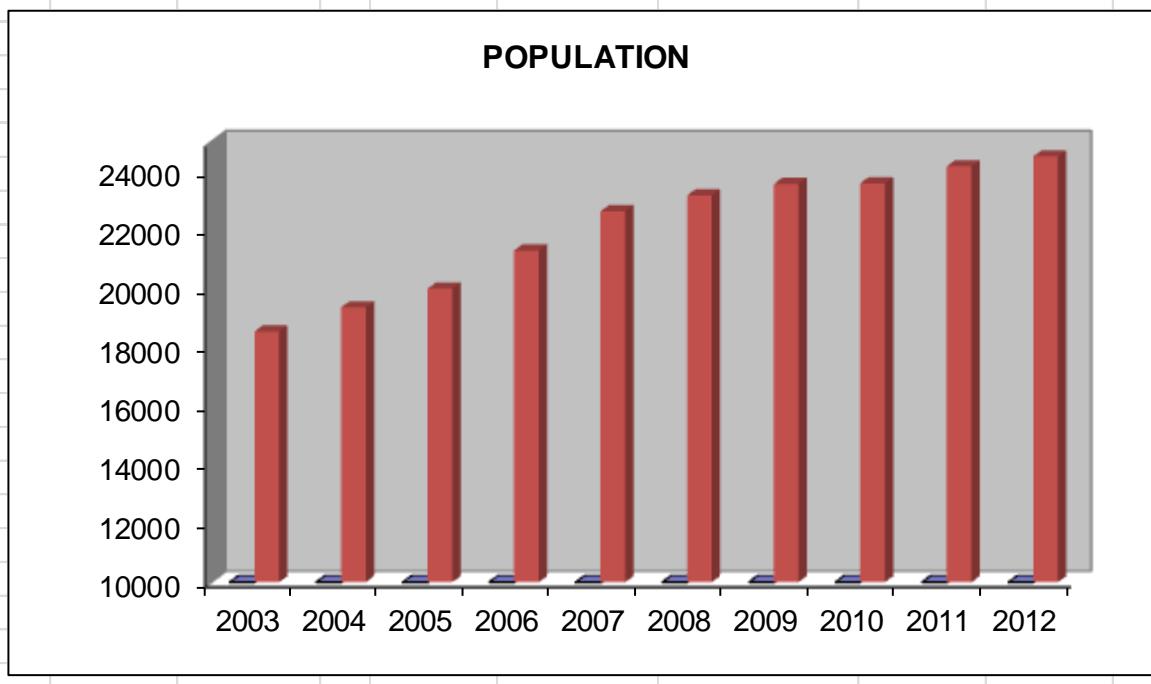
Categorical Aid

Welfare Administration	\$592,578	\$503,822	\$589,877	17.08%
ADC Foster Care/Adoption	\$66,131	\$0	\$183,497	0.00%
Purchased Services/Public Assistance	\$13,424	\$178,495	\$0	100.00%
Special Needs Adoption	\$35,378	\$0	\$0	0.00%
Day Care	\$135,233	\$0	\$0	0.00%
JOBS Purchased Service	\$7,536	\$0	\$0	0.00%
Welfare Family Preservation	\$11,848	\$0	\$0	0.00%
Independent Living	\$15,478	\$0	\$0	0.00%
Law Enforcement Related Aid	\$46,944	\$28,000	\$0	0.00%
Emergency Services	\$20,000	\$12,820	\$12,820	0.00%
VPA Cost Allocation	\$16,907	\$0	\$0	0.00%
Justice Assistance Grant (JAG)	\$0	\$0	\$0	0.00%
LEMPG grant	\$0	\$0	\$0	0.00%
Other Federal Aid	\$59,529	\$6,895	\$0	0.00%
Total Categorical Aid	\$1,020,986	\$730,032	\$786,194	7.69%
TOTAL GENERAL FUND	\$33,049,352	\$38,609,914	\$35,091,800	-9.11%

APPENDIX C
STATISTICAL SECTION
POPULATION

According to the 2012 population estimate, King George County has seen growth of 34% since 2002. King George has experienced a steady growth in population throughout the past ten years, averaging 3% growth per annum.

Year	Population	Growth rate
2003	18,538	2.42%
2004	19,355	4.41%
2005	20,000	3.33%
2006	21,299	6.50%
2007	22,630	6.25%
2008	23,170	2.39%
2009	23,557	1.67%
2010	23,584	0.12%
2011	24,161	2.40%
2012	24,500	1.40%

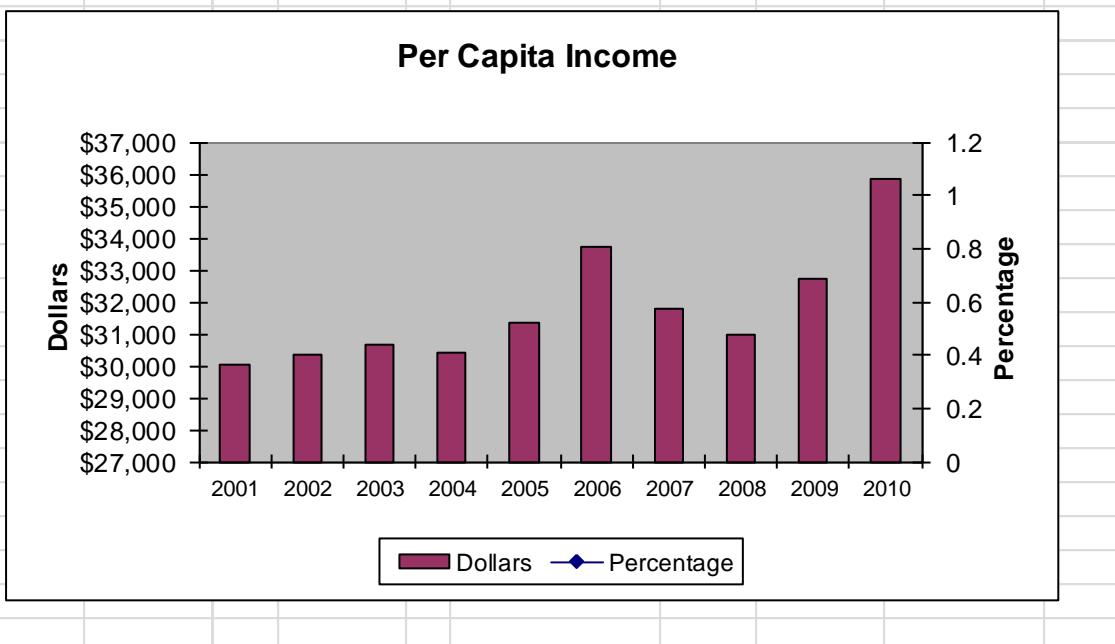


APPENDIX C
STATISTICAL SECTION

PER CAPITA INCOME

Per capita income is an important statistic in that County revenues tend to have a direct relationship with changes in this value. Furthermore, it is an accurate indicator of the County's growing wealth.

Year	Per Capita Income	Rate of Growth
2001	\$30,031	1.4%
2002	\$30,331	1.0%
2003	\$30,635	1.0%
2004	\$30,425	-1.0%
2005	\$31,338	3.0%
2006	\$33,690	7.5%
2007	\$31,802	-5.6%
2008	\$30,995	-2.5%
2009	\$32,721	5.6%
2010	\$35,829	9.5%



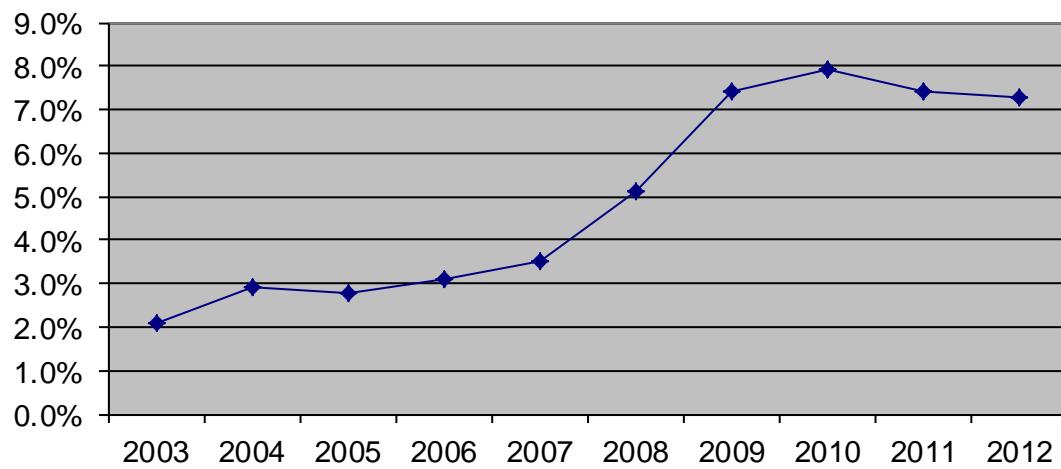
**APPENDIX C
STATISTICAL SECTION**

UNEMPLOYMENT RATE

The unemployment rate is highly indicative of changes in the economy and offers an accurate representation of the local economy. King George County has had an unemployment rate ranging from 2.1% in 2003 to a high of 7.9% in 2010.

Year	Change
2003	2.1%
2004	2.9%
2005	2.8%
2006	3.1%
2007	3.5%
2008	5.1%
2009	7.4%
2010	7.9%
2011	7.4%
2012	7.3%

Unemployment Rate



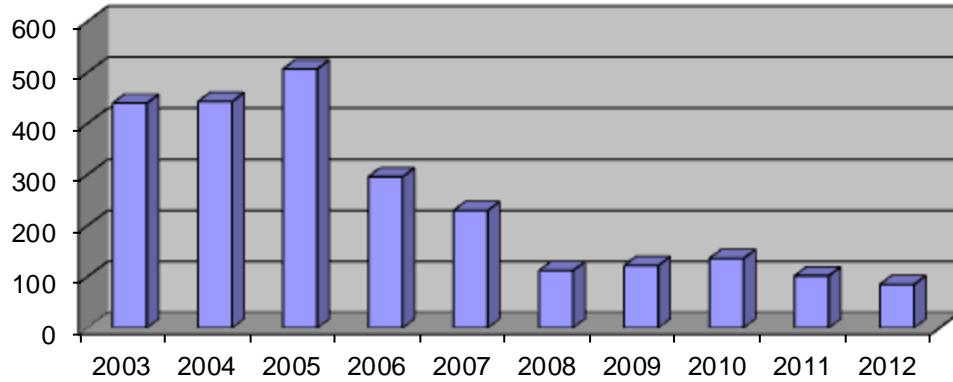
APPENDIX C
STATISTICAL SECTION

NEW RESIDENTIAL CONSTRUCTION

New residential construction is an important indicator in that steady building levels are indicative of a strong and stable economy. The range has been from a low of 85 to a high of 507 in the past ten years.

Year	New Residential Construction
2003	440
2004	443
2005	507
2006	296
2007	230
2008	112
2009	122
2010	136
2011	102
2012	85

New Residential Construction



APPENDIX C
STATISTICAL SECTION

TAX RATES

Over the past ten years, the County of King George has been able to increase services for County residents. During the same time period, King George County has maintained consistent tax rates and, in some cases, offered significant decreases.

Fiscal Years	Real Estate First Half	Personal Property	Farm			Mobile Homes
			Machinery and Tools	Machinery and Tools	Mobile Homes	
2012-13	\$0.53	\$3.20	\$0.00	\$2.50	\$0.53	
2011-12	\$0.53	\$3.20	\$0.00	\$2.50	\$0.53	
2010-11	\$0.50	\$3.20	\$0.00	\$2.50	\$0.50	
* 2009-10	\$0.50	\$3.20	\$0.00	\$2.50	\$0.50	
2008-09	\$0.45	\$3.20	\$0.00	\$2.50	\$0.45	
2007-08	\$0.45	\$3.20	\$0.00	\$2.50	\$0.45	
2006-07	\$0.44	\$3.20	\$0.00	\$2.50	\$0.44	
2005-06	\$0.40	\$3.10	\$0.00	\$2.50	\$0.40	
2004-05	\$0.77	\$3.10	\$0.00	\$2.50	\$0.77	
2003-04	\$0.77	\$3.10	\$0.00	\$2.50	\$0.77	
2002-03	\$0.72	\$3.10	\$1.00	\$2.50	\$0.72	

*** Note: Equalized rate due to reassessment.**

APPENDIX C
STATISTICAL SECTION

KING GEORGE BUSINESS STATISTICS
KING GEORGE COUNTY'S PRINCIPAL TAXPAYERS

Taxpayer	Assessed Valuation	Taxes Paid	% of Total Assessed Value
BIRCHWOOD POWER PARTNERS L.P.	\$ 190,190,188.68	\$ 1,008,008.00	6.75%
VIRGINIA ELECTRIC & POWER COMPANY	\$ 32,447,358.49	171,971.00	1.15%
HORTI-GROUP USA LLC	\$ 16,150,600.00	85,598.18	0.57%
VERIZON SOUTH INC	\$ 12,600,920.75	66,784.88	0.45%
NORTHERN NECK ELECTRIC COOPERATIVE	\$ 8,540,560.38	45,264.97	0.30%
WAL-MART REAL ESTATE TRUST	\$ 8,834,701.89	46,823.92	0.31%
DAHLGREN OFFICE BUILDING LLC	\$ 7,539,000.00	39,956.70	0.27%
MONMOUTH WOODS ASSOCIATION	\$ 7,390,301.89	39,168.60	0.26%
DAHLGREN OFFICE BUILDING LLC	\$ 6,190,400.00	32,809.12	0.22%
KING GEORGE SHOPPING CENTER	\$ 5,978,600.00	31,686.58	0.21%
CC&F DAHLGREN ASSOCIATES	\$ 5,133,301.89	27,206.50	0.18%
HERITAGE HALL	\$ 5,019,701.89	26,604.42	0.18%
TOTAL	306,015,635.85	1,621,882.87	10.98%

APPENDIX C
MISCELLANEOUS STATISTICS

Date of Incorporation	1720
Form of Government	
Board of Supervisors	5
County Administrator	1
Area in Square Miles	183
Public Safety:	
Fire and Rescue Companies	3
Volunteer Firefighters	59
Sheriff's Employees	43
Education:	
Number of Schools:	
Elementary Schools	3
Middle School	1
High School	1
Employees:	
Job Categories:	
County	156
Schools	705
Elections:	
Last Local Election:	
Number of Registered Voters	14,713
Votes Cast	2,536
Percentage Casting Votes	19%

Appendix D



KING GEORGE COUNTY, VIRGINIA ADOPTED BUDGET FISCAL YEAR JULY 1, 2013 TO JUNE 30, 2014

General Property Taxes	\$ 20,324,321
Other Local Taxes	\$ 5,772,800
Licenses, Permits, Fees	\$ 7,072,800
Other Local Revenue	\$ 3,729,334
State	\$ 25,567,985
Federal Govt.	\$ 2,553,169
Non-Revenue Receipts	\$ 469,142
TOTAL ADOPTED REVENUES	\$ 65,489,552

Board of Supervisors	67,669
County Administrator	330,024
County Attorney (Legal Svcs)	174,250
Human Resources	84,136
Commissioner of Revenue	371,159
Reassessment	16,178
Treasurer	286,114
Department of Finance	809,383
Information Technology	283,618
Electoral Board	48,857
Registrar	132,367
Circuit Court	24,967
Combined Courts	41,725
Magistrate	3,650
Clerk of the Circuit Court	461,752
Clerk of the Circuit Court Tech Trust Fund	15,000
Law Library	8,500
Victim & Witness Asst. Prog	22,838
Commonwealth Attorney	532,040
Sheriff	3,147,062
DUI Enforcement Grant	10,042
JAG Assistance Grant	3,500
E-911	618,168
Department of Emergency Services	2,731,913
KG fire & Rescue	430,650
EMS grants	133,820
Ambulance Fee for Service	41,793
County/City Operated Institutions	1,131,165
VJCCA/CHINS	53,599
Animal Control	304,020
Landfill	239,140
Engineering/Public Works	102,680
Litter Control	5,350
Dept of General Properties	1,304,987
Health Department-outside agency	308,415
Administration-DSS	1,717,951
Public Assistance	160,500
Purchase of Services	277,380
Comprehensive Services Act (CSA)	2,059,863
Dept of Parks & Recreation	331,847
Citizen's Center	60,082
Dept of Community Development	698,985
Planning Com//Zoning Board	21,739
VPI Extension Office	123,124
Economic Development	147,219
Non-Departmental	412,609
School Operating Fund	35,603,036
Instruction	25,022,721
Administration	1,091,206
Transportation	2,519,731
Operations/Maintenance	3,753,431
Facilities	61,288
Debt Service	34,100
Technology	1,754,887
Fund 251- Grants	-
Fund 252 - Federal Grants	1,365,672
School Cafeteria	1,483,829
Capital Improvement Fund	596,476
Debt Service Fund	6,440,024
Rate Stabilization Fund	-
Recreation Activity Fund	392,122
Law Enforcement Project Fund	22,500
Wireless Authority	18,000
Smoot Library	502,053
Tourism Fund	79,600
Transfers	-
Unobligated Expenditures	60,082
TOTAL ADOPTED EXPENDITURES	\$ 65,489,552

APPENDIX E
KING GEORGE COUNTY BUDGET GLOSSARY

Agency Fund	This fund is for assets held by the County for outside organizations. This allows for no duplication of administrative functions such as accounting, budgeting, procurement and personal matters.
Appropriation	An authorization granted by the Board of Supervisors to a specified organization, such as a unit of the County Government, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the County Administrator which delineates by fund and department all expenditures and revenue adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assessed Valuation	The official valuation of property as a basis for property taxation.
Balanced Budget	The estimated revenues meet planned expenditures
Budget	An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County.
Capital Improvement Program	Proposes the acquisition, development, enhancement or replacement of public facilities to serve the County citizenry. The CIP, a reflection of the physical development policies of the County, typically encompasses a five-year period and typically includes projects in excess of \$50,000.
Capital Outlay	Expenditures for items of a substantial nature (more than \$1,000) that are expected to have a useful life of several years. Examples include personal computers, vehicles, radios, tape recorders, etc.
Carryover Funds	Unexpended funds from the previous fiscal year which may be used to make payments in the current fiscal year. This may also be referred to as the beginning fund balance.
Codified Ordinance	An ordinance related to a specific code, such as the Code of the Commonwealth of Virginia, or the Code of the County of King George.
Constitutional Officers	Elected officials whose positions are established by the Constitution of the Commonwealth or its statutes. (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer.)
Debt Service Fund	The fund to finance and account for both principal and interest payments on long term debt.
Depreciation	A loss in value of property due to age, wear, or market conditions
Enterprise Fund	This fund is used to report any activity for which a fee is charged to external users for goods or services.
Fiscal Year	A fixed period of time for which expenditures and revenues are provided in King George County. The fiscal year is July 1 through June 30.
Full Time Position	An employment position authorized by the Board of Supervisors and included in the Table of Authorized Positions. Funding may or may not be included in the budget for the positions.
Fund	An accounting entity with a group of self-balancing accounts.

APPENDIX E
KING GEORGE COUNTY BUDGET GLOSSARY

Fund Balance	The difference between costs and revenue. A negative fund balance is sometimes called a deficit.
General Fund	The general operating fund that is used to account for all financial resources except those required to be accounted for in another fund.
Goal	A broad statement of outcomes to be achieved on behalf of the customers.
Governmental Fund	Fund typically used to account for tax –supported activities.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal governments, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
Internal Service Fund	A self-supporting fund that generates expenditures and revenues through user charges in providing services to internal customers.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Modified Accrual	Revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period.
Object Series	A subsection of a department's budget which groups similar accounts. Personnel, operating and capital outlay are the three major series used
Objectives	A statement of results to be achieved by a specific period of time in order to accomplish stated goals. Objectives describe specific measurable outputs within a designated time frame.
Operating Budget	Includes all funds except those in the capital budget. The operating budget is adopted by the Board of Supervisors on a fiscal year basis and can be amended during the year pursuant to Virginia Code.
Performance Measurements	Provides continuous feedback and identifies where adjustments or corrective actions are needed.
Personal Property	A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing, and manufacturing equipment.
Productivity Measures	Data which combines the dimensions of efficiency and effectiveness in a single indicator.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service.
Property Tax Rate	The level at which property values are calculated to determine the amount of taxes to be collected.
Public Service Property	Property specifically designated for public service use. This includes property purchased or received as a gift by a government. It includes real property such as land and buildings, and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving, etc.) classified for purposes of tax assessment.

APPENDIX E **KING GEORGE COUNTY BUDGET GLOSSARY**

Reserve	A portion of a fund's assets that is restricted for a certain purpose and not available for appropriation.
Revenue	A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source such a local, state, federal or other financing sources.
School Fund	This fund is used for revenues and expenditures related to operations of the public school system.
Service Levels	A descriptive section in the budget narratives, detailing past performance and changes in the quality and quantity of services provided.
Special Revenue Fund	The fund that accounts for special revenue sources that is restricted to expenditures for specific purposes. These funds include law enforcement funds, E911 funds and recreation funds.
Workload Measures	Data which indicates the amount of work performed; strictly a volume count; a measure of inputs and outputs.

APPENDIX E
KING GEORGE COUNTY FY 2014
BUDGET ACRONYM GLOSSARY

ADC – Aid to Dependant Children
ANR – Agriculture and Natural Resources
APS – Adult Protective Services
ARS – Accelerated Refund System
AYP – Adequate Yearly Progress
BANs – Bond Anticipation Notes
BOS – Board of Supervisors
CAFR – Comprehensive Annual Financial Report
CHINS – Children in Need of Service
CERT - Community Emergency Response Team
CIP – Capital Improvement Program
CPMT – Community Planning and Management Team
CPR – Cardio Pulmonary Resuscitation
CPS – Child Protective Services
CSA – Comprehensive Service Act
CSB – Community Services Board
EFNEP – Expanded Food and Nutrition Education Program
EMS – Emergency Medical Services
EOC – Emergency Operation Center
FAPT – Family Assessment and Planning Team
FCS – Family Community and Science
FLSA – Fair Labor Standards Act
FS – Food Stamps
GAAP – Generally Accepted Accounting Principles
GASB – Governmental Accounting Standards Board
GFOA – Government Financial Officers Association
GIS – Geographic Information System
GO – General Obligation Debt
GR – General Relief
HAVA – Help America Vote Act
HVAC – Heating, Ventilation, and Air Conditioning
ICAN - Interactive Community Assistance Network
IEP – Individual Education Plan
IFB – Invitation for Bids

APPENDIX E
KING GEORGE COUNTY FY 2014
BUDGET ACRONYM GLOSSARY

ISDN – Integrated Services Digital Network

JDC – Joint Dispatch Center

JDR – Juvenile & Domestic Relation Courts

KGCSA – King George County Service Authority

NAVSWC - Naval Surface Warfare Center

NCLB – No Child Left Behind

PD – Planning District

PPTRA – Personal Property Tax Relief Act

PSA – Public Service Authority, King George County Service Authority

PTSA – Parent Teacher Student Association

RADCO – Rappahannock Area Development Commission

RANs – Revenue Anticipation Notes

SCNEP – Smart Choices Nutrition Education Program

SLH – State and Local Hospitalization

SOL – Standard of Learning

SOQ – Standards of Quality

STARS – Selected Taxpayer Accelerated Refund System

TANF – Temporary Assistance to Needy Families

VERA – Virginia Electoral Board Association

VIEW – Virginia's Initiative for Employment not Welfare

VPSA – Virginia Public School Authority Bonds

VRAV – Virginia Registrar's Association of Virginia

WWTP – Waste Water Treatment Plant

APPENDIX F



KING GEORGE COUNTY FINANCIAL POLICIES

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FISCAL POLICY GUIDELINES - OBJECTIVES

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practice of King George County, Virginia. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the County rather than single issue areas,
- Promotes the view of linking long-run financial planning with day to day operations, and
- Provides the County Staff, the County Board of Supervisors and the County citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal policy statements are presented.

Accounting and Financial Reporting Policy

1. General

- a.) An accounting policy addresses the accounting methods utilized in the different fund types for revenues, expenditures, assets, liabilities and fund equity.
- b.) An accounting policy also addresses the process through which revenues are collected and disbursements made.

2. Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Financial Accounting Standards Board (FASB)
- e) Auditor of Public Accounts of Commonwealth of Virginia (APA)
- 9) Code of Virginia
- h) Commonwealth of Virginia's Library and Archives Public Records Management.

3. Financial Statements

All activities for which the County exercises oversight responsibility are incorporated into the financial statements to form the reporting entity. Appropriate standards as stated above are followed.

The School Board and all of its funds (School, Cafeteria, Textbook, School Construction, School Activity and Scholarship) are classified as a discretely presented component unit of the financial reporting entity.

- c) The Comprehensive Annual Fiscal Report (CAFR) will be presented by an independent public accounting firm that will also publicly issue an opinion thereon no later than December 31 of each year.

4. Fund Accounting

- a) Accounts are organized on the basis of funds, each of which is considered to be a separate accounting entity.
- b) Operations of each fund are accounted for with a separate set of self-balancing accounts which comprise its assets, liabilities, fund equities, revenues and expenditures, or expenses, as appropriate.
- c) Modified accrual basis of accounting is followed by the governmental funds and agency funds with revenues recognized when measurable and available and expenditures recognized when the liability is incurred.
- d) Accrual basis of accounting is followed by proprietary funds with revenue being recognized when earned and expenses are recorded when incurred without regard to receipt or payment of cash.
- e) Encumbrance accounting, under which purchase orders, contracts, and other commitments for expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is also used.

Budget Policy and Procedures

1. General

The County's budget policy will address the process by which a budget is formulated, adopted and monitored throughout the year.

A budget policy addresses the authorization levels for the approval of the annual budget and all budget adjustments for revenues and expenditures of all funds.

A key factor is ensuring the adopted budget, as well as the amended budget is balanced at all times throughout the year.

2. Governing Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Financial Accounting Standards Board (FASB)
- e) Uniform Financial Reporting Model - Auditor of Public Accounts (APA)
Commonwealth of Virginia
- f) Code of Virginia
- g) Commonwealth of Virginia, Department of Education
- h) Commonwealth of Virginia, Library and Archives Public Records Management

3. Planning and Performance

- a) The King George County Board of Supervisors will hold a budget kick off work session to review prior year performance, identify proposed budget objectives and directives for the upcoming fiscal year.
- b) The budget directives and the strategic goals will be used as the foundation in the formulation of the County Administrator's recommended budget.
- c) Real estate property must be reassessed, at a maximum, every four years and equalized rate developed to ensure revenues are maintained at the same level as prior year actual.

The following areas shall be annual budget objectives: (Note: these may change once strategic goals are developed)

- i. Ensure financial stability to avoid tax increases.
- ii. Evaluate the effects of the economy and change in demographics on County revenues and expenditures.
- iii. Ensure compliance with financial policies and maintain bond ratings.
- iv. Include a budget for contingencies in the General Fund and carryover year end remaining funds each year.
- v. Contribute to a revenue stabilization (rainy day fund) fund annually, when feasible. (See Revenue Stabilization Policy)

d) The following items will occur in conjunction with the budget preparation and adoption process unless it is determined otherwise, in which case the Board of Supervisors' approval is required:

- i. Ordinance changes involving fee/rate changes.
- ii. New positions or changes to existing positions.
- iii. Requests for bond referendums for which the results of the referendum will

occur prior to the appropriating of bond proceeds and expenditures.

- iv. Reassessment of strategic goals and objectives.

4. Operating Budget Preparation (Note: Due dates apply unless otherwise stated by the approved budget schedule for that budget year)

- a) The Director of Finance, in conjunction with the County Administrator, will develop a budget schedule identifying important dates to present to the Board of Supervisors for approval during the month of October.
- b) Budget objectives and directives, as communicated by the Board of Supervisors will be communicated to all departments and agencies no later than the first week in December.
- c) Outside agencies will receive their directives no later than November 15 with requests due to King George County Department of Finance no later than December 15. (This includes Regional Jail, Juvenile Detention Center, Court Services Unit, etc.)
- d) All departments, excluding the School Board, will submit their requested budgets to the Finance Department by the first week of January or according to the budget schedule. Note: Budgets should include operating costs resulting in capital improvements or projects that will affect that fiscal year's budget. (This includes the Library and Social Services)
- e) Departments are to submit their strategic goals, objectives and performance measures to Department of Finance by January 15.
- f) Finance develops revenue estimates to be submitted to the County Administrator by January 31. (Should include estimated grants received by County and School Board)
- g) County Administrator reviews revenues and presents revenue estimates to the Board of Supervisors the first week in February.
- h) The School Board shall submit their requested budget to the County Administrator or Director of Finance no later than March 1.

Schools' budget is to be presented to the Board of Supervisors no later than first week in March.

- i) Finance will review expenditure budget requests and submit to the County Administrator no later than the end of January.
- j) The County Administrator will conduct budget hearings with Department Heads and Constitutional Officers, as deemed necessary, to review budget requests and formulate a recommendation to the Board of Supervisors.
- k) Finance updates the multi-year financial model used for long-term financial planning before the budget is presented to the Board of Supervisors. This is included with the budget packet.
- h) At a scheduled meeting of the Board of Supervisors no later than March 31, the County Administrator shall submit to the Board of Supervisors a proposed balanced budget, which includes proposed revenues and expenditures.

5. Budget Adoption

- a.) Once the County Administrator has presented the recommended budget to the Board of Supervisors, they will conduct work sessions as deemed necessary to develop a proposed budget for advertisement.

- b.) The Board of Supervisors will advertise the consolidated public hearing notices at least seven days prior to the public hearing date.
- c) A consolidated public hearing on the budget, ordinance changes, and tax rates, shall be held to obtain citizen comments.
- d.) No earlier than one week following the public hearing, the Board of Supervisors shall adopt a balanced budget. Note: Schools budget must be adopted by May 1 every year.
- e) The budget is legally enacted through passage of an appropriations resolution for all governmental and proprietary fund types which places legal restrictions on expenditures at the function level or category level. This occurs no later than June 30.
Note: King George County Schools' budget is legally adopted and appropriated by category. Not as a total.

6. Budgetary Controls

For all funds except School Funds, the level of control (level at which expenditures may not exceed budget) is at the function level as established by the Commonwealth of Virginia Auditor of Public Accounts.

For School Funds, the level of control is the activity level as established by the Commonwealth of Virginia Department of Education.

Although legal restrictions on expenditures are established at the function or activity level, effective administrative control over expenditures is maintained through the establishment of a more detailed line-item budget.

- d) Included with the budget resolutions is approval for the re-appropriation of all encumbered balances and capital project unencumbered balances at fiscal year-end.
- e) The Adopted Budget Document is forwarded to the GFOA within 90 days of budget adoption to apply for the Distinguished Budget Award program.
- f) The adopted budget is also placed on the County's website.

7. Budget Amendments

- a) The County Administrator is authorized to approve the transfer of up to \$25,000 from or within any County operating budget, excluding School funds, with the following requiring approval of the Board of Supervisors:
 - i. Transfer(s) for any one item, function or project that exceeds \$25,000
 - ii. All transfers involving reserves
 - iii. All revenue transfers
 - iv. Any transfers between funds, regardless of amount

- b) The County Administrator is authorized to approve transfers for Capital Projects between line items as long as it is within the same project in which funds were appropriate by the Board of Supervisors (regardless of amount).

Transfers between capital projects must be approved by the Board of Supervisors, regardless of amount.

- c) The School Superintendent is authorized to approve transfers within any School Category, with exception to the following requiring approval of the School Board and the Board of Supervisors:
 - i. All transfers involving reserves or contingency
 - ii. All revenue transfers regardless of amount
 - iii. Transfers between categories, regardless of amount

Per the Code of Virginia, any additional appropriation which increases the total budget by more than \$500,000 or 1% of the total budget is required to be advertised for a public hearing at least seven days prior to the Board of Supervisors approval.

All transfers requiring Board of Supervisors' approval that have been initiated from the Schools, Library, or Social Services, must have the School Board, Library Board or Social Services Board, as applicable, approve the transfer prior to presentation to the Board of Supervisors.

If deficits appear to be forthcoming within a fiscal year, recommended spending reductions will be proposed by the County Administrator during the fiscal year in order to sufficiently offset the deficit. (This may include the Schools, Library, Social Services, Commissions, etc.)

8. Budgetary Accounting

Budgets are adopted on a basis consistent with GAAP for all governmental funds.

All budget data in the Comprehensive Annual Financial Report represents the revised budget (adopted budget, re-appropriation and budget transfers)

Fund Balance Policy – General Fund (7/27/11)

1. General

- a) The County desires to maintain the financial operation of the County in a manner consistent with sound financial management principles, including guidelines and criteria established by rating agencies and bond insurance firms.
- b) Sound financial management principles include the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserve for unanticipated expenditures, revenue shortfalls and other specific uses.
- c) Fund Balance levels that fall below recommended levels can result in the need for costly short-term financings, reduce interest earnings and, as such, can increase the cost of providing service to tax payers
- d) This policy also authorizes and directs the Finance Director to prepare financial reports which accurately categorize fund balance as required by GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.

2. Governing Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings)

3. Planning and Performance

- a) Compliance with the fund balance policy will be reviewed in conjunction with the budget process, audit process and upon changes made to the budget throughout the fiscal year.

4. General Fund (GASB 54)

I. Components of Fund Balance

Fund balance is the difference between the assets and liabilities reported in a governmental fund. The following five fund balance classifications describe the relative strength of the spending constraints placed on the purposes for which the resources can be used:

- Nonspendable fund balance – amounts that are not in spendable form (such as inventory and prepaids) or are required to be maintained intact (corpus of a permanent fund);
- Restricted fund balance – amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation;

- Committed fund balance – amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest level action to remove or change the constraint;
- Assigned fund balance – amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; for all funds except the general fund, assigned fund balance is the residual fund balance classification;
- Unassigned fund balance – amounts that are available for any purpose; positive amounts are only reported in the general fund.

This fund balance exists to provide resources for unanticipated expenditures, to provide for cash flow reserves during the fiscal year due to the timing difference between the receipt of revenues and disbursement of expenditures, to meet desired reserve levels in order to maximize the County's standing in the credit markets and to maximize the County's credit rating(s), to maximize interest earnings thereby reducing the stress on other key General Government revenues.

II. Committed Fund Balance Policy

The Board of Supervisors is the County's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Board of Supervisors.

Examples: Outstanding encumbrances (i.e., purchase orders, contracts and other commitments) at fiscal year-end.

Inventory balances at fiscal year-end which represent amounts invested in inventory and not available for appropriation.

Advances to other funds at fiscal year-end which are currently not available for appropriation. All appropriated funds are committed.

III. Revenue Stabilization Fund Policy (Committed)

The County maintains a Revenue Stabilization Fund that is designed to provide funding for unplanned cash-flow fluctuations or financial emergencies. In the event of an unplanned cash-flow fluctuation (i.e. revenue shortfall, expenditure increase) or financial emergency, the County intends to utilize the Revenue Stabilization Fund as the primary source of funding from reserves versus the unassigned fund balance. (See Stabilization Policy)

Should the Revenue Stabilization Fund be depleted in the face of a severe financial emergency, the County may, from time to time, reduce the unassigned Fund Balance below the 15% policy for the purposes of a declared fiscal emergency; financial opportunity to enhance the well-being of King George County; or, other such global purpose as to protect the long-term fiscal security of King George County. In such circumstances, after legally

available fund balances have been calculated as part of closing-out a fiscal year, the Board of Supervisors will adopt a plan as part of the following year's budget process to restore the legally available fund balances to the policy level within 24 months from the date of the budget adoption.

IV. Assigned Fund Balance Policy

The Board of Supervisors has authorized the County Administrator as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

Examples: Re-appropriation of unencumbered balances to continue existing projects which shall equal the continuing project balance for which the revenue source was recorded prior to fiscal year end.

Funding of subsequent fiscal year's budget shall be equal the use of fund balance appropriated in the adopted budget.

Reservations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget. These specific designations are to indicate tentative plans for financial resource utilization in a future period.

Note: All funds in the Capital Improvement Fund are Assigned.

V. Minimum Unassigned Fund Balance Policy

The County will maintain an unassigned fund balance in the general fund equal to 15% of the total operating budget of the County. The Total Operating Budget of the County shall include the General Fund, Inter-fund Transfers (so long as they are not double counted), the School Fund(s), and operating revenues in the Capital Projects Fund.

The County considers a balance of less than 10% to be cause for concern, barring unusual or deliberate circumstances. Balances shall be at such a level that the County will not incur costly short-term borrowing as a means to fund operations (see Debt Policy).

VI. Unassigned Fund Balance in excess of the Minimum

General Fund, unassigned fund balance in excess of a 15% policy will be available for appropriation by the Board of Supervisors, as needed. These funds should be used for non-recurring expenditures, one-time capital expenditures or economic development-related expenditures.

VII. Resource Flow Policy

When fund balance resources are available for a specific purpose in more than one classification, it is the County's policy to use the most restrictive funds first in the following order: restricted, committed, assigned, and unassigned as they are needed.

Revenue Stabilization Fund Policy (7/27/11)

1. General

- a) This policy is to establish the formation and use of a stabilization fund that shall be used to reduce and/or eliminate spikes in tax increases, other operating rate increase or minimize effects of a decrease in revenues for future planning.
- b) This stabilization fund shall be termed Revenue Stabilization Fund and this policy shall govern use of these funds.
- c) The Revenue Stabilization Fund shall be utilized in a manner to give maximum benefit to the residents of King George County, while likewise ensuring that day to day operations of the County, as well as, King George County Public Schools are funded and cared for. The intent by this policy is to establish guidance for all King George County Boards of Supervisors and officials towards the use of the Revenue Stabilization Fund. The use of a formalized financial policy has been standard operating procedure for some governments for decades. It is a feature that nationally recognized rating agencies deem an enhancement to financial management of localities.
- d) Existence of a stabilization fund provides a measure of financial flexibility to react to budget shortfalls in a timely manner while minimizing the need for short-run increases in taxes or other fees. In addition, use of this fund is not viewed as a credit weakness since that is its sole purpose, unlike use of General Fund Undesignated Fund balance.

2. Governing Financial Standards

- a) Governmental Accounting Standards Board (GASB).
- b) Generally Accepted Accounting Principles (GAAP).
- c) Government Financial Officers Association (GFOA)
- d) Financial Accounting Standards Board (FASB).
- e) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings)
- f) Code of Virginia.

3. Planning and Performance

- a) In preparing the annual budget, the County will reserve in a separate fund the amount equal to one penny (\$.01) on the real estate taxes or the amount necessary to maintain the stabilization fund at 3% of the adopted General Government budgeted operating revenues which shall include the General Fund, on-going revenues in Capital Projects Fund, the School's Operating Fund, Cafeteria Fund, and any other Operating Transfers that are accounted for in the General Government Funds.
- b.) At the close of each fiscal year the County will "true up" the Revenue Stabilization Fund by transferring such amounts as may be necessary to bring the balance to at least 3% of the General Governmental operating revenues, as defined in A. above, for the upcoming fiscal year.

4. Use of Funds

- a) Use of the Revenue Stabilization Fund is restricted to times of severe financial distress or unplanned fluctuations in revenues or expenditures, as approved by the Board of Supervisors, such as:
 - 1. Revenue shortfalls due to reductions in funding by the State/Federal Government;
 - 2. Consumer or business related tax revenue shortfalls (i.e. sales tax, meals tax, BPOL) due to general economic recessions;
 - 3. Revenue shortfalls due to severe reductions in property value assessments;
 - 4. Loss of a major tax payer, major employer, or a general erosion of the King George County's demographics, etc.
 - 5. Unexpected expenditures related to emergency situations such as natural disasters, severe weather related events, etc;
 - 6. Compliance with Regulatory requirements; and,
 - 7. Declared financial emergencies.
- b) Request for use of funds must be presented by the County Administrator with a plan and timeline to replenish the reserves fund and approved by the Board of Supervisors.

Capital Improvements Plan Policy and Procedures (CIP)

1. General

- a) Pursuant to 15.2-2239 of the Code of Virginia, the King George County Planning Commission shall prepare for adoption an annual Capital Improvements Program. The CIP is a plan for capital expenditures and a means of financing facilities, equipment and vehicles during the next five fiscal years.
- b) A key purpose of developing a Capital Improvement Plan, in addition to adequately serving the citizens of King George County, is to maintain all assets at a level to protect the County's capital investments and to minimize future maintenance and replacement costs for the tax payers.
- c) To be included in the County's Capital Improvement Plan, items must be in alignment with the County's strategic plan, have a unit cost greater than \$50,000 and a life span of more than five years.

2. Governing Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings)

3. Planning and Performance

- a.) The County will develop a five-year Capital Improvement Plan annually.
- b.) The first year of this plan will be adopted and appropriated by the Board of Supervisors. This will be

deemed the County's Capital Budget for that fiscal year. (See preparation and adoption below)

- c.) The capital improvements budget will be coordinated with development of the operating budget in order to include future operating costs associated with new capital improvements/projects.
- d.) Major or multi-year projects may be approved over several years. The first year's approval will be for engineering or any costs related to performing an assessment to determine estimated costs and needs to complete the project. The second year's approval will be design and some construction, depending on funding and time to complete. Remaining costs will be allocated in the capital budgets based on estimated time to complete and available funding.

4. Financing

- a.) Funding of capital projects and any debt related to capital projects will come from the Capital Improvements Fund Revenues (currently includes landfill revenues) revenues. The Board of Supervisors will approve additional sources should the capital improvement fund revenues be inadequate, etc.
- b.) Use of Landfill revenue is summarized as follows: (See Landfill Revenue Use Policy for details)
 - i.) Funding for debt service – the total amount of debt service (principal plus interest) for capital projects previously or currently approved.
 - ii.) Funding for capital projects – the remaining amount of landfill revenues, once total debt service has been deducted, is available cash for capital projects.
- c.) Cash funding will be the preferred funding strategy for vehicles budgeted in the CIP.
- d.) Debt may be issued to fund projects as approved by the Board of Supervisors. County Staff, along with its Financial Advisor, will determine the most practical solution that's best for tax payers. (See Debt Policy)
- e.) Interest earnings from bond proceeds, fund balance, cash, investment accounts, etc. shall be dedicated to one time capital needs as approved by the Board of Supervisors. Note: Interest earned on bond proceeds for School projects must be spent on School capital needs.

5. CIP Preparation

- a) The Director of Finance, in conjunction with the County Administrator, Community Development Director and Board of Supervisors will develop a CIP budget schedule.
- b) The Finance Department will distribute to all departments the CIP request packet by November 1 or according to the approved CIP schedule. (Includes Schools and Service Authority)
- c) All departments will submit their CIP requests back to the Director of Finance no later than December 1 or according to the approved CIP schedule. Included in the CIP request will be the operating impact of the proposed project, including personnel, operating expenditures and funding sources, etc.
- d) Finance will review budget requests and submit to the County Administrator for review and budget hearings with Department Heads.
- e) County Administrator will develop a recommended budget and submit to the Community Development Director for review by the Planning Commission by December 15th or according to the CIP schedule.
- f) The Community Development Director will submit the County Administrator's recommended budget to the Planning commission for review.

6. CIP Adoption

- a) The Planning Commission will review all CIP requests, consult with the County Administrator, Department Heads, and the general public; prioritize projects, make recommendations with regard to amount and year to be funded, and conduct public hearings as it deems necessary.
- b) The Planning Commission will then submit the recommended CIP to the County Administrator no later than February 15th or according to the CIP schedule.
- c) The County Administrator will review the CIP, make recommendations and submit CIP to the Board of Supervisors in conjunction with the presentation of the budget (if practicable) between March 1st and March 15th.
- d) The Board of Supervisors will conduct work sessions, as deemed necessary, and adopt the annual Capital Improvements Program prior to April 1st or according to the CIP budget schedule.

Landfill Revenue Use Policy

1. General

- a) This policy is adopted in an effort to prudently and wisely utilize County landfill revenues, which are herein defined as those lease or host fees paid under contract by the landfill operator to the County, for the use of the land upon which the landfill is situated, as well as the landfill license, both of which are owned by the County of King George.

The following policy shall govern the use revenues received from the commercial landfill now managed by Waste Management under contract with the King George County Board of Supervisors.

Landfill funds are to be utilized in a manner to give maximum benefit to the residents of King George County, while likewise ensuring that capital needs are properly funded and cared for. The intent by this policy is to establish guidance for all King George County Boards of Supervisors and officials towards the use of Landfill Revenue Funds.

This policy shall also apply to any minimum payments made in lieu of those host or lease fees, should that occur.

There are, in addition to lease or host fees, certain other contractual obligations between the Lessor and Lessee. These additional requirements shall be utilized by the County as governed by the contract as it is in effect at the time of any such use.

2. Governing Financial Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Financial Accounting Standards Board (FASB)
- e) Auditor of Public Accounts of Commonwealth of Virginia (APA)
- f) Code of Virginia.

3.) Planning and Performance

- a.) Landfill revenue funds shall be initially accounted for in the Capital Improvements Fund. An annual revenue budget will be prepared in conjunction with the County's operating budget.
- b) The County will develop a five-year Capital Improvement Plan annually. The first year of this plan will be adopted and appropriated by the Board of Supervisors. This will be deemed the County's Capital Budget for the fiscal year. (See Capital Improvement Policy)
- c) As part of the budget cycle, a debt service budget is also developed that incorporates all currently outstanding debt as well as any anticipated new debt issues for approved capital projects.

4. Use of Funds

- a.) The primary use of landfill revenue shall be funding any outstanding debt service for

Schools, General Government, or other approved capital projects, as determined by the Board of Supervisors.

- b.) The secondary use of landfill revenue shall be for direct expenditure for those capital needs approved by the Board in the current year capital projects budget (i.e. cash funded).
- c.) Any funds remaining from these uses for the current fiscal year shall be left remaining in the County's Capital Improvements Fund, as Assigned.
- d.) Any uses outside of this policy must be approved by the Board of Supervisors.

Fund Balance Policy - Capital Improvements Fund

1. General

- a) In an effort to address long-term needs of King George County, the County desires to follow sound financial management principles including guidelines and criteria established by the National Recognized Rating Agencies, bond insurance firms, and the credit markets in general.
- b) Sound financial management principles include the establishment of designated and undesignated fund balances sufficient to maintain required cash flows, provide reserve for unanticipated capital expenditures, and provide funding for future capital needs.

2. Standards

- a) Governmental Accounting Standards Board (GASB)
- b) Generally Accepted Accounting Principles (GAAP)
- c) Government Financial Officers Association (GFOA)
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings).

3. Planning and Performance

Compliance with the Capital Improvement Fund balance policy will be reviewed in conjunction with the budget process, audit process and upon changes made to the budget throughout the fiscal year.

4.) Capital Fund Balance

- a.) Reservations/Committed per GASB.
 - i. Outstanding encumbrances (i.e., purchase orders, contracts and other commitments) at fiscal year-end.
 - ii. Inventory balances at fiscal year-end which represent amounts invested in inventory and not available for appropriation.
 - iii. Advances to other funds at fiscal year-end which are currently not available for appropriation.
- b) Unreserved – designated/Assigned fund balance.

- i. Reservations for funding of planned projects in a future period to reduce financial demands placed upon subsequent budgets. These specific designations are to indicate tentative plans for financial resource utilization in a future period.
- ii. For so long as the King George Wireless Authority's 2008 Promissory Note is outstanding, a separate designation of at least \$2 million will be maintained as is required in the financing documents for this financing. When this Note is paid off this \$2 million will be available for appropriation for one-time needs.

c) Unreserved – undesignated fund balance

- i. Balance shall be at all times at least equal to the maximum projected expenditures for existing annual debt service or \$2,000,000, whichever is greater.

Debt Policy

1. General

- a) A debt policy addresses the level of indebtedness the County can reasonably expect to incur without jeopardizing its existing financial position and to ensure the efficient and effective operation of the County.
- b) A debt policy also addresses the purposes for the types of debt that will be issued.
- c) The debt policy is to be used in conjunction with the Adopted Budget, the Capital Improvements Program (CIP) and other financial policies.

2. Standards

- a) National Federation of Municipal Analysts
- b) Government Accounting Standards Board
- c) Government Financial Officers Association (GFOA)
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings).
- e) Internal Revenue Service

3. Planning and Performances

- a) The planning, issuance and review of outstanding and proposed debt issuances will ensure that compliance with the debt policy is maintained.
- b) The County may issue debt for the purpose of acquiring or constructing capital projects including buildings, machinery, equipment, furniture and fixtures.
- c) Debt issuances will be pooled together when feasible to minimize issuance costs.
- d) The County will prepare and adopt annually a Five Year Capital Improvements Program (CIP) to identify and establish an orderly plan to meet the County's infrastructure needs with all debt-related projects and the debt service impact upon operations identified.
- e) The County, with the assistance of the County's Financial Advisor, will analyze and monitor outstanding debt for refunding or restructuring opportunities on an on-going basis.

4. Issuance Guidelines

- a) The County will not use short-term borrowing to finance operating needs, except in instances described under Revenue Anticipation Notes.
- b) Long-term debt will be used in compliance with all aspects of the debt policy.
- c) The maturity of any debt will not exceed the expected useful life of the project for which the debt is issued.
- d) Each project proposed for financing through debt issuance will have analysis performed for review of tax impact and future operating costs associated with the project and debt issuance.
- e) At a minimum, all issuances of Debt require approval and appropriation of the proceeds by the Board of Supervisors with additional approvals, if applicable, as noted in Sections 6 through 10.

5. Debt Capacity and Affordability

- a) County staff, in concert with the County's Financial Advisor, will annually perform a Debt Capacity and Debt Affordability analysis as a means of ensuring that the County does not exceed its ability to service current and potential future debt requirements. These analyses will verify that the County is projected to maintain debt ratios within the policy guidelines noted below. The Debt Capacity and Debt Affordability analyses will be performed annually in concert with the preparation of the Budget and Multi-Year Capital Improvement Plan.
- b) The County will maintain the following debt key debt ratios within the levels described below. Maintaining debt ratios within these levels will help ensure that the County maintains its financial strength and flexibility and maximizes its Credit Rating which will, in turn, keep borrowing costs as low as possible.

i) Tax-Supported Debt as a Percentage of Assessed Value

The County's tax supported debt versus the total assessed value in the County shall not exceed 3.5% during the five year projection period.

This ratio indicates the relationship between the County's tax supported debt and the total taxable assessed value of real and personal property in the County. This ratio is an important indicator of the County's ability to repay debt because property taxes are a major source of repayment for tax supported debt. A smaller ratio indicates a lower level of debt versus total assessed value.

ii) **Tax Supported Debt Service as a Percentage of General Government Expenditures**

The County's ratio of annual tax supported debt service payments versus total General Government operating expenditures shall not be greater than 10% to 12% during the five year projection period.

This ratio provides a measure of the County's annual financial flexibility. Debt service payments are, generally, fixed charges that must be paid regardless of the current financial / economic environment. The numerator shall include any and all debt that is not "Self Supporting" including debt that is secured by the General Obligation pledge of the County, and debt for which the County has provided its Moral Obligation or subject to appropriation pledge. The denominator shall include operating expenditures of the General Fund, operating transfers, operating expenditures of the School fund(s), and debt service, so long as inter-fund transfers are not double counted. Self Supporting debt is defined as debt that is paid entirely from a defined revenue stream without support from the General Fund.

6. Bond Anticipation Notes

- a) The County may issue Bond Anticipation Notes (BANs) in expectation of General Obligation Bonds or Revenue Bonds when: cash is required in order for the financed capital project to be initiated or continued; or, when the market for long-term financing does not appear appropriate on a given date.
- b) The County will issue BANs for a period not to exceed five years.
- c) BANs will not be rolled over more than one additional two-year period.

7. Revenue Anticipation Notes

- a) The County's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs) through the establishment of designated and undesignated fund balances sufficient to maintain required cash flows and provide reserves for unanticipated expenditures, revenue shortfalls and other specific uses.
- b) The County may issue RANs in an extreme emergency beyond the County's control or ability to forecast when revenues will be received subsequent to the timing of funds needed.

8. General Obligation Bonds

- a) The Constitution of Virginia, Article VII, Section 10, and the Public Finance Act provide the authority for a County to issue General Obligation Debt with no limit on the amount of General Obligation debt that a County may issue.
- b) The County may issue General Obligation Debt for capital projects or other properly approved projects.
- c) All debt secured by the general obligation of the County must be approved by the Board of Supervisors and by a public referendum, with the exception of Virginia Public School Authority (VPSA) Bonds and State Literary Fund Loans which do not need approval by referendum.

9. Revenue Bonds

- a) The County may issue Revenue Bonds to fund enterprise activities, such as water and sewer facilities, or for capital projects which will generate a defined revenue stream.
- b) The bonds will include written covenants which will require that the revenue sources are sufficient to fund the debt service requirements.
- c) Costs of issuance, debt service reserve funds and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.

10. Other Debt Instruments

- a) The County recognizes that there are an increasing number of financing vehicles available for debt funding capital projects including, but not limited to:
 - i. Stand-Alone General Obligation Bonds;

- ii. Stand-Alone County / EDA issued Lease Revenue Bonds;
- iii. Stand-Alone County / EDA / Service Authority issued Revenue Bonds; and,
- iv. Selected Pool Borrowing Programs including the Virginia Resources Authority and the Virginia Public School Authority.

In addition, the County recognizes that there are a variety of methods which with to issue debt including:

- i. Competitive Public Sales;
- ii. Negotiated Public Sales;
- iii. Competitively Bid Private Placements; amongst others.

As such, the County, working with its Financial Advisor, will analyze all of the available debt instruments and issuance methods available to the County with the goal of selecting the instrument and method which provides the County with: the lowest all-in cost of funds (including all costs of issuance and underwriter's compensation); the greatest ability to refinance / restructure in the future; and, the greatest amount of control over the timing, terms and conditions, and expenses.

- b) Generally, the County prefers to utilize traditional fixed rate debt instruments to finance projects on a long-term basis as they provide cost-effective financing, predictable cash-flows, and minimal risk. Should the County desire to entertain the use of longer-term variable rate debt in an amount above \$2 million or the use of derivative products (i.e. Swaps) in the future, a thorough analysis of the proposed debt instrument will be prepared by the County Staff and the County's Financial Advisor and presented to the Board of Supervisors before the instrument is approved by the Board of Supervisors. In addition, the County will prepare and adopt financial policies specific to variable rate debt and derivatives before entering into longer term variable rate debt or derivative transactions.

11. Post-Issuance Compliance Procedures For Tax Advantaged Governmental Bonds

(2/29/12)

The Internal Revenue Service (the "IRS") Tax Exempt Bonds branch has announced that it will expand its efforts to ascertain compliance with the IRS regulations governing post-issuance requirements for tax advantaged bonds issued by local governments. In order to demonstrate post-issuance compliance it is important for local governments to maintain complete records of compliance with IRS rules governing actions taken after issuance of bonds. Actions for which records should be kept include investment and expenditure of bond proceeds and ownership and use of bond-financed facilities.

The following information and procedures are designed to assure post-issuance compliance with IRS rules governing the tax exempt status of interest on or the tax advantaged status of a particular issue of bonds. The issuer should maintain a file for each issue of bonds, note or similar obligations (such file may include electronic storage of records). This form should be updated annually (in a cumulative fashion without deleting information from previous years) and retained in such file until at least three years after the bonds, and any refunding bonds, are paid in full.

Name of Issuer:

Name of Bond Issue:

Date of Bond Issue:

Contact Information for Persons Responsible for Maintaining Records:

Director of Finance
County of King George
10459 Courthouse Drive, Suite 201
King George, VA 22485
(540) 775-1657

Current County Finance Director:

Name of Finance Director

E-mail address:

Length of Record Retention Period: _____, _____ (month, day, year)

(Records, including bond transcript, should be kept at least for the life of the bond issue and any refunding bonds plus three years; accordingly records will be kept through the date shown above.)

Issuer Contact: (Responsible for providing information below, except as otherwise indicated)

Director of Finance
County of King George
10459 Courthouse Drive, Suite 201
King George, VA 22485
(540) 775-1657

Current County Finance Director:

Name of Finance Director

E-mail address:

Escrow Agent Contact (if applicable): (Responsible for providing information in 3(a), 3(b) and 3(f) below)

Trustee Contact Name & Address (if applicable):

Paying Agent Contact (if applicable):

Financial Advisor Contact: (Responsible for providing information in 3(g))

Name
Title
Company Name
Company Address

Company Phone Number

Information to be Retained: The following information will be retained in the above-described file.

1. Summary of Use of Bond Proceeds:

(This should be a cumulative summary incorporating information from prior reports.)

<u>Date of Expenditure</u>	<u>Amount</u>	<u>Purpose</u>	<u>Payee</u> (or vendor if reimbursement)

Receipts/requisitions/invoices or other evidence of payment (including expenditure reimbursements) will be retained by the locality for the record retention period described above.

[Describe any reallocation of bond proceeds necessary to comply with private use restrictions.]

2. Use of Project:

(Confirm that all bond-financed facilities are owned by the locality or other state or local government entity. Describe all leases, conveyances, easements, management contracts or other agreements entered into subsequent to bond closing with respect to land or facilities financed with bond proceeds. Any agreement that gives a non-governmental user any right or "special legal entitlement" to use or control the use of bond-financed facilities should be described here. Please consult with bond counsel if there are questions.)

3. Investment of Bond Proceeds

(a) Amount remaining in Project Fund as of _____:

(b) Description of investments in each fund and investment earnings for each fund (as of _____):

(Include: (i) the purchase date; (ii) the purchase price; (iii) the accrued interest due on the purchase date; (iv) the face amount; (v) the interest payment dates; (vi) the coupon rate; (vii) the maturity, sale or disposition date; (viii) the amount received at maturity or the sale or disposition price; and (ix) the accrued interest due on the sale or disposition date.)

(c) Yield on each Rebatable Fund (as of _____):

Project Fund:

Yield Restriction Requirements - Examine nonarbitrage/tax certificate or agreement and note when temporary period for investment of bond proceeds without yield restriction expires. Consult with trustee and bond counsel two months prior to deadline to insure yield restriction, if any required, is put in place.

(d) Rebate Calculations: (Identify consultant engaged to calculate any rebate liability and show any rebate liability if calculated. Rebate liability must be calculated at 5 year intervals at a minimum.)

Records for computation of bond yield, rebate and yield reduction payments, Form 8038-T, Form 8038-R any other applicable Form 8038 series returns.

Exception to rebate requirements - Indicate whether nonarbitrage/tax certificate or agreement provides for:

- a. Small issuer exception to rebate requirement, or
- b. Spending exceptions to rebate requirements. If spending exception applies, document expenditure of proceeds accordingly.

(e) Filing of Form 8038T (Confirm filing of Form 8038T and payment of rebate liability or indicate that filing/payment is not required.)

(f) Confirm that records showing fund balances, investment earnings and yield on investments have been retained for the current year and all prior years.

(g) Describe all investment contracts (GICs, swaps, caps) with respect to bond proceeds including:

Copy of GIC or other agreement

Amount actually paid by the issuer and any administrative costs paid by the issuer:

For each bid, the name of the person and entity submitting the bid, the time and date of bid and bid results:

Copy of the bid solicitation form (if the terms of the GIC deviated from the bid solicitation, an explanation of the deviation)

Records for investment of bond proceeds related to guaranteed investment contracts, bond insurance contracts, financial derivatives (if applicable)

4. Reissuance (Describe any amendments to the bonds or bond documents or any agreements entered into affecting the use of proceeds or repayment of the bonds or the security for the bonds.)

5. Form of maintaining bond records

Records shall be kept in paper form or electronic form, or both, as feasible.

6. Copies of the following shall be kept (if applicable):

- a. Audited financial statements
- b. Any election of accounting methodology, etc (these usually are not made)
- c. Appraisals or feasibility studies for bond-financed property
- d. Documents related to government grants association with the bond-financed project
- e. Publications, brochures and newspaper articles for the bond financing (if any exist)
- f. Correspondence, including e-mails, related to bond financings
- g. Reports of any prior IRS examinations of the entity or any of its bond financings

7. Training

The above-named issuer contact person is expected to attend available training, seminars and conferences related to post-issuance compliance requirements applicable to issuers of tax-exempt and tax-advantaged bonds, and to consult with bond counsel as necessary. If non-compliance or potential non-compliance is detected, the contact person will take steps as soon as possible to timely prevent, resolve and/or correct such noncompliance or, if necessary, investigate the feasibility of participating in the IRS Voluntary Closing Agreement Program, after consultation with bond counsel.

This form updated on: _____

By: _____
[signature]

Name: Director of Finance

Title: Finance Director

Investment Policy

1. General

- a) In recognition of its fiduciary role in the management of all public funds entrusted to its care, it shall be the policy of the County that all investable balances be invested with the same care, skill, prudence and diligence that a prudent and knowledgeable person would exercise when undertaking an enterprise of like character and aims.
- b) It shall be the policy of the County that all investments and investment practices meet or exceed all statutes and guidelines governing the investment of public funds in Virginia, to include those established by the entities stated below.
- c) Wherever these objectives and guidelines conflict with the provisions of the Virginia Code on investment of public Funds, Sections 2.1-327, et seq., 1950, as amended, the most conservative shall apply, and such Virginia Code Provisions shall never be violated.

2. Standards

- a) Governmental Accounting Standards Board (GASB).
- b) Investment Code of Virginia
- c) Guidelines established by the State Treasury Board
- d) Nationally recognized Rating Agencies (i.e. Standard & Poor's, Moody's Investors Service, Fitch Ratings)

3. Investment Objectives

The primary investment objectives, in order of priority, shall be as follows:

- a) Safety. The safeguarding of principal shall be the foremost objective of the investment program, and other objectives shall be subordinated to the attainment of this objective.
- b) Liquidity. The investment portfolio shall be managed at all times with sufficient liquidity to meet all daily and seasonal needs, as well as special projects and other operational requirements either known or which might be reasonably anticipated.
- c) Return on Investment. The investment portfolio shall be managed with the objective of obtaining no worse than a market rate of return over the course of budgetary and economic cycles, taking into account the constraints contained herein and the cash flow patterns of the County.

4. Allowable Investments and Quality

The following investment types and quality levels are approved for use by the County in the investment of its public funds.

- a) U.S. Treasury Bills, Notes, Bonds and other direct obligations of the United States Government.
- b) Obligations of Agencies of the Federal Government, including but not limited to, the Federal Farm Credit Bank, Federal Home Loan Bank, Federal National Mortgage Association, Government

National Mortgage Association, Federal Home Loan Mortgage Corporation, and Student Loan Marketing Association.

- c) Obligations of the Commonwealth of Virginia and its local government and public bodies, provided such obligations have a debt rating of at least "AA" or equivalent by Moody's and/or Standard & Poor's.
- d) Repurchase Agreements executed through Federal Reserve Member Banks or Primary Dealers in U.S. Government securities, and collateralized by Treasury or Agency obligations the market value of which is at least 102% of the purchase price of the repo.
- e) Certificates of deposit or other deposits of national banks located within the Commonwealth and state-chartered banks under Commonwealth supervision provided such deposits are insured or collateralized as provided by the Virginia Security for Public Deposits Act.
- f) U.S. dollar denominated Bankers' acceptances issued by a domestic bank or a foreign bank with an agency domiciled in the U.S. and rated by Thomson Bankwatch at least B/C (issuing bank) and (country of origin). Not more than 40% of the total funds available for investment may be invested in bankers' acceptances.
- g) U.S. dollar denominated Commercial Paper issued by an entity incorporated in the U.S. and rated at least A-1 by Standard & Poor Corp. and P-1 by Moody's Investors Service so long as the issuing entity carries a long-term rating of A or better by Standard & Poor's and A2 or better by Moody's Investors Service. Not more than 35% of the total funds available for investment may be invested in commercial paper, and not more than 5% in the obligations of any one issuer.
- h) Money Market Mutual Funds which trade on a constant net asset value and which invest solely in securities otherwise eligible for investment under these guidelines.

5. Maturity Restrictions

It is recognized that, prior to maturity date, the market value of securities in the County's portfolio may fluctuate due to changes in market conditions. In view of this and the County's primary investment objectives of liquidity and preservation of principal, every effort shall be made to manage investment maturities to precede or coincide with the expected need for funds.

Accordingly, the requirements established by the Code of Virginia and State Treasury Board guidelines are further restricted as follows:

- a) Funds shall be invested at all times in keeping with the seasonal pattern of the County's cash balances, as well as any other special factors or needs, in order to assure the availability of funds on a timely and liquid basis. Cash flow projections will be monitored and updated on an ongoing basis by the County and communicated regularly to the investment managers.
- b) A minimum of 10% of the portfolio must be invested in securities maturing within 30 days.
- c) A minimum of 50% of the portfolio must be invested in securities maturing within 24 months.
- d) Transactions in options, futures, options on futures, margin buying and commodities are prohibited.
- e) Any other security not specifically authorized in this document is expressly prohibited.

6. Additional Requirements

- a) All securities purchased for the County shall be held by the County or by the County's designated custodian. If held by a custodian, the securities must be in the County's name or in the custodian's nominee name and identifiable on the custodian's books as belonging to the County. Further, if held by a custodian, the custodian must be a third party, not a counter party (buyer or seller) to the transaction.
- b) The County shall establish a system of internal controls which shall be documented and reviewed with internal and independent auditors and meet the requirements of the Governmental Accounting Standards Board (GASB). These controls shall be designed to prevent losses of public funds due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.
- c) A review of all investments and investment results shall be presented by the Investment managers to the County Administrator, Finance Director and County Treasurer, on a quarterly basis or as required.
- d) A list of all individuals authorized to transfer funds or otherwise conduct investment transactions on behalf of the County shall be maintained and communicated to all affected parties.

- e) Any modifications to this policy shall require the approval of the King George County Board of Supervisors and County Treasurer.
- f) Bond documents, investment records, bank statements, etc. shall be kept for the life of the bond issue, plus 3 years.

APPENDIX G
KING GEORGE COUNTY

2013-2014 ANNUAL FINANCIAL PLAN



Instructions and Forms Booklet

King George County
Department of Finance

FY13-14 Budget Instructions

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Introduction

The process to develop the Fiscal Year 2013-14 operating budget involved using the same approach as used last year. Each department or agency is asked to prepare their respective expenditure requests using a "modified" zero based budgeting approach. This approach requires beginning with "zero" and building a budget item by item based on what is needed to conduct day to day business. However, some items may be forecasted based on historical trends and status quo.

The budget will be prepared utilizing revised budget submittal forms. (See page 12). These forms encourage consistent and detailed documentation which, in turn, will produce a more thought out operating budget developed for the Board of Supervisor's consideration. This process will also assist with accountability for dollars spent by individual departments.

New or expanded County functions or programs attributable to population growth, regulatory mandates, or other critical factors should be considered and presented within these budget documents.

The Finance Department is responsible for calculating salaries and benefits for each department, as well as, debt service payments.

During the current and future years, all department and agency heads will be asked to address significant variances at least on a quarterly basis as financial reports are presented to the Board of Supervisors.

As in the past, there continues to be demands to increase the County's level of services, due to population growth, with a decrease in funding sources. "Do more with less". This situation is complicated by the delegation of Federal and State responsibilities to local government in addition to the need to meet the County's capital project obligations.

As a result, it is required that while developing all operating requests, local revenue constraints must be considered. It is also equally important that once budget requests have been approved that expenditures are closely based on those original requests or within the guidelines at a minimum.

Please Note: Before any new appropriations can be considered, each department or agency will need to demonstrate thorough supporting documentation that existing local financial resources are being expended efficiently.

OPERATING and CAPITAL BUDGET CALENDAR

October

- Capital Improvement Plan (CIP) Budget Kickoff
- Distribute budget request forms and instructions

November

- Operating Budget Kickoff
- Distribute budget request forms and instructions
- Budget request forms sent to Outside Agencies
- Develop preliminary revenue estimates
- CIP Budgets submitted to Finance

December

- Operating budget requests due from County and Outside Agencies
- Board of Supervisors work session
- Revenue estimates are revised
- CIP budget requests to Planning Commission

January

- Finance submits operating and CIP budget requests to County Administrator
- Revenue estimates are refined
- County Administrator presents proposed budget to the Board of Supervisors
- The Board of Supervisors holds a work session to review proposed budget
- CIP public hearing

February

- The Board of Supervisors holds work sessions to review reconcile revenues and expenditures
- School Board Operating Budget submitted to Finance.
- The Board of Supervisors holds work sessions to review and approve revenues and expenditures for proposed operating budget (including Schools)
- County Administrator presents capital improvements budget to the Board of Supervisors

March

- Superintendent presents School Board operating budget.
- The Board of Supervisors approves the advertisements for public hearings on the proposed County and Schools operating budgets and tax rates (at least 7 days before public hearing)
- Tax rate advertisements appear twice, a week apart and 14 days before the public hearings
- **County Administrator must present the proposed operating budget to the Board of Supervisors by April 1.**
- Board of Supervisors holds work sessions on CIP proposed budget

April

- A public hearing is held to solicit taxpayer input on the proposed operating budget for County and Schools (at least 7 days before adopted)
- The Board of Supervisors officially adopts proposed operating and capital budgets for the County and School Board
- **School Board budget must be adopted by May 1.**

June

- The Board of Supervisors adopts the appropriations resolutions for County operating and capital budgets
- Approval of budget and tax rate must be no later than June 30.

Departmental Performance Planning Process

Performance Planning provides the context for managing an organization. It establishes the organization's purpose and outlines what needs to be done in order to achieve that purpose.

In King George County, the Performance Planning process also incorporates the development of goals and how we will measure whether or not we have been successful.

In establishing performance plans, participants need to view the organization from the perspective of a customer (for example, from the perspective of a citizen or an internal customer). The following questions should be considered:

- What is the ultimate purpose of my department?
- What core activities are needed to support this purpose?
- What is the most efficient way that I can complete these activities?
- What is the least amount of funds needed to complete these core activities?

The Performance Planning Model: The following outlines elements that need to be identified in developing a performance plan:

MISSION: The purpose of the organization

VISION: The desired "to be" state

VALUES: The organization's code of ethics

GOALS: Broad statements of outcomes we hope to achieve on behalf of our customers

OBJECTIVES: Desired or needed results to be achieved by a specific period of time

Tasks: Activities/specific actions required to accomplish the objectives

Milestones: Target dates for completion

Metrics: How we measure successful achievement of goals

Budget Narrative

1. Please provide a single narrative for your department that encompasses the activities of all divisions of the department.
2. Your narrative should be submitted in the following format to be published in the annual budget document:

DESCRIPTION: This section will provide a basic description of the department and its functions.

GOALS: This section will list the department's goals. Goals should be broad, covering the entire department, and not necessarily ties to specific programs.

FINANCIAL ACTIVITY: This section will consist of a table comparing last year's activity to the current year appropriation and future proposed/adopted expenditures and revenues. Finance will complete this section.

SERVICE LEVELS AND PERFORMANCE: This section will present the department's financial status and review performance and service level information. It will outline issues facing the department during the budget period. The focus will be on the level of performance and types of programs being managed or undertaken by the department. Current year initiatives, new and on-going programs will be discussed. Any changes to the department's functions will also be presented.

Unfunded needs, critical issues or other issues may be included. Arrangements that impact the budget should be addressed, including; explanation of budget variance, explanation of Board and County Administration actions, and other pertinent issues.

FUTURE YEAR ISSUES: This section outlines issues on the horizon for the department. Out year projections may be explained here as appropriate. Also where appropriate, discussion of the "vision" of the department in the future. The impact of CIP projects, legislation, mandates, and increased demands for services may all be addressed in this section.

Goals, Objectives and Measures

The performance planning process drives all Goals and Objectives, and the Measures that relate to them.

Definition of Terms

GOALS: Broad statements of outcomes we hope to achieve on behalf of our customers.

Example: *Ensure fiscal integrity in resource allocation.*

Goals may be related to programs, or they may cross over several programs if those programs all serve one ultimate goal. For example, in the Sheriff Department, Crime Prevention programs and Community Policing programs both serve to reduce the crime rate. Therefore, a goal that involves reducing the crime rate might apply across both functional programs.

One way of thinking about your goals is by asking, “What purpose does this department serve to society?” Overall departmental goals should address major concerns for the department. At this “high level,” the department should attempt to focus on no more than 10 goals at the most.

OBJECTIVES: The results desired or needed to be achieved by a specific period of time.

Example: *Produce the County’s annual operating budget, consistent with GFOA Distinguished Budget Award standards, by April 15, 2007.*

Each objective should relate to the stated goal. Objectives should also directly relate to the result of your department’s efforts. For example, “hire a new staff member” would not be an appropriate objective because it does not address the success of your department in achieving its purposes. Hiring a new staff member may be an appropriate task needed to support an objective, but it is not in itself an objective.

MEASURES: The extent to which the objective was met.

The following are characteristics of measures:

- Relates program results to organization or program mission, goals, and objectives.
- Used to assess accomplishment of goals and objectives.
- Requires clear articulation of measurable goals and objectives.
- Improves the quality of program management and resource allocation.
- Enhances decision-making and accountability.

Goals, Objectives and Measures (Cont'd)

TYPES OF PERFORMANCE MEASURES:

1. **Workload Measures:** indicate the amount of work performed or the amount of services received; strictly a volume count; a measure of inputs and outputs.

Examples:

- * Total circulation (Library)
- * Job applications received (HRM)
- * Requisitions processed (Purchasing)
- * Number of arrests (Sheriff)
- * Number of Budget Change Requests processed (Finance)

2. **Efficiency Measures:** reflect the relationship between work performed and the resources required to perform it; often presented as unit costs; a measure of cost and time.

Examples:

- * Circulation per employee (Library)
- * Cost per job application processed; cost per vacancy filled (HRM)
- * Cost per foot - sewer line installation (Utilities)
- * Disposal cost per ton - transfer station (Solid Waste Management)
- * Cost per mile - County Fleet (County Garage)

3. **Effectiveness Measures:** depict the degree to which performance objectives are being achieved or otherwise reflect the quality of performance; a measure of outcomes -- program results.

Examples:

- * Circulation per capita (Library)
- * Percentage of new hires/promotions successfully completing probation and performing satisfactorily six months later (HRM)
- * Meter reading error rates of less than 0.5 percent (Utilities)
- * Percentage of vehicles repaired brought back for same repair (County Garage)
- * Percentage of Fire calls answered within stated response time (Fire)

Goals, Objectives and Measures (Cont'd)

4. **Productivity Measures:** combine the dimensions of efficiency and effectiveness in a single indicator; "better, faster, cheaper."

Examples:

- * Ratio of circulation per capita to Library costs per capita
- * Cost per vacancy filled successfully (i.e. employee performing satisfactorily 6 mos. later) (HRM)
- * Unit cost per vehicles properly repaired (County Garage)
- * Percentage of projects completed by deadline without use of overtime (Planning)
- * Percentage of printing orders completed within average turnaround time (7 days) and at a cost per page of 1.6 cents or less. (Print Shop)

CRITERIA FOR GOOD PERFORMANCE MEASUREMENTS:

Valid	Relevant
Reliable	Achievable
Understandable	Comparable
Timely	Focused on controllable facets of performance
Comprehensive	Sensitive to data collection costs
Not redundant	
Measurable	

General Information and Instructions

General Information

1. All forms will be sent electronically to each department/agency head.
2. The forms have been designed to require input of the following data: per unit/number of items/ months, etc. and the cost per unit/month/year, etc. Both columns must be completed
3. The file contains object codes that are used by multiple departments as well as some only used by a few. You only need to complete the form with the object code that applies to your department. Therefore, there will be blank forms when submitted to Finance.
4. The forms will only allow data entry in required areas: description, quantity, unit, etc. cost, internal comments, attachments and notes.
5. Only the first form '1200SalOT' needs to be completed for Department Name, Department No. and Fund no. Once it is completed it will carry forward to all forms in the entire worksheet.
6. The Department Summary is the last tab/form in the worksheet. It will automatically pick up totals from all forms that are completed.
7. Additional Staffing Request form is the tab/form directly before the Summary. Please be sure to enter detailed explanations as to why the person is needed. Include details such as: no. of requests completed, orders processed, checks run, etc. that defend the volume of work. Note: Pay Band and salary must be completed – Contact Human Resources for assistance. **Finance cannot assist with pay bands and salaries.**
8. Use additional sheets if needed. For example, if you need additional space to enter an explanation enter "see attached" in the Attachments area. Include any backup or documentation that will assist with justifying your requests.
9. Please take note to explanations in red on forms starting with 6040, 8100 and 8200. They clearly explain which items are not capital or should be replacement or addition to capital.
10. For assistance with computer hardware/software needs please contact Sandy Freeman for assistance (775-8576).
11. For all other questions contact Donita Harper (775-8573) or Robyn Shugart (775-3174).
12. Budgets are to be submitted electronically by close of business on the due date to Donita Harper e-mail: dharper@co.kinggeorge.state.va.us.

Detailed Instructions for Completing Budget Forms

1. Go to the first tab/form '1200SalOT' Enter: Department Name, Department No. and Fund no. Type over the **0**'s in the shaded areas shown in **blue**. This information will carry forward to all forms in the entire worksheet.
2. Rename the file with Dept name-budget year. Ex. GenProp0809. Abbreviate as you see fit.
3. Chart of Accounts – to help determine which object codes you need to complete for your department. It explains the use of each object code. (Appendix A)
4. Xef – this shows the current object codes in use and gives the new APA object code that corresponds to what was used in the past. (Separate document)
5. Go to the tab that has the object code that you need to complete.
6. Enter description of each budget item on lines 1 – 15.
7. Enter Quantity, hours, no. unit, etc. for the line item you have entered.
8. Enter the cost for the line item you have entered.
9. You may use the internal comments field to the far right for your own use-it will not print with the budget form.
10. Enter details of how costs or numbers were developed in the corresponding line number in the notes section below. (data entered in blue below)
Ex. Line # 1 description = Postage to mail delinquent bills, Unit 2000, Costs = \$.39
Below in Notes: Enter #1 10 letters x 200 days = 2000 for year.
Note: when typing a note once you get to the end of the field you must hit enter and continue typing on the next line. If you type past the end of the field, data will not show or print.
11. Complete budget form for all objects codes as needed.
12. Forms for non capital - <\$5,000 – 6040, 6050 (if needed)
Forms for Capital replacement > \$5,000, life > 1year and <\$50,000 – 8101 – 8107. (if needed)
Forms for capital additions > \$5,000, life > 1year and <\$50,000 – 8101 – 8107. (if needed)
13. Additional Staffing Request – form before Summary if needed.
14. Once all forms have been completed, print each form that was completed and department summary.
15. Verify that all totals from each budget request form transferred to the department summary. If not, contact Finance Director for assistance.
16. Save file and submit to Finance designee once completed by the due date. Forward attachments by e-mail or hard copy.

KING GEORGE COUNTY
 Operating Budget Request
 Fiscal Year **08/09**

DEPARTMENT NAME:

Finance

NUMBER:

**12510
001****1200 SALARIES & WAGES - OVERTIME**

	Position Title	Hrs	Cost/Hr	Total
1	Receptionist	20	\$ 6.00	\$ 120.00
2	Office Assistant	10	\$ 15.30	\$ 153.00
3		-	\$ -	\$ -
4		-	\$ -	\$ -
5		-	\$ -	\$ -
6		-	\$ -	\$ -
7		-	\$ -	\$ -
8		-	\$ -	\$ -
9		-	\$ -	\$ -
10		-	\$ -	\$ -
11		-	\$ -	\$ -
12		-	\$ -	\$ -
13		-	\$ -	\$ -
14		-	\$ -	\$ -
15		-	\$ -	\$ -
	Total Requested			\$ 273.00

Attachments:**NOTES:**

2. Volume during tax season is very heavy. Need someone to work on the weekends to stay on top of heavy volume.

**KING GEORGE COUNTY
Operating Budget Request
Fiscal Year 08**

DEPARTMENT NAME: **Finance**

NUMBER: 12510
FUND 001

3120 PROFESSIONAL SERVICES - ACCOUNTING & AUDIT

Description	Quantity	Cost	Total
1 Robinson Farmer Cox - County	1	\$ 40,950.00	\$ 40,950.00
2 Robinson Farmer Cox - Schools	1	\$ 4,500.00	\$ 4,500.00
3 Maximus, Inc Cost allocation Plan	1	\$ 2,000.00	\$ 2,000.00
4 Robinson Farmer Cox-Parks study	1	\$ 4,500.00	\$ 4,500.00
5	-	\$ -	\$ -
6	-	\$ -	\$ -
7	-	\$ -	\$ -
8	-	\$ -	\$ -
9	-	\$ -	\$ -
10	-	\$ -	\$ -
11	-	\$ -	\$ -
12	-	\$ -	\$ -
13	-	\$ -	\$ -
14	-	\$ -	\$ -
15	-	\$ -	\$ -
Total Requested		\$ 51,950.00	

Attachments:

NOTES:

1. Annual audit and CAFR for County
2. Annual audit of schools activity funds
3. Annual social services allocation calculation

KING GEORGE COUNTY
Operating Budget Request
Fiscal Year 08/09

DEPARTMENT NAME: Finance

NUMBER: 12510
FUND 001

3320 MAINTENANCE SERVICE CONTRACTS

	Description	Quantity	Cost	Total
1	As400 Server	1	\$ 28,000.00	\$ 28,000.00
2	Verizon	1	\$ 12,800.00	\$ 12,800.00
3		-	\$	-
4		-	\$	-
5		-	\$	-
6		-	\$	-
7		-	\$	-
8		-	\$	-
9		-	\$	-
10		-	\$	-
11		-	\$	-
12		-	\$	-
13		-	\$	-
14		-	\$	-
15		-	\$	-
Total Requested				\$ 40,800.00

Attachments:

NOTES:

1. Maintenance agreement on AS400 server
2. Maintenance agreement with Verizon on internet services, phones, etc.

KING GEORGE COUNTY
Operating Budget RequestFiscal Year **08/09**DEPARTMENT: **Finance** NUMBER: **12510**
FUND **001****8105 CAPITAL OUTLAY - MOTOR VEHICLE REPLACE**

Note: Use only to Replace a vehicle that is no longer being used
Ex. Pick up trucks, SUVs, Passenger cars that cost < \$50,000 ea.
Items > \$50,000 each are CIP (Capital Improvement Plan) items

	Description	No.	Cost/Unit	Total Request	Detailed Explanation of Need
1	Vehicle	1	\$ 12,500.00	\$ 12,500.00	Need to replace 1978 Capri that is fully depreciated and has 125,000 miles.
2		-	\$ -	\$ -	
3		-	\$ -	\$ -	
4		-	\$ -	\$ -	
5		-	\$ -	\$ -	

Total Requested \$ 12,500.00 \$ 12,500.00

Attachments:

King George County
Operating Budget Request
Fiscal Year: 08/09

Department Name	Finance
Dept #	12510
Fund #	001

Acct #	Description	Department Request	County Admin ADJUST	CA Proposed Budget	BOS ADJUST	FINAL ADOPTED BUDGET
1100	Salaries & Wages - Regular	\$ 546,685.00				
1200	Salaries & Wages - Overtime	\$ 273.00				
1300	Salaries & Wages - Part time	\$ 25,000.00				
2100	FICA	\$ 41,001.38				
2210	VRS Retirement	\$ 21,867.40				
2300	Health Insurance Premiums	\$ 19,133.98				
2400	VRS Life Insurance	\$ 18,542.00				
2500	Disability Insurance	\$ 6,542.00				
2600	Unemployment Insurance	\$ 8,564.00				
2700	Worker's Comp Insurance	\$ 123,563.00				
3120	Prof. Serv - Accounting/Auditing Services	\$ 51,950.00				
3140	Prof. Serv - Engineering /Architectural Services					
3320	Maintenance Service Contracts	\$ 40,800.00				
3500	Printing & Binding	\$ 2,500.00				
3600	Advertising	\$ 5,000.00				
5210	Postal Services	\$ 6,547.20				
5220	Messenger Services					
5230	Telecommunications	\$ 850.00				
5240	Cell phone/pagers					
5420	Lease/Rent of Building					
5505	Extradition of Prisoners					
5540	Travel - Conference Fees	\$ 6,500.00				
5810	Dues & Memberships	\$ 2,985.00				
6000	General Supplies/Expenditures					
6001	Office Supplies	\$ 3,558.00				
6012	Books & Subscriptions					
6014	Other Operating Supplies					
6040	NonCap-Furniture/Equipment					
6050	NonCap-Technology Hardware/Software					
8101	Rep-Capital Outlay-Machinery/Equipment					
8102	Rep-Capital Outlay-Furniture/Fixtures					
8105	Rep-Capital Outlay-Vehicle	\$ 12,500.00				
8205	Add-Capital Outlay-Vehicle	\$ 14,000.00				
9110	Debt Service-Principal					
9120	Debt Service-Interest					
	Additional Staff Request	\$ 226,635.00				
Department Total		<u>944,361.95</u>				

APPENDIX H FY 2013/2014 CAPITAL PROJECTS DETAIL

Parks and Recreation: \$63,785

Shiloh Park Phase II: \$63,785

Located near the central part of the County off of Route 205, this project continues the design and construction process for the development of a new park at the old landfill site. As part of the landfill closure, this area has been proposed as a park site. Currently, our major park locations are found on the northern and western ends of the County. Having a park located more centrally would make it more accessible to all citizens.

King George County School Board: \$\$582,660

School projects will be funded with County cash and remaining funds from prior projects.

School Bus Purchase \$432,175

This project consists of the purchase of five replacement school buses.

Potomac Elementary PA System \$60,000

This is for the PA system at one of the elementary schools in the County.

King George County Roof Repair \$90,485

A consultant was contracted to complete an assessment of the King George Middle School roof and roofing systems. This assessment was requested due to the frequent leaks and/or water damage to ceiling tiles during rain events. If repairs estimated at \$91,000 are completed in a timely manner, the roof could realize ten additional years of service. A full replacement of the roof is estimated at \$2,472,372.

APPENDIX H

Administration: \$65,000

Administration Building Carpet and Floor Tile Replacement \$65,000

The carpet and tile in the Administration Building is nearing 20 years in age, and is starting to deteriorate. This project will provide for the replacement of the carpet and tile over a 2 year period. This is the second year of funding for this project. The carpet is becoming worn, and there are cracks in the floor tile. This project will provide for the replacement over a two year period.

IT: \$50,000

Computer Replacement Program \$50,000

These funds are used to replace computers each year and are part of a multi-year program. This program allows for new computers to be purchased each year and not in one installment.

Emergency Services: \$330,000

Replacement of Company 2: \$150,000

Funds are being requested to design a fire & rescue station in the Dahlgren district that was built in 1954. Currently the fire department and rescue squad functions are housed into two (2) separate facilities. Both buildings are older and require constant maintenance in order to stay in service.

Ambulance Replacement: \$180,000

Allows for Ambulance Replacement

Total 2013/2014 Capital Projects Budget = \$1,091,445 of which \$596,476 will be cash funded with FY14 capital revenue.

Sample Request

1. Department:

Parks and Recreation

2. Date Requested:

9/26/2007

3. Project Title:

Tennis Courts Renovation

4. *Priority:

1

5. Project Description: Include Location, Size of project, Sq. footage, etc. (attach map)

Renovate 6 tennis courts at King George County High School with permanent cushioned surface. It will be located on the southern side of the school.

6. Reason for Request:

Regulatory Requirement:

Safety:

Obsolete:

Upgrade/ Replace/Renovate:

X

Growth:

X

Efficiency:

7. Project Justification: Reason the project is being requested/state regulatory agency if applicable, etc.

The tennis courts located at King George High are maintained by Parks and Recreation. The courts need to be resurfaced and the nets and poles need to be replaced. The nets have holes in them and the poles are barely standing and are now a safety hazard. T

8. Benefits if Request is approved:

This will allow Parks and Recreation to provide tennis lessons and for a tennis team. The High School can host tennis tournaments and continue to develop champion tennis players. It will also reduce the risk of injury to students as the courts are not saf

9. Impact if Request is not approved:

The school will have to eliminate tennis from the curriculum or utilize courts at another location in the county which will require travel expenses. In addition the current courts will need to be roped off for safety purposes.

10. Included in Master Plan:

N/A

New:

NO

Prev Apprv:

YES

Expanded :

NO

11. Effect on other Departments/Other Beneficiaries?

All schools will have access to use the courts. No other County departments will benefit.

Department:	Parks and Recreation				
Proj. Continued:	Tennis Courts Renovation				

12. Project timeline: Beg/End Date: 7/1/2008 to 12/30/2009

No additional space is needed. We will utilize same space.

13. Additional Space Requirements:

14. Estimated Annual Costs:

	Totals	2008-09	2009-10	2010-11	2011-12	2012-13
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering/Architecture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 125,000	\$ 60,000	\$ 65,000	\$ -	\$ -	\$ -
Equipment Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Project Total:	\$ 125,000	\$ 60,000	\$ 65,000	\$ -	\$ -	\$ -

15. **Estimated Annual Operating Costs upon Completion:

	Totals	2008-09	2009-10	2010-11	2011-12	2012-13
Additional Staff Needed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance agreements, etc.	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Other, Vehicles, etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Operating Costs:	\$ 5,000	\$ 1,000				

****Note: Must be included in Operating Budget.**

Map showing location, Cost estimate from Draper Aden and Peece Construction.

16. Attachments:

******Below Area to be completed by Finance Department Except #18 Grant Funding: *******

17. Prior Year Appropriations: \$ 1,000,000 **Year:** 2006

	Totals	2008-09	2009-10	2010-11	2011-12	2012-13
Cash/Local Revenues	\$ 125,000	\$ 60,000	\$ 65,000	\$ -	\$ -	\$ -
***Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
***Capital Lease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State/Federal Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Funding	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 135,000	\$ 65,000	\$ 70,000	\$ -	\$ -	\$ -

*****Note: Must include Principal and Interest Payments in Operating Budget.**

19. County Administrator's Comments: **Recommend/Deny:** Recommend

It is recommended to go before the board for approval as requested.

20. Board of Supervisors Comments/Recommendations: **Recommend/Deny:** Recommend

21. Date Presented to Board: 8/6/2007

22. Date Adopted by Board: 8/7/2007

See #4 above * Priority 1 = Must be completed as soon as possible. Regulatory requirement, compliance, mandated. Start < 1 year.

Priority 2 = Should be done to ensure safety of employees/citizens, etc. Hazardous. Start < 3 years.

Priority 3 = No immediate need; Will improve facility, etc. May create savings/efficiencies.

Priority 4 = Revenue enhancing/Cost saving projects. Income/savings will cover expense of project.