

Stafford County, Virginia Adopted Budget



Spring House



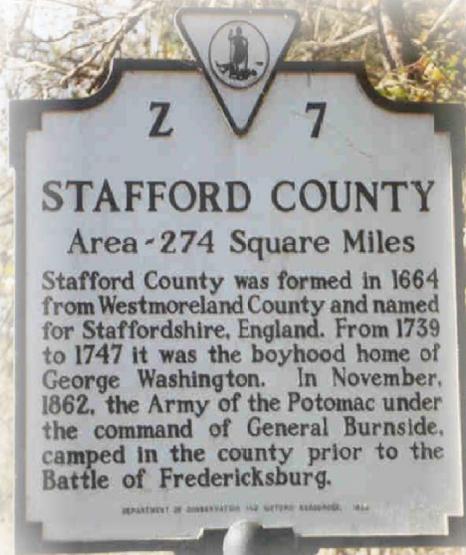
Courthouse



Belmont



Aquia Church



Chatham



Rowser

*Fiscal Year 2009
(July 1, 2008 - June 30, 2009)*

*The cover of the Fiscal Year 2009 Adopted Budget Book
features several of the outstanding historical structures
that reflect Stafford's rich heritage*



Stafford Courthouse

In December 1665, the court ordered construction of the County's first courthouse. The structure burned prior to 1690, prompting the building of a new courthouse, which burned down between 1730 and 1731. A classical Revival style building was constructed in the 1840s. During the Civil War, Union cavalry troops occupied the courthouse, and almost every legal document and record was destroyed. The older portion of the existing structure was built in 1922, and the current Judicial Center was refurbished and expanded in 1993.

Gari Melchers Home & Studio at Belmont

A Virginia and National Historic Landmark, this 18th century estate was the residence of American figure painter and muralist Gari Melchers (1860 – 1932). Melchers was awarded the distinguished Grand Prize at the Paris Universal Exposition in 1889. The main house, gardens, outbuildings and gallery of his work overlook the historic port town of Falmouth.

Chatham

This Georgian-style mansion served as the Union headquarters during the Battle of Fredericksburg. Clara Barton and Walt Whitman helped treat hundreds of wounded soldiers who were brought here during the battle. Chatham serves as the National Park Service headquarters for the Fredericksburg/Spotsylvania National Military Park.

Rowser

The Rowser Building, built in 1939, was a four-room schoolhouse for African-American students in elementary school through junior high. Following integration, it was used for a variety of purposes including the local Head Start program, special education and vocational classes, County government offices, and offices for the School Board. The building is named for Ella Rowser, a highly regarded African-American educator who lived in Stafford.

Aquia Episcopal Church

Built between 1751 and 1757, this renowned house of worship is one of the oldest colonial churches still actively used in America. It is noted for its three-tiered pulpit and Aquia stone trim. Visitors travel from around the world to study a display of the Lord's Prayer hand-painted in calligraphy on wood behind the altar.

Spring House at Belmont

Water from a nearby underground source was pumped into Belmont's spring house where it was collected in a trough. The cool water helped keep crocks of milk fresh, and nearby shelves held baskets of potatoes, onions, butter and eggs. Although the Melchers owned an ice box and, later, a refrigerator, the spring house was used to store surplus garden vegetables and dairy items supplied by their Guernsey cows.



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2007

Oliver S. Cox

President

Jeffrey R. Emery

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to The County of Stafford VA for its annual budget for the fiscal year beginning July 1, 2007.

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

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



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COUNTY ADMINISTRATOR
ANTHONY J. ROMANELLO, ICMA-CM

July 1, 2008

To the Board of Supervisors and Citizens
of Stafford County, Virginia:

I am pleased to present to you the Board of Supervisors' Adopted Financial Plan for Fiscal Year 2008-2009. This budget, developed for information and planning purposes, represents revenues and expenditures for the year beginning July 1, 2008 and ending June 30, 2009. The plan sustains the strong financial position of the County and allocates finite resources among competing needs.

As we enter the most challenging economic times in a decade, this budget is short on new initiatives and long on difficult choices. As the budget was developed, we used the following philosophy and guiding principles:

Philosophy and Guiding Principles

The FY2009 Adopted Budget is based on the philosophy that:

- The highest priority needs must be met.
- Taxes and fees should be consistent with the value of service provided.
- The integrity of our financial policies and our AA bond ratings must be maintained.

The principles used to guide the budget process include:

- Follow the Board's directive for a baseline budget due to the current economic conditions.
- Fund debt service.
- Maintain the undesignated fund balance (rainy day reserve) at 10% of revenues or higher.
- Maintain mandated services to the public.
- Attempt to maintain other services to the public to the extent possible.

Revenue and Expenditure Summary

The budget maintains essential services and programs which contribute to the quality of life in Stafford; however, no new positions are funded. Given the current economic conditions, the County cannot afford to increase resources to keep pace with the increase in demands. Staff has made great strides in meeting some of this increased service demand through improved efficiencies and continued implementation of the high performance organization model.

While there are few additions to current service levels, expenditures must increase to fund several items. Debt service will increase significantly to cover the cost of new capital projects. The FY2008 funding level included certain operating and personnel costs for part of the year. As a result, for FY2009, an increase is necessary to fund these ongoing costs for the entire year. Furthermore, the FY2008 budget was balanced using undesignated fund balance, which, given FY2008 actual revenues, is not a viable alternative for FY2009.

To balance the baseline budget and fund these necessary increases, revenues must also increase. The current housing market has caused a decrease in assessed value of residential real estate. This compounds the need for an increased tax rate. The adopted budget is based on a real estate tax rate of \$0.84 per \$100 of assessed value. While this represents an increase of 14 cents, with the decrease in residential assessments, the annual tax bill for the average family will go up by approximately \$17, or less than 1%. There are no other changes to tax rates in the Adopted General Fund Budget.

Most fees and charges for services remain unchanged, with the exception of community development and ambulance transport fees. Community development fees were re-examined during the budget process to ensure that costs for these development services are fully recovered by the associated charges. Ambulance transport fees were reviewed for compliance with the schedule set by the Center for Medicare and Medicaid Services. Subsequent to the adoption of the budget, the Board approved the recommended revisions to the fees. The Adopted Budget revenue projections reflect the revised fees for these services.

Stafford's Success

Stafford County's success has been widely recognized by outside organizations. Stafford was recently named by the *Forbes.com* website as the "best place to get ahead" in America. *Forbes* magazine noted that Stafford County has the 11th highest median family income among counties in America. All three bond rating agencies have recognized the County's fiscal discipline and promising future by affirming our AA bond rating.

Quality Customer Service

Citizens are informed consumers who expect a high level of service. The fact that discerning citizens and businesses are choosing to locate in Stafford is a reflection of the quality of service they receive from County and Schools staff. That Stafford is able to maintain its high standard of quality service is indicative of our commitment to efficient government.

Efficient Government

Increases in productivity and efficiency have been sought by both public and private entities as a means of surviving in today's highly competitive and challenging economy. Examples of this approach in Stafford include:

- The Department of Social Services received more than \$303,000 in grants which help provide a variety of services to the County's residents.
- The Clerk of the Circuit Court received \$329,000 in three separate grants to purchase a new land records system, a program to remove social security numbers from public records, and for restoration of old deed books.
- The Sheriff has received over \$250,000 in grants to assist with law enforcement.
- Solid Waste was awarded a \$19,000 grant to help fund litter collection efforts. County residents, inmates from the Rappahannock Regional Jail, the Office on Youth and people on probation

contributed 11,175 free man hours, mostly in road cleanup. Staff calculates the cost to pay for the labor would have been more than \$200,000 if the County had to hire staff to do the work.

- Fire and Rescue has instituted a leave management policy to reduce overtime.
- The Finance Department saved about \$3,000 by purchasing a \$200 binding machine and printing the annual audit in-house.
- The County’s new telephone system is expected to save \$185,000 in FY2009.
- Information Technology renegotiated their contract with Sprint wireless service, reducing their monthly fees by more than 50%.
- By purchasing equipment with lifetime warranties and maintaining spare parts in-house, Information Technology estimates that it will save more than \$50,000 in a year.
- The purchase of quality plotter equipment now allows our Geographic Information Systems Office to print maps in-house rather than outsourcing, saving approximately \$54,000 each year.
- By buying and installing servers using the latest virtualization technology, the County expects to save \$20,000.
- Code Administration will hold five positions vacant in the coming year. They have transferred three positions to the newly created plan review section. These positions, along with the existing commercial plan reviewer will allow the elimination of outside plan review by a consultant. This will improve the level of service to our customers while eliminating contract services valued at \$400,000. Outside contract services have been reduced by \$200,000 in the storm water management program through better utilization of existing staff resources.
- Planning and Zoning started an initiative to phase out contract plan review as a cost saving measure. The Board adopted a resolution creating four new positions for this effort. To further reduce costs, they have filled only two of these positions.
- The fee schedule for storm water plan review has been restructured to ensure that 100% of the contract cost for the service has been recovered.
- The Department of Utilities was awarded a Water Quality Improvement Fund grant for more than \$1.8 million to assist in the nutrient removal upgrades at Aquia Wastewater Treatment Plant.

These and countless other examples of savings, large and small, contribute to the success of the County government, particularly in these lean times. Our focus on performance and productivity makes us a stronger organization.

Comparative data, revenues and expenditures per capita, compiled from Virginia’s Auditor of Public Accounts for FY2007, illustrate the County’s efficiencies in rendering service to the citizens of Stafford County:

FY2007				
Revenue Category		Stafford	All VA Counties	% of Average
General Property Taxes	\$	1,128.53	\$ 1,296.48	87%
Other Local Taxes	\$	294.80	\$ 347.52	85%
Permits, Fees & Licenses	\$	52.14	\$ 28.65	182%
Fines and Forfeitures	\$	7.52	\$ 9.31	81%
Charges for Service	\$	152.60	\$ 178.11	86%
Use of Money & Property	\$	38.66	\$ 62.60	62%
Miscellaneous	\$	51.33	\$ 30.06	171%

FY2007				
Expenditure Category		Stafford	All VA Counties	% of Average
General Gov't Admin.	\$	90.38	\$ 99.86	91%
Judicial Admin.	\$	51.23	\$ 46.14	111%
Public Safety	\$	384.09	\$ 394.04	97%
Public Works	\$	40.69	\$ 113.50	36%
Health & Welfare	\$	161.48	\$ 297.39	54%
Education	\$	1,827.19	\$ 1,654.37	110%
Parks, Rec. & Cultural	\$	82.53	\$ 85.68	96%
Community Development	\$	42.87	\$ 84.20	51%
Debt*	\$	2,925.71	\$ 2,067.05	142%

* Does not include enterprise funds

Stafford exceeds the Virginia average only in the areas of education, judicial administration and debt service for School and County facilities. By comparing our cost of service, we can assure that we provide the residents with a positive return on the taxes they pay.

The Economy

The adopted budget is not developed in a vacuum. Paramount to the underlying financial assumptions is the state of the economy. Stafford is affected not only by factors within the County, but also by state and national economies. The County is experiencing declines in the real estate market and increases in foreclosures. At the same time, retail sales in the area are stagnant. These conditions negatively affect the revenues received by the County.

The demand for services, particularly within public safety and human services, tend to move counter-cyclically to the economy. This creates additional stress on County resources.

State Funding

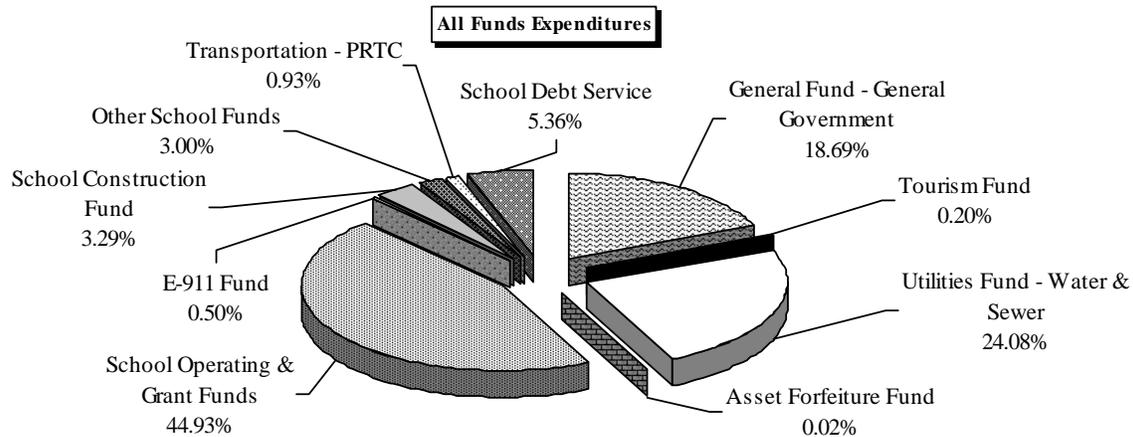
The State is experiencing its own revenue shortfalls and had to make hard choices in adopting the biennium budget. Localities did not fare well in the budget approved by Virginia's General Assembly. The budget included \$50 million in reductions to state aid to localities for each of the two years. Stafford County's share of this reduction will be \$380,000 in FY2009.

Financial and Debt Management Policies

The Board of Supervisors has approved policies and guidelines for prudent financial management. By adhering to these principles, the County can maintain sound financial footing. Details of these policies can be found on pages 1-28 and 1-29.

The FY2009 Adopted Budget

The County Budget Adopted for FY2009 totals \$570.9 million. This includes the following funds:



Personnel and Employee Compensation

The FY2009 General Fund budget includes no additional positions. In FY2008, 39 positions were budgeted for public safety for one-half of the year. This impacts FY2009 as the budget must provide funds for the whole year for the positions.

We continue to implement the Board's Total Compensation Philosophy in an attempt to bring employee compensation to the 75th percentile of our target market. This budget includes a 1.2% salary increase for employees effective January 1, 2009. While the market movement is 2.9%, the tight budget did not allow a higher increase. Implementation of the County's Performance Management program is underway.

As approved by the Board last year, beginning July 1, 2008, staff will pay 10% of dependent health care costs, increasing from 5% in FY2008.

While we were able to avoid layoffs of current full-time employees, the budget reflects vacancy savings of \$1.7 million. This represents thirty-four full-time and eight part-time positions which are unfunded in FY2009. Most positions were held vacant in anticipation of tight budget constraints. Staff turnover will be managed throughout the year to realize the necessary savings.

School Funding

The local funding for schools for FY09 is \$133.4 million, an increase of \$767,500 over FY2008. The transfer includes \$102.8 million for the School Operating Fund and \$30.6 million for the School system's debt service. The state budget requires Stafford County to fund its schools a total of \$64 million. The County is offering \$69.1 million more than required for school expenditures. The local school funding is \$14.8 million less than the School Board's FY2009 request.

While the local funding increase is small by historic measures, excluding capital projects, grants and debt service, the increase in the school's total operating budget is 3.5%, compared to a decrease of 4.8% in the general fund.

The Operating Budget for FY2009 reflects the needs of an average daily membership (ADM) projection of 26,392 students. The current budget was based on 26,571 students. School staff now estimates ADM to be 26,157 for FY2008. With the opening of Shirley Heim Middle School this fall, Stafford students will be housed in 30 schools. The 17 elementary schools include grades K-5, the eight middle schools include grades 6-8 and the five high schools include grades 9-12.

General Fund

The Adopted budget is based on a real estate tax rate of \$0.84 per \$100 in assessed value. The taxable value of real property as of January 1, 2008 is \$16.2 billion, which is a decrease of \$686 million from 2007. The personal property tax rate, unchanged since 1990, remains at \$5.49 per \$100 of assessed value, using 40% of estimated fair market value, for an effective rate of \$2.20. The following table lists the taxes rates adopted for calendar year 2008:

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate	\$0.84
Tangible Personal Property	\$5.49
Motor Vehicles Specially Equipped for the Disabled	\$0.10
Personal Property Volunteer Fire & Rescue	\$0.00
Motor Carrier Transportation	\$0.75
Machinery and Tools	\$0.75
Merchant's Capital	\$0.50
Mobile Homes	\$0.70
Aircraft	\$3.00

The rates adopted will result in total revenue from taxes of \$178.4 million. General Fund expenditures are budgeted at \$240 million, a level equal to all revenues. This restores structural balance to the operating budget. To achieve this, most County departmental budgets show a decrease from FY2008 to FY2009. Excluding debt service, corrections and capital projects, the County budget decreases by \$4.5 million or 4.8%.

The Adopted budget excludes many requests from departments.

- Public safety remains a concern for the County as both the Sheriff and Fire and Rescue departments have completed needs analyses showing that they are considerably understaffed.
- The County's recreational facilities and equipment are in need of extensive repair and rehabilitation.
- Numerous replacement purchases are deferred.
- Funding most County departments at current levels means that there is no adjustment for inflation for the purchase of fuel or other supplies. Demand for service continues to rise. Departments must absorb this additional workload with current staffing levels.

In order to fund County operations with projected revenues, most departments' department budgets are below FY2008 levels. Some departments or agencies were given additional funds to address special circumstances.

Public Services received full year funding for costs associated with the opening of the Ford T. Humphrey Public Safety Center and the Berea Fire and Rescue Station. The FY2008 budget funded these costs for six months only.

Funding for corrections was increased, mainly to cover additional operating costs due to the expansion of the jail which will be complete in FY2009.

While the current year budget included six month's funding for eight new positions for the Sheriff, it was necessary to increase the budget for FY2009 to cover these positions for the full year.

The Comprehensive Services Act budget was increased by \$278,000 to cover the additional costs of state-mandated programs.

The Parks and Recreation budget was increased by \$133,000 to provide funding for athletic field maintenance and improvement.

The increase in debt service is due to several bond issues. In FY2006, the County sold \$47 million in bonds for the Public Safety Center and two fire stations. Payments on these bonds start in FY 2009. The County issued \$45.3 million in bonds in FY2008 for various County projects and borrowed an additional \$9.5 million for the Crow's Nest land acquisition. Debt service on the new issues will begin in FY2009.

The Departments of Planning and Zoning and Code Administration have reduced their budgets by more than \$1.75 million through holding positions vacant and reducing contracted services in response to the slowdown of activity.

The FY2009 budget includes a phase-in of the funding of our OPEB liabilities, beginning with the Utilities and Landfill Funds. Additional strategies are being examined to help mitigate future liability.

Capital Planning and Multi-Year Projections

The Capital Improvements Program (CIP) is an integral component of the County's long range financial plan. The CIP outlines projects adopted for funding in a five-year time period based on the County's ability to afford debt service. The CIP includes projections of revenues and expenditures associated with the Adopted projects. These projections are included in the Five Year Operating Model. This provides a link between the operating budget and the planned capital projects.

GFOA Award

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada recognizes budgets that meet certain standards. To achieve this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a communications medium, and as a financial plan. This award is for a one-year term only. Stafford County has received 19 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

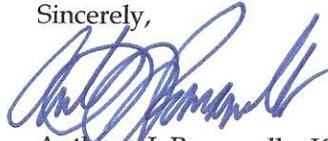
Summary

This budget represents the County's best effort to present a balanced, realistic plan within the fiscal constraints we face. Make no mistake, irrespective of the resources we have, the County staff stands ready to serve the families and businesses of Stafford to the best of our ability.

There are many County staff who deserve the credit for the fine work in this budget presentation. I thank them for their commitment to our B.E.S.T. values and their dedication to the people of Stafford County.

Finally, I sincerely appreciate the tireless efforts and wise counsel of Budget Director Nancy Collins, Chief Finance Officer Maria Perrotte, and their staff.

Sincerely,



Anthony J. Romanello, ICMA-CM
County Administrator

STAFFORD COUNTY BOARD OF SUPERVISORS VISION

Stafford County:

A community with an abundant and meaningful past
building a thoughtful, sustainable future.

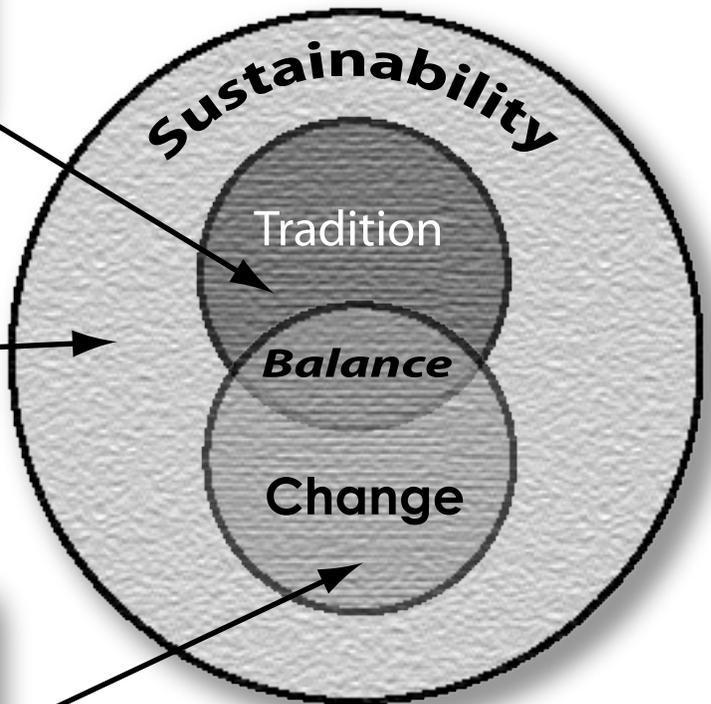
A New Definition of Progress:

To balance tradition and change honestly and fairly
using the principles of sustainability.

Aspects of Tradition

- 1. Families who have been here for hundreds of years and multiple generations.
- 2. Mix of rural, residential, and wild areas.
- 3. History that shaped the life of our nation, our Commonwealth, and our county.
- 4. Cultural traditions such as hunting, fishing, and farming.
- 5. The ability of people to hold on to their land, if they so choose.

Sustainability:
That which is
economically viable,
environmentally sound and
equitable.



Aspects of Change

- 1. High-paying jobs in the Washington Metro Area.
- 2. A population that is growing quickly and getting younger.
- 3. Expectations of high quality infrastructure.
- 4. Transformation of landscape from rural to suburban and urban.
- 5. A growing sense of disenfranchisement among long-time residents.

STAFFORD COUNTY SUSTAINABILITY PRINCIPLES

The Stafford County Board of Supervisors will be guided by sustainability principles that cause us to be economically viable, environmentally sound, and equitable. These principles will guide our decision-making:

Economic Development

1. We will have a proactive and progressive economic development strategy.
2. We will make balanced decisions based upon impact on available natural, physical, and economic resources.
3. Our economic development strategy will foster opportunities for creating well-paying local jobs.

Community Development

1. We will foster community development that promotes a strong sense of community and identity for our citizens.
2. We will develop and use a strategic approach to constructively engage the development community.
3. We encourage mixed-use neighborhoods.
4. We work to provide parallel transportation corridors that do not negatively impact neighborhoods.
5. Development will respect the character of the County's traditional areas.
6. We promote village development.
7. We will consider water availability and watershed integrity when making land use decisions.
8. We will develop and maintain an inventory of our natural, historic, and cultural resources and carefully consider them when making land use and economic development decisions.
9. We will work to preserve open spaces.

Citizen Participation

1. The Board, stakeholders, and citizens are advised and guided by our sustainability principles.
2. We will strive to make our development process informed, inclusive, and win/win.
3. We will strive to have an open government that encourages citizens to understand and participate in decision-making.

Good Government

1. The Board will continue to build trust and mutual respect in the community and the region.
2. We will develop and maintain a superior Comprehensive Plan that is carefully aligned to achieve our vision, balancing past, present, and future.
3. We will establish and pursue a comprehensive and ongoing strategy to increase local options.
4. Clear and measurable levels of County services will be established and prioritized.
5. We will create and maintain systems that enable us to be results-focused and link performance with funding.

STAFFORD COUNTY BOARD OF SUPERVISORS **OPERATING GUIDELINES**

The Stafford County Board of Supervisors will be guided by Operating Guidelines that enable us to have effective working relationships among Board Members and between Board Members and staff.

Performance Accountability

1. Directing and evaluating the performance of the County Administrator and the County Attorney will be a collective act of the Board.
2. The Board will provide a clear vision, principles, and goals for the County Administrator and his or her performance will be evaluated on his/her achievement.
3. The Board will establish clear performance expectations and hold the Constitutional Officers responsible for them.
4. The Board will establish clear performance expectations and hold the County Administrator responsible for them. The County Administrator is responsible for holding department heads accountable for the same expectations.
5. The County Administrator will be responsible for creating and maintaining an organizational performance measurement system that provides the Board with regular, timely information about results achieved.
6. A consistent time and process will be established for the Board to review its vision and goals so that the County Administrator's performance expectations are clear.
7. The Board will establish a consistent time and process to evaluate the County Administrator's and the County Attorney's performance.

Communication and Reporting

1. Staff should provide the Board with all relevant information on matters of policy, including pros and cons, alternatives, and professional recommendations, in order that Board may make an informed final decision.
2. The County Administrator will establish and maintain a system to insure that there is regular reporting on Board-directed initiatives.
3. Board Members may communicate directly with individual staff members; however, the Board recognizes that department heads cannot have "seven bosses" and will avoid giving specific instructions to them.
4. Board Members will inform the County Administrator when they have made requests of staff.
5. When the Board commissions studies, a clear and effective process will be used to insure that the benefits of the study are maximized.

Board's Policy Role

1. The Board is committed to achieving its vision, including addressing issues that are strategic and important but not always perceived as urgent. The Board Members commit to the extra time and effort that it will take to articulate and achieve the vision and relevant planning. (i.e. Vision, CIP, Budget, Comprehensive Plan, etc.)
2. Board Members will promote an environment of trust and effectiveness among its members by:

STAFFORD COUNTY BOARD OF SUPERVISORS
OPERATING GUIDELINES

- Keeping Board Members informed when an issue is becoming public
 - Avoiding the “blindsiding” or public embarrassment of Members
 - Assuring camaraderie and civility
3. The Board’s vision, relevant strategic plans, and accomplishments will be available electronically to citizens to promote accessibility and awareness.

Board Chair’s Role

1. The role of the Board Chairman is to set the Board’s agenda (in conference with the County Administrator) and to preside over Board meetings.
2. When the Chair is representing the Board, we trust the Chair to speak from the Board’s collective position, acknowledging the minority position where appropriate.
3. The conduct of meetings will insure that Members and citizens are engaged at appropriate times.

County Attorney’s Role

1. The County Attorney will provide legal counsel that serves the Board collectively, avoiding legal research or advice that serves the political agendas of individuals.

Stafford County

Vision

A community with an abundant and meaningful past, building a thoughtful, sustainable future.

Mission

To become the best local government in Virginia.

B.E.S.T. Values

Balance

Empowerment

Service

Guiding Beliefs

We value our community, people, resources and quality of life.

Balance

We take pride in what we do and strike a balance among life's activities.

We inspire, challenge, and encourage each other to achieve professional and personal growth and development.

Empowerment

We work together and we take the initiative to provide creative solutions.

We communicate well and employ diverse talents to pursue common goals in ordinary and extraordinary times.

Service

We provide personal and individual attention to our customers which is driven by respect, knowledge, commitment, and compassion.

We go above and beyond our job duties because it's the right thing to do.

Teamwork

We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.



**Stafford County
Belongs To All Of Us**



STAFFORD COUNTY STAFF VISION TARGETS



Listed below is a draft of the vision targets that would be recommended by staff members to achieve the Board's vision and the staff's version of the County vision.

Historic and Natural Resources and Aesthetic Attractiveness

1. Become a national historic destination.
2. Achieve national recognition for pristine, unspoiled environment in Stafford County, to include air, water, viewsapes, and roadside appearance.
3. Preserve natural resources in Stafford County and increase the appreciation for historical and natural resources through the development of museums, nature centers, etc.

Job Creation and Economic Development

1. Become one of the top ten locations for business in Virginia.
2. Become a county that offers a variety of higher education opportunities and promotes lifelong learning.
3. Become a leading tourist destination.
4. Become a self-sufficient community where residents can live, work, and shop.
5. Promote the development of state-of-the-art technology in the County, including a technology infrastructure.

Culture, Recreation, and Civic Activity

1. Develop a civic/cultural/special events center to provide a local facility for a variety of events and to generate local revenue.
2. Develop and enhance water-based facilities and activities.
3. Promote commercial recreational activities and utilize existing school, public, and private facilities.
4. Develop a system of pedestrian and bike trails.
5. Develop a series of community parks and recreational facilities.

Community Development

1. Bring together staff, elected and appointed officials, community leaders and other stakeholders to implement strategies to:
 - Ensure that all new developments provide a variety of housing types
 - Ensure quality, sustainable development
 - Require properties to be maintained consistent with the property maintenance code
 - Create design guidelines to establish a community identity
2. Develop and maintain a superior Comprehensive Plan and other aligned plans that insure that Stafford County fosters a strong sense of community.
3. Preserve rural areas and open space and channel growth in accordance with the Comprehensive Plan to ensure growth in the urban densities and to preserve rural qualities and assets.



STAFFORD COUNTY STAFF VISION TARGETS



Transportation

1. Improve vehicle transportation by exploring alternative and innovative transportation systems and networks.
2. Enhance mass transit system.
3. Improve other means of transportation by providing pedestrian overpasses, enhancing bike trails and expanding walkways.

Caring and Neighborly Communities

1. Implement strategies that bring a sense of community to Stafford County. Strategies might include:
 - a. A national search to find model communities that have characteristics like Stafford County who have achieved a strong sense of community that can be replicated in Stafford
 - b. Promotion of “town center” communities that provide amenities within walking distance that promote a neighborhood atmosphere
 - c. Encouragement of multi-cultural events to educate and feature different cultures and customs to make people more aware of the diversity within the community
 - d. County incentives to developers who build “town center” type communities
 - e. Identification of characteristics of how we want to County to appear — a look, something a visitor would say that describes Stafford
 - f. Encouragement of “town meetings” to connect government with the community and people with similar interests with each other
 - g. Encouragement of self-contained communities that offer businesses, schools, homes, recreation within a single development to foster community pride, reduce traffic congestion, and promote neighborly feeling
 - h. Creation of an entryway that promotes the County’s identity at all entry points
 - i. Promotion of the County as its own entity
2. Establish a town center to attract families and conduct community-wide events

Government Services

1. Insure that we maintain the highest quality of public services consistent with what citizens are willing to pay by creating an organizational performance management system that:
 - Establishes a relationship between performance and costs of service
 - Assesses citizen satisfaction and obtains community input into the level of service desired
 - Establishes performance goals to achieve the desired level of service
 - Creates a performance measurement system that will help to determine if performance goals are being obtained



STAFFORD, VIRGINIA



HISTORY

Native American Indians roamed and settled in the area known as Virginia centuries before the first documented Indian settlement in Stafford, Virginia. Indians lived here as early as 1,000 B.C., hundreds of years before Indian Princess Pocahontas and English Captain John Smith visited these shores. In 1647, the Brent family migrated to this area from Maryland to establish the first permanent English settlement. Stafford was officially organized in 1664.

By the early 1700s, Stafford had experienced a growth of farms, small plantations, gristmills and sawmills. Mining and quarrying became important industries. Iron works furnished arms for the American Revolution. Aquia sandstone, quarried in abundance, provided stone for the White House, the U. S. Capitol and trim for other public buildings and private homes. After the destruction of federal buildings in Washington by the British during the War of 1812, quarries were reopened for a short time to aid reconstruction. Gold mining became a leading industry in the southwestern section of Stafford in the 1830s.

With the arrival of the Richmond, Fredericksburg and the Potomac Railroad to Aquia Creek in 1842, Stafford became vulnerable to troop movements during the Civil War. Although Stafford was not the site of any major battles during the war, more than 100,000 troops occupied the area for several years, stripping the locality of its livelihood, farmland and vegetation. Families endured the loss of churches and private homes as they were used as impromptu hospitals. Valuable public and private records were also lost.

Prosperity did not return until World War I, when the U. S. Marine Corps came to Quantico. At that time, Stafford was primarily agricultural, with the exception of fishing industries situated along the Potomac River. In World War II, the wide expansion of the Marine Corps base created new employment opportunities. A Civilian Conservation Corps (C.C.C.) camp was located in southern Stafford during this time.

In 1896, Professor Samuel Pierpont Langley launched a steam-powered airplane from a houseboat in the Potomac River off Widewater's shore. These launches were the first instances of flight by a mechanical, heavier-than-air machine. Professor Alexander Graham Bell witnessed and certified the experiments with photographs and written documents.

Stafford County is very proud of its unique heritage and is working hard to raise awareness of its many historical and natural resources. In August 2006, the County held its first Discovery Days Festival at Aquia Landing. Thousands of visitors enjoyed Native American, African American, Elizabethan, colonial, and Civil War interpretive historical displays, crafters, food vendors, and children's activities. A highlight of the event was a pontoon ride around a replica of the *Godspeed*, which was anchored offshore. The original *Godspeed* was one of three ships that brought America's first permanent English colonists to Virginia in 1607. The Stafford Tourism Office sponsors many events throughout the year to educate visitors and residents alike about Stafford County's history. For more information, please visit the Tourism Office online at www.tourstaffordva.com or call (540) 658-8681.

TO OBTAIN INFORMATION

If you would like to know more about Stafford's rich history, plan to attend the meetings of the Stafford Historical Society, which are held on the third Thursday of each month at the County Administration Center. Visitors are always welcome.

STAFFORD ACCOMPLISHMENTS



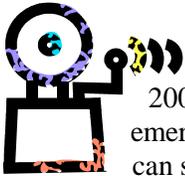
Ford T. Humphrey Public Safety Building

The County broke ground on its new public safety building in 2006 under Virginia's Public-Private Education Facilities Infrastructure Act of 2002. The 114,000 square foot facility, located on 11 acres near the County's Administration Center, officially opened in February 2008. It houses the Sheriff's Office, administrative offices for the Fire and Rescue Department, and the 9-1-1 Communications Center and Emergency Operations Center. An auxiliary parking structure is available for public safety special response vehicles for both departments.



Board of Supervisors Partners With State to Purchase Crow's Nest

After years of negotiations, Stafford and the Department of Conservation and Recreation purchased approximately 1,720 acres of the Crow's Nest peninsula, with a two-year option to purchase more than 1,000 additional acres. Crow's Nest is home to many rare plant and animal species and hosts scores of migratory birds including the American bald eagle. In 1608, Capt. John Smith visited Indians who lived there, and Pocahontas, daughter of famed Chief Powhatan, was kidnapped from the peninsula by Capt. Samuel Argall.



Berea Fire Station

Berea Fire and Rescue Station #12, the first County-owned fire facility, opened in February 2008 to serve the southern portion of Stafford. Career staff provides 24-hour firefighting and emergency medical services. The station houses an advanced life support Quint, a fire apparatus that can store up to 480 gallons of water, boasts a 105-foot aerial ladder, and has a fire pump with the capacity to provide water at the rate of 2,000 gallons per minute.



Regional Landfill Wins Top Environmental Rating

The Rappahannock Regional Solid Waste Management Board (R-Board) announced that the Regional Landfill in Stafford earned an Exemplary Environmental Enterprise (E3) designation from the Virginia Department of Environmental Quality. The landfill staff began working in 2003 to identify and adopt 30 environmentally-friendly practices to protect watersheds, encourage recycling by citizens and increase efficiency at the facility. The recognition allowed the landfill to save \$40,000 on permit fees in 2006 and reduced its water bill a total of \$3,000 over a two-year period by using water from holding ponds to wet down dirt roads and other exposed areas to reduce dust. The facility also significantly expanded its recycling program for citizens.



Stafford Airport Hosts Defense Department Demonstration

More than 600 vendors displayed over 3,000 security products at the Stafford Regional Airport during the Force Protection Equipment Demonstration in August 2007. The event featured displays and demonstrations of 20 categories of equipment including ballistics mitigation, night vision and optics, barriers, chemical/biological detection and explosives detection devices. Several thousand individuals from the Department of Defense, federal agencies, state and local law enforcement departments, first responders and foreign countries attended the two-day event. The airport will host the event again in May 2009.

STAFFORD ACCOMPLISHMENTS



Fire and Rescue Academy Graduates First Class

After 17 weeks of training, 22 recruits in Stafford's first Fire and Rescue Academy began their careers as Firefighter/EMTs. Classes at the academy were taught by a combination of career staff and volunteers from Stafford and other jurisdictions. After several weeks of classroom work, students trained "in the field" on homes that were donated by citizens. The graduates joined 63 career staff and more than 300 volunteers in stations throughout the County to help provide emergency medical care and respond to fires.



White House Original Stone Quarry Listed on the National Register of Historic Places

The National Park Service announced that the Public Quarry on Government Island in Stafford would be included in the National Register of Historic Places. Government Island is most noted for the extensive quantities of sandstone extracted between 1791 and 1825, used to construct the White House and U.S. Capitol in Washington, D.C. The quarry's stone, known as Aquia stone or freestone, was used in structural and decorative architectural elements of prominent homes, churches and bridges throughout Colonial America. The island was purchased by the County in 1998, and is being developed as a public park with hiking trails to allow visitors a glimpse of the thousands of hand-made chisel marks etched into stone faces.



Traffic Enforcement Grant

The Sheriff's Office's Traffic Unit received a \$70,900 grant on October 1, 2007 from the Virginia Department of Motor Vehicles. The funds paid for overtime hours to allow deputies to spend more time on the roads enforcing the traffic laws. The money also paid for special training, and helped purchase four new radar guns.



Stafford Offers Emergency Alert to Citizens

The County began offering text alerts about major emergencies such as severe weather, traffic, road closures and school dismissals on their cell phones, pagers, PDAs and e-mail accounts. The text-based communication system, which uses the Roam Secure Alert Network, notifies registered users about important emergency information at no charge. The user can register as many devices as they wish, and can also select the types of information they would like to receive. The system will also provide emergency information during and after an event, such as the location and operating hours of shelters and how to get water. Stafford Alert is particularly useful because the County is home to a large commuter population working in northern Virginia and Washington, D.C.



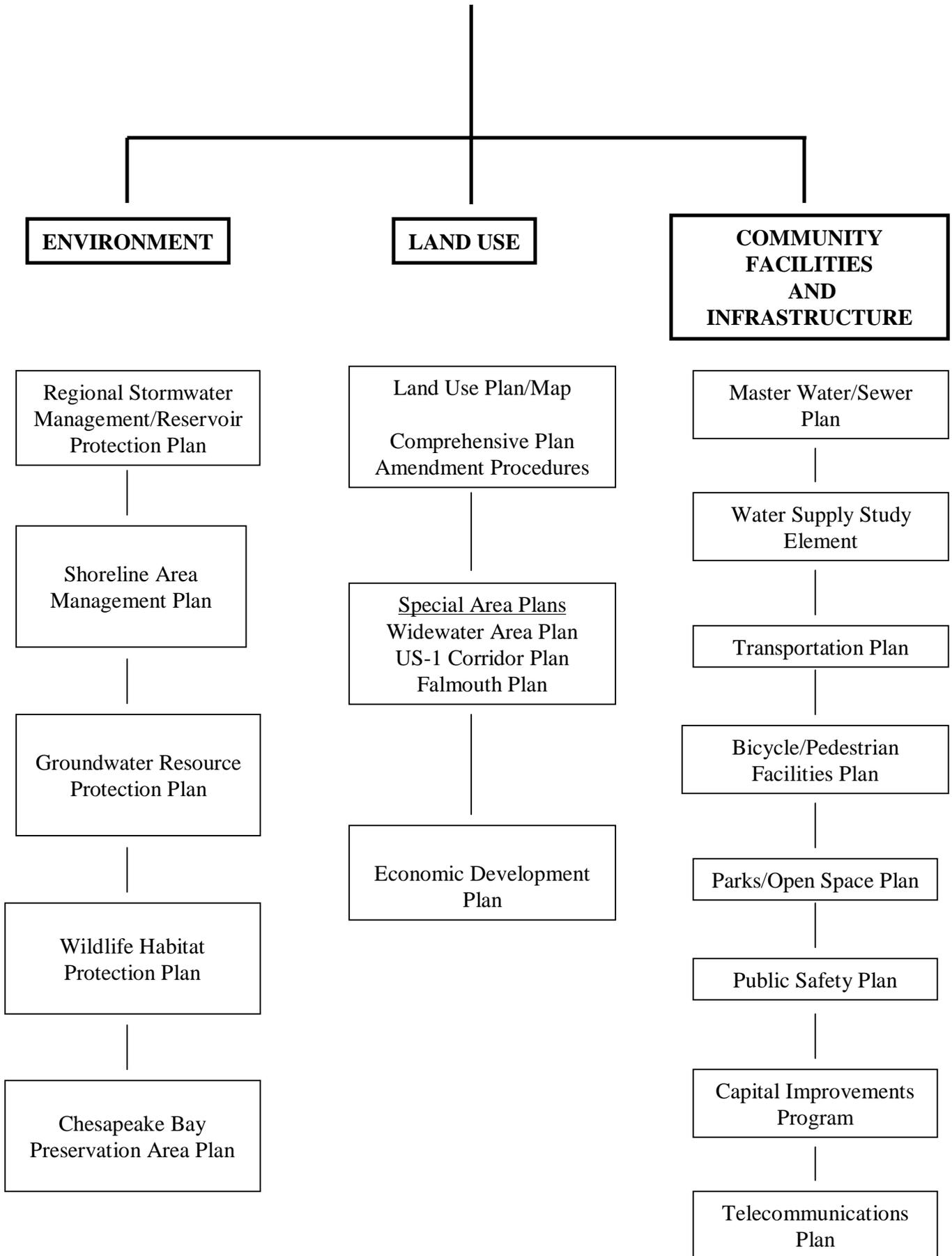
Fire and Rescue Graduates CERT Class

The Fire and Rescue Department graduated its first Stafford County Fire and Rescue Department Community Emergency Response Team (CERT) in January 2008. The department received a \$6,500 grant from Homeland Security to establish the program and purchase equipment. CERT training concentrates on response to all types of disasters when conventional emergency services may be overwhelmed. Civilians who complete the course learn to manage electrical, gas and other utilities; douse small fires; provide basic first aid; and safely search for victims. They will also collect crucial information on the status of their neighborhoods and forward it to Stafford's Emergency Operations Center.

COUNTY PLANNING PROCESSES

	TYPE OF PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
Operating Budget Forecast	Five year operating plan to facilitate financial planning	Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures.	Provides for budget stability, planning & direction for future resource allocation decision-making.
Capital Improvements Program	Five year plan that includes project listing by plan year	County Administrator submits plan for County approval by resolution with possible amendments.	Provides predictable funding level from year to year to allow adequate planning for debt service requirements & operating costs of new facilities & infrastructure improvements.
Economic Development Strategy	Five year plan to improve economic development in Stafford County	Economic Development director's plans are developed with review & coordination by the County Administrator's Office.	Allows for reallocation of resources to predetermined strategic goals & objectives.
Parks and Recreation	Fifteen year Facilities Plan for Parks and open space, recommends improvements to the County's present park and recreation facilities and undeveloped park lands	Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 5 year CIP.	Long term planning for Parks and facilities that integrate with the 5-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
Building Maintenance	Five year plan by facility & maintenance activity or project	Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements.	Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities.
Grounds Maintenance	Three year plan to address County grounds	Schedules identified ground improvements maintenance projects according to priorities & funding level.	Provides for a stable annual level of expenditures to ensure the continued maintenance of county grounds.
Strategic Technology Plan	Five year information systems plan	Major initiatives are established with departments, constitutional offices & schools.	Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.
Comprehensive Water & Wastewater Master Plan	Twenty year plan to define the County's anticipated water & wastewater needs	Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan.	Identifies future costs for water & wastewater infrastructure & establishes current per gallon prices to be charged to developers in accordance with the County's Pro-Rata Policy.
Comprehensive Plan	Long range plan designed to manage & direct growth	Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure.	Provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development related ordinances.
Transportation Plan	Long-range plan to maintain & improve the County's transportation system	Planning develops the Transportation Plan based on build-out of the Land Use Plan. The Plan identifies transportation policies, programs & facilities necessary to meet local & regional transportation demands.	Long range planning for highway infrastructure needs.
Regional Stormwater Management Project Plan	A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds	Code Administration has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site stormwater management facilities located at each department. Stafford County will maintain the ponds.	The construction of the ponds is funded through proffers and prorated payments made by each user. Construction or maintenance may be funded in total by a stormwater utility, if established by the Board of Supervisors.
Telecommunications Plan	A component of the Comprehensive Plan to ensure adequate provisions of a telecommunications infrastructure within the County that promotes public safety and economic development	The Planning Commission reviews the plan due to the proliferation of tower sites in the County. The Planning Commission's Comprehensive Plan Committee reviews the Plan with input from the telecommunications industry	Ensures adequate infrastructure for communications needs

COMPREHENSIVE PLAN



COMPREHENSIVE PLAN

INTRODUCTION

Established in 1664, Stafford County is one of the oldest counties in Virginia. Stafford County is located approximately 40 miles south of Washington, D.C., and sixty miles north of Richmond, Virginia. The County covers 277 square miles of generally level to rolling land, with elevations ranging from sea level to 425 feet. The County is bordered by Prince William County on the north, Fauquier County and Culpeper County on the west, Spotsylvania County and the City of Fredericksburg on the south, and the Potomac River and King George County on the east (see Figure 1.1). A majority of the County's land is vacant or forested.

The County's proximity to major industrial and commercial markets, combined with its high percentage of vacant or forested land, is attractive for residential, commercial, and industrial development. Since Stafford County is located within commuting distance of major employment centers to the north and south, the County continues to face increases in residential land use proposals from developers eager to meet the demand for housing. As a location central to major markets, the County also continues to plan for and encourage industrial and commercial land use proposals.

As a primary focal point for land use proposals, the Land Use Plan must exhibit a strong link to the desires and needs of the community. This Plan has as its foundation a collection of community goals, objectives, and implementation strategies. These goals, objectives, and implementation strategies express Stafford County's long-term desires for the community as a whole and, as such, all land use proposals should be consistent with them.

HISTORY OF STAFFORD COUNTY

Stafford County has many historical remnants and sites dating back to Native Americans and the early Colonial settlers. In 1649 the County was home to its first European settlement, established by Giles Brent at Aquia, and by 1664 the County of Stafford was formed. Less than a century after the County's settlement, three important towns, Marlborough, Woodstock and Falmouth, had been established along the Potomac River, Aquia Creek, and the Rappahannock River.

As the Rappahannock River became a well-travelled shipping route and the town of Falmouth grew, so did the large farms and plantations along the Rappahannock River. Historically, Stafford County was a predominantly agricultural area where development occurred on individual farmsteads. In 1850, the County was home to 922 families. Farming in Stafford included the cultivation of a variety of crops, as well as the raising of cattle and other livestock. Agricultural areas still remain, primarily in the extreme eastern and western portions of the County.

During the eighteenth and nineteenth centuries, overland communications and transportation between the commercial centers of the County and the rural outposts occurred on an important network of roads, generally running through the County in a southerly route to Falmouth. One of the most important early road developments in the County was the Stage Coach Road which ran from the northern border through Stafford Courthouse to Falmouth. The Stage Coach Road was eventually replaced by the Richmond, Fredericksburg and Potomac Railroad which was formed as a grand trunk line connecting the north with the south. It originally terminated at Aquia Landing where steamships carried passengers north to Washington. After the Civil War, it was extended to meet the Washington and Alexandria Railroad in Quantico.

Stafford County has associations with three major wars in America: the Revolutionary War, the War of 1812, and the Civil War. Primarily a staging ground for both Union and Confederate troops, Stafford County played an important role during the Civil War and saw much military activity.

Stafford was also the home to one of the most important men in our nation's history. George Washington spent most of his childhood at Ferry Farm; here, according to tradition, he cut down a cherry tree and threw a Spanish silver dollar across the Rappahannock.

Stafford County has a rich history from pre-colonial days to the industrialization of the nineteenth century. The County has important associations with major events and people in our nation's history. This history is documented by the County's rich archaeological and architectural remains. Stafford County recognizes the importance of its early architecture and history and is working to preserve its historic resources.

PURPOSE/CONTEXT OF THE LAND USE PLAN

The purpose of the Stafford County Land Use Plan is to manage and direct growth. The Plan provides a focal point for growth management policies, which try to achieve balanced development, phased in conjunction with the provisions of adequate public facilities (parks, schools, fire/EMS, etc.) and infrastructure (utilities, roads, etc.). This Plan represents the

COMPREHENSIVE PLAN

broad community interests and reflects the vision of County residents and businesses as to how Stafford County should develop over the next twenty to fifty years.

Although the Land Use Plan establishes development policies, which guide land use decisions, this Plan is not a development ordinance. The County's zoning, subdivision, erosion and sediment control, and stormwater management ordinances regulate land use and site development. This Plan, however, provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development-related ordinances.

The Land Use Plan is one of many documents that comprise the Stafford County Comprehensive Plan. The Land Use Plan is the basis for the development of other plans, which address the environment, transportation, public facilities, and public infrastructure (see Figure 1.2). Within the Land Use Plan are various Special Area Plans that address the needs of specific areas in the County. In general, these areas require additional attention during and after development. In order to obtain an understanding of the County's overall long range planning objective, one must review all of the relative plans considered to comprise the Stafford County Comprehensive Plan.

LEGAL BASIS FOR THE COMPREHENSIVE PLAN

Section 15.2-2226 of the Code of Virginia (1950), as amended, states that the planning commission shall prepare and recommend a comprehensive plan for their locality. This plan shall be formally adopted by the governing body of the locality. The purpose of the comprehensive plan is to guide and coordinate development of the locality in accordance with present and future needs and resources to best promote the health, safety, and general welfare of its residents. The plan should designate various types of existing and proposed land uses (residential, commercial, industrial, institutional, etc.); transportation facilities (roads, airports, rail stations, etc.); historic sites; public infrastructure (water, sewer, and transmission lines); and sensitive environmental areas.

HISTORY OF COMPREHENSIVE PLANNING IN STAFFORD COUNTY

During the 1960's and early 1970's, Stafford County's in-house planning function was primarily regulatory, involving administration of the subdivision and zoning ordinances. Comprehensive planning efforts were, for the most part, made possible through the assistance of State and regional agencies. The Governor's Office, Division of Industrial Development and Planning, assisted the Stafford County Planning Commission in compiling eight reports studying the County's existing natural resources, land uses, public facilities, and trends in population, employment income, and industry and trade. These reports culminated in the *Future Land Use Plan (Report No. 9)* and the *Major Streets and Highways Plan (Report No. 10)*. These plans, including maps and descriptive matter (the preceding eight reports), were adopted by the Stafford County Board of Supervisors on July 8, 1964, as Stafford County's first master plan.

Comprehensive planning efforts continued into the early 1970's primarily through the assistance of the Rappahannock Area Development Commission (RADCO). In 1973, increases in staff permitted a greater focus on long-range planning issues. Further impetus to bolster comprehensive planning efforts resulted from growth pressures during the 1970's, as well as changes in planning legislation made by the 1975 Virginia General Assembly. The 1975 General Assembly amended the law to require local governments to adopt comprehensive plans by July 1, 1980. As a result of these combined factors, the Stafford County Board of Supervisors adopted a new comprehensive plan, the *Comprehensive Development Plan*, on April 17, 1975. This Plan was amended in June 1979, and July 1980; in February 1986, the Central Stafford U.S. Route 1 Corridor Development Plan was added.

In May 1986, the County began the process of developing a new Land Use Plan which would represent the first in a series of component documents that now comprise the Stafford County Comprehensive Plan. The Land Use Plan was to direct residential, commercial, and industrial growth in suitable areas. This process was initiated with the development of extensive environmental, land use, and historic inventories, which would be used as a foundation in determining appropriate land uses. The location of major transportation routes, existing public utilities, and existing public facilities was also considered. The intention was to identify areas for growth that limited impacts on environmental and historic resources and took advantage of major existing roads and public utilities, while ensuring that new development was able to utilize existing park, school, library, and fire/rescue facilities effectively.

These efforts culminated in the adoption of a new County Land Use Plan as the first component of the County's Comprehensive Plan, in July 1988. This Land Use Plan provided a basis for the development of numerous Comprehensive

COMPREHENSIVE PLAN

Plan components and planning documents. These plans identify the various needs for the County relative to parks, schools, utilities, public safety, and transportation, while also identifying a course for development of plans to protect sensitive

environmental resources. The Land Use Plan was now being used to determine the needs of the County in several important areas. Water and sewer lines were sized to accommodate land uses in the Plan, road improvements would be directly related to the Plan, as would the potential needs of the County for parks, schools, fire/rescue, libraries, and other services.

Although the Land Use Plan has been revised several times since its adoption, most recently in 1996, the Stafford County Planning Commission and the Board of Supervisors initiated a review of the Plan in 2000 in accordance with the State code, to determine if modifications to the Plan were warranted. This review has culminated in this revised Land Use Plan. The primary areas revised in the Land Use Plan relate to the goals, objectives, and implementation strategies. The County determined that substantial modifications to the Land Use Plan Map were not warranted. Some refinement of the land use categories has been incorporated, but most of the revisions relate to the development policies of the County. It is noted, however, that many goals and strategies spelled out in the Land Use Plan have not been implemented to date. Changes to the County's ordinances may be more effective than changes to the Land Use Plan.

USING THE LAND USE PLAN

This document represents a study and review of the County's existing conditions and long-term goals, objectives, and implementation strategies using the Land Use Plan. Only time and use can adequately test its effectiveness. Periodically, changes in condition will require amendments to the Land Use Plan Map and text. As Stafford County continues to experience growth pressures, the County will need to re-evaluate the Land Use Plan and other elements of the Comprehensive Plan on a more-frequent basis. As such, the County is structuring a "continuous" planning process which will provide a more frequent and formal review of the County's stated goals, objectives, and implementation strategies, as well as those implicit in the County's management policies and tools. The purpose of this structured review will be to assess the responsiveness of the County's implementation strategies to the adopted goals and objectives.

Stafford County seeks assurance that each new use or reuse of land lends support to the established goals, objectives, and implementation strategies of the County. This Plan, in essence, acts as a framework for development.

The Plan documents the existing opportunities and constraints in the County relative to the natural and man-made environment, including those public services presently available to County residents and businesses. The Plan then evaluates these resources and provides goals, objectives, and implementation strategies to define how the County intends to use or protect these resources for the betterment of the County. Finally, the Plan identifies recommendations for enhancing all aspects of the County. Explicit and implicit throughout the Land Use Plan is support for the various other Comprehensive Plan documents developed by the County, which also support and implement the Land Use Plan.

The Plan also defines the various land uses that are identified on the Land Use Plan Map. This Map depicts the approximate geographic extent of future land uses consistent with Section 15.2-2226 of the Code of Virginia which provides that the "plan shall be general in nature, in that it shall designate the general or approximate location, character, and extent of each feature shown on the plan." The Department of Planning and Community Development has large scale maps which also depict the extent of future land uses and are available for public inspection. These maps provide a more precise interpretation of the designations of particular properties but, regardless, are approximate delineations. Where dispute exists concerning the type or extent of a designation, the Land Use Plan text, and all supplemental documents used in its preparation, can assist in assessing the intent of a specific designation. The Land Use Plan Map cannot be interpreted without knowledge and understanding of the issues, goals, objectives, definitions, principles, and strategies described herein. Ultimately, final interpretation and implementation is the responsibility of the Board of Supervisors.

The text of this document is, among other things, a teaching tool. Much information about Stafford County, whether descriptive or explanatory, can be gained from its pages. Those who use the Land Use Plan should pay close attention to the goals, objectives, and implementation strategies. The goal statements reveal much about Stafford's long-term future

directions as a response to Stafford's most pressing concerns relative to growth management and economic development. Strategies for implementation outline Stafford's short-term future directions as a response to the objectives for growth management and economic development. A careful reading of this document can provide a sound initiation to Stafford County's past, present and future.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Land Use

Goal 1:

Promote and provide to the fullest, opportunities for a variety of commercial, industrial and office developments.

Objectives and Strategies

A. Urban / Suburban Commercial

1. Plan sufficiently large, contiguous areas of land for well-designed, urban and suburban commercial development on arterial and/or major collector roads which are adequate to handle the traffic generated by potential uses.
2. Direct new Urban and Suburban Commercial development to locate within areas designated on the Land Use Plan map for such development.
3. Encourage mixed-use development, which integrates residential, commercial, and public uses in the Urban Service Area.
4. Seek and develop programs which will provide funds for infrastructure improvements to areas slated for commercial uses on the Land Use Plan map.
5. Provide for the development of less intensive service-oriented suburban commercial uses near major residential developments or along main thoroughfares.
6. Encourage the location of office uses in all commercially designated areas, especially in Suburban Commercial areas and as a transition between urban commercial and residential uses.
7. Ensure commercial uses adjacent to residential uses are designed such that the commercial use is integrated into and accessible to the community and designed so as to be unobtrusive to the community.
8. Encourage infill development and the reuse of vacant commercial sites.
9. Encourage town and village center as opposed to strip centers.
10. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

B. Rural Commercial

1. Plan sufficiently large areas of land outside of the Urban Service Area for well-designed Rural Commercial Centers which will provide low intensity service-oriented uses to serve rural communities and agricultural operations.
2. Ensure Rural Commercial Centers adjacent to residential uses are designed such that the centers are integrated into and accessible to the community and designed so as to be unobtrusive to the community.
3. Direct Rural Commercial Centers to locate at strategic intersections of arterial and major collector roads.
4. Provide for the establishment of individual Rural Commercial uses that meet specific community needs located at or near major intersections, especially in combination with public facilities and other community activity centers.
5. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

C. Office

1. Plan sufficiently large areas for well-designed office uses.
2. Direct new office development to locate within areas designated on the Land Use Plan map for such development.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

3. Encourage development of low-rise office buildings where developing adjacent to existing low-rise residential uses.
4. Seek and develop programs to provide infrastructure improvements that encourage office development with an emphasis on up-to-date telecommunications facilities.
5. Encourage the location of office uses for Office and Suburban Commercial designated areas to serve as a transition between intense urban activities and less intense suburban residential activities.
6. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

D. Industrial

1. Plan for large, contiguous areas of industrial land which either have or are planned for the extension of utilities, including the temporary use of pumping stations as needed, and are located near major transportation systems (e.g. major secondary roads, primary roads, arterial roads, rail lines, or airport facilities).
2. Promote the I-95 / Jefferson Davis Highway (US-1) corridor within the Accokeek and Potomac Creek watersheds as a light industrial / commercial business district. However, impact to groundwater recharge area should be studied to determine the need for additional pollution control standards.
3. Promote the development of industrial parks, business centers and technology areas that are supported by state-of-the-art infrastructure improvements.
4. Encourage the integration of limited retail commercial uses in industrial areas where the commercial use is incidental to the production of goods or services in the industrial area.
5. Support regional and state efforts to attract industries to the areas which are compatible with the community character and demographic makeup of the County.
6. Support and expand orientation/exploratory (single courses) and occupation preparatory (program of courses) educational programs for professional development within the County's school system, local colleges, and universities to provide skills needed for jobs available in the local job market.
7. Direct new industrial development to locate within areas designated on the Land Use Plan map for such development.
8. Seek and develop programs which will provide funds for infrastructure improvements to areas slated for industrial uses on the Land Use map.
9. Designate a limited number of large, contiguous areas, buffered from residential developments, for Heavy Industrial development located where adequate public utilities (except for mining/extraction operations) and roads are available and/or rail access is available.
10. Encourage new development complimentary to the Stafford Regional Airport within the I-95/US-1 corridor between Ramoth Church Road and Mountain View Road.
11. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

Goal 2:

Implement a multifaceted economic development program which focuses on business retention, expansion, and start-up enterprises.

Objectives and Strategies

1. Establish an information system database containing the basic physical and demographic characteristics generally required by businesses desiring to locate in the County.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

2. Support proposals which streamline the federal, state, and local permitting and plan approval process for businesses.
3. Assist businesses in identifying opportunities for federal, state, and local financing of infrastructure development.
4. Develop an economic development plan which more definitively identifies target industries and, subsequently, recommends programs to enhance the County's position in attracting these businesses.
5. Implementing an economic development program which strengthens the local commercial tax base, increases jobs within the County, especially for County residents, promotes retention/expansion of existing businesses, promotes new industry and diversified economic base, and fosters entrepreneurship.
6. Designate suitable acreage for commercial and industrial development with accessibility to adequate public infrastructure.
7. Strengthen the competitive position of the County by developing underutilized human and natural resources.
8. Improve the physical environment as a necessary component of improving the climate for business development and enhancing the quality of life of residents.
9. Promote technology-based businesses (telecommunications) and technology-oriented infrastructure (fiber-optic cable and higher education services).
10. Maintain an inventory of existing businesses and their circumstances.
11. Establish an inventory of available zoned land and square footage of leasable space.
12. Support the continuation and expansion of private sector economic activity generated by operations at Quantico.
13. Develop policies that support redevelopment of under-utilized commercial and industrial sites.

Goal 3:

Preserve and enhance opportunities for agricultural uses, agribusiness, and silviculture operations.

Objectives and Strategies

1. Protect the right of existing farms to continue to operate.
2. Recognize opportunities available for locally produced goods and services.
3. Provide for suitable acreage available for agriculture and silviculture activities in areas where suitable resources are available to support these operations.
4. Consider plans and programs that will lead to the preservation and expansion of agricultural operations, such as Purchase of Development Rights (PDR), or Lease of Development Rights (LDR).
5. Protect agricultural lands from the encroachment of other land uses, through the establishment of physical or natural barriers that prohibit trespassing. Require larger building setbacks for residential properties located adjacent to agricultural lands.
6. Ensure the preservation of open areas though open space ratio requirements on the parent tract.
7. Provide suitable infrastructure and services to sustain agricultural operations.
8. Provide opportunities for agribusiness to locate in rural areas of the County.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

9. Seek assistance from state agencies to promote alternative rural economic development (i.e. agri-tourism, eco-tourism, home-based business, telecommuting).

Goal 4:

Provide a balance of residential uses developed over time in conjunction with the establishment of necessary public infrastructure and services.

Objectives and Strategies

1. Direct new residential development to locate within areas designated on the Land Use Plan map for such development at the destiny proposed for the specific designation.
2. Provide for land use designations which promote suburban and urban residential densities.
3. Provide a transition of residential density between urban/suburban uses within the Urban Service Area and rural residential uses outside of the Urban Service Area.
4. Encourage planned unit developments which integrate residential, commercial, office, and community uses. Seek commitments from applicants at the time of rezoning for phasing plans that provide for the construction of the entire mix of uses, including recreational facilities, concurrent with the construction of the residential uses.
5. Ensure residential developments are designed to provide an aesthetically pleasing community with open space areas and in proximity to public parks and schools. Encourage applicants to submit architectural renderings and landscaping plans as part of the rezoning application, and commit to follow plans as submitted.
6. Ensure suburban residential developments are buffered from commercial uses while providing shelter and access for commuter buses and other local transit service, including pedestrian and bicycle access to service-oriented commercial uses. Seek commitments from applicants at the time of rezoning to design and include such transit related features as part of the design.
7. Encourage townhouses and apartment projects to be developed in conjunction with single-family, duplex, and/or commercial developments.
8. Ensure residential developments are designed to provide adequate and safe traffic flow and emergency service access.
9. Encourage infill lot development which makes use of existing public infrastructure investments.
10. Encourage sequencing of mixed-use development such that development of commercial uses, to the greatest extent possible, coincides with development of residential areas.
11. Encourage the phasing of all residential projects to coincide with the establishment of necessary public infrastructure (roads, utilities) and services (emergency service, schools, parks, etc.).
12. Expand local transit service to urban areas, such as along Garrisonville Road.
13. Provide a mechanism to ensure that new residential developments mitigate their impact on public infrastructure and services.
14. Encourage housing rehabilitation.
15. Provide a variety of housing types to meet the housing needs of all segments of the population. Include criteria in the zoning ordinance for the establishment of housing for the elderly and housing for individuals with mental or physical disabilities which considers accessibility and convenience.
16. Encourage duplex housing and alternative townhouse design (four units, etc.)

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

17. Encourage fair housing practices.
18. Study the desirability of establishment of town centers that permit incentives such as higher densities, subject to approval of a conditional use permit.

Goal 5:

Continue emphasis on the Urban Service Area concept and on the preservation of a rural character in areas outside of the Urban Service Area.

Objectives and Strategies

1. Designate more dense residential land uses and more intense commercial industrial uses within the Urban Service Area.
2. Provide for rural residential, agricultural, and low intensity rural commercial uses outside of the Urban Service Area.
3. Continue to undertake detailed studies of specific areas of the County which are facing development pressure, or are otherwise likely to undergo a change in character due to a public improvement.
4. Develop neighborhood capital improvement plans which provide recommendations that enhance the community character of existing residential developments.
5. Require the development of funding strategies for the construction of infrastructure (including, but not limited to, water, sewer, and roads) which do not require the expenditure of local public funds.
6. Require land uses to provide for adequate commercial/industrial diversity (at least 25% commercial/industrial).
7. Promote policies and regulations that inhibit premature development.
8. Establish design review guidelines for rural area development to ensure aesthetically pleasing and environmentally sensitive design.

Goal 6:

Improve and protect the quality of the man-made environment.

Objectives and Strategies

1. Require screening and buffering of adjacent but different land uses.
2. Enhance the quality of development through the adoption of aesthetic quality controls, landscaping requirements, and measures that protect residential uses from noise, light and other potential nuisances.
3. Encourage compatibility versus uniformity in architectural design. For commercial and office development, encourage architectural treatment such as brick, stone, stucco, split face block, wood or glass; discourage materials such as unadorned cinderblock, corrugated or sheet metal.
4. Encourage the maximum use of natural vegetation and revegetation through the promotion of open space ratios on all development projects. Adopt a tree ordinance which promotes preservation of existing vegetation.
5. Encourage construction of pedestrian facilities.
6. Encourage placement of street lights to enhance public safety on roadways, pedestrian facilities, and in parking lots.
7. Encourage redevelopment of under utilized properties.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

8. Encourage enhancements to the visual quality of County gateways and major travel corridors.

Environment

Goal 7:

Preserve and enhance the County's natural resources.

Objectives and Strategies

1. Direct more dense residential and intense commercial and industrial uses to locate and develop to minimize impact on sensitive environmental resources such as wetlands, floodplains, steep slopes, water supply reservoirs, groundwater, poor soils, streams and rivers, forested areas, and shorelines.
2. Protect the County's drinking water supply reservoirs from the negative effects of man-made environments (e.g., nonpoint source pollutants, sedimentation, pesticides, and fertilizers) through designation of a reservoir protection overlay district.
3. Implement a stormwater management program which encourages the use of best management practices for all land development and agricultural and silvicultural activities, and the implementation of regional facilities.
4. Implement a groundwater resource protection program which ensures that shallow and deep groundwater aquifers are not contaminated or adversely depleted.
5. Discourage development within the 100 year floodplain.
6. Encourage development designs which complement rather than disrupt the natural environment, including Low Impact Development designs.
7. Protect and preserve the scenic and water quality of rivers and streams through the implementation of a buffer zone adjacent to these features and the implementation of measures which will protect shorelines from erosion. Consider an additional 100' buffer from the edge of the RPA on major water bodies such as the Rappahannock and Potomac Rivers and the Chopowamsic, Aquia, Potomac and Accokeek Creeks.
8. Protect tidal wetlands and strategic nontidal wetlands that support aquatic species and vegetation.
9. Protect the habitats of threatened and endangered species through establishment of habitat conservation overlay districts. Require habitat assessment and mitigation measures during the development process.
10. Implement the strategies in the Wildlife Habitat Protection Plan through ordinance regulations.
11. Preserve large stands of trees and existing vegetation during the development process.
12. Direct developments to protect slopes greater than 25 percent especially those adjacent to streams and rivers.
13. Direct developments to locate in areas where the underlying soil is suitable to support the proposed use.
14. Pursue implementation of regional stormwater management systems that control run-off from all land development projects in urban and suburban areas.
15. Pursue implementation of a stormwater management utility.
16. Continue the Septic Pump-out Program requiring the pump-out of certain private septic systems located within a Chesapeake Bay Preservation Area on a five year cycle.
17. Promote subdivision design that allows for contiguous open space that may function as migration corridors for flora and fauna. Require minimum open space ratios for the parent tract, and increase buffers along Resource Protections Areas which act as migration corridors.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

18. Promote subdivision design that maximizes the benefit of open space to homeowners and the environment, by including provisions for usable open space.
19. Develop a rating scheme for known wetlands systems.
20. Continue implementation of the adopted Shoreline Area Management Plan.
21. Pursue a reevaluation of County floodplain maps.
22. Promote establishment of conservation easements in areas containing sensitive resources.
23. Require environmental conditions inventory and mitigation plan for new development.
24. Adopt a Green Infrastructure Plan which integrates natural, cultural, heritage, environmental, protected, passive and active resources into one related system which ensures quality of life throughout the County. Green Infrastructure would include rivers, stream corridors, floodplains and wetlands, lakes, reservoirs, steep slopes, protected forests and vegetative landscapes, wildlife habitats, heritage resources, scenic corridors, parks, greenways, trails and recreational facilities.

Goal 8:

Implement a solid waste management and recycling program, which stresses the need to properly dispose of nonreusable solid waste and recover recyclable materials from the municipal waste stream.

Objectives and Strategies

1. Continue to use the regional sanitary landfill to dispose of materials that require landfilling.
2. Require the disposal of construction and development waste, including concrete, wood, pavement, and stumps, in facilities designed for such debris with emphasis on recycling these materials.
3. Encourage participation in and expansion of the curbside recycling program for residences by private haulers.
4. Continue operating existing recycling drop-off centers and establish new centers when necessary.
5. Develop a comprehensive public information and education program for solid waste management and recycling.
6. Encourage large developments to incorporate recycling facilities into the design of their projects.
7. Encourage businesses to recycle their wastes, especially cardboard and high-grade office paper.
8. Continue to monitor and evaluate new and alternative technologies for the disposal of solid waste.

Goal 9

Preserve significant historic and/or archaeological sites and cemeteries through private, public, or quasi-public groups.

Objectives and Strategies

1. Pursue local, state, and federal designation of primary historic and cultural resources.
2. Enforce the Cultural Resources Management Plan and make it publicly available on the County website.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

3. Coordinate with the Old Falmouth Renaissance Commission to establish goals toward revitalizing Falmouth and actively enforce the Falmouth Plan.
4. Coordinate with the School Board to develop an education program relating to the history of the County and general awareness of historic and cultural resources.
5. Encourage the creative reuse of historic buildings.
6. Require adequate buffers to historic, archaeological, and cemetery sites.
7. Protect the privacy of owners of property with historic significance and protect historic, archaeological, and cemetery sites from vandalism or destruction.
8. Ensure legal public access to historic properties, which protects property rights and provides adequate protection to the site.
9. Preserve architecturally significant and unique sites.
10. Develop a resource center for documentation of cultural and historic resources.
11. Maintain a map and inventory of significant cultural resources and incorporate into County Web site.
12. Request Phase I archaeological studies for all rezonings, conditional use permits, preliminary subdivisions, and site plans and recommend implementation strategies as determined by studies.
13. Pursue federal, state and non-profit grants that further the identification and preservation of the County's resources.
14. Pursue the establishment of conservation districts, designed to protect cultural, natural, and scenic assets.

Community Facilities

Goal 10:

Ensure the availability of adequate library, emergency service, school, and government service facilities to meet the needs of residents and businesses in the County.

Objectives and Strategies

1. Continue the annual development of a Capital Improvements Program, which identifies those community facilities and that public infrastructure necessary over the next six year period.
2. Continue to expand library services to outlying areas and in densely populated areas through the establishment of local branch libraries that meet the specific needs of the immediate community.
3. Support the upgrade and new construction of library facilities and expansion of services in a manner responsive to population growth and the demand for library service.
4. Ensure that the physical location of public safety (fire, emergency services and sheriff) equipment and facilities and the operational capacity of the equipment is adequate to enable the various public safety personnel to attain and maintain accepted standards for responses to emergency calls.
5. Continue to plan for and construct elementary, middle, and secondary schools to meet the needs of the County with emphasis on the expansion and renovation of existing school sites.
6. Support the acquisition of land necessary for all public facilities early in the planning process.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

7. Support the construction of public facilities expansive enough to meet the needs of County residents and businesses.
8. Ensure the location of public facilities near the population centers they are to serve, with consideration given to the availability of adequate transportation and public utility services.
9. Support the establishment of major community facilities, including Universities and civic centers.
10. Facilitate the location of social services and human aid facilities as demand and population expansion warrant, in locations which are geographically dispersed throughout the County, in order to support the health and well-being of County residents.
11. Pursue development of a public facilities plan.
12. Encourage development of computerized public information.

Goal 11:

Implement a comprehensive park system that ensures the establishment of quality active and passive parks and recreational facilities in a time and manner that meets the needs of specific communities and the County and supports the region as a whole.

Objectives and Strategies

1. Ensure that every residential development provides for the parks and recreational needs of their immediate community. Include design standards based on development size.
2. Coordinate the establishment of district, community, and regional parks and recreational facilities.
3. Establish parks and recreational facilities with deference to the physical environment.
4. Ensure that sensitive environmental resource areas are preserved in their natural state to provide passive recreational opportunities.
5. Ensure that appropriate access is provided to all parks and recreational facilities based on their projected design and use.
6. Locate district and community parks and recreational facilities to be easily accessible to major population centers.
7. Implement measures that ensure that parks and recreational facilities are constructed in a phased manner as development occurs.
8. Ensure that district, community, and neighborhood parks are developed with adequate recreational facilities, including multipurpose sports fields, community pools, etc., and equipment to meet the needs of children and adults in the community.
9. Establish specialty parks which provide opportunities for specific activities which reflect the needs and character of the immediate community.
10. Construct, when feasible, stormwater management facilities, especially regional facilities, so that they are also available for recreational use by the community.
11. Establish a strong maintenance program which ensures upkeep of all parks and recreational facilities relying primarily on community support.
12. Establish a financial management program which identifies available fiscal resources and programs funds to priority parks and recreational projects.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

13. Seek federal and state funds for parks and recreation projects.
14. Develop public boat access to major water bodies within the County.
15. Provide a network of bicycle and pedestrian paths to facilitate safe and enjoyable cycling and walking experiences for the purpose of both transportation and recreation, in accordance with the Bicycle/Pedestrian Facilities Plan, dated April, 1996.

Public Infrastructure

Goal 12:

Provide adequate public utility (water and sewer) infrastructure to support the present and future needs of the County based on implementation of the Land Use Plan, advancement of economic development initiatives, and providing safe and healthy water and sewer services to the County residents.

Objectives and Strategies

A. Overall

1. Plan and construct public utility facilities as necessitated by development in a fiscally sound manner.
2. Provide public utility infrastructure that promotes the County's economic development initiatives.
3. Ensure an efficient and adequate distribution system for water and sewer services in the Urban Service Area.
4. Support water and sewer service expansion efforts in the Urban Service Area, especially those that promote the expansion of existing facilities.
5. Incorporate water and sewer improvements into the Capital Improvements Program.
6. Adhere to the provisions of the pro-rata share program to ensure that new development pays for all necessary new water and sewer services.
7. Support initiatives which allow the County to maintain the public utility system in the most efficient manner possible.

B. Water

1. Provide adequate water supply and treatment to development projects within the Urban Service Area or an identified water pressure zone to meet the present and future need of the County.
2. Ensure adequate water volumes and pressures are achieved to ensure proper fire flows for residential and commercial uses.
3. Provide public water service, when it is determined to be financially feasible, to those residences where well-water is unavailable or is subject to contamination.
4. Protect the County's drinking water supply reservoirs from the negative effects of development, including nonpoint source pollution, sedimentation, and chemicals (pesticides and fertilizers) by designating a reservoir protection overlay zone.
5. Own and operate all water utility systems constructed in the County (excluding private wells for individual homes or businesses).

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

6. Require development projects which are inconsistent with the Land Use Plan to determine and mitigate their impact on the identified public utility system through utilization of appropriate engineering calculations.
7. Develop a program to ensure that all county residents have access to a safe and clean water supply.

C. Sewer

1. Provide adequate wastewater treatment for land development projects within the Urban Service Area to meet the present and future needs of the County.
2. Preclude the use of public pumping stations unless they are identified in the adopted Master Sewer and Water Plan.
3. Preclude development designs which require the use of a low pressure sewer system for individual residential units.
4. Preclude the use of temporary pump stations for residential development.
5. Own and operate all sewer utilities constructed in the County (excluding private septic systems for individual homes or businesses).
6. Preclude non-municipal point discharges.
7. Consider a recycling program for wastewater from sewage treatment facilities.

Goal 13:

Support the location and expansion of electric, gas, and telecommunication lines such that existing and proposed developments are not disrupted and that maximum service quality is available at a cost effective rate in a location that does not adversely impact personal property values.

Objectives and Strategies

1. Establish a microwave network that supports the telecommunication needs of emergency services, the sheriff, and local businesses.
2. Eliminate dead zones in the County's telecommunication network. Support the establishment of telecommuting centers in the County and the region.
3. Encourage the co-location of electric, gas, and telecommunication facilities where practical.
4. Implement the goals of the adopted Telecommunications Plan.
5. Encourage the development of fiber optic telephone and cable communication facilities in areas planned for commercial and industrial growth.
6. Encourage the electric, gas, and cable television industries to expand their services to County residents and businesses.

Goal 14:

Provide and maintain an efficient, comprehensive, and multimodal transportation system, designed with deference to sensitive environmental resources, that meets the present and future needs of County residents and businesses.

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Objectives and Strategies

1. Achieve a balanced transportation network that implements the County's Land Use Plan and allows roadways within the County to achieve a target level of service that promotes efficient and safe operation in order to promote economic development and provide for the well-being of County residents.
2. Implement the goals of the adopted County Transportation Plan and Bicycle and Pedestrian Facilities Plan component.
3. Develop and maintain a transportation system network plan to meet the land use and development goals of the County, which focuses on utilizing existing transportation facilities supplemented with strategically placed new facilities.
4. Provide transportation facilities that promote economic development within the County by establishing transportation facilities that operate efficiently and safely.
5. Design and construct transportation facilities that are compatible with environmental, air quality, energy conservation, and cultural and historic resources and initiatives.
6. Promote alternative modes of transportation to more effectively address traffic demands on the transportation network.
7. Support establishment and expansion of regional transportation programs and facilities, including commuter rail, rideshare and paratransit services, bus service (including feeder bus service to central commuting locations), the planned regional general aviation airport, and community and regional pedestrian and bicycle facilities. Consider expansion of the Fredericksburg Regional Transit bus service to urban areas such as along Garrisonville Road, and commuter rail facilities.
8. Plan future transportation facilities that are implemented from a physical, fiscal, and political standpoint and that are physically and aesthetically compatible with the character of the County.
9. Design transportation facilities such that communities are not divided or otherwise adversely impacted, including design to minimize cut-through traffic and mitigating noise impacts from major transportation facilities.
10. Pursue development of transportation access plans for major collector and arterial roadways.
11. Adopt Highway Corridor Overlay zoning districts along all arterial roadways.
12. Study pedestrian safety issues along major collector and arterial roadways.

FINANCIAL POLICIES AND GUIDELINES

The Stafford County Board of Supervisors hereby establishes its *Principles of High Performance Financial Management* to prudently manage the people's resources through:

- Accountable and straightforward allocation of resources.
- Planned strategic use of financial resources to ensure sustainability.
- Maintaining and upgrading the County's bond ratings.
- Balanced tax burden from residential and commercial sources.

DEBT LIMITATIONS

- General obligation debt shall not exceed 4.5% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 12% of the general government budget.
- Capital lease debt service shall not exceed 2% of the general government budget with 2/3 allocated to the Schools and 1/3 allocated to the County. Capital lease debt may only be used if the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing; and,
 2. Useful life of the purchase equals or exceeds the term of the debt; and,
 3. Total purchase exceeds \$100,000; and,
 4. Sufficient funds are available to service the capital lease debt.

CAPITAL IMPROVEMENT PROGRAM (CIP) AND BONDED DEBT SERVICE AFFORDABILITY GUIDELINES

- A five-year CIP allocating capital improvement funds between the Schools and General Government will be adopted annually.
- CIP projects will be no less than \$500,000 each.
- Each year's available debt service will be established by increasing the prior year's actual debt service by the percentage of general fund revenue changes averaged over the last 5 years.

UNDESIGNATED FUND BALANCE

- The County shall maintain an undesignated fund balance that is not less than 10% of annual general fund revenues. Use of the undesignated fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of undesignated fund balance, the County will replenish the undesignated fund balance within three fiscal years.
- After the yearly audit and in consideration of current financial conditions, the Board of Supervisors may allocate amounts in excess of the minimum undesignated fund balance as follows:
 - a. The School Operating Fund unreserved (available) balance will be re-appropriated annually to the School Board for capital or start-up expenditures.
 - b. The amount in excess of the minimum undesignated fund balance will be divided equally between the Schools and General Government and shall be used only for one-time expenditures.

General Fund Budget Guidelines

- The school's share of the general government revenues will be 100% of meals tax revenues and a target of 69% of all other local tax revenues. The school operating transfer will be the difference between the school's share of general government revenues and school-related bonded and lease debt service.
- An amount equivalent to 1% of general fund revenues will be set aside for pay-as-you-go capital projects.
- An amount equivalent to 1% of general government expenses will be set aside for the operating budget contingency reserve.

FINANCIAL POLICIES AND GUIDELINES

General Fund Budget Guidelines (continued)

- Stafford will prepare and approve an annual budget. The county will annually adopt and execute a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all county purposes during the ensuing fiscal year. The county budget shall be balanced within all available operating revenues, including fund balance, and adopted by the Board of Supervisors.

Tax Trigger Provision

- General revenue increases that exceed revenue forecasts, and are not accompanied by additional costs in the annual budget process, provide a trigger to reduce the real estate tax rate.

Periodic Policy Review

- The Board of Supervisors will review this policy no less than once every two years.

Note: General Government is defined as the General Fund plus the School Fund minus the School Transfer.

AMENDMENTS TO FINANCIAL POLICIES AND GUIDELINES

GUIDELINES SPECIFIC TO FY2009

- Increased Real Estate Tax Rate of \$.70 to \$.84

AMENDMENTS TO CURRENT FINANCIAL POLICIES AND GUIDELINES

The FY2009 Adopted Budget does not dedicate the annual 1% of General Fund Operating Revenues to the County's operating budget for capital improvements. The FY2009 Adopted General Fund Budget includes no funding for capital projects. This amount should have been \$2,400,689 to comply with the guidelines.

The FY2009 Adopted Budget does not dedicate the annual 1% of General Fund Operating Expenditures minus the Local School Funding to the County's operating budget for contingency spending. The FY2009 Adopted General Fund Budget includes \$100,000 for contingency. This amount equates to 9.4% of projected guideline, or \$ \$966,014 less than the 1% guideline.

At a tax rate of \$.84, the County is not projected to realize sufficient revenues to maintain its 10% targeted undesignated fund balance for FY2008 or FY2009. The Principles of High Performance Financial Management state "Following any use of undesignated fund balance, the County will replenish the undesignated fund balance within three fiscal years." The Chairman of the Board of Supervisors has appointed a committee to recommend a plan to restore the 10% undesignated fund balance in accordance with the policy.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

BUDGET GUIDANCE

The power of the Board of Supervisors to grant or withhold funds is an important means by which it can determine general County policies and the level of services to be offered. In Virginia counties, the governing body's fiscal control is exercised through two distinct processes: budgeting and appropriations. Budgeting is a planning process required by law that enables the Board of Supervisors to examine demands for County funds, to anticipate revenue needs, and to make decisions about the priority of programs and level of services to be provided. In other words, the County's budget is a work plan expressed in terms of dollars and cents, and as such, is an important tool of fiscal management. The budget brings together all County government operations in summary form. The appropriations process, on the other hand, is the mechanism by which funds are made available for spending on those programs and operations that the governing body has decided to support.

The Nature of the Budget

The Code of Virginia states that a county budget shall be developed for "informative and fiscal planning purposes only." It is prepared, developed and considered by the Board of Supervisors as a plan for County operations, maintenance, capital outlay and debt service during a particular fiscal year. The annual budget must contain a complete itemization of all estimated expenditures, revenues, borrowing and must be approved by the governing body prior to the beginning of the fiscal year.

The provision of funds in the budget does not create an obligation on the part of the Board to appropriate those sums during the year. Appropriations by official action of the Board of Supervisors are necessary before budgeted funds are available for expenditure. No amount may be budgeted unless the Board of Supervisors possesses legal authority to expend the funds, whether or not the appropriation is actually made. Thus, the Board of Supervisors may not adopt a budget that creates a deficit. The County budget must be balanced within all available operating revenues, including fund balance. On the other hand, the Board of Supervisors may maintain a surplus in the annual budget.

As a fiscal plan for county government, the budget serves several purposes. Through its budget, the Board of Supervisors not only indicates a fairly precise way what it plans to do in providing services and facilities for the County in any given year, but it also provides a framework for the annual review of County policies and programs. In adopting a budget and making its appropriations, the Board is able to direct that all programs be coordinated in the total effort to supply local government services within the County.

At budget time and in the budget, the Board of Supervisors has an opportunity to indicate whether it intends to provide services and facilities at the current year level; whether these services should be increased, decreased or discontinued; and whether newly proposed programs should be adopted as proposed, modified or rejected. At budget time, the Board is also afforded an opportunity to obtain a long-range view of the County's needs, making systematic plans for those needs to be met in the current year's budget, and initiating plans for those needs to be met in subsequent years. Local governments, therefore, have a responsibility to develop an understandable budget.

Constraints on Budgetary Process

The Board of Supervisors may exercise only those powers either delegated to it by the General Assembly or reasonably implied from such delegation. State laws limit the Board's discretionary control over County spending, and the Board may not spend County funds for activities that are not directly authorized or reasonably implied by those laws. As a consequence, statutory authority must support each expenditure planned in the budget.

Certain expenditures are required by law and need to be anticipated in the County budget. First, the Board must provide the County's share of the salaries of two of its elected officers: the Commissioner of the Revenue and the Treasurer. These officials, plus the Commonwealth's Attorney and Sheriff, perform state, as well as county functions. Specific salaries for the four positions are established in the annual appropriations act and are based primarily on a county's population and the duties of the office. The state pays 100 percent of the salaries, expenses and other allowances of the Commonwealth Attorney's (as fixed and determined by the State Compensation Board) and all of those costs of Sheriff's Offices that are approved and budgeted by the State Compensation Board. However, the state and the county each pay a portion of the salaries and expenses of the Treasurer and the Commissioner of the Revenue. In some instances specified by the Code, the salaries and expenses of these two offices are paid entirely by the Commonwealth. Counties budget and pay the full salaries of the constitutional officers and then receive periodic reimbursements from the state for their share.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Constraints on Budgetary Process

Second, the Board of Supervisors has little discretion in making payments to service the debt of the County. The Board is required by law to make payments of interest and principal when they have matured and have become due. The Board is also required to make payments to meet the County's contractual obligations.

Third, counties are required to participate in supporting several programs mandated by state laws. For example, the 1971 Constitution and implementing statutes require the Board of Supervisors to provide funds to support public schools, to participate in the costs of certain social service programs, to provide for the enforcement of the statewide building code, and to share in operating costs of the state and local public health programs.

The Budgetary Process

Under all alternative forms of government and in virtually all traditionally organized counties with a County Administrator, the Chief Administrative Officer is responsible for preparing a county's budget and submitting it to the Board of Supervisors. In counties without a Chief Administrative Officer, responsibility for preparation of the budget rests with the Board. The common practice in these counties is for the Board to employ the County Clerk, Treasurer or some other qualified person inside or outside of the county government to prepare the budget. More and more counties have recognized the need for a County Chief Administrative Officer, who is responsible to the Board of Supervisors. The preparation of the annual budget is one of the most valuable demonstrations of such a need. A County Chief Administrator has a more detailed day-to-day knowledge of the county's current programs and future needs than a temporary employee, auditor or county officer experienced in only one area or function of county government.

The division superintendent prepares the school budget with the approval of the School Board after conducting a public hearing on the budget. The School Board submits it to the Board of Supervisors. In all cases, the Board of Supervisors makes the final local determination of the amounts to be expended, subject to the constraints discussed above.

Budget Estimates

All Virginia counties operate on a fiscal year that runs from July 1 to June 30. Budgeting for the ensuing fiscal year usually begins early in January when the Board of Supervisors issues a call for estimates of funds needed during the fiscal year to operate each department, board, office or agency of the county. In counties with large budgets, it is not unusual for estimate forms and instructions to be distributed as early as July of the current fiscal year. Planning for the ensuing fiscal year begins as soon as the current budget goes into effect. In these counties, budget orientation meetings and work sessions with department heads are held during late summer or fall.

Final Budget Consideration

Once the budget estimates for an ensuing fiscal year have been received from all departments, offices, agencies, and the County Administrator or other officer responsible for the budget has coordinated, reviewed and entered his or her recommendations for each estimate, the more formalized consideration of the annual budget is undertaken. At this point, the Board of Supervisors examines each source of revenue, the estimated amount of revenue each source is expected to produce, each expenditure estimate, and the County Administrator's recommendations for financing and maintaining the county's operation, programs and projects. Decisions determining the amount to be included in the final draft of the budget are made by a series of votes by the Board members in public meetings.

State law requires that the Board of Supervisors must approve the proposed expenditures in the budget and set the tax rates sufficient to fund them at the same time. Thus, once a final draft of the annual budget, including both revenue and expenditures, has been agreed upon by the Board, a brief synopsis of the budget must be prepared and advertised in a newspaper having general circulation in the county. If there is no newspaper of such general circulation in the county, then the Board of Supervisors may provide for notice by written or printed handbills posted at such places as it may direct. Along with the publication of a synopsis of the budget, notice must be provided of one or more public hearings scheduled before the Board of Supervisors. The hearing may be recessed or adjourned from day to day and entries are to be made in the Board's minute book of the notice and hearings. Every citizen of the county must be given the opportunity to be heard if he or she so desires.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Requirements for Public Hearings

Law with varying legal criteria applicable to the circumstances under which the county's budget is being considered prescribes the nature and timing of the public hearings. These requirements are as follows:

Budgets, Budget Amendments

- A brief synopsis of budget, except public school budget, which shall be for informative and fiscal planning purposes only, shall be published once; and notice given of one or more public hearings at least 7 days prior to date set for hearing.
- Hearing must be held at least 7 days prior to the approval of the budget.
- Amendments may be made to budget to adjust aggregate amount to be appropriated; however, any amendment which exceeds one percent (1%) of the expenditures shown must be advertised once at least 7 days prior to the meeting date.
- Notice shall state the intent to amend budget and include a brief synopsis of proposed budget amendment.

Tax Rate

- When any annual assessment, biennial assessment or general reassessment of real property would result in an increase of 1 percent or more in the total real property tax levied, notice must be given at least 30 days before the date of the hearing by the publication of a notice in at least one newspaper of general circulation **and** a prominent public location at which notices are regularly posted in the County Administration building and shall follow below format:
 - Notice shall be at least the size of 1/8 page of a standard size or tabloid size newspaper;
 - Headline in the advertisement shall be in a type no smaller than 18-point; shall read "NOTICE OF PROPOSED REAL PROPERTY TAX INCREASE"; and
 - Notice shall not be placed in that portion reserved for legal notices and classified advertisements.
- This public hearing shall not be held at the same time as the annual budget hearing
- Notice shall contain the following information (in addition to information Board of Supervisors may elect to include):
 - Assessment increase;
 - Lowered rate necessary to offset increased assessment;
 - Effective rate increase;
 - Proposed total budget increase; and
 - Date, time and place of public hearing.
- The proposed increase shall be published at least seven days before the increased levy is made.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Copies of the complete proposed budget should be available for public examination before the hearings. It is also a good practice to schedule hearings so that time is available to incorporate in the budget the recommendations of the public if found acceptable. Time is also necessary for the County's departments, offices and agencies to prepare for implementation of the adopted budget in County operations, programs and activities.

The School Budget

One decision that the Board of Supervisors must make about its annual budget is how it wishes to consider the school board's budget in relation to the general government budget. Two laws relating to local governments provide different deadlines for the adoption of the annual budget. The first requires that the general government budget be approved no later than July 1 each year. (The last public hearing would have to be adjourned seven days prior to July 1). The second law requires that the School Board budget be adopted by May 1 of each year. (The last public hearing on the School Board budget would have to be adjourned seven days prior to May 1). As noted above, the State Superintendent of Public Instruction is required to provide each School Aid formula within 15 days following the final adjustment of the General Assembly. Should the State Superintendent fail to provide such an estimate with the 15-day limit, then the Board of Supervisors must approve the School Board's budget within 30 days of the receipt of the estimate.

The Board of Supervisors must decide whether it wishes to consider the general government budget in conjunction with the School Board budget and at one time to approve the whole (i.e., general government and School Board) budget, in which case one combined advertisement of notice and public hearing will suffice. Alternatively, the Board of Supervisors may consider the School Board budget separately and approve it by May 1 with the accompanying advertisement of notice and public hearing followed later by approval of the general government budget and a second separate advertisement of notice and public hearing. If attempts are made to approve both the School Board and the general government budgets by May 1, it may be necessary for the Board of Supervisors and the County Administrator to receive the estimates of the general government department offices and agencies before the legal deadline of April 1. With either allowance, compliance is difficult.

Budget Adoption

When the required public hearings have been completed and the final figures agreed upon have been entered, the annual budget is considered completed and ready for adoption. The constitution requires that any resolution or ordinance imposing taxes of more than \$500 can be adopted only by a majority of all members elected to the Board of Supervisors. The voting procedure to be followed in adopting the budget is that used in the adoption of any other ordinance that requires a recorded vote once the majority vote is obtained. The budget is considered adopted. It then becomes the official County plan of expenditures and revenues for the ensuing fiscal year and establishes the expenditure limits for all County, departments, offices and agencies during the same period.

The prior information has been derived form the "Virginia County Supervisor's Manual, Fifth Edition. Revised by Martha Johnson Mead, Virginia Association of Counties. Center for Public Service, University of Virginia, 1988. Revised".

STAFFORD COUNTY BUDGET GUIDELINES

The budget is a document that summarizes all public service programs provided by the Stafford government. It is the annual plan for coordinating revenues and expenditures.

Formulation of the County Administrator's Proposed Budget

The County Administrator proposes the incremental budget to the Board of Supervisors in February. The departments, boards, commissions and agencies are participants in this process, which begins in the fall of the preceding year with the submission of a budget calendar to the Board of Supervisors by the Budget Office. That calendar establishes dates in the budget process, such as Board of Supervisors budget work sessions and public hearings that lead to final adoption of the budget. Budget requests are based on the Budget Preparation Manual instructions. Each request must clearly relate to the organization's program objectives. Due to resource constraints, departments are encouraged to develop proposals to trade or shift resources, rather than seek significant additional funds.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Board of Supervisor's Authorization and Appropriation

The Board can delete or change programs and/or dollar allocations in the County Administrator's proposed budget. The Board can only increase or decrease funding for the education budget, in total or at the state defined category level. Copies of the proposed budget are available for review at the Central Rappahannock Regional Library, in the County Administrator's Office and in the Budget Office. The School Budget must be adopted by May 1st as prescribed by Section 22.1-93 of the Code of Virginia (1950), as amended. Stafford's Budget must be adopted and all appropriations approved by July 1st.

County Administrator's Authorization

The County Administrator is authorized to transfer budgeted funds within the categories as appropriated. The Board of Supervisors must approve any revisions that alter Stafford's total budgeted expenditures.

Budget Implementation

Once the budget is adopted, it becomes the legal basis for the programs of each department during the fiscal year. No department or other agency of Stafford's government may spend in excess of approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the adopted budget takes place throughout the year. Copies of the Adopted Budget can be found in the Central Rappahannock Regional Library and in all County offices. These may be purchased from the Budget Office. (A charge is levied to defray printing costs).

Amendment of the Budget

As prescribed by Section 15.2-2507 of the Code of Virginia (1950), as amended, the budget can be amended as required throughout the fiscal year. However, any such amendment which exceeds one percent of the total expenditures shown in the currently adopted budget must be accomplished by publishing a notice of a meeting and a public hearing once in a newspaper having general circulation in that locality at least seven days prior to the meeting date. The notice shall state the County's intent to amend the budget and include a brief synopsis of the proposed budget amendment. The governing body may adopt such amendment at the advertised meeting, after first providing a public hearing on the proposed budget amendments.

Audit

Stafford's financial records are audited each fiscal year by a firm of independent certified public accountants in accordance with generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and *Specifications for Audits of Counties, Cities and Towns*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia. Those standards and specifications require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. Generally only current assets and current liabilities are included on the balance sheet for this measurement focus. Long-term assets and long-term liabilities are included in the government-wide statements. Operating statements of these funds present increases (e.g., revenues and other financing sources) and decreases (e.g., expenditures and other financing uses) in net current assets for this measurement focus.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

The government-wide statements of net assets and statements of activities, the proprietary fund, and the private purpose trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these activities are either included on the statement of net assets or on the statement of fiduciary net assets. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in total net assets.

The statements of net assets, statements of activities, financial statements of the Proprietary and Fiduciary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

Governmental funds utilize the modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the year. Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances for uncollectible amounts. Property taxes due before June 30, but not collected within 45 days after fiscal year end are reflected as deferred revenues. Sales taxes collected and held by the State at year-end on behalf of the County are recognized as revenue. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 75 days after year-end. Certain other intergovernmental revenues and sales and services, other than utility customer receivables, are not susceptible to accrual. Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been satisfied. Licenses, permits, fines and rents are recorded as revenue when received. General purpose entitlement revenues are recognized in the period to which the entitlement applies.

The County recognizes assets of non-exchange transactions in the period when the underlying transaction occurs, when an enforceable legal claim has arisen, or when all eligibility requirements are met. Non-exchange transactions occur when one government provides (or receives) value to (from) another party without receiving (or giving) equal or nearly equal value in return.

Expenditures of governmental funds are recorded when the related fund liabilities are incurred. Principal and interest on long-term debt are recognized when due.

Capital Assets

Capital outlays are recorded as expenditures of the primary government and component unit governmental type funds and as assets in the government-wide financial statements to the extent the County's capitalization threshold of \$5,000 are met. Infrastructure within the County (roads, streets, bridges, etc.) is owned and maintained by the Commonwealth of Virginia (Department of Transportation), and is therefore not recorded in the County's financial statements. Depreciation is recorded on general fixed assets on a government-wide basis using the straight-line method and the following estimated useful lives:

Land improvements	20 years
Buildings and building improvements	25 – 50 years
Equipment, furniture and fixtures	5 – 10 years
Vehicles	5 years

To the extent the County's and School Board's capitalization threshold of \$5,000 is met, capital outlays of the Proprietary Funds are recorded as fixed assets and depreciated over their estimated useful lives on a straight-line basis on both the fund basis and the government-wide basis for the following useful lives:

	Primary Government	Component Unit – School Board
	Water and Sewer Fund	Central Garage Fund
Water/Sewer System	20 – 80 years	-
Buildings and building improvements	20 – 100 years	15 – 40 years
Equipment, furniture and fixtures	5 – 10 years	5 – 15 years
Vehicles	5 years	-

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

All capital assets are valued at historical cost or estimated historical cost if actual cost is not available. Donated capital assets are valued at their estimated fair market value on the date donated. Maintenance, repairs and minor equipment are charged to operations when incurred. Expenses that materially change capacities or extend useful lives are capitalized. Upon sale or retirement of land, buildings, and equipment, the cost and related accumulated depreciation, if applicable, are eliminated from the respective accounts and any resulting gain or loss is recorded in the results of operations.

Compensated Absences

County employees accumulate vacation time and sick leave depending upon their length of service. The County has established accumulated leave balance thresholds for vacation and compensatory leave. There is no threshold on accumulated sick leave. Vacation leave up to the established threshold and a portion of sick leave time is payable upon termination of employment. Compensatory time earned by County employees up to the established threshold is also payable upon termination of employment. The current and long-term portions of the governmental funds' accumulated vacation, sick leave, and compensatory time for both the primary government and the component units are recorded as liabilities in the government-wide financial statements. Current and long-term compensated absences liabilities for proprietary funds are recorded in the government-wide and fund financial statements.

Basis of Budgeting

The County follows these procedures in establishing the budgetary data reflected in the financial statements.

1. Prior to April 1, the County Administrator submits to the Board of Supervisors a proposed budget (operating and capital) for the fiscal year commencing the following July 1. The budget includes proposed obligations and the means of financing them. The budget embodies estimates of specific fixed dollar amounts of revenue.
2. Public hearings are conducted by the Board of Supervisors to obtain taxpayer and citizen comments.
3. Prior to June 30, the budget is legally enacted through passage of a resolution. The budget plans for the proprietary fund serve as guides to the County and not as legally binding limitations.
4. The County Administrator is authorized to transfer budgeted amounts among departments within any fund.
5. Although legal restrictions on expenditures are established at the departmental level, effective administrative control over expenditures is maintained through the establishment of more detailed line-item budgets.
6. Budgets are adopted on a basis consistent with GAAP and this is consistent with the basis of accounting used by the County. Annual operating budgets are adopted for all funds.
7. The budget is integrated into the accounting system and the budgetary data, as presented in the financial statements for all funds with annual budgets, compare actual revenue and expenditures with budgeted amounts as originally adopted and as amended by the Board of Supervisors through June 30.
8. By law, total expenditures by fund may not exceed appropriations in that fiscal year.
9. All appropriations lapse at the end of the year except for Capital Projects and Grants, as specified in the appropriation resolution.

FUND STRUCTURE

County Funds	Type of Fund	Fund Description
General Fund	Governmental - General Operating Fund of the County	This fund is used to account for all financial resources except those required to be accounted for in another fund.
General Capital Projects Fund	Governmental - Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities.
Parks & Recreation Bond Fund	Governmental - Capital Project Fund	This fund is used to account for Bond Revenue used to finance the acquisition and construction of major parks and recreation facilities.
Utilities Fund	Proprietary - Enterprise Fund	This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
School Operating Fund	Governmental - Component Unit	This fund accounts for the operations of the County's public school system.
School Nutrition Service Fund	Governmental - Component Unit	This fund accounts for the revenues and expenditures associated with the provisions of food services within the County school system.
School Construction Fund	Governmental - Component Unit	This fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.
Fleet Services Fund	Proprietary - Internal Service Fund	This fund accounts for the financing of transportation services, provided by The Central Garage, to Schools and other departments of the County and on a cost recovery basis.
E-911 Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the tax charged to each phone line for all E-911 systems and Personnel.
Asset Forfeiture Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the drug seizure monies and is used by the Commonwealth's Attorney and Sheriff Department to purchase office equipment.
Transportation Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the state 2% motor fuels tax to be used for a variety of County transportation projects.
Tourism Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the 5% occupancy tax to be used for tourism promotion in the County.

ADOPTED FISCAL YEAR 2009 BUDGET CALENDAR

November

- 20 Board of Supervisors Meeting
Preliminary Discussion of FY2009 Budget

January

- 15 Board of Supervisors Meeting
Budget Updates
- 21 Superintendent Presents Recommended Budget to School Board

February

- 5 Board of Supervisors Meeting
Consider FY2008 Mid Year Budget Adjustments

March

- 11 School Board Consideration and Adoption of School Budget
- 18 Board of Supervisors Meeting
County Administrator to Present FY2009 Budget at Board Meeting
Superintendent Presents Recommended Budget to Board of Supervisors
- 25 Adjourned Board Meeting for Budget Work Session

April

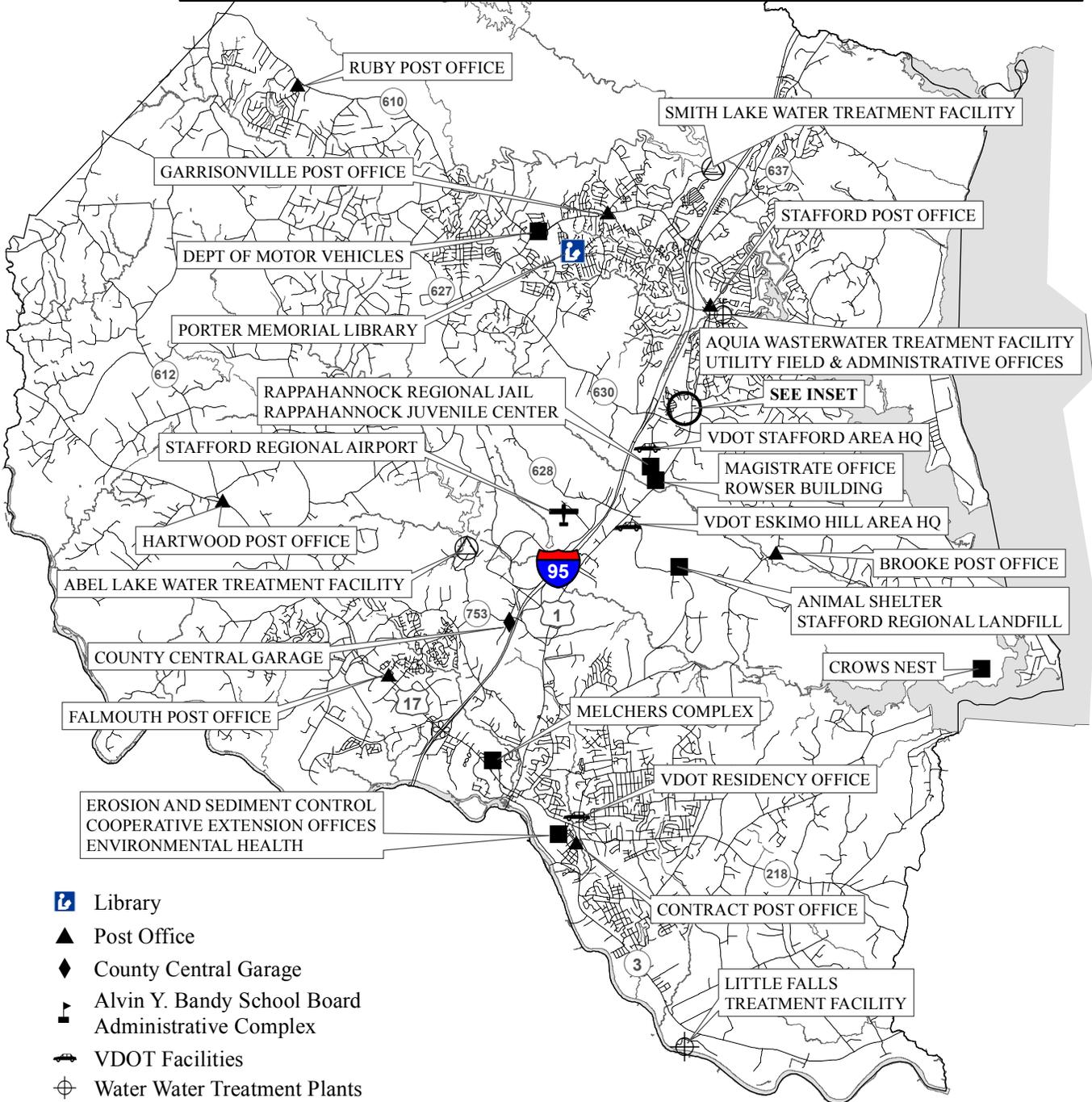
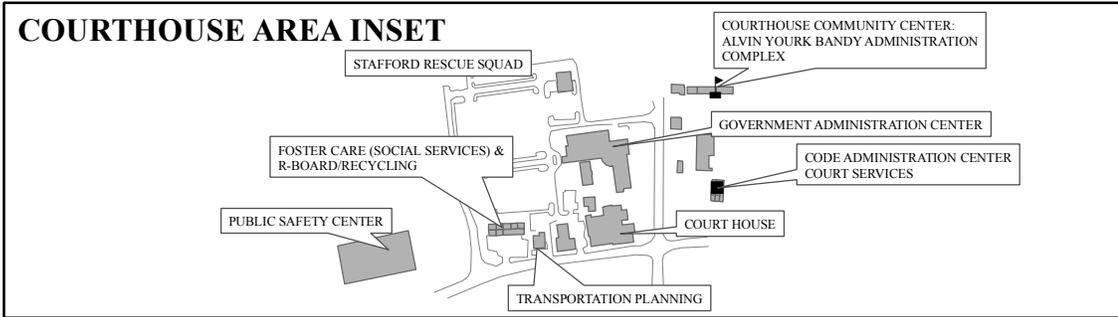
- 1 Board of Supervisors Meeting
Budget Work Session
Authorization to Advertise FY2009 Budgets and CY2008 Tax Rate if assessments do not result in an increase of 1% or more
- 15 Board of Supervisors Meeting
Public Hearing – CY2008 Tax Rate and FY2009 County Budgets
- 22 Adjourned Board Meeting for - Budget Work Session
Adopt FY2009 County Budgets
Adopt CY2008 Tax Rates

June

- 3 Appropriate FY2009 County Budgets
Distribute FY2009 Approved Budget Documents

STAFFORD COUNTY FACILITIES

COURTHOUSE AREA INSET

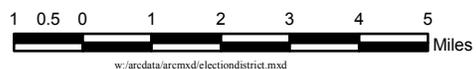
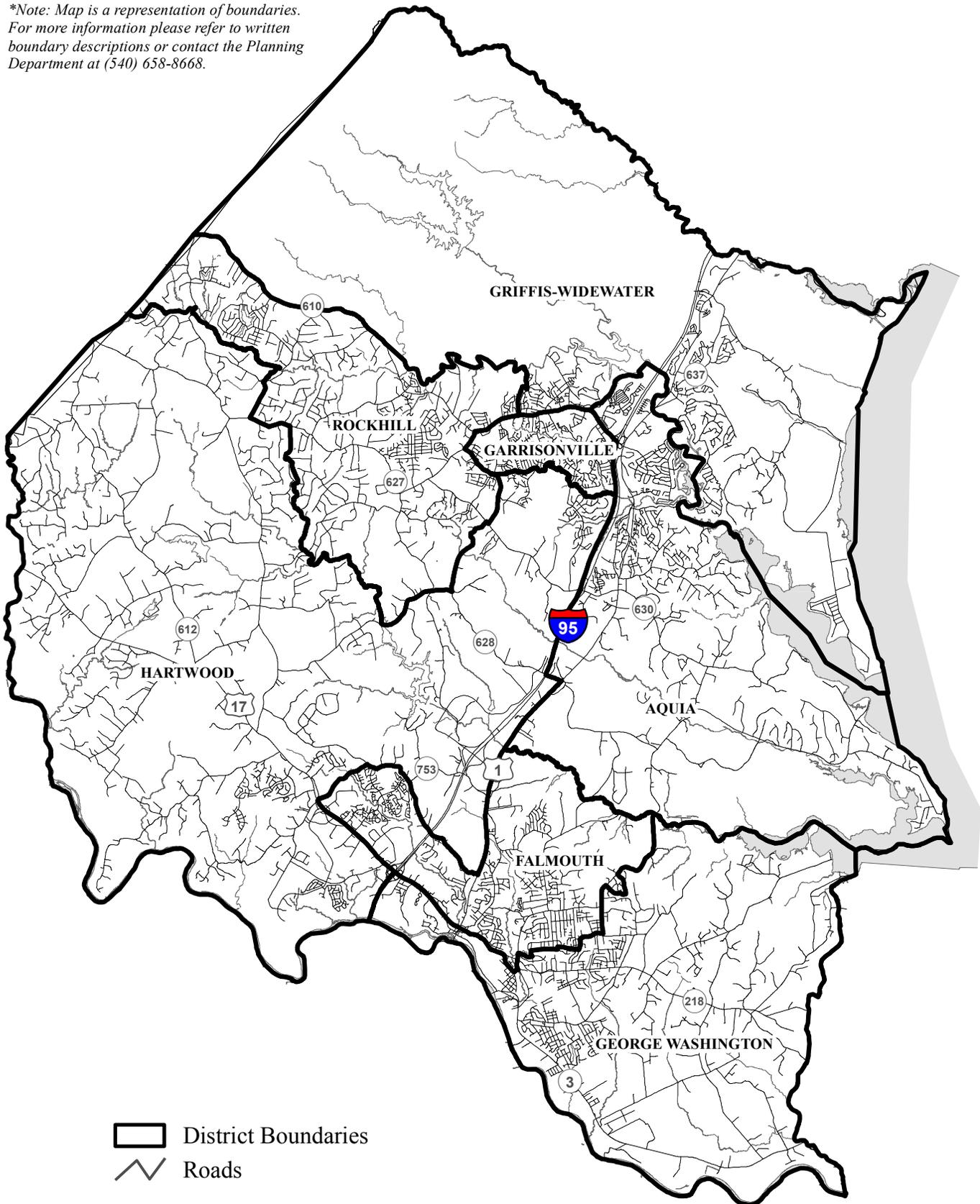


- Library
- Post Office
- County Central Garage
- Alvin Y. Bandy School Board Administrative Complex
- VDOT Facilities
- Water Water Treatment Plants
- Water Treatment Plants
- Other Government Facilities



ELECTION DISTRICT BOUNDARIES

**Note: Map is a representation of boundaries.
For more information please refer to written
boundary descriptions or contact the Planning
Department at (540) 658-8668.*





GENERAL FUND REVENUES

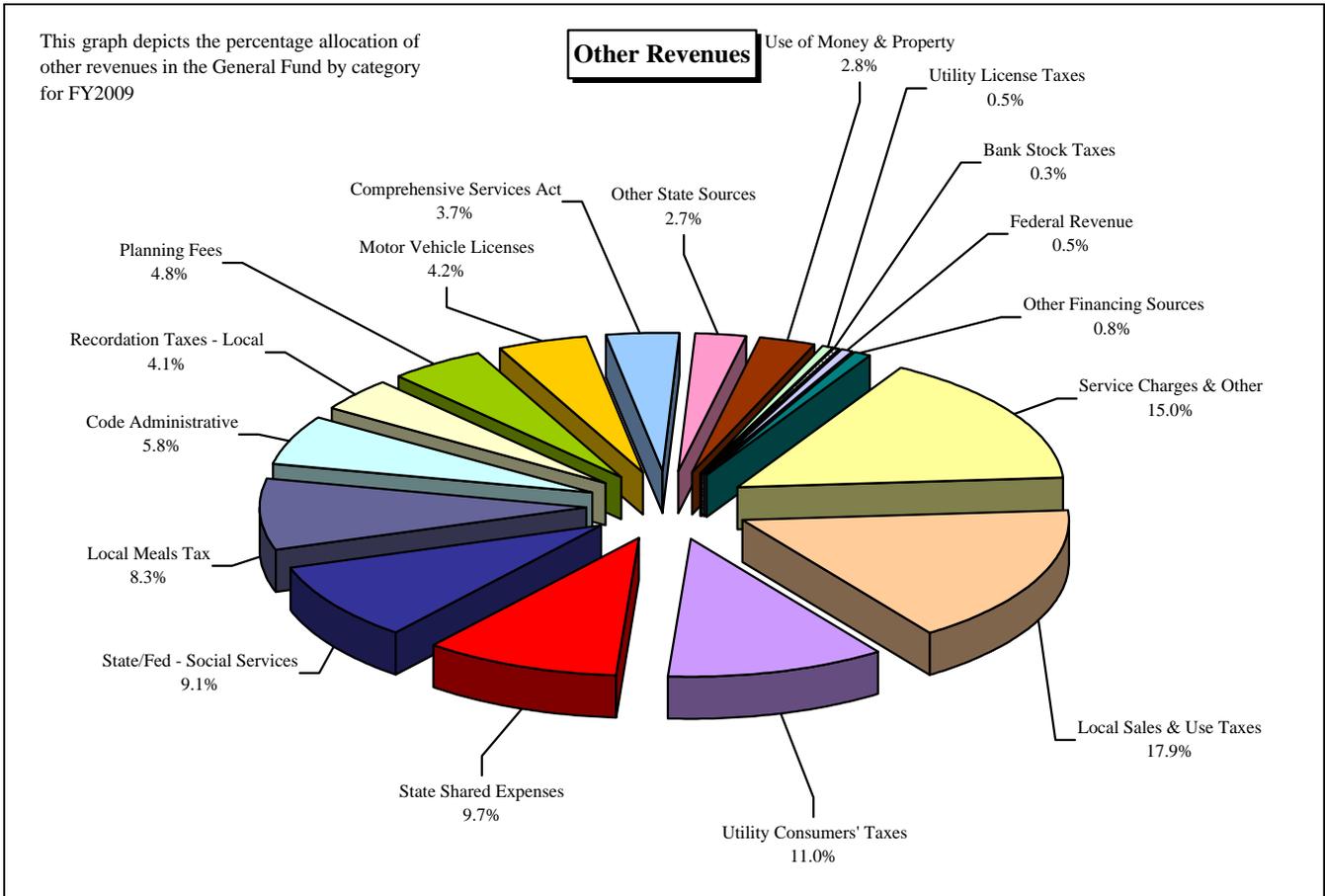
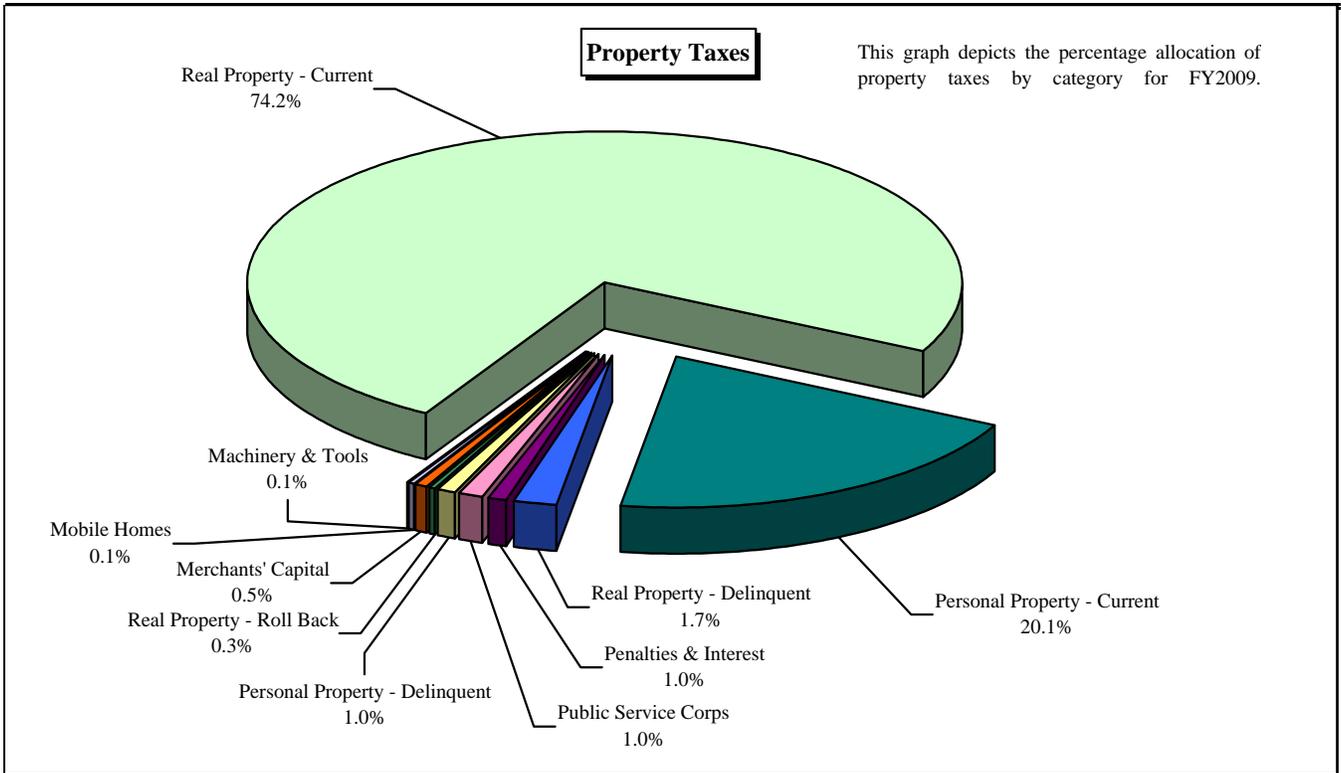
The General Fund, the governmental general operating fund of the County, accounts for all current financial transactions and resources not required by law or administrative action to be accounted for in another fund.

The general fund revenues section starts with the General Fund Revenue Projections summary, schedule and graph. An analysis of the revenues follows the summary which includes a description, history and the variables used in the revenue projections.

REVENUE PROJECTION

	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '09 Adopted Budget vs. '08 Adopted Budget	
Property Taxes					
Real Property - Current	\$106,518,162	\$118,629,869	\$132,365,000	\$13,735,131	11.6%
Personal Property - Current	32,238,154	34,363,937	35,834,437	1,470,500	4.3%
Real Property - Delinquent	3,222,954	3,100,000	3,100,000	0	0.0%
Penalties & Interest	1,500,930	1,812,645	1,812,645	0	0.0%
Public Service Corps	1,632,676	1,700,000	1,700,000	0	0.0%
Personal Property - Delinquent	2,021,090	1,700,000	1,700,000	0	0.0%
Real Property - Roll Back	300,154	1,000,000	600,000	(400,000)	-40.0%
Merchants' Capital	830,792	811,388	961,000	149,612	18.4%
Mobile Homes	133,440	257,200	170,000	(87,200)	-33.9%
Machinery & Tools	113,751	223,011	161,000	(62,011)	-27.8%
Total Property Taxes	\$148,512,103	\$163,598,050	\$178,404,082	\$14,806,032	9.1%
Other Revenue					
Service Charges & Other	\$10,271,276	\$10,321,239	\$9,533,314	(\$787,925)	-7.6%
Local Sales & Use Taxes	9,776,827	12,400,000	10,100,000	(2,300,000)	-18.5%
Utility Consumers' Taxes	7,678,116	8,299,960	6,763,349	(1,536,611)	-18.5%
State Shared Expenses	6,009,324	6,840,329	5,975,667	(864,662)	-12.6%
State/Fed - Social Services	6,010,245	5,949,548	5,617,762	(331,786)	-5.6%
Local Meals Tax	4,944,214	5,500,000	5,100,000	(400,000)	-7.3%
Code Administrative	3,448,346	3,636,708	3,604,172	(32,536)	-0.9%
Recordation Taxes - Local	3,167,916	3,650,000	2,500,000	(1,150,000)	-31.5%
Planning Fees	2,207,475	3,293,700	2,961,805	(331,895)	-10.1%
Motor Vehicle Licenses	2,038,837	2,600,000	2,600,000	0	0.0%
Comprehensive Services Act	1,912,804	2,375,094	2,253,834	(121,260)	-5.1%
Other State Sources	1,763,345	2,057,372	1,643,776	(413,596)	-20.1%
Use of Money & Property	2,279,052	1,662,330	1,724,030	61,700	3.7%
Utility License Taxes	300,586	300,000	300,000	0	0.0%
Bank Stock Taxes	206,658	300,000	200,000	(100,000)	-33.3%
Federal Revenue	496,292	95,000	307,103	212,103	223.3%
Other Financing Sources	4,124,646	0	480,000	480,000	0.0%
Total Other Revenue	\$66,635,959	\$69,281,280	\$61,664,812	(\$7,616,468)	-11.0%
Total Revenues	<u>\$215,148,062</u>	<u>\$232,879,330</u>	<u>\$240,068,894</u>	<u>\$7,189,564</u>	<u>3.1%</u>

REVENUE PROJECTION



GENERAL FUND BALANCE ANALYSIS

This schedule indicates the allocation of the general fund balance at June 30, 2006 and 2007, with a projection for 2008 and the budgeted estimate for the end of Fiscal Year 2009. Maintaining an adequate general fund balance is an essential element of financial strength and stability. The need for this balance or working capital reserve includes:

- Funding for emergency repairs
- Self-insurance to help offset any extraordinary costs
- A cash reserve to help stabilize monthly cash flow requirements
- Strong credit rating
- A revolving source of funding
- A cash reserve to be combined with other temporary cash balances to promote higher interest rates for all short-term investments
- A source of temporary loans for school construction projects
- A source of local funding to match state/federal grants
- A cushion to help provide long-term financial stability
- A source of interest revenue

Stafford County's Principles of High Performance Financial Management call for an undesignated fund balance "that is not less than 10% of annual general fund revenues."

The FY2008 Adopted Budget called for the use of \$6.4 million in prior year fund balance. The results of the FY2007 audit revealed lower than anticipated revenues. Designating \$6.4 million for the next year would have meant that the County's undesignated balance would fall below the 10% targeted amount for the FY2008. In response, County departments found savings of \$2.5 million to return to the fund balance. The Board acted to maintain the 10% target balance, passing a resolution reducing the FY2008 budget by that amount. This action reduced the designation and restored the 10% target balance.

The County continues to be affected by the slowdown in the economy, particularly the residential real estate market. Development and recordation fees are down substantially. In response, County departments made substantial reductions in expenditure budgets. The School Board made a commitment to try to save \$1.5 million in their budget.

The tax rate set by the Board for calendar year 2008 applies to the June 2008 tax collection, which is counted as FY 2008 revenue. The Board of Supervisors approved a real estate tax rate of .84 for the calendar year 2008. At a tax rate of .84, the County is not projected to realize sufficient revenues to maintain its 10% targeted undesignated fund balance for FY2008 or FY2009.

The Principles of High Performance Financial Management state "Following any use of undesignated fund balance, the County will replenish the undesignated fund balance within three fiscal years." The Chairman of the Board of Supervisors has appointed a committee to recommend a plan to restore the 10% undesignated fund balance in accordance with the policy. The Board of Supervisors remains committed to maintaining the County's AA bond rating which demonstrates its strength and stability.

The adopted tax rate of .84 has been used in the calculation of end of year fund balance below.

GENERAL FUND BALANCE ANALYSIS

	FY2006	FY2007	FY2008 Estimate (3/18/08)	FY2009 Adopted
	Actual	Actual		
Fund balance, beginning of year	<u>41,808,546</u>	<u>32,850,426</u>	<u>24,701,103</u>	<u>22,462,265</u>
Revenues	199,124,120	211,023,416	228,601,063	239,588,894
Other Financing Sources	<u>-</u>	<u>4,124,646</u>	<u>6,032,636</u>	<u>480,000</u>
Total revenues & other financing sources	199,124,120	215,148,062	234,633,699	240,068,894
Local School Funding	(89,547,690)	(93,600,816)	(100,814,432)	(102,774,959)
Debt Service	(24,879,649)	(27,592,945)	(30,285,568)	(30,592,541)
Expenditures	<u>(93,654,905)</u>	<u>(102,103,624)</u>	<u>(105,772,537)</u>	<u>(106,701,394)</u>
Total expenditures & transfer	(208,082,240)	(223,297,385)	(236,872,537)	(240,068,894)
Fund balance, end of year	<u>32,850,426</u>	<u>24,701,103</u>	<u>22,462,265</u>	<u>22,462,265</u>
Fund Balance Allocation:				
Reserved/Designated:				
Debt Service - COPS	1,061,179	1,118,262	1,118,262	1,118,262
Encumbrances	3,697,465	-----	-----	-----
Capital Improvements & Commitments	1,469,440	-----	-----	-----
Prepaid Expenditures for FY2007	307,019	-----	-----	-----
Supplemental Appropriations				
Future Budgets	3,465,098	2,453,457 *	-----	-----
Transfer to School Operating Fund R06-296	800,000	-----	-----	-----
Capital Projects Aquisition of Land R06-422	449,000	-----	-----	-----
School Emergency Contingency Requested	<u>2,411,976</u>	-----	-----	-----
Undesignated:				
% of Revenues	9.64%	10.01%	9.34%	8.91%
10% Target of Revenues	<u>19,912,412</u>	<u>21,102,342</u>	<u>22,860,106</u>	<u>23,958,889</u>
Variance above (below)	(723,163)	2,480,499	(1,516,103)	(2,614,886)
Fund balance, end of year	<u>32,850,426</u>	<u>24,701,103</u>	<u>22,462,265</u>	<u>22,462,265</u>

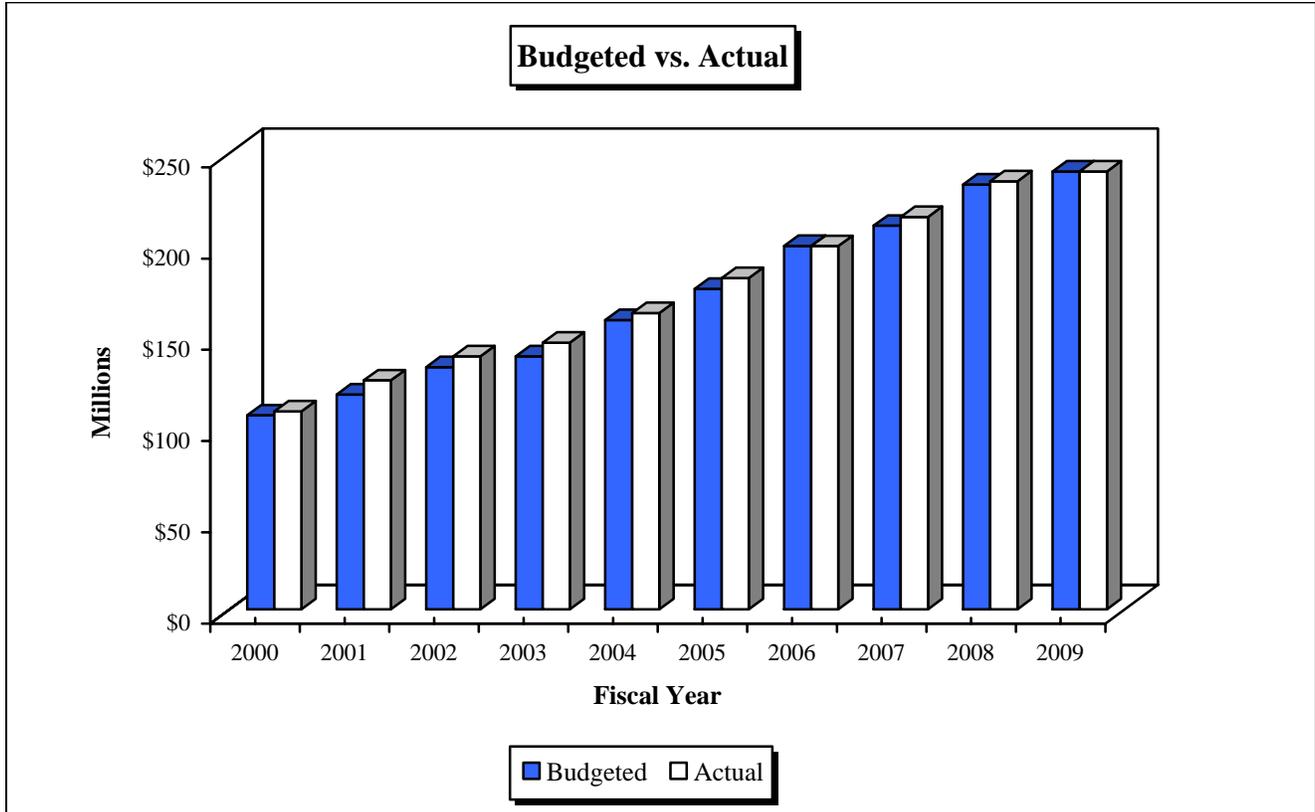
*Subsequent to the adoption of the FY2008 budget, use of prior fund balance was reduced by Board action to restore undesignated fund balance to 10% of revenue.

REVENUE ANALYSIS FY2000-FY2009

The chart below illustrates the historical change year over year, as well as the variances between budgeted revenues and actual revenues. The revenue projection variances have ranged from just under .03% to approximately 7%. The average increase in revenues for the ten-year period is 10.3%.

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change	Variance	
					Amount	%
2000	106,332,888		108,467,630	19.54%	2,134,742	2.01%
2001	117,723,342		125,514,100	15.72%	7,790,758	6.62%
2002	132,831,878		138,746,531	10.54%	5,914,653	4.45%
2003	138,736,673		146,170,243	5.35%	7,433,570	5.36%
2004	158,540,148		162,399,505	11.10%	3,859,357	2.43%
2005	175,726,600		181,608,351	11.83%	5,881,751	3.35%
2006	199,178,539		199,122,358	9.64%	(56,181)	-0.03%
2007	210,298,725		215,148,062	8.05%	4,849,337	2.31%
2008	232,879,330		234,633,699 *	9.06%	1,754,369	0.75%
2009	240,068,894		240,068,894 *	2.32%	0	0.00%
Average				10.3%		2.7%

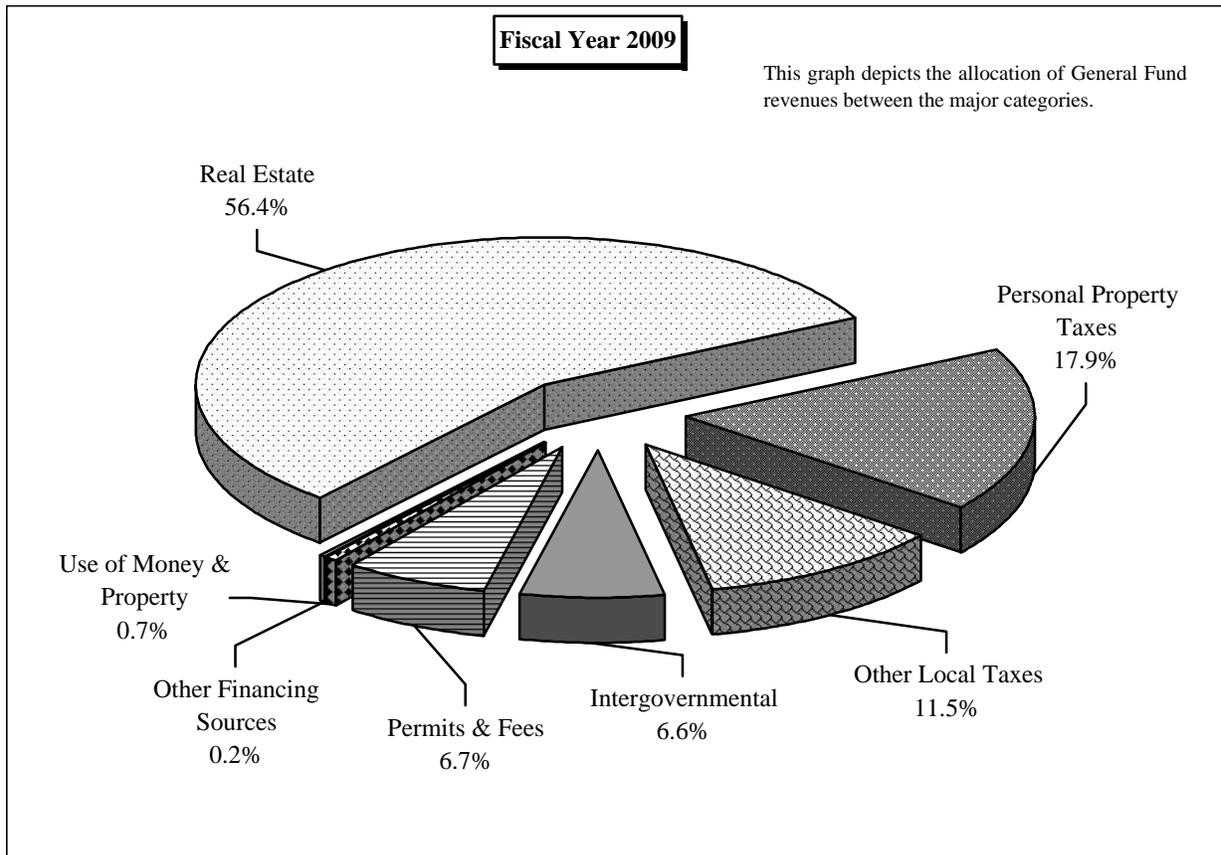
* Estimated



GENERAL FUND REVENUES

The greatest source of Stafford revenue consists of the real estate taxes (56.4%), personal property taxes (17.9%) and other taxes (11.5%). Local funding accounts for (93.4%) of the budget, while state and federal funding accounts for (6.6%).

Function	FY2008 Adopted	Adopted Budget	FY2009		Budget as % of Total
			Changes '08 Adopted to '09 Adopted		
Real Estate	121,729,869	135,465,000	13,735,131	11.3%	56.4%
Personal Property Taxes	41,868,181	42,939,082	1,070,901	2.6%	17.9%
Other Local Taxes	33,049,960	27,563,349	(5,486,611)	-16.6%	11.5%
Intergovernmental	17,357,343	15,798,142	(1,559,201)	-9.0%	6.6%
Permits & Fees	17,211,647	16,099,291	(1,112,356)	-6.5%	6.7%
Use of Money & Property	1,662,330	1,724,030	61,700	3.7%	0.7%
Other Financing Sources	-	480,000	480,000	100.0%	0.2%
Total	\$232,879,330	\$240,068,894	\$7,189,564	3.1%	100.0%



GENERAL FUND REVENUE ANALYSIS

General Property Taxes	FY2007 Actual	FY2008 Adopted	Adopted Budget	FY2009	
				'08 Adopted	Changes to '09 Adopted
Real Property - Current	\$ 106,518,162	\$ 118,629,869	\$ 132,365,000	\$ 13,735,131	12%
Personal Property - Current	32,238,154	\$ 34,363,937	35,834,437	1,470,500	4%
Real Property - Delinquent	3,222,954	\$ 3,100,000	3,100,000	-	0%
Public Service Corps	2,021,090	\$ 1,700,000	1,700,000	-	0%
Personal Property - Delinquent	1,632,676	\$ 1,700,000	1,700,000	-	0%
Penalties	1,006,600	\$ 1,292,645	1,292,645	-	0%
Merchants Capital	830,792	\$ 811,388	961,000	149,612	18%
Interest	494,330	\$ 520,000	520,000	-	0%
Roll Back	300,154	\$ 1,000,000	600,000	(400,000)	-40%
Mobile Homes	133,440	\$ 257,200	170,000	(87,200)	-34%
Machinery & Tools	113,751	\$ 223,011	161,000	(62,011)	-28%
	\$ 148,512,103	\$ 163,598,050	\$ 178,404,082	\$ 14,806,032	9%

Real Estate Revenue

The real estate tax is the single largest revenue source for the County, and is expected to generate \$132.5 million in FY2009, approximately 56% of general fund revenues. Each penny on the tax rate yields \$1.5 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as conducted by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. Calendar year 2008 is a reassessment year. Reflecting market conditions for residential property, the reassessment, completed January 1, 2008, resulted in a 3% reduction in the overall assessed value of real property in Stafford County. Residential property values declined by an average of 15%. Commercial property values increased by an average of 28% since the last reassessment.

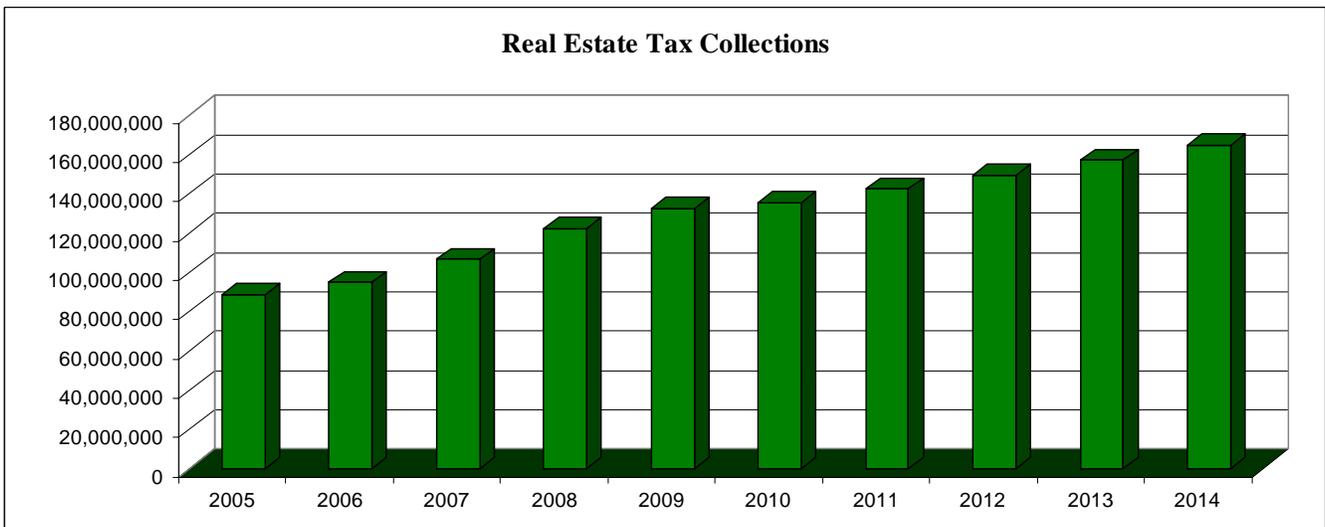
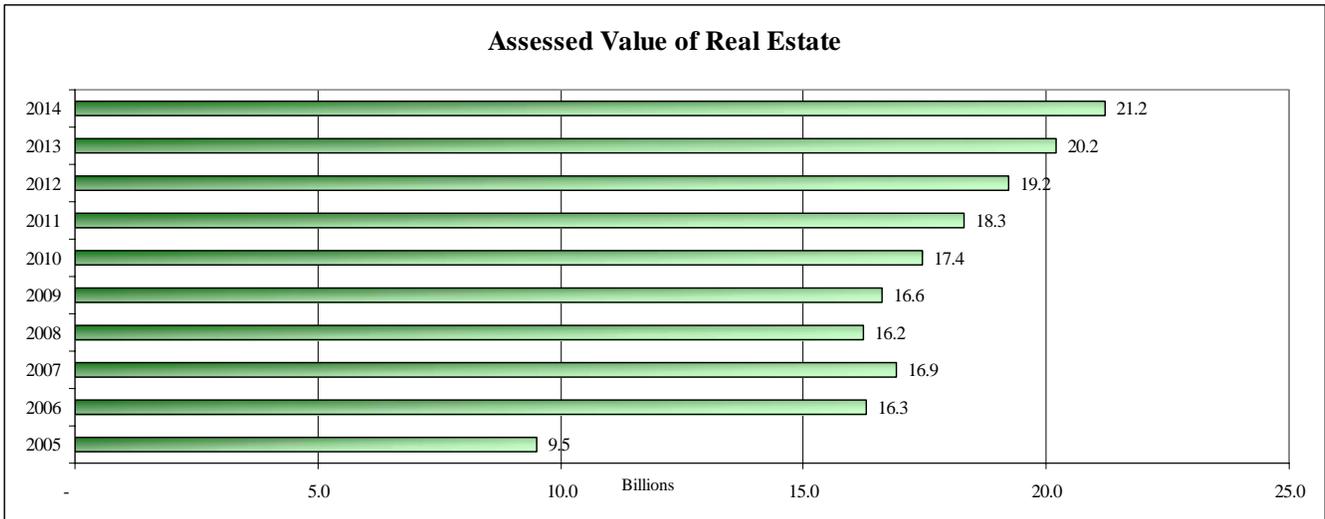
Real property assessments are based on 100% of the estimated fair market value. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The FY2009 real property revenue is based on the following assumptions:

- 2.4% growth in properties in the County over the next year;
- Tax rate of \$0.84
- Collection rate of 97%.

GENERAL FUND REVENUE ANALYSIS

The following are presented to illustrate historical and projected assessed value of real estate and tax collections:



GENERAL FUND REVENUE ANALYSIS

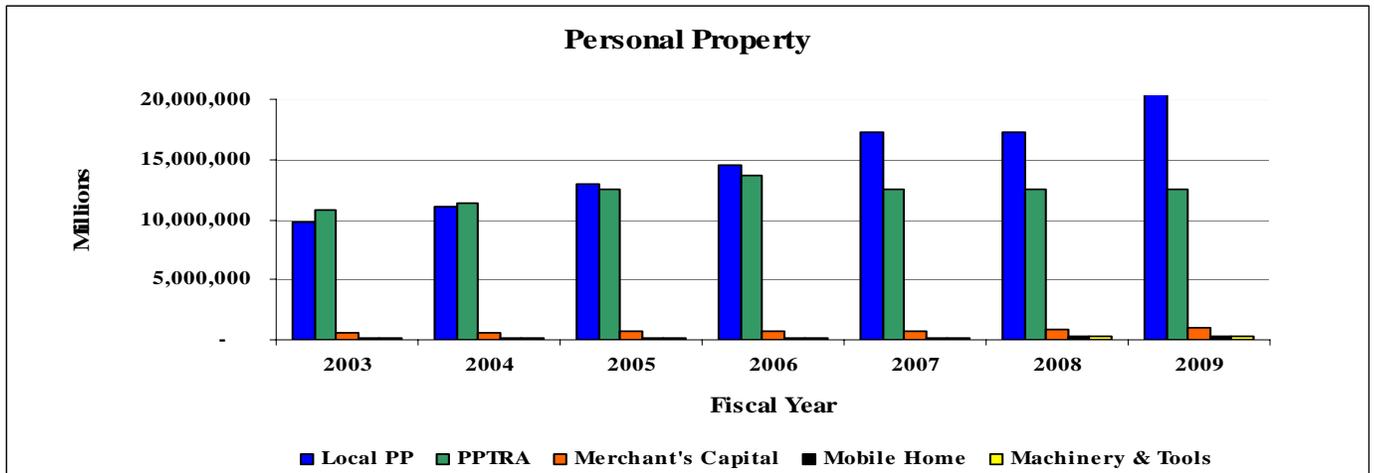
Personal Property Taxes

Personal Property includes vehicles, mobile homes, merchants' capital, and machinery and tools. The Personal Property Tax rate on vehicles is \$5.49 per \$100.00 of assessed value. The tax rate for personal property is based on assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as \$2.20 per \$100.00 of estimated fair market value. A special personal property category for handicapped vehicles and for handicapped – equipped vehicles remains at \$0.10 cents per \$100.00 of assessed value for tax year 2008. The rate for volunteer fire and rescue personal vehicles for tax year 2008 also remains the same at \$0.00 cents per \$100.00 of assessed value. As of FY1997, a special classification for motor carrier transportation property was added due to mandated legislation. This classification is for tangible personal property for motor vehicles and motor carrier transportation property owned or used by a motor carrier. Legislation mandates that this property be taxed at a rate no higher than the rate the locality taxes machinery and tools. An additional category for aircraft was established tax year 2001. The rate for aircraft was set at \$0.10 cents per \$100.00 of assessed value. During 2001 the rate was re-advertised at \$1.50 per \$100.00 of assessed value and approved. For 2008 the aircraft rate is \$3.00 per \$100.00 of assessed value. The following table lists the personal property tax rates for FY2009:

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Tangible Personal Property	\$5.49
Motor Vehicles Specially Equipped for the Disabled	\$0.10
Personal Property Volunteer Fire & Rescue	\$0.00
Motor Carrier Transportation	\$0.75
Machinery and Tools	\$0.75
Merchant's Capital	\$0.50
Mobile Homes	\$0.70
Aircraft	\$3.00

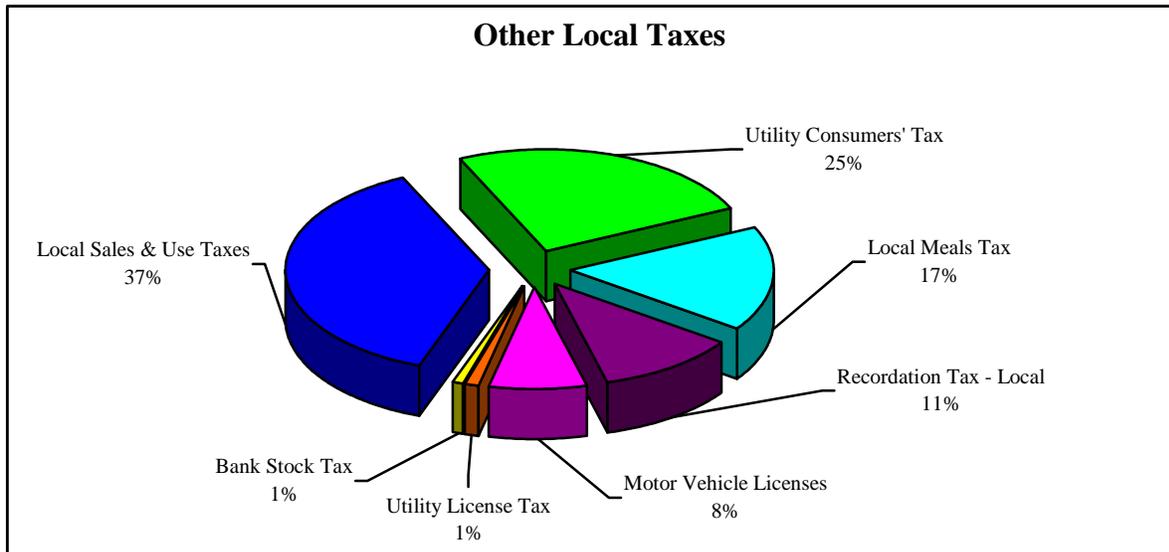
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Under PPTRA, Virginia residents were originally to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 of a vehicle's assessed value; owners with vehicles assessed over \$20,000 pay 100% of the remainder of the tax. Although the original intent was to give residents full relief in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation was altered. Due to fiscal restraints at the state level, the reimbursement percentage was frozen at 70%.

Legislation passed during the 2004 General Assembly substantially impacted the County's revenue as provided by the PPTRA. After FY2006, each locality receives a flat, reoccurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's CY2004 collection. Stafford expects to receive that same amount – \$12.4 million - annually.



GENERAL FUND REVENUE ANALYSIS

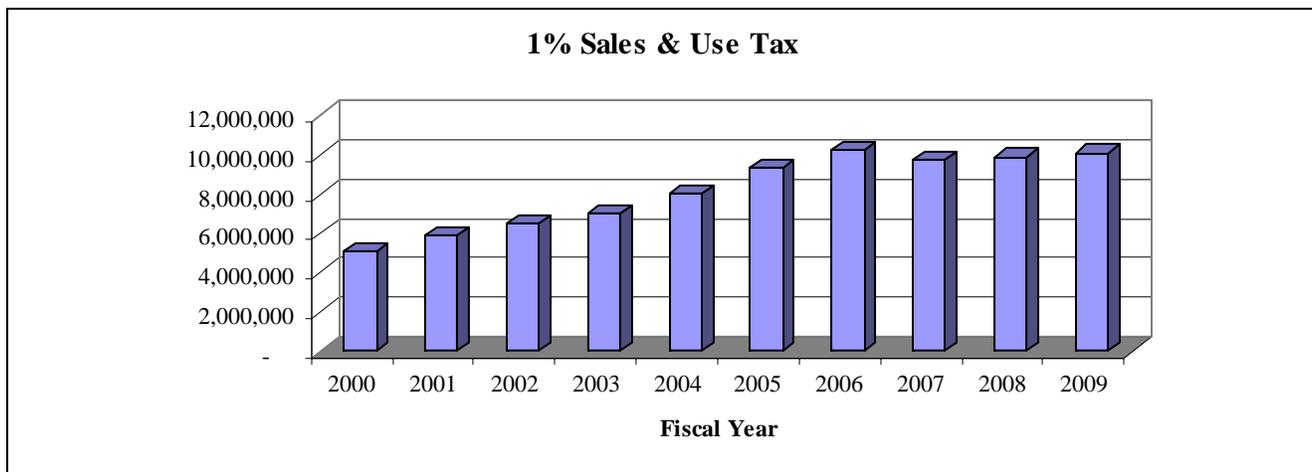
Other Local Taxes	FY2007 Actual	FY2008 Adopted	Adopted Budget	FY2009	
				Changes '08 Adopted to '09 Adopted	
Local Sales & Use Taxes	\$9,776,827	\$12,400,000	\$10,100,000	(\$2,300,000)	-18.5%
Utility Consumers' Tax	7,678,116	8,299,960	6,763,349	(1,536,611)	-18.5%
Local Meals Tax	4,944,214	5,500,000	5,100,000	(400,000)	-7.3%
Recordation Tax - Local	3,167,916	3,650,000	2,500,000	(1,150,000)	-31.5%
Motor Vehicle Licenses	2,038,837	2,600,000	2,600,000	0	0.0%
Utility License Tax	300,586	300,000	300,000	0	0.0%
Bank Stock Tax	206,658	300,000	200,000	(100,000)	-33.3%
Total	<u>\$28,113,154</u>	<u>\$33,049,960</u>	<u>\$27,563,349</u>	<u>(\$5,486,611)</u>	<u>-16.6%</u>



GENERAL FUND REVENUE ANALYSIS

Local Sales & Use Tax

The State collects and distributes the Local Option 1% Sales and Use Tax in accordance with the Section 58.1-605 and 58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County. These estimates are reported on a cash basis and modified accrual basis. The General Assembly enacted significant revenue measures in regards to state sales taxes. The Tax Reform Compromise Act of 2004, increased revenues by reducing the state sales tax on food by 1.5% in three equal increments of 0.05% beginning in FY2006 and increasing the sales and use tax on non-food items by ½ %. One-half of the increase would go to the state's General Fund while the remaining one-half would be dedicated to funding the Standards of Quality. The Local Sales and Use Tax estimate for the County in FY2009 is \$10.1 million.



Utility Consumers' Tax

The Utility Consumer's Tax is a tax levied by the County. It is collected by the utility companies and remitted to Stafford from residential, industrial, and commercial users of electric, gas, and telephone services. Due to deregulation this tax was amended in 2000 by Ordinance O00-78 in accordance with State law which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The rate for electric utility service for residential purposes is \$0.014955 per kilowatt hour (kwh) with a minimum tax of \$1.40 per month and a maximum of \$3.00 per month. The rate for electric utility service for commercial and industrial purposes is \$0.006434 per kilowatt hour (kwh) with a minimum tax rate of \$1.15 and a maximum tax of \$200.00 per month. The rate for gas utility service for residential purposes is \$0.06 per CCF delivered with a minimum tax of \$1.40 per month and a maximum of tax of \$3.00 per month. The rate for gas utility service for commercial and industrial purposes is \$0.85 per CCF delivered with a minimum tax of \$2.29 per month and a maximum of tax of \$100.00 per month. The rate for telephone utility service for residential purposes is twenty percent (20%) of the first \$15.00 of each bill. The rate for telephone utility service for commercial and industrial purposes is twenty (20%) of the first \$500.00 of each bill. The 2006 General Assembly has reformed the Consumers' Utility Tax. Effective January 1, 2007 House Bill 568 **repeals** the Consumers' Utility Tax on:

- Landline and wireless telephone service
- Local E911 tax on landline telephone service
- VA Relay Center assessment on landline telephone service
- The portion of local BPOL Tax on public service companies exceeding .05% currently billed to customers in some grandfather localities
- Local video programming excise tax on cable television service
- Local consumer's utility service tax on cable television service

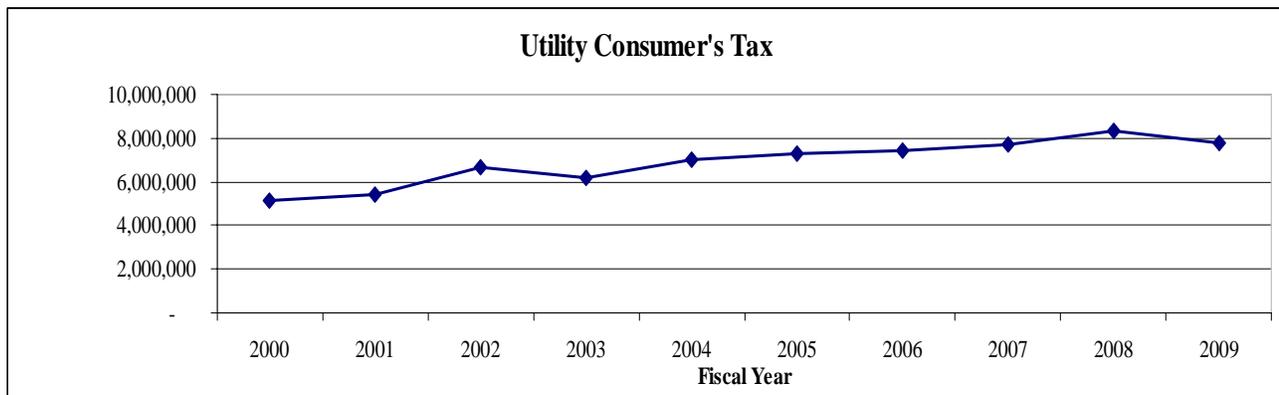
GENERAL FUND REVENUE ANALYSIS

The bill **imposes new taxes and fees on:**

- State Communications Sales and Use Tax
- State E911 Tax on landline telephone service
- Public Rights-of-Way use fee extended to cable television providers

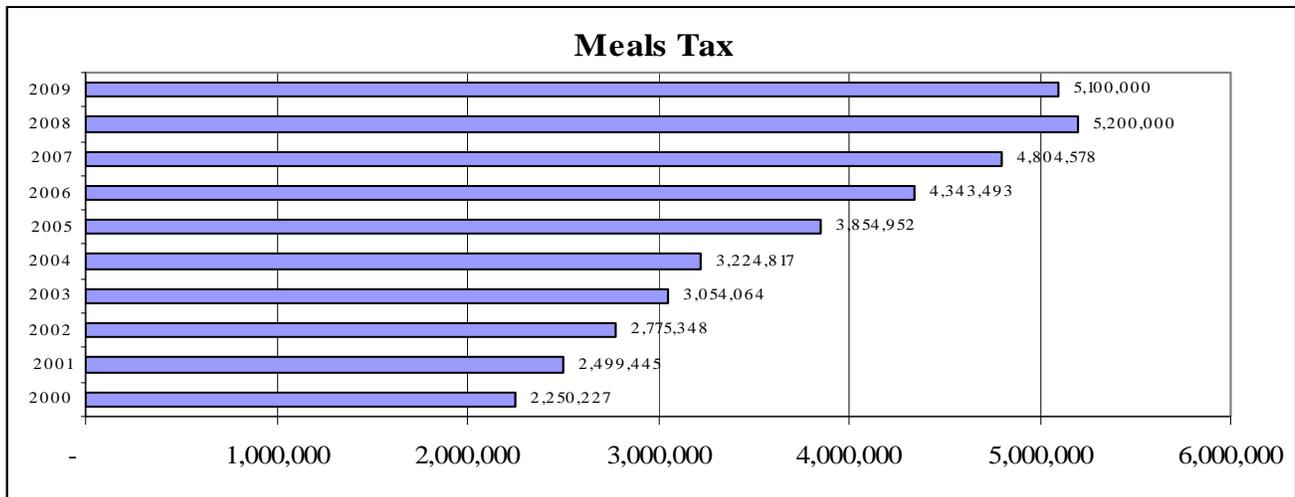
The “State Communications Sales and Use Tax,” applies to the following services:

- local exchange (local telephone calls)
- inter-exchange (a new tax applied to long distance calls)
- wireless (a new tax)
- paging (a new tax)
- Cable and satellite television (the tax on satellite is a new tax).



Local Meals Tax

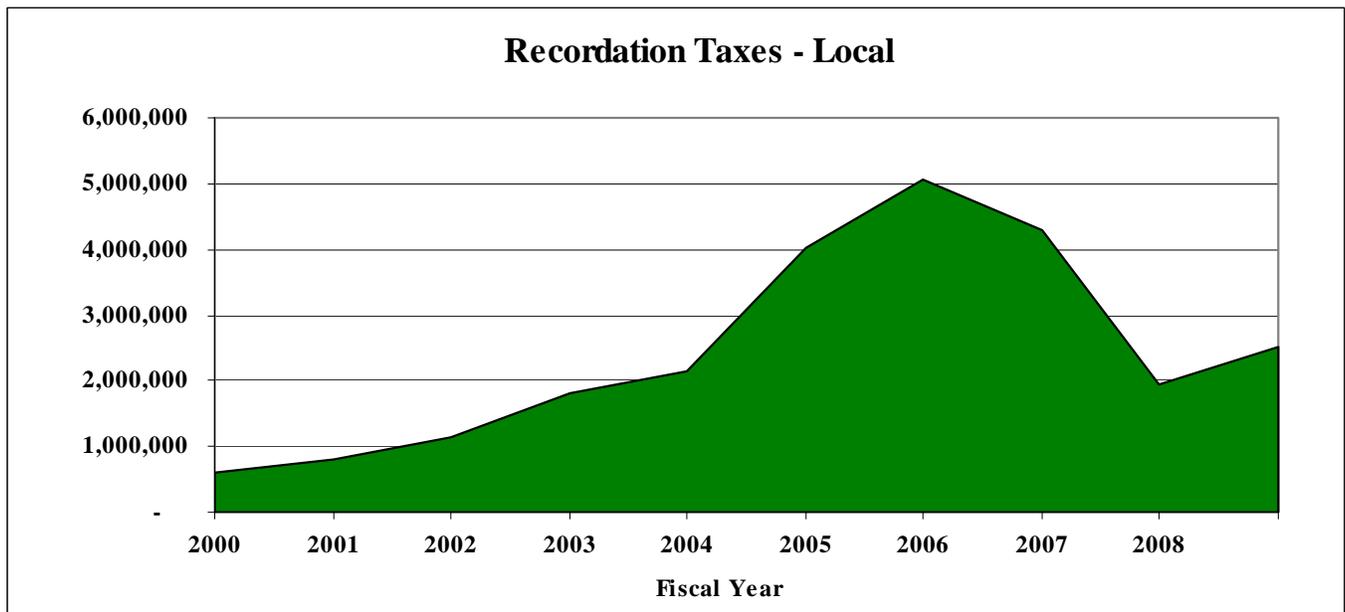
The Meals Tax is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The tax is not to exceed nine percent (9%), when added to the State general sales and use tax. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated to support the local share of school funding.



GENERAL FUND REVENUE ANALYSIS

Recordation Taxes

This tax is levied on the probate of every will or grant of administration (deeds, deeds of trust, mortgage, leases and contracts) by any court within the County equal to one-third (1/3) of the amount of the state tax on each such probate of a will or grant of administration. These revenues are collected by the Clerk of the Circuit Court, and paid monthly to the Treasurer. General Assembly action in 2004 increased the amount on each probate of a will or grant of administration from \$0.15 to \$0.25. Therefore, the County share increased from \$0.05 to \$0.0833 on each probate of a will or grant of administration. This represents a 66% increase in the tax. Due to low interest rates and the continued growth in new construction in the County this revenue source dramatically increased from FY2000 through FY2006, peaking in FY2006. Recordation revenues have declined since then, due to the slowdown of both the real estate market and the refinancing of mortgages. The FY2009 estimate is \$2.5 million.



Motor Vehicle Licenses

A license tax is charged on every motor vehicle, trailer or semi-truck normally garaged, stored or parked in Stafford. The costs of the licenses vary and are based on the type and weight of the vehicle. The fee for the license varies according to the type of item being registered; licenses for most passenger vehicles are \$23.00. The FY2009 Budget includes \$2.6 million for this tax.

Utility License Tax

The revenues collected are remitted to Stafford from the utility companies on an annual basis. One-half percent (.5%) of the utility companies' gross receipts are remitted. Each utility company files a report with the Commissioner of the Revenue. The FY2009 Budget includes \$300,000 for this tax. Projections are based on prior year revenue history.

Bank Stock Taxes

The Bank Stock Tax revenues are collected in accordance with Section 58.1-1210 of the Code of Virginia (1950), as amended. These revenues are collected from a tax levied on shareholders by the State at the rate of \$1.00 per one hundred dollar (\$100.00) value of stock and distributed 80% to Stafford and 20% to the State.

GENERAL FUND REVENUE ANALYSIS

Service Charges & Other	FY2009				
	FY2007 Actual	FY2008 Adopted	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Permits Fees & Licenses:					
Code Administration Fees	\$3,448,346	\$3,636,708	\$3,604,172	(\$32,536)	-0.9%
Ambulance Fee	475,126	2,436,600	2,280,000	(156,600)	-6.4%
Cablevision Franchise Fee	1,513,850	1,200,000	1,200,000	0	0.0%
Animal Licenses & Charges	76,932	78,800	103,900	25,100	31.9%
Charges for Services:				0	
Planning & Zoning Fees	2,207,475	3,293,700	2,961,805	(331,895)	-10.1%
Miscellaneous Revenue	5,181,880	3,225,109	3,026,877	(198,232)	-6.1%
Use of Money & Property	2,279,052	1,662,330	1,724,030	61,700	3.7%
Fines & Forfeitures	905,693	942,400	899,200	(43,200)	-4.6%
Excess Fees of Clerk	639,442	750,000	500,000	(250,000)	-33.3%
Recreation Fees	452,013	624,869	485,973	(138,896)	-22.2%
Gymnastics Fees	618,928	604,000	617,723	13,723	2.3%
Aquatics Fees	357,292	389,461	369,641	(19,820)	-5.1%
Well & Septic Fees	50,120	70,000	50,000	(20,000)	-28.6%
Total	\$18,206,149	\$18,913,977	\$17,823,321	(\$1,090,656)	-5.8%

Permits & Licenses

The revenues generated in this category are those associated with the amount collected for permits, fees, and licenses along with several other miscellaneous revenues, such as cable franchise fees and animal licenses. The majority of revenue in this category is related to development. Code Administration estimates receiving \$3.6 million in FY2008 related building activity. Building permit revenues are estimated based upon projections of both new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interest. Departments of Code Administration and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications.

Ambulance Fees

The United States Census Bureau estimates that 87% of Virginians have health insurance coverage. Some areas of the Commonwealth have more than 90% of the local population that is covered by health insurance that will pay for ambulance transportation if billed for emergency necessary transports. As such, the third-party billing (cost recovery) concept has gained favor in numerous Virginia localities and throughout the U.S. as they recognize this untapped resource. Several Virginia counties have implemented ambulance fee programs such as Spotsylvania, Chesterfield, Hanover, Roanoke and Fairfax to name a few. Implementation of a comprehensive cost recovery program for ambulance service and transportation will realize additional funding to enhance ambulance services and staffing which should result in improved response time and address our greatest response deficits.

The FY2007 budget included revenue recovery estimates for the first time. These funds were implemented to strengthen the County's combination system as it addresses the ongoing, ever-increasing needs of a thriving community. It is proposed that the County reinvest recovered funds in our Fire and Rescue system to address the growing needs of our system and our community.

Fees were set using the Centers for Medicare and Medicaid customary rates for our region. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls. The rates approved are:

GENERAL FUND REVENUE ANALYSIS

Basic Life Support	\$350.00
Advanced Life Support - 1	\$450.00
Advanced Life Support - 2	\$550.00
Loaded Mile	\$ 9.00

The FY2009 revenue budget estimates \$2.3 million of cost recovery revenue through ambulance transport fees.

Use of Money and Property

The FY2009 General Fund Budget includes \$1.5 million in General Fund investment interest. The Treasurer is responsible for Stafford's investment program. Funds are invested in securities as outlined in the Virginia Public Deposits Acts and the Code of Virginia. Investment tools primarily consist of certificates of deposits, treasury bills and the Virginia State Treasurer's Investment Pool and repurchase agreements. Investment earnings are a function of interest rates and the amount available for investment purposes. Interest income estimates are based on the projected use of fund balance and historical analysis of cash flow.

The County has several properties that generate rental income. The Health Department and Social Services Department pay rent for the office space they occupy in the Government Center. Several Parks & Recreation properties are available for rent to the public. Rental income for FY2009 is estimated at \$222,000.

Fines and Forfeitures

These revenue sources are collected by the courts and are designated to deter behavior contrary to the health, safety, and welfare of the citizens of Stafford. Court fines and forfeitures are related to the costs of holding court and processing court records and papers. Traffic fines include such violations as driving while intoxicated (DWI) and speeding, as well as non-moving violations such as defective equipment.

Parks and Recreation Fees

In FY2009, revenue generated through gymnastic, aquatic and recreation programs, building and facility rentals, and admission fees are budgeted at \$1.6 million. This revenue represents approximately 24% of the department's total budget.

During the past five years, sports participation has increased by 20%. Youth sport participants between the ages of 6 to 12 years old are required to pay for 100% of direct costs of the program. Participants between the ages of 13 to 18 are required to pay 100% of direct costs and 50% of the indirect costs. All adult sports programs must cover 100% of direct and indirect costs.

The Community Recreation Division, located at the Stafford Gymnastics and Recreation Center, has three full-time employees and three part-time employees that plan, implement and evaluate all recreation and leisure programs. The Programs provided include: youth and adult classes, special events, pre-school and teen programs, trips, nature programs and summer camps which are all self-supporting. During FY2008, over 22,000 participants took part in more than 150 different recreational programs. Almost \$240,000 in revenue was generated which covers the direct and indirect costs of these programs. Community Recreation programs are held at the Courthouse Community Center, Carl Lewis Community Center, Stafford Gymnastic and Recreation Center and the Rowser Building.

GENERAL FUND REVENUE ANALYSIS

Intergovernmental	FY2007 Actual	FY2008 Adopted	FY2009 Changes		
			Adopted	'08 Adopted To	'09 Adopted
State - Shared Expenses					
Clerk of the Circuit Court	\$ 885,006	\$ 645,714	\$ 590,357	\$ (55,357)	-8.6%
Commissioner of the Revenue	288,798	292,415	292,070	(345)	-0.1%
Commonwealth's Attorney	913,663	943,925	1,013,340	69,415	7.4%
Medical Examiner	-	1,000	-	(1,000)	-100.0%
Registrar	66,215	69,800	69,921	121	0.2%
Sheriff	3,605,948	4,630,086	3,730,908	(899,178)	-19.4%
Treasurer	249,694	257,389	279,071	21,682	8.4%
State & Federal - Social Services	6,010,245	5,949,548	5,617,762	(331,786)	-5.6%
State - Comprehensive Services Act	1,912,804	2,375,094	2,253,834	(121,260)	-5.1%
State Categorical Aid:					
State Reimbursement	265,384	217,870	261,086	43,216	19.8%
State Fire Program Fund	224,232	230,000	243,690	13,690	6.0%
Federal	496,292	95,000	307,103	212,103	223.3%
Emergency Medical Service	81,626	85,000	124,000	39,000	45.9%
Litter Control Grant	16,105	15,000	19,000	4,000	26.7%
Abandoned Vehicles	1,990	3,500	1,000	(2,500)	-71.4%
State - Non Categorical Aid	1,174,008	1,506,002	995,000	(511,002)	-33.9%
Total	\$ 16,192,010	\$ 17,317,343	\$ 15,798,142	\$ (1,519,201)	-8.8%

State Shared Expenses

The County receives reimbursements for partial expenses of Sheriff, Commonwealth's Attorney, and Clerk of the Circuit Court, Treasurer, and the Commissioner of the Revenue from the State Compensation Board. The Compensation Board reimburses part of the costs of salaries, benefits, office expenses and equipment. The FY2009 projection reflects the state reduction to local funding.

State & Federal – Social Services

This revenue is the total amount of State and Federal revenue received to fund Social Services. The Director of Social Services projects this revenue each year using estimates received from State and Federal agencies.

State Categorical Aid

These revenues are designated for specific purposes in Stafford. Recipient departments and agencies project these revenues based upon the latest information available from State and Federal agencies.

State Non-Categorical Aid

These revenues are raised by the Commonwealth and shared with Stafford. Ratios, rate and distribution formulas are subject to change each year by the General Assembly. Mobile Home Titling taxes are 3% of the price of the sale. Each of these sources is outlined in the State Code. In its FY2009 budget, the state eliminated payments to localities for alcoholic Beverage Control (ABC) revenues and wine taxes as part of the Governor's plan to deal with state budget shortfall.



GENERAL FUND EXPENDITURES

The general fund expenditure section contains schedules that present the budget for each appropriated category, a comparison of Designated Revenue and a ten year analysis of expenditures. A graph in this section visually demonstrates the State's support for Stafford's Constitutional Officers. In addition to the "Constitutional Officers Funding" graph, individual graphs for each constitutional office and the Jail are provided. The graphs show fiscal year expenditures for FY00 through FY09 and the source of funding used to support these expenditures.

GENERAL FUND EXPENDITURES

Page Num.		FY2007 Actual	FY2008 Adopted Budget	FY2009					
				Adopted Budget	Changes '08 Adopted to '09 Adopted	Designated Revenue	Net Tax Support	% Tax Support	
10-4	Local School Funding								
	Operating Budget Transfer	\$93,600,816	\$102,317,432	\$102,774,959	\$457,527	0.4%	\$0	\$102,774,959	100%
	Debt	27,592,945	30,282,568	30,592,541	309,973	1.0%	0	30,592,541	100%
	Total School Funding	\$121,193,761	\$132,600,000	\$133,367,500	\$767,500	0.6%	\$0	\$133,367,500	100%
	General Expenditures								
4-2	Board of Supervisors	\$601,335	\$621,696	\$576,574	(\$45,122)	-7.3%	0	\$576,574	100%
4-4	Budget	346,191	386,472	371,218	(15,254)	-3.9%	75,270	295,948	80%
9-2	Capital Projects	2,273,234	308,504	0	(308,504)	-100.0%	0	0	0%
9-3	Central Rappahannock Regional Library	4,165,906	4,726,775	4,726,775	0	0.0%	0	4,726,775	100%
9-5	Code Administration	4,542,195	5,097,648	4,226,466	(871,182)	-17.1%	3,604,172	622,294	15%
4-6	Commissioner of the Revenue	2,548,133	2,816,574	2,647,347	(169,227)	-6.0%	292,570	2,354,777	89%
5-2	Commonwealth's Attorney	2,449,895	2,793,131	2,809,051	15,920	0.6%	1,132,468	1,676,583	60%
7-2	Comprehensive Services Act	4,088,648	4,128,362	4,406,028	277,666	6.7%	2,253,834	2,152,194	49%
9-8	Cooperative Extension	192,107	225,764	215,854	(9,910)	-4.4%	0	215,854	100%
6-2	Corrections	6,334,200	7,291,990	7,312,498	20,508	0.3%	340,000	6,972,498	95%
4-11	County Administration	1,167,240	1,287,289	1,215,241	(72,048)	-5.6%	185,277	1,029,964	85%
4-17	County Attorney	1,518,241	1,205,968	1,127,044	(78,924)	-6.5%	59,468	1,067,576	95%
5-6	Courts	1,933,638	2,447,655	2,411,984	(35,671)	-1.5%	1,153,007	1,258,977	52%
10-2	Debt Service	7,626,752	4,959,005	9,737,208	4,778,203	96.4%	0	9,737,208	100%
9-13	Economic Development/Legislative Affairs	894,589	1,280,821	1,157,075	(123,746)	-9.7%	0	1,157,075	100%
4-19	Finance	2,007,226	2,139,609	1,929,402	(210,207)	-9.8%	529,030	1,400,372	73%
6-5	Fire and Rescue	10,896,716	14,014,469	13,445,204	(569,265)	-4.1%	2,962,690	10,482,514	78%
4-21	Human Resources	571,385	690,100	607,777	(82,323)	-11.9%	121,025	486,752	80%
4-23	Information Technology	2,633,819	2,497,387	2,335,114	(162,273)	-6.5%	194,779	2,140,335	92%
4-28	Internal Audit, Office of	650	251,857	171,018	(80,839)	-32.1%	0	171,018	100%
10-3	Non-Departmental	229,626	707,940	606,831	(101,109)	-14.3%	357,606	249,225	41%
10-7	Other Transfers (E-911 Fund)	5,285,140	1,036,651	0	(1,036,651)	-100.0%	0	0	0%
8-1	Parks & Recreation	5,004,961	5,939,966	6,072,596	132,630	2.2%	1,569,762	4,502,834	74%
9-16	Planning and Zoning	2,899,603	3,777,061	2,896,298	(880,763)	-23.3%	2,962,805	(66,507)	-2%
4-29	Public Services	3,214,553	4,504,871	4,607,235	102,364	2.3%	170,503	4,436,732	96%
7.6	Regional & Community Agencies	2,033,046	2,126,194	1,906,779	(219,415)	-10.3%	137,595	1,769,184	93%
4-32	Registrar & Electoral Board	357,956	441,223	396,435	(44,788)	-10.2%	69,921	326,514	82%
6-12	Sheriff	16,512,780	17,780,163	18,237,531	457,368	2.6%	5,011,476	13,226,055	73%
7-11	Social Services	7,403,408	8,545,197	8,163,188	(382,009)	-4.5%	5,657,762	2,505,426	31%
6-31	Solid Waste	192,249	237,739	202,368	(35,371)	-14.9%	19,000	183,368	91%
9-20	Transportation, Office of	286,696	386,257	211,166	(175,091)	-45.3%	0	211,166	100%
4-35	Treasurer	1,891,506	2,032,824	1,972,089	(60,735)	-3.0%	615,220	1,356,869	69%
	Total General Expenditures	\$102,103,624	\$106,687,162	\$106,701,394	\$14,232	0.0%	\$29,475,240	\$77,226,154	72%
	Total all Expenditures	\$223,297,385	\$239,287,162	\$240,068,894	\$781,732	0.3%	\$29,475,240	\$210,593,654	88%

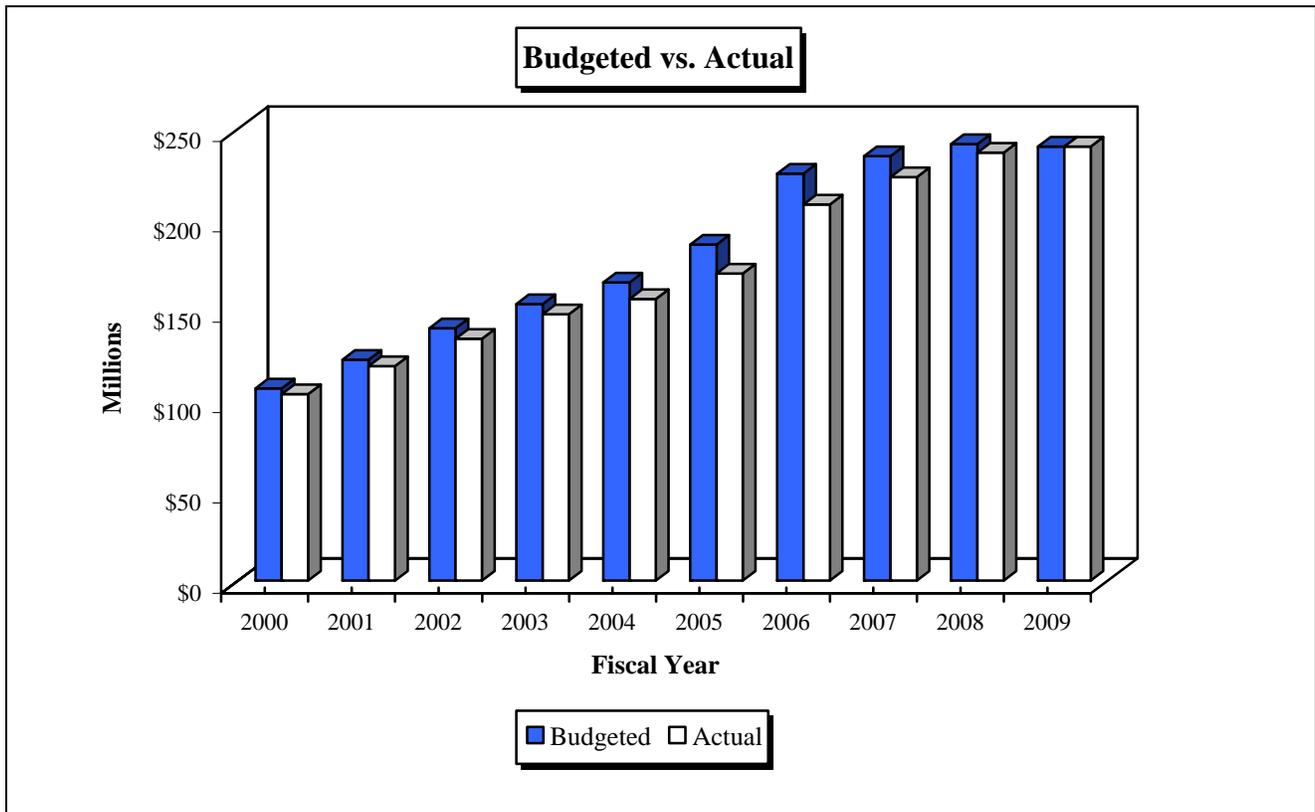
DESIGNATED REVENUE COMPARISON

CATEGORY	FY2008				FY2009				Designated Revenue Change	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted	Designated Revenue	Net Tax/Gen. Support	% Tax Support	'08 Adopt. to '09 Adopt.	
School Transfer:										
Operating	\$102,317,432	\$0	\$102,317,432	100%	\$102,774,959	\$0	\$102,774,959	100%	\$0	0.0%
Debt	30,282,568	0	30,282,568	100%	30,592,541	0	30,592,541	100%	0	0.0%
Total School Transfer	\$132,600,000	\$0	\$132,600,000	100%	\$133,367,500	\$0	\$133,367,500	100%	\$0	0.0%
GENERAL EXP:										
Board of Supervisors	\$621,696	\$0	\$621,696	100%	\$576,574	\$0	\$576,574	100%	0	0.0%
Budget	386,472	35,480	350,992	91%	371,218	75,270	295,948	80%	39,790	112.1%
Capital Projects	308,504	0	308,504	100%	0	0	0	0%	0	0.0%
Central Rappahannock Regional Library	4,726,775	0	4,726,775	100%	4,726,775	0	4,726,775	100%	0	0.0%
Code Administration	5,097,648	3,636,706	1,460,942	29%	4,226,466	3,604,172	622,294	15%	(32,534)	-0.9%
Commissioner of the Revenue	2,816,574	293,415	2,523,159	90%	2,647,347	292,570	2,354,777	89%	(845)	-0.3%
Commonwealth's Attorney	2,793,131	1,061,550	1,731,581	62%	2,809,051	1,132,468	1,676,583	60%	70,918	6.7%
Comprehensive Services Act	4,128,362	2,375,094	1,753,268	42%	4,406,028	2,253,834	2,152,194	49%	(121,260)	-5.1%
Cooperative Extension	225,764	0	225,764	100%	215,854	0	215,854	100%	0	0.0%
Corrections	7,291,990	340,000	6,951,990	95%	7,312,498	340,000	6,972,498	95%	0	0.0%
County Administration	1,287,289	133,306	1,153,983	90%	1,215,241	185,277	1,029,964	85%	51,971	39.0%
County Attorney	1,205,968	132,022	1,073,946	89%	1,127,044	59,468	1,067,576	95%	(72,554)	-55.0%
Courts	2,447,655	1,458,364	989,291	40%	2,411,984	1,153,007	1,258,977	52%	(305,357)	-20.9%
Debt Service	4,959,005	0	4,959,005	100%	9,737,208	0	9,737,208	100%	0	0.0%
Economic Development/Legislative Affairs	1,280,821	0	1,280,821	100%	1,157,075	0	1,157,075	100%	0	0.0%
Finance	2,139,609	286,252	1,853,357	87%	1,929,402	529,030	1,400,372	73%	242,778	84.8%
Fire and Rescue	14,014,469	3,044,600	10,969,869	78%	13,445,204	2,962,690	10,482,514	78%	(81,910)	-2.7%
Human Resources	690,100	86,501	603,599	87%	607,777	121,025	486,752	80%	34,524	39.9%
Information Technology	2,497,387	375,453	2,121,934	85%	2,335,114	194,779	2,140,335	92%	(180,674)	-48.1%
Internal Audit, Office of	251,857	0	251,857	100%	171,018	0	171,018	100%	0	0.0%
Non-Departmental	707,940	300,000	407,940	58%	606,831	357,606	249,225	41%	57,606	19.2%
Other Transfers (E-911 Fund)	1,036,651	0	1,036,651	100%	0	0	0	0%	0	0.0%
Parks & Recreation	5,939,966	1,620,461	4,319,505	73%	6,072,596	1,569,762	4,502,834	74%	(50,699)	-3.1%
Planning and Zoning	3,777,061	3,297,200	479,861	13%	2,896,298	2,962,805	(66,507)	-2%	(334,395)	-10.1%
Public Services	4,504,871	436,937	4,067,934	90%	4,607,235	170,503	4,436,732	96%	(266,434)	-61.0%
Regional & Community Agencies	2,126,194	157,595	1,968,599	93%	1,906,779	137,595	1,769,184	93%	(20,000)	-12.7%
Registrar & Electoral Board	441,223	69,800	371,423	84%	396,435	69,921	326,514	82%	121	0.2%
Sheriff	17,780,163	5,701,586	12,078,577	68%	18,237,531	5,011,476	13,226,055	73%	(690,110)	-12.1%
Social Services	8,545,197	5,989,548	2,555,649	30%	8,163,188	5,657,762	2,505,426	31%	(331,786)	-5.5%
Solid Waste	237,739	15,000	222,739	94%	202,368	19,000	183,368	91%	4,000	26.7%
Transportation, Office of	386,257	73,793	312,464	81%	211,166	0	211,166	100%	(73,793)	-100.0%
Treasurer	2,032,824	631,761	1,401,063	69%	1,972,089	615,220	1,356,869	69%	(16,541)	-2.6%
Total General Exp	\$106,687,162	\$31,552,424	\$75,134,738	70%	\$106,701,394	\$29,475,240	\$77,226,154	72%	(\$2,077,184)	-6.6%
TOTAL ALL EXP	\$239,287,162	\$31,552,424	\$207,734,738	87%	\$240,068,894	\$29,475,240	\$210,593,654	88%	(\$2,077,184)	-6.6%

EXPENDITURE ANALYSIS FY2000-FY2009

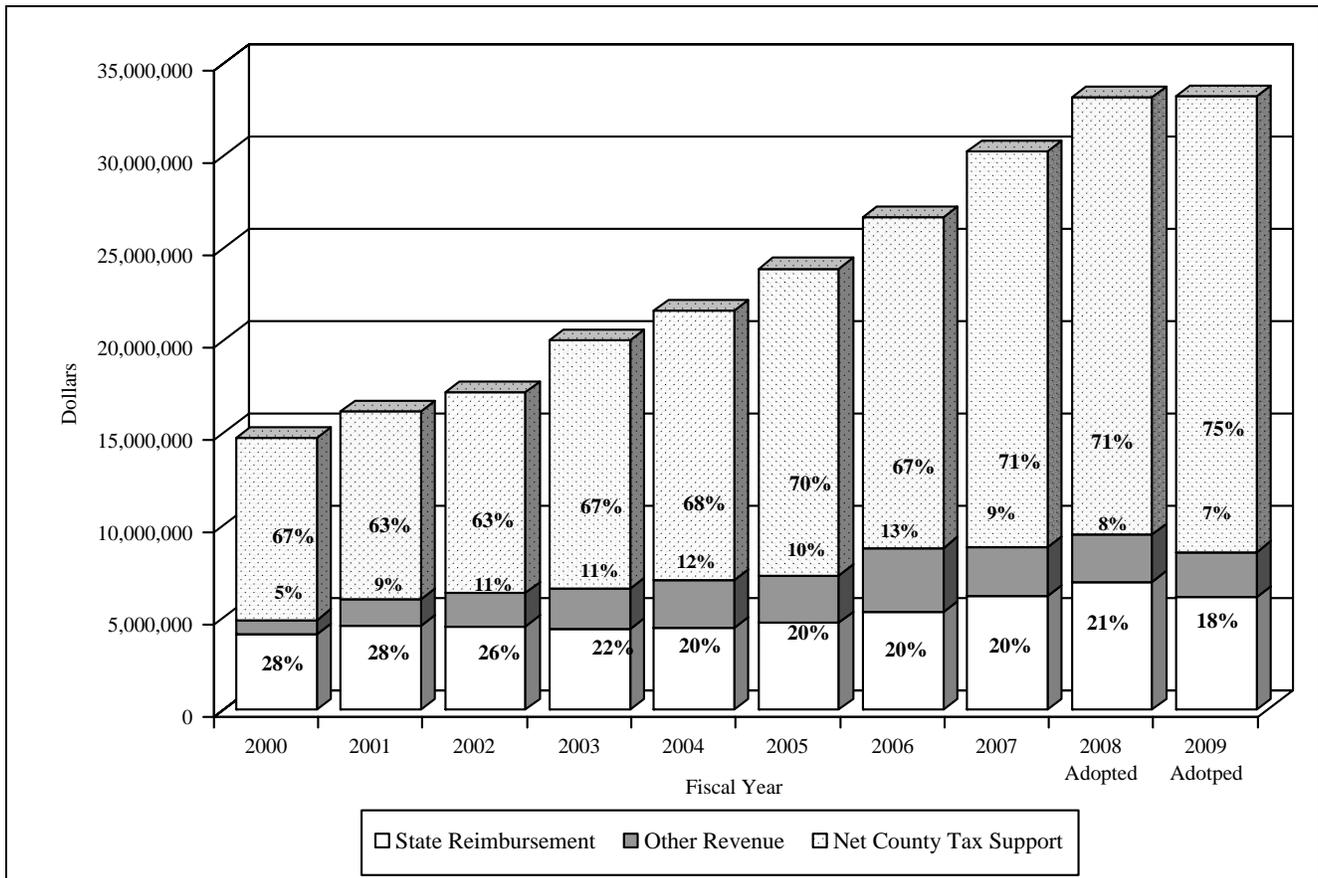
The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. The chart also lists the percentage variance between budgeted expenditures and actual expenditures for each fiscal year from FY2000 through FY2007. The FY2008 Actual represents the year-end projection presented to the Board on February 18, 2008. The FY2009 actual, which is still an estimate, is the adopted budget for FY2009. The expenditure increases have varied from 1% to 23%. The average increase in expenditures for this ten-year period is calculated to be 9.1%.

Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change	Variance	
					Amount	%
2000	106,332,888		103,143,036	0.59%	(3,189,852)	-3.00%
2001	122,170,713		118,652,957	15.04%	(3,517,756)	-2.88%
2002	139,664,404		133,713,789	12.69%	(5,950,615)	-4.26%
2003	153,009,017		147,308,390	10.17%	(5,700,627)	-3.73%
2004	164,977,592		155,894,789	5.83%	(9,082,803)	-5.51%
2005	185,836,018		169,979,062	9.03%	(15,856,956)	-8.53%
2006	225,129,454		208,082,240	22.42%	(17,047,214)	-7.57%
2007	234,888,020		223,297,385	7.31%	(11,590,635)	-4.93%
2008	241,511,340		236,872,537	6.08%	(4,638,803)	-1.92%
2009	240,068,894		240,068,894	1.35%	0	0.00%
Average				9.1%		-4.23%



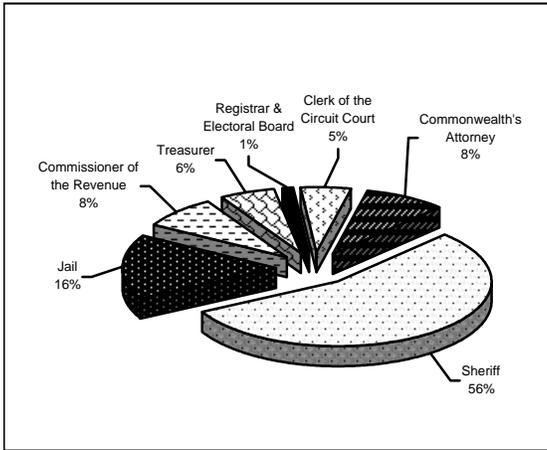
CONSTITUTIONAL OFFICERS FUNDING

Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2009 Adopted	33,165,157	6,075,008	18%	2,437,004	7%	24,653,145	75%
2008 Adopted	33,105,843	6,908,954	21%	2,544,872	8%	23,652,017	71%
2007	30,185,468	6,142,054	20%	2,632,456	9%	21,410,958	71%
2006	26,608,758	5,266,824	20%	3,477,790	13%	17,864,144	67%
2005	23,848,191	4,701,773	20%	2,553,481	10%	16,592,937	70%
2004	21,565,029	4,392,504	20%	2,593,451	12%	14,579,074	68%
2003	19,985,207	4,346,001	22%	2,165,433	11%	13,473,773	67%
2002	17,143,666	4,491,017	26%	1,834,504	11%	10,818,145	63%
2001	16,136,266	4,509,327	28%	1,428,690	9%	10,198,249	63%
2000	14,688,529	4,041,087	28%	795,521	5%	9,851,921	67%



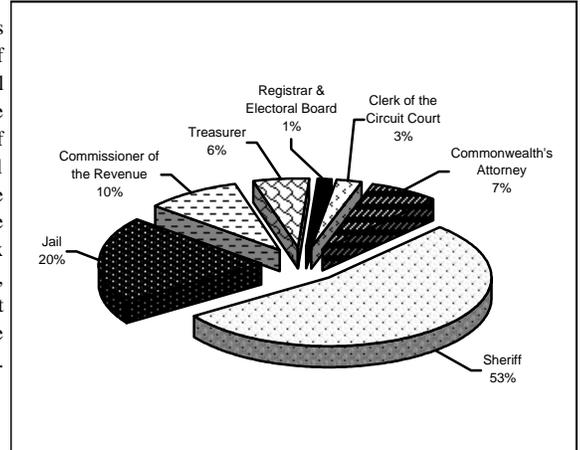
CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers Expenditures

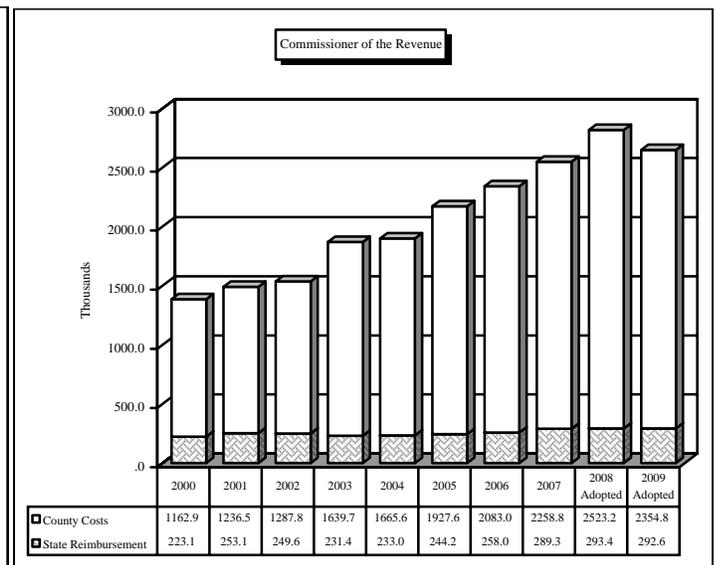
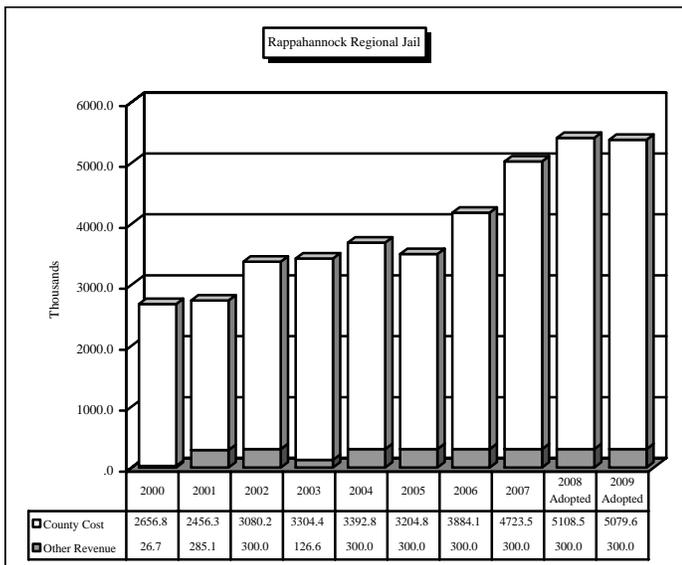
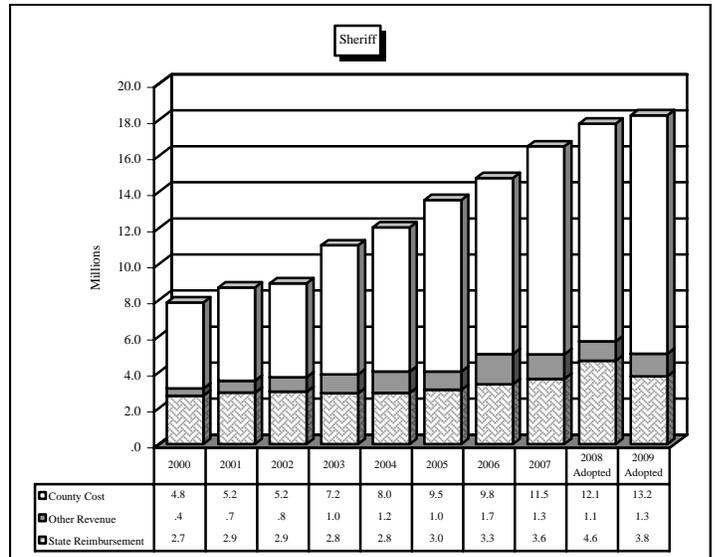


The pie chart to the left shows proportionally that the Sheriff has the largest overall expenditure needs in the Adopted Budget for FY09 of all the Constitutional Officers. To the right, a pie chart with a breakdown of the percentage of the county's tax support displays the Sheriff, also requiring the largest county tax support of all the Officers.

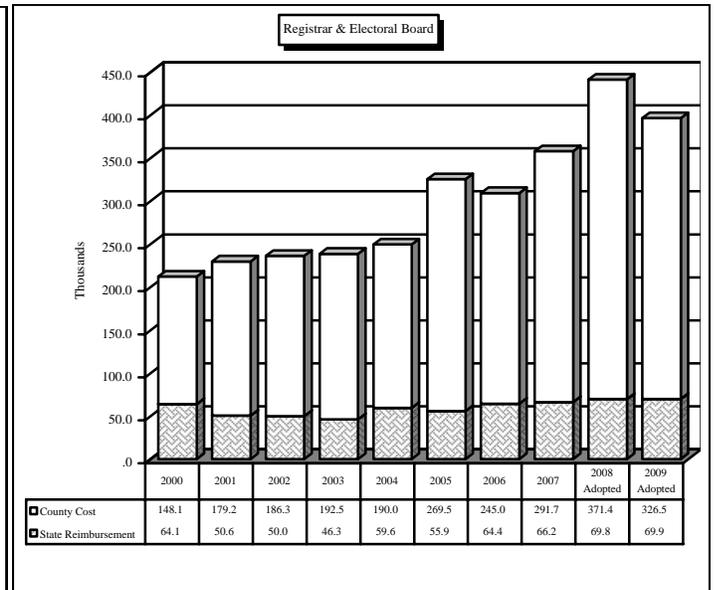
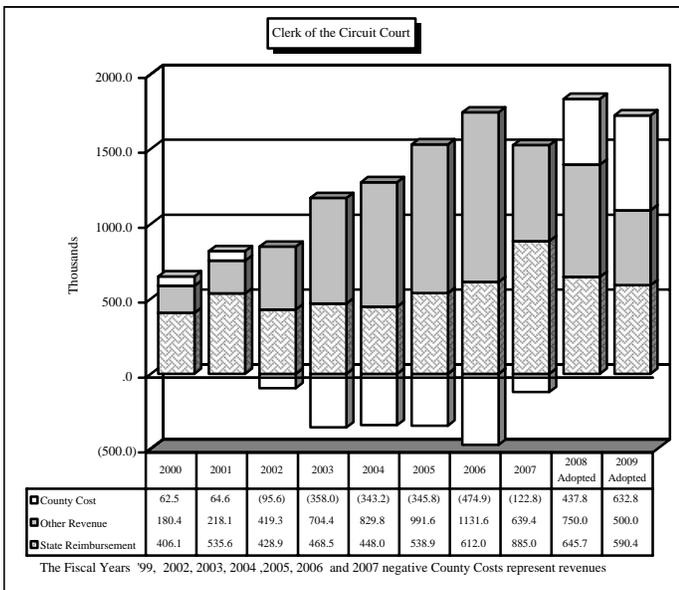
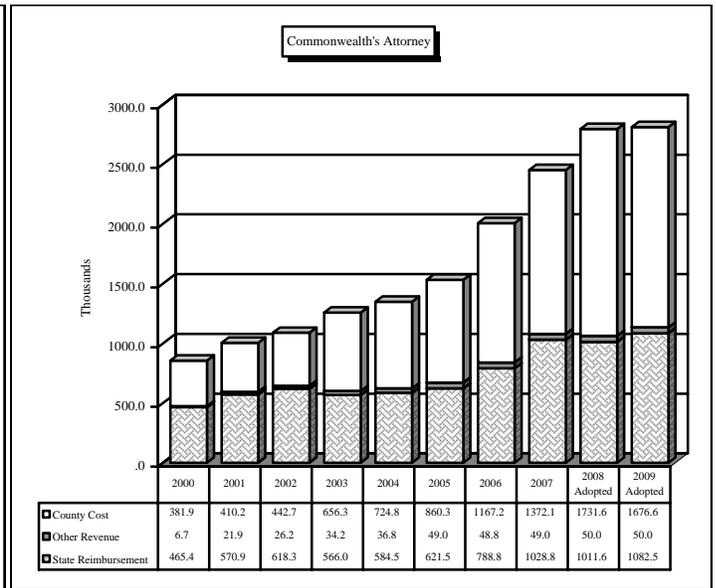
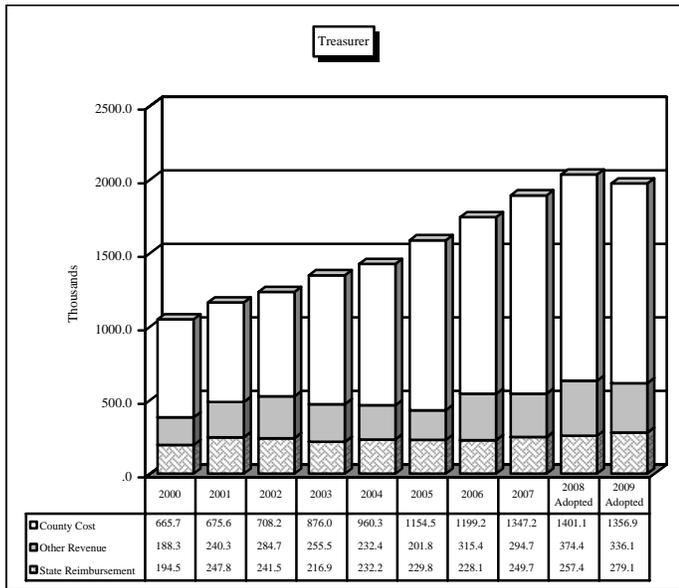
Constitutional Officers County Tax Support



The next seven graphs show a decade of each of the Constitutional Officers' overall costs and the type of support received and the amount. The three graphs on this page are the Sheriff (\$18,237,531), Rappahannock Regional Jail (\$5,379,575), and Commissioner of the Revenue (\$2,647,347). The Jail, which was once part of the Sheriff's Office, is now an Authority. The Rappahannock Regional Jail Authority consists of Stafford County, the City of Fredericksburg, Spotsylvania County and King George County. The graph represents only Stafford County's portion of the Jail Budget. Continued on the next page are Treasurer (\$1,972,089), Commonwealth's Attorney (\$2,809,051), Clerk of the Circuit Court (\$1,723,129), and Registrar & Electoral Board (\$396,435).



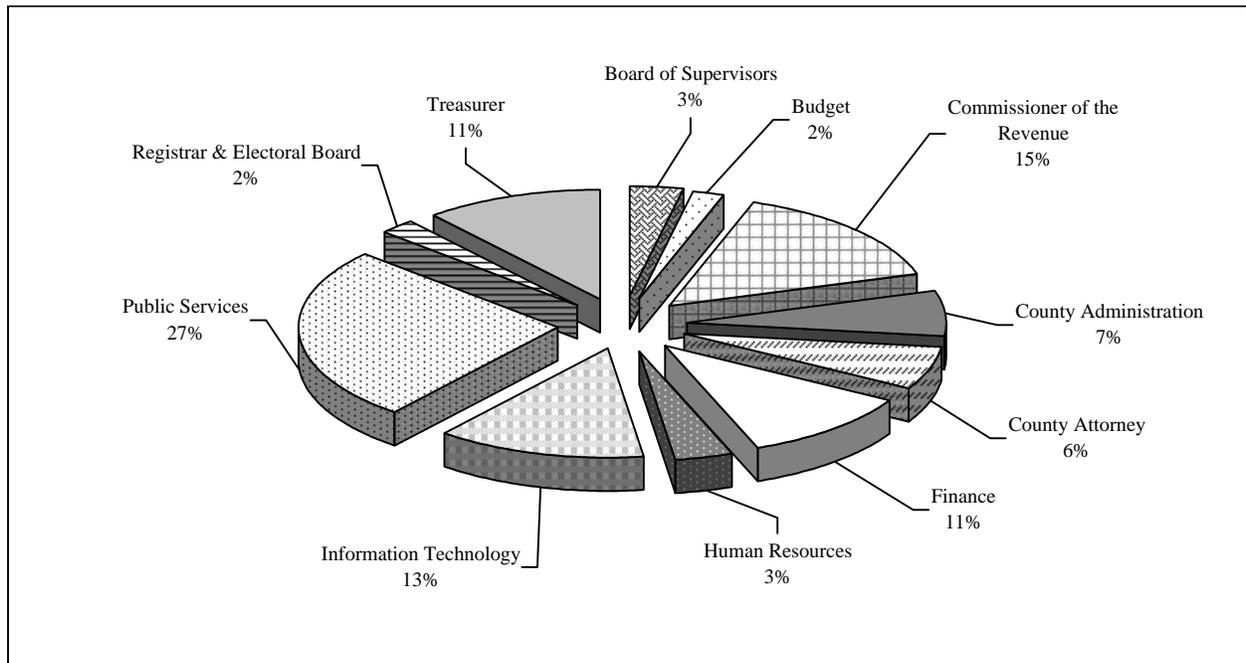
CONSTITUTIONAL OFFICERS GRAPHS





GENERAL GOVERNMENT ADMINISTRATION

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Board of Supervisors	\$601,335	\$621,696	\$576,574	(\$45,122)	-7.26%
Budget	346,191	386,472	371,218	(15,254)	-3.95%
Commissioner of the Revenue	2,548,133	2,816,574	2,647,347	(169,227)	-6.01%
County Administration	1,167,240	1,287,289	1,215,241	(72,048)	-5.60%
County Attorney	1,518,241	1,205,968	1,127,044	(78,924)	-6.54%
Finance	2,007,226	2,139,609	1,929,402	(210,207)	-9.82%
Human Resources	571,385	690,100	607,777	(82,323)	-11.93%
Information Technology	2,633,819	2,497,387	2,335,114	(162,273)	-6.50%
Internal Audit, Office of	650	251,857	171,018	(80,839)	0.00%
Public Services	3,214,553	4,504,871	4,607,235	102,364	2.27%
Registrar & Electoral Board	357,956	441,223	396,435	(44,788)	-10.15%
Treasurer	1,891,506	2,032,824	1,972,089	(60,735)	-2.99%
Total Expenditures	<u>\$16,858,235</u>	<u>\$18,875,870</u>	<u>\$17,956,494</u>	<u>(\$919,376)</u>	<u>-4.87%</u>



BOARD OF SUPERVISORS

MISSION

The Board of Supervisors (BOS), the governing and legislative body of the County, enacts ordinances, establishes policies, and adopts the annual budget for the efficient and effective discharge of the local government function and service. The seven-member Board, representing seven election districts, is elected for four-year terms staggered at two-year intervals. Appointed by the Board, the County Administrator manages daily administrations of County activities.

GOALS/OBJECTIVES

- Establish and implement, through the County Administrator, policies that maintain a high quality of life for citizens at the least possible cost.
- Approve County and School budgets, levy taxes, appropriate funds.
- Adopt the County Code (set of laws which protects the health, safety and welfare of citizens).
- Set policies and appoint citizens to various Boards, Authorities, Commissions, and Committees, which act as advisory bodies.
- To balance tradition and change honestly and fairly using the principles of sustainability.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Adjourned Meetings	12	12	12
Board Meetings	24	24	24
Outputs			
Ordinances Considered	80	100	100
Resolutions Considered	600	600	600

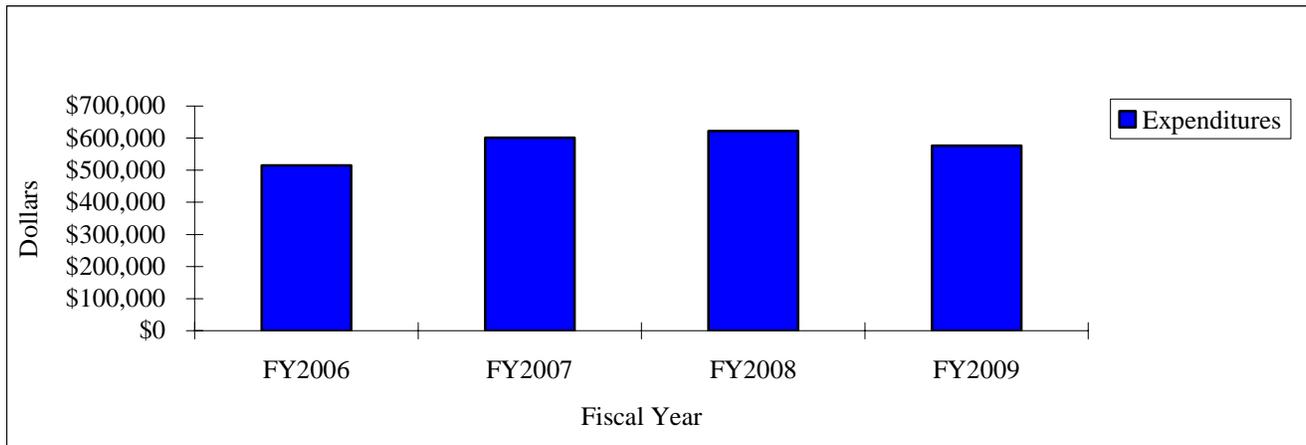
ACCOMPLISHMENTS

- Enhanced the Board Chambers Audio/Visual system.
- Successfully recruited a new County Administrator.
- Implemented a Purchase of Development Rights Program and appointed committee members to assist the Program Administrator.
- Authorized the design of a new County library.
- Authorized construction of a new County park.
- Authorized the purchase of a new county-wide radio communications system.
- Established two Transportation Service Districts and set the tax rate.

BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$213,750	\$228,885	\$210,856	\$237,602	\$26,746	12.68%
Operating	301,456	372,450	410,840	338,972	(71,868)	-17.49%
Local Tax Funding	<u>\$515,206</u>	<u>\$601,335</u>	<u>\$621,696</u>	<u>\$576,574</u>	<u>(\$45,122)</u>	<u>-7.26%</u>
Full-Time Positions	7	7	7	7	0	0.00%



BUDGET VARIANCES

Personnel Variance of 12.68% is attributed to the following:

- Increase in health insurance cost as recommended by consulting firm
- Eliminated pay increase authorized by Resolution R07-207 dated June 19, 2007

Operating Variance of -17.49% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
- Eliminated broadcasting of Board of Zoning Appeals Meetings
- Eliminated the Boards, Authorities, Commissions and Committees Annual Holiday Open House
- Eliminated the replacement of the Board Van
- Eliminated replacement computer equipment and software
- Eliminated and significantly reduced seminars/conferences, office supplies, meeting expenses, books/subscriptions

BUDGET

MISSION

The Budget Office assists the County Administrator with financial and management information, control and guidance for the Board of Supervisors. The Budget Office provides financial management support, analytical services, capital and operating budgets to the County Administrator, County departments and other interested parties. The Proposed Budget Book, the Annual Adopted Budget Book, and the Mid-Year Budget Review are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

GOALS/OBJECTIVES

- Produce a budget document which qualifies as outstanding in 40% of the four categories established by GFOA.
- Receive GFOA Distinguished Budget Presentation Award (20th Consecutive Year).
- Provide FY2009 Budget Document on the Internet.
- Provide FY2009 Proposed and Adopted Budget Documents CD-ROM.
- Coordinate Benchmarking Program for County Departments.
- Compile Capital Improvement Program Document.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Output			
Operating Revenues & Transfer Per Capita	\$1,746	\$1,850	\$1,870
Operating Surplus/Deficit as a % of Revenues	(3.79)%	(.95)%*	0%
Efficiency			
Employees Per Capita	.82%	.84%	.83%
Expenditures Per Capita	\$1,813	\$1,901	\$1,870
Service Quality			
Outstanding Marks on GFOA Review (Goal=33%)	30%	40%	40%

*Projected

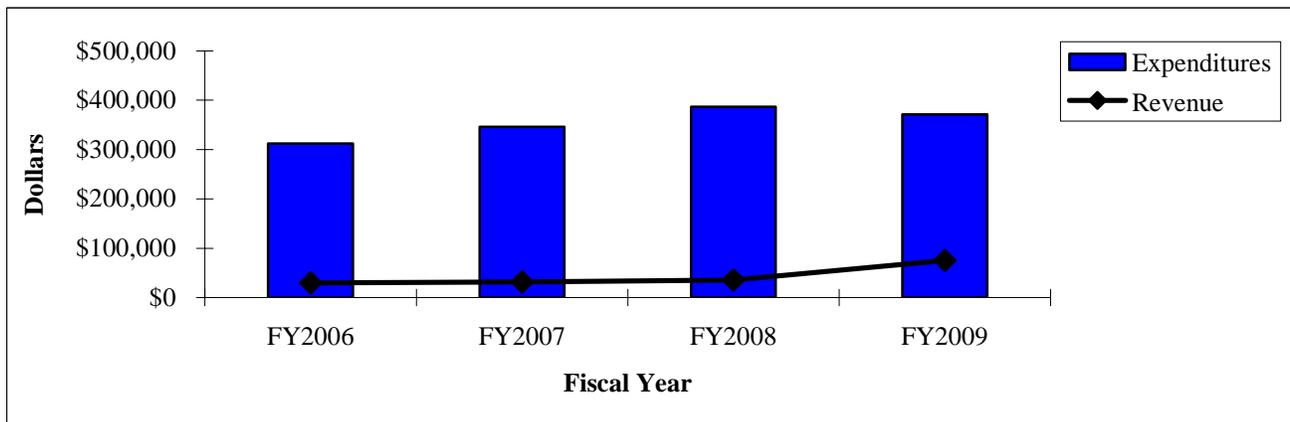
ACCOMPLISHMENTS

- Produce and Distribute Monthly Budget Reports for Departments to Review Year to Date Balances.
- Provide Monthly Financial Report to BOS for Review.
- Received GFOA Distinguished Budget Presentation Award of 19th Consecutive Year.

BUDGET

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$278,885	\$317,476	\$357,045	\$352,855	(\$4,190)	-1.17%
Operating	32,920	28,715	29,427	18,363	(11,064)	-37.60%
Total	311,805	346,191	386,472	371,218	(15,254)	-3.95%
Revenue	29,776	31,332	35,480	75,270	39,790	112.15%
Local Tax Funding	\$282,029	\$314,859	\$350,992	\$295,948	(\$55,044)	-15.68%
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



BUDGET VARIANCES

Personnel Variance of -1.17% is attributed to the following:

- 1.2% Cost of living Increase - January 1, 2009
- Vacancy savings – 1 part-time position
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -37.60% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Eliminated printing of proposed and adopted budget books – will be available on-line or CD
 - Reduced training
 - Eliminated tuition reimbursement

COMMISSIONER OF REVENUE

MISSION

The mission of this office is to serve the citizens of Stafford County by providing the highest level of customer service, integrity and fiscal responsibility. We will apply fairly, uniformly and impartially the laws of the Commonwealth of Virginia and the County of Stafford, while remaining accountable to the citizens of Stafford.

GOALS/OBJECTIVES

- Continue our efforts to increase efficiency and productivity by empowering our employees to effectively serve our customers.
- Promote professionalism through education, training, licensing and accreditation.
- Work to achieve the prestigious *Excellence in Assessment Award* from the International Association of Assessing Officers (IAAO).
- Continue to explore innovative ways to expand services without expanding the county budget.
- Strive to be the best Commissioner's office in the Commonwealth of Virginia.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Average assessment % of selling price (Proval System)	92%	90%	90%
Average assessment error (Proval System)	.02%	.02%	.02%
Outputs			
Phone calls received (COR Tracking System)	103,000	104,000	80000
Taxpayers assisted at RE & PP counter (Manual Tracking)	25,000	26,000	26000
Correspondence written & forms mailed (Manual)	65,000	66,000	50200
Building Permits reviewed (COR Tracking System)	3,750	3,600	2500
Real Estates changes (COR Tracking System)	16,500	23,000	20000
Address changes & records changed (COR Tracking Sys.)	99,000	99,000	95000
New construction visits (COR Tracking System)	6,000	6,000	6000
Reassessment visits (COR Tracking System)	22,000	23,306	19000
Reassessment & Board of Eq Hearings (COR Tracking Sys.)	50	700	100
Supplement bills issued –RE & PP (COR Tracking Sys.)	11,000	11,000	9000
Exoneration's processed RE & PP (COR Tracking Sys.)	32,000	32,000	33000
Land use applications & rollbacks (COR Tracking Sys.)	1,500	1,400	1300
Tax relief for Elderly (COR Tracking System)	825	900	1000
Land transfers performed (COR Tracking System)	9,000	9,000	8000
DMV transactions (COR Tracking System)	110,000	115,000	100000
State Income tax processed (COR Tracking System)	16,000	16,000	14000
Meals Tax processed (COR Tracking System)	2,800	2,850	3000
Transient Occupancy tax processed (COR Tracking Sys.)	300	310	336
Personal property records processed (RBS Tracking)	65,000	65,000	65000
Short term rental & misc. tax (COR Tracking System)	50	50	55
Cablevision franchise tax (COR Tracking)	8	8	2
Service Quality			
# of Items assessed on PP (RBS Tracking)	185,000	190,000	190000
# of Real Estate Parcels (Provably Tracking)	46,612	47,000	47500
Efficiencies			
Properties per appraiser (5 appraisers)	4,661	4,700	4800

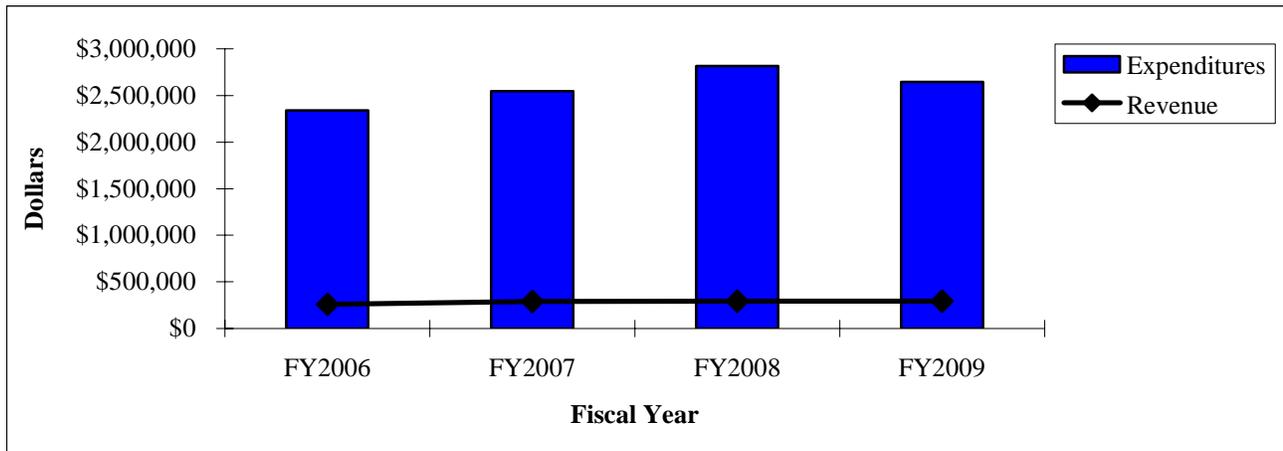
COMMISSIONER OF REVENUE

ACCOMPLISHMENTS

- Successfully worked with IT on the development of an interface between the Commissioner's assessment software (PROVAL) with the County's building permitting software (Hansen).
- Our 2007 assessment values were certified by the Virginia Department of Taxation at 98.0% of market value.
- Became the first Commissioner's office in the Fredericksburg region to become a DMV Select agent.
- Successfully redesigned the following internal processes: the tracking of new construction, processing of land cuts, and sales verification.
- Collaborated with software vendor (PCI) to install an enhanced version of our Personal Property assessment software (RBS). This enhanced version of RBS will allow for a greater information flow between the Treasurer and Commissioner's office and include a new Accounts Receivable module.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$2,073,975	\$2,300,726	\$2,453,834	\$2,425,946	(\$27,888)	-1.14%
Operating	228,316	247,407	349,740	221,401	(128,339)	-36.70%
Capital	38,690	0	13,000	0	(13,000)	-100.00%
Total	2,340,981	2,548,133	2,816,574	2,647,347	(169,227)	-6.01%
Revenue	257,974	289,305	293,415	292,570	(845)	-0.29%
Local Tax Funding	\$2,083,007	\$2,258,828	\$2,523,159	\$2,354,777	(\$168,382)	-6.67%
Full-Time Positions	34	34	34	34	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



COMMISSIONER OF REVENUE

BUDGET VARIANCES

Personnel Variance of -1.14% is attributed to the following:

- 1.2% Cost of living Increase
- Vacancy savings
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -36.70% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Seminars & Conferences restricted to certification requirements due to revenue constraints
 - Education Assistance postponed due to revenue constraints
 - Reduction in new software needs
 - Reduction in number of computers due to revenue constraints

Capital Variance of -100% is attributed to the following:

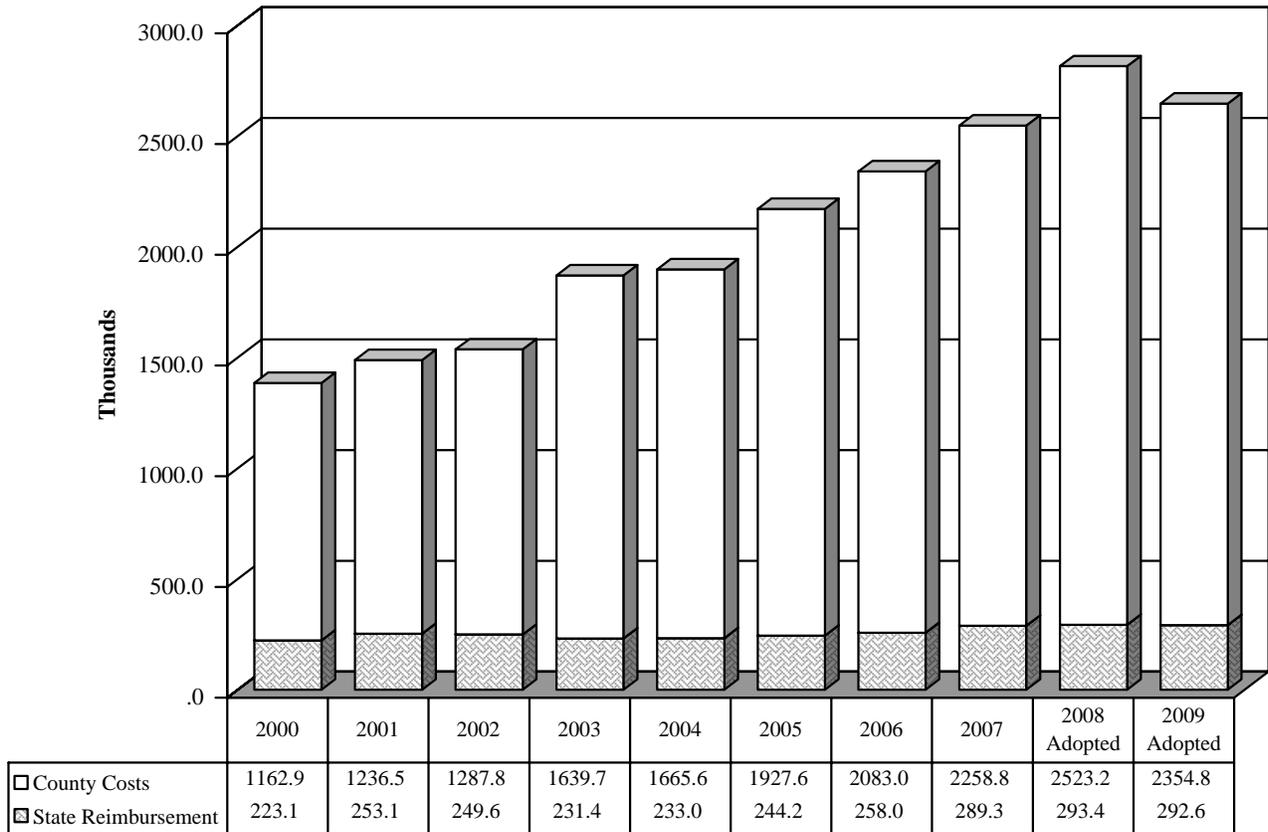
- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget
 - A decrease in vehicle replacement; none are required for this fiscal year

Revenue Variance of -0.29% is attributed to the following:

- Downturn in the housing market
- Discontinuing sale of map books
- Repeal of the Land Use application fee
- Additional revenue from DMV Select

COMMISSIONER OF THE REVENUE

Fiscal years 2000 to 2002 the State Reimbursement is either being maintained or increased as a percentage of the overall expenditures. In fiscal year 2003 thru 2009 the amount of County Tax Support has increased slightly over the prior five years.. The trend has been for state revenues to stay at the prior year level or decrease based on current state reimbursement policy.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	84%	83%	84%	88%	88%	89%	89%	89%	90%	89%
State Reimbursement	16%	17%	16%	12%	12%	11%	11%	11%	10%	11%

COMMISSIONER OF REVENUE

HIGHLIGHTS

The Commissioner's office serves as a resource of revenue data for research and planning for the state and local government. A continuous record of the assessments is maintained which is a resource for real estate agents, lawyers, surveyors, newspaper personnel, contractors and the general public. There is no other state or local office that provides this multitude of public services.

REAL ESTATE DIVISION

The Real Estate Division of the Commissioner's office is responsible for maintaining all real property records for the purpose of assessment and taxation. The Commissioner's office is charged with obtaining, from the Clerk of Court, deed transfers, deeds of correction and other recorded instruments and processing them in a timely manner. The office also conducts an in-house biennial reassessment and is responsible for the interim assessment of new property. In addition to these functions, the office also maintains the official county tax maps of property, adding new subdivisions, easements and rights of way. By working closely with the general public and other state and local agencies, the Commissioner's office is able to provide timely, accurate and accessible real estate information to the citizens of Stafford County.

LAND USE PROGRAM

The Land Use Program allows for agricultural, horticultural and forest land to be assessed at use value, rather than its market value. The program was implemented to encourage land preservation and the protection of agricultural and rural land while promoting proper land use planning and orderly development. Applicants must meet certain requirements based on the classification of their land to qualify. Once they qualify the land is assessed at its use value with the understanding that once the property changes use they are responsible for paying the county a roll back tax based on the fair market value of the property.

REAL ESTATE TAX RELIEF FOR ELDERLY AND HANDICAPPED

The Tax Relief program is designed to assist elderly and disabled taxpayers by providing either total or partial tax relief. To qualify, certain criteria must be met: age, income and net worth. Qualified applicants will receive relief on their house and up to one acre of land.

PERSONAL PROPERTY TAX

The Personal Property Division of the Commissioner's office assesses all tangible personal property i.e., vehicles, trailers, watercraft, aircraft, motor homes, business property, machinery and tools, merchants capital and mobile homes. This department must first discover what property is in Stafford County by various methods; which include obtaining information from the Taxpayer, the Division of Motor Vehicles, the Department of Game and Inland Fisheries, and Virginia Department of Taxation. We then uniformly apply values to each class of property as mandated by state and county codes. Each vehicle assessed must be analyzed to determine if it meets the criteria to qualify for PPTRA (personal property tax relief act), or any of the special tax rates (handicap tax rate, fire and rescue tax rate, common carrier tax rate). All assessments are certified and sent to the Treasurer's office in time to meet all billing deadlines.

PUBLIC SERVICE CORPORATION

The State Corporation Commission and the Department of Taxation report to the Commissioner of the Revenue the assessed values of properties owned by public service corporations. The Commissioner's office enters this information into a program and applies the current tax rates for assessment.

COMMISSIONER OF REVENUE

FOOD AND BEVERAGE, TRANSIENT OCCUPANY, & SHORT TERM RENTAL TAXES

The Commissioner's office is responsible for the remittance of the food and beverage, transient occupancy, and short-term rental tax. These are consumer taxes that are collected by businesses in Stafford for the county and remitted monthly. This office is required to monitor these taxes to ensure that all businesses required to collect the tax are doing so, that they have the proper remittance forms, and that all remittances are reported in a timely manner.

STATE INCOME TAXES

The Commissioner's office provides a vital service to the taxpayers of Stafford in the filing of their state individual income taxes. This office has available all state and federal forms needed for filing each year. Income tax returns received are audited to ensure all information needed to process the return is included and for accuracy of the return. If an error is found, the taxpayer is notified so the corrections can be made. Correcting returns before they are sent to the Virginia Department of Taxation expedites the filing process for the taxpayer. Corrected refund returns are keyed online to the Department of Taxation, which shortens the amount of time it takes for the taxpayer to receive the refund. This office assists taxpayers with filing returns and answers any questions they have regarding state taxes.

AUDIT DEPARTMENT

The Commissioners' Office has established an audit program for the purpose of auditing business personal property taxes and all excise taxes collected by businesses and held in trust for the County. This insures uniformity in the taxation of business property and promotes compliance in the reporting of property owned.

COUNTY ADMINISTRATION

(ADMINISTRATION/CLERK)

MISSION

The Board of Supervisors appoints the County Administrator to implement the policies of the Board and direct the day to day operations of local government. The County Administrator, by state statute, serves as Clerk of the Board. This office prepares recommendations on issues considered by the Board, directs the operation of all departments within County government, advises effected parties of Board actions, ensures compliance with state and federal regulations, develops and administers fiscal plans and provides staff support to the Supervisors.

GOALS/OBJECTIVES

- Present a balanced budget.
- Create and maintain an organizational performance measurement system.
- Implement a clear vision, principles and goals provided by the Board of Supervisors.
- Direct the County's High Performance Organization movement to make '**Stafford -the Best Local Government in Virginia**' through employee engagement, leadership development, innovation and creativity.
- Provide exceptional staff support to the Board and citizens of the County.
- Administer the equitable and efficient delivery of County services to citizens, businesses, and visitors.
- Standardize resolutions and ordinances for ease of preparation and to ensure a more comprehensive explanation to the public.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Minutes Archived	34	36	30
Board Packages Processed	475	500	550
Service Quality			
Coordinated Public Hearings	100	110	100

ACCOMPLISHMENTS

- Continued in the Leadership Institute.
- Third Annual B.E.S.T. Fest.
- Conducted training on Board packages to assist staff in the preparation of Board materials ensuring all inclusive details for the Board and public.
- Executed contracts for County procurement cards (P-Cards) services.
- Conducted employee survey.

COUNTY ADMINISTRATION

(Public Information)

MISSION

The Public Information Office ensures that citizens receive timely and accurate information about County services and initiatives through press releases; media advisories; programming on cable television channels; staff-produced articles and brochures; media interviews; press conferences; and the County's Web site. Staff works with each department to inform the public on various topics and serve as the County's spokespersons, working with the Board of Supervisors, Constitutional Officers and staff. The Public Information Office plays a major role in internal communications by working with various departments and committees to publicize County programs including high-performance organization initiatives, employee surveys and various benefits studies; events; policy changes; and new initiatives in order to keep employees better informed and thus better equipped to provide high quality customer service. Staff spends a large amount of time on cable television related work, including creating and updating information on the scrolling bulletin board that runs 24 hours a day, seven days a week; coordinating all government meetings to be taped and broadcast by the County's video contractor; facilitating the resolution of complaints by cable subscribers with the cable television providers in Stafford County; and serving as a liaison with to the Telecommunications Commission.

The Public Information Office also manages the Citizens Assistance and Volunteer Services Office, which provides a central in-house resource for customer service and information on County services and complaints. Staff recruits, trains and places more than 100 volunteers in various departments to assist with a number of tasks. In addition, volunteer teams assist staff in responding to emergencies and natural disasters by answering a special telephone help line, and by providing assistance to pet owners and animals during emergency situations.

GOALS/OBJECTIVES

- Enhance Stafford County's image as a progressive locality where citizens are valued and respected.
- Update and distribute annual Residents Guide to all residents.
- Produce a quarterly newsletter to inform citizens about County services, meetings and special events, and to promote cultural, recreational and civic activities, thereby ensuring caring and neighborly communities.
- Generate at least 225 press releases and articles about County services and initiatives that highlight Stafford's high quality, most efficient, and effective customer service efforts; our work to promote learning, innovation and creativity; and our ability to keep a historical perspective while planning for the future.
- Win at least five awards from state and national associations that recognize high quality work by local governments.
- Institute a year-round campaign to educate citizens about general emergency preparedness, and inform the public about emergency services provided by the County.
- Publish an employee newsletter and weekly news bulletin, *Around the Watercooler*, to emphasize the County's vision and values which highlights Stafford's efforts to be the best local government in Virginia.
- Conduct a media training class for County staff to assist them in communicating effectively with media representatives and consequently ensure that a factual and accurate message is delivered.
- Work with Information Technology Services to enhance the Web site to provide access to comprehensive information about County services 24 hours a day, seven days a week.
- Enhance internal employee communications about B.E.S.T. Values and High Performance Organization efforts, and write and distribute memos about various employee initiatives and general policies affecting all employees to ensure accurate information is shared on a timely basis.
- Conduct two sessions of New Employee Orientation each month which includes an overview of the Stafford County Government, customer service programs, and tours of Stafford Government campus and key government facilities and historic sites.
- Enhance the ombudsman, customer reception (at county administration and judicial centers) and county switchboard services currently provided.
- Raise awareness of county history, current initiatives and citizenship to school students through tours and other special programs such as Student Government Day.

COUNTY ADMINISTRATION
(Public Information)

GOALS/OBJECTIVES (cont'd)

- Provide training opportunities for corps of volunteers who serve in County offices and on various volunteer teams.
- Update Citizen Assistance and Volunteer Web site to include calendars, online volunteer applications, and volunteer resources in the County.
- Enhance recruitment and retention of volunteers.
- Serve as the lead agency on the County's overall customer service initiatives, leading the Customer Service Committee, and promoting high quality customer service practices in all County departments.
- Promote a positive image of Stafford County by providing the best customer service to visitors, callers and customers; observing and responding to customer trends, compliments, and concerns; anticipating needs for public information; and supporting a possible transition to a centralized call center.
- Augment current publications that promote County services and provide information, and continue adding to current database of resources for special needs and concerns.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Information re: Internal Communication, County Initiatives, Current Events	100%	100%	100%
Residents Informed about County Services/Initiatives/Emergency Info/Events	100%	100%	100%
Web Site: Post press releases/calendar of meetings/special events; coordinate with Webmaster to ensure timeliness and accuracy of information	100%	100%	100%
Publications distributed, including new Residents Guides	4,900	10,000	48,000
Active volunteers serving Stafford County	140	150	150
Outputs			
News Releases, Articles, Speeches, Advertisements, Proclamations, etc.	400	450	525
Set Up Media Interviews/Press Conferences with County Staff	56	200	275
Hours of Cable Television Programming	8,760	8,760	8,760
Production Hours for Cable Programming/SCALA Slides/Coordinating Broadcasts of Board and Commission Meetings	832	480	500
Issues of Citizen Guide/Annual Report	0	1	1
Issues of Citizen Newsletter	0	0	4
Issues of <i>The County Line</i> Employee Newsletter/ <i>Around the Watercooler</i>	58	58	58
Hours Dedicated to Employee Relations and Internal Communications Including HPO, B.E.S.T. Fest, Values Development, United Way, Salute to Stafford Day, New Employee Orientations, Student Government Day, Customer Service Appreciation	516	600	810
Number of Hours Dedicated to County and Regional Committees	65	75	365
Special Events: B.E.S.T. Fest, Salute to Stafford, ribbon-cuttings and grand openings for County Departments, Day of Caring, school tours, Student Government Day	15	18	22
Number of citizen inquiries/complaints addressed by Citizen Assistance Office	84,000	64,000	64,000
Volunteer Service Hours	13,000	10,074	10,000
Service Quality			
County Department and Initiatives receive National/State/Local Recognition	100%	100%	100%
Cable Subscribers Exposed to 24/7 Programming About County Government (Number reflects total Adelphia and Cox subscribers)	27,000	24,684	24,605

COUNTY ADMINISTRATION

(Public Information)

SERVICE LEVELS (Continued)

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Service Quality (Continued)			
Complaints Successfully Referred/Satisfied	3,500	4,000	4,100
Staff/Volunteers Trained in Customer Service	800	900	900
Efficiencies			
Tax Dollars saved by County using Volunteer Hours	\$269,000	\$289,700	\$189,988

ACCOMPLISHMENTS

- Created the County's first Residents Guide/Annual Report, which was mailed to every household and distributed through the Porter Library, Realtors offices, homeowner associations and various schools as well as to new residents of Stafford.
- Devised and implemented a campaign that included press releases, postcards and door hangers to educate citizens about measures to conserve water during a severe drought, contributing to a decrease in water demand; used local, Washington D.C., and Richmond, Va., media outlets to inform residents about mandatory water conservation measures.
- Worked with the members of the Telecommunications Commission to successfully negotiate a television franchise agreement with Cavalier Telephone.
- The Public Information Administrator participated in meetings about the realignment of the County's community development agencies (Planning and Zoning, Code Administration, Public Services, Office of Transportation, etc.) and designed a campaign to inform employees and the public about the impact of the changes on business procedures, administrative processes and customer service.
- Worked with the Fire and Rescue Department to offer Stafford Alert to citizens, which sends them text alerts about major emergencies such as severe weather, traffic, road closures, and school closings on their cell phones, pagers, PDAs and e-mail accounts.
- Worked with the Information Technology Department to renovate the Intranet for employees, and provided regular updates of information on that site.
- Enhanced the information on the scrolling bulletin board that runs 24 hours a day, 7 days a week on the government cable channels to include details on various departments, programs and events.
- Worked with the Department of Information Technology and VTS Productions to ensure that all Board of Supervisors and Planning Commission meetings were broadcast live and taped for replaying later to Comcast and Cox cable television subscribers.
- Coordinated the County's participation in a nationwide Web cast on Pandemic Flu.
- Designed a brochure on pandemic flu for the Rappahannock Health District, which they offered as model to all localities in Planning District 16.
- Created a presentation for employees on the County's organizational values and employees' contributions to the County's mission to become the best local government in Virginia.
- Continued spearheading the County's internal communications program to include Countywide employee meetings with staff from County Administration, memorandums on various issues of importance to employees and flyers on special employee events.
- Served on employee committee to establish B.E.S.T. University, an internal education and training program for employees that revolves around the County's organizational values of Balance, Empowerment, Service and Teamwork.
- Initiated extensive media coverage of the Fire and Rescue Department's first training academy, which resulted in a series of articles and photos that ran in the Free Lance Star over a the course of the academy.

COUNTY ADMINISTRATION

(Public Information)

ACCOMPLISHMENTS (Continued)

- Conducted extensive research on a centralized call center by visiting other jurisdictions and educating the County's Leadership Team on the benefits of a call center resulting in countywide staff support for implementation over the next few years.
- Successfully transitioned ERCAT (Emergency Response Citizen Assistance Team) program into current C.E.R.T. (Citizen Emergency Response Team) program through a partnership with the Department of Fire and Rescue. This is a nationwide program designed to train and recruit volunteers to assist emergency staff during times of disaster, natural or otherwise.
- Coordinated and conducted new Employee Orientation program through a partnership with the Department of Human Resources. This program is a thorough, two day course in which Customer Service, Values Development, Internal Communications and Leadership Training is taught to ALL new employees. Tours of County facilities are also provided.
- Updated and streamlined volunteer applications and records-keeping procedures in the Citizen Assistance and Volunteer Services office, resulting in more accurate tracking and evaluation of volunteer opportunities and volunteer availability.

ADDITIONAL INFORMATION

The Public Information Manager's office supports the Telecommunications Commission and acts as a liaison with the local cable television stations to ensure compliance with the Cable Television Franchise Agreements. Staff in this office write press releases, articles for other publications, letters to the editor, and commentaries for newspapers; produce the employee newsletter, *The County Line*, and the weekly employee news bulletin, *Around the Watercooler*, and *In the Loop*, a weekly one-page newsletter for the Board of Supervisors and senior managers about grants and special programs; coordinate special events; draft proclamations for adoption by the Board; assist the Board with special requests; write speeches as requested by the Board and staff; and write and submit award applications for County programs.

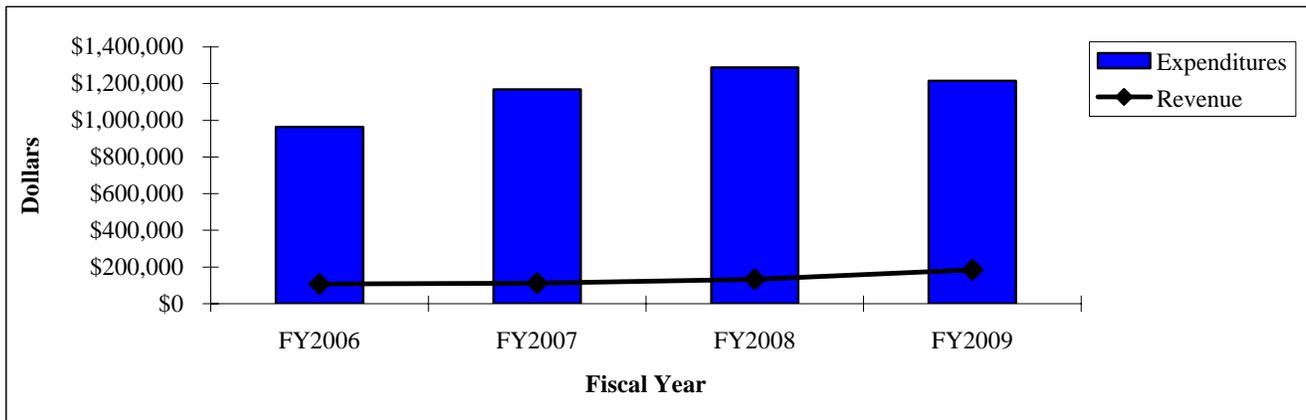
The Citizens Assistance and Volunteer Services Office leads the County's customer service efforts and provides the first impression of Stafford County to many callers and visitors. The volunteers at the main reception desk in the Administration Center are the first individuals to whom visitors speak, and they are expected to have up-to-date information at their fingertips. Volunteers play a major role in emergency response, providing information to citizens, and answering non-life threatening calls that are transferred from Stafford's Emergency Communications Center.

COUNTY ADMINISTRATION

(Summary)

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$826,444	\$1,069,076	\$1,151,188	\$1,107,880	(\$43,308)	-3.76%
Operating	137,392	98,164	136,101	107,361	(28,740)	-21.12%
Total	963,836	1,167,240	1,287,289	1,215,241	(72,048)	-5.60%
Revenue	107,182	112,096	133,306	185,277	51,971	38.99%
Local Tax Funding	\$856,654	\$1,055,144	\$1,153,983	\$1,029,964	(\$124,019)	-10.75%
Full-Time Positions	11	12	11	11	0	0.00%
Part-Time Positions	1	2	2	2	0	0.00%



BUDGET VARIANCES

Personnel Variance of -3.76% is attributed to the following:

- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm
- Eliminated funding for an Intern Position and Part-time Public Information Technician; Kept vacant the Deputy County Administrator position.

Operating Variance of -21.12% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Eliminated replacement computers and software
 - Eliminated County Administration Lobby renovations
 - Eliminated and significantly reduced office supplies, meeting expenses, books/subscriptions, dues/memberships, transportation

COUNTY ATTORNEY

MISSION

The County Attorney provides the Board of Supervisors, its agencies and commissions, the County Administrator, his staff and departments, and the constitutional offices professional and timely legal representation and advice. In addition, this office represents the County and its agencies in litigation before all courts and administrative tribunals along with effectively advising the Board of Supervisors, Planning Commission, and Community Policy Management Team.

GOALS/OBJECTIVES

- Successfully conclude legal matters in a timely manner.
- Engage in preventative legal practices, including education (i.e., FOIA training), in an effort to reduce litigation exposure.
- Comprehensive review and update of County Code provisions.
- Team with reorganized Planning & Zoning Department and Code Administration to enhance enforcement matters relating to zoning enforcement and code administration.
- Work on revisions to Securities procedures and process for pursuing defaulted agreements.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Advise official bodies, including the Board of Supervisors, Planning Commission, CPMT, and the Towing Board (Manual Tracking)	500	525	600
Property Acquisition and Deed of Dedication Review (Manual Tracking)	436	400	425
Outputs			
Litigation (general) (Manual Tracking)	60	75	75
Service Quality			
Provision of legal advice to County Departments and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking)	2,000	2,250	2,300
Efficiencies			
Monetary Collections (Including Bankruptcy and Utility collection cases) (Manual Tracking)	650	700	750

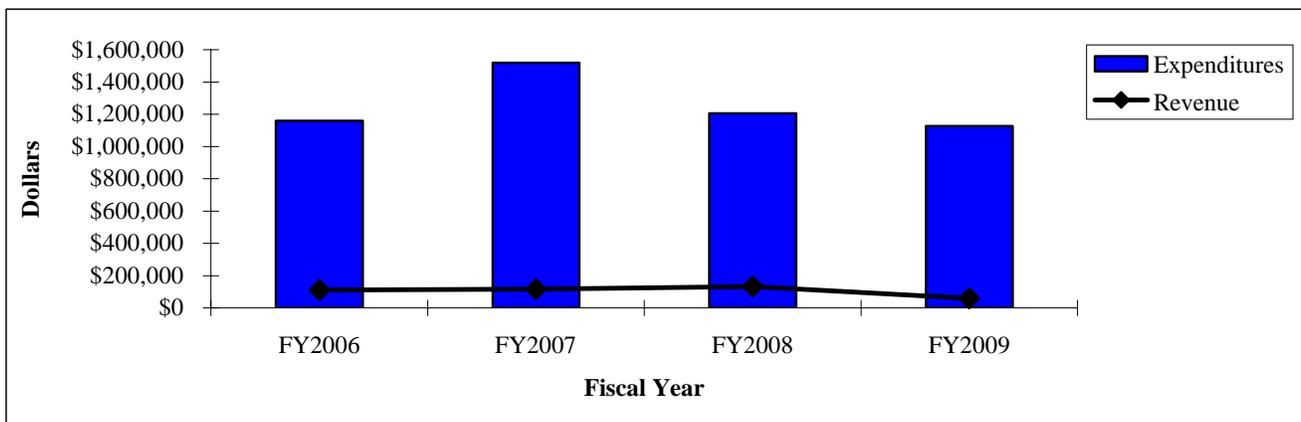
ACCOMPLISHMENTS

- Finalized transfer of Department of Social Services cases from outside legal counsel to the County Attorney's Office thereby reducing the need for and cost of outside legal counsel. We currently have approximately 6 cases being handled by outside counsel.
- Completed major overhaul of the office bankruptcy and warrant in debt filing/tracking system.
- Successfully concluded the Widewater fire truck litigation.

COUNTY ATTORNEY

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$631,473	\$850,055	\$1,006,385	\$1,004,606	(\$1,779)	-0.18%
Operating	528,761	668,186	199,583	122,438	(77,145)	-38.65%
Total	<u>1,160,234</u>	<u>1,518,241</u>	<u>1,205,968</u>	<u>1,127,044</u>	<u>(78,924)</u>	<u>-6.54%</u>
Revenue	110,798	116,586	132,022	59,468	(72,554)	-54.96%
Local Tax Funding	<u>\$1,049,436</u>	<u>\$1,401,655</u>	<u>\$1,073,946</u>	<u>\$1,067,576</u>	<u>(\$6,370)</u>	<u>-0.59%</u>
Full-Time Positions	6	9	9	9	0	0.00%



BUDGET VARIANCES

Personnel Variance of -0.18% is attributed to the following:

- 1.2% Cost of living Increase effective January 1, 2009
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -38.65% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget, the following line items were decreased:
 - Management Services
 - Legal Fees
 - Dues & Memberships

FINANCE

MISSION:

The Finance Department shares in the responsibility and opportunity to contribute to the success of the County's vision. It strives to provide friendly, courteous, knowledgeable and prompt service to all external and internal customers. The department is committed to teamwork and recognizes the contributions of each team member.

The Finance Department is responsible for establishing, maintaining and enforcing sound fiscal policies for the County, promptly disbursing funds and accounting for and safeguarding the County's financial resources. It oversees the County's debt issuances and assures that such transactions are financially and legally sound.

GOALS/OBJECTIVES:

- CAFR - Prepare Comprehensive Annual Financial Report (CAFR) and submit to the Government Finance Officers' Association (GFOA) Certification Program.
- Accounts Payable - pay invoices within 3 weeks of invoice date; promote ACH vendor payment program.
- Payroll - produce accurate payrolls, direct deposit notices and benefits checks; produce accurate and timely statutory reports.
- Financial System – analyze current finance and accounting system to assure effectiveness and efficiency.
- Utility Billing – produce accurate monthly billing; analyze the billing system and current trends for effectiveness and efficiency.
- Delinquent Utility Collections – recover 70% of delinquent accounts.
- Landfill Billing – produce accurate monthly billing.
- Debt Management - analyze and communicate debt position; coordinate efforts with schools, utilities and CIP; seek enhanced rating status from ratings agencies.
- Capital Asset Management - conduct physical inventory; accurately post acquisitions and disposals.
- Risk Management - audit insurance protection; seek competitive bids for insurance coverages and deductibles; administer workers compensation program; analyze safety needs of County departments and implement programs to address needs.
- Purchasing – monitor P-card program for efficiency and effectiveness; utilize state and local purchasing alliances; conduct surplus property auction.

SERVICE LEVELS

	FY 2007 Actual	FY 2008 Budget	FY 2009 Plan
Outputs			
Bids/RFP's Processed (HTE Financial System)	87	94	100
Purchase Orders Processed (HTE System)	1,800	1,900	2,000
Annual Volume of Purchase Orders Processed (in millions of dollars) (HTE System)	\$130	\$125	\$135
Landfill Bills Processed (Landfill System)	350	360	360
Utility Bills Processed (HTE System)	360,000	375,000	375,000
Payroll Checks Processed (HTE System)	24,500	25,000	25,000
Invoices Processed (HTE System)	75,000	73,000	80,000
AP Checks Issued (HTE System)	27,000	25,000	28,000
Depts. Inventoried for Capital Assets	2	3	3
Service Quality			
Consecutive Years GFOA Certificate (GFOA)	25	26	27
Invoices Processed w/in 3 Weeks of Invoice Date (HTE System)	90%	90%	90%
Bond Rating (Rating Agencies)	AA- /Aa3/AA-	AA- /Aa3/AA-	AA- /Aa3/AA-

FINANCE

SERVICE LEVELS (Continued)

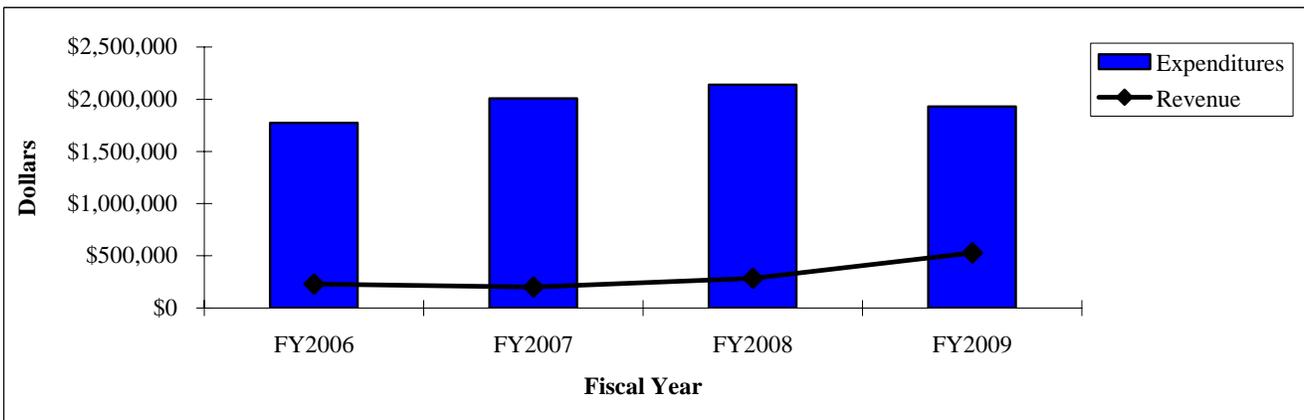
	FY 2007 Actual	FY 2008 Budget	FY 2009 Plan
Efficiencies			
ACH Vendor Payment percentage (new program projection)	5%	10%	10%
Employees Paid by Direct Deposit (HTE System)	100%	100%	100%
Purchasing conducted with P-Cards (new program projection)	2%	10%	15%
Length of time to complete monthly closing (days)	30	30	25
Recovery of delinquent water and sewer accounts Utility Delinq Rpt	67%	69%	70%
Lost work days from accidents (Insurance Report)	70	60	70

ACCOMPLISHMENTS

- Received 25th consecutive Certificate of Achievement for Excellence in Financial Reporting for the County's FY2006 CAFR.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,051,042	\$1,194,650	\$1,361,875	\$1,101,719	(\$260,156)	-19.10%
Operating	711,789	798,626	777,734	827,683	49,949	6.42%
Capital	9,511	13,950	0	0	0	0.00%
Total	1,772,342	2,007,226	2,139,609	1,929,402	(210,207)	-9.82%
Revenue	229,253	202,007	286,252	529,030	242,778	84.81%
Local Tax Funding	\$1,543,089	\$1,805,219	\$1,853,357	\$1,400,372	(\$452,985)	-24.44%
Full-Time Positions	17	18	18	18	0	0.00%
Part-Time Positions	2	2	2	2	0	0.00%



FINANCE

BUDGET VARIANCES

Personnel Variance of -19.10% is attributed to the following:

- Vacancy savings – 2 full-time and 1 part-time.
- 1.2% Cost of living Increase.
- Increase in health insurance cost as recommended by consulting firm.

Operating Variance of 6.42% is attributed to the following:

- Increase due to rising cost of Insurance.

Capital Variance of 0.00% is attributed to the following:

- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget.

Revenue Variance of 84.81% is attributed to the following:

- Increased indirect cost allocation

HUMAN RESOURCES

MISSION

Human Resources provides services that support and develop our employees in their service to the citizens of Stafford County and customers. This includes the administration and operation of the County's total compensation system including employee health, compensation and benefit programs, recruitment and selection, training and development. Human Resources administers a total compensation program (salary and benefits) based on the market which provides internal equity throughout the workforce and competes in relevant labor markets. In addition, the Equal Employment Opportunity Program ensures effective management of a diverse workforce and non-discriminatory practices in all areas of human resources management. Human Resources also provides training, development and wellness programs for county employees to promote employee growth and encourage balanced and healthy lifestyles.

GOALS/OBJECTIVES

- Implement the employee performance management evaluation program.
- Prepare and coordinate RFP process for health care contract renewal.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Payroll Entry/Changes	1,725	1,800	1,900
Number of Training Programs offered/coordinated	10	25	50
Number of Applications received	5,500	6,000	6,000
Number of Compensation Surveys completed	20	27	24
Outputs			
New hires (HTE)	400	450	450
Total Number of Attendees at New Employee Orientations	190	250	225
Number of Positions Recruited	110	200	230
Service Quality			
% of Letters of Offer completed within 3 days	90%	98%	98%
Average number of days to fill a position			200
Average time to research/investigate employee compensation issues (days)	30	30	30
Efficiencies			
Turnover Rate – (FTEs)	20%	17%	11%
Cost per hit on the Neogov Applicant Tracking System	\$0.30	\$0.01	\$0.01
Cost to hire an employee – (FTEs)	\$130	\$130	\$275
Vacancy rate – (FTEs)			8%

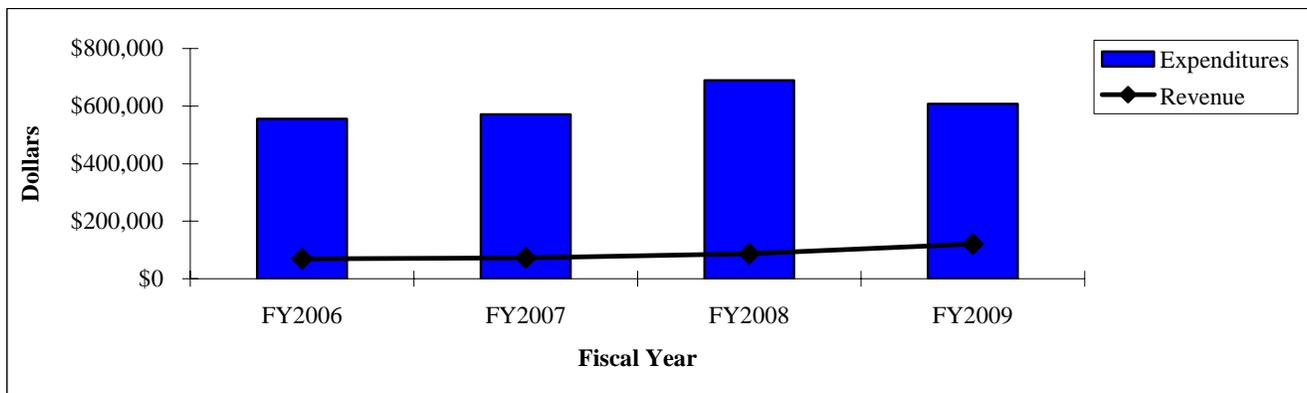
ACCOMPLISHMENTS

- Implemented second phase of market based compensation program.
- Implemented a phased approach to employee contributions for Health Care during the Health Care Strategic Plan process.
- Participated in the regional development of the Local Government Academy through Germanna Community College and other local governments.
- Completed two cohorts of the Leadership Institute in cooperation with the Stafford Schools and UVA.
- Created and developed an employee orientation program that sets the foundation for success for new hired employees and a positive refresher course for current ones.
- Completed the development of the new performance management system.
- Developed a Drug Free workplace policy for pre-screening potential new hires as well as expanding the testing for current employees.

HUMAN RESOURCES

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$463,424	\$453,373	\$578,412	\$555,434	(\$22,978)	-3.97%
Operating	92,068	118,012	111,688	52,343	(59,345)	-53.13%
Total	555,492	571,385	690,100	607,777	(82,323)	-11.93%
Revenue	69,549	72,737	86,501	121,025	34,524	39.91%
Local Tax Funding	<u>\$485,943</u>	<u>\$498,648</u>	<u>\$603,599</u>	<u>\$486,752</u>	<u>(\$116,847)</u>	<u>-19.36%</u>
Full-Time Positions	7	7	7	7	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



BUDGET VARIANCES

Personnel Variance of -3.97% is attributed to the following:

- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm
- One full-time position will be unfilled for FY09.

Operating Variance of -53.13% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Consulting services was reduced for FY 09
 - Career development budget was eliminated
 - Education and Tuition Assistance eliminated
 - Printing and Binding eliminated
 - Seminars and Conferences eliminated

INFORMATION TECHNOLOGY

MISSION

The mission of the Information Technology department is to provide hardware and software information systems and technologies that enable County departments to accomplish their respective missions and to provide department personnel with information relative to their operations, support strategic planning, promote effective resource management, enhance customer service, and promote internal and external communications.

GOALS/OBJECTIVES

- Improve information sharing across county departments by expanding the information that is available through the Inside Stafford Intranet. Recommendation from the Strategic Technology Plan.
- Improve the technology governance process by establishing an Information Technology Leadership Team. Recommendation from the Strategic Technology Plan.
- Centralize the control of the desktop environment in the IT department to eliminate non-standard desktops that complicate support and roll-outs of hardware and software. Recommendation from the Strategic Technology Plan.
- Develop a plan for providing additional services and capabilities to constituents of the County through the Internet. Recommendation from the Strategic Technology Plan.
- Begin the process of replacing the County's Public Safety System with a more modern CAD/RMS system Recommendation from the Strategic Technology Plan.
- Increase training opportunities for employees with focus training and the Mind Leaders training program.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
% Of time supporting Constitutional Offices, Schools, Soc. Svcs., Registrar, and Courts (TrackIt & Project Databases)	35%	40%	40%
% Of time supporting County Admin Departments (TrackIt & Project DB)	65%	60%	60%
Employees attending computer training (Training Log)	593	300	600
Website Visitors – staffordcountyva.gov (Websense)	581,000	600,000	625,000
Website Page Views – staffordcountyva.gov (Websense)	3,101,305	4,500,000	4,500,000
Outputs			
New PCs installed (TrackIt)	118	100	100
Help Desk Calls Solved (TrackIt)	2,886	2,800	3,000
Project Requests Completed (Projects Database)	640	750	750
Number of LAN/WAN Devices	993	1000	2000
Service Quality			
% Of up-time on County website and email (7x24) (Downtime Log)	98.5%	99%	99%
% Of up-time on non public safety systems (8am –5pm) (Downtime Log)	99.5%	99.5%	99.5%
% Of up time on CAD systems (7 X 24) (Downtime Log)	99.9%	99.9%	99.9%
Average number of minutes to solve a help call (TrackIt)	30	30	30
% Of project requests completed by requested date (Project database)	86%	70%	85%
Efficiencies			
Av. hourly cost for help desk calls (TrackIT) 2002 Industry Std \$60.00	\$26.00	\$30.00	\$26.00

INFORMATION TECHNOLOGY

ACCOMPLISHMENTS

- Assisted Parks and Recreation implement “Reggie” the new online web based registration system. Reggie is a convenient way for Parks and Recreation customers to register for programs and pay online. Reggie produces an electronic file of collected payments for processing through the County’s financial system. In addition, Reggie customers can also sign up to receive email notifications regarding Parks and Recreation programs.
- Implemented a new telephone system for the County that uses VOIP technology. The new phone system is installed in all County departments and constitutional offices, including remote offices. Some of the features of the new system include call center and auto attendant, corporate directory and many other features that were not available with the previous phone system. Having all County government offices on the same phone system is a major improvement. In addition, the IT department can quickly take care of additions, moves and other changes without paying an outside telephone provider to do the job on their schedule.
- Implemented a new intranet called Inside Stafford to enhance communications within the County government. Inside Stafford also contains a document center, where departments can share documents, forms and other electronic media.
- The IT department plays an important role in the opening and ongoing operations of the new Public Safety Building. This includes the operation of key application systems, telephone systems, and the network that provides internal service and connectivity to outside networks.
- Increased training is being offered in H.T.E., Hansen and other software.
- Working with an outside consultant a Strategic Technology Plan was developed that included input from all County departments and Constitutional Offices. The STP identifies areas of opportunity for the County to improve the use of technology and recommends a plan of action that covers FY08 – FY12.
- Responsible for the installation of a major upgrade to the Board Room’s audio/visual system including enhancements to the quality of televised meetings.

INFORMATION TECHNOLOGY (GEOGRAPHIC INFORMATION SYSTEMS)

MISSION

The Geographic Information System (GIS) Office supports county government with geographic analysis, survey control information, maps and data. This information is used to provide improved decision making and information to support the missions of other county departments, the Board of Supervisors and citizens. The system serves as a data depository on land boundaries and geographic data. This information is maintained to reflect the changing face of Stafford. The GIS Office provides technical assistance, base data, organization, quality checks, maps, and support to other internal GIS users and departments.

GOALS/OBJECTIVES

- Maintaining and adding of GIS Data to the Geodatabase. Currently have approximately 400 data layers.
- Continued integration of GIS with GEAC, Hansen, Proval, data warehouse systems, and recently Onbase imaging system.
- Provide regular updates of the road centerline, addressable structures, police response areas and fire/rescue run areas to the GEAC CAD system.
- Continued enhancement of the internal and external web-interactive mapping. These websites serve as a primary means of delivering GIS information and data to the public and for county employees.
- Maintain consistent high quality GIS data: hydrology, stormwater facilities, impervious cover, road edges, addresses, county-owned facilities, and natural land cover.
- Ensure that the road centerlines (address ranges), buildings, and parcel mapping are updated as close as possible to final plat approval. Realign the parcel boundaries & building footprints according to the new 2006 imagery & maintain as such.
- Provide windshield-level photography along the major roads in the county to be used by all departments.
- Coordinate efforts with other GIS workers in the Planning and Zoning Department, Commissioner of the Revenue Office, Utilities Department, Code, Sheriff's Office and Schools.
- Continue coordination and cooperation with regional agencies (GWRC, FAMPO, Stafford Regional Airport, Northern VA GIS Managers, Metro. Washington Council of Governments, and Virginia Geographic Information Network).
- Continue to GPS all stormwater manholes in curb & gutter subdivisions and digitize all piping.
- Continue to use the software purchased last fiscal year to improve and expand GIS services internally. Address linking software allows GIS to create addresses for major subdivisions in GIS and Hansen, no longer duplicating efforts. Feature Analyst allows us to extract impervious surface and outbuildings from our new 2006 imagery. Geodox allows users to view Onbase imaging documents by clicking on GIS parcels.
- Review of all digital major and minor subdivision final plats.
- Fulfill internal & external mapping information requests.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
GIS Interactive & Static Web Site number of Visits	104,000	156,000	182,000
Outputs			
Hours worked responding to public inquires and data requests (Project database)	325	350	400
Project requests completed (Project database)	240	275	300
Number of GIS layers maintained	425	450	475
Service Quality			
% Project requests completed by requested date	85%	85%	85%

INFORMATION TECHNOLOGY (GEOGRAPHIC INFORMATION SYSTEMS)

ACCOMPLISHMENTS

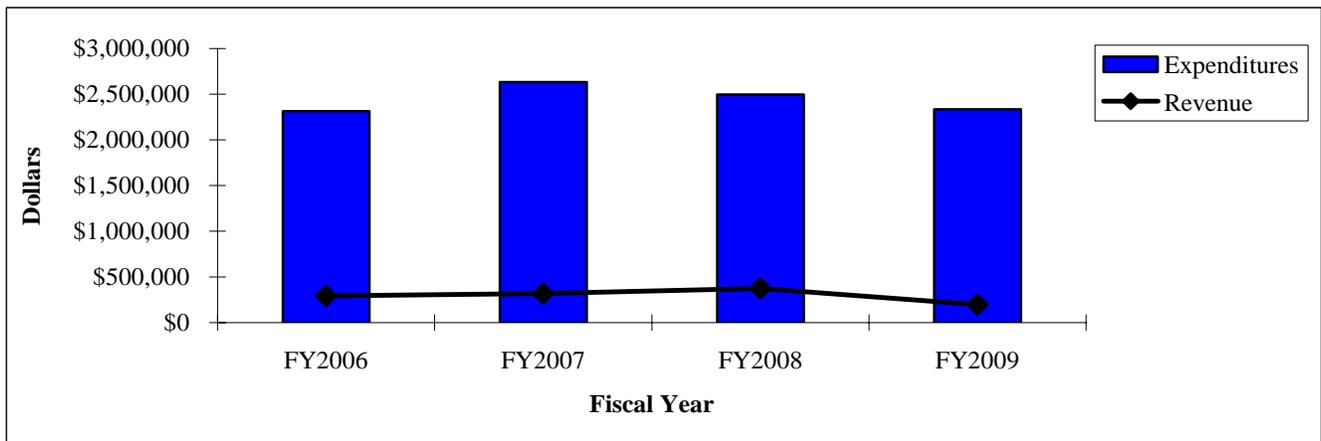
- Internal web-mapping interactive sites allow co-workers to now view GIS map layers and their associated data along with the aerial photography and print these maps. COR, Utilities, Planning and Zoning, and Code have mapping sites made exclusively for their needs. Additional images of residential & commercial structures, stormwater manholes and outfalls are also available and linked to their perspective GIS layers.
- Continuous growth of the Geodatabase. Have approximately 450 layers in the ArcSDE geodatabase for SQL Server. Can now query much more easily, Proval and Hansen systems which are also in SQL Server.
- The GIS is continuing to be used to update the CAD system with up-to-date street address data and police, fire and rescue response areas. This effort improves the accuracy and efficiency of maintaining geographic information in the CAD system. COR photos of residential & commercial buildings and the addition of driveways have also been added.
- Thousands of Stormwater manholes are being GPS and incorporated into the GIS system, along with the creation of stormwater pipes for Code. Work progress can be viewed on the Code web-mapping interactive site.

INFORMATION TECHNOLOGY

(Summary)

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,489,024	\$1,705,625	\$1,822,138	\$1,816,366	(\$5,772)	-0.32%
Operating	688,598	830,615	494,449	386,703	(107,746)	-21.79%
Capital	137,140	97,579	180,800	132,045	(48,755)	-26.97%
Total	2,314,762	2,633,819	2,497,387	2,335,114	(162,273)	-6.50%
Revenue	291,196	317,280	375,453	194,779	(180,674)	-48.12%
Local Tax Funding	\$2,023,566	\$2,316,539	\$2,121,934	\$2,140,335	\$18,401	0.87%
Full-Time Positions	20	20	21	21	0	0.00%
Part-Time Positions	3	2	2	2	0	0.00%



BUDGET VARIANCES

Personnel Variance of -0.32% is attributed to the following:

- Eliminated one intern position
- \$6,000 decrease in overtime
- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -21.79% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Eliminated disaster recovery initiatives to ensure key systems and processes are operational as soon as possible in the event of a disaster
 - Eliminated development of a information system for Customer Service Center

Capital Variance of -26.97% is attributed to the following:

- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget
 - Delaying planned upgrades to application servers

OFFICE OF INTERNAL AUDIT

MISSION:

The Chief Internal Auditor shall be named through appointment by a majority vote of the Board and shall serve at the discretion of the Board. Government auditing independently reviews, evaluates and reports on the financial condition, the accuracy of financial record keeping, compliance with applicable laws, policies, guidelines and procedures, and efficiency and effectiveness of operations.

GOALS/OBJECTIVES:

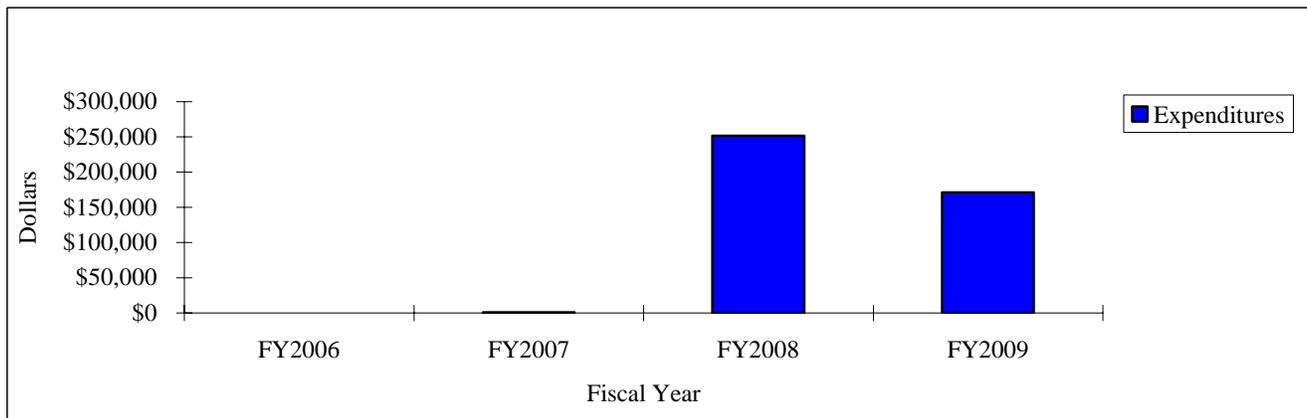
- Submit a one to five year audit schedule to the Board through the Audit Committee for review and comment.

ACCOMPLISHMENTS

- The Board is currently interviewing for the Chief Internal Auditor.

BUDGET SUMMARY

	<u>FY2006</u> <u>Actual</u>	<u>FY2007</u> <u>Actual</u>	<u>FY2008</u> <u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>FY2009</u> <u>Changes</u> <u>'08 Adopted to '09 Adopted</u>	
Costs						
Personnel	\$0	\$0	\$237,907	\$157,068	(\$80,839)	0.00%
Operating	0	650	13,950	13,950	0	0.00%
Local Tax Funding	<u>\$0</u>	<u>\$650</u>	<u>\$251,857</u>	<u>\$171,018</u>	<u>(\$80,839)</u>	<u>0.00%</u>
Full-Time Positions	0	3	3	3	0	0.00%



BUDGET VARIANCES

Personnel Variance of 0% is attributed to the following:

- Office was created by the Board of Supervisors on September 5, 2006. Position to be operational 6/2/08.
- Eliminated Assistant Internal Auditor and support staff.

Operating Variance of 0% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
- Eliminated and significantly reduced office supplies, meeting expenses, dues/memberships

PUBLIC SERVICES (Property Management)

MISSION

In partnership with departments and agencies, Property Management is dedicated to providing quality support services. We accept the challenges of providing service in an effective, economical and efficient manner, with pride and concern for those we serve. Property Management is a service organization responsible for providing functional, clean, safe, and secure facilities at all times for use by County employees and citizens of Stafford County.

GOALS/OBJECTIVES

- Supporting contractor(s) with the construction of Government Island.
- Supporting contractor(s) with the construction of Stafford Fire and Rescue Station (Stafford).
- Assist and support staff with design of new Permit Center.
- Assisting with the renovations of the Courthouse.
- Support with the construction of Falls Run Library.
- Support with the construction of Juvenile and Domestic Relations Courthouse
- Energy Audit by staff to help reduce utility cost.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
Total facilities maintained (sq. ft.)	231,999	385,597	385,597
Owned facilities (sq. ft.)	220,335	369,585	369,585
Leased Facilities (sq. ft.)	1,800	16,012	16,012
Number of Facilities Leased	12	12	12
Pool Vehicles	10	8	7
Service Quality			
Work Orders Processed	11,000	11,660	11,800
Efficiencies			
Custodial Cost (sq. ft.)	\$0.77	\$.78	\$.78
Security Cost (sq. ft.)	\$1.34	\$1.30	\$1.31
Leased Facilities Cost (sq. ft.)	\$17.39	\$21.14	\$21.65

ACCOMPLISHMENTS

- Completion of the Public Safety Building.
- Completion of repairs to the Treasurer's Lobby and Office area.
- Completion of the Courtyard Project including new concrete steps and walkways.
- New signage at the Government Center to help the public.
- Remodel and furnish lobby and ground floor hallways.
- Roof repairs and snow guards installed at the Porter Library.
- Construction of new jury box to help Judges with Court trials.
- Completion of office space for Board of Supervisors and Social Services.
- Replaced carpet at Porter Library.
- Completion of Patawomac Park.
- Completion of the Berea Fire & Rescue Station.

PUBLIC SERVICES (STORMWATER PROGRAM)

MISSION

The Stormwater Management Division administers County wide post construction stormwater needs. Develops, reviews, researches design, constructs, inspects, maintenance & redesign of environmental & stormwater management systems. Provides customer service for drainage related complaints and concerns in a courteous, professional, cost effective and timely manner. Drainage concerns are investigated to determine the responsibility for repairs and maintenance. Manages approved maintenance and construction projects.

GOALS/OBJECTIVES

- Construction of the complete Drainage Improvement Plan (DIP).
- Design and construction of approved citizen's drainage complaint list.
- Board of Supervisors approval of a Stormwater Utility to provide a dedicated source of revenue.
- Implement a U.S Army Corps of Engineers approved site list for stream mitigation that is developer funded.

ACCOMPLISHMENTS

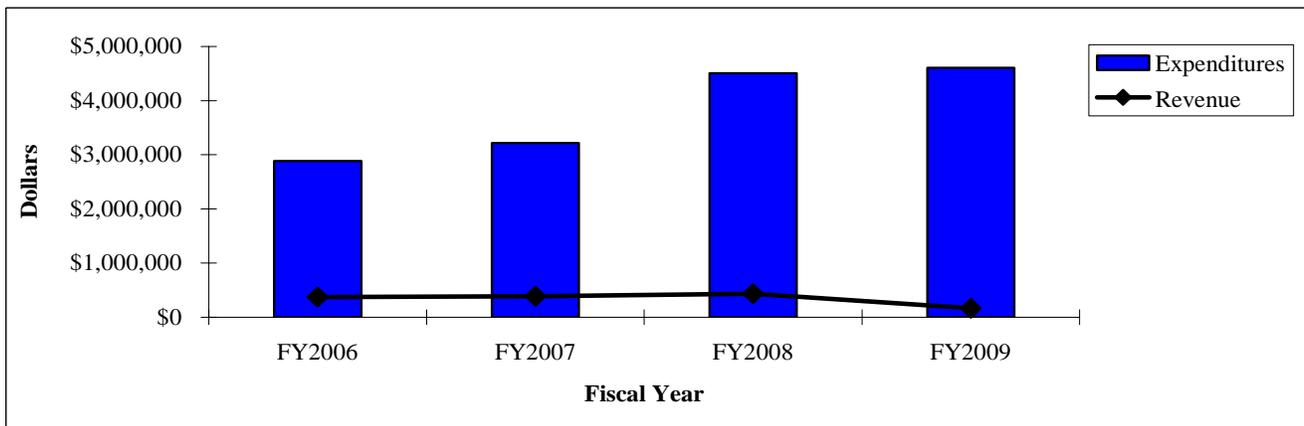
- Design of the Drainage Improvement Plan, Phase 1.
- Initiated proactive post construction stormwater inspection program utilizing Best Management Practice (BMP) initiated.
- Responded to, and solved, 50% of 150 drainage complaints. Coordinated with HOA's, VDOT, Code, Utilities, residential and commercial owners.

PUBLIC SERVICES

(Summary)

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,142,971	\$1,350,411	\$1,632,445	\$1,564,301	(\$68,144)	-4.17%
Operating	1,655,800	1,694,718	2,515,109	2,705,934	190,825	7.59%
Capital	86,686	169,424	357,317	337,000	(20,317)	-5.69%
Total	2,885,457	3,214,553	4,504,871	4,607,235	102,364	2.27%
Revenue	373,928	390,310	436,937	170,503	(266,434)	-60.98%
Local Tax Funding	\$2,511,529	\$2,824,243	\$4,067,934	\$4,436,732	\$368,798	9.07%
Full-Time Positions	19	19	26	26	0	0.00%
Part-Time Positions	2	4	4	4	0	0.00%



BUDGET VARIANCES

Personnel Variance of -4.17% is attributed to the following:

- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm
- Two Building Maintenance Mechanic I's for full year, budgeted for ½ year in FY08
- Three Custodian II's for full year, budgeted for ½ year in FY08
- Vacancy savings – 2 positions

Operating Variance of 7.59% is attributed to the following:

- Operating costs for Public Safety Building for full year. Budgeted for ½ year in FY08
- Operating costs for Berea Fire and Rescue station for full year. Budgeted for ½ year in FY08
- Cut all maintenance contracts at all facilities except those that are required by local, state or federal requirements
- Reduced Security at the Administration and Rowser Building.
- Reduced Building and Grounds maintenance and site improvements at all facilities.
- No training, seminars or conferences for employees.
- No computer replacements.

Capital Variance of -5.69% is attributed to the following:

- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget

REGISTRAR AND ELECTORAL BOARD

MISSION

The Registrar, an appointed constitutional officer, ensures that the opportunity to register and vote is available to all eligible residents. The Registrar conducts registration and elections as required by the Constitution, Code of Virginia and directives of the State Board of Elections. Besides managing efficient elections while protecting the integrity of the democratic process and promoting public awareness of the Electoral System, the Registrar also compiles and maintains accurate voter records and election results.

GOALS/OBJECTIVES

- Increase voter registration
- Update registration records
- Recruit, train, supervise and provide assistance to election officials
- Process absentee ballot requests

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
% of eligible voters registered (Outside Source)	82	85	85
New registrations (Outside Source)	4,500	4,000	6,000
Absentee voters (Manual Tracking)	1,700	2,000	4,500
Outputs			
Voters served at polling places (Accu-Vote OS2000 & ES2000)	30,000	35,000	49,500
Changes made to records (Outside Source)	1,600	1,600	2,400
Voters transferred/deleted (Outside Source)	2,500	2,400	2,600
Service Quality			
Applications accepted/notified within two weeks (Manual Tracking)	100%	100%	100%
Absentee ballots mailed within two days (Manual Tracking)	100%	100%	100%
Precinct totals reported within two hours (Manual Tracking)	25	25	25
Efficiencies			
Cost of election per vote (Manual Tracking)	\$4.92	\$4.03	\$3.94

ACCOMPLISHMENTS

- Insured all qualified citizens desiring to register are given the opportunity to register to vote.
- Provided citizens that would not be present on Election Day the opportunity to vote by absentee ballot.
- Provided professional and courteous support to candidates and voters.
- Conducted fair, impartial and efficient elections.

ADDITIONAL INFORMATION

The Office of the Registrar of Voters provides voter registration and election services to Stafford residents. This office was established in 1971, as required by the Constitution and Code of Virginia. Since 1986, the number of voters has increased from 19,319 to more than 69,000 in 2008. This growth is due to increasing population and voter registration initiatives. It is anticipated that the number of registered voters will increase to 70,000 by 2009. Based on the 2000 Census and current estimates, 82% of eligible Stafford citizens are registered to vote. This figure exceeds the state and national averages.

REGISTRAR AND ELECTORAL BOARD

ADDITIONAL INFORMATION (Continued)

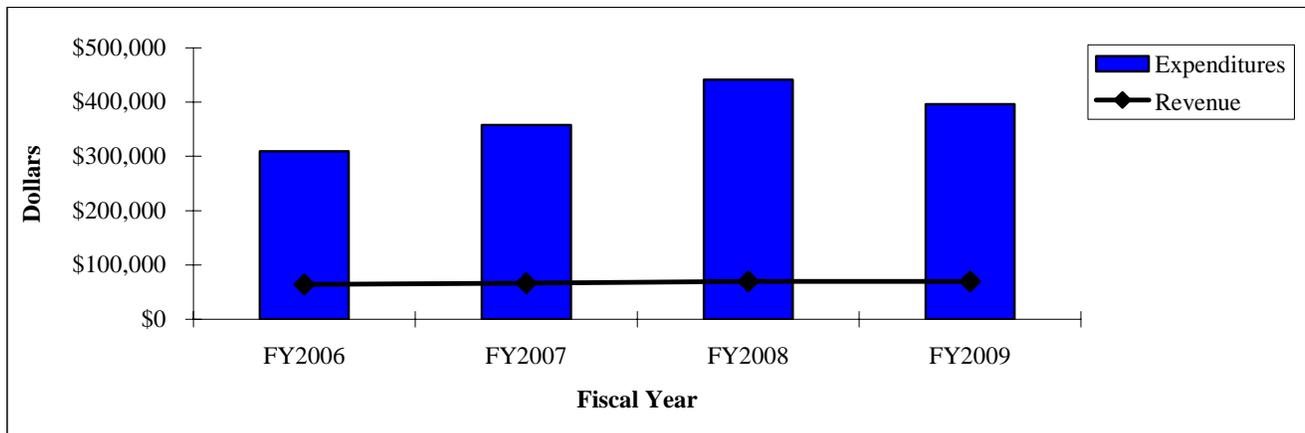
In 1987, the County established a Central Absentee Voting Election District to count absentee ballots. This insured timely election results and eliminated the necessity for election officials at each polling place to count the paper ballots at the close of the polls. In 1991, the County increased the number of precincts from 12 to 16; in 1995, that number increased to 20. Previously, the County had six geographical election districts with one at large district. In 2001, the County deleted the at large district and established one new district for a total of seven geographical election districts and 22 precincts. Two precincts were added in 2005. These changes were necessary for many reasons: the burgeoning of voter numbers in the precincts, the need to reduce long lines on Election Day and anticipated growth in the county.

Stafford uses the Accu-Vote 2000 OS voting system, which is an optical scan system. The Accu-Vote system is easy to maintain, program, store and transport and maintain a paper trail. One DRE Touch Screen device will be used in each precinct to provide voter accessibility. Election results are available immediately at the close of the polls and are sent via modem to Election Central at the Office of the Registrar of Voters.

Churches, schools and volunteer fire and rescue buildings provide the polling locations to the County at no cost.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$264,027	\$307,243	\$320,244	\$304,941	(\$15,303)	-4.78%
Operating	45,369	50,580	120,979	91,494	(29,485)	-24.37%
Capital	0	133	0	0	0	0.00%
Total	309,396	357,956	441,223	396,435	(44,788)	-10.15%
Revenue	64,364	66,215	69,800	69,921	121	0.17%
Local Tax Funding	<u>\$245,032</u>	<u>\$291,741</u>	<u>\$371,423</u>	<u>\$326,514</u>	<u>(\$44,909)</u>	<u>-12.09%</u>
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



REGISTRAR AND ELECTORAL BOARD

BUDGET VARIANCES

Personnel Variance of -4.78% is attributed to the following:

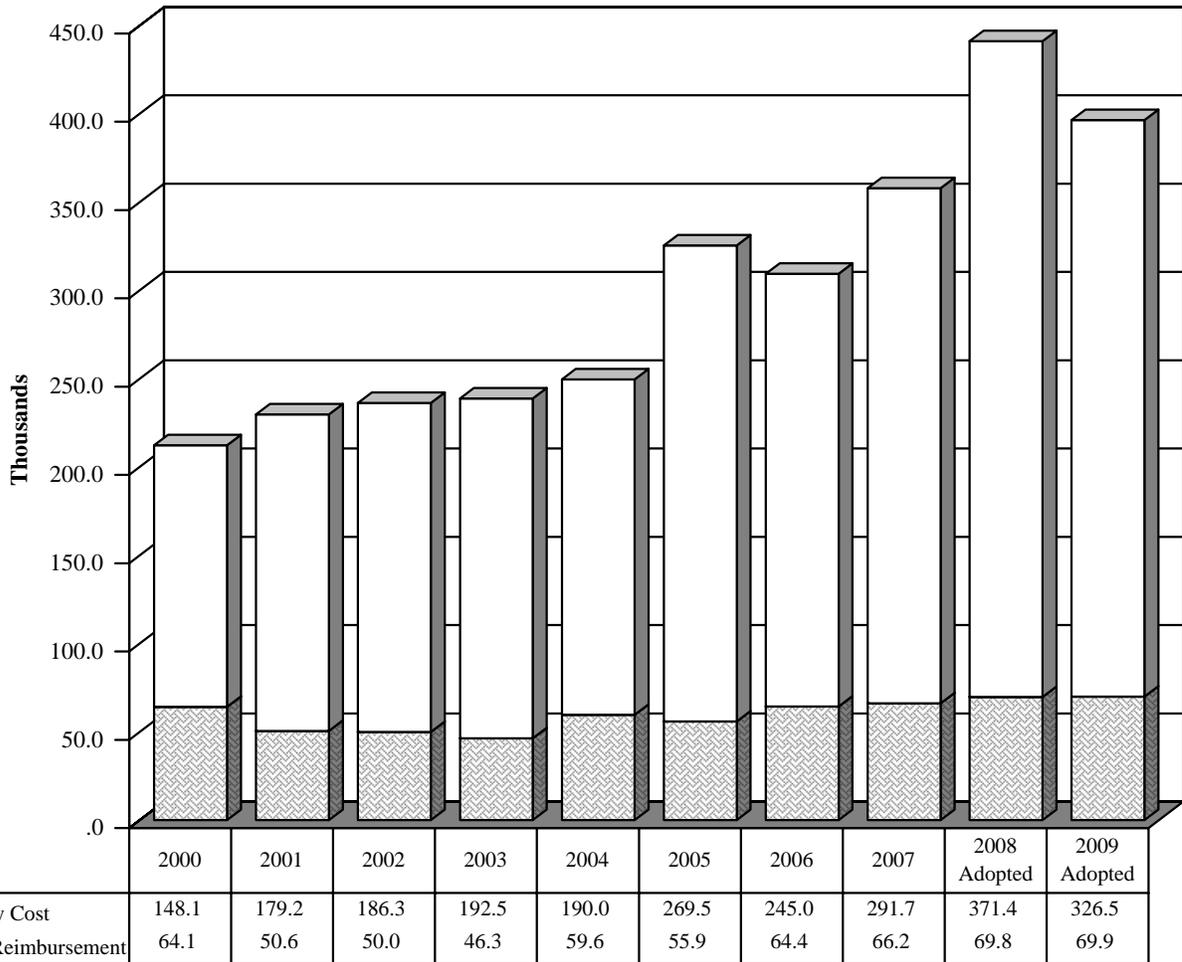
- Staffing changes resulted in lower Salaries and Health Insurance costs.
- 1.2% Cost of living Increase.
- Increase in health insurance cost as recommended by consulting firm.

Operating Variance of -24.37% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget.
 - State mandated training will be curtailed
 - All equipment testing will be done in house
 - Delayed purchase of electronic poll books

REGISTRAR & ELECTORAL BOARD

The Registrar and Electoral Board are supported by County taxes. The salary of the Registrar and stipend of the Electoral Board members is refunded to the County by the Virginia General Assembly.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	70%	78%	79%	81%	76%	83%	79%	82%	84%	82%
State Reimbursement	30%	22%	21%	19%	24%	17%	21%	18%	16%	18%

TREASURER

MISSION

The Treasurer, an elected official, provides citizens and taxpayers with reliable revenue collection and cash management service. The Treasurer: 1) maintains tax collection and aggressively pursues delinquent accounts; 2) meets Governmental Accounting Standard's Board reporting requirements; 3) maximizes security of in-office funds and deposits while complying with the requirements of the Auditor of Public Accounts (APA); 4) maintains an assertive presence in identifying automation needs and seeks resolution of those needs and; 5) streamlines office functions to meet increased internal and external service demands while maintaining cost-efficient operations.

GOALS/OBJECTIVES

- Manage the County investments to maintain a positive variance of at least 25 basis points, on the average portfolio earnings, compared to the average 91 day Treasury Bill.
- To improve the current levels of banking and accounting support and to continue the ongoing evaluation of investment policy and related procedures.
- Implement an upgrade to the current revenue collection system, which will provide improved response time to customer transactions, as well as the availability of additional data.
- Increase emphasis on collection of delinquent personal property taxes, by pursuing the oldest years through a tax collection service.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Debt Set-off Program Accounts (Stars/Im)s)	35,646	38,000	38,250
Collection Actions (DSO Application)	11,254	3,200	11,500
Delinquent Notices (DSO Application)	32,517	40,000	40,250
Outputs			
DMV Select transactions (DMV reports)			3,850
Dog Tags (Manual Tracking)	2,689	3,000	6,000
Meals Tax Payments (COR Tracking System)	2,642	3,200	3,250
RE & PP Bills Processed (COR Tracking System)	251,311	272,000	272,500
State Income Estimates (Estimated Application)	4,564	5,000	5,000
State Income Returns (COR Tracking System)	3,453	3,500	1,850
Water Bills (HTE System)	361,142	375,000	375,000
Service Quality			
Average Earnings Rate - Positive Variance	+.25%	+.25%	+.25%

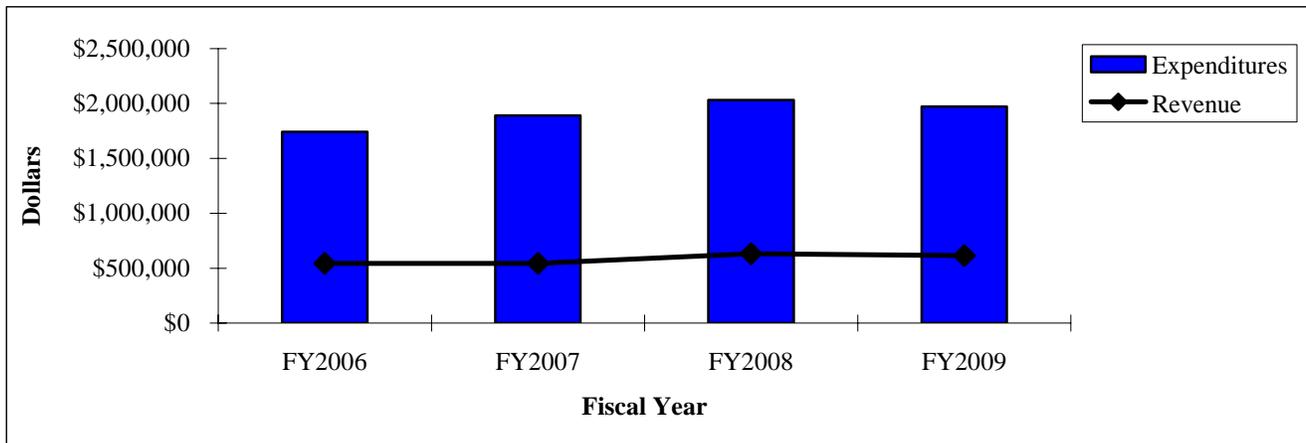
ACCOMPLISHMENTS

- Implemented DMV Select, offering all DMV services except driver's license, to our citizens. During the first few months of operation, we processed over 1,435 transactions, accounting for roughly \$3,000 in additional revenue for Stafford County.
- Implemented Live Chat, an on-line service, enabling our Citizens to contact the Treasurer's Office via the internet and to seek information usually provided only by telephone or in person.
- Implemented On-line Inquiry which allows Citizens secure internet access to information regarding their Real Estate and Personal Property taxes paid in the current tax year.
- Implemented compliance with the Dangerous Dog Act.
- Continuing our Customer Service Initiative, the Treasurer's Office hosted a training session sponsored by the University of Virginia, Weldon Cooper Center for Public Service. This session, entitled Roles and Responsibilities of the Treasurer, was attended by employees of the Treasurer's Office, the Commissioner of Revenue Office, and by Treasurer's and employees of surrounding localities.

TREASURER

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,200,623	\$1,361,840	\$1,429,762	\$1,452,856	\$23,094	1.62%
Operating	513,813	522,944	593,162	496,333	(96,829)	-16.32%
Capital	28,266	6,722	9,900	22,900	13,000	131.31%
Total	1,742,702	1,891,506	2,032,824	1,972,089	(60,735)	-2.99%
Revenue	543,507	544,344	631,761	615,220	(16,541)	-2.62%
Local Tax Funding	<u>\$1,199,195</u>	<u>\$1,347,162</u>	<u>\$1,401,063</u>	<u>\$1,356,869</u>	<u>(\$44,194)</u>	<u>-3.15%</u>
Full-Time Positions	18	18	20	20	0	0.00%
Part-Time Positions	5	5	3	3	0	0.00%



BUDGET VARIANCES

Personnel Variance of 1.62% is attributed to the following:

- 1.2% Cost of living Increase.
- Vacancy savings of part-time Senior Accounting Manager.
- Increase in health insurance cost as recommended by consulting firm.

Operating Variance of -16.32% is attributed to the following:

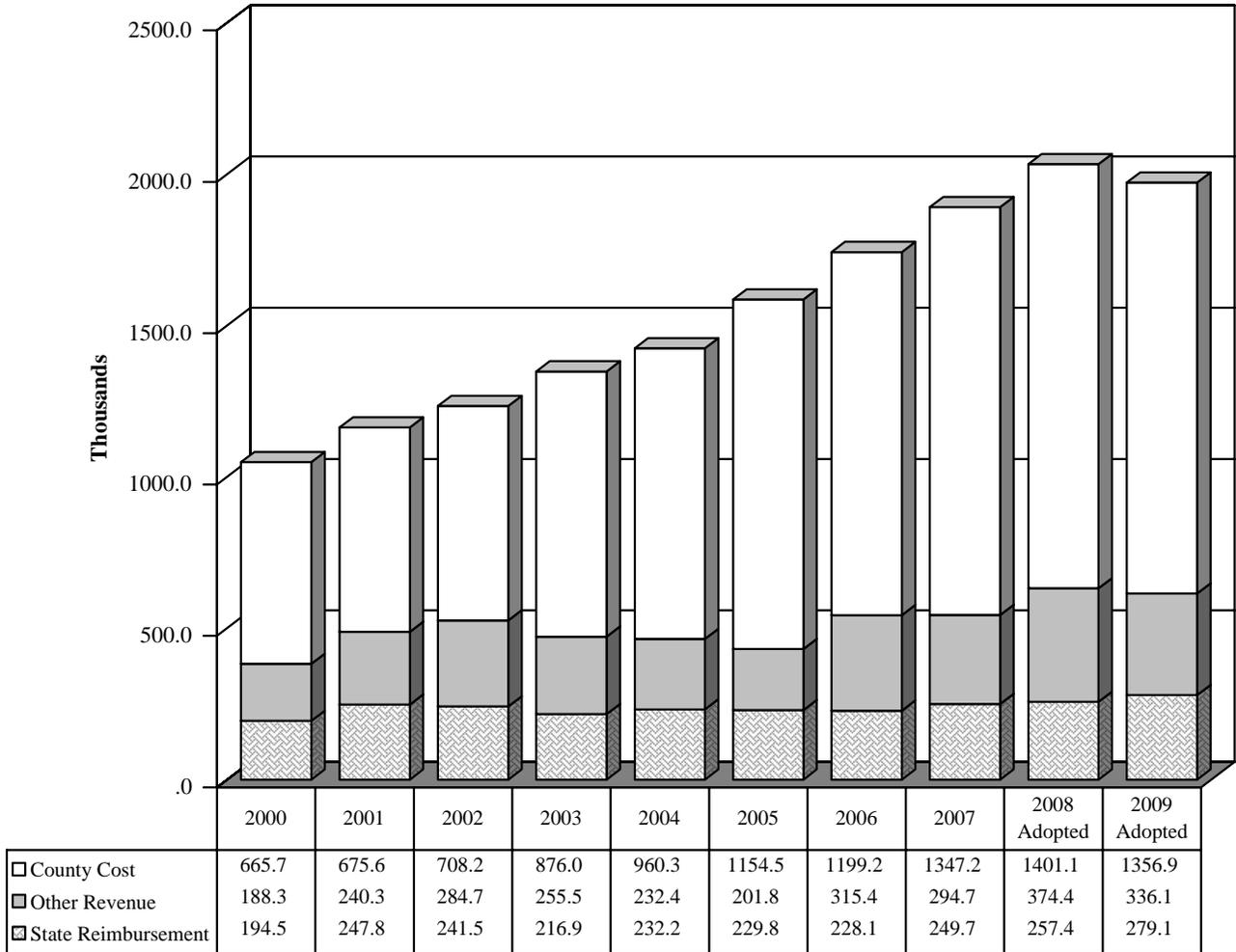
- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget.
 - Eliminated one delinquent tax bill mailing.
 - Eliminated software enhancement for Revenue Collection System which also eliminated expenses for cashiering station hardware.

Capital Variance of 131.31% is attributed to the following:

- Computer hardware replacement needed to maintain 3 year replacement to insure reliability.

TREASURER

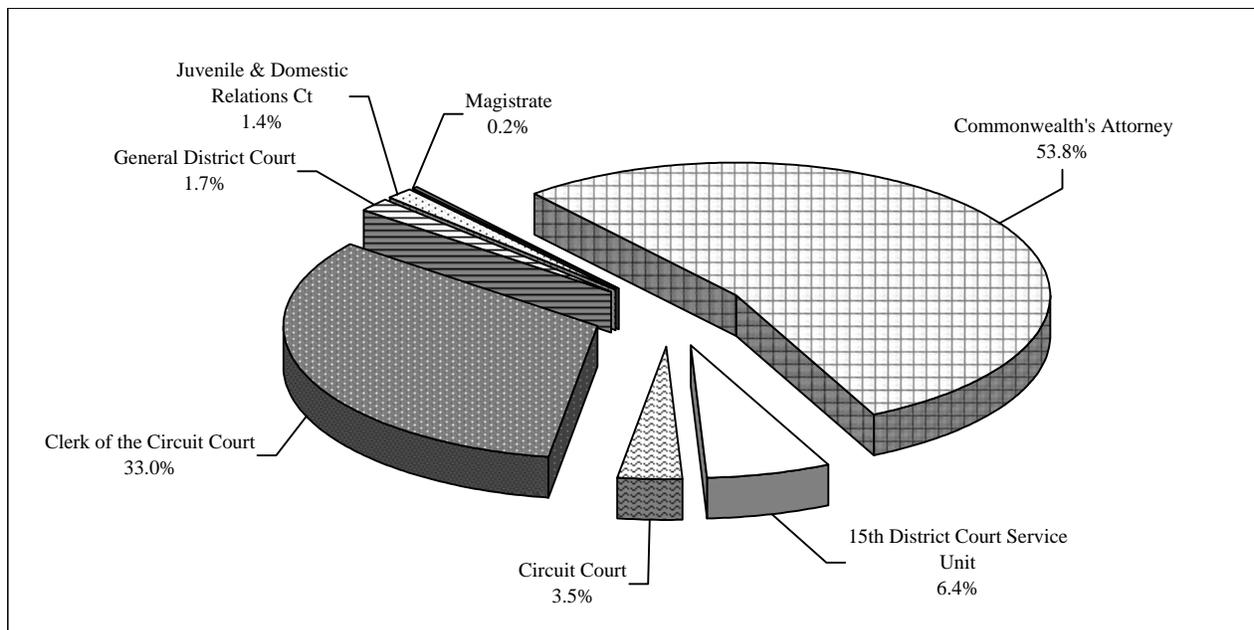
The State Reimbursement increased slightly in fiscal year 2009, and Other Revenue decreased, with most of the decrease due to an expected decrease on interest on bank deposits.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	63%	58%	57%	65%	68%	73%	69%	71%	69%	69%
Other Revenue	18%	21%	23%	19%	16%	13%	18%	16%	18%	17%
State Reimbursement	19%	21%	20%	16%	16%	14%	13%	13%	13%	14%

JUDICIAL ADMINISTRATION

	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Commonwealth's Attorney	\$2,449,895	\$2,793,131	\$2,809,051	\$15,920	0.57%
15th District Court Service Unit	286,794	327,547	331,793	4,246	1.30%
Circuit Court	76,373	92,570	181,805	89,235	96.40%
Clerk of the Circuit Court	1,401,682	1,833,468	1,723,129	(110,339)	-6.02%
General District Court	93,774	100,360	86,550	(13,810)	-13.76%
Juvenile & Domestic Relations Ct	69,558	77,700	75,400	(2,300)	-2.96%
Magistrate	5,457	16,010	13,307	(2,703)	-16.88%
Total Expenditures	\$4,383,533	\$5,240,786	\$5,221,035	(\$19,751)	-0.38%



COMMONWEALTH'S ATTORNEY

MISSION

The Office of the Commonwealth's Attorney diligently, ethically and competently prosecutes criminal violations of the Code of Virginia and the Code of Stafford, and serves as legal advisor to the Stafford County Sheriff's Office. The Victim/Witness Assistance Program advises crime victims of their rights, as well as offers support, guidance and education of the criminal justice system.

GOALS/OBJECTIVES

- Enhance the security of the citizens of Stafford County in their homes and daily lives by providing successful prosecution of criminal cases.
- Continue educational programs to ensure a high level of legal competence and knowledge of crime victims' rights for all Stafford County prosecutors and Victim Witness.
- Ensure that all criminal cases are fairly assessed and cases are meritoriously prosecuted to the fullest extent of the law while taking into consideration the rights of the victims and witnesses.
- Increase the amount of funding received from the State Compensation Board.
- Increase the amount of state grant funding to support Victim Witness program.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Victims' services new cases both direct & indirect	1,076	1,200	1,200
Preparation/submission of victim restitution to court (V/W only)	\$406,547	\$325,000	\$425,000
Outputs			
Sexual and Domestic Spousal Victim Fund Grant	145	180	180
Criminal Cases – Circuit Court to include Indictments, Misdemeanor Appeals and Probation Violations	4,026	3,260	3,460
Criminal Cases – General District Court to include Misdemeanors, Felonies and CA/SC/Other Traffic Cases – General District Court to include Infractions, Misdemeanors, Felonies and CA/SC	9,961	4,931	10,500
Criminal Cases – Juvenile & Domestic Relations Court to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	4,334	2,687	4,600
Service Quality			
Victim Witness participates with local agencies to bring awareness and training to crime victims (frequency)	27	28	28
Assistant Commonwealth's Attorney provides training to law enforcement agencies (frequency)	60	65	70
Hours of training received by Commonwealth Attorney and Victim Witness Staff Members	1,235	1,696	1,700
Collection of delinquent fines and costs for courts (Contracted)	\$922,040.23	\$1,200,000	\$1,200,000

ACCOMPLISHMENTS

- State Compensation Board has approved supplemental funding for one existing attorney and one support staff for FY08.
- Board of Supervisors approved two existing part-time Victim Witness Administrative Assistants positions to be merged into one full-time Program Assistant position.

COMMONWEALTH'S ATTORNEY

ACCOMPLISHMENTS (Continued)

The Commonwealth's Attorney serves on the following boards and commissions, and was the recipient of the following awards:

- Re-elected to serve on the Board of Directors of the National District Attorney's Association (NDAA) representing Virginia...
- Chairman of the Nominating Committee for Virginia Association of Commonwealth's Attorneys (VACA) and Commonwealth's Attorneys Services Council (CASC).
- Honorary Life Member of the White Oak Fire Department, Stafford County.

Deputy Commonwealth's Attorneys serve on the following boards and commissions:

- Committee member for the Court Appointed Special Advocate/Children's Justice Act Board (CASA/CJA).
- Chairman of the Fredericksburg Stafford Park Authority.
- Vice Chair to the Rappahannock Alcohol Safety Action Program Board.
- Teach at the Regional Criminal Justice Academy.
- Teach at the Top Gun Class to law enforcement personnel in the Commonwealth of Virginia.
- Serve as a faculty member for the Virginia State Bar Course on Professionalism.

Assistant Commonwealth's Attorneys serve on the following boards and commissions:

- Teach at the Regional Criminal Justice Academy.

Victim/Witness Program staff serves on the following board and commissions:

- Hosted Family Fun Day in recognition of National Crime Victims' Right Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with various local agencies.
- SANE Advisory Council.
- Rappahannock Area Coalition for a Community Without Violence.

ADDITIONAL INFORMATION

The Office of the Commonwealth's Attorney is responsible for prosecuting all criminal offenses that occur within Stafford in the General District, Juvenile and Domestic Relations, and Circuit courts. This office also handles appeals to the Virginia Court of Appeals and to the Supreme Court of Virginia.

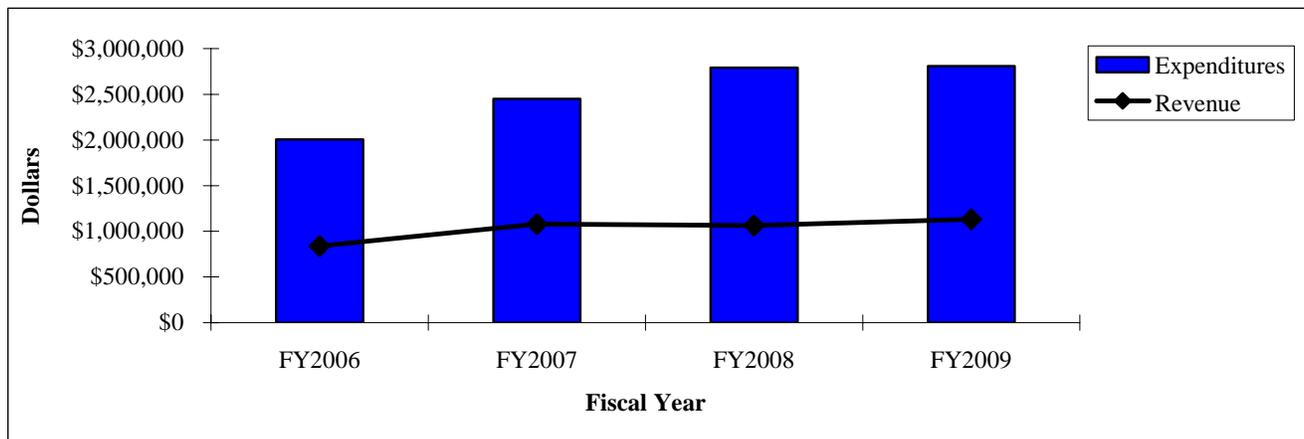
The services provided by the Commonwealth's Attorney are expected to increase for the following reasons:

- Increase in the number of indictments and appealed misdemeanor cases, which must be prosecuted in the Circuit Court.
- Increase in the number of criminal cases being prosecuted in the General District and Juvenile courts.
- Increase in the number of probation violations prosecuted in the Circuit Court and reconsideration motions.
- The appointment of attorneys to serve on training programs and boards in the community.
- The Stafford County Commonwealth's Attorney Office is one of only 30 Commonwealth's Attorney offices in the State that has been awarded a grant from the Virginia Department of Criminal Justice that has partially funded an attorney's position to support victims of domestic violence, sexual abuse, stalking and family abuse. The existing support staff has adjusted its workload to incorporate support of this new position. Tracking the progress of the charges, disposition, and victims' demographics has resulted in an increase in the office workload.
- Since the Rappahannock Regional Jail and Juvenile Detention Center is located in Stafford County the responsibility for prosecuting crimes in these facilities falls on the Commonwealth Attorney. These facilities serve Stafford County, as well as the counties of Spotsylvania and King George, and the City of Fredericksburg.
- The Commonwealth's Attorney also administers a Victim-Witness Program funded by a grant from the Department of Criminal Justice Services. Services rendered to victims and witnesses can be expected to increase as caseloads increase.

COMMONWEALTH'S ATTORNEY

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,861,664	\$2,254,092	\$2,599,637	\$2,618,716	\$19,079	0.73%
Operating	143,097	189,350	193,494	190,335	(3,159)	-1.63%
Total	2,004,761	2,449,895	2,793,131	2,809,051	15,920	0.57%
Revenue	837,590	1,077,779	1,061,550	1,132,468	70,918	6.68%
Local Tax Funding	\$1,167,171	\$1,372,116	\$1,731,581	\$1,676,583	(\$54,998)	-3.18%
Full-Time Positions	21	25	26	26	0	0.00%
Part-Time Positions	1	2	1	1	0	0.00%



BUDGET VARIANCES

Personnel Variance of 0.73% is attributed to the following:

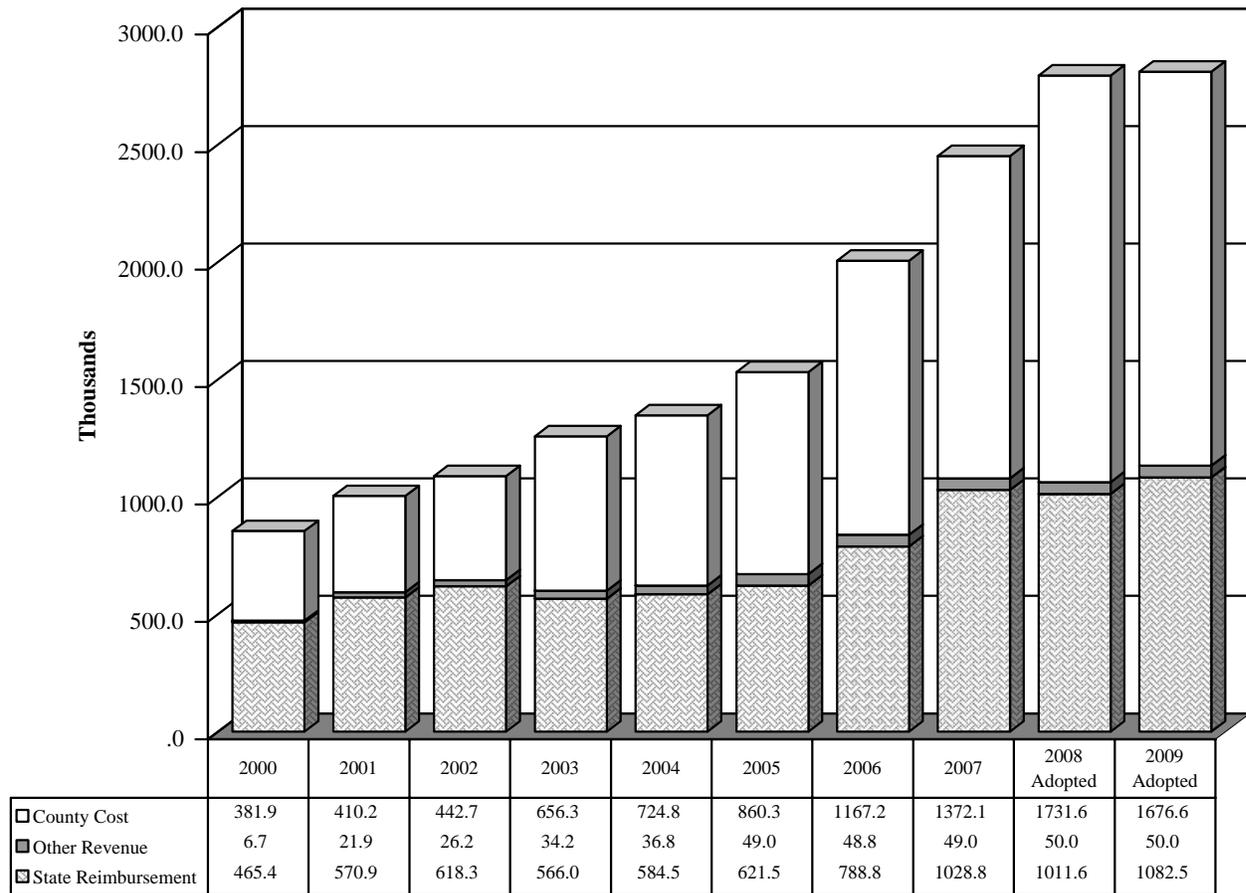
- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -1.63% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget. This was accomplished by:
 - Not complying with the IT Department 3 year computer and software upgrade program (\$10,600.00)
 - Eliminating Paralegal Training Fund (\$1000)
 - Decreasing Victim Witness Training Fund (\$600)
 - Decreasing Victim Witness Overtime (\$2700)
 - Eliminating requests for much needed equipment (\$500)
 - Decreasing phone costs (\$5900)
 - Decreasing mileage reimbursements (\$500)
 - Decreasing office supplies (\$5000)
 - Decreasing Witness Accommodations (\$500)
 - Decreasing Print Shop (\$500)

COMMONWEALTH'S ATTORNEY

The proportional decreases in state funding for FY03, FY04, FY05, FY06 were attributed to higher expenditure needs for personnel, with state reimbursements not increasing with needs of this office. In FY08, the state recognized the personnel and needs for this office, and the number of employees covered by state reimbursement was increased to help support the demands on this office. As is shown in the graph, this is still not enough to keep up the cost of salaries and benefits.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	45%	41%	41%	52%	54%	56%	59%	56%	62%	60%
Other Revenue	1%	2%	2%	3%	3%	3%	2%	2%	2%	2%
State Reimbursement	54%	57%	57%	45%	43%	41%	39%	42%	36%	38%

JUDICIAL ADMINISTRATION (COURTS)

MISSION

The Judicial Administration consists of the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court and the 15th District Court Service Unit. The Courts manage a diverse caseload ranging from felony trials to traffic cases to child support disputes. They process civil traffic and criminal cases, and issue arrest and search warrants, summons, subpoenas, bonds and civil warrants. The Judicial Administration provides probation, parole, family counseling, and reports and conducts investigations as required by the Judge. They also operate a variety of diversion and post dispositional programs, determine admissibility of deeds and other documents and dockets judgements, administrative liens and notices.

GOALS/OBJECTIVES

15th District Court Services Unit

- Reduce juvenile delinquency.
- Protect the citizens of the Commonwealth by providing specialized staff, supervision and administrative support to meet the needs of the Juvenile Courts and citizens living in Stafford and the remainder of the 15th Judicial District.
- Meet or exceed Virginia Department of Juvenile Justice minimum standard requirements involving supervision, record keeping and report writing 100% of the time.
- Detained youth will meet detention criteria 100% of the time.
- Schedule all non-emergency intake appointments within two weeks of the request 100% of the time.
- Make a minimum of 450 supervision contacts per month of every year.
- Meet the substance abuse treatment needs of the youth referred by the Stafford Juvenile and Domestic Relations Court 80% of the time.

Juvenile & Domestic Relations Court

- Provide information booklets for public use on choices of forms and examples of completed forms.
- Continue to strive to provide all citizens effective access to justice.
- Provide continuing education for clerks in the fields of policy, financial management and public relations.
- Provide continuing education and application of up-to-date technology, specifically on courses, seminars, workshops, etc., offered by the Commonwealth of Virginia.
- Maintain complete and accurate court files for juveniles and adults.

Clerk of the Circuit Court

- Accomplish goals in a timely, efficient and cost-effective manner while mitigating errors.
- Provide services as cost effectively as possible to the general public in a professional, courteous fashion.
- Provide continuing education for clerks in the fields of policy, financial management and public relations.
- Provide education and application of up-to-date technology, specifically on courses, seminars, workshops, etc., offered by the Commonwealth of Virginia and Stafford County.

Magistrate

- Accomplish goals in a timely and effective manner while mitigating error.
- Provide magisterial services to the public and to law enforcement 24 hours per day, seven days per week.
- Provide services needed by both law enforcement and the public.
- Assure timely filing, docketing and hearing of those matters in order to maintain an organized flow of workload.
- Assist service providers by scheduling matters relevant to those agencies, whenever possible, to member's satisfaction.

JUDICIAL ADMINISTRATION (COURTS)

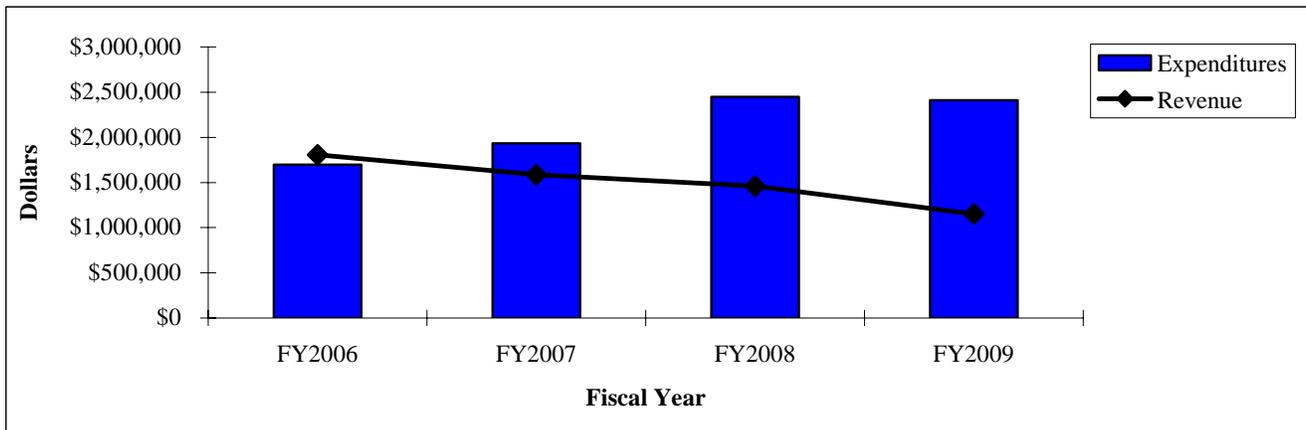
ACCOMPLISHMENTS

15th District Court Services Unit

- An average of nearly 600 face to face supervision contacts and over 300 telephone contacts per month were made by Stafford CSU state and local staff during FY07. This would not be possible without the assistance of the VJCCA and locally funded Field Officer Positions.
- The Stafford CSU office handled over 5,000 civil and criminal intake matters in FY07.
- The Stafford CSU initiated on-site substance abuse treatment groups for substance abusing boys and girls involved with intake or the court. Substance abuse assessment and group counseling services began in February 2006. One initial co-ed group has now grown to 1 boys group, 1 girls group, and 2 parent groups as of April 2007. As alcohol and drug offense complaints have increased nearly 50% from FY06 to FY07, the Stafford CSU strives to continue to meet the substance abuse treatment needs of court involved youth.
- The Stafford CSU initiated 1st Offender monitoring services through the Rappahannock Area Office on Youth's Court Ordered Opportunities Program (CO-OP). From April 2006 to October 2006 over 100 youth were referred to the program for consistent court ordered obligation monitoring they would have not otherwise received. In FY07, 116 youth were served in this program.
- The Stafford CSU initiated a school based probation program at Stafford High School during the 05-06 school year. The recidivism rate for probationers in that program for that year was 9.89%. The program has continued at Stafford High School and North Stafford High School added the program during the 07-08 school year with grant funding.

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,228,627	\$1,403,871	\$1,565,910	\$1,628,594	\$62,684	4.00%
Operating	449,310	510,179	843,895	754,290	(89,605)	-10.62%
Capital	18,940	19,588	37,850	29,100	(8,750)	-23.12%
Total	<u>1,696,877</u>	<u>1,933,638</u>	<u>2,447,655</u>	<u>2,411,984</u>	<u>(35,671)</u>	<u>-1.46%</u>
Revenue	1,806,310	1,587,098	1,458,364	1,153,007	(305,357)	-20.94%
Local Tax Funding	<u>(\$109,433)</u>	<u>\$346,540</u>	<u>\$989,291</u>	<u>\$1,258,977</u>	<u>\$269,686</u>	<u>27.26%</u>
Full-Time Positions	25	25	25	25	0	0.00%
Part-Time Positions	5	6	6	6	0	0.00%



JUDICIAL ADMINISTRATION (COURTS)

BUDGET VARIANCES

Personnel Variance of 4.0% is attributed to the following:

- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -10.62% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Decreased contract line to meet request by Board

Capital Variance of -23.12% is attributed to the following:

- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget
 - Decrease in computer replacement

ADDITIONAL INFORMATION (15th District Court Service Unit)

The 15th District Court Service Unit is the Juvenile Justice Agency that works with and assists the local Juvenile and Domestic Relations Court. The agency objective is to reduce juvenile delinquency and to protect the citizens of the Commonwealth by providing specialized service staff, supervision and administrative support to meet the needs of the Juvenile Courts and citizens living in Stafford and the remainder of the 15th Judicial District. Services provided include, but are not limited to, the following: 1) intake screening and processing of citizen and police complaints brought to the Juvenile Court; 2) probation and parole counseling and supervision; 3) intensive probation and parole counseling, and supervision for serious offenders; 4) substance abuse assessments, education and treatment; 5) drug/alcohol testing and screening; 6) case service planning and funding oversight through staff membership and participation on the Stafford County Family Assessment and Planning Team and Community, Policy and Management Team; 7) provide reports (pre-sentence, transfer, first offender, etc.) and conduct investigations as required by the juvenile judge; and 8) operate a variety of diversion and post dispositional programs including community service and victim impact.

ADDITIONAL INFORMATION (Circuit Court)

The Circuit Court is the only trial court of general jurisdiction in Virginia. All types of cases, except civil cases involving less than \$3,000, can be tried in the Circuit Court, either originally or on appeal from the District Courts. The right to trial by jury is preserved solely in the Circuit Court. The Circuit Court of Stafford is scheduled for cases every day of the week, with one to four judges sitting per day. There are two resident judges in Stafford and an additional six judges in the 15th Judicial Circuit. Substitute judges are also designated by the Supreme Court of Virginia to hear cases in the county.

ADDITIONAL INFORMATION (Magistrate)

In many instances, a citizen's first contact with the judicial system of the Commonwealth comes through the Office of the Magistrate, a facility that functions 24 hours per day, seven days per week. A principal function of the magistrate is to provide an independent, unbiased review of complaints brought to the office by police officers, sheriff's deputies and citizens. Magistrate duties include issuing various types of court processes such as arrest warrants, summonses, bonds, search warrants, subpoenas, civil warrants, emergency protection orders in domestic violence cases, stalking protective orders and out-of-service orders for truck drivers who have consumed alcoholic beverages, but are well below the level of intoxication. This order removes the driver from the road for 24 hours, but involves no criminal or traffic violation charges. Magistrates also issue temporary detention orders for persons reported to be in need of medical or mental health treatment. Magistrates act as conservators of the peace and when the situation requires, performs the duties and functions of Federal Magistrate. One of the chief duties of the magistrate is conducting bond hearings to set bail in instances in which an individual is charged with a criminal offense. A magistrate may also accept prepayments on a plea of guilty for traffic infractions and minor misdemeanors. Although magistrates are not usually lawyers, they provide information to the public

JUDICIAL ADMINISTRATION (COURTS)

ADDITIONAL INFORMATION (Magistrate) (Continued)

pertinent to judicial system processes and procedures and extend assistance whenever possible.

Hearings conducted by the Magistrate include: probable cause determinations on complaints of police officers and citizens; probable cause hearings for search warrants; bail hearings to determine appropriate disposition of offenders and whether release from custody is in best interest of public safety; reasonable cause hearings for civil processes and hearings incidents to request for temporary detention orders; medical emergency detention orders; emergency protective orders; both domestic violence and stalking; out-of-service orders and other actions specifically authorized by law. Processes issued by the Magistrate include: arrest warrants, summons, subpoenas, capias (bench warrants), search warrants, bonds, civil warrants and related processes, committals to and release from custody, temporary detention orders, medical emergency detention orders, emergency protective orders (both domestic violence and stalking); commercial vehicle driver out-of-service orders, compliance-with-law certificates and other court processes.

ADDITIONAL INFORMATION (General District Court)

The General District Court provides 1) judicial processes for Stafford County, 2) administrative and staff support to the operation of the District Court and 3) performs other duties pursuant to Statute. Court Services opens, receives, maintains and closes files for all Criminal, Traffic and Civil cases, provides clerical support to the Court while in session, drafts Court Orders for Judge's signature and maintains Court docket. The General District Court also assists the public, accounts and reports for funds and produces external reports.

District Courts have limited jurisdiction granted by Statute. All cases are heard only by a Judge, not a jury. Civil, Criminal and Traffic cases are processed in this Court. District Courts have exclusive jurisdiction over cases involving \$1,000 or less, claims for recovery of possessions of personal property or rental premises and have concurrent jurisdiction with the Circuit Courts for the same claims with amounts from \$1,000 to \$15,000. The District Court has jurisdiction over all adult traffic infractions. In criminal and traffic cases, the District Court has jurisdiction over adult misdemeanors and violations of ordinances, laws of the County of Stafford and the Commonwealth of Virginia. This Court also conducts preliminary hearings in felony cases. Decisions of the District Court can be appealed to the Circuit Court. The District Court for Stafford County, as of November 2007, has one full-time and one part-time presiding Judge and 10 employees including the Clerk, with a caseload resulting in approximately 57,000 hearings per year. This staff is responsible for the organization and function of the court and works directly with the general public, state and local government agencies and magistrates. All functions focus on improving accuracy, effectiveness and ensuring that the laws of the Commonwealth are upheld and enforced in a timely manner, while providing a professional, up-to-date, helpful and courteous Clerk's office. The Supreme Court of Virginia establishes fines and costs are determined by the County of Stafford. All fines and costs are processed according to the policies and procedures set forth in the Supreme Court of Virginia Accounting Manual. The Commonwealth of Virginia and Stafford County provides funding of the General District Court.

ADDITIONAL INFORMATION (Juvenile & Domestic Relations Court)

The Juvenile and Domestic Relations District Court handles cases involving:

- Delinquents
- Juveniles accused of traffic violations
- Children in need of services/supervision
- Children who have been subjected to abuse and neglect
- Spouses who have been subjected to abuse
- Adults accused of child abuse or neglect, or of offenses against members of their own family (juvenile or adult) or a cohabitant
- Adults involved in disputes concerning the support, visitation or custody of a child
- Abandonment of children
- Foster care and entrustment agreements
- Court-ordered rehabilitation services
- Court consent for certain medical treatments
- Juveniles appearing before the judge for presentation of driver's licenses

JUDICIAL ADMINISTRATION (COURTS)

ADDITIONAL INFORMATION (Juvenile & Domestic Relations Court, Continued)

In Virginia, a juvenile is any person under the age of 18. A delinquent is a juvenile who has committed an act, which would be a crime if committed by an adult. A child in need of services (CHINS) is a juvenile who has committed certain actions, which, if committed by an adult, would not be considered criminal offenses, such as truancy or habitually running away from home. Child abuse and neglect involves the improper care or violent handling of juveniles. The Juvenile and Domestic Relations District Court differs from other courts in its duty to protect the confidentiality (privacy) of all juveniles coming before the court and in its commitment to rehabilitate or treat, rather than punish those who come before the court. The welfare of the child and the family is the paramount concern in the court's proceedings. In other respects, juvenile courts have the same requirements and provide the same safeguards as other courts in the court system. This court does not, however, conduct jury trials. A judge hears all cases.

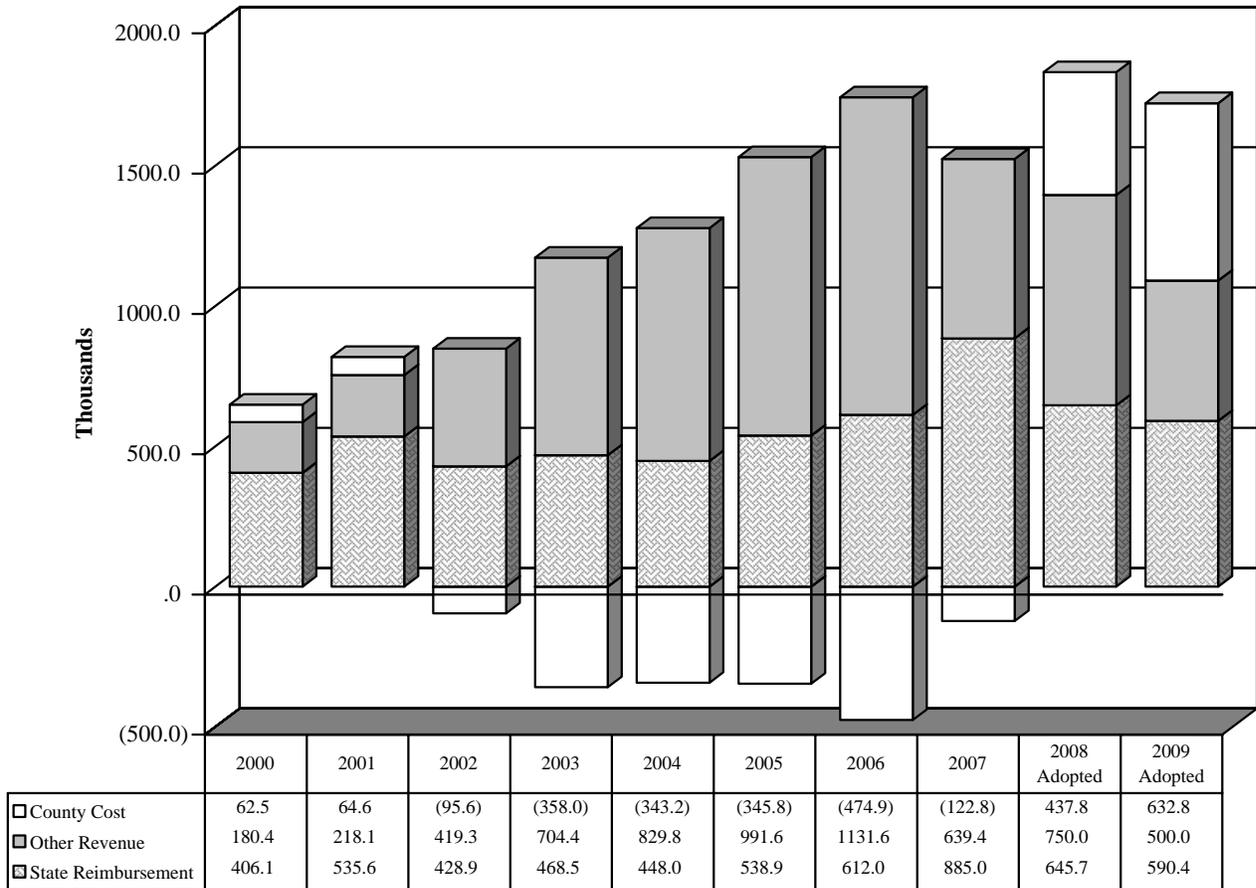
As of November 2007, the Juvenile and Domestic Relations Court for Stafford has two full-time presiding judges, ten full-time employees including the clerk, one wage employee, one volunteer, and has been granted a permanent substitute Judge effective December 6, 2007. The 15th Judicial District Juvenile Courts have a request for one full time Judge for our district to be reviewed by the General Assembly this session. If approved, this would impact our court by adding a third Judge at least once per week. The J&DR Court held 22,278 hearings in 2006 and are currently on pass to hear 25,000+ hearings by December 31, 2007. A recent staffing study shows that the J&DR Court is currently 3.92 employees short at this time. The staff is responsible for the organization and administration of docketed cases. All staff interacts with the public, other judicial personnel and state and local agencies. They must ensure that the laws of the Commonwealth are adhered to in a timely manner. State fines and costs are established by the legislature and local fines are determined in accordance with the laws of Virginia. All fines and costs are processed according to approved policies and procedures as set forth by the Virginia Supreme Court Accounting Manual. Both the Commonwealth of Virginia and Stafford County provide funding for the Juvenile and Domestic Relations Court.

ADDITIONAL INFORMATION (Clerk of the Circuit Court)

The Circuit Court Clerk is a Constitutional Officer elected by the people. The two primary functions of the office are to: 1) provide administrative and staff support for the operation of the Circuit Court; and 2) serve as the recorder of deeds and to maintain the land records for Stafford. Office staff is divided between the two areas. The Clerk performs numerous other functions, with more than 800 specific duties in the Code of Virginia, which include the issuance of marriage licenses. The Circuit Court Clerk in Virginia carries out the same responsibilities as four separate offices in other states, also acting as probate judge and plenipotentiary. Fees collected fund the Stafford Circuit Court clerk's Office. The office is self-supporting for operating expenses.

CLERK OF THE CIRCUIT COURT

In the Fiscal Years 2002 , 2003, 2004, 2005, 2006 and 2007 there is negative County Net Tax support. Revenues exceeded the actual expenditures for these years. This trend has changed with the slowdown in the housing market.

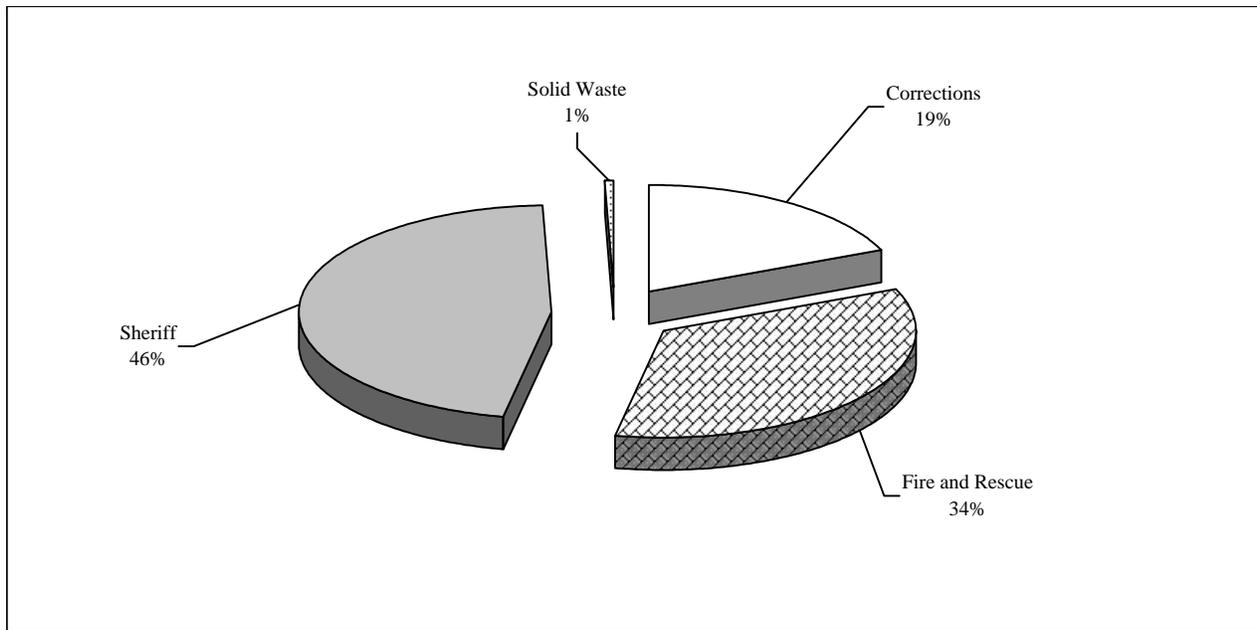


	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	9%	8%	-13%	-44%	-37%	-29%	-37%	-9%	24%	37%
Other Revenue	28%	27%	56%	86%	89%	84%	89%	63%	41%	29%
State Reimbursement	63%	65%	57%	58%	48%	45%	48%	46%	35%	34%



PUBLIC SAFETY

	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Corrections	\$6,334,200	\$7,291,990	\$7,312,498	\$20,508	0.28%
Fire and Rescue	10,896,716	14,014,469	13,445,204	(569,265)	-4.06%
Sheriff	16,512,780	17,780,163	18,237,531	457,368	2.57%
Solid Waste	192,249	237,739	202,368	(35,371)	-14.88%
Total Expenditures	<u>\$33,935,945</u>	<u>\$39,324,361</u>	<u>\$39,197,601</u>	<u>(\$126,760)</u>	<u>-0.32%</u>



CORRECTIONS

MISSION/DESCRIPTION

RAPPAHANNOCK REGIONAL JAIL

Stafford, a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania, is represented by three members on the 12-member Authority. The Rappahannock Regional Jail Facility (RRJF), a 662-bed facility, opened in July 2000 and is being expanded to 1,200 beds. Total project costs are approximately \$65 million. Stafford will share, with the other participating jurisdictions, a long-term \$40 million debt that partially finances the project. Stafford's share of the debt service is estimated to be 48% of the \$2,575,576 annual payment. \$25 million, which was financed through short-term borrowing, was paid off in December 2001.

An expansion, to be completed in August 2008, will add 432 beds with the option of double bunking. This will increase our total to approximately 1,850 beds which includes double bunking. Total project costs are approximately \$58 million. Stafford's share of the debt service of the long-term borrowing will be determined prior to the issuance of the initial payment. \$25.6 million, which was financed through short-term borrowing, is estimated to be paid after receiving reimbursement from the Commonwealth.

JUVENILE DETENTION CENTER

The purpose of the Rappahannock Juvenile Detention Center is to operate pre-dispositional and post-dispositional secure juvenile detention homes in accordance with the agreement executed by participating jurisdictions dated January 15, 1971 and amended July 1, 1978.

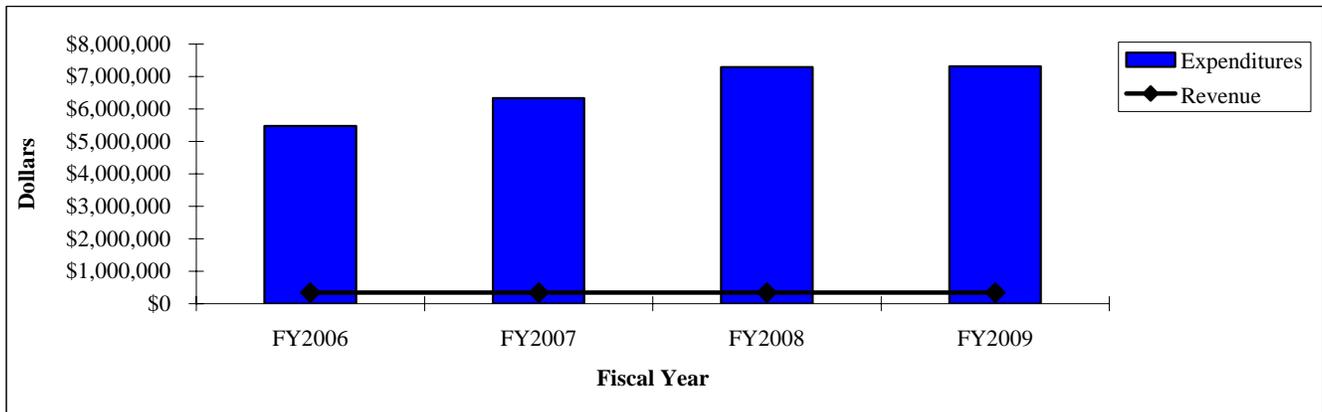
SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Inmates accounted for each day	100%	100%	100%
Outputs			
Inmates detained without escape	100%	100%	100%
Service Quality			
Days Jail Staff is free of injuries from confrontations	100%	100%	100%
Inmates who take General Equivalent Diploma (GED)	120	130	150
Inmates who participate in Work Release Program (ADP)	100	100	100
Inmates who participate in Life Skills	1,600	1,600	1,800
Stafford County Jurisdictional Share	43.93%	42.76%	40.86%

CORRECTIONS

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Jail						
Operating	\$2,943,688	\$3,997,519	\$4,228,846	\$4,447,225	\$218,379	5.16%
Debt Service	1,240,431	1,025,997	1,179,614	932,350	(247,264)	-20.96%
Total	\$4,184,119	\$5,023,516	\$5,408,460	\$5,379,575	(\$28,885)	-0.53%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$3,884,119	\$4,723,516	\$5,108,460	\$5,079,575	(\$28,885)	-0.57%
Juvenile Detention Center						
Operating	\$1,296,053	\$1,310,684	\$1,657,235	\$1,932,923	\$275,688	16.64%
Debt Service	0	0	226,295	0	(226,295)	100.00%
Total	\$1,296,053	\$1,310,684	\$1,883,530	\$1,932,923	\$49,393	2.62%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$1,256,053	\$1,270,684	\$1,843,530	\$1,892,923	\$49,393	2.68%
Corrections						
Operating	\$4,239,741	\$5,308,203	\$5,886,081	\$6,380,148	\$494,067	8.39%
Debt Service	1,240,431	1,025,997	1,405,909	932,350	(473,559)	-33.68%
Total	\$5,480,172	\$6,334,200	\$7,291,990	\$7,312,498	\$20,508	0.28%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$5,140,172	\$5,994,200	\$6,951,990	\$6,972,498	\$20,508	0.29%



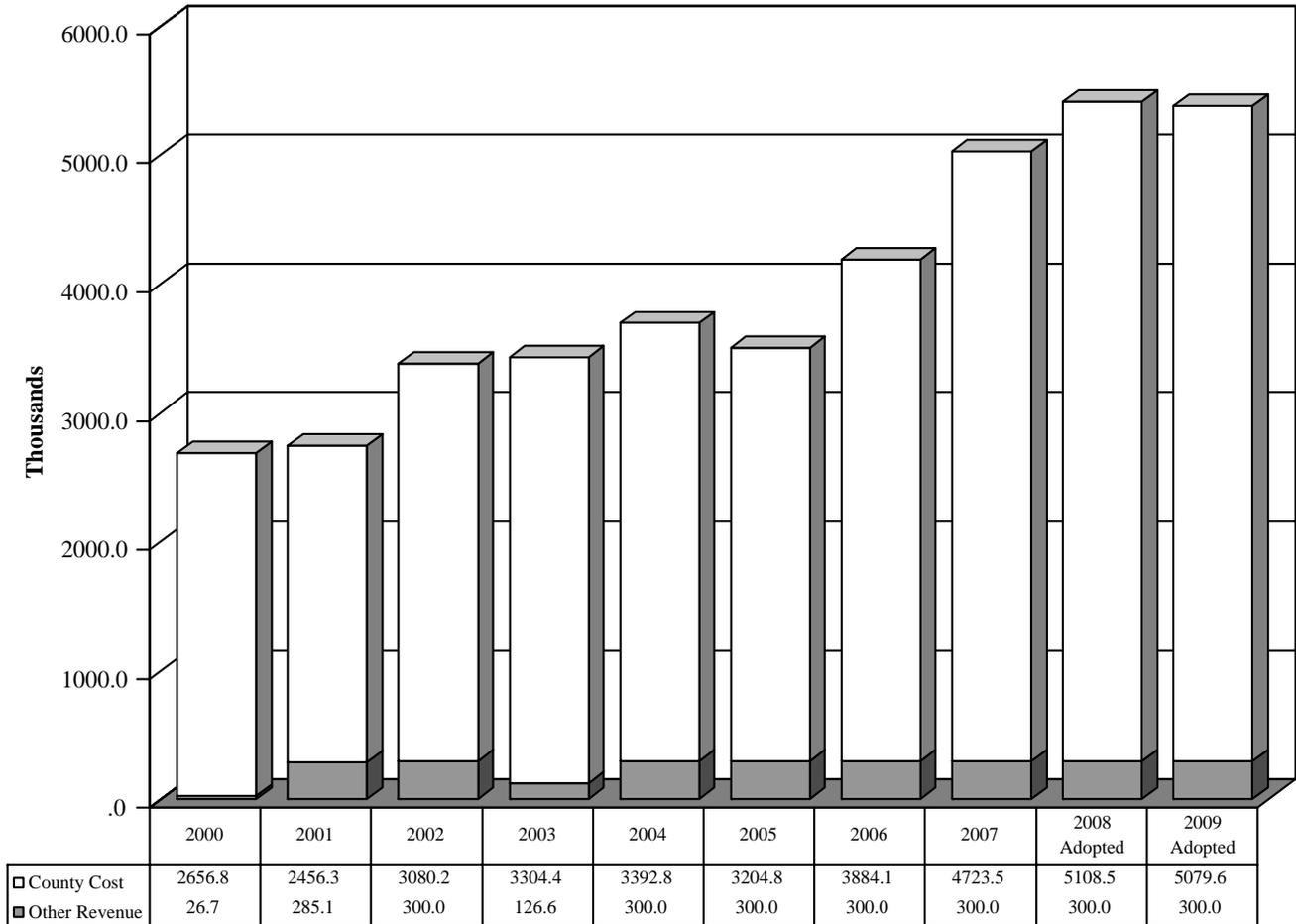
BUDGET VARIANCES

Operating Variance of 5.16% is attributed to the following:

- 2.0 – 2.5% increase for employees.
- Additional medical and sanitary costs due to MRSA.
- Inflationary increases for goods and services including fuel and food products.
- Operating costs associated with expansion to jail, to be completed in FY09

RAPPAHANNOCK REGIONAL JAIL

This graph illustrates the revenue sources that support the jail. In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the facility in Stafford.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	99%	90%	91%	96%	92%	91%	93%	94%	94%	94%
Other Revenue	1%	10%	9%	4%	8%	9%	7%	6%	6%	6%

FIRE AND RESCUE DEPARTMENT

MISSION

ONE MISSION, ONE DEPARTMENT, MANY PARTNERS

The all-hazards mission of the department is the safeguarding of life and property of the citizens and visitors of Stafford County through proactive application of community risk reduction services, responsive emergency fire and rescue services, and the operational support of the fire and rescue system and emergency preparedness plans of the county, the Commonwealth of Virginia, and those of the United States of America.

VISION

The Stafford County Fire and Rescue Department will ensure **B**alance, **E**mpowerment, **S**ervice and **T**eamwork (BEST). Our organization will consistently meet the ever-changing demands of our growing community by pursuing excellence in service, while our continual efforts to prevent emergency incidents will have a significant and measured effect. We will be guided by an organizational vision that is shared by our stakeholders, which will drive all aspects of department operations. Our organizational structure will reflect an effective and efficient TEAM that provides clear and consistent leadership in a culture of inclusion. Our mission will be accomplished by an integrated workforce of paid and volunteer emergency service professionals, empowered with a high level of involvement in our success. Our organization will ensure that our members are consistently competent and that our future leaders are properly prepared for the challenge of greater responsibility as their futures unfold. The Fire and Rescue Department will partner with all county departments to work each day to be the B.E.S.T. local government in Virginia.

GOALS AND OBJECTIVES

- Fulfill our primary mission of providing best-in-class emergency services (Office of the Fire-Rescue Chief).
- Complete a comprehensive standardization of apparatus equipment (Operations Branch).
- Complete site selection for County Fire and Rescue Station 14-North County (Office of the Fire-Rescue Chief).
- Construct County Fire-Rescue Station 2 (Stafford) and develop a plan for the successful co-location of Rescue Company 1 and Fire Company 2 (Office of the Fire-Rescue Chief).
- Complete construction on the first phase of the department's Training Center (Support Services Branch).
- Develop and implement a comprehensive volunteer recruitment program (Office of the Fire-Rescue Chief).
- Revise the County Response Plan and conduct one tabletop and one field exercise (Office of the Fire-Rescue Chief).
- Develop and implement county-wide pre-incident planning program (Community Risk Reduction Branch).
- Implement Community Emergency Response Team (CERT) program (Office of the County Fire-Rescue Chief).
- Implement a program of annual physical examinations for career operations personnel (Support Services Branch).
- Implement integrated (volunteer and paid) certification and training standards through formation of a county-wide fire and EMS training program (Support Services Branch).
- Develop and implement a Task Book qualification and certification program for all positions within the Department (Support Services Branch).
- Implement a system of in-station, monthly continuing fire and EMS training and education program (Support Services Branch).
- Implement CAD tracked unit staffing and dynamic Automatic Vehicle Location (AVL) system (Technical Services Branch).
- Implement Traffic Pre-emption program (Community Risk Reduction).
- Implement System Status Management of staffing and resources.

FIRE AND RESCUE DEPARTMENT

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
<u>Outcomes</u>			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up (Fractile Compliance = 90%).	41%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted (Fractile Compliance = 25%).	24.5%	25%	25%
Ten minute or less scene time (or Helo activation) for all trauma cases meeting REMS flight criteria (Fractile Compliance = 90%).	N/A	90%	90%
Discharge rate of out of hospital cardiac arrest victims (Fractile Compliance = 12%).	N/A	12%	12%
<u>Outputs</u>			
Success rate for first-time final examination of Firefighter I and II and EMT-B, EMT-I and EMT-P training offered by the Department.	N/A	100%	100%
Percentage of paid and volunteer personnel that meet yearly training requirements	N/A	100%	100%
Two OCS offered annually to allow volunteer officer certification	N/A	100%	100%
Percentage of required annual commercial occupancies inspected each year	60%	100%	100%
Percentage of total inspection violations cleared in 30 days or less	N/A	100%	100%
Percentage of total requests for new construction inspections conducted within 24 hours of the request	N/A	100%	100%
Percentage of total plan reviews completed within 10 business days	N/A	100%	100%
Percentage of Schedule 1 repair tickets completed within 24 hours	N/A	100%	100%
Percentage of apparatus repair tickets completed in-station	N/A	100%	100%
Percentage of requests for replacement PPE filled within 24 hours	N/A	100%	100%
Percentage of station supply requests filled within 72 hours	N/A	100%	100%
Percentage of IT Schedule 1 repair tickets completed within 24 hours	N/A	100%	100%
Percentage of IT Schedule 2 repair tickets completed within 3 working days	N/A	100%	100%
Percentage of annual volunteer recruitment need filled.	N/A	100%	100%
<u>Service Quality</u>			
Contain fires involving structures to the room of origin (Fractile Compliance = 70%)	30%	70%	70%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases (Fractile Compliance = 70%)	N/A	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard (Fractile Compliance = 100%)	100%	100%	100%

ORGANIZATION

The Fire and Rescue Department was established by Ordinance on September 20, 2005. The Ordinance established the office of the County Fire and Rescue Chief to oversee the new department and consolidated all volunteer fire and rescue companies in the county under the operational command of the new department. The department is charged in the Ordinance with providing all fire and emergency medical services and services related to civilian protection and evacuation in disasters and emergencies. The department shall also be responsible for the administration of local, state and federal emergency response, assistance and recovery programs within the county, as well as:

- Regulating and managing the provisions of all pre-hospital emergency patient care and services, and regulating providers of either emergency or non-emergency transportation of patients requiring medical services.
- Regulating and managing the provision of fire prevention, protection, investigation, suppression, education and rescue services for enforcing the laws related to fire prevention and for provision of services related to hazardous materials and similar hazards which pose a threat to life and property.
- Any additional related services that are necessary for the provision of fire and emergency medical services.

FIRE AND RESCUE DEPARTMENT

ORGANIZATION (Continued)

The fire and rescue department is an *all-hazards* agency, providing fire, rescue, basic and advanced life support emergency medical service, ambulance transportation, and environmental hazard (Haz-Mat) response and mitigation. In addition, the department is responsible for emergency management, explosive ordinance disposal, building plan review and fire code enforcement, fire and environmental crime investigation, and public education and preparedness. The department is headquartered at the Public Safety Center on the Government Center Campus, and serves the county with an integrated workforce of volunteer and paid personnel operating from 15 fire and rescue stations in cooperation with 13 volunteer rescue or fire/rescue companies.

The diversity of Stafford County and its proximity to Washington, DC, present many challenges to the fire and rescue system. In addition to the customary hazards such as typical residential and commercial developments, Stafford County is traversed by one of the nation's most traveled interstate highways (I-95). The county is served by rail through AMTRAK and VRE commuter service, which operates two commuter stations in the county. The Potomac and Rappahannock rivers, and their drainage into the Chesapeake Bay watershed, present our Marine Unit with challenges ranging from swift water and dive rescue to watercraft firefighting and hazardous materials containment. Other special hazards include Stafford Regional Airport, two correctional facilities, 17 elementary, 7 middle and 5 high school facilities, and major petroleum and natural gas pipelines. Other unique situations are created by the many historical properties related to our Nation's founding and the Civil War, as well as the location of, although served by the base fire department, Marine Corps Base Quantico, FBI Academy, FBI National Laboratory and DEA Headquarters in Stafford County.

In 2007, the department responded to over 22,576 calls for emergency service.

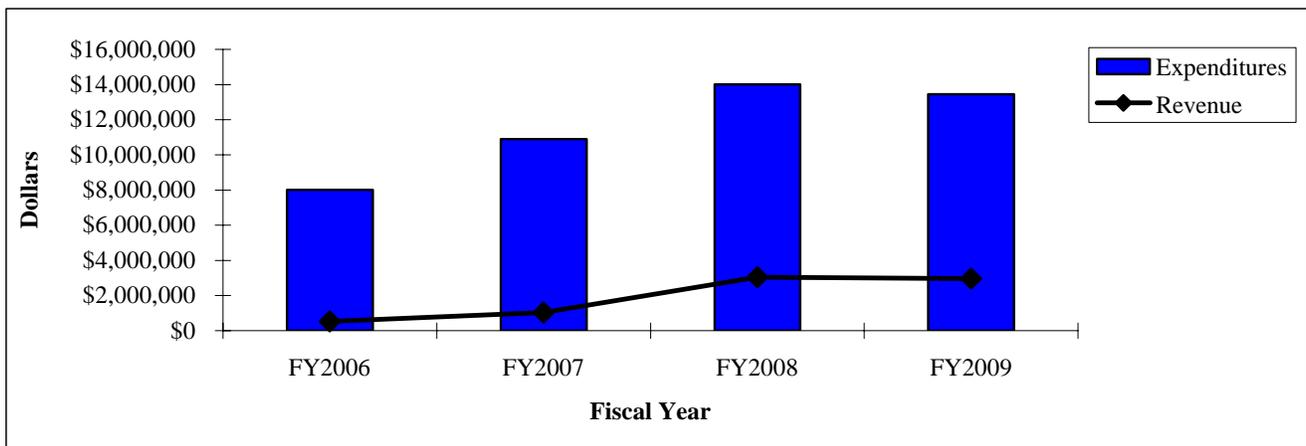
FY 2007 ACCOMPLISHMENTS

- Conducted the second Fire and Rescue Department Strategic Planning Retreat and issued FY2008 TOP Priorities, Goals and Objectives and Performance Indicators visioning document.
- Implemented a new Fire and Rescue Station Alerting System.
- Implemented a department integrated command structure for career and volunteer officers through re-deployment.
- Implemented a standing Risk Management and Safety Review Committee, comprised of Command Staff, Volunteer Chiefs and IAFF Local 4012 leadership to immediately review and recommend policy implementations to address vehicle operation and personal safety practices.
- Graduated the second career recruit class to allow partial staffing of the new Stafford County Fire and Rescue Station 12 (Berea).
- Opened and staffed the first county career fire and rescue station (Berea) significantly improving response times to the Berea area of the county.
- Placed first career Medic Engine 9 in-service at Aquia Harbour cutting response times in the Garrisonville/Aquia Harbour area of the county from an average of 8 minutes to an average of 4 minutes.
- Placed second career Medic Engine in service in conjunction with Mountain View Volunteer Fire Department significantly improving response times to the central area of the county.
- Moved administrative operations to the new Fire and Rescue Headquarters located in the Public Safety Center.
- Implemented the first formal Community Emergency Response Teams (CERT).
- Implemented the Fire Protection Engineering Division and transferred fire plan review and inspections of new construction from the Building Department to the Fire and Rescue Department.
- Began the construction of Fire-Rescue Station 2-Stafford.

FIRE AND RESCUE DEPARTMENT

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$3,933,617	\$5,585,044	\$8,934,099	\$8,368,999	(\$565,100)	-6.33%
Operating	2,618,354	4,307,688	4,174,713	4,296,526	121,813	2.92%
Capital	1,453,661	1,003,984	905,657	779,679	(125,978)	-13.91%
Total	8,005,632	10,896,716	14,014,469	13,445,204	(569,265)	-4.06%
Revenue	531,574	1,030,296	3,044,600	2,962,690	(81,910)	-2.69%
Local Tax Funding	\$7,474,058	\$9,866,420	\$10,969,869	\$10,482,514	(\$487,355)	-4.44%
Full-Time Positions	60	84	98	98	0	0.00%



BUDGET VARIANCES

Personnel Variance of -6.33% is attributed to the following:

- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of 2.92% is attributed to the following:

- Increase in contract cost

Capital Variance of -13.9% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget as a result the following was reduced:
 - Machinery & Equipment
 - Motor Vehicles

FIRE AND RESCUE DEPARTMENT

FIRE AND RESCUE STATIONS

Fire Headquarters 1225 Courthouse Road
 Training and Logistics Facility 1326 Courthouse Road

Battalion 1

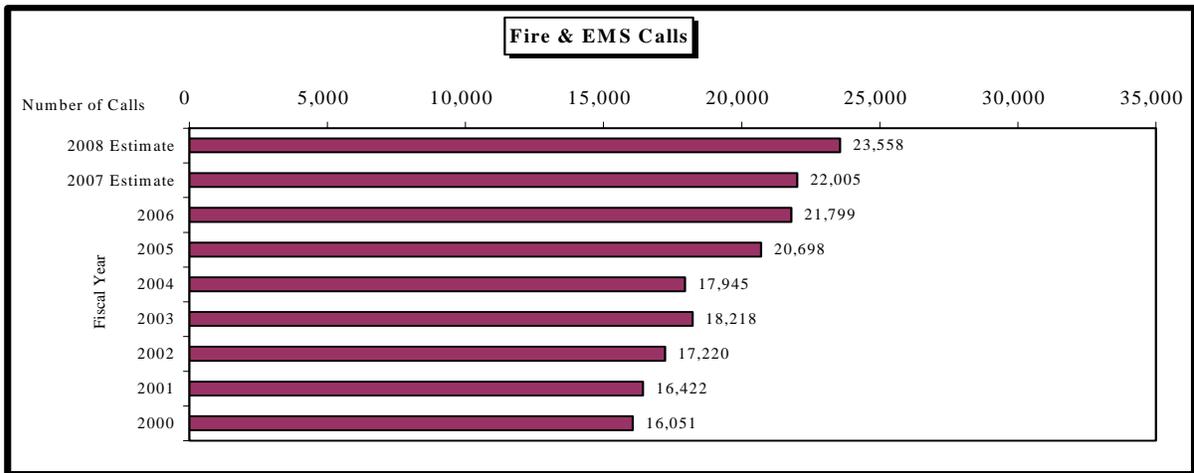
Fire-Rescue Co. 3 Widewater
 Rescue 8 Rock Hill
 Fire Co. 8 Rock Hill
 Rescue 9 Aquia Harbour
 Fire-Rescue Co. 10 Potomac Hills

Battalion 2

Rescue 1 Stafford
 Fire Co. 2 Stafford
 Rescue 4 Mountain View
 Fire Co. 4 Mountain View
 Fire-Rescue Co. 5 Brooke

Battalion 3

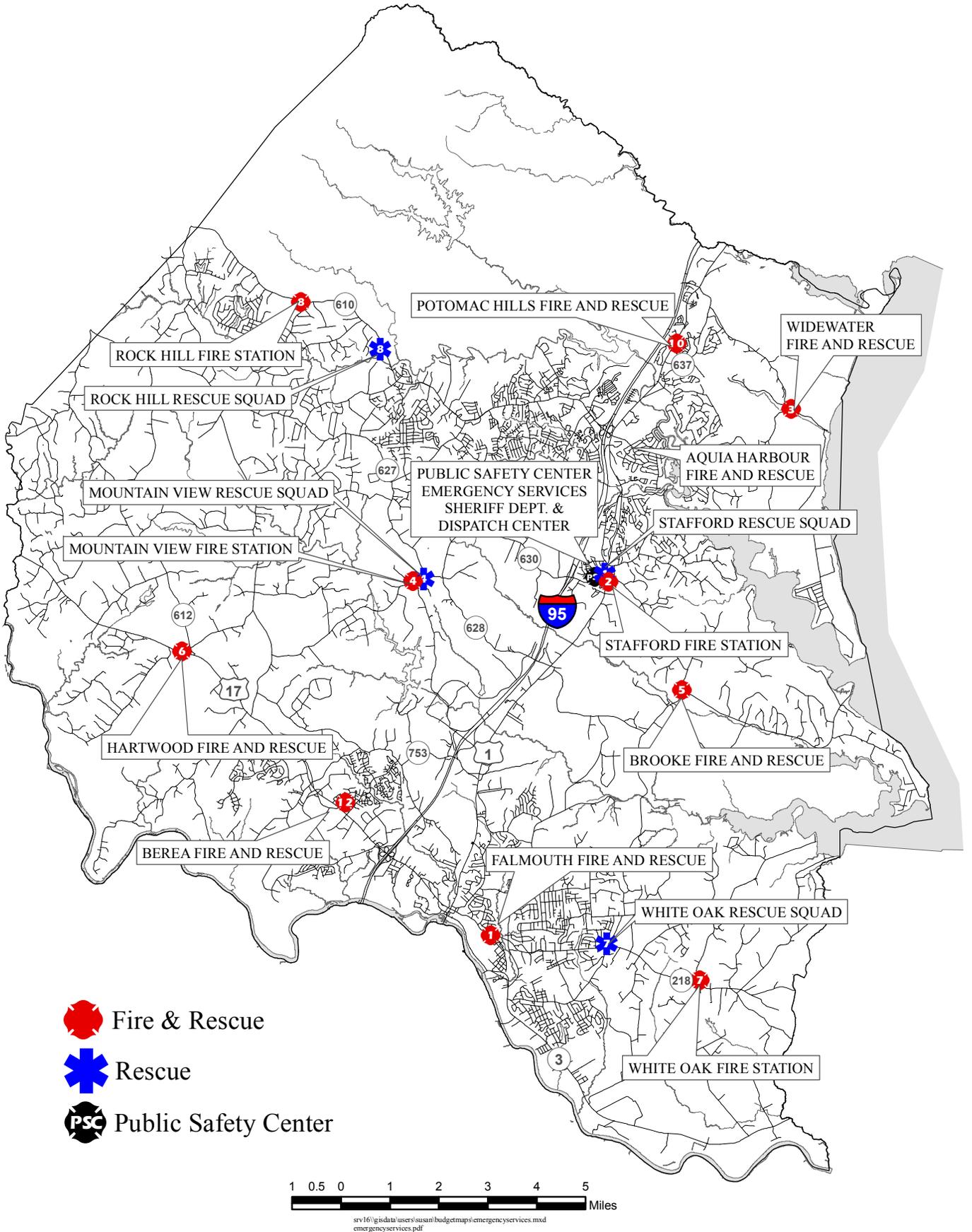
Fire-Rescue Co. 1 Falmouth
 Fire-Rescue Co. 6 Hartwood
 Rescue 7 White Oak
 Fire Co. 7 White Oak
 Fire-Rescue St. 12 Berea



VOLUNTEER FIRE RESCUE ORGANIZATIONS

	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Aquia Harbour Rescue	\$36,995	\$44,830	\$59,250	\$14,420	39.0%
Rock Hill Rescue	38,280	20,875	17,915	(2,960)	-7.7%
Mountain View Rescue	44,263	42,557	50,050	7,493	16.9%
Stafford Rescue	26,685	24,499	19,808	(4,691)	-17.6%
White Oak Rescue	37,063	27,200	23,800	(3,400)	-9.2%
Rescue Stations	\$183,286	\$159,961	\$170,823	\$10,862	6.8%
Stafford Fire	\$170,823	\$214,233	\$171,490	(\$42,743)	-25.0%
Rock Hill Fire	105,048	107,409	144,200	36,791	35.0%
Mountain View Fire	56,078	39,750	36,250	(3,500)	-6.2%
White Oak Fire	99,929	72,893	55,460	(17,433)	-17.4%
Fire Stations	\$431,878	\$434,285	\$407,400	(\$26,885)	-6.2%
Widewater Fire & Rescue	\$104,646	\$113,850	\$89,500	(\$24,350)	-23.3%
Potomac Hills Fire & Rescue	499,048	49,400	56,500	7,100	1.4%
Falmouth Fire & Rescue	216,524	179,815	144,500	(35,315)	-16.3%
Brooke Fire & Rescue	66,842	84,984	51,950	(33,034)	-49.4%
Hartwood Fire & Rescue	108,127	75,930	80,900	4,970	4.6%
Combined Stations	\$995,187	\$503,979	\$423,350	(\$80,629)	-16.0%
Grand Total	\$1,610,351	\$1,098,225	\$1,001,573	(\$96,652)	-8.8%

EMERGENCY SERVICES



SHERIFF

(Professional Standards)

MISSION/DESCRIPTION

Professional Standards provides services that support, develop, enhance and provide oversight for Sheriff's Office employees in their service to our community. The division of Professional Standards is comprised of four separate units, Human Resources, Training, Internal Affairs, and Finance, which are managed by a Deputy Sheriff Lieutenant.

HUMAN RESOURCES

The mission of the Human Resource function within the Sheriff's Office is to act as a liaison between the County Human Resource Office and the Sheriff's Office. HR is responsible for the recruitment and selection of Sheriff's office employees. The office maintains personnel records, administers the Equal Opportunity Program and assists incumbent employees with all matters related to their employment.

TRAINING

The Training division is responsible for the coordination, documentation and implementation of all Sheriff's Office training. In addition, this division acts as a liaison for the Sheriff's Office in matters involving the Department of Criminal Justice Services as well as the regional training academy.

INTERNAL AFFAIRS

Internal Affairs Is responsible for the investigation of complaints against the Sheriff's Office. Internal Affairs provides the necessary over-site to ensure the public is treated with respect and dignity and the Sheriff's Office functions with Integrity-Fairness-Compassion and Professionalism.

FINANCE

The Finance division ensures that the budget is administered properly. Working with Human Resources they ensure employee payroll is correct and up to date. Finance is responsible for the administration of Federal and State Grants.

GOALS/OBJECTIVES

- Develop a performance based employee evaluation program.
- Provide a benefits orientation program for all new employees in the Sheriff's office.
- Develop web based programs which will allow employees access through the Internet and Intranet for personnel and financial information.
- Conduct academy training programs on-site to facilitate accomplishment of DCJS training requirements. This on-site training will also increase training availability for our personnel and minimize costs (travel, registration fees, etc).
- Combine and organize current leadership training into a comprehensive leadership training program.

SHERIFF
(Professional Standards)

SERVICE LEVELS

	CY2006 Actual	CY2007 Actual	CY2008 Plan
Outcomes			
Applications received	1,491	1,214	1,275
Backgrounds completed	51	45	47
Certification completions (DCJS requirement)	51	73	77
Number of specialized training programs within agency	127	137	144
Number of outside training programs	137	161	152
Internal investigations	49	59	60
Outputs			
New hires (HTE)	42	23	24
Average time (days) to complete new employee background	28	40	30
Hours of Instructional Assistance to the Regional Academy	865	903	948
Percentage of internal investigation assignments by Internal Affairs	71%	73%	75%
Efficiencies			
Percentage of vacant positions	94%	93%	93%
Percentage of new hires compared to completed backgrounds	66%	51 %	54%
Percentage of DCJS completed certifications	100%	100%	100%
Average time (days) to complete internal investigations	27.97	9.74	8

SERVICE LEVELS AND PERFORMANCE

The service levels for the Division of Professional Standards indicate a high number of applications for the number of position vacancies. Totals for CY2006 were lower due to job postings being closed after vacancies were filled, rather than leaving them open continuously. Professional Standards will continue to lower the time needed to complete new employee background investigations through more timely records management. Through additional screening methods, the percentage of successful background checks resulting in employment will continue to rise. Due to the growth of the Sheriff's Office, certification completions and specialized training programs continue to increase in number, while still maintaining the high standard of 100% DCJS certification completion. Cases assigned to Internal Affairs averaged substantially less investigative time over the previous two-year period, therefore this department will assume responsibility for all internal investigations beginning January 2007.

FUTURE YEAR ISSUES

The Sheriff's Office continues to expand in direct response to the increase of businesses and residents to the County. The increase of operational personnel necessitates the expansion of our support staff. Currently the Sheriff's Office uses contractors to complete the majority of background investigations. In the past this has been an efficient use of resources, however, with the increase of personnel and the expansion of responsibilities within Professional Standards, it is becoming more and more necessary to have personnel on staff to perform background investigations and to assist in internal affairs investigations.

During FY2008 the Sheriff's Office plans to expand psychological testing for applicants to include pre-offer testing as well as the current post-offer testing. Utilizing proceeds received from a grant we will complete the creation of an informational and recruitment DVD to be used with our recruitment efforts as well as informing the Community at-large as to the operation and capabilities of the Sheriff's Office. Human Resources will implement a random drug-testing program for all incumbent employees.

Training will coordinate the renovations to the Sheriff's office's training classroom. We plan to expand our leadership training by creating a comprehensive plan and establish mandatory training. With the adoption of the career development plan we will administer the program and assist employees with their understanding of the program and provide guidance so they may achieve success within the program. Training will continue to equip and improve the use and function of the regional firearms training facility. We will also use our facilities to sponsor selected training events with the goal of obtaining valuable "no-cost" specialized training for our personnel.

SHERIFF

(Animal Control)

MISSION/DESCRIPTION

Animal Control is divided in two components, 1.Enforcement (Animal Control Officers) 2. Shelter Caretakers. Animal Control Officers conduct routine patrol and implement public safety measures to ensure a safe coexistence with animals and people. This division also conducts educational presentations and responds to a variety of complaints concerning animals. Additional duties include, but are not limited to impounding stray, sick or injured domestic animals on a daily basis. It is important that Officers work with other agencies to place or dispose of the respective animals. Shelter staff handles adoption, redemption and the task of euthanizing when necessary. Also included in shelter staff activity is the cleaning, feeding and general care of the animals in the custody of Stafford County.

GOALS/OBJECTIVES

- Use full staff to provide better proactive enforcement.
- Utilize Staff for educational programs, disaster preparedness and selective enforcement.
- Continue to seek and provide training for all employees to provide optimum service and care.
- Convert all Animal Control Officers to sworn law enforcement officers.
- The Animal Shelter will increase adoptions of animals and minimize euthanasia by exploring new avenues for adoption, such as rescue groups, and utilize Petfinders.com to post the animals available.
- Assist with the spay/neuter of feral cats by using monies received from the Animal Friendly license plate sales to transfer the funds to a private, non- profit sterilization program for dogs and cats in our locality.

SERVICE LEVELS

	CY2007 Actual	CY2008 Budget	CY2009 Plan
Outcomes			
Summons Issued (Manual Tracking)	36	100	150
Total Licenses Sold (Manual Tracking)	3145	4000	4800
Warning Citations Issued (Manual Tracking)	45	74	100
Outputs			
Cruelty to Animal Complaints (Petwhere Software)	577	600	630
Number of Cats Adopted (Petwhere Software)	403	450	500
Number of Cats Euthanized (Petwhere Software)	777	800	830
Number of Cats Turned In (Petwhere Software)	1309	1400	1500
Number of Dogs Adopted (Petwhere Software)	447	500	550
Number of Dogs Euthanized (Petwhere Software)	451	500	550
Number of Dogs Picked Up (Petwhere Software)	896	950	1000
Number of Dogs Returned to Owners (Petwhere Software)	525	555	585
Number of Dogs Turned In (Petwhere Software)	564	600	650
Number of Livestock Calls (Petwhere Software)	330	350	370
Number of Wildlife Calls (Petwhere Software)	122	150	180
Total Miles Driven (Manual Tracking)	113424	120000	120000
Cat and Dog Bite Reports (Petwhere Software)	114	125	135
Service Quality			
Complaints Responded To (Petwhere Software)	3719	4,000	4300
Off Duty Calls Answered (Manual Tracking)	693	750	800
Efficiencies			
Overtime Hours Worked (Manual Tracking)	801	850	900

SHERIFF

(Animal Control)

SERVICE LEVELS AND PERFORMANCE

The volume of calls relating to domestic animals, wildlife and exotics remains consistent with what was projected. The present Staff continues to maintain professional service levels while operating without a fully staffed department. The Animal Control Division has maintained a standard of excellence in enforcement and shelter services.

Some recent changes in shelter services include extended shifts for Animal Control Officers to provide services in the early morning hours as well as in the late evening. Community education became priority with the continuation of our bite prevention program. This program was presented to our schools and area civic groups. Disaster preparedness and volunteer recruitment programs have been implemented and will continue. Through training and new practices in Shelter medicine more animals have stayed healthy, allowing for adoption. Veterinarians have been utilized on a weekly basis to assist with injured animals and disease control. This proactive approach has decreased the number of animals euthanized from the previous year and the shelters goal is to continue with the decline.

FUTURE YEAR ISSUES

Present plans for a new and modernized Shelter. Adjust to the growth of the County. Develop urbanized methods of Animal Control. Continue to help educate the public on animal issues such as responsible ownership, humane care, and disaster preparedness and bite prevention.

ACCOMPLISHMENTS:

- Added and extended shifts for Animal Control to provide extended service early morning and late evening.
- Expanded the bite prevention program to schools and civic groups.
- Expanded the disaster preparedness program and volunteer recruitment for STRACAT.
- Various training has been completed throughout the year to further the professionalism of Animal Control.

SHERIFF

(Court Services)

MISSION/DESCRIPTION

The Civil Process/Court Security Division of the Stafford Sheriff's Office provides services such as court security, prisoner transportation and service of criminal and civil legal documents.

The Transportation Section provides transportation of juvenile and adult offenders to and from court and correctional facilities, mental patients to and from mental health facilities, and all extraditions out of state.

The Civil Process Section handles service of all civil papers for the Sheriff's Office and assists with court security on an as needed basis.

GOALS/OBJECTIVES

- Provide a safe and secure environment for the public to conduct business at The Stafford County Courthouse Complex.
- Enhance court security by providing a safe and secure environment to conduct court proceedings.
- Ensure compliance with all department policies and any applicable Department of Corrections' standards regarding lock up facilities and transportation of prisoners.
- Provide quality-training programs for all division personnel.
- Ensure proficient service of civil process and criminal warrants.

SERVICE LEVELS

	CY2006 Actual	CY2007 Actual	CY2008 Plan
Outcomes			
Circuit Court Days (Manual Tracking)	474	486	510
General District Court Days (Manual Tracking)	305	295	310
J.D.R. Court Days (Manual Tracking)	405	402	422
Outputs			
Civil Process Served (CAD System)	42,387	49,403	51,873
Service Quality			
Extraditions (CAD System)	86	94	99
Transports (CAD System)	783	756	794
Writs & Levies (CAD System)	370	591	621
Warrants Served (CAD System)	10,794	10,483	11,007

SERVICE LEVELS AND PERFORMANCE

The Court Services/Civil Process Division of the Stafford Sheriff's Office provides a variety of services such as court security, prisoner transportation and the processing of all legal civil procedures, and is in charge of the warrant section. The Division Commander (Captain) is required to oversee the overall function of the Division, which includes security at the Courthouse. He ensures that the public and our own judicial officers are conducting business in a safe and secure environment. The Captain ensures compliance with all department policies and any Department of Corrections standards regarding the transportation of prisoners. The Lieutenant assumes command of the Division in the absence of the Captain. The lieutenant is also tasked with special assignments which the Captain or Sheriff may assign to him.

The Civil Process Section of the Stafford Sheriff's Office handles all civil processes for the Sheriff's Office to include out of state process, Capias', Show Cause Rule, Restraining Orders, Bench Warrants, Garnishments, Civil Court Summons, Evictions and Levies. The civil process clerk maintains all records of civil process served. The civil process clerk is also responsible for answering questions from the public regarding civil process either by phone or in person.

SHERIFF

(Court Services)

SERVICE LEVELS AND PERFORMANCE (Continued)

The Court Security Section of the Stafford Sheriff's Office includes the Court Security First Sergeant who oversees the daily operation of the court security section. He ensures that a bailiff is assigned to the judge in each of the courtrooms. He makes sure all courts and court clerk offices are operated in a safe, secure environment. He helps schedule transportation for all inmates to be brought to the courts for trial, and the transportation of mental patients. His objectives are a safe and secure courthouse complex through controlled access, secure perimeters and screening checkpoints. The Civil Process/Transport First Sergeant takes command in the absence of the courts First Sergeant and is familiar with every aspect of courthouse and court security. The Civil Process/Court First Sergeant oversees transports and the civil process officers; he also takes command of the courts First Sergeant duties in his absence. The Court Bailiffs are assigned to a judge to protect the judge to and from the courtroom and during court. The Sheriff's Office is responsible for the courtroom security of five courtrooms a day, five days a week, and on occasions up to six courtrooms. They are also tasked with providing a bailiff at the main entrance of the courthouse to screen persons entering through the X-ray machine. The courts that are in operation are required to have two bailiffs to establish a presence of authority and to protect the judge. The only court that does not require two bailiffs is civil court.

The Transport Section of the Stafford Sheriff's Office are responsible for transporting juvenile and adult offenders to and from correctional facilities and to mental facilities when needed. They are also responsible for all extraditions within the United States. When they are not fulfilling their primary job duties, they assist the Court Security Section in the security of the courts and the courthouse.

The Stafford County Administration building has one security officer who is a certified Stafford Sheriff's Office Special Deputy. His job is the security of the administration building. The Court Security Section covers for him while he is on leave.

FUTURE YEAR ISSUES

The Court Services Section has experienced an increase in the courts. In the year 2005, the Juvenile and Domestic Court added another Judge along with the General District Court. The addition of the two new judges and courtrooms has required four new bailiffs' positions for fiscal year 2005, which we received. With the new judges and courtrooms we have two Juvenile and Domestic Relations courts and two General District courts five days a week. A new Juvenile and Domestic courtroom has now been constructed in the basement level along with storage for juvenile records.

During FY2008, this division will stress improvements in training and professionalism which will help us to maintain a safe environment to conduct court proceedings. This will also increase security and officer safety. We will continue to evaluate the security of the courthouse and make changes and or improvements as needed.

SHERIFF

(Field Operations Division)

MISSION/DESCRIPTION

The Field Operations Division has the primary mission to deliver service to the citizens of Stafford County through response to calls for service and proactive initiatives. Beyond the traditional mission post 911 has brought more responsibility to local law enforcement, the Field Operations Division is charged with the first responder task in any attack that might take place within the County and to assist other law enforcement agencies as the need arises.

ORGANIZATION

To accomplish the mission of the Sheriff's Office the Division is organized into two primary units: Patrol and Special Operations. Each of these units has a distinct role to play in the overall operation of the Sheriff's Office. The patrol function provides a dual function of reaction to events and prevention of events. Members of the patrol division respond to calls for service from citizens and provide preventive patrol through their presence in an area.

Special Operations provides a variety of programs, the first of these is Youth Services. This unit supplies D.A.R.E. Officers to the schools as well as School Resource Officers to insure a safe environment within the schools while at the same time creating a link between the youth of the community with law enforcement representatives.

Included in the Special Operations function is the Traffic Safety Unit that is charged with the control of traffic movement, enforcement of traffic laws, and the reduction of traffic collisions through directed enforcement. To accomplish this task deputies are equipped with motorcycles, and marked and unmarked vehicles.

A newly created unit designated as the Special Problems Unit has been charged with the reaction to and solving of special problems that arise from time to time. For example a series of thefts from construction sites will initiate action by the unit as will a sudden upsurge in traffic collisions in a specific area of the County. The unit may work on very serious events, i.e. homicide-assisting investigators, as well as those more annoying incidents such as vandalism.

Finally, the unit that has total responsibility for proactive law enforcement is the Crime Prevention Unit. The individuals assigned to this task provide a wide range of services aimed at preventing crime, community involvement, and community awareness to the trends in criminal activity within the County.

In addition to the units that have organizational stature, the Field Operations Division provides several services that are collateral assignments that support field endeavors; among these are: K-9 field units, Special Weapons and Tactical support, Dive team availability, Boat Patrol and deputies that are assigned bicycles for special patrol functions, i.e. parks.

At this writing the Sheriff's Office is undergoing a complete Management Study conducted by the International Association of Chiefs of Police. That study has been designed to provide insight into the present operation as well as the future in the light of post 911 policing. It is expected that some organizational change will be necessary to accomplish this expanded mission. A broader organization is a possible consequence and the Field Operations Division will need to adjust to the needs of the future.

GOALS/OBJECTIVES

- Working with Policy and Strategic Planning to adopt a method of systematic deployment based upon response times and workload.
- In concert with other agency divisions develop a short-term plan of action to adopt IACP recommendations that require budget support.
- Provide input, review, and approval of strategic plans developed to adopt the IACP recommendations that require budget support.
- Pursue and achieve recognition as a "Certified Crime Prevention Community" as defined by the Virginia Criminal Justice Services.
- Explore and seek funding alternatives for special projects such as traffic enforcement, resource allocation, and crime prevention.

SHERIFF
(Field Operations Division)

SERVICE LEVELS

	CY2006 Actual	CY2007 Actual	CY2008 PLAN
Outcomes			
DUI Rate per 100,000 population	10.7	7.0	8.0
Fatal & Injury Crashes	836	*	700
Outputs			
D.A.R.E students	2,400	2,640	2,700
In Progress & Emergency. Calls	1,340	1,412	1,400
Traffic summons	13,556	11,771	10,500
DUI Enforcement	523	*	*
Service Quality & Efficiencies			
Operational & Administrative Time	78%	70%	70%
Response Time In Progress & Emgr. Calls	7:42	5	5
Traffic Enforcement Index	.06	*	.08
Enforcement Check Points	10	12	12
Selective Enforcement Assignments	1,323	1,455	1,400
Patrol zones (beats) average	10	12	12

*Traffic related data is compiled by the State Police – data not available at this writing. 2006 Outcome data kept by Sheriff's Office omitted to insure consistent trend data.

SERVICE LEVELS AND PERFORMANCE

Operational and Administrative time at 78% allows only 22% of a first responder's time to be proactive and thus reduce criminal activity. Recommendations from the IACP indicated that this time should be no more than 60%. A management plan has been developed (see Additional Information) that will bring proactive time to 30% in 07-08, 33.36% in 08-09, and 40% in 09-10 as recommended. (plan not fully funded in 07-08 budget, therefore target not met)

Response time In Progress and Emergency Calls requires redeployment and restructure of beats to insure IACP recommended response time of 5 minutes. Personnel additions as noted in the additional information section will contribute to the reduction in response time.

Traffic enforcement index derived from Fatal & Injury Crash Data and Summons issued. ENO Foundation recommends an Index of .08 to maintain effective enforcement program.

DUI rate per 100,000 population allows for evaluation of enforcement and prevention programs – as the rate moves up or down the effectiveness of programs can be evaluated.

ADDITIONAL INFORMATION

ADDITIONAL PERSONNEL JUSTIFICATION PLAN:

The Stafford County Sheriff's Office has reached a point where the level of service expected by our citizens has become multi-faceted. Citizens demand, as a fundamental service, a timely response to their calls for service, proactive policing measures, a reduction in criminal activity, and reaction to Homeland Defense issues as fundamental core services. To accomplish these requirements, more undelegated time is required of our Field First Responder Staff - Patrol deputies.

As the County's population grows, increased calls for service become inevitable. Over the past 6 years, a growth of 13% has taken place. Traffic patterns restrict deputies movements, response times to calls increase, patrol districts change in character, workloads shift, and the new positions we gain struggle to keep pace with the need for proactive law enforcement. Traffic congestion is a major factor in reducing deputies' proactive policing time and as it worsens, becomes even more of a growing concern. It is this area that has the greatest impact on slowing our response times during peak hours and over which we have the least control.

SHERIFF

(Field Operations Division)

ADDITIONAL INFORMATION (Continued)

As the workload increases, the ability to provide crime prevention and proactive law enforcement decreases. Over the years, studies have been conducted to determine the field personnel strength required by the Sheriff's Office. In 1991, the Burracker Study found that the number of calls for service was high and substantially more than the number of deputies available could handle.

In 1995, the 2020 Committee made a strong recommendation that the Board of Supervisors adopt an industry standard to determine sworn officer personnel needs.

In 2002, a study was undertaken within the Sheriff's Office using the accepted methods employed and taught by the International Association of Chiefs of Police. That study indicated a similar increase in the number of first responder field deputies were required to meet workload.

The most recent study in 2006, conducted by the International Association of Chiefs of Police (IACP,) indicates a need for an additional 22 field first responder positions and 6 first line supervisory positions. The IACP based its recommendations upon a formula that has been accepted as an Industry Standard for approximately 50 years.

In essence, the formula states that a first responder's work period should be distributed in the following manner:

- 1) **Operational workload and Administrative time** - responding to calls for service or initiation of criminal investigations, time to meet fair labor standards, service vehicles, report documentation, case preparation, meeting, training, etc. should not exceed **60% of field responder's time.**
- 2) **Proactive time** - (used to solve potential crime problems, engage the community, patrol, traffic safety, etc.) should reflect a minimum of **40% of an officer's time.**

The IACP study revealed that our present operational and administrative workload comprises 78% of our first responders' time, leaving only 22% of their time for proactive policing. While the Administrative workload is at/or below Industry Standard, (indicating administrative efficiency) our operational workload (Service Demands) is grossly out of proportion.

Using the formula as noted above the IACP recommends that 72 field first responders be authorized. Our present authorization is for 50 field first responder deputies, thus 22 new positions are required.

The IACP provides 5 incentives for the acquisition of the 60% level in Operational/Administrative workload.

- The gold standard for response to emergency and "in-progress" calls for service is 3 minutes. A more realistic goal for Stafford County (because of traffic congestion, distances in some areas, and personnel constraints) is a 5-minute or less response time. Over the past 3 years response time to these types of calls has averaged almost 8 minutes (7 minutes and 43 seconds)
- In the same area response time for non-emergency calls for service is recommended to be under 10 minutes. Over the past 3 years our field response time for all calls for service has averaged over 11 minutes (11 minutes and 11 seconds).
- The IACP found that Sergeants serve as first responders in a sizable proportion of the calls for service, thus removing them from field supervision and oversight. The IACP remarks "that the experience level of deputy first responders is low and this demands more supervisory time and effort to insure efficient operations. Couple the involvement of field supervisors in doing the actual work with a span of control that is too large and service efficiency drops."
- Because the county is becoming increasingly difficult to navigate because of traffic volume, redeployment into more workload orientated patrol areas or neighborhoods is necessary, thus making the patrol area smaller and easier to reach.
- Homeland Security issues require more proactive time on the part of first responder deputies to check infrastructure, federal and state facilities, public gathering points, and, with the growth of federal contractors in this area - time to watch over them.
- Finally new hires to the field force increase dramatically the administrative time that is needed to train field first responders. At the same time, the hiring process must be shortened to fill positions as soon as possible so that vacancies do not impede first responder availability.
- It is recognized that a dramatic increase in personnel to this level is a tremendous budget impact and therefore a management plan has been developed to move the organization towards the recommended 60% operational workload/administrative time level over a 3-year period as follows:
- To achieve a 30% proactive patrol time, an authorized strength of 60 field first responder deputies, or 10 additional deputies, is required. This reduces the committed time to 70%, still 10% greater than recommended.

SHERIFF

(Field Operations Division)

ADDITIONAL INFORMATION (Continued)

- To reach a 36.66% proactive patrol time level an authorized field first responder strength of 66 (16-additional deputies) is required.
- To meet field supervisory staff needs and reduce span of control an additional 6 field sergeants are required.

The following matrix provides an implementation schedule to meet the first responder needs of the County.

MANAGEMENT IMPLEMENTATION PLAN FIELD OPERATIONAL NEEDS FY2007 THROUGH 2010	FY 2006-07 22% PROACTIVE POLICING TIME (Current)	FY 2007-08 30% PROACTIVE POLICING TIME	FY 2008-09 * 33.36 PROACTIVE POLICING TIME	FY 2009-10* 40% PROACTIVE POLICING TIME
POSITION TITLES	AUTHORIZED POSITIONS	NEW POSITIONS	NEW POSITIONS	NEW POSITIONS
DEPUTY (FIRST RESPONDER)	50	10	6*	6*
FIELD SUPERVISOR (Sgt)	6	3	3	
TOTAL	56	13	9	6
TOTAL STAFF NEEDS	56	69	78*	82*

*It should be noted that in phase 2 & 3 (33.36 and 40% proactive time) before finalizing personnel requirements, a workload study should be conducted and the requirements for additional personnel - if any, be based upon that study. This will insure compliance with the levels set in the plan.

FUTURE YEAR ISSUES

Manpower continues to be an issue with the constant growth and new development in our County. Commercial and residential growth continues to expand in the county. The recent addition of new homes in the county to include retirement communities has increased our calls for service. In addition, our roll in homeland security issues continues to evolve and expand as we prepare for the unexpected. Crime Prevention through environmental design will continue to be important in Stafford County if we hope to have safe communities.

Our Crime Prevention efforts will continue to work with the Federal and State authorities to do our part on the war on terror. However we will also work on a local level with our businesses and homeowners associations to make our community a safe place to live, work and shop. Our community is constantly changing. Commercial developments and residential communities are now neighbors. The regional airport continues to grow and expand requiring additional law enforcement services. New developments such as Celebrate Virginia in the South end of the County and the planned new hospital in the North end of the county will only further increase the need for additional Law Enforcement resources. In addition, we will have a new middle school in the County that will generate a need for more School Resource Officers.

Our traffic Safety Unit has continued to expand its roll in an attempt to keep the motoring public safe as well as keeping the traffic flowing in a safe and efficient manner. While the numbers of homes and businesses continue to increase in the county, the major thruways have not kept pace with the growth of traffic on the roadways. For the first time in several years, Stafford County has a new interchange off of Interstate 95.

We will continue to partner with all the stakeholders in our community to improve the safety of our roads, affect and change the behavior of drivers in the community with a special emphasis on young drivers. We will continue to take a tough stance on drunk and drugged driving as well as aggressive and reckless drivers. We will continue to be innovative in our approach to traffic safety and strengthen our relationship with partners in the state and local government. We will continue to utilize our volunteer traffic safety unit to augment our patrol staff whenever possible.

The Juvenile Services Unit working together with County school officials will continue with a proactive approach to identify, address and prevent school violence. They will work together with the regional gang task force to prevent and eliminate any gang activity within our schools and our County.

SHERIFF

(Criminal Investigations Division)

MISSION/DESCRIPTION

The mission of the Criminal Investigations Division (C.I.D.) is to support law enforcement operations by overseeing the day to day assignment and investigation of all cases and coordinating all major criminal investigations.

ORGANIZATION

Seven investigative units are encompassed within the Criminal Investigations Division: (Three of which are part time)

- Major Crimes (Violent Crimes) Unit
- General Assignment Unit (Property Crimes)
- Drug Enforcement Unit
- Crime Analysis Unit
- Crime Scene Technician (Part-Time)
- Computer Forensic Analyst (Part-Time)
- Pawn Unit (Gun Permits & Federal Firearms applications) (Part-Time)

The Major (Violent) Crimes Unit is responsible for the investigation of murder, rape, and robbery. The Unit also investigates any incident resulting in death, malicious wounding, abduction, crimes against children, missing persons, and runaways.

The General Assignment/Property Crimes Unit's responsibility involves the investigation of property related crimes such as burglaries, larcenies, frauds, embezzlement, white collar offenses, computer crimes related to thefts or frauds, and felony vandalisms.

The Drug Enforcement Unit routinely gathers criminal intelligence of a drug related nature and also of any criminal activity. While maintaining a database of this criminal intelligence the unit specifically concentrates on investigations of illegal drug distribution, conspiracies to distribute illegal drugs, and identifying major drug trafficking enterprises. This unit also tracks money laundering involved with illicit drug distribution and manages asset identification, seizures, and forfeitures.

The Rappahannock Regional Gang/Terrorism/Drug Task Force is comprised of four (4) agencies/jurisdictions. This task force was formed primarily to combat the gang problem in the area and any criminal behavior associated or generated by gang activity.

The Pawn Gun Permits & Federal Firearms Unit manages all pawns conducted in the county and surrounding jurisdictions. This unit identifies any and all items pawned that may be connected to any criminal case and directs this information to the property investigative unit or outside agency. This unit is also responsible for the processing of all concealed weapons and Federal Firearms permits.

The Crime Analysis Unit tracks crime sprees and trends for additional enforcement application. They also compile related crime statistics for the Sheriff's Office as needed. This unit receives and disseminates sensitive law enforcement lookouts and wanted postings for the Sheriff's Office and coordinates like information with other area police agencies.

All Criminal Investigations Division Units are complimented by an administrative support group, who provide secretarial duties, data entry tasks, routine office inventory, and financial record keeping for the division.

GOALS/OBJECTIVES

- Enhance the Computer Forensic Analysis Unit

SHERIFF
(Criminal Investigations Division)

SERVICE LEVELS

	CY2006 Actual	CY2007 Actual	CY2008 Plan
Outcomes			
Cases assigned - General Assignment	607	645	677
Cases assigned - Crimes Against Person	268	289	303
Drug Intelligence cases	314	363	381
Pawn shop ticket review	7,288	8381	8800
Firearm Permits and Federal License Review	600	972	1020
Outputs			
Case investigative time GA in hours	3,642	4,438	4,658
Cases investigative time CP in hours	2,680	2,890	3,030
Drug Intelligence time in hours	1,256	1,452	1,524
Pawn shop ticket review time in hours	5.84	5.46	5.46
Firearm Permit & Fed. Lic review time in hours	.48	.63	.66
Service Quality & Efficiencies			
Case Clearance rate - General Assignment	40.86%	47.59%	48%
Case Clearance rate - Crimes Against Person	89.55%	72.66%	73%
Drug Intelligence case development	8.92%	22%	22%
Pawn shop ticket case development	15	17	17

SERVICE LEVELS AND PERFORMANCE

Case Clearance rate - General Assignment is expected to remain constant, as solvability factors in this type of crime are not high, in most cases there are no leads or workable evidence.

Case Clearance rate - Crimes Against Person is also expected to be somewhat constant in that this type of crime is seldom committed without some sort of witness even if that witness is the victim, thus the solvability of the crime increases.

Drug Intelligence case development has the potential for growth if more time is devoted to the follow-up of such information.

Pawnshop ticket case development has been shown to be very productive considering the limited time available for such investigations. The present investigator is part-time and devotes only 24 hours per week to this function. An increase by 10 hours per week to a 35-hour employee has the potential for doubling the case output. (The recommendation to increase the time of this individual was not awarded in the 2007-08 budget, therefore goals could not be met as workload increased beyond the ability to deal with them.)

The Criminal Investigations Division (C.I.D.) is still primarily a reactive group that responds to needs for investigative follow-up from the Patrol Division, Commonwealth's Attorney's Office, and criminal complaints from the community.

The clearance rate for major crimes is relatively high compared to the national average but, of course, could be better with increased resources and manpower.

This Division could certainly be more proactive with increased staffing which would be the ultimate goal for the Sheriff's Office. The agency's overall effectiveness would benefit from enhancements in C.I.D. manpower particularly in the area of proactive investigative enforcement. The impact of progressive and proactive policing in the field of criminal investigations would result in a very positive return to the community as well as the agency.

Taking more drugs off the streets, seizing criminal assets, protecting our children from internet predators, and identifying criminals before they can victimize our neighborhoods are only a few of the benefits.

SHERIFF

(Criminal Investigations Division)

FUTURE YEAR ISSUES

A major issue for the Division still continues to be recruitment, retention, and training of qualified experienced detectives.

The Division has experienced additional positions that have been filled with relatively young inexperienced personnel that require additional time and resources for specialized training in the criminal investigations field.

Over forty (40%) percent of the Division qualifies for retirement in just a few years that would result in the loss of an immeasurable amount of training and expertise. This would drastically interrupt the effectiveness and efficiency of C.I.D. until such time as personnel acquire the necessary investigative knowledge and skills through effective training and appropriate experience.

Recruitment of qualified experienced candidates from outside the agency for C.I.D. would require an offer of a competitive salary and benefit package to help offset the loss of experienced personnel to retirement and turnover to better paying Federal or Northern Virginia Agencies.

Each year the Stafford County Sheriff's Office and community share more in common with our neighbors to the north. Considering this impact comes the natural realization that Stafford County will see an increase in crime and public service requests that require more response from law enforcement.

C.I.D. has also established a part-time Pawn/Gun Permit Unit that has been instrumental in identifying and solving a number of property related thefts that the General Assignment Detectives would have missed due to an already heavy case load and time restraints. This Unit has not only benefited Stafford, but also neighboring jurisdictions, in the recovery of stolen property and the identification and apprehension of the responsible offenders.

C.I.D. has attempted to establish specialized units within the Division to help create additional expertise in each respective area. Historically, individual units with specific duties (i.e. drugs, child abuse, financial violations, etc.) enhance a Division's effectiveness through focused training, education, and a proactive approach to deterring and solving crime. Again increased staffing is paramount to accomplish this goal.

One hundred twenty eight (128) criminal and applicant polygraphs were administered by the Sheriff's office in 2006. All of the polygraphs are contracted outside the agency since the Sheriff's Office does not employ a polygraph examiner. The polygraph is a great and very effective investigative tool but is often dismissed because it is not available at the time it is needed. Some cases are often not scheduled for polygraphs because they do not qualify as cost effective. A full time polygraph examiner would resolve this issue and could be available at any time for high priority cases.

The Stafford Sheriff's Office recently employed a part-time computer forensic expert as a Detective to conduct the forensic examinations of computers seized during the course of investigations where computers were used to further various types of criminal activity. (Counterfeiting, frauds, child pornography, prostitution, etc.)

During the course of approximately a six (6) month period this computer Detective has forensically analyzed 18 separate computers, two (2) cell phones, and over 80 DVDs and/or CDs for the Sheriff's Office with a number of computer examinations still waiting to be conducted. This position has expedited the investigative process increasing the likelihood of timely and successful prosecution of these offenders due to the in-house availability of forensic analysis of the electronic equipment involved or encountered in such cases.

The average turn around time for a forensic computer examination by the State Police Unit assigned to do such analysis is approximately 12 months or more.

The Sheriff's Office Computer Detective has also initiated approximately 8 cases involving the identification of on-line predators who surf chat rooms on the internet searching for underage children to prey on.

The success of proactive computer on-line investigations attempting to identify these types of offenders is largely in the hands of individual law enforcement agencies that must allocate or focus resources toward this worthwhile endeavor.

Within the past two years, the Stafford Sheriff's Office participated in two separate federally funded Internet Crimes Against Children (ICAC) initiatives (Computer on-line investigations) that were hosted or set up by the Virginia State Police with other local law enforcement agencies participating also. These mini task force scenarios lasted one week and two weeks respectfully and yielded approximately 30 cases for further investigation and 28 computer related child enticement charges where the suspects showed up locally from various locations across the state to meet children for illicit purposes. There were numerous other cases that could have been pursued but due to limited resources it was not feasible at the time.

SHERIFF
(Criminal Investigations Division)

FUTURE YEAR ISSUES (Continued)

A full time ICAC unit could be very successful in deterring and pursuing this type of criminal activity if appropriately staffed and resourced.

There has been a substantial increase in reported financial or “white collar” crimes in the last year. Much of this increase can be attributed to frauds and thefts by computers. This is largely due to the advancement of technology in the computer field that has been made available to the general public, which is just a sign of the changing times for our society. The public as a whole now use their home computers for many of their financial transactions as a convenience. As computer technology advances history dictates that it is only a matter of time before criminals take advantage of this environment and the results become overwhelming for law enforcement. The Stafford Sheriff’s Office has just begun to experience the “tip of the iceberg” in this field.

The Sheriff’s Office Financial/White Color Unit has also experience an increase in the use of counterfeit credit cards and checks. Many of these fraudulent items are computer generated. Teams of out of state traveling scam artist have recently been identified and often target the Stafford County area due to it’s proximity to the greater Washington, D.C. area. This has become a more frequent problem attributed to the commercial and business growth of this region that only attracts these types of criminals. The Stafford County community will only see more of such crime as it becomes recognized as an accessible region for such criminals due to law enforcement’s lack of resources and manpower.

SHERIFF

(Services Division)

MISSION/DESCRIPTION

The Administrative Services Division provides support for all Sheriff's Office operations including Records Management, Evidence Processing, Departmental Property, Data Entry, Accounting Review, Computer Hardware and Software, Fleet Management, Accreditation Management and Technological Research. The Administrative Services Division provides the support from behind the scenes, with the ultimate responsibility of ensuring that all Divisions can perform their responsibilities without interruptions and obtain the required performance levels for the citizens of Stafford County Sheriff's Office and the Commonwealth of Virginia.

ORGANIZATIONS

The Records Management section administers and maintains the law enforcement reports and data, citations, expungements, arrest information, accident reports, calls for service information, scanning of all report and record retention schedule mandates. This section is responsible for all Freedom of Information inquiries, which includes media, citizen and company requests for background information from reports or arrest information. The scanning feature eliminates the need for storage space and allows quicker access to information required.

The Evidence section maintains all items of evidence including: latent fingerprints, blood and body fluids evidence, recovered stolen property, illegal drugs, found property and property for safe keeping. The Evidence section is responsible for transporting and picking up most items requiring laboratory analysis. This section also processes all items in the Sheriff Information System, maintains the Chain of Custody of all evidentiary items and testifies in Court proceedings with respect to custody control. The section is also responsible for responding and picking up large items (evidentiary and found property) that are too large to be transported by a patrol vehicle. The timely destruction, return, or sale of items is also the responsibility of the Evidence section.

The Property Section maintains all property such as uniforms, weapons, handcuffs, crime scene supplies and all office related-equipment and supplies. Everything ordered is processed, inventoried and issued by this section for proper accountability. The Property section is also the secondary backup to the evidence section and ordering. The Property Section assists with numerous projects unrelated to property; however, these projects contribute to the overall function of the Sheriff's Department daily activities, both short and long term.

The Data Entry Section is responsible for entering all police reports, citations, pawns, and field interviews into the Sheriff Information System (SIS). This section is also responsible for staffing the front desk during business hours to greet guests, direct incoming calls, and answer general questions for the public.

The Accreditation Section is responsible for the maintenance of all files, reports and policies necessary to comply with Accreditation Standards. As policies and procedures are changed or modified, this section ensures that it is properly documented and that all affected personnel are notified. This section also establishes liaisons with other agencies to provide assistance with the accreditation process.

The Technology Section is responsible for Sheriff's Information System, research of all new concepts to ensure that they are applicable to the needs of the Sheriff's Office, to include efficient and effective endeavors towards the goals and needs of the Community. This section is also responsible for technical and grant research. It works with regional partners for the implementation of data sharing, maintaining connectivity and validation of the information. Provides training of all programs. Maintain and continue the development of the wireless program. Research and implementation of computer hardware and software programs, developing of maintenance schedules for upgrades and replacements as needed.

The Computer Support Section maintains all departmental desktops, mobile computers and several off site computers used on a daily basis in support of the Sheriff's mission. This section also is involved with the implementation of new initiatives, which are indirectly related with the community to provide real time information and services. This section is responsible for setting up, training and maintaining of all systems, to include, Sheriff's Web page, Picture Link, Live Scan, Regional Hub, Crime View, etc

Fleet Management is responsible for the accountability of all vehicles maintained by the Sheriff's Office, to include purchase, warranties, scheduled maintenance, installation of equipment, assignments for usage and rotation of vehicles. This not only includes the marked police cruisers, but also unmarked cars, motorcycles, a boat, an ATV, sign boards and trailers. This section tracks repairs to vehicles and determines the schedule for retiring vehicles and having them auctioned. The Mobile Command Center is under the Fleet Services Manager.

SHERIFF

(Services Division)

GOALS/OBJECTIVES

- Strive to input reports, citation and warrants, etc. in a timely manner
- Continue to evaluate the need for equipment with associated cost
- Ensure the timely return and destruction of property and evidence items
- Continue to maintain department accredited status
- Review policy and amend as required
- Provide necessary technical oversight of Technology and Equipment for cost and effectiveness
- Maintain Standard of Workload
- Provide training and usage of for improvement and efficient operations, CrimeView Web

SERVICE LEVELS

DATA ENTRY

Year	Total Overall document's Processed	Average Doc per person, annually	Average Doc per Person to Process per Hour	Length of Time to Input Upon Receipt
2001	24,744	4,519	2.8	3-5 Days
2002	28,312	5,171	3.2	5-7 Days
2003	29,368	5,364	3.3	5-7 Days
2004	28,045	5,122	3.2	3-5 Days
2005	26,744	4,885	3.0	1-2 Days
2006	31,669	5,758	3.6	2-3 Days
2007	29,425	5,350	3.4	2-3 Days

SERVICE LEVELS AND PERFORMANCE

The Administrative Services Division is currently staffed with nine full-time and two part-time civilian employees, one Lieutenant and a Captain that commands the division. Seven of the employees are responsible for the entry of the documents requiring input, as listed above, and provide staffing of the receptionist desk. Two of the civilian employees are responsible for the maintaining, accountability and destruction of all items of evidence and property. One civilian employee maintains all reports and related records required by law and FOIA request. One civilian employee maintains all computer related equipment and issues that arise on a daily basis, to include new initiatives.

Our goal is to have reports entered into the system within 24 hours. The basic documents listed in the above overview are for preliminary reports, supplemental reports, traffic citations, accident reports, DUI's, criminal warrants, field interviews and pawns. All of which are critical to the Sheriff Office mission.

Entry of the information into the Sheriff's Information System is critical to the Investigators as well as the Regional partnership with Spotsylvania, King George, Regional Jail and the City of Fredericksburg. All of which use this information daily. This entry time still needs to be improved upon to provide the proper information in a timely manner, without additional increase in manpower to assist with entry.

SHERIFF
(Services Division)

SERVICE LEVELS AND PERFORMANCE (Continued)

PROPERTY – EVIDENCE

Year	Evidentiary Total Overall Item's Processed	Average Doc per Day	LAB, Court and item pickup hours
2001	1,638	8	156
2002	1,682	8	182
2003	5,832	28	221
2004	7,648	37	234
2005	8,538	41	286
2006	8,890	43	312
2007	12,351	59	372

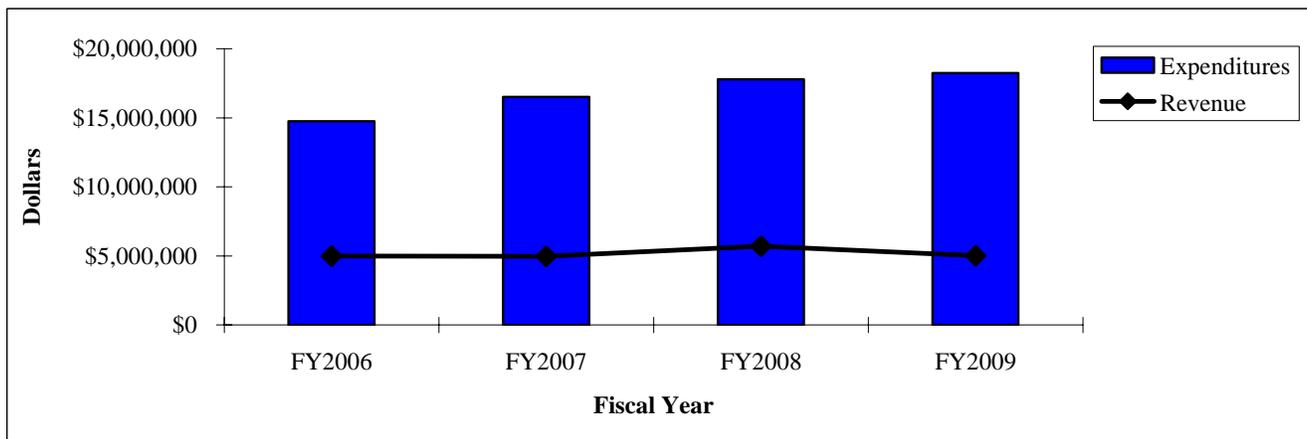
The workload from the Property and Evidence section is directly related to the reports filed. The workload has increased along with the number of new deputies and crimes being investigated. More evidence is being collected, and processed. Most items being processed require additional processing from the state laboratories, Fairfax and Richmond, which require the items be taken there on a weekly basis, again taking up additional time.

SHERIFF

(Summary)

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$12,013,866	\$13,438,921	\$14,627,421	\$15,098,068	\$470,647	3.22%
Operating	1,866,736	2,117,775	2,494,742	2,479,048	(15,694)	-0.63%
Capital	877,470	956,084	658,000	660,415	2,415	0.37%
Total	14,758,072	16,512,780	17,780,163	18,237,531	457,368	2.57%
Revenue	4,997,519	4,972,418	5,701,586	5,011,476	(690,110)	-12.10%
Local Tax Funding	\$9,760,553	\$11,540,362	\$12,078,577	\$13,226,055	\$1,147,478	9.50%
Full-Time Positions	171	179	187	187	0	0.00%
Part-Time Positions	12	17	17	17	0	0.00%



BUDGET VARIANCES

Personnel Variance of 3.22% is attributed to the following:

- 1.2% Cost of living Increase
- Eight new Deputies for ½ of FY2008 funded full FY2009
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -0.63% is attributed to the following:

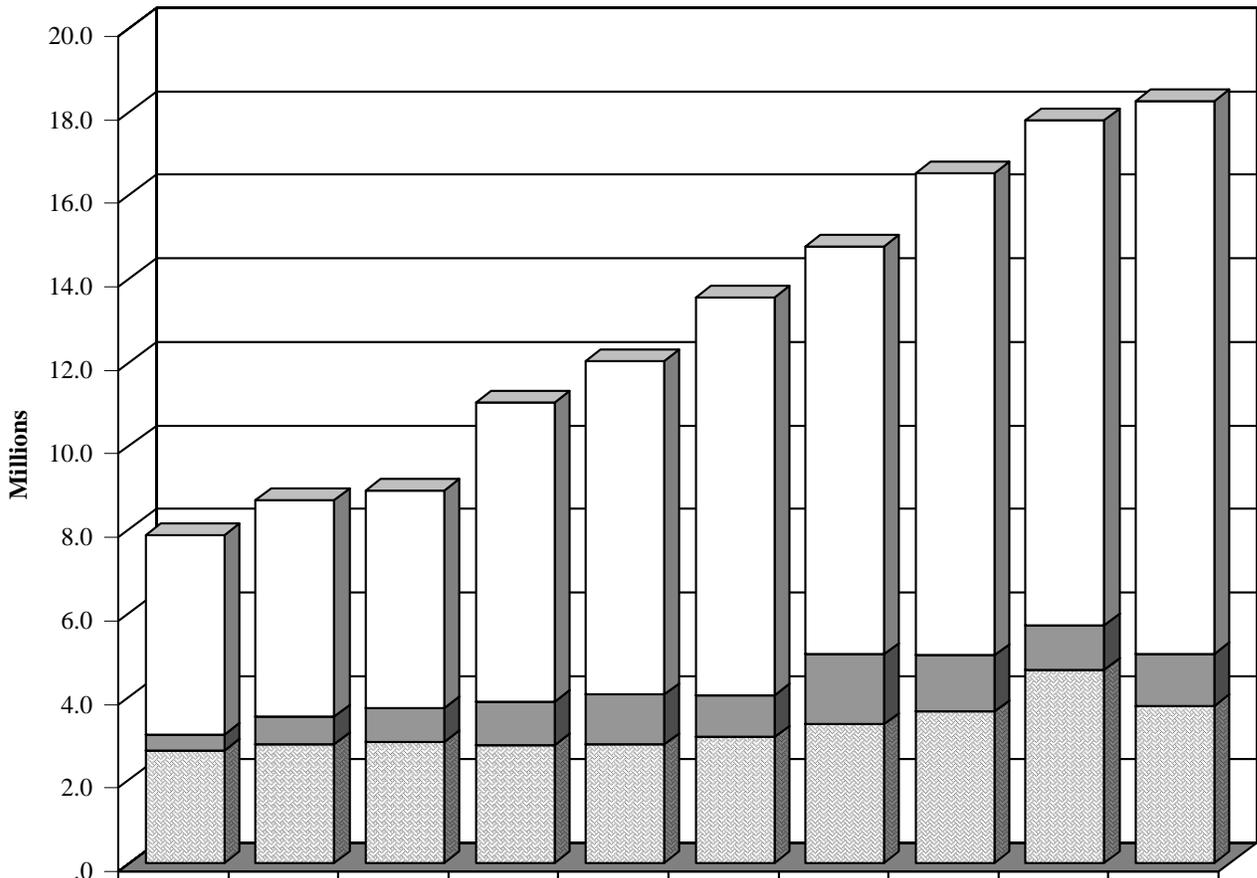
- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Training cutbacks due to budget reductions
 - Computer software upgrades not able to be complete as scheduled
 - Reduction to the amount of laptops purchased for deputies.

Capital Variance of 0.37% is attributed to the following:

- Purchase of small fixed assets for Animal Control

SHERIFF

The County funding for the Sheriff has increased over the years. This increase is partly due to the ending of Federal funding of a COPS grant and additional equipment and personnel needs over the years. Other factors, which affect these categories, are state Compensation Board Funding and other smaller grants being picked up.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	4.8	5.2	5.2	7.2	8.0	9.5	9.8	11.5	12.1	13.2
Other Revenue	.4	.7	.8	1.0	1.2	1.0	1.7	1.3	1.1	1.3
State Reimbursement	2.7	2.9	2.9	2.8	2.8	3.0	3.3	3.6	4.6	3.8

	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	61%	60%	58%	65%	66%	70%	67%	70%	68%	72%
Other Revenue	5%	8%	9%	9%	10%	8%	11%	8%	6%	7%
State Reimbursement	34%	32%	33%	26%	24%	22%	22%	22%	26%	21%

SOLID WASTE & LITTER PREVENTION

MISSION

The Rappahannock Regional Solid Waste Management Board (R-Board) services Stafford County's solid waste management programs. The Board provides land filling, recycling, special collection programs as well as recycling and litter prevention education outreach programs. The R-Board does not receive any funding from the County of Stafford. Stafford County litter prevention works to maximize the removal of trash from County roads by performing roadside cleanup activities including coordination of efforts with outside resources both contracted and free. Inter-government work includes providing cleanup services for illegal dumpsites in coordination with the County Code Administration Department, as well as, working with the Attorney's Office and VDOT, on illegal sign violations.

GOALS/OBJECTIVES

- Exceed the state mandated 25% recycling requirement.
- Provide citizen drop-off areas for their solid waste disposal and recycling.
- Ensure that programs are in place to provide the maximum recycling of special wastes such as electronics, household hazardous waste, mercury and fluorescent bulbs.
- Provide comprehensive education outreach programs for recycling and litter prevention.
- Maximize use of free and/or cost effective outside resources such as the Rappahannock Regional Solid Waste Management Board, the Rappahannock Regional Jail, the Rappahannock Area Office on Youth Program, the Beautification Committee, and resident volunteers .
- Maximize cooperative efforts with other County Departments.

SERVICE LEVELS

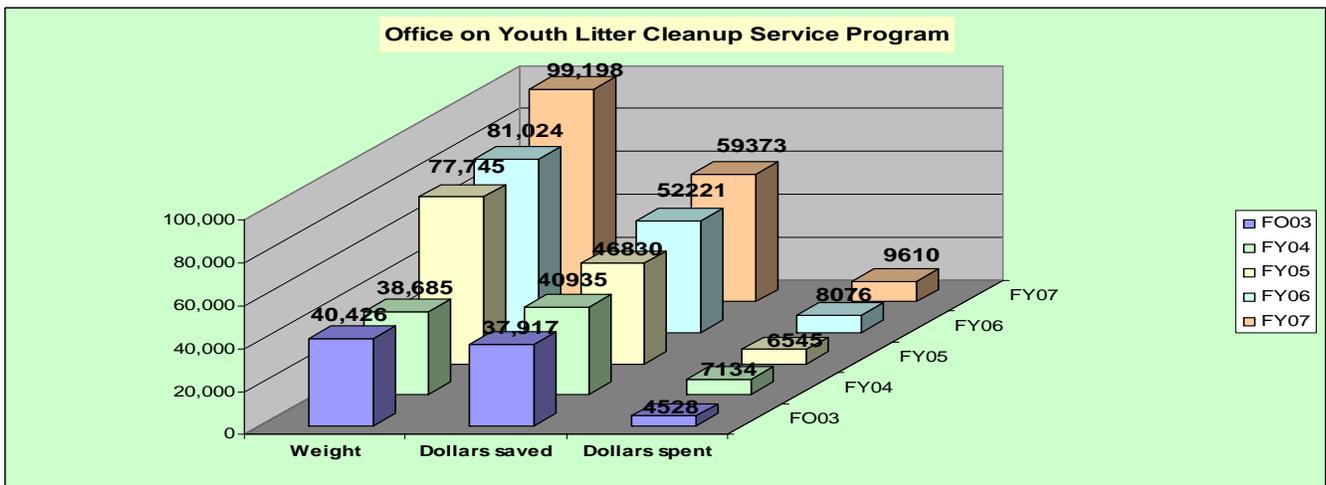
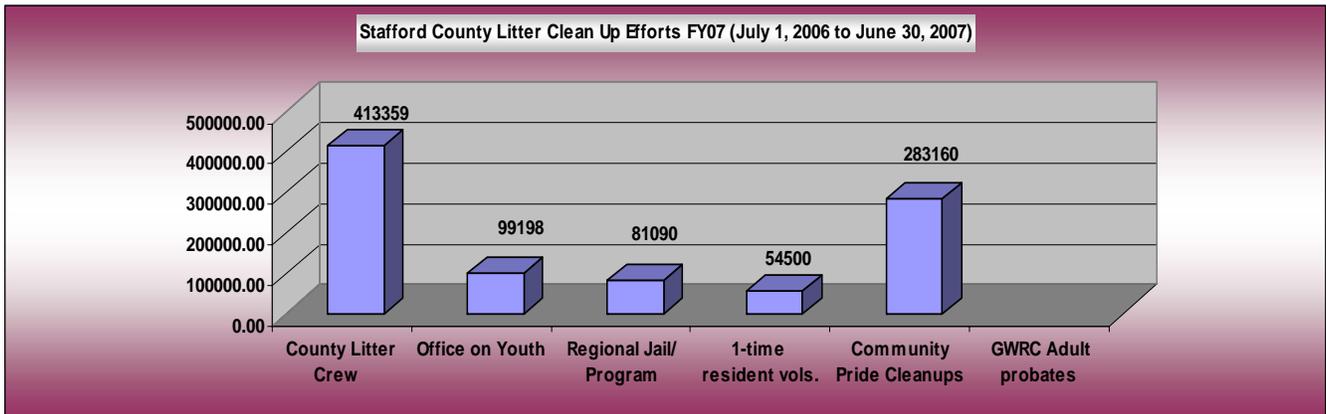
	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Meet 25% (recycling rate) (State DEQ Report)	40%	41%	42%
Outputs			
Recyclables processed (in tons) (Manual Tracking)	26,660	27,500	28,500
# of times roads are cleaned (access data base, scale tickets)	460	500	550
Picked up trash (in pounds) (Virginia DEQ non-competitive grant report)	950,800	1,000,000	1,050,000
Service Quality			
# Special Collection Days	7	8	8
# Recycling Collection Sites	8	9	10
# of Community Pride cleanups given	59	60	65
Efficiencies			
# hours given by outside resources (no cost to County) (Virginia DEQ non-competitive grant report)	11,175	11,700	12,000

* Recycling tonnage is only for the amounts actually processed through the Regional Landfill facility. It does not reflect the entire recycling activity for the area.

SOLID WASTE & LITTER PREVENTION

ACCOMPLISHMENTS

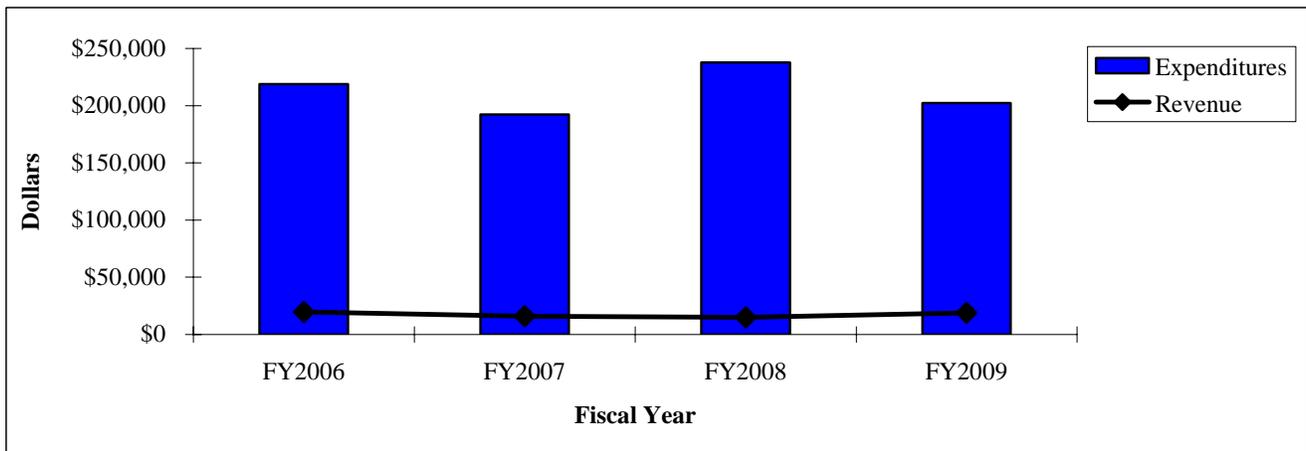
The following graphs illustrate the weight of litter from all cleanup efforts. The Community Pride program is an R-Board sponsored program that promotes organized community cleanups. Free labor hours for all activities of the department were 11,175 hours. The County benefited \$200,814. Labor is valued @ the state rate of \$17.97 per hour.



SOLID WASTE & LITTER PREVENTION

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$168,426	\$149,326	\$150,989	\$150,818	(\$171)	-0.11%
Operating	50,244	42,923	56,750	51,550	(5,200)	-9.16%
Total	218,670	192,249	237,739	202,368	(35,371)	-14.88%
Revenue	19,591	16,105	15,000	19,000	4,000	26.67%
Local Tax Funding	\$199,079	\$176,144	\$222,739	\$183,368	(\$39,371)	-17.68%
Full-Time Positions	2	2	2	2	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



BUDGET VARIANCES

Personnel Variance of -0.11% is attributed to the following:

- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm

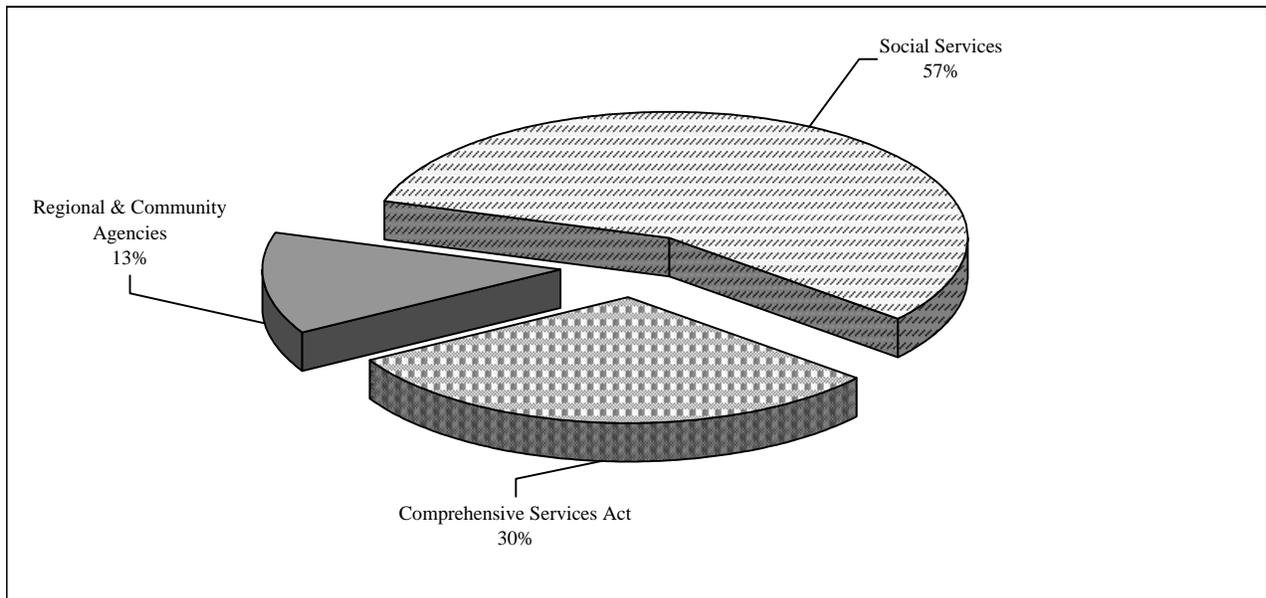
Operating Variance of -9.16% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget



HEALTH AND WELFARE

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Comprehensive Services Act	\$4,088,648	\$4,128,362	\$4,406,028	\$277,666	6.73%
Regional & Community Agencies	2,033,046	2,126,194	1,906,779	(219,415)	-10.32%
Social Services	7,403,408	8,545,197	8,163,188	(382,009)	-4.47%
Total Expenditures	<u>\$13,525,102</u>	<u>\$14,799,753</u>	<u>\$14,475,995</u>	<u>(\$323,758)</u>	<u>-2.19%</u>



COMPREHENSIVE SERVICES ACT

MISSION

The Stafford County Comprehensive Services Act (CSA) program is a collaborative system of high-quality and cost effective services for high-risk children and their families that is child-centered, family-focused, and community based. The CSA staff strives to provide support and collaboration to those agencies in which it works so closely with in providing services to the children and families within the Stafford community.

GOALS/OBJECTIVES

- Collaborate with other community agencies to expand available community resources and build community teams to develop creative solutions in servicing at-risk children and families.
- Maintain an effective utilization management system to review residential placements and track outcomes of services rendered.
- Submit financial/statistical reporting on a timely basis to the state office of Comprehensive Services.
- Coordinate and facilitate communication among current human service agencies to create a more comprehensive approach to serving at-risk children and families.
- Pursue child support obligations from parents.
- Review all placements (outside of special education) for IV-E eligibility (federally subsidized foster care).
- Preserve and strengthen families while providing services in the least restrictive settings.
- Continue to invest 5% of the CSA budget into Prevention programs to provide services in the least restrictive environment; track the use and effectiveness of this investment.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
CSA Expenditures (HTE Sys.)	\$3,912,975	\$3,938,309	\$4,540,145
Child Support Refunds (HTE Sys.)	\$216,100	\$185,000	\$190,000
Outputs			
Cost Per Child served by CSA (CSA Statistical Report)	\$16,500	\$17,655	\$18,920
Medicaid Residential Placements (Manual Tracking)	30	30	32
Number of Children that received Prevention services through FC Prevention fund	N/A	15	35
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	209	215	250

ACCOMPLISHMENTS

- Medicaid Maximization: County share of costs is minimized due to the maximization of Medicaid for children in residential placements.
- Mentoring Standards: Developed and implemented the use of mentoring standards for providers who offer this service. These standards set a guideline of the expectation of quality services for the youth served by the CSA program.
- Prevention Services: Increase in number of children receiving Prevention services due to training providing to agency staff who work with eligible youths and families. (From FY08 to FY09).
- Outcome Survey: Training provided to agency staff to begin the implementation of a survey developed to provide to families and human service professionals who interact with the CSA program. (Data will be available 2009).

COMPREHENSIVE SERVICES ACT

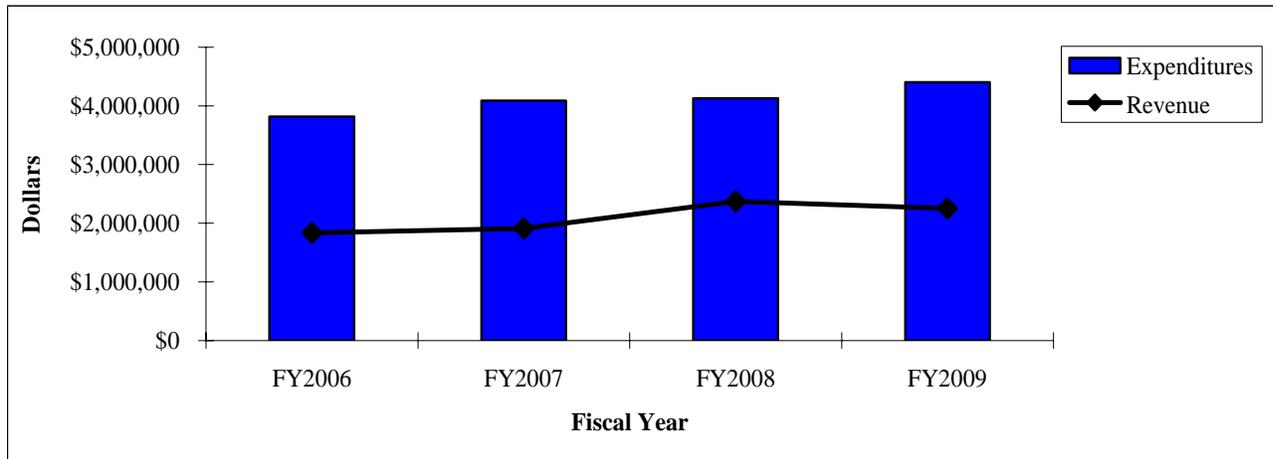
- Utilization Plan: Revised the utilization management system by increasing the time in which youth are reviewed by the Family Assessment and Planning Team.
- Assessment Team: Development of an additional Family Assessment and Planning Team to allow for a more comprehensive look at each youth and to increase the availability of time to service the youths and families of Stafford.

ACCOMPLISHMENTS (Continued)

- County Staff: Teamwork, personal growth and development within the CSA office has contributed to the effectiveness of the capabilities and has streamlined the processes and procedures within the office to ensure a more productive and balanced program.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$112,047	\$155,698	\$171,853	\$184,036	\$12,183	7.09%
Operating	3,708,284	3,932,950	3,956,509	4,221,992	265,483	6.71%
Total	3,820,331	4,088,648	4,128,362	4,406,028	277,666	6.73%
Revenue	1,832,983	1,912,804	2,375,094	2,253,834	(121,260)	-5.11%
Local Tax Funding	\$1,987,348	\$2,175,844	\$1,753,268	\$2,152,194	\$398,926	22.75%
Full-Time Positions	2	2	2	2	0	0.00%



BUDGET VARIANCES

Personnel Variance of 7.09% is attributed to the following:

- 1.2% Cost of living Increase.
- Payroll budgeted at full staffing.
- Increase in health insurance cost as recommended by consulting firm.

Operating Variance of 6.71% is attributed to the following:

COMPREHENSIVE SERVICES ACT

- Rate increase for private providers of residential treatment, community based services, group home services, and private day school services.
- Changes in the regulation of Medicaid for children served thru CSA.
- Due to changes in state match percentages there is an increase in local share of expenditures for the more restrictive services.

Revenue Variance of -5.11% is attributed to the following:

- Changes made to the reimbursement percentages allowable within certain service categories; there is an increased local cost for more restrictive services beginning in January of FY 2009.

ADDITIONAL INFORMATION

In 1993 the Virginia Assembly passed a law that provided the pooling of specific funding streams used to purchase services for high-risk youth. This is the Comprehensive Services Act for At-Risk Youth and Families. The funds that are pooled together are returned to the localities with a required state/local match and are managed by local interagency teams. The purpose of this act is to provide high-quality, child centered, family focused, cost effective, community based services to high-risk youth and their families. State and local agencies, parents and private service providers work together to plan and provide services.

The funding streams placed within the pool includes: Department of Social Services, State and Local Foster Care, Foster Care Purchased Services, Department of Juvenile Justice, 286 Special Placements, 239 Special Placements, Department of Education, Private Tuition, Interagency Assistance, and the Department of Mental Health, Mental Retardation and Substance Abuse Services.

Children who would have been served by one of the funding streams placed in the pool are targeted for services through the CSA program. The children who would have been served by the education funds and/or the foster care funds placed in the pool are considered "mandated" for services. This is because there is "sum sufficient" language attached to them in the Federal law/or the code of Virginia. These special education and foster care children are the populations that state and local governments are required to appropriate sufficient funds to serve.

Services under the CSA program may also be available to a child who meets at least one of the following descriptions:

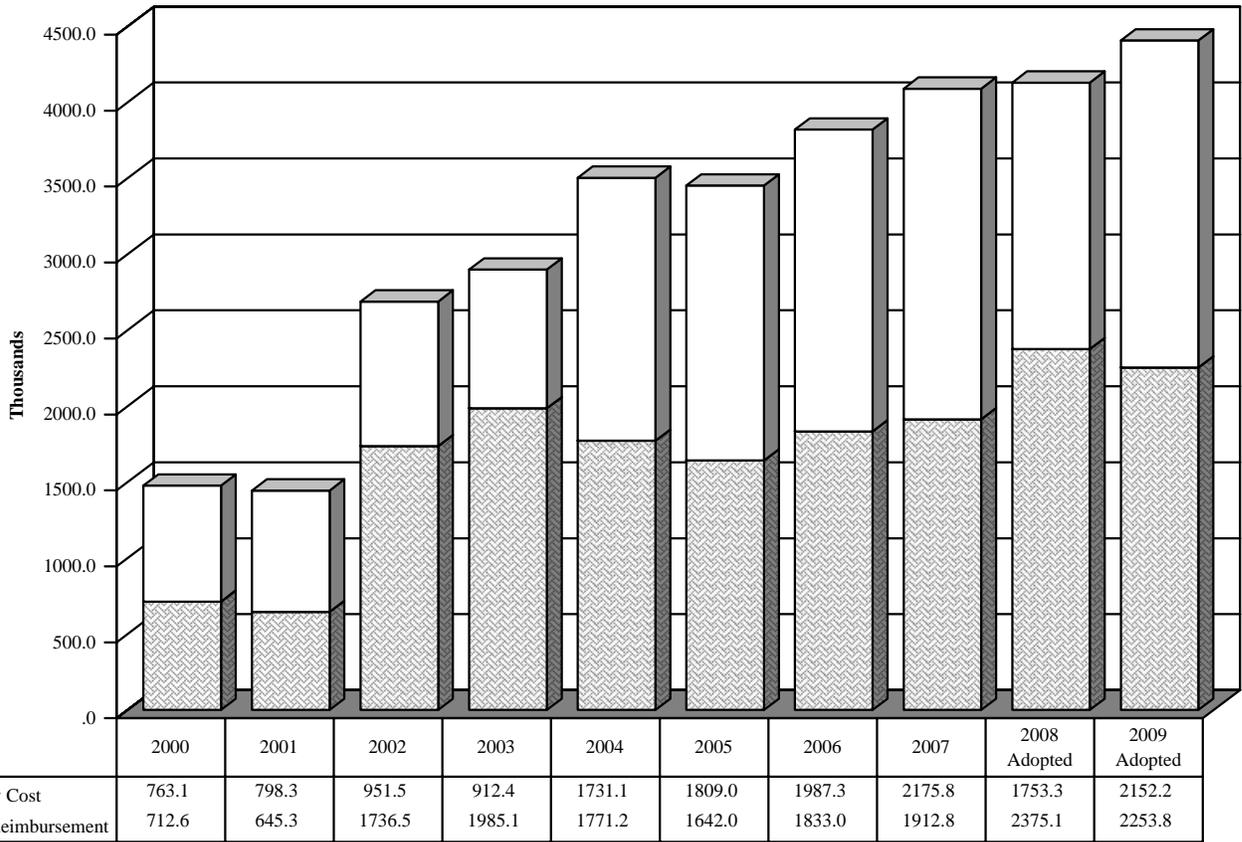
- Has serious emotional or behavioral problems or,
- May need residential care or resources beyond normal agency services, or
- Is under supervision of the juvenile and domestic relations court, or domestic relations Court, or
- Is a ward of the Department of Juvenile Justice

There are three teams set up within the CSA Program: The Community Policy and Management Team "CPMT" and four Family Assessment and Planning Teams "FAPT". The CPMT has administrative and fiscal responsibility for the local funds pool, develops policies and procedures and appoints members of the FAPT. The FAPT's meet with the families to determine what services are needed and develops a plan for services.

The CSA program is administered through the CSA Office by the CSA Administrator and the CSA Coordinator.

COMPREHENSIVE SERVICES ACT

This graph shows the distribution of revenue for the Comprehensive Services Act. The state reimbursement is 55.61% of eligible expenses for this program.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	52%	55%	35%	31%	49%	52%	52%	53%	42%	49%
State Reimbursement	48%	45%	65%	69%	51%	48%	48%	47%	58%	51%

REGIONAL & COMMUNITY AGENCIES

Agency Name	Mission
ARC of Rappahannock	Advocates for and supports people with mental retardation and developmental disabilities to allow them to achieve their goals and enhance their lives within their home communities.
Chaplin Youth Center	Serves court-involved youth. To change negative thinking patterns in the youth, we serve and teach alternate ways of decision-making, anger management and life skills.
Christmas is April	Stabilize communities through repair and rehabilitation.
Community Fund (American Legion Post 290)	Provides food baskets for needy families of Stafford County during Christmas holiday season.
disAbility Resource Center	Assist people with disabilities, those who support them, and the community, through information, education and resources, to achieve the highest potential benefit of independent living.
Fredericksburg Area Food Bank	Reduces hunger in Fredericksburg and the counties of Spotsylvania, Caroline, Stafford and King George, by collecting and distributing donated food products to needy individuals and families through a network of charitable organizations and churches.
Fredericksburg Regional Alliance	A public/private economic development organization, which represents the City of Fredericksburg and the Counties of Caroline, King George, Stafford and Spotsylvania. The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region.
George Washington Regional Commission	Performs regional land-use planning, transportation planning and transportation demand-management activities. Promotes intergovernmental cooperation in Planning District 16. GWRC supports a number of affiliated organizations, including the Fredericksburg Area Metropolitan Planning Organization (FAMPO), GWRide Connect (connects commuters to transportation options like vanpooling, car pooling, and transit), and the NoCommute.org Telework Center Program (manages and operates three telework centers).
Germanna Community College	Provides high quality, accessible learning opportunities and related services to the community.
Healthy Families Rappahannock Area	Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.
Hospice Support Care	Provides free support services to the seriously ill and bereaved. Services are provided by trained volunteers under the supervision of HSC staff members. Services are provided regardless of diagnosis or prognosis and without regard to income.
Lloyd F. Moss Free Clinic	Provides free medical and dental care to low-income and uninsured residents of Planning District 16.
Mental Health Association	Improves the mental health of our region through education, advocacy and service.
Micah Ecumenical Ministries	Serves vulnerable populations, with special attention to the needs of the poor and homeless.
Northern VA 4-H Educational and Conference Center	Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.
Rappahannock Area Agency on Aging	Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.

REGIONAL & COMMUNITY AGENCIES

Agency Name	Mission
Rappahannock Area Community Services Board (RACSB)	Improves the quality of life for people residing in Planning District 16 with mental health, mental retardation and substance abuse problems and to prevent the occurrence of these conditions.
Rappahannock Area Council for Child Abuse Prevention	Promotes positive parenting and educates the public on the prevention of child abuse and neglect.
Rappahannock Area Health District	Achieves and maintains optimum personal and community health in Stafford County by emphasizing health promotion, disease prevention and environmental protection.
Rappahannock Area Office on Youth	Decreases the instances of delinquency by promoting and providing positive youth development opportunities for court-involved youth and their families.
Rappahannock Big Brothers Big Sisters	Provides a variety of mentoring programs to benefit youth ages 6 to 13, primarily from single parent homes.
Rappahannock Council on Domestic Violence	Prevents and eliminates all types of domestic violence, physical, emotional and sexual. Provides advocacy and shelter for identified victims of partner abuse as well as provides support services to victims and their families.
Rappahannock Council on Sexual Assault	Coordinates, organizes and initiates services that aid survivors of sexual assault and their significant others; educates the public on sexual assault issues; and acts as an advocate and resource for the needs and rights of survivors of sexual assault.
Rappahannock Legal Services	Provides free civil legal assistance in an efficient and high-quality manner to indigent individuals and group clients in planning districts 9, 16, 17, 18.
Rappahannock Mediation Center	Provides mediation services, conflict management and resolution training to empower individuals to amicably resolve their conflicts using, when required, qualified third party mediators.
Rappahannock Refuge Inc, (Hope House)	Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.
Rappahannock Regional Disability Services Board	Provides input to state agencies on service needs and priorities of persons with physical and sensory disabilities, and provides information and resource referral to local governments regarding the Americans with Disabilities Act.
Rappahannock River Basin Commission	Provides guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin.
S.E.R.V.E., Inc.	Encourages individuals and groups to work together to alleviate local human suffering by meeting the emergency needs of individuals and families experiencing financial crisis, and to promote programs that help individuals become self-sufficient.
Thurman Brisben Homeless Shelter	Provides emergency shelter, food, self-help programs and referral services to homeless families and individuals.
Tri-County/City Soil and Water Conservation District	Provide leadership, education and technical programs to assist all resources users to conserve, sustain and improve soil, water and related resources.
Volunteer & Information Services of the United Way	Promote and advocate active volunteer participation in the community, to enrich lives and to achieve positive and lasting change in our community.

REGIONAL AND COMMUNITY AGENCIES

The following goals/objectives and service levels pertain to some of larger agencies that Stafford County contributes.

GOALS/OBJECTIVES

Chaplin Youth Center

- Successful completion or general discharge from program by 80% of youth admitted.
- Increase school attendance and improve academic performance of residents within Chaplin Program.
- Strengthen family relationships to enable successful transition home upon completion of program.

George Washington Regional Commission (GWRC)

- Pursue new sources of revenue for transportation projects for the region.
- Provide for operation and administration of the three Telecommuting Centers that serve the region.

Rappahannock Area Community Services Board (RACSB)

- Provide community-based programs that include inpatient, emergency, outpatient, case management, day support, residential, prevention, and early intervention services.
- Expand housing opportunities to citizens with mental disabilities by opening a new 6-bed group home for adults with mental retardation.
- Provide day support and employment opportunities to meet the needs of special education graduates.

Rappahannock Area Health District

- Provide high-quality nutrition services to children and pregnant women through the WIC program and increase the proportion of eligible persons served.
- Provide access to routine childhood immunizations.
- To continue to provide support to the Stafford County schools and Head Start programs through consultation, immunization and dental.

Rappahannock Area Office on Youth

- Decrease instances of delinquency by promoting and providing opportunities for positive development to youth and families.
- Successful completion of RAOY programs by eighty percent (80%) of referred/enrolled youth.

Rappahannock Council on Domestic Violence

- Provide a variety of support groups to 125 female victims of domestic violence.
- Interview and accompany 800 domestic violence victims in the Juvenile and Domestic Relations Court.
- Shelter and provide advocacy to approximately 100 adult female victims and 100 children.

Rappahannock Legal Services

- Represent 270 clients within Stafford County, with increased service to presently underserved Spanish-speaking community.
- Obtain \$130,000 in social security and SSI disability benefits for Stafford County residents.
- Obtain \$65,000 in court-awarded child and spousal support for Stafford County residents.

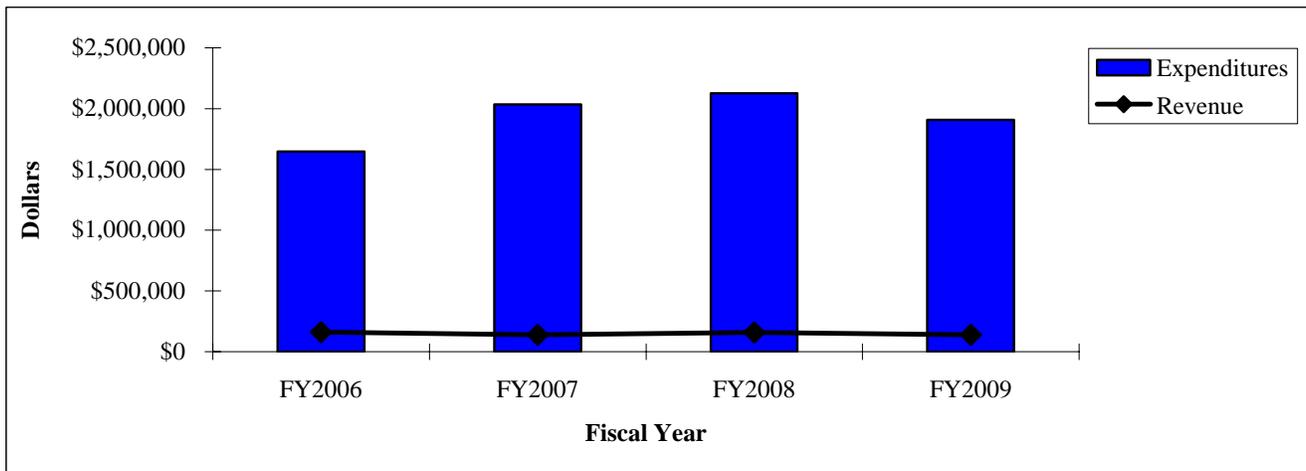
Stafford Emergency Relief through Volunteers Efforts (S.E.R.V.E.)

- Assist local families with emergency financial and basic needs, in order to improve the quality of life and to help prevent an increase in local homelessness.
- Help prevent the eviction or utility cut off of at least 250 families living in Stafford County.
- Provide basic needs, such as food and clothing, to at least 1,000 families.
- Provide prescription medications for un-insured and senior citizens, through pharmaceutical/direct assistance to 25% more clients.

REGIONAL AND COMMUNITY AGENCIES

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009	
					Changes '08 Adopted to '09 Adopted	
Costs						
Operating	\$1,647,456	\$2,033,046	\$2,126,194	\$1,906,779	(\$219,415)	-10.32%
Total	1,647,456	2,033,046	2,126,194	1,906,779	(219,415)	-10.32%
Revenue	159,920	137,715	157,595	137,595	(20,000)	-12.69%
Local Tax Funding	<u>\$1,487,536</u>	<u>\$1,895,331</u>	<u>\$1,968,599</u>	<u>\$1,769,184</u>	<u>(\$199,415)</u>	<u>-10.13%</u>



BUDGET VARIANCES

Operating Variance of -10.32% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget

REGIONAL AGENCIES FISCAL YEAR 2009

Agency Name	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Rappahannock Area Health District	\$579,502	\$618,122	\$618,122	\$0	0.0%
Rappahannock Area Community Service Board (RACSB)	260,363	272,079	272,079	0	0.0%
Young Men's Christian Association (YMCA)	0	218,000	0	(218,000)	100.0%
Chaplin Youth Center	184,280	187,648	187,648	0	0.0%
Rappahannock Area Office on Youth	109,737	146,498	146,498	0	0.0%
George Washington Regional Commission	76,238	77,726	77,726	0	0.0%
Lloyd F. Moss Free Clinic	74,760	74,786	74,000	(786)	-1.1%
Thurman Brisben Homeless Shelter	67,200	67,200	67,200	0	0.0%
S.E.R.V.E., Inc.	57,538	57,538	57,538	0	0.0%
Rappahannock Council on Domestic Violence	39,100	45,345	45,345	0	0.0%
Rappahannock Legal Services	34,210	37,631	37,631	0	0.0%
DisAbility Resource Center	31,500	34,999	35,000	1	0.0%
Rappahannock Area Agency on Aging	27,467	30,214	30,214	0	0.0%
Rappahannock Emergency Medical Services Council, Inc.	25,000	33,321	33,321	0	0.0%
Tri-County/City Soil and Water Conservation District	23,000	25,300	25,300	0	0.0%
Rappahannock Area Council for Child Abuse Prevention	20,000	21,000	21,000	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	19,349	20,316	20,026	(290)	-1.4%
Germanna Community College	19,154	20,184	20,184	0	0.0%
Rappahannock Council Against Sexual Assault	16,375	17,357	17,357	0	0.0%
Mental Health Association in Fredericksburg	15,000	15,750	15,750	0	0.0%
Rappahannock Mediation Center	11,000	12,100	12,100	0	0.0%
Fredericksburg Area Food Bank	10,500	24,999	25,000	1	0.0%
Volunteer & Information Services of the United Way	10,000	10,000	10,000	0	0.0%
Healthy Families Rappahannock Area	8,000	13,520	13,520	0	0.0%
Rebuilding Together (Christmas in April)	7,500	8,499	8,500	1	0.0%
The Arc of Rappahannock	6,600	7,260	7,260	0	0.0%
Rappahannock Big Brothers Big Sisters	5,000	15,000	15,000	0	0.0%
Northern VA 4-H Educational and Conference Center	3,000	3,000	3,000	0	0.0%
Hospice Support Care	2,500	3,499	3,500	1	0.0%
Community Fund (American Legion Post 290)	1,000	1,000	1,000	0	0.0%
Rappahannock Regional Disability Services Board	960	960	960	0	0.0%
Central Va. Housing Coalition (Indoor Plumbing & Rehabilitation)	0	0	0	0	0.0%
Micah Ecumenical Ministries	0	5,343	5,000	(343)	0.0%
Total	\$1,745,833	\$2,120,851	\$1,906,779	(\$214,072)	-10.1%

SOCIAL SERVICES

MISSION

The Department of Social Services strives to provide quality assistance and comprehensive services, to those citizens in need, that strengthen the family structure while promoting self-reliance, responsibility for family and protection of children and adults from abuse, neglect and exploitation through community-based services.

GOALS/OBJECTIVES

- Increase formal monitoring for Benefits Cases.
- Expand the scope of the Fraud Free Program.
- Enhance our positive working relationship with the community; specifically with non-profit organizations that serve our clients.
- Strive for excellence in delivery of benefit and service programs.
- Identify opportunities for cross training throughout the department.
- Improve the working conditions of employees by locating additional/alternative office space to alleviate current crowded conditions.
- Continue operation of Holiday Assistance Program.
- Involve hard-to-serve Temporary Assistance to Needy Families (TANF) recipients in a Virginia Initiative for Employment not Welfare (VIEW) work activity; continue to implement the new provisions required by TANF Reauthorization.
- Maintain and increase the timeliness of processing public assistance applications, including Food Stamps, TANF and Medicaid including Children's Medical Insurance (Family Access to Medical Insurance Security Program – FAMIS).
- Collaborate with partner agencies to develop a local group home for boys.
- Provide Comprehensive Independent Living Services to Foster Care Teens.
- Establish interpreter services (Spanish) as a part of our ongoing operation.
- Implement Program Improvement Plan for Child Welfare Services.
- Reduce the recurrence of child abuse and/or neglect.

SERVICE LEVELS

	FY 2007 Actual	FY 2008 Budget	FY 2009 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT Sys.)	98%	100%	100%
Foster Care Cases in Compliance with Review Standards (OASIS Sys.)	95%	100%	100%
Maintain Child Day Care Families Served (Manual Tracking)	300	260	280
Medicaid Cases Converted to Adapt System (ADAPT Sys.)	96%	100%	100%
Foster Teens in Independent Living Program (Manual Tracking)	33	25	30
Outputs			
Amount of Medicaid Benefits Received (Medicaid Report)	29,047,000	28,000,000	30,000,000
Benefit Applications Received (ADAPT Sys.)	9,167	7,850	9,850
CPS Complaints Investigated (OASIS Sys.)	469	400	450
Food Stamp Households Served (ADAPT Sys.)	1,615	1,500	1,750
Foster Care Children Served (OASIS Sys.)	127	145	135
Service Quality			
After Hours CPS Calls (Manual Tracking)	325	325	335
Approved Foster Homes (Manual Tracking)	93	100	100
Cases Investigated & Closed – Fraud Free Program (Manual Tracking)	128	156	130
Families Served Through Holiday Programs (Manual Tracking)	1,500	1,350	1,550
Volunteers Providing Assistance (Manual Tracking)	300	275	300
Efficiencies			
Average Cost per Parenting Class Participant (Manual Tracking)	\$189.19	\$225.00	\$225.00
Average Hourly Earning of VIEW Participants (VIEW Report)	\$8.43	\$10.08	\$9.00
Average Monthly Cost per Companion Aide Case (Manual Tracking)	\$198.12	\$300.00	\$275.00

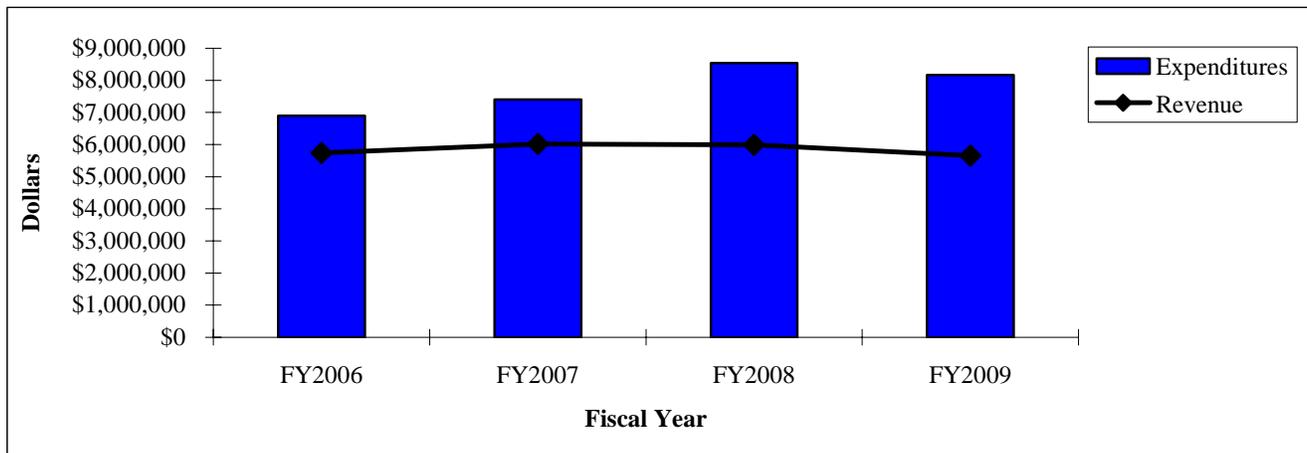
SOCIAL SERVICES

ACCOMPLISHMENTS

- Continued low error management of the food stamp program.
- Continued timely processing of food stamp applications.
- Successfully managed 12% increase in the benefits caseload over a period of 3 years; following a 72% increase in the caseload over the previous three-year period.
- Addition of two Social Workers to enhance services provided to families.
- Continued successful implementation of Electronic Benefits Transfer (EBT) program.
- Successful implementation of Child and Family Services Program Improvement Plan (PIP).
- Provided Holiday Assistance to over 1,500 families.
- Continued to receive grant funding for 2 Americorps Workers for Olde Forge Junction Prevention Program.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$3,304,497	\$3,639,104	\$4,267,735	\$4,140,622	(\$127,113)	-2.98%
Operating	3,598,011	3,764,304	4,277,462	4,022,566	(254,896)	-5.96%
Total	6,902,508	7,403,408	8,545,197	8,163,188	(382,009)	-4.47%
Revenue	5,740,781	6,017,648	5,989,548	5,657,762	(331,786)	-5.54%
Local Tax Funding	<u>\$1,161,727</u>	<u>\$1,385,760</u>	<u>\$2,555,649</u>	<u>\$2,505,426</u>	<u>(\$50,223)</u>	<u>-1.97%</u>
Full-Time Positions	58	58	60	60	0	0.00%
Part-Time Positions	5	5	5	5	0	0.00%



SOCIAL SERVICES

BUDGET VARIANCES

Personnel Variance of -2.98% is attributed to the following:

- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm
- 3 full-time and 2 part-time positions will be held vacant for all of FY09

Operating Variance of -5.96% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - The department will not be leasing any additional private office space
 - The department will not be upgrading the telephone system in the Foster Care Building

Revenue Variance of -5.54% is attributed to the following:

- DSS operates on a reimbursement system; since expenditures have been reduced there is a corresponding reduction to revenues

PROGRAMS AND SERVICES

Benefit Programs Provided to Eligible Persons

Title IV-E/Foster Care
Temporary Assistance for Needy Families (TANF)
Medical Assistance (Medicaid)
Children's Health Program (FAMIS)
Refugee Resettlement Program
Energy Assistance Program
Auxiliary Grants Program
General Relief
State/Local Hospitalization
Food Stamp Program

Other Services Available by Referral

Winterization/Emergency Home Repair/Plumbing
Homeless Shelter/Transient Housing
Mediation
Federal Emergency Management Agency (FEMA)
Domestic Violence Program
Nursing Home Placement
Moss Free Clinic
Home Health Care
Rappahannock Energy Share Program
Mary Washington Hospice Program
Women, Infants & Children (WIC)
Christmas in April
Home Repairs

Service Programs Provided to County Citizens

Virginia Initiative for Employment not Welfare (VIEW)
Day Care for Children
Early & Periodic Screening, Diagnosis, and Treatment
Foster Care/Independent Living
Adoption/Adoption Services
Child Custody Investigations
Respite Care for Foster Parents
Parenting Education/Family Violence Prevention
Adult and Child Protective Services
Transportation
Companion Aide Services
Long Term Care Screening for Medicaid
Holiday Assistance

In addition, many other health and human services are provided by other public and/or private organizations and/or agencies including:

Juvenile & Domestic Relations Court Service Unit
Health Department
Rappahannock Area Community Services Board (RACSB)
Rappahannock Area Agency on Aging
Social Security Administration
Department of Rehabilitative Services
Disability Resource Center
Employment Resources Incorporated (ERI)
Rappahannock Goodwill Industries (RGI)
Division of Child Support Enforcement
Virginia Employment Commission
SERVE, Salvation Army, Healthy Families

SOCIAL SERVICES

PROGRAMS AND SERVICES (Continued)

Social Services strives to provide quality assistance and comprehensive services to those citizens in need. We work with families to strengthen them while promoting self-reliance and personal responsibility. Stafford has implemented welfare reform through the VIEW program (Virginia Initiative for Employment not Welfare) since 1997. Since that time, welfare reform has reduced welfare rolls all over the state. Stafford Social Services has consistently had one of the highest hourly wages for employed recipients in Virginia.

One of our ongoing tasks for FY2009 will be working with the remaining hard-to-serve participants and recipients. These individuals face greater employment barriers due to learning disabilities, poor or no work history, addiction to alcohol or drugs, mental illness, depression, chronic health conditions and criminal records. The need for increased funding for day care, transportation and other support services will be vital to help these individuals care for their families and become self-sufficient adults in their communities. Grant opportunities will be reviewed with local community organizations. Also, the VIEW caseload is expected to increase by 30% as a result of changes required by Federal reauthorization of the Temporary Assistance to Needy Families (TANF) Program.

Foster care is our single most expensive program. Staff resources are required not only for administration and case management but also, more importantly, for placement and supervision, recruitment of foster homes and the provision of ongoing support and supervision to the foster homes and natural families. In addition, room and board payments are required to support the children in their various placements, whether it be in a family foster home, a group home setting or independent living. Several specialized foster care programs are available; specialized foster care, therapeutic foster care and respite care for foster parents. An ongoing training program for new and continuing foster parents is provided. An adoption support group meets on a monthly basis.

The Department of Social Services provides a number of benefit programs to eligible county residents. State and federal appropriations finance most programs. Stafford is generally not a poverty community and the caseload is below average for the population. However, benefit programs caseloads are continually increasing.

TANF is available to needy families with children who have inadequate income. This is the program that is targeted by welfare reform. Food Stamps provide nutrition assistance to families and individuals who are living below the poverty level. The food stamp program provides food assistance that is used at supermarkets/grocery stores. Food stamps are now issued electronically with use of an ATM-like card, known as an EBT card. Medicaid is our largest benefit program assisting disabled persons, elderly persons, expectant mothers and children. Medicaid is an insurance program that allows approved providers to bill the Virginia Department of Medical Assistance Services for services to eligible persons. The largest Medicaid expenditure is for long-term care. These are individuals who reside in nursing homes or other long-term care facilities, i.e. Assisted Living.

Other benefit programs include: 1) energy assistance, 2) general relief, 3) auxiliary grants, 4) state-local hospitalization and 5) children's medical insurance. Energy assistance is a seasonal program that assists eligible households with the cost of heating. Assistance is most often authorized to approved vendors to help families with electricity, gas and heating oil. The Energy Assistance Program also has a Crisis Component to assist eligible households with heating repairs and replacement, as well as one-time only security deposits on energy-related utilities. Other households may receive a direct payment to purchase wood, kerosene or propane gas. Approximately 350 households apply on an annual basis for energy assistance. A cooling assistance component is available during the warm summer months. General relief assists temporarily disabled individuals, those households with emergency needs, transients and those needing burial assistance. Approximately 100 recipients receive assistance under this program, which is optional for localities. Annual expenditures are approximately \$40,000. State budget reductions may reduce or eliminate the General Relief program. Auxiliary grants assist aged (over 65) and disabled persons with the cost of living in an adult care home. Most of these persons reside in homes outside of the area, as there is only one approved adult care home in Stafford that will accept public assistance recipients. The state-local hospitalization program can assist persons who do not qualify for Medicaid. Payments go directly to hospitals. Most applications come from patients treated at Mary Washington Hospital. An eligibility worker at Mary Washington Hospital assists patients with their applications for Medicaid and state-local hospitalization. The FAMIS Program (Family Access to Medical Insurance Security) assists lower-income children by providing health insurance. Our fraud investigations and collections have been enhanced by the addition of our Fraud Investigator. We have created a Fraud Unit that handles all investigations and manages the re-coupmnt of overpayments and collections. This unit also provides fraud preventive training for Benefit and Day Care staff. Collections for fraudulent payments and overpayments have increased, as well as fraud prosecutions. Additional funding has been secured from the Virginia Department of Social Services to increase the hours of the Fraud Investigator from 20 to 30 per week.

SOCIAL SERVICES

SERVICE PROGRAMS

The Code of Virginia requires the provision of certain service programs to children and adults. Those programs are: 1) Adult Protective Services, 2) Child Protective Services and 3) Foster Care Services to children. Other programs available include: 1) day care assistance, 2) employment services, 3) adult services and 4) parenting education.

Adult Protective Services receives and investigates complaints of abuse, neglect or exploitation regarding aged, infirmed or disabled adults. Adult services works to provide home based or placement services for adults who are no longer able to meet their own needs. State requirements mandate the provision of this service after hours.

Child Care assistance is a growing program with greater allocations from the state and federal governments. Specific populations are being assisted including TANF recipients who are working, TANF recipients who are participating in education and training programs; former TANF recipients who are now working; children who are attending head start when their parents are working; and working parents. Day care expenditures now exceed \$1,000,000 annually.

Welfare Reform now requires that many TANF recipients must sign a statement of personal responsibility and find a job. The Virginia Independence Program (VIP) now makes specific expectations of recipients with the overall goal of raising the income of TANF families to at least the federal poverty level.

Welfare reform has forged linkages with area employers and the volunteer community. The cooperation of all concerned does change attitudes and break the welfare dependency while forging a new life of independence for our clients.

The agency must have the ability to receive and investigate complaints of child abuse and neglect and adult abuse and neglect on a 24-hour basis. Caseworkers are on call after hours and must respond to complaints when necessary. Complaints must be investigated and a disposition made on the validity of the information.

A differential response system has been implemented which assesses the relative importance of complaints and prioritizes a response according to severity in children's cases.

When a complaint is substantiated, services must be arranged to assist the family including counseling, financial assistance and home-based services. If the child is in danger, court intervention may be required to order services or to ask for the removal of a child from a dangerous environment.

When a child is removed from their home, the custody of the child may be placed with the Social Services Department, often for placement in foster care. The department recruits and trains foster parents to care for these children. Foster care workers must work with the children coming into the County's custody to determine the correct placement and decide on a permanency-planning goal with the biological family. The foster care placements must be supervised to ensure that the foster care child is receiving the appropriate services.

Many of the families require parenting education in order to improve their functioning level with their children. On a regular basis, the parenting education coordinator conducts classes in a local church facility. Parents are referred to these classes by other social workers, other youth servicing agencies or ordered to attend by the Juvenile and Domestic Relations Court.

TRANSPORTATION PROGRAM

The Potomac-Rappahannock Transportation Commission (PRTC) provides an annual allocation to the Stafford Social Services Department to assist with the transportation needs of indigent persons. Most of the funding is used to augment the transportation programs of the Rappahannock Area Community Services Board and the Rappahannock Area Agency on Aging. Also, individual taxi fares are purchased for medical appointments and other transportation needs. On a limited basis, car repairs are provided to domestic violence clients. Bus fares are purchased for transients.

FUNDING

The majority of the programs administered by the Department of Social Services are state or federal programs. Therefore, the majority of funding is state/federal. A review of expenditures for FY2007 has revealed the total value of all programs and services to be in excess of \$42 million. Most of the cost is for the Medicaid program, which pays for nursing home costs, hospitals and other medical care.

Stafford County shares in the cost of many of the programs administered by Social Services. During FY2007, Stafford's share of the \$42 million total expenditure was approximately \$1.7 million, which equals approximately 4 percent of the overall cost. Most of Stafford's cost pertains to administrative costs (i.e., salaries and other supportive expenses).

SOCIAL SERVICES

FUTURE PROJECTS

The Social Services Department is in need of additional office space. Staffing needs continue to expand as the county's population expands. The need for office space will likely precipitate a move to a different location. The search for available options is a continuing process. The Board of Supervisors made a decision to construct a new facility for Health and Social Services several years ago but it has not happened. The county continues to pursue various options.

Welfare reform will continue to be an important priority in the coming years. Our challenge is to create an environment where applicants look for jobs instead of welfare. Citizens should come to Social Services seeking employment and self-sufficiency assistance rather than public assistance and dependency. Working families will most likely need supportive services to succeed in the world of work. It is anticipated that there will be increased demands on programs such as child care assistance, food stamps, and Medicaid for children.

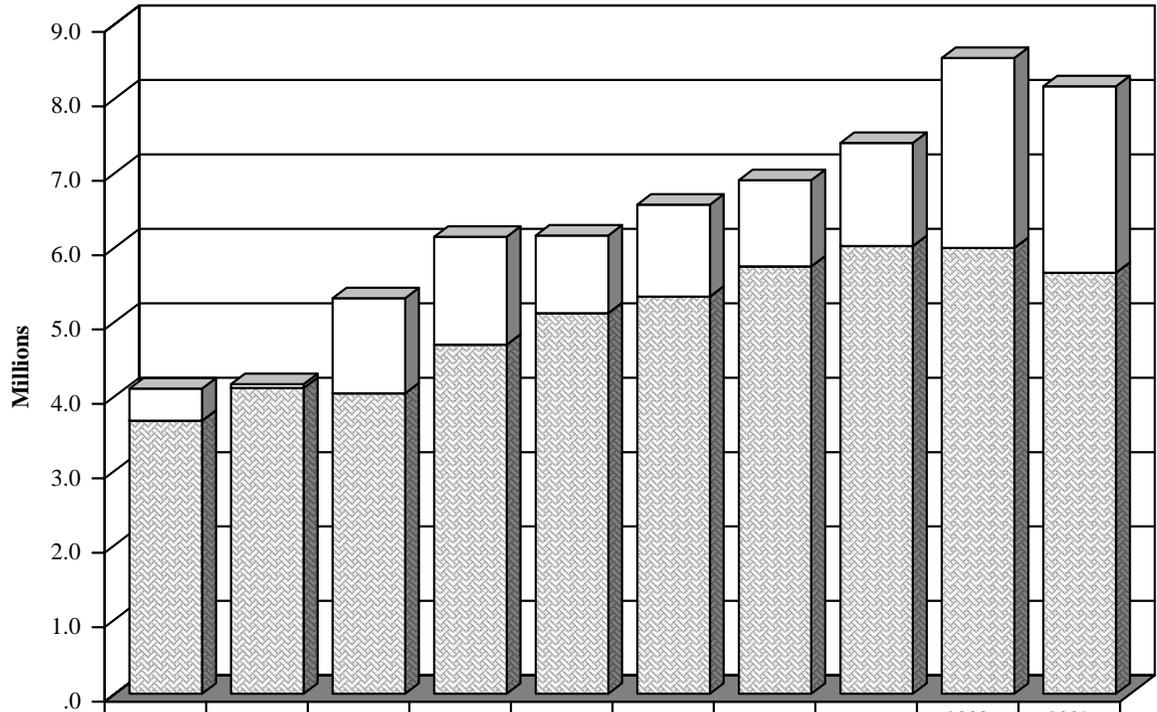
In an effort to strengthen customer service, the department is thoroughly evaluating all business processes and identifying opportunities for streamlining the work flow and areas for cross-training staff.

HOLIDAY PROGRAM

The Social Services Department undertakes to coordinate assistance to needy families during Thanksgiving and Christmas. The department acts as a clearing house for families needing help and community resources wanting to help. More than fifteen hundred families are helped in this program. Requests are customized according to size of the family and desires of the organization.

SOCIAL SERVICES

This graph shows the distribution of revenue for the Social Services. For fiscal year 2009 the state/federal reimbursement is expected to be 69% of the revenue for Social Service programs. A change in the calculation of the Title IV money by the state decreases the reimbursement to the local governments.



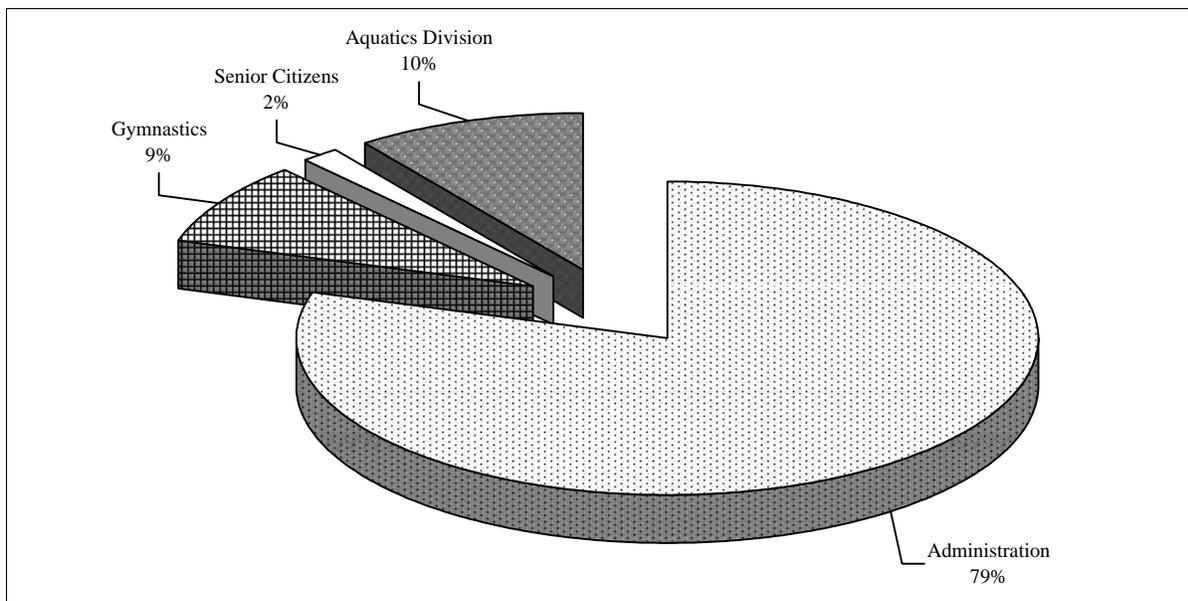
	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
□ County Cost	.4	.1	1.3	1.4	1.0	1.2	1.2	1.4	2.6	2.5
▨ State/Fed. Reimbursement	3.7	4.1	4.0	4.7	5.1	5.3	5.7	6.0	6.0	5.7

	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
County Cost	11%	1%	24%	24%	17%	19%	17%	19%	30%	31%
State/Fed. Reimbursement	89%	99%	76%	76%	83%	81%	83%	81%	70%	69%



PARKS AND RECREATION

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Administration	\$3,775,147	\$4,391,594	\$4,841,797	\$450,203	10.25%
Gymnastics	517,254	604,000	518,350	(85,650)	-14.18%
Senior Citizens	88,038	144,434	108,939	(35,495)	-24.58%
Aquatics Division	624,522	799,938	603,510	(196,428)	-24.56%
Total Expenditures	\$5,004,961	\$5,939,966	\$6,072,596	\$132,630	2.23%



PARKS AND RECREATION

MISSION

The Parks and Recreation Department provides leisure services and facilities to all citizens in order to improve social, mental and physical development. In addition, Parks and Recreation coordinates cost effective, year round management and maintenance of parks and facilities, aquatics, gymnastics, community recreation, youth and adult sports, and senior citizen programs.

GOALS/OBJECTIVES

- Provide aquatic programs to continue to meet the request for services of the public and increase revenue received from these programs and aquatic facilities.
- Provide a variety of athletic, recreational and gymnastics programs to meet the needs of the public and increase revenues at the Stafford Gymnastics and Recreation Center, Carl Lewis Community Center, Courthouse Community Center, Rowser Building, and the C. Ray Grizzle Building. Revenues from the Grizzle Building will go to the Fredericksburg Stafford Park Authority (FSPA) per agreement with the FSPA.
- Continue support of private, non-profit, volunteer youth associations.
- Enhance the capabilities of the on-line program registration and facility booking software to improve customer service.
- Continue to improve all aspects of the Parks Maintenance Division allowing for increased use and quality of existing facilities with emphasis in improving the quality of the athletic playing fields.
- Provide new programs to meet the needs of senior citizens, teens, and those with special needs.
- Provide special events county-wide to meet the needs of all citizens.
- Begin implementation of projects approved in the Capital Improvement Program FY 2008 – 2012, as funding is approved.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budgeted	FY2009 Plan
Outcomes			
Youth 18 & under served (CLASS Software)	25,000	26,000	27,000
Adults served (CLASS Software)	2,700	2,800	2,900
Sr. Citizens served (CLASS Software)	6,500	7,000	7,500
Facility users (all facilities) (CLASS Software)	150,000	155,000	160,000
Revenue generated (HTE System/CLASS Software)	1,526,000	1,620,461	1,553,804
New programs offered (CLASS Software)	50	55	60
Total number of program participants (CLASS Software)	33,000	34,000	35,000
Number of County residents served (CLASS Software)	28,000	29,000	30,000
# of Facility Bookings (CLASS Software)	6,000	7,000	8,000
Curtis Park Pool users (CLASS Software)	28,000	28,500	27,000
Aquia Landing users (CLASS Software)	6,200	7,000	7,000
Woodlands Pool users (CLASS Software)	43,000	45,000	45,000
Outputs			
Programs Offered: Gymnastics (CLASS Software)	1,550	1,550	1,550
Programs Offered: Sr. Citizens (CLASS Software)	150	165	170
Programs Offered: Sports/Recreation (CLASS Software)	385	390	395
Programs Offered: Aquatics (CLASS Software)	600	625	625
Rental Contracts issued (CLASS Software)	600	650	700
Acres maintained (Manual Tracking)	1,000	1,162	1,162
Volunteer hours (Manual Tracking)	69,000	70,000	71,000
Service Quality			
Program evaluations rated above average (Manual Tracking)	95%	95%	95%
Facility Use Applications approved w/in 10 days (CLASS Software)	95%	95%	95%
Efficiencies			
Number of client accounts maintained (CLASS Software)	25,000	26,000	27,000

PARKS AND RECREATION

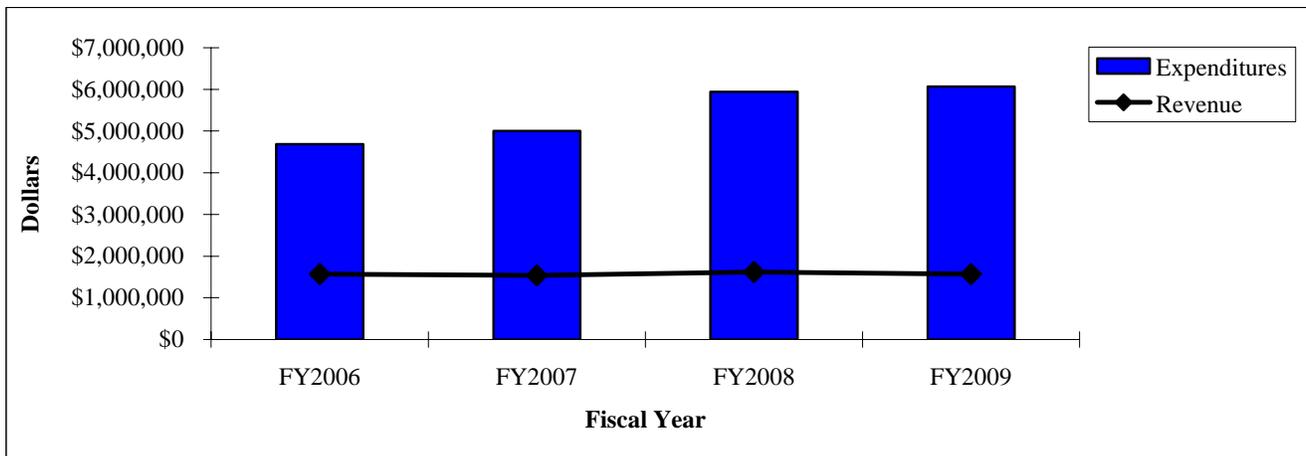
ACCOMPLISHMENTS

- Completed construction of the deflation support structure in the air-supported fabric dome at Woodlands Pool funded through the \$11 million bond referendum.
- Completed construction of Phase I of the new Patowomeck Park to include lighted and irrigated football/soccer fields (2), an adult softball field, and a youth softball field, a picnic shelter with restrooms and playgrounds for tots and elementary age children funded through the \$11 million bond referendum.
- Renovated two baseball infields at Smith Lake Park, converting them from turf to skinned infields (late FY 2007).
- Renovated one baseball infield at Autumn Ridge Park, converting it from turf to skinned infield (late FY 2007).
- Renovated the skatepark at Curtis Park, extending its use until a new facility can be constructed as part of a future Capital Improvement Plan.
- Renovated #1 baseball infield at Duff McDuff Green Park, raised infield and placed new sod.
- Renovated #1 soccer field at Duff McDuff Green Park, placed fabric, raised field and placed new sod.
- Created an overflow parking area at Smith Lake Park.
- Cleaned up Brooks and Pratt Park. Removed hazardous and unsafe play equipment and picnic tables.
- Completed a study of the C. Ray Grizzle Activity Center to determine its current condition.
- Repaired and resurfaced 2,000 LF of trail in Curtis Park.
- Revised the Facility Use Policy for rental of park facilities including new fee schedules.
- Provided recommendations to the Board on improving the conditions of soccer and football fields.
- Developed a policy for swim lane allocation at Woodlands Pool.
- Extended public use at Aquia Landing Park to year round.
- Community Recreation Division developed a county-wide policies and procedures manual for summer camps. This new manual is required by the Virginia Department of Social Services.
- Stafford Parks and Recreation Department was recognized at by the B.E.S.T. committee for our efforts with the Stafford Family Film and Fun Fest. The Department received the BEST Award for this event.
- Continue enhancements and repairs at all existing parks and recreation facilities and raise the level of expectation regarding maintenance of these sites.
- Continue to expand new program offerings for senior adults and for individuals with special needs.

PARKS AND RECREATION

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$3,059,981	\$3,386,278	\$3,812,028	\$3,797,736	(\$14,292)	-0.37%
Operating	1,512,481	1,523,460	1,987,438	1,827,860	(159,578)	-8.03%
Capital	112,417	95,223	140,500	447,000	306,500	218.15%
Total	4,684,879	5,004,961	5,939,966	6,072,596	132,630	2.23%
Revenue	1,568,118	1,539,108	1,620,461	1,569,762	(50,699)	-3.13%
Local Tax Funding	\$3,116,761	\$3,465,853	\$4,319,505	\$4,502,834	\$183,329	4.24%
Full-Time Positions	32	32	40	40	0	0.00%
Part-Time Positions	127	127	127	127	0	0.00%



BUDGET VARIANCES

Personnel Variance of -0.37% is attributed to the following:

- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm
- Three Parks Maintenance Worker I funded for ½ of FY2008 full funded in FY2009

Operating Variance of -8.03% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Training of all kinds eliminated except for required certifications
 - Eliminated cleaning contract at the Gymnastics Center
 - Eliminated the summer camp pick up drop off shuttle / van transportation
 - Reduced frequency of senior citizen brunches and will no longer offer a reduced price for senior citizen bus trips
 - Reduced materials for field improvement program

Capital Variance of 218.15% is attributed to the following:

- Materials and equipment for improvement of County athletic fields
- Materials and equipment for the newly created Brooks Division that was not included in last year's budget

PARKS AND RECREATION

ADDITIONAL INFORMATION

The Parks and Recreation Department provides a wide variety of recreational and leisure activities and park services for the citizens of Stafford. Leisure services include sports, recreation and cultural activities for all ages; planning, design and construction of new recreation areas; and training and supervision of paid employees and volunteers. Park services include the maintenance of parks, recreation areas and facilities to ensure safe, healthy and attractive recreational areas and the preparation of school and other athletic fields for recreation and sports programs. In FY2008, revenue generated through gymnastic, aquatic and recreation programs, building and facility rentals, and admission fees totaled over \$1,630,900, which is an increase of 4% from FY2007. This revenue represents approximately 27% of the department's total budget. The Parks and Recreation Department is divided into six divisions: sports, community recreation, senior citizens, maintenance, aquatics, and gymnastics.

SPORTS DIVISION

The Sports Division, housed at the Courthouse Community Center, has three full-time and one part-time employee that handle planning, registration, implementation, and evaluation of all youth and adult sports programs. These programs include: youth basketball, softball and football and adult volleyball, softball and basketball. The staff is responsible for the management of the Courthouse Community Center for recreational use. During the past five years, sports participation has increased by 20 %.

Youth sport participants between the ages of 6 to 12 years old are required to pay for 100% of direct costs of the program. Participants between the ages of 13 to 18 are required to pay 100% of direct costs and 50% of the indirect costs. All adult sports programs must cover 100% of direct and indirect costs. As a result of increased costs to run programs, primarily increased fees being charged by officials, fees to participate in the programs will be raised in FY 2009 by 5%.

SPORTS- FIELD ADMINISTRATION & RENTALS

Within Parks and Recreation Administration, two full-time employees handle requests for facility use, which have increased over 100% during the last five years. The staff is responsible for the supervision of recreation activities that occur in the gymnasiums and on the athletic fields at the seven middle schools, 17 elementary schools, as well as five high schools. This is in addition to scheduling use of all of the Department indoor and outdoor park sites, including fields, picnic shelter, and indoor rental areas. The staff is charged with coordinating all facility users and serving as liaison with the Stafford Area Soccer Association (SASA) and the Stafford Baseball League (SBL), which contract with Stafford County to provide recreational soccer and baseball programs for county youth. These two non-profit, volunteer organizations have a combined total of 10,000 participants providing 500,000 hours of volunteer service and managing more than \$950,000 per year to run their programs.

COMMUNITY RECREATION DIVISION

The Community Recreation Division, located at the Stafford Gymnastics and Recreation Center, has three full-time employees and three part-time employees that plan, implement and evaluate all recreation and leisure programs. The programs provided include: youth and adult classes, special events, pre-school, youth, and teen programs, trips, nature programs, adaptive recreation, and summer camps, which are all self-supporting. During FY2008, over 22,000 participants took part in more than 150 different recreational programs. Almost \$240,000 in revenue was generated which covers the direct and indirect costs of these programs. Community Recreation programs are held at the Courthouse Community Center, Carl Lewis Community Center, Stafford Gymnastic and Recreation Center and the Rowser Building. During FY2007, staff implemented several programs and classes for children and youth with special needs. These programs included gymnastics, swimming, ceramics, fishing and a variety of arts and crafts.

SENIOR CITIZENS

Within the Community Recreation Division one full-time employee, whose office is located at the Rowser Building, organizes the Senior Citizen program. This individual is responsible for planning, implementing, and evaluating all senior citizen programs including trips, special events, brunches and luncheons, and craft programs. One part-time employee oversees the active senior arts and crafts program. Almost 7,000 senior citizens are expected to utilize the center and attend programs throughout the year.

PARKS AND RECREATION

SENIOR CITIZENS (Continued)

Pass-through funds for self-supporting senior citizen trips, craft programs, and a newsletter average \$325,000 per year. During the FY1995 budget cycle, in lieu of purchasing a new senior citizen bus, the Board of Supervisors agreed to supplement 75% of the senior's costs for transportation for day trips. Staff offers a variety of interesting trip destinations including Atlantic City and Dover Downs, as well as local day trips, including dinner theaters, river cruises and state historic sites.

The Stafford Senior Center located at the Rowser Building includes a large meeting room, library, arts and crafts room, large commercial kitchen and two smaller meeting rooms for senior citizen use.

AQUATICS DIVISION

The Aquatics Division is responsible for aquatic programs and operations for the department, which includes seasonal operations at Curtis Park and Aquia Landing and year-round operations at Woodlands Pool & Splashpad. A full-time Aquatics Program Manager and two part-time programmers manage a staff of 60 part-time pool operators, lifeguards and swimming instructors during the indoor season at Woodlands Pool. The Aquatics Division also manages the summer seasonal aquatic and concession operations at Aquia Landing and Curtis Memorial Park as well as ball field concessions at Smith Lake Park and Duff McDuff Green Park during the playing season. Approximately 135 seasonal employees assist with the lifeguard, cashier, concession and park supervising duties at these sites. As of July 1, 2007 staff began managing the Historic Port of Falmouth Park (formerly Falmouth Waterfront Park) on River Road. Two staff were on duty daily from 8:00 AM to 6:00 PM to enforce "no alcohol" consumption, maintain order, keep trash picked up, hand out life preservers, and monitor the parking lot. It was necessary to have an additional staff person on site on the weekends to assist with parking and closing of the park.

Woodlands Pool is an eight lane, 25 meter by 25 yard pool with zero depth entry lagoon. Financing for the construction of the pool was part of the \$3.8 million bond referendum approved by the citizens of Stafford in 1992. A new air-supported fabric dome covers the pool from September through May. The building also includes a front desk/control area, lobby and locker rooms. New entrance signs were installed in FY2006.

Revenue generated through general admissions, year-round swimming lessons, lane rentals and special events, was approximately \$287,000 for FY2007. Lane rental fee increases were approved by the BOS October 1, 2007.

Woodlands Pool

Winter Pool Hours	Monday-Friday	6:00 a.m. – 10:00 p.m.	
	Saturday	7:00 a.m. – 6:00 p.m.	
	Sunday	12:00 p.m. (Noon) – 6:00 p.m.	
Summer Pool Hours	Monday-Friday	6:00 a.m. – 8:00 p.m.	
	Saturday	7:00 a.m. – 6:00 p.m.	
	Sunday	11:00 a.m. – 6:00 p.m.	
Admission Fees		<u>County</u>	<u>Non-County</u>
	Youth & Seniors	\$3.00	\$4.50
	Adults	\$4.00	\$6.00
24 Admission Punch Card	Youth & Seniors	\$65.00	
	Adults	\$85.00	
Yearly Pool Passes*	Single Child	\$75.00	
	Senior Citizen	\$75.00	
	Single Adult	\$110.00	
	Family	\$275.00	

* Each additional child and family member \$50.00
 Each additional adult and family member \$75.00

PARKS AND RECREATION

GYMNASTICS DIVISION

The Gymnastics Program is located in the Stafford Gymnastics and Recreation Center. Revenue generated in FY 2008 is estimated to be \$555,200, a decrease of 11% from FY 2007, which is attributed to difficult economic times in FY 2008. More than 1,000 children participate in the program from ages 16 months to 18 years of age. The program includes instructional levels of gymnastics and all levels of competitive teams, special events, birthday parties, cheerleading and summer camps. A full-time Gymnastics Program Manager supervises a full-time Head Coach/Team Coordinator, full-time Class Coordinator, seven part-time coaches, and 35-40 part-time instructors.

MAINTENANCE DIVISION

The Maintenance Division, with Administrative offices located at Curtis Memorial Park, is responsible for the maintenance and upkeep of County parks and facilities and is divided into five districts. These districts include Curtis Park, Aquia Landing, Willowmere Park, Duff McDuff Green Park, Carl Lewis Community Center and field, Autumn Ridge Park, Smith Lake Park, Stafford Gymnastics and Recreation Center, Courthouse Community Center, Woodlands Pool and Splashpad, Rowser field, various cell tower sites, the Abel Reservoir boat landing, and the Little Falls Boat Landing on the Rappahannock River. The construction of Patawomeck Park is near completion and is expected to open in Summer 2008. Government Island is scheduled to come on-line in FY2009. In addition, the Maintenance Division responsibilities increased as of July 1, 2007 to include the four sites north of the Rappahannock River previously managed by the Fredericksburg Stafford Park Authority; John Lee Pratt Memorial Park, Saint Clair Brooks Memorial Park, Historic Port of Falmouth Park (formerly Falmouth Waterfront Park), and the C. Ray Grizzle Activity Center. Currently, the Maintenance Division manages more than 1,100 acres of property including the athletic fields at most elementary schools and middle schools. In FY 2008 the Maintenance Division had 19 full-time employees, 17 part-time employees and approximately 5 to 10 additional employees hired on a temporary/seasonal basis. These employees are responsible for all park maintenance tasks including mowing, trimming, ball field maintenance and renovations, seeding, aerating, fertilizing, irrigating, painting, facility cleaning and maintenance, equipment maintenance and repair, heating/air conditioning repair, plumbing repair, material hauling, parking lot maintenance, and backstop/fence repair. The Maintenance Division also assists other County departments with a variety of tasks including mowing and litter control at other county-owned sites, and schools and setting up for county-wide events.

PARKS & FACILITIES

CURTIS MEMORIAL COUNTY PARK – MAINTENANCE DISTRICT #1

Curtis Park is a beautifully wooded 500-acre park located in the Hartwood area of the county. It has hiking opportunities in a varied natural setting, a nature trail, seven picnic shelters, playground, multipurpose athletic field, amphitheater, two sand volleyball courts, an Olympic sized outdoor swimming pool with diving area, zero-depth entry wading pool with water umbrellas, tennis courts, a basketball court, skateboard park, 91 acre fishing lake and 18-hole golf course. The Parks Maintenance Division is housed at Curtis Park along with two full-time and three part-time employees who maintain the park and other district sites year-round. Curtis Park has approximately 100,000 park, pool and golf visitors a year and generates over \$110,000 through park, shelter reservations, concession, and pool admission fees. The county also receives \$25,000 per year through the golf course lease. Approximately 36,000 rounds of golf are played at the Gauntlet Golf Course throughout the year. The skate park renovation was completed in FY2008. District #1 also includes the Stafford Gymnastics and Recreation Center, fields at Stafford Senior High School, Hartwood Elementary, Gayle Middle School, Melchers Complex and the boat ramp at Abel Lake. Two full-time employees work in District #1.

Park Hours

April 1 – October 31	8 a.m. – Dusk	Monday – Sunday
November 1 – March 31	8 a.m. – 4:00 p.m.	Monday – Friday

PARKS AND RECREATION

WILLOWMERE PARK – MAINTENANCE DISTRICT #2

Willowmere Park, which opened in the spring of 1997, includes five soccer fields, one softball field, and three lighted baseball fields, and is located on Mountain View Road in the Hartwood District. The park has walking trails, parking areas, a playground and a concession/restroom building. The Stafford Baseball League provided the materials and labor to fence the outfields of two baseball fields. The Stafford Area Soccer Association scheduled approximately 600 games during the fall and spring seasons. The Stafford Baseball League had approximately 600 games during its fall and spring seasons. It is also the site of tournaments and fundraising for large special events for non-profit organizations. A staff of two full-time, two part-time, and three seasonal Parks Maintenance Workers maintain the park and other district sites year-round. District #2 also includes the fields at Mt. View, North Stafford and Colonial Forge High Schools, Garrisonville, Margaret Brent, Rockhill, and Winding Creek Elementary Schools, A. G. Wright and Rodney Thompson Middle Schools and Vista Woods field. Two full-time employees work in District #2.

SMITH LAKE PARK – MAINTENANCE DISTRICT #3

Smith Lake Park is located at the end of Doc Stone Road, adjacent to the Smith Lake Dam. Park amenities include two lighted soccer fields and three lighted baseball fields, a restroom/concession facility, irrigation, playground, and parking areas. Construction was funded by proceeds from the \$11 million bond referendum approved in the fall 2001 and opened for play in spring 2005. A staff of two full-time, two part-time, and three seasonal Parks Maintenance Workers maintain the park and other district sites year-round. District #3 also includes Woodlands Pool, the Courthouse Community Center, the Carl Lewis Community Center, and fields at Hampton Oaks, Widewater and Kate Barrett Elementary Schools, and H. H. Poole Middle School. Patawomeck Park will be in District #3, as well. Two full-time employees work in District #3.

DUFF MCDUFF GREEN PARK – MAINTENANCE DISTRICT #4

Duff McDuff Green Park is located on Kings Highway and includes two lighted soccer fields; three lighted baseball fields, trails, a river observation deck, playground, paved trail and parking area. It is also the site of major tournaments, scout camporees and special events. The Stafford Area Soccer Association held approximately 450 games during their fall and spring season. The Stafford Baseball League held approximately 550 games at this site during the fall and spring. A staff of two full-time and two part-time Parks Maintenance Workers maintain the park and other district sites year-round. The infield of baseball field #3 was renovated with new sod in FY2007 and the infield of baseball field #1 was renovated with new sod in FY0. Soccer #1 was renovated in FY2008 with the help of the staff and equipment from the Rappahannock Regional Landfill. District #4 also includes Aquia Landing, Little Falls Boat Ramp, and fields at the Rowser Complex, Falmouth, Ferry Farms and Stafford Elementary Schools, Stafford and Drew Middle Schools and Brooke Point High School. One full-time employee works in District #4.

SAINT CLAIRE BROOKS PARK – MAINTENANCE DISTRICT #5

Saint Claire Brooks Memorial Park located on Butler Road in Falmouth includes lighted softball, baseball and youth football fields, tennis and basketball courts, skate park, picnic shelters and hiking trails. The district maintenance shop is in this park. When the Parks and Recreation Department took over operation and maintenance of unsafe pieces of play equipment and picnic tables were removed. They will be replaced as funds become available. District #5 also includes Pratt Park, Historic Port of Falmouth and the C. Ray Grizzle Center. Three full-time employees work in District #5.

C. RAY GRIZZLE ACTIVITY CENTER

The Grizzle Activity Center located on Butler Road in Falmouth serves the residents of both the City of Fredericksburg and Stafford County as a meeting place for a wide variety of activities, hosts the Fredericksburg – Stafford Park Authority Board meetings, and is the office for the district maintenance supervisor. A study of the building was completed that identified existing conditions and made recommendations for corrections.

HISTORIC PORT OF FALMOUTH PARK

The Historic Port of Falmouth Park is located off River Road, currently is open from Memorial Day to Labor Day, has a gravel parking lot, and provides access to the Rappahannock River.

PARKS AND RECREATION

JOHN LEE PRATT MEMORIAL PARK

John Lee Pratt Memorial Park is located off River Road in south Stafford. The site includes tennis and basketball courts, a baseball field, a large area where about nine soccer fields are situated, a restroom/shop/concession building, a running track, a disc golf course, playgrounds, and picnic facilities. The park is frequently used for special events such as soccer and ultimate Frisbee tournaments, and is also an area where the community comes to see the Fourth of July fireworks.

LITTLE FALLS BOAT LAUNCH

The Little Falls Boat Launch opened to the public on July 1, 1996, and is open year-round, 24 hours a day, seven days a week, and is located adjacent to the Little Falls Wastewater Treatment Plant on Kings Highway. The facility includes a parking lot, concrete boat ramp, and wooden courtesy pier. Mid-Atlantic Materials donated fill material and heavy equipment services to construct the entrance road to the boat launch. It is the only public access to the Rappahannock River in Stafford. There is no charge to use the boat launch. An estimated 750 boaters and fishermen utilized the boat launch during FY2007. The access road and parking area received new gravel and was graded in FY 2007.

AQUIA LANDING

This popular 32-acre park has ¼ mile of public beach and offers sunbathing, picnicking, fishing, volleyball, concessions and lifeguard protected swimming area. Facilities include two picnic shelters, and a restroom/concession building. Aquia Landing had approximately 6,100 visitors this past year and generated over \$12,000 in revenue. This site is open seven days a week from Memorial Day through Labor Day. Staff is currently working on a plan to permit public use of Aquia Landing year around.

COURTHOUSE COMMUNITY CENTER

The Courthouse Community Center houses the Sports Division and is used for a wide variety of recreation programs including volleyball, basketball, preschool programs, workshops, classes and special events. It is the site of Camp Aquia, an eleven-week summer camp program. The Courthouse Community Center is also used by the community for church services, meetings and activities. Rental of the building has generated over \$35,000 of revenue and was used by over 42,000 citizens during the past year. The building has a gymnasium, three classrooms, restrooms, offices and parking. The HVAC units were repaired in FY 2007.

CARL LEWIS COMMUNITY CENTER

The Carl Lewis Community Center is a building with one large meeting room, kitchen, and restrooms. Outdoor facilities include a soccer field and open play area. The building is utilized for scout meetings, dances, family reunions, wedding receptions and church services. The soccer field is used by both the Stafford Area Soccer Association and various football leagues. Over \$14,000 in rental fees was collected during FY2007.

STAFFORD GYMNASTICS AND RECREATION CENTER

The Stafford Gymnastics and Recreation Center is the home of the gymnastics program and community recreation programs including summer camps, preschool programs, dance, music, wrestling, majorettes, martial arts, and youth programs as well as all levels of gymnastics. Building rental revenue is received from a wrestling club, children's music programs, craft activities and dance classes. FY 2008 rental revenue was lower than FY 2007 by 25% because two major renters left, one to another site and the other went out of business. The building is over 25,000 square feet and is leased by the county. The annual lease is \$139,320, which is paid through registration/user fees. Three fourths of the building is utilized by the Royals competitive gymnastics team and the other fourth by the Community Recreation Division and recreational gymnastic program and includes three large rooms, two small meeting rooms, large restrooms, and lobby area. This building is a huge hub of activity year round. Air conditioning was added to the last remaining areas of the building in FY2003.

PARKS AND RECREATION

ROWSER BUILDING

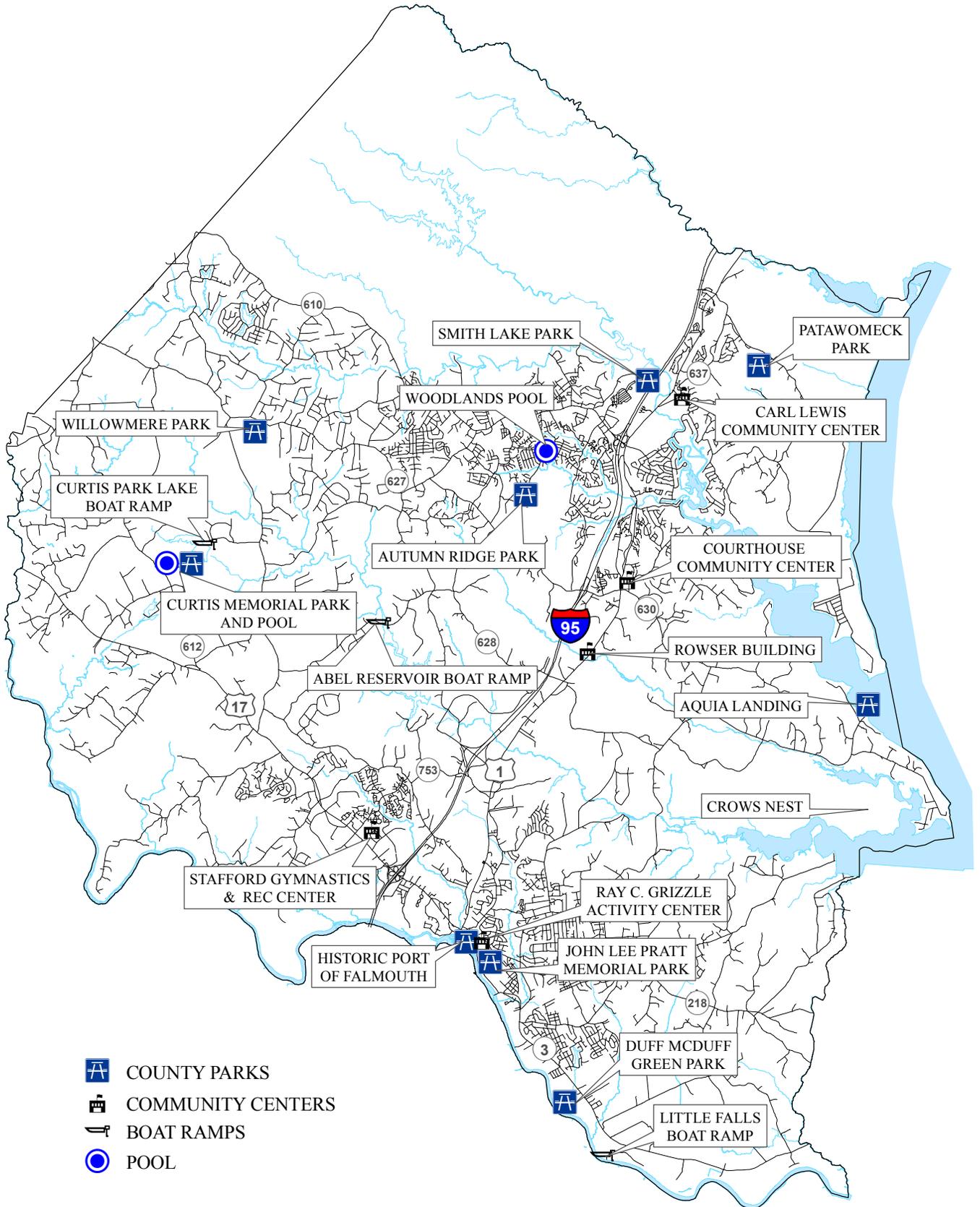
The Rowser Building was completely renovated and re-opened in August 2005 and is the new home for the Stafford Senior Center. It includes a large commercial kitchen, senior activity room, arts & crafts room, library, and two smaller meeting rooms for senior citizen programs. The building also features a large community multi-purpose room and performance area, which is scheduled by the Parks & Recreation Department. The Rowser Building houses the offices of Parks & Recreation Administration, Extension Office, and various offices of the Health Department. The Rappahannock Area Agency on Aging utilizes the Rowser Building for its Stafford County meals site.

Approximately 65% of the renovation costs were paid by bond proceeds from the \$11 million referendum approved in November 2001. Building maintenance is the responsibility of Property Management, while the Parks & Recreation Department is responsible for scheduling, planning and implementing programs and activities in the community and senior citizen center space.

AUTUMN RIDGE PARK

Autumn Ridge Park is located on Eustace Road. Amenities include an irrigated baseball field and soccer field, picnic pavilion, playground and parking. Funding for the design, engineering and construction of the park came from the \$11 million bond referendum approved in November 2001. The park was opened to the public in spring 2005. The baseball infield was renovated to a skinned infield in spring 2007.

PARKS & RECREATION

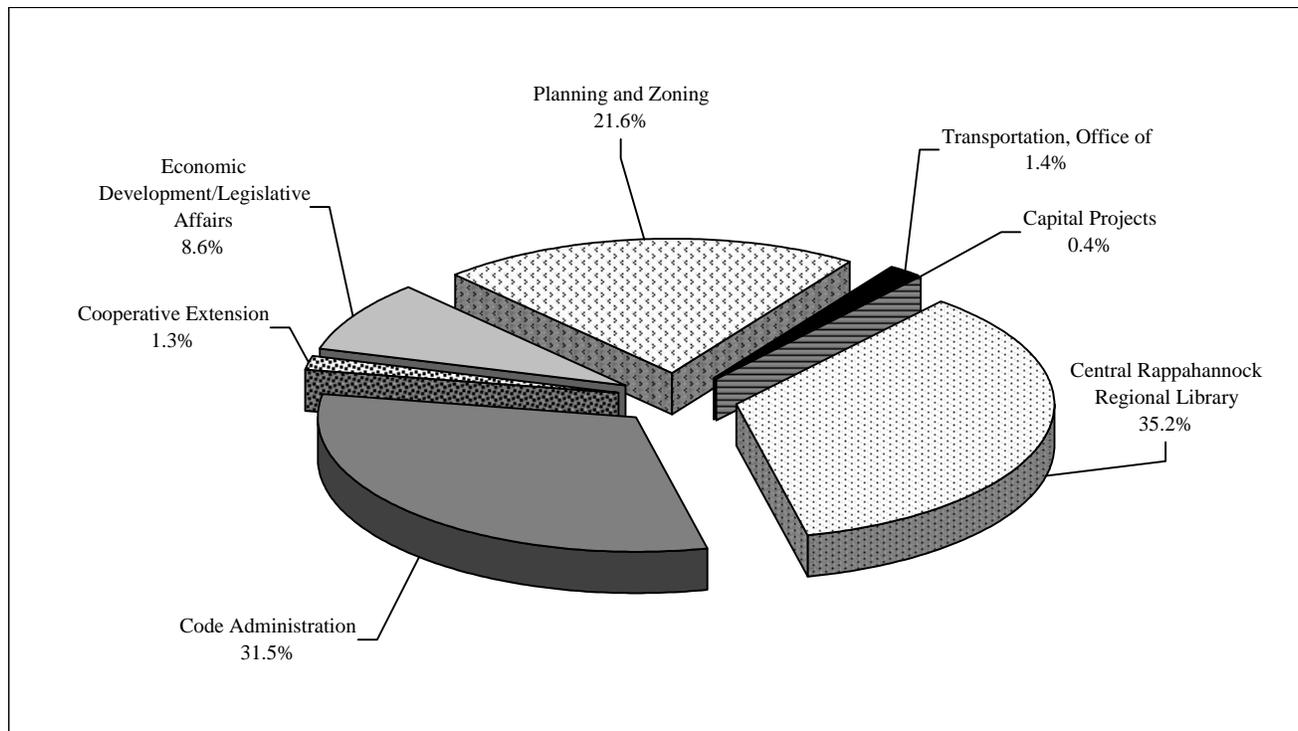


-  COUNTY PARKS
-  COMMUNITY CENTERS
-  BOAT RAMPS
-  POOL



COMMUNITY DEVELOPMENT

	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Capital Projects	\$2,273,234	\$308,504	\$0	(\$308,504)	-100.00%
Central Rappahannock Regional Library	4,165,906	4,726,775	4,726,775	0	0.00%
Code Administration	4,542,195	5,097,648	4,226,466	(871,182)	-17.09%
Cooperative Extension	192,107	225,764	215,854	(9,910)	-4.39%
Economic Development/Legislative Affairs	894,589	1,280,821	1,157,075	(123,746)	-9.66%
Planning and Zoning	2,899,603	3,777,061	2,896,298	(880,763)	-23.32%
Transportation, Office of	286,696	386,257	211,166	(175,091)	-45.33%
Total Expenditures	\$15,254,330	\$15,802,830	\$13,433,634	(\$2,369,196)	-14.99%



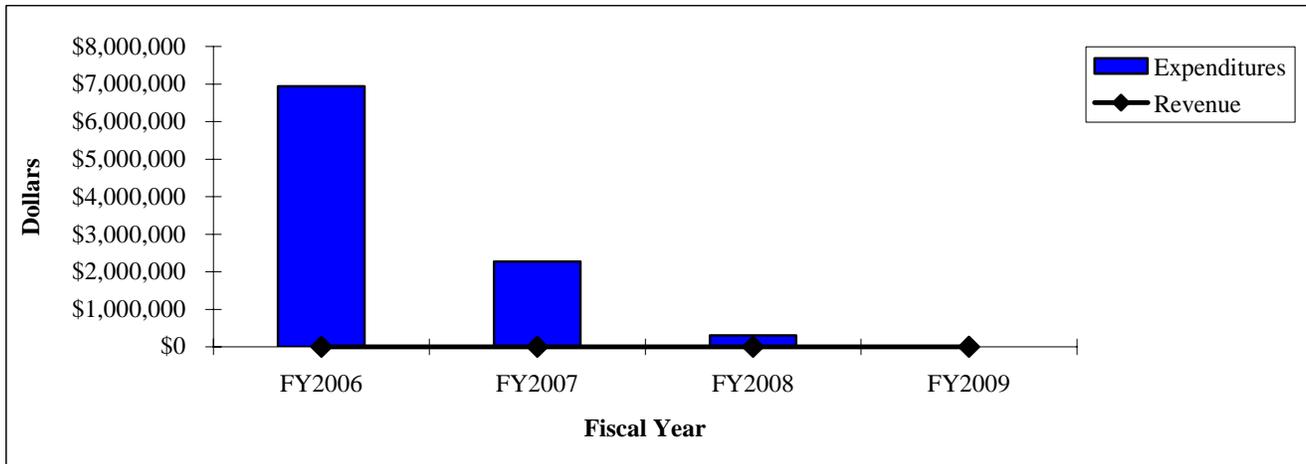
CAPITAL PROJECTS

Capital Projects for the County, which are funded by General Fund Revenues, are included in this category. Capital projects generally have a long life, and do not recur annually and are usually over \$5,000.

The County allocates money in departmental operating budgets for less expensive and smaller projects.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Operating	\$0	\$2,635	\$0	\$0	\$0	0.00%
Capital	6,939,471	2,270,599	308,504	0	(308,504)	-100.00%
Local Tax Funding	\$6,939,471	\$2,273,234	\$308,504	\$0	(\$308,504)	-100.00%



BUDGET VARIANCES

Capital Variance of -100.0% is attributed to the following:

- No funding provided based on financial constraints

CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

MISSION

The Central Rappahannock Regional Library (CRRL) brings people and information together for the purpose of education and recreation. In a timely and cost effective manner, the Library acquires, processes and makes accessible to citizens library materials in addition to providing resources and services to meet expressed and anticipated community needs for information, education and recreation. The Library supports educational and cultural needs/interest of the community through library programs, provides library resources and services to citizens who cannot or do not use regular library facilities and formats and provides leadership for the community to link to the Information Super Highway.

GOALS/OBJECTIVES

- Continue to plan for and meet the informational, recreational, and educational needs of a rapidly expanding area.
- Meet Virginia State Standards for public libraries in terms of buildings, collections, and service staff.
- Develop and upgrade in-house technology and computer services to remain current and timely in information delivery.
- Develop and increase materials budget to the median percentage of all public libraries in Virginia, currently 15%.
- Increase service staff to respond to dramatic increases in circulation of materials and reference inquiries.
- Continue upgrades to internal database systems, hardware and software for public and staff.
- Continue to work for funding and initial plans for new branch facilities in Stafford County.

SERVICE LEVELS

Regional Demographics	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
Book Stock Growth	450,632	464,151	478,075
Library Visits	2,159,191	2,223,967	2,290,686
Number of Programs	8,662	8,922	9,190
Attendance	165,870	170,846	175,971
Service Quality			
Bookmobile Stops	35	36	37
Circulation	6,707,277	6,908,495	7,115,750

Stafford Demographics	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
Book Stock Growth	450,632	464,151	478,075
Library Visits	942,055	970,317	999,426
Number of Programs	4,199	4,325	4,455
Attendance	78,723	81,085	83,517
Service Quality			
Bookmobile Stops	14	14	15
Circulation	2,926,083	3,013,865	3,104,281

CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

ACCOMPLISHMENTS

Increased County circulation of materials to 2,926,083 and answered 307,526 information questions.

Introduced library services through library card registrations to 2,420 Stafford citizens bringing total registrations to 78% of the County's population.

Supported the cultural activities of 78,363 Stafford citizens with library programs and meetings including family storytelling; book groups for children, teens, and adults; film series; lectures; concerts; and summer reading clubs for all ages.

Provided computer access to 84,174 Stafford citizens at the Porter and Headquarters libraries.

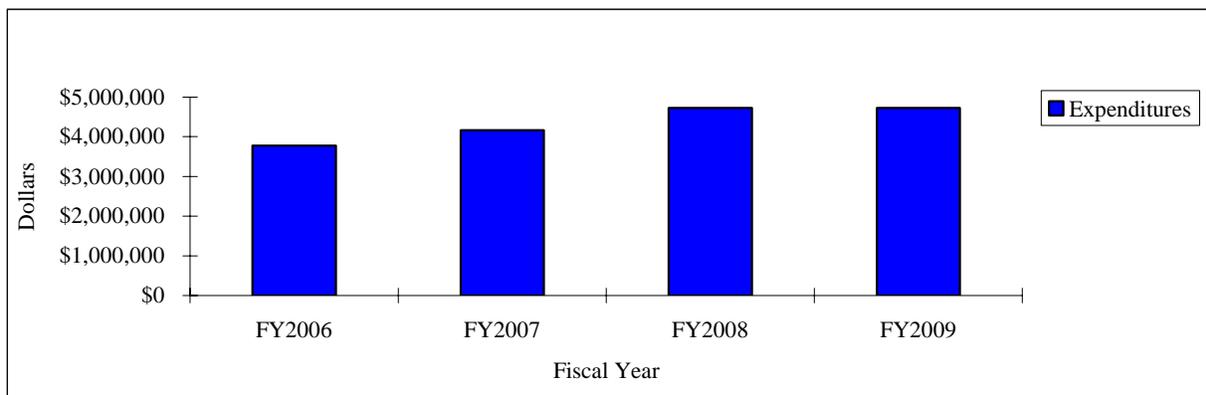
Introduced age-appropriate literature to young people through weekly storytimes, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs.

Provided training for teachers, caregivers, and parents on early literacy skills to ensure reading readiness for Stafford children on school entry.

Worked with County staff on the design of the Falls Run branch with an anticipated opening in FY2010. The new branch will provide an additional 30,000 sq. ft. of library space including books, computers, seating, and meeting rooms for Stafford County residents.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Operating	\$3,781,388	\$4,165,906	\$4,726,775	\$4,726,775	\$0	0.00%
Local Tax Funding	\$3,781,388	\$4,165,906	\$4,726,775	\$4,726,775	\$0	0.00%



BUDGET VARIANCES

Operating Variance of 0.0% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget

CODE ADMINISTRATION

MISSION

The Department of Code Administration protects the health, safety and property of county residents, property owners, businesses, historic, cultural and natural resources through enforcement of regulations and ordinances pertaining to building and the development of land. Departmental services include: 1) processing building, zoning and grading permit applications; 2) monitoring and enforcing the requirements of the Virginia Uniform Statewide Building Code and the Erosion and Sediment Control, Stormwater Management and the Chesapeake Bay Area Overlay District Ordinances; 3) performing inspections of building, land use and development; 4) developing and implementing stormwater management programs; 5) implementing the County's National Pollutant Discharge Elimination System (NPDES) stormwater permit requirements; 6) investigating citizen identified property maintenance, land use, erosion, stormwater drainage and environmental concerns; and 7) administering builder and developer securities.

GOALS/OBJECTIVES

- Maintain a well trained and certified staff that is responsive to customer concerns.
- Implement programs, policies and procedures consistent with the requirements for building division accreditation from the International Accreditation Service (IAS).
- Develop and implement a cross training program for current residential building inspection staff to become certified to perform commercial building inspections.
- Continue the development of customer service initiatives to improve efficiency and improve customer satisfaction.
- Improve review turnaround times for commercial and residential building plans to increase customer satisfaction.
- Continue progress towards implementation of a Community Development Customer Service Center (Permits Center) as a one-stop location for citizens and developers seeking community development services and permits.
- Provide prompt, thorough responses to citizen requests for erosion and stormwater management assistance and investigation of Chesapeake Bay Preservation Area violations.
- Develop the compliance program and implementation strategy to assure Stafford County complies with the latest phase of the state's NPDES program for stormwater.
- Continue with the development and implementation of Low Impact Development (LID) initiatives for land development.
- Improve the efficiency of the builder/developer securities program with better record keeping, timely notification and streamlined processes.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
Permits Issued (Hansen System)	15,335	18,000	15,500
Grading Permit Disturbed Acreage (Hansen System)	549	1,050	900
Building Inspections Performed (Hansen System)	42,302	50,000	47,000
E&S Control Inspections Performed (Hansen System)	16,393	12,000	17,000
Property Maintenance Cases Handled (Hansen System)	221	245	230
Service Quality			
Permits Issued on the Same Day of Application (Hansen System)	9.5%	10%	10%
Bldg Inspections Performed on the Day Requested (Hansen System)	85%	96%	95%
Efficiencies			
Permits Issued per Clerk (Hansen System)	2,556	2,250	2,600
Building Inspections Performed per Inspector (Hansen System)	3,678	3,700	4,100
E&S Control Inspections Performed per Inspector (Hansen System)	2,049	1,500	2,400
Expired Performance Agreements (Securities ledger)			
Developers	62%	18%	10%
Builders	71%	19%	10%

CODE ADMINISTRATION

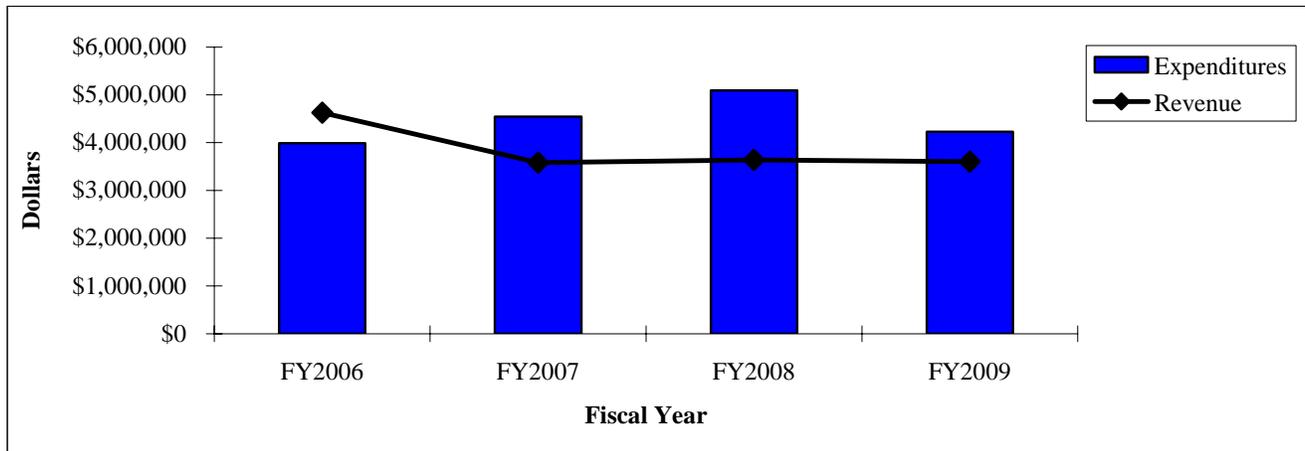
ACCOMPLISHMENTS

- Participated on the Steering Committee for the realignment of community development services among departments.
- Implemented a new Call Center to allow staffs to more efficiently monitor incoming calls.
- Reorganized the Department of Code Administration to allow greater oversight by senior management.
- Developed a comprehensive monthly report to monitor better financial and goal oriented progress.
- Contracted with a consultant to develop and implement programs, policies and procedures to pursue IAS building division accreditation and improve Insurance Services Organization (ISO) Building Grade Effectiveness Grading Schedule rating.
- Created and staffed a residential building plan review section, eliminating the need for costly outside consultants to provide this service.
- Added a second Commercial Plan Reviewer to assure timely and quality reviews of commercial building plans.
- Developed enhancements to the Mobile-Highway Inspection System used to distribute inspection workload among inspectors.
- Prepared a study of the impacts of sediment from the Hills of Aquia development on streams in Aquia Harbour.
- Filed application and support document to renew the County's NPDES Phase II Stormwater Discharge Permit.
- Obtained \$103,500 of cost share funding from the U.S. Army Corps of Engineers for implementation of the NPDES Stormwater Permit program to complete mapping of stormwater outfalls and stormwater Best Management Practices (BMPs).
- Completed stream assessments and stormwater outfall identification mapping in the Aquia Creek, Chopawamsic Creek, and Widewater area watersheds.
- Coordinated with the Department of Parks and Recreation to implement pollution prevention plans for Parks and Recreation facilities.
- Completed projects funded from a \$70,000 Water Quality Improvement Fund Grant in cooperation with the Friends of the Rappahannock, which supported the County's NPDES Phase II Stormwater Discharge Permit program and enhanced environmental protection.
- Participated in the Northern Virginia Clean Water Partners Regional Stormwater Education Initiative for the spring of 2008.
- Recognized by the Environmental Protection Agency as a leader in low-impact development and selected as one of 13 localities across the country for a case study of innovative stormwater management programs.
- Completed engineering, permitting and financial preparatory work for the Hidden Lake Dam renovations.
- Hired a new Securities Manager dedicated to improving the operation of this important County function.

CODE ADMINISTRATION

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$2,623,483	\$2,836,543	\$3,293,280	\$3,092,685	(\$200,595)	-6.09%
Operating	1,148,189	1,587,126	1,779,368	1,133,781	(645,587)	-36.28%
Capital	216,634	118,526	25,000	0	(25,000)	-100.00%
Total	<u>3,988,306</u>	<u>4,542,195</u>	<u>5,097,648</u>	<u>4,226,466</u>	<u>(871,182)</u>	<u>-17.09%</u>
Revenue	4,628,022	3,583,689	3,636,706	3,604,172	(32,534)	-0.89%
Local Tax Funding	<u>(\$639,716)</u>	<u>\$958,506</u>	<u>\$1,460,942</u>	<u>\$622,294</u>	<u>(\$838,648)</u>	<u>-57.40%</u>
Full-Time Positions	44	44	43	43	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



BUDGET VARIANCES

Personnel Variance of -6.09% is attributed to the following:

- 1.2% Cost of living Increase
- Vacancy savings resulting from five vacant positions not being filled in FY2009
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -36.28% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Elimination of contractual services for building plan review
 - Reduction in consulting services to support the NPDES Stormwater Permit program
 - Reduction in contractual services to support building and erosion control special projects (i.e., building division accreditation, demolish/board unsafe structures, drainage and erosion control repair projects, etc.)

Capital Variance of -100% is attributed to the following:

- Elimination of funding for upgrades and enhancements to the Hansen System, Mobile Highway, and IVR/IWR permitting systems

COOPERATIVE EXTENSION

MISSION

Virginia Cooperative Extension (VCE) enables people in Stafford County to improve their lives through an educational process that uses scientific knowledge focused on issues and needs. Cooperative Extension is a dynamic organization that stimulates positive personal and societal change, leading to more productive lives, families, farms and forests, as well as a better environment in semi-urban and rural communities. Extension provides information to County residents and assists them in applying the results of scientific research and technological development in the fields of agriculture/horticulture; 4-H youth development; food, nutrition and health; and family and consumer sciences.

By building on the strength of our agriculture, natural resources, family, youth and community heritage, we enable the residents of Stafford County to improve their lives and the community through research-based educational programs. Because knowledge is power, Stafford County Extension helps people to solve their own problems. Using a variety of educational delivery techniques, Extension reaches diverse clients in their homes, schools, at work and in the community.

GOALS/OBJECTIVES

- Provide satisfactory responses to 98% of resident requests.
- Implement results of needs assessment into program development. Programs conducted will be resident need driven based on the results of the recent situation analysis.
- Increase the number of trained volunteers assisting with the delivery of Extension programs by 5%.
- Provide educational programs in Agriculture and Natural Resources (ANR). ANR programs help sustain profitability of agricultural and forestry production, while protecting, preserving, and enhancing the quality of land and water resources.
- Provide educational programs in Food, Nutrition and Health (FNH) and Smart Choices Nutrition Education Program (SCNEP). FNH and SCNEP programs improve the quality of life for individuals, families and communities, while emphasizing appropriate and safe food and nutrition choices and improving health literacy.
- Provide educational youth development programs through 4-H. Four-H is the comprehensive youth development program of Extension. Youth, ages 5-19, engage in hands-on learning experiences under the guidance of paid and adult volunteer staff. However, the reduction in travel funds will limit travel to county schools, reducing the number of 4-H in-school programs.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Gypsy Moth Egg Mass Surveys	925	1,000	1,000
Gypsy Moth Monitoring Activities	62	80	100
Outputs			
ANR Programs (Contacts / Volunteers / Program Participants)	8,192	8,500	8,500
FCS Programs (Contacts / Volunteers / Program Participants)	2,637	2,400	2,600
4-H Programs (Club Members/Volunteers/Program Participants/ Contacts)	3,706	6,700	6,700
Extension Programs (ANR/4-H/FCS/MG) Volunteers	208	210	210
Extension Programs (ANR/4-H/FCS/MG) Volunteer Hours	4,818	5,300	5,300
Dollar Value Gained from Volunteer Service	\$96,456	\$106,106	\$107,000
Individuals Participating in Gypsy Moth Education Programs	100	200	200
Service Quality			
Clients Surveyed Reporting Competent/Courteous Service	98%	98%	98%
Clients Surveyed Reporting Timely Service	98%	98%	98%
Extension Programs (ANR/4-H/FCS/MG) Volunteers	208	325	325
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	\$0.00	\$26.00	\$28.00
Cost per VCE Program Participant/Contact*	\$2.91	\$5.48	\$5.00

* Based on actual cost (\$42,274) of salaries of ANR agent and FCS agent positions minus cost of vacant 4-H agent position.

COOPERATIVE EXTENSION

ACCOMPLISHMENTS

- Volunteers are the key to the success of many of the Virginia Cooperative Extension (VCE) Programs. Volunteers fill significant teaching and management roles to assist salaried staff members and enable more citizens to receive VCE programs. During FY2007, Extension (Agriculture and Natural Resources; 4-H; Family and Consumer Sciences) volunteers donated 4,818 hours to conducting educational programs and dispensing research-based information to Stafford County residents. This volunteer service translates into \$96,456.36 value (according to statistical information provided by the Virginia Office on Volunteerism) added to VCE programs in Stafford County.
- The Horticulture Help-Line housed in the Stafford Extension Office and the Plant Clinics held at Porter Library disseminated information to eight hundred forty-two (842) Stafford residents. Questions ranged from insect, plant disease and weed identification to recommendations for lawn care, farm pond maintenance, termite control, tree fruit and grape production, organic farming, etc.
- One hundred eight (108) Master Gardeners donated over 3,842 hours in volunteer service to horticulture-related activities in Stafford County. These activities included plant clinics, educational workshops, *First Saturdays in the Garden* programs, and answering resident questions related to horticulture concerns.
- The *First Saturdays in the Garden* programs were held at various local historical sites and parks. Four hundred forty-four (444) PD16 residents attended the programs. The programs are designed to involve the general public in horticulture education programs and provide a spotlight for some of the garden attractions in Stafford and PD16. A plant clinic for residents to have plant problems diagnosed is conducted at each *First Saturdays in the Garden* program by paid and volunteer staff members.
- Sixty-four (64) Stafford residents received information related to traditional agriculture management and production in livestock and crops, farm business and pond management.
- Six hundred twenty-one (621) Stafford residents participated in educational seminars/workshops related to basic agriculture, turf maintenance, proper landscape practices, plant diseases, tree and shrub identification, greenhouse production, homeowner water quality, pest management, and 4-H counselor training.
- VCE, in partnership with the Virginia Department of Corrections conducted several horticulture courses for inmates at the Stafford County Detention Center. This ongoing program prepares inmates for jobs in the green industry. Each inmate is awarded a Certificate of Completion at the end of the classes to use to procure jobs at various garden centers, lawn care firms, landscape maintenance companies, and other green industry businesses. Eighty (80) inmates received Certificates of Completion and a Landscaping Manual.
- About four thousand (4,000) Stafford County residents were served by VCE agents through educational programs as well as various Stafford County functions such as Dare Day, and Salute to Stafford Day.
- Eighteen (18) Stafford County commercial pesticide applicators and eighteen (18) private pesticide applicators participated in Applicator Certification/Re-Certification Programs conducted by ANR Extension Agents. The program provided updates on Virginia pesticide applicator laws, environmental hazards, calibration, weed and insect management, as well as pesticide safety.
- Community service is one of the main project areas of the 4-H clubs. Four-H members and teen and adult leaders volunteered over 240 hours to community service projects. Club community service projects included: picking up trash in roadway ditches along Route 1 in North Stafford; participating in the State 4-H project to reforest the Chesapeake Bay watershed by planting native grasses; conducting a newspaper and ink cartridge recycling drive; participating in a river clean-up in partnership with the Friends of the Rappahannock; participating in the National and Global Youth Service by reading to the blind; and supporting Mississippi 4-Hers affected by Hurricane Katrina through letters of encouragement. This volunteer service translates into \$4,804.80 value added to the community.
- Eighty-nine (89) Stafford County youth (ages 9-13) attended the Junior 4-H Camp in July 2006 at the Northern VA 4-H Educational Center in Front Royal. Thirty-six (36) teen counselors, nine (9) counselors-in-training, 2 adult volunteers, and two (2) paid staff members gave leadership to camp activities. Participants who spent 4 nights and 5 days were involved in subject area classes, organized recreational activities, leadership/team building activities and much more. Adults and teens contributed more than 2,000 volunteer hours during the camp week. This volunteer time translated into \$40,000.00 to the Stafford 4-H camping program.

COOPERATIVE EXTENSION

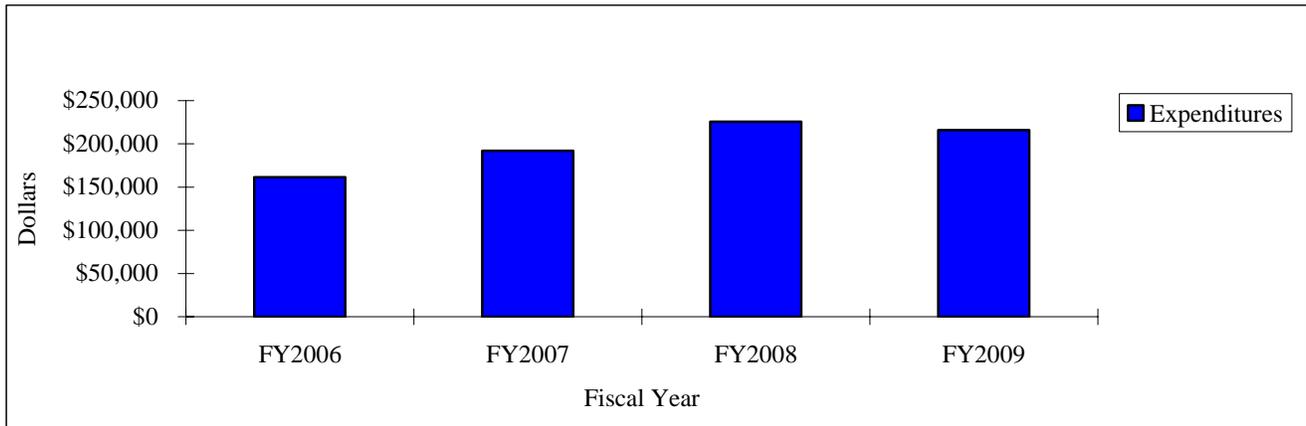
ACCOMPLISHMENTS (Continued)

- Four-H clubs are designed for youth ages 5-19. The clubs are volunteer-led and provide a variety of informal educational opportunities. During FY2007, one hundred, fifty-six (156) youth were enrolled in 4-H clubs and special interest groups. Thirty-two (32) adult volunteers gave leadership to club meetings, field trips, special project activities and more. Club members develop leadership skills and learn the responsibilities related to being a club member (parliamentary procedures, club officer duties, and committee membership).
- Ten (10) *ServSafe* courses were offered in PD16: six (6) in Stafford County, two (2) in Caroline County, and one (1) each in Spotsylvania and King George Counties. *ServSafe* is a national food safety certification curriculum developed by the National Restaurant Association's Education Foundation and is based on the Food and Drug Administration's Food Code. This course is designed for managers within any type of food service operation: dietary managers, catering managers, and the like. Through this 16-hour course, participants learn how to protect food from illness-causing pathogens through proper food handling, time-temperature control, good personal hygiene, and sanitation. One hundred and seventy-two (172) food service workers enrolled in the course, with 135 (78%) passing the exam with a score of 75% or higher. As a result, 135 additional food service employees (56 from Stafford County) are now *ServSafe* certified.
- Several courses focusing on healthy living, nutrition, chronic disease prevention, and financial literacy were taught to a total of forty-two (42) inmates at the Rappahannock Regional Jail who were participating in the eight (8) week Offender Re-Entry Program through the Virginia Department of Corrections. Inmates learned how eating a high fiber, low fat, calorie, and sodium diet combined with physical activity can lower their risk of Type 2 diabetes, obesity, cardiovascular disease, and hypertension. They also learned how to create a budget, track expenses, set financial goals, understand credit and stop spending leaks. As the inmates are released from Phase I of the Offender Re-Entry Program, they will reside throughout PD16 (14 in Stafford County) and the surrounding counties.
- Fourteen (14) groups of men from the Stafford County Department of Corrections Diversion Center learned about the role of nutrition in chronic disease prevention. The Diversion Center offers a 5-month alternative program to incarceration for non-violent adult male offenders. Divertees take a series of life skills courses including classes on resume writing, financial planning, and health, and are then placed in jobs for the remainder of their sentence. One hundred, eighty-one (181) divertees learned how eating a high fiber, low fat, calorie, and sodium diet combined with physical activity can lower their risk of Type 2 diabetes, obesity, cardiovascular disease, and hypertension. Several participants felt that some of the most helpful information concerned healthier eating in order to stay healthy and lower their risk of cardiovascular disease. Post program evaluations showed that ninety-two percent (92%) increased their knowledge of ways to lower their risk of developing a chronic disease. All 181 divertees currently reside in Stafford County.
- In the fall of 2007, egg mass surveys indicated no need for aerial treatment in the spring of 2008. However, if the spring of 2008 is a dry season (a situation which depletes a fungus that wipes out masses of caterpillars in late spring), the gypsy moth problem will worsen.
- In the spring of 2007, approximately 50 burlap bands were distributed to Stafford residents. Residents who call with concerns about gypsy moths are invited to participate in the banding program. Resident response to the banding program continues to be positive.
- Male moth trapping is not only a very important monitoring tool, but also serves as an effective mating disruption. Sixty (60) traps were placed throughout the County in June of 2007. The total number of male moths trapped was 2,298. This is a slight decrease over last year.
- In the fall of 2007, egg mass surveys were being conducted throughout the County. Surveying is the primary procedure used to determine treatment areas and predict population levels for the coming year. If aerial treatment is deemed necessary, there will be shared funding reimbursement for the aerial application and insecticides; 50% Federal, 50% Stafford County. The deadline for the Virginia Cooperative Gypsy Moth Suppression Program proposals for aerial treatments was November 15, 2007. Most localities in Northern Virginia and counties west of Stafford are reporting substantial increases compared to the spring of 2007.

COOPERATIVE EXTENSION

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$99,050	\$109,399	\$113,200	\$112,140	(\$1,060)	-0.94%
Operating	62,618	82,708	112,564	103,714	(8,850)	-7.86%
Local Tax Funding	<u>\$161,668</u>	<u>\$192,107</u>	<u>\$225,764</u>	<u>\$215,854</u>	<u>(\$9,910)</u>	<u>-4.39%</u>
Part-Time Positions	4	4	4	4	0	0.00%



BUDGET VARIANCES

Personnel Variance of -0.94% is attributed to the following:

- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm
- Change of status for employee health insurance

Operating Variance of -7.86% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Funds for the Gypsy Moth Suppression program were reduced by \$12,000.00 for FY09.
 - Due to the reduction in travel funds for FY09, the Gypsy Moth Coordinator's ability to monitor Gypsy Moth populations will be curtailed.
 - Due to the reduction in postage funds for FY09, if a Gypsy Moth suppression spray is needed in 2009, mailing of information and notification to affected property owners will be curtailed.

COOPERATIVE EXTENSION

ADDITIONAL INFORMATION

The Agriculture and Natural Resources (ANR) Programs are delivered and managed by four (4) Extension Agents specializing in the following areas: Commercial Horticulture; Environmental Horticulture; Animal Science; Plant and Soil Science; and a part-time Horticulture Technician. ANR educational programs help sustain profitability of agriculture and forestry production, while protecting and enhancing the quality of our land and water. Programming efforts range from traditional agricultural management and production to commercial and environmental horticulture. Paid and volunteer staff members provide residents with educational programs designed to meet specific needs of County residents. Agriculture areas include crop and soil science, agriculture marketing, agriculture diversification, farm financial management, and livestock management and production. Horticulture (commercial and home) areas include environmental programs, integrated pest management, best management practices, proper lawn maintenance, soil testing, insect identification, plant disease diagnosis, and natural resource conservation. The Master Gardener Program is managed by the Environmental Horticulture Agent.

The Family and Consumer Sciences (FCS) Programs are delivered and managed by two Extension Agents and a SCNEP (Smart Choices Nutrition Education Program) Program Assistant. Family and Consumer Sciences programs emphasize appropriate and safe food and nutrition choices, encourage physical activity, improve health literacy, and provide education on financial literacy topics, parenting, and child care provider training. The programs also include the *ServSafe* Course (a national foodservice sanitation certification course offered to restaurant managers through the National Restaurant Association Educational Foundation) and the *Occasional Quantity Cooks* Program (training that emphasizes safe food handling and preparation of large quantities of food for churches and community organizations). SCNEP is a federally funded program that teaches adults how to make wise choices about eating, how to stretch food dollars, and how to cook low-cost, nutrient rich foods.

The 4-H Youth Development Program is delivered and managed by one (1) Extension Agent, 4-H/Youth Development, and a part-time 4-H Program Assistant. Paid and volunteer staff members provide educational opportunities to Stafford County youth, ages 5-19, through workshops, clubs, day camps, overnight camps, and contests. Managed by paid staff members, volunteers are trained to give direction to all areas of the 4-H Youth Development Program. Club programs provide youth with leadership development opportunities, parliamentary procedure training, and communication and teamwork skill development. Character education, community service/service learning, and citizenship development have been identified as areas to be included in all 4-H programs. Four-H program participants “learn by doing” through participation in research-based educational projects. Four-H School Enrichment and Home-School Enrichment programs provide youth ages 9-12 with educational programs that teach youth about the watershed and other environmental concerns, plant science, electric energy concepts, conservation and more. At no additional cost to the county, Stafford County residents also have access to the expertise of a Farm Business Management Agent, Equine Extension Agent, Forestry and Natural Resources Extension Agent, and Community Viability Extension Agent who serve all of the VCE Northern District, which includes Stafford County.

The Gypsy Moth Suppression Program is housed in the Cooperative Extension Office. The Gypsy Moth Suppression Program is delivered and managed by a Gypsy Moth Coordinator and a part-time Technician who works in both the horticulture and gypsy moth areas. The purpose of this program is to protect forested areas from serious gypsy moth damage with priority given to residential forested areas. This damage occurs as the result of severe tree defoliation and subsequent tree mortality. A main priority of this program has always been that of helping homeowners to solve problems associated with gypsy moth through educational programs. Assistance is rendered to County residents via telephone, through home visits, workshops, demonstrations to adult groups and presentations to youth in the public schools.

ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

MISSION

Economic Development administers a comprehensive program designed to attract, retain and facilitate expansion of high quality business, industry and tourism, resulting in a stable and diverse local economy, improved standard of living and quality of life for the citizens.

The office of Legislative Affairs informs the Board of Supervisors and the County Administrator on the impact of legislation before Congress and the Virginia General Assembly. The office maintains lines of communication with Stafford's representatives in Washington and Richmond to keep them informed about the needs, interests and initiatives of the county, and to strengthen the local, state and federal partnership.

The four redevelopment areas of Stafford County; Boswells Corner, Courthouse, Falmouth and Southern Gateway and the Redevelopment Administrator are now part of the Economic Development Department.

GOALS/OBJECTIVES

- Expand the commercial/industrial tax base by 1,000,000 square feet.
- Increase taxable sales totals to more than \$1.0 billion.
- Maintain annual unemployment rate of 2.7% or below.
- Increase at-place employment to 33,000.
- Participate in four domestic and one international marketing missions.
- Increase number of Stafford businesses to 2,150 and visit 300 existing businesses.
- Revise marketing package with current information and at least 20% new materials.
- Run both radio and newspaper ads promoting Stafford businesses.
- Maintain our new Web page with increased focus on optimization of site.
- Publish an Economic Development Newsletter at least two times a year.
- Inform local legislators of the impact on County operations, fiscal and otherwise, of legislation proposed.
- Assist legislators in reestablishing the state-local partnership.
- Prepare a Master Redevelopment Plan.
- Establish a public information program to facilitate the timely dissemination of news and information related to redevelopment.
- Mainstream redevelopment by including redevelopment issues throughout the County's land development review processes.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
At-Place Employment (Virginia Employment Commission)	32,578	32,500	33,000
Unemployment Rate (Virginia Employment Commission)	2.4 %	2.5 %	2.7 %
Commercial Business Revenue Impact (Commissioner of the Rev)	\$54M	\$57M	\$60M
SF New Commercial Buildings (Hanson System)	781,252	1,200,000	1,000,000
Taxable Sales (Virginia Department of Taxation)	\$901M	\$950M	\$1,000M
Businesses in the County (Virginia Employment Commission)	2,070	2,100	2,150
Corporate Expansions / Relocations (Manual Tracking)	9	10	12
Outputs			
Existing Business Visitation (Manual Tracking)	109	240	300
Public Appearances (Manual Tracking)	16	18	20
Marketing Missions (Manual Tracking)	6	6	6
Trade Shows (Manual Tracking)	8	6	8
Meetings of legislative committees, study committees, VML/VACo committees	44	48	48
Hours supporting efforts of VACo/VML, High Growth & Region 7 Coalition	1,000	1,200	1,200
Legislative bills reviewed & distributed to staff for information & evaluation	3,069	3,000	3,200

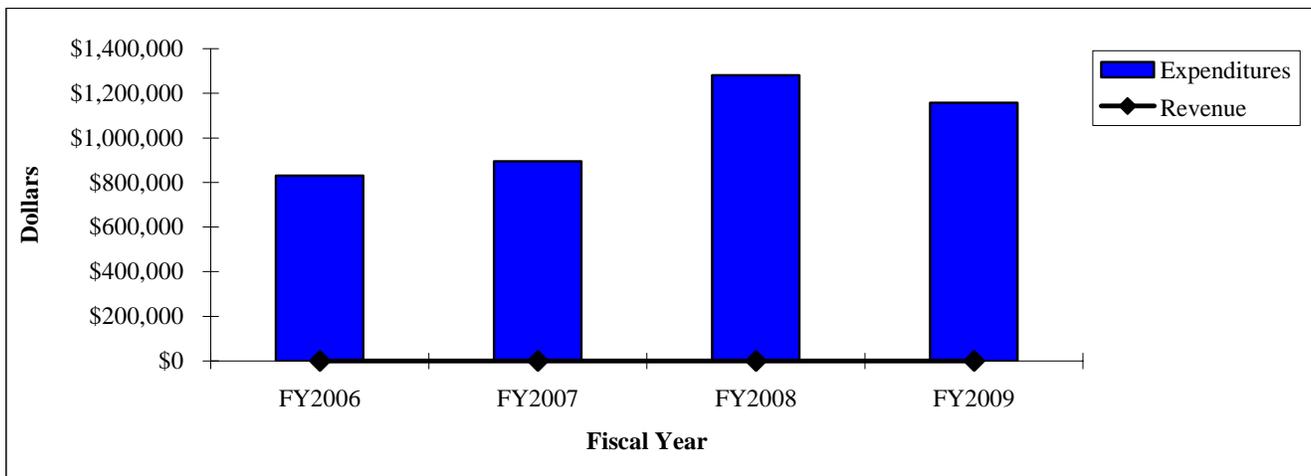
ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

ACCOMPLISHMENTS

- Hired a fulltime Business Retention & Development Manager and visited over 200 businesses.
- Developed Vision Concepts for Falmouth, Boswell's Corner, the Courthouse, and the Southern Gateway area of the County.
- Began construction of the Stafford Hospital Center.
- Held the national Force Protection Equipment Demonstration VI at the Stafford Regional Airport.
- Scoped contract for a Master Redevelopment Plan with a consultant.
- Conducted a public information forum for redevelopment areas.
- Created a redevelopment website page at GoStaffordVA.com.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$430,677	\$511,260	\$755,349	\$742,903	(\$12,446)	-1.65%
Operating	399,751	383,329	525,472	414,172	(111,300)	-21.18%
Local Tax Funding	<u>\$830,428</u>	<u>\$894,589</u>	<u>\$1,280,821</u>	<u>\$1,157,075</u>	<u>(\$123,746)</u>	<u>-9.66%</u>
Full-Time Positions	4	6	7	7	0	0.00%
Part-Time Positions	2	1	1	1	0	0.00%



BUDGET VARIANCES

Personnel Variance of -1.65% is attributed to the following:

- 1.2% Cost of living Increase
- Change in staffing cost distribution part of salaries now paid out of the Tourism Fund
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -21.18% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget

ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

ADDITIONAL INFORMATION

Stafford offers access to the region's highly skilled work force of more than 162,000 people. The relocation and expansion of nationally recognized firms such as GEICO, FedEx Ground, OSEC, Northrop Grumman and General Dynamics has contributed to a 50 percent increase in at-place employment in the past five years. The firms have been joined by over 35 DoD contractors that include BAE Systems, Booz Allen, MTC Services Corp and L3 Communications.

Now more than ever, Stafford's proximity to the Quantico Marine Corps Base and the FBI Academy positions the county for new business growth, particularly in high-tech industries. The Marine Corps Base at Quantico will be home to an additional 3,000 jobs when the Base Realignment and Consolidation (BRAC) is complete in 2011. With Quantico's southern acreage extending into Stafford, the county is well positioned geographically to absorb the growing ranks of technology and engineering firms that require office parks with proximity to the base. The first building at the new corporate office campus, Quantico Corporate Center at Stafford, is complete and building two is under construction.

The private sector has responded to these opportunities by developing world-class commercial office space. Last year, more than 700,000 square feet of industrial and commercial space was completed in Stafford. Several new projects are underway including the Town Center at Aquia, Stafford Commerce Park, North Stafford Center for Business & Technology, Stafford Marketplace and Riverside Office Park. These projects, when completed, will add over 3 million square feet of Class A office space in the county.

Medicorp Health System will open Stafford Hospital Center, a 100 bed general acute care hospital in the Courthouse area. This project will open in early 2009 and will be 250,000 square feet of space including medical/surgical, ICU, and obstetric beds, an emergency department, an imaging department – including computed tomography (CT), magnetic resonance imaging (MRI), and interventional radiology – and a surgical suite including six operating rooms. The building and parking areas are designed and sited to provide opportunities for expansion as community and institutional needs grow and/or change. To further this goal, the master plan has been created for the site identifying possible future expansion of buildings and parking. The location was placed strategically in the center of the greatest concentration of population in Stafford.

This year our full time Business Retention and Development Manager helped retain and expand the business sector in Stafford making over 200 visits. We will now be able to visit the Stafford Businesses on an annual basis. Nationally, over 80% of the new jobs and investment in a community comes from existing businesses.

PLANNING AND ZONING

MISSION

Planning and Zoning's mission is to provide guidance and regulation for orderly, attractive and resource-sensitive development of residential areas, businesses and public facilities in accordance with the Comprehensive Plan, and provide courteous, professional assistance to the general public on land use and related planning and zoning issues.

GOALS/OBJECTIVES

- Update Comprehensive Plan elements to coincide with new plan document.
- Update subdivision and zoning ordinances to comply with new Comprehensive Plan.
- Prepare a Design Standards Manual to incorporate policies and regulations which apply to land development.
- Continue development of recommendations to preserve natural and cultural resource areas, and provide for opportunities to retain open space and allow for passive recreation.
- Coordinate implementation measures for redevelopment areas with other government agencies and the private sector.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Comprehensive Plan Components/Elements Adopted	2	4	6
Text/Map Amendments to Comprehensive Plan (Manual Tracking)	6	6	10
Comprehensive Plan Documents on the Internet (Manual Tracking)	7	10	10
Development Ordinances Processed	34	15	15
Development Ordinances Adopted by Board	30	10	10
Percentage of Office Operations Covered by Development Fees	72%	68%	70%
Development Projects that Minimized Impacts to Historic Resources	4	6	6
Inoperable Vehicles Removed (Vendor Records)	15	40	20
Outputs			
Comprehensive Plan Compliance Reviews (Permit Tracking Sys.)	8	8	8
Wetland Permit Applications Processed (Permit Tracking Sys.)	60	40	35
Plans reviewed to minimize RPA encroachments (Permit Tracking Sys.)	590	**640	650
Perennial Flow Reports	0	***10	15
Addresses Issued (Permit Tracking Sys.)	3,000	3,000	2,800
Subdivision Applications Processed (Permit Tracking Sys.)	500	400	300
Site Plans Processed (Permit Tracking Sys.)	120	125	130
Rezoning Cases Processed (Permit Tracking Sys.)	22	15	15
Conditional Use Permit Cases Processed (Permit Tracking Sys.)	19	24	25
Plans Reviewed to Minimize Impacts to Historic Resources (Permit Tracking Sys.)	196	210	190
Cultural Resources Surveys Reviewed	20	25	18
Early Grading Plans Processed (Permit Tracking Sys.)	20	30	35
Stormwater Mang. Concept Plans Processed (Permit Tracking Sys.)	47	48	50
Zoning Site Development Inspections Performed (Hansen System)	304	400	350
Zoning Enforcement Inspections Performed (Hansen System)	958	1,000	1,050
Zoning Violations Cited (Hansen System)	465	500	550
Board of Zoning Appeals Applications Processed (Hansen System)	32	50	30
Service Quality			
Comprehensive Plan Components/Elements per Planner	2	2	3
Text/Map Amendments to Comprehensive Plan per Planner	6	3	5
Comprehensive Plan Compliance Reviews per Planner	5	3	4

PLANNING AND ZONING

SERVICE LEVELS (Continued)

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Service Quality			
Wetland Permit Applications per Planner (Permit Tracking Sys.)	30	20	17.5
Environmental Plan Review per Planner (Permit Tracking Sys.)	295	320	325
Cultural Resource Plan Review per Planner (Permit Tracking Sys.)	196	210	190
Subdivision Plan Cases per Planner (Permit Tracking Sys.)****	40	60	50
Site Plan Cases per Planner (Permit Tracking Sys.)	20	15	15
Rezoning Cases per Planner (Permit Tracking Sys.)	8	8	5
Conditional Use Permit Cases per Planner (Permit Tracking Sys.)	12	15	10
Early Grading Plans per Planner (Permit Tracking Sys.)	15	8	5
Average Total Applications per Planner (Permit Tracking Sys.)	60	70	55
Percentage of on-time plan reviews per planner	69%	74%	75%
Percentage of on-time plan reviews per environmental planner	77%	89%	93%
Percentage of on-time plan reviews per historic planner	71%	61%	75%
Percentage of on-time plan reviews per stormwater management planner	83%	93%	95%
Zoning Violations Abated in Under 90 Days (Hansen System)	60%	75%	60%

**Added new type of application to review

*** Began reviewing in FY2008

****Planners fully staffed (5)

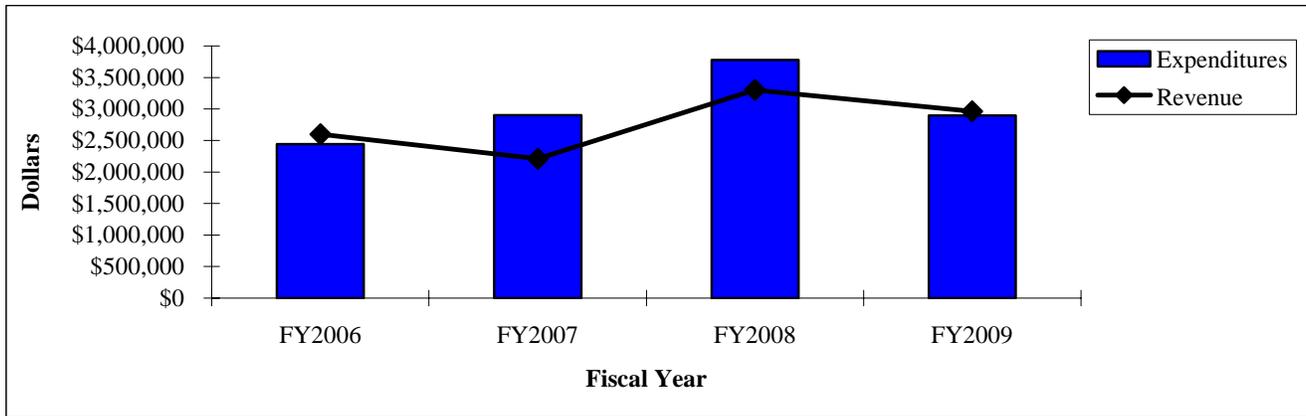
ACCOMPLISHMENTS

- Finalized Comprehensive Plan update.
- Assisted with establishment of Purchase of Development Rights program and committee.
- Adopted Planned Traditional Neighborhood zoning district to implement town center concept.
- Internalized stormwater management plan review to improve customer service and reduce costs to customers (plan review previously conducted by outside consulting agency).
- Successfully cross-trained staff for better customer service.
- Hired long range planner to assist with preparation and dissemination of demographic information.
- Contributed toward implementation of a permit center to be operated by the Department of Code Administration.
- Completed land use coverage mapping.
- Zoning technician obtained zoning officer certification from Virginia Association of Zoning Officials.

PLANNING AND ZONING

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,642,151	\$1,953,519	\$2,330,550	\$2,657,278	\$326,728	14.02%
Operating	749,926	894,421	1,399,851	231,860	(1,167,991)	-83.44%
Capital	50,180	51,663	46,660	7,160	(39,500)	-84.65%
Total	<u>2,442,257</u>	<u>2,899,603</u>	<u>3,777,061</u>	<u>2,896,298</u>	<u>(880,763)</u>	<u>-23.32%</u>
Revenue	2,598,702	2,209,465	3,297,200	2,962,805	(334,395)	-10.14%
Local Tax Funding	<u>(\$156,445)</u>	<u>\$690,138</u>	<u>\$479,861</u>	<u>(\$66,507)</u>	<u>(\$546,368)</u>	<u>-113.86%</u>
Full-Time Positions	28	28	34	34	0	0.00%
Part-Time Positions	4	4	2	2	0	0.00%



BUDGET VARIANCES

Personnel Variance of 14.02% is attributed to the following:

- 1.2% Cost of living Increase
- Vacancy savings – 4 positions
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -83.44% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget
 - Reduction in education/tuition and training for all divisions
 - Reduction in training for all divisions
 - Reduction in contracts for outsourcing plan review
 - Reduction in contract for stormwater management review
 - Elimination of plan scanning contract
 - Elimination of archaeological and engineering surveys
 - Reduction in GIS programming

Capital Variance of -84.65% is attributed to the following:

- Because of revenue constraints capital costs are to be held at or below the FY2008 Adopted Budget
 - No new computers or computer equipment
 - Reduction in software upgrades

PLANNING AND ZONING

ADDITIONAL INFORMATION

The Department of Planning and Zoning has four main divisions: Administration, Comprehensive Planning, Development Review and Zoning.

ADMINISTRATION

The public regularly visits the Planning and Zoning Department and inquires about the status of projects or seeks information about site plans, subdivision plans, rezonings, permits, or other projects in various stages of development. The first person they encounter is a representative from the administrative staff. In addition to clerical and office management duties, the administrative staff must: 1) assist the public with planning and zoning applications and permits and provide general customer services; 2) maintain the planning and zoning files and extensive records on land development; 3) prepare agendas and coordinate preparation and dissemination of reports to 8 Commission/Committees 4) prepare detailed minutes for the Planning Commission, Old Falmouth Renaissance Commission, Wetlands Board, Agricultural Commission, PDR Committee, Architectural Review Board and the Board of Zoning Appeals.

COMPREHENSIVE PLANNING

This division primarily deals with seeing that long-term plans of Stafford are developed and carried out. The division is responsible for rezoning and conditional use permit review; reviews for compliance with the Comprehensive Plan; address review; mapping; stormwater management plan review; environmental reviews of wetlands and areas subject to the Chesapeake Bay Protection Ordinance; and ensures preservation of natural and cultural resources. Rezoning requests are evaluated to determine the impacts the project will have on existing Stafford County communities and services such as educational facilities, transportation, recreational facilities, emergency services, environmental resources and other factors affecting the quality of life in the County. Adverse impacts are mitigated as part of the review process. Proposals for a change in the use of land may require a rezoning action or Conditional Use Permit (CUP). Rezoning and CUP requests are reviewed by the development review staff and comprehensive planning staff and discussed by the Planning Commission at a public hearing with opportunities for public comment. The Planning Commission forwards recommendations to the Board of Supervisors for final action after discussion at a second public hearing.

Staff regularly conducts pre-application meetings with developers and landowners to explain the process and issues that may arise. Population statistics, street names, addresses, aerial photographs, custom maps, and various kinds of other information are maintained in long-range planning, which contributes to different assignments. This division provides staff support to the Agricultural Commission, Old Falmouth Renaissance Commission, Wetlands Board, Architectural Review Board, Historic Commission, Cemetery Committee and Planning Commission. From time to time, planners in this division are: 1) out on Stafford's tidal waterways assessing project proposals to impact tidal wetlands 2) in the field confirming the results of perennial stream reports; 3) surveying historical structures and cemeteries; 4) naming streets to improve fire and emergency response; 5) reviewing projects for stormwater management review; and/or 6) assisting the public inquiries regarding a variety of planning issues.

The division is responsible for developing land use, historical resources, cultural resources, environmental resources, and other data layers of the computerized Geographic Information System (GIS). The division also assists in countywide GIS development, including web mapping, database development, and training. The division has also undertaken a documents imaging project, which involves scanning and saving large format plans electronically. Files will also be scanned and linked to the electronic permit tracking system. The document-imaging program will allow faster retrieval of documents as well as reduce file storage space.

The division also works with demographic data in an effort to effectively count population and growth in the county. The division also coordinates with planners to assist in projects related to Comprehensive Planning and Development Review, including but not limited to permitting, site visits, map making, analysis, and customer service. In addition, standard custom maps are prepared for internal and external customers.

PLANNING AND ZONING

DEVELOPMENT REVIEW

The development review staff assists the general public regarding all subdivision and site plan issues. Whenever a new subdivision is created or a site plan developed, the development review division coordinates the review and approval process. This process is initiated by an application to develop new homes or commercial ventures, as well as public facilities such as schools.

The development process steps are defined and the proposal evaluated for consistency with the Stafford County Land Use Plan as part of this process. The development review planners have a significant role in promoting the quality of life in Stafford County through review of all subdivision and site plan applications for compliance with the Subdivision and Zoning Ordinances. These reviews include applications for major and minor site plans; grading plans; preliminary subdivision plans; cluster concept subdivision plans; construction plans; final subdivision plans; boundary line adjustments; family subdivisions; easement and dedication plans; private access easements; and subdivision waiver requests.

The division holds twice-monthly Technical Review Committee meetings with the applicant/engineer and all departmental review agents to assess preliminary subdivision plans, subdivision construction plans and major site plans. The division is also responsible for the review of amendments to the Zoning and Subdivision ordinances. Staff regularly drafts and/or reviews new ordinances in response to requests from the Board of Supervisors, Planning Commission, and the County Attorney, while processing the ordinances through final adoption.

ZONING

The zoning division administers, maintains, and enforces the Zoning Ordinance and related regulations to assure that property is developed and used in accordance with the Zoning requirements that have been adopted by the Stafford County Board of Supervisors.

Typical complaints investigated by Zoning include: unlicensed vehicles on private property, trash, tall grass, illegal businesses, signs, junkyards and automobile graveyards. Zoning permits are reviewed and must be approved for residential and commercial building construction, commercial tenant uses, home businesses, signs and any change of commercial use ensuring the zoning requirements are met. Site compliance inspections are conducted prior to occupancy permits for new commercial development. Inspections are conducted to ensure compliance with approved site plans, proffers, conditional use permits and Highway Corridor Overlay regulations. Monetary and non-monetary proffers are tracked for compliance with reclassifications; monetary proffers are updated yearly. Proffer interpretation and vesting determinations are also made. Staff also makes zoning verifications for properties.

OFFICE OF TRANSPORTATION

MISSION

The Office is responsible for the review and approval of the transportation components of development plans; through performance agreements, the posting of securities for the transportation infrastructure improvements related to development; maintenance of street name signs; administration of the County's Transportation Fund; liaison with the Potomac Rappahannock Transportation Commission (PRTC); liaison with Virginia Railway Express (VRE); staff for the Fredericksburg Area Public Transit Advisory Board (PTAB) and liaison with FREDericksburg Regional Transit (FRED); liaison with the Fredericksburg Area Metropolitan Planning Organization (FAMPO); and staff for the Stafford County Transportation Commission. The Office is liaison with Virginia Department of Transportation (VDOT) in several program areas: Transportation Planning, VDOT Rural Addition Program, VDOT Residential Traffic Management Program, roadway maintenance issues, and acceptance of public infrastructure improvements into the Secondary System of State Highways.

GOALS/OBJECTIVES

- Development and approval of a multi-year comprehensive transportation improvement plan.
- Development of a Stafford County Design Standards Manual.
- Manage the Transportation Impact Fee Program.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
Number of Plans Reviewed	700	600	600
Centerline Miles of Streets Accepted by VDOT	18	20	20
Number of Street Signs Replaced	380	400	350

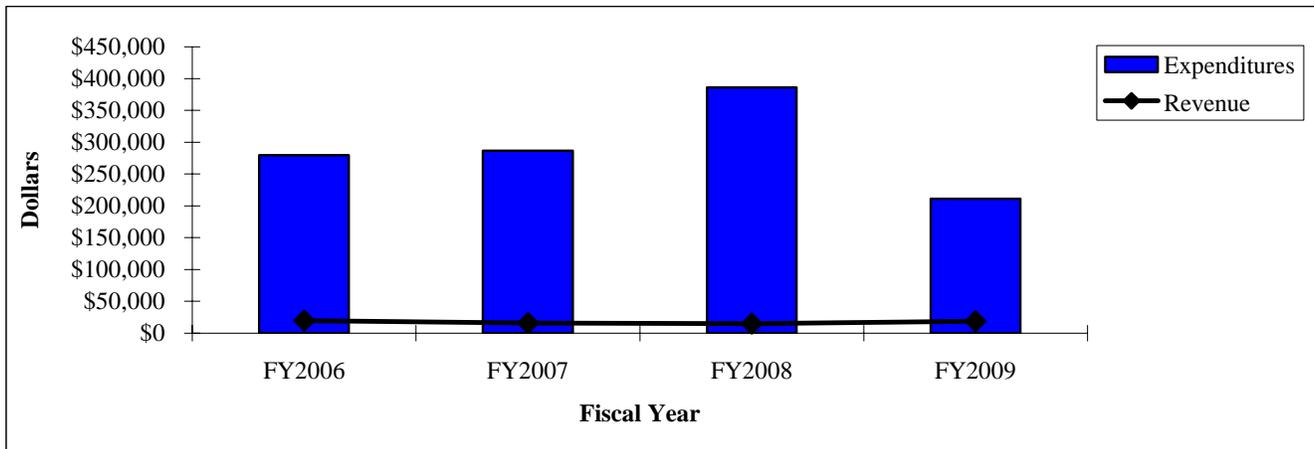
ACCOMPLISHMENTS

- Responded to citizen inquiries regarding residential traffic management initiatives and roadway maintenance matters, and interacted regularly with various federal, state, regional and local organizations on many fronts.
- Conducted annual survey of commuter train ridership at Brooke and Leeland stations, under the direction of VRE.
- Participation in the County's Technical Review Committee (TRC), a ongoing consortium of staff and developers meeting on a semi-monthly basis.
- Reviewed and approved approximately 200 cost estimates for the posting of securities by developers.

OFFICE OF TRANSPORTATION

BUDGET SUMMARY

	FY2006	FY2007	FY2008	FY2009		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$218,969	\$236,300	\$340,581	\$166,958	(\$173,623)	-50.98%
Operating	60,887	50,396	45,676	44,208	(1,468)	-3.21%
Total	<u>279,856</u>	<u>286,696</u>	<u>386,257</u>	<u>211,166</u>	<u>(175,091)</u>	<u>-45.33%</u>
Revenue	45,992	70,451	73,793	0	(73,793)	-100.00%
Local Tax Funding	<u>\$233,864</u>	<u>\$216,245</u>	<u>\$312,464</u>	<u>\$211,166</u>	<u>(\$101,298)</u>	<u>-32.42%</u>
Full-Time Positions	5	5	5	5	0	0.00%



BUDGET VARIANCES

Personnel Variance of -50.98% is attributed to the following:

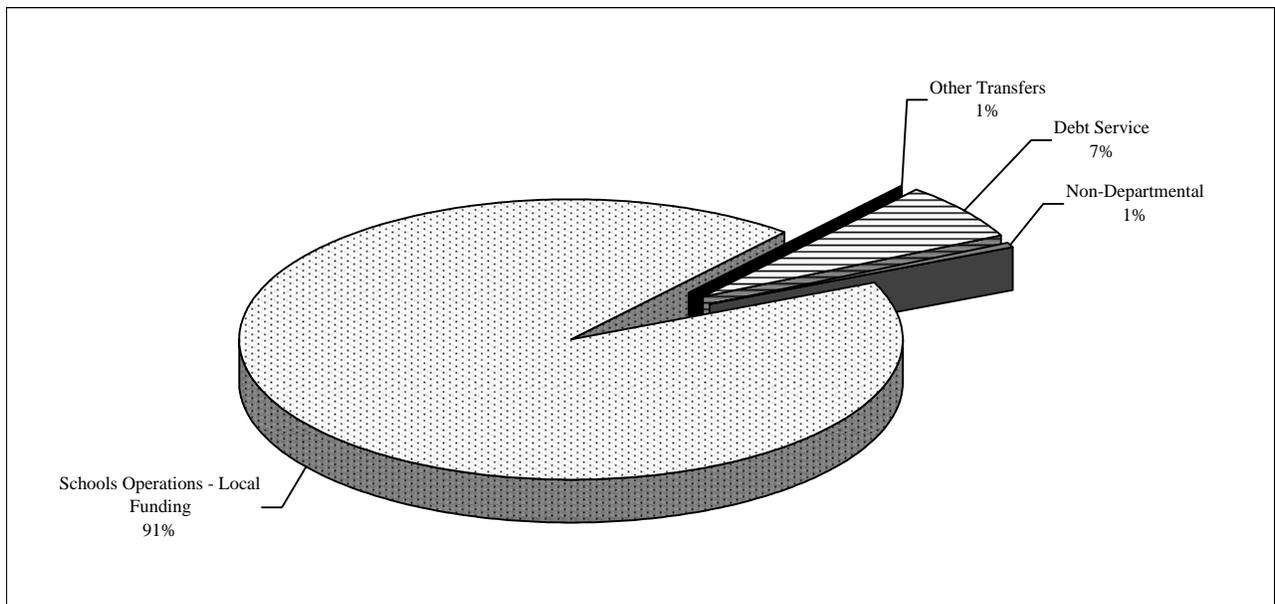
- 1.2% Cost of living increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -3.21% is attributed to the following:

- Because of revenue constraints operating costs are to be held at or below the FY2008 Adopted Budget

MISCELLANEOUS

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Debt Service	\$7,626,752	\$4,959,005	\$9,737,208	\$4,778,203	96.35%
Non-Departmental	229,626	707,940	606,831	(101,109)	-14.28%
Schools Operations - Local Funding	121,193,761	132,600,000	133,367,500	767,500	0.58%
Other Transfers	5,285,140	1,036,651	0	(1,036,651)	-100.00%
Total Expenditures	\$134,335,279	\$139,303,596	\$143,711,539	\$4,407,943	3.16%



DEBT SERVICE

MISSION

The Debt Service accounts manage the current year liability of long-term obligations of the general government. These long-term obligations consist mostly of bonds sold to finance the construction of schools and office buildings housing the administrative offices of the Schools and the County government. Other long-term obligations consist of lease agreements that financed the acquisition of computer systems, fire & rescue equipment, and school buses. Principal, interest and administrative costs for the current accounting year are paid from debt service accounts.

GOALS/OBJECTIVES

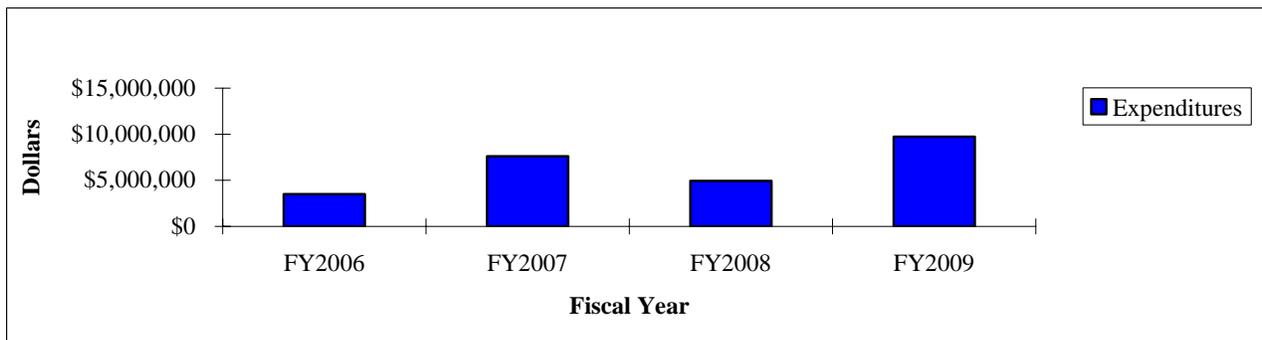
- To the extent possible, avoid issuance of General Obligation Bond debt (other than school bonds sold to the Virginia Public School Authority)
- Favor those new capital expenditures, which can be financed through current revenue
- Comply with the County tax-supported debt service ratio measurement of 4.5% of the assessed value of taxable real property
- Adhere to the County debt service expenditure measurement not to exceed 12% of general government expenditures as set by Resolution R03-474 on December 2nd 2003

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Efficiencies			
Debt Issue Cost (General Fund and School Fund)	\$138,614	\$100,500	\$83,000
Interest (General Fund and School Fund)	\$13,589,544	\$15,633,569	\$19,022,942
Principal (General Fund and School Fund)	\$16,041,534	\$19,510,504	\$21,290,273

BUDGET SUMMARY (General Fund Only)

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes	
					'08 Adopted to	'09 Adopted
Costs						
Capital	\$3,496,189	\$7,626,752	\$4,959,005	\$9,737,208	\$4,778,203	96.35%
Local Tax Funding	\$3,496,189	\$7,626,752	\$4,959,005	\$9,737,208	\$4,778,203	96.35%



BUDGET VARIANCES

Capital Variance of 96.35% is attributed to the following:

- First year payment of borrow for Library, Communications System, Patowomeck Park, Crows Nest and Courthouse Renovations.

NON-DEPARTMENTAL

MISSION

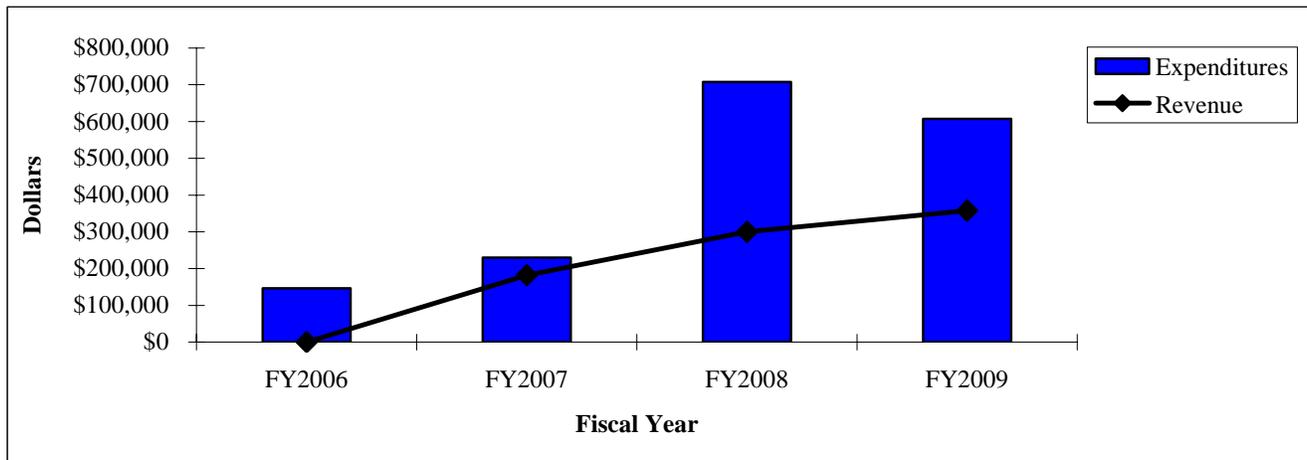
The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department. It provides reserve accounts for personnel-related benefits, includes a contingency reserve for emergency items, as directed by the County Administrator, encompasses tax relief for the elderly and the disabled, and provides Employee Recognition Programs which include: 1) Service Awards, 2) Employee Appreciation Day, 3) Wellness Program and 4) a Retirement Recognition Program.

GOALS/OBJECTIVES

- Maintain participation in regional cultural events (i.e. First Night Celebration in downtown Fredericksburg).
- Maintain managerial training.
- Provide \$300,000 of Grant Funds with offsetting Revenue to be used for small Grants provided to the County.
- Provide \$50,000 for Insurance Recovery Funds with offsetting Revenue to have available if necessary.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009	
				Adopted Budget	Changes '08 Adopted to '09 Adopted
Costs					
Personnel	\$16,114	\$16,910	\$0	\$20,000	\$20,000 100.00%
Operating	130,607	212,716	707,940	586,831	(121,109) -17.11%
Local Tax Funding	146,721	229,626	707,940	606,831	(101,109) -14.28%
Revenue	0	181,858	300,000	357,606	57,606 19.20%
Net Tax Support	<u>\$146,721</u>	<u>\$47,768</u>	<u>\$407,940</u>	<u>\$249,225</u>	<u>(\$158,715)</u> -38.91%



BUDGET VARIANCES

Personnel Variance of 100.0% is attributed to the following:

- Unemployment related costs.

Operating Variance of -17.11% is attributed to the following:

- Because of revenue constraints contingency funding, special programs, and other operating costs are to be held at or below the FY2008 Adopted Budget

SCHOOL OPERATIONS – LOCAL FUNDING

MISSION

The School Board ensures that every child has equal access to the best possible education, regardless of socioeconomic, preschool or handicapping conditions and provides programs and services that encourage all students to graduate from high school. The School Board provides teachers with adequate materials, supplies, instructional assistance and administrative support. The School Board also acknowledges the school principal as the key person in establishing a favorable school culture and encourages parents to be essential partners in the social, intellectual and psychological development of students. In addition, the School Board provides services to help students understand social issues and peer pressure, enabling them to plan for the future.

GOALS/OBJECTIVES

- Expand the Individual Student Alternative Educational Plan option at all four high schools
- Fully implement the objectives of the No Child Left Behind action plan and school boards objectives
- Implement revised Science curriculum

SERVICE LEVELS

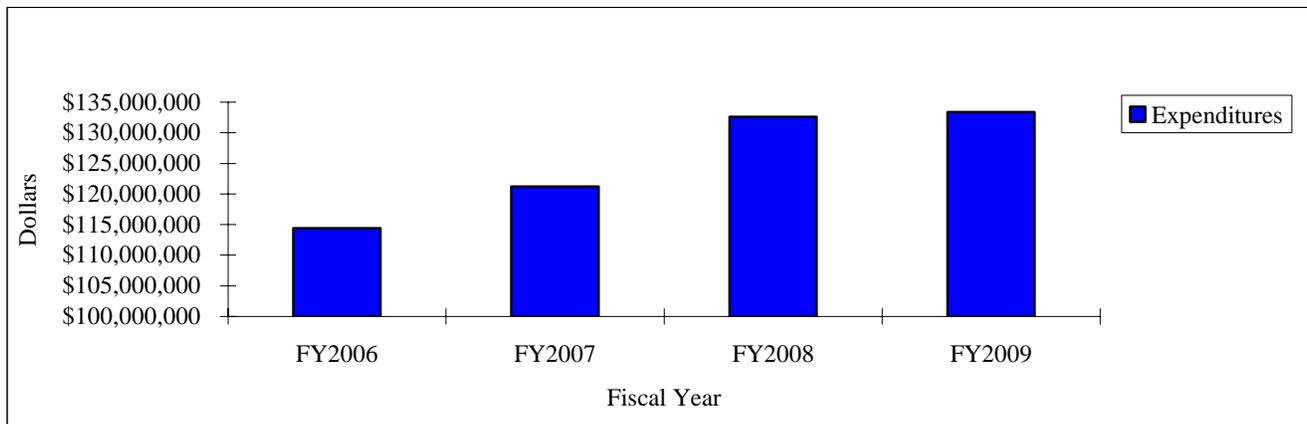
	2006-2007	2007-08*	2008-09
Outcomes			
Student Enrollment	26,181	26,571	26,392

* Average Daily Membership for Students is based on the original estimate for FY2008. The updated FY2008 estimate is 26,157.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Operating	\$89,547,690	\$93,600,816	\$98,617,432	\$102,774,959	\$4,157,527	4.22%
Carryover	0	0	3,700,000 *	0	(3,700,000)	-100.00%
Debt	24,879,649	27,592,945	30,282,568	30,592,541	309,973	1.02%
Local Tax Funding	<u>\$114,427,339</u>	<u>\$121,193,761</u>	<u>\$132,600,000</u>	<u>\$133,367,500</u>	<u>\$767,500</u>	<u>0.58%</u>

* These funds represent savings that the School Board made a commitment to find in the FY2007 School Operating Budget to help with their FY2008 budget needs.



SCHOOL OPERATIONS – LOCAL FUNDING

BUDGET VARIANCES

Operating Variance of 4.22% is attributed to the following:

- Moderate increase based on current economic conditions

Carryover Variance of -100% is attributed to the following:

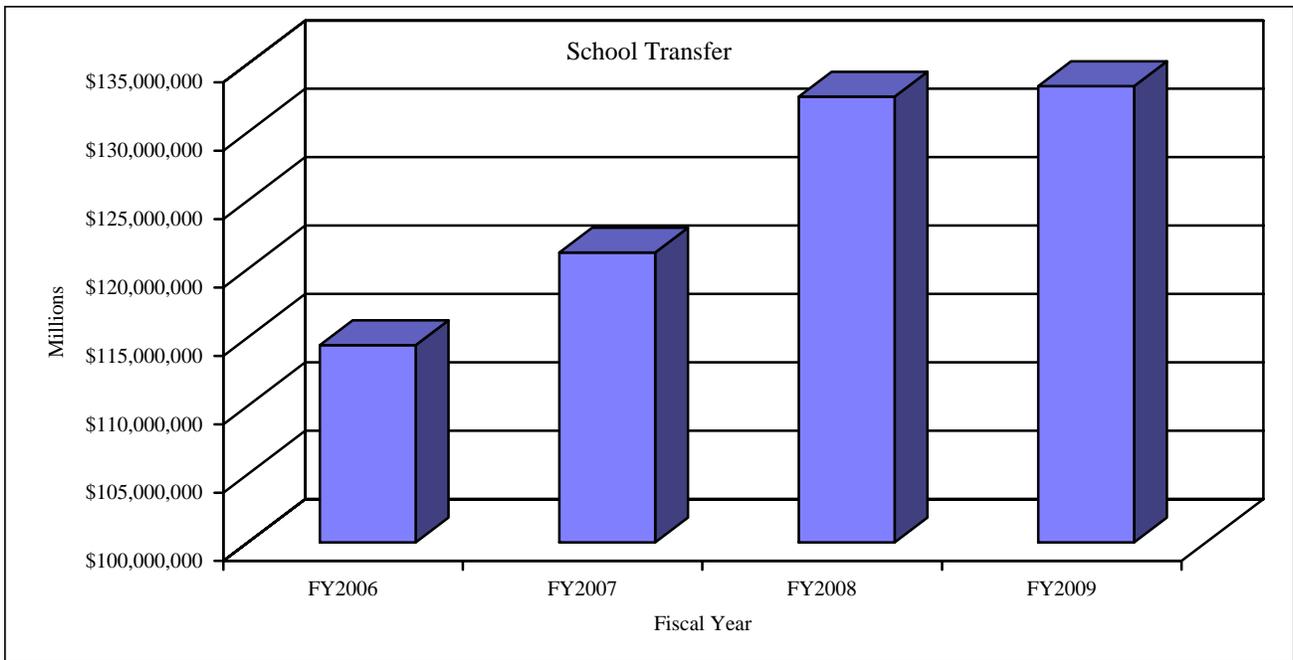
- These funds were a one time commitment in FY2008

Debt Variance of 1.02% is attributed to the following:

- The school debt service increase reflects the retirement of previous debt issues and the issuance of additional VPSA bonds for the completion of the new Middle School, the new pupil transportation facility, and a variety of maintenance repair and replacement projects.

SCHOOL FUNDING LOCAL DOLLARS

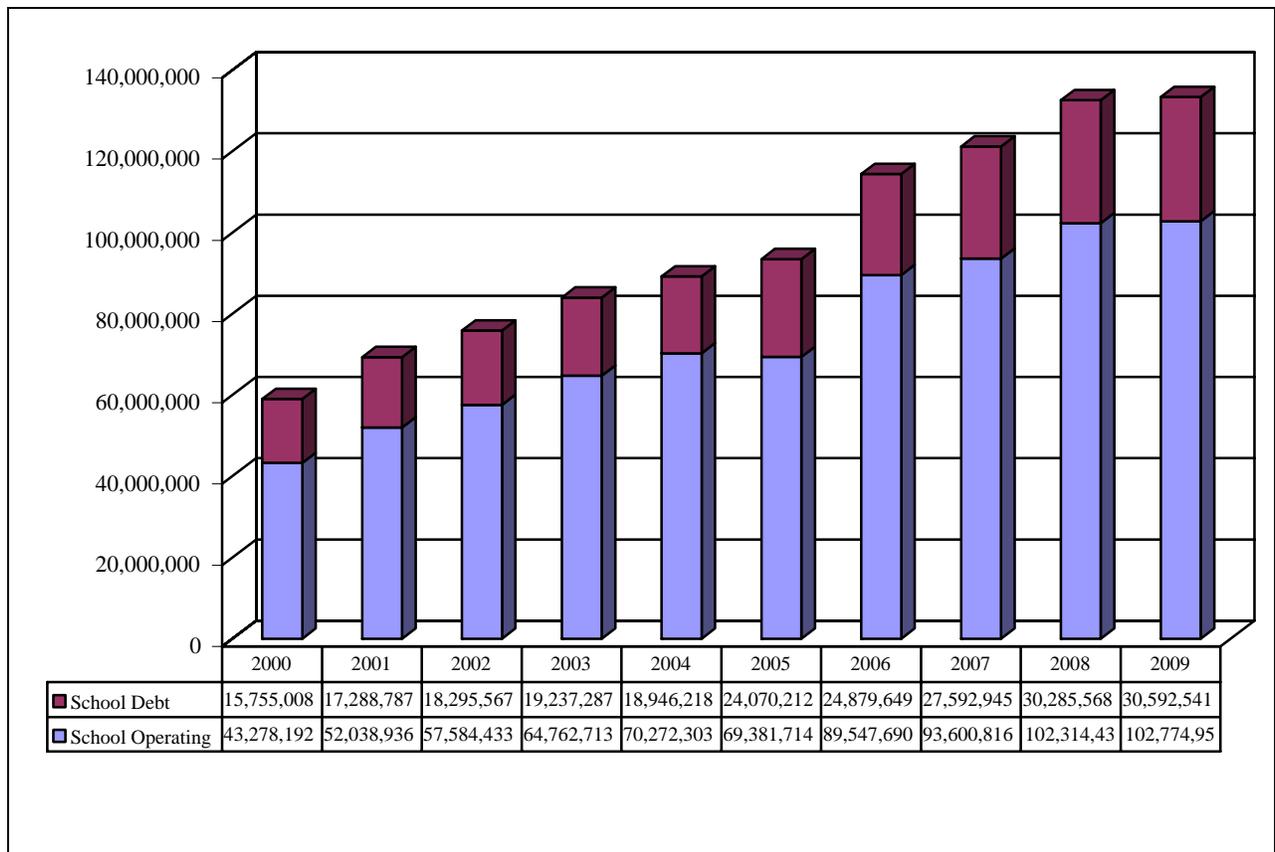
	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2009 Adopted
Local Taxes	\$165,717,400	\$176,625,256	\$196,648,010	\$205,967,431
Meals	(4,804,578)	(4,944,214)	(5,500,000)	(5,100,000)
	\$160,912,822	\$171,681,042	\$191,148,010	\$200,867,431
School's Share of Local Funds	\$109,622,761	\$116,249,547	\$127,100,000	\$128,267,500
Percentage of Local Funds	<u>68%</u>	<u>68%</u>	<u>66%</u>	<u>64%</u>
Meals	4,804,578	4,944,214	5,500,000	5,100,000
School Transfer/ % Change	<u>\$114,427,339</u>	<u>26%</u> <u>\$121,193,761</u>	<u>6%</u> <u>\$132,600,000</u>	<u>9%</u> <u>\$133,367,500</u>



SCHOOL TRANSFER AND DEBT SERVICE

The schedule and graph show below give an historical analysis of the School Transfer separated by Operating Costs and Debt Service.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	School Debt Service	Prior Year % Change Debt
2000	59,033,200	43,278,192	-9.68%	15,755,008	15.58%
2001	69,327,723	52,038,936	20.24%	17,288,787	9.74%
2002	75,880,000	57,584,433	10.66%	18,295,567	5.82%
2003	84,000,000	64,762,713	12.47%	19,237,287	5.15%
2004	89,218,521	70,272,303	8.51%	18,946,218	-1.51%
2005	93,451,926	69,381,714	-1.27%	24,070,212	27.04%
2006	114,427,339	89,547,690	29.07%	24,879,649	3.36%
2007	121,193,761	93,600,816	4.53%	27,592,945	10.91%
2008	132,600,000	102,314,432	9.31%	30,285,568	9.76%
2009	133,367,500	102,774,959	0.45%	30,592,541	1.01%
Average 2000 to 2009			8.43%		8.69%



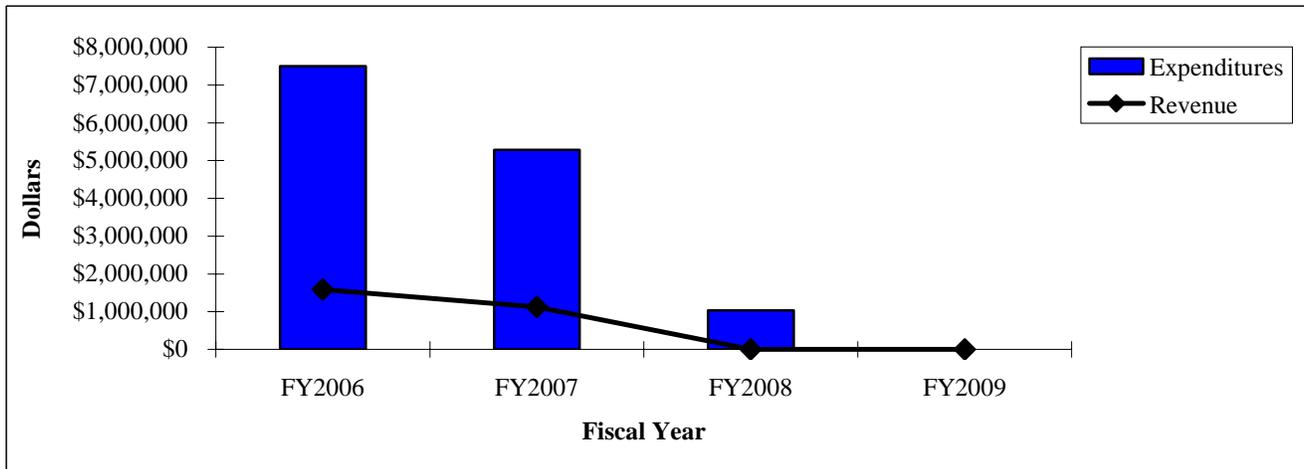
OTHER TRANSFERS

MISSION

To provide funding to Other Funds for proffers, taxes, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category is used to transfer funds needed to support another fund.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Capital	\$7,497,046	\$5,285,140	\$1,036,651	\$0	(\$1,036,651)	-100.00%
Local Tax Funding	\$7,497,046	\$5,285,140	\$1,036,651	\$0	(\$1,036,651)	-100.00%



BUDGET VARIANCES

Capital Variance of -100.0% is attributed to the following:

- Currently there are no transfers to other funds that are necessary for the Adopted FY2009 Budget.

UTILITIES FUND

The Utilities Fund is a proprietary enterprise fund used to account for funds needed to operate, maintain and expand Stafford County's Water and Wastewater system. The Utilities Fund is financed and managed in a manner similar to private business industry.

Provision of Water Services:

Two reservoirs, Smith Lake and Abel Lake, supply water to Stafford County's treatment facilities. The Smith Lake treatment facility, rated at 10 million gallons per day (mgd) with a peak capacity of 15 mgd, provides water to the northern region of Stafford and Camp Barret at Quantico. Abel Lake, rated at 6 mgd, provides water to the southern region. Combined, these reservoirs hold over 3.4 billion gallons of water. If needed, interconnecting piping allows the transfer of water from one service area to the other. A third reservoir, Rocky Pen Run, is currently in the early construction stage and is expected to be available during 2012. It will provide an additional 5.4 billion gallons of water storage.

The water distribution system is comprised of more than 563 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities with current permitted capacities of 4.0 mgd and 6.5 mgd, respectively. Both treatment facilities utilize biological nutrient removal, ultraviolet light disinfection and the low-load aeration system that allows higher flow rates without adversely affecting treatment. The wastewater collection and transmission system consists of more than 394 miles of gravity sewers, 51 miles of sewer force mains and 86 pump stations.

Utilities Department Personnel:

The Utilities Department is staffed by 141 full-time employees who provide customer service, daily inspections, planning, administration, operation and maintenance of the systems. An on-call Field Operations crew and an on-call mechanic handle after-hours emergencies. All water and wastewater treatment plant operators are fully trained and most are licensed. The treatment facilities and field crews maintain an excellent safety record.

Projected Demand for Service:

The number of customer accounts served by the Utilities Department is expected to reach 32,560 by the end of Fiscal Year 2009, which is a projected increase of 2% from the prior year. For the remainder of the 5-year planning period (FY10-FY13), demand growth is projected to continue at a rate of 2.5% per year.

ADOPTED FY2009 UTILITIES FUND BUDGET

Revenues/Sources			
	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$ 19,980,000	\$ -	\$ 19,980,000
Availabilities/ProRata Fees	-	7,989,000	7,989,000
Other Charges and Fees	1,509,200	-	1,509,200
Use of Money/Property	659,250	1,977,750	2,637,000
Grants	-	5,461,000	5,461,000
Bond Proceeds	-	70,600,000	70,600,000
Subtotal	\$ 22,148,450	\$ 86,027,750	\$ 108,176,200
Prior Year Fund Balance	8,030,037	21,294,915	29,324,952
Total Revenues	\$ 30,178,487	\$ 107,322,665	\$ 137,501,152
Expenditures			
	Operating	Expansion	Total
Personnel & Operating			
Admin/Cust Service/ Engineering	\$ 6,303,756	\$ -	\$ 6,303,756
Smith Lake	2,323,150	-	2,323,150
Abel Lake	2,389,992	-	2,389,992
Field Operations	4,518,706	-	4,518,706
Aquia WWTF	2,378,760	-	2,378,760
Little Falls Run WWTF	1,835,328	-	1,835,328
Maintenance	3,402,637	-	3,402,637
Total Personnel & Operating:	\$ 23,152,329	-	\$ 23,152,329
Debt Service	363,158	4,216,665	4,579,823
Total Personnel, Operating & Debt Service	\$ 23,515,487	\$ 4,216,665	\$ 27,732,152
Capital Expenditures			
342 Zone Water Sys Improv	\$ 534,380	\$ 3,282,620	\$ 3,817,000
England Run Water Storage Tank	252,140	1,548,860	1,801,000
1 MG Tank near Courthouse Area & Hospital	28,000	172,000	200,000
310 Zone Imp. - Hampton Oaks & Austin Ridge	23,240	142,760	166,000
5000' of 12" Waterline Along CH Rd. to RT1	34,020	208,980	243,000
Claiborne Run Gravity Sewer Replacement	280,000	1,720,000	2,000,000
Falls Run Sewer Interceptor Upgrades	276,220	1,696,780	1,973,000
Wayside Sewer Interceptor	140,000	860,000	1,000,000
Austin Run PS & Force Main Upgrades	476,000	2,924,000	3,400,000
Equipment Replacement - Abel Lake	15,000	-	15,000
Water Tank Painting - Courthouse Tank	100,000	-	100,000
Water Tank Painting - Stone River Tank	172,000	-	172,000
Water System Rehabilitation Program	300,000	-	300,000
Pump Station Rehab	1,752,000	-	1,752,000
Sewer Rehab Program	1,540,000	-	1,540,000
Motor Vehicles & Equipment	240,000	-	240,000
Contingency	500,000	500,000	1,000,000
Water Extension Projects	-	2,500,000	2,500,000
WWTF Odor Control Upgrades	-	1,200,000	1,200,000
Sewer Extension Projects	-	250,000	250,000
Utilities Administration Center	-	500,000	500,000
Nutrient Removal Upgrades - Expand Aquia WWTF	-	18,000,000	18,000,000
Nutrient Removal Upgrades - LF Run WWTF	-	7,000,000	7,000,000
Rocky Pen Run	-	60,600,000	60,600,000
Total Capital Expenditures	\$ 6,663,000	\$ 103,106,000	\$ 109,769,000
Total Expenditures	\$ 30,178,487	\$ 107,322,665	\$ 137,501,152

UTILITIES

MISSION

Our mission is to provide water and wastewater services which satisfy the present and future needs and expectations of our customers. Our performance is directed at meeting or exceeding all federal and state requirements. The Department of Utilities strives to provide effective, efficient and reliable service to our residential and business customers. The Department makes every effort to utilize innovative practices and cutting-edge technology in the accomplishment of its mission. Management is supportive and proactive in personnel matters, ensuring that staff members perform at the highest level and take pride in their jobs and the contributions they make to the success of the Department.

GOALS/OBJECTIVES

- Operate water and wastewater facilities including water production and transmission, wastewater treatment and conveyance, and residuals disposal to meet customer demands and regulatory requirements.
- Fund professional staff to fulfill the administrative, operating and maintenance requirements of the water system and sewer system. Provide for development of staff.
- Fund maintenance and repair of water and sewer infrastructure. Set aside amount for depreciation of fixed assets.
- Provide pump and haul service for health hazards outside sewer service area.
- Fund capital improvement program to a level sufficient to meet growth, regulatory, and other performance goals.
- Fund water and sewer extension program.
- Review, inspect and test infrastructure constructed by others for the Department of Utilities.
- Fulfill debt service obligations on borrowing.

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Budget
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	4.080	4.175	4.447
Billion Gallons of Wastewater Treated (Manual Tracking)	3.234	2.850	3.172
Outputs			
# of Water and Sewer Accounts Served (HTE System)	31,314	31,930	32,560
# of Miss Utility Locate Requests Processed (Manual Tracking)	18,179	20,000	20,000
# of Work Orders Generated – Field Crew (Hansen System)	3,061	5,000	6,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	240	385	500
# of Water Meters Read (HTE System)	348,944	355,808	362,808
# of Customer Service Turn-Ons (HTE System)	5,588	5,698	5,810
# of Delinquency Notices (HTE System)	16,807	17,138	17,475
# of Delinquent Water Turn-Offs (HTE System)	3,641	3,713	3,786
# of Plan Reviews (Hansen System)	95	95	95
Service Quality			
Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking)	83.3%	100%	100%
Drinking Water Compliance Rate - % of days (Manual Tracking)	100%	100%	100%
Efficiencies			
Cost to Produce Water (per thousand gallons) (Manual Tracking)	\$0.89	\$1.12	\$1.06
Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.11	\$1.48	\$1.32

UTILITIES

ACCOMPLISHMENTS

- Began construction of Rappahannock River Raw Water Intake and the Rocky Pen Run Dam/Reservoir projects.
- Began design for the new Rocky Pen Run Water Treatment Facility to be constructed adjacent to the new reservoir.
- Began 2-year program to monitor both drinking water reservoirs for *Cryptosporidium* and *Giardia* – parasites that can cause gastrointestinal problems if ingested. The data will be used to determine if additional treatment processes are needed to ensure that these parasites are not present in the treated water.
- For calendar year 2007, the Little Falls Run WWTF again operated the entire year without any discharge permit exceptions and qualified for a Gold Peak Performance Award from the National Association of Clean Water Agencies (NACWA). The Aquia WWTF operated the entire year with only 2 very minor Total Phosphorus monthly average exceptions.
- Able Lake and Smith Lake Treatment Facilities operated the entire year without any water quality or discharge permit violations.

BUDGET SUMMARY

UTILITIES FUND

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Revenue/Sources						
Water/Sewer Fees	\$17,517,842	\$19,115,925	\$22,202,000	\$19,980,000	(\$2,222,000)	-10.01%
Availability/Prorata Fees	11,814,394	9,049,947	6,439,000	7,989,000	1,550,000	24.07%
Other Charges and Fees	1,595,531	1,948,080	1,589,650	1,509,200	(80,450)	-5.06%
Use of Money/Property	3,260,007	3,887,387	2,200,000	2,637,000	437,000	19.86%
Grants	-	-	-	5,461,000	5,461,000	100.00%
Revenue Bond Proceeds	-	-	60,000,000	70,600,000	10,600,000	17.67%
Donated Assets	12,439,960	9,726,024	-	0	0	0.00%
Prior Year Fund Balance	-	0	13,130,007	29,324,952	16,194,945	123.34%
Total Revenue/Sources	\$46,627,734	\$43,727,363	\$105,560,657	\$137,501,152	\$31,940,495	30.26%
Expenditures						
Personnel	\$8,328,948	\$9,347,506	\$10,844,431	\$10,649,507	(\$194,924)	-1.80%
Operating	7,166,877	7,975,608	9,957,162	12,502,822	2,545,660	25.57%
Operating -Capital Projects	6,942,536	2,435,833	8,607,800	6,663,000	(1,944,800)	-22.59%
Expansion-Capital Projects	16,242,513	13,900,184	71,534,044	103,106,000	31,571,956	44.14%
Debt Service	4,297,447	4,341,111	4,617,220	4,579,823	(37,397)	-0.81%
Total Expenditures	\$42,978,321	\$38,000,242	\$105,560,657	\$137,501,152	\$31,940,495	30.26%
Difference	\$3,649,413	\$5,727,121	\$0	\$0	\$0	
Full-Time Positions	134	139	141	141	0	0.00%
Part-Time Positions	6	5	7	7	0	0.00%

UTILITIES

BUDGET VARIANCES

REVENUE /SOURCE VARIANCES:

Water/Sewer Fees variance of -10.01% attributable to:

- Assumption that some water conservation programs will be in place throughout fiscal year 2009.

Availability Fees variance of 24.07% attributable to:

- Projected 670 connections in FY09 Budget vs 500 connections projected within the FY08 Budget. (FY09 Budget level calculated based on continuing trend of FY08 Actual level).

Use of Money and Property variance of 19.86%:

- Impact of Interest Income was projected using a higher expected fund balance than assumed in the FY08 Budget.

Grants variance of 100.00%:

- Projected \$5.461M in Grants from the Water Quality Improvement Fund (WQIF) for Nutrient Removal Upgrades to the Wastewater Treatment Facilities.

Revenue Bond Proceeds variance of 17.67% attributable to:

- Partial Funding for construction of Rocky Pen Run reservoir
(Note: The FY08 Budget assumed \$60M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and it was not necessary to issue Revenue Bonds during FY08.)
- Partial Funding of Nutrient Removal Upgrade projects for the Wastewater Treatment Facilities

Prior Year Fund Balance of 123.34%:

- Anticipating the need to partially fund the Nutrient Removal Upgrade projects and other Capital Improvement Projects from prior year fund balance.

EXPENDITURE VARIANCES:

Operating variance of 25.57% attributable to:

- FY09 Adopted Budget includes \$1.05M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45.
(Remaining \$2.075M of calculated OPEB liability is included in FY10 (\$1.05M) and FY11 (\$1.025M) projections.)
- Increase in fuel and chemical costs
- Replace generator at Dun Rovin Pump Station
- Replacement pumps for four pump stations

Operating-Capital Projects variance of -22.59% attributable to:

- Reduced projections of capital improvements to the existing system during the planning year, reflective of the lower level of expenditures experienced in FY08 relative to budgeted levels

Expansion-Capital Projects variance of 44.14% attributable to:

- Construction of Rocky Pen Run Reservoir

UTILITIES FUND REVENUE

Revenues	FY 2007 Actual	FY 2008 Adopted Budget	Adopted Budget	FY 2009 Changes '08 Adopted to '09 Adopted	
Water & Sewer Fees	\$19,115,925	\$22,202,000	\$19,980,000	(\$2,222,000)	-10.01%
Availability/ProRata Fees	9,049,946	6,439,000	7,989,000	1,550,000	24.07%
Other Charges & Fees	1,948,080	1,589,650	1,509,200	(80,450)	-5.06%
Use of Money & Property	3,887,387	2,200,000	2,637,000	437,000	19.86%
	\$34,001,339	\$32,430,650	\$32,115,200	(\$315,450)	-0.97%
Other Sources					
Revenue Bonds	-	60,000,000	70,600,000	10,600,000	17.67%
Grants	-	-	5,461,000	5,461,000	100.00%
Donated Assets	9,726,024	-	-	-	-
Prior Year Fund Balance	-	13,130,007	29,324,952	16,194,945	123.34%
	\$9,726,024	\$73,130,007	\$105,385,952	\$32,255,945	44.11%
Total	\$43,727,363	\$105,560,657	\$137,501,152	\$31,940,495	30.26%

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 32,560 customer accounts by June 2009, which is a 2% increase over 2008. Fees were increased by 9% in January 2008, however, revenue for Fiscal Year 2009 is projected to decrease from the 2008 projected level based on assumptions that some water conservation measures will be in place. The average residential customer's monthly bill is \$47.39 based on usage of 6,000 gallons.

Availability Fees

Customers desiring to use the Stafford water or wastewater system pay a one-time fee, per equivalent dwelling unit (edu). The availability fee for water is \$5,600 per edu and the availability fee for wastewater is \$3,500 per edu. These fees are designated for capital expansion.

Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford's water or wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure or wastewater zone.

Use of Money & Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest Revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway, particularly the building of Rocky Pen Reservoir and the Nutrient Removal Upgrade projects.

Other Charges & Fees

This category includes all other fees that are not included in the categories listed above.

Revenue Bonds

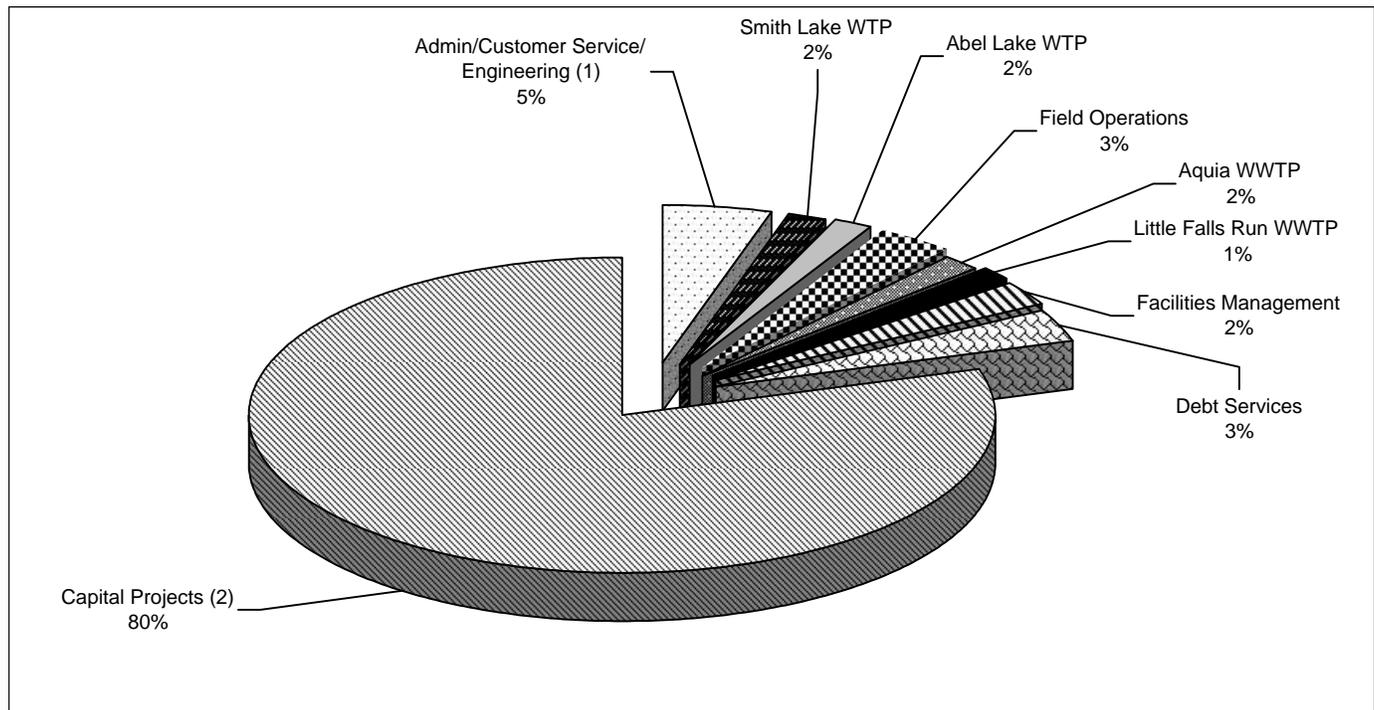
Revenue Bonds will be used as a source of funding for the construction of Rocky Pen Run reservoir and to implement required Nutrient Removal Upgrade projects at Aquia and Little Falls Run wastewater treatment facilities. (Note: The FY08 Budget assumed \$60M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and it was not necessary to issue Revenue Bonds during FY08.)

Grants

It is projected that Stafford County will receive \$5.4 M in FY09 from the Water Quality Improvement Fund (WQIF). These grants will be used toward the funding of the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

UTILITIES FUND EXPENDITURES

Expenditures	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
Admin/Customer Service/ Engineering (1)	\$4,055,597	\$5,257,432	\$6,303,756	\$1,046,324	19.90%
Smith Lake WTP	1,902,530	2,355,626	2,323,150	(32,476)	-1.38%
Abel Lake WTP	1,719,350	2,341,757	2,389,992	48,235	2.06%
Field Operations	3,841,131	4,244,872	4,518,706	273,834	6.45%
Aquia WWTP	2,020,961	2,395,842	2,378,760	(17,082)	-0.71%
Little Falls Run WWTP	1,558,109	1,826,775	1,835,328	8,553	0.47%
Facilities Management	2,225,436	3,159,989	3,402,637	242,648	7.68%
Debt Services	4,341,111	4,617,220	4,579,823	(37,397)	-0.81%
Capital Projects (2)	16,336,017	79,361,144	109,769,000	30,407,856	38.32%
Total Expenditures	\$38,000,242	\$105,560,657	\$137,501,152	\$31,940,495	30.26%



Notes:

- (1) FY09 Adopted Budget includes \$1.05M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45.
- (2) FY09 Adopted Budget includes \$60.6M associated with the construction of Rocky Pen Reservoir which is scheduled to open in 2012 and \$25M for Nutrient Removal Upgrade projects planned for the Wastewater Treatment Facilities.

Department of Utilities
Estimated Unreserved Fund Balance
Projected 6/30/2008

	Operating	Expansion	
6/30/2007 Cash Balance	\$ 28,322,283	\$ 52,242,444	\$ 80,564,727
FY08 Projections:			
Revenues			
Water & Sewer Fees	20,100,000		
Availability & Pro Rata Fees		6,550,000	
Other Charges & Fees	1,558,866		
Interest	775,000	2,325,000	
Grants	-	1,857,407	
	<u>22,433,866</u>	<u>10,732,407</u>	
Expenses			
Personnel	(10,885,000)		
Operating	(9,678,000)		
Capital Projects	(1,650,000)	(20,186,000)	
Debt Service	(322,560)	(3,709,440)	
	<u>(22,535,560)</u>	<u>(23,895,440)</u>	
Change in fund balance	(101,694)	(13,163,033)	(13,264,727)
Projected 6/30/08 Fund Balance	28,220,589	39,079,411	\$ 67,300,000
Less:			
Debt Set asides	(322,786)	(3,712,037)	
Advance Payments	(1,673,000)		
Operating Reserve	(5,140,750)		
3R Reserve	(7,163,000)	-	
Extension Line Reserve		(5,000,000)	
Project Committed Funds	-	(8,600,000)	
Total Reserved Funds	<u>(14,299,536)</u>	<u>(17,312,037)</u>	
Unallocated Fund Balance	\$ 13,921,053	\$ 21,767,374	\$ 35,688,427

UTILITIES FUND APPENDIX

UTILITIES FUND APPENDIX: LIST OF CONTENTS

- I. FINANCIAL AND RATE STRUCTURE
- II. BILLING AND COLLECTION PROCEDURES
- III. UTILITIES FISCAL POLICY
- IV. WATER TREATMENT CHARTS
- V. WASTEWATER TREATMENT CHARTS

I. FINANCIAL AND RATE STRUCTURE

Stafford County operates the Utilities system as a self-supporting entity. The Utility Department has three major sources of revenue.

- *Monthly user fees* pay the operations and maintenance costs of the system.
- *Availability fees* are used to pay for outstanding debt, the construction of new water supply sources, water and wastewater treatment facilities, and neighborhood projects.
- *Pro Rata fees* are used to construct the water tanks, water and sewer mains, and pumping stations identified in the Water and Sewer Master Plan.

Other sources of revenue include connection charges, bulk sale of water, septic haulers fees, pump & haul fees, reconnection fees and inspection fees.

The intent of the County in fixing its rates and fees is to cover all costs of providing service to its customers. The goal is to ensure that new customers connecting to the system pay the entire cost associated with the growth of the system, and that users pay the entire cost associated with current operations, including upkeep.

Stafford County has authority to establish and revise water and wastewater rates and adopts an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing for capital improvements.

The Board of Supervisors authorized a comprehensive financial management study which was completed in February 2005. Based on the recommendations of the financial study, the Board approved a change to the rate and fee structure, resulting in a 9% increase per year in revenues from user fees over a three year period, ranging from 2006 through 2008.

II. BILLING AND COLLECTION PROCEDURES

Customers receive a monthly bill for services, which is due within 25 days of the bill date. Stafford's service area is divided into meter routes; each route is then assigned to one of four billing cycles. Bills are mailed on the last four Fridays of each month. The use of the four billing cycles and the recent installation of automated meter reading equipment have resulted in the majority of bills being based upon actual meter readings rather than estimates.

A 10% late payment penalty is assessed on the unpaid balance after 25 days. If the account remains unpaid after 45 days, service may be terminated. Weekly turnoffs are done by cycles. There is a \$30.00 reconnection fee to restore service. Stafford utilizes the Virginia Set-off Debt Collection Program and the issuance of warrants in debt as collection means.

UTILITIES FUND APPENDIX

III. UTILITIES FISCAL POLICY

In November, 2005, the Board formalized their commitment to the sustainability of the Utility with the adoption of the Utilities Fiscal Policy. The intent in establishing the policy is to provide an accounting and planning tool for the Board of Supervisors, the Utilities Commission, and County staff that is easy to administer, understandable and properly allocates costs.

Utilities Fiscal Policy

1. This policy is a long-term planning tool to ensure that sufficient funds are available for present and future financial needs - capital, operating and replacement.
2. Future financial activities of the Utilities Fund will be projected over a twenty-year period, using information from all available sources, including but not limited to, historical and projected financial data, projected growth rates, the County's Comprehensive Plan, and the Utility Master Plan. This forecasting model will be maintained in an electronic spreadsheet and updated annually in conjunction with Budget preparation.
3. The Utilities Fund will be subdivided into two categories: Capacity Expansion and Operating.
4. Sources and uses of funds will be tracked by category using generally accepted accounting principles and used in the monitoring of rate and fee adequacy.
5. Capacity Expansion will be funded by:
 - availability and pro rata fees
 - bond proceeds
 - interest on investments allocated to this category
6. These revenues will be used to pay for:
 - projects required by system expansion, changes in regulations, or changes in technology
 - water and sewer extension projects
 - debt service on bonds issued for such construction
7. The Operating category will be funded by user fees.
8. Operating funds will be used to pay annual operating and maintenance expenses and provide for long-term capital repair, renewal and rehabilitation of capital assets.
9. The Utilities Department is committed to establishing and maintaining an asset management program to include proactive maintenance and long-term funding of its capital reinvestment projects.
10. The Utilities financial position will be analyzed annually in order to identify the need for changes in rates and fees so that necessary increases can be made in small increments, minimizing impact on customers.
11. Stafford County Utilities will be run in a businesslike manner. Rates and fees will be set to ensure that all of the costs of running the Utilities are recovered, including capital repair & replacement, so that the future of the enterprise is secure.
12. The intent in setting rates and fees will be not to provide the lowest rate *right now*, but the lowest rates *over time*.
13. Stafford County recognizes the difference between residential and non-residential users and will break these groups into two classes and set rates accordingly.
 - a. Residential users typically increase outside water usage during the summer months. This additional water usage is primarily discretionary and creates an added burden on the system. It is appropriate that the rate structure be set accordingly.
 - i. A non-peak average will be calculated for each customer.
 - ii. An inclining block rate will be used to bill for water usage, both to offset increased costs to the Utility system and to encourage conservation.
 - iii. Since outside water usage does not create additional wastewater treatment needs, charges for wastewater treatment will be capped based on average usage.
 - iv. Irrigation meters will be billed at regular residential rates.

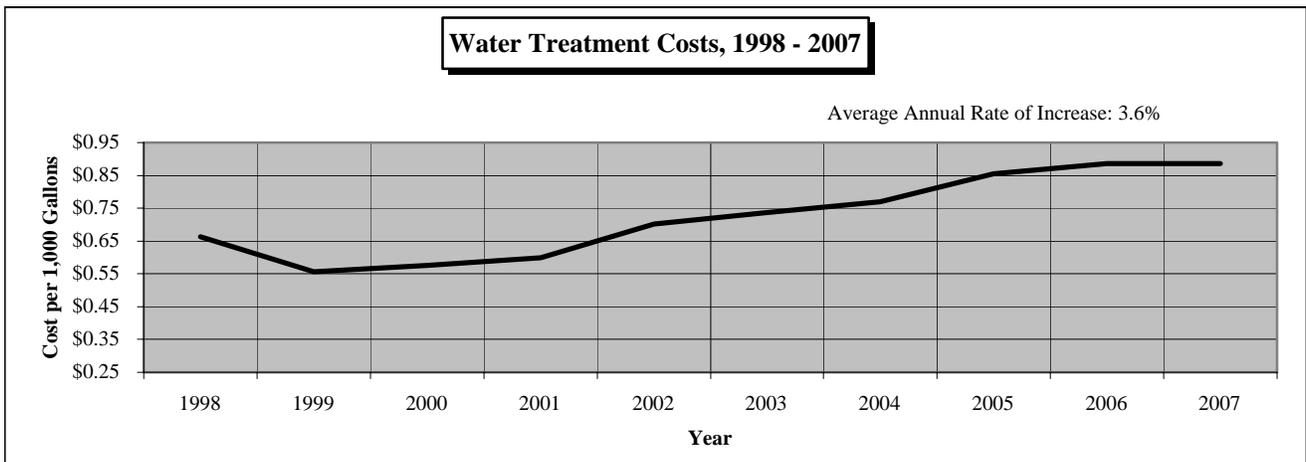
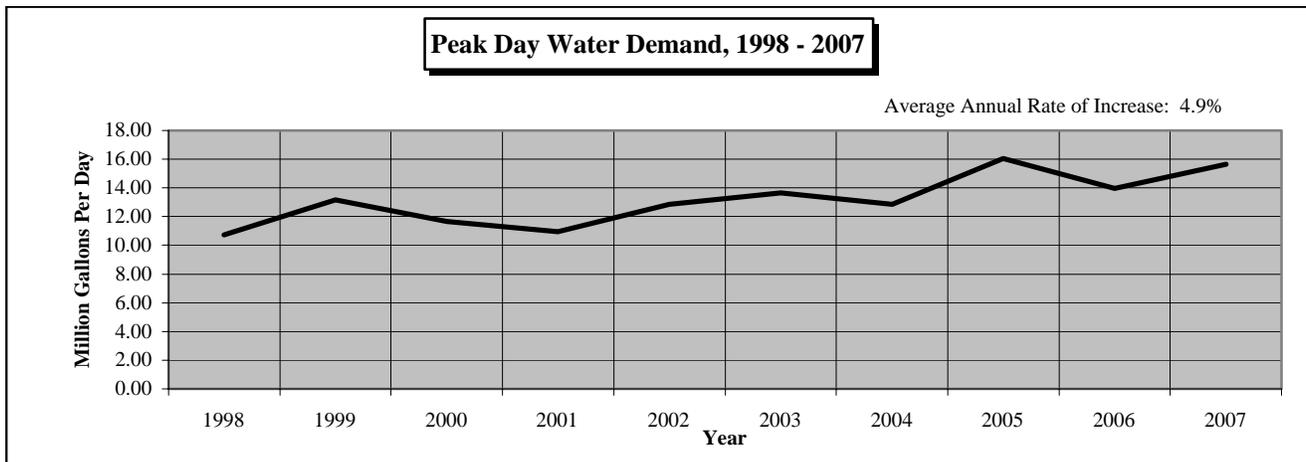
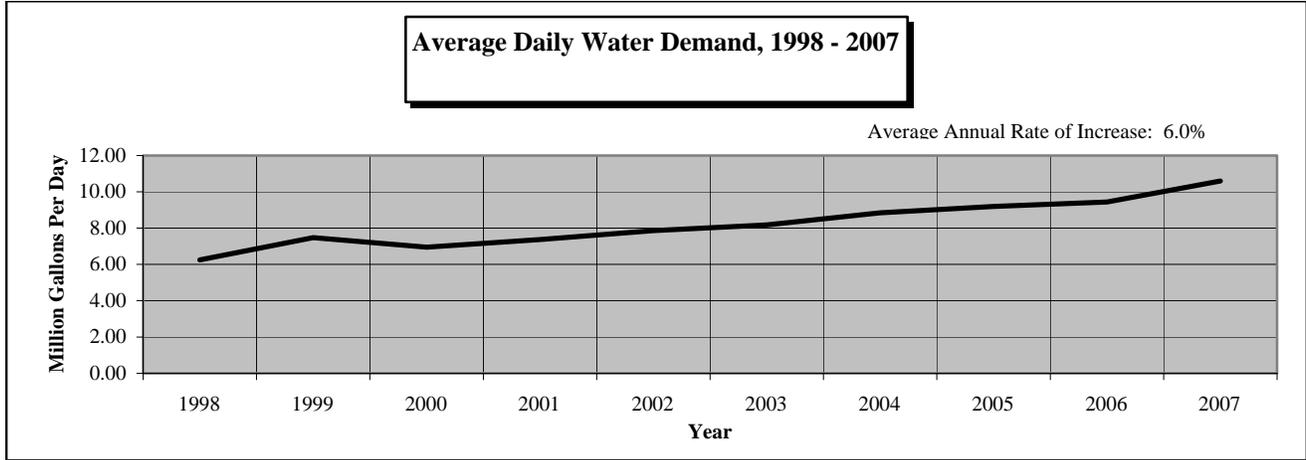
UTILITIES FUND APPENDIX

III. UTILITIES FISCAL POLICY (Continued)

- b. Non-Residential customers typically exhibit consistent year-round water usage and tend to have a natural incentive to conserve water as part of overall cost containment. This steady, predictable usage places a smaller burden on the utility, largely due to economies of scale.
 - i. The non-residential rate structure will consist of a flat rate block.
 - ii. Non-residential customers will not be subject to a wastewater cap.
 - iii. The non-residential class will include apartments.
14. The rate ordinance will include emergency rates which will be in effect for periods of drought or distribution system interruptions, as declared by the Board of Supervisors.
15. The County recognizes the importance of maintaining a cash balance sufficient to meet its needs, both predictable and unforeseen. To that end, “reserve funds” will be established with predetermined minimum balances to ensure the financial health of the enterprise.
16. The minimum cash balance of the Capacity and Expansion category will be \$5,000,000 in accordance with the Water and Sewer Line Extension Policy, which requires that a reserve in that amount be maintained to provide funding for water and sewer extension projects as they are identified.
17. An Operating Reserve will be established and maintained in an amount not less than:
 - a. 90 days annual operating and maintenance expenses (to ensure against short-term revenue shortfalls and unanticipated operating expenses and minor repairs); plus
 - b. An amount equal to 5% of the projected costs of repair, renewal and rehabilitation of the County’s capital assets over the next 20 years. This “3R” portion of the Reserve will be used to pay for unexpected major repairs as well as planned replacement or rehabilitation of fixed assets. This minimum amount satisfies the Repair and Replacement Reserve requirement of the Master Indenture.
18. The Department of Utilities will regularly evaluate cash needs and provide a current status of the reserve funds each year to the Board of Supervisors, the Utilities Commission and County staff.
19. A cash flow projection will be prepared annually and provided to the Treasurer to aid in the investment of funds in order to achieve maximum returns.
20. All funding alternatives, including short-term “borrowing” between categories, will be considered in order to meet financing needs and to achieve the most cost efficient operation of the Utilities Fund.

IV. UTILITIES FUND WATER TREATMENT

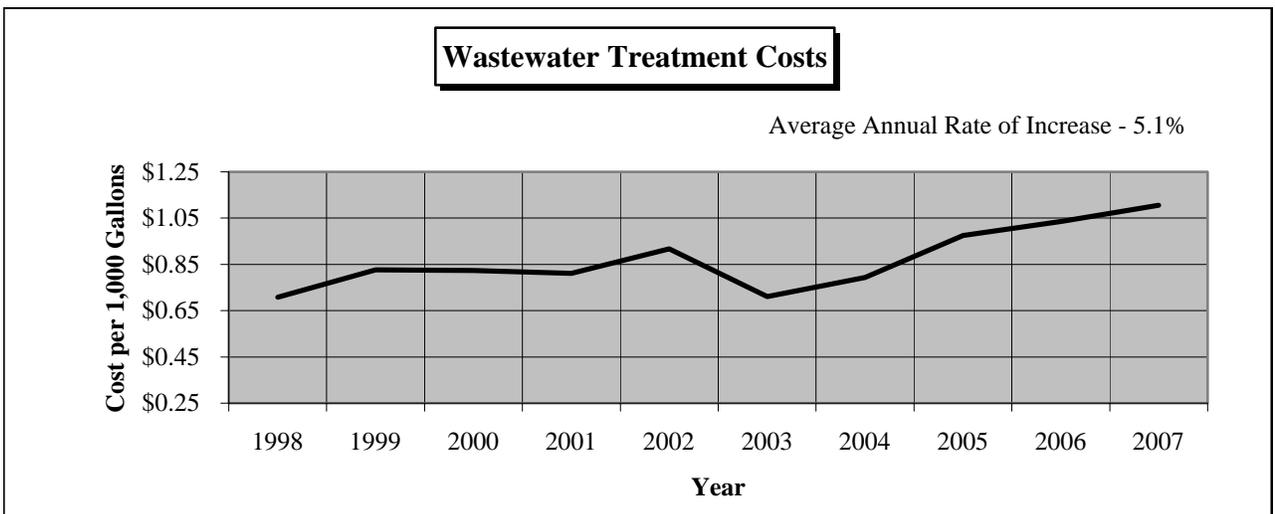
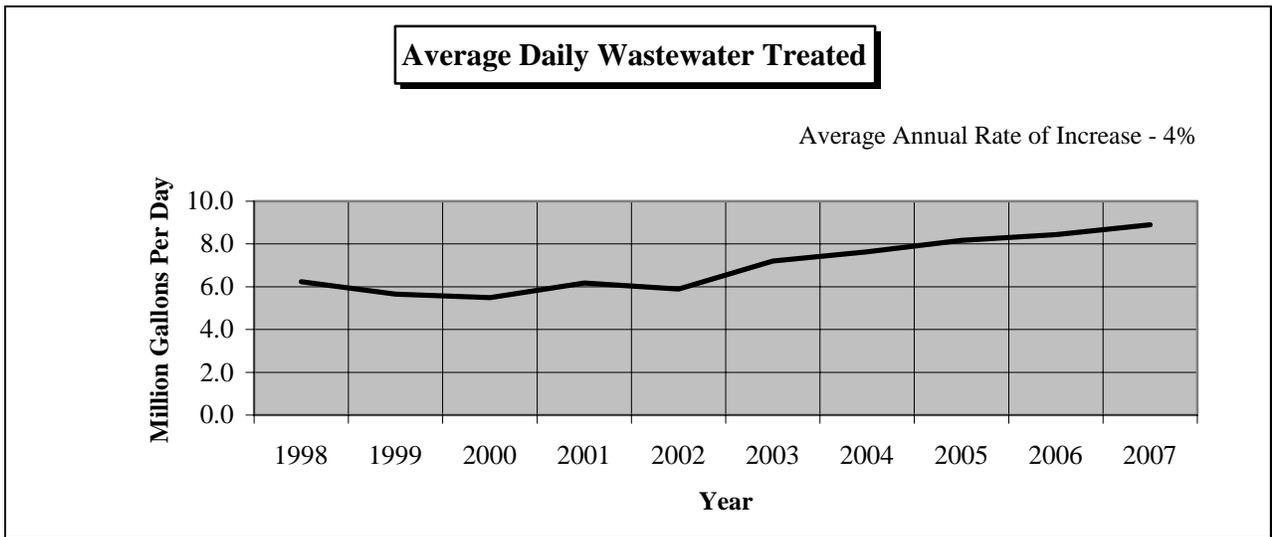
Even though average daily water demand has increased at an average annual rate of 6% since 1998, the average cost per 1,000 gallons to treat the water has only increased at a rate of 3.6% over the same period.



V. UTILITIES FUND WASTEWATER TREATMENT

The average daily wastewater treated has increased at an average annual rate of 4% since 1998, and the average unit cost to treat the wastewater has increased at an average annual rate of 5.1% over the same time period.

Increasingly stringent discharge limits as well as the need to place additional treatment equipment in service as flows increased have contributed toward the increase in operating costs. Efforts to further reduce nitrogen in the wastewater discharged are expected to increase operating costs in the future.





SCHOOL FUND

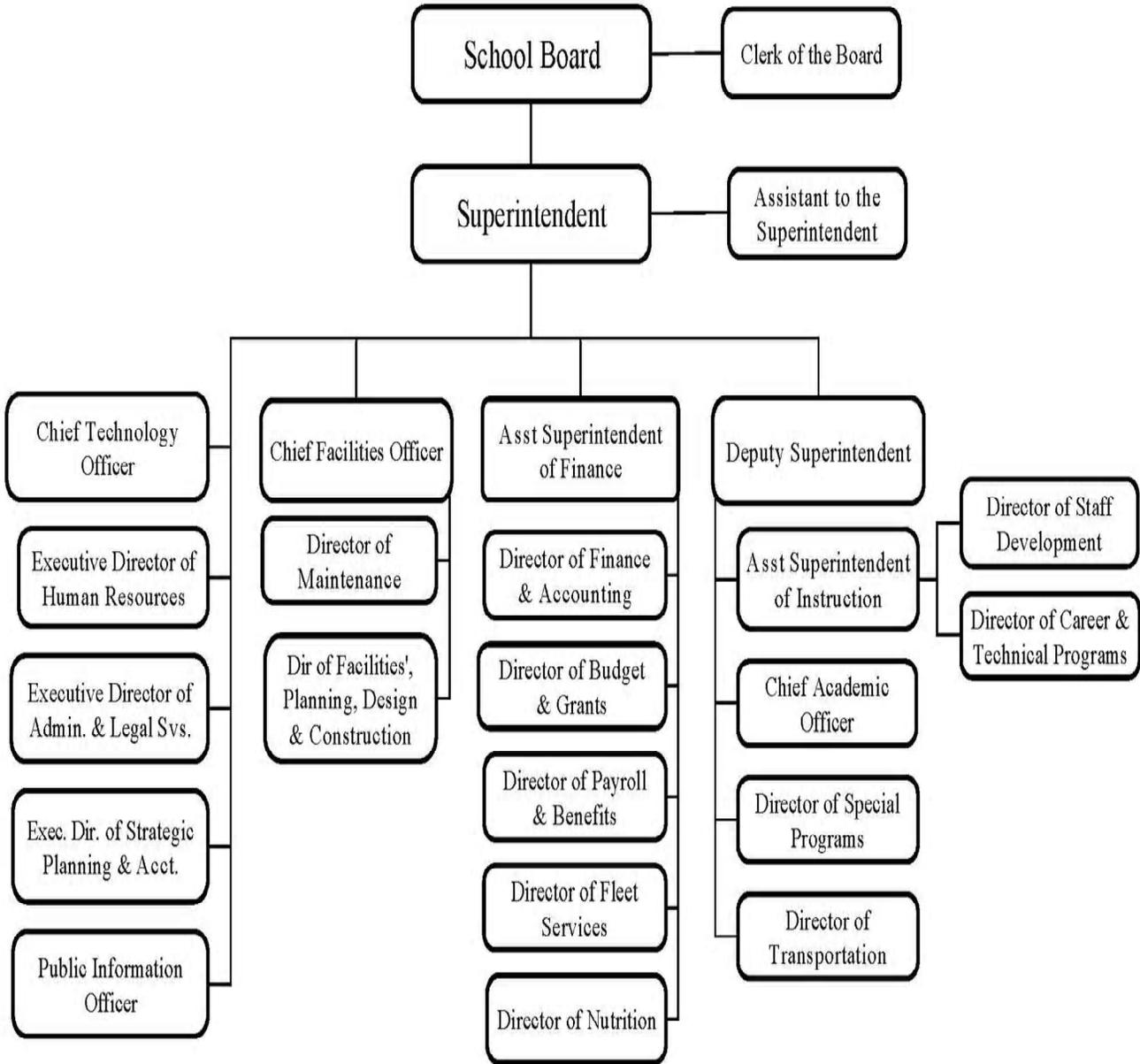
The School Funds consists of four major funds: School Operating Fund, School Nutrition Service Fund, School Construction Fund, and the Grants Fund. The School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system. The School Nutrition Service Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with the provisions of food services within the public school system. The School Construction Fund, a governmental component unit fund, accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools. The Grants Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with outside grant funding.

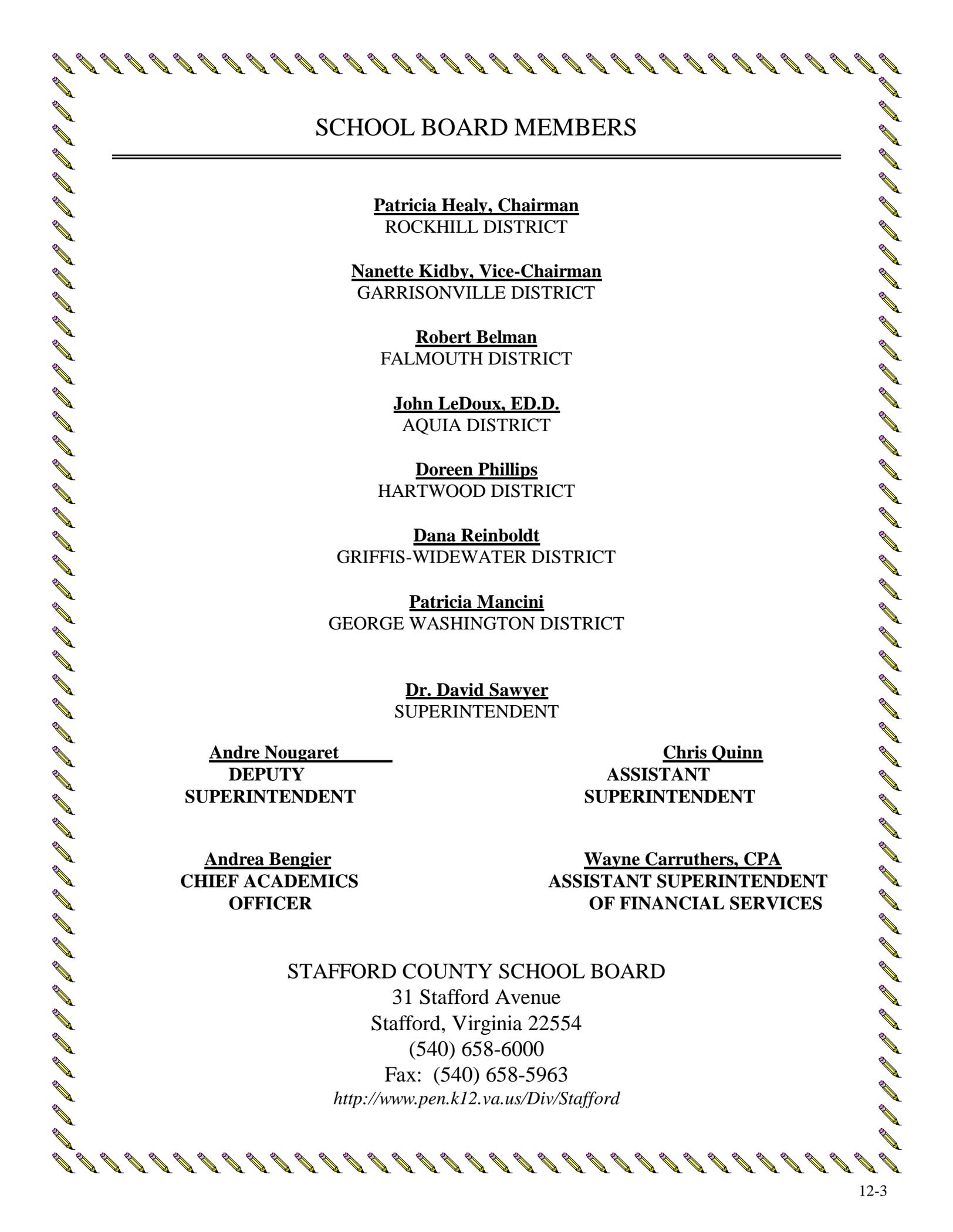
It is the duty of the Superintendent of Schools, with the advice of the School Board, to prepare the public education budget estimates. These must be approved by the School Board and submitted to the Board of Supervisors by the April 1 statutory deadline, unless the governing body has set an earlier date for receiving estimates. The estimate for public education submitted to the Board of Supervisors must show the amount of money estimated to be received from the State Basic School Aid Fund and the amount needed for the support of public schools, including instruction, operating and maintenance costs, the capital reserve fund and other costs. In adjusting the school budget, the governing body may make changes only in the total amount or in the amounts of major categories established by the State Board of Education. The Board of Supervisors may not adjust individual line items. The Board of Supervisors must adopt the school budget no later than May 1.

The Fiscal Year 2009 Adopted local school funding is \$133,367,500 from the General Fund for Stafford's support of education.

Also included in this budget section are a source of school revenues graph, an education cost schedule and excerpts from the School Board's Adopted Budget.

PUBLIC SCHOOLS ORGANIZATION STRUCTURE





SCHOOL BOARD MEMBERS

Patricia Healy, Chairman
ROCKHILL DISTRICT

Nanette Kidby, Vice-Chairman
GARRISONVILLE DISTRICT

Robert Belman
FALMOUTH DISTRICT

John LeDoux, ED.D.
AQUIA DISTRICT

Doreen Phillips
HARTWOOD DISTRICT

Dana Reinboldt
GRIFFIS-WIDEWATER DISTRICT

Patricia Mancini
GEORGE WASHINGTON DISTRICT

Dr. David Sawyer
SUPERINTENDENT

Andre Nougaret
DEPUTY
SUPERINTENDENT

Chris Quinn
ASSISTANT
SUPERINTENDENT

Andrea Bengier
CHIEF ACADEMICS
OFFICER

Wayne Carruthers, CPA
ASSISTANT SUPERINTENDENT
OF FINANCIAL SERVICES

STAFFORD COUNTY SCHOOL BOARD

31 Stafford Avenue
Stafford, Virginia 22554
(540) 658-6000

Fax: (540) 658-5963

<http://www.pen.k12.va.us/Div/Stafford>

VISION AND MISSION STATEMENTS

We, the citizens of Stafford County, see our districts as having the best educational system in Virginia, known for its quality teachers, involved parents, and superior program of studies. We envision a strong community of schools that are dynamic in mission to provide *all* students with the knowledge and skills to prepare them for success now and in the future - in the classroom, the workplace and the community.

Our schools will offer a challenging and rigorous curriculum in all subjects. This curriculum will encourage connections among disciplines, practical applications of knowledge and higher-level thinking skills. Its delivery will emphasize the use of technology, attention to career awareness, and high expectations for *all* students. At the same time, teachers will be skilled in recognizing individual student needs and the development instructional strategies and assessments, so that all students can reach their potential and become *responsible in their own education*.

Our schools will be safe havens for learning where students are responsible school citizens. Schools will establish *high* expectations for conduct and when those expectations are not met, the consequences will be clearly defined and consistently enforced. Moreover, school staff will work with students and parents to develop mutual respect and a positive school environment.

Our schools will develop effective partnerships with parents and the community at large. Clearly, a good education depends on more than teachers and curriculum. Parent involvement is essential; it is expected. In addition to working collaboratively with parent/guardians, the entire school staff will function as an instructional team - from bus driver to principal. Furthermore, the walls of the classroom will expand to include wider community, and we all will benefit from the opportunities to interact with businesses, service agencies and institutions of higher learning. These relationships will provide extended opportunities for life-long learning, a necessity for living and working in the year 2000 and beyond.

Implementing this vision will require focus and a steadfast commitment to a broad range of professional development opportunities, rich and varied educational experiences, and innovative strategies that may sometimes challenge common educational practices. Thus, comprehensive planning for change, as well as growth, becomes paramount.

MISSION

The school operating budget is a comprehensive outline of expenditures required to fulfill the vision, goals and objectives adopted by the School Board. The recommended school budget is based on the following principles:

- Every child deserves equal access to the best possible education, regardless of socioeconomic, preschool, or handicapping conditions and to programs and services, which encourage all students to graduate from high school.
- Teachers must be provided materials, supplies, instructional assistance, and administrative support for successful teaching and productive student learning. The school principal is the key person in establishing a favorable school culture for teachers, students, staff and parents. School improvement is most effective when recommendations are initiated and acted upon by the staff at the school site.
- Personnel must be recognized as the system's most valuable asset in the achievement of the vision, goals, and objectives of the School Board.
- Parents are essential partners in the social, intellectual, and psychological development of students, in planning for education and the future, and in the establishment of school-site goals and objectives.
- The school division is responsible for communicating its goals to the community and encouraging the community's involvement in successful student learning.
- Services must be provided to help students understand and deal with social issues, peer pressure, and planning for the future.

Public Schools (Fiscal Year 2009 Budget Calendar)

August

28 Presentation of the FY2009 Budget Calendar to School Board

September

25 Public Hearing - School Board FY2009 Budget Prrioities

October

November

12 Public Hearing - Citizen's Input to Superintendent's Recommended Budgets
12 School Board to vote on FY2009 Budget Priorities

December

4 Joint Worksession - Board of Supervisors and School Board

January

17 Presentation of Superintendent's FY2009 Recommended Budgets to Administrators
22 Presentation of Superintendent's FY2009 Recommended Budgets to the School Board

February

12 School Board approval of FY2009 Preliminary Budgets
26 Public Budget Hearing

March

11 School Board Consideration and Adoption of School Budgets
18 Presentation to the Board of Supervisors

April

1 *Legal Deadline for Transmittal of Budget to Board of Supervisors
15 Board of Supervisors Public Hearing on County FY2009 Budgets
29 Adoption of the Tax Rates and Adoption of County's FY2009 Budgets

May

1 Legal Deadline for Approval of FY07 School Budgets

*Or within 30 days after the close of the General Assembly



SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

School Enrollment for FY2009 is estimated to be 26,392. These students will be housed in 30 schools. The 17 elementary schools include grades K-5, the eight middle schools include grades 6-8, and the five high schools include grades 9-12.

The proposed FY2009 School Operating Budget comprises local school funding of \$133.3 million and includes debt service of \$30.6 million. The composite index for FY2008-FY2009 is .3632.

DEBT SERVICE

School Debt Service for FY2009 totals \$30,592,541 and is shown in the General Fund. It is used to pay the approved construction projects. The Debt Service displayed in the School Operating Fund of \$394,898 represents 0.16% of the total school operating budget.

EMPLOYEE COMPENSATION

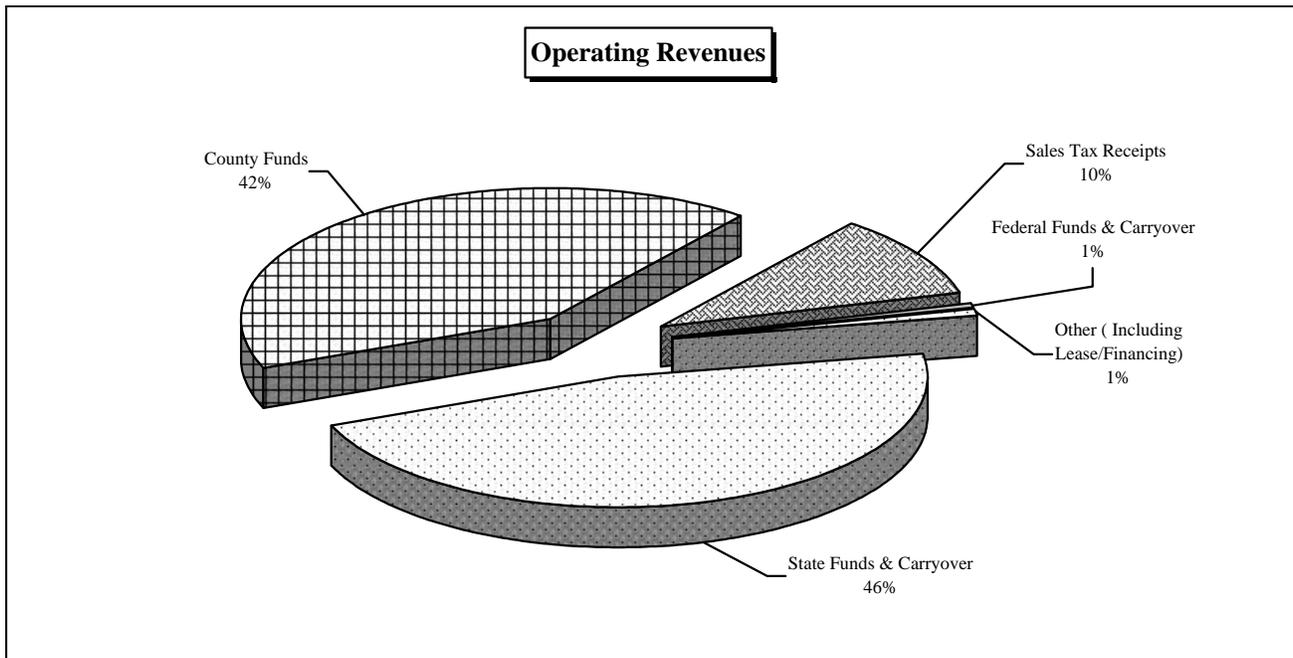
The School Budget includes proposed Salary Increase of 2.3%.

SUMMARY OF ALL SCHOOL FUNDS

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes	
					'08 Adopted to '09	Adopted
School Operating Fund	\$222,250,431	\$221,419,392	\$237,954,484	\$246,342,421	\$8,387,937	3.53%
Nutrition Services Fund	\$8,391,284	\$9,100,970	\$10,016,945	\$11,435,499	\$1,418,554	14.16%
Construction Fund	\$58,956,740	\$46,308,875	\$43,767,372	\$18,802,263	(\$24,965,109)	-57.04%
Grant Fund	\$0	\$10,761,740	\$11,989,521	\$10,172,481	(\$1,817,040)	-15.16%
Total School Funds	<u>\$289,598,455</u>	<u>\$287,590,977</u>	<u>\$303,728,322</u>	<u>\$286,752,664</u>	<u>(\$16,975,658)</u>	<u>-5.59%</u>

SCHOOL OPERATING REVENUES

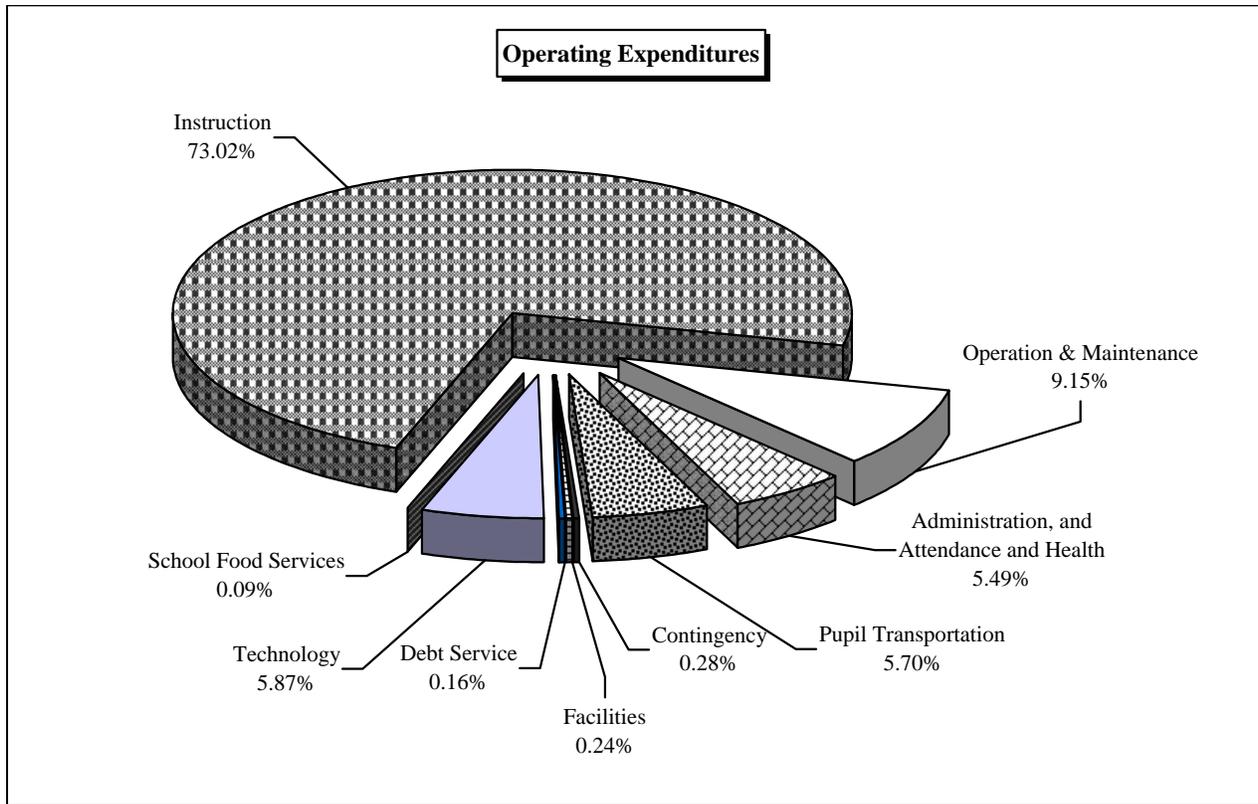
Source of Funds	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Change '08 Adopted to '09 Adopted	
State Funds & Carryover	\$102,710,114	\$108,759,439	\$114,976,308	\$6,216,869	5.7%
County Funds	84,133,132	98,617,432	102,774,959	4,157,527	4.2%
Sales Tax Receipts	25,041,537	25,581,438	25,421,979	(159,459)	-0.6%
Federal Funds & Carryover	1,740,000	0	1,353,000	1,353,000	100.0%
Other (Including Lease/Financing)	1,539,360	1,296,175	1,816,175	520,000	40.1%
Carryover	6,255,249	3,700,000	0	(3,700,000)	-100.0%
Total	\$221,419,392	\$237,954,484	\$246,342,421	\$8,387,937	3.5%



Fund Balance, Beginning of Year	\$6,453,593	\$6,453,593	\$6,453,593	\$0	0.00%
Fund Balance, End of Year	\$6,453,593	\$6,453,593	\$6,453,593	\$0	0.00%

SCHOOL OPERATING EXPENDITURES

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Change '08 Adopted to '09 Adopted	
Instruction	\$160,479,479	\$169,055,969	\$179,881,927	\$10,825,958	6.4%
Operation & Maintenance	20,031,129	23,416,994	22,537,101	(879,893)	-3.8%
Administration, and Attendance and Health	11,704,960	15,651,543	13,528,765	(2,122,778)	-13.6%
Pupil Transportation	13,906,771	13,631,970	14,030,427	398,457	2.9%
Contingency	700,000	200,000	700,000	500,000	100.0%
Facilities	401,979	465,000	592,210	127,210	27.4%
Debt Service	593,590	394,898	394,898	0	0.0%
Technology	13,400,315	14,900,385	14,458,957	(441,428)	-3.0%
School Food Services	201,169	237,725	218,136	(19,589)	-8.2%
Total	\$221,419,392	\$237,954,484	\$246,342,421	\$8,387,937	3.5%



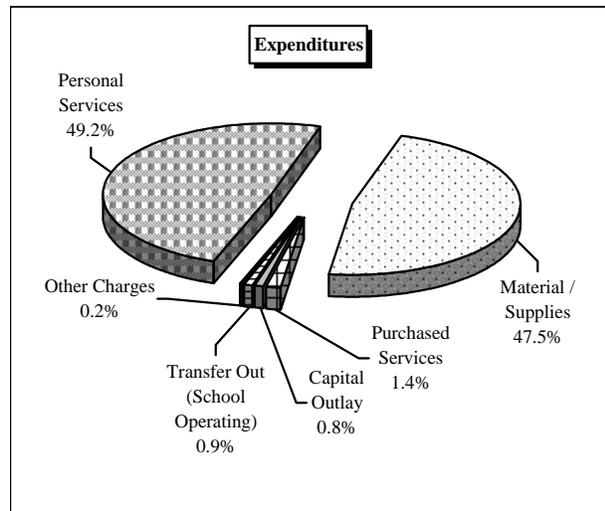
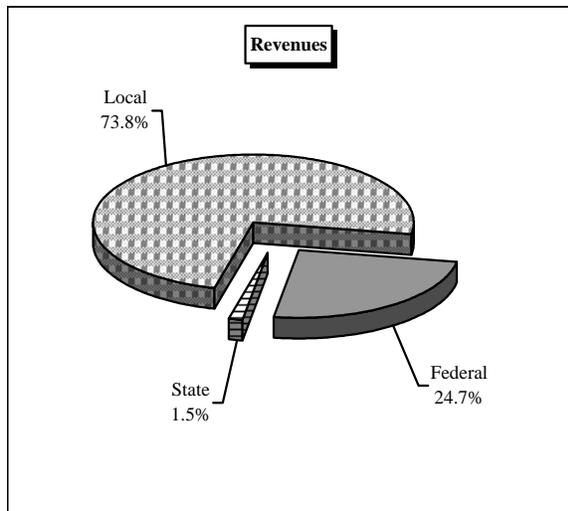
SCHOOL NUTRITION SERVICE FUND

Revenues	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Change '08 Adopted to '09 Adopted	
Federal	\$2,338,377	\$2,478,369	\$2,806,051	\$327,682	13.22%
State	\$152,604	\$169,000	\$175,493	\$6,493	3.84%
Local					
Lunch Sales	\$3,975,755	\$4,252,837	\$5,054,317	\$801,480	18.85%
A-la-carte	2,796,748	2,996,032	3,213,003	216,971	7.24%
Breakfast Sales	73,489	81,692	82,000	308	0.38%
Interest	10,858	14,500	28,000	13,500	93.10%
Total	\$6,856,850	\$7,345,061	\$8,377,320	\$1,032,259	14.05%
Prior Year Carryover	\$1,519,705	\$1,418,245	\$185,163	(\$1,233,082)	-86.94%
Total	\$10,867,536	\$11,410,675	\$11,544,027	\$133,352	1.17%

Expenditures					
Personal Services	\$4,695,094	\$5,104,623	\$5,623,067	\$518,444	10.16%
Material / Supplies	4,147,449	4,522,855	5,435,982	913,127	20.19%
Purchased Services	99,148	157,067	164,825	7,758	4.94%
Capital Outlay	42,948	114,500	88,500	(26,000)	-22.71%
Transfer Out (School Operating)	100,000	100,000	100,000	0	100.00%
Other Charges	16,331	17,900	23,125	5,225	29.19%
Total	\$9,100,970	\$10,016,945	\$11,435,499	\$1,418,554	14.16%

Fund Balance, Beginning of Year	\$1,536,124	\$1,782,985	\$1,758,470	(\$24,515)	-1.37%
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Fund Balance, End of Year	\$1,782,985	\$1,758,470	\$1,681,835	(\$76,635)	-4.36%
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CONSTRUCTION FUND

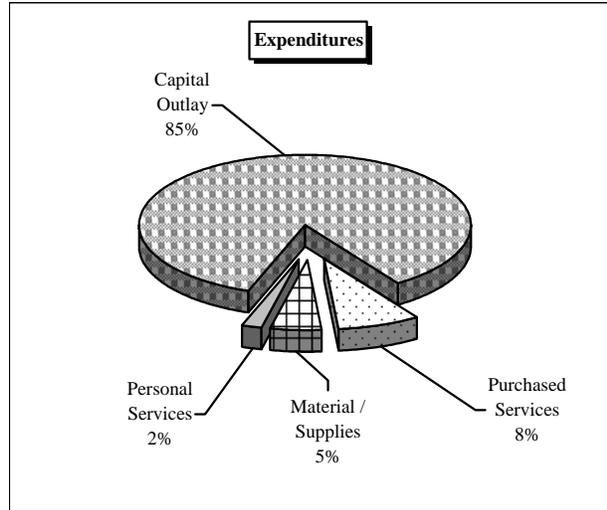
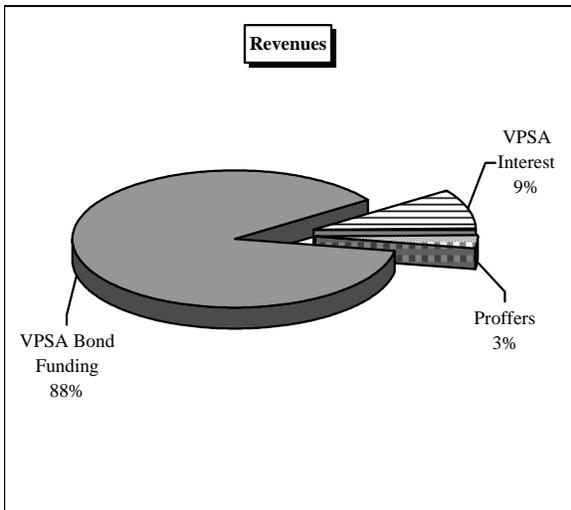
Revenues	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Change '08 Adopted to '09 Adopted	
VPSA Bond Funding	\$41,245,489	\$42,388,681	\$16,443,332	(\$25,945,349)	-61.21%
VPSA Interest	1,375,860	1,378,691	1,777,243	398,552	28.91%
Proffers	483,339	0	581,688	581,688	100.00%
Other	3,204,187	0	0	0	0.00%
Total	<u>\$46,308,875</u>	<u>\$43,767,372</u>	<u>\$18,802,263</u>	<u>(\$24,965,109)</u>	<u>-57.04%</u>

Expenditures

Capital Outlay	\$33,487,350	\$39,468,404	\$15,974,238	(23,494,166)	-59.53%
Purchased Services	3,038,363	884,018	1,537,836	653,818	73.96%
Material / Supplies	9,405,749	3,260,733	947,500	(2,313,233)	-70.94%
Personal Services	377,413	154,217	342,689	188,472	122.21%
Total	<u>\$46,308,875</u>	<u>\$43,767,372</u>	<u>\$18,802,263</u>	<u>(\$24,965,109)</u>	<u>-57.04%</u>

Fund Balance, Beginning of Year	\$800	\$800	\$800	\$0	0.00%
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Fund Balance, End of Year	\$800	\$800	\$800	\$0	0.00%
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GRANT FUND

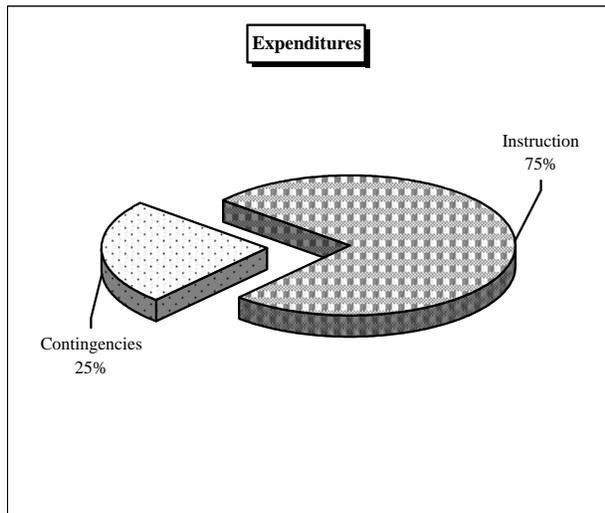
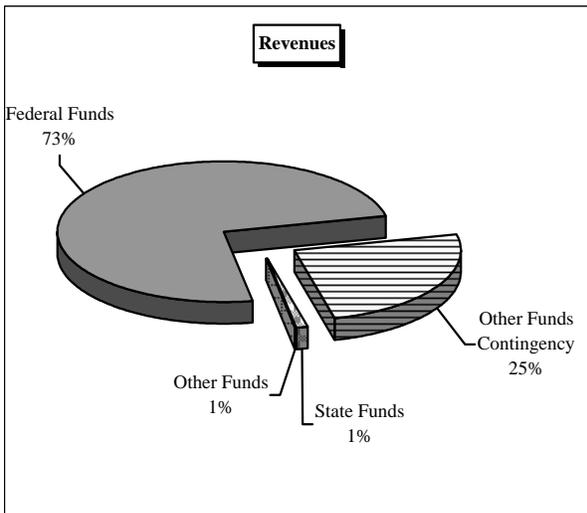
Revenues	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Change '08 Adopted to '09 Adopted	
Federal Funds	\$8,607,068	\$8,951,171	\$7,558,332	(\$1,392,839)	100.00%
Other Funds - Contingency	1,996,111	3,000,000	2,500,000	(500,000)	100.00%
State Funds	145,770	38,350	105,149	66,799	100.00%
Other Funds	12,791	0	9,000	9,000	100.00%
Total	<u>\$10,761,740</u>	<u>\$11,989,521</u>	<u>\$10,172,481</u>	<u>(\$1,817,040)</u>	<u>100.00%</u>

Expenditures

Instruction	\$8,765,629	\$8,989,521	\$7,672,481	(\$1,317,040)	100.00%
Contingencies	1,996,111	3,000,000	2,500,000	(500,000)	100.00%
Total	<u>\$10,761,740</u>	<u>\$11,989,521</u>	<u>\$10,172,481</u>	<u>(\$1,817,040)</u>	<u>100.00%</u>

Fund Balance, Beginning of Year	\$0	\$0	\$0	\$0	0.00%
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Fund Balance, End of Year	\$0	\$0	\$0	\$0	0.00%
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PUBLIC SCHOOL FACTS

School	Year Opened	Capacity	ADM*	Mascot	Colors
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Elementary Schools

Ferry Farm	1957	640	581	Eagle	Red, White & Blue
Hartwood	1963	636	588	Hornet	Blue & White
Moncure	1966	772	617	Bear	Royal Blue, Navy Blue & Silver
Falmouth	1967	690	414	Falcon	Royal Blue & White
Grafton Village	1967	814	631	Grizzly	Royal Blue & White
Stafford	1968	752	633	Dolphin	Blue & White
Garrisonville	1981	712	630	Gator	Orange & Green
Widewater	1987	875	612	Wildcat	Turquoise, Black & White
Rockhill	1989	794	572	Raccoon	Blue & Yellow
Park Ridge	1990	794	667	Patriot Pup	Red, White & Blue
Hampton Oaks	1992	950	675	Hawk	Blue & Gold
Winding Creek	1997	900	718	Wolverine	Teal & White
Rocky Run	2000	950	836	Bulldog	Maroon & Grey
Kate Waller Barrett	2002	950	696	White Tiger	Blue, Silver & White
Margaret Brent	2004	950	777	Bobcat	Blue, Green, & Silver
Conway	2005	950	860	Cougar	Red, Navy & Tan
Anthony Burns	2006	950	779	Dragon	Red, White & Blue

Middle Schools

Edward E. Drew	1951	800	446	Ram	Red, Black & White
A. G. Wright	1981	920	863	Tiger	Burgandy & Gold
Stafford	1992	1,100	750	Spartan	Blue & White
H. H. Poole	1995	1,100	903	Mustang	Purple, Teal & Navy
Rodney E. Thompson	2000	1,100	749	Jaguar	Navy Blue & Gold
T. Benton Gayle	2002	1,100	858	Panther	Green & Gold
Dixon-Smith	2006	1,100	944	Bulldog	Scarlet, Silver Gray & Navy Blue
Shirley Heim	2008	1,100	745	N/A	N/A

High Schools

Stafford	1975	1,800	1,867	Indian	Blue & Gold
North Stafford	1981	1,925	1,680	Wolverine	Orange & Navy Blue
Brooke Point	1993	1,800	1,669	Black Hawk	Red, Black & White
Colonial Forge	1999	1,800	1,830	Eagle	Blue, Green & Silver
Mountain View	2005	1,800	1,789	Wildcat	Maroon, Orange & White

*ADM - Average Daily Membership



TRANSPORTATION FUND

The Transportation Fund, established in June 1986, is a governmental special revenue fund, used to account for the receipt and disbursement of the two percent motor fuels tax and the recordation tax. The fund is also the repository for monies received from other sources for specific transportation projects.

Transportation Fund revenue pays the subsidy for FRED, VRE, Stafford Regional Airport Authority, and is available for a variety of transportation projects in the county.

TRANSPORTATION FUND

MISSION

A special revenue fund established for the purpose of enhancing the efficiency and quality of transportation for County businesses and residents.

GOALS/OBJECTIVES

- Complete improvements to Garrisonville Road (SR-610) from Mine Road/Staffordboro Boulevard to Onville Road
- Provide additional bike and pedestrian trails in the County
- Provide supplemental funding for selected road construction projects and other transportation initiatives
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outputs			
# of daily riders on VRE	14,300	15,200	15,200
Efficiencies			
County subsidy for VRE	\$917,147	\$2,315,147	\$2,974,507

ACCOMPLISHMENTS

- Provided funding to the Virginia Department of Transportation for the construction of two traffic signals.

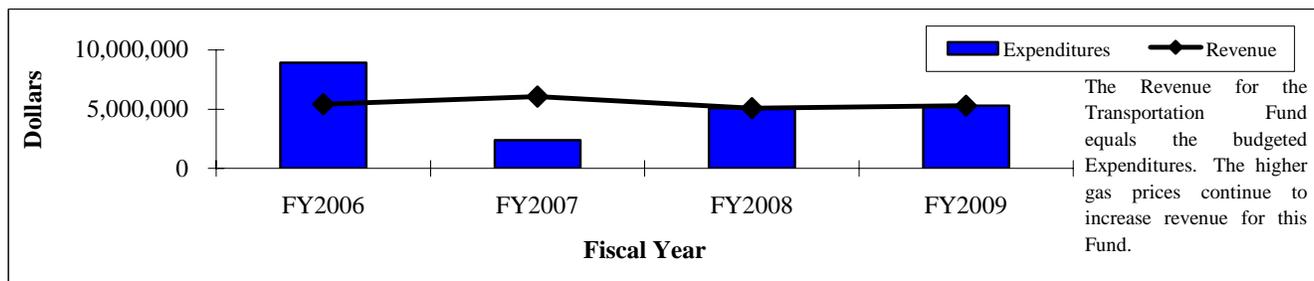
ADDITIONAL INFORMATION

In FY2009, FREDericksburg Regional Transit will be revising certain bus routes within the County to maximize ridership and efficiencies.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$92,196	\$111,501	\$172,105	\$349,482	\$177,377	103.06%
Operating	1,270,222	1,407,038	2,987,089	3,658,649	671,560	22.48%
Capital	7,560,132	847,519	1,918,521	1,298,280	(620,241)	-32.33%
Total	8,922,550	2,366,058	5,077,715	5,306,411	228,696	4.50%
Revenue	5,418,283	6,067,828	5,077,715	5,306,411	228,696	4.50%
Prior Year Fund Balance	3,504,267	0	0	0	0	0.00%
Difference	<u>\$0</u>	<u>(\$3,701,770)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Full-Time Positions	1 *	2 *	2 *	2 *	0	0.00%

* In addition to the approved Transportation Fund positions, a Senior Planner and Engineering Specialist who work under the Office of Transportation are funded in the Transportation Fund. The positions are counted in the General Fund Office of Transportation.



TRANSPORTATION FUND

BUDGET VARIANCES

Personnel Variance of 103.06% is attributed to the following:

- 1.2% Cost of living Increase effective January 1, 2008
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm
- Moved funding for 2 positions from the General Fund to the Transportation Fund

Operating Variance of 22.48% is attributed to the following:

- Increase in Virginia Railway Express contribution

Capital Variance of -32.33% is attributed to the following:

- Decrease in funds available for local road projects

TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name	Mission
Fredericksburg Regional Transit	Provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region
Stafford Regional Airport	Provide safe airport and aircraft operations, unparalleled customer service and modern aviation facilities in a fiscally prudent manner

TRANSPORTATION FUND

(Projects)

Virginia Railway Express

The Virginia Railway Express (VRE) provides commuter rail service to Northern Virginia and Washington, D.C. on two routes, the Manassas and Fredericksburg Lines. There are two VRE stations in Stafford. VRE currently carries approximately 15,200 passengers a day on both lines. The VRE is a cooperative venture of the Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC). Stafford participates in the PRTC. All jurisdictions served by VRE contribute a financial subsidy to the rail system. The largest expenditure of the County's Transportation Fund is the County's subsidy to VRE.

FRED Bus Service

The Fredericksburg Regional Transit System (FRED) provides bus transit service on eight fixed routes in Stafford County. The County's subsidy to FRED is derived from the Transportation Fund.

Stafford Regional Airport

The 550-acre Stafford Regional Airport serves as the "reliever airport" for general traffic to Washington Dulles International and Reagan National Airports and supports expansion of the region's global business opportunities. There is ample space for approximately 100 based aircraft.

The Stafford Regional Airport is located along Interstate 95, 30 miles south of the Capital Beltway I-495 interchange. It is centrally located within Stafford and is served by the Centreport Parkway (SR-8900) Exit 136 interchange. The Airport location is convenient to two commuter rail stations.

The accessibility of the Regional Airport makes it convenient for corporate executives to visit Stafford in search of business relocation or expansion sites. Commercial and industrial zoned properties in proximity to the airport will open up new opportunities for Stafford to attract high technology-based businesses.

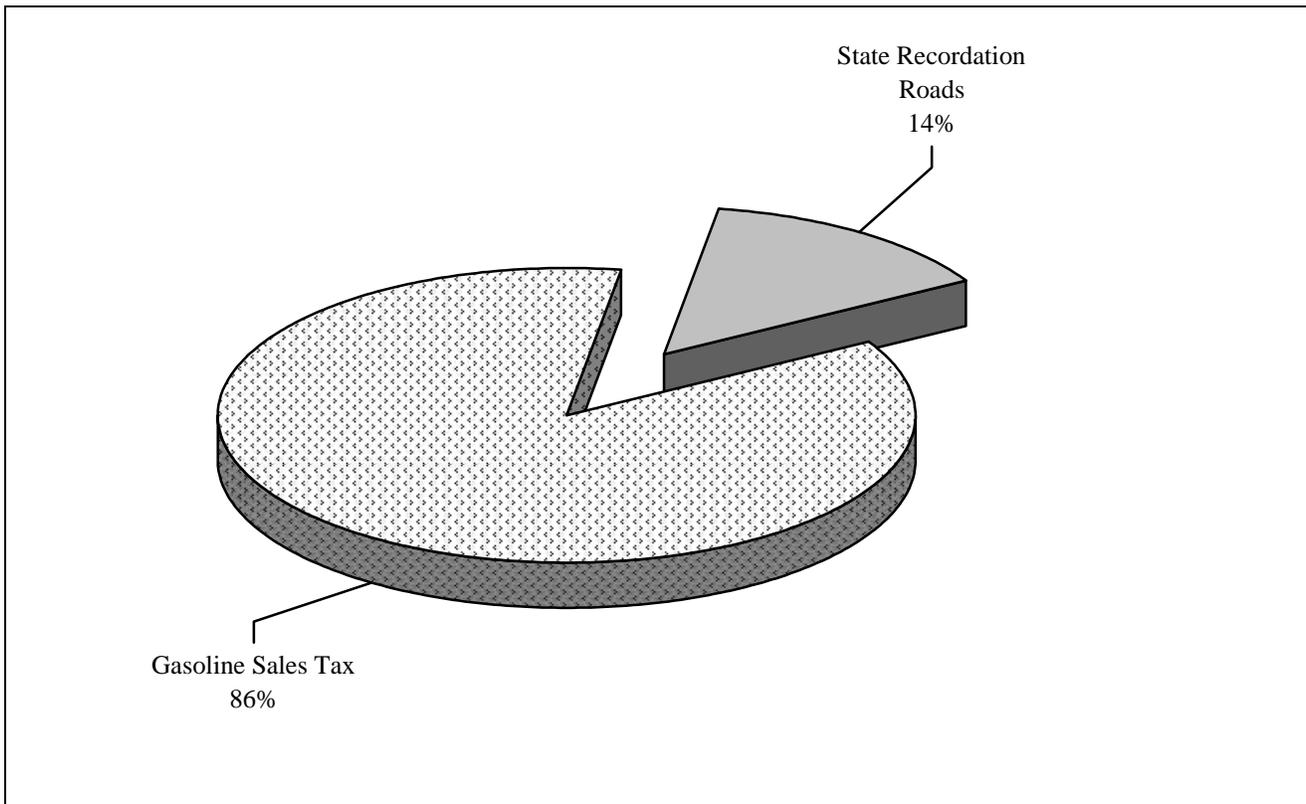
More information on the Stafford Regional Airport "RMN" can be obtained from the Regional Airport Authority located within the airport at 75 Aviation Way, Stafford, Virginia, or by calling (540) 658-1212, or by visiting their website at www.staffordairport.com.

Bicycle/Pedestrian Trails

The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Monies from the Transportation Fund will pay the County's match.

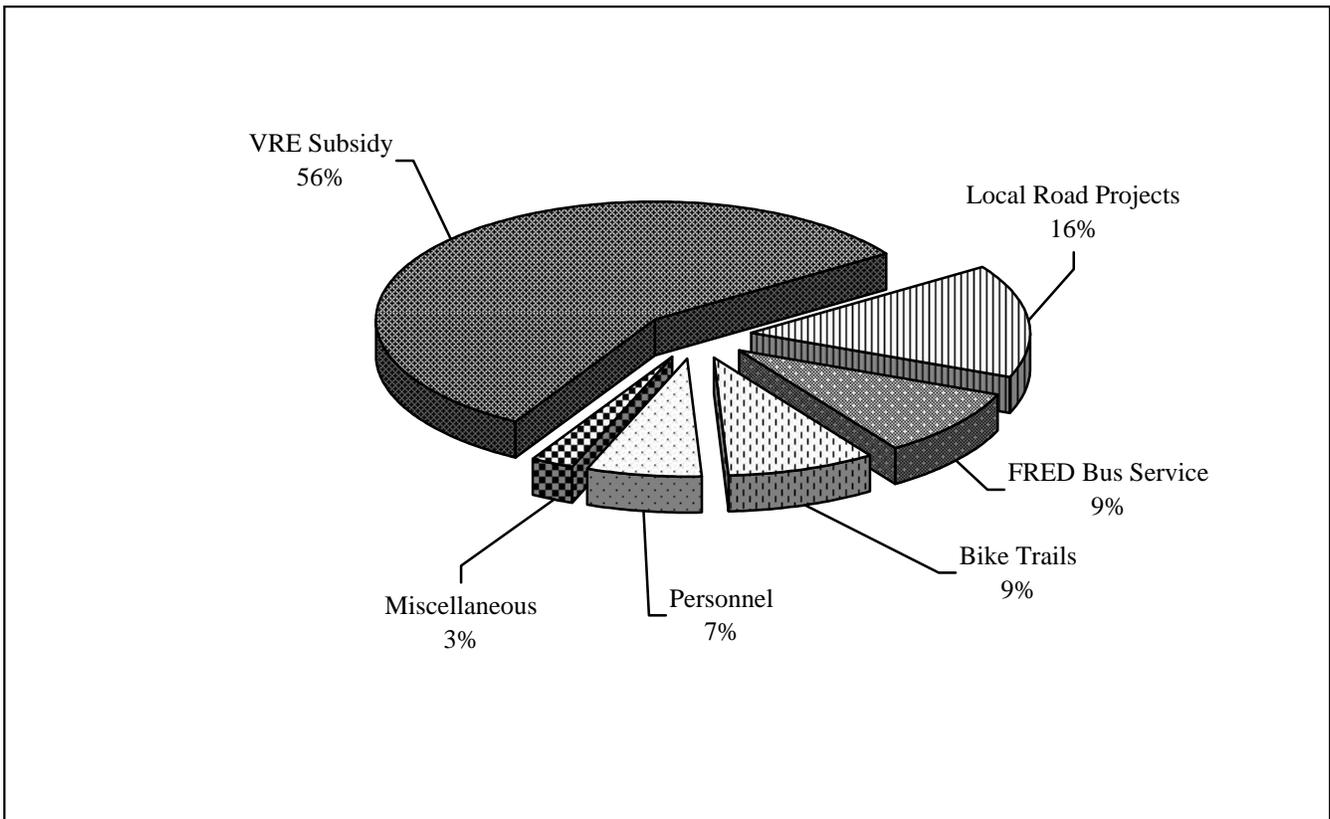
TRANSPORTATION FUND REVENUES

	FY2007 Actual	FY2008 Adopted	FY2009		
			Adopted	Changes '08 Adopted to '09 Adopted	
Gasoline Sales Tax	\$3,917,268	\$3,797,715	\$4,556,411	\$758,696	19.98%
State Recordation Roads	1,431,427	1,100,000	750,000	(350,000)	-31.82%
Interest Revenue	195,408	180,000	0	(180,000)	-100.00%
Prior Year Fund Balance	0	0	0	0	0.00%
Other Revenue	78,038	0	0	0	0.00%
Transfer from General Fund	445,687	0	0	0	0.00%
Total	<u>\$6,067,828</u>	<u>\$5,077,715</u>	<u>\$5,306,411</u>	<u>\$228,696</u>	<u>4.50%</u>



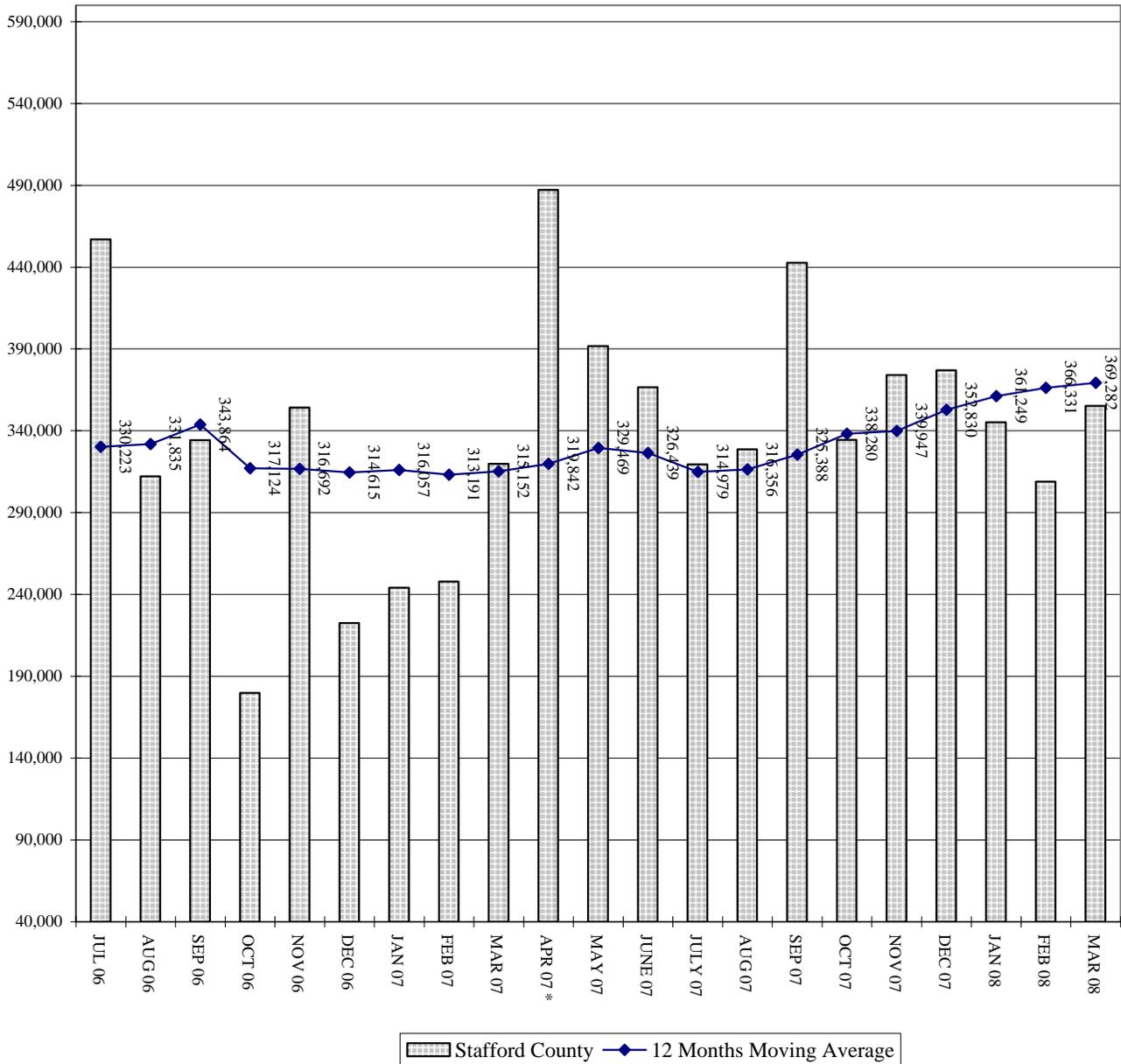
TRANSPORTATION FUND EXPENDITURES

	FY2007 Actual	FY2008 Adopted	FY2009		
			Adopted	Changes '08 Adopted to '09 Adopted	
VRE Subsidy	\$917,147	\$2,315,147	\$2,974,507	\$659,360	28.48%
Local Road Projects	755,460	1,868,521	808,280	(1,060,241)	-56.74%
FRED Bus Service	235,735	477,656	477,656	0	0.00%
Bike Trails	39,039	0	450,000	450,000	100.00%
Personnel	111,501	172,105	349,482	177,377	103.06%
Miscellaneous	192,890	130,000	130,400	400	0.31%
Airport Subsidy	114,286	114,286	114,286	0	0.00%
Total	\$2,366,058	\$5,077,715	\$5,304,611	\$226,896	4.47%



PRTC NET FUEL TAX COLLECTION

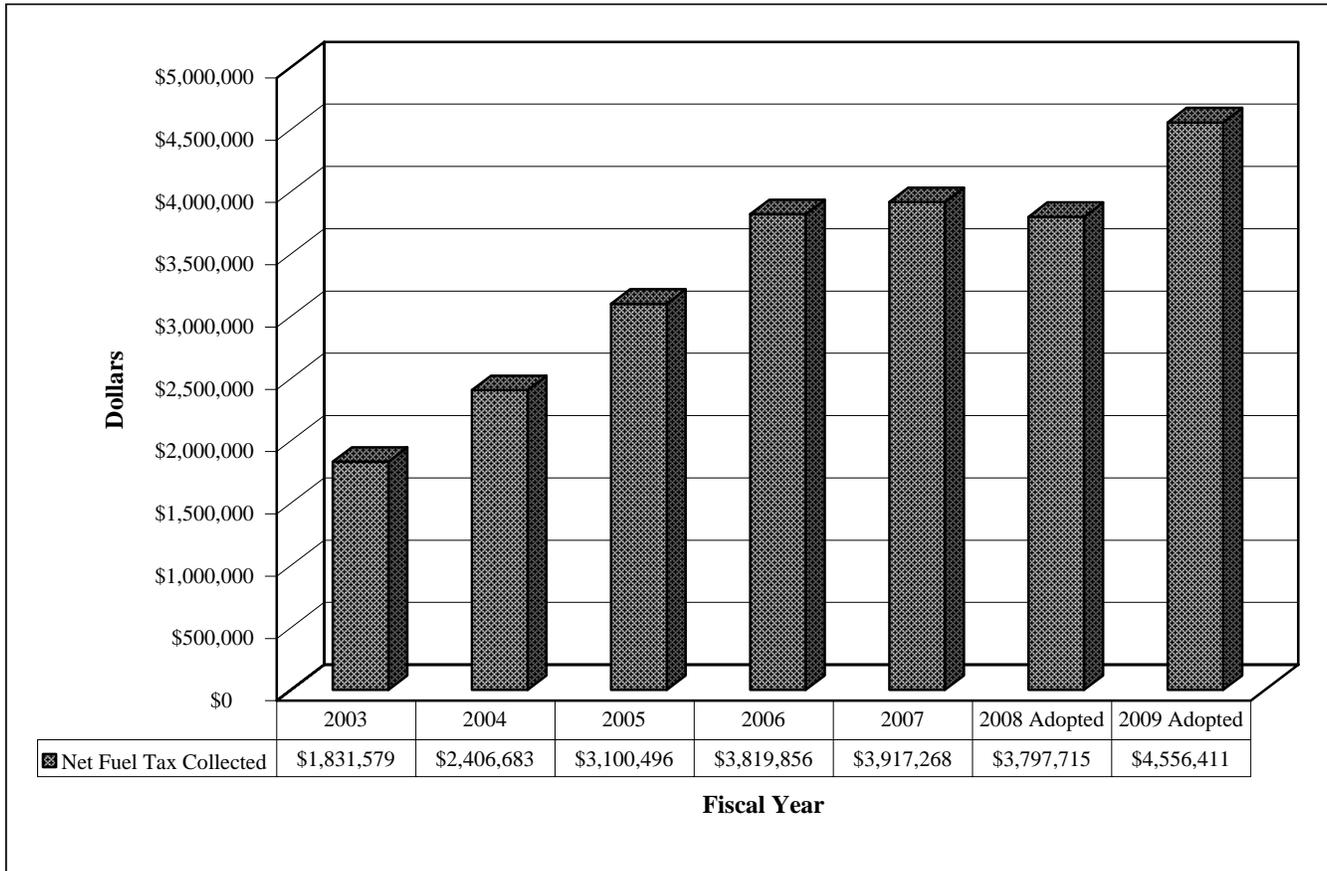
This graph shows the 2% Fuel Tax collected, per gallon on a monthly bases, for Fiscal Year 2007 and Fiscal Year 2008 (through March). This tax is 2% of the price of Fuel and fluctuates based on the price.



* Includes \$88,664.95 in backpayments from a fuel vendor for the period September 2004 - April 2005.

FUEL TAX COLLECTION

This graph shows the past five fiscal year actuals, the Budget for FY2008 and the Budget for FY2009 Net Fuel Tax revenue for Stafford County. The 2% motor fuel tax revenue is affected by the fluctuating cost of fuel.



FLEET SERVICES FUND

The Fleet Services Fund, a proprietary Internal Service Fund, accounts for the financing of transportation services, provided by the Fleet Services, to other departments of the County on a cost recovery basis.

The Fleet Services Fund is designed to finance fleet management for the County and the School Board. All repair, maintenance and inspection of County vehicles are performed at a centralized location and their costs are allocated to the user departments. Additionally, the Fleet Services Fund is involved in the procurement of equipment and vehicles, as well as the disposal of all surplus equipment and vehicles.

FLEET SERVICES FUND

MISSION

Provide quality Fleet Management Services effectively and efficiently while assuring superior customer service.

Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification plan.

GOALS/OBJECTIVES

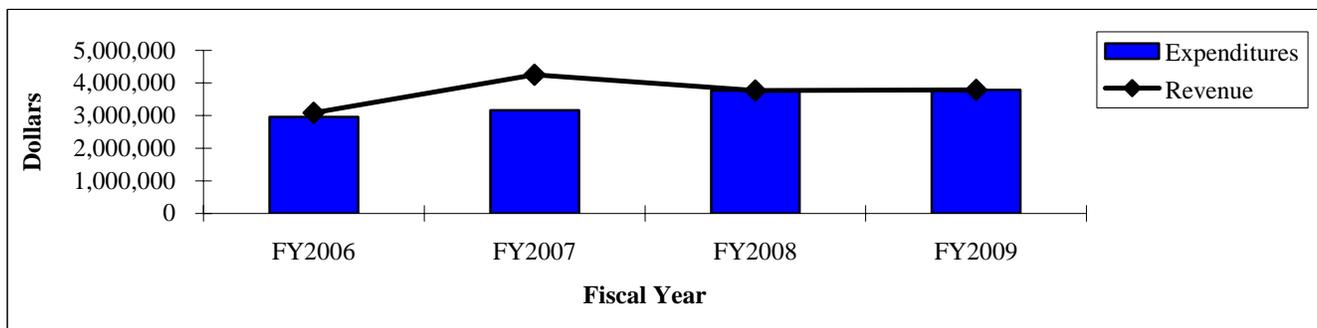
- Revive evening shift for bus team
- Develop a supplement pay plan for ASE certified employees
- Continue to enhance our new fleet management system for a growing fleet and the needs of our customer
- Create standard reports that will be vital in the establishment of vehicle replacement criteria
- Develop and maintain a cost-effective plan for auction vehicles to enhance their salvage value
- Integrate all County owned vehicles into the Fleet fuel management system

ACCOMPLISHMENTS

- Established criteria for fleet management to include a 5 year vehicle replacement plan.
- Implemented new fleet maintenance program.
- Developed a supplemental pay plan for certified employees.
- Pursue additional cost savings measures to include performance contracting, warranty reimbursement and sublet labor agreements.
- Integrate gas card vendor into new MIS system to include school bus billing and fuel analysis.
- Investigated use of synthetic engine oil to reduce maintenance costs and increase engine cycle life.
- Explored the feasibility of on site car wash equipment.

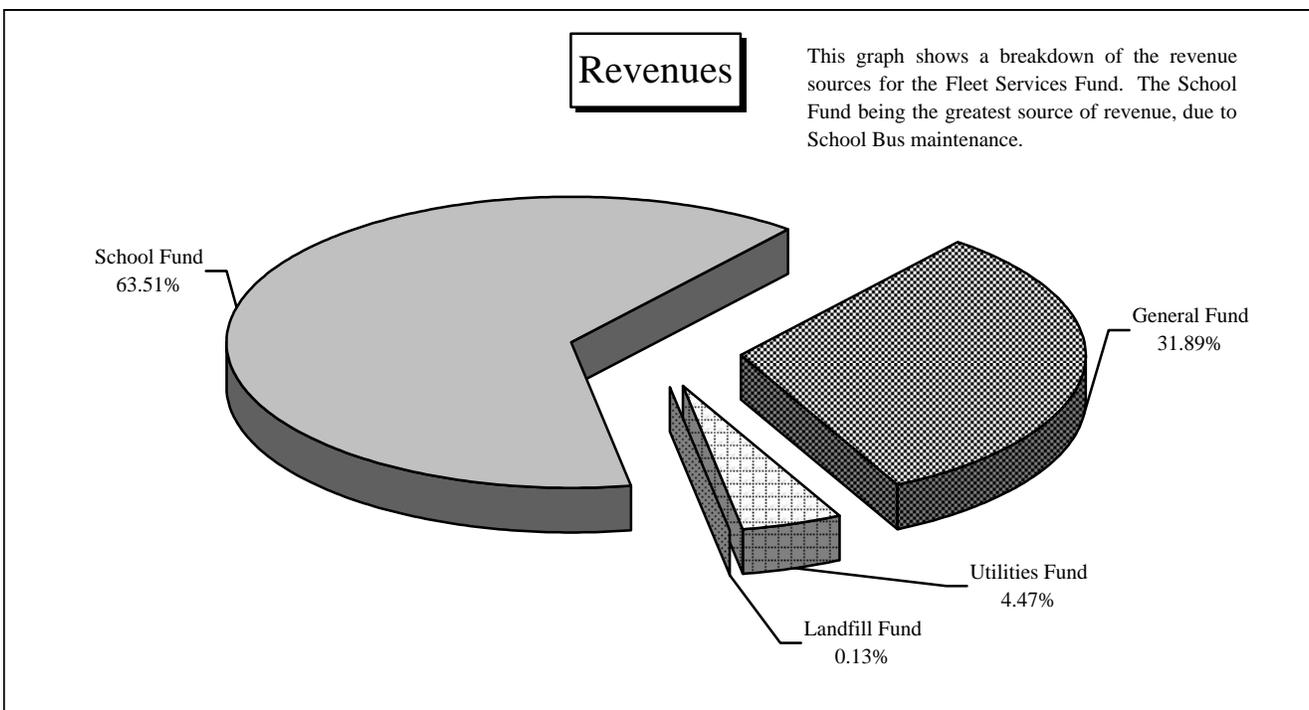
BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,403,822	\$1,699,217	\$1,977,813	\$2,069,322	\$91,509	4.63%
Operating	1,438,029	1,463,473	1,526,450	1,587,556	61,106	4.00%
Capital	112,903	0	260,467	127,000	(133,467)	-51.24%
Total	2,954,754	3,162,690	3,764,730	3,783,878	19,148	0.51%
Revenue	3,084,518	4,258,197	3,764,730	3,783,878	19,148	0.51%
Inc/(Dec) to Fund Balance	\$129,764	\$1,095,507	\$0	\$0	\$0	0.00%



FLEET SERVICES FUND REVENUES

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009	
				Adopted '08	Changes to '09 Adopted
School Fund	\$2,376,216	\$2,388,510	\$2,403,247	\$14,737	0.62%
General Fund	834,233	1,175,720	1,206,631	30,911	2.63%
Utilities Fund	126,273	200,000	169,000	(31,000)	-15.50%
Landfill Fund	436	500	5,000	4,500	900.00%
School Construction Fund	921,039	0	0	0	0.00%
Total	\$4,258,197	\$3,764,730	\$3,783,878	\$19,148	0.51%

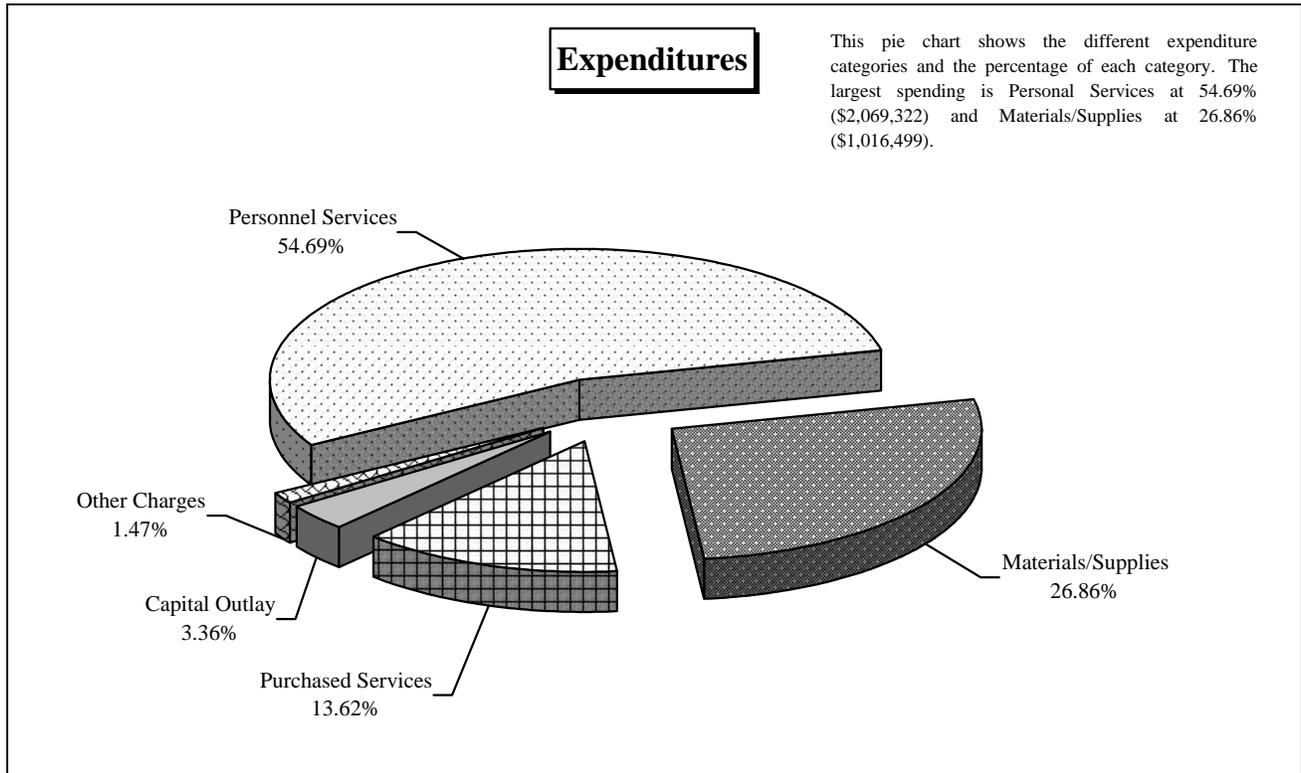


FUND BALANCE

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009	
				Adopted '08	Changes to '09 Adopted
Beginning of Year Fund Balance	\$848,243	\$1,943,750	\$1,943,750	\$0	0%
End of Year Fund Balance	\$1,943,750	\$1,943,750	\$1,943,750	(\$0)	0%

FLEET SERVICES FUND EXPENDITURES

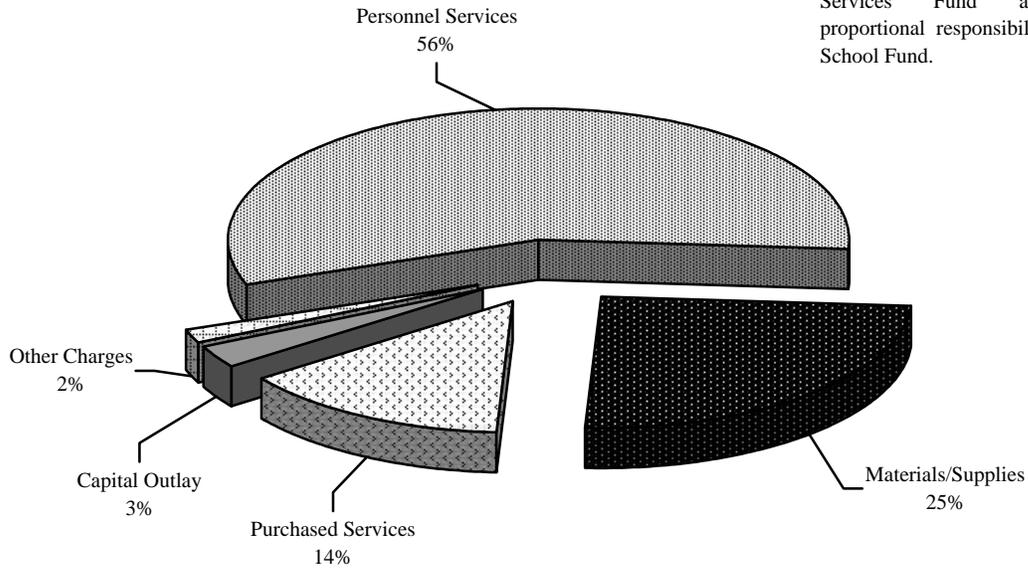
	FY2007 Actual	FY2008 Adopted Budget	FY2009		Changes '08 Adopted to '09 Adopted		
			School Fund Allocation	General Fund & Other Funds Allocation			
Personnel Services	\$1,699,217	\$1,977,813	\$1,362,245	\$707,077	\$2,069,322	\$91,509	4.63%
Materials/Supplies	1,001,071	980,499	596,354	420,145	1,016,499	36,000	3.67%
Purchased Services	419,336	483,600	338,525	176,781	515,306	31,706	6.56%
Capital Outlay	0	260,467	68,770	58,230	127,000	(133,467)	-51.24%
Other Charges	43,066	62,351	37,353	18,398	55,751	(6,600)	-10.59%
Total	\$3,162,690	\$3,764,730	\$2,403,247	\$1,380,631	\$3,783,878	\$19,148	0.51%



FLEET SERVICES FUND

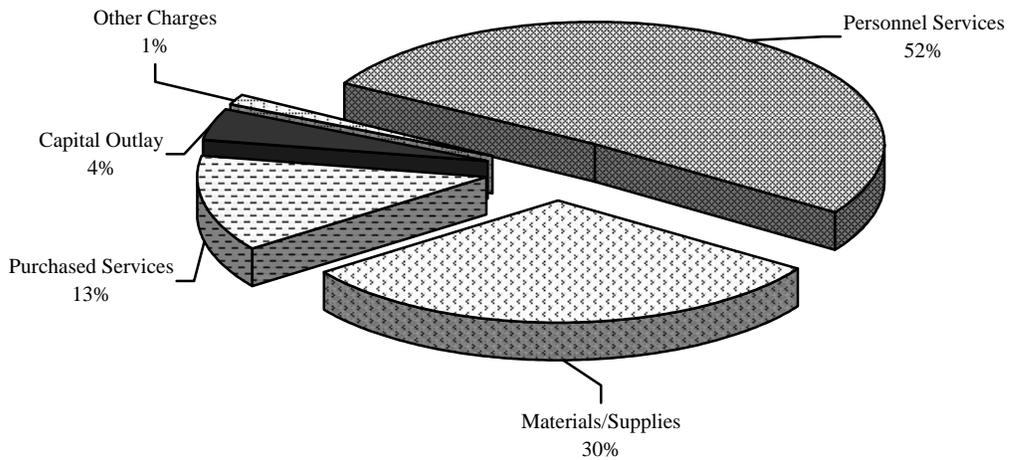
School Fund Allotment

This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the School Fund.



This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the General Fund, Utilities Fund and the Landfill Fund .

General & Other Fund Allotments



ASSET FORFEITURE FUND

The Asset Forfeiture Fund, established in June of 2000, is a Governmental special revenue fund. This fund is used to account for the receipt and disbursement of funds received from the forfeiture of assets from drug enforcement activities. Any property seized would be auctioned. Based on state guidance these funds are distributed to the Commonwealth's Attorney and Sheriff's Office. The funds could also be currency seized. The expenditures are restricted to the purchase of equipment or other uses that will aid in drug enforcement activities.

ASSET FORFEITURE FUND

MISSION

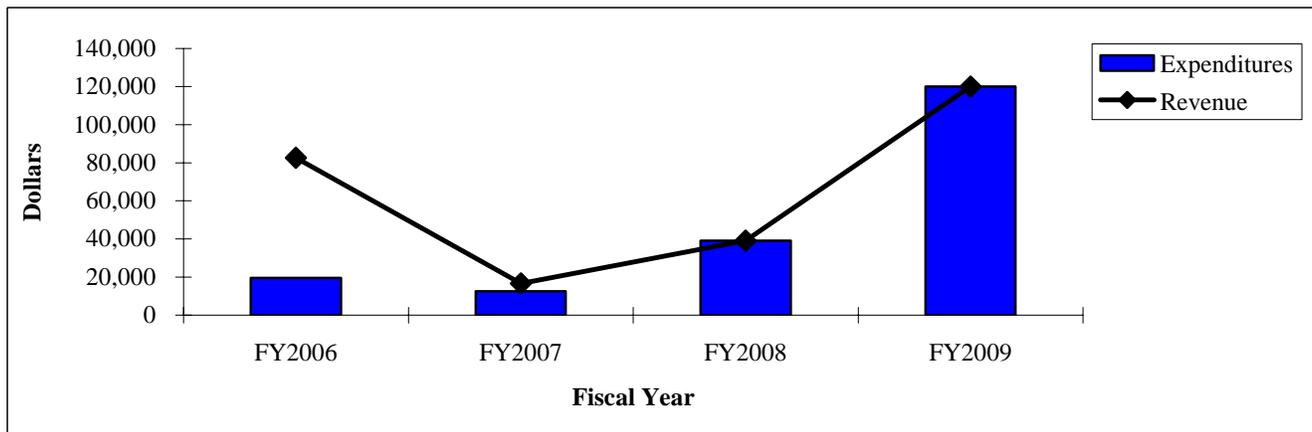
Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services. Federal and state law authorizes the civil seizure and forfeiture of assets derived from illegal activities such as narcotics trafficking and violations of alcoholic beverage laws. Forfeited assets and funds are maintained by the County Treasurer and are administered by the Sheriff's Office for law enforcement use.

GOALS/OBJECTIVES

- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing program

BUDGET SUMMARY

	<u>FY2006</u> Actual	<u>FY2007</u> Actual	<u>FY2008</u> Adopted Budget	<u>Adopted</u> <u>Budget</u>	<u>FY2009</u> Changes '08 Adopted to '09 Adopted	
Costs						
Operating	\$19,561	\$12,551	\$39,030	\$120,000	\$80,970	207.46%
Capital	0	0	0	0	0	0.00%
Total	<u>19,561</u>	<u>12,551</u>	<u>39,030</u>	<u>120,000</u>	<u>80,970</u>	<u>207.46%</u>
Revenue	82,607	16,659	0	0	0	0.00%
Prior Year Fund Balance	0	0	39,030	120,000	80,970	207.46%
Difference	<u>(\$63,046)</u>	<u>(\$4,108)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

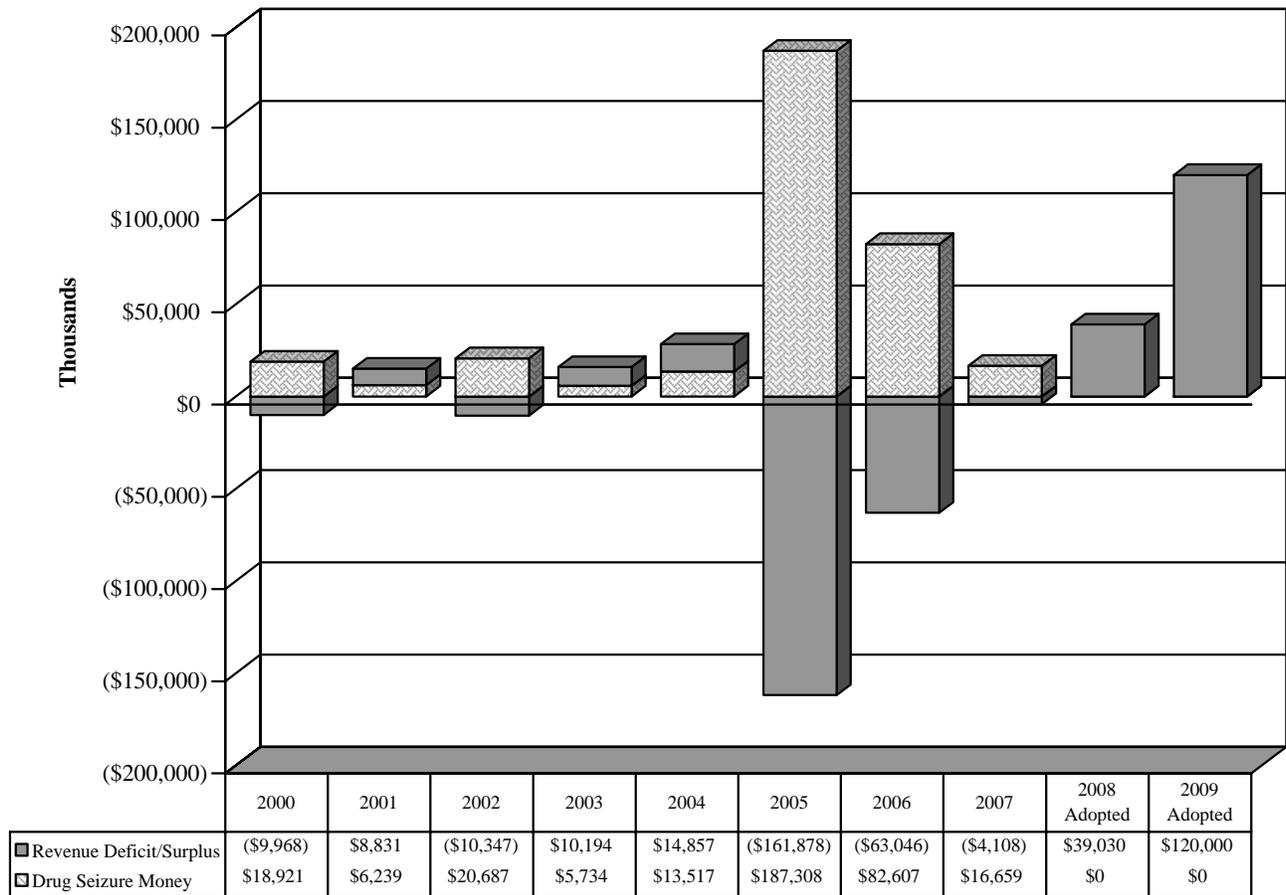


BUDGET VARIANCES

- The Asset Forfeiture Fund expenditures are used for Drug Programs and will increase or decrease based on the drug seizure amounts collected. The funds are not expended unless civil seizure and forfeiture of assets are derived

ASSET FORFEITURE FUNDING ANALYSIS

This graph and schedule show that the Asset Forfeiture Fund is solely supported by Drug Seizure revenue. Any revenue that is left at the end of a Fiscal Year would be reserved in Fund Balance and appropriated as needed in subsequent years. A portion of this revenue is used by the Sheriff's Department and Commonwealth's Attorney.

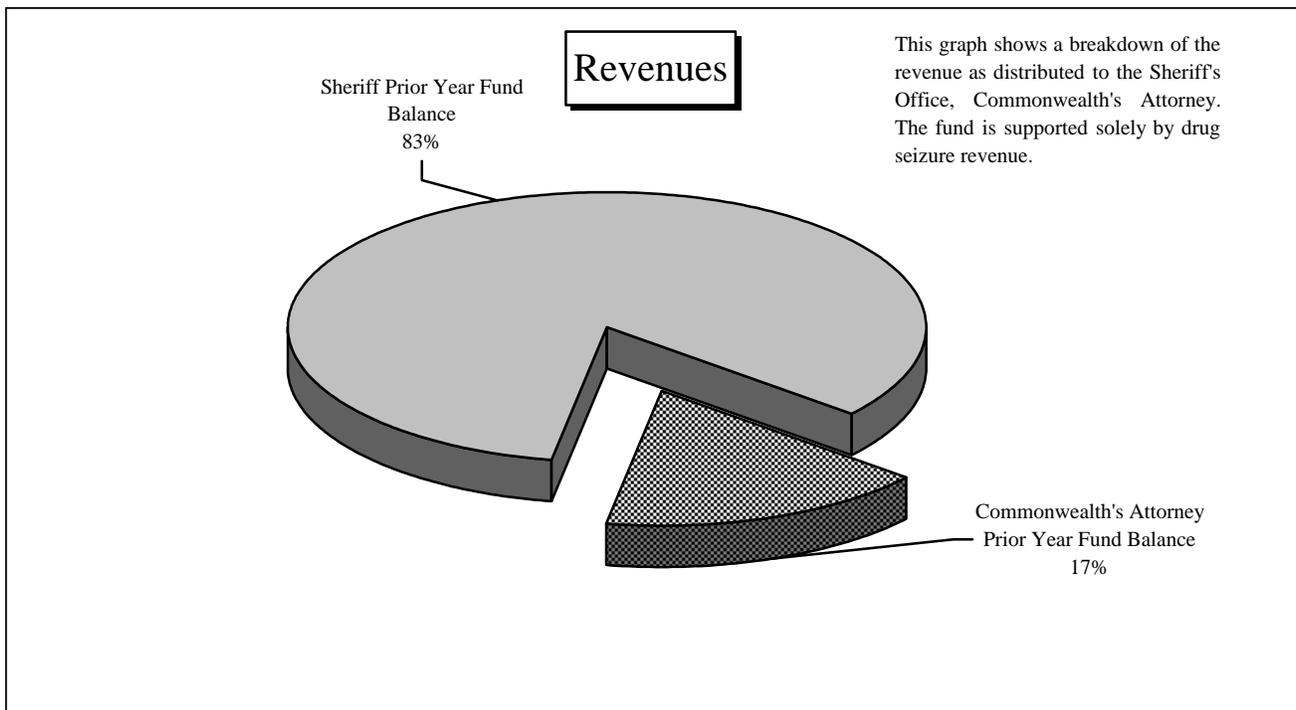


	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
Revenue Deficit/Surplus	-111%	59%	-100%	64%	52%	-637%	-322%	-33%	100%	100%
Drug Seizure Money	211%	41%	200%	36%	48%	737%	422%	133%	0%	0%

The Fiscal Year '00, '02, '05, '06 and '07 negative Costs represent revenues exceeding actual expenditures. This revenue is held in fund balance and appropriated as needed in subsequent years.

ASSET FORFEITURE FUND REVENUES

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Sheriff Prior Year Fund Balance	\$0	\$21,400	\$100,000	\$78,600	367.29%
Commonwealth's Attorney Prior Year Fund Balance	0	17,630	20,000	2,370	13.44%
Sheriff	13,057	0	0	0	0.00%
Commonwealth's Attorney	3,602	0	0	0	0.00%
Total	\$16,659	\$39,030	\$120,000	\$80,970	207.46%

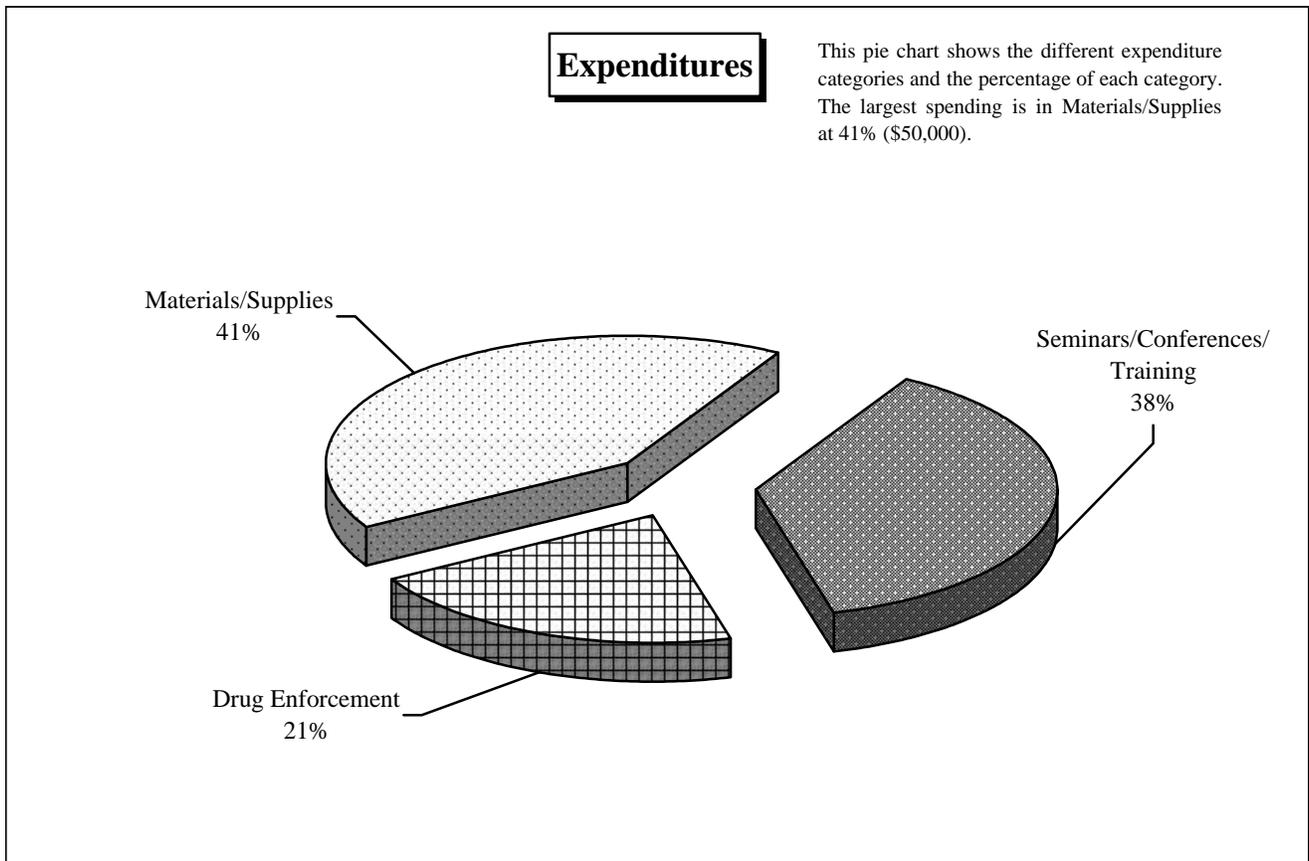


FUND BALANCE

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Fund Balance, Beginning of Year	\$257,039	\$261,147	\$222,117	(\$39,030)	-15%
Revenues minus Use of Fund Balance	16,659	0	0	0	0%
Expenditures	(12,551)	(39,030)	(120,000)	80,970	207%
Fund Balance, End of Year	\$261,147	\$222,117	\$102,117	(\$120,000)	-54%

ASSET FORFEITURE FUND EXPENDITURES

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Materials/Supplies	\$4,642	\$0	\$50,000	\$50,000	100.00%
Seminars/Conferences/Training	7,909	27,530	45,000	17,470	200.00%
Drug Enforcement	0	11,500	25,000	13,500	117.39%
Total	\$12,551	\$39,030	\$120,000	\$80,970	207.46%



E-911 FUND

The E-911 Fund, established as of July 2000, is a governmental special revenue fund. This fund is used to account for the receipt of a fee paid by telephone company customers per access line to cover costs of the 911 Emergency System. The fund accounts for the disbursement of funds received, which are used to cover costs of the public safety communications operation.

E-911 FUND

MISSION

The Emergency Communications Center (ECC) serves as the initial point of contact for all public safety entities in Stafford County. Communications Officers receive and process emergency and non-emergency calls for service, and then dispatch the appropriate law enforcement, fire, or rescue response. The ECC processes emergency calls for Stafford Government agencies on holidays and after regular business hours. The ECC also provides support services to the Sheriff's Office staff and other law enforcement agencies in the processing and execution of criminal warrants.

ORGANIZATION

The Emergency Communications Center (ECC) is organized as its own Division within the Stafford County Sheriff's Office and is staffed 24 hours a day, 365 days a year supporting operations through an ever-changing comprehensive communications infrastructure. The Division is currently allocated staffing as follows: Administrative Staff (3) Communications Manager, Assistant Communications Manager, Administrative Assistant; Systems Technologist (1); Training Staff (1); Supervisory Staff (4); Dispatchers (28) and Warrant Clerks (2).

GOALS/OBJECTIVES

- Maintain and improve levels of service
- Increase number of personnel to meet increasing demands for services
- Evenly distribute responsibilities, reducing overtime
- Develop effective 1st line supervisors
- Utilize DCJS training standards
- Develop training
- Stay informed and current on technologies
- Restructure VCIN/NCIC operations
 - Provide training to Warrant Clerks
- Improve recruitment and retention of personnel through Career Development Plan
- Oversee and coordinate implementation of new radio communication systems
- Develop a quality assurance program
 - Dispatch processes
 - Warrant process

SERVICE LEVELS

	CY2006 Actual	CY2007 Actual	CY2008 Projected
Outputs			
911 Calls Hardwire (911 Reporting System)	17,103	15,216	16,391*
911 Calls Wireless (911 Reporting System)	26,626	30,930	31,320
Non-Emergency Administrative Lines (911 Reporting System)	218,216	211,395	222,335
Sheriff's CAD Incidents Processed (CAD System)	143,414	150,618	153,630
Animal Control Calls (Sheriff Information System)	1,691	1,739	1,860
Control Burns Calls (CAD System)	3,875	5,216	4,530
Fire/Rescue Calls (CAD System)	19,651	21,950	22,389
Wanted Persons/Cleared Entered (NCIC/VCIN)	2,729	3,154	3,580
Utility Calls (CAD System)	1,975	2,142	2,291
VCIN/NCIC Entries, including Criminal History	20,702	22,772	24,822
Outcomes			
Call Volumes (increase from CY05)	428,250	+2.6%	+2.5%

E-911 FUND

SERVICE LEVELS (Continued)

Efficiencies	CY2006 Actual	CY2007 Actual	CY2008 Projected
Teletype (VCIN/NCIC Entries – increase from CY05)	20,702	+9%	+9.5%
CAD Systems (increase from CY05)	168,631	+8.3%	+8.5%
Dispatch Hold Times (Priority One calls – considered urgent to be dispatched immediately; standard recommends 45-60 seconds to dispatch)	1:05	00:58	1:10
Call Processing Times (target goal 00:45)	00:52	00:51	00:59
Outgoing Call Durations (88.4% completed in under 1:02 min. in '06)	1:00	1:02	1:08

*Wireline 911 calls decreasing while increasing demands will be placed on 911 wireless calls that increase call-processing times.

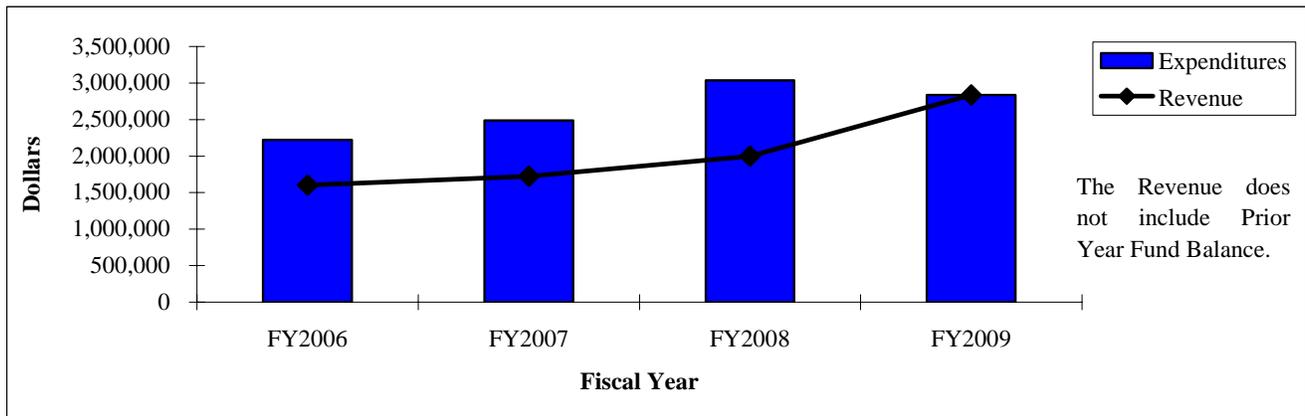
SERVICE LEVELS & PERFORMANCES

<u>Service Level</u>	<u>Performance Measure</u>
Improve effectiveness & efficiency of 911 business processes	Answer time: 90% of 911 calls will be answered in less than 10 seconds; 100% in less than 40 seconds (the first standard is required in 10 states)
	Abandoned calls: less than 10%
	Outgoing calls: Improve from 2006 level of 9.6% of calls taking greater than 02:35 to complete
Improve resident satisfaction	99.99+% calls will be complaint-free
Ensure high priority calls are rapidly assigned to emergency responders	Pending time is at 2006 levels or better Dispatch time: 90% of all emergency (Priority 1) police/fire/EMS calls are processed/dispatched within 60 seconds
Ensure critical systems are reliable (and/or backed up)	Up-time percentages for E-911, CAD, and radio systems maintained at 2006 levels or better (systems are in process of being upgraded and maintenance will be difficult as parts and services issues continue to impact the systems)
Ensure a highly qualified, trained and diverse workforce	Retention: less than 25% turnover; Evaluations: 100% of employees are evaluated as fully competent
Ensure sufficient staff to accommodate increased 9-1-1 caller and fire, police and EMS activity levels	Insure justification measures in place to request additional staff; monitor activity levels
Ensure proficiency in VCIN/NCIC entries and internal audit processes	Institute planned staff to function solely as teletype operators; Training to be provided to reassigned warrant clerks to be utilize resource to aid in accomplishing service level
Improve effectiveness and efficiency of staff through cross-training	Insure 50% of staff cross-trained in all facets of 911 operations. This growth will ensure that 9-1-1 callers are answered expeditiously, that “Shot-Spotter” will be continually monitored, and that police responders have sufficient radio channels (current and future systems) and dispatchers to maintain safe operations.
Tape (recordings) evidence is provided within an average of 3 days.	Response time: 95% of all emergency requests completed within 6 hours; 100% of all non-emergency requests to be completed within 3 days.

E-911 FUND

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$1,899,939	\$2,132,300	\$2,450,521	\$2,554,579	\$104,058	4.25%
Operating	298,336	326,243	410,784	278,813	(131,971)	-32.13%
Capital	23,005	27,128	175,000	0	(175,000)	-100.00%
Total	\$2,221,280	\$2,485,671	\$3,036,305	\$2,833,392	(\$202,913)	-6.68%
Revenue	1,600,420	1,720,408	1,999,654	2,833,392	833,738	41.69%
Transfer From General Fund	166,435	765,261	1,036,651	0	(1,036,651)	-100.00%
Prior Year Fund Balance	454,426	0	0	0	0	0.00%
Difference	(\$1)	\$2	\$0	\$0	\$0	0.00%
Full-Time Positions	37	37	37	37	0	0.00%



BUDGET VARIANCES

Personnel Variance of 4.25% is attributed to the following:

- 1.2% Cost of living Increase - January 1, 2009
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -32.13% is attributed to the following:

- Because of decreased revenue from the Utilities Tax and General Fund revenue constraints operating costs were lowered below the FY2008 Adopted Budget

Capital Variance of -100% is attributed to the following:

- Because of decreased revenue from the Utilities Tax and General Fund revenue constraints all capital costs were cut

E-911 FUND

ADDITIONAL INFORMATION

In 2007, the Emergency Communications Division completed the initial phase of updating the public safety radio communications system by signing a contract with Motorola. In 2008, work will begin in earnest to lay the groundwork for this system to be implemented in late 2009 or early 2010. The establishment of tower leases will present itself as a large challenge in the early stages of the project. Upon its completion the radio communications system which will vastly improve communications providing for responder safety and interoperability with other agencies both within Stafford and surrounding localities.

Equipment upgrades to be seen and/or recommended in FY2009 would include the Computer Aided Dispatch system (CAD).

FUTURE YEAR ISSUES

Turn over rate in communications remains a major concern. While this is a priority, emphasis must be placed on retention of experienced personnel. Staff continues to “burnout” by working overtime to cover shortages of personnel and lack of trained employees. Research with other agencies has indicated a career based incentive program allows employees advancement, monetary rewards, and therefore makes the job appealing as a career.

The Virginia Criminal Information Network (VCIN) is a network dedicated for law enforcement agencies to distribute and maintain police data via Teletype. Historically all teletypes processed and received have and continue to be the job responsibility of the dispatcher. The overwhelming task of maintaining the VCIN system and demand of the work associated with that system has and continues to place a heavy burden upon dispatcher personnel. As such, it has been recognized that there must be dedicated personnel per shift to be independently responsible for maintaining these records.

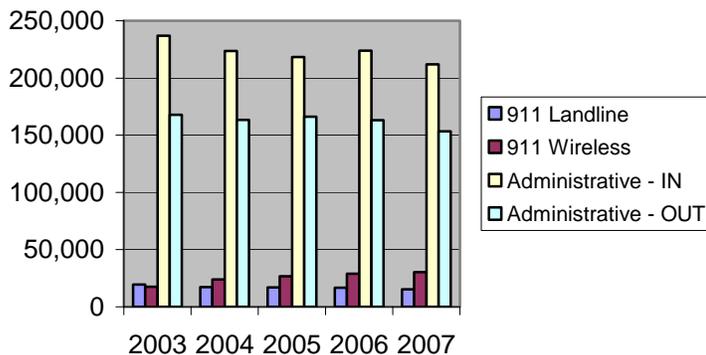
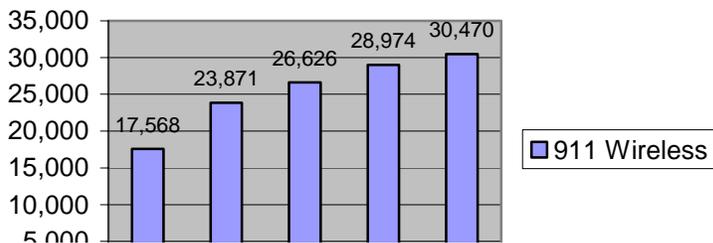
As the potential for liability grows, so does the need for dedicated day-to-day supervision. Often supervisors are unable to remain attentive to their primary responsibilities because their focus is drawn elsewhere. They are often tasked with the responsibility of training new employees, working and committed to a position, and are routinely assigned to work overtime for personnel shortages. To enable the Supervisor to serve in the capacity in which they have been promoted (overall shift supervision and accessibility at any time), our vision is to hire sufficient staff, removing the supervisor and training coordinator from the dispatch floor, and promote a career development program.

CALL STATISTICAL INFORMATION

The following represents those call volume statistics which are having an impact on Stafford County’s Emergency Communications Center. All statistical information covers the period from January 1, 2003 through December 31, 2006.

Wireless 9-1-1 Calls

911 Wireless



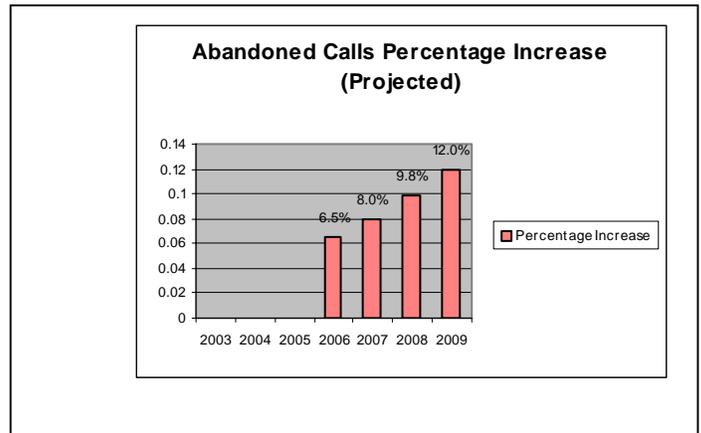
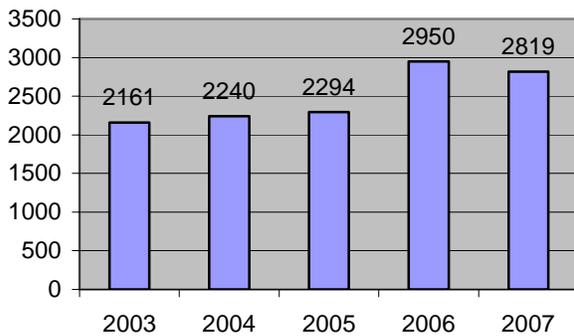
Overall Call Volumes

E-911 FUND

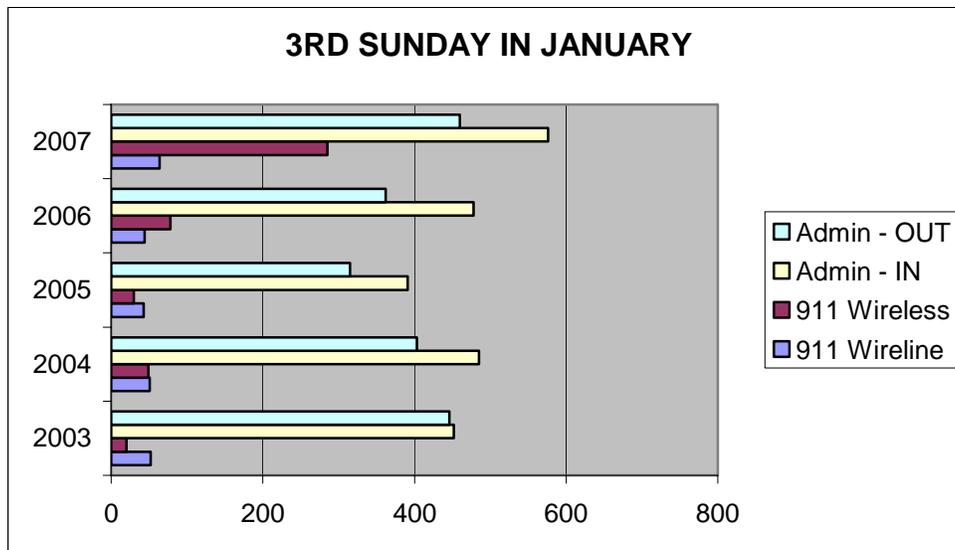
CALL STATISTICAL INFORMATION (Continued)

Abandoned Calls - An abandoned call is one in which the caller disconnects before the call can be answered by the PSAP. The call is terminated before any conversation can take place. There can be many reasons for this; however, the increase in abandoned calls should be of concern if calls coming in cannot be answered. Some are hang-ups by the caller; however, consideration must be given to the increasing number and the impact of the call volumes and increased processing times enabling staff to answer the calls in a timely manner. The Dispatchers must attempt to contact each of these abandoned callers to determine the nature of their emergency.

Actual Abandoned Call Rates

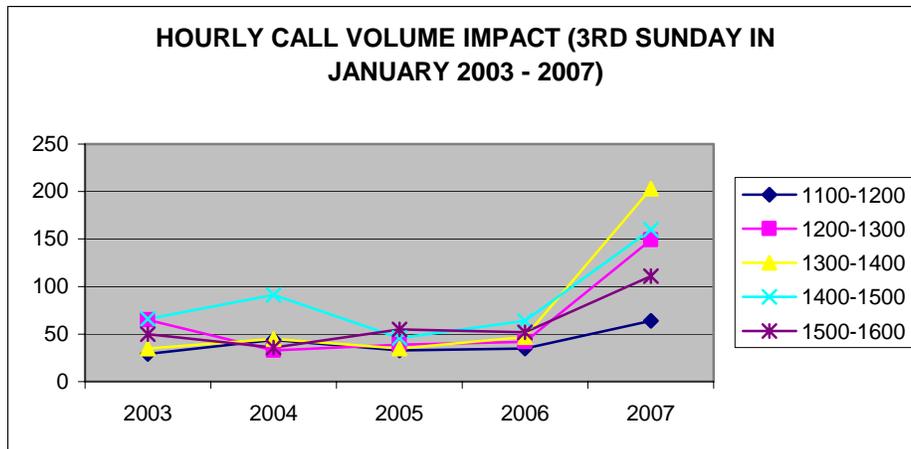
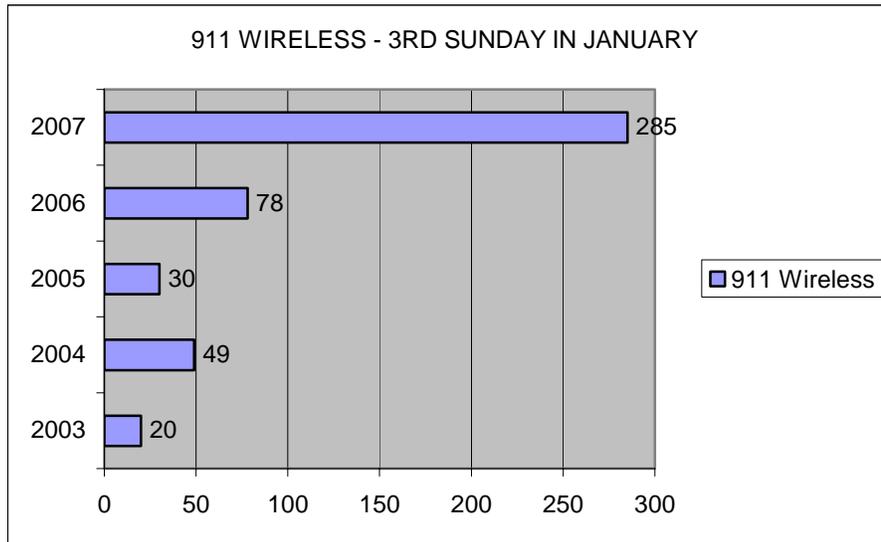


Impact of a minor weather event (minor – 3rd Sunday in January 2003 – 2007)



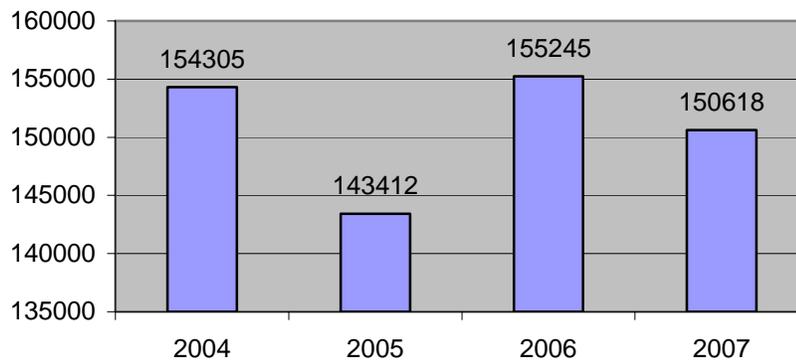
E-911 FUND

CALL STATISTICAL INFORMATION (Continued)



CAD (Computer Aided Dispatch) statistics

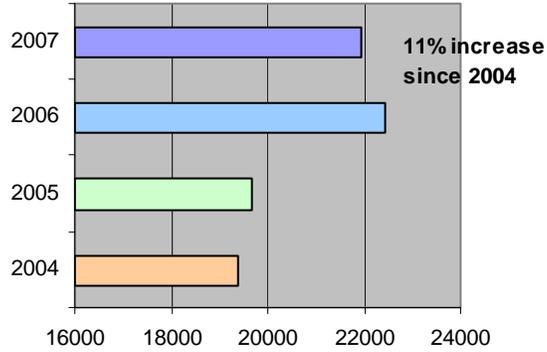
CAD TRANSACTIONS



E-911 FUND

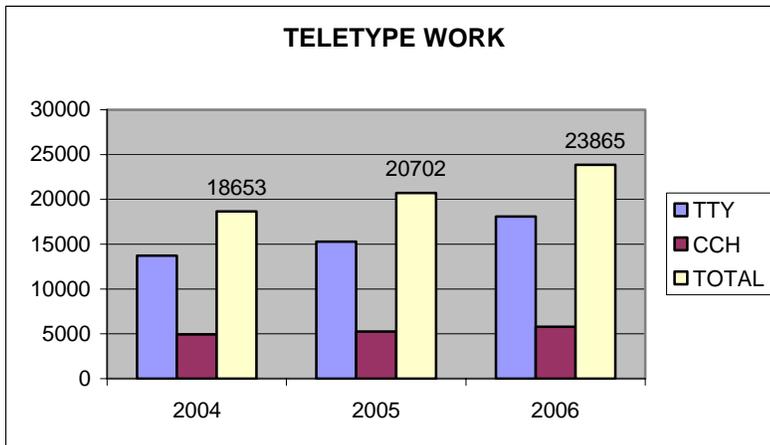
CALL STATISTICAL INFORMATION (Continued)

FIRE & EMS CAD TRANSACTIONS



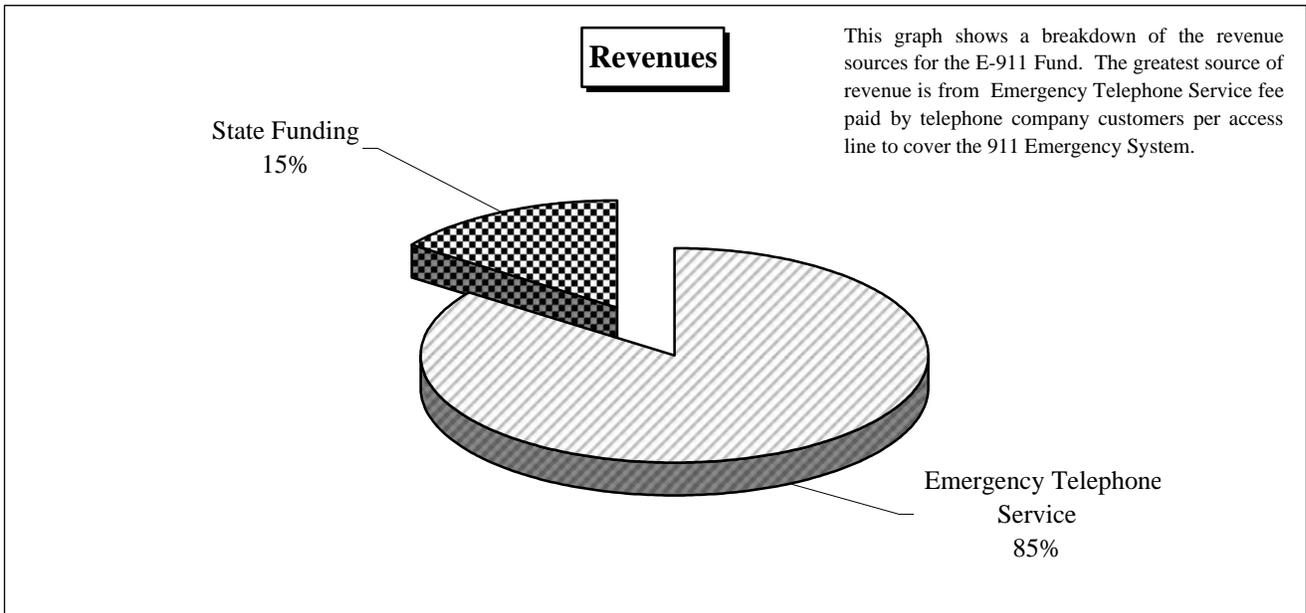
	2004	2005	2006	2007
■ CAD Transactions	19398	19650	22435	21955

TELETYPE WORK



E-911 FUND REVENUES

	FY2007 Actual	FY2008 Adopted	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Emergency Telephone Service	\$1,293,462	\$1,600,000	\$2,404,891	\$804,891	50.31%
State Funding	425,341	399,654	428,501	28,847	7.22%
Transfer from the General Fund	765,261	1,036,651	0	(1,036,651)	-100.00%
Wireless Telephone Service	1,605	0	0	0	0.00%
Total	\$2,485,669	\$3,036,305	\$2,833,392	(\$202,913)	-6.68%



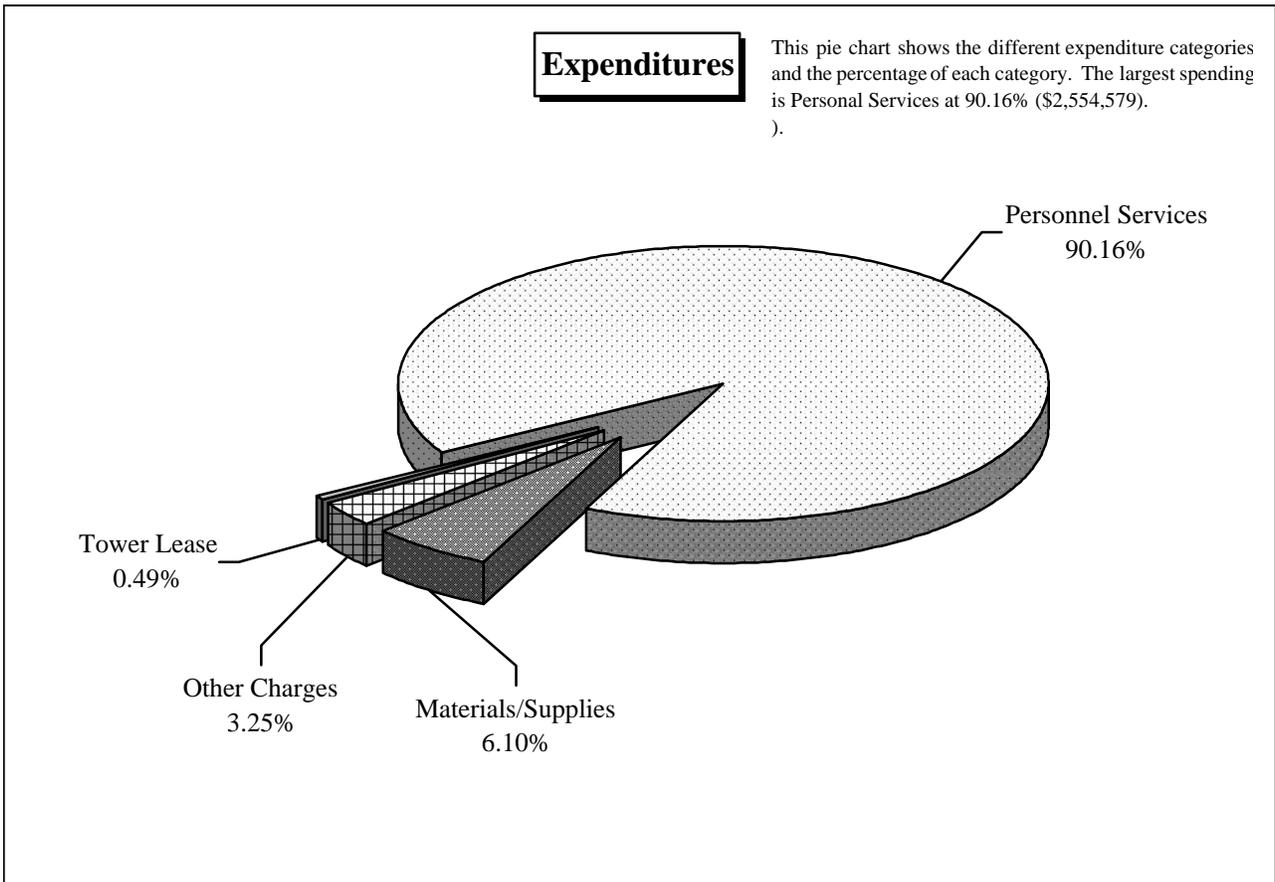
FUND BALANCE

	FY2007 Actual	FY2008 Adopted	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Fund Balance, Beginning of Year	\$2	\$0	\$0	\$0	0%
Revenues	2,485,669	3,036,305	2,833,392	(202,913)	-7%
Expenditures	(2,485,671)	(3,036,305)	(2,833,392)	(202,913)	7%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0%
Fund Balance Allocation					
<u>Reserved</u>					
Encumbrances	\$0	\$0	\$0	\$0	0%
<u>Unreserved</u>	0	0	0	0	0%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0%

E-911 FUND EXPENDITURES

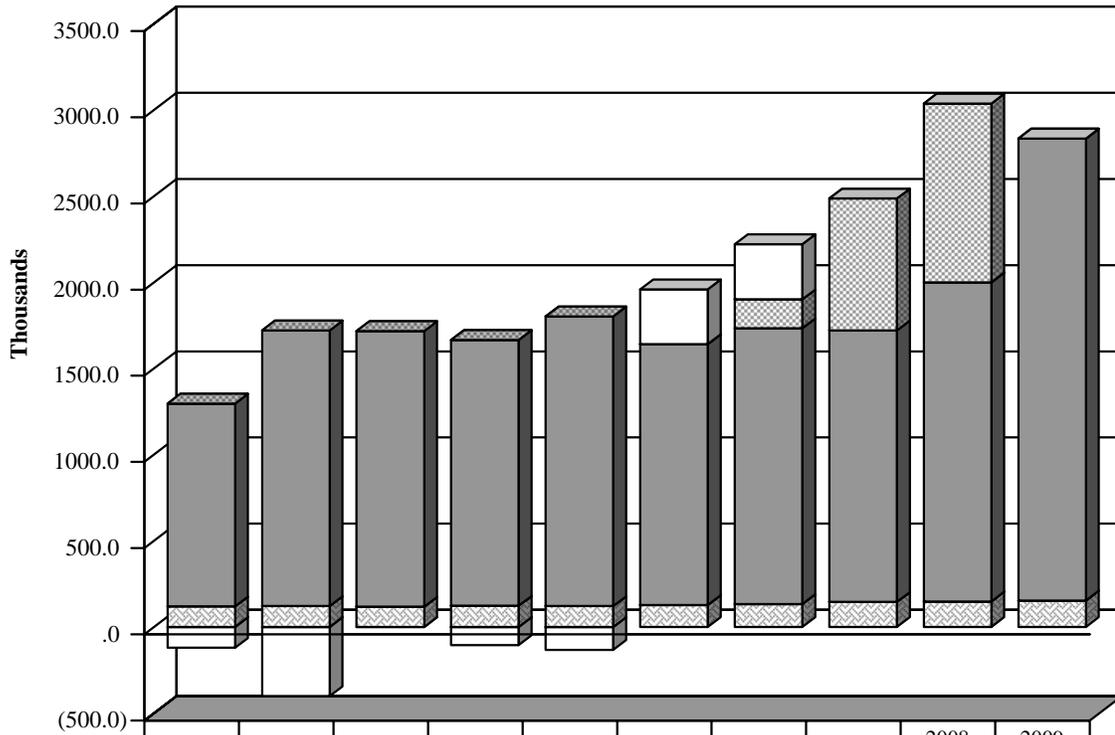
This schedule presents a breakdown of the fiscal year 2007 Actuals, fiscal year 2008 Adopted and the Adopted Budget for fiscal year 2009.

	FY2007 Actual	FY2008 Adopted	Adopted Budget	FY2009	
				Changes '08 Adopted to '09 Adopted	
Personnel Services	\$2,132,300	\$2,450,521	\$2,554,579	\$104,058	4.25%
Materials/Supplies	227,647	307,058	172,763	(134,295)	-43.74%
Other Charges	86,596	90,226	92,050	1,824	2.02%
Tower Lease	12,000	13,500	14,000	500	100.00%
Capital Outlay	27,128	175,000	0	(175,000)	-100.00%
Total	\$2,485,671	\$3,036,305	\$2,833,392	(\$202,913)	-6.68%



E-911 FUNDING ANALYSIS

This graph and schedule show the main funding source for E-911 Fund to be supported by a service charge to the end user. Funding provides for upgrading of systems and the proper hiring levels for E-911 service.



	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
□ Fund Bal. Use/(Surplus)	(120.4)	(400.9)	(.1)	(104.2)	(132.0)	316.3	320.9	.0	.0	.0
▨ General Fund Transfer	.0	.0	.0	.0	.0	.0	166.4	765.3	1036.7	.0
■ E-911 Service Charge	1176.1	1599.6	1599.7	1541.6	1680.6	1514.4	1600.8	1575.1	1852.0	2679.3
▤ State Reimbursement	119.4	121.1	117.8	123.0	121.1	127.5	133.2	145.3	147.7	154.1

	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
Fund Bal. Use/(Surplus)	-10%	-30%	0%	-7%	-8%	16%	14%	0%	0%	0%
General Fund Transfer	0%	0%	0%	0%	0%	0%	8%	31%	34%	0%
E-911 Service Charge	100%	121%	93%	99%	101%	77%	72%	63%	61%	95%
State Reimbursement	10%	9%	7%	8%	7%	7%	6%	6%	5%	5%

The Fiscal Years 2000, 2001, 2002, 2003 and 2004 had a negative number in Fund Balance Use/(Surplus) that represent revenues exceeding actual expenditures.

TOURISM FUND

The Tourism Fund, established as of July 2001, is a governmental special revenue fund. This fund is used to account for the receipt and disbursement of the 5% transient occupancy tax to be used for tourism. In Fiscal Year 2001 3% was received in the General Fund. As of July 1, 2001, a special revenue fund was established for this purpose. This revenue source has allowed the County to employ a Tourism Manager to support the growing tourism industry in the County. The Tourism Fund supports the marketing and promotions of Stafford's many tourism assets and programs. These assets include the arts, historic attractions, golf, wineries, parks and natural areas which all attract visitors to Stafford. The Tourism Fund is also allocated to tourism infrastructure improvements that are necessary to enhance the product available to Stafford visitors, and to regional tourism, which provides for the area's tourism marketing.

On December 13, 2005 the Board of Supervisors passed Resolution R05-472, which dedicates the entire 5% transient occupancy tax to the Tourism Fund. The 2% increase will be dedicated to the needs of the Stafford Museum Board of Directors to develop a charter, raise funds, implement a museum operations plan and oversee construction and opening of the museum until such time as the museum is self sufficient.

In FY2009 the 2% transient occupancy tax dedicated to the Stafford Museum will be temporally transferred to the General Fund to offset an additional increase in the real-estate tax rate. The Board of Supervisors will determine if the General Fund will continue to receive this revenue in the future fiscal years.

TOURISM FUND

MISSION

The Tourism Fund is a special revenue fund solely for the purpose of promoting travel and tourism within the County.

GOALS/OBJECTIVES

- Increase annual visitation to the County's events and attractions to 240,000
- Increase hotel and restaurant taxable sales to \$135 million
- Enhance Stafford tourism products, services and signage
- Maintain active participation in regional Tourism
- Support all sites in program and event development
- Continue development of a Stafford County Museum
- Market within County to increase awareness and visitation
- Plan and develop new Special Interest visitation

SERVICE LEVELS

	FY2007 Actual	FY2008 Budget	FY2009 Plan
Outcomes			
Restaurant/ Motel Sales (Department of Taxation)	\$103M	\$115M	\$135M
Attraction Visitations	229,119	225,000	240,000
Outputs			
Marketing Campaigns Conducted (Manual Tracking)	10	14	15
Trade Shows & Community Displays (Manual Tracking)	16	20	24

ACCOMPLISHMENTS

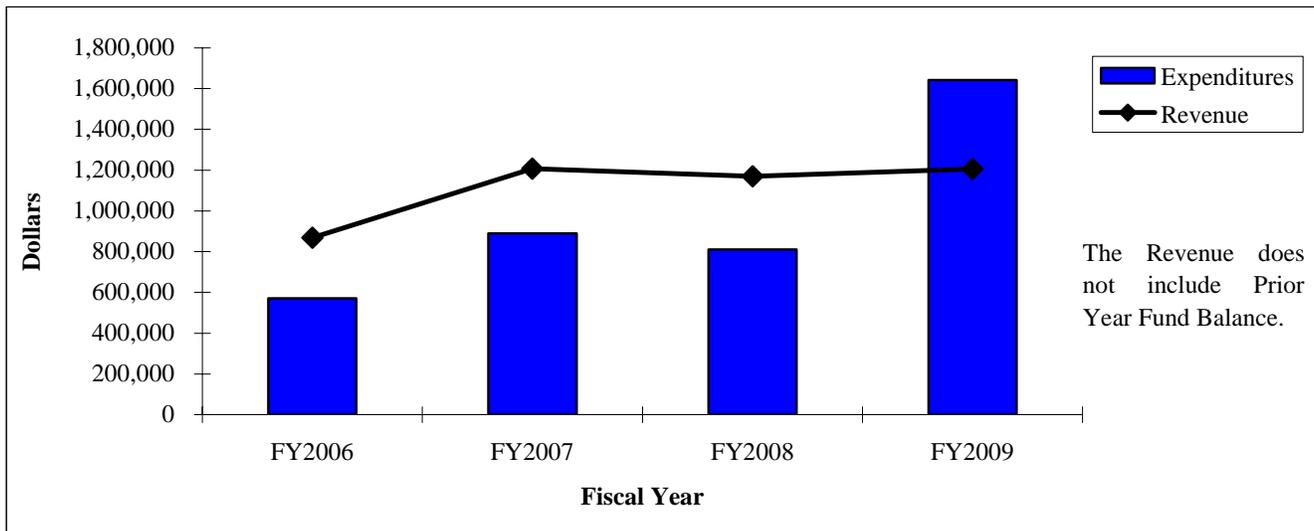
- Held the Second Discovery Days Festival at the City Dock
- Held the Rowser Building Dedication
- Continued work to open Government Island as a new park in 2008
- Continue familiarization tours in Stafford
- Support the Bluemont Concert Series held at Porter Library
- Support the Stafford Film Festival & Salute to Stafford Days
- Plan & support the July Fourth Event at George Washington's Ferry Farm

TOURISM FUND

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	68,374	90,548	87,809	147,498 *	59,689	67.98%
Operating	409,072	547,868	722,232	714,544	(7,688)	-1.06%
Capital	93,358	250,755	0	780,000	780,000	100.00%
Total	570,804	889,171	810,041	1,642,042	832,001	102.71%
Revenue	868,401	1,207,055	1,170,041	1,205,000	34,959	2.99%
Prior Year Fund Balance	0	0	100,000	437,042	337,042	337.04%
Difference	<u>(\$297,597)</u>	<u>(\$317,884)</u>	<u>(\$460,000)</u>	<u>\$0</u>	<u>460,000</u>	<u>-100.00%</u>

* A portion of the Assistant Director of Economic Development , the Tourism Manager, the Economic Development Technician, Senior Administrative Assistant and the Redevelopment Administrator are funded through the Tourism Fund.



BUDGET VARIANCES

Personnel Variance of 67.98% is attributed to the following:

- 1.2% Cost of living Increase
- Payroll budgeted at full staffing
- Increase in health insurance cost as recommended by consulting firm
- Increase in distribution of salaries of Assistant Director of Economic Development, Economic Development Technician, Senior Administrative assistant and Redevelopment Administrator

Operating Variance of -1.06% is attributed to the following:

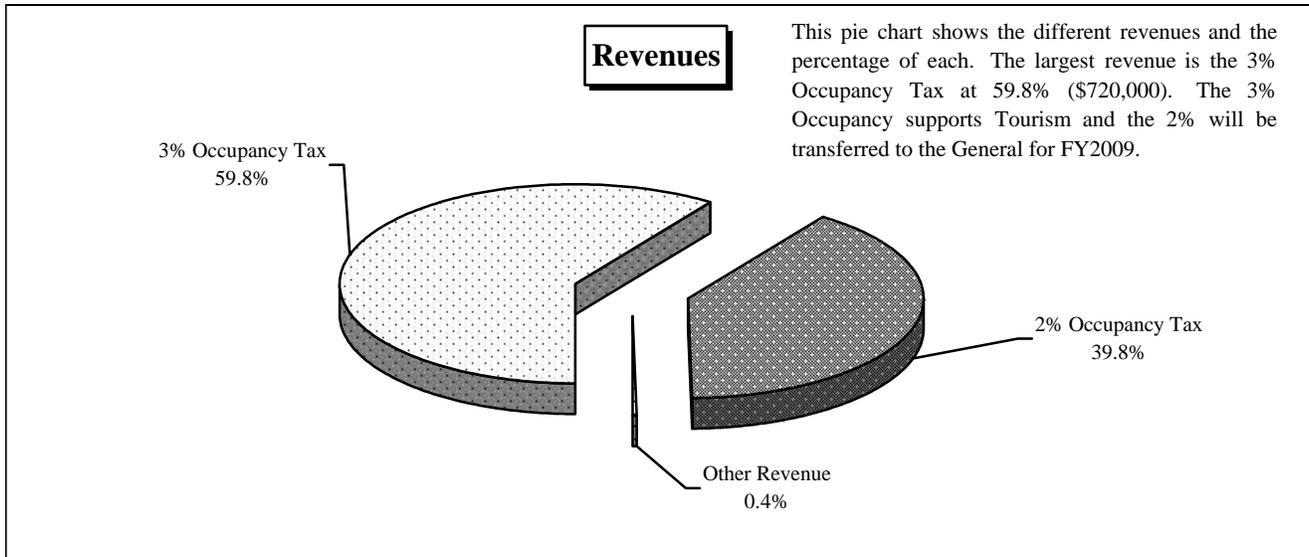
- No Budget for FY2009 for the Museum

Capital Variance of 100% is attributed to the following:

- Funding for Government Island

TOURISM FUND REVENUES

Revenues	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
3% Occupancy Tax	\$692,116	\$705,041	\$720,000	\$14,959	2.12%
2% Occupancy Tax	393,304	460,000	480,000	20,000	4.35%
Other Revenue	121,635	5,000	5,000	0	0.00%
Total	\$1,207,055	\$1,170,041	\$1,205,000	\$34,959	2.99%

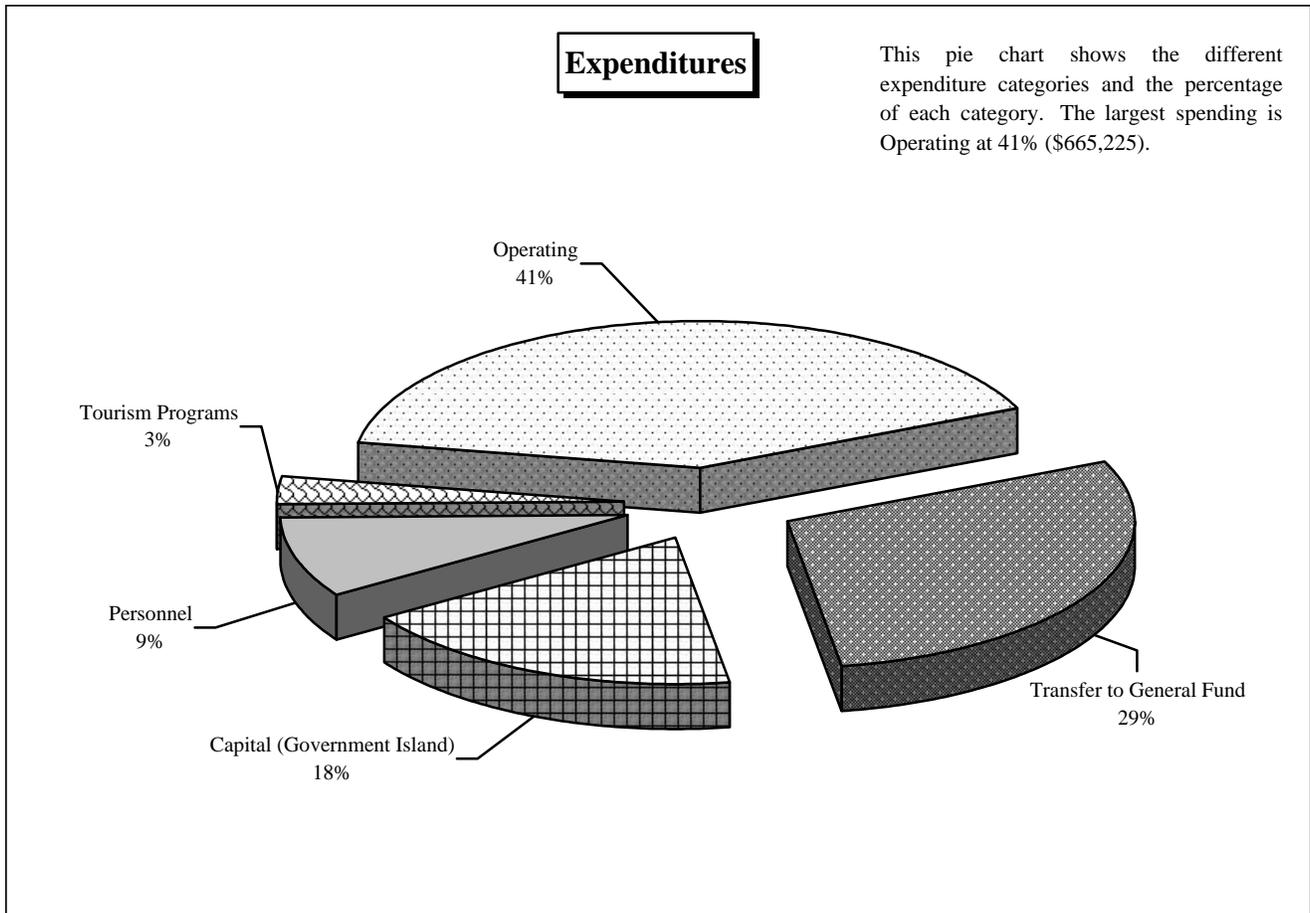


FUND BALANCE

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Fund Balance, Beginning of Year	\$1,172,262	\$1,490,146	\$1,775,827	\$285,681	24%
Revenues	1,207,055	1,170,041	1,205,000	34,959	3%
Expenditures	(889,171)	(884,360)	(1,642,042)	(757,682)	85%
Fund Balance, End of Year	\$1,490,146	\$1,775,827	\$1,338,785	(\$437,042)	-29%
Fund Balance Allocation:	<u>\$1,490,146</u>	<u>\$1,775,827</u>	<u>\$1,338,785</u>		
<u>Reserved:</u>					
Museum					
2% Revenue FY2006	230,095	230,095	230,095		
2% Revenue FY2007	393,304	393,304	393,304		
2% Revenue FY2008	0	460,000	460,000		
2% Revenue FY2009	0	0	0		
Government Island	200,000	200,000	0		
<u>Unreserved:</u>	<u>\$666,747</u>	<u>\$492,428</u>	<u>\$255,386</u>		
Fund balance, end of year	\$1,490,146	\$1,775,827	\$1,338,785		

TOURISM FUND EXPENDITURES

Expenditures	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Operating	\$488,549	\$722,232	\$665,225	(\$57,007)	-7.89%
Transfer to General Fund	0	0	480,000	480,000	100.00%
Capital (Government Island)	250,755	0	300,000	300,000	100.00%
Personnel	90,548	87,809	147,498	59,689	67.98%
Tourism Programs	59,319	74,319	49,319	(25,000)	-33.64%
Total	<u>\$889,171</u>	<u>\$884,360</u>	<u>\$1,642,042</u>	<u>\$757,682</u>	<u>85.68%</u>



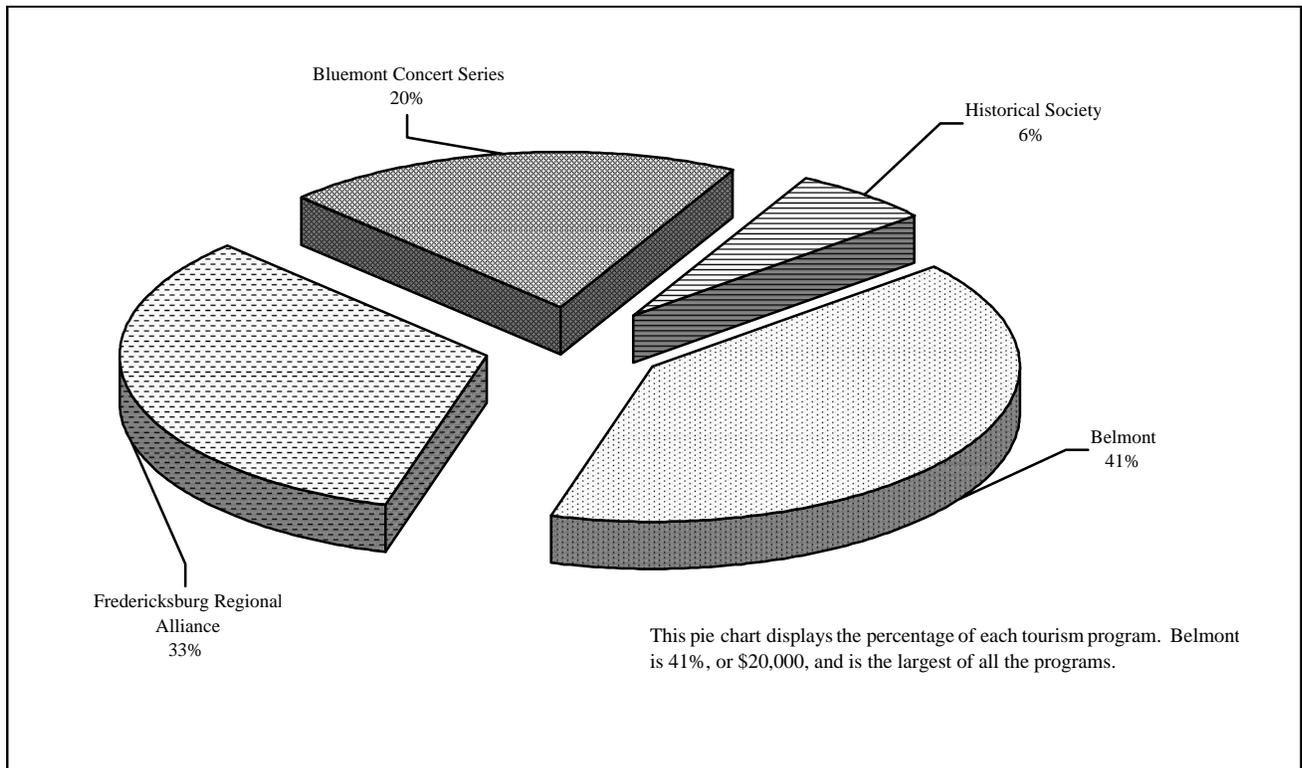
TOURISM REGIONAL & COMMUNITY AGENCIES

Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Bluemont Concert Series	Encourage and present a wide variety of high quality cultural events and activities that are affordable and family-oriented in the communities of northern and central Virginia
Fredericksburg Regional Alliance	A public/private economic development organization, which represents the City of Fredericksburg and the Counties of Caroline, King George, Stafford and Spotsylvania. The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region
Stafford County Historical Society	To preserve and promote knowledge of Stafford County history

TOURISM REGIONAL & COMMUNITY AGENCIES

This schedule presents a breakdown of tourism programs. The 3% Occupancy Tax, established in FY2001, that supports the Tourism Fund is now funding these programs. The Fredericksburg Regional Alliance is 10% supported by the Tourism Fund. The other 90% support comes from commercial business and will be paid from the General Fund in the Department of Economic Development / Legislative Affairs.

Program Name	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes 08 Adopted to '09 Adopted	
Belmont	\$5,000	\$20,000	\$20,000	\$0	0%
Fredericksburg Regional Alliance	16,319	16,319	16,319	0	0%
Bluemont Concert Series	35,000	35,000	10,000	(25,000)	-71%
Historical Society	3,000	3,000	3,000	0	0%
Total	<u>\$59,319</u>	<u>\$74,319</u>	<u>\$49,319</u>	<u>(\$25,000)</u>	<u>-34%</u>



GENERAL CAPITAL PROJECTS FUND

The General Capital Projects Fund accounts for capital expenditures of the County, especially those funded with debt proceeds. All proceeds from borrowing for County and School construction, except for that related to Parks and Recreation, which has a separate capital projects fund, are accounted for here.

School construction is financed through participation in the semi-annual Virginia Public School Authority pooled bond program. The money gained from borrowings for School construction is recorded in the General Capital Projects Fund and transferred directly to the School Construction fund as it is received.

Borrowings for all debt-funded expenditures for capital construction or equipment acquisition for County government purposes are accounted for here as well. The proceeds are recorded in the General Capital Projects fund, as well as the expenditures for equipment and the progress payments on construction projects. This allows for an accurate accounting of balances remaining on borrowed money.

The County acquires funding for fleet replacement using a Master Lease Agreement. The Agreement was secured using a competitive bid process, and permits borrowing up to the agreed upon amount, and defines the index upon which the rate will be determined at the time of the borrowing.

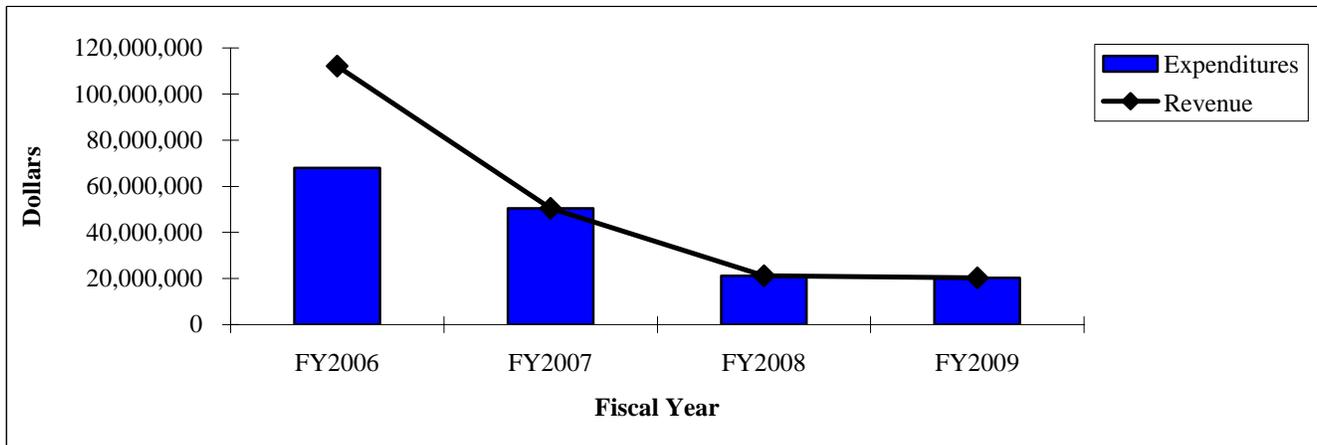
GENERAL CAPITAL PROJECTS FUND

MISSION

The General Capital Projects Fund shall provide funding for the acquisition, design and construction of major County office buildings and facilities, and funding of fleet replacement.

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2009		
				Adopted Budget	Changes '08 Adopted to '09 Adopted	
Costs						
Personnel	\$0	\$0	\$0	\$204,047	\$204,047	100.00%
Operating	98,135	77,983	467,000	0	(467,000)	-100.00%
Capital	67,901,807	50,349,300	20,751,720	20,041,953	(709,767)	-3.42%
Total	67,999,942	50,427,283	21,218,720	20,246,000	(972,720)	-4.58%
Other Revenue	112,141,914	50,427,283	21,218,720	20,246,000	(972,720)	-4.58%
Difference	<u>(\$44,141,972)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



BUDGET VARIANCES

Personnel Variance of 100% is attributed to the following:

- Added payment of salaries and benefits for the Construction Project Manager and Assistant
- 1.2% Cost of living Increase
- Increase in health insurance cost as recommended by consulting firm

Operating Variance of -100% is attributed to the following:

- No funding required

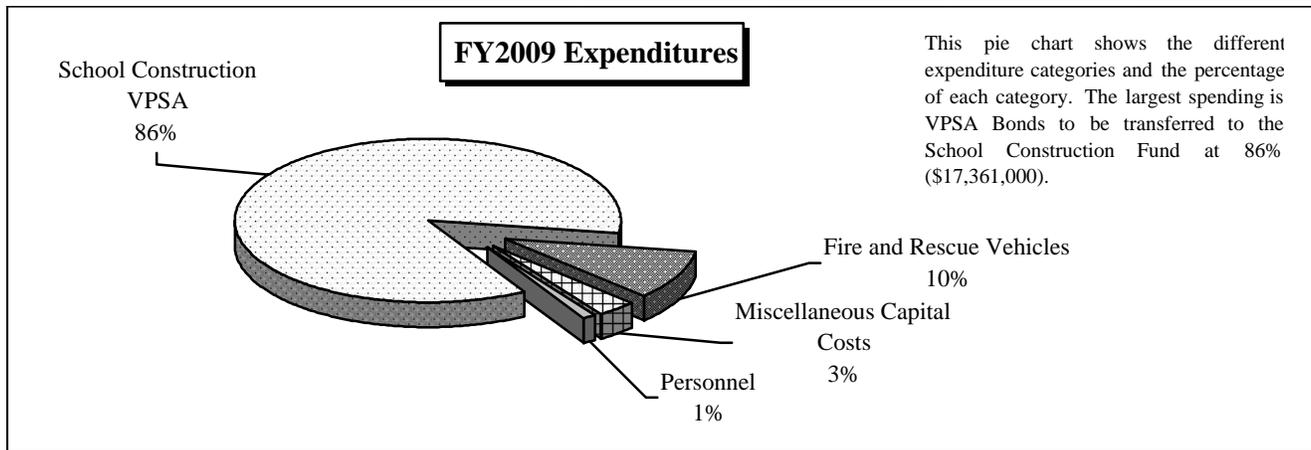
Capital Variance of -3.42% is attributed to the following:

- Attributed to a decrease in the Virginia Public School Authority (VPSA) bonds.

GENERAL CAPITAL PROJECTS FUND

The following schedule shows the budget for General Capital Projects Fund. The remaining funds for the projects approved will be rolled over each year. Due to the large impact this fund has on the General Fund debt and it is important to include this fund. There is also a graph below illustrating the breakdown of expenses for FY2009.

Revenues	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
VPSA Bonds	\$20,359,365	\$18,751,720	\$17,361,000	(\$1,390,720)	-7%
Leases Proceeds	3,451,690	2,000,000	2,000,000	0	0%
Interest	2,201,744	467,000	885,000	418,000	90%
Revenue Bond Proceeds	0	0	0	0	0%
Miscellaneous	42,334	0	0	0	0%
Transfer from the General Fund	825,000	0	0	0	0%
Total	\$26,880,133	\$21,218,720	\$20,246,000	(\$972,720)	-5%
Expenditures					
School Construction VPSA	\$26,913,039	\$18,751,720	\$17,361,000	(\$1,390,720)	-7%
Fire and Rescue Vehicles	0	2,000,000	2,000,000	0	0%
Miscellaneous Capital Costs	757,386	467,000	680,953	213,953	46%
Personnel	0	0	204,047	204,047	100%
Radio Communication System	559,284	0	0	0	0%
Public Safety Building	20,003,413	0	0	0	0%
Fire and Rescue Stations	2,194,161	0	0	0	0%
Total	\$50,427,283	\$21,218,720	\$20,246,000	(\$972,720)	-5%



FUND BALANCE

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Fund Balance, Beginning of Year	\$44,187,229	\$20,640,079	\$20,640,079	\$0	0%
Revenues	26,880,133	21,218,720	20,246,000	(972,720)	-5%
Expenditures	(50,427,283)	(21,218,720)	(20,246,000)	972,720	-5%
Fund Balance, End of Year	\$20,640,079	\$20,640,079	\$20,640,079	\$0	0%

PARKS AND RECREATION BOND FUND

The Parks and Recreation Fund, is used to account for Bond Revenue used to finance the acquisition and construction of major parks and recreation facilities. This is a Governmental Capital Project Fund and all monies are appropriated when the Bond Revenue is approved. A small Fund Balance has been maintained in this fund from a prior bond issue. In FY2002 on the November 6, 2001 Elections a Bond Referendum was added to the ballot to approve issuing general obligation bonds in the amount of \$11 million for paying costs of various parks and recreation projects. The Referendum was approved and Resolution R02-219 appropriated the funds on May 21, 2002. The funds will be appropriated each year as carryover funds and will be used to complete the various projects approved.

PARKS AND RECREATION BOND FUND

MISSION

The Parks and Recreation Fund shall provide funding for the acquisition, design and construction of major Parks and Recreation Facilities.

GOALS/OBJECTIVES

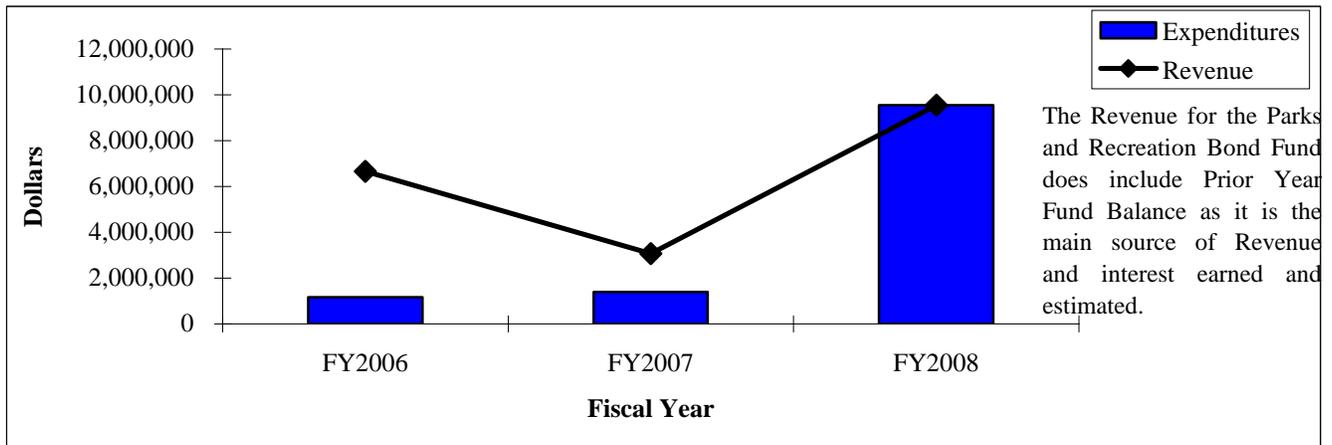
BOND PROJECTS BY PRIORITY FY2009

Proposed Project	Description of Facilities	Status
1 Senior Citizens Center (Rowser Building)	Large common area, kitchen, restrooms, separate meeting rooms, and arts and crafts room. Parks & Recreation Administration Offices will be relocated to the building, and a large multi-purpose room will be renovated for community recreation use.	Renovation was completed in Summer 2005 and Parks & Recreation relocated in August 2005.
2 Duff McDuff Green Park/Willowmere Park	At Duff McDuff Green Park lights for 3 baseball fields and 2 soccer/football fields. At Willowmere Park lights for 3 baseball fields.	Lights completed at Duff McDuff Green Park in Summer 2003 and at the baseball fields at Willowmere Park in Summer 2006.
3 Autumn Ridge Park	1 baseball field, 1 soccer field, picnic shelter, tot lot, parking.	Construction was completed and park opened in Spring 2005.
4 Smith Lake Park	3 baseball fields, 2 soccer fields, (all fields irrigated & lighted), comfort station & parking.	Construction was completed and park opened in Spring 2005.
5 Smith Lake Park	Re-grading and rebuilding of 90' baseball field.	Construction completed in Spring 2006.
6 Woodlands Pool Addition	Splashpad/water playground for pre-school and elementary-aged youth.	Construction was completed in Spring 2005 and opened in Summer 2005.
7 Woodlands Pool Dome and Lighting Replacement	The dome and internal lighting system were replaced with new.	Construction was completed in Fall 2006
8 Patawomeck Park/Moncure Property	Development of a master plan for the 180 tract. Phase 1 of development proposes 2 football/soccer fields, adult softball field and youth softball field as well as a shelter/restroom facility, playground, and tot lot. Historical areas will be preserved.	Land exchange was completed. Master Plan and engineering and design for first phase of development completed. Construction of Phase 1 was completed in Summer 2008.
9 Land Acquisition	Acquisition of land for future park projects.	A 30 acre, 37 acre and 12 acre parcel have been purchased.
10 Conceptual Development	Feasibility studies and concept plans for potential park sites.	Six feasibility studies have been completed for potential sites.
11 Fredericksburg-Stafford Park Authority	Upgrade/replacement of ballfield lights at Brooks Park.	Construction was completed in Fall 2006.
12 Mountain View HS Softball Field	Split cost of softball field at the Mt. View HS with Schools 50/50.	Construction completed in Fall 2005.

PARKS AND RECREATION BOND FUND

BUDGET SUMMARY

	FY2006 Actual	FY2007 Actual	FY2008 Revised Budget	FY2009		
				Adopted Budget	Changes '08 Revised to '09 Adopted	
Costs						
Operating	\$124,755	\$153,955	\$83,960	\$0	(\$83,960)	-100.00%
Capital	1,041,265	1,242,982	9,467,130	0	(9,467,130)	-100.00%
Total	1,166,020	1,396,937	9,551,090	0	(9,551,090)	-100.00%
Revenue	6,658,134	3,073,936	9,551,090	0	(9,551,090)	-100.00%
Difference	<u>(\$5,492,114)</u>	<u>(\$1,676,999)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>-100.00%</u>



BUDGET VARIANCES

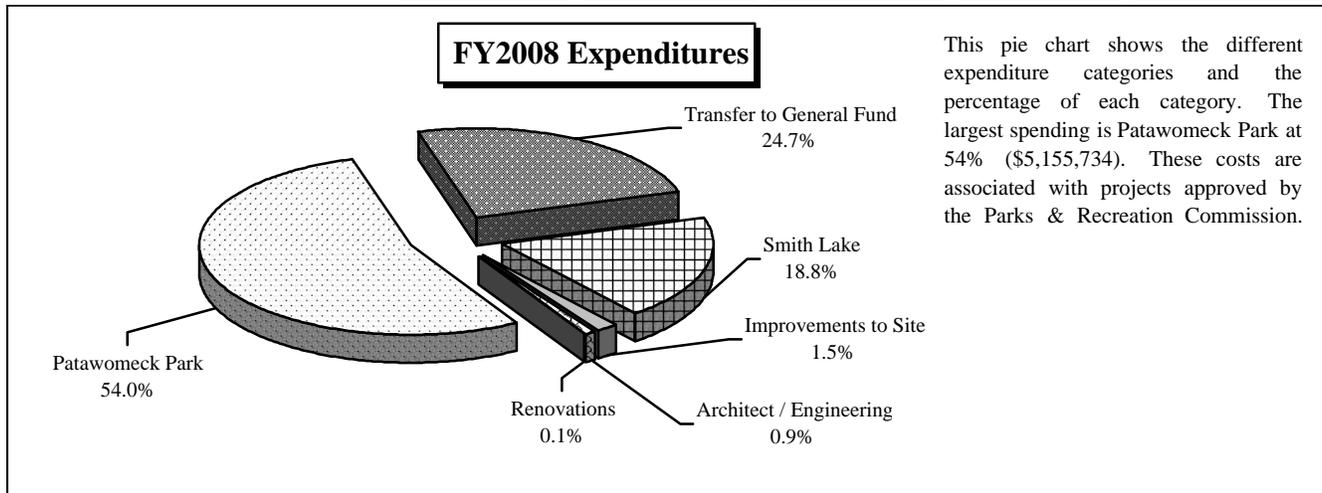
- The Parks and Recreation Bond Fund currently has no budget for FY2009. This fund represents bond proceeds budgeted in prior years. The FY2009 budget will be reappropriated from FY2008 after all numbers are audited

PARKS AND RECREATION BOND FUND

The following schedule shows the revised budget for FY2008 for the Parks & Recreation Fund. The remaining funds for the projects approved will be rolled over each year. Due to the large impact this fund has on the General Fund debt and Parks and Recreation it is important to show this fund with the revised budget each year. There is also a graph below illustrating the breakdown of expenses for FY2008.

Revenues	2007 Actual	FY2008 Revised Budget	Revised Budget	FY2009 Changes '08 Revised to '09 Revised	
Prior Year Fund Balance	\$4,511,519	\$4,876,090	\$0	(\$4,876,090)	-100.00%
Bond Proceeds	0	4,645,000	0	(4,645,000)	-100.00%
Miscellaneous	0	30,000	0	(30,000)	-100.00%
Transfer from the General Fund	2,369,290	0	0	0	0.00%
Proffers	500,000	0	0	0	0.00%
Interest	204,646	0	0	0	0.00%
Total	\$7,585,455	\$9,551,090	\$0	(\$9,551,090)	-100.00%

Expenditures	2007 Actual	FY2008 Revised Budget	Revised Budget	FY2009 Changes '08 Revised to '09 Revised	
Patawomeck Park	\$185,221	\$5,155,734	\$0	(\$5,155,734)	-100.00%
Transfer to General Fund	0	2,358,145	0	(2,358,145)	-100.00%
Smith Lake	245,963	1,800,000	0	(1,800,000)	-100.00%
Improvements to Site	497,476	147,713	0	(147,713)	-100.00%
Architect / Engineering	153,955	83,960	0	(83,960)	-100.00%
Renovations	3,021	5,538	0	(5,538)	-100.00%
Land	311,301	0	0	0	0.00%
Total	\$1,396,937	\$9,551,090	\$0	(\$9,551,090)	-100.00%



FUND BALANCE

	2007 Actual	FY2008 Revised Budget	Revised Budget	FY2009 Changes '08 Revised to '09 Revised	
Fund Balance, Beginning of Year	\$4,035,057	\$5,712,056	\$835,966	(\$4,876,090)	-85%
Revenues	3,073,936	4,675,000	0	(4,675,000)	-100%
Expenditures	(1,396,937)	(9,551,090)	0	9,551,090	-100%
Fund Balance, End of Year	\$5,712,056	\$835,966	\$835,966	\$0	0%

FIVE-YEAR OPERATING BUDGET MODEL

The Five Year Model is a tool to help in long-range planning for the various County funds and agencies. Assumptions used in forecasting activity in future years rely heavily on past history, as well as current economic conditions. It is assumed that the County will experience slow growth in FY2009, with a slight recovery to begin in FY2010. This model does not anticipate a return to the level of rapid growth recently experienced in the County. The plan reflects the anticipated future needs of County agencies, contrasting those needs with a revenue forecast for the same period. Revenue forecasting, based on historical trends, is intended to be responsibly conservative. Expenditure forecasts are based on projected needs by individual agencies. The gap between the projected revenues and expenditures provides an opportunity to identify needs and to begin planning and prioritizing for future years. The County is required to present a balanced budget each year.

The General Fund

REVENUES

The projections for taxable real property assume a 2.4% increase for the FY2009 budget year. In FY2010, a 2.5% growth rate is assumed. A return to more “normal” activity is assumed for subsequent years, with real estate growth projected at 5%. The Model maintains all taxes as adopted for the FY2009 Budget.

Development fees are projected to remain flat through FY2010, with a 3% growth rate projected for FY2011-2013. Fees will be evaluated every other year, with expected increases of approximately 15%.

Most other fees are projected to grow by 3%.

EXPENDITURES

Personnel expenditures for FY2010 through FY2013 are projected to grow at a rate of 9% annually. This category includes all benefits associated with personnel costs. Operating and capital expenditures for FY2010 through FY2013 are projected to grow at an inflation rate of 4% annually.

Capital Improvement Program costs are based on the financial guideline of 1% of annual revenues.

Debt service is estimated using the current debt schedules, the Proposed FY2009 CIP, and the County’s Principles of High Performance Financial Management Affordability Guidelines. An interest rate of 5.5% is assumed for future debt issuance.

For FY2010 through FY2013, local school funding projections are based on the Superintendent’s FY 2010 forecast (page 16 of the School Board’s FY09 Approved Preliminary Budget); projecting an 8% increase in each of the subsequent years.

SUMMARY

The model maintains a conservative approach to revenue forecasting, which reflects historical trends. The Board of Supervisors strives to maintain the tax base at the current level. County agencies were asked to forecast their future needs, without considering financial constraints.

As would be expected using these assumptions, in this Model, expenditures exceed revenues. The gap between revenues and expenditures for fiscal years 2009 through 2013 ranges between \$53.7 million and \$93.8 million. This imbalance provides a basis for decision-making for future years.

Five Year Models are also included for the Utilities Fund and the Transportation Fund.

GENERAL FUND

Five Year Financial Plan - Revenue and Expenditure Summary

	FY2007 Actual	FY2008 Adopted	FY2009 Adopted	FY2010 Forecast	FY2011 Forecast	FY2012 Forecast	FY2013 Forecast
Funding Sources							
Local Revenues							
General Property Taxes	135,859,851	151,151,613	165,957,645	169,728,000	178,306,000	187,440,000	197,051,000
Other Local Taxes	28,113,154	33,049,960	27,563,349	28,737,249	29,931,000	30,828,000	31,753,000
Permits and Fees	20,095,245	17,211,647	16,581,004	17,479,000	18,693,000	19,123,000	20,556,000
Use of Money and Property	2,279,052	1,662,330	1,724,030	1,731,000	1,738,000	1,745,000	1,752,000
Subtotal Local Revenues	186,347,302	203,075,550	211,826,028	217,675,249	228,668,000	239,136,000	251,112,000
State Revenues							
Shared Expenses	6,009,324	6,840,329	5,975,667	6,155,000	6,340,000	6,530,000	6,726,000
Categorical Aid	589,337	591,370	647,063	667,000	688,000	708,000	728,000
Social Services	6,043,975	5,989,548	5,657,762	5,997,000	6,240,000	6,518,000	6,793,000
Comprehensive Services Act	1,912,804	2,375,094	2,253,834	2,471,000	2,583,000	2,706,000	2,829,000
Non Categorical Aid	13,749,028	13,912,439	13,401,437	13,430,437	13,460,437	13,490,437	13,521,437
Subtotal State Revenues	28,304,469	29,708,780	27,935,763	28,720,437	29,311,437	29,952,437	30,597,437
Federal Revenues	496,292	95,000	307,103	98,000	101,000	104,000	107,000
Subtotal General Fund Revenues	215,148,062	232,879,330	240,068,894	246,493,686	258,080,437	269,192,437	281,816,437
Use of Fund Balance	8,149,323	6,407,832					
Total Sources	223,297,385	239,287,162	240,068,894	246,493,686	258,080,437	269,192,437	281,816,437
Uses of Funds							
General Government Administration	16,858,235	18,875,870	17,956,494	23,117,000	25,375,281	26,810,000	28,410,000
Judicial Administration	4,383,533	5,240,786	5,221,035	6,089,000	6,608,000	7,374,000	7,965,000
Public Safety	33,935,945	39,324,361	39,197,601	53,648,000	56,704,000	62,209,000	67,779,000
Health & Welfare	13,525,102	14,799,753	14,475,995	16,384,000	17,677,000	19,039,000	20,605,000
Parks & Recreation	5,004,961	5,939,966	6,072,596	7,986,000	8,858,000	10,211,000	12,781,000
Community Development	15,254,330	15,802,830	13,433,634	22,866,280	25,416,703	27,893,320	30,189,540
Miscellaneous	134,335,279	139,303,596	143,711,539	170,110,000	181,925,000	192,017,000	207,843,000
Total Uses	223,297,385	239,287,162	240,068,894	300,200,280	322,563,984	345,553,320	375,572,540
Unfunded Needs:	-	-	-	(53,706,594)	(64,483,547)	(76,360,883)	(93,756,103)

GENERAL FUND

Five Year Financial Plan - Revenue Summary

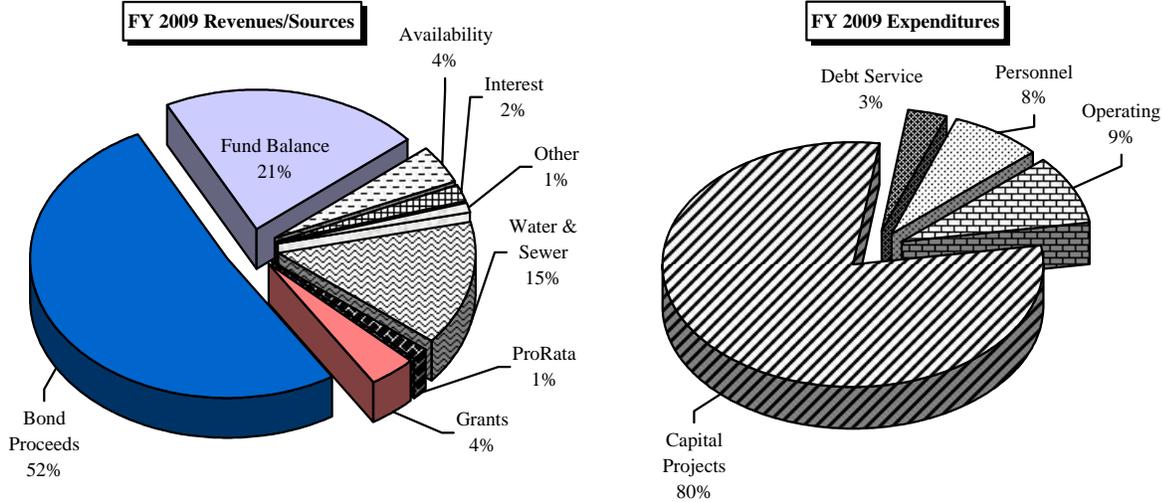
	FY2007 Actual	FY2008 Adopted	FY2009 Adopted	FY2010 Forecast	FY2011 Forecast	FY2012 Forecast	FY2013 Forecast
Funding Sources							
General Property Taxes							
Real Property - Current	106,518,162	118,629,869	132,365,000	135,674,000	142,458,000	149,581,000	157,060,000
Personal Property - Current	19,585,903	21,917,500	23,388,000	23,622,000	25,039,000	26,541,000	28,133,000
Real Property - Delinquent	3,222,954	3,100,000	3,100,000	3,178,000	3,257,000	3,452,000	3,659,000
Public Service Corps	1,632,676	1,700,000	1,700,000	1,743,000	1,848,000	1,959,000	2,077,000
Personal Property - Delinquent	2,021,090	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Interest and Penalties	1,500,930	1,812,645	1,812,645	1,867,000	1,979,000	2,098,000	2,224,000
Real Property - Roll Back	300,154	1,000,000	600,000	618,000	655,000	694,000	736,000
Merchants Capital	830,792	811,388	961,000	985,000	1,010,000	1,035,000	1,061,000
Mobile Homes	133,440	257,200	170,000	175,000	184,000	193,000	203,000
Machinery & Tools	113,751	223,011	161,000	166,000	176,000	187,000	198,000
Subtotal	135,859,851	151,151,613	165,957,645	169,728,000	178,306,000	187,440,000	197,051,000
Other Local Taxes							
Local Sales & Use Tax	9,776,827	12,400,000	10,100,000	10,403,000	10,715,000	11,036,000	11,367,000
Utility Customers' Taxes	7,678,116	8,299,960	6,763,349	6,966,249	7,175,000	7,390,000	7,612,000
Local Meals Tax	4,944,214	5,500,000	5,100,000	5,253,000	5,411,000	5,573,000	5,740,000
Recordation Taxes - Local	3,167,916	3,650,000	2,500,000	3,000,000	3,500,000	3,605,000	3,713,000
Motor Vehicle Licenses	2,038,837	2,600,000	2,600,000	2,600,000	2,600,000	2,678,000	2,758,000
Utility License Taxes	300,586	300,000	300,000	309,000	318,000	328,000	338,000
Bank Stock Taxes	206,658	300,000	200,000	206,000	212,000	218,000	225,000
Subtotal	28,113,154	33,049,960	27,563,349	28,737,249	29,931,000	30,828,000	31,753,000
Permits and Fees							
Service Charges & Other							
Ambulance Fee	475,126	2,436,600	2,280,000	2,160,000	2,225,000	2,292,000	2,361,000
Cablevision Franchise Fee	1,513,850	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Animal Licenses & Charges	76,932	78,800	103,900	107,000	110,000	113,000	116,000
Miscellaneous Revenue	8,903,520	3,267,980	3,583,470	3,691,000	3,802,000	3,916,000	4,033,000
Fines & Forfeitures	905,694	942,400	899,200	926,000	954,000	983,000	1,012,000
Excess Fees of Clerk	639,442	750,000	500,000	515,000	530,000	546,000	562,000
Recreation Fees	809,604	462,000	459,973	474,000	488,000	503,000	518,000
Gymnastics Fees	618,928	604,000	617,723	636,000	655,000	675,000	695,000
Aquatics	375,758	469,461	395,641	408,000	420,000	433,000	446,000
Well & Septic Fees	50,120	70,000	50,000	52,000	54,000	56,000	58,000
Code Administrative	3,518,797	3,636,706	3,529,292	4,214,000	5,038,000	5,189,000	6,210,000
Planning Fees	2,207,475	3,293,700	2,961,805	3,096,000	3,217,000	3,217,000	3,345,000
Subtotal	20,095,245	17,211,647	16,581,004	17,479,000	18,693,000	19,123,000	20,556,000
Revenue from Money and Property							
Interest	2,001,801	1,500,000	1,502,000	1,502,000	1,502,000	1,502,000	1,502,000
Rent	277,251	162,330	222,030	229,000	236,000	243,000	250,000
Revenue from Money & Property Subtotal	2,279,052	1,662,330	1,724,030	1,731,000	1,738,000	1,745,000	1,752,000
State Revenues							
PPTRA	12,652,251	12,446,437	12,446,437	12,446,437	12,446,437	12,446,437	12,446,437
State Shared Expenses	6,009,324	6,840,329	5,975,667	6,155,000	6,340,000	6,530,000	6,726,000
State/Fed - Social Services	6,043,975	5,989,548	5,657,762	5,997,000	6,240,000	6,518,000	6,793,000
Comprehensive Services Act	1,912,804	2,375,094	2,253,834	2,471,000	2,583,000	2,706,000	2,829,000
Non-Categorical Aid	1,096,778	1,466,002	955,000	984,000	1,014,000	1,044,000	1,075,000
State Reimbursement	265,384	257,870	259,373	267,000	275,000	283,000	291,000
State Fire Program Fund	224,232	230,000	243,690	251,000	259,000	267,000	275,000
Emergency Medical Service	81,626	85,000	124,000	128,000	132,000	136,000	140,000
Litter Grant	16,105	15,000	19,000	19,000	20,000	20,000	20,000
Abandoned Vehicles	1,990	3,500	1,000	2,000	2,000	2,000	2,000
Subtotal	28,304,469	29,708,780	27,935,763	28,720,437	29,311,437	29,952,437	30,597,437
Federal Revenue							
	496,292	95,000	307,103	98,000	101,000	104,000	107,000
Subtotal	215,148,062	232,879,330	240,068,894	246,493,686	258,080,437	269,192,437	281,816,437
Use of Fund Balance							
	8,149,323	6,407,832	-	-	-	-	-
Total Sources	223,297,385	239,287,162	240,068,894	246,493,686	258,080,437	269,192,437	281,816,437

GENERAL FUND

Five Year Financial Plan Expenditure Summary

	FY2007 Actual	FY2008 Adopted	FY2009 Adopted	FY2010 Forecast	FY2011 Forecast	FY2012 Forecast	FY2013 Forecast
Uses of Funds							
Administration							
Board of Supervisors	601,335	621,696	576,574	591,000	621,000	652,000	685,000
Budget	346,191	386,472	371,218	382,000	405,000	429,000	455,000
Commissioner of the Revenue	2,548,133	2,816,574	2,647,347	2,714,000	3,494,281	3,704,000	3,926,000
County Administration	1,167,240	1,287,289	1,215,241	1,246,000	1,321,000	1,400,000	1,484,000
County Attorney	1,518,241	1,205,968	1,127,044	1,155,000	1,224,000	1,297,000	1,375,000
Finance	2,007,226	2,139,609	1,929,402	2,363,000	2,505,000	2,655,000	2,814,000
Human Resources	571,385	690,100	607,777	1,205,000	1,277,000	1,354,000	1,435,000
Information Technology	2,633,819	2,497,387	2,335,114	3,523,000	3,734,000	3,958,000	4,195,000
Internal Audit, Office of	650	251,857	171,018	303,000	321,000	340,000	360,000
Public Services	3,214,553	4,504,871	4,607,235	6,772,000	7,178,000	7,510,000	7,893,000
Registrar & Electoral Board	357,956	441,223	396,435	538,000	595,000	610,000	671,000
Treasurer	1,891,506	2,032,824	1,972,089	2,325,000	2,700,000	2,901,000	3,117,000
Administration Subtotal	16,858,235	18,875,870	17,956,494	23,117,000	25,375,281	26,810,000	28,410,000
Judicial Administration							
Commonwealth's Attorney	2,449,895	2,793,131	2,809,051	3,285,000	3,582,000	4,070,000	4,437,000
Courts	1,933,638	2,447,655	2,411,984	2,804,000	3,026,000	3,304,000	3,528,000
Judicial Administration Subtotal	4,383,533	5,240,786	5,221,035	6,089,000	6,608,000	7,374,000	7,965,000
Public Safety							
Corrections	6,334,200	7,291,990	7,312,498	8,644,000	9,508,000	10,459,000	11,505,000
Fire and Rescue	10,896,716	14,014,469	13,445,204	23,274,000	23,656,000	26,294,000	28,786,000
Sheriff	16,512,780	17,780,163	18,237,531	21,510,000	23,259,000	25,157,000	27,215,000
Solid Waste	192,249	237,739	202,368	220,000	281,000	299,000	273,000
Public Safety Subtotal	33,935,945	39,324,361	39,197,601	53,648,000	56,704,000	62,209,000	67,779,000
Health & Welfare							
Comprehensive Services Act	4,088,648	4,128,362	4,406,028	5,010,000	5,329,000	5,600,000	5,888,000
Regional & Community Agencies	2,033,046	2,126,194	1,906,779	2,097,000	2,307,000	2,538,000	2,792,000
Social Services	7,403,408	8,545,197	8,163,188	9,277,000	10,041,000	10,901,000	11,925,000
Health & Welfare Subtotal	13,525,102	14,799,753	14,475,995	16,384,000	17,677,000	19,039,000	20,605,000
Parks & Recreation	5,004,961	5,939,966	6,072,596	7,986,000	8,858,000	10,211,000	12,781,000
Community Development							
Capital Projects	2,273,234	308,504	-	2,972,280	3,193,703	3,421,320	3,718,540
Central Rapp. Regional Library	4,165,906	4,726,775	4,726,775	5,785,000	6,739,000	7,390,000	7,836,000
Code Administration	4,542,195	5,097,648	4,226,466	6,194,000	6,900,000	7,536,000	8,194,000
Cooperative Extension	192,107	225,764	215,854	261,000	278,000	297,000	318,000
Econ. Dev./Legislative Affairs	894,589	1,280,821	1,157,075	1,722,000	1,828,000	1,946,000	2,096,000
Transportation, Office of	286,696	386,257	211,166	553,000	600,000	735,000	798,000
Planning and Zoning	2,899,603	3,777,061	2,896,298	5,379,000	5,878,000	6,568,000	7,229,000
Community Development Subtotal	15,254,330	15,802,830	13,433,634	22,866,280	25,416,703	27,893,320	30,189,540
Miscellaneous							
Debt Service	7,626,752	4,959,005	9,737,208	12,237,000	12,237,000	9,885,000	11,901,000
Non-Departmental	229,613	707,940	606,831	637,000	669,000	669,000	702,000
Schools Operating - Local Funding	121,193,761	132,600,000	133,367,500	156,181,000	168,006,000	180,493,000	194,313,000
Other Transfers	5,285,153	1,036,651	-	1,055,000	1,013,000	970,000	927,000
Miscellaneous Subtotal	134,335,279	139,303,596	143,711,539	170,110,000	181,925,000	192,017,000	207,843,000
Total Uses	223,297,385	239,287,162	240,068,894	300,200,280	322,563,984	345,553,320	375,572,540

UTILITIES FUND



UTILITIES FUND - WATER & SEWER SERVICES FINANCING SOURCES, USES & BALANCE - 5 YEAR PROJECTIONS

The Utilities Fund five-year Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. Information projected through 2013 reflects only model projections and does not reflect decisions made by the Board of Supervisors. The Fiscal Year 2007 amounts reflect actual amounts and the Fiscal Year 2008 amounts reflect estimates based on revenues and expenses to-date. Projections for 2009 through 2013 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes a 2% increase in the number of customers for 2009 and 2.5% growth from 2010 forward. Projections for 2009 thru 2011 assume that some water restrictions will be in place. It is expected that Rocky Pen Reservoir will be operational beginning in 2012 and therefore, no water restriction assumptions have been applied to years 2012 and beyond. Also assumes future rate increases may be required to cover anticipated capital improvements to the existing system and costs associated with Other Post Employment Benefits.

Availability Fees

Assumes 625 additional equivalent dwelling units (EDU) in 2010, with growth of 2.5% for years 2011 through 2013. Availability fees are currently \$5600 for water and \$3500 for sewer per EDU. Assumes a rate increase in 2010 associated with the cost of expansion related projects included in the Capital Improvement Plan (CIP).

ProRata Fees

Assumes developers will contribute 100% of their proportionate share of project costs. Fees are calculated based on the estimated cost impacts of development projects on the appropriate water pressure or wastewater zone.

Revenue Bond Proceeds

Bond proceeds will be used to partially finance large capital projects, particularly the construction of Rocky Pen Run reservoir and the Nutrient Removal Upgrades for the wastewater treatment facilities.

Use of Money and Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest Revenue is expected to decline over the five year planning period as cash balances are spent down relative to large capital projects that are underway, particularly the building of Rocky Pen Run reservoir and the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

Operating Expenditures

Assumes cost increases at 4% a year for most expenditures, with the exception of electric fees that are expected to increase by 20%. A 10% increase is expected in 2012 associated with the opening and operation of Rocky Pen Reservoir. Additionally, \$3M related to Other Post Employment Benefits (OPEB) is spread across Fiscal Years 2009, 2010 and 2011.

Debt Service

Assumes future debt is issued at a 5.5% interest rate, unless provided through the DEQ. Projections include borrowing a total of \$107.2M over the five year planning period to finance large capital projects.

Capital Projects

Includes all capital projects included in the five year capital improvement plans.

UTILITIES FUND

	2007	2008	2009	Projection			
	Actual	Estimated	Adopted	2010	2011	2012	2013
Revenues/Sources							
Water/Sewer Fees	\$19,115,925	20,100,000	\$19,980,000	\$22,117,860	\$25,708,695	\$29,882,501	\$33,079,929
Availability Fees	6,818,910	5,110,000	6,089,000	6,750,000	6,912,000	7,084,800	7,257,600
Pro Rata Fees	2,231,037	1,440,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Other Charges and Fees	1,948,080	1,558,866	1,509,200	1,546,930	1,585,603	1,804,020	1,849,121
Use of Money/Property	3,887,387	3,100,000	2,637,000	1,139,251	1,505,938	1,194,256	1,117,730
Grants	-	1,857,407	5,461,000	-	-	-	-
Revenue Bond Proceeds	-	-	70,600,000	36,600,000	-	-	-
	\$34,001,339	\$33,166,273	\$108,176,200	\$70,054,041	\$37,612,236	\$41,865,577	\$45,204,380
Donated Assets	9,726,024	-	-	-	-	-	-
Total Sources	\$43,727,363	\$33,166,273	\$108,176,200	\$70,054,041	\$37,612,236	\$41,865,577	\$45,204,380
Uses							
<u>Operations</u>							
Personnel	\$9,347,506	\$10,885,000	\$10,649,507	\$11,607,963	\$12,652,680	\$14,500,867	\$15,805,945
Operating	7,975,608	9,678,000	12,502,822	13,260,935	13,724,372	14,528,082	15,109,205
Operating-Capital Projects	2,435,833	1,650,000	6,663,000	5,442,040	5,903,540	3,866,280	4,903,520
<u>Expansion-Capital Projects</u>							
Pro Rata Funded	4,326,262	1,720,000	12,556,000	10,221,960	5,943,460	1,592,720	3,799,480
Availability/Bond Funded	9,573,922	18,466,000	90,550,000	6,976,000	750,000	750,000	1,750,000
<u>Debt Service</u>							
Existing Debt-Principal	3,185,000	3,285,000	3,350,000	3,435,000	2,920,000	3,205,000	670,000
Existing Debt-Interest	1,156,111	747,000	684,823	533,268	411,580	277,500	117,250
New Debt - Principal	-	-	-	-	-	-	1,531,661
New Debt - Interest	-	-	-	3,683,000	5,696,000	5,696,000	5,696,000
New Debt - Issue Costs	-	-	545,000	2,671,000	-	-	-
Total Uses	\$38,000,242	\$46,431,000	\$137,501,152	\$57,831,166	\$48,001,632	\$44,416,449	\$49,383,061
Total Sources Over Uses	\$5,727,121	(\$13,264,727)	(\$29,324,952)	\$12,222,875	(\$10,389,397)	(\$2,550,872)	(\$4,178,681)
Fund Balance							
Fund Balance, Beginning of Year	\$84,843,314	\$80,564,727	\$67,300,000	\$37,975,048	\$50,197,923	\$39,808,526	\$37,257,655
Designated - Prior Yr Commitment	-	8,600,000	-	-	-	-	-
Designated - Repair/Replacement	6,685,000	7,163,000	7,074,513	7,074,513	7,074,513	7,074,513	7,074,513
Designated - Operating Reserve	4,330,779	5,140,750	6,217,000	6,594,000	7,257,000	7,729,000	7,729,000
Designated - Extension Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Designated- Advance Payments	1,673,000	1,673,000	1,673,000	1,714,825	1,757,696	1,801,638	1,846,679
Restricted Cash - Debt Set Asides	5,219,753	4,034,823	7,651,268	9,027,580	9,178,500	8,014,911	8,707,654
Undesignated	57,656,196	35,688,427	10,359,267	20,787,005	9,540,818	7,637,593	2,721,127
Fund Balance, End of Year	\$80,564,727	\$67,300,000	\$37,975,048	\$50,197,923	\$39,808,526	\$37,257,655	\$33,078,973
Total Operating Revenues	\$21,155,019	21,658,866	21,489,200	23,664,790	27,294,298	31,686,521	34,929,050
Total Operating Expenses	(25,738,294)	(29,008,164)	(31,808,622)	(33,741,598)	(35,471,570)	(38,350,829)	(40,237,031)
Net Operating Income (Loss)*	(\$4,583,275)	(\$7,349,298)	(\$10,319,422)	(\$10,076,808)	(\$8,177,272)	(\$6,664,308)	(\$5,307,981)
* includes depreciation							
Debt Ratio 1	3.80	2.67	2.48	1.26	1.36	1.40	1.78
Debt Ratio 2	3.06	2.03	1.73	0.82	0.98	1.01	1.33
Debt Ratio 3	9.70	6.46	3.01	2.18	1.50	1.43	1.50

COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)

1. Net Revenues: 1.20 times Senior Debt Service
2. Net Revenues less 50% of Availability Fees: 1.0 times Senior Debt Service
3. Net Revenues less 50% of Availability Fees plus 50% of unrestricted reserves: 1.5 times Senior Debt Service

TRANSPORTATION FUND

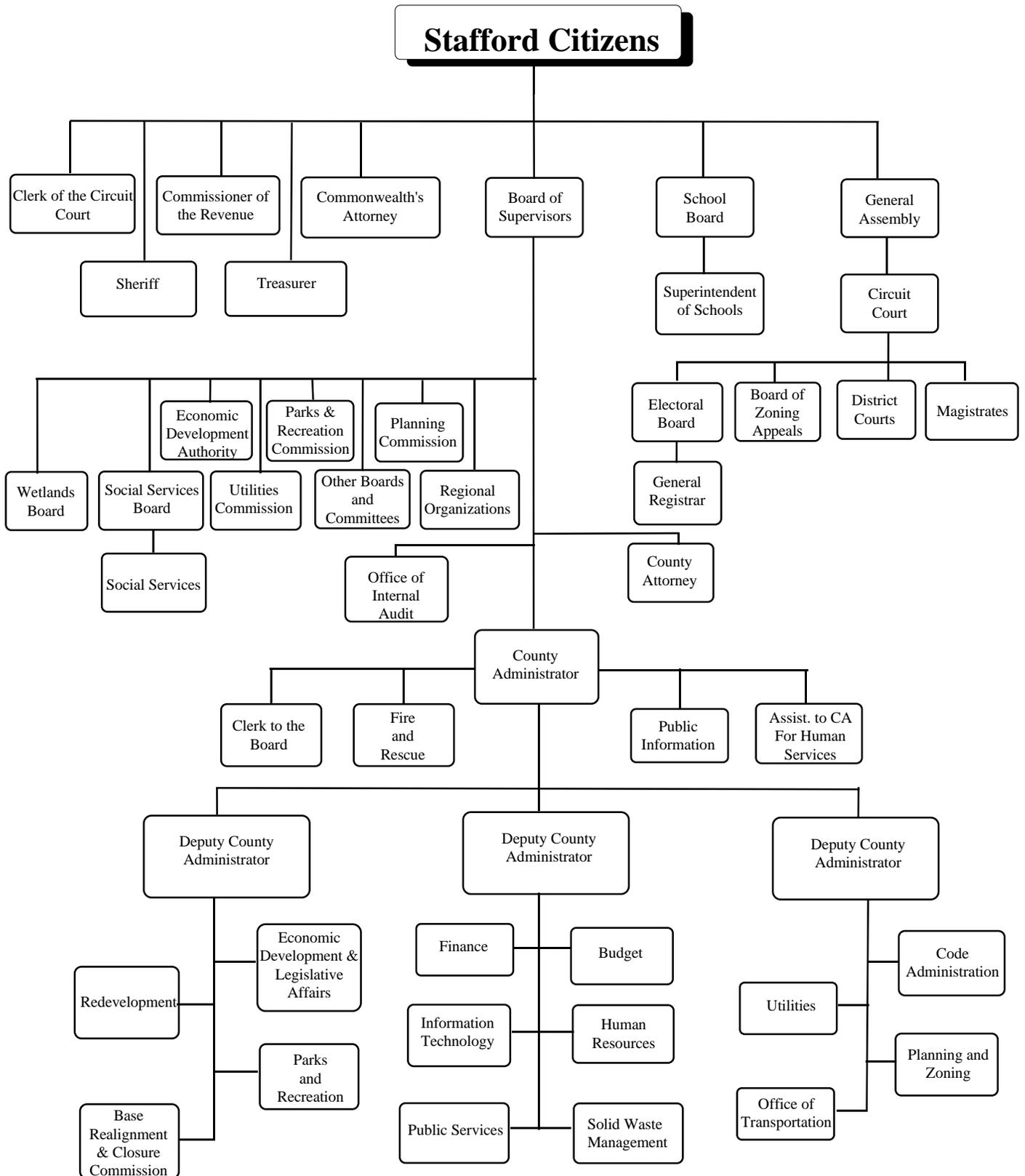
	FY2007	FY2008	FY2009	Fiscal Year			
	Actual	Adopted	Adopted	2010	2011	2012	2013
Revenues							
Gasoline Sales Tax	\$3,917,268	\$3,797,715	\$4,556,411	\$5,385,601	\$5,514,855	\$5,636,182	\$5,760,178 *
State Recordation Roads/Schools	1,431,429	1,100,000	750,000	750,000	1,125,000	1,125,000	1,125,000
Interest Revenue	195,408	180,000	0	0	0	0	0
Miscellaneous	523,725	0	0	0	0	0	0
Total Sources	<u>\$6,067,830</u>	<u>\$5,077,715</u>	<u>\$5,306,411</u>	<u>\$6,135,601</u>	<u>\$6,639,855</u>	<u>\$6,761,182</u>	<u>\$6,885,178</u>
Expenditures							
VRE Subsidy	\$917,147	\$2,315,147	\$2,974,507	\$3,852,120	\$3,860,238	\$4,280,960	\$4,307,647 **
Local Road Projects	755,460	1,868,521	808,280	\$1,189,104	1,647,355	1,300,991	1,342,067
FRED Bus Service	235,735	477,656	477,656	477,656	477,656	477,656	477,656
Bike Trails	39,039	0	450,000	0	0	0	0
Personnel	111,501	172,105	349,482	380,935	415,220	452,589	493,322
Airport Subsidy	114,286	114,286	114,286	114,286	114,286	114,286	114,286
Street Signs	35,398	50,000	50,000	50,000	50,000	50,000	50,000
PRTC Administrative Fee	97,192	30,000	42,200	31,500	35,100	44,700	60,200
Social Services	33,730	0	40,000	40,000	40,000	40,000	40,000
Route 610	19,290	50,000	0	0	0	0	0
Miscellaneous	7,280	0	0	0	0	0	0
Total Uses	<u>\$2,366,058</u>	<u>\$5,077,715</u>	<u>\$5,306,411</u>	<u>\$6,135,601</u>	<u>\$6,639,855</u>	<u>\$6,761,182</u>	<u>\$6,885,178</u>
Surplus/(Deficit)	\$3,701,772	\$0	\$0	\$0	\$0	\$1	\$0
Beginning of Year Fund Balance	\$864,323	\$4,566,095	\$4,566,095	\$4,566,095	\$4,566,095	\$4,566,094	\$4,566,095
End of Year Fund Balance	\$4,566,095	\$4,566,095	\$4,566,095	\$4,566,095	\$4,566,094	\$4,566,095	\$4,566,095

* Gasoline sales tax revenue projections provided by PRTC, July 2008

** VRE subsidy projections provided by PRTC, April 2008



ORGANIZATIONAL CHART



POSITION SUMMARY

	FY 2007 Actual		FY 2008 Adopted Budget		FY 2009 Adopted Budget		Change '08 Adopt. to '09 Adopt.	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
General Government Administration								
Board of Supervisors	7	n/a	7	n/a	7	n/a	0.0%	n/a
Budget	3	1	3	1	3	1	0.0%	0.0%
Commissioner of the Revenue	34	0	34	0	34	0	0.0%	0.0%
County Administration	12	2	11	2	11	2	0.0%	0.0%
County Attorney	9	0	9	0	9	0	0.0%	0.0%
Finance	18	2	18	2	18	2	0.0%	0.0%
Human Resources	7	1	7	1	7	1	0.0%	0.0%
Information Technology	20	2	21	2	21	2	0.0%	0.0%
Office of Internal Audit	3	0	3	0	3	0	0.0%	0.0%
Public Services	19	4	26	4	26	4	0.0%	0.0%
Registrar & Electoral Board	3	1	3	1	3	1	0.0%	0.0%
Treasurer	18	5	20	3	20	3	0.0%	0.0%
Total	153	18	162	16	162	16	0.0%	0.0%
Judicial Administration								
Commonwealth's Attorney	25	2	26	1	26	1	0.0%	0.0%
Courts	25	6	25	6	25	6	0.0%	0.0%
Total	50	8	51	7	51	7	0.0%	0.0%
Public Safety								
Fire and Rescue	84	0	98	0	98	0	0.0%	0.0%
Sheriff	179	17	187	17	187	17	0.0%	0.0%
Solid Waste	2	1	2	1	2	1	0.0%	0.0%
Total	265	18	287	18	287	18	0.0%	0.0%
Health and Welfare								
Comprehensive Services Act	2	0	2	0	2	0	0.0%	0.0%
Social Services	58	7	60	7	60	7	0.0%	0.0%
Total	60	7	62	7	62	7	0.0%	0.0%
Parks and Recreation								
Parks and Recreation (1)	32	127	40	127	40	127	0.0%	0.0%
Community Development								
Code Administration	44	1	43	1	43	1	0.0%	0.0%
Cooperative Extension	0	4	0	4	0	4	0.0%	0.0%
Econ. Develop./Leg. Affairs (2)	6	1	7	1	7	1	0.0%	0.0%
Office of Transportation	5	0	5	0	5	0	0.0%	0.0%
Planning and Zoning	28	4	34	2	34	2	0.0%	0.0%
Total	83	10	89	8	89	8	0.0%	0.0%
Total Positions - General Fund	643	188	691	183	691	183	0.0%	0.0%
Total Positions - E-911 Fund	37	0	37	0	37	0	0.0%	0.0%
School Funds (3)								
Operating & Grants Fund	3,395	0	3,419	0	3,449	0	0.9%	0.0%
Construction	5	0	4	0	5	0	30.5%	0.0%
Nutrition Services	157	0	158	0	160	0	1.3%	0.0%
Health & Workers' Comp Fund	4	0	4	0	4	0	0.0%	0.0%
Fleet Services	25	0	26	0	26	0	0.0%	0.0%
Total Positions - School Funds	3,586	0	3,610	0	3,644	0	0.9%	0.0%
Total Positions - Transportation Fund (4)	2	0	2	0	2	0	0.0%	0.0%
Total Positions Utilities Fund	139	5	141	7	141	7	0.0%	0.0%
Total Positions - All Funds	4,407	193	4,481	190	4,515	190	0.7%	0.0%

(1) Does not include seasonal Parks & Recreation positions

(2) Position Counts for the Tourism Fund are included in the General Fund, Economic Development/Legislative Affairs Department

(3) All School Funds positions are Full-Time Equivalent totals and rounding may apply

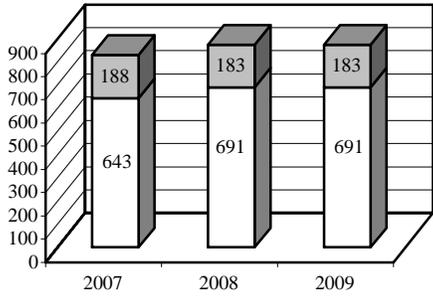
(4) In addition to the approved Transportation Fund positions, a Senior Planner and Engineering Specialist who work under the Office of Transportation are funded in the Transportation Fund. The positions are counted in the General Fund Office of Transportation.

(Details on staffing changes are highlighted within each Department section)

POSITION SUMMARY

General Fund

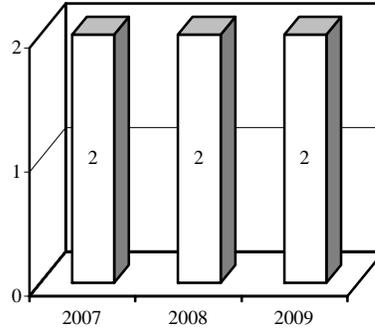
The FY 2009 General Fund adopted budget maintained the current authorized positions.



Legend: Full-Time Positions (white), Part-Time Positions (gray)

Transportation Fund

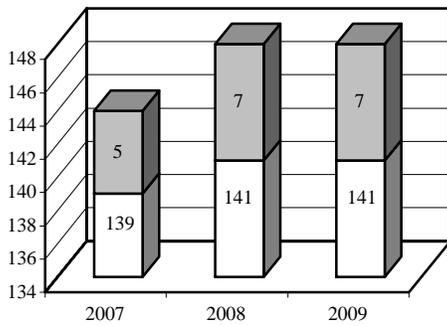
The FY2009 Transportation Fund budget maintains the current authorized positions.



Legend: Full-Time Positions (white)

Utilities Fund

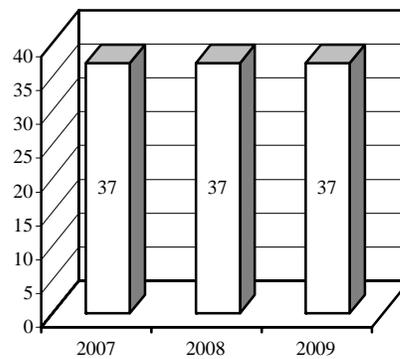
The FY2009 Utilities Fund adopted budget maintains the current authorized positions.



Legend: Full-Time Positions (white), Part-Time Positions (gray)

E-911 Fund

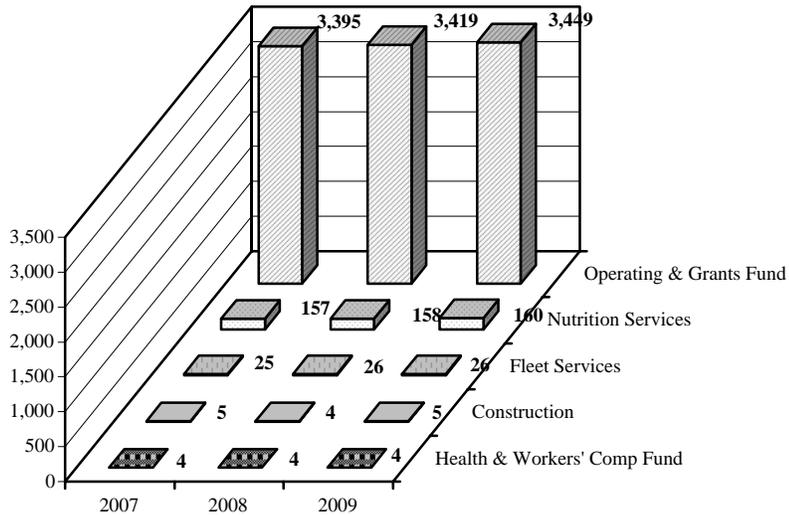
The FY2009 E-911 Fund adopted budget maintains current authorized positions.



Legend: Full-Time Positions (white)

School Funds

The FY2009 School Operating Fund and Grant Fund increased by 30 full-time equivalent positions, the Nutrition Services Fund increased by 2 full-time equivalent positions and the Construction increased by 1 full-time equivalent. All other School funds maintained their current staffing levels.



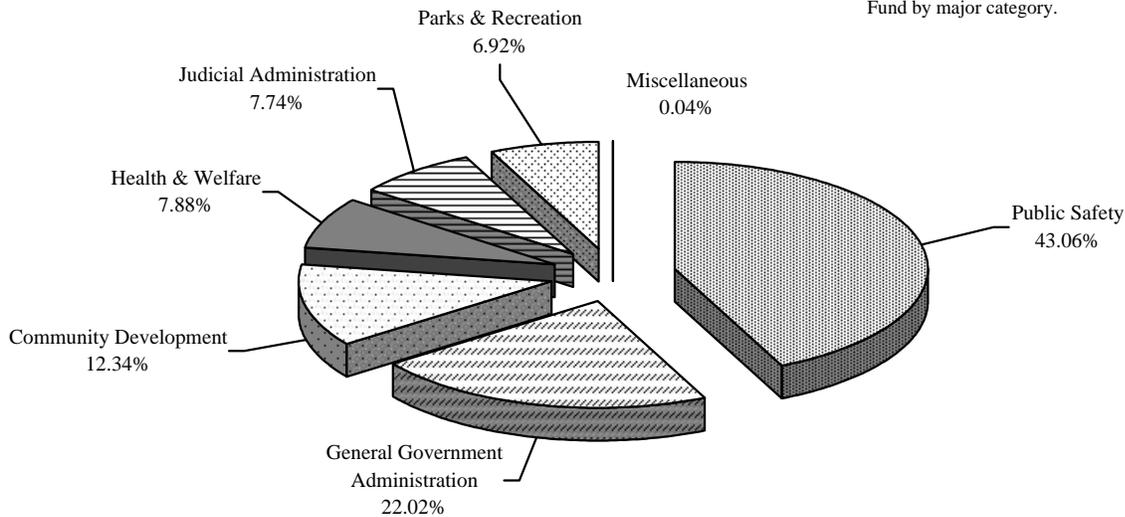
NEW POSITIONS APPROVED FOR FY2009 SCHOOL FUNDS

Department	Position	Full-Time
School Operating Fund		
Instruction	Teachers	16
Instruction	Paraprofessionals	5
Instruction	Computer Technician/Trainers & Assistant	1
Instruction	Assistant Principal	2
Instruction	Library/Media Specialist & Media/Technology Specialist	0.7
Instruction	Administrative Assistants	5.3
Instruction	Alternative Ed - Teacher	-1
Administration	Office of Public Information	2
Administration	School Nurse and Licensed Practical Nurse	1
Administration	Plant Engineer/Assistant Plan Engineer	0.7
Administration	General Maintenance Worker (Grounds)	1
School Operating Fund Total		33.7
School Grants Fund		
	Social Worker	-0.5
	Paraprofessionals	-2.5
School Grants Fund		-3
School Construction Fund		
	Project Manager	1
School Construction Fund Total		1
School Nutrition Services Fund		
	Assistant Cafeteria Manager	1
	Cafeteria Manager	1
School Nutrition Services Fund		2
Total School Funds		33.7

GENERAL FUND PERSONNEL BY MAJOR CATEGORY

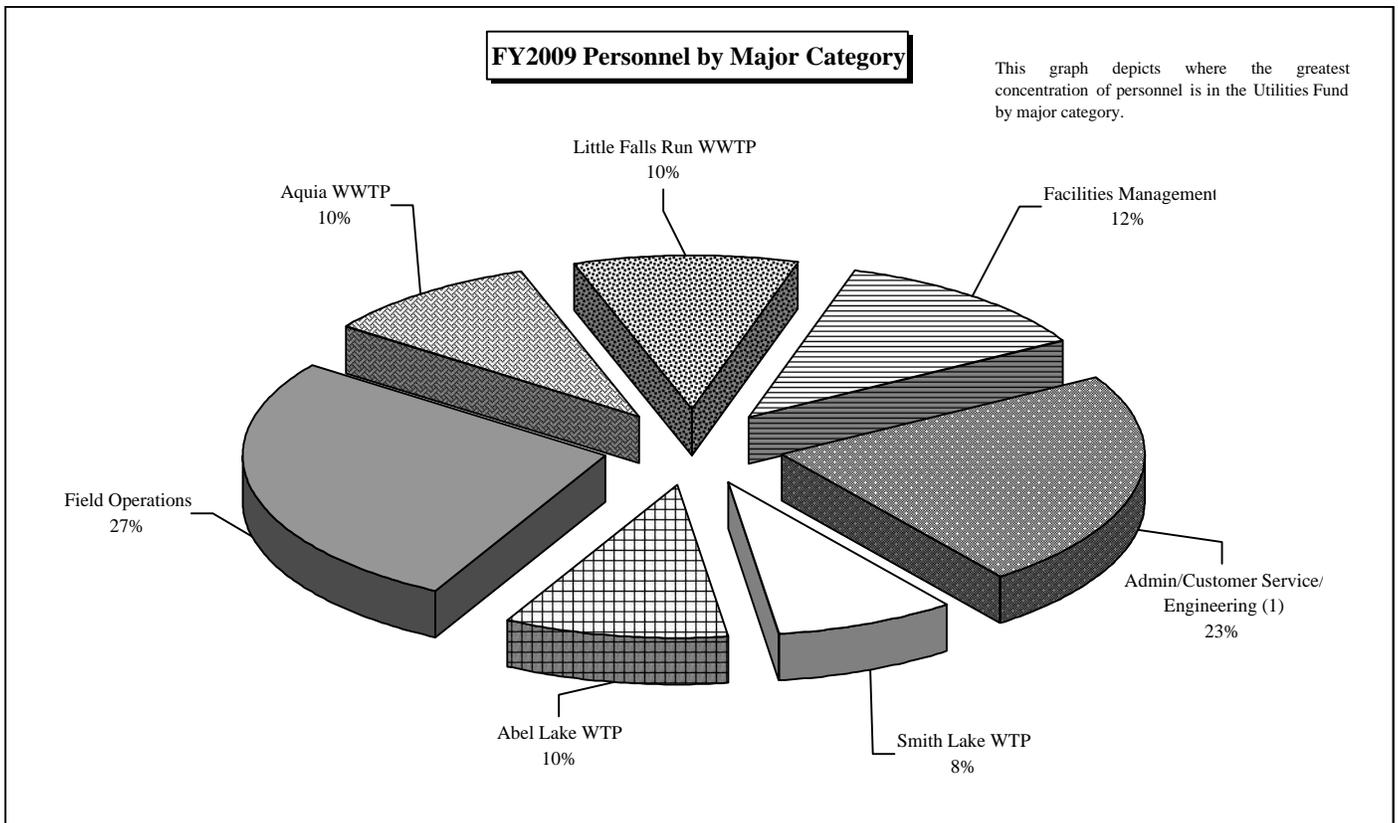
	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Public Safety	\$19,173,291	\$23,712,509	\$23,617,885	(\$94,624)	-0.40%
General Government Administration	11,139,360	12,562,091	12,081,574	(480,517)	-3.83%
Community Development	5,647,021	6,832,960	6,771,964	(60,996)	-0.89%
Health & Welfare	3,794,802	4,439,588	4,324,658	(114,930)	-2.59%
Judicial Administration	3,657,963	4,165,547	4,247,310	81,763	1.96%
Parks & Recreation	3,386,278	3,812,028	3,797,736	(14,292)	-0.37%
Miscellaneous	16,910	0	20,000	20,000	100.00%
Total	\$46,815,625	\$55,524,723	\$54,861,127	(\$663,596)	-1.20%

FY2009 Personnel by Major Category



UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

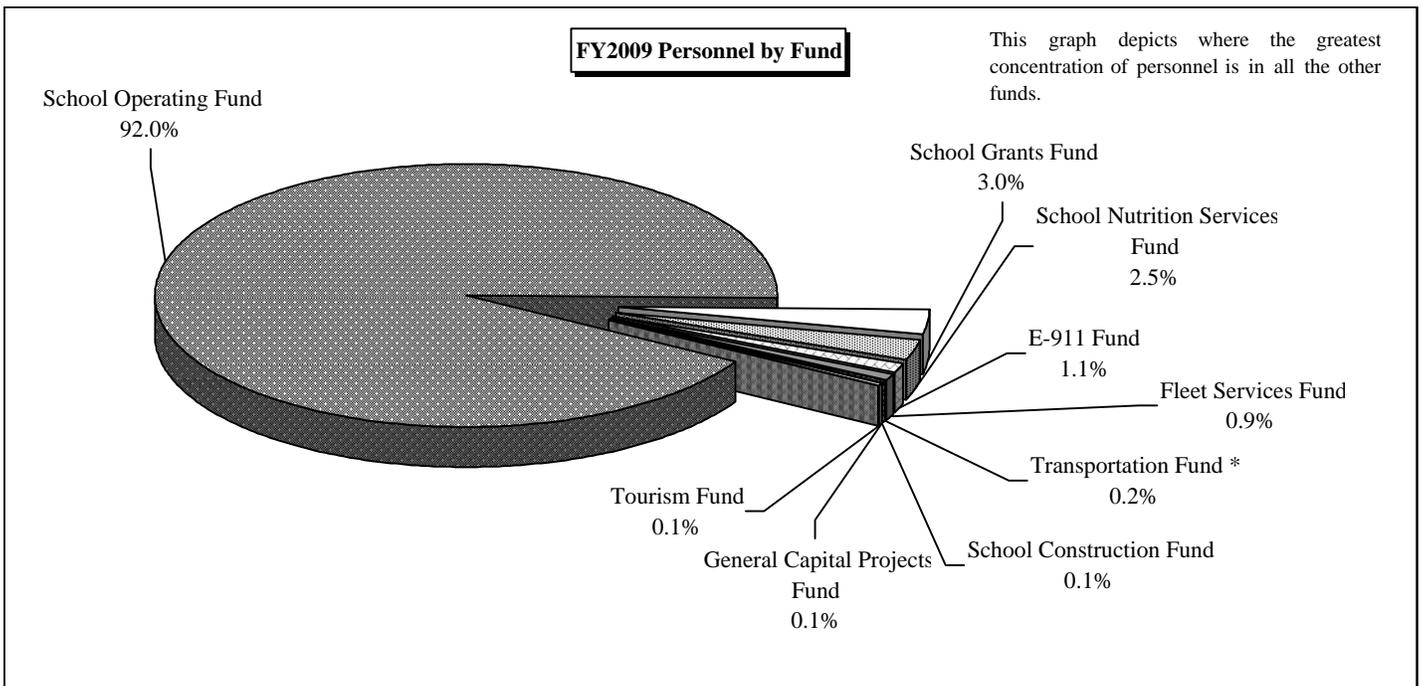
	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes 08 Adopted to '09 Adopted	
Admin/Customer Service/ Engineering (1)	\$2,273,935	\$2,651,271	\$2,464,734	(\$186,537)	-7.04%
Smith Lake WTP	867,091	889,204	854,475	(34,729)	-3.91%
Abel Lake WTP	872,065	1,128,085	1,067,396	(60,689)	-5.38%
Field Operations	2,519,000	2,806,606	2,879,234	72,628	2.59%
Aquia WWTP	909,163	1,115,124	1,055,695	(59,429)	-5.33%
Little Falls Run WWTP	952,269	1,014,752	1,061,735	46,983	4.63%
Facilities Management	953,983	1,239,389	1,266,238	26,849	2.17%
Total Expenditures	\$9,347,506	\$10,844,431	\$10,649,507	(\$194,924)	-1.80%



(1) FY09 includes partial funding of OPEB liability in the amount of \$1.0M.

OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

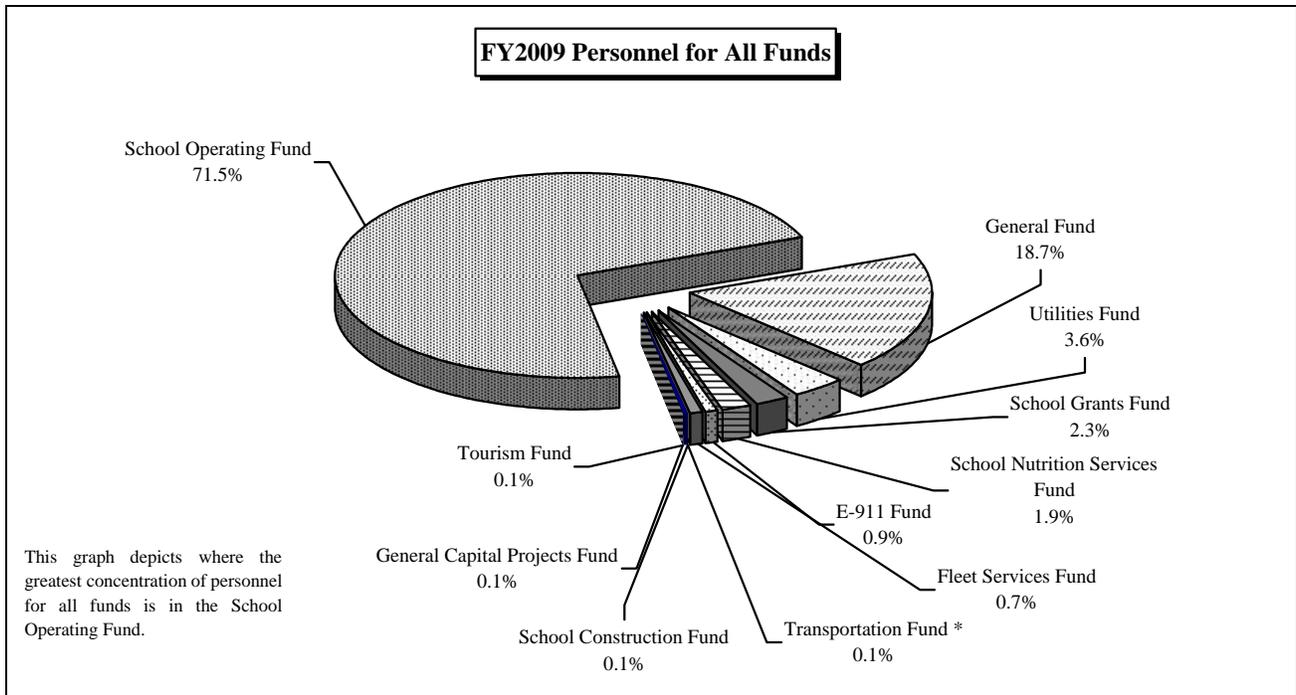
	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted Budget	Changes '08 Adopted to '09 Adopted	
School Operating Fund	\$185,616,466	\$203,894,471	\$210,375,313	\$6,480,842	3.18%
School Grants Fund	7,367,288	7,670,480	6,881,041	(789,439)	-10.29%
School Nutrition Services Fund	4,695,094	5,104,623	5,623,067	518,444	10.16%
E-911 Fund	2,132,300	2,450,521	2,554,579	104,058	4.25%
Fleet Services Fund	1,699,217	1,977,813	2,069,322	91,509	4.63%
Transportation Fund *	111,501	172,105	349,482	177,377	103.06%
School Construction Fund	377,413	154,217	342,689	188,472	122.21%
General Capital Projects Fund	0	0	204,047	204,047	100.00%
Tourism Fund	90,548	87,809	147,498	59,689	67.98%
Total Expenditures	\$202,089,827	\$221,512,039	\$228,547,038	\$7,034,999	3.18%



* A Senior Planner and Engineering Specialist are funded in the Transportation Fund for FY2009. These positions were funded in the General Fund Office of Transportation in FY2008.

PERSONNEL FOR ALL FUNDS

	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
School Operating Fund	\$185,616,466	\$203,894,471	\$210,375,313	\$6,480,842	3.18%
General Fund	46,815,625	55,524,723	54,861,127	(663,596)	-1.20%
Utilities Fund	9,347,506	10,844,431	10,649,507	(194,924)	-1.80%
School Grants Fund	7,367,288	7,670,480	6,881,041	(789,439)	-10.29%
School Nutrition Services Fund	4,695,094	5,104,623	5,623,067	518,444	10.16%
E-911 Fund	2,132,300	2,450,521	2,554,579	104,058	4.25%
Fleet Services Fund	1,699,217	1,977,813	2,069,322	91,509	4.63%
Transportation Fund *	111,501	172,105	349,482	177,377	103.06%
School Construction Fund	377,413	154,217	342,689	188,472	122.21%
General Capital Projects Fund	0	0	204,047	204,047	100.00%
Tourism Fund	90,548	87,809	147,498	59,689	67.98%
Total	\$258,252,958	\$287,881,193	\$294,057,672	\$6,176,479	2.15%



* A Senior Planner and Engineering Specialist are funded in the Transportation Fund for FY2009. These positions were funded in the General Fund Office of Transportation in FY2008.

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources provides career opportunities through employment with the County government. It further services the public by responding to citizen inquiries about the scope and specific functions of the County's organizational structure. Another major responsibility of the department is to provide for the well being and employment needs of the workforce. This is accomplished through an array of comprehensive programs designed to recruit and retain efficient and productive employees.

Significant components of the Department of Human Resources are:

Recruitment and Selection - Recruits quality candidates for vacancies and, through a comprehensive hiring process, recommends the most qualified person for the position.

Equal Opportunity Employment Issues - Ensures that the County offers equal opportunities for employment while also offering career advancement opportunities for the workforce.

Training - Coordinates training opportunities to provide the community with a competent workforce capable of rendering quality service.

Compliance with Federal and State Regulations - Ensures that the County operates within the confines of federal and state mandates, regulations and guidelines. Examples of mandates that the department often works with are Fair Labor Standard Act (FLSA), Family Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), the Americans with Disabilities Act (ADA); Occupation Health and Safety Act (OSHA); and the Workers' Compensation Act.

Compensation and Scope of Work - Maintain a Compensation Plan that is competitive in the market area and develop job descriptions that accurately reflect the work performed by employees.

Benefits Administration - Administers all benefit programs by assisting the workforce with issues relating to individual coverage and usage while monitoring program cost and compliance to federal and state laws.

Employee Performance Issues - Administers a performance management program that evaluates employee performance through annual evaluations and links performance to pay. Coordinates disciplinary actions and responds to unemployment compensation claims.

Policies and Procedures - Responsible for developing and disseminating personnel policies and procedures to the workforce. Responds to employee inquiries, renders policy interpretations and recommends revisions to reflect changes in federal and state mandates.

Employee Relations Programs - Organizes and coordinates most employee development and enhancement programs such as the Service Awards program, health screenings, blood drives, and the employee assistance program.

INTERNAL COMMITTEES

The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County
Best Fest Committee	Assists in the planning and implementation of annual Best Fest program.
County Green Team	Responsible for upgrading current recycling system in the County Administration Building
Co-Leadership Team	Comprised of Assistant Directors of Departments and Constitutional Officers. Responsible for strategic thinking and problem solving
County Newsletter Committee	Responsible for newsletter items published in the <i>County Line</i>
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service to County citizens.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and HR Dept. on employee related issues.
Employee Survey Committee	Responsible for planning and implementing the bi-annual employee survey.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

The following Boards, Authorities Commissions and Committees were established to enhance community involvement for Stafford.

Committee Name	Number of Members	Function
ADA Grievance Committee	8	Hears appeals on decisions regarding the Americans with Disabilities Act
Advisory Board on Towing	11	Regulate services rendered, pursuant to police towing requests by any business engaged in the towing or storage of unattended, abandoned, or immobile vehicles
Agricultural Commission	7	Establishes standards for preservation of agricultural and rural lands
Architectural Review Board	5	Reviews all applications for construction, renovations, alteration or relocation of any structure in the Historic District; issues Certificates of Appropriations for all work in the Historic District
Architectural Review Board for Centreport	2	To assure cooperation with and compliance to County goals for development
Beautification Committee	12	Coordinates the county's litter control program; tasked with improving the aesthetic and environmental quality of the county
Board of Building Code Appeals	5	Hears appeals on interpretations of the Uniform Statewide Building Code made by the Building Official
Board of Social Services	3	Oversee the administration of policy making and advisory responsibilities of Social Services
Board of Zoning Appeals	7	Hears and decides appeals relating to requirements, decisions made in enforcing the Zoning Ordinance; decides approval or disapproval of Special Exception or Variance applications
Cable and Telecommunications Commission	9	Monitors compliance by cable television companies with Chapter 7 of the Stafford County Code
Celebrate Virginia North Community Development	5	Creates a mechanism for the funding of certain public roads, utilities, infrastructure and services within the CDA District
Central Rappahannock Regional Library Board of Trustees	2	Sets operating policy for the library
Chaplin Group Home	2	Constructs and operates a pre-dispositional and post-dispositional group home for juveniles
Civilian-Military Community Relations Council	2	Develop better understanding between the military and civilian communities
Clean Community Task Force	7	To address the preservation of environment and quality of life
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families
Disability Service Board	3	Plans, coordinates and evaluates services for physical and sensory disables of the region
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
Old Falmouth Renaissance Committee	10	Concentrates on the needs of the geographic area between Interstate 95 and the Mayfield-Ferry Farm Bridge; addresses matters such as historic preservation, traffic flow, flooding and environmental degradation, deterioration and construction standards
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation
Planning Commission	7	Provide recommendations to the Board of Supervisors concerning rezonings and updates to the Comprehensive Plan, Zoning, Site Plan and Subdivision Ordinances; approves preliminary subdivision plans
Potomac & Rappahannock Transportation District Commission	4	Facilitate the planning and development of an improved transportation system
Potomac Gateway Travel Center Board of Directors	1	Provide information to travelers and promote regional tourism
Potomac Watershed Roundtable	2	Promotes a regional approach to the management and improvement of the Virginia portion of the Potomac watershed and to foster collaboration among watershed stakeholders. Acts as an advisory body to governmental and non-governmental decision-makers and makes recommendations on watershed management policy and program options
Purchase of Development Rights Program Committee	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications
Rappahannock Area Agency on Aging (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Area Youth Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.
Rappahannock Juvenile Detention Commission	3	Establish rules, regulations and training program for the detention home and oversees administration of facilities, management, and budget
Rappahannock Regional Criminal Justice Academy Board of Directors	2	Oversee operation of a multi-jurisdictional police training academy
Rappahannock Regional Jail Authority	4	Oversee operation of the Regional Jail facility
Rappahannock Regional Solid Waste Management Board	4	Oversee and coordinate the management of the Landfill between Stafford and the City of Fredericksburg
Rappahannock River Basin Commission	2	Provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin
Regional Airport Authority	4	Establish a regional organization for airport purposes with the City of Fredericksburg and the County of Prince William
Thurman Brisben Center Executive Board	1	Provides emergency shelter, food, self-help programs and referral services to homeless families & individuals in the greater Fredericksburg area.
Transportation Commission	8	Acts in an advisory role to the Board on all Transportation related issues, except aviation
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund
Wetlands Board	5	Review permit applications for use or development of wetlands in the county
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding



CAPITAL IMPROVEMENTS PROGRAM

The Board of Supervisors' adopted the General Fund and Schools' Capital Improvement Program (CIP) on November 20, 2007. The CIP covers a five-year period from July 1, 2008 through June 30, 2012.

The Utilities Fund CIP was adopted on September 5, 2006 for fiscal years 2007 through 2011.

The CIP includes items for which the purchase, construction, renovation, non-recurring replacement, expansion or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Capital projects include, but are not limited to, all expenditures for land, new structures, major repairs and renovations; maintenance of existing structures; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of \$500,000 or more. A schedule of the capital improvement projects through FY2012 follows in the preceding pages. This document includes projects that are budgeted in various funds. For projects included in FY09, detailed project sheets can be found after the CIP schedules. These sheets include descriptions, a five-year operating impact schedule, and other pertinent finance information.

The CIP is an important component of the County's Five-Year Budget Plan. The first year of the CIP becomes the capital budget and the remaining years provide an estimated cost of the proposed projects and their anticipated funding sources. The CIP is reviewed annually and the priorities re-evaluated based on conditions and requirements of the community.

Some significant benefits of the CIP are:

- Provides a budgeting tool which anticipates expenditure levels several years in advance to determine revenue needs and appropriate financing strategies;
- Provides a concise central source of information for citizens and land developers to accurately anticipate facilities in Stafford and to make their investment decisions accordingly;
- Assures the availability of sufficient land to accommodate and attract private development consistent with approved development plans;
- Establishes priorities among projects so that limited funds are used to the best advantage;
- Assists in the implementation of the Comprehensive Plan; and
- Provides a sound and stable financial program.

Overall, the CIP provides a foundation for coordinating and managing programs and expenditures, and assisting the local government in maintaining an excellent level of service to the citizens of Stafford, now and in the future.

CAPITAL IMPROVEMENTS PROGRAM

THE CIP PROCESS

PROJECT REQUEST

Each June, representatives of County departments, offices and agencies are asked to submit a Capital Improvements Project (CIP) request form for each proposed project to establish priorities and to suggest a schedule for implementation.

CIP RECOMMENDATION

The CIP committee evaluates the project requests individually to determine whether the project is appropriate. The recommendations of the CIP Committee are forwarded to the County Administrator. The County Administrator reviews the recommendations and prepares his recommended CIP.

ADOPTION OF CIP

After considering the recommendation of the County Administrator, the Board of Supervisors adopts the CIP. The projects approved for funding in the current budget year become that year's Capital Budget. Those projects approved for funding in the subsequent years will serve as a guide to ongoing project planning and preparation of the following year's CIP.

CAPITAL IMPROVEMENTS PROGRAM FUNDING SOURCES

There are a number of different funding sources available for the various types of projects included in the FY 2008-2012 Capital Improvements Program (CIP). Virginia Public School Authority (VPSA) funds can only be used to support the construction of school facilities. Similarly, Literary Fund allocations are designated to projects for new school construction.

State and Federal government funding can support any project depending on its availability. Resources from the Potomac Rappahannock Transportation Commission (PRTC), 2% motor fuels taxes, are limited to transportation-related projects, while water and sewer availability fees and pro rata fees can only be utilized for water and sewer projects.

Bonds are usually proposed for projects requiring initial capital outlays which exceed current revenue funds available in the short term. Bonds include General Obligation Debt, which requires a referendum as well as Lease/Revenue Bonds, which require only authorization by the Board of Supervisors. Other sources of revenue include private funds, transient occupancy taxes for tourism purposes, and Traffic Impact Fees. These funds are utilized to support a variety of projects.

County of Stafford, Virginia Adopted Capital Improvement Program FY 2008-2012
Adopted by the Board of Supervisors 11-20-07

County Projects		Opening Date ↓	Project Cost Remaining ↓ (FY08 thru FY12)	2008	2009	2010	2011	2012	Total	Total
				2009	2010	2011	2012	2013	Funded	Unfunded
Library	Falls Run Library	July-09	\$ 12,417,720	\$ 1,000,000	\$ 11,417,720				\$ 12,417,720	\$ -
	Library #3 - Aquia		\$ 14,319,000						\$ -	\$ 14,319,000
Office Space	Courthouse Renovations (Basement Level)	January-09	\$ 1,947,914		\$ 1,947,914				\$ 1,947,914	\$ -
	J & DR Courthouse	July-10	\$ 33,800,000	\$ 3,300,000	\$ 15,000,000	\$ 15,500,000			\$ 33,800,000	\$ -
	Courthouse Renovations (First Floor)	January-11	\$ 681,418			\$ 681,418			\$ 681,418	\$ -
	Tignor Building	July-13	\$ 21,938,194				\$ 2,000,000	\$ 9,000,000	\$ 11,000,000	\$ 10,938,194
Public Safety	Animal Shelter	July-13	\$ 10,000,000					\$ 1,000,000	\$ 1,000,000	\$ 9,000,000
	Communications System	July-10	\$ 30,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000			\$ 30,000,000	\$ -
	Fire & Rescue Training Center		\$ 4,000,000						\$ -	\$ 4,000,000
	Fire Station # 13- Airport		\$ 6,000,000						\$ -	\$ 6,000,000
	Fire Station - # 14 N. Stafford	July-10	\$ 5,500,000			\$ 500,000	\$ 5,000,000		\$ 5,500,000	\$ -
Parks	Vulcan Proffers	October-13	\$ 2,600,000			\$ 200,000	\$ 1,200,000	\$ 1,200,000	\$ 2,600,000	\$ -
	Crow's Nest Acquisition	July-08	\$ 35,000,000		\$ 10,000,000				\$ 10,000,000	\$ 25,000,000
	Curtis Park Pool	July-12	\$ 4,500,000				\$ 2,000,000	\$ 2,500,000	\$ 4,500,000	\$ -
	Gymnastics Center	July-11	\$ 7,400,000			\$ 700,000	\$ 6,700,000		\$ 7,400,000	\$ -
	Indoor Recreation Center	July-14	\$ 35,700,000				\$ 3,500,000	\$ 16,100,000	\$ 19,600,000	\$ 16,100,000
	Land Acquisition		\$ 7,500,000					\$ 3,750,000	\$ 3,750,000	\$ 3,750,000
	Park @ Chichester Property	September-11	\$ 6,100,000			\$ 3,000,000	\$ 3,100,000		\$ 6,100,000	\$ -
	Park @ Musselman Property	September-11	\$ 6,100,000			\$ 3,000,000	\$ 3,100,000		\$ 6,100,000	\$ -
	Patawomeck Park - Phase 1	May-08	\$ 2,845,000	\$ 2,845,000					\$ 2,845,000	\$ -
	Patawomeck Park - Phase 2	July-12	\$ 5,500,000				\$ 300,000	\$ 2,600,000	\$ 2,900,000	\$ 2,600,000
County Total			\$ 253,849,246	\$ 17,145,000	\$ 48,365,634	\$ 33,581,418	\$ 26,900,000	\$ 36,150,000	\$ 162,142,052	\$ 91,707,194

Summary	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	Total
County	\$ 17,145,000	\$ 48,365,634	\$ 33,581,418	\$ 26,900,000	\$ 36,150,000	\$ 162,142,052
Schools	\$ 24,374,500	\$ 17,361,000	\$ 20,331,000	\$ 21,716,000	\$ 42,580,000	\$ 126,362,500
Total Borrows	\$ 41,519,500	\$ 65,726,634	\$ 53,912,418	\$ 48,616,000	\$ 78,730,000	\$ 288,504,552
Availability Limit	\$ 30,046,271	\$ 63,288,802	\$ 82,724,931	\$ 75,300,991	\$ 79,747,756	\$ 331,108,751
Annual Deficit/Surplus	\$ (11,473,229)	\$ (2,437,832)	\$ 28,812,513	\$ 26,684,991	\$ 1,017,756	\$ 42,604,199

CAPITAL IMPROVEMENT PROGRAM

APPROVED FUNDING FOR FY09 GENERAL FUND PROJECTS

The FY08-12 adopted Capital Improvement Program, approved on November 20, 2007, totals \$162.1 million and includes the following projects with funding beginning in FY09:

Falls Run Library

The Falls Run Library project totals \$12.4 million and will be funded by lease revenue bonds. When completed, the 30,000 square foot library will be a state of the art facility with an area designated for meetings and conferences. The design stage has been completed. Bids for construction will go out in the fall of 2008, with a completion date in the summer of 2009. Land for this project was donated by the Silver Companies.

Courthouse Renovations (Basement Level)

The courthouse renovations project totals \$1.9 million and will be funded by lease revenue bonds. The design stage has been completed. Bids for construction will go out in September, with a project completion date in late fall.

Juvenile and Domestic Relations Courthouse

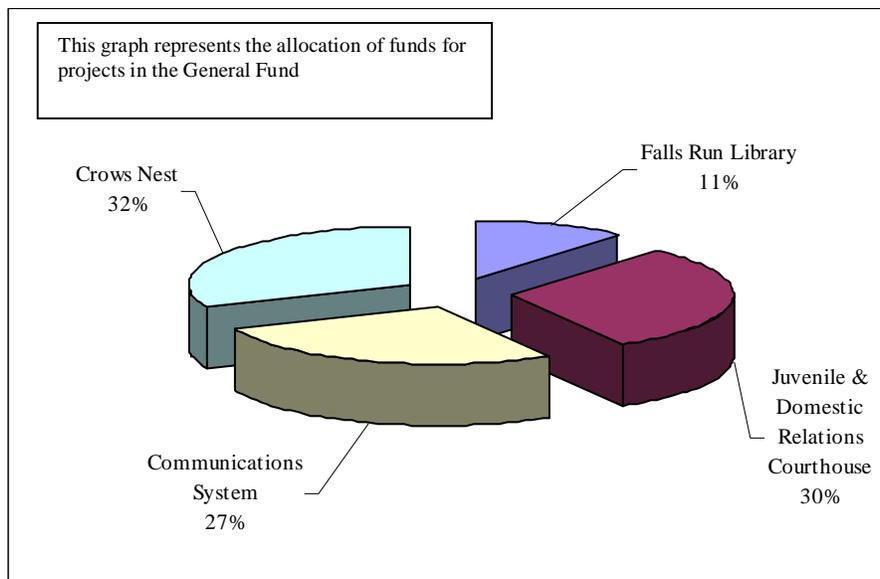
The proposed 70,000 square foot Juvenile and Domestic Relations Courthouse project totals \$33.8 million and will be funded with lease revenue bonds. The County has received proposals from eight architectural firms and interviews have been scheduled. Construction is planned to begin in the fall of 2008.

Communications System

The radio communication project totals \$30.0 million and will be funded with lease revenue bonds. The contract with Motorola was signed in December 2007 and is expected to be completed in the spring of 2010. At this time the project is in the customer design review phase. When completed, the system will provide the County with a reliable system and the ability for all public safety agencies in Stafford to communicate with each other, as well as with public safety agencies in other jurisdictions.

Crows Nest

The County purchased 1,720 acres of the Crow's Nest peninsula jointly with the state. Future use of the property will be consistent with the Virginia Department of Conservation and Recreation nature preserves and will include public access for self-guided nature trails, wildlife observation posts, canoe launches, fishing and other passive activities. The County's share of the purchase price was \$9.5 million which was financed with a low interest rate through the Virginia Resources Authority and the Department of Environmental Quality.



GENERAL FUND

Falls Run Library

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The Library Board of Trustees is recommending the opening of a new 30,000 sq. ft. Warrenton Road Branch by FY2008 to respond to public demand for library services and to meet state standards.

Justification

Stafford County requires additional public library space in order to meet minimum state standards of .6 sq. ft. per capita based on the 2010 population estimate. The need for more public libraries is dramatically illustrated by the lack of sufficient materials, seating, computers, meeting rooms, and parking to serve the growing citizen demand for services. The Warrenton Road facility will provide important informational and educational services to an area of the County that is currently underserved due to geographical location and growth patterns.

Estimated Operating Impact

FY2010 - \$1,100,000

*Library transfer - CRRL estimate \$1,200,000; Stafford's Share is 47%

*1 Building Maintenance Mechanic II and 1 Custodian II

*Maintenance cost based on 30,000 sq. ft. @ \$10.00 per sq. ft.

*Library operating transfer cost includes a 9% inflation factor

Average Annual Debt Payment

2. Project Priority

Essential _____

Necessary X

Continuing _____

3. Project Type

New X

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land (donated site)	\$ (287,280)
Sitework (\$300k/acre)	\$ 1,500,000
Construction (\$250/sq ft)	\$ 7,500,000
Planning/Design (12% of const.)	\$ 900,000
Equipment/Furnishings	\$ 875,000
Debt Issue Cost	_____
Hardware/Software	\$ 350,000
Other (opening day collection)	\$ 1,580,000
Total	<u>\$12,417,720</u>

5. Recommended Annual Appropriation

Prior Expenditures	_____	
	FY2007	_____
(Planning/Design)	FY2008	\$ 1,000,000
	FY2009	\$11,417,720
	FY2010	_____
	FY2011	_____
	FY2012	_____
Total Project Cost		<u>\$12,417,720</u>

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		\$12,417,720
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____
Total		<u>\$12,417,720</u>

Renovations to the Courthouse (Basement Level)

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

With the opening of the new Public Safety Building the space in the Courthouse at one time occupied by the Stafford Sheriff's Department and E911 is now available for use by the Courts.

Justification

The 2004 comprehensive County-wide space needs assessment revealed that the Stafford Courts current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. Renovation of the 8,400 NSF once used by the Sheriff's Department would provide sorely needed space for the Courts.

Estimated Operating Impact

No additional cost as this space is currently maintained by the County.

Average Annual Debt Payment

2. Project Priority

Essential _____

Necessary _____

Continuing _____

3. Project Type

New _____

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land	\$ 0
Construction	\$ 1,374,345
Planning and Design	_____
Equipment	152,008
Debt Issue Cost	0
Hardware/Software	0
Other	421,561
Total	\$ 1,947,914

5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2006)	_____
FY2007	_____
FY2008	_____
FY2009	\$ 1,947,914
FY2010	_____
FY2011	_____
FY 2007-2011(Subtotal)	\$ 1,947,914
Total Project Cost	\$ 1,947,914

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	\$1,947,914
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Other	_____	_____
Total	_____	\$1,947,914

GENERAL FUND

J & DR Courthouse

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

This new facility would house the County's Juvenile & Domestic Relations Courts, Clerk's Offices, and the Court Services Unit.

Justification

The 2004 comprehensive County-wide space needs assessment revealed that the Stafford Courts current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. Renovation of the 8,266 NSF currently used by the J&DR Court and Clerks Office would provide sorely needed space for the Courts.

Estimated Operating Impact

2011 - \$1,674,000

*Building Maintenance Mechanic II and 2 Custodians II

*2 Deputies for each courtroom; 2 Deputies for front desk; 1 Sergeant as supervisor

*Assumes 3 courtrooms from 2011 - 2012; 4 courtrooms in 2013; 5 courtrooms in 2014

*Maintenance cost based on 90,000 sq. ft. @ \$10.00 per sq. ft.

Average Annual Debt Payment

2. Project Priority

Essential x

Necessary

Continuing

3. Project Type

New

Maintenance x

Replacement

4. Project Cost Estimates

Land	\$ 0
Construction	\$ 26,907,650
Planning and Design	_____
Equipment	1,447,200
Debt Issue Cost	_____
Hardware/Software	_____
Other	5,445,150
Total	\$ 33,800,000

5. Recommended Annual Appropriation

Prior Expenditures	_____
FY2007	_____
FY2008	\$ 3,300,000
FY2009	\$ 15,000,000
FY2010	\$ 15,500,000
FY2011	_____
FY2012	_____
Total Project Cost	\$ 33,800,000

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	\$ 33,800,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Other	_____	_____
Total	_____	\$ 33,800,000

GENERAL FUND

Radio Communication System

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Radio communication system for the County's public safety; fire and rescue and emergency medical services; utility field workers; pupil transportation functions.

Justification

This system will replace the current radio communications system. The current system does not allow for complete coverage of the service areas, and does not have the capabilities that the County requires to meet its growing needs.

Estimated Operating Impact

Operating cost in FY08 will be an estimated \$221,000. Costs will increase yearly and by FY14 will be an estimated \$1,499,000

Average Annual Debt Payment

The estimated annual debt service for this purchase will be \$1.47 million.

2. Project Priority

Essential X Necessary Continuing

3. Project Type

New Maintenance Replacement X

4. Project Cost Estimates (,000)

Land	_____
Construction	_____
Planning and Design	_____
Equipment	30,000,000
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	<u>\$ 30,000,000</u>

5. Recommended Annual Appropriation

Prior Expenditures	_____
FY2007	_____
FY2008	\$ 10,000,000
FY2009	\$ 10,000,000
FY2010	\$ 10,000,000
FY2011	_____
FY2012	_____
Total Project Cost	<u>\$ 30,000,000</u>

6. Recommended Financing (,000)

	Year	Amount
Current Revenue		_____
Bonds	2008	\$ 30,000,000
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other - Schools		_____
Total		<u>\$ 30,000,000</u>

GENERAL FUND

Crow's Nest

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The County is in the process of preserving this 3,800 acre tract of land between the Potomac and Accokeek creeks which is considered to be an environmentally sensitive, natural wildlife habitat. The property includes dense virgin forest, Civil War-era sites and a cemetery. The County acquired a low interest loan through the Virginia Resources Authority for \$9.5 million to jointly purchase with the state 1,720 acres of the property. Other public and private funding is being sought to purchase the remaining property.

Justification

Preservation of this naturally sensitive property is an important priority of the Board of Supervisors.

Estimated Operating Impact

No operating impact on the County. State will maintain.

Average Annual Debt Payment

2. Project Priority

Essential _____

Necessary x

Continuing _____

3. Project Type

New x

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land \$ 9,500,000
 Construction _____
 Planning and Design _____
 Equipment _____
 Debt Issue Cost _____
 Hardware/Software _____
 Other _____

Total \$ 9,500,000

5. Recommended Annual Appropriation

Prior Expenditures _____
 FY2007 _____
 FY2008 _____
 FY2009 \$ 9,500,000
 FY2010 _____
 FY2011 _____
 FY2012 _____
 Beyond FY2012 _____

Total Project Cost \$ 9,500,000

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other	Loan	<u> 9,500,000 </u>

Total \$ 9,500,000

Estimated Operating and Maintenance Costs
CIP Projects
(Debt Service not Included)

Project	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Falls Run Library			1,100,000	\$1,183,000	\$1,272,000	\$1,369,000	\$1,474,000
JD & R Courthouse				1,674,000	1,741,000	1,999,000	2,292,000
Tignor Building					1,590,000	1,659,000	1,747,000
Animal Shelter						40,000	42,000
Radio Communications System	221,000	417,000	1,304,000	1,333,000	1,445,000	1,474,000	1,499,000
Fire & Rescue Training Center				271,000	146,000	176,000	181,000
Fire Station #13 - Airport						5,014,000	2,925,000
Fire Station #14 - N. Stafford					4,908,000	2,814,000	2,925,000
Vulcan Proffers					257,000	155,000	165,000
Soccer Fields - Artificial Turf		49,000	5,000	6,000	6,000	6,000	6,000
Crow's Nest Acquisition							
Curtis Park Pool					262,000	201,000	215,000
Gymnastics Center				163,000	61,000	73,000	86,000
Indoor Recreation Center						1,989,000	1,569,000
Land Acquisition							
Park @ Chichester Property					422,000	281,000	300,000
Park @ Musselman Property				388,000	229,000	245,000	262,000
Patawomeck Park - Phase 1	336,000	220,000	234,000	249,000	265,000	282,000	301,000
Patawomeck Park - Phase 2				208,000	171,000	181,000	192,000
Total	\$557,000	\$686,000	\$2,643,000	\$5,475,000	\$12,775,000	\$17,958,000	\$16,181,000

*No additional maintenance costs are estimated resulting from Courthouse renovations.

*Assumes minimal operating costs for Crow's Nest and other park land acquisitions.

CIP Operating Cost Detail

Overall assumptions include the following:

- Personnel costs assume 9% annual inflation
 - Operating & capital costs assume 4% annual inflation
 - Estimates described below are in 2008 dollars. Chart reflects net expenses minus revenues, adjusted for inflation
-

Falls Run Library

- Library transfer - CRRL estimate \$1,200,000; Stafford's share: 47%
- 1 Building Maintenance Mechanic II and 1 Custodian II
- Maintenance cost based on 30,000 sq ft @ \$10.00 per sq ft
- Library operating transfer cost include a 9% inflation factor

JD & R Courthouse

- Building Maintenance Mechanic II and 2 Custodians II
- 2 Deputies for each courtroom; 2 Deputies for front desk; 1 Sergeant as supervisor
- Assumes 3 courtrooms from 2011 - 2012; 4 courtrooms in 2013; 5 courtrooms in 2014
- Maintenance cost based on 90,000 sq ft @ \$10.00 per sq ft

Tignor Building

- 2 Building Maintenance Mechanics II and 2 Custodians II
- Start up costs for maintenance and cleaning equipment
- 24 hour Security
- Operating and maintenance cost based on 97,300 sf @ \$10.00 per sq ft

Animal Shelter

- Includes additional cleaning and ground maintenance

Fire & Rescue Training Center

- Includes start up cost for furniture, fixtures and equipment
- No additional personnel required
- Includes annual revenue of \$25,000 for facility rental

Fire Station #13 - Airport

- Includes start up cost for apparatus, furniture and fixtures
- 3 Medic Unit shifts consisting of 1 Master Tech; 1 Tech II per shift
- 3 Engine Company shifts consisting of 1 Lt; 1 Master Tech; 2 Techs II per shift
- 3 Ladder Company shifts consisting of 1 Lt; 1 Master Tech; 2 Techs II per shift
- Staffing costs based on a 24 hour shift

Fire Station #14 - N. Stafford

- Includes start up cost apparatus, furniture and fixtures
- 3 Medic Unit shifts consisting of 1 Master Tech; 1 Tech II per shift
- 3 Engine Company shifts consisting of 1 Lt; 1 Master Tech; 2 Techs II per shift
- 3 Ladder Company shifts consisting of 1 Lt; 1 Master Tech; 2 Techs II per shift
- Staffing costs based on a 24 hour shift

Vulcan Proffers

- Includes start up cost for equipment and vehicle
- 1 Additional employee
- Includes utilities and field maintenance

CIP Operating Cost Detail

Overall assumptions include the following:

- Personnel costs assume 9% annual inflation
 - Operating & capital costs assume 4% annual inflation
 - Estimates described below are in 2008 dollars. Chart reflects net expenses minus revenues, adjusted for inflation
-

Soccer Fields - Artificial Turf

- Start up costs for equipment
- Includes field maintenance costs

Curtis Park

- Includes start up cost for pool equipment and additional vehicle
- 20 additional seasonal part-time employees
- Increase for operating cost
- Additional revenue
- Estimated additional annual revenue of \$69,000

Gymnastics Center

- 1 additional employee
- Start up cost for furniture, equipment, vehicle
- Additional cost for operating and maintenance, offset by savings in rent
- Estimated additional annual revenue of \$55,000

Indoor recreation center

- 47 additional staff positions
- Start up costs for equipment, vehicle and office furniture and fixtures
- Operating and maintenance costs
- Est. annual revenue of \$1.5 - \$3.0 million, increasing as use of facility increases

Park at Chichester Property

- 2 additional staff positions
- Start up costs for field maintenance equipment and 2 vehicles
- Operating costs for field maintenance and utilities

Park at Musselman Property

- 2 additional staff positions
- Start up costs for field maintenance equipment and 2 vehicles
- Operating costs for field maintenance and utilities

Patawomeck Phase I

- 2 additional staff positions
- Start up costs for field maintenance equipment and 2 vehicles
- Operating costs for field maintenance and utilities

Patawomeck Phase II

- 1 additional staff position
- Start up costs for field maintenance equipment and 1 vehicle
- Operating costs for field maintenance and utilities

County of Stafford, Virginia Adopted Capital Improvement Program FY 2008-2012
Adopted by the Board of Supervisors 11-20-07

Schools Projects		FY of Borrow →	2008	Project Cost Remaining ↓ (FY08 thru FY12)	2008	2009	2010	2011	2012	Total	Total
		FY of Debt Service →	2007 Fall Borrow		2009	2010	2011	2012	2013	Funded	Unfunded
		Opening Date ↓									
New Facilities	Middle School (Widewater) 2008	2008	\$ 6,000,000	\$ 2,750,000	\$ 2,750,000					\$ 2,750,000	\$ -
	Elementary School @ Melchers	2010								\$ -	\$ -
	High School #6	2010	\$ 2,000,000	TBD			\$ 2,500,000	\$ 500,000	\$ 10,000,000	\$ 13,000,000	\$ -
	Alternative Programs Facility	2011								\$ -	\$ -
	Head Start Facility at Melchers	2013								\$ -	\$ -
	Land Bank				\$ 8,500,000				\$ 4,600,000	\$ 1,300,000	\$ 5,900,000
Career & Technical Education Facility	2015			\$ 49,464,000				\$ 100,000	\$ 2,671,000	\$ 2,771,000	\$ 46,693,000
School Renovations and Additions	Grafton Village ES Renovations	2010		\$ 21,474,000			\$ 1,300,000	\$ 10,125,000	\$ 10,124,000	\$ 21,549,000	\$ (75,000)
	Ferry Farm ES Renovations	2008		\$ 22,968,000				\$ 1,500,000	\$ 10,734,000	\$ 12,234,000	\$ 10,734,000
	Drew Middle	2015								\$ -	\$ -
	Falmouth ES Renovation	2008		\$ 15,593,000		\$ 7,759,000	\$ 7,759,000			\$ 15,518,000	\$ 75,000
	Stafford Middle School Addition	2007									
	A.G. Wright Middle School Addition	2007									
Support Facilities	Pupil Transportation Facility	2009	\$ 800,000	\$ 1,679,000	\$ 1,679,000					\$ 1,679,000	\$ -
	Support Service Complex	2010		\$ 2,614,000		\$ 1,862,000	\$ 752,000			\$ 2,614,000	\$ -
	Satellite Pupil Trans & Fleet Service	2011		\$ 5,002,000			\$ 750,000	\$ 2,001,000	\$ 2,251,000	\$ 5,002,000	\$ -
Infrastructure	School Site Improvements		\$ 260,000	\$ 17,110,000	\$ 5,710,000	\$ 4,890,000	\$ 3,420,000	\$ 1,990,000	\$ 1,100,000	\$ 17,110,000	\$ -
	Environmental Equip. Upgrades		\$ 600,000	\$ 7,800,000	\$ 1,850,000	\$ 1,050,000	\$ 1,850,000	\$ 550,000	\$ 2,500,000	\$ 7,800,000	\$ -
	Roof Repair/Replacement		\$ 1,300,000	\$ 7,475,500	\$ 1,425,500	\$ 1,800,000	\$ 2,000,000	\$ 350,000	\$ 1,900,000	\$ 7,475,500	\$ -
	Mt. View Road Improvements										
Schools Total			\$ 10,960,000	\$ 162,429,500	\$ 13,414,500	\$ 17,361,000	\$ 20,331,000	\$ 21,716,000	\$ 42,580,000	\$ 115,402,500	\$ 47,027,000

Summary	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	Total
County	\$ 17,145,000	\$ 48,365,634	\$ 33,581,418	\$ 26,900,000	\$ 36,150,000	\$ 162,142,052
Schools	\$ 24,374,500	\$ 17,361,000	\$ 20,331,000	\$ 21,716,000	\$ 42,580,000	\$ 126,362,500
Total Borrows	\$ 41,519,500	\$ 65,726,634	\$ 53,912,418	\$ 48,616,000	\$ 78,730,000	\$ 288,504,552
Availability Limit	\$ 30,046,271	\$ 63,288,802	\$ 82,724,931	\$ 75,300,991	\$ 79,747,756	\$ 331,108,751
Annual (Deficit)/Surplus	\$ (11,473,229)	\$ (2,437,832)	\$ 28,812,513	\$ 26,684,991	\$ 1,017,756	\$ 42,604,199

CAPITAL IMPROVEMENT PROGRAM

APPROVED FUNDING FOR FY09 SCHOOL FUND PROJECTS

The FY08 adopted Capital Improvement Program, approved on November 20, 2007, totals \$115.4 million and includes the following projects:

Falmouth Elementary School Renovations

The upgrade to this facility, built in the 1960's, will include numerous improvements, to include: upgrades to all life safety deficiencies, upgrades to the HVAC, electrical, fire alarm, data system, PA system and plumbing system; kitchen upgrades; ADA upgrades; a new media center; roof and major space changes/additions. The Stafford County Public School system (SCPS) plans to keep this school in the active school inventory for the foreseeable future. Project costs total \$15.6 million.

Support Service Complex

This project consists of a 15,000 square foot warehouse addition to the SCPS Support Services Complex. It will provide critical storage and administrative space in support of the Maintenance Department, School Nutrition, Technology, and textbook storage. Project costs total \$2.6 million.

School Site Improvements

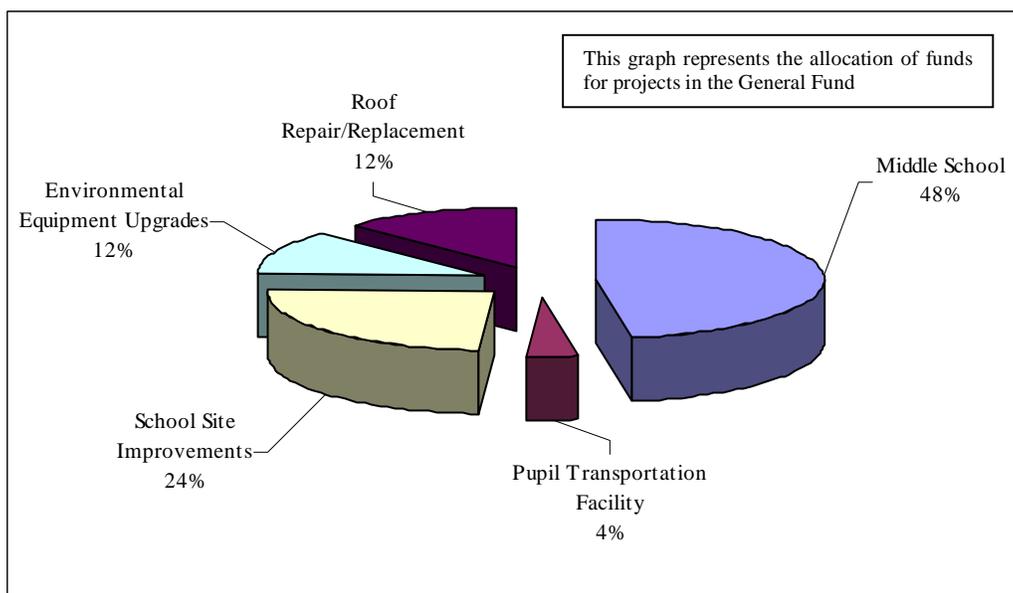
The school site improvement projects total \$17.3 million that are funded with VPSA bonds. Improvements funded with current revenues are not included in the adopted CIP, but are listed in the project detail. Projects are located at various school sites and include a wide range of improvements, upgrades and replacement of equipment. The design stage for all the projects has been completed and construction is scheduled to begin in August 2008.

Environmental Upgrades

The environmental upgrades for various school sites total \$8.4 million that are funded with VPSA bonds. Upgrades funded with current revenues are not included in the adopted CIP, but are listed in the project detail. The design stage for all the projects has been completed and construction is scheduled to begin in August 2008.

Roof Repair and Replacement

The roof repair and replacement projects total \$8.8 million and are funded with VPSA bonds. Projects are located at various school sites. The design stage for all projects has been completed and construction is scheduled to begin in August 2008.



SCHOOL FUND

Renovation - FES (2008-2012)																																			
1. Project Description, Justification, Operating Impact, & Annual Debt Payment	2. Project Priority																																		
<p><u>DESCRIPTION</u></p> <p>A Level 4 Renovation of FES will include an upgrade to all life safety deficiencies, update to building codes to include sprinkler system, upgrade to HVAC and electrical systems, site improvements, architectural upgrades, (finishes, doors, hardware, windows, roof.), kitchen upgrades, new media center, ADA upgrades, plumbing upgrades, fire alarm system upgrades, data system upgrades, PA system upgrades, Main Entrance Security, lighting upgrades, roofs and major space changes/additions.</p> <p>Renovation Cost use \$148/sf x 68,698 sf (\$10.2M). New media center use \$224/sf x 6600 (1.5M). Escalation use 8% per year (\$1.94M)</p> <p><u>JUSTIFICATION</u></p> <p>SCPS plans to keep FES in the active school inventory for the foreseeable future. FES is divided into two distinct areas based on original 1967/68 construction and the 1997 addition. The facility's HVAC system is ineffective in areas and has contributed to issues with air quality.</p> <p><u>ESTIMATED OPERATING IMPACT</u></p> <p>None</p> <p><u>AVERAGE ANNUAL DEBT PAYMENT</u></p> <p>Estimated Average Annual Debt Payment on Total Project Cost: \$1,127,647</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Essential</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Necessary</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> <tr> <td>Continuing</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> </table> <p>3. Project Type</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">New</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> <tr> <td>Maintenance</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Replacement</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> </table> <p>4. Project Cost Estimates</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Land</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Construction</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ 13,636</td> </tr> <tr> <td>Planning and Design</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ 1,159</td> </tr> <tr> <td>Equipment</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ 341</td> </tr> <tr> <td>Debt Issue Cost</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Hardware/Software</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ 273</td> </tr> <tr> <td>Other</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ 484</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right; border-bottom: 3px double black;">\$ 15,893</td> </tr> </table>	Essential	X	Necessary		Continuing		New		Maintenance	X	Replacement		Land	\$ -	Construction	\$ 13,636	Planning and Design	\$ 1,159	Equipment	\$ 341	Debt Issue Cost	\$ -	Hardware/Software	\$ 273	Other	\$ 484	TOTAL	\$ 15,893						
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SCHOOL FUND

Warehouse/Admin Addition - Central Support																																														
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<p><u>DESCRIPTION</u> Project constructs a new 15,000 SF warehouse/administrative addition to the SCPS Support Services Complex. Addition will include a pre-engineered steel building addition to match existing facility and a 6 vehicle/equipment addition to equipment storage. Approximately 13,000 SF will be warehouse and 2000 SF will be administrative space.</p> <p><u>JUSTIFICATION</u> 15,000 SF addition is required to provide critical storage/admin space in support of Stafford County Maintenance Dept, School Nutrition, Technology and textbook storage. Addition will also house roughly 1,500 square feet of Stafford County Parks & Rec and General Services Storage space. Existing 26,000 SF warehouse/admin facility is the only warehouse complex in SCPS inventory. Current space is completely utilized; new space will enable each user department to expand and provide the required and essential services required as SCPS physical plant increases size over the current 3.3M SF and 1,000 acres. 6 bay equipment storage addition is required to provide covered storage space for critical maintenance equipment.</p> <p><u>ESTIMATED OPERATING IMPACT</u> None</p> <p><u>AVERAGE ANNUAL DEBT PAYMENT</u> Estimated Average Annual Debt Payment on Total Project Cost: \$203,208</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td>Essential</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Necessary</td> <td style="text-align: right;">_____ X _____</td> </tr> <tr> <td>Continuing</td> <td style="text-align: right;">_____</td> </tr> </table> <hr/> <p>3. Project Type</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>New</td> <td style="text-align: right;">_____ X _____</td> </tr> <tr> <td>Maintenance</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Replacement</td> <td style="text-align: right;">_____</td> </tr> </table> <hr/> <p>4. Project Cost Estimates</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Land</td> <td style="text-align: right;">_____ - _____</td> </tr> <tr> <td>Construction</td> <td style="text-align: right;">\$ 1,901</td> </tr> <tr> <td>Planning and Design</td> <td style="text-align: right;">\$ 285</td> </tr> <tr> <td>Equipment</td> <td style="text-align: right;">\$ 95</td> </tr> <tr> <td>Debt Issue Cost</td> <td style="text-align: right;">_____ - _____</td> </tr> <tr> <td>Hardware/Software</td> <td style="text-align: right;">\$ 76</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">\$ 507</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">\$ 2,864</td> </tr> </table>	Essential	_____	Necessary	_____ X _____	Continuing	_____	New	_____ X _____	Maintenance	_____	Replacement	_____	Land	_____ - _____	Construction	\$ 1,901	Planning and Design	\$ 285	Equipment	\$ 95	Debt Issue Cost	_____ - _____	Hardware/Software	\$ 76	Other	\$ 507	TOTAL	\$ 2,864																	
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SCHOOL FUND

School Site Improvements																																														
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<p><u>DESCRIPTION</u> See attached Sheets for descriptions.</p> <p>Project designs are done the same year the project's construction is to be started unless it is specifically noted.</p> <p><u>JUSTIFICATION</u> To correct deficiencies in safety, security, maintenance and repair at various facilities and grounds that make up the 3.77M SF, 1,188 acre Physical Plant maintained and operated by SCPS.</p> <p><u>ESTIMATED OPERATING IMPACT</u></p> <p>FY08; \$1,225,000 FY09; \$1,250,000 FY10; \$900,000 FY11; \$800,000 FY12; \$705,000 FY13; \$300,000</p> <p><u>AVERAGE ANNUAL DEBT PAYMENT</u></p> <p>FY08; \$423,590 FY09; \$346,958 FY10; \$242,658 FY11; \$141,196 FY12; \$78,408 FY13; \$99,334</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Essential</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Necessary</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> <tr> <td>Continuing</td> <td style="text-align: right; border-bottom: 1px solid black;"></td> </tr> </table>	Essential	X	Necessary		Continuing																																								
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SCHOOL FUND

School Site Improvements FY 2008 - 2013		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2009</u>		
Repair Pavement - AYBAC & AGWMS/GES	\$800	Bond
Upgrade Parking Lot Lighting DMS & HOES	\$190	Bond
Upgraded Athletic Fields & Out Buildings - BPHS	\$800	Bond
Upgraded Sidewalks/Curbs RT 1 - AYBAC	\$500	Bond
CTE Renovation - BPHS	\$800	Bond
Install Messaging Marquee - DMS (Electronic), PRES, HOES & RTMS (Manuel)	\$150	Bond
Replace Windows - NSHS & SHS	\$400	Bond
Replace Generator - GMS	\$250	Bond
Security Upgrades Phase II MES, SES, HES & DMS	\$1,000	Bond
Total Bond Amount:	<u>\$4,890</u>	
Construct/Replace Storage Sheds NSHS, WES	\$150	Current Revenue
Projector Installation (Phase II) HES, HOES, RES, HHPMS, SMS, NSHS	\$400	Current Revenue
Construct Walking Path - MVHS	\$150	Current Revenue
Replace Gym Bleachers - NSHS	\$100	Current Revenue
Replace Telephone and Media Retrieval System - HHPMS & BPHS	\$250	Current Revenue
Repair Exterior (Paint) - BPHS, WCES, HHPMS	\$200	Current Revenue
Total Current Revenue:	<u>\$1,250</u>	
FY2009 Total	<u>\$6,140</u>	

SCHOOL FUND

School Site Improvements FY 2008 - 2013		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2010</u>		
Upgraded Athletic Fields & Out Buildings - NSHS	\$700	Bond
Repair Pavement - SMS	\$500	Bond
Install Messaging Marquees - CFHS (Electronic) AGW/GES/RES (Combined Manuel) KWBES (Manuel)	\$140	Bond
Renovate Restrooms - NSHS	\$180	Bond
Upgrade Fields - GMS, RTMS	\$250	Bond
Replace Flooring - SHS	\$400	Bond
Security Upgrades Phase III BPHS, SHS, NSHS, CFHS, MVHS	\$1,250	Bond
Total Bond:	<u>\$3,420</u>	
Fence Upgrades - NSHS	\$150	Current Revenue
Projector Installation (Phase III) RRES, KWBES, WCES, RTMS,	\$300	Current Revenue
Construct/Replace Storage Sheds - Various Locations	\$100	Current Revenue
Repair Exterior (Paint) CFHS, GES, AGWMS	\$350	Current Revenue
Total Current Revenue:	<u>\$900</u>	
FY2010 Total	<u>\$4,320</u>	

SCHOOL FUND

School Site Improvements FY 2008 - 2013		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2011</u>		
Upgrade Athletic Fields & Out Buildings - SHS	\$750	Bond
Repair Pavement - Various Locations	\$1,000	Bond
Install Messaging Marquees KWBES, CES, GMS, SHS	\$120	Bond
Upgrade Fields - HHPMS	\$120	Bond
Total Bond:	<u>\$1,990</u>	
Repair Exterior (Paint) - HES, TBGMS, KWBES, RTMS	\$300	Current Revenue
Projector Installation (Phase IV) MBES, CES, GMS, CFHS, SHS	\$400	Current Revenue
Construct/Replace Storage Sheds - Various Locations	\$100	Current Revenue
Total Current Revenue:	<u>\$800</u>	
FY2011 Total	<u>\$2,790</u>	

SCHOOL FUND

School Site Improvements FY 2008 - 2013		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2012</u>		
Repair Pavement - Various Locations	\$1,100	Bond
Total Bond:	<u><u>\$1,100</u></u>	
Construct/Replace Storage Sheds - Various Locations	\$110	Current Revenue
Repair Exterior (Paint) - SSHS, RRES, MES	\$325	Current Revenue
Projector Installation (Phase V) AGW/GES, MVHS	\$270	Current Revenue
Total Current Revenue:	<u><u>\$705</u></u>	
<u>FY 2012 Totals</u>	<u><u>\$1,805</u></u>	

SCHOOL FUND

Environmental Equipment Upgrades																																														
<p>1. Project Description, Justification, Operating Impact, & Annual Debt Payment</p> <p><u>DESCRIPTION</u> Environmental (Heating, ventilation, air conditioning) equipment requiring repair, upgrade, and/or replacement to meet federal, state and local regulations are outlined in the attached sheet</p> <p>Project designs will be initiated during the year the construction is required to start unless noted for the specific project.</p> <p><u>JUSTIFICATION</u> Stafford County Public Schools are required by federal state and local regulations and building codes to provide and maintain environmental equipment that results in a safe and healthy learning and working environment in all of our facilities. SCPS maintains and operates in excess of 3.77M SF of conditioned facility space.</p> <p><u>ESTIMATED OPERATING IMPACT</u></p> <p>FY08; N/A FY09; \$200,000 FY10; \$200,000 FY11; N/A FY12; N/A FY13; N/A</p> <p><u>AVERAGE ANNUAL DEBT PAYMENT</u></p> <p>FY08; \$173,834 FY09; \$74,501 FY10; \$131,263 FY11; \$39,024 FY12; \$177,382 FY13; \$278,844</p>	<p>2. Project Priority</p> <table style="width: 100%;"> <tr> <td>Essential</td> <td style="text-align: right;"><u> X </u></td> </tr> <tr> <td>Necessary</td> <td style="text-align: right;"><u> </u></td> </tr> <tr> <td>Continuing</td> <td style="text-align: right;"><u> </u></td> </tr> </table> <p>3. Project Type</p> <table style="width: 100%;"> <tr> <td>New</td> <td style="text-align: right;"><u> </u></td> </tr> <tr> <td>Maintenance</td> <td style="text-align: right;"><u> X </u></td> </tr> <tr> <td>Replacement</td> <td style="text-align: right;"><u> X </u></td> </tr> </table> <p>4. Project Cost Estimates</p> <table style="width: 100%;"> <tr> <td>Land</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Construction</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Planning and Design</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Equipment</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Debt Issue Cost</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Hardware/Software</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>Other</td> <td style="text-align: right;"><u> - </u></td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;"><u> - </u></td> </tr> </table>	Essential	<u> X </u>	Necessary	<u> </u>	Continuing	<u> </u>	New	<u> </u>	Maintenance	<u> X </u>	Replacement	<u> X </u>	Land	<u> - </u>	Construction	<u> - </u>	Planning and Design	<u> - </u>	Equipment	<u> - </u>	Debt Issue Cost	<u> - </u>	Hardware/Software	<u> - </u>	Other	<u> - </u>	TOTAL	<u> - </u>																	
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SCHOOL FUND

Environmental Equipment Upgrade FY08-13		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2008</u>		
Replace HVAC System Gym - Melchers Complex	\$ 450	Bond
Boiler Upgrade - AYBAC	\$ 200	Bond
Replace HVAC System (Uni-Vent) PRES, HES & RES	\$ 1,800	Bond
FY 2008 Totals	<u>\$ 2,450</u>	
<u>FY 2009</u>		
Replace Hot water Heaters - HES, HOES RES, PRES Addition, WES	\$ 500	Bond
Replace Chiller - BPHS	\$ 550	Bond
FY 2009 Totals	<u>\$ 1,050</u>	
<u>FY 2010</u>		
Replace Chillers & Hot Water Heater - SMS	\$ 600	Bond
Replace Chillers - HES & RES (Additions)	\$ 500	Bond
Replace Chillers - PRES	\$ 450	Bond
Replace Boilers - RES & WES	\$ 300	Bond
Total Bond Amount:	<u>\$1,850</u>	
Replace Air Compressor - BPHS, WES	\$ 200	Current Revenue
Total Current Revenue:	<u>\$200</u>	
FY 2010 Totals	<u>\$ 2,050</u>	
<u>FY 2011</u>		
Replace Boilers, Generator & AHUs - SMS	\$ 550	Bond
FY 2011 Totals	<u>\$ 550</u>	

SCHOOL FUND

Environmental Equipment Upgrade FY08-13		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2012</u>		
Replace Boilers - BPHS	\$ 300	Bond
Replace Generators - BPHS, HOES, PRES, RES, WES	\$ 750	Bond
Replace AHU - HES (including Addition), HOES, PRES, RES (including Additions), WES (including Addition)	\$ 800	Bond
Replace Chillers and Heat Pumps - MES	\$ 650	Bond
Total Bond Amount:	<u>\$2,500</u>	
Replace Hot water Heater - WES Addition, WCES	\$ 200	Current Revenue
Total Current Revenue:	<u>\$200</u>	
FY 2012 Totals	<u>\$ 2,700</u>	
<u>FY 2013</u>		
Replace Chillers - SHS, WCES	<u>\$ 600</u>	Bond
Replace Chillers & Hot water Heater - HHPMS	<u>\$ 600</u>	Bond
Replace Hot water Heaters - SHS	<u>\$ 280</u>	Bond
Replace Heat Pumps - RRES, WCES, RTMS	<u>\$ 350</u>	Bond
Replace AHUs - BPHS	<u>\$ 600</u>	Bond
Replace DX Chillers - DMS, WCES	<u>\$ 400</u>	Bond
Replace Chillers, DX Chiller & Boilers - FES	<u>\$ 800</u>	Bond
Replace Boilers - HOES	<u>\$ 300</u>	Bond
FY 2013 Totals	<u>\$ 3,930</u>	

SCHOOL FUND

Roof Repair/Replacement FY08-12																																														
<p>1. Project Description, Justification, Operating Impact, & Annual Debt Payment</p> <p><u>DESCRIPTION</u> See attached sheet for descriptions</p> <p><u>JUSTIFICATION</u> To correct deficiencies and to maintain adequate facilities at existing schools. Several roofs are at, or near, the life expectancy for their original design.</p> <p><u>ESTIMATED OPERATING IMPACT</u> FY08; N/A FY09; N/A FY10; N/A FY11; N/A FY12; N/A FY13; N/A</p> <p><u>AVERAGE ANNUAL DEBT PAYMENT</u> FY08; \$193,346 FY09; \$127,715 FY10; \$141,905 FY11; \$24,834 FY12; \$134,810 FY13; \$12,417</p>	<p>2. Project Priority</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Essential</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Necessary</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Continuing</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> </table> <p>3. Project Type</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">New</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Maintenance</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> <tr> <td>Replacement</td> <td style="text-align: right; border-bottom: 1px solid black;">X</td> </tr> </table> <p>4. Project Cost Estimates</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Land</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Construction</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Planning and Design</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Equipment</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Debt Issue Cost</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Hardware/Software</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>Other</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right; border-bottom: 1px solid black;">\$ -</td> </tr> </table>	Essential	X	Necessary	X	Continuing	X	New	X	Maintenance	X	Replacement	X	Land	\$ -	Construction	\$ -	Planning and Design	\$ -	Equipment	\$ -	Debt Issue Cost	\$ -	Hardware/Software	\$ -	Other	\$ -	TOTAL	\$ -																	
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SCHOOL FUND

Roof Repair/Replacement FY08-13		
1. Project Description and Justification	Funding Source	2. Project Priority
<u>FY 2008</u>		
Replace Roof - RES	\$900	Bond
Replace Roof - DMS	\$1,100	Bond
Replace Roof - HES	\$725	Bond
FY 2008 Totals	<u><u>\$2,725</u></u>	
<u>FY 2009</u>		
Replace Roof - SHS (Out Buildings)	\$100	Bond
Replace Roof - HOES (A, B, D & Outbuildings)	\$100	Bond
Replace Roof - WES	\$600	Bond
Replace Roof - Gari Melchers Gym	\$200	Bond
Replace Roof - BPHS (Flat Roof)	\$800	Bond
FY 2009 Totals	<u><u>\$1,800</u></u>	
<u>FY 2010</u>		
Replace Roof - NSHS and Outbuildings	\$2,000	Bond
FY 2010 Totals	<u><u>\$2,000</u></u>	
<u>FY 2011</u>		
Replace Roof - HHPMS	\$250	Bond
Replace Roof - AGWMS/GES (Out Buildings)	\$100	Bond
FY 2011 Totals	<u><u>\$350</u></u>	
<u>FY 2012</u>		
Replace Roof - BPHS	\$1,200	Bond
Replace Roof - MES	\$700	Bond
FY 2012 Totals	<u><u>\$1,900</u></u>	
<u>FY 2013</u>		
Replace Roof - WCES	\$175	Bond
FY 2013 Totals	<u><u>\$175</u></u>	

County of Stafford, Virginia - Utilities Capital Improvement Program FY 2007-2011
Adopted on the 5th day of September , 2006 (R06-374)

Utilities Projects	Opening Date ↓	Prior	Project Cost Remaining ↓ (FY07 thru FY11)	FY2007	FY2008	FY2009	FY2010	FY2011	Total	
		Expenditures							Funded	
Utilities-Water	1. Rocky Pen Water Storage Reservoir	2012	\$ 17,875,000	\$ 57,645,000	\$ 27,000,000	\$ 15,000,000	\$ 9,000,000	\$ 6,645,000		\$ 75,520,000
	2. Water System Rehabilitation Program	Ongoing	\$ 900,000	\$ 900,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,800,000
	3. Water Extension Projects	Ongoing	\$ 6,017,000	\$ 2,500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 8,517,000
	4. Equipment Replacement Abel Lake	Ongoing	\$ 514,000	\$ 536,000	\$ 250,000	\$ 286,000				\$ 1,050,000
	5. Water Facilities Maintenance	Ongoing	\$ 210,000	\$ 320,000	\$ 160,000	\$ 80,000		\$ 80,000		\$ 530,000
	6. Smith Lake Pump Station Upgrade	2011	\$ 100,000	\$ 875,000		\$ 875,000				\$ 975,000
	7. 342 Zone System Improvements	2013	\$ 261,000	\$ 6,023,000	\$ 4,700,000	\$ 1,323,000				\$ 6,284,000
	8. Smith Lake WTF Upgrades	Ongoing		\$ 495,000	\$ 495,000					\$ 495,000
	9. Courthouse Area System Improvements	2011		\$ 670,000	\$ 67,000	\$ 603,000				\$ 670,000
	10. Austin Ridge System Improvements	2011		\$ 425,000	\$ 425,000					\$ 425,000
	11. Rt. 610 System Improvements	2008		\$ 750,000	\$ 750,000					\$ 750,000
	12. Vista Woods Booster Pumping Station	2009		\$ 480,000		\$ 48,000	\$ 432,000			\$ 480,000
	13. 310 Zone System Improvements	2011		\$ 270,000		\$ 20,000	\$ 250,000			\$ 270,000
	14. England Run Storage Tank	2010		\$ 2,173,000			\$ 173,000	\$ 2,000,000		\$ 2,173,000
	15. Upgrade Wtr Treatment-LT2ESWTR Rule	2013		\$ 10,000,000			\$ 10,000,000			\$ 10,000,000
	16. 480 Zone System Improvements	2014								\$ -
	17. Centreport Storage Tank	n/a		\$ 2,173,000		\$ 173,000	\$ 2,000,000			\$ 2,173,000
Water Total			\$ 25,877,000	\$ 86,235,000	\$ 34,447,000	\$ 19,108,000	\$ 22,555,000	\$ 9,425,000	\$ 700,000	\$ 112,112,000
Utilities-WW	1. Pump Station Rehabilitation	Ongoing	\$ 2,850,000	\$ 4,971,000		\$ 1,259,000	\$ 1,211,000	\$ 1,278,000	\$ 1,223,000	\$ 7,821,000
	2. Wastewater System Rehabilitation Program	Ongoing	\$ 7,474,000	\$ 11,120,000		\$ 2,780,000	\$ 2,780,000	\$ 2,780,000	\$ 2,780,000	\$ 18,594,000
	3. Sewer Extension Projects	Ongoing	\$ 3,417,000	\$ 1,250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 4,667,000
	4. Equipment Replacement - Little Falls Run	Ongoing		\$ 240,000		\$ 240,000				\$ 240,000
	5. Equipment Replacement - Aquia WWTF	Ongoing	\$ 607,000	\$ 1,492,000	\$ 352,000	\$ 180,000		\$ 960,000		\$ 2,099,000
	6. Claiborne Run Gravity Sewer Upgrade	Ongoing	\$ 1,700,000	\$ 1,000,000		\$ 1,000,000				\$ 2,700,000
	7. Nutrient Removal Upgrades Aquia	2010		\$ 20,000,000	\$ 1,000,000	\$ 19,000,000				\$ 20,000,000
	8. Nutrient Removal Upgrades LF Run	2011		\$ 5,000,000	\$ 500,000	\$ 4,500,000				\$ 5,000,000
	9. Falls Run Sewer Interceptor Upgrade	2011		\$ 5,000,000	\$ 500,000	\$ 4,500,000				\$ 5,000,000
	10. Aquia UV System Upgrades	2007		\$ 1,500,000	\$ 1,500,000					\$ 1,500,000
	11. Potomac Creek PS/FM Upgrades	2014		\$ -						\$ -
	12. Odor Control Upgrades Aquia & Little Fal	2010		\$ 1,375,000	\$ 1,375,000					\$ 1,375,000
	13. Solids Handling Upgrades	2014		\$ -						\$ -
	14. Centreport Sewer Study	2007	\$ 15,000	\$ 200,000	\$ 200,000					\$ 215,000
Wastewater Total			\$ 16,048,000	\$ 52,948,000	\$ 5,477,000	\$ 33,709,000	\$ 4,241,000	\$ 5,268,000	\$ 4,253,000	\$ 68,996,000
Utilities- Other	1. Equipment Replacement	Ongoing	\$ 3,306,000	\$ 2,093,000	\$ 485,000	\$ 373,000	\$ 392,000	\$ 411,000	\$ 432,000	\$ 5,399,000
	2. Capital Item Replacement	Ongoing	\$ 1,100,000	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,600,000
	3. Administration Center	2014	\$ 950,000	\$ 10,050,000	\$ 10,050,000					\$ 11,000,000
Other Total			\$ 5,356,000	\$ 12,643,000	\$ 10,635,000	\$ 473,000	\$ 492,000	\$ 511,000	\$ 532,000	\$ 17,999,000
Total Utilities			\$ 47,281,000	\$ 151,826,000	\$ 50,559,000	\$ 53,290,000	\$ 27,288,000	\$ 15,204,000	\$ 5,485,000	\$ 199,107,000

CAPITAL IMPROVEMENT PROGRAM

APPROVED FUNDING FOR UTILITIES PROJECTS – FY09

The Utilities Capital Improvement Program FY 2007-2011 was approved on September 5, 2006 by Resolution R06-374 and includes the following projects for FY09:

Utilities-Water Projects

Rocky Pen Water Storage Reservoir

The Board of Supervisors has endorsed the construction of the Rocky Pen Reservoir to meet the water demands of Stafford County for a fifty year planning period. Construction of the intake pumping station is nearly complete and funding is necessary in FY09 to initiate construction of the treatment facility and the main dam. Funding in subsequent years is necessary for the distribution system upgrades. The new reservoir is scheduled for completion in 2012.

Water System Rehabilitation Program

Numerous older subdivisions were constructed with substandard sizes and materials for water mains. These galvanized and cast iron pipes have been the cause of frequent breaks and poor water quality complaints. Other problems include insufficient shut-off valves and lack of fire protection. This work is ongoing.

Water Extension Projects

The County reviews applications on a continuing basis for the water extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization. This work is ongoing.

Vista Woods Booster Pumping Station

Improvements include the upgrading of pumps and electrical service for the booster pump station at Vista Woods. Completion is expected in 2009.

310 Zone System Improvements

The Water and Sewer Master Plan recommends construction of a 12” waterline connector between these two subdivisions to improve fire flows and water service reliability, along with the installation of pressure reducing valves at three locations. Completion is expected in 2011.

England Run Storage Tank

The Water and Sewer Master Plan recommends the construction of a new elevated water storage tank to provide adequate peak water demand and fire flow service for the commercial development on Route 17 west of Interstate 95. This project is currently in the design stage and the property has been purchased. Completion is expected in 2010.

Upgrade Water Treatment – LT2ESWTR

The U.S. EPA has mandated tough new water quality standards to be in effect in October 2012. Current treatment procedures are being reviewed to verify that new quality standards are being met. Although final test results are not yet available, based on preliminary tests, it is projected that changes associated with this project will not be necessary.

Centreport Storage Tank

Project was tabled relative to slower growth in the area than originally anticipated.

Utilities-Wastewater Projects

Pump Station Rehabilitation

The Department of Utilities operates numerous pumping stations that are over thirty years old. Many of these stations do not meet current standards for operational and control equipment. This can lead to higher operational and maintenance costs and ties up maintenance personnel. It is proposed to systematically upgrade all outdated pumping stations with modern mechanical, electrical and control equipment. These projects are ongoing.

CAPITAL IMPROVEMENT PROGRAM

APPROVED FUNDING FOR UTILITIES PROJECTS – FY09

Wastewater System Rehabilitation Program

The County established a systematic sewer rehabilitation program to reduce the amount of inflow and infiltration (I/I) that enters into the sewer collection system and to identify and replace deteriorated conditions before catastrophic failure occurs. The program identifies areas of pipe and manhole deterioration and repair possibilities. The subsequent reduction in I/I can reduce treatment problems at the wastewater treatment facilities. These projects are ongoing.

Sewer Extension Projects

The County reviews applications on a continuing basis for the sewer extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization. These projects are ongoing.

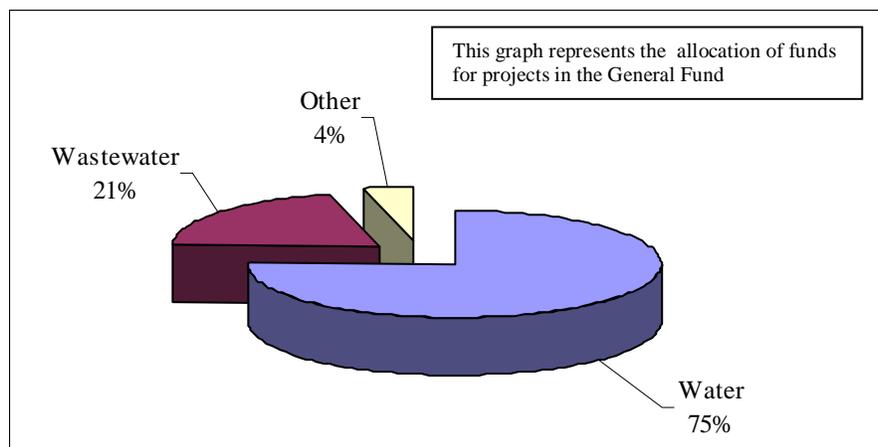
Utilities-Other Projects

1. Equipment Replacement

The Utilities Department has over sixty-five vehicles and major pieces of equipment. The estimated cost to replace this equipment is well over a million dollars, and most of this equipment will need replacing in the next six years. These projects are ongoing.

2. Capital Item Replacement

The Utilities Department needs to be prepared to handle emergency situations that may come up. A lump sum is budgeted for Capital Item Replacement to ensure that if the need arises, funds will be readily available to address the emergency situation and minimize any disruption of service.



UTILITIES FUND

Project: 1. Rocky Pen Run Reservoir

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a dam, intake pumping station, treatment facility and distribution system improvements for a pumped storage water supply and treatment facility near the Rappahannock River. When full, the reservoir will be capable of holding over 5 billion gallons of water.

Justification

The Board of Supervisors has endorsed the construction of the Rocky Pen Reservoir to meet the water demands of Stafford County for a fifty year planning period. Funding in the current fiscal year is necessary to initiate construction of the treatment facility and the main dam. Funding in subsequent years is necessary for the distribution system upgrades.

Estimated Operating Impact

\$12,000 per year for maintenance of the dam; \$1,350,000 per year for operation of the water treatment facility, and \$100,000 per year for operation and maintenance of the distribution facilities.

Average Annual Debt Payment

\$5,400,000

2. Project Priority

Essential _____

Necessary _____

Continuing _____

3. Project Type

New _____

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land	\$ 14,554,000
Construction	\$ 87,657,000
Planning and Design	\$ 5,000,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$107,211,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 42,611,000
Budget Year (FY 2009)	\$ 60,600,000
FY2010	\$ 4,000,000
FY2011	\$ _____
FY2012	_____
FY2013	_____
FY2014	_____
FY 2010-2014 (Subtotal)	\$ 4,000,000
Total Project Cost	\$107,211,000

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY95-FY10	\$107,211,000
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Other		_____
Total		\$107,211,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 2. Water System Rehabilitation Program

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replacement of substandard and corroded water mains with larger pipes made with modern materials.

Justification

Numerous older subdivisions were constructed with substandard sizes and materials for water mains. These galvanized and cast iron pipes have been the cause of frequent breaks and poor water quality complaints. Other problems include insufficient shut-off valves and lack of fire protection.

Estimated Operating Impact

Significantly lower operational costs due to fewer maintenance problems.

Average Annual Debt Payment

None

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New _____ Maintenance _____ Replacement x

4. Project Cost Estimates

Land	_____
Construction	\$ 5,130,000
Planning and Design	\$ 570,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ 5,700,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 1,300,000
Budget Year (FY 2009)	\$ 300,000
FY2010	\$ 600,000
FY2011	\$ 750,000
FY2012	\$ 750,000
FY2013	\$ 1,000,000
FY2014	\$ 1,000,000
FY 2010-2014 (Subtotal)	\$ 4,100,000
Total Project Cost	\$ 5,700,000

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees FY97-FY14	_____	\$ 5,700,000
State	_____	_____
Federal	_____	_____
Private	_____	_____
Other	_____	_____
Total	\$ 5,700,000	\$ 5,700,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 3. Water Extension Projects

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Extension of public water service to existing homes located within the adopted urban service area.

Justification

The County reviews applications on a continuing basis for the water extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization.

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New x Maintenance _____ Replacement _____

4. Project Cost Estimates

Land	_____
Construction	\$ 10,817,000
Planning and Design	\$ 700,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$11,517,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 6,517,000
Budget Year (FY 2009)	\$ 2,500,000
FY2010	\$ 500,000
FY2011	\$ 500,000
FY2012	\$ 500,000
FY2013	\$ 500,000
FY2014	\$ 500,000
FY 2010-2014 (Subtotal)	\$ 2,500,000
Total Project Cost	\$11,517,000

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Availability Fees FY93-FY14	FY93-FY14	\$ 11,517,000
Total	Total	\$11,517,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 12. Vista Woods Booster Pumping Station

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Upgrades to the existing booster pumping station serving the area west of Shelton Shop Road between Mountain View Road and Route 61

Justification

The 2004 update of the Water and Sewer Master Plan recommended increasing the capacity of the existing pumping station to 1.6 mgd to improve service to this expanding service area.

Estimated Operating Impact

Approximately \$1,000/year in electrical costs

Average Annual Debt Payment

None

2. Project Priority

Essential _____

Necessary x

Continuing _____

3. Project Type

New _____

Maintenance _____

Replacement x

4. Project Cost Estimates

Land	_____
Construction	\$ 432,000
Planning and Design	\$ 48,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ 480,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 480,000
Budget Year (FY 2009)	\$ -
FY2010	\$ -
FY2011	\$ -
FY2012	_____
FY2013	_____
FY2014	_____
FY 2010-2014 (Subtotal)	\$ -
Total Project Cost	\$ 480,000

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY07-08	\$ 67,200
State		_____
Federal		_____
Private		_____
Pro Rata	FY07-08	\$ 412,800
Total		\$ 480,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 13. 310 Zone Water System Improvements

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct 700' of 12" waterline to connect Hampton Oaks and Austin Ridge subdivisions and install 3 pressure reducing valves for more efficient pressure control..

Justification

The Water and Sewer Master Plan recommends construction of a 12" waterline connector between these two subdivisions to improve fire flows and water service reliability, along with the installation of pressure reducing valves at three locations.

Estimated Operating Impact

None

Average Annual Debt Payment

None

2. Project Priority

Essential _____

Necessary x

Continuing _____

3. Project Type

New x

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land	\$ 10,000
Construction	\$ 331,000
Planning and Design	\$ 20,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ 361,000

5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2009)	\$ 166,000
FY2010	\$ 195,000
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY 2010-2014 (Subtotal)	\$ 195,000
Total Project Cost	\$ 361,000

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Pro Rata	FY09-FY10	\$ 361,000
Total	Total	\$ 361,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates.

UTILITIES FUND

Project: 14. England Run Water Storage Tank

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a new 1.0 million gallon water storage tank near the corner of Warrenton Road and Greenbank Road to replace the existing Berea Tank.

Justification

The Water and Sewer Master Plan recommends the construction of a new elevated water storage tank to provide adequate peak water demand and fire flow service for the commercial development on Route 17 west of Interstate 95.

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

2. Project Priority

Essential _____

Necessary x

Continuing _____

3. Project Type

New x

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land	_____
Construction	\$ 1,801,000
Planning and Design	\$ 200,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ 2,001,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 200,000
Budget Year (FY 2009)	\$ 1,801,000
FY2010	\$ -
FY2011	\$ -
FY2012	_____
FY2013	_____
FY2014	_____
FY 2010-2014 (Subtotal)	\$ -
Total Project Cost	\$ 2,001,000

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Pro Rata	FY09	\$ 2,001,000
Total		\$ 2,001,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates.

UTILITIES FUND

Project: 15. Water Treatment Facility Upgrades for LT2ESWTR Rules

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

This project was originally intended for the addition of treatment processes such as microfiltration or ultra-violet disinfection to meet new EPA quality standards. The project is currently on hold until all testing is complete relative to the new standards. It is expected that the system will meet new quality standards and no changes will be required.

Justification

The U. S. EPA has mandated tough new water quality standards to be in effect in October 2012. Current treatment procedures are being tested to determine if installation of new treatment technology may be necessary.

Estimated Operating Impact

Significant, but dependent upon the process selected. Estimates range from \$50,000 per year for UV disinfection to \$150,000 per year for a membrane filtration system.

Average Annual Debt Payment

None

2. Project Priority

Essential _____ Necessary _____ Continuing _____

3. Project Type

New _____ Maintenance _____ Replacement _____

4. Project Cost Estimates

Land	_____
Construction	\$ 0
Planning and Design	\$ 0
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ -

5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2009)	_____
FY2010	\$ -
FY2011	\$ -
FY2012	\$ -
FY2013	_____
FY2014	_____
FY 2010-2014 (Subtotal)	\$ -
Total Project Cost	\$ -

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Availability Fees FY11-FY12	\$ 0	_____
Total	\$ -	\$ -

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates.

UTILITIES FUND

Project: 17. Centreport Storage Tank

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Centreport Storage Tank project was tabled relative to slower growth in the area than originally anticipated.

Justification

Centreport Storage Tank project was tabled relative to slower growth in the area than originally anticipated.

Estimated Operating Impact

None

Average Annual Debt Payment

None

2. Project Priority

Essential _____

Necessary _____

Continuing _____

3. Project Type

New _____

Maintenance _____

Replacement _____

4. Project Cost Estimates

Land	\$ 0
Construction	\$ 0
Planning and Design	\$ 0
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$ -

5. Recommended Annual Appropriation

Prior Expenditures	\$ -
Budget Year (FY 2009)	_____
FY2010	\$ -
FY2011	\$ -
FY2012	\$ -
FY2013	\$ -
FY2014	\$ -
FY 2010-2014 (Subtotal)	\$ -
Total Project Cost	\$ -

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY06-FY13	\$ 0
State		_____
Federal		_____
Private		_____
Pro Rata	FY10-FY13	\$ 0
Total		\$ -

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates.

UTILITIES FUND

Project 1: Pump Station Rehabilitation

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The Department of Utilities operates numerous pumping stations over thirty years old. Many of these stations do not meet current standards for operational and control equipment. This can lead to higher operation and maintenance costs and ties up maintenance personnel. It is proposed to systematically upgrade all outdated pumping stations with modern mechanical, electrical and control equipment.

Justification

Many of our existing stations are well over thirty years old and require equipment replacement upgrades. Furthermore, many stations were not installed to current design standards.

Estimated Operating Impact

Some reduction in operating cost.

Average Annual Debt Payment

None

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New _____ Maintenance _____ Replacement x

4. Project Cost Estimates

Land	_____
Construction	<u> \$ 2,925,000 </u>
Planning and Design	<u> \$ 200,000 </u>
Equipment	<u> \$ 9,967,000 </u>
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	<u> \$13,092,000 </u>

5. Recommended Annual Appropriation

Prior Expenditures	<u> \$ 5,975,000 </u>
Budget Year (FY 2009)	<u> \$ 1,752,000 </u>
FY2010	<u> \$ 1,752,000 </u>
FY2011	<u> \$ 1,128,000 </u>
FY2012	<u> \$ 848,000 </u>
FY2013	<u> \$ 1,039,000 </u>
FY2014	<u> \$ 598,000 </u>
FY 2010-2014 (Subtotal)	<u> \$ 5,365,000 </u>
Total Project Cost	<u> \$13,092,000 </u>

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY92-FY14	<u> \$ 13,092,000 </u>
State		_____
Federal		_____
Private		_____
Pro Rata Fees		_____
Total		<u> \$13,092,000 </u>

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project 2: Sewer Rehabilitation Program

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replacement and repair of existing sewer collection and force main network.

Justification

The County established a systematic sewer rehabilitation program to reduce the amount of inflow and infiltration (I/I) that enters into the sewer collection system and to identify and replace deteriorated conditions before catastrophic failure occurs. The program identifies areas of pipe and manhole deterioration and repair possibilities. The subsequent reduction in I/I can reduce treatment problems at the wastewater treatment facilities.

Estimated Operating Impact

Reduction in treatment facility operation and construction costs as well as a reduction in wastewater transmission costs.

Average Annual Debt Payment

None.

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New _____ Maintenance _____ Replacement x

4. Project Cost Estimates

Land	_____
Construction	\$ 14,021,000
Planning and Design	_____
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	\$14,021,000

5. Recommended Annual Appropriation

Prior Expenditures	\$ 7,974,000
Budget Year (FY 2009)	\$ 1,540,000
FY2010	\$ 250,000
FY2011	\$ 374,000
FY2012	\$ 1,613,000
FY2013	\$ 1,135,000
FY2014	\$ 1,135,000
FY 2010-2014 (Subtotal)	\$ 4,507,000
Total Project Cost	\$14,021,000

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY92-FY14	\$ 14,021,000
State		_____
Federal		_____
Private		_____
Other		_____
Total		\$14,021,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project 3: Sewer Extension Projects

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Extension of public sewer service to existing homes located within the adopted urban service area.

Justification

The County reviews applications on a continuing basis for the sewer extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization.

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New x Maintenance _____ Replacement _____

4. Project Cost Estimates

Land	_____
Construction	<u> \$ 7,017,000 </u>
Planning and Design	<u> \$ 400,000 </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	<u> \$ 7,417,000 </u>

5. Recommended Annual Appropriation

Prior Expenditures	<u> \$ 5,917,000 </u>
Budget Year (FY 2009)	<u> \$ 250,000 </u>
FY2010	<u> \$ 250,000 </u>
FY2011	<u> \$ 250,000 </u>
FY2012	<u> \$ 250,000 </u>
FY2013	<u> \$ 250,000 </u>
FY2014	<u> \$ 250,000 </u>
FY 2010-2014 (Subtotal)	<u> \$ 1,250,000 </u>
Total Project Cost	<u> \$ 7,417,000 </u>

6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Availability Fees FY92-FY14		<u> \$ 7,417,000 </u>
Total		<u> \$ 7,417,000 </u>

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 1. Equipment Replacement

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Motor vehicle and major equipment replacement account.

Justification

The Utilities Department has over sixty-five vehicles and major pieces of equipment. The estimated cost to replace this equipment is well over a million dollars, and most of this equipment will need replacing in the next six years. The cost to replace four vehicles, a backhoe and two forklifts is included in FY2009.

Estimated Operating Impact

No change.

Average Annual Debt Payment

None.

2. Project Priority

Essential _____ Necessary _____ Continuing x

3. Project Type

New _____ Maintenance _____ Replacement x

4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	<u>\$ 5,541,000</u>
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
Total	<u>\$ 5,541,000</u>

5. Recommended Annual Appropriation

Prior Expenditures	<u>\$ 3,791,000</u>
Budget Year (FY 2009)	<u>\$ 240,000</u>
FY2010	<u>\$ 429,000</u>
FY2011	<u>\$ 126,000</u>
FY2012	<u>\$ 202,000</u>
FY2013	<u>\$ 70,000</u>
FY2014	<u>\$ 683,000</u>
FY 2010-2014 (Subtotal)	<u>\$ 1,510,000</u>
Total Project Cost	<u>\$ 5,541,000</u>

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	<u>\$ 5,541,000</u>
State	_____	_____
Federal	_____	_____
Private	_____	_____
Other	_____	_____
Total	<u>\$ 5,541,000</u>	<u>\$ 5,541,000</u>

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.

UTILITIES FUND

Project: 2. Capital Item Replacement

1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Source of funds for unexpected capital expenditure needs that come up and must be addressed immediately rather than deferred to a future fiscal year.

Justification

Rather than budget additional funds in each of the Utilities costs centers to cover unbudgeted emergency situations that may come up, a lump sum is budgeted here to be available should such funding needs come up.

Estimated Operating Impact

Average Annual Debt Payment

None.

2. Project Priority

Essential

Necessary

Continuing

3. Project Type

New

Maintenance

Replacement

4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	\$ 1,000,000
Debt Issue Cost	_____
Hardware/Software	_____
Other (furnishings)	_____
Total	\$ 1,000,000

5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2009)	\$ 1,000,000
FY2010	\$ -
FY2011	\$ -
FY2012	\$ -
FY2013	\$ -
FY2014	\$ -
FY 2010-2014 (Subtotal)	\$ -
Total Project Cost	\$ 1,000,000

6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	FY09 - FY14	\$ 1,000,000
State	_____	_____
Federal	_____	_____
Private	_____	_____
Availability Fees	_____	_____
Total	Total	\$ 1,000,000

Note: Dollar figures shown have been updated from the original numbers adopted on the 5th day of September, 2006 (R06-374) to reflect current cost estimates and project timing.



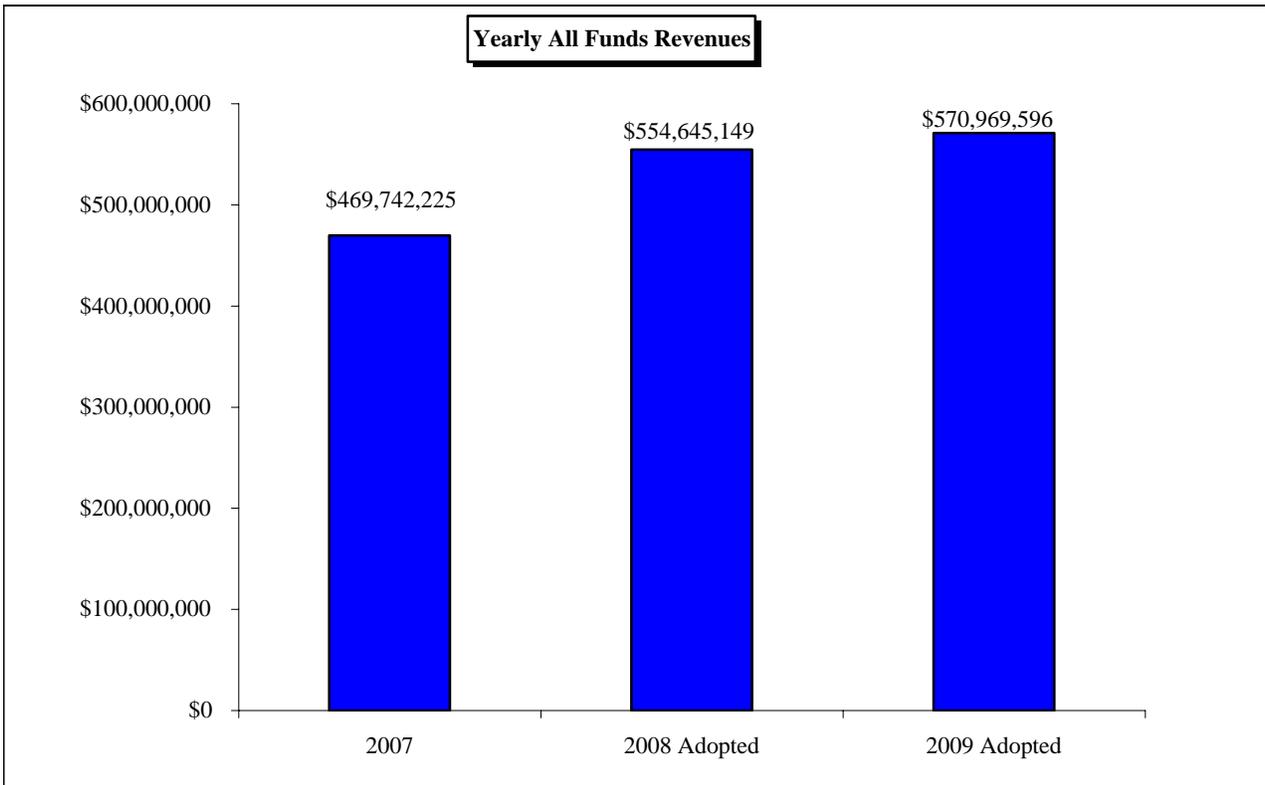
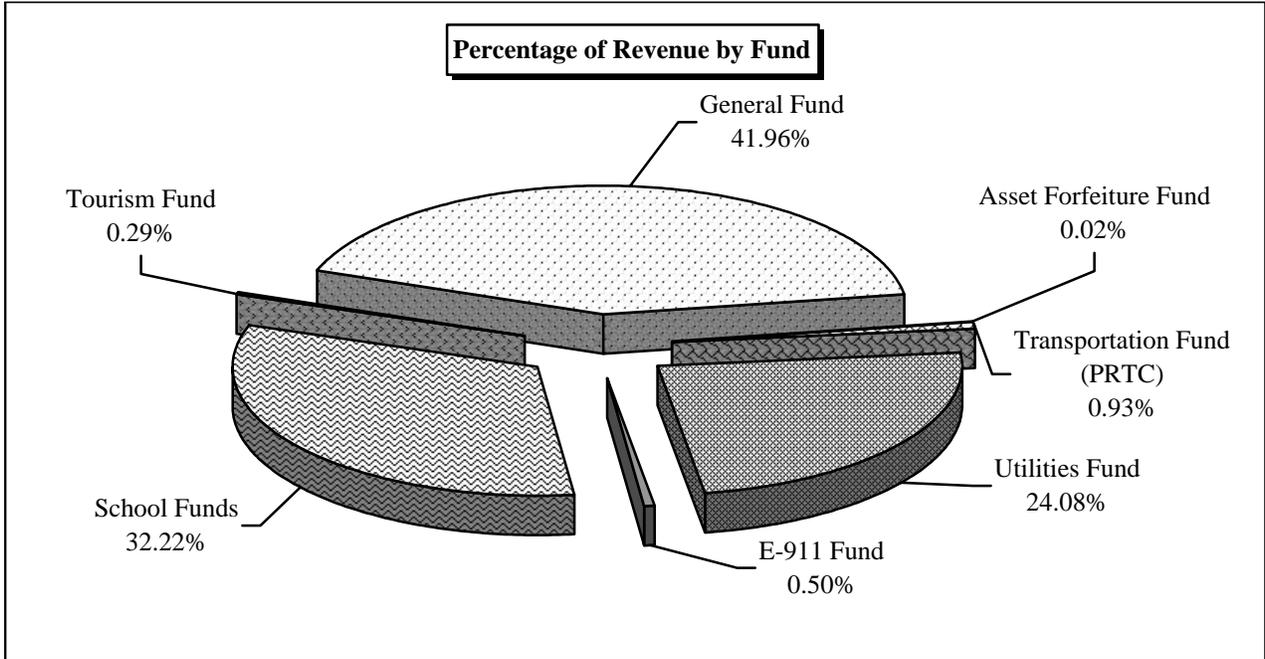
STATISTICAL SECTION

This purpose of this section is to give an overview of the County. Schedules and graphs are used to illustrate certain financial information, demographics, and selected activity levels.

The first schedules and graphs present revenues and expenditures for all funds, comparing actual FY2007, adopted budget FY2008 and adopted budget FY2009. The next schedule and graph is the same expenditure information presented by major expense. Following that are graphs of revenues for all funds and summary for the adopted budget for FY2009 by fund type.

Next, the County's demographic information is outlined, followed by tables of fiscal indicators and education cost statistics. The population and school enrollment graphs illustrate the County's growth, which has driven service level increases. Graphs of building permit values and assessed values of real property show the tangible effect building expansion has on property value in Stafford. A graph depicting Stafford's per capita expenditures for FY2003 through FY2007 (as reported by the Auditor of Public Accounts) is provided to measure service costs. This is followed by a summary of our Citizen Assistance, Volunteer Services area, and Web site statistics. The next schedule shows the property tax revenues required to support the General Fund, with costs summarized by service type – school funding, public safety, general government administration, community development, health and welfare, parks and recreation, judicial administration, and miscellaneous. This is followed by a summary of our Citizen Assistance, Volunteer Services area, table of the 2008 Property Tax Rates and Web site statistics. A number of schedules then describe the County's debt management practices and projected capital financing needs.

ALL FUNDS REVENUE GRAPHS

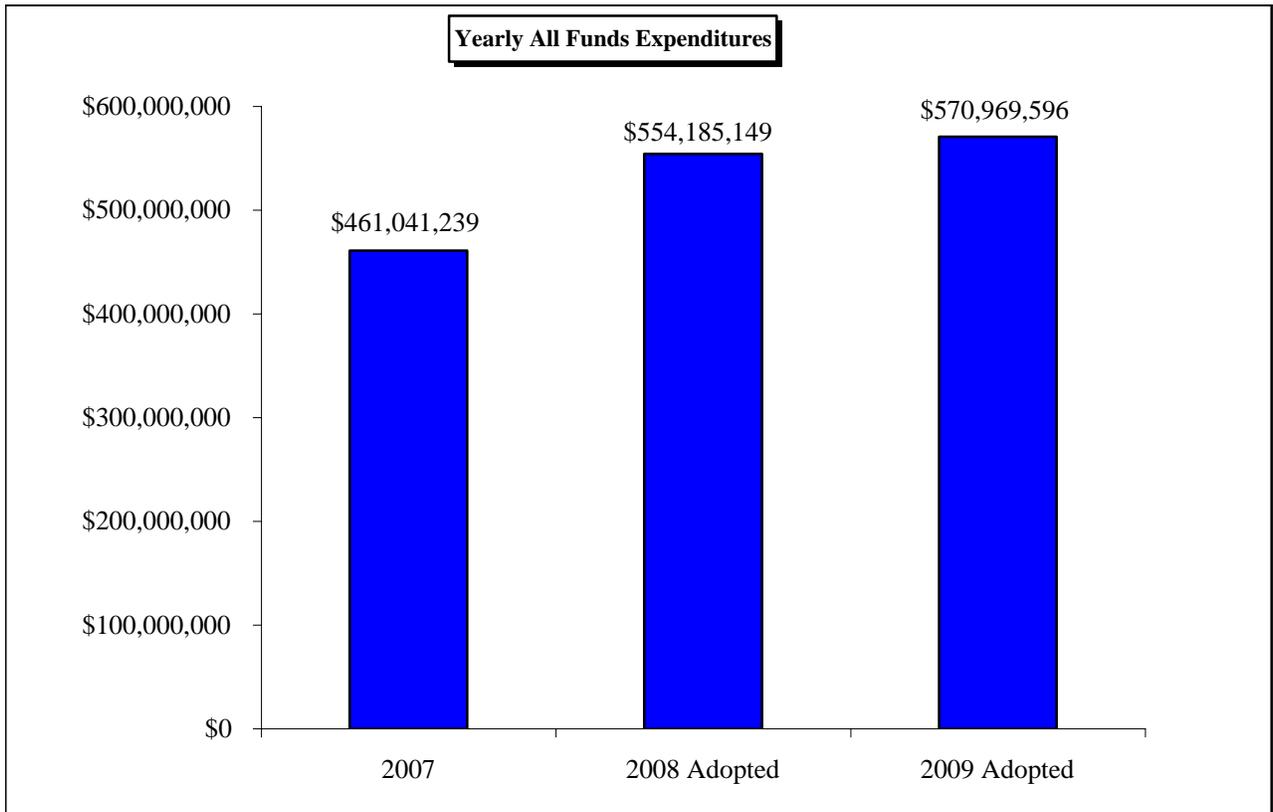
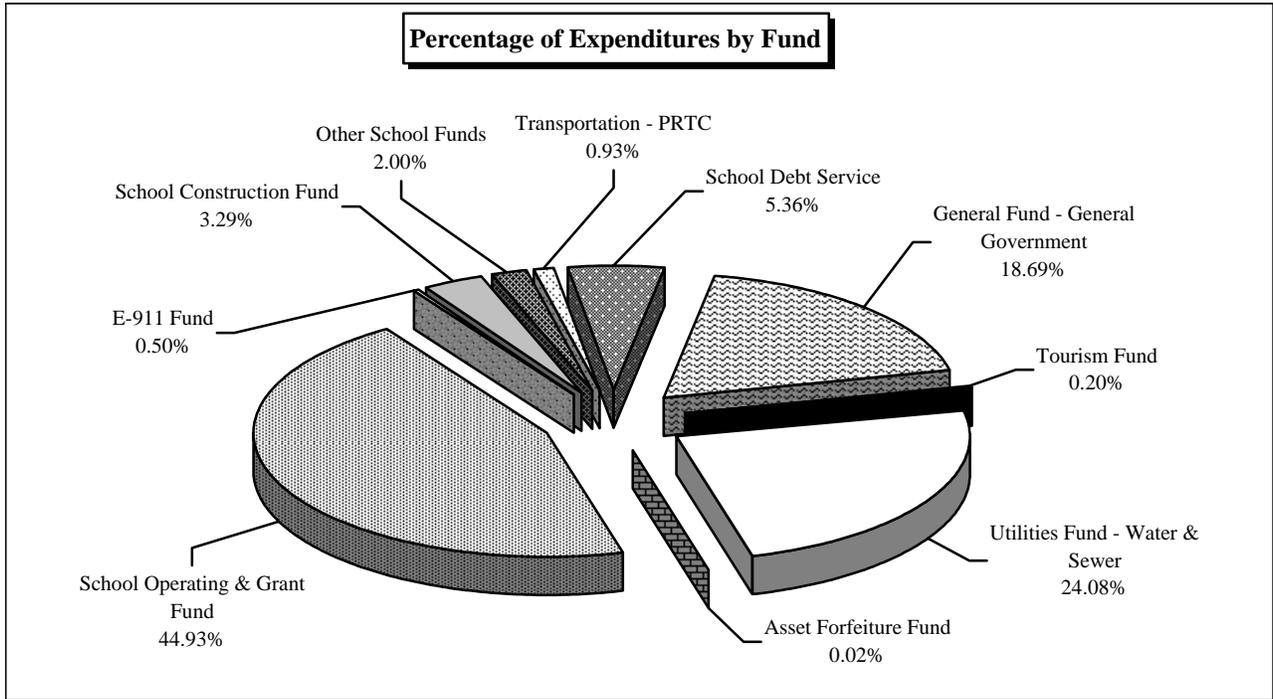


ALL FUNDS SCHEDULE REVENUE

The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, Capital Improvements Bond Fund and Parks and Recreation Bond Fund. The Fleet Services Fund is a Internal Service Fund and is fully supported by the School Operating, General Fund and Utilities Fund. The Capital Improvements Bond Fund and Parks and Recreation Bond Fund is used to post Bond and/or Lease Proceeds and these funds are transferred to the appropriate fund.

Revenue Plan	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted	Changes '08 Adopted to '09 Adopted	
General Fund					
Property Taxes	\$148,512,102	\$163,598,050	\$178,404,082	\$14,806,032	9.1%
Other Local Taxes	28,113,154	33,049,960	27,563,349	(5,486,611)	-16.6%
State & Federal	16,148,509	17,357,343	15,796,429	(1,560,914)	-9.0%
Other Revenue	20,095,245	17,211,647	16,101,004	(1,110,643)	-6.5%
Prior Year Fund Balance	8,149,323	6,407,832	0	(6,407,832)	-100.0%
Use of Money & Property	2,279,052	1,662,330	1,724,030	61,700	3.7%
Total	\$223,297,385	\$239,287,162	\$239,588,894	\$301,732	0.1%
Transportation Fund (PRTC)					
2% Fuels Tax	\$3,917,268	\$3,797,715	\$4,556,411	\$758,696	20.0%
Use of Money & Property	195,408	180,000	0	(180,000)	-100.0%
State Recordation Road/Schools	1,431,427	1,100,000	750,000	(350,000)	-31.8%
Other Revenue	78,038	0	0	0	0.0%
Total	\$5,622,141	\$5,077,715	\$5,306,411	\$228,696	4.5%
E-911 Fund					
E-911 Service Charge	\$1,293,462	\$1,600,000	\$2,404,651	\$804,651	50.3%
State	425,341	399,654	428,741	29,087	7.3%
Wireless Telephone Service	1,605	0	0	0	0.0%
Total	\$1,720,408	\$1,999,654	\$2,833,392	\$833,738	41.7%
Asset Forfeiture Fund					
Drug Seizure	\$16,659	\$39,030	\$120,000	\$80,970	207.5%
Total	\$16,659	\$39,030	\$120,000	\$80,970	207.5%
Tourism Fund					
3% Transit Occupancy Tax	\$692,116	\$705,041	\$720,000	\$14,959	2.1%
2% Transit Occupancy Tax	393,304	460,000	480,000	20,000	4.3%
Other Revenue	35,827	5,000	5,000	0	0.0%
Prior Year Fund Balance	0	100,000	437,042	337,042	337.0%
Total	\$1,121,247	\$1,270,041	\$1,642,042	\$372,001	29.3%
Utilities Fund					
Water & Sewer Fees	\$19,115,925	\$22,202,000	\$19,980,000	(\$2,222,000)	-10.0%
Prior Year Fund Balance	0	13,130,007	29,324,952	16,194,945	123.3%
Availability/ Pro Rata Fees	9,049,947	6,439,000	7,989,000	1,550,000	24.1%
Other Charges and Fees	1,948,080	1,589,650	1,509,200	(80,450)	-5.1%
Grant	0	0	5,461,000	5,461,000	100.0%
Donated Assets	9,726,024	0	0	0	0.0%
Revenue Bond Proceeds	0	60,000,000	70,600,000	10,600,000	17.7%
Use of Money/Property	3,887,387	2,200,000	2,637,000	437,000	19.9%
Total	\$43,727,363	\$105,560,657	\$137,501,152	\$31,940,495	30.3%
School Funds					
State and Federal	\$140,735,470	\$145,977,767	\$152,396,312	\$6,418,545	4.4%
Bond Proceeds	42,621,349	43,767,372	18,220,575	(25,546,797)	-58.4%
User Fees	6,856,850	7,345,061	8,377,320	1,032,259	14.1%
Other Revenue	4,023,353	4,320,690	4,983,498	662,808	15.3%
Total	\$194,237,022	\$201,410,890	\$183,977,705	(\$17,433,185)	-8.7%
Total Revenues - All Funds	\$469,742,225	\$554,645,149	\$570,969,596	\$16,324,447	2.9%

ALL FUNDS EXPENDITURE GRAPHS



ALL FUNDS SCHEDULE EXPENDITURES

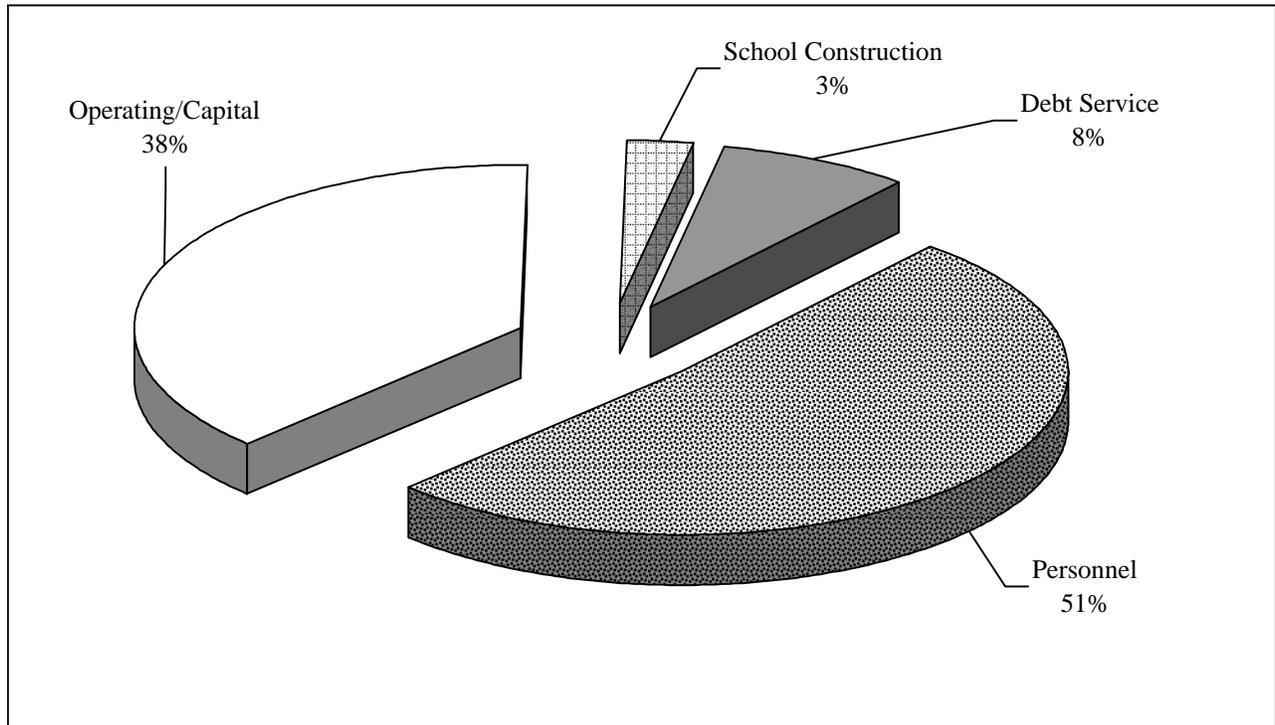
The all Funds Expenditure Schedule represents all County Budgets with the exception of the Fleet Services Fund, Capital Improvements Bond Fund and Parks and Recreation Bond Fund. The Fleet Services Fund is an Internal Service Fund and is fully supported by the School Operating, General Fund and Utilities Fund. The Capital Improvements Bond Fund and Parks and Recreation Bond Fund is used to post Bond and/or Lease Proceeds and these funds are transferred to the appropriate fund. All Funds listed below require appropriation and in addition to these funds the Fleet Services Fund, Capital Improvements Bond Fund and Parks and Recreation Bond Fund as require appropriation.

Expenditure Plan	FY2007 Actual	FY2008 Adopted Budget	FY2009		
			Adopted	Changes '08 Adopted to '09 Adopted	
General Fund - General Government					
Personnel	\$46,815,625	\$55,524,723	\$54,861,127	(\$663,596)	-1.2%
Operating	36,540,182	41,077,686	38,755,410	(2,322,276)	-5.7%
Capital	18,747,817	9,048,102	13,084,857	4,036,755	44.6%
Total	\$102,103,624	\$105,650,511	\$106,701,394	\$1,050,883	1.0%
Transportation - PRTC					
Personnel	\$111,501	\$172,105	\$349,482	\$177,377	103.1%
Operating	1,407,038	2,987,089	3,658,649	671,560	22.5%
Capital	847,519	1,918,521	1,298,280	(620,241)	-32.3%
Total	\$2,366,058	\$5,077,715	\$5,306,411	\$228,696	4.5%
E-911 Fund					
Personnel	\$2,132,300	\$2,450,521	\$2,554,579	\$104,058	4.2%
Operating	326,243	410,784	278,813	(131,971)	-32.1%
Capital	27,128	175,000	0	(175,000)	-100.0%
Total	\$2,485,671	\$3,036,305	\$2,833,392	(\$202,913)	-6.7%
Asset Forfeiture Fund					
Operating	\$12,551	\$39,030	\$120,000	\$80,970	207.5%
Total	\$12,551	\$39,030	\$120,000	\$80,970	207.5%
Tourism Fund					
Operating	\$488,549	\$647,913	\$665,225	\$17,312	2.7%
Personnel	90,548	87,809	147,498	59,689	68.0%
Tourism Programs	59,319	74,319	49,319	(25,000)	-33.6%
Capital	250,755	0	300,000	300,000	100.0%
Total	\$889,171	\$810,041	\$1,162,042	\$352,001	43.5%
Utilities Fund - Water & Sewer					
Operating	\$7,975,608	\$9,957,162	\$10,649,507	\$692,345	7.0%
Capital	16,336,017	80,141,844	109,769,000	29,627,156	37.0%
Personnel	9,347,506	10,844,431	12,502,822	1,658,391	15.3%
Debt Service	4,341,111	4,617,220	4,579,823	(37,397)	-0.8%
Total	\$38,000,242	\$105,560,657	\$137,501,152	\$31,940,495	30.3%
School Operating & Grant Fund					
Personnel	\$192,983,754	\$211,564,951	\$217,256,354	\$5,691,403	2.7%
Operating / Capital	39,197,378	38,379,054	39,258,548	879,494	2.3%
Total	\$232,181,132	\$249,944,005	\$256,514,902	\$6,570,897	2.6%
School Debt Service					
Total	\$27,592,945	\$30,282,568	\$30,592,541	\$309,973	1.0%
School Construction Fund					
Personnel	\$377,413	\$154,217	\$342,689	\$188,472	122.2%
Operating	12,444,112	4,144,751	2,485,336	(1,659,415)	-40.0%
Capital	33,487,350	39,468,404	15,974,238	(23,494,166)	-59.5%
Total	\$46,308,875	\$43,767,372	\$18,802,263	(\$24,965,109)	-57.0%
Other School Funds					
Personnel	\$4,695,094	\$5,104,623	\$5,623,067	\$518,444	10.2%
Operating	4,362,928	4,797,822	5,723,932	926,110	19.3%
Capital	42,948	114,500	88,500	(26,000)	-22.7%
Total	\$9,100,970	\$10,016,945	\$11,435,499	\$1,418,554	14.2%
Total Expenditures - All Funds	\$461,041,239	\$554,185,149	\$570,969,596	\$16,784,447	3.0%

SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

Below is a summary of the All Funds Schedule of Expenditures. This Schedules combines the major expense classifications for all the fund types. It is shown here that the County is primarily a service organization with most costs in Personnel. These services include, Teaching students, providing Public Safety, Health and Welfare, Parks and Recreation and other Community Services.

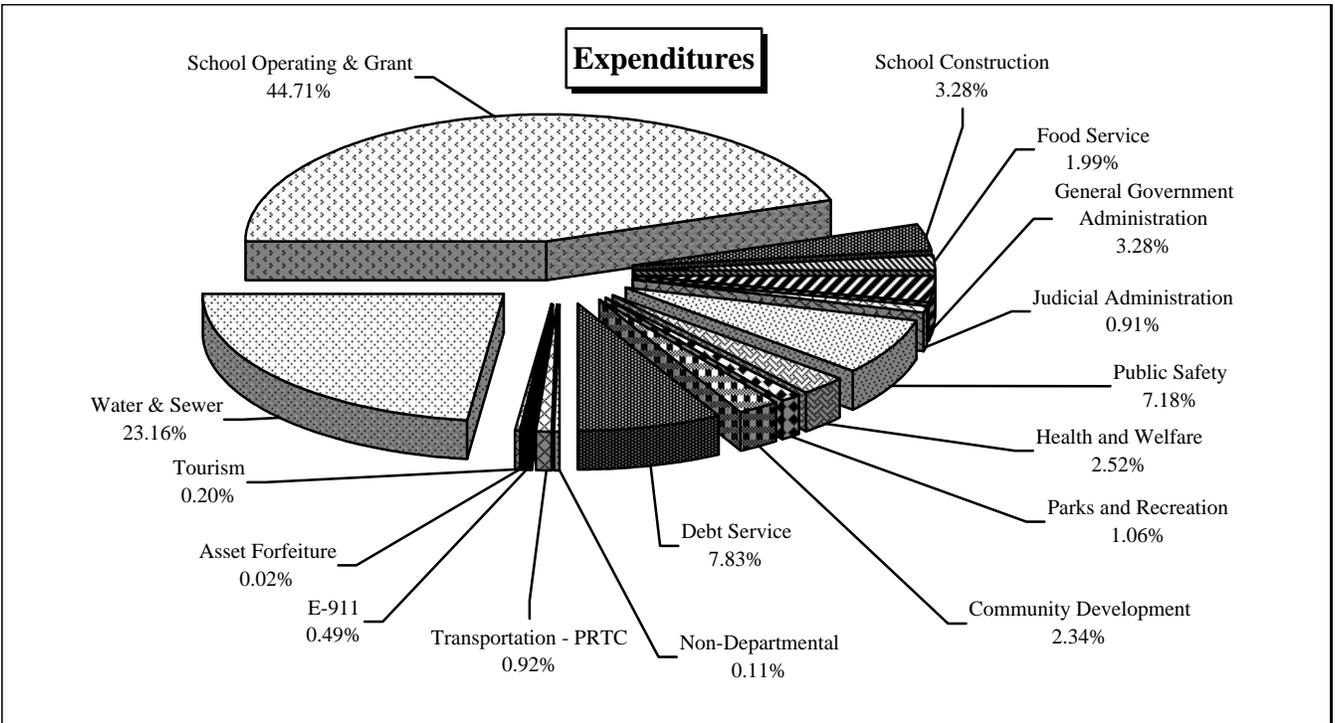
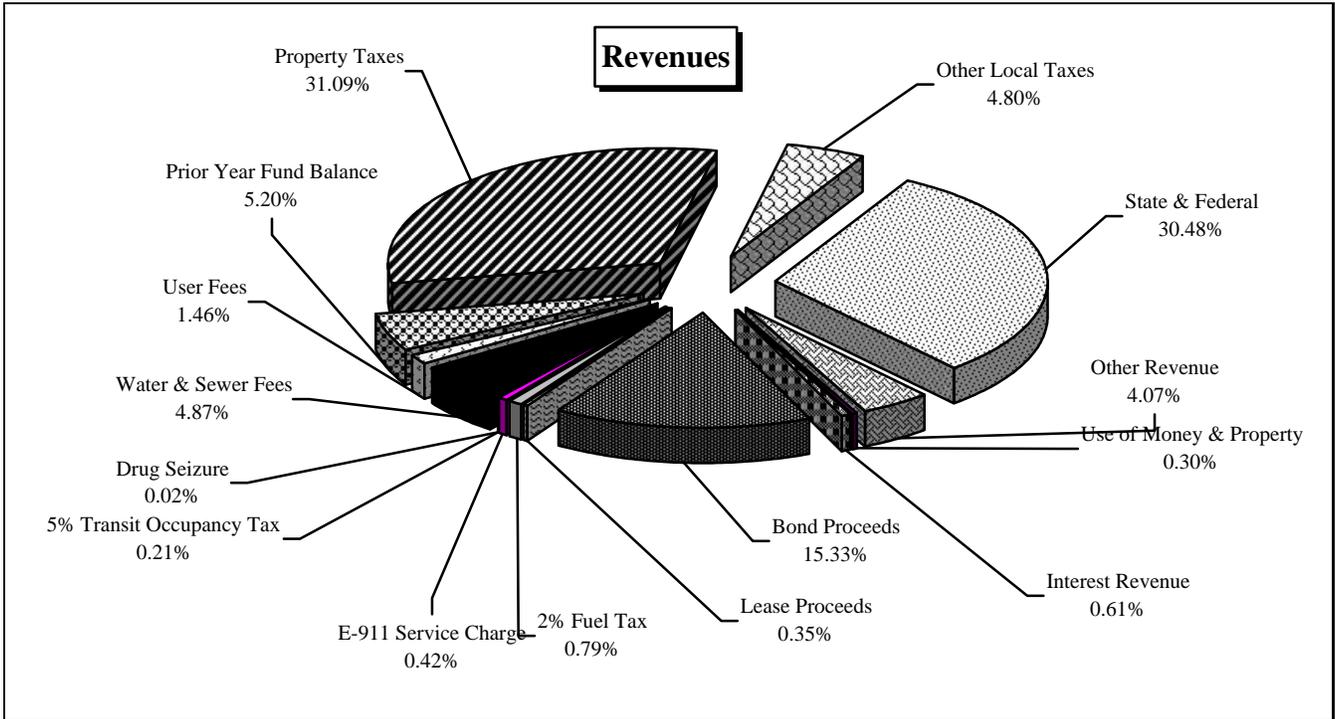
	FY2007 Actual	FY2008 Adopted Budget	Adopted Budget	FY2009 Changes '08 Adopted to '09 Adopted	
Personnel	\$256,553,741	\$285,903,380	\$293,637,618	\$7,734,238	2.71%
Operating/Capital	130,845,750	188,559,674	216,022,503	27,462,829	14.56%
School Construction	33,487,350	39,468,404	15,974,238	(23,494,166)	-59.53%
Debt Service	40,154,398	40,253,691	45,335,237	5,081,546	12.62%
Total Expenditures	<u>\$461,041,239</u>	<u>\$554,185,149</u>	<u>\$570,969,596</u>	<u>\$16,784,447</u>	<u>3.03%</u>





ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2009 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



FY2009 ADOPTED BUDGET ALL FUND TYPES

	Governmental Funds			Proprietary	Total 2009 Adopted Budget	
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)		Enterprise Fund
Revenues						
Property Taxes	\$178,404,082					\$178,404,082
Other Local Taxes	27,563,349					27,563,349
State & Federal	15,796,429		1,178,501	152,396,312	5,461,000	174,832,242
Other Revenue	16,101,004		5,000	5,766,438	1,509,200	23,381,642
Use of Money & Property	1,724,030					1,724,030
Interest Revenue		885,000			2,637,000	3,522,000
Bond Proceeds		17,361,000			70,600,000	87,961,000
Lease Proceeds		2,000,000				2,000,000
2% Fuel Tax			4,556,411			4,556,411
E-911 Service Charge			2,404,891			2,404,891
Drug Seizure			120,000			120,000
5% Transit Occupancy Tax			1,200,000			1,200,000
Water & Sewer Fees					27,969,000	27,969,000
User Fees				8,377,320		8,377,320
Prior Year Fund Balance			437,042	76,635	29,324,952	29,838,629
Total	\$239,588,894	\$20,246,000	\$9,901,845	\$166,616,705	\$137,501,152	\$573,854,596
Expenditures						
General Government Administration	\$17,956,494	\$885,000				\$18,841,494
Judicial Administration	5,221,035					5,221,035
Public Safety	39,197,601	2,000,000				41,197,601
Health and Welfare	14,475,995					14,475,995
Parks and Recreation	6,072,596					6,072,596
Community Development	13,433,634					13,433,634
Debt Service	40,329,749				4,579,823	44,909,572
Non-Departmental	606,831					606,831
Transportation - PRTC			5,306,411			5,306,411
E-911			2,833,392			2,833,392
Asset Forfeiture			120,000			120,000
Tourism			1,162,042			1,162,042
Water & Sewer					132,921,329	132,921,329
School Operating & Grant				256,514,902		256,514,902
School Construction				18,802,263		18,802,263
Food Service				11,435,499		11,435,499
Total	\$137,293,935	\$2,885,000	\$9,421,845	\$286,752,664	\$137,501,152	\$573,854,596
Other Financing Sources (Uses)						
Operating Transfers In	\$480,000			\$120,135,959		\$120,615,959
Operating Transfers Out	(102,774,959)	(17,361,000)	(480,000)			(120,615,959)
Total Other Financing Sources (Uses)	(\$102,294,959)	(\$17,361,000)	(\$480,000)	\$120,135,959	\$0	\$0
Fund Balance, Beginning of Year	\$22,462,265	\$20,640,079	\$6,564,039	\$8,212,863	\$67,300,000	\$125,179,246
Fund Balance, end of Year	\$22,462,265	\$20,640,079	\$6,126,997	\$8,136,228	\$37,975,048	\$95,340,617

DEMOGRAPHICS

Formed as an Independent County	September 27, 1664
Present form of Government	Traditional Board of Supervisors - County Administrator (Seven Board Members by Election District)
Area	277 sq. miles/177,280 acres
Population (2009 Estimate)	128,400
Registered Voters (November 2007)	66,676
At Place Employment (June 2007)	32,578
Median Age (2007 Estimate)	32.8
Median Household Income (2007 Estimate)	\$85,014
Unemployment Rate (Average Annual 2007)	2.6%
Retail Sales (2007)	\$900,764,763
New Dwelling Units (2007)	810

Full-time County Employees (FTEs): Job Categories – As of November, 2007

Officials & Administration.....	88
Professionals	135
Technicians	114
Protective Services.....	129
Paraprofessionals.....	31
Administrative Support.....	168
Skilled Crafts.....	111
Service Maintenance.....	40
Total Regular FTEs	816

Education

Number of Elementary Schools	17
Number of Middle Schools.....	8
Number of High Schools.....	5
Membership-FY2008-2009 Year.....	26,392

Fire and Rescue Protection

Number of Fire and Rescue Stations.....	15
Career Personnel.....	98
Volunteer Personnel.....	350
2006 Emergency Incidents.....	22,005

Libraries

Number of Facilities	2
Patrons Registered	94,145
Total Circulation	2,926,083

DEMOGRAPHICS

Parks and Recreation

County Parks.....	11 (1,080 acres)
Regional Parks.....	2 (215 acres)
State and National Parks.....	2 (1,184 acres)
Athletic Fields.....	25
Playgrounds.....	5
Tennis Courts (County & School).....	19
Campground.....	1 (48 acres)
Private Golf Course.....	1 (9 holes)
Public Golf Courses.....	3 (18 holes)
National Historic Attractions.....	10
Public Marinas.....	4
Public Boat Ramps.....	2
Public Fishing Lakes.....	2
Public Beach.....	1 (34 acres)
Public Swimming Pool.....	2 (1 year round facility)
Gymnastics Training Center.....	1
Senior Citizens Center.....	1
Recreation Centers.....	2

Police Protection

Number of Employees.....	241
Police Operations.....	160 (14 part-time)
Court Services/Civil Process.....	32 (3 part-time)
Communications (EOC).....	37
Animal Control.....	12

Water and Sewer Utility (As of October 31, 2007)

Number of Water/Sewer Accounts.....	30,553
Water Plant Capacity.....	18.0 mgd
Average Water Consumption.....	10.6 mgd
Water Mains.....	545 miles
Sewer Mains.....	394 miles
Water Storage.....	16.7 million gallons
Reservoirs.....	2 lakes
Wastewater Plant Capacity.....	10.5 mgd
Average Wastewater Flow.....	8.9 mgd
Pumping Stations.....	86

*mgd=million gallons per day

SELECTED FISCAL INDICATORS FY 2000-2009

	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008 Adopted Budget	FY2009 Adopted Budget
Dollars (000)										
Total Exp All Funds	\$264,014	\$233,964	\$267,321	\$295,139	\$345,602	\$423,820	\$462,679	\$461,041	\$554,185	\$571,080
General Fund Revenues	\$108,468	\$125,514	\$138,747	\$146,170	\$162,400	\$181,608	\$199,124	\$215,148	\$232,879	\$240,069
Total School Funds Exp & Debt	\$201,355	\$160,758	\$186,626	\$203,104	\$232,164	\$304,067	\$314,478	\$315,184	\$334,011	\$317,345
Local School Funding	\$59,033	\$69,328	\$75,880	\$84,000	\$89,219	\$93,452	\$114,427	\$121,194	\$132,600	\$133,368
Shares										
Total School Funds & Debt As % of Total Funds	76.3%	68.7%	69.8%	68.8%	67.2%	71.7%	68.0%	68.4%	60.3%	55.6%
School Debt Service As % of School Op Fund	11.7%	11.5%	11.5%	10.9%	10.0%	11.3%	10.2%	11.2%	10.9%	11.0%
People										
Resident Population	92,446	98,376	104,232	109,341	114,513	117,874	120,170	123,200	125,900	128,400
Budgeted Positions (1)	654	677	683	778	780	840	952	1,014	1,061	1,061
School Positions (2)	3,647	2,882	2,974	3,197	3,373	3,446	3,769	3,586	3,644	3,824
School Enrollment (ADM) (3)	19,946	21,109	22,332	23,698	24,639	25,419	25,871	26,181	26,571 ⁽⁴⁾	26,392
Assessed Value (000)										
Real Property (5)	5,005,770	5,297,858	6,184,377	6,663,645	8,920,630	9,499,678	16,293,674	16,912,468	16,266,629	16,616,068
Tax Rates										
Real Property	1.08/1.18	1.18	1.18	1.18/1.14	1.14/.97	0.97	0.97/0.63	0.63/0.70	0.70/.84	0.840
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49	5.49	5.49	5.49	5.49

(1) Budgeted position figures do not include seasonal employees.

(2) All School Funds positions are Full-Time Equivalent totals and rounding may apply

(3) (ADM) Average Daily Membership

(4) Average Daily Membership for Students is based on the original estimate for FY2008. The updated FY2008 estimate is 26,157.

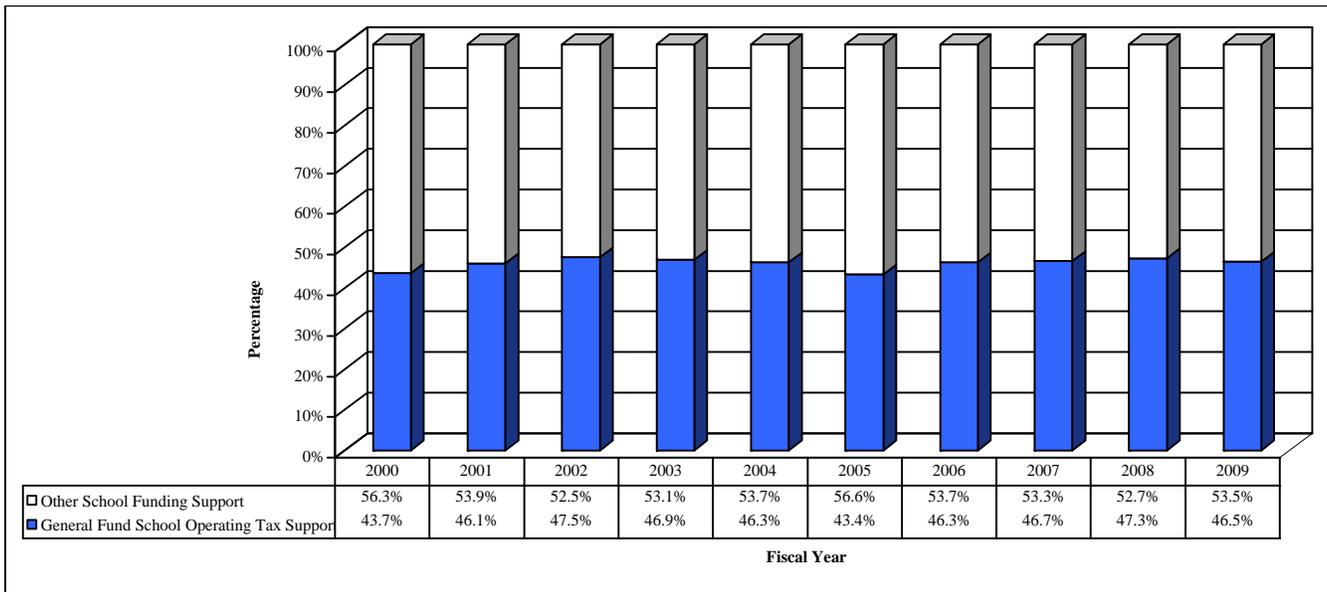
(5) Calendar Year Value

EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2009 is \$133,367,500. This is a \$767,500 increase or .6% over Fiscal Year 2008.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2009 *	26,392	-0.7%	128,400	2.0%	287,107	6,880	2.5%	10,879	2,236
2008 * 26,571 **	26,571	1.5%	125,900	2.2%	280,227	20,453	7.9%	10,546	2,226
2007	26,181	1.2%	123,200	2.5%	259,774	12,644	5.1%	9,922	2,109
2006	25,871	1.8%	120,170	1.9%	247,130	31,688	14.7%	9,552	2,057
2005	25,419	3.2%	117,874	2.9%	215,442	22,945	11.9%	8,476	1,828
2004	24,639	4.0%	114,513	4.7%	192,497	13,437	7.5%	7,813	1,681
2003	23,698	6.1%	109,341	4.9%	179,060	19,391	12.1%	7,556	1,638
2002	22,332	5.8%	104,232	6.0%	159,669	9,228	6.1%	7,150	1,532
2001	21,109	5.8%	98,376	6.4%	150,441	15,299	11.3%	7,127	1,529
2000	19,946	4.8%	92,446	-2.1%	135,142	15,387	12.8%	6,775	1,462

Fiscal Year	School Enrollment		County Population		General Fund Transfer					% of Oper. Fund
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	
2009 *	26,392	-0.7%	128,400	2.0%	133,368	768	0.6%	5,053	1,039	46.5%
2008 * 26,571 **	26,571	1.5%	125,900	2.2%	132,600	11,406	9.4%	4,990	1,053	47.3%
2007	26,181	1.2%	123,200	2.5%	121,194	6,767	5.9%	4,629	984	46.7%
2006	25,871	1.8%	120,170	1.9%	114,427	20,975	22.4%	4,423	952	46.3%
2005	25,419	3.2%	117,874	2.9%	93,452	4,233	4.7%	3,676	793	43.4%
2004	24,639	4.0%	114,513	4.7%	89,219	5,219	6.2%	3,621	779	46.3%
2003	23,698	6.1%	109,341	4.9%	84,000	8,120	10.7%	3,545	768	46.9%
2002	22,332	5.8%	104,232	6.0%	75,880	6,552	9.5%	3,398	728	47.5%
2001	21,109	5.8%	98,376	6.4%	69,328	10,295	17.4%	3,284	705	46.1%
2000	19,946	4.8%	92,446	-2.1%	59,033	(2,514)	-4.1%	2,960	639	43.7%

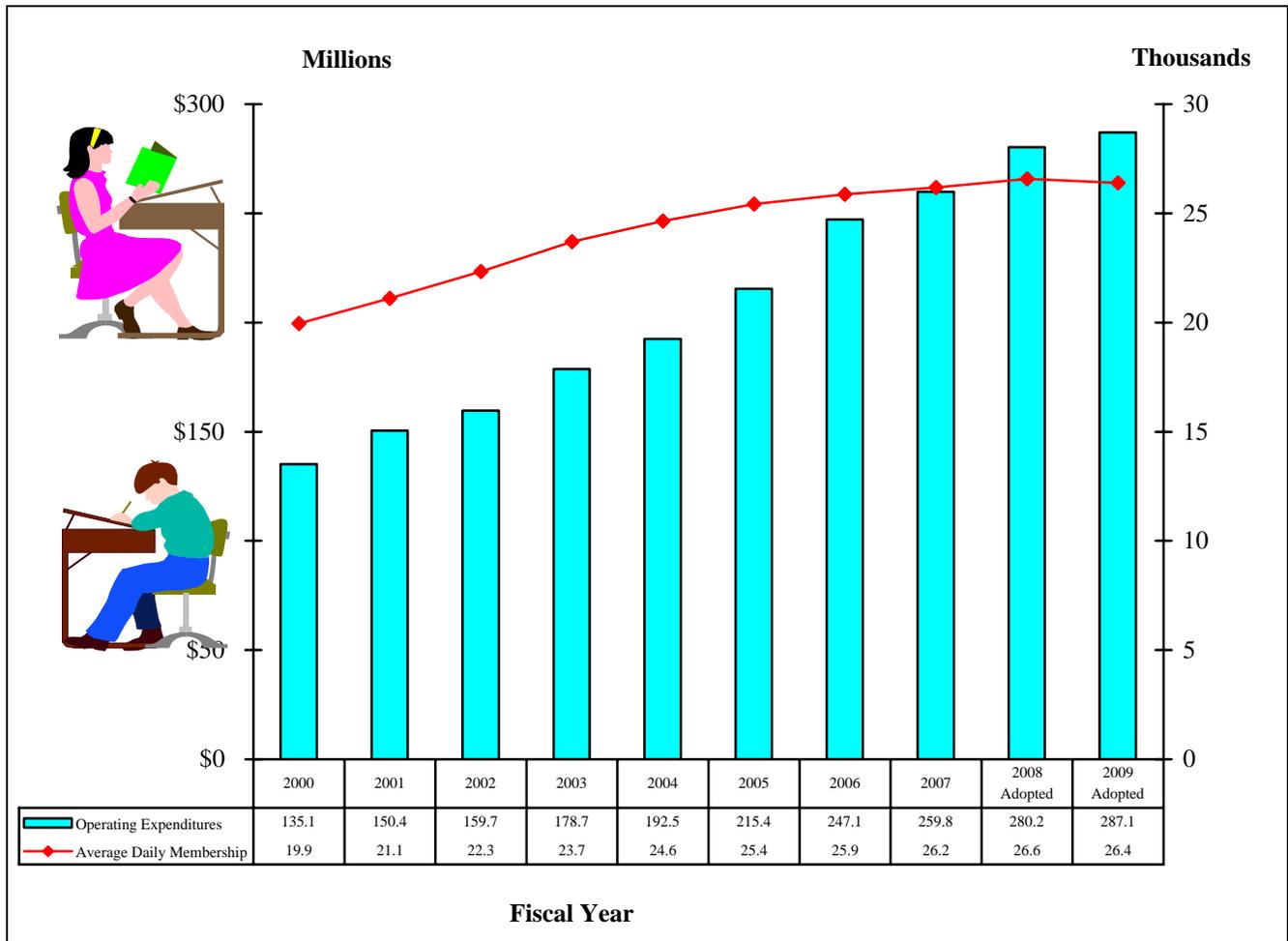


* The Fiscal Year 2008 and 2009 are Adopted Budgets.

** Average Daily Membership for Students is based on the original estimate for FY2008. The updated FY2008 estimate is 26,157.

SCHOOL OPERATING VS. ENROLLMENT

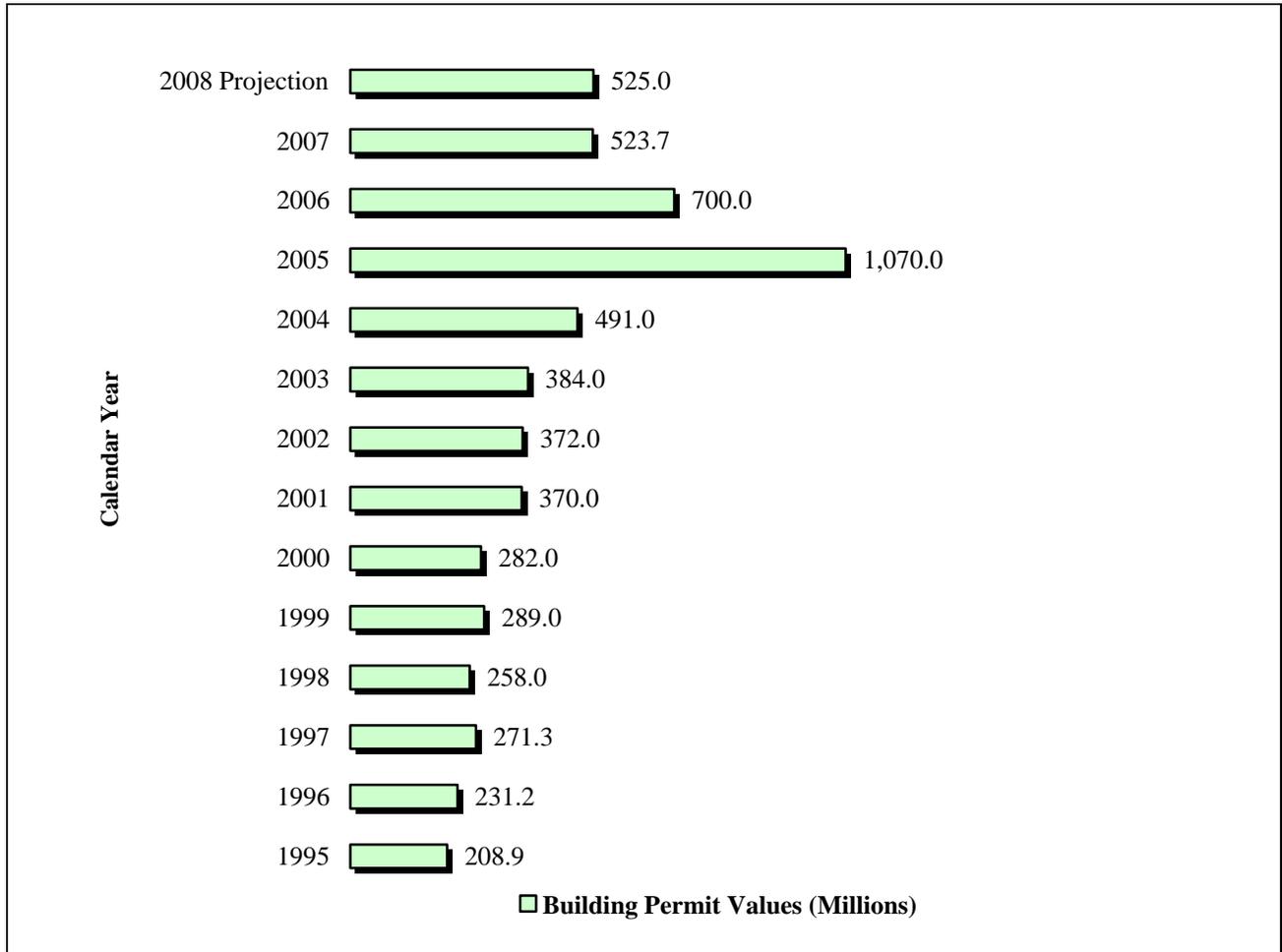
Estimated school average daily membership for Fiscal Year 2009 is 26,392 a .67% decrease over Fiscal Year 2008 adopted budget estimate and a school operating budget of \$287.1 million (Including Debt Service) a 2.45% increase over Fiscal Year 2008.



** Average Daily Membership for Students is based on the original estimate for FY2008. The updated FY2008 estimate is 26,157.

BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is estimated to be \$525,000,000 in 2008.

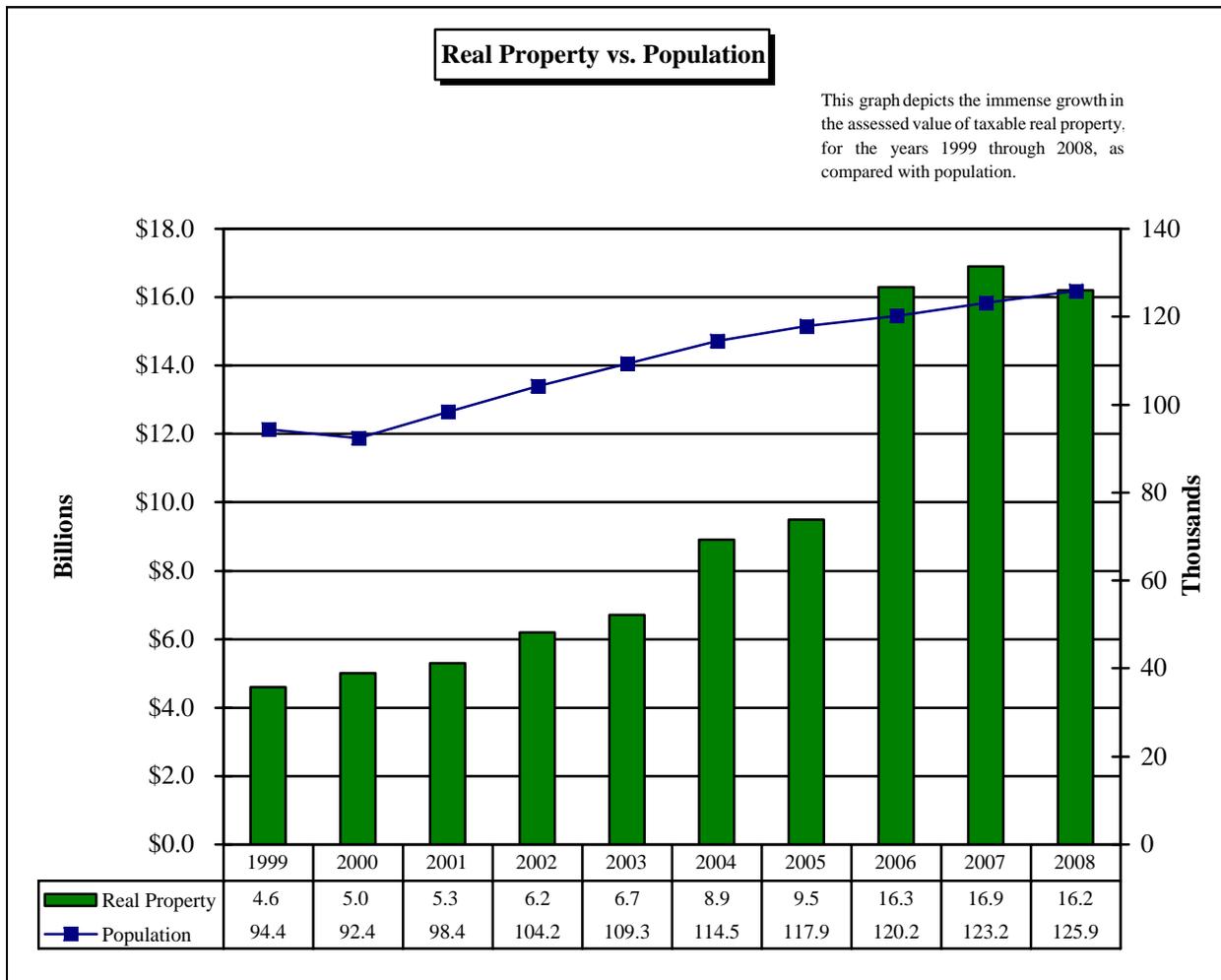


ASSESSED VALUE OF REAL PROPERTY

Stafford County geographically represents 277 square miles or 177,280 acres of land. The Federal government occupies 20%, which is not taxable property of Stafford.

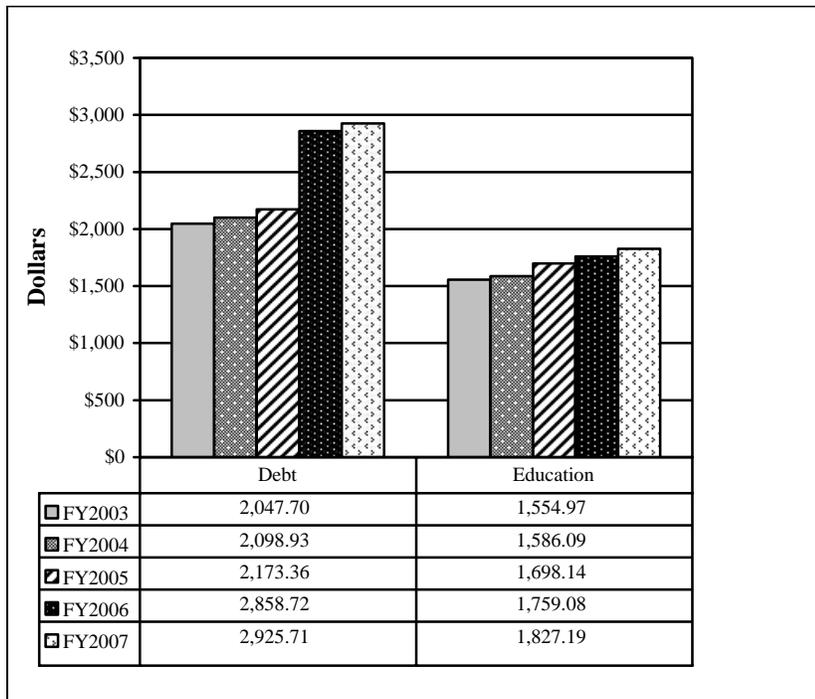
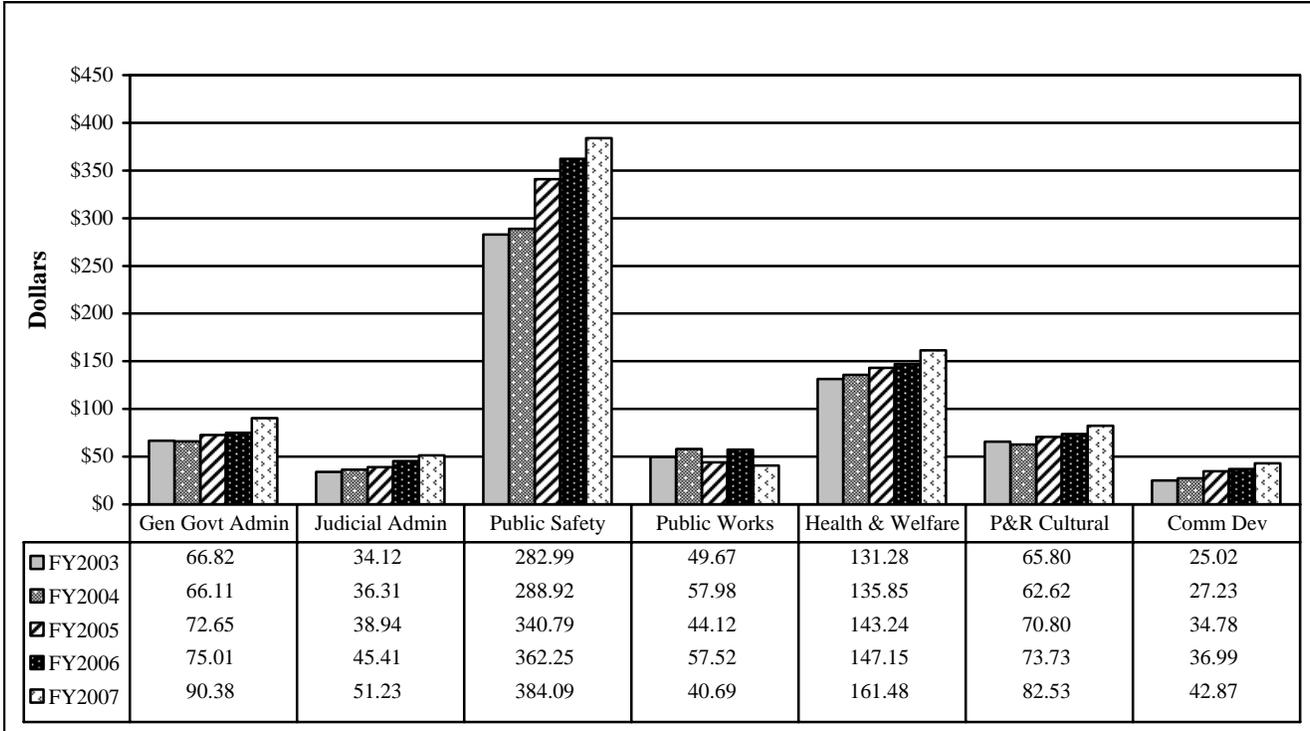
The Commissioner of the Revenue reassesses all real property every two years. Calendar year 2008 is a reassessment year. The proposed budget reflects values as of January 1, 2008. These assessments are based upon 100% of the fair market value, in accordance with section 58.1-3201 of the Code of Virginia, as amended (1950).

Since 1999, the assessed value of taxable real property has grown from \$4.6 billion to \$16.2 billion in 2008, an increase of 251%. Over the last 10 years, property values have increased at an average annual rate of 15.6%. However, the recent reassessment reflects the downturn in the residential real estate market, with values declining approximately 4.5% overall. Residential properties declined an average of 15%, while commercial properties increased by an average of 28%.



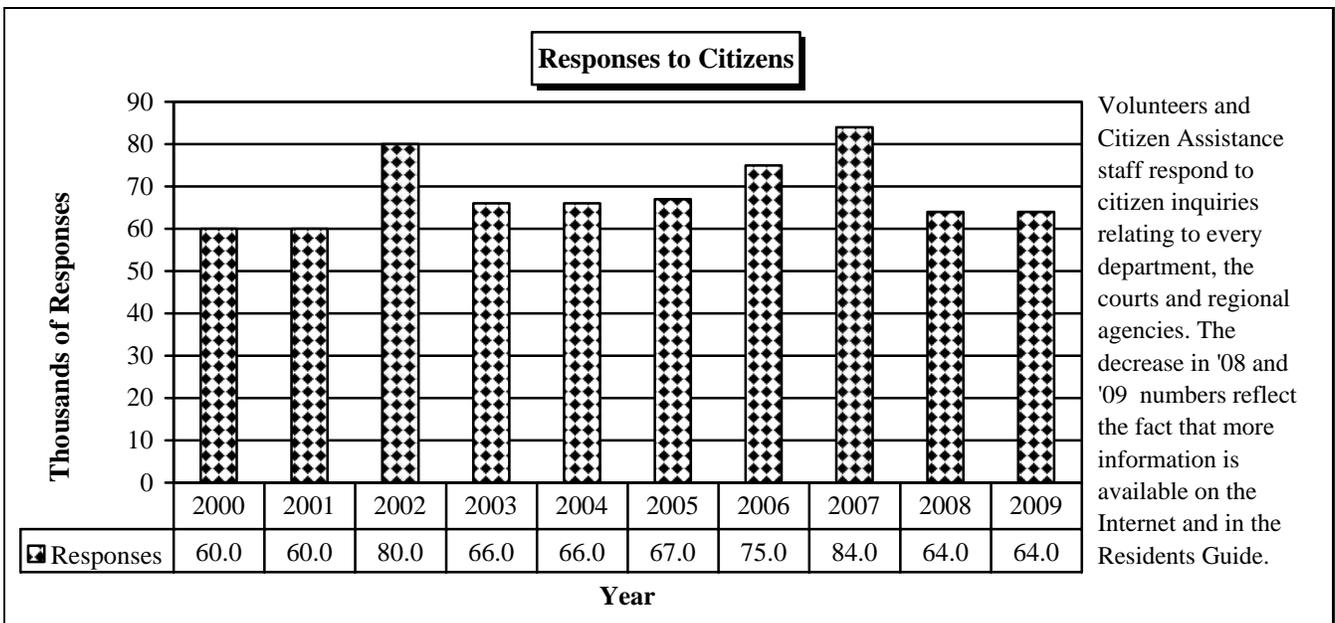
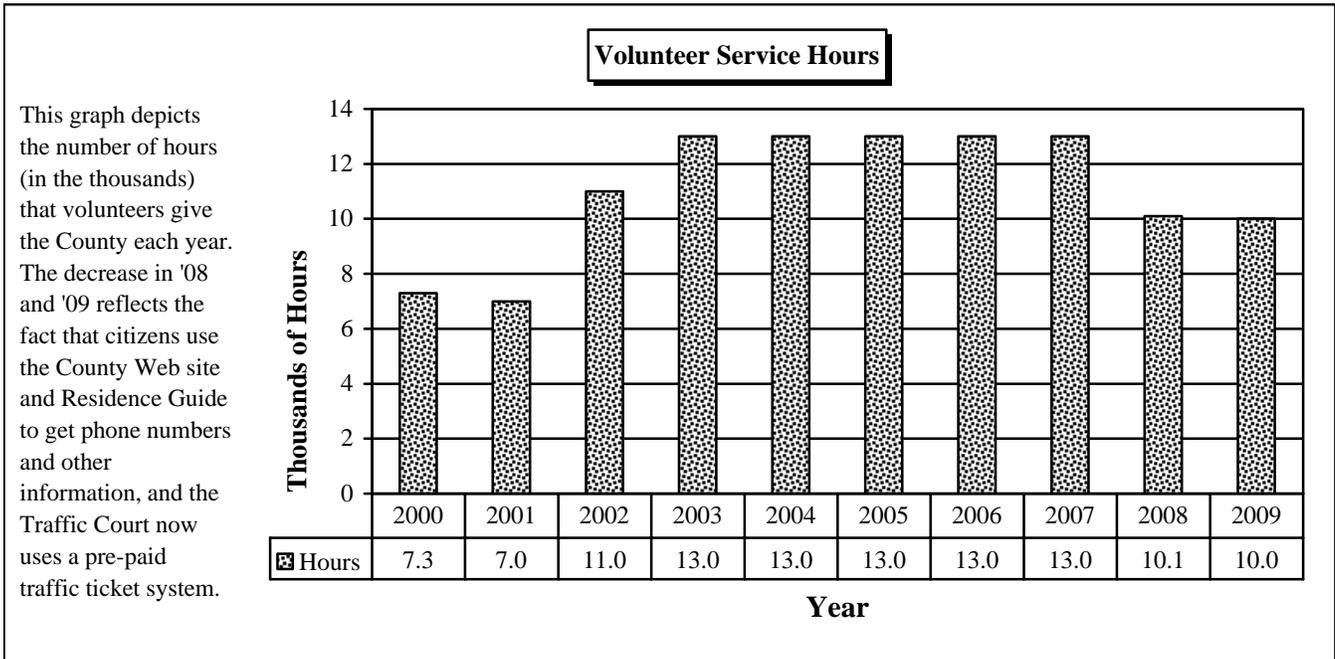
PER CAPITA EXPENDITURES

These graphs represents Stafford's per capita expenditures for general government, debt and education for Fiscal Years 2003 through 2007, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.



CITIZEN ASSISTANCE AND VOLUNTEER SERVICES

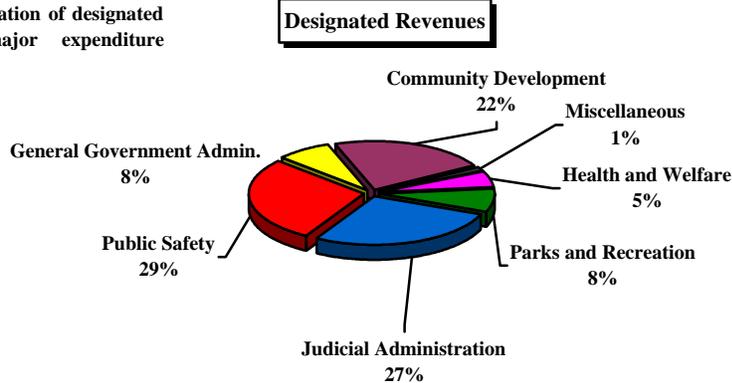
Citizen Assistance and Volunteer Services provides ombudsman, switchboard and reception desk services daily in Stafford's Judicial and Administration Centers. The Office recruits and trains a corps of 150 volunteers who assist in 120 scheduled slots--filing at court and county offices, data entry and transporting of vehicles in the Sheriff's Office, walking dogs in Animal Control care, and assisting staff in responding to major emergencies and natural disasters. Two new teams were recently added to help the fire department with commercial inspections and assist the Sheriff with speed radar education programs.



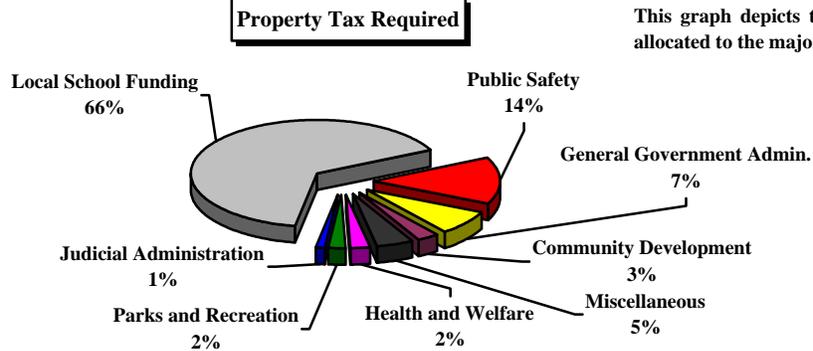
CURRENT SERVICE COSTS PROPERTY TAXES

Service Type	FY2009			Property Tax Required	
	Service Costs	Revenues			
		Designated	Undesignated		
Local School Funding	\$133,367,500	\$0	\$19,798,284	\$113,569,216	\$902.06
Public Safety	39,197,601	8,333,166	5,818,848	25,045,587	198.93
General Government Admin.	17,956,494	2,313,063	2,665,625	12,977,806	103.08
Community Development	13,433,634	6,566,977	1,994,211	4,872,446	38.70
Miscellaneous	10,344,039	357,606	1,535,563	8,450,870	67.12
Health and Welfare	14,475,995	8,049,191	2,148,948	4,277,856	33.98
Parks and Recreation	6,072,596	1,569,762	901,471	3,601,363	28.60
Judicial Administration	5,221,035	2,285,475	775,058	2,160,502	17.16
Total	\$240,068,894	\$29,475,240	\$35,638,009	\$174,955,645	\$1,389.64

This graph depicts the allocation of designated revenues among the major expenditure categories.



This graph depicts the percentage of revenue allocated to the major expenditure categories.



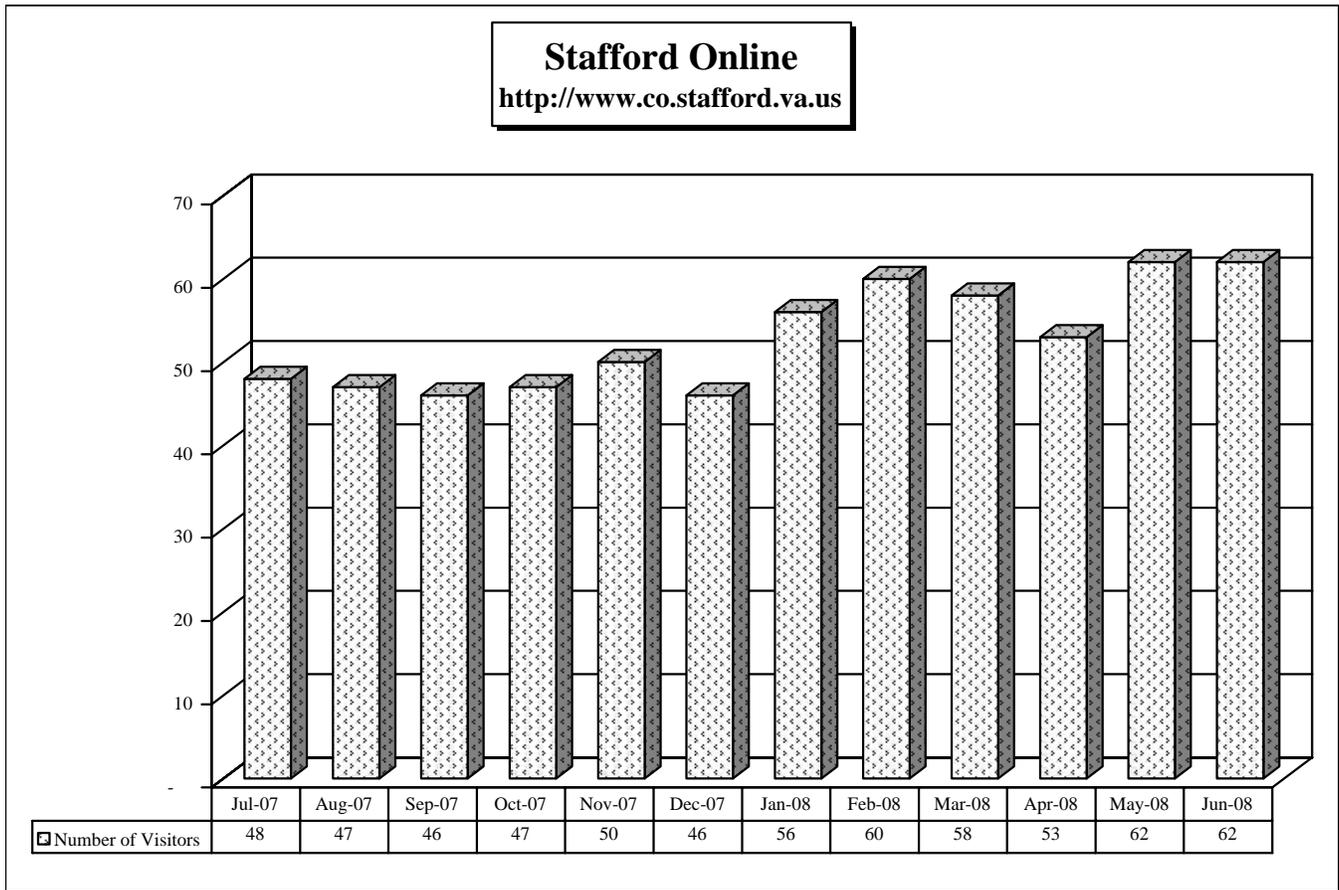
2008 PROPERTY TAX RATES

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate	.84
Tangible Personal Property	5.49*
Motor Vehicles Specially Equipped for the Disabled	.10
Personal Property Volunteer Fire & Rescue	.00
Motor Carrier Transportation	.75
Machinery and Tools	.75
Merchant's Capital	.50
Mobile Homes	.84
Aircraft	3.00
Garrisonville Road Special Service District	.076
Warrenton Road Special Service District	.081
Hidden Lake Subdivision Service District	.22
Hartlake Estates Special Service District	.00

* The tax rate for personal property is based on assessed value which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.20 per \$100 of estimated fair market value.

WEB STATISTICS

Web Site Visitors: In fiscal year 2008, the Web site received more than 635,000 unique visitors, an 10% increase over fiscal year 2007's visitors of 580,000. The top visited sites: Employment, Treasurer, Parks and Recreation, Commissioner of the Revenue and Court Information. The most popular downloads: Deck Policy, Residential Change permit form, and Board of Supervisor agenda items.



DEBT MANAGEMENT

Virginia Counties, unlike cities, do not have a legal debt limit. With the exceptions of revenue and refunding bonds, bonds for school capital projects sold to the State's Literary Fund, the Virginia Public School Authority, the Virginia Retirement System, or other State agency prescribed by law, all County bond sales must be approved by voter referendum. This requirement does not apply to "moral obligation issues," such as Certificates of Participation, which do not commit Stafford's full faith and credit and ad valorem taxing power, but instead, require annual appropriation by the Board of Supervisors.

Between 6/30/98 and 6/30/07, total Direct Debt for the County rose from \$158.8 to \$342.4 million. Direct Debt includes general obligation bonds, revenue bonds and other long-term debt instruments including vehicle and equipment lease-purchase agreements for the County's Governmental, Component Unit- School Board and Enterprise funds. The outstanding debt per capita for fiscal year 2007 was \$2,779. Current and future debt levels are sustainable and should not adversely affect the County's fiscal health, particularly in view of expected future growth in Stafford County's tax base.

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

"Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources."

Accordingly, Stafford County examined its debt program and adopted debt policy limits. According to the policy adopted June 2005, General Government debt service expenditures (General Fund and School Funds) cannot exceed 12% of the budget for General Government expenditures. For the fiscal year 2007, the figure is 10.3%. There is no state mandated limit. Stafford is rapidly growing, and feels that it is able to adequately fund its debt service without an adverse effect on the annual budget. Because of the anticipated increase in revenues associated with the rapid growth and robust economic health of the area, future debt service requirements are expected to remain within the self-imposed parameters.

County policy also limits the total of net bonded debt to 4.5% of the value of assessed value of real property in the County. In fiscal year 2007, the total of net bonded debt was 1.96% of the total value of real property.

DEBT MANAGEMENT

Moody's Investors Service has awarded Stafford County an Aa3 credit rating. Standard and Poor's Corporation rates Stafford with their AA- credit rating. Fitch Ratings has assigned a rating of AA-. These fiscal year 2002 ratings recognize Stafford's responsible fiscal management. Stafford's primary objective in debt management is to keep the level of indebtedness within available resources. Stafford is presently meeting this objective and fully expects to continue doing so.

The following exhibits provide further detail regarding the County's current debt obligations.

The Analysis of Outstanding Debt Fiscal Year 2009-2013 exhibit displays the principal amounts owed at the current time. Included in this schedule is a graph confirming compliance with the adopted policy that total general government debt cannot exceed 4.5% of the assessed value of real property in the County and illustrating the capacity for future borrowings.

The exhibits then present tables that describe the purpose and payment schedules for each existing General Government bond and lease debt obligations, and for the Utilities Fund bond obligations.

The Debt Service Requirement for Fiscal Years 1995-2013 shows the trend of debt service requirements over time and confirms compliance with the adopted policy that total debt service cannot exceed 12% of the budgeted expenditures in a fiscal year and also illustrating the capacity for future borrowings.

ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2009-2013

General Obligation Bonds

School Bond - VPSA				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	270,591,263	0	14,242,457	256,348,806
2010	248,491,263	0	14,241,866	242,106,940
2011	234,458,806	0	13,977,306	228,129,634
2012	220,681,940	0	13,639,536	214,490,098
2013	207,194,634	0	13,174,830	201,315,268

Literary Fund Loans				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	6,166,080	0	756,149	5,409,931
2010	5,409,931	0	656,149	4,753,782
2011	4,753,782	0	581,149	4,172,633
2012	4,172,633	0	511,149	3,661,484
2013	4,172,633	0	466,149	3,195,335

Bonds for County Projects				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	9,510,000	0	910,000	8,600,000
2010	8,600,000	0	905,000	7,695,000
2011	7,695,000	0	895,000	6,800,000
2012	6,800,000	0	740,000	6,060,000
2013	6,060,000	0	740,000	5,320,000

Total General Obligation Bonds				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	286,267,343	0	15,908,606	270,358,737
2010	262,501,194	0	15,803,015	254,555,722
2011	246,907,588	0	15,453,455	239,102,267
2012	231,654,573	0	14,890,685	224,211,582
2013	217,427,267	0	14,380,979	209,830,603

Revenue Bonds

Lease Revenue Bonds				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	92,195,000	0	1,105,000	91,090,000
2010	91,090,000	0	3,660,000	87,430,000
2011	87,430,000	0	3,710,000	83,720,000
2012	83,720,000	0	3,755,000	79,965,000
2013	79,965,000	0	3,460,000	76,505,000

General Government - Financing Lease				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	9,500,000	0	352,741	9,147,259
2010	9,147,259	0	363,402	8,783,857
2011	8,783,857	0	374,386	8,409,471
2012	8,409,471	0	385,702	8,023,769
2013	8,023,769	0	397,360	7,626,409

Other Debt

Other- Equipment Leases- School Equipment				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	7,419,685	0	1,884,168	5,534,841
2010	5,534,841	0	1,961,242	3,573,599
2011	3,573,599	0	1,599,056	1,974,543
2012	1,974,543	0	902,434	1,072,109
2013	1,072,109	0	775,025	297,084

Other- Equipment Leases- County Equipment				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	2,605,108	0	580,272	2,024,836
2010	2,024,836	0	527,066	1,497,770
2011	1,497,770	0	547,806	949,964
2012	949,964	0	349,912	600,052
2013	600,052	0	171,092	428,960

Total Other- Equipment Leases, County and Schools				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	10,024,793	0	2,464,440	7,559,677
2010	7,559,677	0	2,488,308	5,071,369
2011	5,071,369	0	2,146,862	2,924,507
2012	2,924,507	0	1,252,346	1,672,161
2013	1,672,161	0	946,117	726,044

ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2009-2013

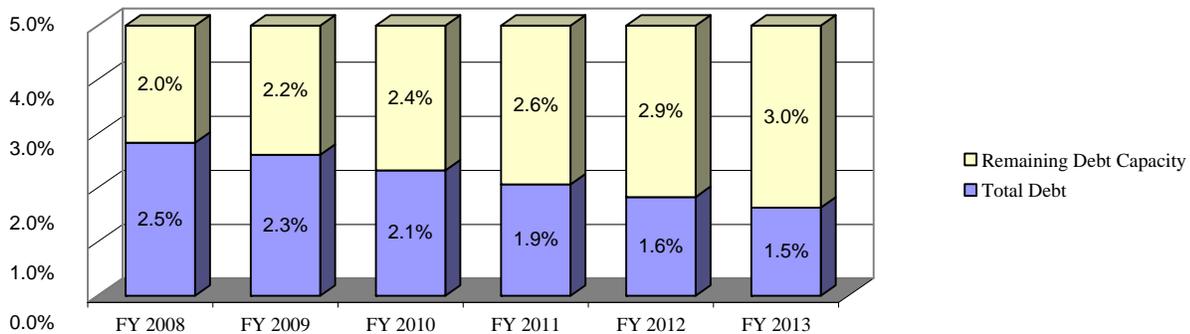
Utilities Fund

Revenue Bonds					Total Utilities Debt				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30	Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	15,590,000	0	3,350,000	12,240,000	2009	15,590,000	0	3,350,000	12,240,000
2010	12,240,000	0	3,435,000	8,805,000	2010	12,240,000	0	3,435,000	8,805,000
2011	8,805,000	0	2,920,000	5,885,000	2011	8,805,000	0	2,920,000	5,885,000
2012	5,885,000	0	3,205,000	2,680,000	2012	5,885,000	0	3,205,000	2,680,000
2013	2,680,000	0	670,000	2,010,000	2013	2,680,000	0	670,000	2,010,000

All Funds

Total All Funds Debt				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2009	413,577,136	0	23,180,787	390,395,673
2010	390,395,673	0	25,749,725	364,645,948
2011	364,645,948	0	24,604,703	340,041,245
2012	340,041,245	0	23,488,733	316,552,512
2013	316,552,512	0	19,854,456	296,698,056

Total Debt Compared to Assessed Value of Property
not to exceed 4.5%



This graph shows the outstanding debt for the General Fund and the Schools Fund as compared to the current and projected values of real property in the County. Our policy sets a limit of net bonded debt at 4.5% of assessed value.

GENERAL FUND BOND DEBT

\$13,000,000 COP's (1989) & \$9,995,000 Refunding COP's (1994)

Fiscal Year	Principal	Interest	Total	Balance
1990	\$0	\$403,163	\$403,163	\$13,000,000
1991	0	874,330	874,330	13,000,000
1992	370,000	863,230	1,233,230	12,630,000
1993	390,000	840,235	1,230,235	12,240,000
1994	9,155,000	835,165	9,990,165	3,085,000
				Refunded debt from 1989 COP's Issue (8.74 M)
				Debt issued in 1994 to refund 1989 COP's
				9,995,000
				13,080,000
1995	440,000	651,680	1,091,680	12,640,000
1996	465,000	623,393	1,088,393	12,175,000
1997	620,000	590,812	1,210,812	11,555,000
1998	650,000	553,534	1,203,534	10,905,000
1999	690,000	513,348	1,203,348	10,215,000
2000	740,000	469,905	1,209,905	9,475,000
2001	775,000	431,223	1,206,223	8,700,000
2002	805,000	397,634	1,202,634	7,895,000
2003	840,000	361,435	1,201,435	7,055,000
2004	875,000	322,838	1,197,838	6,180,000
2005	915,000	281,659	1,196,659	5,265,000
2006	955,000	237,943	1,192,943	4,310,000
2007	1,000,000	190,500	1,190,500	3,310,000
2008	1,050,000	139,250	1,189,250	2,260,000
2009	1,105,000	85,375	1,190,375	1,155,000
2010	1,155,000	28,875	1,183,875	0
Total	\$22,995,000	\$9,695,527	\$32,690,527	

GENERAL FUND BOND DEBT

General Government General Obligation Bonds, Refunding Series 2002

Fiscal Year	Principal	Interest	Total	Balance
2003	\$432,053	\$125,619	\$557,672	\$3,690,000
2004	385,000	154,532	539,532	3,305,000
2005	385,000	139,132	524,132	2,920,000
2006	375,000	123,732	498,732	2,545,000
2007	370,000	108,732	478,732	2,175,000
2008	365,000	93,932	458,932	1,810,000
2009	360,000	79,332	439,332	1,450,000
2010	355,000	64,482	419,482	1,095,000
2011	345,000	49,394	394,394	750,000
2012	190,000	34,300	224,300	560,000
2013	190,000	25,940	215,940	370,000
2014	185,000	17,390	202,390	185,000
2015	185,000	8,788	193,788	0
	\$4,122,053	\$1,025,305	\$5,147,358	

Parks & Recreation General Obligation Bonds, Series 2002

Fiscal Year	Principal	Interest	Total	Balance
2003	\$550,000	\$370,941	\$920,941	\$10,450,000
2004	550,000	478,088	1,028,088	9,900,000
2005	550,000	456,088	1,006,088	9,350,000
2006	550,000	434,088	984,088	8,800,000
2007	550,000	412,088	962,088	8,250,000
2008	550,000	390,088	940,088	7,700,000
2009	550,000	368,088	918,088	7,150,000
2010	550,000	345,400	895,400	6,600,000
2011	550,000	322,026	872,026	6,050,000
2012	550,000	297,962	847,962	5,500,000
2013	550,000	273,762	823,762	4,950,000
2014	550,000	249,012	799,012	4,400,000
2015	550,000	223,438	773,438	3,850,000
2016	550,000	197,312	747,312	3,300,000
2017	550,000	167,062	717,062	2,750,000
2018	550,000	136,812	686,812	2,200,000
2019	550,000	110,000	660,000	1,650,000
2020	550,000	82,500	632,500	1,100,000
2021	550,000	55,000	605,000	550,000
2022	550,000	27,500	577,500	0
	\$11,000,000	\$5,397,255	\$16,397,255	

GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2006

Fiscal Year	Principal	Interest	Total	Balance
2006	\$0	\$0	\$0	\$47,030,000
2007	0	0	0	47,030,000
2008	0	1,157,313	1,157,313	47,030,000
2009	815,000	2,298,325	3,113,325	46,215,000
2010	850,000	2,265,025	3,115,025	45,365,000
2011	885,000	2,230,325	3,115,325	44,480,000
2012	920,000	2,194,225	3,114,225	43,560,000
2013	955,000	2,156,725	3,111,725	42,605,000
2014	995,000	2,117,725	3,112,725	41,610,000
2015	1,035,000	2,077,125	3,112,125	40,575,000
2016	1,075,000	2,034,925	3,109,925	39,500,000
2017	1,115,000	1,991,125	3,106,125	38,385,000
2018	1,160,000	1,944,900	3,104,900	37,225,000
2019	1,210,000	1,890,725	3,100,725	36,015,000
2020	1,270,000	1,828,725	3,098,725	34,745,000
2021	1,335,000	1,763,600	3,098,600	33,410,000
2022	1,400,000	1,695,225	3,095,225	32,010,000
2023	1,470,000	1,623,475	3,093,475	30,540,000
2024	1,545,000	1,548,100	3,093,100	28,995,000
2025	1,620,000	1,468,975	3,088,975	27,375,000
2026	1,700,000	1,385,975	3,085,975	25,675,000
2027	1,785,000	1,298,850	3,083,850	23,890,000
2028	1,875,000	1,205,006	3,080,006	22,015,000
2029	1,975,000	1,103,944	3,078,944	20,040,000
2030	2,080,000	997,500	3,077,500	17,960,000
2031	2,190,000	885,413	3,075,413	15,770,000
2032	2,300,000	767,550	3,067,550	13,470,000
2033	2,425,000	643,519	3,068,519	11,045,000
2034	2,550,000	512,925	3,062,925	8,495,000
2035	2,685,000	375,506	3,060,506	5,810,000
2036	2,825,000	230,869	3,055,869	2,985,000
2037	2,985,000	78,356	3,063,356	0
	\$47,030,000	\$43,771,976	\$90,801,976	

GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2008

Fiscal Year	Principal	Interest	Total	Balance
2008	\$0	\$0	\$0	\$45,165,000
2009	290,000	2,108,021	2,398,021	44,875,000
2010	2,810,000	2,033,919	4,843,919	42,065,000
2011	2,825,000	1,893,419	4,718,419	39,240,000
2012	2,835,000	1,780,419	4,615,419	36,405,000
2013	2,505,000	1,667,019	4,172,019	33,900,000
2014	2,505,000	1,566,819	4,071,819	31,395,000
2015	2,505,000	1,466,619	3,971,619	28,890,000
2016	2,505,000	1,341,369	3,846,369	26,385,000
2017	2,500,000	1,241,169	3,741,169	23,885,000
2018	2,500,000	1,141,169	3,641,169	21,385,000
2019	2,500,000	1,034,919	3,534,919	18,885,000
2020	2,500,000	909,919	3,409,919	16,385,000
2021	2,495,000	797,419	3,292,419	13,890,000
2022	2,495,000	682,025	3,177,025	11,395,000
2023	2,495,000	563,513	3,058,513	8,900,000
2024	890,000	445,000	1,335,000	8,010,000
2025	890,000	400,500	1,290,500	7,120,000
2026	890,000	356,000	1,246,000	6,230,000
2027	890,000	311,500	1,201,500	5,340,000
2028	890,000	267,000	1,157,000	4,450,000
2029	890,000	222,500	1,112,500	3,560,000
2030	890,000	178,000	1,068,000	2,670,000
2031	890,000	133,500	1,023,500	1,780,000
2032	890,000	89,000	979,000	890,000
2033	890,000	44,500	934,500	0
	\$45,165,000	\$22,675,233	\$67,840,233	

GENERAL FUND BOND DEBT

General Government - Financing Lease, Series 2008

Fiscal Year	Principal	Interest	Total	Balance
2008	\$0	\$0	\$0	\$9,500,000
2009	352,741	269,707	622,448	9,147,259
2010	363,402	271,713	635,115	8,783,857
2011	374,386	260,729	635,115	8,409,471
2012	385,702	249,413	635,115	8,023,769
2013	397,360	237,755	635,115	7,626,409
2014	409,370	225,745	635,115	7,217,039
2015	421,743	213,372	635,115	6,795,295
2016	434,491	200,624	635,115	6,360,805
2017	447,623	187,492	635,115	5,913,182
2018	461,152	173,963	635,115	5,452,029
2019	475,091	160,024	635,115	4,976,939
2020	489,450	145,665	635,115	4,487,488
2021	504,244	130,871	635,115	3,983,244
2022	519,485	115,630	635,115	3,463,760
2023	535,186	99,929	635,115	2,928,574
2024	551,362	83,753	635,115	2,377,211
2025	568,027	67,088	635,115	1,809,184
2026	585,196	49,919	635,115	1,223,989
2027	602,883	32,232	635,115	621,105
2028	621,105	14,010	635,115	0
	\$9,500,000	\$3,189,632	\$12,689,632	

GENERAL FUND LEASE DEBT

405 Chatham Park Office Square

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$478,000
2000	20,973	26,385	47,358	457,027
2001	22,679	24,679	47,358	434,348
2002	23,904	23,455	47,359	410,444
2003	25,195	22,164	47,359	385,249
2004	26,556	20,803	47,359	358,693
2005	27,990	19,369	47,359	330,703
2006	29,501	17,858	47,359	301,202
2007	31,094	16,265	47,359	270,108
2008	32,773	14,586	47,359	237,335
2009	34,543	12,816	47,359	202,792
2010	36,408	10,951	47,359	166,384
2011	38,374	8,985	47,359	128,010
2012	40,446	6,913	47,359	87,564
2013	42,631	4,728	47,359	44,933
2014	44,933	2,426	47,359	0
Total	\$478,000	\$232,383	\$710,383	

Fire & Rescue Equipment 2001

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$582,000
2002	62,305	35,485	97,790	519,695
2003	66,268	31,523	97,791	453,427
2004	70,483	27,308	97,791	382,944
2005	74,966	22,825	97,791	307,978
2006	79,734	18,057	97,791	228,244
2007	40,200	13,673	53,873	188,044
2008	42,756	11,117	53,873	145,288
2009	45,476	8,398	53,874	99,812
2010	48,368	5,505	53,873	51,444
2011	51,444	2,429	53,873	0
Total	\$582,000	\$176,320	\$758,320	

GENERAL FUND LEASE DEBT

Chichester Building

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$530,000
2002	0	11,924	11,924	530,000
2003	53,000	22,406	75,406	477,000
2004	53,000	20,047	73,047	424,000
2005	53,000	17,689	70,689	371,000
2006	53,000	15,330	68,330	318,000
2007	53,000	12,972	65,972	265,000
2008	53,000	10,613	63,613	212,000
2009	53,000	8,255	61,255	159,000
2010	53,000	5,896	58,896	106,000
2011	53,000	3,538	56,538	53,000
2012	53,000	1,179	54,179	0
Total	\$212,000	\$129,849	\$299,396	

Fire & Rescue Equipment 2002

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$554,000
2002	19,249	8,258	27,507	534,751
2003	76,999	29,596	106,595	457,752
2004	76,999	25,159	102,158	380,753
2005	76,999	20,587	97,586	303,754
2006	76,999	16,082	93,081	226,755
2007	66,200	11,558	77,758	160,555
2008	33,801	8,652	42,453	126,754
2009	33,801	6,674	40,475	92,953
2010	33,801	4,697	38,498	59,152
2011	33,801	2,711	36,512	25,351
2012	25,351	744	26,095	0
Total	\$554,000	\$134,718	\$688,718	

GENERAL FUND LEASE DEBT

Ambulances 2004

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$346,107
2005	65,560	8,904	74,464	280,547
2006	67,342	7,122	74,464	213,205
2007	69,172	5,292	74,464	144,033
2008	71,052	3,412	74,464	72,981
2009	72,981	1,481	74,462	0
Total	<u>\$346,107</u>	<u>\$26,211</u>	<u>\$372,318</u>	

School Buses 2004

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$842,500
2005	109,306	25,844	135,150	733,194
2006	112,797	22,352	135,149	620,397
2007	116,401	18,748	135,149	503,996
2008	120,119	15,030	135,149	383,877
2009	123,957	11,192	135,149	259,920
2010	127,917	7,233	135,150	132,003
2011	132,003	3,146	135,149	0
Total	<u>\$842,500</u>	<u>\$103,545</u>	<u>\$946,045</u>	

School Buses 2005-A

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$89,960
2005	5,763	1,488	7,251	84,197
2006	11,814	2,688	14,502	72,383
2007	12,208	2,294	14,502	60,175
2008	12,615	1,887	14,502	47,560
2009	13,036	1,466	14,502	34,524
2010	13,471	1,031	14,502	21,053
2011	13,920	582	14,502	7,133
2012	7,133	118	7,251	0
Total	<u>\$89,960</u>	<u>\$11,554</u>	<u>\$101,514</u>	

GENERAL FUND LEASE DEBT

Fire & Rescue- Pumper Trucks 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,012,740
2005	\$42,115	\$19,201	61,316	1,054,855
2006	86,640	35,992	122,632	926,100
2007	373,924	22,899	396,823	552,176
2008	63,005	18,749	81,754	489,171
2009	65,416	16,338	81,754	423,755
2010	67,921	13,834	81,755	355,834
2011	70,520	11,234	81,754	285,314
2012	62,080	8,742	70,822	223,234
2013	75,596	6,158	81,754	147,638
2014	78,490	3,264	81,754	69,148
2015	27,033	513	27,546	42,115
Total	\$1,012,740	\$156,924	\$1,169,664	

School Buses 2005-B

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,006,870
2006	128,430	37,799	166,229	1,878,440
2007	263,331	60,563	323,894	1,615,109
2008	272,200	51,693	323,893	1,342,909
2009	281,368	42,525	323,893	1,061,541
2010	290,845	33,049	323,894	770,696
2011	300,641	23,253	323,894	470,055
2012	310,768	13,127	323,895	159,287
2013	159,287	2,660	161,947	0
Total	\$2,006,870	\$264,669	\$2,271,539	

School Technology Upgrades and Replacements 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,848,231
2006	171,830	33,544	205,374	1,676,401
2007	352,000	51,146	403,146	1,324,401
2008	363,421	39,726	403,147	960,980
2009	375,213	27,935	403,148	585,767
2010	387,386	14,761	402,147	198,381
2011	198,381	3,193	201,574	0
Total	\$1,848,231	\$170,305	\$2,018,536	

GENERAL FUND LEASE DEBT

School Technology Upgrades and Replacements 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,846,739
2006	0	\$2,458	2,458	1,846,739
2007	340,734	70,372	411,106	1,506,005
2008	354,476	56,631	411,107	1,151,529
2009	368,771	42,335	411,106	782,758
2010	383,644	27,463	411,107	399,114
2011	399,114	11,992	411,106	0
Total	<u>\$1,846,739</u>	<u>\$211,251</u>	<u>\$2,057,990</u>	

School Buses 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,099,163
2006	0	\$2,872	2,872	2,099,163
2007	264,598	83,462	348,060	1,834,565
2008	275,569	72,492	348,061	1,558,996
2009	286,994	61,066	348,060	1,272,002
2010	298,893	49,167	348,060	973,109
2011	311,285	36,775	348,060	661,824
2012	324,192	23,869	348,061	337,632
2013	337,632	10,427	348,059	0
Total	<u>\$2,099,163</u>	<u>\$340,130</u>	<u>\$2,439,293</u>	

Fire & Rescue- Ambulances 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$226,966
2006	0	302	302	226,966
2007	41,876	8,648	50,524	185,090
2008	43,565	6,960	50,525	141,525
2009	45,322	5,203	50,525	96,203
2010	47,150	3,376	50,526	49,053
2011	49,053	1,474	50,527	0
Total	<u>\$226,966</u>	<u>\$25,963</u>	<u>\$252,929</u>	

GENERAL FUND LEASE DEBT

Fire & Rescue- Pumper Truck Chassis 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$406,242
2006	0	692	692	406,242
2007	73,276	19,844	93,120	332,966
2008	77,053	16,068	93,121	255,913
2009	81,033	12,088	93,121	174,880
2010	85,229	7,891	93,120	89,651
2011	89,651	3,467	93,118	0
Total	\$406,242	\$60,050	\$466,292	

School Buses- 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,720,885
2008	199,927	112,190	312,117	1,520,958
2009	213,570	98,549	312,119	1,307,388
2010	228,145	83,975	312,120	1,079,243
2011	243,712	68,406	312,118	835,531
2012	260,341	51,778	312,119	575,190
2013	278,106	34,012	312,118	297,084
2014	297,084	15,036	312,120	0
Total	\$1,720,885	\$463,946	\$2,184,831	

School Technology- 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$664,183
2008	211,983	26,483	238,466	452,200
2009	221,259	17,207	238,466	230,941
2010	230,941	7,525	238,466	0
Total	\$664,183	\$51,215	\$715,398	

GENERAL FUND LEASE DEBT

Fire & Rescue Equipment- Fire Trucks- 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$521,281
2008	42,407	22,771	65,178	478,874
2009	44,317	20,860	65,177	434,557
2010	46,315	18,862	65,177	388,242
2011	48,403	16,774	65,177	339,839
2012	50,585	14,593	65,178	289,254
2013	52,865	12,312	65,177	236,389
2014	55,249	9,929	65,178	181,140
2015	57,739	7,439	65,178	123,401
2016	60,342	4,836	65,178	63,059
2017	63,059	2,116	65,175	0
Total	\$521,281	\$130,492	\$651,773	

Ambulances- 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$545,341
2008	100,074	22,172	122,246	445,267
2009	104,383	17,864	122,247	340,884
2010	108,874	13,372	122,246	232,010
2011	113,560	8,685	122,245	118,450
2012	118,450	3,797	122,247	0
Total	\$545,341	\$65,890	\$611,231	

UTILITIES FUND BOND DEBT

\$13,420,000 Smith Lake & Rocky Pen Run Revenue Bonds

Fiscal Year	Principal	Interest	Total	Balance
1996	\$0	\$0	\$0	\$13,420,000
1997	675,000	533,284	1,208,284	12,745,000
1998	675,000	556,605	1,231,605	12,070,000
1999	675,000	529,436	1,204,436	11,395,000
2000	675,000	502,099	1,177,099	10,720,000
2001	670,000	474,695	1,144,695	10,050,000
2002	670,000	447,225	1,117,225	9,380,000
2003	670,000	419,755	1,089,755	8,710,000
2004	670,000	392,285	1,062,285	8,040,000
2005	670,000	364,480	1,034,480	7,370,000
2006	670,000	336,005	1,006,005	6,700,000
2007	670,000	306,860	976,860	6,030,000
2008	670,000	277,045	947,045	5,360,000
2009	670,000	246,560	916,560	4,690,000
2010	670,000	215,405	885,405	4,020,000
2011	670,000	183,580	853,580	3,350,000
2012	670,000	150,750	820,750	2,680,000
2013	670,000	117,250	787,250	2,010,000
2014	670,000	83,750	753,750	1,340,000
2015	670,000	50,250	720,250	670,000
2016	670,000	16,750	686,750	0
Total	\$13,420,000	\$6,204,069	\$19,624,069	

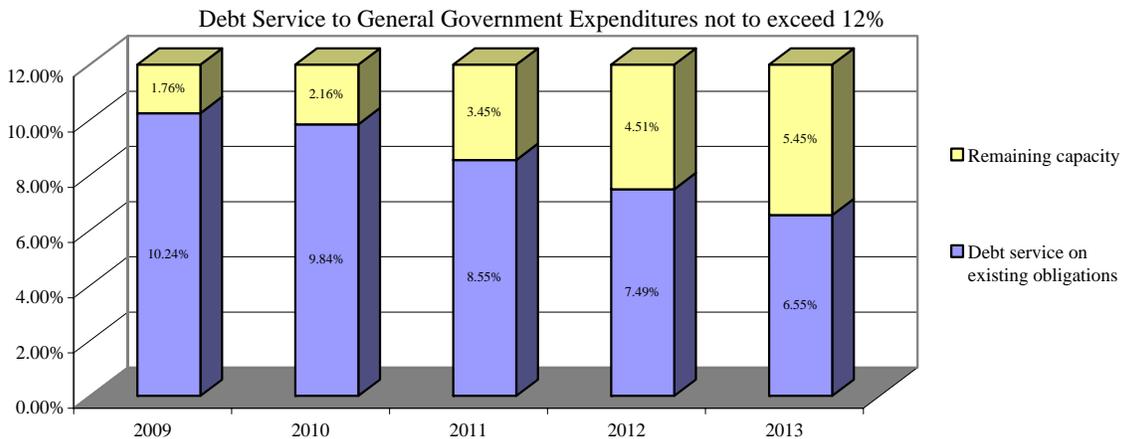
\$22,915,000 Revenue Refunding Bonds, Series 2003

Fiscal Year	Principal	Interest	Total	Balance
2003	\$0	\$218,244	\$218,244	\$22,915,000
2004	2,520,000	872,975	3,392,975	20,395,000
2005	2,620,000	772,175	3,392,175	17,775,000
2006	2,415,000	667,375	3,082,375	15,360,000
2007	2,515,000	570,775	3,085,775	12,845,000
2008	2,615,000	470,175	3,085,175	10,230,000
2009	2,680,000	398,263	3,078,263	7,550,000
2010	2,765,000	317,863	3,082,863	4,785,000
2011	2,250,000	228,000	2,478,000	2,535,000
2012	2,535,000	126,750	2,661,750	0
Total	\$22,915,000	\$4,642,595	\$27,557,595	

DEBT SERVICE REQUIREMENT FISCAL YEARS 1995-2013

This schedule shows the debt service requirement for existing obligations for the General Fund and the Utilities Fund. In Fiscal Year 2002, there was a refinancing of General Obligation bonds for the General Fund and the Utilities Fund. In Fiscal Year 2003, there was a refinancing of Revenue Bonds for the Utilities Fund. In Fiscal Year 2006, the County issued bonds for the construction of Public Safety Facilities. In FY2008, the Board approved financing of a number of capital projects including design and construction of a new Juvenile and Domestic Relations Court and a second County library, parks and recreation projects, a public safety radio communications system and refinancing of a fire & rescue station loan. It was determined that bonds would be sold in two phases, as required to meet the cash flow needs of the projects. For the first phase, bonds in the amount of \$45.2 million were issued in March, 2008. The timing of the second issue has yet to be determined.

Fiscal Year	General Fund	Utilities Fund
1995	\$ 13,031,030	\$ 4,387,212
1996	13,424,373	4,375,877
1997	14,284,683	5,588,313
1998	15,207,509	5,602,402
1999	18,008,212	5,544,244
2000	18,301,900	5,508,908
2001	19,549,362	5,359,777
2002	20,477,905	5,326,365
2003	22,752,176	28,958,832
2004	28,938,343	4,455,260
2005	27,483,979	4,426,655
2006	28,008,642	4,088,380
2007	31,428,524	4,062,635
2008	33,256,659	4,719,720
2009	40,329,749	3,994,823
2010	41,445,268	3,968,268
2011	38,534,289	3,331,580
2012	36,115,834	3,482,500
2013	33,791,122	787,250
	\$ 460,578,437	\$ 107,181,751



This graph shows the current General Fund debt service compared to the current and projected General Government budgets (General Fund and Schools Fund). The Debt Management Policy sets a guideline of maintaining the General Government Debt Service expenditures to a maximum of 12% of the total General Government budget for expenditures.



ACRONYMS

ABC – Alcoholic Beverage Control

ADA – Americans with Disabilities Act

AFDC – Aid to Families with Dependent Children

ALS – Advanced Life Support

ANR – Agriculture and Natural Resources

APA – Auditor of Public Accounts which is a comparative cost report

APC – Annual Population Change (%)

AVR – Assessed Value of Real Estate

BLS – Basic Life Support

BOS – Board of Supervisors

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report, which shows the status of Stafford's finances on the basis of GAAP.

CC – Circuit Court

CHINS – Child in Need of Service

CIP – Capital Improvement Program

COBRA – Consolidated Omnibus Budget Reconciliation Act

COL – Cost of Living

COR – Commissioner of the Revenue

CPR – Cardiopulmonary Resuscitation

CRR – Collection Rate Real Estate

CSA – Community Services Act

CY – Calendar Year

DUI – Driving while Intoxicated

EBT – Electronic Benefits Transfer

EMS – Emergency Management Systems

ACRONYMS

EMT – Emergency Medical Technician.

EOC – Emergency Operation Center

EVOC – Emergency Vehicle Operator

FCS – Family and Consumer Sciences

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FT – Full-time

FTE – Full-time equivalent position, 2080 hours, including holidays

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles (uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles).

GASB – Governmental Accounting Standards Board.

GDC – General District Court

GFOA – Government Finance Officers Association.

GIS (Geographic Information System) – It is an electronic library containing information about the land, its inhabitants, its physical condition, resources and legal status. It is a library that consists of information that can be used to conduct research through the collection, sorting and reordering of descriptive and pictorial information. GIS can provide information, such as maps and data reports, to help make land-use decisions.

IDA – Industrial Development Authority

ISO – Insurance Services Office

J&DR – Juvenile & Domestic Relations Court

LIP – Land Information and Permitting System

LOC – Letter of Credit

LUP – Land Use Plan

MG – Master Gardener

mgd – millions gallons per day

NACO – National Association of Counties

OSHA – Occupational Safety and Hazardous Act

ACRONYMS

PC – Population Change

PPTRA (Personal Property Tax Relief Act) – Established in 1998 to eliminate the tax on personal property that localities levy through state funding. The program is to be phased in over a five-year time frame.

PP – Personal Property

PRTC – Potomac Rappahannock Transportation Commission

PT – Part-time

PTA – Parent Teacher Association

RE – Real Estate

RRJA – Rappahannock Regional Jail Authority

RRJF – Rappahannock Regional Jail Facility

Sq. Ft. – Square Foot/Square Feet

TANF – Temporary Aid to Needy Families

TAPP – Treasurer’s Automated Prepayment Plan

TRE – Tax Relief for the Elderly

USDA-ARS – U. S. Department of Agriculture-Agriculture Research Service

VDOT – Virginia Department of Transportation

VGFOA – Virginia Government Finance Officers Association.

VHDA – Virginia Housing Development Authority

VIEW – Virginia Initiative for Employment not Welfare program, that requires many recipients to find a job and work towards self-sufficiency.

VIP – Virginia Independence Program

VPSA – Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cities and towns of the Commonwealth.

VRE – Virginia Railway Express

VRS – Virginia Retirement System

GLOSSARY

ADAPT- A benefit program that is a new state information system for food stamps

Accomplishments – Any special projects a department has achieved and pertain to a department’s goals/objectives.

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Adopted Budget – The budget for financial operations approved by the Board of Supervisors and enacted via a budget appropriation ordinance. The Adopted Budget shows approved tax rates and estimates of revenues and expenditures. It also presents departmental goals and objectives.

Appropriation – A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. The County Administrator is authorized to transfer budgeted amounts among departments within any Fund.

Appropriation Resolution - A legally binding document prepared by the Budget Office which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors.

Assessed Valuation – A valuation set upon real estate or other property by Stafford as a basis for levying taxes.

Asset – Resources owned or held by a government, which have monetary value.

Authorized Positions – Employee positions, which are authorized in the adopted budget, to be filled during that fiscal year.

Balance Sheet – The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles.

Board of Supervisors – The Governing and Legislative Body of the County.

Bonds – Interest-bearing certificates of public indebtedness used to finance Stafford’s new government buildings, schools and the utility system.

Budget – A specific plan which identifies the program of operations for the fiscal year, states the expenditures required to meet the program and identifies the revenues necessary to finance it. The annual County budget is established by the Board of Supervisors.

Budget Amendment – A revision on the adopted budget that, when approved by the Board of Supervisors, replaces the original provision.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budget Message – The opening section of the Budget that provides the Board of Supervisors and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Administrator.

GLOSSARY

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes on the three forms: GAAP, cash, or modified accrual. The County utilizes the Modified Accrual basis.

Budgetary Comparisons – Statements or schedules presenting comparisons between appropriated budgetary amounts (as amended) and actual results of operations on the budgetary basis.

Fixed Assets – Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

Capital Improvement Fund – An Account for financial resources to be used for the acquisition or construction of major capital facilities.

Capital Improvements Program (CIP) – The annual updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding and timing of work over a six-year period. For financial planning and general management, the capital program is presented as a plan of work and proposed expenditures and is the basis for annual appropriation requests and bond issues.

Capital Lease – An agreement that conveys the right to use property, plant or equipment, usually for a stated period of time, that meets one or more of the accounting criteria for lease capitalization.

Capital Expenditures – Fixed assets, which have a value of \$5,000 or more, and have a useful economic lifetime of more than one year or assets of any value, if the nature of the item is such, that it must be controlled for custody purposes as a fixed asset.

Carry-Over Funds – Carry-over funds are the result of unspent appropriations in the prior year, new growth, the expansion of the tax base beyond what was projected and increased revenues over estimated amounts. They are brought forward from the preceding fiscal year to become the “beginning balance.”

Constitutional Officers – Refers to the offices or agencies directed by elected officials, whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. Elected officials include Clerk of Circuit Court, Commissioner of Revenue, Commonwealth’s Attorney, Sheriff and Treasurer. The Registrar is an appointed official of the County.

Credit Ratings - A credit rating is the opinion of the rating agencies regarding the general creditworthiness of the government in question. The rating is a function of risk factors to which the government is subject. A rating in of itself does not imply any form of a recommendation by the rating agency. It is simply an objective evaluation of the government and its ability to meet the obligations of the security as well as its ability to repay the debt. The credit rating process involves a legal, quantitative, and qualitative analysis.

Current Assets – Cash or other assets that can reasonably be expected to be converted into cash, sold or consumed in operation with in one year.

Current Liabilities – Obligations due and payable with in one year.

Debt – The state of owing money.

Debt Service – The annual payment of principal and interest on undebtedness. Debt service is presented both in terms of specific debt allocations by category and fund and by sources of revenue used.

GLOSSARY

Department – The basis organizational unit of government which is functionally unique in its delivery of services.

Designated Fund Balance – Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the chief executive officer or the legislative body for some specific purpose.

Distinguished Budget Award – A voluntary award program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Efficiency Measures – Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.

Encumbrance – A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

Enterprise Funds – Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

Expenditure – Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

Expense – FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.”

Fiscal Year – Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government’s fiscal year begins October 1 and ends September 30.

Fund – A separate accounting unit, which has its own specific revenues and expenditures, assets and liabilities. Each fund in Stafford’s accounting structure has been established to segregate a particular set of fiscal activities. Separate funds, which have been established by Stafford include the General Fund, which is the general operating fund of Stafford and is used to account for the general government revenues and expenditures; the School Operating Fund, which details all revenues and expenditures of Stafford’s public school system; and the Utilities Enterprise Fund, which details the fiscal activities of Stafford’s water and wastewater system.

Fund Balance – The difference between fund assets and fund liabilities in a governmental or trust fund. A negative fund balance is sometimes called a deficit.

Fund Types – Seven categories into which all individual funds must be classified are as follows: General Operating Fund, Capital Project Fund, Enterprise Fund, Component Unit, Internal Service Fund, Special Revenue Fund, Fiduciary Fund

GLOSSARY

General Fund – This fund is the primary location of all financial activity associated with the ordinary operations of Stafford County. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt

Service and the Capital Projects. It is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds – Bonds, which are backed by the full faith and credit of the issuing government.

Goal – A long-range desirable development attained by completing staged objectives within an overall strategy.

Grant – A payment from one level of government to another or from a government to a private organization. Practically all Federal aid to state and local governments is in this form. Grants are usually made for specific purposes.

Impact Fee – A fee charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

Infrastructure – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interest – A charge for borrowed money, generally a percentage of the amount borrowed; excess above what is due.

Intergovernmental Revenue – Revenues from other governments, such as State and Federal government are in the form of grants, entitlements, shared revenue or payments in lieu of taxes.

Lease-Purchase Agreements – Contractual agreements that are termed leases, but that in substance are purchase contracts.

Liability – A legal financial obligation.

Licenses/Permits – Documents issued in order to regulate various kinds of businesses and other activity within the community. A degree of inspection may accompany the issuing of a license or permit, as in the case of building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the cost of administration.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Mission Statement – A written description declaring the purpose of an organizational unit (department or agency) and its function (what the department or agency does).

Modified Accrual – Revenues are recorded when susceptible to accrual, i.e. both measurable and available to finance expenditures of the fiscal period.

Net Tax Support – The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all State and Federal aid, fees and charges from the total cost of the program or set of programs.

OASIS – A service program for foster care and adoptions.

GLOSSARY

Objective – Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

Operating Expenses – Includes the cost of contractual services, supplies, materials and equipment.

Operating Revenues – County revenues which have been received and set aside to finance current operating expenses.

Outcome Indicator – A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

Output Indicator – A unit of work accomplished, without reference to the resources required to do work

Pay-As-We-Go – Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

Personal Property (PP) – A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held by manufacturers, wholesalers or retailers (inventory) are not included.

Performance Measures – Represents the statistical inputs, outputs or outcomes of County operating programs. Generally, performance measures are included on each program description page in the County budget.

Principle – A comprehensive and fundamental law, doctrine or assumption; a rule or code of conduct

Privatization – Using the private sector to meet community needs in the most cost-effective manner.

Proffer – Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.

Property Tax – Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Pro Rata Fees – Fees paid by developers and subdividers representing their proportional shares of the cost of public improvements necessitated by their development activities.

R-Board – Rappahannock Regional Solid Waste Management Board, which was formed in 1987 for the purpose of operating and maintaining the regional landfill for the use and benefit of the citizens of Stafford and the City of Fredericksburg.

Real Property – Real estate, including land and improvements, classified for purposes of tax assessment.

Reserve – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserved Fund Balance – For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables).

GLOSSARY

Revenue – Revenue is an increase in assets or financial resources, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities and does not represent an increase in contributed capital.

Revenue Bonds – Bonds that are issued with the repayment based on pledged revenues from a revenue-generating facility.

Risk Management – An organized, economical attempt to protect a government’s assets against accidental loss.

Service Quality Levels – A descriptive section in the budget narratives, detailing past performance and changes in the quality and quantity of services provided by each department.

Special Revenue Funds – Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special Revenue Funds consist of the Transportation Fund and the School Funds. An example of a special revenue fund is the Transportation Fund.

Strategic Plans – A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time. The agency strategic plan establishes the future direction of and reflects the strategic or critical issues facing the whole organization.

Tax Base – The total market value of real property (land, buildings and related improvements), public service, corporation property and personal property (cars, boats, business tangible equipment) in Stafford.

Transfer – The movement of money from the Genreal Fund to other funds or money within the General Fund

Trust and Agency Fund - Trust and Agency Funds are used to account for assets held by a governmental unit acting as a trustee or agent for individuals, organizations, other governmental units, or other funds of the same government."

Unreserved Fund Balance – In a governmental or expendable trust fund, the balance of net financial resources that are spendable or available for appropriation. In a non-expendable or pension trust fund, the portion of fund balance that is not legally restricted.

User Fees – These are charges for certain county services used by the public. Examples include: fees for the use of swimming pools and fees charged for classes (i.e., gymnastics instruction and school cafeteria charges).

Vision – A statement of an organizations strategic plan for the future.



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