Adopted FY21 Budget

People, Tradition & Spirit

Hanover County

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Hanover County

Virginia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Hanover County, Virginia**, for its Annual Budget for the fiscal year beginning **July 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communication device.

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

HANOVER COUNTY, VIRGINIA

BOARD OF SUPERVISORS

Aubrey M. Stanley, Chairman
Beaverdam District

Sean M. Davis, Vice-Chairman
Henry District

Susan P. Dibble
South Anna District

F. Michael Herzberg, IV
Cold Harbor District

Angela Kelly-Wiecek
Chickahominy District

W. Canova Peterson
Mechanicsville District

Faye O. Prichard
Ashland District

COUNTY ADMINISTRATION

Cecil R. Harris, Jr., CPA
County Administrator

Frank W. Harksen, Jr.
Deputy County Administrator

Kathleen T. Seay, CPA
Deputy County Administrator

James P. Taylor
Deputy County Administrator

COUNTY BUDGET STAFF

Jacob A. Sumner, CMA, CGFM
Director of Finance and Management Services

Shelly H. Wright
Budget Division Director

Mark A. Highfield, CPFO
Budget Manager

Ashleigh K. Laraway
Budget Systems Specialist

Tyler C. Mead
Budget and Management Analyst

This document was prepared by the Department of Finance and Management Services, County of Hanover, Virginia, Post Office Box 470, Hanover, Virginia, 23069-0470. For additional information, contact the Department of Finance and Management Services at (804) 365-6015, or e-mail shwright@hanovercounty.gov.

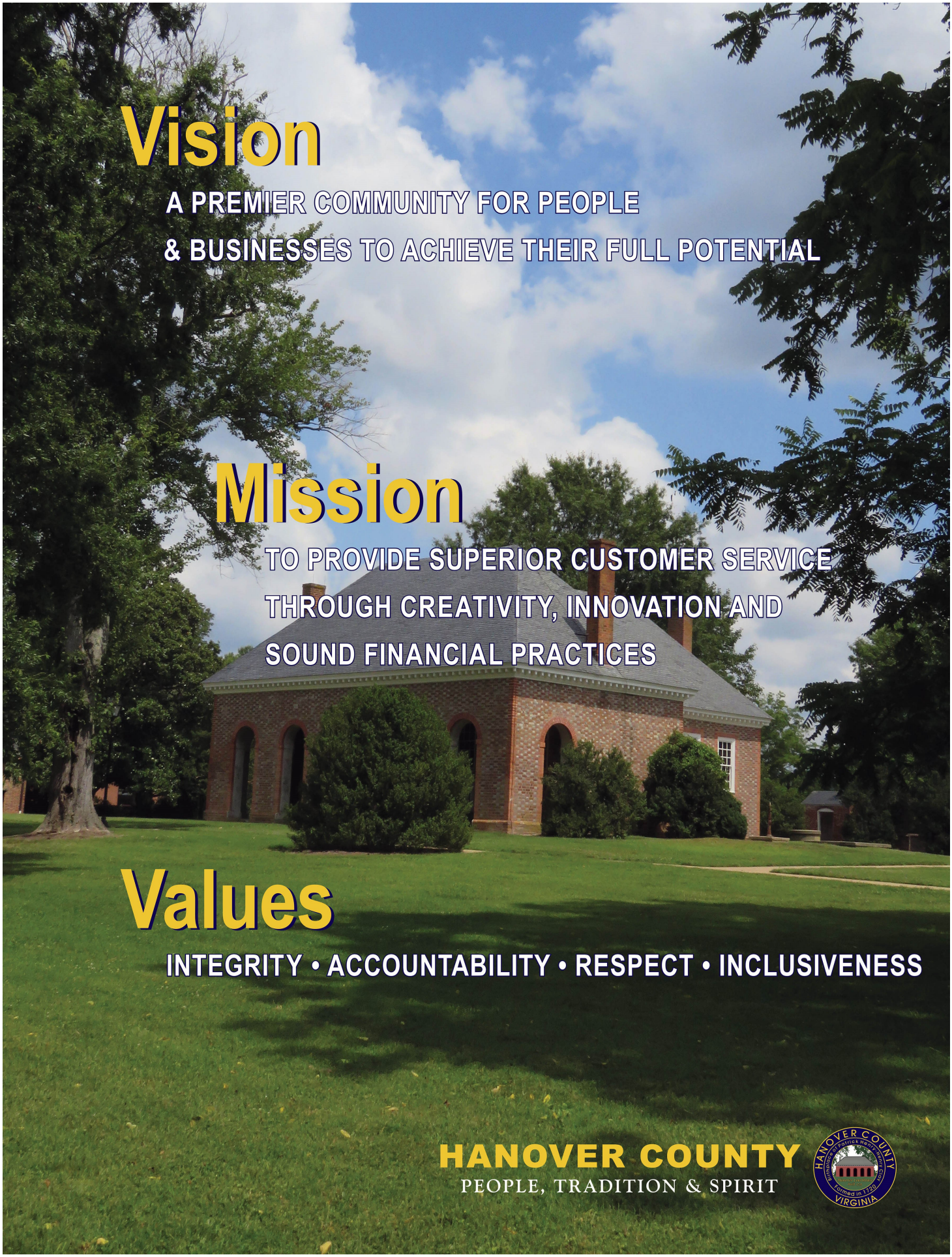

Vision
A PREMIER COMMUNITY FOR PEOPLE
& BUSINESSES TO ACHIEVE THEIR FULL POTENTIAL
Mission
TO PROVIDE SUPERIOR CUSTOMER SERVICE
THROUGH CREATIVITY, INNOVATION AND
SOUND FINANCIAL PRACTICES
Values
INTEGRITY • ACCOUNTABILITY • RESPECT • INCLUSIVENESS
HANOVER COUNTY
PEOPLE, TRADITION & SPIRIT

Table of Contents

Cover 1
GFOA Budget Award.....2
Board of Supervisors, County Administration and Budget Staff Listing 3
Vision, Mission and Values Statements 4
Table of Contents 5
How to Use This Document.....7
County Profile.....8
County Funds Structure and Basis of Budgeting . 13
Budget Process 17
County Organizational Chart 20
FY20 Initiatives Update 21
FY21 Adopted Initiatives 22
County and Departmental Achievements 23

OVERVIEW

Executive Summary

County Administrator's Letter 25
FY21 Budget Highlights 29

Fund Summaries

Summary of Revenues and Expenditures for All Funds 31
FY21 All Funds Budget 32
General Fund 33
Capital Funds 34
Debt Service Fund 34
Enterprise Funds 35
Fiduciary Funds 36
Internal Service Fund 36
School Funds 37
Special Revenue Fund 37
Fund Balances 38

General Fund Revenue & Expenditure Summaries

Revenue Appropriations 39
Revenue Information 41
Expenditure Appropriations by Department ... 48
Expenditure Information
Employee Compensation 51
Operating 51
Capital Outlay 51
Functional Area Summaries 52
Five-Year General Fund Financial Plan..... 68

Other Summaries

Expenditure Information
School Funds..... 71
Other Funds 72
CIP Overview 74
FTE Summary Table 75
Service Level Plan 77

Financial Outlook

Economic Development Update 82
Financial Condition Overview 84

GENERAL FUND

Animal Control 85
Assessor 87
Board of Supervisors 89
Building Inspections 91
Children's Services Act 93
Circuit Court 95
Clerk of the Circuit Court 97
Commissioner of the Revenue 99
Commonwealth's Attorney 101
Community Corrections 103
Community Resources 105
Community Services Board 108
Community Support 111
County Administrator..... 115
County Attorney..... 117
Court Services 118
Economic Development 121
Emergency Communications 123
Finance & Management Services..... 125
Fire-EMS 127
General District Court 129
General Services..... 130
Health..... 133
Human Resources 135
Information Technology..... 137
Internal Audit 139
Juvenile & Domestic Relations Court 141
Juvenile Court Services 142
Magistrate 144
Nondepartmental 145

Table of Contents

Pamunkey Regional Jail 147
Pamunkey Regional Library 149
Parks & Recreation 151
Planning 154
Public Works 156
Public Works Operations 158
Registrar 160
Sheriff 162
Social Services 164
Soil & Water Conservation District 167
Tax Relief 169
Treasurer 170
Virginia Cooperative Extension 172

OTHER FUNDS

Other Funds Summary 175

Debt Service Fund 176

Enterprise Funds

Airport Fund 178
Public Utilities Fund 180

Fiduciary Funds

Bell Creek CDA Fund 184
Lewistown CDA Fund 185

Internal Service Fund

Self-Insurance Fund 186

School Funds

Food Services Fund 187
Schools Operating Fund 188

Special Revenue Fund

Economic Development Authority Fund 190

CAPITAL IMPROVEMENTS PROGRAM (CIP)

CIP Introduction 191

CIP at a Glance 195
CIP Summary 196
CIP Operating Impact 206
County Project Locations 207

Airport CIP Fund 208

County Improvements Fund 212

Animal Control 213
Circuit Court 214
Clerk of the Circuit Court 215
Commonwealth's Attorney 216
Community Services Board 217
Court Services 219
Emergency Communications 221
Fire-EMS 223
General Services 231
Information Technology 242
Parks & Recreation 248
Public Works 250
Public Works Operations 253
Sheriff 254

Public Utilities CIP Fund 258

Other 259
Sewer 263
Water 296

School Improvements Fund 327

SUPPLEMENTAL DATA

Budget Directives 343

Finance & Management Services Policies

General Provisions 344
Accounting Policy 346
Audit Policy 348
Budget Policy 349
Debt Policy 353
Deposit and Investment Policy 355
Fund Balance and Net Position Policy 356
Purchasing Policy 359
Revenue Policy 360
Travel and Business Expense Policy 361

Budget Resolutions

FY21 Budget Adoption Resolution 363
FY21 Budget Appropriation Resolution 364
2020 Tax Rates Resolution 365
Five-Year CIP Resolution 366
Five-Year General Fund Financial Plan Resolution 367
Budget Related Ordinances and Resolutions. 368

Additional References 376

Resumes of Certain County Officials 378

Glossary 380

Abbreviations 384

How to Use This Document

The Hanover County budget document is divided into five sections:

Overview: This section provides an overview of the budget that includes the County Administrator's Letter to the Board of Supervisors and the Budget Highlights. Also included are summaries of the General Fund and other appropriated funds, General Fund revenue and expenditure details, summaries by functional area, the County's Service Level Plan for the budget year, a staffing table and a financial outlook. Use this section to get a brief understanding of the overall budget and its major components.

General Fund: This section provides a breakdown of the major expenditure categories by department. Each department's analysis includes a description of the department, budget summary and highlights, goals and objectives, service levels and the authorized positions in that department. Goals and objectives are annual unless otherwise noted. The following is an example of a department budget:

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,815,670**	**1,802,024**	**1,946,707**	**8.0%**
Salaries & Fringe Benefits	1,664,617	1,700,101	1,848,492	8.7%
Operating	103,061	101,923	98,215	-3.6%
Capital Outlay	47,992	-	-	----
Revenues	**1,815,670**	**1,802,024**	**1,946,707**	**8.0%**
General Fund Revenue	763,660	730,024	868,707	19.0%
Local Revenue	160,812	167,500	167,500	0.0%
Intergovernmental	891,198	904,500	910,500	0.7%
Per capita cost of operating department	**$ 16.82**	**$ 16.50**	**$ 17.56**	
Generated Revenue Percent	**58.1%**	**59.5%**	**55.4%**	
General Fund Revenue Percent	**42.1%**	**40.5%**	**44.6%**	

Salaries & Fringe Benefits include employee compensation and benefits (health insurance, VRS, etc.). Operating includes all other non-capital expenditures (contractual services, utilities, supplies, etc.). Capital Outlay includes capital assets greater than $5,000 per unit cost that do not qualify for the Capital Improvements Program (equipment, vehicles, etc.).

In the position summary, full-time positions represent employees who work at least 32 hours per week in a fully benefited status and part-time positions represent employees who work at least 20 hours per week in a partially benefited status. The following is an example of a position summary:

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**21.5**	**21.5**	**22.5**	**1.0**
Full-time Positions	**21.0**	**21.0**	**22.0**	**1.0**
Part-time Positions	**0.5**	**0.5**	**0.5**	**-**

Other Funds: This section provides information regarding appropriated funds other than the General Fund and capital improvements funds.

Capital Improvements Program (CIP): This section provides detailed descriptions for projects in the Five-Year Capital Improvements Program.

Supplemental Data: This section provides supplemental appendices to the County budget. Included in this section are such items as budget directives, financial policies, supplemental statistics and a glossary.

County Profile

HISTORY

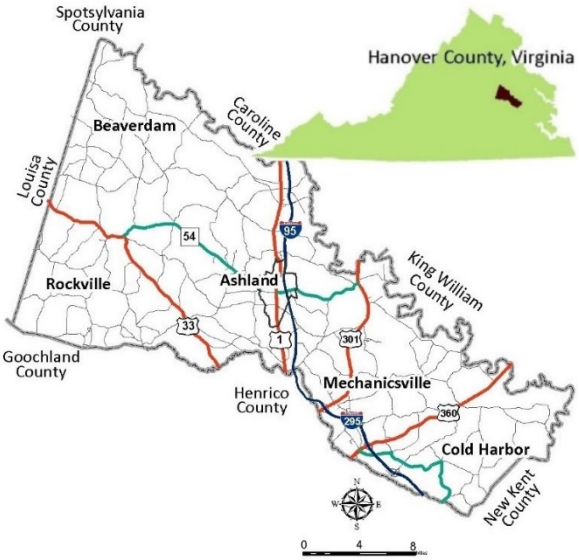
The County of Hanover, Virginia, was formed on November 26, 1720 by the Virginia General Assembly in "An Act for dividing New Kent County". It is named for King George I of England, who was Elector of Hannover in Germany at the time he came to the throne. Two of the County's native sons – Patrick Henry and Henry Clay – distinguished themselves as orators, patriots and statesmen in the early history of this country. Prior to English colonization in the 17th century, the Pamunkey Indians populated this area. The County's northern boundary, the Pamunkey River, carries their name and they maintain a reservation on the lower part of the river in neighboring King William County. The Town of Ashland, Virginia, was incorporated in 1858 and is located within the County. The Town was originally founded as a summer community by the Richmond, Fredericksburg and Potomac (RF&P) Railway.

GEOGRAPHY

Located in central Virginia about 15 miles north of Richmond and 70 miles south of Washington, D.C., the County lies in the Commonwealth's Piedmont and Coastal regions.

The County is bordered by the Counties of Caroline, King William, New Kent, Henrico, pGoochland, Spotsylvania and Louisa, and by the Pamunkey (where the North and South Anna Rivers merge), North Anna and Chickahominy Rivers.

The County is comprised of 471 square miles, or 301,000 acres, with approximately 33% of the land utilized for agricultural purposes and 33% for forestal purposes.



DESCRIPTION OF GOVERNMENT

Hanover County is a political subdivision of the Commonwealth of Virginia and has taxing powers subject to statewide restrictions and tax limits. The County operates under the traditional Board form of government with a County Administrator.

The County is divided into seven magisterial districts, each of which is represented by an elected member of the Board of Supervisors. Within the seven-member Board of Supervisors, a chairman and vice-chairman are selected by the Board members to serve on an annual basis. The Board is responsible for formulating policy, directing certain governmental services and appointing members of various boards and agencies to implement specific policies or provide certain services. The County Administrator is appointed by the Board and implements Board policies, directs business and administrative procedures, and provides recommendations for various County boards and agency appointments.

Hanover County Public Schools are operated by a seven-member School Board, the members of which are appointed by the Board of Supervisors. A Superintendent of Schools is appointed by the School Board to administer the operations of the public schools. Operations of the School Board are independent of the Board of Supervisors as prescribed by Virginia law.

County Profile

The Town of Ashland provides certain additional levels of service to its residents. The ordinances and regulations of the County, with certain limitations as prescribed by state law, generally apply to Ashland. Property in Ashland is subject to both Ashland and County taxation, and Ashland may incur bonded indebtedness without the approval of the County.

TRANSPORTATION

Based upon its proximity to Richmond and its rural character, the County has been an attractive location for businesses relocating or expanding and for real estate developers interested in the opportunities in the area's residential and commercial markets. The County is primarily served by Interstates 95 and 295, with Interstate 95 connecting the County to the metropolitan Richmond area to the south and providing passage to Fredericksburg and Washington, D.C. to the north. Interstate 295 connects the east and west portions of the County together and represents a "loop" around the metropolitan Richmond area. U.S. Routes 1 and 301 are north/south primary roads: Route 1 runs parallel to I-95 and 301 runs northeastward toward Annapolis, Maryland. Maintenance of the primary and secondary roads of the County is under the jurisdiction of the Virginia Department of Transportation. Railroad passenger service is provided by Amtrak. Air transportation needs are served by the Richmond International Airport (RIC), located in neighboring Henrico County, while the Hanover County Airport operates primarily for small business and personal aircraft.

TOURISM

Home of the internationally renowned Hanover Tomato, the County has a rich history and proud heritage. The landscape is marked by numerous historic sites and homes, including Scotchtown, the Hanover County Courthouse and the Hanover Tavern. There are four national battlefields maintained by the National Park Service (Cold Harbor, Gaines Mill, Beaverdam Creek and Totopotomoy Creek Battlefields) and two battlefield parks maintained by Hanover County (Cold Harbor/Garthright House and North Anna Battlefield) which are open year-round. Over two million visitors annually enjoy the thrills of Kings Dominion, a 400-acre amusement park featuring over 100 rides and shows. In addition to its tourism sites, the County is a point of origin from which many of the area's historical, amusement and entertainment options can be visited.

EDUCATION

Hanover County Public Schools (HCPS) is an award-winning school division serving students in Pre-K – 12 across 25 schools (15 elementary, four middle and four high schools, as well as one trade and technology and one alternative education school). All Hanover schools are accredited by the Virginia Department of Education. HCPS employs 67 national board certified teachers and 6 administrators. HCPS is proud to have the highest on-time graduation rate and the third lowest dropout rate among the 15 largest school divisions in Virginia. HCPS is the 15th largest of the 132 school divisions in Virginia.[1]

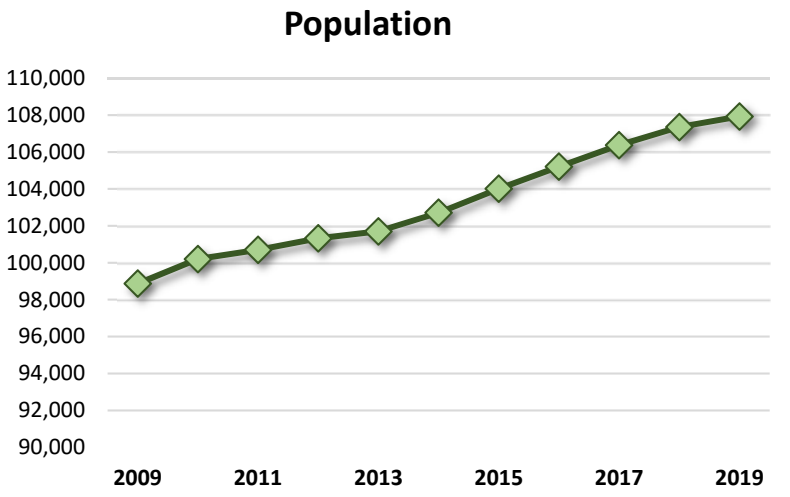
Hanover County is also home to Randolph-Macon College – an undergraduate, liberal arts college in the Town of Ashland.

[1] Hanover County Public Schools website: http://www.hcps.us/about_us/our_division

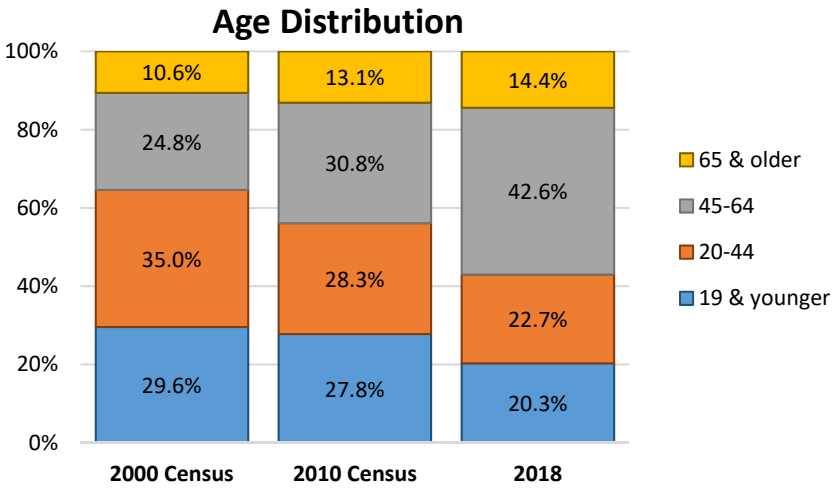
County Profile

DEMOGRAPHIC INFORMATION

In 2019, the County's estimated population was 107,928 which is a 0.5% increase from 2018. The chart shows a ten-year population trend for the County starting in 2009 and continuing to 2019. The trend shows a gradual increase throughout the years, averaging 0.9% growth annually.



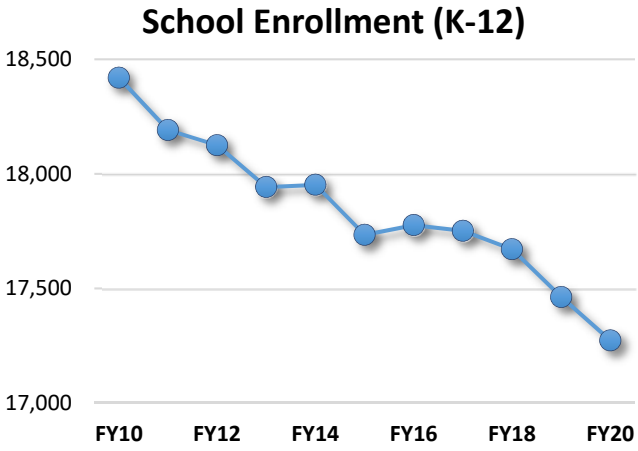
Source: Weldon Cooper Center for Public Service



Source: U.S. Department of Commerce, Census Bureau

While the overall County population growth is low, Hanover County has seen a shift in our age distribution. As the County plans for services in the future, changes in the retirement and school age populations become increasingly important.

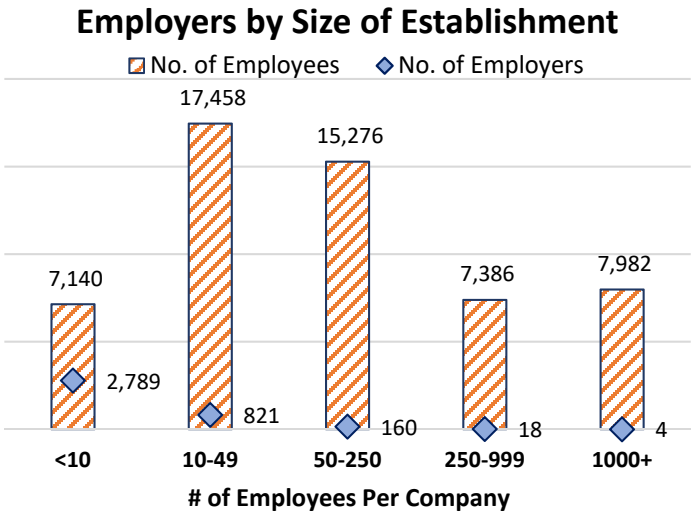
The Hanover County Public School enrollment has been gradually declining over the last decade. Over the last 5 years, the school population decreased by 503 students (-2.8%).



Source: September Enrollment Numbers, HCPS

County Profile

ECONOMIC FACTORS



Source: Virginia Employment Commission, Hanover County Community Profile

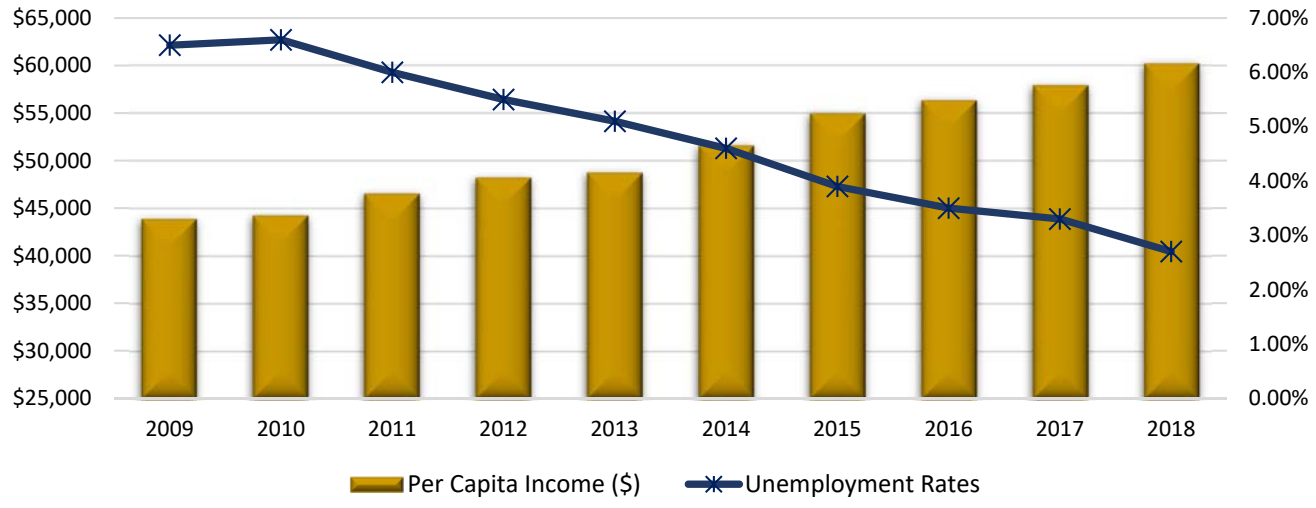
Hanover County offers a business-friendly environment that promotes small business and corporation development. The County's location within the Richmond metropolitan area contributes to the number of business and employers within the County. Hanover County is characterized by a variety of industry types and size of the employers within the County. This variety contributes stability that employment in the County offers.

Hanover County Top 10 Employers

1. Hanover County School Board	6. Rmc Events
2. Bon Secours Richmond Health System	7. Wal-Mart
3. Amazon Fulfillment Services Inc.	8. Owens & Minor Medical Inc.
4. Kings Dominion	9. Tyson Farms
5. County of Hanover	10. Sales Mark

Source: Virginia Employment Commission, Hanover County Community Profile

The variety of employers by size allows Hanover County to maintain a low unemployment rate[2] and an increasing per capita income[3]. In the current COVID-19 environment, the County is staying in close communication with the business community to monitor the health of our businesses and its impact on the unemployment rate.



[2] Source: Personal Income from U.S. Bureau of Economic Analysis and Population from Weldon Cooper Center
[3] Source: Virginia Employment Commission, Unadj. Current Local Area Unemployment Statistics – Updated March 2020

County Profile

The top 10 principal property tax payers are listed in the chart below representing 5.7% of total taxable value.

Principal Property Tax Payers

Taxpayer	Type of Business	2019 General Property Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Virginia Electric & Power Company	Electric company	$ 274,641,317	1.5%
Doswell Limited Partnership	Power generation facility	236,060,888	1.3%
Memorial Regional Medical Center	Hospital/medical center	127,210,700	0.7%
Cedar Fair Southwest	Entertainment	102,696,239	0.6%
Covenant Woods	Nursing home	91,196,124	0.5%
Virginia Natural Gas	Natural gas distributor	61,530,685	0.3%
Verizon Virginia	Telecommunications	48,754,256	0.3%
Rappahannock Electric Coop	Electric company	39,757,291	0.2%
Richfood, Inc.	Grocery wholesale	38,744,947	0.2%
Wal-mart	Retail business	31,686,549	0.2%
Total		**$ 1,052,278,996**	**5.7%**

Source: Hanover County Commissioner of the Revenue's Office

County Funds Structure and Basis of Budgeting

FISCAL YEAR

The County's fiscal year begins July 1 and ends June 30.

BASIS OF ACCOUNTING

The County uses a modified accrual basis of accounting for governmental funds. The modified accrual basis of accounting focuses on the flow of current financial resources. Revenues are recognized when susceptible to accrual, i.e., as soon as they are both measurable and available. Revenues from intergovernmental reimbursement grants are recorded when earned. Other revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the County considers general property tax and other intergovernmental revenues to be available if they are collected within 31 days of the end of the current fiscal period and are due on or before the last day of the current fiscal period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due.

The County uses an accrual basis of accounting for proprietary and fiduciary funds. Revenues are recorded when earned and expenses are recorded when incurred, regardless of the timing of related cash flows.

FUND ACCOUNTING

The accounts of the County and its discretely presented component units (Hanover County Public Schools and the Economic Development Authority) are organized using funds, each of which represents a separate accounting entity. Each fund accounts for its operations using a separate set of self-balancing accounts, which are comprised of assets, liabilities, fund equities, revenues and expenditures, or expenses, as appropriate. The County uses the following fund types and funds.

GOVERNMENTAL FUND TYPE

Governmental funds are those through which most governmental functions of the County are financed. These funds account for the acquisition, use and balance of the County's expendable financial resources and the related liabilities (except those accounted for in proprietary funds). All governmental funds are appropriated by the Board of Supervisors.

General Fund

The General Fund is the chief operating fund of the County. This fund accounts for all general tax revenues and other receipts except those allocated by law or other contractual agreement to another fund. Payments from this fund include general operating expenditures, fixed charges and capital improvement costs that are not paid through other funds. This fund contains the operating budgets for most traditional local government programs such as public safety, parks and recreation and public works.

Special Revenue Funds

Special revenue funds account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

County Funds Structure and Basis of Budgeting

Schools Operating Fund – This fund is the primary operating fund for all education-related governmental activities. Revenues come primarily from General Fund transfers and state and federal aid.

Food Services Fund – This fund accounts for all of the operations of the school food services program. The revenue sources are charges for services and state and federal aid.

Economic Development Authority (EDA) Fund – This fund reflects revenues and expenditures associated with the issuance of tax-exempt industrial development revenue bonds to qualifying enterprises wishing to utilize that form of financing. Those bonds, representing limited obligations of the EDA, are to be repaid solely from the revenue and receipts derived from the projects funded with the proceeds. The debt outstanding does not constitute a debt or pledge of the faith and credit of the County or the EDA.

Capital Improvements Funds

Capital improvements funds account for financial resources used for the acquisition or construction of major capital facilities other than those financed by Proprietary Funds.

County Improvements Fund – This fund controls the financing and construction of most non-educational County facilities, such as parks, libraries and public safety facilities. Revenue sources for this fund include transfers of local tax funding from the General Fund, the issuance of debt and grants.

School Improvements Fund – This fund includes the financing and construction of local educational facilities, purchase of school buses and largescale technology investments. Revenue sources consist of local tax funding from the General Fund, the issuance of debt and developer contributions.

Debt Service Fund

The Debt Service Fund accounts for financial resources applied towards the payment of principal, interest and fees associated with County and School indebtedness.

PROPRIETARY FUND TYPE

Proprietary funds account for a government's business-type activities. The services provided in these funds are intended to recover all or a significant portion of their costs through user fees. All proprietary funds are appropriated by the Board of Supervisors.

Enterprise Funds

Enterprise funds provide services that are financed and operated similarly to those of a private business enterprise.

Public Utilities Fund – This fund accounts for the operation and maintenance of the County's water and sewer system. Revenues generated are from customer user fees and one-time capacity fees paid at the time of connection to the system.

Public Utilities CIP Fund – This fund accounts for capital improvement projects related to the County's water and sewer system. Revenues are transfers from the Public Utilities Fund.

County Funds Structure and Basis of Budgeting

Airport Fund –This fund accounts for the County's oversight of the Hanover County Airport. A fixed-base operator (FBO) handles the day-to-day operations of the airport. Revenues are derived primarily from rental income provided by the FBO, General Fund transfers and use of planned surpluses.

Airport CIP Fund – This fund accounts for capital improvement projects related to the Hanover County Airport. Revenues are derived primarily from state and federal aid, General Fund transfers and use of planned surpluses.

Internal Service Fund

An internal service fund is used to account for the costs of operations for services provided to other County departments.

Self-Insurance Fund – This fund provides for fiscal management of health insurance costs, as well as clinic operations and wellness initiatives. The fund includes the County, Schools, Pamunkey Regional Library and Pamunkey Regional Jail. Revenues are generated primarily from employer contributions and employee premiums.

FIDUCIARY FUND TYPE

Fiduciary funds are used to report resources that are received and held by the County in a trustee or custodial capacity for the benefit of individuals, private organizations or other governments and cannot be used to support the locality's programs. The County has five fiduciary funds; however, only the following two are appropriated:

Bell Creek Community Development Authority (CDA) Fund – This fund is used for the collection of revenue to provide for the repayment of the 2003 Special Assessment Bonds issued for the Bell Creek Community Development Authority.

Lewistown Commerce Center Community Development Authority (CDA) Fund – This fund is used for the collection of revenue to provide for the repayment of the 2007 Revenue Bonds issued for the Lewistown Commerce Center Community Development Authority.

BASIS OF BUDGETING

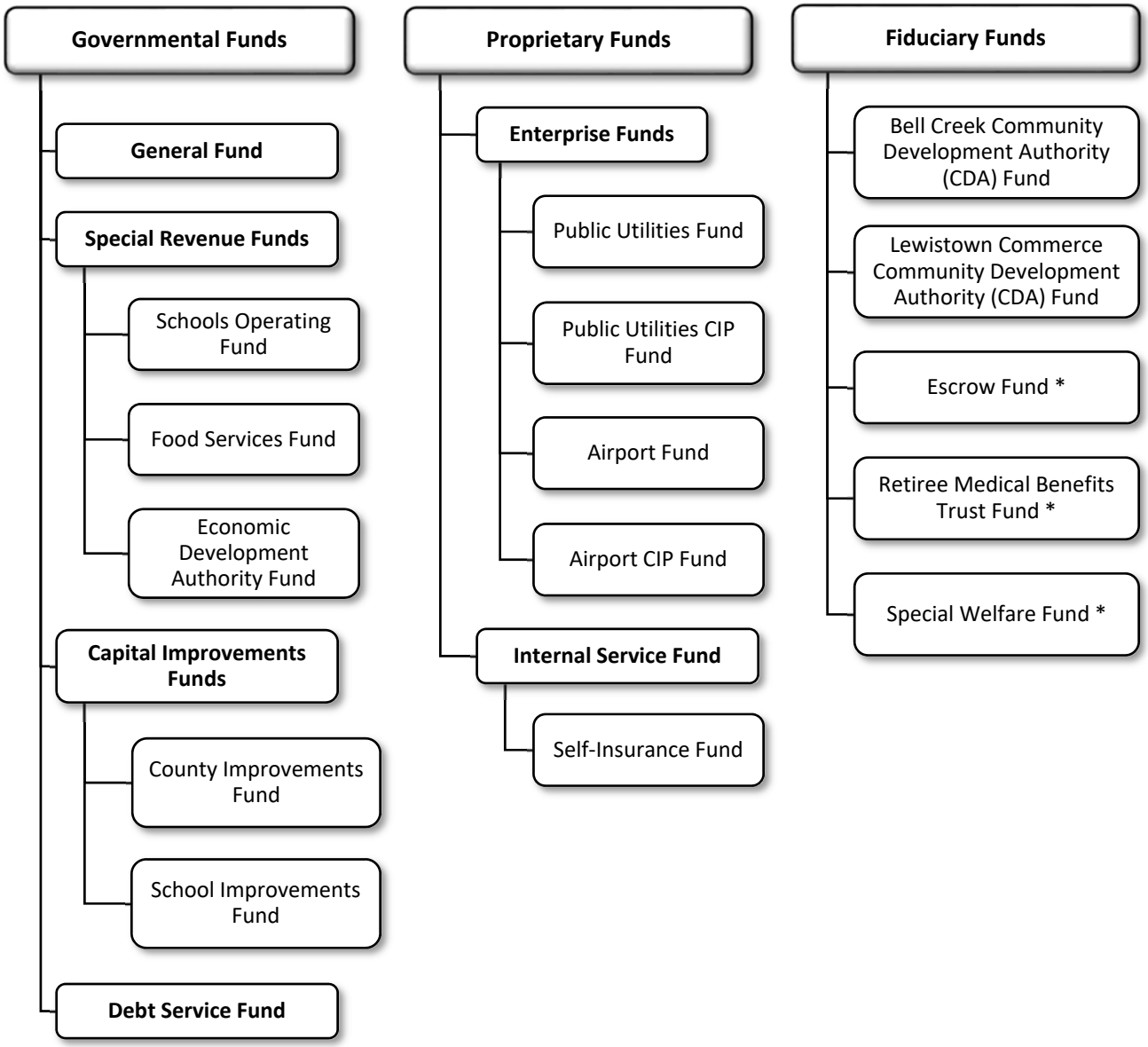
Except for the following instances, the County's budget follows the same basis of accounting used in the Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting principles (GAAP):

The County's budgetary basis includes the use of assigned fund balance as a revenue source. The budget document does not include the following non-appropriated funds listed as fiduciary funds in the CAFR: the Escrow Fund, the Retiree Medical Benefits Trust Fund and the Special Welfare Fund. Budgets for the proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds (i.e., payment of debt principal is budgeted and depreciation is not budgeted).

Enterprise funds include separate funds to track Public Utilities and Airport CIP projects. For Hanover's budgetary presentation, these CIP funds are presented separately from the Public Utilities Fund and Airport Fund. The CAFR presentation merges these CIP funds with their respective enterprise fund.

County Funds Structure and Basis of Budgeting

COUNTY FUNDS STRUCTURE



* Not included in budget

Budget Process

The budget is the County's plan to collect and use revenues in a manner that addresses the most critical public needs. In 1989, Hanover County began preparing a Five-Year General Fund Financial Plan. The plan is an integral part of the budget process, forming the basis for determining funding priorities. Priority is generally given to those items in the prior year's plan. Departments requesting funding for items not in the plan must clearly demonstrate what has occurred during the past year to make the item a priority. Knowing that the items included in the plan are more likely to be funded, departments plan for their growth and related resource needs five years at a time instead of year-to-year. All five years of the plan are adopted by the Board of Supervisors. However, only the first year is appropriated.

The County Administrator, after consultation with department and agency heads, identifies budget objectives for the upcoming fiscal year. The budget objectives provide policy direction for the formulation of the County Administrator's Proposed Budget. The budget calendar identifies important dates throughout budget preparation and adoption and is described in detail below.

SEPTEMBER/OCTOBER

The Department of Finance and Management Services and County Administrator establish a budget calendar by September 1. Budget development begins in September when operating and Capital Improvements Program (CIP) budget worksheets are made available to County department and agency heads. Budget training is held in mid-September. Budget requests are due to the Budget Division in October, providing detail as to personnel, operating and capital requests, five-year CIP requests and five-year financial plan requests. County and School officials meet to reach consensus on enrollment projections, funding resources available, CIP needs and operating needs.

NOVEMBER

The Budget Division analyzes and compares requests to target budgets established in the prior-year CIP and Five-Year General Fund Financial Plan. Budget requests are also reviewed for feasibility. Outside organizations submit contribution requests by November 15. The County Administrator begins meeting with department and agency heads to discuss needs and requested enhancements. County and School officials continue to meet to reach consensus on a School budget.

DECEMBER

The County Administrator continues to meet with department and agency heads. Preliminary estimates of revenues are compiled. The Governor presents a proposed budget to the Virginia General Assembly. County and School officials agree on allocation of County General Fund resources.

JANUARY

The County Administrator adjusts department and agency requested budgets and works with the Budget Division and County Administrator's senior staff to prepare a balanced budget for the Five-Year General Fund Financial Plan. The Superintendent of Schools presents a preliminary budget to the School Board. During the second half of the current fiscal year, quarterly financial reports are prepared by Finance and Management Services and presented to the Board of Supervisors. The General Assembly begins to review the Governor's budget and applicable changes by the General Assembly are reflected in the County's budget.

Budget Process

FEBRUARY

The School Board approves a budget request, with any enumerated changes, to be submitted to the County for consideration. The Budget Division organizes, edits and compiles the final draft of the County Administrator's Proposed Budget. The County Administrator presents the proposed budget to the Board of Supervisors. Copies are made available to the public and on the County's website. Summaries of the County Administrator's Proposed Budget are distributed to citizens, citizen action groups, businesses, media and other interested parties. Presentations are made by selected department and agency heads and County staff to provide the Supervisors and citizens with an understanding of the proposed budget. Departments and agencies provide performance objectives for inclusion in the adopted budget document.

MARCH

Presentations by selected department and agency heads and County staff continue. Public notices of the budget summary, CIP and all rate and user fee changes are published in a local newspaper, giving citizens and other interested parties sufficient notice as to the date, time and place of public hearings. With input from County staff, the Supervisors make any necessary adjustments to the County Administrator's Proposed Budget. The Planning Commission reviews CIP projects related to the Comprehensive Plan and issues a resolution for the Board of Supervisors' consideration.

APRIL/MAY

Public hearings are held on the proposed budget and any changes in tax rates or County ordinances. The proposed budget and Five-Year General Fund Financial Plan are amended based on updated revenue projections, applicable General Assembly action and direction from the Board of Supervisors. The Board adopts a line item budget, but appropriates by fund. The Board sets tax rates and makes ordinance changes. The Board also adopts a five-year CIP and a Five-Year General Fund Financial Plan and approves the reappropriation of encumbered items and unencumbered CIP balances at fiscal year-end. The County customarily adopts the budget in April to provide sufficient notice to taxpayers for the first half real property tax bills due on June 5. Statutory deadlines for budget adoption are May 15 for an annual budget for educational purposes and June 30 for other County budget items.

MAY/JUNE

The adopted budget is prepared, distributed and posted to the County website.

JULY

Encumbered items and unencumbered CIP balances are reappropriated effective July 1 of each year. Department and agency heads submit requests to reappropriate unencumbered operating balances into the subsequent fiscal year. Reappropriations represent goods or services which had been previously approved in the existing budget but due to time constraints, delay in receipt, etc., were not acquired during the fiscal year ended June 30. Requests are reviewed by Finance and Management Services and adjustments are made.

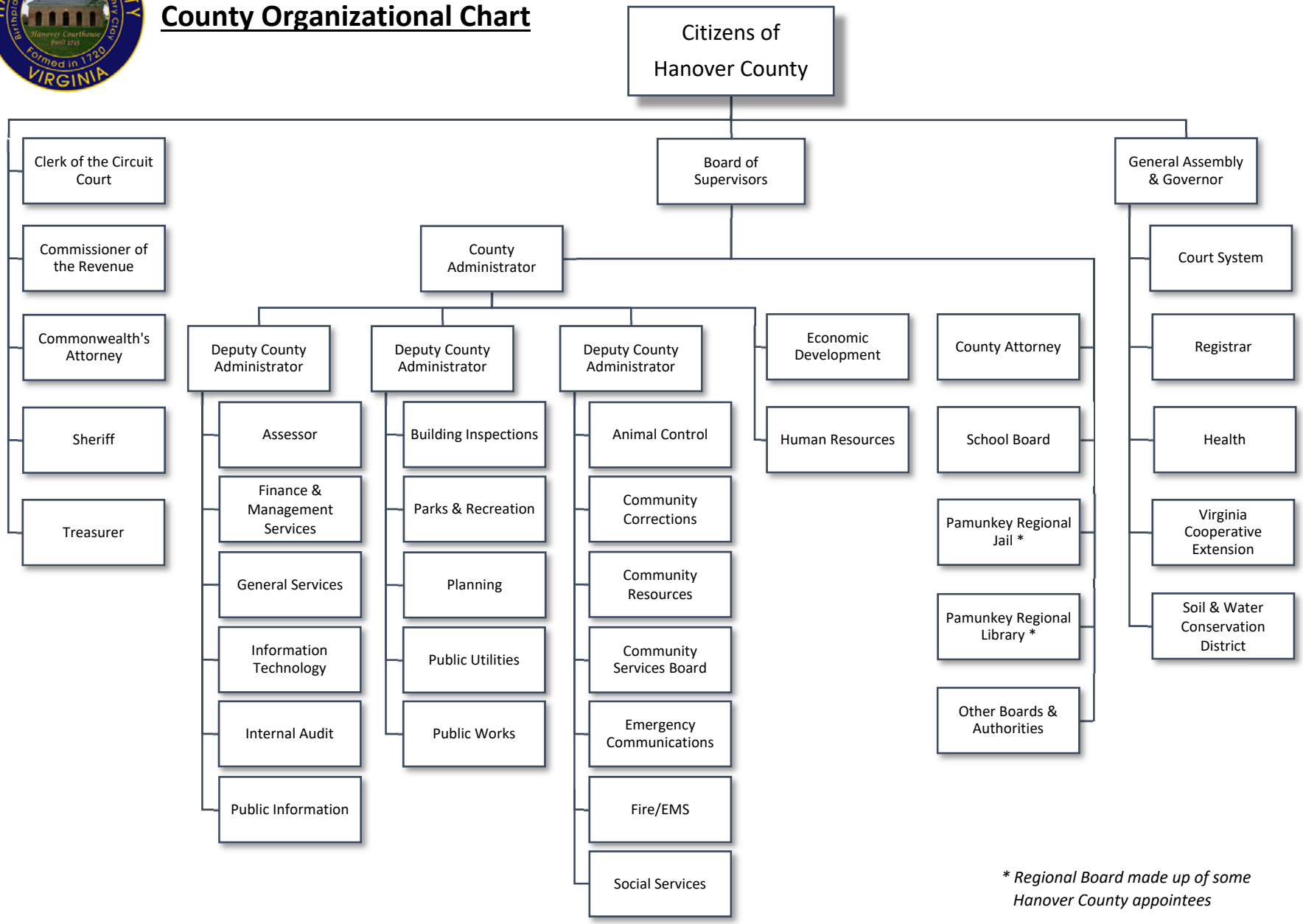
AUGUST/SEPTEMBER

The County Administrator recommends to the Board of Supervisors reappropriation of specified unencumbered operating balances from the previous fiscal year. Adjustments, if any, are made to the County Administrator's recommendation and the Board reappropriates specified balances.

Budget Calendar

Month	Item	BOS / Co Admin / Staff	School Board / Superintendent	Citizens
September	Budget calendar finalized by September 1	**X**		
	Budget development worksheets distributed	**X**		
	Budget training for departments	**X**		
October	Budget requests due to Budget Division	**X**		
	County and School officials meet to reach consensus on enrollment projections, available resources, CIP needs and operating needs	**X**	**X**	
November/ December	Budget requests analyzed and compared to CIP and Five-Year General Fund Financial Plan	**X**		
	Outside organizations submit contribution requests			**X**
	County Administrator meets with department and agency heads to discuss needs and requested enhancements	**X**		
January	County Administrator and Budget Division work to create a balanced Five-Year General Fund Financial Plan	**X**		
	Superintendent of Schools presents preliminary budget request		**X**	
February	School Board approves budget request		**X**	
	Budget Division organizes, edits and compiles final draft of the County Administrator's Proposed Budget	**X**		
	Proposed budget presented by County Administrator	**X**		
	Copies of the proposed budget made available to the public	**X**		**X**
	Presentations made regarding the proposed budget	**X**		**X**
March	Public notices released and presentations made regarding the proposed budget	**X**		**X**
April/May	Public hearings held on proposed budget and any changes in tax rates or County ordinances	**X**		**X**
	Budget and tax rates adopted	**X**		
May/June	Adopted budget document prepared, distributed and posted to County website	**X**		
July	Encumbered items and unencumbered CIP balances reappropriated effective July 1	**X**		
	Requests to reappropriate unencumbered operating balances submitted and evaluated	**X**	**X**	
August/ September	County Administrator recommends reappropriation of unencumbered operating balances from the previous fiscal year to the Board of Supervisors	**X**		
	Reappropriations approved by the Board of Supervisors	**X**		

County Organizational Chart



** Regional Board made up of some Hanover County appointees*

FY20 Initiatives Update

The following initiatives for Fiscal Year 2020 were adopted by the Board of Supervisors on April 24, 2019:

- **Begin the construction of the new Atlee Library:** Construction is underway on the new Atlee Library, which is located at the corner of Rt. 301 and Rutlandshire Drive. This 20,000 square foot, two-story facility will replace the storefront facility in the Atlee Square Shopping Center. The facility is expected to open in the summer of 2020.
- **Plan and begin the celebration of Hanover's 300th birthday in 2020:** Formed in 1720, Hanover County marks its 300th birthday in 2020. The Board of Supervisors appointed a Citizens Committee and planning for the celebration has begun.
- **Complete capital commitment to the School's Technology Capital Plan:** FY20 is the third year of the County's three-year capital commitment to this program. The school system conducted a student device pilot at one of the middle schools and upgraded the enterprise management system. With the completion of this third year of funding, the County has invested $7 million in this project.
- **Renovate the former General District Court building for County offices:** The contract for this project was awarded in the summer of 2019. The capital improvements plan includes $6.5 million to renovate the building into office space for departments. The goal is to have the departments able to use the building in the summer of 2020.
- **Explore Specialized Transportation options for senior citizens and those with disabilities:** The County received a grant from the Virginia Department of Rail and Public Transportation to help expand access and increase independence for older adults and persons with a disability. Named "Hanover DASH", this program helps eligible residents travel to medical appointments, shopping, banking and formal social activities.
- **Make improvements to east side of Airport, including design of new terminal and construction of new hangar:** Construction of a new corporate hangar has begun and is due to be completed in the spring of 2020. Also planned is a new terminal building on the east side of the Airport. If funding is approved from the Virginia Department of Aviation, construction of the terminal building could begin in the fall of 2020.
- **Rehabilitate Old Clerk's Office as preservation of historic structure and begin design of History Museum:** The historic Old Clerk's Office is in the process of being converted into the Hanover Museum of History and Culture. Renovation of the structure is well underway and an Executive Director has been hired. The building could be open on a limited basis in the summer of 2020 for the 300th birthday celebration. The official dedication is scheduled for October 17, 2020.
- **Provide support for School safety plans in conjunction with the School Board and Sheriff:** The County continues to support the Schools and Sheriff with funding for school safety and security initiatives. The FY20 Schools CIP included over $2.1 million in related projects over the five-year plan, including the construction of vestibules for 17 schools.

FY21 Adopted Initiatives

The following initiatives for Fiscal Year 2021 were adopted by the Board of Supervisors on June 24, 2020:

- **Broadband Advisory Committee to complete its review of the current infrastructure and report findings for enhanced coverage to the Board:** With the issue of broadband access not being what is desired in some parts of the County, the Board appointed a Broadband Advisory Committee in December. The first meeting of the committee was held on January 31, but the work of the committee was interrupted by COVID-19. Although a report back to the Board by the end of the year was planned, due to the inability to meet, it will likely be after the first of the year.
- **Partner with Schools to provide laptops for students:** This is a continuation of the school technology initiative we have been pursuing for several years now.
- **Complete Sliding Hill Road improvements:** The project is approximately 50 percent complete as of June 30. Work continues on various water and storm drainage facilities, installation of pavements, curbs and gutters and signal work. Inclement weather has slowed the work down but completion is anticipated by the end of this year.
- **Finalize design of the new airport terminal and seek grant funding from the Virginia Department of Aviation:** The Department of Public Works has completed the final design for the new terminal building on the east side and has put the project out for bid. Bids are anticipated by the end of July. This initiative is contingent upon state support. Construction could begin a month after receipt of grant funding.
- **Design the new Montpelier Park Community Center & Library:** This facility will include a full-size gymnasium and replace the small library currently operating within the Montpelier Center for Arts & Education. Design is currently underway.
- **Culminate celebration of the County's 300th birthday with the opening of the Hanover Museum of History and Culture:** The Board established a nonprofit organization for the museum. A strategic plan has been developed, a museum director hired and an initial exhibit is being designed. Target completion date is October 17, which will be the date for the museum opening, which will also culminate our 300th birthday celebration.
- **Ongoing fiscal assessment due to impacts of COVID-19:** The Board of Supervisors has adopted an FY21 budget that is responsive to the current environment, with further safety nets in place in case the situation gets worse. Should the economy recover faster than the assumptions in this budget, we can rely on the balanced 5-year plan to guide decisions relative to restoring funding to our most critical areas. However, should the economy be less favorable, this budget is positioned to transition from an economic pause to a downturn or recession if necessary.

County and Departmental Achievements

Hanover County and several departments were recognized for outstanding achievements in the last year:

- The Hanover Emergency Communications Department joined an elite group of communication centers in the world by becoming accredited in all three public safety protocol disciplines. By achieving ACE (Accredited Center of Excellence) in all three protocols, Hanover becomes the 16th emergency dispatch center in the world to attain International Academies of Emergency Dispatch (IAED™) status as a Triple ACE and is one of only 12 centers to hold the distinction currently and the first in the state of Virginia.
- Fire/EMS Chief Jethro Piland received a Governor's Fire Service Award for "Excellence in Virginia Fire Services".
- The late Lt. Brad Clark was posthumously recognized as Virginia Career Firefighter of the Year. At the Fire Department Instructors Conference International in February, the late Lt. Clark was also honored with the 2019 Ray Downey Courage and Valor Award.
- The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Hanover County for its comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2019. The County has received this prestigious award each fiscal year since 1985. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.
- The GFOA also awarded a Distinguished Budget Presentation Award to Hanover County for its FY20 budget document. The County has received this prestigious award each fiscal year since 1990. This award reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting.
- Several plants operated by the Hanover County Department of Public Utilities were recognized as being among the top performers in the nation and state. The Ashland and Totopotomoy Wastewater Treatment plants received Platinum Peak Performance Awards from the National Association of Clean Water Agencies (NACWA). These prestigious awards recognize 100% compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements. The Ashland Wastewater Treatment Plant has achieved 20 consecutive years of perfect permit compliance and the Totopotomoy Wastewater Treatment Plant 14 years of perfect permit compliance. In addition, the Doswell Water Treatment Plant received an Excellence in Waterworks Operation Performance Award from the Virginia Department of Health's Office of Drinking Water.
- Representatives of various County departments have participated in a regional anti-opioid task force that has undertaken a number of initiatives since a regional summit in October 2017. Among these initiatives was the development by Hanover County of a regional website containing information about education, prevention, treatment and recovery in Hanover, Henrico, Chesterfield and the City of Richmond.

This page intentionally left blank.

BOARD OF SUPERVISORS

AUBREY M. STANLEY, CHAIRMAN
BEAVERDAM DISTRICT

SEAN M. DAVIS, VICE-CHAIRMAN
HENRY DISTRICT

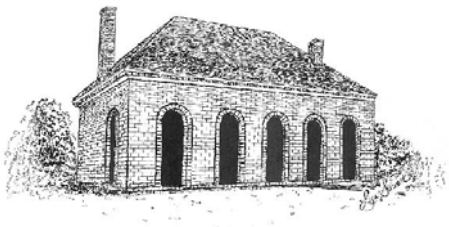
SUSAN P. DIBBLE
SOUTH ANNA DISTRICT

F. MICHAEL HERZBERG IV
COLD HARBOR DISTRICT

ANGELA KELLY-WIECEK
CHICKAHOMINY DISTRICT

W. CANOVA PETERSON
MECHANICSVILLE DISTRICT

FAYE O. PRICHARD
ASHLAND DISTRICT



HANOVER COURTHOUSE

HANOVER COUNTY

ESTABLISHED IN 1720

CECIL R. HARRIS, JR.
COUNTY ADMINISTRATOR

FRANK W. HARKSEN, JR.
DEPUTY COUNTY ADMINISTRATOR

KATHLEEN T. SEAY
DEPUTY COUNTY ADMINISTRATOR

JAMES P. TAYLOR
DEPUTY COUNTY ADMINISTRATOR

WWW.HANOVERCOUNTY.GOV

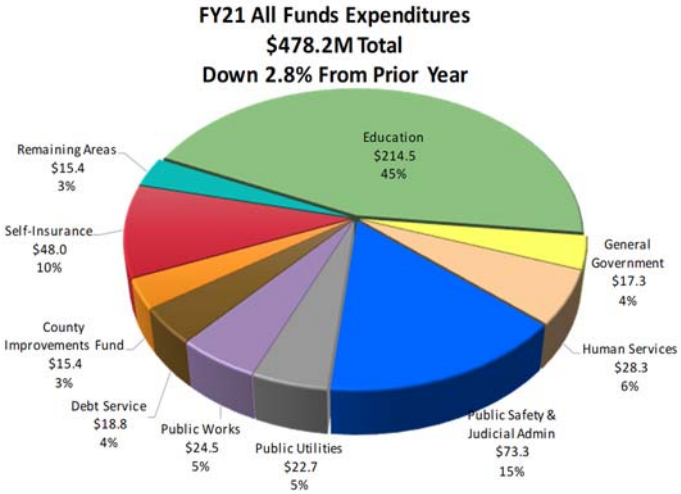
P.O. BOX 470, HANOVER, VA 23069
7516 COUNTY COMPLEX ROAD, HANOVER, VA 23069

PHONE: 804-365-6005
FAX: 804-365-6234

May 6, 2020

Dear Board of Supervisors:

The Fiscal Year 2021 Budget, FY21-25 Five-Year General Fund Financial Plan and Capital Improvements Program (CIP) continues to focus on the Board's priorities of Education, Public Safety, Human Services and the workforce, while maintaining our tax rate. Our ability to fund those priorities this year was challenged by economic impacts resulting from the COVID-19 global pandemic.



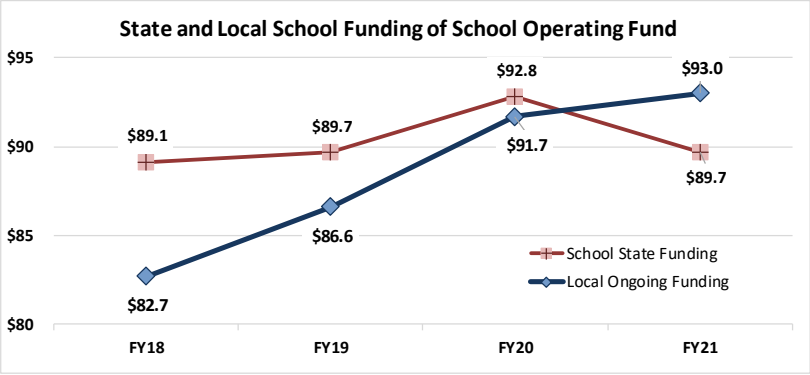
When the budget was presented in February, our economic outlook was consistent with the moderate growth we had been experiencing over the last few years. After analyzing the potential financial impacts of COVID-19, the FY21 General Fund budget was reduced by $10.2 million or 3.7% from the budget proposed in February. Anticipated changes in Real and Personal Property Taxes make up $3.5 million of that decrease. This budget is, however, relatively flat when compared to the current year. The FY21 All Funds budget is $478.2 million, with decreases in Public Utilities, Schools, Debt Service and Capital Improvements.

The strength of our local economy resulted in increases across all revenue categories until COVID-19 had an immediate impact on state and local economies. Sales Tax was impacted immediately, due to businesses not operating at normal levels. After analyzing each business sector, we estimate that Sales Tax will be reduced to FY19 levels. Real Property Taxes will still be favorable overall to the current budget by $4.6 million due to growth already recognized. With regard to Personal Property Taxes, it is estimated that the drop in new car sales and new businesses investments will reduce revenue by $500,000 (1.3%) below the current year.

The Virginia Retirement System handed the County an additional challenge with an investment rate change after the budget was presented in February. This increased the County's obligation by $1.3 million. We had to cover this cost in addition to the $10.2 million revenue shortfall.

State Support for Schools

While Federal and State support increased for our Human Services programs, a primary challenge in developing this reconstructed budget is that COVID-19 had a significant impact on State support for education. State funding for Schools is back to FY19 levels. This has required the County to step forward with an additional $1.3 million in local funding to ensure staffing and service levels are maintained. Increases in Federal Aid and local Recovered Costs are budgeted, but they are generally restricted to very specific programs and populations.



Capital Investments

Dr. Gill and his staff have been great partners for the County as we find workable solutions to overcome the challenges posed by the shortfall in state funding and the impacts of COVID-19. A proposed Board initiative for FY21 is to partner with the schools to provide laptops for middle school students. Working together, County and Schools have identified funds that will allow the schools to open the 2020-21 school year with laptops for all middle school students.

The first year of the School Improvements Fund maintained support for $13.0 million of investments in facility improvements, technology enhancements, safety and security and school buses. In future years, school facility improvements will be an issue of rising importance as the schools tackle the reality of our aging school buildings. The five-year capital improvements program reflects the consolidation of John M. Gandy and Henry Clay elementary schools in fiscal years 2022 and 2023, with other building replacements proposed outside of the 5-year CIP.

In the FY21 CIP for public safety, we delayed funding for 1 year on new items such as the new fire truck at Station #17. There were also projects that are funded, but will be on hold pending a mid-year financial review. These projects will only go forward if the forecast is on track to meet budget. We also delayed the start date for projects by a year or two for Public Safety System Upgrades to include traffic preemption and public safety microwave radio replacement.

The five-year capital plan for Hanover Fire/EMS includes construction of Station #17 in the Mechanicsville area. This will meet the escalating calls for service in that area.

The first year of roadway improvements are primarily dedicated to supporting Phase II of the widening of Atlee Station Road and the further widening of Pole Green Road. The CIP includes funding from the Central Virginia Transportation Authority beginning in the second year of the CIP and continuing throughout the plan.

Highlights for Human Services

The State's expansion of the Medicaid program resulted in a 43% increase in cases from December 2018 to December 2019. The number of residents receiving Medicaid grew from about 6,000 to more than 8,200 over that time period. Due to COVID-19, the number of applications for the Supplemental Nutrition Assistance Program (SNAP) increased significantly (more than doubling from 137 in February 2020 to 298 in March 2020). The increased workload will be managed with existing resources. In the area of providing mandated services to children in need, we have seen a large growth in the Children's Services Act (CSA) program to include foster care placements and special education services. The FY21 budget includes an increase of $825,000 in state and local funding to support this service. Cost containment is a concern across the state and Hanover County is updating policies and taking additional steps to mitigate budget impacts. A significant accomplishment in Human Services this year was the fulfillment of the Board Initiative to implement a specialized transportation program. County funds matched state grant funds to establish "Hanover DASH" in December. Through the end of April, 532 trips have been provided to residents. We plan to continue to pursue grant funding for this initiative in FY21.

Through teamwork and community partnerships, Hanover County distributed approximately 20,000 meal kits to the community, not including student meals. The Health Department continues to provide resources and information to the community during the pandemic, including COVID-19 testing, preventative measures and outbreak containment and investigations.

Public Utilities

The Department of Public Utilities' FY21 budget of $32.1 million includes an operating budget of $22.8 million and a capital budget of $9.3 million. The Five-Year CIP totals $109.6 million and includes $38.1 million for expansion and $71.5 million for the renewal and replacement of Hanover's water and sewer systems. In response to the COVID-19 crisis, this budget does not raise water or sewer rates.

Funding for two significant projects in support of economic development is included in the FY21 CIP. These projects are the I-95 Waterline Crossing and the Middle Chickahominy Wastewater Water Pump Station Upgrade.

Our Workforce

It has been my pleasure, over these 16 years as County Administrator, to work with one of the best workforces in the state of Virginia. Staff are to be commended for continuing to provide services during COVID-19, adapting to new work environments and embracing new technologies. Because of the challenges mentioned previously, this budget was not able to support a much deserved merit pay

increase for our employees. That said, as we made tough choices during the budget cuts, retaining jobs was one of – if not the – highest priority. This budget has no layoffs, no furloughs, no reductions in pay and a 10% increase in the County's contribution toward employee health insurance. We will weather this crisis with our talented staff intact and new positions planned in the second year of the Five-Year Financial Plan. This includes 7 Sheriff's Deputies originally planned for FY21 which are delayed 1 year to the start of FY22 and 3 Firefighter-Medics.

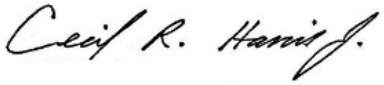
Conclusion

This budget maintains the focus on our priority service areas while responding to an economic environment that is continually changing. Should the economy recover faster than the assumptions in this budget, we can rely on the balanced Five-Year Financial Plan to guide decisions relative to restoring funding to our most critical areas. However, should the economy be less favorable, this budget is positioned to transition from an economic pause to a downturn or recession if necessary. We prepared a budget that would be responsive to the environment as we know it today, with further safety nets in place in case the situation gets worse.

Hanover County weathered both the recession and the recovery while maintaining our Triple AAA bond rating. This budget is built on the same priorities and financial principles that worked for us in the past. We have maintained our strong reserve fund balances even though ongoing revenues had to be modified from previously expected levels. Therefore, I fully expect that our recovery from this current health care crisis will be equally successful.

I am always grateful for our budget staff and our partners – our constitutional officers; Dr. Gill, his staff and the School Board; our Deputy County Administrators and their staffs. Their efforts make this budget possible and will enable us to meet these new challenges. The spirit of teamwork is one of the things that has made Hanover County great, and if I have a legacy, that would be one I would be proud to pass along to my successor.

Sincerely,



Cecil R. Harris Jr.
County Administrator

Hanover County FY21 Budget Highlights

Quick Facts of the FY21 Budget:

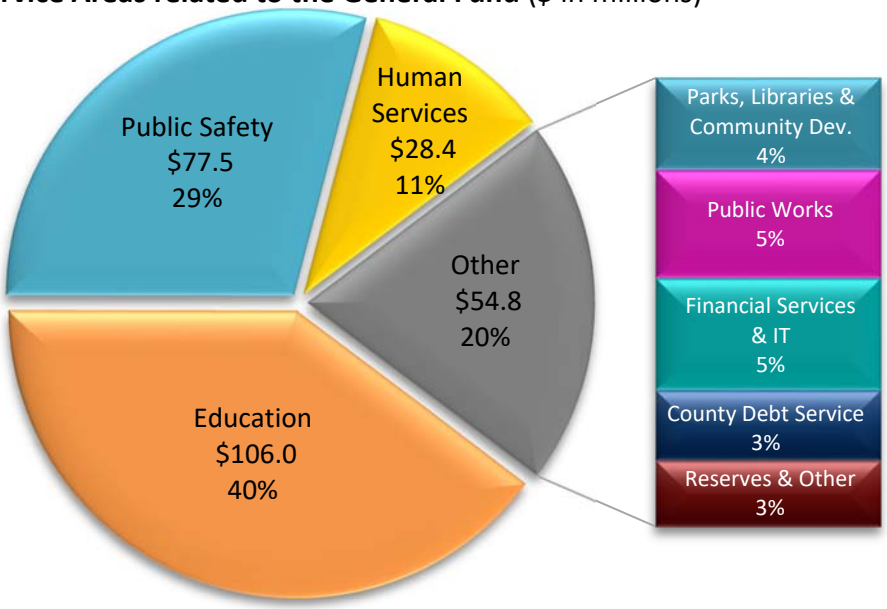
- All funds: $478.2 million, a $13.8M or 2.8% decrease from the current year.
- County General Fund: $266.7 million, a $0.4M or 0.2% decrease from the current year.

Revenues –

- All residential property tax rates remain unchanged.
- Real Property revenue increase of $4.6 million or 3.9% above FY20 budget.
- Personal Property decrease of $0.5 million or 1.3% below FY20 budget.
- Ongoing General Fund local revenues increase of $2.1 million or 1.0% above FY20 budget.
- No increases in Public Utility water or wastewater rates or capacity fees.

Expenditures –

Priority Service Areas related to the General Fund ($ in millions)

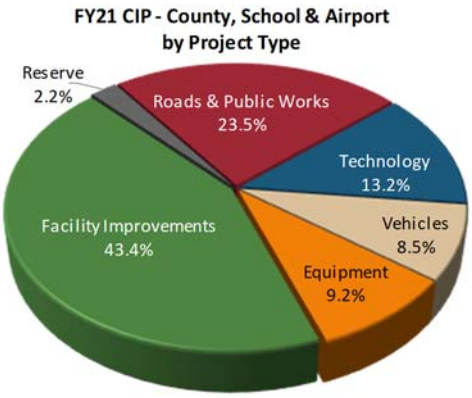


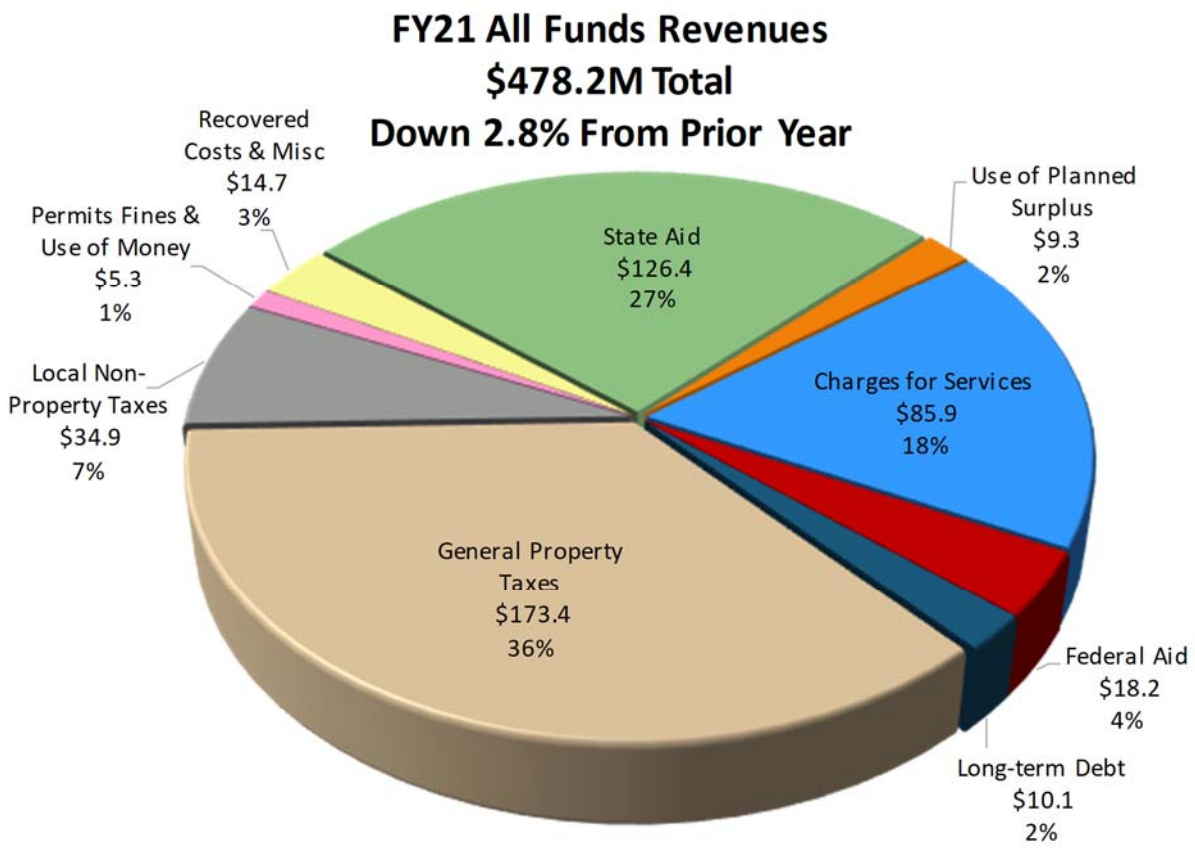
- **Personnel:** Due to the financial impacts of COVID-19, there is no compensation increase for County and School staff and no new positions in FY21.

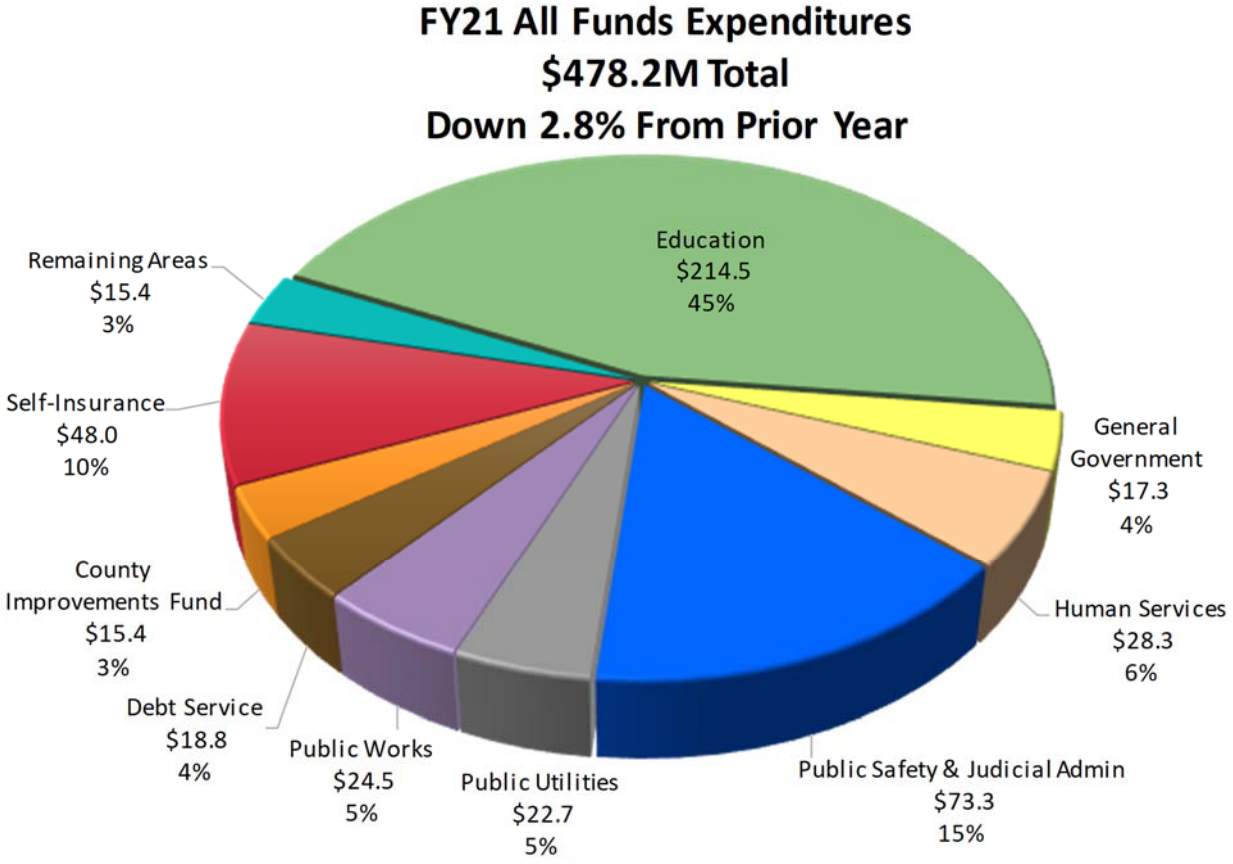
Capital Improvements Program (CIP) – County, School & Airport

In response to COVID-19, many CIP projects were delayed or removed from the plan. Of the FY21 projects that remain, $2.2M in projects have been placed on hold pending a mid-year financial review.

CIP Funding Sources	FY21	% of Total
Intergovernmental	$ 9.1M	29%
Local	10.8M	34%
Long-Term Debt	10.0M	32%
Remaining Revenue	1.5M	5%
Total	**$ 31.4M**	**100%**



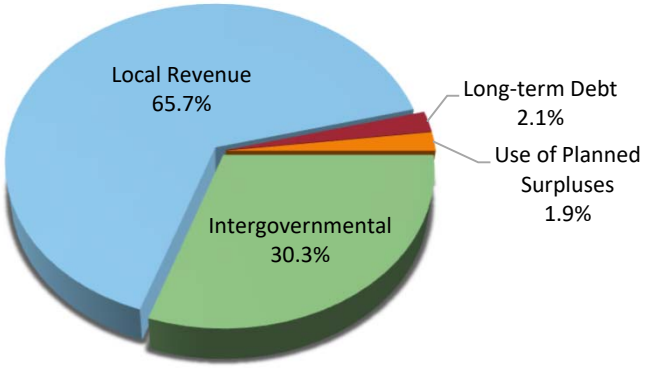

FY21 All Funds Revenues
$478.2M Total
Down 2.8% From Prior Year
Recovered Costs & Misc $14.7 3%
Permits Fines & Use of Money $5.3 1%
Local Non-Property Taxes $34.9 7%
State Aid $126.4 27%
Use of Planned Surplus $9.3 2%
Charges for Services $85.9 18%
General Property Taxes $173.4 36%
Federal Aid $18.2 4%
Long-term Debt $10.1 2%


FY21 All Funds Expenditures
$478.2M Total
Down 2.8% From Prior Year
Remaining Areas $15.4 3%
Education $214.5 45%
Self-Insurance $48.0 10%
General Government $17.3 4%
County Improvements Fund $15.4 3%
Human Services $28.3 6%
Debt Service $18.8 4%
Public Works $24.5 5%
Public Utilities $22.7 5%
Public Safety & Judicial Admin $73.3 15%

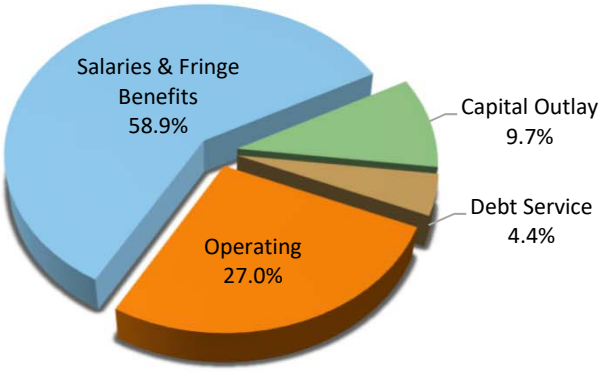
Summary of Revenues and Expenditures for All Funds

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
Revenues	**462,228,404**	**492,019,525**	**478,229,153**	**-2.8%**
Local Revenue	**303,604,959**	**309,815,571**	**314,167,640**	**1.4%**
General Property Taxes	160,914,285	169,303,000	173,390,000	2.4%
Local Non-Property Taxes	35,158,775	36,368,000	34,880,000	-4.1%
Permits Fines & Use of Money	8,793,013	6,269,810	5,256,035	-16.2%
Charges for Services	80,181,865	84,471,211	85,909,880	1.7%
Recovered Costs & Misc	18,557,021	13,403,550	14,731,725	9.9%
Intergovernmental	**141,388,653**	**156,742,949**	**144,632,868**	**-7.7%**
State Aid	123,887,985	134,283,414	126,450,871	-5.8%
Federal Aid	17,500,668	22,459,535	18,181,997	-19.0%
Long-term Debt	**17,234,792**	**6,496,000**	**10,150,000**	**56.3%**
Use of Planned Surpluses	**-**	**18,965,005**	**9,278,645**	**-51.1%**
Expenditures	**444,170,060**	**492,019,525**	**478,229,153**	**-2.8%**
Salaries & Fringe Benefits	**260,980,970**	**278,059,985**	**282,009,690**	**1.4%**
Operating	**116,716,876**	**128,399,514**	**129,115,552**	**0.6%**
Capital Outlay	**44,041,555**	**63,247,191**	**46,268,755**	**-26.8%**
Debt Service	**22,430,659**	**22,312,835**	**20,835,156**	**-6.6%**

FY21 All Funds Revenue



FY21 All Funds Expenditures



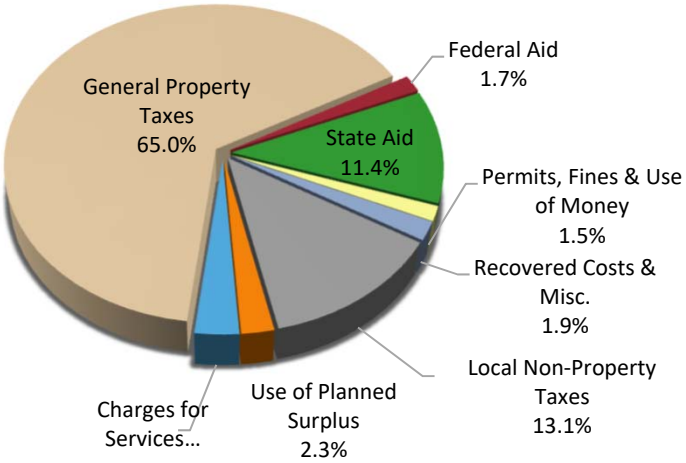
FY21 All Funds Budget

	General Fund	School Funds	Capital Funds	Special Revenue Fund	Enterprise Funds	Internal Service Fund	Fiduciary Funds	Debt Service Fund	Transfer from Other Funds	Grand Total
Revenues	**266,698,661**	**201,481,978**	**28,404,123**	**87,295**	**44,928,985**	**48,012,900**	**1,919,000**	**18,811,920**	**(132,115,709)**	**478,229,153**
Local Revenue	**225,372,287**	**7,974,374**	**1,550,000**	**87,295**	**31,813,784**	**46,012,900**	**1,357,000**	**-**	**-**	**314,167,640**
General Property Taxes	173,390,000	-	-	-	-	-	-	-	-	173,390,000
Local Non-Property Taxes	34,880,000	-	-	-	-	-	-	-	-	34,880,000
Permits Fines & Use of Money	3,905,610	159,600	-	87,295	1,028,530	75,000	-	-	-	5,256,035
Charges for Services	8,149,050	5,522,025	750,000	-	25,550,905	45,937,900	-	-	-	85,909,880
Recovered Costs & Misc	5,047,627	2,292,749	800,000	-	5,234,349	-	1,357,000	-	-	14,731,725
Intergovernmental	**35,067,941**	**100,511,604**	**6,162,323**	**-**	**2,891,000**	**-**	**-**	**-**	**-**	**144,632,868**
State Aid	30,471,594	89,793,277	5,950,000	-	236,000	-	-	-	-	126,450,871
Federal Aid	4,596,347	10,718,327	212,323	-	2,655,000	-	-	-	-	18,181,997
Long-term Debt	**-**	**-**	**10,000,000**	**-**	**-**	**-**	**-**	**150,000**	**-**	**10,150,000**
Use of Planned Surpluses	**6,258,433**	**-**	**300,000**	**-**	**720,212**	**2,000,000**	**-**	**-**	**-**	**9,278,645**
Transfers In	**-**	**92,996,000**	**10,391,800**	**-**	**9,503,989**	**-**	**562,000**	**18,661,920**	**(132,115,709)**	**-**
Expenditures - by Category	**266,698,661**	**201,481,978**	**28,404,123**	**87,295**	**44,928,985**	**48,012,900**	**1,919,000**	**18,811,920**	**(132,115,709)**	**478,229,153**
Salaries & Fringe Benefits	**95,850,994**	**177,088,531**	**-**	**-**	**7,173,446**	**1,896,719**	**-**	**-**	**-**	**282,009,690**
Operating	**45,265,161**	**22,700,482**	**-**	**87,295**	**13,001,733**	**46,116,181**	**1,919,000**	**25,700**	**-**	**129,115,552**
Capital Outlay	**2,802,110**	**1,692,965**	**28,404,123**	**-**	**13,369,557**	**-**	**-**	**-**	**-**	**46,268,755**
Debt Service	**-**	**-**	**-**	**-**	**2,048,936**	**-**	**-**	**18,786,220**	**-**	**20,835,156**
Transfers Out	**122,780,396**	**-**	**-**	**-**	**9,335,313**	**-**	**-**	**-**	**(132,115,709)**	**-**
Expenditures - by Function	**266,698,661**	**201,481,978**	**28,404,123**	**87,295**	**44,928,985**	**48,012,900**	**1,919,000**	**18,811,920**	**(132,115,709)**	**478,229,153**
Airport	-	-	-	-	572,206	-	-	-	-	572,206
Community Development	4,639,847	-	-	87,295	-	-	1,919,000	-	-	6,646,142
Education	-	201,481,978	13,000,000	-	-	-	-	-	-	214,481,978
General Government	17,254,602	-	-	-	-	-	-	-	-	17,254,602
Human Services	28,336,877	-	-	-	-	-	-	-	-	28,336,877
Judicial Administration	7,226,825	-	-	-	-	-	-	-	-	7,226,825
Nondepartmental	124,855,582	-	-	-	-	48,012,900	-	18,811,920	(122,780,396)	68,900,006
Not Applicable	-	-	15,404,123	-	-	-	-	-	-	15,404,123
Parks, Recreation & Cultural	6,663,127	-	-	-	-	-	-	-	-	6,663,127
Public Safety	66,115,076	-	-	-	-	-	-	-	-	66,115,076
Public Utilities	-	-	-	-	32,071,466	-	-	-	(9,335,313)	22,736,153
Public Works	11,606,725	-	-	-	12,285,313	-	-	-	-	23,892,038

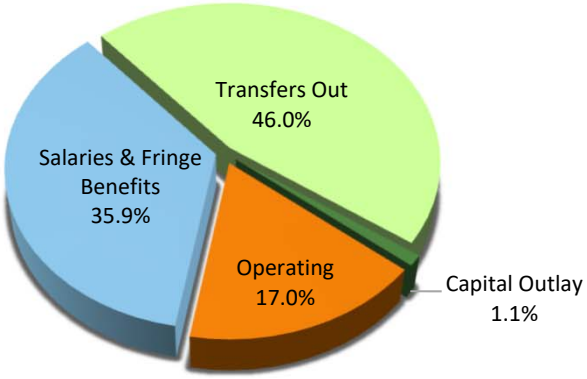
General Fund Summary

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
Revenues	**250,062,522**	**267,115,065**	**266,698,661**	**-0.2%**
Local Revenue	**215,826,126**	**223,246,501**	**225,372,287**	**1.0%**
General Property Taxes	160,914,285	169,303,000	173,390,000	2.4%
Local Non-Property Taxes	35,158,775	36,368,000	34,880,000	-4.1%
Permits Fines & Use of Money	5,917,001	4,158,050	3,905,610	-6.1%
Charges for Services	8,861,064	8,448,444	8,149,050	-3.5%
Recovered Costs & Misc	4,975,001	4,969,007	5,047,627	1.6%
Intergovernmental	**34,085,229**	**33,951,589**	**35,067,941**	**3.3%**
State Aid	29,636,236	29,619,664	30,471,594	2.9%
Federal Aid	4,448,993	4,331,925	4,596,347	6.1%
Use of Planned Surpluses	**-**	**9,916,975**	**6,258,433**	**-36.9%**
Transfers In	**151,167**	**-**	**-**	**----**
Expenditures	**246,199,510**	**267,115,065**	**266,698,661**	**-0.2%**
Salaries & Fringe Benefits	**86,591,859**	**92,934,892**	**95,850,994**	**3.1%**
Operating	**41,047,225**	**44,672,879**	**45,265,161**	**1.3%**
Capital Outlay	**3,038,047**	**3,250,620**	**2,802,110**	**-13.8%**
Transfers Out	**115,522,379**	**126,256,674**	**122,780,396**	**-2.8%**

FY21 General Fund Revenue



FY21 General Fund Expenditures



Other Fund Summaries

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
Capital Funds				
County Improvements Fund				
Revenues	**28,498,058**	**35,540,370**	**15,404,123**	**-56.7%**
Intergovernmental	**6,579,261**	**17,966,780**	**6,162,323**	**-65.7%**
State Aid	3,663,612	9,988,980	5,950,000	-40.4%
Federal Aid	2,915,649	7,977,800	212,323	-97.3%
Local Revenue	**2,322,376**	**1,700,000**	**1,550,000**	**-8.8%**
Permits Fines & Use of Money	296,426	1,000,000	-	-100.0%
Charges for Services	792,278	500,000	750,000	50.0%
Recovered Costs & Misc	1,233,672	200,000	800,000	300.0%
Long-term Debt	**12,000,000**	**6,400,000**	**-**	**-100.0%**
Use of Planned Surpluses	**-**	**1,915,590**	**300,000**	**-84.3%**
Transfers In	**7,596,421**	**7,558,000**	**7,391,800**	**-2.2%**
Expenditures	**18,349,433**	**35,540,370**	**15,404,123**	**-56.7%**
Transfers Out	**126,105**	**-**	**-**	**----**
Capital Outlay	**18,223,328**	**35,540,370**	**15,404,123**	**-56.7%**
School Improvements Fund				
Revenues	**10,000,000**	**5,800,000**	**13,000,000**	**124.1%**
Long-term Debt	**5,000,000**	**-**	**10,000,000**	**----**
Transfers In	**5,000,000**	**5,800,000**	**3,000,000**	**-48.3%**
Expenditures	**11,413,273**	**5,800,000**	**13,000,000**	**124.1%**
Capital Outlay	**11,413,273**	**5,800,000**	**13,000,000**	**124.1%**
Debt Service Fund				
Debt Service Fund				
Revenues	**19,991,053**	**20,455,680**	**18,811,920**	**-8.0%**
Intergovernmental	**257,046**	**252,850**	**-**	**-100.0%**
Federal Aid	257,046	252,850	-	-100.0%
Local Revenue	**148,913**	**-**	**-**	**----**
Permits Fines & Use of Money	138,569	-	-	----
Recovered Costs & Misc	10,344	-	-	----
Long-term Debt	**202,478**	**96,000**	**150,000**	**56.3%**
Transfers In	**19,382,616**	**20,106,830**	**18,661,920**	**-7.2%**
Expenditures	**19,968,077**	**20,455,680**	**18,811,920**	**-8.0%**
Operating	**40,612**	**29,600**	**25,700**	**-13.2%**
Debt Service	**19,927,465**	**20,426,080**	**18,786,220**	**-8.0%**

Other Fund Summaries

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
Enterprise Funds				
Airport CIP Fund				
Revenues	**174,610**	**2,615,000**	**2,950,000**	**12.8%**
Intergovernmental	**142,296**	**2,164,000**	**2,891,000**	**33.6%**
State Aid	101,835	1,804,000	236,000	-86.9%
Federal Aid	40,461	360,000	2,655,000	637.5%
Long-term Debt	**32,314**	**-**	**-**	**----**
Use of Planned Surpluses	**-**	**40,000**	**-**	**-100.0%**
Transfers In	**-**	**411,000**	**59,000**	**-85.6%**
Expenditures	**350,580**	**2,615,000**	**2,950,000**	**12.8%**
Operating	**32,664**	**-**	**-**	**----**
Capital Outlay	**296,036**	**2,615,000**	**2,950,000**	**12.8%**
Debt Service	**21,880**	**-**	**-**	**----**
Airport Fund				
Revenues	**286,128**	**381,644**	**572,206**	**49.9%**
Intergovernmental	**6,111**	**-**	**-**	**----**
State Aid	6,111	-	-	----
Local Revenue	**227,988**	**283,200**	**462,530**	**63.3%**
Permits Fines & Use of Money	227,188	233,200	403,530	73.0%
Recovered Costs & Misc	800	50,000	59,000	18.0%
Use of Planned Surpluses	**-**	**50,000**	**-**	**-100.0%**
Transfers In	**52,029**	**48,444**	**109,676**	**126.4%**
Expenditures	**306,510**	**381,644**	**572,206**	**49.9%**
Salaries & Fringe Benefits	**111,501**	**116,077**	**116,707**	**0.5%**
Operating	**53,331**	**124,007**	**131,859**	**6.3%**
Capital Outlay	**-**	**-**	**18,000**	**----**
Debt Service	**141,678**	**141,560**	**305,640**	**115.9%**
Public Utilities CIP Fund				
Revenues	**8,282,367**	**13,214,787**	**9,335,313**	**-29.4%**
Transfers In	**8,282,367**	**13,214,787**	**9,335,313**	**-29.4%**
Expenditures	**8,282,364**	**13,214,787**	**9,335,313**	**-29.4%**
Capital Outlay	**8,282,364**	**13,214,787**	**9,335,313**	**-29.4%**

Other Fund Summaries

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
Public Utilities Fund				
Revenues	**36,573,175**	**35,061,040**	**32,071,466**	**-8.5%**
Local Revenue	**36,573,175**	**29,618,600**	**31,351,254**	**5.8%**
Permits Fines & Use of Money	1,573,054	625,000	625,000	0.0%
Charges for Services	25,679,186	24,436,100	25,550,905	4.6%
Recovered Costs & Misc	9,320,935	4,557,500	5,175,349	13.6%
Use of Planned Surpluses	**-**	**5,442,440**	**720,212**	**-86.8%**
Expenditures	**29,456,846**	**35,061,040**	**32,071,466**	**-8.5%**
Transfers Out	**8,282,367**	**13,214,787**	**9,335,313**	**-29.4%**
Salaries & Fringe Benefits	**6,457,077**	**6,972,999**	**7,056,739**	**1.2%**
Operating	**11,490,570**	**12,129,045**	**12,869,874**	**6.1%**
Capital Outlay	**887,196**	**999,014**	**1,066,244**	**6.7%**
Debt Service	**2,339,636**	**1,745,195**	**1,743,296**	**-0.1%**
Fiduciary Funds				
Bell Creek CDA Fund				
Revenues	**151,297**	**160,000**	**157,000**	**-1.9%**
Local Revenue	**151,297**	**160,000**	**157,000**	**-1.9%**
Recovered Costs & Misc	151,297	160,000	157,000	-1.9%
Expenditures	**150,221**	**160,000**	**157,000**	**-1.9%**
Operating	**150,221**	**160,000**	**157,000**	**-1.9%**
Lewistown CDA Fund				
Revenues	**1,454,349**	**1,989,643**	**1,762,000**	**-11.4%**
Local Revenue	**834,275**	**1,353,243**	**1,200,000**	**-11.3%**
Recovered Costs & Misc	834,275	1,353,243	1,200,000	-11.3%
Transfers In	**620,074**	**636,400**	**562,000**	**-11.7%**
Expenditures	**1,457,121**	**1,989,643**	**1,762,000**	**-11.4%**
Operating	**1,457,121**	**1,989,643**	**1,762,000**	**-11.4%**
Internal Service Fund				
Self-Insurance Fund				
Revenues	**40,562,582**	**47,456,700**	**48,012,900**	**1.2%**
Local Revenue	**40,562,582**	**45,856,700**	**46,012,900**	**0.3%**
Permits Fines & Use of Money	327,487	50,000	75,000	50.0%
Charges for Services	39,810,853	45,626,700	45,937,900	0.7%
Recovered Costs & Misc	424,242	180,000	-	-100.0%
Use of Planned Surpluses	**-**	**1,600,000**	**2,000,000**	**25.0%**
Expenditures	**42,360,040**	**47,456,700**	**48,012,900**	**1.2%**
Salaries & Fringe Benefits	**1,493,963**	**1,671,318**	**1,896,719**	**13.5%**
Operating	**40,866,077**	**45,785,382**	**46,116,181**	**0.7%**

Other Fund Summaries

	FY19 Actual	FY20 Budget	FY21 Budget	% Change
School Funds				
Food Services Fund				
Revenues	**6,808,785**	**7,419,458**	**7,604,475**	**2.5%**
Intergovernmental	**2,542,003**	**2,609,226**	**2,684,450**	**2.9%**
State Aid	80,452	75,226	80,450	6.9%
Federal Aid	2,461,551	2,534,000	2,604,000	2.8%
Local Revenue	**4,266,782**	**4,810,232**	**4,920,025**	**2.3%**
Permits Fines & Use of Money	3,306	-	-	----
Charges for Services	4,182,959	4,580,232	4,680,025	2.2%
Recovered Costs & Misc	80,517	230,000	240,000	4.3%
Expenditures	**6,801,643**	**7,419,458**	**7,604,475**	**2.5%**
Salaries & Fringe Benefits	**3,619,869**	**3,705,943**	**3,880,895**	**4.7%**
Operating	**3,157,638**	**3,663,515**	**3,698,580**	**1.0%**
Capital Outlay	**24,136**	**50,000**	**25,000**	**-50.0%**
Schools Operating Fund				
Revenues	**183,232,936**	**194,193,039**	**193,877,503**	**-0.2%**
Intergovernmental	**97,776,707**	**99,798,504**	**97,827,154**	**-2.0%**
State Aid	90,399,739	92,795,544	89,712,827	-3.3%
Federal Aid	7,376,968	7,002,960	8,114,327	15.9%
Local Revenue	**2,584,990**	**2,698,535**	**3,054,349**	**13.2%**
Permits Fines & Use of Money	203,527	115,000	159,600	38.8%
Charges for Services	855,525	879,735	842,000	-4.3%
Recovered Costs & Misc	1,525,938	1,703,800	2,052,749	20.5%
Transfers In	**82,871,239**	**91,696,000**	**92,996,000**	**1.4%**
Expenditures	**182,965,603**	**194,193,039**	**193,877,503**	**-0.2%**
Transfers Out	**25,062**	**-**	**-**	**----**
Salaries & Fringe Benefits	**162,706,701**	**172,658,756**	**173,207,636**	**0.3%**
Operating	**18,356,665**	**19,756,883**	**19,001,902**	**-3.8%**
Capital Outlay	**1,877,175**	**1,777,400**	**1,667,965**	**-6.2%**
Special Revenue Fund				
Economic Development Authority				
Revenues	**106,455**	**88,560**	**87,295**	**-1.4%**
Local Revenue	**106,455**	**88,560**	**87,295**	**-1.4%**
Permits Fines & Use of Money	106,455	88,560	87,295	-1.4%
Expenditures	**64,752**	**88,560**	**87,295**	**-1.4%**
Operating	**64,752**	**88,560**	**87,295**	**-1.4%**

Fund Balances for Governmental Funds[1]

	FY19 Actual	FY20 Projected[2]	FY21 Budget[4]	% Change FY20 to FY21
General Fund				
Estimated Beginning Fund Balance	$ 52,872,240	$ 56,739,698	$ 52,094,691	
Net Change in Fund Balance	3,867,458	(4,645,007)	(6,258,433)	
Estimated Ending Fund Balance	$ 56,739,698	$ 52,094,691	$ 45,836,258	-12.0%
Unassigned Fund Balance	$ 33,241,543	$ 34,134,102	$ 34,639,000	1.5%
Net Operating Revenues	249,911,355	256,059,923	260,440,228	
Est. Unassigned Fund Balance as % of Net Operating Revenues	13.3%	13.3%	13.3%	
County Improvements Fund				
Estimated Beginning Fund Balance	$ 24,668,529	$ 34,817,153	$ 34,817,153	
Net Change in Fund Balance[3]	10,148,624	-	(300,000)	
Estimated Ending Fund Balance	$ 34,817,153	$ 34,817,153	$ 34,517,153	-0.9%
School Improvements Fund				
Estimated Beginning Fund Balance	$ 5,446,139	$ 4,032,865	$ 4,032,865	
Net Change in Fund Balance[3]	(1,413,274)	-	-	
Estimated Ending Fund Balance	$ 4,032,865	$ 4,032,865	$ 4,032,865	0.0%
Debt Service Fund				
Estimated Beginning Fund Balance	$ 498,057	$ 475,080	$ 475,080	
Net Change in Fund Balance	(22,977)	-	-	
Estimated Ending Fund Balance	$ 475,080	$ 475,080	$ 475,080	0.0%

[1] Consistent with the Comprehensive Annual Financial Report (CAFR), Governmental funds do not include proprietary funds, fiduciary funds or component units.

[2] Projected fund balances are as of the 3rd quarter financial report.

[3] Net changes in fund balance for County and School Improvements Funds can not be projected accurately based on the nature of multi-year projects. This potential risk is mitigated by the fact that Fund Balance is not a source of funding and policy controls relative to budget amendments are in place to prevent overspending that would result in unbudgeted changes in Fund Balance.

[4] The County uses a conservative approach to budgeting. For example, the County budgets for 100% of approved positions and does not include an estimate for vacancy savings. Additionally, the FY20 projection includes budgeted contingency and revenue reserves of $1.3 million and $700,000, respectively. As such, although the FY21 budget reflects a $6.3 million net change in fund balance, the County's actual results will be favorable to the budget consistent with prior years. The following table is for reference on the historical trends related to the use of fund balance.

Use of Fund Balance	FY18	FY19	FY20
Appropriated Budget	(7,600,000)	(8,620,909)	(9,916,975)
Actual	336,654	3,867,458	N/A
Projected (FY20 only)			(4,645,007)

General Fund Revenue Appropriations

	FY19 Actual	FY20 Budget	FY21 Budget	Dollar Change	Percent Change
Local Revenue	**215,826,126**	**223,246,501**	**225,372,287**	**2,125,786**	**1.0%**
General Property Taxes	**160,914,285**	**169,303,000**	**173,390,000**	**4,087,000**	**2.4%**
Real Property Taxes	**112,632,254**	**119,150,000**	**123,750,000**	**4,600,000**	**3.9%**
Personal Property Taxes	**34,723,904**	**37,800,000**	**37,325,000**	**(475,000)**	**-1.3%**
Remaining Property Taxes	**9,886,617**	**9,880,000**	**9,612,000**	**(268,000)**	**-2.7%**
Machinery & Tools Tax	1,911,864	1,900,000	1,670,000	(230,000)	-12.1%
Merchants Capital Tax	1,741,132	1,750,000	1,412,000	(338,000)	-19.3%
Mobile Home Tax	26,541	30,000	30,000	-	0.0%
Public Service Tax	6,207,080	6,200,000	6,500,000	300,000	4.8%
Delinquent Taxes	**2,381,544**	**1,373,000**	**1,713,000**	**340,000**	**24.8%**
Penalties & Interest	**1,289,966**	**1,100,000**	**990,000**	**(110,000)**	**-10.0%**
Local Non-Property Taxes	**35,158,775**	**36,368,000**	**34,880,000**	**(1,488,000)**	**-4.1%**
Sales Tax	**22,817,650**	**24,100,000**	**23,000,000**	**(1,100,000)**	**-4.6%**
Local Non-Property Taxes	**12,341,125**	**12,268,000**	**11,880,000**	**(388,000)**	**-3.2%**
Bank Stock Tax	1,022,062	930,000	1,150,000	220,000	23.7%
Communications Tax	4,223,080	4,300,000	4,050,000	(250,000)	-5.8%
Consumer Utility Tax	1,933,885	2,030,000	1,950,000	(80,000)	-3.9%
Contractors License	750,251	690,000	775,000	85,000	12.3%
Lodging Tax	1,212,370	1,270,000	685,000	(585,000)	-46.1%
Recordation Tax	2,526,251	2,410,000	2,600,000	190,000	7.9%
Sales Tax on Mobile Homes	46,238	25,000	35,000	10,000	40.0%
Tax on Wills	35,280	33,000	35,000	2,000	6.1%
Utility Franchise Licenses	591,708	580,000	600,000	20,000	3.4%
Permits Fines & Use of Money	**5,917,001**	**4,158,050**	**3,905,610**	**(252,440)**	**-6.1%**
Fines & Forfeitures	**986,441**	**1,025,400**	**983,010**	**(42,390)**	**-4.1%**
Permits Fees & Licenses	**2,440,339**	**2,042,500**	**1,970,600**	**(71,900)**	**-3.5%**
Animal Licenses	36,237	35,000	10,000	(25,000)	-71.4%
Building Inspection Fees	1,650,044	1,310,000	1,300,000	(10,000)	-0.8%
Filing Fees	4,775	-	-	-	----
Inspection Fees	511,181	455,500	415,100	(40,400)	-8.9%
Planning Permits & Fees	232,814	235,000	239,500	4,500	1.9%
Septic Tank Permits	5,288	7,000	6,000	(1,000)	-14.3%
Use of Money & Property	**2,490,221**	**1,090,150**	**952,000**	**(138,150)**	**-12.7%**

General Fund Revenue Appropriations

	FY19 Actual	FY20 Budget	FY21 Budget	Dollar Change	Percent Change
Charges for Services	**8,861,064**	**8,448,444**	**8,149,050**	**(299,394)**	**-3.5%**
Charges for Services	**8,861,064**	**8,448,444**	**8,149,050**	**(299,394)**	**-3.5%**
Charges for Services	4,812,931	4,486,549	4,132,050	(354,499)	-7.9%
Court-Related Services	154,331	143,200	163,000	19,800	13.8%
EMS Services	2,541,604	2,552,000	2,692,000	140,000	5.5%
Landfill	696,015	575,165	521,500	(53,665)	-9.3%
User Fees	656,183	691,530	640,500	(51,030)	-7.4%
Recovered Costs & Misc	**4,975,001**	**4,969,007**	**5,047,627**	**78,620**	**1.6%**
Miscellaneous	**1,058,531**	**1,192,692**	**1,174,500**	**(18,192)**	**-1.5%**
Gifts & Donations	77,118	53,000	28,000	(25,000)	-47.2%
Miscellaneous	708,201	219,500	228,500	9,000	4.1%
Refunds	147,278	69,625	68,000	(1,625)	-2.3%
Reserves	-	700,000	700,000	-	0.0%
Sale of Assets	125,934	150,567	150,000	(567)	-0.4%
Recovered Costs	**3,916,470**	**3,776,315**	**3,873,127**	**96,812**	**2.6%**
Intergovernmental	**34,085,229**	**33,951,589**	**35,067,941**	**1,116,352**	**3.3%**
Federal Aid	**4,448,993**	**4,331,925**	**4,596,347**	**264,422**	**6.1%**
State Aid	**29,636,236**	**29,619,664**	**30,471,594**	**851,930**	**2.9%**
Categorical State Aid	**8,605,493**	**8,549,664**	**9,335,094**	**785,430**	**9.2%**
Non-Categorical State Aid	**15,550,167**	**15,422,000**	**15,522,000**	**100,000**	**0.6%**
State Share of Local Offices	**5,480,576**	**5,648,000**	**5,614,500**	**(33,500)**	**-0.6%**
Transfers In	**151,167**	**-**	**-**	**-**	**----**
Use of Planned Surpluses	**-**	**9,916,975**	**6,258,433**	**(3,658,542)**	**-36.9%**
Use of Planned Surplus	**-**	**9,916,975**	**6,258,433**	**(3,658,542)**	**-36.9%**
Use of Planned Surplus	-	9,916,975	6,258,433	(3,658,542)	-36.9%
Economic Stability Reserve	-	-	250,000	250,000	----
PYB Grants & Donations	-	2,000	3,400	1,400	70.0%
Use of Planned Surplus	-	9,914,975	6,005,033	(3,909,942)	-39.4%
Grand Total	**250,062,522**	**267,115,065**	**266,698,661**	**(416,404)**	**-0.2%**

Real Property Tax Rate is $0.81 per $100 of Assessed Value

Real Property Tax Generated: $123.8 Million

One Penny ($0.01) Generates $1.5 Million

General Fund Revenue Information

Hanover County strives to maintain a diverse yet stable revenue base so that the County may continue delivering quality services to its citizens. Revenues are monitored and projected to allow for efficient, consistent and cost-effective delivery of those services. Revenue strength and stability in Hanover has translated to savings for taxpayers. Confidence in the County's diverse tax base and revenue stability are reflected in the AAA bond rating assigned to Hanover by all three of the major ratings agencies. These results have allowed the County to access lower-cost financing while maintaining the low tax burden citizens have come to expect.

Ongoing Revenue	% of Total
General Property Taxes	66.6%
Local Non-Property Taxes	13.4%
State Aid	11.7%
Charges for Services	3.1%
Recovered Costs & Misc	1.9%
Federal Aid	1.8%
Permits Fines & Use of Money	1.5%
Total	100.0%

Ongoing revenue for the General Fund includes General Property Taxes; Local Non-Property Taxes; Permits, Fines & Use of Money; Charges for Services; Recovered Costs & Miscellaneous; and Intergovernmental, which includes both federal and state aid. Ongoing revenue is used to meet recurring expenditures.

Additional information regarding major sources of ongoing revenues are included below. Detail tables highlight select individual revenue sources.

PROPERTY TAX RATES[1]

Calendar Year	Real Property	Power Generating Equipment	Personal Property	Fire & Rescue Volunteers[2]	Aircraft	Machinery & Tools	Merchants' Capital
2010	0.81	0.55	3.57	1.78	0.50	3.57	1.90
2011	0.81	0.55	3.57	1.78	0.50	3.57	1.90
2012	0.81	0.55	3.57	1.78	0.50	3.57	1.90
2013	0.81	0.55	3.57	1.78	0.50	3.57	1.90
2014	0.81	0.81	3.57	1.78	0.50	3.57	1.90
2015	0.81	0.81	3.57	1.78	0.50	3.57	1.90
2016	0.81	0.81	3.57	1.78	0.50	3.57	1.90
2017	0.81	0.81	3.57	1.78	0.50	3.57	1.90
2018	0.81	0.81	3.57	1.78	0.50	3.57	1.90
2019	0.81	0.81	3.57	1.78	0.50	3.57	1.90

[1]Per $100 of assessed value.

[2]Fire & rescue volunteers who satisfy eligibility criteria have a separate personal property tax rate for one vehicle.

General Fund Revenue Information

GENERAL PROPERTY TAXES

The majority of the County's General Fund revenue is generated through General Property Taxes, which refers to taxes levied on the assessed valuation of property such as real estate and motor vehicles. In FY21, Hanover expects to receive $173.4M in general property taxes; an increase of $4.1M or 2.4% from FY20. This change is due primarily to increases in the valuation of real estate and personal property.

	FY19 Actual	FY20 Budget	FY21 Budget
Real Property Taxes	112,632,254	119,150,000	123,750,000
Personal Property Taxes	34,723,904	37,800,000	37,325,000
Remaining Property Taxes	9,886,617	9,880,000	9,612,000
Delinquent Taxes	2,381,544	1,373,000	1,713,000
Penalties & Interest	1,289,966	1,100,000	990,000

The real property tax rate remains $0.81 per $100 of assessed value. This rate has not changed since 2007. Real Property Taxes are budgeted to increase $4.6M or 3.9% over FY20. This is due to larger than anticipated growth in the 2020 assessments. Personal Property Taxes in FY21 are estimated to generate $37.3M. There is no change in the tax rate. An additional $15.0M of Personal Property Tax Relief from the State is recorded as Non-Categorical State Aid.

Real Property Tax

The *Code of Virginia* §§ 58.1-3200 through 58.1-3389, authorizes localities to levy taxes on the assessed value of real estate property owned by businesses, individuals and public service corporations. Real property is defined as land and improvements, including buildings and other structures.

Section §58.1-3201 provides that all general reassessments or annual assessments shall be at 100% of fair market value. The projection of real property tax revenue is contingent upon the accuracy of estimates of the real property tax base. In developing these estimates, the County Assessor incorporates a combination of factors, including historical trends, the current year's tax base, the cumulative effect of parcel reassessments, the value of land in the County's land use program and an estimate of new construction during the upcoming year. The Assessor's office appraises all real property annually. Real Property Taxes are levied in April and are collected semi-annually on June 5th and October 5th. Supplemental prorated levies for construction are performed throughout the year.

The Board of Supervisors adopted an ordinance allowing property tax relief for elderly or permanently disabled persons. The property must be the sole dwelling of the applicant. The maximum income level is $52,500 and maximum net worth is $200,000 (excluding the value of the house and up to ten (10) acres of land), with no maximum discount.

General Fund Revenue Information

Personal Property Tax

Pursuant to the *Code of Virginia* §§ 58.1-3500 through 58.1-3536, counties may levy a tax on tangible personal property. Included in this category are such items as motor vehicles, farming equipment and motorized vehicles including boats, aircraft, recreational vehicles, campers and trailers. Taxes are levied on 100% of trade-in assessed value, which are based on published market guides. Personal Property Tax projections incorporate historical analysis, estimates of future growth and information regarding tangible property market values.

The current tax rate is $3.57 per $100 of value and is collected annually on February 5th of the subsequent year. The rate for aircraft is $0.50 per $100 of assessed value. Hanover County prorates the Personal Property Tax on vehicles (not including boats). The County also has an incentive program to recognize the contributions of fire and rescue squad volunteers, providing tax relief of 50% on the primary vehicle used by volunteers. In November 2006, the Board of Supervisors established a separate classification for disabled veterans, providing 50% tax relief. Hanover County also offers a discount for vehicles with high mileage.

Public Service Corporation Taxes

Public Service Corporation Taxes are the real estate and personal property tax due from companies whose purpose is to provide utilities for the public. An example is a railroad line or telephone company. The County receives annual assessments from the State Corporation Commission (SCC) and the Department of Taxation. The County's real and personal property tax rates are applied to these assessments.

Machinery & Tools and Merchants' Capital Taxes

A Machinery & Tools Tax is levied on certain equipment, such as those used for manufacturing, mining, processing, radio/television broadcasting, dairy and laundry/dry cleaning. A Merchants' Capital Tax, is levied on the inventory of stock on hand, daily rental of passenger cars, daily rental property and all other tangible personal property.

LOCAL NON-PROPERTY TAXES

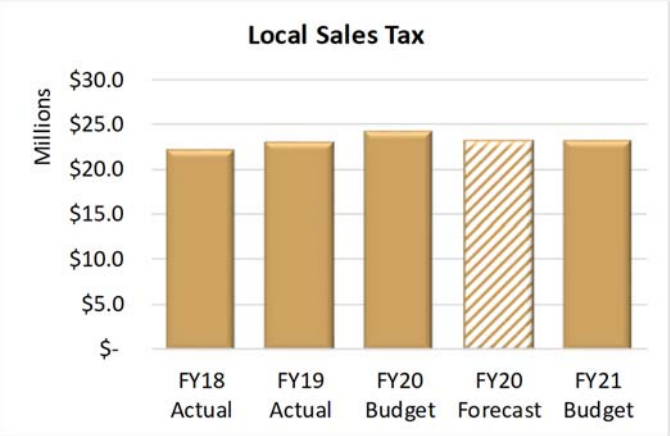
	FY19 Actual	FY20 Budget	FY21 Budget
Local Sales Tax	22,817,650	24,100,000	23,000,000
Communications Tax	4,223,080	4,300,000	4,050,000
Recordation Tax	2,526,251	2,410,000	2,600,000
Consumer Utility Tax	1,933,885	2,030,000	1,950,000
Bank Stock Tax	1,022,062	930,000	1,150,000
Contractors License	750,251	690,000	775,000
Lodging Tax	1,212,370	1,270,000	685,000

Hanover County collects substantial revenue from Local Non-Property Taxes, which are levied on a variety of sale and service transactions.

General Fund Revenue Information

Local Sales Tax

The largest single item in this revenue category is Local Sales Tax. The County receives 1% of the Commonwealth's 5.3% sales tax on all local sales, which is collected by merchants and remitted through the Commonwealth to Hanover. Pursuant to Virginia Code §58.1-605, the County currently remits 4.84% of that amount to the Town of Ashland. Local Sales Tax revenue is budgeted at $23.0M in FY21, a 4.6% decrease from FY20.



Retail Trade is the largest classification of the County's taxable sales:

Classification	FY19 Taxable Sales (as % of total)
Retail Trade	53.5%
Wholesale Trade	16.2%
Recreation/Food Services	11.4%
All Other Classifications	18.9%

Communications Tax

This tax applies a uniform 5% tax per month on all telecommunications services as well as a uniform 911 fee of $0.75 per line per month. Satellite television and voice over internet telephone service are also subject to the 5% tax.

Recordation Tax

Section § 58.1-3800 of the *Code of Virginia* authorizes localities to impose a Recordation Tax on the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be admitted as matters of record to the Clerk of the Circuit Court. The tax collected by the Clerk of the Circuit Court is equal to one-third of the amount of the State recordation tax.

Consumer Utility Tax

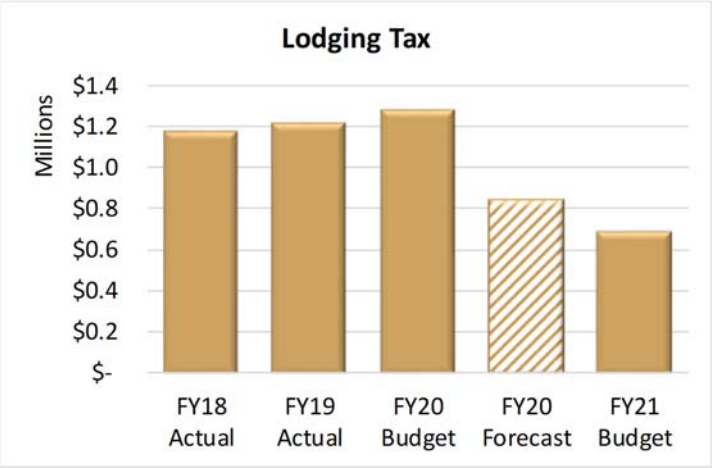
The *Code of Virginia* §58.1-3814 authorizes localities to impose a tax on the consumers of public utilities. This tax is applied to all gas and electric service recipients, both residential and nonresidential, within the County excluding the Town of Ashland, which has a separate utility tax for Ashland residents.

General Fund Revenue Information

Lodging Tax

This tax is levied on lodging at any motel, hotel, travel campground or boardinghouse for a period of 30 consecutive days or less. The tax is 8% of the amount paid for lodging and related services.

Lodging Tax is transmitted to the Greater Richmond Convention Center Authority (GRCCA) and forms the basis for a 25% refund for Hanover's contribution to the Richmond Convention Center. The refund is recorded under Recovered Costs.



PERMITS, FINES & USE OF MONEY

	FY19 Actual	FY20 Budget	FY21 Budget
Permits Fees & Licenses	2,440,339	2,042,500	1,970,600
Fines & Forfeitures	986,441	1,025,400	983,010
Use of Money & Property	2,490,221	1,090,150	952,000

Permits, Privilege Fees and Regulatory Licenses

The County collects revenues from issuing Permits, Privilege Fees and Regulatory Licenses to help defray the cost of related County services, such as code inspections and zoning adjustments.

Planning Permits & Fees include land use application fees among other charges for service and materials. These fees recover a portion of the costs associated with the processing, reviewing and advertising of applications as well as the inspection of their respective projects.

Building Inspection Fees include building, mechanical, electrical and plumbing permits. These fees defray the costs of code compliance plan reviews, field inspections and related administrative costs.

Use of Money & Property

This includes revenues received through rental income and interest earned on investments.

Fines & Forfeitures

The Clerk of the Circuit Court assesses fines and forfeitures for violations of County criminal ordinances. Revenues under this category also include interest collected on past-due fines, court-appointed attorney fees and courthouse security fees.

CHARGES FOR SERVICES

Charges for Services are revenues received by the County for services provided. Revenue for medical care provided by the Community Services Board ($3.3M) and EMS Services ($2.7M) account for 74% of the Charges for Services category. Other revenues within this category include such items as parks and recreation fees, landfill fees and radio system access charges. This category as a whole is expected to

experience a decrease of 3.5% in FY21.

	FY19 Actual	FY20 Budget	FY21 Budget
Charges for Services	4,812,931	4,486,549	4,132,050
EMS Services	2,541,604	2,552,000	2,692,000

Charges for Services

The Community Services Board charges clients and insurance (including Medicaid) for eligible services such as case management, outpatient therapy, day support and intensive community treatment. Transfer station hauling, radio system access and other charges are also included in this category.

EMS Services

In March 2005, the County established an EMS Fee Recovery Program that leverages funding from Medicare/Medicaid and insurance companies for ambulance transports. Projections are based on the average number of transports, the service rate and collection rates.

RECOVERED COSTS & MISCELLANEOUS

	FY19 Actual	FY20 Budget	FY21 Budget
Recovered Costs	3,916,470	3,776,315	3,873,127
Miscellaneous	1,058,531	1,192,692	1,174,500

Recovered Costs

A large portion of this category are revenues received from the Public Utilities Fund and Pamunkey Regional Jail in exchange for services provided by County departments such as Finance, Information Technology and Human Resources. In addition, a service assessment charge is imposed on Public Utilities for law enforcement, fire protection and emergency medical services. The increase in FY21 is a result of the Public Utilities contribution.

The County also receives an annual refund from the Greater Richmond Convention Center Authority (GRCCA) equal to 25% of the Lodging Tax plus anticipated rebates for any revenues exceeding costs.

Miscellaneous

Miscellaneous revenue includes refunds and revenue not classified elsewhere. Examples include donations, insurance recoveries and the sale of assets.

General Fund Revenue Information

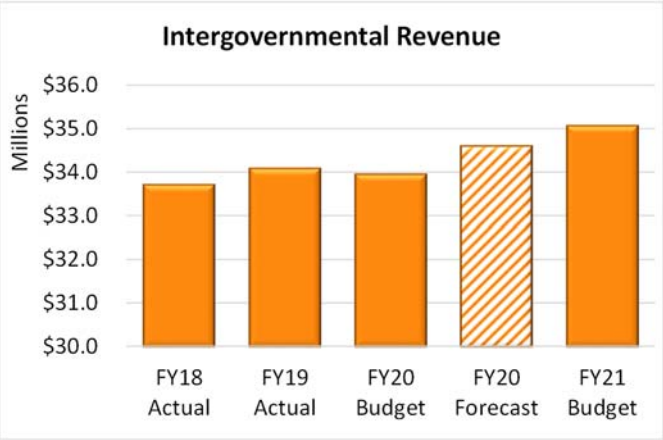
INTERGOVERNMENTAL

Intergovernmental revenues consist of Federal and State Aid. In FY21, intergovernmental revenues have a budgeted increase of $1.1M or 3.3% from the prior year.

	FY19 Actual	FY20 Budget	FY21 Budget
Non-Categorical State Aid	15,550,167	15,422,000	15,522,000
Categorical State Aid	8,605,493	8,549,664	9,335,094
State Share of Local Offices	5,480,576	5,648,000	5,614,500
Categorical Federal Aid	4,448,993	4,331,925	4,596,347

Non-Categorical State Aid

Non-Categorical State Aid tends to be predictable. Vehicle Rental Tax and the Personal Property Tax Relief Program are included in this category. As mandated by the State, the State's portion of the Personal Property Tax Relief Program is classified as reimbursement from the State as Non-Categorical State Aid. The County receives a pro-rata share of $950 million of relief distributed statewide. This tax relief amount is $15.0M and is expected to remain constant in future years.



Categorical Aid

Federal and State Categorical Aid contain grants earmarked for specific uses and are tightly restricted. Funding is generally granted on a project-by-project basis. The two largest increases in this area for FY21 are for STEP-VA initiatives in the Community Services Board ($330,000) and increases in the Children's Services Act ($283,000).

More than 80% of Categorical State and Federal Aid support the County's Human Services departments. Social Services, the Community Services Board and the Children's Services Act each receives substantial intergovernmental funding.

Public Safety departments also receive State and Federal Categorical Aid, expected to total $2.0M in FY21.

Additional grants are frequently awarded throughout the year. Potential grant awards are not reflected in the fiscal year budget; however, these amounts are included in prior year actuals when applicable.

State Share of Local Offices

The State provides funding for programs that benefit both the County and the State. The State Compensation Board provides partial reimbursement for the departments with constitutional officers. The County supplements these funds. These departments include the Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The State Board of Elections provides partial funding for the Registrar.

General Fund Departmental Appropriations

	FY19 Actual	FY20 Budget	FY21 Budget	Dollar Change	Percent Change
Salaries & Fringe Benefits	86,591,859	92,934,892	95,850,994	2,916,102	3.1%
Operating	41,047,225	44,672,879	45,265,161	592,282	1.3%
Capital Outlay	3,038,047	3,250,620	2,802,110	(448,510)	-13.8%
Transfers Out	115,522,379	126,256,674	122,780,396	(3,476,278)	-2.8%
Grand Total	**246,199,510**	**267,115,065**	**266,698,661**	**(416,404)**	**-0.2%**

	FY19 Actual	FY20 Budget	FY21 Budget	Dollar Change	Percent Change
Community Development	**4,951,102**	**5,265,666**	**4,639,847**	**(625,819)**	**-11.9%**
Community Support	1,740,090	1,830,753	1,234,907	(595,846)	-32.5%
Economic Development	1,033,408	1,114,279	1,059,218	(55,061)	-4.9%
Planning	1,988,734	2,096,030	2,128,613	32,583	1.6%
Soil & Water Conservation	102,907	105,994	105,994	-	0.0%
VA Cooperative Extension	85,963	118,610	111,115	(7,495)	-6.3%
General Government	**15,797,591**	**16,809,336**	**17,254,602**	**445,266**	**2.6%**
Assessor	1,066,551	1,303,960	1,294,118	(9,842)	-0.8%
Board of Supervisors	579,501	618,364	618,546	182	0.0%
Commissioner of the Revenue	1,685,903	1,738,851	1,913,257	174,406	10.0%
County Administrator	1,300,212	1,372,558	1,376,274	3,716	0.3%
County Attorney	1,135,199	1,231,025	1,167,369	(63,656)	-5.2%
Finance & Management Services	1,818,745	1,971,211	2,023,563	52,352	2.7%
Human Resources	1,072,230	1,305,450	1,321,029	15,579	1.2%
Information Technology	4,718,293	4,689,820	4,846,317	156,497	3.3%
Internal Audit	306,699	338,319	373,144	34,825	10.3%
Registrar	507,813	548,716	575,937	27,221	5.0%
Treasurer	1,606,445	1,691,062	1,745,048	53,986	3.2%
Human Services	**25,498,256**	**26,814,219**	**28,336,877**	**1,522,658**	**5.7%**
Children's Services Act	6,087,299	5,977,000	6,802,100	825,100	13.8%
Community Resources	390,423	442,152	588,069	145,917	33.0%
Community Services Board	11,025,943	11,660,588	12,087,404	426,816	3.7%
Health	619,177	653,504	665,000	11,496	1.8%
Social Services	5,506,758	6,180,975	6,194,304	13,329	0.2%
Tax Relief	1,868,656	1,900,000	2,000,000	100,000	5.3%
Judicial Administration	**6,463,715**	**7,107,197**	**7,226,825**	**119,628**	**1.7%**
Circuit Court	319,500	348,207	336,342	(11,865)	-3.4%
Clerk of the Circuit Court	1,434,581	1,545,021	1,591,010	45,989	3.0%
Commonwealth's Attorney	1,971,941	2,120,100	2,159,931	39,831	1.9%
Court Services	2,623,535	2,948,451	2,987,085	38,634	1.3%
General District Court	92,432	118,815	123,690	4,875	4.1%
Juvenile & Domestic Relations Court	18,396	23,230	25,336	2,106	9.1%
Magistrate	3,330	3,373	3,431	58	1.7%

General Fund Departmental Appropriations

	FY19 Actual	FY20 Budget	FY21 Budget	Dollar Change	Percent Change
Nondepartmental	**115,522,379**	**128,385,321**	**124,855,582**	**(3,529,739)**	**-2.7%**
Personnel Category Adjustment	-	159,862	93,652	(66,210)	-41.4%
Reserve for Contingencies	-	1,268,785	1,281,534	12,749	1.0%
Reserve for Revenue Transfers	-	700,000	700,000	-	0.0%
Transfer to Airport CIP	-	411,000	59,000	(352,000)	-85.6%
Transfer to Airport Fund	52,029	48,444	109,676	61,232	126.4%
Transfer to CIP Assignments	600,000	1,110,000	250,000	(860,000)	-77.5%
Transfer to CIP County	6,996,421	6,448,000	7,141,800	693,800	10.8%
Transfer to CIP Schools	5,000,000	5,800,000	3,000,000	(2,800,000)	-48.3%
Transfer to Debt Service	-	29,600	25,700	(3,900)	-13.2%
Transfer to Debt Svc County	6,478,881	7,304,460	8,588,970	1,284,510	17.6%
Transfer to Debt Svc Schools	12,903,735	12,772,770	10,047,250	(2,725,520)	-21.3%
Transfer to Lewistown CDA	620,074	636,400	562,000	(74,400)	-11.7%
Transfer to Schools Operating	82,871,239	91,696,000	92,996,000	1,300,000	1.4%
Parks, Recreation & Cultural	**6,233,772**	**6,794,731**	**6,663,127**	**(131,604)**	**-1.9%**
Pamunkey Regional Library	2,765,714	2,941,000	2,941,000	-	0.0%
Parks & Recreation	3,468,058	3,853,731	3,722,127	(131,604)	-3.4%
Public Safety	**60,177,387**	**64,437,089**	**66,115,076**	**1,677,987**	**2.6%**
Animal Control	1,031,886	1,134,302	1,122,139	(12,163)	-1.1%
Building Inspections	1,544,415	1,686,142	1,680,660	(5,482)	-0.3%
Community Corrections	508,544	587,793	605,345	17,552	3.0%
Emergency Communications	5,543,179	6,110,737	6,196,567	85,830	1.4%
Fire-EMS	20,484,679	21,896,303	23,008,649	1,112,346	5.1%
Juvenile Court Services	529,208	553,416	558,138	4,722	0.9%
Pamunkey Regional Jail	5,324,085	5,616,310	5,717,226	100,916	1.8%
Sheriff	25,211,391	26,852,086	27,226,352	374,266	1.4%
Public Works	**11,555,308**	**11,501,506**	**11,606,725**	**105,219**	**0.9%**
General Services	4,534,084	4,797,205	4,921,226	124,021	2.6%
Public Works	1,817,887	1,924,597	1,957,552	32,955	1.7%
Public Works Operations	5,203,337	4,779,704	4,727,947	(51,757)	-1.1%
Grand Total	**246,199,510**	**267,115,065**	**266,698,661**	**(416,404)**	**-0.2%**

This page intentionally left blank.

Expenditure Information: General Fund

The following expenditure information summarizes how the County's budget is allocated and illustrates how the County attempts to provide the services needed and desired by the citizens in an efficient and effective manner.

EMPLOYEE COMPENSATION

The Board of Supervisors has long recognized that competitive employee compensation is critical to the County's success.

All departments and funds with Salaries & Fringe Benefits are subject to countywide compensation and benefit changes. Typical countywide changes include merit pay increases and the cost of employer-provided benefits. Departmental costs vary based on benchmarking, career ladder advances, staff turnover and reclassification of existing positions to reflect new duties and requirements. Throughout the document, these impacts will be collectively referred to as the "countywide compensation adjustment."

Because of economic impacts resulting from the COVID-19 global pandemic, the FY21 budget does not include a merit pay increase for employees or adjusted compensation for select County positions based on benchmarking against equivalents in the region.

The FY21 countywide compensation adjustment includes:

- A 10% increase in the County's contribution toward employee health insurance.
- Reallocation of department health insurance costs based on eligible FTE rather than employee election.
- An 18% increase in the County's retirement contribution rate from the Virginia Retirement System (VRS).
- Career ladder advancements in eligible positions to recognize the additional training and achievements of the workforce during their careers with the County.
- Changes in cost due to staff turnover.
- Tuition reimbursement for qualifying higher education classes.

Department-specific adjustments for new positions and increases in employee hours are generally identified through the Service Level Plan.

Recognizing that compensation is only one aspect of a quality work environment, the County also supports employee training & development and employee recognition in operating budgets.

OPERATING

Operating amounts are separately determined for each department through the budget process. The Service Level Plan is used to identify items that are outside of the existing department expenditures.

CAPITAL OUTLAY

Capital Outlay amounts vary annually as equipment and projects are purchased or completed. All General Fund Capital Outlay is requested through the Service Level Plan.

Expenditure Information: General Fund

GENERAL FUND BY FUNCTIONAL AREA

The General Fund is the primary operating fund from which nearly all County services receive their local funding. In addition to specific funding adjustments noted in other sections, the budget is prepared to accommodate service level changes with many areas of the County's operation being mandated by Federal or State law, for which budgetary control is always a challenge.

The information presented below represents highlights of each functional area. More detailed information is presented on the department pages later in the document.

All departments with County employees are impacted by the countywide compensation adjustment.

COMMUNITY DEVELOPMENT

	FY21 Budget	Dollar Change	Percent Change
Community Development	**4,639,847**	**(625,819)**	**-11.9%**
Salaries & Fringe Benefits	2,405,913	(6,273)	-0.3%
Operating	2,233,934	(619,546)	-21.7%

The Community Development functional area includes departments dedicated to making Hanover County a premier community for people and businesses.

The Planning and Economic Development departments account for 68% of the Community Development functional area. Expenditures are predominately in salaries, however, operational investments include software to support proffer tracking and document management, as well as continuing support for business recruitment opportunities.

Community Support for 7 local and 14 regional organizations recognizes the benefits obtained by county citizens from these agencies. This budget preserves support for all local Hanover agencies. Support increases for Feed More, the American Red Cross and Homeward. The largest component of Community Support is paid to the Greater Richmond Convention Center Authority (GRCCA) to fund regional tourism efforts. Support for GRCCA decreases 46% to match the projected change in lodging tax as a result of COVID-19.

General Fund - Functional Area Summaries
Community Development

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**4,951,102**	**5,265,666**	**4,639,847**	**-11.9%**
Community Support	1,740,090	1,830,753	1,234,907	-32.5%
Economic Development	1,033,408	1,114,279	1,059,218	-4.9%
Planning	1,988,734	2,096,030	2,128,613	1.6%
Soil & Water Conservation	102,907	105,994	105,994	0.0%
VA Cooperative Extension	85,963	118,610	111,115	-6.3%
Expenditures - by Category	**4,951,102**	**5,265,666**	**4,639,847**	**-11.9%**
Salaries & Fringe Benefits	2,237,362	2,412,186	2,405,913	-0.3%
Operating	2,713,740	2,853,480	2,233,934	-21.7%
Revenues	**4,951,102**	**5,265,666**	**4,639,847**	**-11.9%**
General Fund Revenue	4,662,608	5,023,541	4,325,452	-13.9%
Local Revenue	283,994	242,125	314,395	29.8%
Intergovernmental	4,500	-	-	----
Generated Revenue Percent	**5.8%**	**4.6%**	**6.8%**	
General Fund Revenue Percent	**94.2%**	**95.4%**	**93.2%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**25.0**	**25.0**	**25.0**	**-**
Full-time Positions	25.0	25.0	25.0	-

Expenditure Information: General Fund

GENERAL GOVERNMENT

	FY21 Budget	Dollar Change	Percent Change
General Government	**17,254,602**	**445,266**	**2.6%**
Salaries & Fringe Benefits	14,798,354	441,855	3.1%
Operating	2,426,248	91,591	3.9%
Capital Outlay	30,000	(88,180)	-74.6%

The General Government functional area includes the Board of Supervisors and County Administrator's offices, as well as central support services that help front-line county departments provide superior customer service through creativity, innovation and sound financial practices. Services include financial, human resources, tax assessment, voter registration and information technology.

The largest single component is the Information Technology (IT) department at 28% of the total functional area. FY21 IT investment includes redistricting software and equipment to assist with monitoring the County's network. Capital IT projects are funded in the Capital Improvements Program (CIP).

Hanover continues to invest in enhancements to financial systems, including a third-party collections package for the Treasurer's Office; an updated payroll interface between Finance and Human Resources systems (which will benefit the County and Schools); and ongoing support for software enhancements for the Commissioner of the Revenue.

The County is also funding the first year of a three-year project for the Registrar to provide for secure storage and portability of voting equipment. Finally, the FY21 budget includes funding for a citizen survey conducted every three years.

General Fund - Functional Area Summaries

General Government

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**15,797,591**	**16,809,336**	**17,254,602**	**2.6%**
Assessor	1,066,551	1,303,960	1,294,118	-0.8%
Board of Supervisors	579,501	618,364	618,546	0.0%
Commissioner of the Revenue	1,685,903	1,738,851	1,913,257	10.0%
County Administrator	1,300,212	1,372,558	1,376,274	0.3%
County Attorney	1,135,199	1,231,025	1,167,369	-5.2%
Finance & Management Services	1,818,745	1,971,211	2,023,563	2.7%
Human Resources	1,072,230	1,305,450	1,321,029	1.2%
Information Technology	4,718,293	4,689,820	4,846,317	3.3%
Internal Audit	306,699	338,319	373,144	10.3%
Registrar	507,813	548,716	575,937	5.0%
Treasurer	1,606,445	1,691,062	1,745,048	3.2%
Expenditures - by Category	**15,797,591**	**16,809,336**	**17,254,602**	**2.6%**
Salaries & Fringe Benefits	13,250,703	14,356,499	14,798,354	3.1%
Operating	2,434,779	2,334,657	2,426,248	3.9%
Capital Outlay	112,109	118,180	30,000	-74.6%
Revenues	**15,797,591**	**16,809,336**	**17,254,602**	**2.6%**
General Fund Revenue	14,685,446	15,877,436	16,276,702	2.5%
Local Revenue	510,467	380,000	428,000	12.6%
Intergovernmental	601,678	551,900	549,900	-0.4%
Generated Revenue Percent	**7.0%**	**5.5%**	**5.7%**	
General Fund Revenue Percent	**93.0%**	**94.5%**	**94.3%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**144.7**	**144.7**	**144.7**	**-**
Full-time Positions	140.0	140.0	140.0	-
Part-time Positions	4.7	4.7	4.7	-

Expenditure Information: General Fund

HUMAN SERVICES

	FY21 Budget	Dollar Change	Percent Change
Human Services	**28,336,877**	**1,528,488**	**5.7%**
Salaries & Fringe Benefits	15,824,429	695,305	4.6%
Operating	12,512,448	833,183	7.1%

Human Services remains one of the County's priority service areas. The Human Services functional area includes departments that protect the vulnerable and promote citizen independence and a high quality of life.

Growth in the Human Services Operating budget is largely from increases in services provided through the Children's Services Act (CSA) and the Community Services Board (CSB). The CSA budget accounts for 54% of total growth in the Human Services functional area. CSA costs are shared between state, federal and local governments.

After adoption of the FY20 budget, the County amended the FY20 Community Services Board (CSB) budget to authorize 4.6 new positions, along with State funding, as part of Virginia's System Transformation Excellence and Performance (STEP-VA) program. This growth is partially offset by decreases to both Local Revenue and Operating Expenditures to reflect revised expectations for Medicaid-covered services and billing.

A significant accomplishment in Human Services this year was the fulfillment of the Board Initiative to implement a specialized transportation program. County funds matched state grant funds to establish "Hanover DASH" in December. Ongoing support for this program is reflected in the FY21 budget.

General Fund - Functional Area Summaries

Human Services

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**25,498,256**	**26,814,219**	**28,336,877**	**5.7%**
Children's Services Act	6,087,299	5,977,000	6,802,100	13.8%
Community Resources	390,423	442,152	588,069	33.0%
Community Services Board	11,025,943	11,660,588	12,087,404	3.7%
Health	619,177	653,504	665,000	1.8%
Social Services	5,506,758	6,180,975	6,194,304	0.2%
Tax Relief	1,868,656	1,900,000	2,000,000	5.3%
Expenditures - by Category	**25,498,256**	**26,814,219**	**28,336,877**	**5.7%**
Salaries & Fringe Benefits	14,249,179	15,129,124	15,824,429	4.6%
Operating	11,217,807	11,679,265	12,512,448	7.1%
Capital Outlay	31,270	5,830	-	-100.0%
Revenues	**25,498,256**	**26,814,219**	**28,336,877**	**5.7%**
General Fund Revenue	11,308,370	12,142,201	13,137,824	8.2%
Local Revenue	3,489,978	3,855,189	3,581,972	-7.1%
Intergovernmental	10,699,908	10,816,829	11,617,081	7.4%
Generated Revenue Percent	**55.7%**	**54.7%**	**53.6%**	
General Fund Revenue Percent	**44.3%**	**45.3%**	**46.4%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**199.8**	**204.9**	**204.9**	**-**
Full-time Positions	190.0	198.0	198.0	-
Part-time Positions	9.8	6.9	6.9	-

Expenditure Information: General Fund

JUDICIAL ADMINISTRATION

	FY21 Budget	Dollar Change	Percent Change
Judicial Administration	**7,226,825**	**119,628**	**1.7%**
Salaries & Fringe Benefits	6,260,234	145,016	2.4%
Operating	679,601	(35,838)	-5.0%
Capital Outlay	286,990	10,450	3.8%

The Judicial Administration functional area includes expenditures relating to the courts system. The primary initiatives in this functional area are in the CIP for the Clerk of the Circuit Court to replace the land records management system and the Commonwealth's Attorney to replace the case management system. These capital projects are separately budgeted in the CIP section of the document.

Most positions and operating costs for the Courts themselves are funded by the Commonwealth. The County supplements Operating budgets for all Courts and staff for the Circuit Court. The adopted budget reflects County expenditures only.

The Court Services division of the Sheriff's Office is budgeted under Judicial Administration.

General Fund - Functional Area Summaries

Judicial Administration

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**6,463,715**	**7,107,197**	**7,226,825**	**1.7%**
Circuit Court	319,500	348,207	336,342	-3.4%
Clerk of the Circuit Court	1,434,581	1,545,021	1,591,010	3.0%
Commonwealth's Attorney	1,971,941	2,120,100	2,159,931	1.9%
Court Services	2,623,535	2,948,451	2,987,085	1.3%
General District Court	92,432	118,815	123,690	4.1%
Juvenile & Domestic Relations Court	18,396	23,230	25,336	9.1%
Magistrate	3,330	3,373	3,431	1.7%
Expenditures - by Category	**6,463,715**	**7,107,197**	**7,226,825**	**1.7%**
Salaries & Fringe Benefits	5,605,288	6,115,218	6,260,234	2.4%
Operating	568,180	715,439	679,601	-5.0%
Capital Outlay	290,247	276,540	286,990	3.8%
Revenues	**6,463,715**	**7,107,197**	**7,226,825**	**1.7%**
General Fund Revenue	4,442,758	5,034,197	5,157,725	2.5%
Local Revenue	317,696	310,900	326,500	5.0%
Intergovernmental	1,703,261	1,762,100	1,742,600	-1.1%
Generated Revenue Percent	**31.3%**	**29.2%**	**28.6%**	
General Fund Revenue Percent	**68.7%**	**70.8%**	**71.4%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**74.0**	**74.0**	**74.0**	**-**
Full-time Positions	74.0	74.0	74.0	-

Expenditure Information: General Fund

NONDEPARTMENTAL

	FY21 Budget	Dollar Change	Percent Change
Nondepartmental	**124,855,582**	**(3,529,739)**	**-2.7%**
Transfers Out	122,780,396	(3,476,278)	-2.8%
Reserve for Contingencies	1,281,534	12,749	1.0%
Reserve for Revenue Transfers	700,000	-	0.0%
Personnel Category Adjustmnt	93,652	(66,210)	-41.4%

Transfers to other funds and appropriated General Fund reserves are reported in the Nondepartmental functional area. Transfers to the Schools, capital improvements funds, debt service and other funds are detailed on the respective fund pages. Reserves include a Reserve for Contingencies required by the County's financial policies, a Reserve for Revenue Transfers to set aside appropriated funds for future grants, donations and insurance recoveries and a Personnel Category Adjustment for mid-year compensation adjustments beyond the budget capacity of individual departments.

The single largest expenditure for the General Fund – 40% of the fund total – is $106.0 million transferred to support School operations, capital projects and debt service.

General Fund - Functional Area Summaries

Nondepartmental

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Category	**115,522,379**	**128,385,321**	**124,855,582**	**-2.7%**
Salaries & Fringe Benefits	-	159,862	93,652	-41.4%
Operating	-	1,968,785	1,981,534	0.6%
Transfers Out	115,522,379	126,256,674	122,780,396	-2.8%
Revenues	**115,522,379**	**128,385,321**	**124,855,582**	**-2.7%**
General Fund Revenue	115,396,274	127,685,321	124,155,582	-2.8%
Local Revenue	-	700,000	700,000	0.0%
Transfers In	126,105	-	-	----
Generated Revenue Percent	**0.1%**	**0.5%**	**0.6%**	
General Fund Revenue Percent	**99.9%**	**99.5%**	**99.4%**	

Expenditure Information: General Fund

PARKS, RECREATION AND CULTURAL

	FY21 Budget	Dollar Change	Percent Change
Parks, Recreation & Cultural	**6,663,127**	**(131,604)**	**-1.9%**
Salaries & Fringe Benefits	2,459,900	29,236	1.2%
Operating	4,196,227	(41,840)	-1.0%
Capital Outlay	7,000	(119,000)	-94.4%

Parks & Recreation and the Pamunkey Regional Library are the two departments in this functional area.

Parks & Recreation maintains parkland throughout the County and offers a wide range of events and programs, including the Youth Summer Program and the Hanover Tomato Festival. The FY21 Operating budget decreases as a result of COVID-19 and the resulting reprioritization of programs and services.

The Pamunkey Regional Library plans to open the new, larger Atlee Branch Library in FY21.

Parks and the Library also continue to work toward the joint Montpelier Park Community Center & Library anticipated to open in FY22.

General Fund - Functional Area Summaries

Parks, Recreation & Cultural

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**6,233,772**	**6,794,731**	**6,663,127**	**-1.9%**
Pamunkey Regional Library	2,765,714	2,941,000	2,941,000	0.0%
Parks & Recreation	3,468,058	3,853,731	3,722,127	-3.4%
Expenditures - by Category	**6,233,772**	**6,794,731**	**6,663,127**	**-1.9%**
Salaries & Fringe Benefits	2,184,912	2,430,664	2,459,900	1.2%
Operating	3,969,311	4,238,067	4,196,227	-1.0%
Capital Outlay	79,549	126,000	7,000	-94.4%
Revenues	**6,233,772**	**6,794,731**	**6,663,127**	**-1.9%**
General Fund Revenue	5,450,646	6,045,851	5,991,227	-0.9%
Local Revenue	783,126	746,880	668,500	-10.5%
Use of Planned Surpluses	-	2,000	3,400	70.0%
Generated Revenue Percent	**12.6%**	**11.0%**	**10.1%**	
General Fund Revenue Percent	**87.4%**	**89.0%**	**89.9%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**31.1**	**31.1**	**31.1**	**-**
Full-time Positions	30.0	30.0	30.0	-
Part-time Positions	1.1	1.1	1.1	-

Expenditure Information: General Fund

PUBLIC SAFETY

	FY21 Budget	Dollar Change	Percent Change
Public Safety	**66,115,076**	**1,677,987**	**2.6%**
Salaries & Fringe Benefits	47,385,333	1,546,800	3.4%
Operating	16,339,023	314,407	2.0%
Capital Outlay	2,390,720	(183,220)	-7.1%

Public Safety remains one of the County's priority service areas. This functional area includes departments with the primary goal of protecting the public and keeping them safe. The Sheriff and Fire-EMS are the two largest departments in the County.

During FY20, Fire-EMS received a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant for the hiring of 12 Firefighter Medics. The Board also authorized the addition of an EMS Training Coordinator. These 13 positions are reflected in the FY21 budget.

Because of the COVID-19 pandemic, additional Deputy Sheriffs and Firefighter Medics originally planned for FY21 have been delayed one year to the start of FY22.

Public Safety departments have equipment needs funded throughout the plan. Fire-EMS is increasing its investment in personal protective equipment (PPE) for career and volunteer firefighters. The Sheriff's Office's plan for replacing vehicles and mobile data computers for officers is funded at an annual cost of $2.1 million.

General Fund - Functional Area Summaries

Public Safety

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**60,177,387**	**64,437,089**	**66,115,076**	**2.6%**
Animal Control	1,031,886	1,134,302	1,122,139	-1.1%
Building Inspections	1,544,415	1,686,142	1,680,660	-0.3%
Community Corrections	508,544	587,793	605,345	3.0%
Emergency Communications	5,543,179	6,110,737	6,196,567	1.4%
Fire-EMS	20,484,679	21,896,303	23,008,649	5.1%
Juvenile Court Services	529,208	553,416	558,138	0.9%
Pamunkey Regional Jail	5,324,085	5,616,310	5,717,226	1.8%
Sheriff	25,211,391	26,852,086	27,226,352	1.4%
Expenditures - by Category	**60,177,387**	**64,437,089**	**66,115,076**	**2.6%**
Salaries & Fringe Benefits	42,930,399	45,838,533	47,385,333	3.4%
Operating	14,915,755	16,024,616	16,339,023	2.0%
Capital Outlay	2,331,233	2,573,940	2,390,720	-7.1%
Revenues	**60,177,387**	**64,437,089**	**66,115,076**	**2.6%**
General Fund Revenue	49,287,620	54,222,929	55,645,906	2.6%
Local Revenue	5,379,394	4,853,400	4,870,810	0.4%
Intergovernmental	5,485,311	5,360,760	5,598,360	4.4%
Transfers In	25,062	-	-	----
Generated Revenue Percent	**18.1%**	**15.9%**	**15.8%**	
General Fund Revenue Percent	**81.9%**	**84.1%**	**84.2%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**554.5**	**567.5**	**567.5**	**-**
Full-time Positions	552.0	565.0	565.0	-
Part-time Positions	2.5	2.5	2.5	-

Expenditure Information: General Fund

PUBLIC WORKS

	FY21 Budget	Dollar Change	Percent Change
Public Works	**11,606,725**	**105,219**	**0.9%**
Salaries & Fringe Benefits	6,623,179	130,373	2.0%
Operating	4,896,146	37,576	0.8%
Capital Outlay	87,400	(62,730)	-41.8%

The Public Works functional area is responsible for the operation, maintenance and construction of County roads, facilities, vehicles and equipment, as well as sanitation and waste removal. Oversight and management responsibilities are part of the General Fund. Funding for many projects handled by these departments are budgeted in the CIP.

The Department of Public Works manages County road and stormwater projects funded in the CIP. Public Works also provides oversight to Public Works Operations, the Hanover County Airport and the Cannery.

Over half of the Operating budget for Public Works Operations is for the transfer station hauling contract. The cost of this program has been difficult to project recently due to economic factors as well as changes relative to the largest vendors. In FY21, the cost to the County will decrease, and the associated revenue will decrease even more.

General Services manages all non-school, County-owned facilities and maintains and repairs County and School vehicles. In addition, the FY21 budget includes the first full year of the Hanover Museum of History and Culture. This museum, housed in the Historic Clerk's Office in the Courthouse Complex, is opening as part of Hanover's 300th Birthday Celebration in 2020.

General Fund - Functional Area Summaries

Public Works

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Department	**11,555,308**	**11,501,506**	**11,606,725**	**0.9%**
General Services	4,534,084	4,797,205	4,921,226	2.6%
Public Works	1,817,887	1,924,597	1,957,552	1.7%
Public Works Operations	5,203,337	4,779,704	4,727,947	-1.1%
Expenditures - by Category	**11,555,308**	**11,501,506**	**11,606,725**	**0.9%**
Salaries & Fringe Benefits	6,134,016	6,492,806	6,623,179	2.0%
Operating	5,227,653	4,858,570	4,896,146	0.8%
Capital Outlay	193,639	150,130	87,400	-41.8%
Revenues	**11,555,308**	**11,501,506**	**11,606,725**	**0.9%**
General Fund Revenue	8,922,616	9,811,441	10,033,652	2.3%
Local Revenue	2,613,686	1,667,090	1,550,040	-7.0%
Intergovernmental	19,006	18,000	18,000	0.0%
Use of Planned Surpluses	-	4,975	5,033	1.2%
Generated Revenue Percent	**22.8%**	**14.7%**	**13.6%**	
General Fund Revenue Percent	**77.2%**	**85.3%**	**86.4%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**87.6**	**88.1**	**88.1**	**-**
Full-time Positions	86.0	86.0	86.0	-
Part-time Positions	1.6	2.1	2.1	-

Five-Year General Fund Financial Plan
Fiscal Years 2021 through 2025

BACKGROUND

The County began preparing a Five-Year Financial Plan for the General Fund in 1989. The plan plays a key role in assisting the County in determining funding priorities and balancing the budget. Each year, items in the previous year's adopted plan are given priority over new requests. Departments wishing to fund an item that is not included in the previous year's adopted plan must be able to demonstrate what has occurred during the past year to make the item in question a funding priority over items already incorporated into the County's planning process. The plan helps identify which areas of the cumulative requests are higher than anticipated, allowing budget staff to focus on those areas and identify the unanticipated issues. The plan is also an assurance to our citizens that the County is planning for the long term and financially positioning itself to meet the needs of the future.

When reviewing the plan, it is important to remember that only the first year is adopted and appropriated by the Board of Supervisors. The remaining years of the plan are based on current programmatic and financial conditions. The exact dollars and positions in the plan are likely to change, but, if current needs and conditions remain relatively constant, the overall direction and emphasis reflected in the plan should remain consistent. The Five-Year General Fund Financial Plan is adopted by the Board of Supervisors during the budget process and is subject to a public hearing.

MAJOR ASSUMPTIONS

Traditionally, the Five-Year General Fund Financial Plan assumes conservative revenue growth and illustrates how such revenue growth over current year projections can be reinvested in the County. As fiscal flexibility is limited in meeting current service levels, the County is selective in any enhancements of service levels and directs resources to priority service areas (e.g., education, public safety and human services). Therefore, some service level enhancements are either staggered, phased-in or deferred as necessary.

The Five-Year General Fund Financial Plan represents the County's attempt to match future spending needs with a projection of available resources. This plan is adopted by the Board of Supervisors each year, thereby indicating to the public the County's expected tax rates, operating costs, capital improvements, debt service requirements and school allocations. Generally, the plan seeks to maintain or enhance all current budget guidelines and the Board's adopted initiatives.

FIVE-YEAR OVERVIEW

Revenue Highlights

This five-year plan continues to forecast growth in our largest revenue sectors of real property and personal property with no increase in the tax rates. The ongoing revenue increase in the out-years is conservative at 3.2% on average annually. This includes growth in average annual real property assessments of 3.8%, personal property tax of 3.6% and sales tax of 4.0%.

Compensation

A planned 2.0% compensation increase for FY21 was removed from the budget in response to the economic impacts of COVID-19. Annual compensation increases of 2.0% are planned in FY22 through FY25 for both County and School employees. The Five-Year Plan also assumes health insurance increases for both the employer and employees for increases not mitigated by plan modifications.

Five-Year General Fund Financial Plan
Fiscal Years 2021 through 2025

School Operating and Capital Improvements

The General Fund's support for School Operations will increase 1.4% in FY21, and then increase 2.9% on average throughout the Five-Year General Fund Financial Plan. This budget maintains the County's commitment to growth in local per pupil funding.

In addition to funding for School Operations, the School Capital Improvements Program is funded from the General Fund and long-term borrowing. Capital projects include improvements at existing indoor and outdoor facilities and replacement of an existing school. Payments on debt-funded school projects vary annually as old debt issuances expire and debt is issued on new projects. General Fund support for debt service on school projects totals $10.0 million in FY21, and reaches a high of $10.9 million in Year 4 of the Five-Year General Fund Financial Plan.

County Staffing

As a result of the anticipated changes in revenue, this Five-Year Plan is not funding any additional benefited positions in the first year. Additional positions are planned in the remaining years, primarily in Public Safety. These position requests will be reviewed annually for need and financial capacity.

County Capital Improvements Program (CIP)

The County's CIP includes regular funding for technology, Public Safety vehicles and equipment and general facility improvements. The five-year outlook also includes a new fire station, planned to be funded with long-term borrowing within the County's well-established debt capacity policies.

Finally, roadway improvements are a large part of the CIP that includes $37.0 million over the five-year period. State and Federal support is the primary source of funding at $26.8 million.

County of Hanover, Virginia
Five-Year General Fund Financial Plan
Fiscal Years 2021 through 2025

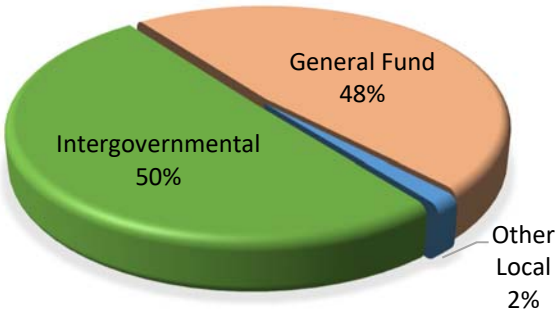
	FY21 Year 1	FY22 Year 2	FY23 Year 3	FY24 Year 4	FY25 Year 5
Revenues					
Ongoing Revenues	**260,440,228**	**269,184,270**	**277,586,210**	**286,348,360**	**295,718,600**
Charges for Services	8,149,050	8,544,020	8,697,640	8,859,550	9,024,820
Fines and Forfeitures	983,010	983,010	983,010	983,010	983,010
General Property Taxes	173,390,000	179,345,210	186,241,780	193,410,420	200,861,960
Intergovernmental	35,067,941	35,554,170	35,865,130	36,169,870	36,728,130
Miscellaneous	1,174,500	1,174,900	1,175,310	1,175,720	1,176,140
Other Local Taxes	34,880,000	36,548,500	37,517,670	38,543,600	39,627,690
Permits, Fees and Licenses	1,970,600	1,970,600	1,970,600	1,983,600	1,996,730
Recovered Costs	3,873,127	4,104,460	4,168,120	4,244,090	4,329,720
Use of Money & Property	952,000	959,400	966,950	978,500	990,400
Use of Planned Surpluses	**6,258,433**	**7,646,880**	**7,985,430**	**6,519,080**	**10,022,840**
Fund Balance Assign. - Capital	-	1,135,000	970,000	-	-
Fund Balance Assign. - Stormwater	250,000	250,000	-	500,000	-
Funding from PY Budgets - County	2,750,000	3,000,000	3,000,000	3,000,000	3,000,000
Funding from PY Budgets - Schools	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
School Assignment	-	-	1,000,000	-	4,000,000
Economic Stability Reserve	250,000	250,000	-	-	-
Other PYB	8,433	11,880	15,430	19,080	22,840
Revenues Total	**266,698,661**	**276,831,150**	**285,571,640**	**292,867,440**	**305,741,440**
Expenditures					
Salaries & Fringe Benefits	**95,850,994**	**99,882,550**	**103,471,540**	**107,497,790**	**111,373,990**
Operating	**37,547,935**	**39,995,260**	**41,604,410**	**43,982,100**	**45,907,270**
Capital Outlay	**2,802,110**	**3,385,600**	**3,442,060**	**3,291,570**	**3,323,830**
Debt Service Fund	**18,661,920**	**18,818,880**	**17,755,100**	**18,361,210**	**18,243,330**
County Debt Service	8,588,970	8,342,300	7,531,080	7,401,280	7,386,510
School Debt Service	10,047,250	10,450,780	10,198,220	10,933,330	10,828,320
Debt Service Other	25,700	25,800	25,800	26,600	28,500
County CIP	**7,391,800**	**7,515,760**	**7,902,800**	**6,083,600**	**5,934,450**
School Allocation Plan	**95,996,000**	**98,521,000**	**102,394,000**	**104,348,000**	**111,390,000**
School CIP	3,000,000	3,000,000	4,000,000	3,000,000	7,000,000
School Operating	92,996,000	95,521,000	98,394,000	101,348,000	104,390,000
Other Exp.	**8,447,902**	**8,712,100**	**9,001,730**	**9,303,170**	**9,568,570**
Airport Fund	168,676	152,900	180,880	212,620	200,010
Lewistown CDA	562,000	610,460	633,650	657,740	682,770
Pamunkey Regional Jail	5,717,226	5,888,740	6,065,400	6,247,360	6,434,780
Tax Relief	2,000,000	2,060,000	2,121,800	2,185,450	2,251,010
Expenditures Total	**266,698,661**	**276,831,150**	**285,571,640**	**292,867,440**	**305,741,440**

Expenditure Information: School Funds

Hanover County Public Schools consists of 25 schools throughout the County with a projected FY21 enrollment of 17,248 students.

	FY21 Budget	Dollar Change	Percent Change
School Funds	**201,481,978**	**(130,519)**	**-0.1%**
Schools Operating Fund	193,877,503	(315,536)	-0.2%
Food Services Fund	7,604,475	185,017	2.5%
Capital Funds	**13,000,000**	**7,200,000**	**124.1%**
School Improvements Fund	13,000,000	7,200,000	124.1%

SCHOOL OPERATING FUND REVENUES



Schools Operating Fund

This fund is the primary operating fund for all education-related governmental activities, including salaries. Revenues come almost entirely from the County General Fund and state and federal aid.

Food Services Fund

This fund accounts for operation of the school food services program. Revenues are generated primarily from charges for services and federal aid.

School Improvements Fund

This fund includes the financing and construction of local educational facilities, purchase of school buses and large-scale technology investments. Projects are funded with a combination of County General Fund dollars and long-term borrowing.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Yr Budget
School Improvements Fund	**13,000,000**	**72,775,000**	**85,775,000**
Construction	-	40,000,000	40,000,000
Equipment	2,075,000	8,545,000	10,620,000
Facility Improvements	9,725,000	11,037,562	20,762,562
Land Acquisition	-	3,000,000	3,000,000
Technology	1,200,000	10,192,438	11,392,438

Expenditure Information: Other Funds

OTHER FUNDS

The information presented highlights selected funds only. More detailed information on all appropriated funds is presented in the Other Funds section of the document. All funds with County employees are impacted by the countywide compensation adjustment.

AIRPORT FUNDS

	FY21 Budget	Dollar Change	Percent Change
Airport Fund	572,206	190,562	49.9%
Airport CIP Fund	2,950,000	335,000	12.8%

The Airport and Airport CIP Funds track the revenue, debt service, operating and capital transactions for the Hanover County Airport. CIP projects for the Airport are included in a separate Airport CIP Fund for enhanced internal reporting purposes.

In FY21, the Airport CIP Fund includes milling and resurfacing the runway. Future CIP projects planned from FY22 to FY25 include additional safety improvements, land acquisition and the East Side Taxiway Parallel.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Yr Budget
Airport CIP Fund	**2,950,000**	**7,329,250**	**10,279,250**
Facility Improvements	2,950,000	6,279,130	9,229,130
Land Acquisition	-	1,050,120	1,050,120

DEBT SERVICE FUND

	FY21 Budget	Dollar Change	Percent Change
Debt Service Fund	**18,811,920**	**(1,643,760)**	**-8.0%**
Debt Service Schools	10,197,250	(2,687,850)	-20.9%
Debt Service County	8,588,970	1,047,990	13.9%
Debt Service Admin	25,700	(3,900)	-13.2%

This fund is used for the payment of principal, interest and fees associated with County and School indebtedness. The budget includes debt service payments for both County and School debt.

The County manages indebtedness to minimize fluctuations of annual debt service requirements and maintain compliance with debt ratio policies throughout the five-year plan.

Expenditure Information: Other Funds

PUBLIC UTILITIES FUNDS

	FY21 Budget	Dollar Change	Percent Change
Public Utilities Fund	22,736,153	889,900	4.1%
Public Utilities CIP Fund	9,335,313	(3,879,474)	-29.4%

Public Utilities is a self-supporting enterprise whereby the operations and capital expenditures are funded with revenues generated from customer user fees and one-time fees paid for capacity at the time of connection to the system. CIP projects for Public Utilities are included in a separate Public Utilities CIP Fund for enhanced internal reporting purposes.

Public Utilities Fund

The operating fund – excluding transfers to CIP – increases 4.1% from the previous year's budget. In light of the widespread impacts of the COVID-19 pandemic, the Board of Supervisors decided to make no changes to Hanover County water and sewer utility fees and rates for FY21.

Public Utilities CIP Fund

Public Utilities' capital improvements focus is to ensure continued regulatory compliance and system reliability and to meet the needs of its customers. The FY21 CIP budget includes both renewal and replacement projects and system expansion projects. Included in the FY21 renewal and replacement projects is a $3.4 million joint capital cost payment to the City of Richmond, which supplies a portion of Hanover's water. This amount will vary between $1.9 million to $7.7 million throughout Years 2-5 of the CIP.

	Yr 1 Budget	Yr 2-5 Budget	Total 5-Yr Budget
Public Utilities CIP Fund	**9,335,313**	**100,309,560**	**109,644,873**
Equipment	146,000	1,171,000	1,317,000
Technology	-	250,000	250,000
Utility Infrastructure	5,817,000	76,111,000	81,928,000
Utility Service Agreement	3,372,313	22,777,560	26,149,873

SELF-INSURANCE FUND

	FY21 Budget	Dollar Change	Percent Change
Self-Insurance Fund	48,012,900	556,200	1.2%

This fund provides for fiscal management of health insurance costs, as well as clinic operations and wellness initiatives, and serves the County, Schools, Pamunkey Regional Library and Pamunkey Regional Jail.

The FY21 budget includes a minimal net increase with claims, including pharmacy and medical costs, budgeted flat from FY20.

Capital Improvements Program Overview

FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program (CIP) is the County's plan for investing in facilities, infrastructure and large-scale equipment and vehicles over the next five years. Detailed information on all capital improvement projects, including funding sources and uses, is in the CIP section of this document.

CIP Funding Sources

	Year 1 Budget	Year 2-5 Budget	Total 5-Year Budget
Airport CIP Fund	**2,950,000**	**7,329,250**	**10,279,250**
Federal Aid	2,655,000	5,951,358	8,606,358
Fund Balance Assignment	-	64,000	64,000
General Fund	59,000	344,082	403,082
State Aid	236,000	969,810	1,205,810
County Improvements Fund	**15,404,123**	**71,323,488**	**86,727,611**
Federal Aid	212,323	13,666,198	13,878,521
Fund Balance Assignment	550,000	3,511,840	4,061,840
General Fund	7,141,800	24,581,610	31,723,410
Long-term Debt	-	7,554,000	7,554,000
Proffers	750,000	3,000,000	3,750,000
Recovered Costs & Misc	800,000	8,800,000	9,600,000
State Aid	5,950,000	10,209,840	16,159,840
Public Utilities CIP Fund	**9,335,313**	**100,309,560**	**109,644,873**
Public Utilities	9,335,313	100,309,560	109,644,873
School Improvements Fund	**13,000,000**	**72,775,000**	**85,775,000**
Fund Balance Assignment	-	5,000,000	5,000,000
General Fund	3,000,000	12,000,000	15,000,000
Long-term Debt	10,000,000	55,775,000	65,775,000
Total 5-Year Budget	**40,689,436**	**251,737,298**	**292,426,734**

Five-Year CIP by Fund & Project Type

	Airport CIP Fund	County Improvements Fund	Public Utilities CIP Fund	School Improvements Fund	Total 5-Year Budget
Construction	-	7,919,000	-	40,000,000	47,919,000
Equipment	-	4,320,410	1,317,000	10,620,000	16,257,410
Facility Improvements	9,229,130	2,660,000	-	20,762,562	32,651,692
Land Acquisition	1,050,120	-	-	3,000,000	4,050,120
Reserve	-	3,500,000	-	-	3,500,000
Roads & Public Works	-	43,995,201	-	-	43,995,201
Technology	-	13,025,000	250,000	11,392,438	24,667,438
Utility Infrastructure	-	-	81,928,000	-	81,928,000
Utility Service Agreement	-	-	26,149,873	-	26,149,873
Vehicles	-	11,308,000	-	-	11,308,000
Total 5-Year Budget	**10,279,250**	**86,727,611**	**109,644,873**	**85,775,000**	**292,426,734**

FTE Summary Tables

FTE by Department / Fund	FY19 FT	FY19 PT	FY19 Budget	FY20 FT	FY20 PT	FY20 Budget	FY20 Amended	FY21 FT	FY21 PT	FY21 Budget	FY20 to FY21	% Chg
General Fund	**1,065.0**	**21.2**	**1,086.2**	**1,097.0**	**19.7**	**1,116.7**	**1,135.3**	**1,118.0**	**17.3**	**1,135.3**	**-**	**0.0%**
Community Development	**25.0**	**-**	**25.0**	**25.0**	**-**	**25.0**	**25.0**	**25.0**	**-**	**25.0**	**-**	**0.0%**
Economic Development	5.0	-	5.0	5.0	-	5.0	5.0	5.0	-	5.0	-	0.0%
Planning	20.0	-	20.0	20.0	-	20.0	20.0	20.0	-	20.0	-	0.0%
General Government	**134.0**	**5.4**	**139.4**	**140.0**	**4.7**	**144.7**	**144.7**	**140.0**	**4.7**	**144.7**	**-**	**0.0%**
Assessor	12.0	-	12.0	13.0	-	13.0	13.0	13.0	-	13.0	-	0.0%
Board of Supervisors	1.0	3.5	4.5	1.0	3.5	4.5	4.5	1.0	3.5	4.5	-	0.0%
Commissioner of the Revenue	19.0	-	19.0	20.0	0.7	20.7	20.7	20.0	0.7	20.7	-	0.0%
County Administrator	7.0	0.7	7.7	8.0	-	8.0	8.0	8.0	-	8.0	-	0.0%
County Attorney	8.0	-	8.0	8.0	-	8.0	8.0	8.0	-	8.0	-	0.0%
Finance & Management Service:	22.0	-	22.0	22.0	-	22.0	22.0	22.0	-	22.0	-	0.0%
Human Resources	9.0	-	9.0	9.0	-	9.0	9.0	9.0	-	9.0	-	0.0%
Information Technology	35.0	-	35.0	36.0	-	36.0	36.0	36.0	-	36.0	-	0.0%
Internal Audit	2.0	0.7	2.7	3.0	-	3.0	3.0	3.0	-	3.0	-	0.0%
Registrar	3.0	-	3.0	4.0	-	4.0	4.0	4.0	-	4.0	-	0.0%
Treasurer	16.0	0.5	16.5	16.0	0.5	16.5	16.5	16.0	0.5	16.5	-	0.0%
Human Services	**185.0**	**10.0**	**195.0**	**190.0**	**9.8**	**199.8**	**204.9**	**198.0**	**6.9**	**204.9**	**-**	**0.0%**
Community Resources	4.0	0.5	4.5	4.0	0.5	4.5	5.0	5.0	-	5.0	-	0.0%
Community Services Board	126.0	8.2	134.2	126.0	8.8	134.8	139.4	133.0	6.4	139.4	-	0.0%
Social Services	55.0	1.3	56.3	60.0	0.5	60.5	60.5	60.0	0.5	60.5	-	0.0%
Judicial Administration	**72.0**	**-**	**72.0**	**74.0**	**-**	**74.0**	**74.0**	**74.0**	**-**	**74.0**	**-**	**0.0%**
Circuit Court	4.0	-	4.0	4.0	-	4.0	4.0	4.0	-	4.0	-	0.0%
Clerk of the Circuit Court	17.0	-	17.0	17.0	-	17.0	17.0	17.0	-	17.0	-	0.0%
Commonwealth's Attorney	20.0	-	20.0	21.0	-	21.0	21.0	21.0	-	21.0	-	0.0%
Court Services	31.0	-	31.0	32.0	-	32.0	32.0	32.0	-	32.0	-	0.0%
Parks, Recreation & Cultural	**30.0**	**1.1**	**31.1**	**30.0**	**1.1**	**31.1**	**31.1**	**30.0**	**1.1**	**31.1**	**-**	**0.0%**
Parks & Recreation	30.0	1.1	31.1	30.0	1.1	31.1	31.1	30.0	1.1	31.1	-	0.0%
Public Safety	**534.0**	**3.1**	**537.1**	**552.0**	**2.5**	**554.5**	**567.5**	**565.0**	**2.5**	**567.5**	**-**	**0.0%**
Animal Control	14.0	-	14.0	14.0	-	14.0	14.0	14.0	-	14.0	-	0.0%
Building Inspections	18.0	1.0	19.0	18.0	1.0	19.0	19.0	18.0	1.0	19.0	-	0.0%
Community Corrections	7.0	0.6	7.6	8.0	-	8.0	8.0	8.0	-	8.0	-	0.0%
Emergency Communications	51.0	0.5	51.5	53.0	0.5	53.5	53.5	53.0	0.5	53.5	-	0.0%
Fire-EMS	197.0	-	197.0	205.0	-	205.0	218.0	218.0	-	218.0	-	0.0%
Juvenile Court Services	3.0	-	3.0	3.0	-	3.0	3.0	3.0	-	3.0	-	0.0%
Sheriff	244.0	1.0	245.0	251.0	1.0	252.0	252.0	251.0	1.0	252.0	-	0.0%
Public Works	**85.0**	**1.6**	**86.6**	**86.0**	**1.6**	**87.6**	**88.1**	**86.0**	**2.1**	**88.1**	**-**	**0.0%**
General Services	33.0	-	33.0	34.0	-	34.0	34.5	34.0	0.5	34.5	-	0.0%
Public Works	17.0	1.0	18.0	17.0	1.0	18.0	18.0	17.0	1.0	18.0	-	0.0%
Public Works Operations	35.0	0.6	35.6	35.0	0.6	35.6	35.6	35.0	0.6	35.6	-	0.0%
Other Funds	**2,451.0**	**147.6**	**2,598.6**	**2,472.0**	**148.8**	**2,620.8**	**2,620.8**	**2,459.0**	**149.3**	**2,608.3**	**(12.5)**	**-0.5%**
Airport	**1.0**	**-**	**1.0**	**1.0**	**-**	**1.0**	**1.0**	**1.0**	**-**	**1.0**	**-**	**0.0%**
Education	**2,355.0**	**147.6**	**2,502.6**	**2,375.0**	**148.8**	**2,523.8**	**2,523.8**	**2,362.0**	**149.3**	**2,511.3**	**(12.5)**	**-0.5%**
Food Services Fund	121.0	8.7	129.7	121.0	8.7	129.7	129.7	121.0	8.7	129.7	-	0.0%
Schools Operating Fund	2,234.0	138.9	2,372.9	2,254.0	140.1	2,394.1	2,394.1	2,241.0	140.6	2,381.6	(12.5)	-0.5%
Public Utilities	**94.0**	**-**	**94.0**	**95.0**	**-**	**95.0**	**95.0**	**95.0**	**-**	**95.0**	**-**	**0.0%**
Self-Insurance	**1.0**	**-**	**1.0**	**1.0**	**-**	**1.0**	**1.0**	**1.0**	**-**	**1.0**	**-**	**0.0%**
Grand Total	**3,516.0**	**168.8**	**3,684.8**	**3,569.0**	**168.5**	**3,737.5**	**3,756.1**	**3,577.0**	**166.6**	**3,743.6**	**(12.5)**	**-0.3%**

FTE Summary Tables

FTE by Functional Area	FY19 FT	FY19 PT	FY19 Budget	FY20 FT	FY20 PT	FY20 Budget	FY20 Amended	FY21 FT	FY21 PT	FY21 Budget	FY20 to FY21	% Chg
General Fund	**1,065.0**	**21.2**	**1,086.2**	**1,097.0**	**19.7**	**1,116.7**	**1,135.3**	**1,118.0**	**17.3**	**1,135.3**	**-**	**0.0%**
Community Development	25.0	-	25.0	25.0	-	25.0	25.0	25.0	-	25.0	-	0.0%
General Government	134.0	5.4	139.4	140.0	4.7	144.7	144.7	140.0	4.7	144.7	-	0.0%
Human Services	185.0	10.0	195.0	190.0	9.8	199.8	204.9	198.0	6.9	204.9	-	0.0%
Judicial Administration	72.0	-	72.0	74.0	-	74.0	74.0	74.0	-	74.0	-	0.0%
Parks, Recreation & Cultural	30.0	1.1	31.1	30.0	1.1	31.1	31.1	30.0	1.1	31.1	-	0.0%
Public Safety	534.0	3.1	537.1	552.0	2.5	554.5	567.5	565.0	2.5	567.5	-	0.0%
Public Works	85.0	1.6	86.6	86.0	1.6	87.6	88.1	86.0	2.1	88.1	-	0.0%
Other Funds	**2,451.0**	**147.6**	**2,598.6**	**2,472.0**	**148.8**	**2,620.8**	**2,620.8**	**2,459.0**	**149.3**	**2,608.3**	**(12.5)**	**-0.5%**
Airport	1.0	-	1.0	1.0	-	1.0	1.0	1.0	-	1.0	-	0.0%
Education	2,355.0	147.6	2,502.6	2,375.0	148.8	2,523.8	2,523.8	2,362.0	149.3	2,511.3	(12.5)	-0.5%
Public Utilities	94.0	-	94.0	95.0	-	95.0	95.0	95.0	-	95.0	-	0.0%
Self-Insurance	1.0	-	1.0	1.0	-	1.0	1.0	1.0	-	1.0	-	0.0%
Grand Total	**3,516.0**	**168.8**	**3,684.8**	**3,569.0**	**168.5**	**3,737.5**	**3,756.1**	**3,577.0**	**166.6**	**3,743.6**	**(12.5)**	**-0.3%**

Notes:

1) Full-time (FT) positions represent employees who work at least 32 hours per week in a fully benefited status. Part-time (PT) positions represent employees who work at least 20 hours per week in a partially benefited status.

2) 'Budget' full-time equivalent (FTE) positions are based on the adopted budget for each year. 'FY20 Amended' FTE positions reflect authorized changes that occurred after adoption of the FY20 budget. The 'FY20 to FY21' and '% Chg' calculations compare FY21 Budget FTEs to FY20 Amended FTEs.

3) In addition to the benefited FTE positions noted above, there are other authorized positions for non-benefited employees who work less than 20 hours per week. For non-benefited positions, the department head is required to incur only the number of hours that can be afforded within the appropriated dollars.

4) Beginning in FY20, part-time position FTEs are rounded to the nearest tenth. In previous years, part-time position FTEs were rounded to the nearest hundredth. FY19 FTEs are restated to include this change for comparison purposes.

5) The Schools Operating Fund FY20 Budget FTE count is restated per the School FTE tables published in the HCPS FY21 adopted budget.

Service Level Plan

SERVICE LEVEL PLAN OVERVIEW

The Service Level Plan (SLP) is the County's plan for increasing efficiencies and enhancing services provided to the citizens through personnel, operating and capital expenditures within each department's budget in the Five-Year General Fund Financial Plan. Although the Five-Year General Fund Financial Plan forecasts the anticipated expenditures and approximate timing of each SLP item, only the first fiscal year is appropriated. The SLP items included in fiscal years two through five are for planning purposes and are given priority over new requests in the subsequent budget process.

During the budget process, each department submits SLP requests including justifications based on the type of service enhancement. County Administration collaborates with the Budget Division to determine which SLP requests to include in the Five-Year General Fund Financial Plan based on the assessed need and available resources.

PURPOSE

The SLP was established to identify items within each department's line item budget that are outside of the existing expenditures of the department in order to highlight projects and improvements that are for purposes of increasing efficiencies and enhancing services being provided by the County.

SLP projects fall under the following categories:

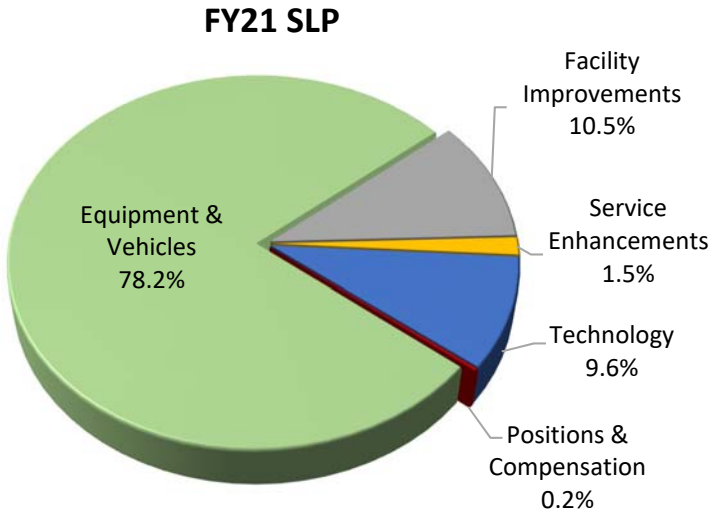
Equipment & Vehicles – Equipment or capital assets costing less than $50,000 per unit and not associated with a new or changed position or Capital Improvements Program (CIP) project.

Facility Improvements – Improvements to County buildings, parks, properties and parking lots. Examples include sign replacements, replacing HVAC units, paving, roofing and building alterations.

Personnel – New positions, increases in employee hours and other changes in compensation.

Service Enhancements – Projects that do not fall under any other category are included under this general category. Examples include book conservation, training and consulting services.

Technology – Computers and other technology equipment, software, systems and licenses.



Service Level Plan

SLP CRITERIA

The following are the general guidelines for determining which expenditures qualify under the SLP. These guidelines are not all-encompassing as there are exceptions for certain expenditures that are determined on a case-by-case basis.

The SLP consists of both recurring and one-time items. Examples of recurring SLP items include new positions and software maintenance agreements. One-time SLP items, such as the purchase of equipment, may be requested for one year or multiple years.

Positions and Compensation

New positions and increased hours for positions are included in the SLP. Changes to other compensation, such as overtime, that are related to enhanced services are also included. The cost of a new or changed position includes salary and fringe benefits as well as the related operating and capital outlay needed to equip and maintain the position.

Operating and Capital

Enhancements that increase a department's operating or capital expenditures are included in the SLP. These enhancements include projects or equipment related to new programs or services, as well as vehicles for public safety.

Generally, assets with a per-unit cost greater than or equal to $5,000 but less than $50,000 are included in the SLP. If an asset is less than $5,000 per unit, but a large quantity is being requested for a special project, then the expenditure may be included in the SLP.

FY21 Service Level Plan

Positions and Compensation

		Salaries & Fringe Benefits		Grand Total
		One-Time	Recurring	
General Fund				
General Government				
Registrar	No Excuse Absentee Voting	-	10,166	10,166
Total Positions & Compensation		**-**	**10,166**	**10,166**

Operating and Capital Projects

		Operating		Capital Outlay	Total Operating and Capital
		One-Time	Recurring	One-Time	
Airport Fund					
Airport					
Airport	Mower - Batwing	-	-	18,000	18,000
General Fund					
Community Development					
Planning	Document Management System	20,000	-	-	20,000
	Proffer Tracking System	15,000	-	-	15,000
General Government					
Board of Supervisors	Citizen Survey	21,850	-	-	21,850
Finance & Management Services	Kronos GL Interface	5,000	-	-	5,000
Information Technology	Network Monitoring Solution	-	25,000	-	25,000
	Redistricting Software	30,000	-	-	30,000
Registrar	Security Cages	-	-	30,000	30,000
Treasurer	Third-Party Collections Software	20,000	-	-	20,000
Human Services					
Social Services	LaserFiche	10,000	-	-	10,000
Judicial Administration					
Clerk of the Circuit Court	Jury Management Software	-	3,000	-	3,000
	Plat Scanner for Land Records Mgmt System	-	-	10,390	10,390
Court Services	AEDs for Transport Vehicles	-	-	6,000	6,000
	Ballistic Shield Replacement	-	3,900	-	3,900
	Proximity/Card Readers for Rifle Lockers	-	-	9,600	9,600
	Vehicles	-	-	261,000	261,000
Parks, Recreation & Cultural					
Parks & Recreation	Community Events: Taylor's Enchanted Evening	-	4,550	-	4,550
	Heavy Duty Equip Trailer Repl	-	-	7,000	7,000
	Therapeutic Riding Program Expansion	-	1,300	-	1,300
Public Safety					
Animal Control	Floor Sealing	-	-	13,700	13,700
Emergency Communications	Fuel Polishing for Generators	-	7,800	-	7,800
	Tower Site Batteries & Cameras	-	6,000	-	6,000

FY21 Service Level Plan
Operating and Capital Projects

		Operating		Capital Outlay	Total Operating and Capital
		One-Time	Recurring	One-Time	
Fire-EMS	Bay Door Replacements	-	-	20,000	20,000
	Hazmat Vehicle/Supplies	-	-	46,000	46,000
	Heavy Rescue Extrication	-	-	50,000	50,000
	Mobile Data Computers Replace	48,000	-	-	48,000
	Mobile Data Terminal Software	67,000	-	-	67,000
	Nozzles	8,000	-	-	8,000
	Personal Protective Equipment	49,740	-	-	49,740
	Personal Protective Equipment - Fire Marshal	-	7,000	-	7,000
	Personal Protective Equipment - Volunteers	-	22,500	-	22,500
	Technical Rescue Team Classes	7,000	-	-	7,000
	Thermal Imaging Cameras	-	-	63,200	63,200
	TRT Confined Space Equipment	10,000	-	-	10,000
	Uniforms - Volunteers	26,780	-	-	26,780
	Vehicles	-	-	40,000	40,000
Sheriff	e-Citation Software	21,000	-	-	21,000
	Full Cage Replacement for Transport Officer	-	-	2,500	2,500
	Ice Machine Replacement	-	-	3,100	3,100
	Investigative Portable Alarm Replacement	-	-	13,920	13,920
	Mobile Data Computers	-	-	156,600	156,600
	Patrol K9 Replacement	11,000	-	-	11,000
	Prisoner Transport Cage	-	-	20,000	20,000
	Sniper Rifle & Night Vision Scope Replacement	15,500	-	-	15,500
	Tactical Vest Replacements	16,000	-	-	16,000
	Taser Replacements	30,800	-	-	30,800
	Tires Emergency Veh Ops Training System	-	-	4,200	4,200
	Vehicles	-	-	1,957,500	1,957,500
Public Works					
General Services	Lift Posts	-	-	22,000	22,000
Public Works Operations	Dump Truck Replacement	-	-	12,000	12,000
	Roll-off Container Replacements	-	-	53,400	53,400
	Scales Software Repl	12,000	-	-	12,000
Public Utilities Fund					
Public Utilities					
Public Utilities	Anti-Slip Coating	-	-	30,000	30,000
	Capacity Fee Study	-	-	50,000	50,000
	Composite Sampler	-	-	7,000	7,000
	Hach-TU5400 Online Turb Meter	-	-	8,190	8,190
	Handrails for WWPS	-	-	15,000	15,000
	HSTP Arc Flash Improvements	-	-	15,680	15,680
	HVAC Replacement	-	-	14,000	14,000
	Meter Purchases	-	-	458,280	458,280
	Motor Vehicles	-	-	190,500	190,500
	PLC #4 Update	-	-	49,000	49,000
	Rate Model	-	-	135,000	135,000
	Replace Blowoffs	-	-	40,000	40,000
	Replace Crump Creek Pump	-	-	30,000	30,000
	Replace Isolation Valves	-	-	41,740	41,740
	Replace Lab/Kitchen Floors	-	-	7,500	7,500

FY21 Service Level Plan
Operating and Capital Projects

		Operating		Capital Outlay	Total Operating and Capital
		One-Time	Recurring	One-Time	
Public Utilities	Replace Mini-Split HVAC	-	-	8,000	8,000
	Replace Portable Welder	-	-	8,000	8,000
	Replacement Heaters	-	-	40,000	40,000
	Route 1 Emergency Hydrant	-	-	15,000	15,000
	RWPS PLC Upgrade	-	-	35,000	35,000
	Sewer Camera for Flush Truck Hose	-	-	16,000	16,000
	Sludge Dumpsters	-	-	22,000	22,000
	Spare Parts Kit	-	-	12,000	12,000
	Strong Waste Sampler Repl	-	-	3,350	3,350
Total Operating and Capital		**444,670**	**81,050**	**4,071,350**	**4,597,070**

Economic Development Update

As is the case throughout the nation, economic development within Hanover County has been significantly impacted by COVID-19 and the related restrictions concerning travel and social distancing. The result has been a slowdown in lead generation and prospect activity on the business attraction side, and an inability to visit and interact with existing County businesses on the retention side. Despite the challenges brought on by the virus and subsequent restrictions, the Hanover County Department of Economic Development has adjusted normal operating procedures to continue outreach to the County's existing business community as well as market the County to businesses and consultants outside of the Commonwealth of Virginia. In addition, the department continues to work closely with developers and landowners to eliminate barriers to development. The department has submitted and received characterization designations on over a dozen industrial sites through the Virginia Business Ready Sites Program (VBRSP). The department continues to work with the Commonwealth to invest in studies to develop marketable and developable products to expedite the site selection process.

A major component of Hanover's economic development strategy is to provide the necessary tools and resources for existing industries to grow and expand. During FY20, there were more than 80 new expansion projects and announcements, representing a 33% increase from the previous year and one of the most active in Hanover County's recent history. The Business Retention and Expansion programs in Economic Development have visited and assisted more than 300 companies this year.

Wegmans' announcement of their Mid-Atlantic logistics and distribution facility adjacent to Hanover County's Air Park led the way for new announcements in FY20. This facility will be in excess of one million square feet and represents approximately $175 million in capital investment and 700 above average paying jobs. This project has put Hanover County on the radar for site selectors and developers throughout North America and solidified the County's position as a strong location for logistics and food/beverage operations. In addition to Wegmans, three new speculative flex space building projects are under construction or approved in Hanover County. These buildings will represent an additional 2+ million square feet of much-needed space for new and existing companies to expand in the Hanover market. Other new announcements include: Wine and Beer Supply, Hanover Foils, Arc Granite, Bon Secours Memorial Regional Medical Center, and Connected Solutions Group.

Economic Development continues to incorporate technology into the presentation of buildings, sites and stories to the world. During FY20, the County created or updated drone videos of marketable properties and facilitated an increased internet and social media presence. Staff also compiled a number of business databases to enhance direct communication via email. This proved beneficial in relaying COVID-19 related information to sectors such as the restaurant industry and also provided a firm base from which to launch a new quarterly newsletter.

Face-to-face and relationship development will always be a cornerstone in generating new business opportunities for Hanover County. As such, the County continues working closely with partners such as the Virginia Economic Development Partnership (VEDP) and Greater Richmond Partnership (GRP) to market the County to a national and global audience. Hanover continued its emphasis on visiting with site consultants, embassy/trade offices and prospects to inform them of the strong case for conducting business in the Richmond/Hanover area. This message has been strongly received in markets visited this year, including Dallas, Washington D.C., the United Kingdom and Germany. COVID-19 has resulted in travel restrictions that severely limit face-to-face interactions. VEDP, GRP and Economic Development have continued outreach through virtual channels to establish and maintain key relationships. In FY20, the department has responded to, or worked directly with, over 60 prospect leads and visited or co-hosted over 37 prospects, consultants or trade officials to the region and County.

Economic Development Update

Tourism continues to be a valuable revenue resource for Hanover. Each year, the county welcomes thousands of visitors into the community to enjoy historic attractions, sporting activities, fine dining, breweries and wineries, special events, outdoor sports, biking, festivals, and of course, Kings Dominion. In 2019, Kings Dominion hosted its second season of WinterFest, and announced improvements to the Soak City waterpark area with the addition of Coconut Shores. According to the Virginia Tourism Corporation, visitors in Hanover spent more than $258 million in calendar year 2018, a 4.8% increase from the prior year. Employment from tourism activities rose 1.4% and local tax receipts increased by 2.7%.

Sports tourism continues to be the fastest-growing market segment in the Richmond Region. During the past several years, numerous games of the International Senior Softball Association World Championships have been held at Pole Green and Poor Farm Parks, and this event is scheduled to return to the area in early August, 2020. This event, jointly hosted by Hanover, Henrico and Richmond, was brought to the area by Richmond Region Tourism and typically welcomes 100 or more teams with over 2,500 attendees including athletes, coaches and fans. Additionally, Richmond Region Tourism recently announced that the Division I and Division II National Junior College Athletic Association's Cross Country Championship will be held at Pole Green Park in 2021.

Hanover County has the lowest real property tax rate in the Greater Richmond Partnership region; no business, professional and occupational license tax (BPOL); available commercial and industrial sites; and water and wastewater capacity. The County is well positioned on the East Coast to take advantage of the large population centers of the Northeast and the fast growing cities of the South. Close proximity to the Richmond Marine Terminal, Port of Virginia, Richmond International Airport and Dulles/Reagan Airports guarantee both people and products can arrive in and depart from the region quickly and efficiently. In addition, the County uses comprehensive planning that targets business development in appropriate areas while maintaining a high quality of residential, forestry and agricultural uses in other parts of the County.

Financial Condition Overview

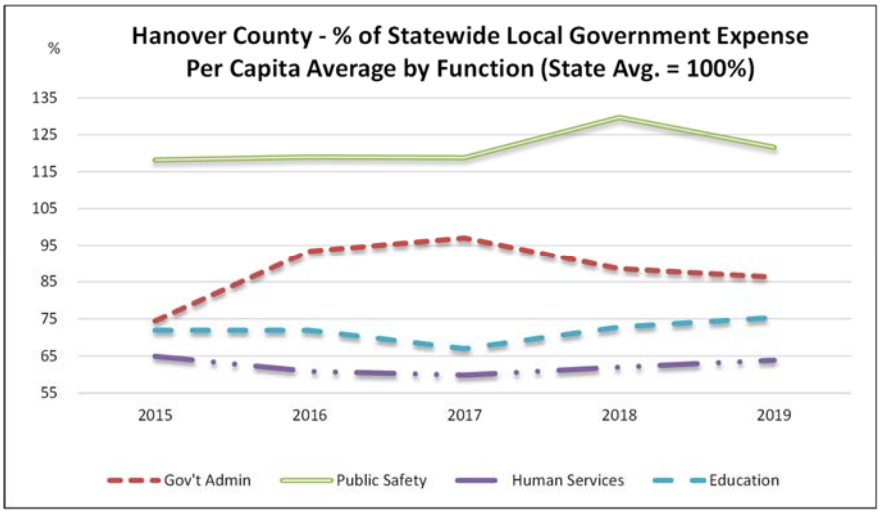
Hanover County's 'Triple-AAA' rating status was affirmed with a stable outlook by all three national bond rating agencies. Moody's Investors Service, Fitch Ratings and Standard & Poor's all praised Hanover's financial management. Moody's reports: "The credit position for Hanover County is outstanding…..The notable credit factors include an extensive tax base with a strong socioeconomic profile, and a solid financial position." Fitch Ratings notes, "Solid reserves, conservative financial management and superior inherent budget flexibility underscore strong and resilient financial operations" for the County.

The County relies upon a strong fund balance policy, which requires an unassigned fund balance of at least 10.0% of its General Fund revenues. Hanover County strives to maintain a target unassigned fund balance of roughly 12.0% of actual operating revenues. When balances are projected to be above such thresholds, excess balances can be either saved for future years in which economic conditions warrant using it to mitigate one-time revenue shortfalls or for expenditure mandates targeted for future capital needs to mitigate debt or other local funding needs. The unassigned fund balance as of June 2019 was $33.2 million, which represented 13.3% of General Fund revenues. The fund balance is projected to be favorable on June 30, 2020, after meeting year-end fund balance policy thresholds and planned needs for the FY21 budget. The Five-Year General Fund Financial Plan is balanced each year, and its reliance on the use of surplus each year reinvested into the subsequent year is at a conservative level; therefore, compliance with the fund balance policy is expected to be maintained throughout the next five years.

The strength of the County's financial planning and reserves has positioned the County to respond quickly to the economic impacts of the current COVID-19 pandemic. The FY21-25 Five-Year General Fund Financial Plan was built on the assumption that the economy would return to normal by late winter 2020. As information on the pandemic continues to change, staff is monitoring revenue and spending closely. The County's administration has instituted a hiring freeze and a hold on a number of capital projects in order to be able to adjust should the economic recovery be delayed.

The County has traditionally tracked State-published indicators of fiscal stress. The most recent State report shows that Hanover has the 12th lowest level of fiscal stress out of the 133 localities ranked in Virginia. A component of the fiscal stress index is a locality's tax rate compared to statewide averages, with low tax rate jurisdictions assigned a lower stress as they would appear to have greater capacity to generate additional revenue. Hanover has the lowest regional real property tax rate of $0.81 per $100 of assessed value as compared to Henrico's $0.87, Chesterfield's $0.95 and Richmond's $1.20.

An indicator of the efficiency with which the County operates is an analysis of comparative per capita spending in functional areas as prepared by the State's Auditor of Public Accounts. Demonstrating the County's mission to provide superior customer service through sound financial practices, all of our functional areas except Public Safety are below the statewide averages for counties.



Animal Control

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Animal Control provides for the public safety and health of the community by enforcing both county and state animal laws. Animal Control directly assists other local and state public safety, health and law-enforcement agencies to protect and serve the citizens of Hanover County, their pets and livestock, while promoting humane care and treatment of animals within the County. Services at the Animal Control facility include: coordinating information for missing animals, placement of homeless animals, specialized care and security of impounded animals, assisting citizens and visitors with animal-related problems, quarantine and preparation for testing of animals involved with possible exposure to rabies and collection of fees associated with departmental functions. This facility does not euthanize healthy, adoptable animals.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,031,886**	**1,134,302**	**1,122,139**	**-1.1%**
Salaries & Fringe Benefits	753,940	837,501	860,311	2.7%
Operating	239,888	272,301	248,128	-8.9%
Capital Outlay	38,058	24,500	13,700	-44.1%
Revenues	**1,031,886**	**1,134,302**	**1,122,139**	**-1.1%**
General Fund Revenue	935,579	1,052,902	1,068,129	1.4%
Local Revenue	93,025	78,900	51,510	-34.7%
Intergovernmental	3,282	2,500	2,500	0.0%
Per capita cost of operating department	**$ 9.56**	**$ 10.38**	**$ 10.12**	
Generated Revenue Percent	**9.3%**	**7.2%**	**4.8%**	
General Fund Revenue Percent	**90.7%**	**92.8%**	**95.2%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase includes the countywide compensation adjustment as well as increased part-time support and overtime.
- The Operating decrease is due to the planned completion of a one-time software project funded in FY20.
- Local Revenue includes an allowance for donations to support medical care for animals in the County's care.
- Overall Local Revenue decreases with the transition to lifetime dog licenses.
- The five-year CIP includes funding in FY25 to explore options for replacing the current Animal Shelter.

Animal Control

FUNCTIONAL AREA: Public Safety

GOALS & OBJECTIVES

- Decrease overall response time for service calls for field operations
- Increase technology standards with the department in cooperation with Emergency Communications
- Improve facility and field service customer satisfaction through education
- Improve paperless data record keeping through the Virginia Department of Agricultural and Consumer Services
- Provide staff training to better educate the public and maintain good customer service
- Participate in community outreach and adoption events

SERVICE LEVELS*	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Total incidents	7,121	8,000	7,000	7,500
Animals handled	2,253	2,500	2,300	2,500
Animals redeemed to owner or placed	1,338	1,800	1,400	1,800
Animal attack reports	316	325	300	325
Positive rabies exposure reports	1	15	5	10
Summons/warrants issued	70	250	76	150

** Service levels reported per calendar year.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**14.0**	**14.0**	**14.0**	**-**
Full-time Positions	**14.0**	**14.0**	**14.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
ANIMAL CONTROL FIELD SUPERVISOR	1.0	1.0	1.0	-
ANIMAL CONTROL OFFICER	6.0	6.0	6.0	-
ANIMAL CONTROL OFFICER - CHIEF	1.0	1.0	1.0	-
ANIMAL FACILITY SUPERVISOR	1.0	1.0	1.0	-
KENNEL ATTENDANT	4.0	4.0	4.0	-

Assessor

FUNCTIONAL AREA: General Government

DESCRIPTION

The Assessor's Office appraises all real estate at fair market value for property tax purposes. The scope of the Assessor's authority and responsibilities is controlled by statutes of the Commonwealth of Virginia. Included in the valuation of all real property are reassessments, property splits, consolidations, transfers of real estate, zoning changes, new subdivisions and new construction.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,066,551**	**1,303,960**	**1,294,118**	**-0.8%**
Salaries & Fringe Benefits	971,963	1,131,410	1,160,290	2.6%
Operating	94,588	143,400	133,828	-6.7%
Capital Outlay	-	29,150	-	-100.0%
Revenues	**1,066,551**	**1,303,960**	**1,294,118**	**-0.8%**
General Fund Revenue	1,066,551	1,303,960	1,294,118	-0.8%
Per capita cost of operating department	**$ 9.88**	**$ 11.94**	**$ 11.67**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- Decreases in both Operating and Capital Outlay are primarily due to the planned completion of one-time projects.

GOALS & OBJECTIVES

- Continue to deliver quality customer service through dedicated, competent staff
- Continue to develop an office that conforms to the highest industry standards for the mass appraisal of real estate
- Maintain and enhance the Computer Aided Mass Appraisal (CAMA) system to further streamline and enhance functions of the Assessor's Office
- Fairly and equitably assess real estate in the county annually and provide accurate property information
- Appraise all new construction, additions and improvements in a timely manner
- Complete 100% of all assigned assessments effective for January 1

Assessor

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Real estate property assessed as of Jan. 1	100%	100%	100%	100%
Coefficient of dispersion levels	5.8%	<10%	5.7%	<10%
Successful appeals as % of total assessed value	<1%	<1%	<1%	<1%
Board of Equalization adjustments as % of total assessed value	<0.5%	<0.5%	<0.5%	<0.5%
Sales to assessment ratios as % of total	96.8%	>90%	96.5%	>90%
Taxable parcels of land	47,743	48,000	48,505	49,000
Non-taxable parcels of land	1,011	1,050	1,010	1,050
New lots	457	500	501	500
Percent of appraised staff with professional designations	45%	50%	50%	50%
Percent of appraisal staff with state license	91%	100%	91%	100%

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**13.0**	**13.0**	**13.0**	**-**
Full-time Positions	**13.0**	**13.0**	**13.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
APPRAISER SUPERVISOR	1.0	1.0	1.0	-
CUSTOMER SERVICE AGENT	1.0	1.0	1.0	-
DEPUTY DIRECTOR OF REAL ESTATE ASSESSMENTS	1.0	1.0	1.0	-
DIRECTOR OF REAL ESTATE ASSESSMENTS	1.0	1.0	1.0	-
REAL ESTATE APPRAISER	7.0	7.0	7.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-

Board of Supervisors

FUNCTIONAL AREA: General Government

DESCRIPTION

The Board of Supervisors is a seven-member body elected every 4 years by the citizens of Hanover County as representatives of each of the County's seven magisterial districts. The Board of Supervisors has both administrative and legislative responsibilities including, but not limited to, adopting the County budget; levying County taxes; appropriating funds; approving and enforcing ordinances; and establishing policies and procedures to efficiently and effectively improve the overall quality of life in Hanover County. In addition, the Board appoints the positions of County Administrator, County Attorney, School Board members, Pamunkey Regional Library Board members, Planning Commissioners and others.

Board meetings are traditionally held the second and fourth Wednesday of each month and are open to the general public. The Board provides residents with open lines of communication with which to voice concerns and suggestions and seeks to provide the most cost effective and efficient government services to Hanover residents.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**579,501**	**618,364**	**618,546**	**0.0%**
Salaries & Fringe Benefits	311,387	320,719	328,725	2.5%
Operating	268,114	297,645	289,821	-2.6%
Revenues	**579,501**	**618,364**	**618,546**	**0.0%**
General Fund Revenue	572,275	618,364	618,546	0.0%
Local Revenue	7,226	-	-	----
Per capita cost of operating department	**$ 5.37**	**$ 5.66**	**$ 5.58**	
Generated Revenue Percent	**1.2%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**98.8%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- The Operating decrease is a combination of the planned completion of the one-time anniversary celebration funded in FY20, an adjustment for advertising consistent with actuals and a change of providers for software services. These decreases are partially offset by FY21 funding for the triennial Citizen Survey.
- Continuation of the Citizen Survey program is included in the Five-Year General Fund Financial Plan on a 3-year cycle. The next survey is planned for FY24.

Board of Supervisors

FUNCTIONAL AREA: General Government

GOALS & OBJECTIVES

- Achieve the goals of the County's Strategic Plan to best serve its citizens and businesses
- Provide high quality customer service while promoting citizen engagement
- Provide sound financial and infrastructure management
- Promote citizen independence and a high quality of life
- Provide an environment for life-long learning
- Create strategic business investment that enhances quality of life
- Be a safe community
- Have a vibrant community while preserving natural and cultural resources

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Adopt Budget, Capital Improvements Program and Five-Year General Fund Financial Plan	4/11/2018	4/10/2019	n/a	5/6/2020

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**4.5**	**4.5**	**4.5**	**-**
Full-time Positions	**1.0**	**1.0**	**1.0**	**-**
EXECUTIVE ASSISTANT	1.0	1.0	1.0	-
Part-time Positions	**3.5**	**3.5**	**3.5**	**-**
BOARD OF SUPERVISORS	3.5	3.5	3.5	-

Building Inspections

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Building Inspections enforces the Virginia Uniform Statewide Building Code to protect the health, safety and welfare of the citizens of Hanover County and the Town of Ashland. Traditionally, this enforcement role has focused on new construction and the renovation and rehabilitation of existing buildings. Building Inspections has expanded its duties to include enforcement of the Property Maintenance Code which provides the minimum standards for the maintenance of existing buildings and structures to promote their continued healthy use and usability. Additionally, the department enforces erosion and sediment control regulations relating to residential construction and proffered conditions for residential construction.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,544,415**	**1,686,142**	**1,680,660**	**-0.3%**
Salaries & Fringe Benefits	1,434,570	1,512,933	1,533,575	1.4%
Operating	105,580	173,209	147,085	-15.1%
Capital Outlay	4,265	-	-	----
Revenues	**1,544,415**	**1,686,142**	**1,680,660**	**-0.3%**
General Fund Revenue	(107,605)	370,142	379,660	2.6%
Local Revenue	1,652,020	1,316,000	1,301,000	-1.1%
Per capita cost of operating department	**$ 14.31**	**$ 15.43**	**$ 15.16**	
Generated Revenue Percent	**107.0%**	**78.0%**	**77.4%**	
General Fund Revenue Percent	**-7.0%**	**22.0%**	**22.6%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- The decrease in Operating is primarily due to a reduction in required software maintenance fees following implementation of the community development system in FY20.
- In FY19, building permit activity generated more revenue than anticipated.

GOALS & OBJECTIVES

- Continue cooperative training program within the region to provide code update training for contractors, architects, engineers and their staff
- Process residential building permit applications within 10 days and commercial applications within 20 days
- Continue to focus on customer service and new technology to better serve the needs of the community

Building Inspections

FUNCTIONAL AREA: Public Safety

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Commercial plan reviews:	490	575	425	380
Average days to review	11	20	7	20
Commercial trade reviews:	880	n/a[1]	660	580
Average days to review	4	n/a[1]	4	7
Residential Plan Reviews:	1,534	1,600	1,650	1,400
Average days to review	4	5	3	6
Inspections per day	110	145	120	110
Inspections per inspector	14	16	15	14
Days from requested to completed inspection	1	1	1	1

[1]New service level for FY21 Adopted Budget.

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**19.0**	**19.0**	**19.0**	**-**
Full-time Positions	**18.0**	**18.0**	**18.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
ASSISTANT CHIEF BUILDING OFFICIAL	1.0	1.0	1.0	-
BUILDING INSPECTOR	8.0	8.0	8.0	-
BUSINESS MANAGER	1.0	1.0	1.0	-
CHIEF BUILDING OFFICIAL	1.0	1.0	1.0	-
PERMIT TECHNICIAN	2.0	2.0	2.0	-
PLAN EXAMINER	1.0	1.0	1.0	-
PLAN REVIEW TECHNICIAN	3.0	3.0	3.0	-
Part-time Positions	**1.0**	**1.0**	**1.0**	**-**
PERMIT TECHNICIAN	1.0	1.0	1.0	-

Children's Services Act

FUNCTIONAL AREA: Human Services

DESCRIPTION

The Children's Services Act (CSA) is a State mandated program seeking to improve services for youth with emotional or behavioral problems and to control the escalating costs of residential care to State and local governments. The intent of the legislation is to create a collaborative system of services and funding that is child-centered, family-focused and community-based. The statute requires the establishment of a Community Policy and Management Team (CPMT) appointed by the Board of Supervisors.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**6,087,299**	**5,977,000**	**6,802,100**	**13.8%**
Operating	6,087,299	5,977,000	6,802,100	13.8%
Revenues	**6,087,299**	**5,977,000**	**6,802,100**	**13.8%**
General Fund Revenue	2,857,224	2,582,060	3,117,800	20.7%
Local Revenue	55,303	64,000	70,000	9.4%
Intergovernmental	3,174,772	3,330,940	3,614,300	8.5%
Per capita cost of operating department	**$ 56.40**	**$ 54.71**	**$ 61.35**	
Generated Revenue Percent	**53.1%**	**56.8%**	**54.2%**	
General Fund Revenue Percent	**46.9%**	**43.2%**	**45.8%**	

BUDGET HIGHLIGHTS

- The FY21 budget represents a 12% growth in CSA costs over a 2 year period. FY20 actual is projected to exceed the FY20 adopted budget.
- Staff Support for CSA is provided by Social Services. The above Operating and Revenue budgets reflect the direct impact of services provided in accordance with the Children's Services Act.
- FY21 reflects a larger budgeted General Fund subsidy, consistent with prior year actuals. All CSA expenditures are funded through a cost-sharing arrangement with the Commonwealth. State and local support varies for each class of services provided.

GOALS & OBJECTIVES

- Ensure compliance with the policies and mission of the Children’s Services Act
- Effectively partner with stakeholders and families to improve outcomes for children and families served by Hanover CSA through collaboration, creative problem-solving, best practice models and community-based services
- Continue cost containment and fiscal accountability of CSA funds through CSA vendor contracts and utilization reviews
- Recover CSA expenditures by actively pursuing reimbursements

Children's Services Act

FUNCTIONAL AREA: Human Services

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Total youth served	133	144	140	150
Youth in congregate care	41	35	33	40
Youth in private day	59	60	54	60
Youth served - community-based services	73	70	82	80
% of total cost - community based services	17%	14%	17%	17%

Circuit Court

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The Circuit Court is a trial court of general jurisdiction, which has authority to try both civil and criminal cases. The Circuit Court also handles family matters, including divorce. The Circuit Court has appellate jurisdiction over the General District Court and Juvenile & Domestic Relations Court. The Circuit Court appoints jury commissioners, grand jurors, special policemen, Board of Zoning Appeals, Electoral Board, Courthouse Committee, Commissioner of Chancery, Marriage Commissioners and others as provided by the Code of Virginia. The Circuit Court also maintains a publically-available law library. Local Revenues from the Circuit Court represents fines, forfeitures and excess fees. In addition to County support, the Circuit Court receives direct funding from the Commonwealth that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**319,500**	**348,207**	**336,342**	**-3.4%**
Salaries & Fringe Benefits	258,002	271,286	281,646	3.8%
Operating	42,626	48,921	54,696	11.8%
Capital Outlay	18,872	28,000	-	-100.0%
Revenues	**319,500**	**348,207**	**336,342**	**-3.4%**
General Fund Revenue	290,969	322,807	306,342	-5.1%
Local Revenue	28,531	25,400	30,000	18.1%
Per capita cost of operating department	**$ 2.96**	**$ 3.19**	**$ 3.03**	
Generated Revenue Percent	**8.9%**	**7.3%**	**8.9%**	
General Fund Revenue Percent	**91.1%**	**92.7%**	**91.1%**	

BUDGET HIGHLIGHTS

- Staffing for the Circuit Court includes County employees, who were impacted by the countywide compensation adjustment.
- The Capital Outlay decrease is due to the planned completion of one-time court video system upgrades funded in FY20.
- Additional support for the law library increases both Local Revenues and Operating Expenditures.

SERVICE LEVELS[1]	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Cases filed	--[2]	10,181	--[2]	8,990

[1] *Service levels reported per calendar year*

[2] *2019 Actual and 2020 Forecast not available*

Circuit Court

FUNCTIONAL AREA: Judicial Administration

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**4.0**	**4.0**	**4.0**	**-**
Full-time Positions	**4.0**	**4.0**	**4.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
JUDICIAL OPERATIONS COORDINATOR	1.0	1.0	1.0	-
LAW CLERK	2.0	2.0	2.0	-

Clerk of the Circuit Court

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The Clerk of the Circuit Court is a Constitutional Officer elected every 8 years by the citizens of Hanover County.

- **Maintenance of public records:** The Clerk's Office is a repository for copies of documents pertaining to real estate such as deeds, plats and deeds of trust. The Clerk's Office also maintains judgments, financing statements, wills and court orders. These records are available to the public for examination.
- **Probate:** The Clerk's Office admits wills to probate, qualifies executors and administrators and maintains copies of fiduciary accounting records.
- **Court system:** The Clerk's Office maintains the official court records for civil and criminal cases and the Court's dockets. It issues subpoenas and summons and prepares records for cases that are appealed to appellate courts. Deputy Clerks staff courtrooms while court is in session and draft criminal court orders.
- **Collection of fees, court costs and fines:** The Clerk's Office collects funds that are transferred to State and local governments. It also collects Clerk's fees on most transactions.

The Clerk's Office also performs other duties such as administering oaths to law enforcement and government officials, qualifying ministers to perform weddings, storing election records, jury coordination and issuing marriage licenses and concealed handgun permits.

In addition to County support, the Clerk's Office receives direct funding that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,434,581**	**1,545,021**	**1,591,010**	**3.0%**
Salaries & Fringe Benefits	1,283,947	1,364,039	1,414,647	3.7%
Operating	150,634	180,982	165,973	-8.3%
Capital Outlay	-	-	10,390	----
Revenues	**1,434,581**	**1,545,021**	**1,591,010**	**3.0%**
General Fund Revenue	690,087	777,421	830,410	6.8%
Local Revenue	124,872	118,000	129,000	9.3%
Intergovernmental	619,622	649,600	631,600	-2.8%
Per capita cost of operating department	**$ 13.29**	**$ 14.14**	**$ 14.35**	
Generated Revenue Percent	**51.9%**	**49.7%**	**47.8%**	
General Fund Revenue Percent	**48.1%**	**50.3%**	**52.2%**	

Clerk of the Circuit Court

FUNCTIONAL AREA: Judicial Administration

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase is the result of turnover, reclassification of a position to meet evolving demands and the countywide compensation adjustment.
- The Clerk's Office is replacing two software systems in FY21. The Operating budget includes funding for jury management software that will give citizens access to new interface and communication features. The CIP includes funding to replace the current land records management system. That project is separately budgeted in the CIP section of the document. Ongoing costs for both systems will be shared between the County and non-County funds from the Clerk's Office.
- Decreases to Operating Expenditures and Intergovernmental Revenues include a $19,000 decrease from the Technology Trust Fund. This amount varies annually.
- Capital Outlay includes replacement of the plat scanner for the land records management system.

GOALS & OBJECTIVES

- Implement system that allows prospective jurors to complete questionnaires online
- Verify and correct the images of deed books converted to digital format
- Routine destruction of evidence as permitted by law
- Continue paper to digital conversion of marriage licenses and chancery order books

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Land records recorded	15,209	16,000	18,750	18,750
Wills probated/fiduciaries qualified/lists of	420	420	436	450
Marriage licenses issued	586	620	557	560
Notary publics qualified	456	450	468	465
Judgments docketed, assigned and released	6,015	5,900	6,000	6,000
Criminal cases	3,380	2,939	3,500	3,500
Civil cases	2,074	2,025	2,200	2,200
Concealed weapon permits issued	1,937	1,800	2,400	2,100
Restitution payments issued	1,942	1,925	1,782	1,600

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**17.0**	**17.0**	**17.0**	**-**
Full-time Positions	**17.0**	**17.0**	**17.0**	**-**
CHIEF DEPUTY CIRCUIT COURT	1.0	1.0	1.0	-
CLERK OF THE CIRCUIT COURT	1.0	1.0	1.0	-
DEPUTY CLERK	11.0	11.0	11.0	-
DEPUTY CLERK SUPERVISOR	2.0	1.0	1.0	-
LEGAL AFFAIRS MANAGER	1.0	1.0	1.0	-
RECORDS AND ADMINISTRATION MANAGER	-	1.0	1.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-

Commissioner of the Revenue

FUNCTIONAL AREA: General Government

DESCRIPTION

The Commissioner of the Revenue is a Constitutional Officer elected every 4 years by the citizens of Hanover County.

The Real Estate Property Division prepares and maintains information in the Land Records Book and submits final assessments to the Treasurer for tax billing. Duties include incorporating land transfers and splits into the tax records, reviewing wills and preparing and maintaining land parcel maps. The Personal Property Division prepares information for the Personal Property Tax Book by assessing all vehicles, boats, motorcycles, trailers, aircraft and mobile homes. In cooperation with the Virginia Department of Taxation, the Division assists the public in the completion of income tax filing forms, processes filings and performs initial audits for accuracy. The Business Property Division is responsible for all business taxes, licenses and associated records. Tax categories overseen by this Division include business personal property, machinery and tools and merchants' capital.

DMV Select Services are also offered through the Commissioner's Office. Citizens can process certain transactions, such as vehicle registrations, handicapped parking placards and voter registration applications.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,685,903**	**1,738,851**	**1,913,257**	**10.0%**
Salaries & Fringe Benefits	1,417,791	1,559,451	1,706,167	9.4%
Operating	250,719	179,400	207,090	15.4%
Capital Outlay	17,393	-	-	----
Revenues	**1,685,903**	**1,738,851**	**1,913,257**	**10.0%**
General Fund Revenue	1,229,977	1,343,251	1,497,657	11.5%
Local Revenue	198,208	130,000	150,000	15.4%
Intergovernmental	257,718	265,600	265,600	0.0%
Per capita cost of operating department	**$ 15.62**	**$ 15.92**	**$ 17.26**	
Generated Revenue Percent	**27.0%**	**22.8%**	**21.7%**	
General Fund Revenue Percent	**73.0%**	**77.2%**	**78.3%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase includes the countywide compensation adjustment as well as increases for filled positions that were vacant when budgeted at the minimum of the pay range for FY20.
- The Operating increase is primarily due to software system enhancements issued midway through FY20.
- Additional increases to Revenues and Expenditures are associated with the DMV Select program.

Commissioner of the Revenue

FUNCTIONAL AREA: General Government

GOALS & OBJECTIVES

- Issue business licenses by March 1
- Update files for real estate transfers and wills by March 1
- Process tax relief applications for the elderly and disabled by March 1 and June 30
- Process land use applications by November 1 and February 1
- Assess real estate taxes and complete the Land Records Book by April 1
- Process and audit State income taxes by June 1
- Prorate and assess all classes of personal property by December 31
- Monitor sales tax revenue monthly and prepare reports to track changes/trends
- Assess and administer local option taxes on a monthly basis

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Accounts in personal property file	90,321	96,930	97,610	98,560
Real estate transfers	4,000	4,100	4,180	4,200
Review of will disbursements	305	300	297	300
Land use applications	300	300	290	275
Land use parcels	3,540	3,615	3,615	3,621
Tax relief applications	1,560	1,565	1,570	1,580
Tax relief applications qualified	1,388	1,420	1,405	1,400
State income tax returns processed	5,352	5,100	5,263	5,370
Tax forms processed	1,279	1,450	1,394	1,450

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**20.7**	**20.7**	**20.7**	**-**
Full-time Positions	**20.0**	**20.0**	**20.0**	**-**
ADMINISTRATIVE MANAGER	-	1.0	1.0	-
CHIEF DEPUTY COMM OF THE REVENUE	1.0	1.0	1.0	-
COMMISSIONER OF THE REVENUE	1.0	1.0	1.0	-
REAL PROPERTY MANAGER	1.0	-	-	-
REVENUE DIVISION MANAGER	1.0	-	-	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-
TAX AUDITOR	2.0	2.0	2.0	-
TAX REVENUE ADMINISTRATOR	-	1.0	1.0	-
TAX REVENUE SPECIALIST	13.0	13.0	13.0	-
Part-time Positions	**0.7**	**0.7**	**0.7**	**-**
TAX REVENUE SPECIALIST	0.7	0.7	0.7	-

Commonwealth's Attorney

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The Commonwealth's Attorney is a Constitutional Officer elected every 4 years by the citizens of Hanover County. This office is responsible for providing Hanover County and the Commonwealth of Virginia with legal representation in the prosecution of criminal and traffic violations in the Circuit, General District and Juvenile & Domestic Relations Courts. The Commonwealth's Attorney is also charged with prosecuting asset forfeiture matters and collecting delinquent fines and court costs. Legal advice is provided to all local and State law-enforcement agencies and their officers investigating matters in Hanover County.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,971,941**	**2,120,100**	**2,159,931**	**1.9%**
Salaries & Fringe Benefits	1,874,506	2,011,976	2,058,311	2.3%
Operating	93,371	108,124	101,620	-6.0%
Capital Outlay	4,064	-	-	----
Revenues	**1,971,941**	**2,120,100**	**2,159,931**	**1.9%**
General Fund Revenue	884,821	1,007,600	1,048,931	4.1%
Local Revenue	3,481	-	-	----
Intergovernmental	1,083,639	1,112,500	1,111,000	-0.1%
Per capita cost of operating department	**$ 18.27**	**$ 19.41**	**$ 19.48**	
Generated Revenue Percent	**55.1%**	**52.5%**	**51.4%**	
General Fund Revenue Percent	**44.9%**	**47.5%**	**48.6%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- The Operating decrease is a combination of the planned completion of one-time items funded in FY20 and an adjustment for the grant-supported Victim Witness program.
- The CIP includes $250,000 in FY21 to replace the case management system. This amount is separately budgeted in the CIP section of the document. Ongoing costs for this system will increase the department's Operating budget beginning in FY22.

GOALS & OBJECTIVES

- Be responsive to concerns of victims and witnesses throughout involvement with cases
- Augment successful prosecution of all matters in courts through the increased use of technology
- Seek appropriate punishment to deter criminal activity
- Aggressively prosecute crimes victimizing children, including internet predators and cases involving sexual assault
- Provide extensive training and advice to local law-enforcement departments, including annual legal legislative updates, academy instruction and in-service training
- Participate with County departments, schools, citizen groups and other organizations to conduct education on issues related to public safety and courts

Commonwealth's Attorney

FUNCTIONAL AREA: Judicial Administration

- Monitor the collection of restitution and court costs for all courts
- Use allotted funding, technology and programs to increase professionalism, job performance and efficiency
- Continue the office's ability to respond quickly to law enforcement, including after-hours and weekend contacts
- Cooperate with law enforcement agencies
- Prosecute defendants with suspended sentences who did not obey conditions of suspended sentences
- Advise and confer with magistrates
- Draft and review search warrants

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Population served per attorney	10,793	11,360	10,920	11,090
Law enforcement served per attorney[1]	38	39	39	39

[1] *Includes county and other agencies serving Hanover.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**21.0**	**21.0**	**21.0**	**-**
Full-time Positions	**21.0**	**21.0**	**21.0**	**-**
ASSISTANT COMMONWEALTH'S ATTY	8.0	8.0	8.0	-
CHIEF DEPUTY COMMONWEALTH'S ATTY	1.0	1.0	1.0	-
COMMONWEALTH'S ATTORNEY	1.0	1.0	1.0	-
LEGAL ASSISTANT	7.0	7.0	7.0	-
OFFICE MANAGER	1.0	1.0	1.0	-
VICTIM WITNESS PROGRAM ASST DIR	2.0	2.0	2.0	-
VICTIM WITNESS PROGRAM DIRECTOR	1.0	1.0	1.0	-

Community Corrections

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Community Corrections assists the Courts in Hanover and Caroline Counties by providing supervision and investigation of adult offenders. The department is designed to provide an alternative to incarceration while maintaining public safety. Community Corrections is required to provide pre-trial services to those deemed necessary by the Court.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**508,544**	**587,793**	**605,345**	**3.0%**
Salaries & Fringe Benefits	473,906	556,439	578,064	3.9%
Operating	33,338	31,354	27,281	-13.0%
Capital Outlay	1,300	-	-	----
Revenues	**508,544**	**587,793**	**605,345**	**3.0%**
General Fund Revenue	91,187	171,793	172,375	0.3%
Local Revenue	68,464	66,000	72,800	10.3%
Intergovernmental	348,893	350,000	360,170	2.9%
Per capita cost of operating department	**$ 4.71**	**$ 5.38**	**$ 5.46**	
Generated Revenue Percent	**82.1%**	**70.8%**	**71.5%**	
General Fund Revenue Percent	**17.9%**	**29.2%**	**28.5%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase is the result of the countywide compensation adjustment and turnover.
- Community Corrections oversaw the Adult Drug Court program. The Board authorized the expansion of this program in FY20, including an additional FTE, but anticipated external funding for the continuation of the program was not received. That position was not filled and this budget de-authorizes the additional FTE for the program.
- The reduction in Operating reflects the elimination of the County's Adult Drug Court pilot program that was funded in FY19 & FY20.
- The Local Revenue increase includes recognition of Caroline County's reimbursement for services provided by the Community Corrections department.

GOALS & OBJECTIVES

- Protect the community by providing effective supervision to offenders and defendants
- Provide the local courts with an alternative to incarceration
- Offer a variety of resources and services to assist with treatment needs

Community Corrections

FUNCTIONAL AREA: Public Safety

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Community Corrections placements	677	705	650	683
Pretrial services placements	642	908	908	953
Adult Drug Court participants[1]	8	20	2	-

[1] *The Adult Drug Court pilot program ended after FY20.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**8.0**	**8.0**	**8.0**	**-**
Full-time Positions	**8.0**	**8.0**	**8.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
DIRECTOR OF COMMUNITY CORRECTIONS	1.0	1.0	1.0	-
PRE-TRIAL INVESTIGATOR	2.0	2.0	2.0	-
PRE-TRIAL INVESTIGATOR - SENIOR	1.0	1.0	1.0	-
PROBATION OFFICER	3.0	3.0	3.0	-

Community Resources

FUNCTIONAL AREA: Human Services

DESCRIPTION

Community Resources promotes Hanover's people, tradition and spirit by mobilizing volunteers and maximizing available resources to address community needs. To support this mission, the department works with citizens, government departments and local non-profit agencies to promote partnerships and identify resources to address individual and community needs. The department administers a number of programs, including the Court Appointed Special Advocate (CASA), Youth Services and Volunteer Services Programs. The CASA Program uses trained community volunteers to advocate for abused and neglected children involved in the juvenile court system. The Youth Services Program facilitates the Hanover Youth Service Council (HYSC), a group of middle and high school students dedicated to planning and implementing service projects. The Youth Services Program is also involved in promoting youth leadership and youth service throughout the community. The Volunteer Services Program promotes opportunities for citizens to volunteer to support County departments and local human service programs. The department also acts as a source of information and referral specific to the needs of older adults within the county, including providing staff support to the Hanover County Council on Aging, an advisory and awareness committee appointed by the Board of Supervisors. At the end of 2019, Community Resources launched the grant-funded Hanover DASH service to manage a countywide specialized transportation program for people 60 and older or those with a disability.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**390,423**	**442,152**	**588,069**	**33.0%**
Salaries & Fringe Benefits	297,911	341,320	384,257	12.6%
Operating	92,272	100,832	203,812	102.1%
Capital Outlay	240	-	-	----
Revenues	**390,423**	**442,152**	**588,069**	**33.0%**
General Fund Revenue	311,775	366,152	391,149	6.8%
Local Revenue	8,648	6,000	5,000	-16.7%
Intergovernmental	70,000	70,000	191,920	174.2%
Per capita cost of operating department	**$ 3.62**	**$ 4.05**	**$ 5.30**	
Generated Revenue Percent	**20.1%**	**17.2%**	**33.5%**	
General Fund Revenue Percent	**79.9%**	**82.8%**	**66.5%**	

BUDGET HIGHLIGHTS

- The large increase in Operating and Intergovernmental Revenue is due to the new Hanover DASH specialized transportation program. This federally-funded program was approved by the Board midway through FY20. The impact of the program is reflected in the FY21 budget.
- The Salaries & Fringe Benefits increase includes the mid-FY20 reclassification of a part-time position to full-time to manage Hanover DASH.

Community Resources

FUNCTIONAL AREA: Human Services

GOALS & OBJECTIVES

- Determine and implement strategies to meet the department's mission of mobilizing community resources to address community needs.
- Administer the CASA Program for abused and neglected children.
- Promote youth service within the community through the HYSC, Global Youth Service Day (GYSD) and targeted engagement of youth groups within the county.
- Provide and foster youth leadership and youth development opportunities throughout the county including encouraging collaboration among youth program leaders.
- Identify existing services and programs as well as develop new resources and partnerships to best connect, engage and support older adults and caregivers along the continuum of independence and care.
- Support countywide volunteer engagement and provide volunteer appreciation and recognition.
- Provide information and referral to connect the public with needed human services resources.
- Promote greater access and independence among older adults and persons with disabilities through the management of Hanover's countywide Specialized Transportation program.

Service Levels	**FY19 Actual**	**FY20 Budget**	**FY20 Forecast**	**FY21 Budget**
Community volunteer hours reported	303,774	310,000	371,608	360,000
Hanover volunteer opportunities posted	44	80	80	75
Volunteer profiles for Hanover residents	3,134	3,175	3,400	3,500
Hanover Youth Service Council				
HYSC projects	37	40	35	40
HYSC service hours	692	1,100	950	1,100
Court Appointed Special Advocates				
CASA Volunteers	17	18	13	18
Children served through CASA	36	32	32	33
Information & referral contacts	578	950	660	775
Information & referral sources provided	1,084	1,000	775	950
Facilitated Youth Leadership Opportunities				
Youth leaders	931	800	300	500
Hours served	830	900	400	700
Senior Services				
Senior outreach/education contacts	350	350	200	350
Senior outreach/education events	6	12	20	20
Hanover DASH[1]				
Registered riders	-	-	160	350
Completed trips	-	-	550	4,000

[1] *Services provided beginning in FY20.*

Community Resources

FUNCTIONAL AREA: Human Services

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**4.5**	**5.0**	**5.0**	**-**
Full-time Positions	**4.0**	**5.0**	**5.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
CASA VOLUNTEER COORDINATOR	1.0	1.0	1.0	-
COMMUNITY RESOURCES ADMINISTRATOR	1.0	1.0	1.0	-
SENIOR SERVICES SPECIALIST	-	1.0	1.0	-
YOUTH SERVICES SPECIALIST	1.0	1.0	1.0	-
Part-time Positions	**0.5**	**-**	**-**	**-**
SENIOR SERVICES SPECIALIST	0.5	-	-	-

Community Services Board

FUNCTIONAL AREA: Human Services

DESCRIPTION

The Community Services Board (CSB) mission is to partner with individuals to provide support and services in the areas of mental health, developmental disabilities and substance use disorders in their efforts to lead satisfying and productive lives in their communities. CSB provides a range of services in support of this mission and is licensed by the Virginia Department of Behavioral Health and Developmental Services and accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) International (an independent, non-profit accreditor of health and human services agencies). Services primarily fall under two areas: (1) Behavioral Health and Wellness (which includes Mental Health and Substance Use Disorders) and (2) Developmental Disabilities.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**11,025,943**	**11,660,588**	**12,087,404**	**3.7%**
Salaries & Fringe Benefits	9,842,497	10,377,374	11,006,983	6.1%
Operating	1,152,416	1,277,384	1,080,421	-15.4%
Capital Outlay	31,030	5,830	-	-100.0%
Revenues	**11,025,943**	**11,660,588**	**12,087,404**	**3.7%**
General Fund Revenue	4,237,951	5,002,527	5,322,385	6.4%
Local Revenue	3,396,872	3,754,284	3,476,000	-7.4%
Intergovernmental	3,391,120	2,903,777	3,289,019	13.3%
Per capita cost of operating department	**$ 102.16**	**$ 106.74**	**$ 109.01**	
Generated Revenue Percent	**61.6%**	**57.1%**	**56.0%**	
General Fund Revenue Percent	**38.4%**	**42.9%**	**44.0%**	

BUDGET HIGHLIGHTS

- Virginia's System Transformation Excellence and Performance (STEP-VA) program results in increased Expenditures and Intergovernmental Revenues. FY20 Amended FTE includes previously Board-approved positions that support STEP-VA requirements.
- The Salaries & Fringe Benefits increase reflects these new positions in addition to the countywide compensation adjustment.
- FY20 billing for Medicaid-covered services, included under Local Revenue, has been less than budgeted. FY21 decreases to both Local Revenue and Operating Expenditures reflect revised expectations for Medicaid-covered services and billing.
- CSB frequently receives competitive grants that are not presumed in the adopted budget. As a result, FY19 Actual Intergovernmental revenue exceeds the FY21 Budget. FY19 Actuals included more than $150K of federal opioid grants.

Community Services Board

FUNCTIONAL AREA: Human Services

GOALS & OBJECTIVES

- Provide high quality, efficient and effective services and programs to individuals served
- Implement mandated system changes to state programs and respond to emerging needs
- Comply with regulatory requirements and performance standards
- Address staff retention by providing necessary training, education and support
- Use technology resources to support efficient and accessible client care

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Mental health services:				
Acute psychiatric or inpatient services	33	20	20	20
Outpatient services	342	350[1]	750	800
Medical services	552	500[1]	550	600
Assertive community treatment	70	75	70	75
Case management services	997	950	850	950
Rehabilitation	83	88	88	88
Supported employment	7	15	10	15
Prevention	183	n/a[2]	550	600
Developmental disabilities services:				
Outpatient services	232	200[1]	300	300
Medical Services	55	25[1]	75	100
Rehabilitation	31	35	35	35
Supported employment (individual & group)	94	85	85	85
Supportive residential services	36	35	35	35
Substance abuse services:				
Outpatient services	182	200[1]	320	350
Medical services	85	100[1]	75	100
Case management services	500	525	300	400
Intensive residential services	66	20	15	20
Emergency services:				
Emergency services	744	800	800	800
Consumer monitoring	379	300	300	350
Assessment and evaluation services	1,051	1,100	1,100	1,200

[1] *Restated FY20 Budget to separate medical services from other outpatient services*

[2] *New Service Level for FY21 Budget.*

Community Services Board

FUNCTIONAL AREA: Human Services

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**134.8**	**139.4**	**139.4**	**-**
Full-time Positions	**126.0**	**133.0**	**133.0**	**-**
ACCOUNTANT	1.0	1.0	1.0	-
ADMINISTRATIVE ASSISTANT	9.0	10.0	10.0	-
CASE MANAGER	22.0	23.0	23.0	-
CLINICAL SUPERVISOR	8.0	8.0	8.0	-
CLINICIAN	30.0	33.0	33.0	-
CUSTOMER SERVICE MANAGER	1.0	1.0	1.0	-
DIVISION DIRECTOR BEHAV HEALTH WELL	1.0	1.0	1.0	-
DIVISION DIRECTOR BUSINESS OPERATIONS	1.0	1.0	1.0	-
DIVISION DIRECTOR DEVELOPMENTAL DISAB	1.0	1.0	1.0	-
EXECUTIVE DIRECTOR OF CSB	1.0	1.0	1.0	-
FINANCIAL TECHNICIAN	1.0	1.0	1.0	-
HOUSING SPECIALIST	-	1.0	1.0	-
OUTREACH AND INTAKE SPECIALIST	1.0	1.0	1.0	-
PEER RECOVERY SPECIALIST	2.0	2.0	2.0	-
PREVENTION SPECIALIST	1.0	2.0	2.0	-
PROGRAM COORDINATOR I	3.0	3.0	3.0	-
PROGRAM COORDINATOR II	5.0	5.0	5.0	-
PSYCHIATRIC NURSE	2.0	2.0	2.0	-
PSYCHIATRIC NURSE SUPERVISOR	1.0	1.0	1.0	-
PSYCHIATRIST	2.0	2.0	2.0	-
QUALITY ASSURANCE COORDINATOR	1.0	1.0	1.0	-
QUALITY ASSURANCE MANAGER	1.0	1.0	1.0	-
QUALITY ASSURANCE SPECIALIST	1.0	1.0	1.0	-
REIMBURSEMENT MANAGER	1.0	1.0	1.0	-
SUPPORTS COORDINATION SUPERVISOR	2.0	2.0	2.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-
TRAINING SPECIALIST	22.0	22.0	22.0	-
TRAINING SPECIALIST SUPERVISOR	3.0	3.0	3.0	-
TRANSPORTATION SUPERVISOR	1.0	1.0	1.0	-
Part-time Positions	**8.8**	**6.4**	**6.4**	**-**
ADMINISTRATIVE ASSISTANT	1.6	1.6	1.6	-
CASE MANAGER	0.5	-	-	-
CLINICIAN	0.7	-	-	-
PREVENTION SPECIALIST	1.2	-	-	-
PSYCHIATRIST	0.6	0.6	0.6	-
TRAINING SPECIALIST	4.2	4.2	4.2	-

Community Support

FUNCTIONAL AREA: Community Development

DESCRIPTION

The County recognizes the benefit obtained by its citizens from the agencies listed below and is pleased to support the operation of these agencies.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,740,090**	**1,830,753**	**1,234,907**	**-32.5%**
Operating	1,740,090	1,830,753	1,234,907	-32.5%
Revenues	**1,740,090**	**1,830,753**	**1,234,907**	**-32.5%**
General Fund Revenue	1,735,590	1,830,753	1,234,907	-32.5%
Intergovernmental	4,500	-	-	----
Per capita cost of operating department	**$ 16.12**	**$ 16.76**	**$ 11.14**	
Generated Revenue Percent	**0.3%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**99.7%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The budget continues support for 7 local and 14 regional organizations.
- Support for the Greater Richmond Convention Center Authority decreases to match the projected change in lodging tax as a result of COVID-19. The amount appropriated totals 100% of this tax in Hanover.
- Increased support for J. Sergeant Reynolds Community College is based on population growth.

GOALS & OBJECTIVES

- Honor regional and local funding agreements that recognize the County's share of participation

Community Support

FUNCTIONAL AREA: Community Development

SERVICE LEVELS

The County appropriates funds for the following agencies. Note that additional contributions may be appropriated during the course of a fiscal year.

BUDGET BY AGENCY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Local	**33,692**	**34,950**	**34,950**	**0.0%**
Hanover Concert Band	1,000	550	550	0.0%
Hanover County Council On Aging	500	550	550	0.0%
Hanover Habitat for Humanity	12,342	13,000	13,000	0.0%
Hanover Safe Place	10,000	10,000	10,000	0.0%
Hanover Tavern Foundation	4,500	5,000	5,000	0.0%
Historic Polegreen Church Foundation	850	850	850	0.0%
Scotchtown	4,500	5,000	5,000	0.0%
Regional	**1,706,398**	**1,795,803**	**1,199,957**	**-33.2%**
American Red Cross	5,500	5,500	5,700	3.6%
Arts & Cultural Funding Consortium	16,500	12,500	12,500	0.0%
Capital Region Workforce Partnership	7,500	6,000	13,400	123.3%
Feed More	6,000	6,000	6,300	5.0%
Greater Richmond Convention Center Authority	1,212,642	1,270,000	685,000	-46.1%
Homeward	4,000	4,000	4,200	5.0%
J. Sargeant Reynolds Community College	137,428	141,787	149,582	5.5%
James River Advisory Council	1,000	1,000	1,000	0.0%
Maymont Foundation	9,500	9,000	9,000	0.0%
Metropolitan Richmond Sports Backers	7,000	7,500	7,500	0.0%
PlanRVA	63,608	65,800	60,000	-8.8%
Richmond Region Tourism	221,195	251,941	231,000	-8.3%
Science Museum of Virginia	7,525	7,525	7,525	0.0%
Senior Connections	7,000	7,250	7,250	0.0%
Grand Total	**1,740,090**	**1,830,753**	**1,234,907**	**-32.5%**

Community Support

FUNCTIONAL AREA: Community Development

American Red Cross – Provides for the immediate basic needs of those within the community impacted by emergencies such as home fires and natural disasters.

Arts & Cultural Funding Consortium – Consolidates and provides funding for arts and cultural organizations in the Richmond metropolitan area. Direct services to County citizens include operational support for the Children's Museum of Richmond, the Richmond Symphony and the Virginia Repertory Theatre, which presents performances at Hanover Tavern.

Capital Region Workforce Partnership – Provides job training and employment assistance services to residents of Hanover.

Feed More – Hunger-relief organization comprised of programs including Meals on Wheels, the Central Virginia Food Bank, Community Kitchen, the Mobile Pantry and Kids Cafe. Provides meals and snacks to residents who are food-insecure (not certain where they will get their next meal) including children, homebound elderly and disabled adults.

Greater Richmond Convention Center Authority – Funded through the state lodging tax generated in each participating locality based on regional agreements supported by the hospitality industry. The amount appropriated totals 100% of this tax in Hanover.

Hanover Concert Band – A community band that plays concerts throughout the year in Hanover and the greater Richmond metropolitan area.

Hanover County Council on Aging – Provides services for the senior population including a senior resources fair, Senior Law Day, health screenings and health counseling.

Hanover Habitat for Humanity – Provides housing for low to moderate income families through building and selling affordable homes in Hanover County. Funding offsets the associated fees and utility connections for these homes.

Hanover Safe Place – Provides shelter space to house victims of domestic and sexual violence in Hanover County. Services include emergency shelter, case management, food, clothing, transportation, hospital accompaniment, court accompaniment and counseling to community members of all ages.

Hanover Tavern Foundation – Offers educational history programs, exhibits, tours, family-oriented special events and theater performances through the Virginia Repertory Theatre.

Historic Polegreen Church Foundation – Preserves the Historic Polegreen Church site and offers guided tours, lectures and other educational programs related to the history of the site and the struggle for civil and religious freedom.

Homeward – The planning and coordinating agency for homeless services in the Counties of Hanover, Henrico and Chesterfield and the City of Richmond.

Community Support

FUNCTIONAL AREA: Community Development

J. Sargeant Reynolds Community College – Support from localities within the college's service region enables the community college to award scholarships and tutorial assistance to students and provide information on the college and course registration to citizens. Funding also supports capital projects related to infrastructure development in support of new facilities and to upgrade existing infrastructure as needed.

James River Advisory Council – Serves as a forum for interests along the James River in central Virginia and communicates with public officials regarding issues and challenges facing the river and its resources.

Maymont Foundation – Funding from local governments facilitates the Maymont Foundation's ability to maintain and preserve Maymont as an admission-free urban park and provide educational opportunities and engaging public programs for citizens and students.

Metropolitan Richmond Sports Backers – Produces and supports quality sporting events and programs that promote a more active lifestyle and provides scholarships to area student athletes and high school athletic teams.

PlanRVA (previously known as the Richmond Regional Planning District Commission (RRPDC)) – A regional planning agency formed to address mutual problems and develop solutions that benefit from intergovernmental cooperation. The major emphasis of PlanRVA is in the areas of transportation, local technical assistance and information services. PlanRVA represents the Counties of Hanover, Charles City, Chesterfield, Goochland, Henrico, New Kent and Powhatan, the Town of Ashland and the City of Richmond.

Richmond Region Tourism – Promotes the Richmond metropolitan area - including Hanover - as an attractive vacation spot, convention place and motion picture filming location. Specifically for Hanover, this includes promotional inducement with Kings Dominion, Scotchtown, battlefields, shuttle service from County hotels to Richmond conventions, radio station advertising highlighting Hanover attractions and coordinating all feature films, commercial production and television shooting in Hanover.

Science Museum of Virginia – Provides educational programming and exhibits focusing on the sciences.

Scotchtown – The home of Patrick Henry. Provides tours, special events and educational and family programming for the public.

Senior Connections – An agency for people age sixty and older living in Planning District 15, which includes Hanover, under the jurisdiction of the Older Americans Act.

County Administrator

FUNCTIONAL AREA: General Government

DESCRIPTION

The County Administrator directs the daily operations of the county government, provides advice and policy recommendations to the Board of Supervisors and provides long-range planning of government operations. The office is also responsible for implementing policies and procedures established by the Board of Supervisors. County Administration advises and evaluates department heads and other personnel consistent with community needs and in conformity with all laws, policies and direction provided by the Board. This office provides administrative oversight over the Board of Supervisors' budget and activities, as well as serving as the agent for the Board's initiatives, policy-setting goals and other focus areas. It is also responsible for providing timely and accurate information on County services, programs and issues to the public through such means as the Hanover Review newsletter and an e-mail distribution list ("Hanover Access News").

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,300,212**	**1,372,558**	**1,376,274**	**0.3%**
Salaries & Fringe Benefits	1,229,154	1,289,693	1,291,171	0.1%
Operating	71,058	82,865	85,103	2.7%
Revenues	**1,300,212**	**1,372,558**	**1,376,274**	**0.3%**
General Fund Revenue	1,300,212	1,372,558	1,376,274	0.3%
Per capita cost of operating department	**$ 12.05**	**$ 12.56**	**$ 12.41**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits category reflects a countywide compensation adjustment offset by turnover in the County Administrator position.
- The Operating increase is due to the distribution of previously centralized copier costs.

GOALS & OBJECTIVES

- Provide leadership and direction to staff in conducting the business of the County
- Provide administrative and managerial support and professional advice to the Board of Supervisors
- Develop and implement programs, policies and procedures to ensure the provision of effective and efficient government services
- Present and recommend balanced annual operating and capital budgets
- Formulate Board initiatives
- Inform, promote and engage the public through public information efforts

County Administrator

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Amended	FY21 Budget
Size of all funds budget (in millions)	**444.2**	**492.0**	**595.0**[1]	**478.2**
Total number of FTE (includes Schools)	**3,690.5**	**3,737.5**	**3,756.1**	**3,743.6**

[1] *FY20 Amended Budget includes reappropriation from the prior year plus Board-approved mid-year budget supplements*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**8.0**	**8.0**	**8.0**	**-**
Full-time Positions	**8.0**	**8.0**	**8.0**	**-**
COUNTY ADMINISTRATOR	1.0	1.0	1.0	-
DEPUTY COUNTY ADMINISTRATOR	3.0	3.0	3.0	-
EXECUTIVE ASSISTANT	2.0	2.0	2.0	-
PUBLIC INFORMATION OFFICER	1.0	1.0	1.0	-
PUBLIC INFORMATION SPECIALIST	1.0	1.0	1.0	-

County Attorney

FUNCTIONAL AREA: General Government

DESCRIPTION

The County Attorney represents the County in all civil legal matters and provides a full range of legal services to the Board of Supervisors and all boards, departments, agencies, constitutional offices and employees of the County, as well as the School Board and School divisions. This office drafts or reviews proposed County ordinances and represents the County and its agencies in litigation. In addition, this office supervises work performed by outside legal counsel, maintains and updates the Hanover County Code and drafts or reviews all deeds, leases, contracts, bonds and other legal documents.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,135,199**	**1,231,025**	**1,167,369**	**-5.2%**
Salaries & Fringe Benefits	1,079,281	1,163,960	1,097,336	-5.7%
Operating	55,918	67,065	70,033	4.4%
Revenues	**1,135,199**	**1,231,025**	**1,167,369**	**-5.2%**
General Fund Revenue	1,135,199	1,231,025	1,167,369	-5.2%
Per capita cost of operating department	**$ 10.52**	**$ 11.27**	**$ 10.53**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- Salaries & Fringe Benefits have decreased due to turnover.
- The Operating increase is due to the distribution of previously centralized copier costs.

GOALS & OBJECTIVES

- Provide prompt and effective legal assistance to all County elected and appointed boards, Constitutional Officers and departments

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**8.0**	**8.0**	**8.0**	**-**
Full-time Positions	**8.0**	**8.0**	**8.0**	**-**
ASSISTANT COUNTY ATTORNEY	3.0	3.0	3.0	-
COUNTY ATTORNEY	1.0	1.0	1.0	-
DEPUTY COUNTY ATTORNEY	2.0	2.0	2.0	-
LEGAL ASSISTANT	2.0	2.0	2.0	-

Court Services

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

Court Services is a division of the Sheriff's Office and is responsible for the security of the judiciary in Hanover County, its officers, visitors and prisoners. This includes the Circuit Court, General District Court and Juvenile & Domestic Relations Court. Court Services helps ensure security and maintains order of courtrooms prior to and during all court sessions. It also responds to and executes orders of the judges. In addition, Court Services performs the "paper process" services of the Courts and Sheriff's Office. This includes delivery of warrants, DMV notices, subpoenas/summons, jury notices, bills of complaint, detinue actions, levies and other notices. The final major component of this division is the safe and efficient transportation of prisoners between the courts and other destinations, including the transportation of persons remanded by the court for mental health evaluation.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**2,623,535**	**2,948,451**	**2,987,085**	**1.3%**
Salaries & Fringe Benefits	2,188,833	2,467,917	2,505,630	1.5%
Operating	167,391	231,994	204,855	-11.7%
Capital Outlay	267,311	248,540	276,600	11.3%
Revenues	**2,623,535**	**2,948,451**	**2,987,085**	**1.3%**
General Fund Revenue	2,462,723	2,780,951	2,819,585	1.4%
Local Revenue	160,812	167,500	167,500	0.0%
Per capita cost of operating department	**$ 24.31**	**$ 26.99**	**$ 26.94**	
Generated Revenue Percent	**6.1%**	**5.7%**	**5.6%**	
General Fund Revenue Percent	**93.9%**	**94.3%**	**94.4%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- Insurance for public safety personnel under the Line of Duty Act (LODA) increases 40% per person from FY20 to FY21, causing a larger increase to Salaries & Fringe Benefits.
- Budget is reallocated from Operating to Capital Outlay due to the planned completion of one-time projects funded in FY20, increased prices for law enforcement vehicles and other Capital Outlay items identified in the Service Level Plan.
- Operating also includes increased maintenance contract costs for equipment and systems used to secure the Courthouse.

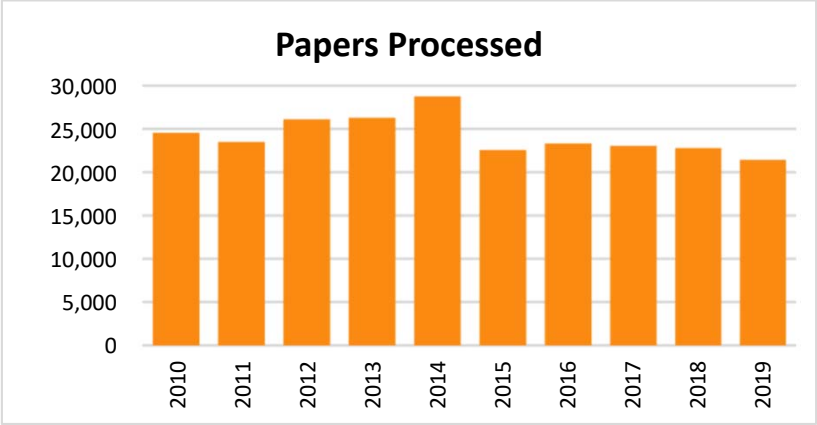
GOALS & OBJECTIVES

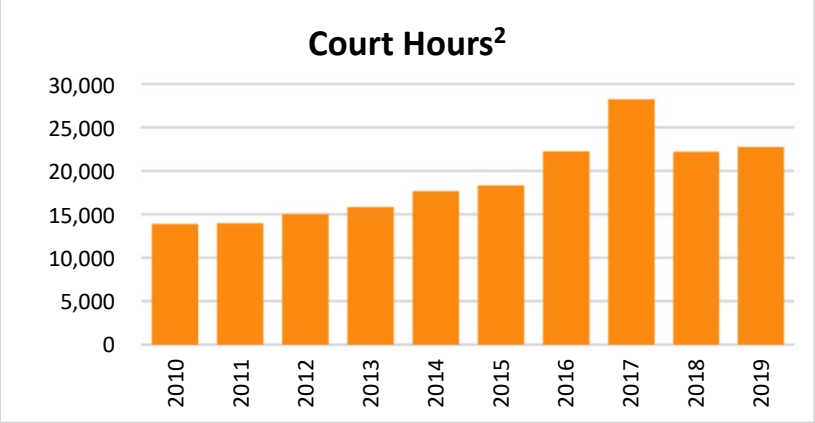
- Maintain a safe and secure environment in the County's Courts
- Facilitate the expeditious service of civil papers
- Conduct secure prisoner transports to and from Court appearances
- Ensure fiscally responsible stewardship

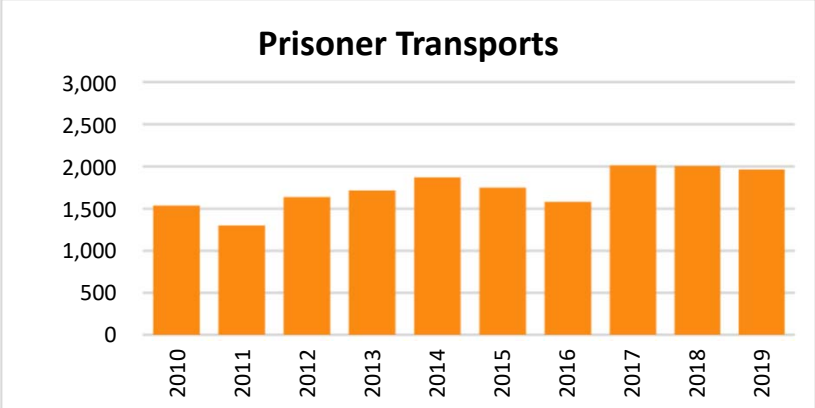
Court Services

FUNCTIONAL AREA: Judicial Administration

SERVICE LEVELS[1]







[1] *Service levels reported per calendar year*

[2] *New Central Control position added in FY17 (4.1K hours)*

Court Services

FUNCTIONAL AREA: Judicial Administration

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**32.0**	**32.0**	**32.0**	**-**
Full-time Positions	**32.0**	**32.0**	**32.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
CAPTAIN - COURT SERVICES	1.0	1.0	1.0	-
COURT BAILIFF	26.0	26.0	26.0	-
LIEUTENANT - COURT SERVICES	1.0	1.0	1.0	-
SERGEANT - COURT SERVICES	3.0	3.0	3.0	-

Economic Development

FUNCTIONAL AREA: Community Development

DESCRIPTION

Economic Development's mission is to increase the County's tax base and create new jobs for its citizens. The department provides services to companies that are considering a location in Hanover and assistance to its existing businesses, resulting in a stable and diverse local economy and an improved standard of living for county citizens. The County has become an important part of the diverse and growing Richmond metropolitan economy. Economic Development assists existing county businesses with expansion, relocation (within the County) and retention issues; recruits new businesses to the County from both domestic and international markets; assists start-ups and encourages entrepreneurial endeavors. The department works to strengthen the Comprehensive Plan for the needs of the business community and serves as a resource to the Economic Development Authority (EDA).

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,033,408**	**1,114,279**	**1,059,218**	**-4.9%**
Salaries & Fringe Benefits	507,369	555,713	543,943	-2.1%
Operating	526,039	558,566	515,275	-7.8%
Revenues	**1,033,408**	**1,114,279**	**1,059,218**	**-4.9%**
General Fund Revenue	984,556	1,109,654	986,823	-11.1%
Local Revenue	48,852	4,625	72,395	1465.3%
Per capita cost of operating department	**$ 9.57**	**$ 10.20**	**$ 9.55**	
Generated Revenue Percent	**4.7%**	**0.4%**	**6.8%**	
General Fund Revenue Percent	**95.3%**	**99.6%**	**93.2%**	

BUDGET HIGHLIGHTS

- Total Salaries & Fringe Benefits decreases due to turnover and a vacant position budgeted at the minimum of the pay range. This is partially offset by the countywide compensation adjustment for filled positions.
- The Operating decrease is primarily from reduced dues for membership in the Greater Richmond Partnership as a result of COVID-19.
- Local Revenue is primarily reimbursement from the Economic Development Authority (EDA). FY20 revenue is projected to exceed $60,000. FY21 Local Revenue reflects that corrected baseline.

GOALS & OBJECTIVES

General

- Develop and implement long-term county economic development policy
- Create and cultivate business investment in Hanover County
- Foster economic development collaboration among county leaders, citizens and businesses
- Market the County's business advantages
- Serve as the primary contact when the County receives business-related inquiries
- Serve as a resource to the Economic Development Authority

Economic Development

FUNCTIONAL AREA: Community Development

Assist Existing Businesses

- Be a technical resource to the overall county business community
- Encourage existing county businesses to invest and expand where/when appropriate
- Visit/interview existing businesses to gauge specific business needs
- Provide support to existing industries to help them grow and expand
- Respond to local business needs and serve as a business community liaison with the County

Encourage New Business

- Provide local entrepreneurs with guidance and resources for start-up ventures
- Provide training resources/information to small businesses and start-up ventures
- Provide marketing support for the Dominion Resources Innovation Center (DRIC)

Recruit/Relocate Out-Of-Town Businesses

- Respond to commercial prospect inquiries, whether sourced in house or via regional partners
- Expand the County supply of available commercial and industrial sites and buildings
- Be a strategic resource and facilitator to groups looking to develop sites within the County

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Business prospects served	66	55	60	55
Information inquiries	130	120	300[1]	120
Existing business visits	136	130	110	130

[1] *COVID-19 assistance to businesses*

	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Lodging Available (Hotel Rooms)[2]				
Town of Ashland	734	736	649[3]	740[4]
County (excluding town)	887	883	779[5]	869[6]

[2] *Source: Richmond Region Tourism Office*

[3] *Red Roof Inn Ashland closed (87 rooms)*

[4] *Tru Hotel opening planned for July, 2020 (91 rooms)*

[5] *Motel 6 Doswell closed (104 rooms)*

[6] *Avid Hotel opening planned for late 2020 (90 rooms)*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**5.0**	**5.0**	**5.0**	**-**
Full-time Positions	**5.0**	**5.0**	**5.0**	**-**
DEPUTY DIRECTOR OF ECONOMIC DEV	1.0	1.0	1.0	-
DIRECTOR OF ECONOMIC DEVELOPMENT	1.0	1.0	1.0	-
EXISTING BUSINESS & PROJECT MANAGER	-	1.0	1.0	-
EXISTING BUSINESS MANAGER	1.0	-	-	-
MARKETING MANAGER	1.0	1.0	1.0	-
OFFICE MANAGER	1.0	1.0	1.0	-

Emergency Communications

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Emergency Communications serves as the 911 answering point and emergency dispatch center for Hanover County and the Town of Ashland. These services and other support activities are provided to citizens and public safety and public service agencies and departments on a 24/7 basis. The department is able to provide these services with well-trained professional Emergency Communications Officers and the use of modern technology, including a fifteen-site, twelve channel 800 MHz trunked radio system, enhanced wireline and wireless 911 systems, text to 911, a computer aided dispatch (CAD) system, CAD mapping, a digital recording system and interoperable communications systems.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**5,543,179**	**6,110,737**	**6,196,567**	**1.4%**
Salaries & Fringe Benefits	3,587,402	3,916,221	3,916,086	0.0%
Operating	1,955,777	2,194,016	2,280,481	3.9%
Capital Outlay	-	500	-	-100.0%
Revenues	**5,543,179**	**6,110,737**	**6,196,567**	**1.4%**
General Fund Revenue	4,804,875	5,342,737	5,450,567	2.0%
Local Revenue	410,815	418,000	416,000	-0.5%
Intergovernmental	327,489	350,000	330,000	-5.7%
Per capita cost of operating department	**$ 51.36**	**$ 55.94**	**$ 55.89**	
Generated Revenue Percent	**13.3%**	**12.6%**	**12.0%**	
General Fund Revenue Percent	**86.7%**	**87.4%**	**88.0%**	

BUDGET HIGHLIGHTS

- Salaries & Fringe Benefits are flat, with the countywide compensation adjustment offset by turnover savings and a reduction of part-time non-benefited support.
- The Operating increase is primarily due to increased annual maintenance for dispatch software.

GOALS & OBJECTIVES

- Answer 99% of all incoming 911 calls in 10 seconds or less (3 rings or less)
- Dispatch 80% of all Fire, EMS, Animal Control and law enforcement priority 1 calls in 90 seconds or less from call entry
- Maintain a 90% employee retention rate and a core group of well-trained, experienced communications officers, supervisors, managers and administrators
- Maintain a 90% customer satisfaction rate by ensuring the department provides required services to citizens and user agencies in a timely, efficient, effective and professional manner
- Maintain a 90% accuracy rate when handling emergency medical dispatch related calls
- Assure the Hanover County Security Alarm Ordinance is administered in a proper and efficient manner

Emergency Communications

FUNCTIONAL AREA: Public Safety

- Ensure that all vital and critical systems and equipment remain operational 95% of the time to ensure emergency communications, law enforcement and public safety personnel have the tools and equipment readily available to them 24/7 to perform their duties in an efficient, timely and professional manner
- Continue to research, evaluate and pursue equipment, technology, facilities, services and systems that will enhance emergency communications operations and provide communications officers and field personnel with the tools and technology needed to perform duties in a safe, efficient and timely manner
- Continue to increase the skills, knowledge and service levels of communications officers, supervisors, managers and administrative staff

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Wireless 911 calls processed	34,495	31,000	35,000	36,000
Wire line 911 calls processed	7,835	8,500	8,000	8,000
Non-911 telephone calls processed	161,814	172,000	162,000	165,000
Public safety incidents processed	77,408	75,500	77,000	78,000
Number of dispatch consoles	12	12	12	12
Number of call taker consoles	12	12	12	12

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**53.5**	**53.5**	**53.5**	**-**
Full-time Positions	**53.0**	**53.0**	**53.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
DEPUTY DIRECTOR OF EMER COMMUNICATIONS	1.0	1.0	1.0	-
DIRECTOR OF EMER COMMUNICATIONS	1.0	1.0	1.0	-
EMERGENCY COMMUNICATIONS CENTER MGR	1.0	1.0	1.0	-
EMERGENCY COMMUNICATIONS OFFICER	36.0	36.0	36.0	-
EMERGENCY COMMUNICATIONS SR SUPERVISOR	5.0	5.0	5.0	-
EMERGENCY COMMUNICATIONS SUPERVISOR	3.0	3.0	3.0	-
EMERGENCY COMMUNICATIONS SYSTEMS MGR	1.0	1.0	1.0	-
IT SYSTEMS ENGINEER	1.0	1.0	1.0	-
RADIO TECHNICIAN	2.0	2.0	2.0	-
RADIO TECHNICIAN SUPERVISOR	1.0	1.0	1.0	-
Part-time Positions	**0.5**	**0.5**	**0.5**	**-**
EMERGENCY COMMUNICATIONS OFFICER	0.5	0.5	0.5	-

Finance & Management Services

FUNCTIONAL AREA: General Government

DESCRIPTION

Finance & Management Services is responsible for the financial management of the County. This includes establishing and maintaining effective controls over the County's financial activities, providing accurate financial information to County and School Board departments in a timely manner and coordinating the annual budget. The Accounting Division coordinates the annual audit and prepares the annual audited financial reports. It also provides accounts payable, payroll, financial reporting and debt management support services. The Budget Division facilitates the annual budget process and monitors budget compliance by departments and agencies throughout the year. The Purchasing Division serves as administrative agent for the County, Schools, Pamunkey Regional Jail and Pamunkey Regional Library in the procurement of all goods and services above a $5,000 unit cost and provides procurement card oversight and disposal of surplus property.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,818,745**	**1,971,211**	**2,023,563**	**2.7%**
Salaries & Fringe Benefits	1,738,290	1,879,796	1,925,368	2.4%
Operating	80,455	91,415	98,195	7.4%
Revenues	**1,818,745**	**1,971,211**	**2,023,563**	**2.7%**
General Fund Revenue	1,755,670	1,921,211	1,973,563	2.7%
Local Revenue	63,075	50,000	50,000	0.0%
Per capita cost of operating department	**$ 16.85**	**$ 18.04**	**$ 18.25**	
Generated Revenue Percent	**3.5%**	**2.5%**	**2.5%**	
General Fund Revenue Percent	**96.5%**	**97.5%**	**97.5%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase is the result of the countywide compensation adjustment and turnover.
- The Operating increase is due to the distribution of previously centralized copier costs and a Service Level Plan item updating a payroll interface between the Finance and Human Resources systems.

GOALS & OBJECTIVES

- Maintain AAA bond rating and high measures of fiscal responsibility
- Maintain and update long-term financial plans
- Maintain Debt Policy compliance ratios
- Receive Government Finance Officers Association (GFOA) awards for budget presentation and financial reporting.

Finance & Management Services

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Bond rating	AAA	AAA	AAA	AAA
Budget transfers processed	848	775	800	825
Purchase orders issued	1,307	1,350	1,300	1,375
Payroll checks processed	128,537	128,000	127,500	130,000
Accounts payable checks issued	23,076	23,250	22,500	24,000
Journal entires processed	3,084	2,600	3,000	3,100

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**22.0**	**22.0**	**22.0**	**-**
Full-time Positions	**22.0**	**22.0**	**22.0**	**-**
ACCOUNTANT	2.0	3.0	3.0	-
BUDGET DIVISION DIRECTOR	1.0	1.0	1.0	-
BUDGET SYSTEMS SPECIALIST	-	1.0	1.0	-
BUDGET/MANAGEMENT ANALYST	3.0	2.0	2.0	-
DIRECTOR OF FINANCE & MGMT SERVICES	1.0	1.0	1.0	-
FINANCE DIVISION DIRECTOR	1.0	1.0	1.0	-
FINANCIAL TECHNICIAN	5.0	4.0	4.0	-
PAYROLL ANALYST	3.0	3.0	3.0	-
PAYROLL MANAGER	1.0	1.0	1.0	-
PURCHASING DIVISION DIRECTOR	1.0	1.0	1.0	-
PURCHASING OFFICER	3.0	3.0	3.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-

Fire-EMS

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Fire-EMS provides emergency services to the citizens of Hanover County, using a combination system of both paid and volunteer personnel. Responsibilities include an all hazards incident management approach to emergencies including fire, emergency medical response, hazardous materials, large-scale incidents and natural/man-made disasters. Fire-EMS staff participate in regional exercises to prepare for any type of disaster or terrorist event. The department also enhances prevention through public education, fire code inspections and fire investigations. Fire-EMS provides fire academies for career staff and volunteer members that include over 300 hours of basic training to become entry-level firefighters. Advanced emergency medical services (EMS) education is provided for volunteers in the stations, through Hanover County Public Schools and in conjunction with J. Sargent Reynolds Community College.

Services are provided out of 16 stations: Ashland (1), Beaverdam (2), Eastern Hanover (3), Doswell (4), Hanover Courthouse (5), Henry (6), Mechanicsville (7), Montpelier (8), Rockville (9), Chickahominy (10), Farrington (11), Black Creek (12), Ashcake (13), East Hanover (14), West Hanover (15) and Ashland (16).

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**20,484,679**	**21,896,303**	**23,008,649**	**5.1%**
Salaries & Fringe Benefits	16,204,052	17,349,807	18,389,427	6.0%
Operating	4,090,096	4,201,256	4,400,022	4.7%
Capital Outlay	190,531	345,240	219,200	-36.5%
Revenues	**20,484,679**	**21,896,303**	**23,008,649**	**5.1%**
General Fund Revenue	16,518,495	18,149,243	18,924,159	4.3%
Local Revenue	2,927,103	2,827,000	2,912,000	3.0%
Intergovernmental	1,039,081	920,060	1,172,490	27.4%
Per capita cost of operating department	**$ 189.80**	**$ 200.43**	**$ 207.51**	
Generated Revenue Percent	**19.4%**	**17.1%**	**17.8%**	
General Fund Revenue Percent	**80.6%**	**82.9%**	**82.2%**	

BUDGET HIGHLIGHTS

- Fire-EMS received a grant midway through FY20 for the hiring of 12 Firefighter Medic positions to staff the new District 17 station.
- The Board authorized the addition of an EMS Training Coordinator midway through FY20.
- The Salaries & Benefits increase reflects these new positions in addition to the countywide compensation adjustment.
- Insurance for public safety personnel under the Line of Duty Act (LODA) increases 40% per person from FY20 to FY21, causing a larger increase to Salaries & Fringe Benefits.

Fire-EMS

FUNCTIONAL AREA: Public Safety

GOALS & OBJECTIVES

- Compliance with emergency response plans and documents for radiologic response, readiness initiative, regional hazard mitigations and local emergency response plan
- Responders to arrive on scene based on established service level goals
- Rate of structure fire-related injuries for civilians and responders per 100,000 of population less than the Commonwealth of Virginia average
- Percent of fire contained to the building of origin 90% or greater
- Maintain a patient condition rate of "improved" or "same" 90% or greater upon delivery at the hospital

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Respond to 80% of Priority 1 calls in less than 9 minutes	79.3%	80.0%	81.9%	81.0%
Respond to 80% of Priority 2 calls in less than 13 minutes	90.5%	90.0%	90.8%	90.0%
Respond to 80% of Priority 3 calls in less than 16 minutes	85.8%	85.0%	87.9%	86.0%
Respond to 80% of urban fire calls in less than 9 minutes	83.4%	82.0%	86.9%	85.0%

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**205.0**	**218.0**	**218.0**	**-**
Full-time Positions	**205.0**	**218.0**	**218.0**	**-**
ADMINISTRATIVE ASSISTANT	4.0	4.0	4.0	-
ASSISTANT CHIEF - FIRE & EMS	3.0	3.0	3.0	-
BATTALION CHIEF	10.0	10.0	10.0	-
BUSINESS MANAGER	1.0	1.0	1.0	-
CAPTAIN - FIRE & EMS	3.0	3.0	3.0	-
CHIEF OF FIRE & EMS	1.0	1.0	1.0	-
EMS TRAINING COORDINATOR	-	1.0	1.0	-
FIREFIGHTER MEDIC	138.0	150.0	150.0	-
HUMAN RESOURCES ANALYST	1.0	-	-	-
HUMAN RESOURCES COORDINATOR	-	1.0	1.0	-
IT SYSTEMS ENGINEER	1.0	1.0	1.0	-
LIEUTENANT - FIRE & EMS	42.0	42.0	42.0	-
VOLUNTEER MEMBERSHIP COORDINATOR	1.0	1.0	1.0	-

General District Court

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The General District Court hears civil cases involving amounts in controversy up to $25,000 and conducts trials for traffic infractions and misdemeanor offenses. In addition to County support, the General District Court receives direct funding from the Commonwealth that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**92,432**	**118,815**	**123,690**	**4.1%**
Operating	92,432	118,815	123,690	4.1%
Revenues	**92,432**	**118,815**	**123,690**	**4.1%**
General Fund Revenue	92,432	118,815	123,690	4.1%
Per capita cost of operating department	**$ 0.86**	**$ 1.09**	**$ 1.12**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- Court positions are funded by the Commonwealth.
- The County supplements the Court's Operating budget. The Operating increase is primarily from court-appointed attorney fees.

GOALS & OBJECTIVES

- Handle traffic violations, hear misdemeanor cases and conduct preliminary hearings for felonies.

SERVICE LEVELS[1]	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Caseload	29,524	35,000	30,882	33,230

[1] *Service levels reported per calendar year*

General Services

FUNCTIONAL AREA: Public Works

DESCRIPTION

General Services provides support services in the following areas:

- **Facilities** is responsible for property management, maintenance and renovation of all non-school, County-owned facilities. This includes preventive maintenance, in-house repairs, alterations of the buildings and related systems and project management services for capital improvement projects. This division provides support and management services for the County and School telephone system and administers the County's Facilities and Energy Management policies.
- **Fleet** provides preventive maintenance and repair service for County and School vehicles and motorized equipment and administers the Fleet Management Policy. This division provides services including vehicle registrations, preparing equipment specifications, vehicle acquisition and disposal, vehicle replacement and maintaining vehicle history records. This division administers the vehicle fuel management program for County and School vehicles.
- **Risk Management** serves both the County and Schools by providing risk assessments, enhanced safety practices and assistance determining compliance with federal Occupational Safety and Health Administration (OSHA) requirements. This division helps administer the County's Vehicle Safety Policy and assists departments with application of the provisions of the Hanover safety manual. This division coordinates claims processing services for County and School insurance policies.
- **Hanover Museum of History and Culture**, housed in the Historic Clerk's Office, is opening as part of Hanover's 300th Birthday Celebration in 2020.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**4,534,084**	**4,797,205**	**4,921,226**	**2.6%**
Salaries & Fringe Benefits	2,457,236	2,616,456	2,691,581	2.9%
Operating	2,049,541	2,176,749	2,207,645	1.4%
Capital Outlay	27,307	4,000	22,000	450.0%
Revenues	**4,534,084**	**4,797,205**	**4,921,226**	**2.6%**
General Fund Revenue	4,526,002	4,793,705	4,913,226	2.5%
Local Revenue	8,082	3,500	8,000	128.6%
Per capita cost of operating department	**$ 42.01**	**$ 43.91**	**$ 44.38**	
Generated Revenue Percent	**0.2%**	**0.1%**	**0.2%**	
General Fund Revenue Percent	**99.8%**	**99.9%**	**99.8%**	

General Services

FUNCTIONAL AREA: Public Works

BUDGET HIGHLIGHTS

- This budget adds operating and staff support for the Hanover Museum of History and Culture, including a part-time Museum Executive Director authorized by the Board in mid-FY20. That position is included in FY20 Amended FTE.
- The Salaries & Fringe Benefits increase reflects this new position in addition to the countywide compensation adjustment.
- The Operating increase includes support for the museum and increases to custodial and trash removal contracts. These are partially offset by the distribution of previously centralized costs to other departments.
- Capital Outlay amounts vary annually as equipment and projects are purchased or completed. FY21 includes lift posts for vehicle maintenance.

GOALS & OBJECTIVES

- Respond to all facility emergency calls in 3 hours or less
- Complete facilities preventive work requests within 5 days of issue
- Maintain County and School vehicles in a safe and cost effective manner
- Assist customers with fleet needs and promote effective fleet management through best management practices
- Improve safety and reduce losses by providing safety training and increasing safety awareness through the use of departmental safety teams and coordinators
- Provide risk management services for County and School departments and employees through ensuring appropriate insurance coverage and risk mitigation strategies

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Vehicles maintained:				
School buses	308	305	308	308
Public safety	477	475	477	482
Other	385	385	385	385
Special purpose equipment	80	80	80	80
Total	**1,250**	**1,245**	**1,250**	**1,255**
Square feet maintained	732,674	732,674	732,674	732,674
Safety audits performed	75	75	79	90

General Services

FUNCTIONAL AREA: Public Works

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**34.0**	**34.5**	**34.5**	**-**
Full-time Positions	**34.0**	**34.0**	**34.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
ADMINISTRATIVE MANAGER	1.0	1.0	1.0	-
AUTOMOTIVE SERVICES COORDINATOR	1.0	1.0	1.0	-
AUTOMOTIVE SERVICES WORKER	1.0	1.0	1.0	-
AUTOMOTIVE TECHNICIAN	13.0	13.0	13.0	-
CUSTOMER SERVICE AGENT	1.0	1.0	1.0	-
DEPUTY DIRECTOR OF GENERAL SERVICES	1.0	1.0	1.0	-
DIRECTOR OF GENERAL SERVICES	1.0	1.0	1.0	-
FACILITIES SERVICE COORDINATOR	1.0	1.0	1.0	-
FACILITIES TECHNICIAN	5.0	5.0	5.0	-
FACILITIES TECHNICIAN SENIOR SUPERVISOR	1.0	1.0	1.0	-
FACILITIES TECHNICIAN SUPERVISOR	1.0	1.0	1.0	-
FLEET MANAGER	1.0	1.0	1.0	-
FLEET OPERATIONS MANAGER	1.0	1.0	1.0	-
PARTS EXPEDITER	1.0	1.0	1.0	-
SAFETY AND RISK MANAGER	1.0	1.0	1.0	-
SAFETY SPECIALIST	1.0	1.0	1.0	-
TELECOMMUNICATIONS TECHNICIAN	1.0	1.0	1.0	-
Part-time Positions	**-**	**0.5**	**0.5**	**-**
MUSEUM EXECUTIVE DIRECTOR	-	0.5	0.5	-

Health

FUNCTIONAL AREA: Human Services

DESCRIPTION

The Hanover County Health Department is part of the Virginia Department of Health's (VDH) Chickahominy Health District. The District encompasses the Counties of Charles City, Goochland, Hanover and New Kent. Funding is predominantly through a cooperative agreement with VDH in which Hanover pays 45% of the allotted general funds designated to the Health District's budget. The Health Department provides medical, emergency preparedness, vital records and environmental services. The Department collaborates with other agencies, health care providers and local communities to address public health issues and to provide public health leadership, guidance, education and consultation to the community. These services are detailed in the local cooperative agreement.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**619,177**	**653,504**	**665,000**	**1.8%**
Operating	619,177	653,504	665,000	1.8%
Revenues	**619,177**	**653,504**	**665,000**	**1.8%**
General Fund Revenue	614,359	653,504	665,000	1.8%
Local Revenue	4,818	-	-	----
Per capita cost of operating department	**$ 5.74**	**$ 5.98**	**$ 6.00**	
Generated Revenue Percent	**0.8%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**99.2%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- Health Department employees are state employees. Support for the Health Department is an Operating expenditure for the County.
- The County share of the Health Department's budget funds staff at Hanover locations.

GOALS & OBJECTIVES

- Expand Population Health program and initiatives.
- Publish the Community Health Improvement Plan.
- Continue to lead the Healthy Hanover Coalition in pursuing the Community Health Improvement Plan goals.
- Ensure food safety through restaurant inspections and food worker education.
- Ensure safe drinking water and septic systems
- Conduct epidemiologic surveillance and investigation of outbreaks and communicable diseases of public health significance.
- Provide excellent medical care to the community, particularly the underserved population, through immunization, family planning, maternity and STD clinics.
- Enhance the public's image of the health department through excellent customer service, community outreach and public education efforts.
- Protect the community through emergency preparedness & response activities, e.g., reviewing & practicing emergency plans, and participating in at least one large-scale emergency exercise annually.

Health

FUNCTIONAL AREA: Human Services

Service Levels

	FY19 Actual	FY20 Budget	FY20 Forecast[1]	FY21 Budget
Communicable disease investigations	331	400	872	1,600
Family planning visits	521	560	260	560
Maternity visits	329	410	314	400
Nursing home screenings	141	150	132	150
Women, Infants, and Children (WIC) client visits	2,233	2,990	2,918	2,800
Immunization visits	484	560	200	455
Sexually transmitted infection visits	259	330	162	310
Tuberculosis (TB) assessments	352	440	86	300
Rabies incidents	428	265	220	250
Total sewage/onsite applications	264	400	307[2]	400
Well applications	257	300	260	280
Restaurant inspection visits[3]	1,501	1,000	729	1,000
Temporary event inspections	80	45	47	50

[1] *FY20 clinic participation decreased due to COVID-19*

[2] *FY20 Forecast based on partial data due to technical glitches.*

[3] *Total inspections for District. Cannot break down by county.*

Human Resources

FUNCTIONAL AREA: General Government

DESCRIPTION

Human Resources provides support services to county departments, Constitutional Officers, the Pamunkey Regional Jail and the Pamunkey Regional Library. Primary areas of responsibility include policy development and interpretation, recruitment and selection, benefits, compensation, employee relations, training and performance management. The department serves as the coordinating office to ensure fair and consistent application of human resources policies in conformance with federal, state and local laws and regulations. To ensure competitiveness in the region, the department evaluates employee compensation and benefits programs among public and private sector peers.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,072,230**	**1,305,450**	**1,321,029**	**1.2%**
Salaries & Fringe Benefits	827,881	936,853	956,279	2.1%
Operating	244,349	368,597	364,750	-1.0%
Revenues	**1,072,230**	**1,305,450**	**1,321,029**	**1.2%**
General Fund Revenue	1,072,229	1,305,450	1,321,029	1.2%
Local Revenue	1	-	-	----
Per capita cost of operating department	**$ 9.93**	**$ 11.95**	**$ 11.91**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- The FY21 budget continues support for the Tuition Reimbursement Program for employees.
- The decrease in Operating is due to reduced support for employee training and development in FY21 as a result of COVID-19.

GOALS & OBJECTIVES

- Continue partnership with Information Technology and Payroll to add functionality to the human resources/payroll system to improve efficiencies and access to managers
- Partner with departments to maintain internal training programs that ensure development opportunities for all employees
- Manage regional compensation data to ensure comparable pay scales are up-to-date for benchmark purposes and internal data is reviewed for equity purposes
- Ensure compliance with Affordable Care Act (ACA) reporting, the Fair Labor Standards Act (FLSA) and the Family and Medical Leave Act (FMLA)

Human Resources

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Applications received[1]	5,709	6,500	6,560	6,750
Positions filled	236	300	285	310
Total full-time employees	1,156	1,175	1,180	1,195
Total part-time employees[2]	527	550	550	575
Pamunkey Regional Library employees	121	135	130	132
Pamunkey Regional Jail employees	123	130	130	130
Grievances per 1,000 employees	-	5	2	2
Number of training classes offered	51	60	63	65

[1] *Includes full-time and part-time positions*

[2] *Includes seasonal recreation staff and Officers of Election.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**9.0**	**9.0**	**9.0**	**-**
Full-time Positions	**9.0**	**9.0**	**9.0**	**-**
ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.0	1.0	1.0	-
DIRECTOR OF HUMAN RESOURCES	1.0	1.0	1.0	-
HUMAN RESOURCES ANALYST	2.0	2.0	2.0	-
HUMAN RESOURCES COORDINATOR	1.0	1.0	1.0	-
HUMAN RESOURCES COORDINATOR II	2.0	2.0	2.0	-
HUMAN RESOURCES GENERALIST	1.0	1.0	1.0	-
OFFICE MANAGER	1.0	1.0	1.0	-

Information Technology

FUNCTIONAL AREA: General Government

DESCRIPTION

Information Technology (IT) provides business application management, personal computing, data center and network services for county departments and agencies. The department also provides support and leadership to help meet the system and technological needs of other departments while ensuring a 24/7 fully functioning computer and system environment with proper security, controls, archives and contingency plans. The Geographic Information System (GIS) division is responsible for maintaining, developing and distributing geographic related data sets and applications. The GIS program provides service and support to public safety, community development and other County agency operations.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**4,718,293**	**4,689,820**	**4,846,317**	**3.3%**
Salaries & Fringe Benefits	3,790,554	4,086,317	4,187,474	2.5%
Operating	927,739	602,003	658,843	9.4%
Capital Outlay	-	1,500	-	-100.0%
Revenues	**4,718,293**	**4,689,820**	**4,846,317**	**3.3%**
General Fund Revenue	4,652,528	4,689,820	4,846,317	3.3%
Local Revenue	765	-	-	----
Intergovernmental	65,000	-	-	----
Per capita cost of operating department	**$ 43.72**	**$ 42.93**	**$ 43.71**	
Generated Revenue Percent	**1.4%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**98.6%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- The Service Level Plan includes funding for redistricting software and a network monitoring solution. Net Operating changes are otherwise flat from FY20.

GOALS & OBJECTIVES

- Provide quality customer service and support
- Create partnerships to implement solutions
- Improve communication at all levels
- Empower users to leverage technology
- Support citizen and business access to County services
- Support mobile and emerging technologies
- Ensure a secure and reliable information system environment
- Enhance and expand technology
- Implement software applications that meet customer needs
- Focus resources on priority investments
- Establish an environment of innovation

Information Technology

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Personal computers and network stations	1,371	1,250	1,350	1,400
Printing devices (personal, network, copiers)	665	600	670	670
Rugged systems	203	225	220	220
Total network connected buildings	44	53	44	44
Total buildings with redundant connectivity	20	n/a[1]	22	24
Supported servers & systems:				
Windows server virtualization rate	89%	88%	90%	90%
County website unique page views (mo. avg.)	103,923	130,000	113,000	123,000
GIS website hits - monthly average	2,985,529	850,000	5,245,000	5,500,000
GIS website visits - monthly average	27,419	29,000	28,000	28,000
Requests for Service:				
General application support	1,160	1,500	1,250	1,300
General server systems support	552	500	600	600
General desktop/device support	1,319	1,500	1,700	1,500
General network support	443	300	450	400
Ops & user support (passwords, account maintenance, etc.)	2,890	2,100	3,000	2,600
Data loss due to intrusions/viruses	1*	No Loss	No Loss	No Loss

**Credit Card data breach with 3rd party vendor*

[1] *New Service Level for FY21 Budget.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**36.0**	**36.0**	**36.0**	**-**
Full-time Positions	**36.0**	**36.0**	**36.0**	**-**
DIRECTOR OF INFORMATION TECHNOLOGY	1.0	1.0	1.0	-
GIS ANALYST	1.0	1.0	1.0	-
IT CYBER SECURITY ENGINEER	-	1.0	1.0	-
IT DIVISION DIRECTOR	2.0	2.0	2.0	-
IT PROJECT LEAD	1.0	1.0	1.0	-
IT PROJECT MANAGER	4.0	4.0	4.0	-
IT SERVICE DESK TECHNICIAN	1.0	1.0	1.0	-
IT SERVICE DESK TECHNICIAN - LEAD	1.0	1.0	1.0	-
IT SYSTEMS ENGINEER	24.0	23.0	23.0	-
OFFICE MANAGER	1.0	1.0	1.0	-

Internal Audit

FUNCTIONAL AREA: General Government

DESCRIPTION

Internal Audit conducts performance, financial and compliance audits of County, Hanover County Public Schools, Pamunkey Regional Library and Pamunkey Regional Jail activities. Audit results and recommendations are reported to the respective Boards, Finance Committee, Administration and agency. The internal auditors work closely with the Boards and Administration to ensure the County provides quality services to the public through functions that are performed efficiently, effectively and in compliance with applicable laws and regulations. Internal Audit develops an annual audit plan that is approved by the Finance Committee. The department also maintains the County's Fraud, Waste and Abuse Hotline.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**306,699**	**338,319**	**373,144**	**10.3%**
Salaries & Fringe Benefits	294,412	323,295	359,795	11.3%
Operating	12,287	15,024	13,349	-11.1%
Revenues	**306,699**	**338,319**	**373,144**	**10.3%**
General Fund Revenue	306,699	338,319	373,144	10.3%
Per capita cost of operating department	**$ 2.84**	**$ 3.10**	**$ 3.37**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase includes the countywide compensation adjustment as well an increase for a position that was filled above the previously-budgeted amount.
- The reduction in Operating is primarily due to budgeting for the triennial peer review in FY20. Continuation of the triennial peer review is included in the Five-Year General Fund Financial Plan on a 3-year cycle. The next review is planned for FY23.

GOALS & OBJECTIVES

- Develop, implement and execute an annual Internal Audit Plan adopted by the Board of Supervisors
- Evaluate risk environments and systems of internal controls
- Follow-up on prior internal audit recommendations and provide departmental assistance
- Perform special projects to support Board initiatives and assist County Administration
- Coordinate regional and external audit services
- Meet Internal Audit performance measurement goals
- Perform audits in accordance with Generally Accepted Government Auditing Standards (GAGAS)

Internal Audit

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Number of internal audits performed	5	8	6	6
Average internal audit cycle (years)	9	9	10	10
Percent of audit universe audited to date	95%	75%[1]	70%	74%

[1] *Audit universe reevaluated in FY20 due to the number of system implementations.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**3.0**	**3.0**	**3.0**	**-**
Full-time Positions	**3.0**	**3.0**	**3.0**	**-**
DIRECTOR OF INTERNAL AUDIT	1.0	1.0	1.0	-
INTERNAL AUDITOR	2.0	2.0	2.0	-

Juvenile & Domestic Relations Court

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The Juvenile & Domestic Relations Court hears cases involving children and families. In addition to County Operating support, the Juvenile & Domestic Relations Court receives direct funding from the Commonwealth that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**18,396**	**23,230**	**25,336**	**9.1%**
Operating	18,396	23,230	25,336	9.1%
Revenues	**18,396**	**23,230**	**25,336**	**9.1%**
General Fund Revenue	18,396	23,230	25,336	9.1%
Per capita cost of operating department	**$ 0.17**	**$ 0.21**	**$ 0.23**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- Court positions are funded by the Commonwealth. The County supplements the Court's Operating budget.
- Operating expenditure increased for additional educational training for Court employees.

GOALS & OBJECTIVES

- Hear all matters involving juveniles such as criminal or traffic matters for any person under the age of 18.
- Handle matters involving the family, such as custody, support, and visitations.

SERVICE LEVELS[1]	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Caseload	10,100	23,230	11,000	13,200

[1] *Service levels reported per calendar year*

Juvenile Court Services

FUNCTIONAL AREA: Public Safety

DESCRIPTION

The Juvenile Court Services Unit (JCSU) provides intake, probation, case management, psychological services and social investigations for youth and families. The intake officer has the authority, based on the Code of Virginia, to divert relatively minor cases and first offenders (Child in Need of Service, Child in Need of Supervision and Delinquent) from the court system to programs and services operated by the JCSU or outside the department. The intake officer also processes requests for juvenile criminal charges that are directed to the court for adjudication. The intake officer has the ability to issue detention orders for juveniles charged with a class 1 misdemeanor or felony and who pose a threat to the safety of themselves or others. There are four levels of detention: secure detention, non-secure (shelter care), electronic monitoring and house arrest. The JCSU monitors all juveniles during any level of detention but does not have access to a shelter care option at this time. Domestic cases (custody, spousal and child support, spousal abuse and child visitation) are also prepared for the court by the intake officer.

The JCSU provides probation supervision as ordered by the court. The length of probation is determined by the JCSU with judicial approval. The time period is dependent on the juvenile's adjustment and compliance with court-ordered requirements. Programs provided to juveniles and parents include electronic monitoring, supervision plan services and community service work. The JCSU funds intensive in-home counseling services for probationers and their families when appropriate.

In addition to County support, JCSU receives direct funding from the Commonwealth that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**529,208**	**553,416**	**558,138**	**0.9%**
Salaries & Fringe Benefits	219,557	245,082	247,868	1.1%
Operating	309,651	308,334	310,270	0.6%
Revenues	**529,208**	**553,416**	**558,138**	**0.9%**
General Fund Revenue	442,550	472,216	476,938	1.0%
Intergovernmental	86,658	81,200	81,200	0.0%
Per capita cost of operating department	**$ 4.90**	**$ 5.07**	**$ 5.03**	
Generated Revenue Percent	**16.4%**	**14.7%**	**14.5%**	
General Fund Revenue Percent	**83.6%**	**85.3%**	**85.5%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- 85% of the Operating budget is the cost to house juvenile offenders placed at the Merrimac Juvenile Detention Center. This amount varies annually based on a rolling five-year history of Hanover's share of regional detentions. This cost increases 1.8% in FY21.
- State revenue under the Virginia Juvenile Community Crime Control Act (VJCCCA) is anticipated to continue.

Juvenile Court Services

FUNCTIONAL AREA: Public Safety

GOALS & OBJECTIVES

- Protect the public by helping court-involved youth become productive citizens
- Consistently practice the principles of effective community supervision
- Assist youth in developing a strong sense of connection to their community and supportive family members and/or other adults
- Provide an alternative to secure detention through the Electronic Incarceration Program
- Provide intensive supervision and coordination for the Juvenile Drug Court program
- Provide community service opportunities and supervision for juvenile offenders
- Provide additional community supervision of juvenile offenders through community surveillance
- Use appropriate incentives and sanctions with juveniles under supervision

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Program participation:				
Community service	139	150	35[1]	35
Truancy project	47	50	50	50
Juvenile drug court	8	10	10	10
Community surveillance	35	40	40	40
Number of electronic monitoring cases	25	50	35	35
Juvenile intake:				
Detention assessment overrides	26.1%	n/a[2]	<15%	<15%
% of youth diverted at intake	39.8%	n/a[2]	>20%	>20%

[1] *Assignment of community service dropped significantly during FY20.*

[2] *New Service Level for FY21 Budget.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**3.0**	**3.0**	**3.0**	**-**
Full-time Positions	**3.0**	**3.0**	**3.0**	**-**
COURT SERVICES PROGRAM COORDINATOR	1.0	1.0	1.0	-
COURT SERVICES SR INTENSIVE PROB OFC	1.0	1.0	1.0	-
COURT SERVICES YOUTH SUPERVISOR	1.0	1.0	1.0	-

Magistrate

FUNCTIONAL AREA: Judicial Administration

DESCRIPTION

The Magistrate conducts probable cause hearings on complaints of criminal conduct brought by Sheriff's deputies and citizens of the County to determine whether a warrant of arrest should be issued. The Magistrate also conducts bail bond hearings, commits offenders to jail and releases prisoners from jail. In addition to County Operating support, the Magistrate receives direct funding from the Commonwealth that is not appropriated by the County and therefore not included below.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**3,330**	**3,373**	**3,431**	**1.7%**
Operating	3,330	3,373	3,431	1.7%
Revenues	**3,330**	**3,373**	**3,431**	**1.7%**
General Fund Revenue	3,330	3,373	3,431	1.7%
Per capita cost of operating department	**$ 0.03**	**$ 0.03**	**$ 0.03**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- Magistrate positions are funded by the Commonwealth. The County supplements the Magistrate's Operating budget.

GOALS & OBJECTIVES

- Issue various types of processes such as arrest warrants, summonses, search warrants and emergency protective orders
- Ensure that justice is administered fairly and impartially

SERVICE LEVELS[1]	2019 Actual	2020 Budget	2020 Forecast	2021 Budget
Bail hearings	5,195	6,907	5,200	5,300
Bonds	2,069	2,720	2,000	2,100
Criminal processes	4,224	7,367	4,300	4,400
Emergency protective orders	524	896	500	600
Search warrants	642	1,041	920	1,020
Temporary detention orders	308	482	310	410

[1] *Service levels reported per calendar year*

Nondepartmental

FUNCTIONAL AREA: Nondepartmental

DESCRIPTION

Nondepartmental is comprised of appropriated reserves and General Fund transfers to/from other funds. The County's General Fund provides transfers to other funds to supplement revenue collected by those funds. The Lewistown Commerce Center Community Development Authority (CDA) receives the transfer of its generated revenue. For further information on transfers out, refer to each fund's pages in the Other Funds section of this budget document. Reserves for unexpected budgetary needs are also included in this area. These reserves are budgeted in compliance with the financial policies adopted by the Board of Supervisors.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**115,522,379**	**128,385,321**	**124,855,582**	**-2.7%**
Salaries & Fringe Benefits	**-**	**159,862**	**93,652**	**-41.4%**
Personnel Category Adjustment	-	159,862	93,652	-41.4%
Operating	**-**	**1,968,785**	**1,981,534**	**0.6%**
Reserve for Contingencies	-	1,268,785	1,281,534	1.0%
Reserve for Revenue Transfers	-	700,000	700,000	0.0%
Transfers Out	**115,522,379**	**126,256,674**	**122,780,396**	**-2.8%**
Transfer to Airport CIP	-	411,000	59,000	-85.6%
Transfer to Airport Fund	52,029	48,444	109,676	126.4%
Transfer to CIP Assignments	600,000	1,110,000	250,000	-77.5%
Transfer to CIP County	6,996,421	6,448,000	7,141,800	10.8%
Transfer to CIP Schools	5,000,000	5,800,000	3,000,000	-48.3%
Transfer to Debt Service	-	29,600	25,700	-13.2%
Transfer to Debt Svc County	6,478,881	7,304,460	8,588,970	17.6%
Transfer to Debt Svc Schools	12,903,735	12,772,770	10,047,250	-21.3%
Transfer to Lewistown CDA	620,074	636,400	562,000	-11.7%
Transfer to Schools Operating	82,871,239	91,696,000	92,996,000	1.4%
Revenues	**115,522,379**	**128,385,321**	**124,855,582**	**-2.7%**
General Fund Revenue	**115,396,274**	**127,685,321**	**124,155,582**	**-2.8%**
Local Revenue	**-**	**700,000**	**700,000**	**0.0%**
Reserve for Revenue Transfers	-	700,000	700,000	0.0%
Transfers In	**126,105**	**-**	**-**	**----**
Transfer from County CIP	126,105	-	-	----
Generated Revenue Percent	**0.1%**	**0.5%**	**0.6%**	
General Fund Revenue Percent	**99.9%**	**99.5%**	**99.4%**	

Nondepartmental

FUNCTIONAL AREA: Nondepartmental

BUDGET HIGHLIGHTS

- Per the Board's Finance & Management Services Policies, Reserve for Contingencies is appropriated at an amount equal to at least 0.5% of the General Fund budget, net of transfers to capital improvements funds. The budgeted amount ensures that this policy is adhered to throughout the Five-Year Plan.
- Reserve for Revenue Transfers provides an appropriation for future grants, donations and insurance recoveries that are not known at the time of budget adoption. Budget is transferred from this reserve to departments as qualifying grants are awarded or revenue is received.
- Personnel Category Adjustment includes funding to address compensation items not identifiable to the department level at the time of budget adoption. Such items include performance incentives and career ladder advancements.

GOALS & OBJECTIVES

- Provide necessary operating and capital funding from the General Fund as approved by the Board of Supervisors
- Maintain reserves in compliance with financial policies to ensure unexpected budgetary needs are satisfied
- Comply with debt payment schedules and covenants contained in debt agreements

Pamunkey Regional Jail

FUNCTIONAL AREA: Public Safety

DESCRIPTION

The Pamunkey Regional Jail Authority operates a regional jail for the Counties of Hanover and Caroline and the Town of Ashland. The Jail Authority is a political subdivision of the Commonwealth of Virginia, governed by a five-member board appointed by the participating localities (2 are appointed by Hanover). The jail opened in 1998. The facility contains 519 beds consisting of 451 general-purpose beds, a 24 bed work-release center, a 6 bed infirmary and 38 special-management beds. The Jail Authority charges member and non-member jurisdictions a per diem prisoner fee sufficient to pay its operating and debt service costs.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**5,324,085**	**5,616,310**	**5,717,226**	**1.8%**
Operating	5,324,085	5,616,310	5,717,226	1.8%
Revenues	**5,324,085**	**5,616,310**	**5,717,226**	**1.8%**
General Fund Revenue	5,324,085	5,616,310	5,717,226	1.8%
Per capita cost of operating department	**$ 49.33**	**$ 51.41**	**$ 51.56**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The Jail has experienced a significant decrease in the local inmate population due to the COVID-19 pandemic. As a result, the budgeted per diem cost to house inmates increased from $52.15 for FY20 to $66.12 for FY21.
- County support for the Jail reflects the net impact of the lower inmate population and higher per diem cost.
- Jail employees are not County employees. Support for the Jail is an Operating expenditure for the County.

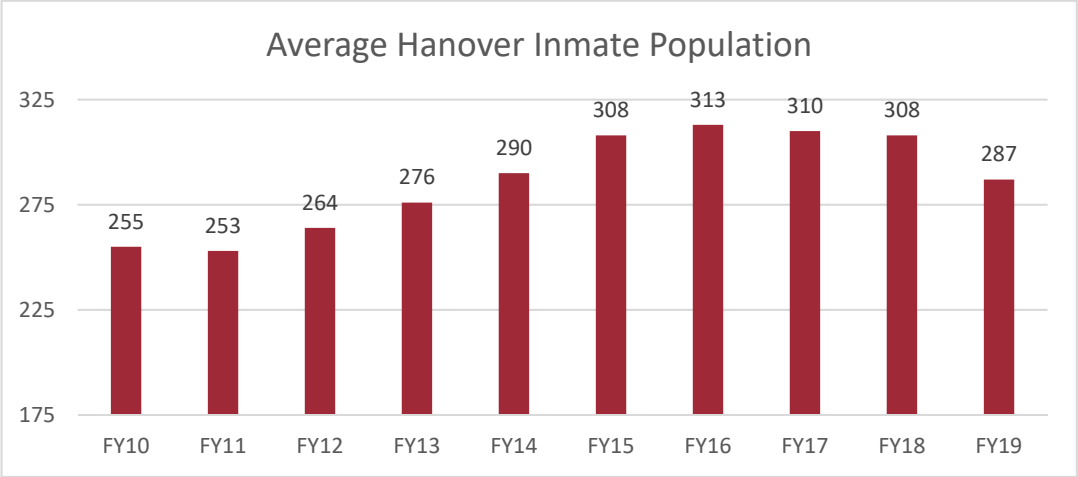
GOALS & OBJECTIVES

- Continue to enhance relationship with user jurisdictions, outside agencies and the public through effective correctional services and community involvement
- Provide staff the needed training to ensure a safe work environment
- Provide inmates with quality medical care and a safe living environment
- Maintain revenue from federal contract bed rentals and continue to pursue other possible contract bed rentals
- Maintain American Correctional Association accreditation and Department of Corrections certification through staff development while adhering to facility policies and procedures

Pamunkey Regional Jail

FUNCTIONAL AREA: Public Safety

SERVICE LEVELS



Pamunkey Regional Library

FUNCTIONAL AREA: Parks, Recreation & Cultural

DESCRIPTION

The Pamunkey Regional Library is a political subdivision of the Commonwealth of Virginia, governed by a ten-member Board of Trustees appointed by the Boards of Supervisors of the participating counties (four are appointed by Hanover). The mission of the Library is to enhance the quality of life in member communities by providing access to information, promoting reading and enjoyment, nurturing life-long learning and providing places for people to interact with others.

The Library offers programs for all ages, such as story times, book groups, author visits, teen activities and lectures. Citizens may borrow items from any system branch for free, reserve a meeting room, connect on the wireless network for free, use a high-speed computer or join a summer reading program.

As part of this regional library system, the County had nearly 501,100 items circulated in the Hanover libraries in 2019. Six branch libraries are located in the County:

- **Richard S. Gillis, Jr. Ashland Branch Library** with 45,800 volumes and a circulation of 94,200 in 2019.
- **Atlee Branch Library** with 35,400 volumes and a circulation of 145,700 in 2019. Technical Services is also located in the building. Construction of a new, larger facility was funded in the FY19 Capital Improvements Program (CIP). The new facility is expected to open in summer 2020.
- **Hanover Branch Library** with 13,500 volumes and a circulation of 44,500 in 2019. The Library's administrative headquarters are also located in the building.
- **Mechanicsville Branch Library** with 39,000 volumes and a circulation of 158,200 in 2019.
- **Lois Wickham Jones/Montpelier Branch Library** with 13,200 volumes and a circulation of 31,600 in 2019. Funding for a new Montpelier Park Community Center & Library was included in the FY20 CIP. The new facility is expected to open in 2021.
- **Cochrane Rockville Branch Library** with 15,000 volumes and a circulation of 26,900 in 2019.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**2,765,714**	**2,941,000**	**2,941,000**	**0.0%**
Operating	2,765,714	2,941,000	2,941,000	0.0%
Revenues	**2,765,714**	**2,941,000**	**2,941,000**	**0.0%**
General Fund Revenue	2,765,714	2,941,000	2,941,000	0.0%
Per capita cost of operating department	**$ 25.63**	**$ 26.92**	**$ 26.52**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

Pamunkey Regional Library

FUNCTIONAL AREA: Parks, Recreation & Cultural

BUDGET HIGHLIGHTS

- County support for the regional library system includes direct costs for Hanover library branches as well as a portion of shared services that benefit branches in all participating counties.
- Library employees are not County employees. Support for the Library is an Operating expenditure for the County.
- The Five-Year General Fund Financial Plan includes staffing and operating changes for the Montpelier Park Community Center & Library facility anticipated to open in FY22.

GOALS & OBJECTIVES

- Strengthen the relationship between customers, the community and the library
- Emphasize utilization by the Family Relationship cluster to develop new library users
- Encourage digital usage by increasing the items available and promoting their utilization
- Encourage the use of technology to increase efficiency in library service
- Expand destination usage to deepen and strengthen customer relationships

SERVICE LEVELS[1]	FY19 Actual	FY20 Budget	FY20 Forecast[2]	FY21 Budget
Active cardholders	66,418	65,000	62,000	65,000
Attendance at library programs	48,227	49,000	35,000	49,000
Internet workstations – hours used	92,385	107,000	59,200	84,000
References questions answered	388,567	398,000	342,000	390,000
Average number of daily website hits	823	690	800	800
Library visits	515,362	535,000	375,000	515,000

[1] *System-wide service levels*

[2] *Libraries closed to public access during the 4th quarter of FY20 due to COVID-19*

Parks & Recreation

FUNCTIONAL AREA: Parks, Recreation & Cultural

DESCRIPTION

Parks & Recreation maintains parkland throughout Hanover County, with beautiful trails, historic landmarks, athletic fields and relaxing shelters, as well as safe accessible playgrounds. The department boasts a wide range of yearlong events and programs for all ages and interests. The department specifically offers, or is involved with, passive park activities, maintenance of County grounds, educational/hobby programs, senior citizen activities, youth programs, athletic leagues, bus tours and special events.

Its mission is to promote, advocate and provide the highest quality park and recreational resources and leisure services. The vision is to provide, through a comprehensive delivery system, safe, healthy and strategically-placed resources and leisure services of the highest quality. These resources and services are diversely funded, accessible and affordable. It is also part of the vision that Parks & Recreation plays a key leadership role in providing for and improving the quality of life while conserving and protecting natural, cultural and historic resources.

The Parks & Recreation Advisory Commission serves as a liaison between the citizens and the Board of Supervisors.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**3,468,058**	**3,853,731**	**3,722,127**	**-3.4%**
Salaries & Fringe Benefits	2,184,912	2,430,664	2,459,900	1.2%
Operating	1,203,597	1,297,067	1,255,227	-3.2%
Capital Outlay	79,549	126,000	7,000	-94.4%
Revenues	**3,468,058**	**3,853,731**	**3,722,127**	**-3.4%**
General Fund Revenue	2,684,932	3,104,851	3,050,227	-1.8%
Local Revenue	783,126	746,880	668,500	-10.5%
Use of Planned Surpluses	-	2,000	3,400	70.0%
Per capita cost of operating department	**$ 32.13**	**$ 35.28**	**$ 33.57**	
Generated Revenue Percent	**22.6%**	**19.4%**	**18.1%**	
General Fund Revenue Percent	**77.4%**	**80.6%**	**81.9%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- Operating Expenditures and Local Revenue both decrease as a result of COVID-19 and the reprioritization of programs and services.
- Capital Outlay amounts vary annually as equipment and projects are purchased or completed.
- The Five-Year General Fund Financial Plan includes staffing and operating changes for the Montpelier Park Community Center & Library facility anticipated to open in FY22.
- The CIP includes larger-scale Park Enhancements separately listed in the CIP section of the document.

Parks & Recreation

FUNCTIONAL AREA: Parks, Recreation & Cultural

GOALS & OBJECTIVES

- Promote, advocate and provide the highest quality park and recreational resources and leisure services
- Provide a balance of recreational programs and facilities to meet the present and planned population needs of Hanover County
- Preserve, maintain and further enhance public grounds, areas of scenic beauty and areas of historic significance
- Encourage the use of existing recreational and scenic areas
- Pursue park improvements and expansions, as outlined in the 2010 Parks & Recreation Comprehensive Facilities Master Plan, through partnerships with county athletic leagues and community-based organizations
- Grow all aspects of the department's special events to include adding sponsors, improving logistics and growing attendance at events such as Hanover Tomato Festival, Taylor's SpookieFUN Fest, Polar Pickleball, K-9 Hero's/Pooch Pursuit and Taylor's Neon Night Ride
- Identify and complete land acquisition for future parks in both Eastern & Western Hanover.
- Continue working on design, permitting and construction of the Montpelier Park Community Center & Library
- Continue to grow Hanover's Sports Tourism brand through continued excellence in facility management and providing additional services to tournament/special event organizers

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Number of Hanover parks	10	10	11[1]	11
Number of boat ramps	4	4	4	4
% of time athletic fields mowed within 1 week	100%	100%	100%	100%
% of time all athletic fields are inspected	100%	100%	100%	100%
% of time sites are mowed within 10 working days (March 15 - November 1)	96%	98%	98%	98%
Park visitation total (millions)	1.43	1.50	1.50	1.51

[1] *Lake Hanover Park opened FY20.*

Parks & Recreation

FUNCTIONAL AREA: Parks, Recreation & Cultural

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**31.1**	**31.1**	**31.1**	**-**
Full-time Positions	**30.0**	**30.0**	**30.0**	**-**
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
ADMINISTRATIVE MANAGER	1.0	1.0	1.0	-
CUSTOMER SERVICE AGENT	1.0	1.0	1.0	-
DEPUTY DIRECTOR OF PARKS & REC	1.0	1.0	1.0	-
DIRECTOR OF PARKS & RECREATION	1.0	1.0	1.0	-
FACILITIES COORDINATOR	1.0	1.0	1.0	-
GROUNDSKEEPER	11.0	11.0	11.0	-
GROUNDSKEEPER SUPERVISOR	3.0	3.0	3.0	-
MAINTENANCE SERVICE TECHNICIAN	1.0	1.0	1.0	-
MAINTENANCE SUPERVISOR	1.0	1.0	1.0	-
RECREATION COORDINATOR	4.0	4.0	4.0	-
RECREATION PROGRAM ASSISTANT	2.0	2.0	2.0	-
RECREATION PROGRAM DIRECTOR	1.0	1.0	1.0	-
TRADES SUPERVISOR	1.0	1.0	1.0	-
Part-time Positions	**1.1**	**1.1**	**1.1**	**-**
ACCOUNT CLERK	0.5	0.5	0.5	-
GROUNDSKEEPER	0.6	0.6	0.6	-

Planning

FUNCTIONAL AREA: Community Development

DESCRIPTION

Planning assists the Board of Supervisors, Planning Commission, Historical Commission, Architectural Review Board, Board of Zoning Appeals and other designated committees in establishing and implementing development policies for the County. Proposals for changes are reviewed with federal, state and local agencies as necessary for consistency with applicable regulations and policies. The staff also disseminates policy information to the Board, Planning Commission, Architectural Review Board, other boards and committees and the public. Planning strives to hold an annual Citizens' Planning Academy for citizens to learn more about the planning process.

Planning is made up of four sections. The Administration Section is responsible for overall management including the preparation of ordinances, comprehensive plan amendments and regional issues. The Current Section is responsible for all land-use and subdivision applications, exclusive of variances. The Development Review Section is responsible for processing site plan and subdivision applications. The Code Compliance Section is responsible for the administration and enforcement of the Zoning Ordinance to include review of building permits as well as processing variances and appeals.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,988,734**	**2,096,030**	**2,128,613**	**1.6%**
Salaries & Fringe Benefits	1,729,993	1,856,473	1,861,970	0.3%
Operating	258,741	239,557	266,643	11.3%
Revenues	**1,988,734**	**2,096,030**	**2,128,613**	**1.6%**
General Fund Revenue	1,755,422	1,861,030	1,889,113	1.5%
Local Revenue	233,312	235,000	239,500	1.9%
Per capita cost of operating department	**$ 18.43**	**$ 19.19**	**$ 19.20**	
Generated Revenue Percent	**11.7%**	**11.2%**	**11.3%**	
General Fund Revenue Percent	**88.3%**	**88.8%**	**88.7%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment. This is partially offset by savings due to turnover and a reclassified position.
- The Operating increase includes one-time funding for Service Level Plan projects to provide new software support for proffer tracking and document management.

Planning

FUNCTIONAL AREA: Community Development

GOALS & OBJECTIVES

- Review economic development cases within 60 days
- Review site plan applications in less than 30 days and subdivisions in less than 45 days
- Respond to zoning complaints within 3 days with goal to achieve compliance over convictions
- Continue to participate in statewide planning professional development organizations including the Virginia chapter of the American Planning Association and the Land Use Education Program
- Continue to engage citizens through community meetings, civic organizations and the Citizens' Planning Academy
- Provide educational and training opportunities for staff
- Continue to engage and provide educational opportunities to the community development industry through staff/applicant review meetings and periodic meetings with the development community

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast[1]	FY21 Budget
Zoning cases completed in estimated time	95%	99%	98%	99%
Development reviews completed on time	94%	99%	96%	99%
Respond to code violation reports within established time frame	98%	99%	98%	99%

[1] *FY20 Forecast reflects performance prior to COVID-19.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**20.0**	**20.0**	**20.0**	**-**
Full-time Positions	**20.0**	**20.0**	**20.0**	**-**
ADMINISTRATIVE ASSISTANT	3.0	3.0	3.0	-
BUSINESS AND OPERATIONS MANAGER	1.0	1.0	1.0	-
CODE COMPLIANCE OFFICER	3.0	3.0	3.0	-
CODE COMPLIANCE SUPERVISOR	-	1.0	1.0	-
CURRENT PLANNING MANAGER	1.0	1.0	1.0	-
DEPUTY DIRECTOR OF PLANNING	1.0	1.0	1.0	-
DIRECTOR OF PLANNING	1.0	1.0	1.0	-
PLANNER	7.0	7.0	7.0	-
PLANNING TECHNICIAN	1.0	1.0	1.0	-
PRINCIPAL PLANNER	2.0	1.0	1.0	-

Public Works

FUNCTIONAL AREA: Public Works

DESCRIPTION

Public Works' responsibilities include administration of the state-mandated Chesapeake Bay, Stormwater Management and Erosion & Sediment Control programs; implementation of the County's regional stormwater quality program; oversight responsibility over solid waste disposal, refuse collection and recycling; management of airport operations and facilities; and management of the Cannery. Public Works reviews subdivision and site plans, inspects subdivision roads, administers the flood plain ordinance and manages underground storage tanks for County facilities. The department provides input to the Virginia Department of Transportation (VDOT) regarding transportation projects managed by VDOT and manages the planning, design and construction of County road projects.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,817,887**	**1,924,597**	**1,957,552**	**1.7%**
Salaries & Fringe Benefits	1,629,774	1,712,669	1,751,747	2.3%
Operating	188,113	211,928	205,805	-2.9%
Revenues	**1,817,887**	**1,924,597**	**1,957,552**	**1.7%**
General Fund Revenue	1,438,380	1,636,297	1,670,452	2.1%
Local Revenue	379,507	288,300	287,100	-0.4%
Per capita cost of operating department	**$ 16.84**	**$ 17.62**	**$ 17.65**	
Generated Revenue Percent	**20.9%**	**15.0%**	**14.7%**	
General Fund Revenue Percent	**79.1%**	**85.0%**	**85.3%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase is the result of turnover, career development ladders and the countywide compensation adjustment.
- The Operating decrease reflects the planned completion of one-time Cannery repairs funded in FY20.

GOALS & OBJECTIVES

- Provide construction management for assigned County projects
- Review 100% of erosion and sediment control plans and utility plans within 14 days
- Review 95% of building permits within 4 days
- Review 100% of construction plans within 3 weeks of receipt from the Planning Department
- Respond to 100% of all drainage complaints within 10 days
- Operate the Cannery to meet citizen needs

Public Works

FUNCTIONAL AREA: Public Works

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Erosion control and utility plans submitted	21	30	30	30
Site plan reviews	155	150	150	150
Subdivision construction plan reviews	58	60	60	60
Subdivision plat reviews	136	50	100	100
Drainage complaints	200	175	150	175
Septic tank pump-out letters sent	4,000	3,600	10,000	12,000
Cannery items processed (cans and jars)	1,341	2,000	1,000	1,000
Cannery patrons	40	50	40	40
Building permits submitted:				
Residential	490	525	500	500
Commercial	120	127	100	100

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**18.0**	**18.0**	**18.0**	**-**
Full-time Positions	**17.0**	**17.0**	**17.0**	**-**
ACCOUNT CLERK	1.0	1.0	1.0	-
ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0	-
BUSINESS AND OPERATIONS MANAGER	1.0	1.0	1.0	-
CIVIL ENGINEER	5.0	5.0	5.0	-
CONSTRUCTION COORDINATOR	3.0	3.0	3.0	-
DEPUTY DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	-
DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	-
ENGINEERING MANAGER	1.0	1.0	1.0	-
ENVIRONMENTAL COMPLIANCE MGR	1.0	1.0	1.0	-
OFFICE MANAGER	1.0	1.0	1.0	-
TRAFFIC ENGINEER	1.0	1.0	1.0	-
Part-time Positions	**1.0**	**1.0**	**1.0**	**-**
CAPITAL PROJECTS SPECIALIST	0.5	0.5	0.5	-
CIVIL ENGINEER	0.5	0.5	0.5	-

Public Works Operations

FUNCTIONAL AREA: Public Works

DESCRIPTION

Public Works Operations provides solid waste disposal and recycling for Hanover citizens. The County has staffed convenience centers that accept solid waste and numerous recyclables. Yard waste, leaves and grass are collected at select convenience centers. The department operates the 301 Transfer Station and Yard Waste Composting Facility. Solid waste is loaded into contractor trailers and hauled to a private landfill. Public Works Operations is also responsible for street sign installation, stormwater drainage easement maintenance and litter control. For participating subdivisions, the Recycling Service Districts facilitate the curbside recycling service for plastic and glass bottles, metal cans and paper.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**5,203,337**	**4,779,704**	**4,727,947**	**-1.1%**
Salaries & Fringe Benefits	2,047,006	2,163,681	2,179,851	0.7%
Operating	2,989,999	2,469,893	2,482,696	0.5%
Capital Outlay	166,332	146,130	65,400	-55.2%
Revenues	**5,203,337**	**4,779,704**	**4,727,947**	**-1.1%**
General Fund Revenue	2,958,234	3,381,439	3,449,974	2.0%
Local Revenue	2,226,097	1,375,290	1,254,940	-8.8%
Intergovernmental	19,006	18,000	18,000	0.0%
Use of Planned Surpluses	-	4,975	5,033	1.2%
Per capita cost of operating department	**$ 48.21**	**$ 43.75**	**$ 42.64**	
Generated Revenue Percent	**43.1%**	**29.3%**	**27.0%**	
General Fund Revenue Percent	**56.9%**	**70.7%**	**73.0%**	

BUDGET HIGHLIGHTS

- A decrease in anticipated contract tonnage results in a decrease in both transfer station hauling contract expenditures and related local revenue.
- Capital Outlay amounts vary annually as equipment and projects are purchased or completed.
- An increase in the Recycling District's contractual services is offset by an increase in the Recycling District's tax rate from $28.00 to $32.00 annually per residential lot.

GOALS & OBJECTIVES

- Maintain solid waste collection and disposal services within resources
- Maintain street sign maintenance services
- Maintain drainage easement maintenance at the highest level within the resources available
- Maintain recycling and compost programs
- Maintain litter and special waste programs within resources
- Continue to develop regional solutions to long term solid waste issues

Public Works Operations

FUNCTIONAL AREA: Public Works

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Municipal Solid Waste (MSW) tonnage received at convenience centers:				
Private	47,081	24,473	24,696	20,379
Public	25,730	26,605	26,563	26,000
MSW pulls from convenience centers	2,701	2,750	2,750	2,750
Tons recycled	10,550	11,500	10,600	10,600
Drainage maintenance requests	265	275	250	260
Service calls for street signs	206	200	180	200

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**35.6**	**35.6**	**35.6**	**-**
Full-time Positions	**35.0**	**35.0**	**35.0**	**-**
CHIEF OF OPERATIONS & MAINTENANCE	1.0	1.0	1.0	-
SOLID WASTE EQUIP OPERATOR	12.0	12.0	12.0	-
SOLID WASTE OPERATOR	19.0	19.0	19.0	-
WASTE COLLECTION SUPERINTENDENT	1.0	1.0	1.0	-
WASTE DISPOSAL ASSISTANT SUPERINTENDENT	1.0	1.0	1.0	-
WASTE DISPOSAL SUPERINTENDENT	1.0	1.0	1.0	-
Part-time Positions	**0.6**	**0.6**	**0.6**	**-**
SOLID WASTE OPERATOR	0.6	0.6	0.6	-

Registrar

FUNCTIONAL AREA: General Government

DESCRIPTION

The Registrar's office is under the Electoral Board and implements the election laws of the Commonwealth of Virginia. The Electoral Board is a 3 member board appointed by the Circuit Court to administer the election laws and other regulations promulgated by the State Board of Elections. The Electoral Board appoints the General Registrar as well as over 250 election officials and voting machine custodians. The primary functions of the Registrar are to accept statewide voter registration applications and maintain records of such residents pursuant to State law. The Electoral Board accepts Campaign Finance Disclosure Reports from candidates who run for positions within the County. These reports are maintained for public inspection along with other election records from previous elections. The Electoral Board also supervises elections to verify compliance with the law and verifies the results to the State Board of Elections.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**507,813**	**548,716**	**575,937**	**5.0%**
Salaries & Fringe Benefits	300,380	327,772	390,385	19.1%
Operating	112,717	133,414	155,552	16.6%
Capital Outlay	94,716	87,530	30,000	-65.7%
Revenues	**507,813**	**548,716**	**575,937**	**5.0%**
General Fund Revenue	449,039	494,716	521,937	5.5%
Local Revenue	4,875	-	-	----
Intergovernmental	53,899	54,000	54,000	0.0%
Per capita cost of operating department	**$ 4.71**	**$ 5.02**	**$ 5.19**	
Generated Revenue Percent	**11.6%**	**9.8%**	**9.4%**	
General Fund Revenue Percent	**88.4%**	**90.2%**	**90.6%**	

BUDGET HIGHLIGHTS

- The Presidential Election in November requires increases in both the Salaries & Fringe Benefits and Operating categories.
- Salaries & Fringe Benefits also includes funding to implement the extended absentee voting period and reflects the countywide compensation adjustment.
- Capital Outlay amounts vary annually as equipment and projects are purchased or completed. FY21 includes equipment to improve the security of ballots.

GOALS & OBJECTIVES

- Seek state and federal funding and grants for the County's voter registration and election needs
- Partner with the Virginia Department of Elections, Virginia General Registrar Association and Virginia Electoral Board Association to monitor legislative and election law changes
- Support the County's vision and mission through partnerships with the community and citizens

Registrar

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast[1]	FY21 Budget
Registered voters:				
Number of registered voters	81,153	80,000	--	90,000
Voting age population	89,375	81,370	--	95,000
Percent of population	83%	75%	--	86%
Percent of eligible voters	91%	98%	--	95%
Voter turnout:				
Number of voters	40,766	80,000	--	81,000
Percent of registered voters	50%	100%	--	90%
Percent of eligible voters	50%	100%	--	98%

[1] *FY20 Forecast not available*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**4.0**	**4.0**	**4.0**	**-**
Full-time Positions	**4.0**	**4.0**	**4.0**	**-**
ABSENTEE SECURITY SPECIALIST	-	1.0	1.0	-
ASSISTANT REGISTRAR II	1.0	-	-	-
ASSISTANT REGISTRAR III	1.0	1.0	1.0	-
DEPUTY REGISTRAR	1.0	1.0	1.0	-
GENERAL REGISTRAR	1.0	1.0	1.0	-

Sheriff

FUNCTIONAL AREA: Public Safety

DESCRIPTION

Law enforcement in the County is provided by the Sheriff's Office. The Sheriff is a Constitutional Officer elected every 4 years by the citizens of Hanover County. The Sheriff's Office is divided into three sections: Administrative Operations, Investigative Operations and Uniform Patrol Operations (including school resource officers). The Sheriff provides preventive patrol through community policing, responds to calls for service, arrests suspected offenders, promotes traffic safety, combats drug-related activities and conducts criminal investigations. Each unit includes specialized teams that provide service to the County, including the Traffic Safety Unit, K-9 Unit, High Risk Entry Team, Crisis Negotiation Team, Search and Rescue Team and Underwater Forensic Team.

The Sheriff is also responsible for courthouse security and the processing of civil court papers. The budget for these responsibilities is reflected under the Court Services department in the Judicial Administration functional area.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**25,211,391**	**26,852,086**	**27,226,352**	**1.4%**
Salaries & Fringe Benefits	20,256,972	21,420,550	21,860,002	2.1%
Operating	2,857,340	3,227,836	3,208,530	-0.6%
Capital Outlay	2,097,079	2,203,700	2,157,820	-2.1%
Revenues	**25,211,391**	**26,852,086**	**27,226,352**	**1.4%**
General Fund Revenue	21,278,454	23,047,586	23,456,852	1.8%
Local Revenue	227,967	147,500	117,500	-20.3%
Intergovernmental	3,679,908	3,657,000	3,652,000	-0.1%
Transfers In	25,062	-	-	----
Per capita cost of operating department	**$ 233.59**	**$ 245.80**	**$ 245.55**	
Generated Revenue Percent	**15.6%**	**14.2%**	**13.8%**	
General Fund Revenue Percent	**84.4%**	**85.8%**	**86.2%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- Insurance for public safety personnel under the Line of Duty Act (LODA) increases 40% per person from FY20 to FY21, causing a larger increase to Salaries & Fringe Benefits.
- Operating and Capital Outlay both decrease with the planned completion of one-time spending funded in FY20 and delays to new projects and staffing as a result of COVID-19.

GOALS & OBJECTIVES

- Create and foster safe communities through delivery of high-quality law enforcement services and community partnerships
- Seek, hire and retain skilled professionals committed to the community

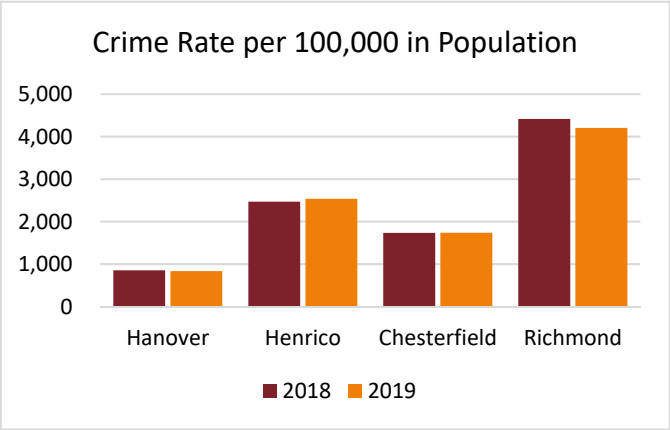
Sheriff

FUNCTIONAL AREA: Public Safety

- Support and continually evaluate internal operations
- Ensure fiscally responsible stewardship

SERVICE LEVELS[1]	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Total responses	67,096	67,500	67,500	67,800
Average response time: Priority 1 calls (min.)	9.2	9.0	9.3	9.3
Number of sworn officers per 10k people	20.9	20.5	21.3	21.0

	2017		2018		2019	
	Crimes	Clearance	Crimes	Clearance	Crimes	Clearance
Murder	3	3	2	2	-	N/A
Rape	20	18	14	14	15	13
Robbery	7	6	9	10	5	4
Aggr. Assault	42	36	66	58	85	74
Burglary	43	32	45	29	51	29
Larceny	893	402	764	359	737	350
Auto Theft	37	23	31	20	27	21
Arson	2	1	3	3	9	7
TOTAL	**1,047**	**521**	**934**	**495**	**929**	**498**



[1] *Service levels reported per calendar year.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**252.0**	**252.0**	**252.0**	**-**
Full-time Positions	**251.0**	**251.0**	**251.0**	**-**
ADMINISTRATIVE ASSISTANT	13.0	12.0	12.0	-
CAPTAIN - SHERIFF	5.0	5.0	5.0	-
CRIME ANALYST	2.0	3.0	3.0	-
DEPUTY SHERIFF	179.0	179.0	188.0	9.0
EXECUTIVE ASSISTANT	1.0	1.0	1.0	-
IT SYSTEMS ENGINEER	1.0	1.0	1.0	-
LIEUTENANT - SHERIFF	13.0	13.0	13.0	-
LIEUTENANT COLONEL	1.0	1.0	1.0	-
MAJOR	3.0	3.0	3.0	-
OFFICE MANAGER	1.0	1.0	1.0	-
SCHOOL RESOURCE OFFICER	9.0	9.0	-	(9.0)
SERGEANT - SHERIFF	22.0	22.0	22.0	-
SHERIFF	1.0	1.0	1.0	-
Part-time Positions	**1.0**	**1.0**	**1.0**	**-**
ACCOUNT CLERK	0.5	-	-	-
ADMINISTRATIVE ASSISTANT	-	0.5	0.5	-
SUPPORT SERVICES COORDINATOR	0.5	0.5	0.5	-

Social Services

FUNCTIONAL AREA: Human Services

DESCRIPTION

Social Services provides an array of services and benefit programs to County citizens. Benefit programs include Medicaid, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). Social Services programs include child and adult protection, foster care, employment and child day care. These programs assist Hanover's residents in achieving self-sufficiency, well-being and safety for their families and themselves. The department provides temporary crisis help to the traditional poor, the "new" poor who do not make a living wage, the elderly who need nursing home care and low-income parents who cannot afford child care while they work. Other major programs include energy assistance, information and referral for housing, food, utilities and medication assistance.

The department's mission is Helping Others; Promoting Empowerment (HOPE). Its values are to: recognize strengths; respond to needs; be service-oriented, innovative and creative; and be a strong community partner. The department continues to work in partnership with other County agencies as part of the emergency response team, strategic planning teams for safe community and human services and other collaborative county efforts.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**5,506,758**	**6,180,975**	**6,194,304**	**0.2%**
Salaries & Fringe Benefits	4,108,771	4,410,430	4,433,189	0.5%
Operating	1,397,987	1,770,545	1,761,115	-0.5%
Revenues	**5,506,758**	**6,180,975**	**6,194,304**	**0.2%**
General Fund Revenue	1,418,405	1,637,958	1,641,490	0.2%
Local Revenue	24,337	30,905	30,972	0.2%
Intergovernmental	4,064,016	4,512,112	4,521,842	0.2%
Per capita cost of operating department	**$ 51.02**	**$ 56.58**	**$ 55.86**	
Generated Revenue Percent	**74.2%**	**73.5%**	**73.5%**	
General Fund Revenue Percent	**25.8%**	**26.5%**	**26.5%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase reflects the countywide compensation adjustment.
- There is no change in budgeted costs for federal and state programs providing services to families. These programs include adoption subsidies and foster care costs.
- The Operating decrease includes the planned completion of one-time projects funded in FY20, partially offset by the distribution of previously centralized custodial costs.

Social Services

FUNCTIONAL AREA: Human Services

GOALS & OBJECTIVES

- Promote safety, permanency and well-being (including independence and personal responsibility) for children, families and adults
- Expand services and resources by maximizing revenue and community sources
- Provide excellent customer service by developing public trust

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Continuous quality improvement & customer service:				
Eligibility application processing compliance (SNAP, TANF only)	98%	99%	99%	99%
Lobby traffic (Ashland, Bell Creek)	16,112	17,781	13,020	16,281
New benefit program recipients	714	588	750	750
Abuse cases:				
Child protection investigations/ assessment	274	221	274	274
Adult protection investigations/cases	264	252	264	264
Public assistance recipients:				
SNAP	5,305	8,095	5,430	5,430
Medicaid	11,053	10,840	11,606	11,606
TANF	433	526	433	433
Energy assistance	3,560	3,813	3,560	3,560
Child welfare recipients:				
Child day care	277	269	277	277
Foster care	39	35	47	47
Foster care prevention	12	12	12	12
Adult services recipients	123	149	123	123

Social Services

FUNCTIONAL AREA: Human Services

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**60.5**	**60.5**	**60.5**	**-**
Full-time Positions	**60.0**	**60.0**	**60.0**	**-**
ADMINISTRATIVE ASSISTANT	2.0	2.0	2.0	-
ADMINISTRATIVE MANAGER	1.0	1.0	1.0	-
ASSISTANT DIRECTOR OF SOCIAL SERVICES	1.0	1.0	1.0	-
BENEFIT PROGRAMS SPECIALIST	22.0	22.0	22.0	-
BENEFIT PROGRAMS SUPERVISOR	3.0	3.0	3.0	-
BUDGET/MANAGEMENT ANALYST	1.0	1.0	1.0	-
CHILDREN'S SERVICES ACT COORDINATOR	1.0	1.0	1.0	-
CUSTOMER SERVICE AGENT	6.0	6.0	6.0	-
DIRECTOR OF SOCIAL SERVICES	1.0	1.0	1.0	-
FAMILY SERVICES SPECIALIST	14.0	14.0	14.0	-
FAMILY SERVICES SUPERVISOR	3.0	3.0	3.0	-
FINANCIAL TECHNICIAN	1.0	1.0	1.0	-
FRAUD INVESTIGATOR	1.0	1.0	1.0	-
PROGRAM COORDINATOR II	1.0	1.0	1.0	-
QUALITY ASSURANCE COORDINATOR	1.0	1.0	1.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-
Part-time Positions	**0.5**	**0.5**	**0.5**	**-**
CUSTOMER SERVICE AGENT	0.5	0.5	0.5	-

Soil & Water Conservation District

FUNCTIONAL AREA: Community Development

DESCRIPTION

The Hanover-Caroline Soil & Water Conservation District (SWCD) is a political subdivision of the Commonwealth of Virginia responsible for conservation work within its boundaries. The SWCD assists County landowners with conservation planning and programs. The District administers the Virginia Agricultural Best Management Practices (BMP) Cost Share Program and the Virginia Tax Credit Program. This program provides financial and technical assistance to install best management practices on agricultural land to reduce non-point source pollution and improve water quality. It also provides education through agricultural field days, public meetings and classroom programs.

The District's activities are governed by a 6 member Board of Directors; of which 4 members are elected (2 from Hanover) and 2 members are appointed by Virginia's Division of Soil and Water Conservation. The District maintains an office in Hanover and is staffed by 4 employees. The District is funded with monies appropriated by the Commonwealth, the U.S. Environmental Protection Agency (EPA) and the Counties of Hanover and Caroline.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**102,907**	**105,994**	**105,994**	**0.0%**
Operating	102,907	105,994	105,994	0.0%
Revenues	**102,907**	**105,994**	**105,994**	**0.0%**
General Fund Revenue	102,907	105,994	105,994	0.0%
Per capita cost of operating department	**$ 0.95**	**$ 0.97**	**$ 0.96**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The budget reflects the County's share for participating in the SWCD, which serves residents in conservation planning, education and implementation.
- SWCD employees are not County employees. Support for the Soil & Water Conservation is an Operating expenditure for the County.

Soil & Water Conservation District

FUNCTIONAL AREA: Community Development

GOALS & OBJECTIVES

- Administer the Virginia Agricultural Best Management Practices (BMP) Cost-share and Tax Credit Program in order to provide cost-sharing assistance to local landowners and operators. Utilize 100% of all cost-share funds ($1.67 Million in 2020). Prioritization of WIP III practices including stream exclusions, cover crops and nutrient management.
- Administer the Virginia Conservation Assistance Program (VCAP) to assist citizens with installation of Urban Best Management Practices to reduce erosion and improve water quality using such practices as Raingardens, Bio retention, Permeable Pavement, Turf to Native Conversions and Rain-Water Harvesting. The District serves as the grantee for Department of Environmental Quality (DEQ) Chesapeake Bay Implementation Grant (CBIG)
- Provide Chesapeake Bay Preservation Act (CBPA) agricultural conservation planning to meet county ordinances including the development of Soil and Water Quality Conservation Plans or Assessments for agricultural operations; tracking of CBPA Agricultural Tracts, Conservation Plans, Assessments and Plan Revisions; and coordination with the Department of Public Works for oversight of land clearing operations on agricultural lands
- Participate in the Chesapeake Bay Watershed Implementation Plan (WIP) III process for Agriculture BMP reductions as required by the Environmental Protection Agency (EPA) mandate and the 2025 Total Maximum Daily Load (TMDL) goals
- Promote, review and verify Resource Management Plan (RMP) Development and Implementation identified in 4VAC50-70. This state-wide initiative encourages the implementation of BMPs designed to improve water Quality. A technical review committee has been established by the District to oversee the RMP process.
- Provide assistance to County landowners for soil and water quality conservation problems, including investigation of land conversions and complaint situations as referred by the county or citizens
- Participate in the development and implementation of TMDLs and associated Implementation Plans
- Distribute the Quarterly Conservation Newsletter “RUNOFF”
- Provide assistance with United Stated Department of Agriculture (USDA) Farm Bill Conservation Programs including design of Best Management Practices and total resource planning to local landowners and operators
- Continue leadership and involvement with Watershed Roundtables for the York, James and Rappahannock rivers including the Rappahannock River Basin Commission
- Promote adult education outreach through educational workshops, agricultural field days, farm program meetings and presentations to local civic groups where many of the programs help to fulfill education of the County's MS4 (Municipal Separate Storm Sewer System) stormwater program
- Provide all Hanover County middle school students with a Meaningful Watershed Educational Experience (MWEE) as mandated by the 2014 Chesapeake Bay Agreement
- Provide K-12 Youth Conservation Education to students through outreach such as ag days, Envirothon, Conservation Camp, career days, Earth Days, tree planting projects and scholarships
- Manage fiscal and administrative operations of the District to comply with regulations and directives

Tax Relief

FUNCTIONAL AREA: Human Services

DESCRIPTION

The Tax Relief program is authorized by the Board of Supervisors to provide a discount on tax bills to elderly or permanently disabled residents meeting certain income and net worth thresholds. The discount applies to taxes on the value of the house and up to 10 acres of land. Currently, the County maximum income level is $52,500 and maximum net worth is $200,000 (excluding the value of the house and up to 10 acres of land). An application or renewal affidavit is required to be submitted to the Commissioner of the Revenue each year.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,868,656**	**1,900,000**	**2,000,000**	**5.3%**
Operating	1,868,656	1,900,000	2,000,000	5.3%
Revenues	**1,868,656**	**1,900,000**	**2,000,000**	**5.3%**
General Fund Revenue	1,868,656	1,900,000	2,000,000	5.3%
Per capita cost of operating department	**$ 17.31**	**$ 17.39**	**$ 18.04**	
Generated Revenue Percent	**0.0%**	**0.0%**	**0.0%**	
General Fund Revenue Percent	**100.0%**	**100.0%**	**100.0%**	

BUDGET HIGHLIGHTS

- The budget is based on projected growth of the value of property in the program and the number of participants that qualify.

GOALS & OBJECTIVES

- Continue to support elderly and disabled members of the community with tax relief

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Tax relief applications	1,560	1,565	1,560	1,580
Tax relief applications qualified	1,388	1,420	1,400	1,400

Treasurer

FUNCTIONAL AREA: General Government

DESCRIPTION

The Treasurer is a Constitutional Officer elected every 4 years by the citizens of Hanover County. The Treasurer is charged with collecting taxes and other revenue of the County. Tax collection involves the billing and collection of current receivables and management of a delinquent collection program. The Treasurer is responsible for safeguarding receipts and managing the County's investment program and banking relationships.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,606,445**	**1,691,062**	**1,745,048**	**3.2%**
Salaries & Fringe Benefits	1,289,610	1,337,233	1,395,364	4.3%
Operating	316,835	353,829	349,684	-1.2%
Revenues	**1,606,445**	**1,691,062**	**1,745,048**	**3.2%**
General Fund Revenue	1,145,067	1,258,762	1,286,748	2.2%
Local Revenue	236,317	200,000	228,000	14.0%
Intergovernmental	225,061	232,300	230,300	-0.9%
Per capita cost of operating department	**$ 14.88**	**$ 15.48**	**$ 15.74**	
Generated Revenue Percent	**28.7%**	**25.6%**	**26.3%**	
General Fund Revenue Percent	**71.3%**	**74.4%**	**73.7%**	

BUDGET HIGHLIGHTS

- The Salaries & Fringe Benefits increase is the result of the countywide compensation adjustment and additional increases including turnover, a reclassified position and career development ladders
- The increase in Local Revenue is attributable to an increase in the recovery of the costs of collection efforts.
- The Service Level Plan includes third-party collections software that will improve the department's organization, retention and access to data that will result in more timely and informed interactions for taxpayers.

GOALS & OBJECTIVES

- Maintain core services
- Continue to provide excellent service to citizens, businesses and internal departments
- Prepare accurate and timely reconciliations (bank within 30 days, tax within 45 days)
- Maintain online tax inquiry and payment systems
- Maintain high collection rates

Treasurer

FUNCTIONAL AREA: General Government

SERVICE LEVELS	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual
PROPERTY TAX LEVIES AND COLLECTIONS[1]				
General property taxes levied for fiscal year	147,705,971	157,129,677	164,152,649	172,172,776
Collected within the fiscal year of the levy:				
Amount	144,943,605	154,661,526	161,148,623	169,675,177
Percentage of levy	98.1%	98.4%	98.2%	98.5%
Collections in subsequent years	2,371,405	1,707,853	1,788,964	-
Total collections to date:				
Amount	147,315,010	156,369,379	162,937,587	169,675,177
Percentage of levy	99.7%	99.5%	99.3%	98.5%

[1] *Source: 2019 Comprehensive Annual Financial Report, p. 175*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**16.5**	**16.5**	**16.5**	**-**
Full-time Positions	**16.0**	**16.0**	**16.0**	**-**
ACCOUNTANT	1.0	1.0	1.0	-
ACCOUNTING SUPERVISOR	1.0	1.0	1.0	-
BUSINESS MANAGER	2.0	2.0	2.0	-
CHIEF DEPUTY TREASURER	1.0	1.0	1.0	-
CUSTOMER SERVICE AGENT	4.0	4.0	4.0	-
CUSTOMER SERVICE SUPERVISOR	1.0	1.0	1.0	-
FINANCIAL TECHNICIAN	1.0	1.0	1.0	-
REVENUE COLLECTION AGENT	3.0	2.0	2.0	-
REVENUE COLLECTIONS SYSTEMS SPECIALIST	-	1.0	1.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	1.0	-
TREASURER	1.0	1.0	1.0	-
Part-time Positions	**0.5**	**0.5**	**0.5**	**-**
CUSTOMER SERVICE AGENT	0.5	0.5	0.5	-

Virginia Cooperative Extension

FUNCTIONAL AREA: Community Development

DESCRIPTION

The Hanover Unit of the Virginia Cooperative Extension is one of 108 Extension offices across the Commonwealth bringing the resources of the two Land Grant Universities of Virginia Tech and Virginia State to their local communities. Virginia Cooperative Extension provides research-based information to residents in the areas of agriculture, horticulture, nutrition, budgeting, community resource development, disaster management and assessment and youth development and programming. The unit receives partial funding from the U.S. Department of Agriculture and the Commonwealth, along with donations, grants and fees. Staff and volunteers use telephone contacts, print, video, computer media, hands-on workshops, office visits and lab testing to provide services throughout the County.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**85,963**	**118,610**	**111,115**	**-6.3%**
Operating	85,963	118,610	111,115	-6.3%
Revenues	**85,963**	**118,610**	**111,115**	**-6.3%**
General Fund Revenue	84,133	116,110	108,615	-6.5%
Local Revenue	1,830	2,500	2,500	0.0%
Per capita cost of operating department	**$ 0.80**	**$ 1.09**	**$ 1.00**	
Generated Revenue Percent	**2.1%**	**2.1%**	**2.2%**	
General Fund Revenue Percent	**97.9%**	**97.9%**	**97.8%**	

BUDGET HIGHLIGHTS

- The Operating increase also includes the County's share of the compensation increase for state employees.
- Extension employees are employees of Virginia Tech. The County's support is in the form of an Operating expenditure.

GOALS & OBJECTIVES

- Continue to offer programs reflecting the interests, needs and demographics of current Hanover County residents and adapt to indicated trends utilizing resources of Virginia State University and Virginia Tech
- Enhance agribusiness profitability through programming including marketing, branding, farm fiscal management and best management practices
- Enhance efforts to ensure diversity in programming, volunteers, clients and stakeholders that reflect the needs of Hanover residents
- Provide 4-H youth development with in-school, afterschool and out of school programming targeted at high-risk youth, underserved audiences and families
- Provide systematic recruitment and training of volunteers to optimize services offered to residents

Virginia Cooperative Extension

FUNCTIONAL AREA: Community Development

SERVICE LEVELS[1]	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Telephonic and electronic citizen contact	--[2]	30,000	27,000	29,000
Newsletter and mailing citizen contact	--[2]	500	500	800
Volunteer members	--[2]	500	500	500
Volunteer contacts	--[2]	36,000	32,450	33,000
Volunteer hours	--[2]	42,000	38,000	39,000
4-H youth participants	--[2]	1,800	1,800	1,800

[1] *This information does not include services produced through the media, including print and local broadcast stations.*

[2] *FY19 Actual not available*

This page intentionally left blank.

Other Funds

	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures - by Fund	**283,530,813**	**307,205,764**	**302,956,765**	**-1.4%**
Debt Service Fund	**19,968,077**	**20,455,680**	**18,811,920**	**-8.0%**
Enterprise Funds	**29,763,356**	**35,442,684**	**32,643,672**	**-7.9%**
Airport Fund	306,510	381,644	572,206	49.9%
Public Utilities Fund	29,456,846	35,061,040	32,071,466	-8.5%
Fiduciary Funds	**1,607,342**	**2,149,643**	**1,919,000**	**-10.7%**
Bell Creek CDA Fund	150,221	160,000	157,000	-1.9%
Lewistown CDA Fund	1,457,121	1,989,643	1,762,000	-11.4%
Internal Service Fund	**42,360,040**	**47,456,700**	**48,012,900**	**1.2%**
Self-Insurance Fund	42,360,040	47,456,700	48,012,900	1.2%
School Funds	**189,767,246**	**201,612,497**	**201,481,978**	**-0.1%**
Food Services Fund	6,801,643	7,419,458	7,604,475	2.5%
Schools Operating Fund	182,965,603	194,193,039	193,877,503	-0.2%
Special Revenue Fund	**64,752**	**88,560**	**87,295**	**-1.4%**
Economic Development Authority Fund	64,752	88,560	87,295	-1.4%
Revenues	**289,166,760**	**307,205,764**	**302,956,765**	**-1.4%**
Local Revenue	85,456,457	84,869,070	87,245,353	2.8%
Long-term Debt	202,478	96,000	150,000	56.3%
Intergovernmental	100,581,867	102,660,580	100,511,604	-2.1%
Use of Planned Surpluses	-	7,092,440	2,720,212	-61.6%
Transfers In	102,925,958	112,487,674	112,329,596	-0.1%
Generated Revenue Percent	**64.4%**	**63.4%**	**62.9%**	
General Fund Revenue Percent	**35.6%**	**36.6%**	**37.1%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Chg from FY20 Amended
Full-time Equivalents (FTE)	**2,620.8**	**2,620.8**	**2,608.3**	**(12.5)**
Full-time Positions	2,472.0	2,472.0	2,459.0	(13.0)
Part-time Positions	148.8	148.8	149.3	0.5

The above summary excludes the Airport CIP, Public Utilities CIP and School Improvements Funds. Budget summaries for CIP funds are available in the CIP section of this document.

Debt Service Fund

DESCRIPTION

Debt service is the cost of paying principal and interest on borrowed money. The County borrows money through financing mechanisms that include general obligation bonds, revenue bonds, lease-purchase arrangements and loans from the Virginia Department of Education Literary Loan Fund.

The Constitution of Virginia and the Virginia Public Finance Act provide the County with authority to issue general obligation debt secured solely by the pledge of its full faith and credit. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of general obligation debt the County may incur. Debt secured solely by revenues generated by the system for which the bonds were issued (revenue bonds) may be issued in any amount without a public referendum.

The process of debt funding begins with the Five-Year Capital Improvements Program (CIP). The Board of Supervisors approves the source of funding for all projects in the CIP, including debt-funded projects using bond proceeds. The five-year plan for issuance of debt is designed to minimize fluctuations of annual debt service requirements and maintain compliance with debt ratio policies.

The County's commitment to established debt and financial management policies has enabled the County to achieve AAA bond ratings from all three rating agencies: Fitch Ratings, Standard & Poor's and Moody's Investors Service.

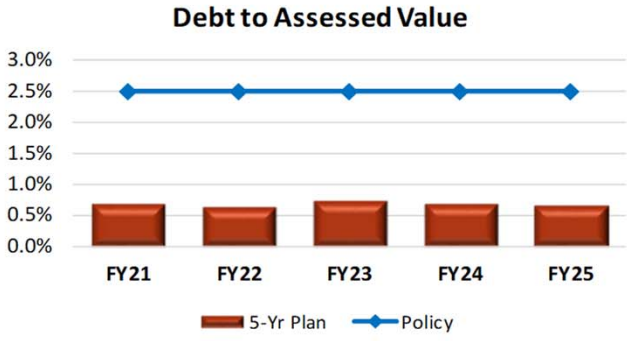
As of June 30, 2019, the County had total bonded debt outstanding of $150.7 million.

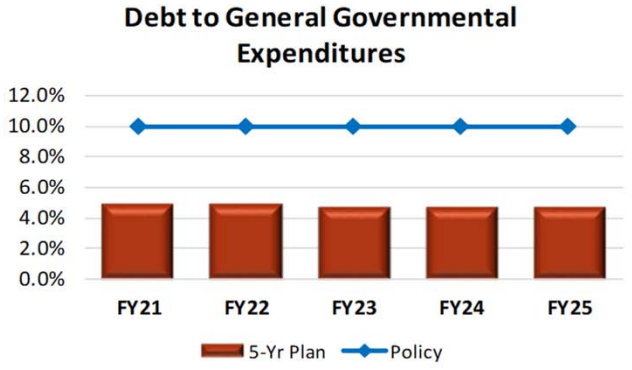
BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**19,968,077**	**20,455,680**	**18,811,920**	**-8.0%**
Operating	**40,612**	**29,600**	**25,700**	**-13.2%**
Debt Service	**19,927,465**	**20,426,080**	**18,786,220**	**-8.0%**
Principal	13,407,335	13,820,820	12,586,330	-8.9%
Interest	6,324,789	6,509,260	6,049,890	-7.1%
Issuance Costs	195,341	96,000	150,000	56.3%
Revenues	**19,991,053**	**20,455,680**	**18,811,920**	**-8.0%**
Local Revenue	**148,913**	**-**	**-**	**----**
Misc Rev VPSA Credits	10,344	-	-	----
Investment Income	138,569	-	-	----
Long-term Debt	**202,478**	**96,000**	**150,000**	**56.3%**
Intergovernmental	**257,046**	**252,850**	**-**	**-100.0%**
Fed BABs Debt Service	257,046	252,850	-	-100.0%
Transfers In	**19,382,616**	**20,106,830**	**18,661,920**	**-7.2%**
Transfer from General Fund	19,382,616	20,106,830	18,661,920	-7.2%
Generated Revenue Percent	**3.0%**	**1.7%**	**0.8%**	
General Fund Revenue Percent	**97.0%**	**98.3%**	**99.2%**	

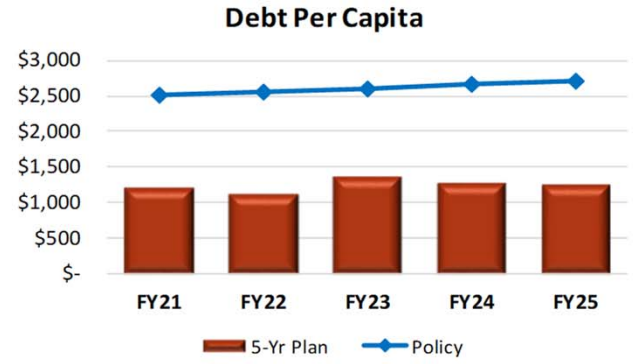
Debt Service Fund

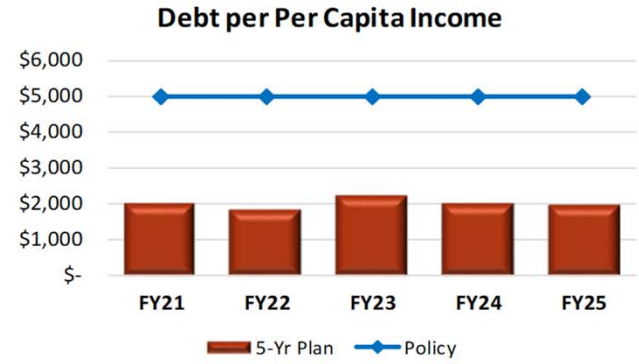
DEBT RATIO POLICIES

The Commonwealth of Virginia does not impose a legal limit on the amount of long-term indebtedness the County can incur or have outstanding. The Board of Supervisors, however, has imposed the following limits in the County's debt policy: debt per capita ($2,507 for FY21 and growing by 2% annually); debt to assessed value (2.5%); debt service to general (non-capital) governmental expenditures (10%); and debt per capita income ($5,000). The following graphs illustrate the County's actual and projected compliance with the debt policy:









Airport Fund

DESCRIPTION

The Hanover County Airport is a 260 acre facility strategically located between Ashland and Richmond, easily accessible to Interstates 95 and 295 for multimodal transportation. The airport is a reliever airport within the Richmond metropolitan service area and serves small-engine and multi-engine aircraft, as well as light business jets. The facility has a 5,400 x 100 foot runway, non-precision landing system and, with the services provided by a contracted operator, the airport is able to accommodate corporate aircraft and the businesses that they represent. Services at the facility include flight instruction, aircraft fueling, aircraft charters, aircraft sales, repairs, rentals and aircraft storage.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**306,510**	**381,644**	**572,206**	**49.9%**
Salaries & Fringe Benefits	**111,501**	**116,077**	**116,707**	**0.5%**
Operating	**53,331**	**124,007**	**131,859**	**6.3%**
Capital Outlay	**-**	**-**	**18,000**	**----**
Debt Service	**141,678**	**141,560**	**305,640**	**115.9%**
Principal	90,532	95,190	141,733	48.9%
Interest	51,146	46,370	163,907	253.5%
Revenues	**286,128**	**381,644**	**572,206**	**49.9%**
Local Revenue	**227,988**	**283,200**	**462,530**	**63.3%**
Rental Income	199,288	205,300	375,630	83.0%
Rental Rev Tower Lease	27,900	27,900	27,900	0.0%
Reserve for Revenue Transfers	-	50,000	50,000	0.0%
Miscellaneous Refunds	800	-	9,000	----
Intergovernmental	**6,111**	**-**	**-**	**----**
Categorical State Aid	6,111	-	-	----
Use of Planned Surpluses	**-**	**50,000**	**-**	**-100.0%**
Transfers In	**52,029**	**48,444**	**109,676**	**126.4%**
Transfer from General Fund	52,029	48,444	109,676	126.4%
Generated Revenue Percent	**81.8%**	**87.3%**	**80.8%**	
General Fund Revenue Percent	**18.2%**	**12.7%**	**19.2%**	

Budget Summary excludes the Airport CIP Fund. Airport CIP Fund information, including project details, is available in the CIP section of this document.

BUDGET HIGHLIGHTS

- The Operating increase includes additional equipment rental for grinding small trees.
- Capital Outlay for FY21 includes replacement of a commercial mower under the Service Level Plan.
- Rental Income increases due to the opening of a newly constructed hanger.

Airport Fund

GOALS & OBJECTIVES

- Maximize grant recovery on eligible projects
- Maintain 60 day turnaround time between invoice and revenue recovery for all grants and capital projects
- Successful and timely completion of capital improvements projects

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Number of based aircraft	102	125	110	110
Aircraft hangar spaces	54	54	54	54
Aircraft tie down spaces	92	92	92	92
Corporate hangars (square feet)*	20,100	32,100	32,100	32,100
Gallons of fuel sold	272,760	280,000	260,000	260,000

** Increase in FY20 due to the opening of a newly constructed hanger.*

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**1.0**	**1.0**	**1.0**	**-**
Full-time Positions	1.0	1.0	1.0	-

Public Utilities Fund

DESCRIPTION

The County's Department of Public Utilities (DPU) owns, operates and maintains public water and wastewater systems in the Suburban Service Area, Town of Ashland, Hanover Courthouse Area and five rural residential subdivisions (collectively, the "System"). Extensions of the System are made in support of and in compliance with the County's and Town of Ashland's Comprehensive Plans.

The Public Utilities Fund is a self-supporting enterprise fund whereby the operations and capital expenditures are funded with revenues generated from customer user fees and one-time capacity fees paid at the time of connection to the System. County General Fund tax dollars are not used to fund the operating or capital expenses of the System. The Public Utilities Fund reimburses the County's General Fund for direct services provided to support the department, such as procurement, finance, information technology, human resources and legal. Although DPU is a part of the County government and thus tax exempt, it also pays a service assessment charge to the General Fund in lieu of taxes for indirect public safety services. The Board of Supervisors establishes and revises both water and wastewater rates and fees and adopts the annual operating and Capital Improvements Program (CIP) budgets.

DPU develops its overall operations, maintenance and capital construction plans for the System to ensure operational reliability, adequate capacity and regulatory compliance. Capital needs are impacted by projects constructed in support of the County's Comprehensive Plan, rehabilitation and maintenance requirements of the System and maintaining compliance with state and federal regulations. DPU operates the System with County personnel and maintains the System with both County and private contractor personnel. DPU reads meters, prepares bills and maintains customer accounts. The department's activities extend to providing assistance to other utility purveyors within the County, supporting economic development initiatives and participating in regional approaches to providing water and wastewater services.

EXISTING FACILITIES & SERVICE AREAS

DPU's water system consists of 8 potable water wells, 1 active surface water treatment plant, 7 water pumping stations and 8 storage facilities. Additional water supplies are provided by long-term contracts with the City of Richmond and Henrico County. Rural systems owned and operated by the Department include Georgetown, Dianne Ridge, Oak Hill Estates, Strawhorn, Sinclair Manor and Hanover Courthouse.

The County's wastewater system consists of 4 wastewater treatment plants and 39 wastewater pumping stations. A portion of the wastewater generated in the Suburban Service Area is pumped to Henrico County for treatment under a long-term contract.

WATER SUPPLY CONTRACTS

The County has purchased water from Henrico County since 1974. In 1995 the County negotiated a new agreement with Henrico County to purchase up to 0.775 million gallons per day (MGD). The contract continues until it is terminated by either Henrico County or Hanover County, upon giving the other party 10 years written notice.

In 1994, the County entered into a contract with the City of Richmond. The term of the Richmond contract is through June 30, 2035, and continues thereafter until terminated by either the City of Richmond giving 15 years notice (such notice may not be given earlier than July 1, 2020), or Hanover County giving 10 years notice

Public Utilities Fund

(such notice may not be given earlier than July 1, 2025), unless a shorter time for notice is mutually agreed upon. The County's available capacity from Richmond is 20 MGD.

WASTEWATER TREATMENT CONTRACT

The County treats most of the wastewater it collects. Since 1979, it has also purchased wastewater treatment services from Henrico County. In 1995, Hanover and Henrico entered a new wastewater agreement, which provides for long-term wastewater treatment services by Henrico. The contract continues until it is terminated by mutual agreement. The contract provides for the treatment of 5.4 MGD, based upon a 90-day rolling average. Wastewater is conveyed to Henrico County's Strawberry Hill Pump Station from Hanover's Beaverdam Creek Pump Station.

RATES, FEES AND CHARGES

The principal sources of revenue for the Public Utilities Fund are user fees and capacity fees. Utility customers are generally billed on a bi-monthly basis. Some commercial customers are billed monthly. The user fee is comprised of a base charge based on meter size, levied regardless of usage, and a commodity charge that is typically based on metered water consumption. The capacity fee is a one-time charge for each new connection to the water and/or wastewater systems. Capacity fees are based on the size of the water meter necessary to serve the new customer. In setting these fees, the goal is to cover projected operating, maintenance, general improvement, rehabilitation and capital costs in a fair and equitable manner. This rate structure applies to both water and wastewater services.

Public Utilities Fund

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**29,456,846**	**35,061,040**	**32,071,466**	**-8.5%**
Salaries & Fringe Benefits	**6,457,077**	**6,972,999**	**7,056,739**	**1.2%**
Operating	**11,490,570**	**12,129,045**	**12,869,874**	**6.1%**
Capital Outlay	**887,196**	**999,014**	**1,066,244**	**6.7%**
Debt Service	**2,339,636**	**1,745,195**	**1,743,296**	**-0.1%**
Transfers Out	**8,282,367**	**13,214,787**	**9,335,313**	**-29.4%**
Revenues	**36,573,175**	**35,061,040**	**32,071,466**	**-8.5%**
Local Revenue	**36,573,175**	**29,618,600**	**31,351,254**	**5.8%**
Charges for Services	25,679,186	24,436,100	25,550,905	4.6%
Miscellaneous	8,939,072	4,475,000	5,035,000	12.5%
Permits Fees & Licenses	566,804	475,000	475,000	0.0%
Recovered Costs	381,863	82,500	140,349	70.1%
Use of Money & Property	1,006,250	150,000	150,000	0.0%
Use of Planned Surpluses	**-**	**5,442,440**	**720,212**	**-86.8%**
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	

Budget Summary excludes the Public Utilities CIP Fund. Public Utilities CIP Fund information, including project details, is available in the CIP section of this document.

GOALS & OBJECTIVES

- Provide reliable water and wastewater service in accordance with applicable regulatory requirements
- Maintain fiscal integrity to provide for system growth, adequate maintenance and replacement of capital to ensure quality service, system reliability and to control future costs
- Emphasize continuing education to maintain staff competency ensuring U.S. Environmental Protection Agency (EPA) regulatory compliance
- Continue implementing the Capital Improvements Program, meeting customer capacity needs in support of the County's Comprehensive Plan and economic development

SERVICE LEVELS	FY19 Actual	FY20 Budget	FY20 Forecast	FY21 Budget
Water customers	21,585	22,120	21,970	22,350
Wastewater customers	21,019	21,550	21,410	21,790
Customer calls	60,477	64,711	64,711	69,241
Plans reviewed	349	350	375	300
Water distributed (MGD)	8.76	9.00	8.62	8.71
Wastewater collected (MGD)	7.69	7.73	6.34	6.40
Miles of water line maintained	441	445	445	449
Miles of sewer line maintained	403	406	407	411

Public Utilities Fund

LARGEST CUSTOMERS: WATER

The following table provides annual data on the County's ten largest water customers for the fiscal year ended

	Water Usage*	Water Revenue	% of Total Revenue
Tyson Food	271,864	703,318	4.5%
Bear Island Paper Company, L.P.	269,702	790,442	5.1%
Kings Dominion	238,465	660,925	4.2%
Doswell Limited Partnership	67,441	175,907	1.1%
Hanover Medical Park	47,617	191,658	1.2%
Total	**895,089**	**2,522,249**	**16.2%**

Due to the constraints of a system conversion, data for only the five largest water customers is available for FY19.
The five largest water customers together represent 16.2% of total water operating and non-operating revenues, with the largest customer representing 4.5% of that total.

**in 1,000 gallons*

LARGEST CUSTOMERS: WASTEWATER

The following table provides annual data on the County's ten largest wastewater customers for the fiscal year

	Wastewater Usage*	Wastewater Revenue	% of Total Revenue
Kings Dominion	92,242	449,730	2.7%
Hanover Medical Park	43,808	251,286	1.5%
Randolph - Macon College	36,842	225,985	1.3%
Covenant Woods	17,203	99,076	0.6%
Hanover Crossing, LLC	8,149	51,701	0.3%
Total	**198,244**	**1,077,779**	**6.4%**

Due to the constraints of a system conversion, data for only the five largest wastewater customers is available for FY19.
The five largest wastewater customers together represent 6.4% of total wastewater operating and non-operating revenues, with the largest customer representing 2.7% of that total. Water and wastewater usage by a specific customer may not be equal based upon the specific needs for each service.

**In 1,000 gallons*

FTE SUMMARY

	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**95.0**	**95.0**	**95.0**	**-**
Full-time Positions	95.0	95.0	95.0	-

Bell Creek CDA Fund

DESCRIPTION

The Bell Creek Community Development Authority (CDA) was created in 2002 and consists of 325 acres of land within the County. The property encompasses a mixed-use development and provides commercial development with retail space including a shopping center known as The Shoppes at Bell Creek, a light industrial park and a residential development on 167 acres known as The Bluffs at Bell Creek.

The Bell Creek Community Development Special Assessment Bonds were issued in 2003 in the total principal amount of $15,980,000. The bonds were issued to finance the acquisition and construction of roads and road improvements, water and sanitary sewer improvements, stormwater management improvements and certain other infrastructure improvements. The Board of Supervisors, at the request of the Bell Creek CDA, adopted a special assessment levy on residential, retail, commercial and light industrial properties within the authority to repay the bonds.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**150,221**	**160,000**	**157,000**	**-1.9%**
Operating	**150,221**	**160,000**	**157,000**	**-1.9%**
Revenues	**151,297**	**160,000**	**157,000**	**-1.9%**
Local Revenue	**151,297**	**160,000**	**157,000**	**-1.9%**
Recovered Costs	151,297	160,000	157,000	-1.9%
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	

BUDGET HIGHLIGHTS

- The Revenue budget for assessments is set based on expected growth from prior year actuals.

Lewistown CDA Fund

DESCRIPTION

The Lewistown Commerce Center Community Development Authority (CDA) was created in 2006 and consists of 186.5 acres of land within the County. The property is part of a business complex (The Shops at Winding Brook) expected to provide commercial and retail spaces, recreation and tourism facilities and other amenities that are expected to be developed in phases by different entities. A portion of the CDA was rezoned in 2018 to allow residential development.

The Lewistown Commerce Center Community Development Authority Revenue Bonds were issued in 2007 in the total principal amount of $37,675,000. The bonds were issued to finance the acquisition of certain land and the construction of certain infrastructure improvements.

Pursuant to the terms of a Special Assessment Agreement between the County, the Authority and the Developers, the bonds will be payable from (1) a Special Real Property Tax on taxable real and leasehold property within the District, (2) Incremental Tax Revenues consisting of specified percentages of incremental real and personal property, hotel occupancy and the County's portion of sales tax revenues collected and, if necessary, (3) Special Assessments imposed and collected by the County at the request of the Authority on taxable real property within the District.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**1,457,121**	**1,989,643**	**1,762,000**	**-11.4%**
Operating	**1,457,121**	**1,989,643**	**1,762,000**	**-11.4%**
Revenues	**1,454,349**	**1,989,643**	**1,762,000**	**-11.4%**
Local Revenue	**834,275**	**1,353,243**	**1,200,000**	**-11.3%**
Recovered Costs	834,275	1,353,243	1,200,000	-11.3%
Transfers In	**620,074**	**636,400**	**562,000**	**-11.7%**
Generated Revenue Percent	**57.4%**	**68.0%**	**68.1%**	
General Fund Revenue Percent	**42.6%**	**32.0%**	**31.9%**	

BUDGET HIGHLIGHTS

- Transfers In equals generated revenue collected in the General Fund on behalf of the Lewistown Commerce Center CDA.

Self-Insurance Fund

DESCRIPTION

The Self-Insurance Fund provides for fiscal management of health insurance costs, as well as clinic operations and wellness initiatives. The Self-Insurance Fund includes the County, Schools, Pamunkey Regional Library and Pamunkey Regional Jail. The employer's share of health insurance costs and retiree healthcare liability costs are budgeted in departmental budgets, while this internal service fund accounts for the payment of claims, receives employee health insurance premiums and provides adequate reserves to mitigate increases in claims beyond those anticipated. The revenue for the fund comes primarily from employer contributions and employee premiums that are set with the intent to recover all costs. Each employee pays a premium based on the level of coverage selected in the program.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**42,360,040**	**47,456,700**	**48,012,900**	**1.2%**
Salaries & Fringe Benefits	**1,493,963**	**1,671,318**	**1,896,719**	**13.5%**
Operating	**40,866,077**	**45,785,382**	**46,116,181**	**0.7%**
Revenues	**40,562,582**	**47,456,700**	**48,012,900**	**1.2%**
Local Revenue	**40,562,582**	**45,856,700**	**46,012,900**	**0.3%**
COBRA	195,012	-	-	----
Health Ins Fees - Employee	10,190,006	13,868,000	10,999,500	-20.7%
Health Ins Fees - Employer	28,396,274	31,758,700	34,938,400	10.0%
Investment Income	327,487	50,000	75,000	50.0%
OPEB Fees Employer	45,823	-	-	----
Recovered Costs	424,242	180,000	-	-100.0%
Retirees	983,738	-	-	----
Use of Planned Surpluses	**-**	**1,600,000**	**2,000,000**	**25.0%**
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	

BUDGET HIGHLIGHTS

- Operating has a minimal net increase with claims, including pharmacy and medical costs, budgeted flat from FY20.
- Salaries & Fringe Benefits includes increased employer contributions to Health Savings Accounts (HSA) as more employees opt for consumer-driven insurance plans.

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**1.0**	**1.0**	**1.0**	**-**
Full-time Positions	1.0	1.0	1.0	-

Food Services Fund

DESCRIPTION

The Food Services Fund accounts for all of the operations of the school food services program. All schools participate in the National School Breakfast and Lunch Programs, which provides subsidized meals to eligible students at reduced or no cost. An a la carte food service program is also available at the high schools. Revenues that support the program are from school-based lunch and breakfast sales coupled with Federal and State funding based upon the anticipated participation levels for free, reduced and paid meals.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**6,801,643**	**7,419,458**	**7,604,475**	**2.5%**
Salaries & Fringe Benefits	**3,619,869**	**3,705,943**	**3,880,895**	**4.7%**
Operating	**3,157,638**	**3,663,515**	**3,698,580**	**1.0%**
Capital Outlay	**24,136**	**50,000**	**25,000**	**-50.0%**
Revenues	**6,808,785**	**7,419,458**	**7,604,475**	**2.5%**
Local Revenue	**4,266,782**	**4,810,232**	**4,920,025**	**2.3%**
Charges for Services	4,182,959	4,580,232	4,680,025	2.2%
Miscellaneous	80,517	230,000	240,000	4.3%
Use of Money & Property	3,306	-	-	----
Intergovernmental	**2,542,003**	**2,609,226**	**2,684,450**	**2.9%**
Categorical Federal Aid	2,461,551	2,534,000	2,604,000	2.8%
Categorical State Aid	80,452	75,226	80,450	6.9%
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	

FTE SUMMARY	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**129.7**	**129.7**	**129.7**	**-**
Full-time Positions	121.0	121.0	121.0	-
Part-time Positions	8.7	8.7	8.7	-

Schools Operating Fund

DESCRIPTION

Hanover County Public Schools currently operates 3 separate funds: Schools Operating Fund, Food Services Fund and School Improvements Fund. Complete details of all funds can be found in the School Board's Budget, which can be accessed on the School's website at http://hcps.us/.

Hanover County Public Schools' mission is to be a student-centered, community-driven organization committed to providing all students with exceptional learning experiences in order to prepare them to be confident, ethical, productive citizens. The Hanover County School Board is charged with the responsibility of preserving and enhancing public education in Hanover. The seven-member body is appointed to four-year terms by the Board of Supervisors of Hanover County. The chief administrator and executive officer appointed by the School Board is the Superintendent of Schools.

The quality of the school system has produced many accolades for Hanover's students and teachers. All Hanover schools are accredited by the Virginia Department of Education. Hanover is fully accredited by the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) and AdvancED. In addition, Hanover was the first Virginia school district to receive the U.S. Senate Productivity and Quality Award for Continuing Excellence.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**182,965,603**	**194,193,039**	**193,877,503**	**-0.2%**
Salaries & Fringe Benefits	**162,706,701**	**172,658,756**	**173,207,636**	**0.3%**
Operating	**18,356,665**	**19,756,883**	**19,001,902**	**-3.8%**
Capital Outlay	**1,877,175**	**1,777,400**	**1,667,965**	**-6.2%**
Transfers Out	**25,062**	**-**	**-**	**----**
Revenues	**183,232,936**	**194,193,039**	**193,877,503**	**-0.2%**
Local Revenue	**2,584,990**	**2,698,535**	**3,054,349**	**13.2%**
Charges for Services	855,525	879,735	842,000	-4.3%
Miscellaneous	1,005,287	1,273,800	1,417,749	11.3%
Recovered Costs	520,651	430,000	635,000	47.7%
Use of Money & Property	203,527	115,000	159,600	38.8%
Intergovernmental	**97,776,707**	**99,798,504**	**97,827,154**	**-2.0%**
Categorical Federal Aid	7,376,968	7,002,960	8,114,327	15.9%
Categorical State Aid	21,296,438	21,402,681	21,293,379	-0.5%
Non-Categorical State Aid	69,103,301	71,392,863	68,419,448	-4.2%
Transfers In	**82,871,239**	**91,696,000**	**92,996,000**	**1.4%**
Generated Revenue Percent	**54.8%**	**52.8%**	**52.0%**	
General Fund Revenue Percent	**45.2%**	**47.2%**	**48.0%**	

Schools Operating Fund

BUDGET HIGHLIGHTS

- The budget reflects the input of School Board members, School staff and parent and professional organizational representatives working together. The focus remains on maintaining educational opportunities for students.
- The CIP includes continuing support for the Schools' technology funding plan. That project is separately budgeted in the CIP section of the document.

GOALS & OBJECTIVES

- Develop budget proposals to support the stated goal of the Superintendent and School Board of providing an education system that will foster the success of all students
- Provide resources to ensure schools are safe for students, school visitors and employees
- Provide salary and benefit plans that support Hanover's competitive position and reflect market adjustments where necessary
- Promote instructional programming that supports professional development for staff, curriculum development, career and technical education, state and federal accountability standards, special education services, technology integration and dual enrollment
- Develop and maintain a responsive, systematic approach to long-term building maintenance, construction, custodial services, furniture/equipment replacement, technology (information) system upgrades, other operating efficiencies and long-range financial stability
- Integrate recommendations, as approved by the School Board, from the Facility and Instructional Program Evaluation Committee
- Identify the impact of emerging issues and mandates on the school budget

FTE SUMMARY

	FY20 Budget	FY20 Amended	FY21 Budget	FTE Change from FY20 Amended
Full-time Equivalents (FTE)	**2,394.1**	**2,394.1**	**2,381.6**	**(12.5)**
Full-time Positions	2,254.0	2,254.0	2,241.0	(13.0)
Part-time Positions	140.1	140.1	140.6	0.5

Economic Development Authority Fund

DESCRIPTION

The Economic Development Authority (EDA) was created by ordinance on August 30, 1967, and is a political subdivision of the Commonwealth of Virginia, but has no taxing authority. The EDA consists of 7 members appointed from each magisterial district in the County.

The EDA is empowered to acquire, own, lease and dispose of properties, including properties for use by the County, and to finance the same by issuance of revenue bonds. Hanover's EDA is primarily used for considering industrial revenue bond requests and assisting the County in lease revenue bonds. Revenue is generated from a management fee of 1/10 of 1% of all outstanding debt issued from inducement resolutions approved by the EDA. Those bonds, representing limited obligations of the EDA, are to be repaid solely from the revenue and receipts derived from the projects funded with the proceeds. The debt outstanding does not constitute a debt or pledge of the faith and credit of the County or the EDA.

BUDGET SUMMARY	FY19 Actual	FY20 Budget	FY21 Budget	% Change FY20 to FY21
Expenditures	**64,752**	**88,560**	**87,295**	**-1.4%**
Operating	**64,752**	**88,560**	**87,295**	**-1.4%**
Revenues	**106,455**	**88,560**	**87,295**	**-1.4%**
Local Revenue	**106,455**	**88,560**	**87,295**	**-1.4%**
Permits Fees & Licenses	106,455	88,560	87,295	-1.4%
Generated Revenue Percent	**100.0%**	**100.0%**	**100.0%**	
General Fund Revenue Percent	**0.0%**	**0.0%**	**0.0%**	

BUDGET HIGHLIGHTS

- The budget is based on the estimated volume of outstanding debt. Revenue decreases slightly as principal is repaid for the two outstanding debt issuances.
- The accompanying change in expenditures decreases reimbursement to the Economic Development department in the General Fund, which offsets costs associated with managing the EDA.

GOALS & OBJECTIVES

- Promptly service industrial revenue bond requests, other economic development opportunities and, after a thorough study, make timely recommendations to the Board of Supervisors for their consideration

Capital Improvements Program

PURPOSE

The Capital Improvements Program (CIP) is the County's plan for investing in facilities, infrastructure and large-scale equipment and vehicles over the next five years. The CIP includes capital and capital-related expenditures and a plan to fund those expenditures. The following guidelines established in the County's Finance & Management Services Policies are used for qualifying expenditures under the CIP:

1. Facilities, equipment and vehicles with a unit cost greater than $50,000; and
2. Purchases for multiple departments that are generally:
    a. Managed by a single department or agency; or,
    b. More than $50,000 annually in aggregate.

The CIP is guided by the County's Comprehensive Plan, which is a long-term guide for growth and development within the County and outlines goals, objectives and projections of the County's needs for the next twenty-year horizon. The Code of Virginia requires that a CIP be prepared to carry out policies adopted through the Comprehensive Plan. The CIP performs this function by outlining anticipated projects by year, cost and recommended funding source. Hanover County has maintained compliance with capital outlay programs as stated in Section 15.2-2239 of the Code of Virginia as follows:

> *"A local planning commission may, and at the direction of the governing body shall, prepare and revise annually a capital improvement program based on the comprehensive plan of the locality for a period not to exceed the ensuing five years. The commission shall submit the program annually to the governing body, or to the chief administrative officer or other official charged with preparation of the budget for the locality, at such time as it or he shall direct. The capital improvement program shall include the commission's recommendations, and estimates of cost of the facilities and life cycle costs, including any road improvement and any transportation improvement the locality chooses to include in its capital improvement plan and as provided for in the comprehensive plan, and the means of financing them, to be undertaken in the ensuing fiscal year and in a period not to exceed the next four years, as the basis of the capital budget for the locality. In the preparation of its capital budget recommendations, the commission shall consult with the chief administrative officer or other executive head of the government of the locality, the heads of departments and interested citizens and organizations and shall hold such public hearings as it deems necessary."*

The CIP is used to assess the County's existing condition and identify needs that must be addressed to accomplish planning goals set forth in the Comprehensive Plan. The CIP sets forth needs and priorities to coordinate the development of County facilities with anticipated revenues, growth and the community's ability to pay. By saying where public schools, water or sewer lines, drainage and other improvements should be constructed, the County can encourage development in appropriate areas. "Appropriate" is used here to mean consistent with adopted policies. This makes the CIP a key document in influencing and managing growth. The CIP is also an important tool in ensuring efficient use of limited financial resources. By reviewing anticipated revenues with anticipated capital needs, priorities can be established to ensure that essential public services can be continued and improved without interruption.

Capital Improvements Program

PROCESS

The CIP process occurs in conjunction with the County's budget process. Departments request individual projects based on their needs assessments. The County Administrator works with the Budget Division and County Administrator's senior staff to review and recommend projects based on an assessment of community needs and financial resources available. The Planning Commission reviews CIP projects related to the Comprehensive Plan and provides input to the Board of Supervisors. The Board of Supervisors conducts a public hearing and acts on the recommendations of the proposed budget.

FUNDING SOURCES

The Five-Year CIP forecasts the anticipated expenditures, timetable and source of funding for each project. The adoption of the CIP does not appropriate funds, nor commit the Board to any expenditure in fiscal years two through five. The first fiscal year is appropriated in conjunction with the Adopted Budget.

The relationship between the CIP and the operating budget is carefully considered during the budget process. The CIP has three direct impacts on the operating budget:

1. Projects funded with General Fund resources must be evaluated and prioritized with other competing needs for use of resources for that year;
2. Projects funded with long-term debt financing must be in compliance with the debt policy and must anticipate the impact of the repayment of debt service on current and future budget years; and
3. Operating impact life cycle costs from implementation, such as staffing and maintenance costs.

Typical CIP funding sources utilized by the County include, but are not limited to:

Fund Balance Assignment (FBA): Funds transferred from the General Fund that were classified as assigned fund balance and in excess of the unassigned fund balance required by County policy.

General Fund: Direct payments from the County's operating revenue.

Long-Term Debt: Money borrowed through financing mechanisms, such as bonds. The payment of principal and interest on borrowed money is through the Debt Service Fund.

Proffers: The Board adopted the *Business and Residential Development Road Improvements Transportation Policy* in March 2013. The policy supports the implementation of a road impact cash contribution for road improvements. Revenues received from the contribution are used to fund road improvements to address the increased traffic demand arising from residential development. The cash contribution is only negotiated for residential zoning requests and the actual value of the cash contribution is based on the *Road Improvement Cost Assumptions*.

Revenue Bonds: Payments from the proceeds of the sale of Revenue Bonds. These bonds pledge the revenue generating potential of a facility or utility system.

Public Utilities: Revenue generated by the Department of Public Utilities and used for capital projects.

State and Federal Aid: Payments from state and federal governments to support projects promoted by state and federal agencies.

Capital Improvements Program

PROJECT PAGES

Each CIP project page contains the following information:

Fund Name: There are four capital improvements funds. The fund name for each CIP project is located at the top-right of the page.

Department: For the County Improvements Fund, this represents the department with oversight responsibility for the project. If applicable, other departments will provide assistance to ensure that the capital improvement meets all specifications, laws and budgetary controls.

For School and Airport improvements, the fund name is listed. Public Utilities includes three categories under Department for purposes of distinguishing project areas: PU CIP Other, PU CIP Sewer and PU CIP Water.

Project Type: CIP projects fall under one of the following categories: Construction, Equipment, Facility Improvements, Land Acquisition, Reserve, Roads & Public Works, Technology, Utility Infrastructure, Utility Service Agreement or Vehicles.

Functional Area: The functional area is a group of related departments aimed at accomplishing a major service or regulatory program for which a government is responsible, such as General Government, Public Safety or Human Services.

Location: The physical location (building, complex, etc.) of the capital improvement. Projects will reflect "Countywide" as a location if the capital improvement is not physically set or maintained in one location.

Project Description: A brief description addressing the need for the project and providing other pertinent information.

Useful Life: The estimated amount of time before an asset will need to be replaced based on the expected quality, application and environment of that asset.

Timetable: When the project is anticipated to be completed. If construction of a capital improvement is required, the estimated starting and ending dates are noted.

Operating Impact: Operating impact describes what effect, if any, the capital improvement will have on the operating budget. Impacts may include an increase or decrease in salaries & benefits, operating and/or capital outlay. Operating impacts to the General Fund are incorporated into the Five-Year General Fund Financial Plan. Debt service impacts are shown in the Five-Year General Fund Financial Plan and the Debt Service Fund section of the budget. Any reduced expenditures or increased revenues are noted when applicable.

Funding Sources: Funding sources are categorized by revenue type and are shown by plan year as well as in total.

Funding Uses: Funding uses are categorized by the type of expenditure(s) and are shown by plan year as well as in total.

Years: For reference, the fiscal years in the Five-Year CIP are as follows:

Year 1 represents FY21; Year 2 represents FY22; Year 3 represents FY23; Year 4 represents FY24; and Year 5 represents FY25.

Capital Improvements Program

SAMPLE CAPITAL IMPROVEMENT PROJECT

Capital Improvements Program **County Improvements Fund**

Firing Range Lead Removal

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Safety

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
Lead removal is an EPA Best Practice for outdoor firing ranges and should be done every 10 to 12 years. This process will prevent the Sheriff's Firing Range from becoming a hazardous environment.

USEFUL LIFE
10 to 12 years

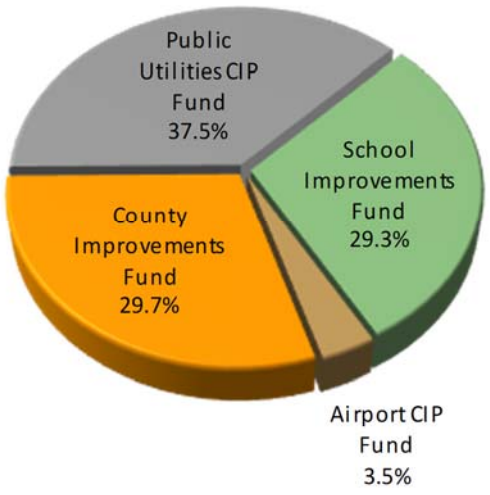
TIMETABLE
Project to be completed in FY21 (Year 1) in coordination with the Firing Range Target System project.

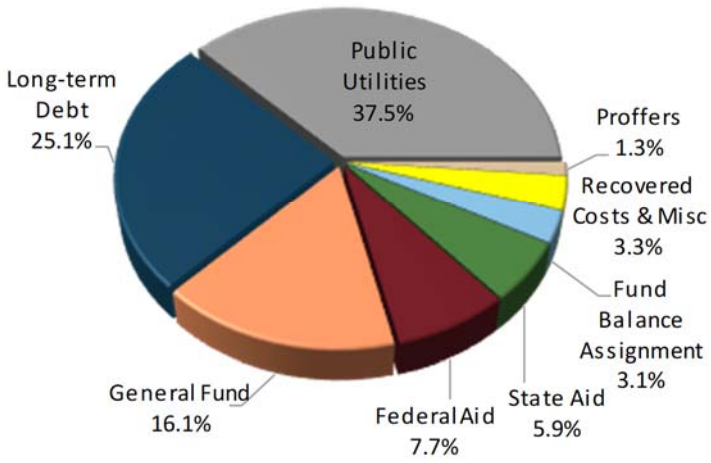
OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Transfer from General Fund	100,000	-	-	-	-	100,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Alterations to Grounds	100,000	-	-	-	-	100,000

Capital Improvements Program At a Glance

FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM: ALL FUNDS ($292,426,734)

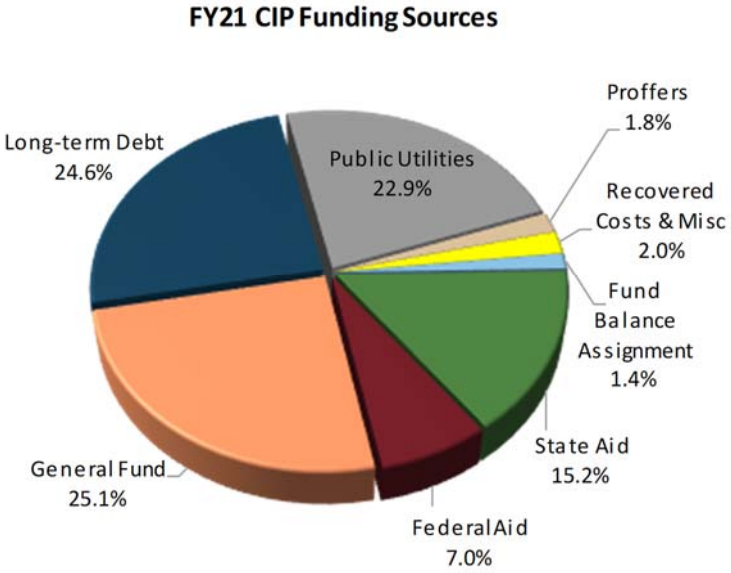




FY21 CIP PROJECTS: ALL FUNDS ($40,689,436)

The first fiscal year of the CIP is appropriated in conjunction with the annual operating budget. The following is a summary of the CIP funding distribution for FY21– Year 1 of the five-year plan.

Functional Area	FY21 (Millions)
Education	13.0
Public Utilities	9.3
Public Works	8.7
Public Safety	3.1
Airport	2.9
General Government	1.8
Judicial Administration	1.2
Nondepartmental	0.7
Total (In Millions)	**40.7**



CIP Projects by Department

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Airport CIP Fund	**2,950,000**	**1,200,120**	**401,000**	**728,130**	**5,000,000**	**10,279,250**
Airport CIP	**2,950,000**	**1,200,120**	**401,000**	**728,130**	**5,000,000**	**10,279,250**
East Side Taxiway Parallel	-	-	-	728,130	5,000,000	5,728,130
Land Acquisition	-	1,050,120	-	-	-	1,050,120
Safety Improvements	2,950,000	150,000	401,000	-	-	3,501,000
County Improvements Fund	**15,404,123**	**21,590,860**	**16,481,380**	**13,803,820**	**19,447,428**	**86,727,611**
Animal Control	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Animal Shelter Building	-	-	-	-	50,000	50,000
Circuit Court	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Courtroom Renovation	-	-	-	-	50,000	50,000
Clerk of the Circuit Court	**310,000**	**-**	**-**	**-**	**-**	**310,000**
Land Records Management System	310,000	-	-	-	-	310,000
Commonwealth's Attorney	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Attorney Case Management System	250,000	-	-	-	-	250,000
Community Services Board	**-**	**-**	**-**	**-**	**580,000**	**580,000**
RAFT House Project	-	-	-	-	500,000	500,000
Wheelchair Van Replacement	-	-	-	-	80,000	80,000
Court Services	**600,000**	**55,000**	**-**	**-**	**-**	**655,000**
Court Services Mobile Data Terminals	-	55,000	-	-	-	55,000
Courts Security Detention Center Upgrade	600,000	-	-	-	-	600,000
Emergency Communications	**-**	**-**	**750,000**	**-**	**300,000**	**1,050,000**
Public Safety Microwave Radio Repl	-	-	-	-	300,000	300,000
Public Safety Software Upgrade	-	-	750,000	-	-	750,000
Fire-EMS	**2,918,600**	**4,039,600**	**2,388,600**	**2,235,800**	**8,495,400**	**20,078,000**
ALS Cardiac Monitor	-	216,000	-	-	-	216,000
Ambulance Replacement	643,600	643,600	643,600	643,600	643,600	3,218,000
Diesel Exhaust Removal System	-	-	135,000	-	-	135,000
Fire Engine & Heavy Rescue Replacement	1,675,000	1,275,000	1,150,000	1,000,000	1,200,000	6,300,000
Fire Station #17	-	765,000	-	592,200	6,461,800	7,819,000
Fire-EMS Station Replacement	-	-	-	-	50,000	50,000
Station Alerting System Upgrade	600,000	1,140,000	460,000	-	-	2,200,000
Traffic Preemption	-	-	-	-	140,000	140,000
General Services	**1,140,000**	**675,000**	**540,000**	**410,000**	**690,000**	**3,455,000**
Admin Building Center Roof Replacement	-	-	-	-	150,000	150,000
Facility Security Upgrades	75,000	75,000	-	-	-	150,000
Fire-EMS Generator Replacement	-	60,000	-	60,000	-	120,000
Fleet & Facilities Software Systems Repl	-	-	200,000	-	-	200,000
Fleet Air Compressor Replacement	70,000	-	-	-	-	70,000
Fleet Garage Floor Top-Coat	300,000	-	-	-	-	300,000
General Vehicle Replacement	330,000	340,000	340,000	350,000	350,000	1,710,000
Human Services Complex Boiler Repl	-	-	-	-	55,000	55,000
Parks & Rec Window Replacement	65,000	-	-	-	-	65,000
Vaughan-Bradley Roof Replacement	-	-	-	-	135,000	135,000
Wickham Renovations	300,000	200,000	-	-	-	500,000

CIP Projects by Department

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Information Technology	**1,775,000**	**1,825,000**	**2,035,000**	**1,830,000**	**1,875,000**	**9,340,000**
Computer Replacement Program	175,000	150,000	150,000	160,000	175,000	810,000
Data Center Upgrades	-	-	75,000	-	-	75,000
Enterprise Licenses	675,000	700,000	710,000	720,000	750,000	3,555,000
Fiber Extension to County Facilities	-	-	100,000	-	-	100,000
Storage Area Network	175,000	175,000	175,000	200,000	200,000	925,000
Technology Infrastructure	750,000	800,000	825,000	750,000	750,000	3,875,000
Nondepartmental	**700,000**	**700,000**	**700,000**	**700,000**	**700,000**	**3,500,000**
Reserve for Revenue	700,000	700,000	700,000	700,000	700,000	3,500,000
Parks & Recreation	**-**	**-**	**235,000**	**200,000**	**-**	**435,000**
Park Enhancements	-	-	235,000	200,000	-	435,000
Public Works	**7,362,323**	**13,875,100**	**8,378,580**	**8,028,020**	**6,351,178**	**43,995,201**
Rdwy Impr Atlee Station Widening	5,750,000	5,864,980	864,980	864,980	4,364,980	17,709,920
Rdwy Impr Pole Green Widening	-	3,925,200	1,707,200	4,253,950	986,198	10,872,548
Rdwy Impr US Rt 360 / Lee Davis Rd	212,323	2,888,000	4,806,400	-	-	7,906,723
Reserve for Future Roadway Improvements	500,000	-	-	-	-	500,000
Stormwater Program	900,000	1,196,920	1,000,000	2,909,090	1,000,000	7,006,010
Public Works Operations	**148,200**	**201,160**	**154,200**	**400,000**	**355,850**	**1,259,410**
Solid Waste Equipment Replacement	148,200	201,160	154,200	400,000	355,850	1,259,410
Sheriff	**200,000**	**220,000**	**1,300,000**	**-**	**-**	**1,720,000**
Firing Range Lead Removal	100,000	-	-	-	-	100,000
Firing Range Target System	100,000	-	-	-	-	100,000
Investigations Mobile Data Terminals	-	220,000	-	-	-	220,000
Records Mgmt System & Mobile Client Repl	-	-	1,300,000	-	-	1,300,000
Public Utilities CIP Fund	**9,335,313**	**29,190,735**	**25,293,945**	**22,165,891**	**23,658,989**	**109,644,873**
PU CIP Other	**146,000**	**521,000**	**1,340,000**	**310,000**	**122,000**	**2,439,000**
Asset Management System	-	250,000	-	-	-	250,000
Bruce Center New Bay	-	-	960,000	-	-	960,000
Maintenance Equipment Replacement	-	-	115,000	-	-	115,000
Maintenance Vehicle Replacement	146,000	271,000	265,000	310,000	122,000	1,114,000
PU CIP Sewer	**1,976,000**	**12,738,000**	**13,952,000**	**12,117,000**	**18,371,000**	**59,154,000**
Ashland Sewerline Rehabilitation	-	200,000	800,000	-	-	1,000,000
AWWTP EQ Basin Centrifugal Blowers Repl	-	-	-	654,000	-	654,000
AWWTP EQ Basin Pumps Repl	-	-	-	372,000	-	372,000
AWWTP Motor Control Center Equip Rehab	-	108,000	-	-	-	108,000
AWWTP Orbal Drives Replacement	-	-	-	-	521,000	521,000
AWWTP Orbal Gate and Control Valve Repl	251,000	-	-	-	-	251,000
AWWTP Recycle PS Rehab	-	98,000	-	-	-	98,000
AWWTP Solids Handling Improvements	146,000	-	-	-	-	146,000
AWWTP Step Screen & Wash Press	702,000	-	-	-	-	702,000
Burnside Farms/Summer Walk Sewer Repl	-	1,448,000	-	-	-	1,448,000
BWWPS Asphalt Replacement	77,000	-	-	-	-	77,000
BWWPS Odor Control Replacement	-	-	-	-	762,000	762,000
BWWPS Pump Replacement	-	-	137,000	140,000	144,000	421,000
Courthouse WWPS & Force Main	-	-	-	-	5,629,000	5,629,000
Doswell Offload WWPS #2 & Force Main	-	-	9,870,000	-	-	9,870,000
DWWTP Belt Press Replacement	-	553,000	-	-	-	553,000

CIP Projects by Department

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
DWWTP Influent VFDs Replacement	-	-	-	-	177,000	177,000
DWWTP RAS Pump Replacement	-	72,000	-	-	-	72,000
Lee-Davis WWPS Grinder Replacement	-	225,000	-	-	-	225,000
Lee-Davis WWPS Upgrade	-	-	-	103,000	588,000	691,000
Mechanicsville Sewer Rehabilitation	-	-	-	200,000	800,000	1,000,000
Middle Chickahominy WWPS Upgrade	200,000	1,200,000	-	-	-	1,400,000
Shelton Pointe Force Main Upgrade	-	6,866,000	-	-	-	6,866,000
Shelton Pointe WWPS Grinder Replacement	-	-	-	180,000	-	180,000
Shelton Pointe WWPS Upgrade	-	200,000	707,000	-	-	907,000
Sledd Run WWPS Generator Installation	100,000	-	-	-	-	100,000
Snead Street WWPS Generator Replacement	-	-	-	78,000	-	78,000
Stony Run Phases 7 & 8	-	-	-	765,000	-	765,000
TWWTP PLC 3 Replacement	-	88,000	-	-	-	88,000
TWWTP Scrubber Overhaul	-	273,000	-	-	-	273,000
WIP III Upgrades AWWTP	-	-	2,438,000	-	9,750,000	12,188,000
WIP III Upgrades DWWTP	-	-	-	2,000,000	-	2,000,000
WIP III Upgrades TWWTP	500,000	1,407,000	-	7,625,000	-	9,532,000
PU CIP Water	**7,213,313**	**15,931,735**	**10,001,945**	**9,738,891**	**5,165,989**	**48,051,873**
Air Park Water Tank Rehabilitation	153,000	795,000	-	-	-	948,000
Cold Harbor Road W/L Replacement	-	-	187,000	633,000	-	820,000
Creighton Rd at Walnut Grove Rd Interconnect	-	-	-	-	150,000	150,000
Creighton Road WST Recoating & Rehab	264,000	500,000	-	-	-	764,000
Doswell Million Gallon Tank Rehab	-	-	297,000	-	-	297,000
Dow Gil Rd to Harley Club Dr Waterline	-	-	-	457,000	-	457,000
DWTP Lagoon Rehabilitation	-	-	92,000	979,000	-	1,071,000
DWTP Raw Water Pumphouse Rehabilitation	-	-	-	118,000	680,000	798,000
DWTP to Railroad Crossing Waterline	1,620,000	-	-	-	-	1,620,000
Georgetown Electrical	-	-	58,000	-	-	58,000
Georgetown Well Replacement	-	-	-	-	105,000	105,000
Hanover-Richmond Joint Cap Contract	3,372,313	6,226,735	7,719,945	6,959,891	1,870,989	26,149,873
Harris Court WST Rehabilitation	-	393,000	-	-	-	393,000
Hill Carter WST & Pump Station	-	7,210,000	-	-	-	7,210,000
Hill View Drive Waterline Replacement	-	-	-	-	158,000	158,000
I-95 Waterline Crossing at Long Road	1,000,000	-	-	-	-	1,000,000
Jackson Avenue WST Demolition	207,000	-	-	-	-	207,000
Kings Dominion Entrance Rd W/L	-	110,000	730,000	-	-	840,000
Maple Street Waterline Replacement	-	-	-	-	100,000	100,000
Pamunkey Regional Jail Waterline	-	-	-	255,000	1,224,000	1,479,000
Pleasant Street WST & PS Generator Repl	-	-	201,000	-	-	201,000
Pleasant Street WST Rehabilitation	-	79,000	-	115,000	-	194,000
Pole Green Road Western W/L Improvements	-	-	235,000	-	672,000	907,000
Quarles Rd WST Demolition	-	-	-	-	138,000	138,000
Route 1 from Elletts Crossing	-	-	-	-	68,000	68,000
Route 1 Waterline Improvements	262,000	526,000	-	-	-	788,000
Sinclair Manor Estates Tank Replacement	185,000	-	-	-	-	185,000
Sinclair Manor Well Replacement	-	-	-	102,000	-	102,000
Stonewall Parkway W/L Replacement	-	92,000	482,000	-	-	574,000
Water System Valve Improvements	150,000	-	-	120,000	-	270,000

CIP Projects by Department

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
School Improvements Fund	**13,000,000**	**7,000,000**	**46,525,000**	**6,000,000**	**13,250,000**	**85,775,000**
School CIP	**13,000,000**	**7,000,000**	**46,525,000**	**6,000,000**	**13,250,000**	**85,775,000**
Auditorium Renovations	250,000	-	700,000	-	-	950,000
Bathroom Renovations	445,000	-	790,000	-	-	1,235,000
Gymnasium Repairs	50,000	-	800,000	-	-	850,000
HVAC Repairs & Upgrades	6,075,000	-	1,200,000	-	150,000	7,425,000
Kitchen Renovations	280,000	-	75,000	-	405,000	760,000
Painting	400,000	85,000	100,000	159,562	200,000	944,562
Roof Repairs & Replacements	720,000	100,000	593,000	200,000	755,000	2,368,000
Safety & Security	1,075,000	-	865,000	-	1,980,000	3,920,000
School Building Upgrades	125,000	-	620,000	-	1,545,000	2,290,000
School Buses	1,000,000	1,200,000	1,500,000	1,500,000	1,500,000	6,700,000
School Grounds Upgrades	1,380,000	-	1,045,000	-	1,515,000	3,940,000
School Renovation	-	4,000,000	36,000,000	-	-	40,000,000
School Site	-	-	-	3,000,000	-	3,000,000
Technology Enhancements	1,200,000	1,615,000	2,237,000	1,140,438	5,200,000	11,392,438
Grand Total	**40,689,436**	**58,981,715**	**88,701,325**	**42,697,841**	**61,356,417**	**292,426,734**

Five-Year CIP Funding Sources

	Federal Aid	Fund Balance Assignment	General Fund	Long-term Debt	Proffers	Public Utilities	Recovered Costs & Misc	State Aid	Grand Total
Airport CIP Fund	**8,606,358**	**64,000**	**403,082**	**-**	**-**	**-**	**-**	**1,205,810**	**10,279,250**
Airport CIP	**8,606,358**	**64,000**	**403,082**	**-**	**-**	**-**	**-**	**1,205,810**	**10,279,250**
East Side Taxiway Parallel	5,006,250	64,000	212,880	-	-	-	-	445,000	5,728,130
Land Acquisition	945,108	-	21,002	-	-	-	-	84,010	1,050,120
Safety Improvements	2,655,000	-	169,200	-	-	-	-	676,800	3,501,000
County Improvements Fund	**13,878,521**	**4,061,840**	**31,723,410**	**7,554,000**	**3,750,000**	**-**	**9,600,000**	**16,159,840**	**86,727,611**
Animal Control	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Animal Shelter Building	-	-	50,000	-	-	-	-	-	50,000
Circuit Court	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Courtroom Renovation	-	-	50,000	-	-	-	-	-	50,000
Clerk of the Circuit Court	**-**	**-**	**210,000**	**-**	**-**	**-**	**100,000**	**-**	**310,000**
Land Records Management System	-	-	210,000	-	-	-	100,000	-	310,000
Commonwealth's Attorney	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Attorney Case Management System	-	-	250,000	-	-	-	-	-	250,000
Community Services Board	**-**	**-**	**80,000**	**500,000**	**-**	**-**	**-**	**-**	**580,000**
RAFT House Project	-	-	-	500,000	-	-	-	-	500,000
Wheelchair Van Replacement	-	-	80,000	-	-	-	-	-	80,000
Court Services	**-**	**-**	**655,000**	**-**	**-**	**-**	**-**	**-**	**655,000**
Court Services Mobile Data Terminals	-	-	55,000	-	-	-	-	-	55,000
Courts Security Detention Center Upgrade	-	-	600,000	-	-	-	-	-	600,000
Emergency Communications	**-**	**-**	**1,050,000**	**-**	**-**	**-**	**-**	**-**	**1,050,000**
Public Safety Microwave Radio Repl	-	-	300,000	-	-	-	-	-	300,000
Public Safety Software Upgrade	-	-	750,000	-	-	-	-	-	750,000

Five-Year CIP Funding Sources

	Federal Aid	Fund Balance Assignment	General Fund	Long-term Debt	Proffers	Public Utilities	Recovered Costs & Misc	State Aid	Grand Total
Fire-EMS	**-**	**1,305,000**	**11,719,000**	**7,054,000**	**-**	**-**	**-**	**-**	**20,078,000**
ALS Cardiac Monitor	-	-	216,000	-	-	-	-	-	216,000
Ambulance Replacement	-	-	3,218,000	-	-	-	-	-	3,218,000
Diesel Exhaust Removal System	-	-	135,000	-	-	-	-	-	135,000
Fire Engine & Heavy Rescue Replacement	-	-	6,300,000	-	-	-	-	-	6,300,000
Fire Station #17	-	765,000	-	7,054,000	-	-	-	-	7,819,000
Fire-EMS Station Replacement	-	-	50,000	-	-	-	-	-	50,000
Station Alerting System Upgrade	-	540,000	1,660,000	-	-	-	-	-	2,200,000
Traffic Preemption	-	-	140,000	-	-	-	-	-	140,000
General Services	**-**	**500,000**	**2,955,000**	**-**	**-**	**-**	**-**	**-**	**3,455,000**
Admin Building Center Roof Replacement	-	-	150,000	-	-	-	-	-	150,000
Facility Security Upgrades	-	-	150,000	-	-	-	-	-	150,000
Fire-EMS Generator Replacement	-	-	120,000	-	-	-	-	-	120,000
Fleet & Facilities Software Systems Repl	-	-	200,000	-	-	-	-	-	200,000
Fleet Air Compressor Replacement	-	-	70,000	-	-	-	-	-	70,000
Fleet Garage Floor Top-Coat	-	-	300,000	-	-	-	-	-	300,000
General Vehicle Replacement	-	-	1,710,000	-	-	-	-	-	1,710,000
Human Services Complex Boiler Repl	-	-	55,000	-	-	-	-	-	55,000
Parks & Rec Window Replacement	-	-	65,000	-	-	-	-	-	65,000
Vaughan-Bradley Roof Replacement	-	-	135,000	-	-	-	-	-	135,000
Wickham Renovations	-	500,000	-	-	-	-	-	-	500,000
Information Technology	**-**	**-**	**9,340,000**	**-**	**-**	**-**	**-**	**-**	**9,340,000**
Computer Replacement Program	-	-	810,000	-	-	-	-	-	810,000
Data Center Upgrades	-	-	75,000	-	-	-	-	-	75,000
Enterprise Licenses	-	-	3,555,000	-	-	-	-	-	3,555,000
Fiber Extension to County Facilities	-	-	100,000	-	-	-	-	-	100,000
Storage Area Network	-	-	925,000	-	-	-	-	-	925,000
Technology Infrastructure	-	-	3,875,000	-	-	-	-	-	3,875,000
Nondepartmental	**-**	**-**	**-**	**-**	**-**	**-**	**3,500,000**	**-**	**3,500,000**
Reserve for Revenue	-	-	-	-	-	-	3,500,000	-	3,500,000

Five-Year CIP Funding Sources

	Federal Aid	Fund Balance Assignment	General Fund	Long-term Debt	Proffers	Public Utilities	Recovered Costs & Misc	State Aid	Grand Total
Parks & Recreation	**-**	**-**	**435,000**	**-**	**-**	**-**	**-**	**-**	**435,000**
Park Enhancements	-	-	435,000	-	-	-	-	-	435,000
Public Works	**13,878,521**	**1,656,840**	**2,550,000**	**-**	**3,750,000**	**-**	**6,000,000**	**16,159,840**	**43,995,201**
Rdwy Impr Atlee Station Widening	2,000,000	459,920	-	-	3,750,000	-	1,000,000	10,500,000	17,709,920
Rdwy Impr Pole Green Widening	4,971,798	-	-	-	-	-	4,000,000	1,900,750	10,872,548
Rdwy Impr US Rt 360 / Lee Davis Rd	6,906,723	-	-	-	-	-	1,000,000	-	7,906,723
Reserve for Future Roadway Improvements	-	-	-	-	-	-	-	500,000	500,000
Stormwater Program	-	1,196,920	2,550,000	-	-	-	-	3,259,090	7,006,010
Public Works Operations	**-**	**-**	**1,259,410**	**-**	**-**	**-**	**-**	**-**	**1,259,410**
Solid Waste Equipment Replacement	-	-	1,259,410	-	-	-	-	-	1,259,410
Sheriff	**-**	**600,000**	**1,120,000**	**-**	**-**	**-**	**-**	**-**	**1,720,000**
Firing Range Lead Removal	-	-	100,000	-	-	-	-	-	100,000
Firing Range Target System	-	-	100,000	-	-	-	-	-	100,000
Investigations Mobile Data Terminals	-	-	220,000	-	-	-	-	-	220,000
Records Mgmt System & Mobile Client Repl	-	600,000	700,000	-	-	-	-	-	1,300,000
Public Utilities CIP Fund	**-**	**-**	**-**	**-**	**-**	**109,644,873**	**-**	**-**	**109,644,873**
PU CIP Other	**-**	**-**	**-**	**-**	**-**	**2,439,000**	**-**	**-**	**2,439,000**
PU CIP Sewer	**-**	**-**	**-**	**-**	**-**	**59,154,000**	**-**	**-**	**59,154,000**
PU CIP Water	**-**	**-**	**-**	**-**	**-**	**48,051,873**	**-**	**-**	**48,051,873**

Five-Year CIP Funding Sources

	Federal Aid	Fund Balance Assignment	General Fund	Long-term Debt	Proffers	Public Utilities	Recovered Costs & Misc	State Aid	Grand Total
School Improvements Fund	**-**	**5,000,000**	**15,000,000**	**65,775,000**	**-**	**-**	**-**	**-**	**85,775,000**
School CIP	**-**	**5,000,000**	**15,000,000**	**65,775,000**	**-**	**-**	**-**	**-**	**85,775,000**
Auditorium Renovations	-	-	-	950,000	-	-	-	-	950,000
Bathroom Renovations	-	-	-	1,235,000	-	-	-	-	1,235,000
Gymnasium Repairs	-	-	-	850,000	-	-	-	-	850,000
HVAC Repairs & Upgrades	-	-	-	7,425,000	-	-	-	-	7,425,000
Kitchen Renovations	-	-	-	760,000	-	-	-	-	760,000
Painting	-	-	944,562	-	-	-	-	-	944,562
Roof Repairs & Replacements	-	-	963,000	1,405,000	-	-	-	-	2,368,000
Safety & Security	-	-	-	3,920,000	-	-	-	-	3,920,000
School Building Upgrades	-	-	-	2,290,000	-	-	-	-	2,290,000
School Buses	-	-	6,700,000	-	-	-	-	-	6,700,000
School Grounds Upgrades	-	-	-	3,940,000	-	-	-	-	3,940,000
School Renovation	-	-	-	40,000,000	-	-	-	-	40,000,000
School Site	-	-	-	3,000,000	-	-	-	-	3,000,000
Technology Enhancements	-	5,000,000	6,392,438	-	-	-	-	-	11,392,438
Grand Total	**22,484,879**	**9,125,840**	**47,126,492**	**73,329,000**	**3,750,000**	**109,644,873**	**9,600,000**	**17,365,650**	**292,426,734**

CIP Summary by Functional Area

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Airport CIP Fund	**2,950,000**	**1,200,120**	**401,000**	**728,130**	**5,000,000**	**10,279,250**
County Improvements Fund	**15,404,123**	**21,590,860**	**16,481,380**	**13,803,820**	**19,447,428**	**86,727,611**
General Government	1,775,000	1,825,000	2,035,000	1,830,000	1,875,000	9,340,000
Human Services	-	-	-	-	580,000	580,000
Judicial Administration	1,160,000	55,000	-	-	50,000	1,265,000
Nondepartmental	700,000	700,000	700,000	700,000	700,000	3,500,000
Parks, Recreation & Cultural	-	-	235,000	200,000	-	435,000
Public Safety	3,118,600	4,259,600	4,438,600	2,235,800	8,845,400	22,898,000
Public Works	8,650,523	14,751,260	9,072,780	8,838,020	7,397,028	48,709,611
Public Utilities CIP Fund	**9,335,313**	**29,190,735**	**25,293,945**	**22,165,891**	**23,658,989**	**109,644,873**
School Improvements Fund	**13,000,000**	**7,000,000**	**46,525,000**	**6,000,000**	**13,250,000**	**85,775,000**
Grand Total	**40,689,436**	**58,981,715**	**88,701,325**	**42,697,841**	**61,356,417**	**292,426,734**

CIP Project Type by Fund

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Airport CIP Fund	**2,950,000**	**1,200,120**	**401,000**	**728,130**	**5,000,000**	**10,279,250**
Facility Improvements	2,950,000	150,000	401,000	728,130	5,000,000	9,229,130
Land Acquisition	-	1,050,120	-	-	-	1,050,120
County Improvements Fund	**15,404,123**	**21,590,860**	**16,481,380**	**13,803,820**	**19,447,428**	**86,727,611**
Construction	-	765,000	-	592,200	6,561,800	7,919,000
Equipment	818,200	1,557,160	749,200	400,000	795,850	4,320,410
Facility Improvements	940,000	335,000	235,000	260,000	890,000	2,660,000
Reserve	700,000	700,000	700,000	700,000	700,000	3,500,000
Roads & Public Works	7,362,323	13,875,100	8,378,580	8,028,020	6,351,178	43,995,201
Technology	2,935,000	2,100,000	4,285,000	1,830,000	1,875,000	13,025,000
Vehicles	2,648,600	2,258,600	2,133,600	1,993,600	2,273,600	11,308,000
Public Utilities CIP Fund	**9,335,313**	**29,190,735**	**25,293,945**	**22,165,891**	**23,658,989**	**109,644,873**
Equipment	146,000	359,000	380,000	310,000	122,000	1,317,000
Technology	-	250,000	-	-	-	250,000
Utility Infrastructure	5,817,000	22,355,000	17,194,000	14,896,000	21,666,000	81,928,000
Utility Service Agreement	3,372,313	6,226,735	7,719,945	6,959,891	1,870,989	26,149,873
School Improvements Fund	**13,000,000**	**7,000,000**	**46,525,000**	**6,000,000**	**13,250,000**	**85,775,000**
Construction	-	4,000,000	36,000,000	-	-	40,000,000
Equipment	2,075,000	1,200,000	2,365,000	1,500,000	3,480,000	10,620,000
Facility Improvements	9,725,000	185,000	5,923,000	359,562	4,570,000	20,762,562
Land Acquisition	-	-	-	3,000,000	-	3,000,000
Technology	1,200,000	1,615,000	2,237,000	1,140,438	5,200,000	11,392,438
Grand Total	**40,689,436**	**58,981,715**	**88,701,325**	**42,697,841**	**61,356,417**	**292,426,734**

CIP Summary by Funding Source

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Local Revenue	1,550,000	3,450,000	3,450,000	2,450,000	2,450,000	13,350,000
Long-term Debt	10,000,000	4,000,000	42,525,000	3,592,200	13,211,800	73,329,000
Intergovernmental	9,053,323	11,462,318	5,334,400	5,114,290	8,886,198	39,850,529
Use of Planned Surpluses	300,000	311,900	114,980	178,980	114,980	1,020,840
Transfers In	19,786,113	39,757,497	37,276,945	31,362,371	36,693,439	164,876,365
Grand Total	**40,689,436**	**58,981,715**	**88,701,325**	**42,697,841**	**61,356,417**	**292,426,734**

CIP Funding Sources by Fund

Funding Sources by Fund	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Airport CIP Fund	**2,950,000**	**1,200,120**	**401,000**	**728,130**	**5,000,000**	**10,279,250**
Federal Aid	2,655,000	945,108	-	506,250	4,500,000	8,606,358
Fund Balance Assignment	-	-	-	64,000	-	64,000
General Fund	59,000	51,002	80,200	112,880	100,000	403,082
State Aid	236,000	204,010	320,800	45,000	400,000	1,205,810
County Improvements Fund	**15,404,123**	**21,590,860**	**16,481,380**	**13,803,820**	**19,447,428**	**86,727,611**
Federal Aid	212,323	4,168,000	4,112,000	2,400,000	2,986,198	13,878,521
Fund Balance Assignment	550,000	1,696,900	1,084,980	614,980	114,980	4,061,840
General Fund	7,141,800	6,130,760	6,932,800	5,583,600	5,934,450	31,723,410
Long-term Debt	-	-	-	592,200	6,961,800	7,554,000
Proffers	750,000	750,000	750,000	750,000	750,000	3,750,000
Recovered Costs & Misc	800,000	2,700,000	2,700,000	1,700,000	1,700,000	9,600,000
State Aid	5,950,000	6,145,200	901,600	2,163,040	1,000,000	16,159,840
Public Utilities CIP Fund	**9,335,313**	**29,190,735**	**25,293,945**	**22,165,891**	**23,658,989**	**109,644,873**
Public Utilities	9,335,313	29,190,735	25,293,945	22,165,891	23,658,989	109,644,873
School Improvements Fund	**13,000,000**	**7,000,000**	**46,525,000**	**6,000,000**	**13,250,000**	**85,775,000**
Fund Balance Assignment	-	-	1,000,000	-	4,000,000	5,000,000
General Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Long-term Debt	10,000,000	4,000,000	42,525,000	3,000,000	6,250,000	65,775,000
Grand Total	**40,689,436**	**58,981,715**	**88,701,325**	**42,697,841**	**61,356,417**	**292,426,734**

Funding Analysis of County & School Capital Projects

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Total Debt Funding	**35.2%**	**14.0%**	**67.5%**	**18.1%**	**40.4%**	**42.5%**
Total Non-Debt Funding	**64.8%**	**86.0%**	**32.5%**	**81.9%**	**59.6%**	**57.5%**
General Fund Support	35.7%	31.9%	15.8%	43.3%	27.3%	27.1%
Support from Other Sources	29.1%	54.1%	16.7%	38.5%	32.3%	30.4%

Five-Year CIP Operating Impact

	Year 1 Budget	Year 2 Budget	Year 3 Budget	Year 4 Budget	Year 5 Budget	Total 5-Year Budget
Airport CIP Fund	**-**	**-**	**-**	**-**	**1,200**	**1,200**
Airport CIP						
East Side Taxiway Parallel	-	-	-	-	1,200	1,200
County Improvements Fund	**-**	**60,000**	**74,600**	**318,700**	**319,000**	**772,300**
Clerk of the Circuit Court						
Land Records Management System	-	15,000	15,000	15,000	15,000	60,000
Commonwealth's Attorney						
Attorney Case Management System	-	40,000	40,000	40,000	40,000	160,000
Court Services						
Court Services Mobile Data Terminals	-	-	1,000	1,000	1,000	3,000
Fire-EMS						
ALS Cardiac Monitor	-	-	9,600	9,600	9,600	28,800
Station Alerting System Upgrade	-	-	-	105,000	105,000	210,000
General Services						
Fleet & Facilities Software Systems Repl	-	-	-	5,000	5,000	10,000
Information Technology						
Fiber Extension to County Facilities	-	-	-	7,500	7,500	15,000
Parks & Recreation						
Park Enhancements	-	-	-	1,600	1,900	3,500
Sheriff						
Firing Range Target System	-	5,000	5,000	5,000	5,000	20,000
Investigations Mobile Data Terminals	-	-	4,000	4,000	4,000	12,000
Records Mgmt System & Mobile Client Rep	-	-	-	125,000	125,000	250,000
Public Utilities CIP Fund	**-**	**5,000**	**70,000**	**134,500**	**634,500**	**844,000**
PU CIP Other						
Asset Management System	-	-	30,000	30,000	30,000	90,000
Bruce Center New Bay	-	-	-	5,000	5,000	10,000
Maintenance Vehicle Replacement	-	-	-	1,500	1,500	3,000
PU CIP Sewer						
Ashland Sewerline Rehabilitation	-	-	-	(5,000)	(5,000)	(10,000)
Doswell Offload WWPS #2 & Force Main	-	-	-	50,000	50,000	100,000
Middle Chickahominy WWPS Upgrade	-	-	5,000	5,000	5,000	15,000
Shelton Pointe Force Main Upgrade	-	-	-	8,000	8,000	16,000
Shelton Pointe WWPS Upgrade	-	-	-	5,000	5,000	10,000
Sledd Run WWPS Generator Installation	-	5,000	5,000	5,000	5,000	20,000
WIP III Upgrades TWWTP	-	-	-	-	500,000	500,000
PU CIP Water						
Hill Carter WST & Pump Station	-	-	30,000	30,000	30,000	90,000
Grand Total	**-**	**65,000**	**144,600**	**453,200**	**954,700**	**1,617,500**

All financial impacts noted above are under the Operating category.

Operating impacts to the General Fund are reflected in the Five-Year General Fund Financial Plan. Year 1 Life Cycle Costs are included in FY21 operating budgets. Debt service impacts are not detailed under this table but are included in the Five -Year General Fund Financial Plan and the Debt Service Fund section of the Budget document.

County Project Locations

The following are specific locations referenced within the project pages of the Airport CIP and County Improvements Funds, including the corresponding address and departments located at each building, as applicable. Projects that serve multiple locations are generally identified in the project pages as "Countywide" or by the type of facility impacted, such as such as Fire-EMS stations and solid waste convenience centers.

CSB Day Health Building	7179 Stonewall Parkway, Mechanicsville, VA 23111
Fleet Building *General Services*	11375 N. Lakeridge Parkway, Ashland, VA 23005
Hanover County Airport	11152 Airpark Road, Ashland, VA 23005
Human Services Complex *Community Services Board, Community Resources, Health, Social Services*	12300-12312 Washington Highway, Ashland, VA 23005
Sheriff's Firing Range	7532 Courtland Farm Road, Hanover, VA 23069

Courthouse Complex

Administration Building *Board of Supervisors meeting room, Building Inspections, County Administrator, County Attorney, Planning, Public Utilities, Public Works*	7516 County Complex Road, Hanover, VA 23069
Courthouse *Circuit Court, Clerk of the Circuit Court, Commonwealth's Attorney, General District Court, Juvenile & Domestic Relations Court, Juvenile Court Services*	7530 County Complex Road, Hanover, VA 23069
Emergency Communications Center	7501 Library Drive, Hanover, VA 23069
Vaughan-Bradley Building *Sheriff*	7522 County Complex Road, Hanover, VA 23069
Wickham Building *Human Resources, Information Technology, Registrar*	7497 County Complex Road, Hanover, VA 23069

Taylor Complex

Parks & Recreation Maintenance Facility	12454 Taylor Complex Lane, Ashland, VA 23005

Airport CIP Fund Summary

FY21-FY25 Funding Sources by Project Type

	Facility Improvements	Land Acquisition	Total
Categorical State Aid	1,121,800	84,010	1,205,810
Fed Aviation Administration	7,661,250	945,108	8,606,358
Prior Years Balance	64,000	-	64,000
Transfer from General Fund	382,080	21,002	403,082
Total	**9,229,130**	**1,050,120**	**10,279,250**

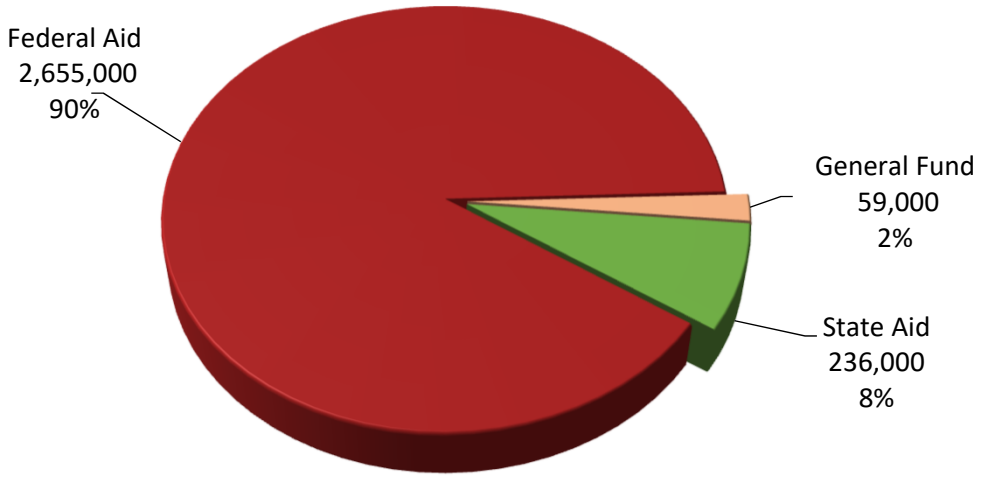
FY21-FY25 Projects Funded by the General Fund

	Facility Improvements	Land Acquisition	Total
East Side Taxiway Parallel	212,880	-	212,880
Land Acquisition	-	21,002	21,002
Safety Improvements	169,200	-	169,200
Total	**382,080**	**21,002**	**403,082**

FY21 Projects by Project Type

	Year 1
Facility Improvements	**2,950,000**
Safety Improvements	2,950,000
Grand Total	**2,950,000**

FY21 Airport CIP Funding Sources



East Side Taxiway Parallel

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Airport

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
Design and construction of a parallel taxiway on the East side to conform with FAA Category B-II Design Standards. Taxiway is needed in accordance with the approved Airport Master Plan to achieve desired wing-tip clearance.

USEFUL LIFE
20 years

TIMETABLE
Design in FY24 (Year 4) and Construction in FY25 (Year 5)

OPERATING IMPACT
Electrical taxiway lighting

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**728,130**	**5,000,000**	**5,728,130**
Categorical State Aid	-	-	-	45,000	400,000	445,000
Fed Aviation Administration	-	-	-	506,250	4,500,000	5,006,250
Prior Years Balance	-	-	-	64,000	-	64,000
Transfer from General Fund	-	-	-	112,880	100,000	212,880
Funding Uses	**-**	**-**	**-**	**728,130**	**5,000,000**	**5,728,130**
Construction	-	-	-	-	5,000,000	5,000,000
Professional Services	-	-	-	728,130	-	728,130
Operating Impact	**-**	**-**	**-**	**-**	**1,200**	**1,200**
Electrical Services	-	-	-	-	1,200	1,200

Land Acquisition

DEPARTMENT
Airport CIP

PROJECT TYPE
Land Acquisition

FUNCTIONAL AREA
Airport

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
The Airport Master Plan identifies the need to purchase 58 acres of land and avigation easements to the north and east of the runway to meet FAA airport safety criteria. Purchase of this land or easement is required to remove airspace obstructions and complete the east side expansion project. The County will give priority for acquisition of required land when it is on the market.

USEFUL LIFE
N/A

TIMETABLE
Purchase of land or easements in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**1,050,120**	**-**	**-**	**-**	**1,050,120**
Categorical State Aid	-	84,010	-	-	-	84,010
Fed Aviation Administration	-	945,108	-	-	-	945,108
Transfer from General Fund	-	21,002	-	-	-	21,002
Funding Uses	**-**	**1,050,120**	**-**	**-**	**-**	**1,050,120**
Land Purch & Development Addtl	-	1,050,120	-	-	-	1,050,120

Safety Improvements

DEPARTMENT
Airport CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Airport

LOCATION
Hanover County Airport

PROJECT DESCRIPTION
Airport safety improvements include milling and resurfacing the runway in FY21 (Year 1), overlaying of the original ramp apron in FY22 (Year 2) and installing omni-directional approach lighting for Runway 16 in FY23 (Year 3). Resurfacing is needed to replace aging asphalt to maintain the usability of the runway. The last runway resurface was performed in 1993 and has exceeded its useful life. This project also includes new runway striping, increase to runway lighting elevations and modernization of the runway electrical system.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY21 (Year 1), FY22 (Year 2) and FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**2,950,000**	**150,000**	**401,000**	**-**	**-**	**3,501,000**
Categorical State Aid	236,000	120,000	320,800	-	-	676,800
Fed Aviation Administration	2,655,000	-	-	-	-	2,655,000
Transfer from General Fund	59,000	30,000	80,200	-	-	169,200
Funding Uses	**2,950,000**	**150,000**	**401,000**	**-**	**-**	**3,501,000**
Alt to Facility or Office	2,950,000	150,000	401,000	-	-	3,501,000

County Improvements Fund Summary

FY21-FY25 Funding Sources by Project Type

	Construction	Equipment	Facility Improvements	Reserve	Roads & Public Works	Technology	Vehicles	Total
Intergovernmental	**-**	**-**	**-**	**-**	**30,038,361**	**-**	**-**	**30,038,361**
Categorical State Aid	-	-	-	-	3,259,090	-	-	3,259,090
Fed FHWA Grant	-	-	-	-	13,878,521	-	-	13,878,521
State VDOT	-	-	-	-	12,900,750	-	-	12,900,750
Local Revenue	**-**	**-**	**-**	**3,500,000**	**9,750,000**	**100,000**	**-**	**13,350,000**
Miscellaneous Grants	-	-	-	-	6,000,000	-	-	6,000,000
Miscellaneous Revenue	-	-	-	-	-	100,000	-	100,000
Reserve for Revenue Transfers	-	-	-	3,500,000	-	-	-	3,500,000
Traffic Contribution	-	-	-	-	3,750,000	-	-	3,750,000
Long-term Debt	**7,054,000**	**-**	**500,000**	**-**	**-**	**-**	**-**	**7,554,000**
Bond Proceeds	7,054,000	-	500,000	-	-	-	-	7,554,000
Transfers In	**865,000**	**4,320,410**	**1,860,000**	**-**	**3,550,000**	**12,925,000**	**11,308,000**	**34,828,410**
Transfer fr GF FBA Stormwater	-	-	-	-	1,000,000	-	-	1,000,000
Transfer from General Fund	100,000	3,780,410	1,660,000	-	2,550,000	12,325,000	11,308,000	31,723,410
Transfer from GF - FBA Capital	765,000	540,000	200,000	-	-	600,000	-	2,105,000
Use of Planned Surpluses	**-**	**-**	**300,000**	**-**	**656,840**	**-**	**-**	**956,840**
FBA CIP Stormwater PYB	-	-	-	-	196,920	-	-	196,920
Use of Fund Balance	-	-	300,000	-	-	-	-	300,000
Use of Fund Balance - Proffers	-	-	-	-	459,920	-	-	459,920
Total	**7,919,000**	**4,320,410**	**2,660,000**	**3,500,000**	**43,995,201**	**13,025,000**	**11,308,000**	**86,727,611**

FY21-FY25 Functional Areas by Project Type

	Construction	Equipment	Facility Improvements	Reserve	Roads & Public Works	Technology	Vehicles	Total
General Government	-	-	-	-	-	9,340,000	-	9,340,000
Human Services	-	-	500,000	-	-	-	80,000	580,000
Judicial Administration	-	-	50,000	-	-	1,215,000	-	1,265,000
Nondepartmental	-	-	-	3,500,000	-	-	-	3,500,000
Parks, Recreation & Cultural	-	-	435,000	-	-	-	-	435,000
Public Safety	7,919,000	2,991,000	200,000	-	-	2,270,000	9,518,000	22,898,000
Public Works	-	1,329,410	1,475,000	-	43,995,201	200,000	1,710,000	48,709,611
Total	**7,919,000**	**4,320,410**	**2,660,000**	**3,500,000**	**43,995,201**	**13,025,000**	**11,308,000**	**86,727,611**

Animal Shelter Building

DEPARTMENT
Animal Control

PROJECT TYPE
Construction

FUNCTIONAL AREA
Public Safety

LOCATION
To be determined

PROJECT DESCRIPTION
Begin preparations to replace the Animal Shelter Building. The existing shelter was built in 1989, with an addition in 2004. The current location has limited capacity for further expansion or improvements to improve security and health of the animals. The initial funding is provided to explore options for replacing or enhancing the existing shelter. Design and construction costs are outside the scope of the five-year plan.

USEFUL LIFE
30 to 40 years

TIMETABLE
Study in FY25 (Year 5).

OPERATING IMPACT
Operating impact from shelter expansion or construction will occur outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Transfer from General Fund	-	-	-	-	50,000	50,000
Funding Uses	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Professional Services	-	-	-	-	50,000	50,000

Courtroom Renovation

DEPARTMENT
Circuit Court

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Judicial Administration

LOCATION
Courthouse

PROJECT DESCRIPTION
During the design phase of the Courthouse, the decision was made to include an unfinished space on the upper level to allow for growth and the need for future courtrooms. Based on discussions with the Circuit Court, General District Court and Juvenile & Domestic Relations Court judges, the County recognizes the need to identify potential uses for that space. This project will study growth trends and recommend the best possible use for the space along with any necessary accompanying changes.

USEFUL LIFE
20 to 30 years

TIMETABLE
Study in FY25 (Year 5).

OPERATING IMPACT
There are no anticipated operational increases as a result of the study. Operational impacts associated with the recommendations in the study will be included in the study findings.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Transfer from General Fund	-	-	-	-	50,000	50,000
Funding Uses	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Professional Services	-	-	-	-	50,000	50,000

Land Records Management System

DEPARTMENT
Clerk of the Circuit Court

PROJECT TYPE
Technology

FUNCTIONAL AREA
Judicial Administration

LOCATION
Courthouse

PROJECT DESCRIPTION
Replace the current Land Records Management System (LRMS), which stores and enables access to public records including land records, court orders, wills, fiduciary accounts and marriage licenses. The LRMS also provides secure remote access to land records for paid subscribers and government employees. The current system has been in use since 2002. Project funding includes hardware and software needed to operate the new system. The new system will operate parallel to current system throughout FY22 (Year 2).

USEFUL LIFE
10 years

TIMETABLE
Release RFP in FY20; Issue contract & purchase hardware in FY21 (Year 1); Go-live in early FY22 (Year 2).

OPERATING IMPACT
Recurring software maintenance beginning in FY22 (Year 2).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**310,000**	**-**	**-**	**-**	**-**	**310,000**
Miscellaneous Revenue	100,000	-	-	-	-	100,000
Transfer from General Fund	210,000	-	-	-	-	210,000
Funding Uses	**310,000**	**-**	**-**	**-**	**-**	**310,000**
Information System Equip Repl	20,000	-	-	-	-	20,000
Software Services	290,000	-	-	-	-	290,000
Operating Impact	**-**	**15,000**	**15,000**	**15,000**	**15,000**	**60,000**
Software Services	-	15,000	15,000	15,000	15,000	60,000

Attorney Case Management System

DEPARTMENT
Commonwealth's Attorney

PROJECT TYPE
Technology

FUNCTIONAL AREA
Judicial Administration

LOCATION
Courthouse

PROJECT DESCRIPTION
Replace the current case management system. All court documents, subpoenas for witnesses, restitution, etc. are generated and maintained in the case management system. The Commonwealth's Attorney's office and Information Technology department will identify a replacement product with a prosecutor module to replace and enhance services provided by the current system.

USEFUL LIFE
10 years

TIMETABLE
System implementation in FY21 (Year 1).

OPERATING IMPACT
Recurring software maintenance beginning in FY22 (Year 2).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Transfer from General Fund	250,000	-	-	-	-	250,000
Funding Uses	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Software Services	250,000	-	-	-	-	250,000
Operating Impact	**-**	**40,000**	**40,000**	**40,000**	**40,000**	**160,000**
Software Services	-	40,000	40,000	40,000	40,000	160,000

RAFT House Project

DEPARTMENT
Community Services Board

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Human Services

LOCATION
To be determined

PROJECT DESCRIPTION
This project will provide a facility for the RAFT (Recovery Acceptance Friendship Teamwork) House program that meets the needs of the Community Services Board (CSB) psychosocial rehabilitation program, while also eliminating the last remaining CSB-leased facility. The current facility does not allow for needed expansion and configuration for optimum programming.

USEFUL LIFE
20 years

TIMETABLE
Establish new building requirements and research potential sites in FY25 (Year 5).

OPERATING IMPACT
Transition from lease to ownership costs will occur outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**500,000**	**500,000**
Bond Proceeds	-	-	-	-	500,000	500,000
Funding Uses	**-**	**-**	**-**	**-**	**500,000**	**500,000**
Construction	-	-	-	-	250,000	250,000
Land Purch & Development Addtl	-	-	-	-	250,000	250,000

Wheelchair Van Replacement

DEPARTMENT
Community Services Board

PROJECT TYPE
Vehicles

FUNCTIONAL AREA
Human Services

LOCATION
CSB Day Health Building

PROJECT DESCRIPTION
Replace a passenger van with a wheelchair lift serving the CSB's Day Health and Rehabilitation program. It transports over 2,600 clients and staff per year. The current wheelchair van was purchased in 2007 and has a projected 18 to 20 year useful life.

USEFUL LIFE
18 to 20 years

TIMETABLE
Purchase and receipt of vehicle in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated. New vehicle will have fewer repairs and better gas mileage.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**80,000**	**80,000**
Transfer from General Fund	-	-	-	-	80,000	80,000
Funding Uses	**-**	**-**	**-**	**-**	**80,000**	**80,000**
Motor Vehicle & Equipment Repl	-	-	-	-	80,000	80,000

Court Services Mobile Data Terminals

DEPARTMENT
Court Services

PROJECT TYPE
Technology

FUNCTIONAL AREA
Judicial Administration

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
Outfit all Mobile Data Terminals (MDTs) assigned to Court Services with the mobile software needed to clear subpoenas in the field when served. This will also upgrade the MDT device from the current platform to the next generation MDT including the vehicle dock.

USEFUL LIFE
Devices replaced every 5 years, software licenses are perpetual.

TIMETABLE
Project to be completed in FY22 (Year 2).

OPERATING IMPACT
Recurring software maintenance beginning in FY23 (Year 3).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**55,000**	**-**	**-**	**-**	**55,000**
Transfer from General Fund	-	55,000	-	-	-	55,000
Funding Uses	**-**	**55,000**	**-**	**-**	**-**	**55,000**
Information System Equip Addtl	-	39,000	-	-	-	39,000
Software Services	-	16,000	-	-	-	16,000
Operating Impact	**-**	**-**	**1,000**	**1,000**	**1,000**	**3,000**
Software Services	-	-	1,000	1,000	1,000	3,000

Courts Security Detention Center Upgrade

DEPARTMENT
Court Services

PROJECT TYPE
Technology

FUNCTIONAL AREA
Judicial Administration

LOCATION
Courthouse

PROJECT DESCRIPTION
Upgrade or replace the security detention center in the basement of the Courthouse. This detention center is a secure location for the transition of individuals from jail to the court room. A highly customized system operates the detention center as well as associated cameras, elevators and door locks. The system will need to be substantially replaced when it nears end of life. This project funds replacement of the system, which includes the software system, security for the detention area, cameras, door locks, servers, monitors and network equipment.

USEFUL LIFE
5 to 7 years

TIMETABLE
Implementation will take 18 to 24 months.

OPERATING IMPACT
Increased operational costs are not anticipated. Funds for maintenance of the existing system should be sufficient for any new system.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**600,000**	**-**	**-**	**-**	**-**	**600,000**
Transfer from General Fund	600,000	-	-	-	-	600,000
Funding Uses	**600,000**	**-**	**-**	**-**	**-**	**600,000**
Information System Equip Addtl	600,000	-	-	-	-	600,000

Public Safety Microwave Radio Repl

DEPARTMENT
Emergency Communications

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Safety

LOCATION
Emergency Communications Center

PROJECT DESCRIPTION
Replace the current microwave radio system software and hardware to include microwave radio indoor and outdoor units, dehydrators, DC power plant, equipment spares and a fault monitoring solution.

USEFUL LIFE
Major upgrades necessary every 15 to 20 years

TIMETABLE
Equipment replacement to begin in FY25 (Year 5) with anticipated completion in FY26 (Year 6).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**300,000**	**300,000**
Transfer from General Fund	-	-	-	-	300,000	300,000
Funding Uses	**-**	**-**	**-**	**-**	**300,000**	**300,000**
Communications Equipment Repl	-	-	-	-	300,000	300,000

Public Safety Software Upgrade

DEPARTMENT
Emergency Communications

PROJECT TYPE
Technology

FUNCTIONAL AREA
Public Safety

LOCATION
Emergency Communications Center

PROJECT DESCRIPTION
Upgrade or replace Computer Aided Dispatch (CAD) hardware and software, mobile apps, high availability solution, connectivity improvements, data analytics, extended agency inclusion, mobile device management and routable streets.

USEFUL LIFE
Major software upgrades necessary every 5 to 7 years

TIMETABLE
Project to be initiated in FY23 (Year 3). Anticipating a 2 year implementation process to conclude in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**750,000**	**-**	**-**	**750,000**
Transfer from General Fund	-	-	750,000	-	-	750,000
Funding Uses	**-**	**-**	**750,000**	**-**	**-**	**750,000**
Computer Equip Non-Cyc Repl	-	-	750,000	-	-	750,000

ALS Cardiac Monitor

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
Cardiac monitors for select Engines and Reserve Ambulances so paramedics can have the required equipment to provide advanced life support. This enhanced service will improve performance measures and patient outcome.

USEFUL LIFE
10 years

TIMETABLE
To be delivered in FY22 (Year 2).

OPERATING IMPACT
Recurring Increase to maintenance service contract beginning in FY23 (Year 3).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**216,000**	**-**	**-**	**-**	**216,000**
Transfer from General Fund	-	216,000	-	-	-	216,000
Funding Uses	**-**	**216,000**	**-**	**-**	**-**	**216,000**
Machinery & Equipment Addtl	-	216,000	-	-	-	216,000
Operating Impact	**-**	**-**	**9,600**	**9,600**	**9,600**	**28,800**
Maintenance Service Contracts	-	-	9,600	9,600	9,600	28,800

Ambulance Replacement

DEPARTMENT
Fire-EMS

PROJECT TYPE
Vehicles

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
The County currently operates 22 ambulances from 16 stations. This project will replace ambulances based on estimated maintenance costs, mileage and age. All ambulances will be outfitted to advanced life support standards. This plan also incorporates the replacement of 1 quick response vehicle per year.

USEFUL LIFE
10 years

TIMETABLE
Annual purchase of 2 ambulances & 1 quick response vehicle.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**643,600**	**643,600**	**643,600**	**643,600**	**643,600**	**3,218,000**
Transfer from General Fund	643,600	643,600	643,600	643,600	643,600	3,218,000
Funding Uses	**643,600**	**643,600**	**643,600**	**643,600**	**643,600**	**3,218,000**
Fire Trucks & Ambulances Repl	643,600	643,600	643,600	643,600	643,600	3,218,000

Diesel Exhaust Removal System

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
Install an apparatus-mounted, direct-source capture diesel exhaust filtering system on 15 units of apparatus. This exhaust removal system works to protect firefighter and EMS personnel from the dangers of breathing diesel exhaust. This system is intended to minimize the exposure to known carcinogens and particulates that cause lung cancer. The product will meet and exceed industry standard requirements.

USEFUL LIFE
Varies based upon the vehicle

TIMETABLE
Purchase in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**135,000**	**-**	**-**	**135,000**
Transfer from General Fund	-	-	135,000	-	-	135,000
Funding Uses	**-**	**-**	**135,000**	**-**	**-**	**135,000**
Alt to Facility or Office	-	-	135,000	-	-	135,000

Fire Engine & Heavy Rescue Replacement

DEPARTMENT
Fire-EMS

PROJECT TYPE
Vehicles

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
The County operates a Fire apparatus fleet of 20 engines, 9 tankers, 3 ladder trucks, 4 heavy rescue units, an air utility vehicle with trailer, brush trucks, first response units and a mobile command unit. The engines in this rotation are the first-line engines for fire and medical response from County fire stations. They have a capacity of 750 gallons of water, 2,000 gallon per minute pump, 2,000 feet of assorted hose, breathing apparatus and the capability of transporting 6 firefighters to emergency scenes.

USEFUL LIFE
Varies based upon the vehicle: command vehicles - 4 years; Fire Marshal vehicles - 7 years; engines - 20 years; ladder trucks and heavy rescue units - 15 years; tankers - 20 years; brush trucks - 20 years

TIMETABLE
Annual purchases in accordance with the 20-year apparatus replacement plan.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,675,000**	**1,275,000**	**1,150,000**	**1,000,000**	**1,200,000**	**6,300,000**
Transfer from General Fund	1,675,000	1,275,000	1,150,000	1,000,000	1,200,000	6,300,000
Funding Uses	**1,675,000**	**1,275,000**	**1,150,000**	**1,000,000**	**1,200,000**	**6,300,000**
Fire Trucks & Ambulances Repl	1,675,000	1,275,000	1,150,000	1,000,000	1,200,000	6,300,000

Fire Station #17

DEPARTMENT
Fire-EMS

PROJECT TYPE
Construction

FUNCTIONAL AREA
Public Safety

LOCATION
Laurel Meadows area

PROJECT DESCRIPTION
Construct a new, 17th fire station in the area of the Pole Green and Lee Davis corridor. Current data shows an increased service demand in this area consistent with local growth. This project includes funding of a fire engine in FY22 (Year 2) in anticipation of opening a new station.

USEFUL LIFE
35 Years

TIMETABLE
Engine purchase in FY22 (Year 2); Design and engineering in FY24 (Year 4); Construction in FY25 (Year 5).

OPERATING IMPACT
Marginal relative increase to fuel and maintenance.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**765,000**	**-**	**592,200**	**6,461,800**	**7,819,000**
Bond Proceeds	-	-	-	592,200	6,461,800	7,054,000
Transfer from GF - FBA Capital	-	765,000	-	-	-	765,000
Funding Uses	**-**	**765,000**	**-**	**592,200**	**6,461,800**	**7,819,000**
Construction	-	-	-	-	6,461,800	6,461,800
Motor Vehicle & Equip Addtl	-	765,000	-	-	-	765,000
Professional Services	-	-	-	592,200	-	592,200

Fire-EMS Station Replacement

DEPARTMENT
Fire-EMS

PROJECT TYPE
Construction

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
Study of the locations and conditions of four fire stations - Montpelier, Doswell, Rockville and Chickahominy - to develop a master plan for renovations and replacements. These four stations were constructed in the early 1980's to accommodate small groups of volunteer firefighters who responded from home. It was not intended for firefighters to live in these stations on a 24 hour basis; cooking, showering and sleeping in the facility. Today, 18 firefighters live in these facilities around the clock, along with volunteer responders. The department has made modifications to the buildings to the extent possible, but the infrastructure in the older stations does not accommodate 24-hour-a-day living.

USEFUL LIFE
10 Years

TIMETABLE
Facilities study to be conducted in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Transfer from General Fund	-	-	-	-	50,000	50,000
Funding Uses	**-**	**-**	**-**	**-**	**50,000**	**50,000**
Professional Services	-	-	-	-	50,000	50,000

Station Alerting System Upgrade

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Safety

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
Replace the current station alerting system with modern technology that is capable of alerting all units simultaneously via direct line and provides a much more reliable platform for this critical task. The station alerting system is the method used to inform firefighters of an emergency call 24 hours a day. The current system is based on 1950's technology that broadcasts tones in real time for each unit to respond. This can create a delay in response, as it is common for multiple units to respond to serious incidents. The older technology is also subject to failure, which is unacceptable in emergency services. The replacement system will be capable of alerting all units simultaneously via direct line and will provide a more reliable platform for this critical task. The replacement system will also provide "soft" alerting which improves responder safety and health.

USEFUL LIFE
20 years

TIMETABLE
Installation in FY21 (Year 1), FY22 (Year 2) and FY23 (Year 3).

OPERATING IMPACT
Recurring software maintenance beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**600,000**	**1,140,000**	**460,000**	**-**	**-**	**2,200,000**
Transfer from General Fund	600,000	970,000	90,000	-	-	1,660,000
Transfer from GF - FBA Capital	-	170,000	370,000	-	-	540,000
Funding Uses	**600,000**	**1,140,000**	**460,000**	**-**	**-**	**2,200,000**
Communications Equipment Addtl	600,000	1,140,000	460,000	-	-	2,200,000
Operating Impact	**-**	**-**	**-**	**105,000**	**105,000**	**210,000**
Software Services	-	-	-	105,000	105,000	210,000

Traffic Preemption

DEPARTMENT
Fire-EMS

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Safety

LOCATION
Various VDOT Traffic Intersections

PROJECT DESCRIPTION
Traffic signal preemption provides emergency fire service vehicles with the ability to preempt a traffic signal in order to have a green light in the direction of the responding vehicle. This project will enhance the response of over 60 primary apparatus at 40 intersections that will result in reduced response times and safer responses for both apparatus and the community.

USEFUL LIFE
20 Years

TIMETABLE
Install receiver on several intersection signals and apparatus each year beginning in FY25 (Year 5) until all primary intersections and apparatus are complete.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**140,000**	**140,000**
Transfer from General Fund	-	-	-	-	140,000	140,000
Funding Uses	**-**	**-**	**-**	**-**	**140,000**	**140,000**
Machinery & Equipment Addtl	-	-	-	-	140,000	140,000

Admin Building Center Roof Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Administration Building

PROJECT DESCRIPTION
Replace the center section of the Administration Building's roof. The current roof is reaching the end of its useful life. This is the largest section of the building's roof. Separate repairs have and will continue to be done on smaller sections to keep roof maintenance up to date.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Transfer from General Fund	-	-	-	-	150,000	150,000
Funding Uses	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Alt to Facility or Office	-	-	-	-	150,000	150,000

Facility Security Upgrades

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Countywide

PROJECT DESCRIPTION
A FY20 Security Evaluation Study resulted in security enhancements for county buildings. No major renovations are expected.

USEFUL LIFE
Varies based upon the enhancements recommended.

TIMETABLE
Project to be completed in FY21 (Year 1) and FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**75,000**	**75,000**	**-**	**-**	**-**	**150,000**
Transfer from General Fund	75,000	75,000	-	-	-	150,000
Funding Uses	**75,000**	**75,000**	**-**	**-**	**-**	**150,000**
Alt to Facility or Office	75,000	75,000	-	-	-	150,000

Fire-EMS Generator Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Fire-EMS Stations

PROJECT DESCRIPTION
Replace and upgrade existing aging generators at fire stations. Existing generators are sized only for partial facility power. Stations now house crews 24 hours a day and need full operational capacity during power outages. Upgraded generators will meet these needs.

USEFUL LIFE
20 years

TIMETABLE
Replacement of one station generator every other year.

OPERATING IMPACT
Increased utility costs are anticipated with generators operating at full power.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**60,000**	**-**	**60,000**	**-**	**120,000**
Transfer from General Fund	-	60,000	-	60,000	-	120,000
Funding Uses	**-**	**60,000**	**-**	**60,000**	**-**	**120,000**
Building Accessory Equip Repl	-	60,000	-	60,000	-	120,000

Fleet & Facilities Software Systems Repl

DEPARTMENT
General Services

PROJECT TYPE
Technology

FUNCTIONAL AREA
Public Works

LOCATION
Countywide

PROJECT DESCRIPTION
Replace the current Fleet and Facilities software systems. The existing Fleet software system has been in use since 1996. The current Facilities software system has been in use for more than 10 years and lacks user-friendly reporting and data collection features. The selected replacement system(s) will be web-based with enhanced reporting capabilities.

USEFUL LIFE
10 years

TIMETABLE
Project to be completed in FY23 (Year 3).

OPERATING IMPACT
Recurring software maintenance beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**200,000**	**-**	**-**	**200,000**
Transfer from General Fund	-	-	200,000	-	-	200,000
Funding Uses	**-**	**-**	**200,000**	**-**	**-**	**200,000**
Software Services	-	-	200,000	-	-	200,000
Operating Impact	**-**	**-**	**-**	**5,000**	**5,000**	**10,000**
Software Services	-	-	-	5,000	5,000	10,000

Fleet Air Compressor Replacement

DEPARTMENT
General Services

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Works

LOCATION
Fleet Building

PROJECT DESCRIPTION
Replace air compressors that are part of a system that supplies air to Fleet service bays for tire inflation and operating air tools and equipment. The current air compressors are reaching the end of their useful life.

USEFUL LIFE
15 to 20 years

TIMETABLE
Project to be completed in FY21 (Year 1).

OPERATING IMPACT
Project should decrease maintenance repair expenses with new system.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**70,000**	**-**	**-**	**-**	**-**	**70,000**
Transfer from General Fund	70,000	-	-	-	-	70,000
Funding Uses	**70,000**	**-**	**-**	**-**	**-**	**70,000**
Machinery & Equipment Repl	70,000	-	-	-	-	70,000

Fleet Garage Floor Top-Coat

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Fleet Building

PROJECT DESCRIPTION
Provide top-coat application to the concrete floor in all bay areas to protect and extend the working life of the Fleet garage floor. Dropped tools, spills and the weight of vehicles combine to destroy, split and crack the concrete surface over time.

USEFUL LIFE
10 to 15 years

TIMETABLE
Project to be completed in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**300,000**	**-**	**-**	**-**	**-**	**300,000**
Transfer from General Fund	300,000	-	-	-	-	300,000
Funding Uses	**300,000**	**-**	**-**	**-**	**-**	**300,000**
Alt to Facility or Office	300,000	-	-	-	-	300,000

General Vehicle Replacement

DEPARTMENT
General Services

PROJECT TYPE
Vehicles

FUNCTIONAL AREA
Public Works

LOCATION
Countywide

PROJECT DESCRIPTION
Replace vehicles as required to maintain the County's fleet. This project will replace vehicles based on factors including estimated maintenance costs, mileage and age.

USEFUL LIFE
Varies based upon the vehicle. Most vehicles are 7 to 10 years.

TIMETABLE
Annual purchase of vehicles.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**330,000**	**340,000**	**340,000**	**350,000**	**350,000**	**1,710,000**
Transfer from General Fund	330,000	340,000	340,000	350,000	350,000	1,710,000
Funding Uses	**330,000**	**340,000**	**340,000**	**350,000**	**350,000**	**1,710,000**
Motor Vehicle & Equipment Repl	330,000	340,000	340,000	350,000	350,000	1,710,000

Human Services Complex Boiler Repl

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Human Services Complex

PROJECT DESCRIPTION
Replace the boiler in the Human Services Complex. The current boiler has been re-tubed once and is reaching the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**55,000**	**55,000**
Transfer from General Fund	-	-	-	-	55,000	55,000
Funding Uses	**-**	**-**	**-**	**-**	**55,000**	**55,000**
Building Accessory Equip Repl	-	-	-	-	55,000	55,000

Parks & Rec Window Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Parks & Recreation Maintenance Facility

PROJECT DESCRIPTION
Replace original, single-pane windows installed in 1974 with energy-efficient windows. Current windows are in poor condition and difficult to operate.

USEFUL LIFE
25 years

TIMETABLE
Project to be completed in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**65,000**	**-**	**-**	**-**	**-**	**65,000**
Transfer from General Fund	65,000	-	-	-	-	65,000
Funding Uses	**65,000**	**-**	**-**	**-**	**-**	**65,000**
Alt to Facility or Office	65,000	-	-	-	-	65,000

Vaughan-Bradley Roof Replacement

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
Replace the roof of the Vaughan-Bradley Building. The current 20-year old ballasted roof system has received repairs in areas of heavy traffic due to communication and HVAC equipment installation. The replacement roof will be the same type of Ethylene Propylene Diene Monomer (EPDM) material. Roof gutters will also be relined with EPDM as part of the total roof replacement.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Transfer from General Fund	-	-	-	-	135,000	135,000
Funding Uses	**-**	**-**	**-**	**-**	**135,000**	**135,000**
Alt to Facility or Office	-	-	-	-	135,000	135,000

Wickham Renovations

DEPARTMENT
General Services

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Works

LOCATION
Wickham Building

PROJECT DESCRIPTION
Provide additional funding to complete renovation of the multi-story front section of the Wickham Building for the Information Technology department. This project will also evaluate and determine the best disposition of the single-story section of the Wickham Building to allow continued use through major repairs or demolition if required repairs are not cost effective.

USEFUL LIFE
20 years

TIMETABLE
Project to be completed in FY21 (Year 1) and FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**300,000**	**200,000**	**-**	**-**	**-**	**500,000**
Transfer from GF - FBA Capital	-	200,000	-	-	-	200,000
Use of Fund Balance	300,000	-	-	-	-	300,000
Funding Uses	**300,000**	**200,000**	**-**	**-**	**-**	**500,000**
Alt to Facility or Office	300,000	200,000	-	-	-	500,000

Computer Replacement Program

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
This program allows for the replacement of computers when they are no longer functioning in an efficient manner. Computers that are not in places where they are used 100% of the time (conference rooms, spares, interns, etc.) are recycled as other computers are replaced. Funds have been maximized by adjusting warranty periods as appropriate while still providing maximum usability and performance for the County workforce. These funds do not replace mobile data computers or any computers in Public Utilities, the Department of Social Services or the Pamunkey Regional Jail.

USEFUL LIFE
The target replacement schedule is 5 years, with some specific models replaced more frequently. Communication dispatch computers used for E911 services are replaced every 3 years.

TIMETABLE
Annual replacement of computers.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**175,000**	**150,000**	**150,000**	**160,000**	**175,000**	**810,000**
Transfer from General Fund	175,000	150,000	150,000	160,000	175,000	810,000
Funding Uses	**175,000**	**150,000**	**150,000**	**160,000**	**175,000**	**810,000**
Computer Equip Cyclical Repl	175,000	150,000	150,000	160,000	175,000	810,000

Data Center Upgrades

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
With the new IT data center planned for 2020, these funds will be used for required maintenance to ensure that existing cooling and uninterruptable power supply (UPS) systems continue to operate properly. Funding is primarily for UPS battery replacements and other component upgrades and replacements.

USEFUL LIFE
5 years for UPS batteries and major components of the cooling system; 3 to 5 years for major components of the UPS such as capacitors and filtering circuits.

TIMETABLE
Enhancements and maintenance will take place in FY23 (Year 3).

OPERATING IMPACT
Project was created to provide ongoing maintenance.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**75,000**	**-**	**-**	**75,000**
Transfer from General Fund	-	-	75,000	-	-	75,000
Funding Uses	**-**	**-**	**75,000**	**-**	**-**	**75,000**
Information System Equip Addtl	-	-	75,000	-	-	75,000

Enterprise Licenses

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
The County utilizes enterprise software license agreements to keep and maintain systems with up-to-date software that provide users and customers extended functionality, corrections for known issues and key security upgrades. Licenses do not have to be purchased with new computers and the management of licenses are simplified and efficient. This project provides funding for software licensing and product access for all County computers, as well as operating systems for servers, computers and other devices. Funds are also included for SQL Server database instances. The enterprise agreement is renegotiated with the vendor every 3 years. The escalation of these support fees is to move some operations to hosted/cloud services.

USEFUL LIFE
Varies based upon the product. All product upgrades are included with the license agreement.

TIMETABLE
Purchase of licenses and services in 3 year periods.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**675,000**	**700,000**	**710,000**	**720,000**	**750,000**	**3,555,000**
Transfer from General Fund	675,000	700,000	710,000	720,000	750,000	3,555,000
Funding Uses	**675,000**	**700,000**	**710,000**	**720,000**	**750,000**	**3,555,000**
Software Services	675,000	700,000	710,000	720,000	750,000	3,555,000

Fiber Extension to County Facilities

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
As the County deploys more web-based applications and technologies there will be an increased reliance on adequate internet service.
• The establishment of fiber connectivity to the Doswell Fire Station (presently served by a T-1 10mb circuit) will allow for the full deployment of the station alerting system, efficient connectivity for emergency service personnel and Office365 deployment.

USEFUL LIFE
20 years

TIMETABLE
Doswell Fire Station in FY23 (Year 3).

OPERATING IMPACT
Recurring fees for Doswell Fire Station site beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**100,000**	**-**	**-**	**100,000**
Transfer from General Fund	-	-	100,000	-	-	100,000
Funding Uses	**-**	**-**	**100,000**	**-**	**-**	**100,000**
Information System Equip Addtl	-	-	100,000	-	-	100,000
Operating Impact	**-**	**-**	**-**	**7,500**	**7,500**	**15,000**
Software Services	-	-	-	7,500	7,500	15,000

Storage Area Network

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
The existing Storage Area Network (SAN) is a combination of appliances, software and equipment that provides storage. The SAN allows multiple system access, which provides more efficient and effective storage than traditional server storage. The SAN provides greater advance fault detection, allowing staff the ability to identify potential issues and correct them before the problems cause catastrophic system failures and service outages. Funding is for data storage growth and system enhancements.

USEFUL LIFE
Major upgrades for system growth are planned every 5 years with replacement typically every 10 to 15 years.

TIMETABLE
System capacity will be enhanced and upgraded annually as data storage needs arise.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**175,000**	**175,000**	**175,000**	**200,000**	**200,000**	**925,000**
Transfer from General Fund	175,000	175,000	175,000	200,000	200,000	925,000
Funding Uses	**175,000**	**175,000**	**175,000**	**200,000**	**200,000**	**925,000**
Small Capital Outlay	175,000	175,000	175,000	200,000	200,000	925,000

Technology Infrastructure

DEPARTMENT
Information Technology

PROJECT TYPE
Technology

FUNCTIONAL AREA
General Government

LOCATION
Countywide

PROJECT DESCRIPTION
Maintain and enhance the County's technology infrastructure. This includes the County's network, Windows server, SQL database infrastructure, as well as the County's security & network protection methods and back-up solutions. Project costs include equipment, software licenses and their warranty coverage. These upgrades are required as shifts in technology occur in order to provide current support and warranty coverage, as well as system enhancements. These funds ensure the continuity of operations for all technology services within the County. This project includes hardware to operate infrastructure in County locations.

USEFUL LIFE
Varies based upon the product.

TIMETABLE
Annual purchases for enhancements to major systems and infrastructure.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**750,000**	**800,000**	**825,000**	**750,000**	**750,000**	**3,875,000**
Transfer from General Fund	750,000	800,000	825,000	750,000	750,000	3,875,000
Funding Uses	**750,000**	**800,000**	**825,000**	**750,000**	**750,000**	**3,875,000**
Information System Equip Addtl	750,000	800,000	825,000	750,000	750,000	3,875,000

Park Enhancements

DEPARTMENT
Parks & Recreation

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Parks, Recreation & Cultural

LOCATION
Various

PROJECT DESCRIPTION
This project provides continued funding for enhancements to current parks. The five-year plan includes:
• Athletic Field Lighting for Pole Green Park. Replacing the outdated lighting system on Pole Green Park multi-purpose field #3 will bring light levels to a point where tournament soccer and lacrosse could be played on this field. Upgraded lighting will also be more efficient. Existing lights were installed in 2000.
• Hard Courts at a park to be identified.
• Playground Resurfacing for Pole Green Park and Poor Farm Park Dana Nelson-Operation Hope Playgrounds. The rubberized surfacing is nearing the end of its 10-15 year lifespan.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY23 (Year 3) and FY24 (Year 4).

OPERATING IMPACT
Athletic Field Lighting – Electrical and repair & maintenance services beginning in FY24 (Year 4).
Hard Courts - Electrical and repair & maintenance services as well as supplies beginning in FY24 (Year 4).
Playground Resurfacing- No operating impact anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**235,000**	**200,000**	**-**	**435,000**
Transfer from General Fund	-	-	235,000	200,000	-	435,000
Funding Uses	**-**	**-**	**235,000**	**200,000**	**-**	**435,000**
Alterations to Grounds	-	-	235,000	200,000	-	435,000
Operating Impact	**-**	**-**	**-**	**1,600**	**1,900**	**3,500**
Electrical Services	-	-	-	800	1,100	1,900
Repair & Maintenance Services	-	-	-	500	500	1,000
Supplies Repair & Maint	-	-	-	300	300	600

Park Enhancements
Summary by Type

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Athletic Field Lighting	**-**	**-**	**125,000**	**-**	**-**	**125,000**
Pole Green Park	-	-	125,000	-	-	125,000
Hard Courts	**-**	**-**	**110,000**	**-**	**-**	**110,000**
Location To Be Determined	-	-	110,000	-	-	110,000
Playground Resurfacing	**-**	**-**	**-**	**200,000**	**-**	**200,000**
Pole Green Park	-	-	-	110,000	-	110,000
Poor Farm Park	-	-	-	90,000	-	90,000
TOTAL	**-**	**-**	**235,000**	**200,000**	**-**	**435,000**

Roadway Improvements

DEPARTMENT
Public Works

PROJECT TYPE
Roads & Public Works

FUNCTIONAL AREA
Public Works

LOCATION
Various

PROJECT DESCRIPTION
Hanover County relies heavily on state and federal funding to address its transportation needs. Over time, funding allocated from these sources has shifted from formula-based to merit-based processes, such as the Commonwealth's SMART SCALE, which prioritize state funds for state transportation priorities. The same is true for funding through the Regional Transportation Authority. This has resulted in greater uncertainty in terms of funding, making local budget planning more speculative. Staff continue to pursue funding for projects based on the Board's adopted Transportation Policy. The County maintains a candidate project list that prioritizes projected road needs and is annually reviewed and updated by the Roads Committee. Funding in the first year of the CIP is detailed by project, whereas the out-years are estimates of potential grants which will be identified over time. The CIP only lists projects receiving new funding. For a list of previously-funded projects, consult the Quarterly Road Project Status Report provided to the Board of Supervisors.

• Pole Green Widening – Widen from 2 to 4 lane divided section.
• Atlee Station Widening Phase I – Widen from 2 to 4 lanes from Warren Avenue to Kings Charter Dr.
• 360 - Lee Davis Intersection – Widen Route 360 to 8 lanes and expand the intersection at Lee Davis.
• Roadway Contingencies – A contingency fund to enable receipt of state funding for secondary roads or other sources that can be used to fund minor adjustments in project budgets.

USEFUL LIFE
N/A

TIMETABLE
Continuous improvements in all years.

OPERATING IMPACT
Roadway contingencies fund stated in project description.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**6,462,323**	**12,678,180**	**7,378,580**	**5,118,930**	**5,351,178**	**36,989,191**
Fed FHWA Grant	212,323	4,168,000	4,112,000	2,400,000	2,986,198	13,878,521
Miscellaneous Grants	-	2,000,000	2,000,000	1,000,000	1,000,000	6,000,000
State VDOT	5,500,000	5,645,200	401,600	853,950	500,000	12,900,750
Traffic Contribution	750,000	750,000	750,000	750,000	750,000	3,750,000
Use of Fund Balance - Proffers	-	114,980	114,980	114,980	114,980	459,920
Funding Uses	**6,462,323**	**12,678,180**	**7,378,580**	**5,118,930**	**5,351,178**	**36,989,191**
Roadway Mgmt Projects	6,462,323	12,678,180	7,378,580	5,118,930	5,351,178	36,989,191

Roadway Improvements
FY21 Summary by Project

The table below shows projects slated for funding with FY21 (Year 1) funds.

Project	Prior Expenditures	Remaining Allocation	FY21 Budget	Future Funding	Total
Pole Green Widening	**-**	**9,663,000**	**-**	**10,872,548**	**20,535,548**
Categorical Federal Aid	-	5,376,000	-	4,971,798	10,347,798
Categorical State Aid	-	1,987,000	-	1,900,750	3,887,750
General Fund	-	1,500,000	-	-	1,500,000
Local Revenue	-	-	-	4,000,000	4,000,000
Proffers	-	800,000	-	-	800,000
Atlee Station Widening Phase I	**-**	**3,224,822**	**5,750,000**	**22,554,417**	**31,529,239**
Categorical Federal Aid	-	-	-	8,703,071	8,703,071
Categorical State Aid	-	-	5,000,000	7,826,168	12,826,168
General Fund	-	-	-	2,000,000	2,000,000
Proffers	-	3,224,822	750,000	4,025,178	8,000,000
US Rt 360	**2,493,291**	**13,782,426**	**212,323**	**7,694,400**	**24,182,440**
Categorical Federal Aid	1,703,105	11,560,344	212,323	6,694,400	20,170,172
Categorical State Aid	790,186	1,994,582	-	-	2,784,768
General Fund	-	227,500	-	1,000,000	1,227,500
Roadway Contingencies	**-**	**-**	**500,000**	**-**	**500,000**
Categorical State Aid	-	-	500,000	-	500,000
Total FY21 Budget	**-**	**-**	**6,462,323**	**-**	**-**
Categorical Federal Aid	-	-	212,323	-	-
Categorical State Aid	-	-	5,500,000	-	-
Proffers	-	-	750,000	-	-

Stormwater Program

DEPARTMENT
Public Works

PROJECT TYPE
Roads & Public Works

FUNCTIONAL AREA
Public Works

LOCATION
Countywide for MS4 Permit Compliance;
Suburban Service Area for nutrient reductions

PROJECT DESCRIPTION
This program includes projects for nutrient reductions that assist the County in meeting the requirements of the State's Municipal Separate Storm Sewer System (MS4) General Permit including the Chesapeake Bay Total Maximum Daily Load. Stream restorations, stormwater pond upgrades and other nutrient reducing projects will be completed through FY21 (Year 1) to protect the environment, solve local erosion problems and meet the Chesapeake Bay Total Maximum Daily Load (TMDL) stormwater requirements. As a condition of the County's MS4 permit, the County is required to reduce pollutants from previously developed lands. A special condition in the MS4 permit requires the County to develop and implement a Chesapeake Bay TMDL action plan to reduce pollutants discharged from the County's public storm sewer system. The State requires localities to address 35% of the required reduction in the second 5-year permit cycle (FY19-FY23) and the remaining 60% reductions in the third 5-year cycle (FY24-FY28). This portion of the Stormwater Program includes funding through grant and matching Stormwater Local Assistance Funding (SLAF). Project locations are reviewed and initiated based on nutrient reductions and cost efficiency in conjunction with community benefit. This project includes modifying and upgrading stormwater facilities to reduce sediment, phosphorus and nitrogen. Funding from the General Fund is to address projected needs in the second permit cycle and beyond.

USEFUL LIFE
N/A

TIMETABLE
Nutrient reduction projects completed annually.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**900,000**	**1,196,920**	**1,000,000**	**2,909,090**	**1,000,000**	**7,006,010**
Categorical State Aid	450,000	500,000	500,000	1,309,090	500,000	3,259,090
FBA CIP Stormwater PYB	-	196,920	-	-	-	196,920
Transfer fr GF FBA Stormwater	250,000	250,000	-	500,000	-	1,000,000
Transfer from General Fund	200,000	250,000	500,000	1,100,000	500,000	2,550,000
Funding Uses	**900,000**	**1,196,920**	**1,000,000**	**2,909,090**	**1,000,000**	**7,006,010**
Stormwater Management Projects	900,000	1,196,920	1,000,000	2,909,090	1,000,000	7,006,010

Solid Waste Equipment Replacement

DEPARTMENT
Public Works Operations

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Works

LOCATION
Convenience Centers & County Transfer Station

PROJECT DESCRIPTION
Purchase replacement equipment to handle solid waste at the County solid waste convenience centers, transfer station and waste-to-compost. This is necessary to maintain a viable fleet of solid waste handling equipment. Aging equipment will be taken out of service and replaced with more modern and reliable equipment. Acquisition of new equipment will provide for more efficient operations with less maintenance and repair downtime.

USEFUL LIFE
Varies based upon the equipment: Hooklift Truck - 15 Years, Wheeled Loader - 20 Years, Road Tractor - 25 Years, Roll-off Trailer - 30 Years, Scales - 40 Years

TIMETABLE
FY21 (Year 1) - Road Tractor; FY22 (Year 2) - Scales Rebuild and Hooklift Truck; FY23 (Year 3) - Hooklift Truck; FY24 (Year 4) - Road Tractor and Wheeled Loader; FY25 (Year 5) - Hooklift Truck and Transfer Trailers.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**148,200**	**201,160**	**154,200**	**400,000**	**355,850**	**1,259,410**
Transfer from General Fund	148,200	201,160	154,200	400,000	355,850	1,259,410
Funding Uses	**148,200**	**201,160**	**154,200**	**400,000**	**355,850**	**1,259,410**
Machinery & Equipment Repl	148,200	201,160	154,200	400,000	355,850	1,259,410

Firing Range Lead Removal

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Safety

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
Lead removal is a U.S. Environmental Protection Agency (EPA) Best Practice for outdoor firing ranges and should be done every 10 to 12 years. This process will prevent the Sheriff's Firing Range from becoming a hazardous environment.

USEFUL LIFE
10 to 12 years

TIMETABLE
Project to be completed in FY21 (Year 1) in coordination with the Firing Range Target System project.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Transfer from General Fund	100,000	-	-	-	-	100,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Alterations to Grounds	100,000	-	-	-	-	100,000

Firing Range Target System

DEPARTMENT
Sheriff

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Public Safety

LOCATION
Sheriff's Firing Range

PROJECT DESCRIPTION
The current target system is 20 years old and has reached its end-of-life. Repairs continue to support the equipment in place but parts are becoming difficult to find. The new target system will be a state-of-the-art electric system rather than an obsolete pneumatic-based system.

USEFUL LIFE
15 to 20 years

TIMETABLE
Project to be completed in FY21 (Year 1) in coordination with the Firing Range Lead Removal project.

OPERATING IMPACT
Increased recurring maintenance contract beginning in FY22 (Year 2).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Transfer from General Fund	100,000	-	-	-	-	100,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Alterations to Grounds	100,000	-	-	-	-	100,000
Operating Impact	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**20,000**
Maintenance Service Contracts	-	5,000	5,000	5,000	5,000	20,000

Investigations Mobile Data Terminals

DEPARTMENT
Sheriff

PROJECT TYPE
Technology

FUNCTIONAL AREA
Public Safety

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
Equip all investigators with a Mobile Data Terminal (MDT) with Virginia Criminal Information Network (VCIN), wireless access and mobile software for reporting.

USEFUL LIFE
Devices replaced every 5 years, software licenses are perpetual.

TIMETABLE
Project to be completed in FY22 (Year 2).

OPERATING IMPACT
Recurring software maintenance beginning in FY23 (Year 3).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**220,000**	**-**	**-**	**-**	**220,000**
Transfer from General Fund	-	220,000	-	-	-	220,000
Funding Uses	**-**	**220,000**	**-**	**-**	**-**	**220,000**
Information System Equip Addtl	-	140,000	-	-	-	140,000
Software Services	-	80,000	-	-	-	80,000
Operating Impact	**-**	**-**	**4,000**	**4,000**	**4,000**	**12,000**
Software Services	-	-	4,000	4,000	4,000	12,000

Records Mgmt System & Mobile Client Repl

DEPARTMENT
Sheriff

PROJECT TYPE
Technology

FUNCTIONAL AREA
Public Safety

LOCATION
Vaughan-Bradley Building

PROJECT DESCRIPTION
Replace the current Records Management System (RMS) and mobile software for field reporting. This project is anticipated to include software, hardware, mobile apps, data conversion, reporting, interfaces, high availability solution, connectivity improvements, training, project management, data analytics, extended agency inclusion, mobile device management and routable streets.

USEFUL LIFE
15 to 20 years

TIMETABLE
Project to begin in FY23 (Year 3).

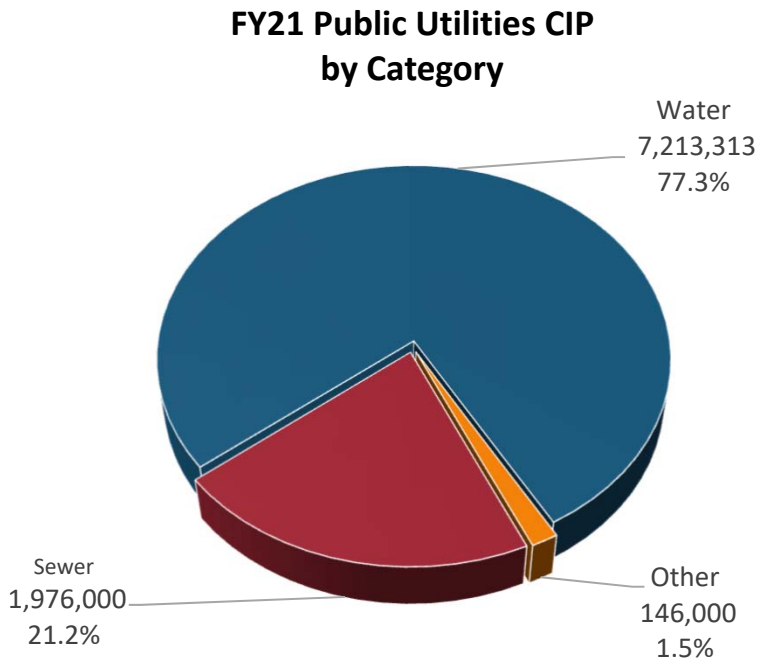
OPERATING IMPACT
Recurring software maintenance beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**1,300,000**	**-**	**-**	**1,300,000**
Transfer from General Fund	-	-	700,000	-	-	700,000
Transfer from GF - FBA Capital	-	-	600,000	-	-	600,000
Funding Uses	**-**	**-**	**1,300,000**	**-**	**-**	**1,300,000**
Software Repl	-	-	1,300,000	-	-	1,300,000
Operating Impact	**-**	**-**	**-**	**125,000**	**125,000**	**250,000**
Software Services	-	-	-	125,000	125,000	250,000

Public Utilities CIP Fund Summary

FY21-FY25 Category by Project Type

	Equipment	Technology	Utility Infrastructure	Utility Service Agreement	Total
PU CIP Other	1,229,000	250,000	960,000	-	2,439,000
PU CIP Sewer	88,000	-	59,066,000	-	59,154,000
PU CIP Water	-	-	21,902,000	26,149,873	48,051,873
Total	**1,317,000**	**250,000**	**81,928,000**	**26,149,873**	**109,644,873**



Asset Management System

DEPARTMENT
PU CIP Other

PROJECT TYPE
Technology

FUNCTIONAL AREA
Public Utilities

LOCATION
N/A

PROJECT DESCRIPTION
This project is the purchase of an asset management system to assist Public Utilities with activities related to the management, planning and budgeting of maintenance activities for its water distribution system and wastewater collection system.

USEFUL LIFE
20 years

TIMETABLE
Purchase system in FY22 (Year 2).

OPERATING IMPACT
Recurring maintenance costs beginning in FY23 (Year 3).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**250,000**	**-**	**-**	**-**	**250,000**
Transfer from Public Utilities	-	250,000	-	-	-	250,000
Funding Uses	**-**	**250,000**	**-**	**-**	**-**	**250,000**
Information System Equip Addtl	-	250,000	-	-	-	250,000
Operating Impact	**-**	**-**	**30,000**	**30,000**	**30,000**	**90,000**
Maintenance Service Contracts	-	-	30,000	30,000	30,000	90,000

Bruce Center New Bay

DEPARTMENT
PU CIP Other

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
James T. Bruce Operations Center

PROJECT DESCRIPTION
This project is for the construction of additional space for personnel, vehicles and equipment at the Bruce Operations Center.

USEFUL LIFE
40 years

TIMETABLE
Design and construction in FY23 (Year 3).

OPERATING IMPACT
Recurring facility costs beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**960,000**	**-**	**-**	**960,000**
Transfer from Public Utilities	-	-	960,000	-	-	960,000
Funding Uses	**-**	**-**	**960,000**	**-**	**-**	**960,000**
Construction	-	-	864,000	-	-	864,000
Professional Services	-	-	96,000	-	-	96,000
Operating Impact	**-**	**-**	**-**	**5,000**	**5,000**	**10,000**
Alt to Facility or Office	-	-	-	5,000	5,000	10,000

Maintenance Equipment Replacement

DEPARTMENT
PU CIP Other

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Utilities

LOCATION
James T. Bruce Operations Center

PROJECT DESCRIPTION
Purchase of maintenance equipment: FY23 (Year 3) - new sewer easement closed circuit television (CCTV) system.

USEFUL LIFE
10 to 20 years

TIMETABLE
Equipment purchase in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**115,000**	**-**	**-**	**115,000**
Transfer from Public Utilities	-	-	115,000	-	-	115,000
Funding Uses	**-**	**-**	**115,000**	**-**	**-**	**115,000**
Machinery & Equipment Addtl	-	-	115,000	-	-	115,000

Maintenance Vehicle Replacement

DEPARTMENT
PU CIP Other

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Utilities

LOCATION
Countywide

PROJECT DESCRIPTION
Purchase of maintenance vehicles: FY21 (Year 1) - replace backhoe ($146K); FY22 (Year 2) - replace dump truck ($180K) & new mini excavator & trailer ($91K); FY23 (Year 3) - new utility body truck ($65K), replace construction utility body diesel truck ($120K) & replace utility body truck ($80K); FY24 (Year 4) - replace crane truck ($310K); FY25 (Year 5) - replace construction utility body diesel truck ($122K).

USEFUL LIFE
10 years

TIMETABLE
Annual purchase of vehicles.

OPERATING IMPACT
Recurring vehicle maintenance costs beginning in FY24.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**146,000**	**271,000**	**265,000**	**310,000**	**122,000**	**1,114,000**
Transfer from Public Utilities	146,000	271,000	265,000	310,000	122,000	1,114,000
Funding Uses	**146,000**	**271,000**	**265,000**	**310,000**	**122,000**	**1,114,000**
Motor Vehicle & Equip Addtl	-	91,000	65,000	-	-	156,000
Motor Vehicle & Equipment Rep	146,000	180,000	200,000	310,000	122,000	958,000
Operating Impact	**-**	**-**	**-**	**1,500**	**1,500**	**3,000**
Supplies Veh & Pwr Equip Fleet	-	-	-	1,500	1,500	3,000

Ashland Sewerline Rehabilitation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

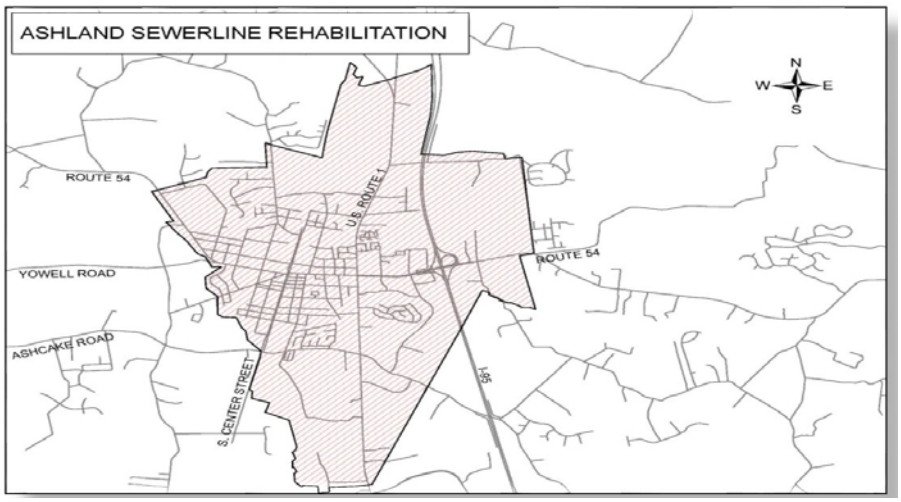
LOCATION
Town of Ashland and areas in the County near Ashland

PROJECT DESCRIPTION
This project provides for sewerline rehabilitation within the Ashland Wastewater Treatment Plant drainage basin. This project consists of sewerline, lateral and manhole rehabilitation and replacement. These repairs are needed to correct structural defects in the sewer pipes and to reduce the volume of inflow and infiltration to the sanitary sewer system.

USEFUL LIFE
50 years

TIMETABLE
Design in FY22 (Year 2); Construction in FY23 (Year 3).

OPERATING IMPACT
Decreased operational costs beginning in FY24 (Year 4).



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**200,000**	**800,000**	**-**	**-**	**1,000,000**
Transfer from Public Utilities	-	200,000	800,000	-	-	1,000,000
Funding Uses	**-**	**200,000**	**800,000**	**-**	**-**	**1,000,000**
Professional Services	-	200,000	-	-	-	200,000
Utilities Infrastruct Improve	-	-	800,000	-	-	800,000
Operating Impact	**-**	**-**	**-**	**(5,000)**	**(5,000)**	**(10,000)**
Repair & Maintenance Services	-	-	-	(5,000)	(5,000)	(10,000)

AWWTP EQ Basin Centrifugal Blowers Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of three centrifugal blowers that will have reached the end of their useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**654,000**	**-**	**654,000**
Transfer from Public Utilities	-	-	-	654,000	-	654,000
Funding Uses	**-**	**-**	**-**	**654,000**	**-**	**654,000**
Professional Services	-	-	-	46,000	-	46,000
Utilities Infrastruct Improve	-	-	-	608,000	-	608,000

AWWTP EQ Basin Pumps Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the two equalization basin pumps. The pumps were installed in 1992 and have reached the end of their useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**372,000**	**-**	**372,000**
Transfer from Public Utilities	-	-	-	372,000	-	372,000
Funding Uses	**-**	**-**	**-**	**372,000**	**-**	**372,000**
Professional Services	-	-	-	49,000	-	49,000
Utilities Infrastruct Improve	-	-	-	323,000	-	323,000

AWWTP Motor Control Center Equip Rehab

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of all motor control center components in the blower building as they have reached the end of their useful life.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**108,000**	**-**	**-**	**-**	**108,000**
Transfer from Public Utilities	-	108,000	-	-	-	108,000
Funding Uses	**-**	**108,000**	**-**	**-**	**-**	**108,000**
Professional Services	-	15,000	-	-	-	15,000
Utilities Infrastruct Improve	-	93,000	-	-	-	93,000

AWWTP Orbal Drives Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of existing orbal drives and motors as they have reached the end of their useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**521,000**	**521,000**
Transfer from Public Utilities	-	-	-	-	521,000	521,000
Funding Uses	**-**	**-**	**-**	**-**	**521,000**	**521,000**
Professional Services	-	-	-	-	48,000	48,000
Utilities Infrastruct Improve	-	-	-	-	473,000	473,000

AWWTP Orbal Gate and Control Valve Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the submerged control gate with a water level control weir and removing the existing weir structure.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**251,000**	**-**	**-**	**-**	**-**	**251,000**
Transfer from Public Utilities	251,000	-	-	-	-	251,000
Funding Uses	**251,000**	**-**	**-**	**-**	**-**	**251,000**
Professional Services	33,000	-	-	-	-	33,000
Utilities Infrastruct Improve	218,000	-	-	-	-	218,000

AWWTP Recycle PS Rehab

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of two pumps, rail system and other equipment that has reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Transfer from Public Utilities	-	98,000	-	-	-	98,000
Funding Uses	**-**	**98,000**	**-**	**-**	**-**	**98,000**
Professional Services	-	17,000	-	-	-	17,000
Utilities Infrastruct Improve	-	81,000	-	-	-	81,000

AWWTP Solids Handling Improvements

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the motorized winch as well as control upgrades.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**146,000**	**-**	**-**	**-**	**-**	**146,000**
Transfer from Public Utilities	146,000	-	-	-	-	146,000
Funding Uses	**146,000**	**-**	**-**	**-**	**-**	**146,000**
Professional Services	29,000	-	-	-	-	29,000
Utilities Infrastruct Improve	117,000	-	-	-	-	117,000

AWWTP Step Screen & Wash Press

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the existing auger/grinder with a step screen, a washer/compactor and a building. The existing auger/grinder will have reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**702,000**	**-**	**-**	**-**	**-**	**702,000**
Transfer from Public Utilities	702,000	-	-	-	-	702,000
Funding Uses	**702,000**	**-**	**-**	**-**	**-**	**702,000**
Professional Services	92,000	-	-	-	-	92,000
Utilities Infrastruct Improve	610,000	-	-	-	-	610,000

Burnside Farms/Summer Walk Sewer Repl

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

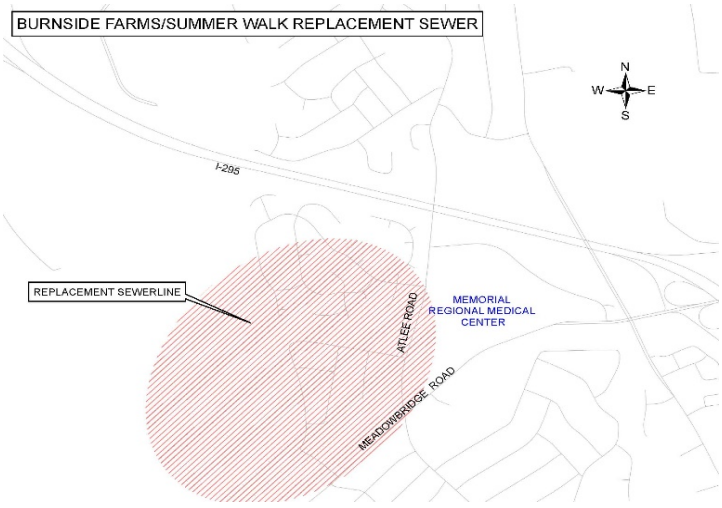
LOCATION
Burnside Farms and Summer Walk Subdivisions

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction to replace 6,000’ of existing 8” and 10" sanitary sewer with a new 12” sanitary sewer through the Burnside Farms and Summer Walk subdivisions to provide capacity for growth in the vicinity of Memorial Regional Medical Center.

USEFUL LIFE
50 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**1,448,000**	**-**	**-**	**-**	**1,448,000**
Transfer from Public Utilities	-	1,448,000	-	-	-	1,448,000
Funding Uses	**-**	**1,448,000**	**-**	**-**	**-**	**1,448,000**
Utilities Infrastruct Construc	-	1,448,000	-	-	-	1,448,000

BWWPS Asphalt Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
The asphalt is deteriorating. This project includes the replacement of the existing asphalt driveway and parking area.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**77,000**	**-**	**-**	**-**	**-**	**77,000**
Transfer from Public Utilities	77,000	-	-	-	-	77,000
Funding Uses	**77,000**	**-**	**-**	**-**	**-**	**77,000**
Utilities Infrastruct Improve	77,000	-	-	-	-	77,000

BWWPS Odor Control Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the removal and replacement of the existing odor control system.

USEFUL LIFE
30 years

TIMETABLE
Design and construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**762,000**	**762,000**
Transfer from Public Utilities	-	-	-	-	762,000	762,000
Funding Uses	**-**	**-**	**-**	**-**	**762,000**	**762,000**
Professional Services	-	-	-	-	110,000	110,000
Utilities Infrastruct Improve	-	-	-	-	652,000	652,000

BWWPS Pump Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Beaverdam Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the replacement of the station's pumps, as they have reached the end of their useful life.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY23 (Year 3), FY24 (Year 4) and FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**137,000**	**140,000**	**144,000**	**421,000**
Transfer from Public Utilities	-	-	137,000	140,000	144,000	421,000
Funding Uses	**-**	**-**	**137,000**	**140,000**	**144,000**	**421,000**
Utilities Infrastruct Improve	-	-	137,000	140,000	144,000	421,000

Courthouse WWPS & Force Main

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

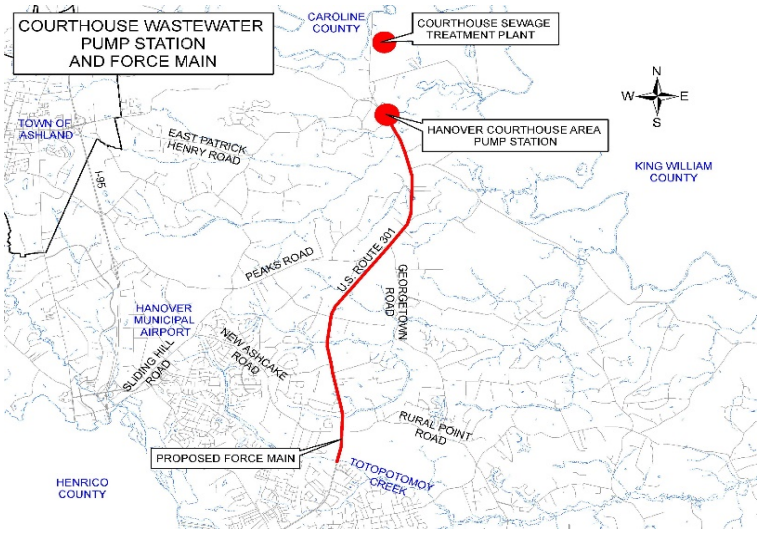
LOCATION
Wastewater pump station near Courthouse Area Pump Station along Route 301. Force main is from this pump station to the interceptor sewer located at Totopotomoy Creek.

PROJECT DESCRIPTION
This project is for the design, land, easement acquisition and construction of a new wastewater pump station with an ultimate capacity of 8-12 million gallons per day (MGD) and approximately 37,000' of 24" force main. It also includes the abandonment of the existing Hanover Courthouse Sewage Treatment Plant. This project is part of a series of projects that will increase sewage capacity to the planned business area through which Hickory Hill Road passes and the Doswell area.

USEFUL LIFE
5 to 50 years

TIMETABLE
Design and easement acquisition in FY25 (Year 5).

OPERATING IMPACT
Recurring costs of $50,000 to begin outside the scope of the five-year plan.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**5,629,000**	**5,629,000**
Transfer from Public Utilities	-	-	-	-	5,629,000	5,629,000
Funding Uses	**-**	**-**	**-**	**-**	**5,629,000**	**5,629,000**
Land Purch & Development Addtl	-	-	-	-	3,602,000	3,602,000
Professional Services	-	-	-	-	2,027,000	2,027,000

Doswell Offload WWPS #2 & Force Main

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

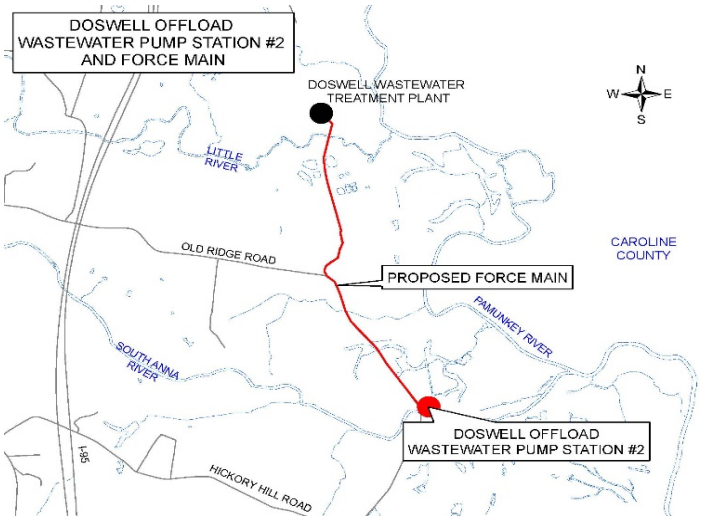
LOCATION
Wastewater pump station near Old Ridge Road in the vicinity of the South Anna River

PROJECT DESCRIPTION
This project is for the construction of a new wastewater pump station with an ultimate capacity of 8-12 million gallons per day (MGD) and approximately 13,000' of 12" force main. The pump station will initially pump to the Doswell Wastewater Treatment Plant. In the future, the station will be modified and it will send wastewater to the Totopotomoy Wastewater Treatment Plant. This pump station will serve the planned business area through which Hickory Hill Road passes. The initial project will provide average sewer capacity of approximately 0.25 MGD.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY23 (Year 3).

OPERATING IMPACT
Recurring operating costs beginning in FY24 (Year 4).



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**9,870,000**	**-**	**-**	**9,870,000**
Transfer from Public Utilities	-	-	9,870,000	-	-	9,870,000
Funding Uses	**-**	**-**	**9,870,000**	**-**	**-**	**9,870,000**
Utilities Infrastruct Construc	-	-	9,870,000	-	-	9,870,000
Operating Impact	**-**	**-**	**-**	**50,000**	**50,000**	**100,000**
Repair & Maintenance Services	-	-	-	50,000	50,000	100,000

DWWTP Belt Press Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project is for the replacement of the belt press as it will have reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**553,000**	**-**	**-**	**-**	**553,000**
Transfer from Public Utilities	-	553,000	-	-	-	553,000
Funding Uses	**-**	**553,000**	**-**	**-**	**-**	**553,000**
Professional Services	-	80,000	-	-	-	80,000
Utilities Infrastruct Improve	-	473,000	-	-	-	473,000

DWWTP Influent VFDs Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the existing variable frequency drives (VFDs). The existing VFDs have reached the end of their useful life.

USEFUL LIFE
10 years

TIMETABLE
Design and construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**177,000**	**177,000**
Transfer from Public Utilities	-	-	-	-	177,000	177,000
Funding Uses	**-**	**-**	**-**	**-**	**177,000**	**177,000**
Professional Services	-	-	-	-	23,000	23,000
Utilities Infrastruct Improve	-	-	-	-	154,000	154,000

DWWTP RAS Pump Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes the replacement of the return activated sludge (RAS) pumps as they will have reached the end of their useful life.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**72,000**	**-**	**-**	**-**	**72,000**
Transfer from Public Utilities	-	72,000	-	-	-	72,000
Funding Uses	**-**	**72,000**	**-**	**-**	**-**	**72,000**
Utilities Infrastruct Improve	-	72,000	-	-	-	72,000

Lee-Davis WWPS Grinder Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Lee Davis Road Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the replacement of the grinder. The existing grinder will have reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**225,000**	**-**	**-**	**-**	**225,000**
Transfer from Public Utilities	-	225,000	-	-	-	225,000
Funding Uses	**-**	**225,000**	**-**	**-**	**-**	**225,000**
Professional Services	-	10,000	-	-	-	10,000
Utilities Infrastruct Improve	-	215,000	-	-	-	215,000

Lee-Davis WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Lee Davis Road Wastewater Pump Station

PROJECT DESCRIPTION
This project upgrades the capacity of the pump station from approximately 2 million gallons per day (MGD) to approximately 5 MGD.

USEFUL LIFE
5 to 20 years

TIMETABLE
Design in FY24 (Year 4); Construction in FY25 (Year 5).

OPERATING IMPACT
Recurring costs of $5,000 to begin outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**103,000**	**588,000**	**691,000**
Transfer from Public Utilities	-	-	-	103,000	588,000	691,000
Funding Uses	**-**	**-**	**-**	**103,000**	**588,000**	**691,000**
Professional Services	-	-	-	103,000	-	103,000
Utilities Infrastruct Construc	-	-	-	-	588,000	588,000

Mechanicsville Sewer Rehabilitation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

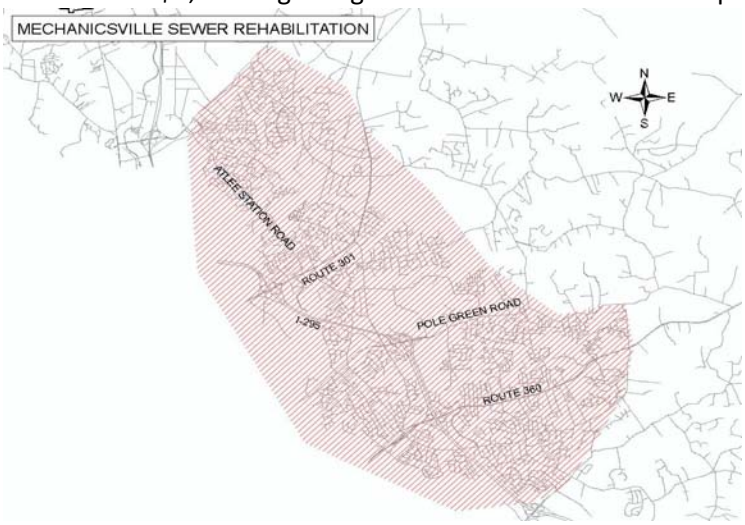
LOCATION
Mechanicsville

PROJECT DESCRIPTION
This project provides for sewerline rehabilitation within the Mechanicsville area. It consists of sewerline, lateral and manhole rehabilitation and replacement. These repairs are needed to correct structural defects in the sewer pipes and to reduce the volume of inflow and infiltration to the sanitary sewer system.

USEFUL LIFE
50 years

TIMETABLE
Design in FY24 (Year 4); Construction in FY25 (Year 5).

OPERATING IMPACT
Decreased operational costs of $5,000 beginning in FY26 occur outside the scope of the five-year plan.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**200,000**	**800,000**	**1,000,000**
Transfer from Public Utilities	-	-	-	200,000	800,000	1,000,000
Funding Uses	**-**	**-**	**-**	**200,000**	**800,000**	**1,000,000**
Professional Services	-	-	-	200,000	-	200,000
Utilities Infrastruct Improve	-	-	-	-	800,000	800,000

Middle Chickahominy WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Middle Chickahominy Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the design and construction of improvements to the Middle Chickahominy Wastewater Pump Station to increase capacity to approximately 5.9 million gallons per day (MGD).

USEFUL LIFE
5 to 20 years

TIMETABLE
Design in FY21 (Year 1); Construction in FY22 (Year 2).

OPERATING IMPACT
Recurring operating costs beginning in FY23 (Year 3).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**200,000**	**1,200,000**	**-**	**-**	**-**	**1,400,000**
Transfer from Public Utilities	200,000	1,200,000	-	-	-	1,400,000
Funding Uses	**200,000**	**1,200,000**	**-**	**-**	**-**	**1,400,000**
Professional Services	200,000	-	-	-	-	200,000
Utilities Infrastruct Construc	-	1,200,000	-	-	-	1,200,000
Operating Impact	**-**	**-**	**5,000**	**5,000**	**5,000**	**15,000**
Repair & Maintenance Services	-	-	5,000	5,000	5,000	15,000

Shelton Pointe Force Main Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

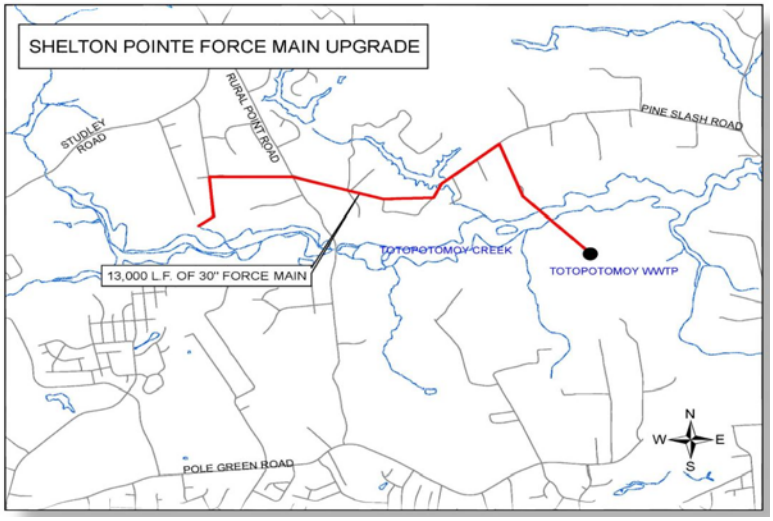
LOCATION
Shelton Pointe Force Main (FMP S66)

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of 13,000' of 30" force main beginning at the Shelton Pointe Wastewater Pump Station and extending northeast to the Totopotomoy Wastewater Treatment Plant. This project will allow additional wastewater from Shelton Pointe Wastewater Pump Station to be conveyed to the Totopotomoy Wastewater Treatment Plant.

USEFUL LIFE
50 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Recurring operating costs beginning in FY24 (Year 4).



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**6,866,000**	**-**	**-**	**-**	**6,866,000**
Transfer from Public Utilities	-	6,866,000	-	-	-	6,866,000
Funding Uses	**-**	**6,866,000**	**-**	**-**	**-**	**6,866,000**
Utilities Infrastruct Construc	-	6,866,000	-	-	-	6,866,000
Operating Impact	**-**	**-**	**-**	**8,000**	**8,000**	**16,000**
Repair & Maintenance Services	-	-	-	8,000	8,000	16,000

Shelton Pointe WWPS Grinder Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Shelton Pointe Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the replacement of the existing wastewater grinder. The existing grinder will have reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**180,000**	**-**	**180,000**
Transfer from Public Utilities	-	-	-	180,000	-	180,000
Funding Uses	**-**	**-**	**-**	**180,000**	**-**	**180,000**
Professional Services	-	-	-	24,000	-	24,000
Utilities Infrastruct Improve	-	-	-	156,000	-	156,000

Shelton Pointe WWPS Upgrade

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Shelton Pointe Wastewater Pump Station

PROJECT DESCRIPTION
This project upgrades the capacity of the pump station from approximately 5 million gallons per day (MGD) to approximately 12 MGD.

USEFUL LIFE
5 to 20 years

TIMETABLE
Design in FY22 (Year 2); Construction in FY23 (Year 3).

OPERATING IMPACT
Recurring operating costs beginning in FY24 (Year 4).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**200,000**	**707,000**	**-**	**-**	**907,000**
Transfer from Public Utilities	-	200,000	707,000	-	-	907,000
Funding Uses	**-**	**200,000**	**707,000**	**-**	**-**	**907,000**
Professional Services	-	200,000	-	-	-	200,000
Utilities Infrastruct Construc	-	-	707,000	-	-	707,000
Operating Impact	**-**	**-**	**-**	**5,000**	**5,000**	**10,000**
Repair & Maintenance Services	-	-	-	5,000	5,000	10,000

Sledd Run WWPS Generator Installation

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Sledd Run #1 Wastewater Pump Station

PROJECT DESCRIPTION
This project includes the purchase and installation of a new backup generator. This station has limited storage capacity, making it susceptible to overflows. The generator will provide backup power, which will improve reliability.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Recurring maintenance costs beginning in FY22 (Year 2).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Transfer from Public Utilities	100,000	-	-	-	-	100,000
Funding Uses	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Professional Services	20,000	-	-	-	-	20,000
Utilities Infrastruct Improve	80,000	-	-	-	-	80,000
Operating Impact	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**20,000**
Repair & Maintenance Services	-	5,000	5,000	5,000	5,000	20,000

Snead Street WWPS Generator Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Snead Street Wastewater Pump Station

PROJECT DESCRIPTION
This project provides for the replacement of the backup generator. The existing backup generator was installed in 1992 and will have reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**78,000**	**-**	**78,000**
Transfer from Public Utilities	-	-	-	78,000	-	78,000
Funding Uses	**-**	**-**	**-**	**78,000**	**-**	**78,000**
Professional Services	-	-	-	10,000	-	10,000
Utilities Infrastruct Improve	-	-	-	68,000	-	68,000

Stony Run Phases 7 & 8

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

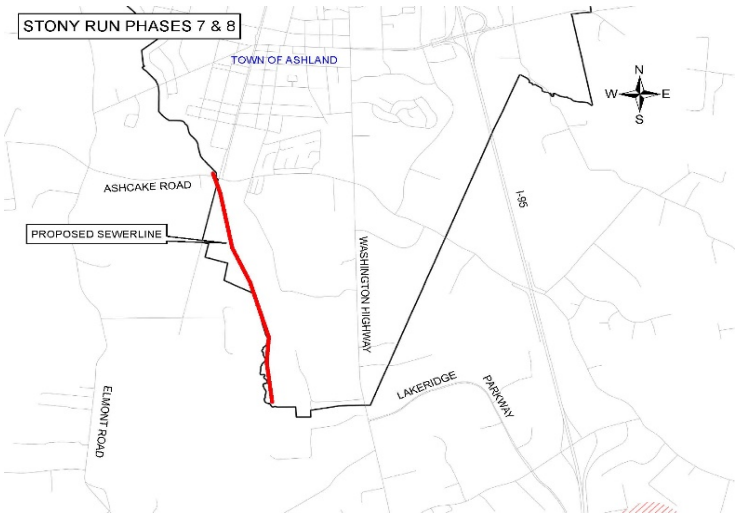
LOCATION
Town of Ashland Limits to the South Center Street Wastewater Pump Station (FMP S25 & S26)

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of 7,550' of 24" and 12" sanitary sewer from the Town of Ashland limits to the South Center Street Pump Station.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY24 (Year 4).

OPERATING IMPACT
Recurring costs of $3,000 to begin outside the scope of the five-year plan.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**765,000**	**-**	**765,000**
Transfer from Public Utilities	-	-	-	765,000	-	765,000
Funding Uses	**-**	**-**	**-**	**765,000**	**-**	**765,000**
Land Purch & Development Addtl	-	-	-	306,000	-	306,000
Professional Services	-	-	-	459,000	-	459,000

TWWTP PLC 3 Replacement

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Public Utilities

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of Programmable Logic Controller (PLC) 3 and associated integration.

USEFUL LIFE
10 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**88,000**	**-**	**-**	**-**	**88,000**
Transfer from Public Utilities	-	88,000	-	-	-	88,000
Funding Uses	**-**	**88,000**	**-**	**-**	**-**	**88,000**
Utilities Infrastruct Improve	-	88,000	-	-	-	88,000

TWWTP Scrubber Overhaul

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project includes an overhaul of the plant scrubber and associated equipment, along with blower/motor replacement.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**273,000**	**-**	**-**	**-**	**273,000**
Transfer from Public Utilities	-	273,000	-	-	-	273,000
Funding Uses	**-**	**273,000**	**-**	**-**	**-**	**273,000**
Professional Services	-	17,000	-	-	-	17,000
Utilities Infrastruct Improve	-	256,000	-	-	-	256,000

WIP III Upgrades AWWTP

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashland Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for improvements to comply with nutrient reductions as proposed in Virginia's approved Phase III Chesapeake Bay Watershed Implementation Plan.

USEFUL LIFE
20 to 50 years

TIMETABLE
Design in FY23 (Year 3); Construction in FY25 (Year 5).

OPERATING IMPACT
Recurring costs of $400,000 to begin outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**2,438,000**	**-**	**9,750,000**	**12,188,000**
Transfer from Public Utilities	-	-	2,438,000	-	9,750,000	12,188,000
Funding Uses	**-**	**-**	**2,438,000**	**-**	**9,750,000**	**12,188,000**
Professional Services	-	-	2,438,000	-	-	2,438,000
Utilities Infrastruct Improve	-	-	-	-	9,750,000	9,750,000

WIP III Upgrades DWWTP

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for improvements to comply with nutrient reductions as proposed in Virginia's approved Phase III Chesapeake Bay Watershed Implementation Plan.

USEFUL LIFE
20 to 50 years

TIMETABLE
Design in FY24 (Year 4).

OPERATING IMPACT
Recurring costs of $250,000 to begin outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**2,000,000**	**-**	**2,000,000**
Transfer from Public Utilities	-	-	-	2,000,000	-	2,000,000
Funding Uses	**-**	**-**	**-**	**2,000,000**	**-**	**2,000,000**
Professional Services	-	-	-	2,000,000	-	2,000,000

WIP III Upgrades TWWTP

DEPARTMENT
PU CIP Sewer

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Totopotomoy Wastewater Treatment Plant

PROJECT DESCRIPTION
This project provides for improvements to comply with nutrient reductions as proposed in Virginia's approved Phase III Chesapeake Bay Watershed Implementation Plan.

USEFUL LIFE
20 to 50 years

TIMETABLE
Design in FY21 (Year 1) and FY22 (Year 2);
Construction in FY24 (Year 4).

OPERATING IMPACT
Recurring maintenance costs beginning in FY25 (Year 5).

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**500,000**	**1,407,000**	**-**	**7,625,000**	**-**	**9,532,000**
Transfer from Public Utilities	500,000	1,407,000	-	7,625,000	-	9,532,000
Funding Uses	**500,000**	**1,407,000**	**-**	**7,625,000**	**-**	**9,532,000**
Professional Services	500,000	1,407,000	-	-	-	1,907,000
Utilities Infrastruct Improve	-	-	-	7,625,000	-	7,625,000
Operating Impact	**-**	**-**	**-**	**-**	**500,000**	**500,000**
Repair & Maintenance Services	-	-	-	-	500,000	500,000

Air Park Water Tank Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Air Park Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Air Park Water Storage Tank.

USEFUL LIFE
20 years

TIMETABLE
Design in FY21 (Year 1); Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**153,000**	**795,000**	**-**	**-**	**-**	**948,000**
Transfer from Public Utilities	153,000	795,000	-	-	-	948,000
Funding Uses	**153,000**	**795,000**	**-**	**-**	**-**	**948,000**
Professional Services	153,000	-	-	-	-	153,000
Utilities Infrastruct Improve	-	795,000	-	-	-	795,000

Cold Harbor Road W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

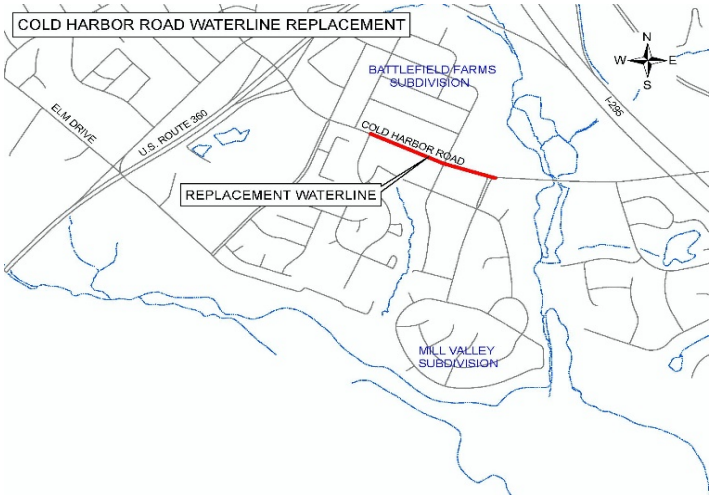
LOCATION
Cold Harbor Road from New Hunter Road to Catlin Road

PROJECT DESCRIPTION
This project provides for the FY23 (Year 3) design and easement acquisition and the FY24 (Year 4) construction to replace approximately 1,800' of 12" waterline along Cold Harbor Road from New Hunter Road to Catlin Road.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY23 (Year 3); Construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**187,000**	**633,000**	**-**	**820,000**
Transfer from Public Utilities	-	-	187,000	633,000	-	820,000
Funding Uses	**-**	**-**	**187,000**	**633,000**	**-**	**820,000**
Land Purch & Development Addtl	-	-	81,000	-	-	81,000
Professional Services	-	-	106,000	-	-	106,000
Utilities Infrastruct Improve	-	-	-	633,000	-	633,000

Creighton Rd at Walnut Grove Rd Interconnect

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

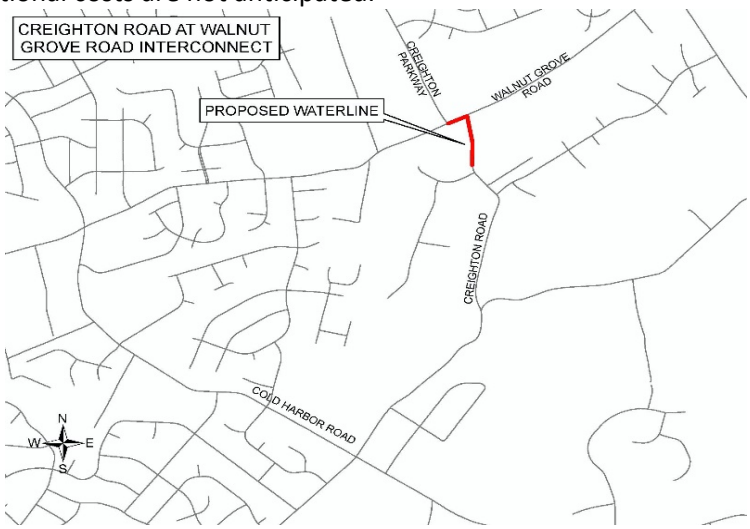
LOCATION
Walnut Grove Road from the intersection of Creighton Parkway to Creighton Road and along Creighton Road to Buffridge Drive

PROJECT DESCRIPTION
This project provides for the FY25 (Year 5) design and easement acquisition and the FY26 construction of 1,200' of 16" waterline along Walnut Grove Road from the intersection of Creighton Parkway to Creighton Road and along Creighton Road to Buffridge Drive.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Transfer from Public Utilities	-	-	-	-	150,000	150,000
Funding Uses	**-**	**-**	**-**	**-**	**150,000**	**150,000**
Land Purch & Development Addtl	-	-	-	-	50,000	50,000
Professional Services	-	-	-	-	100,000	100,000

Creighton Road WST Recoating & Rehab

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Creighton Road Water Storage Tank

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Creighton Road Water Storage Tank.

USEFUL LIFE
20 years

TIMETABLE
Design in FY21 (Year 1); Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**264,000**	**500,000**	**-**	**-**	**-**	**764,000**
Transfer from Public Utilities	264,000	500,000	-	-	-	764,000
Funding Uses	**264,000**	**500,000**	**-**	**-**	**-**	**764,000**
Professional Services	264,000	-	-	-	-	264,000
Utilities Infrastruct Improve	-	500,000	-	-	-	500,000

Doswell Million Gallon Tank Rehab

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Million Gallon Tank

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Doswell Million Gallon Tank.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**297,000**	**-**	**-**	**297,000**
Transfer from Public Utilities	-	-	297,000	-	-	297,000
Funding Uses	**-**	**-**	**297,000**	**-**	**-**	**297,000**
Professional Services	-	-	32,000	-	-	32,000
Utilities Infrastruct Improve	-	-	265,000	-	-	265,000

Dow Gil Rd to Harley Club Dr Waterline

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Along Ashcake Road from Dow Gil Road to Harley Club Drive

PROJECT DESCRIPTION
This project provides for the FY24 (Year 4) design and easement acquisition needed for future construction of approximately 4,000' of 20" waterline from Harley Club Drive in the Northlake Development to Ashcake Road and along Ashcake Road to Dow Gil Road.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**457,000**	**-**	**457,000**
Transfer from Public Utilities	-	-	-	457,000	-	457,000
Funding Uses	**-**	**-**	**-**	**457,000**	**-**	**457,000**
Land Purch & Development Addtl	-	-	-	194,000	-	194,000
Professional Services	-	-	-	263,000	-	263,000

DWTP Lagoon Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project consists of renovating the existing sludge lagoons to include liner replacements and access ramps.

USEFUL LIFE
30 years

TIMETABLE
Design in FY23 (Year 3); Construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**92,000**	**979,000**	**-**	**1,071,000**
Transfer from Public Utilities	-	-	92,000	979,000	-	1,071,000
Funding Uses	**-**	**-**	**92,000**	**979,000**	**-**	**1,071,000**
Professional Services	-	-	92,000	-	-	92,000
Utilities Infrastruct Improve	-	-	-	979,000	-	979,000

DWTP Raw Water Pumphouse Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Doswell Water Treatment Plant

PROJECT DESCRIPTION
This project provides for the replacement of the main electrical service power cables, replacement of the variable frequency drive (VFD)/breaker panel, electrical room improvements and replacement of existing 3" waterline.

USEFUL LIFE
10 to 30 years

TIMETABLE
Design in FY24 (Year 4); Construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**118,000**	**680,000**	**798,000**
Transfer from Public Utilities	-	-	-	118,000	680,000	798,000
Funding Uses	**-**	**-**	**-**	**118,000**	**680,000**	**798,000**
Professional Services	-	-	-	118,000	-	118,000
Utilities Infrastruct Improve	-	-	-	-	680,000	680,000

DWTP to Railroad Crossing Waterline

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

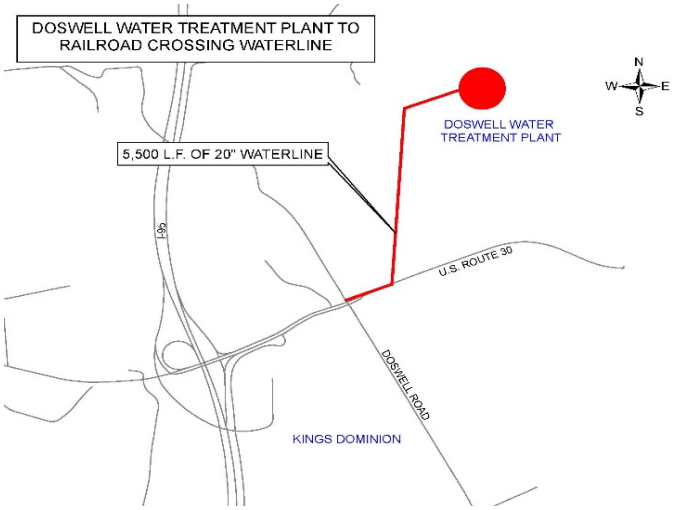
LOCATION
Doswell Water Treatment Plant to Route 30 Railroad Crossing

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of a new 5,500' parallel 20" water main from the Doswell Water Treatment Plant to the Route 30 railroad crossing to provide redundancy for the existing 18" waterline. This project also includes the overlay of the parking lot at the plant and the replacement of isolation valves in the parking lot.

USEFUL LIFE
50 years

TIMETABLE
Design, easement acquisition and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,620,000**	**-**	**-**	**-**	**-**	**1,620,000**
Transfer from Public Utilities	1,620,000	-	-	-	-	1,620,000
Funding Uses	**1,620,000**	**-**	**-**	**-**	**-**	**1,620,000**
Land Purch & Development Addtl	10,000	-	-	-	-	10,000
Professional Services	175,000	-	-	-	-	175,000
Utilities Infrastruct Improve	1,435,000	-	-	-	-	1,435,000

Georgetown Electrical

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Georgetown Well House

PROJECT DESCRIPTION
This project includes the replacement of existing pump control equipment and associated electrical gear.

USEFUL LIFE
10 years

TIMETABLE
Construction in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**58,000**	**-**	**-**	**58,000**
Transfer from Public Utilities	-	-	58,000	-	-	58,000
Funding Uses	**-**	**-**	**58,000**	**-**	**-**	**58,000**
Utilities Infrastruct Improve	-	-	58,000	-	-	58,000

Georgetown Well Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Georgetown Well

PROJECT DESCRIPTION
This project provides for the replacement of the existing well as it has reached the end of its useful life.

USEFUL LIFE
30 years

TIMETABLE
Construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**105,000**	**105,000**
Transfer from Public Utilities	-	-	-	-	105,000	105,000
Funding Uses	**-**	**-**	**-**	**-**	**105,000**	**105,000**
Utilities Infrastruct Improve	-	-	-	-	105,000	105,000

Hanover-Richmond Joint Cap Contract

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Service Agreement

FUNCTIONAL AREA
Public Utilities

LOCATION
City of Richmond

PROJECT DESCRIPTION
This project provides for improvements to the City of Richmond's water system to support Hanover County's water supply.

USEFUL LIFE
N/A

TIMETABLE
Improvements completed annually.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**3,372,313**	**6,226,735**	**7,719,945**	**6,959,891**	**1,870,989**	**26,149,873**
Transfer from Public Utilities	3,372,313	6,226,735	7,719,945	6,959,891	1,870,989	26,149,873
Funding Uses	**3,372,313**	**6,226,735**	**7,719,945**	**6,959,891**	**1,870,989**	**26,149,873**
Utilities Infrastruct Improve	3,372,313	6,226,735	7,719,945	6,959,891	1,870,989	26,149,873

Harris Court WST Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Harris Court Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Harris Court Water Storage Tank.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**393,000**	**-**	**-**	**-**	**393,000**
Transfer from Public Utilities	-	393,000	-	-	-	393,000
Funding Uses	**-**	**393,000**	**-**	**-**	**-**	**393,000**
Utilities Infrastruct Improve	-	393,000	-	-	-	393,000

Hill Carter WST & Pump Station

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

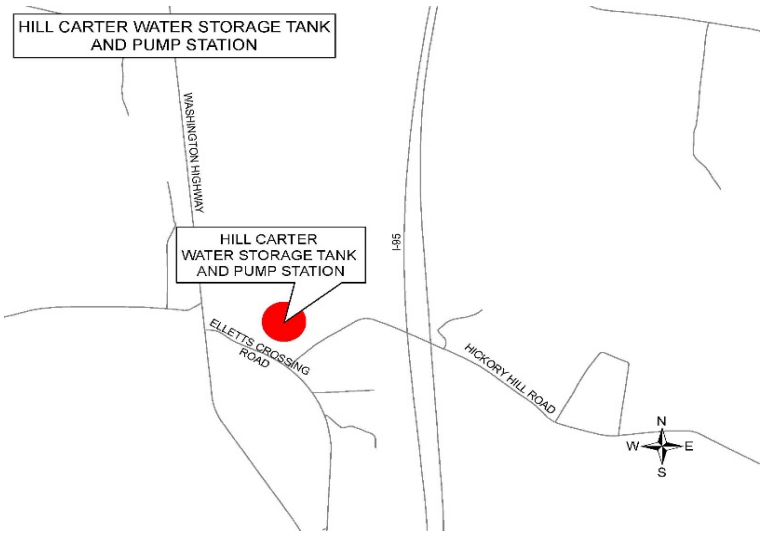
LOCATION
Near intersection of Elletts Crossing Road and Hickory Hill Road

PROJECT DESCRIPTION
This project provides for construction of a water pump station with an initial capacity of 7 to 10 million gallons per day (MGD), associated tankage with approximately 1.5 million gallons of storage and miscellaneous waterline improvements to connect this new facility to an existing 16" waterline in the area. This project will serve the planned business area east of Elletts Crossing Road that Hickory Hill Road traverses and will allow water to be moved south from the Doswell pressure zone to the Ashland pressure zone. In the near term, this project will allow water that was previously used by Bear Island Paper to be utilized by other customers.

USEFUL LIFE
5 to 50 years

TIMETABLE
Construction in FY22 (Year 2).

OPERATING IMPACT
Recurring operating costs beginning in FY23 (Year 3).



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**7,210,000**	**-**	**-**	**-**	**7,210,000**
Transfer from Public Utilities	-	7,210,000	-	-	-	7,210,000
Funding Uses	**-**	**7,210,000**	**-**	**-**	**-**	**7,210,000**
Utilities Infrastruct Construc	-	7,210,000	-	-	-	7,210,000
Operating Impact	**-**	**-**	**30,000**	**30,000**	**30,000**	**90,000**
Repair & Maintenance Services	-	-	30,000	30,000	30,000	90,000

Hill View Drive Waterline Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

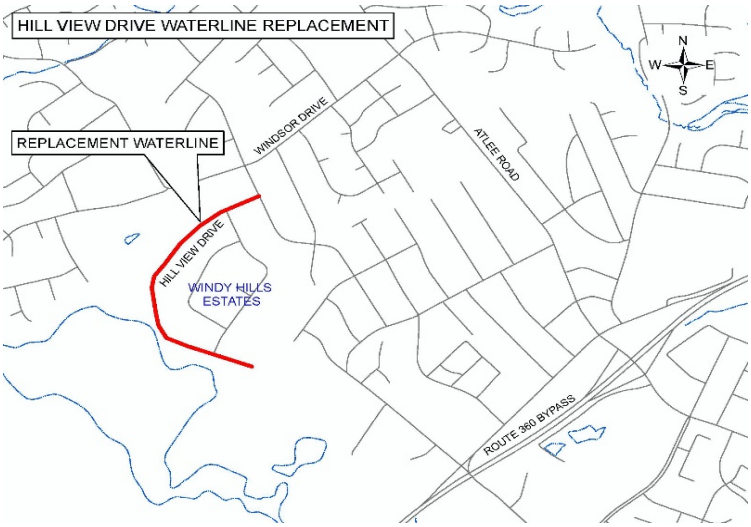
LOCATION
Hill View Drive from Barnette Avenue to the end of the road

PROJECT DESCRIPTION
This project provides for the FY25 (Year 5) design and easement acquisition and the FY26 construction to replace approximately 3,800' of 6" waterline with 8" waterline along Hill View Drive from Barnette Avenue to the end of the road.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**158,000**	**158,000**
Transfer from Public Utilities	-	-	-	-	158,000	158,000
Funding Uses	**-**	**-**	**-**	**-**	**158,000**	**158,000**
Land Purch & Development Addtl	-	-	-	-	12,000	12,000
Professional Services	-	-	-	-	146,000	146,000

I-95 Waterline Crossing at Long Road

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Ashcake Road to Harley Club Drive in the Northlake Development

PROJECT DESCRIPTION
This project provides for the FY21 (Year 1) construction of approximately 1,200' of 20" waterline from Ashcake Road to Harley Club Drive in the Northlake Development.

USEFUL LIFE
50 years

TIMETABLE
Construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,000,000**	**-**	**-**	**-**	**-**	**1,000,000**
Transfer from Public Utilities	1,000,000	-	-	-	-	1,000,000
Funding Uses	**1,000,000**	**-**	**-**	**-**	**-**	**1,000,000**
Utilities Infrastruct Construc	1,000,000	-	-	-	-	1,000,000

Jackson Avenue WST Demolition

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Jackson Avenue Water Storage Tank

PROJECT DESCRIPTION
This project provides for the demolition of the Jackson Avenue Water Storage Tank. This tank needs significant investment to remain in service in the future. This tank is of limited value due to improvements that have been made since it was constructed.

USEFUL LIFE
N/A

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**207,000**	**-**	**-**	**-**	**-**	**207,000**
Transfer from Public Utilities	207,000	-	-	-	-	207,000
Funding Uses	**207,000**	**-**	**-**	**-**	**-**	**207,000**
Professional Services	27,000	-	-	-	-	27,000
Utilities Infrastruct Improve	180,000	-	-	-	-	180,000

Kings Dominion Entrance Rd W/L

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Route 30 between Kings Dominion Entrance Road and Railroad Crossing

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of a 2,400' parallel 20" water main along Route 30 from the railroad crossing to the Kings Dominion entrance road.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY22 (Year 2); Construction in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**110,000**	**730,000**	**-**	**-**	**840,000**
Transfer from Public Utilities	-	110,000	730,000	-	-	840,000
Funding Uses	**-**	**110,000**	**730,000**	**-**	**-**	**840,000**
Land Purch & Development Addtl	-	28,000	-	-	-	28,000
Professional Services	-	82,000	-	-	-	82,000
Utilities Infrastruct Improve	-	-	730,000	-	-	730,000

Maple Street Waterline Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Maple Street from England Street to Myrtle Street

PROJECT DESCRIPTION
This project provides for the FY25 (Year 5) design and easement acquisition and the FY26 construction to replace approximately 650' of 4" waterline with 8" waterline along Maple Street from England Street to Myrtle Street.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**100,000**	**100,000**
Transfer from Public Utilities	-	-	-	-	100,000	100,000
Funding Uses	**-**	**-**	**-**	**-**	**100,000**	**100,000**
Land Purch & Development Addtl	-	-	-	-	50,000	50,000
Professional Services	-	-	-	-	50,000	50,000

Pamunkey Regional Jail Waterline

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

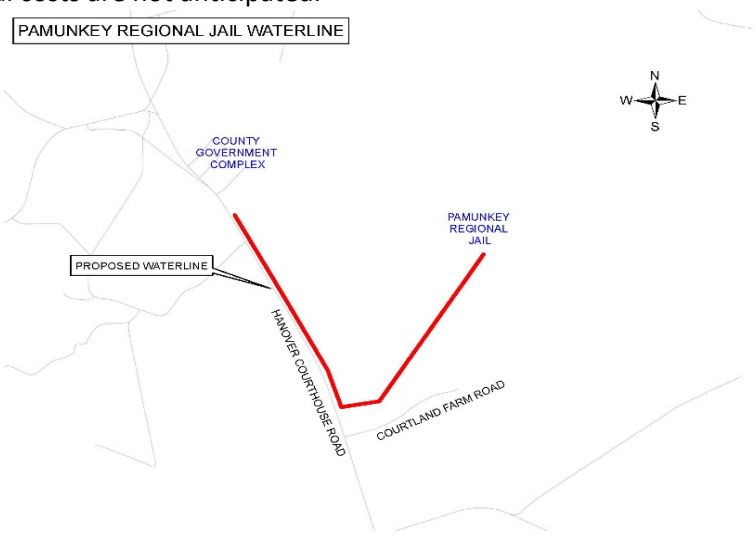
LOCATION
Between the Pamunkey Regional Jail and the County Government Courthouse Complex

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of a second 12" waterline from the Pamunkey Regional Jail to the County Government Courthouse Complex. The new 7,000' waterline will provide redundancy for a critical waterline and will follow Courtland Farm Road and Route 301.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY24 (Year 4); Construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**255,000**	**1,224,000**	**1,479,000**
Transfer from Public Utilities	-	-	-	255,000	1,224,000	1,479,000
Funding Uses	**-**	**-**	**-**	**255,000**	**1,224,000**	**1,479,000**
Land Purch & Development Addtl	-	-	-	17,000	-	17,000
Professional Services	-	-	-	238,000	-	238,000
Utilities Infrastruct Improve	-	-	-	-	1,224,000	1,224,000

Pleasant Street WST & PS Generator Repl

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Pleasant Street Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project includes the installation of a new 125 kW generator and automatic transfer switch. The existing generator was installed in 1999 and has reached the end of its useful life.

USEFUL LIFE
20 years

TIMETABLE
Construction in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**201,000**	**-**	**-**	**201,000**
Transfer from Public Utilities	-	-	201,000	-	-	201,000
Funding Uses	**-**	**-**	**201,000**	**-**	**-**	**201,000**
Utilities Infrastruct Improve	-	-	201,000	-	-	201,000

Pleasant Street WST Rehabilitation

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Pleasant Street Water Storage Tank and Pump Station

PROJECT DESCRIPTION
This project provides for the rehabilitation of the Pleasant Street Water Storage Tank.

USEFUL LIFE
20 years

TIMETABLE
Design in FY22 (Year 2); Construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**79,000**	**-**	**115,000**	**-**	**194,000**
Transfer from Public Utilities	-	79,000	-	115,000	-	194,000
Funding Uses	**-**	**79,000**	**-**	**115,000**	**-**	**194,000**
Professional Services	-	79,000	-	-	-	79,000
Utilities Infrastruct Improve	-	-	-	115,000	-	115,000

Pole Green Road Western W/L Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Pole Green Road from Colemanden Drive to Lee Davis Road and Rustic Lane to Rural Point Road

PROJECT DESCRIPTION
This project provides for the FY23 (Year 3) design and easement acquisition and the FY25 (Year 5) construction of 2,400' of 16" waterline along Pole Green Road from Colemanden Drive to Lee Davis Road and Rustic Lane to Rural Point Road. The waterline will be constructed as part of the road improvement project planned for Pole Green Road.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY23 (Year 3); Construction in FY25 (Year5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**235,000**	**-**	**672,000**	**907,000**
Transfer from Public Utilities	-	-	235,000	-	672,000	907,000
Funding Uses	**-**	**-**	**235,000**	**-**	**672,000**	**907,000**
Land Purch & Development Addtl	-	-	120,000	-	-	120,000
Professional Services	-	-	115,000	-	-	115,000
Utilities Infrastruct Construc	-	-	-	-	672,000	672,000

Quarles Rd WST Demolition

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Quarles Road Water Storage Tank

PROJECT DESCRIPTION
This project provides for the demolition of the Quarles Road Water Storage Tank and booster pump station in FY25 (Year 5). This tank and pump station will no longer be needed once the Hill Carter Tank and Pump Station are in service.

USEFUL LIFE
N/A

TIMETABLE
Design and construction in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**138,000**	**138,000**
Transfer from Public Utilities	-	-	-	-	138,000	138,000
Funding Uses	**-**	**-**	**-**	**-**	**138,000**	**138,000**
Professional Services	-	-	-	-	32,000	32,000
Utilities Infrastruct Improve	-	-	-	-	106,000	106,000

Route 1 from Elletts Crossing

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Route 1 from Elletts Crossing to Falling Creek Lumber

PROJECT DESCRIPTION
This project provides for the FY25 (Year 5) design and easement acquisition and the FY26 construction to replace approximately 1,700' of 6" waterline with 8" and 12" waterline along Route 1 from Elletts Crossing to Falling Creek Lumber.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**-**	**68,000**	**68,000**
Transfer from Public Utilities	-	-	-	-	68,000	68,000
Funding Uses	**-**	**-**	**-**	**-**	**68,000**	**68,000**
Land Purch & Development Addtl	-	-	-	-	12,000	12,000
Professional Services	-	-	-	-	56,000	56,000

Route 1 Waterline Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

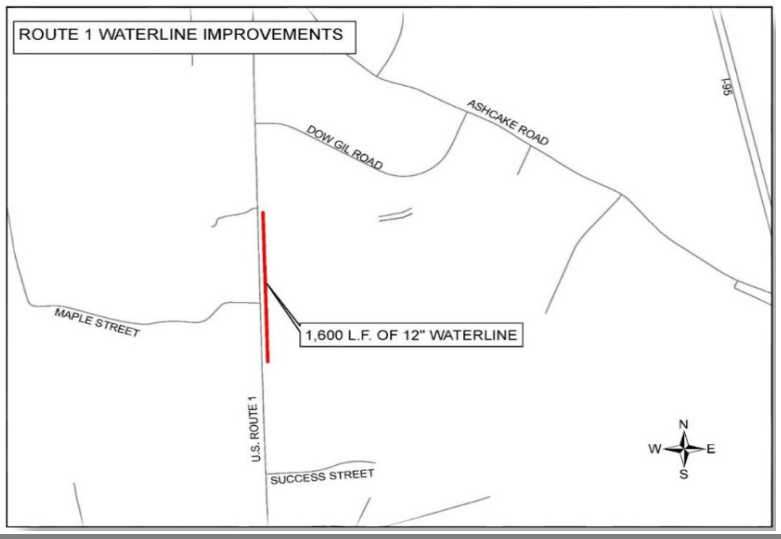
LOCATION
Route 1, Washington Highway from VA Warehousing to Chandler Lane

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of approximately 1,600' of 12" waterline along Route 1, Washington Highway from VA Warehousing towards Chandler Lane. This project provides public water to the east side of Route 1, redundancy moving water along the Route 1 corridor and increases the ability to meet higher demands.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY21 (Year 1); Construction in FY22 (Year 2).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**262,000**	**526,000**	**-**	**-**	**-**	**788,000**
Transfer from Public Utilities	262,000	526,000	-	-	-	788,000
Funding Uses	**262,000**	**526,000**	**-**	**-**	**-**	**788,000**
Land Purch & Development Addtl	170,000	-	-	-	-	170,000
Professional Services	92,000	-	-	-	-	92,000
Utilities Infrastruct Construc	-	526,000	-	-	-	526,000

Sinclair Manor Estates Tank Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Sinclair Manor Estates Tank

PROJECT DESCRIPTION
This project provides for the replacement of the existing 5,000 gallon hydropneumatic tank and 10,000 gallon ground tank at Sinclair Manor Estates.

USEFUL LIFE
20 years

TIMETABLE
Design and construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**185,000**	**-**	**-**	**-**	**-**	**185,000**
Transfer from Public Utilities	185,000	-	-	-	-	185,000
Funding Uses	**185,000**	**-**	**-**	**-**	**-**	**185,000**
Professional Services	35,000	-	-	-	-	35,000
Utilities Infrastruct Improve	150,000	-	-	-	-	150,000

Sinclair Manor Well Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Sinclair Manor Well

PROJECT DESCRIPTION
This project provides for the replacement of the existing well as it has reached the end of its useful life.

USEFUL LIFE
30 years

TIMETABLE
Construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**102,000**	**-**	**102,000**
Transfer from Public Utilities	-	-	-	102,000	-	102,000
Funding Uses	**-**	**-**	**-**	**102,000**	**-**	**102,000**
Utilities Infrastruct Improve	-	-	-	102,000	-	102,000

Stonewall Parkway W/L Replacement

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

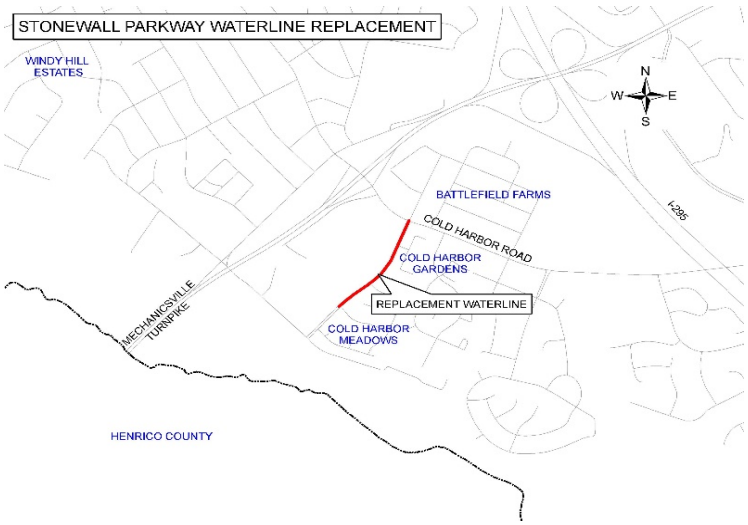
LOCATION
Stonewall Parkway from Cold Harbor Road to Overlook Drive

PROJECT DESCRIPTION
This project provides for the design, easement acquisition and construction of a new 1,800' 12" water main along Stonewall Parkway from Cold Harbor Road to Overlook Drive and abandonment of the existing 12" water main.

USEFUL LIFE
50 years

TIMETABLE
Design and easement acquisition in FY22 (Year 2); Construction in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**92,000**	**482,000**	**-**	**-**	**574,000**
Transfer from Public Utilities	-	92,000	482,000	-	-	574,000
Funding Uses	**-**	**92,000**	**482,000**	**-**	**-**	**574,000**
Land Purch & Development Addtl	-	39,000	-	-	-	39,000
Professional Services	-	53,000	-	-	-	53,000
Utilities Infrastruct Improve	-	-	482,000	-	-	482,000

Water System Valve Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Lucille Road, Burton Parrish Drive, Deep Creek Drive, Various Hydrant Valves and Lake Ridge Parkway

PROJECT DESCRIPTION
This project replaces 3 failed valves, adds a new critical valve, replaces 3 hydrant valves and adds a new air release valve.

USEFUL LIFE
40 years

TIMETABLE
Construction in FY21 (Year 1).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Transfer from Public Utilities	150,000	-	-	-	-	150,000
Funding Uses	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Utilities Infrastruct Improve	150,000	-	-	-	-	150,000

Water System Valve Improvements

DEPARTMENT
PU CIP Water

PROJECT TYPE
Utility Infrastructure

FUNCTIONAL AREA
Public Utilities

LOCATION
Harbor Hill Road and Confederate Drive

PROJECT DESCRIPTION
This project provides for the replacement of an existing 12" valve at Harbor Hill Road and an existing 8" valve at Confederate Drive.

USEFUL LIFE
40 years

TIMETABLE
Construction in FY24 (Year 4).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**120,000**	**-**	**120,000**
Transfer from Public Utilities	-	-	-	120,000	-	120,000
Funding Uses	**-**	**-**	**-**	**120,000**	**-**	**120,000**
Utilities Infrastruct Improve	-	-	-	120,000	-	120,000

School Improvements Fund Summary

FY21-FY25 Funding Sources by Project Type

	Construction	Equipment	Facility Improvements	Land Acquisition	Technology	Total
Bond Proceeds	**40,000,000**	**3,920,000**	**18,855,000**	**3,000,000**	**-**	**65,775,000**
Transfers In	**-**	**6,700,000**	**1,907,562**	**-**	**11,392,438**	**20,000,000**
Transfer fr GF - FBA Education	-	-	-	-	5,000,000	5,000,000
Transfer from General Fund	-	6,700,000	1,907,562	-	6,392,438	15,000,000
Total	**40,000,000**	**10,620,000**	**20,762,562**	**3,000,000**	**11,392,438**	**85,775,000**

FY21-FY25 Projects Funded by Long-term Debt

	Construction	Equipment	Facility Improvements	Land Acquisition	Total
Auditorium Renovations	-	-	950,000	-	950,000
Bathroom Renovations	-	-	1,235,000	-	1,235,000
Gymnasium Repairs	-	-	850,000	-	850,000
HVAC Repairs & Upgrades	-	-	7,425,000	-	7,425,000
Kitchen Renovations	-	-	760,000	-	760,000
Roof Repairs & Replacements	-	-	1,405,000	-	1,405,000
Safety & Security	-	3,920,000	-	-	3,920,000
School Building Upgrades	-	-	2,290,000	-	2,290,000
School Grounds Upgrades	-	-	3,940,000	-	3,940,000
School Renovation	40,000,000	-	-	-	40,000,000
School Site	-	-	-	3,000,000	3,000,000
Total	**40,000,000**	**3,920,000**	**18,855,000**	**3,000,000**	**65,775,000**

Auditorium Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Atlee High and Hanover High

PROJECT DESCRIPTION
An upgraded lighting and sound system will be installed at the Hanover High School auditorium. Atlee High School auditorium will be renovated to include the installation of new seating, sound system, lighting, stage and curtains as well as cosmetic improvements to wall and floor finishes.

USEFUL LIFE
20 years

TIMETABLE
Hanover High School lighting to be completed in FY21 (Year 1) and Atlee High School renovations in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**250,000**	**-**	**700,000**	**-**	**-**	**950,000**
Bond Proceeds	250,000	-	700,000	-	-	950,000
Funding Uses	**250,000**	**-**	**700,000**	**-**	**-**	**950,000**
Alt to Facility or Office	250,000	-	700,000	-	-	950,000

Bathroom Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Atlee High, Beaverdam Elementary, Cold Harbor Elementary and South Anna Elementary

PROJECT DESCRIPTION
Elementary schools will have bathroom renovations to become fully ADA compliant. This project also includes a refresh of Atlee High School bathrooms. Renovations will only involve modifications above ground and will not include renovations to the plumbing and sewer infrastructure. Typical improvements will include: new fixtures, tile, ceiling grid, paint, ventilation and minor structural changes to improve ADA accessibility.

USEFUL LIFE
20 years

TIMETABLE
Renovations to be completed in FY21 (Year 1) and FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**445,000**	**-**	**790,000**	**-**	**-**	**1,235,000**
Bond Proceeds	445,000	-	790,000	-	-	1,235,000
Funding Uses	**445,000**	**-**	**790,000**	**-**	**-**	**1,235,000**
Alt to Facility or Office	445,000	-	790,000	-	-	1,235,000

Gymnasium Repairs

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
The schools scheduled for general improvements to athletic facility infrastructure are based on the FY13 School Facilities Assessment. These improvements are being done based on normal wear and fall within the reasonable expected lifetime of the component. The improvements include gym floor replacement in elementary and middle schools and replacement of scoreboard and bleachers at Hanover High.

USEFUL LIFE
20 years

TIMETABLE
Gym floor replacement & stage improvements in FY21 (Year 1); Scoreboard replacement in FY23 (Year 3).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**50,000**	**-**	**800,000**	**-**	**-**	**850,000**
Bond Proceeds	50,000	-	800,000	-	-	850,000
Funding Uses	**50,000**	**-**	**800,000**	**-**	**-**	**850,000**
Alt to Facility or Office	50,000	-	800,000	-	-	850,000

HVAC Repairs & Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Atlee High, Liberty Middle, Mechanicsville Elementary, Rural Point Elementary and South Anna Elementary

PROJECT DESCRIPTION
HVAC systems used within the various school facilities require ongoing planned and unplanned maintenance and eventual replacement based on the predicted life of the unit. As an HVAC system approaches the end of the predicted life, staff review various factors to determine the timing for replacement. These factors include: the frequency of unplanned maintenance, the costs associated with unscheduled maintenance, the availability of spare parts, the cost and availability of the refrigerant and the energy efficiency of the unit.

USEFUL LIFE
20 years

TIMETABLE
Replacement of equipment in FY21 (Year 1), FY23 (Year 3) and FY25 (Year 5).

OPERATING IMPACT
Potential energy savings achieved through more efficient equipment being installed.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**6,075,000**	**-**	**1,200,000**	**-**	**150,000**	**7,425,000**
Bond Proceeds	6,075,000	-	1,200,000	-	150,000	7,425,000
Funding Uses	**6,075,000**	**-**	**1,200,000**	**-**	**150,000**	**7,425,000**
Building Accessory Equip Repl	6,075,000	-	1,200,000	-	150,000	7,425,000

Kitchen Renovations

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
Many schools are in need of new kitchen equipment. This project includes replacement of a hood exhaust system, walk-in refrigerator and freezer condenser, as well as replacement of ovens in various schools as needed.

USEFUL LIFE
20 years

TIMETABLE
Replacement of equipment in FY21 (Year 1), FY23 (Year 3) and FY25 (Year 5).

OPERATING IMPACT
Potential energy savings achieved through more energy efficient modern equipment.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**280,000**	**-**	**75,000**	**-**	**405,000**	**760,000**
Bond Proceeds	280,000	-	75,000	-	405,000	760,000
Funding Uses	**280,000**	**-**	**75,000**	**-**	**405,000**	**760,000**
Machinery & Equipment Repl	280,000	-	75,000	-	405,000	760,000

Painting

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
The schools scheduled for interior painting are based on the FY13 School Facilities Assessment. These improvements are being done based on normal wear and fall within the reasonable expected lifetime of the component.

USEFUL LIFE
20 years

TIMETABLE
Painting to be done annually.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**400,000**	**85,000**	**100,000**	**159,562**	**200,000**	**944,562**
Transfer from General Fund	400,000	85,000	100,000	159,562	200,000	944,562
Funding Uses	**400,000**	**85,000**	**100,000**	**159,562**	**200,000**	**944,562**
Alt to Facility or Office	400,000	85,000	100,000	159,562	200,000	944,562

Roof Repairs & Replacements

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Cool Spring Elementary, Elmont Elementary, Lee-Davis High and Stonewall Jackson Middle

PROJECT DESCRIPTION
Roofing systems used within the various school facilities require ongoing maintenance and eventual replacement based on the predicted life and manufacturer's warranty for the given structure. As a roofing system approaches the end of the predicted life, staff review the history of roof repairs and the unscheduled maintenance costs to determine the timing for the replacement.

USEFUL LIFE
15 to 25 years

TIMETABLE
Annual repairs and replacements.

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**720,000**	**100,000**	**593,000**	**200,000**	**755,000**	**2,368,000**
Bond Proceeds	320,000	-	430,000	-	655,000	1,405,000
Transfer from General Fund	400,000	100,000	163,000	200,000	100,000	963,000
Funding Uses	**720,000**	**100,000**	**593,000**	**200,000**	**755,000**	**2,368,000**
Alt to Facility or Office	720,000	100,000	593,000	200,000	755,000	2,368,000

Safety & Security

DEPARTMENT
School CIP

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
Safety and security projects will focus on replacing fire suppression systems, updating door access and locks and adding vestibules, as well as updating the employee badge access system.

USEFUL LIFE
20 years

TIMETABLE
Repairs and replacements to occur in FY21 (Year 1), FY23 (Year 3) and FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,075,000**	**-**	**865,000**	**-**	**1,980,000**	**3,920,000**
Bond Proceeds	1,075,000	-	865,000	-	1,980,000	3,920,000
Funding Uses	**1,075,000**	**-**	**865,000**	**-**	**1,980,000**	**3,920,000**
Building Accessory Equip Addtl	1,075,000	-	865,000	-	1,980,000	3,920,000

School Building Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
This project includes funding for a visitor team unconditioned space at Lee-Davis High, electrical service upgrades at the School Board Office, a replacement of back-up generators at Lee-Davis High and Atlee High and a school-wide bell replacement system.

USEFUL LIFE
15 to 25 years

TIMETABLE
Repairs and replacements to occur in FY21 (Year 1), FY23 (Year 3) and FY25 (Year 5).

OPERATING IMPACT
Potential energy savings achieved through building enhancements.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**125,000**	**-**	**620,000**	**-**	**1,545,000**	**2,290,000**
Bond Proceeds	125,000	-	620,000	-	1,545,000	2,290,000
Funding Uses	**125,000**	**-**	**620,000**	**-**	**1,545,000**	**2,290,000**
Alt to Facility or Office	125,000	-	620,000	-	1,545,000	2,290,000

School Buses

DEPARTMENT
School CIP

PROJECT TYPE
Equipment

FUNCTIONAL AREA
Education

LOCATION
N/A

PROJECT DESCRIPTION
Regular bus replacement helps ensure reliability of daily transportation for students as well as helps keep annual maintenance costs down. School buses need to be replaced when they are unable to be practically repaired. Ideal replacement occurs when buses have been in service between 10 and 15 years but replacement decisions are ultimately made by looking at the overall condition of each particular bus.

USEFUL LIFE
10 to 15 years

TIMETABLE
Buses to be purchased annually.

OPERATING IMPACT
Annual replacement of school buses removes the oldest, least efficient buses from the fleet and increases the operational efficiency and reliability of the fleet.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,000,000**	**1,200,000**	**1,500,000**	**1,500,000**	**1,500,000**	**6,700,000**
Transfer from General Fund	1,000,000	1,200,000	1,500,000	1,500,000	1,500,000	6,700,000
Funding Uses	**1,000,000**	**1,200,000**	**1,500,000**	**1,500,000**	**1,500,000**	**6,700,000**
Motor Vehicle & Equipment Repl	1,000,000	1,200,000	1,500,000	1,500,000	1,500,000	6,700,000

School Grounds Upgrades

DEPARTMENT
School CIP

PROJECT TYPE
Facility Improvements

FUNCTIONAL AREA
Education

LOCATION
Various

PROJECT DESCRIPTION
The schools scheduled for general upgrades to various exterior structures and grounds are based on the FY13 School Facilities Assessment. These projects include parking lot repairs and replacements at Atlee High and other locations as needed, tennis court replacement at Lee-Davis High and Liberty Middle, track resurfacing at Patrick Henry High and Atlee High, field bathrooms at Patrick Henry High, greenhouse replacement at Liberty Middle and replacement of irrigation systems on athletic fields at Lee-Davis High.

USEFUL LIFE
20 years

TIMETABLE
Facility improvements to be completed in FY21 (Year 1), FY23 (Year 3) and FY25 (Year 5).

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,380,000**	**-**	**1,045,000**	**-**	**1,515,000**	**3,940,000**
Bond Proceeds	1,380,000	-	1,045,000	-	1,515,000	3,940,000
Funding Uses	**1,380,000**	**-**	**1,045,000**	**-**	**1,515,000**	**3,940,000**
Alterations to Grounds	1,380,000	-	1,045,000	-	1,515,000	3,940,000

School Renovation

DEPARTMENT
School CIP

PROJECT TYPE
Construction

FUNCTIONAL AREA
Education

LOCATION
Current John M. Gandy Elementary Site

PROJECT DESCRIPTION
Based on a facility analysis, several schools are in need of replacement or renovation. A new school will be constructed on the current John M. Gandy Elementary School property with design work beginning in FY22 (Year 2) and construction in FY23 (Year 3). There will be public input opportunities prior to the start of official design and construction.

USEFUL LIFE
50 years

TIMETABLE
Project will begin in FY22 (Year 2) with design and engineering work.

OPERATING IMPACT
Potential changes in operational costs are not yet quantified. Costs will vary based on final design of the new school.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**4,000,000**	**36,000,000**	**-**	**-**	**40,000,000**
Bond Proceeds	-	4,000,000	36,000,000	-	-	40,000,000
Funding Uses	**-**	**4,000,000**	**36,000,000**	**-**	**-**	**40,000,000**
Construction	-	4,000,000	36,000,000	-	-	40,000,000

School Site

DEPARTMENT
School CIP

PROJECT TYPE
Land Acquisition

FUNCTIONAL AREA
Education

LOCATION
To be determined

PROJECT DESCRIPTION
This project includes funding to purchase a secondary school site in eastern Hanover.

USEFUL LIFE
50 years

TIMETABLE
Project will begin in FY24 (Year 4).

OPERATING IMPACT
Changes in operational costs will occur outside the scope of the five-year plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**-**	**-**	**-**	**3,000,000**	**-**	**3,000,000**
Bond Proceeds	-	-	-	3,000,000	-	3,000,000
Funding Uses	**-**	**-**	**-**	**3,000,000**	**-**	**3,000,000**
Land Purch & Development Addtl	-	-	-	3,000,000	-	3,000,000

Technology Enhancements

DEPARTMENT
School CIP

PROJECT TYPE
Technology

FUNCTIONAL AREA
Education

LOCATION
All schools

PROJECT DESCRIPTION
Technology enhancements include upgrading switches and wireless infrastructure as well as the purchase of devices for teachers. The upgrade of switches will replace existing switches that have exceeded their useful life. The upgrade of wireless infrastructure is necessary due to the increasing instructional devices and use. The purchase of laptops for teachers is included in FY22 (Year 2) and FY23 (Year 3). In addition to the new initiatives, ongoing technology equipment replacement and bandwidth for the existing network is included in this project.

USEFUL LIFE
5 years

TIMETABLE
Computers and related hardware to be purchased annually.

OPERATING IMPACT
Increased operational costs are not anticipated.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Funding Sources	**1,200,000**	**1,615,000**	**2,237,000**	**1,140,438**	**5,200,000**	**11,392,438**
Transfer fr GF - FBA Education	-	-	1,000,000	-	4,000,000	5,000,000
Transfer from General Fund	1,200,000	1,615,000	1,237,000	1,140,438	1,200,000	6,392,438
Funding Uses	**1,200,000**	**1,615,000**	**2,237,000**	**1,140,438**	**5,200,000**	**11,392,438**
Information System Equip Addtl	1,200,000	1,615,000	2,237,000	1,140,438	5,200,000	11,392,438

This page intentionally left blank.

Budget Directives

In September, County department and agency heads are required to submit operating and Capital Improvements Program (CIP) budgets in accordance with the following guidelines:

1. Operating Budget

a) Provide a line item budget request. Detailed information will be required for line items as defined by the Budget Division. Such detail may include, for example, listing all memberships, dues, continuing education, professional service contracts and maintenance contracts.

b) Provide documentation for any requests for additional personnel or position changes, including detailed operating and capital costs incurred as a result of the additional personnel or position changes. An organizational chart may be required depending on the type of request.

c) Departments charged with assessing or collecting revenue (tax, service fee, grant, etc.) provide a recommended budget for that revenue, including the impact of any recommended fee or rate changes.

2. Capital Improvements Program Budget

a) Submit justification and description of any capital projects that qualify for the CIP, complete with an analysis of impact on the operating budget for the following five years.

b) Provide documentation of any non-local funding (e.g. debt proceeds, grants, etc.) to be used to fund the capital project.

3. Five-Year General Fund Financial Plan

a) Submit justification and description of any requested service level change, additional personnel, position changes, or capital items for the following five fiscal years.

b) Provide documentation of any non-local funding for the Service Level Plan.

Finance & Management Services Policies

1. General Provisions

1-1 Adoption and Application of Policies

The Hanover County Financial Policies (Policies) set forth in this document supersede all previous Financial Policies. These Policies have been approved by the County Administrator and adopted by the Board of Supervisors of Hanover County (County), and shall apply to all County funds and School funds except the School Activity Funds as defined by the Department of Education. Other funds identified by action of the Board of Supervisors may be included in the coverage of these policies.

1-2 Purpose of Policies

A. Accounting: This policy addresses the accounting methods and other related requirements to be used by all covered funds.

B. Audit: This policy provides guidance on the selection of an independent accounting firm to provide opinions and/or reports on the County's financial statements, internal control over financial reporting and compliance with federal and State laws, regulations, contracts and grants. The role of the County's Internal Auditor is defined in this policy.

C. Budget: This policy prescribes procedures and requirements of the budget formulation process, including the adoption of the Five-Year Financial Plan and the Capital Improvements Program (CIP).This budget policy also prescribes procedures and requirements of the budget management process.

D. Debt: This policy establishes the debt issuance and post-issuance compliance guidelines.

E. Deposit and Investment Policy: The Treasurer of Hanover County has established a Detailed Deposit and Investment Policy. The Board of Supervisors has adopted the Detailed Deposit and Investment Policy as a joint policy between the County and the Treasurer. The Detailed Deposit and Investment Policy is subject to amendment by the Treasurer.

F. Fund Balance and Net Position Policy: This policy establishes guidelines for the appropriate fund balance and net position levels needed to maintain positive financial position.

G. Purchasing Policy: This policy is adopted to guide the County in obtaining high quality goods and services at reasonable cost, in conducting all procurement procedures in a fair and impartial manner with avoidance of any impropriety or appearance of impropriety. The policy provides access to the County's public business for all qualified vendors, and promotes efficient procurement practices among all County departments. The statutes governing the procurement of goods and services from nongovernmental sources are contained in the Virginia Public Procurement Act (*VPPA*) (*Code of Virginia*, § 2.2-4300 et seq.) and Hanover County Code Chapter 2, Article IV.

H. Revenue Policy: This policy establishes measures to maintain control over all revenues (including federal, state and private grants and cooperative agreements), to ensure strong fiscal management. This includes control over revenue budgeting and forecasting, reconciliations, accounts receivable management, compliance with grant awards, regulations and cooperative agreements and general oversight over the various revenues the County collects.

I. Travel and Business Expense Policy: This Policy establishes authority for payment and reimbursement of certain travel and business expenses incurred for County purposes by officials, employees and volunteers. Oversight of the department travel budgets is vested in the department heads, or Chair of the Board of Supervisors, respectively. County business for the purpose of this Policy includes conferences, seminars, workshops, hearings, educational programs, conventions and meetings and other activities which are directly related to or associated with the business of the County, and which provide a substantial benefit to the County.

1-3 Internal Controls

All aspects of accounting and financial reporting shall be subject to proper controls with standard controls documented and followed by all departments.

1-4 Delegation of Authority

The County Board of Supervisors delegates the responsibility for financial and contractual activities and reporting to the County Administrator subject to the limitations and terms included in this policy. In all cases, reference to a County or other official in this policy shall be deemed to include designees of the official. The County Administrator and School Superintendent may designate the Director of Finance and Management Services to be responsible for the financial and contractual reporting functions.

1-5 Ethics

All Hanover County employees are expected to represent the County and to carry out their work with professionalism at all times. Each employee shall demonstrate the County's standards of ethical conduct as referenced in the Human Resources Policy. The Hanover County Ethics Standards are intended to complement, not replace, all professional codes of ethics. Employees must be aware of and abide by their respective professional values and requirements.

Finance Department staff and all County employees engaged in financial and contractual activities and reporting should be generally familiar with the applicable provisions of the Government Finance Officers Association Code of Professional Ethics and the County Ethics Policy.

A. Purchasing staff and all County employees having official responsibility for a procurement transaction are subject to and should be generally familiar with the provisions of the *VPPA* relative to Ethics in Public Contracting, Article 6 (*Code of*

Virginia, § 2.2-4367 et seq.). As used here, "Official Responsibility" means administrative or operating authority, whether intermediate or final, to initiate, approve, disapprove or otherwise affect a procurement transaction, or any claim resulting therefrom.

B. No official or employee shall have a personal interest in a transaction or contract if such interest is prohibited by the *State and Local Government Conflict of Interests Act* (*Code of Virginia*, § 2.2-3100 et seq.). The County Administrator shall endeavor to provide appropriate information regarding these prohibitions to employees and affected volunteers.

1-6 Compliance

Department heads and School Cost Center Managers shall take necessary and prompt action to insure compliance with these Policies within their respective departments.

1-7 Amendment of Policies

These rules may be changed or amended by resolution of the Board of Supervisors.

1-8 Availability of Policies

The Financial Policies shall be maintained by the Director of Finance Management and Services and an electronic copy shall be maintained on the County's website.

2. Accounting Policy

2-1 Financial Statements

A. All activities for which generally accepted accounting principles (GAAP) consider the County to be financially accountable are incorporated into the audited financial statements to form the reporting entity.

B. The year-end financial statements shall be formulated based upon GAAP and the Comprehensive Annual Financial Report (CAFR) shall be prepared at the conclusion of the County audit to meet Government Finance Officer Association (GFOA) guidelines for the Certificate of Achievement for Excellence in Financial Reporting.

C. Interim and year-end financial reports shall be presented to the Board of Supervisors (the Board) for each fiscal year.

2-2 Fund Accounting

A. Accounts are organized on the basis of funds, each of which is considered to be a separate accounting entity. Board approval is required for the establishment of any new CAFR reporting entity fund that requires an appropriation. The County Administrator authorizes all other funds.

B. Appropriate accruals of revenues and expenditures will be in accordance with GAAP.

Finance & Management Services Policies

2-3 Capital Assets

A. Tangible capital assets shall be recorded when the unit cost is greater than $5,000, the useful life exceeds five years, and the expenditure meets the GAAP definition of land, building, improvements to building, infrastructure, equipment or other relevant tangible fixed asset class. Intangible assets over $25,000 in value acquired in fiscal year 2010 and future years shall be capitalized when they meet the GAAP definition of a capitalizable intangible asset.

2-4 Donation Acceptance

A. The County Administrator is authorized to accept personal property, monetary and in-kind donations with an estimated value up to $50,000.

B. Authorization by the Board of Supervisors is required for acceptance of personal property, monetary and in-kind donations with an estimated value greater than $50,000 and all donations of real property, other than those dedications and conveyances that are made as part of the land development process.

2-5 Authorization of Disbursements and Transfers

A. All checks, bank transfers, and disbursements to a non-County account generated by the County and Treasurer's Office shall contain dual signatures with one signature representing an authorized signature of the County and the other signature representing an authorized signature of the Treasurer's Office.

B. All disbursements of funds shall have proper supporting documentation, approval of a department authorized signer, and be filed in a manner to provide the proper audit trail to such disbursement.

C. State tax and fee collections that are administered by the Treasurer’s Office are recorded in a separate Commonwealth fund. The Treasurer’s transfer of State tax and fee collections to the Commonwealth requires dual signatures, but does not require authorization of both the Treasurer and County.

2-6 Petty Cash

Petty cash funds shall be created and maintained in order to provide timely payment or reimbursement for proper expenses that do not exceed the transaction amount established by the Accounting Regulations.

2-7 Record Retention

All records shall be retained, and when required, disposed of in accordance with the Virginia Public Records Act and related schedules.

2-8 Accounting System

Unless otherwise approved by the Board, common accounting systems shall be utilized by all covered funds, for all payroll, general ledger, cash receipts, cash disbursements, and other accounting transactions.

Finance & Management Services Policies

3. Audit Policy

3-1 External Auditors

A. External auditors will be selected to perform annual audits through a request for proposal (RFP) procurement as required by the Virginia Public Procurement Act.

B. Proposals will be reviewed by a selection committee appointed by the County Administrator or his designee. The selection committee's recommendation will be presented to the Finance Committee prior to final selection of the external auditor.

C. As part of their duties, external auditors will:

(i) Be responsible for the timely issuance of any and all required opinions, internal control and compliance reports and management letters related to the audit of the financial statements, supplemental and statistical schedules, comparative report transmittal forms and any required State or Federal reports.

3-2 Internal Audit

A. The use of an internal auditor is intended to enhance and protect organizational value by providing risk based and objective assurance, evidence and insight throughout the County to foster and improve organizational processes and operations.

B. The Internal Audit Department will:

(i) Administer a telephone hotline for reporting of fraud, waste and abuse.

(ii) Develop an Internal Audit Plan annually and submit that plan to the Finance Committee for approval.

(iii) Work with appropriate County staff to help determine the scope of work of external auditors for the purpose of providing optimal audit coverage to the County. In addition, the internal auditor may contract with external auditors for annual and as-needed audit services.

(iv) Conduct audits in accordance with Government Auditing Standards and maintain audit documentation in compliance with applicable privacy standards.

(v) Ensure the actions of employees comply with the County's policies, regulations, procedures and applicable laws and regulations.

C. The Internal Audit Department shall have access to all the County's functions, records, property and personnel and, further, County employees shall not impede the Internal Audit Department's staff ability to access all necessary documentation and information.

D. Pursuant to Hanover County ordinance 09-33 and to conform with Va Code §§ 2.2-3705.3(7) and 15.2-2511.2, the Internal Audit Department is established and the

Director of Internal Audit appointed by the Board of Supervisors. The Internal Audit Director reports functionally to the Finance Committee of the Board of Supervisors and reports administratively to the County Administrator or designee.

4. Budget Policy

4-1 Budget Guidelines

A. The annual budget shall:

(i) Be prepared, considered, adopted and executed in accordance with the Code of Virginia.

(ii) Be balanced with estimated revenues, including the use of fund balance, meeting planned expenditures.

(iii) Reflect best budgeting practices and adhere to the County's mission statement, long-range strategic plans and current initiatives.

(iv) Be adopted in accordance with GAAP for governmental and fiduciary funds. Proprietary fund budgets shall be adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds (i.e., payment of debt principal is budgeted while depreciation is not budgeted).

(v) Appropriate Reserve for Contingencies in the General Fund at an amount equal to at least 0.5% of the General Fund budget, net of transfers to the Capital Improvements Fund.

(vi) Be accompanied by a Five-Year Capital Improvement Plan and Five-Year General Fund Financial Plan.

B. All budget data in the CAFR represents the original adopted budget and the final amended budget (sum of adopted budget, reappropriation and budget transfers or supplements).

4-2 Budget Calendar

A. The following guidelines will be used in establishing the annual budget calendar and shall be established as part of the Board of Supervisors' meeting schedule:

(i) The proposed operating budget, Five-Year Capital Improvements Program, and Five-Year General Fund Financial Plan will be presented to the Board of Supervisors by the fourth Wednesday in February.

(ii) Any informational budget sessions and workshops will be held between presentation of the proposed budget and adoption of the budget, with special meetings held by the Board if necessary.

(iii) The budget shall be adopted in accordance with applicable state imposed deadlines.

B. The Board of Supervisors shall hold a public hearing on the budget, Capital Improvements Program, Five-Year General Fund Financial Plan, ordinance changes and personal property tax rates no later than the second Wednesday in April. Unless the Board of Supervisors decides otherwise, a separate public hearing on the real estate property tax rate, if applicable, shall be held on the same date.

C. If additional time is needed for (i) the formulation of the Superintendent's preliminary budget, (ii) action to be taken by the School Board relative to their budget request, (iii) preparation or review of the County Administrator's proposed budget, or (iv) review and adoption of the budget by the Board of Supervisors,, the budget calendar can be extended upon approval of the Board of Supervisors, provided the budget is adopted in a timely manner as required by the Code of Virginia.

4-3 Five-Year Capital Improvements Program

A. The Capital Improvements Program is a five-year plan for capital and capital-related expenditures and a plan to fund those expenditures. Qualifying expenditures include:

(i) Facilities, equipment and vehicles with a unit cost greater than $50,000; and

(ii) Purchases for multiple departments that are generally:

a) Managed by a single department or agency; or,

b) Are more than $50,000 annually in aggregate.

B. At least 10% of the total five-year general government portion of the Capital Improvements Program shall be funded by non-debt sources (e.g., General Fund and grants) over the five-year period.

C. The Planning Commission shall review land use and growth related projects in the County Administrator's proposed Five-Year Capital Improvements Program and provide a recommendation on the Program to the Board of Supervisors.

D. In addition to compliance with section 4-3.A above, the Hanover County Public Schools portion of the Capital Improvement Program shall be in accordance with the School Board policies regarding capital improvements including facility planning and design.

E. Public Utilities shall develop a Capital Improvements Program in accordance with section 4-3.A above. The program shall further the functional operation of the water and wastewater system and be funded by the users of the system.

4-4 Five-Year General Fund Financial Plan

A. Financial plans enable the funds subject to such plans to be managed to maintain financial stability over the long term by identifying current trends and future

challenges; identifying the most appropriate mix of funding sources; analyzing debt options and timing to minimize borrowing costs; encouraging strong fiscal and operational management; and encouraging consistency and financial integrity.

B. The Five-Year General Fund Financial Plan shall:

(i) Be balanced and identify major budget assumptions, including the anticipated collection of revenues, use of fund balance, expenditures, future operating costs of capital improvements and proposed changes in service levels and fees;

(ii) Describe proposed service levels and the means to finance such service levels over the five-year period;

(iii) Fund general governmental projects with General Fund revenues in accordance with Policy 4-3 B. (i.e., "pay as you go funding");

(iv) Maintain compliance with debt and fund balance polices for each year of the Plan; and

4-5 Budget Adoption

A. The Budget, Capital Improvements Plan and Five-Year General Fund Financial Plan shall be considered for adoption by the Board of Supervisors.

B. The Budget shall be legally enacted through adoption and appropriation resolutions for all fund types with the resolution appropriating budget amounts by fund.

C. County staff shall ensure that the proposal, consideration and adoption of the budget complies with applicable statutes regarding appropriations, public notices, ordinance changes, requests for bond referenda and any other legal restrictions imposed upon localities.

D. The budget adoption resolutions shall include approval for the reappropriation of encumbered balances.

E. The budget adoption resolutions shall include approval for the reappropriation of unencumbered Capital Improvements Program balances at fiscal year-end.

F. Related ordinance changes and other budgetary issues requiring Board of Supervisors' approval shall be presented to the Board for consideration with the budget adoption resolutions.

G. The adopted budget document shall be made available to the public, submitted to the Virginia Auditor of Public Accounts and forwarded to the Government Finance Officers Association for the Distinguished Budget Presentation Awards program within 90 days of budget adoption.

Finance & Management Services Policies

4-6 Budget Amendments

A. All budget amendments that increase the County's total appropriated budget shall require approval of the Board of Supervisors.

B. Public hearings and associated notice for budget amendments will shall be conducted in accordance with applicable statutes.

C. For purposes of determining the approval authority required for budget amendments:

(i) Definitions:

a) "Personnel" is defined as salaries and benefits;

b) "Operating" is defined as all expenditures not in the personnel or capital category;

c) "Capital" is defined as the Capital Improvements Program as well as capital line items within other funds; and

d) "Debt" is defined as principal, interest, issuance costs and other associated debt service related expenses.

D. For purposes of this section, transfer authority for budget amendments applies across all funds directed by each respective Board – the Board of Supervisors (County funds) or the School Board (School funds).

E. The Board shall have approval authority for budget transfers in the following categories and amounts. Any transfers within the County Administrator or School Superintendent's authority may be delegated as referenced in the Finance and Management Services Regulations.

(i) Transfers of **Reserve for Contingencies** to shall be approved as follows:

a) $25,000 or less per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

b) More than $25,000 per topic or issue – the Board of Supervisors (County funds) or the School Board (School funds).

(ii) Transfers involving the **Reserve for Revenue** appropriation shall be approved as follows:

a) $50,000 or less per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

b) More than $50,000 per topic or issue – the Board of Supervisors (County funds) or the School Board (School funds).

(iii) Revenue transfers shall be approved under the authority of the County Administrator.

(iv) Budget amendments that **do not move across categories** shall be approved in the following manner:

a) Personnel, Capital and Debt Categories: All amendments – County Administrator (County funds) or the School Superintendent (School funds).

b) Operating Category:

a) $75,000 or less per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

b) More than $75,000 per topic or issue – the Board of Supervisors (County funds) or the School Board (School funds).

(v) Transfers that cross categories shall be approved in the following manner:

a) $75,000 or less per topic or issue – County Administrator (County funds) or the School Superintendent (School funds).

b) More than $75,000 per topic or issue – the Board of Supervisors (County funds) or the School Board (School funds).

4-7 Reappropriation of Balances

A. The County Administrator shall submit a proposed budget amendment for reappropriation of unencumbered operating balances to the Board of Supervisors.

B. A review of the Capital Improvements Program shall be conducted at year end to determine the necessity for reappropriated funds. Those which are determined to be unnecessary will be transferred to other uses, as determined by the County Administrator.

C. Except for those balances reappropriated by the Board, appropriations lapse on June 30.

5. Debt Policy

5-1 Issuance Guidelines

A. The County will not use short-term borrowing to finance operating needs.

B. The maturity of any debt will not exceed the expected useful life of the project(s) for which the debt is issued.

C. Debt ratios for general governmental debt:

(i) Debt as a percentage of taxable assessed value will not exceed 2.5%.

(ii) The debt per capita will not exceed a ratio of $2,500 as of June 30, 2019, growing annually at 2%.

(iii) Debt service as a percentage of general (non-capital) governmental expenditures will not exceed 10%. General (non-capital) governmental expenditures includes the General Fund, Debt Service Fund, School Board Operating Fund, Cafeteria Fund and Economic Development Authority Fund.

(iv) Debt divided by per capita income will not exceed a ratio of $5,000.

For purposes of these debt ratios, contingent obligations of the General Fund extending beyond the current fiscal year incurred subject to annual appropriation (i.e., Support Agreement debt and Moral Obligation bonds) shall be treated on a par with general obligation debt and will be included in the calculation of debt ratio limits. Indebtedness of business type funds are not included in the calculations.

D. At least 25% of total debt (General Fund obligations as defined in 5-1;C;iv) will be repaid within 5 years and at least 50% of total debt within 10 years.

E. Variable rate debt will be limited to 10% of total outstanding debt.

F. Debt coverage ratios for all Proprietary Fund debt shall be in compliance with all debt covenants and all debt coverage ratios shall meet or exceed minimum legally required thresholds.

G. The issuance of debt require approval and appropriation of the proceeds by the Board.

H. In order to seek timely access to market conditions, proposals for refunding and refinancings can be solicited with County Administrator's authorization noting that Board approval is still needed for any issuance of debt.

5-2 Post-Issuance Compliance

A. The County Administrator or his designee shall oversee post-issuance activities to ensure compliance with federal guidelines and other legal and regulatory requirements.

B. Post-issuance compliance responsibilities include:

(i) Tracking that proceeds of a debt issuance are spent on qualified tax-exempt debt purposes;

(ii) Maintaining detailed records of all expenditures and investments related to debt funds;

(iii) Ensuring that projects financed are used in a manner consistent with the legal requirements;

(iv) Timely reporting of necessary disclosure information and other required filings; and

(v) Monitoring compliance with applicable arbitrage rules and performing required rebate calculations in a timely manner.

6. Deposit and Investment Policy

6-1 Deposit and Investment Objectives

A. This Deposit and Investment Policy applies to the investment activities of Hanover County, except for investments of the Retiree Medical Benefits Trust.

B. All investable balances shall 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 under circumstances prevailing at that time.

C. Safety - the safeguarding of principal shall be the foremost objective of the investment program by mitigating credit risk and interest rate risk with all other objectives subordinated to the attainment of this objective.

D. 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.

E. Yield - the investment portfolio shall be managed with the objective of obtaining no worse than a fair value rate of return over the course of budgetary and economic cycles, taking into account the above objectives and the cash flows of the County.

6-2 Allowable Investments

A. All investments shall be in compliance at all times with provisions of the Code of Virginia and the Treasurer's Detailed Deposit and Investment Policy.

6-3 Prohibited Securities

A. The following securities shall be expressly prohibited, unless specifically approved in writing by the Treasurer:

(i) Derivative products that include any of the following characteristics: high price volatility, illiquid markets, products that are not market tested, highly leveraged products, products requiring a high degree of sophistication to manage, or products that are difficult to value.

(ii) Reverse repurchase agreements (repos).

6-4 County and Treasurer Internal Controls

A. The County and Treasurer shall maintain a system of internal controls which shall be documented and reviewed with internal and independent auditors and meet

the requirements of the Government Accounting Standards Board and other applicable regulators.

B. These controls shall be designed to provide reasonable assurance of loss prevention due to fraud, error, misrepresentation, unanticipated market changes or imprudent actions.

C. There shall be a separation of transaction authority from accounting and record keeping with all transaction activity properly documented in the Treasurer's cash receipts system and bank reconciliations to the general ledger performed monthly.

D. Treasurer and County officials involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions.

E. The Treasurer shall annually update the Board of Supervisors and at least quarterly update the County Administrator on securities held, maturities, investment returns, unrealized gains (loses), comparisons to established benchmarks, market conditions and prevailing investment philosophy.

F. Bank transfers.

(i) Dual authorizations representing the County and the Treasurer shall be in compliance with the Accounting Policy for all transfers that move County funds from a County account to a non-county account (e.g., debt service payments).

(ii) In addition, the Treasurer's Office will have dual processing procedures requiring two people to conduct transfers with County bank accounts.

(iii) All financial institutions used by the County will have written instructions regarding County authorizations for wire transfers, restrictions on accounts funds can be wired and other procedures that will mitigate unauthorized movement of funds (e.g., call-back to independent person, written confirmations, etc.).

7. Fund Balance and Net Position Policy

7-1 All Funds

A. Financial statement presentation of fund balances and net position shall comply with Governmental Accounting Standards Board (GASB) standards.

B. Fund balance shall be displayed in the following GASB-defined classifications depicting the relative strength of the spending constraints placed on the purposes for which resources can be used:

(i) *Nonspendable fund balance* – amounts that are not in a spendable form, such as inventory, or are required to be maintained intact.

(ii) *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.

(iii) *Committed fund balance* – amounts constrained to specific purposes by the Board (its highest level of decision-making authority). To be reported as committed, amounts cannot be used for any other purpose unless the Board takes the same (highest-level) action to remove or change the constraint.

(iv) *Assigned fund balance* – amounts a government intends to use for a specific purpose, including budgeted use of prior year fund balance.

(v) *Unassigned fund balance* – amounts that are available for any purpose. These amounts are reported only in the General Fund, unless otherwise required by GASB standards.

7-2 Committed Fund Balances

A. In accordance with GASB criteria, unless otherwise established by Board policy, the Board shall pass a resolution to establish any desired committed fund balances for specific purposes. As required by GASB, such policy or resolution shall be established prior to the fiscal year-end, but the amount of such committed fund balances may be determined subsequent to the fiscal year end.

7-3 Assigned Fund Balances (permitted by GASB and applicable to all County Governmental Funds)

A. General Fund

(i) GASB standards define assigned fund balance as any amounts that are intended to be used for specific purposes that do not meet the criteria to be classified as restricted or committed.

B. Special Revenue Funds and Capital Projects Funds

(i) By reporting particular amounts that are not restricted or committed in a special revenue or capital projects fund, the County has assigned those amounts to the purposes of the respective funds.

C. All Governmental Funds

(i) The Board has determined that the establishment of assigned fund balances, including the intent, specific purpose, and amounts may be made by the County Administrator for all County governmental funds, although any expenditure of assigned fund balances is subject to prior legal appropriation by the Board.

(ii) The County Administrator shall provide a summary to the Finance Committee of any specific assigned fund balances, including their purposes and amounts, prior to their establishment. In accordance with GASB standards, any fiscal year-end assigned fund balances shall be established prior to issuance of the annual CAFR.

7-4 Unassigned Fund Balance

A. General Fund

(i) The unassigned fund balance is the residual classification for the General Fund and represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes with the General Fund. The General Fund should be the only fund that reports a positive unassigned fund balance amount.

(ii) The unassigned fund balance is established to protect against 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, and to meet desired unassigned fund balance targets.

(iii) Unassigned fund balance shall be at least equal to 10% of the General Fund's total revenues as measured during the annual budget adoption process as total budgeted revenues, net of any budgeted uses of fund balance, and as measured at fiscal year-end as actual revenues recognized in accordance with generally accepted accounting principles over the preceding fiscal year. A target unassigned fund balance is determined by the requirements of the Fund Balance Regulations.

(iv) If there is a shortfall in the General Fund unassigned fund balance beneath the 10% minimum fund balance percent, the County Administrator shall approve a plan to achieve the minimum within three fiscal years.

(v) If there is a shortfall in the General Fund unassigned fund balance beneath the target established by the Fund Balance Regulations, the goal of the next Five-Year Financial Plan shall be to attain the target.

B. Special Revenue Funds and Capital Projects Funds

(i) For governmental funds such as Special Revenue and Capital Projects Funds, if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance.

(ii) It is the goal of the County that funds do not maintain a negative unassigned fund balance. The County Administrator shall approve a plan

to eliminate any negative unassigned fund balance within three fiscal years.

7-5 Unrestricted Net Position

A. Unrestricted net position is reflected in entity-wide financial statements for governmental and business-type activities under the primary government and for the component units.

B. Business-type Activities and Proprietary Funds

(i) Business-type activities and proprietary funds do not reflect fund balance accounting, but instead report net positions, in accordance with GASB standards.

8. Purchasing Policy

8-1 Administration of Procurement Functions

A. Purpose and Applicability: Rules governing contract awards shall be established in advance of the competition, specifications shall reflect the procurement needs of the County rather than being drawn to favor a particular vendor, and the County and the vendor shall freely exchange information concerning what is sought to be procured and what is offered. In addition, surplus property is to be disposed of on a competitive basis whenever practicable.

B. General Authority: The County reserves the right to accept, reject or cancel any or all solicitations or parts thereof, to waive informalities, and to reissue solicitations. The County also reserves the right to award the contract as it deems shall best serve its interests. It further reserves the right to award the contract on a lump sum basis, individual item basis, or such combination as shall best serve the interests of the County. This may include multiple awards if provided for in the solicitation.

C. Specific Authority: Procurement authority for functions governed by the Virginia Public Procurement Act shall be delegated to the County Administrator pursuant to *Code of Virginia*, § 2.2-4302. The County Administrator may delegate authority for those functions to other officials or employees.

D. Award of Term Contracts: For purposes of this Policy, the authorization required for award of term contracts shall be determined by the estimated value of the initial term plus all available renewals.

E. Negotiation with Lowest Bidder in certain instances: Unless all bids are cancelled or rejected, the County reserves the right granted by Section 2.2-4318 of the Code of Virginia to negotiate with the lowest responsive, responsible Bidder to obtain a contract price within the funds available to the County whenever such low bid exceeds the County's available funds. For the purpose of determining when such negotiations may take place, the term "available funds" shall mean those funds which were budgeted by the County for this contract prior to the issuance of the

written Invitation for Bids. Negotiations with the low Bidder may include both modifications of the bid price and the Scope of Work/Specifications to be performed. The County shall initiate such negotiations by written notice to the lowest responsive, responsible Bidder that its bid exceeds the available funds and that the County wishes to negotiate a lower contract price. The times, places, and manner of negotiating shall be agreed to by the County and the lowest responsive, responsible Bidder.

8-2 Nondiscrimination

A. The County does not discriminate in the solicitation or award of contracts because of race, religion, color, sex, national origin, age, disability, status as a service disabled veteran, or any other basis prohibited by state law relating to discrimination in employment (*Code of Virginia*, § 2.2-4310A). The County shall prominently display a nondiscrimination statement in all invitations to bid, requests for proposals, contracts, and purchase orders indicating that the County does not discriminate against faith-based organizations (*Code of Virginia*, § 2.2-4343.1D).

B. Competitive solicitations, or notices of the issuance thereof, shall be sent to small businesses and businesses owned by women, minorities, and service disabled veterans (*Code of Virginia*, § 2.2-4310B).

9. Revenue Policy

9-1 Diversification of Revenues

A. The County shall strive to maintain a diverse yet stable revenue base as a means to shelter the County from fluctuating economic environments.

B. Tax and fee rates are based on the County's cost of services.

9-2 Establishment and Modification of Fees

A. Fees will be calculated based on appropriate cost of service delivery.

B. Fees will be reviewed and updated based on criteria defined in the Revenue Regulations.

C. In operation of the water and wastewater systems, Public Utilities shall:

(i) Establish user and capacity-fee rates to ensure long-term viability of the water and wastewater system.

(ii) Allocate the costs associated with providing water and wastewater service between service types and ensure that these costs are uniform for similar types and classes of customers. As appropriate, the Department shall establish separate rates for each service type.

(iii) Establish capacity fees and user fees using a generally accepted methodology that includes analysis of revenue requirements, cost of services, rate design and rate implementation impact.

9-3 Accounts Receivable Collection

A. Bad Debt Expense

The determination of the need for an allowance for doubtful accounts shall be based upon accepted business practices and accounting standards.

9-4 Federal, State and Private Grants and Cooperative Agreements

A. The purpose of this policy is to:

(i) Ensure proper oversight of all funds appropriated to the County from federal, state and local governments, non-profit agencies, and private sources;

(ii) Minimize the County's risk of non-compliance with the requirements of grant awards, regulations and cooperative agreements;

(iii) Ensure proper fiscal administration, accounting, audit and reporting of all grants and cooperative agreements.

(iv) Ensure proper program management of all grants and cooperative agreements.

B. Applicability

(i) This policy and related Revenue Regulations apply to all grant and cooperative agreement applications prepared or submitted by County departments and Constitutional Officers to agencies outside the County government for funds, materials, or equipment to be received or administered by the County or by an agency for which the County acts as fiscal agent, including any grant or cooperative agreement funds or items passed through to a sub-recipient.

C. Responsibility

(i) Responsibility for the overall fiscal management of all County grants and cooperative agreements shall reside in the Department of Finance and Management Services.

(ii) Department program managers and the Schools Assistant Superintendent of Business and Operations are responsible for grants relevant to their specific area.

10. Travel and Business Expense Policy

10-1 Allowable Expenses

A. Expenses incurred for County purposes for travel and business by employees, officials or volunteers may be paid or reimbursed in accordance with requirements established by the Internal Revenue Service for an accountable plan in which those

amounts are not subject to income taxation, and in compliance with this Policy and related Regulations approved by the County Administrator.

B. With the exception of travel for the purpose of promoting County economic development, meals and incidental per diem expense for travel shall not exceed the federal per diem rate established for the destination locality by the Internal Revenue Service. Payment or reimbursement of expenses for travel for the purpose of promoting economic development shall be in the amount of actual documented reasonable costs. The mileage reimbursement rate shall equal that established by the Internal Revenue Service.

C. Allowable expenses for lodging, public transportation and business expenses shall be the actual costs provided they are reasonable.

D. This Policy shall be administered so as to provide for the most cost effective travel and business activity for the benefit of the County. Expenses may be paid or reimbursed only when they are reasonable and necessary for the conduct of County business, within amounts appropriated by the Board of Supervisors, properly documented and approved by the appropriate authority.

E. The County Administrator shall interpret and administer this Policy and shall prescribe Regulations implementing this Policy and describing additional detailed requirements.

10-2 County Procurement Cards and Other Methods of Payment

Expenses paid by use of County procurement cards and other methods shall be subject to the same limits and standards of documentation as reimbursed expenses.

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

FY21 BUDGET ADOPTION

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the County of Hanover's FY21 Budget as presented by the County Administrator to the Board of Supervisors on February 12, 2020, with the amendments presented May 6, 2020, including the following funds and amounts, and the detail included in the FY21 Budget document filed with the Board papers:

General Fund	266,698,661
Schools Operating Fund	193,877,503
Food Services Fund	7,604,475
School Improvements Fund	13,000,000
County Improvements Fund	15,404,123
Debt Service Fund	18,811,920
Economic Development Authority	87,295
Public Utilities Fund	32,071,466
Public Utilities CIP Fund	9,335,313
Airport Fund	572,206
Airport CIP Fund	2,950,000
Self-Insurance Fund	48,012,900
Lewistown Commerce Center CDA Fund	1,762,000
Bell Creek CDA Fund	157,000

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt, by resolution, the County Administrator's Proposed Budget presented on February 12, 2020, with the proposed amendments as presented on May 6, 2020, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

FY21 BUDGET APPROPRIATION

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby appropriate the funds detailed in the County of Hanover's adopted FY21 budget in the same funds and amounts included in the budget adoption resolution approved May 6, 2020. *(A complete copy of the FY21 Budget is filed with the Board's papers.)*

BE IT FURTHER RESOLVED that all encumbered funds outstanding on June 30, 2020, both operating and capital, and all funds designated for capital improvements, shall be reappropriated for the 2021 fiscal year, to the same department and account for which they were appropriated for fiscal year 2020. At the close of the fiscal year, all unencumbered appropriations lapse for budget items other than capital improvements. This reappropriation action applies to all appropriations for the Capital Improvements Program outstanding on June 30, 2020, and to all encumbered appropriations in the FY20 budget.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to appropriate, by resolution, the funds included in the adopted FY21 Budget by fund category as reflected in the budget adoption resolution, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

2020 TAX RATES

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the following taxes for calendar year 2020:

Real Property Tax Rate	$0.81	per $100 of assessed valuation
Personal Property Tax Rate	$3.57	per $100 of assessed valuation
Qualifying Volunteer Fire and Rescue Vehicle Personal Property Tax Rate	$1.78	per $100 of assessed valuation
Qualifying Disabled Veterans Vehicle Personal Property Tax Rate	$1.78	per $100 of assessed valuation
Machinery and Tools Tax Rate	$3.57	per $100 of assessed valuation
Aircraft Personal Property Tax Rate	$0.50	per $100 of assessed valuation
Merchants' Capital Tax Rate	$1.90	per $100 of assessed valuation
Mobile Home Tax Rate	$0.81	per $100 of assessed valuation
Generating Equipment Tax Rate	$0.81	per $100 of assessed valuation
Hanover County Recycling Service District Tax Rate	$32.00	per residential lot in Service District
Atlee Manor Sewer Service District Tax Rate	$780.00	per residential lot in Service District

On motion of Mr. Davis, seconded by Ms. Prichard, the members of the Hanover County Board of Supervisors voted to adopt, by resolution, the property tax rates and fees for calendar year 2020, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

WHEREAS, the County Administrator has prepared and recommended a Five-Year Capital Improvements Program to the Board of Supervisors and that Program is included in the Board papers; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the Five-Year Capital Improvements Program for FY21 – FY25 as presented by the County Administrator on February 12, 2020, with amendments presented on May 6, 2020, including the following categories and amounts:

Summary by Function	Total
Public Utilities	109,644,873
Education	85,775,000
Public Works	48,709,611
Public Safety	22,898,000
Parks, Recreation & Cultural	435,000
General Government	9,340,000
Airport	10,279,250
Nondepartmental	3,500,000
Human Services	580,000
Judicial Administration	1,265,000
Total Five-Year CIP	**$ 292,426,734**

A complete copy of the adopted FY21 – FY25 Capital Improvements Program is in the Board papers.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt, by resolution, the County Administrator's Proposed Five-Year Capital Improvements Program for FY21 – FY25 as presented on February 12, 2020, with the proposed amendments as presented on May 6, 2020 as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

FIVE-YEAR GENERAL FUND FINANCIAL PLAN

BE IT RESOLVED that the Board of Supervisors of Hanover County does hereby adopt the Five-Year General Fund Financial Plan for FY21 – FY25 as presented by the County Administrator on February 12, 2020, with amendments presented on May 6, 2020. *(A complete copy of the Five-Year General Fund Financial Plan is included in the Board papers).*

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt, by resolution, the County Administrator's Proposed Five-Year General Fund Financial Plan for FY21 – FY25 as presented on February 12, 2020, with the proposed amendments as presented on May 6, 2020 as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF HANOVER, VIRGINIA DECLARING ITS INTENTION TO REIMBURSE THE COST OF CERTAIN EXPENDITURES IN THE MAXIMUM PRINCIPAL AMOUNT OF $10,000,000

WHEREAS, the Hanover County School Board (the "School Board") has made or will make expenditures (the "Expenditures") in connection with capital projects for school purposes. The expenditures for the school improvements including, without limitation, renovations, repairs and upgrades, (the "School Projects"), are being made from the School Improvements Fund; and

WHEREAS, the County may determine that the funds advanced and to be advanced to pay the Expenditures for the Projects will be reimbursed to the County or School Board from the proceeds of tax-exempt obligations (the "Indebtedness") issued by or on behalf of the County; and

WHEREAS, as of the date hereof, there are no funds of the School Board that are, or are reasonably expected to be, allocated on a long-term basis or reserved to finance that portion of the Projects that is to be financed with the Indebtedness;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF HANOVER, VIRGINIA (THE "BOARD"):

1. The Board hereby adopts this declaration of official intent under Treasury Regulations Section 1.150-2 and declares that the County intends to reimburse itself or the School Board, as appropriate, with the proceeds of Indebtedness for Expenditures made on, after or within sixty (60) days prior to the date hereof with respect to the Projects. Further, Expenditures made more than sixty (60) days prior to the date hereof may be reimbursed as to certain *de minimis* or preliminary expenditures described in Treasury Regulations Section 1.150-2(f) and as to other expenditures permitted under applicable Treasury Regulations.

2. The maximum principal amount of Indebtedness expected to be issued by the County in Fiscal Year 2021 for the Projects is $10,000,000.

3. This Resolution shall take effect immediately upon its adoption.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt the Debt Reimbursement Resolution associated with the FY21 budget as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

ORDINANCE 20-01

AN ORDINANCE AMENDING HANOVER COUNTY SOLID WASTE DISPOSAL FEES PURSUANT TO TITLE 15.2, CHAPTER 9 OF THE CODE OF VIRGINIA AND INCLUDING SPECIFICALLY VA. CODE 15.2-928(A)(vi), PROPOSED TO BE EFFECTIVE JULY 1, 2020

WHEREAS Title 15.2, Subtitle II, Chapter 9, Article 2, Section 15.2-927 of the Code of Virginia and following sections authorize the Board of Supervisors to regulate disposal of solid waste, to provide and operate solid waste management facilities, and to charge and collect fees for services provided at those facilities;

WHEREAS the Department of Public Works has reviewed the cost for solid waste disposal services, and the cost for certain services has increased, but the fees for solid waste disposal have remained the same since October 2003;

WHEREAS the Department of Public Works has recommended increases in certain fees and changes to the fee structure, and the Board of Supervisors approves of these changes;

NOW, THEREFORE, be it resolved by the Hanover County Board of Supervisors that the following fees shall be applicable to disposal of solid waste at the Route 301 Transfer Station, to be charged to users in accordance with requirements of the Hanover County Code, subject to the stated exceptions.

1. Fees Applicable to all users at the Route 301 Transfer Station, with the exceptions noted in paragraph 2:

   Tipping Fee: $50.00 per ton except as detailed below
   Tires:
   Tire diameter no larger than 32 inches .....$2.25 each plus tipping fee
   Tire diameter larger than 32 inches, but not
   exceeding 44 inches .....$9.00 each plus tipping fee
   (no tires over 44 inches)
   Bulk .....$140.00 per ton

   Refrigerant-containing appliances from
   non-residential sources .....$15.00 each plus tipping fee

   Mattresses or inner coil spring mattresses from
   non-residential sources .....$15.00 each plus tipping fee
   (Does not include box springs or foundation mattress that can be readily crushed, e.g. wood framed)

   E-waste:
   CRT (cathode-ray tube) monitor or television.....$28.00 each
   Projection television .....$23.00 each
   LCD (liquid-crystal display) monitor or television.....$14.00 each
   Electronic printers .....$5.00 each

Oversized logs (4 inches to 12 inches).....$50.00 per ton

Commercial solid waste and yard waste .....$50.00 per ton

Construction and demolition waste .....$50.00 per ton
(residential and commercial)

Residential solid waste and yard waste (self-hauled) .....no charge

2. Exceptions:

A. Residents may register one oversized personal vehicle and establish a user account authorizing disposal of 4,000 pounds of residential refuse from one generation point per year (January 1 - December 31). The holder of an approved account shall provide verification of the generation point and nature of the refuse for each use of the Route 301 Transfer Station. No more than one vehicle may be registered for any generation point. Tonnage above the 4,000 pound limit will be billed to the user at the normal rate per ton.

B. There shall be no charge for disposal of four or fewer tires per day, from one residential source, provided that the tire diameter size is no larger than 32 inches.

C. There shall be no charge for waste generated from current season farming operations providing food chain crops (crops grown for human consumption, tobacco, and crops grown for pasture and forage or feed for animals whose products are consumed by humans), when delivered in accordance with Regulations of the Department of Public Works. Waste from commercial nurseries is not included in this exception.

D. There shall be no charge for residential waste generated and disposed pursuant to a permit, effective for a two-year period, issued by the Director of Public Works, pursuant to Chapter 18 of the Hanover County Code, to a non-resident providing assistance to a disabled or incapacitated resident.

E. There shall be no charge for residential waste generated and disposed of pursuant to an annual permit issued by the Director of Public Works to a part-time resident, allowing 24 visits to the convenience centers during the period of the permit.

F. The Department of Public Works may issue temporary 4-visit passes in the case of new residents, home clean out following the death of family member, or other similar circumstances.

G. During an emergency, the Director may amend the permitted brush size at designated convenience center(s) and the Route 301 Transfer Station, to permit residential generated and hauled limbs and logs 6 feet with a diameter up to 12 inches.

H. For periodic volunteer litter clean ups, charity events and home restoration/ winterization activities, tipping fees may be waived by the Director through a permit.

3. There is no charge for self-hauled residential solid waste and yard waste at the convenience centers.

4. The foregoing fees shall be effective July 1, 2020.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt Ordinance No. 20-01 amending the fees at the Convenience Center, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

ORDINANCE 20-03

AN ORDINANCE TO AMEND THE HANOVER COUNTY ZONING AND SUBDIVISION SCHEDULE OF FEES, PURSUANT TO SECTIONS 15.2-2241 AND 15.2-2286 OF THE CODE OF VIRGINIA, BY INCREASING THE FEE FOR A ZONING COMPLIANCE LETTER FROM A FLAT FEE OF $25 TO A FLAT FEE OF $75.

BE IT ORDAINED BY THE BOARD OF SUPERVISORS OF HANOVER COUNTY:

1. That the following portion of the Hanover County Zoning and Subdivision Schedule of Fees is amended to read as follows:

HANOVER COUNTY ZONING AND SUBDIVISION FEE SCHEDULE

Request:	**Current Fee:**	**New Fee:**
Zoning Compliance Letter	$25	$75

2. That the remainder of the Hanover County Zoning and Subdivision Fee Schedule, last modified by the Board of Supervisors in Ordinance 15-03, shall remain in effect.
3. That the provisions of this ordinance shall be effective July 1, 2020.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt Ordinance No. 20-03 amending the fee for a zoning compliance letter, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION ON PROPOSED CHANGES TO

WATER AND SEWER RATES

WHEREAS the Director of the Department of Public Utilities performed the annual review of the costs to provide water and sewer utility service and recommended, as part of a sound fiscal policy, that utility rates and capacity fees be slightly increased as of July 1, 2020; and

WHEREAS these proposed increases were discussed with the Board of Supervisors in February 2020, and the Board authorized that Ordinance 20-04, which would have adopted such rate and fee increases, be advertised along with the County's proposed budget, and the Board of Supervisors held a public hearing on the proposed changes; and

WHEREAS circumstances have changed since the proposed rate and fee increases were originally discussed, and the COVID-19 global pandemic has severely impacted the local economy and significantly impacted water and sewer ratepayers; and

WHEREAS the Board of Supervisors has determined that adopting such rate and fee increases would no longer be prudent;

NOW, THEREFORE, BE IT RESOLVED that, in light of the widespread impacts of the COVID-19 pandemic, including the Declaration of a Local Emergency, the Hanover County Board of Supervisors has decided to make no changes to Hanover County water and sewer utility fees and rates at this time and, therefore, is taking no action on Ordinance 20-04.

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt this resolution acknowledging no increases in Public Utility fees or rates for FY21, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Budget Resolutions

HANOVER COUNTY BOARD OF SUPERVISORS

RESOLUTION

RECLASSIFICATION OF SCHOOL RESOURCE OFFICER

WHEREAS the support of the Hanover County Public Schools and the Hanover County Sheriff's Office continues to among the highest priorities of the Board of Supervisors; and

WHEREAS the Board of Supervisors has ensured that adequate funding has been in place for the Hanover County Public Schools and the Hanover County Sheriff's Office even when the State has failed to maintain its share of funding for local services; and

WHEREAS in June 2003 the Board of Supervisors took a number of steps to ensure that there was a locally-funded school resource officer at each of the County's high schools and middle schools, including the creation of an additional classification in the County's Pay and Classification Plan for school resource officers, the reclassification of then-existing positions to the newly-created school resource officer position, and for the different treatment of these officers than other positions in the Hanover County Sheriff's Office; and

WHEREAS since 2003 the Hanover County Sheriff's Office has expanded the use of deputies in the County's schools, including the assignment of staff at elementary schools and other Schools' facilities; and

WHEREAS to ensure that the Hanover County Sheriff has the maximum flexibility to assign staff at the schools and, when school is not in session or facilities are not open, to perform other law enforcement duties, the school resource officer position within the County's Pay and Classification Plan is no longer needed to ensure that the Hanover County Sheriff's Office can assign sworn officers at the County's schools; and

WHEREAS the reclassification of these positions will not affect the funding levels set by the Board of Supervisors for the Hanover County Sheriff's Office;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby eliminate the classification of School Resource Officer in the County's Pay and Classification Plan; and

BE IT FURTHER RESOLVED that the current position of School Resource Officer shall be reclassified as Deputy Sheriff and that, like all positions in the Hanover County Sheriff's Office, these positions shall be hired by, and be under the supervision of, the Hanover County Sheriff.

Budget Resolutions

On motion of Mr. Davis, seconded by Mr. Peterson, the members of the Hanover County Board of Supervisors voted to adopt this resolution reclassifying School Resource Officers to the title of Deputy Sheriff, as follows:

	Vote:
Sean M. Davis	Aye
Susan P. Dibble	Aye
F. Michael Herzberg, IV	Aye
Angela Kelly-Wiecek	Aye
W. Canova Peterson	Aye
Faye O. Prichard	Aye
Aubrey M. Stanley	Aye

Additional References

In addition to the budget document, the following resources relate to County operations and finances:

Auditor of Public Accounts (APA) Reports

These are reports prepared by the State's APA and are reviews of State-related agencies (Clerk of the Circuit Court, Sheriff, etc.). These reports are made available to the public when published by the APA.
http://www.apa.virginia.gov/APA_Reports/Reports.aspx

Comparative Report of Local Government

This document is prepared by Finance and Management Services and reviewed by the County's independent auditors. The County's report enables the State to prepare an overall report which compares each locality's revenues and expenditures by department and category. The County's report is made available to the public in December and the State's report is usually available in March for the prior fiscal year.
http://www.apa.virginia.gov/APA_Reports/LG_ComparativeReports.aspx

Comprehensive Annual Financial Report (CAFR)

This document is a detailed presentation of the County's financial statements as of June 30 of each fiscal year. This report is prepared by Finance and Management Services and audited by the County's independent auditors in accordance with generally accepted auditing standards and as required under State law. The report is available to the public in November of each fiscal year.
https://www.hanovercounty.gov/283/Comprehensive-Annual-Financial-Report

Comprehensive Plan

This document is prepared by Planning and is Hanover's statement of goals, objectives and plans for the future. The plan consists of an inventory and analysis of past trends and development, as well as an analysis of existing conditions and a statement of goals and objectives for the future. This plan was adopted in 1972 and has been updated at least every five years since 1982.
https://www.hanovercounty.gov/199/Comprehensive-Plan

Financial Statements

Finance and Management Services prepares interim and year-end financial statements, which are generally available to the public in February for the six months ended December 31; May for the nine months ended March 31; August for the preliminary year-end report and November for the audited financial statements.

Hanover County Public Schools Budget

The proposed budget is the School Board's request submitted to the County for consideration. The adopted budget is the annual financial plan as adopted by the School Board. Included in this are the following items: the Superintendent's message, missions and goals, budget summary, detailed budget, summary of positions by job title, enrollment history and forecast, all fees for services and appendices.
http://hcps.us/departments/business_operations

Additional References

Official Statements

These documents are issued in conjunction with the issuance of lease revenue or general obligation bonds and give a detailed description of the bonds as well as economic and financial information of the County. These documents are prepared by Finance and Management Services and the County Attorney's Office with assistance from bond counsel, financial advisors and underwriters. These statements are available to the public at the time of each bond sale.
https://emma.msrb.org/

Vendor Payments Report

The information included in this report is extracted from the County's financial system and only includes Hanover County government payments. All vendor payments are included with the exception of confidential, private or protected information. The Vendor Payment Report is unaudited and for informational purposes only.
https://www.hanovercounty.gov/891/Vendor-Payment-Reports

Resumes of Certain County Officials

Cecil R. Harris, Jr. was appointed **County Administrator** in November 2004. Prior to that appointment, he had served as Deputy County Administrator since July 1998 and as Assistant County Administrator for Finance and Administration since July 1994. Mr. Harris was also the Director of Finance and Administration from 1991 to 1994, Acting Assistant County Administrator from 1990 to 1991, Director of Finance from 1987 to 1990 and Assistant Director of Finance from 1984 to 1987. Prior to his employment with the County, Mr. Harris was employed as a controller at E.M. Todd from 1983 to 1984 and as a staff accountant with KPMG Peat Marwick from 1982 to 1983. Mr. Harris received his Bachelor of Science in Accounting from the University of Richmond in 1980 and became a Certified Public Accountant (CPA) in 1982. Mr. Harris is a member of the American Institute of Certified Public Accountants (AICPA) and serves on the Greater Richmond Convention Center Authority (GRCCA) and the Greater Richmond Partnership (GRP). He is an International City/County Management Association Credentialed Manager (ICMA-CM) and is on the Board of Directors of the Virginia Risk Sharing Association (VRSA) and the Virginia Resources Authority (VRA).

Frank W. Harksen, Jr. was appointed **Deputy County Administrator** in March 2011. Mr. Harksen was hired by the County in 1999 as the Public Utilities Director and remained in that position until his appointment as Deputy County Administrator. Prior to his employment with the County, Mr. Harksen was Acting Director of the City of Richmond's Department of Public Utilities. He is a Past President of the Virginia Association of Municipal Wastewater Agencies and a member of that organization's Board of Directors. He serves on the Water Utility Committee for the Virginia section of the American Water Works Association and is President of the Virginia Nutrient Credit Exchange Association, an organization that helps wastewater treatment plant owners comply with regulations designed to protect the Chesapeake Bay. He is also an International City/County Management Association Credentialed Manager (ICMA-CM). Mr. Harksen graduated from Virginia Tech with a B.S. degree in Engineering, Electrical Technology.

Kathleen T. Seay was appointed **Deputy County Administrator** in October 2016. Prior to this appointment, Mrs. Seay served as Director of Finance and Management Services since 2010, being responsible for the department's Budget, Accounting and Purchasing Divisions. She served as Hanover County's first Director of Internal Audit from 2001-2010. Prior to being hired by Hanover County, she had been a Vice President and Nationwide Audit Manager at Bank of America. Mrs. Seay is a Past President of the Virginia Government Finance Officers Association (VGFOA) and has also served as a member of the Committee on Economic Development and Capital Planning for the national GFOA. She serves on the Greater Richmond Convention Center Authority (GRCCA) Finance Committee and the VRS Defined Contribution Plan Advisory Committee. She served on the State Wireless E-911 Services Board and is a member of the 2018 class of Leadership Metro Richmond. Mrs. Seay is a graduate of the University of Richmond, where she received a B.S. in Finance with a minor in Economics. She is an International City/County Management Association Credentialed Manager (ICMA-CM), a Certified Public Accountant (CPA) and a Certified Information Systems Auditor (CISA).

James P. Taylor was appointed **Deputy County Administrator** in February 2013. Prior to this appointment, Mr. Taylor served in a similar role as Assistant County Administrator since 2008 and previously served as Director of Human Resources from 2000 to 2008. Mr. Taylor had previously been employed by St. Joseph's Villa, Central Fidelity Bank, Capital One and Retreat Hospital. He received a Bachelor of Arts degree in Government from the College of William and Mary and received his Master of Public Administration degree from Virginia Commonwealth University in 1996. He has completed

the Senior Executive Institute and Leadership Metro Richmond. He is a member of the Virginia Local Government Management Association, International City/County Management Association (ICMA), Virginia Association of Local Human Services Officials and the International Public Management Association for Human Resources.

Dennis A. Walter was appointed **County Attorney** in May 2019. Prior to his appointment, Mr. Walter served in the County Attorney's Office from 2001 through 2014 as an Assistant County Attorney, and from 2014 to 2019 as a Deputy County Attorney. Before working at the Hanover County Attorney's Office, Mr. Walter was an Assistant Corporation Counsel with the New York City Law Department from 1996 to 1999, and was a Staff Attorney with the Virginia Division of Legislative Services from 1999 to 2001. Mr. Walter received his Bachelor of Arts from Providence College in 1993 and his law degree from the St. John's University School of Law in 1996. Mr. Walter was admitted to the Virginia State Bar in 2000.

Glossary

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Appropriation: A legal authorization of the Board of Supervisors to incur obligations and to make expenditures for specific purposes.

Assessed Valuation: The valuation set upon real estate and certain personal property as a basis for levying property taxes.

Asset: Resources owned or held by a government that have monetary value.

Assigned Fund Balance: Amounts a government intends to use for a specific purpose, including budgeted use of prior year fund balance.

Balanced Budget: A balanced budget is a budget with total expenditures equal to total revenues, including use of fund balance.

Basis of Budgeting: Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, modified accrual or cash.

Bond: A long-term promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond – General Obligation: This type of bond is backed by the full faith, credit and taxing power of the government.

Bond – Revenue: This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Bond Rating: An evaluation performed by an independent rating service of the credit quality of bonds issued. Ratings are intended to measure the probability of timely repayment of principal and interest on municipal securities.

Bond Refinancing: The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget: A plan of financial activity for a specific period of time indicating planned revenues and expenses for the budget period.

Budget Amendment: An adjustment to the original adopted budget. Examples include transferring funding from one department to another or from an existing capital project to a new capital project; providing supplemental funding to a fund or department; or establishing a new capital project. Amendments that increase the total appropriated budget require approval of the Board of Supervisors.

Budget Calendar: The schedule of key dates that a government follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Fixed assets that have a value of $5,000 or more and a useful economic life of more than five years; or, assets of any value if the nature of the item is such that it must be controlled as a fixed asset for custody purposes.

Capital Improvements: Major construction, acquisition or renovation activities that add value to a government's physical assets or significantly increase their useful life; assets greater than $50,000 that have a useful life of several years.

Capital Improvements Fund: A type of governmental fund that accounts for financial resources used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

Capital Improvements Program (CIP): A plan for capital improvements to be incurred each year over a five-year period in order to meet capital needs arising from the government's long-term needs.

Capital Outlay: An expenditure category that includes capital assets greater than $5,000 per unit cost that do not qualify for the Capital Improvements Program (equipment, vehicles, etc.).

Cash Basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Comprehensive Plan: A document that is prepared by Planning and is Hanover's statement of goals, objectives and plans for the future. (For more information, see Additional References).

Glossary

Comprehensive Annual Financial Report (CAFR): This is a detailed document of the County's financial statements as of June 30 of each fiscal year. (For more information, see Additional References).

Constitutional Officers: Refers to the officers or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer).

Contingency: An appropriated budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services: An expenditure classification that includes services acquired from outside sources (i.e. private vendors or other governmental entities); examples include maintenance agreements and professional consulting services.

Debt Service: An expenditure category that includes the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Department: The basic organizational unit of government that is functionally unique in its delivery of service.

Depreciation: The decrease in the value of a capital asset over the service life of the capital asset attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement: The expenditure of monies from an account.

Distinguished Budget Presentation Award: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare a budget document that meets program criteria as a policy document, an operations guide, a financial plan and communication device.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund: A type of proprietary fund that provides services that are financed and operated similarly to those of a private business.

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred, whether paid or unpaid, on operations, maintenance, interest or other charges presumed to benefit the current fiscal period.

Fiduciary Fund Type: Fiduciary funds are used to report resources that are received and held by the County in a trustee or custodial capacity for the benefit of individuals, private organizations or other governments and cannot be used to support the locality's programs.

Fiscal Year: A 12-month financial operating period designated by an organization for accounting and budgeting purposes. The County's fiscal year begins July 1 and ends June 30.

Fringe Benefits: Contributions made by the County for non-wage compensation provided to employees. Examples include Social Security, retirement, health insurance and life insurance.

FTE (Full-time Equivalent): A measure of authorized staff positions, including full-time and part-time benefited employees. An FTE of 1.0 is a full-time position. For Hanover County, benefits begin at a full-time equivalent status of 0.5.

Functional Area: A group of related departments aimed at accomplishing a major service or regulatory program for which a government is responsible. Examples include community development, public safety and human services.

Fund: A fiscal entity with revenues and expenditures that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance: The difference between assets and liabilities in a governmental fund.

Fund Type: A classification of funds that are similar in purpose and character.

GAAP (Generally Accepted Accounting Principles): Uniform minimum standards for financial accounting and recording.

GASB (Governmental Accounting Standards Board): The authoritative accounting and financial reporting standards-setting body for state and local governments.

Glossary

General Fund: The chief operating fund of the County. This fund accounts for most traditional local government programs such as general government, public safety and public works.

General Property Taxes: Revenue from taxes levied on property located in or owned by the residents and businesses of Hanover County, such as real and personal property.

GFOA (Government Finance Officers Association of the United States and Canada): The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

Grants: A contribution by a government or other organization to support a particular function.

Governmental Fund Type: Funds generally used to account for tax-supported activities. Most of the County's governmental functions are accounted for in governmental funds. These funds are appropriated by the Board of Supervisors.

Infrastructure: The physical assets of a government such as roads, sewers and parks.

Intergovernmental Revenue: Funds received from Federal, State or other local governments in the form of grants, shared revenues or payments in lieu of taxes.

Internal Service Fund: A type of proprietary fund used to account for the costs of operations for services provided to other County departments.

Levy: To impose taxes for the support of government activities.

Line Item Budget: A budget that specifies the types of expenditures planned for the fiscal year at the detailed operational level.

Long-term Debt: Money borrowed through financing mechanisms, such as bonds. The payment of principal and interest on borrowed money is through the Debt Service Fund.

Modified Accrual Basis: A basis of accounting in which revenues are recognized when measurable and available and expenditures generally are recorded when a liability is incurred.

Objective: A specific and measurable goal that is achievable within a specific period.

Obligation: An amount that a government may be legally required to meet out of its resources, including liabilities and encumbrances not yet paid.

Operating: An expenditure category that includes the cost for services, materials and supplies required in normal business operations.

Operating Budget: Plans of expenditures and the means to finance them. Contains appropriations for such expenditures as salaries & fringe benefits, supplies, training, services, repair & maintenance and capital outlay for various departments.

Operating Impact: The effect a capital improvement project will have on the department's operating budget. Impacts may include an increase or decrease in salaries & fringe benefits, operating and/or capital outlay. Operating impacts to the General Fund are reflected in the Five-Year General Fund Financial Plan.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance: A piece of legislation enacted by a municipal authority.

Personal Property: A category of property, other than real estate, identified for purposes of taxation. It includes resident owned items, corporate property and business equipment. Examples of personal property include automobiles, motorcycles, trailers, boats, aircraft, business furnishings and manufacturing equipment.

Proffers: Cash or property offered by developers to the County in land development projects.

Property Tax Rate: The dollar amount applied to the assessed value of various categories of property used to calculate the amount of taxes to be collected. The tax rate is usually expressed as an amount per $100 of assessed valuation.

Proprietary Fund Type: Proprietary funds account for a government's business-type activities. The services provided in these funds are intended to recover all or a significant portion of their costs through user fees. Proprietary funds include enterprise and internal service funds.

Glossary

Real Property: Real estate, including land and improvements (buildings, fencing and paving), classified for purposes of tax assessment.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year, or to earmark revenues for a specific future purpose.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: The total amount available for appropriation including estimated revenues, fund transfers and beginning balances.

Revenue: A source of income that provides an increase in net financial resources and is used to fund expenditures. Budgeted revenue is categorized by its source, such as taxes, fees, bonds, investment income, federal and state grants or other financing sources.

Salaries & Fringe Benefits: An expenditure category for employee compensation, including salaries, wages, overtime and fringe benefits.

Service Level: Services or products that comprise actual or expected output of a given program. The focus of service levels is on results, not measures of workload.

Service Level Plan (SLP): A plan for increasing efficiencies and enhancing services provided to the citizens within each department's budget in the Five-Year General Fund Financial Plan.

Special Revenue Fund: A type of governmental fund used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

Tax Levy: Charges imposed by a locality to support government activities.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unassigned Fund Balance: Fund balance that is available for any purpose. This amount is reported only in the General Fund.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

User Fees: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Vision, Mission and Values Statements: The purpose and direction of the organization, created in order to remain focused on those activities appropriate and critical for local government.

VPSA (Virginia Public School Authority): Created by the General Assembly in 1962 for the purpose of supplementing the existing method of capital programs for public schools.

VRS (Virginia Retirement System): The retirement program that the County is statutorily required to participate in, which is overseen by the General Assembly who has the authority to set the rates.

Abbreviations

General Abbreviations

Addtl: Additional

ALS: Advanced Life Support

BOS: Board of Supervisors

CAFR: Comprehensive Annual Financial Report

CDA: Community Development Authority

CIP: Capital Improvements Program

CSA: Children's Services Act

CSB: Community Services Board

EDA: Economic Development Authority

EMS: Emergency Medical Services

FAA: Federal Aviation Administration

FBA: Fund Balance Assignment

FT: Full-time

FTE: Full-time Equivalent

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GF: General Fund

GFOA: Government Finance Officers Association of the United States and Canada

GIS: Geographic Information System

GRCCA: Greater Richmond Convention Center Authority

HCPS: Hanover County Public Schools

IT: Information Technology

Mgmt: Management

PT: Part-time

PYB: Prior Year's Balance

RAFT: Recovery Acceptance Friendship Teamwork

Rec: Recreation

Rehab: Rehabilitation

Repl: Replacement

RFP: Request for Proposal

SLP: Service Level Plan

VDOT: Virginia Department of Transportation

VPSA: Virginia Public School Authority

VRS: Virginia Retirement System

Public Utilities Abbreviations

AWWTP: Ashland Wastewater Treatment Plant

BWWPS: Beaverdam Wastewater Pump Station

CHSTP: Courthouse Sewage Treatment Plant

DWTP: Doswell Water Treatment Plant

DWWTP: Doswell Wastewater Treatment Plant

EQ: Equalization

FMP: Facilities Master Plan

MCWWPS: Mechumps Creek Wastewater Pump Station

MG: Million gallon

MGD: Million gallons per day

PLC: Programmable Logic Controller

PS: Pump Station

RAS: Return Activated Sludge

SCADA: Supervisory Control and Data Acquisition

SG: Switch Gear

STP: Sewage Treatment Plant

TWWTP: Totopotomoy Wastewater Treatment Plant

U/G: Underground

VFD: Variable Frequency Drive

W/L: Waterline

WST: Water Storage Tank

WTP: Water Treatment Plant

WWPS: Wastewater Pump Station

WWTP: Wastewater Treatment Plant