

BOARD OF SUPERVISORS  
STAFFORD, VIRGINIA  
MINUTES  
Budget Work Session  
March 13, 2018

Call to Order A special meeting of the Stafford County Board of Supervisors was called to order by Meg Bohmke, Chairman, at 2:00 p.m., on Tuesday, March 13, 2018, in the A/B/C Conference Room, 2<sup>nd</sup> Floor, George L. Gordon, Jr., Government Center, 1300 Courthouse Road, Stafford, VA.

Roll Call The following members were present: Meg Bohmke, Chairman; Gary F. Snellings, Vice Chairman; Jack R. Cavalier; Thomas C. Coen, L. Mark Dudenhefer; and Cindy C. Shelton.

Also in attendance were: Thomas C. Foley, County Administrator; Rysheda McClendon, Deputy County Attorney; Marcia C. Hollenberger, Chief Deputy Clerk; associated staff and other interested parties.

Mr. Dudenhefer motioned, seconded by Mr. Coen, to permit Mrs. Wendy Maurer to participate in the work session via conference call. Mrs. Maurer was out of town and unable to attend the budget work session in person.

The Voting Board tally was:

Yea:	(6)	Bohmke, Cavalier, Coen, Dudenhefer, Shelton, Snellings
Nay:	(0)	
Absent	(1)	Maurer

Mrs. Maurer was conferenced into the meeting from 540-658-4567 (the land line in the ABC Conference Room).

County Administrator, Mr. Tom Foley began by talking about how this year's budget process was different from previous years. He said that the purpose of this work session was to provide a deeper review of General Fund revenues and expenditures, and to ensure that the Board was armed with adequate information to make decisions regarding the FY2019 proposed budget. He added that the e-mails received from Board members with budget questions were being worked on by the budget staff and department directors and written responses would be shared with all members of the Board. Mr. Cavalier asked about the list of Ups and Downs received in previous years. Mr. Foley responded that they would be provided in the work session, later in the presentation. Ms. Andrea Light, Budget Division Director, then discussed the FY19 proposed budget format, which was presented in the Auditor of Public Accounts (APA) format to ensure consistency and compatibility with the CAFR and with other localities budget presentations.

The FY19 proposed budget's total expenditure summary is \$572,990,283; the revenue summary is \$573,065,808. General Fund revenues are \$301.1M, \$13.4M or 4.6% greater than the FY2018 adopted budget. Of that, \$2.1M is proposed for planned uses of prior year fund balance for one-time costs and new revenue is projected to be \$11.2M, or 3.9% over prior year. Real Estate taxes are projected at 54.7% of revenues or \$164.7M. A half-penny effect would increase the average residential tax bill by approximately \$15.00 and would increase revenue by approximately \$800,000. Mrs. Maurer asked about multi-family units. The Commissioner of the Revenue, Mr. Scott Mayausky, responded that it was mostly new numbers including Abberly and the units at Aquia Town Center. Ms. Bohmke spoke about the reassessment figure of 9%. Mr. Mayausky said that 9% included new construction; 5% did not. Mr. Cavalier asked about the increase in exonerations. Ms. Light said that in the County, there was an ever-increasing population of military veterans and a small number of elderly that qualified to exonerations. Mr. Cavalier asked about the average assessed property value. Ms. Light responded that the average assessed property value is \$301,300.

Discussion ensued regarding timing of the authorization for the public hearing, the public hearing date, and adoption of the taxes, budget, and CIP. Due to a prior commitment, Mr. Dudenhefer is unable to attend the regularly scheduled Board meeting on April 17, 2018 so Mr. Cavalier suggested that the Board schedule a special meeting for Tuesday, April 24<sup>th</sup>, for adoption. Mr. Foley said that the first item on the Board's agenda after the joint budget work session with the School Board on March 20<sup>th</sup> was the public hearing authorization. Mr. Foley added that if the Board approved it on March 20<sup>th</sup>, scheduling a special meeting on April 24<sup>th</sup> would not be a problem. Treasurer, Ms. Laura Rudy, said that adopting the budget on April 17<sup>th</sup> would afford her office more time to get the tax bills printed and mailed but that April 24<sup>th</sup> was still doable; she would have to "push buttons" to get the tax bills printed and there may be an additional charge for a rush order, but that it should be less than \$1,000 to expedite the printing. Mr. Foley said that if the Board opts for the effective rate or higher, staff will plan on April 24, 2018 for adoption; the final call will be made on March 20<sup>th</sup>. All Board members present agreed to that timeline.

Ms. Light continued her presentation talking about other General Fund revenues including personal property, a 6.5% increase over the FY2018 adopted budget. She noted that FY2017 actuals finished higher than the FY2018 adopted. Consumption taxes were being conservatively projected looking at the past 12 months of actual revenues and the year-over-year trend for the past five years. Building permits and fees are expected to continue steady growth, and are conservatively projected at 3.5% over FY2017 actuals. The Federal Funds rate, currently at 1.42%, is the highest it's been since 2008. Interest revenue is projected to increase accordingly. Transfer in from the Tourism Fund includes \$750k from 2% of hotel taxes and \$10,000 to fund Parks and Recreation activities and events.

Ms. Bohmke asked about RV's billed by the Commissioner of the Revenue. In 2015, it was \$271,000; in 2016 it was \$309,000; and in 2017 it was \$344,000. The rate stayed the same but the number of RV's registered increased.

Regarding the CSA, increases are primarily driven by the projected increase to private day school, with a state reimbursement of 55.6%. Mrs. Maurer asked if 55.6% was a flat rate. Director of Human Services, Ms. Donna Krauss, replied that it was categorical with variances for residential treatment. Mrs. Maurer asked for a slide breaking out all the CSA numbers. Mr. Foley said that CSA work was not complete yet. Mrs. Maurer asked why the cost per child in Stafford was higher than the cost per child in Spotsylvania. Mr. Foley said that staff would do a “deep dive” into that and report back to the Board with its findings.

In speaking about cross departmental expenditure changes, Ms. Light said that factored into the FY2019 proposed budget was a 2% salary increase for County staff; 1% market pay adjustments; a VRS net savings of \$187,340; an increase in contracts, utilities, and in service contracts.

General Government budget drivers included a 7.9% increase in the Board of Supervisors budget, which Mr. Dudenhefer asked about. Ms. Light responded that in past years, several Board-related items were paid out of the non-departmental including things like the annual retreat at Airlie; Advanced Media video services; certain Board-hosted events such as the Holiday event for BACC members and dinner/work sessions with the School Board; the County employee picnic, etc. Those items were all now being included in the Board’s budget, where they should have always been but were not. In addition, a new automated agenda system was included in the Board’s proposed budget. Mrs. Maurer said it was a laundry list and asked for more specific information. Mr. Snellings asked for a list of items included in the addition to the Board’s budget.

Ms. Light talked about one-time expenditures including replacement computer equipment, cell phones, printers, etc. for the Board; a talent management system for HR; also for HR, a compensation study; replacement servers for IT; and also for IT, replacement of outdated equipment. Mrs. Maurer said that she had concerns about the talent management system and asked if it was compatible with the Schools’ system. She said that she felt that HR was an easily accomplished shared service. Deputy County Administrator, Mr. Fred Presley, said that the \$75,000 cost would include a one-time study but also payment for an in-house system whereby the HR department could run studies in out-years without having to hire consultants to perform the work. Mrs. Maurer noted that she thought that the County’s HR personnel should be able, working with and reaching out to other localities, to do its own compensation study without having to contract it out. Mr. Foley said that in the past, the County was so far behind, it was impossible to catch up. With the proposed system in place, HR will be able to routinely check the market and not wait for a 10-year study and the County lose good people and having to keep playing catch-up. Mrs. Maurer said that it was the HR Director’s job to ensure that the County was competitive with the market. Mr. Foley said there was no system in place previously when the initial study was done and this initiative would provide for a systematic

approach. Mrs. Maurer said that she was still concerned; there were several ways to gather base line data and she was dubious about spending \$75,000.

Mr. Cavalier thanked Mr. Presley and Mr. Foley and said that he understood the need and thought that it was a good idea with one piece missing and asked if the talent management system would do the compensation studies or was it for a different purpose. Mr. Foley said that the talent management system dealt with employee training, succession management, etc. He said that staff worked with the schools and they are satisfied with the ERP systems that they currently have in place; what the schools have in place however, does not provide all that the County wants. Mr. Cavalier spoke about HR being a shared service and his liking the idea of having a system in place rather than having to contract out for a new study every other year. Ms. Shelton asked if it was a software system or a licensed system. Chief Technology Officer, Mr. Michael Cannon, said that he would have to check and would follow-up on Ms. Shelton's question. Ms. Bohmke said that the Board needed additional information. She also asked about the increase in contracts. Ms. Light said that the increase was for 25 contracts, not just one.

Ms. Bohmke asked about the \$2.8M Commissioner of the Revenue budget line and if additional personnel were included in that amount. Mr. Mayausky said that \$2.8M was the entire budget for his office, not an increased request over last year's budget. He said primarily the increase was for software costs and including tablets for field assessors. The total increase was \$70,000.

Mr. Dudenhefer asked if the 2% salary included 100% employee attrition like the Schools did, which accounted for a big part of its annual surplus. Ms. Light said that \$500,000 was built in in vacancy savings.

Regarding the Public Safety budget, Mr. Dudenhefer asked about the decrease in the Jail and Juvenile Detention Center budgets. Ms. Light responded that it had to do with a decrease in Stafford residents in the Jail population and at the Juvenile Detention Center. Budget drivers in the Public Safety budget include five new Sheriff's Deputies, Narcan replacement (the grant expired), \$10,000; a new engine crew for Fire/Rescue (12 staff); a new volunteer program coordinator; and new software for Fire/Rescue. Also, a reduction in debt service as the Juvenile Detention Center will make its final debt service payment in FY18. Mr. Coen asked about the Sheriff's seven vacancies. Mr. Foley replied that this is five additional deputies in addition to the seven vacancies. Mr. Snellings asked for a breakdown in funding for Fire Stations 1 and 2 and wondered why their budgets were so much higher than other stations. Ms. Bohmke spoke about Page 149 in the budget book and asked about volunteers. Mr. Foley said that Page 149 was for the entire system, not just volunteers. Mr. Cavalier asked to be provided the career cost. Ms. Bohmke said that Company 2 is owned by the County and why they were shown under the volunteers. Assistant Fire Chief, Roger Sutherland, said that he would provide a breakdown of all career and volunteer stations and where they were located including Aquia Harbour, Mountain View, and Berea; EMS located at Widewater and Station 2, Falmouth, Hartwood, and White Oak, and a single-staffed EMS unit at Brooke. Mr. Cavalier asked for a per-station cost

and the cost to run the career side of things. Mr. Snellings said that every year the County gives money to the volunteers to help run their stations but why is Company 2, which is County funded, still being given volunteer money. Mr. Foley said that staff would provide a full break-out of career and volunteer; that what was provided was still a work in progress. A revised, updated spreadsheet would be provided to the Board. He noted that it was a zero-based budget model with basic operating expenses paid for and some one-time funding pulled out and set aside and not included in recurring expenses. Ms. Bohmke spoke about Chief Lockhart leaving. Mr. Foley said that his tenure with the County would end in April. Mr. Cavalier said that he needs to see the final numbers.

Ms. Light said that the Court deputies were included in the judicial administration budget, which was \$8.0M or 2.7% of the General Fund budget. There were no one-time expenditures and the budget driver was the aforementioned inclusion of the deputies into the Courts budget, and a 2% payroll increase for staff. Ms. Light said that it was a trued up budget; just an amended budget to reflect the proper account in which the funds should be budgeted.

Mr. Mike Smith discussed the Community Development budget, which is \$4.0M or 1.3% of the General Fund budget. Budget drivers include converting two contract positions in Economic Development (ED) to full-time equivalent positions, and there is a one-time cost for equipment to purchase iPads for the Board of Zoning Appeals (BZA) members. Ms. Bohmke asked if the County pays the BZA's expenses. Mr. Jeff Harvey, Director of Planning and Zoning, replied that the County does pay BZA expenses. Mr. Dudenhefer asked where staff was on hiring a new ED Director. Mr. Foley responded that the applications closed on February 21<sup>st</sup> and the interview panel was in the process now of narrowing down the field to its top candidates. Mr. Smith said the list was narrowed down to the top 10 applicants last week and interviews would begin in the next few weeks with Mr. Curry Roberts, FRA Director and a member of the EDA included on the interview panel. Second interviews with the finalists will meet with Tom Foley and a candidate will be selected in late March/early April and start in May. The position had to be readvertised due to a lack of qualified candidates that responded to the first advertisement. Mr. Cavalier asked about the Fire Chief position. Mr. Foley said that interviews were on-going, that the first round was complete and the field was being narrowed down to the top three candidates. There would be a recommendation to the Board at its first meeting in April. Mr. Cavalier inquired about Chief Lockhart's last day; Mr. Foley said it would be the end of April. Mr. Foley added that regarding the Public Works Director, staff would conclude its last round of interviews on Friday, March 16, 2018.

Ms. Bohmke said that she was hesitant to change the status of the contracted positions to full-time until a new ED Director was in place and had a chance to work with and decide if he wanted to keep the individuals in those positions. Mrs. Maurer said that she agreed with Ms. Bohmke. Mr. Cavalier said that the marketing person was doing a wonderful job; she was an asset and should be brought on full-time. He added that he did not know the administrative assistant. Mr. Dudenhefer said that this should be brought back to the Board for further consideration. Mr. Smith noted that these two contract positions had been working for the

County for a number of years and that especially the person in the marketing position was looking for full-time work; the County could risk losing her if the job was not converted to full-time. He added that an administrative assistant was needed in the office. If the Board approved this item, these two individuals would have to go through the hiring process along with any other candidates that may apply for the job (which would be advertised like any other County position). Mr. Dudenhefer asked about the additional \$29,000 in the budget. Ms. Light replied that it included benefits and salary. Mr. Smith said that the County currently pays the contractor/agency more than what would be the advertised salary for these positions. Mr. Foley said that if these two people were to leave, there would be instability in the ED Department. Mrs. Maurer questioned if the ED Department needed seven full-time employees, up from five. Ms. Bohmke said to take the \$29,000 out of the Board's budget then changed her mind saying that she misspoke. Mr. Dudenhefer said it was a calculated risk with a new ED Director coming on board and that most times directors like to build their own staff and bring in people that they are compatible with. Mrs. Maurer said that she guessed that she was in the minority but she wanted to wait until a new ED Director was hired to fund these changes. Mr. Foley said that this conversion would not take place until July 1, 2018, which would give the new ED Director time to assess the situation and decide if he wanted these two individuals to maintain their positions on a full-time basis. Mr. Coen questioned the \$29,000 saying that it was a 5% to 6% increase; Ms. Light clarified that \$29,000 included the 2% raise for current employees in ED.

Mr. Fred Presley talked about the Health and Human Services budget, which is \$11.2M or 3.7% of the General Fund. The budget drivers include the following Social Services positions: two benefit program specialists II; one office associate II; one family services specialist III; and two benefit programs specialists II (dependent on proposed Medicaid expansion). There were no one-time expenditures in the proposed budget. Mrs. Maurer spoke about the possible Medicaid expansion and a zero net increase in funding. Ms. Light said that those two positions were 85% federally funded. Note: later in the meeting, Mr. Michael Muse (DSS Director) said that they were 85% federal and state funded. Mrs. Maurer asked if the Board could opt out of hiring those two positions if Medicaid expansion was not approved by the state; Ms. Light said the answer was yes, and there would be an additional \$16,000 added back into the budget. Mr. Dudenhefer asked if the federal funding was for three years, as an example, and then the County would be responsible thereafter. Mr. Muse said that there were still many questions regarding funding the Medicaid service providers but that the funding formula would not change, there would have to be 15% paid by the locality.

Mr. Muse said that Governor Ralph Northam included Medicaid expansion in his budget; it was a carry-over from Governor Terry McAuliffe's budget. Mr. Foley said those two positions were a contingency based on Medicaid expansion and could possibly be gone if expansion was not approved. He added that staff would keep closely watching budget deliberations in Richmond. Ms. Shelton said that regardless, the current caseload for workers was very high and asked what was being done to relieve that. Mr. Foley said there were four new positions included in the proposed budget for Social Services. Ms. Bohmke said that vs. peer localities, Stafford had by far the highest caseloads on its workers; that it was also the biggest increase in the budget and

asked Mr. Muse if he had to cut one of the requested positions, which one would he eliminate. Ms. Bohmke asked Mr. Muse which was the top priority. Mr. Muse responded that they were all a top priority but if he had to select one, he would choose the family services specialist; a position that is needed to do the very best work given the climate of abuse and domestic violence, etc., and the position, partnering with the Sheriff's Office, was crucial. He said that the two benefit programs specialists were equally important as Social Services was woefully under-staffed in that area with over 250 cases per worker, whereas other localities had at most 165 to 175 cases per worker. Mr. Muse added that to get to where the department should be it would take an additional 17 workers in Social Services just to catch up and be equal with Spotsylvania County. Mr. Snellings said that he was on the Social Services Board for many years and encouraged Board members to go downstairs and tour the department, spend some time there, and they would realize that the workers were slammed to the wall; they were under-paid and over-worked. Mr. Coen agreed with Mr. Snellings. Mrs. Maurer said that she agreed with Mr. Snellings; that the Social Services situation had been ignored for far too long.

Mr. Presley talked about the Parks, Recreation, and Cultural element of the proposed budget saying that it was \$13.4M or 4.5% of the General Fund budget. The budget drivers are Phase III of the Embrey Mill fields and a punch list of items needing completion; new adaptive programs, which were largely fee supported; and new 55+ dinner dances and dinner theatre (also largely fee supported). Mr. Snellings asked for a definition of "cultural." Mr. Foley said that it was a description from the APA (Auditor of Public Accounts) and included mostly the regional library in Stafford's case. Some localities have more cultural classified events and items. Ms. Bohmke asked Mr. Michael Morris, Parks, Recreation, and Community Facilities Director, about shelving at Porter Library. Mr. Morris said that it was in the Community Facilities budget. Mr. Foley said it was a one-time charge. Ms. Bohmke asked about the fee supported activities. Mr. Morris said that those events may not be a total break-even proposition but they were largely fee supported. Mr. Cavalier noted that the Parks and Rec budget was lower than the Jail budget.

Mr. Smith spoke about the Public Works budget, \$5.4M and 1.8% of the General Fund budget. He said that a part of the increase was operation of the new Animal Shelter, which was a larger facility than the existing one and when it came on line would be more expensive to operate and maintain. Mr. Foley noted that the number of contracts approved by the Board were up.

Mr. Morris said that operational costs in past budgets have not kept pace with the new County facilities that have been built. Ms. Light said that the cleaning contract has been extended to include the Courthouse Community Center and the Rower Annex. Ms. Bohmke asked about cameras and how often they were check for operability. Mr. Morris said that he did not know but would find out and get back to the Board with an answer to Ms. Bohmke's question.

The Board took a break from 3:31 p.m. to 3:41 p.m. The phone connection with Mrs. Maurer was lost and in spite of several tries to reestablish the connection, staff was unable to reach Mrs. Maurer for the remainder of the work session.

Ms. Light talked about the Education budget, \$185.1M and 52.5% of the General Fund budget, including private day school, maintaining the per pupil expense, increasing debt service, and adding another classroom for public day school. All of these items would be discussed in greater detail at the next work session, scheduled with the School Board, on March 20<sup>th</sup>, at 5:00 p.m. in the Public Safety Building, 1225 Courthouse Road. Mr. Cavalier asked for the difference in the County's allocation to the schools and what the School Board requested. Chief Financial Officer, Maria Perrotte, said that a summary of all the charges would be provided to the Board but the approximate gap was \$13.1M. In Dr. Benson's proposed budget, the gap was approximately \$12M. The Schools' main differences were increased pay for para-professionals, bus drivers, and bus monitors; 20 teachers were added and \$500,000 for security updates to schools. Ms. Perrotte said that the School Board's budget documents were available on the Schools' website. Mr. Coen said he had hoped to get the School Board's budget last Friday but here it was Monday and he was just finding out that it was posted on the School's website. He noted that they adopted the budget a week prior. There was a discussion about the numbers not matching up. Dr. Benson told Mr. Foley that between the Schools' finance and communications staff, things got mixed up and the wrong numbers were used; it had to be redone to input the correct dollar figures. He said hard copy of the Schools' proposed budget would be available to the Board by weeks end. Mr. Coen spoke about a town hall meeting and the numbers per child and the number of overall students that didn't jive. Mr. Foley said they were projections. Regarding CSA, Mr. Coen asked why that was not a part of the School Board's budget as the County was not very involved with CSA. Donna Krauss said that the numbers listed were students placed in private day schools by the Schools, students with IEPs and placed according to their individual needs. The projections were used as a way to mitigate costs. 93 was the actual number for FY2017. Ms. Shelton said that the School Board's numbers were wrong. Mr. Cavalier asked about Spotsylvania's number. Ms. Krauss said they had 110 in 2017 and have 94 now; he questioned how they have more students but spend less on the program. Mr. Foley said that staff would come back to Board with additional details as there was still additional work to be done. Mr. Dudenhefer said that he did not understand why we (the County) managed the day school program. Ms. Bohmke spoke about the \$285k for a new classroom; Ms. Krauss said that was for staff, para-professionals, and a teacher for the six children in the classroom.

Ms. Shelton asked on the Non-Departmental slide for an explanation of the time-off line for maintenance of vehicles and Schools vs. County and how the County managed its vehicles. Mr. Foley said that Mrs. Maurer, too, had questions about vehicle maintenance policies and that staff was working on a complete response to questions on that issue. Mr. Dudenhefer said that one department told him that they take their vehicles to local repair shops, not to the Fleet Maintenance facility and he wanted to know why that would happen. Mr. Mayausky said that the shared services facility charged significantly more for its repairs than did some local repair facilities. Mr. Foley said that changes needed to be considered; that there were capacity issues and issues with the shared facility not being equipped to perform some of the required



maintenance and repairs on larger vehicles such as fire engines and the like. He added that this would have to be a part of a bigger discussion. A question was asked about the current number of vehicles in the County's fleet. That number is 118 with several of the vehicles being over 10 years old and having in excess of 100,000 miles; those are the vehicles in need of replacement. In addition, there are some vehicles, mostly those just discussed that were not used for extended periods of time and could be removed from the fleet. Mr. Foley said there had even been an inquiry to Enterprise Rent-A-Car about possibly leasing rather than purchasing vehicles. Ms. Rudy indicated that the Treasurer's Office did not have a vehicle assigned to it. Mr. Coen said that it used to be that some of the school's shop classes did basic vehicle maintenance. Mr. Foley said that that program still existed but there were capacity issues with the number of vehicles they could take at any given time. Ms. Bohmke spoke about OSHA concerns and them not being equipped to work on fire trucks and the Sheriff's vehicles.

Ms. Light introduced the Non-Departmental budget, \$26.4M or 8.8% of the General Fund budget. She said that budget drivers were capital projects in excess of \$100,000 that would be transferred from the General Fund to the Capital Projects Fund; the County's vehicle replacement program, which was just discussed; ramping up the Courts and Fire/Rescue grant, and market pay funding. One time expenditures included training; innovation funding; vehicle replacement for the Sheriff; and capital expenditures. FY2018 had \$50,000 allocated for vehicle replacement. An additional \$50,000 was added for a one-time expenditure of \$344,000. She said that staff was taking a holistic look at vehicle replacement and trying to get its arms around fleet management. The Innovation Fund would be to provide funding for new, innovative programs or processes that employees may come up with that would equate to savings for the County. Mr. Snellings asked if the employee with the idea got a percentage of the projected savings. Mr. Foley said that would be considered gain sharing and no, it was not a part of the \$100,000 allocated funds in the proposed budget. He added that it was a great idea and could be added back into the program if approved. Mr. Snellings said that if there was not a monetary reward, he did not see the point in employees participating in the program. Ms. Shelton asked about the vehicles. Mr. Foley said they were non-public safety vehicles. Ms. Bohmke asked if the Innovation Fund came out of employee meetings or the employee survey. Mr. Foley said no, that it was a best practices approach used successfully in other localities. Mr. Smith said that subsequent to the climate survey, employee groups were formed to address the issues where the County scored particularly low and an innovations group was one of those. Ms. Bohmke asked for the number of groups that were formed. Mr. Smith said that he thought there were eight groups.

Ms. Light talked about the Fund Balance; that it was projected to meet all policy requirements and included CSA; a corrections reserve; and a capital projects reserve projected at 1.2M. Mr. Dudenhefer said that he asked for a spreadsheet showing the number of employees and the number of employees added in the proposed budget. Mr. Foley pointed out that it was included in the budget book on Pages 272 and 273 in the personnel section. Mr. Dudenhefer asked about transferring funds from the General Fund to the Transportation Fund. Mr. Smith said it was for

debt service associated with the Courthouse Road widening project. Mr. Dudenhefer asked if that had ever been done before. Mr. Foley said that the intent was to stop spending capital over \$100,000 and to put any debt service into a debt service fund, not the General Fund. Mr. Smith, in answer to Mr. Dudenhefer's question, said that it had not been done before. Mr. Dudenhefer said that it could set a dangerous precedent. He said that he did not see service districts on the transportation page and added that the County could get further and further behind and had to get money into the Transportation Fund. Mr. Foley said that it would be discussed in depth at the budget work session scheduled for Tuesday, March 20<sup>th</sup> at 12:00 Noon in the ABC Conference Room (in place of the regularly scheduled Finance, Audit, and Budget meeting).

Ms. Bohmke said that at the recent Head Start dinner, she spoke with the director, Kathy Massey, who said that the number of Head Start students requiring special education was increasing dramatically, and she was excited about the planned new facilities for those children. Ms. Bohmke said that getting a new public day school classroom was still in the review stage, and she was not sure that obtaining the former Fredericksburg Christian School building was a given. Mr. Snellings said that the Christian School was not earmarked for Head Start children. Ms. Bohmke said that there were so many pre-school children living in the northern part of the County. Mr. Foley said that staff would provide clarity and run various scenarios to share with the Board at a future work session. Ms. Shelton asked that staff provide several options. Ms. Bohmke noted that in the last five years, the ESL population went from 5% to 7.7%, and the free and reduced lunch programs increased substantially, as did the number of special education students.

Before adjourning the meeting at 4:20 p.m., Ms. Bohmke noted that the Treasurer's Office now sells Easy-Pass responders.

Adjournment At 4:20 p.m., the Chairman declared adjourned the March 13, 2018 budget work session of the Stafford County Board of Supervisors.

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Thomas C. Foley  
County Administrator

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Meg Bohmke  
Chairman