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Complete budget available on the County's website at:

www.spotsylvania.va.us/budget

Special Appreciation

Spotsylvania County Budget Staff extends special thanks to **Minuteman Press** for providing quality printing services for the FY 2017 Budget document. Minuteman's support and dedication to the citizens of Spotsylvania is greatly appreciated.



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the County of Spotsylvania, Virginia, for its annual budget for the fiscal year beginning July 1, 2015.

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

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



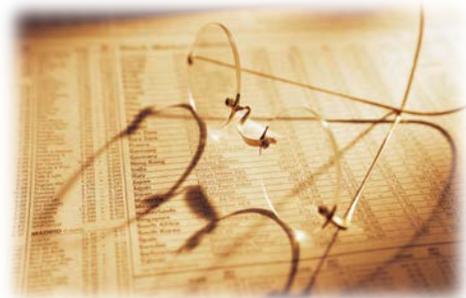


Guide to Using this Document

Spotsylvania County Government is responsible for many different programs designed and operated to provide quality community services. The oversight of these programs is a daily challenge for County employees, but understanding them can be of equal challenge for citizens. This budget document was developed to provide key information to help the reader understand the work and challenges faced by Spotsylvania County and the decisions that were made to address those challenges in FY 2017. Because of its size, reading the budget document can be a daunting task. However, if it is approached in pieces, it is more easily understood. The Guide to Using this Document section provides readers with a quick overview of the information in the document. For specific page numbers, please refer to the Table of Contents.

Introduction and Overview This section includes information to familiarize readers with the major issues Spotsylvania County faces and the factors that influenced the decisions made in the development of the FY 2017 budget.

- The County Administrator’s Budget Message – a statement summarizing the challenges and the strategic priorities and budgetary plans for addressing those challenges;
- The Budget Strategy – a discussion explaining the development of the FY 2017 budget. This section includes short term factors and underlying assumptions that influenced the decisions made in development of the FY 2017 budget;
- The Budget at a Glance – a summary of the highlights of the FY 2017 budget;
- General information about the County and statistical data to help the reader better understand the demographics of Spotsylvania County;
- The County’s Mission Statement – a display of the County’s mission and vision, and the high-level, long-term goals the County has set to meet its mission. Also included is a matrix showing the links between County-wide long-term goals and goals specific to functions; and
- The Budget Summary – historical and projected revenue and expenditures by function.



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

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

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

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

- Various Graphs and Charts – a visual explanation of the sources and uses of funds;
- Budget Summary by Fund – a chart detailing FY 2017 revenues by type and FY 2017 expenditures by function and category for each fund;
- Individual Fund Summaries – a collection of charts that detail historical and projected revenues by type and expenditures by function and category for each fund;
- Revenue Summaries – A description and display of major revenue sources and explanation of the underlying assumptions used for projecting FY 2017 revenue; and
- Financial Forecast – A five year projection of revenues and expenditures for the County’s major funds (General Fund, Transportation and Utilities).

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

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

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

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

Appendix Includes the various budget and tax rate resolutions approved by the Board of Supervisors upon adoption of the FY 2017 Budget, a chart showing the changes made to the FY 2016 Budget to yield the FY 2017 Budget, and a glossary of terms and acronyms.



Budget Message – April 12, 2016

Dear Spotsylvania County Citizens:

On behalf of the Spotsylvania County Board of Supervisors, I am pleased to present Spotsylvania's FY 2017 Budget which includes the FY 2017 – FY 2021 Capital Improvement Plan.

The FY 2017 Adopted Budget

The FY 2017 Adopted Budget totals \$493.7 million – an increase of \$25.8 million (5.5%) compared to the FY 2016 Adopted Budget. When capital projects funds are excluded, the FY 2017 Adopted Budget is a \$12.3 million (2.9%) increase over the FY 2016 Budget.

	FY 2016	FY 2017	Difference	
	Adopted	Adopted	\$	%
General Fund	\$117,772,697	\$119,730,062	\$1,957,365	1.7%
Economic Dev. Opportunities Fund	575,338	1,062,940	487,602	84.8%
Code Compliance Fund	3,609,108	4,005,479	396,371	11.0%
Transportation Fund	8,245,616	8,346,579	100,963	1.2%
School Operating	257,986,538	268,333,007	10,346,469	4.0%
School Food Service	9,271,699	9,515,526	243,827	2.6%
Utilities	<u>31,450,120</u>	<u>30,253,859</u>	<u>-1,196,261</u>	-3.8%
Subtotal Operating Expenditures	\$428,911,116	\$441,247,452	\$12,336,336	2.9%
Capital Projects Fund	\$11,672,978	\$13,112,415	1,439,437	12.3%
School Capital Projects	18,629,525	27,611,024	8,981,499	48.2%
Utilities Capital Projects	<u>8,712,500</u>	<u>11,740,000</u>	<u>3,027,500</u>	34.7%
Subtotal Capital Expenditures	\$39,015,003	\$52,463,439	\$13,448,436	34.5%
Total Budget	\$467,926,119	\$493,710,891	\$25,784,772	5.5%

FY 2017 Budget Highlights

Tax Rate Adjustments –

- The County reassesses real property every two years. Calendar year 2016 was a reassessment year. Overall assessed values increased by 6.3%, yielding an equalized rate of \$0.8313. The Board adopted a 2016 real property rate of \$0.85 to fund initiatives in the FY 2017 Budget, the largest of which is a \$4.9 million increase in the local transfer for Schools.
- The primary personal property tax rate was reduced by 18 cents – from \$6.73 to \$6.55 per \$100 based on 50% of assessed value. The rate for boats and boat trailers remains

constant at \$6.25. The rate for business personal property also remains constant at \$5.95.

- Special service district tax rates were adjusted for calendar year 2016 to ensure revenue collected through the special taxes is sufficient to pay the principal and interest due on bonds issued for transportation improvements within those districts.

Funding of Commitments -

- Funding for the County's share of the regional jail and juvenile detention center operations increases by \$765,529 based on the County's use of those facilities.
- Provide \$532,754 in full-year funding for FREM Co. 11 positions that were funded for only a few months in FY 2016.
- Fund \$544,771 for nine Firefighter positions for which grant funding will expire at the end of FY 2016.
- Fund a \$157,550 increase in retiree health insurance costs based on current and anticipated retirees.
- Fund \$120,525 in usage-driven increases in program costs and recommendations of the DSS Advisory Board for regional partnering agencies
- Fund \$66,463 for the final year of the 5-year shift in VRS contributions from the County to employees consistent with State requirements.
- Provide \$62,000 in additional funding to the regional library system to allow for rural access to the internet via usage of School libraries.

Reductions in Anticipated Costs –

- Normal adjustments in personnel costs from turnover, changes in benefits taken by employees, and other similar changes result in base personnel cost reductions of \$683,831.
- \$500,000 funded by the General Fund balance in the FY 2016 Budget for a one-time bonus is removed from the FY 2017 Budget.
- Based on usage trends and anticipated costs per gallon, the budgets for heating and vehicle fuels are reduced by a combined total of \$469,996.
- Changes in the rates for VRS retirement, VRS life insurance, and other benefits results in savings of \$337,781.
- Changes in lapse and turnover assumptions in the Social Services and Information Services departments net base budget savings of \$88,912.

Compensation Adjustments –

- A 2% merit increase is effective July 18, 2016 for employees hired before 12/1/2015 who achieve a satisfactory or better performance evaluation. Employees hired during 2015 and having satisfactory or better evaluations will receive a prorated raise based on the number of full months worked in 2015. \$1.3 million is added to the budget across all funds to fund this merit increase.
- There is no estimated increase in the overall health insurance costs for current employees and no changes are made in FY 2017 to the employer/employee health

insurance premium cost split. As noted previously in this message, the County's costs for retiree health insurance are increasing by \$157,550 for FY 2017.

Additional Support Staffing Resources –

A focus of the FY 2017 Budget is investment in staffing for internal service functions in Information Services and Finance. Staffing for these support departments has lagged far behind the staffing of our direct service departments for many years. In the same period in which staff in our direct service departments such as Public Safety increased by more than 75 positions, staff in our support departments grew by only two.

Information Services - The need for additional staff in Information Services has grown particularly acute. Technology demands from nearly all of our departments – and Public Safety in particular – are at all-time highs. These demands seem to be constantly changing and their prioritization seems to be constantly shifting. In this changing environment, we are challenged to address the fundamentals of maintaining operability of our systems while ensuring data integrity and security. To meet these demands and serve our technology needs into the future, the FY 2017 General Fund budget includes \$288,233 for:

- 1.0 new Network Database Administrator position,
- Funding of the previously unfunded Application Development Manager position, and
- Shifting an Administrative Assistant position from Capital Projects to Information Services.

Numerous technology-related capital projects are also included in FY 2017 and beyond to address technology needs.

Finance - The FY 2017 Budget also includes two new Senior Accountant positions to meet increased demands in our Finance Department. Changes in both accounting standards and reporting requirements imposed upon us in recent years have made the work of our Finance Department increasingly complex and demanding, resulting in the need for one of these positions. The upgrade to a new financial system will position us to implement internal auditing under our Controller, and the second of these new positions will allow us to move toward providing that function. The cost of these two positions is \$209,746. Note also that both of these positions are consistent with recommendations of our external auditors.

Other support staffing adjustments are as follows:

- Unfunding of the Assistant County Administrator position – a savings of \$195,978;
- \$51,452 to convert two part-time Account Clerk I positions in the Treasurer's Office to full-time; and
- A net of \$42,986 is added for a Foster Care Worker position in Social Services.

Adding Resources for Public Safety –

In a number of ways, the Board continues its commitment to addressing concerns for the safety of our community through the FY 2017 Budget:

- Based on demonstrated need through increased caseload and the increasing criticality of those cases, two Child Protective Services Workers are added to Social Services at a net cost of \$85,973.
- \$124,969 is included for two additional DARE Officers in the Sheriff’s Office. Of this total cost, the Sheriff agreed to use accumulated asset forfeiture/seizure funds for the \$10,400 cost of the uniforms, vests, guns, and radios that will be necessary for these two new positions.
- Funding for two additional Patrol Officers is effective mid-year FY 2017 at a cost of \$141,213. Of this total cost, the Sheriff agreed to use \$80,400 in asset forfeiture/seizure funds for the computers, guns, radios and two new patrol cars needed for these positions.
- Turnover is a significant issue in our Sheriff’s Office, with high costs in terms of both time and money. Based on his analysis, the Sheriff believes that the lack of advancement opportunity is a primary factor in this turnover. As such, \$60,582 is added to the budget in FY 2017 to start a mid-year the Sheriff’s Career Ladder Program.
- \$196,176 is added to the budget for the three additional Firefighter/Medic positions needed to fully staff the new Co. 11 station, enabling the reduction of \$87,025 in overtime costs in staffing specific to Co. 11.
- Pay parity with equivalent Sheriff’s Office staff for FIREMS Captains and Battalion Chiefs is funded at a cost of \$104,657.
- \$25,851 is added to convert 10 Firefighter positions to Firefighter/Medic positions – a strategic investment that will increase the service capabilities of existing staff.
- The net addition of \$12,063 for a 0.7 part-time Fire Inspector position will enable fire inspections to keep pace with commercial building inspections.

Additional Local Transfer to Schools –

- The local transfer to Schools increases by \$4,942,568 to a total of \$121,375,315 – 49% of total General Fund revenue. A breakdown of the local transfer follows:

Required Local Effort (SOQs)	\$54,185,003
Required Local Match for Non-SOQ Programs	2,534,239
Debt Service	25,922,930
Additional Local Transfer	<u>38,733,143</u>
Total Local Transfer	\$121,375,315

- Although not reflected in the figures in this document, subsequent to adoption of the FY 2017, the Board approved an additional \$2,100,000 one-time transfer to the School Operating Fund in FY 2017. This transfer is funded by the General Fund balance.

Other Notable One-Time FY 2017 Allocations –

- A one-time \$250,000 allocation is funded with the General Fund balance and budgeted in Economic Development for unspecified projects.
- A one-time \$250,000 allocation is funded with the EDO Fund balance and is budgeted in the EDO Fund for a business incentives grant program.

Capital Projects

The following significant capital projects are included in the FY 2017 budget, some of which are funded by a one-time \$3.5 million transfer of cash from the General Fund to the Capital Projects Fund in excess of the \$8.0 million fiscal policy level transfer. Debt service is included in the FY 2017 Budget for the portion of these projects for which bonds will be issued this summer.

Project	Cash Funding	Financed Costs	Total FY 2017 Costs
Facility Asset Management Program	\$1,404,593	-	\$1,404,593
Design of Holbert Bldg. renovation	350,000	-	350,000
Animal Shelter renovation	-	3,464,099	3,464,099
Replacement general gov't vehicles	1,313,709	-	1,313,709
Public safety technology improvements	3,608,924	1,241,076	4,850,000
Other technology improvements	1,507,000	-	1,507,000
Landfill & convenience cntr. improvements	2,613,000	-	2,613,000
Replacement equip. – landfill operations	952,050	-	952,050
Marshall Park upgrades	570,000	-	570,000
Additional Patriot Park field lighting	460,000	-	460,000
Expansion of fire training center	24,442	225,558	250,000
Replacement fire/rescue equipment	131,077	3,414,596	3,545,673
Hickory Ridge/Rt. 1 intersection imprvmnts.	-	645,000	645,000
Improvements to Exit 118	-	375,000	375,000
Transportation – Engineering Consultants	20,000	-	20,000
Schools – Buses	-	4,304,190	4,304,190
Schools – Technology	-	9,794,334	9,794,334
Schools – Capital Maintenance	-	13,512,500	13,512,500
Water/sewer projects	11,740,000	-	11,740,000
FY 2017 Total Capital Projects*	\$24,694,795	\$36,976,353	\$61,671,148

*Excludes personnel and operations costs. Reflects project only costs.

Of importance to funding for transportation projects is the inclusion of a \$700,000 transfer from the General Fund to the Transportation Fund in FY 2017 to begin to address what we have known for years will be an out-year problem. Prior to 2011, revenue from vehicle license fees and setasides was transferred from the General Fund to the Transportation Fund. However, since 2011 a combination of use of Transportation Fund balance and fuel tax revenue from the County's membership in VRE have been sufficient to balance the Transportation Fund. As such, about \$3.4 million associated with the vehicle license fees and setasides has been maintained in

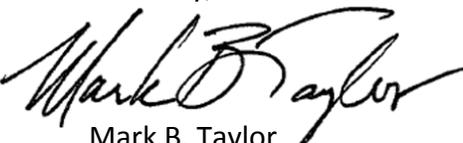
the General Fund each year to balance that fund. Beginning in FY 2018, the transfer to the Transportation Fund from the General Fund will need to be reinstated to balance the Transportation Fund as debt service on transportation projects, VRE and PRTC subsidies, FRED bus costs, and other transportation-related expenditures will exceed available fuel tax revenues and Transportation Fund balance. This \$700,000 transfer from the General Fund to the Transportation Fund in FY 2017 starts us on the path of balancing the out-years of the Transportation Fund.

Conclusion

This brief overview of the FY 2017 Adopted Budget is intended only to provide an introduction and orientation to the FY 2017 Budget document which follows. In this document, you will find much more detailed information about revenues and expenditures approved for FY 2017, as well as information about the departments that provide and support the County's services to citizens.

I thank all the Constitutional Officers, department directors, and staff members who supported County Administration and the Budget Office team in the work associated with preparation and finalization of this budget. County staff members continue to perform despite added and heavy workloads and I appreciate their perseverance. I know that the collective expertise, creativity, dedication and hard work of the County and Schools' staffs will ensure the continued delivery of essential and quality services to the citizens of Spotsylvania in FY 2017 and beyond.

Sincerely,

A handwritten signature in black ink that reads "Mark B. Taylor". The signature is written in a cursive style with a large, prominent initial "M".

Mark B. Taylor
County Administrator

FY 2017 Budget Strategy

The Budget Strategy provides a discussion about the development of and the underlying assumptions within the FY 2017 Adopted Budget. Major changes within revenues and expenditures are identified. This section essentially tells the story behind the development of the FY 2017 Adopted Budget.

Building the Budget – Revenues

Overall, General Fund revenues other than transfers in and the use of fund balance are projected to increase by \$9.5 million (4.0%) when compared to the FY 2016 Adopted Budget. Following are revenue items of notable interest to this budget:

Growth in Reassessed Real Property Values

2016 is a reassessment year. Reassessment figures reflect a 7.5% increase in residential values and an approximate 1.4% increase in commercial values. Overall, taxable assessed values of real property are projected to increase by 6.3% over last year's land book records and new construction and rezonings are expected to add another 1.5% for calendar year 2017.

Real Estate Tax Rate Adopted at Nearly 2 Cents Higher Than Equalized Rate

The 2016 real estate rate approved by the Board is \$0.85 – nearly two cents higher than the \$0.8313 equalized tax rate. The vast majority of the additional \$2.6 million in revenue stemming from the two pennies is used in this budget to increase the local transfer to the Schools.

Assumed 9.0% Reduction in Values of Existing Vehicles for 2016

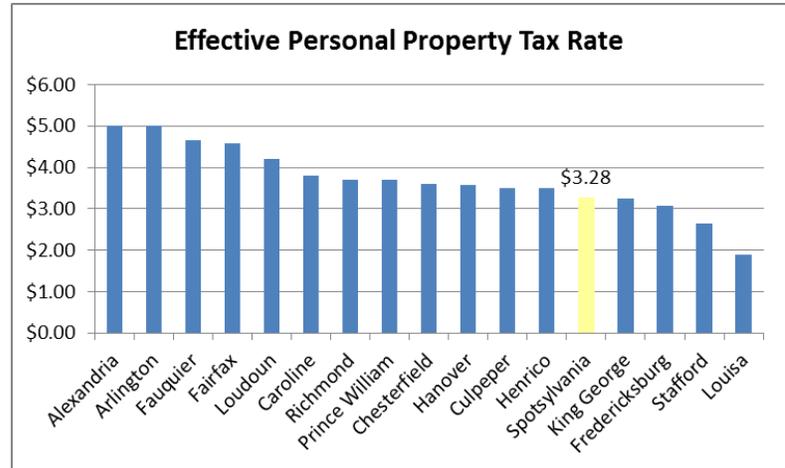
Each year, County vehicle values are assessed based on 50% of the clean retail value from the National Automobile Dealers Association (NADA). The business furniture and equipment portion of personal property is valued with a depreciation schedule applied to the original cost of the item. Changes in the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

The 2016 NADA update yielded a 7.8% decrease in existing vehicle values. When an assumption is made for new and newer vehicles that may come into the County over the next year, net new assessed value growth is projected at 3.1% and 1.2% for calendar years 2016 and 2017, respectively.

Personal Property Rate Lowered by 18 Cents

The Adopted Budget includes an 18-cent personal property tax rate reduction from \$6.73 to \$6.55. When this rate reduction is combined with the assumptions in value noted above, the increase in personal property tax revenue is approximately \$1.5 million. Because Spotsylvania

assesses personal property at 50% of value, the effective rate (the rate that allows us to compare to other localities) is reduced from \$3.37 to \$3.28. A comparison of the effective rates of various Virginia localities shows Spotsylvania’s rate on the lower end of the spectrum. The separate tax rates that are applicable to boats, boat trailers, and business tangible property were not changed for 2016.



Further, for the past three years, actual revenue has exceeded projections by an average of about \$400,000 per year. In an attempt to tighten projections, we are adding \$400,000 to the FY 2017 projection. Overall, a total increase of \$1.9 million is projected for personal property revenue in FY 2017.

Changes in Other Local Tax Revenues

Public Service Corporation Taxes: Public service corporation values are assessed by the State. Tax bill payments for public service corporations are due in June for the full tax year based upon the prior year’s assessed values. In the Fall of each year, the State sends updated assessed values to localities which are then used to “true up” tax payments in December. The FY 2017 revenue projection for public service corporation real and personal property tax revenue totals \$3.3 million. This projection is based upon the September 2015 assessed valuation report from the State, and assumes a 3.0% increase in assessed value for 2016 and 2017. The \$3.3 million projection is approximately \$159,000 greater than the FY 2016 projection.

Meals & Sales Taxes: Receipts from meals and sales taxes continue to increase year over year, adding an estimated \$1.2 million to the FY 2017 Budget. Sales tax receipts returned to pre-recession levels in FY 2014 and are expected to increase by 3.8% (\$654,000) in FY 2017. Somewhat surprisingly, meals tax receipts never declined during the recession and have been increasing by an average of 5% per year for each of the past three years. Meals tax receipts are projected to increase by approximately \$548,000 in FY 2017. Since each of these taxes is assessed as a percentage of sales, changes in prices of goods and meals, as well as changes in the volume of sales impact the revenue.

Delinquent Property Taxes: Collections on delinquent taxes have increased in recent years as a result of the Treasurer’s Office hiring a third party to pursue taxes owed the County. Revenue from delinquent personal property tax collections has averaged 10% of current collections for the past three fiscal years while revenue from delinquent real estate tax collections has averaged 2% of current collections. As such, we are assuming delinquent tax collections of 10% of current collections for personal property and 2% of current collections for real property in FY 2017. A combined total increase of approximately \$403,000 is projected for FY 2017.

Penalties & Interest Receipts: A complement of increased delinquent collections is increased penalties and interest charges associated with the payment of late taxes. Revenue from penalties and interest has averaged 45% of delinquent real estate and personal property payments for each of the past three fiscal years. We are assuming the same will be true in FY 2017 and are adding approximately \$181,000 to the projection of interest.

Recordation Taxes: As the local housing market continues rebounding, recordation tax revenue to the County is rebounding, as well. Though nowhere near the FY 2006 pre-recession high of \$5.3 million, the \$2.3 million recordation revenue estimate for FY 2017 is in line with FY 2015 actual receipts as well as those currently projected for FY 2016. While this \$2.3 million projection is not as robust as we would like, it is about \$400,000 greater than the two lowest years of collection following the recession. Improving conditions in the local market may also help with the recordation revenue the County receives from the State as the \$10 million quarterly allocation is based upon the County's proportionate share of statewide collections during that quarter.

Machinery & Tools Tax Revenue: Based on FY 2015 actual receipts and current projections of assessed values, revenue associated with the Machinery & Tools tax is expected to decrease by nearly \$78,000 in FY 2017.

Changes in Certain Other Revenues

Water/Sewer Administrative Fee: As a self-supporting entity, the Utilities Operating Fund reimburses the General Fund for direct services provided by General Fund departments such as Finance, the Treasurer's Office, and Information Services for Utilities billing, collections, and technology services. The FY 2017 revenue projection is increased by nearly \$78,000 to \$1.73 million.

Fire & Safety Inspection Fee Revenue: The Adopted Budget includes the addition of a 0.7 FTE Fire Inspector for Fire/Rescue. The inspections that are to be performed by this position are expected to add \$23,625 to the Fire & Safety Inspection Fee revenue, partially offsetting the \$35,688 cost of the added position.

Sheriff's Office Forfeiture & Seizure Revenue: The Sheriff's Office has agreed to using a total of \$185,800 (29%) of its accumulated asset forfeiture and seizure funds for certain items included in the Adopted Budget. These include funding of capital items including two vehicles for two additional Patrol Deputy positions (\$80,400); capital items for two additional DARE Officers (\$10,400); active shooter event grab bags (\$25,000); night vision goggles (\$40,000); and a microtactical ground robot (\$30,000).

Refuse Disposal Fees & Recycling Revenue: Based on receipts through mid-year FY 2016, less tonnage of refuse is being disposed of at the landfill by commercial haulers than in recent years. As such, the projection for FY 2016 was revised downwards by \$150,000, as was the projection for FY 2017. In terms of recycling, recyclable tonnage being dropped at the convenience sites has not changed, but market prices for the recycled material are not as strong as in recent year, causing a reduced revenue projection in FY 2016 and FY 2017.

Combined, revenues for these two line items are down \$275,000 in FY 2017 compared with FY 2016.

Changes in State & Federal Revenues

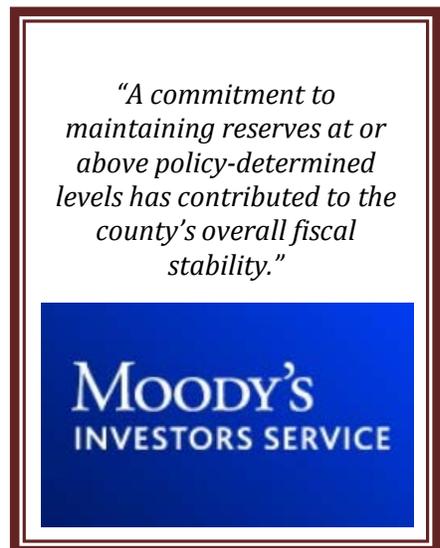
State Payments for Social Services Programs: The County receives partial reimbursement from the State for Social Services and CSA programs. Reimbursement rates vary depending upon the program. When expenditures are expected to increase for these programs as they are expected to do in FY 2017, we apply typical reimbursement rates to projected expenditures and arrive at an increased level of reimbursement revenue, as well. In FY 2017, State revenue for CSA is expected to decrease by \$48,000 due to State adjustments to Medicaid reimbursements. This change combined with an increase in Social Services revenues nets an increase of about \$166,000.

The Adopted Budget includes funding for two additional Child Protective Services Worker positions and one additional Foster Care Worker position. State reimbursement for these added positions is expected to total \$53,316.

SAFER Grant Funding: The County was awarded a two-year SAFER grant for nine firefighter/medic positions for FY 2015 and FY 2016. In FY 2017, \$544,771 in SAFER grant revenue will no longer be available to the County and will have to be absorbed in the budget as we continue to fund these nine firefighter/medic positions.

Use of the Fund Balance

The County’s fiscal policies call for a reserved and committed General Fund balance equal to at least 11% of the subsequent year’s projected General Fund and School Operating Fund revenues. Known as the Fiscal Stability Reserve, this reserved portion of the fund balance is set aside to meet a critical, unexpected financial need costing at least \$1 million and resulting from a natural disaster or declared state of emergency, or from a local catastrophe that cannot be resolved through other less extraordinary budgetary action. By policy, the Fiscal Stability Reserve must be replenished to the 11% minimum level within three fiscal years of any use. The County’s financial advisors have advised that the Fiscal Stability Reserve policy is the single most important financial policy to preserve strong credit ratings.



Additionally, a Budget Stabilization Reserve (BSR) must be accounted for within the unassigned General Fund balance. Beginning in FY 2016, the BSR is funded at \$1.0 million with an amount equal to 0.25% of General Fund and School Operating Fund revenues to be added each year until such time as the reserve reaches a maximum of \$5.0 million. The BSR will be available to address potential revenue declines or other economic stress placed on the budget. Any use of this reserve must be replenished within two fiscal years.

At the end of FY 2017:

- Fiscal Stability Reserve will be funded at 11% of FY 2018 projected revenues;
- Budget Stabilization Reserve will be funded at \$2.0 million; and
- \$0 will remain in the fund balance in excess of the two reserves.

In FY 2017, \$3,452,255 of the General Fund balance is used as a one-time transfer to the Capital Projects Fund to fund the tone paging system; the final portion of the public safety radio system; Next Generation 911; the local portion of the E911 call handling system; E911 phone equipment; and a portion of the CAD system replacement. Additionally, \$250,000 is used for a one-time allocation to the Economic Development department budget for various one-time projects.

	\$ in millions
<i>FY 2016 Adopted Budget – Revenue (General Fund)</i>	<i>\$245.2</i>

Changes in General Estimates	
Real Property Tax	\$5.7
Personal Property Tax	1.9
Local Sales Tax	0.7
Delinquent Property Tax & Interest	0.6
Meals Tax	0.5
Public Service Corporation	0.2
DSS/CSA State Revenue	0.2
Sheriff's Asset Forfeiture & Seizure	0.1
Recordation Tax	0.1
Water/Sewer Administration Fees	0.1
Deferred Taxes & Interest Earnings	0.1
Miscellaneous	0.1
Machinery & Tools Tax	(0.1)
Refuse & Recycling Revenues	(0.3)
SAFER Grant	<u>(0.5)</u>
Subtotal Changes	\$9.4
Changes in Transfers	
Transfer from Fire/EMS Service Fee Fund	\$0.2
Transfer from Utilities Operating Fund	<u>(0.1)</u>
Subtotal Changes	\$0.1
Change in Use of Fund Balance	
Add one-time use for transfer to Capital Projects Fund in FY 2017	\$3.5
Add one-time use for allocation to Economic Development	0.2
Remove one-time use for miscellaneous operating in FY 2016	(0.7)
Remove one-time use for transfer to Capital Projects Fund in FY 2016	<u>(2.5)</u>
Subtotal Changes	\$0.5

	\$ in millions
<i>FY 2017 Adopted Budget – Revenue (General Fund)</i>	<i>\$255.2</i>

Categorical breakdowns may not tie exactly to financial summaries due to the groupings displayed here.

Building the Budget – Expenditures

The FY 2017 Adopted Budget was developed in the spirit of focusing on the County’s future; maintaining fiscal policies; maintaining commitments to regional partners and bondholders; and addressing current staffing needs to ensure services continue at the quality levels expected.

Adjustments made to the FY 2016 Adopted Budget to yield the FY 2017 Adopted Budget can be summarized as follows for the General Fund:

Transfer to Schools	\$4,942,568
New initiatives	2,410,919
Transfer to Capital Projects Fund	1,925,761
Debt service	710,693
Transfer to Transportation Fund	700,000
Transfers to Other Funds	473,521
Base budget adjustments	(373,287)
Revised practice on funding vehicles.....	<u>(790,960)</u>
Total Change in General Fund.....	\$9,999,215

Significant portions of these General Fund adjustments are outlined in this section.

Base Budget Adjustments

- Spotsylvania participates in multiple regional agencies to provide services and support citizens. Contributions to such agencies result in a budget increase of \$966,894. Based on Spotsylvania’s use of the Rappahannock Regional Jail, Juvenile Detention Center, and Chaplin Youth/Office on Youth facilities and programs, the County’s contribution to these three entities is responsible for \$812,803 of the total increase. Additionally, the budget includes a \$62,000 increase in funding to the Central Rappahannock Regional Library to encourage a partnership between the Library and Spotsylvania high schools to provide weekend school library hours for access to computers and internet capability in the rural areas of the County. Contributions to other regional agencies – primarily the Rappahannock Area Community Services Board (RACSB) – are increasing by \$92,091.
- The FY 2016 Adopted Budget included funding only partial year funding for 15 personnel to staff the new Co. 11 fire/rescue station. Funding these 15 positions for the full year in FY 2017 adds \$532,754 to the base budget.
- Retiree health insurance costs are expected to increase by \$157,550 in FY 2017 due to an increase in the number of retirees on the plan.
- Changes to the VRS plan began in FY 2013 when the General Assembly required VRS-eligible employees, whose employers had previously paid all or part of the 5% contribution on their behalf, to begin paying the employee contribution. Employers had the option to phase in the change at a minimum level of 1% for each year through FY 2017, but were required to

provide employees with an offsetting salary increase in the same year. FY 2017 will be the fifth and final year of the five-year, 1%-per-year phase-in period. Additionally, the General Assembly requires that all employees hired or re-employed on or after July 1, 2012 pay the entire 5% member contribution with no phase-in option. In FY 2017:

- Employees pay 5% and the County pays 9.51%.
 - Employees hired before July 1, 2012, will receive a 1% salary increase, effective July 1, 2016, to offset the additional 1% VRS contribution they will pay beginning July 1st. The 1% salary increase will result in a net loss to the employee and the County, as both will be paying taxes on the increased salary. The County's share of that cost is estimated at approximately \$66,000.
- Given our claims history and insurance reserve balances, health insurance rates are expected to remain constant in FY 2017. There is no overall change in costs, and there is no change in the employer/employee split of premium costs for the plan year beginning October 1, 2016.
 - The cost of other benefits including workers compensation, unemployment insurance premiums, VRS life insurance, and VRS retirement is expected to decrease by \$350,000. The primary factor contributing to this decrease is a reduction in the VRS retirement rate which is changing from 10.58% to 9.51% for FY 2017 and FY 2018.
 - Utilities costs are projected to decrease by nearly \$166,000. Included in this estimated decrease is the cost of electricity, telephones, and heating fuel.
 - Vehicle fuel costs are projected to decrease by \$320,000 based on an anticipated reduction in cost per gallon in FY 2017 relative to that budgeted for FY 2016.
 - Removal of the one-time bonus and fire pay parity line items that were included in the FY 2016 Budget reduces costs by \$669,000 for FY 2017. Additionally, changes in personnel costs related to salary adjustments (ex. application of the pay parity), turnover, and changes in benefits result in a decrease of \$515,000 in the base budget.
 - Several years ago, we began budgeting reductions in personnel expenditures within the Information Services and Social Services budgets to capture the lapse and turnover savings that typically occur within those departments. For FY 2017, we are reducing larger amounts within each budget based on trends, netting an overall base budget decrease of \$89,000.

Net New Debt Service

- Public safety projects costing \$8.3 million are planned for financing this coming summer. Of this amount, \$1.2 million will be used towards replacement of the computer aided dispatch (CAD) system. \$3.6 million will be used for replacement fire and EMS equipment (fire trucks and ambulances), and for work to be completed at the fire training center. \$3.5 million will

be used for modifications to the County's animal shelter to allow for the housing of additional animals in better conditions.

When the County issues bonds for projects, it must repay the loan through a series of annual principal and interest payments known as debt service. Net new debt service resulting from the issuance of these bonds as authorized by the County voters in November 2014 is \$710,694.

- School projects totaling \$27.6 million are planned for financing this summer. This amount includes \$13.5 million for major maintenance at school facilities; \$9.8 million for technology replacements and upgrades, as well as safety and security upgrades; and \$4.3 million for 34 replacement buses and two additional buses. The net new debt service stemming from the issuance of bonds authorized by the County voters in November 2014 is budgeted at \$2,706,628. The Schools do not received funding for debt service from State or Federal sources. Schools debt service is funded solely through the transfer of funds from the County.

New Initiatives for FY 2017

Public safety has been the focus of many new initiatives in recent budget years. We have added new positions for career staff in Fire/Rescue to ensure staffing at all stations as volunteer agencies were no longer able to provide services at previously provided levels, to meet training requirements, and to staff the new Co. 11 station. New court deputies, transport deputies, detectives, animal control officers, communications officers and operators, and parking enforcement personnel have been added to the Sheriff's Office.

While the public face of the County is the direct service providers – firefighters; deputies; public works personnel; the courts staff; Parks & Rec staffers; building and code inspectors; and social services providers – there is a dedicated support staff working behind the scenes to take care of all the non-public matters that must happen for the direct service providers to succeed. The public does not see the Information Services workers who come in during the middle of the night when a network outage occurs, or the Finance staff person who comes to work during a snowstorm even when County offices are closed to ensure 1,000+ employees get their paychecks on Friday.

Consider that since FY 2009 – the last “normal” budget year before we began cutting positions and holding positions vacant and/or unfunded in the budget – 78 service positions have been added to the budget while only 2 support positions have been added. Since FY 2009, the rate of funded position growth for service functions has been six times the rate of funded positions growth for support functions. If the proportionate split of service to support positions existing in the FY 2009 Budget were applied to the current FY 2016 Budget, support functions are short 10 positions. While the FY 2017 Budget does indeed add new public safety personnel, a concerted effort has been made to add human resources in supporting areas where more and more is expected of staff.

Following is a listing of the positions changes included in the FY 2017 Adopted Budget:

A Net of 14.44 New Positions for All Funds:

General Fund -

- 2.0 Child Protective Services Workers (CPS). Over the past year, the number of CPS cases has increased by 28% with 82% of cases being deemed Response Level 1 in which the agency must respond within 24 hours. The addition of the 2.0 CPS Workers will allow worker case levels to be more closely aligned with the recommended maximum 12 cases. Currently, workers are handling between 15 and 20 cases each;
- 1.0 Foster Care Worker. Foster care is highly regulated. The on-going learning of changing State policies, volumes of case documents, and required elements of case management make it difficult for existing staff to maintain proactive foster care service delivery. This added position will share in the caseload in an effort to allow all workers to be proactive;
- Deletion of the previously unfunded 1.0 Internal Auditor position in County Administration in favor of adding a 1.0 Senior Accountant to be responsible for developing the internal audit function over the course of several years, ultimately requiring additional staff;
- Conversion of two 0.63 part-time Account Clerk I positions in the Treasurer's Office to two full-time 1.0 FTEs;
- 1.0 Senior Accountant in Finance to assist in meeting the accounting, reporting, and audit requirements of ever-changing accounting standards and rules;
- 1.0 Network Database Administrator and funding of the previously unfunded Application Development Manager in IS. These added positions will ensure continued performance of client/server technologies, SQL databases, data integrity, interfaces, and the security of internal and external access to County systems;
- 3.0 Firefighter/Medic positions to round out a full complement of staffing for the new Co. 11 station. An \$87,000 reduction in overtime helps to offset the costs of these added positions;
- 0.7 Fire Inspector to aid in the regular inspection of all commercial facilities on an annual basis. The current staff is unable to meet the commercial inspection needs;
- 2.0 DARE Officers to provide additional programs to elementary schools students and to begin including middle and high schools in the DARE programs, as well;
- 2.0 Deputies for the Patrol Division are added for half-year; and
- Unfunding of the Assistant County Administrator position does not change the FTE count, but offsets approximately \$196,000 of the costs of the added positions outlined above.

Utilities Fund –

- 1.0 Utilities Worker is added to the Maintenance/Electrical crew to allow the group to address its work order workload.

Shifts of Existing Positions Between Funds –

- Shift of a 1.0 Administrative Assistant from Capital Projects to Information Services (IS);
- Shift of a 1.0 Administrative Assistant from Capital Projects to Utilities; and
- Shift of a 1.0 Procurement Officer from Utilities to Finance.

- \$104,657 is included in the budget to fund pay parity with equivalent Sheriff's Office staff for FIREMS Captains and Battalion Chiefs.
- \$60,582 is added to the budget to implement a new career ladder program in the Sheriff's Office. This funding is for the second half of the fiscal year. It is costly in terms of both time and money to train new recruits, so maintaining those employees we have already trained is preferable. This program is expected to help in employee retention. The Sheriff's Office has a detailed plan as to how the funding would be used and the requirements of the career ladder program.
- \$25,851 is added to the budget for conversion of 10 Firefighters to Firefighter/Medics. The expanded training of Firefighter/Medics provides more service with the same number of personnel.
- A 2% compensation adjustment is included at a cost of \$1.1 million to the General Fund and \$0.2 million to the other funds. The 2% increase is effective July 18, 2016 for employees hired before 12/1/2015 and achieving a satisfactory or better performance evaluation. Employees hired during 2015 and having satisfactory or better performance will receive a prorated raise based on the number of full months worked in 2015.
- There is a one-time allocation of \$250,000 to the Economic Development department in FY 2017. This funding is for use on various one-time projects.

Revised Practice on Funding Vehicle Replacements

Nearly \$791,000 is reduced from the General Fund budget as a result of a recommended revised practice for funding vehicle replacements. We define capital projects as those costing \$50,000 or more, having a life expectancy of five or more years, and being nonrecurring in nature. Several years ago, we transitioned the replacement cycle of computers and servers from the General Fund to the Capital Projects Fund. We have done the same with General Fund vehicle replacements beginning in FY 2017. Social Services vehicles replacements will remain in the General Fund to match to any reimbursement revenue that may be received for such replacements.

Transfers to Other Funds

Schools – As noted previously, the transfer to the Schools is \$4.9 million higher in FY 2017. This increase funds 100% of the increase in the Schools' debt service as well as portions of salary and other cost increases adopted by the School Board in its budget.

Capital Projects Fund – Consistent with fiscal policy guidelines, a transfer from the General Fund to the Capital Projects Fund is budgeted at \$8.0 million. Fiscal policies state that the County's goal of budgeting pay-as-you-go (cash) funding for capital projects will be equal to 5% of General Fund revenue (excluding other obligated transfers). To meet this goal, beginning in FY 2008, the County established the transfer from the General Fund to the Capital Projects Fund at 1%, with an additional 0.25% to be added each year thereafter. In FY 2017, the transfer is budgeted at 3.25% of General Fund revenues.

The one-time transfer of \$2.5 million from the General Fund balance to the Capital Projects Fund occurring in FY 2016 is removed from the FY 2017 Adopted Budget. However, a one-time transfer of \$3.4 million from the General Fund is added to the FY 2017 Adopted Budget. This funding was allocated by the Board from the fund balance to reduce the amount of debt to be incurred in FY 2017. Additionally, \$64,000 in Sheriff's Office asset forfeiture and seizure revenue is transferred from the General Fund to the Capital Projects Fund to purchase of two vehicles for the recommended addition of two Patrol Division Deputies.

Code Compliance Fund – The cost of core and basic services for the Building and Zoning offices are funded by a transfer from the General Fund to the Code Compliance Fund annually. The transfer to Code Compliance is increased by \$64,000 in FY 2017.

Economic Development Opportunities (EDO) Fund – An additional \$400,000 is transferred from the General Fund to the EDO Fund in FY 2017 for the costs of previously approved LIDL incentives. In addition, because the contribution to the Fredericksburg Regional Alliance is budgeted in the General Fund for FY 2017, there is no need to transfer \$107,497 to the EDO Fund as was included in the FY 2016 Budget. \$3,000 for the Towne Center Light Show removed from the transfer, as well. Overall, the transfer to the EDO Fund increases by \$289,503 for FY 2017.

Transportation Fund – Since 2011, we have maintained vehicle license fee revenue and set-asides equaling about \$3.4 million in the General Fund as opposed to transferring those funds to the Transportation Fund as had been the practice prior to 2011. It is projected that in FY 2018, we will need to reinstate the transfer of those revenues to the Transportation Fund as the fuel tax revenue and Transportation Fund balance will no longer be sufficient to balance the long-term needs of the Transportation Fund. To begin to address the projected out-year imbalance, the FY 2017 includes a \$700,000 transfer from the General Fund to the Transportation Fund. This transfer is funded with on-going revenue, not use of the fund balance.

Utilities Operating Fund – Certain staff positions charged to the Utilities Operating Fund provide services to the General Fund. For instance, a position charged to Utilities may spend part of his time work on water and sewer lines and another part of his time on refuse collection work for the General Fund. As such, \$120,000 is budgeted for transfer from the General Fund to the Utilities Operating Fund. The true costs will not be known until the end of the fiscal year when time spent on various projects is reported and allocated.

	\$ in millions
<i>FY 2016 Adopted Budget – Expenditures (General Fund)</i>	<i>\$245.2</i>
Mandated services ¹ (40.6%)	\$99.6
Commitments ² (35.5%)	\$87.0
Other services (23.9%)	<u>\$58.6</u>
	\$245.2
Base Budget & Debt Service Adjustments	
Contributions to regional agencies	\$1.1
Net new debt service	0.7
Full year funding for Co. 11 staff funded for part year in FY 2016	0.5
Fifth year of 5-year VRS transition	0.1
VRS & other benefit changes	(0.2)
Removal of one-time bonus from FY 2016	(0.5)
Utilities (electricity, heating fuel, etc.) & vehicle fuel	(0.5)
Turnover and personnel changes in benefit choices	(0.8)
Miscellaneous adjustments	<u>(0.1)</u>
Subtotal Changes	\$0.3
New Initiatives & Revision to Replacement Vehicle Funding	
2% compensation adjustment	\$1.1
Service positions and related costs added	0.8
Support positions and related costs added	0.4
One-time allocation to Economic Development for unspecified projects	0.3
Shift replacement vehicle purchases to Capital Projects Fund	<u>(0.8)</u>
Subtotal Changes	\$1.8
Changes in Transfers	
Transfer to Schools	\$4.9
Transfer to Capital Projects Fund	1.8
Transfer to Transportation	0.7
Transfer to Economic Development Opportunities Fund	0.3
Transfer to Utilities Operating Fund	0.1
Transfer to Code Compliance Fund	<u>0.1</u>
Subtotal Changes	\$7.9

	\$ in millions
<i>FY 2017 Adopted Budget – Expenditures (General Fund)</i>	<i>\$255.2</i>

Categorical breakdowns may not tie exactly to financial summaries due to the groupings displayed here. For example, \$64,000 that is included in the transfer to Capital Projects Fund on financial summaries found elsewhere in the budget document is included in the “New Initiatives & Revision to Replacement Vehicle Funding” in this display.

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

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





FY 2017 Adopted Budget at a Glance

Budget Focus

- Maintain all fiscal policies and priority services (education, public safety, and transportation).
- Fund commitments (jail, juvenile center, regional agencies, existing debt service, Social Services/CSA).
- Funding to complete staffing of the new Fire/Rescue station in Lee's Hill (Co 11) and pick-up of expiring SAFER grant funds for 9 Firefighter/Medics.
- Adding resources to supporting departments for continuation of mission-critical work.

Budget Highlights

Schools –

- Local transfer to Schools increases by \$4.9 million.

Public Safety –

- Addition of 3 Firefighter/Medic positions to complete the complement of staffing for Co. 11; and full-year funding for the 15 Co. 11 positions that were funded for only five months in FY 2016.
- Continued funding for 9 Firefighter/Medic positions for which \$545K in expired SAFER grant funding.
- Conversion of 10 Firefighters to Firefighter/Medics to gain added service capabilities.
- Funding to pay parity with equivalent Sheriff's Office staff for FREMS Captains and Battalion Chiefs.
- Addition of 2 DARE Officers for full year and 2 Patrol Deputies for half year.
- Funding of Sheriff's Office career ladder program for half year.
- Addition of 2 Child Protective Services workers.

Resources for Supporting Departments –

- Addition of a Network Database Administrator position; funding of previously unfunded Application Development Manager position; and shift of Administrative Assistant from Capital Projects to IS.
- Addition of 2 Senior Accountant positions to meet increased auditing, accounting, and reporting demands in Finance.

Transportation –

- Fuel tax revenue allows suspension of transfer of decal and set-aside revenue for the seventh year.
- \$700,000 in on-going funding is transferred to the Transportation Fund to begin to address projected out-year imbalances in that fund.
- Intersection improvements and improvements to exits 118 and 126 included in the CIP.

Tax Rates/Fees –

- Real Property tax rate adopted at \$0.85 – nearly two cents above the \$0.8313 equalized rate.
- Personal Property tax rate for automobiles, campers, motor homes, motorcycles, pickups, and trucks decreased by 18 cents to \$6.55.

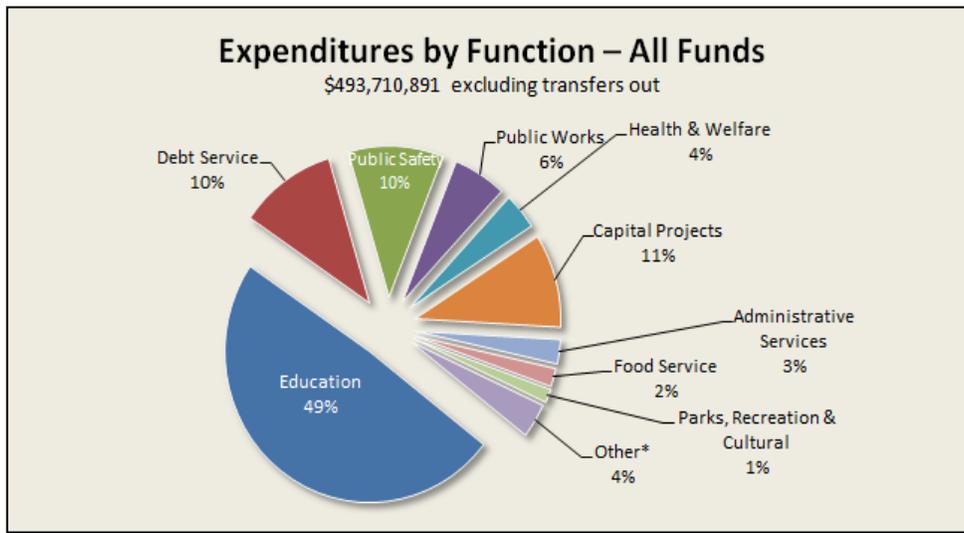
Staff –

- Additional 1% pay increase to help offset the additional 1% VRS contribution employees must pay. This is the fifth and final year of the transition.
- A 2% on-going merit-based pay increase.
- Net of 14.44 FTEs are added for the FY 2017 Adopted Budget.

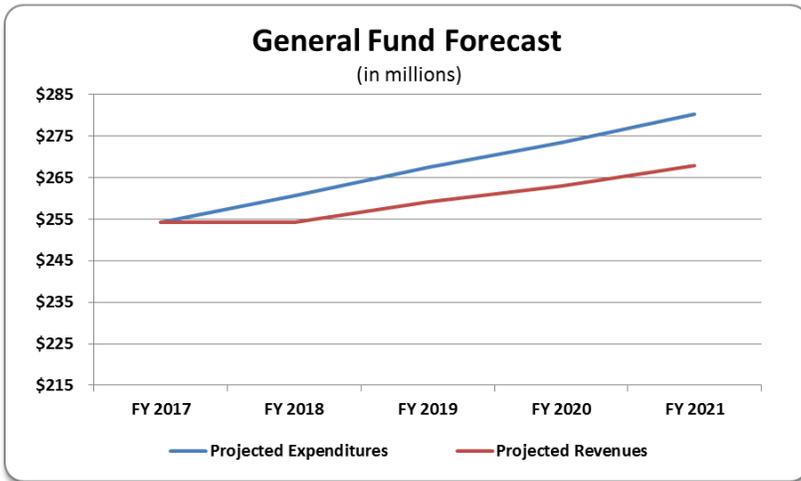
Capital Projects –

- Transfer of cash to the CIP is increased by \$3.4M above the required policy level to reduce added debt.

	FY 2016 Adopted	FY 2017 Adopted	Difference	
			\$	%
General Fund	\$117,772,697	\$119,730,062	\$1,957,365	1.7%
Economic Dev. Opportunities Fund	575,338	1,062,940	487,602	84.8%
Code Compliance Fund	3,609,108	4,005,479	396,371	11.0%
Transportation Fund	8,245,616	8,346,579	100,963	1.2%
School Operating	257,986,538	268,333,007	10,346,469	4.0%
School Food Service	9,271,699	9,515,526	243,827	2.6%
Utilities	<u>31,450,120</u>	<u>30,253,859</u>	<u>-1,196,261</u>	-3.9%
Sub-Total Operating Expenditures	\$428,911,116	\$441,247,452	\$12,336,336	2.9%
Capital Projects Fund	\$11,672,978	\$13,112,415	\$1,439,437	12.3%
School Capital Projects	18,629,525	27,611,024	8,981,499	48.2%
Utilities Capital Projects	<u>8,712,500</u>	<u>11,740,000</u>	<u>3,027,500</u>	34.7%
Sub-Total Capital Expenditures	\$39,015,003	\$52,463,439	\$13,448,436	34.5%
Total Budget	\$467,926,119	\$493,710,891	\$25,784,772	5.5%

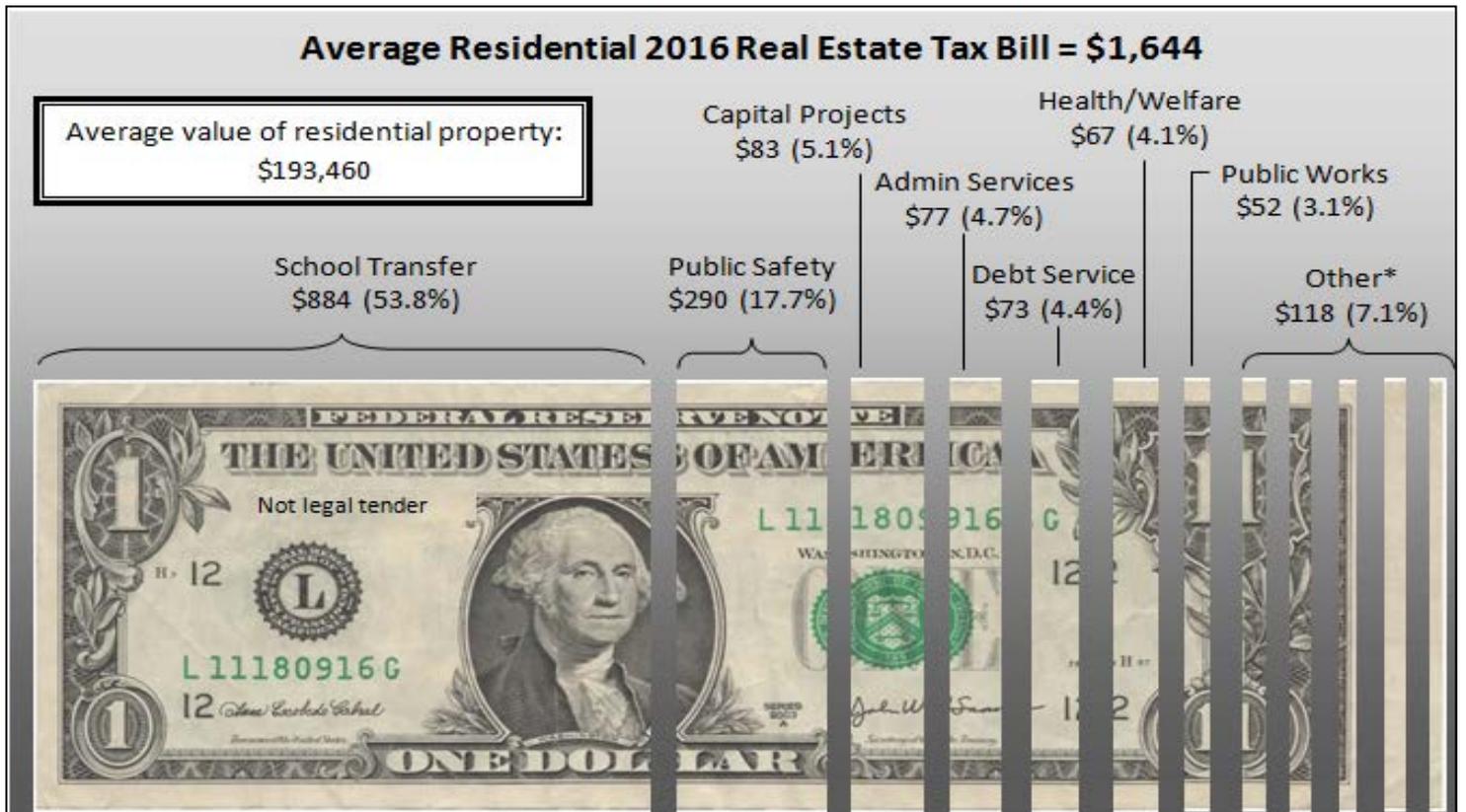


*"Other" includes Community Development, Executive Services, Judicial Administration, Transportation and Voter Services functions



Breakdown of General Fund Transfer to Schools

	2016 Adopted	2017 Adopted
• Required Local Effort	\$51,345,396	\$54,185,003
• Required Local Match for Opt. Programs	\$1,954,912	\$2,534,239
• Debt Service	\$23,216,302	\$25,922,930
• Additional Local Transfer	\$39,916,137	\$38,733,143
Total Local Transfer	\$116,432,747	\$121,375,315



*"Other" includes Parks & Rec, Executive Services, Community Development, Judicial Administration and Voter Services

Overview of Spotsylvania County



Spotsylvania County contains a mix of beautiful rural and urban landscapes and is one of Virginia’s fastest-growing counties. Within its boundaries, the County possesses the scenic beauty of Lake Anna, rural vistas, suburban amenities and a wealth of historical attractions from the Colonial and Civil War eras. The growing Spotsylvania community has attracted many dynamic commercial and retail businesses which serve area residents and visitors. These resources also make the County a favorite tourist destination.

History

In 1721, a vast new county was formed in the young colony of Virginia. Extending far beyond the Blue Ridge Mountains, this frontier outpost was named for Alexander Spotswood, Colonial Governor of Virginia. Much of the County’s early development is attributed to Spotswood’s ironworks that he founded in the early 1700’s. His “Iron Mines Company”, a mining and smelting operation, was founded in 1725 at Germanna. A blast furnace, also founded by Spotswood, was operated in this area from 1730 through 1785. Remnants of the ironworks are still found in the County.

Known as the “Crossroads of the Civil War”, four major Civil War battles were fought on Spotsylvania soils including one of the bloodiest of the war, the Battle of Spotsylvania Courthouse, in May 1864. It was during this battle that the clash between the armies of Ulysses S. Grant and Robert E. Lee known as the “Bloody Angle” took place and at Chancellorsville, Stonewall Jackson fell to the mistaken fire of his own men.



The National Park Service maintains more than 4,400 acres of Civil War battlefields in various locations throughout the County.

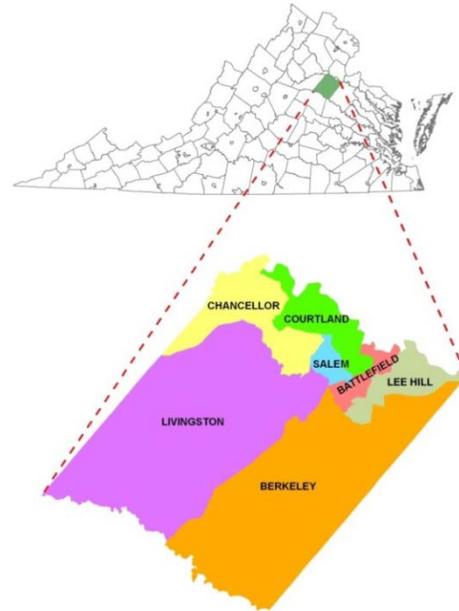
Geography

Spotsylvania County is located along Interstate 95, midway between the Nation's capital of Washington D.C. and the State's capital of Richmond.

The County is bounded by Caroline County on the east; Louisa and Hanover counties along the North Anna River on the south; Culpeper and Stafford counties and the City of Fredericksburg on the north along the Rappahannock and Rapidan rivers; and Orange County on the west.

About 65% of the County is located in Virginia's Piedmont physiographic province and about 35% is in the Coastal Plain.

The County's area is 414.25 square miles and elevations range from sea level to 540 feet.



Government

Spotsylvania County is governed by a seven-member Board of Supervisors, elected for staggered four-year terms. The terms of three current members expires on December 31, 2017, with the terms of the remaining four members expiring on December 31, 2019. The Board of Supervisors sets county policies, adopts ordinances, appropriates funds, approves land rezoning and special exceptions to the zoning ordinance, and carries out other responsibilities set forth by the State and County code.

The County functions under the traditional form of government with a Board-appointed County Administrator who acts as the Board's agent in the administration and operation of the departments and agencies. Additionally, County citizens elect and are served by five constitutional officers: Treasurer, Commissioner of Revenue, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney.

The Health Department and the court system are under the control of the Commonwealth of Virginia, while mental health services are provided by the Rappahannock Area Community Services Board.

Spotsylvania County Public Schools are governed by a seven-member elected School Board.

The County provides general governmental services for its citizens including emergency medical services and fire protection, collection and disposal of refuse, water and sewer services, parks and recreation, libraries, and detention centers. Other services provided by the County for

which partial funding is received from the State include public education in grades preK-12 and certain technical, vocational and special education, mental health assistance, agricultural services, law enforcement, health and social services, and judicial activities.

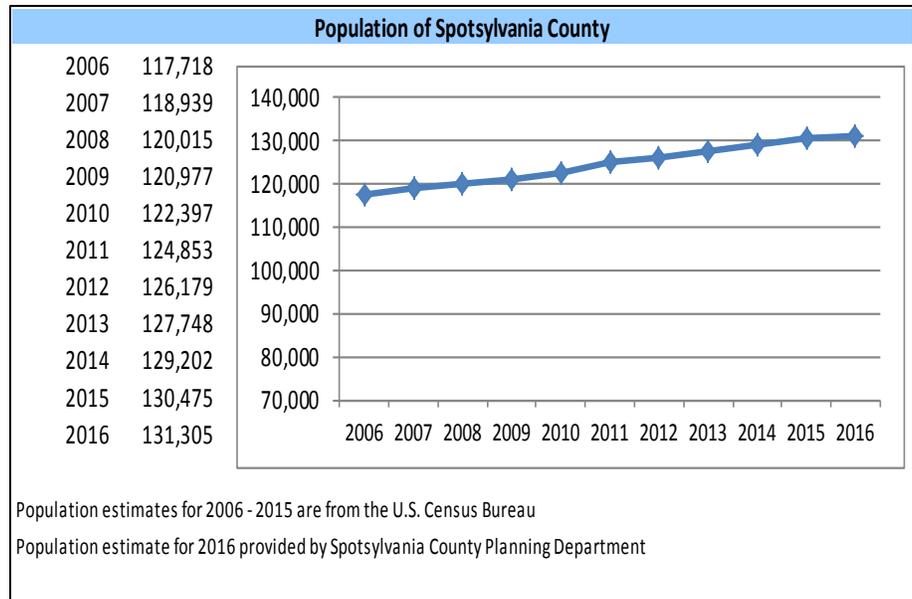
Population

The Planning Department estimates Spotsylvania’s 2016 population to be 131,305.

The County’s population has grown each of the past ten years. Population growth rates were between 3.7% and 5.7% from 2000 through 2005, peaking in 2002 at 5.7%. Beginning in 2006 and corresponding with the Board’s desire to curb

residential growth in the County, growth rates declined. The rate of population growth between 2015 and 2016 is estimated at 0.6%.

The County’s Planning Department estimates the County’s population growth to average between 1% and 2% per year into the next few decades. The following table compares the estimated population at these two percentage rates.



Spotsylvania County Population Forecast

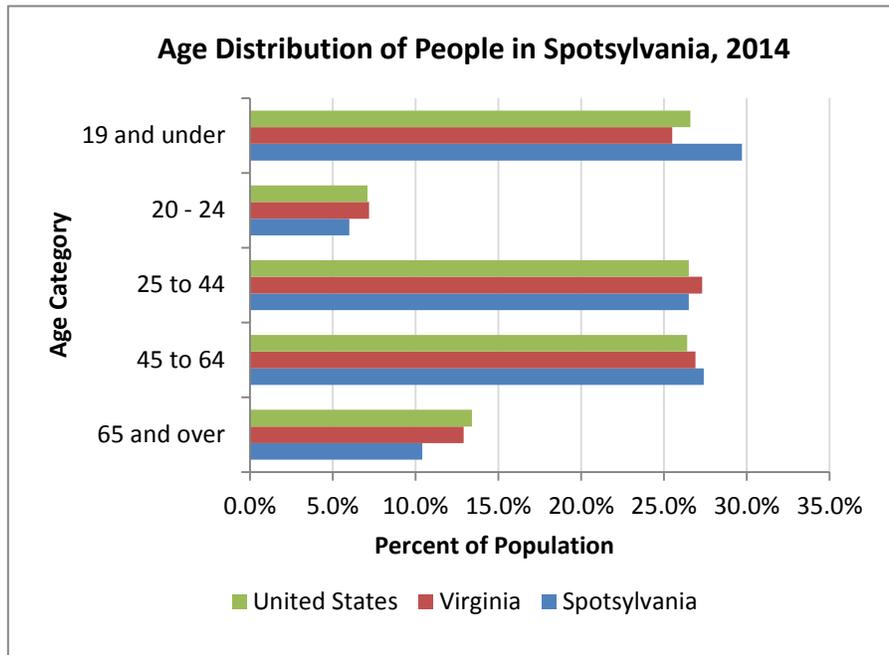
Year	U.S. Census Population Estimates	
2000	90,395	
2005	114,909	
2010	122,397	
2015	130,475	
Planning Department Projections		
Year	1% Growth Rate	2% Growth Rate
2020	137,131	144,055
2025	144,126	159,048
2030	151,477	175,602
2035	159,204	193,879
2040	167,325	214,058

The U.S. Census Bureau estimates that in 2014, just under three-quarters of the population of Spotsylvania County was white and slightly less than one-sixth of the population was black or African-American.

2014 Population by Racial/Ethnic Group

Group	Spotsylvania	Virginia	United States
White	70.1%	63.1%	62.1%
Black or African American	16.1%	19.7%	13.2%
Hispanic or Latino	8.7%	8.9%	17.4%
Asian	2.7%	6.3%	5.4%
American Indian or Alaska Native	0.4%	0.5%	1.2%
Native Hawaiian or Pacific Islander	0.2%	0.1%	0.2%
Other	1.8%	1.4%	0.5%

The majority of the County's population (65%) was estimated to be greater than or equal to 25 years of age, with 6% estimated between the ages of 20 and 24 and 29% estimated to be 19 or younger.



The percentage of the population between ages 20 and 64 in Spotsylvania is comparable to the makeup of state and national populations, as well. However, according to census figures, when

compared to Virginia and the United States, Spotsylvania has a higher percentage of its population at 19 and under, and a lower percentage of its population at 65 or older than do the state and the nation.

2014 Household Composition

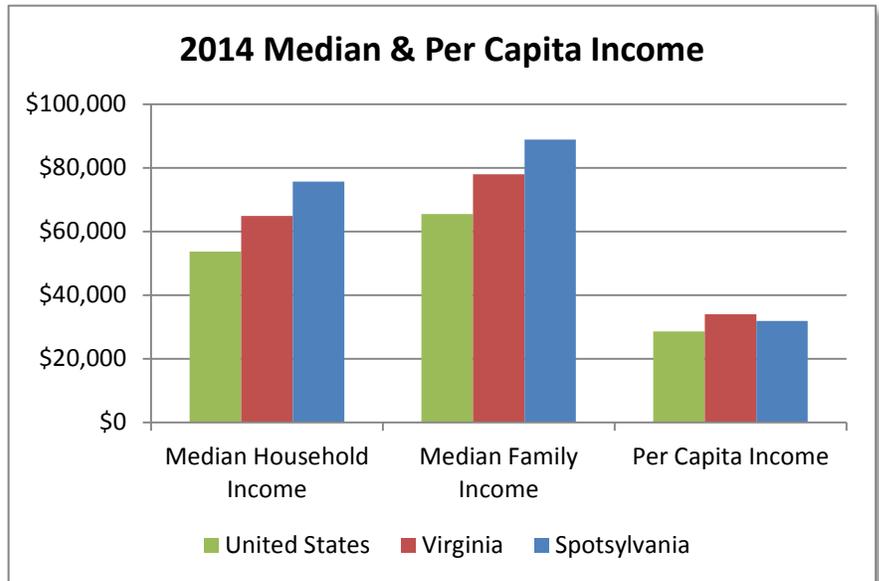
Type of Household	Spotsylvania		Virginia		United States	
Family Households	33,285	78.7%	2,047,106	67.3%	76,958,064	66.2%
With own children under 18 years	15,503	36.7%	901,736	29.6%	33,917,911	29.2%
Married-couple families	26,234	62.0%	1,542,174	50.7%	56,270,862	48.4%
Male householder; no wife families	1,843	4.4%	129,210	4.2%	5,543,754	4.8%
Female householder; no husband families	5,208	12.3%	375,722	12.4%	15,143,448	13.0%
Without children under 18 years	17,782	42.1%	1,145,370	37.7%	43,040,153	37.0%
Nonfamily Households	8,995	21.3%	994,604	32.7%	39,253,028	33.8%
Total Households	42,280	100%	3,041,710	100%	116,211,092	100%

Source: U.S. Census Bureau

Personal Income

According to the U.S. Census Bureau, Spotsylvania’s 2014 median household income was estimated at \$75,714 and median family income was estimated at \$88,880.

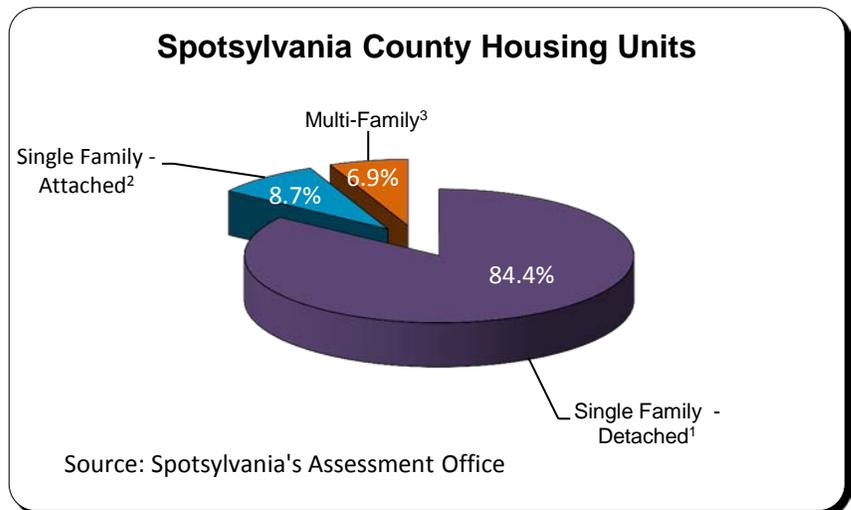
The estimated 2014 per capita income for Spotsylvania County is approximately 6% less than the state amount and approximately 12% higher than the national amount.



Source: U.S. Census Bureau

Housing

As of December 31, 2015 there are 46,461 housing units in Spotsylvania County. A housing unit can be multi-family or single-family, attached or detached. The majority (84.4%) of the housing units in Spotsylvania are single-family detached units. Since 2000, the number of housing units in the County has increased by 39.5%.



Source: Spotsylvania's Assessment Office

¹ Includes trailers, manufactured homes and mobile homes

² Consists of duplexes and townhouses

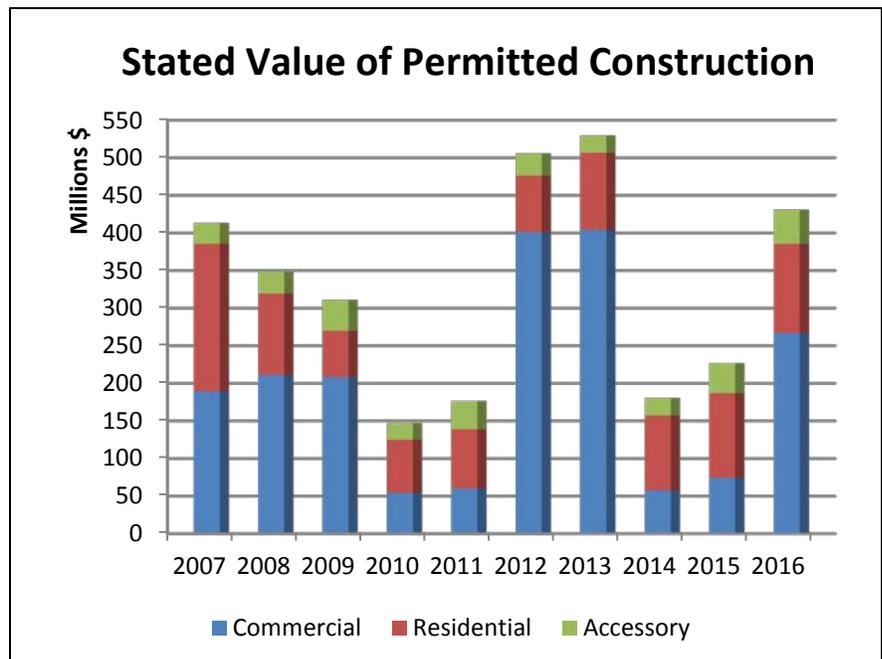
³ Consists of apartments and condominiums and assisted living housing units

Housing Units

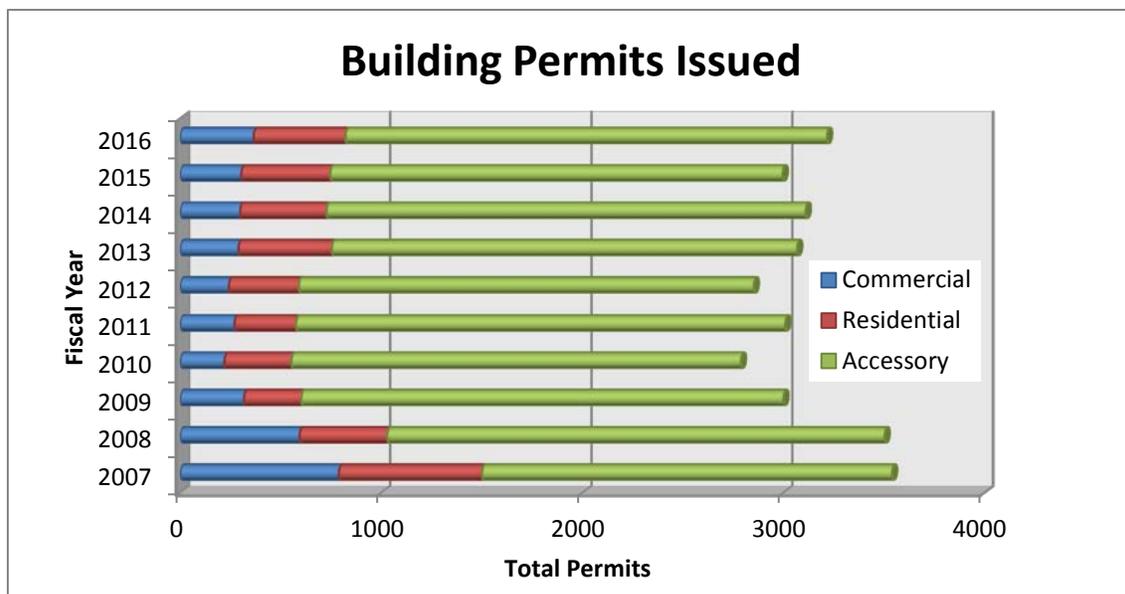
Housing Unit Type	2000	2010	2016
Single Family – Detached	28,804	37,141	39,203
Single Family - Attached	2,522	2,730	4,064
Multi-Family	1,983	3,136	3,194
Totals	33,309	43,007	46,461

The accompanying graphs illustrate construction activity within Spotsylvania during the past 10 years. The number and stated value of residential permitting grew annually from 2000 through 2005, and then began contracting. Commercial growth tends to lag behind shifts in residential growth, and that tendency is evident from historical permitting figures. An increase in the number of commercial permits continued through 2007. Commercial permitting then began declining in 2008, but bolstered by the value of permitted construction for the new Spotsylvania Regional Medical Center, permitted commercial values did not begin a noticeable decline until 2010.

In 2012 and 2013, the County processed multiple site plans for which the stated value of site work being performed was unusually large. Additionally, there were several large commercial building/renovation projects where the stated value of each project was significant. Similar activity occurred in FY 2016 with the submission of several large commercial applications with sizeable stated values, including a substantial site plan for the Lidl grocery distribution center.



Values are taken from permit applications as provided by the applicants. These values *do not* represent the value assigned by Spotsylvania's Assessment Office. The 2016 figures are through May 31, 2016 .



The 2016 building permit figures are through May 31, 2016.

Approved Development

As of January 2016, the following development has been approved by the Board of Supervisors, but is not yet constructed:

Approved Developments with Unbuilt Units

Development	SFD	SFA	MF	AR	Total	Development	SFD	SFA	MF	AR	Total
Fawn Lake	569	0	0	0	569	Lakeside	0	83	0	0	83
Estates of Chancellorsville	90	0	0	0	90	Brooks	0	4	0	0	4
Estates of Elys Ford	231	0	0	0	231	Estates at Terry's Run	10	0	0	0	10
Saw Hill	71	0	0	0	71	Woods of Catharpin	15	0	0	0	15
Pelhams East	43	0	0	0	43	Spotsylvania Courthouse Village	395	205	834	50	1,484
Whitehall	60	0	0	0	60	Crossroads Station	0	0	610	0	610
Tanglewood Estates	19	0	0	0	19	New Post	219	104	102	0	425
Estates at Kingswood	35	0	0	0	35	Fortune's Landing	49	0	0	0	49
Breckenridge Farms	52	0	0	0	52	Silver Collection Apartments	0	0	274	0	274
Pamunkey Point	21	0	0	0	21	Villas at Harrison Crossing	0	0	0	130	130
Lee's Parke	586	0	0	227	813	Heritage Woods	697	180	183	0	1,060
Sunrise Bay	36	0	0	0	36	Ni River Community Church	89	0	0	0	89
Regency at Chancellorsville	0	0	0	189	189	Southpoint Landing	0	0	830	0	830
Glen Haven/ River Glen	43	0	0	0	43	Benchmark	0	98	0	0	98
Reserve at Chancellorsville	122	0	0	0	122	Legends of Chancellorsville	218	0	0	0	218
Lafayette Crossing	21	0	0	0	21	Wheatland	0	98	0	0	98
Mallard Landing	130	0	0	0	130	Thorburn Estates	59	0	0	0	59
Spring Arbor	61	0	0	0	61	Jackson Village	0	695	1,190	385	2,270
Summerfield	78	41	0	0	119	Retreat at Chancellorsville	0	0	0	192	192
Station Square/ Overlook Apt	0	0	340	0	340	Alexander's Crossing	518	971	888	230	2,607
Keswick	150	90	240	184	664	Avalon Woods	98	0	0	0	98
Ni Village	0	164	773	0	937	Plantation Woods	132	0	0	0	132
Total of all units approved but not yet built							15,501				

SFD = Single Family Detached. SFA = Single Family Attached. MF = Multi Family. AR = Age Restricted

Community Facilities

- 31 Schools
- 12 Parks²
- 1 Outdoor Amphitheatre
- 5 Community Centers
- 1 Senior Center
- 1 Visitors Center
- 1 County Museum
- 1 Swimming Pool
- 73 Multipurpose Fields
- 46 Tennis Courts
- 50 Baseball/Softball Diamonds
- 7 Basketball Courts
- 130.7 miles of Trails
- 1 Animal Shelter
- 13 Convenience Centers
- 1 Landfill
- 11 Fire/Rescue Stations¹
- 2 Dams and Reservoirs
- 56 Pump Stations
- 2 Water Treatment Plants (WTP)
- 3 Wastewater Treatment Plants (WWTP)
- 900 + miles water/sewer infrastructure

¹ Fire/Rescue Company 11 to open in FY 2017

² Includes parks at the County’s two reservoirs

Additionally, Spotsylvania participates in regional programs such as the Central Rappahannock Regional Library, FRED Bus Service, Health Department, Rappahannock Juvenile Detention Center and the Rappahannock Regional Jail.

Business, Labor & Employment

The County’s primary economic development mission is to attract new businesses and capital investment, and to provide a supportive climate for the growth of existing businesses in order to stimulate the creation of jobs and tax revenues. The County has implemented numerous initiatives and specific programs to accomplish this mission.

The County’s target industries include healthcare, manufacturing, professional services (high tech/IT/defense), and tourism.

Existing Retail and Mixed Use Developments

Development	Square Footage	Development Type
Spotsylvania Towne Centre	1.6 million	Shopping and dining
Southpoint I & II	1.2 million+	Mixed use retail/commercial
Cosner’s Corner	980,000	Retail and office
Harrison Crossing	600,000	Shopping and dining
Spotsylvania Courthouse Village	500,000	Office, retail, civic: 1,500 residential units

Source: Spotsylvania County Economic Development Department

Number of Jobs by Sector and Wage

Industry	Average Establishments	Average Employment	Average Weekly Wage
Retail Trade	378	7,355	\$600
Educational Services	35	4,806	\$770
Health Care and Social Assistance	727	4,649	\$817
Accommodation and Food Service	192	4,160	\$310
Construction	305	2,208	\$935
Professional, Scientific, and Technical Services	275	1,960	\$2,007
Other Services (except Public Administration)	259	1,474	\$571
Transportation and Warehousing	75	1,425	\$875
Administrative and Support Waste Management	132	1,258	\$586
Manufacturing	61	1,160	\$1,525
Public Administration	37	1,104	\$988
Wholesale Trade	118	1,091	\$1,112
Arts, Entertainment, and Recreation	34	836	\$312
Finance and Insurance	100	498	\$923
Management of Companies and Enterprises	20	370	\$1,572
Real Estate and Rental and Leasing	110	401	\$788
Information	31	318	\$1,100
Utilities	7	82	\$1,090
Agriculture, Forestry, Fishing & Hunting	8	53	\$449
Mining, Quarrying, and Oil and Gas Extraction	2	N/A	N/A

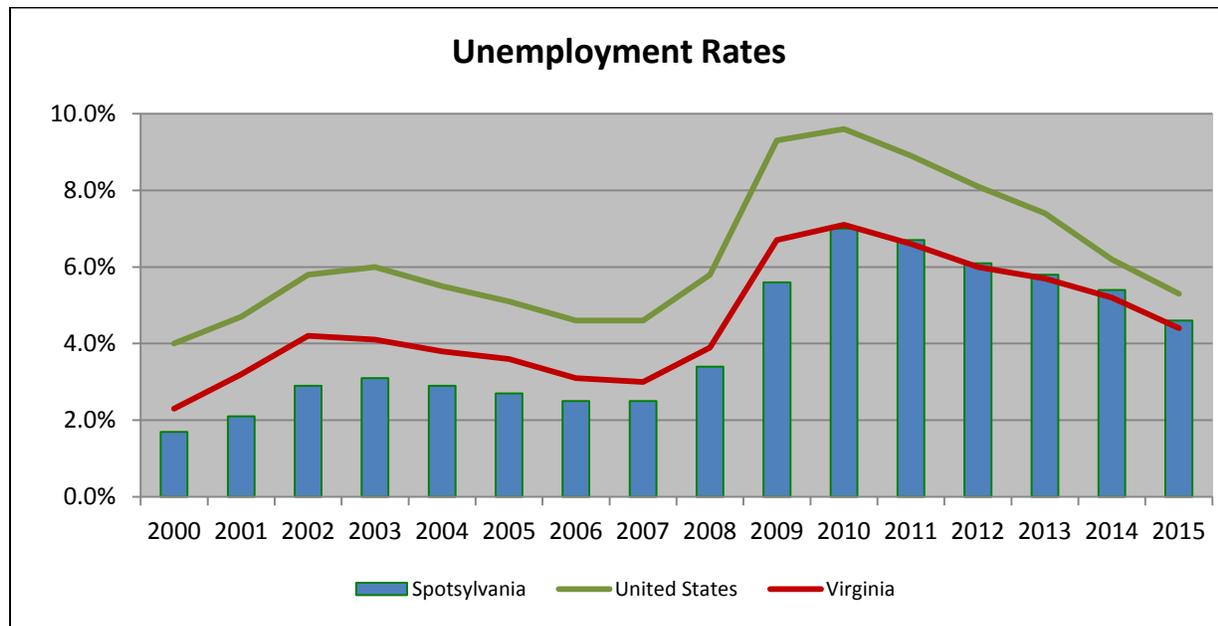
Source: Virginia Employment Commission, Quarterly Census of Employment and Wages as of 4th Quarter 2015

Employment Status within Spotsylvania

Employment Status	2000	2014	% Change
Population 16 years old or older	66,138	97,134	46.9%
In labor force	47,747	66,296	38.8%
- Employed - civilian	45,651	61,367	34.4%
- Employed - armed forces	595	653	9.7%
- Unemployed	1,501	4,276	184.9%
Not in labor force	18,391	30,838	67.7%

Source: U.S. Census Bureau

Unemployment rates for Spotsylvania have been well below the national level and below, or comparable, to state rates in recent years. The County’s unemployment rate ranks 54 out of 133 counties and cities within Virginia, as reported by the Virginia Employment Commission in 2015.



Source: Virginia Employment Commission for Spotsylvania and Virginia, U.S. Bureau of Labor Statistics for United States

Top 20 Public & Private Employers within the County (as of December 2015)

Name	Nature of Business	Employee Range
Spotsylvania County Schools	Education	1,000+
Spotsylvania County Government	Local Government	1,000+
HCA Virginia Health System	Hospital	500-999
Wal-Mart	Retail	250-499
Food Lion	Grocery	250-499
CVS Pharmacy	Pharmacy Distribution Warehouse	250-499
Germanna Community College	Education	250-499
Rappahannock Goodwill Industries	Rehabilitation Services	250-499
United Parcel Service	Parcel Delivery	100-249
Temporary Solutions	Employment Agency	250-499
Spirit Halloween Superstore	Retail	100-249
McDonalds’s	Restaurant	100-249
Carmax	Automotive Dealer	100-249
Home Instead Senior Care	Senior Home Care Services	100-249
A-T Solutions	Support to Counterterrorist Activities	100-249
Giant Food	Grocery	100-249
Costco	Retail	100-249
Professional Employer Resource	Professional Employer Organization	100-249
Target Corporation	Retail	100-249
Kaeser Compressors	Manufacturer of Air Compressors	100-249

Source: Virginia Employment Commission

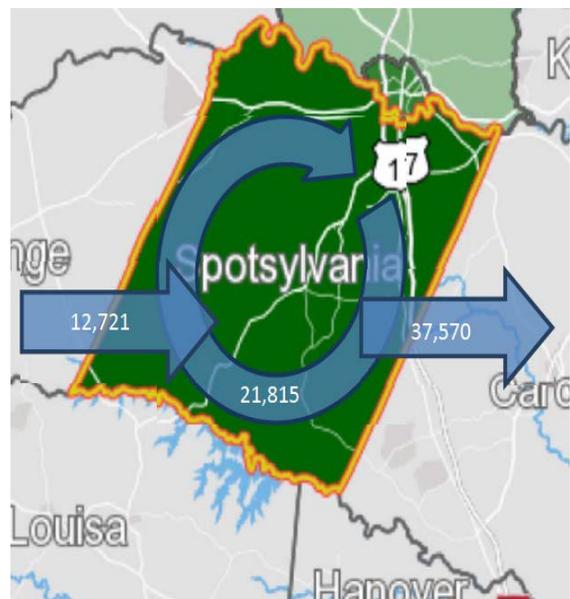
Other Public & Private Major Employers in Surrounding Area (as of December 2015)

Name	Nature of Business	Employee Range
U.S. Department of Defense	Federal Government Agency	1,000+
GEICO	Insurance Customer Service Center	1,000+
Stafford County Schools	Education	1,000+
Federal Bureau of Investigation	Federal Government Agency	1,000+
Mary Washington Hospital	Hospital	1,000+
County of Stafford	Local Government	1,000+
University of Mary Washington	Education	1,000+
Caroline County Schools	Education	500-999
Fredericksburg City Schools	Education	500-999
King George County Schools	Education	500-999
City of Fredericksburg	Local Government	500-999
McLane Mid Atlantic	Distributor for Convenience Stores	500-999
Medicorp Health System	Healthcare	500-999
Stafford Hospital Center	Hospital	500-999
Rappahannock Area Community Services Board	Social Services Provider	250-499
United States Postal Service	Federal Government Agency	250-499
Snowden Services	Healthcare	250-499
First Market Bank	Banking Services	250-499
Rappahannock Regional Jail	Justice, Public Order, and Safety Activities	250-499
United States Postal Service	Federal Government Agency	250-499
Virginia Department of Transportation	State Government Agency	250-499

Source: Virginia Employment Commission

Spotsylvania Commuting Patterns - 2013

Commuting From	Area	Commuting To
-	Arlington County, VA	1,268
1,760	Caroline County, VA	447
510	Culpeper County, VA	572
304	Fairfax County, VA	4,275
1,917	Fredericksburg, VA	9,281
827	King George County, VA	1,516
1,336	Orange County, VA	516
644	Prince William County, VA	4,093
91	Richmond, VA	601
3,130	Stafford County, VA	7,558
36	Washington, D.C.	3,010
2,166	All Other Locations	4,433
12,721	Total Commuters	37,570



Spotsylvania County Workers	
Live and Work in Spotsylvania	21,815

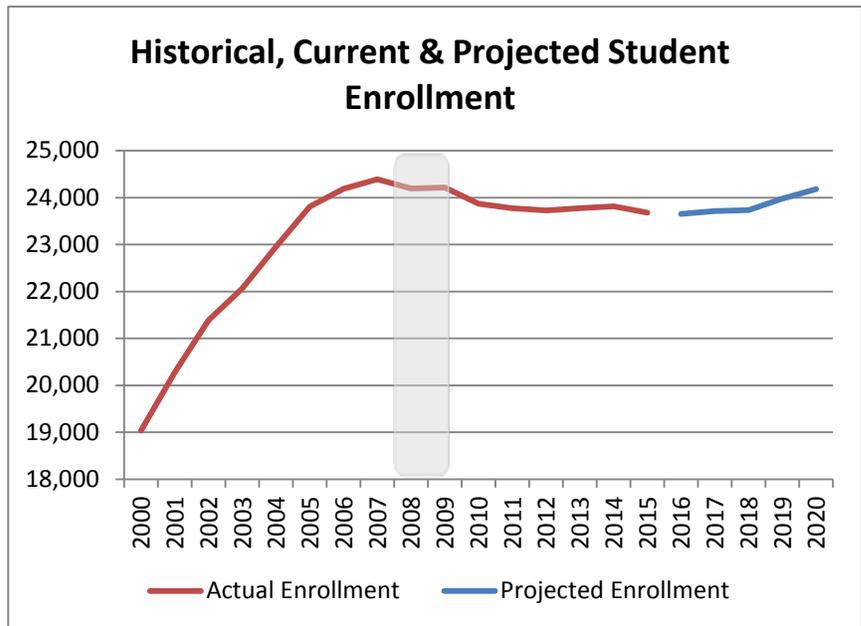
Source: U.S. Census Bureau

Education

Spotsylvania County Public Schools include 17 elementary schools, 7 middle schools, 5 high schools, 1 alternative learning center, and 1 career technical center.

Actual public school enrollment for the 2015-2016 school year was 23,678. Enrollment is projected to be 24,185 by the 2020-2021 school year.

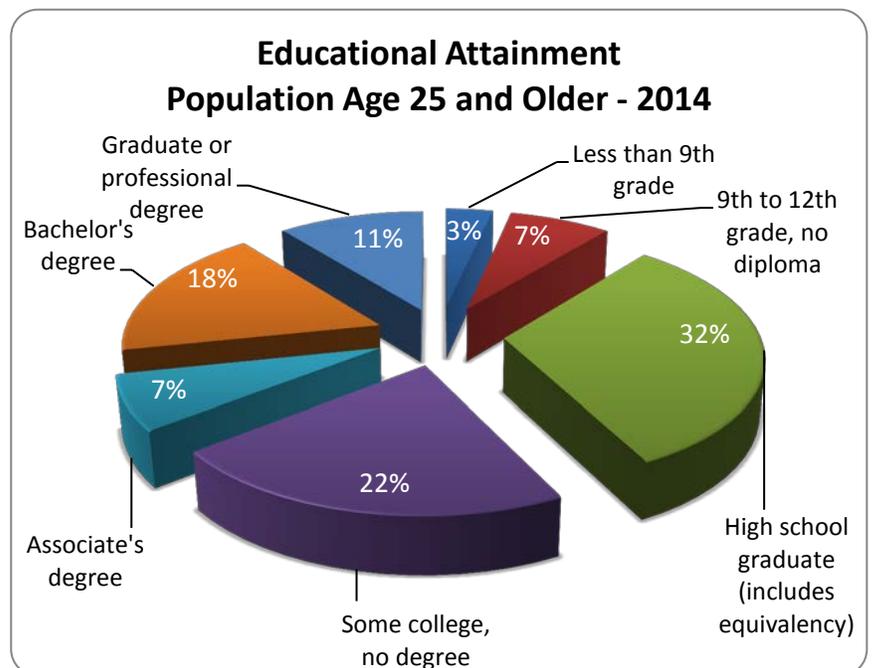
Enrollment is projected to continue to increase as the result of new residential housing developments.



Enrollment as measured on September 30 or October 1 of each year. The grey shaded area represents the recession that occurred from December 2007 to June 2009.

Over a third of Spotsylvania County residents hold an associate's, or higher, degree, while 89% of residents are high school graduates or higher.

Spotsylvania County's educational attainment is comparable to national percentages, but with achievement of Bachelor's and graduate/professional degrees being eight percentage points less than that of Virginia as a whole.



Source: US Census Bureau

Supplemental Information

This section contains various statistics which may be of interest to the reader.

Real Estate Tax Rate History

Calendar Year	Tax Rate	Equalized Tax Rate
1990	\$0.85	*
1991	0.90	
1992	0.82	0.71
1993	0.86	
1994	0.86	*
1995	0.86	
1996	0.86	0.81
1997	0.92	
1998	0.94	0.90
1999	1.02	
2000	1.02	0.94
2001	1.07	
2002	1.01	0.93
2003	1.01	
2004	0.86	0.86
2005	0.89	
2006	0.62	0.62
2007	0.62	
2008	0.62	0.56
2009	0.62	
2010	0.86	0.83
2011	0.86	
2012	0.88	0.90
2013	0.88	
2014	0.86	0.863
2015	0.86	
2016	0.85	0.8313

*Biennial assessments began occurring in 1996. Prior to that, assessments took place every four years.

General Property Tax Rates¹

Calendar Year	Real Estate & Mobile Home	Personal Property ²	Business Furniture & Fixtures	Machinery & Tools	Heavy Construction Equipment
2016	\$0.85	\$6.55/\$6.25	\$5.95	\$2.50	\$2.00
2015	0.86	6.73/6.25	5.95	2.50	2.00
2014	0.86	6.78	5.95	2.50	2.00
2013	0.88	6.37	5.95	2.50	2.00
2012	0.88	6.37	5.95	2.50	2.00
2011	0.86	6.26	5.95	2.50	2.00
2010	0.86	6.26	5.95	2.50	2.00
2009	0.62	6.26	5.95	2.50	2.00
2008	0.62	5.00	5.00	2.50	2.00
2007	0.62	5.00	5.00	2.50	2.00
2006	0.62	5.00	5.00	2.50	2.00
2005	0.89	5.00	5.00	2.50	2.00
2004	0.86	5.00	5.00	2.50	2.00
2003	1.01	5.00	5.00	2.50	2.00
2002	1.01	5.00	5.00	2.50	2.00
2001	1.07	5.00	5.00	2.50	2.00

¹ Real Property and Mobile Home tax rates are levied per \$100 of assessed value. All others are assessed at no greater than 50% of value or 50% of original cost depending on the classification.

² For years 2000 – 2014, the rate includes all personal property types. Beginning in 2015, there are two adopted rates, one for automobiles, campers, motor homes, motorcycles, pickups, and trucks and a second rate for boats and boat trailers.

Real Estate Tax Rates per \$100 of Assessed Value

Locality	Population ¹	Tax Year 2015 Rate	Tax Year 2016 Rate	Change
Richmond City	220,289	\$1.2000	\$1.2000	-
Prince William	451,721	1.1936	1.1950	0.0014
Loudoun	375,629	1.1350	1.1450	0.0100
Fairfax	1,142,234	1.1160	1.1585	0.0425
Alexandria	153,511	1.0430	1.0730	0.0300
Stafford	142,003	1.0190	0.9900	(0.0290)
Fauquier	68,782	0.9990	1.0390	0.0400
Arlington	229,164	0.9960	0.9910	(0.0050)
Chesterfield	335,687	0.9600	0.9600	-
Henrico	325,155	0.8700	0.8700	-
Spotsylvania	130,475	0.8600	0.8500	(0.0100)
Caroline	29,984	0.8300	0.8200	(0.0100)
Fredericksburg	28,118	0.8200	0.7700	(0.0500)
Hanover	103,227	0.8100	0.8100	-
Culpeper	49,432	0.7300	0.7300	-
King George	25,515	0.6100	0.6800	0.0700

¹ Population figures from the U.S. Census Bureau (Estimate as of July 1, 2015).

Real Estate Tax Bill History¹

Calendar Year	Tax Rate	Equalized Tax Rate	Example AV ²	Annual Tax Bill Based on Example AV ²	Change (\$)	Change (%)
2004	\$0.86	\$0.86	\$150,000	\$1,290		
2005	\$0.89		\$150,000	\$1,335	\$45	6.0%
2006	\$0.62	\$0.62	\$229,350	\$1,422	\$87	6.5%
2007	\$0.62		\$229,350	\$1,422	\$0	0.0%
2008	\$0.62	\$0.56	\$256,367	\$1,589	\$168	11.8%
2009	\$0.62		\$256,367	\$1,589	\$0	0.0%
2010	\$0.86	\$0.83	\$185,200	\$1,593	\$3	0.2%
2011	\$0.86		\$185,200	\$1,593	\$0	0.0%
2012	\$0.88	\$0.90	\$182,070	\$1,602	\$9	0.6%
2013	\$0.88		\$182,070	\$1,602	\$0	0.0%
2014	\$0.86	\$0.863	\$192,830	\$1,658	\$56	3.5%
2015	\$0.86		\$192,830	\$1,658	\$0	0.0%
2016	\$0.85	\$0.8313	\$207,794	\$1,766	\$108	6.5%
					\$476	

¹ This analysis is based upon an *example* 2004 assessed value and shows that a house valued at \$150,000 in 2004 would be valued at approximately \$207,794 in 2016. At the adopted \$0.85 rate for 2016, the real estate taxes on this *example* residential property would have increased by \$476 since 2004 – an average annual increase of 2.7%.

² AV = assessed value

Principal Property Taxpayers

As of December 31, 2015

Name	Type of Business	Assessed Value ¹	Amount of Tax	Percent of Total Taxable AV ²
Spotsylvania Mall Company	Shopping Mall	\$192,844,843	\$1,676,553	1.39%
Dominion Virginia Power	Public Utility	129,514,739	1,113,827	0.93%
Spotsylvania Regional Medical Center	Hospital	80,127,692	1,082,963	0.58%
Rappahannock Electric	Public Utility	76,248,952	699,055	0.55%
CVS VA Distribution	Warehousing	9,119,992	542,639	0.07%
Comcast of VA	Public Utility	8,482,416	504,704	0.06%
Verizon VA	Public Utility	47,910,169	436,995	0.35%
Lee Prop Harrison Crossing	Developer	34,831,100	299,547	0.25%
GLL BVK Properties	Developer	33,994,200	292,350	0.25%
Station Sq. at Cosner's Corner	Apartments	31,801,923	276,939	0.23%

Source: Treasurer, Spotsylvania County, Virginia

¹ Includes real and personal property taxes. This schedule is arranged from highest to lowest by amount of tax paid. Due to varying rates for real and personal property, assessed values may appear to be out of order.

² AV = assessed value



County Vision, Mission, & Goals

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



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



Linking County-Wide & Functional Goals

The following chart displays the links between long-term functional and County-wide goals. Additional information related to the functional goals and performance measures may be found in the Function/Department Budgets section of this document beginning on page 250.

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

Linking County-Wide & Functional Goals

Functional Goals	County-wide Goals			
	General Gov't	Public Safety	Transportation	Growth Mgmt
Health & Welfare				
• People helping people	✓	✓		
• Strengthen family units	✓	✓		
• Ensure safety and well-being of children in agency custody	✓	✓		
• Investigate report of abuse and neglect	✓	✓		
• Build cooperative and productive relationships with stakeholders	✓	✓		
Parks, Recreation & Cultural				
• Enhance quality of life for Spotsylvanians	✓			
• Provide sustainable recreational programs	✓			
• Provide visitor services to local residents as well as to travelers	✓			
Community Development				
• Contribute to a high quality of life	✓	✓	✓	✓
• Promote business growth and development	✓		✓	✓
• Promote tourism	✓			
• Provide learning opportunities	✓			
Transportation				
• Partner with State and Federal governments to provide safe and appropriate means of transportation to County citizens		✓	✓	✓
• Ensure government vehicles and equipment are maintained in safe operating condition		✓	✓	✓
Education				
• Provide effective instructional services	✓			
• Promote a positive and effective learning environment	✓			
• Encourage parent engagement and dynamic community partnerships	✓			
• Ensure a supportive organizational structure	✓			
School Food Service				
• Support the learning experience	✓			
Capital Projects				
• Ensure the County maintains effective current and future levels of service for its citizens	✓	✓	✓	✓
Debt Service				
• Maintain compliance with adopted debt policies	✓	✓	✓	✓

FY 2017 Adopted Budget - All Funds

	FY 2015 Actual	FY 2016 Adopted	FY 2016 Amended	FY 2017 Adopted	Variance (adopt to adopt)	
					Amount	Percent
Revenues (by type)						
Property Taxes	\$156,105,286	\$154,038,898	\$157,311,748	\$162,649,814	\$8,610,916	5.6%
Other Local Taxes	\$39,366,645	\$39,525,708	\$40,021,262	\$40,915,937	\$1,390,229	3.5%
Licenses & Permits	\$272,506	\$263,200	\$371,200	\$288,825	\$25,625	9.7%
Charges for Services	\$39,390,089	\$39,273,018	\$38,976,383	\$40,646,599	\$1,373,581	3.5%
Other Local Revenue	\$25,776,585	\$24,185,535	\$29,122,959	\$23,758,646	(\$426,889)	-1.8%
Debt Proceeds	\$101,610,170	\$14,879,776	\$50,755,636	\$27,611,024	\$12,731,248	85.6%
State Revenue	\$163,668,930	\$164,069,868	\$170,595,380	\$169,098,525	\$5,028,657	3.1%
Federal Revenue	\$20,971,109	\$15,905,955	\$19,353,409	\$15,688,279	(\$217,676)	-1.4%
Subtotal - Revenue	\$547,161,320	\$452,141,958	\$506,507,977	\$480,657,649	\$28,515,691	6.3%
Transfers In	\$131,716,421	\$136,807,197	\$146,024,422	\$147,263,522	\$10,456,325	7.6%
Use of Fund Balance	(\$19,641,693)	\$15,784,161	\$102,074,894	\$13,053,242	(\$2,730,919)	-17.3%
TOTAL REVENUE - All Funds	\$659,236,048	\$604,733,316	\$754,607,293	\$640,974,413	\$36,241,097	6.0%
Expenditures (by function)						
Executive Services	\$2,846,912	\$4,562,514	\$3,998,284	\$3,803,144	(\$759,370)	-16.6%
Administrative Services	\$11,329,064	\$12,581,874	\$13,191,649	\$12,784,876	\$203,002	1.6%
Voter Services	\$269,087	\$343,597	\$416,140	\$381,529	\$37,932	11.0%
Judicial Administration	\$3,823,819	\$4,032,366	\$4,197,363	\$3,984,265	(\$48,101)	-1.2%
Public Safety	\$47,104,738	\$49,862,058	\$52,850,065	\$51,536,119	\$1,674,061	3.4%
Public Works	\$24,941,578	\$29,886,960	\$30,406,028	\$28,855,986	(\$1,030,974)	-3.4%
Health & Welfare	\$17,068,025	\$18,935,964	\$19,070,204	\$19,081,887	\$145,923	0.8%
Parks, Recreation & Cultural	\$6,848,210	\$6,960,476	\$6,977,489	\$7,118,560	\$158,084	2.3%
Community Development	\$4,234,113	\$4,615,806	\$7,954,447	\$5,615,543	\$999,737	21.7%
Debt Service	\$127,040,828	\$48,704,061	\$65,453,787	\$51,571,739	\$2,867,678	5.9%
Capital Projects	\$38,596,781	\$39,015,003	\$153,094,796	\$52,463,439	\$13,448,436	34.5%
Transportation	\$2,205,035	\$3,428,324	\$3,282,691	\$3,595,427	\$167,103	4.9%
Education	\$231,588,961	\$234,770,236	\$237,463,048	\$242,410,077	\$7,639,841	3.3%
School Food Service	\$8,625,566	\$9,271,699	\$9,271,699	\$9,515,526	\$243,827	2.6%
Subtotal - Appropriated Expenditures	\$526,522,717	\$466,970,938	\$607,627,690	\$492,718,117	\$25,747,179	5.5%
Tax Relief	\$996,910	\$955,181	\$955,181	\$992,774	\$37,593	3.9%
Subtotal - Adopted Budget	\$527,519,627	\$467,926,119	\$608,582,871	\$493,710,891	\$25,784,772	5.5%
Transfers Out	\$131,716,421	\$136,807,197	\$146,024,422	\$147,263,522	\$10,456,325	7.6%
TOTAL EXPENDITURES - All Funds	\$659,236,048	\$604,733,316	\$754,607,293	\$640,974,413	\$36,241,097	6.0%
Appropriated Expenditures (by category)						
Personnel (salaries & benefits)	\$273,732,372	\$282,993,611	\$285,265,034	\$293,102,897	\$10,109,286	3.6%
Operating (other than debt service)	\$85,242,511	\$93,647,744	\$102,440,279	\$96,942,393	\$3,294,649	3.5%
Debt Service	\$126,488,753	\$48,704,061	\$65,453,787	\$51,571,739	\$2,867,678	5.9%
Capital	\$41,059,081	\$41,625,522	\$154,468,590	\$51,101,088	\$9,475,566	22.8%
TOTAL APPROPRIATED EXPENDITURES - All Funds	\$526,522,717	\$466,970,938	\$607,627,690	\$492,718,117	\$25,747,179	5.5%

