
COUNTY OF SPOTSYLVANIA



MEMORANDUM

April 25, 2017

To: Board of Supervisors

From: Mark Taylor, County Administrator

Subject: Requested CBRC Information

Per the request of Supervisor Yakabouski, please find attached the provided resumes for the current CBRC members.

Additionally, please see CBRC reports from the February 14, 2017 and March 16, 2017 BOS meetings.

Below is the link to the CBRC minutes which are posted on the Spotsylvania County website:

<http://www.spotsylvania.va.us/content/27452/29112/default.aspx>

Should you have any further questions, please contact County Administration.

Kathryn R. Dennis
7506 Chancellor Rd.
Fredericksburg, VA 22407
540.786.6453
krdennis@comcast.net

Work Experience:

1991-2013 Teacher, Stafford High School and the Commonwealth Governors School
Subjects Taught: AP chemistry, chemistry, physics, and DE biology

2013-2016 Substitute Teacher, Stafford High School

Education:

BS University of Mary Washington (Majors: biology and chemistry)

Personal:

Resident of Spotsylvania County for over 40 years.

Owner and operator of Redfield Farm, an equestrian facility.

Married to Charles (Chuck) Dennis.

Organizations:

Greater Fredericksburg Kennel Club (Past Board of Governors)

Virginia Arabian Horse Association (Past President and Board of Directors)

Special Horses (Board of Directors) 501c3 that raises money for horse rescues.

Volunteer in Police Service Spotsylvania County Sheriff's Office

TIMOTHY JOHN BRYNER

SUMMARY OF QUALIFICATIONS

July 2000 to Present Spotsylvania County Sheriff's Office
Hired as Deputy Sheriff (Patrol), promoted to Detective in 2002, promoted to Sergeant in July 2006, promoted to First Sergeant in April 2010.

- Presently, I am a First Sergeant over the Traffic Services Unit where I supervise one Sergeant, nine Deputies, and two Parking Enforcement Officers. In this position I have administered the Highway Safety grants. I have also been a First Sergeant over a day shift and a midnight shift patrol squad. Before that, I was the Sergeant over a day shift patrol squad. In that position I, along with my First Sergeant, supervised a squad of Patrol Deputies. When I was first promoted to Sergeant I was assigned to the School Services Unit. There, along with my First Sergeant, I supervised the School Resource Officers and DARE Officers. I was also assigned to a middle school as a School Resource Officer during this time. While I was a Detective, I investigated everything from misdemeanors to homicide. When I was a Patrol Deputy, I primarily answered calls for service, served warrants, and enforced traffic laws.

December 1998 to July 2000 Warsaw Town Police
Patrol Officer

- My primary responsibilities involved traffic enforcement, answering calls for service, patrol. I also worked some investigations and special events.

December 1997 to December 1998 Goochland Co. Sheriff's Office
Deputy Sheriff

- My primary responsibilities in this position were patrol, answering calls, court security, serving papers, prisoner transport.

July 1997 to December 1997 Richmond Co. Sheriff's Office
Auxiliary Deputy Sheriff

- I was brought on in this position primarily to be sent through the academy to get my DCJS Law Enforcement Basic certification. I did assist deputies some with patrol and calls for service but was primarily in the academy.

June 1997 to December 1997 Warsaw Town Police
Auxiliary Police Officer

- My primary responsibilities involved assisting police officers with calls, events, and patrol. I was brought on in this position in conjunction with my Auxiliary Deputy Sheriff position with the Richmond County Sheriff's Office. I primarily attended the academy during this time.

EDUCATION

- | | |
|---|--|
| August 1993 to May 1997 | Mary Washington College
(University of Mary Washington) |
| <ul style="list-style-type: none">▪ <i>Bachelor of Arts – Political Science</i>
I graduated Cum Laude. | |
| September 1997 to December 1997 | Rappahannock Regional
Criminal Justice Academy |
| <ul style="list-style-type: none">▪ <i>Law Enforcement Certification</i>
Obtained Law Enforcement Basic certification as part of the
Law Enforcement Officer Basic #50 class. | |
| January 2010 to May 2014 | University of Mary Washington |
| <ul style="list-style-type: none">▪ <i>Master of Business Administration</i>
Inducted into Sigma Beta Delta | |

REFERENCES

Available Upon Request.

AWARDS RECEIVED

I am an Eagle Scout.

I have received Life Saving Awards while employed at Spotsylvania County Sheriff's Office.

I am the H.E.A.T Coordinator for the Spotsylvania County Sheriff's Office. During my tenure as coordinator, the Spotsylvania County Sheriff's Office has received awards from this program.

JEREMIAH J. HANSEN

10600 Redbird Lane, Spotsylvania, VA 22553
Cell 540-760-8912 • jeremiah.hansen@comcast.net

EDUCATION

B.S. Aerospace Engineering, 2001

Virginia Polytechnic Institute and State University, Blacksburg, VA

Professional Development

- Continuum Mechanics Graduate Level Course
- Fluid Dynamics and Aerodynamics Graduate Level Course
- Exploring Leadership Program for Young Professionals

PROFESSIONAL SKILLS & EXPERIENCE

Aerospace Engineer, U.S. Navy, Naval Surface Warfare Center – Dahlgren (NSWC-DD) Jul 2007 to Present

Aerospace Engineer in Sensors Development branch working on performance assessment of radar systems in Ballistic Missile Defense (BMD) roles.

System Design Engineer, AT&T Government Solutions (AT&T GSI)

Nov 2005 to Jul 2007

Research and Design engineer for AT&T GSI. Information Technology (IT) research involving non-linearity (chaos) in networks and network protocols. Performed orbital simulations and analysis for radar fence replacement program. Supported government agency with innovative applications of existing technology to resolve problems and improve efficiency.

Systems Engineer, Northrop Grumman, Dahlgren, VA

Jul 2001 to Nov 2005

Systems Engineer supported two engineering programs: Aegis Combat Training System (ACTS) Test and Evaluation (T&E) and next generation destroyer DD(X) Modeling and Simulation (M&S).

PATENTS, PAPERS AND AWARDS

Patents

- U.S. Patent Number 8,037,612, "Handheld Tactical Knife," co-inventor

Papers and Presentations:

- "Enabling Exploration Through Automated Manufacture," SPESIF, 2011 (Paper and Presentation)
- "Potential Benefit of Distributed Sensors for Ballistic Missile Defense," National Fire Control Symposium, coauthored in 2010 (Paper and Presentation)
- "Curie Montgolfiere Planetary Explorers," Space Technology and Applications International Forum (STAIF) Conference, coauthored in 2007 (Paper and Presentation)
- "Proposed Experiment to Simulate Gravity using Diamagnetism," STAIF, 2006 (Presentation only)
- "Concept for Space Technology Advancement," STAIF, 2005 (Paper and Presentation)

MENTORING ACTIVITIES

- Volunteer coach for flag football for kids 5 – 10
- Volunteer coach for local church baseball league for kids 4 – 13
 - Each coaching position allows me to help develop the character and skills of the children entrusted into my care
- Elder of Agnus Dei Lutheran Church

Lisa A Phelps

(540) 322-7166

Lisa Phelps has volunteered for various groups. Previously served on the Spotsylvania Parent Advisory Team for Spotsylvania County Schools from 2013-2016, and the Spotsylvania County School Budget Committee 2014-2015 along with being the fundraising chairperson of the PTO at Spotswood Elementary School for 2 years. Mrs. Phelps has been a member of the Spotsylvania County Special Education Advisory Committee since 2013. In 2014, Mrs. Phelps was the Commonwealth of Virginia District Chairperson raising funds and awareness for the Conquer Chiari non-profit organization that is dedicated to improving the experiences and outcomes of Chiari Malformation and Syringomyelia patients through education, awareness, and research.

Lisa has been married for 15 years to Scott Phelps who is a United States Navy veteran; they have two sons who attend Spotsylvania County Schools.

SHAWN DAVIS

PHONE: 540-424-3316

SDAVIS5442@AOL.COM

SECRET SECURITY CLEARANCE

QUALIFICATION SUMMARY

- *24 years military and officer experience in DoD Acquisition and Aviation Maintenance.*
- *Joint Program Operation Manager: multiple contracts with budgets totaling \$500 million.*
- *Lead USMC representative to the US Army and US Marine Corps Brigade and Below Joint Working Group executing migration to a single Blue Force tracking capability between the services.*

- | | |
|---|-------------------------------------|
| •Concept Definition & Mission Requirements Analysis | •Risk Analysis & Management |
| •System Hierarchy & Specification Tree Development | •Technical Performance Management |
| •Functional Analysis & Systems Integration | •Performance Verification (V&V) |
| •Requirements Flowdown and Allocation | •Integrated Logistics Support (ILS) |
| •Configuration Management & Trade Studies | •Logistics Analysis & Engineering |
| •Configuration Definition & Management | •Modification Management |

PROGRAM/TECHNICAL MANAGER

4/2010-9/2013

QINETIQ-NA

- Served as the Acquisition Analyst and Risk Manager for Systems Planning Engineering and Evaluation Device (SPEED) and the Networking On-The-Move (NOTM) programs. In support of both programs assisted in developing and reviewing PowerPoint slides for both Programs reviews, and Information Technology Acquisition process and milestones. Reviewed and updated Capability Production documents (CPD), Capabilities Development Documents (CDD), Statements of Work (SOW), Acquisition Strategy documents, and other program documents in support of 37 different activities nationwide. Creating program schedules; tracked program status; evaluated technical and operational alternatives; performed risk assessments; managed integrated project teams; analyzed and developed improved acquisition source documentation, business policies, plans, methods, and procedures implementing Lean Six Sigma.
- Effective risk management identifying cost, schedule & technical risks into Spend Plans to support PM decisions by providing program schedules and recommendations. Processes enhancing collaboration & coordination between engineering, acquisition, logistics & management. Conduct detailed analyses & provide recommendations as an SME in SE and s/w engineering, systems integration, knowledge management, architectures, IA, CM, Safety, & Risk. Conducted business process development and reviews of SharePoint Administration, DOD project standards and best practices.

PROGRAM MANAGER

ELECTRONIC WARFARE (CREW) SUPPORT TEAM

STAFFORD, VA

- Directed & coordinated program activities, exercised control over personnel responsible for specific functions or phases in accordance with government standards and Statement of work; program planning, budgeting & schedules in accordance with budget allocations. Prepared and reviewed reports/records of activities. Managed sub-contractors program performance.

PROGRAM OPERATIONS MANAGER, SIR ACQUISITION ANALYST, DEPUTY

12/2008- 4/2010

EG&G TECHNICAL SERVICE, INC,

MRAP VEHICLE SUPPORT TEAM BUFFALO

STAFFORD, VA

- Directly supported the Joint Program Manager (JPM) in a fast paced environment of the Mine Resistant Ambush Protected (MRAP) Joint Vehicle Program in relation to Acquisition Categories & Terms (ACAT I) for Major Defense Acquisition

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SECRET SECURITY CLEARANCE

Programs (MDAP). Attended meetings and travel with the JPM as required; advise the JPM; establish effective and ongoing communications and coordination of activities between the JPM and Joint Program Office (JPO) Senior staff across Quantico/Stafford Virginia and Warren Michigan; translate JPM mission objectives and daily issues into results, assigning and tasking JPO resources as required.

- Planned and chair JPM and JPO Senior Staff level meetings. Liaison and support as assigned in all manner of projects to include coordination and reparation for briefings to be delivered to: Senior Marine Corps, Army, Navy, Air Force and Special Operations Command Officials, Assistant Secretary of the Navy Research, Development, & Acquisition and Staff; Under Secretary of Defense Acquisition Technology and Logistics and Staff; Under Secretary of Defense Comptroller and Staff; Secretary of the Navy; Secretary of Defense; Congress; Office of Management & Budget; Government Accountability Office.

SR. ACQUISITION ANALYST, DEPUTY TEAM LEAD

EG&G TECHNICAL SERVICE, INC.

STAFFORD, VA

- Provided MRAPS ACAT III programmatic support in the areas of acquisition and logistics. Created and/or modified acquisition documentation, spreadsheets and program briefs. Provided liaison contract deliverables. Provided program management advice such as strategic planning, analysis, problem solving, scheduling, and recommendations of solutions/approaches.

ACQUISITION TEAM LEAD

5/2008 - 12/2008

EG&G TECHNICAL SERVICE, INC.

STAFFORD, VA

MATERIAL HANDLING AND CONSTRUCTION EQUIPMENT (MHE/CE)

- Supervised contractor support team of acquisition and logistics professionals in the development, implementation and maintenance of program documentation for the procurement, fielding, and sustainment of MHE/CE Technologies i.e. (XMCO, Medium Crawler Tractor (MCT), Tractor Rubber Tired Articulated (TRAM), 621 Wheeled Tractor-Scraper (WTS), 120M Road Grader, All Terrain Crane (ATC), just to name a few of the 31 programs) equipment for Marines in Iraq and Afghanistan supporting Operation Iraq Freedom (OIF) and Escalation of Force (EoF) warfighter missions.
- Overall management responsibility for cost, schedule and performance of the MHE/CE program.
- Daily interface with internal functional support teams and external customers. Lead team in the development, review and coordination of program documentation, briefings, reports, correspondence, contact/contract modifications, technical instructions, technical procedures or related material. Create and maintain master files/schedules related to program history, execution and status for the life of the program (inception to disposal).
- Write, review and approve acquisition program documentation (Marine Corps Single Acquisition Management Plan, Acquisition Program Baseline Agreement, Acquisition Category Designation Letter, Fielding Plans, and Supportability Plans, etc).

COMMUNICATION ENGINEER/LEAD, SAIC

10/2007-05/2008

FROM SCIENCE TO SOLUTIONS

DUMFRIES, VA

- Communications initiatives, including research and development, acquisition and sustainment of tactical networking and switching equipment; tactical radios; wireless broadband, satellite ground communication systems; and cryptographic equipment. Responsible for the production, fielding, life cycle support, sustainment, and enhancement/refresh of programs while prioritizing team efforts to provide material solutions for urgent war fighting requirements resulting from the Global War on Terrorism (GWOT).

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SECRET SECURITY CLEARANCE

- Program management, analytical and financial management, general engineering oversight/support for all Tactical Communications Systems. Planned, organized, directed, and tracked major aspects of the project, including technology, schedule, cost, contract and customer support/satisfaction.

SYSTEMS ENGINEERING TEST LEAD/COORDINATOR

12/2006-10/2007

DEFENSE DIVISION IT SERVICE GROUP, QINTETIQ NORTH AMERICA

STAFFORD, VA

- Provided expert knowledge of system engineering or system engineering management experience, technical interface.
- Coordinated with the Design, Development, Integration, Test and Logistics Support teams.

MAGTF C2 SYSTEM OF SYSTEMS INTEGRATION PROJECT OFFICER

10/2006 - 12/2006

MARINE CORPS SYSTEMS COMMAND, USMC

QUANTICO, VA

- Provided the engineering and analytical subject matter expertise to manage the integration of MC21 programs into a cohesive System of Systems that meets Marine Corps operational and Joint requirements.
- Identified intra/inter PM/PGD/Service & Joint Agency interoperability requirements for MAGTF C2.
- Implemented a process, in collaboration with the MC21 PMs, for the identification and resolution of issues affecting interoperability between programs/systems.
- Established & facilitated Integrated Product Teams (IPTs), comprised of subject matter experts representing the supported PMs, to develop candidate Courses of Action.
- Presented Products Integrated Product Team (IPT) objectives and charters Courses of Action (COAs) and recommendations on the resolution of interoperability issues.

PROJECT MANAGER

2004 - 2006

MARINE CORPS SYSTEMS COMMAND, USMC

QUANTICO, VA

- Strategic and tactical vision/guidance in acquisition and technical development; ensure coordination and cross-group collaboration, support/solve/assist in complex issue resolution, initiate tradeoffs of cost, schedule, and performance to ensure best value.
- Effective sound management principals & adequate resources to implement successful project management for all areas.
- Developed & presented oral and written guidance to Command, Department of Navy, and industry personnel related to acquisition issues.
- Supervised 40+ Marines and civilians (engineers, logisticians, budget analysts) providing direction across all projects; determining modes of motivation, incentives, and inspiration to move to the strategy, goals, and vision of the program office.
- Analyzed & evaluated of the management, technical, budget, administrative, and programmatic aspects of the BFSA project areas including the five subprojects in their various phases.
- Managed Life Cycle and logistics support of several supporting Joint project initiatives and system operations in a combat environment.

DACT PROJECT OFFICER

2003 - 2004

MARINE CORPS SYSTEMS COMMAND, USMC

QUANTICO, VA

- Adapted management expertise such as communications, budget management, project organization, negotiation skills, and team leadership to ensure a successful project.
- Systems demonstration & other supporting testing events such as environmental conditions, transportation testing, and software testing events from August 2004 through September 2004.
- Participated in JWID exercises in order to demonstrate DDACT use in Homeland Security scenarios.
- Managed implementation of an \$8M Engineering Change Proposal.

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SECRET SECURITY CLEARANCE

- Oversaw \$135M in procurement funding spent through the contractor during this tenure.
- Supervised government personnel, military and civilian, and numerous contractor support personnel.
- Managed selection, integration and global fielding of 100 D-DACT systems for all US Marines Corps Combat Operations in Iraqi Freedom.

PROJECT OFFICER

2002 - 2003

MARINE CORPS SYSTEMS COMMAND, C2CE USMC

QUANTICO, VA

- Planned, developed & field military software and hardware within the constraints of budget, schedule and performance.
- Developed preliminary test plans to incorporate multiple software baselines on handheld, ruggedized personal digital assistant (PDA) hardware-C2CE, PFED, imagery software.
- Responsible for military and civilian personnel in managing over \$2 million per year project.

ELECTRICAL SYSTEM ENGINEERING (EE)

2000 - 2002

US NAVAL POSTGRADUATE SCHOOL, USMC

MONTEREY, CA

- Conducted 3 years of thesis research to complete thesis on the advantages of using the AES system relative to steam and hybrid designs.

AIRCRAFT MAINTENANCE OFFICER

1998 -- 2000

MALS- 41. USMC

FORT WORTH, TX

ASSISTANT AIRCRAFT MAINTENANCE OFFICER

1996 -- 1998

HMM 364. USMC

EL TORO, CA

US Navy Aviation Electrician's Mate

1987-1996

VAW-121, NAS AIMD

NORFOLK, VA

TECHNICAL SKILLS

MS Project (Proficient), MS Office (Highly proficient), MATLAB (Proficient), FBCB2-BFT (Proficient), C2PC (Proficient), and C2CE (Highly Proficient)

DEGREES

1994 - Bachelor in Electronic Technology, Norfolk State University, Norfolk, VA 1; GPA: 2.86/4.00

2001 - Completed 52 Credit hours in Masters of Science in Electrical System Engineering (EE).

United States Naval Postgraduate School, Monterey, CA GPA: 3.43/4.00.

NATIONALLY RECOGNIZED PROFESSIONAL CERTIFICATIONS

2007 - Certificate of Completion Electronic Warfare Officer CREW Familiarization,

JIEDDO, Navy Center of Excellence, Indian Head, MD

2006 - DAWIA level III Program Management, part A, Quantico, VA

2005 - Operational Test and Evaluation, MCOTEA, Quantico, VA

2004 - United States Marine Corps - Outstanding Team Member support to the DACT

2004 - Wide Area Workflow Navigation, Quantico, VA

2004 - Military Occupational Specialty 9958 (Acquisition Professional), USMC

2003 - Contracting Officer's Representative, Management Concepts Quantico, VA

SHAWN DAVIS

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SECRET SECURITY CLEARANCE

SPECIALIZED TRAINING

2002 - Contracting Officer Representative Course: Marine Corps Systems Command

AWARDS

Command Vision Excellence Award, Marine Corps Systems Command -- 2004 -Awarded for leadership of contractors and military personnel in acquisition and fielding of FBCB2-BFT on three separate occasions to war fighting forces in Kuwait and Iraq.

COMMUNITY/VOLUNTEER INVOLVEMENT

- **True Faith Community Church - Bishop, Senior Pastor**
- **Fredericksburg Rappahannock Evangelical Alliance (FREA)- Presiding Director**
- **FAILSAFE-ERA, Family and Friends of Incarcerated (FAFMOI) Ministry -Executive Director**
- **Committee Chair Guide Right/Kappa League Program, Kappa Alpha Psi, Fraternity Fredericksburg Alumni Chapter**
- **Ran for Spotsylvania County Salem District, School Board November 3, 2015**
- **Member NAACP Spotsylvania Chapter**
 - **Executive Board**
 - **Rites of Passage**
 - **Teen Summit**
 - **Great Debate**
 - **Unity Day with Local Law Enforcement**

Spotsylvania CBRC Report

Jeremiah Hansen

CBRC Chairman

Feb. 14, 2017

CBRC Report Agenda

- CBRC Approach and Challenges
- Sheriff Department Summary
- Dues and Association Memberships Review
- International Baccalaureate Information
- School Related Notes
- Review of School Accounts Payable information
- CBRC Recommendations

CBRC Approach and Challenges

- **Meetings Challenge: CBRC By-Laws requires 4 individuals for official business**
 - Need a way to conduct official business when membership is less than stipulated 7 members
- **Recommend By-Law change:**
 - Replace the first section of 2.4.4 to read “A quorum of a simple majority with a minimum of three (3) members shall be required to conduct formal business...”
 - Passed by CBRC; By-Laws Article 6 requires Board of Supervisors concurrence to make the change

CBRC Approach and Challenges

- Compiled list of questions to understand items within budgets and submit them
 - Invite for the department representatives for a meeting to help us understand their answers
 - Sheriff Department had a very productive meeting using this approach
 - Fire Department/Rescue questions remain unanswered
 - CBRC wanted to invite to a meeting late last year, but challenges in member availability short circuited the invite
 - School Administration comments have not been answered
 - We have found that the School Administration does not respond
 - Makes it difficult to reduce misunderstandings or understand budget items
 - Does not allow the CBRC to follow its Charter or By-Laws, against the desire of the Supervisors

CBRC Approach and Challenges

- The questions compiled reflected areas we didn't understand or needed clarification
 - Examples would be:
 - How is the Equestrian Unit staffed and maintained?
 - What does this membership provide the county?
 - How is IT equipment retired?
- Inherent is the desire to not only account for the expenditures but also the context
 - Context is required to ensure the dollar expenditures make sense
 - Looking for wise use of taxpayer funds vice just an accounting drill
- This perspective is evident in the questions submitted so far
 - Questions asked in Backup slides along with answers, if received

Sheriff Department Summary

- Received a thorough response at the October meeting
- Sheriff Department is working to reduce costs
 - Reuse of equipment from old cars
 - Purchase of equipment at discounts
 - Able to return ~\$500,000 last year to the County
- Does appear to be at the breaking point
 - New vehicles to replace a growing number of vehicles needing retirement (~30% at or beyond retirement)
 - Department mentioned an increase in needed manpower to handle the needs of the courts and patrols to cover the growing community
- CBRC Recommendation: Sheriff Department likely requires a budget increase

Dues and Association Memberships Review

- Reviewed BoS Communications from 7-11-2016 that detail the Dues and Association Memberships for the County
 - Note: this does not include school dues or memberships
- At least \$16,500 is recoverable by eliminating some of the memberships annotated in the attached excel sheet
 - Places where more clarification is required are possible cuts but might also be legitimate memberships in the wrong column
- Next slide has particular totals for “elective” dues and memberships
 - “Elective” is anything not “Required” or “Mandated”

Dues and Association Memberships Review

- Breakdowns by department of what is required/mandatory versus elective
 - General Fund is 75.1% elective (\$61,520 of \$81,972) [Page 21]
 - Public Safety is 89.8% elective (\$111,968 of \$13,322) [Page 21]
 - Non-Public Safety is 72.2% elective (\$49,552 of \$68,650) [Page 21]
 - Code Compliance is 36.3% elective (\$795 of \$2,193) [Page 22]
 - Transportation Fund is 100% elective (\$725 of \$725) [Page 23]
 - Construction Management is 38.5% elective (\$50 of \$130) [Page 24]
 - Utilities Fund is 75.3% elective (\$25,552 of \$33,938) [Page 31]
 - **Total is 74.7% Elective (\$150,162 of \$200,930)**
- CBRC Recommendation: Eliminate memberships not required or mandated to save around \$150k if benefits don't outweigh the costs

International Baccalaureate Information

- The following information is available on the web on their website (<http://www.ibo.org/>):
 - Headquartered in Geneva, Switzerland
 - Paths are based on psychological profiles and a program from primary (elementary) through “Diploma Programme” level
 - Supposed to provide “international quality” education
 - Original focus seems to be on the families of diplomats and members of international organizations
- Spotsylvania IB Program:
 - Program has been going on for 3 years
 - Currently has 53 total students (9th grade: 18; 10th grade 18; 11th grade: 17; 12th grade: 0)
 - 9th Grade: (4) Massaponax HS, (1) Chancellor HS, (2) Courtland HS, (11) Spotsylvania HS
 - 10th and 11th Grade: Spotsylvania HS

International Baccalaureate Information

- CBRC Budget Concerns:

- Costs for transportation; can be substantial as sometimes requires international travel
 - Note that 9th graders not in Spotsylvania HS need to be bussed to Spotsylvania HS for the program
- Testing costs for Spotsylvania
- What programs are offered, and what is taught
 - Online review indicates the focus is on international studies and not on technical or specific areas, with a layout similar to Common Core

- If there is any real benefit as most US colleges are internationally accepted without special studies

- Student Visas for US colleges and universities total 531,463 in 2015
- Number shows the desirability of US schools without IB considered
- Visas includes 45,081 from Europe

International Baccalaureate Information

- What we do know:
 - Implementation budget for 2016 is:
 - Annual School Fee: \$10,820
 - Site-based professional development: \$1,500
 - 3 instances of \$500
 - Level One and Two training: \$18,000
 - 3 instances of \$6,000
 - Listed (on sheet) Budget Total: \$19,750
 - Calculated Budget Total: \$30,320 Difference \$10,570
 - Actual Expenditures for 2016:
 - Site base Professional Development: \$1,000
 - Misc Office Supplies: \$1,000
 - Level One Training: \$1,200
 - Level Two Training: \$35,000
 - Upgrades to Science Labs: \$41,603.79
 - Technology Upgrades: \$22,871.80
 - Actual Total: \$125,552.89

School Related Notes

- Comments from teachers indicate the International Baccalaureate program duplicates other school programs and is not well received
 - Program is supposed to expand in the next few years
- School question #16 (Slide 14) has not been answered
 - Able to reconstruct most of the expenditures:
 - Phonics Program: \$175,140
 - Governor's School \$30,120
 - Transportation \$36,503
 - Maintenance \$208,144
 - Unknown/untraced: \$4,998
 - Total Carry Over \$454,905
- School RFP (# 02172017-1100) issued 1/27/2017 with an award date of April 2017 for 3,500 computers and various IT equipment
 - RFP not budgeted in Technology CIP for FY '17 through FY '21
 - Using School estimated computer costs: \$2.1+ million in computers

Review of School Accounts Payable Information

- Majority of expenditures is fine
 - Looking at these to determine what is going on internally to the schools
- Some expenditures need to be clarified
 - No communication from School Administration leaves these unresolved
- Apparent inefficiencies and odd entries are mentioned
 - CBRC only has had time to sample some of the months
 - Context might resolve

Review of School Accounts Payable

Information: Possible Efficiencies

- Purchase of office supplies at Staples, Office Depot
 - Online sales can reduce costs in purchase of office supplies
 - Does not appear to be a coordinated pre-purchase of office supplies prior to the year for known teacher needs
- Reduce multiple different contracts for the same service
 - Marching band instrument expenses for maintenance contract and other expenses to another company for repair of instruments
- Coordinate purchases
 - Multiple entries for “technology” (i.e. iPads, Macbooks, computers, tablets, etc) that can likely be lumped to reduce costs and/or shipping
 - Example: “5.11 Classroom Inst” for “VOCATIONAL ED/ADULT ED/JUV DET” for “7” ZENPAD 1GB 16GB TOUCH SCREEN” for week of 12/2/2016 (\$9,700.00) and 1/6/2017 (\$485.00)
- Reduce services level during summer months
 - PBM Custodial charges the same \$89,174.85 every two weeks in July as it does during the school year (accounts payable list 7/14/16, page 5)
 - PBM cost for the months of June through August: \$535,049.10

Review of School Accounts Payable

Information: Odd Entries

- Assigned to "5.11 Classroom Instr"
 - Week of 1/27/2017: "COURTLAND HIGH PURCHASE ORDERS FOOTBALL HELMETS" total of \$1,865.00
 - Week of 1/6/2017: "NOV MEAL CLAIMS" total of \$193.90
- Assigned to "5.42 Building Servi"
 - Week of 1/6/2017: "MAINTENANCE WAREHOUSE PURCHASE MOTOR REBUILD - SCHOOL BOARD" total of \$900.00
- Assigned to "5.68 Educ Technolog"
 - Week of 1/6/2017: "TECHNOLOGY PURCHASE ORDERS 4440 MOTHERBOARD, 6565 MOTHERBOARD" total of \$2,772.00

CBRC Report Recommendations

1. Eliminate memberships not required or mandated to save around \$150k if benefits don't outweigh the costs
 - Elective memberships and dues should be minimal and based on cost-benefit ratio
 - Any dues/membership that pays for a lobbying group should be eliminated
2. Sheriff Department likely requires a budget increase
 - Large number of vehicles reaching or at end of life (>71 vehicles to replace, ~35 /yr)
 - Additional officers needed to cover county growth, needs
 - Balance point of sustainable replacement and budget needed
3. School Administration should respond to questions and efficiencies found in the last year prior to the 2018 budget submission. Board of Supervisors should take into account their answers during the budget discussion
 - Lack of communication hampers insight into effectiveness of education expenditures
 - Need cooperation to ensure the teachers and students are getting the most from the county

BACKUP SLIDES

CBRC Questions to County

Sept Meeting with Answers (1/3)

Answers in red from Oct meeting

1. Are Compliance Officers part of the Sheriff's Department?
 - No.
2. What does the Virginia Sheriff's Association do for Deputy Sheriffs and how much does it cost?
 - \$30.00 per employee/per year.
 - Advocates for salary increases from the state.
 - Advocates for fines collected to stay in the respective localities.
3. What are the 26 vehicles needed for? Is the cost for these provided for by bond money (borrowed money)?
 - Cyclic replacement. There are 41 police vehicles with over 140,000 miles. The Department has over 215 vehicles. The average lifespan of these vehicles is 6 years.
 - The vehicles are purchased under state contract using General Funds.

CBRC Questions to County

Sept Meeting with Answers (2/3)

Answers in red from Oct meeting

4. How many SCSO vehicles are driven home by employees that live out of the county? What is the approximate total annual mileage?
 - Less than 5 vehicles. Special teams such as SWAT, K-9, and Accident Reconstruction must have access to their vehicles at all times.
5. What is Business Watch and how much did it cost in FY2016?
 - Metal Signs that businesses post. The cost of \$30.00 each is covered by grant money
6. What is the purpose of the Bicycle Team and how much did it cost in 2016?
 - The Bicycle Team is utilized in large county events such as Stars and Stripes. They can get through the crowds easily in case of emergency.
 - They are also utilized in night surveillance of neighborhoods that have suffered vandalism.
 - Most of the expenses were covered by grants.
7. Does the SCSO incur expense in providing probation officers in schools? If so, is it covered by grant funds?
 - Probation Officers in schools are employees of the courts, not the Sheriff's Office.

CBRC Questions to County

Sept Meeting with Answers (3/3)

Answers in red from Oct meeting

8. What is the purpose of the Equine Unit and how much does it cost? How many actual Search and Rescue missions did this unit participate in for FY 2016? Where were the missions?
 - The Equestrian Unit is used for large community events. The visual range of a mounted office is of great help in looking over crowds. They are also used in Search and Rescue missions.
 - 6 Search and Rescue Trainings
 - Total Cost per year is approximately \$3000.00
 - Public Relations
9. What is the minimum staffing required by the Commonwealth of Virginia for each division?
 - The Commonwealth requires 1 deputy for 1500 residents. There are no dictates as to Divisions.
10. For FY 2016, the amount received for Grants is \$318,325; for FY2017, the amount listed is \$34,225. Why the difference?
 - Only grants that have been offered and approved can be reported.

CBRC Member Questions to County

Listed with Answers (1/3)

Submitted 10/13/2016. Answers in red.

1. At the 9-19 CBRC meeting, it was asked what does the VA Sheriff's Association do for the Deputy Sheriffs and how much it costs. What other memberships and/or periodicals are paid for by the county, to include the schools? What is the cost for each and what are the benefits?
 - Received 31 page report from the County
 - No answer from schools
2. At the 9-19 CBRC meeting, it was asked what the Sheriffs need was for 26 vehicles. How about the rest of the county? How many vehicles were bought/put under contract in the last 2 years? What options were included in the vehicles at what additional cost and for what purpose? What is the criterion for vehicle replacement?
 - Have answers for 2017, but not last two years. Vehicle replacement is generally listed as high mileage, but there is a disparity in the mileage on the vehicles. County does not copy Sheriff department by reusing bars, lights, etc.

CBRC Member Questions to County

Listed with Answers (2/3)

Submitted 10/13/2016. Answers in red.

3. What vehicles has the Sheriff's Office received from Federal grants? Any Humvees? MRAPs? What is the purpose of these vehicles with Sheriff's office? What are the costs (maintenance, parts, specialized technicians) associated with those vehicles? Has a cost/benefit analysis been done comparing those vehicles with their civilian counterpart?
 - Answered during discussion with Sheriff Dept in their Oct visit. Humvees used for inclement weather, such as snow storms. Maintenance covered via parts sales and work with National Guard/ Army depots.
4. What training is provided to the Sheriff's office and Fire/Rescue? What is mandated? How well attended are the trainings? What is the cost for each training per actual attendee?
 - Sheriff Department provided an overview
 - Have not engaged the Fire/Rescue Department via meeting
5. Some Fire/Rescue stations (for example #5) have more than one bunk space or office space based on volunteer or professional status. Why is the difference there? What duplication is there between the two?
 - Unanswered; have not engaged the Fire/Rescue Department via meeting

CBRC Member Questions to County

Listed with Answers (3/3)

Submitted 10/13/2016. Answers in red.

6. What are the replacement criteria for Sheriff's office and Fire/Rescue equipment? What happens to the old equipment?
 - Sheriff Department has a mileage limit on vehicles. Not clear on other equipment what the criteria are.
 - Have not engaged the Fire/Rescue Department via meeting
7. Who covers the cost of covering marathons and other events where there are traffic requirements?
 - Answered during the Sheriff Dept Oct visit: the event pays for the police

CBRC Member Questions to County to Clarify School Expenses (1/3)

These were submitted on 1/17/2017

1. What memberships and/or periodicals are paid for by the school system? What is the cost for each and what are the benefits?
2. How many vehicles were bought/put under contract in the last 2 years?
 - What is the criterion for vehicle replacement?
 - What is the retirement mileage?
3. How many school system vehicles are driven home by employees?
 - Mileage and maintenance costs?
 - What is the purpose of driving the county vehicle home?
4. How are the information technology (IT) equipment (computers, printers, their accessories, etc) maintained in the schools? That is, what is the maintenance schedule for school system IT?
 - “IT” is a general term for computers, printers, monitors, smart TVs, etc- any electronic gadget used for communication.

CBRC Member Questions to County to Clarify School Expenses (2/3)

These were submitted on 1/17/2017

5. What are the school system IT department size and the IT department's primary jobs during the school year and during the summer?
6. What is the school retirement criterion for equipment? Please specify by furniture, school books, and IT equipment.
7. What new IT equipment is being bought? How are the computer needs/specifications decided?
8. Specifically for the International Baccalaureate Organization 2015-2016 school year, what was purchased for the upgrades to science labs and technology that would cause the total to \$64,475.59 (otherwise unbudgeted)? What is the maintenance cost per year for this equipment, by each piece?
9. How many students are in the International Baccalaureate program in Spotsylvania?
10. What is the actual cost per International Baccalaureate student (school cost plus program)?
11. What are the transportation and boarding costs for the International Baccalaureate students?
12. What is the actual spent on each general student? This would be the direct costs per student and not indirect costs like facilities and administration.

CBRC Member Questions to County to Clarify School Expenses (3/3)

These were submitted on 1/17/2017

13. What happened to the Cafeteria Budget line item?
14. What is the maintenance cost for propane busses versus the conventional (gas, diesel)? Life span comparison?
15. According to school system receipts, there are a lot of purchases of office supplies from Office Depot and Staples. Why is the school system not employing online or cheaper alternatives?
 - If Office Depot and Staples are the cheaper alternatives, please provide the comparison showing this for each needed item.
16. The FY2016 one time carryover funds (\$454,905) went to at least two budget items. Those were the Governor's School (\$30,120) and to purchase phonics program (\$175,140). Where did the other \$249,645 get used for?
17. Did the school refund the County the equivalent of the unexpected carryover (\$454,905) from the additional \$7 million provided before the start of the school year?

Spotsylvania CBRC Report

Jeremiah Hansen

CBRC Chairman

March 14, 2017

CBRC Report Agenda

- County Budget: Aircraft Museum
- County Budget: Library
- School Budgeting Discussion

County Budget: Aircraft Museum

- Aircraft museum is a re-start of the museum Mr. Sidney Shannon started around 1976
 - His death closed the museum at Shannon airport
 - The 12 antique aircraft are returning to Shannon airport after the Virginia Aviation Museum in Richmond closed
- Asking the County for \$50,000, dependent on an Memorandum of Understanding (MOU)
 - Page 254 of County Budget
- Museum is on private land run by a private entity

CBRC Aircraft Museum Concerns

- The Richmond museum only had 13,000 visitors last year
 - With higher surrounding populace of Richmond City
- Museums tend to be revenue negative
- Spotsylvania isn't known for aircraft
 - Difficult tourism sell
 - There are two major national air museums just north of here
- Appropriateness for public government to fund private entities
- **CBRC Recommendation:** Remove funding for the Aircraft Museum

County Budget: Library

- CBRC is aware the increase to the Central Rappahannock Regional Library system is to correct imbalance
 - Balance levels set by agreement from around 1993
- CBRC is concerned about cost growth in subsequent years
- **CBRC Recommendation:**
 - Discuss with CRRL on methods to contain costs
 - Agreement likely needs to be updated to cover more than books

School Budgeting Discussion

- Extensive discussions have taken place
 - Still ongoing
 - Main takeaway- many efficiencies already being pursued
- School has a ~\$4.5 million gap with County
 - Gap is centered on labor and benefits increase
 - Some of the increase is due to health insurance premiums
 - Portion is due to Virginia Retirement System increase around 1.66%

Regional Comparison: Avg. Salary

FY 2017 Surrounding District Average Salary

Caroline	\$	48,038	\$	48,695
Culpeper	\$	49,140	\$	46,698
Fredericksburg City	\$	52,807	\$	51,887
King George	\$	49,676	\$	54,226
Louisa	\$	51,901	\$	54,628
Orange	\$	50,073	\$	49,584
Stafford	\$	54,490	\$	55,178
Spotsylvania	\$	53,438	\$	54,370

Spotsylvania

Lower Salary
Lower Salary
Lower Salary
Similar Salary
Similar Salary
Lower Salary
Lower Salary

FY 2017 Larger District Salary

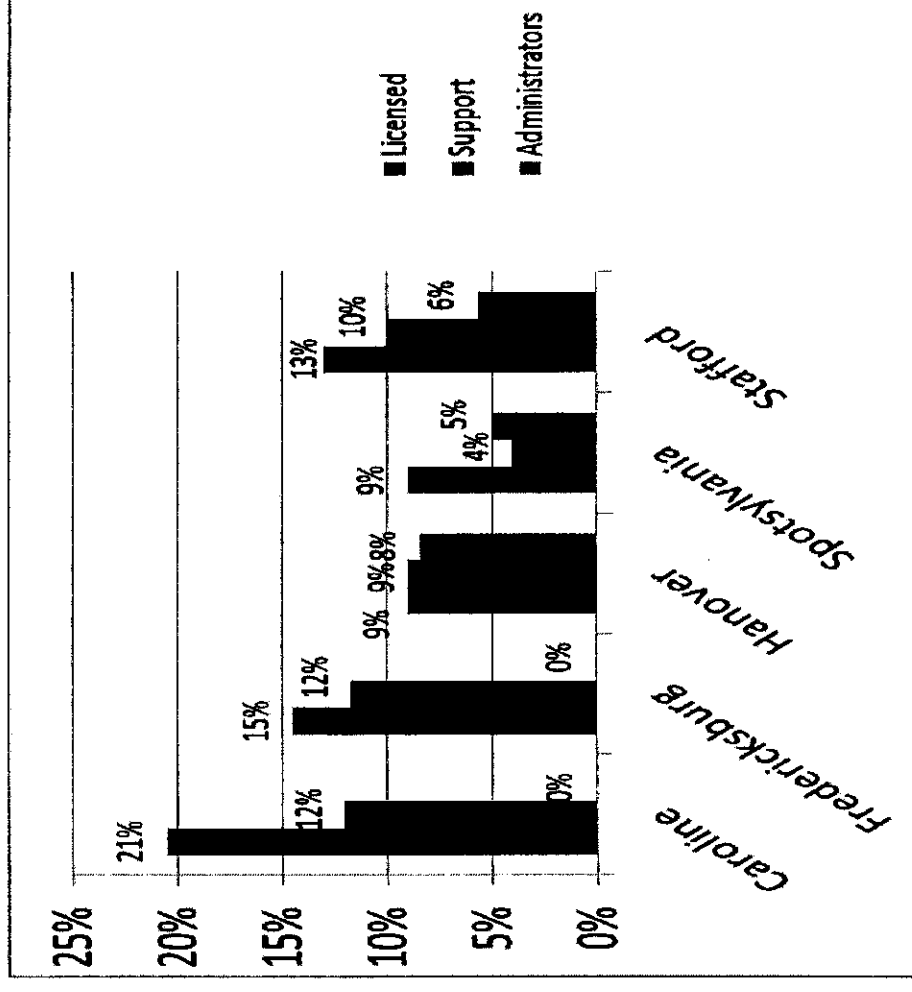
Albemarle	\$	55,281	\$	56,205
Alexandria City	\$	74,664	\$	77,104
Arlington	\$	76,942	\$	79,542
Chesterfield	\$	50,697	\$	50,797
Fairfax	\$	66,084	\$	67,562
Hanover	\$	51,720	\$	53,621
Henrico	\$	48,850	\$	50,837
Loudoun	\$	64,184	\$	63,977
Prince William	\$	60,011	\$	62,713
Va Beach	\$	54,375	\$	54,150

Lower Salary
Similar Salary
Lower Salary
Similar Salary

Note: The average teacher salary is calculated by dividing the total actual teacher salary expense by the number of full-time teacher equivalents. As such, the reported average teacher salary is a true average which is heavily influenced by the school division's salary scale including degreed supplements and the tenure of the staff. It is important to note that salary scales vary greatly among school divisions.

School Attrition

2015-2016 Attrition Comparisons by Percent



- Retention is high for Spotsylvania
- Local counties don't fare as well
- Not just benefits
 - Community
 - Quality of Life
 - Students
- Teachers that left in 2016 due to better salary/benefits: 1
 - Out of 78 respondents from 218 total that left

School Non-Instruction to County

Occupation Comparison

County Title	School Title	Schools			County			Non-Instruction		
		Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
Account Clerk I (Cashier)	Secretary	\$14.33	\$20.04	\$25.74	\$14.28	\$18.56	\$22.84	-0.37%	-7.94%	-12.67%
Accounting Manager	Financial Analyst	\$27.12	\$41.93	\$56.74	\$28.27	\$38.75	\$45.23	4.07%	-14.09%	-25.44%
Administrative Support Supervisor	Administrative Assistant	\$19.41	\$27.01	\$34.60	\$21.10	\$27.42	\$33.75	7.99%	1.53%	-2.51%
Budget Manager	Financial Analyst	\$27.12	\$41.93	\$56.74	\$36.08	\$46.90	\$57.73	34.83%	10.61%	1.71%
Chief Information Officer/ Director of Information Services	Executive Director	\$55.59	\$65.24	\$74.88	\$43.86	\$57.01	\$70.17	-26.76%	-14.42%	-6.71%
Database Administrator	Information Systems Analyst IV	\$36.24	\$44.78	\$53.31	\$31.17	\$40.52	\$49.87	-16.28%	-10.51%	-6.90%
Director of Code Compliance/Zoning Administrator	Director (General)	\$50.57	\$59.77	\$68.97	\$36.08	\$46.90	\$57.73	-40.16%	-27.43%	-19.47%
Director of Human Resources	Director (General)	\$50.57	\$59.77	\$68.97	\$41.77	\$54.30	\$66.83	-21.08%	-10.08%	-3.21%
Director of Social Services	Director (General)	\$50.57	\$59.77	\$68.97	\$41.77	\$54.30	\$66.83	-21.08%	-10.08%	-3.21%
Division Director, Administrative	Director (General)	\$50.57	\$59.77	\$68.97	\$32.73	\$42.54	\$52.36	-54.53%	-40.49%	-31.72%
Electrician III	Maintenance Tech III (Lead)	\$27.09	\$30.41	\$33.72	\$20.09	\$26.12	\$32.15	-34.84%	-16.41%	-4.90%
Facilities Maintenance Foreman	Maintenance Tech III (Lead)	\$27.09	\$30.41	\$33.72	\$21.10	\$27.42	\$33.75	-28.42%	-10.87%	0.10%
Human Resources Analyst	Program Specialist (Human Resources)	\$29.25	\$45.67	\$62.08	\$24.42	\$31.75	\$39.07	-19.78%	-43.84%	-58.88%
Maintenance Worker I	Maintenance Tech I (Maintenance Worker)	\$14.40	\$16.79	\$19.18	\$12.95	\$16.84	\$20.72	-11.19%	0.27%	7.44%
Payroll Administrator	Financial Analyst	\$27.12	\$41.93	\$56.74	\$21.10	\$27.42	\$33.75	-28.56%	-52.89%	-68.10%
Procurement Manager	Purchasing Agent II	\$26.88	\$41.63	\$56.38	\$31.17	\$40.52	\$49.87	13.76%	-2.75%	-13.06%
Procurement Officer II	Purchasing Agent	\$22.03	\$36.78	\$51.53	\$23.26	\$30.24	\$37.21	5.28%	-21.65%	-38.47%
Senior Accountant	Financial Analyst	\$27.12	\$41.93	\$56.74	\$26.92	\$35.00	\$43.08	-0.73%	-19.80%	-31.72%
Senior Financial Analyst	Financial Analyst	\$27.12	\$41.93	\$56.74	\$26.92	\$35.00	\$43.08	-0.73%	-19.80%	-31.72%

Areas of Clarification

- Tuition coverage for out of county students of employees (minimal average cost)
 - Local cost $\$4,350 \times 198$ students = $\$861,300$
 - State cost $\$5,204 \times 198$ students = $\$1,030,392$
 - Federal cost $\$596 \times 198$ students = $\$118,008$
 - Total cost for out of county: $\$2,009,700$
- Conference Expenditures
- International Baccalaureate Expenses

School Budget Gap Wrap-up

- Known increases around 2% related to COLA/benefits package
- School system has competitive benefits
 - Intangibles compensate for monetary/benefits inequalities
 - Non-instruction positions seem to have an advantage against similar County positions
- Concern that an increase this year will constrain the budget next year
 - Known coming CIP projects across County and School budgets
- **CBRC Recommendation:** The gap needs to be closed by taking a hard look at what can be reduced by looking for what programs and costs aren't necessary for achievement of goals.