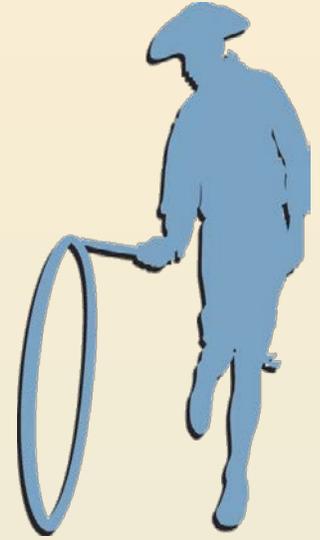


STAFFORD COUNTY VIRGINIA

Adopted Budget Fiscal Year 2012



“Using Innovation to Serve a Growing Community”







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BOARD OF SUPERVISORS

Mark Dudenhefer, Chairman
Garrisonville District

Paul V. Milde III, Vice Chairman
Aquia District

Harry E. Crisp II
George Washington District

Gary Snellings
Hartwood District

Susan Stimpson
Falmouth District

Cord A. Sterling
Rock Hill District

Robert "Bob" Woodson
Griffis-Widewater District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures in black ink. The signature on the left is shorter and more stylized, while the one on the right is longer and more legible.

President

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, 2010.

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.

COUNTY ADMINISTRATIVE STAFF

Anthony J. Romanello
County Administrator

Michael P. Neuhard
Deputy County Administrator

Timothy J. Baroody
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Nancy A. Collins
Budget Division Director

Kimberly A. Herman
Budget Manager

Donna M. Olsen
Budget Analyst

Scott A. Mayausky
Commissioner of the Revenue

Laura M. Rudy
Treasurer



Board of Supervisors

Mark Dudenhefer

Chairman

Paul V. Milde, III

Vice Chairman

Harry E. Crisp, II

Gary F. Snellings

Cord A. Sterling

Susan B. Stimpson

Robert "Bob" Woodson



County Administrator

Anthony J. Romanello, ICMA-CM

July 1, 2011

Dear Ms. Stimpson and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2012. This budget, developed for information and planning purposes, represents revenues and expenditures for the year beginning July 1, 2011 and ending June 30, 2012.

This budget reflects how Stafford County is a responsible and accountable government that is focused on the Board's priorities and innovating to serve our growing community. It funds critical areas, reduces the size of government, and includes a lower tax rate. We continue to push for improved efficiencies in the way we provide services. We recognize that we must embrace the "new normal" and engrain innovation into all we do.

At a special meeting held in January 2011, the Board identified its top priorities for the community: reduced tax burden, public safety, education, Transportation Bond implementation, Parks Bond implementation, and economic development. This budget addresses each of the priorities.

Reduced tax burden

This budget includes a two-cent real estate tax rate reduction from \$1.10 to \$1.08. Coupled with last year's tax reduction, families in Stafford will enjoy a 5% real estate tax decrease.

Public Safety

The budget provides funding for key public safety initiatives to include:

- Five additional Sheriff's deputies to form a gang-prevention task force
- The new public safety communications system operating and debt service costs
- *Replacement of Sheriff cars, ambulances, and fire trucks, which had not been purchased during the recession*



Education

The budget includes a \$1 million operating increase, a \$1.8 million increase for debt service and an additional \$3.8 million in other funds for school cash capital projects. In addition, the budget passed by the Board enables the School Board to achieve the following:

- 2.5% pay raise for School employees
- Restore 56 instructional positions previously slated for elimination
- Fund an OPEB recommended contribution consistent with sound financial practices
- Fund Falmouth and Stafford Elementary School renovations
- Invest in classroom technology and buses
- Maintain the health insurance reserves sufficient to cover claims

Transportation Bond Implementation

Several projects are currently underway:

- Route 608, Brooke Road, south of Eskimo Hill Road
- Route 616, Poplar Road, north of Kellogg Mill Road
- Route 627, Mountain View Road from Joshua Road to Rose Hill Farm Road
- Route 17, Warrenton Road
- Route 606, Ferry Road
- Poplar Road, Phase 1
- Route 627, Mountain View Road Exit to Stafford High School

Public-Private Partnership proposals are currently under review which could include these projects:

- Route 627, Mountain View Road, north of Centreport Parkway
- Route 610, Garrisonville Road
- Route 652, Truslow Road, east of I-95
- Route 652, Truslow Road, West of I-95

Parks Bond Implementation

Two parks projects are currently underway:

- Musselman Park
- Land acquisition for rectangular fields

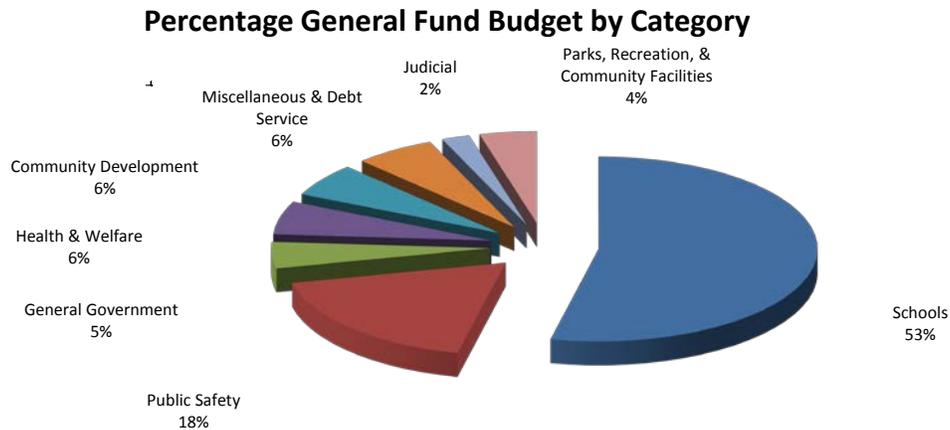
Economic Development

The FY2012 Budget includes increases for economic development funding to further engage economic development prospects and expand workforce development.

Other highlights of the adopted budget include:

- Reducing non-public safety staffing levels by 19 positions in the General Fund and 2 in the Utilities fund;
- Allowing an average 2.5% performance-based salary increase for County employees at mid-year funded through healthcare cost reductions.

The FY2012 General Fund Budget totals \$241.2 million.



Despite the reduction in staffing, the organization continues to look for new ways to provide service. The budget provides a number of new initiatives that reflect the innovative thinking among staff including a 311 customer service center, and a Community Development Service Center.

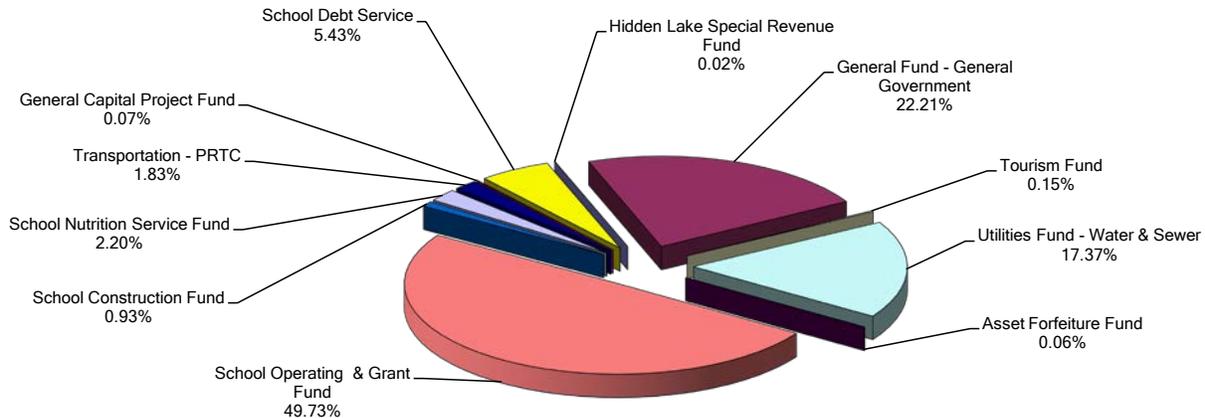
ALL FUNDS

The total FY2012 expenditure plan for all County funds is \$504.4 million. This is an increase of \$30.8 million (6.5%) over the FY2011 budget.

	FY2011	FY2012	Change
General Fund (not including local school funding)	\$107,315,754	\$112,043,610	\$4,727,856
Transportation Fund	4,635,948	9,246,073	4,610,125
Asset Forfeiture Fund	105,000	300,000	195,000
Tourism Fund	725,000	755,000	30,000
Hidden Lake Special Revenue Fund	72,701	108,401	35,700
Garrisonville Road Service District Fee Special Revenue Fund	870,000	0	(870,000)
Warrenton Road Service District	0	0	0
General Capital Project Fund	230,475	333,704	103,229
Utilities Fund	64,308,933	87,633,608	23,324,675
School Operating, State Fiscal Stabilization & Grants Funds	250,012,440	250,807,638	795,198
School Debt Service	25,625,938	27,388,986	1,763,048
School Construction Fund	8,173,465	4,700,000	(3,473,465)
School Nutrition Service Fund	11,509,917	11,112,186	(397,731)
Total	\$473,585,571	\$504,429,206	\$30,843,635

The General Fund budget is \$7.5 million higher than last year, with increased funding for the Board's priorities. The Transportation Fund budget increases by \$4.6 million with work progressing on the road projects listed above. The largest year-over-year change is seen in the Utilities Fund, which will see an increase of \$23.3 million for capital projects.

This chart illustrates the breakdown of total FY2012 expenditures by fund.



UTILITIES FUND

The Utilities Fund budget totals \$87,692,680. Included in this total are operating and maintenance (O&M) expenses related to the two water treatment facilities, two wastewater treatment facilities, the water distribution system, and the wastewater collection system. In addition, the budget includes water-related capital projects including the new Rocky Pen Run dam, reservoir, water treatment facility, and other water infrastructure projects required to take advantage of the new water source when it is placed in service in 2013. On the wastewater side, nutrient reduction upgrades were completed in FY2011 at the Little Falls Run Wastewater Treatment Facility (WWTF). Upgrades at the Aquia WWTF will be completed in early FY2012. These upgrades will ensure that both wastewater treatment facilities will remain in compliance with new regulations intended to assist in improving the water quality in the Chesapeake Bay and its tributaries. In addition, the capital budget includes funding for maintenance and repair of water and wastewater infrastructure at levels that will provide for continued sustainability of both systems.

The FY2012 budget includes a 7% user fee rate increase. This is the second of three consecutive annual rate increases approved by the Board in June 2010. The Utilities system is self-supporting. Rates and fees are set to ensure that all the costs of operations are fully recovered and the future of the enterprise is secure. Reserves equal to at least 150 days of O&M expenses are maintained to offset any revenue

shortfalls and/or unanticipated O&M expenses. In addition, a 10-year financial model is maintained and is presented to the Board annually as part of the budget process. The model, as well as longer-term projections (up to 20 years out), are used to determine both short- and long-term funding needs to maintain the sustainability of the water and wastewater systems, meet all regulatory requirements, minimize the need for large rate increases, and work toward strengthening the department's bond ratings.

DEBT AND CAPITAL PLANNING

This budget fully funds the County's debt service obligations.

The Adopted FY2012 - FY2017 Capital Improvements Program (CIP) includes projects for General Government, Schools, Transportation, and Utilities. The CIP outlines projects based on the County's ability to afford debt service and operating costs. It includes projections of operating revenues, savings, and expenditures associated with the projects.

Some of these projects are:

- a replacement of Stafford High School;
- renovations to Falmouth and Stafford elementary schools;
- the establishment of a Stafford Career and Tech Center for students; and
- funding for parks bond projects and transportation bond projects as approved by the voters.

In recognition that many financial decisions have more than a one-year impact, the budget includes a Five-Year Operating Model to assist with long-term planning. This also provides a link between the CIP and the operating budget. The Five-Year Operating Model is balanced in FY2013.

Additionally, the budget includes \$0.4M for cash capital and \$1.4M for public safety vehicles. Paying for infrastructure projects with cash reduces the county's need to create additional debt.

THE ECONOMY

The budget is not developed in a vacuum. Paramount to the underlying financial assumptions is the state of the economy. We continue to deal with what is perhaps the most challenging economy in a generation. While the "Great Recession" has ended, uncertainty still remains. Recovery has been slow, and weaknesses in some segments of the economy are still evident. We began to see signs of improvement last spring, however, particularly in personal property, sales tax and meals tax.

To ensure that the County can respond to changing economic conditions, revenue estimates have been conservative.

This budget is a springboard for the Board's quest to enhance the County's bond rating. It is structurally balanced and adheres to all financial policies, as directed by the Board. We fully expect unassigned fund balance to reach 12% of revenues by the end of FY2012 - three years ahead of schedule! This budget maintains fund balance at that level.

GFOA AWARD

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada, a national organization, 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. Fitch Ratings Services lists the receipt of financial reporting and budgeting awards among best practices, which are influential in ratings assignment.

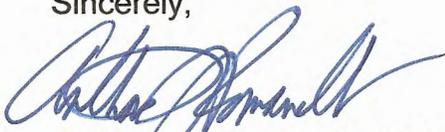
Stafford County has received 22 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

SUMMARY

This budget reflects how Stafford County is a responsible and accountable government that is focused on the Board's priorities and innovating to serve our growing community. It funds critical areas, reduces the size of government, and includes a lower tax rate. We continue to push for improved efficiencies in the way we provide services. We recognize that we must embrace the "new normal" and engrain innovation into all we do.

I would like to thank all staff and Constitutional Officers for their input and support in the development of the budget. I would especially like to express my appreciation to the Finance and Budget department for their assistance.

Sincerely,



Anthony J. Romanello, ICMA-CM
County Administrator

Adopted FY2012 Budget - Summary Matrix

Stafford County: A Responsible and Accountable Government — Focused on the Board's Priorities — Innovating To Serve Our Growing Community



BOARD PRIORITY	BUDGET INITIATIVES
Reduced the Tax Burden	<ul style="list-style-type: none"> Adopted budget at \$1.08 (average residential tax bill down 5% in last two years.) <u>Lowest</u> among peer localities: employees per 1,000 residents. <u>Lowest</u> among peer localities: general government per capita expenses.
Public Safety	<ul style="list-style-type: none"> Fund the Sheriff's Gang Prevention Task Force (5 positions). Restore funding for replacement of Sheriff's vehicles, ambulances, and fire trucks. Fund public safety communications system operating costs Fund state-mandated Line of Duty Death benefits program. Restore funding for Fire & Rescue physicals and live fire training.
Education	<ul style="list-style-type: none"> Budget increase of \$2.8M <ul style="list-style-type: none"> Increase school operating by \$1.0M. Fully fund school debt service \$1.8M increase
Transportation Bond Implementation	<ul style="list-style-type: none"> Debt service fully funded. 6 projects currently underway. PPTA proposals under consideration.
Parks Bond Implementation	<ul style="list-style-type: none"> Debt service fully funded. 2 projects currently underway.
Economic Development	<ul style="list-style-type: none"> \$50,000 increase in EDA funding for economic development prospects. \$50,000 for Germanna Community College capital allocation (workforce development) Permits Center implementation (early 2012). Stafford Opportunity Fund is fully funded.
FY 12 BUDGET	BUDGET INITIATIVES
Follow financial policies to enhance bond rating	<ul style="list-style-type: none"> Four Years Early! County will reach fund balance goal by June 2011, four years ahead of June 2015 target. Full funding of Key Financial Measures: Revenue Stabilization Fund, Capital Projects Reserve Fund, Cash Capital, Contingency Reserve, restores funding for Sheriff's cars and ambulances. Advertised CIP uses lower debt ratios to enhance bond rating.
Developed a one-year budget and a two-year plan	<ul style="list-style-type: none"> FY 12 and FY 13 are balanced and comply with Board directives. Budget includes a five-year forecast. Establish fuel reserve to mitigate rising cost of fuels for both county and schools
Developed a budget at \$1.08 or lower	<ul style="list-style-type: none"> FY 12 budget assumes a \$1.08 real estate rate. FY 13 assumes an equalized real estate tax rate.
Conservative revenue assumptions	<ul style="list-style-type: none"> Revenue assumptions are made based on recession based-data points to ensure conservative estimates. Revenues are increasing and reserves are fully funded.
Staffing plan	<ul style="list-style-type: none"> Budget eliminates 19 General Fund positions in FY 12, redirecting funding to the highest priorities. <ul style="list-style-type: none"> 5% reduction from FY 11 in non public safety (NPS). 19% reduction in NPS since peak of 2009 (from 399 → 324) NPS staffing is below July 2005 levels. Commitment to future, ongoing innovation. <u>Exciting new initiatives:</u> <ul style="list-style-type: none"> Gang Task Force 311 Center for citizen services – iCitizen Grants Manager Reduce health care costs through audit and wellness program. Staff Accountability. Pay for performance (2.5% average adjustment effective January 1, 2012).



HOW TO USE THE BUDGET DOCUMENT

Stafford County's budget is a financial guide for citizens and staff. The purpose of this document is to communicate the initiatives authorized by the Board of Supervisors and enacted by the County Administrator. This document accounts for the County's anticipated income from various revenue sources and how these resources are to be used during the fiscal year. The reader will also find background information such as how the organization is structured and other pertinent statistical data about Stafford County. The budget document is organized into fourteen sections:

[Executive Summary](#)

This section begins with the budget message, which provides an overview of the adopted budget and the philosophy and guiding principles staff followed while preparing this document. Following the budget message are summaries of revenues and expenditures for all funds. Also included in this section is a brief profile of Stafford County, which includes both organizational and demographic information.

[Policy & Goals](#)

This section presents county policies, goals and plans adopted by the Board of Supervisors.

[General Fund Revenues](#)

This section provides analysis of the General Fund revenues in schedules that summarize projections, give historical data, and includes graphs, descriptions of the revenues and variables used in the revenue projections.

[General Fund Expenditures](#)

The general fund expenditure section contains schedules and graphs that present the expenditure budgets for each department, some with revenues designated to departments, historical analysis of the total expenditures, presentation of departments supported greatly by state funds, and graphs to give a visually picture.

[General Government Departments](#)

This section provides a four-year comparison of expenditures (prior year actuals and adopted budgets). Each department's budget is presented separately and includes information on service responsibilities, staffing, and expenditures in the following categorizes:

- *Personnel* - Cost related to compensating employees, including salaries, wages, and fringe benefit costs.
- *Operating* - Also known as operating and maintenance costs, these are expenses of day-to-day operations such as office supplies, maintenance of equipment, and contractual services.
- *Capital* - Acquisition of physical assets which have a minimum cost of \$5,000 or more and an economic lifespan of more than one year.

[Partner Agencies](#)

This section presents organizations that receive funding from a variety of sources to help support many community programs that are regionalized and help all age groups and social classes in the County.

[School Fund](#)

This section provides a summary of all the major school funds. The total school budget can be reviewed on the Stafford County Public Schools website at www.stafford.schoolfusion.us.



HOW TO USE THE BUDGET DOCUMENT

[Transportation Fund](#)

Analysis of the motor fuels tax, recordation tax, and the transportation project expenditures are explained and presented in this section.

[Utilities Fund](#)

This is the County's water and wastewater fund. In this section you can find analysis of the revenues and expenditures in this fund, statistical data on the system and information on the facilities.

[Other Funds](#)

This section provides analysis, descriptions, revenue and expenditure summary information for the following funds: Asset Forfeiture Fund, Fleet Service Fund, Capital Improvements Fund, Hidden Lake Dam Fund, Road Impact Fee Funds, and Tourism Fund.

[Five Year Plan](#)

The five year model is a long-range planning tool for the various County funds and agencies.

[Personnel](#)

This section combines all the funds' staffing levels, lists new personnel added in the current fiscal year, and gives a breakdown of internal committees and their functions.

[Capital Improvement Program](#)

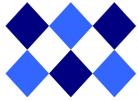
This section presents the Capital Improvements Program (CIP). The CIP is an annual updated plan of project expenditures for public facilities and infrastructure with estimated project and maintenance costs over the planning period. The capital improvement program is a blueprint for planning a community's capital spending and is one of the most important responsibilities of a local government. The CIP deals with the physical improvement or replacement of County-owned infrastructure and facilities.

[Statistics](#)

This section gives an overview of the County using schedules and graphs to illustrate financial information, demographics and activity levels.

[Glossary](#)

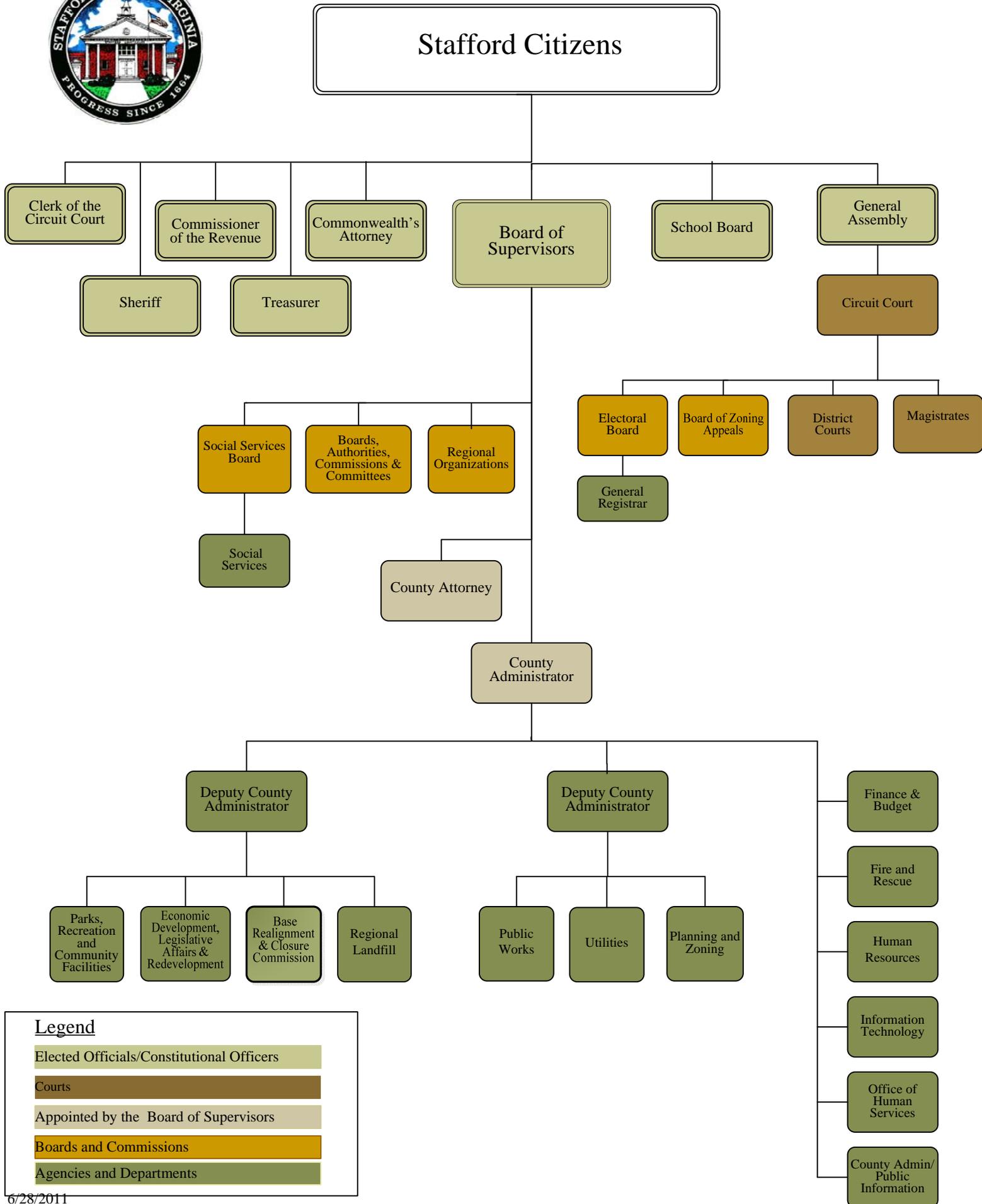
Provides a description of terms frequently used in budgeting.



FY2012 ADOPTED FUNDS INFORMATION

Name & Type	Amounts	Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Revenues \$300,000 Expenditures \$300,000	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
Fleet Services Fund Proprietary - Internal Service Fund	Revenues \$3,905,023 Expenditures \$3,905,023	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.
Capital Improvements Fund Major Governmental - Capital Project Fund	Revenues \$333,704 Expenditures \$333,704	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.
General Fund Major Governmental - General Operating Fund	Revenues \$241,174,370 Expenditures \$241,174,370	This fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
Hidden Lake Dam Non-major Governmental - Special Revenue Fund	Revenues \$108,401 Expenditures \$108,401	Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
School Construction Fund Major Governmental - Component Unit	Revenues \$4,700,000 Expenditures \$4,700,000	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	Revenues \$10,489,497 Expenditures \$10,489,497	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
School Health Services Fund Component Unit Proprietary - Internal Service Fund	Revenues \$10,460,602 Expenditures \$10,460,602	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	Revenues \$11,212,186 Expenditures \$11,212,186	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	Revenues \$240,393,887 Expenditures \$240,393,887	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	Revenues \$734,164 Expenditures \$734,164	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
Tourism Fund Non-major Governmental - Special Revenue Fund	Revenues \$1,255,000 Expenditures \$1,255,000	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	Revenues \$9,286,073 Expenditures \$9,286,073	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.
Utilities Fund Proprietary - Enterprise Fund	Revenues \$87,692,680 Expenditures \$87,692,680	The Water and Sewer Fund is the only 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.

COUNTY OF STAFFORD, VIRGINIA



Legend

- Electoral Officials/Constitutional Officers
- Courts
- Appointed by the Board of Supervisors
- Boards and Commissions
- Agencies and Departments



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 elected officials, staff and members of the community work hard to raise awareness of its many historical and natural resources. In July 2008, archaeologists working at the site of George Washington's childhood home at Ferry Farm in Stafford; announced that they had located and excavated the remains of the long-sought house where Washington was raised. Washington moved to Ferry Farm at the age of six, and lived there until the age of 19. The site is the setting of some of the best-known stories related to his youth, including the tales of a young Washington chopping down a cherry tree and throwing a stone across the Rappahannock River. 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.



FY2012 STAFFORD COUNTY AT A GLANCE

Area Demographics

Formed as an Independent County	September 27, 1664
Area	277 sq. miles/177,280 acres
Resident Population	128,961 (2010 Census)
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator



Legislative Districts

Registered Voters	75,913
Garrisonville	Mark Dudenhefer, Chairman
Aquia	Paul V. Milde III, Vice Chairman
George Washington	Harry E. Crisp II
Hartwood	Gary F. Snellings
Rock Hill	Cord A. Sterling
Falmouth	Susan B. Stimpson
Griffis-Widewater	Robert "Bob" Woodson

Bond Ratings

Fitch	AA
Moody's	Aa2
S & P	AA-

Tax Profile

Adopted Real Property Tax Rate	1.08
Personal Property Tax Rates:	
• Motor Vehicles for the Disabled	0.10
• Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles)	5.49
• Merchant's Capital	0.50
• Machinery and Tools, and Motor Carrier Transportation	0.75
• Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.0001
• All other Personal Property	6.89

Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be \$2.76 per \$100 of estimated fair market value for vehicles.

Assessed Taxable Value of Real Property \$12.6 billion

Employment/Business Profile

Quality of Life

- 78% of homes are owner-occupied
- Low crime rate
- Bordered by Potomac & Rappahannock Rivers
- Named #1 "Best Place to Get Ahead" by Forbes Magazine in 2008
- Home to three award winning championship public golf courses and the Virginia Golf Trail

Workforce

- 30% have a Bachelor's Degree or higher
- 34% growth in population between 2000 and 2009
- 3rd highest business rate and job growth rate in Virginia (2004 - 2009)

Top Private Employers

- GEICO
- FBI Academy
- McLane Mid Atlantic
- Wal-Mart
- QinetiQ
- Fredericksburg Auto Auction
- BAE Systems
- L-3 Communications
- Intuit



Accessibility

- 25 miles south of Washington Capital Beltway
- 50 miles north of Richmond, VA
- Within one day drive of 1/2 of the nation's population
- Located along I-95 with four interstate interchanges
- Major airports of Dulles, Reagan National, Baltimore, and Richmond are as close as 45 minutes away and home to Stafford Regional Airport
- East Coast's primary North-South rail line bisects Stafford
- Virginia Railway Express (VRE) provides commuter service to Washington DC
- Amtrak provides passenger service

Key Phone Numbers

Commissioner of the Revenue	658-4132
County Administrator's Office	658-8605
Department of Motor Vehicles	1-804-497-7100
Health Department	659-3101
Landfill - Administrative Office	658-4590
Landfill - Eskimo Hill Road	658-4592/7119
Landfill - Belman Road Recycling Ctr.	374-5086
Parks, Recreation and Community Facilities	658-4871
Planning	658-8668
Public Works	658-8650
Registrar	658-4000
Treasurer	658-8700
Utilities - Billing	658-8616
Utilities - Emergency	658-8695
Utilities - Emergency (After Hours)	658-4857



FY2012 STAFFORD COUNTY AT A GLANCE

County Budget

Total Budget (all funds)	\$504,429,206	Local School Transfer (includes debt service)	\$129,082,760
Total General Fund Budget (includes schools)	\$241,174,370	Total School Funds (expenditures and debt service)	\$294,008,810
County Budgeted Positions (includes public safety)		School Positions	3,783
	full-time 811	School Enrollment (ADM)	26,838
	part-time 166		

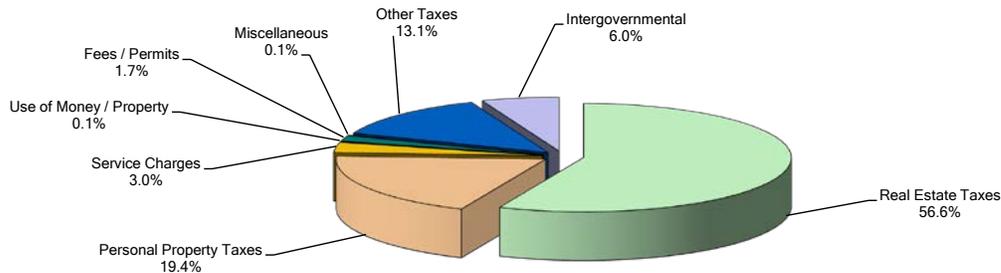
FY2012 Budget Highlights

Board of Supervisor's Top Six Priorities

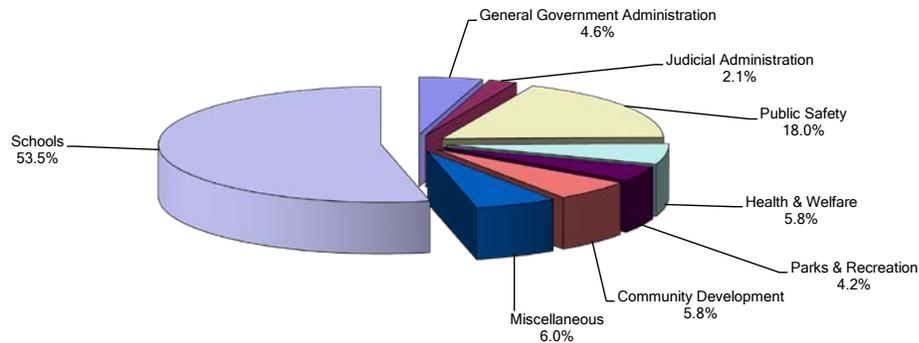
- Reducing the tax burden
- Transportation bond implementation
- Public safety
- Park bond implementation
- Education
- Economic development

	in millions	FY 11	FY 12	\$ Change	% Change
Budget Summary	Expenditures	\$233.7	\$241.2	\$7.5	3.2%
	Revenues	\$234.2	\$241.2	\$7.0	3.0%
	To Fund Balance	\$0.5	\$0.0	(\$0.5)	

General Fund Revenues



General Fund Expenditures



For additional information visit Stafford County's website at www.co.stafford.va.us



STAFFORD ACCOMPLISHMENTS



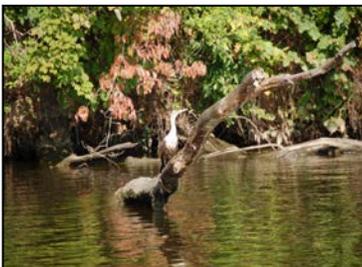
Stafford Declares Emergency for Blizzard 2010 – “Superbowl Snow”

On February 3, 2010, Virginia Governor Bob McDonnell declared a statewide state of emergency for a forecasted winter storm and Stafford County followed with its own declaration of a local emergency on February 4, 2010. The County’s Emergency Operations Center was activated and County personnel staffed the center around the clock for the next several days. Storm accumulations totaled at least 24 inches and included snow, sleet, ice and freezing rain. Strong wind gusts up to 35 mph produced near-blizzard conditions. Two shelters were opened to house citizens and travelers.



Board Adopts Economic Development Ten-Point Plan

The Board of Supervisors adopted the Economic Development Ten-Point Plan in early 2010. Their vision is to make Stafford a more desirable community through jobs for our citizens, a world-class school system, modern public safety services and abundant parks and recreation amenities. A committee of Board members, including Susan Stimpson, Falmouth District, and Harry Crisp, George Washington District, have been meeting on a monthly basis over the past year to work on each of the 10 points in the plan. That committee expanded earlier this year to include another Board member, Vice Chairman Paul Milde, Aquia District, and members also work on the Comprehensive Plan and sub-plans, the Redevelopment Plan, Development Review, Transfer of Development Rights Ordinance, and technology issues in the community including telecommunications and broadband.



Crow’s Nest Receives Governor’s Environmental Excellence Award

The Crow’s Nest Area Preserve was selected as a “Gold Medal” winner in Virginia’s 2010 Governor’s Environmental Excellence Award program. Crow’s Nest was recognized as the top preservation effort in the Land Conservation category. The award was presented by Lieutenant Governor Bill Bolling in April 2010 at the Environment Virginia 2010 Symposium at the Virginia Military Institute in Lexington, Va., to Stafford Board of Supervisor member and Vice Chairman Paul Milde, Aquia District, whose efforts over the last several years led to the successful preservation of 3,000 acres of Crow’s Nest.



Stafford Supports Census 2010 Efforts

A Complete Count Committee was formed in January 2010 to encourage citizens to fill out and return their 2010 Census forms to the Census Bureau. The Committee organized a Census “Blitz Day” in April 2010, and members fanned out across the community to educate citizens on the importance of completing the forms.



STAFFORD ACCOMPLISHMENTS



Trail to Freedom Dedicated

The Fredericksburg-Stafford-Spotsylvania Sesquicentennial Committee presented a new heritage tourism trail titled the “Trail to Freedom,” which depicts the route taken by an estimated 10,000 slaves whose quest for freedom took them through Stafford between April - September 1862. A public unveiling ceremony was held in June 2010 at the Historic Port of Falmouth and the first wayside exhibits of “The Crossing” were dedicated. “The Crossing” marks the moment when slaves crossed

from Fredericksburg across the Rappahannock River to Falmouth and to freedom.



Fire and Rescue Station 14 Wins State Award

Stafford Fire and Rescue Station 14 won a Virginia Association of Counties 2010 Achievement Award that recognizes model local government programs. Staff from many Stafford County departments worked to renovate a 1920s farmhouse to prepare it for fire and rescue operations in just 60 days and with a budget of only \$60,000. The station is now one of the busiest in Stafford County.



England Run Library Opens

The new state-of-the-art England Run Library opened in October 2010 and has been a popular community attraction since then. The 30,000 square foot library is located at the corner of Lyons Boulevard and Plantation Drive. Several large meetings have been held in the library, as well as children’s story times and activities.



Stafford Named Home of Virginia Golf Trail

Virginia Lieutenant Governor Bill Bolling announced in October 2010 the creation of the Virginia Golf Trail at Cannon Ridge Golf Club in Stafford. The trail is a collaboration of the Commonwealth’s public and private golf courses, hotels, wineries, restaurants, historic, cultural and recreational amenities. The Virginia Golf Trail will enhance the Commonwealth’s reputation as a premier golfing destination by connecting the diverse courses with rich history and amenities across the state.



Government Island Open To The Public

Historical displays and period interpreters marked the grand opening in November 2010 of Stafford County’s newest Scenic Heritage Park and Trail on Government Island. The site provided the stone for the early construction of the White House and the U.S. Capitol in Washington, D.C. Under the Board of Supervisors leadership, staff has worked with local historians to highlight the beauty and history of the site by building walkways, placing descriptive signage and restoring the quarry site to its natural beauty.



STAFFORD ACCOMPLISHMENTS



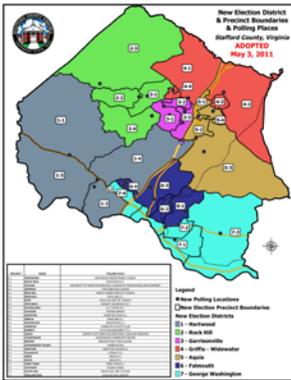
Board of Supervisors Adopts Comprehensive Plan

The Board of Supervisors adopted a Comprehensive Plan in December 2010, which guides the development and growth of Stafford County over the next 20 years. The plan steers the physical development of the county, including the location, type, and intensity of future land use. The plan includes goals, objectives and policies for sustainability; fiscal responsibility; the environment; health, safety and welfare; housing; transportation; economic development; education; and heritage resources.



Board of Supervisors Establishes Priorities for the Community

In January 2011, the Board of Supervisors established six priorities for the community: reducing the tax burden, public safety, education, Transportation Bond implementation, Parks Bond implementation, and economic development. The FY12 Adopted Budget funds the community's priorities and reduces taxes for Stafford citizens.



Redistricting

The Board of Supervisors approved a redistricting plan in May 2011 that establishes new district boundaries, creates three new voting precincts and shifts five polling places within the existing seven voting districts that are used to elect the Stafford Board of Supervisors and the Stafford School Board. The new plan shows five polling places being moved to new locations and the creation of three new precincts, one within the George Washington district, one within the Griffis-Widewater district, and one within the Aquia district. Six election districts now have four precincts; Garrisonville has three precincts.



Master Redevelopment Plan

The Board of Supervisors approved the Master Development Plan in May 2011 as an amendment to the Comprehensive Plan. The Master Redevelopment Plan serves to guide and accomplish coordinated, adjusted and harmonious development within the County's four redevelopment areas: Boswell's Corner, the Courthouse area, Falmouth Village and the Southern Gateway. The plan will, in accordance with present and future needs and resources, best promote the health, safety, morals, order, convenience, prosperity and general welfare of Stafford citizens.



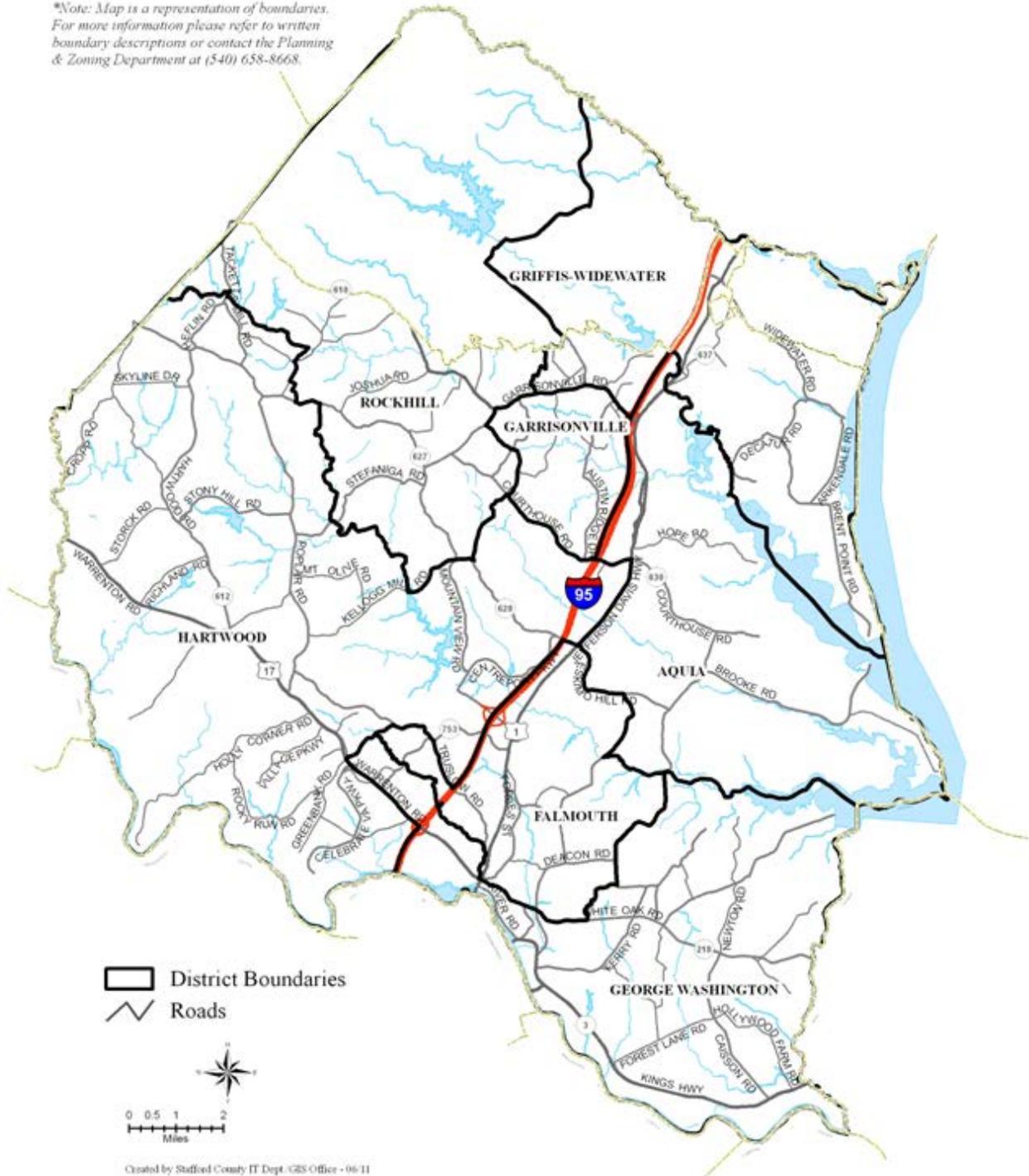
FISCAL YEAR 2012 BUDGET CALENDAR

October 19	Work Session <ul style="list-style-type: none">• Preliminary prior year balances• 1st quarter review of fiscal year• Preliminary budget overview to include:
November 30	Board priorities/Performance standards Proposed CIP work session
December 14	Proposed CIP discussion Audit Report
January 18	Work Session <ul style="list-style-type: none">• Proposed CIP discussion• Final prior year balances• Mid-year review• Revenue trends for upcoming budget• Feedback from Board
March 1	County Administrator presents Proposed Budget
March 15	Work Session <ul style="list-style-type: none">• Proposed CIP discussion• Authorize a Public Hearing on the FY2012 Proposed Budget• PFM Overview
April 5	Work Session <ul style="list-style-type: none">• 3rd Quarter Review• Schools
April 12	Special Budget Work Session & Public Hearing
April 19	Work session Adopt Budget



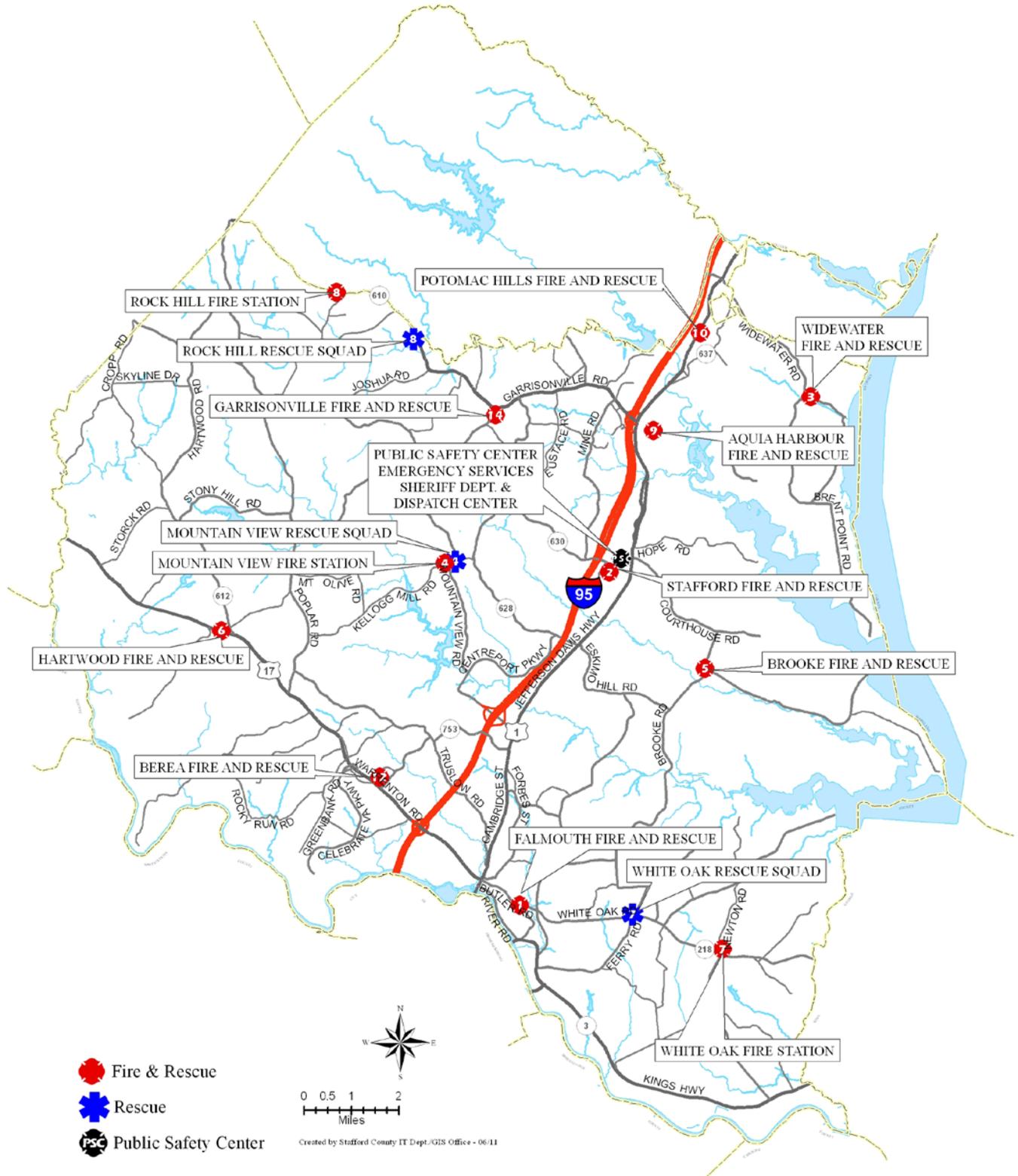
ELECTION DISTRICT BOUNDARIES

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



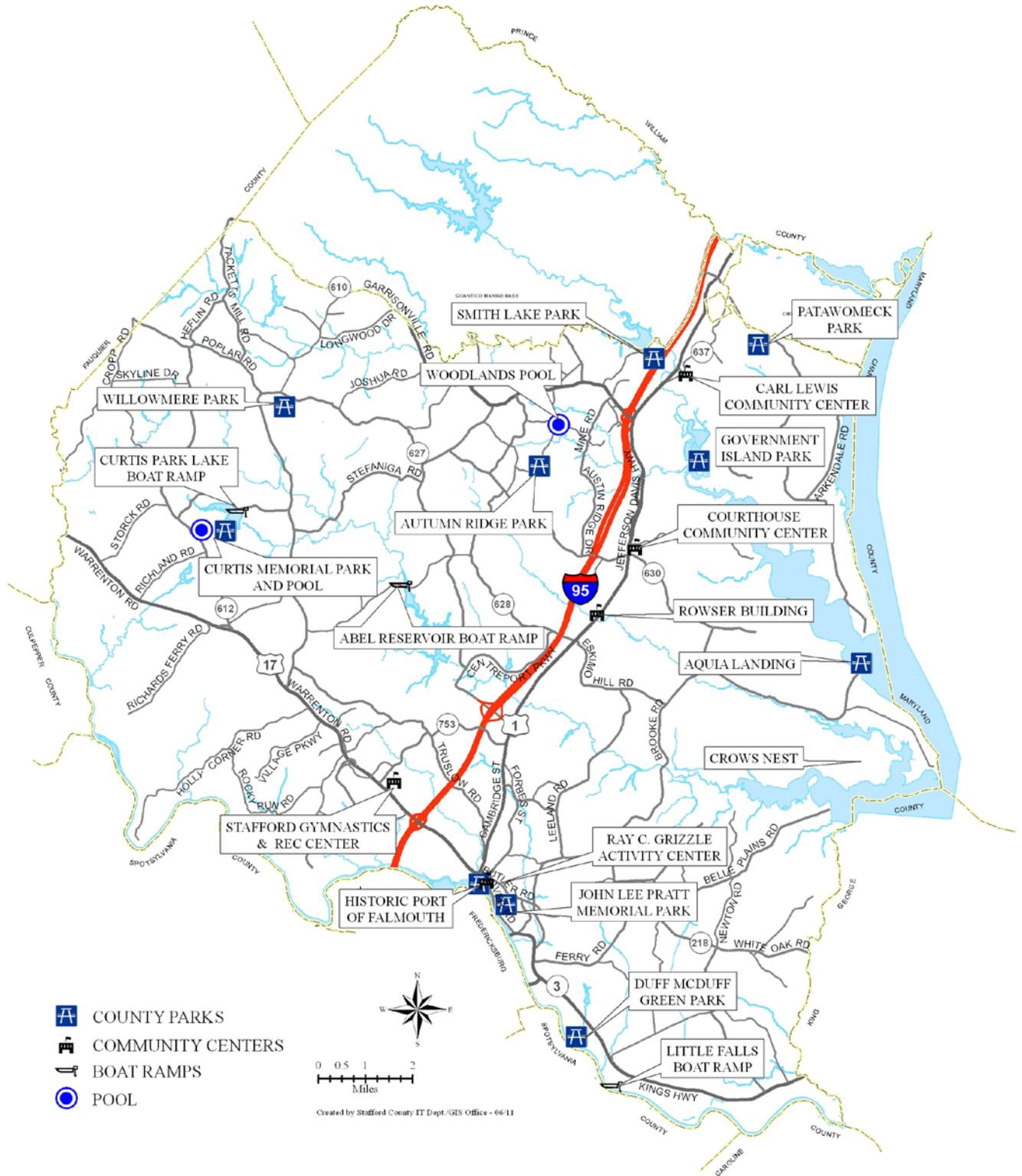


EMERGENCY SERVICES



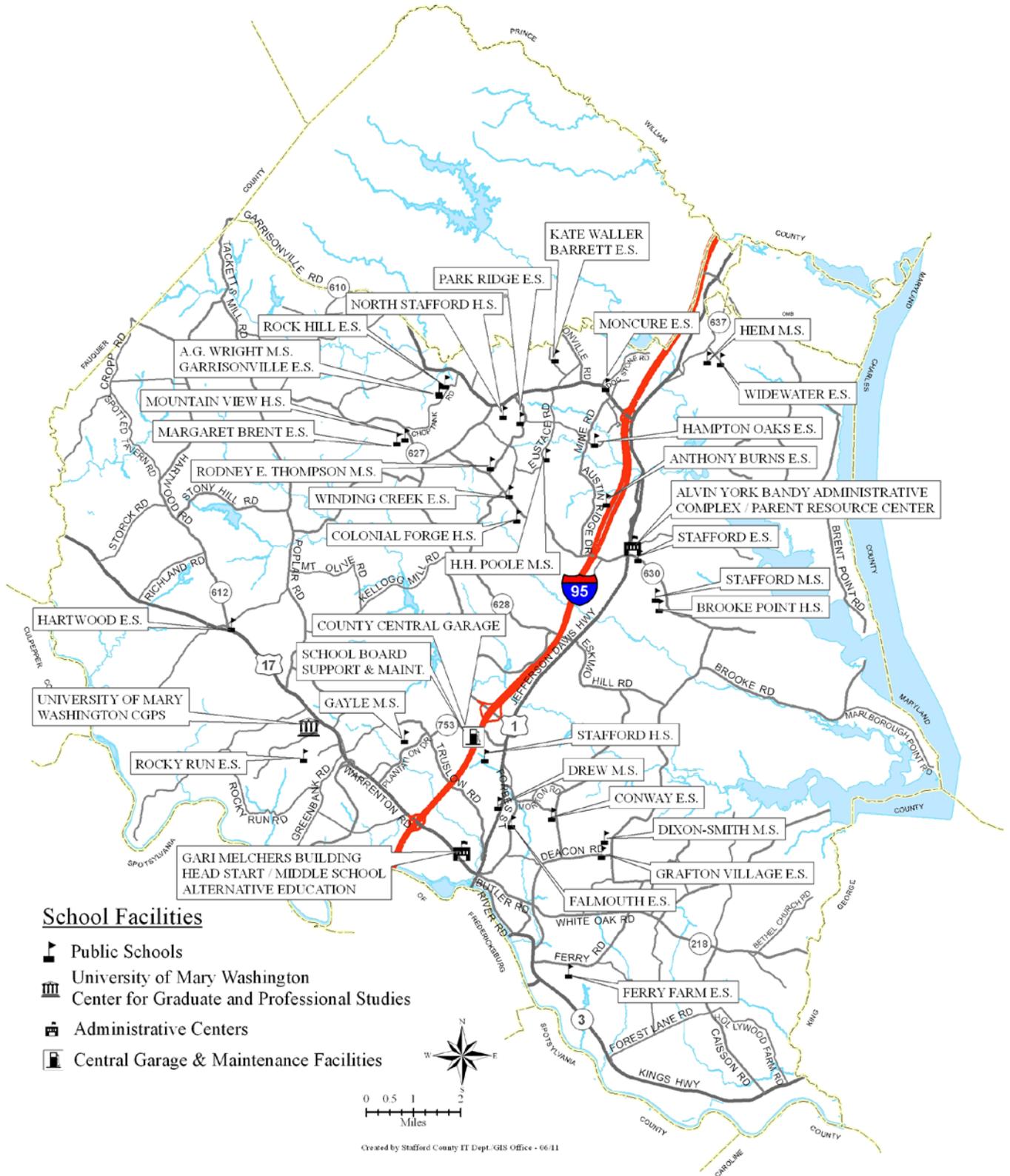


PARKS AND RECREATION





STAFFORD COUNTY SCHOOL FACILITIES







POLICY AND GOALS

This section presents the following policies, goals, and plans of the County:

- Board of Supervisor's Priorities
- B.E.S.T Values of Stafford County Employees
- County Planning Process
- Comprehensive Plan
- Principles of High Performance Financial Management
- Budget Guidelines, Basis of Accounting, and Basis of Budgeting
- Fund Structure



BOARD OF SUPERVISOR'S PRIORITIES

The Board of Supervisors held a special meeting on January 8, 2011 to discuss the FY2012 budget. The results are outlined below.

The Board identified its top six priorities for the community:

- Reducing the tax burden
- Public safety
- Education
- Transportation bond implementation
- Park bond implementation
- Economic development

The Board provided the following direction to staff in crafting a proposed budget for FY2012:

- Follow adopted financial policies to enhance the County's bond rating.
- Develop a one-year budget and a two-year plan.
- Develop an FY2012 budget with a RE tax rate of \$1.08 or lower. Assume an equalized RE tax rate or lower in calendar year 2012 and beyond.
- Continue to make conservative revenue assumptions (a strategy to ensure we can weather future economic uncertainty).
- Prepare a staffing plan that would reduce General Fund staffing by 5% (over FY2011 levels) in the next 18 months and detail the associated impacts of such reductions.

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

Teamwork

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

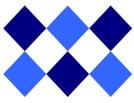
We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.

**Stafford County
Belongs To All Of Us**





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	Six year plan that includes project listing by plan year	County Administrator submits plan for Board of Supervisors 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 Plan	A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds	The County has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site storm water management facilities located at each department project. Stafford County will maintain the ponds.	The construction of the ponds is funded through proffers and prorated share payments made by each user of the pond. Construction or maintenance may be funded in total by a storm water 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

1.0 Introduction

Stafford County is a dynamic community. It includes a mix of suburban neighborhoods and rural enclaves. Retail centers and office and industrial parks provide shopping and employment opportunities throughout the County. The County is strategically located at a crossroads of major transportation routes which carries both positive and negative impacts to the quality of life. The built environment of Stafford County is relatively new. Since the construction of Interstate 95 in the 1960's through the County, population has doubled every 20 years.

The result of Stafford's burgeoning growth has been prosperity for some, but with prosperity comes a valid concern. Increasing traffic, the effects of development on the County's natural and cultural resources, the effects on the overall environment, as well as housing affordability and the ability to provide adequate public services are all increasing concerns for residents of Stafford County.

As the community continues to grow, the need for planning is ever greater. This document serves as a guide for future development of Stafford County over the next 20 years.

The Plan tells us where we are today and through goals and objectives, policies, and implementation tools, guides the physical development of the county--the location, type, and intensity of future land use. The plan includes goals, objectives and policies for sustainability; fiscal responsibility; the environment; health, safety and welfare; housing; transportation; economic development; education; and heritage resources.

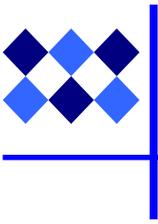
The Stafford County Comprehensive Plan emphasizes maintaining and enhancing the quality of life for existing and future residents of the County.



View of Crow's Nest from Accokeek Creek

1.1 Background

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 below the Rappahannock River to the south, and the Potomac River and King George County on the east.



COMPREHENSIVE PLAN

Established in 1664, 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



Stafford County in Regional Context

documented by the County's bountiful archaeological and architectural remains. Stafford remained mostly a rural community until the construction of Interstate 95 during the late 1960s. Since that time, the County has experienced a growth rate that, for a period of time, ranked it among the fastest growing jurisdictions in the nation.

The County's proximity to major industrial and commercial markets, combined with its high percentage of vacant 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, it continues to be an attractive location for new development. While the rate of growth has slowed in recent years, residential and commercial development is still occurring to meet the demand for housing and services in this ever growing region.

1.2 Purpose of the Plan

The purpose of the Comprehensive Plan is to guide the physical development of Stafford County. The Comprehensive Plan:

- Documents local characteristics and trends regarding resident population composition, land use, the natural environment, economic development and service provision;
- Provides a benchmark for evaluating the compatibility of individual development proposals with the long range development objectives of the community;
- Identifies future service needs;
- Serves as a comprehensive source of information that can be used to secure state and federal funding and market the area to potential developers;
- Promotes open space conservation designed to preserve the rural heritage of the community and enhance the overall quality of life;
- Attracts appropriate development to the County through the identification of community goals and objectives for the next 20 years;
- Lays the foundation for future cooperative efforts between the County and its neighbors.



COMPREHENSIVE PLAN

An important function of the Comprehensive Plan is to provide a framework for assessing development proposals that come before the County. The Comprehensive Plan is a lens through which development proposals should be evaluated. Each proposal should answer the question: Will this development further the vision of the future as articulated in the Comprehensive Plan? If the proposal is not consistent with the Plan, either the proposal should be rejected or revised to accurately reflect the vision of the future.

1.3 Format of the Plan

After this Introduction, the plan begins with Goals and Objectives, Policies, and Implementation Tools. Following those are the main Land Use and Public Facility Needs, and lastly, the existing conditions and public input that support the Plan. The interrelationships between these elements of the Plan are further explained:

Goals and Objectives - identify a desired future condition for various elements of growth such as land use or transportation. Goals and Objectives are the lens through which the future of Stafford is imagined.

Policies - provide guidance to the County leaders as they make decisions. The policies serve as the filter through which the future of the built environment is directed and through which new development proposals and new directions are evaluated.

Implementation Tools - identify the specific actions that should be taken by the County to follow specified policies. An Implementation Matrix is included to prioritize tasks and identify responsible agencies.

Land Use Policies and Map - are included with this document to provide a recommended foundation for future land use decisions.

Transportation Plan - is included to identify funded transportation improvements, planned network improvements for the next 20 years and anticipated road improvements that may exceed the 20 year planning horizon based on build-out of the planned land uses.

Public Facility Projections - are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

Background Data - is provided that identifies the existing conditions and public input provided in developing this Plan. This Background Data provides a basis for the future direction envisioned in this Plan.

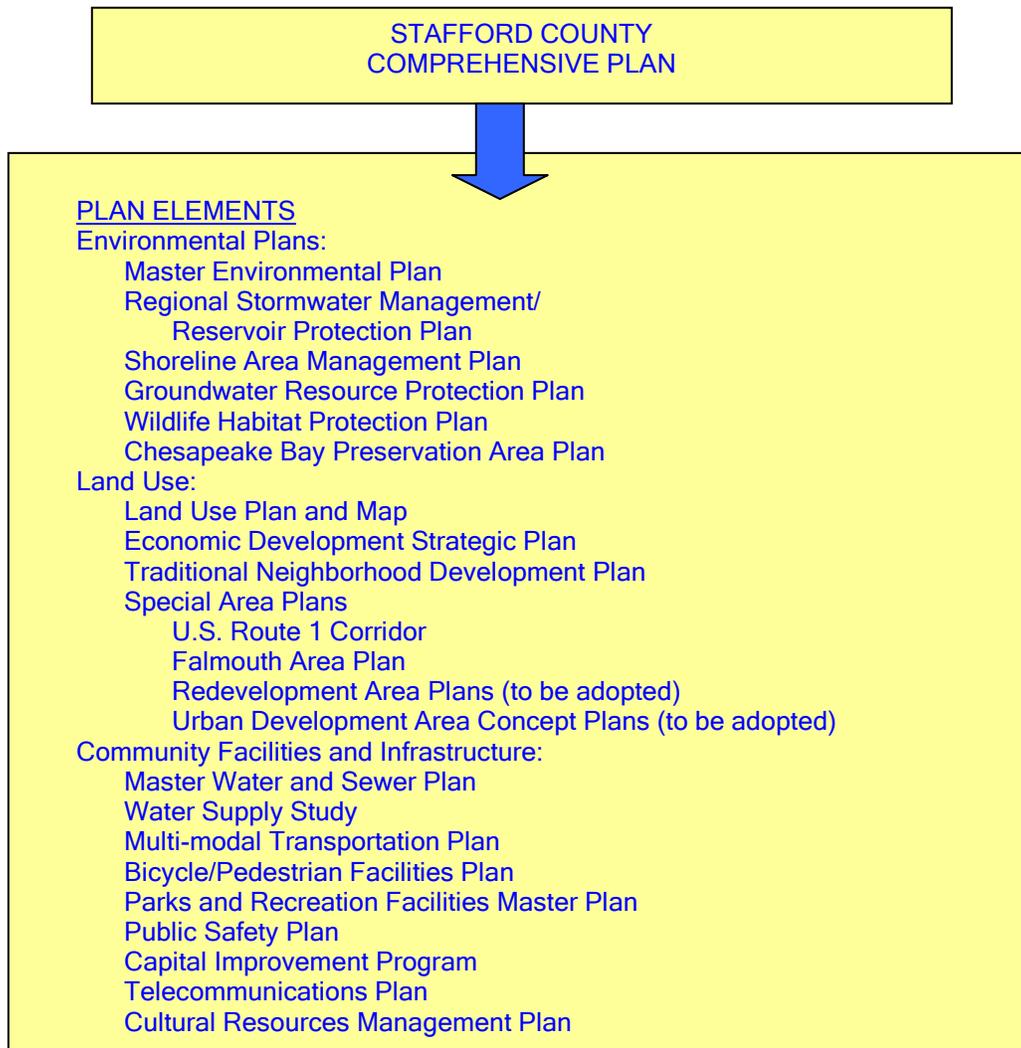
1.4 Relationship to other Plan Elements

The Comprehensive Plan is the main document that guides land use policy in the County. It provides the framework for public policy and land use decisions.

Plan elements provide more detailed strategies regarding specific components of land use planning, consistent with the guidance provided in the Comprehensive Plan. These Plan elements are appended to the Comprehensive Plan by reference, and upon review by the Planning Commission and adoption by the Board of Supervisors, are a part of the Comprehensive Plan. These documents may have different planning horizons, or have a purview significant enough that they require a stand-alone plan. Together, these plans are the components of the Comprehensive Plan.



COMPREHENSIVE PLAN

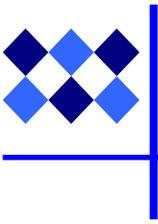


1.5 Legal Basis for the Plan

The Code of Virginia requires each jurisdiction to adopt a Comprehensive Plan for its physical development. The Plan shall be prepared by the Planning Commission and adopted by the Board of Supervisors. The purpose of the Plan is to guide and accomplish a coordinated, adjusted and harmonious development of the territory which will, in accordance with present and probable future needs and resources, best promote the health, safety, morals, order, convenience, prosperity and general welfare of the inhabitants, including the elderly and persons with disabilities.

The Code of Virginia includes specific expectations of a locality's Comprehensive Plan. It identifies what shall be required and may be included:

"The comprehensive plan shall be general in nature, in that it shall designate the General or approximate location, character, or extent of each feature, including any road improvement and any transportation



COMPREHENSIVE PLAN

improvement, shown on the plan and shall indicate where existing lands or facilities are proposed to be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed as the use may be.

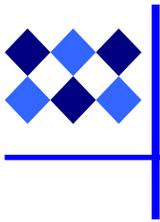
As part of the Comprehensive Plan, each locality shall develop a transportation plan that designates a system of transportation infrastructure needs and recommendations that may include the designation of new and expanded transportation facilities and that support the planned development of the territory covered by the plan and shall include, as appropriate but not be limited to, roadways, bicycle accommodations, pedestrian accommodations, railways, bridges, waterways, airports, ports, and public transportation facilities. The plan should recognize and differentiate among a hierarchy of roads such as expressways, arterials, and collectors. The Virginia Department of Transportation shall, upon request, provide localities with technical assistance in preparing such transportation plan.

The plan, with the accompanying maps, plats, charts, and descriptive matter, shall show the locality's long-range recommendations for the general development of the territory covered by the plan. It may include, but need not be limited to:

1. The designation of areas for various types of public and private development and use, such as different kinds of residential, including age-restricted, housing; business; industrial; agricultural; mineral resources; conservation; active and passive recreation; public service; flood plain and drainage; and other areas;
2. The designation of a system of community service facilities such as parks, sports playing fields, forests, schools, playgrounds, public buildings and institutions, hospitals, nursing homes, assisted living facilities, community centers, waterworks, sewage disposal or waste disposal areas, and the like;
3. The designation of historical areas and areas for urban renewal or other treatment;
4. The designation of areas for the implementation of reasonable ground water protection measures;
5. A capital improvements program, a subdivision ordinance, a zoning ordinance and zoning district maps, mineral resource district maps, and agricultural and forestall district maps, where applicable;
6. The location of existing or proposed recycling centers;
7. The location of military bases, military installations, and military airports and their adjacent safety areas; and
8. The designation of corridors or routes for electric transmission lines of 150 kilovolts or more.

The plan shall include: the designation of areas and implementation of measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality, while considering the current and future needs of the planning district within which the locality is situated.

The plan shall include: a map that shall show road improvements and transportation improvements, including the cost estimates of such road and transportation improvements as available from the Virginia Department of Transportation, taking into account the current and future needs of residents in the locality, while considering the current and future needs of the planning district within which the locality is situated.” (Va Code 15.2-2223)

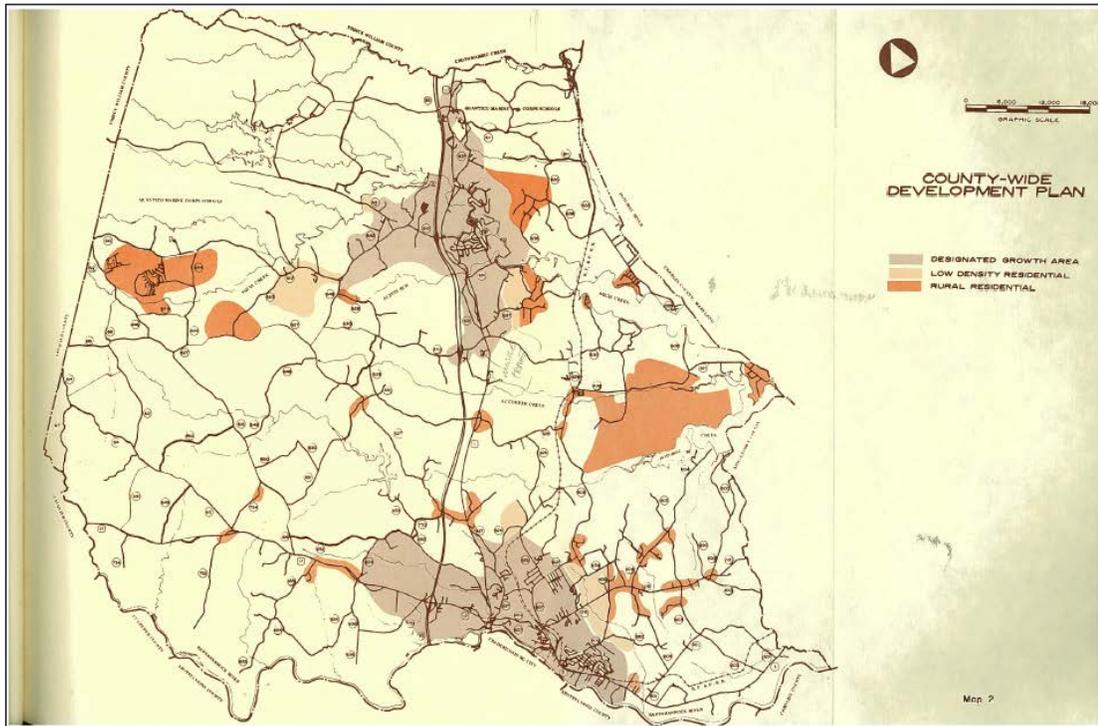


COMPREHENSIVE PLAN

1.6 History of the Comprehensive Plan 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.

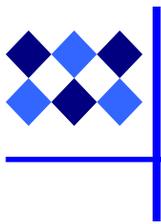
Comprehensive planning efforts continued into the early 1970's primarily through the assistance of the Rappahannock Area Development Commission (RADCO), now referred to as George Washington Regional Commission (GWRC). In 1973, increases in staff permitted a greater focus on long-range planning issues. 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 all Virginia 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.



The Comprehensive Development Plan - 1979

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



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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 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 future land uses in the Plan, road improvements were directly related to the Plan, as were the potential needs of the County for parks, schools, fire/rescue, libraries, and other services. The Land Use Plan was revised several times since its adoption, most recently in 1996 and 2003.

The many different elements of the Comprehensive Plan have been adopted at different times and have not been re-evaluated and updated on a synchronized schedule. Several documents have not been updated since their initial adoption, while others have been updated on a more regular basis.

The effort to prepare this update of the Comprehensive Plan began in April 2006. This document serves the purpose of creating a unifying document whereby other elements will be referenced and subsequently adopted or amended.

1.7 Preparation of the Plan

The Plan represents the collaborative effort of County officials and citizens and of a Comprehensive Plan Steering Committee. It is a collection of policies prepared to guide the County over the next 20 years. This section outlines the tasks completed in preparation of the Comprehensive Plan.

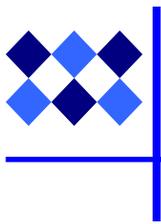
Steering Committee Meetings

In 2006 and 2007, a series of meetings were held with an ad-hoc Comprehensive Plan Steering Committee. The Committee consisted of appointed and elected local officials, citizens and developers. The Committee met periodically with a hired consultant to discuss and direct the preparation of the Plan. The Committee reviewed extensive documentation and mapping resources, provided contacts and helped determine representatives to participate in a series of focus group sessions. There was a visioning session held with the Committee to develop initial goals and objectives and to help define the future of Stafford County. Visioning sessions held with the Steering Committee, staff, and Planning Commission are summarized in the final chapter of this plan document.

In 2008 and in 2010, two separate sub-committees of the Planning Commission met to complete the draft of the Comprehensive Plan. Revisions to the draft were considered and made with the input and guidance provided by members of the governing Board of Supervisors. Revisions also took into account other changes in the operating environment and state legislation that took place earlier in the planning process.

Inventory

A data collection process was completed for the Plan. The information contained in the Plan was supplemented by data from various governmental and private agencies to help ensure the accuracy of the document. With the help of the various agencies, information was obtained regarding local laws and ordinances, land use, the environment, population, community services, housing, municipal services and economic development. Geographic Information Systems (GIS) data was provided by Stafford County to create maps and illustrate land uses, environmental conditions, and the location of community services and transportation corridors.



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Focus Group Sessions & Interviews

A series of telephone interviews was conducted to obtain additional information. Many public and private sector individuals and organizations contributed data and assisted in efforts to update previous Plan elements.

Focus Group sessions were held with stakeholders on: Economic Development and Housing; Environment Parks and Nature; and Transportation and Community Services. Visioning sessions were also conducted with the Planning Commission and staff and department directors. The focus group sessions are summarized in the final chapter of this Plan document.

Public Meetings/Hearings

Interactive public meetings were conducted. The public was invited to hear about the proposed Plan and provide comments. The public meetings were held during late spring and fall of 2006 and early in 2007. These sessions helped provide the County's outside consultant and the Steering Committee with valuable feedback regarding the Plan and the future of Stafford County. These sessions are summarized in the final chapter of this Plan document.

Community Survey

A random survey was distributed to both homeowners and renters in the County. The survey was designed to determine the opinions of residents on a variety of topics, including community image, recreation, transportation, housing and community services. The survey is summarized in the final chapter of this Plan document.

Implementation

Goals, policies and actions were developed for Stafford County to guide decisions over the next 20 years. The goals, policies and actions were developed based in large part upon the visioning sessions, the results of the community survey, and public and other community input. These goals, objectives and policies are intended to lead to the overall improvement of Stafford County and a better quality of life for all County residents.

Revisions to the Plan

The Plan should be evaluated on an on-going basis to ensure it meets current and changing expectations. This introduces flexibility through time to evaluate changes that are unanticipated by the Plan. When the Planning Commission and/or the Board of Supervisors identify a need to amend the Comprehensive Plan, such amendments should be based on a general County need, not specific development proposals.

The entire Comprehensive Plan should be revisited and updated every five years. These revisions should reflect changes in the economic, demographic and other aspects of the community and should incorporate changing goals, objectives and policies. The five-year review is the time to accommodate changes in philosophy or direction.

1.8 Use of the Plan

This Plan will serve as a resource for those who seek general information as to how the County envisions change over the next 20 years. Crafting the Comprehensive Plan indicates a commitment to a vision for the future. As the County's primary planning document, it is of interest to elected officials, County staff, as well as the public.

Elected Officials will use the Plan to learn about their constituency's vision of the community's future as they consider development proposals and adopt local codes and ordinances to support the desired goals.

Planning Commissioners can measure the desirability of proposed developments by their conformity with the Plan; use the Plan to identify areas in which to initiate changes to subdivision and zoning ordinances; and guide its recommendations regarding transportation planning and capital improvements.

County employees will use the Plan when evaluating development proposals and prioritizing work efforts.

The Public will use the Plan as a reference when making residential location choices, determining where to locate a business, and evaluating the effectiveness of local government.



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2.0 The Foundation for the Future

2.1 Introduction

The purpose of the Comprehensive Plan is to guide the physical development of our County. The Comprehensive Plan is a policy document that lays out a vision of the future with specific recommendations, a recommended Future Land Use Plan and recommendations for changes to zoning and land use regulations to implement the Future Land Use Plan. It is a guide to land use decision-making in Stafford.

2.2 Goals, Objectives and Policies

The goals, objectives and policies provide a framework to guide that physical development and change in Stafford County. They set a standard for the County and its residents to meet and provide a benchmark for evaluating the progress of the implementation of the Plan.

The goals are the general aims of Stafford County. The objectives are more specific, providing mid-range strategies to accomplish the goal. Policies are operational actions, usually for the purpose of relatively short-term implementation.

Sustainability

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. A sprawling growth pattern of low-density development, which disperses residents over a wide area, consumes resources at a rate greater than can be replenished.

The location of roads and infrastructure shapes future development patterns. Builders and developers look for land with good access and the availability of public facilities. In particular, water and sewer extensions are major growth-inducing factors. Road improvements, construction of public facilities and water and sewer service can be used to direct growth into designated growth areas.

Goal 1. Manage growth and development in a sustainable manner.

Objective 1.1. Make development, land use, transportation, utility and other public facility decisions consistent with the Comprehensive Plan.

Policy 1.1.1. Review of all development proposals should include an analysis on consistency with the Comprehensive Plan. Proposals that are inconsistent with the Comprehensive Plan should be denied.

Policy 1.1.2. Stafford County should encourage development proposals that are consistent with the Comprehensive Plan, land use and other regulations, and discourage development proposals that are inconsistent with the Comprehensive Plan.

Policy 1.1.3. Future development proposals should incorporate some, but not necessarily all of the following characteristics:

- Maintains or improves the quality of life in Stafford County
- Is sustainable or enhances sustainability
- Serves a range of transportation needs
- Protects natural, cultural and historic resources
- Considers aesthetic values
- Provides adequate provision of public facilities necessitated by the development
- Incorporates energy conservation measures
- Contributes to a pleasing community character
- Minimizes land use conflicts
- Promotes economic development.



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Policy 1.1.4. Plans that are incorporated as elements in this Plan by reference should be updated to be consistent with the goals, objectives and policies of this Plan.

Policy 1.1.5. Amendments to the Comprehensive Plan should be made to serve the general public interest. Amendments should be based on a general need in response to the current context of development patterns and community vision, and not based solely on a specific development proposal.

Policy 1.1.6. The Erosion and Sediment Control, Stormwater Management, Water, Sewer and Sewage Disposal, Wetlands, Subdivision and Zoning and any other relevant chapters of the Code of Stafford County should be updated to be consistent with the goals, objectives and policies of the Comprehensive Plan.

Policy 1.1.7. This Plan should be implemented with respect to and in consideration of private property rights.

Objective 1.2. Direct growth into the Urban Services Area.

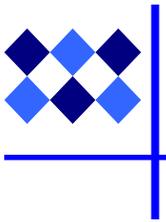
Policy 1.2.1. Establish a clear Urban Services Area boundary in a location that is suitable to accommodate residential and commercial development characterized by the presence of public facilities, utilities, and government services.

Policy 1.2.2. The County will establish measures to encourage new development within the Urban Services Area in order to reduce the growth pressure in the rural parts of the County.

Policy 1.2.3. Any expansion of the Urban Services Area boundaries must be reviewed by the Planning Commission and then approved by the Board of Supervisors before any extension of or connection to public water and sewer will be allowed for any area outside the existing Urban Services Area. The following specific criteria should be met when reviewing proposed Urban Services Area boundary expansions:

- The lands that are proposed to be included in the USA must have been zoned commercial or industrial as of the original date of adoption of this Plan.
- For mixed use projects with a residential component, demonstration of the need for expansion of the Urban Services Area, specifically that forecasted demand for residential units exceeds the availability of forecasted residential units.
- Demonstration of no availability of suitable alternative locations within the Urban Services Area.
- Demonstration that the new boundary is consistent with the goals and objectives of the Comprehensive Plan.
- Demonstration that the proposed extension would not lead to extension of water and/or sewer to other lands outside the Urban Services Area.
- Demonstration that the boundary change and associated land use will have minimal impact on land and land uses outside of the new boundary, and that the change will have minimal impact on public facilities or transportation.
- Demonstration of the availability of adequate services.
- Consideration of input from area residents and property owners.
- Demonstration that extensions to sewer lines will minimize the potential impact of failing septic drainfields on the watershed.

Policy 1.2.4. As required by Section 15.2-2223.1 of the State Code, the County shall designate Urban Development Areas in locations appropriate to accommodate higher density development, located in proximity to adequate transportation facilities, and within the current Urban Services Area. The Urban Development Areas shall be sufficient to accommodate projected residential and commercial growth for a period of 10 years.



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Policy 1.2.5. The County shall establish a mixed-use district and design standards for development in the Urban Development Areas. This district shall have a residential density of at least four dwelling units per acre, and shall have a minimum commercial floor area ratio of 0.40. The design standards shall incorporate principles of new urbanism and traditional neighborhood development.

Policy 1.2.6. The County shall encourage within the Urban Development Areas pedestrian-oriented neighborhoods and town centers composed of a variety of housing types and densities, incorporating shopping and work place opportunities, and public facilities.

Policy 1.2.7. Dense, compact mixed-use developments should meet the following criteria:

- Be within the current Urban Services Area;
- Is most appropriate for infill or redevelopment;
- Have a sufficient density and scale to support a mix of uses, walkability, and public transit;
- Be designed, located, and programmed to offer alternatives to single occupancy vehicle trips, by enabling safe and effective pedestrian and bicycle access to multiple uses and activities and by being accessible to public transportation;
- Be sensitive to existing environmental features and protect natural resources;
- Incorporate sustainable design features;
- Include a mix of housing types for all income levels; and
- Offset its impacts to County services.

Policy 1.2.8. To the extent possible, feasible and consistent with other goals of the Comprehensive Plan, the County may adopt financial and other incentives to direct development into the Urban Development Areas.

Policy 1.2.9. Residential density “bonuses” in the Urban Services Area, and within Urban Development Areas, should be tied to reductions in residential density outside the Urban Services Area.

Policy 1.2.10. New development projects for residential neighborhoods and commercial sites located within the Urban Services Area should be connected to the public water supply and the public sewer system.

Policy 1.2.11. At least 80 percent of the future cumulative residential growth should be located inside the Urban Services Area. The progress toward this policy should be evaluated on an annual basis through the tracking of building permit activity.

Objective 1.3. The County will promote infill development and redevelopment within the Urban Services Area, including Urban Development Areas. This includes development on vacant, bypassed and underutilized land within built up areas of existing communities where infrastructure is already in place, and redevelopment of sites in these areas.

Policy 1.3.1. Redevelopment and infill development should be of an appropriate building scale and compatible character with surrounding uses.

Policy 1.3.2. The County will work with the private sector in efforts to revitalize commercial, office and industrial areas and corridors.

Policy 1.3.3. In-fill and redevelopment efforts will focus on Boswell’s Corner, the Courthouse Area, Falmouth, and the Southern Gateway Area, as shown as Redevelopment Areas on the Land Use Plan map. Southern Gateway and Falmouth are envisioned to merge into one area as the final product evolves. Special Area plans should be adopted as elements of this Comprehensive Plan for these areas for the purpose of establishing future land use patterns, types, and intensities, and circulation and building design.



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Policy 1.3.4. The County shall, where appropriate, consider alternatives to conventional zoning regulations to support a development pattern consistent with the goals and objectives of the Redevelopment Areas and allow infill development that minimizes impact on adjacent uses. Examples include performance and incentive zoning, sometimes referred to as form based codes.

Objective 1.4. Discourage growth in the Rural areas outside the Urban Services Area.

Policy 1.4.1. Areas outside of the Urban Services Area will be characterized by large lot residential subdivisions, agricultural activities, and open land. These rural areas will have limited public services, utilities and facilities.

Policy 1.4.2. Water and/or sewer should not be extended beyond the current boundaries of the Urban Services Area for residential projects, with the following exception:

- Allow for the extension of public sewer utilities outside of the Urban Services Area only where there has been documented risk to public health and where application of the current pump and haul policy would be financially excessive to County Utility rate payers.

Policy 1.4.3. Private connections for houses, buildings or property to public sewer lines located outside the Urban Services Area should be allowed only when the property to be served abuts a street, alley or right-of-way in which there is located an existing public sewer line, and the building drain is located within 300 feet of the public sewer.

Policy 1.4.4. Private connections for houses, buildings or property to public water lines located outside the Urban Services Area should be allowed only when the property to be served abuts a street, alley or right-of-way in which there is located an existing public water line, and the house or building is located within 300 hundred feet of the public water line.

Policy 1.4.5. Road improvements should be focused on the Urban Development Areas, and to a lesser extent on the Urban Services Area to support the areas of targeted growth. Safety and general welfare of the public should be the primary consideration for road improvements outside the Urban Services Area.

Policy 1.4.6. The subdivision and zoning ordinances should be updated to incorporate the highest standards allowable under Virginia statutes for building and developing in agricultural areas.

Policy 1.4.7. The County should educate residents and developers that public facilities and access to public services may be limited outside the Urban Services Area.

Objective 1.5. The County may from time to time establish water and sewer service areas in locations outside of the designated Urban Services Area where a documented need exists for the protection of public health, safety, and welfare relative to existing uses and developments, and not to promote new development.

Policy 1.5.1. Allow for the extension of public water and sewer utilities to established rural residential neighborhoods and crossroads that may not be contiguous with the main Urban Services Area and where the sizes of lots preclude the construction of new systems and aging private systems are no longer sustainable.

Policy 1.5.2. Designate limited water and sewer utility service areas in the vicinity of Lake Arrowhead, Hidden Lake, and the Roseville neighborhoods, and the Hartwood Elementary School area as defined within this Plan. The mapping should be amended if the need arises in additional areas.

Policy 1.5.3. Funding for the utility lines to serve the areas referenced in Policy 1.5.2 shall be achieved by obtaining grants, establishing service districts, or by other means, and not at the expense of the utility rate payers.



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Policy 1.5.4. Public water and sewer lines may need to be located outside of the Urban Services Area or Water and Sewer Service Areas to reach the designated service areas. This policy does not support the rezoning of land along these lines that would increase the intensity of development outside of the designated service areas nor does this policy support the extension of utility lines to serve by-right residential subdivisions or commercial development.

Objective 1.6. Preserve rural and agricultural areas of Stafford County and establish mechanisms for ensuring their continued protection from development.

Policy 1.6.1. The County should establish a Transfer of Development Rights (TDR) Program. The program should focus development into the Urban Services Area. Properties located outside of the Urban Services Area shall be designated by amendment to the Comprehensive Plan as sending areas for development rights. Areas within the Urban Services Area shall be designated by amendment to the Comprehensive Plan to be eligible to receive development rights. Incentives may be used to encourage the transfer of development rights from sending to receiving areas. The transfer of development rights into the Urban Services Area should not negatively impact public services levels.

Policy 1.6.2. The County should continue support of the Purchase of Development Rights program.

Policy 1.6.3. The County should encourage private landowner dedication of conservation easements.

Policy 1.6.4. Calculations to establish the number of development rights for a parcel should exclude areas located on slopes of 25% or greater, hydric soils, and 4 % of the gross tract size for right of way dedication.

Policy 1.6.5 The County supports the preservation of rural character through the clustering of residential development. Cluster development would permit smaller lot sizes in exchange for preservation of open space, farmland, sensitive resources, and forested areas.

Objective 1.7. Phase growth to coincide with the establishment of necessary public infrastructure and services.

Policy 1.7.1. Implementation of Urban Development Areas should be phased based on the availability of public services and adequate infrastructure, projected population growth and projected residential and commercial growth.

Policy 1.7.2. New development proposals for projects within the Urban Services Area boundary and for the Urban Development Areas that are dependent upon the future changes should be rejected until the projected changes have been implemented.

Objective 1.8. Integrate land use and transportation decisions.

Policy 1.8.1. The County shall apply the requirements of Virginia Administrative Code Chapter 527, the traffic impact analysis regulations, to all projects potentially eligible under the statute to properly understand the impacts that land use changes may have on the transportation network. Land use proposals that have a negative impact on the transportation network should fully mitigate impacts to achieve adequate levels of service.

Policy 1.8.2. The County will prioritize road, pedestrian and transit improvement within the Urban Service Areas to include consideration of Levels of Service as well as Transportation Bond Projects.

Policy 1.8.3. Prior to constructing new roads or adding capacity to roads outside the Urban Services Area, the County should conduct an impact assessment of the potential for increased development as a result of the road project.



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Policy 1.8.4. The County should maintain its Traffic Model to gauge the effect of growth, development, road improvements and changing transportation patterns on the transportation network.

Fiscal Responsibility

Residential development, although sometimes necessary to accommodate population growth, on average does not pay for itself. As of calendar year 2008, on average, each new “by-right” single family dwelling in Stafford County (developed without cash proffers to mitigate the cost of public services) creates capital infrastructure costs of an estimated \$92,002. Infrastructure includes roads, schools, parks, and other public facilities. The dollar amount is based on a linear projection, assuming that as population increases all future facilities would be developed to achieve a desired service level without consideration for deficiencies or excess capacity. The number may vary based on inflation and construction costs. This does not include operating costs, such as maintenance cost and personnel salaries.

In contrast, depending on how it is maintained, open space is budget neutral or “gives back” more in revenues than it uses in public services, and commercial development generates more revenues than the cost of public services that it consumes.

The explosion of residential development in Stafford County during the first half of the last decade has led to escalating property taxes, changes in levels of public services and increasing County debt. The imbalance of residential to commercial development that occurred during that time was not financially sustainable.

Goal 2. Ensure that growth and development is managed in a fiscally responsible manner.

Objective 2.1. Adopt a land use plan and establish a growth management system that will accommodate the projected year 2030 population of 218,772.

Policy 2.1.1. To the extent possible, the future land use map should limit potential residential growth to the amount of dwelling units needed to accommodate forecasted population growth.

Policy 2.1.2. Amendments to the Comprehensive Plan, including the Land Use Map, should not create additional excess residential capacity.

Policy 2.1.3. The County will maintain and update population and housing data and future projections that will be used to:

- Evaluate development proposals;
- Provide adequate housing opportunities for all residents;
- Assure that adequate levels of service are met;
- Deliver adequate public services;
- Generate employment opportunities to meet the needs of a growing population;
- Ensure adequate transportation planning; and
- Measure growth trends against the Comprehensive Plan.

Objective 2.2. Stafford County should use Level of Service Standards to assist in identifying which existing lands, facilities or services should be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed in use as the case may be.

Policy 2.2.1. At a minimum, the Level of Service standards should address roadway systems, transit, libraries, storm water quantity and quality, parks and recreation, solid waste collection and disposal, public safety, schools, water, sanitary sewer and administration.



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Policy 2.2.2. The Comprehensive Plan should incorporate Levels of Service Standards for which the inputs are now known.

Policy 2.2.3. The County should identify missing information to establish some Levels of Service Standards, and implement a plan to obtain this information. The Board of Supervisors should initiate an amendment to the Comprehensive Plan to incorporate additional Levels of Service Standards as needed.

Objective 2.3. The Board of Supervisors should use the Public Facilities Plan, as included in Chapter 5 of this document, as a needs assessment for the annual Capital Improvements Plan.

Policy 2.3.1. The Public Facilities Plan should assess existing and future public facility needs, forecasting when and where expanded and new public facilities will be needed to most efficiently and conveniently serve County residents.

Policy 2.3.2. The Public Facilities Plan should be implemented to apply the Levels of Service Standards for public facilities and services.

Objective 2.4. Identify the public costs of residential growth and development, and its potential impact on the County's budget and property taxes.

Policy 2.4.1. The County should adopt a Financial Impact Model as an element of the Comprehensive Plan and prepare and present an annual update to the Board of Supervisors.

Policy 2.4.2. The Financial Impact Model should incorporate the Levels of Service Standards, and model for a period of twenty years the projected revenues and expenses for the County based on projected population growth, and projected residential and commercial development.

Policy 2.4.3. The Comprehensive Plan should estimate the incremental capital costs of new residential units.

Objective 2.5. Ensure that impact statements are complete and incorporated into the development review process.

Policy 2.5.1. Where not specified by state statute, the County should establish standards for impact statements.

Policy 2.5.2. Development proposals or amendments to the Comprehensive Plan that do not include required and complete impact statements should be rejected.

Objective 2.6. Use infrastructure as a tool to guide development into locations where the land is most cost effectively served.

Policy 2.6.1. Future public facilities should be encouraged to be located within the Urban Services Area (USA). Exceptions may be made when the only way to meet Level of Service Standards or location criteria contained in the Public Facilities Plan is to locate the facility outside the USA or when land is dedicated to the County and the development of the site and any required infrastructure would not be cost prohibitive.

Policy 2.6.2. Priority should be given to meeting capital improvement, road and other infrastructure needs within the Urban Development Area, and to a lesser extent the remainder of the USA.

Objective 2.7. To the maximum extent possible, the County should collect funds from land development projects to pay for the costs of growth and development.

Policy 2.7.1. The County should maintain an up-to-date assessment of the capital costs of residential and non-residential development.



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Policy 2.7.2. The County should collect transportation impact fees pursuant to Virginia Code Sec. 15.2-2317 et seq.

Policy 2.7.3. The County should collect proffers on rezoning applications to the extent possible to meet capital improvement needs.

Policy 2.7.4. For land development located within a dam break inundation zone, the County should establish a system for collecting fifty percent of the costs for necessary upgrades to impounding structures, pursuant to Sec. 15.2-2243.1.

Policy 2.7.5. The County should regularly update and/or recalculate transportation impact fees and/or proffer guidelines to reflect current costs.

Environment

Our decision to occupy and alter Stafford County's landscape has resulted in increased volumes and concentrations of specific pollutants in the air, in surface and ground waters, and in the soil. These pollutants can harm both the natural and the human environment.

Although Stafford County does not have to contend directly with the more serious forms of pollution associated with heavy industry, discharges from factories in other parts of the region and country and pass through traffic on Interstate 95 have indirectly created a negative effect on air and water quality in the County. Within the County, the conversion of land to urban uses and our dependence on the automobile have resulted in increased amounts of pollution.

- o The County has not attained federal air quality standards for ozone.
- o While Stafford County has attained federal carbon monoxide standards, high CO concentrations occur in "hot spots" near points of traffic congestion.
- o Some streams and lakes in Stafford County, and the Potomac River, are characterized by poor water quality.
- o Removal of natural vegetation along stream banks and shorelines has increased stream bank erosion. Land use and development activities have altered stream flows, and transported pathogens and pollutants into streams, wetlands and lakes.
- o The County continues to lose open space, much of which is significant for protecting environmental resources. It is desirable to conserve a portion of the County's land in a condition that is as close to a predevelopment state as is practical.
- o Development impacts have led to increased light and noise pollution.

Although faced with many threats, Stafford is rich in diverse, natural resources. These resources present opportunities for education, recreation, eco-tourism and buffers to the impacts of development. Chief among these resources is the Crow's Nest peninsula. Located approximately seven miles east of the County Courthouse, Crow's Nest encompasses 3,884 acres of contiguous forestland. It is bounded by Brooke Road (Rt 608) on the West, Accokeek Creek to the North, and Potomac Creek to the South. The confluence of these creeks and the Potomac River is at the eastern tip of the peninsula. In addition to natural assets, there are significant cultural and historical resources on the Peninsula.

Protection of the Crow's Nest peninsula as a public natural area park will provide public access for low-impact educational and recreational activities; provide additional public water access points in the Chesapeake Bay watershed; preserve important historical and archeological sites; and increase protected natural/open space. Suitable uses for the public park include fishing, wildlife observation and photography, environmental and historical education, hiking, and limited deer hunting dependent upon needs for deer population maintenance and control.



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Goal 3. Stafford County encourages its citizens and businesses to preserve and protect Stafford's natural and environmental resources through voluntary efforts.

Objective 3.1. Ensure that environmental protection efforts meet federal and state mandates with minimal impacts on the County.

Policy 3.1.1. Stafford County recognizes that certain environmental requirements are mandated by federal and state regulations, including, but not limited to, the state Chesapeake Bay Preservation Act, Wetlands Code, the federal Clean Water Act, Clean Air Act, and National Flood Insurance Program. When trying to meet the objectives of state and federal mandates and a menu of options are provided to meet objectives, emphasis should be placed on incentive based measures.

Policy 3.1.2. Stafford County should encourage and support community education programs to educate the public, its citizens and businesses about green programs, federal and state environmental mandates and requirements.

Policy 3.1.3. - Development proposals that are projected to cause a substantial increase in auto related air pollutants should provide a transportation management strategy which minimizes dependence on single occupant automobiles. This shall apply to residential and non-residential development proposals that meet the requirements to submit a traffic impact analysis in accordance with VDOT criteria. The types of strategies employed may include, but not be limited to:

- Provision of an interconnected street network within a development and to adjoining property to potentially shorten trip lengths
- Incorporation of pedestrian and bicycle facilities into the design of the development
- Promotion of ride sharing programs by employment centers
- Design commercial projects to limit vehicle trips within the shopping complex
- In mixed use developments, focus residential uses within ¼ mile of shopping and employment opportunities, with the design, configuration, and mix of uses emphasizing a pedestrian oriented environment.
- Enhancement of telecommunications infrastructure to promote work from home opportunities
- Provision of shuttle buses to transportation nodes.

Objective 3.2. Preserve and improve air quality.

Policy 3.2.1. Establish land use patterns and transportation facilities that encourage the use of public transportation and reduce trip lengths to reduce emissions of nitrous oxide, carbon monoxide, and hydrocarbons from automobiles.

Policy 3.2.2. Implement transportation strategies that reduce auto travel and improve traffic flow, thereby reducing auto emissions.

Policy 3.2.3. Encourage the application of state of the art technology toward the reduction of emissions from stationary sources of air pollution.

Objective 3.3. Prevent and reduce pollution of surface and groundwater resources. Protect and restore the ecological integrity of streams in Stafford County.

Policy 3.3.1. Continue to study and evaluate the need for the establishment of a Stormwater Utility.

Policy 3.3.2. Maintain a best management practices (BMP) program for Stafford County, ensure that new development and redevelopment complies with the County's best management practice (BMP) requirements, and monitor the performance of BMPs. Update BMP requirements as newer, more effective strategies become available.



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Policy 3.3.3. Preserve the integrity and the scenic and recreational value of stream valleys when locating and designing storm water detention and BMP facilities. In general, such facilities should not be provided within stream valleys unless they are designed to provide regional benefits or unless the stream has been significantly degraded.

Policy 3.3.4. When facilities within the stream are appropriate, encourage the construction of facilities that minimize clearing and grading, such as embankment-only ponds, or facilities that are otherwise designed to maximize pollutant removal while protecting, enhancing, and/or restoring ecological integrity.

Policy 3.3.5. Update erosion and sediment regulations and enforcement procedures as new technology becomes available. Minimization and phasing of clearing and grading are the preferred means of limiting erosion during construction.

Policy 3.3.6. Where practical and feasible from a design and cost standpoint, retrofit older stormwater management facilities to perform water quality functions to better protect downstream areas from degradation.

Policy 3.3.7. Protect water resources by maintaining high standards for discharges from point sources.

Policy 3.3.8. Establish a program to monitor Stafford County's surface and groundwater resources.

Policy 3.3.9. Encourage land use activities to protect surface and groundwater resources.

Policy 3.3.10. For new development and redevelopment, apply better site design and low impact development (LID) techniques, and pursue commitments to reduce stormwater runoff volumes and peak flows, to increase groundwater recharge, and to increase preservation of undisturbed areas.

Policy 3.3.11. Encourage watershed management planning and consider any watershed management plans that are adopted or endorsed by the Board of Supervisors as a factor in making land use decisions.

Policy 3.3.12. Optimize stormwater management and water quality controls and practices for redevelopment consistent with revitalization goals.

Policy 3.3.13. Natural wetlands should not be used as silt ponds, or serve as the receiving area for stormwater.

Objective 3.4. Protect the Potomac Estuary, the Rappahannock, and the Chesapeake Bay from the avoidable impacts of land use activities in Stafford County.

Policy 3.4.1. Ensure that new development and redevelopment complies with the County's Chesapeake Bay Preservation Ordinance, as applied to Chesapeake Bay Preservation Areas adopted by the Board of Supervisors.

Policy 3.4.2. Evaluate the need to strengthen the County's Chesapeake Bay Preservation Ordinance by amending the Ordinance to include, but not be limited to, additional protection of streams as allowed under the State statute. Implement all recommendations contained in the *Chesapeake Bay Preservation Area Plan* element of the Comprehensive Plan.

Policy 3.4.3. Where tidal shoreline erosion control measures are needed, consider recommendations contained in the "Shoreline Protection Policies" in the *Chesapeake Bay Plan* element of the Comprehensive Plan dated November 2001.



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Policy 3.4.4. Boating and other tidal shoreline access structures should be sited, designed, and constructed in a manner that minimizes adverse environmental impacts. Where County approval of tidal shoreline access structures is needed, the following guidelines should be consulted and considered in the decision-making process: the Chesapeake Bay Program's document entitled "Chesapeake Bay Area Public Access Technical Assistance Report;" and the following guidelines issued by the Virginia Marine Resources Commission; "Shoreline Development BMPs," "Wetlands Guidelines," and "Subaqueous Guidelines."

Policy 3.4.5. Support efforts to mitigate or compensate for losses of wetlands impacted by shoreline structures and development.

Objective 3.5. Conserve and restore tree cover on developed and developing sites.

Policy 3.5.1. Establish tree cover requirements and implement through tree preservation rather than tree planting where existing tree cover exists.

Policy 3.5.2. Protect or restore the maximum amount of tree cover on developed and developing sites consistent with planned land use and good silvicultural practices.

Policy 3.5.3. Use open space/conservation easements as appropriate to preserve woodlands, monarch trees, and/or rare or otherwise significant stands of trees, as identified by the County.

Objective 3.6. Establish mechanisms to protect scenic and/or sensitive environmental resources in perpetuity.

Policy 3.6.1. Create open space and conservation easement policies.

Policy 3.6.2. Create an Environmental Quality Corridor (EQC) system to identify, protect and restore areas that have a desirable or scarce habitat; provide "connectedness" for wildlife movement; desirable aesthetic features; and/or pollution reduction capacities, prioritizing stream valleys.

Policy 3.6.3. Encourage incentives for private placement of land in open space and conservation easements, and within a protected EQC.

Policy 3.6.4. Preserve and protect the natural beauty of Stafford County's topography, including its view sheds, waterways and signature rolling hills and valleys.

Objective 3.7. Encourage parks and natural areas to include low-impact recreational and educational uses.

Policy 3.7.1. Incorporate plans for natural areas and parks for low-impact uses into the Parks and Recreation Master Plan.

Policy 3.7.2. Permanently protect the Crow's Nest peninsula in the areas designated on the Land Use Map.

Policy 3.7.3. Incorporate requirements and standards for open and green spaces and natural areas into land use districts.

Objective 3.8. Minimize light emissions to those necessary and consistent with general safety.

Policy 3.8.1. The County should establish the use of lighting plans to reduce glare, eliminate over-illumination and reduce sky glow, and follow Crime Prevention Through Environmental Design (CPTED) principles.

Policy 3.8.2. Light sources for parking lots and signage should use the minimum intensity necessary to accomplish the light's purpose.



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Policy 3.8.3. Full cutoff fixtures should be used in exterior lighting for development and redevelopment projects.

Policy 3.8.4. Lighting plans should incorporate the latest technology in lighting that provides effective illumination and enhanced energy efficiency whenever possible.

Objective 3.9. Integrate environmental planning and implementation efforts into a single Master Environmental Plan.

Health, Safety and Welfare

Maintaining and improving the health, safety and welfare of the residents of the County improves the overall livability of a community. In ensuring that Stafford is a great place to live, work, learn, and play, the County must be mindful of the challenges involved in maintaining a high quality of life and in response establish policies to address these issues.

Unlike some parts of the United States, Stafford County has not experienced widespread destruction due to natural disasters. However the County is not free from being impacted by natural events and manmade hazards.

The geologic conditions in Stafford create a variety of challenges. There are hazards to property in some areas of the County posed by wet or unstable soils. Marine clay soils found in the eastern part of the County and shrink-swell clay soils found primarily in the western area can cause foundation failures, cracked and shifting walls, and in extreme cases, catastrophic slope failure. Asbestos bearing soils may pose a health risk to construction workers requiring special precautions during excavation.

Increasing urbanization often creates an imbalance between developing important natural resources and protecting quality of life and overall community values. The location of mineral resources, such as sand and gravel, and crushed stone, depends upon geological reserves. As residents locate nearer to these areas, extraction of these resources may threaten their safety and well-being.

Stafford must be mindful of its ability to sustain basic needs during short term natural events, as well as in the long term. In the short term, emergency preparedness will allow residents to better deal with disruptions to food, water, power, and fuel supplies, as seen during past hurricane or major snow events. In the long term, the County shall be mindful of its water resources, to ensure land use practices do not impact surface and groundwater reserves.

The County offers a superb network of parks, abundant recreation opportunities, and unique natural areas. As the County continues to grow, a challenge will be to maintain adequate recreational opportunities and open space. Parks, recreational facilities and open space are designed to improve the health of the residents of Stafford County by providing for their need for exercise and relaxation, but they also help to protect the County's natural resources and environment. Because of its dramatic growth, Stafford County must be particularly mindful of the need to set aside land for future parks and open space as well as provide adequate facilities for the active and passive recreational requirements of its current and future population.



COMPREHENSIVE PLAN

Goal 4. Ensure the health, safety and well-being of Stafford County residents.

Objective 4.1. Through land use policies, maintain and enhance the capacity of Stafford County to meet the basic needs of citizens during times of crisis and in the face of diminishing resources.

Policy 4.1.1. Establish mechanisms to encourage continued active agricultural uses, and to re-establish active agricultural uses outside the Urban Services Area.

Policy 4.1.2. Encourage the local production and purchase of food and fiber through establishment and support of viable farmers markets and agri-tourism events, establishment of standards for community gardens in major residential developments, and promotion of individual garden plots.

Policy 4.1.3. In order to ensure an adequate supply of energy resources, promote conservation measures such as property tax credits for use of alternative energy sources or use of high efficiency appliances or building practices.

Objective 4.2. Protect drinking water resources.

Policy 4.2.1. Encourage that development and redevelopment sites that may have been subject to contamination by toxic substances or other hazardous materials be remediated to the extent they will not present unacceptable health or environmental risks for the specific uses proposed for such sites.

Policy 4.2.2. Implement a groundwater management ordinance in accordance with the Groundwater Management Plan element of the Comprehensive Plan.

Policy 4.2.3. Ensure the quality of drinking water reservoirs is maintained through a pre-treatment monitoring program. If water quality degradation is detected, then appropriate mitigation measures should be implemented.

Policy 4.2.4. Establish reservoir overlay district standards for the long term protection of the County's public water supplies.

Policy 4.2.5. Ensure development proposals that include the use and storage of hazardous materials comply with all state and federal regulations.

Policy 4.2.6. Support education about methods to minimize the application of fertilizers, pesticides, and herbicides to lawns and landscaped areas through, among other tools, the development, implementation and monitoring of integrated pest, vegetation and nutrient management plans.

Objective 4.3. Minimize development on erodible, hydric, and other soils deemed unsuitable for development.

Policy 4.3.1. Discourage development on erodible and hydric soils, and cluster development away from steep slopes and potential problem areas.

Policy 4.3.2. Require new development on problem soils such as shrink swell and low pH (acidic) soils to provide appropriate engineering measures to minimize geotechnical hazards.

Objective 4.4. Minimize the potential impacts of flood hazards, storm surges, and high water levels.

Policy 4.4.1. Create awareness of Stafford County waters that may be susceptible to a rise in tidal water levels and storm surge and assess the potential impacts.

Policy 4.4.2. Discourage development of new buildings and structures within dam inundation zones.



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Policy 4.4.3. The Comprehensive Plan should include a map identifying all parcels wholly or partly within dam break inundation zones.

Objective 4.5. Support the expansion of electric and pipeline utilities in a manner that minimizes the exposure of County residents to potential pipeline ruptures and visual impacts and environmental hazards associated with electrical transmission and distribution facilities.

Policy 4.5.1. The Comprehensive Plan should include a map designating major gas and petroleum pipelines, and electrical transmission and distribution facilities.

Policy 4.5.2. Public Service Corporations should have their easements and facilities well marked and they should provide regular public education on the location and hazards associated with major gas and petroleum pipelines, and electrical transmission and distribution facilities.

Policy 4.5.3. The County should identify critical surface and ground water resource areas in the vicinity of pipelines, and the pipeline operators should share with the County contingency plans for emergency response in case of an accident.

Policy 4.5.4. Electric utility and telecommunication providers should design their systems to minimize electromagnetic field impacts on nearby residential uses, schools, and businesses.

Policy 4.5.5. Above ground transmission lines, sub-stations, and switching stations should be sited and designed in a manner to minimize visual and environmental impacts on adjacent land uses. Within the Urban Services Area, the County encourages the underground placement of all electric transmission lines when new lines are installed or existing lines relocated. Above ground transmission lines of 150 kilovolts or more, and associated facilities such as sub-stations and switching stations should provide adequate screening and buffering.

Policy 4.5.6. The County discourages future residential development from locating in the vicinity of existing and future electric transmission lines of 150 kilovolts or more, and associated facilities such as substations and switching stations without adequate screening and buffering.

Objective 4.6. Minimize potential impacts of mineral extraction on nearby properties.

Policy 4.6.1. To meet future demands, allow mineral extraction activities, including, but not limited to, sand, gravel, stone, and rock, to occur only in areas of known geological reserves, as determined by the Virginia Department of Mines, Minerals and Energy, Division of Mineral Resources.

Policy 4.6.2. Encourage existing mining/ extraction operations to fully utilize adjoining areas that have suitable mineral resources by relocation of existing operations at the appropriate time, rather than relocate to other sites within the County.

Policy 4.6.3. Require proposals for mineral extraction to obtain a Conditional Use Permit to mitigate impacts to nearby properties.

Policy 4.6.4. Require berms and/or other screening measures to minimize visual intrusions.

Policy 4.6.5. Restrict operating hours to preclude disturbances from vehicles and equipment.

Policy 4.6.6. Encourage existing mining/extraction operations to provide for appropriate re-use of mined areas, after mining and reclamation procedures have been completed. Appropriate re-use may include dedication of portions of the reclaimed site for public infrastructure needs such as parkland and/or reservoirs.



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Objective 4.7. Create a diversity of recreational opportunities for Stafford residents of all ages.

Policy 4.7.1. The County will evaluate its future need for public parks, recreational facilities and passive open space on an on-going basis and identify areas for acquisition to fill this need in order to conform to the County's Level of Service Standard incorporated into the Comprehensive Plan.

Policy 4.7.2. Where practical, expansion of existing parks should be considered when a future need is identified. Development proposals should consider donation of land to adjacent parks if a need exists and the need is reasonably related to the development proposal.

Policy 4.7.3. Criteria for parks and recreation will be guided by the Virginia Outdoors Plan and National Recreation and Parks Association standards.

Policy 4.7.4. A Parks and Recreation Master Facilities Plan should be updated and incorporated as an element of the Comprehensive Plan.

Objective 4.8. Minimize the noise impacts, vibration impacts, and potential safety hazards generated by the use of live fire ranges and aircraft overflight and aviation impacts in general at Quantico Marine Corps Base (MCB).

Policy 4.8.1. Amend the existing Military Facility Impact Overlay District boundary map to include the following areas as depicted in the Quantico MCB 2006 Range Compatibility Use Zone (RCUZ) Study:

- All land within a five mile radius of Quantico MCB demolition areas.
- All land designated under Range Safety Zone C.

Policy 4.8.2. Amend the Military Facility Impact Overlay District ordinance to encourage the following residential densities within the District in areas outside of the County's Urban Services Area:

- Within the five mile radius area, reduce density to 1 dwelling unit per 10 acres.
- Within the remaining Range Safety Zone C, reduce or maintain a density at 1 dwelling unit per 3 acres.

These densities should be accomplished through means such as conservation easements, Purchase of Development Rights, Transfer of Development Rights, and continuation and establishment of agricultural uses and coordination with the Base on their encroachment control plans.

Policy 4.8.3. Amend the Military Facility Impact Overlay District ordinance to include Noise Level Reduction (NLR) requirements in building codes for structures within the District.

Policy 4.8.4. Require written noise disclosure, as permitted by law, for potential purchasers and lessees within the Military Facility Impact Overlay District of military operation impacts through means that include, but are not limited to, the requirement of a note on subdivision plats or exploring the possibility of revisions to the County's Noise Ordinance.

Policy 4.8.5. Amend the zoning ordinance to establish a maximum height restriction of 450 feet above mean sea level for towers, structures, buildings or objects in areas within the Quantico MCB Range Safety Zone C depicted in the Quantico MCB 2006 RCUZ Study.

Policy 4.8.6. Evaluate the need to adopt regulations that promote compatible land uses in areas outside the Military Facility Impact Overlay District, but within sufficient proximity to Quantico MCB to experience noise and/or vibration impacts.



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Policy 4.8.7. Designate the boundaries of an Airport Impact Overlay Zone for the approach to the Quantico MCB air facility. The primary approach to the landing strip at Quantico, known as Turner Field, is a north south orientation located over the eastern portion of the County, including areas such as Crow's Nest and the Widewater peninsula. It is illustrated in Figure 5.14 of this document.

Policy 4.8.8. Notify the Commander and Community Plans and Liaison Officer of Quantico MCB and the Civilian-Military Community Relations Council, of any proposed extension of water or sewer service outside the Urban Services Area on lands within five miles of the boundary of Quantico MCB.

Policy 4.8.9. Work cooperatively with Quantico MCB to limit land uses to those compatible with military training activities within the Military Facility Impact Overlay Noise Zones and Range Safety Zones as recommended in the August 2006 Range Compatible Use Zone Study and included in Chapter 3 of this document.

Objective 4.9. Minimize the noise impacts and potential safety hazards generated by general aviation at public and private airfields in the County.

Policy 4.9.1. The County should develop land use compatibility standards for new development to conform to within the aircraft approach patterns of airports and landing strips.

Housing

Home ownership expands individual opportunities to accumulate wealth, enables a family to exert greater control over their living environment, creates incentives for households to better maintain their homes, and may benefit children of homeowners. Homeownership also benefits local neighborhoods because owner-occupiers have a financial stake in the quality of the local community.

Stafford County's housing stock has increased exponentially through 2007 and the rate of growth dropped sharply in 2008 in line with national trends. According to the 2000 Census, the median year that all homes were built is 1987. That figure will change, as more than 10,000 residential units were added between 2000 and 2007, an increase of 34%. Although there were approximately 1,500 new residential units per year through 2007, the number of new building permits dropped to 419 in 2008. Although median home values increased at a similar rate, from \$156,400 in 2000 to \$360,000 in 2007, the value dropped to \$272,950 in 2008. Stafford must determine a direction for future residential development that is more affordable should housing values rebound and rise sharply.

In Stafford County, past increases in housing costs had the effect of limiting opportunities for affordable home ownership. Affordable housing is safe, decent housing where costs (mortgage or rent plus utilities) do not exceed 30 % of gross household income. This should apply across the spectrum of income levels. The mid-range income level, known as "workforce housing" applies to households that earn between 50% and 120% of the median household income, or between \$44,768 and \$107,443, based on a median income of \$89,536 in 2008.

The lower end of this level includes the community's sheriff deputies, firemen, school teachers, nurses and retail associates who often are priced out of the market. The drop in housing value that began in 2007 and continued into 2010 had the positive effect of increasing the availability of affordable workforce housing. An Affordable Housing Study that was presented to the Steering Committee is included in the Appendix.



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In November, 2008, Stafford County endorsed the efforts of the George Washington Regional Commission's (GWRC) Affordable Housing Task Force to address regional affordable housing. The County agreed to work in cooperation with GWRC and four regional localities to ascertain the degree of need for affordable housing; work with the community non-profit organizations and the private sector to help find affordable housing solutions; evaluate the local and regional need for affordable housing in local and regional comprehensive plans; consider development of a regional housing plan; and consider programs and other options regarding affordable housing. In 2009, the County participated in the task force's "Foreclosure Sale by Region" program which facilitated acquisition, rehabilitation, and resale of foreclosed properties at an affordable price.

Goal 5. Promote affordable and quality housing.

Objective 5.1. Identify need for and potential solutions to creating new and maintaining existing affordable housing.

Policy 5.1.1. Establish an Affordable Housing Taskforce with community stakeholders.

Policy 5.1.2. Incorporate criteria in the County's monetary proffer guidelines that offer credit for providing affordable housing.

Policy 5.1.3. When new development proposals would displace aging and affordable housing stock, the means to relocate the residents to other affordable housing should be considered, including, but not limited to:

- Assisting with relocation search and costs.
- Including affordable dwelling units within the development.
- Payment into an affordable housing fund.

Objective 5.2. Identify opportunities for private/public partnerships to increase the stock of affordable housing where sustainable home ownership can be achieved that will not create a burden on the County. The types of units may include townhomes, multi-family units, and reasonably sized detached homes.

Policy 5.2.1. Create land-use incentives for private development of affordable housing.

Policy 5.2.2. Identify publicly owned properties that could be redeveloped as public housing for public employees.

Objective 5.3. Promote housing opportunities for all income ranges and ages, including housing for elderly, disabled and low-income residents, workforce housing, and executive housing.

Policy 5.3.1. Community areas should include a mix of housing types and have access to local services, infrastructure, community facilities and employment opportunities.

Policy 5.3.2. Affordable housing will be encouraged, but not limited to, Urban Development Areas, as designated on the Land Use Plan Map.

Policy 5.3.3. Development and redevelopment proposals should promote housing choices for those who own or rent, and where residents have the opportunity of a livable home at an affordable price that promotes opportunity and a better quality of life in a secure and attractive environment.

Policy 5.3.4. Housing should include universal design features.

Policy 5.3.5. Pedestrian facilities in communities should be appropriately designed and well lit for safe accessibility.

Policy 5.3.6. The County should promote the conservation of stable neighborhoods, revitalization of older neighborhoods, and maintenance of quality housing and property values.



COMPREHENSIVE PLAN

Transportation

Adequate transportation systems promote a high quality of life by ensuring the ability of residents, workers, students, shoppers, tourists and others to move freely between home, work, school, recreation, commerce and other venues.

The growth in Stafford County and the surrounding region has contributed to roadway congestion and resulted in a need for transportation solutions that will meet current and future demand for better, safer and less congested roads.

Goal 6. Create an intermodal system of transportation which implements the Land Use Plan by providing a safe, efficient and affordable means for our people and products to move safely in and through Stafford County.

Objective 6.1. Maintain a safe road system.

Policy 6.1.1. Road safety improvements should be prioritized over capacity improvements.

Policy 6.1.2. Prioritize secondary road funds for small, spot safety improvements that can be completed within a year and lead to immediate benefits.

Policy 6.1.3. Road improvements should improve safety by incorporating features that ensure protection from unhealthful levels of transportation related noise.

Policy 6.1.4. Utilize inter-parcel connections and reverse frontage streets to minimize vehicle conflict points onto busy streets.

Objective 6.2. Provide and maintain a multi-modal public transit system.

Policy 6.2.1. The County should establish incentives for development proposals to include support for alternative modes of transportation including bus, rail, commuter parking, and car/van pooling.

Policy 6.2.2. Encourage the future expansion and development of an efficient transit system inside the Urban Services Area and Urban Development Areas to serve higher density employment, retail and residential areas and sectors of the population with limited mobility. Where practical, transit systems should provide access from residential areas to commuter rail stations and park and ride lots.

Policy 6.2.3. Promote the development of high occupancy lanes on Interstate 95.

Policy 6.2.4. Promote regional rideshare and para-transit programs.

Policy 6.2.5. Continue to support the development of the Stafford Regional Airport to serve economic development interests.

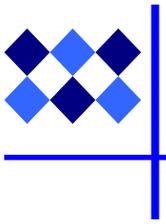
Objective 6.3. Create a system of sidewalks, bike paths and trails to provide non-motorized transportation alternatives.

Policy 6.3.1. Development proposals should establish sidewalks and greenways to connect local neighborhoods with activity centers such as shopping, employment, and schools and with one another.

Policy 6.3.2. Support development of bicycle and pedestrian facilities that connect to local, regional and statewide trail and park systems.

Policy 6.3.3. The Comprehensive Plan should designate inter- and intra-County bike networks.

Policy 6.3.4. The County will support public and private organizations in their efforts to develop and fund inter- and intra-County bike route networks.



COMPREHENSIVE PLAN

Policy 6.3.5. The County should explore the creation of bicycle and pedestrian trails in pipeline, electrical and other easements, particularly when the use of easements for non-motorized movement will create connectivity between open space areas and neighborhoods.

Policy 6.3.6. Encourage development to construct pedestrian access points where public streets do not connect.

Policy 6.3.7. Support the implementation of trails and sidewalks along road improvements and new roads.

Objective 6.4. Create more efficient patterns of traffic flow and circulation.

Policy 6.4.1. New residential subdivisions should provide more than one point of ingress/egress and should conform to the VDOT secondary street acceptance regulations.

Policy 6.4.2. New residential subdivisions should provide inter-subdivision connectivity based on the number of units in the subdivision. Connections should be designed to minimize the effects of cut-through traffic by the use of measures such as constructing spine roads that utilize reverse frontage, multiple means of access through neighborhoods and street alignments that provide indirect travel routes between neighborhoods.

Policy 6.4.3. Circulation systems within commercial developments should be adequate to handle peak loads internally and at traffic lights, and provide inter-parcel connectivity.

Policy 6.4.4. Continue the use of Highway Corridor Overlay Districts and promote the use of access management principles along main thoroughfares.

Policy 6.4.5. Promote alternative routes to relieve congested corridors.

Objective 6.5. Retain and enhance the visual landscape along major transportation corridors to acknowledge the unique culture and historical development patterns.

Policy 6.5.1. Future improvements to roadway corridors should be done in a manner that provides transportation functionality while not detracting from or significantly altering the cultural landscape of the roadside viewshed.

Policy 6.5.2. The County should develop guidelines to ensure that future development of roadside landscapes is consistent with cultural and historic development patterns.

Policy 6.5.3. Design transportation facilities to avoid encroachment upon historic resources where possible.

Policy 6.5.4. Ensure that roadside signage and lighting is sensitive to the existing development pattern while including necessary safety and traffic control.

Objective 6.6. Provide transportation facilities that promote economic development.

Policy 6.6.1. Plan for sufficient access and adequate transportation facilities to serve existing and future business and industry.

Policy 6.6.2. Support the expansion of funding programs that facilitate the development of business and industry.

Policy 6.6.3. Consider alternative means of financing for existing and future economic centers such as public and private partnerships, community development authorities and service districts.



COMPREHENSIVE PLAN

Objective 6.7. Plan future transportation facilities that can be implemented from a physical, fiscal, and community standpoint.

Policy 6.7.1. Plan and develop transportation facilities to minimize destruction of environmental assets such as wetlands, floodplains, unique forest areas and wildlife habitats, prime agricultural lands and environmentally sensitive soils.

Policy 6.7.2. Plan future transportation facilities that are financially feasible through identified funding sources such as federal and state allocations, transportation service districts, transportation impact fees and grant opportunities.

Policy 6.7.3. Design transportation facilities such that communities are not physically divided or otherwise adversely impacted and that are supported by the citizens and business community.

Policy 6.7.4. Construct utilities such that they are located outside of the ultimate right-of-way design to prevent costly relocations when roadways are widened.

Policy 6.7.5. Coordinate construction of transportation facilities with federal, state, regional and local agencies to minimize undesirable community impacts.

Policy 6.7.6. Ensure that development provides necessary transportation improvements in a timely manner.

Policy 6.7.7. Transportation facility improvements to be constructed with development projects should be designed to maintain a Level of Service (LOS) C for impacted intersections and/or road segments. Where achieving a LOS C is not practical given existing transportation deficiencies, improvements should be designed to not further degrade the LOS.

Economic Development

The main thrust of economic development is to attract new businesses and industries to the area, diversify the economic base, work cooperatively with Quantico Marine Corps Base during its workforce and infrastructure expansion resulting from BRAC, and promote job creation and sustainable agriculture for County residents while supporting the retention and growth of existing businesses and industries in the County.

Economic growth in Stafford County will have two distinct benefits: it will diversify and expand the tax base and it will provide jobs closer to home for Stafford residents. In 2000, 71 percent of Stafford workers commuted out of the County for work. By 2008, this number improved to approximately 58 percent, according to the U.S. Census Bureau's American Community Survey. Continuing to provide more jobs closer to home would have a collateral benefit of taking pressure off the overstressed regional transportation network.

Goal 7. Support the economic vitality of Stafford County through land use policies.

Objective 7.1. Establish targets for commercial and business growth for development and re-development.

Policy 7.1.1. Minimum floor area ratios should be established and maximum floor area ratio requirements should be relaxed for commercial development within mixed use redevelopment and Urban Development Areas. Encourage an appropriate mix of uses, with a minimum of 25% land and/or building area designated for commercial or business use, depending on the land use.



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Objective 7.2. Ensure that land use policies are consistent with attracting and retaining high quality employment options for Stafford residents.

Policy 7.2.1. A rezoning to a commercial or industrial use on land adjacent to the Urban Services Area will support approval of an expansion of the Urban Services Area boundary to extend water and/or sewer to the commercial or industrial zoned property.

Policy 7.2.2. Encourage development of new and expansion of existing technological research and design businesses by promoting and maintaining the County's Technology Zone.

Policy 7.2.3. The County will encourage the development of accessible, convenient and attractive commercial and industrial locations within the Urban Services Area.

Policy 7.2.4. Retail and other commercial nodes in mixed use areas and office and industrial parks will serve local residential communities and be accessible to transportation including roads, rail and air.

Policy 7.2.5. For the purpose of attracting and retaining businesses that offer highly skilled and well paying jobs, the County will continue to market and promote its many assets including a highly educated workforce, excellent school system, abundant interstate access, a state of the art regional airport, a variety of shopping, lodging, dining and recreation opportunities, and its many heritage tourism assets.

Objective 7.3. Promote alternative rural economic development (i.e., agri-tourism, eco-tourism, home-based businesses, and telecommuting.).

Policy 7.3.1. Land use policies should establish incentives for rural economic development and facilitate the development of these economic opportunities.

Policy 7.3.2. The County will capitalize on its location and wealth of cultural, historical and natural resources.

Education

Stafford County prides itself on having a superb public school system. The citizens of Stafford County expect and support a quality educational system. As the 6th fastest growing locality in the state since 2000, Stafford County is challenged to construct and maintain adequate facilities for all students while continuing the quality educational programs Stafford residents expect.

Our students score above the state and national averages on standardized tests and earn awards at the regional, state and national levels. More than 84% of our graduates plan to continue their education at college or trade/technical schools.

Goal 8. Support Stafford County as a community for superior education.

Objective 8.1. Land use policies and the Comprehensive Plan should support education in Stafford County.

Policy 8.1.1. Education facilities, including technical skill training centers should be incorporated into the Levels of Service Standards.



COMPREHENSIVE PLAN

Policy 8.1.2. Future schools should be located within the Urban Services Area (USA). Exceptions may be made when the only way to meet Level of Service Standards or location criteria contained in the Public Facilities Plan is to locate the facility outside the USA or when land is dedicated to the County and the development of the site and any required infrastructure would not be cost prohibitive or detrimental to its growth management policies.

Policy 8.1.3. When considering new school locations, the safety and well being of the students should be a priority, with consideration of the following factors:

- Locate in close proximity to existing and planned residential areas to promote walking zones and/or minimize the length of bus trips.
- Locate schools within neighborhoods, avoiding sites along major roads.
- Locate schools away from major electric transmission lines.

Policy 8.1.4. With the limited availability of large tracts of land within the Urban Services Area, the County should focus on maximizing the use of usable available land to meet educational needs.

- Consider relaxing of minimum size standards for school sites.
- Ensure school sites are suitable for development with gentle topography, good soils, and limited sensitive resources.
- Ensure that estimates of public infrastructure costs are included in location decisions.

Heritage Resources

Stafford County is rich in heritage resources, which are central to the community's identity and culture. Protection and preservation of our heritage resources are fundamental to sustaining Stafford County's uniqueness, sense of place, and economic sustainability.

Heritage resources are those buildings, sites, structures, objects, or districts, including their physical settings, that exemplify the cultural, architectural, economic, social, and political heritage of the County and its communities. Such sites or buildings are 1) listed on, or are eligible for listing on, the National Register of Historic Places or the Virginia Landmarks Register; 2) contributing resources within a historic district listed on, or eligible for listing on, the National Register of Historic Places or the Virginia Landmarks Register; 3) resources located within a Stafford County Historic Resource Overlay District; or 4) resources listed on, or eligible for listing on, the Stafford County Cultural Resource Inventory, as determined by the Stafford County Historical Commission Architectural Review Board, or Historic Preservation Planner.

Goal 9. Promote Stafford County's heritage and maintain a sense of place by identifying, protecting, preserving, and interpreting Stafford County's historic and cultural resources.

Objective 9.1. Establish County land use policies that protect and preserve Stafford County historical and cultural resources.

Policy 9.1.1. The Stafford County Cultural Resource Management Plan should be updated and implemented as a part of the Stafford County Comprehensive Plan.

Policy 9.1.2. Stafford County should maintain its Cultural Resources Inventory. The inventory should be updated as new resources are discovered.

Policy 9.1.3. Applications for reclassification, conditional use permit, preliminary subdivision or site plan, major site plan, or grading plan should determine the possible presence, extent, and significance of heritage resources and prepare follow-up archeological and/or historic structures reports. A historic preservation ordinance should be adopted that creates development plan review procedures based on the Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation and/or Virginia Department of Historic Resources "Guidelines for Conducting Cultural Resource Survey in Virginia".



COMPREHENSIVE PLAN

Policy 9.1.4. Certificate of Appropriateness applications should be submitted to the Stafford County Architectural Review Board to review proposed exterior alteration, relocation, or demolition of heritage resources located within Stafford County Historic Resource Overlay Districts.

Policy 9.1.5. Development and redevelopment, including the construction of buildings, site improvements, or land clearing and grading, should be completed in such a way that protects and enhances, rather than harms, heritage resources and cultural landscapes.

Policy 9.1.6. The Cemetery Ordinance should be updated to protect all Stafford County cemeteries. The ordinance should include procedures for identifying, preserving, interpreting, and maintaining all cemeteries.

Policy 9.1.7. Stafford County should encourage the use of federal, state and local programs to ensure long term preservation of heritage resources, such as the Stafford County Historic Tax Abatement Program.

Policy 9.1.8. The design guidelines for the Stafford County Historic Resource Overlay Districts and Historic Overlay Corridors should be updated to protect heritage resources and their viewsheds.

Objective 9.2. The County should establish and maintain a long term stewardship program to care for all County-owned historical and cultural resources.

Policy 9.2.1. Long term management and stewardship plans should be written for all County-owned heritage resources with the assistance and recommendations from the Stafford County Architectural Review Board, Historical Commission, and designated Planning staff.

Policy 9.2.2. Comprehensive architectural and archaeological studies should be conducted on all County-owned heritage resources to determine historic integrity, significance, and best treatment plan for each resource.

Policy 9.2.3. Easements or other protective measures should be placed on all County-owned heritage resources, as determined by the results of architectural and/or archaeological studies.

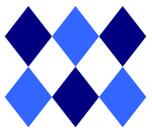
2.3 Implementation

At the first Planning Commission meeting ninety (90) days after adoption of the Comprehensive Plan, the Department of Planning and Zoning shall present to the Planning Commission a draft Implementation Plan for the Comprehensive Plan Goals, Policies and Objectives.

The Implementation Plan shall contain concrete actionable steps, identify responsible parties, identify available and needed resources and completion dates. The actionable steps shall be prioritized in order of importance for implementing the Plan. The highest priority shall be given to aligning elements of the Comprehensive Plan and ordinances to comply with the goals, objectives and policies of this document. Priorities shall be identified as short term, mid term and long term actions. Short term actions shall be items that can be accomplished within one year of plan adoption. Mid term items can be accomplished within two to five years. Long term actions may take five to ten years to complete.

The Implementation Plan shall be adopted as an amendment of the Comprehensive Plan. The Planning Commission, other boards and commissions, staff and Board of Supervisors shall review the Implementation Plan periodically to determine its applicability in the current context of community desires and needs.





PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R10-28, 7/06/2010

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 transparent 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 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 2% of the general government budget. 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.

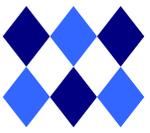
CAPITAL IMPROVEMENT PROGRAM (CIP) AND BONDED DEBT SERVICE AFFORDABILITY GUIDELINES

- A five-year CIP allocating capital improvement funds between the Schools and General Government will be adopted annually.
- Debt-funded CIP projects will be no less than \$500,000 each and will have a useful life that meets or exceeds the life of any debt issuance.
- Capital Improvement projects are 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. Projects include, but are not limited to, 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. Like projects can be combined when appropriate to meet the cost criteria. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

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.

UNASSIGNED FUND BALANCE

- The County shall maintain an unassigned fund balance that is not less than 11% of annual general fund revenues by July 1, 2010, with the goal that it will be increased to 12% by July 1, 2015. Use of the unassigned fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of unassigned fund balance, the County will replenish the unassigned fund balance within three fiscal years.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R10-28, 7/06/2010

- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:
 1. Revenue Stabilization Reserve $\frac{1}{2}$ of 1% of General Fund revenues
 2. Capital Projects Reserve \$1,500,000
 3. Stafford Opportunity Fund Reserve \$500,000
 4. Any remaining monies available after the reserves are fully funded will go to the Capital Projects Reserve.
- Stafford County does not intend to establish a trend of using Fund Balance to finance current operations. As a nonrecurring source of revenue, any balance not needed for liquidity or financial cushion as noted above will be spent solely for nonrecurring uses. After the yearly audit and confirmation of fund balances by the County's external auditor, and in consideration of current financial conditions, the Board of Supervisors may allocate amounts in excess of the minimum unassigned fund balance for encumbrances and commitments.

GENERAL FUND BUDGET GUIDELINES

- Stafford will prepare and approve an annual budget with multi-year projections. 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.
- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.
- Stafford County does not intend to issue tax or revenue anticipation notes to fund operations. The County intends to manage cash to prevent borrowing to meet cash flow needs.
- The school's share of the general government revenues will be 100% of meals tax revenues and an appropriate amount to ensure a globally competitive school system. 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 expenditures will be set aside for pay-as-you-go capital projects.
- An amount equivalent to $\frac{1}{2}$ % of general government expenses will be set aside for the operating budget contingency reserve.

FINANCE, AUDIT & BUDGET COMMITTEE

- The Chairman of the Board of Supervisors will appoint a Finance, Audit & Budget Committee each year.

BUDGET REVIEWS

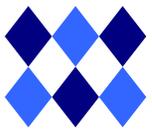
On a monthly basis, staff will provide written budget reports to the Board of Supervisors. Additionally, staff will provide quarterly budget and finance presentations at meetings of the Board of Supervisors.

TAXTRIGGER 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.



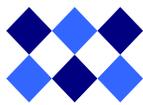
PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R10-28, 7/06/2010

BUDGET PROCEDURES/CALENDAR

<u>MONTH</u>	<u>PROCEDURE</u>
October	Work Session <ul style="list-style-type: none">• Preliminary prior year balances• 1st quarter review of fiscal year• Preliminary budget overview to include:<ul style="list-style-type: none">○ Revenue projection with no increase in equalized tax○ Expenditures with no new initiatives other than required○ Information on new revenues and expenditures○ Budget calendar BOS/School Board Joint work session
November	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards Proposed CIP work session
December	Public Hearing and adoption of CIP Audit Report
January	Work Session <ul style="list-style-type: none">• Final prior year balances• Mid-year review• Revenue trends for upcoming budget• Feedback from Board
February	Receive Superintendent's Recommended Budget
March	Receive School Board's Budget by March 7th
March, 1 st meeting March, 2 nd meeting	County Administrator presents Proposed Budget Budget work session
April, 1 st meeting April, 2 nd meeting April, 3 rd meeting	Budget work session Budget work session & public hearing Adopt budget





UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY

In June, 2010, the Board re-established their commitment to the sustainability of the Utilities Department with the adoption of a new 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

OBJECTIVES

Three primary objectives drive the establishment of this fiscal policy:

1. The desire to maintain strong operations and maintenance programs and complete the priority capital projects, as developed and adopted each year, in order to deliver high-quality water and wastewater services
2. The desire to maintain a strong financial condition aimed at preserving and enhancing our current bond ratings to minimize capital project financing costs
3. The desire to maintain reasonable and well-justified levels of rates and fees, in accordance with this fiscal policy

ACCOUNTING FOR FINANCIAL ACTIVITIES

1. The Utilities Fund is subdivided into two categories: a Capacity Expansion Fund and an Operating Fund.
2. Sources and uses of funds are tracked by category and used in the monitoring of rate and fee adequacy.

a. CAPACITY EXPANSION FUND

The County seeks to fund Capacity Expansion with the following financing sources, in accordance with the Rates section of the fiscal policy:

- o Availability and Pro Rata fees
- o Bond proceeds
- o Interest on investments allocated to this category

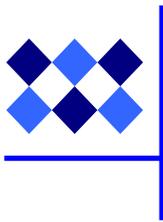
Revenues from these financing sources are used to pay for:

- o Projects required by system expansion or changes in regulations or technology
- o Water and sewer extension projects
- o Debt service on bonds issued for such construction

b. OPERATING FUND

The County seeks to fund Operations with user fees, in accordance with the Rates section of the fiscal policy. Operating funds are used to pay annual operating and maintenance expenses provide for long-term repair, renewal and rehabilitation of capital assets.

3. The Department of Utilities is committed to establishing and maintaining an asset management program to include proactive maintenance and long-term funding of its capital reinvestment projects.

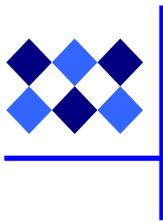


UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

RATES

1. The Utilities financial position will be analyzed at least annually to evaluate the need for changes in rates and fees; so that, should increases be needed, they can be made in a manner that minimizes the volatility of any rate changes and their resulting impact on customers. The rate structure will be based on the following principles, in order of priority:
 - a. Meeting debt service coverage and cash reserve requirements contained in bond covenants and this fiscal policy
 - b. Maintaining a competitive market position, primarily with Stafford County's 'peer group' of municipalities
 - c. Attempting to have growth pay for associated growth in water and sewer infrastructure based on the accounting of funds described above
2. The Department of Utilities will be run in a business-like manner. Rates and fees will be set to ensure that all of the costs of operating and maintaining the water and sewer utilities are recovered, including capital repair & replacement, so that the future of the enterprise is secure.
3. Rates and fees will be set to ensure the integrity of the utility system and protect our bond ratings with an eye toward achieving the lowest rates over time. To accomplish these objectives, water and sewer user fees will, at a minimum, be increased annually by an amount equal to 75% of the most recent annual increase in the *Consumer Price Index - All Urban Consumers* (CPI-U) for the Washington-Baltimore area.
4. 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 for these users be set accordingly.
 - i. An average non-peak water usage value will be calculated for each customer.
 - ii. An inclining block rate structure will be used to bill for water usage, both to offset increased costs for the water treatment and distribution systems and to encourage water conservation.
 - iii. Since outside water usage does not create additional wastewater treatment needs, charges for wastewater collection and treatment will be capped based on average usage.
 - 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.



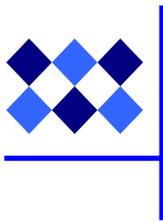
UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

- 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 multi-family residences served by a single water meter, public and semi-public facilities, industrial and commercial accounts and mobile home parks.
5. The rate ordinance will include emergency rates which will be in effect for periods of drought or water distribution system interruptions, as may be declared by the Board of Supervisors.

CASH RESERVES

1. 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.
2. An Operating Reserve will be established and maintained in a total amount equivalent to not less than 150 days annual operating and maintenance expenses to ensure against short-term revenue shortfalls and unanticipated operating and/or maintenance expenses. This Operating Reserve shall include:
 - 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 and may be calculated in a different manner from time to time as allowed in the bond covenants.
 - A Reserve for Customer Deposits, calculated in accordance with "generally accepted accounting principles".
3. 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 Administration staff.
4. A cash flow projection will be prepared annually and provided to the Treasurer to aid in the investment of funds to achieve maximum returns.
5. All funding alternatives, including borrowing between categories, will be considered in order to meet financing needs and to achieve the most cost-efficient operation of the Utilities Fund.
6. The Department of Utilities will ask the Board of Supervisors to adopt a Reimbursement Resolution as part of the annual budget process.



UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

DEBT SERVICE COVERAGE

The Department of Utilities will establish rates and fees for services provided by the system to ensure that, in each fiscal year, Net Revenues (Gross Revenues less Operating Expenses) are greater than or equal to the following:

- 150% of Senior Debt Service
- 125% of Subordinate Debt Service
- 100% of Total Debt Service, after excluding 100% of non-recurring revenues such as availability fees, pro rata fees, connection fees and reserves (this ratio will be met no later than FY 2018).

FORECASTING AND MONITORING

To help meet the fiscal policy objectives, formal forecasting and monitoring processes will be used. These processes are intended to (1) give the County adequate lead time to phase in smaller annual rate increases for large capital projects and avoid much larger rate increases later; (2) only incur financing costs when needed by accurately planning for capital spending and financing needs; (3) obtain formal endorsement by the Board of Supervisors of the long-term financial needs and sources of financing; and (4) strengthen the Department of Utilities' bond ratings. These processes shall include the following:

1. Annual adoption of a 10-Year Financial Plan. Future financial needs of the Utilities Fund will be projected over a ten-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 Department of Utilities Water and Sewer Master Plan. This forecasting model will be maintained in an electronic spreadsheet, updated annually, and presented to the Stafford County Board of Supervisors annually as part of the Budget process.
2. Maintenance of a 3-year cash expenditure forecast by quarter with subsequent updating on at least a quarterly basis.
3. Maintenance of annual capital and operating spending plans.



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

BUDGET GUIDANCE

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 is a document that summarizes all public service programs provided by the government. It is the annual plan for coordinating revenues and expenditures. 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 and revenues 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. The County's budget is considered balanced if projected revenues meet or exceed planned expenditures.

As a fiscal plan for County government, the budget serves several purposes. Through its budget, the Board of Supervisors not only indicates in 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.



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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.

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 GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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. 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.

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.

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 one 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



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

- 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.

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.



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

STAFFORD COUNTY BUDGET GUIDELINES

Formulation of the County Administrator's Proposed Budget

The County Administrator proposes the incremental budget to the Board of Supervisors in March. 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.

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. 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.

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 proposed and adopted budgets are available for review on the County's website at <http://www.co.stafford.va.us/>, in the County Administrator's Office, and in the Budget Office. Printed or electronic copies may be purchased from the Budget Office. (A charge is levied to defray costs).

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.

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



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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.

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 proprietary fund and the private purpose trust funds are accounted for on a flow of economic resources measurement focus. 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.

Basis of Budgeting

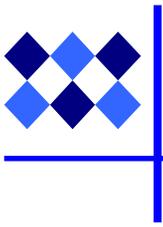
For the most part, the County's budget follows the same basis of accounting used in preparing the Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting practices (GAAP). Budgets for proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds. Payment of debt principal is included in the budget, but depreciation is not.



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.
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.
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.
School Grant Fund	Governmental - Component Unit	This fund accounts for the revenues and expenditures associated with outside grant funding.
School Workers' Compensation Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
School Health Services Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
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 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.





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, schedules and graphs. An analysis of each category of revenues follows the summary which includes a description, history, and discussion of the variables used in the revenue projections.



REVENUE PROJECTION

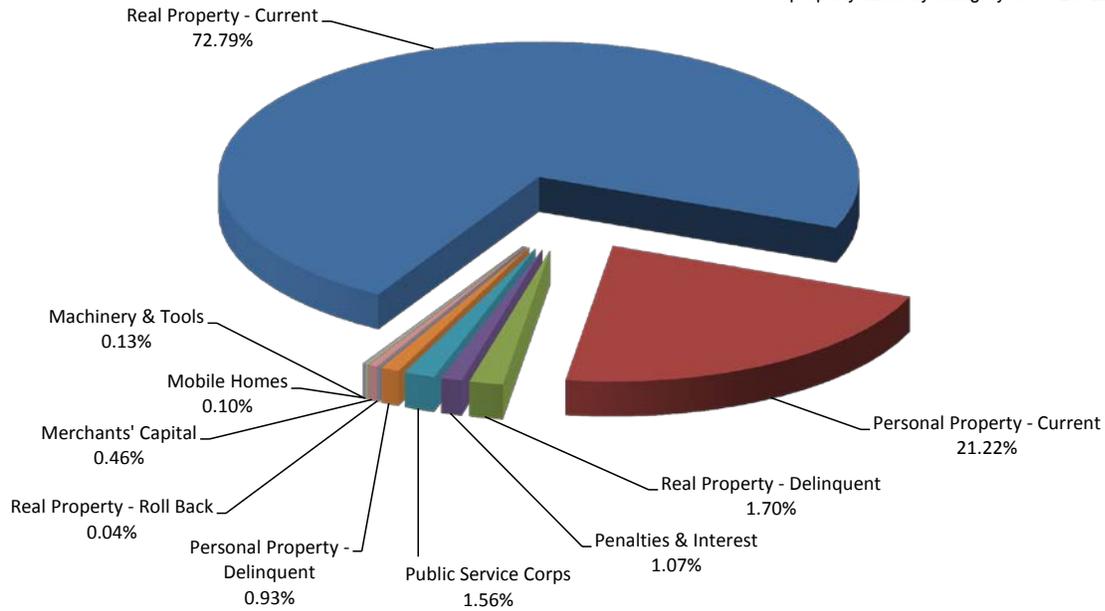
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Property Taxes					
Real Property - Current	\$ 130,318,292	\$131,841,300	\$ 132,840,000	\$998,700	0.8%
Personal Property - Current	32,616,908	35,063,461	38,747,013	3,683,552	10.5%
Real Property - Delinquent	5,787,033	3,100,000	3,100,000	0	0.0%
Penalties & Interest	1,953,201	1,836,000	1,954,000	118,000	6.4%
Public Service Corps	2,593,437	2,227,600	2,844,000	616,400	27.7%
Personal Property - Delinquent	5,496,320	1,700,000	1,700,000	0	0.0%
Real Property - Roll Back	102,189	80,000	80,000	0	0.0%
Merchants' Capital	830,622	833,000	833,000	0	0.0%
Mobile Homes	174,836	169,000	176,000	7,000	4.1%
Machinery & Tools	232,129	219,000	232,000	13,000	5.9%
Total Property Taxes	\$180,104,967	\$177,069,361	\$182,506,013	\$5,436,652	3.1%
Other Revenue					
Service Charges & Other	\$9,284,397	\$7,384,148	\$7,376,663	(\$7,485)	-0.1%
Local Sales & Use Taxes	9,798,937	9,394,000	10,070,000	676,000	7.2%
Utility Consumers' Taxes	7,896,373	10,518,158	10,565,292	47,134	0.4%
State/Fed - Social Services	6,100,362	6,069,619	6,085,091	15,472	0.3%
Local Meals Tax	5,600,606	5,500,000	6,100,000	600,000	10.9%
State Shared Expenses	5,263,189	5,580,808	5,547,666	(33,142)	-0.6%
Code Administrative	2,503,581	2,758,106	2,881,874	123,768	4.5%
Motor Vehicle Licenses	2,312,394	2,239,000	2,300,000	61,000	2.7%
Comprehensive Services Act	1,944,181	1,919,063	2,005,654	86,591	4.5%
Recordation Taxes - Local	2,234,400	2,388,510	2,230,240	(158,270)	-6.6%
Other State Sources	1,066,662	925,320	911,312	(14,008)	-1.5%
Planning Fees	1,439,654	1,017,230	1,109,203	91,973	9.0%
Use of Money & Property	385,170	614,675	347,130	(267,545)	-43.5%
Other Financing Sources	829,966	569,470	785,532	216,062	37.9%
Bank Stock Taxes	308,623	172,000	310,000	138,000	80.2%
Federal Revenue	1,798,555	30,185	42,700	12,515	41.5%
Total Other Revenue	\$58,767,050	\$57,080,292	\$58,668,357	\$1,588,065	2.8%
Total Revenues	\$238,872,017	\$234,149,653	\$241,174,370	\$7,024,717	3.0%



REVENUE PROJECTION

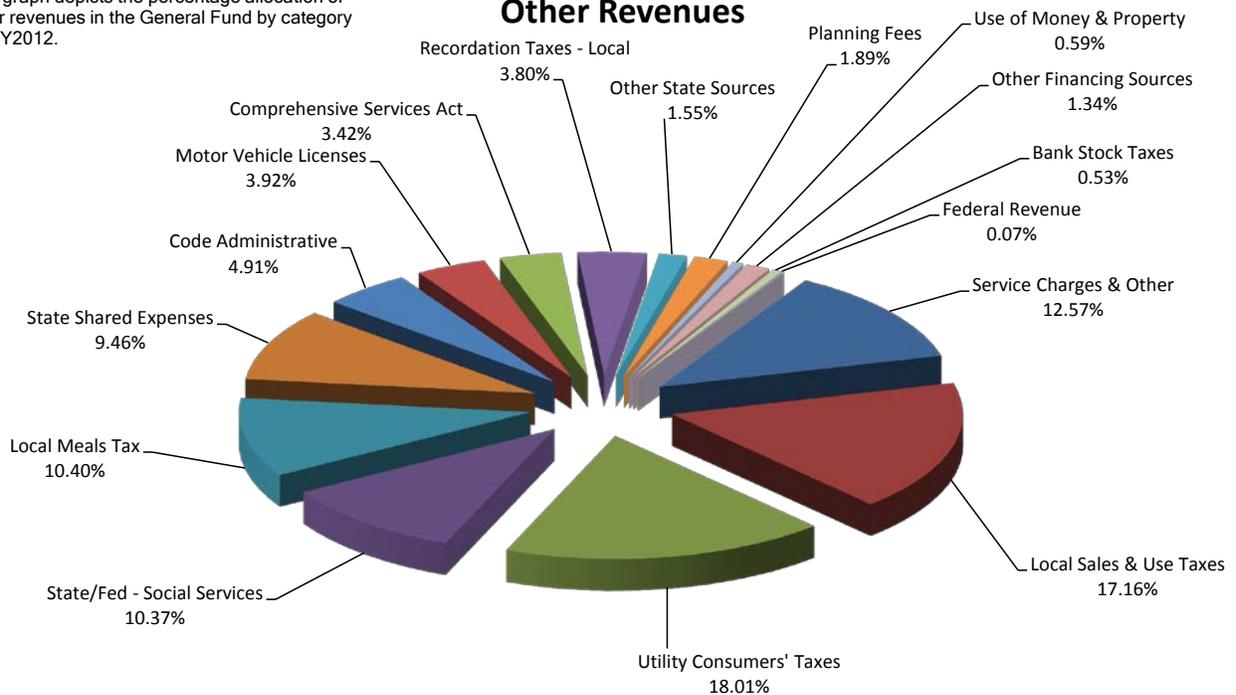
Property Taxes

This graph depicts the percentage allocation of property taxes by category for FY2012.



This graph depicts the percentage allocation of other revenues in the General Fund by category for FY2012.

Other Revenues





FUND BALANCE ANALYSIS

This schedule indicates the allocation of the general fund balance at June 30, 2009 and 2010, with a projection for 2011, and the budgeted estimate for the end of FY2012. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

- Funding for emergency repairs
- Self-insurance to help offset any extraordinary costs
- A cash reserve to help stabilize monthly cash flow requirements
- A source of funding for capital projects to reduce reliance on debt
- A cash reserve to be combined with other temporary cash balances to promote higher interest rates for all short-term investments
- A cushion to help provide long-term financial stability

Stafford County's Principles of High Performance Financial Management, adopted by the Board of Supervisors in July 2010, states:

The County shall maintain an unassigned fund balance that is not less than 11% of annual general fund revenues by July 1, 2010, with the goal that it will be increased to 12% by July 1, 2015. Use of the unassigned fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of unassigned fund balance, the County will replenish the unassigned fund balance within three fiscal years.

The County's fund balance at the end of FY2010 was 11%. Based on conditions at the midyear review, the County is projected to meet the 12% target in the current fiscal year - four years ahead of schedule.

In September 2009, the Board adopted R09-356, affirming its commitment to strengthen the County's financial position and to improve its bond rating. The resolution established two new fund balance reserves: the Revenue Stabilization Reserve and the Capital Projects Reserve. R10-92, the resolution to adopt the FY2011 County Budgets, established a third reserve, the Stafford Opportunity Fund Reserve, and defined the procedures for funding the three reserves once the minimum fund balance requirement is met:

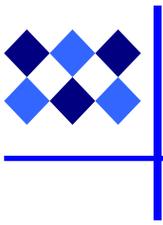
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|--------------------------------------|----------------------------------|
| 1. Revenue Stabilization Reserve | ½ of 1% of General Fund Revenues |
| 2. Capital Projects Reserve | \$1,500,000 |
| 3. Stafford Opportunity Fund Reserve | \$ 500,000 |

(with any remaining monies available after the three reserves are fully funded going to the Capital Projects Reserve);

The Government Financial Officers Association (GFOA) recently updated guidance relating to appropriate unrestricted fund balance levels:

"The adequacy of unrestricted fund balance in the general fund should be assessed based upon a government's own specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures."¹

1 GFOA: http://www.gfoa.org/downloads/AppropriateLevelUnrestrictedFundBalanceGeneralFund_BestPractice.pdf



FUND BALANCE ANALYSIS

In compliance with Government Accounting Standards Board's Statement Number 54 (GASB 54), the County made a change to the way it reports its fund balances beginning in FY2011. GASB 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer, more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types. The new categories are:

- *Non-spendable* - (example: inventory)
- *Restricted* - amounts constrained by external parties, constitutional provision, or enabling legislation
- *Committed* - amounts constrained by a government using its highest level of decision-making authority
- *Assigned* – amounts a government intends to use for a particular purpose
- *Unassigned* - amounts that are not constrained at all will be reported in the general fund

The fund balance schedule shows the current fund balance categories for fiscal years 2009, 2010. The FY2011 and FY2012 fund balance projections are shown using the new categories.

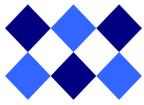
Old Classification	New GASB 54 Classification
Reserved	Nonspendable
	Restricted
Designated	Committed
	Assigned
Undesignated	Unassigned

Fund Balance Classification Policies and Procedures:

The new standard requires disclosure of the government's decision making authority and order of spending with regard to unrestricted fund balance. The following table describes the disclosures by fund balance classification.

Committed Fund Balance	Highest level of decision making authority
	Formal action required to establish (and modify or rescind) a fund balance commitment
Assigned Fund Balance	Official authorized to assign amounts to a specific purpose
	Policy establishing that authorization
Spending Policy	When expenditure can be funded by either restricted or unrestricted fund balance, restricted funds are used first, followed by unrestricted funds. This parallels our policy of spending other funding sources first.
	Order of use of unrestricted fund balance is committed, assigned unassigned

These fund balance classification policies need to be formally documented.



FUND BALANCE ANALYSIS

	<u>FY2009 Actual</u>	<u>FY2010 Actual</u>	<u>FY2011 Estimated ⁽¹⁾</u>	<u>FY2012 Adopted</u>
Fund balance, beginning of year	\$27,904,391	\$35,278,479	\$37,019,769	\$33,550,928
Revenues	233,170,235	238,192,420	237,128,750	240,388,838
Other Financing Sources	<u>4,732,168</u>	<u>679,632</u>	<u>546,250</u>	<u>785,532</u>
Total revenues & other financing sources	237,902,403	238,872,052	237,675,000	241,174,370
Local School Operating transfer	(99,474,959)	(103,189,962)	(100,693,774)	(101,693,774)
Debt Service - General Gov't & Schools	(20,727,893)	(40,236,323)	(36,505,881)	(38,959,615)
Expenditures	<u>(110,325,463)</u>	<u>(93,704,477)</u>	<u>(103,944,186)</u>	<u>(100,520,981)</u>
Total expenditures & transfer	(230,528,315)	(237,130,762)	(241,143,841)	(241,174,370)
Fund balance, end of year	<u>\$35,278,479</u>	<u>\$37,019,769</u>	<u>\$33,550,928</u>	<u>\$33,550,928</u>
Fund Balance Allocation:				
Reserved/Designated:				
Debt Service - reserved for arbitrage liability	\$300,000	\$300,000		
Encumbrances	659,894	1,892,725		
Inventory & Prepaid items		937,328		
Capital Improvements & Commitments	3,779,926	4,433,828		
Revenue Stabilization Reserve		1,187,671	N/A	N/A
Capital Projects Reserve		1,500,000		
Stafford Opportunity Fund Reserve		<u>500,000</u>		
Sub-total	<u>4,739,820</u>	<u>10,751,552</u>		
Undesignated:	30,538,659	26,268,217		
Fund Balance Allocation (per GASB 54, effective FY11):				
Non-spendable				0
Restricted				0
Committed:			937,328	937,328
Revenue Stabilization Reserve			1,185,645	1,201,944
Capital Projects Reserve			1,500,000	1,500,000
Stafford Opportunity Fund Reserve			500,000	500,000
Assigned				0
Unassigned			29,427,955	29,411,656
% of revenues	13.1%	11.0%	12.4%	12.2%
Target Unassigned Fund Balance	23,317,024	26,201,166	28,846,661	28,846,661
Variance above (below)	7,221,636	67,051	581,294	564,995
Fund balance, end of year	<u>\$35,278,479</u>	<u>\$37,019,769</u>	<u>\$33,550,928</u>	<u>\$33,550,928</u>

⁽¹⁾ FY11 estimate based on midyear review

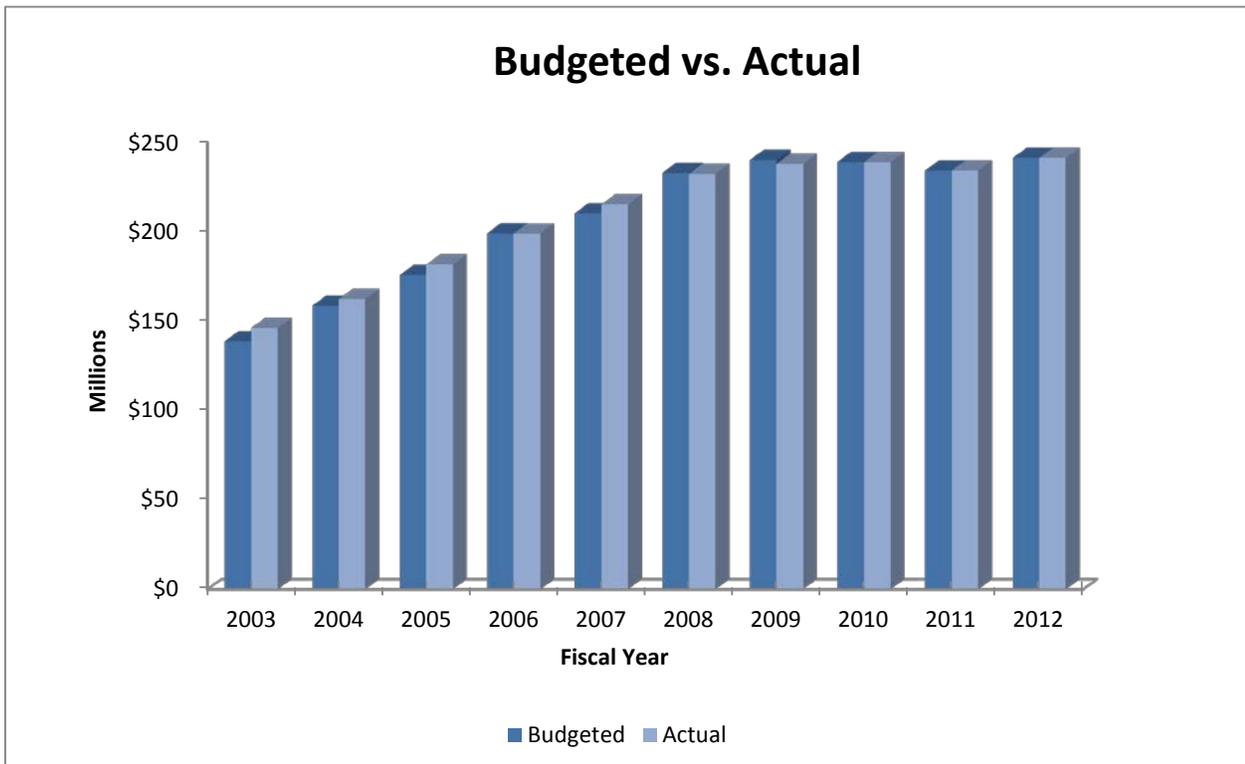


TEN-YEAR REVENUE ANALYSIS

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 5.4%. The average increase in revenues for the ten-year period is 5.7%.

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change	Variance Amount	Variance %
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		232,348,424	7.99%	(530,906)	-0.23%
2009	240,068,894		237,902,403	2.39%	(2,166,491)	-0.90%
2010	238,985,663		238,872,052	0.41%	(113,611)	-0.05%
2011	234,149,653		234,149,653	-1.98%	0	0.00%
2012	241,174,370		241,174,370 *	3.00%	0	0.00%
Average				5.8%		

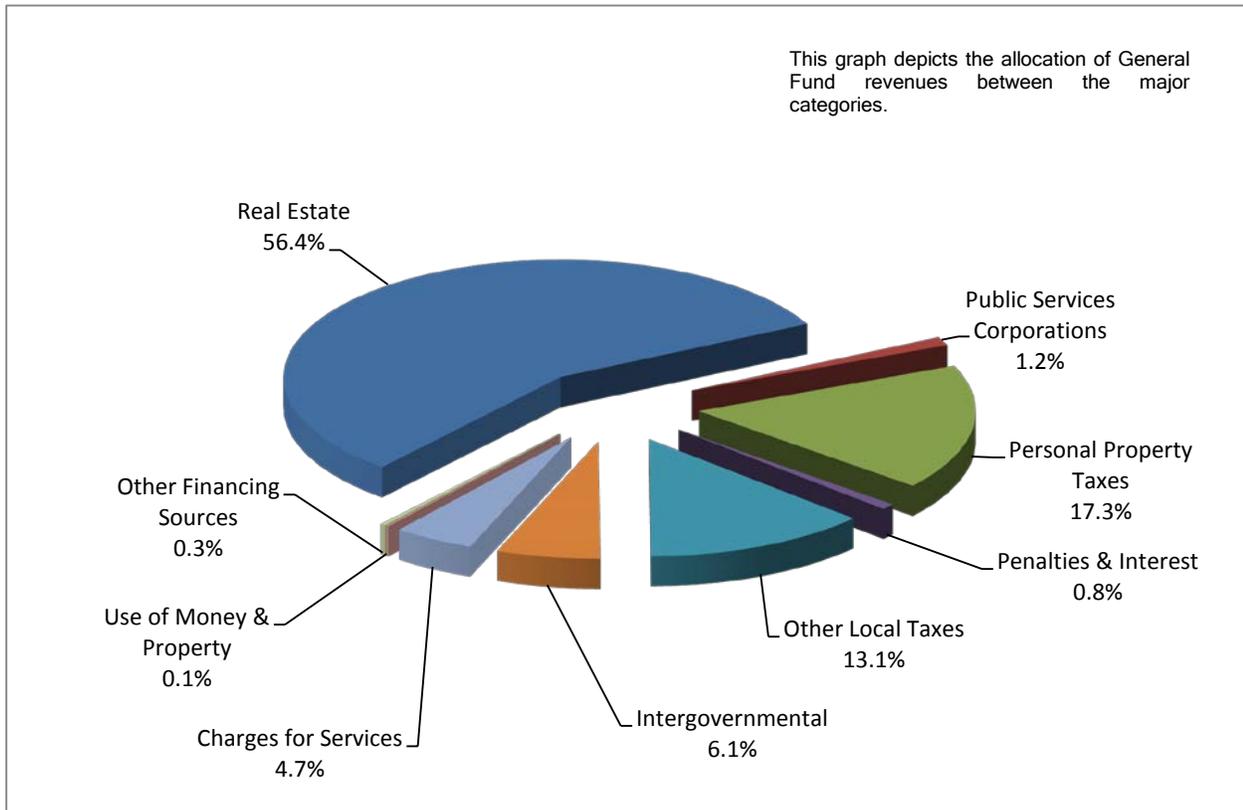
* Estimated

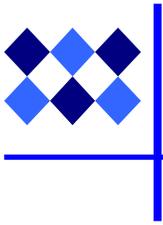




GENERAL FUND REVENUES

Category	FY2011 Adopted	Adopted Budget	FY2012		Budget as % of Total
			Changes		
Real Estate	\$135,021,300	\$136,020,000	\$998,700	0.7%	56.4%
Public Services Corporations	\$2,227,600	\$2,844,000	\$616,400	27.7%	1.2%
Personal Property Taxes	37,984,461	41,688,013	3,703,552	9.8%	17.3%
Penalties & Interest	1,836,000	1,954,000	118,000	6.4%	0.8%
Other Local Taxes	28,176,523	31,575,532	3,399,009	12.1%	13.1%
Intergovernmental	15,332,395	14,592,423	(739,972)	-4.8%	6.1%
Charges for Services	12,347,229	11,367,740	(979,489)	-7.9%	4.7%
Use of Money & Property	614,675	347,130	(267,545)	-43.5%	0.1%
Other Financing Sources	609,470	785,532	176,062	28.9%	0.3%
Total	\$234,149,653	\$241,174,370	\$7,024,717	3.0%	100.0%





GENERAL FUND REVENUE ANALYSIS

General Property Taxes	FY2010 Actual	FY2011 Budget	FY2012 Adopted	Changes '11 Adopted to '12 Adopted	
Real Property - Current	\$130,318,292	\$131,841,300	\$132,840,000	\$998,700	0.8%
Real Property - Delinquent	5,787,033	3,100,000	3,100,000	0	0.0%
Roll Back	102,189	80,000	80,000	0	0.0%
Public Service Corps	2,593,437	2,227,600	2,844,000	616,400	27.7%
Personal Property - Current	32,616,908	35,063,461	38,747,013	3,683,552	10.5%
Personal Property - Delinquent	5,496,320	1,700,000	1,700,000	0	0.0%
Merchants Capital	830,622	833,000	833,000	0	0.0%
Mobile Homes	174,836	169,000	176,000	7,000	4.1%
Machinery & Tools	232,129	219,000	232,000	13,000	5.9%
Penalties	1,203,315	1,145,000	1,204,000	59,000	5.2%
Interest	749,886	691,000	750,000	59,000	8.5%
Total	\$180,104,967	\$177,069,361	\$182,506,013	\$5,436,652	3.1%

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$136 million in FY2012, approximately 56.4% of general fund revenues. Each penny on the tax rate yields slightly more than \$1.2 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. The purpose of a reassessment is to distribute the tax burden fairly and equitably.

The most recent reassessment was completed in January 1, 2010. The reassessment, reflecting depressed market conditions, resulted in a 23% reduction in the overall assessed value of real property in Stafford County. Residential property values declined by an average of 26%; commercial property values declined by an average of 11%. The Board adopted a tax rate of \$1.10 in 2010, which was below the effective rate of \$1.14.

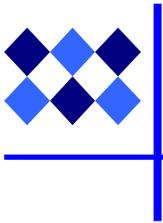
Real property assessments are based on 100% of the estimated fair market value. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The County continues to see a slight increase in permitting activity, with a growth rate of 1.3% in 2010. The adopted budget assumes the same level of growth in the upcoming year.

At its January budget retreat, the Board directed staff to develop the FY2012 Budget with a tax rate of \$1.08. At this rate, the average homeowner, with a property assessed at \$242,000, would pay \$48.00 less than in 2010. Combined with the adoption of a tax rate below the effective rate in 2010, this is a 5% decrease over the two year period for the average homeowner.

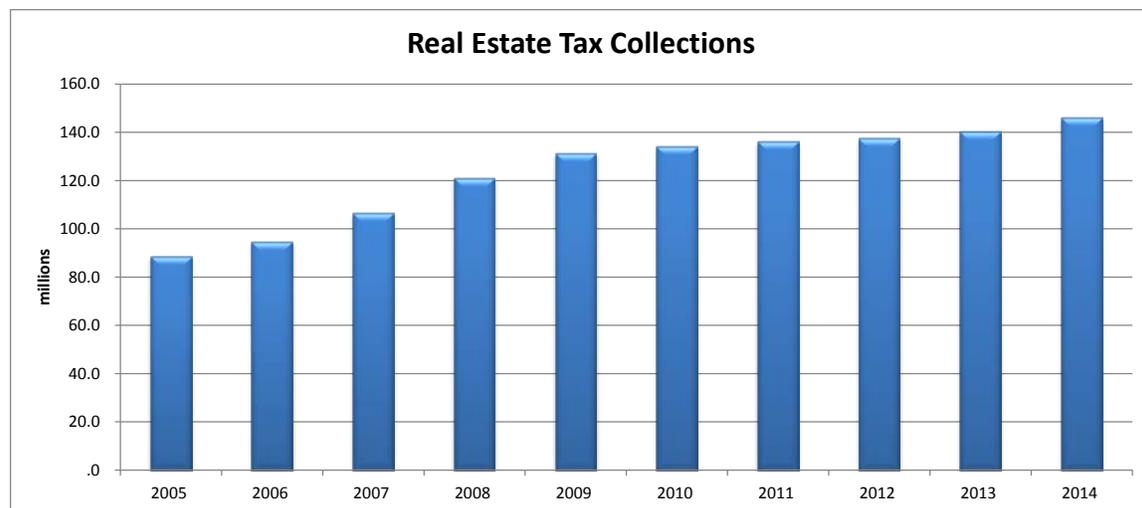
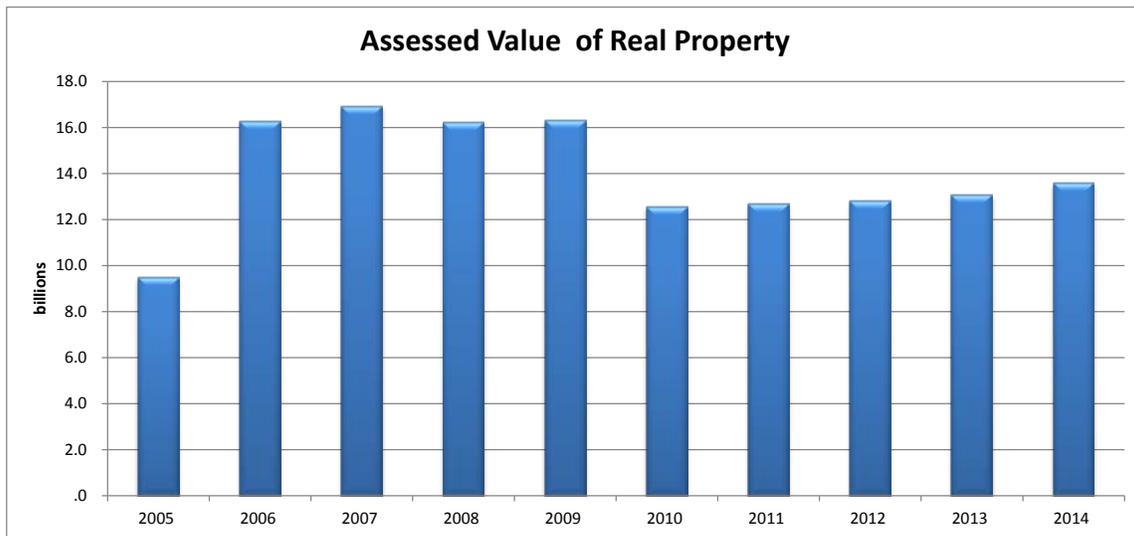
The FY2012 real property revenue projection is based on the following assumptions:

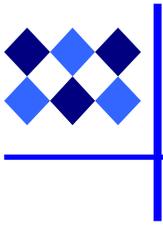
- 1.3% growth in properties in the County over the next year
- Tax rate of \$1.08 for calendar year 2011
- An equalized tax rate in 2012, which is a reassessment year
- Collection rate of slightly more than 97%



GENERAL FUND REVENUE ANALYSIS

The following charts illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 1.3% in 2011, 2% in 2012 and 3% thereafter. It is assumed that the real estate tax remains at \$1.08 or is equalized in assessment years.





GENERAL FUND REVENUE ANALYSIS

Personal Property

Personal property includes vehicles, mobile homes, airplanes, merchants' capital, and machinery and tools.

Vehicles

The County's conservative projections for FY2010 and FY2011 reflected the unstable nature of the industry during the recession. Vehicle sales began to recover in late 2009, and continued into 2010 and 2011. This trend is being seen nationally as economists with the National Automobile Dealers Association (NADA) are predicting double digit percentage gains in 2011. The County has also seen an improvement in collections. The FY2012 estimate of \$26.2 for personal property is \$3.7M above the FY2011 Adopted Budget, but is just 3.3% higher than the midyear revised projection. While there is some cautious optimism based on new car sales, the price of gas continues to rise. The projection includes a slightly steeper decline in values for calendar year 2012 to allow for loss in value of less efficient vehicles should fuel prices continue to escalate.

The personal property tax rate on vehicles is \$6.89 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 \$2.76 per \$100.00 of estimated fair market value.

The rate for volunteer fire and rescue personal vehicles is \$0.0001 per \$100.00 of assessed value. In 2009, a new rate was added for one vehicle owned and regularly used by a disabled veteran. The rate was also set at \$0.0001. At this rate, no bill would be generated for personal property in these categories.

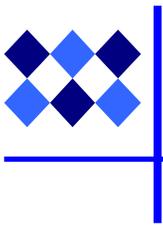
There is a special personal property category for vehicles equipped for disabled individuals set at \$0.10 cents per \$100.00 of assessed value. As of FY1997, a special classification for motor carrier transportation property was added due to mandated legislation. This classification is for tangible 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.

Aircraft

In 2009, the Board reduced the personal property tax rate on aircraft to \$.0001 per \$100.00 of assessed value. This change was to attract airplane owners to the Stafford Regional Airport. It is expected that the decrease in revenue resulting from this change will be offset by higher business and real estate taxes generated through increased economic activity around the airport within the next two years. The Airport Authority has begun to see positive results from the strategy, with its hangars nearly full, and revenues increasing.

The following table lists the adopted personal property tax rates for calendar year 2011:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Boats or watercraft	\$5.49	\$2.20
Business Property as defined in VA Code §58.1-3506(26)	\$5.49	\$2.20
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment as defined in VA Code §58.1-3506(27)	\$5.49	\$2.20
Disable Veterans as defined in VA Code §46.2-100	\$0.0001	\$0.00
Motor Vehicles Specially Equipped for the Disabled	\$0.10	\$0.04
Personal Property Volunteer Fire & Rescue	\$0.0001	\$0.00
All Other	\$6.89	\$2.76
Motor Carrier Transportation	\$0.75	\$0.30
Machinery and Tools	\$0.75	\$0.30
Merchant's Capital	\$0.50	\$0.20
Mobile Homes	\$1.08	\$0.43
Aircraft	\$0.0001	\$0.00

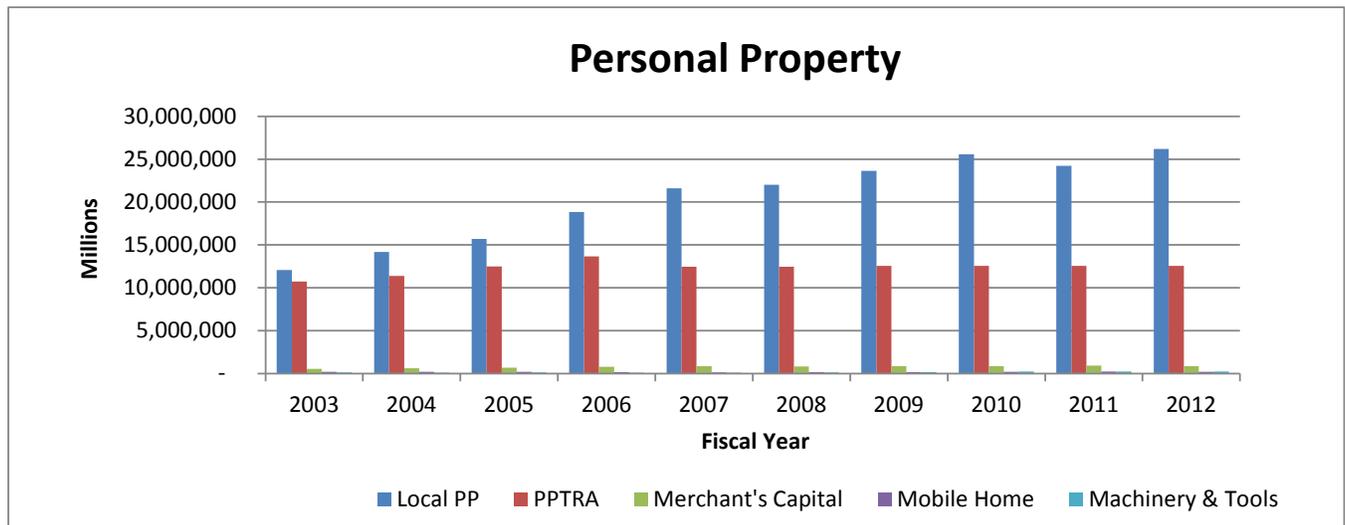


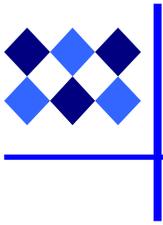
GENERAL FUND REVENUE ANALYSIS

Personal Property Tax Relief Act

The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were 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. However, while 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%.

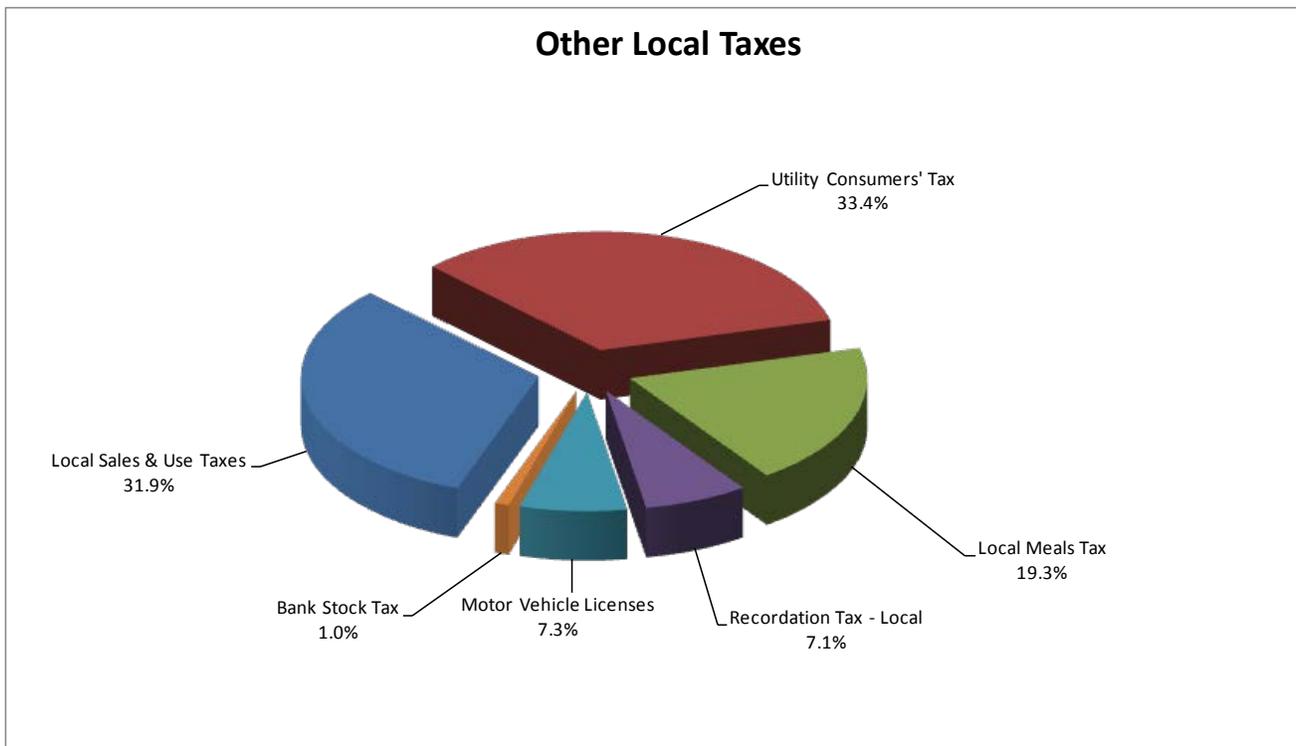
Since FY2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's CY2004 collection. Stafford expects to receive that same amount - \$12.5 million - from the state annually.

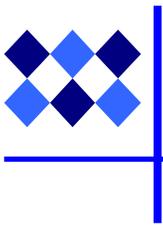




GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY2010 Actual	FY2011 Budget	FY2012		
			FY2012 Adopted	Changes '11 Adopted to '12 Adopted	
Local Sales & Use Taxes	\$9,798,937	\$9,394,000	\$10,070,000	\$676,000	7.2%
Utility Consumers' Tax	7,896,373	10,518,158	10,565,292	47,134	0.4%
Local Meals Tax	5,600,606	5,500,000	6,100,000	600,000	10.9%
Recordation Tax - Local	2,234,400	2,388,510	2,230,240	(158,270)	-6.6%
Motor Vehicle Licenses	2,312,394	2,239,000	2,300,000	61,000	2.7%
Bank Stock Tax	308,623	172,000	310,000	138,000	80.2%
Total	\$28,151,333	\$30,211,668	\$31,575,532	\$1,363,864	4.5%





GENERAL FUND REVENUE ANALYSIS

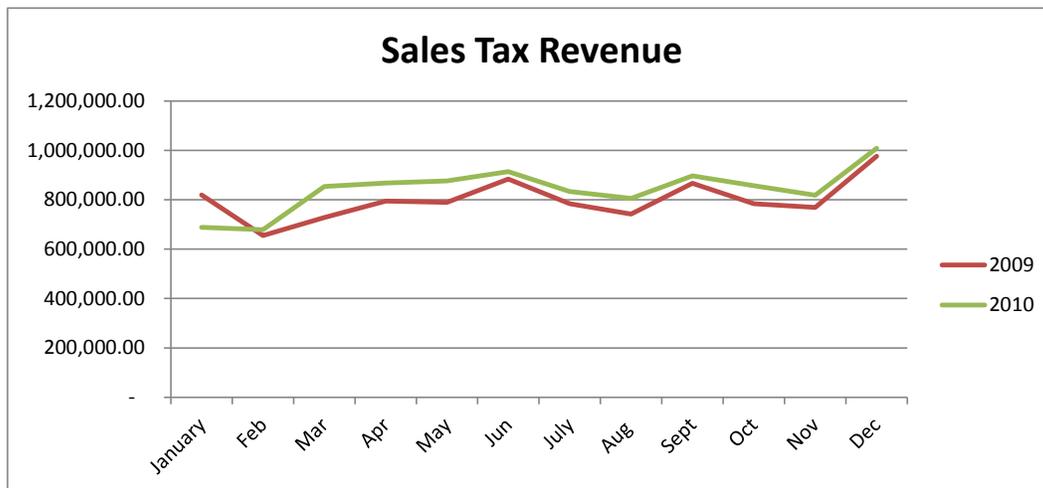
Local Sales & Use Tax

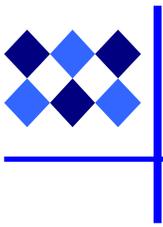
The State collects and distributes the local option 1% Sales and Use Tax in accordance with §58.1-605 and §58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County. These revenues are reported on a cash basis and modified accrual basis.

The General Assembly has 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 0.5%. One-half of the increase goes to the state's General Fund while the remaining one-half is dedicated to funding the Standards of Quality for education.

Retail sales have begun to improve since the spring of 2010. Calendar year 2010 collections were 5.3% higher than 2009. FY2011 to date is 6.1% higher than the same period in FY2010. FY2012 sales tax revenue has been conservatively estimated to be at our current FY2011 projection of \$10.1 million. It is worth noting that the County is on track to achieve \$1 billion in taxable sales.

This chart reflects the growth in sales tax revenue from 2009 to 2010.





GENERAL FUND REVENUE ANALYSIS

Consumer Utilities Revenue

Utility Consumer's 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 and gas services. This tax was amended in 2000 by Ordinance O00-78 to comply with changes in State law, which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The County's rates are:

Electric

- Residential: \$.0014955 per kilowatt hour (kWh), with a minimum of \$1.40 and maximum of \$3.00 per month.
- Commercial and industrial: \$.006434 per kWh, with a minimum of \$1.15 and a maximum of \$200.00 per month

Gas

- Residential: \$0.06 per 100 units of cubic feet (CCF), with a minimum tax of \$1.40 per month and a maximum of tax of \$3.00 per month
- Commercial and industrial: \$0.85 per CCF delivered with a minimum tax of \$2.29 per month and a maximum of tax of \$100.00 per month

Communications Sales and Use Tax

The 2006 General Assembly reformed the Consumers' Utility Tax. Effective January 1, 2007 House Bill 568 replaced most of the previous state and local taxes and fees on communications services. The bill repealed 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

The bill imposed 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)

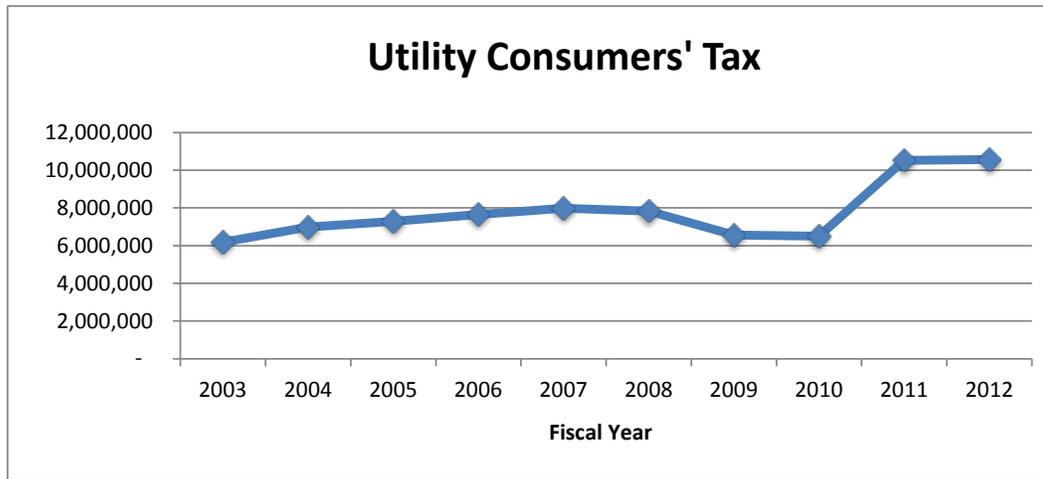
Communications sales and use tax revenue is collected by the Virginia Department of Taxation and distributed to localities monthly, according to the percentage of telecommunications and cable television tax each locality received relative to the statewide total in FY2006.

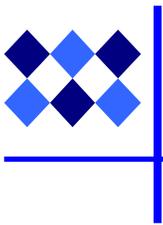


GENERAL FUND REVENUE ANALYSIS

In compliance with GASB 54, the County combined the E911 fund with the General Fund. The consumer utilities taxes that were previously shown in the E911 fund are largely responsible for the increase shown in FY2011.

The FY2012 adopted budget assumes that revenue from these sources will remain stable.

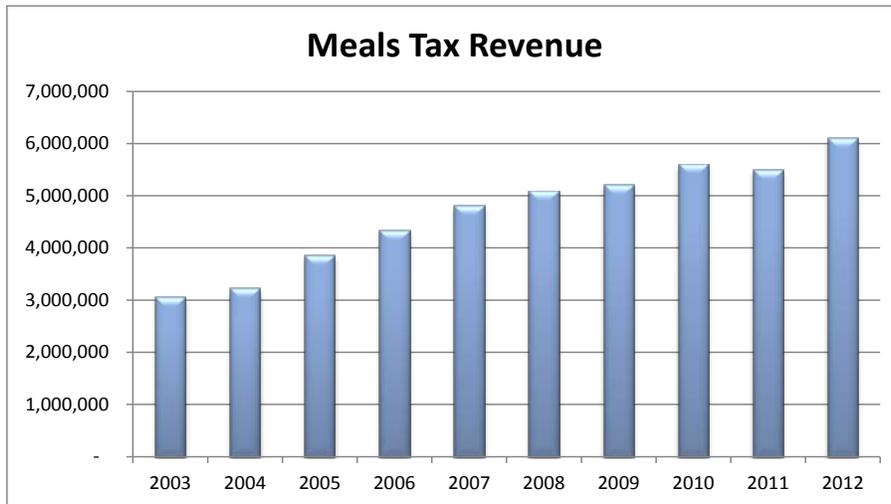




GENERAL FUND REVENUE ANALYSIS

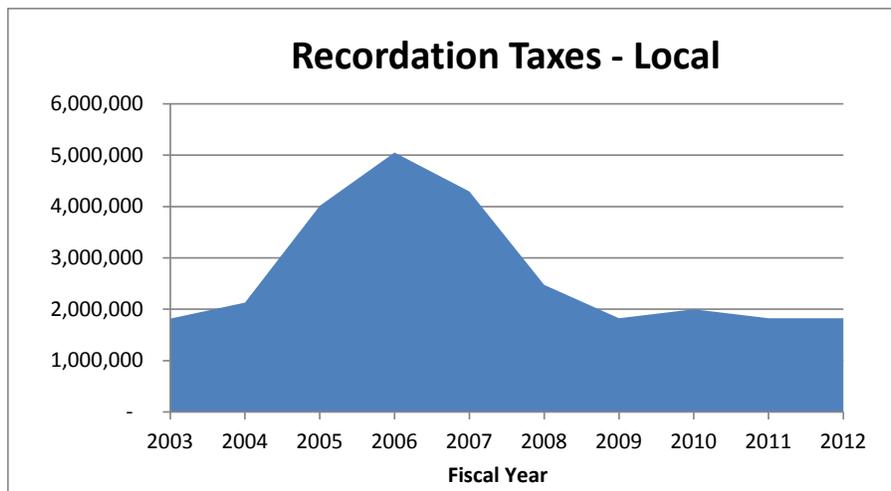
Local Meals Tax

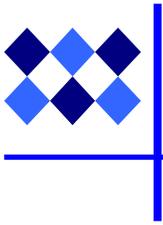
The Meals Tax is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The tax is not to exceed 9% when added to the State general sales and use tax. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated to support the local share of school funding. Meals tax collections have shown steady growth, despite the recent difficult economic conditions. The FY2012 forecast of \$6.1 million is 3% above the current projection for FY2011.



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. Due to low interest rates and the continued growth in new construction in the County from FY2000 through FY2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues have declined since then, due to the slowdown of both the real estate market and the crisis in the financial sector. Activity has begun to increase, but the FY2012 revenues have been conservatively estimated to remain at FY2010-11 levels.





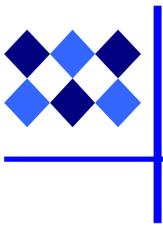
GENERAL FUND REVENUE ANALYSIS

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 FY2012 Adopted Budget includes \$2.3 million for this fee.

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. The FY2012 Adopted Budget assumes that these revenues will be level with FY2010 actual receipts.



GENERAL FUND REVENUE ANALYSIS

Service Charges & Other	FY2010 Actual	FY2011 Adopted	Adopted Budget	FY2012 Changes '11 Adopted to '12 Adopted	
Permit Fees & Licenses					
Code Administration Fees	\$2,500,098	\$2,758,106	\$2,881,274	\$123,168	4.5%
Planning & Zoning Fees	1,077,907	1,017,230	1,109,803	92,573	9.1%
Animal Licenses & Charges	113,699	66,110	98,400	32,290	48.8%
Well & Septic Fees	27,575	18,500	27,500	9,000	48.6%
Charges for Services					
Ambulance Fees	1,858,168	1,800,000	1,800,000	0	0.0%
Fines & Forfeitures	1,163,436	1,189,140	1,180,600	(8,540)	-0.7%
Aquatics Fees	456,106	424,500	427,000	2,500	0.6%
Recreation Fees	456,112	464,545	442,145	(22,400)	-4.8%
Gymnastics Fees	629,643	623,419	622,334	(1,085)	-0.2%
Miscellaneous Revenue	4,645,681	2,797,934	2,778,684	22,959	0.8%
Use of Money & Property	385,170	614,675	347,130	(267,545)	-43.5%
Total	\$13,313,595	\$11,774,159	\$11,714,870	(\$59,289)	-0.5%

Permits & Licenses

The revenues generated in this category are those collected for permits, fees, and licenses along with several other miscellaneous revenues.

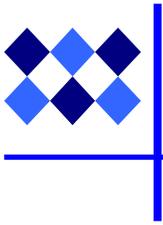
The majority of revenue in this category is related to development. Construction activity began to show improvement in 2010, but is expected to remain below the levels experienced in the recent past. The Department of Public Works estimates revenues related to building activity to be \$2.8 million in FY2012. Building permit revenues are estimated based upon projections of 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 Public Works 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. In some areas of the Commonwealth, more than 90% of the local population is covered by health insurance that will pay for ambulance transportation if billed for necessary emergency 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. Implementation of a comprehensive cost recovery program for ambulance service and transportation has resulted in additional funding to enhance ambulance services and staffing as the County strives to improve response time and address our greatest response deficits.

The FY2007 budget included ambulance cost recovery fees for the first time. Ambulance fees are designated to the Fire and Rescue department to be used to address the growing needs of our system and our community. The County outsources fee collection.

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



GENERAL FUND REVENUE ANALYSIS

fees are evaluated annually to maximize cost recovery and adhere to Medicare's national fee schedule. The Board approved an increase to the rates in May, 2008.

The current approved rates are:

Basic Life Support	\$ 400.00
Advanced Life Support - 1	\$ 500.00
Advanced Life Support - 2	\$ 675.00
Loaded Mile	\$ 10.00

The Adopted FY2012 revenue budget estimates \$1.8 million of cost recovery revenue through ambulance transport fees.

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 FY2012 is estimated at \$260,000.

Fines and Forfeitures

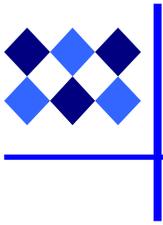
These revenue sources are collected by the courts and are designated to deter behavior contrary to the health, safety, and welfare of the citizens of Stafford. Court fines and forfeitures are related to the costs of holding court and processing court records and papers. Traffic fines include such violations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

Parks and Recreation Fees

In FY2012, revenues generated through gymnastic, aquatic and recreation programs, and admission fees are budgeted at \$1.6 million. When combined with revenues from rental of Parks' properties, the department generates revenue equal to approximately 29% of its budget.

Use of Money and Property

The adopted budget includes \$125,000 in General Fund interest income. 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. Interest rates are expected to remain low in FY2011 as the economy slowly recovers.



GENERAL FUND REVENUE ANALYSIS

<u>Intergovernmental</u>	FY2010 Actual	FY2011 Budget	FY 2012		Changes '11 Adopted to '12 Adopted
			FY2012 Adopted		
State - Shared Expenses					
Clerk of the Circuit Court	\$ 581,343	\$ 591,254	\$ 562,262	\$ (28,992)	-4.9%
Commissioner of the Revenue	255,343	237,440	237,560	120	0.1%
Commonwealth's Attorney	902,167	902,697	881,162	(21,535)	-2.4%
Registrar	57,152	52,762	82,000	29,238	55.4%
Sheriff	3,219,334	3,575,633	3,566,779	(8,854)	-0.2%
Treasurer	247,850	221,022	217,903	(3,119)	-1.4%
State & Federal - Social Services	6,072,479	6,029,619	6,045,091	15,472	0.3%
State - Comprehensive Services Act	1,944,181	1,919,063	2,005,654	86,591	4.5%
State Categorical Aid:				-	
State Reimbursement	707,183	291,823	257,363	(34,460)	-11.8%
State Fire Program Fund	255,049	238,997	255,049	16,052	6.7%
Federal	1,798,555	30,185	42,700	12,515	41.5%
Emergency Medical Service	98,429	94,000	94,000	-	0.0%
State - Non Categorical Aid	305,243	300,500	304,900	4,400	1.5%
Total	\$ 16,444,308	\$ 14,484,995	\$ 14,552,423	\$ 67,428	0.5%

State Shared Expenses

The County receives partial reimbursement for the 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.

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. The FY2012 forecast assumes that revenues are level with those actually collected in FY2010.





GENERAL FUND EXPENDITURES

The general fund expenditure section contains schedules that present the budget for each department, a comparison of Designated Revenues, a ten year analysis of expenditures, and a graph for each expenditure category. Graphs in this section visually demonstrate the State's support for Stafford's Constitutional Officers, with a summary graph for the County tax support for each office and total expenditures for each office. In addition, there is a "Constitutional Officers Funding" graph for each office, a funding graph for the Office of Human Services, Rappahannock Regional Jail, and Social Services. The graphs show fiscal year expenditures for FY 2003 through FY 2012 and the sources of funding used to support these expenditures.



GENERAL FUND EXPENDITURES

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	Changes Adopted to Adopted	FY2012 Designated Revenue	Net Tax Support	% Tax Support
Local School Funding							
Operating Budget Transfer	\$ 103,189,962	\$ 100,693,774	\$ 101,693,774	\$ 1,000,000	1.0%	\$ -	\$ 101,693,774 100%
Debt	29,245,516	25,625,938	27,388,986	1,763,048	6.9%	-	27,388,986 100%
Total School Funding	\$ 132,435,478	\$ 126,319,712	\$ 129,082,760	\$ 2,763,048	2.2%	\$ -	\$ 129,082,760 100%
General Expenditures							
Public Safety							
Fire and Rescue	\$ 13,379,756	\$ 13,310,039	\$ 14,163,624	\$ 853,585	6.4%	\$ 2,414,049	\$ 11,749,575 83%
Sheriff ⁽¹⁾	17,555,349	20,531,006	21,809,241	1,278,235	6.2%	7,296,696	14,512,545 67%
Total Public Safety	\$ 30,935,105	\$ 33,841,045	\$ 35,972,865	\$ 2,131,820	6.3%	\$ 9,710,745	\$ 26,262,120 73%
Non-Public Safety							
Board of Supervisors	\$ 509,176	\$ 536,599	\$ 549,779	\$ 13,180	2.5%	\$ -	\$ 549,779 100%
Commissioner of the Revenue	2,602,371	2,541,020	2,540,314	(706)	(0.0)%	237,560	2,302,754 91%
Commonwealth's Attorney	2,775,422	2,789,759	2,832,268	42,509	1.5%	996,301	1,835,967 65%
County Administration	1,102,363	982,380	926,400	(55,980)	(5.7)%	237,583	688,817 74%
County Attorney	884,116	1,016,906	1,051,734	34,828	3.4%	85,723	966,011 92%
Clerk of the Circuit Court	1,563,373	1,596,738	1,411,188	(185,550)	(11.6)%	722,262	688,926 49%
Circuit Court	163,333	163,729	160,089	(3,640)	(2.2)%	-	160,089 100%
General District Court	99,309	106,431	106,431	-	0.0%	60,000	46,431 44%
Juvenile and Domestic Relations Court	45,950	67,396	67,396	-	0.0%	-	67,396 100%
Magistrate	6,740	10,390	9,328	(1,062)	(10.2)%	-	9,328 100%
15th District Court Services Unit	340,040	363,175	385,414	22,239	6.1%	41,375	344,039 89%
Economic Development/ Legislative Affairs	1,035,135	786,865	699,333	(87,532)	(11.1)%	-	699,333 100%
Finance and Budget	1,510,740	1,504,444	1,445,499	(58,945)	(3.9)%	479,508	965,991 67%
Human Resources	608,629	564,731	379,654	(185,077)	(32.8)%	170,034	209,620 55%
Human Services, Office of	3,873,237	4,226,063	4,208,465	(17,598)	(0.4)%	2,005,654	2,202,811 52%
Information Technology	2,204,436	2,050,354	1,976,399	(73,955)	(3.6)%	215,089	1,761,310 89%
Parks, Recreation and Community Facilities	9,274,171	9,749,728	10,216,221	466,493	4.8%	1,717,209	8,499,012 83%
Planning and Zoning	2,974,086	2,408,729	2,472,508	63,779	2.6%	1,109,203	1,363,305 55%
Public Works	4,367,440	3,887,681	4,052,897	165,216	4.2%	2,886,874	1,166,023 29%
Registrar & Electoral Board	345,973	384,823	375,224	(9,599)	(2.5)%	82,000	293,224 78%
Social Services	7,431,402	8,008,604	7,991,159	(17,445)	(0.2)%	6,085,091	1,906,068 24%
Treasurer	1,842,952	1,878,329	1,890,590	12,261	0.7%	765,369	1,125,221 60%
Total Non-Public Safety	\$ 45,560,394	\$ 45,624,874	\$ 45,748,290	\$ 123,416	0.3%	\$ 17,896,835	\$ 27,851,455 61%
Other							
Capital Projects	\$ 457,815	\$ 1,108,585	\$ 1,921,489	\$ 812,904	73.3%	\$ -	\$ 1,921,489 100%
Central Rappahannock Regional Library	4,254,098	4,585,717	4,667,212	81,495	1.8%	35,000	4,632,212 99%
Cooperative Extension	187,782	183,633	167,124	(16,509)	(9.0)%	-	167,124 100%
Corrections	8,137,022	7,269,623	7,362,832	93,209	1.3%	340,000	7,022,832 95%
Debt Service County	10,990,807	10,879,943	11,570,629	690,686	6.3%	-	11,570,629 100%
Non-Departmental	1,049,586	2,130,977	2,861,812	730,835	34.3%	381,063	2,480,749 87%
Other Transfers	1,380,387	-	-	-	0.0%	-	- 0.0%
Partner Agencies	1,742,288	1,739,357	1,819,357	80,000	4.6%	85,349	1,734,008 95%
Total Other	\$ 28,199,785	\$ 27,897,835	\$ 30,370,455	\$ 2,472,620	8.9%	\$ 841,412	\$ 29,529,043 97%
Total General Expenditures	\$ 104,695,284	\$ 107,363,754	\$ 112,091,610	\$ 4,727,856	4.4%	\$ 28,448,992	\$ 83,642,618 75%
Total all Expenditures	\$ 237,130,762	\$ 233,683,466	\$ 241,174,370	\$ 7,490,904	3.2%	\$ 28,448,992	\$ 212,725,378 88%

⁽¹⁾ To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY2011.



DESIGNATED REVENUE COMPARISON

	FY2011				FY2012				Designated Revenue Change	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	'11 to '12	
Local School Funding										
Operating Budget Transfer	\$ 100,693,774	\$ -	\$ 100,693,774	100%	\$ 101,693,774	\$ -	\$ 101,693,774	100%	\$ -	0.0%
Debt	25,625,938	-	25,625,938	100%	27,388,986	-	27,388,986	100%	-	0.0%
Total School Funding	\$ 126,319,712	\$ -	\$ 126,319,712	100%	\$ 129,082,760	\$ -	\$ 129,082,760	100%	\$ -	0.0%
General Expenditures										
Public Safety										
Fire and Rescue	\$ 13,310,039	\$ 2,422,997	\$ 10,887,042	82%	\$ 14,163,624	\$ 2,414,049	\$ 11,749,575	83%	\$ (8,948)	(0.4)%
Sheriff ⁽¹⁾	20,531,006	7,320,594	13,210,412	64%	21,809,241	7,296,696	14,512,545	67%	(23,898)	(0.3)%
Total Public Safety	\$ 33,841,045	\$ 9,743,591	\$ 24,097,454	71%	\$ 35,972,865	\$ 9,710,745	\$ 26,262,120	73%	\$ (32,846)	(0.3)%
Non-Public Safety										
Board of Supervisors	\$ 536,599	\$ -	\$ 536,599	100%	\$ 549,779	\$ -	\$ 549,779	100%	\$ -	0.0%
Commissioner of the Revenue	2,541,020	245,440	2,295,580	90%	2,540,314	237,560	2,302,754	91%	(7,880)	(3.2)%
Commonwealth's Attorney	2,789,759	1,017,836	1,771,923	64%	2,832,268	996,301	1,835,967	65%	(21,535)	(2.1)%
County Administration	982,380	237,583	744,797	76%	926,400	237,583	688,817	74%	-	0.0%
County Attorney	1,016,906	85,723	931,183	92%	1,051,734	85,723	966,011	92%	-	0.0%
Clerk of the Circuit Court	1,596,738	771,254	825,484	52%	1,411,188	722,262	688,926	49%	(48,992)	(6.4)%
Circuit Court	163,729	-	163,729	100%	160,089	-	160,089	100%	-	0.0%
General District Court	106,431	53,300	53,131	50%	106,431	60,000	46,431	44%	6,700	12.6%
Juvenile and Domestic Relations Court	67,396	-	67,396	100%	67,396	-	67,396	100%	-	0.0%
Magistrate	10,390	-	10,390	100%	9,328	-	9,328	100%	-	0.0%
15th District Court Services Unit	363,175	55,514	307,661	85%	385,414	41,375	344,039	89%	(14,139)	(25.5)%
Economic Development/ Legislative Affairs	786,865	-	786,865	100%	699,333	-	699,333	100%	-	0.0%
Finance and Budget	1,504,444	479,508	1,024,936	68%	1,445,499	479,508	965,991	67%	-	0.0%
Human Resources	564,731	170,034	394,697	70%	379,654	170,034	209,620	55%	-	0.0%
Human Services, Office of	4,226,063	1,919,063	2,307,000	55%	4,208,465	2,005,654	2,202,811	52%	86,591	4.5%
Information Technology	2,050,354	206,839	1,843,515	90%	1,976,399	215,089	1,761,310	89%	8,250	4.0%
Parks, Recreation and Community Facilities	9,749,728	1,743,794	8,005,934	82%	10,216,221	1,717,209	8,499,012	83%	(26,585)	(1.5)%
Planning and Zoning	2,408,729	1,017,230	1,391,499	58%	2,472,508	1,109,203	1,363,305	55%	91,973	9.0%
Public Works	3,887,681	2,763,106	1,124,575	29%	4,052,897	2,886,874	1,166,023	29%	123,768	4.5%
Registrar & Electoral Board	384,823	52,762	332,061	86%	375,224	82,000	293,224	78%	29,238	55.4%
Social Services	8,008,604	6,069,619	1,938,985	24%	7,991,159	6,085,091	1,906,068	24%	15,472	0.3%
Treasurer	1,878,329	757,533	1,120,796	60%	1,890,590	765,369	1,125,221	60%	7,836	1.0%
Total Non-Public Safety	\$ 45,624,874	\$ 17,646,138	\$ 27,978,736	61%	\$ 45,748,290	\$ 17,896,835	\$ 27,851,455	61%	\$ 250,697	1.4%
Other										
Capital Projects	\$ 1,108,585	\$ -	\$ 1,108,585	100%	\$ 1,921,489	\$ -	\$ 1,921,489	100%	\$ -	0.0%
Central Rappahannock Regional Library	4,585,717	74,000	4,511,717	98%	4,667,212	35,000	4,632,212	99%	(39,000)	(52.7)%
Cooperative Extension	183,633	-	183,633	100%	167,124	-	167,124	100%	-	0.0%
Debt Service County	10,879,943	-	10,879,943	100%	11,570,629	-	11,570,629	100%	-	0.0%
Corrections	7,269,623	340,000	6,929,623	95%	7,362,832	340,000	7,022,832	95%	-	0.0%
Non-Departmental	2,130,977	381,063	1,749,914	82%	2,861,812	381,063	2,480,749	87%	-	0.0%
Partner Agencies	1,739,357	96,117	1,643,240	94%	1,819,357	85,349	1,734,008	95%	(10,769)	(11.2)%
Total Other	\$ 27,897,835	\$ 891,180	\$ 27,006,655	97%	\$ 30,370,455	\$ 841,412	\$ 29,529,043	97%	\$ (49,769)	(5.6)%
Total General Expenditures	\$ 107,363,754	\$ 28,280,910	\$ 79,082,844	74%	\$ 112,091,610	\$ 28,448,992	\$ 83,642,618	75%	\$ 168,082	0.6%
Total all Expenditures	\$ 233,683,466	\$ 28,280,910	\$ 205,402,556	88%	\$ 241,174,370	\$ 28,448,992	\$ 212,725,378	88%	\$ 168,082	0.6%

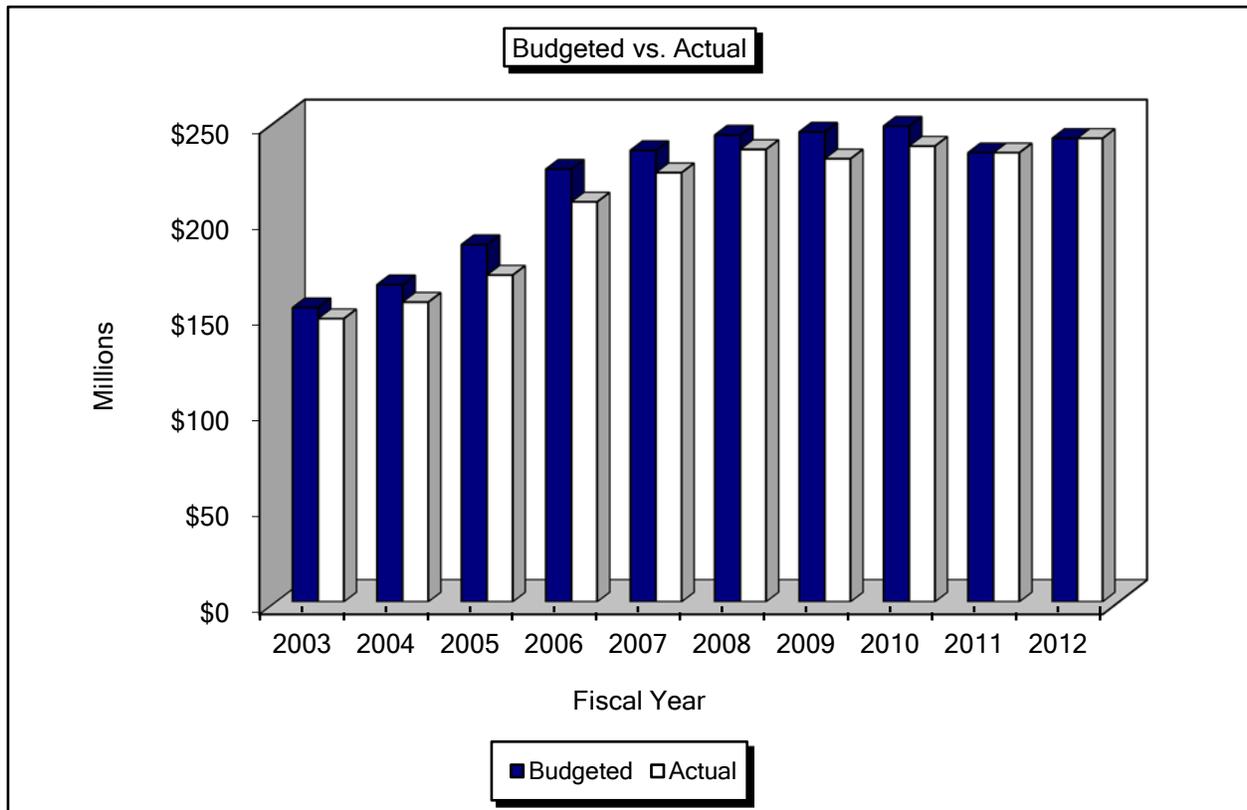
⁽¹⁾ To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY2011.



TEN-YEAR EXPENDITURE ANALYSIS

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 FY 2003 through FY 2010. The FY 2011 actual represents the adopted budget. The FY 2012 actual, which is still an estimate, is the adopted budget for FY 2012. The average increase in expenditures for this ten-year period is calculated to be 6.3%.

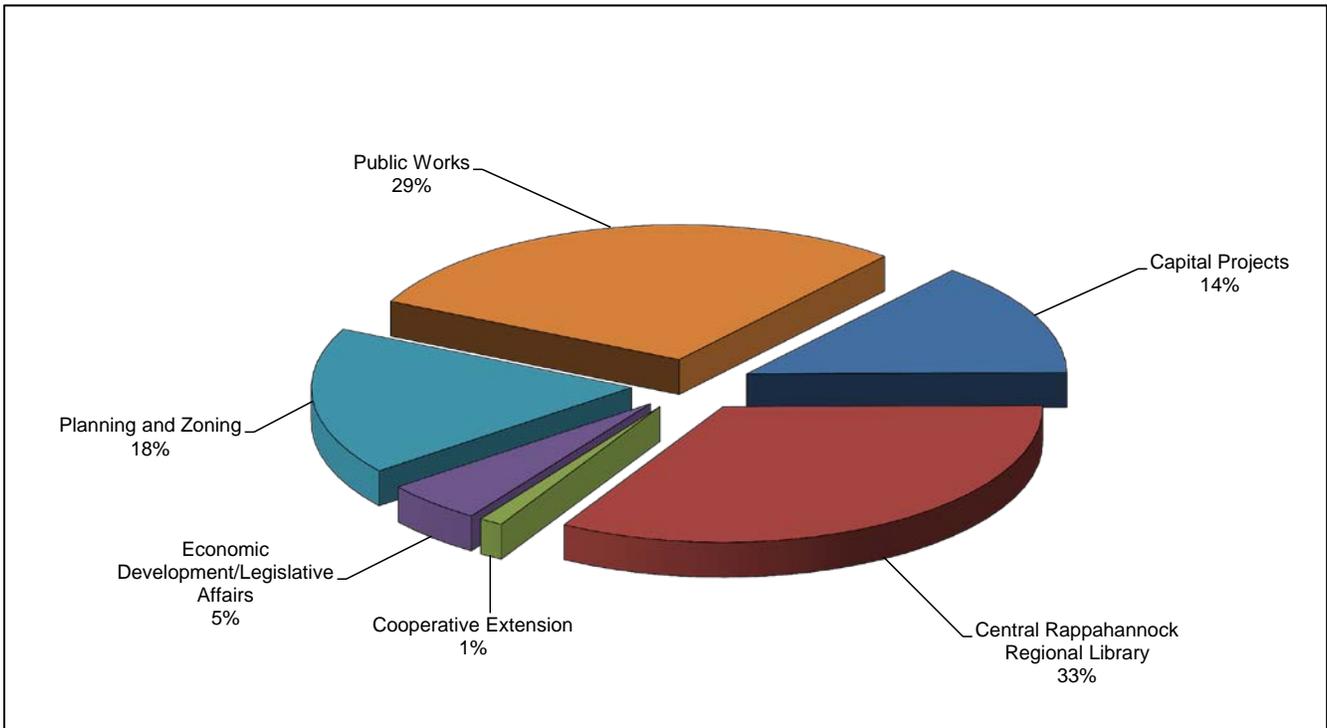
Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change	Variance Amount	%
2003	153,009,017		147,308,390	10.2%	(5,700,627)	-3.7%
2004	164,977,592		155,894,789	5.8%	(9,082,803)	-5.5%
2005	185,836,018		169,979,062	9.0%	(15,856,956)	-8.5%
2006	225,129,454		208,082,240	22.4%	(17,047,214)	-7.6%
2007	234,888,020		223,297,385	7.3%	(11,590,635)	-4.9%
2008	242,872,406		235,400,383	5.4%	(7,472,023)	-3.1%
2009	244,465,642		230,528,315	-2.1%	(13,937,327)	-5.7%
2010	247,566,018		237,130,762	2.9%	(10,435,256)	-4.2%
2011	233,683,466		233,683,466	-1.5%	0	0.0%
2012	241,174,370		241,174,370	3.2%	0	0.0%
Average				6.3%		-4.3%





COMMUNITY DEVELOPMENT

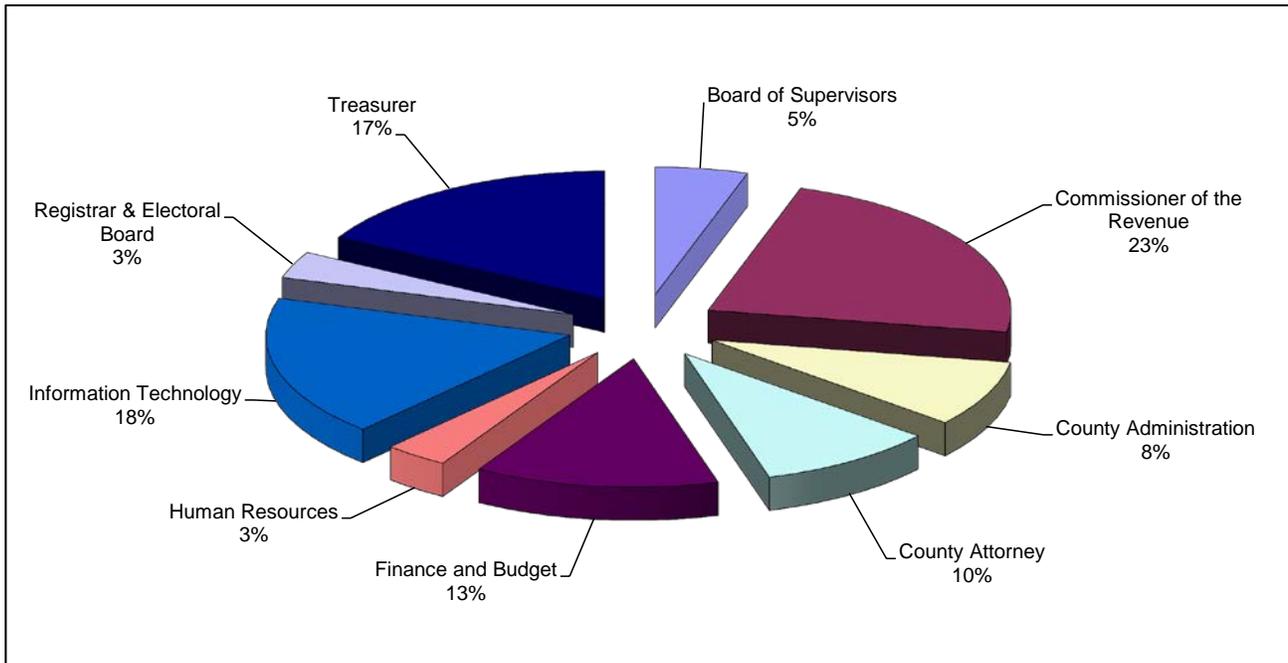
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Capital Projects	\$ 457,815	\$ 1,108,585	\$ 1,921,489	\$ 812,904	73.33%
Central Rappahannock Regional Library	4,254,098	4,585,717	4,667,212	81,495	1.78%
Cooperative Extension	187,782	183,633	167,124	(16,509)	-8.99%
Economic Development/Legislative Affairs	1,035,135	786,865	699,333	(87,532)	-11.12%
Planning and Zoning	2,974,086	2,408,729	2,472,508	63,779	2.65%
Public Works	4,367,440	3,887,681	4,052,897	165,216	4.25%
Total Expenditures	\$13,276,356	\$12,961,210	\$13,980,563	\$ 1,019,353	7.86%





GENERAL GOVERNMENT ADMINISTRATION

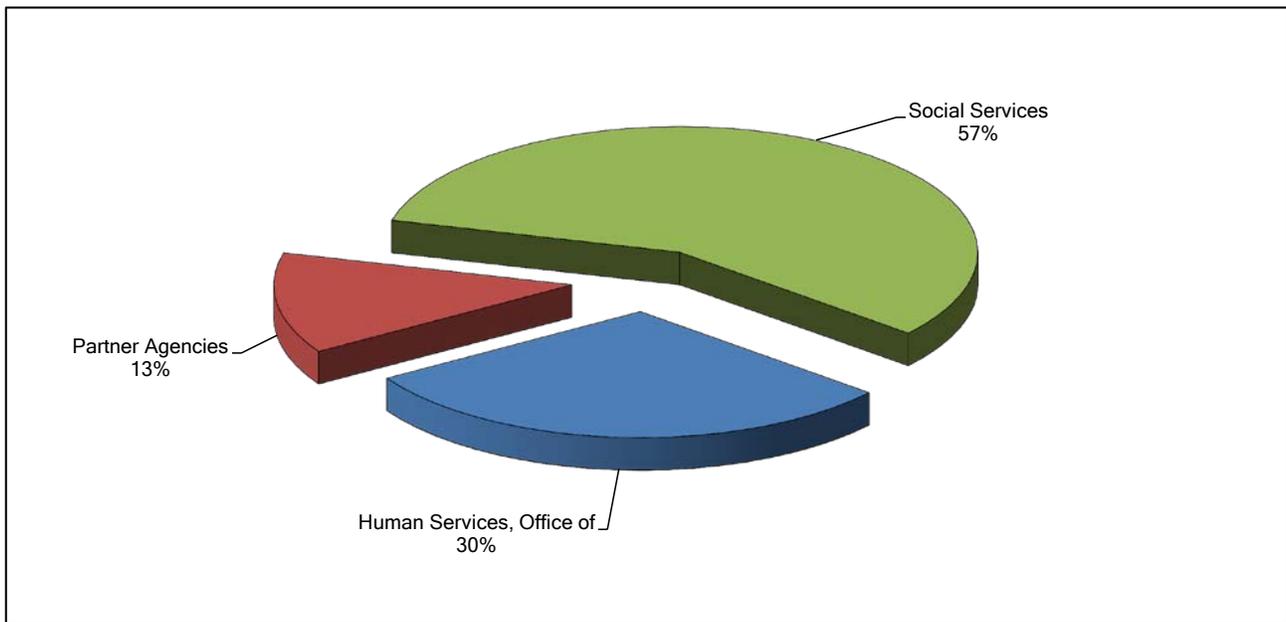
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Board of Supervisors	\$ 509,176	\$ 536,599	\$ 549,779	\$ 13,180	2.46%
Commissioner of the Revenue	2,602,371	2,541,020	2,540,314	(706)	-0.03%
County Administration	1,102,363	982,380	926,400	(55,980)	-5.70%
County Attorney	884,116	1,016,906	1,051,734	34,828	3.42%
Finance and Budget	1,510,740	1,504,444	1,445,499	(58,945)	-3.92%
Human Resources	608,629	564,731	379,654	(185,077)	-32.77%
Information Technology	2,204,436	2,050,354	1,976,399	(73,955)	-3.61%
Registrar & Electoral Board	345,973	384,823	375,224	(9,599)	-2.49%
Treasurer	1,842,952	1,878,329	1,890,590	12,261	0.65%
Total Expenditures	\$ 11,610,756	\$ 11,459,586	\$ 11,135,593	\$ (323,993)	-2.83%





HEALTH AND WELFARE

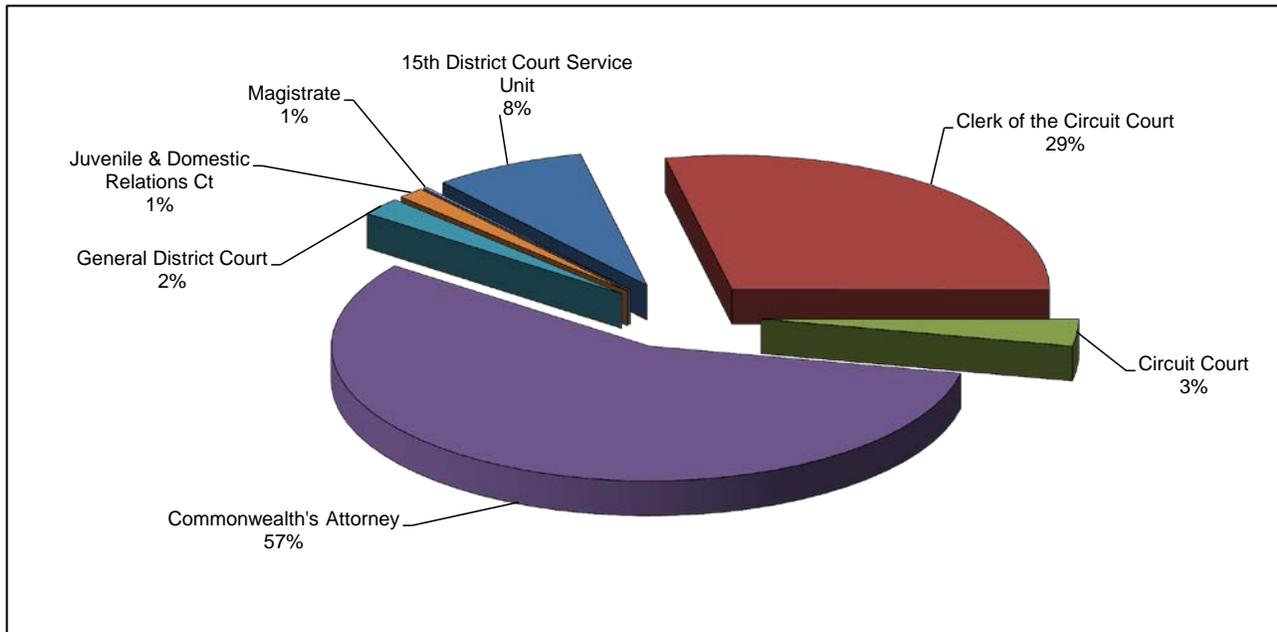
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Human Services, Office of	\$ 3,873,237	\$ 4,226,063	\$ 4,208,465	\$ (17,598)	-0.42%
Partner Agencies	1,742,288	1,739,357	1,819,357	80,000	4.60%
Social Services	7,431,402	8,008,604	7,991,159	(17,445)	-0.22%
Total Expenditures	<u>\$13,046,927</u>	<u>\$13,974,024</u>	<u>\$14,018,981</u>	<u>\$ 44,957</u>	<u>0.32%</u>





JUDICIAL ADMINISTRATION

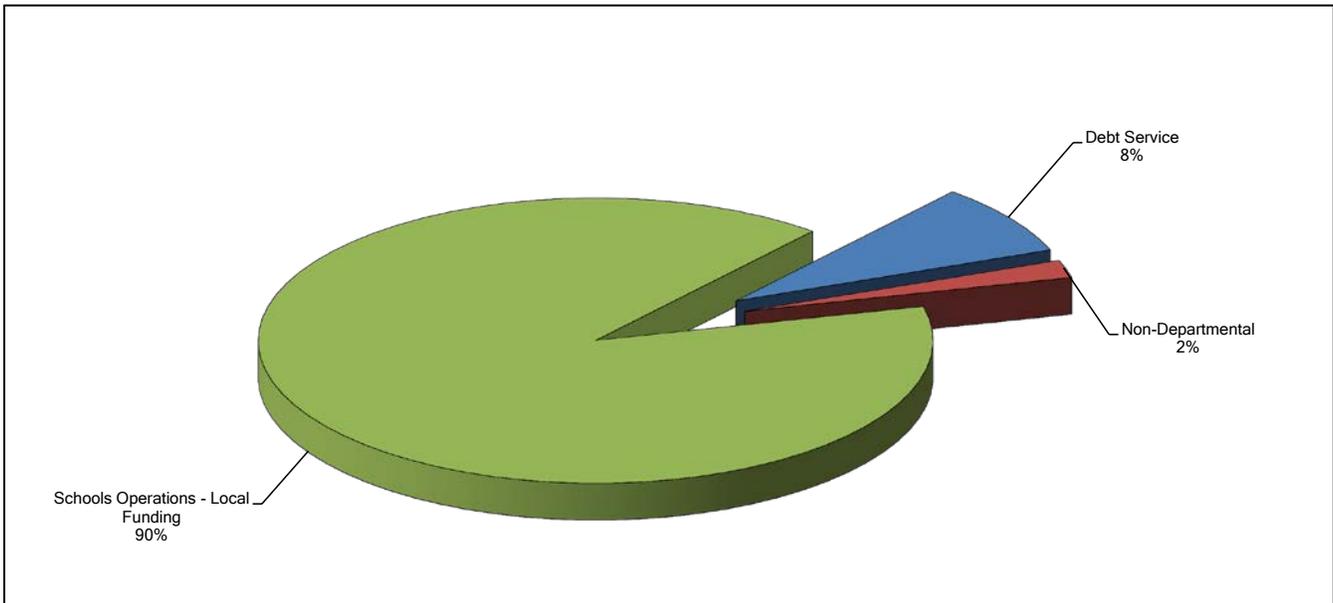
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
15th District Court Service Unit	\$ 340,040	\$ 363,175	\$ 385,414	\$ 22,239	6.12%
Clerk of the Circuit Court	1,563,373	1,596,738	1,411,188	(185,550)	-11.62%
Circuit Court	163,333	163,729	160,089	(3,640)	-2.22%
Commonwealth's Attorney	2,775,422	2,789,759	2,832,268	42,509	1.52%
General District Court	99,309	106,431	106,431	0	0.00%
Juvenile & Domestic Relations Ct	45,950	67,396	67,396	0	0.00%
Magistrate	6,740	10,390	9,328	(1,062)	-10.22%
Total Expenditures	\$4,994,167	\$5,097,618	\$ 4,972,114	\$ (125,504)	-2.46%





MISCELLANEOUS

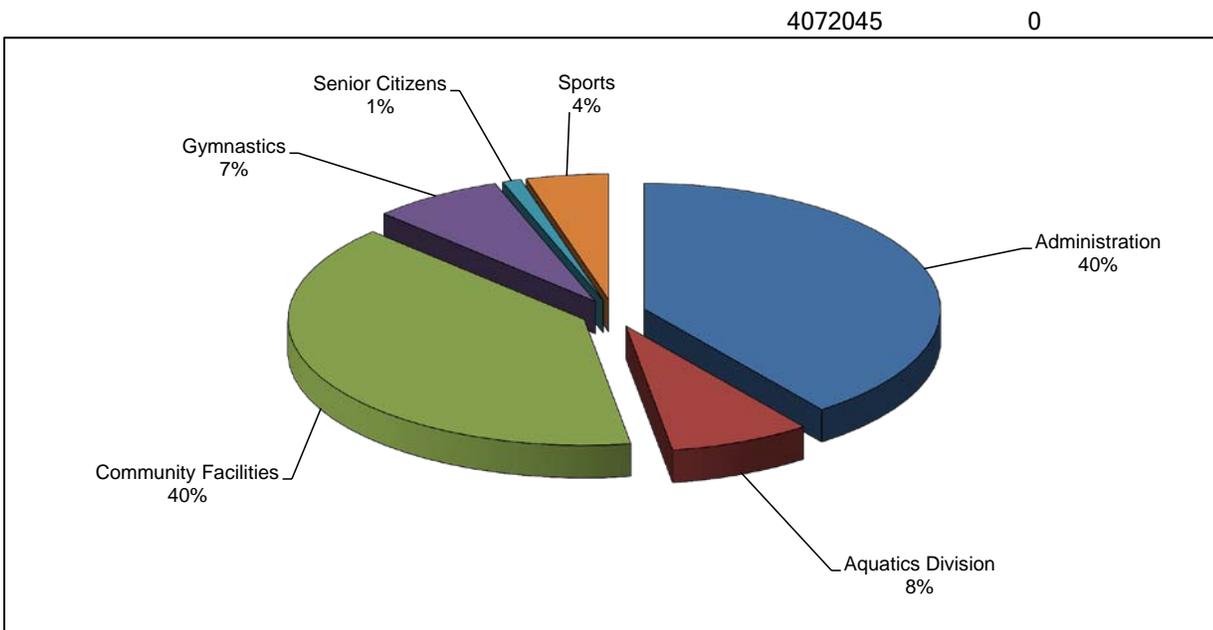
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Debt Service	\$ 10,990,807	\$ 10,879,943	\$ 11,570,629	\$ 690,686	6.35%
Non-Departmental	1,049,586	2,130,977	2,861,812	730,835	34.30%
Other Transfers	1,380,387	0	0	0	0.00%
Schools Operations - Local Funding	132,435,478	126,319,712	129,082,760	2,763,048	2.19%
Total Expenditures	\$ 145,856,258	\$ 139,330,632	\$ 143,515,201	\$ 4,184,569	3.00%





PARKS, RECREATION AND COMMUNITY FACILITIES

	<u>FY2010 Actual</u>	<u>FY2011 Adopted Budget</u>	<u>Adopted Budget</u>	<u>FY2012 Changes 11 to '12</u>	
Administration	\$ 3,946,480	\$ 3,822,298	\$ 4,064,445	\$ 242,147	6.34%
Aquatics Division	397,797	625,730	786,193	160,463	25.64%
Community Facilities	4,198,752	4,277,905	4,072,045	(205,860)	-4.81%
Gymnastics	507,772	695,789	730,228	34,439	4.95%
Senior Citizens	114,264	103,235	104,520	1,285	1.24%
Sports	109,106	224,771	458,790	234,019	104.11%
Total Expenditures	\$ 9,274,171	\$ 9,749,728	\$ 10,216,221	\$ 466,493	4.78%

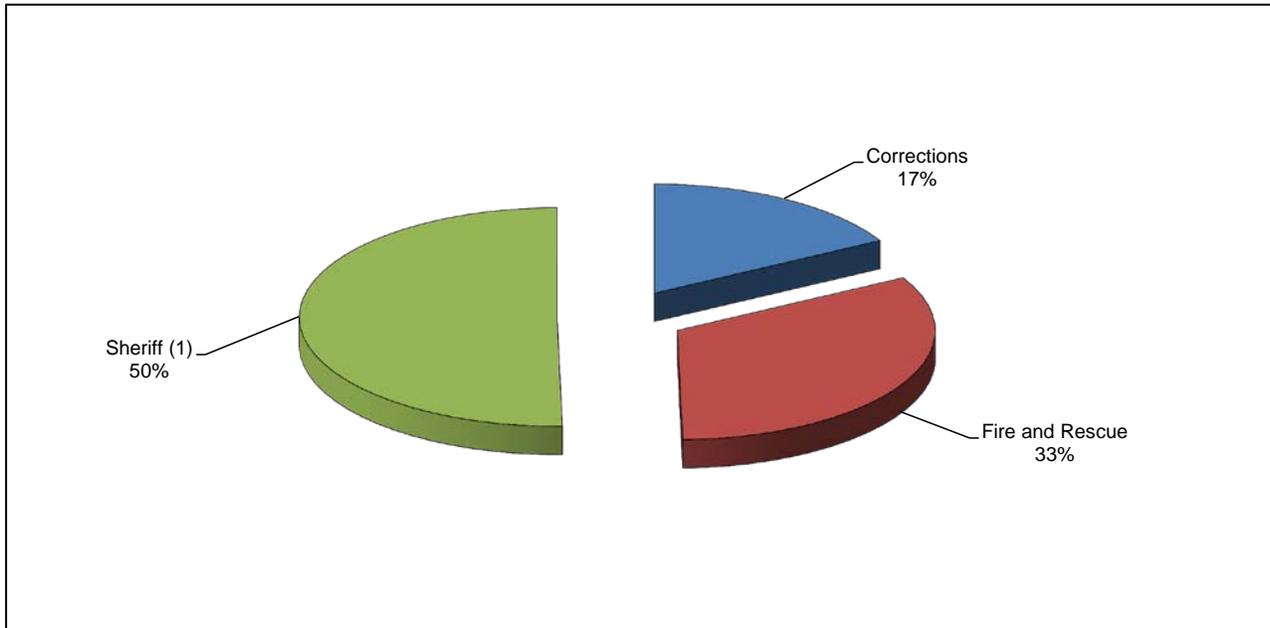




PUBLIC SAFETY

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Corrections	\$ 8,137,022	\$ 7,269,623	\$ 7,362,832	\$ 93,209	1.28%
Fire and Rescue	13,379,756	13,310,039	14,163,624	853,585	6.41%
Sheriff ⁽¹⁾	17,555,349	20,531,006	21,809,241	1,278,235	6.23%
Total Expenditures	\$39,072,127	\$41,110,668	\$ 43,335,697	\$ 2,225,029	5.41%

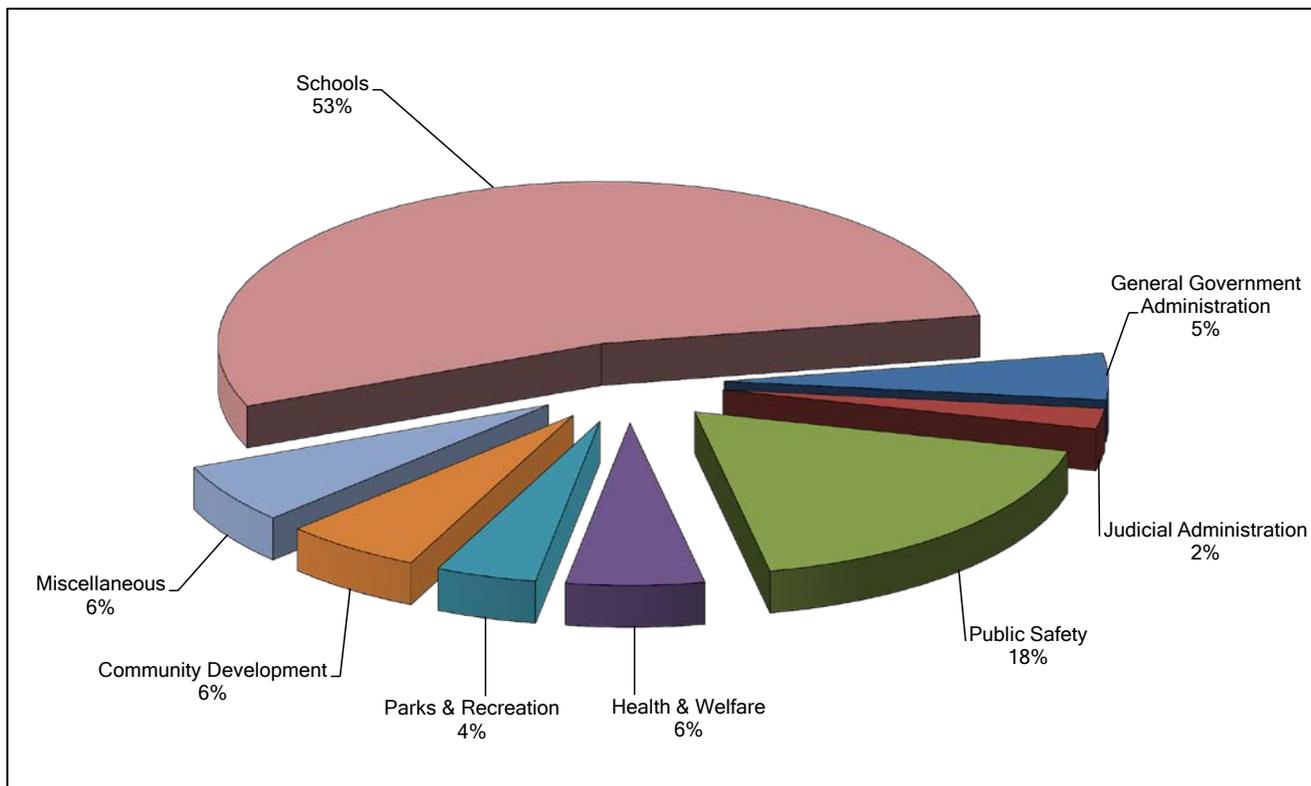
⁽¹⁾ To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY 2011.





GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA

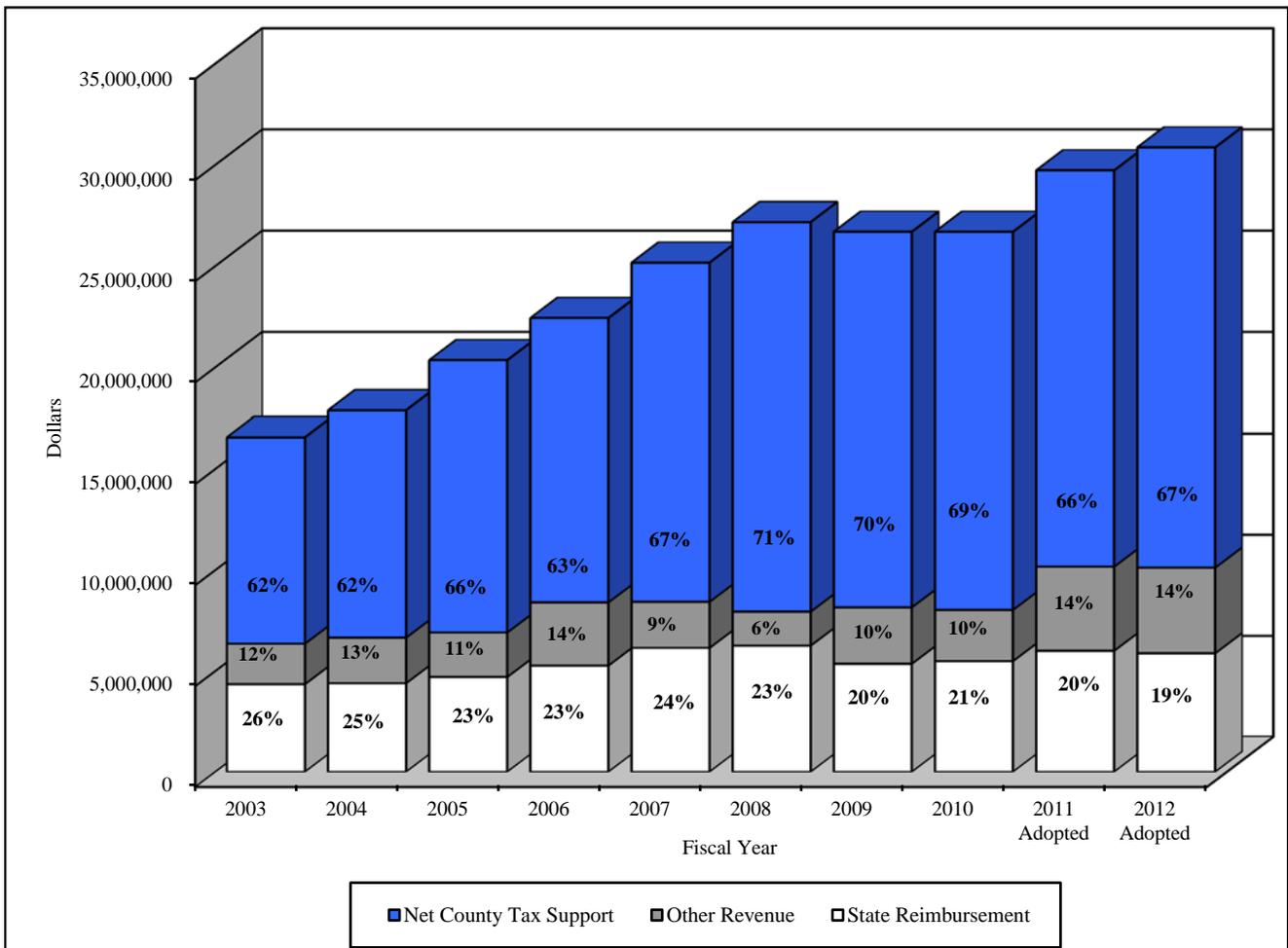
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
General Government Administration	\$ 11,610,756	\$ 11,459,586	\$ 11,135,593	\$ (323,993)	-2.83%
Judicial Administration	4,994,167	5,097,618	4,972,114	(125,504)	-2.46%
Public Safety	39,072,127	41,110,668	43,335,697	2,225,029	5.41%
Health & Welfare	13,046,927	13,974,024	14,018,981	44,957	0.32%
Parks & Recreation	9,274,171	9,749,728	10,216,221	466,493	4.78%
Community Development	13,276,356	12,961,210	13,980,563	1,019,353	7.86%
Miscellaneous	13,420,780	13,010,920	14,432,441	1,421,521	10.93%
Schools	132,435,478	126,319,712	129,082,760	2,763,048	2.19%
Total Expenditures	\$237,130,762	\$233,683,466	\$241,174,370	\$ 7,490,904	3.21%





CONSTITUTIONAL OFFICERS FUNDING

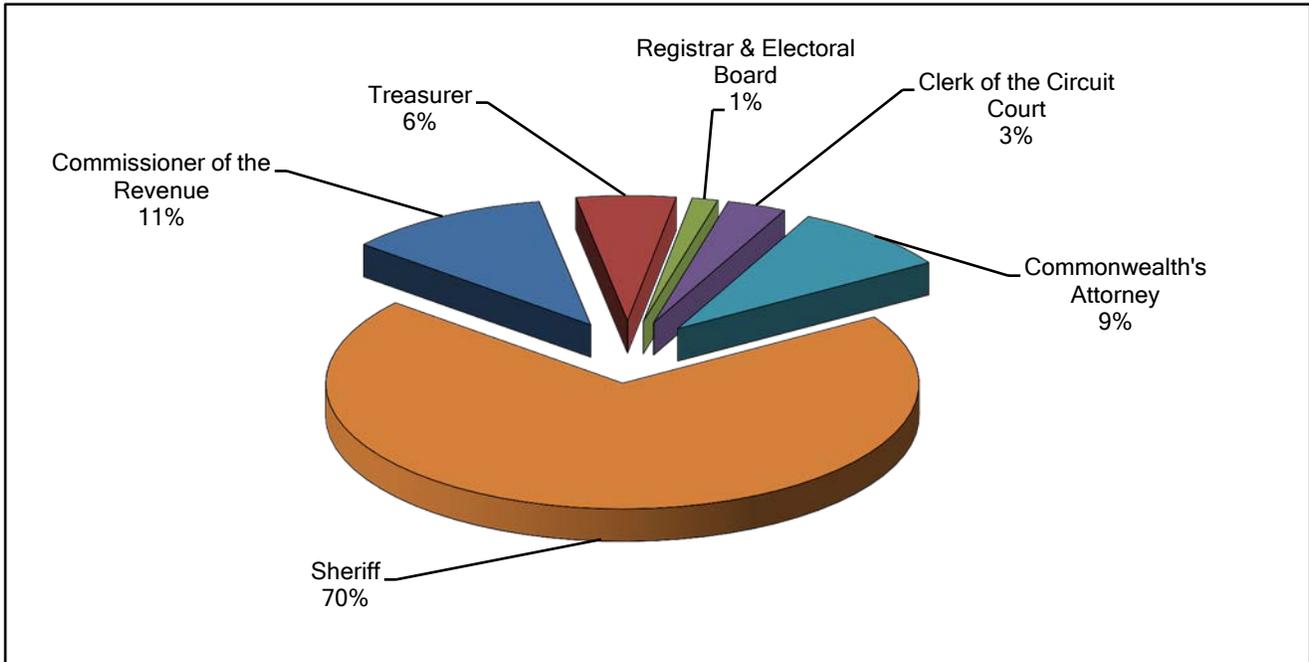
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2012 Adopted	30,858,825	5,879,805	19%	4,240,383	14%	20,738,637	67%
2011 Adopted	29,721,675	5,999,347	20%	4,166,072	14%	19,556,256	66%
2010	26,685,440	5,487,447	21%	2,537,043	10%	18,660,950	69%
2009	26,689,419	5,357,853	20%	2,795,740	10%	18,535,826	70%
2008	27,165,358	6,254,645	23%	1,683,994	6%	19,226,719	71%
2007	25,161,952	6,142,054	24%	2,283,478	9%	16,736,420	67%
2006	22,424,639	5,266,825	23%	3,129,026	14%	14,028,789	63%
2005	20,343,378	4,701,773	23%	2,204,439	11%	13,437,166	66%
2004	17,872,275	4,392,504	25%	2,256,684	13%	11,223,087	62%
2003	16,554,240	4,346,001	26%	2,004,633	12%	10,203,606	62%



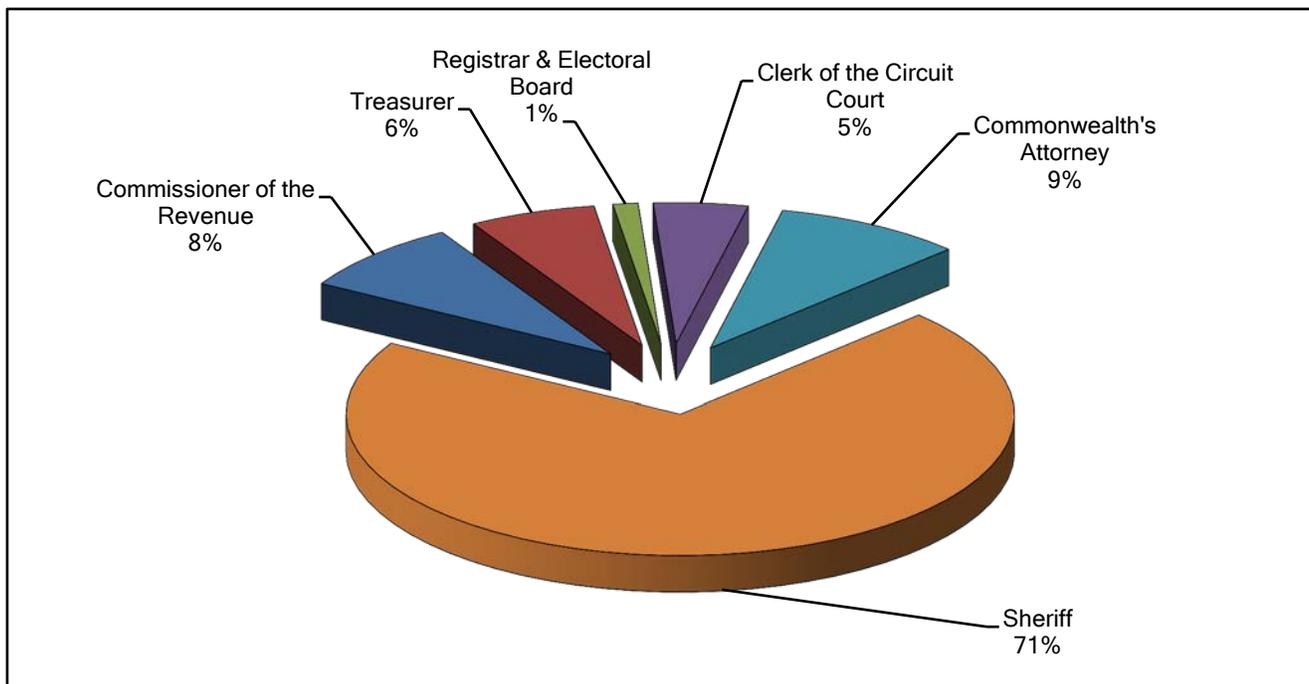


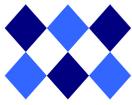
CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers County Tax Support

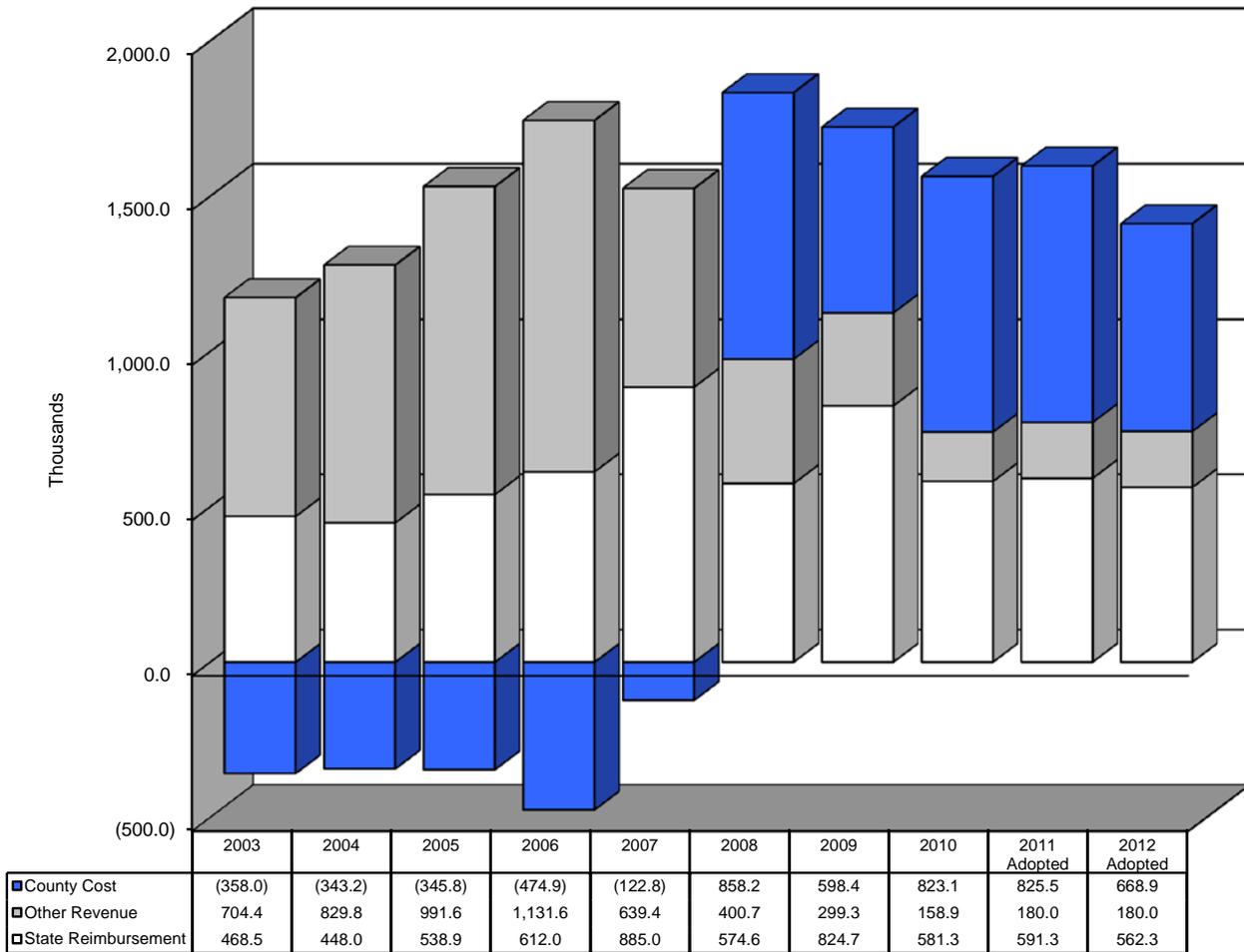


Constitutional Officers Expenditures





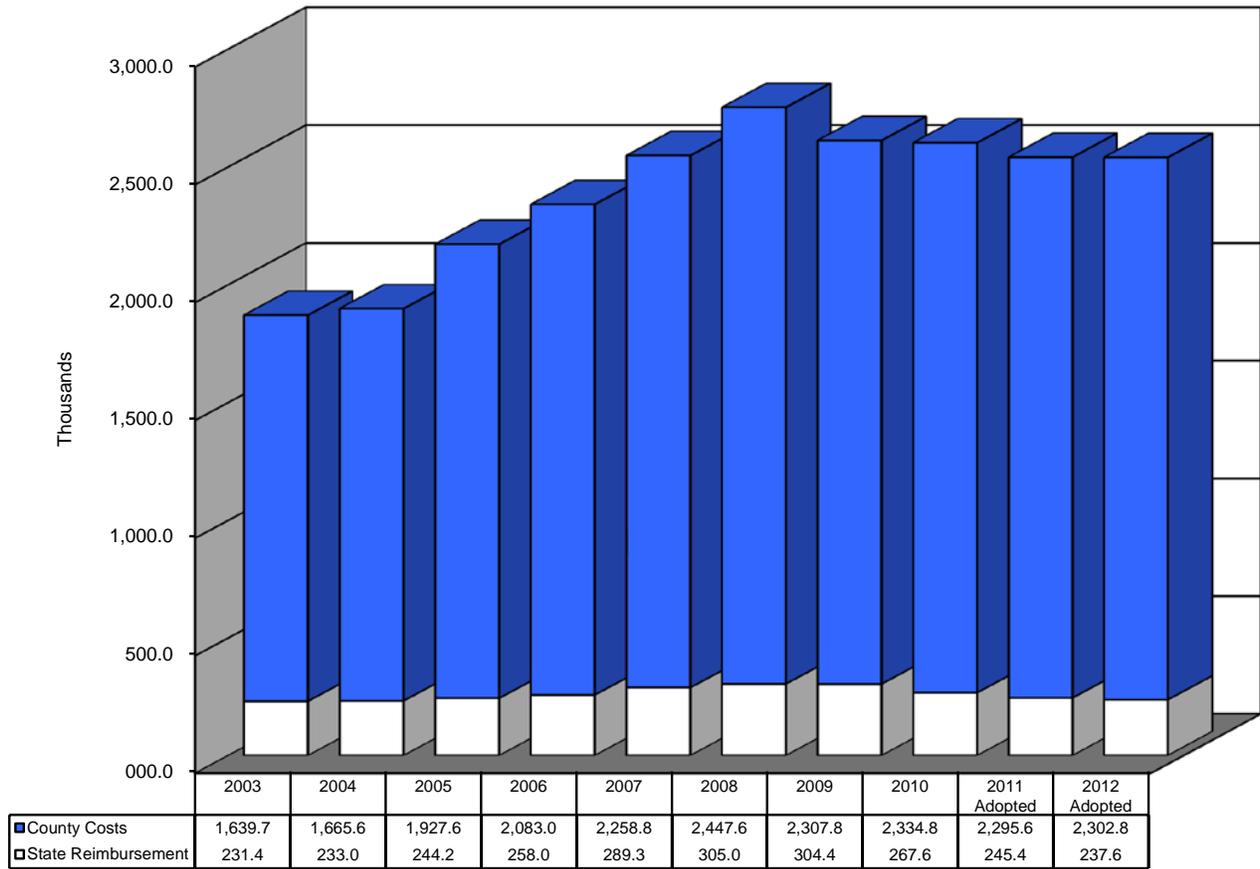
CLERK OF THE CIRCUIT COURT



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	-44%	-37%	-29%	-37%	-9%	47%	35%	53%	52%	47%
Other Revenue	86%	89%	84%	89%	46%	22%	17%	10%	11%	13%
State Reimbursement	58%	48%	45%	48%	63%	31%	48%	37%	37%	40%



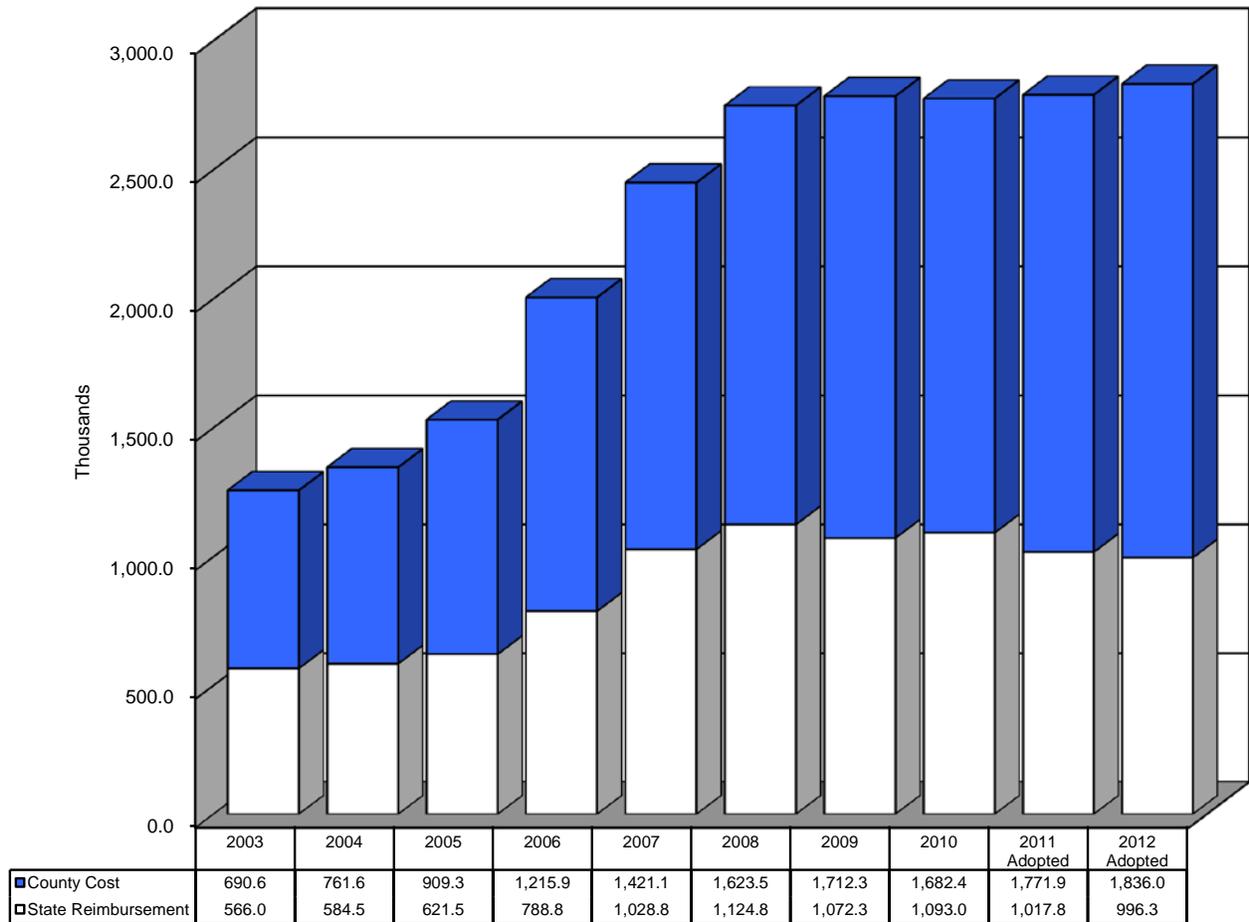
COMMISSIONER OF THE REVENUE



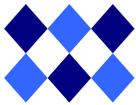
	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	88%	88%	89%	89%	89%	89%	88%	90%	90%	91%
State Reimbursement	12%	12%	11%	11%	11%	11%	12%	10%	10%	9%



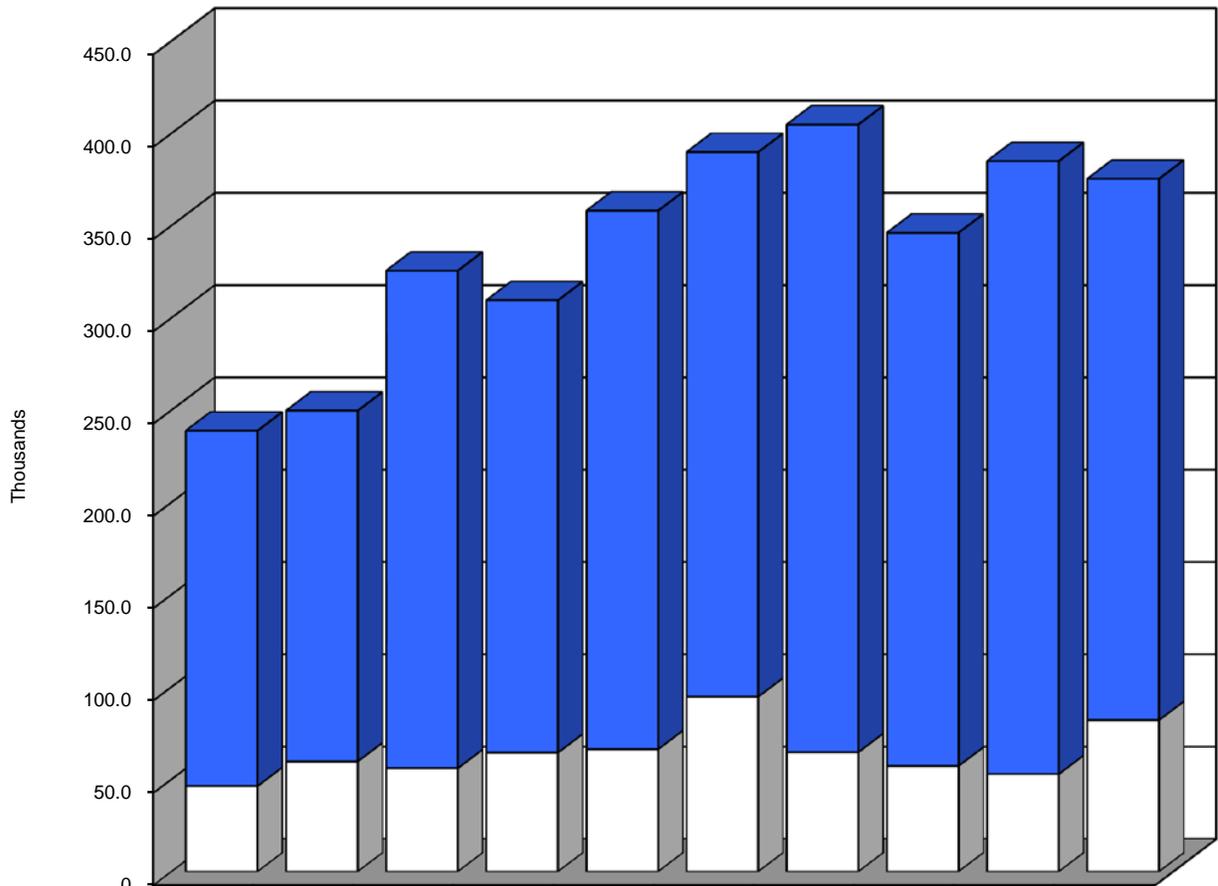
COMMONWEALTH'S ATTORNEY



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	55%	57%	59%	61%	58%	59%	61%	61%	64%	65%
State Reimbursement	45%	43%	41%	39%	42%	41%	39%	39%	36%	35%

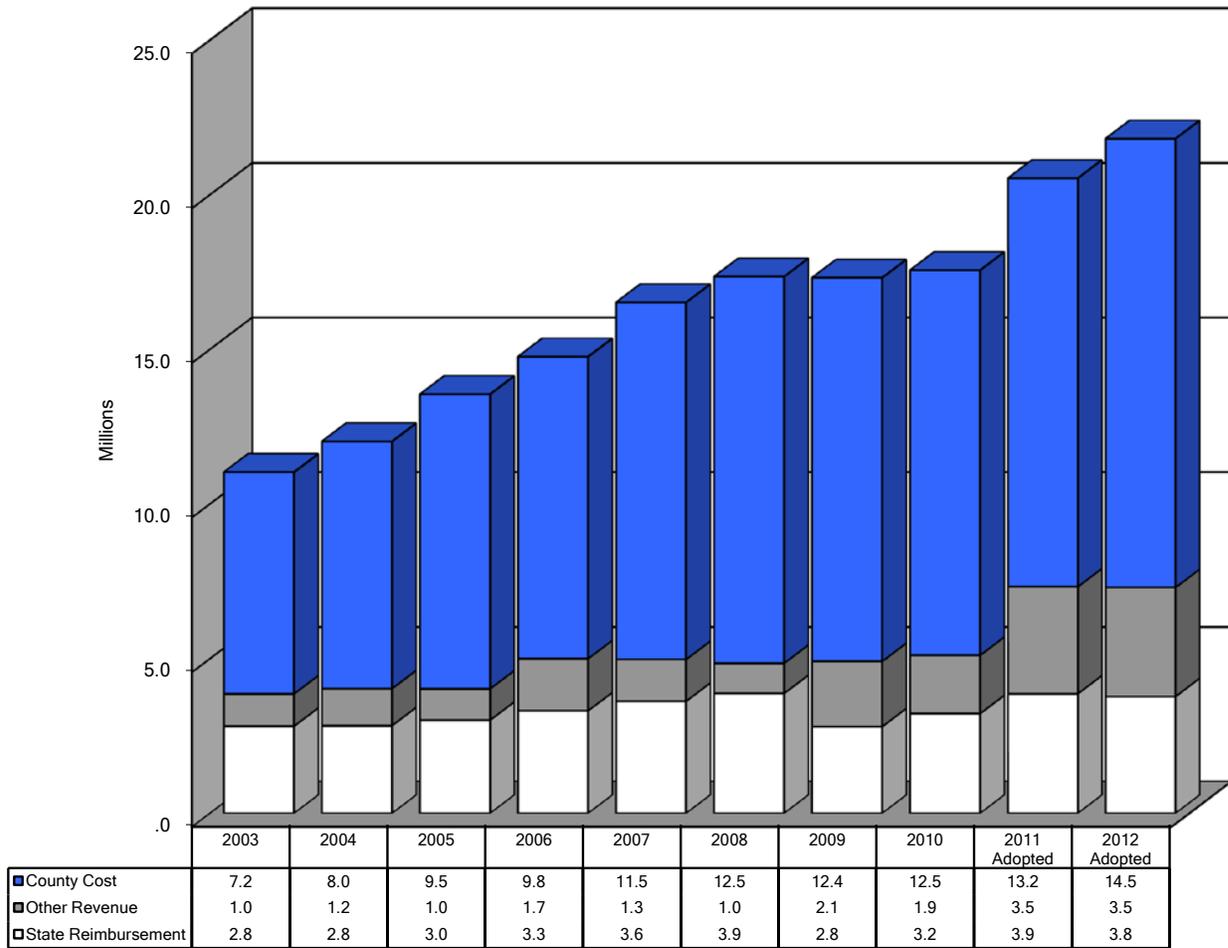


REGISTRAR & ELECTORAL BOARD



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
■ County Cost	192.5	190.0	269.5	245.0	291.7	295.1	340.0	288.8	332.1	293.2
□ State Reimbursement	46.3	59.6	55.9	64.4	66.2	94.6	64.6	57.2	52.8	82.0

	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	19%	24%	17%	21%	18%	24%	16%	17%	14%	22%
State Reimbursement	81%	76%	83%	79%	82%	76%	84%	83%	86%	78%

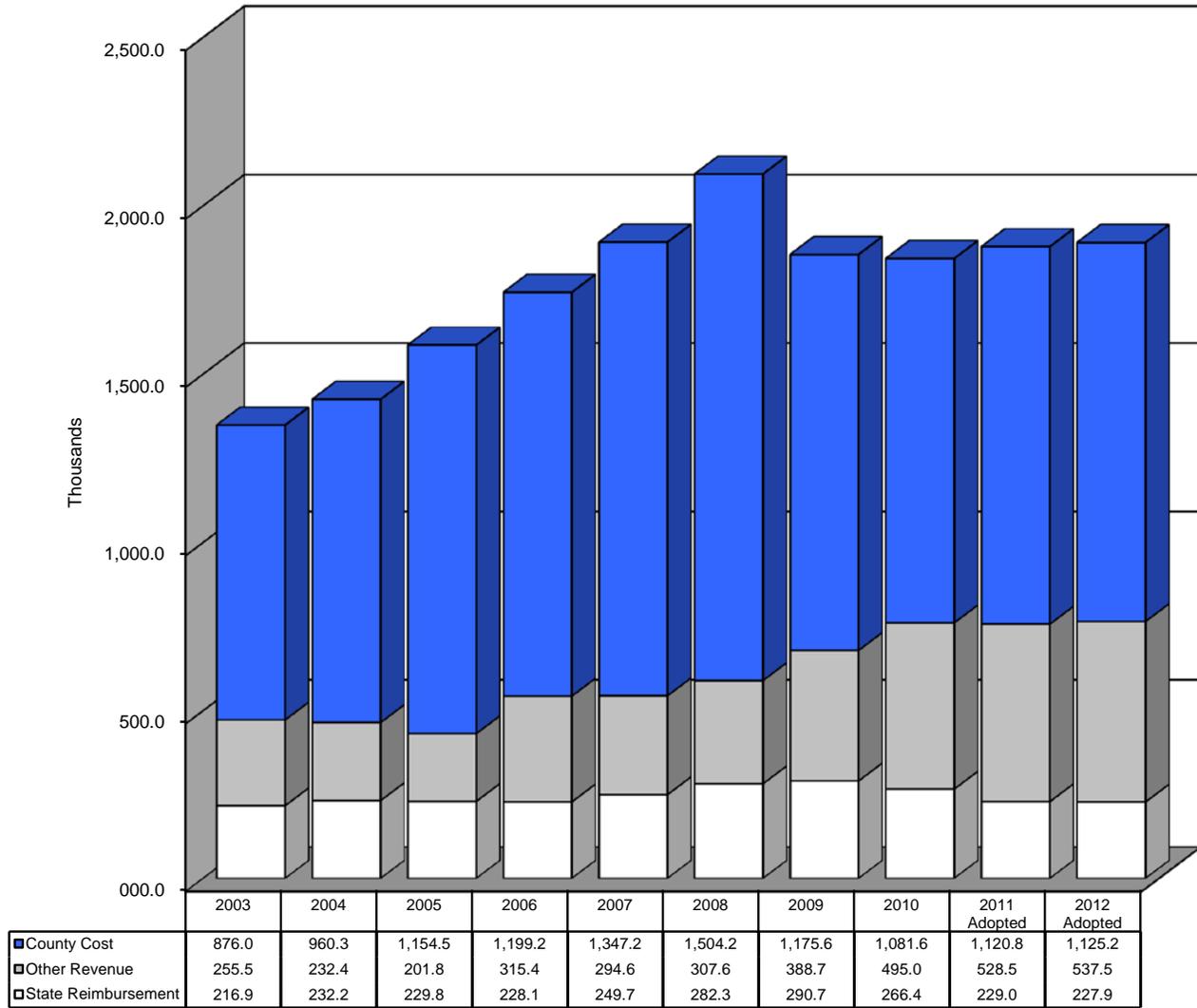


	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	65%	66%	70%	67%	70%	72%	72%	71%	64%	67%
Other Revenue	9%	10%	7%	11%	8%	6%	12%	11%	17%	16%
State Reimbursement	25%	24%	22%	22%	22%	22%	16%	18%	19%	17%

To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY2011.



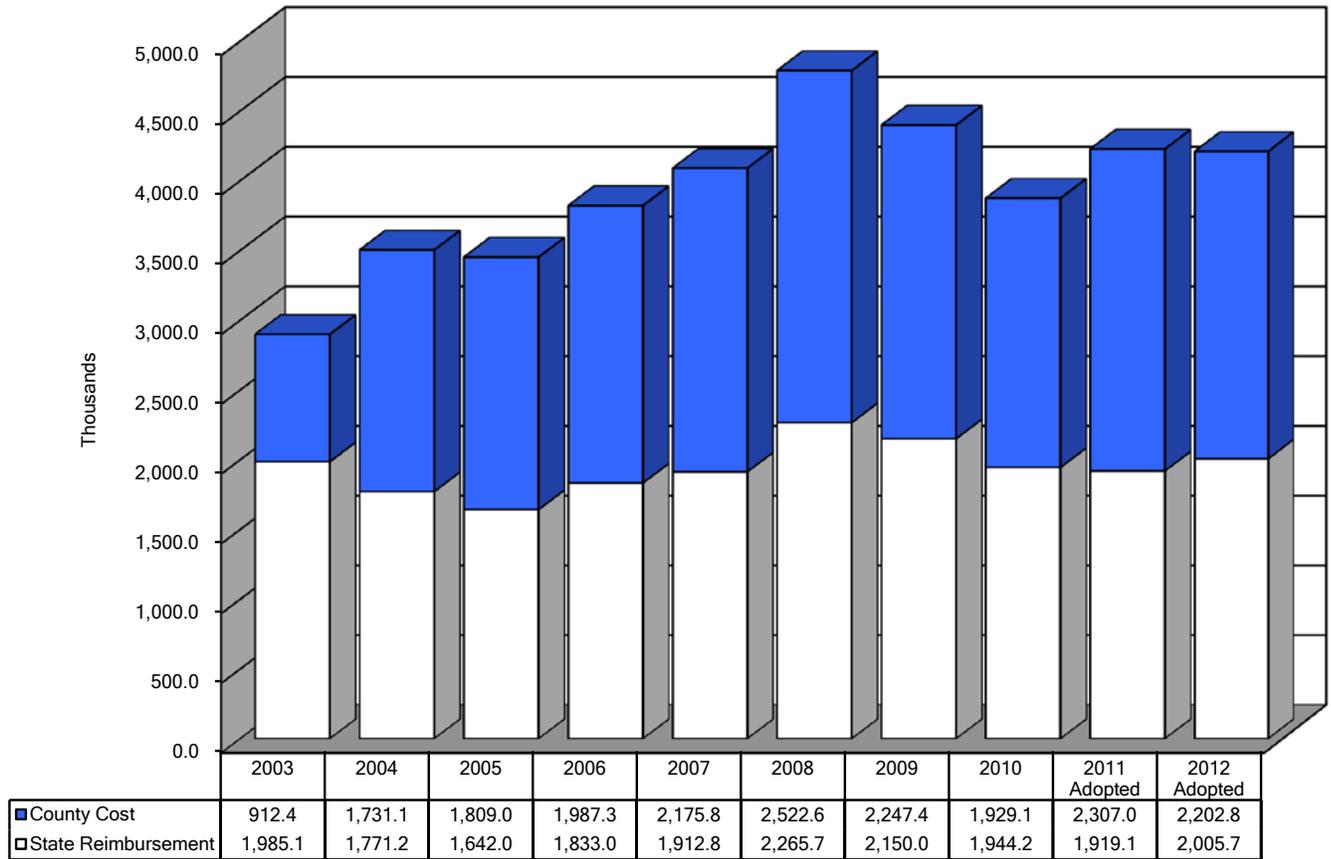
TREASURER



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	65%	67%	73%	69%	71%	72%	63%	59%	60%	60%
Other Revenue	19%	16%	13%	18%	16%	15%	21%	27%	28%	28%
State Reimbursement	16%	16%	14%	13%	13%	13%	16%	14%	12%	12%



OFFICE OF HUMAN SERVICES

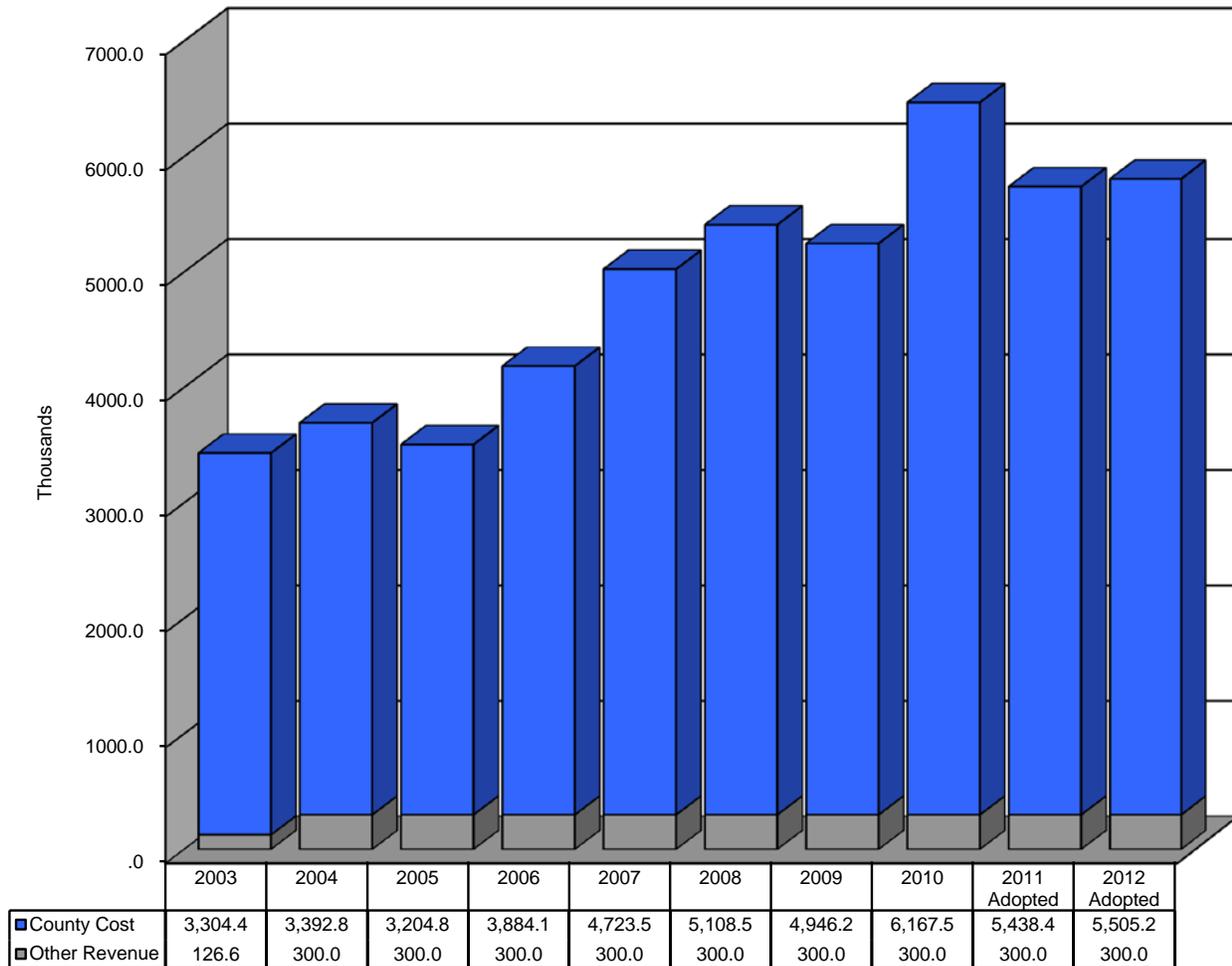


	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	31%	49%	52%	52%	53%	53%	51%	50%	55%	52%
State Reimbursement	69%	51%	48%	48%	47%	47%	49%	50%	45%	48%



RAPPAHANNOCK REGIONAL JAIL

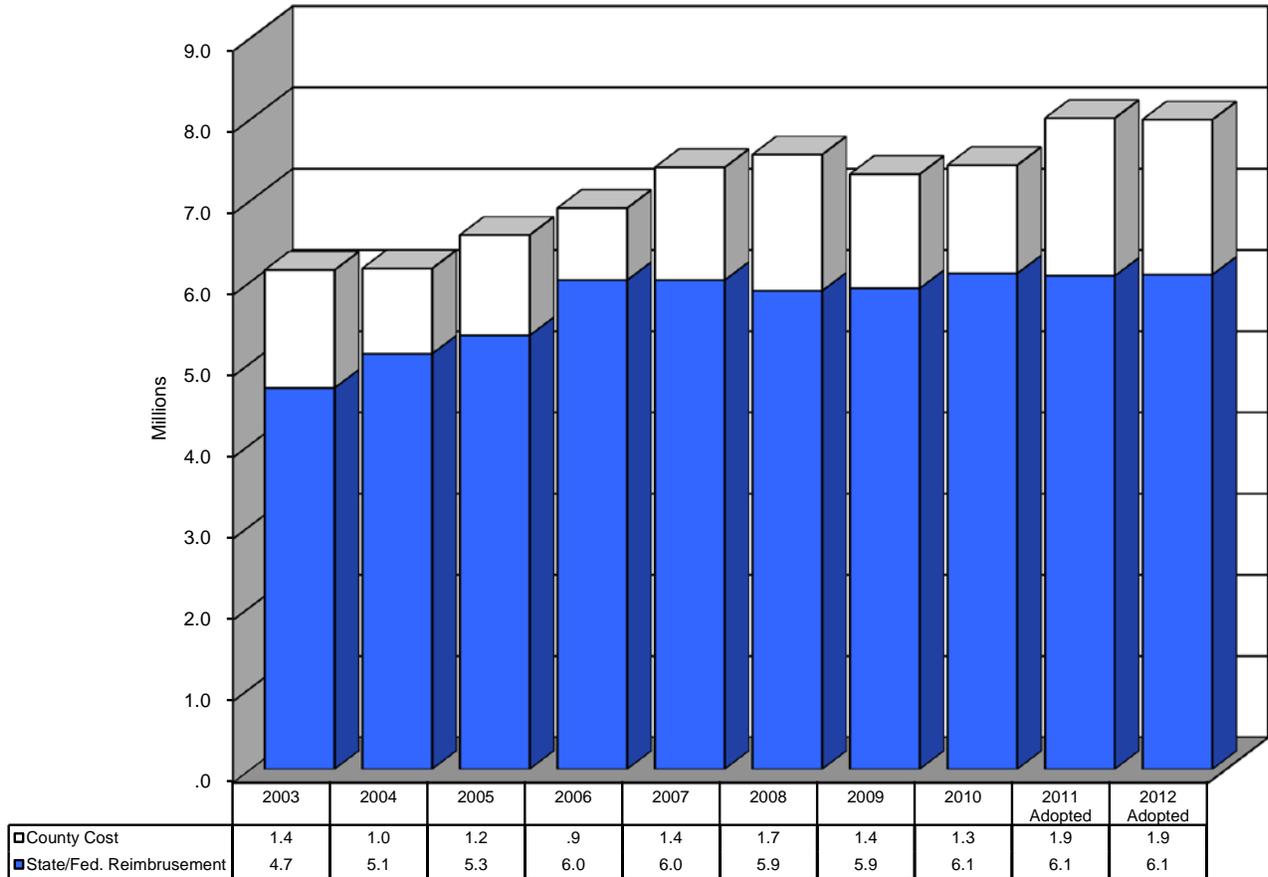
This graph illustrates the revenue sources that support the jail. In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the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



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	96%	92%	91%	93%	94%	94%	94%	95%	95%	95%
Other Revenue	4%	8%	9%	7%	6%	6%	6%	5%	5%	5%



SOCIAL SERVICES



	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
County Cost	24%	17%	19%	13%	19%	22%	19%	18%	24%	24%
State/Fed. Reimbursement	76%	83%	81%	87%	81%	78%	81%	82%	76%	76%





GENERAL FUND

The General Fund section presents individual department summaries.

Department	FY2012 Budget	Page Number
Board of Supervisors	\$549,779	135
Capital Projects	1,921,489	139
Central Rappahannock Regional Library	4,667,212	141
Commissioner of the Revenue	2,540,314	147
Commonwealth's Attorney	2,832,268	153
Cooperative Extension	167,124	157
Corrections	7,362,832	165
County Administration	926,400	169
County Attorney	1,051,734	175
Courts	2,139,846	179
Debt Service	11,570,629	185
Economic Development/Legislative Affairs	699,333	187
Finance and Budget	1,445,499	191
Fire and Rescue	14,163,624	197
Human Resources	379,654	205
Human Services, Office of	4,208,465	209
Information Technology	1,976,399	213
Non-Departmental	2,861,812	219
Parks, Recreation & Community Facilities	10,216,221	223
Planning and Zoning	2,472,508	231
Public Works	4,052,897	237
Registrar & Electoral Board	375,224	243
Schools	129,082,760	247
Sheriff	21,809,241	249
Social Services	7,991,159	255
Treasurer	1,890,590	259





BOARD OF SUPERVISORS

Mark Dudenhefer
Chairman
540-658-4541
mdudenhefer@co.stafford.va.us

The Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsiveness to all citizens.

Stafford County operates under the traditional form of government utilizing an elected Board of Supervisors (BOS) and County Administrator. The BOS, consisting of seven members elected by district serve staggered terms and exercise all legislative authority and responsibility granted them by the Commonwealth of Virginia. The BOS enacts ordinances, establishes policies, and adopts the annual budget for the efficient and effective discharge of local government functions and services. The chairman and vice-chairman of the Board are elected annually by the members of the Board. Regular meetings are held in the Board of Supervisors chambers, located on the ground floor of the Administration Building, on the first Tuesday of each month; work sessions are held on the third Tuesday of each month. All Board meetings are open to the public.

THINKING EFFICIENTLY:

Cost saving efforts included:

- Minimized the printed ad in the Free Lance-Star to an outline format to reduce advertising costs.
- A further cost savings will be realized when, starting in March 2011, ads will be published in the Monday edition of the Free Lance-Star rather than on Saturday.
- Reduction in the number of organizations to which the County belongs.

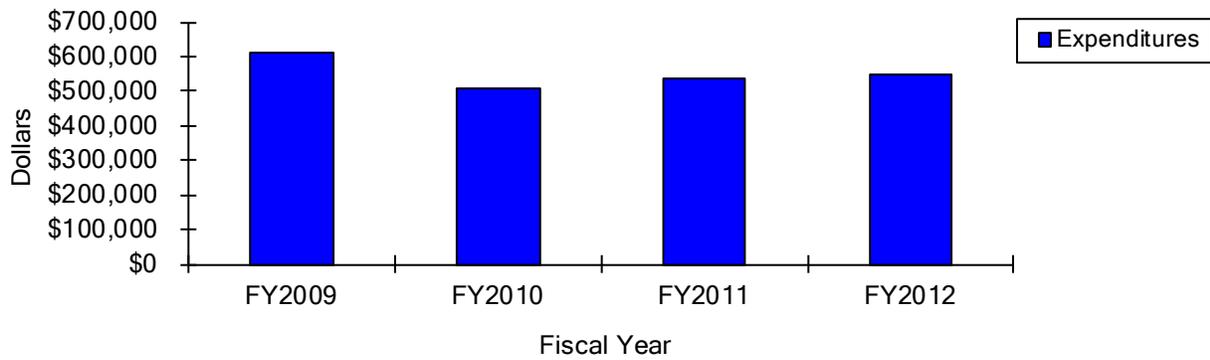


BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$239,824	\$216,978	\$192,200	\$201,933	\$9,733	5.06%
Operating	372,818	292,198	344,399	347,846	3,447	1.00%
Local Tax Funding	<u>\$612,642</u>	<u>\$509,176</u>	<u>\$536,599</u>	<u>\$549,779</u>	<u>\$13,180</u>	<u>2.46%</u>

Funded Positions						
Part-Time Positions	7	7	7	7	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Change in health insurance status

Operating

- Operating costs reflect an increase in the external audit contract



BOARD OF SUPERVISORS

CORE SERVICES

Legislative Facilitation

The Board of Supervisors (BOS) is the Legislative Branch of local government. The BOS is responsible for the adoption of the County budget and appropriation of funds; levying County taxes; appointment of members to various authorities, boards, commissions and committees (BACC); constructing and maintaining County buildings; adopting the County’s Comprehensive Plan; approving and enforcing related ordinances; and adopting and enforcing ordinances for law enforcement, sanitation, health and other regulations permitted by State law.

The BOS, consisting of seven members elected by district to serve staggered terms, exercises all legislative authority and responsibility granted to them by the Commonwealth of Virginia.

DEPARTMENTAL GOALS/OBJECTIVES

- Establish and implement policies that maintain a high quality of life for citizens at the least possible cost
- Approve County and School budgets, levy taxes, appropriate funds
- Maintain a AA Bond Rating and enhance the County’s Bond Rating to a *Natural* AA Rating within 5 years
- Redistricting finalized within the state regulated timeframe and parameters

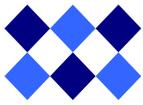
DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Adjourned/Special Meetings	5	5	5
Board of Supervisors Meetings	24	24	24
Outputs			
BOS Minutes Archived	30	30	30
BOS Agenda Packages Processed	288	300	348
Ordinances Considered	60	60	75
Resolutions/Proclamations Considered	457	300	350

DEPARTMENTAL ACCOMPLISHMENTS

- Adopted Comprehensive Plan
- Maintained a AA Bond rating (Bond rating recalibration and Fitch affirmation)
- Prudently managed budget and enhanced fiscal reserves - established new reserve funds for capital projects, revenue stabilization and created the Stafford Opportunity Fund
- At BOS, request staff maintained system to track citizen requests for assistance
- At BOS, request staff updated a *Guide to County Government*
- Set policies and appointed citizens to Boards, Authorities, Commissions and Committees, which act as advisory bodies





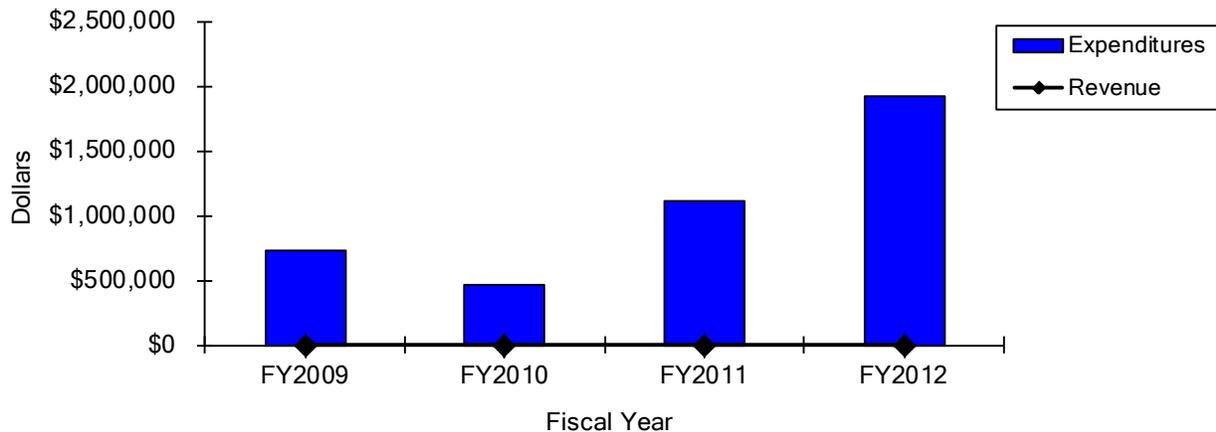
CAPITAL PROJECTS

Maria Perrotte
 Chief Financial Officer
 540-658-4560
 mperrotte@co.stafford.va.us

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

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Operating	\$0	\$0	\$1,033,585	\$484,489	(\$549,096)	-53.13%
Capital	732,750	457,815	75,000	1,437,000	1,362,000	1816.00%
Local Tax Funding	\$732,750	\$457,815	\$1,108,585	\$1,921,489	\$812,904	0.00%



SIGNIFICANT BUDGET CHANGES

Operating

- Funding meets guidelines of the Board's Principles of High Performance Management

Capital

- Increase reflects the funding for Fire, Rescue and Sheriff vehicles

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on July 2010.
- An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects.





The Central Rappahannock Regional Library (CRRL) brings people and information together for the purpose of education and recreation.

The Library acquires, processes and makes library materials accessible to citizens, 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 World Wide Web.

THINKING EFFICIENTLY:

TECHNOLOGY

- The use of self-checkout technology at the Library's Salem Church branch has allowed the circulation to increase by 22% at that branch without hiring additional circulation staff. The library anticipates similar efficiencies due to the use of self checkout at the new England Run branch.

COLLECTION MANAGEMENT

- Investment in e-books & e-Audio books saves valuable space, staff time, courier demands. The Library's e-book and e-audio book circulation has increased to over 25,000 volumes per year. If this increase had come in volumes with a physical format, additional staff would have been required to process and circulate these items.
- CRRL has transitioned to email notices for reserves, saving staff time and postage. Nearly 75% of all patrons now receive their request and overdue notices via email.
- CRRL implemented a mobile app to enable DIY renewals/holds/account changes. Remote wireless access to library resources allows CRRL to respond to increased public demand without the need for additional staff. Wi-Fi use by patrons using their own computers equates to at least forty additional public Library-owned computers.
- Implementing self-serve holds pickup has allowed circulation departments to function efficiently, despite staff lost to attrition. More than 350,000 holds are picked up annually. Of those, 38% are being picked up by patrons themselves at the Salem Church and England Run branches. This represents more than 135,000 items annually which the staff are no longer required to handle.

OUTREACH SERVICE

- Analyzing bookmobile service, CRRL designed a more efficient, cost effective means of delivering service to this clientele. We implemented Lobby Stops, precisely targeted to people who would demographically be bookmobile users. Replacing the bookmobile with a smaller van and establishing procedures that could be accomplished by a single staff person, we reduced staffing requirements by 50%, saved money, and continued to provide uninterrupted service.

CREATIVE STAFFING STRATEGIES

- When staff vacancies occurred, rather than filling the positions we realized significant cost savings by initiating a robust cross-training program that allowed us to schedule the remaining staff to meet the demand for service during our busiest hours.
- CRRL transferred existing staff to England Run, eliminating the expense of hiring & training new staff.

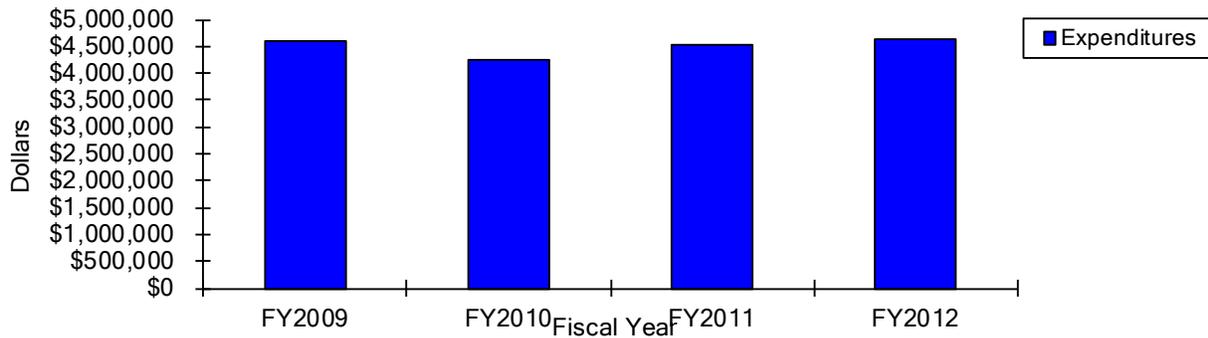
PUBLIC ACCESS

- Having reduced hours based on budget shortfalls, we made sure to make the necessary closures in such a way that maximized accessibility for our patrons, i.e. when England Run is closed, Headquarters is open. While cost savings were realized, library services were staggered geographically to make it as convenient as possible for the library patron.



BUDGET SUMMARY

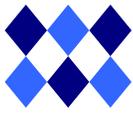
	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Operating	\$4,584,972	\$4,254,098	\$4,585,717	\$4,667,212	\$81,495	1.78%
Total	4,584,972	4,254,098	4,585,717	4,667,212	81,495	1.78%
Revenue	0	0	74,000	35,000	(39,000)	-52.70%
Local Tax Funding	\$4,584,972	\$4,254,098	\$4,511,717	\$4,632,212	\$81,495	1.81%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase in funding reflects the cost of operating the England Run Library for a full year. The Library opened in the fall of 2010



CORE SERVICES

Programs

CRRL serves as a civic/cultural/special events center in the County, providing local facilities that enrich and support intellectual and individual growth, therefore enhancing the quality of life for all County residents. Library programs offer age-appropriate, free events for families and individuals throughout the year, including family storytelling; readings by local authors; book groups for children, teens, and adults; film series; lectures by local and national experts; concerts; and summer reading clubs for all ages. Programs include early literacy programs for babies, caregivers, and parents; school outreach; cultural and educational programs for adults; and special programs on technology and health for seniors.

Collections

The CRRL offers opportunities for lifelong learning through expansive collections of over 700,000 items in all formats, enhanced with easy borrowing options from academic and public libraries nationwide. The CRRL serves as a municipal library housing local documents to promote an informed citizenry and a public law library. Collections range from board books for infants and babies to materials for school-aged children and adults of all ages. Those who cannot physically use the library are served through Lobby Stops at housing facilities for seniors, by Books by Mail, and the Sub-Regional Library for the Blind and Physically Handicapped.

Technology

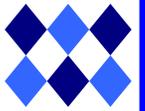
The CRRL contributes significantly to the County's technology infrastructure, maintaining and developing Web sites that enable convenient electronic access to the library and provide current information about government and community events. Library Web pages provide access to the library's catalog and to informational databases for library card holders wherever they might be. CRRL serves as a training center where all residents can learn, experience, and benefit from information technology.

Core services address:

- Basic Literacy
- Business and Career Information
- Community Gathering Place
- Community Referral
- Consumer Information
- Cultural Awareness
- Current Topics and Titles
- Formal Learning Support
- Government Information
- Information Literacy
- Lifelong Learning
- Local History
- Genealogy
- Mobile Connectivity

DEPARTMENTAL 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 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 database systems, hardware, and software for public and staff.
- Continue to work for funding and initial plans for new branch facilities in Stafford County.



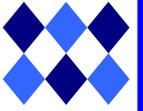
DEPARTMENTAL SERVICE LEVELS

Regional Demographics	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs			
Book Stock Growth	527,581	543,408	559,711
Library Visits	2,770,924	2,854,052	2,939,673
Number of Programs	3,550	3,657	3,766
Attendance	53,663	55,273	56,931
Service Quality			
Lobby Stops/LEEP Deliveries	32	33	34
Circulation	8,954,476	9,223,110	9,499,804

Stafford Demographics	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs			
Book Stock Growth	527,581	543,408	559,711
Library Visits	1,036,676	1,067,776	1,099,809
Number of Programs	1,173	1,208	1,245
Attendance	21,522	22,167	22,832
Service Quality			
Lobby Stops/LEEP Deliveries	20	21	21
Circulation	3,892,671	4,009,451	4,129,735

DEPARTMENTAL ACCOMPLISHMENTS

- 2010 awards commended CRRL for cost-effective provision of library service
 - *Library Journal* in its national rating system named CRRL a Star Library .
 - Hennen’s American Public Library Ratings ranked CRRL 1st in Virginia, 4th in nation.
 - Institute of Museum and Library Services nominated CRRL for 2010 National Medal for Museum and Library Service, which honors outstanding institutions that make significant and exceptional contributions to their communities.
- Increased County circulation of materials to 3,892,671 and answered 297,349 information questions.
- Introduced library services through library card registrations to 7,346 Stafford citizens. Sixty-one percent of Stafford County residents now hold active library cards.
- Supported the cultural activities of 60,849 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.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Provided computer access to 72,536 Stafford residents at the Porter and Headquarters libraries; introduced age-appropriate literature to young people through weekly story-times, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs
- Trained 300 teachers, caregivers, and parents to implement early literacy skills to ensure reading readiness for Stafford children on school entry
- Worked with County staff to open the England Run branch in October 2010. The new branch provides an additional 30,000 sq. ft. of library space including books, computers, seating, and meeting rooms for Stafford County residents.
- Closely reflecting the CRRL mission to enhance quality of life by meeting the evolving educational, recreational, and information needs of the public, CRRL provided appropriate collections, programs, and technology to achieve the following:
 - Literate population
 - Informed citizenry
 - Productive workforce
 - Strong community
 - Successful children
 - Culturally enriched people





COMMISSIONER OF REVENUE

Scott A. Mayausky
Commissioner of the Revenue
540-658-1122
smayausky@co.stafford.va.us

Our mission 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.

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.

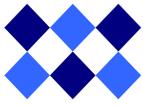
THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Our most significant partnership continues to be with the Treasurer's office as we continue to develop a real time tax billing interface. This will provide immediate data sharing between the two offices ultimately leading to a higher level of customer service.
- We have also enhanced our partnerships with Public Works to assist us in the discovery processes of taxable property.
- We continue to build a relationship with Economic Development so as to assist in the development of business friendly tax policies. Additionally, we have worked with GIS to update our addresses for billing purposes.

Were have we partnered with community organizations?

- We have not formally partnered with any community organizations. However, we maintain strong relationships with the local Chamber of Commerce, enrolled IRS agents, and local churches.
- We also partner with the Department of Taxation to share income tax and sales tax data. This partnership assures that we are receiving the correct sales tax and fiduciary tax revenues.

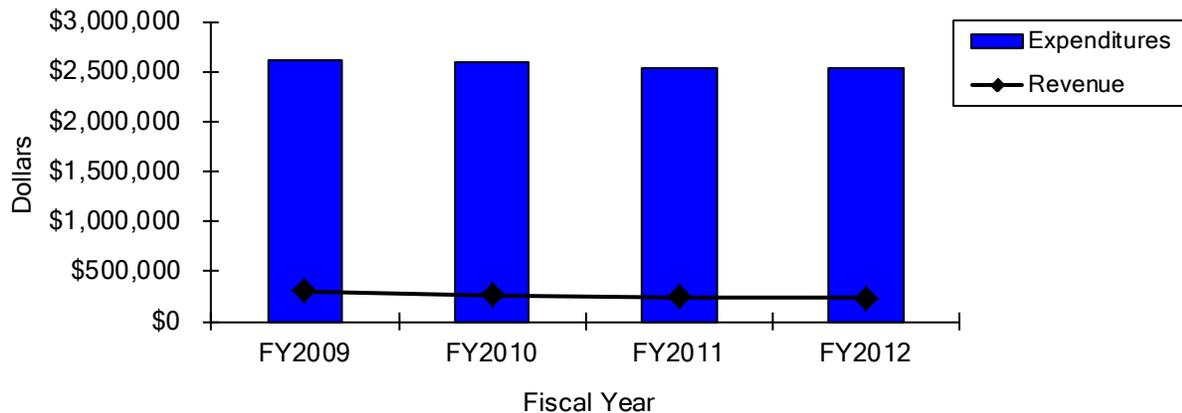


COMMISSIONER OF REVENUE

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$2,416,891	\$2,363,466	\$2,320,097	\$2,296,550	(\$23,547)	-1.01%
Operating	195,278	238,905	220,923	243,764	22,841	10.34%
Total	2,612,169	2,602,371	2,541,020	2,540,314	(706)	-0.03%
Revenue	304,382	267,567	245,440	237,560	(7,880)	-3.21%
Local Tax Funding	\$2,307,787	\$2,334,804	\$2,295,580	\$2,302,754	\$7,174	0.31%

Funded Positions						
Full-Time Positions	34	31	30	29	(1)	-3.33%
Part-Time Positions	1	0	0	1	1	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Convert one full-time position to part-time

Operating

- Increase in postage for reassessment notices



CORE 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 to process them in a timely manner. 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.

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 identify if a property is located in Stafford County by using 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.

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. Received income tax returns are audited for accuracy to ensure that all information needed to process the return is included. 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.

Food and beverage, transient occupancy, & 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.

Reassessment

The office conducts an in-house biennial reassessment and is responsible for the interim assessment of new property.

Audit

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.



COMMISSIONER OF REVENUE

CORE SERVICES (Continued)

Land Use

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.

Real Estate Tax Relief for the 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 dwelling and up to one acre of land.

DEPARTMENTAL GOALS/OBJECTIVES

- Provide accurate, timely and equitable assessments. This will ensure that the tax burden is spread equally among taxpayers. Although no one likes to pay taxes they are generally accepted as long as they are perceived as being fair. By continuing to focus on accuracy and equity we are providing service to both the taxpayers and the county by ensuring the tax system is respected and accepted by the citizens of Stafford County. (BEST value: service)
- Work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts.
- Continue to work with Treasurer’s Office to increase access to assessment and tax billing records by developing a joint website offering a full suite of tax services on-line. The successes already achieved and any future achievements will only be possible through teamwork and cooperation with the Treasurer’s Office. (BEST values: service and teamwork)
- Integrate new website with existing personal property software allowing for the creation of on-line accounts, and tax remittances.
- Utilize wireless technology to allow for on-site data collection. The idea for on-site electronic data collection grew out of the desire of our staff appraisers to be able to collect and analyze data while in the field. This will improve our accuracy of assessments as well as improve our efficiency. (BEST value: empowerment)

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Average assessment % of selling price (Proval)	90%	90%	90%
Outputs			
Tax forms processed (State, Meals, Land Use, Tax Relief)	16,758	16,758	27,923
Parcels processed & revalued	24,500	24,500	25,400
Tax payers assisted	70,481	70,481	72,934



DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Service Quality			
# of real estate parcels assessed (Proval)	49,175	49,175	50,800
Efficiencies			
Properties per appraiser (6 appraisers)	N/A	7,025	7,257

DEPARTMENTAL ACCOMPLISHMENTS

- As a result of the efficiently and modernization efforts, the Commissioner’s office is operating at pre-1999 staffing levels
- Improved customer service by implementing software upgrades that allow COR’s office to issue a corrected tax bill to taxpayer when adjustments are made. Prior to this upgrade taxpayer’s were required to contact the Treasurer’s office directly
- All appraisers in the Commissioner’s Office are state licensed
- Successfully integrated GIS and Pictometry software into work practices enabling appraisers to discover taxable property that had previously been undetected. These efforts have resulted in increased tax revenue and increase compliance
- Completed first phase of “real time billing” software upgrades with the Treasurer’s Office





Our mission is to pursue justice through the fair and ethical prosecutions of criminal violations of the Code of Virginia and the Code of Stafford; to create a safer community through positive partnerships with law enforcement and other community members; and to earn and hold the trust and respect of the citizens that we are privileged and honored to serve. The Victim/Witness Assistance Program advises crime victims of their rights, as well as offers support, community referrals, guidance and education of the criminal justice system.

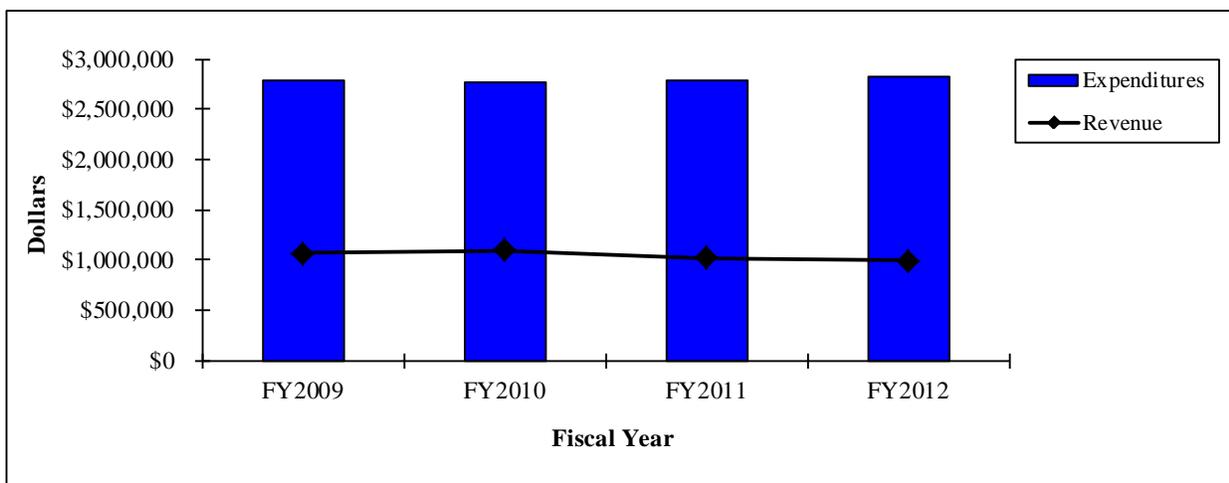
THINKING EFFICIENTLY:

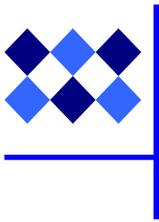
A small step that the Commonwealth Attorneys office took this year was simple but effective. In order to cut down on paper usage and staff time we no longer copy the daily dockets. We now electronically mail the daily dockets to all attorneys.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$2,614,445	\$2,580,235	\$2,598,495	\$2,640,915	\$42,420	1.63%
Operating	170,138	195,187	191,264	191,353	89	0.05%
Total	2,784,583	2,775,422	2,789,759	2,832,268	42,509	1.52%
Revenue	1,072,330	1,093,009	1,017,836	996,301	(21,535)	-2.12%
Local Tax Funding	\$1,712,253	\$1,682,413	\$1,771,923	\$1,835,967	\$64,044	3.61%

Funded Positions						
Full-Time Positions	26	25	25	25	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%





SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in health insurance premium

CORE SERVICES:

- Prosecuting felonies and misdemeanor appeals in Circuit Court
- Prosecuting felonies and misdemeanors in General District Court
- Prosecuting felonies and misdemeanors in Juvenile and Domestic Relations Court
- Institute civil proceedings to forfeit the proceeds of drug related crimes, including cash and personal property, to the state
- Legal advice/training to state & local law enforcement agencies
- Protecting the rights of victims and witnesses

DEPARTMENTAL 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 Assistance Program
- Ensure that all criminal cases are fairly assessed and cases are meritoriously prosecuted to the fullest extent of the laws while taking into consideration the rights of the victims and witnesses
- Track Show Causes for repeat offenders
- Maintain high level of conviction rate
- Monitor and encourage active collection of delinquent fines and court costs for all courts
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency
- Increase the amount of state grant funding to support Victim/Witness Assistance Program

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Victims' services new cases both direct & indirect	1,226	1,200	1,200
Outputs			
Sexual and Domestic Violence Victim Fund Grant cases	100	160	160
Circuit Court - Criminal cases, to include Indictments, Misdemeanor Appeals and Probation Violations	4,337	5,000	5,500



COMMONWEALTH'S ATTORNEY

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs (Continued)			
Juvenile & Domestic Relations Court -Criminal cases, to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	3,244	3,500	3,800
General District Court - Criminal cases, to include Misdemeanors, Felonies and CA/SC/Other; Traffic Cases, to include Infractions, Misdemeanors, Felonies and CA/SC	13,440	13,900	14,200
Service Quality			
Victim/Witness participates with local agencies to bring awareness and training to crime victims (frequency)	36	35	40
Assistant Commonwealth's Attorneys provide training/consulting to law enforcement agencies (frequency)	1,075	1,100	1,150
Hours of training received by Commonwealth Attorney and Victim Witness Staff Members	1,236	1,300	1,300

DEPARTMENTAL ACCOMPLISHMENTS

- Victim/Witness Services successfully implemented the V-STOP Grant for Domestic Violence Response Team (DVRT) to assist women victims of domestic violence and domestic sexual assault.
- The Domestic Violence Response Team (DVRT), along with the Rappahannock Council on Domestic Violence, hosted Stafford County's first annual Candlelight Vigil in recognition of victims killed by domestic violence. The Stafford Sheriff's Office and Eric Olsen, Deputy Commonwealth's Attorney, were guest speakers.
- Victim/Witness Program hosted Family Fun Day, for approximately 1000 community members, in recognition of National Crime Victims' Right Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with many local agencies.





The mission of the Virginia Cooperative Extension (VCE) is to improve the lives of citizens in Stafford County through an educational process that uses scientific knowledge focused on issues and needs.

VCE 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. VCE 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 resource, 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, the Stafford County Cooperative Extension Office helps people to solve their own problems using a variety of educational delivery techniques; VCE reaches diverse clients in their homes, schools, at work and in the community.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Stafford County Environmental Health Department - food safety classes
- Stafford County Head Start
- Stafford County Public Schools - in-school enrichment and after school programs
- Stafford County Department of Planning and Zoning
- Stafford County Parks, Recreation, and Community Facilities Department
- Stafford County Fire and Rescue Department - EMS Disaster Response Team

Where have we partnered with community organizations?

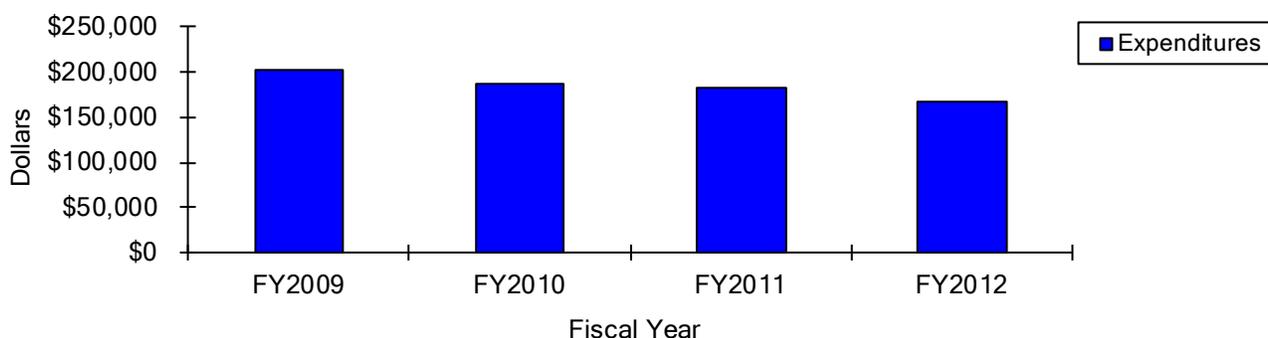
- Rappahannock Regional Solid Waste Management Board (R- Board) - composting classes
- Stafford Victory Garden Committee - plant and maintain demonstration gardens
- Olde Forge Junction - 4-H programs for at-risk youth
- Garrison Woods Community/Social Services - 4-H programs for at-risk youth
- University of Mary Washington - various educational programs
- Friends of the Rappahannock - Student Stream Team
- The George Washington Foundation - volunteer work at Ferry Farm
- Earned Income Tax Credit Coalition (EITC) - free income tax preparation for low-income families
- The Childcare Network
- Virginia Department of Corrections
- Virginia Department of Education
- Virginia Department of Social Services - childcare provider training
- Virginia Department of Agriculture and Consumer Services
- Virginia Department of Transportation - 4-H community service
- Boy and Girl Scouts of America
- Tri-County Soil and Water Conservation District
- Rappahannock Area Agency on Aging
- Rappahannock Council on Domestic Violence
- Smart Beginnings Rappahannock Area
- Community Health Center of the Rappahannock Region
- Rappahannock Area Office on Youth
- Rappahannock Area Community Services Board



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$105,112	\$91,153	\$77,420	\$82,881	\$5,461	7.05%
Operating	98,053	96,629	106,213	84,243	(21,970)	-20.68%
Local Tax Funding	<u>\$203,165</u>	<u>\$187,782</u>	<u>\$183,633</u>	<u>\$167,124</u>	<u>(\$16,509)</u>	<u>-8.99%</u>

Funded Positions						
Part-Time Positions	4	4	4	4	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in health insurance premium

Operating

- Decrease in operating costs is due to positions that will not be filled by the state and a lower level of local support is required



CORE SERVICES

4-H Youth Development

Engages youth (ages 5-18) in learning leadership, citizenship, and life skills. Four-H provides hands-on lessons that have a direct correlation to the Virginia Standards of Learning (VSOL). Lessons are designed to enrich the learning experiences and development of youth by equipping them with life skills needed to become effective, contributing citizens of society. Delivery modes in Stafford County include: overnight and day camps, in-school and homeschool enrichment programs, community-based clubs and county, district, state, and national competitions and events.

Family and Consumer Sciences (FCS)

Extension Model is unique from other state agencies in that our educational system enhances and supports BOTH the community AND the individual by focusing on the family system. All FCS programs address economic stability, educational excellence, and health. For example, we offer programs to children about the importance of eating breakfast. Children who eat breakfast are healthier (health); do better in school (educational excellence); and when they do better in school are more likely to be productive citizens in terms of contributing to a strong economy (economic stability). Programming efforts relate to food safety, nutrition and wellness, and family financial management.

Agriculture and Natural Resources (ANR)

Program educates the public by focusing on sustainable agriculture and landscape management in an environmentally friendly manner. For example, ANR offers accurate diagnosis of home, lawn and garden problems and recommends corrective control methods for home, lawn, and garden issues. To meet the requirement of the Virginia Department of Agriculture (VDACS), ANR offers pesticide applicator certification classes. In addition, an annual Master Gardener course is offered to educate and equip volunteers with the knowledge, skills, and ability to better serve others in the community.

Community Viability (CV)

Partners with Virginia communities to promote and sustain vibrant economies, healthy and safe environments, and social well-being. We engage diverse audiences to deliver client-centered Education, connect resources, and build partnerships.

DEPARTMENTAL 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 most 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 information and educational programs promoting environmentally sound landscaping and gardening practices.
- Provide educational programs in Family and Consumer Sciences (FCS) - FCS programs improve the quality of life for individuals, families and communities, while emphasizing appropriate and safe food and nutrition choices, improving health literacy, increasing financial literacy, and impacting the quality of parenting and child care provided to youth.
- Provide learning experiences that meet the needs of 21st century youth, families, and communities through 4-H Youth Development.
- Increase by 5% 4-H delivery modes (i.e. in-school enrichment, after-school programming, special interest groups, etc.) and trained adults and youth in leadership.



COOPERATIVE EXTENSION

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Gypsy Moth (GM) Egg Mass Surveys	740	1,000	1000
Gypsy Moth (GM) Monitoring Activities (traps)	78	100	100
Outputs			
ANR/FCS/4-H/GM Programs (Contacts/Volunteers/Program Participants)	21,597	22,000	23,000
ANR,4-H/FCS/MG Volunteer Dollar Value Gained	\$86,336	\$100,000	\$125,000
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	148	200	250
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	0	\$40.00	\$45.00
Cost per VCE Program Participant/Contact*	2.87	\$2.82	2.70

*Based on actual cost of salaries of ANR Agent, FCS Agent and 4-H staff positions housed in Stafford County

DEPARTMENTAL ACCOMPLISHMENTS

While each of the Extension Agents in the VCE-Stafford County Office provides programming to the community in his or her discipline, i.e.: 4-H Youth Development; Family & Consumer Sciences (FCS); and Agriculture and Natural Resources (ANR), they collaborate on joint programming as well. By pooling their resources and knowledge, they are able to reach a broader section of our population.

Some examples of cross-programming are: 4-H and FCS collaborating on *The Kids' Market Place* financial management program; ANR and FCS collaborating on the *ServSafe* food safety course, with the ANR Agent teaching the course material on Integrated Pest Management; 4-H and ANR collaborating on the 4-H Junior Master Gardener program.

VCE 4-H Youth Development

- The 4-H Science, Engineering and Technology (SET) program model is the national and state priority of the 4-H Youth Development Program for the next five years. To date, 4-H in Stafford County has engaged over 425 youth specifically in environmental science, animal science, natural resources education, agriculture, as well as, engineering and technology via community based clubs such as Livestock, and the Junior Master Gardener Program. In addition to in-school enrichment programs such as *Enviroscape*, Embryology, and Electricity, 4-H also offers Project Learning Tree (an environmental science curriculum comprised of hands-on activities that offer cross-course content and have direct correlation to grade-appropriate Virginia SOLs.
- Stafford 4-H participated in the 2010 Kids' Tech University, a semester long educational research program developed by the Virginia Bioinformatics Institute of Virginia Tech in collaboration with Virginia 4-H, that puts scientists and engineers in touch with youth ages 9-12, and encourages the exploration of intriguing topics in science, technology, engineering, and math.
- The Silver Spurs Horse & Pony 4-H Club formed in 2010, offers pony care and maintenance to 4-H Cloverbuds (youth age 5-8), and reaches a broad age and racial audience.
- Stafford 4-H youth participated in local, district, and state 4-H presentation, public speaking and talent contests.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Stafford 4-H youth participated in 4-H Intermediate Congress hosted at Virginia State University. The event is designed for youth ages 12-13 who are interested in becoming leaders in 4-H, their communities and schools.
- The Leaders-4-Life Communications & Expressive Arts 4-H community club at Garrison Woods (identified underserved audience within community; high risk youth) enjoyed a tremendously successful year. The club is geared toward developing members to become productive citizens in their neighborhood and school. The club developed several character-building activities as part of its club goals for 2010. For example, *Give a Blessing-Get a Blessing*, encourages members to support others without expecting something in return. Members paid for unsuspecting diners coming through the drive-thru of local fast food restaurants. This event alongside others afforded youth the following 4-H Life Skills applications: planning, decision making, organization, caring, respect, trustworthiness, social skills, cooperation, self motivation, teamwork, communication, among others.
- Stafford 4-H offered its *Junior Master Gardener* program to youth ages 9 and up who are interested in horticulture and want to experience a hands-on learning approach.
- Teen-led counselor training for the 2010 Stafford/Prince William 4-H Junior Camp
- Participated in the 2010 Hartwood Days Festival
- Trained six (6) new adult volunteers to lead 4-H Clubs during 2010.
- Offered two (2) new clubs in Stafford during 2010, the Paca Fun Alpaca 4-H Club and a Poultry 4-H club. There are also plans to begin a 4-H Dog Club.
- 4-H Participation in 2010 D.A.R.E. Day sponsored by the Stafford County Sheriff's Department
- Participation in 2010 Junior 4-H camp (a summer residential/overnight camp designed to offer youth and adults working with those youth courses in science, engineering, and technology, culinary arts, communications and expressive arts and social networking opportunities, leadership development and citizenship)

VCE Family and Consumer Sciences

- *ServSafe* - Seventy-five (75) food service employees participated in four *ServSafe* classes held in Stafford County. As a result, \$10,657.98 to \$88,460.91 were potentially saved from pain and suffering, reduced productivity and medical expenses if one case of foodborne illness in PD16 was prevented per food handler completing the course. This range of economic costs ensures a broad, accurate measure of the potential impacts.
- *FIT Extension* - 17 residents participated in *FIT Extension* in 2010. Participants who were not meeting the physical activity guidelines prior to the start of the program showed significant increases in physical activity (an average increase of 47 minutes per week) and fruit and vegetable consumption.
- The Master Food Volunteer program trains volunteers to work in the community promoting proper nutrition. Participants receive 30 hours of training from qualified FCS staff, and return 30 hours of service in the community.
The 2010 program resulted in 2 new volunteers for Stafford County.
- Fredericksburg Regional Earned Income Tax Credit (EITC) Coalition - residents of PD16 received FREE income tax preparation services.
- Four (4) Community Action Poverty Simulation programs were held in Stafford County in 2010. Three hundred, sixty (360) Stafford employees and students went through this simulation to help them gain a better understanding of the daily struggles of the low-income clientele they serve. Volunteers assisted with this simulation and contributed over one hundred (100) hours of volunteer time.
- Operation Frontline provides six (6) weeks of instruction in nutrition, food preparation, and financial management for families with limited resources. The series was conducted three (3) times with 48 participants from Stafford Junction, Garrison Woods, and Project Link.
- *Color Me Healthy* child care provider workshops - three (3) 4-hour workshops were held to train child care providers of pre-school children, age 3-5, on how to incorporate this curriculum into their lesson plans and encourage physical activity and fruit and vegetable consumption.
- Stafford County Men's Diversion Center - a chronic disease prevention program, *"Eating to Live, Not Living to Eat"*, is presented each month at the Stafford County Diversion Center. A total of 153 inmates completed the



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- program. Of those inmates, 87% indicated their intent to make at least one change in their dietary intake, food purchasing behavior, or level of physical activity.
- Rappahannock Regional Jail - A "*Ways to Save*" workshop on how to wisely manage food dollars was presented three (3) times with a total of 38 participants.
- *Active Aging* - This four (4) week program promotes brain health, nutrition, and physical activity among older adults. Fifteen (15) seniors from Stafford Gardens participated.
- *The Kids' Market Place* - This SOL-based, hands-on educational tool which introduces students to financial choices, was used to reach a total of 104 4th grade students at Hampton Oaks Elementary School. A total of 41 parent volunteers contributed 69 volunteer hours.
- *LEAP* (Literacy, Eating & Activity for Preschoolers) for Health - The curriculum is used with three and four year old students at Stafford County Head Start. Youth were educated using this hands-on curriculum. Newsletters were mailed to all adult caregivers on a monthly basis to keep them involved in the lesson series.
- *Foods and Skills* - This parent education series was held for Head Start families in Stafford County. Participants learned about food safety, basic nutrition, and how to prepare healthy, nutritious meals on a tight budget. After each session, participants were provided with a bag of food to take home that included ingredients to make the meals discussed in class. Participants also received a monthly nutrition education newsletter.
- *Healthy Weights for Healthy Kids* - a nutrition and physical activity class series was conducted at Garrison Woods reaching 15 at-risk youths. Over 90% of youth who participated indicated they could use *MyPyramid* to plan healthy meals and snacks, and 85% indicated they had shared the nutrition information with their family.
- *Money Smart* - a financial support group for low income families in Stafford County. Participants learn to make wise financial choices and avoid debt. The *Money Smart* program was offered seven (7) times in 2010 with 42 residents participating. Individuals have set financial goals and are working towards them.
- Fredericksburg-Area Youth Initiative (FYI) - FCS Extension Agents are an integral part of this collaborative effort among schools, community organizations, businesses, and healthcare establishments to promote wellness and prevent childhood obesity through the development and implementation of a community action plan.
- Information booths run by FCS staff provide thousands of people in PD16 with accurate health and nutrition information each year. Health fairs, county events, and local businesses provide venues for these displays.
- FCS Extension Agents have authored fourteen (14) Free-Lance Star articles in the House and Home Section in 2010.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

VCE Agriculture and Natural Resources

- Commercial Pesticide Applicator Training - A seven day workshop to prepare government and green industry personnel for exams for pesticide applicator certification for Categories 3A, 3B, and 6. Sixty-one (61) persons participated in the training.
- Stafford County Victory Garden - This program was designed to help low income seniors start a vegetable garden. VCE partnered with Stafford County Parks, Recreation, and Community Facilities Department and concerned citizens to till gardens and help seniors plant and care for them. Demonstration gardens were planted by Master Gardeners at two key sites in Stafford.
- Diversion Center Horticulture Program - Six (6) all day seminars were held at the Rappahannock Regional Department of Correction's Diversion Center to teach basic landscaping skills to inmates for careers in the green industry. Eighty-four (84) inmates received Certificates of Completion for future job prospects.
- Ten (10) composting classes were conducted at the Stafford Extension Office to teach homeowners how to compost their yard wastes and reduce waste in the landfill. Classes were scheduled for weekday evenings and Saturday mornings to serve residents who work during weekdays.
- Plant Clinics - Four (4) weekly Plant Clinics were held at various locations throughout the growing season. The Porter Library Plant Clinic was held every Tuesday evening; the Falls Run Plant Clinic was held every Monday morning; the Salem Church Road Library Plant Clinic was held every Thursday evening; and the Gordon Road Farmer's Market Plant Clinic was held every Saturday morning.
- Horticulture Course for the Gardening Novice - A *Home Landscape Course for the Gardening Novice* was held in April and May for area homeowners. Classes were held every Thursday evening from 6:30pm to 8:30pm to allow area residents who work an opportunity to attend. This eight (8) week course introduced novice gardeners to such subjects as: Soils and Fertilizers, Annuals and Perennials, Turf Maintenance, Plant Insect Pests, Plant Diseases, Proper Planting, Pruning and Mulching, Composting/Vermicomposting and Tree and Shrub Identification.
- Plant Identification Class - A six (6) week *Tree and Shrub Identification Course* was offered for active Master Gardeners and local residents this spring. This advanced training was conducted on six consecutive Tuesday mornings in May and June. Classes were held on the University of Mary Washington campus, on the grounds of Chatham Manor, and at Cossey Botanical Park in the City of Fredericksburg.
- A fifty (50) hour Master Gardener Course was held at the Stafford County Extension Office to accommodate those residents in that part of PD16. A total of 24 students (12 from Stafford County) participated in this class. They received instruction in Basic Botany, Soils and Nutrient Management, Planting and Propagation, Landscape Design, Lawns, Pruning, Woody Ornamentals, Integrated Pest Management, Pesticide Usage and Safety, Plant Diseases, Plant Insect Pests, Water Management, Herbaceous Plants, and Plant Diagnostics. A field trip to the University of Mary Washington campus in Fredericksburg was made to supplement the Woody Ornamental class. These classes will equip the participants with research-based information to allow them to pursue sustainable landscape management with environmentally sound practices and increase the productivity of the Extension Office to serve the residents of Stafford County.
- Newspaper Articles - Nine (9) informative articles were published in The Free-Lance Star.
- 4-H Junior Camp Entomology Class - Attended 4-H Junior Camp to teach campers about insects and teach each child how to make an insect collection.
- Distributed 265 soil test kits.
- Ninety-five (95) talks and classes were given in 2010, including four (4) Integrated Pest Management classes for the *ServSafe* Program in collaboration with the FCS Agent.





The primary mission of the Rappahannock Regional Jail is to provide protection for the citizens of the Commonwealth of Virginia from those who have been remanded into custody. As the conditions of confinement are important in an effective jail system, we make a commitment to provide a humane environment for those confined.

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 was 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, completed in August 2008, adds 432 beds with the option of double bunking. This increases the total to approximately 1,850 beds which includes double bunking. Total project costs are approximately \$58 million. \$25.6 million, which was financed through short-term borrowing, and was 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.

THINKING EFFICIENTLY:

Where have we partnered with community organizations?

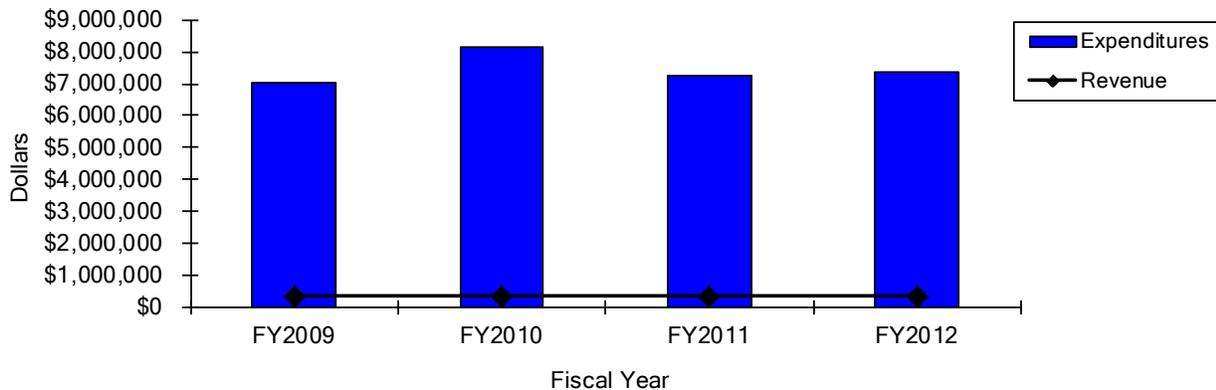
- The jail serves the local communities and public safety through its alternative to incarceration programs of community based probation, pre-trial supervision, Drug Court, home electronic incarceration, and work release. Approximately 1500 persons residing in the local community are under the supervision of these programs.
- Other regional cooperative efforts occur under the auspices of the jail, such as the Regional Law Enforcement LAN, which enhances information sharing between local law enforcement agencies, and the Community Criminal Justice Board (CCJB). The CCJB seeks to enhance regional cooperation throughout the entire local criminal justice structure on a variety of law enforcement, judicial, corrections, and rehabilitative issues. Its membership includes, local judges, local sheriffs, members of the legal community, representatives of public education and the community services board.
- The Rappahannock Regional Jail has set the standard by which regional cooperation can be judged.



CORRECTIONS

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Jail						
Operating	\$4,313,808	\$4,481,674	\$4,523,903	\$4,546,085	\$22,182	0.49%
Debt Service	932,350	1,985,787	1,214,495	1,259,084	44,589	3.67%
Total	\$5,246,158	\$6,467,461	\$5,738,398	\$5,805,169	\$66,771	1.16%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$4,946,158	\$6,167,461	\$5,438,398	\$5,505,169	\$66,771	1.23%
Juvenile Detention Center						
Operating	\$1,768,979	\$1,443,266	\$1,304,930	\$1,344,368	\$39,438	3.02%
Debt Service	0	226,295	226,295	213,295	(13,000)	-5.74%
Total	\$1,768,979	\$1,669,561	\$1,531,225	\$1,557,663	\$26,438	1.73%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$1,728,979	\$1,629,561	\$1,491,225	\$1,517,663	\$26,438	1.77%
Corrections						
Operating	\$6,082,787	\$5,924,940	\$5,828,833	\$5,890,453	\$61,620	1.06%
Debt Service	932,350	2,212,082	1,440,790	1,472,379	31,589	2.19%
Total	\$7,015,137	\$8,137,022	\$7,269,623	\$7,362,832	\$93,209	1.28%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$6,675,137	\$7,797,022	\$6,929,623	\$7,022,832	\$93,209	1.35%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase due to change in facilities' populations

Debt Service

- County portion of Jail debt service increased due to change in facilities' population
- Juvenile Detention debt service decreased due to re-financing of current debt



CORRECTIONS

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 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)	160	160	160
Inmates who participate in Work Release Program (ADP)	150	150	150
Inmates who participate in Life Skills	1,900	0	0
Stafford County Jurisdictional Share	42.45%	42.85%	41.75%





Our Mission: To ensure that elected officials, staff, the business community and citizens work together and have the information they need to make Stafford County a progressive and sustainable place to live, work and play.

We will do this by nurturing and keeping the Board of Supervisors informed, facilitating legislation, providing information to the public, professional management of staff, and providing elected officials, staff and citizens with the tools to continually enhance community relationships.

THINKING EFFICIENTLY:

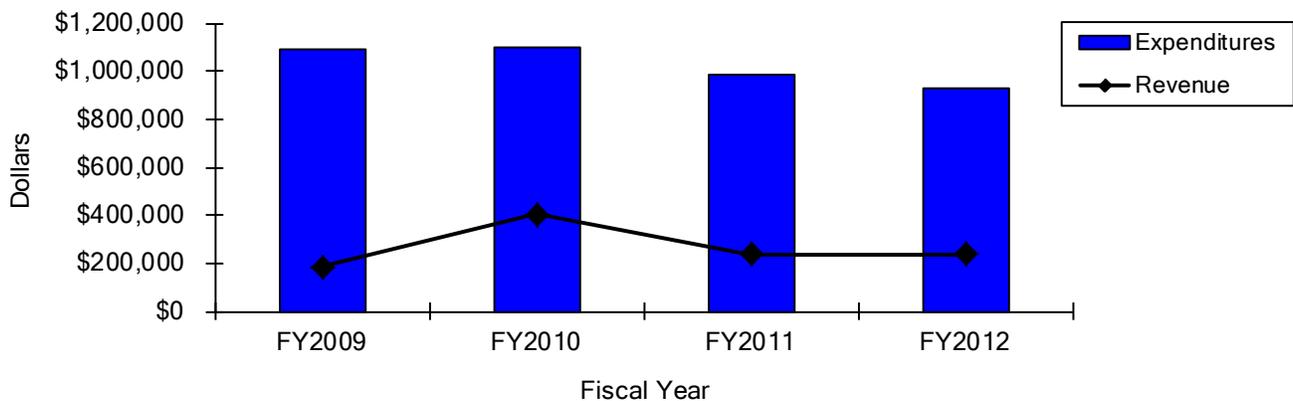
- For the past three years, we have reduced the staffing levels of our non public safety workforce by 14.4 percent in Stafford County. We have cut our budget to levels not seen since 2005. We re-organized departments with similar responsibilities into the Park, Recreation and Community Facilities Department, and we also created the Public Works Department to streamline our processes and reduce even more costs. We developed a service inventory and the "Stafford Value Index" to discover just what kind of value we provided our citizens. We analyzed what our peer localities spent per capita and found that Stafford has the lowest general government spending per capita compared to our peers.
- As the central source of information to citizens, the media and other groups, the Public Information Office and the Citizens Assistance Office continually look for ways to provide as much information as possible in the most cost-efficient manner. In 2010, we implemented Facebook and Twitter pages, which are popular social media tools, that help the County disseminate information at little to no cost (other than staff time) to citizens. These two Internet tools, when used with our official web site, help us reach out to more citizens. Staff has taken an active role in teaching B.E.S.T. University courses, helping to reduce the County's reliance on outside instructors, which in turn saves the County money.
- Our B.E.S.T. University work is just one example of how the Public Information Office staff is expanding its role across all County departments. Staff is involved in countywide projects more than ever before, such as assisting with the development of the proposed budget, helping Fire and Rescue with its NIMS compliance efforts, working on emergency plans for employees as well as with Fire and Rescue, assisting HR with the research, compilation and reporting of savings for the Stafford Value Index, working with a Board of Supervisors committee to enhance the County broadband possibilities, as well as with another Board committee to review and provide amendments to the County's Telecommunications Plan; and continuing to participate in organizational development initiatives, such as B.E.S.T. University.
- In Citizens Assistance, staff increased customer service efficiency by more formally familiarizing themselves with other departments (such as Voter Registrar, Commissioner of the Revenue, The Treasurer and both Circuit and General District Courts) processes, policies, etc. in order to process the customer's needs as completely as possible. This has decreased the number of transferred phone calls to specific departments for further processing. This saves time and increases the level of overall customer service.
- Another step that Citizens Assistance took this year was simple but effective. They surveyed their current volunteers regarding the possibility of having their periodic information (newsletter, work schedule, etc.) sent to them by electronic mail. They found that our postage costs were much higher than staff felt reasonable. They now electronically mail all Citizen Assistance correspondence to 75% of our total, active volunteer workforce, resulting in a savings of \$300 annually.



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,049,958	\$1,058,299	\$948,361	\$881,903	(\$66,458)	-7.01%
Operating	41,355	44,064	34,019	44,497	10,478	30.80%
Total	1,091,313	1,102,363	982,380	926,400	(55,980)	-5.70%
Revenue	185,277	403,290	237,583	237,583	0	0.00%
Local Tax Funding	\$906,036	\$699,073	\$744,797	\$688,817	(\$55,980)	-7.52%

Funded Positions						
Full-Time Positions	11	10	9	8	(1)	-11.11%
Part-Time Positions	2	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Transfer of one full-time position to an existing vacant Utilities Fund position
- Increase in health care premium

Operating

- Increase in Seminars and Conferences for staff to attend ICMA Leadership Program
- Increase in cost of VOIP system

CORE SERVICES

Executive Management and Leadership

Oversees the proper and efficient administration of all services, programs and activities over which the Board of Supervisors and County Administrator have authority. Leads and encourages professional development among staff, and implements programs to engage all staff in high quality customer service.

Legislative Facilitation

The Board of Supervisors is the Legislative Branch of local government. The County Administrator's staff supports the Board who is responsible for the adoption of the County budget and appropriation of funds; levying County taxes; appointment of members of various authorities, commissions and committees; constructing and maintaining County buildings; adopting the County's Comprehensive Plan; approving and enforcing related ordinances; and adopting and enforcing ordinances for law enforcement, sanitation, health and other regulations permitted by State law.

Staff Support to the Board of Supervisors

County Administration ensures that all departments work together to assist the Board in meeting constituent needs, finding resolutions to their problems and answering their questions about government services; coordinates meetings of the Board subcommittees; and provides administrative support to enable Supervisors to fulfill their responsibilities as elected officials.

The Chief Deputy Clerk and the Deputy Clerk coordinate meeting agendas, oversee preparation of agenda packets, process resolutions, ordinances and proclamations as approved by the Board. Attend Board meetings, take and transcribe minutes for the permanent record book. The Chief Deputy Clerk oversees meeting and travel planning, office management, preparation of statistical and financial reports including budget preparation/oversight for the County Administrator's office and the Board of Supervisors.

Public Information

The role of the Public Information staff is to act as the main information connection and customer service liaison to elected officials, staff, citizens and the general public by providing open, timely and accurate information about County services through all available outlets including the media, Internet and customer service representatives so they can make educated decisions about living and working in Stafford County. The goal of the staff is to develop and implement a strategic communications plan that supports the Board of Supervisors goals and priorities.

The Public Information Administrator manages the Citizens Assistance and Volunteer Services staff, who provide a central in-house resource for customer service and information on County services through a corps of volunteers, customer service training and information databases.

Community Building

To pull all the different aspects of a community together including businesses, health care, education, recreation, and public infrastructure and build a place where residents can work toward a common future.

DEPARTMENTAL GOALS/OBJECTIVES

- Enhance our Bond rating to a *Natural AA* within 5 years
- Enhance the financial stewardship of the County

These goals support the Principles of High Performance Financial Management and The BOS Priorities

- Maintain an organizational performance measurement system;
- Implement total compensation program;
- Direct the County's High Performance Organization movement to make Stafford County the B.E.S.T. Local Government in Virginia;
- Administer equitable, efficient and high quality delivery of services to citizens, businesses and visitors;
- Ensure staff response to constituent requests from the Board of Supervisors within 5 business days;
- Develop more proactive and effective means of communication with employees and the public by using different technologies to reach diverse groups;
- Improve communications with the Schools to ensure more efficient delivery of services.
- Develop and implement strategic communications plan that supports the Board of Supervisors goals and priorities
- Enhance professional development of employees through teaching classes at BEST University
- Enhance volunteer program through Citizens Assistance and increase savings to County through volunteer services

These goals support our B.E.S.T. values

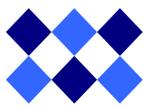
- Continue to promote positive image of Stafford County Government through various media outlets, community organization meetings, Citizens Academy, and Social Media tools.
- Develop partnerships within the community to address social challenges and encourage civic engagement;
- Continue efforts to gain regional and national publicity that promote Stafford County as a high-performing local government and a community of choice.
- Streamline/standardize the Board of Supervisors' agenda package process with the eventual goal of an all-electronic agenda packet;
- Implement the goals of the Board of Supervisors and follow-up on Action Items;

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Maintained AA Bond Rating	100%	100%	100%
% of participants in Citizens Academy (25 students per session)	100%	80%	100%
Percent of employees who enroll in customer service training (based on total number of employees)	N/A	25%	50%
Reduction in calls to departments for general government information (following establishment of 311 center) Center has not been established	N/A	NA	NA
% increase in number of requests for information updates to web site, cable TV, etc.	100%	100%	100%
Outputs			
BOS Agenda Packages Processed	500	336	348
“Action Item Directives from BOS	600	500	705
BOS Requests for Constituent Assistance Processed	1000	1200	1200
# of External Public Information Documents Produced	370	400	500
Number of Citizen Education Programs	12	20	25
Number of internal communications/programs	129	150	200
Number of walk-in customers assisted	76,264	71,033	75,000
Number of phone inquiries/complaints processed	16,532	12,912	15,000
Service Quality			
% of employees who enroll & are satisfied with customer service training	N/A	100%	100%
% of newly trained volunteers retained after 3 months with the County	N/A	100%	100%
% of internal customers satisfied with public information	N/A	100%	100%
Efficiencies			
On-time BOS agenda package delivery w/ 2 staff vs. 3	N/A	29	29
External documents per PIO staff	N/A	112	150
Special events handled per PIO staff	N/A	20	25
Internal communications/programs per staff (2 PIO staff)	N/A	75	100
Citizen inquiries/complaints per staff (2 Cit. Assistance staff)	N/A	545	700
Printed/online news articles generated by the media.	N/A	500	625

DEPARTMENTAL ACCOMPLISHMENTS

- Bond Rating Recalibration and Fitch Affirmation
- Assisted with revisions of Board's financial policies and strategy to achieve Natural AA bond Rating
- Established new reserve funds for capital projects, revenue stabilization and Stafford Opportunity Fund
- Maintained tracking and support of the Board of Supervisors' long term goals (deliverables)
- Held ceremony to celebrate the first conservation easement under Stafford's Purchase of Development Rights program
- Updated *Guide to County Government* for the Board of Supervisors
- Enhanced monthly statistical report for Board of Supervisors with additional information
- Facilitated leadership development and critical thinking for senior management through regular leadership meetings
- Enhanced communication with employees and engaged them in efforts to achieve the standards of a high performance organization
- Received Governor's Environmental Excellence Award for Crow's Nest
- Conducted annual Citizens Academy
- Researched and wrote application that resulted in a VACO award for Station 14
- Assisted with public information efforts for various issues/events including Census 2010, Mine Road widening project
- Assisted with numerous special events including the opening of England Run Library, Government Island, Student Government Day, Day of Caring, United Way Yard Sale,
- Conducted third grade tours for seven (7) Stafford elementary schools and one private school for a total of 764 students
- Participated in "Irish Heat" exercise with public safety personnel and National Guard
- Organized first regional PIO meeting with Quantico, Prince William, Fauquier and Stafford Hospital Center to prepare for BRAC personnel and enhance communications among the localities and Quantico Marine Corps Base
- Implemented Facebook and Twitter
- Gained national publicity with stories on energy savings and volunteers in Citizens Assistance
- Gained approximately 10,000 hours of service by volunteers through Citizens Assistance at a value of \$257,556



Our mission is to provide legal counsel and representation to the Board of Supervisors, the County Administrator, and all departments and agencies under the Board of Supervisors and those reporting to the County Administrator.

This mission includes representing the Board, County, and its agencies in litigation before Virginia and Federal Courts at all levels in defending the Board, County, or in enforcing County Ordinances. The County Attorney's Office provides legal advice on a daily basis to the Board, County Administration, all County Departments, and Constitutional Officers, as requested in connection with the duties and responsibilities of these Departments and Officers.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

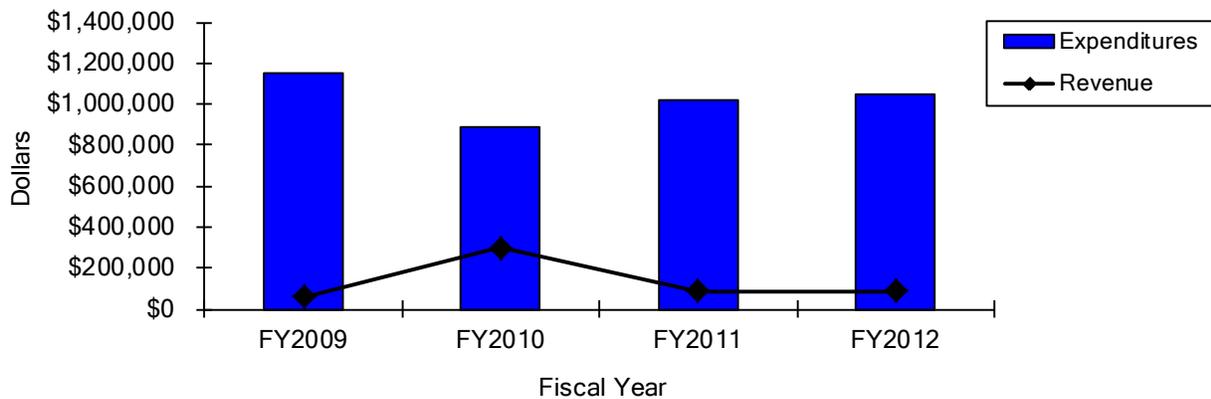
- Designed standard form for all departments to use to send in legal questions, opinion requests, and/or have information reviewed.
- Partnered with departments and constitutional offices to draft and review new ordinances, resolutions, amendments to ordinances and resolutions, memorandums of agreement/understanding.
- Partnered with County Administration to ensure legality and accuracy of Board packages.
- Partnered with Planning & Zoning, Utilities, and Parks and Recreation, in reviewing all deeds, easements, agreements, etc. to ensure legality and accuracy.
- Eliminated many volumes of books currently being ordered and supplemented by WESTLAW, where the elimination of those volumes would not require us to revise our current WESTLAW electronic research plan contract upward. (The office receives some credit on our contract plan based on supplementing certain hardbound volumes.) Reduced the paper copies without incurring additional cost, and without sacrificing the necessary research tools.
- Partnered with the Sheriff's office and provided a secretary and all administrative help for the Sheriff's Advisory Towing Boards.
- Partnered with Finance, Treasurer, and Utilities on processing all garnishments, warrants-in-debt, and bankruptcies.
- Partnered with Purchasing for legal review of all contracts and agreements for purchase.
- Partnered with other departments to review public hearing ads.
- Partnered with DSS and outsourced all services.



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$942,951	\$836,844	\$768,102	\$765,169	(\$2,933)	-0.38%
Operating	211,863	47,272	248,804	286,565	37,761	15.18%
Total	1,154,814	884,116	1,016,906	1,051,734	34,828	3.42%
Revenue	59,468	297,411	85,723	85,723	0	0.00%
Local Tax Funding	\$1,095,346	\$586,705	\$931,183	\$966,011	\$34,828	3.74%

Funded Positions						
Full-Time Positions	9	8	7	7	0	0.00%



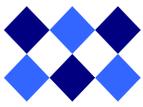
SIGNIFICANT BUDGET CHANGES

Personnel

- Salary savings

Operating

- Increase funding for outside legal fees
- Increase in cost of contracts



CORE SERVICES

- Provide daily legal advice to the Board of Supervisors, the County Administrator, the County departments and staff, and Constitutional Officers;
- Interpreting and enforcing Virginia Code and County Ordinances
- Provide legal advice to various Commissions, Committees, Boards, and Task Forces created by the Board of Supervisors, including the Planning Commission
- Review, revise, and approve deeds and plats for dedications of rights-of-way and easements to the County
- Review, revise, and approve contracts for construction, goods and services, and acquisition of real property for the County
- Review, revise, and approve leases
- Draft, review, and/or revise memorandums of agreement/understanding
- Provide collection services to collect debts owed to the County, including utility fees, by filing warrants in debt in court; filing claims in bankruptcy cases for money owed the County; and handling garnishment proceedings filed with the County through the courts
- Review and advise regarding FOIA requests and subpoenas

DEPARTMENT GOALS/OBJECTIVES

- Provide legal advice for implementation of amended Comprehensive Plan, including zoning and subdivision ordinance amendments, and form-based code provisions
- Provide legal advice and guidance as Board amends the Comprehensive Plan to allocate remaining 4,000 dwelling units
- Provide legal advice and guidance during legislative redistricting
- Provide legal guidance for implementation of new County Road Impact fee ordinance
- Provide legal guidance in connection with implementation of all County Road Bond Projects from procurement through construction, including PPTA projects
- Provide legal advice regarding proposed transfer of development rights (TDR) ordinance
- Coordinate closely with Planning and Zoning and Code Administration to aggressively pursue zoning enforcement and other Code enforcement issues
- Continue to defend and assist outside counsel in defending the County against tax assessment challenges
- Provide legal advice regarding implementation of Stafford County Park Bond Referendum
- Represent County in Verizon tax case before the State Corporation Commission
- Bring Human Resource legal advice back in house after second Assistant County Attorney starts work

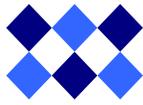


DEPARTMENT SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Advise the Board of Supervisors, Planning Commission, the Towing Boards, and other BACCs and staff (Manual Tracking)	625	720	800
Property acquisition and deed of dedication review (Manual Tracking)	450	475	500
Outputs			
Litigation (DSS, zoning violations, and general civil cases) (Manual Tracking)	80	75	75
Service Quality			
Provide legal advice to County Administration, County departments, and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking)	2,350	2,380	2,500
Efficiencies			
Monetary Collections (including bankruptcy and utility collection cases) (Manual Tracking)	800	900	950

DEPARTMENT ACCOMPLISHMENTS

- During the past two years, this Office has been successful in finalizing the acquisition of all properties needed for the Rocky Pen Run Reservoir project, which now permits all construction activities to move forward. Two properties which the County has title to are still in litigation to determine the final compensation amount.
- The number of outstanding litigation matters filed against the County has been reduced with in-house staff, attorneys provided by the County's insurance carrier, and retained outside counsel. Successful litigation results include:
 - (1) D.S.A.M. / Nageotte - Service District matters
 - (2) Zoning violations;
 - (3) Gino Jackson
- Before outsourcing in July 2010, this office successfully represented DSS in numerous child abuse and neglect cases, including the termination of parental rights in particularly severe child abuse cases, involving appeals to the Circuit Court from the Juvenile and Domestic Relations Court.
- Since June 2010, this office has continued to give full support to the Board, County Administration, Planning and Zoning, and numerous other departments with only two attorneys on staff and a reduced support staff.



JUDICIAL ADMINISTRATION (COURTS)

Juvenile & Domestic Relations 540-658-8775
Clerk of the Circuit 540-658-8750
General District 540-658-8935
Circuit 540-658-4840
Magistrate 540-659-2968

Our aim is to assure that disputes are resolved justly, promptly, and economically through a court system unified in its structures and administration.

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 judgments, administrative liens and notices.

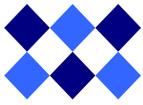
THINKING EFFICIENTLY:

Clerk of the Circuit Court

It is the Clerk's responsible to administer the Circuit Court's judicial proceedings and to serve as record keeper for the County.

- During the last eight months, six deputy clerks took on the project of moving old records to the storage room. They boxed 252 file cabinet drawers and moved them to storage. These were court cases that needed to be processed for purging. With the assistance of two volunteers who were sorting, indexing and scanning what needed to be scanned for permanent record, they were able to purge and shred the files here in the office, saving the cost of hiring an outside vendor for the job.
- In addition, they also re-arranged old case papers, moved 171 old land books, 21 plat books, fee books, warrant register books, docket books, fund registry process books, misc. receipts books etc. to the storage room.

These employees completed the project while keeping their work up to date.

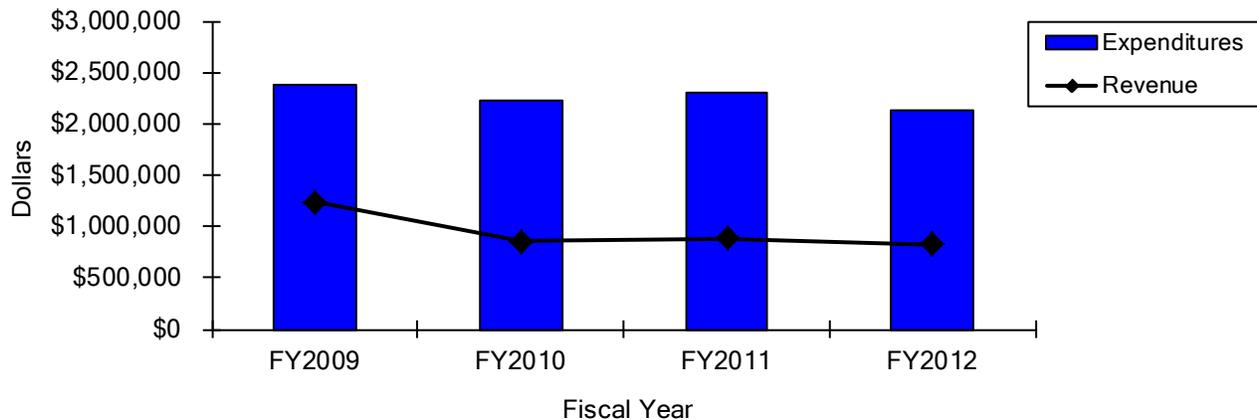


JUDICIAL ADMINISTRATION (COURTS)

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,587,270	\$1,579,738	\$1,591,730	\$1,405,229	(\$186,501)	-11.72%
Operating	733,565	639,007	716,129	734,617	18,488	2.58%
Capital	63,475	0	0	0	0	0.00%
Total	2,384,310	2,218,745	2,307,859	2,139,846	(168,013)	-7.28%
Revenue	1,240,159	855,384	880,068	823,637	(56,431)	-6.41%
Local Tax Funding	\$1,144,151	\$1,363,361	\$1,427,791	\$1,316,209	(\$111,582)	-7.82%

Funded Positions						
Full-Time Positions	25	23	23	20	(3)	-13.04%
Part-Time Positions	2	2	2	0	(2)	-100.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Elimination of three full-time positions and 2 part-time positions in the Clerk of the Circuit Courts office

Operating

- Increase in rental costs for 15th District Court
- County now responsible for paying 100% of probation officer salary per grant agreement
- Projected increase for the substance abuse program



JUDICIAL ADMINISTRATION (COURTS)

CLERK OF THE CIRCUIT COURT

CORE SERVICES

Court Administration

The administrative function of the Clerk's Office handles all civil cases with claims of more than \$15,000. It shares authority with the general district court to hear matters involving claims between \$4,500 and \$15,000; family matters such as divorce and child custody issues; criminal cases; felonies and misdemeanors. Circuit Court partners with the Stafford Sheriffs Office, the Commonwealth Attorneys Office, and Circuit Court judges from arrest to conviction. The Clerk's Office has maintained status quo and has provided the same quality of service to the public and the other departments, such as Victim Witness, Probation and Parole, Virginia State Police, Department of Corrections. Every one of these departments has grown and its workload has increased. Circuit Court also hears appeals cases from general district court and juvenile and domestic courts, prepares appeals for Circuit Court decisions that go to the Court of Appeals and Supreme Court of Virginia. Collects fines, cost and restitution awarded in circuit court cases.

Jury Management

The Clerk's Office manages jury operations for the courts and is responsible for jury questionnaires to establish a qualified jury pool, issue summons for dates of appearance, prepares lists for attorneys and judges, summons grand jurors and special grand jurors as needed.

Probate Judge

Circuit Court is granted judicial power for the probate of wills, similar to probate judges in many other jurisdictions. When a last will and testament is presented to the clerk's office for probate of an estate, authentication of the will is verified, a legal appointment of an executor or administrator for the estate is made, and legal documents to handle the estate are prepared. The Clerk's Office collects all applicable estate taxes for the commonwealth and the county.

Land Records

The Clerk's Office is responsible for collecting the recording taxes and fees for the recordation of deeds, trust, plats, judgments, financing statements, etc. The clerk's office is responsible for maintaining all land records of the county since the inception of the county and for ensuring adequate public access to these records.

DEPARTMENTAL GOALS/OBJECTIVES

- Work and communicate with other offices and agencies to provide solutions to the day-to-day operations in this tight economic time
- Continue to offer our services to the best of our ability and to provide the best service we are capable of and to treat all with the respect they deserve

DEPARTMENTAL ACCOMPLISHMENTS

- Secured remote access by application to anyone interested in working from home or office for research of Land Records
- Case Management research is offered on the Supreme Court web-site @ www.court.va.us
- Information about the Circuit Court Clerks office can be found on the county web-site @ www.co.stafford.va.us. Click on constitutional offices to get to the Circuit Court



JUDICIAL ADMINISTRATION (COURTS)

CIRCUIT COURT

CORE SERVICES

Judges Chambers

Controls the docket of the Court, scheduling cases and acting as a liaison between the Judges and members of the Bar, private citizens, the Clerk's Office, the Commonwealth's Attorney, other Judges of this Circuit and the Commonwealth, the VA Supreme Court and members of the Stafford County administration. Beginning January 1, 2010, the Judges Chambers will be responsible for handling the dockets of three courtrooms.

DEPARTMENTAL GOALS/OBJECTIVES

- The goal of this department this year and every year is to ensure that the matters before the Circuit Court are handled efficiently and in a legally sufficient manner.

15TH DISTRICT COURT SERVICES UNIT

CORE SERVICES

Juvenile Intake

Intake services are provided 24 hours a day at the CSU's. An intake officer on duty, or on-call officer after business hours, has the authority to receive, review and process complaints.

Investigations and Reports

Social histories make up the majority of the reports that CSU personnel complete. These court-ordered investigations describe the social adjustment of the youth before the court and provide timely, relevant and accurate data.

Domestic Relations

CSU's provide intake services for domestic relations complaints. These complaints include non-support, family abuse, adjudication of custody (permanent and temporary), abuse and neglect, termination of parental rights, visitation rights, paternity and emancipation.

Probation Services

Virginia juvenile probation strives to achieve a "balanced approach." This approach focuses on the principles of community protection (public safety), accountability and competency development.

Parole Services

Parole officers are assigned to offenders to provide case management services, broker appropriate transitional services and monitor the offender's adjustment to the communities.

Electronic Incarceration Program

The 15th District Court Service Unit Electronic Incarceration Program (EIP) provides a cost effective alternative to secure detention for juvenile offenders without an increased risk to public safety. A full time CSU employee provides 24 hour on call monitoring of assigned juveniles' behaviors and activities.



CORE SERVICES (Continued)

Anger Management

The CSU's Anger Management Program provides adolescents with specific tools that help them to control and better manage their anger. The six week program is facilitated by a CSU certified anger management consultant. Additionally, the program is utilized as a mechanism to prevent juveniles from becoming court involved and affords an Intake Officer additional diversion alternative which diverts delinquency complaints from the court.

Substance Abuse Assessment and Treatment

The CSU's substance abuse assessment and treatment program provided by Building Healthy Connections is an adolescent family centered substance abuse therapy program for adolescents between the ages of twelve and seventeen that meet the criteria for substance abuse or dependence. Parents and children attend a thirteen week Multi-family group at the CSU with the objective of reducing risk factors and strengthening protective factors known to predict later alcohol and other drug use, delinquency, violent behavior and other behavioral problems. Each participant is provided with an Individualized Relapse Prevention Plan addressing the four areas that influence substance abuse: family, peers, school and community.

School-based Probation Program

The CSU's School-based Probation Officers are on-site at a high school (currently Stafford High School) and are required to spend at least 70% of their time in the school environment. School-based probation officers' caseloads consist of court-involved youth from their assigned school only. The School-based Probation Officer applies a balanced approach to probation practice using graduated sanctions, services and incentives to enhance school and community safety and hold offenders accountable while helping them develop competency.

DEPARTMENTAL GOALS/OBJECTIVES

- System-identified juveniles will be deterred from committing new offenses
- Ensure that only juveniles that are at high risk to public safety are placed in secure detention
- Unit operations will be consistent with the Code of Virginia, the Department of Juvenile Justice standards, the Court Service Unit Policy and Procedures Manual and all applicable policy and procedures

DEPARTMENTAL ACCOMPLISHMENTS

- Probation cases were supervised with a 98% compliance rate in FY09
- Direct care parole cases were managed in FY09 with a 100% compliance rate
- Stafford CSU accomplishments in the past year include the establishment and maintenance of programs that prevent and reduce delinquency
- Over the last year, 90% of Stafford families entering the Multi-Family Substance Abuse Treatment Group successfully completed the program (30 of 34)
- Over the last year, 88% of the Stafford youth entering the Anger Management Group successfully completed the program (45 of 50)
- Grant funding was obtained to establish a Larceny Reduction Program which began in September 2009. Larceny is a common juvenile crime in Stafford County with 328 larceny and burglary complaints being filed in FY09



JUDICIAL ADMINISTRATION (COURTS)

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- The Stafford CSU maintained a cost effective detention alternative program (EIP/Field Surveillance) which served 144 youth charged with delinquent offenses in Stafford County in FY09. Since 2008, detention admissions for Stafford County have declined by approximately 27%
- The Stafford CSU appropriately diverted 14% of delinquency complaints from the court in FY09
- The Stafford CSU successfully passed the annual internal assessment conducted in August 2009.

GENERAL DISTRICT COURT

CORE SERVICES

- To process all case paper work efficiently and timely to ensure the Judge's can hold court daily
- Store all cases papers and financial records according to the statutory timeframe
- Provide certified copies of all case papers to any party that requests such copies
- Assist attorneys, agencies, and the general public in person and over the phone
- Provide the Judge's with the legal resources to make decisions on legal matters by ensuring the most up to date Code books and legal publications are in the court.

JUVENILE AND DOMESTIC RELATIONS COURT

CORE SERVICES

- Court- make sure citizens have open access to the court
- Customer service
- Timely processing of criminal, traffic, and civil pleadings
- Ensuring cases and records are updated correctly and confidentiality is maintained
- Collections of fines and costs.

MAGISTRATE

CORE SERVICES

- Issue warrants (search, arrest and civil)
- Admit to bail or commit to jail
- Issue subpoenas
- Administer oaths and take acknowledgements
- Issue emergency custody orders
- Issue civil or criminal temporary mental detention orders
- Issue emergency protective orders.

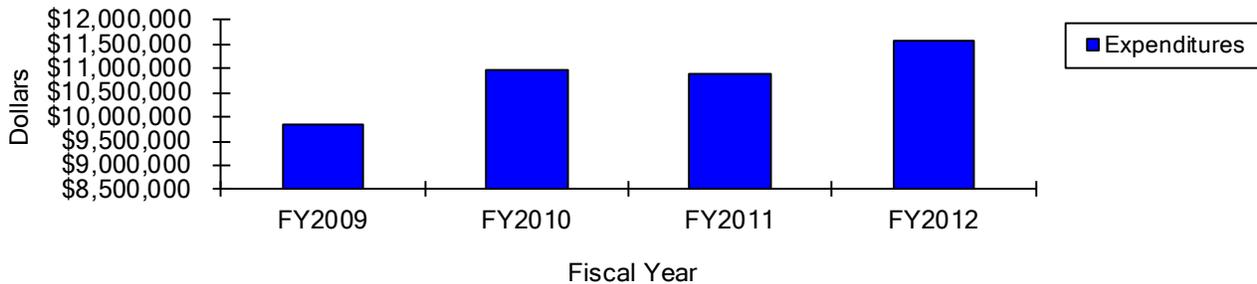


DEBT SERVICE

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, office buildings housing the administrative offices of the Schools and the County government, parks and other projects as determined by the Board of Supervisors. 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.

BUDGET SUMMARY (General Government)

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	FY2012 Change '11 to '12	
Costs						
Capital	\$9,846,235	\$10,990,807	\$10,879,943	\$11,570,629	\$690,686	6.35%
Local Tax Funding	\$9,846,235	\$10,990,807	\$10,879,943	\$11,570,629	\$690,686	6.35%



SIGNIFICANT BUDGET CHANGES

Capital

- Increase due to borrow for Radio Communication System
- Borrow for Parks Referendum Bond



DEBT SERVICE

DEPARTMENTAL GOALS/OBJECTIVES:

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on July, 2010:
- General obligation debt will not exceed 4.5% of the assessed value of taxable real property
- General fund debt service expenditures shall not to exceed 12% of 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.

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Efficiencies			
Debt Issue Cost (General Fund and School Fund)	\$37,329	\$56,450	\$54,230
Interest (General Fund and School Fund)	\$17,762,215	\$14,245,746	\$17,045,267
Principal (General Fund and School Fund)	\$22,436,779	\$22,203,685	\$22,303,118



Economic Development

Administers a comprehensive program to attract, retain and expand high quality businesses and tourism, resulting in a stable and diverse local economy, improved standard of living and quality of life for the citizens.

Legislative Affairs

Informs and maintains communication with Stafford's representatives in Richmond and Washington to keep them informed about the needs, interests and initiatives of the County and to strengthen the local, state and federal partnership.

Redevelopment

Encourages, attracts and facilitates private sector investment within the designated four redevelopment areas.

THINKING EFFICIENTLY:

- With improving technology, we have been able to save about \$6,000 by moving from hardcopy to electronic newsletters and more than \$50,000 by handing out copies of the Redevelopment Plan on DVD instead of hardcopy.
- We were able to save about \$1,000 by no longer tracking paper copies of legislation.
- We no longer lease a desktop in Richmond for our Legislative division during the winter months, which is a savings of \$2,000.
- We are utilizing County vehicles for transportation to Richmond, which reduced mileage reimbursements significantly.



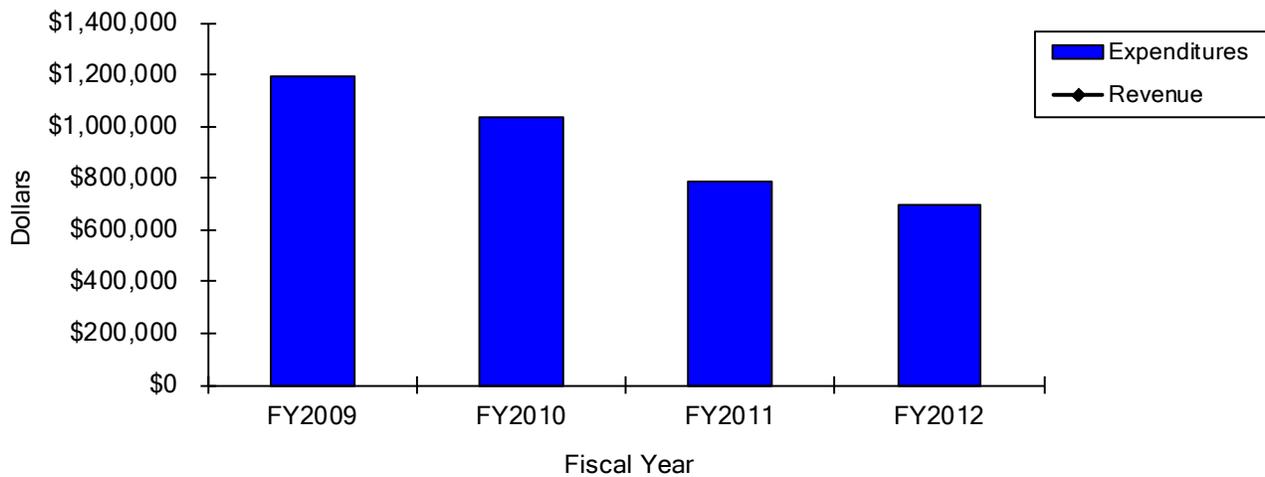
ECONOMIC DEVELOPMENT

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$861,871	\$753,925	\$610,910	\$447,048	(\$163,862)	-26.82%
Operating	328,287	281,210	175,955	252,285	76,330	43.38%
Local Tax Funding	<u>\$1,190,158</u>	<u>\$1,035,135</u>	<u>\$786,865</u>	<u>\$699,333</u>	<u>(\$87,532)</u>	<u>-11.12%</u>

Funded Positions						
Full-Time Positions	7 *	7 *	6 *	5	(1)	-16.67%
Part-Time Positions	1	1	1	1	0	0.00%

*The Tourism Manager position is included in the Economic Development/Legislative Affairs Department, but funding is in the Tourism Fund.



SIGNIFICANT BUDGET CHANGES

Personnel

- Transfer of one full-time position to the Grant Fund
- Increase of health insurance premium

Operating

- Increase in consulting services for Economic Development Plan update
- Increase in special programs for contractual services to assistance with legislative affairs



ECONOMIC DEVELOPMENT

CORE SERVICES

- Retain, expand, and support existing businesses in Stafford.
- Attract new businesses, jobs and capital investment in the local Stafford economy.
- Promote increased commercial/industrial development, taxable sales, and tourism opportunities in Stafford
- Monitor state and federal government regulations impacting area businesses and notify the Board/administration accordingly.
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/administration as necessary.
- Implement the recommendations of the Master Redevelopment Plan.

DEPARTMENTAL GOALS/OBJECTIVES

- Promote a business climate that encourages growth in at-place employment of at least 5% annually
- Work with private sector entities and area developers to annually expand/increase the commercial and industrial tax base
- Maintain the number of Stafford businesses at over 2,200 and visit at least 100 existing businesses annually in the BRE program
- Develop and administer a comprehensive marketing plan promoting Stafford County on a global scale
- Publish an Economic Development e-newsletter four times a year
- Inform local legislators of the impact on County operations, fiscal and otherwise, and of proposed legislation
- Assist legislators in maintaining federal-state-local partnership
- Implement and maintain the Master Redevelopment Plan.

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
At-Place Employment (VEC)	35,000	34,500	35,000
Commercial Business Revenue Impact (Com of the Rev)	\$62 M	\$62 M	\$64M
SF New Commercial Buildings (Hanson System)	1,000,000	450,000	450,000
Business in the County (VEC)	2,300	2,200	2,200
Number of legis. initiatives introduced/defeated on Stafford's behalf	8	8	8



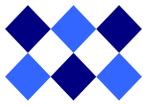
ECONOMIC DEVELOPMENT

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs			
Existing Business Visitation (manual tracking)	240	240	100
Marketing Missions	3	3	3
Trade Shows	4	4	2
Meetings of legislative committees, study committees, etc	48	48	48
Hours supporting efforts of VACO, VML and others	250	250	250
Legislative bills reviewed & distributed to staff for input	2,577	3,300	3,300

DEPARTMENTAL ACCOMPLISHMENTS

- Master Redevelopment Plan for Falmouth, Boswell's Corner, Courthouse and Southern Gateway completed on time and within budget.
- Quantico Growth Management Committee identified a major highway improvement project for Jefferson Davis Highway to help mitigate the impacts of the 2005 Base Realignment and Closure (BRAC) Commission redeployments to MCB Quantico.
- Progress was made during FY11 towards the establishment of a research and technology park for Stafford County, including execution of a formal Memorandum of Understanding between Stafford County, George Mason University, University of Mary Washington, Germanna Community College, ManTech (formerly MTCSC), and the Silver Company.
- Tourism staff applied for and received a \$77,700 grant from the American Battlefield Protection Program of the National Park Service during 2010. The grant will be used to fund Archeological Investigations for the Aquia Creek Battlefield at Aquia Landing.
- Government Island, a National Historic Landmark and Historic Scenic Trail, was opened to the public in November 2010.
- The Department sponsored an exhibit booth and participated in the Modern Day Marine military expo held at Marine Corps Base Quantico, September 28-30, 2010.



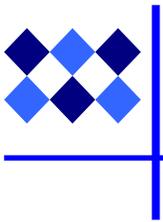
Our Mission is to provide, courteous, knowledgeable and prompt service to all external and internal customers.

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

The Finance and Budget Department shares both the responsibility and opportunity to help the County achieve its vision. The department is committed to teamwork and recognizes the contributions of each team member.

THINKING EFFICIENTLY:

- After staffing levels were reduced in the division of accounts payable, staff examined the workload, reviewed the process and concluded that Monday and Tuesday are significantly more demanding than the remainder of the work week. To accommodate the workload, staff instituted a flex schedule of four ten hour days, which allows for twenty working hours (instead of 16) during the two busiest days, increasing productivity by 25%. This flex schedule allows us to do the work with one staff member in the place of two.
- In the past, revisions to our Purchasing regulations required a lengthy process, which included a public hearing. The latest revision simplified our ordinance to state that we follow State procurement guidelines, with local regulations and policies administered by the County Administrator. This will allow our Purchasing staff to spend more time on assisting departments with procurement activities.
- By following State procurement guidelines, we were able to increase our small purchases threshold to \$5,000. Since many of our purchases fall into this category, the number of purchase orders that Purchasing staff are required to process has decreased, thereby increasing time available for assisting with major procurement projects.
- The CAFR and Budget Book(s), at one time, were sent to a local printer to be printed and assembled. To cut down on expenses, we purchased a binding machine for \$300 and a team of employees volunteer to copy, punch and assemble the documents. This change in the way we do business saves \$3,000-\$3,500 on each set of documents.
- Staff used to manually combine general ledger accounts to summarize annual financial statement position. By using the financial system report writer, we were able to create reports that mirror those contained in the actual financial statement document. These system generated reports are easily converted to the required format, thereby allowing staff more time for analysis and verification.
- In the past, reimbursement checks for personal property had to be pulled out of the weekly accounts payable check run to be returned to the Treasurer's office. Because of a change in the file layout that is created for these reimbursements, the checks can now be mailed directly from the Finance Department. This frees up time to be utilized for other projects.
- Records Management has been recycling storage boxes to be reused by the departments. This has resulted in cost savings, because fewer boxes had to be ordered.

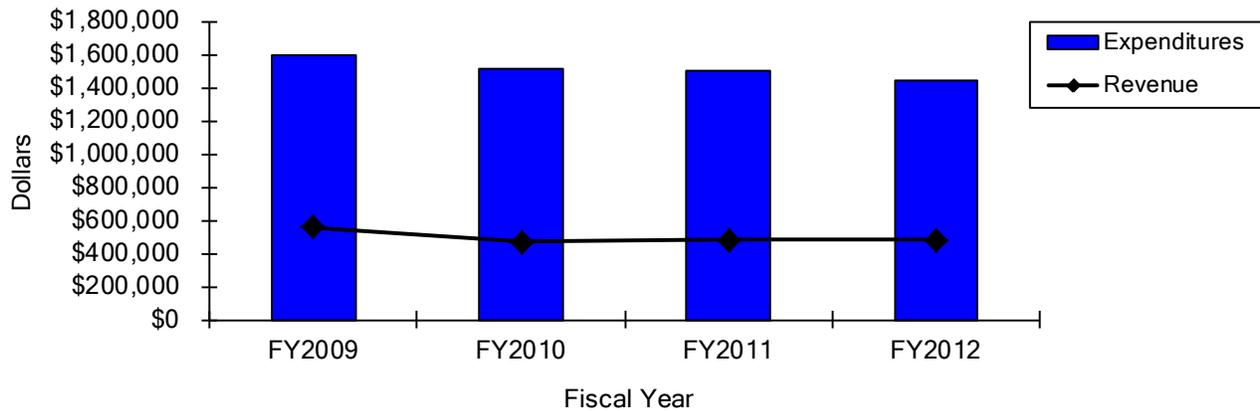


FINANCE AND BUDGET

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,469,708	\$1,453,349	\$1,437,359	\$1,375,207	(\$62,152)	-4.32%
Operating	123,444	57,391	67,085	70,292	3,207	4.78%
Total	1,593,152	1,510,740	1,504,444	1,445,499	(58,945)	-3.92%
Revenue	555,381	466,168	479,508	479,508	0	0.00%
Local Tax Funding	\$1,037,771	\$1,044,572	\$1,024,936	\$965,991	(\$58,945)	-5.75%

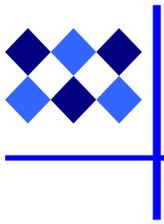
Funded Positions						
Full-Time Positions	21	16	16	15	(1)	-6.25%
Part-Time Positions	3	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Elimination of one full-time position



CORE SERVICES

Accounting

The Accounting Division produces the Comprehensive Annual Financial Report (CAFR) as well as other financial reports for state and federal reporting. Provides support to all County departments, vendors and outside agencies. The division is responsible for maintaining accurate accounting of all County funds in compliance with APA regulations. The division is also responsible for generating and distributing paychecks, W2's, vendor accounts payable checks and 1099's. It also provides internal support for all Sunguard Public Sector financial system users.

Administers:

- Payroll
- Accounts Payable
- Accounting/ Financial Reporting
- Accounts Receivable
- Debt Management

Budget

The Budget Division provides the primary support to the County Administrator in the developing, publishing and implementing of the County's budgets and capital improvement plan. The Budget Division also provides frequent financial planning and analytical services to the County Administrator and Board of Supervisors in order to maintain fiscal integrity and accountability.

The Proposed Budget Book, the Annual Adopted Budget Book, Quarterly and Mid-Year Budget Reviews, and the Proposed Capital Improvements Plan, are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

Purchasing

The Purchasing Office reviews and processes all bids and proposals for the County and the School Board to ensure that the best value is obtained for each public dollar spent in accordance with the Virginia Public Procurement Act (VPPA) and the Stafford County Procurement Code.

Purchasing administers the P-Card Program for small-dollar purchases and is responsible for compliance with all rules and regulations associated with the program. This office is also responsible for the disposition of County surplus property, the issuance of purchase orders, and administering all standard contracts for services and supplies.

Risk Management

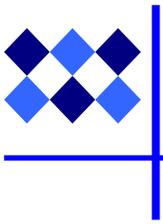
Risk Management is responsible for securing insurance for all property, liability and vehicles. The Risk Manager works with all County employees on Workers' Compensation and other insurance claims. In addition, this office works with other departments to develop safety programs and promote safe working conditions adhering to all Federal Occupational Safety and Health Administration (OSHA) and State (VOSH) regulations.

Administers:

- Workers Compensation program
- Safety programs
- Property and vehicle claims
- Maintaining insurance policies
- Drug program
- Driving program

Records Management & Storeroom

The County is required to retain and destroy its public records in compliance with the Virginia Public Records Act. The storeroom analyzes needs and orders & dispenses County-wide supplies, such as stationery. The records management and storeroom functions reports to the Risk Manager.



DEPARTMENTAL GOALS/OBJECTIVES

- Complete a timely, error-free audit and Comprehensive Annual Financial Report by November 30th.
- Continue to work on a more efficient work flow within the department and with other departments by analyzing at least one major process each year
- Reduce the number and percentage of paper checks
- Review and update internal controls
- Develop a balanced budget that meets the needs of the community, in compliance with the Code of VA and generally accepted financial standards
- Provide the highest quality analytical services and support to management, staff, and the BOS
- Produce a Adopted Budget document that meets GFOA’s criteria as distinguished
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure
- Solicit for competitive pricing to obtain high quality goods and services at reasonable cost

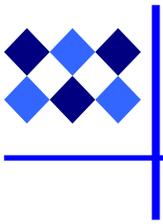
These goals support the Board’s Principles of High Performance Financial Management to “prudently manage the people’s resources.”

- Provide training to County departments
- Effectively administer in-house drug and alcohol screening
- Maintain a pro-active insurance review process
- Coordinate effective safety programs to reduce workplace injuries and promote workplace safety and reduce claims
- Provide defensive driver training at minimum cost to the County
- Complete a survey of internal customers to provide feedback and identify areas for enhancement

These goals support our B.E.S.T. values.

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Attain GFOA Certificate for CAFR	Yes	Yes	Yes
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes
Outputs			
Landfill bills processed	355	360	360
Payroll checks processed	24,800	25,000	24,000
Accounts Payable payments Issued	35,000	35,000	35,000



DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Service Quality			
Consecutive years GFOA Certificate	28	29	30
Number of adjusting audit journal entries	0	0	0
Efficiencies			
Length of time to complete monthly closing date	15	15	15

DEPARTMENTAL ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 28th consecutive year.
- Received the GFOA Distinguished Budget Award for the 22nd consecutive year.
- Continued growth of the P-Card program
- Continued growth of electronic public surplus auction
- Continued growth of the online vendor registration
- Continued in-house drug and alcohol screening
- Ongoing training to departments for in-house drug/alcohol training
- Provided training for all supervisors in reasonable suspicion
- Achieved a reduction in workers' compensation claims
- Achieved a reduction in vehicle accident claims





One Mission, One Department, Many Partners - the all-hazards Mission of the Department is the safeguarding of life and property through proactive community risk reduction services, rapid fire, rescue and emergency medical services, community emergency preparedness planning and recovery and investigation of fire, explosion and environmental crimes.

THINKING EFFICIENTLY:

- **Where have we partnered within the organization?**
 - Public Works - consolidated inspections
 - Human Resources - drug testing, employee vaccinations
 - Sheriff - PSIC grant, AED program, EMD program
 - School Division - AED Program, Ambulance Bus, event coverage
 - Parks and Recreation - Falmouth Waterfront and annual aquatic safety campaigns
 - All Departments - Emergency Management planning
 - Social Services - Smoke detectors for low income, hearing impaired
- **Where have we partnered with community organizations?**
 - Northern Virginia Fire Chiefs - Emergency Services, Planning, Purchasing, Grants, Training
 - Stafford Hospital Center - Training, Purchasing, Equipment Exchange
 - Mediacorp - Medical Support Unit, Operational Medical Director
 - Department of Homeland Security - Equipment
 - Metropolitan Washington COG Fire Chiefs - Planning, Training, Grants
 - Health Department - H1N1 vaccination planning, Seasonal Influenza vaccination clinics
 - MCB Quantico - Emergency Services, Training, Equipment Maintenance
 - FBI Critical Incident Response Group - Training

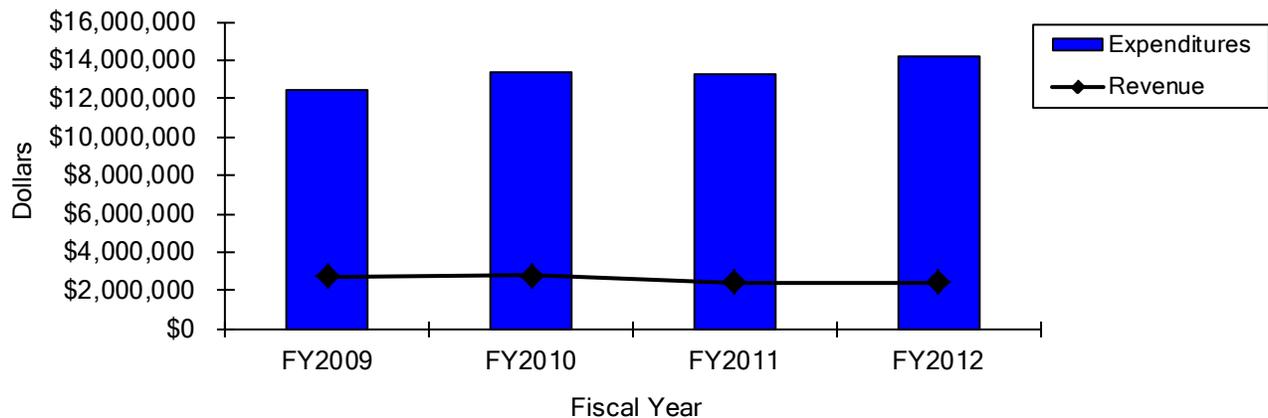


FIRE AND RESCUE

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$8,164,764	\$8,967,959	\$9,322,566	\$9,569,417	\$246,851	2.65%
Operating	3,768,895	3,978,125	3,869,473	4,447,707	578,234	14.94%
Capital	548,908	433,672	118,000	146,500	28,500	24.15%
Total	12,482,567	13,379,756	13,310,039	14,163,624	853,585	6.41%
Revenue	2,751,228	2,785,891	2,422,997	2,414,049	(8,948)	-0.37%
Local Tax Funding	\$9,731,339	\$10,593,865	\$10,887,042	\$11,749,575	\$862,533	7.92%

Funded Positions						
Full-Time Positions	98	110	110	109	(1)	-0.91%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Elimination of one full-time position
- Increase in overtime costs for Live Fire Training
- Line of Duty Death Benefit Premium
- Workers Compensation

Operating

- Increase in Volunteer funding to support the Performance Based Funding Policy
- Annual Physicals

Capital

- Increase in Volunteer funding to support the Performance Based Funding Policy



FIRE AND RESCUE

CORE SERVICES

- All Hazards Emergency Response (Fire, Rescue, EMS, Haz-Mat, etc.)
- Training and Education (Department and County Personnel/General Public)
- Fire and injury prevention through building and fire protection systems review and fire prevention code enforcement
- Fire, Explosion and Environmental Crime Investigations
- Community, Emergency Response System and Emergency Management Planning
- Administrative Services to support efficient and effective fire and rescue service delivery including development of ordinances, ongoing fiscal planning to balance revenue and expenditure needs; financial and logistical support of fire and rescue operations and our volunteer partners; and supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed.

DEPARTMENTAL GOALS/OBJECTIVES

Office of the Fire Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment
- Monitor performance benchmark results for system improvements and adjustments
- Sustain and improve communications with stakeholders
- Maintain current level of volunteer recruitment and retention
- Implementation of the Shift-based EMS, Health and Safety program
- Introduction and implementation of the Community Cardiac Care Effort (C3E)
- Develop community partnerships for public education

Operations Command

- Ensure a constant state of operational readiness
- Meet or exceed benchmarks for response and staffing performance
- Establish county-wide system of volunteer scheduling
- Maintain required training and education levels for all Department personnel
- Sustain and improve communications with stakeholders
- Complete CPSE Self-Assessment for Operations Command areas of responsibility
- Reevaluate apparatus deployment and make recommendations for improvement
- Reevaluate Special Operations services and deployment

Planning Command

- Maintain constant state of readiness through monitoring daily intelligence and situational Awareness
- Ensure the readiness of the Emergency and Department Operations Centers
- Meet or exceed benchmarks for plan review, inspections and investigations
- Complete planning phase for Fire and Rescue Station 14



FIRE AND RESCUE

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Complete planning phase for the Fire and Rescue Training Center
- Re-submit FBI needs assessment for Bomb Squad certification
- Develop a comprehensive Target Hazard pre-planning system and begin implementation
- Manage federal and state emergency management grants
- Begin CAD replacement research
- Implement new Radio system in the Department
- Complete CPSE Self-Assessment for Planning Command areas of responsibility
- Revise Chapter 10, Emergency Services, for BOS consideration

These goals support the Board of Supervisor's priorities for the community

Logistics Command

- Maintain Fleet, Facilities and Equipment in a constant state of readiness, issue weekly report
- Implement station-based fleet preventative maintenance program
- Develop new specifications for all standard mobile assets
- Complete a comprehensive facility assessment of all fire and rescue stations
- Meet or exceed benchmarks for vehicle and equipment repair
- Implement new Fleet software and develop monthly fleet status report
- Issue new RFP's for all required fleet services not conducted in-house
- Develop apparatus and facility use contracts for volunteer partners
- Complete CPSE Self-Assessment for Logistics Command areas of responsibility

Finance and Administration Command

- Oversee LOSAP and issue required reports
- Complete a comprehensive review, edit and implementation for all Department policies and procedures
- Ensure compliance with local, state and federal laws concerning human resources
- Ensure compliance for all personnel requirements including background, certifications, etc.
- Ensure accountability of payroll and timely processing
- Complete CPSE Self-Assessment for Finance and Administration Command areas of Responsibility
- Ensure budget compliance for Department and all Commands
- Monitor all incoming revenue and ensure success

These goals support our Principles of High Performance Financial Management

- Implementation of the Shift-based EMS, Health and Safety program
- Sustain and improve communications with stakeholders
- Begin CAD replacement research
- Implement new radio system in the Department

These goals support our B.E.S.T. values.



FIRE AND RESCUE

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up (Fractile Compliance = 90%).	90%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted (Fractile Compliance = 25%).	25%	25%	25%
Ten minute or less scene time (or Helo activation) for all trauma cases meeting REMS flight criteria (Fractile Compliance = 90%).	90%	90%	90%
Discharge rate of out of hospital cardiac arrest victims (Fractile Compliance = 12%).	12%	12%	12%
Outputs			
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. (Fractile Compliance = 90%).	90%	90%	90%
Percentage of paid and volunteer personnel that meet yearly training requirements	100%	100%	100%
Two OCS offered annually to allow volunteer officer certification	100%	100%	100%
Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
Percentage of total inspection violations cleared in 30 days or less	100%	100%	100%
Percentage of total requests for new construction inspections conducted within 24 hours of the request	100%	100%	100%
Percentage of total plan reviews completed within 10 business days	100%	100%	100%
Percentage of Schedule 1 repair tickets completed within 24 hours	100%	100%	100%
Percentage of apparatus repair tickets completed in-station	100%	100%	100%
Percentage of requests for replacement PPE filled within 24 hours	100%	100%	100%
Percentage of station supply requests filled within 72 hours	100%	100%	100%
Percentage of IT Schedule 1 repair tickets completed within 24 hours	100%	100%	100%
Percentage of IT Schedule 2 repair tickets completed within 3 working days	100%	100%	100%
Percentage of annual volunteer recruitment need filled.	100%	100%	100%



FIRE AND RESCUE

DEPARTMENTAL SERVICE LEVELS (Continued)

Service Quality	FY2010 Actual	FY2011 Budget	FY2012 Plan
Contain fires involving structures to the room of origin (Fractile Compliance = 70%)	70%	70%	70%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases (Fractile Compliance = 70%)	NR%	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard (Fractile Compliance = 100%)	100%	100%	100%

DEPARTMENTAL ACCOMPLISHMENTS

- Revised Uniform Rank Structure
- Completion of all training Task Books for all field operation positions
- Established a comprehensive Heart Safe Community program
- Established a comprehensive health and safety program to include entry level and annual medical examinations and physical fitness requirements
- Updated County EOP and assured NIMS Compliance
- Completed the implementation and transition of the 700 MHz radio communications system
- Implemented Therapeutic Hypothermia Cardiac Arrest program
- Completed comprehensive assessment of funding options for fleet replacement
- Developed White Paper on alternative funding programs for EMS and other potential reimbursable emergency response costs
- Implemented annual awards program



VOLUNTEER FIRE RESCUE ORGANIZATIONS

In 2009, a committee was formed to evaluate the funding process for volunteer stations. Based on the committee's findings The Stafford Fire and Rescue Department enacted a performance-based funding policy for the volunteer stations in the County. The new accounting formula is based on the percentage of time that a volunteer unit is staffed in order to equitably reward those stations that provide consistent and dependable firefighting and emergency medical services. Those units that perform at a higher level and have more staff available will potentially receive a higher percentage of funding from the County. The amounts are guidelines only, which are forwarded to the Fire Chief for approval and may be modified by the County Administrator and/or the Board of Supervisors.

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Aquia Harbour Rescue	\$29,579	\$31,646	\$39,800	\$8,154	25.77%
Rock Hill Rescue	17,910	28,900	37,000	8,100	28.03%
Mountain View Rescue	29,646	23,360	23,360	0	0.00%
Stafford Rescue	21,871	23,360	28,600	5,240	22.43%
White Oak Rescue	22,701	23,775	24,850	1,075	4.52%
Rescue Stations	\$121,707	\$131,041	\$153,610	\$22,569	17.22%
Stafford Fire	\$110,939	\$210,634	\$211,497	\$863	0.41%
Rock Hill Fire	112,755	54,150	48,780	(5,370)	-9.92%
Mountain View Fire	23,304	23,250	27,700	4,450	19.14%
White Oak Fire	58,535	45,174	48,670	3,496	7.74%
Fire Stations	\$305,533	\$333,208	\$336,647	\$3,439	1.03%
Widewater Fire & Rescue	\$70,364	\$32,847	\$43,535	\$10,688	32.54%
Potomac Hills Fire & Rescue	5,568	40,800	24,528	(16,272)	-39.88%
Falmouth Fire & Rescue	117,769	206,700	204,070	(2,630)	-1.27%
Brooke Fire & Rescue	36,935	29,560	34,682	5,122	17.33%
Hartwood Fire & Rescue	79,013	43,330	55,372	12,042	27.79%
Combined Stations	\$309,649	\$353,237	\$362,187	\$8,950	2.53%
Grand Total	\$736,889	\$817,486	\$852,444	\$34,958	4.28%





HUMAN RESOURCES

Tammi W. Ellis
Executive Director of Organizational Development
540-658-8618
tellis@co.stafford.va.us

Our mission: To provide strategic and collaborative human resource leadership and guidance to recruit, develop, motivate and retain a diverse and high-performing workforce.

The Department of Human Resources is a full-service internal services department that assists all County departments, Constitutional Officers and citizens regarding compensation, benefit, recruitment, and organizational and workforce development issues. The focus of the department is on the development of a high performance organization county-wide while utilizing existing resources and functioning as a strategic partner within the organization and with our partners in the community.

THINKING EFFICIENTLY:

Human Resources responsibilities are to provide services that support and develop our employees in their service to the citizens of Stafford County and customers.

Between the years 2007-2008, HR cross-trained employees on the functions of the department and documented and streamlined HR processes. In May 2010, an HR Analyst resigned, leaving the position vacant for a time. In June 2010, this position was eliminated through a Reduction in Force. Although absorbing and spreading out the duties of two key positions in the department to the remaining staff has been a tremendous challenge; the documented/streamlined processes, coupled with the staff's desire to learn, excel, and provide the best service possible to the County's employees has made it a seamless process.

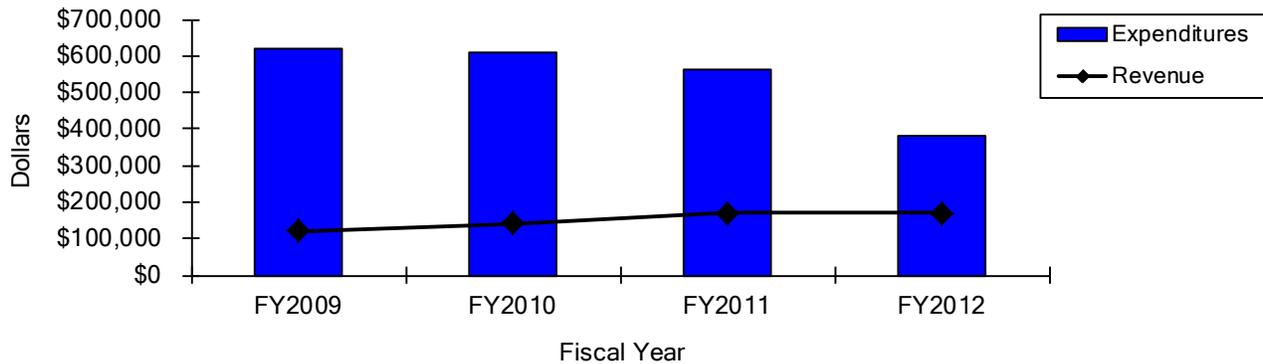


HUMAN RESOURCES

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$580,804	\$584,855	\$517,428	\$312,249	(\$205,179)	-39.65%
Operating	36,426	23,774	47,303	67,405	20,102	42.50%
Total	617,230	608,629	564,731	379,654	(185,077)	-32.77%
Revenue	121,025	140,187	170,034	170,034	0	0.00%
Local Tax Funding	\$496,205	\$468,442	\$394,697	\$209,620	(\$185,077)	-46.89%

Funded Positions						
Full-Time Positions	7	6	5	3	(2)	-40.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Elimination of two full-time positions
- Increase in health care premium

Operating

- Increase in management services



HUMAN RESOURCES

CORE SERVICES:

Employee Benefits Administration

Maintenance and administration of a comprehensive total compensation employee benefit program for County employees. Includes a market based salary scale, job classification plan, health, vision and dental benefits, wellness programs and supplemental benefit programs such as deferred compensation plans, life insurance, medical reimbursement, and VRS.

Classification and compensation

Administer and maintain a total compensation and classification system which is fair and competitive so that the County can recruit, retain and motivate employees. This includes an analysis of compensation data, determining positions with recruitment or retentions issues and identifying position and market trends.

Workforce Recruitment and Staffing

Be a strategic partner with departments to monitor personnel needs and manage vacancies. Assist in the selection process and development of qualified employees. Provide timely, efficient and cost effective recruitment assistance, and screening. Assist in the development and implementation of interview methods and processes and provide for enhanced new employee orientation.

Workforce Readiness

Provide research, development, training and educational opportunities to enable managers and employees to reach the goals of high performance and the B.E.S.T. values of the organization. This includes all programs, activities and training for B.E.S.T. University, workforce training, technical skill "focus" training, leadership development, mentoring, and succession planning. Provide information and comparative analysis of workforce strategies and programs and provide policies, plans, resources and direct support to County agencies.

Employee Relations/Policies

Develop, monitor and evaluate HR policies and procedures; ensure that policies are updated and enforced based on federal, state and local laws; provide technical assistance and training to managers and employees on policies and procedures.

DEPARTMENTAL GOALS/OBJECTIVES:

- Maintain schedule of employee health care contribution increases as established in R09-165.
- Monitor funded vacancies throughout the organization on a bi-monthly basis.
- Monitor vacancies and workforce resources and place resources where needed.
- Review and revise policies on a quarterly basis.
- Maintain level of service for recruiting and hiring new employees.
- Maintain level of service for assisting departments with discipline issues.

These goals support our B.E.S.T. values.

- Implement and fund FY 2012 Performance Pay Plan.
- Through B.E.S.T. University, offer core courses that reinforce the B.E.S.T. values and high performance organization goals
- Begin Cohort 7 of the Leadership Institute.
- Provide funding for 12 LEAD students and 1 SEI student.



HUMAN RESOURCES

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Total compensation based on market - 75 th percentile (R06-93)	95%	95%	95%
Outputs			
Number of new hires (HTE) includes Parks & Recreation seasonal positions	211	240	225
Number positions recruited (Neogov) Full-time/RPT	93	100	105
Service Quality			
Average # of days to fill a position from interview to hire (Internal)	15	14	15
Response time for HR inquiries within 24 hours (VOIP, Internal)	99%	99%	99%
Efficiencies			
Vacancy Rate (HTE)	4.55%	5.0%	6.0%
Full time employees per Human Resources staff member (HTE)	140.5	140.5	177.7
Turnover Rate (HTE)	8.4%	8.75%	9.5%

DEPARTMENTAL ACCOMPLISHMENTS

- Completed the first year of the 6th Cohort of the Leadership Institute.
- Established B.E.S.T. University utilizing in-house trainers and Germanna Community College and Tuition Reimbursement Program
- Conducted a Salary and Health Care Study
- Established a Regional Human Resource Group
- Hosted 2 regional local government workshops
- Received approved application for the Early Retiree Reinsurance Program
- Assisted with the development of the CSI - Stafford Employee Incentive Program
- Updated FY2011 Stafford Value Index.



Our mission is to provide a link for and between human service agencies within the community in providing services to identified children and families within Stafford that is collaborative, child centered and family focused.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- We work very closely with Social Services in providing services for foster care children. We have developed several processes that have lead to more efficiency in handling the finances between our agencies.

Where have we partnered with community organizations?

- Through the Comprehensive Services Program multi agency collaboration and oversight, the Family Assessment and Planning team and the Community Policy and Management Team to assist at risk children and families within the community. These teams include representation from social services, public schools, court services, department of health and mental health services and local government.
- We collaborated in developing a partnership with several community based agencies: Snowden at Fredericksburg, Rappahannock Area Office on Youth, City of Fredericksburg CSA program, County of Spotsylvania CSA program, and the United Way to provide training, resources, and networking opportunities to human service professionals that serve children and families within the planning district.
- We partnered with the Rappahannock Area Community Services Board to establish a memorandum of agreement for a child serving case worker position for identified youth within Stafford County.
- We partnered with the 15th District Court Services Unit to expand shelter care services offered to eligible youth in the County.
- We partnered with Stafford County Public Schools to develop a public day school program to serve identified youth within our community, which is least restrictive and more cost effective.

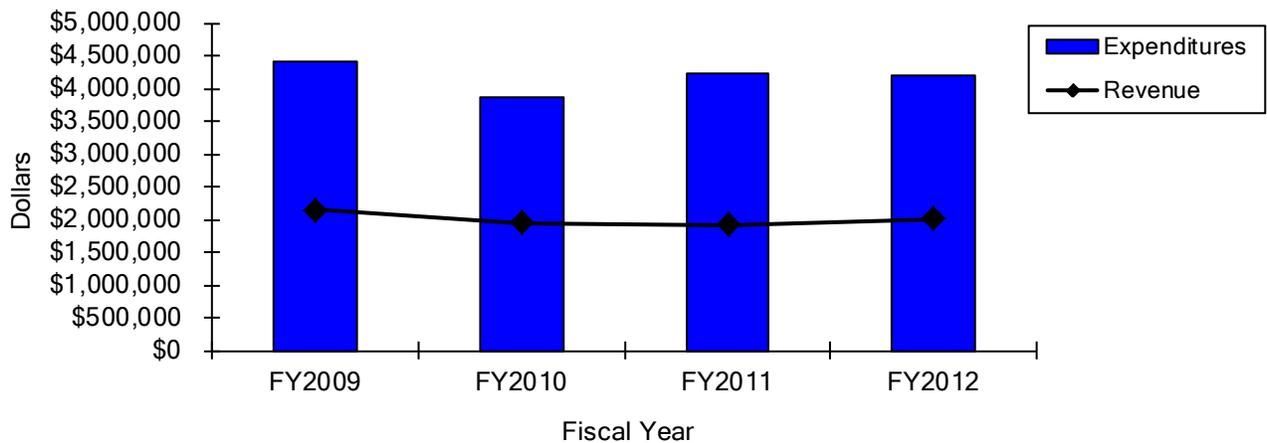


OFFICE OF HUMAN SERVICES

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$186,150	\$184,444	\$185,931	\$187,733	\$1,802	0.97%
Operating	4,211,240	3,688,793	4,040,132	4,020,732	(19,400)	-0.48%
Total	4,397,390	3,873,237	4,226,063	4,208,465	(17,598)	-0.42%
Revenue	2,149,964	1,944,181	1,919,063	2,005,654	86,591	4.51%
Local Tax Funding	\$2,247,426	\$1,929,056	\$2,307,000	\$2,202,811	(\$104,189)	-4.52%

Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health care premium

Operating

- Elimination of the Planning District 16 Trust which provided funding for non-mandated community based services



OFFICE OF HUMAN SERVICES

CORE SERVICES

- The Human Services Office provides funding for children within the custody of the Department of Social Services.
- The Human Services Office provides funding for children identified through the school system that have an Individual Education Plan.
- The Human Services Office provides funding for prevention services for at-risk youth within the community who are identified through agencies such as the Department of Juvenile Justice, the Rappahannock Area Community Services Board, County Schools, and the Department of Social Services.
- The Human Services Office coordinates and collaborates with child serving agencies within the community to provide services for identified at-risk youth in a comprehensive approach.
- The Human Services Office provides extensive review of all case records including financial information in addition to tracking progress of placements for effectiveness of treatments and for outcomes.
- The Human Services Office created opportunities to interact with community agencies/organizations to strengthen the network of human services. Including forming relationships with leaders within the community to improve communication and collaboration. In addition assesses what types of programs or development of programs are needed within the community.
- The Human Services Office oversees the process of reviewing funding applications from nonprofit human services organizations seeking funding from the County.

DEPARTMENTAL GOALS/OBJECTIVES

- Collaborate with community based agencies to expand available community resources to serve at risk children and families. This approach is more cost effective and further supports the families in our community. Supports the Principles of High Performance Financial Management in that utilizing community based services reduces the cost of more restrictive placements while developing community partners to creatively serve identified families.
- Create a more comprehensive system of linking human service agencies in order to have a more global approach to meeting the needs of identified families within our community. In its efforts to support the value of Teamwork, this office will facilitate and coordinate improved communication among agencies and facilitate the development of partnerships for maximization of limited resources.
- Maintain a strong financial policy, in cooperation with the Community Policy and Management Team for the assessment and collection of parental co-payments, which is effective and streamlined in its policies and procedures.
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. Support the County's benchmarks as listed in R09-120 for maintaining a balanced budget.
- Create a Human Services Master Plan that ensures the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and that provides an opportunity for agency leaders to collaborate and work on improving relationships between agencies that will increase the comprehensive care provided to the families and children of Stafford County.
- Develop a County run mentoring program. County staff will work with Human Services Office staff to develop and start a volunteer youth mentoring program. This service will be provided to identified youth within the community.



OFFICE OF HUMAN SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Co-Payments Collected for CSA Program	\$47,000	\$50,000	\$45,000
Child Support Refunds	\$140,000	\$140,000	\$140,000
Outputs			
Cost per Child served by CSA program (CSA Statistical Report)	\$19,418	\$20,000	\$20,000
Number of Children that received Prevention services	20	25	25
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	215	200	200
Survey of effectiveness (distributed to vendors, case managers, and families)	15	50	250

DEPARTMENTAL ACCOMPLISHMENTS

- **Prevention Services:** Developed a Public Day School program that serves identified youth within our community. This partnership was developed between the Human Services Office and the Stafford County Public School System.
- **Outcome Survey:** an outcome survey was developed and implemented. The survey tracks the effectiveness of the Family Assessment and Planning Team meetings and services plan. The survey is completed by the families being served by the County. Data is being collected and will be compiled in a chart and ratio form to review outcomes.
- **Revenue Collection:** Consistent oversight and tracking lead to collection of parental co-payments assessed as stated in CPMT financial policy in the amount of \$39,232.
- **County Staff:** Developed and expanded internal communication with the Human Services Office that will create a more collaborative approach to the implementation of human services within the County and its citizens.



The mission of the Information Technology department is to provide hardware and software information systems, GIS and other 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.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- IT Leadership Team is a partnership with all departments for key IT initiatives. We have formed subcommittees for Public Safety System, Hansen 8, MS Office, and Security. We work with the Schools for networks, GIS and the HTE Financial System.
- IT has a partnership with all departments within the County government. More formal partnerships exist with the Constitutional Offices. IT provides support for the Sheriff's 911 Center, mobile computers, Records Management System, hardware, software, and network. We have staff assigned to the offices of the Commissioner of Revenue, Circuit Court and the Registrar. We also have an excellent partnership with the Treasurer's Programmer Analyst, the Fire and Rescue Department's Programmer Analyst and the Sheriff's Programmer Analyst.
- GIS provides mapping, spatial database reporting, and technical assistance to all internal departments. Departments that use GIS services on a daily basis include Commissioner of Revenue, Planning & Zoning, Utilities, Economic Development, Fire & Rescue, and Sheriff. At many of the Board of Supervisor's meetings maps created by GIS are included in the board package. GIS consistently provides maps and technical assistance to the local BRAC office and provides GIS data to the School Board, which is used to determine school attendance zone boundaries.
- The Commonwealth Attorney often works with the GIS Office to obtain maps for court case exhibits.

Where have we partnered with community organizations?

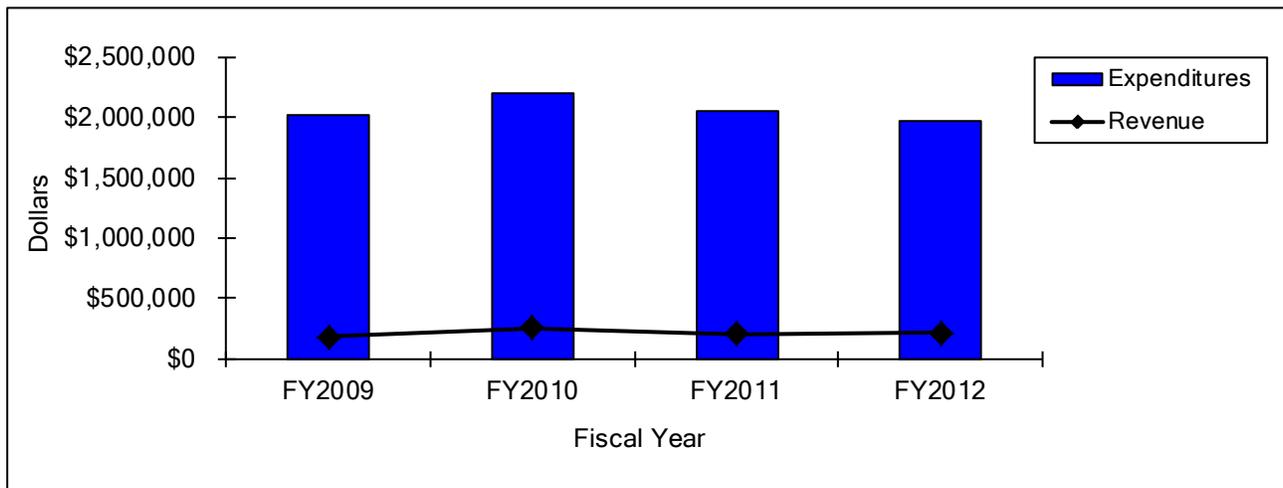
- Worked with local CIOs (Medicorp, Mary Washington University, Spotsylvania County, City of Fredericksburg, and Regional Jail) for sharing ideas, training, and disaster recovery, computer programs, and GIS data. FredTech - training and seminars. VALGITE (VA Logical Gov't IT Executives) shared policies, innovative ideas, RFPs, and sponsored an annual conference that included technology updates and training. NOVA CIO's - This group is open to all Northern Virginia Localities who choose to participate. It meets quarterly to discuss common issues and share ideas. Loudoun County and Stafford have collaborated to implement DNN (open source software used for iStafford) and both counties use EnRoute's Public Safety System where we have collaborated many times over the years.
- The GIS office collaborates with several regional agencies (GWRC, FAMPO, Stafford Regional Airport, Northern VA GIS Managers, Metro Washington Council of Governments, and Virginia Geographic Information Network).



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,677,331	\$1,798,583	\$1,722,432	\$1,629,978	(\$92,454)	-5.37%
Operating	318,669	296,097	327,922	346,421	18,499	5.64%
Capital	28,226	109,756	0	0	0	0.00%
Total	2,024,226	2,204,436	2,050,354	1,976,399	(73,955)	-3.61%
Revenue	181,234	254,925	206,839	215,089	8,250	3.99%
Local Tax Funding	\$1,842,992	\$1,949,511	\$1,843,515	\$1,761,310	(\$82,205)	-4.46%

Funded Positions						
Full-Time Positions	21	20	19	18	(1)	-5.26%
Part-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in health insurance premium
- Elimination of one full-time position

Operating

- Increase in Cisco maintenance contract



INFORMATION TECHNOLOGY

CORE SERVICES:

Network Services

Manages, secures and maintains the County's network that provides Internet, email, data and telephone services. Provides support for servers, desktops, laptops, telephones, mobile devices, audio visual systems, County website and media streaming.

Operations

Provides computer operations support for Computer Room and manages the help desk. Maintains computer inventory and software licenses and coordinates purchases of hardware and software for County departments.

Applications

Systems analysis, programming and application procurement, and implementation services are provided to County departments and Constitutional Offices. Maintains application system security and provides database administration.

GIS

Maintains the County's GIS base maps and layers. Responsible for GIS interfaces with other County application systems and databases. Provides quality GIS products and insures the integrity of GIS maps and data inferences. GIS information is provided internally and externally through Intranet and Internet websites.

DEPARTMENTAL GOALS/OBJECTIVES:

- Begin implementing Hansen 8 software release to upgrade the County's Land Information System. Strategic Technology Plan
- Assist the County government's analysis of 2010 Census data with GIS mapping and analytical software tools

These goals support our B.E.S.T. values.

- Meet security standards for PCI and FCC's red flag program and provide training for employees on the County's IT security standards and acceptable use policy. IT Leadership Team recommendation/
- Improve the technology governance process by continuing the Information Technology Leadership Team. Recommendation from the Strategic Technology Plan.

These goals support the Board of Supervisor's priorities.

- Work with Public Safety departments to procure and begin implementation of a new Computer-Aided-Dispatch and Records Management System for the Sheriff and Fire and Rescue Departments. Recommendation from the Strategic Technology Plan.
- Continue to strengthen disaster recovery capability using virtualization and SAN storage between the Administration building computer room and the Public Safety building computer room. IT Leadership Team recommendation.



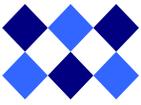
INFORMATION TECHNOLOGY

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Hours providing direct services (help calls and projects) to 25 County Government Departments and Agencies (Track It)	14,280	11,500	14,300
Website Visitors - staffordcountyva.gov (HitBox Professional)	726,508	750,000	790,000
Website Page Views - staffordcountyva.gov (HitBox Professional)	3,318,329	4,500,000	4,000,000
GIS Interactive & Static Web Site number of Hits	208,780	190,000	212,000
Outputs			
Help Desk calls solved (TrackIt)	4,010	4,600	4,690
Project Requests Completed (TrackIt)	918	1,300	1,300
Hours worked responding to public inquires and data requests	484	475	475
Service Quality			
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.92%	99.97%	99.92%
Average number of minutes to solve a help call	52.8	50	50
% of project requests completed by requested due date	85%	78%	80%
Efficiencies			
Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost \$60.00	\$35.91	\$38.00	38.00
Per phone monthly savings with VoIP compared to Verizon Centrex	\$37.36	\$39.36	39.36

DEPARTMENTAL ACCOMPLISHMENTS

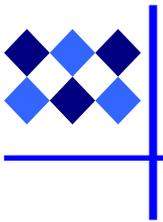
- Implemented email archiving system with 1 year, 3 year and 5 year retention periods.
- Installed remote WAN link with the encryption required by the State Police for Commonwealth Attorney.
- Replaced and upgraded Internet Firewalls and Virtual Private Network (VPN).
- Expanded Document Imaging System to the Sheriff's office and the Fire and Rescue Department.
- Expanded the storage capacity for Board of Supervisor meeting videos on the County website.
- Install VoIP phone system at Mountain View Fire Department and in the Courthouse renovated basement.
- Upgraded County website with the addition of social media Twitter and Facebook. Added a hot topics scroller, added an online survey capability and programmed website redesigns for Citizen Assistance and Planning and Parks Recreation departments.
- Developed a money-saving database application for Finance to select employees for required random drug testing.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- The County's Performance Management System's evaluation forms were redesigned and programmed for improved ease of use by evaluators and a data summary page was developed for Human Resources to compile performance results.
- Several major County application systems were updated with new software releases and related database upgrades. They include CLASS, H.T.E., Hansen, Crystal Warehouse, Track-It, MS Office, and iSTAFFORD.
- 100 new PC's were installed in County departments.
- In support of the new Comprehensive Plan many maps were created with GIS-derived statistics and other geographic information. GIS was used in many Planning Commission and Board of Supervisor meetings.
- Pictometry oblique imagery was implemented in the GIS and is accessible to all county departments.
- GIS provided many mapping products and data analysis to support the County's BRAC program.



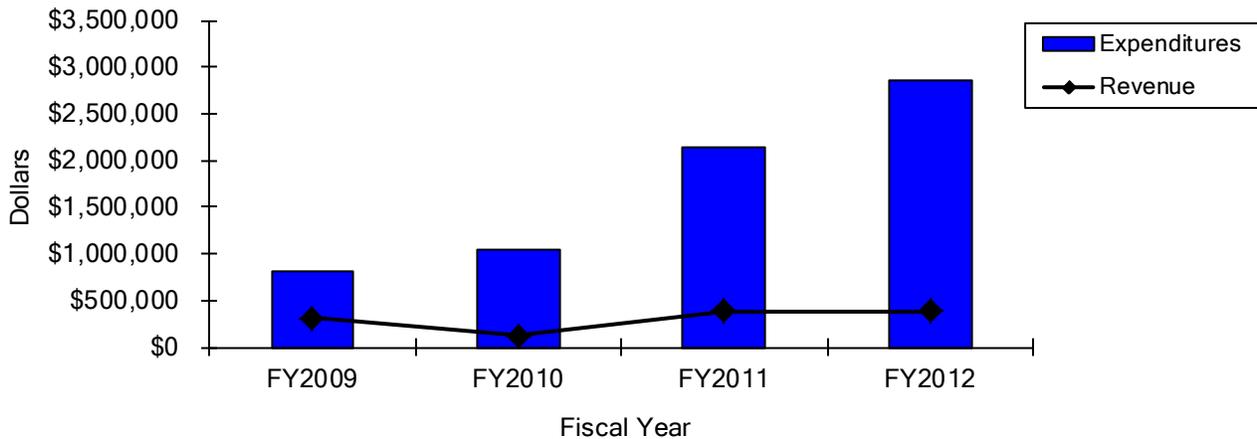


NON-DEPARTMENTAL

The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department, including insurance premiums, personnel-related benefits, includes a contingency reserve for fuel, grants and emergency items, as directed by the County Administrator, funding for the Rappahannock River Basin Commission and employee training and recognition programs.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$0	\$97,401	\$60,000	\$77,000	\$17,000	28.33%
Operating	803,350	952,185	2,070,977	2,784,812	713,835	34.47%
Local Tax Funding	803,350	1,049,586	2,130,977	2,861,812	730,835	34.30%
Revenue	305,820	124,503	381,063	381,063	0	0.00%
Net Tax Support	<u>\$497,530</u>	<u>\$925,083</u>	<u>\$1,749,914</u>	<u>\$2,480,749</u>	<u>\$730,835</u>	<u>41.76%</u>





NON-DEPARTMENTAL

SIGNIFICANT BUDGET CHANGES

Personnel

- Increase for LODD disability health care claims cost

Operating

- Decreased funding for insurance based on actuals
- Instituted a fuel reserve

DEPARTMENTAL GOALS/OBJECTIVES

- An amount equivalent to 1/2% of general government expenses will be set aside for operating budget contingency reserve.
- Provide \$300,000 of grant funds, with offsetting revenue, to be used for small grants awarded to the County.
- Provide \$50,000 for insurance recovery funds with offsetting revenue to have available if necessary.

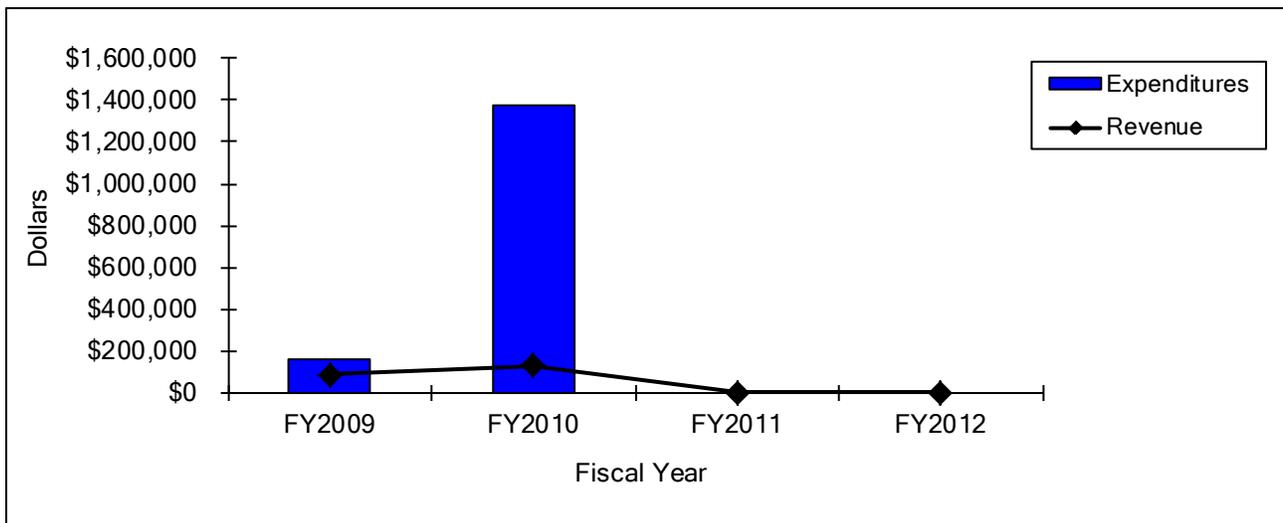


OTHER TRANSFERS

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

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Capital	\$154,833	\$1,380,387	\$0	\$0	\$0	0.00%
Local Tax Funding	154,833	1,380,387	0	0	0	0.00%
Revenue	83,429	129,421	0	0	0	0.00%
Net Tax Support	<u>\$71,404</u>	<u>\$1,250,966</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



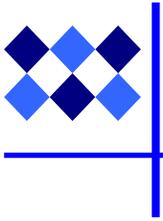




Our mission is to offer affordable leisure, recreational, and sports programs for all citizens to improve social, mental, and physical development and to provide cost effective, year round management and maintenance of the county's parks, public buildings, and other facilities.

THINKING EFFICIENTLY:

- Facility attendants now use County vehicles to make their rounds checking on fields versus being paid mileage when using their own vehicles.
- We now use contracted vendors to provide concession services at various parks reducing part time gate/concession workers.
- We reassigned the duties of an unfunded regular part-time recreation programmer I to a regular part-time park superintendent to manage the concessions at Curtis Park Pool and the contracted vendors at various parks.
- We now open Woodlands Pool Monday - Friday with 1 staff person when rental swim teams are in the building. Those teams provide their own lifeguard services. When the facility opens to the public lifeguard(s) come on duty.
- We now close Woodlands Pool with one lifeguard/pool operator when only rental swim teams are in the building.
- No lifeguard is present at the Curtis Park Baby pool. Parents are required to observe their children.
- Our Community Recreation Division enlisted 42 volunteers, mainly from three of the high schools, to assist with the annual children's art extravaganza, saving many hours of staff time during a time of year that seasonal staff is not available. In addition, no supplies were purchased for this event. They were re-cycled from previous events.
- At the Rowser Building, the contracted security service was eliminated effective July 1, 2010. The department hired facility attendants to maintain the staffing level at the facility. This change not only had a cost benefit/reduction, but by utilizing facility attendants, an additional evening customer service site was made available to the public. Prior to this change, the only evening customer service site was the Stafford Gymnastics and Recreation Center that is located off of Route 17. The Rowser Building is open from 8 AM - 8 PM, Monday - Friday to meet the patron's needs.
- Formal volunteer program was established to maximize volunteer usage at parks, special events, and recreational programs.
- Discontinued scheduling part-time front desk staff at Stafford Gymnastics and Recreation Center between Christmas and New Year's and closed facility at 4 PM unless programs/rentals are scheduled.
- Reduced facility attendants from two to one at Stafford Gymnastics and Recreation Center.
- The Booster Club fundraised \$12,000 to build up the pit making it deeper, creating a runway and tumbling strip and purchase replacement foam at the Gymnastics Center.
- Building maintenance mechanics examined and repaired HVAC systems in park buildings that would have required contractor services - saving time and funding.
- Performed electrical, carpentry, and plumbing work on a variety of park buildings that would have required contractor services - saving time and funding.
- Combined purchases thereby generating savings for bulk discounts and completing work faster.
- Eliminated mowing and landscaping contracts by using County staff for mowing, planting grass seed and amendments, and landscaping at County property and tower sites.
- Teamed with other departments to create a snow removal team to clear County facilities and Fire Stations eliminating outside contractor services.
- Combined department resources for special projects and repairs, such as the erection and dismantling of the bubble at Woodlands Pool.
- Installed remote controllers for athletic field lighting that would have required contractor services - saving time and funding.



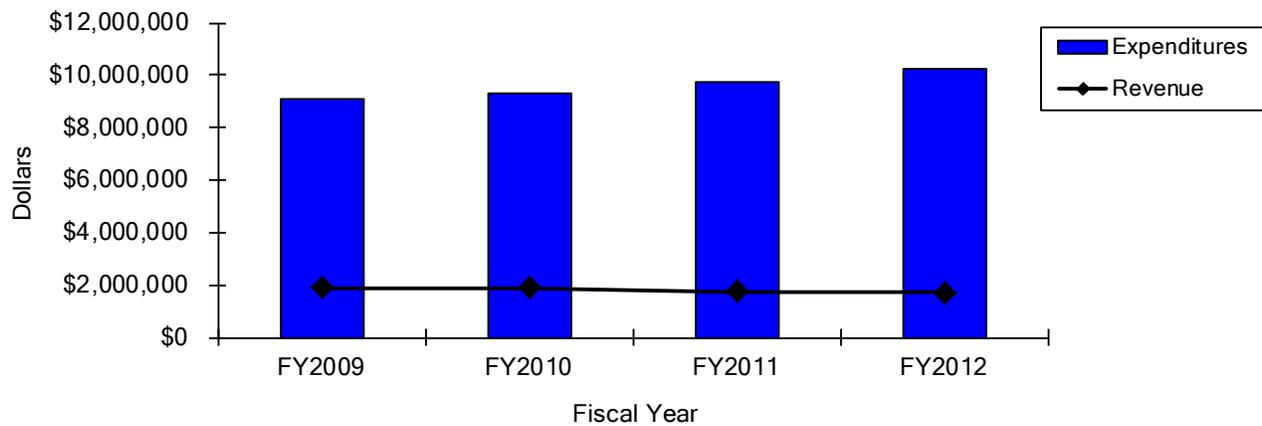
PARKS, RECREATION AND COMMUNITY FACILITIES

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$5,320,694	\$5,093,214	\$5,460,387	\$5,783,767	\$323,380	5.92%
Operating	3,494,533	3,311,549	4,273,841	4,424,454	150,613	3.52%
Capital	266,256	869,408	15,500	8,000	(7,500)	100.00%
Total	9,081,483	9,274,171	9,749,728	10,216,221	466,493	4.78%
Revenue	1,881,208	1,898,446	1,743,794	1,717,209	(26,585)	-1.52%
Local Tax Funding	\$7,200,275	\$7,375,725	\$8,005,934	\$8,499,012	\$493,078	6.16%

Funded Positions							
Full-Time Positions	64	57	57	57	0	0.00%	
Part-Time Positions	131	119	119	119	0	0.00%	

*Does not include certain temporary part-time Parks & Recreation positions.



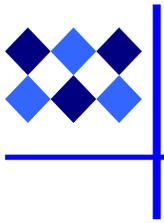
SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in health insurance premium
- Changes in health insurance status

Operating

- Operating costs to maintain tower sites



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES:

Aquatics

- Concessions at Curtis Park Pool; Ball Field Concessions
- Staffing and supplies at HPOF
- Swimming lessons, Lifeguard Training Classes, Water Safety Instruction Classes, CPR/ First Aid/ AED; Lifeguard Instruction; Water Aerobics, Basic Water Safety
- Swim team lane rentals, Swim Meets, Private Pool rentals, afternoon pool rentals, pool passes, punch cards, general admissions
- Pumpkin Patch in the Pool, Lil Pilgrim Pool Party, Egg Splashin' Pool Party, Cardboard Boat Regatta, Beachfest

Community Recreation

- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs. Continue to provide multiple summer camps and develop family oriented outdoor opportunities
- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and dance
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages

Facility Maintenance

- Turf and grounds maintenance: provide safe, competitive play areas for youth & adult sports (baseball, football, soccer, etc.). Provide attractive, clean, safe, and accessible grounds at public buildings and parks
- Structures and facility maintenance: provide custodial and security services, maintain and operate County buildings/structures
- Manage County motor pool

Facility Use Management

- Manage athletic field scheduling, rental of picnic shelters and rooms

Gymnastics

- Other PRCF programs at SRGC
- Recreational gymnastics classes and programs
- Birthday Parties and Special Events
- Competitive and pre-team programs

Mail Room

- Provide interoffice, UPS, Federal Express, and U.S. mail services to all departments, including picking up mail from the post office and distributing mail to various offices

Project Management

- Capital improvements or repair scoping, soliciting quotes, managing design and construction, master planning



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES (Continued)

Sr. Citizens

- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and movement
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages
- Provide Stafford seniors with a wholesome meal while facilitating socialization, and fellowship within the senior community

Sports

- Adult Sports Leagues: Basketball, Coed Softball, Senior Softball, Coed Volleyball
- Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race & PPK, room rentals by CR contract instructors
- Basketball, Baseball, Soccer, and Skateboarding week-long Day Camps
- Youth Sports Leagues: Basketball, Football, Cheerleading, Volleyball; & Classes

DEPARTMENTAL GOALS/OBJECTIVES:

- Secure resources required to implement the 2009 Park Bond program and other capital and land development projects
- Implement bond, CIP, and other capital and land development projects on schedule and within budget
- Increase revenue for facility rentals by advertising on Facebook and other marketing venues
- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs; develop family oriented outdoor opportunities
- Anticipate the needs of the changing community and structure programs and facilities accordingly
- Promote a sense of community through community recreation programming
- Introduce more varieties of sports programs to Stafford County citizens
- Offer a variety of athletic programs for senior citizens
- Expand the number of youth sports summer camps
- Continue to provide quality gymnastics instruction to children at a reasonable cost
- Further partner with SPGA to benefit entire program, equipment purchases, and marketing and community outreach
- Keep equipment up to date by rotating and purchasing on a regular basis
- Maximize use of county facilities through more programs or rentals
- Provide aquatic programs that continue to meet the requests for service from Stafford citizens while maintaining revenue from these programs
- Continue to promote recycling and green initiatives throughout the division and department
- Within current budget funding levels, replace outdated equipment and fixtures at program sites
- Re-instate our Special Olympics Swim Team
- Improve baseball fields by removing lips on park fields, edging all fields, enhancing drainage by laser grading infields and continue to enhance the fertilizer program that began in 2007



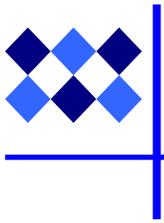
PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Improve athletic fields by increasing the use of field blankets, deep tine aerating fields that don't have irrigation, repairing goal areas, top dressing fields, and continue to enhance the fertilizer program that began in 2007
- Continue energy audit in county facilities
- Identify and correct non-compliance with ADA requirements at facilities and parks
- Collaborate with other agencies to provide recreational amenities and healthy activities to senior citizens to include Stafford Hospital and the Virginia Cooperative Extension
- Research grant possibilities to assist with funding for senior citizen programming
- Research future needs for an additional or larger senior citizens' center

DEPARTMENTAL SERVICE LEVELS

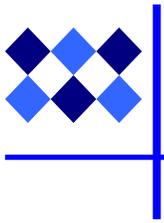
	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Picnic Shelter Bookings (Class)	419	400	425
Athletic Field Bookings (Class)	11,096	9,000	11,100
Youth Participants Served (ages <19 yrs) (Class)	37,869	36,395	37,931
Adult Participants Served (ages ≥19) (Class)	17,743	18,185	17,600
Aquatics: Curtis Park Pool Users (Class)	32,705	30,000	31,460
Aquatics: Woodlands Pool Users (Class)	76,294	63,000	69,715
Senior Citizens Brunches Served (Class)	1,787	1,800	1,800
Senior Citizens Program Participants (Class)	5,094	5,800	5,800
Work Orders Processed	11,800	12,000	12,000
Outputs			
Athletic Fields Available (including School fields)	96	99	100
Picnic Shelters Available to Rent	13	13	13
No. facilities available to rent	319	319	319
Summer/Other Camps Offered (Class)	32	32	36
Comm Rec Programs/Special Events/Trips/Classes Offered (Class)	492	512	525
Sports Programs/Special Events/Trips Offered (Class)	47	46	48
Gymnastics Programs/Special Events/Classes Offered (Manual)	1,861	1,861	1944
Aquatics Programs/Special Events/Classes Offered (Class)	527	640	600



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL SERVICE LEVELS (Continued)

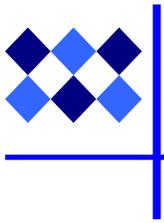
	FY2010 Actual	FY2011 Budget	FY2012 Plan
Senior Citizen Programs/Special Events/Trips Offered (Class)	243	239	255
Swimming Pool Lane Hours Available to All Swim Teams (Class)	18,735	18,358	18,300
Acres Maintained (excluding school fields)	1,212	1,212	1,610
Park and School Athletic Fields Maintained	94	90	94
Sq. Ft.-Owned Facilities Maintained	450,035	450,035	539,500
Sq Ft.-Leased Facilities Maintained	13,860	13,860	39,444
Service Quality			
Comm Rec: Camp evaluations rated above average	90%	90%	90%
Comm Rec: Program evaluations rated above average	90%	90%	90%
Sports: Youth Sports evaluations rated above average	90%	93%	93%
Gym: Birthday Party Evaluations with average of 8-10	100%	99%	99%
Aquatics: Program Evaluations rated above average (Manual)	95%	95%	95%
Senior Cit: Trip evaluations rated above average (Manual)	95%	95%	95%
Efficiencies			
Number of Contract Instructors Teaching Comm Rec Classes	27	30	33
Value of Sponsorships and Donations for Classes and Camps	\$24,400	\$24,950	\$20,420
Value of volunteer hours (includes PRCF sports coaches)(excludes co-sponsored sports groups)	\$303,012	\$310,520	\$320,250
No. Students to Cover Direct Cost of a Gymnastics Class (Preschool/School age)	.76/.67	.81/.69	.76/.67
Swim Classes Taught per Water Safety Instructor	55	60	60
Emergency Training Classes Taught per Lifeguard Instructor	4	6	5
Custodial Cost /SF	\$.90	\$.93	\$1.19
Senior Citizen Programs Administered by Sr Cit Staff	211	209	215



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL ACCOMPLISHMENTS

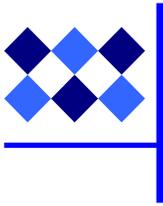
- Upgraded Class software to become compliant with Payment Card Industry (PCI)
- Administered 13 different summer camp programs that meet the summer needs of 1,099 preschool and school aged children
- Provided a variety of special events for the community which included: Eggsplosion, Entertainment Series, Secret Search of Sensational Sweets, Drool in the Pool, Lunch with Santa, Lunch with Easter Bunny, seasonal preschool parties, and Art Extravaganza
- Exceeded staff and division expectations for the 3rd Annual Drool in the Pool, which was completely sold out prior to the event. Offered area's only trail run for children program
- Expanded our outdoor education programming to include a Great American Family Campout
- Restructured the tennis program from a camp setting to lessons; new structure increased revenue and participation
- Increased the room rental revenue with additional contract instructors/agencies using our facilities
- Successfully obtained camp scholarship funds from area business partnership, which enabled the department to sponsor 30+ children to our summer camps
- Planned and implemented a volunteer luncheon for Community Recreation and Senior Citizen Volunteers
- Due to budget reductions in advertising, we increased the use of other avenues to advertise, including non-traditional methods and Class software mail merge for email notifications
- Improved the quality and enrollment in the Stafford Youth Football Official Association (SYFCA)
- Increased the enrollment of the summer youth football camp in conjunction with SYFCA
- Established a senior softball league and tournament
- Secured \$1,000 sponsorship thru AKA Printing
- Held the state and regional Punt Pass & Kick contest
- Maintained quality of programs by restructuring volunteer basketball and football coaches' responsibilities due to the loss of facility attendants and clock operator positions
- Evaluated condition of football helmets and shoulder pads for the youth football program; eliminated all unsafe helmets and shoulder pads from equipment inventory
- Increased team sponsorship for youth sports by 15%
- Established Home School PE classes at the Courthouse Community Center
- Established multi-sports programs for the youth 3-5 years old
- Enhanced the Youth Cheerleading Post Season Tournament Competition
- Gymnastics student participation 8,002
- Established new VA All Star Competitive Team to expand the possibility of competitive gymnastics for our students
- Hosted 154 birthday parties
- Merged the Gymnastics Program budget to include all expenses of SGRC Building
- Hosted 2 USAG sanctioned competitions in house and the Level 5 State Meet at Stafford High School
- Renovated H. H. Poole Middle School's softball field with school maintenance
- Replaced HVAC compressors at the Administration Building and Courthouse
- Opened England Run Library



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Opened Government Island, removed graffiti
- Repaired tennis courts at Pratt Park
- Repaired basketball courts at Pratt Park
- Repaired parking lot at Woodlands Pool
- Deep tine aerated Pratt and Willowmere Parks
- Installed new skate ramps/fixtures at Brooks Park
- Replaced baseball fence on Brook's 90 foot field
- Installed new bleachers at 3 baseball fields
- Replaced sidewalk at Curtis Park office
- Completed energy management system at the Administration Building, Courthouse, and libraries
- Provided social interaction and weekly meals for 1,426 senior citizens
- Provided specialty lunches and parties for 600 senior citizens
- Provided 10 van/bus trips for 275 participants
- Provided non-meal related social, art, fitness, and educational programs for 532 senior citizens
- Hosted successful 3rd Annual Senior Citizen's Art show
- Developed partnership with Stafford Hospital for health needs of senior citizens
- Performed an audit of senior citizens membership and updated records in January 2010
- Planned and administered new monthly Bingo and Bunko programs for 302 participants
- Developed a new pickle ball sports program for seniors and general public



Our mission is to provide guidance to the Board of Supervisors and appointed Boards and Commissions in developing the vision of Stafford County that ensures future orderly development and economic growth that is reflective of the community's desires and needs.

With the future vision for the development of the County, the Department will strive to provide exemplary customer service and will protect the health, safety and welfare of the citizens by ensuring high quality development while being sensitive to natural and historic resources, through creation, regulation, and enforcement of ordinances and policies that are in conformance with community standards and state and federal mandates.

THINKING EFFICIENTLY:

The Planning and Zoning Department responsibilities are to give guidance to the Board of Supervisors and appointed Boards and Commissions in developing the vision of Stafford County that ensures future orderly development and economic growth that is reflective of the community's desires and needs.

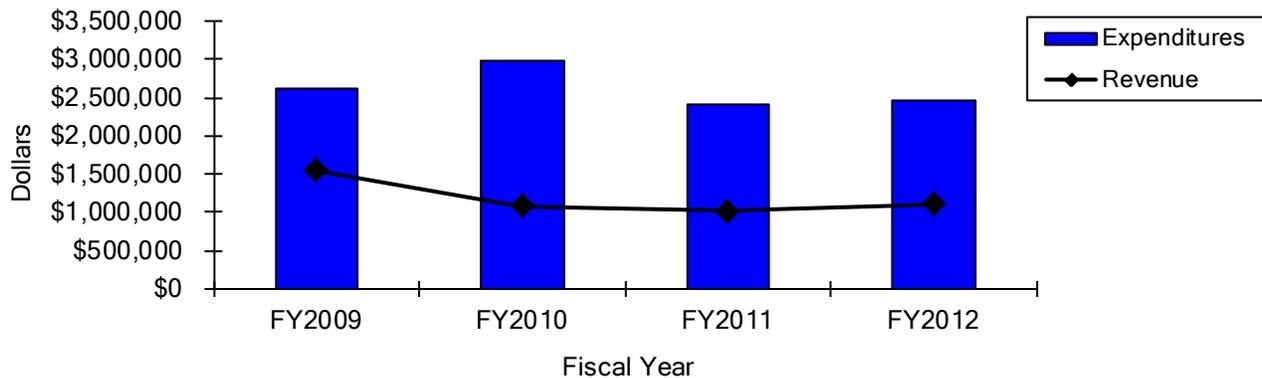
Reductions in staffing through attrition and reductions in force have required staff to focus on cross training efforts to ensure continued high quality customer service. Staff worked with a committee of the Board of Supervisors to identify development processes that could be streamlined or eliminated. Ordinances were amended and policies were changed to make the development process more efficient. Emphasis was placed on not having a single point of communication or task left uncompleted and required staff members to take on additional duties to meet mandated deadlines for review of development plans.



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$2,478,314	\$2,240,478	\$2,227,226	\$2,184,141	(\$43,085)	-1.93%
Operating	135,382	733,608	181,503	288,367	106,864	58.88%
Total	2,613,696	2,974,086	2,408,729	2,472,508	63,779	2.65%
Revenue	1,549,990	1,080,207	1,017,230	1,109,203	91,973	9.04%
Local Tax Funding	\$1,063,706	\$1,893,879	\$1,391,499	\$1,363,305	(\$28,194)	-2.03%

Funded Positions						
Full-Time Positions	35	25	24	23	(1)	-4.17%
Part-Time Positions	2	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Elimination of one full-time position
- Increase in health insurance premium

Operating

- Comprehensive Plan implementation



CORE SERVICES:

Board and Commissions

The department provides direct administrative and technical support to the Board of Supervisors and its appointed Commissions and Committees for the governance of the County. Staff support includes minutes, agendas and packages for meetings for the Planning Commission, Wetlands Board, Agricultural/Purchase of Development Rights Committee, Historic Commission, Architectural Review Board, Cemetery Committee and the Board of Zoning Appeals.

Comprehensive Plan

The department is the lead agency in the administration of the Comprehensive Plan and its detailed elements. The Comprehensive Plan is the guiding document that shapes the future direction of the County as it relates to the physical development of its land, assisting local leaders, citizens, and staff in the decision making process for capital investment and economic development. Staff coordinates the development, review and update of the Plan elements and administration of the Comprehensive Plan; for rezoning and conditional use permit review and proffer tracking; reviews for compliance with the Comprehensive Plan; 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. Staff works with other departments and organizations, solicits public input and provides technical assistance to the Planning Commission and Board of Supervisors.

Ordinances

The department is the lead agency for the drafting of laws and policies pertaining to land development within the County. These laws and policies are the community's standards for the type, intensity, and appearance of future development. The zoning and subdivision ordinances are the primary regulations for development proposals. Staff prepares and drafts amendments to the Zoning and Subdivision ordinances in response to requests from the Board of Supervisors, Planning Commission, County Administration, County Attorney, Board of Zoning Appeals and processes the ordinances through adoption.

Regulatory Review

The department coordinates reviews and approval of development proposals for compliance with the community's standards in coordination with developers, engineers, and state and federal agencies. Development processes include pre-application meetings, coordination of projects through final approval and initiated by an application for the development of non-residential and residential uses, including public facilities such as schools and telecommunication facilities. The development procedures are defined and the proposal evaluated for consistency with the Stafford County Comprehensive Plan, maps, subdivision and zoning ordinances as part of this process. Reviews include applications for major and minor site plans; infrastructure plans, grading plans; preliminary subdivision plans; cluster concept subdivision plans; construction plans; final subdivision plats; boundary line adjustments; family subdivisions; easement and dedication plats; private access easements; and subdivision waiver requests. Staff conducts Technical Review Committee meetings twice per month with the applicant/engineer, County department review agents, and state agency representatives to review preliminary subdivision plans, subdivision construction plans and major site plans.

Regulatory Enforcement

The department investigates complaints from citizens regarding compliance with zoning laws and other laws that affect the appearance of the County including tall grass, illegal signs, abandoned vehicles, accumulation of trash and debris and the construction of shoreline stabilization measures such as retaining walls, stone revetments, and jetties and structures like piers and boat ramps along tidal shorelines. Staff administers, maintains, and enforces the Zoning Ordinance and related regulations to assure that property is developed and used in accordance with the requirements that have been adopted by the Board of Supervisors to protect the health, safety and welfare of the citizens.

Zoning permits are reviewed and must be approvable 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 certificates of occupancy for new commercial development. Inspections are conducted to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.



PLANNING AND ZONING

DEPARTMENTAL GOALS/OBJECTIVES:

- Complete the designation of Urban Development Areas and associated development standards in accordance with state law.
- Develop Comprehensive Plan Elements as recommended in the new Comprehensive Plan.
- Begin execution of the Implementation Plan for the Comprehensive Plan by updating its individual plan elements and land development ordinances and policies to comply with the goals of the new Comprehensive Plan.
- Implement recommendations of the Redevelopment Areas Plan by developing form based codes, ordinances and other measures in consultation with government agencies and private sector stakeholders.
- Develop policies and procedures for the future establishment of a Community Development Permit and Services Center.
- Facilitate compliance with Phase III of the Chesapeake Bay Act.

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Development Ordinances processed/adopted	26	40	40
Development projects that minimized impacts to Historic Resources	4	4	4
Outputs			
Environmental Reviews (ches. Bay, wetland, swm)* (Permit Tracking Sys.)	150	200	200
Subdivision Development Applications Processed (Permit Tracking Sys.)	270	245	250
Site Development Plans Processed (Permit Tracking Sys.)	170	200	250
Zoning Inspections Performed (Permit Tracking Sys.)	1104	850	900
Zoning Violations Cited (Permit Tracking Sys.)	484	450	500
Board of Zoning Appeals' Applications Processed (Permit Tracking Sys.)**	27	25	25
Zoning Construction/Use Permits Reviewed (Permit Tracking Sys.)	2313	3500	2500
Service Quality per planner			
Environmental Reviews (wetland permit and plans) (Permit Tracking Sys.)	75	100	100
Subdivision Plan Applications (Permit Tracking Sys.)***	60	98	71
Site Development Plan Applications (early grading) (Permit Tracking Sys.)	38	80	71
Security Review Requests Completed per Engineer	44	45	45



DEPARTMENTAL ACCOMPLISHMENTS

- Completed FEMA Community Ratings Services (CRS) application
- Assisted with PDR Ceremony
- Assisted state with two public hikes of Crow's Nest
- Successfully worked with Planning Commission and Board of Supervisors to complete review of the Comprehensive Plan
- Assisted with approval and deployment of Government Test Lane Facility at Hartwood Airport
- Worked with applicant for approval of Vulcan Garrisonville Quarry expansion
- Successfully assisted with Census 2010 - Complete Count Committee and Blitz Day
- Received VDOT UDA Grant valued up to \$225,000
- Assisted Board Committee to amend ordinances and fees to streamline the development process
- Brought local ordinance s into compliance with state code provisions (Chapter 527 and HB 1250 - zoning determinations)
- Modified the regulations for family subdivisions
- Acted as community liaison during widening of Mine Road
- Expedited reviews of a communication tower at the Leeland Statin VRE lot
- Expedited reviews for sensitive a federal program
- Obtained Neighborhood Stabilization Program (NSP) funds for the County with assistance from GWRC and CVHC
- Relocated file room in anticipation of permit center construction.





PUBLIC WORKS

Keith C. Dayton
Director
540-658-5125
kdayton@co.stafford.va.us

Our Mission is to provide knowledgeable, responsive and efficient public works services that enhance the quality of life and safety to Stafford County citizens.

The Department of Public Works is responsible for protecting the health, safety, and property of County residents, businesses, natural, historic, and cultural resources through the enforcement of regulations pertaining to the development of land and building construction. Public Works also oversees the planning, design and construction of Capital Improvement Program (CIP) and road bond projects and coordinates transportation planning programs and activities.

THINKING EFFICIENTLY:

The Department of Public Works is responsible for the administration of developer securities for land development projects. These responsibilities have been managed in the past by a Securities Manager and a Securities Technician. Building lot securities were managed by another administrative staff member located in a remote office. When the Securities Manager resigned, developer and building lot securities were consolidated into the Government Center where they could be supervised by senior Public Works management. This had the effect of improving customer service by co-locating similar governmental functions and providing better office coverage and staff backup.

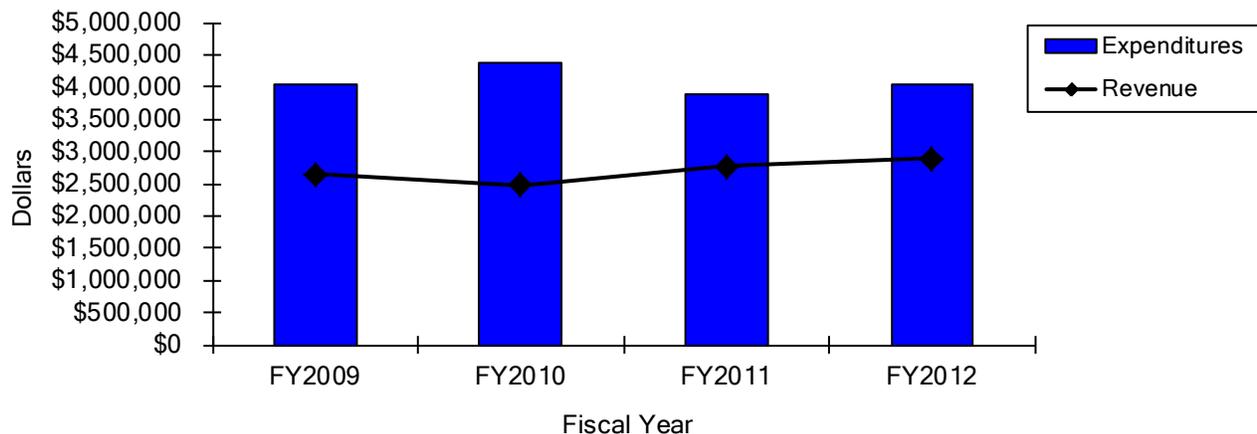


PUBLIC WORKS

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$2,995,154	\$2,691,364	\$2,913,934	\$3,079,150	\$165,216	5.67%
Operating	1,040,560	1,676,076	973,747	973,747	0	0.00%
Total	4,035,714	4,367,440	3,887,681	4,052,897	165,216	4.25%
Revenue	2,650,887	2,474,708	2,763,106	2,886,874	123,768	4.48%
Local Tax Funding	\$1,384,827	\$1,892,732	\$1,124,575	\$1,166,023	\$41,448	3.69%

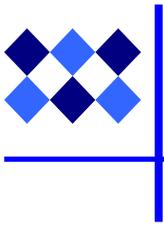
Funded Projects						
Full-Time Positions	49	41	40	40	0	0.00%
Part-Time Positions	1	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Expenditures have been budgeted for additional personnel to staff the permits center for ½ year contingent upon available revenues



CORE SERVICES

Building and Permits

The Building and Permits Division receives and processes building, grading, fire protection and zoning permits for all residential and commercial building and land development projects. The Division performs plan review and inspections and issues Certificates of Occupancy for building construction projects in accordance Virginia Unified Statewide Building Code. The Division provides citizen assistance for many building related issues, including the inspection of damaged structures from fires and storms, and assistance in the resolution of homeowner and contractor disputes.

Environmental Programs

The Environmental Division administers implements and enforces the requirements of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation and Landscaping Ordinances by performing erosion control, stormwater management, environmental, and landscaping inspections of land development projects. Additionally, the Division is responsible for ensuring compliance with the requirements of the County's National Pollution Discharge Elimination System Permit (NPDES) Phase II permit for stormwater discharges to County waterways. Staff assists the citizens of the County with erosion, drainage, and stormwater problems in their neighborhoods, and homeowners' associates and commercial properties with the inspection and maintenance of their stormwater management facilities.

Securities

The Securities Division processes all securities for commercial and residential development, along with individual building lot securities provided for home construction. Staff coordinates with other departments and personnel to process security reduction and releases for developers and builders. The Division initiates the drawing of security for unfinished development project and coordinates completing improvements with the Department's Public Construction Division.

Public Construction

The Public Construction Division administers and manages the design and construction of Capital Improvement Projects. Recent examples of projects completed by the Division include the Courthouse Basement Renovations, England Run Library, Stafford Fire & Rescue Station, Government Island Trail and others. In coordination with Department's Environmental Division, the Public Construction Division provides inspections and performs maintenance of stormwater management facilities located on County properties. The Division also performs maintenance of the dam in the Hidden Lake subdivision in the County's role as the governing body of the Hidden Lake Subdivision Service District.

Transportation Programs and Policy

The Transportation Programs and Policy Division reviews residential and commercial development plans for compliance with County and VDOT requirements, resolves citizen concerns relating to transportation matters, oversees maintenance and repair of street name signs and County waterway no wake signs and represents the County on many issues involving Fredericksburg Area Public Transportation Advisory Board (PTAB), Potomac Rappahannock Transportation Commission (PRTC), Virginia Railway Express (VRE), Fredericksburg Regional Transit (FRED), and Fredericksburg Area Metropolitan Planning Organization (FAMPO). The Division is the County's liaison with VDOT in several program areas: Transportation Planning, VDOT Rural Addition Program, roadway maintenance issues and public street acceptance. The Division is also responsible for the design and construction of road improvements identified in the 2008 Bond Referendum.



DEPARTMENTAL GOALS/OBJECTIVES

- Maintain a well trained and certified staff that is responsive to customer concerns
- Implement programs, policies and procedures to improve the quality of service and responsiveness of Building Division
- Improve turnaround times for building permit applications through better monitoring of applications and plan review efficiency
- Provide prompt and thorough responses to citizen requests for assistance concerning erosion control, stormwater and Chesapeake Bay Preservation Area requirements
- Continue the implementation of programs to comply with the requirements of the County's National Pollution Discharge Elimination System (NPDES) Permit for stormwater discharges. This goal supports the County's NPDES Permit
- Continue implementation of the post-construction stormwater management facility maintenance inspection program and work with facility owners to complete repairs and upgrades to facilities that are out of compliance. This goal supports the County's NPDES Permit
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Complete design and construction of the Courthouse Annex Building. This goal supports implementation of the CIP
- Complete design plans for Courthouse Area Streetscape Improvements. This goal supports implementation of the Courthouse Area Redevelopment Master Plan

These goals support the B.E.S.T. Values of Empowerment, Service and Teamwork

- Assist the Department of Parks, Recreation and Community Facilities with the administration and management of parks construction projects. This goal supports implementation of the 2009 Parks and Recreation Bond Referendum
- Administer construction of roads identified in the transportation bond referendum road improvement program. This goal supports implementation of the 2008 Transportation Bond Referendum
- Manage the existing Transportation Impact Fee Program and support development of a countywide program. This goal supports R08-202 Board's deliverables
- Continue to work with PRTC on funding for various programs and agencies through the Motor Fuels Tax program
- Manage and facilitate the County's Transportation Fund which includes management and engineering services, grants, street signs, road improvements and street repairs as well as subsidies to VRE and FRED
- Prepare a Construction Project Management Procedures Manual. This goal supports the implementation of the CIP



DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs			
Permits Issued (Hansen System)	3,796	4,400	4,100
Grading permit Disturbed Acreage (Hansen System)	80	500	500
Building Inspections Performed (Hansen System)	25,740	33,500	28,700
E&S Control Inspections Performed (Hansen System)	7,256	10,000	8,000
Property Maintenance Cases Handled (Hansen System)	322	450	450
Number of Plans Reviewed for Transportation	130	250	290
Centerline Miles of Streets Accepted by VDOT	1.88	9	6
Service Quality			
Permits Issued on the Same Day of Application (Hansen Sys)	27%	25%	30%
Efficiencies			
Permits Issued per Clerk (Hansen System)	759	880	820
Building Inspections Performed per Inspector (Hansen System)	4,680	4,785	4,780
E&S Control Inspections Performed per Inspector (Hansen Sys)	1,814	2,500	2,000

DEPARTMENTAL ACCOMPLISHMENTS

- Expanded the building permits and inspections policy and procedures manual
- Submitted the second permit cycle Year Two Annual Report for the NPDES Phase II Stormwater Discharge Permit to the Virginia Department of Conservation and Recreation
- Completed cost share projects with the U.S. Army Corps of Engineers for implementation of the NPDES Stormwater Permit program to update the County's Stormwater Facility and Stormwater Outfall databases
- Participated in the Northern Virginia Clean Waters Partners Stormwater Education Campaign for 2010/2011
- Performed 462 stormwater facility maintenance inspections in calendar year 2010 and coordinated with property owners to initiate repairs to facilities
- Provided administrative support for Hidden Lake Subdivision Service District
- Completed improvements in the Deacon Road Estates, Brook Ridge Estates, Smith Lake Estates and Masters Mill subdivisions using security funds due to lack of action and response by developers
- Completed construction of the England Run Library
- Completed construction of the Government Island Trail improvements
- Prepared design plans and initiated right-of-way acquisition and utility relocation activities for the Poplar Road and Mountain View Road improvements
- Selected engineering firms and began design of the Garrisonville Road improvements between Onville and Eustace Roads and the second phase of the Poplar Road improvements north of Kellogg Mill Road
- Replaced and repaired 141 street name signs



PUBLIC WORKS

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations
- Responded to citizen inquires regarding residential traffic management initiatives and roadway maintenance matters, and interacted regularly with various federal, state, regional and local organizations on many fronts
- Adopted an ordinance establishing the requirements for restricting the parking of watercraft, boat trailers, motor homes, camping trailers, commercial vehicle and parking for commercial purposes on public highways
- Established the Transportation Project Manager and Transportation Coordinator positions.



Our mission is to ensure that the opportunity to register and vote is available to all eligible residents.

The Registrar, an appointed constitutional officer conducts registration and elections as required by the Constitution, Code of Virginia and directives of the State Board of Elections. In addition to 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.

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 76,619 in 2011. This growth is due to increasing population and voter registration initiatives.

THINKING EFFICIENTLY:

In order to streamline processes and increase customer service efficiency we have implemented the following:

- Our website is updated with a list of representatives, election calendars, and polling locations which eliminates the need for paper handouts. We will also be placing the post campaign reports online after the election to ensure a more timely response to our citizens; this also saves copy cost and man hours.
- The department purchased electronic poll books for precincts, which cut down the number of election officials needed at the polls; and lessened the amount of books needed. This new procedure will save processing time for the voters and provide a cost savings to the county. No longer will the county need to purchase a list of registered voters from the state for every election.

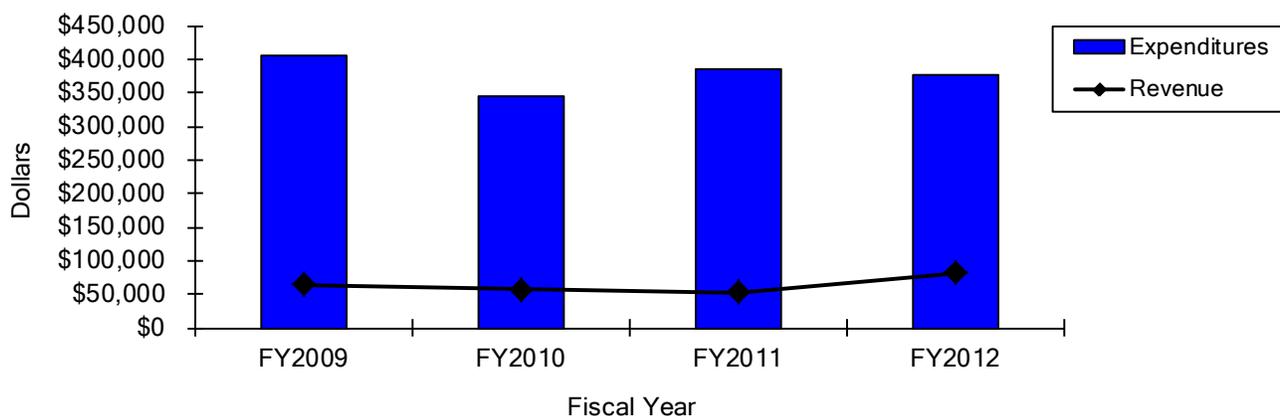


REGISTRAR & ELECTORAL BOARD

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$317,008	\$301,584	\$305,114	\$296,182	(\$8,932)	-2.93%
Operating	87,668	44,389	79,709	79,042	(667)	-0.84%
Total	404,676	345,973	384,823	375,224	(9,599)	-2.49%
Revenue	64,633	57,152	52,762	82,000	29,238	55.41%
Local Tax Funding	\$340,043	\$288,821	\$332,061	\$293,224	(\$38,837)	-11.70%

Funded Positions							
Full-Time Positions	3	4	4	3	(1)	-25.00%	
Part-Time Positions	1	0	0	1	1	0.00%	



SIGNIFIGATE BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Convert one full-time position to part-time



REGISTRAR & ELECTORAL BOARD

CORE SERVICES:

- Voter registration
- Process candidate filings
- Conduct elections/canvass/certify results
- Promote public awareness of electoral system
- Compile and maintain voter records and election results

DEPARTMENTAL GOALS/OBJECTIVES:

- Increase voter registration
- Compile and maintain accurate voter records and election results
- Recruit, train, supervise and provide assistance to election officials
- Process absentee ballot requests
- Prepare for redistricting/ implement plans set by governing body
- Maintain web page with current information on elections, equipment, candidates, elected representatives and information pertinent to registration and voting
- Receive, audit and provide public access to candidates filings and campaign finance reports
- Develop policies and procedures in accordance with federal and state laws
- Update/ replace current election equipment

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
% of eligible voters registered (Outside Source)	85	85	85
New registrations (Outside Source)	6,977	7,000	7,000
Absentee voters (Manual Tracking)	2,949	5,500	5,000
Outputs			
Voters served at polling places (Accu-Vote OS2000 & ES2000)	29,650	37,000	37,000
Changes made to records (Outside Source)	4,292	6,000	6,000
Voters transferred/deleted (Outside Source)	5,544	6,000	6,000



REGISTRAR & ELECTORAL BOARD

DEPARTMENTAL SERVICE LEVELS (Continued)

<u>Service Quality</u>			
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
<u>Efficiencies</u>			
Cost of election per vote (Manual Tracking)	\$3.04	\$3.04	3.04

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented Electronic Poll Books for the General election, trained 250+ election officials on their use(at no cost to the county) which will increase efficiency in processing voters and eventually reduce the number of election officials needed to work the polls
- Conducted fair, impartial and efficient elections
- Insured all qualified citizens desiring to register were given the opportunity to register and 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

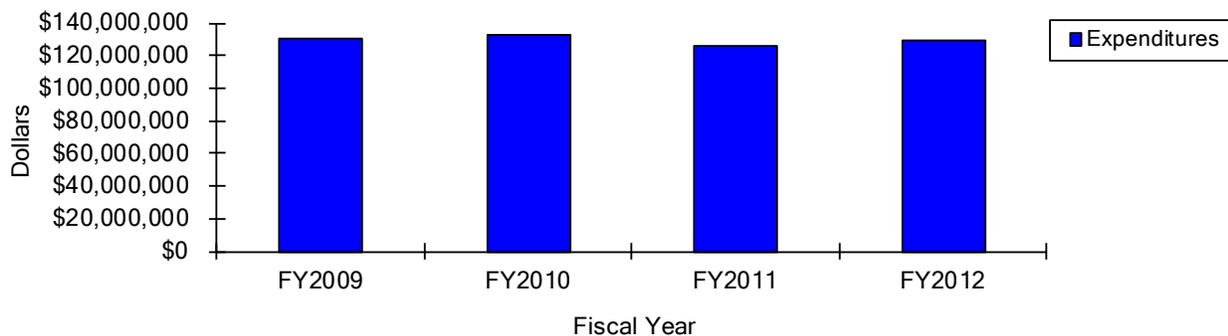


SCHOOL OPERATIONS - LOCAL FUNDING

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.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	FY2012 Change '11 to '12	
Costs						
Operating	\$99,474,959	\$103,189,962	\$100,693,774	\$101,693,774	\$1,000,000	0.99%
Debt	30,574,129	29,245,516	25,625,938	27,388,986	1,763,048	6.88%
Local Tax Funding	<u>\$130,049,088</u>	<u>\$132,435,478</u>	<u>\$126,319,712</u>	<u>\$129,082,760</u>	<u>\$2,763,048</u>	<u>2.19%</u>



SIGNIFICANT BUDGET CHANGES:

Operating

- Increase based on current economic conditions

Debt

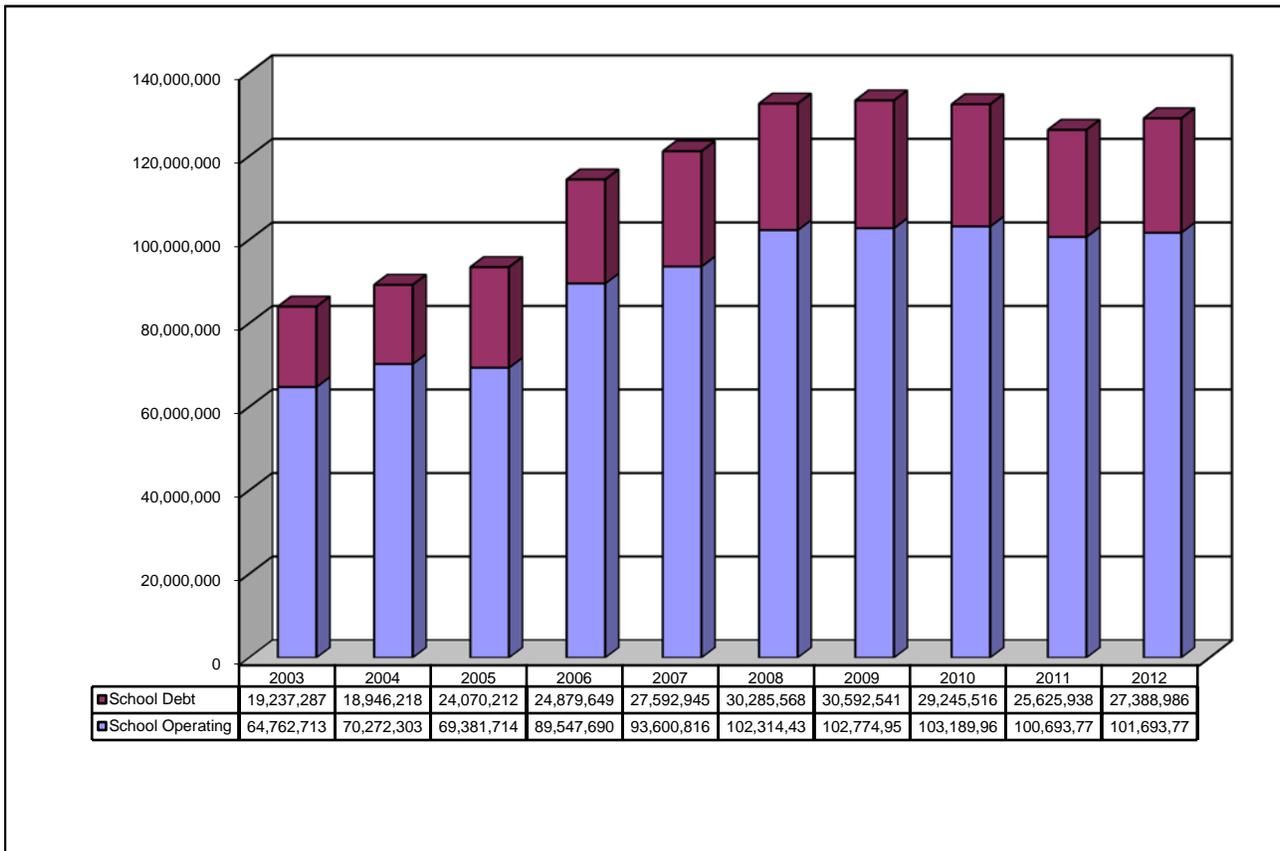
- Virginia Public School Authority borrow



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
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%
2010	132,435,478	103,189,962	0.40%	29,245,516	-4.40%
2011	126,319,712	100,693,774	-2.42%	25,625,938	-12.38%
2012	129,082,760	101,693,774	0.99%	27,388,986	6.88%
Average 2003 to 2012			6.20%		4.58%





We, the men and women of the Stafford County Sheriff's Office, in partnership with our community, are dedicated to enhancing the quality of life by maintaining order, protecting life and property, and reducing the fear of crime.

We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and the Commonwealth of Virginia.

As leaders of the community, we will embrace our core beliefs: Integrity, Compassion, Fairness and Professionalism.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- The Sheriff's Department partners on a daily basis with many departments within Stafford County and the Stafford County Public School Division.
- The Sheriff's office has and continues to embrace the concept of Community Policing to include community oriented government. As the title implies, it is a holistic approach to serving the Stafford County community. Within our community, we serve both our internal and external customers. In serving our constituents, we have essentially partnered internally with the majority of county government.
- We have gained efficiencies through many of these partnerships, i.e. graffiti task force, traffic safety volunteers, safer schools, jail for booking and photographing to save time, victim witness and domestic violence, regional opportunities.

Where have we partnered with community organizations?

- We are currently partnering with many faith based organization such as Luca Ministries and Olde Forge Junction. We have worked with most of the service groups in our community such as the Lions, The Rotary Club, Rappahannock Area Council on Domestic Violence (RCDV), Rappahannock Area Council for Child Abuse Prevention (RACCAP), Rappahannock Council Against Sexual Assault (RCASA), Rappahannock Area Agency on Aging, The Boys and Girls Scouts, Neighborhood Watch, Citizen Police Academy, National Association for the Advancement of Colored People (NAACP), the Stafford business community and numerous homeowner's associations. These partnerships have helped us form a bond with the citizenry that prevent crime while enhancing the community's safety resulting in the improvement in our quality of life. It has also served to break down barriers and facilitate lines of communication within our community.
- There are many external agencies and community based opportunities that the Sheriff's Office partners with daily. They include FBI, ATF, DMV, VSP, Marshal's Service, Secret Service, CIA, DEA, Virginia Game and Inland Fisheries, NCIS, State Park and Conservation Police, Department of Agriculture, Department of Homeland Security, State Department, Department of Defense, Alcoholic Beverage Control, AMTRAK, VRE, National Highway Safety Administration (NTSA), American Traffic Safety Association (ATSA), Department of Criminal Justice Services (DCJS), and the Joint Terrorism Task Force (JTTF).
- Throughout this past year, we have built upon years of good and essential relationships with our law enforcement partners and will continue to strengthen or enhance these partnerships in order to efficiently and effectively keep the community safe. Our partnerships have grown this year, providing a stronger foundation and enhancing communications and information sharing while including our partners in investigations improving access to and efficiently utilizing resources. These efforts have strengthened the overall law enforcement effectiveness in and around Stafford County.
- As identified, partnerships are critical to the effectiveness of the Stafford County Sheriff's Office. In looking to the future, we will continue to see and identify other organizations and groups both within and outside law enforcement.
- Considering the close proximity of federal offices and installations surrounding Stafford, it is imperative that we partner effectively with our federal, state and local neighbors in the area of Homeland Security, Joint Task Force initiatives, the Fusion Center, etc. This supports the increase seen in domestic terrorism.

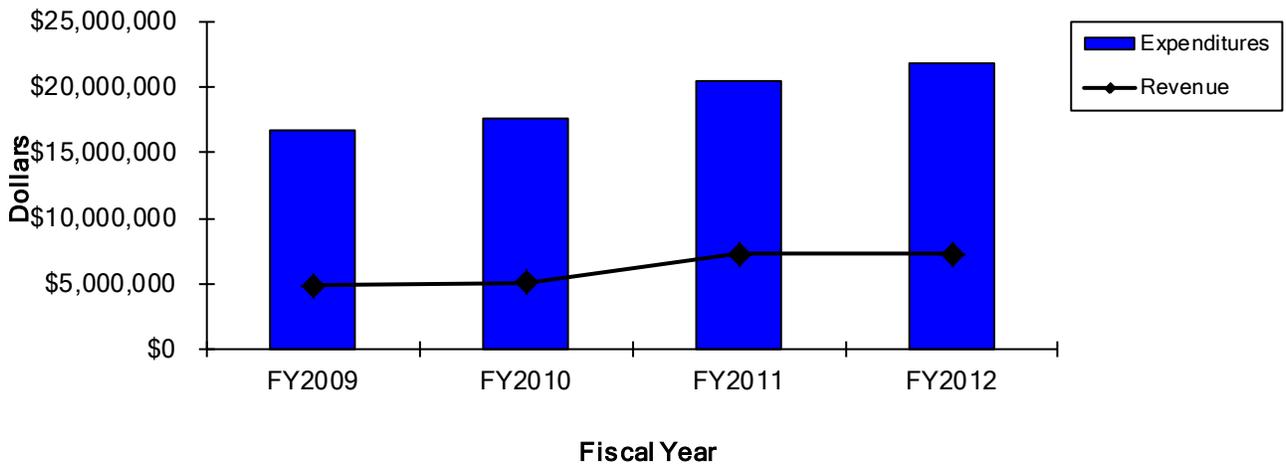


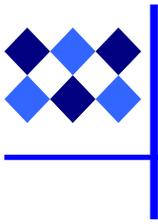
BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$14,599,727	\$14,912,889	\$17,665,915	\$18,574,991	\$909,076	5.15%
Operating	2,020,915	2,145,480	2,825,091	3,158,250	333,159	11.79%
Capital	69,812	496,980	40,000	76,000	36,000	90.00%
Total	16,690,454	17,555,349	20,531,006	21,809,241	1,278,235	6.23%
Revenue	4,908,814	5,105,174	7,320,594	7,296,696	(23,898)	-0.33%
Local Tax Funding	\$11,781,640	\$12,450,175	\$13,210,412	\$14,512,545	\$1,302,133	9.86%

To comply with GASB 54, the E-911 Fund Adopted Budget of \$2,835,483, with its 37 positions, has been combined with the Sheriff's Budget for FY2011.

Funded Positions						
Full-Time Positions	187	187	224	229	5	2.23%
Part-Time Positions	17	17	17	18	1	5.88%





SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Addition of five positions (Gang Task Force)
- Funding available for retention

Operating

- Increase in cost and number of tower leases
- Contract for Motorola Communication System Motorola for 1/2 year
- Operating cost for additional positions (Gang Task Force)

Capital

- Equipment cost for additional positions (Gang Task Force)

CORE SERVICES

Law Enforcement Operations

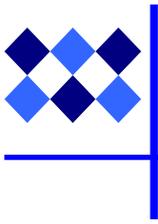
The fundamental mission of the Sheriff's Office is carried out through this core service. The prime function of law enforcement is to prevent crime. This function is met through routine patrol, traffic enforcement, and special operations staffed by uniformed members of the Sheriff's Office. Response to calls for service, assistance to citizens, and the omnipresence created by marked cars and uniformed officers deter the individual with criminal intent. The efforts of the uniformed force and the determination of the criminal investigators pose a two-pronged attack on the criminal element. The investigators provide deep investigative follow-up, crime scene examinations and analysis of crime patterns. Together, the uniformed personnel and criminal investigators form a team that is lethal, both in the proactive and the reactive sense, to the criminal element within the County.

Community Outreach

This core service provides a link between the citizens of the County and law enforcement. Through the School Resource Officer (SRO) program, direct contact with the young citizens of the county is maintained. This effort allows the SRO to provide a safe learning environment for the students and staff. The SROs also explain and teach gang awareness to staff members, assist in driver education, cyber crime awareness, and individual protection. In addition, the Drug Awareness Resistance Education program teaches children in the 5th grade the dangers inherent in the use of both illegal and legal drugs. A multitude of other community outreach programs find their inception and support within this core service. Most notable are the more than 50 Neighborhood Watch Programs now in operation and Business Watch, which supports the Crime Solvers program and Project Life Saver (a program dedicated to finding and recovering Alzheimer patients and autistic children who wander). This core provides a direct conduit of information to the citizen and in return a source of information for the Sheriff's Office, forming a citizen/law enforcement partnership. These efforts make it simple to mobilize citizens to assist law enforcement in the maintaining a safe community.

Emergency Communications

All emergency communications for law enforcement, firefighting and emergency medical services are received and dispatched through this core service. This function receives, processes, and manages over 75,000 law enforcement calls for service each year with an additional 22,000+ calls for fire and rescue services. Over 46,000 calls each year are received through the 911 system. In addition, this service processes requests from field units on wanted persons or suspect vehicles, responds to inquires from other law enforcement agencies and processes in excess of 3,000 inquires and responses through the Virginia Criminal Information Network each month. Fundamentally, the communication service and the 9-1-1 system it supports is the emergency link to the citizen and is the first voice a citizen will hear when calling for help.



CORE SERVICES (Continued)

Court Services

Dating back to 1664 one of the oldest services mandated by law to the Sheriff, as a constitutional officer, is the responsibility of providing court security. Individuals assigned to this function act as bailiffs while court is in session and provide the security for all the courts. In addition, this service provides the court with an arm through which the service of both civil and criminal documents is accomplished. Civil attachments, seizures, and enforcement of court orders are a major responsibility of this core function.

Administrative Services

The four primary core services of the Sheriff's Office require a variety of support functions that enable them to complete the mission of the Sheriff. These services include record keeping, which is mandated by law and forms the basis of law enforcement memory. The legally required maintenance of evidence, maintaining inventory of Sheriff's department assets, and complying with FOIA requests are vital to the operation. In addition, services provided ensure that the personnel records of the Sheriff's Office are protected and current. This function controls the testing, background investigations, and hiring of Deputy Sheriffs, Telecommunicators, and civilian positions. Professional ethics is a major concern of the Sheriff. This core service investigates all complaints from citizen and/or from internal sources to maintain the integrity of the Sheriff's Office. Last, but not least, this unit controls the finances of the Sheriff's Office through budget control, payroll, and approval of expenditures.

DEPARTMENTAL GOALS/OBJECTIVES

- Recognizing the unique functions of each division within the Sheriff's Office, we will develop, enhance and improve service capabilities and specialized functions of staff
- Utilize funding opportunities for personnel and/or equipment to 1) maintain core services, 2) improve capabilities, and 3) utilize technology and web-based initiatives, etc.
- Ensure proficiencies of staff are met 1) by personnel through established standards and existing curriculums and 2) through technology, enhancing and supporting the duties and tasks of staff
- Continue to identify issues or concerns, externally and internally to the department and the County. With that knowledge, develop, implement and expand resources and/or responses to meet the needs of the department and the community
- To ensure critical services are delivered to the community at the highest level possible, we will continue to recruit, train, and retain the best applicant/employees.



DEPARTMENTAL SERVICE LEVELS

	CY 2010 ACTUAL	CY 2011 PROJECTED	CY 2012 PLANNED
Outputs			
Arrests (DUI & criminal)	7,421	7,458	7,495
Accidents (property damage, fatal and injury crashes)	4,604	4,650	4,695
911 call volumes	48,190	49,630	51,125
Total call volume activity (incoming & outgoing)	335,424	338,778	342,166
Court Days	1,268	1,281	1,294
Animal Control Complaints responded to (avg. of 13% are off-duty calls answered)	3,554	3,700	3,900
Civil & Criminal Processes	54,066	54,607	54,880

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented computerized tracking of personnel cases, which are inclusive of internal and external events.
- Increased efficiencies through department-wide coordinated training and cross-training.
- Continued recognition of personnel for their actions and performance.
- The Sheriff's Office once again sponsored the County Wide DARE Day on June 15 for over 2,000 5th Grade students. This coming year will be the 10 year anniversary of the event.
- Continued community outreach participating in the Badges for Baseball, Sheriff's Shopping Spree, and Sheriff's Football Camp and continued the Citizen's Police Academy program.
- Stafford County was a national award winner for this year's annual National Night Out. Over 6,000 citizens participated in this Sheriff's Office sponsored event held on August 3rd.
- The Training Coordinator from the ECC Center was selected as the National Training Coordinator of the Year by APCO.
- The new radio system became operational serving both Fire Rescue and the Sheriff's Office on December 28, 2010.
- Placed second in the Virginia Association of Chiefs of Police Law Enforcement Challenge.
- Completed the initial phase of a long term gang suppression detail that focused on gangs operating in Stafford - 6 adults and 13 juveniles were charged.





Our mission is to provide quality assistance and comprehensive services to 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.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- All divisions within the agency work closely with one another to assist families to meet their basic needs. For example, the Child Protective Services (CPS) unit works in partnership with the Foster Care unit and the Benefits units to identify sources of funding, such as TANF, Food Stamps, and Medicaid, to meet the needs of at-risk families and children. These are federal and state programs which do not have a direct cost to Stafford County. The CPS unit also utilizes respite services through Foster Care, when appropriate, to give parents some time to resolve problems and prevent a child’s placement in foster care. Child Day Care funding is also used to provide a protected environment for a child who cannot be alone with parents, due to the parent’s physical or mental health issues. The Foster Care and CPS units jointly explore all appropriate relative placements for a child prior to custody being transferred to DSS. Both units routinely refer children to the Family Assessment and Planning Team (FAPT) to develop treatment plans for children and to obtain CSA funding. The Foster Care unit works closely with the Benefits unit to evaluate the potential eligibility of all foster children for federal Title IV-E funding, thus reducing the need for CSA funding which requires a local match. The Parent Education Coordinator works closely with the Foster Care staff to provide biological parents with the opportunity to learn different methods of discipline as well as understanding the steps necessary to modify the situation that contributed to the transfer of custody of their children. The agency’s Volunteer Coordinator assists all units with requests for volunteers, mentors, and seasonal supports which include Easter baskets, Thanksgiving meals, Christmas gifts, and school supplies for the individuals and families served by the agency.

Where have we partnered with community organizations?

- Over many years, the agency has established positive and meaningful working relationships with numerous community organizations, programs and services. The agency works collaboratively with outside organizations to find solutions to the needs of the families we serve. Partnerships are in place with the following organizations:

- | | |
|---|--|
| Stafford Public Schools | Rappahannock Area Council for Children and Parents |
| Stafford Junction | Rappahannock Area Community Services Board (RACSB) |
| Fredericksburg Area Food Bank | Community Health Center of the Rappahannock Region |
| Rappahannock Area Agency on Aging | Senior Visitors Program |
| Germanna Community College | Juvenile & Domestic Relations Court Service Unit |
| Rappahannock Area Health Department | Disability Resource Center |
| Rappahannock Area Legal Services | Department of Rehabilitative Services |
| Rappahannock United Way | Salvation Army |
| Moss Free Clinic | Virginia Employment Commission |
| Rappahannock Goodwill Industries | Central Virginia Housing Coalition |
| Rappahannock Council on Domestic Violence | Thurman Brisben Homeless Shelter |
| Micah Ministries | Mary Washington Hospice |
| SERVE | Division of Child Support Enforcement |

Two new partnerships of special note were continued in FY 2010

- Stafford Head Start: outreach and enrollment of children in health insurance programs. Initiative is funded by the Virginia Health Care Foundation and provides DSS with a part-time Eligibility Worker.
- Stafford Hospital Center - Community Service Fund: Provides grant funding to DSS for a part-time Eligibility Worker to enroll eligible children and adults in Medicaid.

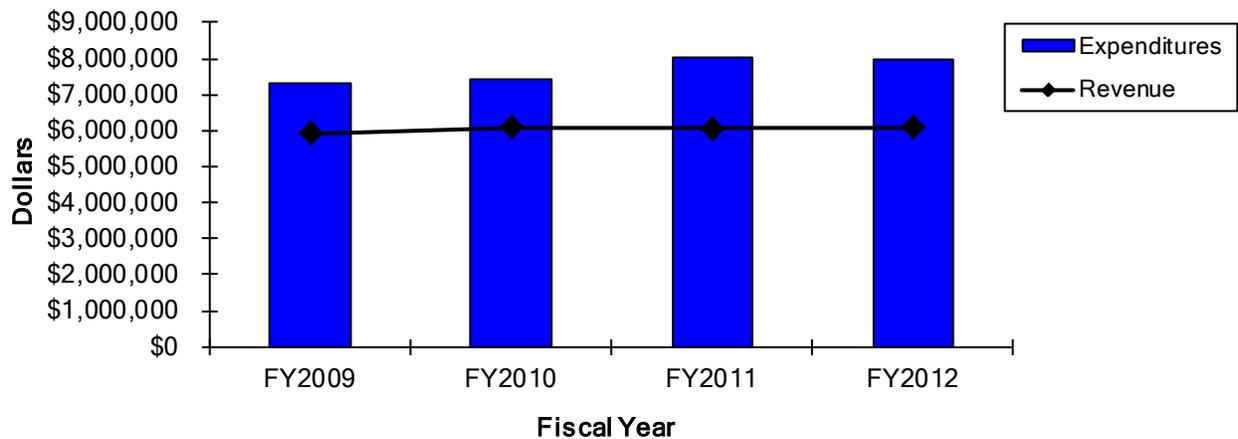


SOCIAL SERVICES

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$3,745,708	\$3,713,084	\$3,959,834	\$3,936,934	(\$22,900)	-0.58%
Operating	3,574,959	3,718,318	4,048,770	4,054,225	5,455	0.13%
Total	7,320,667	7,431,402	8,008,604	7,991,159	(17,445)	-0.22%
Revenue	5,916,436	6,100,362	6,069,619	6,085,091	15,472	0.25%
Local Tax Funding	\$1,404,231	\$1,331,040	\$1,938,985	\$1,906,068	(\$32,917)	-1.70%

Funded Positions							
Full-Time Positions	60	57	57	55	(2)	-3.51%	
Part-Time Positions	7	6	6	6	0	0.00%	



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in health insurance premium
- Elimination of two full-time positions



SOCIAL SERVICES

CORE SERVICES

Family Services

The Family Services Division is comprised of three units: CPS, Foster Care/Adult Services and Self-Sufficiency. These three units provide the following services to the community:

- Adult and Child Protective Services
- Child Custody Investigations
- Parenting Education/Family Violence Prevention
- Holiday Assistance
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation

Benefit Programs

The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

- Title IV-E Foster Care
- TANF
- Medicaid
- Food Stamps/SNAP
- Energy Assistance
- Auxiliary Grants
- General Relief
- Refugee Resettlement

DEPARTMENTAL GOALS/OBJECTIVES

- Enter all CPS referrals into OASIS Computer System
- Increase the percentage of children seen by a CPS Worker within 24 hours of receiving a valid CPS Referral
- Develop a Parent Education Curriculum for parents with children under the age of five
- Decrease the time children remain in Foster Care
- Reduce the number of placement changes for children in Foster Care
- Expand the use of Treatment Foster Homes as an alternative to Residential Placements
- Increase the number of foster children who graduate from High School and attend College
- Improve timely processing of TANF and Medicaid Applications by 10%
- Develop a new Community Work Site for VIEW Participants
- Recruit and train an increased number of volunteers to assist Agency Staff
- Continuously improve customer service for internal and external consumers



SOCIAL SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT)	97.8%	98.5%	98.5%
Percent of Children without a Recurrence of Maltreatment (OASIS)	100%	100%	100%
Foster Teens active in Independent Living Program (Manual Tracking)	28	22	25
Foster Children served in Family Based Placements (OASIS)	89.6%	90%	90%
Outputs			
Benefit Applications Received (ADAPT)	7,907	8,250	8,000
Food Stamp Households Served (ADAPT)	2,942	2,750	3,000
CPS Complaints Investigated (OASIS)	521	550	525
Foster Care Children Served (OASIS)	123	110	110
Service Quality			
Families Served through Holiday Programs (Manual Tracking)	3,800	3,600	3,800
Volunteers Providing Assistance (Manual Tracking)	346	350	350
Efficiencies			
Average Hourly Wage of VIEW Participants (VIP Report)	\$8.81	\$8.75	8.90
Per Capita Cost for County Share of Agency Budget	\$11.26	\$13.25	\$11.00

DEPARTMENTAL ACCOMPLISHMENTS

- Exceeded national and state benchmarks for foster children placed in foster family homes
- Successfully placed teenagers for adoption
- Continued to sponsor the longest running adoption support group in the state
- Exceeded the national standard for the protection of children
- Average hourly wage of VIEW participants exceeded State target
- Continued timely processing of food stamp applications
- Achieved a 102% food stamp participation rate (exceeds national and state targets)
- Successfully managed 30% increase in food stamp applications
- Improved timely Medicaid renewals by 50%
- Provided holiday assistance to over 3,300 families



The Treasurer is responsible for the receipt, investment and disbursement of all state and local revenues. The mission of the Treasurer's Office is to provide citizens with a broad range of payment options for efficient revenue collections, while delivering exceptional service.

THINKING EFFICIENTLY:

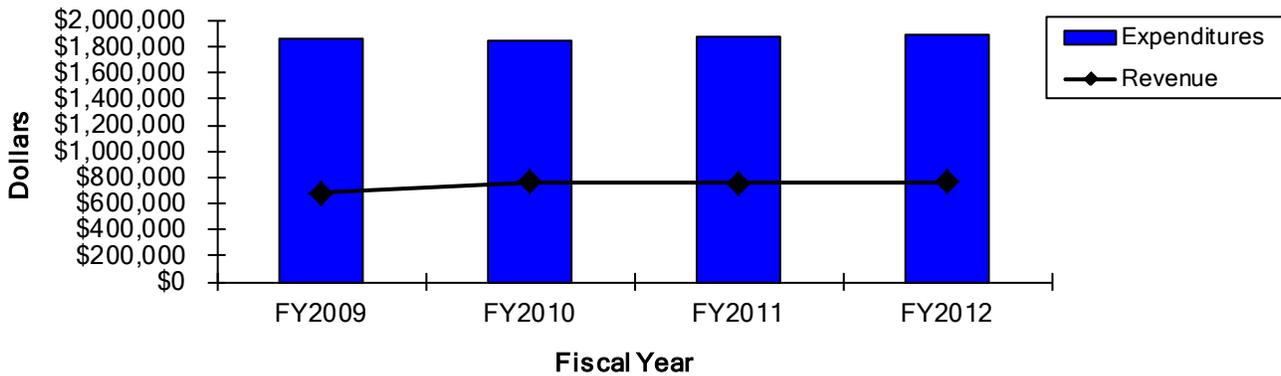
- The Treasurer's Office continues to look for opportunities which provide efficiencies that will benefit the taxpayers and the county. During the last two fiscal budget cycles, we upgraded the revenue collections software system and outsourced tax bill printing and mailing. In addition, employees were cross-trained and workflows redistributed due to employee reductions-in-force
- Upgrades to the current revenue collection software system provided a more robust delivery channel of tax account information. The upgrade also provided new opportunities for increased efficiencies in the administration of tax collections. This includes several automated mechanisms that increased productivity of the manual tax payment process, enhances collection opportunities, and decreases refund checks. For example, the upgrade furnished the ability to produce an electronic exchange application, enabling the Treasurer's office, to submit delinquent taxpayer files to the DMV for the vehicle registration-withholding program. This is a highly successful delinquent collection tool, previously administered manually
- The Treasurer's office started outsourcing the printing and mailing of tax bill notices in 2009. This effort eliminated various equipment maintenance and rental expenditures and reduced supply costs
- Cross-training staff has enabled the office to handle increased payment processing during the tax collection timeframes and adjust to staff reductions-in force, resulting from the economic downturns. Cross-training efforts have allowed us to redistribute workflows to maximize efficiencies. These changes have given staff the opportunity to present suggestions and initiate procedures which have streamlined various revenue collection processes both manual and automated.



BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,414,496	\$1,437,348	\$1,380,457	\$1,405,965	\$25,508	1.85%
Operating	440,519	405,604	497,872	484,625	(13,247)	-2.66%
Total	1,855,015	1,842,952	1,878,329	1,890,590	12,261	0.65%
Revenue	679,436	761,352	757,533	765,369	7,836	1.03%
Local Tax Funding	\$1,175,579	\$1,081,600	\$1,120,796	\$1,125,221	\$4,425	0.39%

Funded Positions						
Full-Time Positions	20	19	18	17	(1)	-5.56%
Part-Time Positions	3	1	2	3	1	50.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Conversion of one full-time position to part-time
- Increase in health insurance premium

Operating

- Decrease in postage costs



TREASURER

CORE SERVICES

Bookkeeping Division

The bookkeeping division answers citizen telephone and live chat inquiries requiring extensive research, processing tax payments for mortgage companies, title companies, leasing companies, lawyer settlement companies and any other payments that require specialized processing.

Cashiering Division

The cashiering staff provides collection service to our citizens during lobby hours, processing citizen tax and utility payments and collects all other County department service fees and revenues. DMV Select services are supported by the cashiering division during lobby hours.

Revenue Collection Accounting Division

The accounting division performs daily processing and reconciliation of revenues collected from various automated venues, the handling of all county NSF checks, Treasurer refunds of overpayment, administration of Treasurer's Automated Prepayment Plan (TAPP), and daily processing and reconciliation of State and Estimated Tax payments. The division provides account reconciliations for online credit and ACH payments to the Treasury Accounting Manager to ensure accurate bank reconciliation.

Delinquent Collections Division

The delinquent collections division administers the various collection methods available by law to include: DMV vehicle registration withholding, Debt Set-off, Judicial Sales, bank liens, wage garnishments, payment plans, and delinquent notices. The division utilizes all available tools to locate delinquent taxpayers. Maintenance and application of required indicators are placed on taxpayer accounts concerning bankruptcy proceedings in accordance with State mandated laws.

Treasury Accounting Manager

Monitors revenues and ensures upload into financial accounting system is accurate and timely. Administers cash management programs, audit activities, prepares and maintains financial records, bank statements reconciliations and monitors investments.

Revenues and Operations

Deputies oversee and administer daily the cash management and banking activities related to the receipts and disbursements of all local and state revenues. Collaborates with revenue collection vendor to administer the billing process. Supervises all activities conducted by the above divisions.

DEPARTMENTAL GOALS/OBJECTIVES:

- The Treasurer's Office continues to research innovative cost saving methods to collect and disburse local revenues that improve efficiencies and enhance earning potentials, while delivering exceptional service to citizens.
- Improve delinquent tax collections by streamlining and enhancing automated processes to further increase collections.
- Introduce tax and utility payment methods that support payment processing efficiencies for the citizens and the County.
- Review alternative tax billing processes to include e-billing features to promote paperless initiatives and achieve additional cost savings.
- Continue to enhance the current revenue collection system to provide real time tax account information to taxpayers and provide additional performance data and tracking reports for budget decisions.



TREASURER

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Debt Set-off Program Accounts (Stars-IMS)	40,077	41,000	41,000
Collection Actions (DMV Stops)	2,637	5,000	5,000
Delinquent Notices (DSO Application)	88,876	70,000	70,000
Outputs			
RE & PP Bills Processed (RCS Setups)	265,114	273,000	273,000
Water Bills (HTE System)	377,978	375,500	378,000
Permit Fees collected (Code Administration)	17,490	12,000	15,900
Meals Tax Payments (COR Tracking System)	3,122	3,200	3,300
State Income Estimates (Estimated Application)	3,984	4,500	4,200
State Income Returns (COR Tracking System)	424	1,000	1,000
Dog Tags Sold (Manual Tracking)	6,792	6,500	6,500
Service Quality			
DMV Select transactions (DMV reports)	6,617	9,200	10,700
Efficiencies			
Treasurer Automated Payment Plan	989	1,100	1,000
Lock Box Payments Processed - Taxes	69,974	60,400	65,000
Lock Box Payments Processed - Utilities	130,312	139,000	130,000
Online Payments - Taxes and Utilities	139,279	137,000	145,000

DEPARTMENTAL ACCOMPLISHMENTS

- The Treasurer’s Office continues to achieve increased revenues by concentrating on delinquent tax collections. An electronic file of delinquent taxpayers is sent annually, the first week of January, to the State in order to intercept income tax refunds. During the calendar year 2009, the Treasurer’s Office collected \$1,027,043. The calendar year of 2010 continues to show these efforts with increased collections of \$1,169,581.
- Created a transmittal file on delinquent personal property tax records for electronic submission to the Department of Motor Vehicles for placing vehicle registration withholdings. This action, accomplished in the first quarter of FY2011, has made a substantial impact on delinquent tax collections and administrative fee revenue.
- The Treasurer has completed the necessary educational courses to achieve certification as Master Governmental Treasurer. The Deputy Treasurer’s continue to maintain their certification in the Deputy Treasurer Career Development Program through the Treasurer’s Association of Virginia. These certifications provide basic education to ensure sound operations of the Treasurer’s Office. This ensures maximum reimbursement granted from the State Compensation Board for Stafford County.
- The Treasurer’s Office was recognized by the Treasurer’s Association of Virginia, receiving an Award of Accreditation for 2009 and 2010. This recognition was received as a result of meeting an established set of high performance standards within the Treasurer’s Office.
- Workload measures are reviewed, calculated and submitted each year to the State Compensation Board. The Treasurer’s Office continues to be eligible for additional full-time employees (FTE), as indicated by workload measures submitted for calendar year 2010. These workload measure calculations indicate that the Treasurer’s Office staffing requirement should be supported by 20 FTE.



PARTNER AGENCIES

Donna S. Krauss
Assistant to the County Administrator for
Human Services
540-658-4622
dkrauss@co.stafford.va.us

Our mission is to be responsible stewards of County resources to support agencies or groups who provide the citizens of Stafford County services to address individual and community needs.

The County supports a wide variety of partner agencies from major regional entities to non-profit community groups. These agencies and groups are either a formulary based, contractual, or non-contractual partner.

In FY 2010 Stafford County changed the process for non-contractual partner agency funding requests and created an evaluation committee. The committee's goal is to assure county staff is making informed unbiased recommendations to the Board of Supervisors. These recommendations shall uphold the mission and values adopted by Stafford County and the Board of Supervisors. The Board of Supervisors approved the new process by motion on October 7, 2008.

All requests for funding are subject to a process that includes an annual review of each agency's submission and an assessment of community needs based on the economic conditions.

Allocations are based on available resources, impact of service to Stafford residents and priority of community needs as perceived by the committee. Allocations may be subject to an increase, reduction or discontinuation based on the following:

- Agency governance - clearly defined and adhered to strategy and business objectives that ensure the agency has adequate resources to meet its objectives and to ensure it operated an effective risk management system, to monitor its performance and ensure that it acts ethically and meets its responsibilities to its stakeholders.
- Program performance - how does the program measure its success, how does the program define the indicators that measure the outcomes to show success- is it a measurable indicator? What are the methods of collecting information to determine the level of achievement of the outcome? How does the mission of the program fit within the County's mission?
- Financial Stewardship - how does the program manage its finances and how does it allocate its resources to meet the mission critical needs and priorities?

An allocation in one year does not guarantee future allocations.

Continuing in our efforts to maintain and enhance a successful alliance with our partner agencies, Stafford County's website provides a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the citizens of our County. The link also gives citizens and businesses the capability to donate funding directly to an organization. The link is located on Stafford County's website www.co.stafford.va.us under Partner Agencies.



NEW INITIATIVES

Germanna Community College

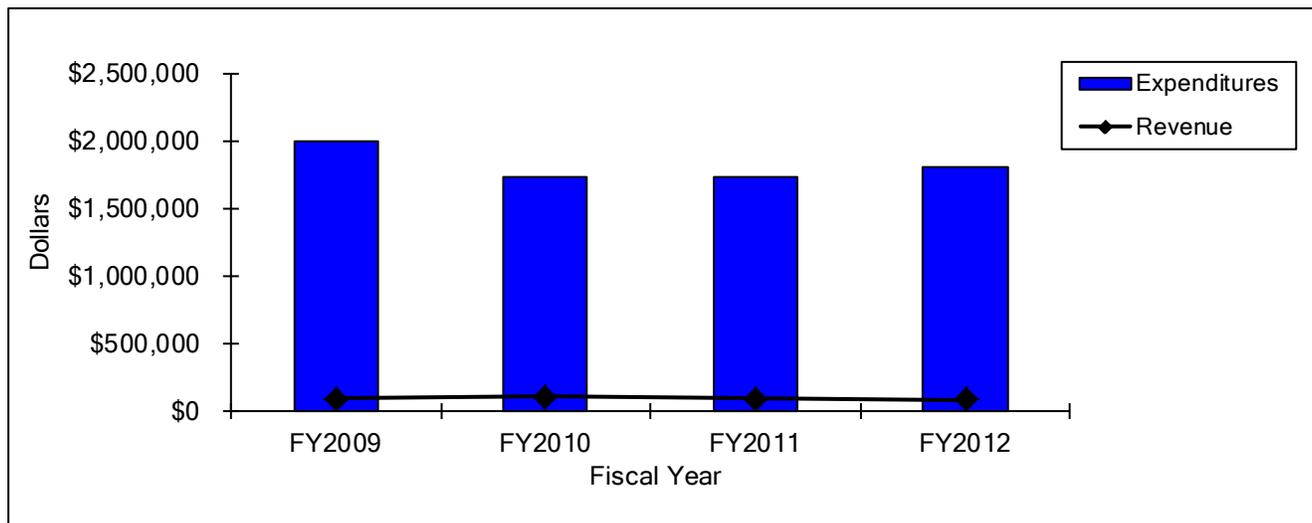
- Capital support

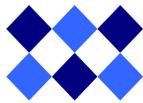
Micah Ecumenical Ministries

- Established a new initiative to provide a case management component to Micah's shelter program. This component will oversee daily shelter operations, develop plans to assist clients with access to needed services, and focus on rapidly re-housing those ready. The majority of the funding is subsidized by a federal grant and requires a 20% match from all localities.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	FY2012 Change '11 to '12	
Costs						
Operating	\$1,998,066	\$1,742,288	\$1,739,357	\$1,819,357	\$80,000	4.60%
Total	1,998,066	1,742,288	1,739,357	1,819,357	80,000	4.60%
Revenue	99,341	109,463	96,118	85,349	(10,769)	-11.20%
Local Tax Funding	\$1,898,725	\$1,632,825	\$1,643,239	\$1,734,008	\$90,769	5.52%





PARTNER AGENCIES

SIGNIFICANT BUDGET CHANGES

- Community agencies received an overall 5% decrease in funding
- Increased contribution to Economic Development Authority to be used for incentives to attract new business to the County or to retain existing businesses
- Germanna Community College received funding for capital costs for improvement of the Fredericksburg campus
- Micah Ecumenical Ministries received match funding for a case management position to support the sheltering program. A majority of the funds came from a federal grant
- Rappahannock Area Agency on Aging received a portion of funds for the capital costs of an expansion of their building that will improve their transportation program. This expansion will also benefit citizens who receive transportation services through the Rappahannock Area Community Services Board

GOALS/OBJECTIVES

- Evaluate each agencies goals/objectives and statistical data relating to measurable outcomes to determine how effectively the needs of the citizens within the community are being met.
- Determine any duplication of services to maximize the use of resources
- Develop relationships with partner agencies staff to become keenly aware of how the agencies manage their organizations which will provide valuable information in long term planning and resource development for the community at large.
- Create opportunities for community engagement and support of partner agencies.



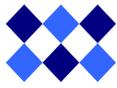
PARTNER AGENCIES' MISSIONS

Agency Name	Mission
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.
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.
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 in Fredericksburg	Provides education, advocacy and services to all people with mental health needs. Educates to promote mental health awareness and understanding.
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.
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 Court Appointed Special Advocates (CASA)	To speak for the best interest of abused, neglected, and CHINS children in the 15th district J&DR Court. To promote and support quality volunteer representation for these children in order to help provide each child with a safe permanent nurturing home.
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.



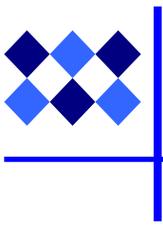
PARTNER AGENCIES' MISSIONS

Agency Name	Mission
Rappahannock Big Brothers Big Sisters	To make a positive, measurable difference in the lives of the most at risk children by promoting self esteem and character development, expanding awareness of life's opportunities, and providing education, guidance and support through professionally supported on-to-one mentoring relationships.
Rappahannock Council against Domestic Violence	Empowers survivors and their children to believe in themselves and build new lives filled with dignity, respect, safety, and hope. Provides victims the time, space, and tools to heal their hearts, restore their connections, rebuild their lives, and renew their spirits. Breaks the cycle of violence through shelter, advocacy, education, awareness, prevention and intervention.
Rappahannock Council against 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 Emergency Medical Services Council, Inc.	"Exists to facilitate the development and continued operation of high quality, dedicated and coordinated emergency response and preparedness system for PD 9 and 16 region.
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.
Rebuilding Together (Christmas is April)	Stabilize communities through repair and rehabilitation.
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.
Stafford Safety Net	To provide emergency assistance to the communities neediest citizens.
The 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.
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.



PARTNER AGENCIES' FUNDING

Community Agency Name	FY2010	FY2011	FY2011	FY2012	
	Actual	Adopted Budget	Adopted Budget	Changes '11 to '12	
DisAbility Resource Center	\$31,913	\$29,360	\$24,075	(\$5,285)	-18.0%
Fredericksburg Area Food Bank	24,250	23,551	21,464	(2,087)	-8.9%
Healthy Families Rappahannock Area	11,762	10,232	4,093	(6,139)	-60.0%
Hospice Support Care	3,290	3,027	2,482	(545)	-18.0%
Lloyd F. Moss Free Clinic - Capital		56,000	56,000	0	100.0%
Lloyd F. Moss Free Clinic - Operating	18,000	15,903	16,221	318	2.0%
Mental Health Association in Fredericksburg	13,703	12,196	10,976	(1,220)	-10.0%
Micah Ecumenical Ministries	4,850	4,705	9,406	4,701	99.9%
Northern VA 4-H Educational and Conference Center	2,400	2,088	800	(1,288)	-61.7%
Rappahannock Area Agency on Aging	29,308	27,256	29,562	2,306	8.5%
Rappahannock Area Council for Child Abuse Prevention	18,900	17,388	15,649	(1,739)	-10.0%
Rappahannock Area Court Appointed Special Advocates	7,400	6,808	6,127	(681)	-10.0%
Rappahannock Big Brothers Big Sisters	12,000	10,680	9,612	(1,068)	-10.0%
Rappahannock Council Against Sexual Assault	16,836	15,657	15,187	(470)	-3.0%
Rappahannock Council on Domestic Violence	42,665	40,532	41,343	811	2.0%
Rappahannock Emergency Medical Services Council, Inc.	7,074	6,154	5,046	(1,108)	0.0%
Rappahannock Legal Services	34,312	31,910	30,315	(1,595)	-5.0%
Rappahannock Regional Disability Services Board	714	0	0	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	19,425	18,842	19,219	377	2.0%
Rebuilding Together (Christmas in April)	6,800	5,913	2,365	(3,548)	100.0%
S.E.R.V.E., Inc.	48,556	45,157	45,157	0	0.0%
The ARC of Rappahannock	6,534	6,011	5,410	(601)	-10.0%
Thurman Brisben Homeless Shelter	63,228	60,067	61,268	1,201	2.0%
Volunteer & Information Services of the United Way	8,000	6,960	2,784	(4,176)	-60.0%
Total Community Agencies	\$431,920	\$456,397	\$434,561	(\$21,836)	-4.8%
Intergovernmental Agencies					
Chaplin Youth Group Home Commission	170,858	160,746	150,400	(10,346)	-6.4%
Economic Development Authority	0	50,000	100,000	50,000	100.0%
Fredericksburg Regional Alliance	55,080	55,080	55,080	0	0.0%
George Washington Regional Commission	71,887	67,327	67,327	0	0.0%
Germanna Community College	18,166	17,076	26,070	8,994	52.7%
Germanna Community College - Capital	0	0	50,000	50,000	100.0%
Rappahannock Area Community Service Board (RACSB)	250,721	235,678	235,678	0	0.0%
Rappahannock Area Health District	570,146	535,937	535,937	0	0.0%
Rappahannock Area Office on Youth	137,840	126,812	130,000	3,188	2.5%
Tri-County/City Soil and Water Conservation District	22,770	21,404	21,404	0	0.0%
Watershed Property Manager	12,900	12,900	12,900	0	0.0%
Total Intergovernmental Agencies	\$1,310,368	\$1,282,960	\$1,384,796	\$101,836	7.9%
Total	\$1,742,288	\$1,739,357	\$1,819,357	\$80,000	4.6%



SCHOOL FUND

The School Funds historically consisted of six major funds: School Operating Fund, School Nutrition Service Fund, School Construction Fund, Grants Fund, Worker's Compensation Fund, and the School Health Services Fund. The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget. That fund was used in FY2010 and FY2011. With the expiration of the federal stimulus funding, there is no activity in this fund in FY2012. 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. The Workers' Compensation Fund, a governmental component unit fund accounts for revenues and expenditures associated with the administration of the worker's compensation insurance program for employees under a self-insurance program. The Health Services Fund, a governmental component unit fund, accounts for revenue and expenses associated provision of health-related benefits to employees under a comprehensive health benefits self-insurance program. 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 2012 Adopted local school funding is \$129,082,760 with \$101,693,774 for operating and \$27,388,986 for debt service.

SCHOOL BOARD MEMBERS

Patricia Healy, Chairman
ROCKHILL DISTRICT

Dana Reinboldt, Vice-Chairman
GRIFFIS-WIDEWATER DISTRICT

Meg Bohmke
FALMOUTH DISTRICT

Stephanie Johnson
AQUIA DISTRICT

Patricia Mancini
GEORGE WASHINGTON DISTRICT

Doreen Phillips
HARTWOOD DISTRICT

Ty Schieber
GARRISONVILLE DISTRICT

Dr. Randy Bridges
SUPERINTENDENT

Chris Quinn
ASSISTANT SUPERINTENDENT
FOR INSTRUCTION

Wayne Carruthers, CPA
ASSISTANT SUPERINTENDTEN
OF FINANCIAL SERVICES

STAFFORD COUNTY SCHOOL BOARD
31 Stafford Avenue
Stafford, Virginia 22554
(540) 658-6000
Fax: (540) 658-5963
<http://stafford.schoolfusion.us/>





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.

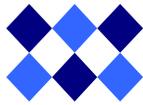
Our schools will develop effective partnerships with parents and the community at large. Clearly, a good education depends on more than teachers and curriculum. Parent involvement is essential; it is expected. In addition to working collaboratively with parent/guardians, the entire school staff will 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.



SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

School Enrollment for FY2012 is estimated to be 26,838. 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 School Operating Budget includes local school funding of \$101.7 million. The composite index for FY2011-FY2012 is .3362.

DEBT SERVICE

School Debt Service for FY2012 totals \$27,388,986 and is shown in the General Fund.

SUMMARY OF ALL SCHOOL FUNDS

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
School Operating Fund	\$242,405,000	\$232,127,503	\$222,931,208	\$240,393,887	\$17,462,679	7.83%
State Fiscal Stabilization Fund ⁽¹⁾	\$0	\$3,475,042	\$14,330,732	\$0	(\$14,330,732)	100.00%
Nutrition Services Fund	\$10,750,103	\$10,735,603	\$11,609,917	\$11,212,186	(\$397,731)	-3.43%
Construction Fund	\$15,340,380	\$5,193,812	\$8,173,465	\$4,700,000	(\$3,473,465)	-42.50%
Grant Fund	\$8,469,260	\$11,625,235	\$12,764,256	\$10,489,497	(\$2,274,759)	-17.82%
Total School Funds	\$276,964,743	\$263,157,195	\$269,809,578	\$266,795,570	(\$3,014,008)	-1.12%

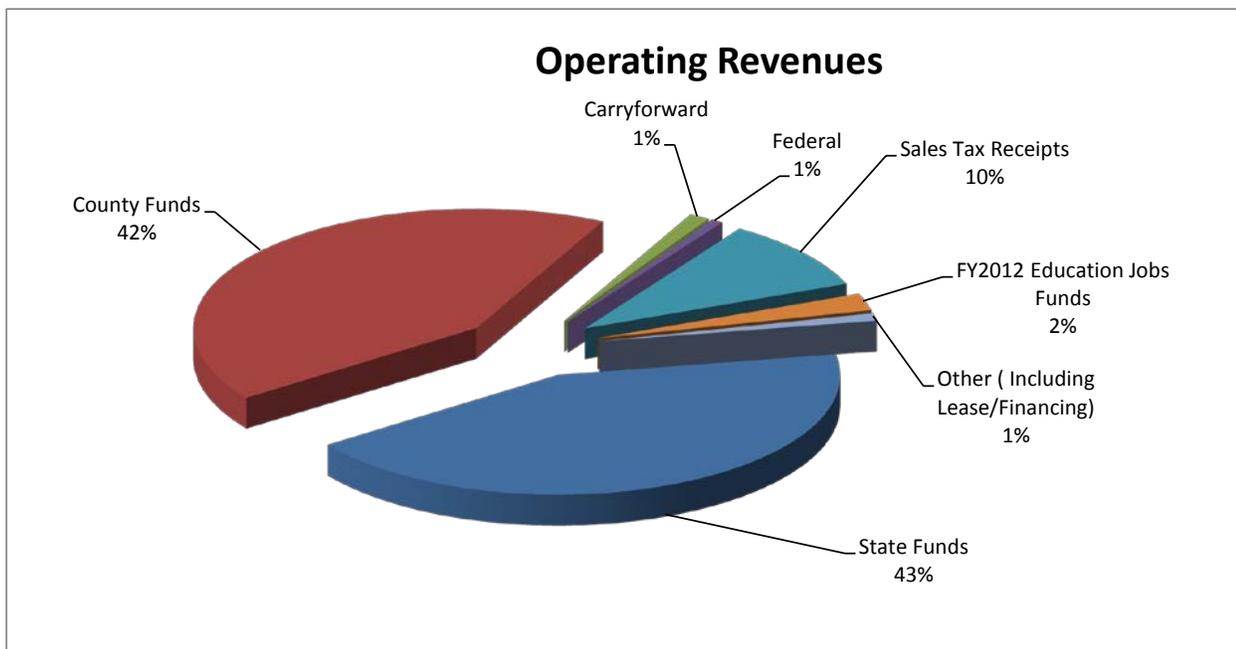
⁽¹⁾ The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements, in FY10.

Internal Service Funds	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Health Services Fund	\$26,398,496	\$28,213,221	\$24,364,500	\$25,342,408	\$977,908	4.01%
Workers' Compensation Fund	\$110,758	\$608,438	\$879,033	\$734,164	(\$144,869)	-16.48%
Total	\$26,509,254	\$28,821,659	\$25,243,533	\$26,076,572	\$833,039	3.30%



SCHOOL OPERATING REVENUES

Source of Funds	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
State Funds	\$97,313,919	\$96,532,132	\$103,014,406	\$6,482,274	6.7%
County Funds	103,189,962	100,693,774	101,693,774	1,000,000	1.0%
Carryforward	0	0	2,800,000	2,800,000	100.0%
Federal	2,138,984	1,620,000	1,620,000	0	0.0%
Sales Tax Receipts	21,618,325	21,577,802	23,247,942	1,670,140	7.7%
FY2012 Education Jobs Funds	0	0	5,585,265	5,585,265	100.0%
Other (Including Lease/Financing)	2,402,996	2,507,500	2,432,500	(75,000)	-3.0%
Total	\$226,664,186	\$222,931,208	\$240,393,887	\$17,462,679	7.8%

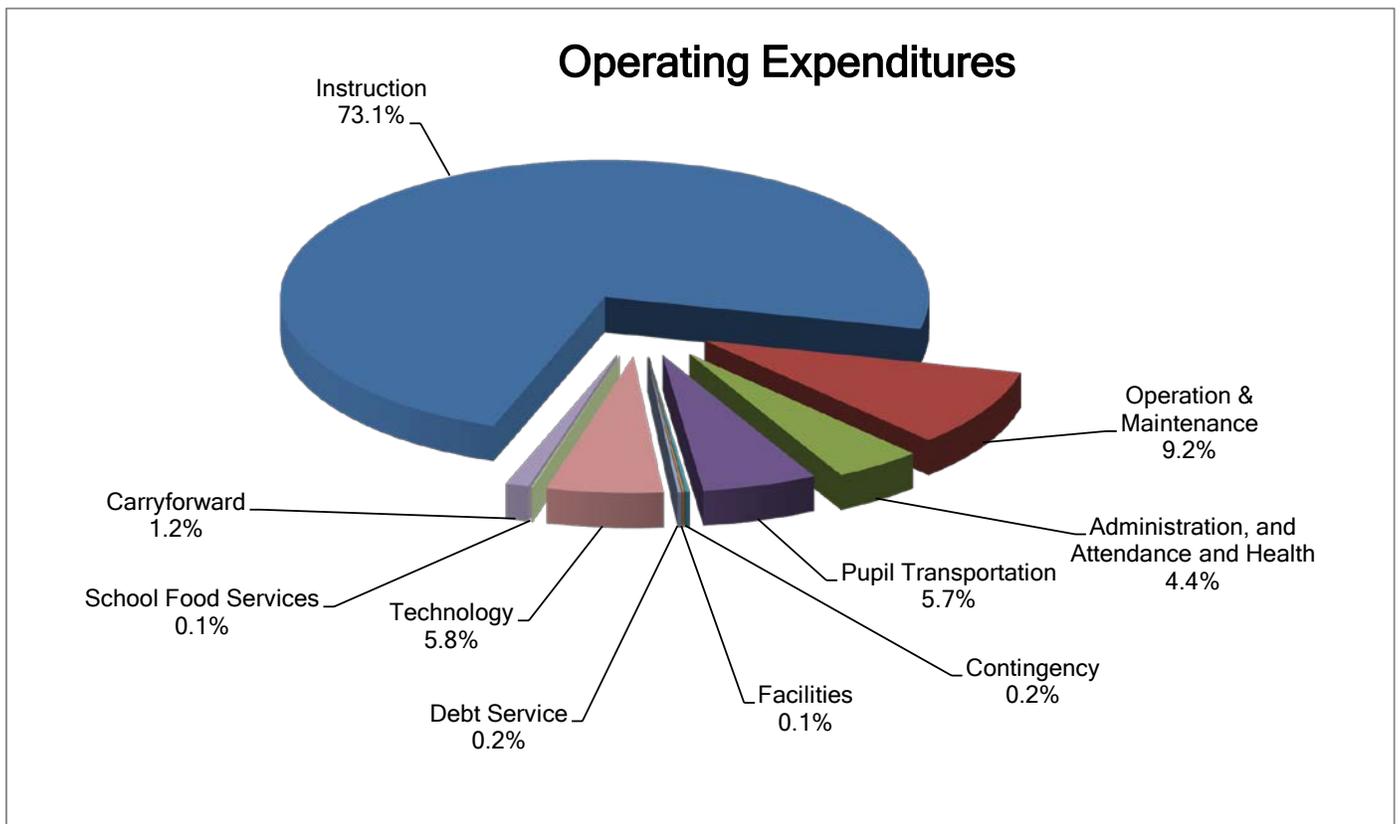


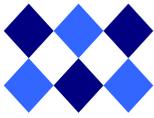
Fund Balance, Beginning of Year	\$9,029,683	\$3,566,366	\$3,566,366	\$0	0.00%
Fund Balance, End of Year	\$3,566,366	\$3,566,366	\$3,566,366	\$0	0.00%



SCHOOL OPERATING EXPENDITURES

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Instruction	\$167,853,128	\$161,162,015	\$175,921,217	\$14,759,202	9.2%
Operation & Maintenance	20,440,971	22,740,220	22,062,827	(677,393)	-3.0%
Administration, and Attendance and Health	11,371,770	10,618,167	10,478,010	(140,157)	-1.3%
Pupil Transportation	13,440,113	13,707,186	13,762,421	55,235	0.4%
Contingency	0	500,000	500,000	0	0.0%
Facilities	321,857	300,000	295,000	(5,000)	-1.7%
Debt Service	386,908	386,910	461,909	74,999	19.4%
Technology	12,661,916	13,324,216	13,926,699	602,483	4.5%
School Food Services	206,228	192,494	185,804	(6,690)	-3.5%
Carryforward	0	0	2,800,000	2,800,000	100.0%
Transfers to Other Funds	5,444,612	0	0	0	0.0%
Total	\$232,127,503	\$222,931,208	\$240,393,887	\$17,462,679	7.8%

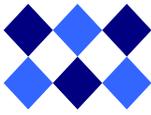




STATE FISCAL STABILIZATION

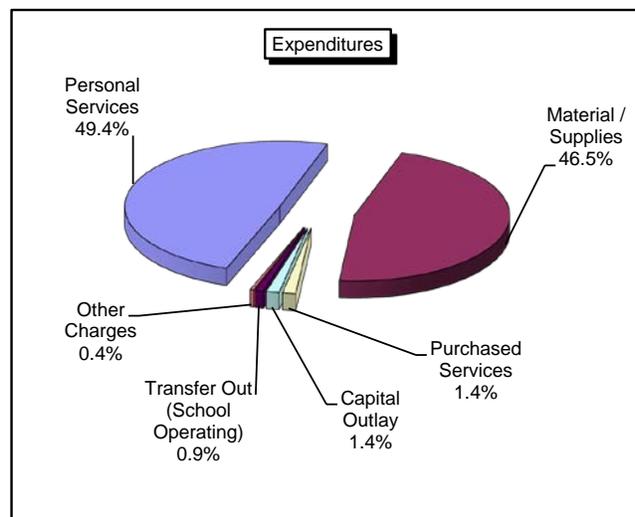
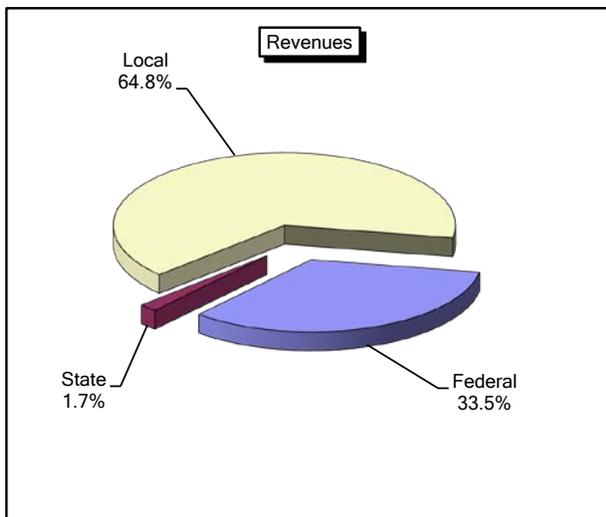
The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget. These funds were only available through FY11.

Revenues	FY2010	FY2011	Adopted	FY2012	Change '11 to '12
	Actual	Adopted Budget	Budget		
Federal Funds	\$3,475,042	\$14,330,732	\$0	(\$14,330,732)	-100.00%
Total	\$3,475,042	\$14,330,732	\$0	(\$14,330,732)	-100.00%
Expenditures					
Instruction	\$3,221,215	\$14,330,732	\$0	(\$14,330,732)	-100.00%
Administration, Attendance and Health	5,383	0	0	0	0.00%
Operation & Maintenance	49,341	0	0	0	0.00%
Technology	199,103	0	0	0	0.00%
Total	\$3,475,042	\$14,330,732	\$0	(\$14,330,732)	-100.00%
Fund Balance, Beginning of Year	\$0	\$0	\$0	\$0	0.00%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0.00%



SCHOOL NUTRITION SERVICE FUND

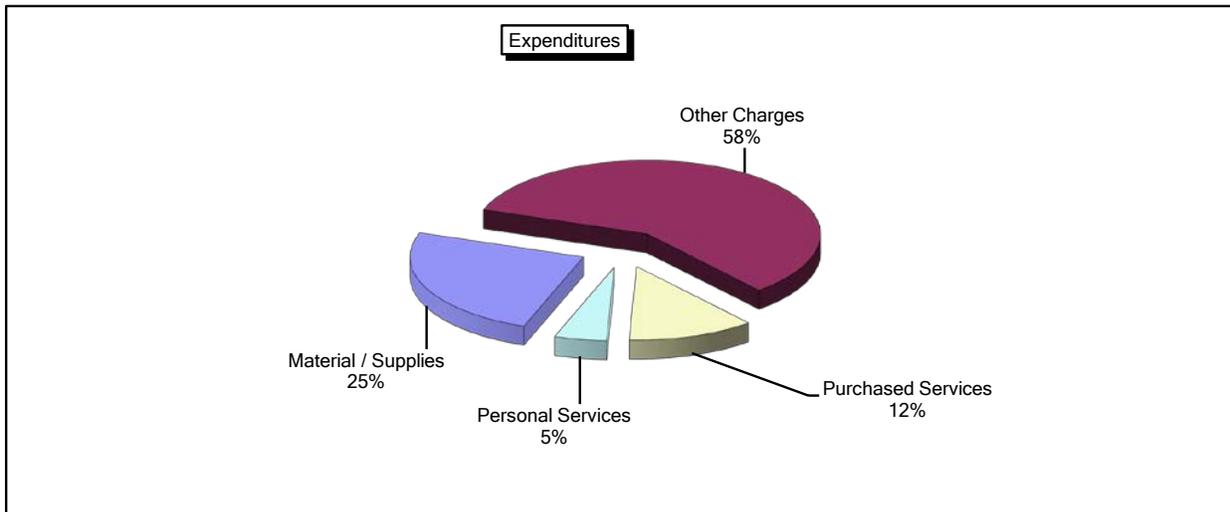
	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	Change '11 to '12	
Revenues					
Federal	\$3,870,627	\$3,535,630	\$3,761,381	\$225,751	6.39%
State	\$174,982	\$186,856	\$192,505	\$5,649	3.02%
Local					
Lunch Sales	\$3,965,004	\$4,677,208	\$4,240,500	(\$436,708)	-9.34%
A-la-carte	2,780,271	3,036,223	2,925,000	(111,223)	-3.66%
Breakfast Sales	71,934	171,000	92,800	(78,200)	-45.73%
Interest	0	3,000	0	(3,000)	-100.00%
Total	\$6,817,209	\$7,887,431	\$7,258,300	(\$629,131)	-7.98%
Prior Year Carryover	\$0	\$0	\$0	\$0	0.00%
Total	\$10,862,818	\$11,609,917	\$11,212,186	(\$397,731)	-3.43%
Expenditures					
Personal Services	\$5,163,332	\$5,723,801	\$5,540,724	(\$183,077)	-3.20%
Material / Supplies	5,234,858	5,476,298	5,223,687	(252,611)	-4.61%
Purchased Services	98,432	162,843	154,600	(8,243)	-5.06%
Capital Outlay	109,787	114,000	153,500	39,500	34.65%
Transfer Out (School Operating)	100,316	100,000	100,250	250	0.25%
Other Charges	28,878	32,975	39,425	6,450	19.56%
Total	\$10,735,603	\$11,609,917	\$11,212,186	(\$397,731)	-3.43%
Fund Balance, Beginning of Year	\$1,728,617	\$1,855,832	\$1,855,832	\$0	0.00%
Fund Balance, End of Year	\$1,855,832	\$1,855,832	\$1,855,832	\$0	0.00%





CONSTRUCTION FUND

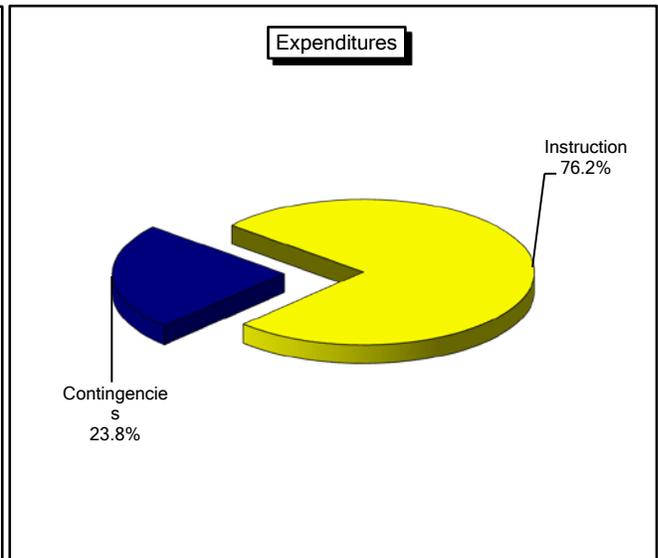
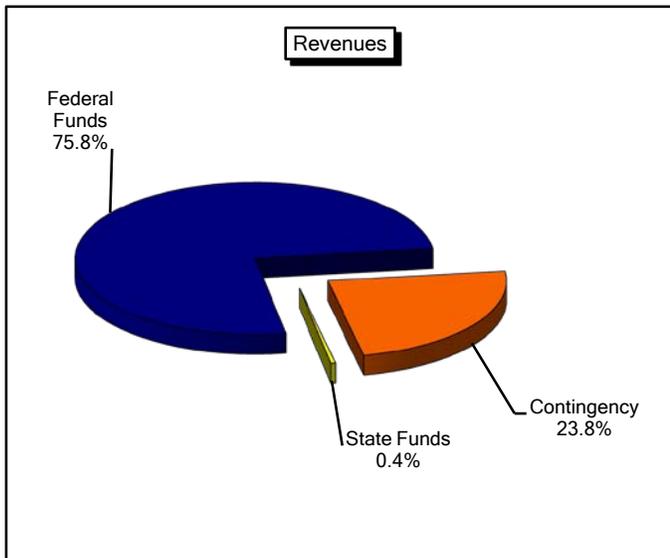
Revenues	FY2010	FY2011	FY2012	Change '11 to '12	
	Actual	Adopted Budget	Adopted Budget		
VP SA Bond Funding	\$6,189,826	\$6,975,465	\$0	(\$6,975,465) -100.00%	
VP SA Interest	10,457	650,000	0	(650,000) -100.00%	
Grants Contingency	0	500,000	0	(500,000) -100.00%	
Proffers	0	48,000	0	(48,000) -100.00%	
Other	129,146	0	4,700,000	4,700,000 0.00%	
Total	\$6,329,429	\$8,173,465	\$4,700,000	(\$3,473,465) -42.50%	
Expenditures					
Capital Outlay	\$3,682,558	\$6,361,721	\$0	(6,361,721) -100.00%	
Material / Supplies	477,877	780,000	1,165,000	385,000 49.36%	
Other Charges	0	500,000	2,750,000	2,250,000 450.00%	
Purchased Services	802,102	312,000	556,065	244,065 78.23%	
Personal Services	231,275	219,744	228,935	9,191 4.18%	
Total	\$5,193,812	\$8,173,465	\$4,700,000	(\$3,473,465) -42.50%	
Fund Balance, Beginning of Year	\$5,369,327	\$6,504,944	\$6,504,944	\$0 0.00%	
Fund Balance, End of Year	\$6,504,944	\$6,504,944	\$6,504,944	\$0 0.00%	





GRANT FUND

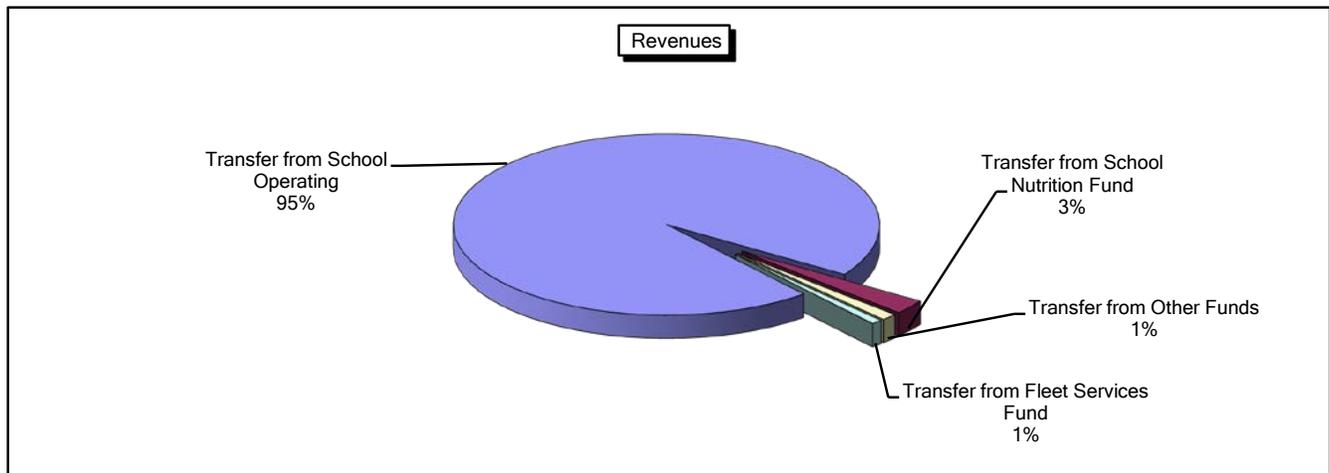
Revenues	FY2010	FY2011	FY2011	FY2012	Change '11 to '12
	Actual	Adopted Budget	Adopted Budget		
Federal Funds	\$11,326,882	\$10,159,107	\$7,945,175	(\$2,213,932)	-21.79%
Contingency	0	2,500,000	2,500,000	0	0.00%
State Funds	225,649	105,149	44,322	(60,827)	-57.85%
Other Funds	119,819	0	0	0	0.00%
Total	\$11,672,350	\$12,764,256	\$10,489,497	(\$2,274,759)	-17.82%
Expenditures					
Instruction	\$11,625,235	\$10,264,256	\$7,989,497	(\$2,274,759)	-22.16%
Contingencies	0	2,500,000	2,500,000	0	0.00%
Total	\$11,625,235	\$12,764,256	\$10,489,497	(\$2,274,759)	-17.82%
Fund Balance, Beginning of Year	\$0	\$47,115	\$47,115	\$0	0.00%
Fund Balance, End of Year	\$47,115	\$47,115	\$47,115	\$0	0.00%





SCHOOL WORKERS COMPENSATION FUND

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Revenues					
Transfer from School Operating	\$1,230,693	\$831,750	\$700,332	(\$131,418)	-16%
Transfer from School Nutrition Fund	0	21,892	19,014	(2,878)	-13%
Transfer from Other Funds	0	10,525	8,719	(1,806)	-17%
Transfer from Fleet Services Fund	0	6,890	6,099	(791)	-11%
Expenditure Refunds	81,813	0	0	0	0%
Total	\$1,312,506	\$871,057	\$734,164	(\$136,893)	-16%
Expenditures					
Workers Compensation	\$536,790	\$879,033	\$734,164	(\$144,869)	-16%
Personnel	71,648	0	0	0	0%
Total	\$608,438	\$879,033	\$734,164	(\$144,869)	-16%
Net Assets, Beginning of Year	\$1,236,348	\$1,940,416	\$1,932,440	(\$7,976)	0%
Net Assets, End of Year	\$1,940,416	\$1,932,440	\$1,932,440	\$0	0%





SCHOOL HEALTH INSURANCE FUND

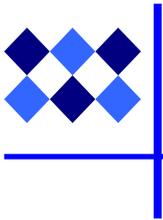
The School Health Insurance Fund is an internal fund designed to collect and disperse payments for employee and retiree health insurance.

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Revenues ⁽¹⁾	\$29,155,508	\$24,364,500	\$25,342,408	\$977,908	4%
Expenditures ⁽²⁾	\$28,213,221	\$24,364,500	\$25,342,408	\$977,908	4%

⁽¹⁾ Revenues are expected to include employer and employee share of health insurance contributions, state funds for retiree health insurance, use of net assets, and other miscellaneous revenues.

⁽²⁾ Expenditures are expected to include payment of all health insurance claims and requirements plus a contribution to OPEB.



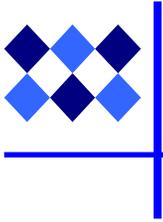


TRANSPORTATION FUND

The Transportation Fund, established in June 1986, is a governmental special revenue fund, used to account for the receipt and disbursement of the motor fuels tax and state 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, PRTC, Stafford Regional Airport Authority, and is available for a variety of transportation projects in the County.

Certain road projects are funded with impact fees or through special tax districts. See Road Impact Fee West Fund and Garrisonville Road Service District Fund in the Other Funds section for a discussion of road projects funded with these specific revenue sources.



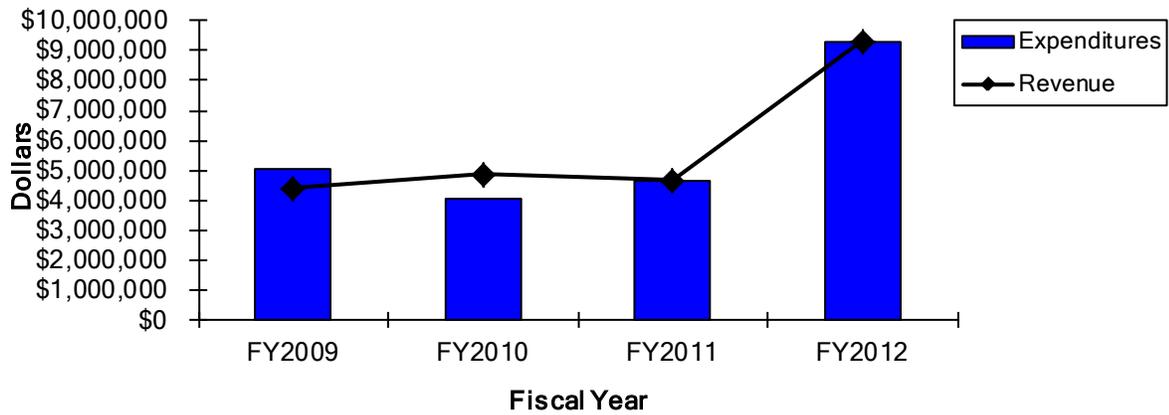
TRANSPORTATION

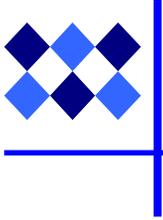
Keith Dayton
 Director of Public Works
 540-658-5125
 kdayton@co.stafford.va.us

Our Mission: A special revenue fund established for the purpose of enhancing the efficiency and quality of transportation for County businesses and residents.

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change 11 to 12	
Costs						
Personnel	\$351,791	\$169,952	\$0	\$0	\$0	0.00%
Operating	3,946,118	3,832,314	3,342,944	3,315,823	(27,121)	-0.81%
Capital	760,705	76,866	1,333,004	5,970,250	4,637,246	347.88%
Total	5,058,614	4,079,132	4,675,948	9,286,073	4,610,125	98.59%
Revenue	4,414,584	4,878,809	4,675,948	9,286,073	4,610,125	98.59%
Difference	\$644,030	(\$799,677)	\$0	\$0	\$0	0.00%

Funded Positions						
Full-Time Positions	2	2	0	0	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%





TRANSPORTATION

SIGNIFICANT BUDGET CHANGES

Operating

- Stafford Regional Airport subsidy decreased by 25%
- Increase in FRED Bus service funding by 7.03% for the purchase of replacement buses
- Decrease in VRE subsidy of 4.8%

Capital

- Increase funding for Mountain View Road, Brooke Road, and other local road projects (to be determined)
- \$1 million for purchase of land adjacent to Anne E. Moncure Elementary School from the School Board, to be used to expand commuter parking

DEPARTMENTAL GOALS/OBJECTIVES:

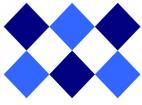
- Complete design and right of way acquisition for the Poplar Road safety improvements north of Kellogg Mill Road
- Complete design and right of way acquisition for the Mountain View Road safety improvements
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)
- Initiate design of the Brooke Road safety improvements
- Complete selected road improvements within the County
- Complete transportation analysis and modeling in support of the impact fee and comprehensive plan efforts

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outputs			
Number of daily riders on VRE system	16,400	16,200	17,350
Efficiencies			
County subsidy for VRE	\$2,971,727	\$2,634,002	\$2,505,805

DEPARTMENTAL ACCOMPLISHMENTS

- Provided technical support for the Transportation Impact Fee Study
- Replaced and repaired approximately 200 street name signs
- Advanced design of the Mountain View Road improvements



TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name

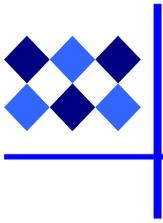
Mission

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

Provides 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. Stafford County has two VRE stations located off of Brooke Road and Leeland Road. VRE currently carries approximately 16,500 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.

FRED Bus Service

The Fredericksburg Regional Transit System (FRED) provides bus transit service on 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 locally 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 the County’s 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, 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. Funds from the Transportation Fund will pay the County’s match.

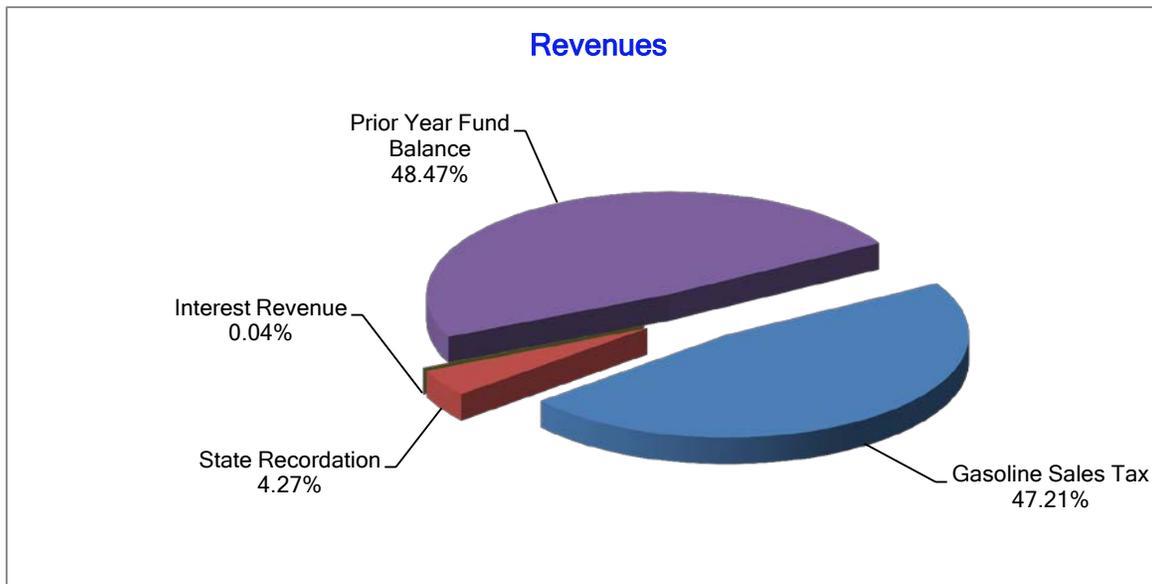
Local Road Projects

Local road projects include approved bond projects, defaulted developers’ projects, and other special road projects as approved by the Board of Supervisors.



TRANSPORTATION FUND REVENUES

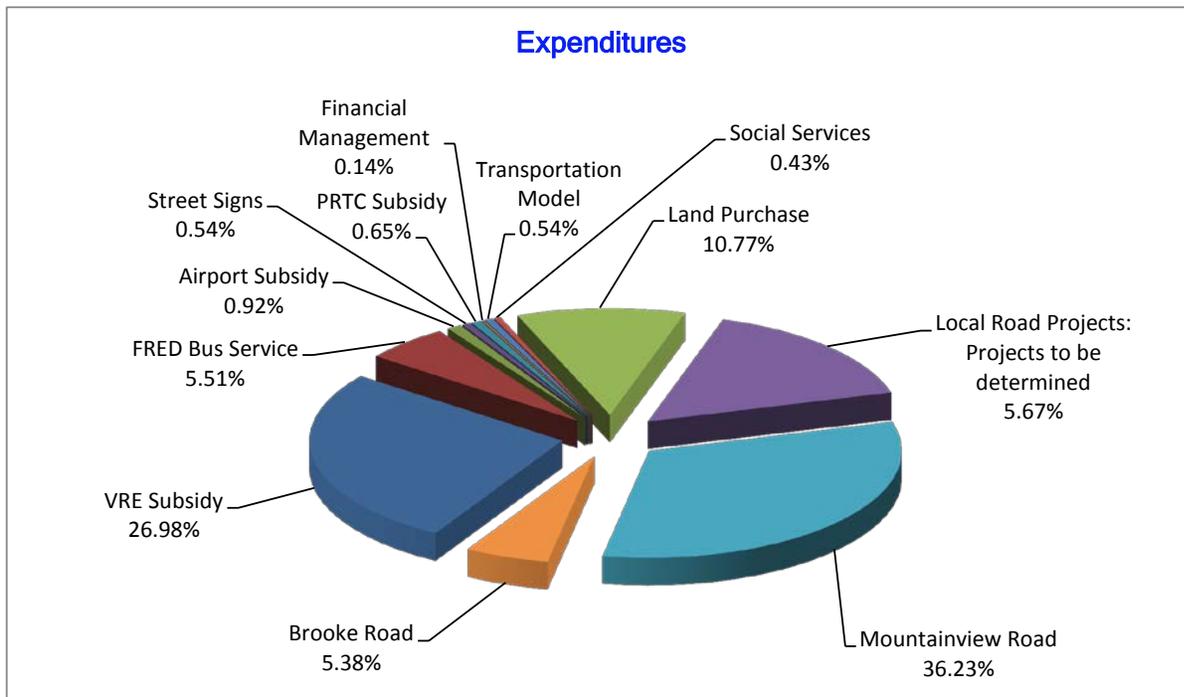
	FY2010 Actual	FY2011 Adopted	Adopted Budget	FY2012 Changes 11 to 12	
Gasoline Sales Tax	\$3,943,817	\$3,972,948	\$4,384,273	\$411,325	10.35%
State Recordation	769,158	668,000	396,600	(271,400)	-40.63%
Interest Revenue	6,532	35,000	4,000	(31,000)	-88.57%
Federal Revenue	10,728	0	0	0	0.00%
From the General Fund	135,670	0	0	0	0.00%
Prior Year Fund Balance	0	0	4,501,200	4,501,200	100.00%
Miscellaneous	12,904	0	0	0	0.00%
Total	\$4,878,809	\$4,675,948	\$9,286,073	\$4,610,125	98.59%





TRANSPORTATION FUND EXPENDITURES

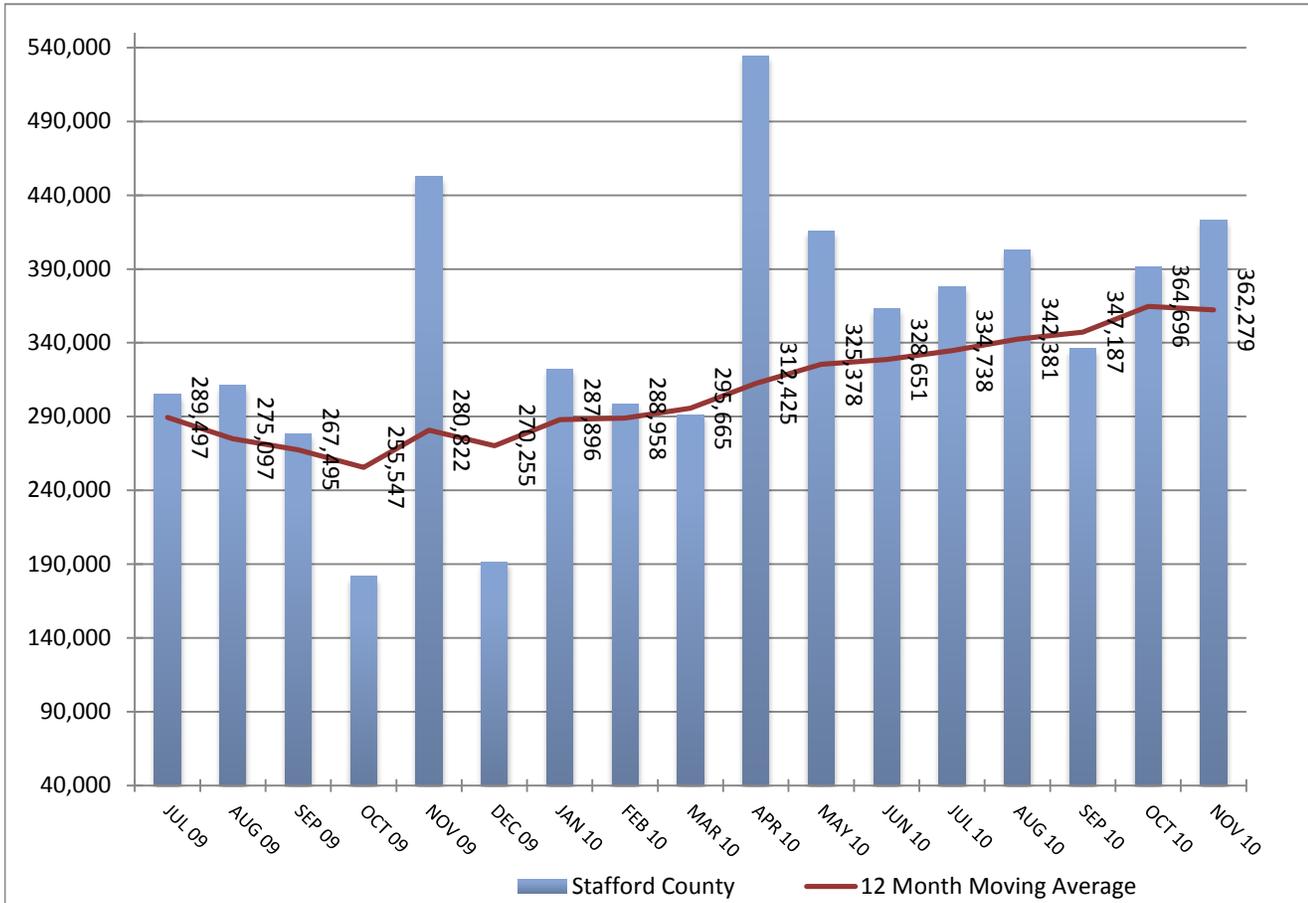
	FY2010 Actual	FY2011 Adopted	Adopted Budget	FY2012 Changes 11 to 12	
VRE Subsidy	\$2,971,727	\$2,634,002	\$2,505,805	(\$128,197)	-4.87%
FRED Bus Service	477,656	477,656	511,239	33,583	7.03%
Airport Subsidy	114,286	114,286	85,714	(28,572)	-25.00%
Street Signs	24,700	50,000	50,000	0	0.00%
PRTC Subsidy	0	57,000	60,500	3,500	6.14%
Financial Management	12,497	10,000	12,565	2,565	25.65%
Architect/Engineering	227,048	0	0	0	0.00%
Legal	4,400	0	0	0	0.00%
Transportation Model	0	0	50,000	50,000	100.00%
Social Services	27,883	40,000	40,000	0	0.00%
Land Purchase	0	0	1,000,000	1,000,000	100.00%
Local Road Projects:					
Projects to be determined	35,385	1,293,004	1,469,050	176,046	13.62%
Mountainview Road	0	0	3,001,200	3,001,200	100.00%
Brooke Road	0	0	500,000	500,000	100.00%
Personnel	169,952	0	0	0	0.00%
Trails	13,598	0	0	0	0.00%
Total	\$4,079,132	\$4,675,948	\$9,286,073	\$4,610,125	98.59%





PRTC NET FUEL TAX COLLECTION

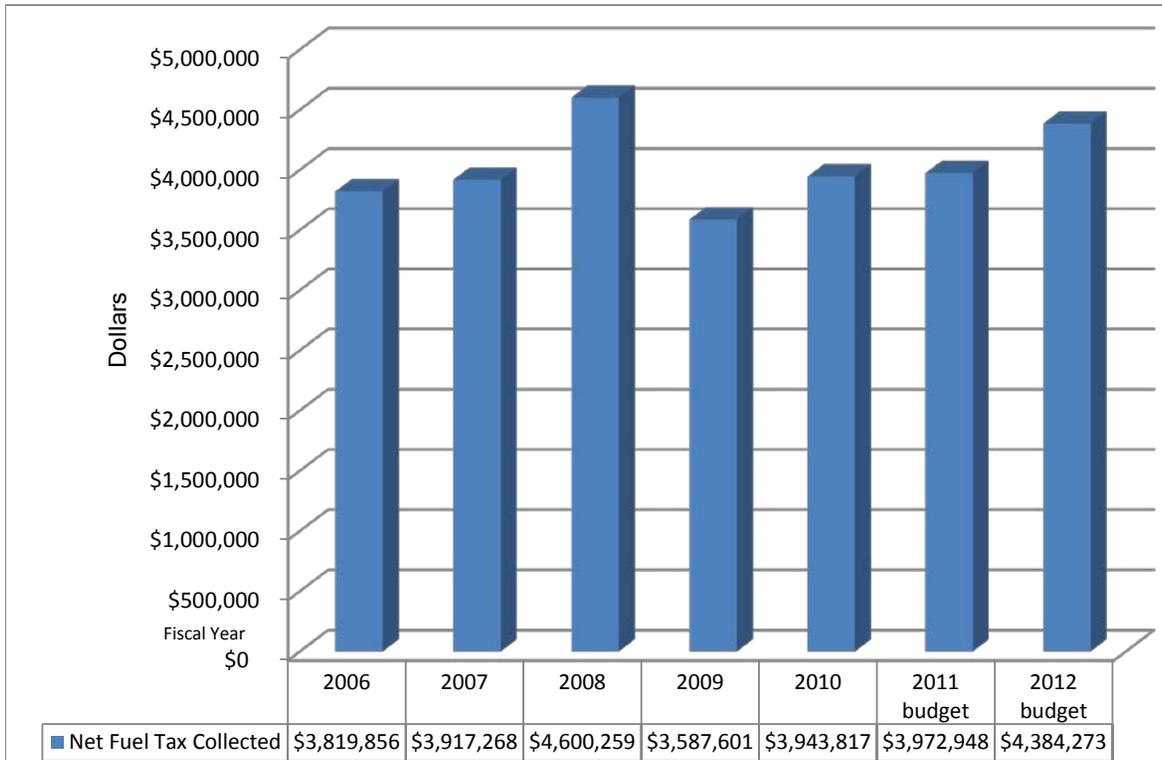
This graph shows the monthly fuel tax collection, for FY2010 and FY2011 (through November). Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well as the timeliness of dealer payments.





FUEL TAX COLLECTION

This graph illustrates fuel tax collections from FY2006 through FY2010, with projections for FY2011 and FY2012.



Until January 1, 2010, the tax was based on 2% of the retail fuel price. After January 1, 2010, the calculation changed to 2.1% of the wholesale price of fuel.





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 Water Treatment Plant (WTP), rated at 10 million gallons per day (mgd), provides water to the northern region of Stafford and to the Camp Barrett area of Marine Corps Base Quantico. The Abel Lake WTP, 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 in the water distribution system allows the transfer of treated 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 in 2013. It will provide an additional 5.1 billion gallons of water storage.

The water distribution system is comprised of more than 585 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 (WWTF) 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 415 miles of gravity sewers, 57 miles of sewer force mains and 89 pump stations.

Utilities Department Personnel:

The Utilities Department employees 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 billed customer accounts served by the Utilities Department is expected to reach 32,500 by the end of Fiscal Year 2012, assuming 1.5% growth. For the remainder of the planning period (FY13-FY17), demand is projected to grow at a moderately increasing rate from 1.5% to 2.0% per year.



ADOPTED FY2012 UTILITIES FUND BUDGET

Revenues/Sources			
	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$ 24,145,000	\$ -	\$ 24,145,000
Availabilities/ProRata Fees	-	6,089,000	6,089,000
Other Charges and Fees	1,263,000	-	1,263,000
Use of Money/Property	-	575,000	575,000
Grants	-	340,000	340,000
Bond Proceeds	-	21,600,000	21,600,000
Subtotal	\$ 25,408,000	\$ 28,604,000	\$ 54,012,000
Prior Year Fund Balance	12,262,734	21,417,946	33,680,680
Total Revenues	\$ 37,670,734	\$ 50,021,946	\$ 87,692,680
Expenditures			
	Operating	Expansion	Total
Personnel & Operating			
Admin/Cust Service/ Engineering	\$ 5,519,619	\$ -	\$ 5,519,619
Smith Lake WTP	2,297,278	-	2,297,278
Abel Lake WTP	2,257,412	-	2,257,412
Field Operations	4,523,883	-	4,523,883
Aquia WWTF	2,521,270	-	2,521,270
Little Falls Run WWTF	1,921,499	-	1,921,499
Maintenance	3,473,773	-	3,473,773
Total Personnel & Operating:	\$ 22,514,734	\$ -	\$ 22,514,734
Debt Service	-	4,613,946	4,613,946
Total Personnel, Operating & Debt Service	\$ 22,514,734	\$ 4,613,946	\$ 27,128,680
Capital Expenditures			
370N Water Booster Pump Station	\$ 41,000	\$ 41,000	\$ 82,000
342 Water Pressure Zone Improvements	4,585,000	4,585,000	9,170,000
480 Water Pressure Zone Improvements	120,000	120,000	240,000
Centreport Water Tank	104,000	104,000	208,000
370 Zone Water System Improvements	654,000	654,000	1,308,000
Falls Run PS & FM Replacement	150,500	150,500	301,000
Claiborne Run Gravity Sewer Interceptor Replacement	300,000	300,000	600,000
Falls Run Sewer Interceptor Replacement (Phase 1)	2,500,000	2,500,000	5,000,000
Austin Run PS and FM Replacement	1,800,000	1,800,000	3,600,000
Wastewater PS Upgrades	562,500	562,500	1,125,000
Route 1 North Sewer Replacement	1,171,000	1,171,000	2,342,000
Courthouse Area Water Tank	1,918,000	0	1,918,000
Water Distribution System Rehabilitation	250,000	0	250,000
Wastewater Pump Station Rehabilitation	250,000	0	250,000
Wastewater Collection System Rehabilitation	250,000	0	250,000
Vehicle and Equipment Replacement	500,000	0	500,000
Water Extension Projects	-	420,000	420,000
Nutrient Removal Upgrades at Aquia WWTF	-	2,000,000	2,000,000
Rocky Pen Reservoir & Water Treatment Facility	0	31,000,000	31,000,000
Total Capital Expenditures	\$ 15,156,000	\$ 45,408,000	\$ 60,564,000
Total Expenditures	\$ 37,670,734	\$ 50,021,946	\$ 87,692,680



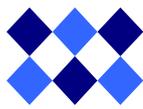
Our mission is to provide water and wastewater services which satisfy the present and future needs and expectations of our customers.

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.

THINKING EFFICIENTLY

Given the current stagnant economic conditions and the related downturn in revenues from water and sewer availability fees and pro rata fees, Utilities has seen the need to identify ways to further optimize our operations to achieve additional cost savings. To this end, the Aquia Wastewater Treatment Facility staff was able to optimize the treatment processes and not only meet the new nutrient wasteload allocations for Total Nitrogen and Total Phosphorus pounds discharged prior to completion of the current facility upgrades, but also achieve a reduction in electrical costs totaling almost \$289,000 for FY10. In addition, the Field Operations division has completed a number of water main extension projects and a low-pressure sewer force main project in-house resulting in significant cost savings to the county. The Facilities Maintenance division has installed redundant pump control systems, emergency generators, replacement automatic power transfer switches and equipment to facilitate connection of emergency generators at pump stations that do not have on-site generators, all of which were done using Utilities forces at a significant cost savings to the County.

Utilities staff also closely examined the proposed 6-year CIP budget to determine if feasible alternatives existed that would decrease the bond revenues needed to complete the CIP program without jeopardizing the integrity and reliability of the water distribution and wastewater collection systems. A number of projects were moved out a year or two. Others were split up into two or three years to reduce the immediate impact of the projects. In the end, the anticipated need for revenue bond sales was decreased by about \$33 million which equates to an estimated debt service reduction of about \$68 million over the 30 year life of the bonds.



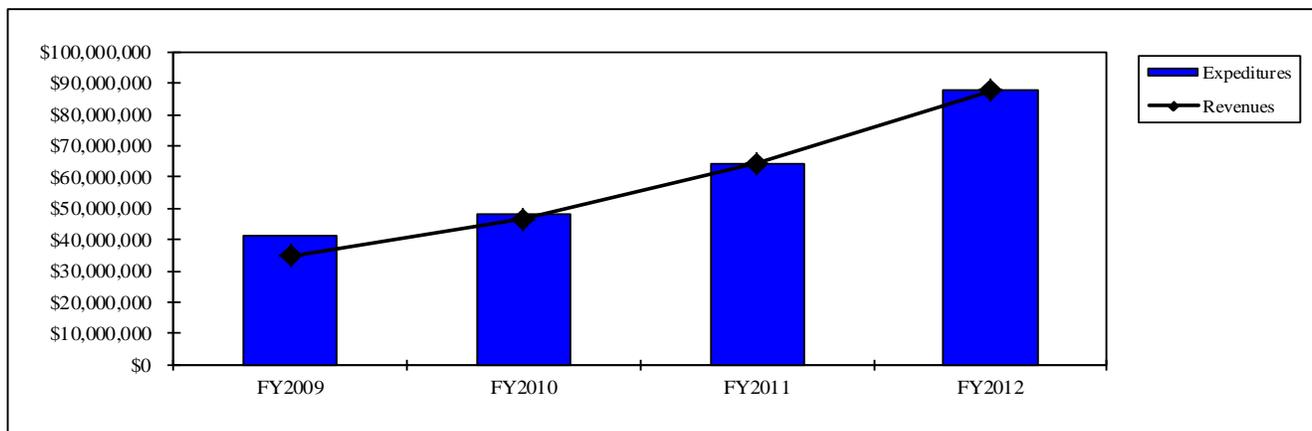
UTILITIES

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	Change '11 to '12	
Revenue/Sources						
Water/Sewer Fees	\$20,638,965	\$22,675,662	\$22,547,000	\$24,145,000	\$1,598,000	7.09%
Availability/ProRata Fees	4,571,461	6,818,064	8,038,000	6,089,000	(1,949,000)	-24.25%
Other Charges and Fees	1,202,564	41,840	1,232,000	1,263,000	31,000	2.52%
Use of Money/Property	2,516,857	964,691	1,050,000	575,000	(475,000)	-45.24%
Grants	0	2,206,907	3,225,000	340,000	(2,885,000)	-89.46%
Revenue Bond Proceeds	0	12,016,355	24,200,000	21,600,000	(2,600,000)	-10.74%
Donated Assets	5,862,792	1,826,736	0	0	0	0.00%
Prior Year Fund Balance	0	0	4,016,933	33,680,680	29,663,747	738.47%
Total Revenue/Sources	\$34,792,639	\$46,550,255	\$64,308,933	\$87,692,680	\$23,383,747	36.36%
Expenditures						
Personnel	\$10,386,687	\$10,385,129	\$10,501,688	\$10,454,797	(\$46,891)	-0.45%
Operating	9,828,606	9,321,119	8,932,297	11,173,037	2,240,740	25.09%
Operating -Capital Projects	1,059,352	1,479,626	1,824,346	15,742,900	13,918,554	762.93%
Expansion-Capital Projects	14,720,583	22,821,959	39,044,602	45,408,000	6,363,398	16.30%
Debt Service	4,038,599	4,028,263	3,706,000	4,613,946	907,946	24.50%
OPEB Liability Reduction	1,050,000	300,000	300,000	300,000	0	0.00%
Total Expenditures	\$41,083,827	\$48,336,096	\$64,308,933	\$87,692,680	\$23,383,747	36.36%
Difference	(\$6,291,188)	(\$1,785,841)	\$0	\$0	\$0	

Funded Positions

Full-Time Positions	144	141	141	139	(2)	-1.42%
Part-Time Positions	10	7	2	1	(1)	-50.00%



Notes:

- (1) FY12 Adopted Budget assumes \$20M will be borrowed for the construction of Capital Projects.
- (2) FY12 Adopted Budget includes \$0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45.
- (3) FY12 Adopted Budget includes \$34M associated with the construction of Rocky Pen Reservoir and Water Treatment Facility which are scheduled to open in FY13.



SIGNIFICANT BUDGET CHANGES

REVENUE /SOURCE VARIANCES

Water/Sewer Fees

- FY12 adopted budget includes a 7% user fee rate increase from FY11 projected year-end levels and a projected 1.5% growth in accounts

Other Charges and Fees

- Reflects projected trend levels based on FY11 YTD actuals, including continued reduction in connection fees from what was experienced in previous years.

Availability/ProRata Fees

- Projected growth of 465 equivalent dwelling unit (EDU) connections in FY12 budget vs 600 within the FY11 budget. (FY12 projected edu level was projected based on continuing trend of FY11 actuals).

Use of Money and Property

- Interest Income expected to decrease due to a projected decline in the Utilities fund balance related to planned capital expenditures throughout FY12 coupled with very low interest rates.

Grants variance

- Grant-eligible projects related to Nutrient Removal Upgrade projects winding down in FY12.

Revenue Bond Proceeds

- The FY11 Budget assumed \$24.2M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and the current projected borrowing schedule for Rocky Pen Run has been spread over the next two years to better support the projected expenditure schedule.

Prior Year Fund Balance

- Anticipating the need to partially fund Capital Improvement Projects from prior year fund balance.

EXPENDITURE VARIANCES:

Personnel

- Increase in health insurance premium
- Elimination of two full-time and one part-time positions

Operating

- Increase for cost of supplies and contracts

Operating-Capital Projects and Expansion-Capital Projects

- Upcoming construction activities for Rocky Pen Run Dam and Reservoir as well as Rocky Pen Run Water Treatment Facility as well as associated water distribution infrastructure needed to convey treated water into the water distribution system

Debt Service

- New debt service on VRA bond proceeds used for upgrades at the Aquia and Little Falls Run wastewater treatment facilities.



CORE SERVICES

- Provide water for residential, commercial, industrial and fire-suppression needs
- Collect and treat wastewater prior to discharge to protect receiving streams
- Provide for sustainability through revenue generation to support operations; timely replacement, rehabilitation, and renewal of assets; and adequate training and cross-training of staff
- Provide project design, detailed plan review, and inspection of all construction prior to acceptance by the County to ensure the reliability and maximize the useful life of all water and sewer infrastructure
- Provide administrative services including development of ordinances governing water and sewer issues, short- and long-term planning, ongoing fiscal planning to balance revenue and expenditure needs; and excellent customer service including meter reading, billing, account maintenance, supportive customer interaction regarding account status, resolution of complaints, requests for information, or any other issues customers, builders, developers, etc. may have

DEPARTMENTAL GOALS/OBJECTIVES

- Provide quality water and uninterrupted service by effectively managing and operating water and wastewater facilities, including water production and transmission, wastewater treatment and conveyance, and residuals disposal to meet customer demands and regulatory requirements.
- Prioritize and implement a capital improvement program to meet expansion, regulatory and other performance goals, while keeping within the constraints of the Utilities Funding sources and policies.
- Effectively manage capital projects, external consultants/contractors, schedules and quality of deliverables to ensure Stafford County citizens are getting the BEST value for every dollar invested in the water and wastewater system.
- Fund maintenance and repair of water and wastewater infrastructure at a level that will provide for continued sustainability of the system infrastructure.
- Develop and support professional and forward-thinking staff to fulfill the technical, administrative, operating and maintenance requirements of the water and wastewater system.



UTILITIES

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	3.986	4.003	4.051
Billion Gallons of Wastewater Treated (Manual Tracking)	3.392	3.193	3.274
Outputs			
# of Water and Sewer Billed Accounts (HTE System)	31,832	32,373	32,500
# of Miss Utility Locate Requests Processed (Manual Tracking)	20,377	21,000	22,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	500	500	500
# of Water Meters Read (HTE System)	339,292	345,089	350,196
# of Delinquency Notices (HTE System)	23,802	24,209	24,567
# of Delinquent Water Turn-Offs (HTE System)	4,808	4,890	4,963
Service Quality			
Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking)	100%	100%	100%
Drinking Water Compliance Rate - % of days (Manual Tracking)	100%	100%	100%
Efficiencies			
Operating Cost to Treat Water (per thousand gallons) (Manual Tracking)	\$1.05	\$1.12	\$1.12
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.10	\$1.37	\$1.35



UTILITIES FUND REVENUE

	FY 2010 Actual	FY 2011 Adopted Budget	Adopted Budget	FY 2012 Changes '11 to '12	
Revenues					
Water & Sewer Fees	\$22,675,662	\$22,547,000	\$24,145,000	\$1,598,000	7.09%
Availability/ProRata Fees	6,818,064	8,038,000	6,089,000	(1,949,000)	-24.25%
Other Charges & Fees	41,840	1,232,000	1,263,000	31,000	2.52%
Use of Money & Property	964,691	1,050,000	575,000	(475,000)	-45.24%
	<u>\$30,500,257</u>	<u>\$32,867,000</u>	<u>\$32,072,000</u>	<u>(\$795,000)</u>	<u>-2.42%</u>
Other Sources					
Revenue Bonds	-	24,200,000	20,000,000	(4,200,000)	-17.36%
VRA Loan Proceeds	12,016,355		1,600,000	1,600,000	100.00%
Grants	2,206,907	3,225,000	340,000	(2,885,000)	100.00%
Donated Assets	1,826,736	-	-	-	-
Prior Year Fund Balance	-	4,016,933	33,680,680	29,663,747	738.47%
	<u>\$16,049,998</u>	<u>\$31,441,933</u>	<u>\$55,620,680</u>	<u>\$24,178,747</u>	<u>76.90%</u>
Total	<u><u>\$46,550,255</u></u>	<u><u>\$64,308,933</u></u>	<u><u>\$87,692,680</u></u>	<u><u>\$23,383,747</u></u>	<u><u>36.36%</u></u>

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 32,480 billed customer accounts by June 2012. Fees were increased by 3% in July 2010 and will increase by 7% in July 2011. The average residential customer's monthly bill in FY11 is projected to be \$44.81 in FY12 based on usage of 5,000 gallons. This is well below the Virginia average of \$51.12 for the same volume of usage.

Availability Fees

Customers desiring to use the Stafford water or wastewater system pay a one-time fee, per equivalent dwelling unit (EDU). Currently the availability fees are \$6,900 for water and \$3,500 for wastewater (per EDU). These fees are designated for capital expansion and are used as a source to pay debt service for expansion projects.

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.

Other Charges & Fees

This category includes all other fees that are not included in the categories listed above.

Revenue Bonds

In FY12, it is expected that \$20M will be financed for construction capital improvement projects including the Rocky Pen Run Reservoir and Water Treatment Facility. (Note: Additional Revenue Bond Proceeds of \$41M in FY13 are anticipated to fund completion of these projects)

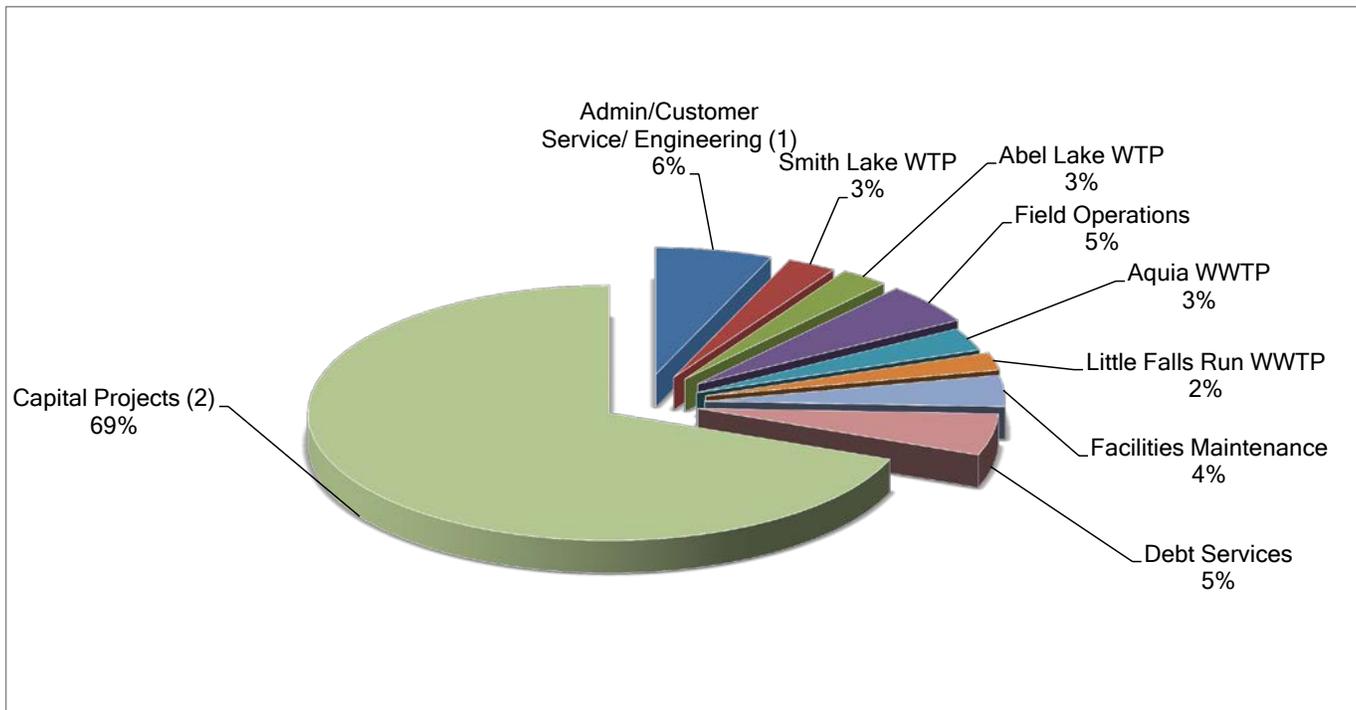
Grants

It is projected that Stafford County will receive an additional \$340,000 in FY12 from the Water Quality Improvement Fund (WQIF). This will be used toward funding for the Nutrient Removal Upgrade project at the Aquia Wastewater Treatment Facility.



UTILITIES FUND EXPENDITURES

Expenditures	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes 11 to 12	
Admin/Customer Service/ Engineering (1)	\$5,375,640	\$5,605,098	\$5,519,619	(\$85,479)	-1.53%
Smith Lake WTP	2,090,744	2,178,906	2,297,278	118,372	5.43%
Abel Lake WTP	2,022,673	2,289,901	2,257,412	(32,489)	-1.42%
Field Operations	4,222,595	4,534,959	4,523,883	(11,076)	-0.24%
Aquia WWTP	2,249,450	2,475,668	2,521,270	45,602	1.84%
Little Falls Run WWTP	1,727,770	1,867,694	1,921,499	53,805	2.88%
Facilities Maintenance	2,317,376	3,036,707	3,473,773	437,066	14.39%
Debt Services	4,028,263	3,706,000	4,613,946	907,946	24.50%
Capital Projects (2)	24,301,585	38,614,000	60,564,000	21,950,000	56.84%
Total Expenditures	\$48,336,096	\$64,308,933	\$87,692,680	\$23,383,747	36.36%



Notes:

(1) FY12 Adopted Budget includes \$0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB)

(2) FY12 Adopted Budget includes \$34M associated with the construction of Rocky Pen Reservoir which is scheduled to open



PROJECTED AVAILABLE CASH BALANCE

(Projected June 30, 2011)

	Operating	Expansion	Total
6/30/2011 Projected Cash Balance	\$ 24,100,585	\$ 23,508,000	\$ 47,608,585
FY12 Projections:			
Revenues			
Water & Sewer Fees	24,145,000		24,145,000
Availability & Pro Rata Fees		6,089,000	6,089,000
Other Charges & Fees	1,263,000		1,263,000
Interest		575,000	575,000
Revenue Bonds		21,600,000	21,600,000
Grants	-	340,000	340,000
	25,408,000	28,604,000	54,012,000
Expenses			
Personnel	(10,754,797)		(10,754,797)
Operating	(11,173,037)		(11,173,037)
Capital Projects	(15,742,900)	(45,408,000)	(61,150,900)
Debt Service		(4,613,946)	(4,613,946)
	(37,670,734)	(50,021,946)	(87,692,680)
Change in fund balance	(12,262,734)	(21,417,946)	(33,680,680)
Projected 6/30/12 Fund Balance	11,837,851	2,090,054	13,927,905
Less:			
Debt Set asides	-	(3,511,000)	(3,511,000)
Advance Payments	(1,784,000)		(1,784,000)
Operating Reserve	(3,386,000)		(3,386,000)
3R Reserve	(3,718,000)	-	(3,718,000)
Extension Line Reserve		-	-
Project Committed Funds	-	-	-
Total Reserved Funds	(8,888,000)	(3,511,000)	(12,399,000)
Unallocated Fund Balance	\$ 2,949,851	\$ (1,420,946)	\$ 1,528,905



UTILITIES FUND

FINANCIAL AND RATE STRUCTURE

Stafford County operates the Utilities system as a self-supporting entity. The Utilities Department has three major sources of revenue:

- *Monthly user fees* pay the operations and maintenance costs of the system and a portion of annual debt service costs.
- *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.

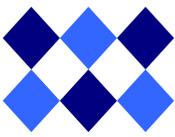
The intent of the County in setting its rates and fees is to cover all costs of providing service to its customers. The rates are structured so that new customers connecting to the system pay the majority of the cost associated with the growth of the system and current users pay the entire cost associated 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.

BILLING AND COLLECTION PROCEDURES

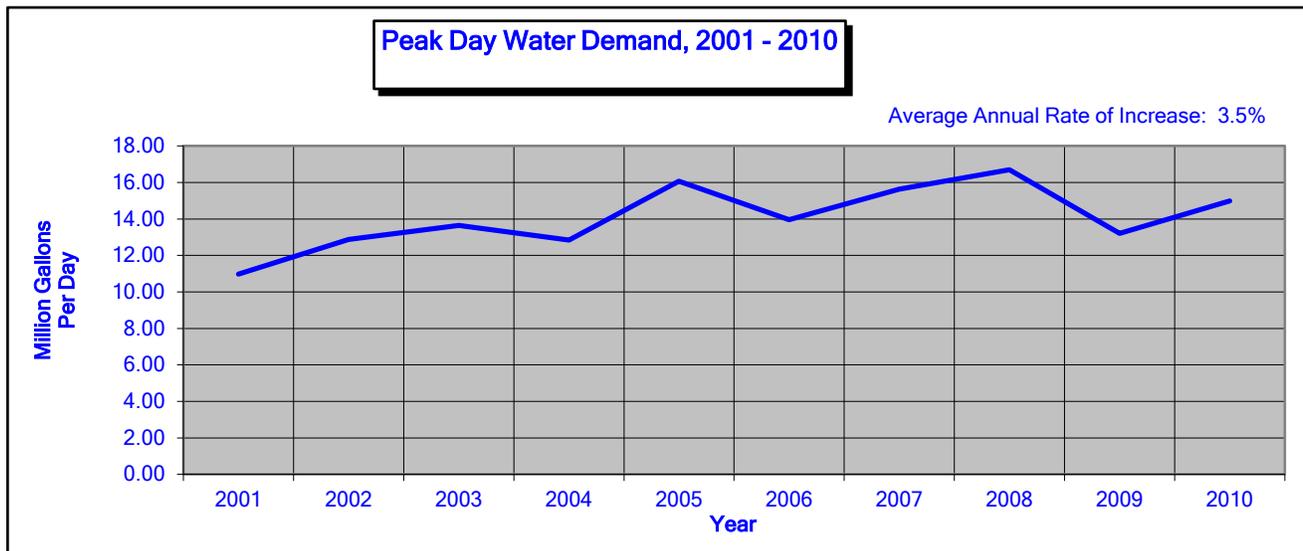
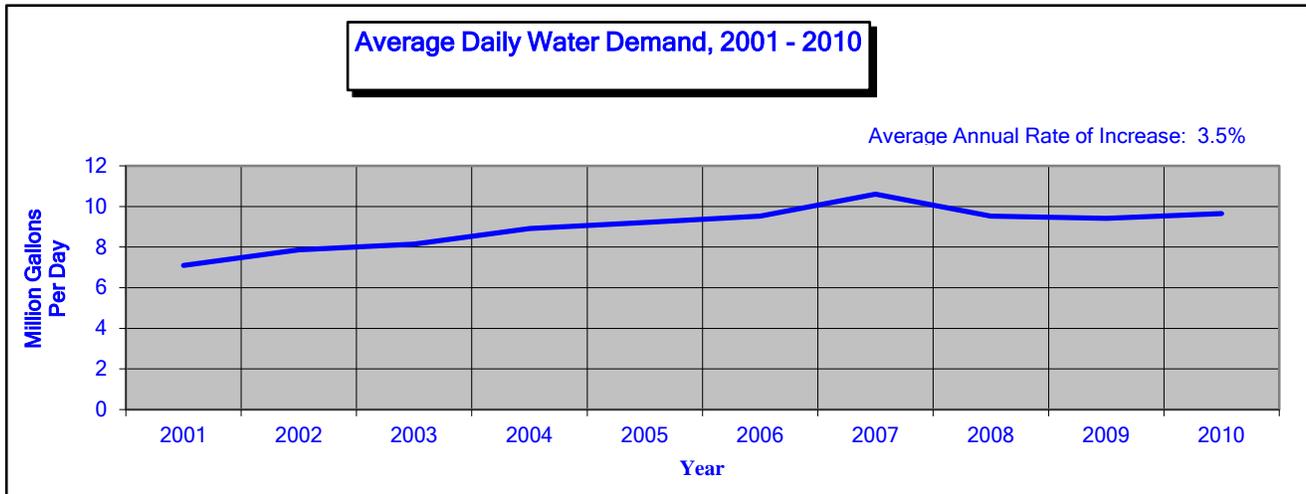
Customers receive a monthly bill for services, which is due within 25 days of the bill date. Meters are read monthly and are only estimated if the meter is inaccessible or cannot be read due to inclement weather.

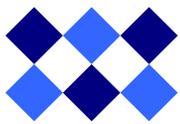
A 10% penalty is added 25 days from the billing date, at which time the bill is delinquent. If the account remains unpaid 40 days from the billing date, the service may be terminated. There is a \$30.00 reconnection fee to re-establish service and an additional fee of \$25 if service is reconnected after hours. The County utilizes the Virginia Set-off Debt Collection Program and the issuance of warrants in debt as a collection means.



UTILITIES WATER TREATMENT

Since 2001, water demand has increased at an average rate of 3.5% per year. Water demand dropped off in the second half of 2007 due to mandatory water restrictions associated with the ongoing drought and has not returned to the pre-drought level yet.

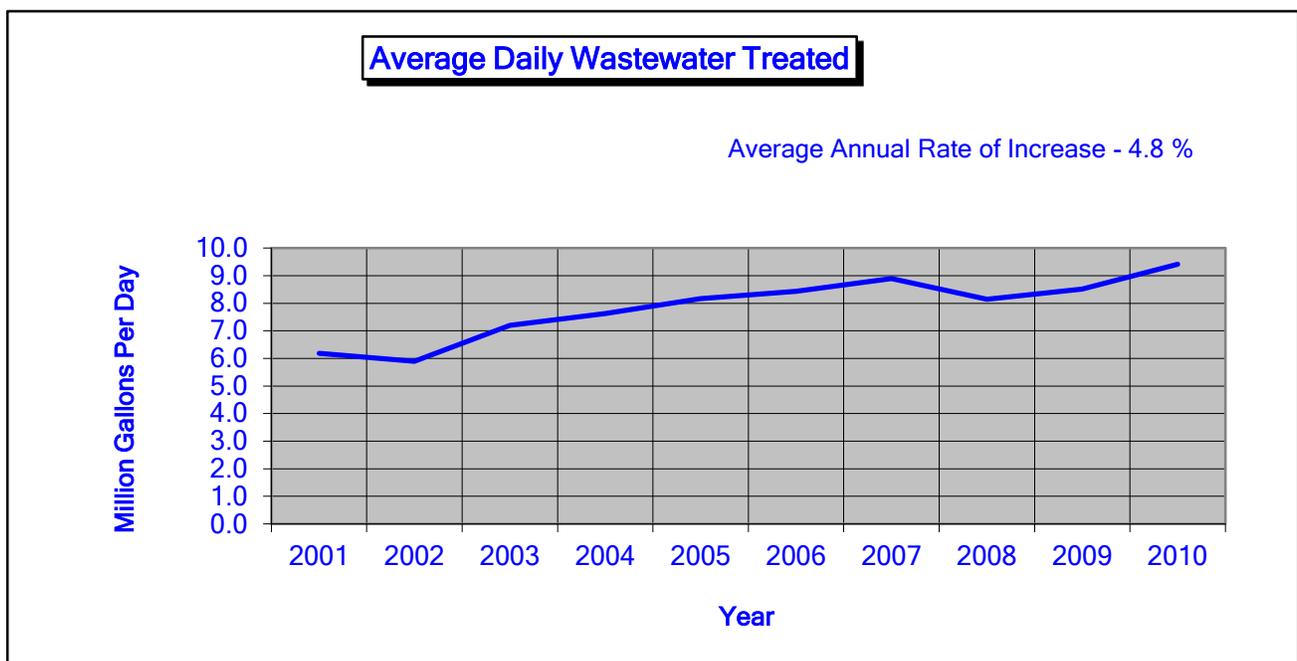




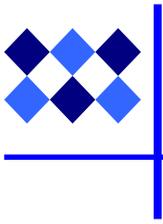
UTILITIES WASTEWATER TREATMENT

The average daily wastewater treated has increased at an average annual rate of 4.8% since 2001.

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. That, coupled with the need to meet new annual wasteload allocations for pounds on nitrogen and phosphorus discharged, is expected to increase operating costs in the future.

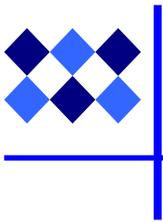






ASSET FORFEITURE FUND

The Asset Forfeiture Fund, established in June 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.

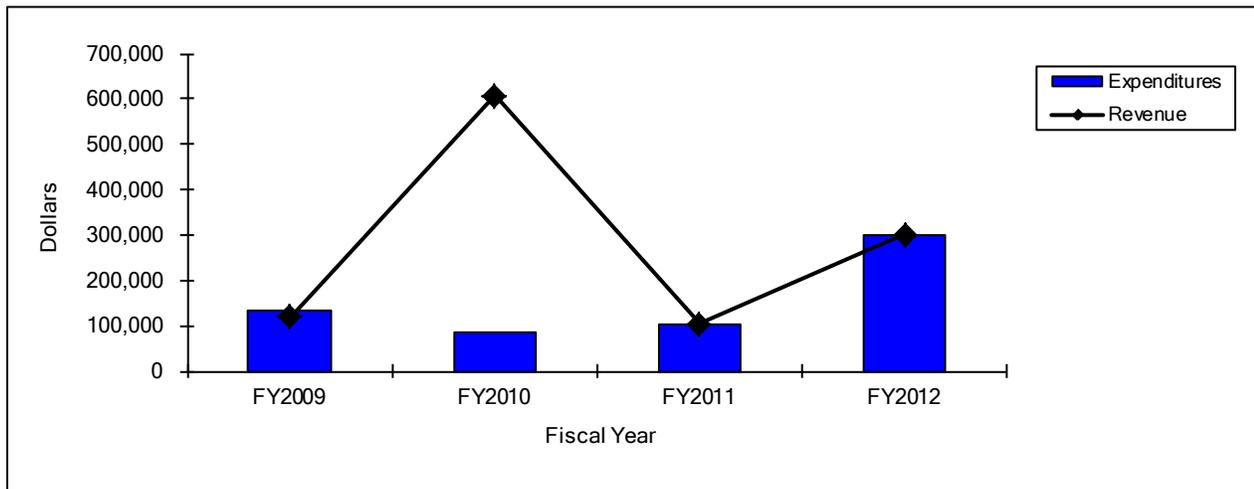


ASSET FORFEITURE FUND

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.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Operating	\$48,406	\$87,164	\$105,000	\$300,000	\$195,000	185.71%
Capital	86,461	0	0	0	0	0.00%
Total	134,867	87,164	105,000	300,000	195,000	185.71%
Revenue	0	0	0	0	0	0.00%
Prior Year Fund Balance	120,000	607,434	105,000	300,000	195,000	185.71%
Difference	<u>\$14,867</u>	<u>(\$520,270)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



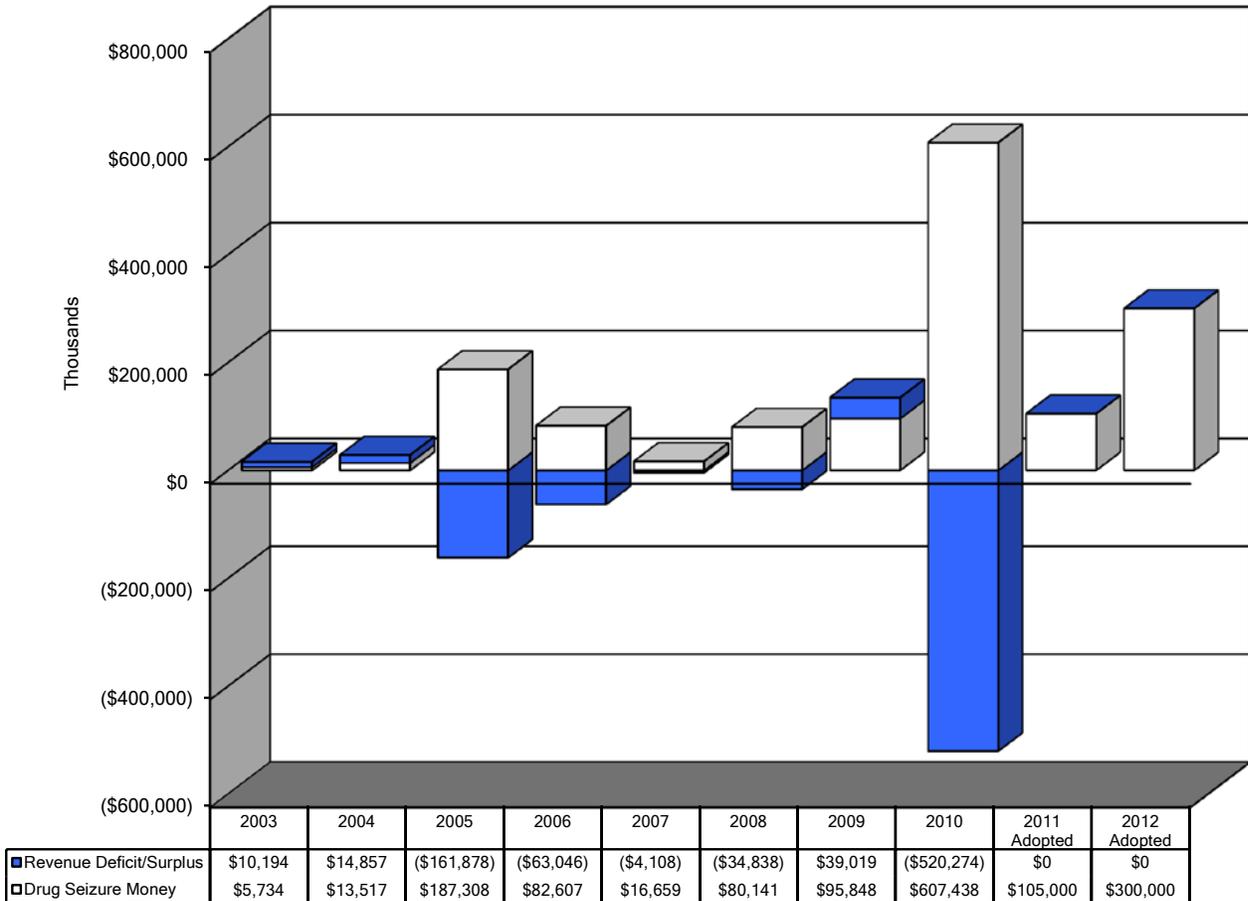
GOALS/OBJECTIVES

- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing program



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.



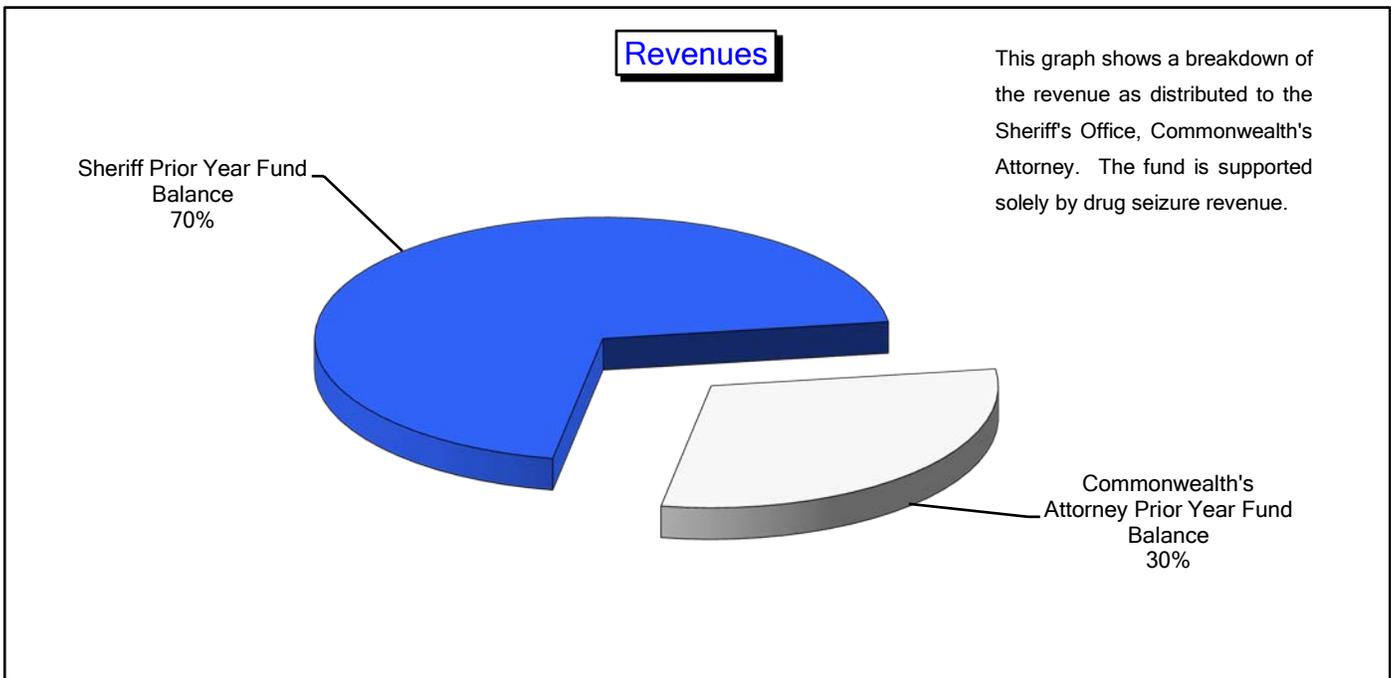
	2003	2004	2005	2006	2007	2008	2009	2010	2011 Adopted	2012 Adopted
Revenue Deficit/Surplus	64%	52%	-637%	-322%	-33%	-77%	29%	-597%	0%	0%
Drug Seizure Money	36%	48%	737%	422%	133%	177%	71%	697%	100%	100%

The Fiscal Year '05, '06, '07, '08 and '10 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

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Sheriff Prior Year Fund Balance	\$0	\$100,000	\$210,000	\$110,000	110.00%
Commonwealth's Attorney Prior Year Fund Balance	0	5,000	90,000	85,000	1700.00%
Sheriff	589,505	0	0	0	0.00%
Commonwealth's Attorney	17,933	0	0	0	0.00%
Total	\$607,438	\$105,000	\$300,000	\$195,000	185.71%



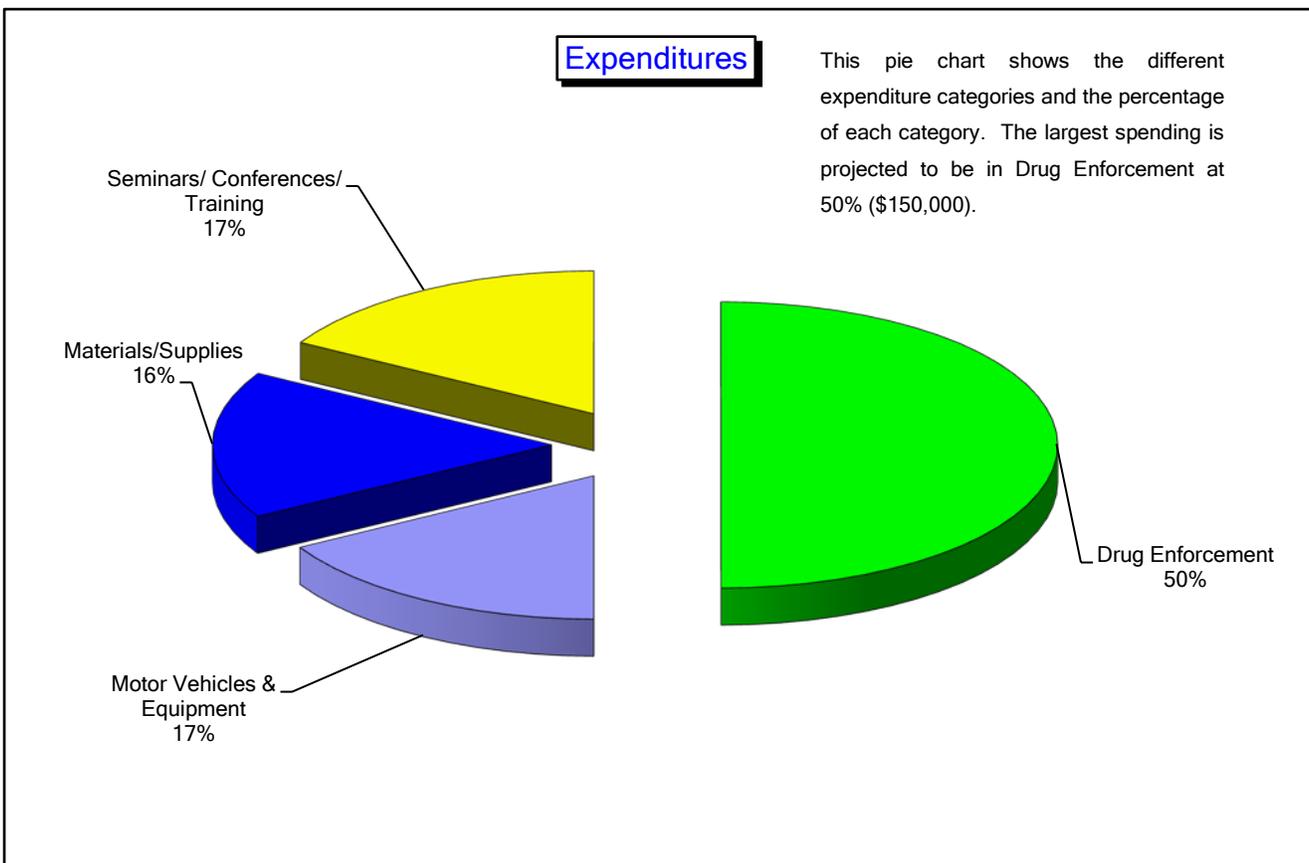
FUND BALANCE

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Fund Balance, Beginning of Year	\$256,965	\$777,239	\$672,239	(\$105,000)	-14%
Revenues minus Use of Fund Balance Expenditures	607,438 (87,164)	0 (105,000)	0 (300,000)	0 195,000	0% 186%
Fund Balance, End of Year	\$777,239	\$672,239	\$372,239	(\$300,000)	-45%



ASSET FORFEITURE FUND EXPENDITURES

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Materials/Supplies	\$0	\$55,000	\$50,000	(\$5,000)	-9.09%
Seminars/ Conferences/ Training	33,260	25,000	50,000	25,000	100.00%
Drug Enforcement	50,000	25,000	150,000	125,000	500.00%
Motor Vehicles & Equipment	3,903	0	50,000	50,000	100.00%
Total	\$87,163	\$105,000	\$300,000	\$195,000	185.71%







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

Provide quality Fleet Management Services effectively and efficiently while assuring superior customer service.

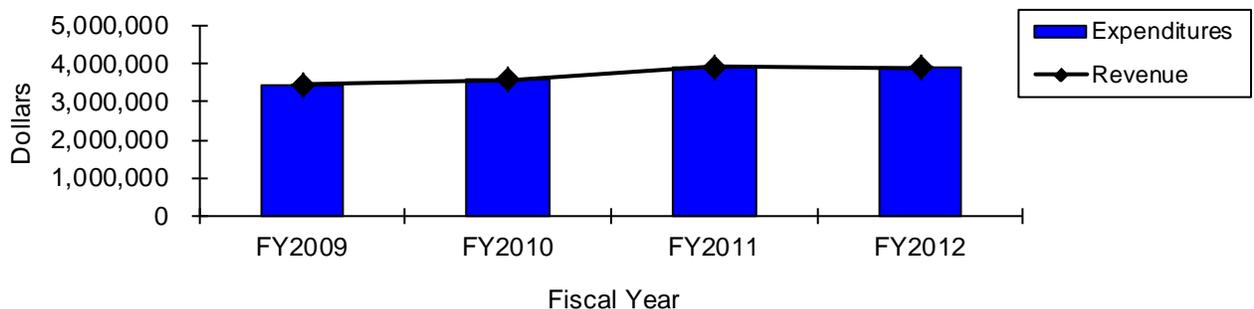
Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification plan.

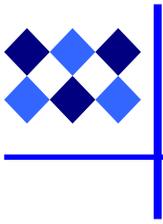
THINKING EFFICIENTLY:

- Installed new exterior and garage bay doors to increase efficiency.
- Monitor fuel usage/costs daily and notify our customers of any notable trends that would result in savings.
- Preventive maintenance is performed on all vehicles to insure they are running efficiently which prevents higher repair costs at a later date.
- Monitor fuel efficiency and explore the use of additional hybrid or other alternative fuel vehicles.
- Serve as a qualified warranty repair facility.
- Partner with Spotsylvania County on training for technicians and on our fleet maintenance system.
- Joined the Virginia Users Group for our Fleet Maintenance System to reduce training costs.
- Encourage our technicians to receive continued training and certifications.
- Continually review our equipment and technology to allow us to perform more in-house repair.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	FY2012 Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$1,920,998	\$1,854,943	\$1,883,338	\$1,841,974	(\$41,364)	-2.20%
Operating	1,422,892	1,744,053	1,964,866	1,989,218	24,352	1.24%
Capital	95,211	0	73,830	73,831	1	0.00%
Total	3,439,101	3,598,996	3,922,034	3,905,023	(17,011)	-0.43%
Revenue	3,463,751	3,593,041	3,922,034	3,905,023	(17,011)	-0.43%
Inc/(Dec) to Net Assets	\$24,650	(\$5,955)	\$0	\$0	\$0	0.00%





FLEET SERVICES

CORE SERVICES

- Provide repair and maintenance for all County and School vehicles.
- Order, track, and receive all new and used vehicles for all departments.
- Monitor fuel cost, usage and efficiency.
- Work with our customers developing reports to assist them in their decision making.

GOALS/OBJECTIVES

- Provide quality fleet management services effectively and efficiently while assuring superior customer service.
- Successfully maintain the reliability and safe operation of the fleet.
- Update our facility with the replacement of one garage bay door and replacement of an automotive in-ground lift for efficiency, reliability and safety.
- Refine and increase our proficiency in the reporting and information aspects of our FASTER fleet management system enabling us to develop reports and analysis that assist in management decisions.
- Implement Phase II of our fuel monitoring system by incorporating all County departments.
- Continue to develop and update the Operations Manual.
- Continue to emphasize the importance of training and certification for our technicians and staff.
- Develop a three year business plan to identify future budgetary needs and to justify any organizational change and cost.

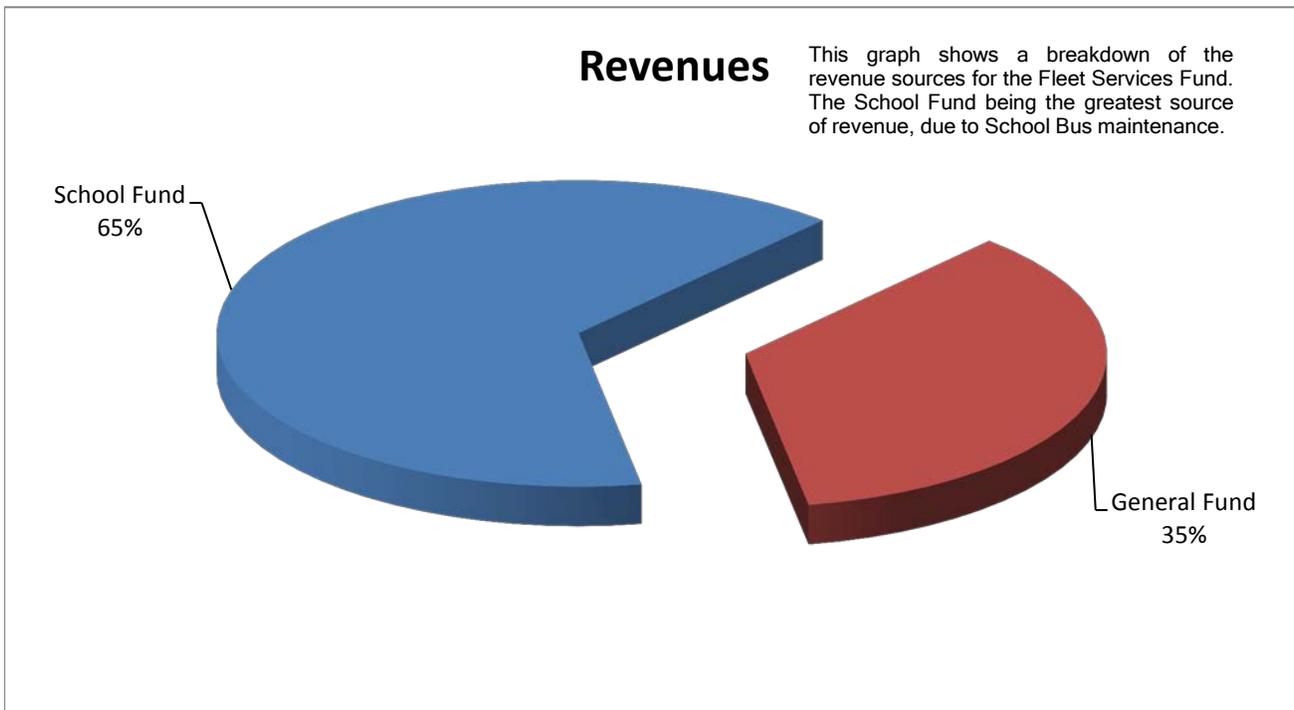
ACCOMPLISHMENTS

- Qualified as a Manufacturer's Warranty authorized repair facility for Thomas School Buses. This will increase our efficiency and decrease vehicle down time.
- Coordinated continual regional training for School Bus Technicians through school bus manufacturers.
- Enhanced our auction process to enable us to dispose of our surplus equipment within 30 days of removal of service.
- Completed Phase I of enhancing the fuel monitoring program for school vehicles.
- Incorporated County vehicles into the fuel monitoring program.
- Established vehicle purchasing procedures. Fleet Services now orders, tracks and receives all new and used vehicles.
- Provided additional training to staff on our Faster Fleet Maintenance system.
- Trained other departments on our Faster Fleet Maintenance system.
- Continued to offer training to all staff resulting in an increase in ASE certifications.



FLEET SERVICES FUND REVENUES

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
School Fund	\$2,486,346	\$2,532,605	\$2,521,241	(\$11,364)	-0.45%
General Fund	849,875	1,389,429	1,383,782	(5,647)	-0.41%
Utilities Fund	186,967	0	0	0	0.00%
Miscellaneous	69,853	0	0	0	0.00%
Total	\$3,593,041	\$3,922,034	\$3,905,023	(\$17,011)	-0.43%



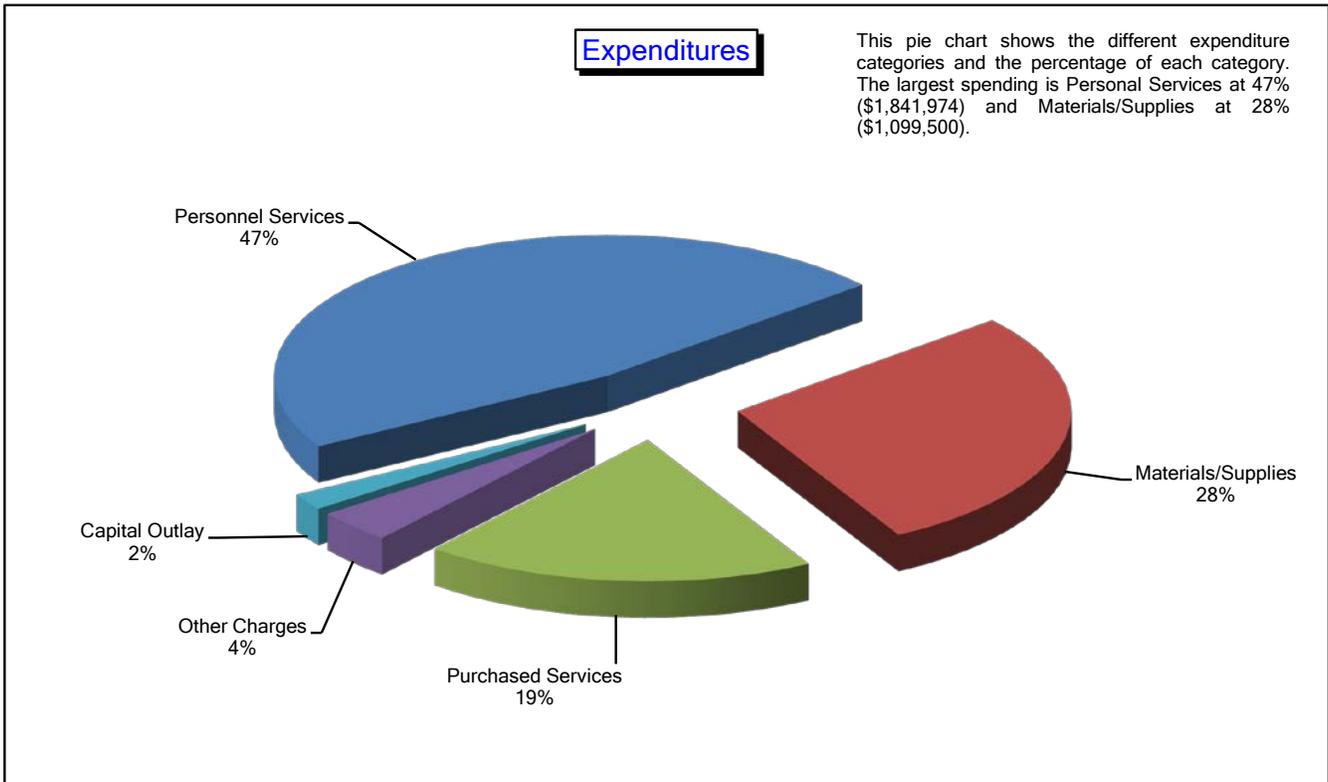
FUND BALANCE

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Beginning of Year Net Assets	\$2,266,117	\$2,260,162	\$2,260,162	\$0	0%
End of Year Net Assets	\$2,260,162	\$2,260,162	\$2,260,162	\$0	0%



FLEET SERVICES FUND EXPENDITURES

	FY2010 Actual	FY2011 Adopted Budget	School Fund Allocation	General Fund & Other Funds Allocation	FY2012 Adopted Budget	Changes '11 to '12	
Personnel Services	\$1,854,943	\$1,883,338	\$1,234,122	\$607,852	\$1,841,974	(\$41,364)	-2.20%
Materials/Supplies	917,948	1,099,500	640,715	458,785	1,099,500	0	0.00%
Purchased Services	683,180	717,516	497,085	244,832	741,917	24,401	3.40%
Other Charges	142,925	147,850	99,852	47,949	147,801	(49)	-0.03%
Capital Outlay	0	73,830	49,467	24,364	73,831	1	0.00%
Total	\$3,598,996	\$3,922,034	\$2,521,241	\$1,383,782	\$3,905,023	(\$17,011)	-0.43%

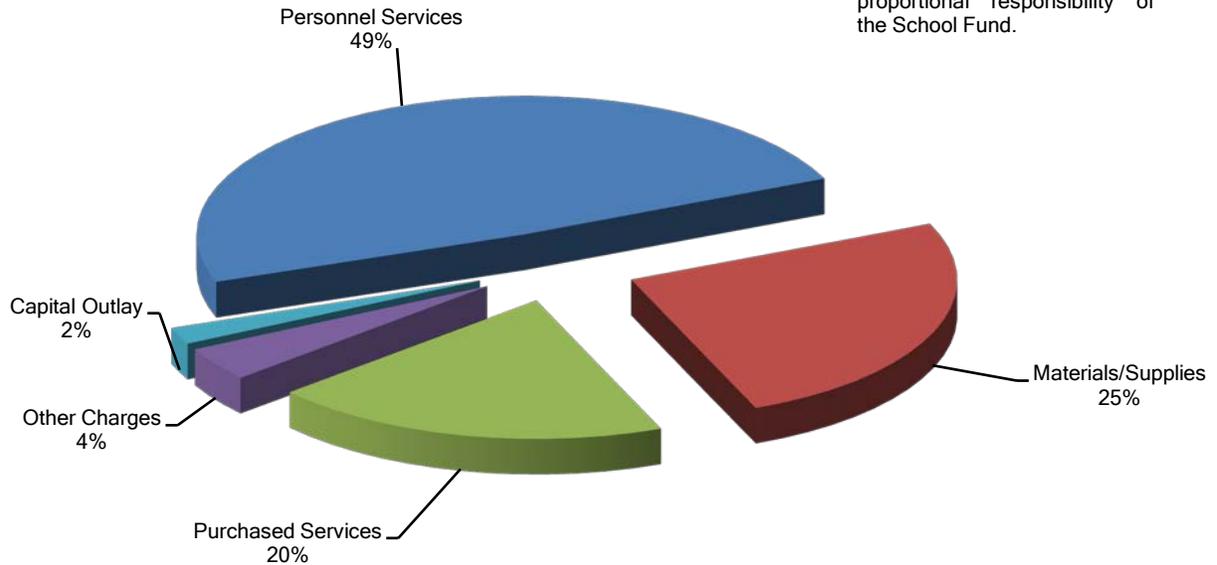




FLEET SERVICES FUND EXPENDITURES

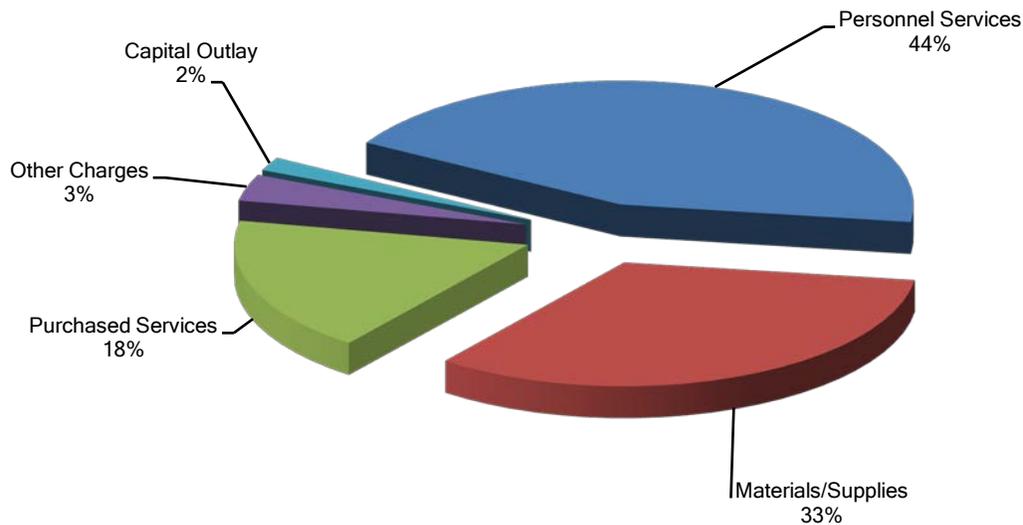
School Fund Allotment

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 that are the responsibility of the General Fund, Utilities Fund and the Landfill Fund .

General & Other Fund Allotments





CAPITAL IMPROVEMENTS FUND

The Capital Improvements Fund accounts for capital expenditures of the County, especially those funded with debt proceeds. All proceeds from borrowing for County and School construction are accounted for here.

Stafford County voters approved a bond referendum in November 2008 authorizing the issuance of general obligation bonds in the amount of \$70 million to fund road improvements in Stafford County. In November 2009, voters approved the issuance of \$29 million for improvements to parks. Committees have been formed to determine the timing of these projects.

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 Capital Improvements 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 Capital Improvements 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 certain capital items 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.



CAPITAL IMPROVEMENTS FUND

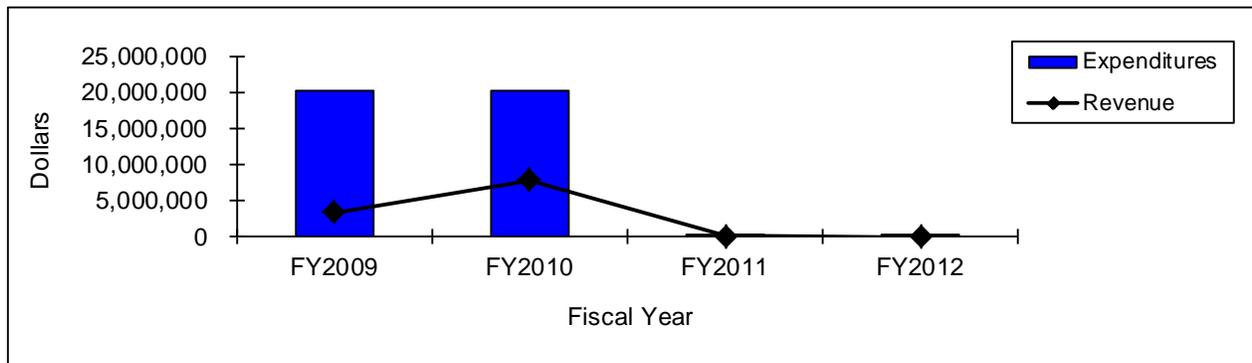
Keith C. Dayton
 Director
 540-658-5125
 kdayton@co.stafford.va.us

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

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$0	\$221,231	\$230,475	\$321,139	\$90,664	39.34%
Operating	207,235	715,379	0	12,565	12,565	0.00%
Capital	20,116,272	19,316,795	0	0	0	0.00%
Total	20,323,507	20,253,405	230,475	333,704	103,229	44.79%
Revenue	3,388,567	7,843,611	230,475	20,000	(210,475)	-91.32%
Inc/(Dec) to Fund Balance	(\$16,934,940)	(\$12,409,794)	\$0	\$313,704	\$313,704	0.00%

Funded Positions						
Full-Time Positions	0	0	0	2	2	100.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Transfer of one position from the General Fund
- Addition of one Parks Bond Project Manager

Operating

- Financial Advisor



CAPITAL IMPROVEMENTS FUND

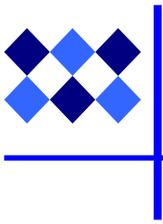
Funds for capital projects will be budgeted and appropriated when they are approved by the Board .

Revenues	FY2010	FY2011	FY2012		
	Actual	Adopted Budget	Adopted Budget	Changes '11 to '12	
VPSA Bonds	\$6,189,827	\$0	\$0	\$0	0%
Other Bonds & Misc Proceeds	150,000	0	0	0	0%
Lease Proceeds	200,055	0	0	0	0%
Interest	54,013	230,475	20,000	(210,475)	(91)%
State Reimbursement	0	0	0	0	0%
Miscellaneous Revenue	5,000	0	0	0	0%
Transfer from the General Fund	1,244,716	0	0	0	0%
Total Revenues	7,843,611	230,475	20,000	(210,475)	(91)%
Use of Prior Year Fund Balance	12,409,794	0	313,704	313,704	100%
Expenditures					
School Construction VPSA	\$6,189,827	\$0	\$0	\$0	0%
Radio Communication System	4,356,874	0	0	0	0%
Fire and Rescue Vehicles	251,882	0	0	0	0%
Miscellaneous Capital Costs	152,814	0	0	0	0%
Personnel	221,231	230,475	321,139	90,664	39%
Information Technology		0	0	0	0%
JDR Court Building	38,580	0	0	0	0%
Courthouse Renovations	1,518,094	0	0	0	0%
Rescue Building Renovations	20,915	0	0	0	0%
England Run Library	7,198,635	0	0	0	0%
Fire and Rescue Stations	126,058	0	0	0	0%
Improvements to Sites	0	0	0	0	0%
Improvements to Buildings	0	0	0	0	0%
Parks Projects	173,963	0	12,565	12,565	100%
Public Safety Building	0	0	0	0	0%
Transfer to General Fund	0	0	0	0	0%
Debt Service	4,532	0	0	0	0%
Total	\$20,253,405	\$230,475	\$333,704	\$103,229	45%

FUND BALANCE

Fund Balance, Beginning of Year	FY2010	FY2011	FY2012		
	Actual	Adopted Budget	Adopted Budget	Changes '11 to '12	
Fund Balance, Beginning of Year	\$23,261,952	\$10,852,158	\$10,852,158	\$0	0%
Revenues	7,843,611	230,475	20,000	(210,475)	(91)%
Expenditures	(20,253,405)	(230,475)	(333,704)	(103,229)	45%
Fund Balance, End of Year	\$10,852,158	\$10,852,158	\$10,538,454	(\$313,704)	(3)%





HIDDEN LAKE SPECIAL REVENUE FUND

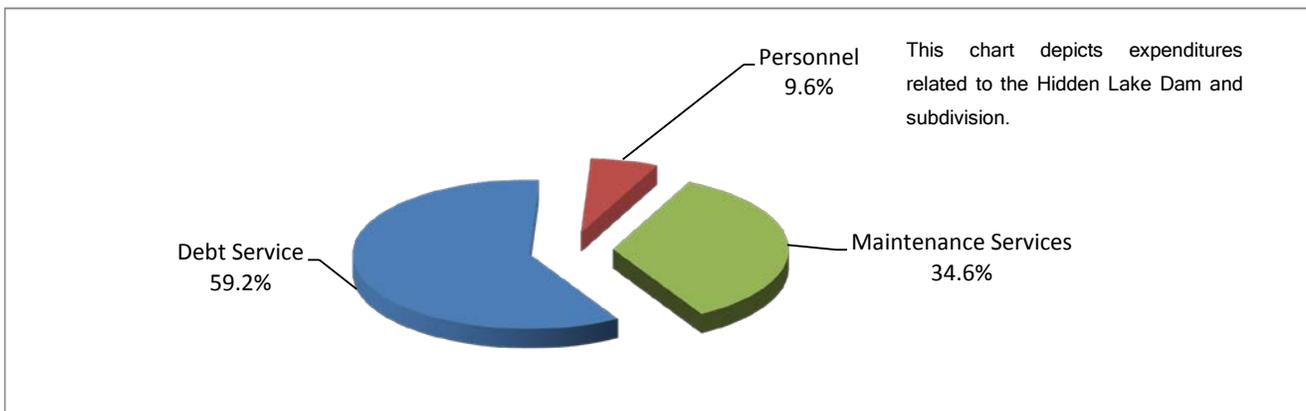
The Hidden Lake Subdivision Service District Special Revenue Fund accounts for ad valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam.



HIDDEN LAKE SPECIAL REVENUE FUND

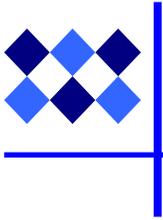
The following schedule shows the budget for the Hidden Lake Service District Special Revenue Fund. The FY 12 Adopted Budget includes a tax rate increase requested by the Hidden Lake Homeowners Assosiation. The rate increases from \$0.30 to \$0.425 per \$100 of assessed value. The increase is projected to generate a revenue of approximately \$30,000. This revenue is to be used in maintenance of the road and green areas.

Revenues	FY2010	FY2011	Adopted Budget	FY2012	
	Actual	Adopted		Changes '11 to '12	
Real Property Tax - Special Assessment	\$76,048	\$72,000	\$102,000	\$30,000	41.67%
Interest	144	601	0	(601)	(100.00)%
VRA Loan Proceeds	0	100	0	(100)	(100.00)%
Total	\$76,192	\$72,701	\$102,000	\$29,299	40.30%
Use of Prior Year Fund Balance	0	0	6,401	6,401	100.00%
Expenditures					
Debt Service	\$60,906	\$60,670	\$64,166	\$3,496	5.76%
Personnel	6,911	7,031	6,735	(296)	(4.21)%
Maintenance Services	13,386	5,000	37,500	32,500	650.00%
Architect/Engineering	0	0	0	0	0%
Miscellaneous Capital Costs	0	0	0	0	0%
Total	\$81,203	\$72,701	\$108,401	\$35,700	49.11%



FUND BALANCE

	FY2010	FY2011	Adopted Budget	FY2012	
	Actual	Adopted		Changes '11 to '12	
Fund Balance, Beginning of Year	\$59,565	\$54,554	\$54,554	\$0	0%
Revenues	76,192	72,701	102,000	29,299	40%
Expenditures	(81,203)	(72,701)	(108,401)	(35,700)	49%
Fund Balance, End of Year	\$54,554	\$54,554	\$48,153	(\$6,401)	-12%



ROAD IMPACT FEE FUNDS

The County has the following special revenue funds to be used for road improvements:

Road Impact Fee - West Fund

Accounts for impact fee receipts from new development in a designated service area in the western portion of the County. Disbursements from this fund are for road improvements attributable to the new development.

Road Impact Fee - South East Fund

Accounts for impact fee receipts from new development in a designated service area in the southeastern portion of the County. Disbursements from this fund are for road improvements attributable to the new development.

Garrisonville Road Service District Fund

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

Warrenton Road Service District Fund

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

Budgets were not adopted for any of the Road Impact Fee funds in FY 2012. A budget was adopted in FY2011 for the design of Route 610, Garrisonville Road. Activity for this fund only fund is included in this section.



GARRISONVILLE ROAD SERVICE DISTRICT FUND

The following schedule shows activity in the Garrisonville Road Service District Fund. No budget was adopted for FY2012.

Revenues	FY2010	FY2011	Adopted Budget	FY2012	
	Actual	Adopted Budget		'11 Adopted to	'12 Adopted
Property Taxes	\$512,637	\$507,000	\$0	(\$507,000)	100%
Interest	3,505	11,025	0	(11,025)	100%
Prior year fund balance	0	351,975	0	(351,975)	100%
Total	\$516,142	\$870,000	\$0	(\$870,000)	100%
Expenditures					
Road Improvements					
Rt 610, Garrisonville Rd design	0	870,000	0	(870,000)	100%
Total	\$0	\$870,000	\$0	(\$870,000)	100%

FUND BALANCE

Fund Balance, Beginning of Year	FY2010	FY2011	Adopted Budget	FY2012	
	Actual	Adopted Budget		'11 Adopted to	'12 Adopted
Fund Balance, Beginning of Year	\$1,027,080	\$1,543,222	\$1,191,247	(\$351,975)	-23%
Revenues	516,142	518,025	0	(518,025)	100%
Expenditures	0	(870,000)	0	870,000	100%
Fund Balance, End of Year	\$1,543,222	\$1,191,247	\$1,191,247	\$0	0%

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 transient occupancy tax. Prior to the establishment of this fund, these revenues were accounted for in the General Fund.

The Code of Virginia limits the transient occupancy tax to five percent, with any excess over two percent to be “dedicated and spent solely for tourism and travel.” In 2001, the County increased the transient occupancy tax rate from two percent to five percent, dedicating the additional revenues to tourism. 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 promotion 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 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 transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by 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 it becomes self sufficient. Prior to that time, two percent of transient occupancy tax was used to support County General Fund operations.

Beginning in FY2009, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.



TOURISM FUND

The mission of the Tourism arm of the Dept. of Economic Development is to use the available funds gathered from the Lodging tax to promote Hotel stays and visits to local Attractions in Stafford County. Lengthen hotel stays and increasing spending at area attractions, restaurants and shopping venues.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Parks & Recreation, Planning and GIS

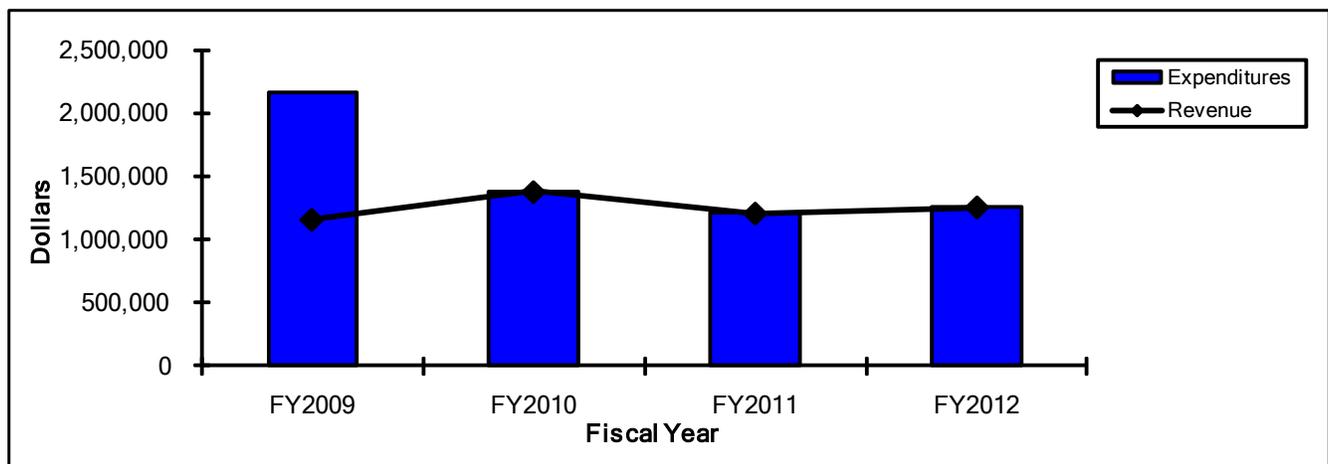
Where have we partnered with community organization?

- Tourism efforts support MANY Promotional Partnerships
- Fredericksburg Regional Tourism Partnerships, National Park Service, Stafford NAACP, Stafford Historic Society and Stafford's Tourism Attractions including Heritage, Cultural, Recreational and Leisure offerings throughout the county.

BUDGET SUMMARY

	FY2009 Actual	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Change '11 to '12	
Costs						
Personnel	\$137,953	\$166,974	\$170,979	\$169,950	(\$1,029)	-0.60%
Operating	485,704	367,315	554,021	585,050	31,029	5.60%
Transfer to the General Fund	1,491,385	522,322	480,000	500,000	20,000	4.17%
Capital	48,868	321,542	0	0	0	0.00%
Total	2,163,910	1,378,153	1,205,000	1,255,000	50,000	4.15%
Revenue	1,154,624	1,378,153	1,205,000	1,255,000	50,000	4.15%
Difference	\$1,009,286	\$0	\$0	\$0	\$0	0.00%

* A portion of the Deputy County Administrator/ Director of Economic, Development, Assistant Director of Economic Development , the Economic Development Technician, Senior Administrative Assistant and the Redevelopment Administrator and 100% of the Tourism Manager are funded through the Tourism Fund.





CORE SERVICES:

- Increase lodging revenue by working with hotel properties and increasing knowledge of area attractions to lengthening hotel stays.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions.
- Support new initiatives that enhance the visitor experience in Stafford.
- Niche marketing to target group tour/travelers to match Stafford’s offerings and assets.

DEPARTMENTAL GOALS/OBJECTIVES

- Tax Burden Lightened - better information to hotel customers facilitating increased spending by visitors - and lighter tax burden.
- Increase attraction and event visitation, which include overnight stays by supporting events and activities which have a two day component.
- Wayfinding Signs Installation in 2012.
- Maintain partnership in area marketing through regional tourism marketing program.
- Emphasis media relations to increase awareness of attractions and events without paying for advertising.

DEPARTMENTAL SERVICE LEVELS

	FY2010 Actual	FY2011 Budget	FY2012 Plan
Outcomes			
Restaurant/Motel Sales (Dept. of Taxation)	129M	120M	125M
Attractions Visitation	231,000	270,000	240,000
Outputs			
Tracking Lodging of Reunion Groups		60 groups	
Increase Unique Visitors to Websites by 12%			

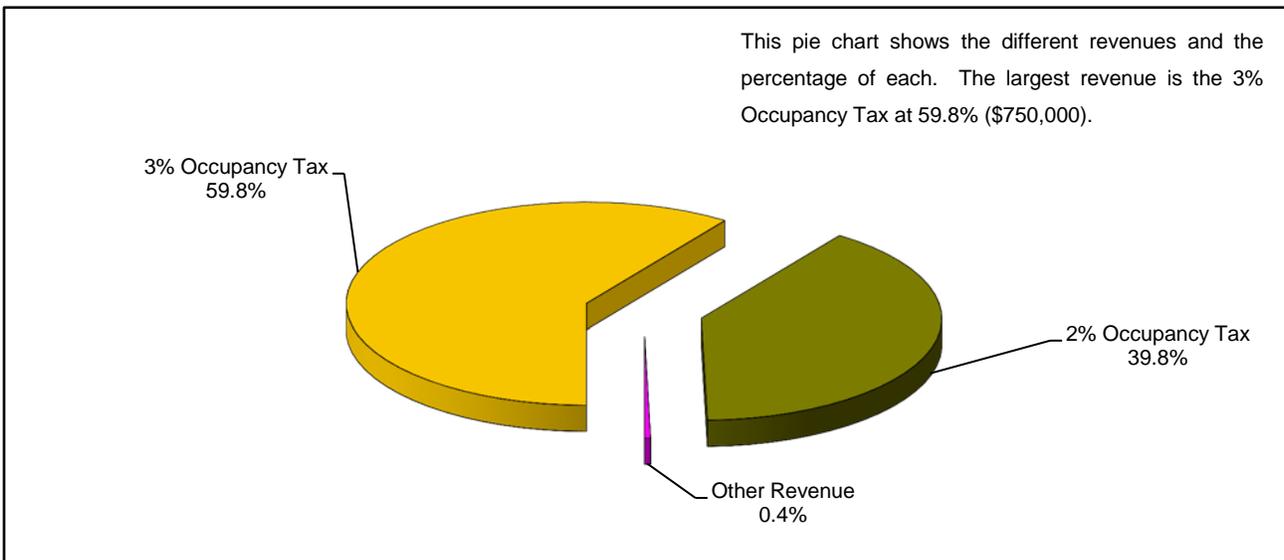
DEPARTMENTAL ACCOMPLISHMENTS

- Won 3 grants all including partner based proposals from Federal and State Funded Agencies. The National Park Service (ABPP grant), Va. Tourism Corporation and VA Foundation for the Humanities.
- Successfully supported the Funding and Opening of Government Island in cooperation with Historic Aquia Church. Working in conjunction with the NPS Scenic Trails Program and garnered impressive local visitation and media attention in regional as well as Washington DC Media Markets.
- Increased awareness of Stafford’s role in the Trail to Freedom, by launching a website and dedicating Aquia Landing as a site hosting a solid interpretive experience as related to African American History. Held special events throughout the year to increase interest in this story and these sites.
- Supported many Attraction Based Special Events and Programs in FY 2010
 - Yankees in Falmouth, 4th of July at Ferry Farm, Raising the Bar - Integration Event, Wings & Wheels at Stafford Airport, Grand Opening of Government Island
- Electronic Newsletters - Growing Monthly mailing with ever increasing open rate
- Stafford County’s promotion of “Marine Corps Reunion HQ” continues to gain results with on line requests for reunion information
- Worked with CW150th Program Planning with special attention to Stafford Sites.



TOURISM FUND REVENUES

Revenues	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
3% Occupancy Tax	\$773,023	\$720,000	\$750,000	\$30,000	4.17%
2% Occupancy Tax	522,322	480,000	500,000	20,000	4.17%
Other Revenue	8,500	5,000	5,000	0	0.00%
Total	\$1,303,845	\$1,205,000	\$1,255,000	\$50,000	4.15%



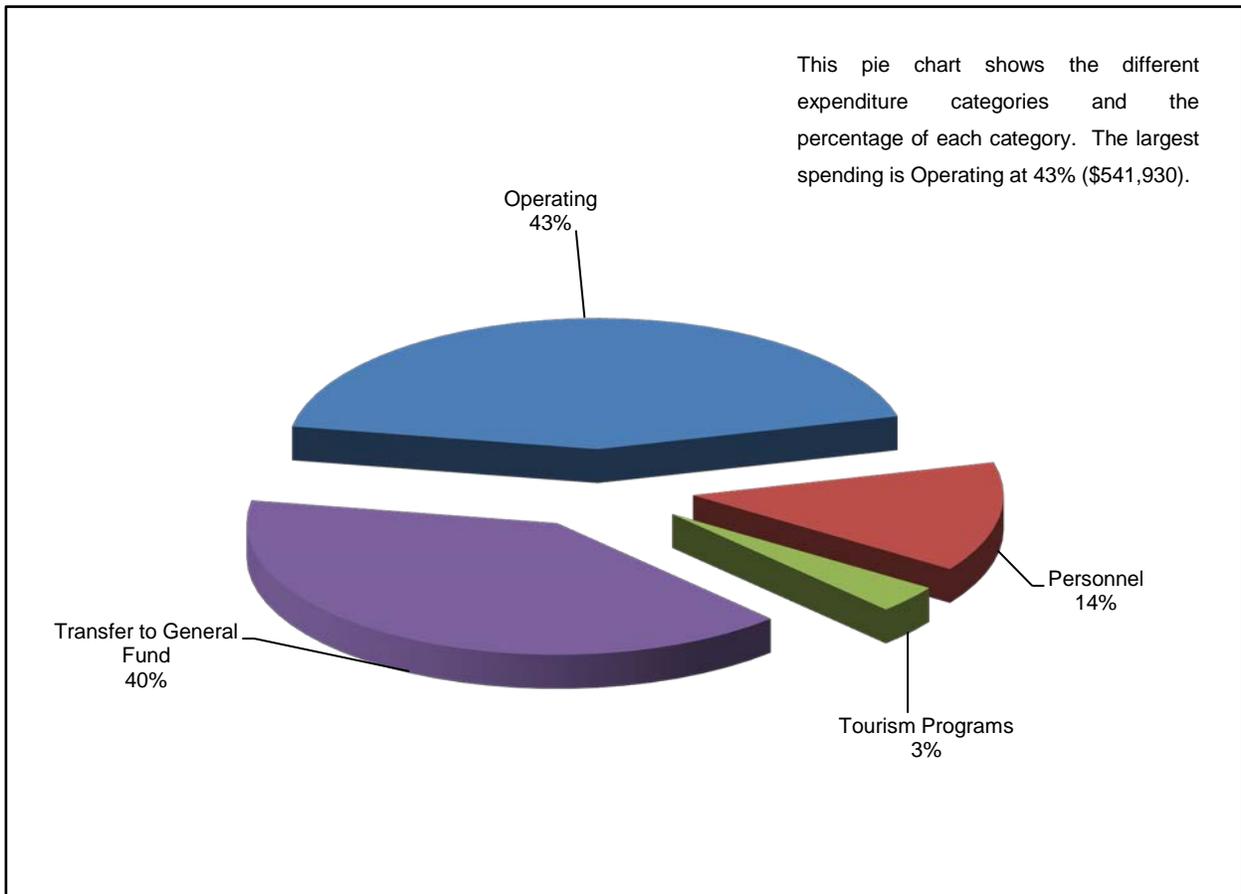
FUND BALANCE

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Fund Balance, Beginning of Year	\$1,022,950	\$948,642	\$948,642	\$0	0%
Revenues	1,303,845	1,205,000	1,255,000	50,000	4%
Expenditures	(1,378,153)	(1,205,000)	(1,255,000)	(50,000)	4%
Fund Balance, End of Year	\$948,642	\$948,642	\$948,642	\$0	0%
Fund Balance Allocation:	\$948,642	\$948,642	\$948,642		
<u>Reserved:</u>					
Museum	19,835	19,750	19,750		
Wayfinding (Sign Program)		371,813	371,813		
Government Island					
Commitment/Encumbrances		113,812	113,812		
<u>Unreserved:</u>	<u>\$928,807</u>	<u>\$443,267</u>	<u>\$443,267</u>		
Fund balance, end of year	\$948,642	\$948,642	\$948,642		



TOURISM FUND EXPENDITURES

Expenditures	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Operating	\$320,541	\$510,901	\$541,930	\$31,029	6.07%
Personnel	166,978	170,979	169,950	(1,029)	-0.60%
Tourism Programs	39,120	43,120	43,120	0	0.00%
Transfer to General Fund	522,322	480,000	500,000	20,000	4.17%
Capital (Government Island)	321,542	0	0	0	0.00%
Special Programs	7,650	0	0	0	0.00%
Total	\$1,378,153	\$1,205,000	\$1,255,000	\$50,000	4.15%





TOURISM PARTNER AGENCIES

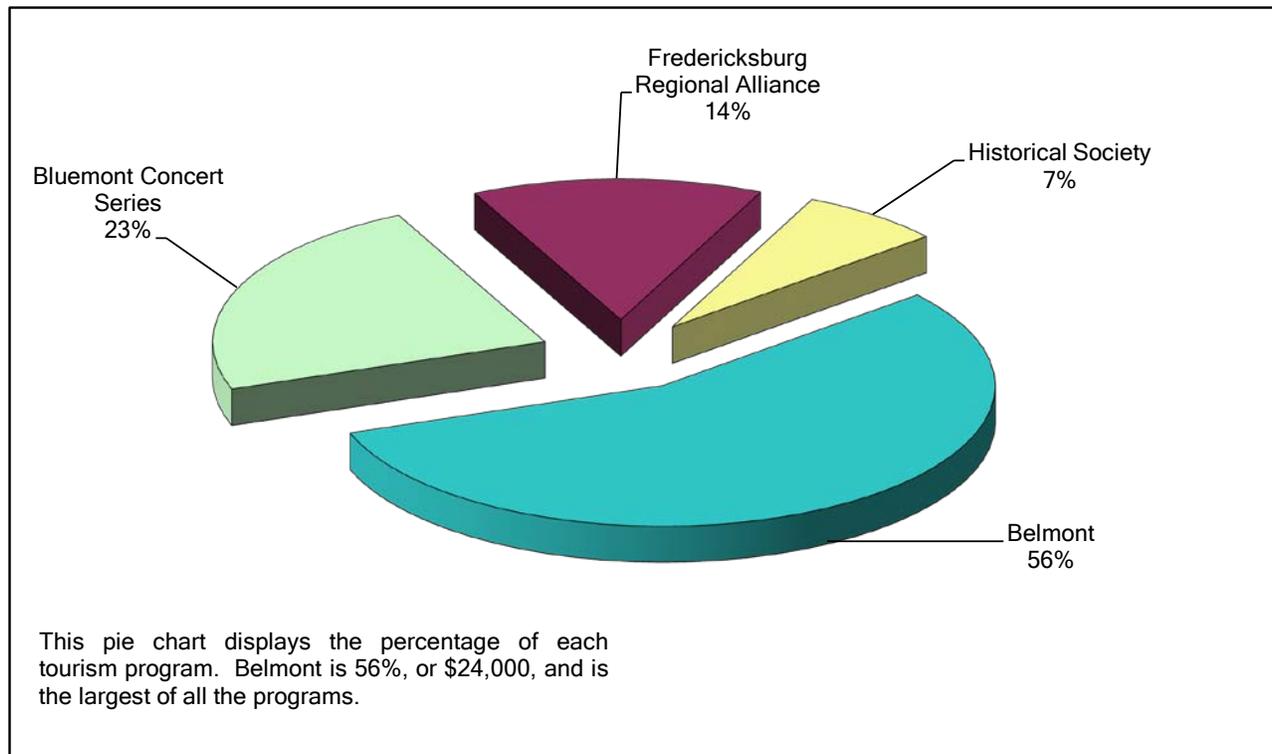
Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Bluemont Concert Series	Encourage and present a wide variety of high quality cultural events 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



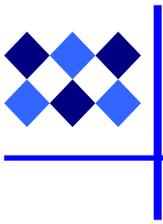
TOURISM PARTNER AGENCIES

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	FY2010	FY2011	FY2012		
	Actual	Adopted Budget	Adopted Budget	Changes '11 to '12	
Belmont	\$20,000	\$24,000	\$24,000	\$0	0%
Bluement Concert Series	10,000	10,000	10,000	0	0%
Fredericksburg Regional Alliance	6,120	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
Total	\$39,120	\$43,120	\$43,120	\$0	0%







FIVE YEAR MODEL

The Five Year Model section presents long-range plans using assumptions about economic conditions, future spending scenarios, and other variables to help with the projection of revenues and expenditures. The long-term financial process is most successful when there is collaboration between departments and government officials. The long-term financial plan should follow the County Comprehensive Plan goals and objectives and well as any other County Policies.

Long-range financial plans are included in this section for the General Fund, Utilities Fund and Transportation Fund.



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 continue to experience slow growth in FY2012. 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.

At its January 8, 2011 special meeting, the Board directed staff to develop a two year plan, assuming that the real estate tax rate would be no higher than \$1.08 in calendar year 2011 and would be equalized in 2013 and beyond. This model shows a balanced plan for fiscal years 2012 and 2013. For fiscal years 2014-2017, County agencies were asked to forecast their future *needs*, and were not directed to consider limited financial constraints.

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 1.3% for the FY2012 budget year, 2% in FY2013 and 3% thereafter. The model assumes:

- that real estate taxes are equalized in reassessment years
- all other tax rates remain constant

Personal property revenues are conservatively projected to increase by 3.5% per year in the planning period. Led mainly by the recovery of the automobile industry and stronger collections, these revenues have increased by more than 7% annually since the low point in 2009.

Development fees are projected to continue a gradual increase through the planning period. Fees will be evaluated regularly, with expected increases of approximately 4%.

Most other fees are projected to grow by 2-3%.

GENERAL FUND EXPENDITURES

Personnel expenditures are projected to grow at a rate of 2.5% annually through the planning period. This category includes benefits associated with personnel costs, except Virginia Retirement System contributions which are expected to increase 5-7% during the period.

Operating and capital expenditures for FY2012 through FY2015 are projected to grow at an inflation rate of 1% annually.

Included in operating cost projections are:

- Operating costs associated with the FY2012-2017 CIP
- Public Safety and many agencies project increased staffing needs with the expected growth of the community.
- Beginning in FY2014, Fire & Rescue's projections includes funding for seven positions covered by a SAFER grant in FY2012 and FY2013. Those costs will be tracked in the Grants Fund for the first two years.
- Debt service is estimated using the current debt schedules and the FY2012-2017 Proposed CIP, assuming an interest rate of 5.5% and a period of 20 years.

The model includes some modest optimism that economic conditions will improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, based on recession-based historical trends.

Five Year Models are also included for the Utilities Fund and the Transportation Fund.



FIVE YEAR OPERATING BUDGET MODEL

FY2013

As directed by the Board, a balanced plan for FY2013 is included in the Five Year Projection section.

- Assumptions:
 - Equalized tax rate.
 - 2% growth in real property, consistent with the Fuller Report.
 - New debt service for bonds issued in FY2012, based on FY2012-2017 CIP.
 - 5% increase in VRS contribution; 2 ½ % growth in other personnel costs.
 - 1% inflation in operating costs.
 - \$1.5 million increase to Schools' operating. Schools' staff did not provide input in the five-year planning process.
 - Funding is included in the Fire & Rescue Budget to replace grant funding expiring during the year.

Not included in the plan are \$6.1M in unmet needs:

	Personnel	# positions	Operating	Capital	Total	
Redevelopment			100,000		100,000	Phase 2 Falmouth
				50,000	50,000	form based code
				50,000	50,000	transportation planning
				200,000	200,000	small capital projects - Redevelopment
GIS				72,200	72,200	pictometry photos (every other year)
				25,000	25,000	replace plotter
Parks				80,000	80,000	resurface Woodlands pool
				216,400	216,400	field maintenance
	257,284	4.00			257,284	CIP: Chichester - 4 FT, 2PT
				398,000	398,000	CIP: Chichester - vehicles, startup costs
Victim Witness	39,980	1.50			39,980	grant funded comes back to GF
Planning			100,000		100,000	contracts
				35,000	35,000	vehicle replacement
	13,627	0.50			13,627	convert PT to FT
	129,582	2.00			129,582	historic planner, dev review planner
Public Works	50,000	1.00			50,000	senior building inspector
Sheriff	117,011	1.00			117,011	animal control
	431,260	6.00			431,260	court services (add'l judge)
	3,295,726	24.00			3,295,726	operations
	412,162	7.00			412,162	E911
Social Services	64,000	2.00			64,000	Social worker aid, eligibility aid
	4,810,632	49.00	200,000	1,126,600	6,137,232	

The plan will be revised throughout the year, with an update presented to the Board during the FY2012 1st Quarter Review.

Schools' staff did not provide information in the five-year planning process. Therefore we are not making projections on total increases to school funding from all other sources.



GENERAL FUND FIVE YEAR PLAN REVENUE AND EXPENDITURE SUMMARY

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2013 Forecast
Funding Sources				
Local Revenues				
General Property Taxes	\$180,104,967	\$177,069,361	\$182,506,013	\$186,519,158
Other Local Taxes	28,151,334	30,211,668	31,575,532	32,414,000
Permits and Fees	13,297,996	11,382,198	11,367,740	11,574,327
Use of Money and Property	193,815	467,675	347,130	727,000
Subtotal Local Revenues	221,748,112	219,130,902	225,796,415	231,234,485
State Revenues				
Shared Expenses	5,263,189	5,580,808	5,547,666	5,714,000
Categorical Aid	1,060,661	624,820	606,412	609,049
Social Services	6,072,479	6,029,619	6,045,091	6,376,000
Comprehensive Services Act	1,944,181	1,919,063	2,005,654	2,030,000
Non Categorical Aid	305,243	300,500	304,900	308,000
Subtotal State Revenues	14,645,753	14,454,810	14,509,723	15,037,049
Federal Revenues	1,798,555	30,185	42,700	44,000
Subtotal General Fund Revenues	238,192,420	233,615,897	240,348,838	246,315,534
Other Financing Sources	679,632	533,756	825,532	850,000
Total Sources	238,872,052	234,149,653	241,174,370	247,165,534
Uses of Funds				
General Government Administration	11,610,756	11,459,586	11,135,593	11,600,929
Judicial Administration	4,994,167	5,097,618	4,972,114	5,012,987
Public Safety	39,072,127	41,110,668	43,335,697	45,626,978
Health & Welfare	13,046,927	13,974,024	14,018,981	14,229,652
Parks & Recreation	9,274,171	9,749,728	10,216,221	10,618,944
Community Development	13,276,356	12,961,210	13,980,563	14,293,389
Miscellaneous	145,856,258	139,330,632	143,515,201	145,782,656
Total Uses	\$ 237,130,762	\$ 233,683,466	\$ 241,174,370	\$ 247,165,535
Funding Surplus (Gap):	\$1,741,290	\$466,187	\$0	\$0



GENERAL FUND FIVE YEAR PLAN REVENUE AND EXPENDITURE SUMMARY

	FY2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
Funding Sources				
Local Revenues				
General Property Taxes	\$192,096,769	\$197,847,506	\$203,777,089	\$209,891,297
Other Local Taxes	33,196,000	33,999,000	34,824,000	35,673,000
Permits and Fees	11,947,413	12,421,169	12,747,259	12,997,395
Use of Money and Property	<u>738,000</u>	<u>749,000</u>	<u>760,000</u>	<u>771,000</u>
Subtotal Local Revenues	237,978,182	245,016,675	252,108,347	259,332,692
State Revenues				
Shared Expenses	5,885,000	6,062,000	6,244,000	6,431,000
Categorical Aid	617,049	625,049	633,049	642,049
Social Services	6,656,000	6,945,000	7,281,000	7,603,000
Comprehensive Services Act	2,051,340	2,073,291	2,095,497	2,117,963
Non Categorical Aid	<u>317,000</u>	<u>327,000</u>	<u>337,000</u>	<u>347,000</u>
Subtotal State Revenues	15,526,389	16,032,340	16,590,546	17,141,012
Federal Revenues	45,000	46,000	47,000	48,000
Subtotal General Fund Revenues	253,549,571	261,095,015	268,745,894	276,521,705
Other Financing Sources	<u>859,000</u>	<u>868,000</u>	<u>877,000</u>	<u>886,000</u>
Total Sources	254,408,571	261,963,015	269,622,894	277,407,705
Uses of Funds				
General Government Administration	12,077,417	12,276,739	12,648,526	12,879,897
Judicial Administration	5,225,473	5,361,045	5,484,053	5,610,152
Public Safety	51,605,639	53,526,427	54,805,177	56,026,371
Health & Welfare	14,682,720	15,137,249	15,634,486	16,131,684
Parks & Recreation	13,450,262	13,216,116	13,001,367	13,348,082
Community Development	16,211,891	16,923,922	17,936,269	19,175,131
Miscellaneous	<u>151,277,742</u>	<u>155,568,851</u>	<u>159,727,882</u>	<u>164,507,501</u>
Total Uses	\$ 264,531,145	\$ 272,010,348	\$ 279,237,761	\$ 287,678,818
Funding Surplus (Gap):	(\$10,122,574)	(\$10,047,334)	(\$9,614,867)	(\$10,271,114)



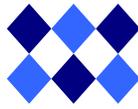
GENERAL FUND FIVE YEAR PLAN REVENUE SUMMARY

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2013 Forecast
Funding Sources				
General Property Taxes				
Real Property - Current	\$ 130,318,293	\$ 131,841,300	\$ 132,840,000	\$ 135,497,000
Personal Property - Current	32,616,908	35,063,461	38,747,013	40,103,158
Real Property - Delinquent	5,787,033	3,100,000	3,100,000	3,100,000
Public Service Corps	2,593,437	2,227,600	2,844,000	2,844,000
Personal Property - Delinquent	5,496,320	1,700,000	1,700,000	1,700,000
Interest and Penalties	1,953,202	1,836,000	1,954,000	1,954,000
Real Property - Roll Back	102,189	80,000	80,000	80,000
Merchants Capital	830,622	833,000	833,000	833,000
Mobile Homes	174,836	169,000	176,000	176,000
Machinery & Tools	232,127	219,000	232,000	232,000
Subtotal	180,104,967	177,069,361	182,506,013	186,519,158
Other Local Taxes				
Local Sales & Use Tax	9,798,938	9,394,000	10,070,000	10,372,000
Utility Customers' Taxes	7,896,373	10,518,158	10,565,292	10,777,000
Local Meals Tax	5,600,606	5,500,000	6,100,000	6,283,000
Recordation Taxes - Local	2,234,400	2,388,510	2,230,240	2,297,000
Motor Vehicle Licenses	2,312,394	2,239,000	2,300,000	2,369,000
Bank Stock Taxes	308,623	172,000	310,000	316,000
Subtotal	28,151,334	30,211,668	31,575,532	32,414,000
Permits and Fees				
Service Charges & Other				
Ambulance Fees	1,858,168	1,800,000	1,800,000	1,800,000
Animal Licenses & Charges	73,178	33,230	98,400	100,000
Miscellaneous Revenues	4,120,195	3,215,668	2,473,084	2,547,000
Fines & Forfeitures	673,599	696,000	1,180,600	1,216,000
Excess Fees of Clerk	158,893	180,000	160,000	180,000
Parks & Recreation Fees	1,755,299	1,676,964	1,664,579	1,692,428
Code Administrative	3,580,807	2,763,106	2,881,874	2,892,006
Planning Fees	1,077,857	1,017,230	1,109,203	1,146,893
Subtotal	13,297,996	11,382,198	11,367,740	11,574,327
Revenue from Money and Property				
Interest	125,018	400,845	125,800	500,000
Rent	68,797	66,830	221,330	227,000
Subtotal	193,815	467,675	347,130	727,000
State Revenues				
State Shared Expenses	5,263,189	5,580,808	5,547,666	5,714,000
State/Fed - Social Services	6,072,479	6,029,619	6,045,091	6,376,000
Comprehensive Services Act	1,944,181	1,919,063	2,005,654	2,030,000
Non-Categorical Aid	305,243	300,500	304,900	308,000
State Reimbursement	707,183	291,823	257,363	260,000
State Fire Program Fund	255,049	238,997	255,049	255,049
Emergency Medical Service	98,429	94,000	94,000	94,000
Subtotal	14,645,753	14,454,810	14,509,723	15,037,049
Federal Revenue	1,798,555	30,185	42,700	44,000
Other Financing Sources	679,632	533,756	825,532	850,000
Subtotal	238,872,052	234,149,653	241,174,370	247,165,534
Use of Fund Balance	-	-	-	-
Total Sources	\$ 238,872,052	\$ 234,149,653	\$ 241,174,370	\$ 247,165,534



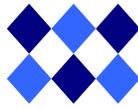
GENERAL FUND FIVE YEAR PLAN REVENUE SUMMARY

	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast
Funding Sources				
General Property Taxes				
Real Property - Current	\$ 139,562,000	\$ 143,749,000	\$ 148,061,000	\$ 152,503,000
Personal Property - Current	41,506,769	42,959,506	44,463,089	46,019,297
Real Property - Delinquent	3,178,000	3,257,000	3,338,000	3,421,000
Public Service Corps	2,844,000	2,844,000	2,844,000	2,844,000
Personal Property - Delinquent	1,700,000	1,700,000	1,700,000	1,700,000
Interest and Penalties	1,954,000	1,954,000	1,954,000	1,954,000
Real Property - Roll Back	80,000	80,000	80,000	80,000
Merchants Capital	854,000	875,000	897,000	919,000
Mobile Homes	180,000	185,000	190,000	195,000
Machinery & Tools	238,000	244,000	250,000	256,000
Subtotal	192,096,769	197,847,506	203,777,089	209,891,297
Other Local Taxes				
Local Sales & Use Tax	10,683,000	11,003,000	11,333,000	11,673,000
Utility Customers' Taxes	11,100,000	11,433,000	11,776,000	12,129,000
Local Meals Tax	6,346,000	6,409,000	6,473,000	6,538,000
Recordation Taxes - Local	2,320,000	2,343,000	2,366,000	2,390,000
Motor Vehicle Licenses	2,428,000	2,489,000	2,551,000	2,615,000
Bank Stock Taxes	319,000	322,000	325,000	328,000
Subtotal	33,196,000	33,999,000	34,824,000	35,673,000
Permits and Fees				
Service Charges & Other				
Ambulance Fees	1,818,000	1,836,000	1,854,000	1,873,000
Animal Licenses & Charges	101,000	102,000	103,000	104,000
Miscellaneous Revenues	2,572,000	2,598,000	2,624,000	2,650,000
Fines & Forfeitures	1,228,000	1,240,000	1,252,000	1,265,000
Excess Fees of Clerk	182,000	184,000	186,000	188,000
Parks & Recreation Fees	1,892,329	2,037,954	2,075,406	2,094,490
Code Administrative	2,949,846	3,038,342	3,129,492	3,223,377
Planning Fees	1,204,238	1,384,873	1,523,361	1,599,529
Subtotal	11,947,413	12,421,169	12,747,259	12,997,395
Revenue from Money and Property				
Interest	505,000	510,000	515,000	520,000
Rent	233,000	239,000	245,000	251,000
Subtotal	738,000	749,000	760,000	771,000
State Revenues				
State Shared Expenses	5,885,000	6,062,000	6,244,000	6,431,000
State/Fed - Social Services	6,656,000	6,945,000	7,281,000	7,603,000
Comprehensive Services Act	2,051,340	2,073,291	2,095,497	2,117,963
Non-Categorical Aid	317,000	327,000	337,000	347,000
State Reimbursement	268,000	276,000	284,000	293,000
State Fire Program Fund	255,049	255,049	255,049	255,049
Emergency Medical Service	94,000	94,000	94,000	94,000
Subtotal	15,526,389	16,032,340	16,590,546	17,141,012
Federal Revenue	45,000	46,000	47,000	48,000
Other Financing Sources	859,000	868,000	877,000	886,000
Subtotal	254,408,571	261,963,015	269,622,894	277,407,705
Use of Fund Balance	-	-	-	-
Total Sources	\$ 254,408,571	\$ 261,963,015	\$ 269,622,894	\$ 277,407,705



GENERAL FUND FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2010 Actual	FY2011 Adopted	FY2012 Adopted	FY2013 Forecast
Uses of Funds				
Administration				
Board of Supervisors	\$ 509,176	\$ 536,599	\$ 549,779	\$ 554,241
Commissioner of the Revenue	2,602,371	2,541,020	2,540,314	2,664,965
County Administration	1,102,363	982,380	926,400	962,712
County Attorney	884,116	1,016,906	1,051,734	1,046,195
Finance & Budget	1,510,740	1,504,444	1,445,499	1,514,382
Human Resources	608,629	564,731	379,654	383,649
Information Technology	2,204,436	2,050,354	1,976,399	2,155,323
Registrar & Electoral Board	345,973	384,823	375,224	395,486
Treasurer	1,842,952	1,878,329	1,890,590	1,923,976
Administration Subtotal	11,610,756	11,459,586	11,135,593	11,600,929
Judicial Administration				
Commonwealth's Attorney	2,775,422	2,789,759	2,832,268	2,907,312
Courts	2,218,745	2,307,859	2,139,846	2,105,675
Judicial Administration Subtotal	4,994,167	5,097,618	4,972,114	5,012,987
Public Safety				
Corrections	8,137,022	7,269,623	7,362,832	8,199,000
Fire and Rescue	13,379,756	13,310,039	14,163,624	14,447,000
Sheriff	17,555,349	20,531,006	21,809,241	22,980,978
Public Safety Subtotal	39,072,127	41,110,668	43,335,697	45,626,978
Health & Welfare				
Human Services, Office of	3,873,237	4,226,063	4,208,465	4,246,429
Partner Agencies	1,742,288	1,739,357	1,819,357	1,837,551
Social Services	7,431,402	8,008,604	7,991,159	8,145,672
Health & Welfare Subtotal	13,046,927	13,974,024	14,018,981	14,229,652
Parks, Rec & Comm Facilities				
	9,274,171	9,749,728	10,216,221	10,618,944
Community Development				
Capital Projects	457,815	1,108,585	1,921,489	1,946,872
Central Rapp. Regional Library	4,254,098	4,585,717	4,667,212	4,713,884
Cooperative Extension	187,782	183,633	167,124	169,237
Econ. Dev./Legislative Affairs	1,035,135	786,865	699,333	712,457
Planning and Zoning	2,974,086	2,408,729	2,472,508	2,533,298
Public Works	4,367,440	3,887,681	4,052,897	4,217,641
Community Development Subtotal	13,276,356	12,961,210	13,980,563	14,293,389
Miscellaneous				
Schools Operating Transfer	103,189,962	100,693,774	101,693,774	103,193,774
Debt Service - Schools	29,245,516	25,625,938	27,388,986	25,733,721
Future Debt Service - Schools	-	-	-	2,247,918
Debt Service - General Government	10,990,807	10,879,943	11,570,629	9,679,511
Future Debt Service - General Gov't.	-	-	-	2,821,600
Non-Departmental	1,049,586	2,130,977	2,861,812	2,106,133
Other Transfers	1,380,387	-	-	-
Miscellaneous Subtotal	145,856,258	139,330,632	143,515,201	145,782,657
Total Uses	\$237,130,762	\$233,683,466	\$241,174,370	\$247,165,534

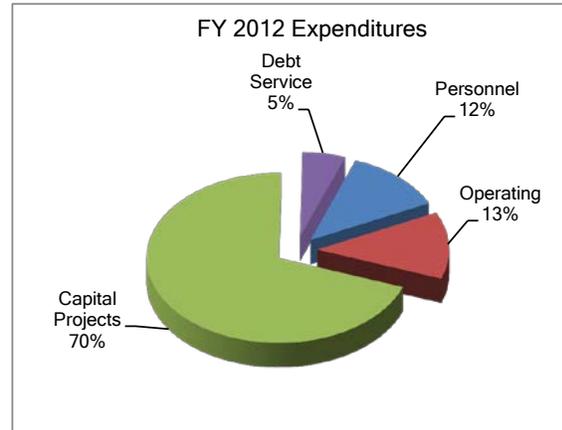
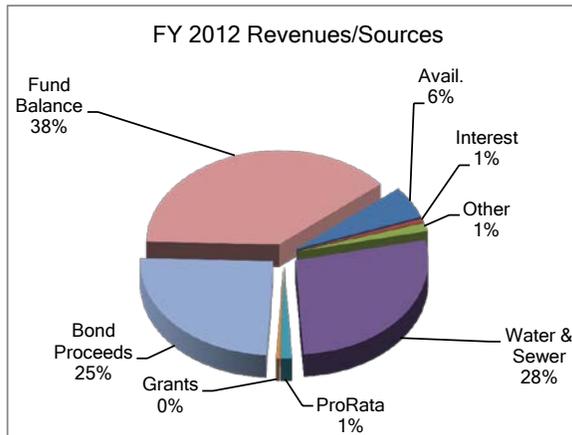
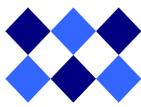


GENERAL FUND FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast
Uses of Funds				
Administration				
Board of Supervisors	\$ 558,884	\$ 563,592	\$ 568,366	\$ 573,209
Commissioner of the Revenue	2,775,193	2,848,217	2,937,228	2,984,274
County Administration	1,103,176	1,018,779	1,102,658	1,067,714
County Attorney	1,069,437	1,102,909	1,127,470	1,152,594
Finance & Budget	1,562,016	1,607,130	1,659,132	1,686,925
Human Resources	400,322	413,018	422,508	432,221
Information Technology	2,238,183	2,285,355	2,334,638	2,430,843
Registrar & Electoral Board	405,749	419,760	431,030	442,811
Treasurer	1,964,459	2,022,687	2,065,496	2,109,305
Administration Subtotal	12,077,417	12,276,739	12,648,526	12,879,897
Judicial Administration				
Commonwealth's Attorney	3,075,578	3,150,010	3,226,290	3,304,466
Courts	2,053,500	2,110,154	2,154,359	2,199,697
Judicial Administration Subtotal	5,129,078	5,260,164	5,380,649	5,504,163
Public Safety				
Corrections	8,363,000	8,530,000	8,701,000	8,875,000
Fire and Rescue	15,792,721 ⁽¹⁾	16,341,401	16,668,310	17,002,796
Sheriff	27,449,918 ⁽²⁾	28,655,025	29,435,867	30,148,575
Public Safety Subtotal	51,605,639	53,526,427	54,805,177	56,026,371
	1,345,721	548,680	326,909	334,486
Health & Welfare				
Human Services, Office of	4,291,827	4,337,752	4,384,213	4,431,217
Partner Agencies	1,911,416	1,949,645	1,988,638	2,028,410
Social Services	8,516,592	8,887,709	9,300,250	9,711,444
Health & Welfare Subtotal	14,719,835	15,175,106	15,673,101	16,171,071
Parks, Rec & Comm Facilities				
	13,450,262	13,216,116	13,001,367	13,348,082
Community Development				
Capital Projects	2,883,116	2,920,889	2,959,188	2,998,112
Central Rapp. Regional Library	4,761,023	4,808,633	4,856,720	4,905,287
Cooperative Extension	172,125	175,073	178,083	181,157
Econ. Dev./Legislative Affairs	925,540	938,924	952,615	966,622
Planning and Zoning	2,863,700	3,262,898	3,983,350	4,844,988
Public Works	4,606,387	4,817,505	5,006,313	5,278,965
Community Development Subtotal	16,211,891	16,923,922	17,936,269	19,175,131
Miscellaneous				
Schools Operating Transfer	105,594,434	108,615,136	111,735,090	115,246,986
Debt Service - Schools	24,347,248	23,213,651	22,435,376	21,801,864
Future Debt Service - Schools	4,855,249	6,745,366	8,233,627	9,247,648
Debt Service - General Government	9,385,588	9,203,233	8,752,009	8,612,759
Future Debt Service - General Gov't.	4,782,147	5,396,731	6,094,134	7,036,427
Non-Departmental	2,313,076	2,394,733	2,477,647	2,561,817
Other Transfers	-	-	-	-
Miscellaneous Subtotal	150,772,599	155,150,676	159,431,367	164,074,975
Total Uses	\$263,966,722	\$271,529,149	\$278,876,456	\$287,179,690

(1) Beginning in FY14, the County's share of the seven SAFER grant positions is included in the Fire & Rescue expenditure projection. In FY12 and FY13, those costs are tracked in the Grants Fund.

(2) The County has applied for a COPs grant. If the grant is awarded, General Fund dollars would be needed to fund the positions beginning in FY2014.



UTILITIES FUND - WATER & SEWER SERVICES FINANCING SOURCES, USES & BALANCE - 5 YEAR PROJECTIONS

The Utilities Fund Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. It includes a number of outer year assumptions that are examined and evaluated annually as part of the budgeting process. The Fiscal Year 2010 data reflects actual amounts and the Fiscal Year 2011 data reflects year-end estimates based on revenues and expenses to-date. Projections for 2012 through 2017 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes a 1.5% growth in billed customer accounts for FY12 and FY13 and then moderately increasing growth rates (from 1.75% to 2.0%) throughout the planning period. Projections assume rate increases to cover anticipated capital improvements to the existing system and increasing costs associated with treatment chemicals, electricity and fuels.

Availability Fees

Assumes approximately 475 additional equivalent dwelling units (EDUs) in 2012, with growth reaching 850 EDUs by FY2017. Effective July 1, 2010, availability fees are \$6,900 for water and \$3,500 for sewer per EDU. Availability fees are used to pay for system expansions, changes in regulations, or changes in technology.

Pro Rata Fees

Assumes developers will contribute 100% of their proportionate share of project costs. Rates are provided separately for each water pressure zone and sewer drainage shed, based on the estimated cost impacts of development projects on the appropriate water pressure or sewer drainage zone.

Revenue Bond Proceeds

Bond proceeds will be used to partially finance large capital projects, particularly the construction of Rocky Pen Run Reservoir and Water Treatment Plant and the Nutrient Removal Upgrades to the wastewater treatment facilities.

Personnel & Operating Expenditures

Most Utilities personnel costs are projected to increase 6% per year and operating costs are projected to increase 2.5% per year in FY2012-FY2013 and 3% per year in FY2014-FY2017. Additionally, \$300,000 related to Other Post-Employment Benefits (OPEB) is included each year for FY2012 and FY2013.

Use of Money and Property

Interest earned on the Utilities Fund Balance is expected to decline over the five-year planning period as cash balances are spent down relative to the construction of large capital projects, particularly the construction of the Rocky Pen Reservoir and Water Treatment Plant and the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

Debt Service

Assumes future debt is issued at a 5.5% interest rate for the major CIP projects including Rocky Pen Run. Lower interest rate loans have been provided through the State Revolving Loan Fund in conjunction with the Department of Environmental Quality to finance the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

Capital Projects

Includes all capital projects included in the five-year capital improvement plans.



UTILITIES FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2013 Forecast	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast
Rate Change: User Fees (Approved in bold)	0.00%	3.0%	7.00%	8.00%	6.00%	5.50%	5.00%	4.5
Availability Fees	\$9,100	\$10,400	\$10,400	\$10,400	\$11,400	\$11,400	\$11,400	\$12,400
Projected Growth	N/A	1.02%	1.50%	1.50%	1.75%	2.00%	2.00%	2.00%
Billed Customer Accts (W)	31,830	32,370	32,500	32,980	33,560	34,230	34,910	35,610
Revenues/Sources								
Water/Sewer Fees	\$22,675,662	21,815,000	\$24,145,000	\$26,468,000	\$28,547,000	\$30,719,000	\$32,900,000	\$35,068,000
Availability Fees	6,321,083	3,580,000	4,839,000	5,545,000	7,980,000	8,550,000	9,120,000	10,540,000
Pro Rata Fees	496,981	1,340,000	1,250,000	1,109,000	1,995,000	2,822,000	3,010,000	3,478,000
Other Charges and Fees	41,840	1,532,560	1,263,000	1,282,000	1,304,000	1,330,000	1,357,000	1,384,000
Use of Money/Property	964,691	477,000	575,000	326,000	510,000	459,000	518,000	726,000
Grants	2,206,907	2,741,250	340,000	-	-	-	-	-
Revenue Bond Proceeds	12,016,355	16,171,500	21,600,000	41,000,000	-	-	-	-
Donated Assets	\$44,723,519	\$47,657,310	\$54,012,000	\$75,730,000	\$40,336,000	\$43,880,000	\$46,905,000	\$51,196,000
	1,826,736							
Total Sources	\$46,550,255	\$47,657,310	\$54,012,000	\$75,730,000	\$40,336,000	\$43,880,000	\$46,905,000	\$51,196,000
Uses								
Operations								
Personnel	\$10,385,129	\$10,886,856	\$10,754,797	\$11,382,000	\$11,747,000	\$12,452,000	\$13,199,000	\$13,991,000
Operating	9,621,119	9,589,869	11,173,037	11,620,000	12,172,000	12,781,000	13,420,000	14,091,000
Operating-Capital Projects	1,479,626	5,622,000	15,742,900	7,365,000	4,864,000	4,690,000	4,807,000	7,385,000
Expansion-Capital Projects								
Pro Rata Funded	2,025,486	163,000	11,988,000	5,827,000	1,609,000	4,620,000	2,556,000	4,266,000
Availability/Bond Funded	20,796,473	18,830,000	33,420,000	30,500,000	5,000,000	-	811,000	3,489,000
Debt Service								
Existing Debt Service	4,028,263	3,278,000	4,613,946	1,299,000	1,268,000	1,233,000	687,000	687,000
New Debt Service	-	-	-	2,836,000	5,742,000	5,742,000	5,742,000	5,742,000
Total Uses	\$48,336,096	\$48,369,725	\$87,692,680	\$70,829,000	\$42,402,000	\$41,518,000	\$41,222,000	\$49,651,000
Total Sources Over Uses	(\$1,785,841)	(\$712,415)	(\$33,680,680)	\$4,901,000	(\$2,066,000)	\$2,362,000	\$5,683,000	\$1,545,000
Fund Balance								
Fund Balance, Beginning of Year	\$57,917,035	\$48,321,000	\$47,608,585	\$13,927,905	\$18,828,905	\$16,762,905	\$19,124,905	\$24,807,905
Previous Year "Roll - Over"	(436,546)	-	-	-	-	-	-	-
Restricted - Debt Service	3,208,000	2,955,000	3,511,000	6,870,000	6,927,000	6,393,000	6,393,000	6,393,000
Restricted - Advance Payments	1,735,000	1,759,000	1,784,000	1,809,000	1,834,000	1,860,000	1,886,000	1,912,000
Committed - Operating Reserve	2,948,000	2,906,000	3,386,000	3,710,000	4,071,000	4,467,000	4,889,000	5,340,000
Designated - Repair/Replacement	3,539,000	3,627,000	3,718,000	3,811,000	3,925,000	4,043,000	4,164,000	4,289,000
Uncommitted Cash	36,891,000	36,361,585	1,528,905	2,628,905	5,905	2,361,905	7,475,905	8,418,905
Fund Balance, End of Year	\$48,321,000	\$47,608,585	\$13,927,905	\$18,828,905	\$16,762,905	\$19,124,905	\$24,807,905	\$26,352,905
Debt Ratio 1	2.61	2.61	2.26	2.90	2.34	2.67	3.15	3.59
Debt Ratio 2	1.76	1.86	1.60	2.10	1.62	1.85	2.21	2.50
Debt Ratio 3	7.14	8.41	2.54	3.32	2.19	2.62	3.48	3.89
Debt Ratio 4 (Min=1.0)***	0.66	0.50	0.55	0.91	0.66	0.79	0.98	1.09

COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)

1. Net Revenues: 1.50 times Senior Debt Service
2. Net Revenues less 50% of Availability Fees: 1.25 times Senior Debt Service
3. Net Revenues less 50% of Availability Fees plus 50% of unrestricted reserves: 1.5 times Senior Debt Service
4. Net Revenues less 100% of Availability Fees: 1.0 times Senior Debt Service

* Cash flow projections (above) incorporate the "Cash-Needs" view of capital improvement plan (as opposed to a "Budget Needs" view).

** "Roll-Over" Committed Funds: Estimated at 50% of capital expenditure projections, assuming levels are budgeted at total amount of contract, but larger projects extend over multiple years.

*** Debt Ratio 4 is projected to reach target in FY18.



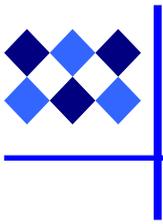
TRANSPORTATION FUND

	FY2010 Actual	FY2011 Estimated	FY2012 Adopted	FY2013 Forecast	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast
Revenues								
Gasoline Sales Tax	\$3,943,817	\$4,800,664	\$4,384,273	\$4,491,394	\$4,587,792	\$4,687,414	\$4,800,270	\$4,800,270
State Recordation Tax	769,158	394,835	396,600	400,000	400,000	400,000	400,000	400,000
Federal Revenue	10,728	0	0	0	0	0	0	0
State Revenues	0	21,765	0	350,000	1,010,000	0	0	0
VDOT - Bike Trails	0	7,656	0	0	0	0	0	0
Interest Revenue	6,532	5,779	4,000	2,500	2,000	1,500	1,000	1,000
Miscellaneous	12,906	121,964	0	0	0	0	0	0
From the General Fund	135,670	0	0	0	0	0	0	0
Bond Proceeds	0	0	0	0	7,564,303	2,940,000	0	0
Total Sources	\$4,878,811	\$5,352,663	\$4,784,873	\$5,243,894	\$13,564,095	\$8,028,914	\$5,201,270	\$5,201,270
Expenditures								
VRE Subsidy	\$2,971,727	\$2,634,002	\$2,505,805	\$2,435,656	\$2,476,931	\$2,123,085	\$2,045,144	\$1,955,774
deferred Spotsy VRE contribution (credit)	0	0	0	(474,167)	0	0	0	0
FRED Bus Service	477,656	477,656	511,239	477,656	477,656	477,656	477,656	477,656
Airport Subsidy	114,286	85,715	85,714	85,714	85,714	85,714	85,714	85,714
Airport debt service	0	0	0	0	0	0	0	0
Transportation model	42,200	25,462	50,000	0	0	0	0	0
Impact Fee Analysis	0	16,120	0	0	0	0	0	0
PRTC Subsidy	0	0	60,500	56,800	58,200	63,100	75,700	75,700
Architect/Engineering	184,854	313,245	0	0	0	0	0	0
Financial Management	12,497	12,577	12,565	12,565	12,565	12,565	12,565	12,565
Legal	4,400	0	0	0	0	0	0	0
Street Signs	24,700	49,535	50,000	50,000	50,000	50,000	50,000	50,000
Social Services	27,883	28,155	40,000	40,000	40,000	40,000	40,000	40,000
Intergovernmental Transfers	0	45,000	0	0	0	0	0	0
Land Purchase	0	0	1,000,000	0	0	0	0	0
Local Road Projects	35,385	61,820	1,469,050	2,559,670	1,708,726	2,236,794	2,414,491	2,503,861
Poplar Rd	0	310,000	0	700,000	1,090,000	0	0	0
Route 1 Enhancements	0	88,655	0	0	0	0	0	0
Quantico Corporate Center	0	0	0	0	0	0	0	0
Mountain View Road	0	114,000	3,001,200	0	4,600,000	0	0	0
Brooke Road	0	0	500,000	0	3,100,000	2,940,000	0	0
Bike Trails	0	10,000	0	0	0	0	0	0
Personnel	169,952	0	0	0	0	0	0	0
Trails	13,598	0	0	0	0	0	0	0
Rollovers/Commitments	0	0	0	0	0	0	0	0
Total Uses	\$4,079,138	\$4,271,942	\$9,286,073	\$5,943,894	\$13,699,792	\$8,028,914	\$5,201,270	\$5,201,270
Change in Fund Balance	\$799,673	\$1,080,721	(\$4,501,200)	(\$700,000)	(\$135,697)	\$0	\$0	\$0
Beginning of Year Fund Balance	\$6,302,628	\$7,102,301	\$8,183,022	\$2,504,612	\$1,804,612	\$1,668,915	\$1,668,915	\$1,668,915
Committed								
Road projects								
Quantico Corporate Center	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Mountain View Road	3,115,200	3,052,021	50,821	50,821	0	0	0	0
Poplar Road	1,100,000	784,876	784,876	84,876	0	0	0	0
Brooke Road	460,904	460,904	0	0	0	0	0	0
Route 1 Improvements	0	49,586	49,586	49,586	49,586	49,586	49,586	49,586
Bells Hill	0	91,255	91,255	91,255	91,255	91,255	91,255	91,255
Staffordboro Parking Lot	0	1,000,000	0	0	0	0	0	0
Bike Trails	592,497	163,779	163,779	163,779	163,779	163,779	163,779	163,779
Encumbrances	0	1,177,210	0	0	0	0	0	0
Assigned:	2,126,197	1,103,391	1,064,295	1,064,295	1,064,295	1,064,295	1,064,295	1,064,295
Fund Balance, end of year	\$7,102,301	\$8,183,022	\$2,504,612	\$1,804,612	\$1,668,915	\$1,668,915	\$1,668,915	\$1,668,915

In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated as the timing of the projects and the issuance of debt is determined.

projections provided by PRTC.

** VRE subsidy projection provided by PRTC, reflects VRE Six-Year Plan



PERSONNEL SECTION

The personnel section contains the staffing plan, and position summary information for each fund. A listing of internal committees and a listing of the Boards, Authorities and Commission and Committees





STAFFING PLAN

*A Workforce that is Responsible and Accountable
to the Citizens*

Background

Providing a responsible and accountable government to our citizens, in new and innovative ways, is paramount as we work to maintain service levels in the new economy. Over the past three years, staff has:

- Realigned services and functions
- Reduced costs
- Encouraged innovation and creativity
- Used all resources to the fullest
- Utilized talent across agencies and departments

In May 2009, the organization went through a major restructuring in an effort to provide a structurally efficient organization that would make good use of county resources.

The reorganization included:

- Combining the Parks & Recreation Department and Public Services Department to form the Department of Parks, Recreation and Community Facilities - saving \$1,010,000
- Combining Transportation, Code Administration and Securities into Public Works - saving \$625,000
- Reviewing functions of internal agencies and other internal functions and processes to ensure efficiencies and identify cost savings

The reorganization resulted in a budget savings of over \$1.6 million and streamlined the organization.

Board's Directive for FY2012

On January 8, 2011, the Board established priorities for the FY2012 budget. The priorities are:

- Reduce the tax burden
- Public Safety
- Education
- Implementation of the Transportation Bond
- Implementation of the Parks Bond
- Economic Development

At that time, the Board asked staff to develop a Staffing Plan that would reduce the General fund workforce by 5% through FY2012. During the budget process, staff considered the Board's priorities and the Service Inventory and also evaluated the list of position vacancies. While reviewing the information, attention was given to non-mandated services that could be reduced, privatized or eliminated; service reductions with the least impact on the community; and staffing adjustments that were consistent with the Board's priorities.

The adopted Staffing Plan for FY2012 contains a reduction of 19 full-time positions and two (2) part-time positions. Of the 12 full-time positions, four (4) are on the managerial/supervisory level. Two positions



STAFFING PLAN

The following General Fund positions are included in the Reduction in Force and will be eliminated by the end of FY2011:

- 5 Vacant full-time positions
 - General Fund Departments
 - Social Services (2)
 - Human Resources
 - Planning & Zoning
 - Public Safety
 - Fire & Rescue
- 3 Vacant full-time positions will be reduced to part-time
 - Commissioner of the Revenue
 - General Registrar
 - Treasurer
- 5 **Filled** full-time positions
 - Information Technology
 - Clerk of the Court (3)
 - Human Resources
- 3 Positions will be transferred out of the General Fund to other funds
 - County Administration
 - Economic Development/Legislative Affairs
 - Public Works¹
- 2 **Filled** part-time positions will be reduced
 - Clerk of the Court (2)
- The Department of Utilities is also reducing two (2) vacant full-time positions.

In addition, by the end of FY2012:

- 3 Positions will be eliminated through future attrition.
 - All future vacancies will be analyzed and only critical positions will be filled.

The impacts of the Reduction in Force will be addressed in the following ways:

- Redistributing job duties
- Realigning staff resources within and between departments
- Reprioritizing department functions
- Redefining levels of service
- Streamlining processes

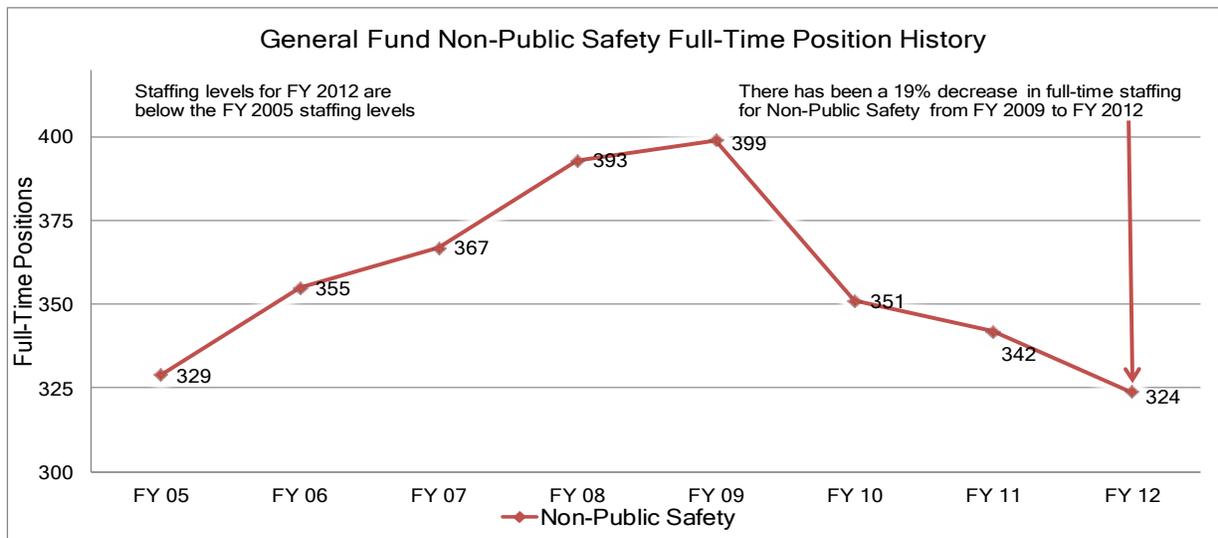
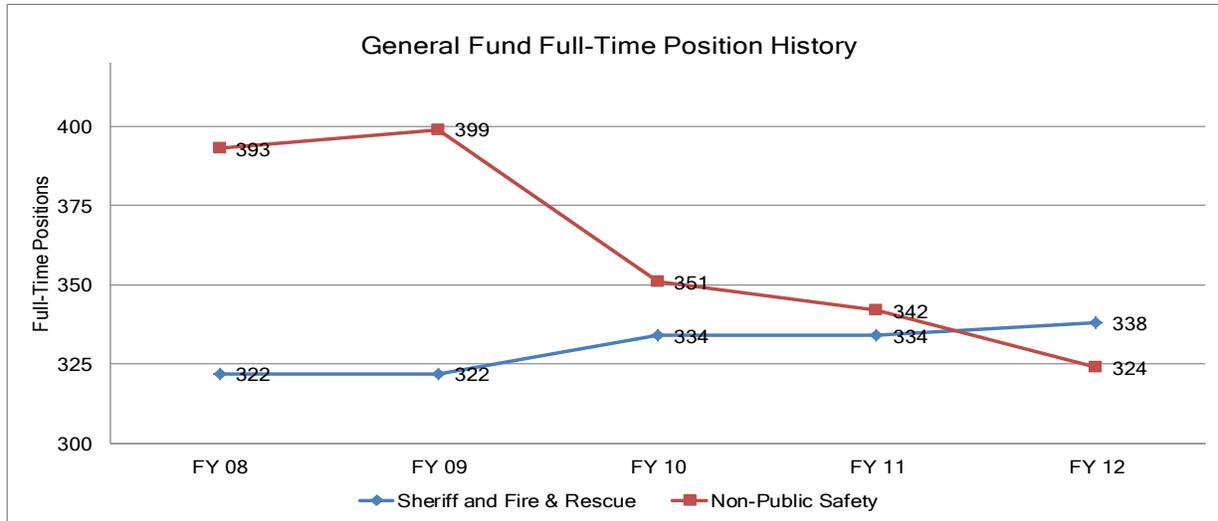
¹During FY11, a vacant position was reduced from Finance & Budget and transferred to Public Works for the Transportation Project Manager position.



STAFFING PLAN

Workforce Changes

Seventy-five (75) positions have been reduced over the past three fiscal years in the General Fund; twenty (20) of the positions have been on the supervisory/managerial level. Staffing levels in Public Safety have increased by sixteen (16) positions as more resources have been allocated to this priority of the Board.²



Initiatives to Better Serve the Community

During FY2012, the board will focus on four (4) new initiatives which will create further efficiencies and cost avoidance in the future.

²The 7 Firefighter/EMT positions from the SAFER grant are not included in the Public Safety position count. Grants were separated from the General Fund into a sub-fund in FY2011 when the County changed its fund structure to comply with GASB 54.



STAFFING PLAN

The following two initiatives will be staffed by existing positions, so there are no costs or staff increases associated with them. The other two initiatives include staff increases.

- Development of a 311 calling/information center
 - Staffed by existing positions; no new staff costs
- Grants Management
 - Staffed by existing position; no new staff costs

The following initiatives are priorities of the Board and include funding for new positions.

- Capital Projects Fund
 - Construction Projects Manager for Parks, Recreation and Community Facilities Parks Projects
- Gang Task Force
 - Three (3) Sheriff's Deputy positions
 - Deputy Sheriff - SGT in Field Operations
 - Crime Analysis Technician

Compensation and Health Care

As the economy recovers, we continue to focus on the most efficient and cost-effective ways to do business and to be responsible and accountable to the community. In order to maintain an engaged workforce, attention needs to be paid to our compensation and benefit challenges.

- Over the past 5 fiscal years, health care contributions have increased
- Without a compensation adjustment in FY2012, employees will not have received a salary increase for 3.5 years
- With increased health care costs employees have seen a reduction in their pay

The chart below depicts the inflation adjusted median salary over the past five years. With the increase in health care costs, the inflation adjusted salary has decreased and is below FY2007 median salary levels.

	Employee Median Salary	Health Care Contributions*	Salary After Health Care	Inflation Adjusted Salary***
FY2007	\$ 42,890	\$ -	\$ 42,890	
FY2008	\$ 44,720	\$ 516	\$ 44,204	\$ 43,187
FY2009	\$ 45,261	\$ 1,176	\$ 44,085	\$ 40,514
FY2010**	\$ 44,242	\$ 1,344	\$ 42,898	\$ 39,423
FY2011**	\$ 44,242	\$ 1,488	\$ 42,754	\$ 38,650
FY2012**	\$ 44,242	\$ 1,560	\$ 42,682	\$ 38,578

*Family Coverage

**Median Salary is below FY08

***As measured by the Social Security Administration



STAFFING PLAN

In FY2012, health care costs will increase by 8.8%. We were able to limit the cost increase by increasing our stop/loss limit and reducing the number of enrollment tiers from 5 to 4. The increase in health care costs will again be passed along to employees through increases to their health care contributions.

Part of the increase is affected by the health care reform changes required this year which include:

- Mental health parity
- Adding dependents to age 26
- Removal of pre-existing conditions for children
- Removal of annual/lifetime dollar limits or limits on specific essential health benefits

The health care increase is being absorbed by increasing employee contributions slightly but still maintaining the level of the contribution strategy again this year and not increasing the percentage of the cost each employee pays. By maintaining the percentage of the cost each employee pays, the contributions for family coverage will still increase by \$72 in FY2012.

Others tools we will use to reduce the cost of health care include:

- Implementing a health risk assessment and wellness program that will reduce health care costs over a five (5) year period
- Perform a dependent verification audit that will find savings through health care plan attrition

The Board approved a 2.5% performance-based increase for all employees effective January 1, 2012. Staff recommended redirecting cost savings in health care to compensation through implementation of the Pay for Performance program. In 2008, the performance management system was revamped in anticipation of implementing a Pay for Performance program, however, the tough economic times did not allow it.

The underlying principles of the performance management system are to:

- Share the commitment to high performance;
- Balance autonomy and accountability at the individual and organizational levels; and
- Encourage and support high performance and continuous learning.

By utilizing health care cost savings, Pay for Performance will be implemented in January 2012. The cost will be covered by health care savings and is not an additional cost to the county.

- Employees will receive an average of 2.5% based on their performance evaluation
- Health care savings will be evaluated throughout the fiscal year and any savings will be used to pay for the implementation of Pay for Performance
- Funds have not been allocated for salary increases. The Pay for Performance program will be implemented utilizing recurring health care savings.

Future Challenges

Compensation and benefits will continue to be a challenge beyond FY2012. VRS costs are expected to increase in FY2013 and as the economy recovers, the County will have to work to maintain competitiveness in total compensation to remain in line with our peers.



STAFFING PLAN

Moving Forward

In years past, the DNA of local governments has been fairly simple. Our “genetic instructions” have been to provide for the safety and welfare of our citizens through the spirit of democracy. But the Great Recession has forced us to look at the world in which we live in a different light. Simply providing services is no longer enough for our citizens. They have higher expectations of our elected officials, our staff and the services we provide. They want new and improved services, and they want them 24 hours a day, 7 days a week. Still, even though we cut our budgets and reduce our staffing levels, it is not enough for the 21st century citizen.

We must change who we are. We change our DNA.

We weren't named one of the best places to get ahead in the United States by Forbes magazine in 2008 because of our passive thinking. We want to be in the driver's seat on the road to the future. We're on the on-ramp now, but to really get moving, we need a little more horsepower. We need a 24th chromosome, an extra set of chromosomes called Innovations.

Our goal is to so engrain innovative thinking and doing in our organizational culture that it becomes part of our normal behavior, and not a forced practice. We want innovations to no longer be the by-product of difficult economic times, but a way of life for us, not a painkiller, but a daily vitamin we take to keep us healthy and strong.

We are not exactly sure how we do this, but we know it has to be done, and soon. Recent demographics tell us that five new people move to Stafford every day. These are five more people who need our services.

To meet this challenge we will create and train a team of top-notch employees to serve on the Stafford Innovations Team. In addition, we are proud to announce a case study partnership with the Innovations Group on our DNA transformation. For the next two years, we will be a case study on the Transformation of Innovation.

We believe the DNA of innovation is an essential ingredient of responsible accountable government.



POSITION SUMMARY GENERAL FUND

	FY 2010		FY 2011		FY 2012		'11 to '12	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7	0.0%	0.0%
Commissioner of the Revenue ⁽¹⁾	31	0	30	0	29	1	(3.3)%	100.0%
Commonwealth's Attorney	25	1	25	1	25	1	0.0%	0.0%
Cooperative Extension	0	4	0	4	0	4	0.0%	0.0%
County Administration ⁽²⁾	10	0	9	0	8	0	(11.1)%	0.0%
County Attorney	8	0	7	0	7	0	0.0%	0.0%
Courts ^{(3), (4), (5)}	23	2	23	2	20	0	(13.0)%	(100.0)%
Economic Development./Legislative Affairs ⁽⁶⁾	7	1	6	1	5	1	(16.7)%	0.0%
Finance and Budget ⁽⁷⁾	16	0	16	0	15	0	(6.3)%	0.0%
Human Resources ⁽⁸⁾	6	1	5	1	3	1	(40.0)%	0.0%
Human Services, Office of	2	0	2	0	2	0	0.0%	0.0%
Information Technology ⁽⁹⁾	20	2	19	2	18	2	(5.3)%	0.0%
Parks, Recreation & Community Facilities	57	119	57	119	57	119	0.0%	0.0%
Planning and Zoning ⁽¹⁰⁾	25	1	24	1	23	1	(4.2)%	0.0%
Public Works	41	0	40	0	40	0	0.0%	0.0%
Registrar & Electoral Board ⁽¹¹⁾	4	0	4	0	3	1	(25.0)%	100.0%
Social Services ⁽¹²⁾	57	6	57	6	55	6	(3.5)%	0.0%
Treasurer ⁽¹³⁾	19	1	18	2	17	3	(5.6)%	50.0%
Attrition ⁽¹⁴⁾	0	0	0	0	(3)	0	(300.0)%	0.0%
Sub-Total Non-Public Safety Departments	351	145	342	146	324	147	(5.3)%	0.7%
Fire and Rescue ⁽¹⁵⁾	110	0	110	0	109	0	(0.9)%	0.0%
Sheriff ⁽¹⁶⁾	187	17	224	17	229	18	2.2%	5.9%
Sub-Total Public Safety Departments	297	17	334	17	338	18	1.2%	5.9%
Fund Total Positions	648	162	676	163	662	165	(2.1)%	1.2%

- ⁽¹⁾ Eliminate one vacant full-time position convert to part-time
- ⁽²⁾ Transfer one full-time position to an existing vacant Utilities Fund position
- ⁽³⁾ Reduction in Force three full-time positions
- ⁽⁴⁾ Reduction in Force two part-time positions
- ⁽⁵⁾ Position Count does not include Circuit Court Judicial Assistants
- ⁽⁶⁾ Transfer one full-time position to the Grant Fund
- ⁽⁷⁾ Transfer one full-time position to the Capital Project Fund
- ⁽⁸⁾ Reduction in Force one full-time position and eliminate one vacant full-time position
- ⁽⁹⁾ Reduction in Force one full-time position
- ⁽¹⁰⁾ Eliminate one vacant full-time position
- ⁽¹¹⁾ Eliminate one vacant full-time position convert to part-time
- ⁽¹²⁾ Eliminate two vacant full-time positions
- ⁽¹³⁾ Reduction in Force one full-time position convert to part-time
- ⁽¹⁴⁾ Eliminate 3 vacancies through future attrition
- ⁽¹⁵⁾ Eliminate one vacant full-time position
- ⁽¹⁶⁾ Add five full-time positions to support Gang Task Force

(Details on staffing changes are highlighted within each Department section)



POSITION SUMMARY OTHER FUNDS

	FY 2010		FY 2011		FY 2012		'11 to '12	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Fund Total Positions - E-911 ⁽¹⁾	37	0	0	0	0	0	0.0%	0.0%
Victim Witness Recovery Act Program Grant	2	0	2	0	0	0	(100.0)%	0.0%
Grant Manager ⁽²⁾	0	0	0	0	1	0	100.0%	0.0%
SAFER Grant	0	0	0	0	7	0	700.0%	0.0%
Fund Total Positions - Grant Fund	2	0	2	0	8	0	300.0%	0.0%
Fund Total Positions - Capital Projects Fund ^{(3), (4)}	0	0	0	0	2	0	200.0%	0.0%
Fund Total Positions Utilities ⁽⁵⁾	141	7	141	2	139	1	(1.4)%	(50.0)%

⁽¹⁾ To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget has been combined with the Sheriff's Budget for FY2011 and FY2012

⁽²⁾ Transfer of position out of General Fund

⁽³⁾ Transfer of position out of General Fund

⁽⁴⁾ Add one full-time Parks Bond Construction Manager position

⁽⁵⁾ Two vacant full-time positions and 1 vacant part-time position eliminated

(Details on staffing changes are highlighted within each Department section)



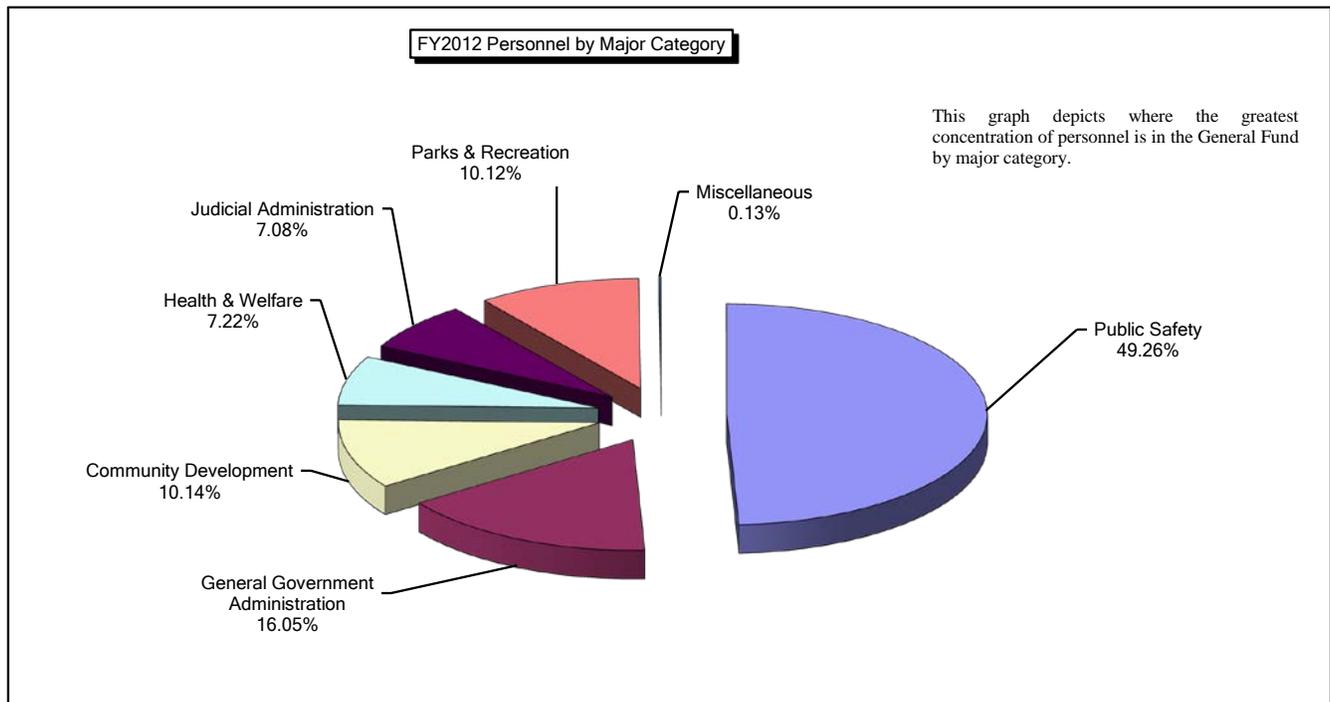
POSITION SUMMARY SCHOOL FUNDS

	FY 2010 Actual Full-Time Equivalent	FY 2011 Adopted Budget Full-Time Equivalent	FY 2012 Adopted Budget Full-Time Equivalent	Change '10 to '11 Full-Time Equivalent
Fund Total - School Operating & State Fiscal Stabilization Fund	3,427.96	3,452.47	3,440.07	(0.4)%
Fund Total - Grants	82.50	91.50	60.00	(34.4)%
Fund Total - School Construction	5.35	3.85	3.85	0.0%
Fund Total - School Nutrition Services	247.00	247.00	247.00	0.0%
Fund Total - School Health Insurance	2.50	2.50	2.50	0.0%
Fund Total - School Workers Compensation	1.00	1.00	1.00	0.0%
Fund Total - Fleet Services	29.00	28.50	28.50	0.0%
Grand Total All Funds	3,795.31	3,826.82	3,782.92	(1.1)%



GENERAL FUND PERSONNEL BY MAJOR CATEGORY

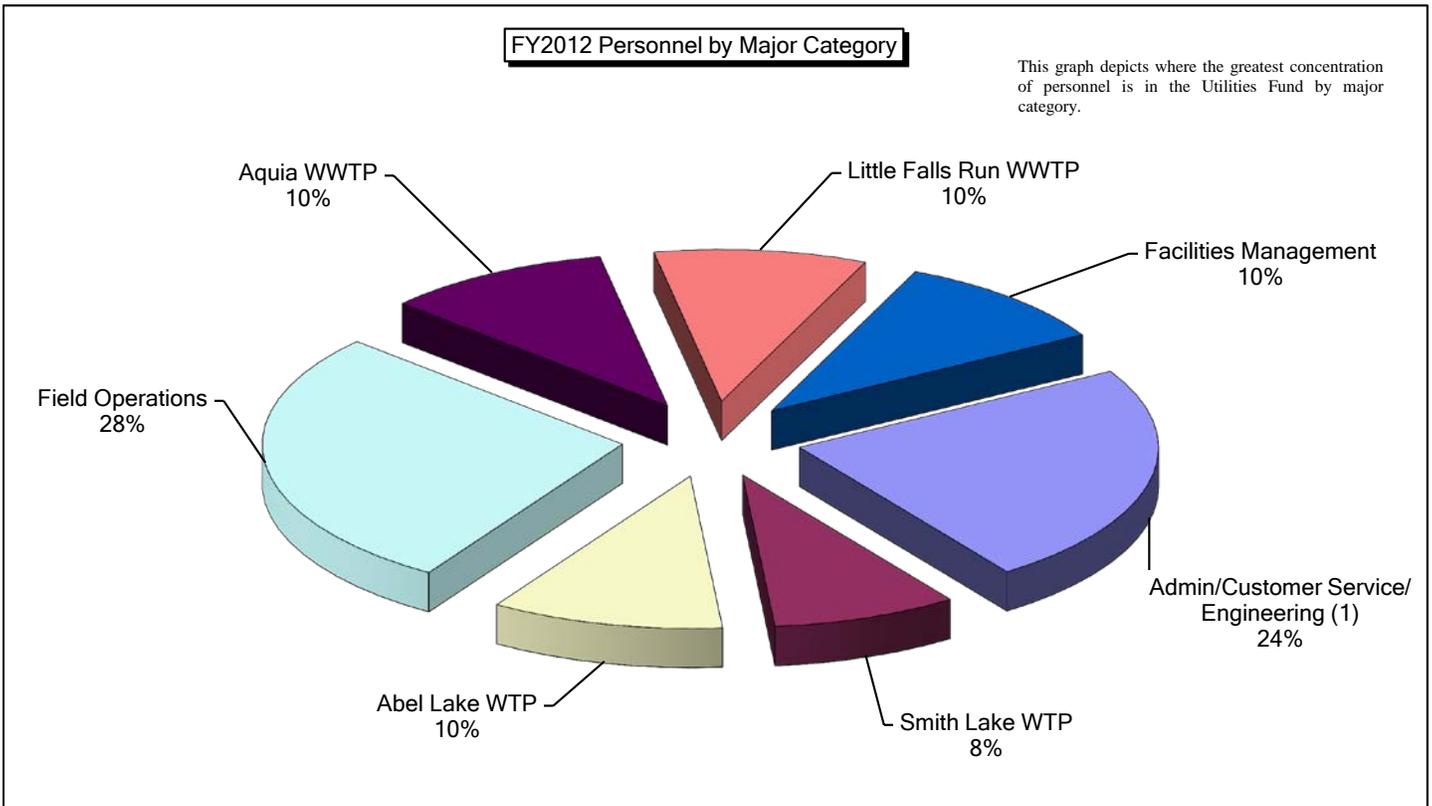
	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Public Safety	\$23,880,848	\$26,988,481	\$28,144,408	\$1,155,927	4.28%
General Government Administration	10,051,306	9,591,550	9,165,136	(426,414)	-4.45%
Community Development	5,776,920	5,829,490	5,793,220	(36,270)	-0.62%
Health & Welfare	3,897,528	4,145,765	4,124,667	(21,098)	-0.51%
Judicial Administration	4,159,973	4,190,225	4,046,144	(144,081)	-3.44%
Parks & Recreation	5,093,214	5,460,387	5,783,767	323,380	5.92%
Miscellaneous	97,401	60,000	77,000	17,000	100.00%
Total	\$52,957,190	\$56,265,898	\$57,134,342	\$868,444	1.54%





UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Admin/Customer Service/ Engineering (1)	\$2,574,417	\$2,454,128	\$2,463,345	\$9,217	0.38%
Smith Lake WTP	863,542	828,961	872,132	43,171	5.21%
Abel Lake WTP	1,103,166	1,094,455	1,091,726	(2,729)	-0.25%
Field Operations	3,015,157	3,009,802	2,904,153	(105,649)	-3.51%
Aquia WWTP	1,063,506	1,058,208	1,065,685	7,477	0.71%
Little Falls Run WWTP	978,496	989,115	1,000,473	11,358	1.15%
Facilities Management	1,086,845	1,067,019	1,057,283	(9,736)	-0.91%
Total Expenditures	\$10,685,129	\$10,501,688	\$10,454,797	(\$46,891)	-0.45%

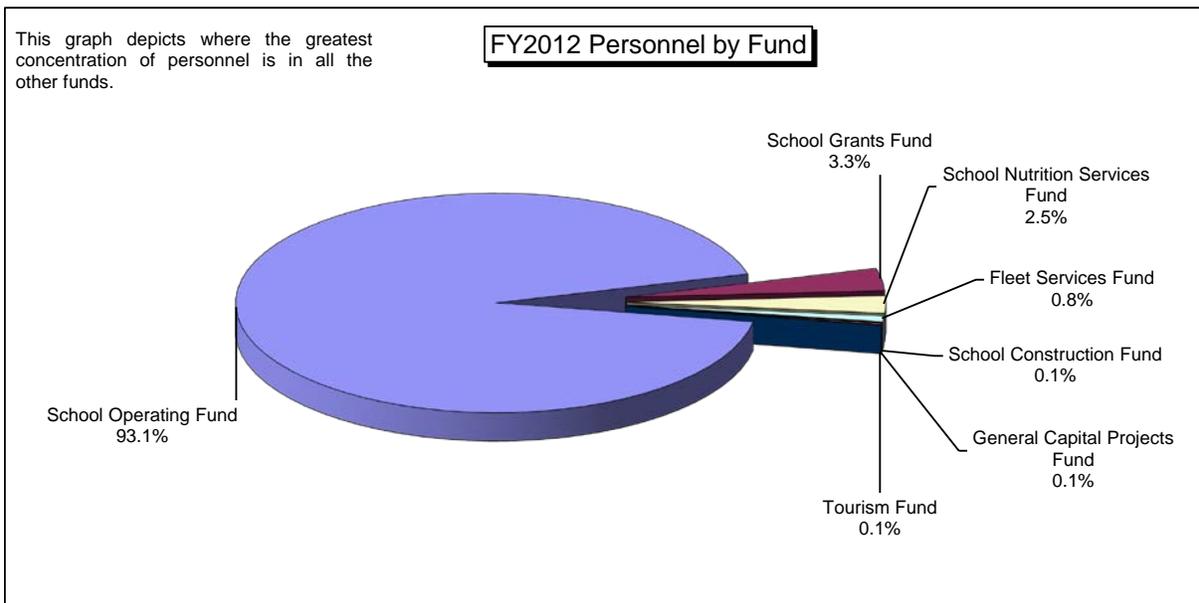


(1) Include funding for OPEB liability.



OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
School Operating Fund	\$194,437,742	\$187,645,965	\$202,833,885	15,187,920	8.09%
School Grants Fund	8,947,640	8,711,771	7,219,691	(1,492,080)	-17.13%
School Nutrition Services Fund	5,163,332	5,723,801	5,540,724	(183,077)	-3.20%
Fleet Services Fund	1,854,943	1,883,338	1,841,974	(41,364)	-2.20%
School Construction Fund	231,275	219,744	228,935	9,191	4.18%
General Capital Projects Fund	221,231	230,475	321,139	90,664	39.34%
Tourism Fund	166,974	170,979	169,950	(1,029)	-0.60%
State Fiscal Stabilization Fund (1)	2,725,166	14,330,732	0	(14,330,732)	-100.00%
E-911 Fund (2)	2,183,233	0	0	0	0.00%
School Health Insurance Fund	231,881	0	0	0	0.00%
School Workers Compensation Fund	71,648	0	0	0	0.00%
Transportation Fund (3)	169,952	0	0	0	0.00%
Total Expenditures	\$216,405,017	\$218,916,805	\$218,156,298	(\$760,507)	-0.35%



(1) The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.

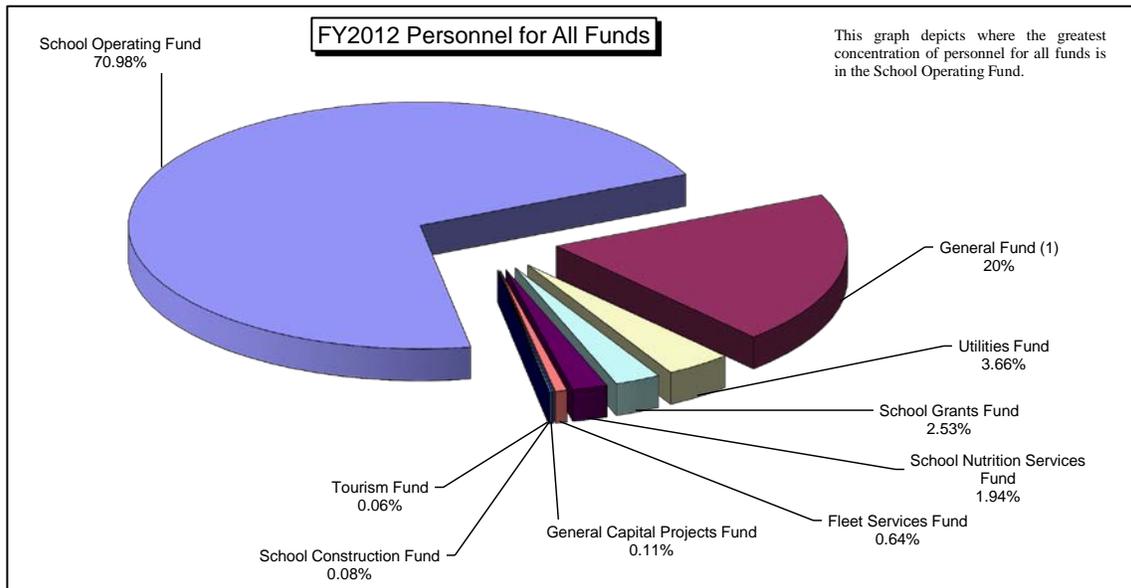
(2) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund 37 positions has been combined with the Sheriff's Budget for FY2011.

(3) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008



PERSONNEL FOR ALL FUNDS

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
School Operating Fund	\$194,437,742	\$187,645,965	\$202,833,885	\$15,187,920	8.09%
General Fund (1)	52,957,190	56,265,898	57,134,342	868,444	1.54%
State Fiscal Stabilization Fund (2)	2,725,166	14,330,732	0	(14,330,732)	100.00%
Utilities Fund	10,685,129	10,501,688	10,454,797	(46,891)	-0.45%
School Grants Fund	8,947,640	8,711,771	7,219,691	(1,492,080)	-17.13%
School Nutrition Services Fund	5,163,332	5,723,801	5,540,724	(183,077)	-3.20%
Fleet Services Fund	1,854,943	1,883,338	1,841,974	(41,364)	-2.20%
General Capital Projects Fund	221,231	230,475	321,139	90,664	100.00%
School Construction Fund	231,275	219,744	228,935	9,191	4.18%
Tourism Fund	166,974	170,979	169,950	(1,029)	-0.60%
E-911 Fund	2,183,233	0	0	0	0.00%
School Health Insurance Fund	231,881	0	0	0	0.00%
School Workers Compensation Fund	71,648	0	0	0	0.00%
Transportation Fund (3)	169,952	0	0	0	0.00%
Total	\$280,047,336	\$285,684,391	\$285,745,437	\$61,046	0.02%



(1) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund 37 positions has been combined with the Sheriff's Budget for FY2011.

(2) The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.

(3) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008



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
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.
Innovation Team	The team will review employee productivity and processes and develop ideas that will continually enhance services to our citizens in the most efficient and cost-effective manner.
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



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
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
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
OPEB - Other Post Employment Benefits Local Finance Board	2	Responsible for oversight of other post employment benefits (other than pensions) as defined in § 15.2-1545, and all fund accrued from the investment of any such funds on had at any time and not necessary for immediate payment of benefits invested by the Board.
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



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
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 promotes 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
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



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
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 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 CIP is an important component of the County's long range planning process. 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.

Capital Improvement projects are items for which the purchase, construction, renovation, expansion, or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Projects include, but are not limited to, expenditures for land, new structures, major repairs and renovations; maintenance of existing real property; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of \$500,000 or more. Like projects can be combined when appropriate to meet the cost criteria. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

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;
- 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.

This section includes an overview of the CIP program, a summary of all approved projects, and detailed sheets for projects approved for FY2012.



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.

Projected costs are determined using historical or current costs for similar projects based on engineering or architectural estimates when available. A 6.4% average annual escalation assumption is included for both general government and schools projects.

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, and following a public hearing, 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.

Project Approval

The CIP is adopted for planning purposes only. Approval of the CIP does not authorize issuance of debt or expenditure of funds.

Authority to proceed is granted by the Board on a project-by-project basis. For each individual project, the Board will be asked to take action which will:

1. approve the project,
2. approve the funding source, and
3. appropriate project budget.



CAPITAL IMPROVEMENTS PROGRAM FUNDING SOURCES

There are a number of different funding sources available for the various types of projects included in the Capital Improvements Program (CIP).

Bonds

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. (Stafford County voters approved a \$70 million road bond referendum in November 2008 and a \$29 million Parks & Recreation bond referendum in November 2009.)

Virginia Public School Authority (VPSA) funds can only be used to support the construction of school facilities. Similarly, Literary Fund allocations, when available, can be designated to projects for new school construction.

Master Lease

Master Lease financing represents another source of capital financing to acquire equipment, vehicles, and technology purchases that have useful lives ranging from three to ten years. Master lease financing is very flexible, allowing the County to finance projects with minimal transaction costs and on an “as needed” basis over the term of the master lease. Because of the short-term maturities of master lease financing, interest rates are typically lower than rates on long-term bonds.

Debt Limitations

The financial policies define the County’s maximum debt. As part of the efforts to improve the County’s bond rating, the Board amended its financial policies in July 2010 to lower debt limitations as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 2% of the general government budget. 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 IMPROVEMENTS PROGRAM FUNDING SOURCES

The County is in compliance with its current limits. The Adopted CIP was formulated with a 3.5% debt to assessed value and 10.5% debt service to budget. The Board plans to gradually reduce the ratios, so that the needs of the community can continue to be addressed. The lower limits will be fully in place by the FY2016-2021 CIP in compliance with the policy.

New debt requires the County operating budget to absorb the increased debt service and any operating costs associated with the capital project. Prior to the issuance of any new debt, consideration will be given to current economic and budgetary conditions.

Current Revenues

The Board's Principles of High Performance Financial Management state "An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects."

In keeping with the Board's intention to strengthen the County's financial position and enhance its bond rating, the Proposed FY12-17 CIP includes cash funded capital projects for all divisions. The School Board's Adopted budget includes some cash funding for infrastructure projects. County staff recommends that the Schools follow the same good financial practice, increasing cash funding to 1% of operating fund budget (including grant funds). This would amount to approximately \$2.5 million annually.

Other Revenue Sources

Other sources of revenue include State and Federal grants, private funds, transient occupancy taxes for tourism purposes, transportation service districts revenues, traffic impact fees and others. These funds are utilized to support a variety of projects.

State and federal government funding can support any project depending on its availability. Resources from the Potomac Rappahannock Transportation Commission (PRTC), 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.

WHAT'S NEW?

The FY 2012 - FY 2017 CIP builds on previously approved Capital Improvement Plans. Many of the projects in this CIP were included in earlier plans. A column, labeled "Prior Years" is included showing this continuity. This year's plan includes the following changes and updates:

County Government

Economic Development

The CIP includes several Economic Development Redevelopment projects that will advance the Redevelopment Plan and the Board's Ten Point Economic Development Plan. Staff is working to secure grant funding for these projects:

- Quantico Growth Management Committee's Priority US Hwy 1 project intended to correct flooding hazards and congestion due to Base Realignment and Closure (BRAC) efforts.
- Falmouth Safety and Parking improvements
- Nelms Circle traffic circulation improvements
- Widening and improvement of Telegraph Road (west) between Quantico and US Hwy 1
- Extension of Upton Lane in the Courthouse area
- Improvements to Butler Road between Colonial Avenue and Castle Rock Drive
- Commerce Parkway traffic circulation improvements

Public Works

- Funding for design of a new animal shelter is included in FY17.
- Purchase of new updated voting equipment.
- Cash is included in each year of the planning period to fund retrofit of stormwater facilities to comply with anticipated changes to pollution discharge limits related to Chesapeake Bay Act enforcement.

Illustrating that the CIP is an important component of the County's long range planning process, a box in the upper right hand portion of each project sheet shows its linkage to strategic initiatives of the Board of Supervisors.

Schools

- Fiber Optic projects
- Stafford High School replacement moved forward
- Stafford Career & Tech Center
- Replacement of Anne E Moncure and Ferry Farms Elementary Schools. These were previously designated for renovation.

The "Summary of all Projects tab includes a new schedule projecting bond funded projects which the County has identified as long-term community needs over a ten year planning period.



COUNTY OF STAFFORD, VIRGINIA
ADOPTED CAPITAL IMPROVEMENT PROGRAM
FY2012-2017

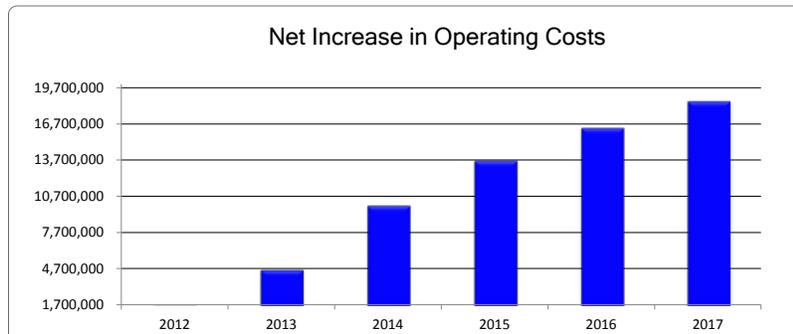
All Projects - All Funding Sources

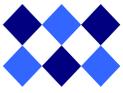
Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Total This Period	Later Years Funding	Total Project Cost
Economic Development - Redevelopment	530,000	1,455,000	5,393,000	13,044,000	8,844,000	8,850,000	11,502,000	49,088,000	0	49,618,000
Fire Rescue and Emergency Services	1,000,000	3,450,000	2,370,000	2,440,000	2,513,000	3,583,000	7,414,000	21,770,000	6,095,000	28,865,000
Information Technology	300,000	3,880,000	200,000	100,000	100,000	100,000	100,000	4,480,000	0	4,780,000
Parks, Recreation and Community Facilities	5,193,000	7,785,000	11,549,000	6,245,000	4,400,000	905,000	982,000	31,866,000	18,000,000	55,059,000
Public Works	667,000	4,389,000	1,939,000	1,457,000	2,129,000	2,643,000	4,882,000	17,439,000	25,852,000	43,958,000
Transportation*	13,126,000	7,179,000	8,160,000	33,575,000	35,740,000	12,350,000	5,765,000	102,769,000	29,405,000	145,300,000
Schools	5,071,000	36,245,000	33,015,000	30,573,000	28,392,000	14,628,000	16,545,000	159,398,000	46,000,000	210,469,000
Project Total	\$25,887,000	\$64,383,000	\$62,626,000	\$87,434,000	\$82,118,000	\$43,059,000	\$47,190,000	\$386,810,000	\$125,352,000	\$538,049,000

Funding Summary	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Total
County	\$7,925,000	\$16,281,000	\$10,580,000	\$7,955,000	\$8,362,000	\$8,120,000	\$59,223,000
Schools	29,431,429	31,860,000	27,159,000	26,952,000	13,788,000	15,125,000	144,315,429
Bond	\$37,356,429	\$48,141,000	\$37,739,000	\$34,907,000	\$22,150,000	\$23,245,000	\$203,538,429
Service District Supported GO Bonds	0	0	5,860,000	15,410,000	0	0	21,270,000
Master Lease	6,755,000	1,494,000	1,538,000	1,584,000	1,914,000	1,681,000	14,966,000
Other Funding Sources	10,520,000	8,600,000	32,960,000	25,490,000	11,756,000	12,743,000	102,069,000
Cash Funded (County)	2,308,000	3,236,000	3,088,000	3,287,000	3,564,000	3,751,000	19,234,000
Cash Funded (Schools)	6,813,571	1,155,000	3,414,000	1,440,000	840,000	1,420,000	15,082,571
	\$63,753,000	\$62,626,000	\$84,599,000	\$82,118,000	\$40,224,000	\$42,840,000	\$376,160,000

*Funding and timing of transportation bond projects are under review by the Board. Bond funding shown reflects affordability.

Operating Impacts Summary	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	239,000	795,000	1,118,000	1,202,000	1,238,000
Operating	20,000	574,000	1,275,000	1,388,000	1,135,000	1,198,000
Debt Service Bond (cumulative)	0	3,126,000	7,154,000	10,312,000	13,233,000	15,086,000
Debt Service Master Lease (cumulative)	0	604,000	802,000	1,006,000	964,000	1,218,000
Revenue/Savings	0	123,000	(47,000)	(163,000)	(171,000)	(179,000)
Total	\$20,000	\$4,666,000	\$9,979,000	\$13,661,000	\$16,363,000	\$18,561,000





COUNTY OF STAFFORD, VIRGINIA
 ADOPTED CAPITAL IMPROVEMENT PROGRAM
 FY2012-2017

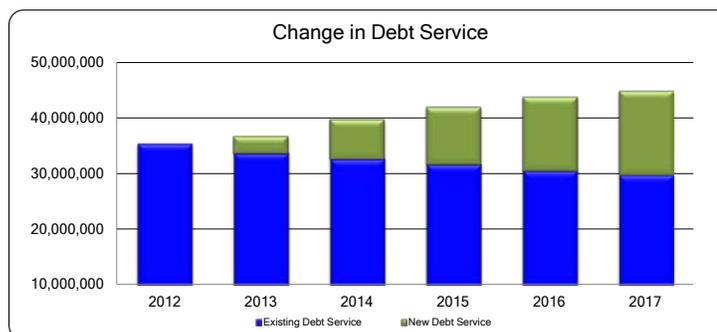
Bond Funded Projects

(Funding for these projects is subject to Board's Principles of High Performance Financial Management debt limitations)

Agency	Projects	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Total This Period
Fire & Rescue	Station 14	0	0	0	0	0	0	0
	Training Center	0	0	0	0	712,000	4,748,000	5,460,000
Parks, Recreation & Community Facilities	Land Acquisition	2,000,000	0	0	0	0	0	2,000,000
	Improvements to Existing Parks	0	0	0	2,000,000	0	0	2,000,000
	Chichester Park	3,000,000	3,091,000	0	0	0	0	6,091,000
	Curtis Park Pool	550,000	5,450,000	0	0	0	0	6,000,000
	Mcduff Green Park Phase 2	0	450,000	0	500,000	0	0	950,000
	Musselman Park	300,000	1,650,000	0	0	0	0	1,950,000
	Rectangular Fields with Land	655,000	0	5,345,000	0	0	0	6,000,000
	Bond Trails	0	0	0	1,000,000	0	0	1,000,000
	Future Bond Projects	0	0	0	0	0	0	0
Public Works	Animal Shelter	0	0	0	0	0	657,000	657,000
	Courthouse Addition	0	0	0	0	0	1,500,000	1,500,000
Transportation	Transportation Bonds	1,420,000	5,640,000	5,235,000	4,455,000	7,650,000	1,215,000	25,615,000
Subtotal County Projects		\$7,925,000	\$16,281,000	\$10,580,000	\$7,955,000	\$8,362,000	\$8,120,000	\$59,223,000
Schools	High School Rebuild	6,431,429	19,016,000	19,017,000	19,017,000	0	0	63,481,429
	Career And Technical Center	0	0	0	0	0	2,000,000	2,000,000
	Falmouth Elementary Renovation	4,494,000	0	0	0	0	0	4,494,000
	Fiber Optic	1,000,000	0	0	0	0	0	1,000,000
	Stafford Elementary Renovation	4,033,000	4,033,000	0	0	0	0	8,066,000
	Grafton Village Elementary Renovation	793,000	4,267,000	4,267,000	0	0	0	9,327,000
	Ann E. Moncure Elementary Rebuild	0	0	0	1,500,000	9,000,000	8,000,000	18,500,000
	Ferry Farm Elementary Rebuild	0	0	0	0	0	2,000,000	2,000,000
	Capital Maintenance	12,680,000	4,544,000	3,875,000	6,435,000	4,788,000	3,125,000	35,447,000
Subtotal Schools Projects		\$29,431,429	\$31,860,000	\$27,159,000	\$26,952,000	\$13,788,000	\$15,125,000	\$144,315,429
Total All Projects		\$37,356,429	\$48,141,000	\$37,739,000	\$34,907,000	\$22,150,000	\$23,245,000	\$203,538,429

Bond Funded Summary (master lease not included)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Total
County	\$7,925,000	\$16,281,000	\$10,580,000	\$7,955,000	\$8,362,000	\$8,120,000	\$59,223,000
Schools	29,431,429	31,860,000	27,159,000	26,952,000	13,788,000	15,125,000	144,315,429
Total Borrowes	\$37,356,429	\$48,141,000	\$37,739,000	\$34,907,000	\$22,150,000	\$23,245,000	\$203,538,429
Availability Limit	60,370,000	31,955,000	32,000,000	34,904,000	31,537,000	12,999,000	203,765,000
Annual (Deficit)/Surplus	23,013,571	(16,186,000)	(5,739,000)	(3,000)	9,387,000	(10,246,000)	226,571
Cumulative (Deficit)/Surplus	23,013,571	6,827,571	1,088,571	1,085,571	10,472,571	226,571	

Debt Service	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Existing Debt Service	\$35,447,000	\$33,738,000	\$32,721,000	\$31,767,000	\$30,639,000	\$29,864,000
New Debt Service	0	3,126,000	7,154,000	10,312,000	13,233,000	15,086,000
Total Debt	\$35,447,000	\$36,864,000	\$39,875,000	\$42,079,000	\$43,872,000	\$44,950,000





BOND-FUNDED PROJECTS -

This schedule illustrates the bond-funded capital projects submitted by General Government provides an opportunity to identify long-term community needs within the and schools with projected timing spread over a ten year planning period.

Projects	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
County Projects						
Fire & Rescue Station 14					712,000	4,748,000
Fire & Rescue Training Center						
Parks Bond Projects	6,505,000	10,641,000	5,345,000	3,500,000		
Future Parks Bond Projects						
Animal Shelter						657,000
Courthouse Addition						1,500,000
Transportation Bond Projects	1,420,000	5,640,000	5,235,000	4,455,000	7,650,000	1,215,000
Subtotal County Projects	7,925,000	16,281,000	10,580,000	7,955,000	8,362,000	8,120,000
School Projects						
High School	6,431,429	19,016,000	19,017,000	19,017,000		
CTE						2,000,000
FES	4,494,000					
Fiber Optic	1,000,000					
SES	4,033,000	4,033,000				
GVES	793,000	4,267,000	4,267,000			
Moncure				1,500,000	9,000,000	8,000,000
Ferry Farm						2,000,000
Capital maintenance	12,680,000	4,544,000	3,875,000	6,435,000	4,788,000	3,125,000
Subtotal School Projects	29,431,429	31,860,000	27,159,000	26,952,000	13,788,000	15,125,000
Total all Projects	\$37,356,429	\$48,141,000	\$37,739,000	\$34,907,000	\$22,150,000	\$23,245,000
<i>Affordability</i>	60,370,000	31,955,000	32,000,000	34,904,000	31,537,000	12,999,000
<i>Cumulative</i>	23,013,571	6,827,571	1,088,571	1,085,571	10,472,571	226,571
Debt Service County		663,159	2,025,542	2,910,869	3,576,538	4,276,265
Debt Service Schools		2,462,802	5,128,826	7,401,473	9,656,798	10,810,569
		3,125,961	7,154,368	10,312,342	13,233,336	15,086,833

EXPANDED PLANNING PERIOD

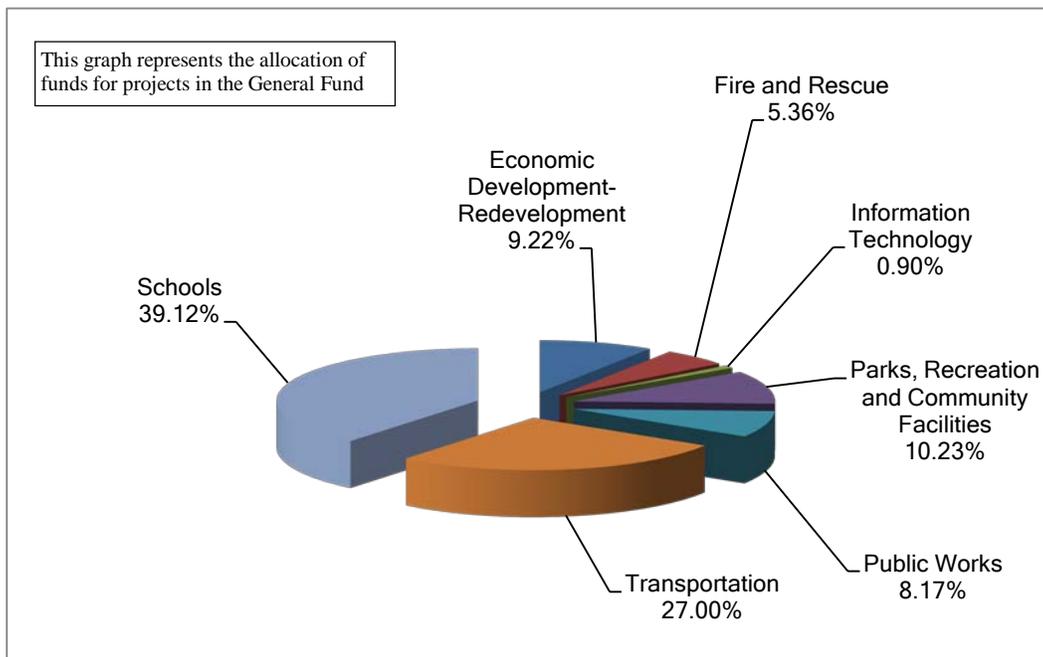
It provides an opportunity to identify long-term community needs within the constraints of affordability.

Projects	FY2018	FY2019	FY2020	FY2021	Total
County Projects					
Fire & Rescue Station 14					5,460,000
Fire & Rescue Training Center	641,000	5,454,000			6,095,000
Parks Bond Projects					25,991,000
Future Parks Bond Projects	3,000,000	5,000,000	5,000,000	5,000,000	18,000,000
Animal Shelter	4,500,000				5,157,000
Courthouse Addition		10,500,000	10,852,000		22,852,000
Transportation Bond Projects	3,000,000	5,000,000	7,000,000	7,000,000	47,615,000
Subtotal County Projects	11,141,000	25,954,000	22,852,000	12,000,000	131,170,000
School Projects					
High School					63,481,429
CTE	14,000,000	15,000,000			31,000,000
FES					4,494,000
Fiber Optic					1,000,000
SES					8,066,000
GVES					9,327,000
Moncure					18,500,000
Ferry Farm	9,000,000	8,000,000			19,000,000
Capital maintenance	7,000,000	7,000,000	7,000,000	7,000,000	63,447,000
Subtotal School Projects	30,000,000	30,000,000	7,000,000	7,000,000	218,315,429
Total all Projects	\$41,141,000	\$55,954,000	\$29,852,000	\$19,000,000	\$349,485,429
	44,847,000	70,716,000	53,030,000	44,387,000	
	3,932,571	18,694,571	41,872,571	67,259,571	
	4,955,741	5,888,012	8,059,826	9,972,066	
	12,076,218	14,586,598	17,096,978	17,682,734	
	17,031,959	20,474,611	25,156,804	27,654,799	



CAPITAL IMPROVEMENT PROGRAM PROJECT ALLOCATION CHART

The FY 2012 - FY 2017 Adopted General Fund Capital Improvement Program totals \$376.2 million, and includes projects for General Government, Schools, and Transportation. Transportation projects are those included in the Bond Referendum approved by County residents on November 4, 2008. Parks, Recreation and Community Facilities projects include those approved in the Bond Referendum approved on November 3, 2009.



ECONOMIC DEVELOPMENT

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Quantico Growth Management Committee's Priority US Hwy 1	\$445,000	\$955,000	\$3,458,000	\$11,220,000	\$7,762,000	\$7,762,000	\$11,502,000	\$0	43,104,000
Falmouth Safety and Parking Improvements	85,000	100,000	408,000	408,000	0	0	0	0	1,001,000
Sebring Circle	0	200,000	242,000	793,000	962,000	0	0	0	2,197,000
Telegraph Road West	0	100,000	344,000	623,000	0	0	0	0	1,067,000
Upton Lane	0	100,000	941,000	0	0	0	0	0	1,041,000
Butler Road	0	0	0	0	120,000	1,088,000	0	0	1,208,000
Total	\$530,000	\$1,455,000	\$5,393,000	\$13,044,000	\$8,844,000	\$8,850,000	\$11,502,000	\$0	\$49,618,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

QUANTICO GROWTH MGT. COMMITTEE'S PRIORITY US HWY 1

Total Project Cost: \$43,104,000

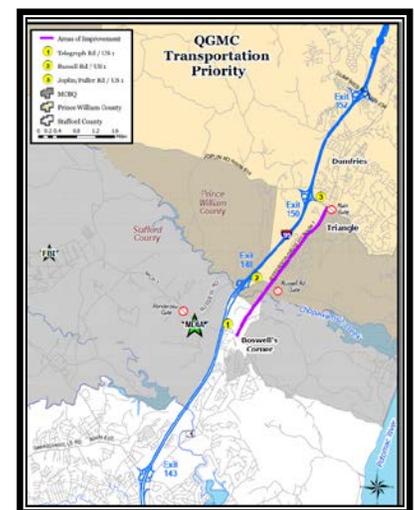
Est. Opening Date: FY2018

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in Boswell's Corner to widen and improve U.S. Hwy 1 to correct flooding hazards and mitigate congestion associated with Base Realignment and Closure (BRAC) redeployments. This project will improve the level-of-service along U.S. Hwy 1 by adding two additional traffic lanes and enhancing safety in the corridor by providing pedestrian and transit facilities. This initial phase is a joint project recommended by the Quantico Growth Management Committee for Stafford and Prince William Counties. The limits of this joint project are Joplin Rd to the north and Telegraph Rd to the south. Stafford County is the fiscal agent for this initial phase which is funded by an \$800,000 (\$400,000 is Stafford's share) grant from the Department of Defense, Office of Economic Adjustment, and matched by \$45,000 from Stafford County and \$45,000 from Prince William County. This initial phase will prepare 30% engineering documents, part of the overall preliminary engineering phase of the construction project. This project is recommended by the Boswell's Corner Redevelopment Plan and it is consistent with the 2005 County Transportation Plan and the 2008 VNDIA Multimodal Study.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. VDOT is responsible for roadway operations and maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	445,000	955,000	0	0	0	0	0
Property Acquisition	0	0	3,458,000	3,458,000	0	0	0
Construction / Project	0	0	0	7,762,000	7,762,000	7,762,000	7,762,000
Contingency	0	0	0	0	0	0	3,740,000
Other	0	0	0	0	0	0	0
Total	\$445,000	\$955,000	\$3,458,000	\$11,220,000	\$7,762,000	\$7,762,000	\$11,502,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	45,000	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Grants	400,000	955,000	3,458,000	11,220,000	7,762,000	7,762,000	11,502,000
Total	\$445,000	\$955,000	\$3,458,000	\$11,220,000	\$7,762,000	\$7,762,000	\$11,502,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

FALMOUTH SAFETY & PARKING IMPROVEMENTS

Total Project Cost: \$1,001,000

Est. Opening Date: FY2015

Lead Agency: Redevelopment

PROGRAM DESCRIPTION

Redevelopment project in Falmouth to improve safety by constructing public parking lots on three County-owned properties, by constructing new sidewalks on Gordon, King and West Cambridge Streets and by constructing a pedestrian overlook at the fall line of the Rappahannock River at the foot of West Cambridge Street. The pedestrian overlook will provide visitors with a visualization of why Falmouth was located where it is located. This project is recommended by the Falmouth Redevelopment Plan. It is consistent with the 2002 Falmouth Plan.



OPERATING IMPACT SUMMARY

All construction projects will take place on County-owned and maintained properties, or within existing VDOT right-of-way, no additional operating impacts are anticipated at this time. Staff is working to secure grant funding for this entire project.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	85,000	100,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	408,000	408,000	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$85,000	\$100,000	\$408,000	\$408,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	85,000	100,000	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Grants	0	0	408,000	408,000	0	0	0
Total	\$85,000	\$100,000	\$408,000	\$408,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service		0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

SEBRING CIRCLE

Total Project Cost: \$2,197,000

Est. Opening Date: FY2016

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Southern Gateway to improve home-to-market traffic circulation between commercial properties along U.S. Hwy 17 and adjacent residential communities. This is the first of several roadway improvements recommended by the Southern Gateway Redevelopment Plan to improve access throughout the redevelopment area by establishing alternate routes via a grid-based system of local streets and interparcel connections. Wherever possible, these connections will be made by extending existing streets in order to minimize disruptions to established neighborhoods and communities. This project is recommended by the Southern Gateway Redevelopment Plan. Since this project involves a local street, it falls outside the scope of the 2005 County Transportation Plan.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	200,000	0	0	0	0	0
Property Acquisition	0	0	242,000	0	0	0	0
Construction / Project	0	0	0	793,000	793,000	0	0
Contingency	0	0	0	0	169,000	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$242,000	\$793,000	\$962,000	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Service District	0	200,000	242,000	793,000	962,000	0	0
Total	\$0	\$200,000	\$242,000	\$793,000	\$962,000	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

TELEGRAPH ROAD WEST

Total Project Cost: \$1,067,000

Est. Opening Date: FY2015

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in Boswell's Corner will widen and improve Telegraph Road between MCB Quantico and U.S. Hwy 1 to bring the road up to minimum VDOT standards in order to mitigate congestion associated with Base Realignment and Closure (BRAC) Commission redeployments. This project is part of a larger project to (1) widen and improve U.S. Hwy 1 between Joplin Road in Prince William County and Telegraph Road in Stafford County, and (2) improvement of the intersection of U.S. Hwy 1 and Telegraph Road. These related projects are detailed elsewhere in this CIP. This project will improve the level-of-service along Telegraph Road and enhance safety by providing pedestrian and transit facilities. This project is recommended by the Boswell's Corner Redevelopment Plan and it is consistent with the 2005 County Transportation Plan and the 2008 VNDIA Multimodal Study.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. VDOT is responsible for roadway operations and maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	100,000	0	0	0	0	0
Property Acquisition	0	0	344,000	0	0	0	0
Construction / Project	0	0	0	566,000	0	0	0
Contingency	0	0	0	57,000	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$344,000	\$623,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Service District	0	100,000	344,000	623,000	0	0	0
Total	\$0	\$100,000	\$344,000	\$623,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

UPTON LANE

Total Project Cost: \$1,041,000

Est. Opening Date: FY2014

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Courthouse Redevelopment Area to improve safety and circulation by extending Upton Lane from U.S. Hwy 1 easterly to Stafford Avenue and by extending Upton Lane from U.S. Hwy 1 westerly through the County Administration parking lots and connecting to the existing access road to Courthouse Road. This project is recommended by the Courthouse Area Redevelopment Plan. Since it is a local street, it falls outside the scope of the 2005 County Transportation Plan. Construction will primarily take place on property owned by the County and County Schools. Only minimal acquisition of privately owned property is anticipated. This project will provide additional capacity to the traffic network associated with the substandard intersection of U.S. Hwy 1 and Courthouse Road. Construction of this project should be coordinated with the design of the new Courthouse Annex building adjacent to the County Administration Building.



OPERATING IMPACT SUMMARY

Upon completion, the road would be turned over to VDOT for operation and maintenance. Staff is working to secure grant funding for this entire project.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	100,000	0	0	0	0	0
Property Acquisition	0	0	121,000	0	0	0	0
Construction / Project	0	0	745,000	0	0	0	0
Contingency	0	0	75,000	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$941,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Service District	0	100,000	941,000	0	0	0	0
Total	\$0	\$100,000	\$941,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

FIRE RESCUE AND EMERGENCY SERVICES SUMMARY

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Replacement Apparatus	0	3,450,000	2,370,000	2,440,000	2,513,000	2,871,000	2,666,000	0	16,310,000
Training Center	0	0	0	0	0	0	0	6,095,000	6,095,000
Fire & Rescue Station 14	1,000,000	0	0	0	0	712,000	4,748,000	0	6,460,000
Total	\$1,000,000	\$3,450,000	\$2,370,000	\$2,440,000	\$2,513,000	\$3,583,000	\$7,414,000	\$6,095,000	\$28,865,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	60,000
Debt Service Master Lease	0	352,000	550,000	754,000	964,000	1,218,000
Revenue	0	0	0	0	0	0
Total	\$0	\$352,000	\$550,000	\$754,000	\$964,000	\$1,278,000

REPLACEMENT APPARATUS

Total Project Cost: \$16,310,000

Est. Opening Date: N/A

Links to Board's Strategic Initiatives

- Supports the Principles of High Performance Financial Management
- Response time improvement

PROGRAM DESCRIPTION

Scheduled replacement due to age and/or engine mileage hour indication will ensure the viability of the fire and rescue fleet. This program fixes the yearly replacement costs for apparatus. Apparatus that need replacement on a scheduled basis include engines, ladders, heavy rescue apparatus, tankers, Fire/Rescue boats and ambulances. This program will ensure yearly replacement based on need and will avoid the development of a situation in which equipment would need immediate replacement in the same year. Typical service life is 15 years for boats and tankers; 10 years for engines, ladders, heavy rescues, and pumper/tankers; and five years for ambulances. This plan replaces only primary apparatus and supports fleet reduction by not replacing duplicate apparatus.

OPERATING IMPACT SUMMARY

There will be additional debt service for equipment purchased using the Master Lease. There will be no additional costs for the operating of the replacement equipment.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Ambulance		800,000	876,000	902,000	929,000	957,000	985,000
Engines		500,000	515,000	530,000	546,000	563,000	580,000
Heavy Rescue		1,200,000	0	0	0	1,351,000	0
Ladder Trucks		950,000	979,000	1,008,000	1,038,000	0	1,101,000
Total	\$0	\$3,450,000	\$2,370,000	\$2,440,000	\$2,513,000	\$2,871,000	\$2,666,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	800,000	876,000	902,000	929,000	957,000	985,000
Bonds	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Master Lease	0	2,650,000	1,494,000	1,538,000	1,584,000	1,914,000	1,681,000
Total	\$0	\$3,450,000	\$2,370,000	\$2,440,000	\$2,513,000	\$2,871,000	\$2,666,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service Master Lease	0	352,000	550,000	754,000	964,000	1,218,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$352,000	\$550,000	\$754,000	\$964,000	\$1,218,000



INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Land Information System	\$0	\$680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$680,000
Computer Aided Dispatch	300,000	2,900,000	0	0	0	0	0	0	3,200,000
IT Infrastructure	0	300,000	200,000	100,000	100,000	100,000	100,000	0	900,000
Total	\$300,000	\$3,880,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$4,780,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	284,000	292,000	301,000	310,000	319,000
Debt Service	0	0	0	0	0	0
Debt Service Master Lease	0	637,000	637,000	637,000	385,000	385,000
Revenue	0	0	0	0	0	0
Total	\$0	\$921,000	\$929,000	\$938,000	\$695,000	\$704,000

LAND INFORMATION SYSTEM

Total Project Cost: \$680,000

**Est. Opening
Date:** 2012

- Information Technology Strategic Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

The Land Information system is the County's core application for planning, zoning, transportation, securities, building permits, building inspections, code enforcement, utilities infrastructure, utilities work orders, utilities inspections, parks and recreation facilities management, citizens assistance call logging and fire inspections. The County's technology assessment that was done in the development of the Strategic Technology Plan recommended updating this software from a client server technology to a current web browser technology. Standardizing the operating environment to current technology will make maintenance and support considerably more efficient and minimizes the number of problems with the operational environment. The upgrade will also provide a better integration of information between departments.

OPERATING IMPACT SUMMARY

There is a minimal increase in operating costs beginning in FY13 for annual software maintenance. 20% of the project cost will be provided by the Department of Utilities. Staff is exploring the possibility of implementing a technology fee to offset the cost. The fee would be applied during the permitting process.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	30,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	650,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	650,000	0	0	0	0	0
Total	\$0	\$680,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Master Lease	0	680,000	0	0	0	0	0
Total	\$0	\$680,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	6,000	6,000	6,000	6,000	6,000
Debt Service Master Lease	0	252,000	252,000	252,000		0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$258,000	\$258,000	\$258,000	\$6,000	\$6,000

COMPUTER AIDED DISPATCH

Total Project Cost: \$3,200,000

Est. Opening Date: 2013

Links to Board's Strategic Initiatives

- Information Technology Strategic Plan
- Response time improvement

PROGRAM DESCRIPTION

The Computer Aided Dispatch project replaces a system that operates utilizing 20 year old technology with limited functionality. This outdated technology creates a challenging and time consuming situation for public safety staff who work relentlessly to circumvent a system that no longer performs adequately. The current system requires extensive training before a new dispatcher is efficient enough to skillfully dispatch calls and provides considerable less information to responders than what is accessible with newer up to date systems. For example, the current system only recommends one type of unit. The system will not allow and/or recommend dispatching two units such as a medic unit and/or a paramedic engine which is an extreme limitation for fire and rescue calls. In order to provide citizens with a superlative response when they call 911 it is essential that the County's emergency communication staff and responders be equipped with more current technology. A new system will be integrated in real-time with GIS and able to pass data to state and federal systems and provide efficient access by mobile computers to public safety personnel in the field.



OPERATING IMPACT SUMMARY

Operating impacts include annual software maintenance and hardware maintenance beginning in FY 13.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	300,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Equipment/Software	0	2,900,000	0	0	0	0	0
Total	\$300,000	\$2,900,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Master Lease	0	2,900,000	0	0	0	0	0
Grants	300,000	0	0	0	0	0	0
Total	\$300,000	\$2,900,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	278,000	286,000	295,000	304,000	313,000
Debt Service Master Lease	0	385,000	385,000	385,000	385,000	385,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$663,000	\$671,000	\$680,000	\$689,000	\$698,000

INFORMATION TECHNOLOGY INFRASTRUCTURE

Total Project Cost: \$900,000

Est. Opening Date: 0

Links to Board's Strategic Initiatives

- Information Technology Strategic Plan
- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Information Technology infrastructure should be upgraded as appropriate to maintain reliable service levels. Standardizing the operating environment with current versions of systems software and hardware and implementing new technology will reduce cost, improve efficiency, make maintenance and support considerably more efficient and minimize the number of problems with the operational environment.

OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Servers and Network	0	100,000	100,000	100,000	100,000	100,000	100,000
Storage Area Network (SAN)	0	100,000	0	0	0	0	0
VM Cluster for PSB	0	100,000	100,000	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	300,000	200,000	100,000	100,000	100,000	100,000
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

FY2012 Projects	Project Amount
Servers and Network	\$100,000
Storage Area Network (SAN)	100,000
Virtual Machine Cluster for Public Safety building	<u>100,000</u>
FY2012 Total	<u>\$300,000</u>
FY2013 Projects	
Servers	\$100,000
Virtual Machine Cluster for Public Safety building	<u>100,000</u>
	\$200,000
FY2014 Projects	
Servers	<u>\$100,000</u>
FY2014 Total	\$100,000
FY2015 Projects	
Servers	<u>\$100,000</u>
FY2015 Total	\$100,000
FY2016 Projects	
Servers	<u>\$100,000</u>
FY2016 Total	\$100,000
FY2017 Projects	
Servers	<u>\$100,000</u>
FY2017 Total	<u>\$100,000</u>
Total FY2012 thru FY2017	<u><u>\$900,000</u></u>





PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

2009 Bond Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Bond Funding	Total Project Cost
Land Acquisition	0	2,000,000	0	0	0	0	0	0	2,000,000	2,000,000
Improvements to Existing Parks	0	0	0	0	2,000,000	0	0	0	2,000,000	2,000,000
Chichester Park*	947,000	3,000,000	3,091,000	0	0	0	0	0	6,700,000	7,038,000
Curtis Park Pool*	6,000	550,000	5,450,000	0	0	0	0	0	6,000,000	6,006,000
Mcduff Green Park Phase 2	50,000	0	450,000	0	500,000	0	0	0	1,000,000	1,000,000
Musselman Park*	1,237,000	300,000	1,650,000	0	0	0	0	0	2,000,000	3,187,000
Rectangular Fields with Land	2,300,000	655,000	0	5,345,000	0	0	0	0	8,300,000	8,300,000
Bond Trails	0	0	0	0	1,000,000	0	0	0	1,000,000	1,000,000
Total	\$4,540,000	\$6,505,000	\$10,641,000	\$5,345,000	\$3,500,000	\$0	\$0	\$0	\$29,000,000	\$30,531,000

*Prior Funding includes \$1.5 million of the 2001 Bonds.

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Bond Funding	Total Project Cost
Park Bond Interest	653,000	580,000	0	0	0	0	0	0	0	1,233,000
Future Parks Projects	0	0	0	0	0	0	0	18,000,000	0	18,000,000
Infrastructure	0	700,000	908,000	900,000	900,000	905,000	982,000	0	0	5,295,000
Total	653,000	1,280,000	908,000	900,000	900,000	905,000	982,000	18,000,000	0	24,528,000
Total all Projects	5,193,000	7,785,000	11,549,000	6,245,000	4,400,000	905,000	982,000	18,000,000	29,000,000	55,059,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	239,000	795,000	1,118,000	1,202,000	1,238,000
Operating	4,000	436,000	1,149,000	1,203,000	888,000	885,000
Debt Service	0	544,000	1,435,000	1,882,000	2,175,000	2,175,000
Revenue	0	0	(170,000)	(286,000)	(294,000)	(302,000)
Total	\$4,000	\$1,219,000	\$3,209,000	\$3,917,000	\$3,971,000	\$3,996,000

LAND ACQUISITION

Total Project Cost: \$2,000,000

Est. Opening Date: FY2012

[Links to Board's Strategic Initiatives](#)

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

Purchase of land yet to be identified for construction of park facilities. To assist with meeting the needs of the citizens for park lands.

OPERATING IMPACT SUMMARY

No operating impacts associated with the purchase of the land.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	2,000,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	2,000,000	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	167,000	167,000	167,000	167,000	167,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$167,000	\$167,000	\$167,000	\$167,000	\$167,000

CHICHESTER PARK

Total Project Cost: \$7,038,000

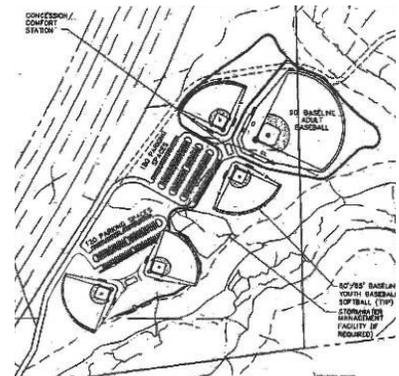
Est. Opening Date: FY2014

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Chichester Park project involves development of 37 acres of property adjacent to Stafford High School for future park development to include a 5 field cluster of lighted, irrigated baseball/softball fields. The recommended phase 1 would include the planning phase, 3-4 lighted baseball fields, scorers' facilities, parking adequate to hold tournaments, a maintenance facility with a large equipment storage area and meeting space and playground and picnic shelter(s). Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department, Stafford Baseball League and other groups, additional park space for active recreation is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.



OPERATING IMPACT SUMMARY

Annual operating impact to begin in FY13 includes 4 additional FT and 2 PT park maintenance worker staff positions. One time start up costs total for field maintenance equipment and 2 vehicles. Operating costs for field maintenance and utilities would be partially offset by anticipated indirect revenues.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	947,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	3,000,000	2,810,000	0	0	0	0
Contingency	0	0	281,000	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$947,000	\$3,000,000	\$3,091,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	947,000	3,000,000	3,091,000	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$947,000	\$3,000,000	\$3,091,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	239,000	246,000	254,000	261,000	269,000
Operating	0	398,000	41,000	42,000	43,000	44,000
Debt Service	0	251,000	510,000	510,000	510,000	510,000
Revenue/Savings	0	0	(31,000)	(32,000)	(33,000)	(34,000)
Total	\$0	\$888,000	\$766,000	\$774,000	\$781,000	\$789,000

CURTIS PARK POOL

Total Project Cost: \$6,006,000

Est. Opening Date: FY2014

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

This project involves demolishing the existing pool and bath house and constructing a new covered 25 yard X 50 meter pool, constructing a new bath house, with adequate staff facilities and locker rooms, and providing improved accessibility. The pool facilities at Curtis Memorial Park were constructed in 1976 and have been deteriorating rapidly over the recent years. Issues such as water leaks in the system with the Baby Pool, breaking apart of concrete at the main pool area and outdated restroom facilities have arisen. The entire facility is reaching the end of its useful life. The pool and bath house area needs total renovation as part of this project. Additional indoor pool space is needed to satisfy the demands for department programs, leisure swimming, and competitive swimming. Enclosing a reconstructed pool can satisfy the demands for indoor water. Existing parking can be reused with improvements to accessibility. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.



OPERATING IMPACT SUMMARY

Estimated annual operating impact beginning in FY14 includes 1 additional FT Recreation Programmer, 21 PT aquatics staff positions, and 1 FT park maintenance worker position. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	6,000	550,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	4,954,000	0	0	0	0
Contingency	0	0	496,000	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$6,000	\$550,000	\$5,450,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	6,000	0	0	0	0	0	0
Bonds	0	550,000	5,450,000	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$6,000	\$550,000	\$5,450,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	426,000	438,000	451,000	465,000
Operating	0	0	800,000	605,000	623,000	642,000
Debt Service	0	46,000	502,000	502,000	502,000	502,000
Revenue/Savings	0	0	(136,000)	(140,000)	(144,000)	(148,000)
Total	\$0	\$46,000	\$1,592,000	\$1,405,000	\$1,432,000	\$1,461,000

MUSSELMAN PARK

Total Project Cost: \$3,187,000

Est. Opening Date: FY2014

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

This project plans the long range use of the 42 acres of property located off Truslow Road. The plan will identify the scope of phase 1 development which may include the provision of one grass baseball field and one grass rectangular field, both lighted, a restroom building, picnic shelter, playground, trails, and parking. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department additional park space for active recreation is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.

OPERATING IMPACT SUMMARY

Annual operating impact will begin in FY14 and includes 2 additional FT and 1 PT park maintenance worker staff positions and one time start up costs for additional equipment to maintain the property. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of a proposed picnic shelter.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	50,000	300,000	0	0	0	0	0
Property Acquisition	1,187,000	0	0	0	0	0	0
Construction / Project	0	0	1,650,000	0	0	0	0
Contingency		0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$1,237,000	\$300,000	\$1,650,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	1,237,000	300,000	1,650,000	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$1,237,000	\$300,000	\$1,650,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	123,000	127,000	131,000	134,000
Operating	0	0	229,000	32,000	33,000	34,000
Debt Service	0	25,000	163,000	163,000	163,000	163,000
Revenue/Savings	0	0	1,000	1,000	1,000	1,000
Total	\$0	\$25,000	\$516,000	\$323,000	\$328,000	\$332,000

RECTANGULAR ATHLETIC FIELD COMPLEX

Total Project Cost: \$8,300,000

Est. Opening Date: FY2015

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

This project when completed will be a 10-15 field rectangular field complex constructed on land to be acquired in the central part of the County. The fields will be lighted and irrigated and some may be synthetic turf. A maintenance facility, playground(s), restrooms, picnic shelter(s), and concession are envisioned. Parking adequate for tournaments will be provided. This project plans the long range use of the property and will identify what phase 1 development will be. Land acquisition is included in the project. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department, Stafford Area Soccer Association, Virginia American Youth Football Alliance, Stafford Lacrosse Association, and other groups, additional park space for active recreation and rectangular fields is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.



OPERATING IMPACT SUMMARY

The annual operating impact will begin in FY15 and includes 4 additional FT and 3 PT park maintenance worker positions. One time start up costs for additional equipment to maintain the property and 2 vehicles. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of the site for tournaments, rentals of the proposed picnic shelter and revenue from concessions.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	655,000	0	0	0	0	0
Property Acquisition	2,300,000	0	0	0	0	0	0
Construction / Project	0	0	0	4,859,000	0	0	0
Contingency	0	0	0	486,000	0	0	0
Other	0	0	0	0	0	0	0
Total	\$2,300,000	\$655,000	\$0	\$5,345,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	2,300,000	655,000	0	5,345,000	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$2,300,000	\$655,000	\$0	\$5,345,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	299,000	308,000	318,000
Operating	0	0	0	445,000	72,000	74,000
Debt Service	0	55,000	55,000	502,000	502,000	502,000
Revenue/Savings	0	0	0	(111,000)	(114,000)	(117,000)
Total	\$0	\$55,000	\$55,000	\$1,135,000	\$768,000	\$777,000

PARK BOND INTEREST PROJECTS

Total Project Cost: \$1,233,000

Est. Opening Date: FY 2012

[Links to Board's Strategic Initiatives](#)

•Parks & Rec Commission
Facilities Plan

PROGRAM DESCRIPTION

The improvements funded by this project will provide much needed renovations to athletic fields, playgrounds, and courts in various parks. It will also fund improved ADA accessibility of facilities in the parks. Many of the facilities in this project have come to the end of their useful life. Some may have already been removed because of safety concerns. Many existing facilities in the parks are old and do not comply with current ADA accessibility standards. Improvements were identified generally as priorities 1-16 on the priority list provided to the Board on October 6, 2009. Funding for this project came from two appropriations from the Board; Resolution R10-48 and R10-158, totalling \$1.2 million. Both sources of funding were remaining balance from bonds, 2001 and 2008, and interest earned from the bonds.

OPERATING IMPACT SUMMARY

A minimal increase in operating cost is expected as a result of this project, mainly for electricity for Duff playground and Woodlands Pool bubble storage lights and increased maintenance costs for renovated projects that were previously closed to activity and therefore not receiving maintenance efforts. Some operating and maintenance savings may be realized at other sites as a result of upgrading the facilities.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	40,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	613,000	580,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$653,000	\$580,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	653,000	580,000	0	0	0	0	0
Total	\$653,000	\$580,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	4,000	4,000	4,000	4,000	4,000	4,000
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

Total Project Cost: \$3,601,000

Est. Opening Date: FY 2012

[Links to Board's Strategic Initiatives](#)

- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

The increases are attributed to energy and water cost for equipment storage facilities, sport field lighting and irrigating Brooks Park 3 sports fields. Minimal increases in operating cost are expected as a result of new wayfinding signs and additional restrooms. Some operating and maintenance savings may be realized at other sites as a result of upgrading the facilities.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Roof Replacemnt/Repairs	0	0	0	176,000	0	0	0
Asphalt Repairs	0	0	80,000	0	0	160,000	0
ADA/Security	0	0	0	0	0	0	162,000
Building Replacement/Repairs	0	0	75,000	300,000	300,000	526,000	738,000
Fencing, Signs, Wetlands, Fields	0	250,000	250,000	0	65,000	219,000	0
Total	\$0	\$250,000	\$405,000	\$476,000	\$665,000	\$905,000	\$900,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	250,000	405,000	476,000	665,000	905,000	900,000
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$405,000	\$476,000	\$665,000	\$905,000	\$900,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	34,000	43,000	55,000	59,000	64,000
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$34,000	\$43,000	\$55,000	\$59,000	\$64,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2012 Projects

Project Amount

Add field lighting at School softball fields (2)		250,000	
	FY2012 Total	\$ 250,000	

FY2013 Projects

Ballfield Lights (2)		250,000	
Carl Lewis Foundation		75,000	
Skate park elements/ramps		80,000	
	FY2013 Total	\$ 405,000	

FY2014 Projects

Courthouse Community Center Roof		176,000	
Maintenance Equipment Covered Storage Buildings and Fencing 2 Sites		300,000	
	FY2014 Total	\$ 476,000	

FY2015 Projects

Courthouse Community Center Air Conditioning Replacement		300,000	
Maintenance Equipment Covered Storage Buildings (2)		300,000	
Skate Park Elements/Ramps		65,000	
	FY2015 Total	\$ 665,000	

FY2016 Projects

Addition Curtis Shop		\$ 80,000	
Smith Lake Foul Area		15,000	
Carl Lewis Playground		65,000	
Renovate Shelter 4 & 6 Restrooms		27,000	
Information Park Signs		43,000	
Brooks Park Irrigation		96,000	
Courthouse Community Center Carpet		34,000	
Courthouse Community Center Acoustic Tile		22,000	
Courthouse Community Center Parking Lot		160,000	
Pratt Park Shelter Replacement		213,000	
Maintenance Equipment Storage		150,000	
	FY2016 Total	\$ 905,000	

FY2017 Projects

Patawomeck security measures		78,000	
Video surveillance systems in numerous parks		84,000	
Replace Aquia Landing restrooms		157,000	
Add splash pad at a community park		242,000	
Replace 3 picnic shelters Brooks Park		339,000	
	FY2017 Total	\$ 900,000	

Total FY2012 thru FY2017 \$ 3,601,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

Total Project Cost: \$1,694,000

Est. Opening Date: FY 2012

[Links to Board's Strategic Initiatives](#)

- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
HVAC/Energy Management	0	0	41,000	0	208,000	0	0
Roof Replacement/Repairs	0	0	15,000	367,000	0	0	0
Asphalt Repairs	0	450,000	447,000	0	0	0	82,000
ADA/Security	0	0	0	0	0	0	0
Building Replacement/Repairs	0	0	0	57,000	27,000	0	0
Fencing, Signs, Wetlands, Fields	0	0	0	0	0	0	0
Total	\$0	\$450,000	\$503,000	\$424,000	\$235,000	\$0	\$82,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	450,000	503,000	424,000	235,000	0	82,000
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$450,000	\$503,000	\$424,000	\$235,000	\$0	\$82,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2012 Projects	Project Amount
Government Center Parking Lot Repairs - Phase 1	450,000
FY2012 Total	<u>\$450,000</u>
FY2013 Projects	Project Amount
Government Center Parking Lot Repairs - Phase 2	\$447,000
Health Department Air Condition	15,000
Health Department Roof	41,000
FY2013 Total	<u>\$503,000</u>
FY2014 Projects	Project Amount
Administration Center Built in Gutters	\$57,000
Courthouse Roof Section 1 & 2	207,000
Courthouse Roof Section 3 & 10	21,000
Courthouse Roof Section 7	59,000
Courthouse Roof Section 4	80,000
FY2014 Total	<u>\$424,000</u>
FY2015 Projects	Project Amount
Porter Library - Replace AHU-01	\$80,000
Stafford Fire & Rescue Energy Management #2	64,000
Berea Fire & Rescue Energy Management #12	64,000
Potomac Hills Fire & Rescue Station #10 Exhaust	27,000
FY2015 Total	<u>\$235,000</u>
FY2016 Projects	Project Amount
FY2016 Total	<u>\$0</u>
FY2017 Projects	Project Amount
Porter Library - Seal & Repair Parking Lot	\$82,000
FY2017 Total	<u>\$ 82,000</u>
Total FY2012 thru FY2017	<u><u>\$1,694,000</u></u>





PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Animal Shelter	\$0	\$0	\$0	\$0	\$0	\$0	\$657,000	\$4,500,000	\$5,157,000
Courthouse Addition	0	0	0	0	0	0	1,500,000	21,352,000	22,852,000
Courthouse Annex	266,000	2,734,000	0	0	0	0	0	0	3,000,000
Courthouse Streetscape Phase 1	401,000	880,000	875,000	0	0	0	0	0	2,156,000
Courthouse Streetscape Phase 2	0	0	0	325,000	925,000	1,362,000	1,362,000	0	3,974,000
Voting Equipment	0	525,000	0	0	0	0	0	0	525,000
Stormwater Retrofits	0	250,000	1,064,000	1,132,000	1,204,000	1,281,000	1,363,000	0	6,294,000
Total	\$667,000	\$4,389,000	\$1,939,000	\$1,457,000	\$2,129,000	\$2,643,000	\$4,882,000	\$25,852,000	\$43,958,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Operating	16,000	132,000	120,000	179,000	241,000	307,000
Debt Service	0	0	0	0	0	0
Debt Service Master Lease	0	123,000	123,000	123,000	123,000	123,000
Revenue	(56,000)	(95,000)	(98,000)	(101,000)	(104,000)	(107,000)
Total	(\$40,000)	\$160,000	\$145,000	\$201,000	\$260,000	\$323,000

COURTHOUSE ANNEX

Total Project Cost: \$3,000,000 **Est. Opening Date:** 2013

Links to Board's Strategic Initiatives

- 2004 space needs assessment

PROGRAM DESCRIPTION

Design and construction of a new office building to be located on the grounds of the Stafford County Government Center in the area where the former Rescue 1 building is presently located. The proposed new construction will be 11,500 square feet of office space to allow the Commonwealth Attorney and Court Services staff to relocate on the Government Center grounds. Commonwealth Attorney staff is presently occupying 1,904 net square feet in the Stafford Courthouse, and another 2,091 net square feet in an office condominium across Rte 1 from the Courthouse. Court Services staff is presently occupying 3,400 square feet in four (4) separate office condominiums across Rte 1 from the Courthouse.



OPERATING IMPACT SUMMARY

Operating impacts begin in FY13 with the opening of the building. Operating start up costs include maintenance machinery and equipment and furniture and fixtures (smoking towers, trash receptacles, and outside benches). Annual operating costs include building and sites, trash disposal, cleaning service, repair and maintenance (outside), maintenance service contracts, utilities, janitorial supplies, and repair and maintenance supplies. Operating would be offset by the elimination of rental costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	266,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	2,604,000	0	0	0	0	0
Contingency	0	130,000	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$266,000	\$2,734,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	266,000	2,734,000	0	0	0	0	0
Total	\$266,000	\$2,734,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	132,000	67,000	69,000	71,000	73,000
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	(95,000)	(98,000)	(101,000)	(104,000)	(107,000)
Total	\$0	\$37,000	(\$31,000)	(\$32,000)	(\$33,000)	(\$34,000)

COURTHOUSE STREETScape - PHASE 1 (US-1) (Redevelopment Plan - Courthouse)

Total Project Cost: \$2,156,000

Est. Opening Date: 2014

Links to Board's Strategic Initiatives

- Economic Development 10 Point Plan
- Redevelopment Plan

PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. Phase 1 is along US-1 from Hope Road to the Stafford Hospital .



OPERATING IMPACT SUMMARY

There are no operating impacts identified for this project since it is anticipated that ownership of the project will transfer to VDOT.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	401,000	0	0	0	0	0	0
Property Acquisition	0	722,000	0	0	0	0	0
Construction / Project	0	0	687,000	0	0	0	0
Contingency	0	0	0	0	0	0	0
Matching Funds	0	158,000	188,000	0	0	0	0
Total	\$401,000	\$880,000	\$875,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Local Match	0	158,000	188,000	0	0	0	0
Bonds	0	0	0	0	0	0	0
Fuel Tax	93,000	0	0	0	0	0	0
Grants	308,000	722,000	687,000	0	0	0	0
Total	\$401,000	\$880,000	\$875,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

VOTING EQUIPMENT

Total Project Cost: \$525,000

Est. Opening Date: FY2012

[Links to Board's Strategic Initiatives](#)

- Compliance with federal and state election requirements

PROGRAM DESCRIPTION

New updated Voting Equipment for 30 Precincts + 4 Spares. both Optical Scan (AccuVote OSX) and AutoMARK Voter Assisted Terminal to comply with ADA and HAVA. Ballot Boxes, Software, Staff Training, Testing and Logic & Accuracy Testing to support new machinery. Due to upcoming re-districting, additional precincts will be added and additional voting machines will be needed. In order to maintain uniformity of voting equipment for all precincts, we will have to order new equipment that has been certified by the State Board of Elections in accordance with current legislation. Legislation has mandated that the touch screen voting machines which were purchased in 2005 and are currently being used in our precincts may continue to be used, however, we cannot purchase them new, therefore, we will need to order new voting machines that are certified according to legislation for all our precincts once re-districting is completed. Our current optical scan units were purchased in 1991. It is important to have all voting machines in the precincts County uniform for ease of use and training of our election officials.



OPERATING IMPACT SUMMARY

No on-going operating cost are associated with this project other than an Initial start-up for the training and testing of the new equipment. Cost is based on the purchase of 34 units. Cost of equipment would be offset with the re-sale of 28 of our Touch screens.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Equipment	0	525,000	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Total	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Master Lease	0	525,000	0	0	0	0	0
Total	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	16,000	0	0	0	0	0
Debt Service Master Lease	0	123,000	123,000	123,000	123,000	123,000
Revenue/Savings	(56,000)	0	0	0	0	0
Total	(\$40,000)	\$123,000	\$123,000	\$123,000	\$123,000	\$123,000

STORMWATER RETROFITS

Total Project Cost: \$6,294,000

Est. Opening Date: 2013-2017

[Links to Board's Strategic Initiatives](#)

- Compliance with Chesapeake Bay Act

PROGRAM DESCRIPTION

The U.S. Environmental Protection Agency (EPA) in coordination with the Virginia Department of Conservation and Recreation is developing a Total Maximum Daily Load (TMDL) for the Chesapeake Bay. The TMDL is expected to be finalized by EPA on December 31, 2010 and local responsibilities defined in 2011. The TMDL will establish a "pollution diet" for the entire Chesapeake Bay watershed to address pollution from nutrients and sediment and require localities to implement water quality improvements to meet water quality standards for the Bay. EPA has identified the retrofit of previously developed land for water quality controls as a key component of the TMDL. A consultant study has estimated retrofit expenses of between \$900,000 and \$1,500,000 per year for Stafford County. Cost share funding from the U.S. Army Corps of Engineers may be available to lower FY2012 Planning/Design costs.



OPERATING IMPACT SUMMARY

Operating costs will begin in FY2014 with completion of the construction of the first facilities. The stormwater retrofits will be located on both public and private properties. It is assumed that the County will be responsible for the operation and maintenance (O&M) of retrofit facilities. Annual O&M costs were estimated to be 5% of the total cost of facilities constructed to date.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	250,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	1,064,000	1,132,000	1,204,000	1,281,000	1,363,000
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$1,064,000	\$1,132,000	\$1,204,000	\$1,281,000	\$1,363,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	250,000	1,064,000	1,132,000	1,204,000	1,281,000	1,363,000
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$1,064,000	\$1,132,000	\$1,204,000	\$1,281,000	\$1,363,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	53,000	110,000	170,000	234,000
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$53,000	\$110,000	\$170,000	\$234,000



TRANSPORTATION SUMMARY

(Projects were approved by voter referendum in November 08)

*Funding and timing of transportation bond projects are under review by the Board. Bond funding shown reflects affordability.

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Route 1, Jefferson Davis Hwy	\$0	\$700,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Route 608, Brooke Rd, south of Eskimo Hill Rd	650,000	0	2,925,000	2,925,000	0	0	0	0	6,500,000
Route 608, Brooke Rd, east of Raven Rd	0	0	0	180,000	0	810,000	810,000	0	1,800,000
Route 616, Poplar Rd, north of Kellogg Mill Rd	311,000	1,789,000	0	0	0	0	0	0	2,100,000
Route 616, Poplar Rd, south of Mountain View Rd	0	90,000	405,000	405,000	0	0	0	0	900,000
Route 627, Mountain View Rd, north of Centreport Pkwy	0	530,000	0	0	2,385,000	2,385,000	0	0	5,300,000
Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	2,930,000	1,670,000	0	0	0	0	0	0	4,600,000
Route 627, Mountain View Rd, and Route 651, Kellogg Mill Rd Intersection	0	130,000	0	585,000	0	585,000	0	0	1,300,000
Route 644, Rock Hill Church Rd	0	0	0	90,000	405,000	0	405,000	0	900,000
Route 17, Warrenton Rd	7,200,000	0	0	18,200,000	26,400,000	0	0	0	51,800,000
Route 610, Garrisonville Rd	995,000	0	0	6,785,000	3,920,000	0	0	0	11,700,000
Route 606, Ferry Rd	0	500,000	2,250,000	0	2,250,000	0	0	0	5,000,000
Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	0	0	1,600,000	0	0	0	4,550,000	15,150,000	21,300,000
Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd	0	0	0	0	0	0	0	8,900,000	8,900,000
Route 637, Telegraph Rd	0	630,000	0	2,835,000	0	2,835,000	0	0	6,300,000
Route 651, Kellogg Mill Rd Relocation	0	0	0	180,000	0	810,000	0	810,000	1,800,000
Route 652, Truslow Rd, East of I-95	0	0	0	700,000	0	3,150,000	0	3,150,000	7,000,000
Route 652, Truslow Rd, West of I-95	0	0	0	310,000	0	1,395,000	0	1,395,000	3,100,000
Pedestrian Improvements	0	380,000	380,000	380,000	380,000	380,000	0	0	1,900,000
Poplar Rd Phase 1	1,040,000	760,000	0	0	0	0	0	0	1,800,000
Total	\$13,126,000	\$7,179,000	\$8,160,000	\$33,575,000	\$35,740,000	\$12,350,000	\$5,765,000	\$29,405,000	\$145,300,000

Funding Sources	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Adopted General Obligation Bonds	\$0	\$1,420,000	\$5,640,000	\$5,235,000	\$4,455,000	\$7,650,000	\$1,215,000	\$22,000,000	47,615,000
Service District Supported GO Debt	0	0	0	5,860,000	15,410,000	0	0	0	21,270,000
Service District	995,000	0	0	5,125,000	510,000	0	0	0	6,630,000
Fuel Tax	2,561,000	2,564,000	1,100,000	0	0	0	0	0	6,225,000
Revenue Sharing	1,330,000	1,805,000	920,000	520,000	965,000	1,865,000	200,000	0	7,605,000
State/Federal	7,200,000	0	500,000	14,000,000	14,400,000	0	0	0	36,100,000
Impact Fees	1,040,000	760,000	0	0	0	0	0	0	1,800,000
Funding to be Determined								\$16,940,000	16,940,000
	\$13,126,000	\$6,549,000	\$8,160,000	\$30,740,000	\$35,740,000	\$9,515,000	\$1,415,000	\$38,940,000	\$144,185,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Debt Service	\$0	\$172,000	\$643,000	\$1,319,000	\$1,692,000	\$2,571,000

Route 1, Jefferson Davis Highway

Total Project Cost: \$1,300,000

Est. Opening Date: FY13

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek Drive.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan



OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	60,000	0	0	0	0	0
Property Acquisition	0	640,000	0	0	0	0	0
Construction / Project	0	0	600,000	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$700,000	\$600,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	700,000	600,000	0	0	0	0
Total	\$0	\$700,000	\$600,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

Route 616, Poplar Road, North of Kellogg Mill Road

Total Project Cost: \$2,100,000

Est. Opening Date: FY12

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruct Poplar Road from 0.20 miles north of Kellogg Mill Road to 0.77 miles north of Kellogg Mill Road.



OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	311,000	0	0	0	0	0	0
Property Acquisition	0	844,000	0	0	0	0	0
Construction / Project	0	945,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$311,000	\$1,789,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Trans.Fund (Fuel Tax)	206,000	894,000	0	0	0	0	0
Revenue Sharing	105,000	895,000	0	0	0	0	0
Total	\$311,000	\$1,789,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

Route 616, Poplar Road, South of Mountain View Road

Total Project Cost: \$900,000

Est. Opening Date: FY14

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Improve the horizontal alignment of Poplar Road from Mountain View Road to 0.25 miles south of Mountain View Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	90,000	0	0	0	0	0
Property Acquisition	0	0	405,000	0	0	0	0
Construction / Project	0	0	0	405,000	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$90,000	\$405,000	\$405,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	50,000	220,000	230,000	0	0	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	40,000	185,000	175,000	0	0	0
Total	\$0	\$90,000	\$405,000	\$405,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	4,000	22,000	41,000	41,000	41,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$4,000	\$22,000	\$41,000	\$41,000	\$41,000

Route 627, Mountain View Road North of Centreport Parkway

Total Project Cost: \$5,300,000

Est. Opening Date: FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruct Mountain View Road from Centreport Parkway to 1.48 miles north of Centreport Parkway.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	530,000	0	0	0	0	0
Property Acquisition	0	0	0	0	2,385,000	0	0
Construction / Project	0	0	0	0	0	2,385,000	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$530,000	\$0	\$0	\$2,385,000	\$2,385,000	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	360,000	0	0	1,620,000	1,620,000	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	170,000	0	0	765,000	765,000	0
Total	\$0	\$530,000	\$0	\$0	\$2,385,000	\$2,385,000	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	30,000	30,000	30,000	166,000	302,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$30,000	\$30,000	\$30,000	\$166,000	\$302,000

Route 627, Mountain View Road from Joshua Road to Rose Hill Farm Drive

Total Project Cost: \$4,600,000

Est. Opening Date: FY13

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Joshua Road to Rose Hill Farm Drive.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	485,000	0	0	0	0	0	0
Property Acquisition	1,545,000	0	0	0	0	0	0
Construction / Project	0	1,670,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	900,000	0	0	0	0	0	0
Total	\$2,930,000	\$1,670,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Trans. Fund (Fuel Tax)	2,030,000	1,670,000	0	0	0	0	0
Revenue Sharing	900,000	0	0	0	0	0	0
Total	\$2,930,000	\$1,670,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

Route 627, Mountain View Road, and Route 651, Kellogg Mill Road, Intersection

Total Project Cost: \$1,300,000

Est. Opening Date: FY16

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Improve the intersection of Mountain View Road and Kellogg Mill Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	130,000	0	0	0	0	0
Property Acquisition	0	0	0	585,000	0	0	0
Construction / Project	0	0	0	0	0	585,000	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$130,000	\$0	\$585,000	\$0	\$585,000	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	130,000	0	285,000	0	285,000	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	300,000	0	300,000	0
Total	\$0	\$130,000	\$0	\$585,000	\$0	\$585,000	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	11,000	11,000	35,000	35,000	59,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$11,000	\$11,000	\$35,000	\$35,000	\$59,000

Route 606, Ferry Road

Total Project Cost: \$5,000,000

Est. Opening Date: FY15

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Ferry Road from Kings Highway to Colebrook Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	500,000	0	0	0	0	0
Property Acquisition	0	0	2,250,000	0	0	0	0
Construction / Project	0	0	0	0	2,250,000	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$500,000	\$2,250,000	\$0	\$2,250,000	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	500,000	2,250,000	0	2,250,000	0	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0
Total	\$0	\$500,000	\$2,250,000	\$0	\$2,250,000	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	42,000	230,000	230,000	418,000	418,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$42,000	\$230,000	\$230,000	\$418,000	\$418,000

Pedestrian Improvements

Total Project Cost: \$1,900,000

Est. Opening Date: Various

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- North Stafford sidewalk

PROGRAM DESCRIPTION

Improve pedestrian facilities at various, as yet to be determined, locations around the County.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Depending on the location, upon completion, VDOT may become the owner of the pedestrian improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	380,000	380,000	380,000	380,000	380,000	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	380,000	380,000	380,000	380,000	380,000	0
Fuel Tax	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0
Total	\$0	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	32,000	64,000	96,000	128,000	160,000
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$32,000	\$64,000	\$96,000	\$128,000	\$160,000

Route 616, Poplar Road Phase 1

Total Project Cost: \$1,800,000

Est. Opening Date: FY12

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Impace fee project

PROGRAM DESCRIPTION

Road and intersection improvements at Poplar Road and Route 17 to 0.10 mile north of the intersection of Poplar Road and Truslow Road.

OPERATING IMPACT SUMMARY

A Central-West impact fee project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	287,100	0	0	0	0	0	0
Property Acquisition	752,900	0	0	0	0	0	0
Construction / Project	0	760,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$1,040,000	\$760,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0
Impact Fees	1,040,000	760,000	0	0	0	0	0
Total	\$1,040,000	\$760,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

SCHOOLS

Projects	Prior Funding	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Later Years Funding	Total Project Cost
Stafford High School Rebuild	\$0	\$7,050,000	\$19,016,000	\$21,017,000	\$19,017,000			0	\$66,100,000
Stafford Career & Tech Center	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$29,000,000	31,000,000
Falmouth ES Renovation	\$4,323,000	\$6,844,000	\$0	\$0	\$0	\$0	\$0	0	11,167,000
Fiber Optic	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	0	1,000,000
Stafford ES Renovation	\$723,000	\$6,383,000	\$4,033,000	\$0	\$0	\$0	\$0	0	11,139,000
Grafton Village ES Renovation	\$25,000	\$793,000	\$4,267,000	\$4,267,000	\$0	\$0	\$0	0	9,352,000
Moncure ES Rebuild	\$0	\$0	\$0	\$0	\$1,500,000	\$9,000,000	\$8,000,000	0	18,500,000
Ferry Farm ES Rebuild	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$17,000,000	19,000,000
Capital Maint (Infrastructure)	\$0	\$14,175,000	\$5,699,000	\$5,289,000	\$7,875,000	\$5,628,000	\$4,545,000		43,211,000
Total	\$5,071,000	\$36,245,000	\$33,015,000	\$30,573,000	\$28,392,000	\$14,628,000	\$16,545,000	\$46,000,000	\$210,469,000

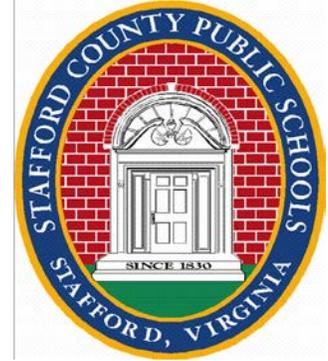
Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel						
Operating						
Debt Service	0	2,462,802	5,128,826	7,401,473	9,656,798	10,810,569
Revenue						
Total	\$0	\$2,462,802	\$5,128,826	\$7,401,473	\$9,656,798	\$10,810,569

STAFFORD HIGH SCHOOL REBUILD

Total Project Cost: \$66,100,000 **Est. Opening Date:** 2016 **Lead Agency:** Schools

PROGRAM DESCRIPTION

Construct a 2000 student secondary school (high school) for grades 9-12 to replace the existing Stafford High School. This project will include site improvements to the proposed school site, the construction of the school building, the development of the site, all planning and design requirements, all support furnishing, furniture and equipment and all technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 1800 students and follows the Stafford County Public School High School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. In order to open the school in September 2015, the following milestones must be achieved: Design must start no later than August 2011. Bid September 2012. School Construction and site development must start no later than January 2013 and High School completed no later than May 2015. Remaining site work completed no later than September 2015.



OPERATING IMPACT SUMMARY

TBD

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	3,334,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction	0	3,716,000	19,016,000	21,017,000	12,772,000	0	0
Equipment	0	0	0	0	3,609,000	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	2,636,000	0	0
Total	\$0	\$7,050,000	\$19,016,000	\$21,017,000	\$19,017,000	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	618,571	0	2,000,000	0	0	0
Bonds	0	6,431,429	19,016,000	19,017,000	19,017,000	0	0
Other	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$7,050,000	\$19,016,000	\$21,017,000	\$19,017,000	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	538,178	2,129,424	3,720,754	5,312,083	5,312,083
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$538,178	\$2,129,424	\$3,720,754	\$5,312,083	\$5,312,083

RENOVATION - FALMOUTH ELEMENTARY - LEVEL II

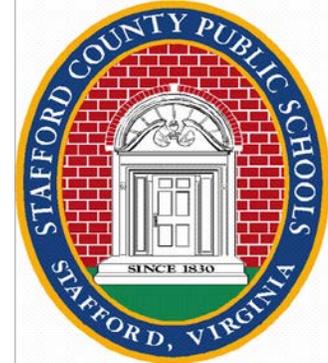
Total Project Cost: \$11,167,000

Est. Opening Date: 2013

Lead Agency: Schools

PROGRAM DESCRIPTION

A Level 2 Renovation of Falmouth Elementary will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, plumbing, fire alarm system, data systems, PA system, addition of a new media center, upgrade to Admin Office Suite, lighting and roofs.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	1,057,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction	3,266,000	6,084,000	0	0	0	0	0
Equipment	0	410,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	350,000	0	0	0	0	0
Total	\$4,323,000	\$6,844,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	2,350,000	0	0	0	0	0
Bonds	4,323,000	4,494,000	0	0	0	0	0
Other	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$4,323,000	\$6,844,000	\$0	\$0	\$0	\$0	\$0

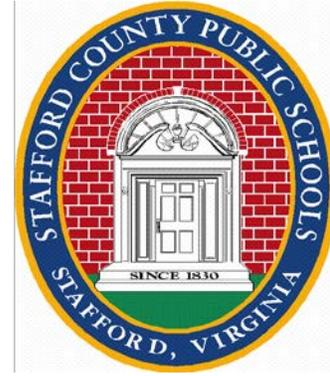
Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	376,055	376,055	376,055	376,055	376,055
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$376,055	\$376,055	\$376,055	\$376,055	\$376,055

FIBER OPTIC NETWORK

Total Project Cost: \$1,000,000 **Est. Opening Date:** 2012 **Lead Agency:** Schools

PROGRAM DESCRIPTION

Continuation of a multi-phase project to provide fiber optic network connections among all Stafford County Public Schools. The project could be expanded to include government and public service buildings (e.g. Fire and Rescue, Public Libraries). Underground conduit to be installed along major right of ways along the roads between schools and administrative sites. 375,000 LF single mode Fiber optic cable will be pulled through the conduit then interconnect to two or more major network hubs. Each site will require installation of fiber patch panels and other electronics.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction	0	1,000,000	0	0	0	0	0
Equipment	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	1,000,000	0	0	0	0	0
Other	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	83,679	83,679	83,679	83,679	83,679
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$83,679	\$83,679	\$83,679	\$83,679	\$83,679

RENOVATION - STAFFORD ELEMENTARY - LEVEL II

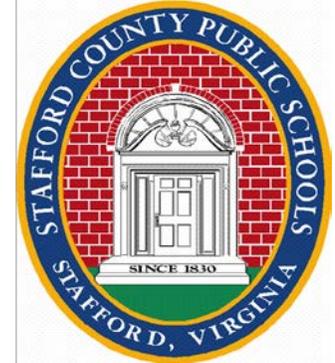
Total Project Cost: \$11,139,000

Est. Opening Date: 2013

Lead Agency: Schools

PROGRAM DESCRIPTION

A Level 2 Renovation of Stafford Elementary will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, plumbing, fire alarm system, data systems, PA system, addition of a new media center, upgrade to Admin Office Suite, lighting and roofs.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	723,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction	0	6,383,000	3,437,000	0	0	0	0
Equipment	0	0	224,000	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	372,000	0	0	0	0
Total	\$723,000	\$6,383,000	\$4,033,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	2,350,000	0	0	0	0	0
Bonds	723,000	4,033,000	4,033,000	0	0	0	0
Other	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$723,000	\$6,383,000	\$4,033,000	\$0	\$0	\$0	\$0

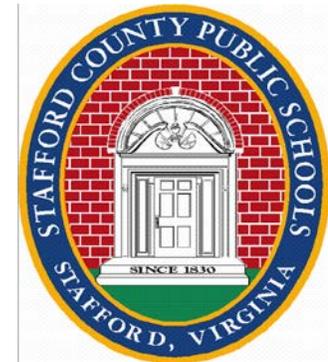
Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	337,479	674,957	674,957	674,957	674,957
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$337,479	\$674,957	\$674,957	\$674,957	\$674,957

RENOVATION - GRAFTON VILLAGE ELEMENTARY - LEVEL II

Total Project Cost: \$9,352,000 **Est. Opening Date:** 2015 **Lead Agency:** Schools

PROGRAM DESCRIPTION

A Level 2 Renovation of Grafton Village Elementary will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, plumbing, fire alarm system, data systems, PA system, addition of a new media center, upgrade to Admin Office Suite, lighting and roofs.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	25,000	793,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction	0	0	4,267,000	3,633,000	0	0	0
Equipment	0	0	0	238,000	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	396,000	0	0	0
Total	\$25,000	\$793,000	\$4,267,000	\$4,267,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	25,000	793,000	4,267,000	4,267,000	0	0	0
Other	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$25,000	\$793,000	\$4,267,000	\$4,267,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	66,358	423,417	780,477	780,477	780,477
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$66,358	\$423,417	\$780,477	\$780,477	\$780,477

INFRASTRUCTURE

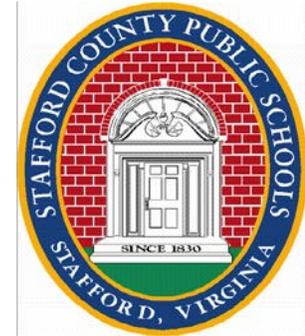
Total Project Cost: \$43,211,500

Est. Opening Date: Various

Lead Agency: Schools

PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
School Site Improvements	0	5,905,000	1,545,000	1,694,000	1,770,000	1,300,000	1,420,000
Pavement	0	2,100,000	1,160,000	1,420,000	1,130,000	890,000	1,050,000
Environmental Upgrades	0	2,470,000	2,994,000	1,595,000	4,975,500	1,438,000	300,000
Roofs	0	3,700,000	0	580,000	0	2,000,000	1,775,000
	0	0	0	0	0	0	0
Total	\$0	\$14,175,000	\$5,699,000	\$5,289,000	\$7,875,500	\$5,628,000	\$4,545,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	1,495,000	1,155,000	1,414,000	1,440,000	840,000	1,420,000
Bonds	0	12,680,000	4,544,000	3,875,000	6,435,000	4,788,000	3,125,000
ProRata Fees	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$14,175,000	\$5,699,000	\$5,289,000	\$7,875,500	\$5,628,000	\$4,545,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	1,061,054	1,441,293	1,765,550	2,304,027	2,704,683
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$1,061,054	\$1,441,293	\$1,765,550	\$2,304,027	\$2,704,683

Capital Maintenance (Infrastructure)

School Site Improvements

FY2012 Projects	Project Amount	Funding Source
Repair Athletic Fields & Outbuildings - SHS, DMS & HHPMS	\$1,200,000	Bond
Renovate Classrooms (Science Labs), Stage Area and Bathrooms - NSHS	1,350,000	Bond
Replace Generators - BPHS & SMS	1,000,000	Bond
Repair Lock Systems (Phase IV) - DMS, PRES, DSMS, SHMS, WES & RES	550,000	Bond
Replace Telephone, Media Retrieval & PA Systems- HES, WCES & SMS	580,000	Bond
Construct Security Vestibule & Card Entry Gate - Fleet Services*	300,000	Current Revenue
Install Additional Lunch Lines - HES & FFES	50,000	Current Revenue
Replace Storage Sheds - HHPMS, SMS, PRES & BPHS	375,000	Current Revenue
Repair Exterior (Paint) - SHS, RRES, GMC & SMS	300,000	Current Revenue
Repair Playground and Play Areas - RES	65,000	Current Revenue
Repair Theater Lighting - BPHS	85,000	Current Revenue
Replace Walk-in Freezers & Refrigerators - NSHS	50,000	Current Revenue
	FY 2012 Total	
	\$5,905,000	

* Cost Sharing with County Government

FY2013 Projects	Project Amount	Funding Source
Repair Lock Systems (Phase V) - CES, MBES, KWBES, HOES, HES, ABES & WCES	600,000	Bond
Repair Athletic Fields (Phase II) - DSMS, RTMS, AGWMS, SMS & HHPMS	300,000	Current Revenue
Replace Storage Sheds - CFHS & HES	275,000	Current Revenue
Repair Exterior (Paint) - RTMS, KWBES & Fleet Services	300,000	Current Revenue
Repair Playground and Play Areas - WES	70,000	Current Revenue
	FY 2013 Total	
	\$1,545,000	

FY2014 Projects	Project Amount	Funding Source
Repair Tennis Courts - SHS, NSHS, BPHS & Various MS	500,000	Bond
Construct JROTC Training Facility	250,000	Current Revenue
Replace Storage Sheds - RES, HOES, WCES & RRES	294,000	Current Revenue
Repair Track - NSHS	325,000	Current Revenue
Repair Exterior (Paint) - GMS, MBES & HHPMS	300,000	Current Revenue
Replace Telephone System - AYBAC	25,000	Current Revenue
	FY 2014 Total	
	\$1,694,000	

Capital Maintenance (Infrastructure)

FY2015 Projects	Project Amount	Funding Source
Replace Generators - HES, PRES & RES	\$600,000	Bond
Repair Athletic Fields (Practice) - MVHS	150,000	Current Revenue
Replace Walk-in Freezers & Refrigerators - DMS & AGWMS	100,000	Current Revenue
Repair Bathroom Floors - ABES & CES	300,000	Current Revenue
Construct Storage Sheds - GMS, KWBES, & AYBAC	320,000	Current Revenue
Repair Exterior (Paint) - MVHS & CES	220,000	Current Revenue
Repair Playground and Play Areas - WCES	80,000	Current Revenue
FY 2015 Total	\$1,770,000	
FY2016 Projects	Project Amount	Funding Source
Replace Generators - HHPMS & WES	\$700,000	Bond
Construct Storage Sheds - MVHS & CES	320,000	Current Revenue
Repair Exterior (Paint) - DSMS, ABES	220,000	Current Revenue
Replace Exterior Building Lighting - HOES & SMS	60,000	Current Revenue
FY 2016 Total	\$1,300,000	
FY2017 Projects	Project Amount	Funding Source
Replace Telephone, Media Retrieval & PA Systems- PRES, CFHS & GMC	550,000	Bond
Construct Storage Sheds - DSMS & ABES	340,000	Current Revenue
Repair Exterior (Paint) - DMS, WES & RES	350,000	Current Revenue
Replace Partition Wall - HOES & SMS	180,000	Current Revenue
Repair Concrete - WES		
FY 2017 Total	\$1,420,000	
Total for School Site Improvements 2012 - 2017	\$13,634,000.00	

Capital Maintenance (Infrastructure)

Pavement

FY2012 Projects	Project Amount	Funding Source
Repair Pavement (Overlay) - AGWMS/GES & BPHS	\$1,900,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>200,000</u>	Current Revenue
FY 2012 Total	\$2,100,000	
FY2013 Projects	Project Amount	Funding Source
Repair Pavement (Overlay) - HOES & AYBAC*	\$950,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>210,000</u>	Current Revenue
FY 2013 Total	\$1,160,000	
FY2014 Projects	Project Amount	Funding Source
Repair Pavement (Overlay) - PRES, SMS & NSHS (Student Lot)	\$1,200,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>220,000</u>	Current Revenue
FY 2014 Total	\$1,420,000	
FY2015 Projects	Project Amount	Funding Source
Repair Pavement (Overlay)- DMS & HHPMS	\$900,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>230,000</u>	Current Revenue
FY 2015 Total	\$1,130,000	
FY2016 Projects	Project Amount	Funding Source
Repair Pavement (Overlay) - HES, RES, & WES	\$650,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>240,000</u>	Current Revenue
FY 2016 Total	\$890,000	
FY2017 Projects	Project Amount	Funding Source
Repair Pavement (Overlay) - WCES & KWBES	\$800,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>250,000</u>	Current Revenue
FY 2017 Total	\$1,050,000	
Total for Paving 2012 - 2017	\$7,750,000	

*County to fund companion project for CCC Parking Lot Repair (\$123K)

Capital Maintenance (Infrastructure)

Environmental Upgrades

FY2012 Projects	Project Amount	Funding Source
Replace AHU - NSHS (30)	\$1,200,000	Bond
Repair Mechanical Systems(VAV-AHU) - AGWMS	1,200,000	Bond
Replace Hot Water Heater - HOES, & WCES	50,000	Current Revenue
Replace Package Units - Fleet (2)	20,000	Current Revenue
FY 2012 Total	\$2,470,000	
FY2013 Projects	Project Amount	Funding Source
Replace Boilers - BPHS (2) & HOES (2)	\$1,014,000	Bond
Repair Mechanical Systems(AHU-VAV-Chiller) - RES	670,000	Bond
Repair Mechanical Systems(AHU-VAV-HWH-Chillwater Pump) - WES	700,000	Bond
Repair Mechanical Systems - CFHS (Performing Arts Wing)	610,000	Bond
FY 2013 Total	\$2,994,000	
FY2014 Projects	Project Amount	Funding Source
Repair Mechanical Systems (Cooling Tower-AHU) - BPHS	990,000	Bond
Repair Mechanical Systems (Heat Pumps-AHU) - HOES	605,000	Bond
FY 2014 Total	\$1,595,000	
FY2015 Projects	Project Amount	Funding Source
Repair Mechanical Systems (Univents-HWH-Chillers) - HHPMS	\$3,225,000	Bond
Repair Mechanical Systems (Intelipak-AHU-3-Boiler-VAV) - DMS	888,500	Bond
Upgrade Mechanical Systems (VAV-Chillers-AHU) - PRES	822,000	Bond
Replace Dust Collection System - SMS, AGWMS, BPHS & NSHS	40,000	Current Revenue
FY 2015 Total	\$4,975,500	
FY2016 Projects	Project Amount	Funding Source
Replace Boilers & Circulation Pump - WCES & HES	\$650,000	Bond
Repair Mechanical Systems (HWH-Heat Pumps(128) - RTMS	788,000	Bond
FY 2016 Total	\$1,438,000	
FY2017 Projects	Project Amount	Funding Source
Replace Elevator - BPHS, DMS & HHPMS	300,000	Current Revenue
FY 2017 Total	\$300,000	
Total for Environmental Upgrades 2012 - 2017	\$13,772,500	

Capital Maintenance (Infrastructure)

ROOFS

FY2012 Projects	Project Amount	Funding Source
Replace Roof - NSHS (A, B, C, D, E & Outbuildings-BUR) - HHPMS (Area A, B & C - Outbuildings-Shingle/BUR) & SHS (FB Stadium-BUR)	\$3,700,000	Bond
FY 2012 Total	<u>\$3,700,000</u>	
FY2013 Projects	Project Amount	Funding Source
	\$0	
FY 2013 Total	<u>\$0</u>	
FY2014 Projects	Project Amount	Funding Source
Replace Roof - WCES (Area A, B & C-Shingle/BUR) & GMC (Area C-BUR) \$350K - GMC & \$150K - WCES	\$580,000	Bond
FY 2014 Total	<u>\$580,000</u>	
FY2015 Projects	Project Amount	Funding Source
	\$0	
FY 2015 Total	<u>\$0</u>	
FY2016 Projects	Project Amount	Funding Source
Replace Roof - AGWMS/GES (All areas except 2007/1998 additions-BUR/Standing Seam), HOES (All Areas-Shingle)	\$2,000,000	Bond
FY 2016 Total	<u>\$2,000,000</u>	
FY2017 Projects	Project Amount	Funding Source
Various Roof Repairs	\$1,775,000	Bond
FY 2017 Total	<u>\$1,775,000</u>	
Total for Roofs 2012 - 2017	<u>\$8,055,000</u>	



All Projects

Projects	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total CIP (FY12-17)	Total Project Cost
Water Projects	\$70,450,000	\$33,540,000	\$35,254,000	\$6,400,000	\$0	\$1,211,000	\$4,973,000	\$81,378,000	\$151,828,000
Wastewater Projects	500,000	801,000	3,460,000	4,322,000	9,239,000	5,583,000	7,491,000	30,896,000	31,396,000
Both Water/Wastewater	1,250,000	500,000	213,000	750,000	70,000	400,000	426,000	2,359,000	3,609,000
Total	\$72,200,000	\$34,841,000	\$38,927,000	\$11,472,000	\$9,309,000	\$7,194,000	\$12,890,000	\$114,633,000	\$186,833,000

Operating Impacts Summary	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
New Debt Service	\$0	\$0	\$1,417,000	\$4,323,000	\$4,323,000	\$4,323,000	\$4,323,000
Total		\$0	\$1,417,000	\$4,323,000	\$4,323,000	\$4,323,000	\$4,323,000

Project Funding	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total CIP (FY12-17)	Total Project Cost
Bond/Availability Funded Projects	\$61,000,000	\$31,000,000	\$30,341,000	\$5,000,000	\$0	\$811,000	\$3,489,000	\$70,641,000	\$131,641,000
ProRata Funded Projects	4,600,000	1,295,500	3,474,000	1,813,500	4,619,500	2,066,000	3,165,500	16,434,000	21,034,000
Operations	6,600,000	2,545,500	5,112,000	4,658,500	4,689,500	4,317,000	6,235,500	27,558,000	34,158,000
Totals	\$72,200,000	\$34,841,000	\$38,927,000	\$11,472,000	\$9,309,000	\$7,194,000	\$12,890,000	\$114,633,000	\$186,833,000
Affordability surplus/(deficit)		\$44,127,000	\$43,982,000	\$13,066,000	\$13,259,000	\$16,258,000	\$22,945,000		
		\$9,286,000	\$5,055,000	\$1,594,000	\$3,950,000	\$9,064,000	\$10,055,000		



DEPARTMENT OF UTILITIES

Water

Projects	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total CIP (FY12-17)	Total Project Cost ⁽¹⁾
Regional Water Interconnection	0	0	0	0	0	0	583,000	583,000	583,000
370N Water Booster Pump Station	0	82,000	552,000	0	0	0	0	634,000	634,000
342 Water Zone System Improvements	9,200,000	2,000,000	2,000,000	0	0	0	0	4,000,000	13,200,000
Moncure Water Booster Pump Station	0	0	0	0	0	0	551,000	551,000	551,000
Washington Gardens Water Line	0	0	234,000	0	0	0	0	234,000	234,000
Debruen Lane Water Line	0	0	421,000	0	0	0	0	421,000	421,000
Centreport Water Tank	0	208,000	1,231,000	1,000,000	0	0	0	2,439,000	2,439,000
Water System Rehabilitation	250,000	250,000	475,000	400,000	0	400,000	350,000	1,875,000	2,125,000
Abel Lake WTF Rehab. & Upgrade	0	0	0	0	0	811,000	3,489,000	4,300,000	6,401,000
Additional 5 MGD of Membranes for RP Run WTF	0	0	2,341,000	0	0	0	0	2,341,000	2,341,000
Rocky Pen Run Reservoir and Water Treatment Facility	61,000,000	31,000,000	28,000,000	5,000,000	0	0	0	64,000,000	125,000,000
Total	\$70,450,000	\$33,540,000	\$35,254,000	\$6,400,000	\$0	\$1,211,000	\$4,973,000	\$81,378,000	\$151,828,000

**Amounts in red need to be appropriated in FY12 so contracts can be entered into. Amounts shown reflect cash flow projections for each fiscal year.

⁽¹⁾ Total Project Cost does not include future years.

370N WATER BOOSTER PUMP STATION

Total Project Cost: \$634,000

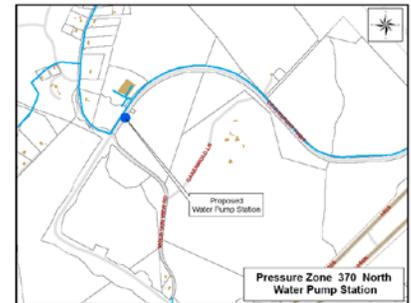
Est. Opening Date: 2013

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of a 2.0 MGD water booster pump station near Mountain View Road and Centreport Parkway to move water from the 342 water pressure zone to the 370N water pressure zone. The Water and Sewer Master Plan recommends the construction of a new water booster pump station in conjunction with completion of the Rocky Pen Run Water Treatment Facility. In conjunction with the construction of a new water tank in the Courthouse area to serve the new 370N water pressure zone, water pressure in the Courthouse area will increase by 25 to 26 psi and fire flows will also increase substantially.



OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	82,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	552,000	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$82,000	\$552,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	41,000	276,000	0	0	0	0
User Fees	0	41,000	276,000	0	0	0	0
Total	\$0	\$82,000	\$552,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

342 WATER PRESSURE ZONE IMPROVEMENTS

Total Project Cost: \$13,200,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 20" and 30" water lines from the new Rocky Pen Run WTF as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water to the water distribution system. The project includes construction of 25,100 feet of 30" water line from Rocky Pen Run to the intersection of Olde Forge Drive and Route 17; 3,500 feet of 24" water line along Beagle road, south of Truslow Road; 4,600 feet of 18" water line along Butler Road; 2,700 feet of 12" water line along Layhill Road and Forbes Street; and 7,200 feet of 20" water line along Route 17 from Olde Forge Drive to Route 1 . These improvements are critical to get water from the new Rocky Pen Run WTF into the distribution system as well as to provide adequate piping to transfer water as needed throughout the pressure zone.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Comprehensive Plan
- Redevelopment Plan



OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	350,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	8,850,000	2,000,000	2,000,000	0	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$9,200,000	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	4,600,000	1,000,000	1,000,000	0	0	0	0
User Fees	4,600,000	1,000,000	1,000,000	0	0	0	0
Total	\$9,200,000	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

CENTREPORT WATER TANK

Total Project Cost: \$2,439,000

Est. Opening Date: 2013

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

New 1 MG Water Storage Tank to be located in the Centreport area to serve the 370N water pressure zone. Along with the new Courthouse Area Water Tank, this will provide two (2) tanks serving the 370N water pressure zone. Will provide additional fire suppression capabilities and increased water pressure in the area around the Stafford Regional Airport and Centreport. In addition, the new tank will provide a second water storage facility for the 370N water pressure zone which will allow one tank to be taken out of service for maintenance or painting without affecting the reliability of the water distribution system.



OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	208,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	1,231,000	1,000,000	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$208,000	\$1,231,000	\$1,000,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	104,000	615,500	500,000	0	0	0
User Fees	0	104,000	615,500	500,000	0	0	0
Total	\$0	\$208,000	\$1,231,000	\$1,000,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

WATER DISTRIBUTION SYSTEM REHABILITATION PROGRAM

Total Project Cost: \$2,125,000

Est. Opening Date: Ongoing Program

PROGRAM DESCRIPTION

Replacement of deteriorating, corroded and under-sized water mains to avoid pipe failures, minimize water quality complaints and enhance the ability of move water where it is needed in a timely manner. Also, installation of additional valves and fire hydrants to minimize the number of customers affected by water breaks and improve fire suppression capabilities. Will maintain water distribution system reliability and enhance fire suppression capabilities. By adding additional valves, we will also be able to minimize the number of customers affected when we have water main breaks.

Links to Board's Strategic Initiatives

- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

None



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	475,000	400,000	0	400,000	350,000
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
User Fees	250,000	250,000	475,000	400,000	0	400,000	350,000
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

ROCKY PEN RUN RESERVOIR and WATER TREATMENT FACILITY

Total Project Cost: \$125,000,000 **Est. Opening Date:** 2013

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

PROGRAM DESCRIPTION

Construction of a dam, river intake pump station, treatment facility and wetlands/stream impact mitigation for a pumped storage water supply and treatment facility near the Rappahannock River. When full, the reservoir will hold in excess of 5.3 billion gallons of water. The Board of Supervisors endorsed the construction of the Rocky Pen Run Reservoir to meet water demands over a fifty year planning period. Will increase water treatment capacity by 10 MGD initially with ability to incrementally increase treatment capacity up to 20 MGD and perhaps 25 MGD. In combination with Smith Lake and Abel Lake, the total safe yield capacity will increase from 13.8 MGD to approximately 26 MGD.

OPERATING IMPACT SUMMARY

The Abel Lake WTF staff will move to the new Rocky Pen Run WTF while the Abel Lake WTF is being upgraded. Cost increases in the Rocky Pen Run WTF operations budget and Abel Lake savings offset each other.



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	5,000,000	0	0	0	0	0	0
Property Acquisition	14,554,000	0	0	0	0	0	0
Construction / Project	41,446,000	31,000,000	28,000,000	5,000,000	0	0	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$61,000,000	\$31,000,000	\$28,000,000	\$5,000,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	20,000,000	41,000,000	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
Availability fees	61,000,000	11,000,000	(13,000,000)	5,000,000	0	0	0
Total	\$61,000,000	\$31,000,000	\$28,000,000	\$5,000,000	\$0	\$0	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	1,376,108	4,197,129	4,197,129	4,197,129	4,197,129
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$1,376,108	\$4,197,129	\$4,197,129	\$4,197,129	\$4,197,129



Wastewater

Projects	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total CIP (FY12-17)	Total Project Cost ⁽¹⁾
Claiborne Run PS Replacement & Parallel Force Main	0	0	0	200,000	6,016,000	450,000	5,335,000	12,001,000	12,001,000
Falls Run PS & FM Replacement	0	301,000	2,100,000	0	250,000	3,682,000	0	6,333,000	6,333,000
Country Ridge PS Replacement	0	0	50,000	410,000	0	0	0	460,000	460,000
Falls Run Sewer Interceptor (Phase 2)	0	0	360,000	2,017,000	2,973,000	0	0	5,350,000	5,350,000
Potomac Creek PS & FM Upgrades	0	0	0	0	0	0	445,000	445,000	445,000
Wastewater PS Rehabilitation	250,000	250,000	475,000	400,000	0	400,000	350,000	1,875,000	2,125,000
Wastewater Collection System Rehabilitation	250,000	250,000	475,000	400,000	0	400,000	350,000	1,875,000	2,125,000
Equipment Replacement - Aquia WWTF	0	0	0	895,000	0	0	1,011,000	1,906,000	1,906,000
Equipment Replacement - LF Run WWTF	0	0	0	0	0	651,000	0	651,000	651,000
Total	\$500,000	\$801,000	\$3,460,000	\$4,322,000	\$9,239,000	\$5,583,000	\$7,491,000	\$30,896,000	\$31,396,000

**Amounts in red need to be appropriated in FY12 so contracts can be entered into. Amounts shown reflect cash flow projections for each fiscal year.

⁽¹⁾ Total Project Cost does not include future years.

FALLS RUN PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$6,333,000

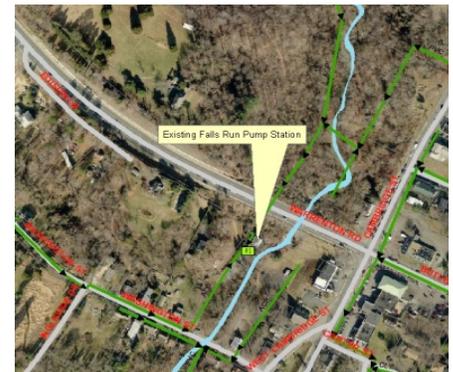
Est. Opening Date: 2016

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Redevelopment Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of new Falls Run PS and Force Main. Current pump station is rated at 9.4 MGD. Replacement station would be rated at 15.5 MGD. Existing 16-inch force Main would be replaced with 9,841 feet of 30" pipe at \$180 per foot. Additional capacity will be needed to accommodate flows from the Southern Gateway and Falmouth Redevelopment Areas. This project will convey increased wastewater volumes from the Warrenton Road corridor to the Claiborne Run Pump Station and ultimately to the Little Falls Wastewater Treatment Facility. There will be two construction phases: the replacement force main will be construction in FY12-13, and the new pump station will be constructed in FY15-16.



OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	301,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	0	2,100,000	0	250,000	3,682,000	0
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$301,000	\$2,100,000	\$0	\$250,000	\$3,682,000	\$0

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	150,500	1,050,000	0	125,000	1,841,000	0
User Fees	0	150,500	1,050,000	0	125,000	1,841,000	0
Total	\$0	\$301,000	\$2,100,000	\$0	\$250,000	\$3,682,000	\$0

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PUMP STATION REHABILITATION

Total Project Cost: \$2,125,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

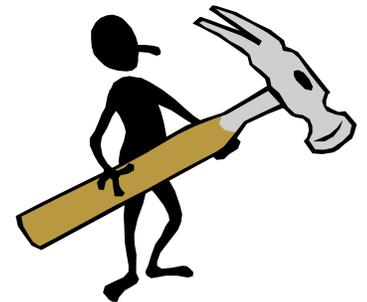
- Utilities Fiscal Policy

PROGRAM DESCRIPTION

Ongoing rehabilitation program for the County's 89 wastewater pump stations. Program systematically upgrades all outdated pumping stations with modern mechanical, electrical and control equipment. This program reinforces the County's efforts to minimize the chances for sewage overflows or spillages due to failure of one of its pump stations. Redundant equipment is installed to provide additional reliability and alarms are maintained to provide notice of an impending problem in order that it can be corrected prior to any overflow or spillage of sewage.

OPERATING IMPACT SUMMARY

None



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	475,000	400,000	0	400,000	350,000
Contingency	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
User Fees	250,000	250,000	475,000	400,000	0	400,000	350,000
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER COLLECTION SYSTEM REHABILITATION

Total Project Cost: \$2,125,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Utilities Fiscal Policy

PROGRAM DESCRIPTION

Ongoing rehabilitation program for the County's 415 miles of gravity sewers, 55 miles of pump station force mains and 14 miles of low pressure sewer lines. Program systematically provides upgrades to reduce the amount of inflow of surface water and infiltration of groundwater into the sanitary sewer system. The program also seeks to identify and replace deteriorated conditions before catastrophic failures can occur. Reductions in inflow and infiltration can reduce the current treatment capacities needed at the two wastewater treatment facilities and provide additional capacity for growth without requiring upgrades to the wastewater collection and/or treatment systems.



OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	475,000	400,000	0	400,000	350,000
Contingency	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
User Fees	250,000	250,000	475,000	400,000	0	400,000	350,000
Total	\$250,000	\$250,000	\$475,000	\$400,000	\$0	\$400,000	\$350,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0



DEPARTMENT OF UTILITIES

Both Water & Wastewater

Projects	Prior Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total CIP (FY12-17)	Total Project Cost
Vehicle & Equipment Replacement	0	500,000	213,000	750,000	70,000	400,000	175,000	2,108,000	2,108,000
Stafford County Complex	1,250,000	0	0	0	0	0	251,000	251,000	1,501,000
Total	\$1,250,000	\$500,000	\$213,000	\$750,000	\$70,000	\$400,000	\$426,000	\$2,359,000	\$3,609,000

VEHICLE & EQUIPMENT REPLACEMENT

Total Project Cost: \$2,108,000

Est. Opening Date: Ongoing

[Links to Board's Strategic Initiatives](#)

- Comprehensive Plan

PROGRAM DESCRIPTION

Replacement of vehicles and major pieces of equipment due to high mileage, excess repair and maintenance costs, or condition issues.

OPERATING IMPACT SUMMARY

None



PROJECT COSTS

Cost Categories	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Planning/Design	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0
Construction / Project	0	500,000	213,000	750,000	70,000	400,000	175,000
Contingency	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	\$0	\$500,000	\$213,000	\$750,000	\$70,000	\$400,000	\$175,000

Funding Sources	Prior Year	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Current Revenue	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0
User Fees	0	500,000	213,000	750,000	70,000	400,000	175,000
Total	\$0	\$500,000	\$213,000	\$750,000	\$70,000	\$400,000	\$175,000

Operating Impacts	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Personnel	0	0	0	0	0	0
Operating	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0





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.

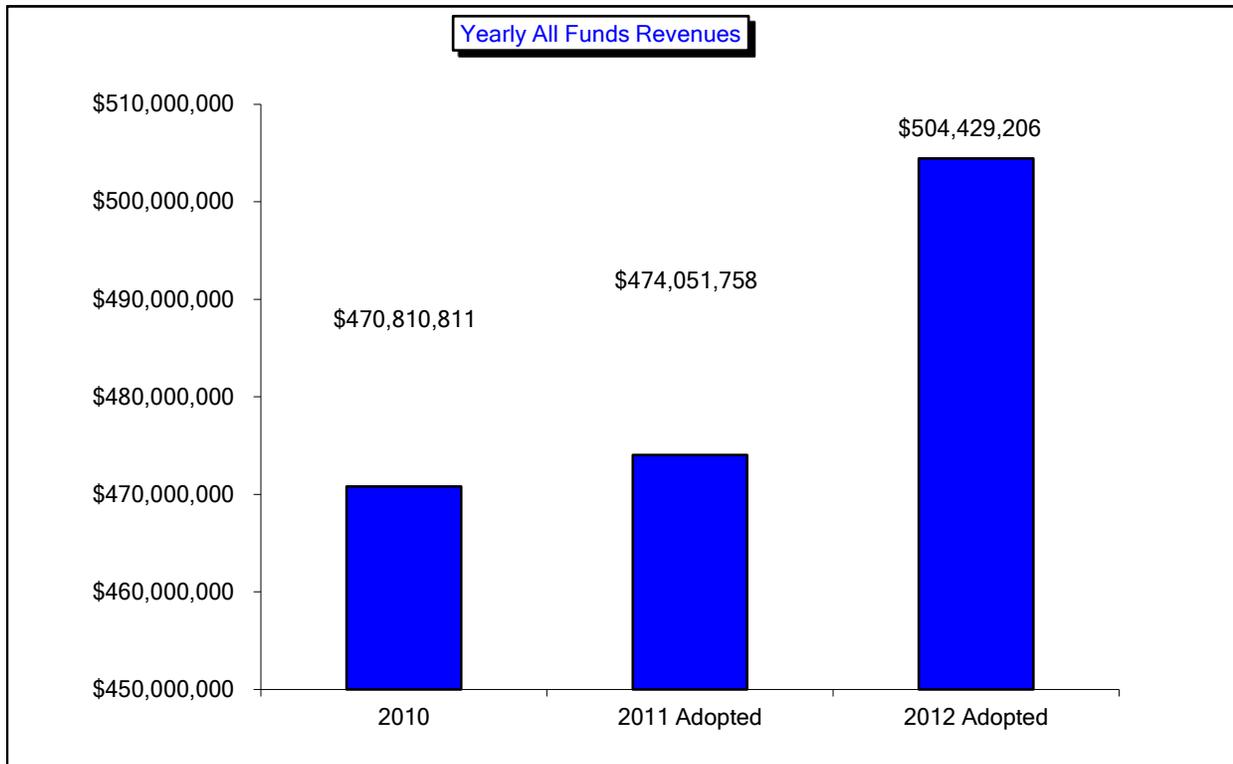
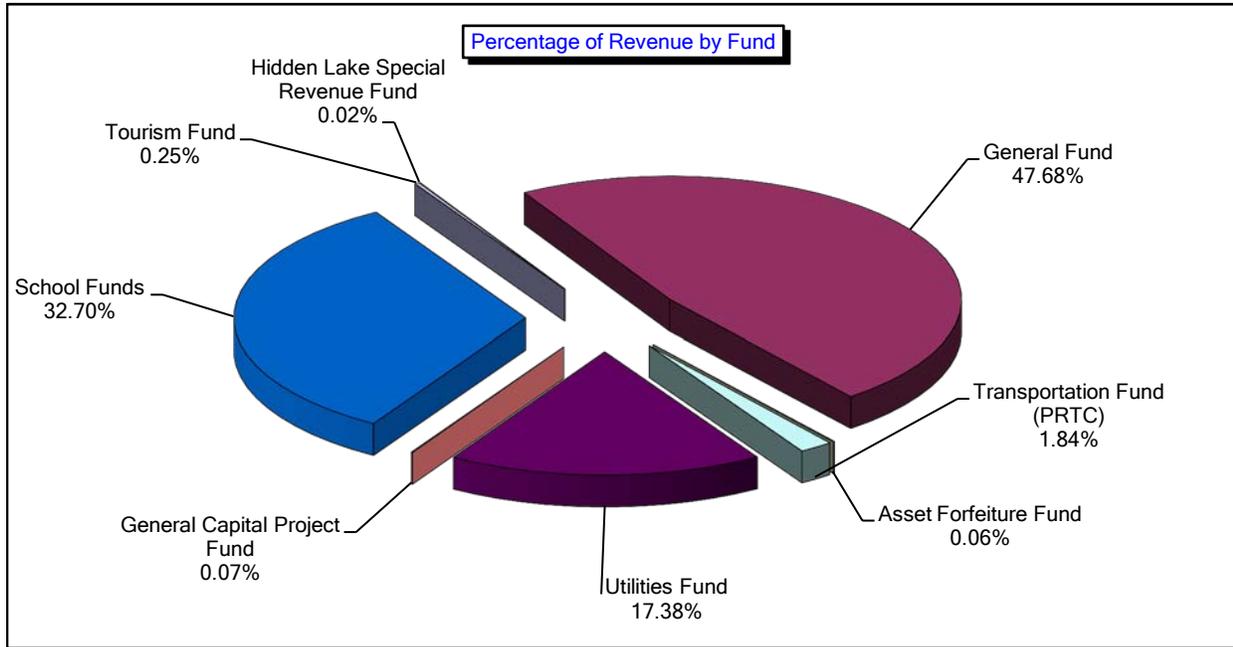
The first schedules and graphs present revenues and expenditures for all funds, comparing actual FY 2010, adopted budget FY 2011 and adopted budget FY 2012. The next schedule and graph contain the same expenditure information presented by major expense. Following that are graphs of revenues for all funds and summary for the adopted budget for FY 2012 by fund type.

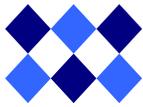
Next, the County's demographic information is outlined, followed by tables of fiscal indicators and education cost statistics. The population and school enrollment graphs illustrate the County's growth, which has driven service level increases. Graphs of building permit values and assessed values of real property show the tangible effect building expansion has on property value in Stafford. A graph depicting Stafford's per capita expenditures for FY 2006 through FY 2010 (as reported by the Auditor of Public Accounts) is provided to measure service costs.

This is followed by a summary of our Citizen Assistance, and Volunteer Services area. 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. A number of schedules then describe the County's debt management practices and projected capital financing needs.



ALL FUNDS REVENUE GRAPHS





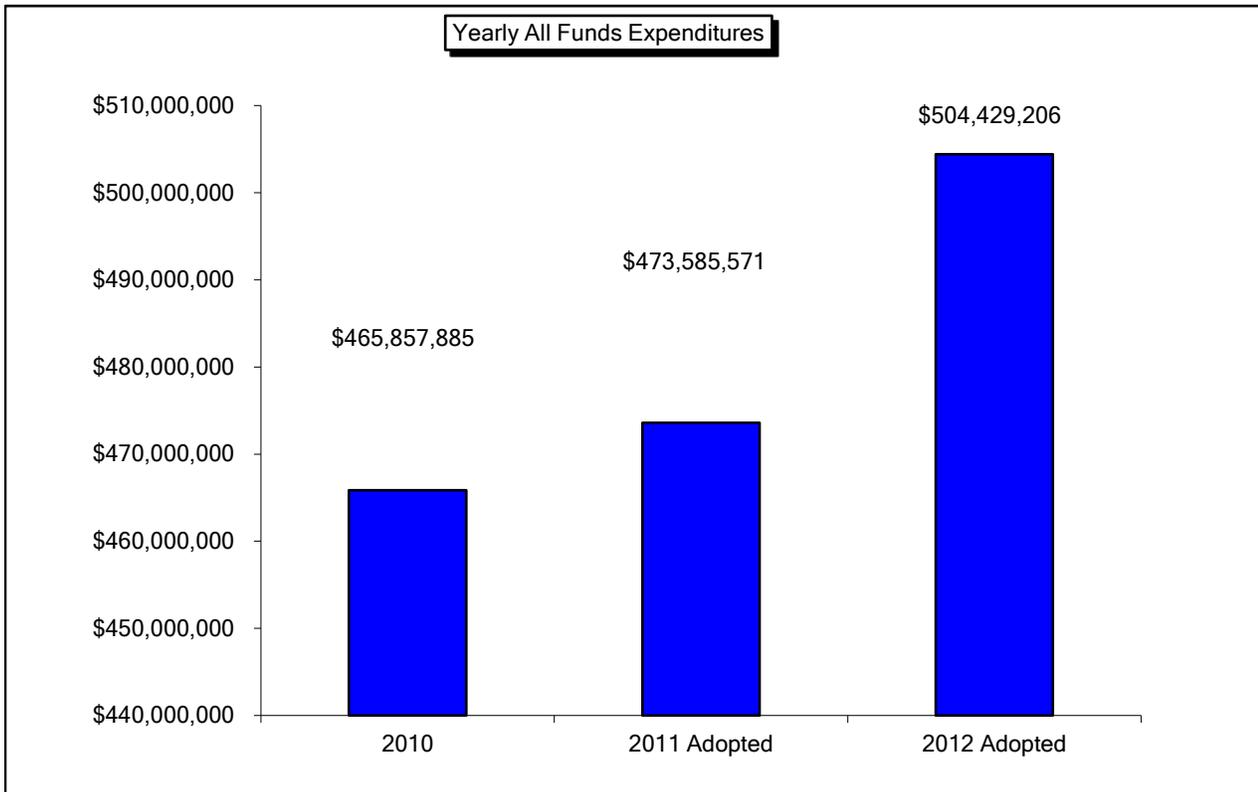
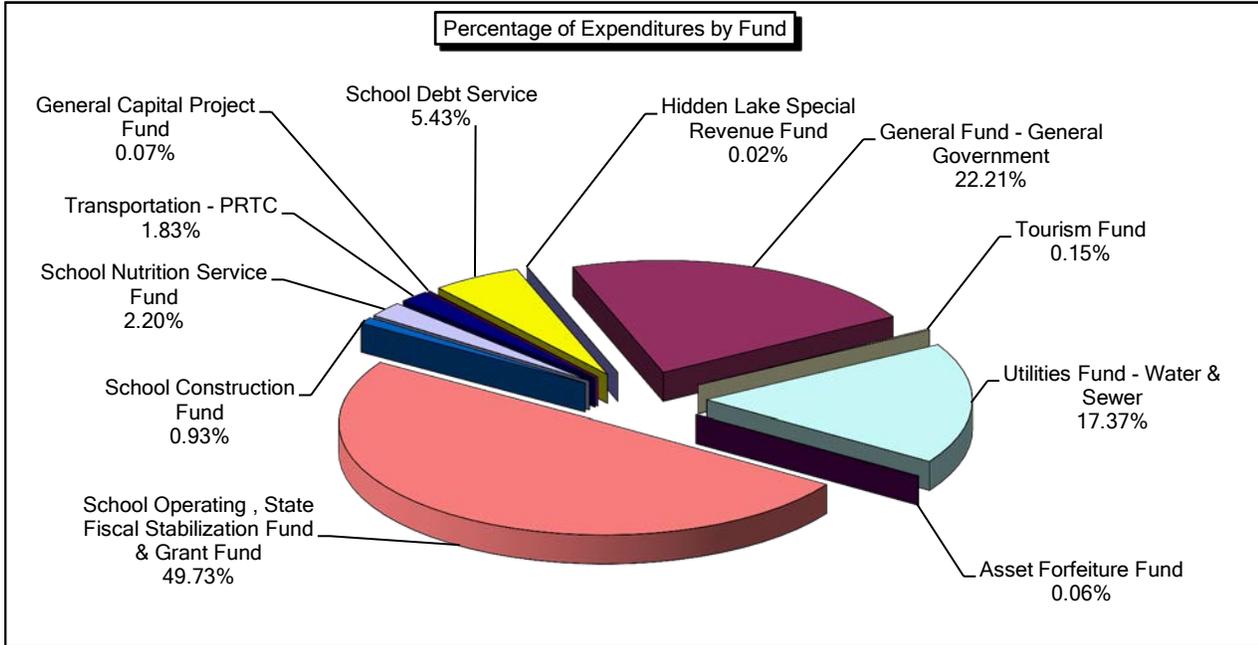
ALL FUNDS SCHEDULE REVENUE

The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund are Internal Service Funds.

Revenue Plan	FY2012				Changes '11 to '12
	FY2010 Actual	FY2011 Adopted Budget	Adopted		
General Fund					
Property Taxes	\$180,104,967	\$177,069,361	\$182,506,013	\$5,436,652	3.1%
Other Local Taxes	28,151,334	30,211,668	31,575,532	1,363,864	4.5%
State & Federal	16,444,308	14,484,995	14,552,423	67,428	0.5%
Other Revenue	13,399,540	11,382,198	11,518,454	136,256	1.2%
Use of Money & Property	193,815	467,675	347,130	(120,545)	-25.8%
Total	\$238,293,964	\$233,615,897	\$240,499,552	\$6,883,655	2.9%
Transportation Fund (PRTC)					
2% Fuels Tax	\$3,943,817	\$3,972,948	\$4,384,273	\$411,325	10.4%
State Recordation Road/Schools	769,158	668,000	396,600	(271,400)	-40.6%
Federal Revenue	10,728	0	0	0	0.0%
Prior Year Fund Balance	0	0	4,501,200	4,501,200	100.0%
Miscellaneous	19,438	35,000	4,000	(31,000)	-88.6%
Total	\$4,743,141	\$4,675,948	\$9,286,073	\$4,610,125	98.6%
E-911 Fund					
E-911 Service Charge	\$2,297,558	\$0	\$0	\$0	0.0%
Prior Year Fund Balance	19,245	0	0	\$0	0.0%
State	272,210	0	0	0	0.0%
Total	\$2,589,013	\$0	\$0	\$0	0.0%
Asset Forfeiture Fund					
Drug Seizure	\$607,438	\$105,000	\$300,000	\$195,000	185.7%
Total	\$607,438	\$105,000	\$300,000	\$195,000	185.7%
Tourism Fund					
3% Transit Occupancy Tax	\$773,023	\$720,000	\$750,000	\$30,000	4.2%
2% Transit Occupancy Tax	522,322	480,000	500,000	20,000	4.2%
Other Revenue	8,500	5,000	5,000	0	0.0%
Prior Year Fund Balance	74,308	0	0	0	0.0%
Total	\$1,378,153	\$1,205,000	\$1,255,000	\$50,000	4.1%
Hidden Lake Special Revenue Fund					
Total	\$81,203	\$72,701	\$108,401	\$35,700	49.1%
Road Impact Fee - West Fund					
Total	\$288,055	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Total	\$516,139	\$870,000	\$0	(\$870,000)	100.0%
General Capital Project Fund					
Total	\$19,008,689	\$230,475	\$333,704	\$103,229	44.8%
Utilities Fund					
Water & Sewer Fees	\$22,675,662	\$22,547,000	\$24,145,000	\$1,598,000	7.1%
Prior Year Fund Balance	1,785,841	4,016,933	33,680,680	29,663,747	738.5%
Availability/ Pro Rata Fees	6,818,064	8,038,000	6,089,000	(1,949,000)	-24.2%
Other Charges and Fees	41,840	1,232,000	1,263,000	31,000	2.5%
Grant/Donated Assets	4,033,643	3,225,000	340,000	(2,885,000)	100.0%
Revenue Bond Proceeds	12,016,355	24,200,000	21,600,000	(2,600,000)	-10.7%
Use of Money/Property	964,691	1,050,000	575,000	(475,000)	-45.2%
Total	\$48,336,096	\$64,308,933	\$87,692,680	\$23,383,747	36.4%
School Funds					
State and Federal	\$140,144,410	\$148,047,408	\$139,825,731	(\$8,221,677)	-5.6%
Use of Money/Property	10,457	653,000	0	(653,000)	-100.0%
Bond Proceeds	0	6,975,465	0	(6,975,465)	-100.0%
Prior Year Fund Balance	5,463,317	0	0	0	0.0%
User Fees	6,817,209	7,884,431	7,258,300	(626,131)	-7.9%
Other Revenue	2,533,527	5,407,500	17,869,765	12,462,265	230.5%
Total	\$154,968,920	\$168,967,804	\$164,953,796	(\$4,014,008)	-2.4%
Total Revenues - All Funds	\$470,810,811	\$474,051,758	\$504,429,206	\$30,377,448	6.4%



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, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Funds are Internal Service Funds. All Funds listed below require appropriation and the Internal Services Funds also require appropriation. Appropriation is legal authorization to expend.

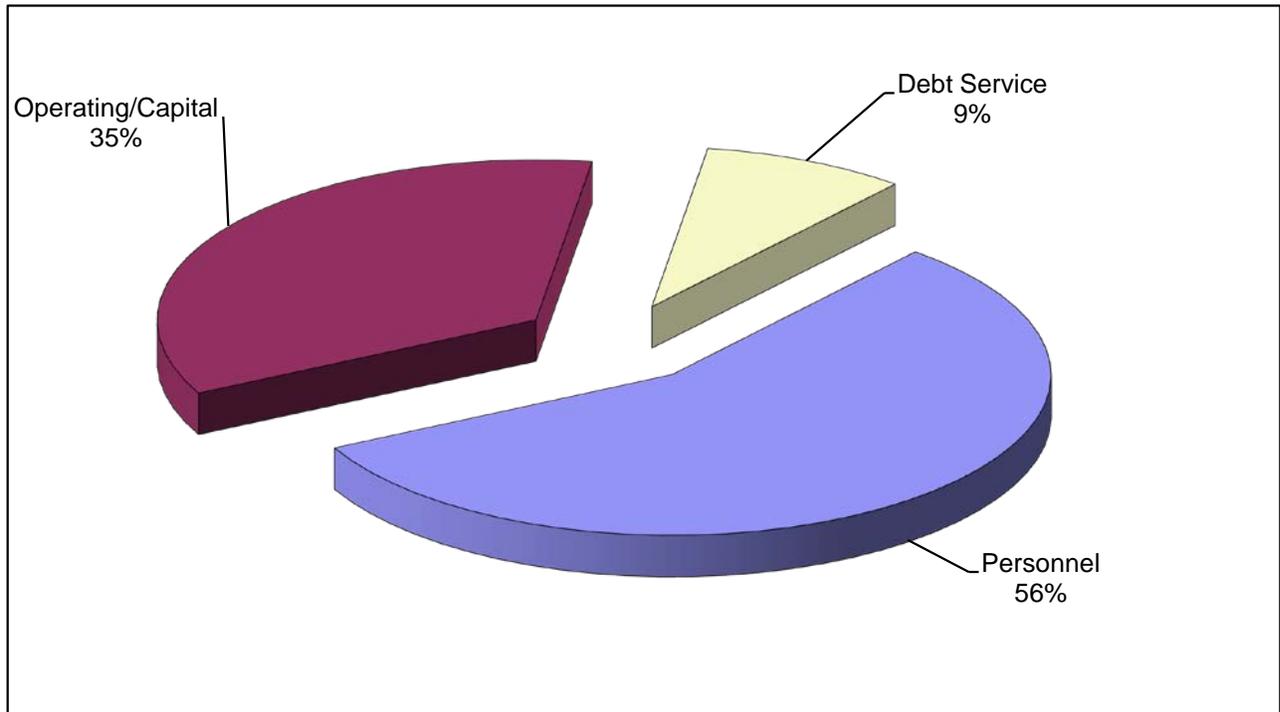
Expenditure Plan	FY2012				
	FY2010 Actual	FY2011 Adopted Budget	Adopted	Changes '11 to '12	
General Fund - General Government					
Personnel	\$52,957,190	\$56,265,898	\$57,134,342	\$868,444	1.5%
Operating	34,787,187	38,528,623	40,246,760	1,718,137	4.5%
Capital	4,579,714	1,641,290	3,091,879	1,450,589	88.4%
Debt Service	10,990,807	10,879,943	11,570,629	690,686	6.3%
Total	\$103,314,898	\$107,315,754	\$112,043,610	\$4,727,856	4.4%
Transportation - PRTC					
Personnel	\$169,952	\$0	\$0	\$0	0.0%
Operating	3,832,314	3,342,944	3,315,823	(27,121)	-0.8%
Capital	48,983	1,293,004	5,930,250	4,637,246	358.6%
Total	\$4,051,249	\$4,635,948	\$9,246,073	\$4,610,125	99.4%
E-911 Fund					
Personnel	\$2,183,233	\$0	\$0	\$0	0.0%
Operating	405,780	0	0	0	0.0%
Total	\$2,589,013	\$0	\$0	\$0	0.0%
Asset Forfeiture Fund					
Operating	\$87,163	\$105,000	\$300,000	\$195,000	185.7%
Capital	0	0	0	0	0.0%
Total	\$87,163	\$105,000	\$300,000	\$195,000	185.7%
Tourism Fund					
Operating	\$328,191	\$510,901	\$541,930	\$31,029	6.1%
Personnel	166,978	170,979	169,950	(1,029)	-0.6%
Tourism Programs	39,120	43,120	43,120	0	0.0%
Capital	321,542	0	0	0	0.0%
Total	\$855,831	\$725,000	\$755,000	\$30,000	4.1%
Hidden Lake Special Revenue Fund					
Personnel	\$6,911	\$7,031	\$6,735	(\$296)	-4.2%
Operating	13,386	5,000	37,500	32,500	650.0%
Capital	0	0	0	0	0.0%
Debt Service	60,906	60,670	64,166	3,496	5.8%
Total	\$81,203	\$72,701	\$108,401	\$35,700	49.1%
Road Impact Fee - West Fund					
Total (Capital)	\$94,576	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Total (Capital)	\$0	\$870,000	\$0	(\$870,000)	100.0%
General Capital Project Fund					
Personnel	\$221,231	\$230,475	\$321,139	\$90,664	39.3%
Operating	715,379	0	12,565	12,565	100.0%
Capital	13,126,969	0	0	0	0.0%
Total	\$14,063,579	\$230,475	\$333,704	\$103,229	44.8%
Utilities Fund - Water & Sewer					
Operating	\$10,800,745	\$10,756,643	\$26,856,865	\$16,100,222	149.7%
Capital	22,821,959	39,044,602	45,408,000	6,363,398	16.3%
Personnel	10,685,129	10,801,688	10,754,797	(46,891)	-0.4%
Debt Service	4,028,263	3,706,000	4,613,946	907,946	24.5%
Total	\$48,336,096	\$64,308,933	\$87,633,608	\$23,324,675	36.3%
School Operating , State Fiscal Stabilization Fund & Grant Fund					
Personnel	\$206,110,548	\$210,688,468	\$210,053,576	(\$634,892)	-0.3%
Operating / Capital	40,711,890	38,937,062	40,292,153	1,355,091	3.5%
Debt Service	386,908	386,910	461,909	74,999	19.4%
Total	\$247,209,346	\$250,012,440	\$250,807,638	\$795,198	0.3%
School Debt Service					
Total	\$29,245,516	\$25,625,938	\$27,388,986	\$1,763,048	6.9%
School Construction Fund					
Personnel	231,275	219,744	228,935	\$9,191	4.2%
Operating / Capital	4,962,537	7,953,721	4,471,065	(3,482,656)	-43.8%
Total	\$5,193,812	\$8,173,465	\$4,700,000	(\$3,473,465)	-42.5%
School Nutrition Service Fund					
Personnel	\$5,163,332	\$5,723,801	\$5,540,724	(\$183,077)	-3.2%
Operating	5,562,484	5,772,116	5,517,962	(254,154)	-4.4%
Capital	9,787	14,000	53,500	39,500	282.1%
Total	\$10,735,603	\$11,509,917	\$11,112,186	(\$397,731)	-3.5%
Total Expenditures - All Funds	\$465,857,885	\$473,585,571	\$504,429,206	\$30,843,635	6.5%



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.

	FY2010 Actual	FY2011 Adopted Budget	Adopted Budget	FY2012 Changes '11 to '12	
Personnel	\$277,895,779	\$284,108,084	\$284,210,198	\$102,114	0.04%
Operating/Capital	143,249,706	148,818,026	176,119,372	27,301,346	18.35%
Debt Service	44,712,400	40,659,461	44,099,636	3,440,175	8.46%
Total Expenditures	\$465,857,885	\$473,585,571	\$504,429,206	\$30,843,635	6.51%





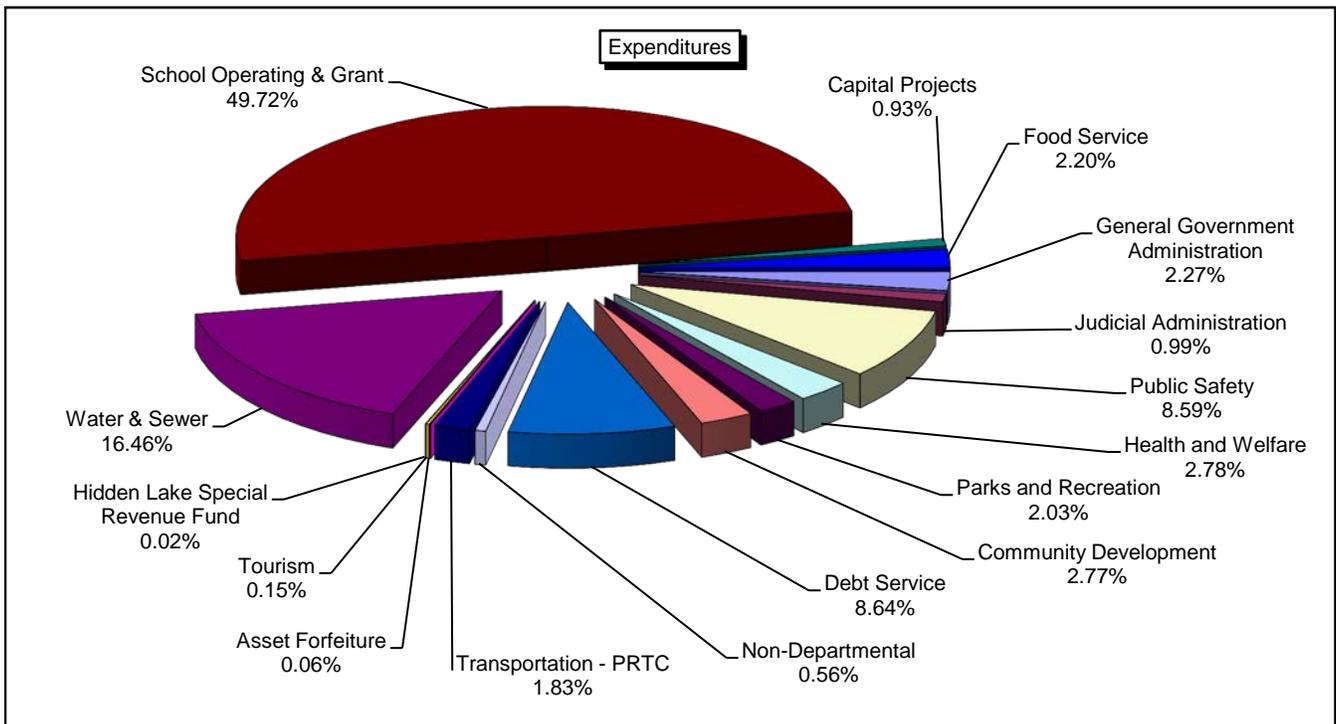
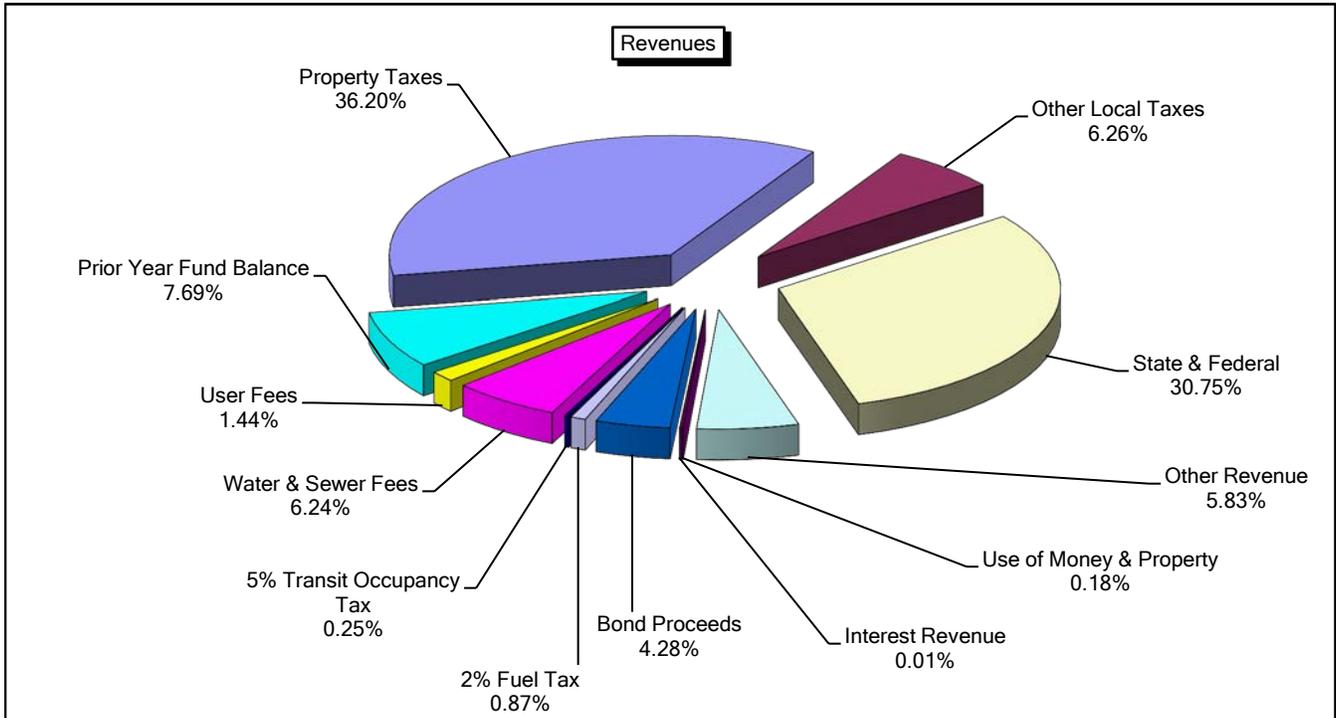
FY2012 ADOPTED BUDGET ALL FUND TYPES

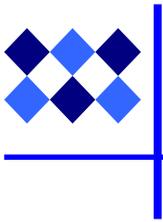
	Governmental Funds			Proprietary Funds	Total 2012 Adopted Budget	
	General Fund	Capital Project Fund	Special Revenue Fund	Enterprise Fund		
Revenues						
Property Taxes	\$182,506,013		\$102,000		\$182,608,013	
Other Local Taxes	31,575,532				31,575,532	
State & Federal	14,552,423		396,600	340,000	155,114,754	
Other Revenue	11,518,454		9,000		29,397,219	
Use of Money & Property	347,130			575,000	922,130	
Interest Revenue		20,000			20,000	
Bond Proceeds				21,600,000	21,600,000	
2% Fuel Tax			4,384,273		4,384,273	
5% Transit Occupancy Tax			1,250,000		1,250,000	
Water & Sewer Fees				31,497,000	31,497,000	
User Fees				7,258,300	7,258,300	
Prior Year Fund Balance		313,704	4,807,601	33,680,680	38,801,985	
Total	\$240,499,552	\$333,704	\$10,949,474	\$87,692,680	\$504,429,206	
Expenditures						
General Government Administration	\$11,135,593	\$333,704			\$11,469,297	
Judicial Administration	4,972,114				4,972,114	
Public Safety	43,335,697				43,335,697	
Health and Welfare	14,018,981				14,018,981	
Parks and Recreation	10,216,221				10,216,221	
Community Development	13,980,563				13,980,563	
Debt Service	38,959,615			4,613,946	43,573,561	
Non-Departmental	2,813,812				2,813,812	
Transportation - PRTC			9,246,073		9,246,073	
Asset Forfeiture			300,000		300,000	
Tourism			755,000		755,000	
Hidden Lake Special Revenue Fund			108,401		108,401	
Water & Sewer				83,019,662	83,019,662	
School Operating & Grant				250,807,638	250,807,638	
Capital Projects				4,700,000	4,700,000	
Food Service				11,112,186	11,112,186	
Total	\$139,432,596	\$333,704	\$10,409,474	\$87,633,608	\$504,429,206	
Other Financing Sources (Uses)						
Operating Transfers In	\$674,818			\$101,841,774	\$102,516,592	
Operating Transfers Out	(101,741,774)		(540,000)	(175,746)	(102,516,592)	
Total Other Financing Sources (Uses)	(\$101,066,956)	\$0	(\$540,000)	\$101,666,028	\$0	
Fund Balance, Beginning of Year	\$33,550,928	\$10,852,158	\$11,049,704	\$11,927,142	\$39,051,468	\$106,431,400
Fund Balance, end of Year	\$33,550,928	\$10,538,454	\$6,242,103	\$11,927,142	\$5,370,788	\$67,629,415



ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2012 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





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 (2010 census).....	128,961
Registered Voters (April 2010).....	75,913
At Place Employment (2010).....	35,484
Median Age (2010 Estimate).....	34.6
Median Household Income (2010 Estimate)	\$103,492
Unemployment Rate (April 2011)	4.9%
Taxable Sales (2010).....	\$928,278,339
New Dwelling Units (2010)	477

Full-time County Employees (FTEs):

Officials & Administration	75
Professionals	125
Technicians.....	133
Protective Services	137
Paraprofessionals	28
Administrative Support.....	156
Skilled Crafts.....	119
Service Maintenance.....	45
Total Regular FTEs.....	818

Education

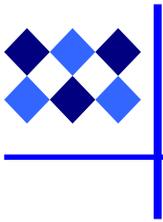
Number of Elementary Schools.....	17
Number of Middle Schools	8
Number of High Schools	5
Membership-FY2011-2012 Year	26,838

Fire and Rescue Protection

Number of Fire and Rescue Stations.....	16
Career Personnel.....	117
Volunteer Personnel.....	250
2006 Emergency Incidents.....	21,139

Libraries

Number of Facilities	3
Patrons Registered	80,232
Total Circulation	3,979,271



DEMOGRAPHICS

Parks and Recreation

County Parks	10 (1,025 acres)
Regional Parks.....	3 (157 acres)
State and National Parks.....	2 (1,184 acres)
Athletic Fields.....	41
Playgrounds.....	8
Tennis Courts (County & School).....	17
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.....	3
Public Fishing Lakes	2
Public Beach	2 (43 acres)
Public Swimming Pool.....	2 (1 year round facility)
Gymnastics Training Center.....	1
Senior Citizens Center	1
Recreation Centers	3

Police Protection

Number of Employees	243
Police Operations.....	163 (14 part-time)
Court Services/Civil Process	29 (4 part-time)
Communications (EOC)	39
Animal Control	12

Water and Sewer Utility

Number of Water/Sewer Accounts	31,674
Water Plant Capacity	18.0 mgd
Average Water Consumption	9.7 mgd
Water Mains.....	586 miles
Sewer Mains	415 miles
Water Storage.....	16.7 million gallons
Reservoirs.....	2 lakes
Wastewater Plant Capacity	14.5 mgd
Average Wastewater Flow	8.8 mgd
Pumping Stations.....	89

*mgd=million gallons per day



SELECTED FISCAL INDICATORS

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted	FY2012 Adopted
Dollars (000)									
Total Exp All Funds	\$345,602	\$423,820	\$462,679	\$461,041	\$459,406	\$478,579	\$465,858	\$473,586	\$504,429
General Fund Revenues	\$162,400	\$181,608	\$199,124	\$215,148	\$232,348	\$237,902	\$238,872	\$234,150	\$241,174
Local School Funding	\$89,219	\$93,452	\$114,427	\$121,194	\$130,513	\$130,049	\$132,435	\$126,320	\$129,083

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted	FY2012 Adopted
People									
Resident Population	114,513	117,674	120,170	120,723	121,736	122,800	128,961	130,761	132,561
Authorized County Positions ⁽¹⁾	780	840	952	1,014	1,060	1,060	997	984	977
School Positions ⁽²⁾	3,373	3,446	3,769	3,586	3,610	3,756	3,795	3,826	3,783
School Enrollment (ADM) ⁽³⁾	24,639	25,419	25,871	26,181	26,114	26,350	26,661	26,757	26,838

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted	FY2012 Adopted
Assessed Value (000)									
Real Property ⁽⁴⁾	8,920,053	9,499,678	16,293,674	16,913,238	16,226,492	16,313,535	12,555,580	12,572,368	12,740,838

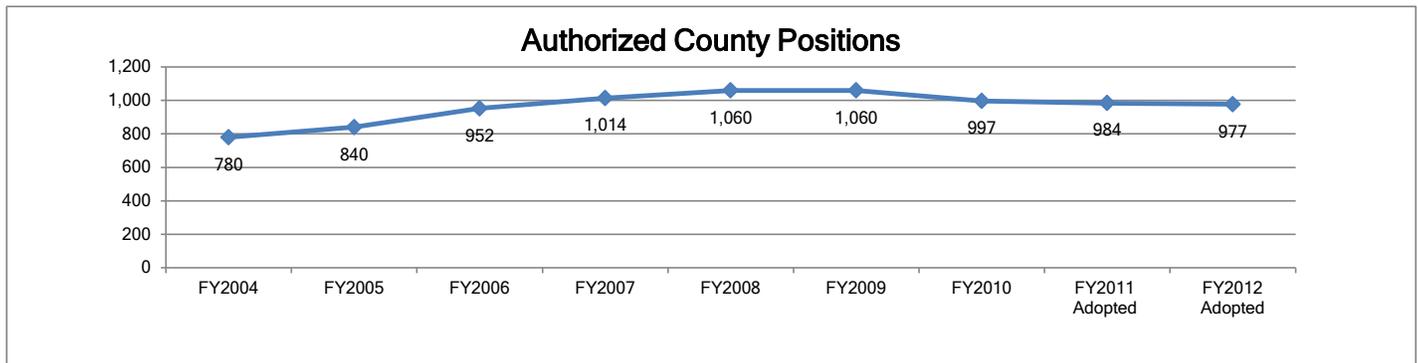
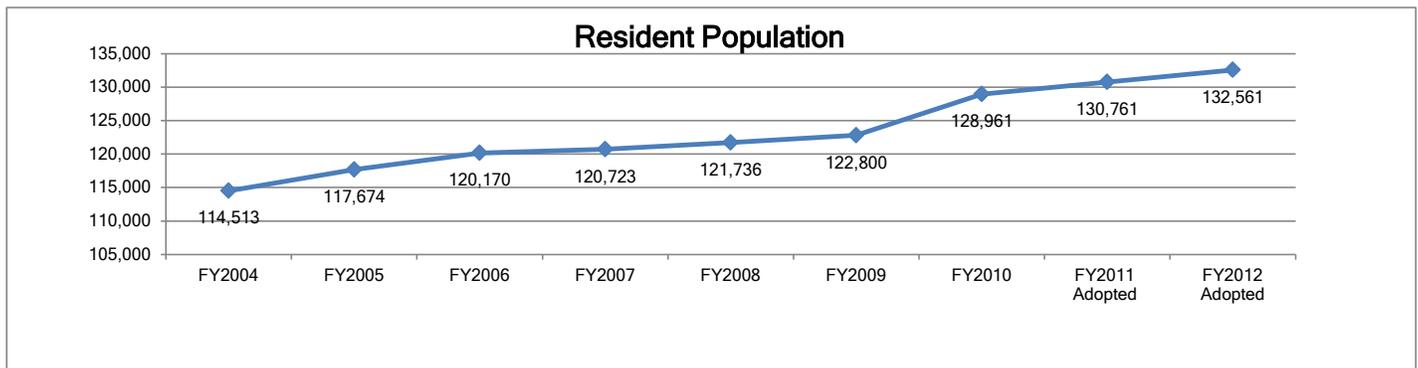
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011 Adopted	FY2012 Adopted
Tax Rates									
Real Property	1.14/0.97	0.97	0.97/0.63	0.63/0.70	0.70/0.84	0.84	0.84/1.10	1.10/1.08	1.08
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49/6.89	6.89	6.89	6.89
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20	2.20/2.76	2.76	2.76	2.76

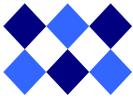
⁽¹⁾ Full-Time and Part-Time Positions

⁽²⁾ All School Funds positions are Full-Time Equivalent totals and rounding may apply

⁽³⁾ (ADM) Average Daily Membership

⁽⁴⁾ Calendar Year Value



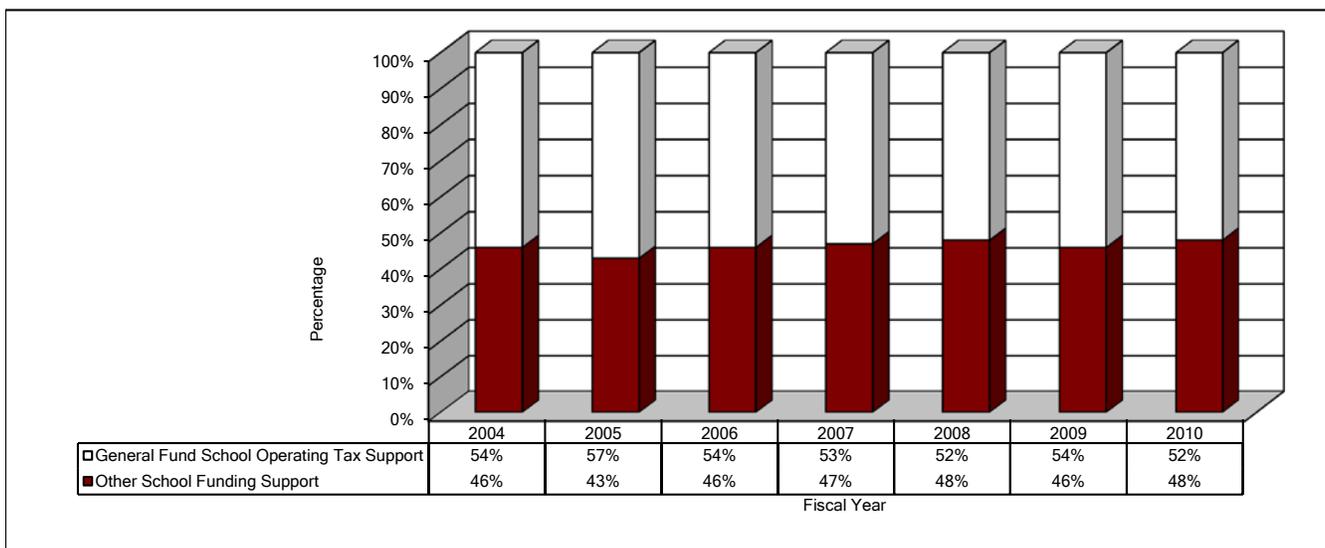


EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2012 is \$129.1 million. This is a \$2.8 million increase or 2.2% compared to Fiscal Year 2011.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2012 *	26,838	0.7%	132,561	2.8%	278,272	2,620	1.0%	10,369	2,099
2011 *	26,757	1.5%	130,761	6.5%	275,652	(821)	-0.3%	10,302	2,108
2010	26,661	2.1%	128,961	5.9%	276,473	(4,816)	-1.7%	10,370	2,144
2009	26,350	0.9%	122,800	0.9%	281,289	9,750	3.6%	10,675	2,291
2008	26,114	-0.3%	121,736	0.8%	271,539	12,465	4.8%	10,398	2,231
2007	26,181	1.2%	120,723	0.5%	259,074	11,944	4.8%	9,895	2,146
2006	25,871	1.8%	120,170	2.1%	247,130	31,688	14.7%	9,552	2,057
2005	25,419	3.2%	117,674	2.8%	215,442	22,945	11.9%	8,476	1,831
2004	24,639	4.0%	114,513	4.7%	192,497	13,437	7.5%	7,813	1,681

Fiscal Year	School Enrollment		County Population		General Fund Transfer				% of Oper. Fund	
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil		Per Capita
2012 *	26,838	0.7%	132,561	2.8%	129,083	2,763	2.2%	4,810	974	46.4%
2011 *	26,757	1.5%	130,761	6.5%	126,320	(6,115)	-4.6%	4,721	966	45.8%
2010	26,661	2.1%	128,961	5.9%	132,435	2,386	1.8%	4,967	1,027	47.9%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46.2%
2008	26,114	-0.3%	121,736	0.8%	130,513	9,319	7.7%	4,998	1,072	48.1%
2007	26,181	1.2%	120,723	0.5%	121,194	6,767	5.9%	4,629	1,004	46.8%
2006	25,871	1.8%	120,170	2.1%	114,427	20,975	22.4%	4,423	952	46.3%
2005	25,419	3.2%	117,674	2.8%	93,452	4,233	4.7%	3,676	794	43.4%
2004	24,639	4.0%	114,513	4.7%	89,219	5,219	6.2%	3,621	779	46.3%

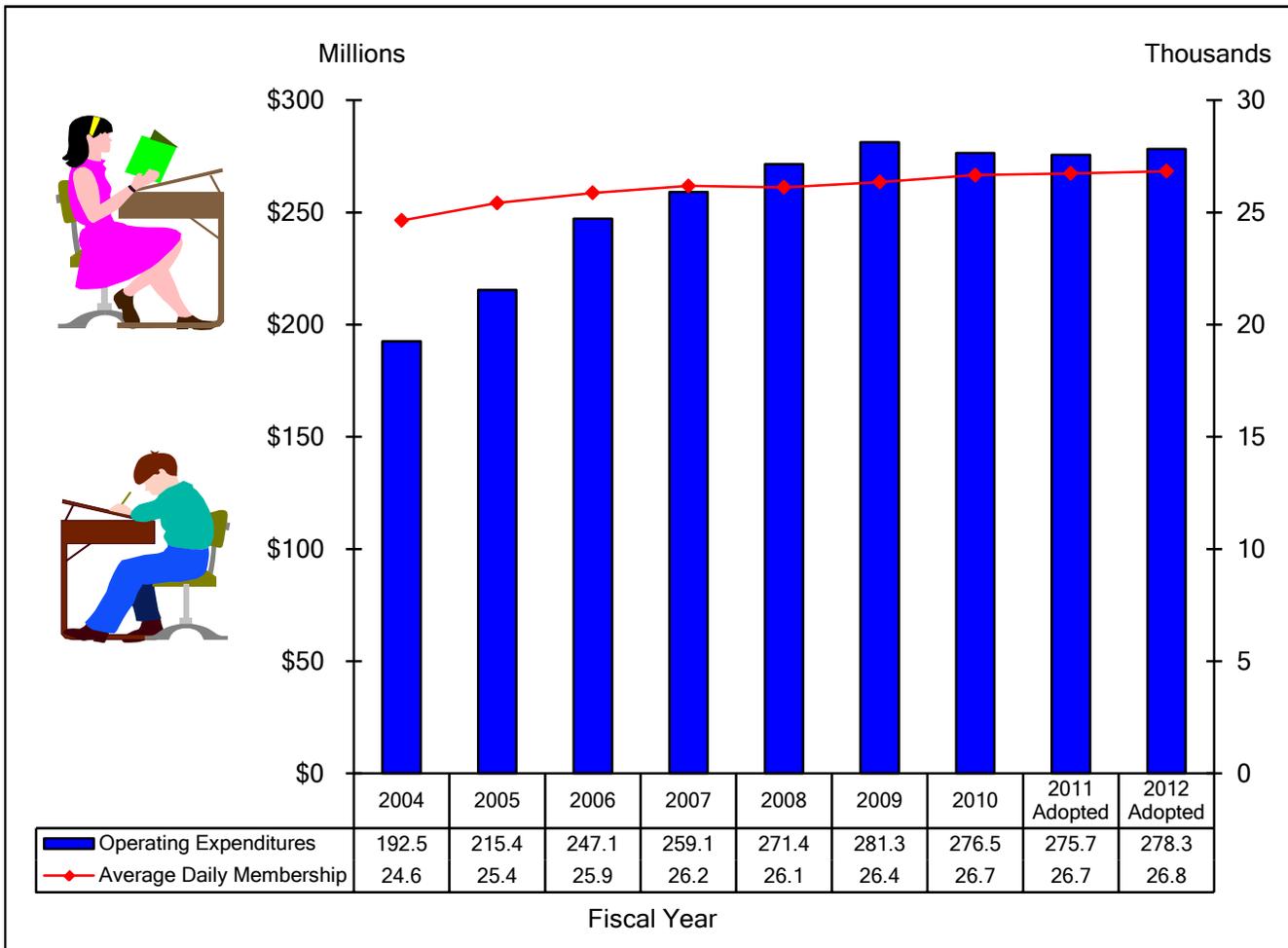


* Fiscal Years 2011 and 2012 are Adopted Budgets.



SCHOOL OPERATING VS. ENROLLMENT

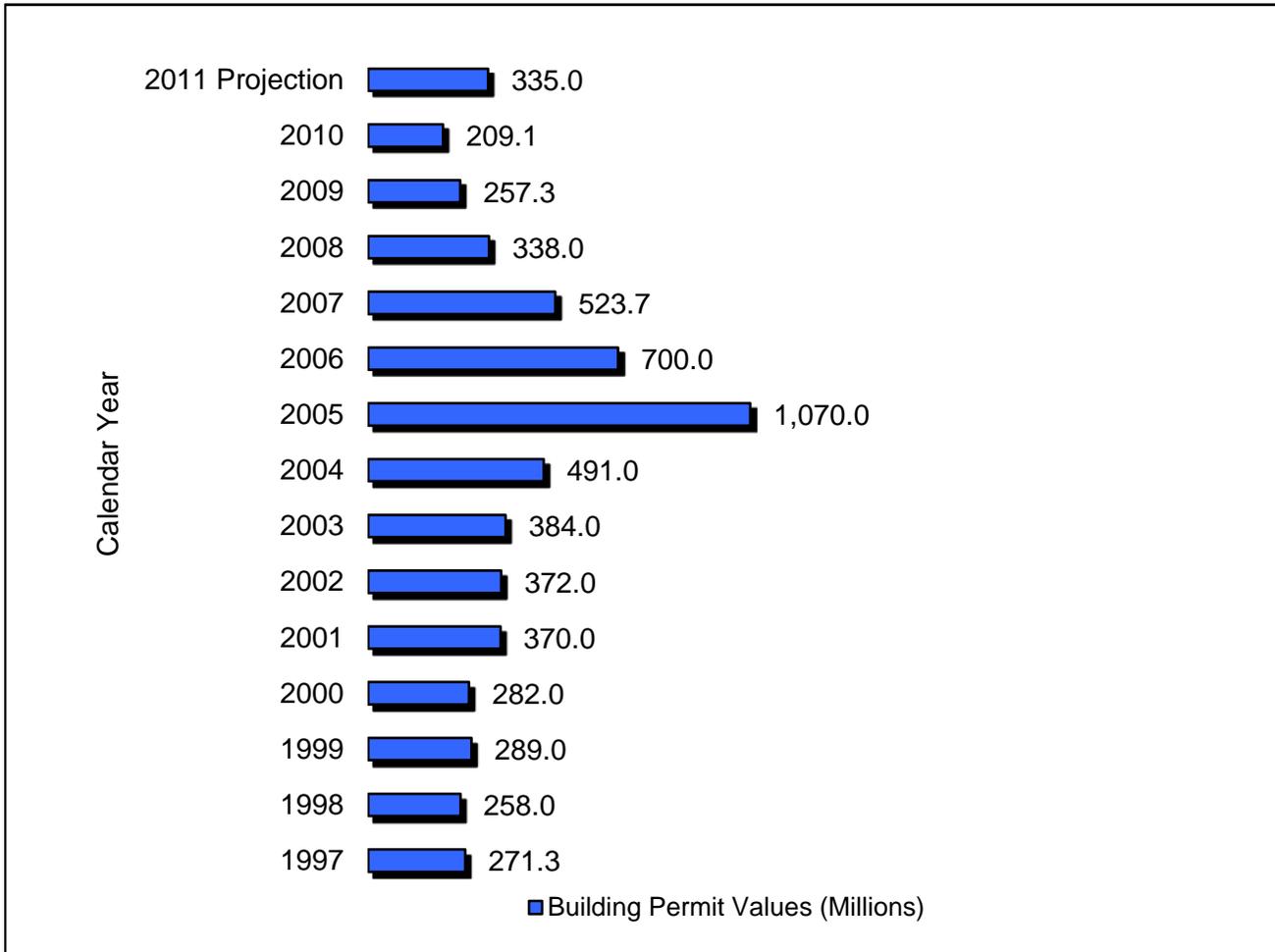
Estimated school average daily membership for Fiscal Year 2012 is 26,838 and a school operating budget of \$278.3 million (includes debt service).

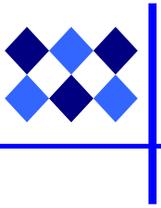




BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is



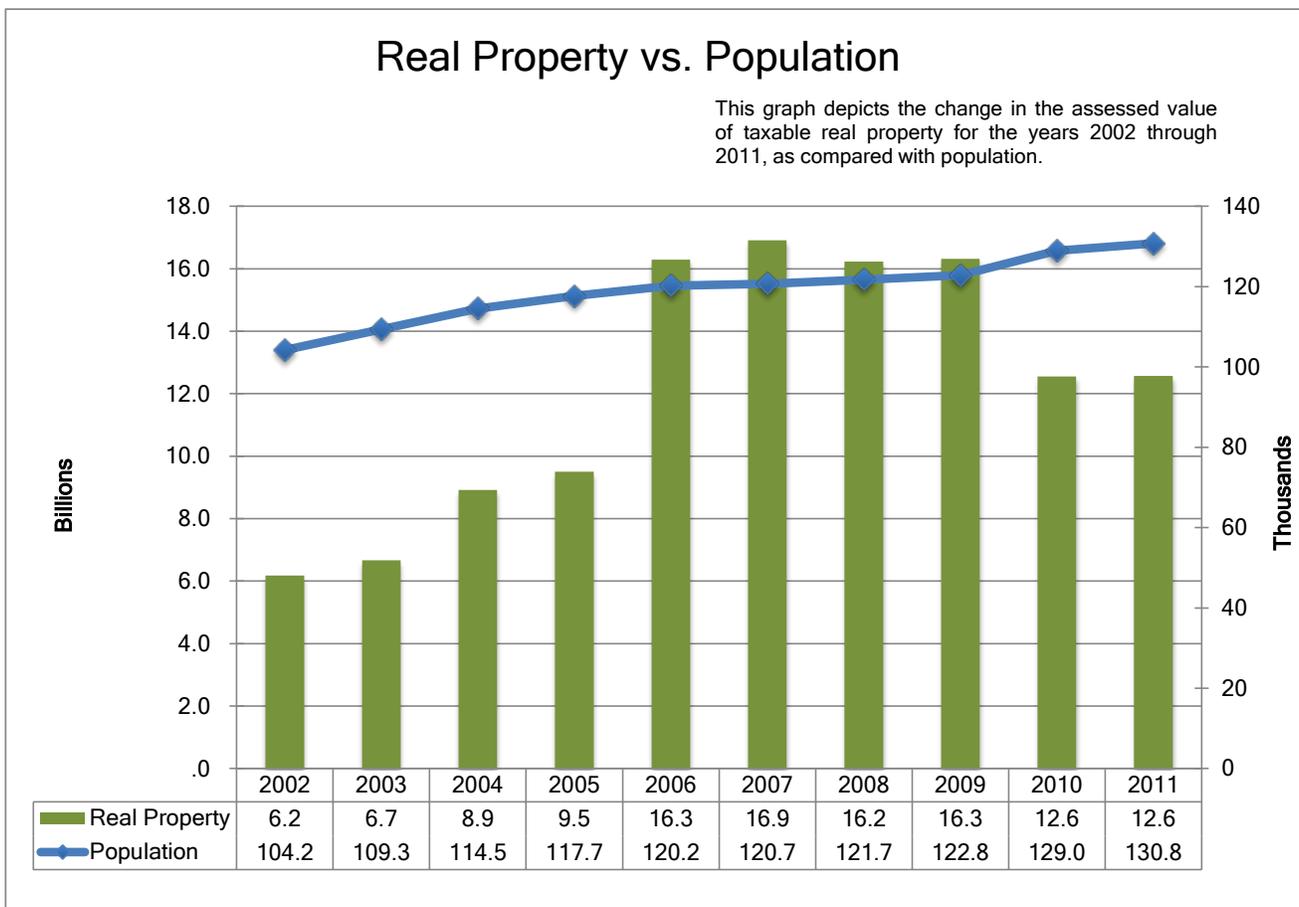


ASSESSED VALUE OF REAL PROPERTY

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. The proposed budget reflects values of the most recent reassessment, completed January 1, 2010. 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).

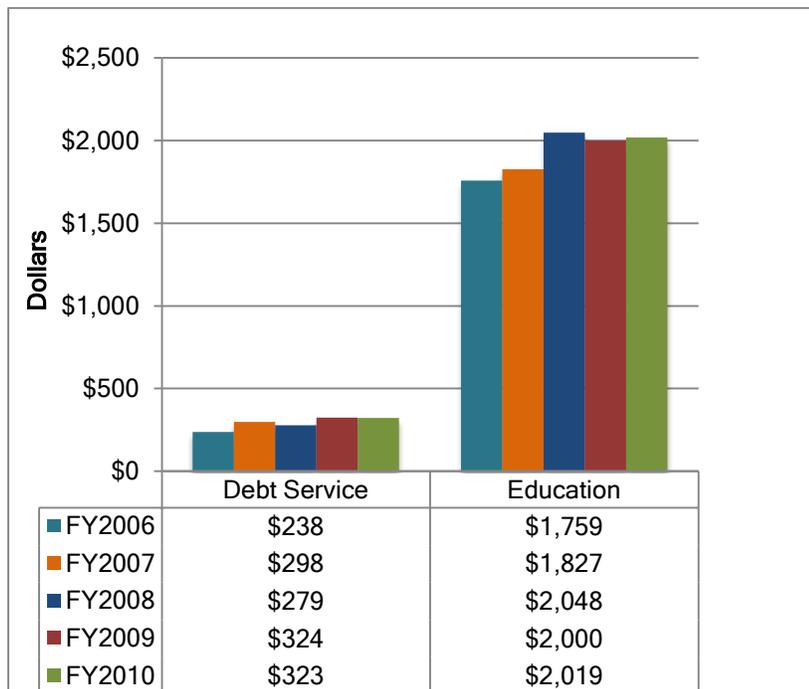
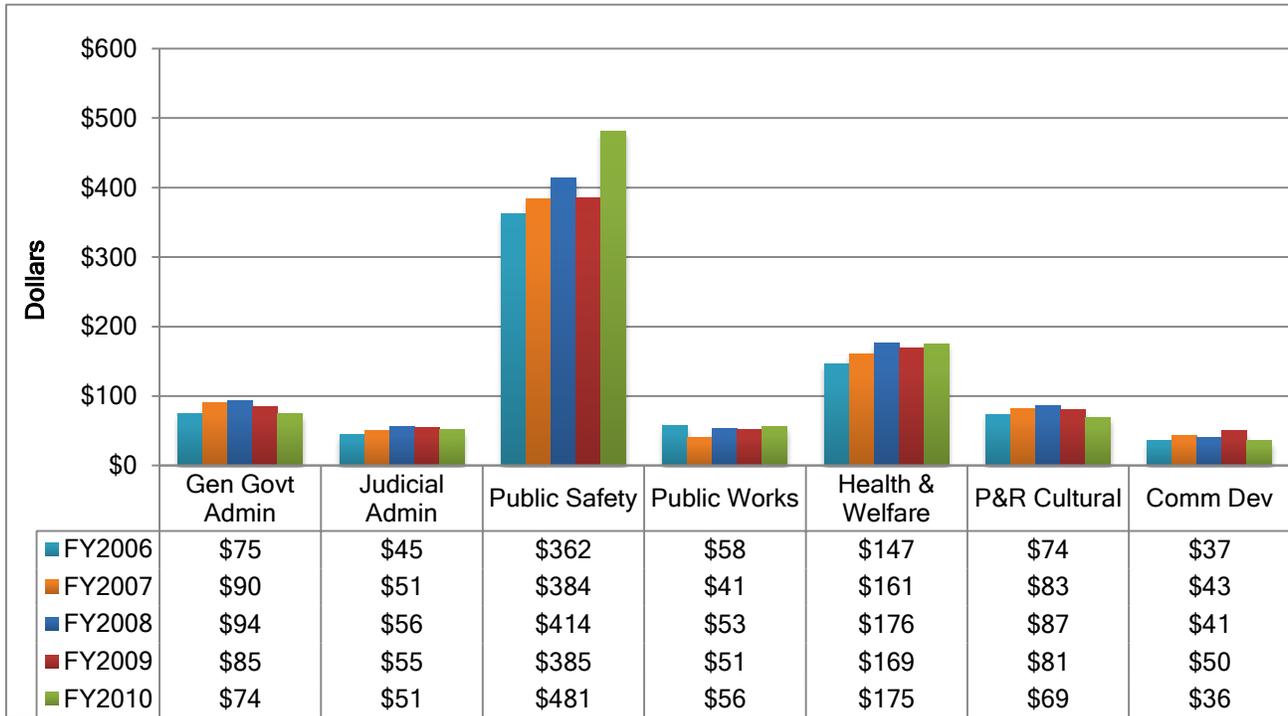
The 2010 reassessment reflects the recent downturn in the real estate market, with values declining approximately 23% overall. Residential properties declined an average of 26%, while commercial properties decreased by an average of 11%. The 2011 estimated assessed value assumes a growth rate of 1.3%.





PER CAPITA EXPENDITURES

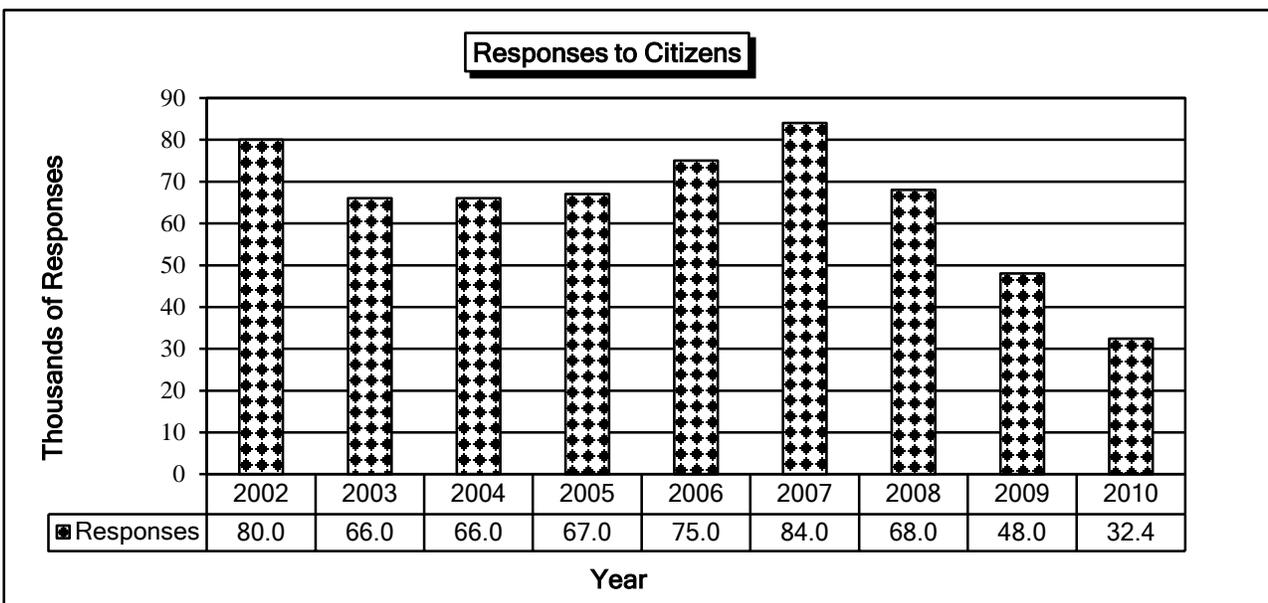
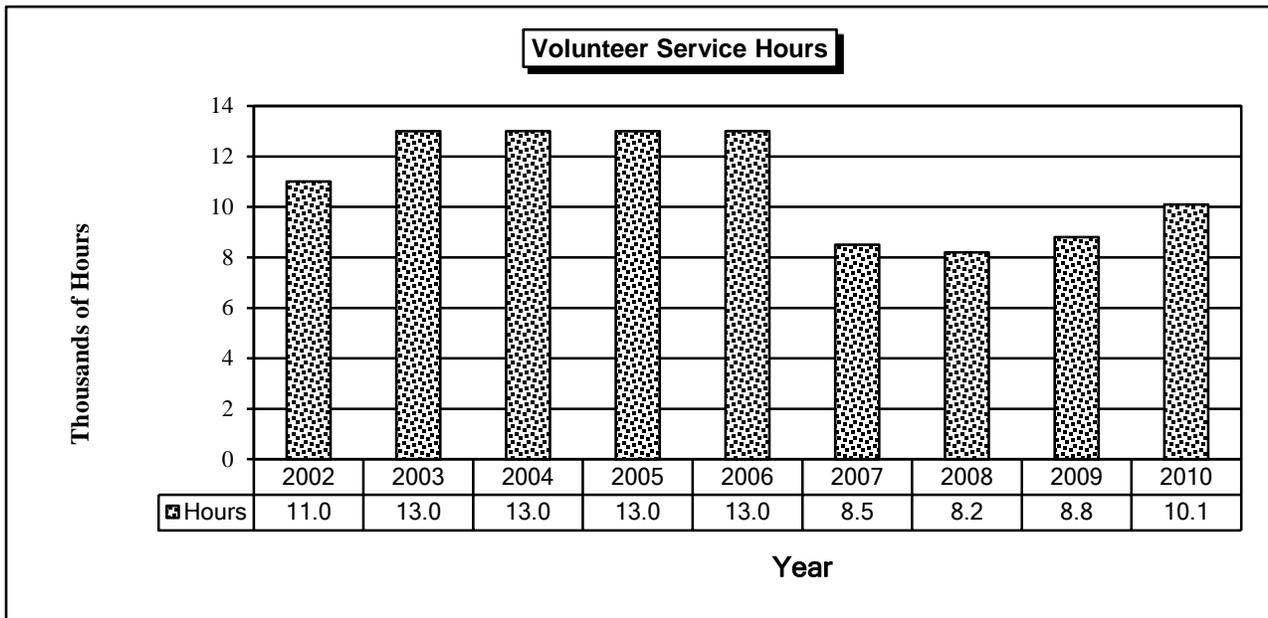
These graphs represents Stafford's per capita expenditures for general government, debt service and education for Fiscal Years 2006 through 2010, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.





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 100 volunteers who assist in the courts, reception duties in county offices, traffic trailers, speedwatch and data entry in the Sheriff's department, walking dogs and animal care at the Animal Shelter, and serve as tour guides for Stafford County Schools 3rd grade tour program. A new team of volunteers have recently been added to this office which is the Cemetery Committee who researches, preserves and maintains Stafford County cemeteries.

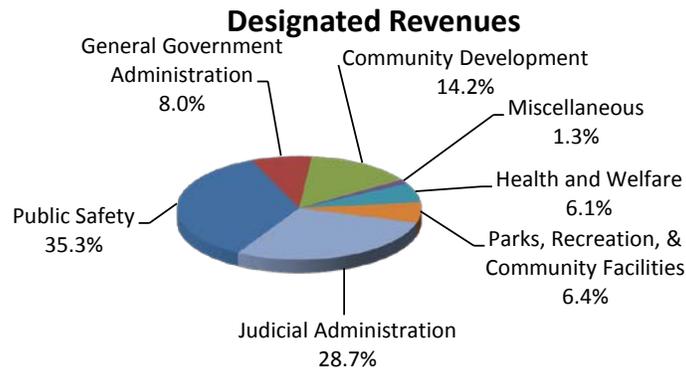




CURRENT SERVICE COSTS PROPERTY TAXES

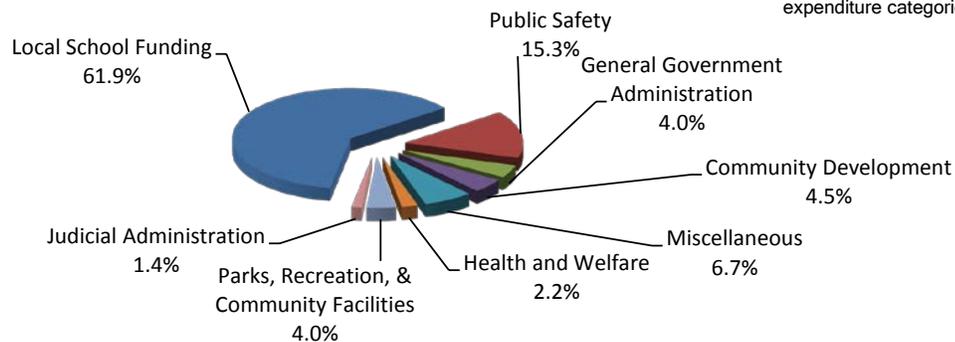
Service Type	Service Costs	FY2012 Revenues		Property Tax Required Total	Per Capita
		Designated	Undesignated		
Local School Funding	\$129,082,760	\$0	\$16,174,186	\$112,908,574	\$875.52
Public Safety	43,335,697	10,050,745	5,430,002	27,854,950	216.00
General Government Administration	11,135,593	2,272,866	1,395,300	7,467,427	57.90
Community Development	13,980,563	4,031,077	1,751,777	8,197,709	63.57
Miscellaneous	14,432,441	381,063	1,808,398	12,242,980	94.94
Health and Welfare	14,018,981	8,176,094	1,756,591	4,086,296	31.69
Parks, Recreation, & Community Facilities	10,216,221	1,717,209	1,280,102	7,218,910	55.98
Judicial Administration	4,972,114	1,819,938	623,010	2,529,166	19.61
Total	\$241,174,370	\$28,448,992	\$30,219,365	\$182,506,013	\$1,415.20

This graph depicts the allocation of designated revenues among the major expenditure categories.



Property Tax Required

This graph depicts the percentage of revenue allocated to the major expenditure categories.



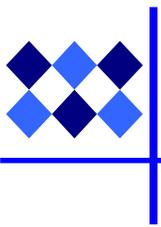


2011 PROPERTY TAX RATES

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate	1.08
Motor Vehicles	6.89
Tangible Personal Property - Other	5.49
Motor Vehicles Specially Equipped for the Disabled	.10
Personal Property Volunteer Fire & Rescue	.0001
Disabled Veterans as defined in VA Code §46.2-100	.0001
Motor Carrier Transportation	.75
Machinery and Tools	.75
Merchant's Capital	.50
Mobile Homes	1.08
Aircraft	.0001

The tax rate for vehicles 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 \$2.76 per \$100 of estimated fair market value.





DEBT 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.

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.

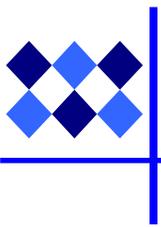
The County's bond ratings are shown below:

	Moody's	Standard & Poor's	Fitch
General Obligation	Aa2	AA-	AA
Lease Revenue	A1	A+	AA-
Water & Sewer	Aa2	AA	Not Rated

While these ratings recognize Stafford's strong financial management, the Board of Supervisors continues its work toward improving the County's bond rating. In July 2010, the Board strengthened their financial policies, to include reducing debt limits as the County continues to reduce its reliance on debt.

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."



DEBT MANAGEMENT

Accordingly, Stafford County examined its debt program and adopted debt policy limits. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in July 2010, the debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 2% of the general government budget. 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.

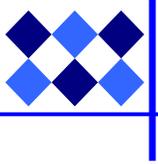
The approved CIP was formulated using the more stringent debt limitations (3.5% debt to assessed value and 10.5% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating.

Between 6/30/01 and 6/30/10, total Direct Debt for the County rose from \$208.0 million to \$409.1 million. Direct Debt includes general obligation bonds, revenue bonds and other long-term debt instruments for the County's Governmental, School Board and Enterprise funds. The outstanding debt per capita for fiscal year 2010 was \$3,012. 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 exhibits in this section provide further detail regarding the County's current debt obligations.

The Analysis of Outstanding Debt for Fiscal Years 2012-2017 displays the principal amounts owed at the current time. The section includes 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.

Charts are included to illustrate compliance with the current adopted policies.



ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2012-2016

General Obligation Bonds

School Bond - VPSA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	244,659,634	14,104,536	230,555,098
2013	230,555,098	13,844,830	216,710,268
2014	216,710,268	13,679,735	203,030,533
2015	203,030,533	13,574,044	189,456,489
2016	189,456,489	13,506,219	175,950,270

Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	4,172,633	511,149	3,661,484
2013	3,661,484	466,149	3,195,335
2014	3,195,335	466,149	2,729,186
2015	2,729,186	466,149	2,263,037
2016	2,263,037	466,149	1,796,888

Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	6,800,000	740,000	6,060,000
2013	6,060,000	740,000	5,320,000
2014	5,320,000	735,000	4,585,000
2015	4,585,000	735,000	3,850,000
2016	3,850,000	550,000	3,300,000

Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	255,632,267	15,355,685	240,276,582
2013	240,276,582	15,050,979	225,225,603
2014	225,225,603	14,880,884	210,344,719
2015	210,344,719	14,775,193	195,569,526
2016	195,569,526	14,522,368	181,047,158

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	83,720,000	3,755,000	79,965,000
2013	79,965,000	3,460,000	76,505,000
2014	76,505,000	3,500,000	73,005,000
2015	73,005,000	3,540,000	69,465,000
2016	69,465,000	3,580,000	65,885,000

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	8,409,471	385,702	8,023,769
2013	8,023,769	397,360	7,626,409
2014	7,626,409	409,370	7,217,039
2015	7,217,039	421,743	6,795,296
2016	6,795,296	434,491	6,360,805

Other Debt

Other- Equipment Leases- School Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	1,974,541	902,434	1,072,107
2013	1,072,107	775,025	297,082
2014	297,082	297,082	0

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	12,163,595	1,624,474	10,539,121
2013	10,539,121	1,487,354	9,051,766
2014	9,051,766	1,382,910	7,668,856
2015	7,668,856	1,382,877	6,285,979
2016	6,285,979	1,329,369	4,956,611

Total Other- Equipment Leases, County and Schools

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	14,138,136	2,526,908	11,611,228
2013	11,611,228	2,262,379	9,348,848
2014	9,348,848	1,679,992	7,668,856
2015	7,668,856	1,382,877	6,285,979
2016	6,285,979	1,329,369	4,956,611



ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2012-2016

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	38,017,841	3,792,730	34,225,111
2013	34,225,111	1,957,230	32,267,881
2014	32,267,881	1,981,850	30,286,031
2015	30,286,031	2,002,196	28,283,836
2016	28,283,836	1,498,290	26,785,546

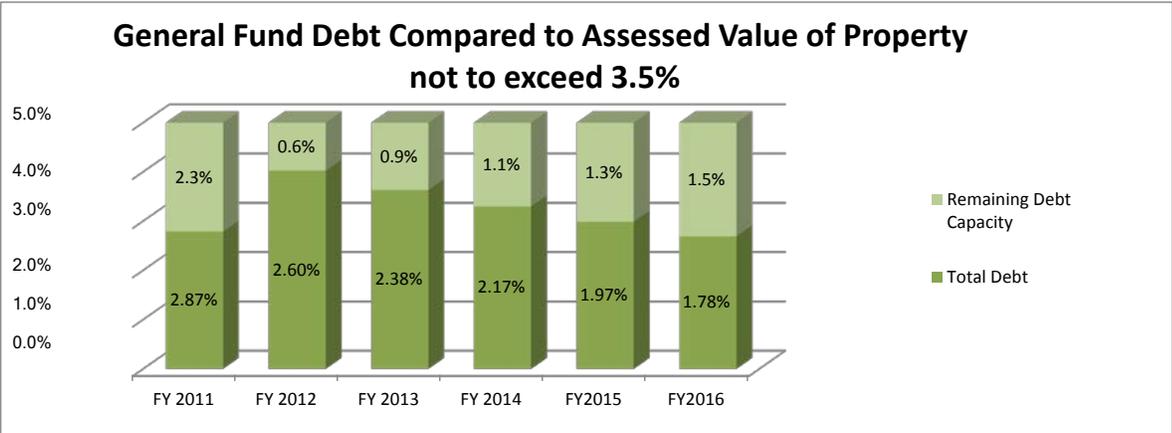
Total Utilities Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	38,017,841	3,792,730	34,225,111
2013	34,225,111	1,957,230	32,267,881
2014	32,267,881	1,981,850	30,286,031
2015	30,286,031	2,002,196	28,283,836
2016	28,283,836	1,498,290	26,785,546

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2012	399,917,715	25,816,025	374,101,690
2013	374,101,690	23,127,949	350,973,741
2014	350,973,741	22,452,096	328,521,646
2015	328,521,646	22,122,009	306,399,637
2016	306,399,637	21,364,517	285,035,120



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. As part of its efforts to improve the County's bond rating, the Board revised the financial policies reducing this ratio to 3.5% in FY11, with a goal to reach 3% by July 1, 2015.



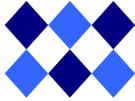
GENERAL FUND BOND DEBT

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
	<u>\$4,122,053</u>	<u>\$1,025,305</u>	<u>\$5,147,358</u>	

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
	<u>\$11,000,000</u>	<u>\$5,397,255</u>	<u>\$16,397,255</u>	



GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2006 - 2037 Public Safety Building, Fire Stations

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
	<u>\$47,030,000</u>	<u>\$43,771,976</u>	<u>\$90,801,976</u>	



GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2008 - 2033
England Run Library, Patawomeck Park, Courthouse Renovations, Public Safety
Communications System, JDR Courthouse Design, Artificial Turf Fields

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
	<u>\$45,165,000</u>	<u>\$22,675,233</u>	<u>\$67,840,233</u>	



GENERAL FUND BOND DEBT

General Government - Crows Nest, 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
	<u>\$9,500,000</u>	<u>\$3,189,632</u>	<u>\$12,689,632</u>	



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	2,444	47,377	0
Total	<u>\$478,000</u>	<u>\$232,401</u>	<u>\$710,401</u>	

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	<u>\$212,000</u>	<u>\$129,849</u>	<u>\$299,396</u>	



GENERAL FUND LEASE DEBT

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	<u>\$554,000</u>	<u>\$134,718</u>	<u>\$688,718</u>	

Fire & Rescue - Pumper Trucks 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,012,740
2006	\$85,028	\$19,201	104,229	927,712
2007	369,848	35,992	405,840	557,864
2008	61,175	22,899	84,074	496,689
2009	63,517	18,237	81,754	433,172
2010	65,948	15,806	81,754	367,224
2011	68,472	13,282	81,754	298,752
2012	71,093	10,661	81,754	227,658
2013	73,815	7,939	81,754	153,843
2014	76,640	5,114	81,754	77,203
2015	77,203	4,551	81,754	0
Total	<u>\$1,012,740</u>	<u>\$153,682</u>	<u>\$1,166,422</u>	



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	<u>\$521,281</u>	<u>\$130,492</u>	<u>\$651,773</u>	

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	3,787	122,237	0
Total	<u>\$545,341</u>	<u>\$65,880</u>	<u>\$611,221</u>	



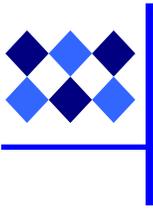
GENERAL FUND LEASE DEBT

Fire & Rescue Equipment - 2008

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,104,623
2009	170,043	95,311	265,355	1,934,580
2010	177,912	87,443	265,355	1,756,667
2011	186,162	79,193	265,355	1,570,505
2012	194,813	70,542	265,355	1,375,693
2013	203,884	61,471	265,355	1,171,809
2014	213,398	51,957	265,355	958,411
2015	223,377	41,977	265,355	735,033
2016	233,846	31,508	265,355	501,187
2017	244,831	20,524	265,355	256,356
2018	256,356	8,998	265,355	0
Total	<u>\$2,104,623</u>	<u>\$548,925</u>	<u>\$2,653,548</u>	

Ambulances - 2008

Fiscal Year	Principal	Interest	Total	Balance
	0	0	0	550,896
2009	101,899	20,343	122,242	448,997
2010	105,880	16,362	122,242	343,117
2011	110,017	12,224	122,242	233,099
2012	114,316	7,926	122,242	118,783
2013	118,783	3,459	122,242	0
Total	<u>\$550,896</u>	<u>\$60,314</u>	<u>\$611,209</u>	



GENERAL FUND LEASE DEBT

Fire & Rescue Equipment - Pierce Arrow Rescue Pumper - 2009

Fiscal Year	Principal	Interest	Total	Balance
	0	0	0	649,060
2010	53,604	26,322	79,926	595,456
2011	55,846	24,080	79,926	539,610
2012	58,182	21,744	79,926	481,427
2013	60,616	19,310	79,926	420,811
2014	63,151	16,775	79,926	357,660
2015	65,793	14,133	79,926	291,867
2016	68,545	11,381	79,926	223,322
2017	71,412	8,514	79,926	151,910
2018	74,399	5,527	79,926	77,511
2019	77,511	2,415	79,926	0
Total	<u>\$649,060</u>	<u>\$150,201</u>	<u>\$799,261</u>	

AS400 - 2011

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$98,171
2011	31,898	2,301	34,199	66,273
2012	32,717	1,483	34,200	33,556
2013	33,556	643	34,199	0
Total	<u>\$98,171</u>	<u>\$4,427</u>	<u>\$102,598</u>	

Fire Rescue - Mass Casualty Unit - 2011

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$101,882
2011	19,174	2,933	22,107	82,708
2012	19,757	2,350	22,107	62,951
2013	20,358	1,749	22,107	42,593
2014	20,977	1,129	22,106	21,616
2015	21,616	491	22,107	0
Total	<u>\$101,882</u>	<u>\$8,651</u>	<u>\$110,533</u>	



GENERAL FUND LEASE DEBT

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>	

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	310,767	13,127	323,894	159,288
2013	159,288	2,660	161,948	0
Total	<u>\$2,006,870</u>	<u>\$264,669</u>	<u>\$2,271,539</u>	



GENERAL FUND LEASE DEBT

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>	

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	<u>\$1,720,885</u>	<u>\$463,946</u>	<u>\$2,184,831</u>	



UTILITIES FUND BOND DEBT

Revenue Refunding Bonds, Series 1996

Fiscal Year	Principal	Interest	Total	Balance
2012	565,000	81,088	646,088	1,738,860
2013	550,000	61,810	611,810	1,127,050
2014	545,000	35,815	580,815	546,235
2015	535,000	11,235	546,235	0
Total	<u>\$2,195,000</u>	<u>\$189,948</u>	<u>\$2,384,948</u>	

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	298,263	2,978,263	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	<u>\$22,915,000</u>	<u>\$4,542,595</u>	<u>\$27,457,595</u>	



UTILITIES FUND BOND DEBT

Virginia Resources Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
2012	172,917.00	330,438.00	503,355.00	9,433,562.00
2013	355,096.00	331,768.00	686,864.00	9,078,466.00
2014	367,814.00	319,050.00	686,864.00	8,710,652.00
2015	380,987.00	305,877.00	686,864.00	8,329,665.00
2016	394,631.00	292,231.00	686,862.00	7,935,034.00
2017	408,766.00	278,098.00	686,864.00	7,526,268.00
2018	423,406.00	263,458.00	686,864.00	7,102,862.00
2019	438,570.00	248,293.00	686,863.00	6,664,292.00
2020	454,278.00	232,586.00	686,864.00	6,210,014.00
2021	470,547.00	216,316.00	686,863.00	5,739,467.00
2022	487,400.00	199,463.00	686,863.00	5,252,067.00
2023	504,857.00	182,007.00	686,864.00	4,747,210.00
2024	522,938.00	163,926.00	686,864.00	4,224,272.00
2025	541,667.00	145,197.00	686,864.00	3,682,605.00
2026	561,066.00	125,797.00	686,863.00	3,121,539.00
2027	581,161.00	105,702.00	686,863.00	2,540,378.00
2028	601,976.00	84,888.00	686,864.00	1,938,402.00
2029	623,535.00	63,328.00	686,863.00	1,314,867.00
2030	645,868.00	40,996.00	686,864.00	668,999.00
2031	668,999.00	17,865.00	686,864.00	-
Total	<u>9,606,479.00</u>	<u>\$3,947,284</u>	<u>\$13,553,763</u>	

Virginia Resources Authority - Aquia

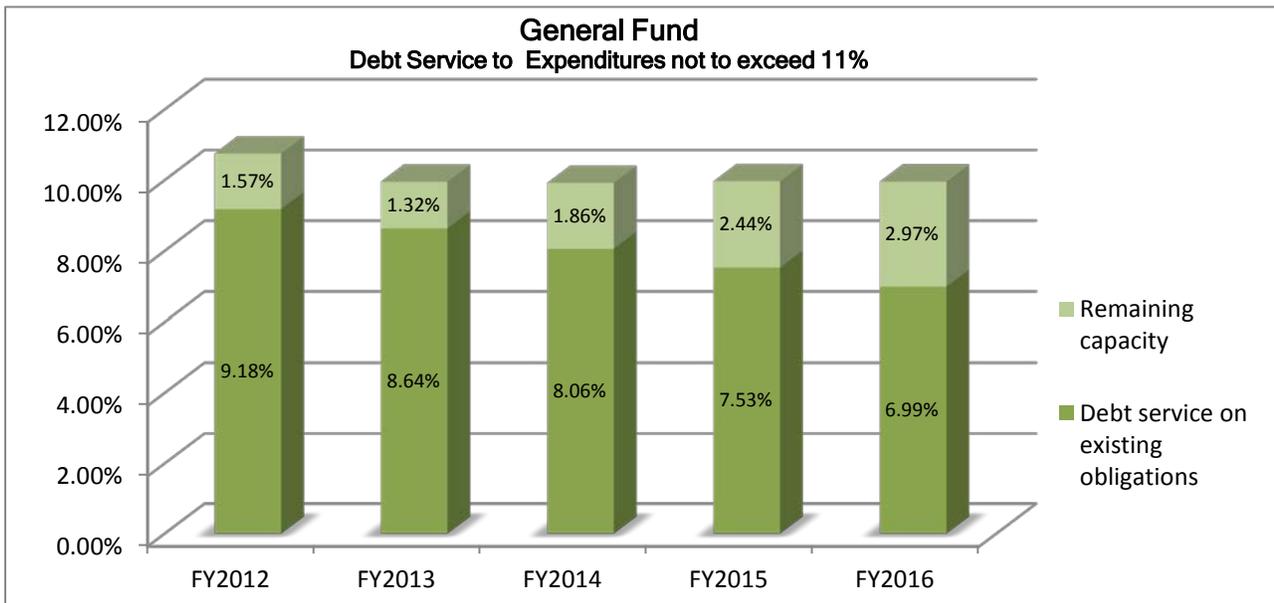
Fiscal Year	Principal	Interest	Total	Balance
2012	519,813.00	282,940.00	802,753.00	\$23,161,549
2013	1,052,134.00	366,393.00	1,418,527.00	22,109,415
2014	1,069,036.00	349,491.00	1,418,527.00	21,040,379
2015	1,086,209.00	332,319.00	1,418,528.00	19,954,170
2016	1,103,657.00	314,870.00	1,418,527.00	18,850,513
2017	1,121,387.00	297,140.00	1,418,527.00	17,729,126
2018	1,139,401.00	279,127.00	1,418,528.00	16,589,725
2019	1,157,704.00	260,823.00	1,418,527.00	15,432,021
2020	1,176,302.00	242,226.00	1,418,528.00	14,255,719
2021	1,195,198.00	223,330.00	1,418,528.00	13,060,521
2022	1,214,398.00	204,130.00	1,418,528.00	11,846,123
2023	1,233,906.00	184,622.00	1,418,528.00	10,612,217
2024	1,253,727.00	164,801.00	1,418,528.00	9,358,490
2025	1,273,867.00	144,661.00	1,418,528.00	8,084,623
2026	1,294,330.00	124,197.00	1,418,527.00	6,790,293
2027	1,315,122.00	103,405.00	1,418,527.00	5,475,171
2028	1,336,248.00	82,279.00	1,418,527.00	4,138,923
2029	1,357,714.00	60,813.00	1,418,527.00	2,781,209
2030	1,379,524.00	39,003.00	1,418,527.00	1,401,685
2031	1,401,685.00	16,843.00	1,418,528.00	0
Total	<u>\$23,681,362</u>	<u>\$4,073,413</u>	<u>\$27,754,775</u>	



DEBT SERVICE REQUIREMENT

This schedule shows the debt service requirement for existing obligations for the General Fund and the Utilities Fund.

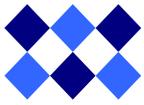
Fiscal Year	General Fund	Utilities Fund
2012	35,843,262	4,613,946
2013	34,388,117	2,717,201
2014	33,369,564	2,686,206
2015	32,416,515	2,651,627
2016	31,291,980	2,105,389



This graph illustrates the current and projected General Fund debt service compared to the current and projected General Government budgets (General Fund and Schools Fund) .

The Board's Principles of High Performance Financial Management states: "General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015." The Board is gradually working toward the goal in order to continue to meet the needs of the community.

The approved current CIP was projects debt service at 10.5% of the budget.



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

BPOL - Business, Professional and Occupational License

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

CPI-U - Consumer Price Index - All urban Consumers

CPR - Cardiopulmonary Resuscitation

CRR - Collection Rate Real Estate

CSA - Community Services Act

CY - Calendar Year

DUI - Driving while Intoxicated

EBT - Electronic Benefits Transfer



ACRONYMS

EDU - Equivalent Dwelling Unit

EMS - Emergency Management Systems

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

FRA - Fredericksburg Regional Alliance

FRED - Fredericksburg Regional Transit

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.

GWRC - George Washington Regional Commission

HTE - County's Financial System

IDA - Industrial Development Authority

ISO - Insurance Services Office

J&DR - Juvenile & Domestic Relations Court

LEAD - Leading, Educating, and Developing (professional development for local government leaders and managers)



ACRONYMS

LIP - Land Information and Permitting System

LOC - Letter of Credit

LOSAP - Length of Service Award Program

LUP - Land Use Plan

MG - Master Gardener

mgd - millions gallons per day

NACO - National Association of Counties

OSHA - Occupational Safety and Hazardous Act

OPEB - Other Post Employment Benefits

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

SEI - Senior Executive Institute

Sq. Ft. - Square Foot/Square Feet

TANF - Temporary Aid to Needy Families

TAPP - Treasurer's Automated Prepayment Plan

TRE - Tax Relief for the Elderly

UMW - University of Mary Washington

USDA-ARS - U. S. Department of Agriculture-Agriculture Research Service

UVA - University of Virginia



ACRONYMS

VACO - Virginia Association of Counties

VDOT - Virginia Department of Transportation

VEC - Virginia Employment Commission

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

VML - Virginia Municipal League

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.

VRA - Virginia Resources Authority

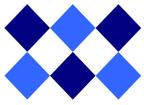
VRE - Virginia Railway Express

VRS - Virginia Retirement System

WTP - Water Treatment Plant

WWTF - Wastewater Treatment Facility

WQIF - Water Quality Improvement Fund



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.

Audit - an inspection, correction, and verification of accounts, conducted by an independent qualified accountant

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.

Balanced Budget - A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Board of Supervisors - The Governing and Legislative Body of the County.

Bond Rating - A grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. (Also see Credit Rating)

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.



GLOSSARY

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.

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 for all fund types except enterprise and fiduciary. Those funds use accrual accounting.

Budgetary Comparisons - Statements or schedules presenting comparisons between appropriated budgetary amounts (as amended) and actual results of operations on the budgetary basis.

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 planning 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.

Contingency Reserve -

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 - An obligation to pay something to another.

Debt Service - The annual payment of principal and interest on indebtedness. Debt service is presented both in terms of specific debt allocations by category and fund and by sources of revenue used.

Department - The basis organizational unit of government which is functionally unique in its delivery of services.



GLOSSARY

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.

Employee Benefits - Services and opportunities afforded employees because they work for Stafford County.

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.”

Fiduciary Fund - See Trust and Agency Fund

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.

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.

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, and 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.

Governmental Fund Types - Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income.

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.

OPEB - Other Post Employment Benefits.

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.

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.

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.

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).

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.



GLOSSARY

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.

Self-Insurance Pool - A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

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 General 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.