

Stafford County, Virginia FY15 Adopted Budget



*350 Years of Progress
Building On Our Strengths*



STAFFORD COUNTY, VIRGINIA 350TH ANNIVERSARY CELEBRATION

Stafford, VA - From George Washington to Wayne Newton, Government Island to the new Tech and Research Center, the Trail to Freedom to the Belmont-Ferry Farm Trail, Stafford County has much to celebrate. In 2014, the County will commemorate its 350th Anniversary and salute our past, present and future. Planning for the big celebration is being led by the 350th Blue Ribbon Planning Committee which was appointed by the Board of Supervisors in 2011.

Because Stafford County has played such a major role in shaping America's future, the committee believes that Stafford's story is America's story. Stafford's people, such as George Washington, who spent his formative childhood years at Ferry Farm in southern Stafford, to its places, such as Government Island, where stone was quarried to build the White House and the U.S. Capitol, have all made a mark in America's history. A look into Stafford's past reveals many such people and places that contributed to the concepts of liberty, religious tolerance, free enterprise, freedom, art, racial equality and social justice.

The Blue Ribbon Committee has met several times over the last year to organize a great county-wide celebration. Its membership is diverse and represents a wide range of groups and interests. In addition to former Board of Supervisor member Harry Crisp, other members are Michael Neuhard, president of the North Stafford Community Improvement League, who serves as the committee's vice-chairman; Cessie Howell, a South Stafford resident and a George Washington Foundation Regent; Stafford natives, Sheriff Charles Jett and Commonwealth's Attorney Dan Chichester (retired); Cathy Yablonski, senior vice president and administrator of the Stafford Hospital; James Schwartz, D.D.S dentist and businessman; David Kerr, a Stafford resident and former Stafford School Board member; Michael Lovitt, Chick Fil-A owner and president of the Stafford branch of the NAACP (2008-2010); Robert Gibbons, member of the Planning Commission and Rockhill Supervisor from 1992 to 2008; and Gary Snellings, Stafford Native and member of the Board of Supervisors from the Hartwood District. The committee is supported by county government staff.

Stafford's 350th Anniversary Blue Ribbon Committee has planned a whole year of events in 2014 to celebrate the County's special anniversary. More than 4,300 people attended a special launch event on January 4 at Stafford Marketplace, which was sponsored by the four Lions Clubs of Stafford. Celebrate Stafford 350 featured an outdoor skating rink, a time capsule ceremony and live entertainment party. The next major event is the Founders' Day Parade on May 3, which will begin at Stafford Hospital and end in Stafford's first-ever "History Square" outside of Brooke High School. The History Square will run on Saturday, May 3, and Sunday, May 4, from 11:30 a.m. to 4:00 p.m. Other major events are:

- **June 25 – Celebration Stage Opening** will take place at Pratt Park and will provide a lasting legacy and permanent location for programs, events and performing groups.
- **October 18 – "Wings and Wheels."** This event at the Stafford Regional Airport will commemorate Stafford's proud military heritage with flight demonstrations, military exhibits, and a motorcycle and antique car show.
- **November 1 – "Trail to Freedom Tour/Rowser African-American History Wall Opening."** Explore and honor the African American story in Stafford through a tour that commemorates the lives, strengths, personal stories and struggles of Stafford's African American citizens.

For more information on these events and other activities, please visit www.Stafford350.com



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BOARD OF SUPERVISORS

Jack R. Cavalier, Chairman
Griffis-Widewater District

Gary F. Snellings, Vice Chairman
Hartwood District

Meg Bohmke
Falmouth District

Paul V. Milde III
Aquia District

Laura A. Sellers
Garrisonville District

Cord A. Sterling
Rock Hill District

Robert M. "Bob" Thomas
George Washington District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2013

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, 2013.

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

Timothy J. Barood
Deputy County Administrator

Keith C. Dayton
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Nancy A. Collins
Budget Division Director

Kimberly A. Herman
Budget Manager

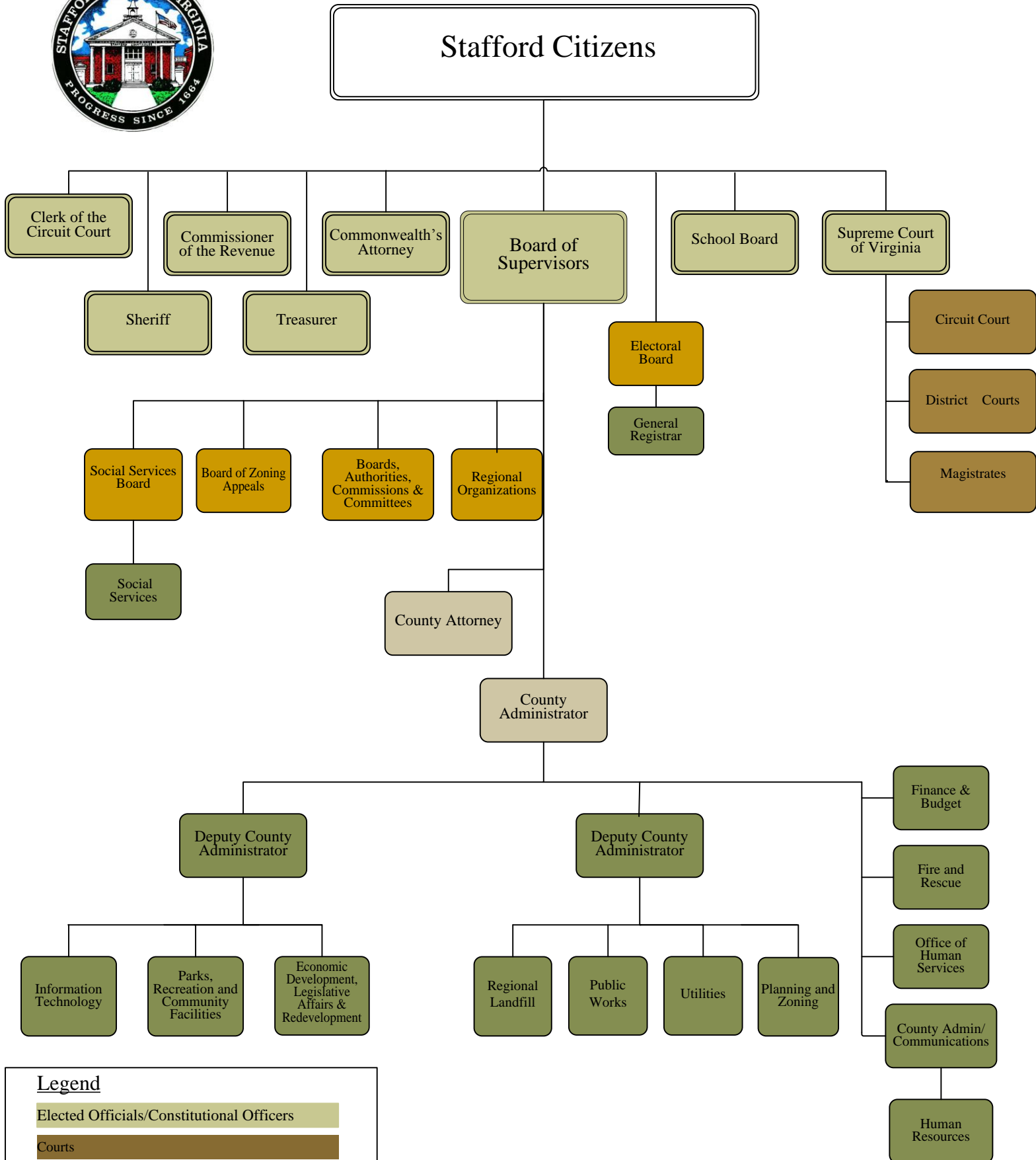
Donna M. Olsen
Budget Analyst

Cathy Vollbrecht
Director of Communications

Donna Krauss
Assistant to the County Administrator for Human Services

Shannon L. Wagner
Human Resources Manager

COUNTY OF STAFFORD, VIRGINIA



Legend

Elected Officials/Constitutional Officers

Courts

Appointed by the Board of Supervisors

Boards and Commissions

Agencies and Departments



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 a message from the County Administrator, which provides an overview of the 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. Resolutions adopting the FY2013 budgets and CY2012 Tax Rates, and a Resolution appropriating the FY2013 budgets are also included.

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.

Board of Supervisors

Jack R. Cavalier, Chairman
 Gary F. Snellings, Vice Chairman
 Meg Bohmke
 Paul V. Milde, III
 Laura A. Sellers
 Cord A. Sterling
 Robert "Bob" Thomas, Jr.

Anthony J. Romanello, ICMA-CM
 County Administrator

July 1, 2014

Dear Ladies and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2015 which was developed for information and planning purposes. Our goal with all of our budgets is to build a great community in Stafford, one in which people can live, work, and raise a family. The FY2015 Budget and the Board's priorities for the community help to move us closer to that goal. The budget reflects our efforts to enhance the quality of life for our residents, and it represents revenues and expenditures for the year beginning July 1, 2014 and ending June 30, 2015.

In January 2014, the Board reaffirmed its priorities for the community. They are: Education, Public Safety, Infrastructure, Economic Development, and Service Excellence, all of which are encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden. These are exciting times for Stafford County. In January 2014, we began a year-long celebration of the 350th anniversary of the founding of Stafford County. As we proudly celebrate, we look forward to the equally rich future being shaped by the Board's priorities.

PRIORITY: EDUCATION

The Schools FY2015 Budget includes \$7 million in increased state and local funding - 70% of new revenue. The County provides an increased local transfer of \$3.3 million for operations and an increase of \$1.4 million for debt service. The County provides more than twice the amount of local funding required by the state.

Required local effort	\$56.5 million
Debt Service	29.1 million
Additional local funding	55.5 million
Total	\$141.1 million



The budget funds the implementation of Gwyneth's Law, which will train more teachers and students in CPR. The increased local transfer allows the Board to continue to support students in the public day school program, which provides educational services in the least restrictive, most cost-effective environment, and within the community, through shared responsibility between the County and Schools for day school students. In addition, the Capital Improvement Program accelerates the expansion of Colonial Forge, Brooke Point, and Mountain View high schools to meet projected enrollment. Additional information can be found in the Schools' budget documents at <http://stafford.schoolfusion.us/>.

PRIORITY: PUBLIC SAFETY

The budget provides funding for key public safety initiatives. Funding is included for new debt service associated with the replacement of a 20-year-old computer-aided dispatch infrastructure, Fire and Rescue's 14-year-old self-contained breathing apparatus, and a heavy rescue vehicle. Money to replace Sheriff's vehicles and ambulances is included in cash capital.

In September 2013, the Board approved the addition of six school resource officers, partially supported by a grant from the Commonwealth. The grant will pay a declining share of the positions over a four-year period. The FY2015 Budget includes funding for the County's match for the grant. With these new positions, the County now has an officer at each of the high schools and middle schools, enhancing security, visibility, and interaction with students and teachers.

There is additional funding for the jail as a result of the County's larger proportion of the inmate population.

PRIORITY: INFRASTRUCTURE

There are more than 28 community projects currently underway. Eight projects were completed in 2013.

Funding is included for the operations and maintenance of Chichester Park which will begin operations in the new fiscal year.

The budget includes a 10-year CIP. The total of bond funded projects is 2% less than in the FY2014-23 CIP. Cash capital increases from 2% to 2¼ % in FY2015, moving steadily to the goal of 3% by FY2018. This is part of the Board's bond enhancement strategy to reduce reliance on debt.

The Schools CIP includes increased cash capital funding to meet the Board's financial policies. Source of increased Schools' cash capital could include the operating budget, proffers, interest earnings, and year-end carryover.

It maintains funding roads and parks bonds projects. Stafford is one of only seven localities in Virginia to fully leverage \$10M per year in state revenue sharing for transportation projects.

Included in the budget are debt service and operating costs for capital projects.

PRIORITY: ECONOMIC DEVELOPMENT

The budget fully funds the Stafford Opportunity Fund. The Retail Strategy, Data Center Pursuit, and Tech Park Initiative Strategic Plan continue in FY2015. Additionally, the Economic Development Strategic Plan is being updated to include the elements of the Board adopted 10 Point Plan with a more metric driven approach toward achieving community priorities. Marketing efforts are strengthened to better facilitate business attraction, while maintaining business retention efforts as a high priority. The budget continues implementation of the Wayfinding Trailblazing signs and continues events commemorating the 350th anniversary of the founding of the County.

PRIORITY: SERVICE EXCELLENCE

The Board approved a new full-time building inspector to meet service demands. This position is fee supported. Non-public safety authorized strength remains well below 2006 levels.

Additional enhancements in service to the community are included in departmental narratives throughout the budget book, as staff work to fulfill the Board's priorities for the community. Such service enhancements include Stafford's award-winning 311 Center, which continues to provide quality service to citizens through a one-stop access point to government information. Volunteers throughout the County help employees respond to citizens' and customers' needs and help the County save millions of dollars in full-time staff costs. In an effort to help employees live healthier lives and reduce health insurance costs in the long-term, the County has revamped its wellness program. In 2014, the program was recognized with an Achievement Award by the National Association of Counties. Recognizing that ongoing professional development creates a higher quality employee, the County has a robust training program in place that offers various professional development classes to employees such as customer service, to help them better serve all of our customers. Additionally, staff continues to look for ways to provide services innovatively to help ensure that citizens are receiving the best value from their local government.

PRIORITY: FISCAL RESPONSIBILITY/REDUCED TAX BURDEN

This budget reduces real estate tax rate from \$1.07 to \$1.019 and the personal property tax from \$6.89 to \$6.61. Reducing the real estate tax rate to \$1.019 means that homeowners' real estate tax bill is down 14% from FY09-FY14 on an inflation-adjusted basis. With the reduced real estate tax rate, a personal property tax rate of \$6.61, and the one-time car decal fee holiday approved in last year's budget, the average resident's 2014 calendar year taxes (combined) is \$80 less than in 2013.

The Board's vision and fiscal discipline has been recognized by recent upgrades by all three ratings agencies. The County received a trifecta of positive financial news with all three rating agencies assigning a positive outlook to the County. Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

ALL FUNDS

The total FY2015 expenditure plan for all County funds is \$495.0 million. This is an increase of \$23.1M (4.9%) when compared to the FY2014 budgets.

	FY2014	FY2015	Change
General Fund (not including local School funding)	117,562,014	121,600,902	4,038,888
Transportation Fund	5,850,000	9,180,893	3,330,893
Transportation Impact Fee - County Wide Fund	-	60,000	60,000
Asset Forfeiture Fund	300,000	300,000	-
Tourism Fund	800,000	750,000	(50,000)
Hidden Lake Special Revenue Fund	92,622	105,449	12,827
Garrisonville Road Service District	216,000	496,900	280,900
General Capital Project Fund	1,732,563	737,320	(995,243)
Utilities Fund	42,304,279	50,382,016	8,077,737
School Operating & Grants Funds	262,972,083	268,358,919	5,386,836
School Debt Service	24,729,510	29,191,550	4,462,040
School Construction Fund	2,332,000	128,480	(2,203,520)
School Nutrition Service Fund	13,040,603	13,695,511	654,908
Total	471,931,674	494,987,940	23,056,266

GENERAL FUND

The FY2015 General Fund Budget totals \$262.7 million, \$7.7 million higher than last year, with increased funding for the Board's priorities for the community.

UTILITIES FUND

The Utilities Fund FY2015 budget totals \$50.4 million. Of that, \$25.4 million is budgeted for administrative/customer service/billing operations as well as operating and maintenance (O&M) expenses related to the two existing water treatment facilities, the new Rocky Pen Run Water Treatment Facility (WTF), two wastewater treatment facilities, the water distribution system, and the wastewater collection system. The new Rocky Pen Run Dam and Reservoir project is essentially complete, and the reservoir is being filled. Start-up of the new water treatment facility has been delayed and is now expected to occur toward the end of 2014. As the Rocky Pen Run WTF is brought on line, the Abel Lake WTF will be decommissioned for a number of years until additional water treatment capacity is needed. Since there will be a period of 2 to 4 months when Rocky Pen Run is being operated to test the equipment and train the staff and Abel Lake is operating to produce drinking water, there is an overlap in funding provided in the FY2015 operating budgets to cover that period of time. In addition, a significant increase in electrical costs is included for the pumping necessary to fill the new reservoir.

The remaining \$25 million includes debt service and capital projects needed to link the new water treatment facility with the existing water distribution system, replace an aging and undersized water tank, replace and/or rehabilitate aging and deteriorating pump stations,

replace portions of several major sewer interceptors; and rehabilitate sections of the water distribution and wastewater collection systems. Each of these capital projects has been identified as critical to maintaining the ongoing reliability and sustainability of the services Utilities provides to its customers and the community.

The Utilities system is self-supporting. Rates and fees are set to ensure that all the costs of operations are fully recovered and future needs are anticipated and planned for. The FY2015 budget includes a 7% revenue increase. 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-term 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 fiscal position.

COMPENSATION

The approved budget enables the Board to consider a stipend for employees at the midyear review in January 2015, pending available savings from FY2014 health insurance budget and economic conditions at the midyear.

DEBT AND CAPITAL PLANNING

This budget fully funds the School and County debt service obligations. The FY2015 - FY2024 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.

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. Consistent with direction from the Board, the FY2016 budget has been balanced to projected revenues.

Additionally, the FY2015 budget includes \$1.7M for cash capital and \$1.4M for public safety vehicles. Paying for infrastructure projects with cash reduces the County's reliance on 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 see signs of improvement in the local economy, particularly in personal property, sales tax and meals tax. Recent development activity has been strong. However, we are still dealing with what is perhaps the most challenging economy in a generation. Federal budget challenges continue and the effect on state and local revenues is still unfolding. However, we are confident that the County's practice of conservative budget estimates and fully funded reserves will give us the flexibility to deal with the impact of these federal cutbacks and other changing economic conditions.

GFOA AWARD

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada recognizes budgets that meet certain standards. To achieve this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a communications medium, and as a financial plan. 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 26 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

SUMMARY

This budget reflects how we are building a great community in Stafford County by being a responsible and accountable government that is making Stafford a great place to live, work and raise a family. It funds critical areas and continues to reduce the tax burden on citizens. We continue to look for new and improved ways to enhance our services.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Anthony J. Romanello', with a stylized, cursive script.

Anthony J. Romanello, ICMA-CM
County Administrator

Building on our Strengths: FY15 Adopted Budget

Responsible & Accountable Government	Key Facts	<ul style="list-style-type: none"> • Average residential real estate tax bill lower than five years ago. • Stafford maintains lowest cost <i>per capita</i> compared to our six peer localities. • Non-public safety staffing less than 10 years ago. • 28 capital projects underway.
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Budget Change Summary	Sources of New Funds (\$ millions)		Uses of New Funds (\$ millions)	
	Local taxes	6.1	Schools debt service	1.4
	Non-tax revenue	1.6	Public Day school expansion	0.2
	State funds for education	<u>2.3</u>	Gwyneth’s Law	0.1
	Total sources of new funds	10.0	Other school needs	<u>5.3</u>
			Total Schools	7.0 (70%)
			County debt service & cash capital	1.6
			CSA	0.6
			Public safety (includes SRO Funds)	0.8
			Parks and Rec	0.1
			Storm Water	0.2
			Community Development	0.0
			Other County agencies (net)	<u>-0.3</u>
			Total General Government	2.9 (29%)
			Corrections	<u>0.1</u> (1%)
			Total uses of new funds	10.0

Board Priority	Budget Initiatives
Reducing the Tax Burden/ Fiscal Responsibility	<ul style="list-style-type: none"> • Reduces CIP bond-funding in the ten year period by 10.4% • Cash capital increasing to 3% of general fund and 2% of general school fund by 2018 • Effective real estate rate at \$1.019. (Currently, rate is \$1.07) • Personal property tax rate at \$6.61 (currently, rate is \$6.89)
Public Safety	<ul style="list-style-type: none"> • Funds Computer Aided Dispatch, public safety apparatus, and self-contained breathing apparatus • Funds Middle School Resource Officers (state grant funds reduced from last year)
Education	<ul style="list-style-type: none"> • Local and state funding increase totaling \$7.0M • Schools receive 51.3% of ten-year CIP bond capacity • CIP accelerates expansion of Colonial Forge, Brooke Point, Mountain View high schools, and includes new middle school • Funds for the public day school will not to exceed \$518,000 for children with special needs. • Funds implementation of Gwyneth's Law • Provides funds for other operating increases to be allocated by the School Board
Infrastructure	<ul style="list-style-type: none"> • Maintains capital program for roads and parks bonds, schools, and general government projects • Fully leverages VDOT revenue sharing funds (\$10M annually) for road construction • Funds operations of Chichester Park for a full year • Transportation Fund revenues fund transportation bond debt service
Economic Development	<ul style="list-style-type: none"> • Stafford Opportunity Fund fully funded • Continues Retail Strategy, Data Center Pursuit, Tech Park Initiative Strategic Plan • Implements Wayfinding Trailblazing signs • Executing 350th Commemoration events
Service Excellence	<ul style="list-style-type: none"> • A one-time stipend for the County will be considered at midyear review pending available savings. • 1 full-time Building Inspector



STAFFORD COUNTY AT A GLANCE

Area Demographics



Formed as an Independent County	September 27, 1664
Area	277 sq. miles/177,280 acres
Resident Population	142,299 (July 1, 2014)
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator

Legislative Districts

Registered Voters	80,000
Griffis-Widewater	Jack R. Cavalier, Chairman
Hartwood	Gary Snellings, V-Chairman
Falmouth	Meg Bohmke
Aquia	Paul V. Milde, III
Garrisonville	Laura A. Sellers
Rock Hill	Cord A. Sterling
George Washington	Robert M. "Bob" Thomas

Bond Ratings

Fitch	AA+
Moody's	Aa2
S & P	AA+

Employment/Business/Economic Profile

Top Employers

- Stafford County Schools
- Geico
- Stafford County Government
- Walmart
- McLane Mid-Atlantic
- Giant
- Stafford Hospital

Quantico Marine Corps Base

- Base extends over portions of 3 localities, including 32,753 acres in Stafford County
- More than 30 permanent business tenants on Marine Corps Base including:
 - FBI Academy
 - Marine Corps University
 - Marine Corps Systems Command
 - Marine Corps Helicopter Squadron
- More than 20,000 military and civilian employees on Base
- Recent construction of \$300 million, 700,000 SF Military Investigative HQ Facility that houses new BRAC employees, including those who work for Counterintelligence Field Activity, Naval Criminal Investigative Services, Air Force Office of Special Investigations, Defense Security Service, and Army Criminal Investigation Command

FBI

- FBI continues to be a major contributor to the regional economy. In the past several years they have leased an additional 25,000 sf in Stafford and are located in 7 different locations within the community

Accessibility

- 25 miles South of Washington Capital Beltway
- 50 miles north of Richmond, VA
- Within 1 day drive of 1/2 of the nation's population
- Located along I-95 with 4 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



Tax Profile (Adopted 2014 tax rates)

Real Property Tax Rate	1.019
Garrisonville Road	0.087
Warrenton Road Special Service District	0.000
Hidden Lake Special Service	0.421
Personal Property Tax Rates:	
• Motor Vehicles for the Disabled	0.10
• Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles)	0.001
• Merchant's Capital	5.49
• Machinery and Tools, and Motor Carrier Transportation	0.50
• Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.001
• All other Personal Property	0.001
	6.61

Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be \$2.64 per \$100 of estimated fair market value for vehicles.

Assessed Taxable Value of Real Property	\$14.4 billion
-----------------------------------------	----------------

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
Community Development Service Center	658-8650
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



STAFFORD COUNTY AT A GLANCE

Board of Supervisor's Priorities

Fiscal Responsibility
and
Reducing the Tax Burden

Education
Public Safety
Infrastructure
Economic Development
Service Excellence

County Budget

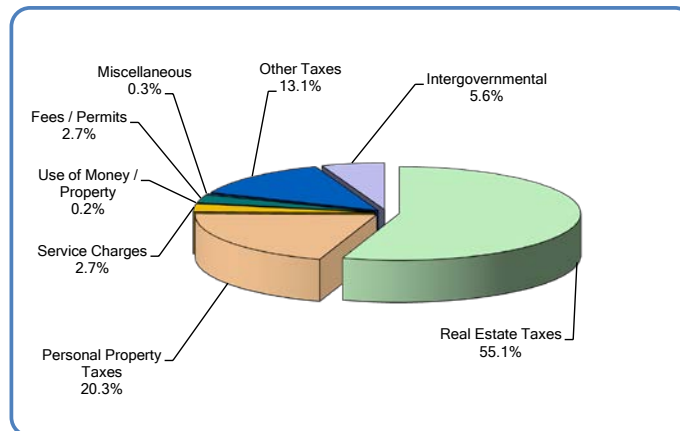
Total General Fund Budget (includes schools)
\$262,739,908

County Budgeted Positions
(includes public safety)
full-time - 831
part-time - 166

Local School Transfer (includes debt service)
\$141,139,006

School Positions - 3,677
School Enrollment (ADM) - 27,048

General Fund Revenues



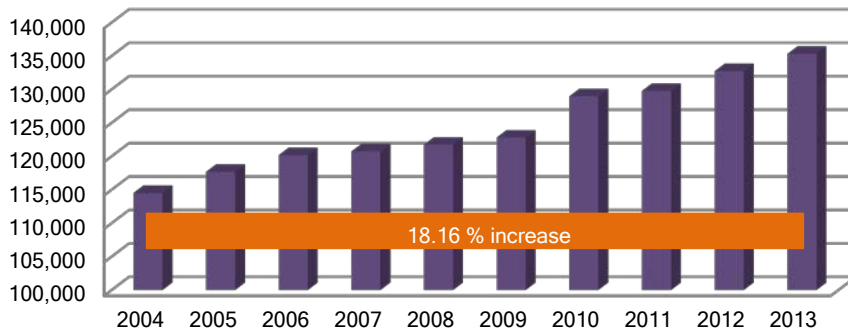
Average Residential 2015 Real Estate Tax Bill





STAFFORD COUNTY MARKET FACTS

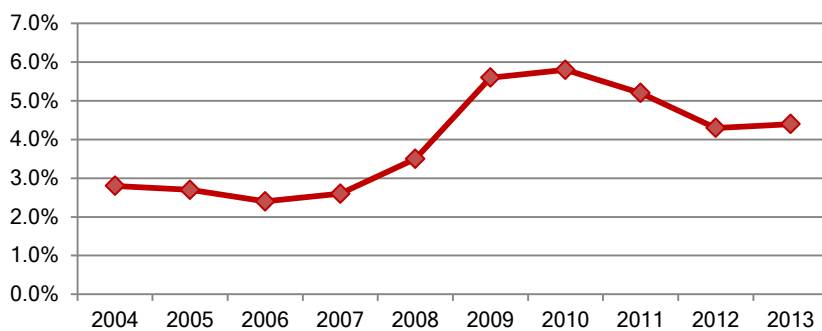
Population Growth



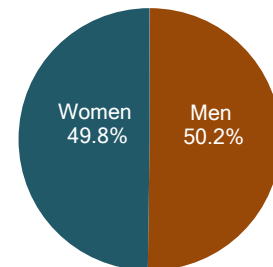
Number of
Households
Increased
42.9%



Unemployment Rate



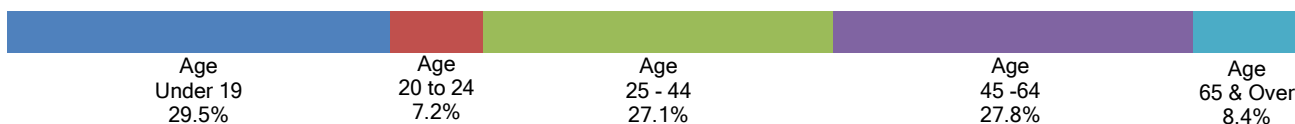
Population by Gender (Population is 2013 Estimate)



Ethnic Make Up



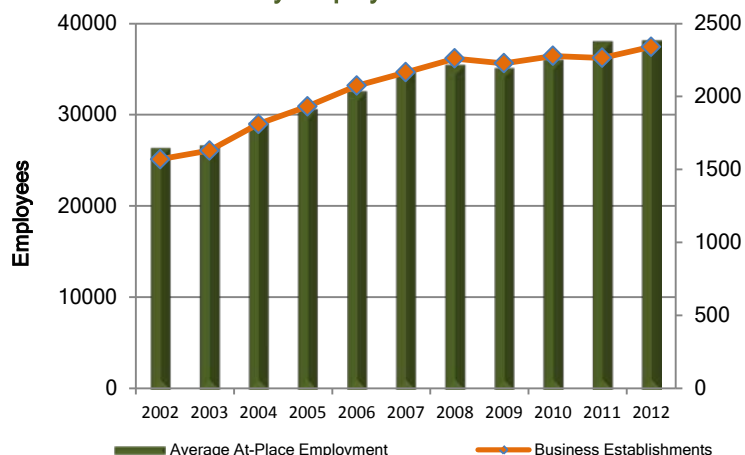
Population by Age



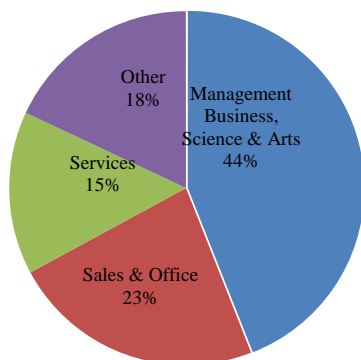


STAFFORD COUNTY MARKET FACTS

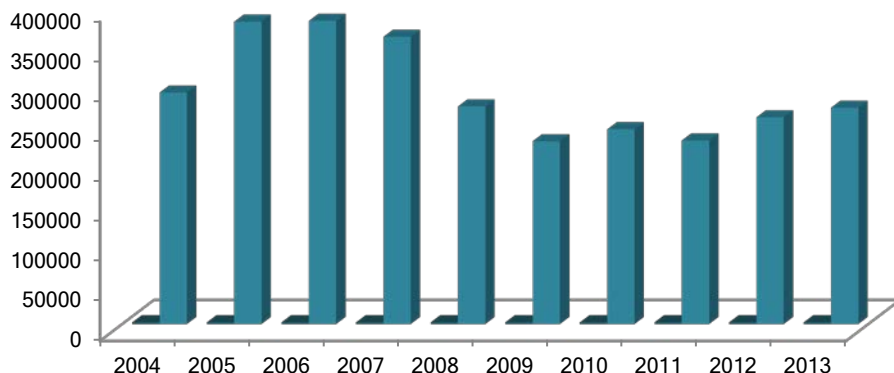
Stafford County Employment and Business Growth



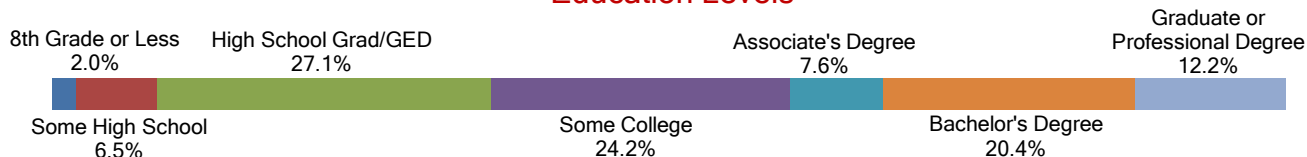
Most Common Occupations



Median Home Prices



Education Levels



SCHOOL STATISTICS FY2014

Enrollment
27,229

Number of Schools
30

Number of Staff
3,718

FY2014 Budget
276.8 M

Per-Pupil Expenditure
9,165

Average SAT
1513

MEDIAN HOUSEHOLD INCOME

2012 **\$96,365**

HIGHER EDUCATION

- University of Mary Washington
- Germanna Community College
- Strayer University
- Career Training Solutions
- Stafford Technology Research Center
- Marine Corps University
- George Mason University
- University of Maryland University College

TOP EMPLOYERS 2013

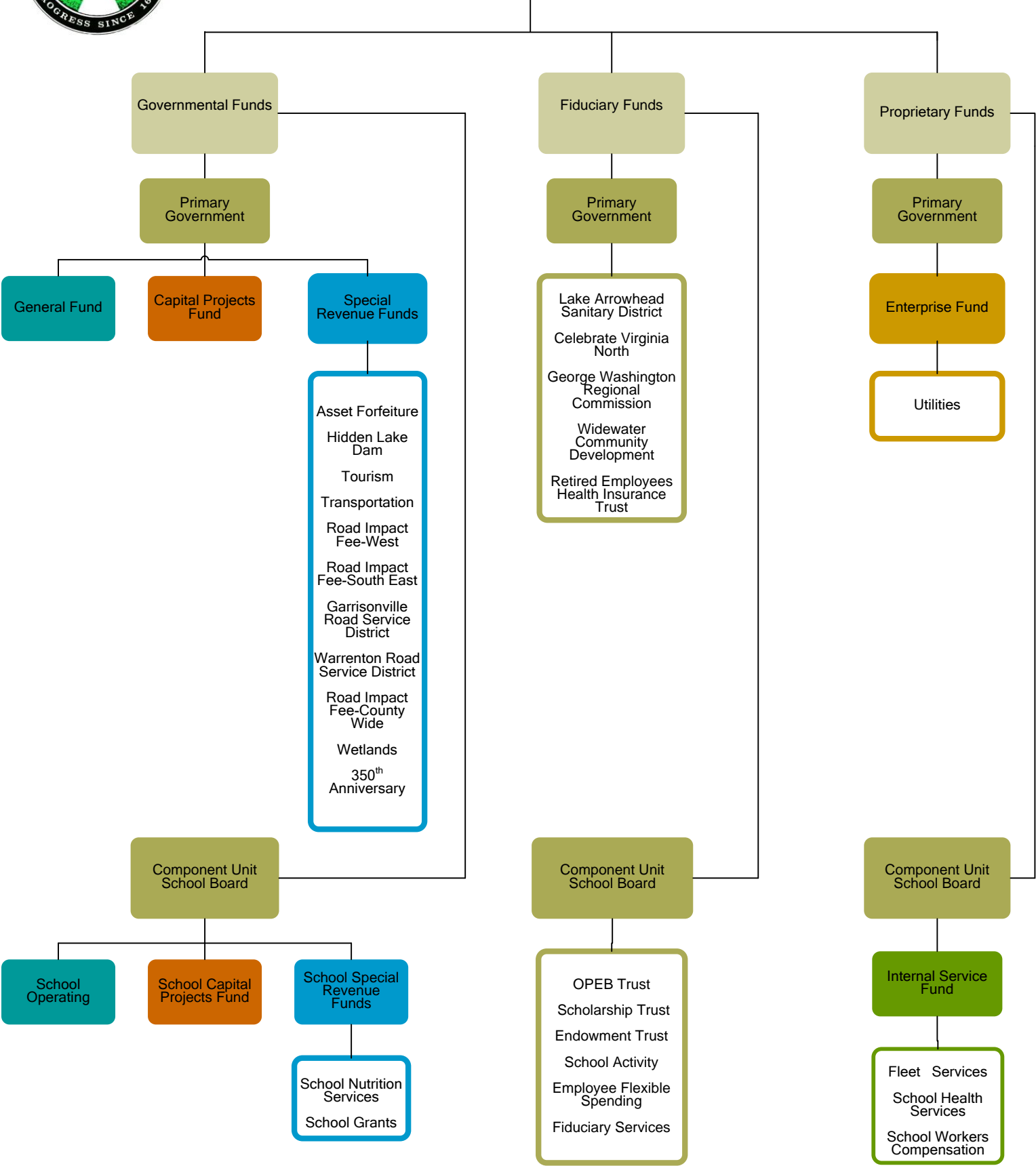
- GEICO, Government Employees Insurance
- Stafford County Schools
- FBI, Federal Bureau of Investigation
- U.S. Department of Defense
- County of Stafford
- Wal Mart
- Stafford Hospital Center
- McLane Mid Atlantic

Resources/Sources

- Stafford County Economic Development
<http://www.gostaffordva.com>
- U.S. Census Bureau American Community Survey 2008 - 2012
- Virginia Employment Commission:
- Stafford County Planning
- MRIS/ Real Estate Business Intelligence, LLC
- Stafford County Schools FY2014 Adopted Budget



Stafford County Fund Structure





FUND STRUCTURE

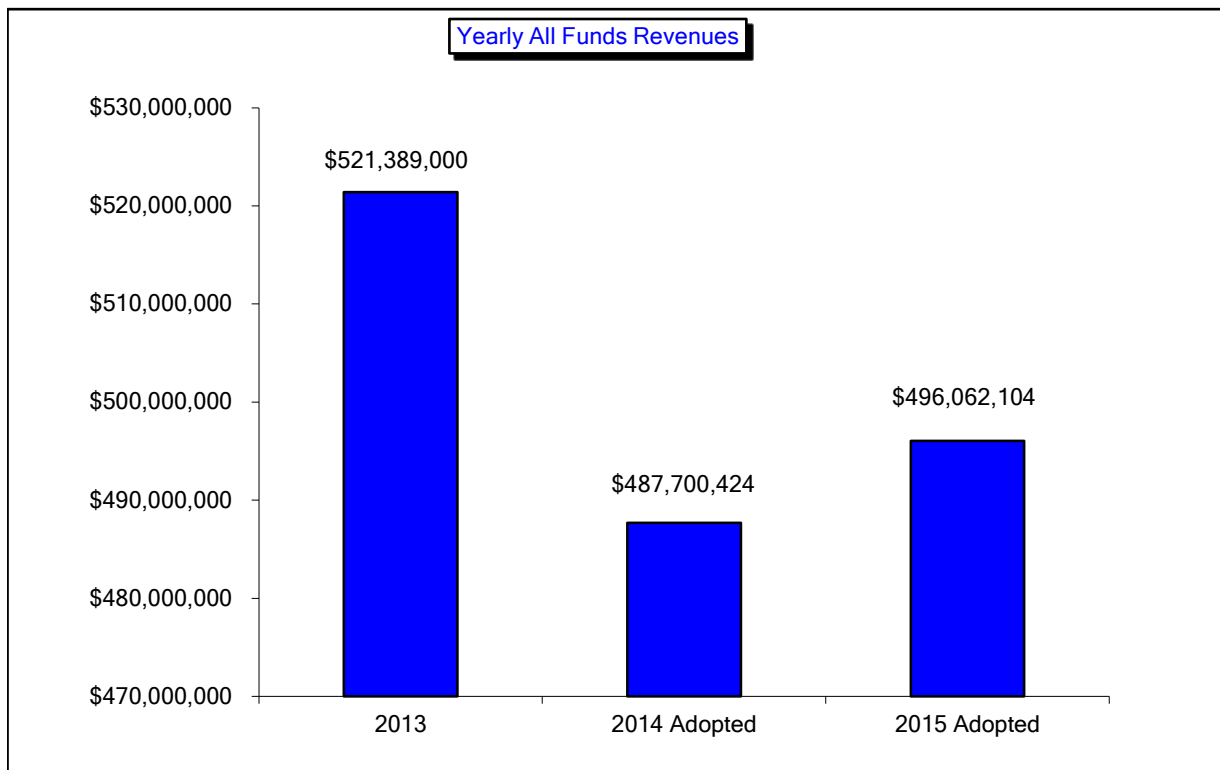
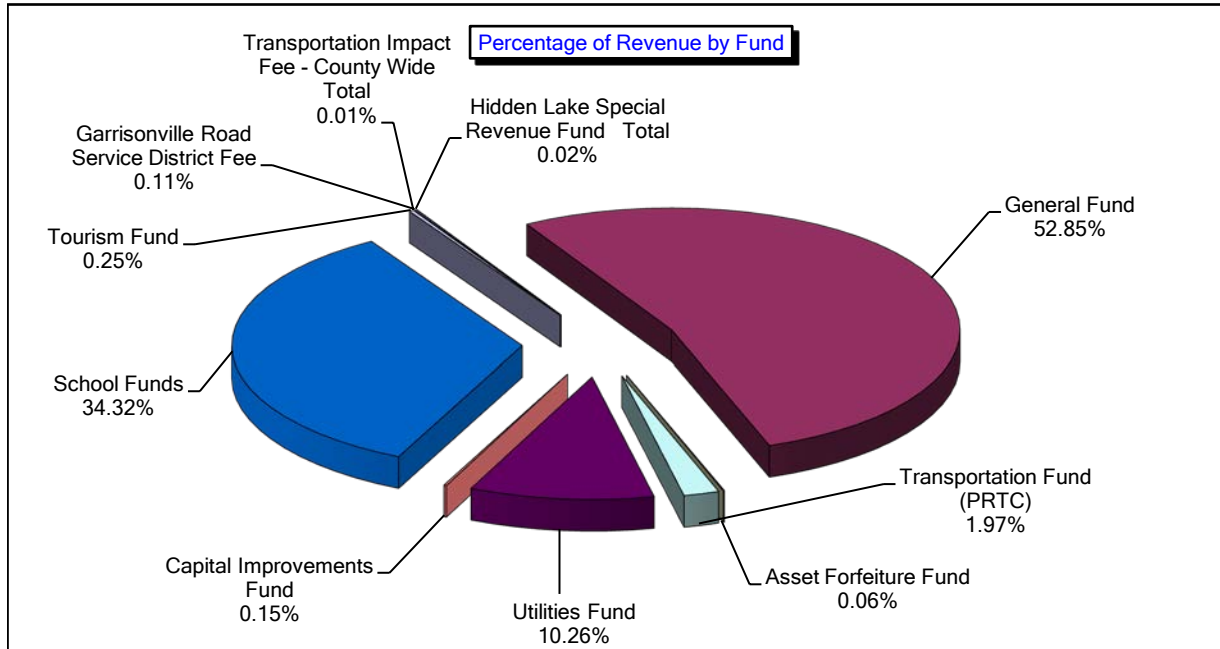
Name & Type	Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
Fleet Services Fund Proprietary - Internal Service Fund	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	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	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 Service District Non-major Governmental - Special Revenue Fund	The Hidden Lake Service District was established by Ordinance O06-06 in January, 2006. 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	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	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	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	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	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	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	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	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	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.
350th Anniversary Fund Non-major Governmental - Special Revenue Fund	Accounts for revenue and expenditures related to the County's 350th Anniversary celebration.
Wetlands Fund Non-major Governmental - Special Revenue Fund	Accounts for wetlands mitigation fees and associated disbursements.
Road Impact Fee South East Fund Non-major Governmental - Special Revenue 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.
Road Impact Fee County-Wide Fund Non-major Governmental - Special Revenue Fund	Adopted ordinance O13-15 on May 21, 2013 authorizes a impact fee effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development.
Garrisonville Road Service District Fund Non-major Governmental - Special Revenue Fund	The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the district.
Warrenton Road Service District Fund Non-major Governmental - Special Revenue Fund	The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the District.

Note:

Fiduciary Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governmental units and other funds. The agency funds are purely custodial (assets equal liabilities) and thus do not involve measurement of results of operations. The County does not adopt a budget for these funds.



ALL FUNDS REVENUE GRAPHS





ALL FUNDS SCHEDULE REVENUE

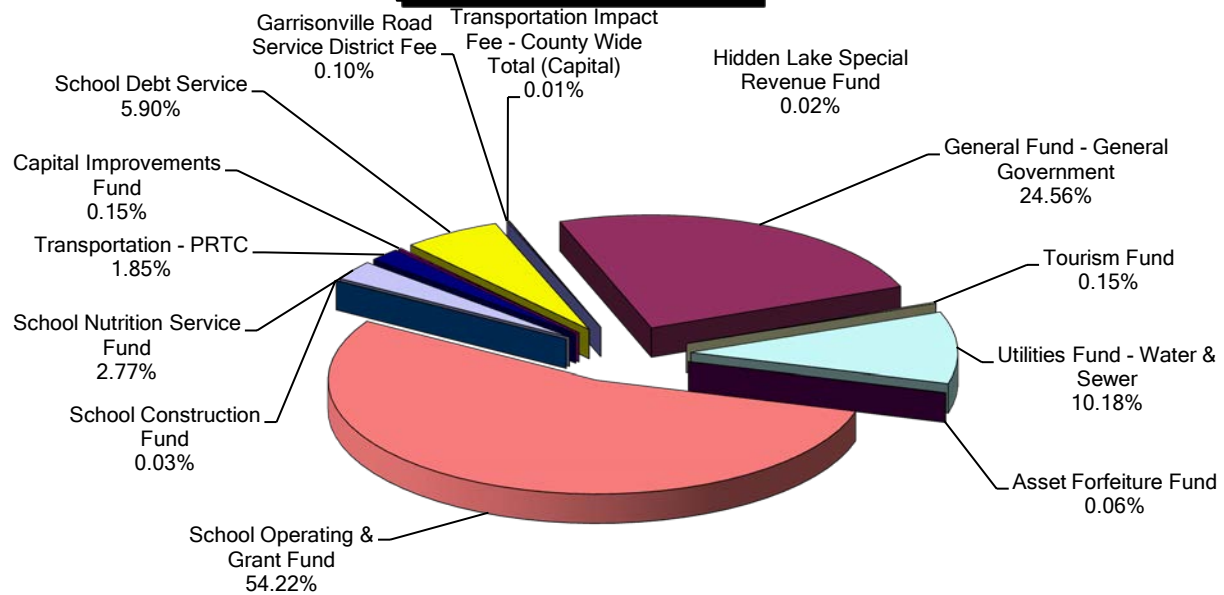
The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund are Internal Service Funds.

Revenue Plan	FY2013 Actual	FY2014 Adopted Budget	FY2015 Adopted	Changes '14 to '15	
General Fund					
Property Taxes	\$190,757,254	\$192,780,900	\$198,144,436	\$5,363,536	2.8%
Other Local Taxes	34,271,098	33,482,300	34,272,500	790,200	2.4%
State & Federal	14,851,757	14,651,445	14,668,200	16,755	0.1%
Other Revenue	15,516,728	12,690,000	14,213,572	1,523,572	12.0%
Prior Year Fund Balance	0	500,000	349,000	(151,000)	-30.2%
Use of Money & Property	313,683	370,800	552,200	181,400	48.9%
Total	\$255,710,520	\$254,475,445	\$262,199,908	\$7,724,463	3.0%
Transportation Fund (PRTC)					
2% Fuels Tax	\$5,616,151	\$5,173,000	\$5,182,849	\$9,849	0.2%
State Recordation Road/Schools	693,624	715,000	693,000	(22,000)	-3.1%
State & Federal	981,139	0	3,819,124	3,819,124	100.0%
Bond Proceeds	2,822,597	0	0	0	0.0%
Impact Fees	0	0	60,000	60,000	100.0%
Miscellaneous	22,080	2,000	2,000	0	0.0%
Total	\$10,135,591	\$5,890,000	\$9,756,973	\$3,866,973	65.7%
Asset Forfeiture Fund					
Drug Seizure	\$37,252	\$0	\$57,891	\$57,891	100.0%
Prior Year Fund Balance	172,913	300,000	242,109	(57,891)	-19.3%
Total	\$210,165	\$300,000	\$300,000	\$0	0.0%
Tourism Fund					
3% Transit Occupancy Tax	\$799,104	\$780,000	\$750,000	(\$30,000)	-3.8%
2% Transit Occupancy Tax	532,766	520,000	500,000	(20,000)	-3.8%
Other Revenue	2,235	0	0	0	0.0%
Total	\$1,334,105	\$1,300,000	\$1,250,000	(\$50,000)	-3.8%
Hidden Lake Special Revenue Fund Total	\$108,671	\$105,449	\$105,449	\$0	0.0%
350th Anniversary Fund Total	\$79,519	\$0	\$0	\$0	0.0%
Wetlands Fund Total	\$2,573	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund Total	\$262,447	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide Total	\$0	\$0	\$60,000	\$60,000	100.0%
Road Impact Fee - South East Fund					
Impact Fees	\$5,171	\$0	\$0	\$0	0.0%
Interest	1,494	0	0	0	0.0%
Prior Year Fund Balance	19,190	0	0	0	0.0%
Total	\$25,855	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Property Taxes	\$533,358	\$530,000	\$530,000	\$0	0.0%
Interest	4,459	0	0	0	0.0%
General Obligation Bonds	5,942,887	0	0	0	0.0%
Total	\$6,480,704	\$530,000	\$530,000	\$0	0.0%
Warrenton Road Service District Fee					
Property Taxes	\$24,477	\$0	\$0	\$0	0.0%
Interest	4,546	0	0	0	0.0%
Total	\$29,023	\$0	\$0	\$0	0.0%
Capital Improvements Fund					
VPSA Bonds	\$27,768,180	\$0	\$0	\$0	0.0%
Bond Proceeds	18,182,215	0	0	0	0.0%
Interest	8,017	20,000	20,000	0	0.0%
Prior Year Fund Balance	0	712,563	717,320	4,757	0.7%
Total	\$45,958,412	\$732,563	\$737,320	\$4,757	0.6%
Utilities Fund					
Water & Sewer Fees	\$24,743,052	\$27,061,000	\$28,884,000	\$1,823,000	6.7%
Availability/ Pro Rata Fees	11,029,162	8,700,000	8,658,000	(42,000)	-0.5%
Other Charges and Fees	1,484,712	1,212,000	1,108,000	(104,000)	-8.6%
Grant/Donated Assets	276,145	0	0	0	0.0%
Revenue Bond Proceeds	0	20,000,000	12,131,000	(7,869,000)	-39.3%
Use of Money/Property	329,132	185,000	106,000	(79,000)	-42.7%
Total	\$37,862,203	\$57,158,000	\$50,887,000	(\$6,271,000)	-11.0%
School Funds					
State and Federal	\$149,603,493	\$153,813,396	\$156,107,744	\$2,294,348	1.5%
Use of Money/Property	45,810	235,000	18,480	(216,520)	-92.1%
Bond Proceeds	0	0	0	0	0.0%
Prior Year Fund Balance	0	0	0	0	0.0%
User Fees	6,637,054	7,025,542	7,377,701	352,159	5.0%
Other Revenue	6,902,855	6,135,029	6,731,529	596,500	9.7%
Total	\$163,189,212	\$167,208,967	\$170,235,454	\$3,026,487	1.8%
Total Revenues - All Funds	\$521,389,000	\$487,700,424	\$496,062,104	\$8,361,680	1.7%

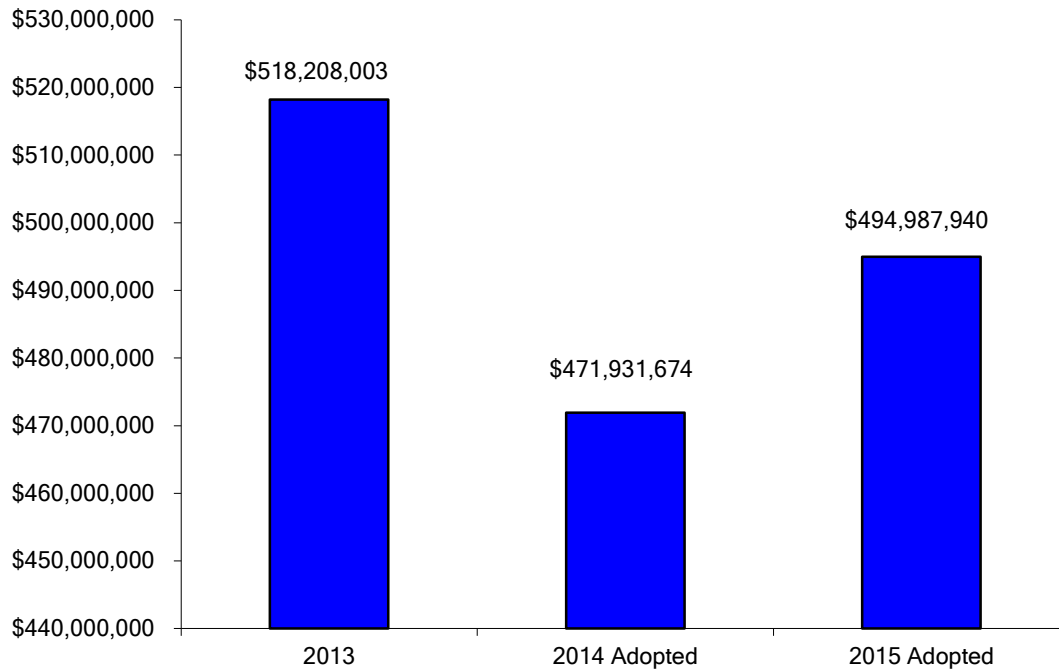


ALL FUNDS EXPENDITURE GRAPHS

Percentage of Expenditures by Fund



Yearly All Funds Expenditures





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.

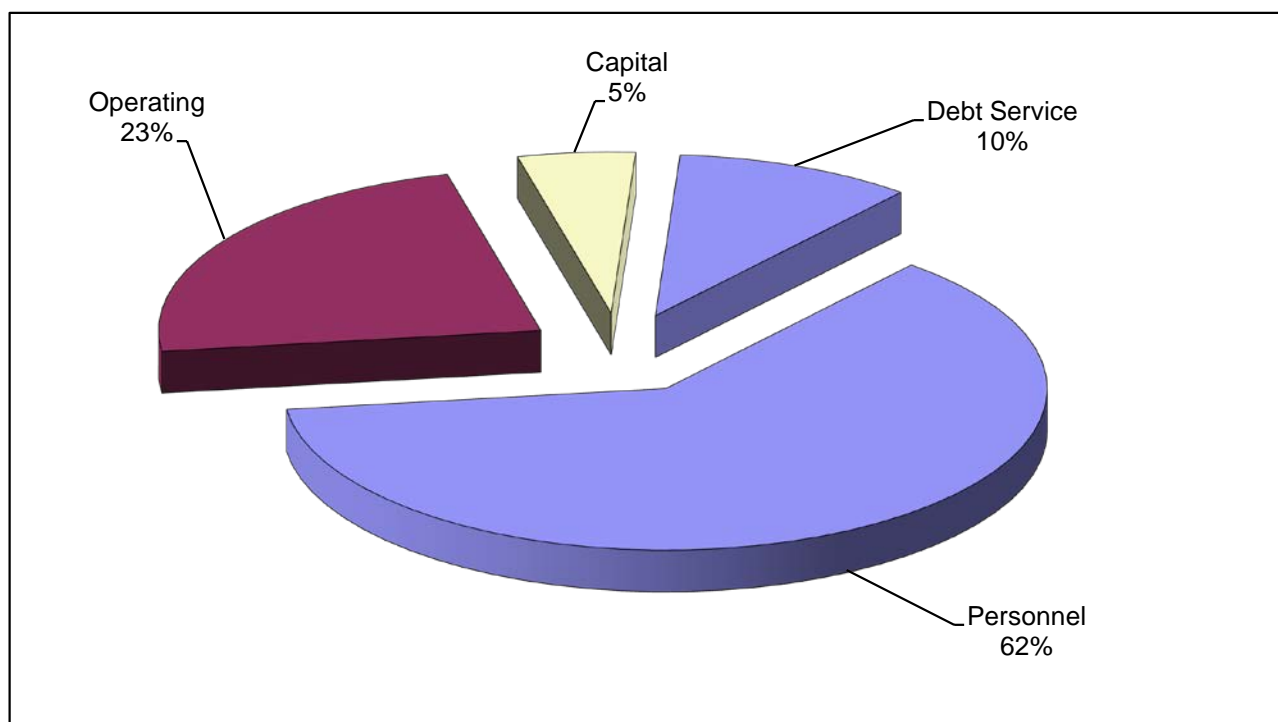
Expenditure Plan	FY2015				
	FY2013 Actual	FY2014 Adopted Budget	Adopted	Changes '14 to '15	
General Fund - General Government					
Personnel	\$59,211,491	\$62,022,645	\$61,964,130	(\$58,515)	-0.1%
Operating	39,769,715	42,471,400	44,008,592	1,537,192	3.6%
Capital	3,095,166	1,948,179	3,337,080	1,388,901	71.3%
Debt Service	10,057,882	11,119,790	12,291,100	1,171,310	10.5%
Total	\$112,134,254	\$117,562,014	\$121,600,902	\$4,038,888	3.4%
Transportation - PRTC					
Operating	3,512,500	3,246,665	3,349,114	102,449	3.2%
Capital	2,841,877	2,603,335	5,831,779	3,228,444	124.0%
Total	\$6,354,377	\$5,850,000	\$9,180,893	\$3,330,893	56.9%
Asset Forfeiture Fund					
Operating	\$193,804	\$300,000	\$300,000	\$0	0.0%
Capital	16,361	0	0	0	0.0%
Total	\$210,165	\$300,000	\$300,000	\$0	0.0%
Tourism Fund					
Operating	\$543,535	\$566,630	\$535,220	(\$31,410)	-5.5%
Personnel	187,107	192,250	173,660	(18,590)	-9.7%
Tourism Programs	47,120	41,120	41,120	0	0.0%
Capital	94,562	0	0	0	0.0%
Total	\$872,324	\$800,000	\$750,000	(\$50,000)	-6.3%
Hidden Lake Special Revenue Fund					
Personnel	\$5,303	\$7,060	\$2,790	(\$4,270)	-60.5%
Operating	22,841	22,500	41,713	19,213	85.4%
Debt Service	63,061	63,062	60,946	(2,116)	-3.4%
Total	\$91,205	\$92,622	\$105,449	\$12,827	13.8%
350th Anniversary Fund	\$10,000	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund	\$176,986	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide	\$0	\$0	\$60,000	\$60,000	100.0%
Road Impact Fee - South East Fund	\$25,855	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Debt Service	\$72,388	\$216,000	\$496,900	\$280,900	130.0%
Capital	914,917	0	0	0	0.0%
Total	\$987,305	\$216,000	\$496,900	\$280,900	130.0%
Warrenton Road Service District Fee					
Total (Capital)	\$5,025	\$0	\$0	\$0	0.0%
Capital Improvements Fund					
Personnel	\$508,559	\$719,230	\$723,910	\$4,680	0.7%
Operating	1,390,168	13,333	13,410	77	0.6%
Capital	5,951,478	1,000,000	0	(1,000,000)	-100.0%
Total	\$7,850,205	\$1,732,563	\$737,320	(\$995,243)	-57.4%
Utilities Fund - Water & Sewer					
Operating	\$13,216,947	\$16,083,152	\$17,780,144	\$1,696,992	10.6%
Capital	46,500,681	8,213,000	14,045,000	5,832,000	71.0%
Personnel	10,893,556	11,452,127	11,157,872	(294,255)	-2.6%
Debt Service	5,032,058	6,556,000	7,399,000	843,000	12.9%
Total	\$75,643,242	\$42,304,279	\$50,382,016	\$8,077,737	19.1%
School Operating & Grant Fund					
Personnel	\$216,250,060	\$224,026,565	\$225,583,827	\$1,557,262	0.7%
Operating	35,465,084	38,483,609	41,045,798	2,562,189	6.7%
Capital	3,982,125	0	1,267,385	1,267,385	100.0%
Debt Service	464,923	461,909	461,909	0	0.0%
Total	\$256,162,192	\$262,972,083	\$268,358,919	\$5,386,836	2.0%
School Debt Service					
Total	\$26,309,006	\$24,729,510	\$29,191,550	\$4,462,040	18.0%
School Construction Fund					
Personnel	\$301,432	\$235,000	\$128,480	(\$106,520)	-45.3%
Operating	0	0	0	0	0.0%
Capital	18,811,203	2,097,000	0	(2,097,000)	-100.0%
Total	\$19,112,635	\$2,332,000	\$128,480	(\$2,203,520)	-94.5%
School Nutrition Service Fund					
Personnel	\$5,491,317	\$6,087,818	\$6,287,747	\$199,929	3.3%
Operating	6,476,553	6,653,785	7,328,264	674,479	10.1%
Capital	295,357	299,000	79,500	(219,500)	-73.4%
Total	\$12,263,227	\$13,040,603	\$13,695,511	\$654,908	5.0%
Total Expenditures - All Funds	\$518,208,003	\$471,931,674	\$494,987,940	\$23,056,266	4.9%



SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

Below is a summary of the All Funds Schedule of Expenditures. This Schedule 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, education, Public Safety, Health and Welfare, Parks and Recreation and other Community Services.

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Personnel	\$292,848,825	\$304,742,695	\$306,022,416	\$1,279,721	0.42%
Operating	100,648,267	107,882,194	114,443,375	6,561,181	6.08%
Capital	82,711,593	16,160,514	24,620,744	8,460,230	52.35%
Debt Service	41,999,318	43,146,271	49,901,405	6,755,134	15.66%
Total Expenditures	\$518,208,003	\$471,931,674	\$494,987,940	\$23,056,266	4.89%





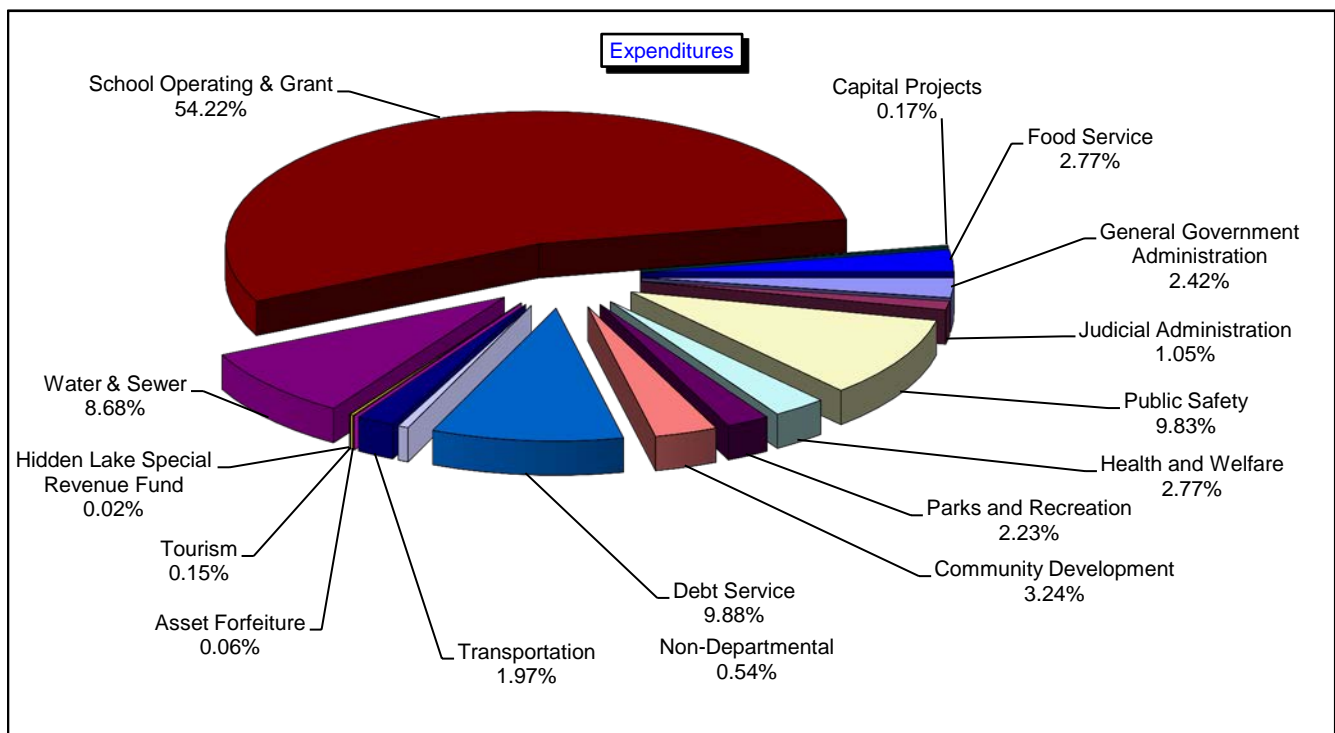
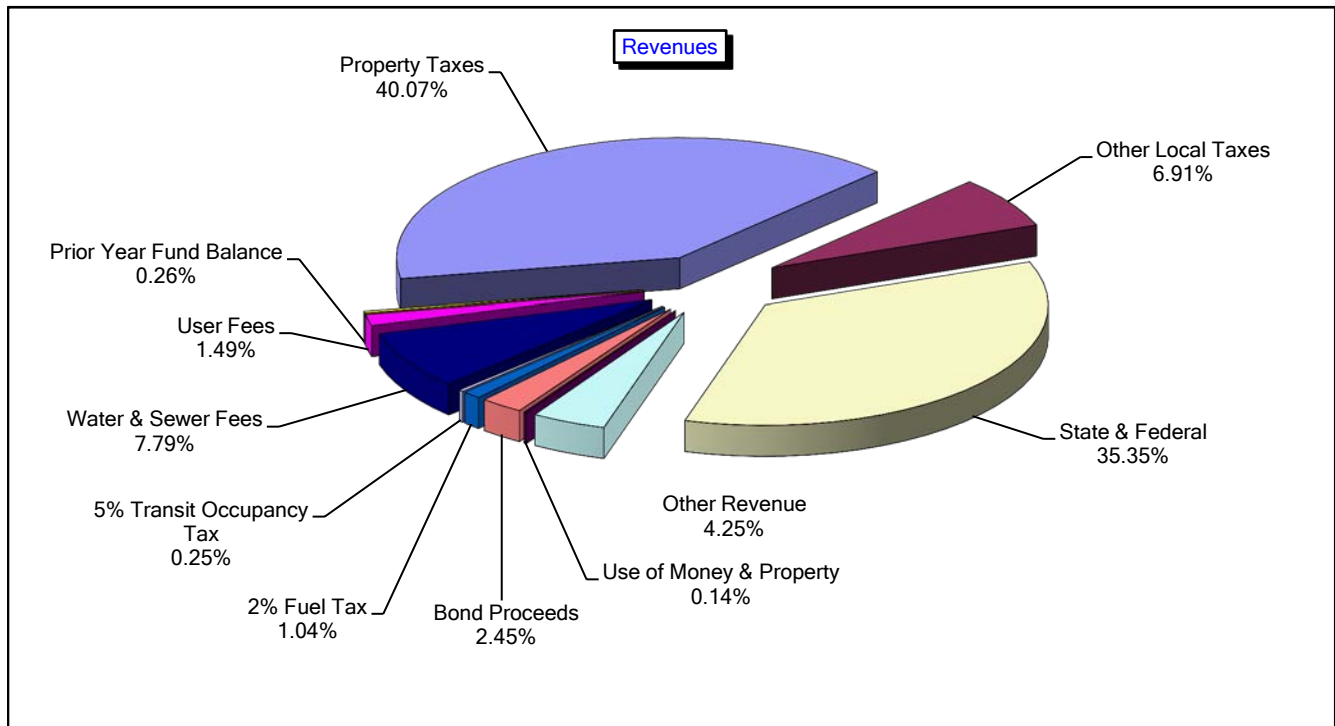
FY2015 ADOPTED BUDGET ALL FUND TYPES

	Governmental Funds				Proprietary Funds	Total 2015 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
Revenues						
Property Taxes	\$198,144,436		\$635,400			\$198,779,836
Other Local Taxes	34,272,500					34,272,500
State & Federal	14,668,200		4,570,015	156,107,744		175,345,959
Other Revenue	14,213,572		120,000	6,731,529		21,065,101
Use of Money & Property	552,200	20,000	2,049	18,480	106,000	698,729
Bond Proceeds					12,131,000	12,131,000
2% Fuel Tax			5,182,849			5,182,849
5% Transit Occupancy Tax			1,250,000			1,250,000
Water & Sewer Fees					38,650,000	38,650,000
User Fees				7,377,701		7,377,701
Prior Year Fund Balance	349,000	717,320	242,109			1,308,429
Total	\$262,199,908	\$737,320	\$12,002,422	\$170,235,454	\$50,887,000	\$496,062,104
Expenditures						
General Government Administration	\$11,993,422					\$11,993,422
Judicial Administration	5,195,600					5,195,600
Public Safety	48,674,872					48,674,872
Health and Welfare	13,706,580					13,706,580
Parks and Recreation	11,029,230					11,029,230
Community Development	16,042,814					16,042,814
Debt Service	41,482,650				7,399,000	48,881,650
Non-Departmental	2,667,284					2,667,284
Transportation			9,737,793			9,737,793
Asset Forfeiture			300,000			300,000
Tourism			750,000			750,000
Hidden Lake Special Revenue Fund			105,449			105,449
Water & Sewer					42,983,016	42,983,016
School Operating & Grant				268,358,919		268,358,919
Capital Projects		737,320		128,480		865,800
Food Service				13,695,511		13,695,511
Total	\$150,792,452	\$737,320	\$10,893,242	\$282,182,910	\$50,382,016	\$494,987,940
Other Financing Sources (Uses)						
Operating Transfers In	\$540,000			\$111,947,456		\$112,487,456
Operating Transfers Out	(111,947,456)		(540,000)			(112,487,456)
Total Other Financing Sources (Uses)	(\$111,407,456)	\$0	(\$540,000)	\$111,947,456	\$0	\$0
Fund Balance, Beginning of Year	\$56,604,969	\$17,271,308	\$30,650,419	\$41,002,448	\$36,026,000	\$181,555,144
Fund Balance, end of Year	\$56,255,969	\$16,553,988	\$30,977,490	\$41,002,448	\$36,530,984	\$181,320,879



ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2015 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





ACCOMPLISHMENTS



Stafford's 350th Anniversary

Stafford kicked off its 350th anniversary year with 4,360 folks coming to the “Celebrate Stafford” event in January. In May, 12,816 citizens and visitors enjoyed the Founders Day parade, History Square and the Fine Arts Festival. June brought the grand opening of Celebration Stage and Family Festival at Pratt Park with 1,244 in attendance. Events are ongoing throughout 2014.



311 Service and Employee Wellness Fairs Win National Awards

The 311 Center won a National Association of Counties 2013 Achievement award in the category of Civic Education and Public Information. The 311 Center was created with existing resources and at a minimal cost to the County. Stafford's Employee Wellness Fair won a National Association of Counties 2014 Achievement award in the category of Health. The wellness fair encourages practices in Stafford's employees with a long-term goal of better health and lower insurance costs.



Completion of Joint Land Use Study

After successful pursuit of Office of Economic Adjustment grant opportunities, Stafford County, Prince William, Fauquier, and Marine Corps Base Quantico undertook a 14-month Joint Land Use Study. It was briefed and accepted by the participants of the study on June 2014.



Heart Safe Community Award

The International Association of Fire Chiefs bestowed its annual Heart Safe Community Award on Stafford at its annual conference. The awards are presented each year to agencies and systems that have demonstrated creative approaches to managing and treating Acute Coronary Syndrome and Sudden Cardiac Arrest. As well, the Virginia Office of Emergency Medical Services and the Rappahannock Emergency Medical Services Council designated Stafford County the state's first Heart Safe community.



Gwyneth's Law Enacted in General Assembly

Gwyneth Griffin was a 12-year-old at A.G. Wright Middle School who tragically passed away after going into cardiac arrest during field day at school. The Board of Supervisors appointed the members of the Gwyneth's Law Working Group, who together with Gwyneth's parents, Joel and Jennifer Griffin, implemented a plan and proposed legislation to train individuals in cardiopulmonary resuscitation across the Commonwealth and Stafford County. Senator Richard Stuart and Delegate Mark Dudenhefer shepherded identical bills through the General Assembly to require the training of staff and all students receiving a standard or advanced diploma. Less than a year after Gwyneth passed away, “Gwyneth's Law” was enacted and helped to save lives.



ACCOMPLISHMENTS



Economic Development

The Economic Development 10-Point Plan is 90% complete and is being incorporated into an update of the Economic Development Strategic Plan. Stafford County grew 1,200 additional jobs last year over the year before and by percentage of growth outpaced most Virginia localities. Significant projects are ongoing in each of the County's four redevelopment areas which will assist in continued economic development growth in Boswell's Corner, Stafford Courthouse, Falmouth, and the Southern Gateway/U.S. Route 17. Design plans for the \$4 million federal project to improve the intersection of U.S. Route 1 and Telegraph Road were approved. Work began on the construction of the Courthouse streetscape. Construction continues on the VDOT redesign of the Falmouth intersection. Construction is ongoing on the \$48 million widening of U.S. Route 17.



Retail Attraction Study

Stafford is fully pursuing the recommendations of its recent comprehensive retail attraction study to help increase and enhance retail growth opportunities in the County. Since completed, the County can tout more than 30 new retailers.



Data Center Attraction

Stafford worked to match the needs of data center end users to sites in Stafford that are appropriate for data center development. As a result, seven properties have been identified in Stafford that meet the power, fiber, water and sewer capacities necessary for the type of high technology development that helps diversify opportunities for employment in the County.



Connection to Dark Fiber

Dark Fiber is being extended from Ashburn to Richmond, through a regeneration station that will be located in Stafford County. It represents a potential cyber and broadband highway for the 21st century and helps Stafford to serve its businesses better and makes the community more attractive for potential businesses.



Bond Rating Upgrade

Practicing the principles of responsible and accountable government, maintaining a balanced budget, borrowing only for capital projects and under strict debt limitations led to both Stafford & Poor's and Fitch Ratings Services upgrading the County's bond rating to AA+, and Moody's affirming the County's Aa2 rating and upgrading our outlook from stable to positive.



ACCOMPLISHMENTS



Job Growth

From 2008 to 2013, Stafford County averaged 2.4% annualized job growth, the 11th highest growth rate among the 134 counties and independent cities in Virginia. From the beginning of the recovery in the third quarter of 2009 to the second quarter of 2013, employment increased by 12.3% in Stafford County compared to a 3.8% rate statewide. As of the second quarter of 2013, employment in Stafford had expanded for 15 straight quarters compared with 12 quarters of year-over-year growth statewide.



Rocky Pen Run Reservoir

Construction on the massive Rocky Pen Run Dam and Reservoir project is complete. The reservoir is filling and will eventually hold approximately 5.3 billion gallons of water, greatly increasing the amount of water in reserve. This dam will ensure Stafford can meet the water needs of its business and private homeowners for years to come.



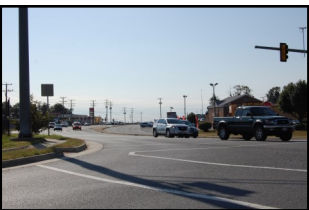
Parks and Recreation Bond Referendum

In 2009, Stafford County citizens voted to approve a Parks and Recreation Bond Referendum to develop new parks and improve or renovate existing parks. Construction is nearly complete for Chichester Park, a baseball complex built next to Stafford High School. The park is scheduled to open in the fall of 2014. Also scheduled to open in 2015 and currently in the design phase, Embrey Mill Park will increase the number of rectangular playing fields in the county and add an indoor 50 meter pool. The Curtis Park pool was renovated in the winter of 2014 and a reopening was held at the start of the summer season.



Schools

A newly renovated Stafford Elementary School opened at the start of the 2013 - 2014 school year. Renovation of the Grafton Village Elementary School is currently underway, and construction has started on the new Stafford High School.



Transportation Bond Referendum

In 2008, Stafford citizens voted to approve a \$70,000,000 bond referendum to make transportation improvements in Stafford. The bond referendum identified 19 road projects as well as pedestrian improvements. Currently, 10 road projects, three safety enhancements, and four pedestrian improvements are under way or completed.

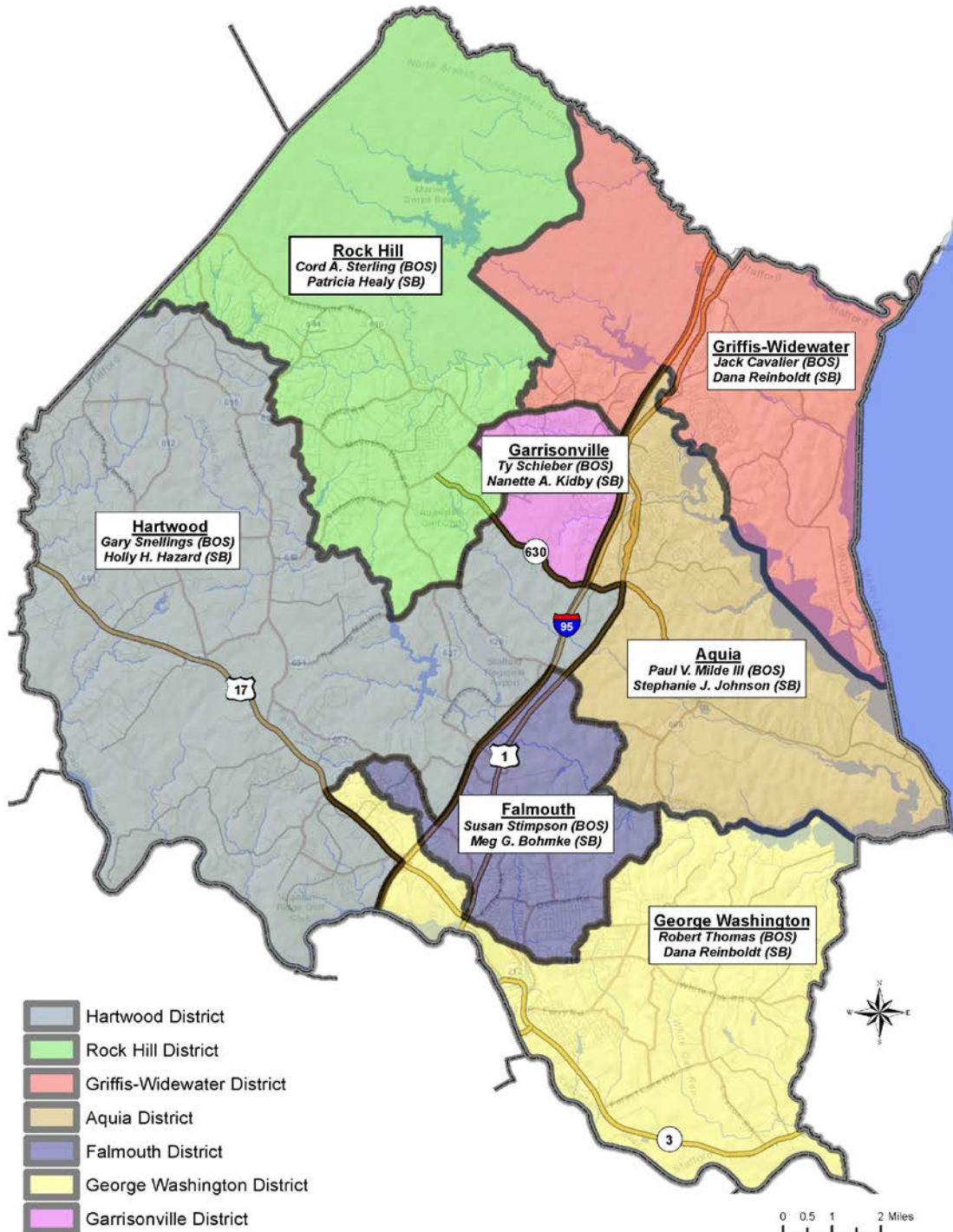


Belmont-Ferry Farm Trail

The Belmont-Ferry Farm Trail is part of a larger trail system that is envisioned to connect Stafford's parks and historical resources along the Rappahannock River with those of Fredericksburg, forming the "Heritage Loop." Work is currently proceeding on the design phase of Section 4 of the Belmont-Ferry Farm Trail, the part of the trail running from Pratt Park along the Rappahannock River towards Ferry Farm. Sections 1, 2, 3 and 5 of this new walking, biking and running trail have been completed. The trail has proved to a very popular addition to the park system.

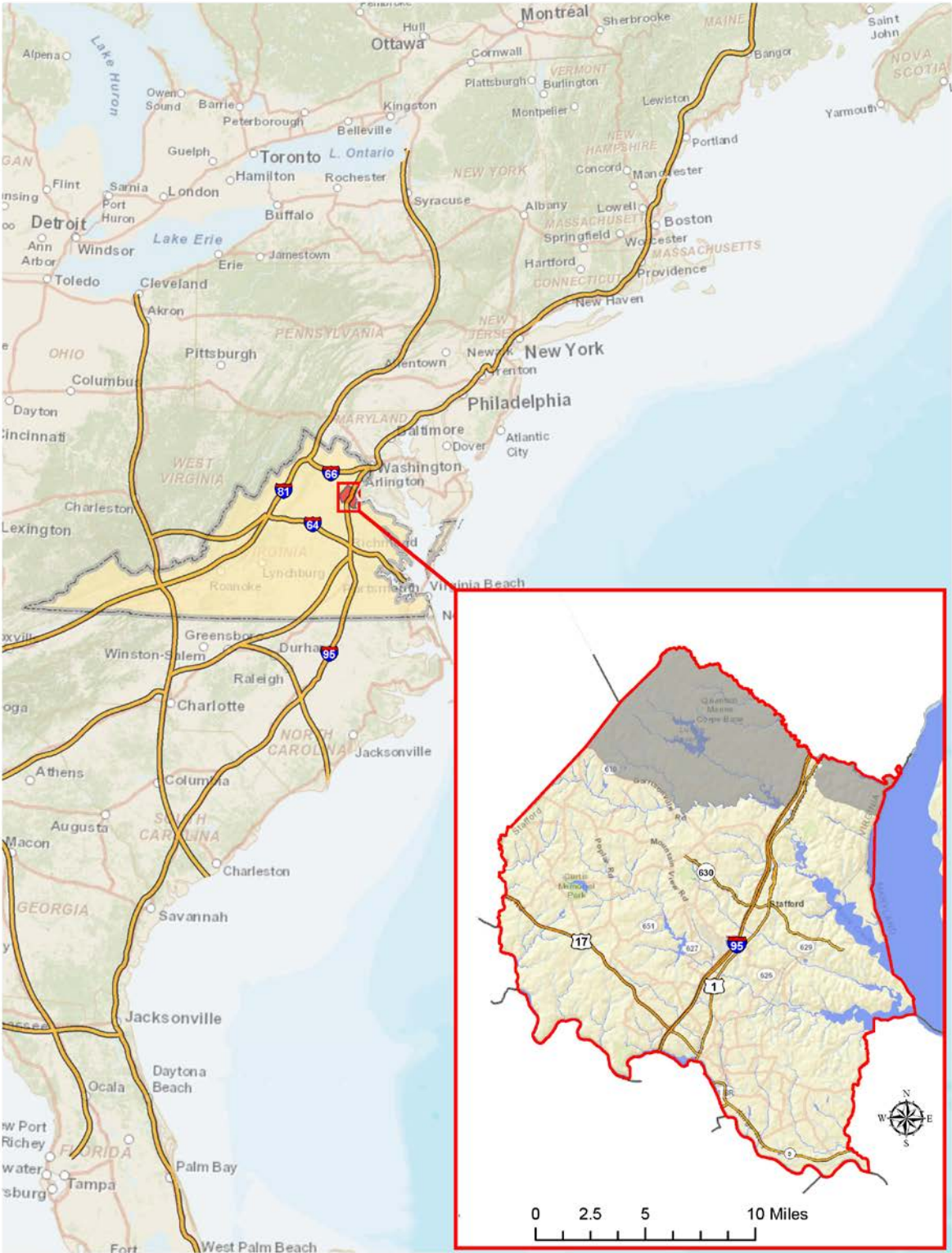


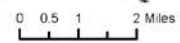
ELECTION DISTRICT BOUNDARIES





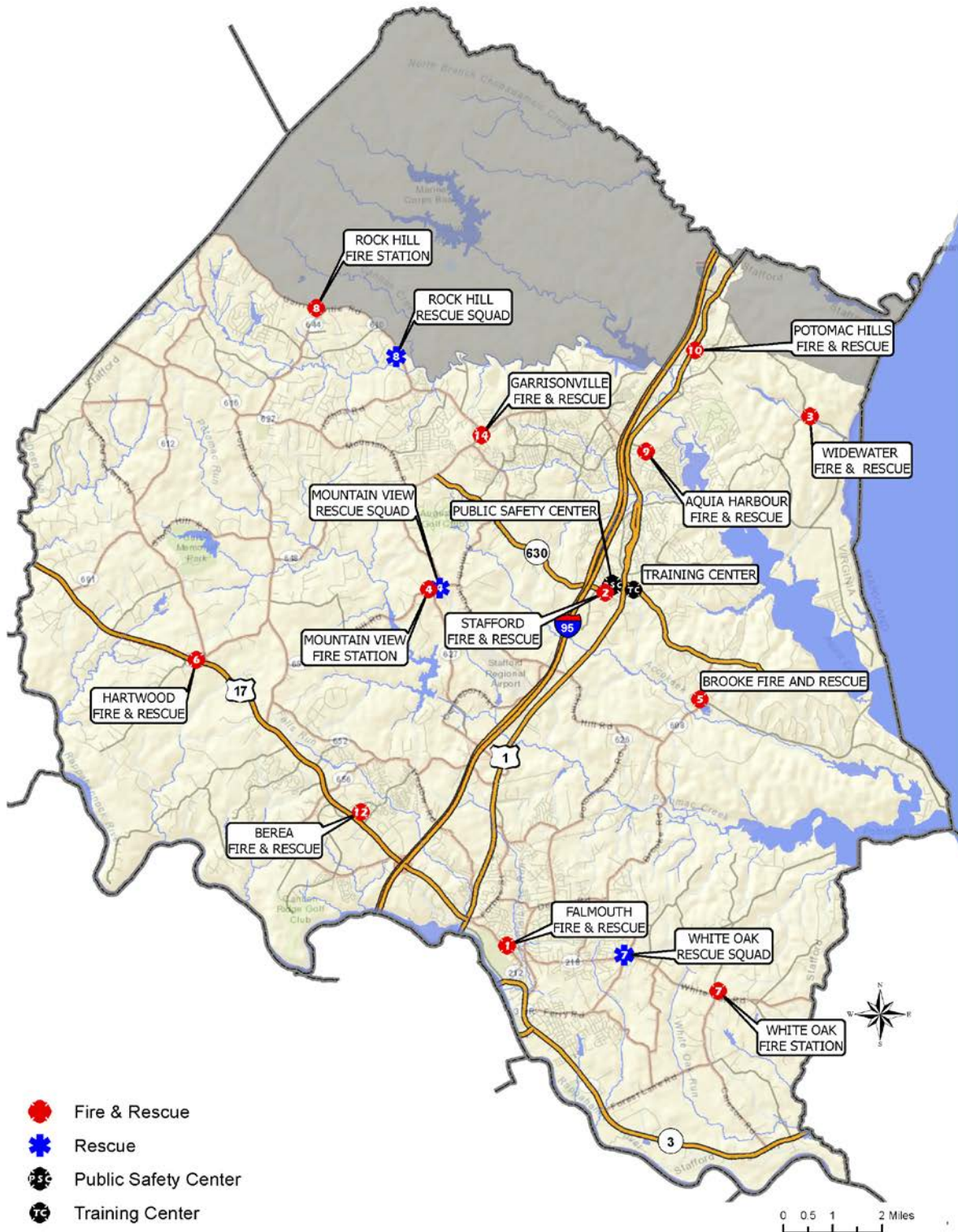
STAFFORD COUNTY, VIRGINIA





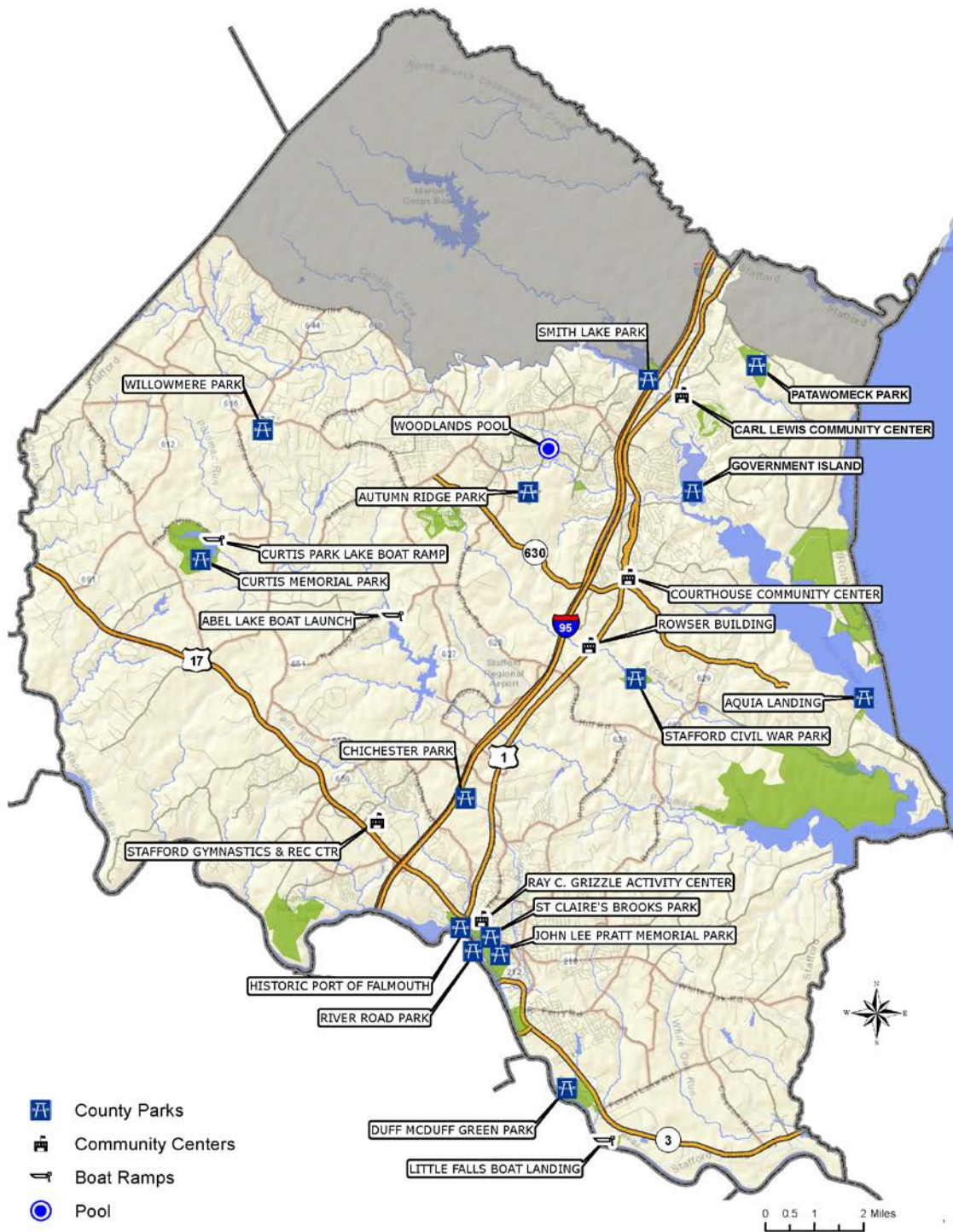


EMERGENCY SERVICES



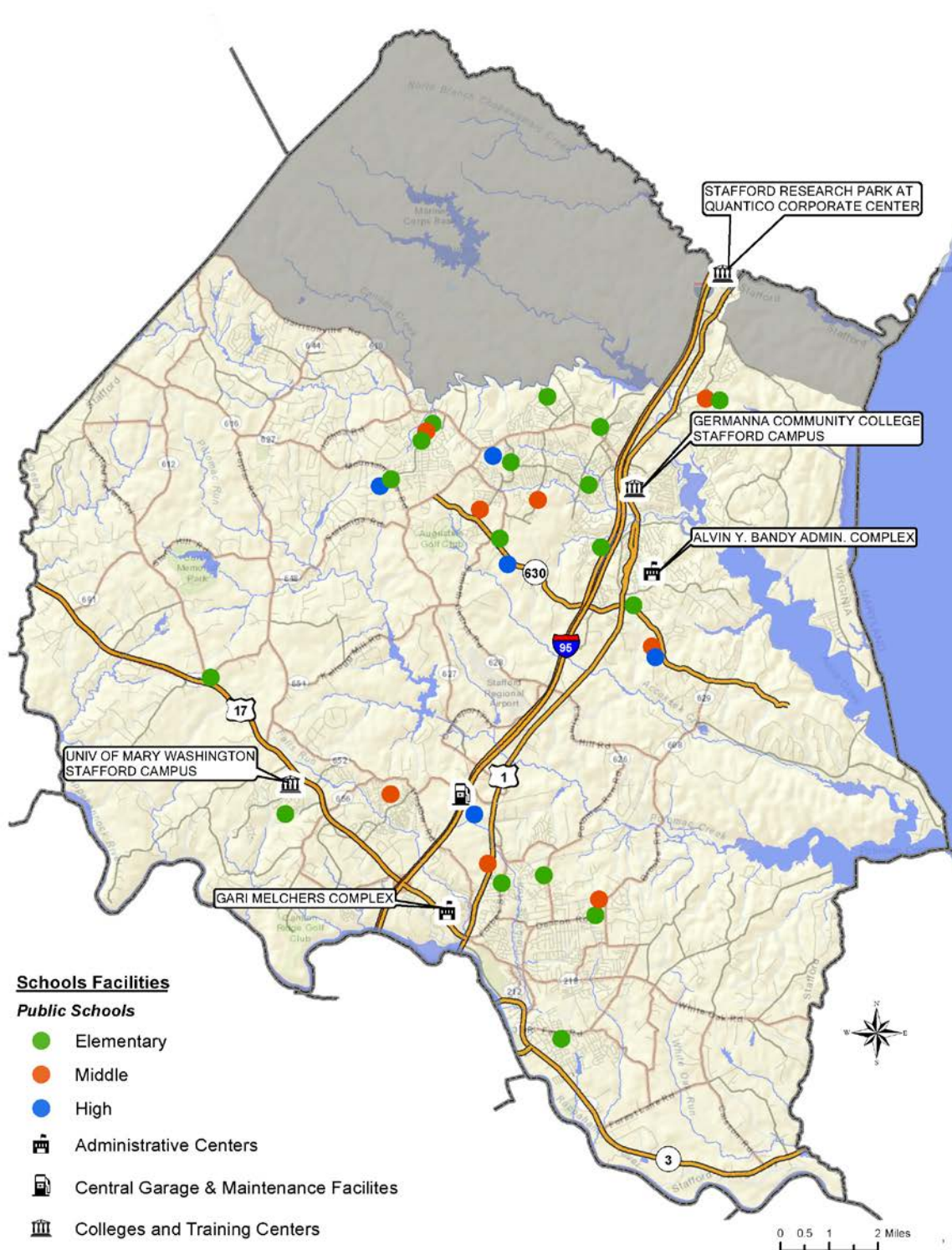


PARKS AND RECREATION





STAFFORD COUNTY SCHOOL FACILITIES





BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a special meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 28th day of April, 2014:

<u>MEMBERS:</u>	<u>VOTE:</u>
Jack R. Cavalier, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Meg Bohmke	Yes
Paul V. Milde III	Absent
Laura A. Sellers	Yes
Cord A. Sterling	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Sterling, seconded by Mr. Thomas, which carried by a vote of 6 to 0, the following was adopted:

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2014
TAX RATES

WHEREAS, the Virginia Code requires that the Board establish an annual levy of certain taxes for each calendar year; and

WHEREAS, a public hearing on the proposed calendar year 2014 tax rates was held on Tuesday, April 15, 2014, at 7:00 P.M., in the Board Chambers at the George L. Gordon, Jr., Administration Building, located at 1300 Courthouse Road, Stafford, Virginia; and

WHEREAS, the Commissioner of the Revenue and the Treasurer require the timely establishment of tax levies to allow time for tax bills to be processed and received by the citizens;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 28th day of April, 2014, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2014:


<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate (Section 58.1-3200, Code of Virginia (1950), as amended.)	1.019
Tangible Personal Property (Section 58.1-3500, Code of Virginia (1950), as amended. Includes all other classifications of personal property not specifically enumerated.)	6.61*
Boats or watercraft (Section 58.1-3506(A) (1.a), (1.b), (12), (28), (29), Code of Virginia (1950), as amended.)	.0001
Motor Vehicles Specially Equipped for the Disabled (Section 58.1-3506(A)(14), Code of Virginia (1950), as amended.)	.10
Personal Property Volunteer Fire & Rescue (Section 58.1-3506(A) (15), (16), Code of Virginia (1950), as amended.)	.0001
Camping trailers and recreational vehicles (Section 58.1-3506(A) (18), (30), Code of Virginia (1950), as amended.)	5.49
One motor vehicle owned and regularly used by a veteran who has either lost, or lost the use of, one or both legs, or an arm or a hand, or who is blind or who is permanently and totally disabled as certified by the Department of Veterans Services. In order to qualify, the veteran shall provide a written statement to the commissioner of the revenue or other assessing officer from the Department of Veterans Services that the veteran has been so designated or classified by the Department of Veterans Services as to meet the requirements of this section, and that his disability is service-connected. For purposes of this section, a person is blind if he meets the provisions of § 46.2-739 (Section 58.1-3506(A)(19), Code of Virginia (1950), as amended.)	.0001
Motor Carrier Transportation (Section 58.1-3506(A)(25), Code of Virginia (1950), as amended.)	.0001

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
All tangible personal property employed in a trade or business other than that described in Virginia Code § 58.1-3503(A)(1) through (A)(18), except for subdivision (A)(17) (Section 58.1-3506(A)(26), Code of Virginia (1950), as amended.)	5.49
Programmable computer equipment and peripherals employed in a trade or business (Section 58.1-3506(A)(27), Code of Virginia (1950), as amended.)	5.49
Personal Property Volunteer Sheriff's Deputy (Section 58.1-3506(A)(32), Code of Virginia (1950), as amended.)	.0001
Machinery and Tools (Section 58.1-3507, Code of Virginia (1950), as amended.)	.0001
Merchant's Capital (Section 58.1-3509, Code of Virginia (1950), as amended.)	.50
Mobile Homes (Section 58.1-3506, Code of Virginia (1950), as amended.)	1.019
Aircraft (Section 58.1-3506, Code of Virginia (1950), as amended.)	.0001
Garrisonville Road Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.087
Warrenton Road Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.000
Hidden Lake Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.421
Hartlake Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.00
Countywide Fire and Emergency Medical Services Tax District (Section 27-23.1, Code of Virginia (1950), as amended.)	.00

* The tax rate for personal property is based on the assessed value, which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.64 per \$100 of the estimated fair market value.

In 2004, the General Assembly capped the amount of relief the State will provide for Personal Property Tax Relief (PPTRA) at \$950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is \$12.5 million. This allotment is to be distributed among all the qualifying vehicles. For tax year 2014, qualifying vehicles will be granted 43% relief.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo

**BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA**

RESOLUTION

At a special meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on 28th the day of April, 2014:

<u>MEMBERS:</u>	<u>VOTE:</u>
Jack R. Cavalier, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Meg Bohmke	Yes
Paul V. Milde III	Absent
Laura A. Sellers	Yes
Cord A. Sterling	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Sterling, seconded by Mr. Thomas, which carried by a vote of 6 to 0, the following was adopted:

**A RESOLUTION TO APPROVE THE FISCAL YEAR 2015 COUNTY
BUDGETS**

WHEREAS, a public hearing on the proposed FY2015 County budgets was held on Tuesday, April 15, 2014 at 7:00 P.M., in the Board Chambers at the George L. Gordon, Jr., Administration Building, located at 1300 Courthouse Road, Stafford, VA; and

WHEREAS, the Board held budget work sessions at which Board members analyzed, deliberated, and reviewed citizen input regarding the County budgets; and

WHEREAS, the Board considered the recommendations of staff, citizen input at the budget work sessions, and the testimony, if any, at the public hearing; and

WHEREAS, the vote on the establishment of a Stormwater Service District resulted in a tie, with one member absent, which, per the Board's bylaws, requires reconsideration of the matter to be passed by until the next regular meeting of the Board, when the matter shall be placed on the agenda as if for the first time, with full discussion and debate allowed by all members and with a new vote taken by all members present;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 28th day of April 2014, that the FY2015 budgets for the various General Government Funds be and they hereby are adopted as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	262,739,908
Operating Budget Transfer to Schools	111,429,456
Public Day School	518,000
School Debt Service	29,191,550
Board of Supervisors	631,800
Capital Projects	3,121,670
Central Rappahannock Regional Library	5,067,220
Circuit Court	274,750
Clerk of the Circuit Court	1,451,400
Commissioner of the Revenue	2,690,750
Commonwealth's Attorney	2,947,440
Cooperative Extension	171,020
Corrections	7,977,532
County Administration	1,110,560
County Attorney	1,070,580
Debt Service County	12,582,100
Economic Development	863,470
Finance and Budget	1,548,100
Fire and Rescue	16,211,430
General District Court	101,750
Human Resources	412,040
Human Services, Office of	5,389,040
Information Technology	2,230,410
Juvenile and Domestic Relations Court	65,740
Magistrate	9,330
Non-Departmental	2,865,080
Parks, Recreation and Community Facilities	11,029,230
Partner Agencies	1,700,920
Planning and Zoning	2,350,530
Public Works	3,879,290
Registrar & Electoral Board	476,870
Sheriff	24,485,910
Social Services	6,616,620
Treasurer	1,923,130
15th District Court Services Unit	345,190

GENERAL GOVERNMENT FUNDS, continued:

Asset Forfeiture Fund	300,000
Capital Improvements Fund	737,320
Fleet Services Fund	4,153,860
Garrisonville Road Service District Fund	496,900
Hidden Lake Special Revenue Fund	105,449
Tourism Fund	1,250,000
Transportation Fund	9,220,893
Transportation Impact Fee - County-wide Fund	60,000
Utilities Funds	50,382,016
; and	

BE IT FURTHER RESOLVED that the FY2015 School Budget be and it hereby is approved in the following amounts:

II. SCHOOL FUNDS:

Construction Fund	128,480
Grants Fund	12,126,347
Health Services Fund	35,345,255
Nutrition Services Fund	13,738,920
School Operating Fund	255,740,629
Workers' Compensation Fund	622,797
; and	

BE IT FURTHER RESOLVED that the Board desires to continue to support special education students in the County, as identified by the County's Public Schools, and directs the County Administrator to execute a memorandum of understanding with Stafford County Public Schools for the public day school program not to exceed \$518,000. The Public Day School program provides educational services in the least restrictive, most cost-effective environment, and within the community, through shared responsibility between the County and Schools for day-school students; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY2015:

1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
 2. Defaulted developer and builder securities to be used for uncompleted projects;
 3. Donations for a specific purpose;
 4. Asset Forfeiture funds;
 5. Grants in accordance with the grant policy; and
 6. Excess roll-back taxes for Purchase of Development Rights pursuant to the County's financial policies.
- ; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to recruit and maintain full-time positions up to the authorized full-time strength stated below:

General Fund	
Non-Public Safety	331 <u>332</u>
Public Safety	357
Utilities Fund	139
Capital Projects Fund	<u>3</u>
Total	830 <u>831</u>

; and

BE IT FURTHER RESOLVED a one-time stipend for County employees will be considered at midyear review; and

BE IT FURTHER RESOLVED that Stormwater Management capital costs in FY15 will be funded from positive results of operation (PRO)/capital reserves; and

BE IT FURTHER RESOLVED that if the Stormwater District and related tax are not approved, the County Administrator will present a budget amendment before the beginning of FY2015; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to approve contracts for the purchase of replacement public safety vehicles, consistent with the FY2015 budgets; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2015 Potomac and Rappahannock Transportation Commission subsidy of \$89,300 and the Virginia Railway Express subsidy of \$2,689,391, and authorizes the payment of the subsidies during FY2015 from the County's Motor Fuels Tax Revenue account.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a special meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Government Center, Stafford, Virginia, on the 28th day of April, 2014:

<u>MEMBERS:</u>	<u>VOTE:</u>
Jack R. Cavalier, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Meg Bohmke	Yes
Paul V. Milde III	Absent
Laura A. Sellers	Yes
Cord A. Sterling	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Sterling, seconded by Mr. Thomas, which carried by a vote of 6 to 0, the following was adopted:

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2015
COUNTY BUDGETS

WHEREAS, the Board held budget work sessions at which members analyzed, deliberated, and reviewed citizen input;

WHEREAS, a public hearing on the proposed FY2015 County budgets was held on Tuesday, April 15, 2014 at 7:00 P.M., in the Board Chambers at the George L. Gordon, Jr., Administration Building, located at 1300 Courthouse Road, Stafford, VA; and

WHEREAS, the Board considered the recommendations of staff, citizen input at the budget work sessions, and the testimony, if any, at the public hearing; and

WHEREAS, the Board is committed to maintaining the undesignated fund balance and wishes to retain adequate budgetary control given the challenging economic climate; and

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 28th day of April, 2014, that General Fund General Government expenditures (other than debt service) and Local School Transfer (other than debt service) be and they hereby are appropriated at 95% of the adopted FY2015 Budgets; and

BE IT FURTHER RESOLVED that debt service be and it hereby is appropriated at 100% of the Adopted FY2015 Budgets; and

BE IT FURTHER RESOLVED that the Fiscal Year 2015 Budgets for the various General Government Funds be and they hereby are appropriated as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	251,789,611
Operating Budget Transfer to Schools	105,857,983
Public Day School	492,100
School Debt Service	29,191,550
Board of Supervisors	600,210
Capital Projects	2,965,587
Central Rappahannock Regional Library	4,813,859
Circuit Court	261,013
Clerk of the Circuit Court	1,378,830
Commissioner of the Revenue	2,556,213
Commonwealth's Attorney	2,800,068
Cooperative Extension	162,469
Corrections	7,676,664
County Administration	1,055,032
County Attorney	1,017,051
Debt Service County	12,582,100
Economic Development	820,297
Finance and Budget	1,470,695
Fire and Rescue	15,400,859
General District Court	96,663
Human Resources	391,438
Human Services, Office of	5,119,588
Information Technology	2,118,890
Juvenile and Domestic Relations Court	62,453
Magistrate	8,864
Non-Departmental	2,721,826
Parks, Recreation and Community Facilities	10,477,769
Partner Agencies	1,615,874
Planning and Zoning	2,233,004
Public Works	3,685,326
Registrar & Electoral Board	453,027
Sheriff	23,261,615
Social Services	6,285,789
Treasurer	1,826,974
15th District Court Services Unit	327,931

GENERAL GOVERNMENT FUNDS, continued:

Asset Forfeiture Fund	300,000
Capital Improvements Fund	737,320
Fleet Services Fund	4,153,860
Garrisonville Road Service District Fund	496,900
Hidden Lake Special Revenue Fund	105,449
Tourism Fund	1,250,000
Transportation Fund	9,220,893
Transportation Impact Fee - County-wide Fund	60,000
Utilities Funds	50,382,016

BE IT FURTHER RESOLVED that the Fiscal Year 2015 School Budget be and it hereby is appropriated in the following amounts:

II. SCHOOL FUNDS

Construction Fund	128,480
Grants Fund	12,126,347
Health Services Fund	35,345,255
Nutrition Services Fund	13,738,920
School Operating Fund	250,143,256
Workers' Compensation Fund	622,797

BE IT FURTHER RESOLVED that the Board intends to consider the appropriation of the 5% balance of the General Fund, General Government budget (less debt service), and the Local School Transfer, following the mid-year review and completion of the FY2014 audit, in consideration of the then current financial conditions; and

BE IT FURTHER RESOLVED that at the close of the fiscal year, all appropriations shall lapse for budget items other than capital projects, encumbrances, commitments, and grants. The County Administrator is authorized to maintain the following appropriations as noted or until the Board, by resolution or ordinance, changes or eliminates the designated appropriations:

- (i) Capital projects, until the completion of the project;
- (ii) Encumbrances and commitments; and
- (iii) Grant funds for the duration of the grant; and

BE IT FURTHER RESOLVED that in accordance with the Board's Principles of High Performance Financial Management, the Board will consider any requests for re-appropriation of FY2014 unspent carryover funds for the County and Schools following the completion of the FY2014 audit and in consideration of the then current financial conditions; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY2015:


1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
 2. Defaulted developer and builder securities to be used for uncompleted projects;
 3. Donations for a specific purpose; and
 4. Asset Forfeiture funds.
 5. Grants in accordance with the grant policy
 6. Excess roll-back taxes for Purchase of Development Rights pursuant to the County's financial policies.
- ; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to approve insurance settlements less than \$100,000, in concurrence with the County's insurance carrier; and

BE IT FURTHER RESOLVED that to comply with Governmental Accounting Standards Board Standards and Generally Accepted Accounting Practices, some projects or sets of accounts may need to be moved between funds, and the County Administrator be and he hereby is authorized to make such transfers; and

BE IT STILL FURTHER RESOLVED that to ensure the taxpayers of Stafford County are paying the lowest tax rates possible, all outside funding sources such as State Funds, Federal Funds, Proffers, and User Fees will be designated to be spent first, with any local matches that are required. After all these funds are spent, local tax dollars will be spent.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nac

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a special meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 28th day of April, 2014:

<u>MEMBERS:</u>	<u>VOTE:</u>
Jack R. Cavalier, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Meg Bohmke	Yes
Paul V. Milde III	Absent
Laura A. Sellers	Yes
Cord A. Sterling	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Sterling, seconded by Ms. Bohmke, which carried by a vote of 6 to 0, the following was adopted:

A RESOLUTION TO ADOPT THE FISCAL YEAR 2015-2024 CAPITAL
IMPROVEMENT PROGRAM WITH INTENT TO REIMBURSE CERTAIN
CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed FY2015-2024 Capital Improvement Program (CIP) was held on Tuesday, April 15, 2014, at 7:00 P.M. in the Board Chambers at the George L. Gordon, Jr., Government Center, located at 1300 Courthouse Road, Stafford, VA; and

WHEREAS, the Board considered the recommendations of the County Administrator, and the testimony, if any, at the public hearing; and

WHEREAS, the ten-year CIP is a significant part of the Comprehensive Plan; and

WHEREAS, the Board finds that it is necessary to identify needed capital improvements;

NOW, THEREFORE BE IT RESOLVED by the Stafford County Board of Supervisors on this the 28th day of April, 2014, that the FY2015-2024 CIP, as directed by the Board be and it hereby is adopted as part of the Comprehensive Plan; and

BE IT FURTHER RESOLVED that Intent to Reimburse Certain Capital Improvement Expenditures for projects indicated in the FY2015-2024 CIP be and it hereby is adopted as follows:

General Government

Training Center	Courthouse Rd & Rt 1 Intersection Improvements
Fire and Rescue Station 14	Route 630, Courthouse Rd: Cedar Lane to
Fire and Rescue Station - Centerport	Winding Creek Rd
E-911 System	Route 630, Courthouse Rd: Winding Creek Rd to
FCC Mandated Upgrade to Radio System	Shelton Shop Rd
Fire and Rescue Infrastructure	Pedestrian Improvements
Information Technology Infrastructure	Route 627, Mt View Rd Ext. to High School
Future Parks Projects	Streetscape Phase 1
Parks Recreation and Community Facilities	Streetscape Phase 2
Infrastructure	Garrisonville Rd & Rt 1 Intersection Improvements
Animal Shelter	Stafford Parkway
Courthouse Addition	Enon Road Improvements
Library	Butler Road
Bike Trails	Garrisonville Rd., Eustace Rd. to Shelton Shop Rd.
Belmont Ferry Farm Trail - Phase 4	Eskimo Hill Road
Belmont Ferry Farm Trail - Phase 6	Leeland Road
Stormwater Permit Compliance	Shelton Shop Road
Route 610, Garrisonville Rd	Mt. View Rd - Shelton Shop to Choptank Road
Route 652, Truslow Road, East Of I-95	Berea Church road
Route 652, Truslow Road, West Of I-95	Corporate Center Drive
Route 1, Jefferson Davis Highway	Brent Point Road
Route 616, Poplar Road, South Of Mt View Rd	Falmouth Safety Improvements
Route 627, Mt View Rd From Joshua Rd To Rose	Boswell's Corner Improvements
Hill Farm Rd	Courthouse Area Improvements
Route 17, Warrenton Rd	Rt. 709 Capital Avenue Extended
Route 606, Ferry Rd	

Schools

Stafford High School	Mt. View HS Addition
Moncure Elementary Rebuild	Colonial Forge HS Addition
Ferry Farm Elementary Rebuild	Hartwood Elementary Renovation
Elementary School #18 w/Head start	Fleet Services Addition
Brooke Point HS Addition	Infrastructure
Middle School #9	

Utilities

320 Zone Water Improvements	Equipment Replacement - Aquia WWTF
342 Zone Water System - Phase 1	Equipment Replacement - Little Falls Run WWTF
342 Zone Water System - Phase 2	Falls Run PS Force Main Replacement
370N Water Booster Pump Station	Falls Run Pump Station Replacement
Rocky Pen Run WTF Upgrade/Expansion	Falls Run Sewer Interceptor Replacement - Phase 2
Centerport Water Tank	Austin Run Gravity Sewer Replacement

Courthouse Area Water Tank
 Moncure Water Booster Pump Station
 Radio-Read Meters Program
 Regional Water Interconnection
 Small Water Projects
 Smith Lake Distribution PS Upgrade
 Smith Lake WTF Filter Replacements
 Water Distribution System Rehab Program
 Water Extension Projects
 Claiborne Run Gravity Sewer Replacement
 Claiborne Run PS Parallel Force Main
 Claiborne Run Pump Station Replacement
 Country Ridge Pump Station Replacement
 Ebenezer Church Pump Station Replacement

Little Falls Run WWTF - 3rd Treatment Train
 Oaks of Stafford Pump Station Replacement
 Potomac Creek Pump Station & Force Main Replacement
 Route 1 North Sewer
 Sewer Extension Projects
 Small Sewer Projects
 Sweetbriar Woods Pump Station Force Main Replacement
 Wastewater Collection System Rehabilitation Projects
 Wastewater Pump Station Rehabilitation Program
 Wastewater Pump Station Replacements
 Wayside Sewer Interceptor Replacement
 Contingency
 Software Upgrades
 Stafford County Complex
 Vehicles & Equipment Replacements

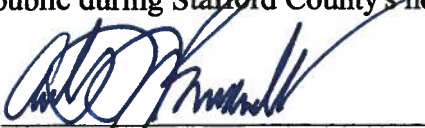
NOTICE OF INTENT TO REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2015-2024 Capital Improvement Program ("Projects") with tax-exempt or taxable bonds, or other obligations ("the "Bonds"), and to reimburse capital expenditures paid by Stafford County (including expenditures previously paid by the County to the extent permitted by law) in connection with the Projects before the issuance of the Bonds.

Section 2: Source of Interim Financing and Payment of Bonds. Stafford County expects to pay the capital expenditures related to the Projects, and incurred before the issuance of the Bonds, with an interfund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the projects to be financed in the FY2015-2024 Capital Improvement Program. The maximum amount of Bonds expected to be issued for the Projects is \$428,526,559.

Section 3: Effective Date; Public Inspection. This Resolution is adopted for the purpose of complying with Treasury Regulation Section 1.150-2 or any successor regulation, and shall be in full force and effect upon its adoption. The Clerk of the Board shall file a copy of this Resolution in the records of Stafford County, available for inspection by the general public during Stafford County's normal business hours.

A Copy, teste:



 Anthony J. Romanello, ICMA-CM
 County Administrator

AJR:NAC:dmo

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 17th day of June, 2014:

<u>MEMBERS:</u>	<u>VOTE:</u>
Jack R. Cavalier, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Meg Bohmke	Yes
Paul V. Milde III	Yes
Laura A. Sellers	Yes
Cord A. Sterling	Yes
Robert "Bob" Thomas, Jr	Yes

On motion of Mr. Sterling, seconded by Ms. Bohmke, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION AUTHORIZING AMENDMENTS TO THE
FY2015 GENERAL FUND BUDGET AND APPROPRIATIONS

WHEREAS, the Board adopted the FY2015 budgets on April 28, 2014, but deferred consideration of the Stormwater Service District because of a tie vote, with one member absent, until its May 6, 2014 meeting; and

WHEREAS, at its May 6, 2014 meeting, the Board did not enact the Stormwater Service District; and

WHEREAS, the Board directed staff to find operating savings in order to include mandated stormwater management operating costs within the approved FY2015 General Fund budget; and

WHEREAS, staff identified the following budget reductions:

- Debt service reduction through the refunding of higher interest outstanding debt, and delaying the issuance of new debt for the Embrey Mill Indoor Recreation Facility until Fall, 2014;
- Reduction of software maintenance contracts budget;
- Decrease in unemployment and liability insurance premiums; and
- Membership dues and other savings

; and

WHEREAS, savings in these areas may be used to fund operating costs associated with state and federal stormwater management mandates, which were not previously included in the FY2015 General Fund Budget;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 17th day of June, 2014, that it be and hereby does authorize amendments to the FY2015 General Fund Budget as follows:


	Budget	Appropriations
	262,739,908	251,775,061
Operating Budget Transfer to Schools	111,429,456	105,857,983
Public Day School	518,000	492,100
School Debt Service	29,191,550	29,191,550
Board of Supervisors	630,982	599,433
Capital Projects	3,121,670	2,965,587
Central Rappahannock Regional Library	5,067,220	4,813,859
Circuit Court	274,750	261,013
Clerk of the Circuit Court	1,451,400	1,378,830
Commissioner of the Revenue	2,690,750	2,556,213
Commonwealth's Attorney	2,947,440	2,800,068
Cooperative Extension	171,020	162,469
Corrections	7,977,532	7,676,664
County Administration	1,110,560	1,055,032
County Attorney	1,070,580	1,017,051
Debt Service County	12,291,100	12,291,100
Economic Development	863,470	820,297
Finance and Budget	1,548,100	1,470,695
Fire and Rescue	16,211,430	15,400,859
General District Court	101,750	96,663
Human Resources	412,040	391,438
Human Services, Office of	5,389,040	5,119,588
Information Technology	2,130,410	2,023,890
Juvenile and Domestic Relations Court	65,740	62,453
Magistrate	9,330	8,864
Non-Departmental	2,667,284	2,533,920
Parks, Recreation and Community Facilities	11,029,230	10,477,769
Partner Agencies	1,700,920	1,615,874
Planning and Zoning	2,350,530	2,233,004
Public Works	4,468,904	4,245,459
Registrar & Electoral Board	476,870	453,027
Sheriff	24,485,910	23,261,615
Social Services	6,616,620	6,285,789
Treasurer	1,923,130	1,826,974
15th District Court Services Unit	345,190	327,931

Total all Expenditures

262,739,908

251,775,061

A Copy, teste:


 Anthony J. Romanello, ICMA-CM
 County Administrator

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 17th day of June, 2014:

MEMBERS:

Jack R. Cavalier, Chairman
Gary F. Snellings, Vice Chairman
Meg Bohmke
Paul V. Milde III
Laura A. Sellers
Cord A. Sterling
Robert "Bob" Thomas, Jr

VOTE:

Yes
Yes
Yes
Yes
Yes
Yes
Yes

On motion of Mr. Sterling, seconded by Mr. Milde, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION AUTHORIZING TECHNICAL ADJUSTMENTS TO
THE FY2015 SCHOOLS' BUDGETS


WHEREAS, on April 28, 2014, the Board adopted the FY2015 Schools' Budgets, which was based on the Schools Board's approved budget request; and

WHEREAS, the School Board adopted its budget based on updated projections, including the local school funding adopted by the Board and the School Board requested technical adjustments to its FY2015 budgets;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 17th day of June, 2014, that it be and hereby does authorize technical adjustments to the FY2015 Schools' budgets as follows:

	Budget	Appropriations
School Operating Fund	256,242,629	250,671,156
Fleet Services Fund	4,106,672	4,106,672
Nutrition Services Fund	13,695,511	13,695,511
Health Services Fund	35,847,255	35,847,255
Workers' Compensation Fund	600,166	600,166
Grants Fund	12,116,290	12,116,290

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

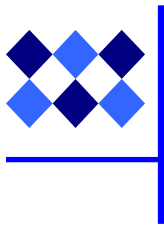
AJR:MJP:NAC



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
- Comprehensive Plan
- Principles of High Performance Financial Management
- Utilities Fiscal Policy
- Budget Guidelines, Basis of Accounting, and Basis of Budgeting



BOARD OF SUPERVISOR'S PRIORITIES

The Board has identified its top priorities for the community:

- Fiscal responsibility and reducing the tax burden
- Education
- Public Safety
- Infrastructure
- Economic Development
- Service Excellence

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

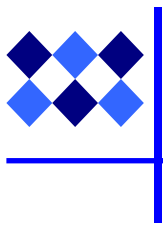
	<i>TYPE OF PROCESS</i>	<i>DESCRIPTION OF PROCESS</i>	<i>BUDGET IMPACTS</i>
Five Year Operating Budget Plan	<i>Five year operating plan to facilitate financial planning</i>	<i>Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures.</i>	<i>Provides for budget stability, planning & direction for future resource allocation decision-making.</i>
Capital Improvements Program	<i>Ten year plan that includes project listing by plan year</i>	<i>County Administrator submits plan for Board of Supervisors approval by resolution with possible amendments.</i>	<i>Provides predictable funding level from year to year to allow adequate planning for debt service requirements & operating costs of new facilities & infrastructure improvements.</i>
Economic Development Strategic Plan	<i>Five year plan to improve economic development in Stafford County</i>	<i>Economic Development director's plans are developed with review & coordination by the County Administrator's Office.</i>	<i>Allows for allocation of resources to predetermined strategic goals & objectives.</i>
Parks and Recreation Facilities Plan	<i>Fifteen year Facilities Plan for parks and open space recommends improvements to the County's present park and recreation facilities and undeveloped park lands</i>	<i>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.</i>	<i>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.</i>
Building Facility and Maintenance Plan	<i>Five year plan by facility & maintenance activity or project</i>	<i>Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements.</i>	<i>Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities.</i>
Grounds Maintenance Plan	<i>Three year plan to address County grounds</i>	<i>Schedules identified ground improvements maintenance projects according to priorities & funding level.</i>	<i>Provides for a stable annual level of expenditures to ensure the continued maintenance of county grounds.</i>
Technology Strategic Plan	<i>Five year information systems plan</i>	<i>Major initiatives are established with departments, constitutional offices & schools.</i>	<i>Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.</i>
Comprehensive Water & Wastewater Master Plan	<i>Twenty year plan to define the County's anticipated water & wastewater needs</i>	<i>Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan.</i>	<i>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.</i>
Comprehensive Plan	<i>Long range plan designed to manage & direct growth</i>	<i>Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure.</i>	<i>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.</i>
Transportation Plan	<i>Long-range plan to maintain & improve the County's transportation system</i>	<i>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.</i>	<i>Long range planning for highway infrastructure needs.</i>



COUNTY PLANNING PROCESSES

	<i>TYPE OF PROCESS</i>	<i>DESCRIPTION OF PROCESS</i>	<i>BUDGET IMPACTS</i>
Redevelopment Master Plan	Five-ten year plan to stimulate private sector investment in four areas of the County identified by the Board of Supervisors: Boswell's Corner, Courthouse, Falmouth and the Southern Gateway	The Master Redevelopment Plan was adopted as an element of the Comprehensive Plan and therefore was fully vetted with the affected communities as well as through public hearings at the Planning Commission and the Board of Supervisors	Recommends the reallocation of CIP and budget allotments to incentivize and jump start private investment in the Board'
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 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.
Long Range Human Services Plan	A long-range plan that identifies key activities to improve the service delivery system and provides existing human services agencies within the community guidance when developing goals for service delivery	Identifies existing services within the County delivered by various County, partner, community and faith based agencies. Assesses community needs, including gaps and the possible need for more collaboration. Also defines the needs and priority of those issues facing the community.	Identifies key activities to be carried out as next steps and provides budget planning and/or reallocation of existing resources for identified 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.

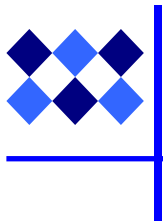
The Stafford County Comprehensive Plan emphasizes maintaining and enhancing the quality of life for existing and future residents of the County.



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

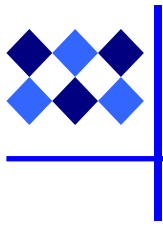
documented by the County's bountiful archaeological and architectural remains. Stafford remained mostly a rural community until the construction of Interstate 95 during the late 1960s. Since that time, the County has experienced a growth rate that, for a period of time, ranked it among the fastest growing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

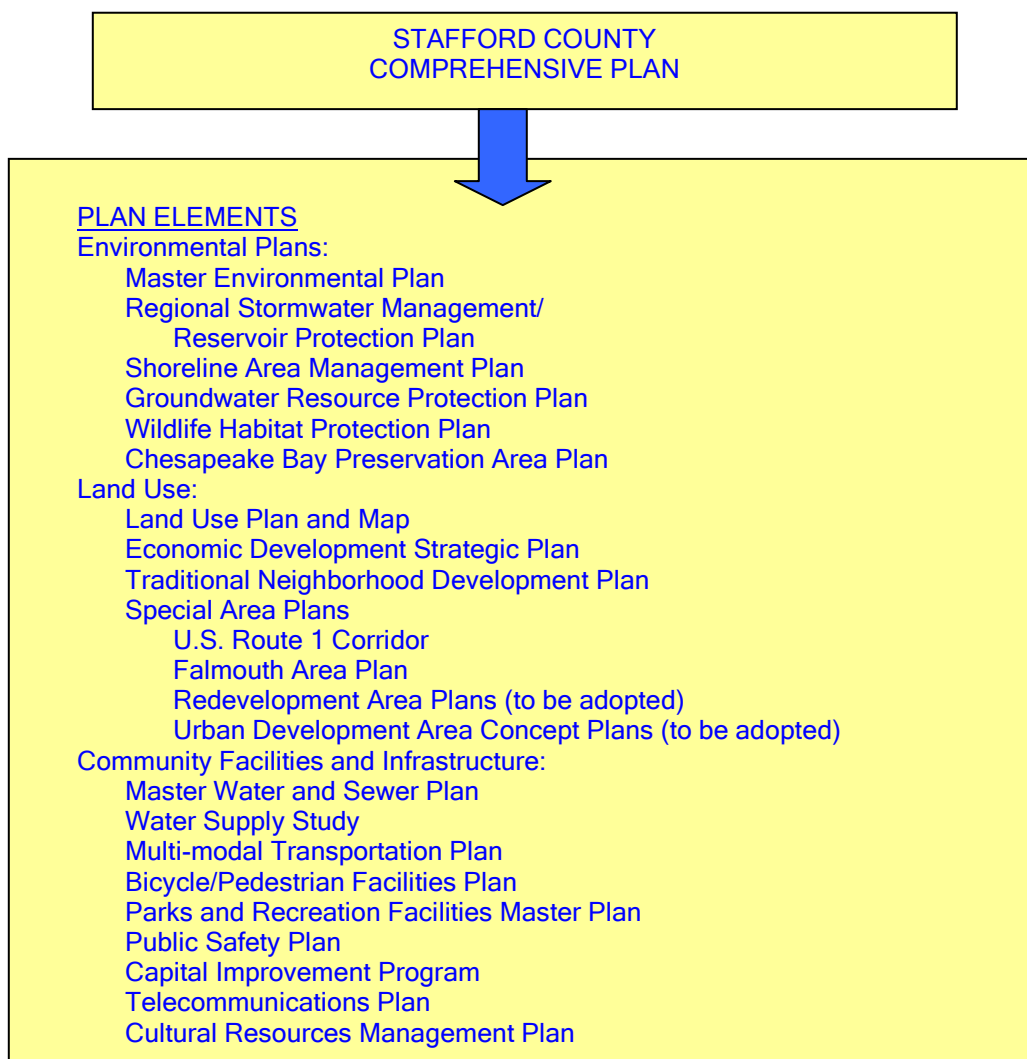
1.4 Relationship to other Plan Elements

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

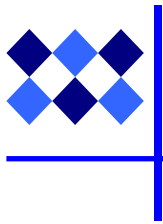


1.5 Legal Basis for the Plan

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.

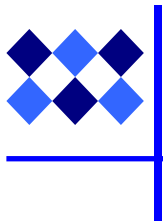
As part of the Comprehensive Plan, each locality shall develop a transportation plan that designates a system of transportation infrastructure needs and recommendations that may include the designation of new and expanded transportation facilities and that support the planned development of the territory 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)

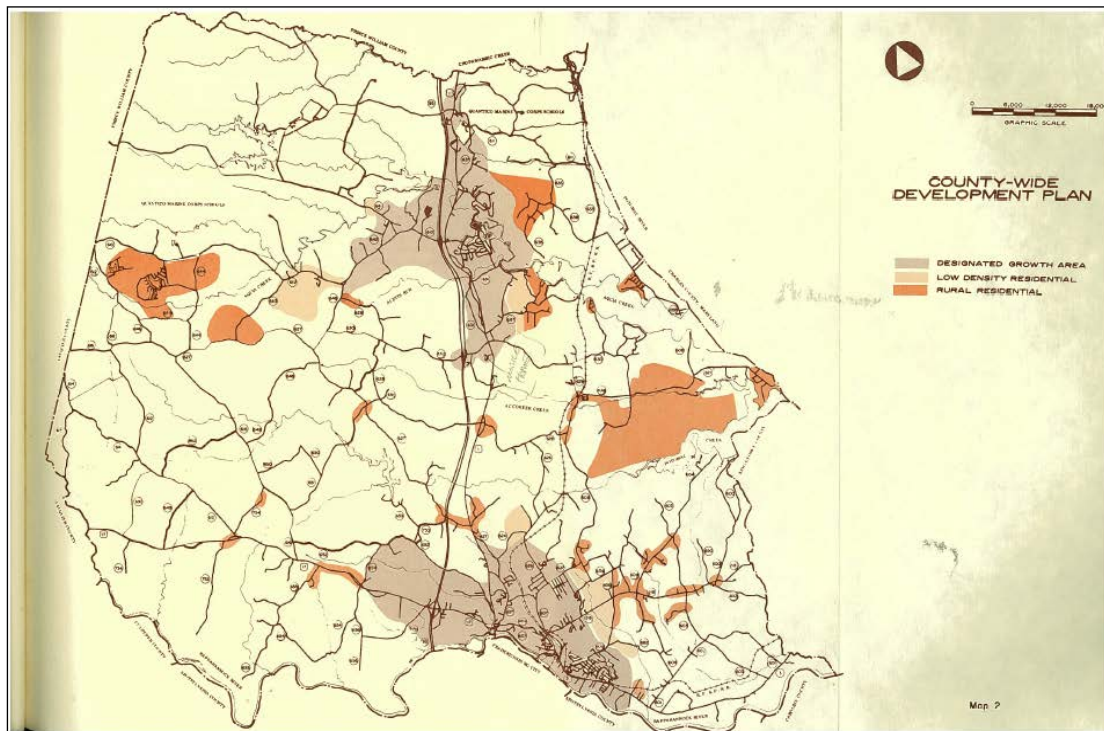


COMPREHENSIVE PLAN

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.

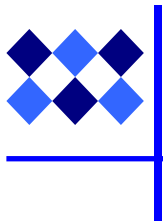


The Comprehensive Development Plan - 1979

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.

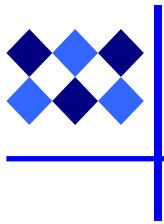
Steering Committee Meetings

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

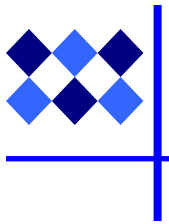
This Plan will serve as a resource for those who seek general information as to how the County envisions change over the next 20 years. Crafting the Comprehensive Plan indicates a commitment to a vision for the future. As the County's primary planning document, it is of interest to elected officials,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

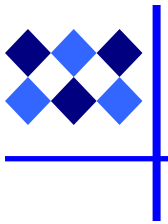
Objective 1.1. Make development, land use, transportation, utility and other public facility decisions consistent with the Comprehensive Plan.

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.

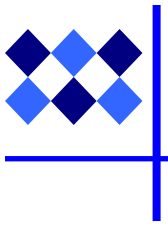
Policy 1.2.1. Establish a clear Urban Services Area boundary in a location that is suitable to accommodate residential and commercial development characterized by the presence of public facilities, utilities, and government services.

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.

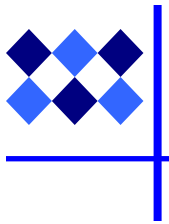
Policy 1.2.11. At least 80 percent of the future cumulative residential growth should be located inside the Urban Services Area. The progress toward this policy should be evaluated on an annual basis through the tracking of building permit activity.

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.

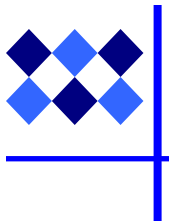
Policy 1.4.7. The County should educate residents and developers that public facilities and access to public services may be limited outside the Urban Services Area.

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.

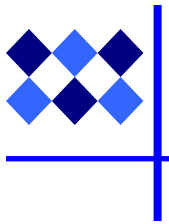
Policy 1.7.2. New development proposals for projects within the Urban Services Area boundary and for the Urban Development Areas that are dependent upon the future changes should be rejected until the projected changes have been implemented.

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.

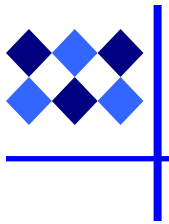
Policy 2.1.2. Amendments to the Comprehensive Plan, including the Land Use Map, should not create additional excess residential capacity.

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.

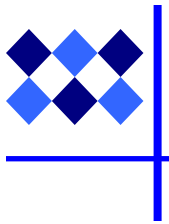
Objective 2.6. Use infrastructure as a tool to guide development into locations where the land is most cost effectively served.

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

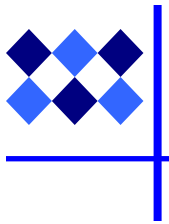
Our decision to occupy and alter Stafford County's landscape has resulted in increased volumes and concentrations of specific pollutants in the air, in surface and ground waters, and in the soil. These pollutants can harm both the natural and the human environment.

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.



COMPREHENSIVE PLAN

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.

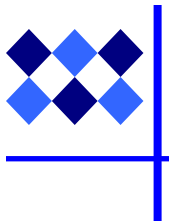
Policy 3.2.2. Implement transportation strategies that reduce auto travel and improve traffic flow, thereby reducing auto emissions.

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.

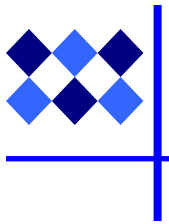
Policy 3.3.13. Natural wetlands should not be used as silt ponds, or serve as the receiving area for stormwater.

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.



COMPREHENSIVE PLAN

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.

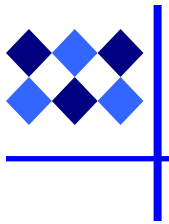
Policy 3.7.2. Permanently protect the Crow's Nest peninsula in the areas designated on the Land Use Map.

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.



COMPREHENSIVE PLAN

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.

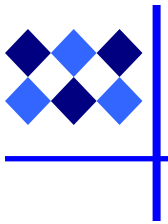
Policy 4.3.1. Discourage development on erodible and hydric soils, and cluster development away from steep slopes and potential problem areas.

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.

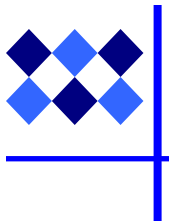
Policy 4.6.2. Encourage existing mining/ extraction operations to fully utilize adjoining areas that have suitable mineral resources by relocation of existing operations at the appropriate time, rather than relocate to other sites within the County.

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.

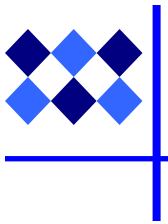
These densities should be accomplished through means such as conservation easements, Purchase of Development Rights, Transfer of Development Rights, and continuation and establishment of agricultural uses and coordination with the Base on their encroachment control plans.

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.

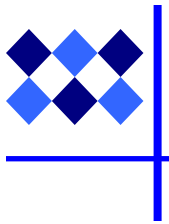
Policy 5.3.2. Affordable housing will be encouraged, but not limited to, Urban Development Areas, as designated on the Land Use Plan Map.

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.



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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.

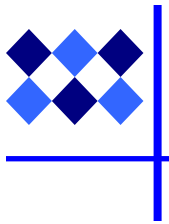
Objective 6.3. Create a system of sidewalks, bike paths and trails to provide non-motorized transportation alternatives.

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.



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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.

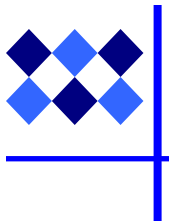
Policy 6.5.4. Ensure that roadside signage and lighting is sensitive to the existing development pattern while including necessary safety and traffic control.

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

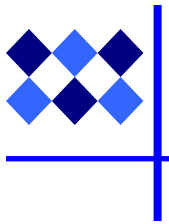
The main thrust of economic development is to attract new businesses and industries to the area, diversify the economic base, work cooperatively with Quantico Marine Corps Base during its workforce and infrastructure expansion resulting from BRAC, and promote job creation and sustainable agriculture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



COMPREHENSIVE PLAN

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

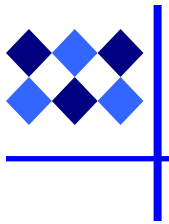
Stafford County prides itself on having a superb public school system. The citizens of Stafford County expect and support a quality educational system. As the 6th fastest growing locality in the state since 2000, Stafford County is challenged to construct and maintain adequate facilities for all students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

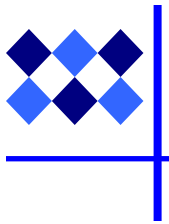
Goal 9. Promote Stafford County's heritage and maintain a sense of place by identifying, protecting, preserving, and interpreting Stafford County's historic and cultural resources.

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

Last Revision: Resolution R13-102, 3/19/2013

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, and shall not exceed 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing;
 2. Useful life of the purchase equals or exceeds the term of the debt;
 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 for County and Schools 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 for County and Schools 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. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

Each year's maximum 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.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Last Revision: Resolution R13-102, 3/19/2013

UNASSIGNED FUND BALANCE

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves and grants. 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.
- A reserve for healthcare costs equal to the estimated IBNR (incurred but not reported) plus 10% of annual claims will be maintained by school and county funds.
- 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 (RSR): minimum of $\frac{1}{2}$ of 1% of General Fund revenues.
 - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
 - The reserve will not be used to offset a tax rate change.
 - The reserve will be used in combination with spending cuts.
 - The reserve will be restored to the minimum level within 5 years.
 - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
 - RSR funds should only be directed to one-time expenditures to the extent possible.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000
 4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.
 5. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.
- Rollback Tax Revenue in excess of \$80,000 will be dedicated to the County's Purchase of Development Rights program.
- 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 will consider reappropriation of Schools' unspent prior year funds.

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.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Last Revision: Resolution R13-102, 3/19/2013

- 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.
- When the Schools desire an amendment to the adopted budget or appropriation, the School Board shall pass a resolution for consideration by the Board of Supervisors.
- An amount equivalent to 1% of general government expenditures will be set aside for pay-as-you-go capital projects, with a goal of 3% by July 1, 2017. An amount equal to 1% of the school's operating budget will also be set aside for pay-as-you-go capital projects by July 1, 2015, with a goal of 2% by July 1, 2017. Cash capital will be used for only small capital projects and infrastructure needs.
- An amount equivalent to ½% 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.

TAX TRIGGER PROVISION

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

PERIODIC POLICY REVIEW

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

FUND BALANCE REPORTING

The new standard for fund balance reporting establishes criteria for classifying fund balances into specifically defined categories. There are now five (5) classifications versus the three (3) previously used in our financial statements.

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



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Last Revision: Resolution R13-102, 3/19/2013

- Non-spendable - for items that would not be converted to cash, like inventories and prepaid items (cash has already been used).
- Restricted - amounts that can be spent for specific purposes, dictated by external entities or legislation, like debt service covenants, and grants.
- Committed - for specific purposes determined by formal action of governing body, such as transportation projects or our Capital, Stafford Opportunity, and Revenue Stabilization reserves. The commitments for the specific purpose must be made prior to the end of the fiscal year. The actual amount may be determined subsequently (prior to financial statement issuance). Action by governing body is needed to "undo" the commitment.
- Assigned - management's intentions/specific purposes, such as set asides we have for CSA, permit center, or future expenditures.
- Unassigned - residual, spendable amounts in the General Fund - there should not be any unassigned funds in Special Revenue and Capital Projects Funds, as all funds should relate to the purpose of the fund.

Encumbrances have been a designation of fund balance. Under the new standard encumbrances will be included in the total amounts reported as restricted, committed or assigned fund balance. The Notes to the Financial Statements will disclose the allocation by major fund and in aggregate for non-major funds.

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 an 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.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Last Revision: Resolution R13-102, 3/19/2013

BUDGET PROCEDURES/CALENDAR

MONTH	PROCEDURE
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 School Budget
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.staffordcountyva.gov/>, 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 basis of accounting determines when transactions should be recognized for financial statements.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus.

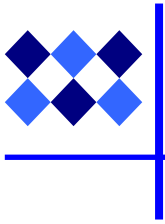
Governmental funds utilize the *modified accrual basis of accounting* under which revenues and related assets are recorded when measurable and available to finance operations during the year. Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances 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

The basis of budgeting determines when revenues and expenditures are recognized for budgetary purposes.

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.



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, accounting standards, or administrative action to be accounted for in another fund.

The General Fund Revenues section includes revenue projections, schedules and graphs. This section contains an analysis of each category of revenues with a description, history, and the variables used in the revenue projections.



REVENUE PROJECTION

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Property Taxes					
Real Property	\$138,461,258	\$141,241,700	\$146,604,236	\$5,362,536	3.8%
Personal Property	44,096,499	44,315,700	43,843,200	(472,500)	-1.1%
Public Service Corps	4,499,277	4,050,000	4,383,800	333,800	8.2%
Penalties & Interest	2,111,211	2,030,500	2,113,200	82,700	4.1%
Merchants' Capital	929,651	866,000	930,000	64,000	7.4%
Mobile Homes	189,606	197,000	190,000	(7,000)	-3.6%
Real Property - Roll Back	370,154	80,000	80,000	0	0.0%
Machinery & Tools	99,598	0	0	0	0.0%
Total Property Taxes	\$190,757,254	\$192,780,900	\$198,144,436	\$5,363,536	2.8%
Other Revenue					
Service Charges & Other	\$7,114,904	\$6,487,800	\$7,003,672	\$515,872	8.0%
Ambulance Cost Recovery	2,543,674	2,100,000	2,400,000	300,000	14.3%
Local Sales & Use Taxes	11,800,992	11,345,000	11,700,000	355,000	3.1%
Utility Consumers' Taxes	10,518,263	10,456,300	10,508,500	52,200	0.5%
State/Fed - Social Services	4,110,909	4,983,800	4,983,800	0	0.0%
Local Meals Tax	6,400,869	6,340,000	6,460,000	120,000	1.9%
State Shared Expenses	5,735,803	6,048,700	5,936,600	(112,100)	-1.9%
Code Administrative	3,296,582	2,750,300	3,249,400	499,100	18.1%
Motor Vehicle Licenses	2,344,309	2,245,000	2,345,000	100,000	4.5%
Comprehensive Services Act	2,197,213	2,587,245	2,414,000	(173,245)	-6.7%
Recordation Taxes	2,906,939	2,741,000	2,959,000	218,000	8.0%
Other State Sources	1,105,689	1,066,100	1,328,300	262,200	24.6%
Planning Fees	1,796,495	1,291,200	1,537,500	246,300	19.1%
Use of Money & Property	313,683	370,800	552,200	181,400	48.9%
Other Financing Sources	1,289,990	560,700	912,000	351,300	62.7%
Bank Stock Taxes	299,726	355,000	300,000	(55,000)	-15.5%
Federal Revenue	1,702,143	5,600	5,500	(100)	-1.8%
Total Other Revenue	\$65,478,183	\$61,734,545	\$64,595,472	\$2,860,927	4.6%
Reserve for Contingency ⁽¹⁾	0	500,000	0	(500,000)	100.0%
Total Revenues	\$256,235,437	\$255,015,445	\$262,739,908	\$7,724,463	3.0%

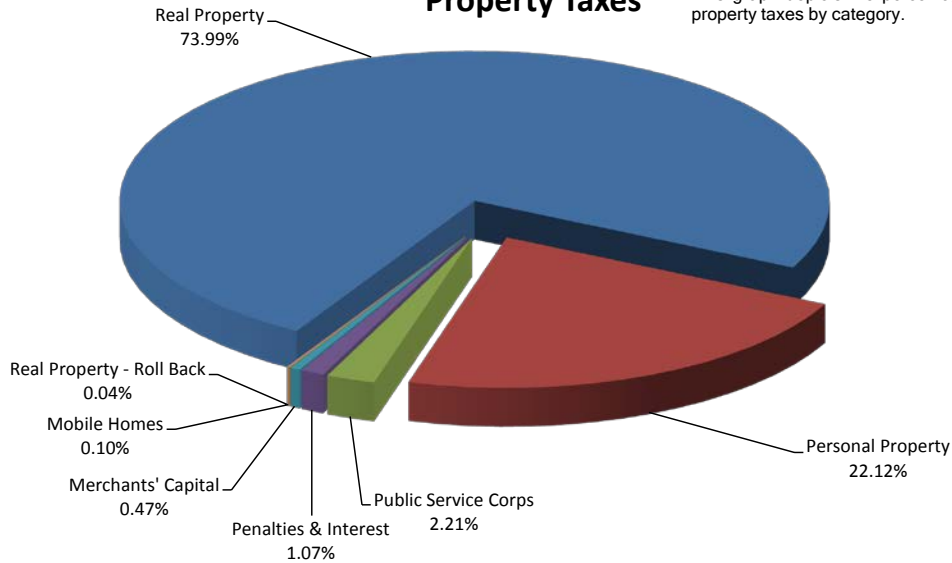
⁽¹⁾ Reserve for Contingency - Consistent with the Board's Principles of High Performance Financial Management and its strategy to reduce the burden on taxpayers, unspent contingency from the previous year was reserved for the the FY2014 budget. Any additional amounts needed to comply with the policy were included in the budget.



REVENUE PROJECTION

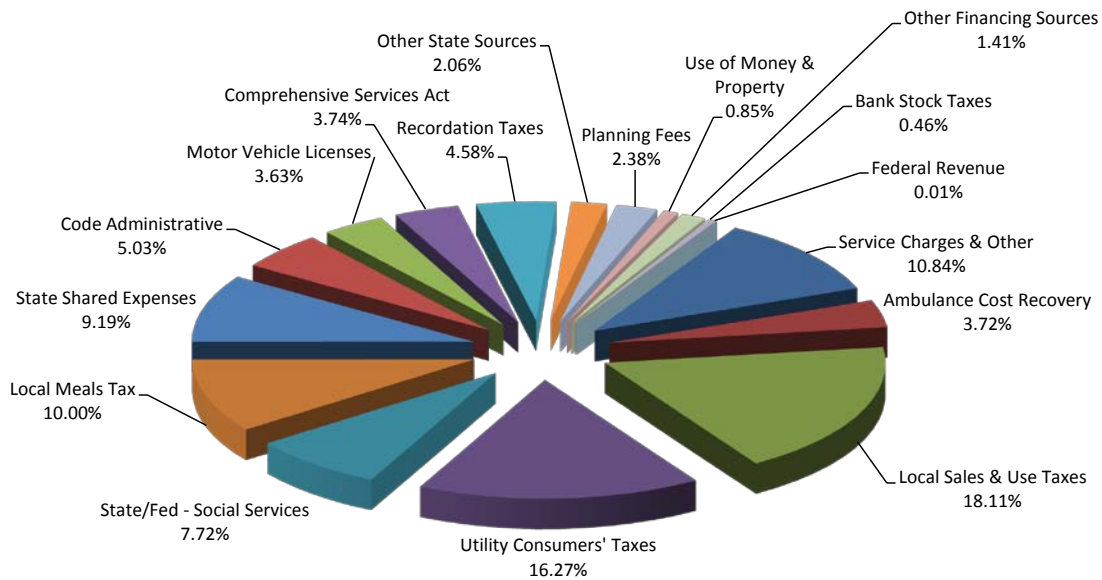
Property Taxes

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



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

Other Revenues





FUND BALANCE ANALYSIS

This schedule indicates the allocation of the general fund balance at June 30, 2013 and the budgeted estimate for the end of FY2014 and FY2015. 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

As part of its strategy to enhance the County's bond rating, the Board of Supervisors has established these goals for fund balance:

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves, and grants.
- 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: minimum of $\frac{1}{2}$ of 1% of General Fund revenues.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000
 4. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.

As of June 30, 2013, all reserves were fully funded.

FY2014

Beginning Fund Balance	\$57,104,969
➤ Revenue Stabilization Reserve	1,265,706
➤ Stafford Opportunity Fund	538,000
➤ Capital Projects Reserve	7,674,174
➤ Other reservations	17,250,137
➤ Unassigned	30,376,952 (12%)

FY2015

The County expects that all reserves will be fully funded at the end of FY2014 and FY2015. It is assumed that the year-end unassigned fund balance and revenue stabilization reserve will be calculated on the greater of the current year's or upcoming year's revenues.



FUND BALANCE ANALYSIS

	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2015 Adopted
Fund balance, beginning of year	\$49,546,957	\$55,625,103	\$57,104,969	\$56,604,969
Revenues	246,596,143	253,141,267	253,975,445	261,850,908
Other Financing Sources	2,961,912	3,094,170	540,000	540,000
Total revenues & other financing sources	\$249,558,055	\$256,235,437	\$254,515,445	\$262,390,908
Contingency Reserve ⁽¹⁾	0	0	500,000	0
Capital Projects Reserve ⁽²⁾	0	0	0	349,000
Total funding sources	\$249,558,055	\$256,235,437	\$255,015,445	\$262,739,908
Local School Operating/Capital transfer	(98,599,339)	(109,774,651)	(111,723,921)	(111,947,456)
Debt Service - General Gov't & Schools	(42,494,320)	(26,309,006)	(35,849,300)	(41,482,650)
Expenditures	(102,386,250)	(118,671,912)	(107,442,224)	(109,309,802)
Total expenditures & transfer	(\$243,479,909)	(\$254,755,569)	(\$255,015,445)	(\$262,739,908)
Fund balance, end of year	<u>\$55,625,103</u>	<u>\$57,104,969</u>	<u>\$56,604,969</u>	<u>\$56,255,969</u>
Fund Balance Allocation				
Non-spendable	\$39,554	\$27,813	\$27,813	\$27,813
Restricted	652,293	879,437	879,437	879,437
Committed:				
Capital Projects Reserve	7,694,182	7,674,174	7,569,800	6,275,800
Stafford Opportunity Fund Reserve	613,000	538,000	538,000	538,000
Contingency Reserve ⁽¹⁾	500,000	500,000	0	0
High School Replacement	618,571	0	0	0
School Surplus	2,298,046	0	0	0
Decal Holiday		2,400,000	2,400,000	2,400,000
Health Claims Fluctuation Reserve	2,064,073	2,299,039	2,299,039	2,299,039
Purchase of Development Rights	235,633	525,787	525,787	525,787
Assigned				
Encumbrances	2,231,736	1,431,845	1,431,845	1,431,845
CSA Reserves	200,000	200,000	200,000	200,000
Revenue Stabilization Reserve ⁽³⁾	1,232,943	1,265,706	1,270,000	1,270,000
Risk Management Reserve	1,036,294	1,036,294	1,036,294	1,036,294
Schools One-Time Expenditures	1,029,635	1,220,480	1,220,480	1,220,480
Fuels Reserve	500,000	500,000	500,000	500,000
Other Purposes	5,088,504	6,229,442	6,229,442	6,229,442
Unassigned	29,590,639	30,376,952	30,477,032	31,422,032
% of revenues	12.0%	12.0%	12.0%	12.0%
Target Unassigned Fund Balance ⁽³⁾	29,591,534	30,376,952	30,477,000	31,422,000
Variance above (below)	0	0	0	0
Fund balance, end of year	<u>\$55,625,103</u>	<u>\$57,104,969</u>	<u>\$56,604,969</u>	<u>\$56,255,969</u>

⁽¹⁾ The FY14 budget funded contingency by reserving the prior year's unspent contingency.

⁽²⁾ The FY2015 budget includes the use of funds from the Capital Projects Reserve to fund one-time stormwater capital projects.

⁽³⁾ Assumes undesignated fund balance and revenue stabilization reserve will be calculated based on the greater of the current year's or next year's revenues.

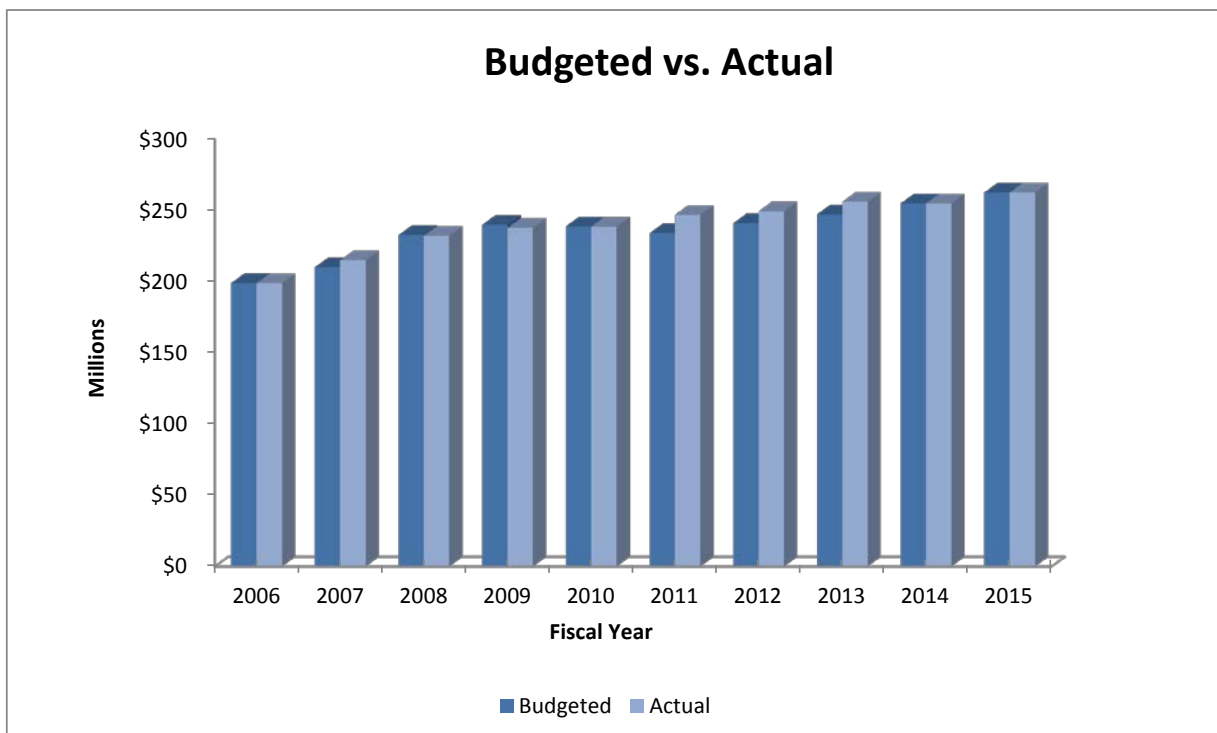


TEN-YEAR REVENUE ANALYSIS

The chart below illustrates the historical change year over year, as well as the variances between budgeted revenues and actual revenues.

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change
2006	199,178,539		199,122,358	22.6%
2007	210,298,725		215,148,062	8.0%
2008	232,879,330		232,348,424	8.0%
2009	240,068,894		237,902,403	2.4%
2010	238,985,663		238,872,052	0.4%
2011	234,149,653		247,028,581	3.4%
2012	241,174,370		249,558,058	1.0%
2013	247,291,942		256,235,437	2.7%
2014	255,015,445		255,015,445 *	-0.5%
2015	262,739,908		262,739,908 *	3.0%
Average				5.1%

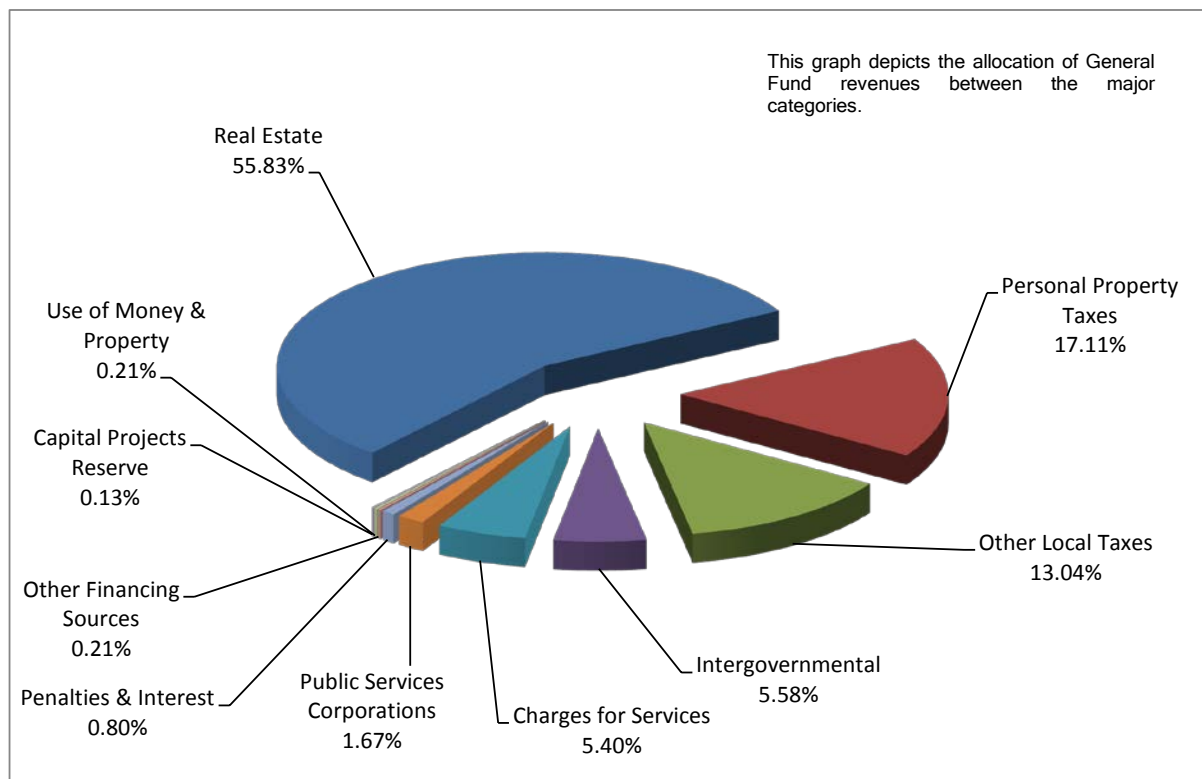
* Budget

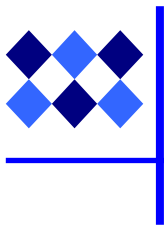




GENERAL FUND REVENUES

Category	FY2014 Adopted	Adopted Budget	FY2015		Budget as % of Total
			Changes		
Real Estate	\$141,321,700	\$146,684,236	\$5,362,536	3.8%	55.8%
Personal Property Taxes	45,378,700	44,963,200	(415,500)	-0.9%	17.1%
Other Local Taxes	33,482,300	34,272,500	790,200	2.4%	13.0%
Intergovernmental	14,651,445	14,668,200	16,755	0.1%	5.6%
Charges for Services	12,629,300	14,190,572	1,561,272	112.4%	5.4%
Public Services Corporations	4,050,000	4,383,800	333,800	108.2%	1.7%
Penalties & Interest	2,030,500	2,113,200	82,700	4.1%	0.8%
Other Financing Sources	600,700	563,000	(37,700)	-6.3%	0.2%
Use of Money & Property	370,800	552,200	181,400	48.9%	0.2%
Capital Projects Reserve	0	349,000	349,000	100.0%	0.1%
Reserve for Contingency	500,000	0	(500,000)	-100.0%	0.0%
Total	<u>\$255,015,445</u>	<u>\$262,739,908</u>	<u>\$7,724,463</u>	<u>3.0%</u>	<u>100.0%</u>





GENERAL FUND REVENUE ANALYSIS

General Property Taxes	FY2013 Actual	FY2014 Budget	Adopted	Changes '14 Adopted to '15 Adopted	
Real Property - Current	\$133,949,406	\$138,141,700	\$143,504,236	\$5,362,536	3.9%
Real Property - Delinquent	4,511,852	3,100,000	3,100,000	0	0.0%
Roll Back	370,154	80,000	80,000	0	0.0%
Public Service Corps	4,499,277	4,050,000	4,383,800	333,800	8.2%
Personal Property - Current	37,680,489	42,258,200	41,093,200	(1,165,000)	-2.8%
Personal Property - Delinquent	6,416,010	2,057,500	2,750,000	692,500	33.7%
Merchants Capital	929,651	866,000	930,000	64,000	7.4%
Mobile Homes	189,606	197,000	190,000	(7,000)	-3.6%
Machinery & Tools	99,598	0	0	0	0.0%
Penalties	1,333,190	1,227,500	1,333,200	105,700	8.6%
Interest	778,021	803,000	780,000	(23,000)	(0)
Total	\$190,757,254	\$192,780,900	\$198,144,436	\$5,363,536	2.8%

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$146.7 million in FY2015, approximately 55.8% of general fund revenues. Each penny on the tax rate yields approximately \$1.4 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as determined 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 January 1, 2014. The reassessment, reflecting the continuing recovery of market conditions, resulted in an increase of slightly more than 6% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 8%; the value of commercial properties increased by 2%. Commercial properties now make up 19% of the tax base. On average, assessments are approximately 92% of estimated fair market value.

Effective rate

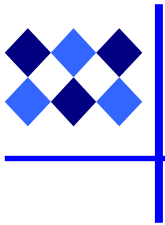
The calculation of the effective rate is defined by the Code of Virginia §58.1-3321, which requires the tax rate to be advertised when a reassessment results in an increase of 1% or more in the value of the total taxable real property. It is sometimes called a reduced or lowered rate. The effective rate for 2014, adopted by the Board of Supervisors, is \$1.019.

Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The County continues to see an increase due to new construction, with a growth rate of 1.6% in calendar year 2013. Development activity has picked up over the last twelve months.

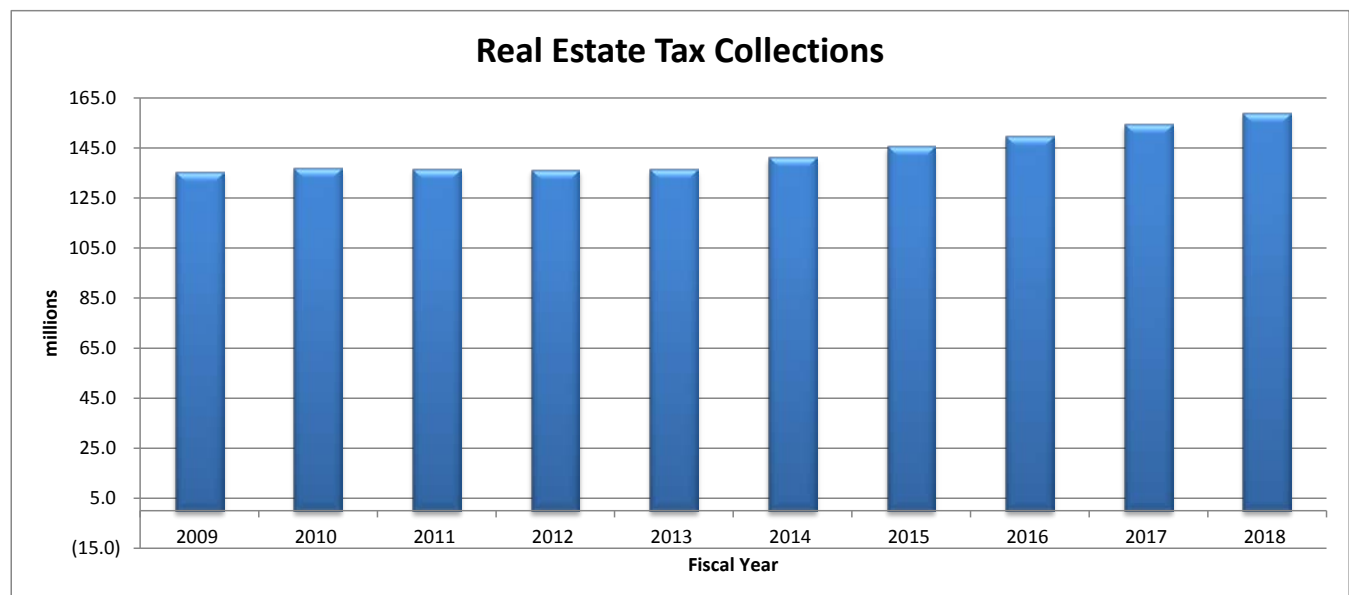
The FY2015 real property revenue projection is based on the following assumptions:

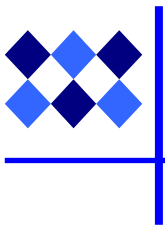
- 3.0% growth in properties in the County over the next year
- Real estate tax rate of \$1.019 for calendar years 2014 and 2015
- Collection rate of 98%



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 3.0% per year. It is assumed that the real estate tax rate remains level or is equalized in assessment years.





GENERAL FUND REVENUE ANALYSIS

Personal Property

Personal property includes vehicles, mobile homes, airplanes, boats, merchants' capital, machinery and tools, and motor carrier transportation.

In keeping with the Board's priority to reduce the tax burden and support economic development, the Board reduced the personal property rate to \$6.61 in 2014. This follows action in previous years that effectively eliminated the tax on airplanes, boats, machinery and tools and motor carrier transportation.

Vehicles

Vehicle sales continue to rebound from the lows seen during the recession. In 2013, U.S. consumers purchased over one million more new cars than the year before. Sales of pickup trucks have improved as the construction industry continues to improve. Economists are predicting a continuation of the trend in 2014.

The personal property tax rate on vehicles is \$6.61 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 \$2.64 per \$100.00 of estimated fair market value.

The rate is \$0.0001 per \$100.00 of assessed value for one vehicle owned or operated by volunteer Fire and Rescue personnel, volunteer Sheriff's deputies, and disabled veterans.

There is a special personal property category for vehicles equipped for disabled individuals set at \$0.10 cents per \$100.00 of assessed value.

Boats

In 2013, the personal property tax on boats was set at \$0.0001 per \$100.00 of assessed value, effectively eliminating this tax.

Aircraft

In 2009, the Board reduced the personal property tax rate on aircraft to \$0.0001 per \$100.00 of assessed value, effectively eliminating this tax.

Machinery & Tools

Machinery & Tools are equipment used in manufacturing, mining, processing or reprocessing, radio or television broadcasting, cable television, dairy, dry cleaning or laundry business, and trucks used for hire that qualify as common carriers.

In 2013, the Board adopted a tax rate of \$0.0001 for machinery and tools and motor carrier transportation, effectively eliminating these taxes.



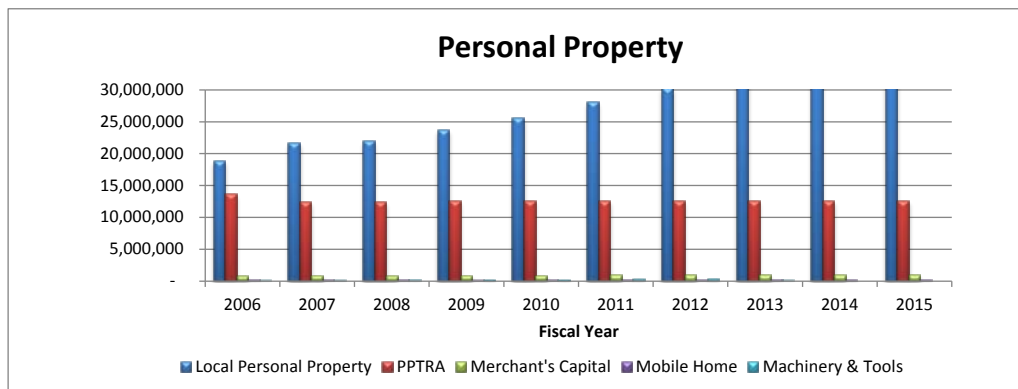
GENERAL FUND REVENUE ANALYSIS

The following table lists the personal property tax rates for calendar year 2014:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Aircraft	\$0.0001	\$0.00
Boats or watercraft	\$0.0001	\$0.00
Business Property	\$5.49	\$1.92
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment	\$5.49	\$1.92
Disabled Veterans	\$0.0001	\$0.00
Motor Vehicles Specially Equipped for Disabled	\$0.10	\$0.04
Personal Property Volunteer Fire & Rescue, VA Code	\$0.0001	\$0.00
Personal Property Volunteer Sheriff, VA Code	\$0.0001	\$0.00
All Other	\$6.61	\$2.64
Motor Carrier Transportation	\$0.0001	\$0.00
Machinery and Tools	\$0.0001	\$0.00
Merchant's Capital	\$0.50	\$0.20
Mobile Homes	\$1.019	\$1.019

Personal Property Tax Relief Act

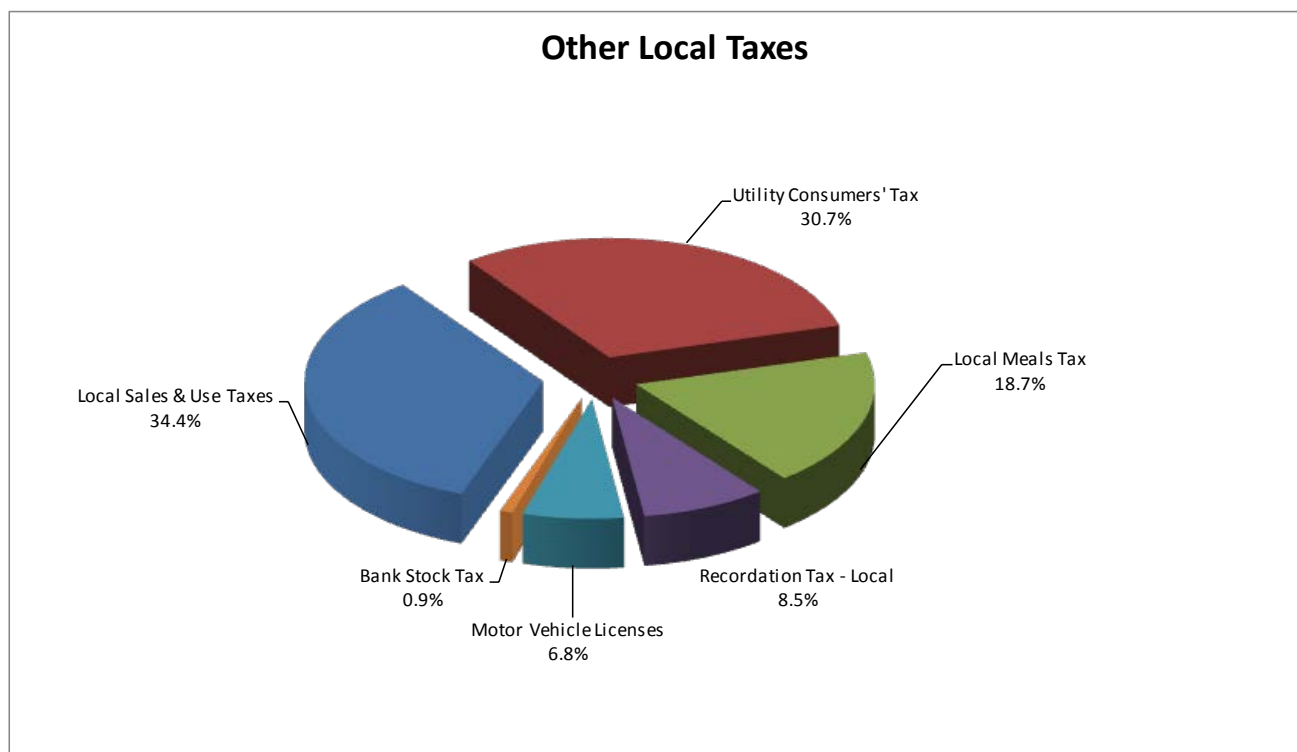
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 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. Since FY2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's calendar year 2004 collection. Stafford expects to receive that same amount - \$12.5 million - from the state annually.

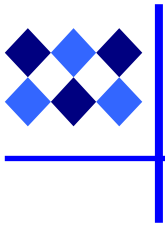




GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY2013 Actual	FY2014 Adopted	Adopted	Changes '14 Adopted to '15 Proposed	
Local Sales & Use Taxes	\$11,800,992	\$11,345,000	\$11,700,000	\$355,000	3.1%
Utility Consumers' Tax	10,518,263	10,456,300	10,508,500	\$52,200	0.5%
Local Meals Tax	6,400,869	6,340,000	6,460,000	\$120,000	1.9%
Recordation Tax - Local	2,906,849	2,741,000	2,959,000	\$218,000	8.0%
Motor Vehicle Licenses	2,344,309	2,245,000	2,345,000	\$100,000	4.5%
Bank Stock Tax	299,726	355,000	300,000	(\$55,000)	-15.5%
Total	\$34,271,008	\$33,482,300	\$34,272,500	\$790,200	-2.3%





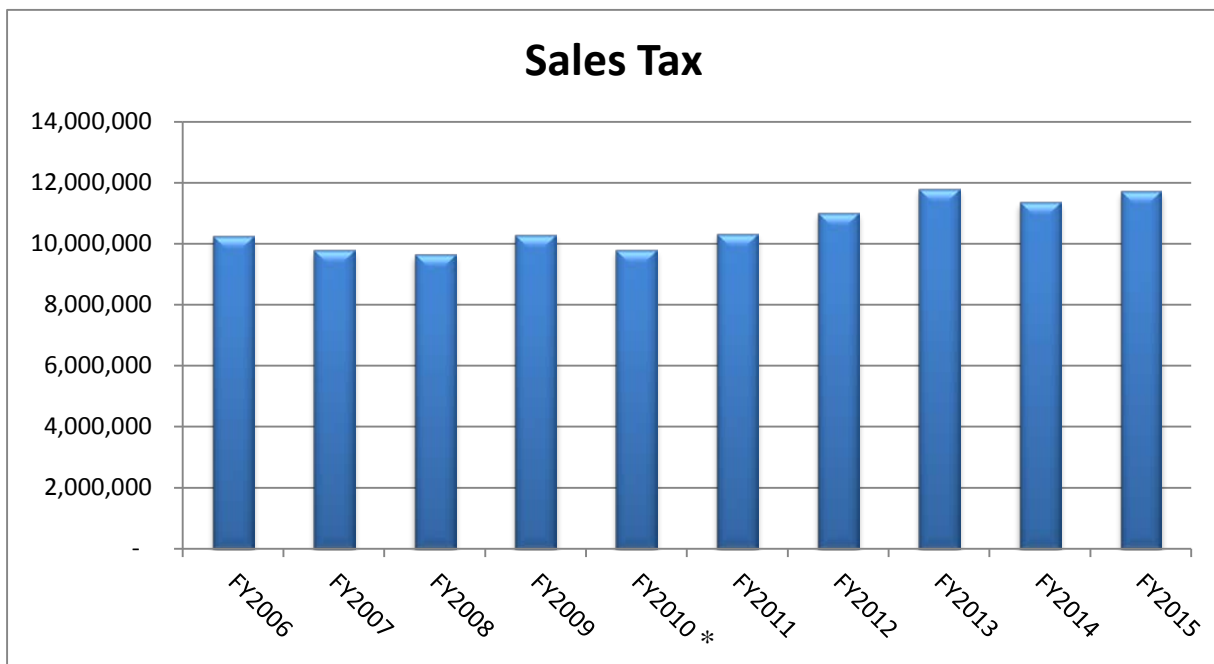
GENERAL FUND REVENUE ANALYSIS

Local Sales & Use Tax

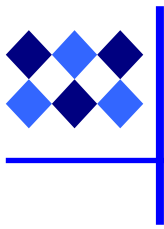
The State collects and distributes the local option 1% Sales and Use Tax in accordance with §58.1-605 and §58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County.

Retail sales continue to grow. Calendar year 2013 collections were 6.3% higher than 2012. Sale tax revenue for the current year to date (through December 2013) is 2.9% higher than the same period in FY2013. The FY2015 forecast recognizes that growth, but conservatively projects level revenues going forward.

This chart reflects the recent history of sales tax revenue:



*FY2009 receipts reflect a one-time adjustment for prior year's receipts credited to City of Fredericksburg due to shared zip code. FY2013 receipts reflect a one-time adjustment of \$337k for a prior year adjustment.



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 000-78 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)

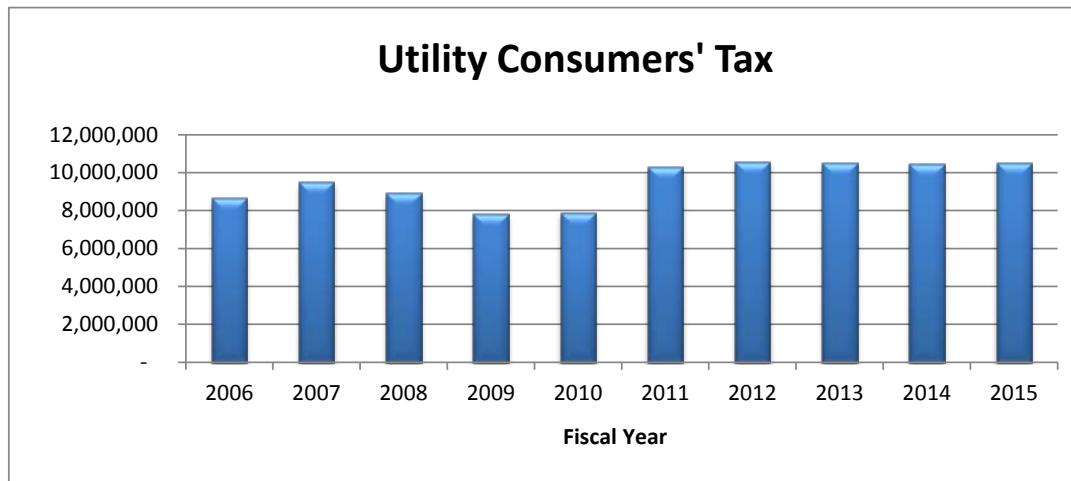
Communications sales and use tax revenue is collected by the Virginia Department of Taxation and distributed to localities monthly, according to the percentage of telecommunications and cable television tax each locality received relative to the statewide total in FY2006.



GENERAL FUND REVENUE ANALYSIS

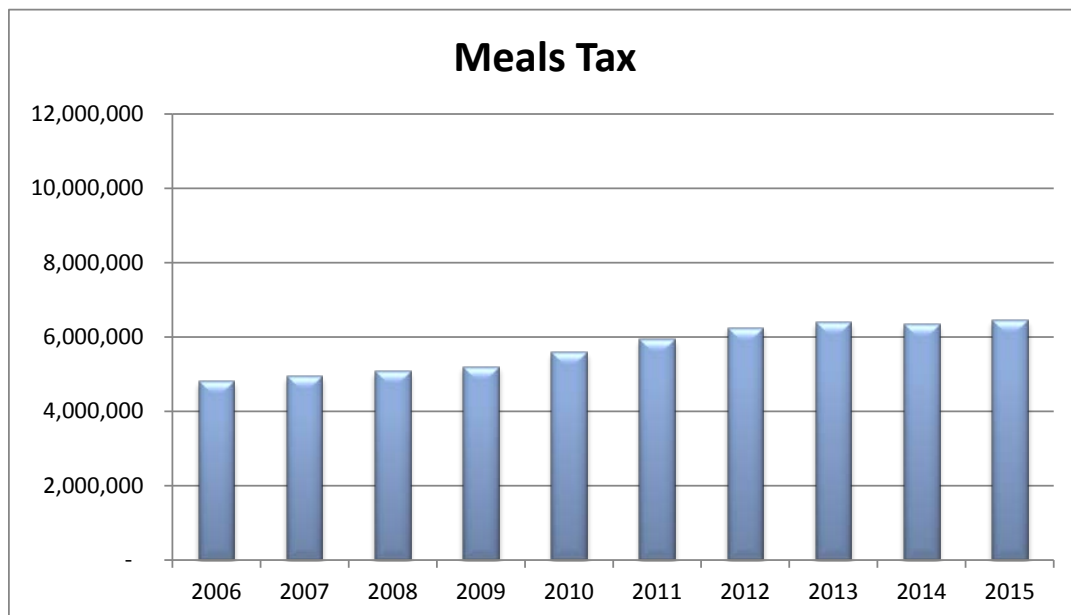
In compliance with GASB 54, the County combined the E911 fund with the General Fund. The consumer utilities taxes that were previously shown in the E911 fund are largely responsible for the increase shown in FY2011.

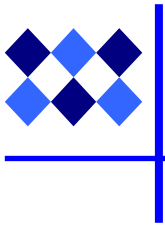
The FY2015 forecast assumes that revenue from these sources remain level.



Local Meals Tax

A meals tax of 4% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. 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 continue to show steady growth. FY 2013 meals tax revenues were 5% higher than the year before. Meals tax revenue in the current year (through January 2014) is 1.8% higher than the same period in FY2013. The FY2015 forecast recognizes that growth, but conservatively projects level revenues going forward.

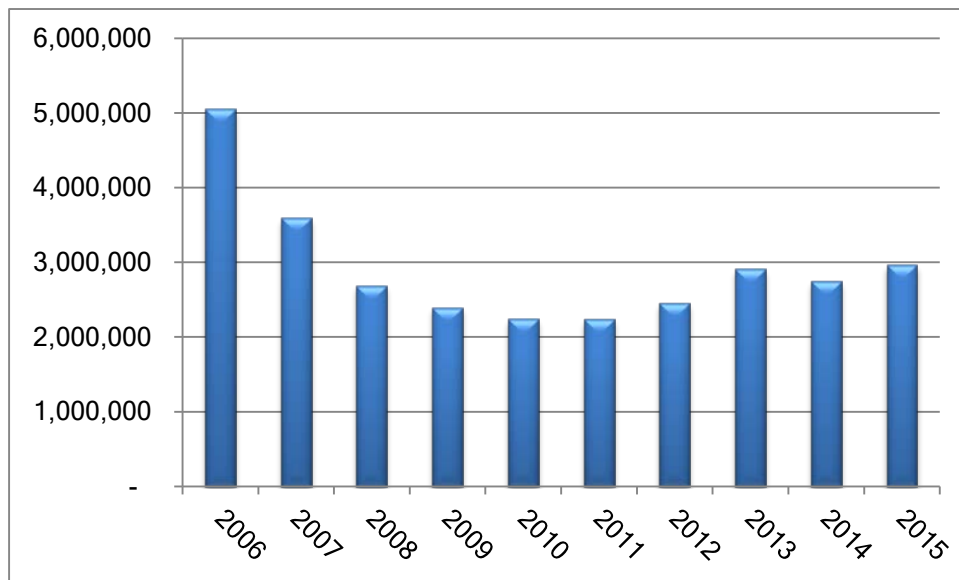




GENERAL FUND REVENUE ANALYSIS

Recordation Taxes

This tax is levied on the probate of every will or grant of administration (deeds, deeds of trust, mortgage, leases and contracts) by any court within the County. The tax is 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 declined during the recession, due to the slowdown of both the real estate market and the crisis in the financial sector. Activity continues to increase. FY 2013 recordation tax revenues were 13% higher than the year before. Current year revenue to date (through January 2014) is 3.0% higher than the same period in FY2013. The FY2015 forecast conservatively recognizes the increase in activity.



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 FY2014 Budget includes a one-time decal fee holiday, funded by FY2013 positive results of operations. The FY2015 budget assumes \$2.3 million for this fee, consistent with recent history.

Bank Stock Taxes

The Bank Stock Tax revenues are collected in accordance with Section 58.1-1210 of the Code of Virginia (1950), as amended. These revenues are collected from a tax levied on shareholders by the State at the rate of \$1.00 per one hundred dollar (\$100.00) value of stock and distributed 80% to Stafford and 20% to the State. The FY2015 budget assumes that these revenues will be level with the FY2013 collection.



GENERAL FUND REVENUE ANALYSIS

Service Charges & Other	FY2013 Actual	FY2014 Adopted	Adopted	FY2015 Changes	
				'14 Adopted to '15 Adopted	
Permit Fees & Licenses					
Code Administration Fees	3,296,582	2,750,300	3,249,400	499,100	15.1%
Planning & Zoning Fees	1,796,495	1,291,200	1,537,500	246,300	13.7%
Animal Licenses & Charges	100,105	92,400	98,980	6,580	6.6%
Well & Septic Fees	39,200	30,000	35,000	5,000	12.8%
Charges for Services					
Ambulance Fees	2,543,674	2,100,000	2,400,000	300,000	11.8%
Fines & Forfeitures	1,320,256	1,175,300	1,308,260	132,960	10.1%
Parks & Recreation	1,967,255	2,000,900	2,210,588	209,688	10.7%
Miscellaneous Revenue	3,984,619	3,210,000	3,553,044	343,044	8.6%
Total	15,048,186	12,650,100	14,392,772	1,742,672	13.8%

Permits & Licenses

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

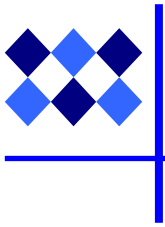
The majority of revenue in this category is related to development. Construction activity has steadily improved recently. Building permit revenues are estimated based upon projections of new households as well as commercial and industrial establishments. The County has followed a policy of charging user 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 have been 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 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 December, 2013.



GENERAL FUND REVENUE ANALYSIS

The current approved rates are:

Basic Life Support	\$ 505.00
Advanced Life Support - 1	\$ 656.50
Advanced Life Support - 2	\$ 808.00
Loaded Mile	\$ 12.12

The FY2015 forecast estimates \$2.4 million of cost recovery revenue through ambulance transport fees.

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 local violations as driving while intoxicated (DWI) and speeding, as well as non-moving violations such as defective equipment.

Parks and Recreation Fees

In FY2015, revenues generated through gymnastic, aquatic and recreation programs, and admission fees are budgeted at \$1.7 million. The Board approved the following changes to be effective July 1, 2014:

- Increased field rental rates to help offset the cost of increased staff presence in parks for safety and customer service
- Increased flat-rate light fees to offset increase in energy costs
- Reduction in the hourly rate for sporting events at the Courthouse Community Center Gymnasium to align with Stafford County Schools rate, to encourage use of the facility and to generate more revenue

This modification of fees is expected to generate \$160k annually.

In addition, fees collected for activities at Chichester and Embrey Mill parks are projected to be \$60k.



GENERAL FUND REVENUE ANALYSIS

Intergovernmental	FY2013 Actual	FY2014 Budget	FY2015 Adopted	Changes '14 Adopted to '15 Adopted	
State - Shared Expenses					
Clerk of the Circuit Court	\$716,531	\$584,700	\$584,700	\$0	0.0%
Commissioner of the Revenue	237,800	252,700	252,700	0	0.0%
Commonwealth's Attorney	922,965	1,024,100	1,023,267	(833)	-0.1%
Registrar	48,275	68,500	48,000	(20,500)	-42.5%
Sheriff	3,589,441	3,886,800	3,796,033	(90,767)	-2.5%
Treasurer	220,791	231,900	231,900	0	0.0%
State & Federal - Social Services	4,110,909	4,983,800	4,983,800	0	0.0%
State - Comprehensive Services Act	2,197,213	2,587,245	2,414,000	(173,245)	-7.9%
State Categorical Aid:					
State Reimbursement	252,993	292,100	487,154	195,054	77.1%
State Fire Program Fund	367,806	325,000	362,202	37,202	10.1%
Emergency Medical Service	108,895	100,000	108,895	8,895	8.2%
State - Non Categorical Aid	370,551	349,000	370,049	21,049	5.7%
Federal	1,203,449	5,600	5,500	(100)	0.0%
Total	\$14,347,619	\$14,691,445	\$14,668,200	(\$23,245)	-0.2%

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 - Comprehensive Services Act

Mandated services under the Comprehensive Services Act are partially reimbursed by the state. The County has seen a recent increase in private day school placements for at-risk children. The increase in this revenue reflects the state's share of these increased expenditures.

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 agencies. After the adoption of the FY2014 budget, the County was awarded a grant to help fund School Resource Officers for the County's middle schools. The grant accounts for a large portion of the year over year increase in the state reimbursement category.

State Non-Categorical Aid

These revenues are collected by the Commonwealth and shared with the County. The FY2015 budget includes projected revenues from rolling stock tax, motor vehicle carrier tax, mobile home titling tax, and auto rental tax. Ratios, rate and distribution formulas are subject to change each year by the General Assembly.

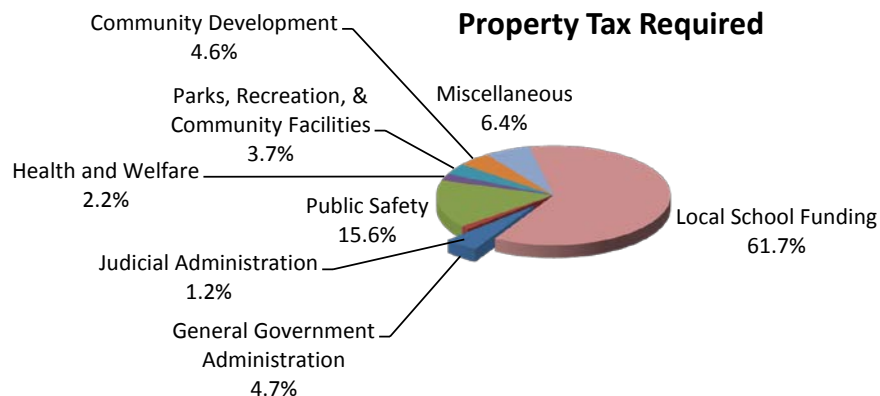
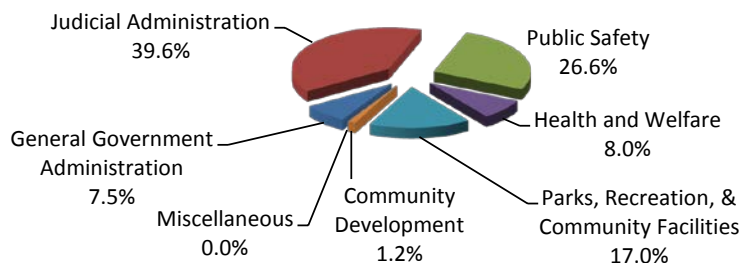


CURRENT SERVICE COSTS PROPERTY TAXES

Service Type	Service Costs	FY2015 Revenues		Property Tax Required Total	Per Capita
		Designated	Undesignated		
General Government Administration	\$11,993,422	\$1,043,683	\$1,606,569	\$9,343,170	\$65.66
Judicial Administration	5,195,600	2,132,359	695,972	2,367,269	16.64
Public Safety	48,674,872	11,237,284	6,520,202	30,917,386	217.27
Health and Welfare	13,706,580	7,555,550	1,836,054	4,314,976	30.32
Parks, Recreation, & Community Facilities	11,029,230	2,259,588	1,477,411	7,292,231	51.25
Community Development	16,042,814	4,821,900	2,149,002	9,071,912	63.75
Miscellaneous	14,958,384	350,000	2,003,738	12,604,646	88.58
Local School Funding	141,139,006	0	18,906,159	122,232,847	858.99
Total	\$262,739,908	\$29,400,364	\$35,195,108	\$198,144,436	\$1,392.45

This graph depicts the allocation of designated revenues among the major expenditure categories.

Designated Revenues



This graph depicts the percentage of property tax revenue allocated to the major expenditure categories.



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 2006 through FY 2015 and the sources of funding used to support these expenditures.



GENERAL FUND EXPENDITURES

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	Changes Adopted to Adopted	FY2015 Designated Revenue	Net Tax Support	% Tax Support
General Government Public Safety							
Fire and Rescue	\$ 15,638,330	\$ 15,893,920	\$ 16,211,430	\$ 317,510	2.0%	\$ 3,136,097	\$ 13,075,333 81%
Sheriff	25,793,874	23,967,790	24,485,910	518,120	2.2%	7,761,187	16,724,723 68%
Sub-Total	\$ 41,432,204	\$ 39,861,710	\$ 40,697,340	\$ 835,630	2.1%	\$ 10,897,284	\$ 29,800,056 73%
General Government Non-Public Safety							
Board of Supervisors	\$ 598,301	\$ 591,710	\$ 630,982	\$ 39,272	6.6%	-	\$ 630,982 100%
Commissioner of the Revenue	2,594,387	2,732,260	2,690,750	(41,510)	(1.5)%	252,700	2,438,050 91%
Commonwealth's Attorney	2,866,001	2,967,890	2,947,440	(20,450)	(0.7)%	1,139,909	1,807,531 61%
County Administration	1,061,328	1,115,230	1,110,560	(4,670)	(0.4)%	-	1,110,560 100%
County Attorney	1,050,678	1,087,690	1,070,580	(17,110)	(1.6)%	-	1,070,580 100%
Clerk of the Circuit Court	1,457,261	1,474,950	1,451,400	(23,550)	(1.6)%	824,700	626,700 43%
Circuit Court	261,641	275,330	274,750	(580)	(0.2)%	45,000	229,750 84%
General District Court	84,324	101,750	101,750	-	0.0%	-	101,750 100%
Juvenile and Domestic Relations Court	51,822	66,590	65,740	(850)	(1.3)%	-	65,740 100%
Magistrate	6,156	9,330	9,330	-	0.0%	-	9,330 100%
15th District Court Services Unit	389,924	345,905	345,190	(715)	(0.2)%	122,750	222,440 64%
Economic Development	925,952	846,200	863,470	17,270	2.0%	-	863,470 100%
Finance and Budget	1,508,522	1,584,840	1,548,100	(36,740)	(2.3)%	-	1,548,100 100%
Human Resources	330,177	413,820	412,040	(1,780)	(0.4)%	-	412,040 100%
Human Services, Office of	4,879,262	4,825,740	5,389,040	563,300	11.7%	2,414,000	2,975,040 55%
Information Technology	2,457,053	2,168,650	2,130,410	(38,240)	(1.8)%	62,000	2,068,410 97%
Parks, Recreation and Community Facilities	10,850,075	10,875,590	11,029,230	153,640	1.4%	2,259,588	8,769,642 80%
Planning and Zoning	2,251,931	2,385,490	2,350,530	(34,960)	(1.5)%	1,537,500	813,030 35%
Public Works	3,672,957	3,867,556	3,879,290	11,734	0.3%	3,202,100	677,190 17%
Public Works - Stormwater	330,399	422,884	589,614	166,730	39.4%	47,300	542,314 92%
Registrar & Electoral Board	649,474	460,910	476,870	15,960	3.5%	48,000	428,870 90%
Social Services	5,760,288	6,751,350	6,616,620	(134,730)	(2.0)%	4,983,800	1,632,820 25%
Treasurer	1,840,488	1,962,440	1,923,130	(39,310)	(2.0)%	680,983	1,242,147 65%
Sub-Total	\$ 45,878,401	\$ 47,334,105	\$ 47,906,816	\$ 572,711	1.2%	\$ 17,620,330	\$ 30,286,486 63%
General Government Other Operating							
Non-Departmental	\$ 1,274,373	\$ 2,650,380	\$ 2,667,284	\$ 16,904	0.6%	\$ 350,000	\$ 2,317,284 87%
Other Transfers	3,268,829	-	-	-	0.0%	-	- 0%
Sub-Total	\$ 4,543,202	\$ 2,650,380	\$ 2,667,284	\$ 16,904	0.6%	\$ 350,000	\$ 2,317,284 87%
General Government Other							
Debt Service County	\$ 10,057,882	\$ 11,119,790	\$ 12,291,100	\$ 1,171,310	10.5%	-	\$ 12,291,100 100%
Capital Projects	2,115,873	2,747,670	3,121,670	374,000	13.6%	-	3,121,670 100%
Sub-Total	\$ 12,173,755	\$ 13,867,460	\$ 15,412,770	\$ 1,545,310	11.1%	\$ -	\$ 15,412,770 100%
Total General Government	\$ 104,027,562	\$ 103,713,655	\$ 106,684,210	\$ 2,970,555	2.9%	\$ 28,867,614	\$ 77,816,596 73%
Local School Funding							
Operating Budget Transfer	\$ 108,625,975	\$ 108,294,921	\$ 111,429,456	\$ 3,134,535	2.9%	-	\$ 111,429,456 100%
Public Day School	332,000	332,000	518,000	186,000	56.0%	-	518,000 100%
One-Time Operating Capital Budget Transfer	-	1,000,000	-	(1,000,000)	100.0%	-	- 0%
Transfer to School Construction Fund	816,676	2,097,000	-	(2,097,000)	100.0%	-	- 0%
School Debt Service	26,309,006	24,729,510	29,191,550	4,462,040	18.0%	-	29,191,550 100%
Sub-Total	\$ 136,083,657	\$ 136,453,431	\$ 141,139,006	\$ 4,685,575	3.4%	\$ -	\$ 141,139,006 100%
Other Agencies							
Central Rappahannock Regional Library	\$ 4,967,212	\$ 5,067,220	\$ 5,067,220	\$ -	0.0%	\$ 35,000	\$ 5,032,220 99%
Cooperative Extension	173,077	173,120	171,020	(2,100)	(1.2)%	-	171,020 100%
Corrections	7,598,784	7,926,280	7,977,532	51,252	0.6%	340,000	7,637,532 96%
Partner Agencies	1,905,277	1,681,739	1,700,920	19,181	1.1%	157,750	1,543,170 91%
Sub-Total	\$ 14,644,350	\$ 14,848,359	\$ 14,916,692	\$ 68,333	0.5%	\$ 532,750	\$ 14,383,942 96%
Total all Expenditures	\$ 254,755,569	\$ 255,015,445	\$ 262,739,908	\$ 7,724,463	3.0%	\$ 29,400,364	\$ 233,339,544 89%



DESIGNATED REVENUE

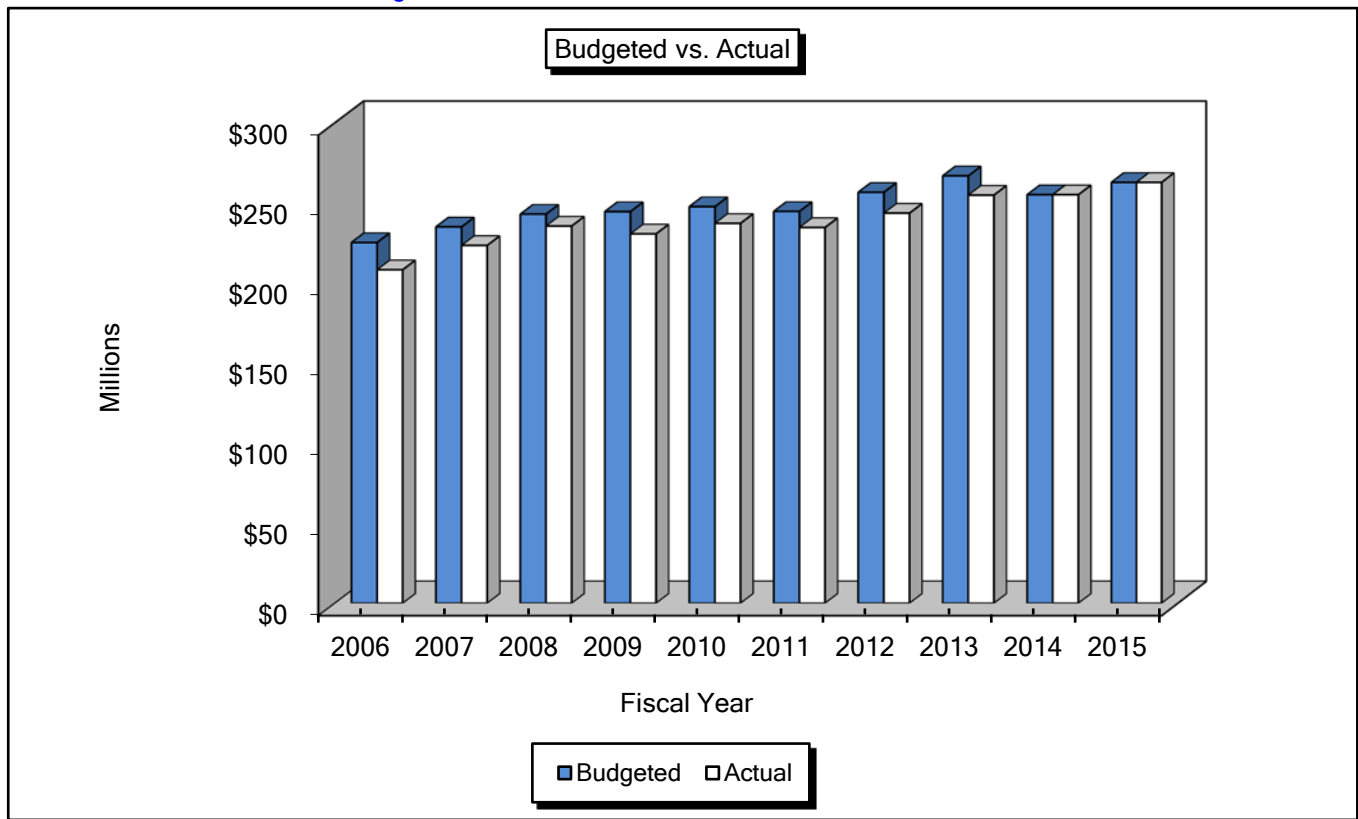
	FY2014				FY2015				Designated Revenue Change '14 to '15	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support		
General Government Public Safety										
Fire and Rescue	\$ 15,893,920	\$ 2,790,000	\$ 13,103,920	82%	\$ 16,211,430	\$ 3,136,097	\$ 13,075,333	81%	\$ 346,097	12%
Sheriff	23,967,790	7,597,900	16,369,890	68%	24,485,910	7,761,187	16,724,723	68%	163,287	2%
Sub-Total	\$ 39,861,710	\$ 10,387,900	\$ 29,473,810	74%	\$ 40,697,340	\$ 10,897,284	\$ 29,800,056	73%	\$ 509,384	5%
General Government Non-Public Safety										
Board of Supervisors	\$ 591,710	\$ -	\$ 591,710	100%	\$ 630,982	\$ -	\$ 630,982	100%	\$ -	0%
Commissioner of the Revenue	2,732,260	252,700	2,479,560	91%	2,690,750	252,700	2,438,050	91%	-	0%
Commonwealth's Attorney	2,967,890	1,140,700	1,827,190	62%	2,947,440	1,139,909	1,807,531	61%	(791)	(0)%
County Administration	1,115,230	-	1,115,230	100%	1,110,560	-	1,110,560	100%	-	0%
County Attorney	1,087,690	-	1,087,690	100%	1,070,580	-	1,070,580	100%	-	0%
Clerk of the Circuit Court	1,474,950	744,700	730,250	50%	1,451,400	824,700	626,700	43%	80,000	11%
Circuit Court	275,330	45,000	230,330	84%	274,750	45,000	229,750	84%	-	0%
General District Court	101,750	-	101,750	100%	101,750	-	101,750	100%	-	0%
Juvenile and Domestic Relations Court	66,590	-	66,590	100%	65,740	-	65,740	100%	-	0%
Magistrate	9,330	-	9,330	100%	9,330	-	9,330	100%	-	0%
15th District Court Services Unit	345,905	45,712	300,193	87%	345,190	122,750	222,440	64%	77,038	169%
Economic Development	846,200	-	846,200	100%	863,470	-	863,470	100%	-	0%
Finance and Budget	1,584,840	-	1,584,840	100%	1,548,100	-	1,548,100	100%	-	0%
Human Resources	413,820	-	413,820	100%	412,040	-	412,040	100%	-	0%
Human Services, Office of	4,825,740	2,587,245	2,238,495	46%	5,389,040	2,414,000	2,975,040	55%	(173,245)	(7)%
Information Technology	2,168,650	52,400	2,116,250	98%	2,130,410	62,000	2,068,410	97%	9,600	18%
Parks, Recreation and Community Facilities	10,875,590	2,048,900	8,826,690	81%	11,029,230	2,259,588	8,769,642	80%	210,688	10%
Planning and Zoning	2,385,490	1,291,200	1,094,290	46%	2,350,530	1,537,500	813,030	35%	246,300	19%
Public Works	3,867,556	2,703,000	1,164,556	30%	3,879,290	3,202,100	677,190	17%	499,100	18%
Public Works - Stormwater	422,884	47,300	375,584	89%	589,614	47,300	542,314	92%	-	0%
Registrar & Electoral Board	460,910	68,500	392,410	85%	476,870	48,000	428,870	90%	(20,500)	(30)%
Social Services	6,751,350	4,983,800	1,767,550	26%	6,616,620	4,983,800	1,632,820	25%	-	0%
Treasurer	1,962,440	478,200	1,484,240	76%	1,923,130	680,983	1,242,147	65%	202,783	42%
Sub-Total	\$ 47,334,105	\$ 16,489,357	\$ 30,844,748	65%	\$ 47,906,816	\$ 17,620,330	\$ 30,286,486	63%	\$ 1,130,973	7%
General Government Other Operating										
Non-Departmental	\$ 2,650,380	\$ 350,000	\$ 2,300,380	87%	\$ 2,667,284	\$ 350,000	\$ 2,317,284	87%	\$ -	0%
Sub-Total	\$ 2,650,380	\$ 350,000	\$ 2,300,380	87%	\$ 2,667,284	\$ 350,000	\$ 2,317,284	87%	\$ -	0%
General Government Other										
Debt Service County	\$ 11,119,790	\$ -	\$ 11,119,790	100%	\$ 12,291,100	\$ -	\$ 12,291,100	100%	\$ -	0%
Capital Projects	2,747,670	-	2,747,670	100%	3,121,670	-	3,121,670	100%	-	0%
Sub-Total	\$ 13,867,460	\$ -	\$ 13,867,460	100%	\$ 15,412,770	\$ -	\$ 15,412,770	100%	\$ -	0%
Total General Government	\$ 103,713,655	\$ 27,227,257	\$ 76,486,398	74%	\$ 106,684,210	\$ 28,867,614	\$ 77,816,596	73%	\$ 1,640,357	6%
Local School Funding										
Operating Budget Transfer	\$ 108,294,921	\$ -	\$ 108,294,921	100%	\$ 111,429,456	\$ -	\$ 111,429,456	100%	\$ -	0%
Public Day School	332,000	-	332,000	100%	518,000	-	518,000	100%	-	0%
One-Time Operating Capital Budget Transfer	1,000,000	-	1,000,000	100%	-	-	-	0.0%	-	0%
Transfer to School Construction Fund	2,097,000	-	2,097,000	100%	-	-	-	0.0%	-	0%
Debt	24,729,510	-	24,729,510	100%	29,191,550	-	29,191,550	100%	-	0%
Sub-Total	\$ 136,453,431	\$ -	\$ 136,453,431	100%	\$ 141,139,006	\$ -	\$ 141,139,006	100%	\$ -	0%
Other Agencies										
Central Rappahannock Regional Library	\$ 5,067,220	\$ 37,000	\$ 5,030,220	99%	\$ 5,067,220	\$ 35,000	\$ 5,032,220	99%	\$ (2,000)	(5)%
Cooperative Extension	173,120	-	173,120	100%	171,020	-	171,020	100%	-	0%
Corrections	7,926,280	340,000	7,586,280	96%	7,977,532	340,000	7,637,532	96%	-	0%
Partner Agencies	1,681,739	91,788	1,589,951	95%	1,700,920	157,750	1,543,170	91%	65,962	72%
Sub-Total	\$ 14,848,359	\$ 468,788	\$ 14,379,571	97%	\$ 14,916,692	\$ 532,750	\$ 14,383,942	96%	\$ 63,962	14%
Total all Expenditures	\$ 255,015,445	\$ 27,696,045	\$ 227,319,400	89%	\$ 262,739,908	\$ 29,400,364	\$ 233,339,544	89%	\$ 1,704,319	6%



TEN-YEAR EXPENDITURE ANALYSIS

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY 2014 reflect the adopted budget and FY 2015 reflect the adopted budget. The average change for this ten-year period is calculated to be 4.6%.

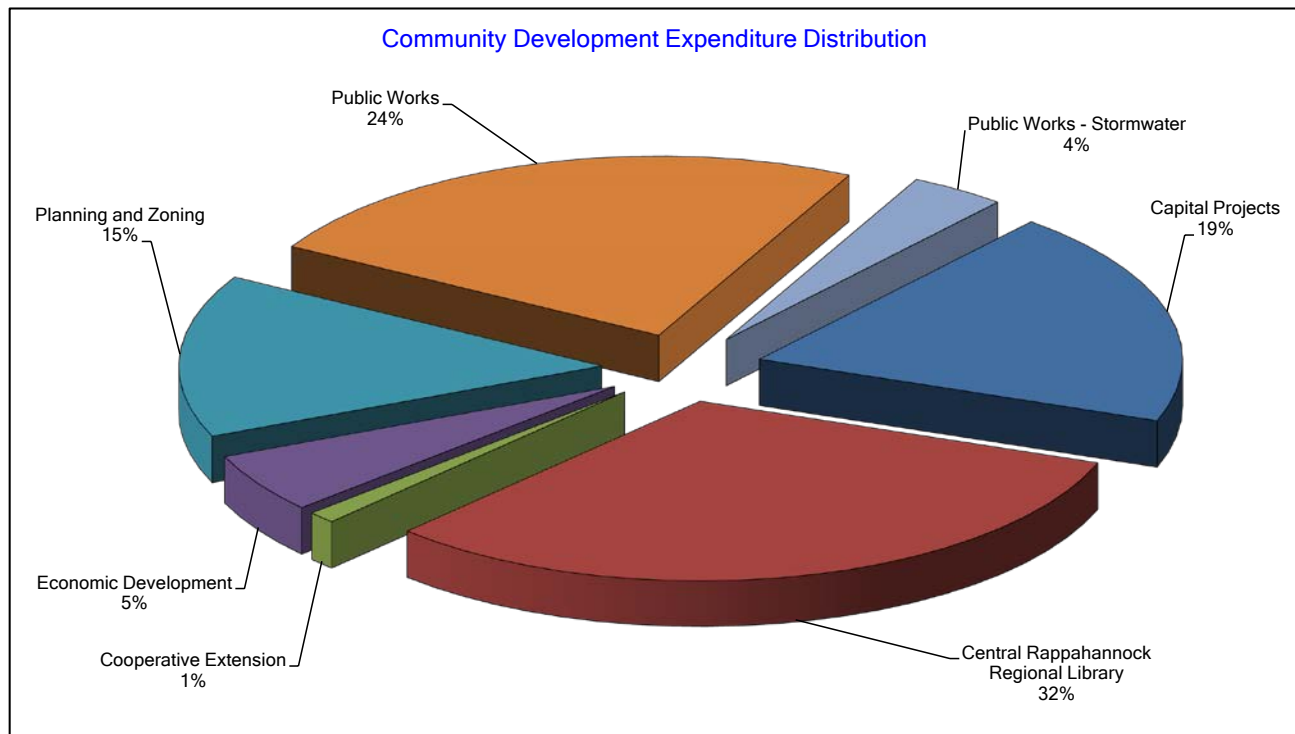
Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change
2006	225,129,454		208,082,240	22.4%
2007	234,888,020		223,297,385	7.3%
2008	242,872,406		235,400,383	5.4%
2009	244,465,642		230,528,315	-2.1%
2010	247,566,018		237,130,762	2.9%
2011	244,575,191		234,501,167	-1.1%
2012	256,547,741		243,479,891	3.8%
2013	266,799,089		254,755,569	4.6%
2014	255,015,445		255,015,445	0.1%
2015	262,739,908		262,739,908	3.0%
Average				4.6%

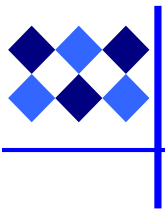




COMMUNITY DEVELOPMENT

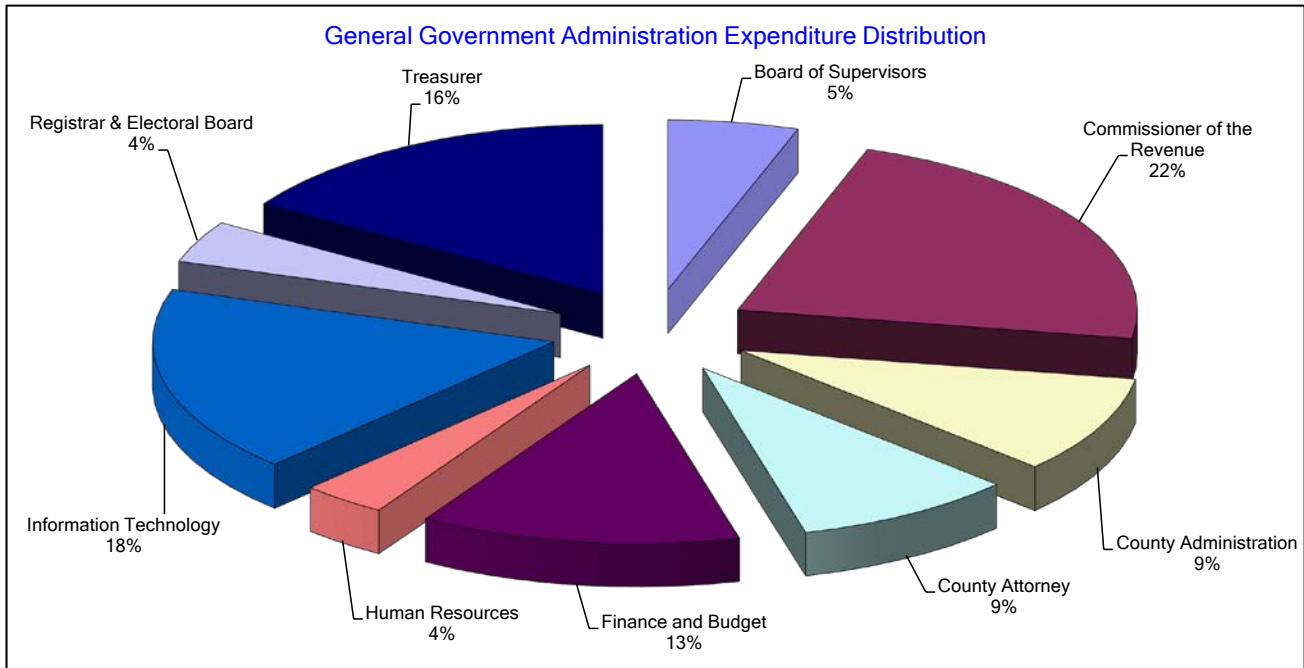
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Capital Projects	\$ 2,115,873	\$ 2,747,670	\$ 3,121,670	\$ 374,000	13.61%
Central Rappahannock Regional Library	4,967,212	5,067,220	5,067,220	-	0.00%
Cooperative Extension	173,077	173,120	171,020	(2,100)	-1.21%
Economic Development	925,952	846,200	863,470	17,270	2.04%
Planning and Zoning	2,251,931	2,385,490	2,350,530	(34,960)	-1.47%
Public Works	3,672,957	3,867,556	3,879,290	11,734	0.30%
Public Works - Stormwater	330,399	422,884	589,614	166,730	39.43%
Total Expenditures	\$ 14,437,401	\$ 15,510,140	\$ 16,042,814	\$ 532,674	3.43%

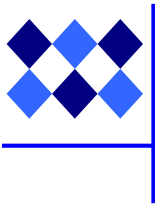




GENERAL GOVERNMENT ADMINISTRATION

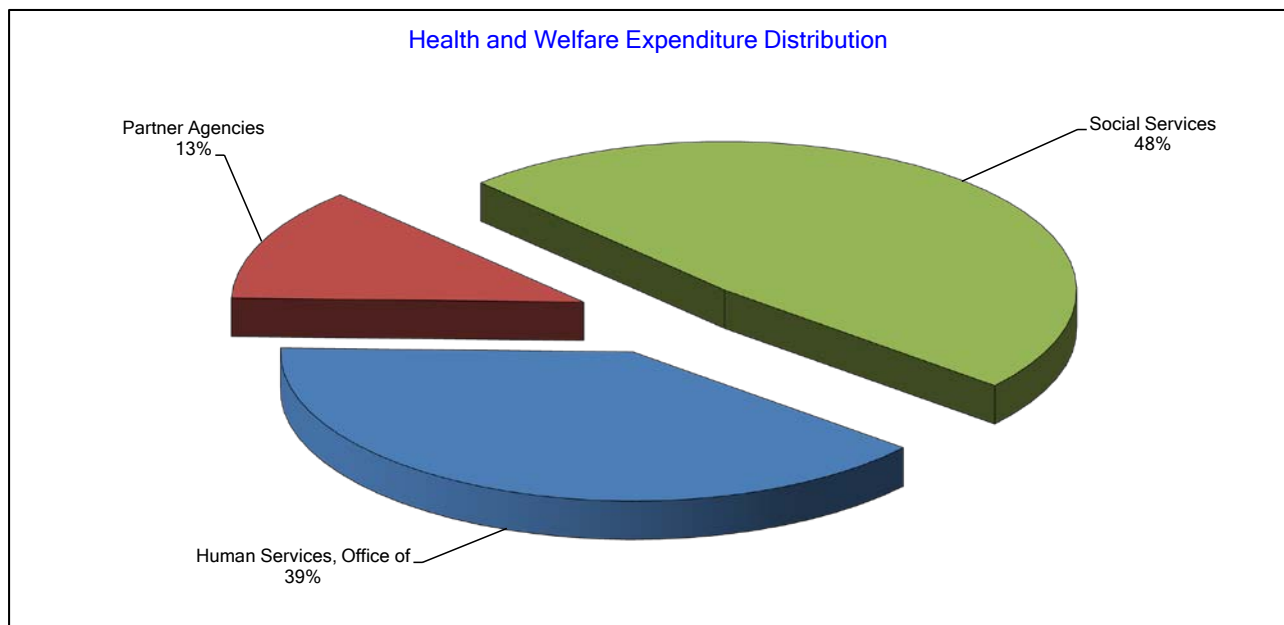
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Board of Supervisors	\$ 598,301	\$ 591,710	\$ 630,982	\$ 39,272	6.64%
Commissioner of the Revenue	2,594,387	2,732,260	2,690,750	\$ (41,510)	-1.52%
County Administration	1,061,328	1,115,230	1,110,560	\$ (4,670)	-0.42%
County Attorney	1,050,678	1,087,690	1,070,580	\$ (17,110)	-1.57%
Finance and Budget	1,508,522	1,584,840	1,548,100	\$ (36,740)	-2.32%
Human Resources	330,177	413,820	412,040	\$ (1,780)	-0.43%
Information Technology	2,457,053	2,168,650	2,130,410	\$ (38,240)	-1.76%
Registrar & Electoral Board	649,474	460,910	476,870	\$ 15,960	3.46%
Treasurer	1,840,488	1,962,440	1,923,130	\$ (39,310)	-2.00%
Total Expenditures	\$ 12,090,408	\$ 12,117,550	\$ 11,993,422	\$ (124,128)	-1.02%

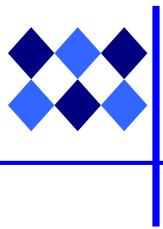




HEALTH AND WELFARE

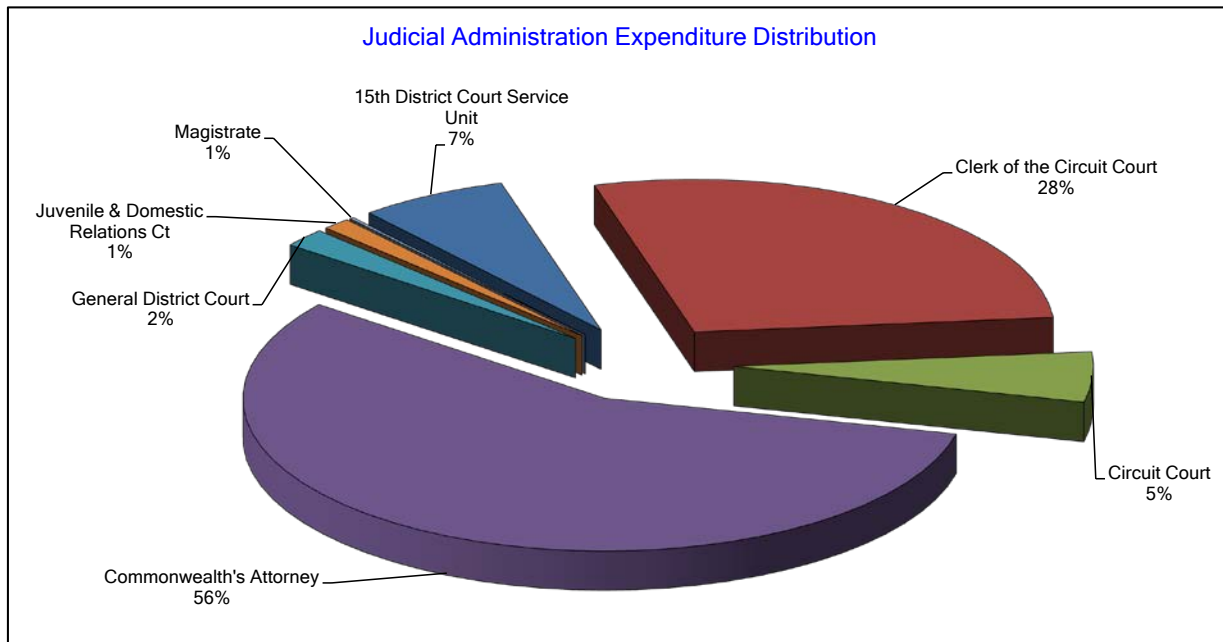
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Human Services, Office of	\$ 4,879,262	\$ 4,825,740	\$ 5,389,040	\$ 563,300	11.67%
Partner Agencies	1,905,277	1,681,739	1,700,920	19,181	1.14%
Social Services	5,760,288	6,751,350	6,616,620	(134,730)	-2.00%
Total Expenditures	\$ 12,544,827	\$ 13,258,829	\$ 13,706,580	\$ 447,751	3.38%





JUDICIAL ADMINISTRATION

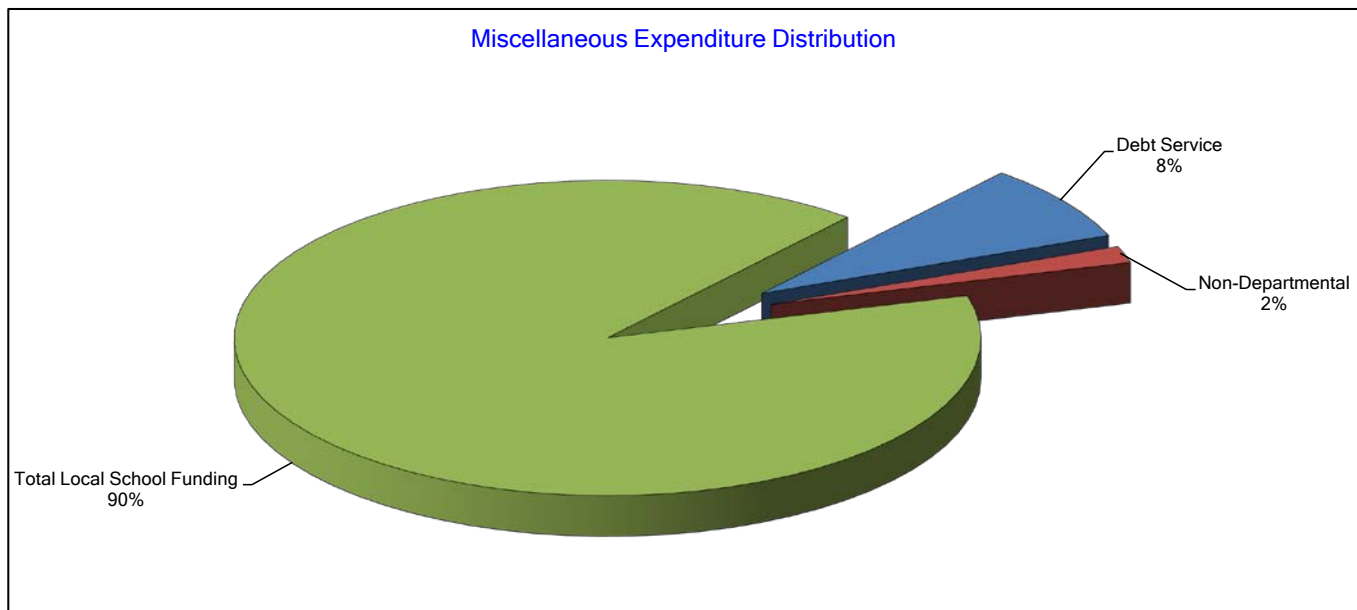
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
15th District Court Service Unit	\$ 389,924	\$ 345,905	\$ 345,190	\$ (715)	-0.21%
Clerk of the Circuit Court	1,457,261	1,474,950	1,451,400	(23,550)	-1.60%
Circuit Court	261,641	275,330	274,750	(580)	-0.21%
Commonwealth's Attorney	2,866,001	2,967,890	2,947,440	(20,450)	-0.69%
General District Court	84,324	101,750	101,750	0	0.00%
Juvenile & Domestic Relations Ct	51,822	66,590	65,740	(850)	-1.28%
Magistrate	6,156	9,330	9,330	-	0.00%
Total Expenditures	\$ 5,117,129	\$ 5,241,745	\$ 5,195,600	\$ (46,145)	-0.88%





MISCELLANEOUS

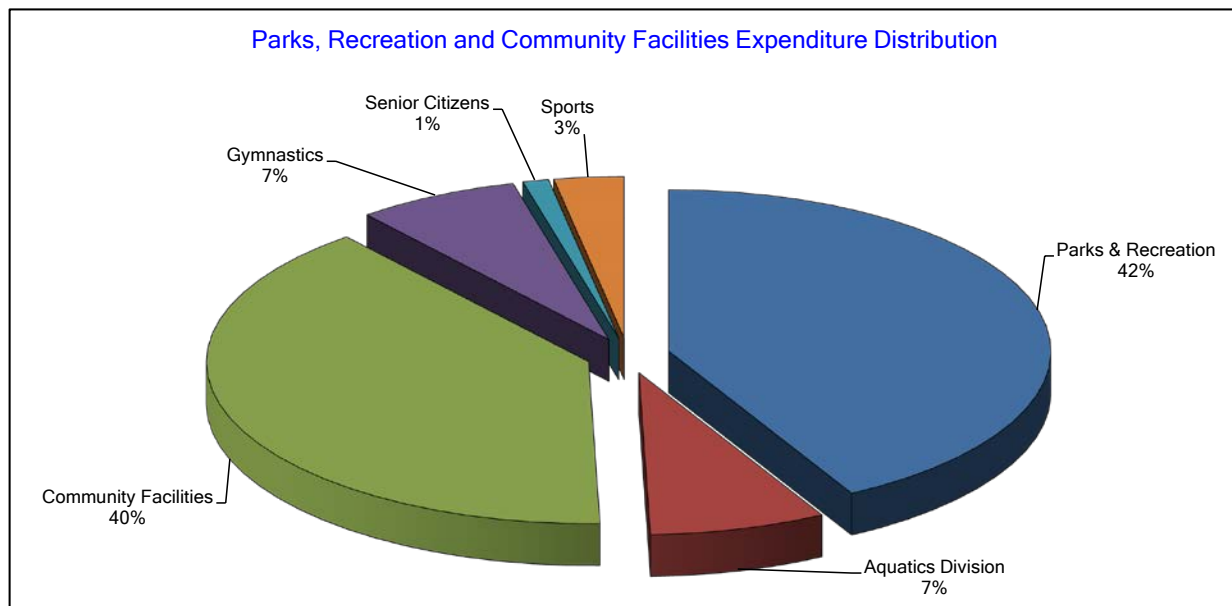
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Debt Service	\$ 10,057,882	\$ 11,119,790	\$ 12,291,100	\$1,171,310	10.53%
Non-Departmental	1,274,373	2,650,380	2,667,284	16,904	0.64%
Other Transfers	3,118,829	-	-	-	0.00%
Local School Funding					
Operating Budget Transfer	108,775,975	108,294,921	111,429,456	3,134,535	2.89%
One-Time Operating Capital Budget Transfer	-	1,000,000	-	(1,000,000)	100.00%
Public Day School	332,000	332,000	518,000	186,000	0.00%
Transfer to School Construction Fund	816,676	2,097,000	-	(2,097,000)	0.00%
Subtotal Local School Operating	109,924,651	111,723,921	111,947,456	223,535	0.20%
Debt	26,309,006	24,729,510	29,191,550	4,462,040	18.04%
Total Local School Funding	136,233,657	136,453,431	141,139,006	4,685,575	3.43%
Total Expenditures	\$150,684,741	\$150,223,601	\$156,097,390	\$5,873,789	3.91%





PARKS, RECREATION AND COMMUNITY FACILITIES

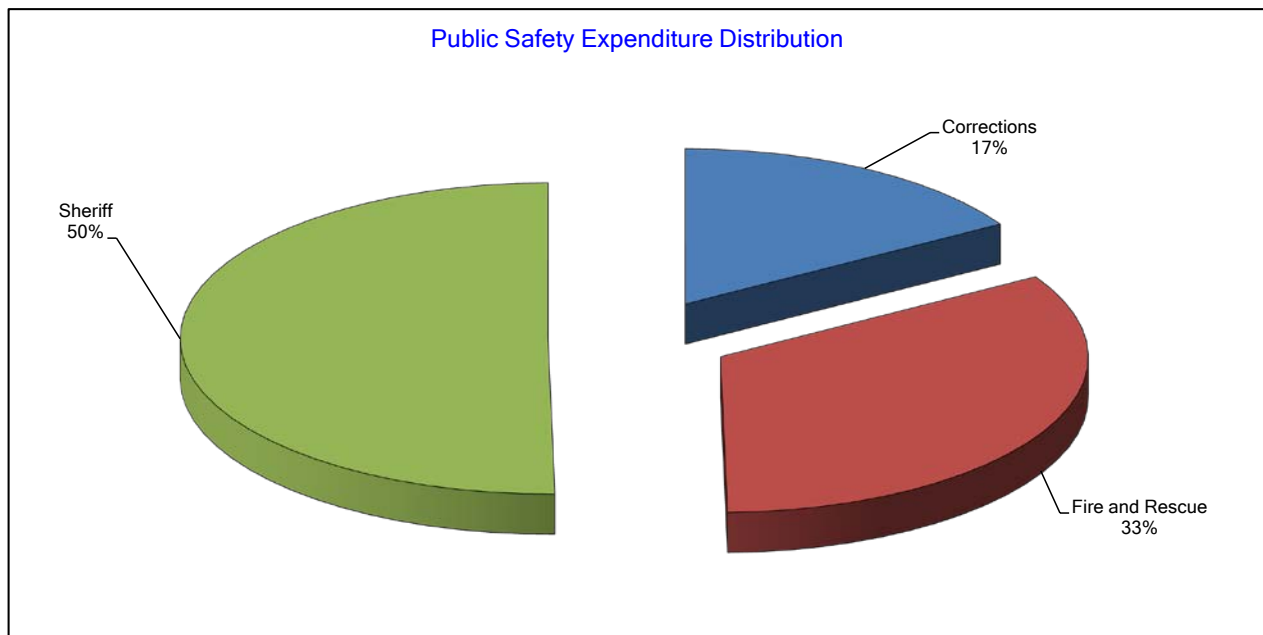
	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Parks & Recreation	\$ 4,269,644	\$ 4,406,612	\$ 4,639,670	\$ 233,058	5.29%
Aquatics Division	714,963	873,130	822,272	(50,858)	-5.82%
Community Facilities	4,582,995	4,379,455	4,361,757	(17,698)	-0.40%
Gymnastics	697,550	631,152	759,580	128,428	20.35%
Senior Citizens	115,298	113,736	120,136	6,400	5.63%
Sports	469,625	471,505	325,815	(145,690)	-30.90%
Total Expenditures	\$ 10,850,075	\$ 10,875,590	\$ 11,029,230	\$ 153,640	1.41%





PUBLIC SAFETY

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Corrections	\$ 7,598,784	\$ 7,926,280	\$ 7,977,532	\$ 51,252	0.65%
Fire and Rescue	15,638,330	15,893,920	16,211,430	317,510	2.00%
Sheriff	25,793,874	23,967,790	24,485,910	518,120	2.16%
Total Expenditures	\$ 49,030,988	\$ 47,787,990	\$ 48,674,872	\$ 886,882	1.86%

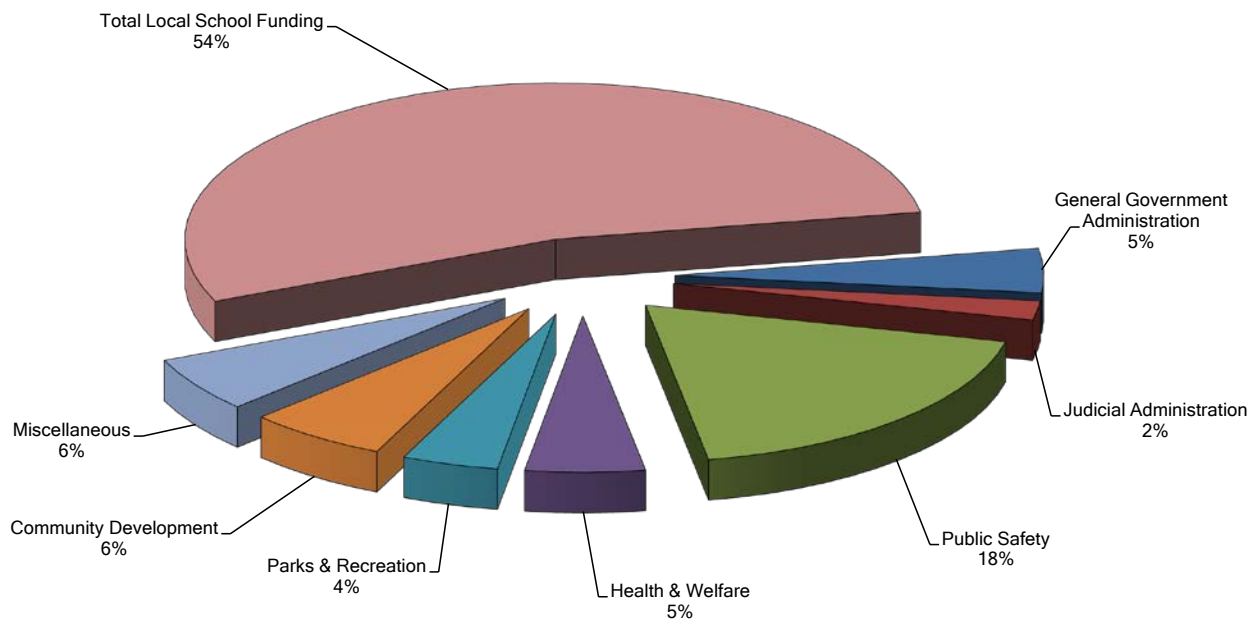




GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
General Government Administration	\$ 12,090,408	\$ 12,117,550	\$ 11,993,422	\$ (124,128)	-1.02%
Judicial Administration	5,117,129	5,241,745	5,195,600	(46,145)	-0.88%
Public Safety	49,030,988	47,787,990	48,674,872	886,882	1.86%
Health & Welfare	12,544,827	13,258,829	13,706,580	447,751	3.38%
Parks & Recreation	10,850,075	10,875,590	11,029,230	153,640	1.41%
Community Development	14,437,401	15,510,140	16,042,814	532,674	3.43%
Miscellaneous	14,451,084	13,770,170	14,958,384	1,188,214	8.63%
Total Local School Funding	136,233,657	136,453,431	141,139,006	4,685,575	3.43%
Total Expenditures	\$ 254,755,569	\$ 255,015,445	\$ 262,739,908	\$ 7,724,463	3.03%

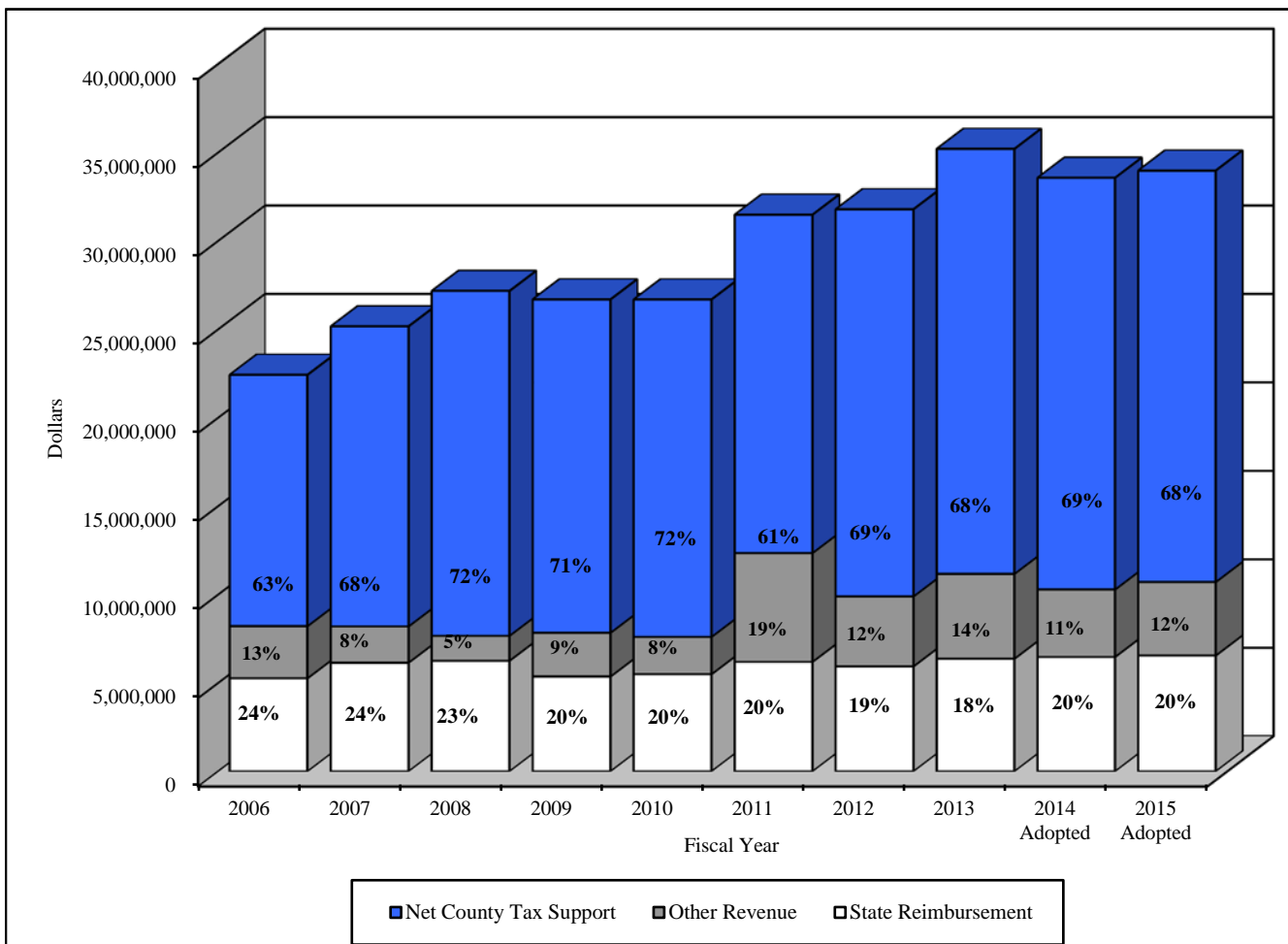
General Fund Expenditure Distribution by Major Service Area





CONSTITUTIONAL OFFICERS FUNDING

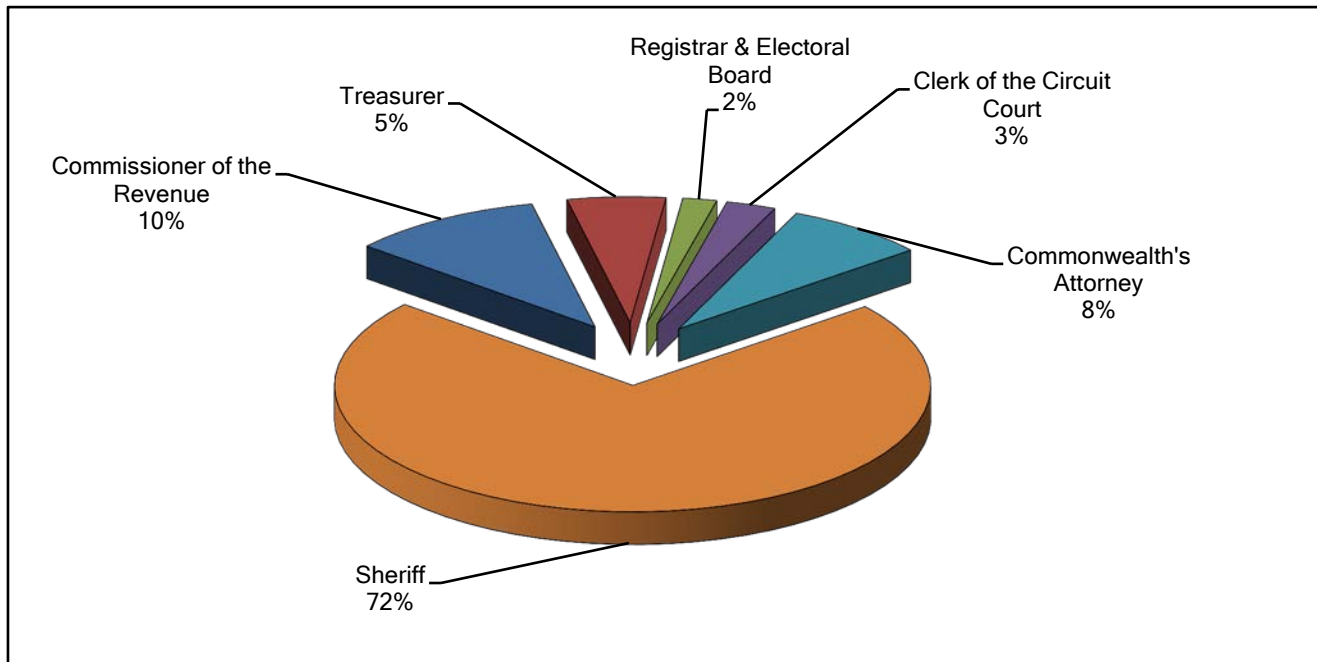
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2015 Adopted	33,975,500	6,549,364	20%	4,158,115	12%	23,268,021	68%
2014 Adopted	33,566,240	6,470,900	20%	3,811,800	11%	23,283,540	69%
2013	35,201,485	6,368,714	18%	4,799,037	14%	24,033,734	68%
2012	31,787,055	5,936,791	19%	3,955,170	12%	21,895,094	69%
2011	31,479,905	6,190,607	20%	6,155,243	19%	19,134,055	61%
2010	26,685,440	5,492,398	20%	2,110,099	8%	19,082,943	72%
2009	26,689,419	5,362,182	20%	2,473,592	9%	18,853,645	71%
2008	27,165,358	6,254,645	23%	1,412,622	5%	19,498,091	72%
2007	25,161,952	6,142,054	24%	2,055,285	8%	16,964,613	68%
2006	22,424,639	5,266,825	24%	2,947,706	13%	14,210,109	63%



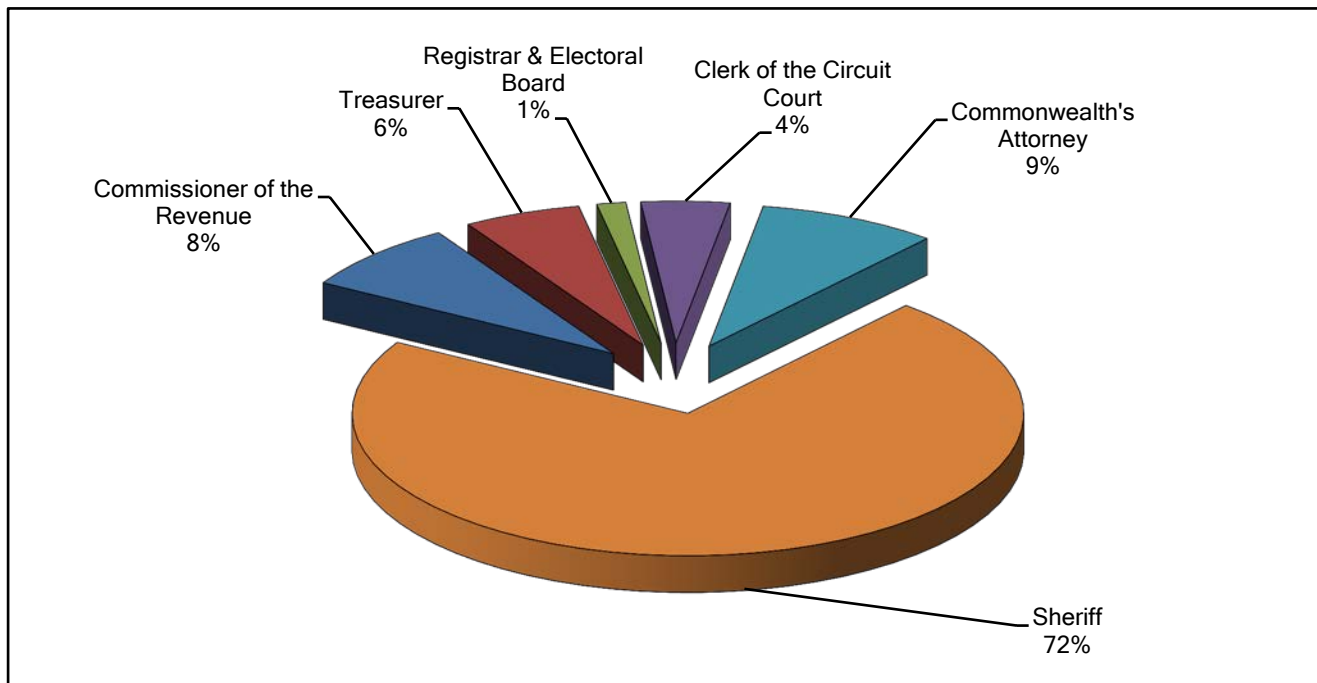


CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers County Tax Support

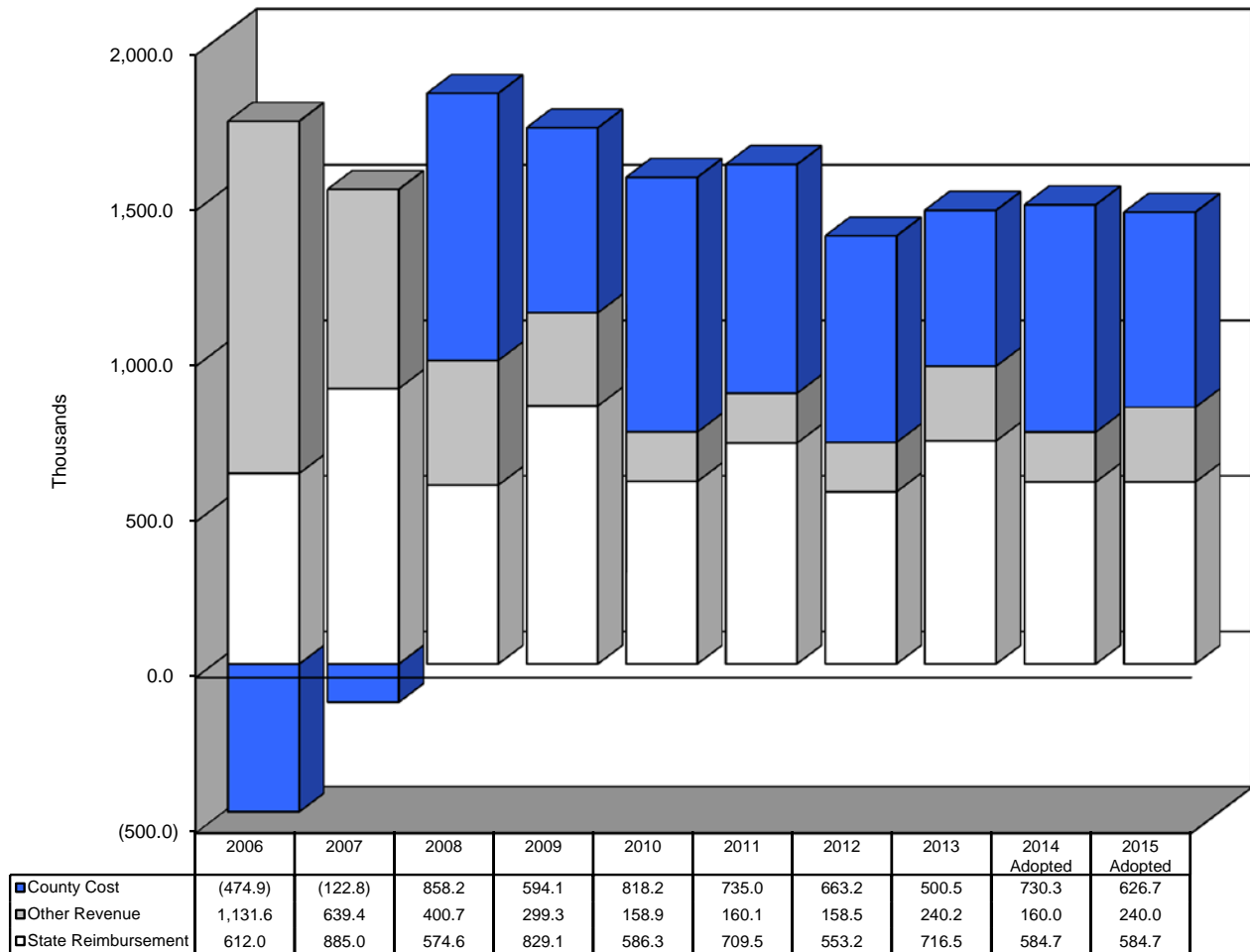


Constitutional Officers Expenditures





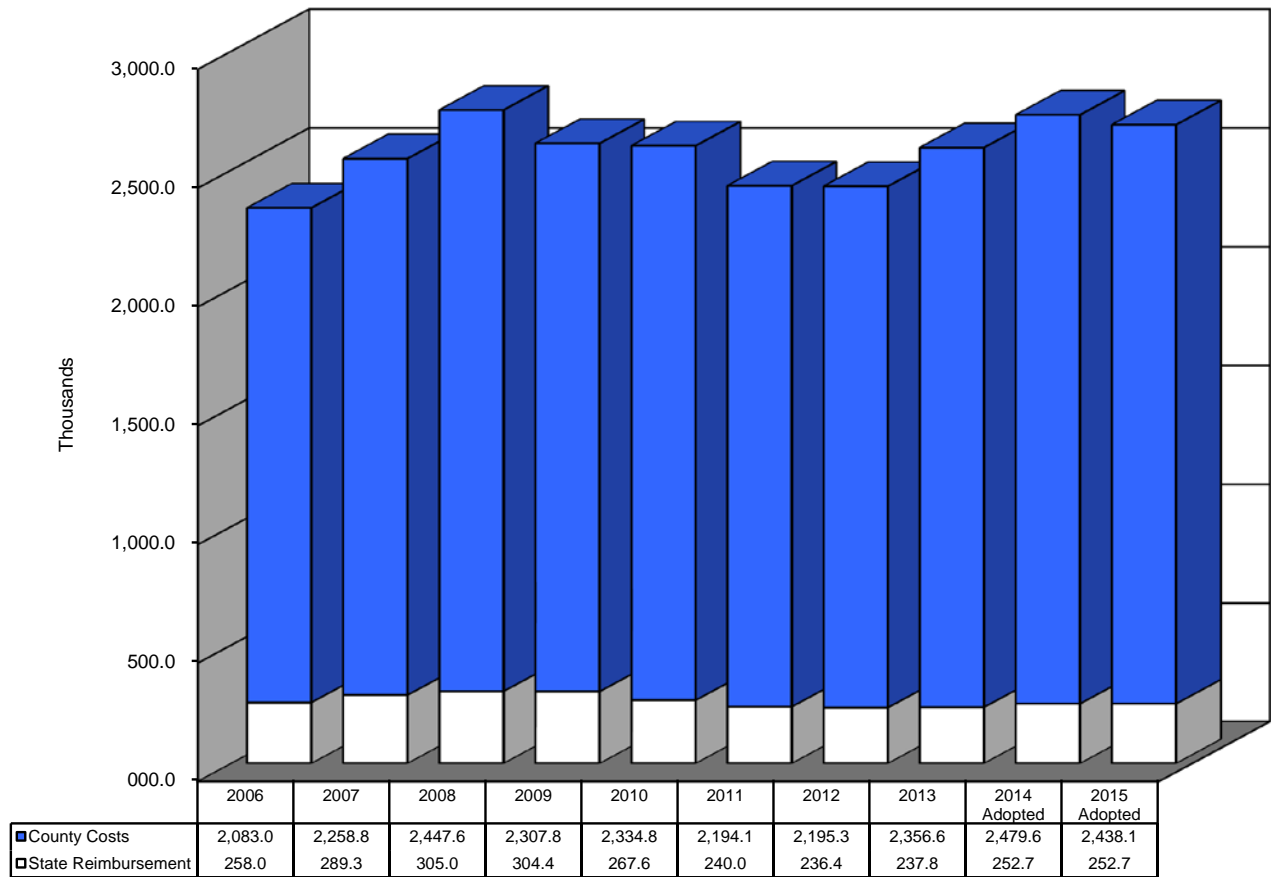
CLERK OF THE CIRCUIT COURT



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	-37%	-9%	47%	35%	52%	46%	48%	35%	49%	43%
Other Revenue	89%	46%	22%	17%	10%	10%	12%	16%	11%	17%
State Reimbursement	48%	63%	31%	48%	38%	44%	40%	49%	40%	40%



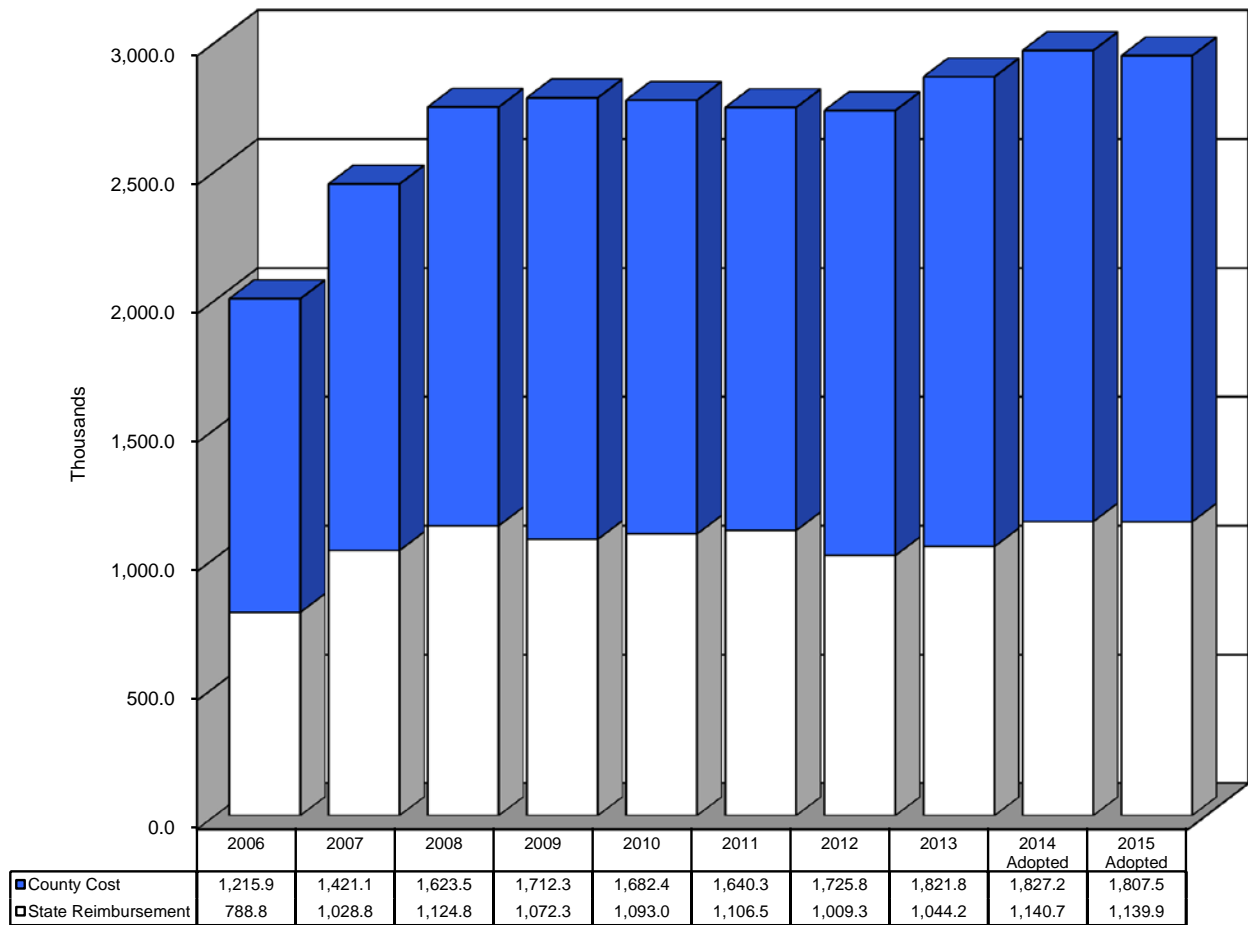
COMMISSIONER OF THE REVENUE



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	89%	89%	89%	88%	90%	90%	90%	91%	91%	91%
State Reimbursement	11%	11%	11%	12%	10%	10%	10%	9%	9%	9%



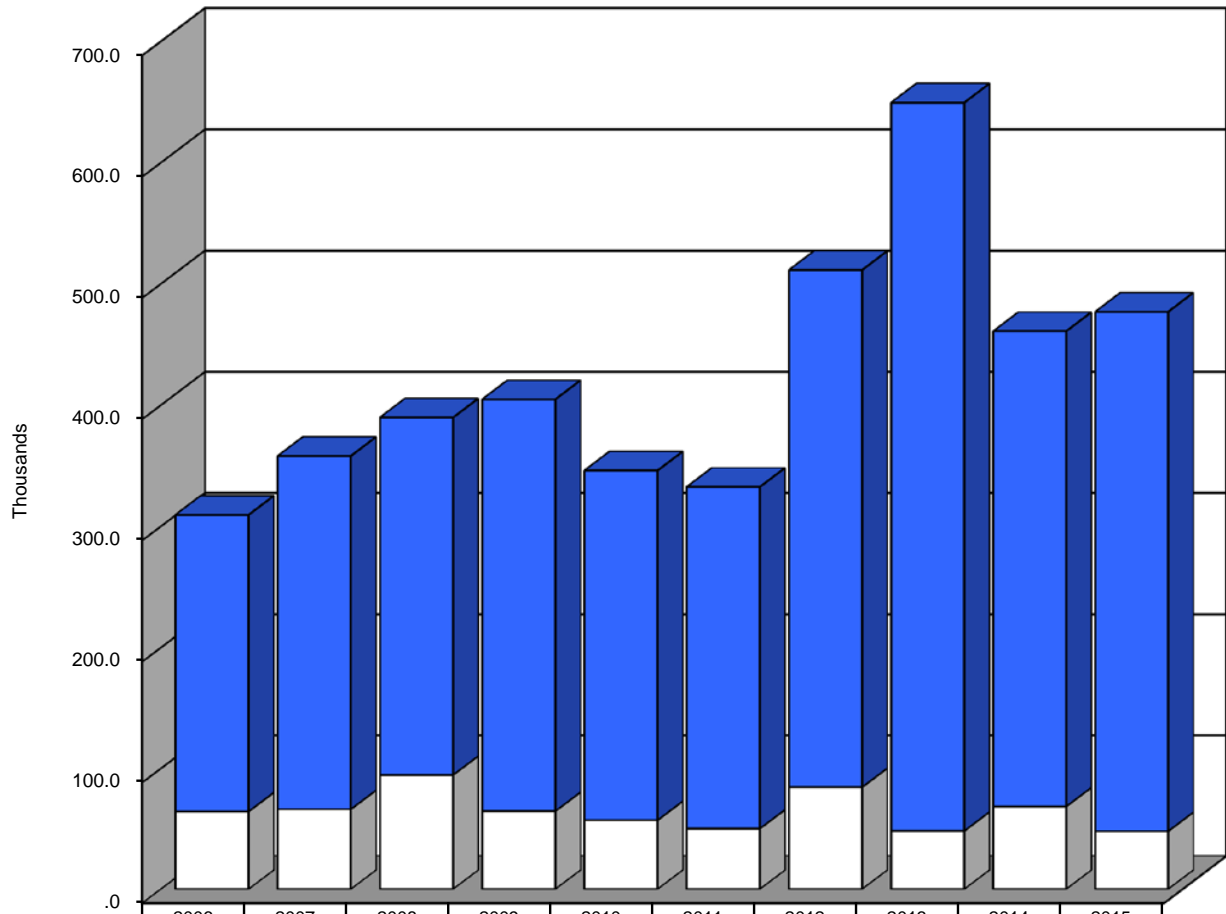
COMMONWEALTH'S ATTORNEY



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	61%	58%	59%	61%	61%	60%	63%	64%	62%	61%
State Reimbursement	39%	42%	41%	39%	39%	40%	37%	36%	38%	39%

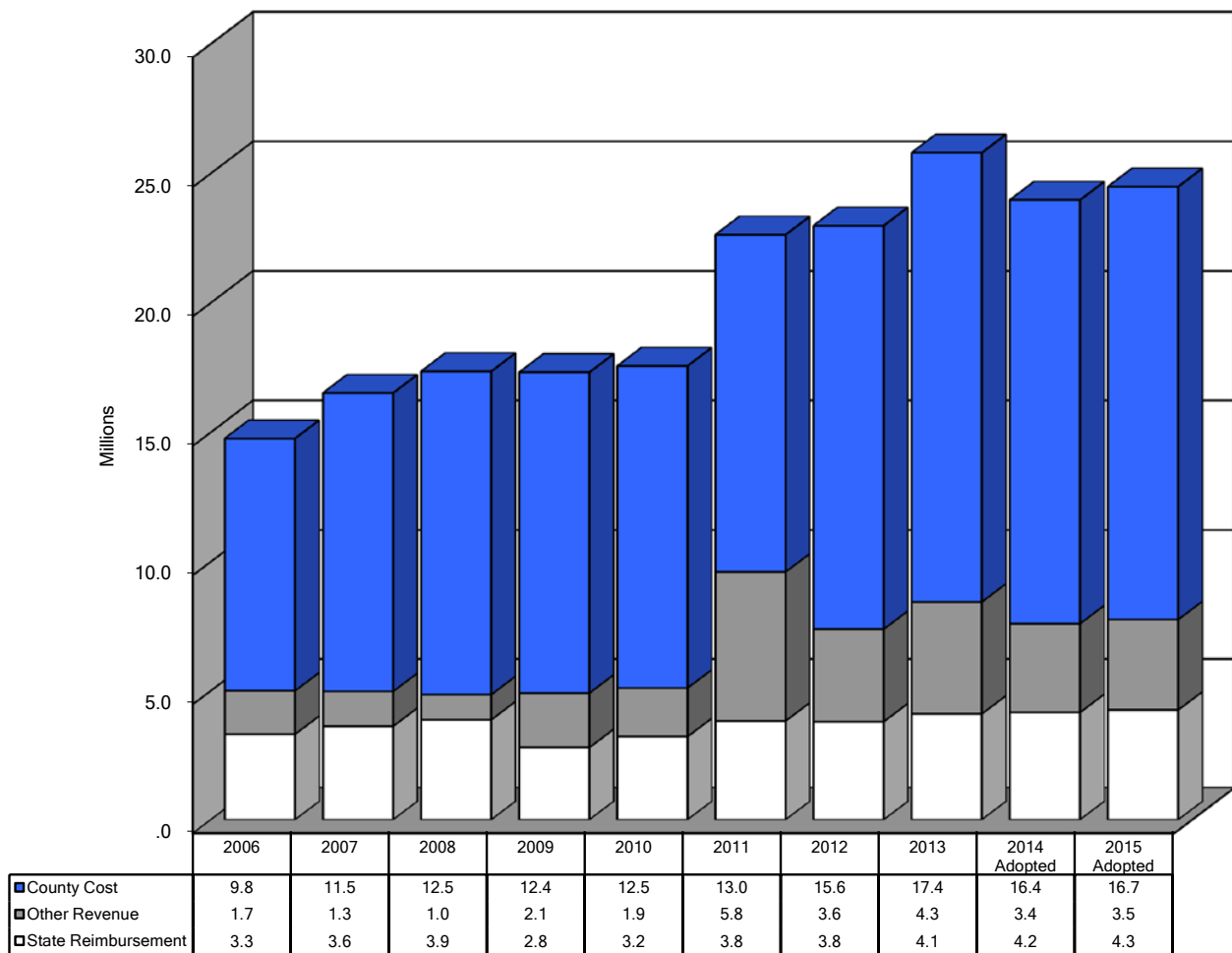


REGISTRAR & ELECTORAL BOARD



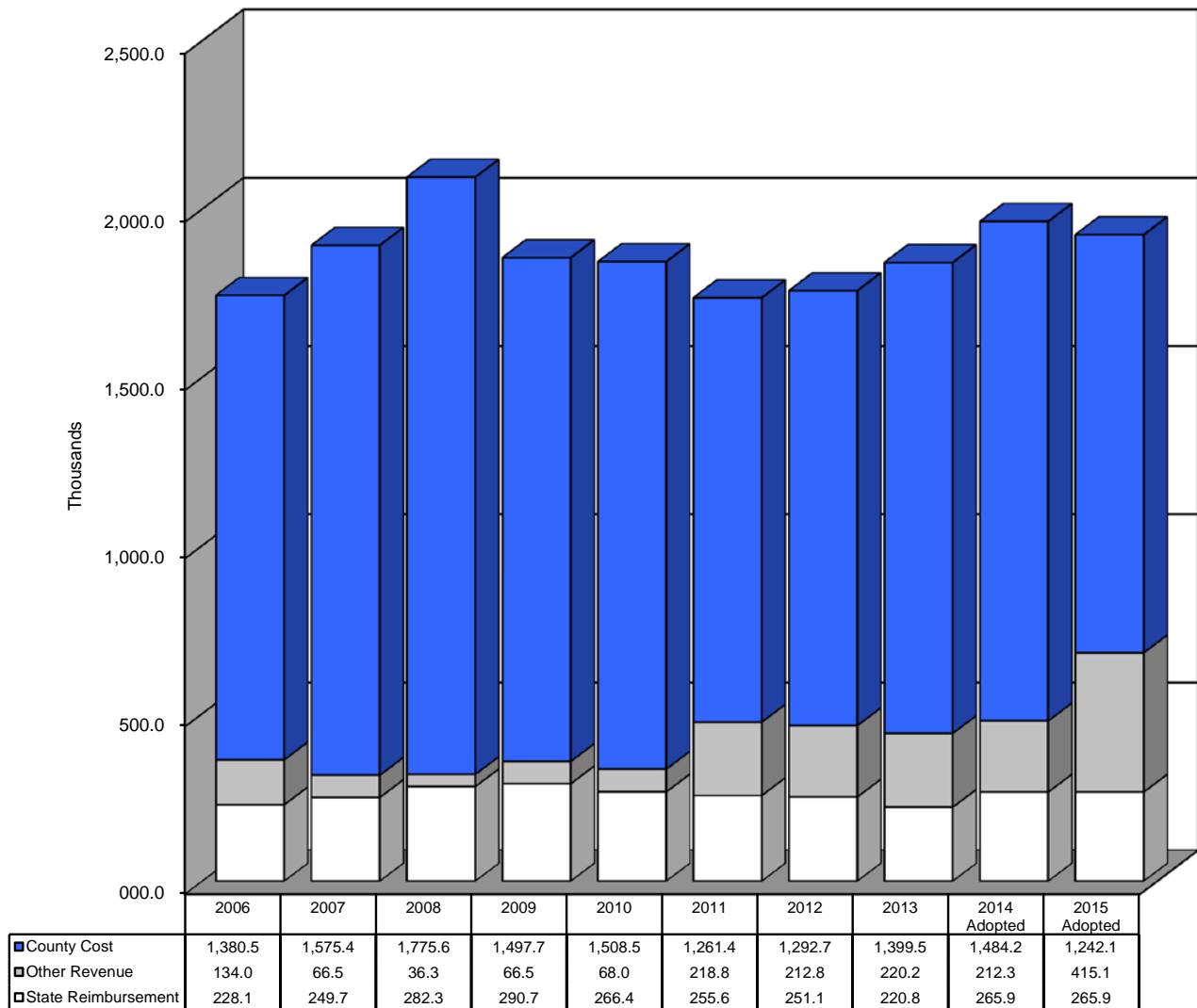
County Cost	245.0	291.7	295.1	340.0	288.8	282.2	426.9	601.2	392.4	428.9
State Reimbursement	64.4	66.2	94.6	64.6	57.2	50.2	84.5	48.3	68.5	48.0

	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
State Reimbursement	21%	18%	24%	16%	17%	15%	17%	7%	15%	10%
County Cost	79%	82%	76%	84%	83%	85%	83%	93%	85%	90%



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	66%	70%	72%	72%	71%	58%	68%	67%	68%	68%
Other Revenue	11%	8%	6%	12%	11%	25%	15%	17%	15%	15%
State Reimbursement	23%	22%	22%	16%	18%	17%	17%	16%	17%	17%

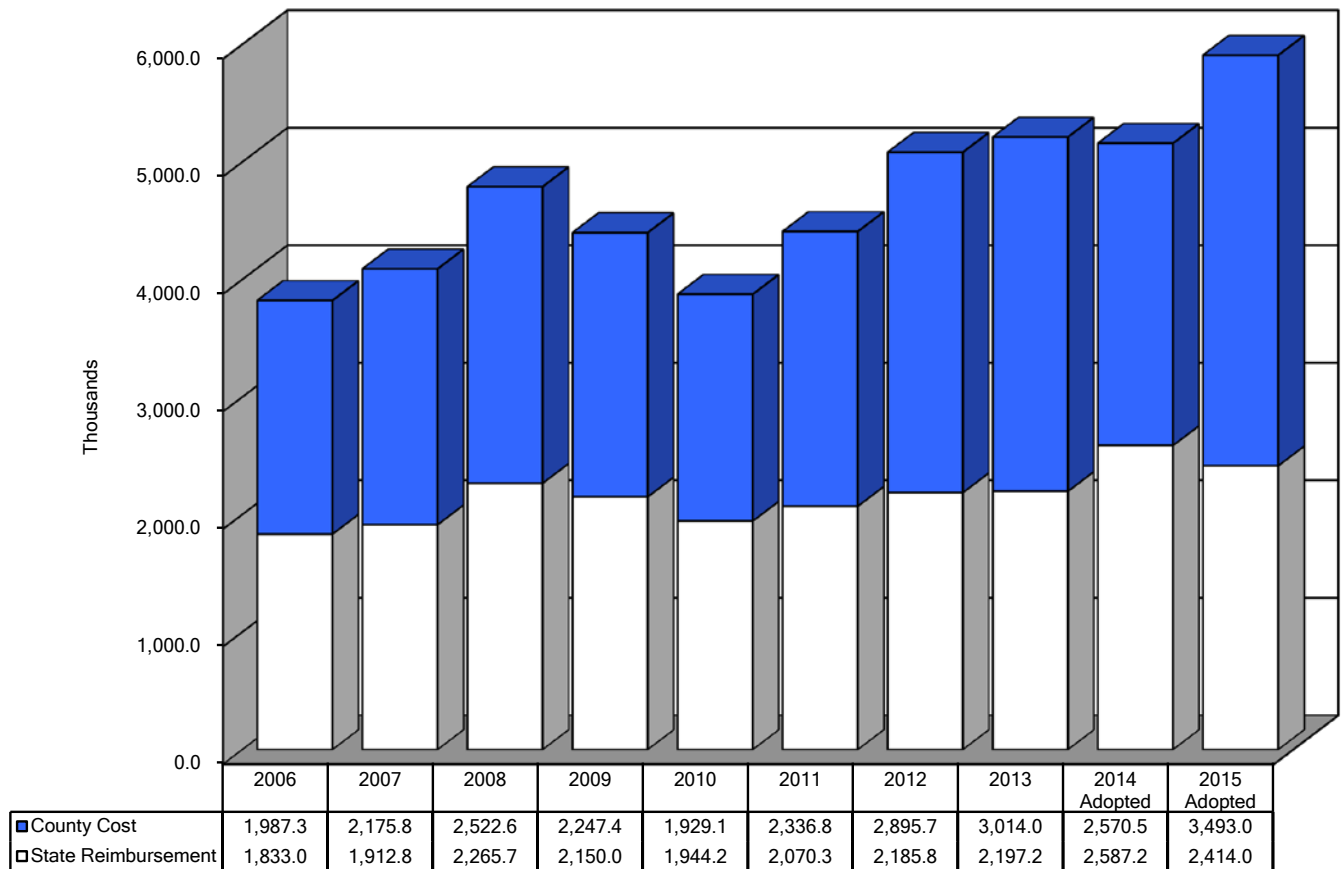
To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund was combined with the Sheriff's Budget in FY2011.



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	79%	83%	85%	80%	82%	73%	74%	76%	75%	65%
Other Revenue	8%	4%	2%	4%	4%	13%	12%	12%	11%	22%
State Reimbursement	13%	13%	13%	16%	14%	14%	14%	12%	14%	13%



OFFICE OF HUMAN SERVICES & PUBLIC DAY SCHOOL

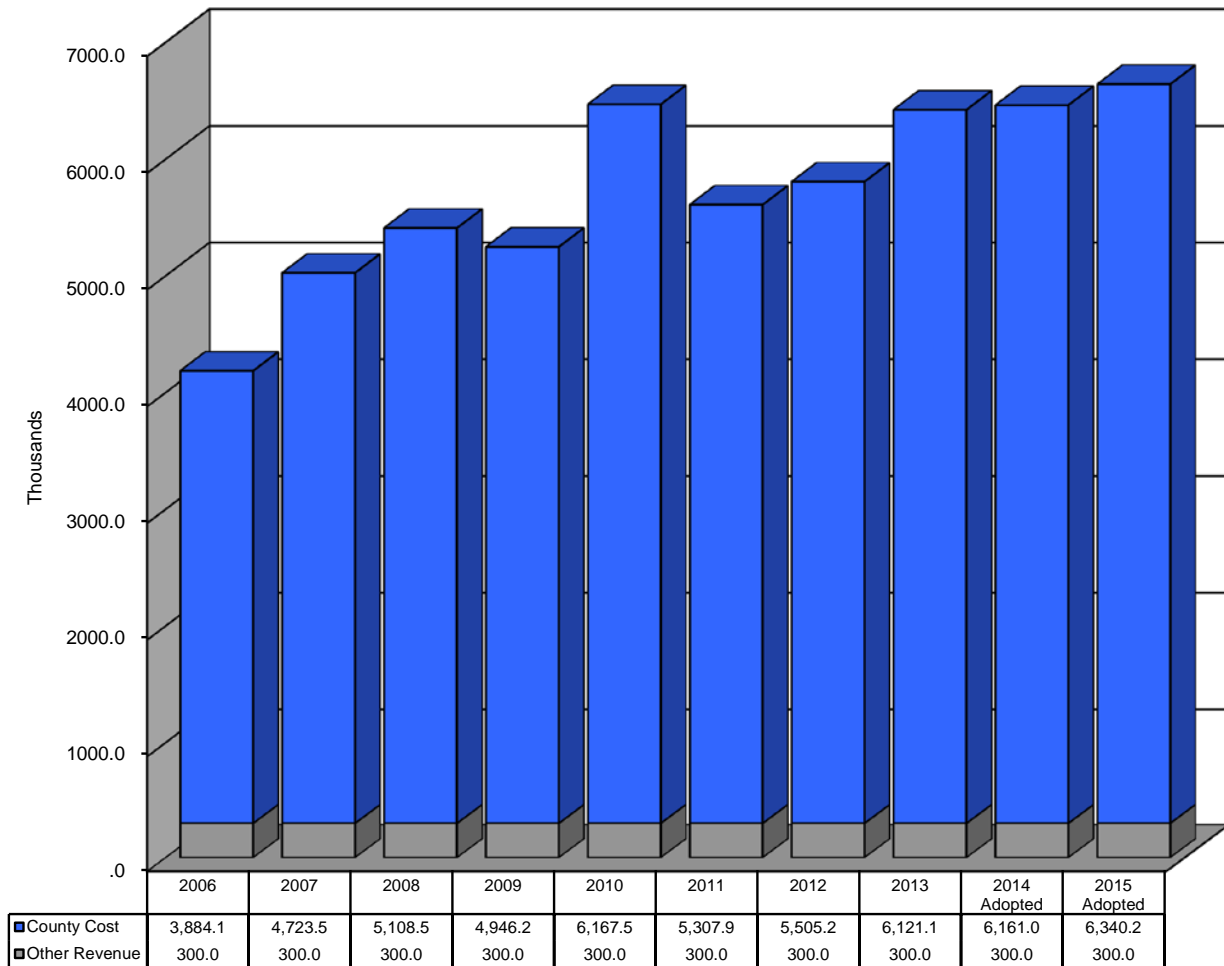


	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	52%	53%	53%	51%	50%	53%	57%	58%	50%	59%
State Reimbursement	48%	47%	47%	49%	50%	47%	43%	42%	50%	41%



RAPPAHANNOCK REGIONAL JAIL

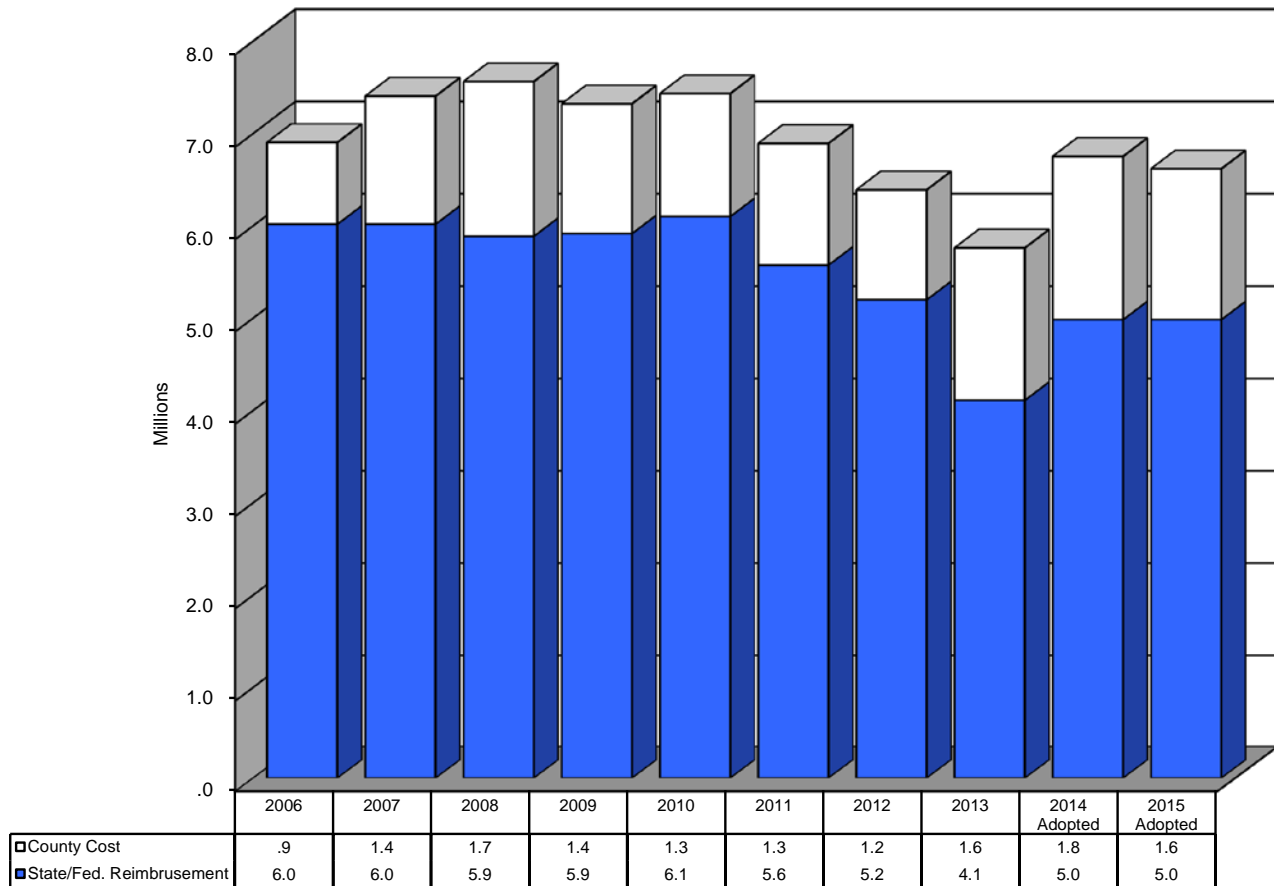
In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the facility in Stafford.



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	93%	94%	94%	94%	95%	95%	95%	95%	95%	95%
Other Revenue	7%	6%	6%	6%	5%	5%	5%	5%	5%	5%



SOCIAL SERVICES



	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
County Cost	13%	19%	22%	19%	18%	19%	19%	29%	26%	25%
State/Fed. Reimbursement	87%	81%	78%	81%	82%	81%	81%	71%	74%	75%





GENERAL FUND

The General Fund section presents individual department summaries.

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BOARD OF SUPERVISORS

Jack R. Cavalier
Chairman
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Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include Education, Public Safety, Infrastructure, Economic Development and Service Excellence, all encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden.

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 and third Tuesday of each month. All Board meetings are open to the public.

THINKING EFFICIENTLY:

The Board of Supervisors has partnered with County Administration; Constitutional Officers, the County Attorney, and individual departments to provide guidance and initiative in delivering excellent and efficient government services to citizens of Stafford County. The Board also partners with regional agencies to help facilitate and promote a safe, healthy, and prosperous community through responsible and accountable government in Stafford.

The Citizen Action Officer position provides the Board with a staff member dedicated to working with and resolving the needs and concerns of County residents. The Citizen Action Officer works with the Board to ensure that constituents receive a comprehensive and timely response to their issues and concerns.

The Board approved a new initiative whereby Board meeting agendas are no longer delivered in hard-copy agenda binders. Rather, all agenda materials are delivered electronically via use of iPads. Use of this technology saves considerable staff time, supply costs, and provides an environmentally friendly and efficient delivery of agenda materials.

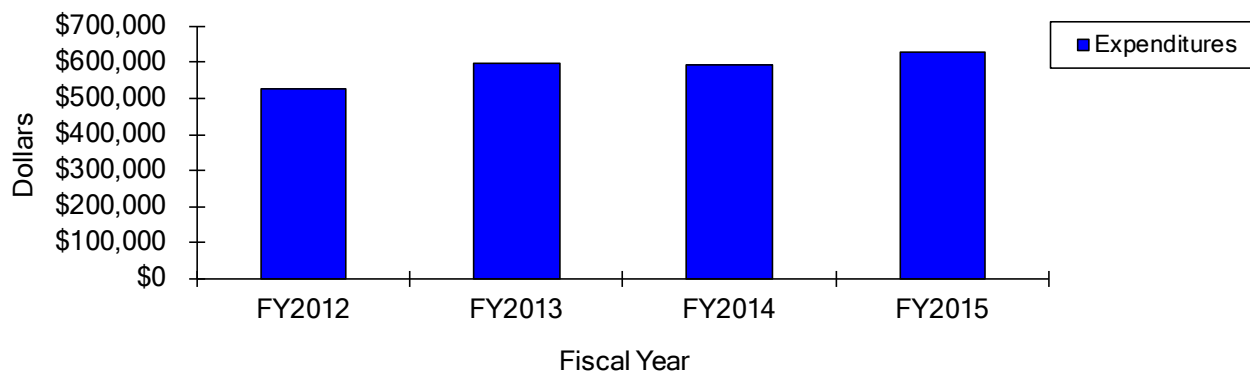


BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$197,623	\$194,071	\$200,540	\$216,960	\$16,420	8.19%
Operating	331,169	404,230	391,170	414,022	22,852	5.84%
Local Tax Funding	\$528,792	\$598,301	\$591,710	\$630,982	\$39,272	6.64%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - Full year of final phase of Contribution Strategy for employee health care.
- Change in health insurance benefit selection.

Operating

- Increase to cost of annual audit.



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

- Continue to promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include Education, Public Safety, Infrastructure, Economic Development and Service Excellence, all encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden.
- 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 and enhance the County's bond rating
- Reaffirmed its Board priorities adding a Service Excellence priority

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Adjourned/Special Meetings	2	2	1
Board of Supervisors Meetings	22	21	22
Outputs			
BOS Minutes Archived	24	23	23
BOS Agenda Packages Processed	548	550	575
Ordinances Considered	47	50	60
Resolutions/Proclamations Considered	397	400	450



BOARD OF SUPERVISORS

DEPARTMENTAL ACCOMPLISHMENTS

- Revised the County's financial policies and strategies to achieve a Standard & Poor's bond rating upgrade from AA to an AA+ and a Fitch Ratings increase from AA to AA+. Moody's confirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- Prudently managed budget and maintained fiscal reserves.
- Set policies and appointed citizens to Boards, Authorities, Commissions, and Committees
- iPad usage now extends to Planning Commission Agendas and Minutes; the Board of Supervisors Manual (updated annually); the Comprehensive Plan; Utilities Commission Agendas; the Board's Standing Committee agendas and materials; and the County's adopted budget
- Planned and moved forward Capital Projects including the Parks and Transportation Bond referendums
- Approved and implemented the 311 Call Center to enable and encourage citizen access to County services and information
- Stafford Technology and Science Center was designed to create an atmosphere where business and technology could unite; planned to foster research and technology development; provide professional training and certification programs for the local labor force; offer graduate-level degrees.
- Established Gwyneth's Law Working Group that aided in the successful passage of Gwyneth's Law, which requires school staff/teachers/coaches to be CPR certified and AED trained; also requires that all graduating seniors (effective 2016) be CPR and AED trained.



CAPITAL PROJECTS (Cash Capital)

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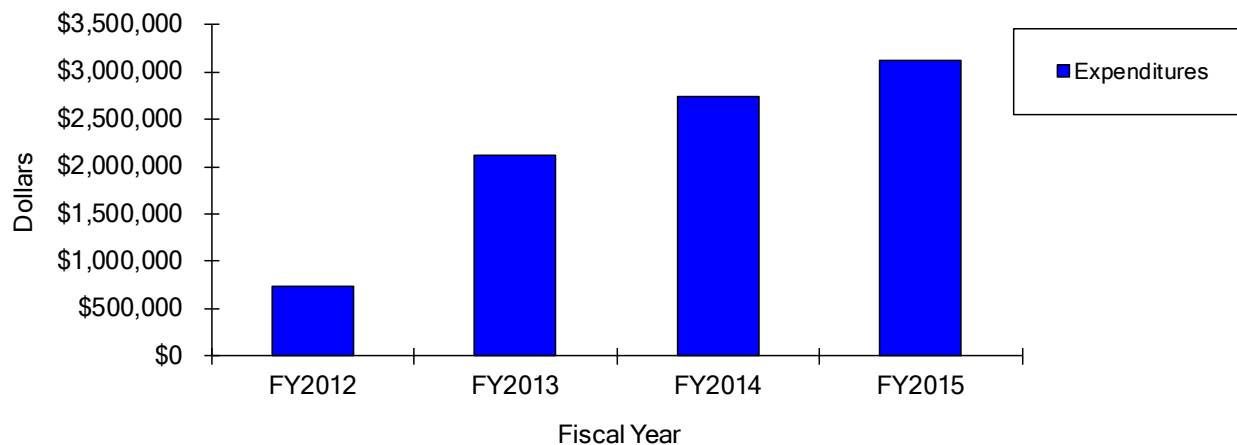
Capital Projects for the County, which are funded by General Fund Revenues, are included in this category. Capital Projects generally have a long life and do not recur annually. The County allocates money in departmental operating budgets for less expensive and smaller projects.

THINKING EFFICIENTLY

The County's financial policies define our pay-as-you-go guidelines. In the continuing efforts to improve the County's bond rating the Board of Supervisors amended the County's financial guidelines to increase the pay-as-you-go policy for County to 3% and Schools to 2% by July 1, 2017.

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$0	\$0	\$0	\$0	\$0	0.00%
Capital	743,427	2,115,873	2,747,670	3,121,670	374,000	13.61%
Local Tax Funding	\$743,427	\$2,115,873	\$2,747,670	\$3,121,670	\$374,000	13.61%





CAPITAL PROJECTS (Cash Capital)

SIGNIFICANT BUDGET CHANGES

Capital

- Incremental annual increase to meet policy goal of 3% by July 1, 2017.
- Funding of \$1,680,670 for Infrastructure
- Funding for Sheriff's vehicles \$617,000
- Funding for Fire and Rescue vehicles \$824,000

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- An amount equivalent to 2.25% of general fund expenditures will be set aside for pay-as-you-go capital projects

The above goals support the Principles of High Performance Financial Management

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
An amount equivalent to 3% of general fund expenditures will be set aside for pay-as-you-go capital projects by FY2017	1.92%	2.04%	2.25%

CASH CAPITAL PROJECTS

Department	Project	Amount
Fire Rescue	Ambulances	824,000
	Station upgrades	33,000
Information Technology	Fiber cable (Rowser and Rowser Annex Buildings)	50,000
	Network equipment replacement (Public Safety Building)	200,000
	Video Docketing (Courts)	45,000
Parks, Recreating and Community Facilities	Field irrigation systems (Rowser and Brooks)	85,000
	Brooks Park facility upgrades	50,000
	Aquia Landing restrooms	157,000
	Curtis Park restrooms, pavilions	180,000
	2 dog parks	75,000
	Courthouse Community Center lighting	50,000
	Government Center parking lot (phase 1)	409,000
Public Works	Stormwater	349,000



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 classes and events; 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 Internet.

THINKING EFFICIENTLY:

TECHNOLOGY

- Self-checkout technology is now available at the Salem Church, England Run, Porter, and Headquarters libraries, where 30% of checkouts are accomplished by customers. The Library now also offers a self-checkout option as part of its mobile app. Offering self-checkout options increases convenience for customers, while accommodating increased circulation without hiring additional circulation staff.

COLLECTION MANAGEMENT

- Investment in e-books & e-audiobooks saves valuable space, staff time, and courier demands. The Library's annual e-book and e-audiobook circulation increased to over 40,000 volumes in FY2012. 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. Over 80% of all customers now receive their request and overdue notices via email.
- CRRL's mobile app allows DIY renewals/holds/account changes and now enables users to check out items on their mobile devices. Approximately 45,000 queries are made via the app each month. Remote wireless access to library resources allows CRRL to respond to increased public demand without the need for additional staff and equipment. Wi-Fi use by customers using their own computers equates to at least one hundred 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 with customers at all branches picking up their own holds, thus saving the time of circulation staff who can be redirected to other duties.

OUTREACH SERVICE

- Lobby Stops bring books and other resources to those in nursing homes, assisted living centers and other sites where people are unable to visit a physical building. A small van, a laptop with wireless access, and a friendly and knowledgeable staff person provide services to hundreds of homebound library users in a cost-effective manner.

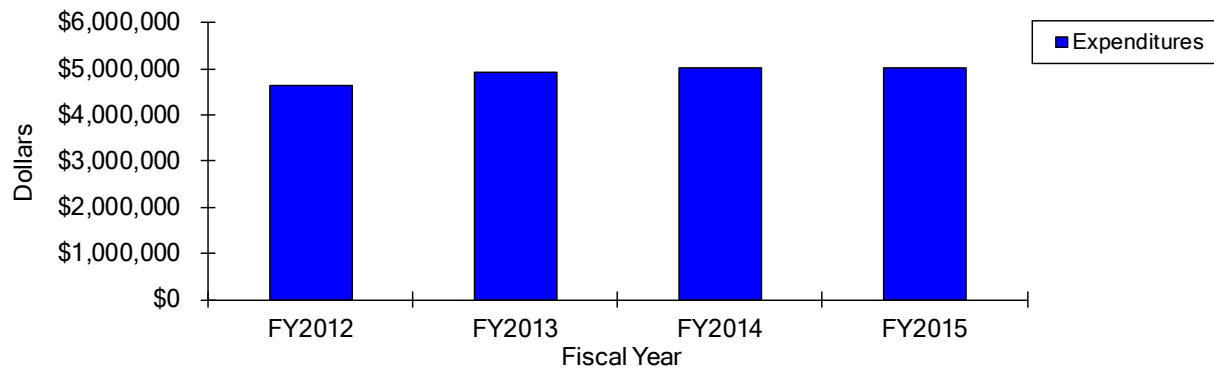
PUBLIC ACCESS

- Restoration of evening and Sunday hours in FY2012 made it easier for library customers to predict open hours and to access library services during popular evening and weekend hours.



BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$4,667,212	\$4,967,212	\$5,067,220	\$5,067,220	\$0	0.00%
Total	4,667,212	4,967,212	5,067,220	5,067,220	0	0.00%
Revenue	36,732	34,577	37,000	35,000	(2,000)	-5.41%
Local Tax Funding	\$4,630,480	\$4,932,635	\$5,030,220	\$5,032,220	\$0	0.00%



SIGNIFICANT BUDGET CHANGES

Operating

- Funding remains level for FY2015

CORE SERVICES

Classes and Events

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 classes and events offer age-appropriate, free classes and events for families and individuals throughout the year in support of life-long education. Classes include readings by local authors; book groups where children, teens, and adults can find community while enhancing critical thinking skills; lectures by local and national experts; concerts; and summer reading clubs for all ages. Early literacy classes for babies, caregivers, and parents teach adults how to prepare children to start school ready to learn; school outreach teaches students how to use authoritative online resources for school and lifelong education; cultural and educational classes for adults provide enlightening opportunities; and special classes on technology and health teach life skills to seniors.



CORE SERVICES (Continued)

Collections

The CRRL offers opportunities for lifelong education 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 provides 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, 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 provides computers to the public and serves as a training center where all residents can learn, experience, and benefit from information technology.

Core services address:

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

DEPARTMENTAL GOALS/OBJECTIVES:

- Continue to plan for and meet the informational, recreational, and educational needs of a rapidly expanding area.
- Develop and upgrade technology and computer services to remain current and timely in information delivery to the citizens of Stafford County.

The above goals support Board of Supervisors Priorities for the community.

- Meet Virginia State Standards for public libraries in terms of buildings, collections, and service staff.
- Develop and increase materials budget to the median percentage of all public libraries in Virginia, currently 12%.
- 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 the region.



DEPARTMENTAL SERVICE LEVELS

Regional Demographics

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outputs			
Book Stock Growth	747,977	770,416	770,416
Library Visits	3,066,685	3,158,685	3,158,685
Number of Classes	3,545	3,652	3,652
Attendance	51,495	53,040	53,040
Service Quality			
Lobby Stops/LEEP Deliveries	75	77	77
Circulation	10,121,966	10,425,624	10,425,624

Stafford Demographics

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outputs			
Book Stock Growth	747,977	770,416	770,416
Library Visits	1,386,698	1,428,299	1,428,299
Number of Classes	1,365	1,406	1,406
Attendance	24,369	25,100	25,100
Service Quality			
Lobby Stops/LEEP Deliveries	31	32	32
Circulation	4,678,534	4,818,890	4,818,890



DEPARTMENTAL ACCOMPLISHMENTS

- Increased County circulation of materials.
- Supported the cultural activities of Stafford citizens with library programs and meetings including family storytelling; book groups for children, teens, and adults; film series; lectures; concerts; and summer reading clubs for all ages.
- Provided computer access to Stafford residents at the Porter, England Run and Headquarters libraries; introduced age-appropriate literature to young people through weekly early literacy classes, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs
- Trained teachers, caregivers, and parents to implement early literacy skills to ensure reading readiness for Stafford children on school entry
- 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
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Our mission is to serve all the citizens of Stafford County by providing the highest level of customer service with integrity and fiscal responsibility. We will implement and administer 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. The land records we maintain serve as valuable resources 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:

- We have begun using data collectors to gather information vital to the assessment process. Utilizing data collectors will enable us to maintain the quality of our data at a lower employee cost.
- We continue to partner with the Treasurer's Office as we enhance our real time billing interface and develop on-line filing and payment capabilities.
- In 2013 we completed a longstanding project which linked our Personal Property data to the County's Geographic Information System (GIS). This allows us to project detailed and accurate revenue forecasts and analysis for all business and miscellaneous taxes in a timely and efficient manner.
- We have begun working with our software vendor, Thompson Reuters, to develop an on-line real estate appeals module to be effective for the 2016 reassessment.
- We continue to build a relationship with Economic Development so as to assist in the ongoing process of developing business friendly tax policies.

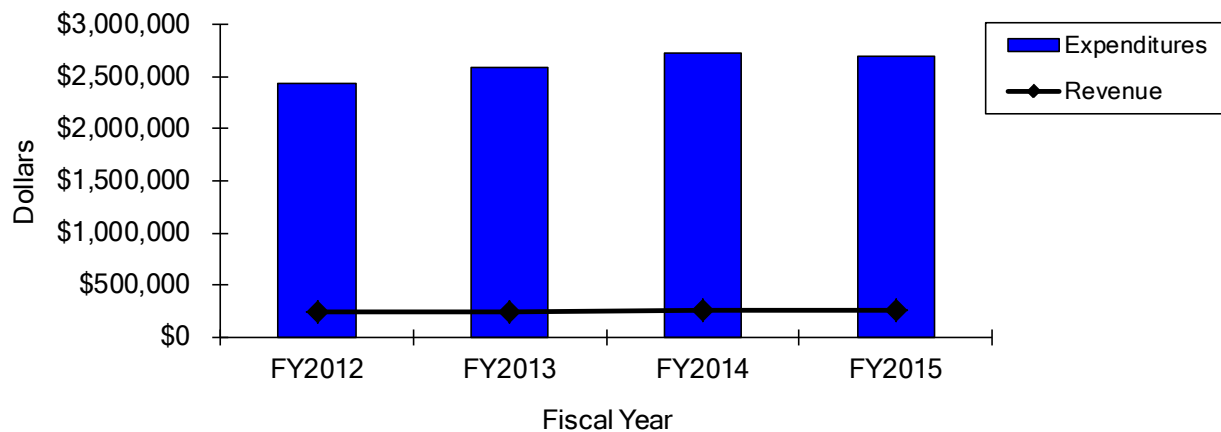


COMMISSIONER OF REVENUE

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$2,154,783	\$2,374,778	\$2,433,420	\$2,383,600	(\$49,820)	-2.05%
Operating	276,866	219,609	298,840	307,150	8,310	2.78%
Capital	0	0	0	0	0	0.00%
Total	2,431,649	2,594,387	2,732,260	2,690,750	(41,510)	-1.52%
Revenue	236,357	237,800	252,700	252,700	0	0.00%
Local Tax Funding	\$2,195,292	\$2,356,587	\$2,479,560	\$2,438,050	(\$41,510)	-1.67%

Funded Positions						
Full-Time Positions	29	29	29	29	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.
- Adjustment to overtime.

Operating

- Inflationary increase for software maintenance
- Appraiser license renewals
- Appraisal classes



COMMISSIONER OF REVENUE

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, reports from the Division of Motor Vehicles and the 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 the Personal Property Tax Relief Act (PPTRA), 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. State income tax returns received by this office 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 before they are sent to the Virginia Department of Taxation; expediting the filing process for the taxpayer. 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 Stafford County businesses and remitted monthly to this office. We monitor these taxes to ensure that all businesses required to collect the tax are doing so in compliance with state and local laws.

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.

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.



COMMISSIONER OF REVENUE

CORE SERVICES (Continued)

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. 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)
- 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. (BEST values: service and teamwork)
- 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)
- Ensure that all appraisers are either licensed or certified by the Commonwealth of Virginia.
- Move towards a paperless system. In addition to new online tax filings, paper filings are digitized and easily retrievable through an electronic content management system.

The above goals support the Board of Supervisors Priorities for the community

- Achieve the coveted Excellence in Assessment Award given by the IAAO.
- Work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts.

The above goals support our B.E.S.T. values.

DEPARTMENTAL ACCOMPLISHMENTS

- As a result of the efficiently and modernization efforts, the Commissioner's office is operating at pre-1999 staffing levels.
- We have streamlined all of our printing and mailing of tax forms and notices. Forms that were previously printed and processed for mailing in-house are now outsourced. This has created a savings in both time and money while maintaining the high level of customer service we require.
- We have worked with our software vendor to develop processes which enable us to set the values on personal property earlier in the year. The impact of this has been wide-spread. We can assist customers in projecting their tax liability earlier in the year, helps the treasurer's office to correctly determine TAPP payments and assists the Budget Office in their projections.
- Successfully integrated GIS and Pictometry software into work practices enabling appraisers to discover taxable property that had previously been undetected. These efforts continue to increase tax revenue, compliance and efficiency.



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:

- After consolidating and relocating the Commonwealth's Attorney's and Victim Witness offices to the Chichester Building, the following efficiencies have been identified:
 - The Commonwealth's Attorney's Office has been given use of the Officer of the Court Remote Access (OCRA) system by the Circuit Court. This system allows staff to easily view and/or print court documents. It has been a tremendous time-saver and has enabled paralegals and attorneys to be more efficient and eliminate numerous trips to the Courthouse;
 - Consolidated operation from the Chichester Building will continue to result in more timely response to the needs of victims, witnesses and other members of the public.
- Installation/implementation of new case management system: This fully integrated, demand-customizable, off-site accessible system will provide single database access for all users within the Commonwealth's Attorney's and Victim Witness offices.
 - Elimination of redundant entries/commands will significantly reduce time spent in case preparation within both offices; enhanced responsiveness to victims and witnesses. Integrated database will significantly reduce printing and paper costs.
 - Enhanced trend analysis for identifying repeat offenders and emerging crime patterns, resulting in more efficient deployment of prosecutorial resources.
- The County OnBase system has proven to be an invaluable tool. By scanning closed files, this has saved the attorneys, paralegals and other County employees the time from having to pull files from off-site.
- Ongoing partnership with National Insurance Crime Bureau (NCIB) will continue to streamline fraud prosecutions. Ability to draw upon NCIB information and investigative resources will continue to result in more efficient and comprehensive prosecution and victim services.
- Ongoing focus on integrating the efforts of the newly created Multi-Disciplinary Team (MDT) and the Sexual Assault Response Team (SART) will continue to yield efficiencies in the prosecution of sexual assault crimes within the County.
- Community Outreach/Prosecution Program:
 - Phase I implemented the Courthouse Dog Program. Use of this canine resource (Kahn) has proved remarkably effective in helping child victims cope with the trauma of their victimization and their involvement in the prosecution effort. The enhanced ability of these victims to respond to the needs of police and prosecutors results in quicker, more efficient and more effective prosecutions.
 - Phase II centers on efforts to combat public assistance fraud. We are training a newly installed Department of Social Services (DSS) civilian investigator and have formed a multi-agency prosecution team to investigate and prosecute these cases. This focus will result in the swift, efficient and effective prosecution of those fraudulently receiving scarce public assistance funds.

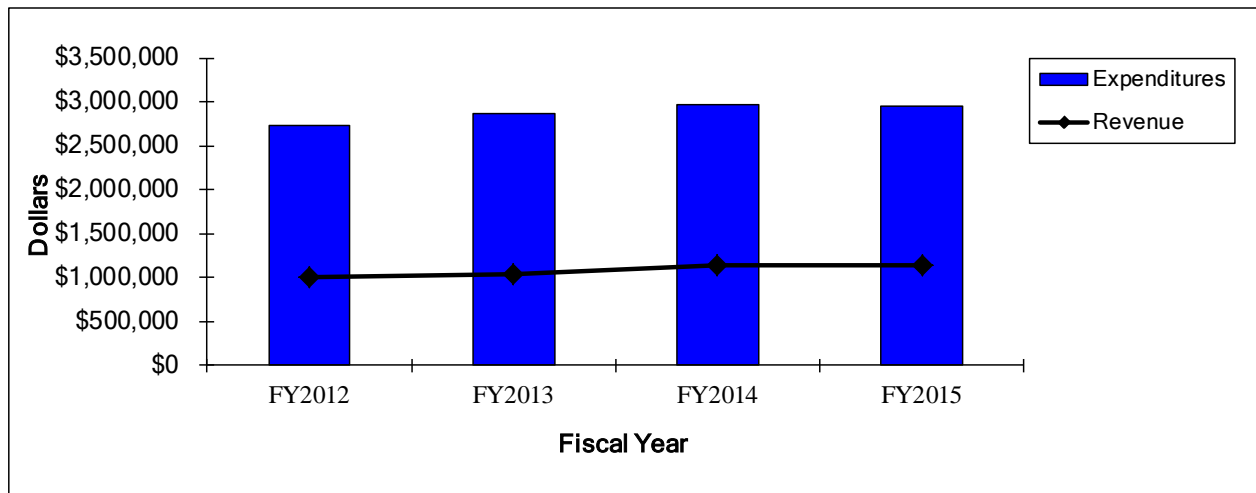


COMMONWEALTH'S ATTORNEY

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$2,549,245	\$2,691,665	\$2,819,400	\$2,808,440	(\$10,960)	-0.39%
Operating	185,884	174,336	148,490	139,000	(9,490)	-6.39%
Total	2,735,129	2,866,001	2,967,890	2,947,440	(20,450)	-0.69%
Revenue	1,009,291	1,044,157	1,140,700	1,139,909	(791)	-0.07%
Local Tax Funding	\$1,725,838	\$1,821,844	\$1,827,190	\$1,807,531	(\$19,659)	-1.08%

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



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.

Operating

- One-time expense for security/surveillance system was obtained in FY2014 budget for FY2015 has been adjusted.



COMMONWEALTH'S ATTORNEY

CORE SERVICES:

- Prosecute felonies and misdemeanor appeals in Circuit Court
- Prosecute felonies and misdemeanors in General District Court
- Prosecute 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
- Provide legal advice/training to state & local law enforcement agencies
- Protect 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
- Aggressively prosecute crimes against children, particularly internet predators and cases involving physical and sexual abuse
- Continue efforts to fully integrate operations of the Multi-Disciplinary Team (MDT) and Sexual Assault Response Team (SART)
- 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 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
- Monitor and comprehensively prosecute repeat probation violators
- 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 County share of fines assessed in criminal cases

The above goals support the Board of Supervisors Priorities for the community.

- Maintain high level of professionalism
- Continue to expand the Stafford County Community Outreach/Prosecution Program: Phase I involves the highly effective Courthouse Dog Program (Virginia's first); Implementation of Phase II of the program involves prosecution of public assistance cheats. This phase has already begun through formation of a multi-agency prosecution team, with numerous prosecutions currently underway. Phase II will also involve expanded participation with County departments, schools and citizen's groups and other organizations to conduct education on issues related to public safety and the courts.
- Continue to provide extensive training and guidance to local and state law-enforcement departments, including annual legal updates, academy instruction and in-service training

The above goals support our B.E.S.T. values.



COMMONWEALTH'S ATTORNEY

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Victims' services new cases (V/W only)	962	900	900
Protective Orders Generated	207	200	200
Preparation/submission of victim restitution to court (V/W only)	\$138,585	\$150,000	\$150,000
Criminal Injuries Compensation Fund victim claim awards	\$22,337	\$25,000	\$22,000
Victim Witness Volunteer Hours	255	200	250
Cases Prosecuted with Sexual and Domestic Spousal	207	160	185
Victim Fund Grant (CA only)			
Courthouse Dog (new cases)	85	55	90
Outputs			
Circuit Court - Criminal cases, to include Indictments, Misdemeanor Appeals, Probation Violations and Sentencings;	5,104	6,200	5,800
Civil cases, to include forfeitures, petitions for restricted license, expungements, revocations of concealed weapons permits, gun rights restoration motions and voter registration denial appeals	114	0	125
General District Court - Criminal cases, to include Misdemeanors, Felonies and CA/SC/Other; Traffic Cases, to include Infractions, Misdemeanors, Felonies and CA/SC	11,100	12,500	12,000
Juvenile & Domestic Relations Court -Criminal cases, to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	3,241	3,500	3,500
Service Quality			
Hours of training provided by Commonwealth's Attorney's Office to law enforcement and prosecutors	247	0	250
Hours of training provided by Victim Witness Office	15	0	20
Victim Witness participation with local agencies providing crime victim awareness and training (meeting frequency)	29	35	35
Hours of training received by Commonwealth's Attorney and Victim Witness Staff Members	1,454	1,500	1,725
Collection of delinquent fines and costs for courts (Stafford County Treasurer)	\$891,885	\$925,000	\$925,000

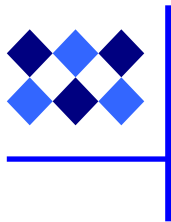


COMMONWEALTH'S ATTORNEY

DEPARTMENTAL ACCOMPLISHMENTS

- The Commonwealth's Attorney's Office continues to protect public safety within the County through the aggressive and comprehensive prosecution of those who commit crimes in our community.
- Commonwealth's Attorney and Victim/Witness staff participated in Stafford County's National Night Out in August, 2013.
- Eric Olsen continues to serve as the Vice President of the National District Attorney's Association.
- Eric Olsen continues his service on the Virginia Association of Commonwealth's Attorneys Board.
- Lori DiGiosia continues her service as a member of the National District Attorney's Association Board.
- Lori DiGiosia was selected as Legislative Watch Coordinator for the Virginia Commonwealth's Attorney's Services Council.
- Successfully implemented the multi-agency Public Assistance Fraud Prosecution team as part of Phase II of our Community Prosecution Outreach/Prosecution Program.
- The office was recognized by the U.S. Department of State for our efforts in prosecuting local crimes committed by individuals also violating federal identity/fraud laws. These prosecutions resulted in convictions in numerous high-stakes tobacco smuggling and credit card fraud schemes by individuals belonging to organized criminal gangs.
- A Victim Witness associate completed certification in Crisis Response Training.
- Created Spanish language version of Victim/Witness Assistance Program brochure. Translation was completed through an in-house interpreter.
- Victim/Witness web page launched.
- Hosted Candlelight Vigil in recognition of National Domestic Violence Awareness Month.
- Formed the Stafford County Multi-Disciplinary Team (MDT) focusing on physical and sexual abuse of children.
- Victim/Witness Program continues to build on previous years' success with the Stafford County Domestic Violence Response Team (DVRT).
- Presented the Stafford's Courthouse Dog Program to 225 crime victim advocates at Virginia Victim Assistance Network's 30th Annual Conference on Crime Victims' Issues.





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:

VCE endeavors to diligently partner with the agencies listed below to pool resources and minimizes duplication of services while reaching a broader demographic clientele.

- 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 Parks, Recreation, and Community Facilities Department
- Stafford County Fire and Rescue Department - EMS Disaster Response Team
- Stafford County Sheriff's Department

Where have we partnered with community organizations?

- Rappahannock Regional Solid Waste Management Board (R- Board) - composting classes
- Stafford 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 Forestry
- Virginia Department of Education
- Virginia Department of Social Services - childcare provider training
- Virginia Department of Agriculture and Consumer Services
- Tri-County Soil and Water Conservation District
- Rappahannock Area Agency on Aging
- Rappahannock Council on Domestic Violence
- Smart Beginnings Rappahannock Area
- Rappahannock Area Office on Youth
- Rappahannock Area Community Services Board
- Boys and Girls Club
- Chaplin Youth Center
- Hope House - 4-H Community Service

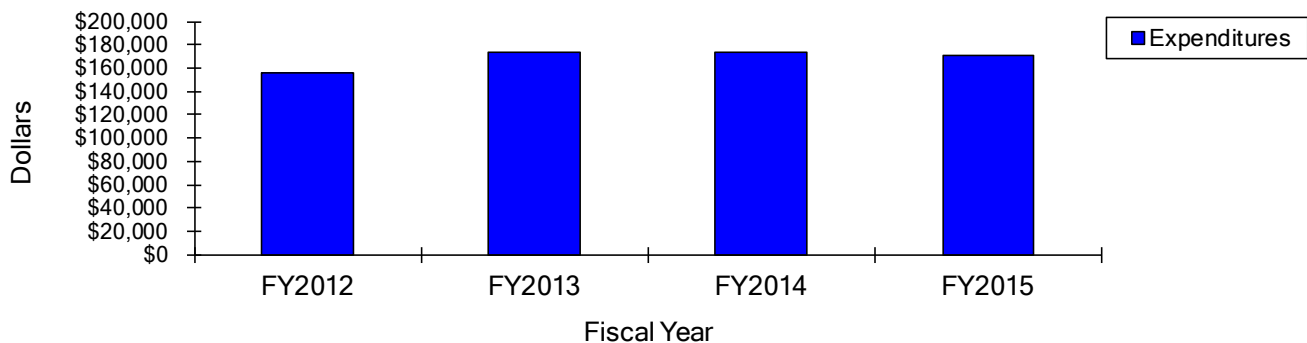


STAFFORD COUNTY Cooperative Extension

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$83,803	\$86,465	\$88,880	\$67,990	(\$20,890)	-23.50%
Operating	72,080	86,612	84,240	103,030	18,790	22.31%
Local Tax Funding	\$155,883	\$173,077	\$173,120	\$171,020	(\$2,100)	-1.21%

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



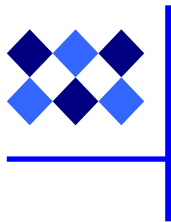
SIGNIFICANT BUDGET CHANGES:

Personnel

- Part-Time County funded Administrative Specialist unfunded to support funding for local share of Planning District 16 Virginia Cooperative Extension Staffing
- Full year of FY2014 pay for performance

Operating

- Fully fund request for Planning District 16 Virginia Cooperative Extension Staffing



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.

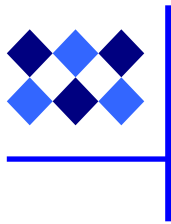
Community Viability (CV)

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.

The above goals support the Board of Supervisors Priorities for the community and our BEST values.



DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Gypsy Moth (GM) Egg Mass Surveys	820	800	800
Gypsy Moth (GM) Monitoring Activities (traps)	77	80	100
Outputs			
ANR/4-H Programs (Contacts/Volunteers/Program Participants)	39,617	40,000	41,000
ANR/4-H Volunteer Dollar Value Gained (11,486 hrs.)	\$283,015	\$285,000	\$290,000
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	169	170	175
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	0	\$45.00	\$50.00
Cost per VCE Program Participant/Contact*	\$1.42	\$1.50	1.60

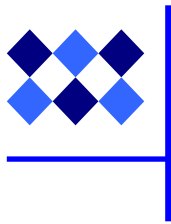
*Based on actual cost of salaries of ANR Agent, and 4-H staff positions housed in Stafford County

*FCS Agent figures unavailable

DEPARTMENTAL ACCOMPLISHMENTS

VCE 4-H Youth Development

- Stafford 4-H planned programs surrounding three main focus areas: Healthy Lifestyles, Citizenship, and Science, Engineering, and Technology.
- **Healthy Lifestyles:** Healthy Living programs were offered to youth in multiple settings. In partnership with Stafford Junction, 67 youth in grades 1-5 participated in Organ Wise Guys, learning what it means to be smart from the inside out. The Teen Cuisine program was also offered to teenagers at Stafford Junction and 56 students at Stafford High School. This program strives to teach teenagers how to make healthy food choices and how to safely prepare healthy meals and snacks.
- **Citizenship:** All third graders at Widewater Elementary school participated in Reading Makes Cents, an SOL based curriculum that teaches financial concepts to youth through children's literature. Middle school students at Stafford Middle School and Drew Middle School completed a financial simulation entitled "Real Money, Real World." Between the two schools, 133 youth participated in this activity. The Reality Store, was conducted for 500 students in the 12th grade at Colonial Forge High School and 11 students residing at the Chaplin Youth Center.
- **Science Engineering and Technology:** Two second grade classrooms at Rockhill Elementary participated in the Embryology: The Beginning of Life project. Students incubated chicken eggs and had the opportunity to practice taking temperature and humidity readings, graphing readings, candling eggs to monitor embryotic development, and care for baby chicks once hatched.
- In addition to our five 4-H clubs that were already in existence (Livestock, Poultry, Stable mates, Sewing, and Junior Master Gardeners), three new 4-H clubs were formed to expand our range of offerings. Our three new clubs include: Dairy Goat, Shooting Sports, and Teen Community Service.
- Stafford County served as a host for two International 4-H Exchange program delegates.
- Participated in the 2012 and 2013 Hartwood Days Festival, Central Rappahannock Regional Library End of Summer Reading Celebration, SCPS Learn & Serve Volunteer Fair, and D.A.R.E. Day.
- Participation in 2012 and 2013 4-H Junior Camp.



DEPARTMENTAL ACCOMPLISHMENTS (continued)

VCE Family and Consumer Sciences

- ServSafe - One hundred, thirty-two Spotsylvania & Stafford food service employees took ServSafe classes in 2013.
- Six classes were held for the intensive Food Safety Course.
- Four Master Food Volunteers worked in the community promoting proper nutrition.
- A budgeting class was given in the community promoting basic budgeting and finance.
- Stafford County Men's Diversion Center - 8 classes were conducted for a chronic disease prevention program in 2013.
- Foods and Skills - this parent education series was held for Head Start families in Stafford County.
- Healthy Weights for Healthy Kids nutrition & physical activity series was conducted at Fredericksburg Regional Boys and Girls Club which serves Stafford County in 2012.
- Information booths run by FCS staff/volunteers provided hundreds of Stafford residents with accurate health and nutrition information.

VCE Agriculture and Natural Resources

- Smart Green Lawns - a service-oriented program to help home owners improve their lawns.
- Forty residents took a composting class to teach them how to compost yard wastes & reduce waste in the landfill.
- Eight weekly Plant Clinics were held at various locations throughout the growing season.
- A program to teach horticultural skills to youth at risk was held at the Chaplin Youth Center.
- Twenty-five residents participated in the Home Landscape Course for the Gardening Novice.
- A Tree and Shrub Identification Course was offered for active Master Gardeners and local residents this spring.
- A 60 hour Master Gardener Course was held at the Stafford County Extension.
- Newspaper Articles - 10 informative articles were published in The Free-Lance Star.
- Stafford County 4-H Junior Camp Entomology Class - Attended 4-H Junior Camp to teach campers about insects and the environment. Students learned how to make an insect collection.
- Thirty-four site visits were made to PD16 residents of plant/insect diagnosis.
- Eighty-one talks and classes were given in 2013.





CORRECTIONS

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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 46.23% of the \$4,286,734 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, was financed through short-term borrowing, and was paid after receiving reimbursement from the Commonwealth.

JUVENILE DETENTION CENTER

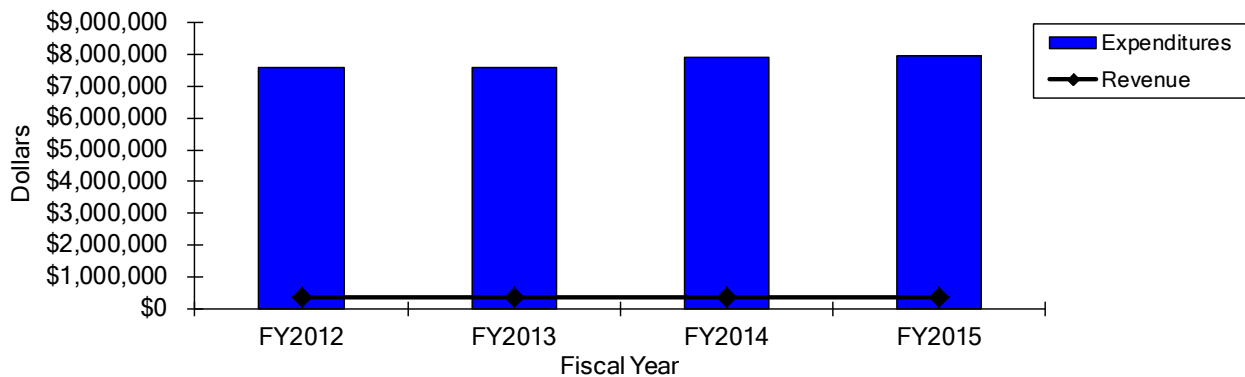
The purpose of the Rappahannock Juvenile Detention Center is to operate a pre-dispositional and post-dispositional secure juvenile detention home in accordance with the agreement executed by participating jurisdictions dated January 15, 1971 and amended July 1, 1978.



CORRECTIONS

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Jail						
Operating	\$4,546,085	\$4,815,662	\$5,018,014	\$4,890,062	(\$127,952)	-2.55%
Debt Service	1,259,084	1,605,454	1,442,950	1,750,180	307,230	21.29%
Total	\$5,805,169	\$6,421,116	\$6,460,964	\$6,640,242	\$179,278	2.77%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$5,505,169	\$6,121,116	\$6,160,964	\$6,340,242	\$179,278	2.91%
Juvenile Detention Center						
Operating	\$1,596,146	\$967,079	\$1,254,935	\$1,127,300	(\$127,635)	-10.17%
Debt Service	210,630	210,589	210,381	209,990	(391)	-0.19%
Total	\$1,806,776	\$1,177,668	\$1,465,316	\$1,337,290	(\$128,026)	-8.74%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$1,766,776	\$1,137,668	\$1,425,316	\$1,297,290	(\$128,026)	-8.98%
Corrections						
Operating	\$6,142,231	\$5,782,741	\$6,272,949	\$6,017,362	(\$255,587)	-4.07%
Debt Service	1,469,714	1,816,043	1,653,331	1,960,170	306,839	18.56%
Total	\$7,611,945	\$7,598,784	\$7,926,280	\$7,977,532	\$51,252	0.65%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$7,271,945	\$7,258,784	\$7,586,280	\$7,637,532	\$51,252	0.68%



SIGNIFICANT BUDGET CHANGES

Operating

- Change in utilization
 - Jail: Stafford's share of the population decreased relative to other localities
 - Juvenile Detention Center: Stafford's share of the population decreased relative to other localities

Debt Service

- FY2014 debt service was partially funded by the Jail's prior year fund balance. It is fully funded in FY2015, resulting in a higher contribution by member localities.



CORRECTIONS

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 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	125
Inmates who participate in Work Release Program (ADP)	150	150	150
Stafford County jurisdictional share	41.75%	42.51%	42.73%





COUNTY ADMINISTRATION

Anthony J. Romanello
County Administrator
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aromanello@staffordcountyva.gov

Our Mission: To help fulfill the Board of Supervisors priorities for the community, which include Public Safety, Education, Economic Development, Infrastructure, Service Excellence, all encompassed by Fiscal Responsibility and Reducing the Tax Burden by ensuring 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 raise a family.

THINKING EFFICIENTLY:

The Board of Supervisors' priorities of Fiscal Responsibility and Reducing the Tax Burden, Education, Public Safety, Infrastructure, Economic Development, and Service Excellence continued to steer the work of County Administration and staff. Highlights of 2013 include: Standard and Poor's upgrade of the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive. The Board continued to reduce taxes for the community, and of all the counties and cities in Virginia, Stafford is the only one without boat, airplane, machinery and tools, and BPOL taxes. In FY14, we continued to spend less than our peer localities at \$627 for general government spending per capita and \$87 for lowest general government administration spending per capita.

County Administration helped the Board meet goals in its other priority areas. For example, in Economic Development, staff continued to diversify Stafford's economy, focusing on the Stafford Tech and Research Park as well as enhancing our retail offerings. The Stafford Civil War Park opened in April, and construction began on Chichester and Embrey Mill Parks. Renovations also took place at Stafford Elementary School, giving students a new library, new roofs and new heating and air conditioning systems. Renovations are taking place at Grafton Village Elementary, which will also receive an expanded library and updated heating and air systems, among other things, and construction of the new Stafford High School is underway. Additional school resources officers were provided to every middle school. Progress has also been made on transportation bond projects. Safety improvements are underway on the bond projects at Mountain View Road, Brooke Road, and Poplar Road.

County Administration led efforts to fulfill the Board's Service Excellence priority, providing a series of customer service classes for front-line employees including those in the 311 Center and Community Development Services Center. Staff also launched a mobile app to connect citizens and visitors with government services, news, job openings, online payment options, emergency alerts, our 311 Center and much more. In recognition of our service excellence efforts, the National Association of Counties and the Virginia Association of Counties bestowed two awards on the 311 Center for offering a new government service using existing resources.

Staff worked in conjunction with the Board and Fire and Rescue on the Gwyneth's Law Working Group, which was successful in the passage of HB2028, "Gwyneth's Law," which calls for CPR training for teachers and is a graduation requirement for students beginning with the 2016 school year. The Board adopted the Plan for Human Services in 2013, which will guide staff's efforts to assist those less-fortunate individuals in the community. Also in the area of Human Services, the Board of Supervisors and the School Board are working together on enhancements to services provided by the Heather Empfield Public Day School.

Stafford celebrates its 350th anniversary in 2014, and County Administration is leading staff's efforts to assist the Board's 350th Anniversary Blue Ribbon Committee in planning a yearlong series of events for the community. Staff continues to help that committee work toward its \$1 million fundraising goal.

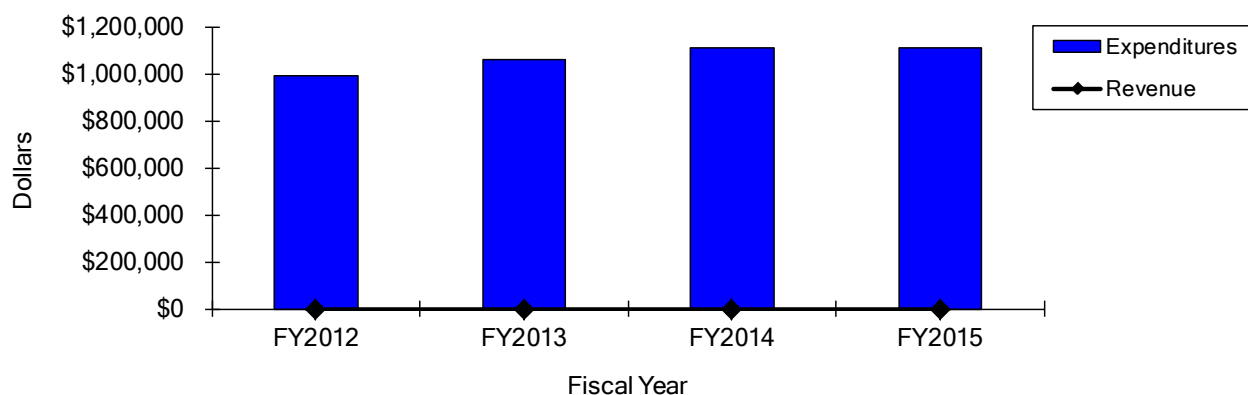
In addition to these initiatives, County Administration provides support to many of the Board's standing committees and numerous other boards, authorities, committees, and commissions, including the Armed Services Memorial Commission.



COUNTY ADMINISTRATION

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$948,617	\$1,002,238	\$1,044,920	\$1,040,100	(\$4,820)	-0.46%
Operating	44,808	59,090	70,310	70,460	150	0.21%
Local Tax Funding	\$993,425	\$1,061,328	\$1,115,230	\$1,110,560	(\$4,670)	-0.42%
Funded Positions						
Full-Time Positions	9	9	9	9	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.

Operating

- Inflationary increase for software maintenance.

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 materials on the Web and via iPad transmission, and process resolutions, ordinances, and proclamations as approved by the Board. Attends Board meetings, and transcribes 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, the Board of Supervisors, and the Clerk to the Board.

Public Information

The role of the Public Information staff is to serve 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, working and raising a family in Stafford County. Staff is guided by a Board-approved strategic communications plan that supports the Board of Supervisors goals and priorities.

The Director of Communications 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. The Director also provides oversight for the Human Resources Department, working with the staff to ensure compliance with federal and state employee laws as well as managing employee engagement and professional development programs.

Community Building

Staff works to bring together all of 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.



COUNTY ADMINISTRATION

DEPARTMENTAL GOALS/OBJECTIVES

- Enhance our Bond rating to an AAA
- Continue to enhance the financial stewardship of the County

The above goals support the Principles of High Performance Financial Management and the Board of Supervisors Priorities for the community.

- Maintain and enhance an organizational performance measurement system
- Implement total compensation program
- Lead the County's customer service training program to ensure all employees deliver the highest quality customer service
- Direct the County's organizational development initiatives to ensure that every employee has the opportunity for professional development and employee engagement that will enhance their abilities and skills in providing services to customers
- Administer equitable, efficient, and high quality delivery of services to citizens, businesses and visitors
- 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
- Continue to implement the Board-approved Communications Plan that supports the Board of Supervisors goals and priorities
- Enhance professional development of employees through various professional development programs, including BEST University and other resources
- Enhance volunteer programs through Citizens Assistance and continue to increase savings to County through volunteer services
- Develop partnerships within the community to address social challenges and encourage civic engagement

The above goals support our B.E.S.T. values.

- Continue promoting positive image of Stafford County Government through various media outlets, community organization meetings, Citizens Academy, and Social Media tools
- Continue efforts to gain regional and national publicity that promote Stafford County as a high-performing local government and a premiere community
- Implement the Board of Supervisors priorities for the community and follow-up on Action Items
- On-time agenda preparation and iPad/Web transmission for all Board of Supervisors' meetings



COUNTY ADMINISTRATION

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Maintained AA Bond Rating	100%	100%	100%
% of participants in Citizens Academy (20 students per session)	50%	75%	95%
Percent of employees who enroll in customer service training (based on total number of employees)	50%	59%	60%
Reduction of calls to departments for general government information following establishment of 311 Center	NA	25%	35%
Outputs			
BOS Agenda Packages Processed	548	550	575
Action Item Directives from BOS	735	750	775
BOS Requests for Constituent Assistance Processed	400	400	450
# of External Public Information Documents Produced	600	750	900
Number of Citizen Education Programs	30	40	50
Number of internal communications/programs	225	300	360
Number of walk-in customers assisted	80,000	65,000	50,000
Number of phone inquiries/complaints processed	22,000	28,000	32,000
Efficiencies			
On-time agenda preparation and iPad transmission (beginning 1/3/12)	21	21	22
External documents per PIO staff	300	450	540
Special events handled per PIO staff	30	35	40
Internal communications/programs per staff (2 PIO staff)	125	175	210
Citizen inquiries/complaints per staff (2 Cit. Assistance staff)	850	1,015	1,300
Printed/online news articles generated by the media	800	1,000	1,200



DEPARTMENTAL ACCOMPLISHMENTS

- Assisted with revisions of Board's financial policies and strategy to achieve Standard and Poor's upgrade of the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- Maintained all reserve funds including undesignated fund balance, capital projects reserve, Rainy Day Reserve (for unforeseen circumstances), and Stafford Opportunity Fund for economic development projects
- Won National Association of Counties (NACo) and Virginia Association of Counties (VACo) awards for 311 service. Provided 311 service using existing resources.
- Facilitated staff's efforts with 350th Anniversary Blue Ribbon Committee to plan and implement year-long series of events for Stafford's 350th anniversary.
- Produced special 350th Anniversary edition of Stafford Magazine and provided to all Stafford households via direct mail.
- Coordinated sales of special 350th anniversary items in Stafford Store.
- Designed and coordinated production Stafford County "Challenge Coin."
- Implemented new mobile app for County Government.
- Updated *Guide to County Government* for the Board of Supervisors and enhanced monthly statistical report for Board of Supervisors with additional information
- In our ongoing efforts to achieve the standards of a high performance organization, we facilitated leadership development and critical thinking for senior management; enhanced communication with employees; provided professional development training for all levels of employees.
- Assisted with public information efforts for various issues/events including opening of Stafford Civil War Park, groundbreaking for Chichester and Embrey Mill parks, and Mountain View Road Improvement project.
- Assisted with numerous other special events including commemoration of 11th anniversary of September 11, Student Government Day, Day of Caring, Third Grade tours for more than 800 students; and United Way Yard Sale.
- Gained national press in ICMA's *Public Management* magazine for recovery efforts in Austin Ridge subdivision landslide.
- Citizens Assistance volunteers gave a total of 40,674 hours of service to the County at a value of \$1,057,524 in 2013.
- Successfully partnered with Senator Richard Stuart and (then) Delegate Mark Dudenhefer for the passage of HB2028, "Gwyneth's Law." "Gwyneth's Law" requires CPR training for all teachers in the Commonwealth, as well as CPR being a graduation requirement for all high school seniors, effective with the 2016 school year.



Our mission is to provide high-quality and timely legal counsel and representation to the Board of Supervisors, the County, the County Administrator, County departments and staff, and the Constitutional Officers and their staffs.

This mission includes advising, representing, and defending the Board of Supervisors, the County, the County Administrator, County departments and County staff, and Constitutional Officers and their staffs (i) in litigation before Virginia and Federal Courts at all levels, (ii) in administrative or quasi-judicial proceedings, and/or (iii) in enforcing County ordinances, resolutions, policies, regulations, and/or decisions. The Office provides legal advice on a daily basis to the Board, County Administrator, County Departments and staff, and Constitutional Officers and their staffs, as requested, in connection with the duties and responsibilities of the Board, County Administrator, departments, and Constitutional Officers.

THINKING EFFICIENTLY:

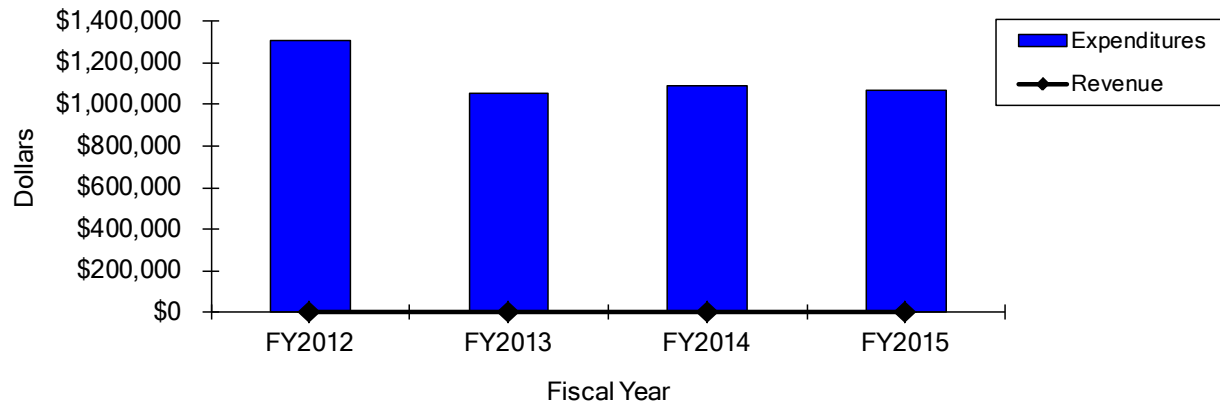
- Continue to use standard forms for departments and Constitutional Officers to use to send in legal questions, opinion requests, and/or have information reviewed.
- Partnered with departments and Constitutional Officers to draft and review new ordinances, resolutions, amendments to existing ordinances, and memoranda of agreement/understanding.
- Partnered with County Administration and departments to ensure legality and accuracy of Board packages.
- Partnered with Planning & Zoning, Public Works, Utilities, and Parks, Recreation, and Community Facilities, in reviewing deeds, plats, agreements, etc., to ensure legality and accuracy. Continue to refine the process and checklist to improve efficiency.
- Partnered with departments and staff to draft and review public hearing ads and meeting notices.
- Continue to partner with the Treasurer's Office and Utilities Department to recover debts owed to the County, through the General District Court and the bankruptcy courts.
- Continue to support the Board, County Administrator, and County departments and staff in pursuing the Board's adopted priorities in an efficient and cost-effective manner, including economic development, transportation improvements, and constructing new and improving existing parks and recreation facilities.
- Continue to support the Board, County Administrator, and County staff in identifying and realizing efficiencies and cost-savings, and maximizing current and potential resources.
- Continue to implement and improve internal workflow and assignment processes to improve office efficiency, communication, and oversight.
- Continue to partner with the Purchasing Office and other County departments and staff to advise them regarding procurement issues and review proposed contracts for goods and services to help ensure that the County acquires the highest-quality goods and services at the best value to the taxpayers.
- The Office continues to work efficiently and to identify cost-savings, by leveraging existing resources, closely monitoring outside legal expenses, and cutting non-essential expenses.



BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$775,581	\$805,553	\$854,100	\$836,990	(\$17,110)	-2.00%
Operating	529,584	245,125	233,590	233,590	0	0.00%
Local Tax Funding	<u>\$1,305,165</u>	<u>\$1,050,678</u>	<u>\$1,087,690</u>	<u>\$1,070,580</u>	<u>(\$17,110)</u>	<u>-1.57%</u>

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.



COUNTY ATTORNEY

CORE SERVICES

- Advise and represent the Board, the County Administrator, County departments and staff, and Constitutional Officers, including (i) interpreting federal, state, and County laws, ordinances, resolutions, and regulations, and (ii) enforcing the County Code, and County ordinances, resolutions, regulations, policies, and decisions.
- Advise BACCs and task forces appointed by the Board, including the Planning Commission, the Telecommunications Commission, and the Tow Boards.
- Draft, review, and approve (i) ordinances and resolutions for consideration by the Board, (ii) deeds and plats for dedications of rights-of-way and easements to the County, (iii) deeds and plats for the acquisition of real property by the County, (iv) contracts and purchase agreements for the purchase of goods and services, construction, and acquisition of real property by the County, (v) leases, (vi) memoranda of agreement/understanding, (vii) public hearing advertisements, (viii) FOIA responses and subpoena responses, and (ix) COIA advice/opinions.
- Collection services to collect debts owed to the County, including utility fees (by filing warrants in debt in court) and filing claims in bankruptcy cases for money owed the County.
- Handle garnishments filed in the courts against County employees.

DEPARTMENT GOALS/OBJECTIVES

- Advise and support County staff in support of economic development efforts and opportunities, including the Board's strategic plan, the Technology and Research Park at Quantico Corporate Center, and higher education facilities in the County.
- Advise County staff in support of the implementation of the approved County Road Bond and other transportation projects, from procurement through construction, including property acquisition and condemnation (if necessary).
- Advise County staff in support of the implementation of the approved County Park Bond projects and other parks and recreation projects, including procurement of services and property acquisitions (ex. Embrey Mill Park Indoor Recreational Facility operations contract).
- Advise and support County staff regarding potential comprehensive plan, zoning ordinance, and subdivision ordinance amendments, and form-based code provisions, including the County's proffer guidelines, County fees, and urban development areas (UDAs).
- Defend and assist outside counsel in defending the County in litigation, including, but not limited to, North Stafford Associates tax assessment challenges, GEI construction claims, various land use cases, and potential construction claims/cases.
- Coordinate closely with Planning and Zoning staff to aggressively pursue zoning/Code enforcement.
- Advise and support the 350th Anniversary Blue Ribbon Committee and County staff during the County's 350th anniversary celebration.
- Advise and support the Deputy County Administrator, County staff, and the County's legislative liaison to pursue the Board's legislative agenda before the General Assembly.
- Advise the Board and County staff regarding the transfer of development rights (TDR) ordinance.
- Advise and support Public Works on the new State-mandated storm-water management program, including drafting and/or reviewing proposed County Code amendments, policies, and other documents.
- Advise and support Human Resources on personnel matters, implementing the new VRS hybrid retirement system, and revising the County's Personnel Policies.



DEPARTMENT SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Legal advice requests from the Board, Planning Commission, and other BACCs; County Administration, departments, and County staff; and Constitutional Officers and their staffs (manual tracking (approx.))	825	825	825
Deed review (manual tracking (approx.))	515	515	515
Outputs			
Litigation (active open cases, not including bankruptcy, utilities, or condemnations) ((manual tracking) (approx.))			30
Efficiencies			
Bankruptcy (new cases) (manual tracking (approx.))			90
Utilities collections (cases managed) (manual tracking (approx.))			90

DEPARTMENT ACCOMPLISHMENTS

- Supported the Board and County staff in implementing the County Road, Park Bond, and other transportation (ex. Garrisonville Road and Truslow Road PPTA) and parks/recreation projects (ex. Chichester Park, Embrey Mill Park), including procurement of services, and real property acquisitions and condemnations.
- Advised and assisted the Board and County staff in support of the Board's economic development goals, efforts, and opportunities, including specific economic development projects and prospects, including the Quantico Corporate Center property acquisition and LEGO.
- Reduced the number of outstanding litigation matters filed against the County with in-house attorneys, attorneys provided by the County's insurance carrier, and retained outside counsel. Successful litigation results include: (i) settling the Garrett, *et al.*, tax assessment cases; (ii) resolving the RRJV case; and (iii) zoning violations.
- Advised and assisted County staff in acquiring or in the process of acquiring real estate and easements for, among other things, road, sidewalk, utility, and park and recreational improvements (ex. Chichester Park).
- Advised and supported County staff in the most-recent purchase of development rights.
- Advised and supported the 350th Anniversary Blue Ribbon Committee and County staff in the Committee's efforts to plan and host various 350th anniversary events.
- Defended the County in several grievance proceedings, which largely upheld the County's decisions.
- Resolved an EEOC claim.
- Advised and assisted the Sheriff's Office regarding County Code and policy amendments, including the distracted driving ordinance, unattended and immobile vehicles ordinance, the Sheriff's Office Towing Policy and Law Enforcement Towing Ordinance, and precious metals ordinance.
- Advised and assisted County staff in preliminary work regarding the future of the Chaplin Group Home.
- Saved \$5,000 (approx.) by switching online legal research services.



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.

- In the last year, 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.



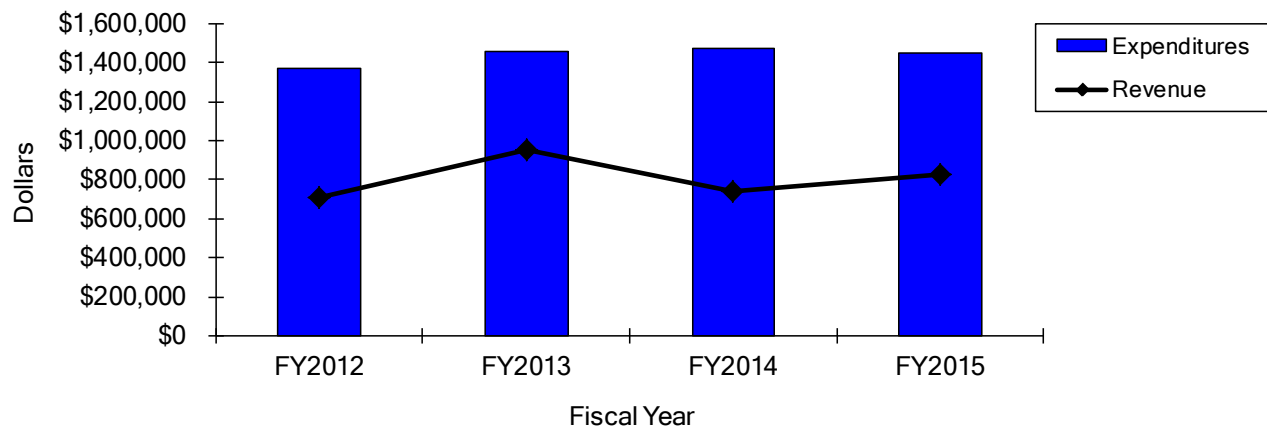
JUDICIAL ADMINISTRATION (COURTS)

CLERK OF THE CIRCUIT COURT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,108,860	\$1,125,975	\$1,179,070	\$1,147,020	(\$32,050)	-2.72%
Operating	266,051	331,286	295,880	304,380	8,500	2.87%
Total	1,374,911	1,457,261	1,474,950	1,451,400	(23,550)	-1.60%
Revenue	711,725	956,719	744,700	824,700	80,000	10.74%
Local Tax Funding	\$663,186	\$500,542	\$730,250	\$626,700	(\$103,550)	-14.18%

Funded Positions						
Full-Time Positions	18	18	18	18	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Increase in funding to support jury equipment needs. No longer available through state funding



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Court Administration

The administrative function of the Clerk's Office handles all civil cases with claims of more than \$25,000. It shares authority with the general district court to hear matters involving claims between \$4,500 and \$25,000; 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

The above goals support the Board of Supervisors Priorities for the community and our B.E.S.T. values.



JUDICIAL ADMINISTRATION (COURTS)

CIRCUIT COURT

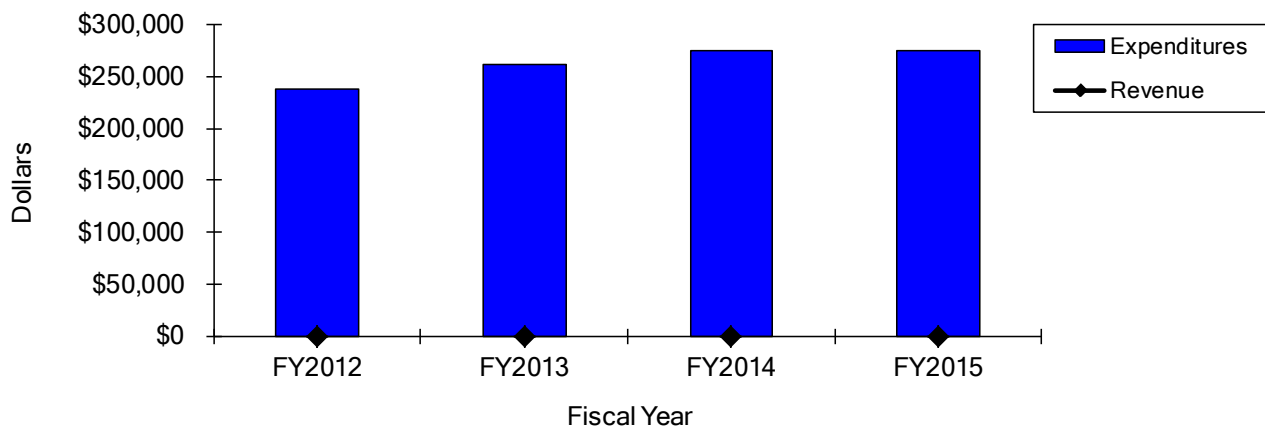
The Fifteenth Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Court, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia).

The courts of the Fifteenth Judicial Circuit rank first in the Commonwealth in new cases commenced and concluded. The caseload is approximately 40% higher than the statewide average for cases per judge. Furthermore, the Stafford Circuit Court Judges have approximately one-third of the caseload for the Fifteenth Circuit.

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$215,956	\$241,731	\$246,870	\$246,290	(\$580)	-0.23%
Operating	21,336	19,910	28,460	28,460	0	0.00%
Local Tax Funding	\$237,292	\$261,641	\$275,330	\$274,750	(\$580)	-0.21%

Funded Positions						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate



JUDICIAL ADMINISTRATION (COURTS)

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.

The above goal supports the Board of Supervisors Priorities for the community and our B.E.S.T. values.



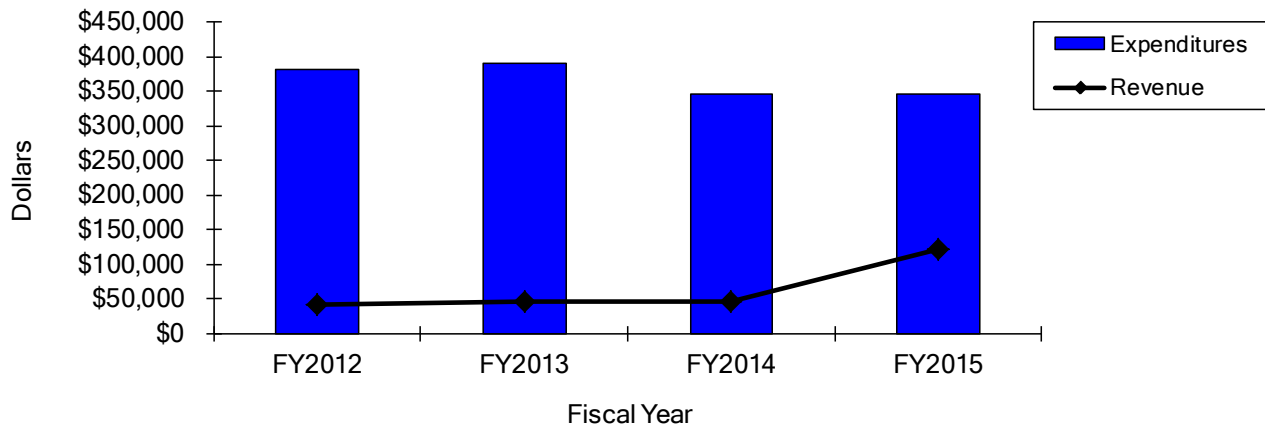
JUDICIAL ADMINISTRATION (COURTS)

15TH DISTRICT COURT SERVICES UNIT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$140,092	\$146,480	\$151,750	\$151,040	(\$710)	-0.47%
Operating	241,857	243,444	194,155	194,150	(5)	0.00%
Total	381,949	389,924	345,905	345,190	(715)	-0.21%
Revenue	41,375	45,716	45,712	122,750	77,038	168.53%
Local Tax Funding	\$340,574	\$344,208	\$300,193	\$222,440	(\$77,753)	-25.90%

Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Juvenile Intake

Intake services are provided 24 hours a day at the CSU. 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.

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.



JUDICIAL ADMINISTRATION (COURTS)

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

The above goals support the Board of Supervisors Priorities for the community and our B.E.S.T. values.

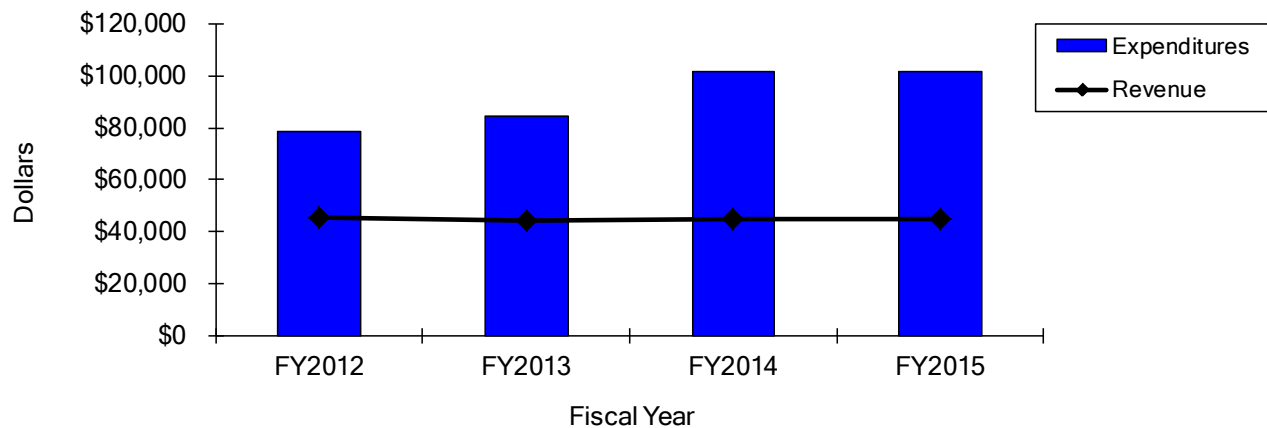


JUDICIAL ADMINISTRATION (COURTS)

GENERAL DISTRICT COURT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$78,377	\$84,324	\$101,750	\$101,750	\$0	0.00%
Total	78,377	84,324	101,750	101,750	0	0.00%
Revenue	45,663	44,512	45,000	45,000	0	0.00%
Local Tax Funding	\$32,714	\$39,812	\$56,750	\$56,750	\$0	0.00%



SIGNIFICANT BUDGET CHANGES

Operating

- Budget remains level for FY2015

CORE SERVICES

- To process all case paper work efficiently and timely to ensure the judges 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 judges 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.

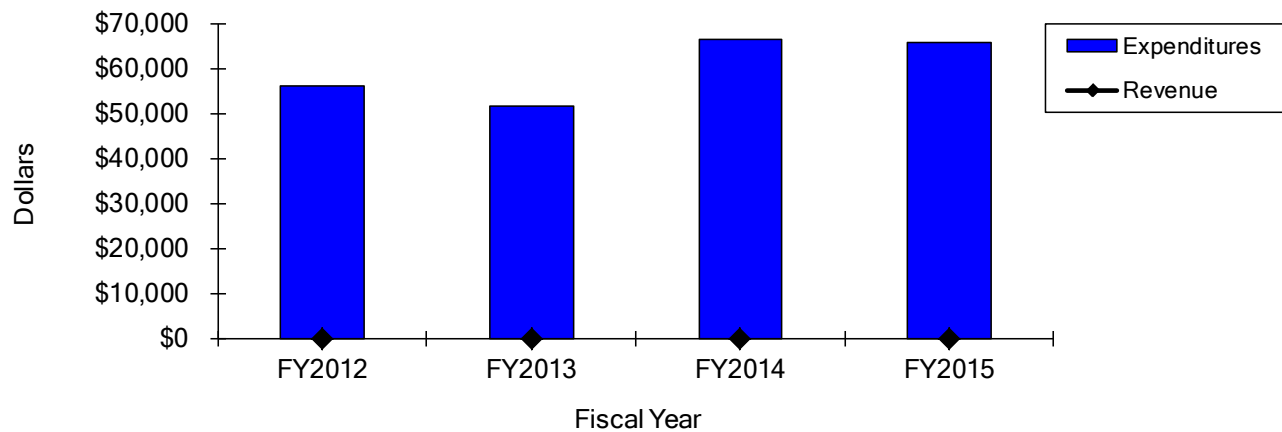


JUDICIAL ADMINISTRATION (COURTS)

JUVENILE AND DOMESTIC RELATIONS COURT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$56,073	\$51,822	\$66,590	\$65,740	(\$850)	-1.28%
Local Tax Funding	\$56,073	\$51,822	\$66,590	\$65,740	(\$850)	-1.28%



SIGNIFICANT BUDGET CHANGES

Operating

- Adjusted legal funding based on actual usage

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.

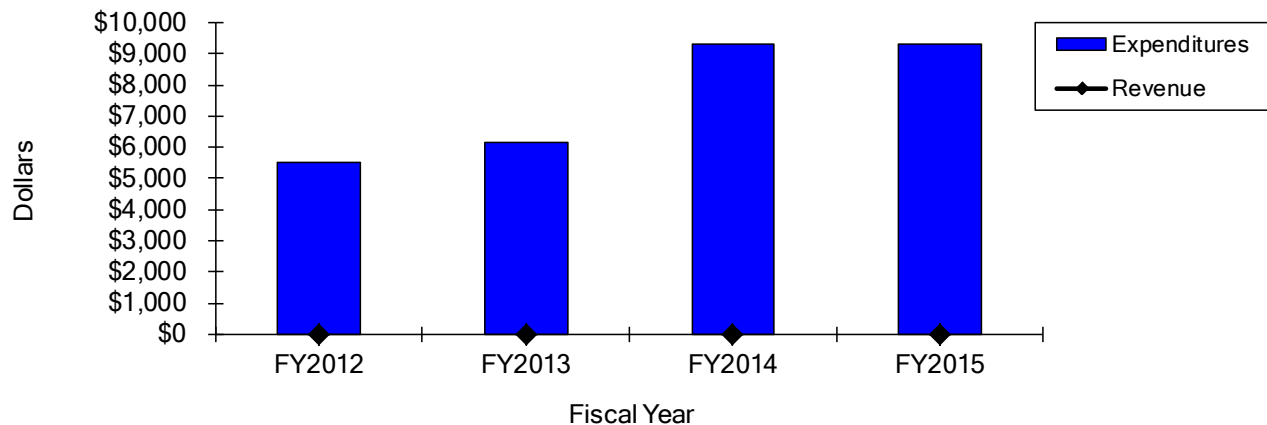


JUDICIAL ADMINISTRATION (COURTS)

MAGISTRATE

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$5,498	\$6,156	\$9,330	\$9,330	\$0	0.00%
Local Tax Funding	\$5,498	\$6,156	\$9,330	\$9,330	\$0	0.00%



SIGNIFICANT BUDGET CHANGES

Operating

- Budget remains level for FY2015

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.





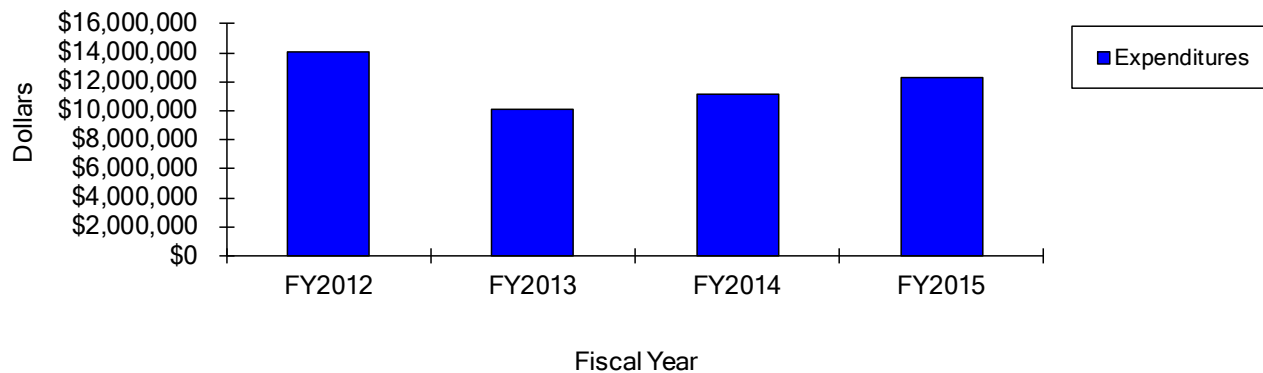
DEBT SERVICE

Maria Perrotte
Chief Financial Officer
540-658-4560
mperrotte@staffordcountyva.gov

The Debt Service section 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 public facilities. Other long-term obligations consist of lease agreements that financed the acquisition of public safety equipment. Principal, interest and administrative costs for the current accounting year are paid from debt service accounts.

BUDGET SUMMARY (General Government)

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Capital	\$14,065,413	\$10,057,882	\$11,119,790	\$12,291,100	\$1,171,310	10.53%
Local Tax Funding	\$14,065,413	\$10,057,882	\$11,119,790	\$12,291,100	\$1,171,310	10.53%



- School debt service is shown in the schools section

SIGNIFICANT BUDGET CHANGES

- Full year of debt service for General Obligation bonds issued in 2013
- Master Lease debt service for Public Safety: Computer-aided Dispatch System (CAD), Self-Contained Breathing Apparatus, Fire & Rescue apparatus
- Estimated new debt service for Embrey Mill Indoor Recreation Center

DEPARTMENTAL GOALS/OBJECTIVES:

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board

The above goals support the Principles of High Performance Financial Management.





Economic Development

Administers both a comprehensive program to attract, retain and expand high-quality businesses and the County's Tourism Program. Those initiatives result in a stable and diverse local economy which provides employment opportunities as well as an enhanced quality of life for Stafford's citizens.

Redevelopment

Encourages, attracts and facilitates private-sector investment within the four designated redevelopment areas: Boswell's Corner, the Courthouse, Falmouth and the Southern Gateway.

THINKING EFFICIENTLY

ED continues to expand use of partnerships and regional organization interaction to educate the business and professional community on the advantages of locating to Stafford County.

Where have we partnered within the organization?

Each year the Department of Economic Development partners with all other County departments to provide information to support economic development and redevelopment activities. This includes:

- Responding to the many requests for data from prospective businesses
- Providing information and requests for assistance to our existing companies
- Working together to accomplish economic development projects efficiently for our customers

Where have we partnered with community organizations?

In addition to partnering with Stafford's business community, the Department works closely with the following organizations to market the County and advocate on its behalf:

- Educational institutions (Stafford County Public Schools, University of Mary Washington, and Germanna Community College)
- Stafford Hospital
- Stafford Technology & Research Center
- Fredericksburg Regional Alliance
- Virginia Economic Development Partnership
- Virginia Department of Transportation
- George Washington Regional Commission
- Greater Washington Board of Trade
- Local real estate brokers and land developers
- Other community organizations as appropriate



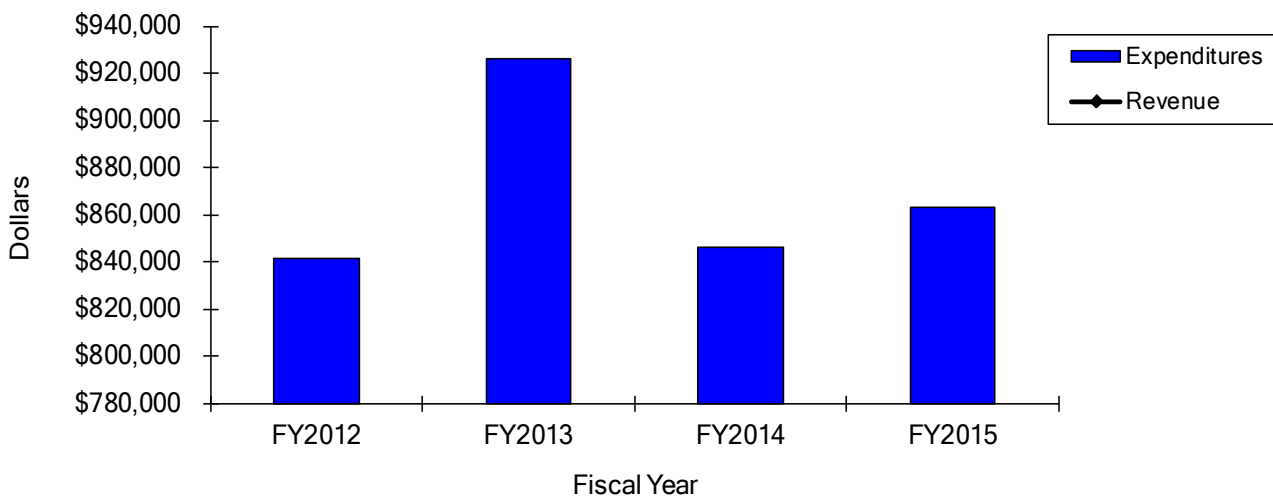
ECONOMIC DEVELOPMENT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel ⁽¹⁾	\$489,861	\$492,399	\$558,100	\$556,290	(\$1,810)	-0.32%
Operating	351,336	433,553	288,100	307,180	19,080	6.62%
Local Tax Funding	\$841,197	\$925,952	\$846,200	\$863,470	\$17,270	2.04%

Funded Positions						
Full-Time Positions	6	6	6	6	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%

⁽¹⁾ A portion of the Deputy County Administrator/Director of Economic, Assistant Director of Economic Development, Economic Development Technician, Business Development Administrator, Economic Development Tourism Associate and the Marketing Manager are funded by the Tourism Fund.



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance full year of the final phase of Contribution Strategy for Employee Health Care
- Full year of FY2014 pay for performance
- Funding adjustment of positions paid to this Department
- Lower Virginia Retirement System Rate

Operating

- Management Services



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.
- 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/County Administration as necessary.
- Continue to implement the recommendations of the Master Redevelopment Plan and the Economic Development 10 Point Plan adopted by the Board.
- Facilitate continued progress at the Stafford Technology and Research Center to continue expansion of academic services to meet area employer needs and promote research opportunities.

DEPARTMENTAL GOALS/OBJECTIVES

- Promote a business climate that ensures growth in at-place employment.
- Initiate an aggressive marketing program which builds upon the foundation set by recent work attracting major retailers and data centers.
- Increase the number of Stafford businesses, and visit at least 85 existing businesses annually in the Business Retention and Expansion program.
- Facilitate expansion of the County's commercial and industrial tax bases by assisting private-sector entities with their plans.
- Develop and administer a comprehensive marketing plan promoting Stafford County on a global scale.
- Publish an Economic Development e-newsletter four times a year.
- Continue implementation of the Board's Economic Development 10-Point Plan and Strategic Plan.

The above goals support the Board of Supervisors Priorities for the community.



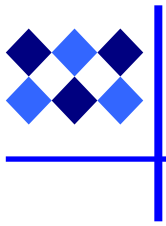
ECONOMIC DEVELOPMENT

DEPARTMENTAL SERVICE LEVELS

	CY2013 Actual	CY2014 Budget	FY2015 Plan
Outcomes			
At-Place Employment (VEC)	38,431	39,509	40,000
Revenues Generated by Businesses (Comm of Revenue)	\$72 M	\$73 M	\$74 M
SF New Commercial Buildings (Comm Track 1-13)	61,029	118,462	429,557
Businesses in the County (VEC)	2,350	2,400	2,450
Outputs			
Existing Business Visitation (manual tracking)	70	85	85
Marketing Missions/Trade Shows	2	4	6
Promotional and Networking Activities	20	25	35
Businesses Assisted	55	60	65

DEPARTMENTAL ACCOMPLISHMENTS

- The Economic Development and Tourism websites established new visitor records following major upgrades in FY2013. Website visits increased as a result of continuous fresh content, new articles, press releases and events announcements. New analytics software was deployed to track and assess the user base and provide details on user activity.
- The Department continued its Retail Attraction marketing effort with consultant Riddle & Company. Three International Council of Shopping Centers (ICSC) conferences (National Harbor, Virginia Beach and New York City) were attended to market Stafford County's retail opportunities.
- Progress continued during FY2014 at the Stafford Technology and Research Park initiative. The academic partners established on-going classes and a Board of Directors was established. The Board is now developing the Park's mission, vision and strategic plan funded by a Virginia FACT grant.
- Economic Development also assisted with specific private sector investment activity in Boswell's Corner (Hilldrup Moving and Storage and Quantico Corporate Center), in Falmouth and in the Southern Gateway (Greencore, McLean/Mid-Atlantic, WAWA, Panera, Dunkin Donuts, Goodyear Tire and Merchants Tire).
- During FY2014, Economic Development continued to lead the effort to complete the preliminary design of improvements to U. S. Route 1 in Boswell's Corner.
- Economic Development also reached out to commercial property owners being affected by plans to improve the intersection of U. S. Route 1 and Telegraph Road.
- The data center attraction effort continued to move forward. The Department expanded our presence with leading data center professional associations such as AFCOM and 7x24. AFCOM's Potomac Chapter held their Fall quarterly meeting in Stafford at Augustine Country Club in September. They received an overview of Stafford and the seven identified data center sites. Staff also attended Biz Now's data center conference in Washington, DC, and is now working with Dominion Power to obtain "certified" status of at least one Stafford County data center site.



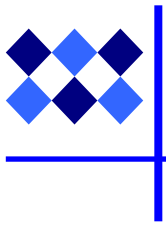
Our Mission is to provide, courteous, knowledgeable and prompt service to all external and internal customers.

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 supports the County Administrator in developing and implementing the annual budget and capital improvement program and monitors compliance throughout the year. It oversees the County's debt issuances and assures that such transactions are financially and legally sound. The department also manages the County's grants efforts to ensure that federal and state funds are utilized to the fullest extent.

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:

- Staff utilizes flexible work schedules to efficiently process accounts payable transactions, given their cyclical nature.
- The Purchasing Office conducts auctions of items, such as furniture and equipment, from the departments within the County to outside parties. Not only do the auctions acquire additional funds for the County, but they allow others to benefit from these gently used items.
- Purchasing and Accounting staff take advantage of Council of Governments cooperative purchasing agreements.
- The CAFR and Budget Books are printed and collated in-house, saving \$3,000-\$3,500 on each set of documents.
- Records Management recycles storage boxes to be reused by departments. This results in cost savings as fewer boxes are purchased.
- The Finance Department staff implemented secure digital leave and earnings statements to replace the current paper ones. This change will reduce printing costs and time spent handling employee paystubs.
- The Finance Department worked with the Social Services Department to more efficiently process internal operating expenditures.
- The Finance Department assists the Human Resources Department with updating policies and data collection and analysis for various projects.

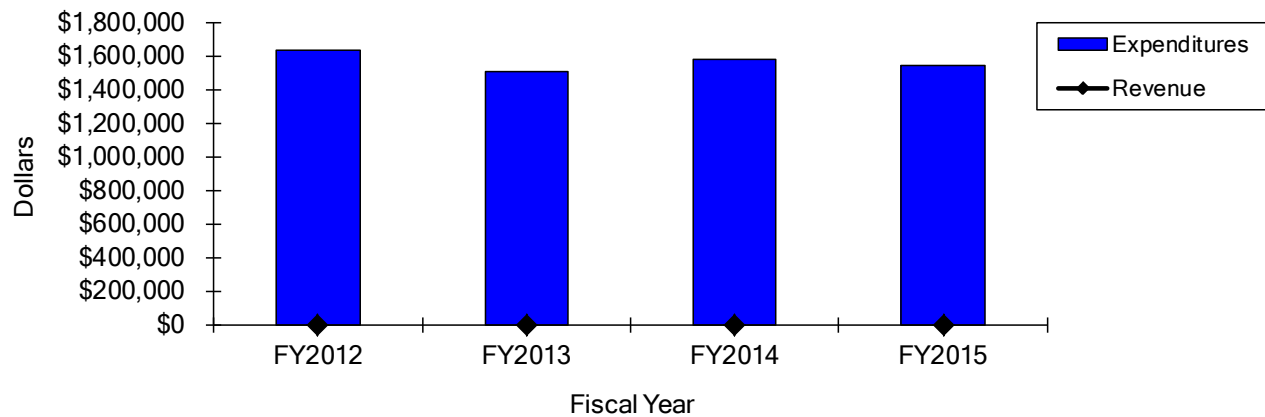


FINANCE AND BUDGET

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,542,677	\$1,435,534	\$1,508,290	\$1,471,550	(\$36,740)	-2.44%
Operating	93,842	72,988	76,550	76,550	0	0.00%
Local Tax Funding	\$1,636,519	\$1,508,522	\$1,584,840	\$1,548,100	(\$36,740)	-2.32%

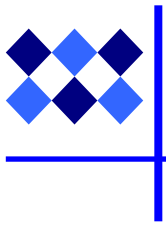
Funded Positions						
Full-Time Positions	15	15	15	15	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.



FINANCE AND BUDGET

CORE SERVICES

Accounting

The Accounting Division produces the Comprehensive Annual Financial Report (CAFR) as well as other financial reports for state and federal reporting. It 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. The division is also manages grants. It identifies potential grant opportunities for dissemination to departments and assists relevant departments with grant application process as necessary. The division also monitors the grant application process and compliance with grant requirements and communicates grant activity to the Board of Supervisors and County Administrator.

Administers:

- Payroll
- Accounts Payable
- Accounting/ Financial Reporting
- Accounts Receivable
- Grants Management
- Landfill billing

Budget

The Budget Division provides primary support to the County Administrator in developing, publishing and implementing 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. Staff produces the Lines of Service document and updates the Stafford Value Index (SVI) each year after the adoption of the budget.

The Proposed and Adopted Budget Book, Quarterly and Mid-Year Budget Reviews, and the Proposed and Adopted 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 Stafford County Procurement Policies and Procedures.

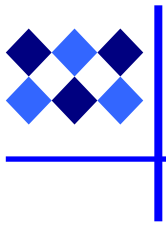
Purchasing administers the P-Card Program for small-dollar purchases and is responsible for compliance with all rules and regulations associated with the program. This office is also responsible for the disposition of County surplus property, the issuance of purchase orders, and administering all standard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



FINANCE AND BUDGET

CORE SERVICES (Continued)

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 and dispenses County-wide supplies, such as stationery. The employee responsible for records management and storeroom functions reports to the Risk Manager.

DEPARTMENTAL GOALS/OBJECTIVES

- Develop a balanced budget that meets the needs of the community, in compliance with the Code of VA and generally accepted financial standards
- Complete a timely, error-free audit and Comprehensive Annual Financial Report (CAFR) by November 30th.
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure
- Provide a roadmap for enhanced financial management and improved bond rating

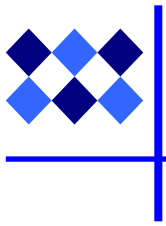
The above goals support the Board's Principles of High Performance Financial Management to "prudently manage the people's resources" and the County's Budget Guidelines, Basis of Accounting and Basis of Budgeting policy.

- 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
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors
- Solicit for competitive pricing to obtain high quality goods and services at reasonable cost

The above goals support the Board of Supervisors Priorities for the community.

- 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
- Foster an environment that encourages innovation, effort and results
- Produce a CAFR that meets GFOA's criteria
- Produce an Adopted Budget document that meets GFOA's criteria as distinguished

The above goals support our B.E.S.T. values.



FINANCE AND BUDGET

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Attain GFOA Certificate for CAFR	Yes	Yes	Yes
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes
Outputs			
Landfill bills processed	360	360	360
Payroll checks processed	23,500	24,000	24,000
Accounts Payable payments Issued	35,000	35,000	35,000
Efficiencies			
Length of time to complete monthly closing date (days)	15	15	15

DEPARTMENTAL ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 31th consecutive year
- Received the GFOA Distinguished Budget Award for the 26th consecutive year
- Expanded the P-Card program, increasing rebate dollars for the County
- Continued growth of electronic public surplus auction
- Increased the online vendor registration
- Continued in-house drug and alcohol screening
- Provided driver safety training for all County employees who use County vehicles
- Provided training in lockout/tagout and confined space management for employees whose jobs deal with these situations
- Reduced insurance costs through enhanced safety training
- Worked with Board of Supervisors and County Administration to revise Board's financial policies and strategies to achieve a Standard & Poor's bond rating upgrade from AA to an AA+ and a Fitch Ratings increase from AA to AA+. Moody's confirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- Completed Risk Management Audit, with demonstrated improvements to program effectiveness, resulting in decreased costs.





FIRE AND RESCUE

Mark Lockhart, NRP
County Fire Chief
540-658-7200
mlockhart@staffordcountyva.gov

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:

- Working with NOVA regional partners on group purchasing of apparatus, tools and equipment and utilizing other localities' existing contracts when available.
- Conducted audit of portable oxygen systems and tanks and re-configured to ensure adequate supply is maintained with anticipated savings of \$3,000 annually.

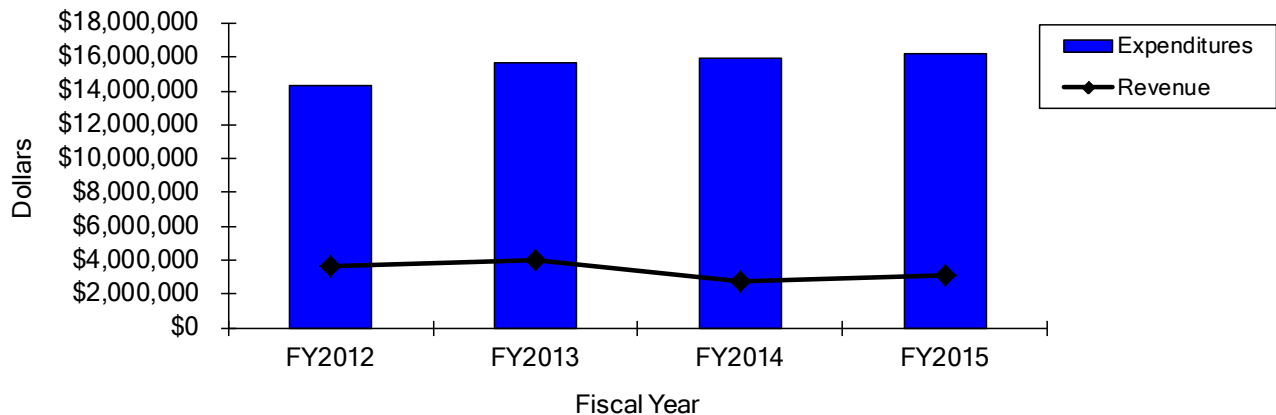


FIRE AND RESCUE

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$9,844,058	\$10,387,222	\$10,725,280	\$10,893,420	\$168,140	1.57%
Operating	4,310,200	4,377,236	5,008,131	5,160,500	152,369	3.04%
Capital	159,368	873,872	160,509	157,510	(2,999)	-1.87%
Total	14,313,626	15,638,330	15,893,920	16,211,430	317,510	2.00%
Revenue	3,637,084	3,964,850	2,790,000	3,136,097	346,097	12.40%
Local Tax Funding	\$10,676,542	\$11,673,480	\$13,103,920	\$13,075,333	(\$28,587)	-0.22%

Funded Positions						
Full-Time Positions	116	116	116	116	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care.
- Full year of FY2014 pay for performance.
- Lower Virginia Retirement System rate.

Operating

- Additional fuel funding
- New funding for Computer Aided Dispatch (ENROUTE) maintenance contract
- Additional Fire Program Grant Funding
- Additional Four for Life Grant Funding



FIRE AND RESCUE

CORE SERVICES

- All Hazards Emergency Response (Fire, Emergency Medical Service (EMS), Rescue, Haz-Mat, Special Services)
- Training and Education (Department/County Personnel and 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 County Fire and EMS Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment when ready
- Monitor performance benchmark results for system improvements and adjustments
- Maintain and improve communications with stakeholders
- Oversee emergency management, planning, and recovery preparations including operational readiness of the Emergency Operations Center
- Maintain current level of volunteer recruitment and retention
- Develop community partnerships for public education
- Manage federal and state emergency management grants
- Ensure a continual and comprehensive review, edit and implementation for all department policies and procedures
- Ensure compliance for all personnel requirements including background, certifications, etc.
- Ensure accountability of payroll and timely processing

Office of the County Fire and EMS Chief (Continued)

- Ensure budget compliance for department and all commands
- Monitor all incoming revenue and ensure appropriate allocation

Operations Command

- Ensure a constant state of operational readiness
- Meet or exceed benchmarks for response and staffing performance
- Maintain and improve communications with stakeholders
- Re-evaluate apparatus deployment and make recommendations for improvement
- Reevaluate Special Operations services and deployment
- Develop a comprehensive Target Hazard pre-planning system in conjunction with the Fire Marshal's Office and begin implementation



FIRE AND RESCUE

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

Support Services Command

- Maintain Fleet, Facilities and Equipment in a constant state of readiness
- Initiate planning phase for the permanent Station 14 and the Fire and Rescue Training Center
- Maintain required training and education levels for all Department personnel
- 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
- Develop apparatus and facility use contracts for volunteer partners
- Oversee LOSAP and issue required reports

Fire Marshal's Office

- Meet or exceed benchmarks for
 - plan review,
 - inspections and
 - investigations
- Develop a comprehensive Target Hazard pre-planning system in conjunction with the Operations Command
- Conduct fire, environmental, internal affairs, and background investigations

The above goals support the Board of Supervisors Priorities for the community, and our BEST values.



FIRE AND RESCUE

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up	72%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted	25%	25%	25%
Discharge rate of out of hospital cardiac arrest victims	12%	12%	15%
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.	81%	90%	90%
Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
Percentage of inspection violations cleared in 30 days or less	95%	95%	95%
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%
Service Quality			
Contain fires involving structures to the room and/or object of origin	70%	75%	75%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases	70%	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard	100%	100%	100%

DEPARTMENTAL ACCOMPLISHMENTS

- Completed purchase and receipt of new self-contained breathing apparatus
- Completed review/revision of the County's Emergency Operations Plan
- Re-constituted Fire Code Appeals Board and conducted annual meeting
- Operation Warm provided over 100 needy students with new donated coats
- Completed purchase and received new Heavy Rescue Squad for Company 1 (Falmouth)
- Obtained grant for automated external defibrillators and placed in Sheriff's Office vehicles
- Implemented inventory control system for equipment and supplies
- Over 200 public education programs presented to schools, civic and senior organizations
- Completed and processed 144 volunteer applications
- Fire Investigation paperwork for Fire Marshal's Office standardized
- Completed 3,928 fire inspections



VOLUNTEER FIRE RESCUE ORGANIZATIONS

The Stafford Fire and Rescue Department enacted a performance-based funding policy for the volunteer stations in the County. The 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.

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Aquia Harbour Rescue	\$29,195	\$24,360	\$25,736	\$1,376	5.65%
Rock Hill Rescue	28,630	29,750	32,647	2,897	9.74%
Mountain View Rescue	22,788	23,360	23,360	0	0.00%
Stafford Rescue	26,171	23,360	23,360	0	0.00%
White Oak Rescue	26,257	24,528	24,528	0	0.00%
Rescue Stations	\$133,041	\$125,358	\$129,631	\$4,273	3.41%
Stafford Fire	\$162,235	\$183,750	\$183,750	\$0	0.00%
Rock Hill Fire	54,856	23,360	23,360	0	0.00%
Mountain View Fire	21,625	23,240	23,360	120	0.52%
White Oak Fire	48,445	43,610	35,950	(7,660)	-17.56%
Fire Stations	\$287,161	\$273,960	\$266,420	(\$7,540)	-2.75%
Widewater Fire & Rescue	\$26,816	\$23,500	\$16,059	(\$7,441)	-31.66%
Potomac Hills Fire & Rescue	19,415	31,147	24,528	(6,619)	-21.25%
Falmouth Fire & Rescue	184,302	192,300	189,800	(2,500)	-1.30%
Brooke Fire & Rescue	23,013	33,750	28,960	(4,790)	-14.19%
Hartwood Fire & Rescue	118,840	73,805	98,422	24,617	33.35%
Combined Stations	\$372,386	\$354,502	\$357,769	\$3,267	0.92%
Length of Service Awards Program	\$33,748	\$100,000	\$100,000	0	100.00%
Grand Total	\$826,336	\$853,820	\$853,820	\$0	0.00%



HUMAN RESOURCES

Shannon Wagner
Human Resource Manager
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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, benefits, recruitment, and organizational/workforce development. 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:

- The County experienced a low level of health insurance claims in FY2014 resulting in no increase in health insurance costs for FY2015.
- Continue to provide excellent leadership development training (Leadership Institute) via the University of Virginia partnership while incurring only a modest cost increase of 12% since 2009.
- To ensure cost efficiencies with the County's Health Insurance plan, the department conducted a 100% eligibility audit of all employees in 2011.
- A complete audit was completed on the County's dental plan enrollment in 2012.
- Continuing with the County's commitment to providing its employees quality health care benefits, the department sought out and implemented a comprehensive supplementary health care benefit through Mark III in 2011.
- The department continues to support County needs in light of a 50% reduction in full time staffing levels (due to a reduction in force) since June 2010.

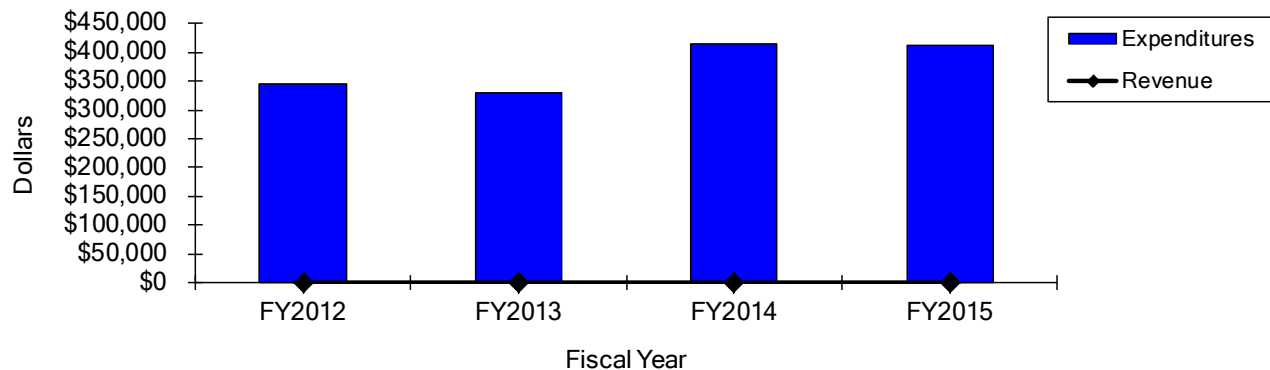


HUMAN RESOURCES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$315,000	\$250,877	\$350,530	\$348,750	(\$1,780)	-0.51%
Operating	30,337	79,300	63,290	63,290	0	0.00%
Local Tax Funding	\$345,337	\$330,177	\$413,820	\$412,040	(\$1,780)	-0.43%

Funded Positions						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate



HUMAN RESOURCES

CORE SERVICES:

Employee Benefits Administration

Maintenance and administration of a comprehensive employee benefit program for County employees. This includes health, vision and dental benefits, retirement benefits through the Virginia Retirement System wellness programs and supplemental benefit programs such as deferred compensation plans, life insurance, and flexible spending accounts.

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 a market based salary scale, a job classification plan, an analysis of compensation data, determining positions with recruitment or retention 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:

- Continue to educate employees on becoming better health care consumers and encourage wellness behaviors to produce a healthier workforce and mitigate health care increases.
- 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.
- Through B.E.S.T. University, offer core courses that reinforce the B.E.S.T. values and high performance organization goals
- Complete Cohort 8 of the Leadership Institute.
- Provide funding for select high-potential employees to attend LEAD and/or SEI.

The above goals support our B.E.S.T. values.



HUMAN RESOURCES

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outputs			
Number of new hires (FTE) includes Parks & Recreation seasonal positions	243	215	300
Number positions recruited (Neogov) Full-time/RPT	82	75	85
Number of applications received	8,541	8,075	8,300
Efficiencies			
Vacancy Rate for full time employees (Dec.)	3.6%	2.5%	3.0%
Turnover Rate (full time)	8.3%	9.0%	10.0%
Turnover Rate for Sheriff employees (full time)	5.3%	6.5%	7.0%
Turnover Rate for Fire and Rescue employees (full time)	8.6%	6.5%	8.0%

DEPARTMENTAL ACCOMPLISHMENTS

- Offered significant training, education, and consultation regarding the VRS Hybrid Plan
- Provided County-wide training on proper workplace conduct
- Implemented the final phase of the employee health insurance contribution strategy, moving employee contributions to 15% of employee costs and 20% of dependent costs
- Developed new initiatives for B.E.S.T. University utilizing in-house trainers and a regional consultant
- Solicited responses from employees to reenergize the County's Wellness program
- Continued to support outside agencies such as GWRC directly and other governmental agencies within the County indirectly
- Implemented Fiscal Year 2014 Pay for Performance



OFFICE OF HUMAN SERVICES

Donna S. Krauss
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Human Services
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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 partnered with Public Information and Stafford County schools to create a program to engage the youth of Stafford County in local government. The "YES"- youth engaged in Stafford program provides opportunities for high school students to actively participate in the boards, authorities, and commissions of Stafford County. The development of a youth council is currently underway. This group will work with the leadership team of the County on projects.
- We created an opportunity for all departments to participate in a mentoring program that serves identified at risk youth within the school setting. This program in its second year and is also a partnership with Stafford County Public Schools.
- 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.
- We partnered with the Treasurer's office to provide citizens an opportunity to donate to the Safety Net Program; a program that utilizes donations from the community to assist those in crisis and that do not meet the criteria for receiving assistance from other community based organizations.

Where have we partnered with community organizations?

- Continued partnership with Stafford County Public Schools to expand the public day school program that serves identified school age children within our community in a community based, least restrictive, and cost effective way.
- 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: 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 continue to partner with the Rappahannock Area Community Services Board through a memorandum of agreement for two child-serving case worker positions that serve 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.

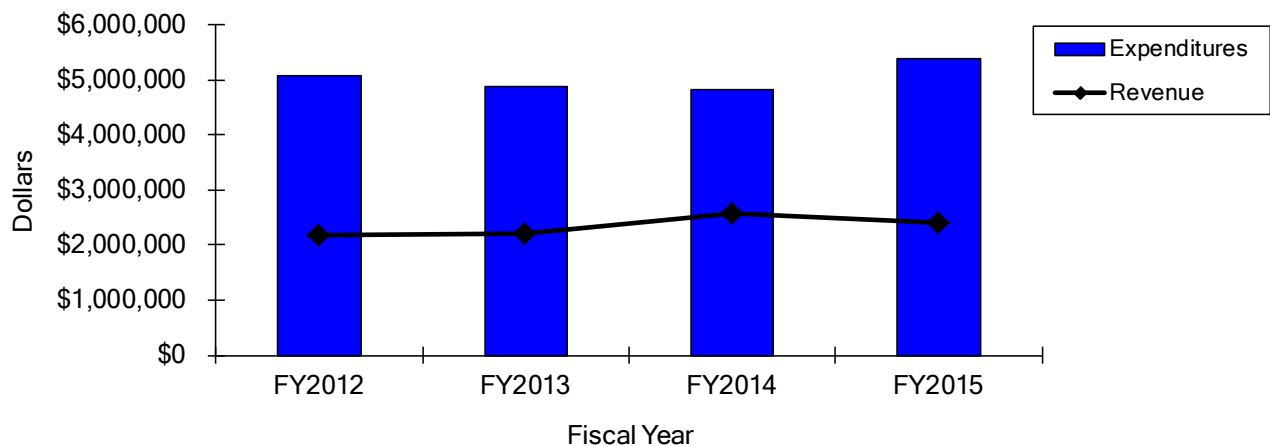


OFFICE OF HUMAN SERVICES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$186,745	\$200,465	\$204,790	\$210,760	\$5,970	2.92%
Operating	4,894,717	4,678,797	4,620,950	5,178,280	557,330	12.06%
Total	5,081,462	4,879,262	4,825,740	5,389,040	563,300	11.67%
Revenue	2,185,810	2,197,213	2,587,245	2,414,000	(173,245)	-6.70%
Local Tax Funding	\$2,895,652	\$2,682,049	\$2,238,495	\$2,975,040	\$736,545	32.90%

Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Additional funding for private day school placements for at-risk youth



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 works with community agencies/organizations to strengthen the network of human services, including forming relationships with leaders within the community to improve communication and collaboration and to assess 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.
- 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 County's 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.
- Implement identified objectives within the plan for Human Services that will ensure the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and will continue to provide 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.

The above goals support the Long Range Human Services Plan, Board of Supervisors Priorities for the community and the County's BEST values.



OFFICE OF HUMAN SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Co-payments collected for CSA program	\$50,000	\$55,000	\$55,000
Child-support refunds	\$135,000	\$100,000	\$100,000
Outputs			
Cost per child served by CSA program (CSA Statistical Report)	\$20,000	\$26,000	\$26,000
Number of children receiving prevention services	30	40	40
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	220	200	200

DEPARTMENTAL ACCOMPLISHMENTS

- Developed a County-run mentoring program that provides students at a Stafford elementary school mentoring twice a month for a year.
- Prevention Services: Continued in partnership with Stafford Schools for a Public Day School program that serves identified youth within our community.
- Revenue Collection: Consistent oversight and tracking lead to collection of parental co-payments assessed as stated in CPMT financial policy in the amount of \$59,000.
- 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.



INFORMATION TECHNOLOGY

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Director
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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:

- IT Leadership Team is a partnership with all departments for key IT initiatives. We have formed subcommittees for Public Safety System, Land Information System upgrade to Hansen 8, and Security.
- Continue to partner with the Schools to find ways to share networks, financial systems, GIS and other assets and ideas.
- Explore new opportunities to outsource IT services to keep staffing to a minimum. Stafford's IT staff count is the smallest of Stafford's comparison localities.
- Provide 7x24 on call support for Public Safety systems and provide leadership towards implementing a new CAD/RMS that is up to date with current standards and technology. 2008 Strategic Technology Plan.
- Implement efficiency savings with document imaging as noted in the County's 2008 Strategic Technology Plan. As of January 2014 the document imaging system contains 1.6 million documents. Representing 7,719,407 pages or 734 four drawer filing cabinets that would require 2,936 square feet of office space.
- Work with departments and Constitutional Offices to keep the County's website fresh and offer more online information and services to the public.
- Further integrate GIS with County information systems especially public safety applications.
- Keep the GIS website up to date with information of available properties so that prospective businesses can get details about each type of property.
- During FY 2014-2015, the County's 2008 Strategic Technology Plan will be revisited to review current and future County Information Technology needs and IT governance. All County departments and Constitutional Offices will be invited to participate in developing the plan.

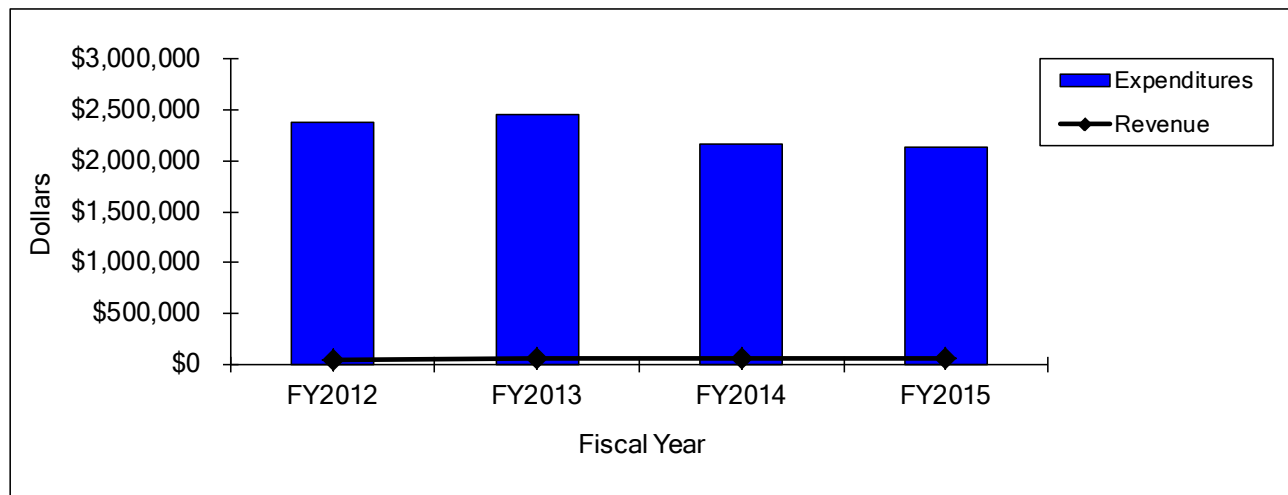


INFORMATION TECHNOLOGY

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,636,978	\$1,716,326	\$1,712,430	\$1,655,740	(\$56,690)	-3.31%
Operating	406,409	533,144	456,220	474,670	18,450	4.04%
Capital	336,452	207,583	0	0	0	0.00%
Total	2,379,839	2,457,053	2,168,650	2,130,410	(38,240)	-1.76%
Revenue	50,930	54,301	52,400	62,000	9,600	18.32%
Local Tax Funding	\$2,328,909	\$2,402,752	\$2,116,250	\$2,068,410	(\$47,840)	-2.26%

Funded Positions						
Full-Time Positions	17	17	17	17	0	0.00%
Part-Time Positions	3	3	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Increase in software maintenance costs



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:

- Provide high quality and timely IT services to County departments and Constitutional Offices.
- Complete implementing the Hansen 8 software release to upgrade the County's Land Information System that includes online building permits services for builders and citizens.
- Continue working to meet PCI DSS (Payment Credit Card Industry Data Security Standard) requirements by completing a PCI Self-assessment.
- Complete a strategic technology plan that includes participation from all County departments and Constitutional Offices.
- Continue working with Public Safety departments to assist with maintaining the new CAD/RMS and providing 7 by 24 hour on-call IT support.
- Continue to strengthen disaster recovery capability using virtualization and redundant SAN storage between the Administration building computer room and the Public Safety building computer room.

The above goals support the Board of Supervisor's priorities and the County's B.E.S.T. values.



INFORMATION TECHNOLOGY

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Hours providing direct services (help calls and projects) to 25 County Government Departments and Agencies (Track It)	14,600	15,000	15,200
Website Visitors - staffordcountyva.gov	790,000	800,000	850,000
Website Page Views - staffordcountyva.gov	4,000,000	4,800,000	5,000,000
GIS Interactive & Static Web Site number of Hits	673,000	700,000	7,500
Outputs			
Help Desk calls solved (TrackIt)	3,301	3,800	3,900
Project Requests Completed (TrackIt)	771	790	800
Hours worked responding to public inquiries and data requests	145	160	170
Service Quality			
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.5%	99.99%	99.99%
Average number of minutes to solve a help call	49	45	45
% of project requests completed by requested due date	80%	85%	85%
Efficiencies			
Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost \$60.00.	\$33.24	\$33.00	\$33.00
Per phone monthly savings with VoIP compared to Verizon Centrex. Representing a Countywide annual savings of \$249,586.	\$63.18	\$62.00	\$64.00

DEPARTMENTAL ACCOMPLISHMENTS

- Installed a new 100 MB IDE circuit in the Admin building and configured failover redundancy between Admin and the PSC building.
- Configured and implemented a Barracuda backup system with backup redundancy to the cloud.
- Installed and configured new CAD servers in a virtual environment in the Admin data center and PSC data center to vendor specifications.
- Installed and configured the new SAN storage network for the new CAD system.
- Installed and configured new Hansen 8 servers to vendor specifications.
- Installed and configured a second NetMotion server to have redundancy and load balancing for the public safety mobile computers.
- Configured Court Services in the new Chichester building to run off of the County's network when Comcast was unable to provide internet in time for the grand opening.
- Configured 19 remote sites to use our DMVPN solution to connect to the County's network.
- Converted 17 remote sites from Verizon T1 circuits to Comcast high speed circuits which resulted in faster networks at half the cost.



DEPARTMENTAL ACCOMPLISHMENTS (continued)

- Installed and configured new Barracuda spam filters that meet the requirements of our growing network and are also configured for failover redundancy.
- Installed and configured new Wi-Fi access points for faster Wi-Fi in the Admin and Courthouse buildings.
- Met with all departments and designed a plan to re-cable the entire Admin building for TV, contracted a cabling vendor and worked with Comcast to move the Comcast entry point to the mechanical room for easier access.
- Designed and configured portable 3-1-1 bags to enable Citizens Assistance staff to answer emergency calls at any location.
- Worked with the Sheriff's office and the State Police to configure a new VCIN VPN router.
- Worked with the Sheriff's office and Schools IT to establish network connectivity between the County and Schools so the Sheriff's office can view cameras in the schools.
- Worked with the Sheriff's office and their vendor to configure the network to allow connectivity to cameras in the Courthouse building.
- Implemented MAC computers into our network environment.
- Designed a mobile app for citizens to download to enable them with the full functionality of the website right from their smartphones.
- Designed and developed the 350th Celebration website to include creating all of the content, forms, social media and provided training.
- Designed and created revamps of the following websites: Parks and Recreation, Juvenile Detention, Quantico JLUS, Animal Control, Human Services and Social Services.
- Two major projects began; the upgrading of Public Safety CAD and Records Management and the upgrade and Migration to Infor/Hansen 8 for Community Development, Customer Service, and Utilities Asset and Work Order Management.
- Upgraded the following core County application systems; HTE/SunGuard, Track-IT, Proval/GRM, RBS, RCS, Utilities website for online payments, electronic paystubs, IWR (hello.stafford.va.us) WasteWorks, Jury Management.
- Parks & Recreation websites for registration and payments were moved to a hosted environment for PCI Compliance.
- New HR and payroll processes were put in place to handle Pay for Performance, Mark III Benefit Changes/Additions, and several state mandated VRS changes.
- IT averaged over 500 Help Calls and Projects completed or in progress each month.
- GIS provided detail Public Safety County Atlas's (map books) to the Sheriff and Fire & Rescue departments. And provided a Standard Atlas Edition for County departments that can be view by staff in PDF format on their desktops and mobiles.
- Work with the County's Cemetery Committee to update the County's GIS cemetery information that included scanned documents.
- Updated TDR Transfer of Development Rights information in GIS to provide up-to-date map information and Comp Plan updates.
- Created a Land-use/Economic Development tool as an add-on to the existing GIS Intranet site that now provides staff a tool that can calculate potential developable and buildable areas.
- Contributed data and maps for the joint land use project with surrounding localities for the Quantico JLUS Study. Stafford County is now participating in the National Capital Region Geospatial Data Exchange. Stafford GIS staff created Stafford Map Services to share with surrounding DC localities in Northern Virginia and Maryland. Stafford can now access regional GIS data and current information (ex. road closures) directly through the regional new system.



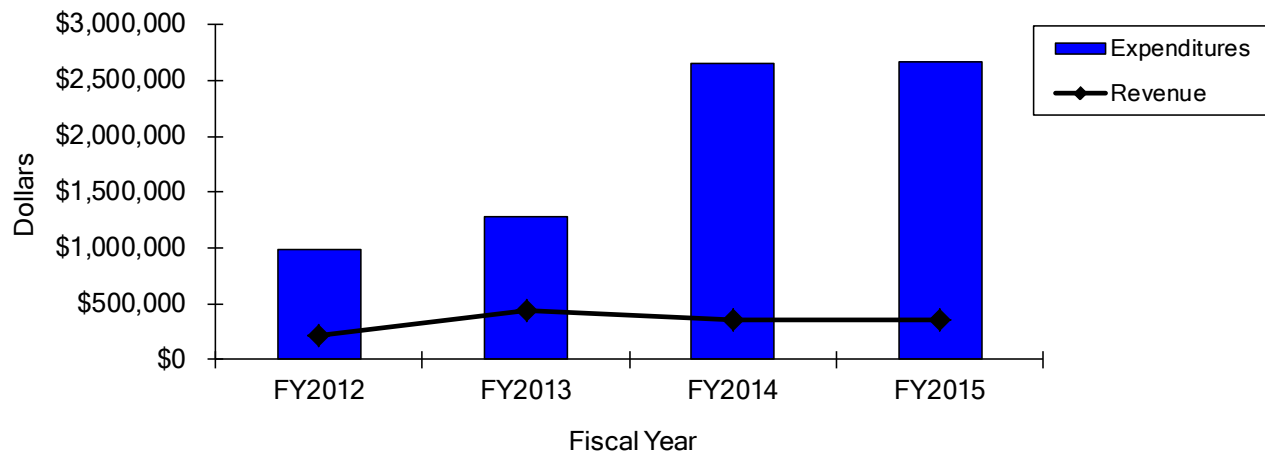


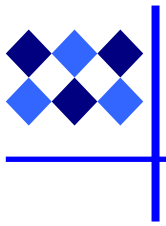
NON-DEPARTMENTAL

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

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$55,804	\$78,040	\$58,000	\$25,000	(\$33,000)	-56.90%
Operating	936,240	1,196,333	2,592,380	2,642,284	49,904	1.93%
Local Tax Funding	992,044	1,274,373	2,650,380	2,667,284	16,904	0.64%
Revenue	222,148	439,414	350,000	350,000	0	0.00%
Net Tax Support	<u>\$769,896</u>	<u>\$834,959</u>	<u>\$2,300,380</u>	<u>\$2,317,284</u>	<u>\$16,904</u>	<u>0.73%</u>





NON-DEPARTMENTAL

SIGNIFICANT BUDGET CHANGES

Personnel

- Decrease in unemployment based on recent charges

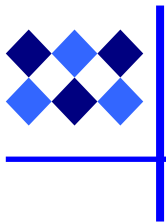
Operating

- Property, liability insurance increases

DEPARTMENTAL GOALS/OBJECTIVES

- An amount equivalent to 1/2% of general government expenses will be set aside for operating budget contingency reserve.
- Provide \$350,000 of grant funds, with offsetting revenue, to be used for small grants awarded to the County.

The above goals support the Principles of High Performance Financial Management and the Board of Supervisors Priorities for the community.

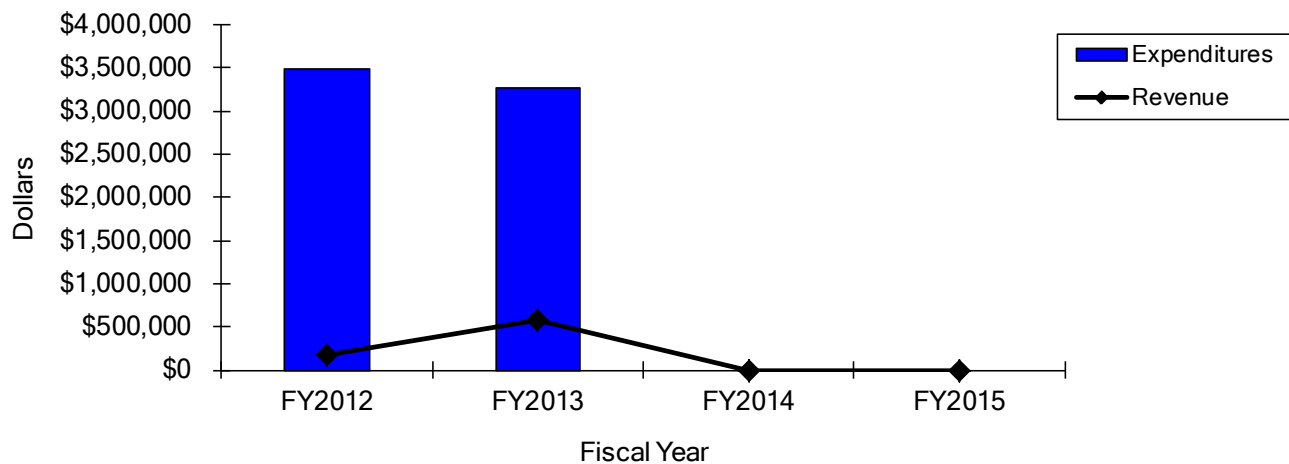


OTHER TRANSFERS

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

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Capital	\$3,485,893	\$3,268,829	\$0	\$0	\$0	0.00%
Local Tax Funding	3,485,893	3,268,829	0	0	0	0.00%
Revenue	176,187	572,083	0	0	0	0.00%
Net Tax Support	<u>\$3,309,706</u>	<u>\$2,696,746</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>







PARKS, RECREATION AND COMMUNITY FACILITIES

Jamie B. Porter
Director
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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

Where have we partnered within the organization?

- Health and Sheriff's Departments to provide summer camp training to seasonal staff
- Sheriff's Department to provide background checks for summer camp staff
- Social Services Department to provide summer camp opportunities for disadvantaged youth
- Utilities Dept. to provide reusable supplies for special events
- Virginia Cooperative Extension to share space, offer joint senior citizen programming, and food safety classes
- Economic Development and Tourism for the Stafford Civil War Park Grand Opening
- Sheriff's Department to offer Rape Aggression Defense classes

Where have we partnered with community organizations?

- Small businesses; Yes, Yes Heating & Air Conditioning, Chick-fil-A, Stafford Moose Lodge, Long and Foster, B101.5 Radio, Monarch Pools, Professional Lock and Key to provide summer camp scholarships for families who cannot afford to send their children to camp
- Stafford school groups (Learn and Serve, National Honor Society, etc.) for assistance with special events
- Chick-fil-A, who provided coupons for Chick-fil-A to all youth program participants
- Stafford Hospital to offer various health-related programs for senior citizens
- AARP to offer driving courses and perform tax services
- Neuropsychology & Complementary Medicine, INC to provide free t-shirts to the participants of the Great American Family Campout and the Great Pumpkin Derby.
- VaCora Rainey DDS to provide treat bags and tooth brushes for fall programs.
- Potomac Power Squadron to offer Safe Boating Classes
- VolunteerMatch.com to obtain volunteers for various programs
- Rock Hill Ruritan Club to host the Annual Cardboard Boat Regatta community event
- Stafford Youth Football Coaches' Association to raise funds for the Youth Football League

Where can we partner more?

- The department will continue to seek more opportunities for businesses, radio stations, newspapers to sponsor programs and market PRCF sites and programs

Where can we be more efficient?

- Use a grant writer to obtain available grant money for cultural programs and facilities
- Use partnerships to staff events and programs to reduce PRCF staff costs
- Streamline program offerings based on participant interest
- Use current paraphernalia inventory without buying new items

Our Facility Maintenance Division is excited to have two new park sites this fiscal year; however, we will continue to focus on elevating conditions of existing fields and amenities by increasing staff training and service to citizens.



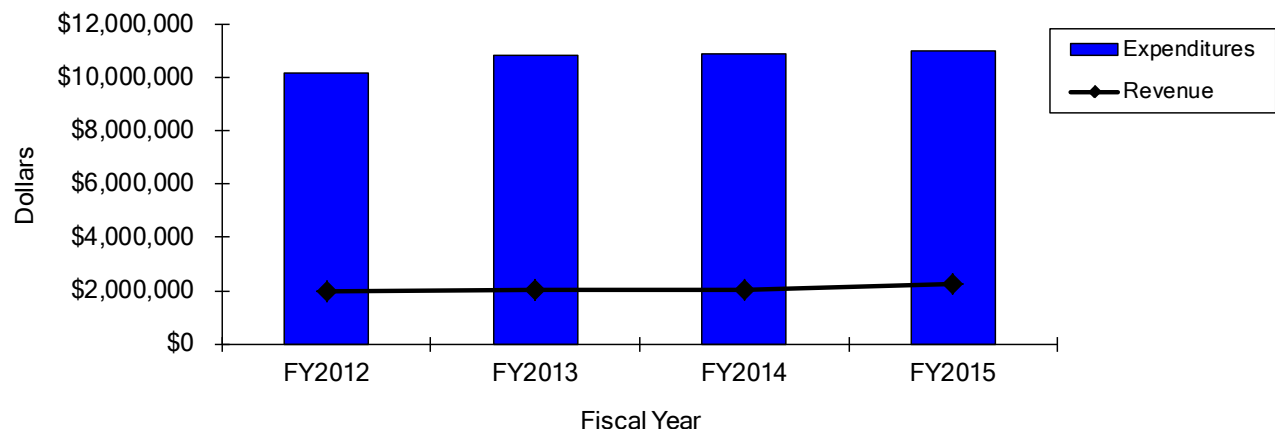
PARKS, RECREATION AND COMMUNITY FACILITIES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$5,178,817	\$5,480,442	\$6,001,500	\$5,885,370	(\$116,130)	-1.94%
Operating	4,109,805	4,214,983	4,874,090	5,125,960	251,870	5.17%
Capital	910,113	1,154,650	0	17,900	17,900	100.00%
Total	10,198,735	10,850,075	10,875,590	11,029,230	153,640	1.41%
Revenue	1,998,120	2,029,253	2,048,900	2,259,588	210,688	10.28%
Local Tax Funding	\$8,200,615	\$8,820,822	\$8,826,690	\$8,769,642	(\$57,048)	-0.65%

Funded Positions						
Full-Time Positions	54	54	56	56	0	0.00%
Part-Time Positions	119	119	119	119	0	0.00%

*Does not include certain temporary part-time Parks & Recreation positions.



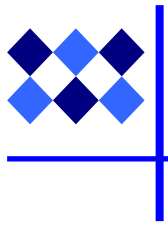
SIGNIFICANT BUDGET CHANGES

Personnel

- Personnel costs for Chichester Park (FY2014 included partial year funding)
- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- To maintain Embrey Mill Park for 1/3 year
- To operate for Chichester Park for full year (FY2014 had partial year funding)
- To maintain County grounds and sports fields



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES:

Aquatics

- Enhance safe, clean, supervised areas for citizens to swim and enjoy aquatic environments and programs.
- Encourage swimming lessons, lifeguard training classes, water safety instruction classes, CPR/ First Aid/ AED; lifeguard instruction; water aerobics, and basic water safety
- Facilitate swim team lane rentals, summer swim meets, pool rentals, pool passes, punch cards, and general admissions
- Provide staffing, supplies, and a safe environment at the Historic Port of Falmouth Park (HPOF)
- Manage concessions
- Develop, promote, and implement special community events such as Pumpkin Patch in the Pool, Lil Pilgrim Pool Party, Splash-in Movie, World's Largest Swim Lesson, Curtis Park Pool Start of Summer Luau, Summer Safety Day, and Cardboard Boat Regatta.

Community Recreation

- Deliver an environmental education and outdoor adventure program 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, wellness, self-improvement, creative arts, and dance
- Utilize contract instructors who will provide professional programs of excellent quality and value that will promote the social, cultural, and physical well-being of participants
- Plan, organize, and conduct events, programs, and tours to enhance the quality of life while promoting Stafford as a safe and family-oriented community

Facility Maintenance

- Turf and grounds maintenance: provide safe, competitive play areas for youth & adult sports
- Provide attractive, clean, safe, and accessible grounds at public buildings and parks
- Renovate and improve existing facilities and amenities to increase the enjoyment and usefulness for user groups and county residents to protect and increase asset performance
- Structures and facility maintenance: provide custodial and security services, maintain and operate County buildings/structures
- Manage County motor pool

Facility Use Management

- Manage asset scheduling: amphitheater, pavilions, picnic shelters, rooms, athletic fields, grounds, etc.

Gymnastics

- Provide high quality recreational gymnastics classes, cheerleading and tumbling programs to area youth in a safe and positive atmosphere
- Offer state and regionally recognized competitive and pre-team programs to area youth
- Maximize use of space at the Stafford Gymnastics and Recreation Center with other PRCF programs
- Plan, organize and conduct gymnastics-focused special events to the public
- Build self-esteem and confidence in children through gymnastics
- Surround area youth with encouragement and positive motivation to supplement their growth into happy, active, well-adjusted adults



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES(Continued)

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

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 Stafford's senior citizen population to enhance quality of life while promoting Stafford as a safe and family-oriented community
- Provide Stafford seniors with a wholesome meal while facilitating socialization within the senior community
- Partner with the Rappahannock Area on Aging's Senior Programs

Special Projects

- Design, plan, coordinate, and stage quality special projects and events in keeping with the mission of Stafford County while providing tremendous opportunities to offer a sense of community
- Collaborate and work cooperatively with other agencies, departments, divisions, staff members, and volunteers to plan and implement special projects
- Schedule and coordinate use of facilities, staff, materials, and equipment, to implement programs, special projects, and special events
- Propose, procure, and/or maintain necessary budgets, contracts, permits, payments, reports, and other paperwork related to special projects
- Support Stafford's 350th Anniversary, Special Events and Special Projects

Sports

- Plan, organize, and conduct youth sports leagues and instruction: basketball, football, cheerleading, volleyball
- Plan, organize, and conduct adult sports leagues: coed softball, senior softball, coed volleyball, women's volleyball
- Plan, organize, and conduct special sports-related events: Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, and Pepsi Punt/Pass/Kick event
- Plan, organize, and conduct summer camps for youth: basketball, baseball, soccer, skateboarding, volleyball

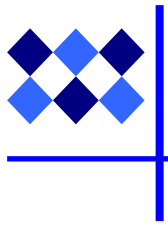


PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL GOALS/OBJECTIVES

- Support events for Stafford County's 350th anniversary
- Develop policy guidance for the usage of the Stafford Civil War Park for Living History groups
- Create annual special event within the Stafford Civil War Park
- Deliver 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
- Expand the summer camp programs focus on outdoor education and environmental awareness by utilizing an outdoor specialist recreation leader
- Expand the fall family-oriented special event at Curtis Park
- Expand trail runs to include additional opportunities
- Increase active program concepts with the senior citizens' programs to capitalize on the increase in population of this age group
- Increase football safety program to reduce the occurrence of concussions and provide participant safety
- Offer youth sports camps: volleyball, basketball, baseball, soccer, skateboarding
- Provide quality gymnastics and physical education to area youth and adults at a reasonable cost to encourage participation
- Continue to partner with the Stafford Parent Gymnastics Association to benefit entire Gymnastics program, including equipment purchases, marketing, and community outreach
- Expand the Learn to Swim Program to reach students that may not be able to afford swim lessons
- Partner with Fire & Rescue to hold a River/Water Safety event at HPOF prior to the start of summer.
- Re-instate our Special Olympics Swim Team

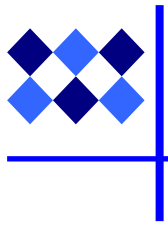
The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values.



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Picnic Shelter Bookings (Class)	339	350	370
Athletic Field Bookings (Class)	1,780	1,800	2,250
Youth Program Participants Served (ages <19 yrs) (Class)	34,819	35,000	35,500
Adult Program Participants Served (ages ≥19) (Class)	20,959	21,000	22,000
Aquatics: Curtis Park Pool Users (Class)	31,000	31,000	35,000
Aquatics: Woodlands Pool Users (Class)	65,000	65,000	75,000
Senior Citizens Program Participants (Class)	5,855	5,875	6,250
Work Orders Processed	1,875	1,900	3,500
Outputs			
Park and School Athletic Fields Available & maintained	105	105	120
Picnic Shelters & Amphitheaters Available to Rent	23	23	24
Number of facilities available to rent (all inclusive)	358	358	358
Camps Offered (Class)	40	56	43
Comm Rec Programs/Special Events/Trips/Classes Offered (Class)	530	532	532
Sports Programs/Special Events/Trips Offered (Class)	33	50	60
Gymnastics Programs/Special Events/Classes Offered (Manual)	2,056	2,186	2,300
Aquatics Programs/Special Events/Classes Offered (Class)	630	640	800
Senior Citizen Programs/Special Events/Trips Offered (Class)	260	267	275
Swimming Pool Lane Hours Available to All Swim Teams (Class)	18,000	18,000	18,000
Acres Maintained (excluding school fields)	1,432	1,432	1,587
Sq. Ft.-Owned Facilities Maintained	527,657	525,956	526,774
Sq. Ft.-Leased Facilities Maintained	33,400	40,744	37,220
Service Quality			
Comm Rec: Camp evaluations rated above average	90%	90%	95%
Comm Rec: Program evaluations rated above average	90%	90%	95%
Sports: Youth Sports evaluations rated above average	90%	90%	95%
Gym: Program evaluations rated above 95%	99%	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	41	44	47
Value of Sponsorships and Donations for Classes and Camps	\$17,455	\$17,500	\$17,500
Value of volunteer hours (PRCF programs & sports only; excludes co-sponsored sports groups)	\$199,254	\$169,400	\$170,020



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL ACCOMPLISHMENTS

- 2015 will mark our 30th year of offering summer camps to Stafford County youth; Administered 22 summer camp programs that met the needs of 2,025 preschool and school-aged children; Provided a variety of special events for the community: Eggspllosion, Great American Family Campout, Pumpkin Derby, Entertainment Series, Secret Search for Sensational Sweets, Drool in the Pool, Lunch with Santa, Lunch with Easter Bunny, seasonal preschool parties, and Art Extravaganza; Expanded outdoor education programming to include several new hikes and trail runs; Successfully obtained camp scholarships from area businesses to sponsor 40+ children to summer camps; Planned and implemented a volunteer luncheon for Community Recreation and Senior Citizen volunteers; Received “Best New Special Event” award for the Great Pumpkin Derby from the Virginia Parks and Recreation Society. As the 2nd Annual Great Pumpkin Derby it grew by 50+% for participation; “55+ Come Move with Us!” with all PRCF divisions and volunteers to facilitate the event; Planned and implemented Jr. Soldier Program for 200+ youth at the Stafford Civil War Park Grand Opening; utilized all divisions, living history groups, and volunteers to facilitate the program
- Provided social interaction through sports, fitness, networking opportunities, and weekly meals for 1292 senior citizens; Hosted 6th Annual Senior Citizens’ Art show; Developed partnership with Stafford Hospital for health needs of senior citizens; Expanded archery program with additional trained instructors and new Introduction to Bow Hunting class.
- Two staff members maintain their Certified Parks and Recreation Professional designation and an Individual staff member received BEST award for Best Buds Program
- Established Park Supervisors within park maintenance districts to provide customer service and work through issues and concerns on the spot. Improved facility booking customer service by moving two Facility Coordinator positions to the Sports Office at the Courthouse Community Center, thus providing Facility Coordinators at two sites
- Established a Youth Volleyball Camp for ages 9-14 and conducted highly successful summer sports camps for basketball, soccer, volleyball, baseball, and skateboarding
- Established Heads Up Training Program regarding concussions in youth sports
- Completed our 33rd year of bringing the great sport of Gymnastics to Stafford County
- Hosted the Make-A-Wish Gymnastics Invitational for 250 gymnasts and provided classes for 8,912 children with State and Regionally recognized competitive gymnasts
- Conducted research on the Stafford Gymnastics Program for the Parks & Recreation Commission
- Updated Gymnastics Center to include a precautionary surveillance system
- Woodlands pool hosted 138 Pool rentals/parties; Curtis park pool hosted 15 swim parties
- 206 Participants for the World’s Largest Swim Lesson; received a certificate for largest attendance in Virginia and a certificate for induction into the Guinness Book of World Records
- Programmed and held Summer Luau Party at Curtis Park Pool; 223 participants in Lifeguard Training at Woodlands and Curtis Park Pools; 9792 participants in Adult, Child, and Infant swim classes at Woodlands Pool; 1934 participants in Child and Infant swim classes at Curtis Park Pool
- Repaired roads to tower sites; Moved generator from former Company 2 to Company 14; Built new lobby for Social Services; Installed sidewalks, ADA ramps at the Government Center; Installed new exterior lighting on the Training and Logistics Center; Remodeled employee kitchen area; Installed new alarm system in IT for heat/water; Installed ADA doors at the Chichester Building and Health Department; Installed AEDs at Government Center and Courthouse; Installed new fire alarm system, roof and gutters at Government Center; Replaced AC units at Rowser, Courthouse, and Porter Library ;
- Renovated 70 foot diamond field at St. Clair Brooks Park; Renovated diamond field at Autumn Ridge Park
- Converted Widewater Elementary rectangular field to Bermuda with the cooperation of the Stafford Area Soccer Association; Installed sidewalk to Chichester Building; Improved storm water drainage on rectangular field at Brooks Park; Constructed Celebration Stage & Amphitheater at Pratt Park; Installed new fence and backstop fabric on the diamond field at the Rowser Complex; Painted Courthouse Community Center; Renovated restrooms at Brooks Park; Installed gutters at the Stafford Gymnastics and Recreation Center





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:

Where have we partnered within the organization?

- Coordinated plan review of projects and technical expertise for Comprehensive Planning efforts with Utilities Department, Fire and Rescue, Public Works Department, Economic Development, Commissioner of Revenue, IT, GIS and Parks, Recreation and Community Facilities in order to minimize redundancy or overlap in responsibilities.
- Coordinated with Transportation Division staff as clerk for the Architectural Review Board and Historic Commission, including minute preparation and assisted with Planning Commission and Agricultural/PDR Committee minutes in order to maximize staffing assets.
- Coordinated with several departments to work with trails, including Parks, Recreation and Community Facilities; Transportation; Economic Development; and GIS. Included preparation of grant applications, management of contracts, and construction oversight.
- Staff reviewed SWM and Erosion/Sediment Control cost estimates for securities, conducted engineering review of field changes to approved plans and reviewed lot grading plans in conjunction with building permits for Public Works to maximize work flow efficiencies.
- Assisted Economic Development with Redevelopment Master Planning efforts to promote economic development.
- Prepared background information for the County Attorney's law-suit preparations potentially saving the county money.
- Maintained color copier for the use by multiple departments.
- Coordinated with Parks, Rec & Community Facilities, Landfill staff and state Department of Conservation and Recreation staff to provide maintenance for Crow's Nest, conserving state assets and allowing the park to be used by the public.
- Coordinated with Public Works to update information pertaining to Transportation Impact Fees to minimize consulting services.
- Assisting Public Works with customer service while their staff is in meetings or at training thereby minimizing the need for temporary help.
- Coordinated with County Administration and Public Works in the tracking of commercial development applications.
- Coordinated with Public Works in the operation of the Community Development Service Center to streamline the permit process.

Where have we partnered with community organizations?

- Work closely with the Virginia Health Department, Army Corps of Engineers, Virginia Department of Historic Resources and Virginia Department of Transportation (VDOT) on plan reviews, policies, ordinance development, reclassifications and conditional use permit including the Stafford Regional Airport requests.
- Historical planner duties are split between three Planning and Zoning staff, with assistance from the chairman of the Historic Commission and Cemetery Committee maximizing staff resources.
- Members of the Cemetery Committee maintain the electronic database for cemeteries and file all hard copies within the department on a voluntary basis.
- Worked to maintain Community Rating System membership. External partner: FEMA (Federal Agency) in order to reduce flood insurance premiums for residents and businesses.
- Coordinates with the Virginia Department of Transportation regarding safety of commercial entrances prior to issuing Certificates of Occupancy (State Agency).
- Utilized student interns and volunteers.
- Assisted the Virginia Department of Conservation and Recreation with public events and management issues at Crow's Nest Natural Area Preserve.

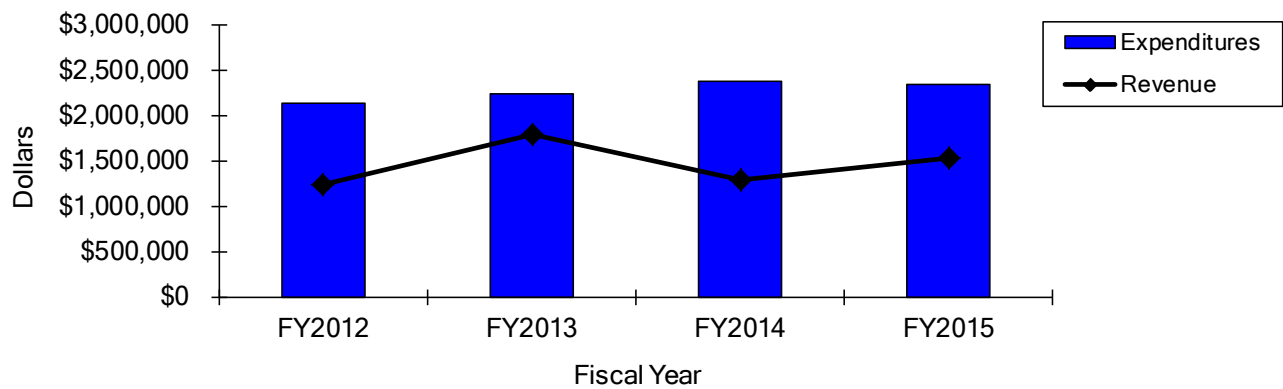


PLANNING AND ZONING

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,997,534	\$1,971,111	\$2,073,180	\$2,032,450	(\$40,730)	-1.96%
Operating	139,147	280,820	312,310	318,080	5,770	1.85%
Total	2,136,681	2,251,931	2,385,490	2,350,530	(34,960)	-1.47%
Revenue	1,236,851	1,796,495	1,291,200	1,537,500	246,300	19.08%
Local Tax Funding	\$899,830	\$455,436	\$1,094,290	\$813,030	(\$281,260)	-25.70%

Funded Positions						
Full-Time Positions	23	20	20	20	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Increase in maintenance contracts



PLANNING AND ZONING

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 reports 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, and 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 by 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 plans; boundary line adjustments; family subdivisions; easement and dedication plats; vacation 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:

- Develop Comprehensive Plan Elements as recommended in the Comprehensive Plan
- Continue 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

The above goals support the 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
- Revise development processes to better serve our customers
- Cross-train employees in the Community Development Service Center to provide efficient service to our customers
- Maintain level 8 on Community Rating System and research on advancing class
- Begin a redraft of the subdivision and zoning ordinances
- Work with consultant and MCB Quantico, Prince William and Fauquier Counties to prepare joint land use study
- Coordinate new application round for Purchase of Development Rights program
- Oversee completion of Master Interpretive Plan for Falmouth Historic District
- Complete the adoption of the revised proffer guidelines.

The above goals support the the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Development Ordinances processed/adopted	25	30	30
Development projects that minimized impacts to Historic Resources	16	16	21
Outputs			
Environmental Reviews (Ches Bay, wetland, swm)* (Permit Tracking Sys.)	257	441	500
Subdivision Development Applications Processed (Permit Tracking Sys.)	607	625	650
Site Development Plans Processed (Permit Tracking Sys.)	225	250	250
Zoning Inspections Performed (Permit Tracking Sys.)	900	1,000	656
Zoning Violations Cited (Permit Tracking Sys.)	500	600	246
Board of Zoning Appeals' Applications Processed (Permit Tracking Sys.)**	8	8	15
Zoning Construction/Use Permits Reviewed (Permit Tracking Sys.)	2,500	2,500	3,500
Service Quality per planner			
Environmental Reviews (wetland permit and plans) (Permit Tracking Sys.)	129	220	250
Subdivision Plan Applications (Permit Tracking Sys.)	202	208	217
Site Development Plan Applications (early grading) (Permit Tracking Sys.)	75	83	83
Security Review Requests Completed per Engineer	53	60	60



PLANNING AND ZONING

DEPARTMENTAL ACCOMPLISHMENTS

- Renewed FEMA Community Ratings Services (CRS) designation for a flood insurance savings for County residents and businesses (Renewed for 2013)
- Assisted state with hikes at Crow's Nest
- Assisted Board Committee to streamline the development process
- Expedited reviews for sensitive development projects
- Developed a Transfer of Development Rights (TDR) Program (pending adoption)
- Updated ordinances to comply with General Assembly mandates
- Rescinded noncompliant Cluster Ordinance and adopted a new Cluster Ordinance in compliance with state law
- Reorganized Department of Planning & Zoning space to accommodate the newly created Community Development Service Center and provided staff to assist the customers
- Developed revised proffer guidelines for consideration
- Implemented paperless agendas for the Planning Commission as a cost savings measure
- Coordinated Joint Land Use Study for Quantico and surrounding localities
- Completed development of a Master Interpretive Plan for Falmouth Historic District, with funding from Virginia Department of Transportation
- Conducted second round of County's Purchase of Development Rights program and purchased development rights on two properties totaling 167 acres
- Assisted market manager in development of the North Stafford Farmers Market through the Ag/PDR Committee
- Selected consultants who initiated review and diagnosis of Zoning and Subdivision ordinance for potential additions or changes to create a document that is easily understood, compliant with state mandated legislation, and reflective of the desire to enhance and protect the health safety and welfare of the citizens of Stafford County all as part of compliance with the Comprehensive Plan
- Coordinated the review and draft of definitions within the zoning and subdivision ordinances to create duplicity of definition in both documents, to simplify verbiage for ease of understanding and implementation, and comply with state mandated legislation
- Researched and drafted ordinance provisions to allow microbreweries as a permitted use in Industrial zones and a use by special exception in the Business Zone
- Adopted a lighting ordinance to incorporate Crime Prevention Through Environmental Design (CPTED)
- Updated applications in the CDSC and County website reflecting the new technology fee adopted by the Board of Supervisors July 2012





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 oversees the planning, design and construction of the Capital Improvement Program (CIP), transportation bond projects, and coordinates transportation planning programs and activities.

THINKING EFFICIENTLY:

The Department of Public Works is responsible for the implementation of several components of the County's land development, building inspection and environmental programs. Two of the biggest challenges for the department this year will be changes to the Virginia Stormwater Management Program (VSMP) regulations and the County's Municipal Separate Storm Sewer System (MS4) Permit for stormwater discharge.

The changes to the VSMP requirements will increase the responsibilities of the County for land development projects. The County will now have oversight of activities that were previously overseen at the state level. The County will have to revise the stormwater management ordinance, program, and activities to comply with the new requirements.

The changes to the MS4 Stormwater permit program will increase the requirements to the County in addressing discharge of stormwater in the urbanized areas. These regulations address stormwater discharges from existing development and new development, once construction is completed. The changes to the MS4 permit also require the County to reduce pollution from nutrients and sediments to comply with the requirements of the pollution cleanup plan for the Chesapeake Bay and its Tributaries.

In an effort to be proactive, the Department has been participating in several efforts to help prepare for the changes. First, staff has participated in local working groups with our locality and regional partners at the Northern Virginia Regional Commission (NVRC) and the George Washington Regional Commission (GWRC). These working groups have worked to develop a model ordinance and staffing plan, as well as develop plans for innovative initiatives and ideas to facilitate environmental protection and cleanup. These efforts will help the County prepare to implement increased requirements of the VSMP program.

In the context of its existing stormwater programs, the Department has pursued other cooperative programs to reduce the cost of compliance and improve efficiency. More specifically, to support implementation of the County's MS4 Stormwater Permit, the County has received a matching grant of \$125,000 to upgrade two existing stormwater detention ponds in the Whitson's Run watershed. These improvements will reduce the amount of nutrients in the stormwater discharge and will help the County meet the nutrient reduction requirements in the MS4 permit.



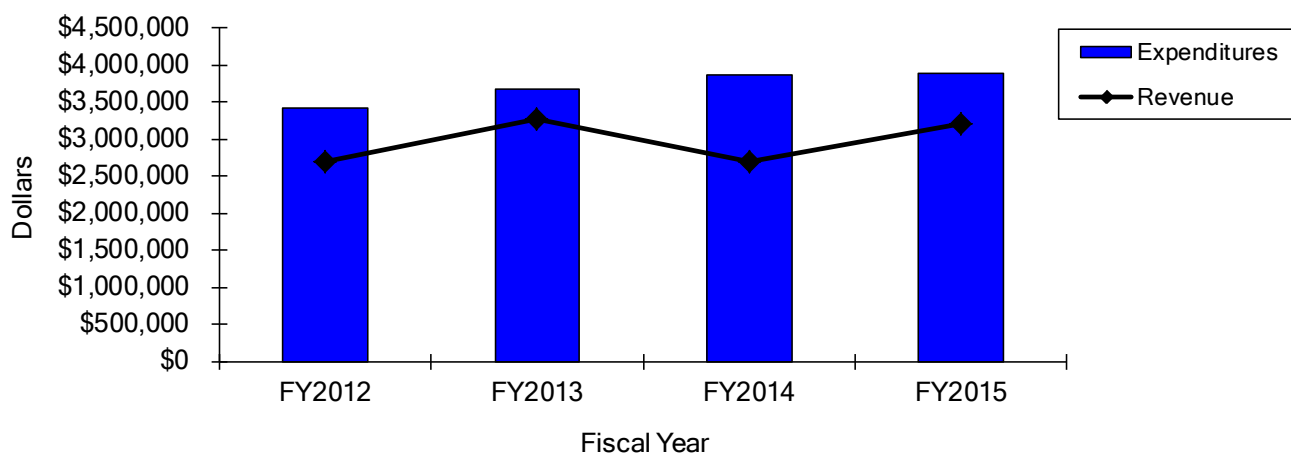
PUBLIC WORKS

PUBLIC WORKS

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$2,507,575	\$2,750,959	\$3,019,050	\$3,030,780	\$11,730	0.39%
Operating	906,689	921,998	848,506	848,510	4	0.00%
Total	3,414,264	3,672,957	3,867,556	3,879,290	11,734	0.30%
Revenue	2,704,274	3,266,807	2,703,000	3,202,100	499,100	18.46%
Local Tax Funding	\$709,990	\$406,150	\$1,164,556	\$677,190	(\$487,366)	-41.85%

Funded Projects						
Full-Time Positions	38	41	41	42	1	2.44%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate
- One additional full-time to support increase in new residential permits



PUBLIC WORKS

CORE SERVICES

Building Inspection and Community Development Services Center (CDSC)

The CDSC Division receives and processes Planning and Zoning applications as well as building, grading, fire protection, and zoning permits for all residential and commercial building, and land development projects. The Building Division performs plan review and inspections in accordance with the Virginia Unified Statewide Building Code before the Certificates of Occupancy for building construction projects are issued through the CDSC. The Building and CDSC Divisions work together to provide citizen assistance for many building, planning and zoning related questions and issues. The Building Division also provides assistance for related issues such as 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 requirements of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation Ordinances by performing erosion control, stormwater management, and environmental permit reviews and inspections of land development and building permit projects.

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 extensions, reductions, and releases for developers and builders. The Division drafts necessary paperwork to initiate the draw of unfinished or defaulted development securities while coordinating with the Department's Public Construction Division to complete the public improvements associated with the project. The Securities Division also receives and processes grading permit applications for residential and commercial land development projects while coordinating with the Department's Environmental Division for permit issuance.

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, Belmont-Ferry Farm Trail and others. In coordination with the 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 including monitoring developers to ensure completion of public infrastructure. The Division is also responsible for the design and construction of road improvements identified in the 2008 Transportation Bond Referendum.



PUBLIC WORKS

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 the Building Division
- Implement the County's construction inspection programs for erosion and sediment control and stormwater management for land development projects to ensure compliance with environmental codes
- Incorporate the requirements of the newly adopted Virginia Stormwater Management Program with the County's existing permitting and inspections processes for Stormwater Management and Erosion Control
- Obtain new certifications for environmental inspection staff in Stormwater Management
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Implement Courthouse Area Streetscape Improvements
- Work with citizens to implement the Residential Traffic Management Program (RTMP)
- Administer the design and construction of transportation road bond projects
- Manage the countywide Transportation Impact Fee Program
- Manage and facilitate the County's Transportation Fund which includes grants, revenue sharing, CMAQ, RSTP, fuels tax funds, and management and engineering services, street name signs, transportation modeling services, road improvements, and street repairs, as well as subsidies to VRE, FRED, Stafford Regional Airport, and transportation for Social Services clients,

The above goals support the Impact Fee Policy, Security Policy, the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

- Assist with Comprehensive Plan and Master Redevelopment Plan implementation
- Review and update Bike/Pedestrian component of the comprehensive plan

The above goals support the County's Comprehensive Plan.

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outputs			
Permits issued (Hansen System)	3,567	4,000	4,500
Grading permit disturbed acreage (Hansen System)	479	400	400
Building inspections performed (Hansen System)	26,254	28,000	40,000
E&S control inspections performed (Hansen System)	5,765	6,000	7,500
Property maintenance cases handled (Hansen System)	220	200	200
Number of plans reviewed for transportation	268	325	325
Centerline miles of streets accepted by VDOT	15	10	10
Service Quality			
Permits issued on the same day of application (Hansen System)	35%	40%	40%



PUBLIC WORKS

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Efficiencies			
Permits issued per clerk (Hansen System)	594	677	750
Building inspections performed per inspector (Hansen System)	4,376	4,667	5,714
E&S control inspections performed per inspector (Hansen Sys)	1,441	1,500	1,875

DEPARTMENTAL ACCOMPLISHMENTS

- Completed customer service training certification for all CDSC staff
- CDSC staff provide assistance with Stafford 311 initiative
- Established a Development Process Improvement Committee to identify and initiate process improvements
- Developed new CDSC operating procedures to facilitate and streamline the permitting and plan process
- Consolidated CDSC staffing resources for better facilitation of Zoning Technician responsibilities
- Developed a CDSC training manual for new and existing employees
- Provided administrative support for Hidden Lake Subdivision Service District
- Initiated enforcement protocols to facilitate completion of public improvements in Garrison Woods Section 2, Meadowbrook Estates Sections 2 & 3, Aquia Overlook, Woodstream Section 2, The Glens Section 2, Marriott Townplace Suites, and Brittany Estates
- Completed the Stafford Civil War Park Phase 2
- Managed planning and construction of Stafford Courthouse renovations
- Executed an agreement with a firm to complete the PPTA projects
- Completed construction of sidewalks along Garrisonville Road at the intersections of Salisbury Drive and Staffordboro Boulevard to provide the connection necessary to allow completion of pedestrian crossings at these two locations
- Installed a FRED system bus shelter at Target in Carter's Crossing
- Developed a road project page for the County Website to notify citizens of on-going projects for the County and VDOT
- Coordinated with VDOT for the acceptance of 57 streets into the Secondary System of State Highways in calendar year 2013
- Replaced and repaired 103 street name signs in calendar year 2013
- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations
- Developed a Countywide transportation impact fee
- Administered engineering, fabrication, and installation of County Wayfinding signs
- Completed the design and awarded a construction contract for the Mountain View Road Reconstruction Project
- Completed the design and started the bid process for the Poplar Road Reconstruction Project
- Began right-of-way acquisition for the Poplar Road and Mountain View Safety Improvements Projects
- Advanced design of Brooke Road and intersection improvements at Poplar Road and Mountain View Road



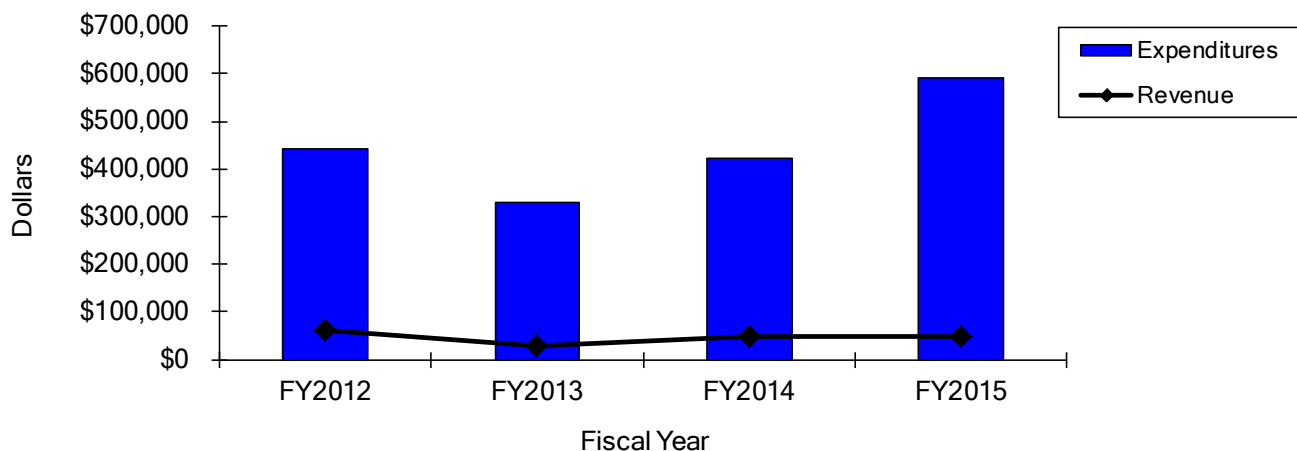
PUBLIC WORKS

STORMWATER MANAGEMENT

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$296,099	\$184,787	\$276,120	\$242,850	(\$33,270)	-12.05%
Operating	147,663	145,612	146,764	346,764	200,000	136.27%
Total	443,762	330,399	422,884	589,614	166,730	39.43%
Revenue	61,975	29,775	47,300	47,300	0	0.00%
Local Tax Funding	\$381,787	\$300,624	\$375,584	\$542,314	\$166,730	44.39%

Funded Projects						
Full-Time Positions	2	2	2	2	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Consulting services



PUBLIC WORKS

CORE SERVICES

Stormwater Management

The Stormwater Management Division administers, implements, and ensures compliance with the requirements of the County's Municipal Separate Storm Sewer System (MS4) a component of the Clean Water Act's National Pollution Discharge Elimination System Permit (NPDES) Phase II permit for stormwater discharges to County waterways. The MS4 permit mandates compliance with the general requirements of the permit and the nutrient reduction requirements of the Chesapeake Bay (and other) Total Maximum Daily Load (TMDL) programs. Additionally, staff assists the citizens of the County with stormwater and drainage problems in their neighborhoods. The Division also inspects public and privately owned stormwater management facilities in accordance with local, State and Federal requirements. The Department of Public Works oversees the land development related components of the County's stormwater management program.

DEPARTMENTAL GOALS/OBJECTIVES

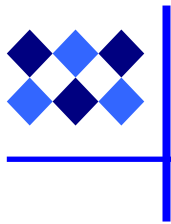
- Maintain a well trained and certified staff that is responsive to customer concerns
- Continue the implementation of programs to comply with the requirements of the County's MS4 Permit for stormwater discharges
- Develop Chesapeake Bay TMDL Action Plan, as required by the County's MS4 Permit, to support the implementation of required nutrient reductions from the County's Stormwater System
- 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

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

DEPARTMENTAL ACCOMPLISHMENTS

- Renewed the County's MS4 Stormwater Permit with the Virginia Department of Environmental Quality (DEQ)
- Obtained grant funding from DEQ to assist with implementation of the forthcoming requirements of the Virginia Stormwater Management Program and the County's MS4 Stormwater Permit
- Participated in the Northern Virginia Clean Waters Partners Stormwater Education Campaign for 2013/2014
- Performed stormwater facility maintenance inspections in fiscal year 2013 and coordinated with property owners to initiate repairs to facilities





REGISTRAR & ELECTORAL BOARD

Greg S. Riddlemoser
General Registrar
540-658-4000
registrar@staffordcountyva.gov

MISSION: To ensure the opportunity to register and vote is available to all eligible residents

The General Registrar, an appointed Constitutional Officer, conducts voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, the directives of the State Board of Elections, and the guidance of the Stafford County Electoral Board. The office was established in 1971, as required by the General Assembly of Virginia.

In addition to managing efficient elections, protecting the integrity of the democratic process, and promoting public awareness of the electoral system, the Registrar maintains voter registration records, candidate files, and election results while providing for their safekeeping and retention in accordance with applicable laws.

The number of registered voters has increased from over 19,000 in 1986 to 82,081 in January 2014 - a number that changes, quite literally, daily. Stafford County's population grew from approximately 53,000 to an estimated 135,141 in the same period.

Registering to vote and voting in elections is a personal prerogative and not every eligible person chooses to participate. Metrics in these areas should never be used to attempt to measure the public's civic interest and are only generally indicative of electoral activity. And, while it certainly costs money to provide opportunity, access, and other support activities of the registration and electoral process, metrics involving "the cost of" or "dollars per" should never be contemplated or used in budgeting.

THINKING EFFICIENTLY:

- Recruit, train, and retain the B.E.S.T. full-time cadre and give them the tools they need to fully support their mandate to provide first-class service to the citizens of Stafford
- Recruit, train, and retain the B.E.S.T. Officers of Election and give them the tools they need to skillfully facilitate elections
- Fully leverage technology and best-practices, every day - not just Election Day, to better serve, assist and communicate with our voters
- Conduct ourselves in such a way as to be the benchmark for the rest of the Commonwealth

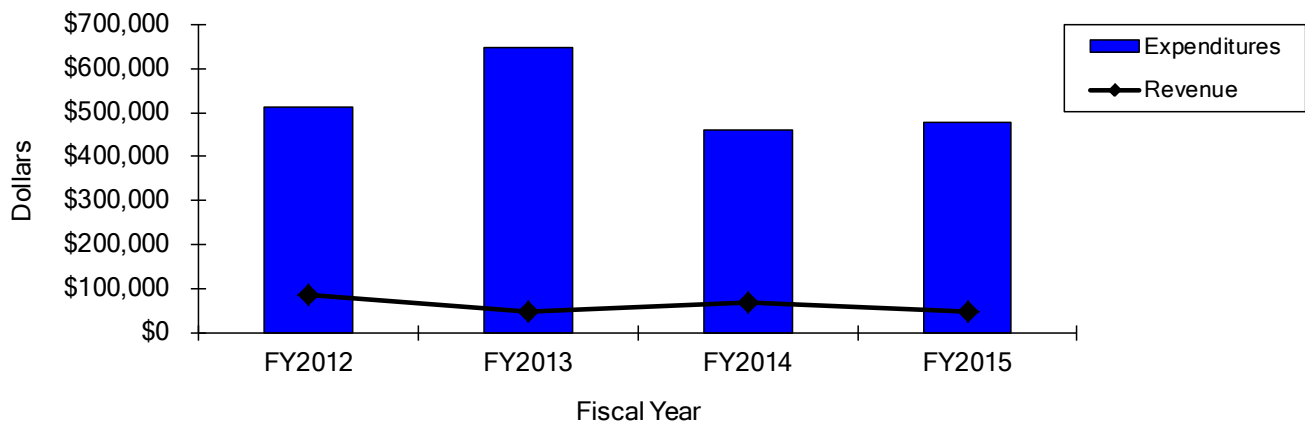


REGISTRAR & ELECTORAL BOARD

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$324,401	\$305,495	\$319,415	\$335,350	\$15,935	4.99%
Operating	186,933	343,979	141,495	141,520	25	0.02%
Total	511,334	649,474	460,910	476,870	15,960	3.46%
Revenue	84,478	48,275	68,500	48,000	(20,500)	-29.93%
Local Tax Funding	\$426,856	\$601,199	\$392,410	\$428,870	\$36,460	9.29%

Funded Positions						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



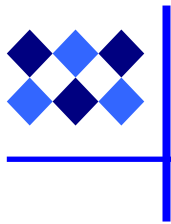
SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Slight increase to computer equipment



REGISTRAR & ELECTORAL BOARD

CORE SERVICES:

- Voter Registration
- Candidate Support
- Political Party Support
- Elections
- Public Education
- Records Retention

GOALS/OBJECTIVES:

- Increase voter registration opportunities
- Decrease error rate of voter registration applications received from third-parties
- Streamline voter record maintenance
- Speed election results reporting
- Design and implement online and other computer based instruction for election officials
- Process absentee ballot requests upon receipt besting the 48-hour requirement
- Increase voter education, outreach and information access
- Enhance political party support
- Streamline candidate support
- Develop and maintain a routine equipment replacement paradigm
- Maintain strict compliance with all County, state, and federal laws, policies and procedures

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values



REGISTRAR & ELECTORAL BOARD

SERVICE LEVELS

	CY2013 Actual	CY2014 Actual	CY2015 Plan
Voter Registration			
Voting age population (Weldon at UVA extrapolation \approx 75%)	98,300	99,539	101,350
Registered voters (Mid-January annual actual)(Incl. "Inactive")	83,724	81,761	83,000
High school seniors	2,200	2,200	2,200
% of eligible voters registered (80% historic "ceiling")	84	84	84
Registrants growth (year-to-year) (Mid-January annual actual)	5,929	-1,963	1,239
Voter registration transactions	28,000	28,000	28,000
Elections			
	Actual	Estimate	Planned
Elections	2	2	2
Voters on election day(s)	34,009	28,000	34,000
Absentee voters (In-Person and By Mail)	1,515	1,000	1,500

ACCOMPLISHMENTS

- Designed and flawlessly executed a "no-lines" operations plan for Election Day
- Conducted fair, impartial and efficient elections
- Ensured all qualified citizens desiring to register were given the opportunity to register
- Ensured all qualified citizens desiring to vote were given the opportunity to vote
- Provided citizens who could not be present on Election Day the opportunity to vote absentee
- Provided professional and courteous support to officials, candidates, registrants and voters

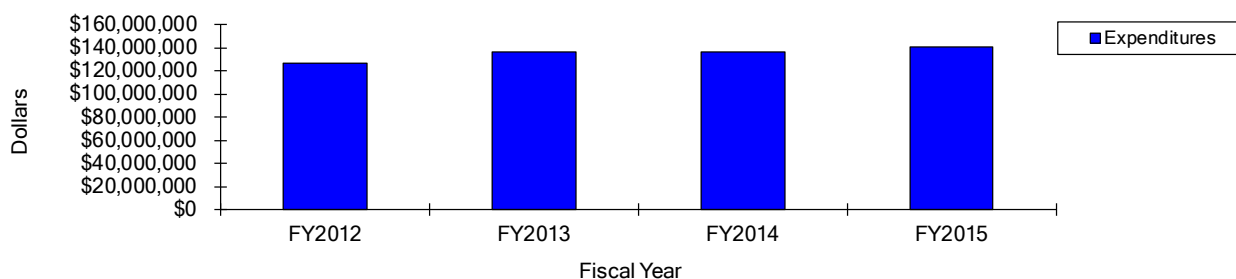


SCHOOL OPERATIONS - LOCAL FUNDING

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

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$98,599,339	\$108,625,975	\$108,294,921	\$111,429,456	\$3,134,535	2.89%
Public Day School	0	332,000	332,000	518,000	186,000	56.02%
Subtotal School Operating Transfer	98,599,339	108,957,975	108,626,921	111,947,456	3,320,535	3.06%
VPSSA savings for Construction/One-Time Expenditures	0	816,676	3,097,000	0	(3,097,000)	-100.00%
Debt	28,428,908	26,309,006	24,729,510	29,191,550	4,462,040	18.04%
Subtotal School Operating Transfer	28,428,908	27,125,682	27,826,510	29,191,550	1,365,040	-81.96%
Total School Funding	\$127,028,247	\$136,083,657	\$136,453,431	\$141,139,006	\$4,685,575	3.43%



SIGNIFICANT BUDGET CHANGES

Operating

- Funding to support Gwyneth's law
- Additional funding for Heather Empfield Public Day School and Transition Center
- FY2014 included \$3,097,000 one-time debt service savings from VPSSA refunding that was available for use for Capital Projects and other one-time expenditure increases for School operations

Debt

- Increase for School capital improvements projects
- One-time savings from VPSSA bond refunding reduced FY2014 debt service by \$3,097,000





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

The Stafford County Sheriff's Office leverages its resources through strong partnerships, effective use of technology, implementing new approaches to emerging issues, evaluating and adjusting resource deployment, and seeking grant funds for specialized law enforcement operations.

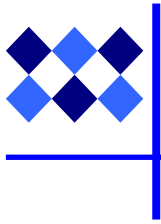
The Sheriff's Office has a strong linkage to the community. Through programs such as Neighborhood Watch, National Night Out, Project lifesaver, TRIAD, the community is engaged in helping themselves and the Office build a stronger, safer community. Efforts to expand the outreach to the business community continue as a part of the Board of Supervisors 10 Point Economic Plan through the Sheriff's Business Watch Program. Through new partnerships with the Stafford County School System, known as School Watch, the community partners are providing a safer more secure environment for Stafford's school aged children.

The Sheriff's Office has improved public safety communications capabilities by modernizing the Computer Aided Dispatch System and Records Management Systems. This effort is providing a more effective use of current human resources through quicker, more reliable and effective communication between all public safety entities. Efforts to more effectively use GIS resources continue as the Sheriff's Office explores electronic street atlases.

The Sheriff's Office is implementing new approaches to emerging issues including school security, training, and operations. Through modified deployment of personnel, deputies continue providing an enhanced presence at schools and school functions. In addition, all middle schools in the County now have School Resource Officers assigned to them. To broaden the types and number of training opportunities for personnel the Sheriff's Office has joined with the Virginia Department of Criminal Justice Services to offer joint training programs. To insure an up to date and reliable patrol vehicle fleet the Sheriff's Office has been evaluating and implementing new entries into the vehicle market. The new model vehicles require less maintenance and are more fuel efficient. To combat emerging larceny crimes the Take it, Hide it, Lock it, Loose it campaign continues to be used in the community during months with historically high numbers of thefts from vehicles.

The Sheriff's Office has completed a comprehensive agency-wide staffing study to insure services can be maintained and improved as the challenges grow and change in the community. In addition, the Office has completed a multi-year study of patrol deployment and developed recommendations for new geographical patrol areas, deputy scheduling and patrol activities.

The Sheriff's Office has been successful using federal and state grant monies to enhance a multitude of law enforcement services. Grant monies have been used to increase patrol equipment modernization, Equipment such as patrol rifles, night vision, Forward Looking Infrared, and an updated marine vessel. In addition, the special drunk driving, speed, and seat belt education and enforcement initiatives have been expanded and enhanced through the use of grants.

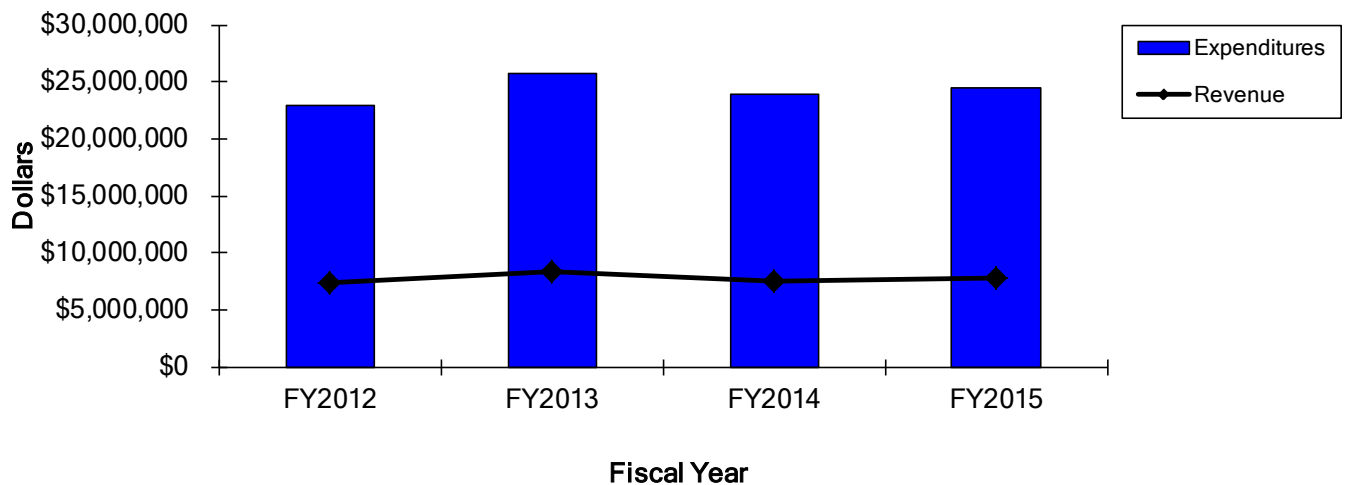


SHERIFF

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$18,036,624	\$19,905,763	\$20,408,070	\$20,758,470	\$350,400	1.72%
Operating	4,510,307	3,876,094	3,519,720	3,687,440	167,720	4.77%
Capital	430,418	2,012,017	40,000	40,000	0	0.00%
Total	22,977,349	25,793,874	23,967,790	24,485,910	518,120	2.16%
Revenue	7,386,133	8,439,801	7,597,900	7,761,187	163,287	2.15%
Local Tax Funding	\$15,591,216	\$17,354,073	\$16,369,890	\$16,724,723	\$354,833	2.17%

Funded Positions						
Full-Time Positions	232	234	241	241	0	0.00%
Part-Time Positions	19	19	19	19	0	0.00%



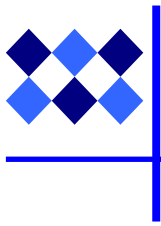
SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate
- Six School Resource Officer positions were added after the FY2014 Budget was adopted

Operating

- Additional funding for vehicle maintenance
- Additional fuel funding
- New funding for Computer Aided Dispatch (ENROUTE) maintenance contract



SHERIFF

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.

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

- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, and increase community based police programs and directed patrol through the phased implementation of recommendations in the 2013 Staffing Study.
- To continue and enhance public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Safety, and National Night Out in an effort to maintain the sense of community safety and security, and to reduce crime.
- To improve service capabilities through effective use of personnel resources, time, equipment, technology, research, and planning to continue to meet the safety and security expectations of the community.
- To Implement and achieve National Law Enforcement Agency Accreditation to assure and verify the highest level of service delivery to the community.
- To strengthen regional cooperative relationships with federal agencies to enhance the ability to identify and target violent crime activity leading to a reduction in those types of crimes.
- To enhance the agency focus and capabilities on crimes against children to interdict and reduce such activities.
- To implement through grant funding a Patrol Equipment Management System assuring better equipment use, distribution, efficiency, and accountability, improving patrol functions and leading to more efficient and effective use of resources.
- To initiate upgrades and modernization to current in car video equipment, including piloting an integrated body video, leading to enhanced officer safety, improved investigative capability and better documentation of incident actions.
- To continue and enhance public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Safety, and National Night Out in an effort to maintain the sense of community safety and security, and to reduce crime.
- To increase the number of public educational presentations, increase disaster preparedness for animal welfare, and increase the adoption rate for animals in the care of Animal Control
- To enhance community pride and sense of community through the support of the County's 350th Anniversary Program.

The above goals support the Board of Supervisors Priorities for the Community and the County's Best Values.

DEPARTMENTAL SERVICE LEVELS

	CY 2013 Actual	CY 2014 Projected	CY 2015 Planned
Outputs			
Arrests (DUI & criminal)	6,545	6,600	6,655
Accidents (property damage, fatal and injury crashes)	4,567	4,795	5,034
911 call volumes	49,176	50,000	50,838
Total calls for service	149,570	151,065	152,575
Court days	1,348	1,425	1,433
Animal Control complaints responded to (avg. of 13% are off-duty calls)	4,078	4,200	4,326
Civil & criminal processes	55,142	57,899	6,0794



SHERIFF

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented the Middle School Resource Officers Program to strengthen security in middle schools and improve community/youth relationships.
- Delivered the Active Shooter/Assailant Countermeasures Course of Instruction to over 500 school employees to increase awareness, prevention, provide options and increase safety within the school community.
- Engaged the community through the Neighborhood and Business Watch Programs, National Night Out, Civilian Police Academy, Project Life Safety, School Watch, TRIAD and numerous educational outreach programs.
- Successfully thwarted several major crimes including a major prescription drug distribution case and a regional criminal drug, gun and violence ring.
- Reduced larceny from automobiles during peak periods of activity (holidays and summer) through the successful implementation of the Hide It, Lock It, Loose It, initiative.
- Increased DUI enforcement efforts through implementation of new strategies leading to a 20% increase in DUI arrest during peak enforcement times.
- Updated Courts Security capabilities, equipment and protocols to better protect Court visitors and employees leading to a safer working and judicial environment.
- Modernized the agency's general orders and operating procedures insuring contemporary administrative, management and operational methods are being performed.
- Produced a Strategic Staffing Plan for the Office to insure service delivery in a growing community.
- Increased patrol equipment modernization through grant funding opportunities leveraging available funds and leading to better patrol and search and rescue capability. (i.e. patrol rifles, night vision, Forward Looking Infrared, modernized marine vessel)
- Updated the Deputy Recruiting Process leading to continued year-round recruiting, resulting in the accomplishment of full department staffing by mid-year.
- Modernized and implemented an enhanced promotional process for line supervision leading to better selection criteria and processes, and higher levels of supervision.
- Partnered with Achieving Career Hopes in Everyday Employment students from Brooke Point High School to provide care to shelter animals on a weekly basis.
- Upgraded the Computer Aided Dispatch System and the Sheriff's Record Management System leading to more efficient dispatch operations and enhanced records management.





SOCIAL SERVICES

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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:

Partnerships 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, SNAP, 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. The Family Engagement process brings together extended family, school personnel, neighbors, the church community and community-based service providers to collaboratively identify the supports needed to keep children from coming into foster care. 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 ways 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.

Community Partnerships:

- 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
Stafford Junction
Fredericksburg Area Food Bank
Rappahannock Area Agency on Aging
Germanna Community College
Rappahannock Area Health Department
Rappahannock Area Legal Services
Rappahannock United Way
Moss Free Clinic
Rappahannock Goodwill Industries
Empower House
Micah Ministries
SERVE

Rappahannock Area Council for Children and Parents
Rappahannock Area Community Services Board (RACSB)
Community Health Center of the Rappahannock Region
Senior Visitors Program
Juvenile & Domestic Relations Court Service Unit
Disability Resource Center
Department of Rehabilitative Services
Salvation Army
Virginia Employment Commission
Central Virginia Housing Coalition
Thurman Brisben Homeless Shelter
Mary Washington Hospice
Division of Child Support Enforcement

Two partnerships of special note were renewed in FY 2014:

With the changes to the Medicaid program brought about by implementation of the federal Affordable Care Act (ACA) and the resulting increase to the Medicaid workload, these two partnerships are even more beneficial to the agency now than they have been in the past:

- Stafford Head Start: outreach and enrollment of children in health insurance programs. Funding for this initiative was secured from the Stafford Hospital-Community Service fund as funding from the Virginia Health Care Foundation ended. This partnership provides DSS with a part-time grant funded 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.

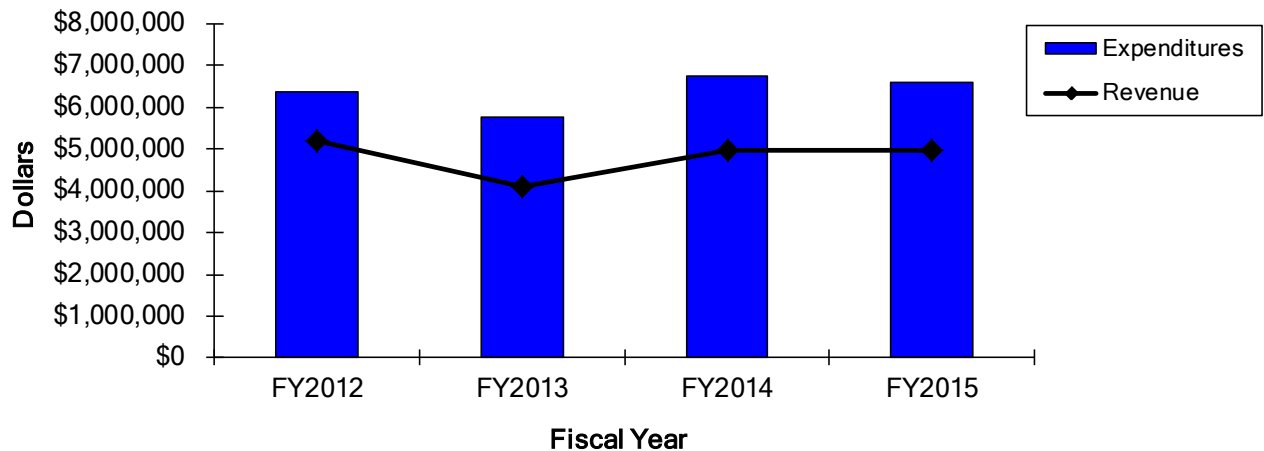


SOCIAL SERVICES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$3,534,330	\$3,920,476	\$4,267,850	\$4,127,790	(\$140,060)	-3.28%
Operating	2,854,092	1,839,812	2,483,500	2,488,830	5,330	0.21%
Total	6,388,422	5,760,288	6,751,350	6,616,620	(134,730)	-2.00%
Revenue	5,198,925	4,110,909	4,983,800	4,983,800	0	0.00%
Local Tax Funding	\$1,189,497	\$1,649,379	\$1,767,550	\$1,632,820	(\$134,730)	-7.62%

Funded Positions						
Full-Time Positions	55	55	56	56	0	0.00%
Part-Time Positions	6	6	6	6	0	0.00%



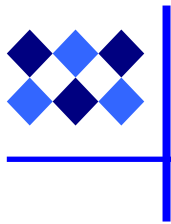
SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance - full year of final phase of Contribution Strategy for Employee health care
- Full year of FY2014 pay for performance
- Adjustment in home health provider's budget
- Adjustment to overtime
- Lower Virginia Retirement System rate

Operating

- Sign language interpreter for hearing impaired employee



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
- Refugee Resettlement

DEPARTMENTAL GOALS/OBJECTIVES

- Enter all CPS referrals/contacts 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 of children who have a mental health diagnosis
- 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
- Continue implementation of CommonHelp and fully implement the new Virginia Case Management System (VaCMS) for Medicaid applications
- Enter all Title IV-E foster care payments into Thomas Brothers Computer System
- Improve timely processing of TANF and Medicaid Applications and Renewals by 5%
- Develop new Community Work Sites for VIEW Participants
- Recruit and train an increased number of volunteers to assist agency staff
- Continuously improve customer service for internal and external consumers

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values



SOCIAL SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT)	98%	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)	18	22	20
Foster Children served in Family Based Placements (OASIS)	88%	90%	90%
Outputs			
Benefit Applications Received (ADAPT)	8,552	8,000	8,750
Food Stamp Households Served (ADAPT)	4,024	4,000	3,800
CPS Complaints Investigated (OASIS)	546	625	600
Foster Care Children Served (OASIS)	71	70	70
Service Quality			
Individuals Served through Holiday Programs (Manual Tracking)	3,020	3,750	3,500
Volunteers Providing Assistance (Manual Tracking)	537	625	625
Efficiencies			
Average Hourly Wage of VIEW Participants (VIP Report)	\$9.63	\$8.95	\$9.50
Per Capita Cost for County Share of Agency Budget	\$12.27	\$9.00	\$13.00

DEPARTMENTAL ACCOMPLISHMENTS

- Exceeded national and state benchmarks for foster children placed in foster family homes
- Successfully placed teenagers for adoption
- CPS Investigators completed forensic interview training
- In partnership with the Commonwealth Attorney's Office and the Sheriff's Office, DSS joined the regional Child Advocacy Center - Safe Harbor
- Exceeded the national standard for the protection of children
- Average hourly wage of VIEW participants exceeds state benchmark
- Continued timely processing of food stamp applications
- Improved timely completion of Medicaid reviews (by 16%)
- Achieved a food stamp participation rate that far exceeds national and state targets
- Successfully managed 30% increase in food stamp applications/caseload
- Successfully implemented new, automated Child Day Care Case Management System
- Successfully implemented CommonHelp - web based self-service customer portal for Benefit Programs
- Prepared for implementation of new, automated Eligibility Determination System for Families and Children Medicaid cases (VaCMS)
- Provided holiday assistance to over 3,000 individuals



TREASURER

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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:

Where have we partnered within the organization?

- The Treasurer's Office partnered with the Department of Utilities to design an enhanced online citizen payment portal providing additional Utility billing and payment history information. This user friendly portal allows citizens to make online payments and enroll in e-billing.
- Partnered with Animal Control to streamline the pre-registration process for scheduled Rabies Clinics.
- The Treasurer's Office is working with the Community Development Center CDC to implement the acceptance of credit card payment options conveniently in the CDC.

Efficiency initiatives on the horizon:

- Enhancing online real estate and personal property tax billing and payment access to include e-billing options.
- Implement electronic tax payment files through banking relationship to provide an efficient and automated tax receivable process.

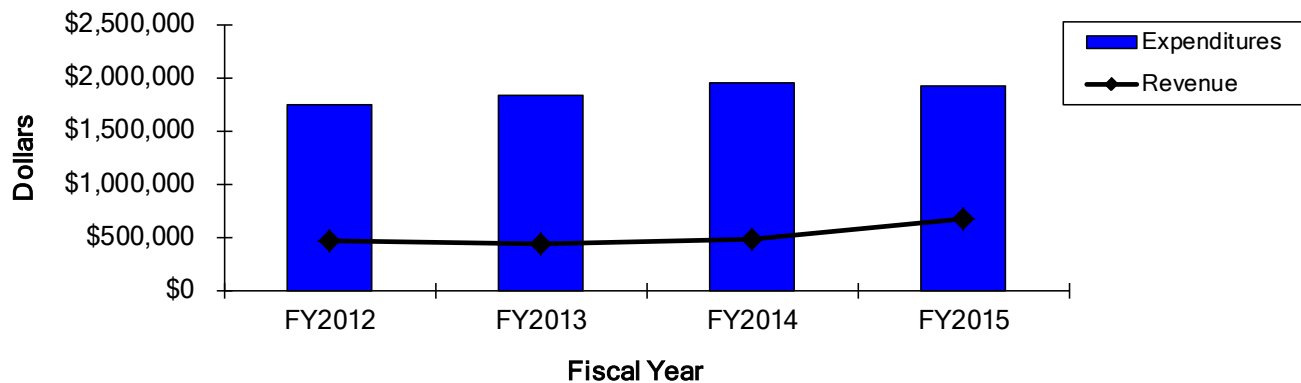


TREASURER

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,363,439	\$1,462,639	\$1,521,090	\$1,491,130	(\$29,960)	-1.97%
Operating	393,244	377,849	441,350	432,000	(9,350)	-2.12%
Total	1,756,683	1,840,488	1,962,440	1,923,130	(39,310)	-2.00%
Revenue	463,977	440,999	478,200	680,983	202,783	42.41%
Local Tax Funding	\$1,292,706	\$1,399,489	\$1,484,240	\$1,242,147	(\$242,093)	-16.31%

Funded Positions						
Full-Time Positions	17	17	17	17	0	0.00%
Part-Time Positions	3	3	3	3	0	0.00%



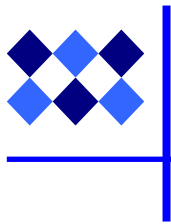
SIGNIFICANT BUDGET CHANGES:

Personnel

- Health insurance - full year of the final phase of contribution strategy for employee health care
- Full year of FY2014 pay for performance
- Lower Virginia Retirement System rate

Operating

- Decrease in cost of tax tickets and contracts



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 requires specialized processing.

Cashiering Division

The cashiering staff provides collection service to our citizens during lobby hours, processing citizen tax and utility payments and collect 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 Bankruptcy filing and discharge proceedings are administered, in accordance with State mandated laws.

Treasury Accounting Manager

Monitors revenues and ensures that daily revenues are uploaded accurate and timely into the financial accounting system. Administers cash management programs, audit activities, prepares and maintains financial records, bank statements reconciliations and assists Treasurer with the monitoring of investments.

Revenues and Operations

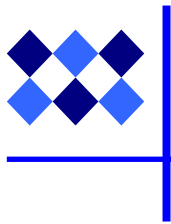
Designated Deputies oversee and administer daily cash management and banking activities related to the receipts and disbursements of all local and state revenues. They collaborate with vendors to manage the efficiencies of the billing and collection process.

All activities conducted by the above divisions are supervised by designated Deputy Treasurers.

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 billing, payment and collections by streamlining and enhancing automated processes which further increases the collection of taxes and decreases delinquencies.
- 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 to taxpayers.
- 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 budgetary decisions.

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

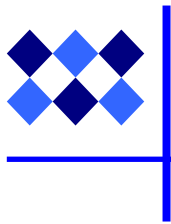


DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Debt Set-off program accounts (Stars-IMS)	40,276	38,000	39,000
Collection actions (DMV Stops)	10,357	9,500	10,000
Collection actions (Liens)	1,164	1,250	1,250
Delinquent notices (printed)	64,413	63,000	64,000
Outputs			
RE & PP bills processed (RCS Setups)	271,047	273,000	274,000
Water bills (HTE System)	396,647	390,500	397,000
Permit fees collected (Code Administration)	28,160	21,500	28,500
Meals tax payments (COR Tracking System)	3,743	3,400	3,700
State income estimates (Estimated Application)	4,092	4,000	4,000
State income returns (COR Tracking System)	974	250	900
Dog tags sold (Manual Tracking)	8,459	8,000	8,500
Service Quality			
DMV Select transactions (DMV reports)	17,918	17,900	17,900
Efficiencies			
Treasurer automated pre-payment plan	1,417	1,300	1,350
Lock Box payments processed - Taxes	60,597	68,000	68,000
Lock Box payments processed - Utilities	108,667	115,000	1000
Online Payments - Taxes and Utilities	210,609	200,000	225,000
Online Payments - dog tag licenses	1,927	2,000	2,000

DEPARTMENTAL ACCOMPLISHMENTS

- Late 2013, the Treasurer's Office launched a new online citizen payment portal that allows citizens to enroll in e-billing for Utility accounts and review Utility billing and payment history. Citizens can also make online utility payments with credit card for a nominal convenience fee or by e-check with no convenience fee. Current online user enrollment exceeds 6,400 with over 2,300 enrolled in e-billing.
- The Treasurer's Office continues to achieve increased revenues by concentrating on delinquent tax collections. An electronic file of delinquent taxpayers is sent annually to the Virginia Department of Taxation to seize state income tax refunds that are due to the taxpayer. The Treasurer's Office intercepted and collected \$1.2 million clearing 6,853 delinquent personal property tax accounts in the 2013 calendar year.
- The Treasurer's Office transmits electronic files to the Department of Motor Vehicles placing a vehicle registration withholding on delinquent personal property tax accounts. This delinquent collection effort is successful and contributes to the Treasurer's office high collection rate.
- The Treasurer's Office assesses an Administrative fee on accounts that require delinquent collection efforts. As a result Administrative fees collected in FY2013 exceeded \$216,000 in new revenues.
- The Treasurer's Office partnered with the Information Technology, County Finance and School Finance Department to successfully launch the online PayStub presentment available for County employees.



TREASURER

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- The Treasurer and Deputy Treasurers 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. These certifications allow the office to be eligible for maximum reimbursements granted from the State Compensation Board for Stafford County.
- The Treasurer's Office received an Award of Accreditation for FY 2012 by meeting the high performance standards established by the Treasurer's Association of Virginia.
- Workload measures are reviewed, calculated and submitted each year to the State Compensation Board. The results of these calculations for calendar year 2013 indicate that the Treasurer's Office staffing requirement should be supported by 22 FTE, making the office eligible for reimbursement for additional full-time employees.





PARTNER AGENCIES

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.

Stafford County continues to utilize a structured process for non-contractual partner agency funding requests. An evaluation committee reviews the applications for funding. 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, review of the agencies financial status 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.

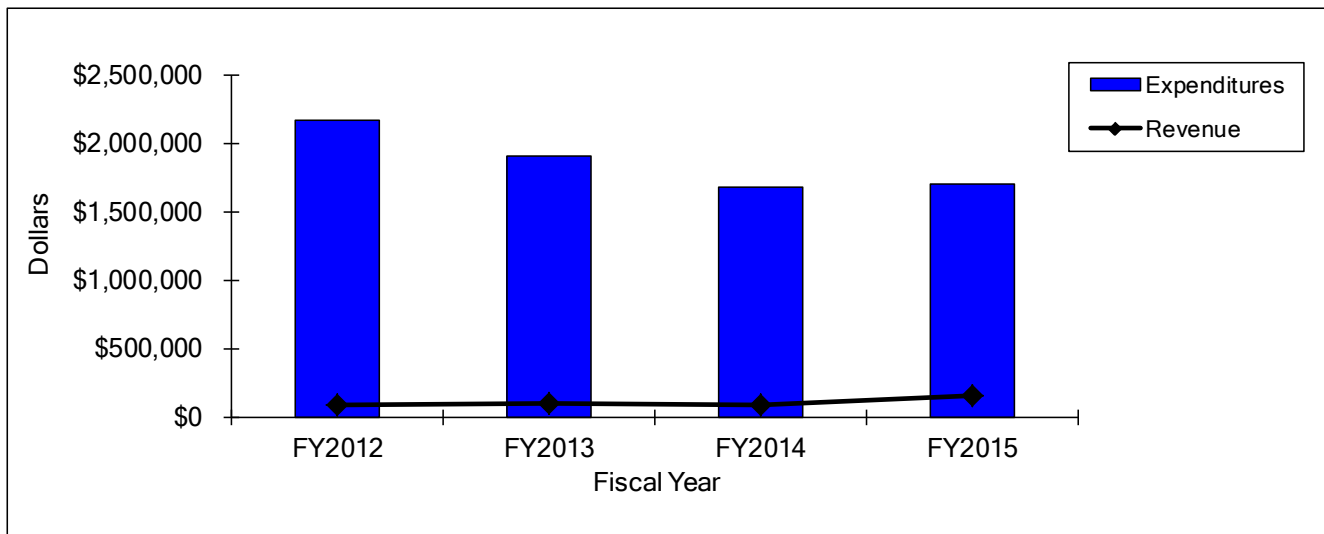
Continuing in our efforts to maintain and enhance a successful alliance with our partner agencies, Stafford County's website provides a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the citizens 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.staffordcountyva.gov under Human Services Office- then Partner Agencies.



PARTNER AGENCIES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$2,176,357	\$1,905,277	\$1,681,739	\$1,700,920	\$19,181	1.14%
Total	2,176,357	1,905,277	1,681,739	1,700,920	19,181	1.14%
Revenue	85,599	100,994	91,788	157,750	65,962	71.86%
Local Tax Funding	\$2,090,758	\$1,804,283	\$1,589,951	\$1,543,170	(\$46,781)	-2.94%



SIGNIFICANT BUDGET CHANGES

Operating

- Withdrawal of funding request from Rappahannock Area Council for Children and Parents (RACCAP).
- Includes funding for Safe Harbor - agency reduces trauma to child victims.
- Includes funding for Stafford Junction - agency works to establish system and services within the community to maximize effectiveness for children and families.
- Through the evaluation process and based on the impact of services to Stafford residents a shift in funding for some Community Agencies transpired.
- In lieu of annual appropriations for a period of three years the Board intends to convey properties to the Economic Development authority. FY2015 is the 2nd year.



PARTNER AGENCIES

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.
- Coordinate and collaborate with other localities to develop a regional approach to service implementation within the planning district.

The above goals support the Long Range Human Service Plan, the Board of Supervisors Priorities for the community and the County's B.E.S.T. values



PARTNER AGENCIES' MISSIONS

Agency Name	Mission
Chaplin Youth Group Home Commission	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 America of 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.
Piedmont Dispute Resolution Center	Provide dispute resolution and restorative justice information, education and community services. They also have ongoing communication with judges and court clerk that facilitate a mediation program that meets the needs of the courts and the citizens.
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 Children and Parents	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 on 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 Refuge Inc, (Hope House)	Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.
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.
Safe Harbor	Provides a child friendly, community oriented, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims.
Stafford Junction	Serves high-need children, youth and their families residing in Stafford County. Our mission is to transform lives through faith and action. We partner with residents, local churches, service agencies, and businesses to connect lives, build relationships, and foster understanding across socio-economic lines.
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	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
DisAbility Resource Center	\$25,550	\$25,279	\$25,279	\$0	0.0%
Fredericksburg Area Food Bank	17,064	14,128	12,165	(1,963)	-13.9%
Healthy Families Rappahannock Area	8,000	8,000	7,200	(800)	-10.0%
Hospice Support Care	2,610	3,000	0	(3,000)	-100.0%
Lloyd F. Moss Free Clinic	18,000	18,000	18,000	0	100.0%
Mental Health America of Fredericksburg	10,230	11,253	11,253	0	0.0%
Micah Ecumenical Ministries	12,500	15,000	20,000	5,000	33.3%
Northern VA 4-H Educational and Conference Center	1,000	1,000	0	(1,000)	-100.0%
Piedmont Dispute Resolution Center	8,000	8,000	8,000	0	0.0%
Rappahannock Area Agency on Aging	27,946	29,347	29,347	0	100.0%
Rappahannock Area Council for Children and Parents	16,500	16,500	0	(16,500)	-100.0%
Rappahannock Area Court Appointed Special Advocates	6,450	6,450	5,810	(640)	-9.9%
Rappahannock Big Brothers Big Sisters	6,000	6,500	5,850	(650)	-10.0%
Rappahannock Council Against Sexual Assault	16,703	16,703	15,033	(1,670)	-10.0%
Empowerhouse	43,410	46,898	46,898	0	0.0%
Rappahannock Emergency Medical Services Council, Inc.	3,739	9,607	13,637	4,030	41.9%
Rappahannock Legal Services	30,900	32,445	32,445	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	11,000	11,000	11,000	0	0.0%
Rebuilding Together (Christmas in April)	3,490	3,490	3,490	0	0.0%
S.E.R.V.E., Inc.	47,697	47,697	47,697	0	0.0%
Safe Harbor	-	-	3,000	3,000	100.0%
Stafford Junction	-	-	18,000	18,000	100.0%
The ARC of Rappahannock	5,700	0	0	0	100.0%
Volunteer & Information Services of the United Way	2,737	2,737	2,737	0	0.0%
Total Community Agencies	325,226	\$333,034	\$336,841	\$3,807	1.1%
Intergovernmental Agencies					
Chaplin Youth Group Home Commission	90,585	99,650	76,209	(23,441)	-23.5%
Economic Development Authority	275,000	19,004	0	(19,004)	-100.0%
Fredericksburg Regional Alliance	55,080	55,080	55,080	0	0.0%
George Washington Regional Commission	67,327	74,708	85,378	10,670	14.3%
Germanna Community College - Capital	50,000	50,000	50,000	0	0.0%
Germanna Community College - Operating	26,070	26,070	26,070	0	100.0%
Rappahannock Area Community Service Board	242,748	250,152	291,051	40,899	16.3%
Rappahannock Area Health District	535,937	535,937	535,937	0	0.0%
Rappahannock Area Office on Youth	138,000	138,000	138,000	0	0.0%
Thurman Brisben Homeless Shelter	65,000	65,000	71,250	6,250	9.6%
Tri-County/City Soil and Water Conservation District	21,404	21,404	21,404	0	0.0%
Watershed Property Manager	12,900	13,700	13,700	0	0.0%
Total Intergovernmental Agencies	\$1,580,051	\$1,348,705	\$1,364,079	\$15,374	1.1%
Total	\$1,905,277	\$1,681,739	\$1,700,920	\$19,181	1.1%



SCHOOL FUNDS

The School Funds consist 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 School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system. The School Nutrition Service Fund accounts for the revenues and expenditures associated with the providing of food services within the public school system. The School Construction Fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools. The Grants Fund accounts for the revenues and expenditures associated with state and federal grant funding. The Workers' Compensation 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 accounts for revenue and expenses associated the providing 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 education budget estimates. These must be 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.

SCHOOL BOARD MEMBERS

Nanette Kidby, Chairman
GARRISONVILLE DISTRICT

Holly Hazard, Vice-Chairman
HARTWOOD DISTRICT

Irene Egan
AQUIA DISTRICT

C. Scott Hirons
FALMOUTH DISTRICT

Patricia Healy
ROCKHILL DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Dana Reinboldt
GRIFFIS-WIDEWATER DISTRICT

W. Bruce Benson, Ed.D.
SUPERINTENDENT

Lance Wolff
ASSISTANT SUPERINTENDENT
OF FINANCIAL SERVICES

Chris Quinn
ASSISTANT SUPERINTENDENT
FOR INSTRUCTION

Scott Horan
ASSISTANT SUPERINTENDENT
FOR FACILITIES

David White
ASSISTANT SUPERINTENDENT
FOR SECONDARY EDUCATION
& SUPPORT SERVICES

Pam Kahle
ASSISTANT SUPERINTENDENT
FOR ELEMENTARY EDUCATION
& SUPPORT SERVICES



VISION, BELIEFS AND MISSION STATEMENT

VISION

To be an innovative learning organization committed to EXCELLENCE

OUR BELIEFS

We believe in COMMUNITY.

We believe in DIVERSITY.

We believe in RESPECT.

We believe in INTEGRITY.

We believe in EXCELLENCE.

MISSION

Teaching our STUDENTS today to be the LEADERS of tomorrow



SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

The schools operate 30 facilities, including one currently under renovation. The facilities include 17 elementary schools, grades K-5, eight middle schools, grades 6-8, and five high schools, grades 9-12.

The composite index for the upcoming biennium is .3412, an increase from the current of .3305. This means that the state will pay a slightly lower share of education costs. The County still provides more than twice the amount of local funding required by the state.

Because the FY2014 ADM was lower than originally estimated, there will be a state revenue shortfall for that year. The increase in state funding from the FY2014 adopted budget to the projection for FY15 is modest, at \$2.3M, although the increase from the FY2014 current estimate is \$4.4M.

Virginia Retirement System (VRS) funding continues to be a challenge for the School system. In an effort to develop a more sustainable retirement system, the state has required that employees begin to pay into the system, but receive a corresponding salary increase. The total requirement, which can be phased in, is known as the VRS "5&5" since ultimately employees will pay 5% of their salary to VRS, but receive a 5% salary increase. Because the increase is subject to payroll taxes and retirement costs, the net effect is an increase in costs to the schools and a slight decrease in net pay to employees. However, the employees' retirement benefits are higher as a result. To comply with this mandate, the school system began phasing in the requirement and provided a 1% salary increase and required employees to pay 1% into VRS in beginning in FY2013. The FY2015 Budget includes the 3rd year 1% salary increase for employees to pay the 1% VRS. The employee VRS requirement is now 3%. The Schools' budget also reflects increased VRS rates, as the General Assembly continues efforts toward fully funding the pension liability,

The Board of Supervisors has approved local School funding of \$141.1M. This is more than twice the required local effort of \$57 million mandated by the state. This budget provides the largest school operating transfer in Stafford's history, an increase of \$3.3M. Funding is included for a possible expansion to the Heather Empfield public day school. This national award-winning partnership between the Schools and County provides the least restrictive community based services to special education students in Stafford, saving \$300,000 per year.

DEBT SERVICE

School Debt Service for FY2014 totals \$29,151,550 and is shown in the General Fund.



SCHOOL BUDGET HIGHLIGHTS

SUMMARY OF SCHOOL FUNDS

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
School Operating Fund	\$237,817,637	\$246,390,384	\$251,166,914	\$256,242,629	\$5,075,715	2.02%
Nutrition Services Fund	\$11,791,530	\$12,263,227	\$13,040,603	\$13,695,511	\$654,908	5.02%
Construction Fund	\$17,535,081	\$19,112,635	\$2,332,000	\$128,480	(\$2,203,520)	-94.49%
Grant Fund	\$9,904,658	\$9,784,272	\$11,805,169	\$12,116,290	\$311,121	2.64%
Total School Funds	\$277,048,906	\$287,550,518	\$278,344,686	\$282,182,910	\$3,838,224	1.38%
Internal Service Funds						
	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Health Services Fund	\$30,477,160	\$34,276,989	\$24,916,982	\$35,847,255	\$10,930,273	43.87%
Workers' Compensation Fund	\$819,106	\$797,410	\$613,745	\$600,166	(\$13,579)	-2.21%
Total	\$31,296,266	\$35,074,399	\$25,530,727	\$36,447,421	\$10,916,694	42.76%

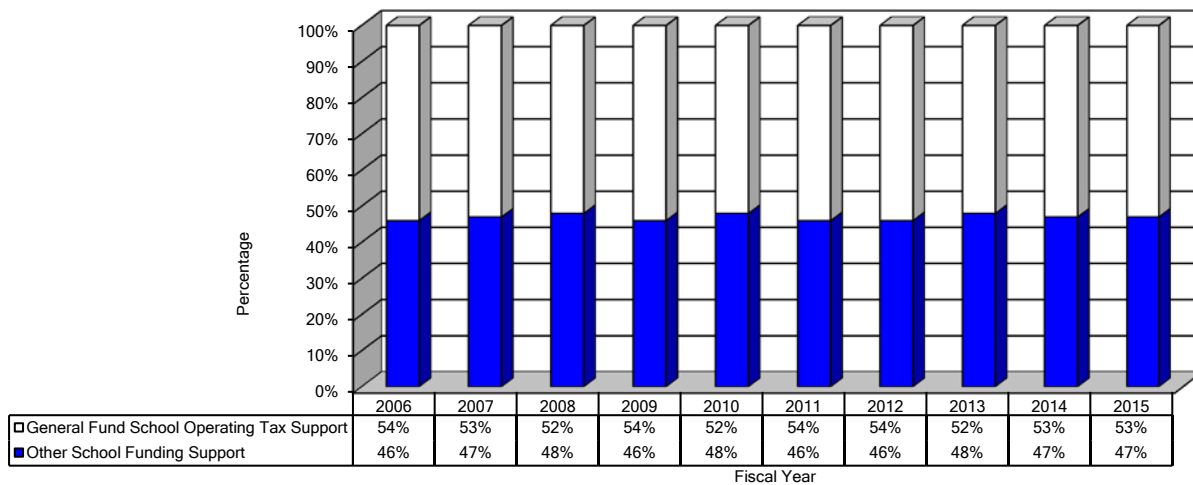


EDUCATION COST STATISTICS

The Local School Funding Fiscal Year 2015 is \$141.1 million. All Operating Expenditures Consist of Total Operating Costs, Including Facilities and Debt Service. The General Fund Transfer Includes Debt Service.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2015 *	27,048	-0.7%	142,299	2.8%	297,550	9,849	3.4%	11,001	2,091
2014 *	27,229	1.2%	138,423	2.3%	287,702	5,218	1.8%	10,566	2,078
2013	26,904	0.2%	135,311	2.0%	282,484	6,332	2.3%	10,500	2,088
2012	26,838	0.3%	132,719	2.3%	276,151	7,427	2.8%	10,290	2,081
2011	26,745	0.3%	129,772	0.6%	268,724	(7,749)	-2.8%	10,048	2,071
2010	26,661	1.2%	128,961	5.0%	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

Fiscal Year	School Enrollment		County Population		General Fund Transfer					% of Oper. Fund
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	
2014 *	27,048	-0.7%	142,299	2.8%	141,139	4,686	3.4%	5,218	992	47%
2014 *	27,229	1.2%	138,423	2.3%	136,453	370	0.3%	5,011	986	47%
2013	26,904	0.2%	135,311	2.0%	136,084	9,055	7.1%	5,058	1,006	48%
2012	26,838	0.3%	132,719	2.3%	127,028	2,122	1.7%	4,733	957	46%
2011	26,745	0.3%	129,772	0.6%	124,906	(7,529)	-5.7%	4,670	963	46%
2010	26,661	1.2%	128,961	5.0%	132,435	2,386	1.8%	4,967	1,027	48%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46%
2008	26,114	-0.3%	121,736	0.8%	130,513	9,319	7.7%	4,998	1,072	48%
2007	26,181	1.2%	120,723	0.5%	121,194	27,742	29.7%	4,629	1,004	47%
2006	25,871	1.8%	120,170	2.1%	114,427	20,975	22.4%	4,423	952	46%



* Fiscal Years 2014 is Adopted and 2015 is Proposed.

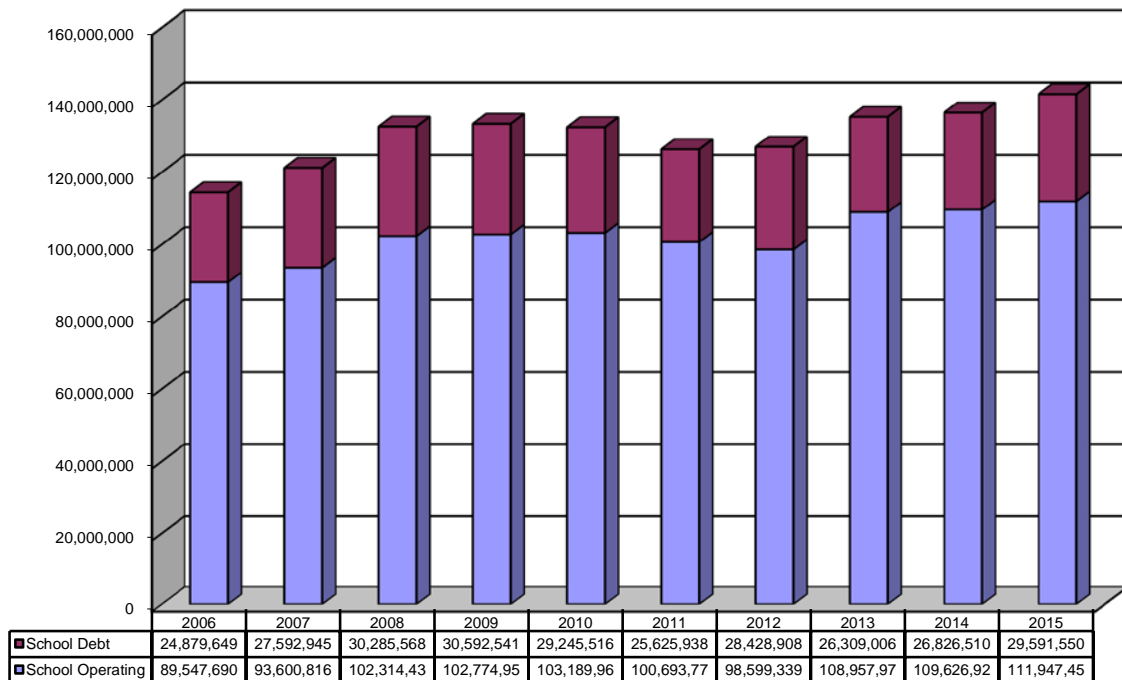


SCHOOL TRANSFER AND DEBT SERVICE

The schedule and graph below show an historical analysis of the School Transfer separated by Operating Costs and Debt Service. FY2006 to FY2013 are actuals, FY2014 and FY2015 is the Adopted Budgets.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	Debt Service/ Capital Projects	Prior Year % Change Debt
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	127,028,247	98,599,339	-2.08%	28,428,908	10.94%
2013	135,266,981	108,957,975	10.51%	26,309,006	-7.46%
2014	136,453,431	109,626,921 ¹	0.61%	26,826,510	1.97%
2015	141,139,006	111,947,456	2.12%	29,591,550	10.31%
Average 2006 to 2015			5.25%		2.40%

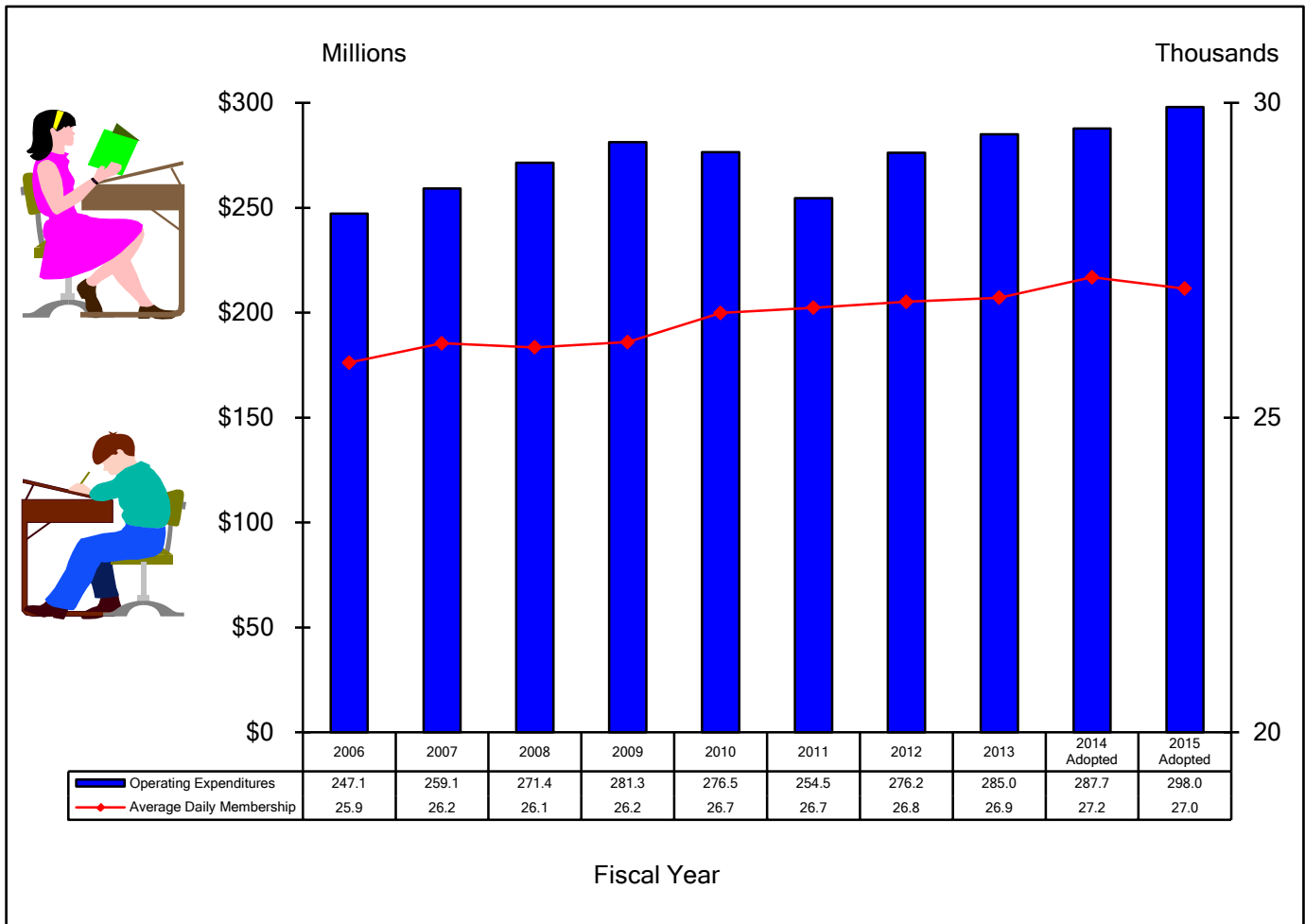
¹ One-time debt service savings of \$3.1M from VPSA refunding was used to increase School transfer to be used for Capital Projects and other one-time expenditures. \$1M was included in the operating transfer, \$2.1M was used for capital projects in the Construction fund.





SCHOOL OPERATING VS. ENROLLMENT

Estimated school average daily membership for Fiscal Year 2015 is 27,048 and a school operating budget of \$298 million (includes total operating budget, debt service, and grants fund).

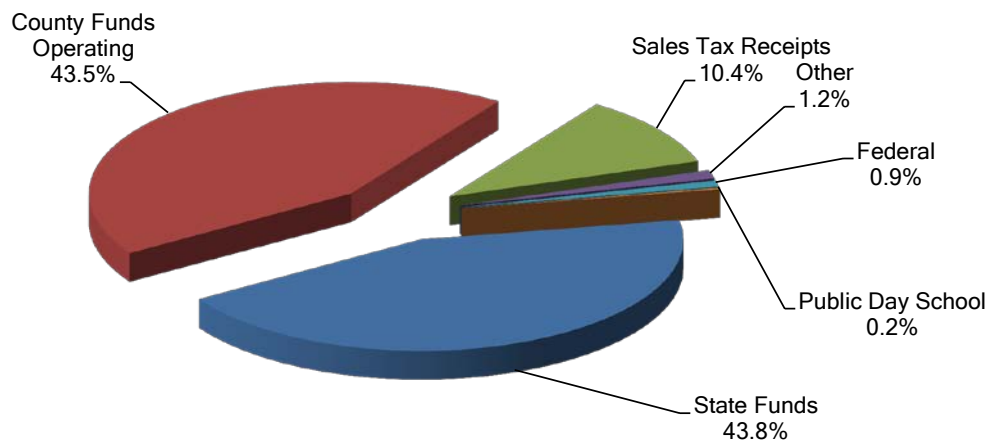




SCHOOL OPERATING REVENUES

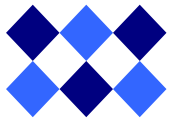
Revenues	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
State Funds	\$107,094,321	\$109,812,949	\$112,162,441	\$2,349,492	2%
County Funds Operating	108,625,975	108,294,921	111,429,456	3,134,535	3%
Sales Tax Receipts	25,513,251	26,682,015	26,540,703	(141,312)	-1%
Other	2,930,829	2,610,029	3,187,029	577,000	22%
Federal	2,071,309	2,435,000	2,405,000	(30,000)	-1%
Public Day School	332,000	332,000	518,000	186,000	100%
VPSA Refunding	0	1,000,000	0	0	100%
Other Financing Sources	2,361,672	0	0	0	0%
Prior Year Carryforward	0	0	0	0	0%
Total	\$248,929,357	\$251,166,914	\$256,242,629	\$5,075,715	2%

Operating Revenues



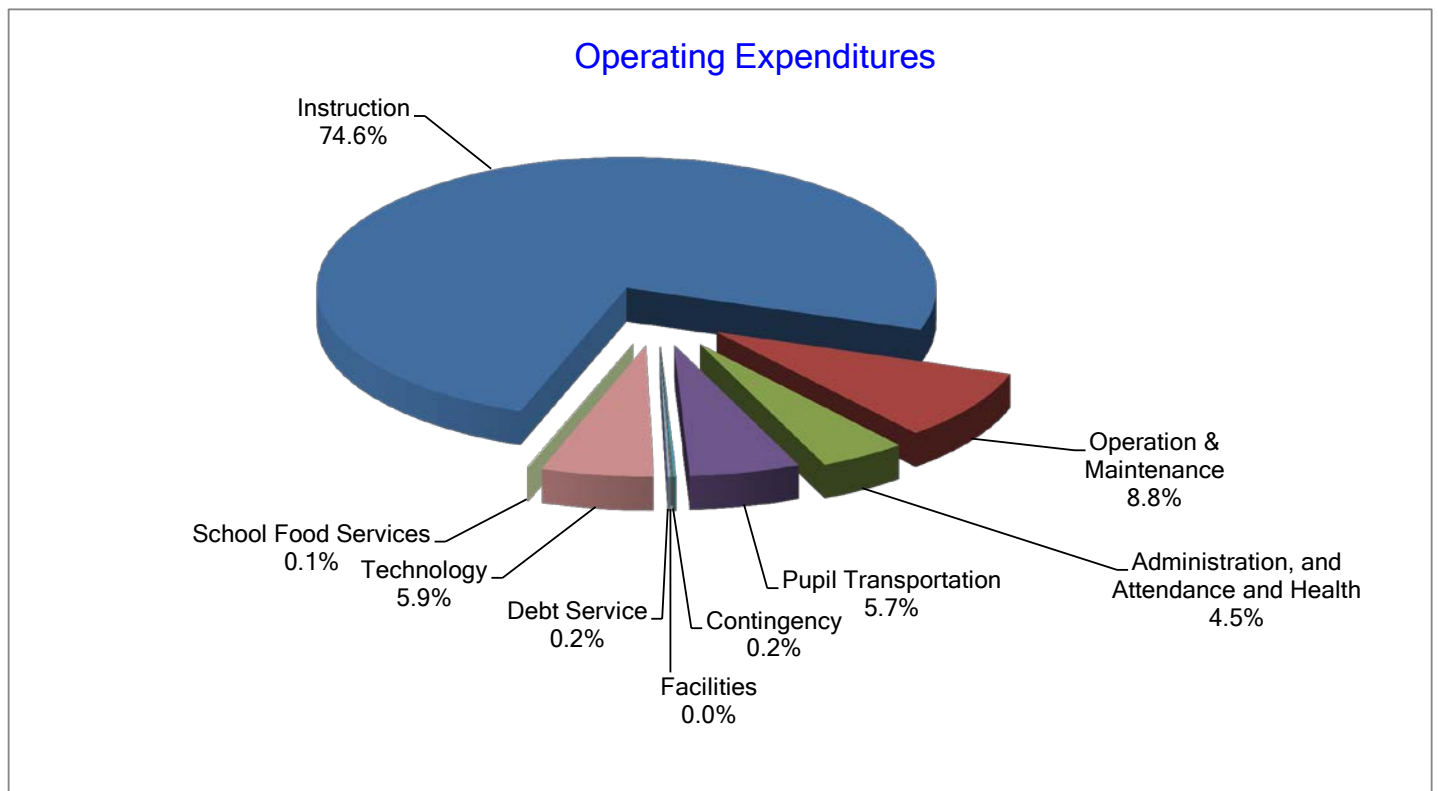
Fund Balance, Beginning of Year	\$2,975,591	\$5,514,564	\$5,514,564	\$0	0.00%
Fund Balance, End of Year ⁽¹⁾	\$5,514,564	\$5,514,564	\$5,514,564	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2013 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



SCHOOL OPERATING EXPENDITURES

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Instruction	\$181,881,078	\$187,142,363	\$191,183,710	\$4,041,347	2.2%
Operation & Maintenance	21,315,872	22,283,065	22,439,315	156,250	0.7%
Administration, and Attendance and Health	10,422,301	10,972,960	11,536,765	563,805	5.1%
Pupil Transportation	13,419,206	14,312,366	14,781,077	468,711	3.3%
Contingency	0	500,000	500,000	0	0.0%
Facilities	198,990	98,558	99,000	442	0.4%
Debt Service	464,923	461,909	461,909	0	0.0%
Technology	14,783,665	15,160,689	15,014,165	(146,524)	-1.0%
School Food Services	212,264	235,004	226,688	(8,316)	-3.5%
Capital Outlay	3,692,085	0	0	0	0.0%
Total	\$246,390,384	\$251,166,914	\$256,242,629	\$5,075,715	2.0%

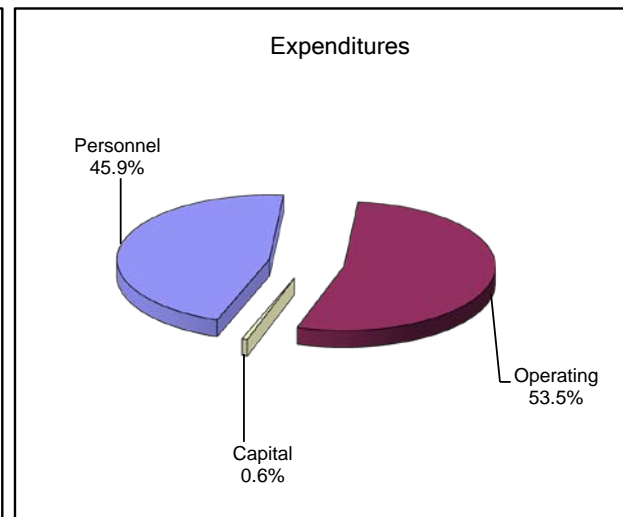
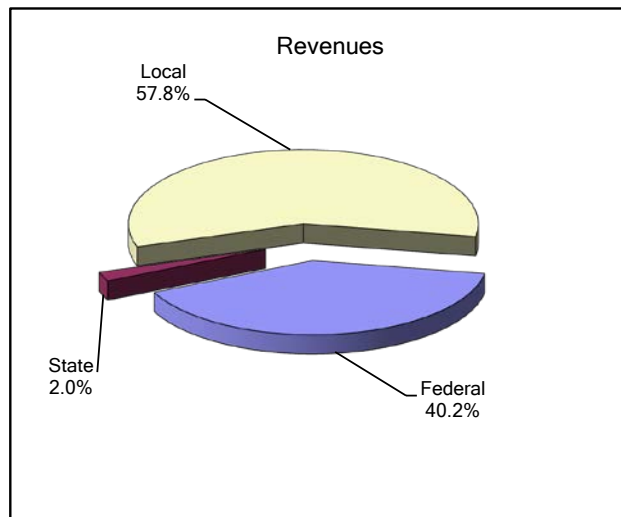




SCHOOL NUTRITION SERVICE FUND

	FY2013 Actual	FY2014 Adopted Budget	FY2015 Adopted Budget	Change '14 to '15	
Revenues					
Federal	\$5,180,412	\$5,363,263	\$5,123,602	(\$239,661)	-4.47%
State	\$218,554	\$215,000	\$259,708	\$44,708	20.79%
Local					
Lunch Sales	\$3,904,507	\$4,020,500	\$4,261,701	\$241,201	6.00%
A-la-carte	2,351,901	2,500,042	2,597,000	96,958	3.88%
Breakfast Sales	375,734	415,000	417,500	2,500	0.60%
Expenditure Refunds	4,912	90,000	101,500	11,500	100.00%
Total	\$6,637,054	\$7,025,542	\$7,377,701	\$352,159	5.01%
From School Operating Fund	\$12,464	\$0	\$0	\$0	0.00%
Other	31,728	25,000	934,500	909,500	0.00%
Total	\$12,080,212	\$12,628,805	\$13,695,511	\$1,066,706	8.45%
Expenditures					
Personnel	\$5,491,317	\$6,087,818	\$6,287,747	\$199,929	3.28%
Operating	6,476,553	6,653,785	7,328,264	674,479	10.14%
Capital	295,357	299,000	79,500	(219,500)	-73.41%
Total	\$12,263,227	\$13,040,603	\$13,695,511	\$654,908	5.02%
Fund Balance, Beginning of Year	\$2,633,949	\$2,450,934	\$2,039,136	(\$411,798)	-16.80%
Fund Balance, End of Year⁽¹⁾	\$2,450,934	\$2,039,136	\$2,039,136	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2013 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report





CONSTRUCTION FUND

Funds are budgeted and appropriated when projects and the funding sources are approved. These funds may be carried over to the next fiscal year until the project is complete.

		FY2014		FY2015	
	FY2013	Adopted	Adopted	Change	
Revenues	Actual	Budget	Budget	'14 to '15	
VP SA Bond Funding	\$34,050,331	\$0	\$0	\$0	0.00%
VP SA Interest	45,810	235,000	18,480	(216,520)	-92.14%
Transfer from General Fund	0	2,097,000	0	(2,097,000)	100.00%
Other	1,306,671	0	110,000	110,000	0.00%
Total	\$35,402,812	\$2,332,000	\$128,480	(\$2,203,520)	-94.49%
Expenditures					
Personnel	\$301,432	\$235,000	\$128,480	(\$106,520)	-45.33%
Operating	0	0	0	0	0.00%
Capital	18,811,203	2,097,000	0	(2,097,000)	100.00%
Total	\$19,112,635	\$2,332,000	\$128,480	(\$2,203,520)	-94.49%
Fund Balance, Beginning of Year	\$17,117,378	\$33,407,555	\$33,407,555	\$0	0.00%
Fund Balance, End of Year ⁽¹⁾	\$33,407,555	\$33,407,555	\$33,407,555	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2013 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



GRANT FUND

Grant funds are budgeted and appropriated when a grant is authorized. These funds may be carried over to the next fiscal year until the grant is complete.

Revenues	FY2013 Actual	FY2014 Adopted Budget	FY2015 Adopted Budget	Change '14 to '15	
Federal Funds	\$9,437,553	\$9,265,746	\$9,576,867	311,121	3.36%
Contingency	0	2,500,000	2,500,000	0	0.00%
State Funds	88,093	39,423	39,423	0	0.00%
Other Funds	259,491	0	0	0	0.00%
Total	\$9,785,137	\$11,805,169	\$12,116,290	\$311,121	2.64%

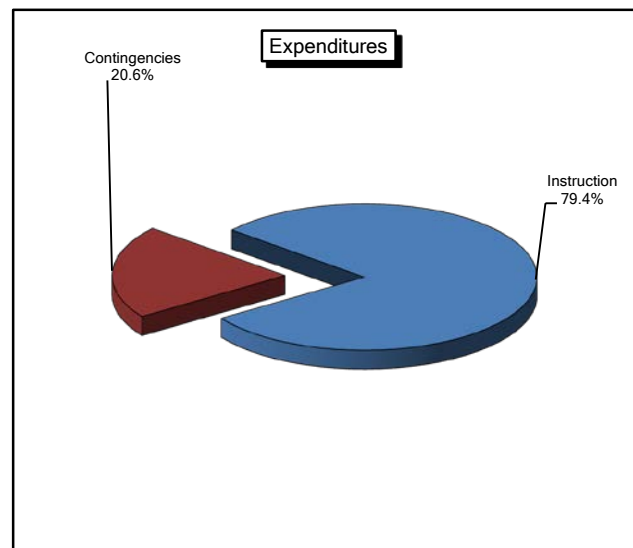
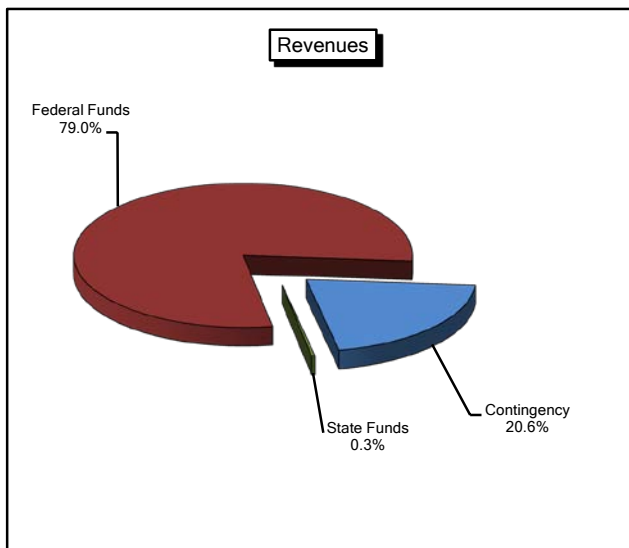
Expenditures

Instruction	\$9,552,878	\$9,305,169	\$9,616,290	\$311,121	3.34%
Contingencies	0	2,500,000	2,500,000	0	0.00%
Capital Outlay	\$7,240	0	0	0	0.00%
Other	\$3,343	0	0	0	0.00%
Technology	\$220,811	0	0	0	0.00%
Total	\$9,784,272	\$11,805,169	\$12,116,290	\$311,121	2.64%

Fund Balance, Beginning of Year	\$40,328	\$41,193	\$41,193	\$0	0.00%
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Fund Balance, End of Year⁽¹⁾	\$41,193	\$41,193	\$41,193	\$0	0.00%
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⁽¹⁾ The ending fund balance for FY2013 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report





SCHOOL WORKERS COMPENSATION FUND

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues					
Transfer from Other Funds	\$597,732	\$613,745	\$600,166	(\$13,579)	-2%
Total	\$597,732	\$613,745	\$600,166	(\$13,579)	-2%
Expenditures					
Workers Compensation	\$718,223	\$613,745	\$600,166	(\$13,579)	-2%
Personnel	79,187	0	0	0	0%
Total	\$797,410	\$613,745	\$600,166	(\$13,579)	-2%
Net Assets, Beginning of Year	\$1,070,445	\$870,767	\$870,767	\$0	0%
Net Assets, End of Year⁽¹⁾	\$870,767	\$870,767	\$870,767	\$0	0%

⁽¹⁾ The ending net assets for FY2013 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report



SCHOOL HEALTH BENEFITS FUND

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues					
Charges for Services	\$31,523,769	\$24,916,982	\$35,847,255	\$10,930,273	44%
Interest	\$7,697				
Total	\$31,531,466	\$24,916,982	\$35,847,255	\$10,930,273	44%
Expenditures					
Personnel	\$144,767	\$150,932	\$167,175	\$16,243	11%
Operating	31,376,161	23,666,050	35,178,080	11,512,030	0%
Transfers to Other Funds	2,756,061	1,100,000	502,000	(598,000)	-54%
Total	\$34,276,989	\$24,916,982	\$35,847,255	\$10,930,273	44%
Net Assets, Beginning of Year	(\$5,670,268)	(\$8,415,791)	(\$8,415,791)	\$0	0%
Net Assets, End of Year⁽¹⁾	(\$8,415,791)	(\$8,415,791)	(\$8,415,791)	\$0	0%

⁽¹⁾ The ending net assets for FY2013 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report



PUBLIC SCHOOL FACTS

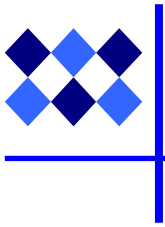
School	Year Opened	Capacity	ADM ¹
Elementary Schools			
Ferry Farm	1957	732 ²	583
Hartwood	1963	649 ²	543
Moncure	1966	754 ²	727
Falmouth	1967	794 ²	553
Grafton Village	1967	754 ²	570
Stafford	1968	794 ²	686
Garrisonville	1981	768 ²	516
Widewater	1988	843 ²	800
Rockhill	1989	843 ²	647
Park Ridge	1990	843 ²	651
Hampton Oaks	1992	950	830
Winding Creek	1997	925 ²	648
Rocky Run	2000	950	792
Kate Waller Barrett	2002	950	737
Margaret Brent	2004	950	854
Conway	2005	950	898
Anthony Burns	2006	950	750
Middle Schools			
Edward E. Drew	1951	650 ³	539
A. G. Wright	1981	920	754
Stafford	1991	1,100	497
H. H. Poole	1995	1,100	848
Rodney E. Thompson	2000	1,100	1,055
T. Benton Gayle	2002	1,100	957
Dixon-Smith	2006	1,100	788
Shirley Heim	2008	1,100	947
High Schools			
Stafford	1975	1,850 ⁴	1,926
North Stafford	1981	1,925	1,668
Brooke Point	1993	1,800	1,765
Colonial Forge	1999	1,875 ⁴	1,958
Mountain View	2005	1,800	1,742

¹ ADM - Average Daily Membership (FY15 (2014 - 2015 School Year))

² March 2010 -- Capacity was reviewed and recalculated

³ Reduced due to the addition of the Emphield Day School

⁴ Includes Modular Classrooms (CFHS - 3, SHS - 2)



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, state recordation tax, and transportation bond proceeds. It 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

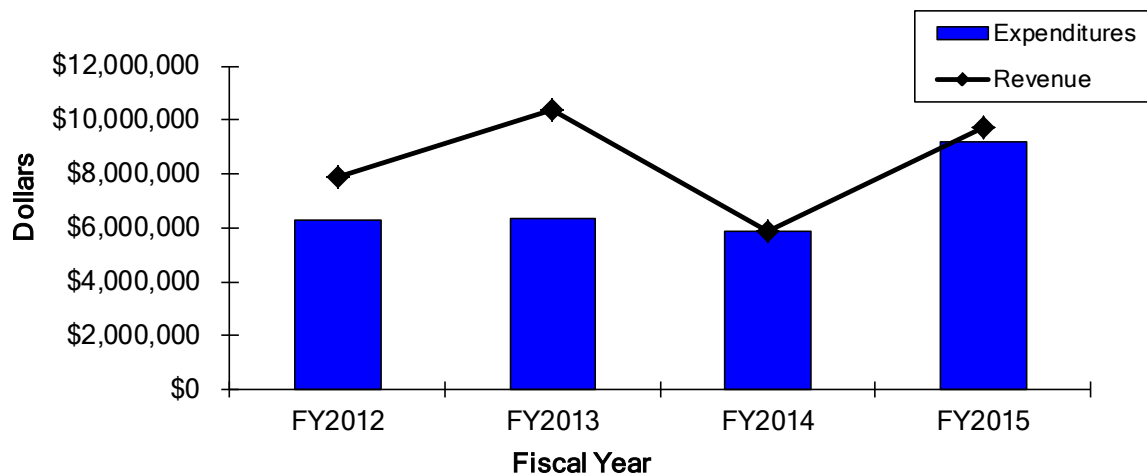
Mike Smith
Director of Public Works
540-658-5125
msmith@staffordcountyva.gov

Our Mission: A special revenue fund established for the purpose of enhancing the efficiency and quality of transportation for County businesses and residents.

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$4,206,363	\$3,537,417	\$3,286,665	\$3,389,114	\$102,449	0.00%
Capital	2,101,340	2,841,877	2,603,335	5,831,779	3,228,444	124.01%
Total	\$6,307,703	6,379,294	5,890,000	9,220,893	3,330,893	56.55%
Revenue	7,894,788	10,406,691	5,890,000	9,756,973	3,866,973	65.65%
Difference	(\$1,587,085)	(\$4,027,397)	\$0	\$536,080	\$536,080	0.00%

Funded Positions						
Full-Time Positions	2	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

- Increase in VRE subsidy due to increased ridership share
- Road projects



TRANSPORTATION

DEPARTMENTAL GOALS/OBJECTIVES

- Implement 2008 road bond referendum projects
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)
- Complete selected road and pedestrian improvements within the County

DEPARTMENTAL SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outputs			
VRE system average daily ridership	18,878	20,100	19,200
Efficiencies			
County subsidy for VRE	\$2,347,707	\$2,529,281	\$2,689,391



TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name

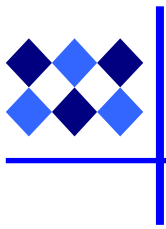
Fredericksburg Regional Transit

Stafford Regional Airport

Mission

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.

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 19,000 passengers a day on both lines. The VRE is a cooperative venture of the Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC). Stafford participates in the PRTC. All jurisdictions served by VRE contribute a financial subsidy to the rail system. The largest expenditure of the County's Transportation Fund is our subsidy to VRE.

FRED Bus Service

The Fredericksburg Regional Transit System (FRED) provides bus transit service on fixed routes in Stafford County.

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, or by calling (540) 658-1212, or by visiting their website at www.staffordairport.com.

Bicycle/Pedestrian Trails

The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Funds from the Transportation Fund will pay the required local match to these grant funds.

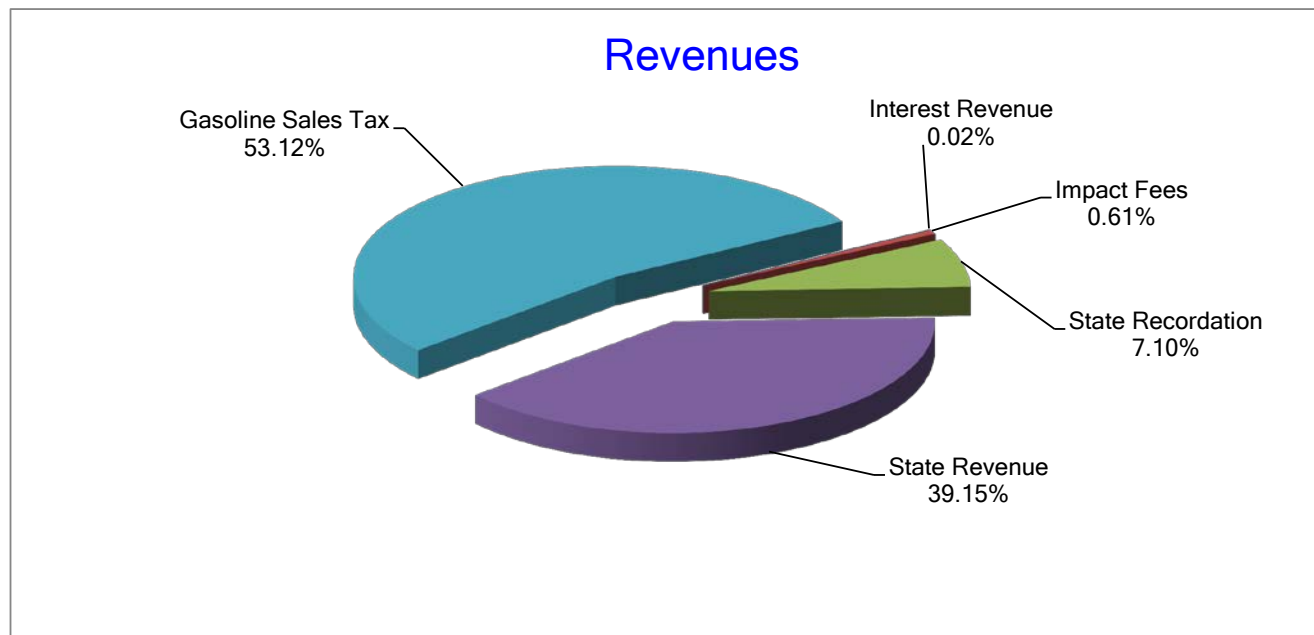
Local Road Projects

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

	FY2013 Actual	FY2014 Adopted	Adopted Budget	FY2015 Changes '14 to '15	
Gasoline Sales Tax	\$ 5,616,151	\$ 5,173,000	\$ 5,182,849	\$ 9,849	0.19%
State Recordation	693,624	715,000	693,000	(22,000)	-3.08%
Interest Revenue	10,210	2,000	2,000	0	0.00%
Federal Revenue	430,564	0	0	0	0.00%
State Revenue	550,575	0	3,819,124	3,819,124	100.00%
Bond Proceeds	2,822,597	0	0	0	0.00%
Impact Fees	0	0	60,000	0	100.00%
Transfers from other funds	271,100	0	0	0	0.00%
Miscellaneous	11,870	0	0	0	0.00%
Total	\$ 10,406,691	\$ 5,890,000	\$ 9,756,973	\$ 3,866,973	65.65%



FUND BALANCE

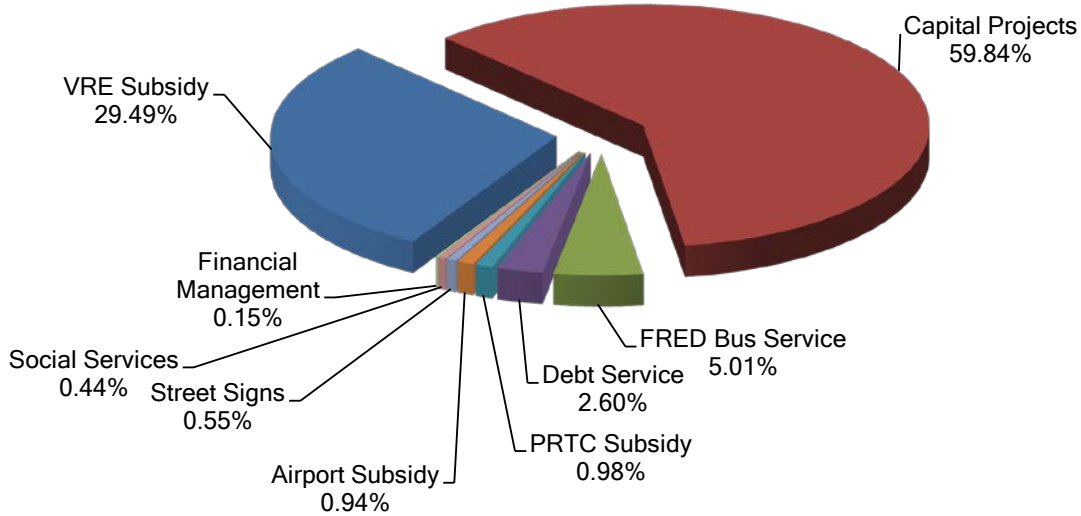
	FY2013 Actual	FY2014 Adopted	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year	\$10,551,063	\$14,587,497	\$14,597,497	\$10,000	0%
Revenues	10,406,691	5,890,000	9,756,973	3,866,973	0%
Expenditures	(6,370,257)	(5,880,000)	(9,220,893)	3,340,893	-57%
Fund Balance, End of Year	\$14,587,497	\$14,597,497	\$15,133,577	\$536,080	4%



TRANSPORTATION FUND EXPENDITURES

	FY2013 Actual	FY2014 Adopted	Adopted Budget	FY2015 Changes '14 to '15	
VRE Subsidy	\$ 1,873,540	\$ 2,529,281	\$ 2,689,361	\$ 160,080	6.33%
PRTC Subsidy	82,000	93,400	89,300	(4,100)	-4.39%
Financial Management	17,109	13,333	13,410	77	0.58%
Transportation Fee Analysis	8,000	0	0	0	0.00%
FRED Bus Service	526,337	526,337	457,299	(69,038)	-13.12%
Airport Subsidy	85,714	85,714	85,714	0	0.00%
Gateway	110,111	100,000	100,000	0	0.00%
Road Improvements	1,916,249	2,441,935	5,458,277	3,016,342	123.52%
Street Signs	25,038	50,000	50,000	0	0.00%
Social Services	24,917	40,000	40,000	0	0.00%
Bike Trails	71,499	0	0	0	0.00%
Land Purchase	629,743	0	0	0	0.00%
Staffordboro Parking Lot	1,000,000	0	0	0	0.00%
Debt Service	0	0	237,532	0	0.00%
Total	\$ 6,370,257	\$ 5,880,000	\$ 9,220,893	\$ 3,103,361	52.8%

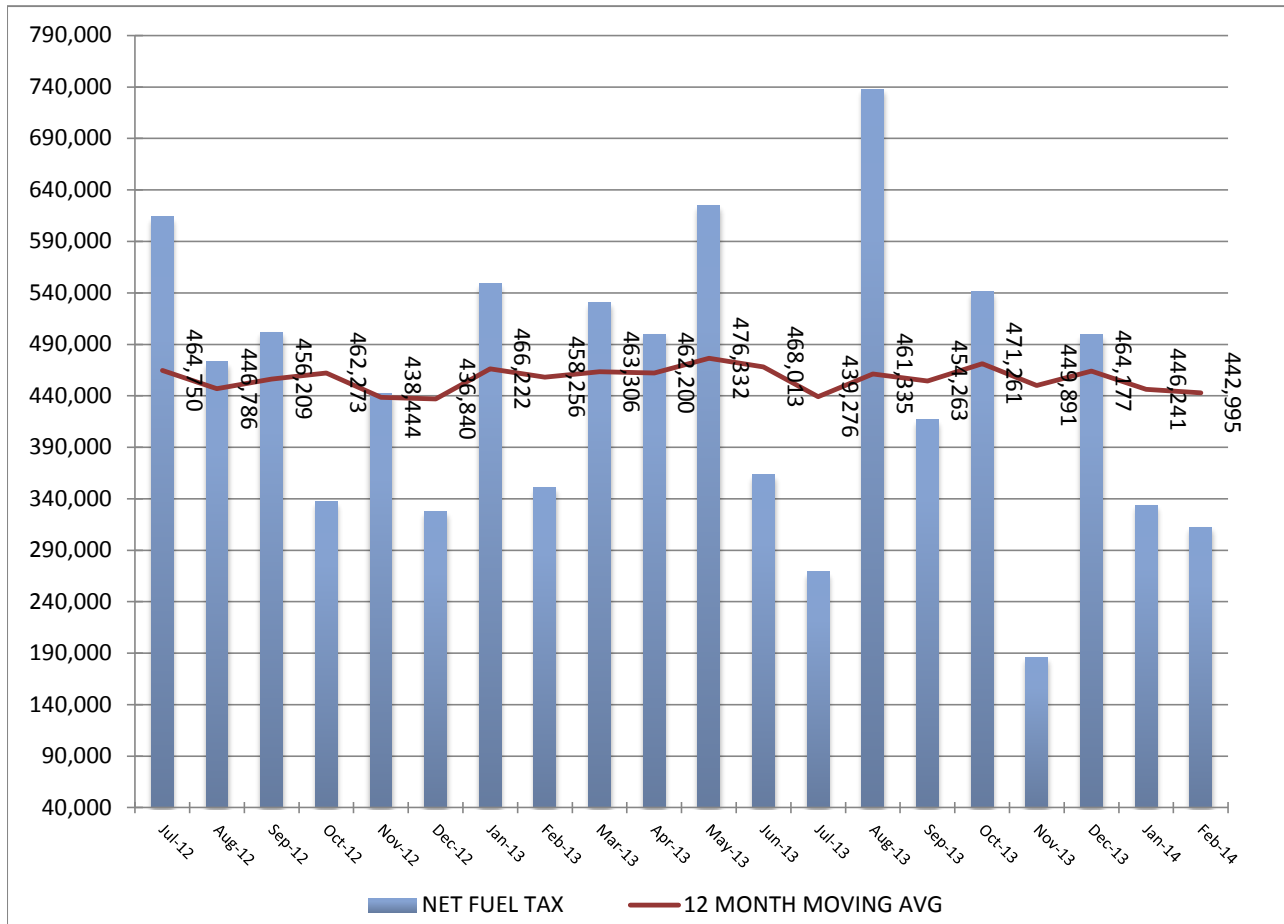
Expenditures





PRTC NET FUEL TAX COLLECTION

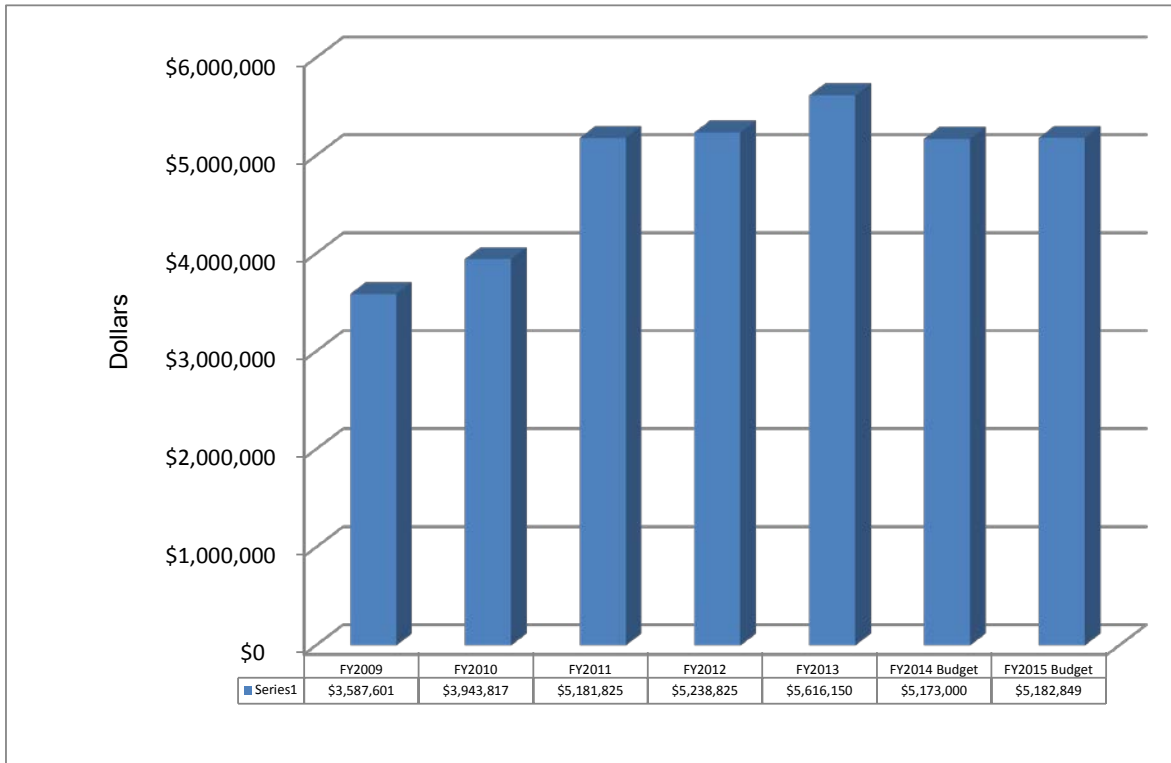
This graph shows the monthly fuel tax collection, for FY2013 and FY2014 (through February). Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well as the timeliness of dealer payments.





FUEL TAX COLLECTION

This graph illustrates historical and projected future fuel tax collections.



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.





UTILITIES FUND

Harry L. Critzer

Director

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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 Facility (WTF), 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 WTF, rated at 6 mgd, provides water to the southern region. Combined, the two 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 under construction. It is expected to be available in fall of 2014. It will provide an additional 5.4 billion gallons of water storage.

The water distribution system is comprised of more than 613 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). The treatment capacity at Little Falls Run WWTF is currently permitted at 8 mgd. The current treatment capacity at Aquia WWTF is 10 mgd. 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 506 miles of sewer lines 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 facility 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 34,500 by the end of Fiscal Year 2015, assuming 1.25% growth. For the remainder of the planning period (FY16-FY19), accounts are projected to grow at a moderate rate of 1.25% per year.



ADOPTED FY15 UTILITIES FUND BUDGET

Revenues/Sources

	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$28,884,000	\$0	\$28,884,000
Availabilities/ProRata Fees	0	8,658,000	8,658,000
Other Charges and Fees	1,108,000	0	1,108,000
Use of Money/Property	0	106,000	106,000
Grants	0	0	0
Bond Proceeds	0	12,131,000	12,131,000
Subtotal	\$29,992,000	\$20,895,000	\$50,887,000
Prior Year Fund Balance	0	0	0
Total Revenues	\$29,992,000	\$20,895,000	\$50,887,000

Expenditures

	Operating	Expansion	Total
Personnel & Operating			
Administration	\$2,552,528	\$0	\$2,552,528
Customer Service/ Inspection/Engineering	3,372,127	0	3,372,127
Smith Lake WTP	2,314,410	0	2,314,410
Abel Lake WTP	230,663	0	230,663
Rocky Pen Run WTF	3,053,914	0	3,053,914
Field Operations	5,048,040	0	5,048,040
Aquia WWTF	2,706,575	0	2,706,575
Little Falls Run WWTF	2,050,814	0	2,050,814
Maintenance	4,209,117	0	4,209,117
Total Personnel & Operating:	\$25,538,188	\$0	\$25,538,188
Debt Service	\$0	\$7,399,000	\$7,399,000
Total Personnel, Operating & Debt Service	\$25,538,188	\$7,399,000	\$32,937,188

Capital Expenditures

342 Zone, Phase 1 - Design	\$0	\$859,000	\$859,000
Claiborne Run Gravity Sewer Interceptor Replacement	0	2,200,000	2,200,000
Courthouse Water Tank	0	2,536,000	2,536,000
Ebenezer Pump Station Replacement	0	650,000	650,000
Falls Run PS Force Main Replacement (design)	0	154,000	154,000
Falls Run Sewer Interceptor, Phase 2A		1,500,000	1,500,000
Oaks of Stafford PS Replacement	0	520,000	520,000
Rt. 1 North Sewer	0	4,200,000	4,200,000
Sewer Extension Projects	0	213,000	213,000
Sweetbriar Woods PS Force Main Replacement	0	525,000	525,000
VDOT - Onville Road and Garrisonville Road Water	0	220,000	220,000
VDOT Project - Onville Rd. and Garrisonville Road Sewer	0	256,000	256,000
Water Extension Projects	0	212,000	212,000
Equipment Replacement - Aquia WWTF	55,000	0	55,000
Equipment Replacement - Little Falls WWTF	43,000	0	43,000
Hansen Upgrade	48,000	0	48,000
Vehicle and Equipment Replacement	426,000	0	426,000
Water System Rehabilitation Program	100,000	0	100,000
Wastewater Pump Station Rehabilitation	250,000	0	250,000
Wastewater System Rehabilitation Program	100,000	0	100,000
Contingency	2,377,828	0	2,377,828
Total Capital Expenditures	\$3,399,828	\$14,045,000	\$17,444,828
Total Expenditures	\$28,938,016	\$21,444,000	\$50,382,016



UTILITIES

Harry L. Critzer
Director
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Our mission is to provide water and wastewater services that satisfy the current 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

Clean water is the highest priority of the Department of Utilities. In order to meet the future water demands of the County, the County is undertaking the largest project in the County's history, namely the Rocky Pen Run Reservoir, Dam, and Water Treatment Facility. The state of the art facility is expected to provide drinking water in the fall of 2014. The larger facility will be able to produce more water, but at the same staffing level, as we temporarily take the Abel Lake Facility off-line for several years.

Clean water is also the highest priority of our water treatment plants. The plants recently completed EPA mandated nutrient removal upgrades, ensuring the quality of the water returning to the environment. The Aquia and Little Falls Run Plants continue to operate at high standards. While the industry wards we get every year are nice, the real beneficiary is the environment - and our bottom line as we avoid costly fines.



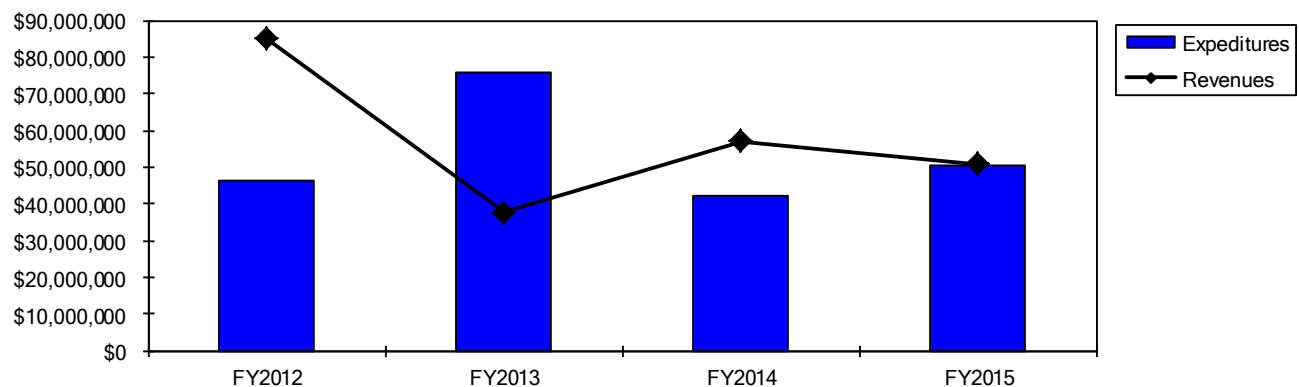
UTILITIES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change FY14 to FY15	
Revenue/Sources						
Water/Sewer Fees	\$22,664,873	\$24,743,052	\$27,061,000	\$28,884,000	\$1,823,000	6.74%
Availability/ProRata Fees	6,988,859	11,029,162	8,700,000	8,658,000	(42,000)	-0.48%
Other Charges and Fees	1,530,178	1,484,712	1,212,000	1,108,000	(104,000)	-8.58%
Use of Money/Property	436,545	329,132	185,000	106,000	(79,000)	-42.70%
Grants	1,037,356	276,145	0	0	0	0.00%
Revenue Bond Proceeds	52,348,794	0	20,000,000	12,131,000	(7,869,000)	-39.35%
Prior Year Fund Balance	0	0	0	0	0	0.00%
Total Revenue/Sources	\$85,006,605	\$37,862,203	\$57,158,000	\$50,887,000	(\$6,271,000)	-10.97%
Expenditures						
Personnel	\$10,624,413	\$10,893,556	\$11,152,127	\$11,157,872	\$5,745	0.05%
Operating	9,573,857	10,301,660	13,228,152	14,380,316	1,152,164	8.71%
Operating -Capital Projects	1,557,356	2,915,287	2,855,000	3,399,828	544,828	19.08%
Expansion-Capital Projects	18,469,815	46,621,781	8,213,000	14,045,000	5,832,000	71.01%
Debt Service	5,812,568	5,032,058	6,556,000	7,399,000	843,000	12.86%
OPEB Liability Reduction	300,000	0	300,000	0	(300,000)	-100.00%
Total Expenditures	\$46,338,009	\$75,764,342	\$42,304,279	\$50,382,016	\$8,077,737	19.09%
Difference	\$38,668,596	(\$37,902,139)	\$14,853,721	\$504,984	(\$14,348,737)	-96.60%

Funded Positions

Full-Time Positions	139	139	139	139	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



Notes:

- (1) In September of 2013 the Board of Supervisors approved \$45 million in water and sewer revenue bonds to meet critical infrastructure demands. The bonds are expected to be issued in two series. Approximately \$12.131 million of capital project costs will be funded with bond proceeds in FY15.
- (2) FY15 Adopted Budget includes start-up costs for the new Rocky Pen Run Water Treatment Plant.



UTILITIES

SIGNIFICANT BUDGET CHANGES

REVENUE /SOURCE VARIANCES

Water/Sewer Fees

- FY15 proposed budget includes a 7% user fee rate increase.
- The expected increase in revenues will be approximately 6.5%. Although the FY14 Budget included a 9% increase, an 8% for FY14 was approved effective Nov 1, 2013,

Availability/ProRata Fees

- The FY15 budget projects availability revenues to increase to \$7.1 million from \$5.2 million in FY14. The increase reflects recent trends and is based on a projection of 700 equivalent dwelling unit (EDU) connections for water service and 665 for sewer service.
- Pro Rata revenue is projected to decline as revenues related to the certain projects are recognized.

Revenue Bond Proceeds

- In September of 2013 the Board of Supervisors approved \$45 million in water and sewer revenue to meet critical infrastructure improvement demands. The bonds are expected to be issued in two series.
- Approximately \$12.131 million of capital project costs will be funded with bond proceeds in FY15.

EXPENDITURE VARIANCES:

Operating

- Increases in water treatment costs related to electricity and start-up costs of the new water treatment facility at the Rocky Pen Run Reservoir
- Facility Maintenance costs increases related to the implementation of a water tank maintenance program.

Operating-Capital Projects and Expansion-Capital Projects

- Major wastewater distribution projects scheduled to begin in FY15 include the Route 1 North and Claiborne Run Sewer Interceptors.
- Major water collection and distribution projects include the Courthouse Road Water Tank.

Debt Service

- New debt service on Capital Improvement Plan bonds.



UTILITIES

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

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	2.944	3.655	3.623
Billion Gallons of Wastewater Treated (Manual Tracking)	2.824	2.805	2.746
Outputs			
# of Water and Sewer Billed Accounts (HTE System)	33,240	33,608	34,484
# of Miss Utility Locate Requests Processed (Manual Tracking)	17,936	19,000	20,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	500	500	500
# of Water Meters Read (HTE System)	378,105	390,933	400,000
# of Delinquency Notices (HTE System)	28,634	30,609	31,500
# of Delinquent Water Turn-Offs (HTE System)	4,696	4,728	4,800
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)	\$1.04	\$1.21	\$1.48
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.42	\$1.82	\$1.74



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 review water and wastewater rates and adopts an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing of 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 becomes delinquent. If the account remains unpaid 40 days from the billing date, the service may be terminated. There is a \$30 reconnection fee to re-establish service and an additional fee of \$25 if service is reconnected after normal working hours. The County utilizes the Virginia Set-off Debt Collection Program and the issuance of warrants in debt as a collection means.



UTILITIES FUND REVENUE

	FY 2013 Actual	FY 2014 Adopted Budget	Adopted Budget	FY 2015 Changes '14 to '15	
Revenues					
Water & Sewer Fees	\$24,743,053	\$27,061,000	\$28,884,000	\$1,823,000	6.74%
Availability/ProRata Fees	11,029,162	8,700,000	8,658,000	(\$42,000)	-0.48%
Other Charges & Fees	1,484,712	1,212,000	1,108,000	(\$104,000)	-8.58%
Use of Money & Property	329,193	185,000	106,000	(79,000)	-42.70%
	<u>\$37,586,120</u>	<u>\$37,158,000</u>	<u>\$38,756,000</u>	<u>\$1,598,000</u>	<u>4.30%</u>
Other Sources					
Revenue Bonds	-	20,000,000	12,131,000	(7,869,000)	-39.35%
Grants	276,145	-	-	-	100.00%
Donated Assets	10,375,109	-	-	-	-
Prior Year Fund Balance	-	-	-	-	-
	<u>\$10,651,254</u>	<u>\$20,000,000</u>	<u>\$12,131,000</u>	<u>(\$7,869,000)</u>	<u>-39.35%</u>
Total	<u>\$48,237,374</u>	<u>\$57,158,000</u>	<u>\$50,887,000</u>	<u>(\$6,271,000)</u>	<u>-10.97%</u>

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 34,800 billed customer accounts by June 2015, a 1.5% increase. The Board of Supervisors approved a rate increase of 8% effective November 1, 2013. The Board also approved a 7% rate increase for FY 2015 and a 6% increase for FY 2016.

Availability Fees

Customers desiring to use the Stafford County 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. The budget projects the addition of 700 EDUs per year for water service and 665 for sewer service. This estimate reflects recent trends and is an increase from the 500 budgeted in FY14.

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. The decline of Pro Rata revenue is due to prior year revenue recognition of various pro rata projects under construction.

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 September 2013, the Board of Supervisor's approved \$45 million of water and sewer revenue bonds. The County expects to issue \$17 million in bonds in May of 2014 to fund various water and wastewater system improvements. The remaining authorization will be issued in FY15 and FY16. The FY15 Capital Improvement Plan identifies \$12.131 million of bond funded projects.

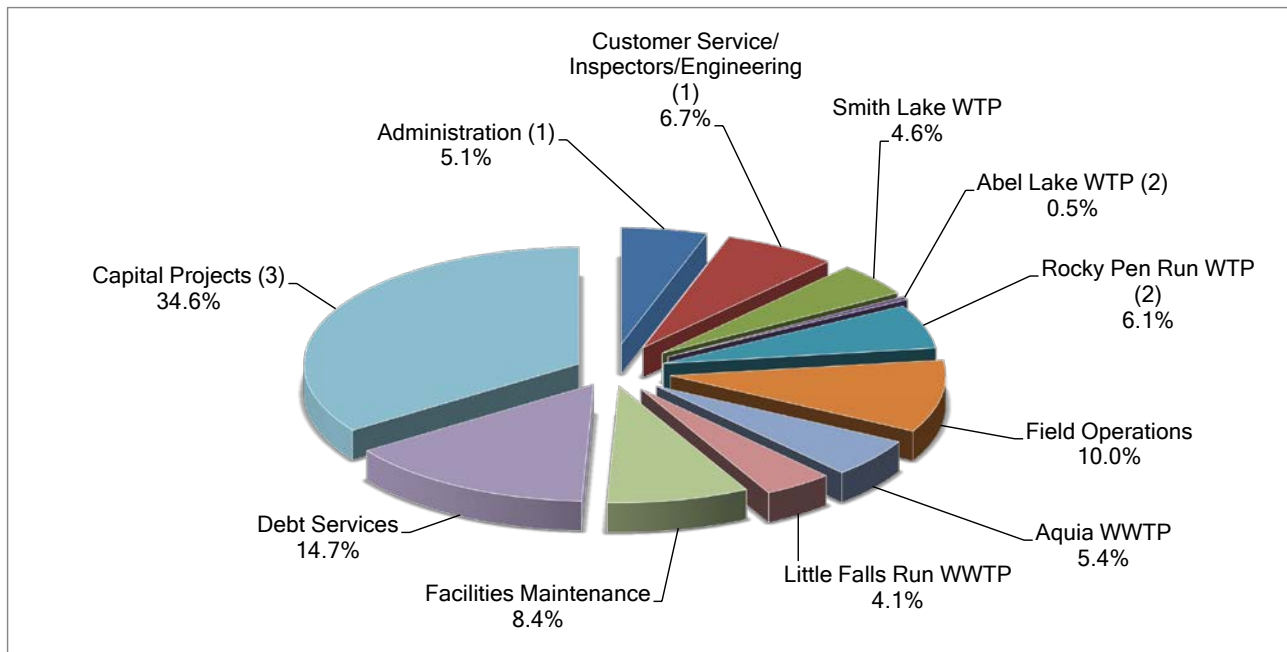
Grants

No grant revenues are projected for FY15.



UTILITIES FUND EXPENDITURES

Expenditures	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes FY14 to FY15	
Administration (1)	\$5,017,024	\$5,749,005	\$2,552,528	(\$3,196,477)	-55.60%
Customer Service/ Inspectors/Engineering (1)	\$0	\$0	\$3,372,127	3,372,127	-
Smith Lake WTP	1,997,186	2,687,017	2,314,410	(372,607)	-13.87%
Abel Lake WTP (2)	2,260,084	2,553,544	230,663	(2,322,881)	-90.97%
Rocky Pen Run WTP (2)	0	0	3,053,914	3,053,914	-
Field Operations	4,351,359	5,081,357	5,048,040	(33,317)	-0.66%
Aquia WWTP	2,538,149	2,760,387	2,706,575	(53,812)	-1.95%
Little Falls Run WWTP	1,841,749	2,083,420	2,050,814	(32,606)	-1.57%
Facilities Maintenance	3,189,665	3,765,549	4,209,117	443,568	11.78%
Debt Services	5,032,058	6,556,000	7,399,000	843,000	12.86%
Capital Projects (3)	49,537,068	11,068,000	17,444,828	6,376,828	57.61%
Total Expenditures	\$75,764,342	\$42,304,279	\$50,382,016	\$8,077,737	19.09%



Notes:

(1) Administration was combined with Customer Service/Inspectors/Engineering in previous budgets. On a combined basis the budget increases approximately \$175,650 or 3.0% in FY15 from FY14 funding levels.

(2) The FY15 Proposed Budget reflects the opening of the new state-of-the-art Rocky Pen Run Water Treatment Plant and the temporary closing of the Abel Lake Water Treatment Plant. A three month overlap of operations at the plants is built into this budget.

(3) In 2013 the Board of Supervisors authorized \$45 million of water and sewer revenue bonds for improvements to the water and sewer system. In FY15, it is expected that \$12.131 million of bonds proceeds will be used to fund various water and sewer construction projects.



PROJECTED AVAILABLE CASH BALANCE

6/30/2014 Projected Equity in Cash and Investments \$36,025,658

FY15 Projections:

Revenues

Water & Sewer Fees	28,884,000
Availability & Pro Rata Fees	8,658,000
Other Charges & Fees	1,108,000
Interest	106,000
Revenue Bonds	12,131,000
Grants	0

Total Revenues 50,887,000

Expenses

Personnel	9,968,858
Operating	15,569,330
Capital Projects	17,444,828
Debt Service	7,399,000

Total Expenses 50,382,016

Change in fund balance 504,984

6/30/2015 Projected Equity in Cash and Investments 36,530,642

Less:

Debt Set Asides	(4,000,000)
Construction and Maintenance	(12,000,000)

Total Restricted Funds (16,000,000)

Unrestricted \$20,530,642





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.

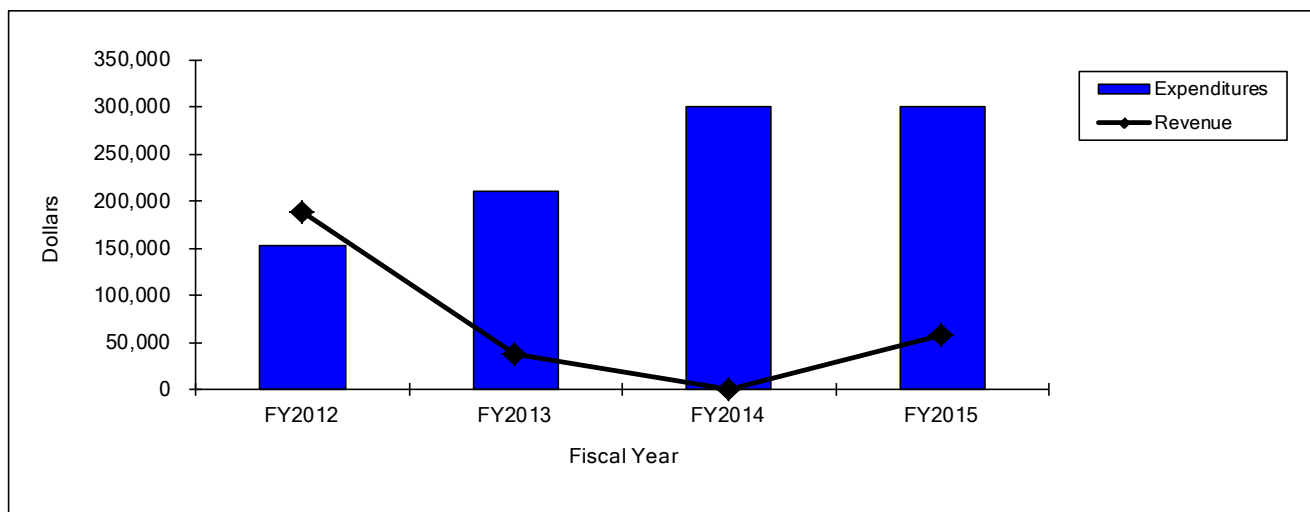


ASSET FORFEITURE FUND

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

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Operating	\$145,551	\$193,804	\$300,000	\$300,000	\$0	0.00%
Capital	7,511	16,361	0	0	0	0.00%
Total	153,062	210,165	300,000	300,000	0	0.00%
Revenue	187,765	37,252	0	57,891	57,891	100.00%
Inc/(Dec) to Fund Balance	(\$34,703)	\$172,913	\$300,000	\$242,109	(\$57,891)	-19.30%



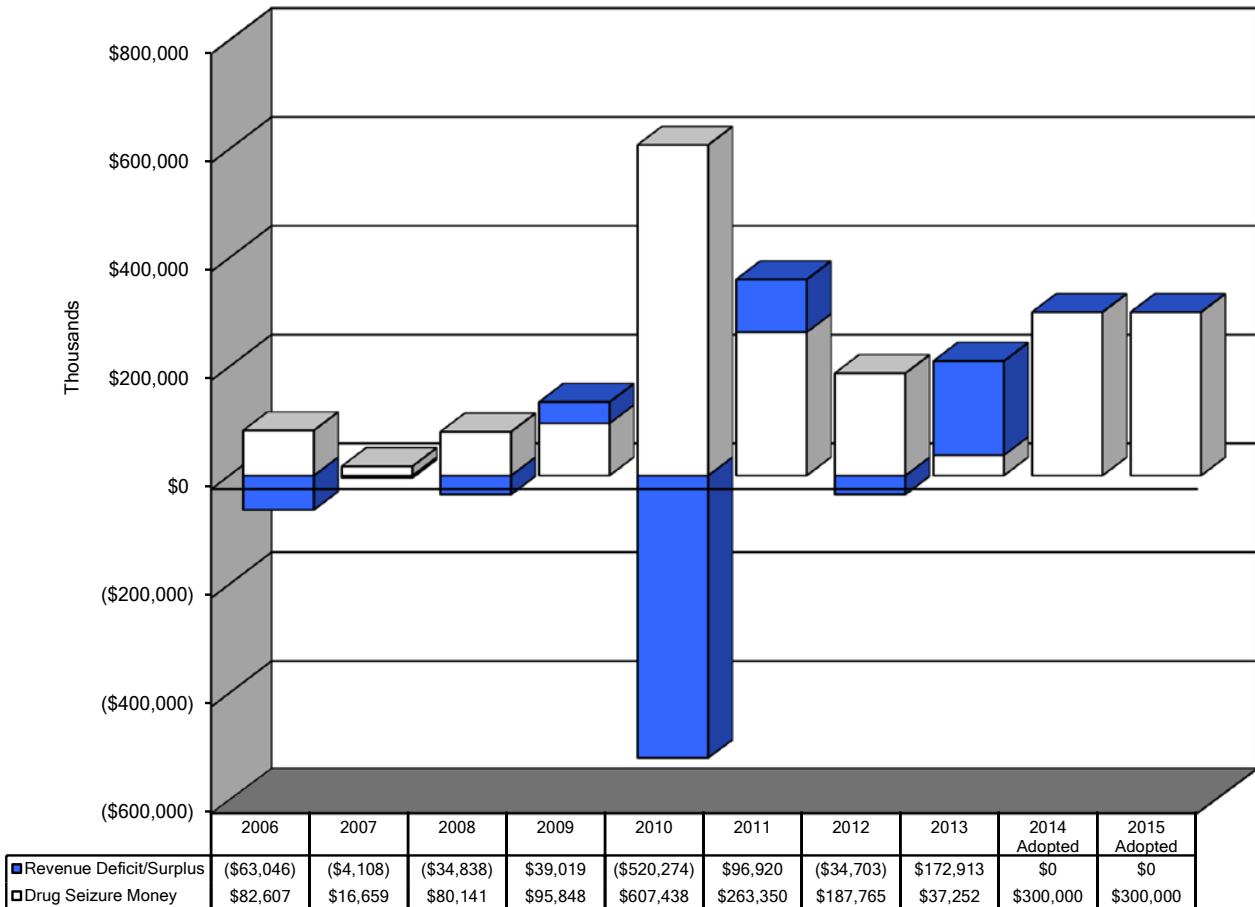
GOALS/OBJECTIVES

- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing programs



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.



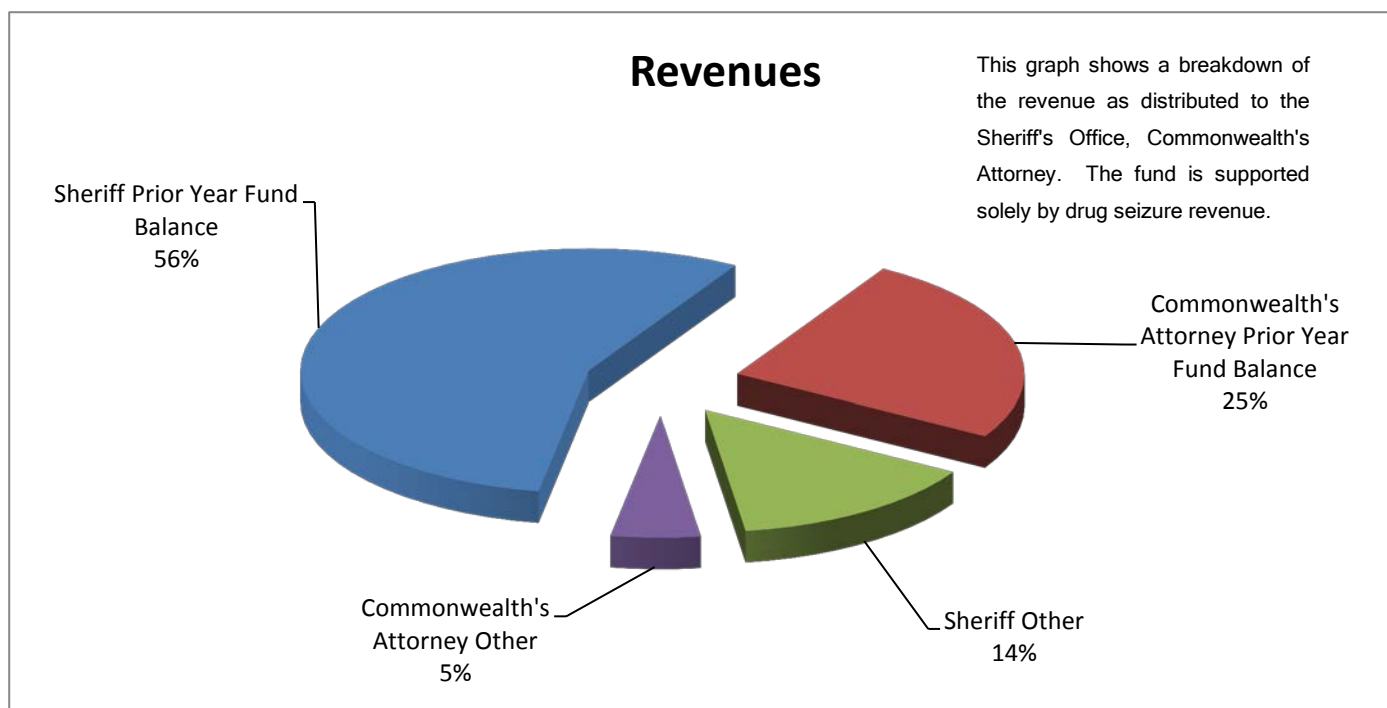
	2006	2007	2008	2009	2010	2011	2012	2013	2014 Adopted	2015 Adopted
Revenue Deficit/Surplus	-322%	-33%	-77%	29%	-597%	27%	-23%	82%	0%	0%
Drug Seizure Money	422%	133%	177%	71%	697%	73%	123%	18%	100%	100%

The Fiscal Year '06, '07, '08, '10 and '12 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

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Sheriff Prior Year Fund Balance	\$0	\$210,000	\$167,161	(\$42,839)	-20.40%
Commonwealth's Attorney Prior Year Fund Balance	0	90,000	74,948	(15,052)	-16.72%
Sheriff Other	26,520	0	42,839	42,839	0.00%
Commonwealth's Attorney Other	9,448	0	15,052	15,052	0.00%
Seizures under \$500	1,284	0	0	0	0.00%
Total	\$37,252	\$300,000	\$300,000	\$0	0.00%



FUND BALANCE

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year	\$715,022	\$542,109	\$242,109	(\$300,000)	-55%
Revenues	37,252	0	57,891	57,891	0%
Expenditures	(210,165)	(300,000)	(300,000)	0	0%
Fund Balance, End of Year	\$542,109	\$242,109	\$0	(\$242,109)	-100%

Expenditures in this fund generally rely on revenues from prior years due to the somewhat unpredictable nature of this funding source. This delay in the use of the revenues can result in a change to fund balance of more than 10%.

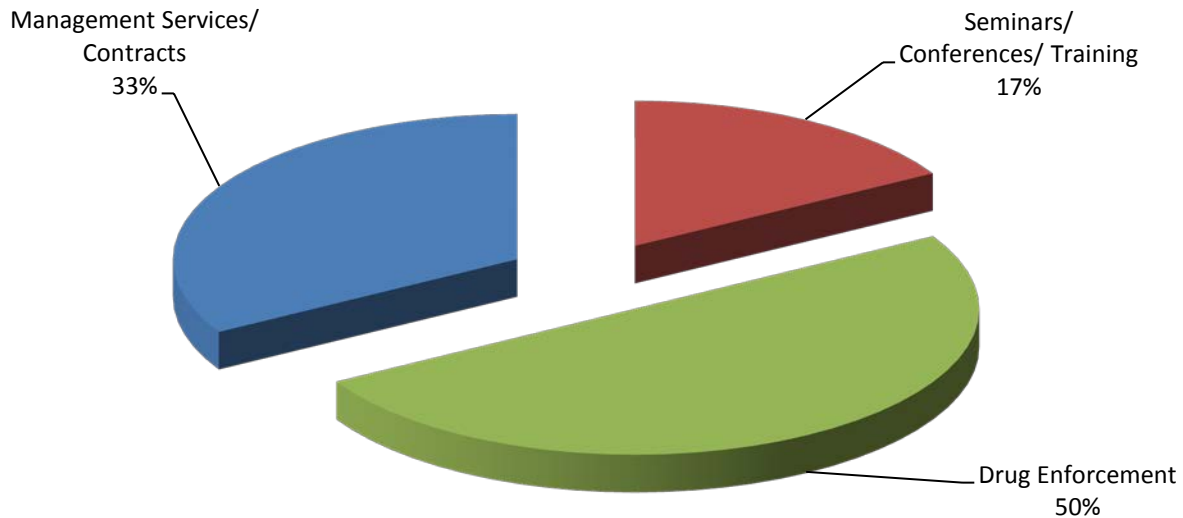


ASSET FORFEITURE FUND EXPENDITURES

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Operating	\$24,657	\$0	\$0	\$0	0.00%
Management Services/ Contracts	95,833	100,000	100,000	0	0.00%
Seminars/ Conferences/ Training	33,314	50,000	50,000	0	0.00%
Drug Enforcement	40,000	150,000	150,000	0	0.00%
Equipment	16,361	0	0	0	0.00%
Total	\$210,165	\$300,000	\$300,000	\$0	0.00%

Expenditures

This pie chart shows the different expenditure categories and the percentage of each category. The largest spending is projected to be in Drug Enforcement at 50% (\$150,000).







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 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

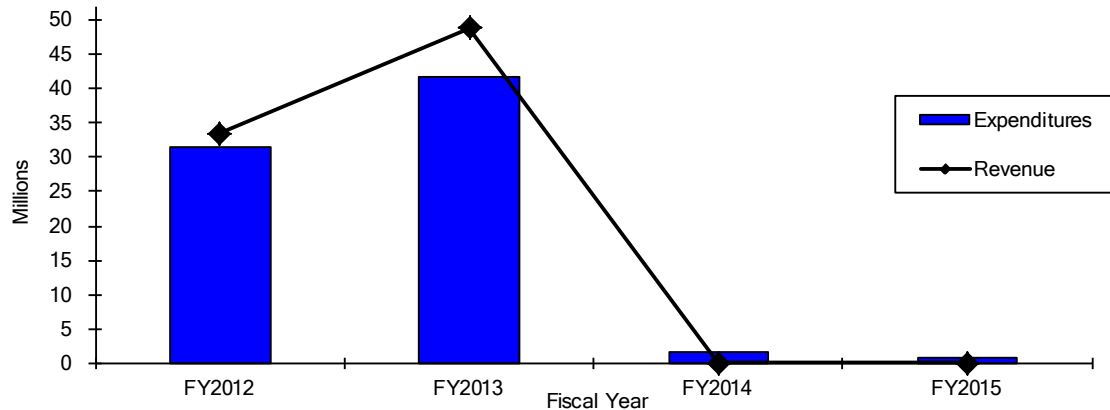
Michael Smith
Director
540-658-5125
msmith@staffordcountyva.gov

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

	FY2012 Actual	FY2013 Actual	Adopted Budget	Adopted Budget	Change '14 to '15	
Costs						
Personnel	\$111,158	\$508,559	\$719,230	\$723,910	\$4,680	0.65%
Operating	526,092	1,390,168	13,333	13,410	77	0.58%
Capital	30,773,944	39,873,912	1,000,000	0	(1,000,000)	0.00%
Total ⁽¹⁾	31,411,194	41,772,639	1,732,563	737,320	(995,243)	-57.44%
Revenue	33,494,450	48,727,241	20,000	20,000	0	0.00%
Inc/(Dec) to Fund Balance	\$2,083,256	\$6,954,602	(\$1,712,563)	(\$717,320)	\$995,243	0.00%

Funded Positions						
Full-Time Positions	2	3	3	3	0	0.00%



⁽¹⁾ Funds are budgeted and appropriated when projects and the funding sources are approved.



CAPITAL IMPROVEMENTS FUND

Funds for capital projects will be budgeted and appropriated as they are approved by the Board .

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues					
VPSA Bonds	27,768,180	0	0	0	0%
Bond Proceeds	18,182,215	0	0	0	0%
Interest	8,017	20,000	20,000	0	0%
Transfer from the General Fund	2,768,829	1,000,000	0	(1,000,000)	(100)%
Total Revenues	48,727,241	1,020,000	20,000	(1,000,000)	(98)%
Use of Prior Year Fund Balance	(6,954,602)	712,563	717,320	4,757	1%
Expenditures					
School Construction	33,922,434	0	0	0	0%
Land	1,171	1,000,000	0	(1,000,000)	(100)%
Other	42,285	0	0	0	0%
Parks Projects	42,701	13,333	13,410	77	1%
Rescue Building Renovations	1,307,776	0	0	0	0%
Fire and Rescue	2,422,476	0	0	0	0%
Permits Center	331,483	0	0	0	0%
Remodel for Judge	223,960	0	0	0	0%
Demolition Old Jail	9,272	0	0	0	0%
Indoor Recreation Facility	257,736	0	0	0	0%
Rectangular Field Complex	1,310,058	0	0	0	0%
Curtis Park Pool	128,861	0	0	0	0%
Duff McDuff Green Park	37,771	0	0	0	0%
Smith Lake Park Parking Lot	556,259	0	0	0	0%
Woodstream Trail to Smith Lake	7,940	0	0	0	0%
Chichester Park	661,897	0	0	0	0%
Personnel	508,559	719,230	723,910	4,680	1%
Total	41,772,639	1,732,563	737,320	(995,243)	(57)%

FUND BALANCE

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year	\$11,029,269	\$17,983,871	\$17,271,308	(\$712,563)	(4)%
Revenues	48,727,241	1,020,000	20,000	(1,000,000)	(98)%
Expenditures	(41,772,639)	(1,732,563)	(737,320)	995,243	(57)%
Fund Balance, End of Year	\$17,983,871	\$17,271,308	\$16,553,988	(\$717,320)	(4)%





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:

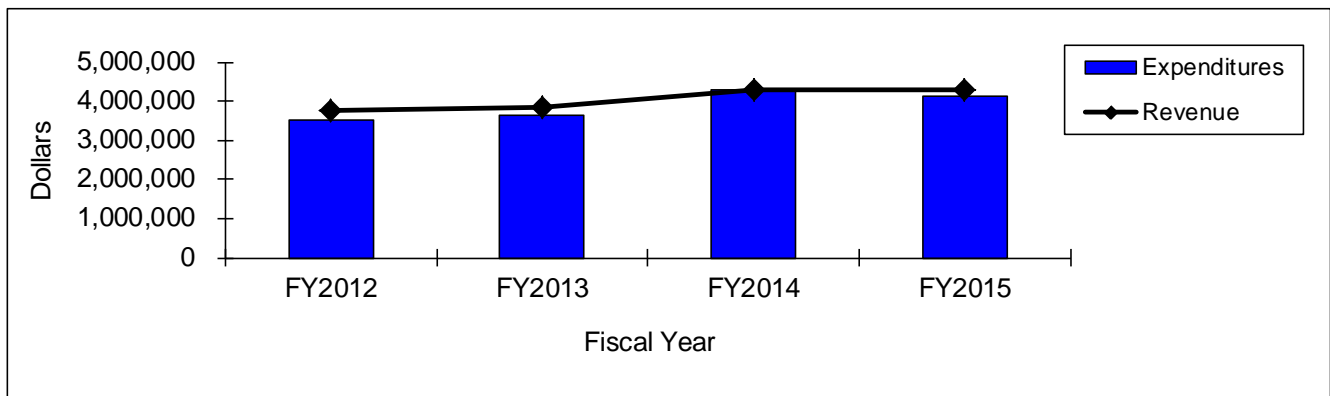
- Installed new lifts to ensure employee safety and to increase efficiency.
- Monitor fuel usage/costs daily and notify our customers of any notable trends that would result in savings.
- Perform preventive maintenance is performed on all vehicles to insure they are running efficiently which prevents 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.



FLEET SERVICES

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel	\$1,754,152	\$1,811,693	\$1,899,812	\$1,970,005	\$70,193	3.69%
Operating	1,772,133	1,500,412	2,169,122	2,057,967	(111,155)	-5.12%
Capital	0	311,949	214,669	79,000	(135,669)	-63.20%
Total	3,526,285	3,624,054	4,283,603	4,106,972	(176,631)	-4.12%
Revenue	3,765,074	3,824,141	4,283,603	4,283,603	0	0.00%
Inc/(Dec) to Net Assets	\$238,789	\$200,087	\$0	(\$176,631)	(\$176,631)	0.00%



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

- Review outsourced work for opportunities to increase control over the quality of work
- Review current parts vendors and survey market of parts vendors to identify sources for best prices and implement recommended changes
- Identify any possible opportunities to bring outsources repairs and maintenance in house and reduce costs
- Determine operational changes necessary to achieve a one-day improvement in the average turnaround time for monthly vehicle inspections
- Continue with Phase II of the scanning conversion by bar coding parts and stock in accordance with the inventory sheets
- Add additional camera's and lighting at the fuel island for added security after hours



FLEET SERVICES

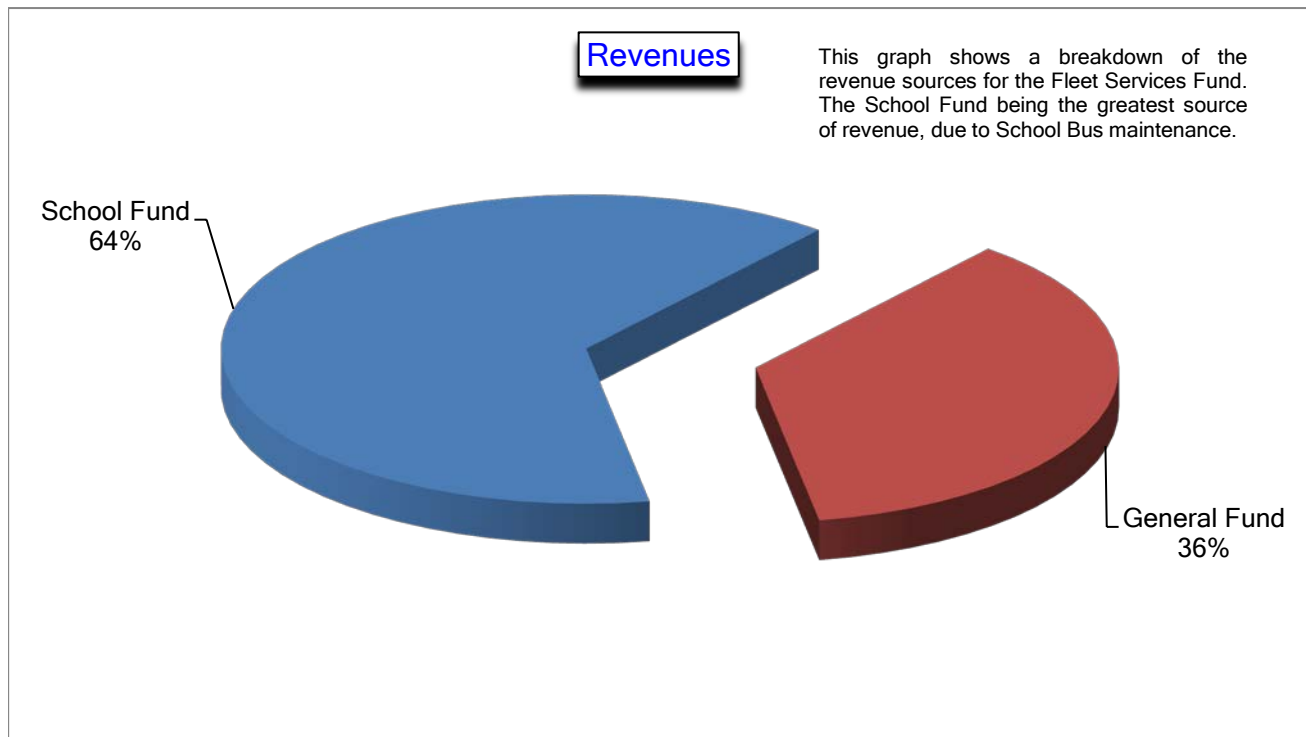
ACCOMPLISHMENTS

- Reviewed outsourced labor, increasing quality control and costs
- Completed redesign of entrance foyer to increase energy efficient and security
- Worked with software vendor to complete conversion of bar coding system in the parts department
- Increased proficiency in the reporting and information aspects of FASTER fleet management system
- Improved down time on School bus major repairs by improving outsource relationships with vendors
- Outsourced seat repairs which have allowed our techs to perform more effectively to improve down time for school buses
- Stressed the importance of continued ASE training and recertification's which encourages full participation
- Incorporated daily fuel downloads into our Faster Fleet Management Software for all County and School Vehicles ensuring real time tracking for preventive maintenance needs
- Monitored daily fuel usage and expense for all School and county departments
- Provided training to other departments within the county and Schools to share information and provide a better use of our Fleet Management System (Faster)
- Continuously monitored and adjusted employees schedule to maintain shop floor coverage for a 12-hour operation
- Relocated our Customer service advisor from the shop area to the front lobby in order to better serve our customers and provide a safe and professional atmosphere
- Completed Phase I of the Pars Department scanning conversion for more efficient operation
- Installed security cameras in shop and office area
- Relocated Fuel Pump Island for easier access for County and School vehicles after hours
- Worked with departments to identify underutilized vehicles and equipment in an effort to enhance replacement.



FLEET SERVICES FUND REVENUES

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
School Fund	\$2,774,058	\$2,738,808	\$2,619,079	(\$119,729)	-4.37%
General Fund	776,781	1,544,795	1,487,893	(56,902)	-3.68%
Utilities Fund	212,439	0	0	0	0.00%
Miscellaneous	60,863	0	0	0	0.00%
Total	\$3,824,141	\$4,283,603	\$4,106,972	(\$176,631)	-4.12%



FUND BALANCE

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Beginning of Year Net Assets	\$2,528,325	\$2,728,412	\$2,728,412	\$0	0%
End of Year Net Assets	\$2,728,412	\$2,728,412	\$2,728,412	\$0	0%

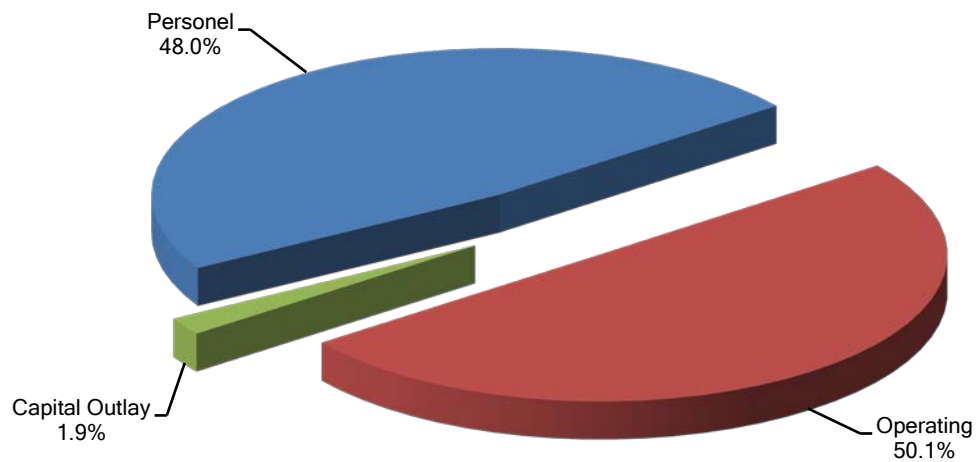


FLEET SERVICES FUND EXPENDITURES

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Personel	\$1,811,693	\$1,899,812	\$1,970,005	\$70,193	3.69%
Operating	1,500,412	2,169,122	2,057,967	(111,155)	-5.12%
Capital Outlay	311,949	214,669	79,000	14,700	6.85%
Total	\$3,624,054	\$4,283,603	\$4,106,972	(\$176,631)	-4.12%

Expenditures

This pie chart shows the different expenditure categories and the percentage of each category.





HIDDEN LAKE SPECIAL REVENUE FUND

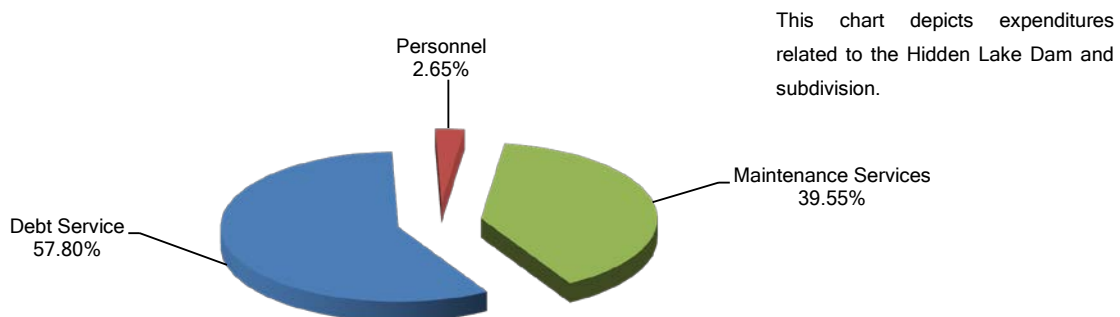
The Hidden Lake Subdivision Service District Special Revenue Fund accounts for ad valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads.



HIDDEN LAKE SPECIAL REVENUE FUND

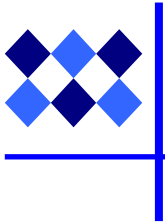
The following schedule shows the budget for the Hidden Lake Service District Special Revenue Fund. The equalized 2014 tax rate is \$0.4251.

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues					
Real Property Tax - Special Assessment	\$ 108,539	\$ 105,400	\$ 105,400	\$ -	0%
Interest	132	49	49	-	0%
Total	\$ 108,671	\$ 105,449	\$ 105,449	\$ -	0%
Use of Prior Year Fund Balance					
	-	-	-	-	0%
Expenditures					
Debt Service	\$ 63,061	\$ 63,062	\$ 60,946	\$ (2,116)	(3.36)%
Personnel	5,303	7,060	2,790	(4,270)	(60.48)%
Maintenance Services	22,841	22,500	41,713	19,213	85.39%
Total	\$ 91,205	\$ 92,622	\$ 105,449	\$ 12,827	13.85%



FUND BALANCE

	FY2013 Actual	Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year	\$96,425	\$113,891	\$126,718	\$12,827	11%
Revenues	108,671	105,449	105,449	0	0%
Expenditures	(91,205)	(92,622)	(105,449)	(12,827)	14%
Fund Balance, End of Year	\$113,891	\$126,718	\$126,718	\$0	0%



ROAD IMPACT FEE FUNDS

The County has the following special revenue funds to be used for road improvements:

[Road Impact Fee - West Fund \(Repealed by Ordinance O13-15 on May 21, 2013\)](#)

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.

FY2013 Revenues:	\$ 262,447
FY2013 Expenditures (Poplar Road):	176,986
Fund Balance 6/30/13:	\$ 2,689,372

[Transportation Impact Fee - County-wide Fund \(Adopted by Ordinance O13-15 on May 21, 2013\)](#)

Accounts for impact fee receipts effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development.

FY2013 Revenues:	\$ 0
FY2013 Expenditures:	0
Fund Balance 6/30/13:	\$ 0

[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.

FY2013 Revenues:	\$ 6,655
FY2013 Expenditures:	25,855
Fund Balance 6/30/13:	\$ 912,225

[Garrisonville Road Service District Fund \(Adopted by Ordinance O07-55 in July 17, 2007\)](#)

To fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the district.

FY2013 Revenues:	\$ 6,031,216
FY2013 Expenditures:	987,305
Fund Balance 6/30/13:	\$ 8,046,879
2014 tax rate:	.087

[Warrenton Road Service District Fund \(Adopted by Ordinance O07-56 in July 17, 2007\)](#)

To fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the District.

FY2013 Revenues:	\$ 29,026
FY2013 Expenditures:	5,025
Fund Balance 6/30/13:	\$ 2,808,131
2014 tax rate:	.00

The FY2015 budget includes expenditures in the Garrisonville Road District and Transportation Impact Fee.



GARRISONVILLE ROAD SERVICE DISTRICT FUND

The following schedule shows activity in the Garrisonville Road Service District Fund. The calendar year 2014 service district tax rate is 8.7 cents. (This is the equalized rate.)

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues					
Property Taxes	\$ 533,358	\$ 530,000	\$ 530,000	\$ -	0%
Interest	4,459	-	-	-	0%
General Obligation Bonds	5,942,887	-	-	-	0%
Total	\$ 6,480,704	\$ 530,000	\$ 530,000	\$ -	100%
Expenditures					
Debt Service	\$ 72,388	\$ 216,000	\$ 496,900	280,900	130%
Rt 610, Garrisonville Rd	914,917	-	-	-	0%
Total	\$ 987,305	\$ 216,000	\$ 496,900	\$ 280,900	130%

In November 2008, voters approved a referendum authorizing General Obligation (GO) debt for Garrisonville Road area road improvements. The project will be funded with bonds, service district taxes, and state revenue sharing. Series 2013 bonds were issued in June, 2013. On June 4, 2013, the Board approved resolution R13-176, authorizing a public-private partnership to complete this project. Funds were budgeted and appropriated in FY2013 for the entire project, with unspent funds to be re-appropriated into the next fiscal year until the project is complete.

Debt service on the GO bonds will be paid from service district revenue. Estimated tax revenue: \$530K; Average debt service: \$370k; Maximum debt service: \$497k. First year's (FY2014) debt service is for a partial year only.

FUND BALANCE

	FY2013 Actual	FY2014 Adopted	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year	\$ 2,553,480	\$ 8,046,879	\$ 8,360,879	\$ 314,000	4%
Revenues	6,480,704	530,000	530,000	-	0%
Expenditures	(987,305)	(216,000)	(496,900)	(280,900)	130%
Fund Balance, End of Year	\$ 8,046,879	\$ 8,360,879	\$ 8,393,979	\$ 33,100	0.4%



TRANSPORTATION IMPACT FEE - COUNTY-WIDE FUND

Adopted ordinance O13-15 on May 21, 2013 authorizes a impact fee effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development. The following schedule shows activity in Transportation Impact Fee.

		FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Revenues						
Road Impact Fees		\$ -	\$ -	\$ 60,000	\$ 60,000	100%
Total		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>100%</u>
Expenditures						
Road Improvements		\$ -	\$ -	\$ 60,000	60,000	100%
Total		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>100%</u>

FUND BALANCE

		FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Fund Balance, Beginning of Year		\$ -	\$ -	\$ -	\$ -	0%
Revenues		-	-	60,000	60,000	100%
Expenditures		-	-	(60,000)	(60,000)	100%
Fund Balance, End of Year		\$ -	\$ -	\$ -	\$ -	0%



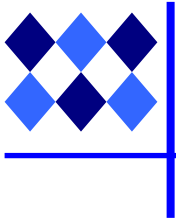


The Tourism Fund, established as of July 2001, is a governmental special revenue fund. This fund is used to account for the receipt and disbursement of the transient occupancy tax. Prior to the establishment of this fund, these revenues were accounted for in the General Fund.

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.



The mission of the Stafford County Tourism Program (administered within the Department of Economic Development and Tourism) is to promote overnight stays in the County hotels and visitation to Stafford's many historical, cultural, recreational and entertainment attractions.

THINKING EFFICIENTLY

Where have we partnered within the organization?

Each year, the Tourism Program partners with other County departments to provide information to market and support the County's tourist attractions and hospitality industry. The County departments the Tourism Program works with are:

- Department of Parks, Recreation and Community Facilities
- Department of Planning and Zoning
- Geographic Information System Office and Informational Technology
- Department of Public Works
- Sheriff's Office
- County Administration - Office of Citizen's Assistance and Public Information
- Economic Development Authority

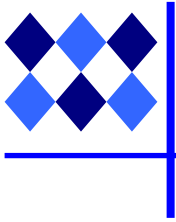
Where have we partnered with community organizations?

The Tourism Program works closely with the following organizations to market and support the County's tourist attractions and hospitality industry:

- Cultural Institutions and Historical Attractions such as Belmont, Ferry Farm, Chatham and others
- Hotels and Commercial Properties with Meeting Spaces
- Wineries
- Golf courses
- Fredericksburg Regional Tourism Partnership
- U.S. National Park Service
- Stafford Branch, NAACP
- Stafford Historical Society
- Marine Corps Base Quantico
- Riverside Theater
- Other community organizations and businesses as appropriate

Cost efficiencies:

- Coordinating a collaborative effort with hoteliers to promote tourism and overnight visitation by producing marketing materials that can be used county-wide.
- Upgrades to the Tourism website, including increasing content on website and E-news. We are more affordably reaching our market and promoting county tourism destinations.
- Because the new website will be content-management based, Tourism Program staff will begin providing assistance as requested to our tourism partners.

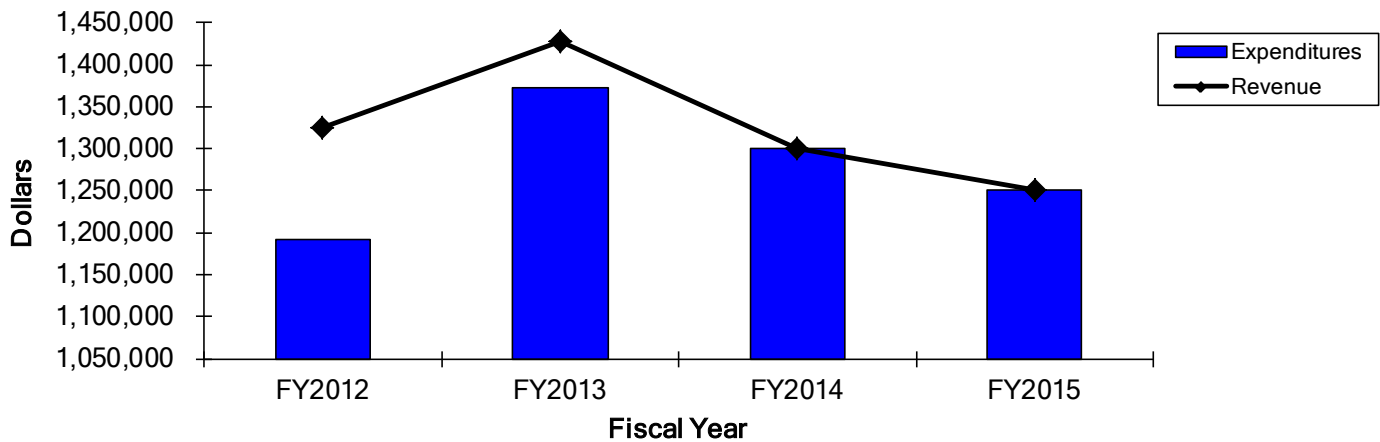


TOURISM FUND

BUDGET SUMMARY

	FY2012 Actual	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Change '14 to '15	
Costs						
Personnel ⁽¹⁾	\$160,631	\$187,107	\$192,250	\$173,660	(\$18,590)	-9.67%
Operating	522,101	590,655	607,750	576,340	(31,410)	-5.17%
Transfer to the General Fund	508,459	500,000	500,000	500,000	0	0.00%
Capital	0	94,562	0	0	0	0.00%
Total	1,191,191	1,372,324	1,300,000	1,250,000	(50,000)	-3.85%
Revenue	1,324,216	1,427,105	1,300,000	1,250,000	(50,000)	-3.85%
Inc/(Dec) to Fund Balance	(\$133,025)	(\$54,781)	\$0	\$0	\$0	100.00%

⁽¹⁾ A portion of the Deputy County Administrator/Director of Economic, Assistant Director of Economic Development, Economic Development Technician, Business Development Administrator, Economic Development Tourism Associate and the Marketing Manager are funded by the Tourism Fund.



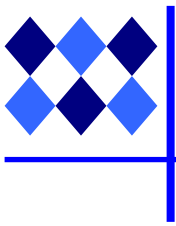
SIGNIFICANT BUDGET CHANGES

Personnel

- Decrease in VRS rate
- Funding adjustment of positions paid from Tourism

Operating

- Revenue adjustment based upon budget projections



CORE SERVICES

- Support initiatives that enhance the visitor experience in Stafford.
- Work closely with individual properties, develop and implement niche marketing campaigns identify demographic matches to target and match potential visitors and marketing strategies to our offerings.
- Assist tourism venues in the development of new offerings and facilitate the venues in collaborating to attract bigger market segment.
- Provide ongoing support to the regional tourism program, regional golf co-operative, wine and spirits trail to increase and lengthen hotel stays.
- Provide strong internet support for our tourism partnership to enable them to use Stafford Tourism, Virginia.org and Regional Tourism Website - Visit Fred as a primary marketing resource

DEPARTMENTAL GOALS/OBJECTIVES

- Increase lodging revenue by working with hotel properties and increasing knowledge of area attractions to lengthen hotel stays.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions through marketing analysis, brochure design assistance and idea generation.

DEPARTMENTAL SERVICE LEVELS

	Calendar Year 2012	Calendar Year 2013	Calendar Year 2014
Outcomes			
Unique Visitors to www.TourStaffordVA.com	21,567	41,353	44,000
Electronic Media - Monthly ENews Subscribers	2,554	3,124	3,400
Social Media - Facebook Likes	542	825	975

DEPARTMENTAL ACCOMPLISHMENTS

- Supervised the planning, volunteer coordination and budgetary analysis for the 350th Anniversary program.
- Unveiled an updated comprehensive tourism brochure and distributed 20,000 copies to visitor's centers commonwealth wide.
- Completed Civil War Park brochure, revised African American History brochure and doubled the size of the comprehensive Stafford Visitor brochure.
- Double unique visitors to the Tourism website since 2012.



TOURISM FUND

Revenues	FY13 Actuals	FY14 Adopted Budget	FY15 Adopted Budget	Changes '14 to '15	
3% Occupancy Tax	\$799,104	\$780,000	\$750,000	(\$30,000)	-3.8%
2% Occupancy Tax	532,766	520,000	500,000	(20,000)	-3.8%
Transfer from Capital Projects Fund	93,000	0	0	0	0.0%
Other Revenue	2,235	0	0	0	0.0%
Total	\$1,427,105	\$1,300,000	\$1,250,000	(\$50,000)	-3.8%

Expenditures	FY13 Actuals	FY14 Adopted Budget	FY15 Adopted Budget	Changes '14 to '15	
Operating	\$480,128	\$566,630	\$535,220	(\$31,410)	-5.5%
Personnel	187,107	192,250	173,660	(18,590)	-9.7%
Transfer to General Fund	500,000	500,000	500,000	0	0.0%
Tourism Programs	47,120	41,120	41,120	0	0.0%
Civil War Park Site	1,562	0	0	0	0.0%
Virtual Museum	93,000	0	0	0	0.0%
Phase 1: Wayfinding *	63,407	0	0	0	0.0%
Total	\$1,372,324	\$1,300,000	\$1,250,000	(\$50,000)	-3.8%

FUND BALANCE

	FY13 Actuals	FY14 Adopted Budget	FY15 Adopted Budget	Changes '14 to '15	
Fund Balance, Beginning of Year	\$858,707	\$913,488	\$913,488	\$0	0.0%
Revenues	1,427,105	1,300,000	1,250,000	(\$50,000)	-3.8%
Expenditures	(1,372,324)	(1,300,000)	(1,250,000)	(\$50,000)	3.8%
Fund Balance, End of Year	\$913,488	\$913,488	\$913,488	\$0	0.0%
Fund Balance Allocation:	\$913,488	\$913,488	\$913,488	\$0	0.0%
<u>Committed</u>					
Phase 2: Wayfinding *	\$296,722	\$400,000	\$400,000	\$0	0.0%
Phase 3: Wayfinding *	250,000	\$250,000	\$250,000		
Commitment/Encumbrances	48,517	108,707	108,707	\$0	0.0%
<u>Assigned</u>	\$318,249	\$154,781	\$154,781	\$0	0.0%
Fund balance, end of year	\$913,488	\$913,488	\$913,488	\$0	0.0%

* Phase 1: Gateway, Phase 2: Engineering Trailblazer, and Phase 3: Installation Trailblazer



TOURISM PARTNER AGENCIES

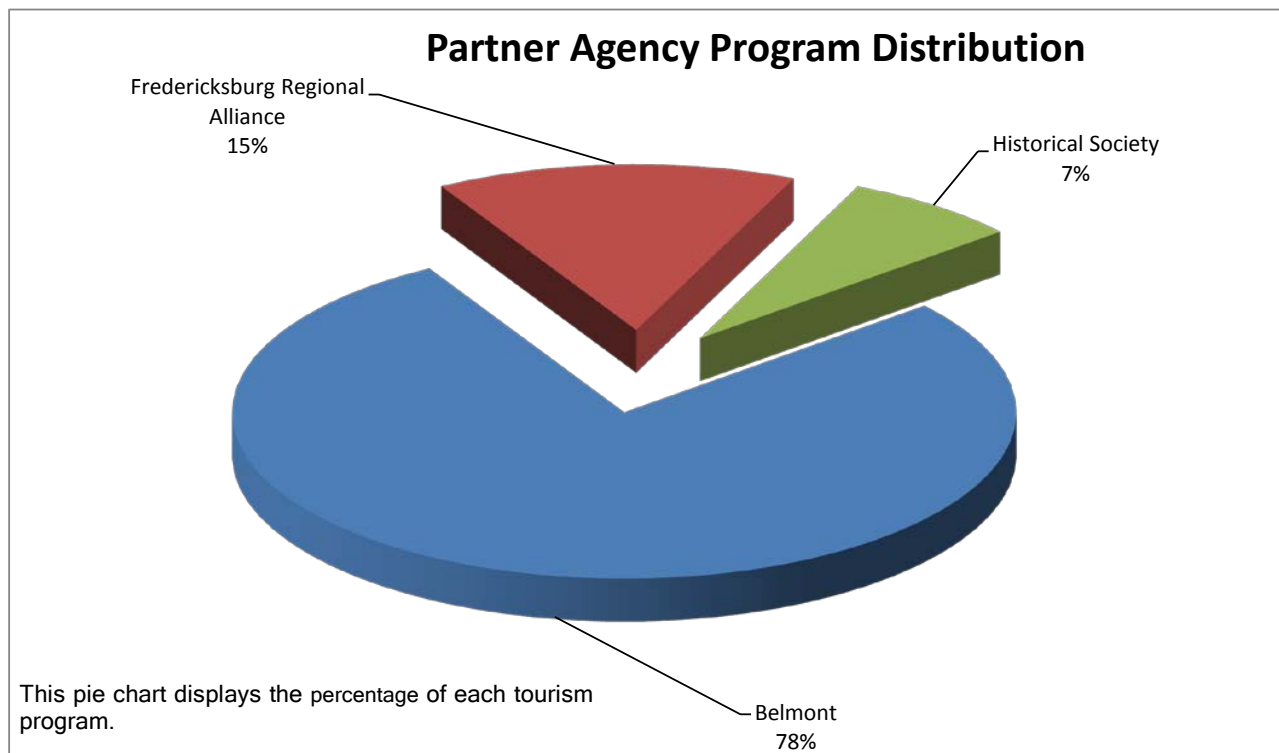
Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Fredericksburg Regional Alliance	A public/private economic development organization, which represents 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



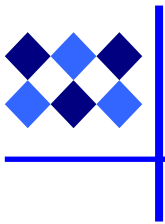
TOURISM PARTNER AGENCIES

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 is shown in the Partner Agencies section in the General Fund.

Program Name	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Belmont	\$28,000	\$32,000	\$32,000	\$0	0%
Fredericksburg Regional Alliance	6,120	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
Bluemont Concert Series	10,000	0	0	0	0%
Total	\$47,120	\$41,120	\$41,120	\$0	0%







FIVE YEAR OPERATING PLAN

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 a collaboration of efforts between departments and government officials.

The plan is tied to the priorities of the Board of Supervisors, the Comprehensive Plan, and the Adopted Capital Improvements Plan. Debt Service and operating costs of new facilities are integrated in the County's long-range planning. The plan is a tool for proactive financial decision-making supporting the Board's goal of long-term fiscal responsibility.

Long-range financial plans are included in this section for the General Fund, Utilities Fund and Transportation Fund.





FIVE YEAR OPERATING PLAN - GENERAL FUND

The Five Year Plan 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 modest, steady growth in the planning period. 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 and requests 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.

This model shows a balanced plan for fiscal years 2015 and 2016. For fiscal years 2017-2019, 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 3%. The model assumes:

- that real estate taxes are equalized in reassessment years
- all other tax rates remain constant

Personal property revenues have proven to be sensitive to the economy. During the recession, new cars sales dropped dramatically. Over the last two years, there has been an increase to this revenue source as residents replace older vehicles. The Board reduced the personal property tax rate on vehicles from \$6.89 to \$6.61 in 2014. It is conservatively projected to increase by 2% in the planning period.

Development fees are projected to continue a gradual increase through the planning period. Fees will be evaluated regularly.

Most other fees are projected to grow by 2-3%.

GENERAL FUND EXPENDITURES

Operating expenditure projections are based on department's projected needs.

Personnel expenditures are projected to grow at a rate of 2-3% annually through the planning period. This category includes associated benefits, except for the Virginia Retirement System contributions which are expected to increase 1-2% during the period.

Operating and capital expenditures for FY2015-16 are projected to grow at an inflation rate of 2% annually, increasing to 3% in later years.

Included in operating cost projections are:

- Multi-year implementation of the Public Safety staffing plan beginning in FY17
- Many agencies project increased staffing needs with the continued growth of the community.
- The School operating transfer increases by one-half of new revenue less the increase to Schools debt service.
- Replacement of aging vehicles and equipment for non-public safety departments are included in the outer years. Replacement ambulances and sheriff's vehicles are funded in all years.
- Debt service is estimated using the current debt schedules and the FY2015-2024 Capital Projects Program (CIP) assuming an interest rate of 5.5% and a term of 20 years, consistent with the CIP.



FIVE YEAR OPERATING PLAN - GENERAL FUND

- The Five-Year plan is driven by increased future debt service and operating costs associated with the CIP. These charts show the estimated increased costs in fiscal years 2016-19. Increased costs for the current year are included in the adopted budget. Project pages within the CIP section provide more detail on the operating costs.

Projected CIP Debt Service

Bond Debt Service Impacts	FY2016	FY2017	FY2018	FY2019
F&R Station 14	0	36,000	421,000	421,000
F&R Training Center	0	0	0	0
F&R Station-Centreport	0	0	0	0
Future Parks	0	0	335,000	670,000
Animal Shelter	0	28,000	355,000	355,000
Courthouse Addition	0	0	0	0
Library	0	0	0	0
Transportation	160,000	1,273,000	1,779,000	2,490,000
Stafford High School	1,480,000	1,815,000	1,815,000	1,815,000
Moncure Elementary Rebuild	0	67,000	989,000	1,911,000
Ferry Farm Elem Rebuild	0	0	0	67,000
Elem School #18 W/Head Start	0	0	0	0
Brooke Point HS	63,000	553,000	553,000	553,000
Colonial Forge HS	63,000	609,000	609,000	609,000
Mt. View HS	25,000	63,000	675,000	675,000
Fleet Services	0	0	0	0
Infrastructure	450,000	642,000	954,000	1,315,000
New Debt Service	\$2,241,000	\$5,086,000	\$8,485,000	\$10,881,000
Existing Debt Service	\$40,047,901	\$39,543,968	\$38,390,892	\$37,020,022
	\$42,288,901	\$44,629,968	\$46,875,892	\$47,901,022

Master Lease Impacts	FY2016	FY2017	FY2018	FY2019
Replacement Apparatus	299,000	471,000	759,000	931,000
E911 System	387,000	387,000	387,000	387,000
Radio System - TDMA	0	191,000	250,000	250,000
New Master Lease	\$686,000	\$1,049,000	\$1,396,000	\$1,568,000
Existing Master Lease	3,829,724	3,829,724	3,408,155	3,044,145
	\$4,515,724	\$4,878,724	\$4,804,155	\$4,612,145
Total Debt	\$46,804,625	\$49,508,692	\$51,680,046	\$52,513,167



FIVE YEAR OPERATING PLAN - GENERAL FUND

Projected CIP Operating Costs

Operating Impacts	FY2016	FY2017	FY2018	FY2019
F&R Station 14	0	0	1,886,000	1,754,000
F&R Training Center	0	0	0	0
E-911 Phone System	0	0	0	99,000
F&R Centerport	0	0	0	0
Animal Shelter	0	0	135,000	49,000
Courthouse Addition	0	0	0	0
Stormwater	0	38,000	75,000	113,000
Belmont Ferry Farm Trail	0	87,000	58,000	60,000
Brooke Point HS	907,000	943,000	981,000	1,020,000
Mt. View HS	0	0	1,004,000	1,043,000
Colonial Forge HS	919,000	955,000	993,000	1,033,000
Fleet Services	0	0	0	0
	\$1,826,000	\$2,023,000	\$5,132,000	\$5,171,000

FUND BALANCE

As directed by the Board, budgets are crafted using conservative estimates. This model assumes that all fund balance requirements are met with positive results of operations from the previous year.

The model includes modest optimism that economic conditions will continue improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, based on recession-based historical trends.

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.

FY2016 PROJECTION

As directed by the Board, a balanced plan for FY2016 is included in the Five Year Projection section. Departments were asked to project future needs constrained by a 2-3% increase in revenues.

FY2016 CIP Debt Service and Operating Costs - Planning for FY2016 will be heavily influenced by debt service and operating costs associated with the CIP. Estimated net change in debt service for FY2016: General Government: \$1.8 million; Schools: \$3.0 million. Estimated operating costs for a full year of operating cost at Embrey Mill Park: \$200K.

Bond Strategy - The County's financial advisors have suggested that the County continue to reduce reliance on debt. One strategy to achieve this goal is to increase cash capital expenditures to 3% of the General Government budget by FY2018. Bringing cash capital to 2.5% in FY2016 adds \$343k to the budget.

The model assumes a 3% increase in revenues, which would be sufficient to fund these required increases.



FIVE YEAR OPERATING PLAN - GENERAL FUND

Not included in the FY2016 expenditure projection: funding to meet inflationary increases in FY2016, replacement of materials and equipment, agencies' requests for new personnel to meet expected challenges in public safety, courts, and development. The model assumes that these expenditures are postponed until FY2017.

The five year model does not include a contribution to OPEB above any health insurance savings which would go to the OPEB trust per the Board's financial policies.

The model assumes that one half of new revenues would go to the Schools.

The plan will be revised throughout the year, with an update presented to the Board in the upcoming year.

FY2017-19

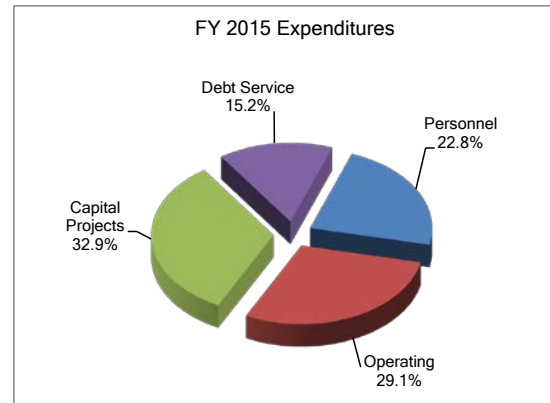
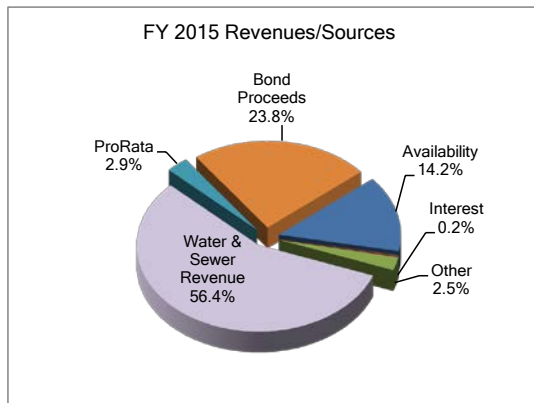
In the later years, the model shows the impact of debt service and operating costs related to the CIP as well as other projected increases needed to meet the needs of the community. Projections for the outer years reflect departments' requests without considering financial constraints. A line labeled "adjustments to be determined" has been included to show the gap between projected revenues and expenditures.

This table summarizes the five year projection.

	FY2013 Actual	FY2014 Adopted	2015 Adopted	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
Property Taxes	190,757,254	192,780,900	198,144,436	202,826,000	208,375,000	214,081,000	219,947,000
Other Taxes	34,271,098	33,482,300	34,272,500	35,152,000	36,053,000	36,978,000	37,927,000
Service Charges & Other	16,355,328	14,100,800	15,654,772	15,943,000	16,274,000	16,818,000	16,961,000
Federal & State Revenues	14,851,757	14,651,445	14,668,200	14,988,000	15,400,000	15,837,000	16,270,000
	256,235,437	255,015,445	262,739,908	268,909,000	276,102,000	283,714,000	291,105,000
Public Safety	41,432,204	39,861,710	40,697,340	41,608,000	46,819,000	50,303,000	55,012,000
Non-Public Safety	45,878,401	47,334,105	47,906,816	48,758,000	51,130,000	52,033,000	54,042,000
Debt Service - County	10,057,882	11,119,790	12,291,100	13,945,000	15,429,000	17,148,000	17,910,000
Other	21,303,425	20,246,409	20,705,646	21,471,000	22,380,000	23,133,000	24,006,000
Schools - Local Transfer	108,957,975	108,626,921	111,947,456	111,734,000	114,268,000	118,898,000	120,731,000
One-time VPSA savings to operating	0	1,000,000	0	0	0	0	0
Schools - Debt Service/Capital Projects	27,125,682	26,826,510	29,191,550	31,393,000	32,456,000	33,331,000	33,495,000
Adjustments to be determined	0	0	0	0	(6,380,000)	(11,132,000)	(14,091,000)
	254,755,569	255,015,445	262,739,908	268,909,000	276,102,000	283,714,000	291,105,000



FIVE YEAR OPERATING PLAN - UTILITIES



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 2013 data reflects actual amounts and the Fiscal Year 2014 data reflects year-end estimates based on revenues and expenses to date. Projections for Fiscal Year 2015 through 2019 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes a 1.25% growth in billed customer accounts 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. Although customer accounts are increasing, actual usage is level or declining due to industry-wide declines in per capita consumption.

Availability Fees

Assumes an average of 700 additional equivalent dwelling units (EDUs) for water and 665 for sewer service in 2015-FY19, reflecting recent trends. 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

In September 2013, the Board of Supervisors approved \$45 million of water and sewer revenue bonds. Bond proceeds from the approved bond program will fund \$29 million of projects from FY15-FY18. Future bond authorizations are expected to fund projects in FY18-FY19.

Personnel & Operating Expenditures

Utilities personnel costs are projected to increase on average 4% per year during FY15-FY19. Operating and maintenance costs are projected to increase on average 5% per year. Additionally, \$300,000 related to Other Post-Employment Benefits (OPEB) is included each year for FY16-FY19.

Use of Money and Property

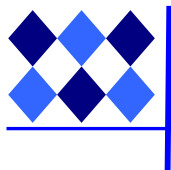
Interest earned on the Utilities Fund Balance is expected to stabilize after declining as cash balances were spent down relative to the construction of large capital projects, particularly the construction of the Rocky Pen Reservoir and Water Treatment Plant.

Debt Service

Assumes future debt is issued at a 5% interest rate for the major CIP projects.

Capital Projects

Includes all capital projects included in the five-year capital improvement plans.



FIVE YEAR OPERATING PLAN - UTILITIES

	FY2013 Actual	FY2014 Estimated	FY2015 Adopted	2016 Forecast	FY2017 Forecast	FY2018 Forecast	FY2019 Forecast
Rate Change: User Fees (Approved in bold)	8.0%	8.0%	7.0%	6.00%	6.00%	6.00%	6.00%
Availability Fees	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400
Revenues/Sources							
Water/Sewer Fees	\$24,743,052	\$27,300,000	\$29,014,000	\$31,225,000	\$33,604,000	\$36,174,000	\$38,215,000
Availability Fees	7,922,931	7,600,000	7,158,000	6,238,000	6,340,000	6,544,000	6,646,000
Pro Rata Fees	3,106,232	3,600,000	1,500,000	1,248,000	1,268,000	1,309,000	1,329,000
Other Charges and Fees	1,484,712		978,000	978,000	978,000	978,000	978,000
Use of Money/Property	329,193		106,000	153,000	186,000	204,000	248,000
Grants	276,145						
Revenue Bond Proceeds*	-	17,000,000	12,131,000	12,500,000	4,073,000	3,369,000	8,500,000
	\$37,862,265	\$55,500,000	\$50,887,000	\$52,342,000	\$46,449,000	\$48,578,000	\$55,916,000
Donated Assets	10,048,202						
Total Sources	\$47,910,467	\$55,500,000	\$50,887,000	\$52,342,000	\$46,449,000	\$48,578,000	\$55,916,000
Uses							
Operations							
Personnel	\$10,893,556	\$11,152,127	\$11,157,872	\$11,676,000	\$12,078,000	\$12,496,000	\$12,929,000
Operating	\$10,301,660	13,228,152	14,380,316	15,274,000	16,032,000	16,830,000	17,668,000
Operating - Capital Projects	2,915,287	11,000,000	4,064,328	1,950,500	2,349,000	5,066,000	3,983,000
Expansion-Capital Projects							
Pro Rata Funded	2,211,665	8,855,000	762,500	346,500	709,000	3,389,000	2,267,000
Availability/Bond Funded	44,410,116	28,100,000	12,618,000	17,658,000	6,322,000	484,000	11,804,000
Debt Service							
Existing Debt Service	5,032,058	6,556,000	6,070,000	7,399,000	8,128,000	9,597,000	9,597,000
New Debt Service	-		1,329,000	729,000	1,469,000	-	-
Total Uses	\$75,764,342	\$78,891,279	\$50,382,016	\$55,033,000	\$47,087,000	\$47,862,000	\$58,248,000
Total Sources Over Uses	(\$27,853,875)	(\$23,391,279)	\$504,984	(\$2,691,000)	(\$638,000)	\$716,000	(\$2,332,000)
Equity-Cash & Invest.-Beginning	\$49,331,853	\$59,416,937	\$36,026,000	\$36,530,984	\$33,839,984	\$33,201,984	\$33,917,984
Equity-Cash & Invest.- Year End	\$59,416,937	\$36,026,000	\$36,530,984	\$33,839,984	\$33,201,984	\$33,917,984	\$31,585,984
Debt Ratio 1	3.38	2.62	1.79	1.99	1.85	2.01	2.11
Debt Ratio 2	2.28	1.73	1.20	1.44	1.38	1.55	1.64
Debt Ratio 3	4.58	3.44	2.83	2.87	2.73	3.09	3.20
Debt Ratio 4 (Min=1.0)***	1.18	0.85	0.62	0.89	0.91	1.08	1.18

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

Debt Ratio 4 is required to be met in FY18 and thereafter.

* \$45M bond issue approved by Board of Supervisors in September 2013.

Approximately \$12.131M in capital projects will be funded with bond proceeds in FY15.



FIVE YEAR OPERATING PLAN - TRANSPORTATION FUND

	FY2013 Actual	FY2014 Projected	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast	FY2019 Forecast
Revenues							
Gasoline Sales Tax	\$5,616,151	\$5,173,011	\$5,182,849	\$5,036,110	\$4,993,602	\$4,981,607	\$4,999,357
State Recordation Tax	693,624	693,000	693,000	693,000	693,000	693,000	693,000
Federal Revenue	430,564	272,986	2,390,974	4,594,000	7,080,000	5,022,000	3,638,000
State Revenues	550,575	1,316,506	6,127,212	5,610,696	3,448,662	11,174,181	8,694,147
Interest Revenue	10,210	5,246	2,000	1,500	1,000	1,000	1,000
Miscellaneous/Other	11,870	0	150,000	0	0	0	0
Bonds	2,822,597	0	0	15,460,677	380,000	10,134,633	11,055,756
Transfer from Other funds	271,100	0	0	0	0	0	0
Other EDA Funding-Corporate Center Drive	0	0	300,000	0	0	0	0
From General Fund	0	0	0	0	0	0	0
CPR - Corporate Center Drive	0	0	2,000,000	0	0	0	0
From Service District	0	0	0	0	0	1,110,966	0
Impact Fees	0	0	60,000	100,000	100,000	1,600,000	1,600,000
Proffers	0	1,850,058	0	0	0	0	0
Total Sources	\$10,406,691	\$9,310,806	\$16,906,035	\$31,495,983	\$16,696,264	\$34,717,387	\$30,681,260
Expenditures							
VRE Subsidy	\$1,873,540	\$2,529,281	\$2,689,391	\$2,974,743	\$2,948,520	\$2,865,003	\$2,941,157
FRED Bus Service	526,337	444,871	457,299	471,964	486,123	500,706	515,727
Management Services	17,109	10,094	13,410	16,000	16,000	16,000	16,000
Architect/Engineering (Bus Shelters)	7,600	3,119	0	0	0	0	0
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Transportation Fee analysis	9,037	0	0	0	0	0	0
Debt Service Transfer to General Fund	0	0	237,532	233,154	1,361,179	1,985,892	2,887,605
PRTC Subsidy	82,000	93,400	89,300	61,700	77,700	85,200	99,000
Financial Management	8,896	2,357	0	0	0	0	0
Architect/Engineering	6,070	0	4,000	4,000	4,000	4,000	4,000
Transportation Plan Implementation	8,000	0	0	0	0	0	0
Street Signs	25,038	18,164	50,000	50,000	50,000	50,000	50,000
Social Services	24,917	9,750	40,000	40,000	40,000	40,000	40,000
Gateway	110,000	26,787	100,000	100,000	100,000	100,000	100,000
Local Road Projects	290,673	341,525	262,468	266,846	0	0	0
Airport Loan	346,876	915,765	58,359	0	0	0	0
CIP Projects	2,948,451	7,545,734	21,532,276	25,291,030	16,044,469	28,050,362	23,526,294
Total Expenditures	\$6,370,257	\$12,026,561	\$25,619,750	\$29,595,151	\$21,213,705	\$33,782,877	\$30,265,497
Change in Fund Balance	4,036,434	(2,715,755)	(8,713,715)	1,900,832	(4,517,441)	934,510	415,763
Fund Balance	10,551,061	14,587,495	11,871,740	3,158,025	5,058,857	541,417	1,475,926
Total Committed Expenditure	18,326,190	17,933,367	5,242,203	2,089,536	0	0	0
Total Committed Revenue	6,597,587	9,414,855	6,712,796	1,130,105	0	0	0
Assigned:	2,858,891	3,353,228	4,628,618	4,099,426	541,417	1,475,926	1,891,689
Fund Balance, end of year	\$14,587,495	\$11,871,740	\$3,158,025	\$5,058,857	\$541,417	\$1,475,926	\$1,891,689

To provide the most complete projections, FY2015 projections include capital projects expenditures and related revenue sources that will be budgeted and appropriated during the fiscal year as contracts are approved. In some cases these were not considered during the regular budget process.

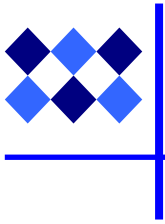
In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated as the timing of the projects and the issuance of debt is determined.

The Transportation Bond Referendum expires November 2016 (FY2017). Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires.

Gasoline sales tax revenue 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. 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 several 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
- Created a cost effective educational program to enhance efficiencies and productivity

Initiatives to Better Serve the Community

Public Safety is one of the Board's priorities and we continue to work on initiatives to make these programs even stronger. The Public Safety staffing plan has been presented to the Public Safety Committee describing the future staffing needs of the Fire and Rescue and Sheriff Departments to meet the growing demands of the community. This plan will enable the County to continue to enhance our responsiveness to our citizens and build upon the excellent services and relationships that we have established.

The Parks, Recreation, and Community Facilities Department have been reorganized under the leadership of Director Jamie Porter to ensure that our staff and facilities are both strong and efficient. The overall goal of the reorganization was to improve morale, increase professionalism and public confidence, maximize resources, and find efficiencies. An emphasis has also been placed on cross-training staff to enhance our ability to respond to various needs as quickly as possible.

The Human Resources Department has organized several new training initiatives, including information sessions on the VRS Hybrid plan, customer service classes, supervisory/manager classes, an education fair featuring local colleges and universities, and sexual harassment prevention training for all County employees. In addition, a Wellness Day for employees was hosted with a partnership through Stafford Hospital to encourage healthy habits and awareness by our employees.

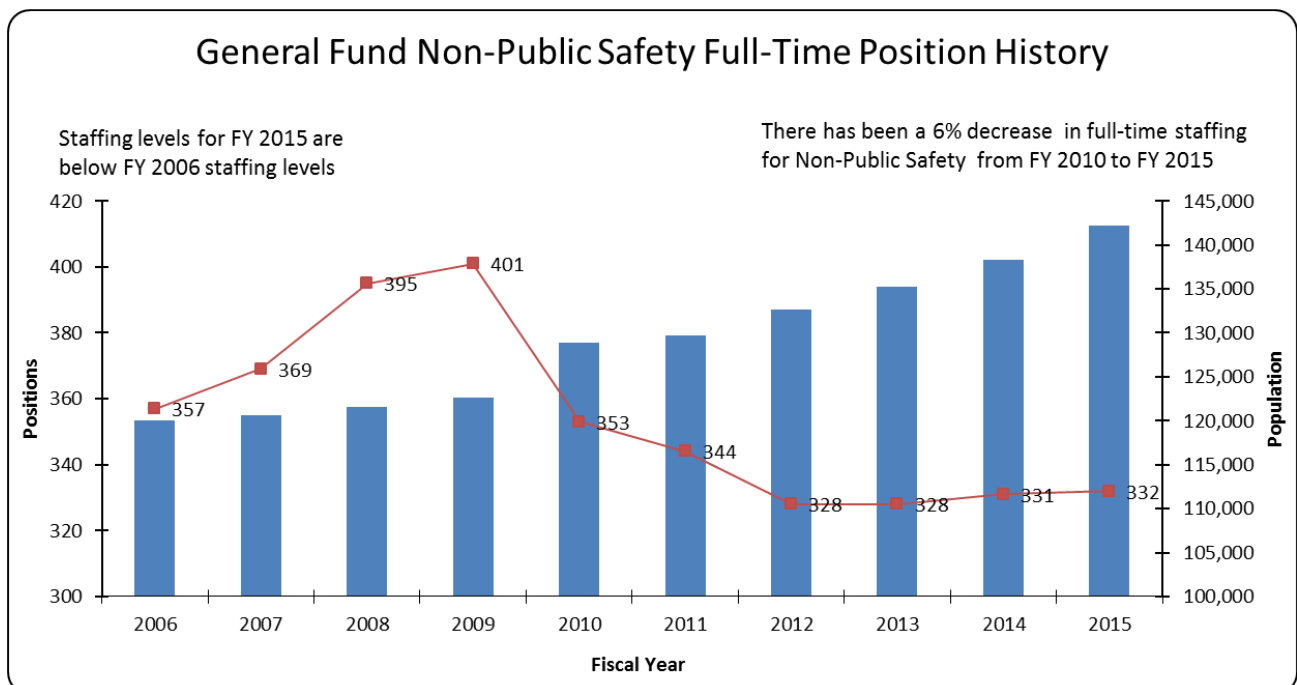
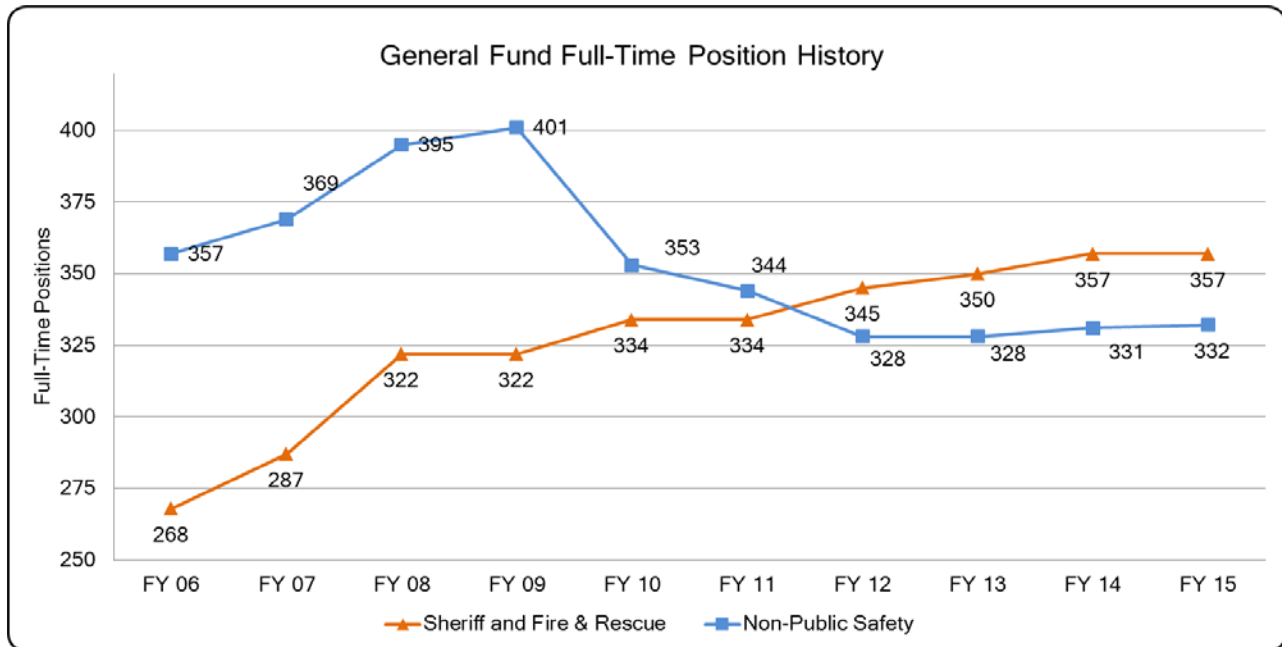
A comprehensive leave study has been underway to analyze our current leave benefits as well as to address how the VRS Hybrid Plan will affect our philosophy on leave going forward. In addition to the leave study, a benchmarking benefits survey has been released in order to help the County maintain competitiveness while also offering fiscally responsible benefits to our employees.



STAFFING PLAN

Workforce Changes

Sixty-nine (69) positions have been reduced over the past six fiscal years in the General Fund. Staffing levels in Public Safety have increased by thirty-five (35) positions as more resources have been allocated to this priority of the Board. One additional full-time position has been added to support increase in new residential permits. This position is fee supported.





STAFFING PLAN

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 7 fiscal years, employee health care contributions have increased.
- The Adopted FY2015 Budget does not include a salary increase.

The chart below depicts the salary history of an employee who was making \$40,000 on June 30, 2008. With increases in health insurance and VRS contributions, the average employee has not kept pace with inflation over the last seven years. The employee depicted below has an adjusted gross salary (salary - health and VRS contributions) that is \$3,000 less than what it would be on an inflation adjusted basis.

County Employee Making \$40,000 on June 30, 2008

	Salary	Health Contributions (1)	VRS Contributions	Salary - Health/VRS	(Salary - VRS/Health) inflation adjusted (2)
FY2009	\$40,480	\$1,177	\$0	\$39,303	\$39,303
FY2010	\$40,480	\$1,344	\$0	\$39,136	\$39,146
FY2011	\$40,480	\$868	\$0	\$39,612	\$39,772
FY2012	\$41,492	\$1,560	\$0	\$39,932	\$41,045
FY2013	\$44,656	\$784	\$2,466	\$41,406	\$41,907
FY2014	\$46,005	\$2,658	\$2,534	\$40,813	\$42,410
FY2015	\$46,005	\$3,576	\$2,534	\$39,895	\$42,919

(1) Health insurance contributions are based on family coverage in the Key Care 15+ plan

(2) Inflation is based on the Consumer Price Index

Efforts will continue to find savings and mitigate future health insurance increases. Tools that can be used to reduce the cost of health care include:

- Reenergize the County's wellness program so that employees can obtain information and support that will help lead us toward a healthier workforce.
- Continue to educate employees on their role as a health care consumer
- Continue to promote the Employee Assistance Program (EAP)

The County continues to monitor Federal legislation surrounding the Affordable Care Act in an effort to manage the impact on the cost of health insurance. Some notable provisions of the ACA include:

- Mental health parity
- Adding dependents to age 26
- Removal of pre-existing conditions for children and adults
- Removal of annual/lifetime dollar limits or limits on specific essential health benefits
- Preventative benefits for women covered at 100%
- Requiring health insurance coverage for employees working at least 30 hours a week



STAFFING PLAN

Future Challenges

Compensation and benefits will continue to be a challenge. Benefit costs (VRS, Health Insurance, and Life Insurance) are expected to increase and as the economy recovers, the County will have to work to maintain competitiveness in total compensation to remain in line with our peers. This competitiveness is essential in order for the County to attract and retain the top level of qualified and competent employees the citizens of this County deserve to have serving them.

Moving Forward

Stafford County employees are committed to cultivating a great community. What does that mean?

- Relentless Advancement
- Purpose-driven work
- Innovating and Saving
- Engaging Citizens, Employees and Businesses

To paraphrase Jim Collins; we now have the right people “on the bus” (the organization) and continuously work to be sure they are in the “right seat”. With the reduced workforce, employees are counted on to be more generalist than specialist in order to cover more than one area of responsibility. This has been accomplished by the hard work, efforts, and team minded spirit of County employees. Through proactive educational programs County employees are learning and demonstrating many new processes that provide efficient and cost effective service.

This effort will continue due to the dedication of County employees to serve the citizens of Stafford.



POSITION SUMMARY GENERAL FUND

	FY 2013		FY 2014		FY 2015	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7
Commissioner of the Revenue	29	1	29	1	29	1
Commonwealth's Attorney	25	1	25	1	25	1
Cooperative Extension	0	4	0	4	0	4
County Administration	9	0	9	0	9	0
County Attorney	7	0	7	0	7	0
Clerk of the Circuit Court	18	0	18	0	18	0
Circuit Court	3	0	3	0	3	0
15th District Court	2	0	2	0	2	0
Economic Development	6	0	6	0	6	0
Finance and Budget	15	0	15	0	15	0
Human Resources	3	1	3	1	3	1
Human Services, Office of	2	0	2	0	2	0
Information Technology	17	3	17	2	17	2
Parks, Recreation & Community Facilities	54	119	56	119	56	119
Planning and Zoning	20	1	20	1	20	1
Public Works ⁽¹⁾	41	0	41	0	42	0
Public Works - Stormwater	2	0	2	0	2	0
Registrar & Electoral Board	3	1	3	1	3	1
Social Services	55	6	56	6	56	6
Treasurer	17	3	17	3	17	3
Sub-Total Non-Public Safety Departments	328	147	331	146	332	146
Fire and Rescue	116	0	116	0	116	0
Sheriff	234	19	241	19	241	19
Sub-Total Public Safety Departments	350	19	357	19	357	19
Fund Total Positions	678	166	688	165	689	165

⁽¹⁾ One additional full-time to support increase in new residential permits

(Details on staffing changes are also included within each Department section)



POSITION SUMMARY OTHER FUNDS

	FY 2013		FY 2014		FY 2015	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Fund Total Positions - Capital Projects Fund	3	0	3	0	3	0
Fund Total Positions Utilities	139	1	139	1	139	1
Total Authorized Strength	820	167	830	166	831	166

(Details on staffing changes are also included within each Department section)



POSITION SUMMARY SCHOOL FUNDS

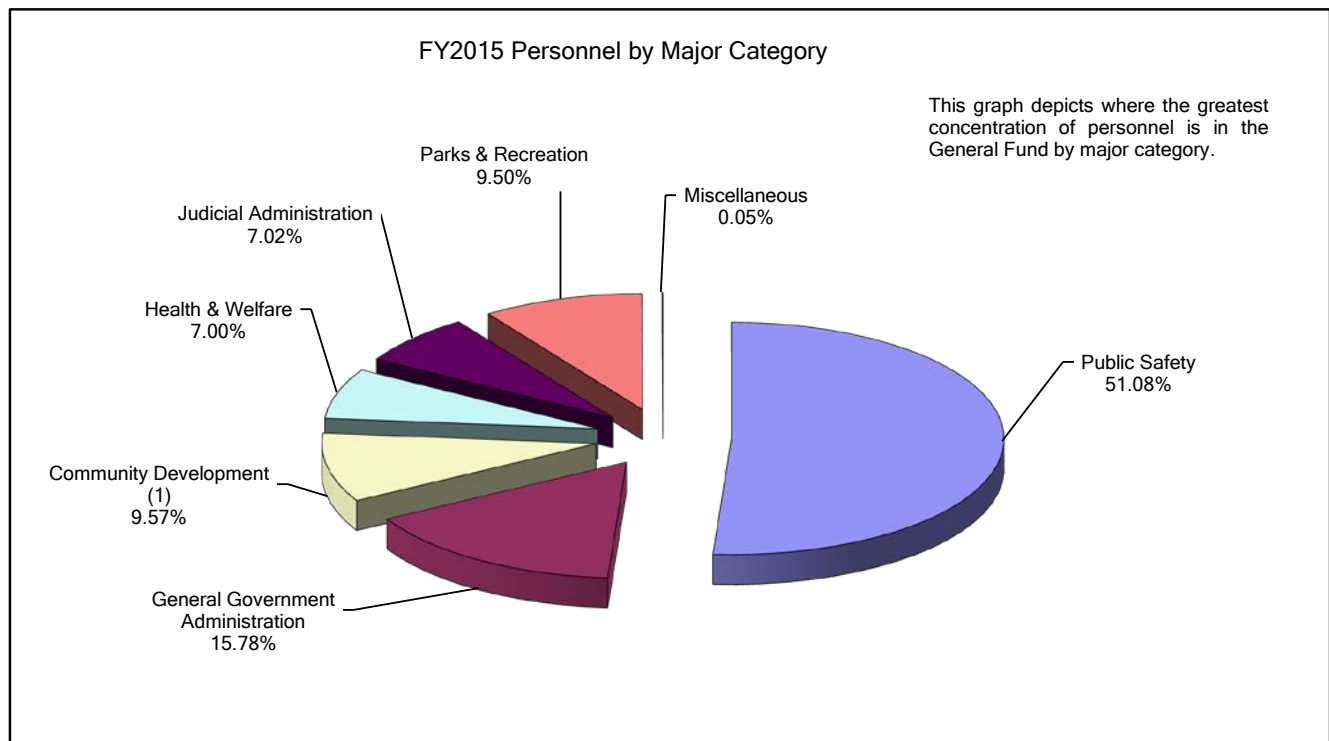
	FY 2013 Full-Time Equivalent	FY 2014 Full-Time Equivalent	FY 2015 Full-Time Equivalent	Change '14 to '15 Full-Time Equivalent
Instruction	2,679.87	2,715.50	2,661.10	(2.0)%
Administration, Attendance and Health	132.25	133.15	133.65	0.4%
Transportation	298.05	297.85	297.85	0.0%
Operation and Maintenance	149.60	139.00	117.50	(15.5)%
Instructional Technology and Information Services	120.00	118.00	118.00	0.0%
Fund Total - School Operating	3,379.77	3,403.50	3,328.10	(2.2)%
Fund Total - Grants	66.80	64.80	65.30	0.8%
Fund Total - School Construction	3.85	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	28.50	28.50	29.50	3.5%
Grand Total All Funds	3,729.42	3,751.15	3,677.25	(2.0)%



GENERAL FUND PERSONNEL BY MAJOR CATEGORY

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Public Safety	\$30,292,985	\$31,133,350	\$31,651,890	\$518,540	1.67%
General Government Administration	9,547,511	9,944,735	9,780,170	(164,565)	-1.65%
Community Development ⁽¹⁾	5,485,721	6,015,330	5,930,360	(84,970)	-1.41%
Health & Welfare	4,120,941	4,472,640	4,338,550	(134,090)	-3.00%
Judicial Administration	4,205,851	4,397,090	4,352,790	(44,300)	-1.01%
Parks & Recreation	5,480,442	6,001,500	5,885,370	(116,130)	-1.94%
Miscellaneous	78,040	58,000	25,000	(33,000)	-56.90%
Total	\$59,211,491	\$62,022,645	\$61,964,130	(\$58,515)	-0.09%

⁽¹⁾ One additional full-time to support increase in new residential permits



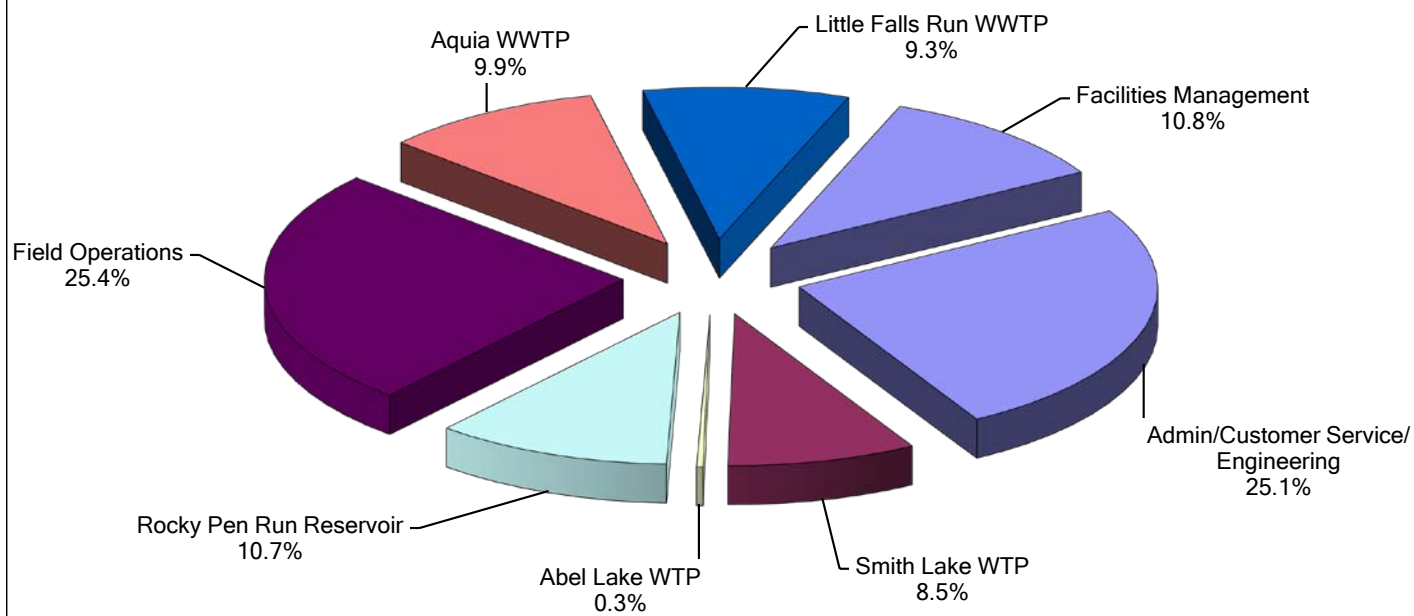


UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
Admin/Customer Service/ Engineering	\$2,541,979	\$2,729,300	\$2,800,036	\$70,736	2.59%
Smith Lake WTP	969,397	935,036	953,400	18,364	1.96%
Abel Lake WTP	1,179,327	1,221,178	32,119	(1,189,059)	-97.37%
Rocky Pen Run Reservoir	0	0	1,189,014	1,189,014	100.00%
Field Operations	2,967,907	3,018,730	2,833,815	(184,915)	-6.13%
Aquia WWTP	1,082,103	1,074,980	1,106,564	31,584	2.94%
Little Falls Run WWTP	1,064,866	1,056,388	1,038,357	(18,031)	-1.71%
Facilities Management	1,087,977	1,116,515	1,204,567	88,052	7.89%
Total Expenditures	\$10,893,556	\$11,152,127	\$11,157,872	\$5,745	0.05%

FY2015 Personnel by Major Category

This graph depicts where the greatest concentration of personnel is in the Utilities Fund by major category.



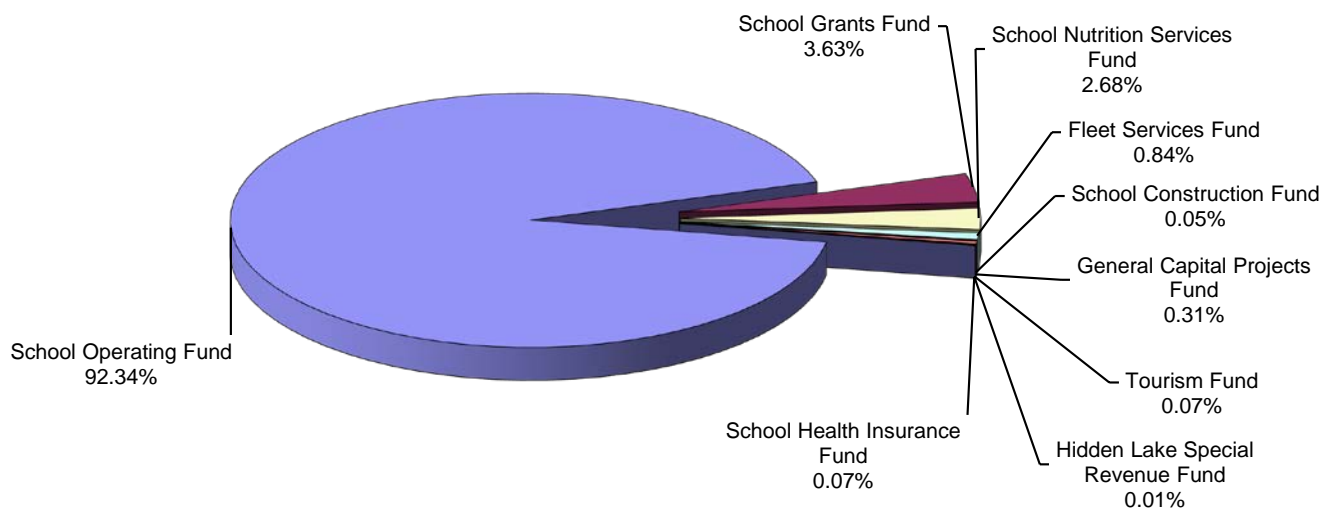


OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
School Operating Fund	\$207,619,736	\$216,006,181	\$217,041,264	1,035,083	0.48%
School Grants Fund	8,630,324	8,020,384	8,542,563	522,179	6.51%
School Nutrition Services Fund	5,491,317	6,087,818	6,287,747	199,929	3.28%
Fleet Services Fund	1,811,693	1,899,812	1,970,005	70,193	3.69%
School Construction Fund	301,432	235,000	128,480	(106,520)	-45.33%
General Capital Projects Fund	508,559	719,230	723,910	4,680	0.65%
Tourism Fund	187,107	192,250	173,660	(18,590)	-9.67%
Hidden Lake Special Revenue Fund	5,303	7,060	2,790	(4,270)	-60.48%
School Health Insurance Fund	144,767	150,932	167,175	16,243	10.76%
School Workers Compensation Fund	79,187	0	0	0	0.00%
Total Expenditures	\$224,779,425	\$233,318,667	\$235,037,594	\$1,718,927	0.74%

This graph depicts where the greatest concentration of personnel is in all the other funds.

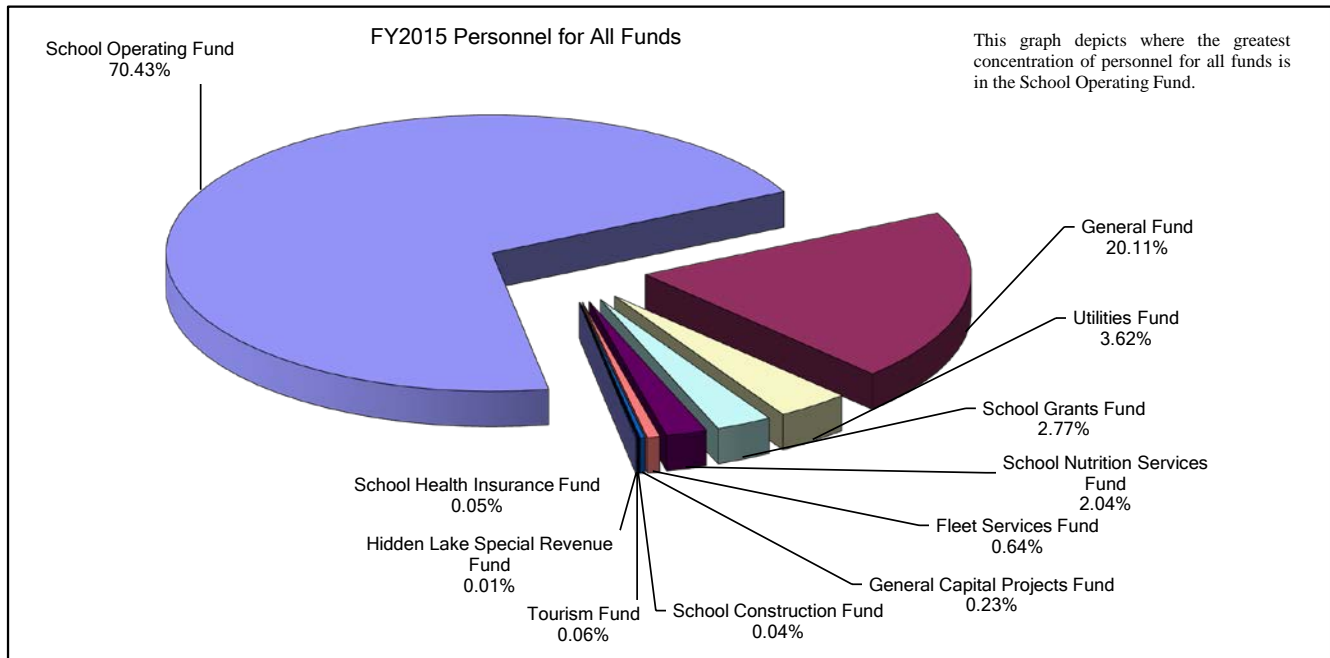
FY2015 Personnel by Fund





PERSONNEL FOR ALL FUNDS

	FY2013 Actual	FY2014 Adopted Budget	Adopted Budget	FY2015 Changes '14 to '15	
School Operating Fund	\$207,619,736	\$216,006,181	\$217,041,264	\$1,035,083	0.48%
General Fund	59,211,491	62,022,645	61,964,130	(58,515)	-0.09%
Utilities Fund	10,893,556	11,152,127	11,157,872	5,745	0.05%
School Grants Fund	8,630,324	8,020,384	8,542,563	522,179	6.51%
School Nutrition Services Fund	5,491,317	6,087,818	6,287,747	199,929	3.28%
Fleet Services Fund	1,811,693	1,899,812	1,970,005	70,193	3.69%
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Tourism Fund	187,107	192,250	173,660	(18,590)	-9.67%
Hidden Lake Special Revenue Fund	5,303	7,060	2,790	(4,270)	-60.48%
School Health Insurance Fund	144,767	150,932	167,175	16,243	10.76%
School Workers Compensation Fund	79,187	0	0	0	0.00%
Total	\$294,884,472	\$306,493,439	\$308,159,596	\$1,666,157	0.54%





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
Co-Leadership Team	Comprised of Assistant Directors of Departments with other managers and supervisors. 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/Trespassing Vehicles	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 - Purchase of Development Rights Commission (Combined)	7	Establishes standards for preservation of agricultural and rural lands-promotes PDR Program/reviews/ranks applications
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
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
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



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
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce
Embrey Mill Community Development Authority	5	Construction, services and facilities upon identified funding
Fredericksburg Area Metropolitan Planning Organization (FAMPO)	6	Coordinate regional planning development activities in Planning District 16
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	3	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 hand 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 (PRTC/VRE)	4	Facilitate the planning and development of an improved transportation system



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 (Combined with Ag Commission)	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications
Rappahannock Area Agency on Aging (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16
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
Workforce Investment Board	1	Services 16 localities - supports public/private partnerships involving local governments





CAPITAL IMPROVEMENT PROGRAM AND DEBT MANAGEMENT

This section provides information related to the Capital Improvement Program (CIP) and the County's debt management practices and projected capital financing needs.

The approved CIP was formulated using the more stringent debt limitations (3.0% debt to assessed value and 10.0% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating. This section includes an overview of the CIP program, a summary of all projects, and detailed sheets for all projects.

The Analysis of Outstanding Debt for Fiscal Years 2015-2024 displays the principal amounts owed at the current time. Also included in this section are 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.



CAPITAL IMPROVEMENTS PROGRAM

County government provides needed and desired services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as roads, parks and schools. The Capital Improvement Program (CIP) is a proposed schedule for the expenditure of funds to acquire or construct needed improvements over the next ten-year period.

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, but unfunded, 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 and a useful life of one year or more. Scope of project includes all professional services (land acquisition, legal, planning, design, project management) and construction costs.

Purpose and Benefits of Capital Programming 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.



CAPITAL IMPROVEMENTS PROGRAM

Development of the Capital Improvement Program

The Department of Finance and Budget provides information concerning the County's past, present and future financial resources. The department prepares and distributes the package utilized by departments and agencies to submit project requests. As the program develops, Finance and Budget also assists in the review and evaluation of project submissions.

Project Request

Each year, representatives of County departments, offices and agencies are asked to submit a Capital Improvements Project (CIP) request form. Projects are submitted to the Department of Finance and Budget to establish priorities and to suggest a schedule for implementation. The completed forms provide a detailed project description, justification, cost projections, and a statement of impact on the County's operating budget. The project request form also presents a connection to the County's policies and goals.

Projected costs are determined using historical or current costs for similar projects based on engineering or architectural estimates when available. A 4% average annual escalation assumption is included for all 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.



CAPITAL IMPROVEMENTS PROGRAM

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 the project budget.

Impact of Capital Projects on the Operating Budget

The future fiscal impact on the operating budget is outlined in each capital project proposal. Each proposal includes an estimated impact on the operating 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). This section outlines some of the more common funding sources used in the CIP.

Bonds

Bonds are usually for projects requiring initial capital outlays which exceed current revenue 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. Future referenda are for additional transportation and parks projects in the later years of the planning period.

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.

Cash Capital or Pay-as-you-go

Cash capital funding comes from annual appropriations and is part of the adopted operating budget. Projects that are typically smaller in scale such as minor renovations and upgrades are likely candidates for Cash Capital funding as long as the project has an expected useful life of at least five years or more. This type of funding provides the greatest flexibility since it:

- Has no debt service cost to be paid on the expenditure
- Is available at the start of the fiscal year
- Does not have to be approved through a referendum
- Can be carried over at the end of each fiscal year

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.



CAPITAL IMPROVEMENTS PROGRAM FUNDING SOURCES

Revenue Sharing

The Revenue Sharing Program provides additional funding for use by a county, city, or town to construct, reconstruct, or improve the highway systems within each locality and for eligible rural additions in certain counties of the Commonwealth. Locality funds are matched with state funds, with statutory limitations on the amount of state funds authorized per locality. The program is administered by the Department of Transportation in cooperation with the participating localities, under the authority of Section 33.11-23.05 of the Code of Virginia. An annual allocation of funds for this program is designated by the Commonwealth Transportation Board. A locality may apply for a maximum of \$10 million in matching allocations for each year.

PPTA

The Public-Private Transportation Act of 1995 is the legislative framework enabling the Commonwealth of Virginia, qualifying local governments and certain other political entities to enter into agreements authorizing private entities to acquire, construct, improve, maintain, and/or operate qualifying transportation facilities.

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. Transportation project timing has been planned to take maximum advantage of available state revenue sharing.

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.



CAPITAL IMPROVEMENTS PROGRAM POLICIES

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. The County is working to reduce reliance on debt by increasing other types of funding for capital projects. The County has established the following policies to assist management with financial decisions.

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 for County and Schools 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 for County and Schools 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. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

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 March 2013. Debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing;
 2. Useful life of the purchase equals or exceeds the term of the debt;
 3. Total purchase exceeds \$100,000; and
 4. Sufficient funds are available to service the capital lease debt.

Each year's maximum 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.

The CIP was formulated to comply with the policy.



WHAT'S NEW?

The FY2015 - FY2024 CIP builds on the previously approved Capital Improvement Program. Many of the projects in this CIP were included in earlier plans. This year's plan includes some new projects, as well as some changes and updates to projects that were previously approved by the Board.

Funding

- The Board's bond enhancement strategy includes reducing reliance on debt. To that end, the Board has reduced debt ratios. To further address this goal, the CIP increases the County's cash capital minimum from 1% to 3% of General Fund budget by FY2018.
- Bond-funded portion for the ten year period is \$39.3M less than the previous CIP.
- Implementation of the Board's policy to increase cash capital for both County and Schools adds \$29.8M in cash over the period.
- Potential referenda for future projects. Proposed timing:
 - November 2015: Public Safety
 - November 2016: Parks
 - November 2018: Transportation

New or Updated Projects

County Government

Public Safety

- FCC mandated update to Public Safety Radio Communications System
- Infrastructure costs for station repairs.

Parks and Recreation

- Park utilization study is complete.

Public Works

- Options for library #3 include a stand-alone, store front, or a partnership with Germanna Community College.



WHAT'S NEW?

Transportation

- Budgets use of impact fees.
- New projects include:
 - Berea Church Road
 - Brent Point Road

Schools

- Removed Career & Technical Center
- Added Elementary School #18 with Head Start
- Added new Middle School #9
- Accelerates the expansions of Brooke Point, Mountain View, and Colonial Forge high schools
- Includes cash infrastructure projects to meet Board's financial policy goal
 - Increase for cash funded infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.



SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total This Period	Later Years Funding	Total Project Cost
Public Safety	1,000,000	4,912,000	4,884,100	8,376,200	2,230,300	3,300,400	7,224,500	3,006,600	3,355,700	10,335,800	3,018,000	50,643,600	0	\$51,643,600
Information Technology	0	295,000	100,000	100,000	100,000	100,000	200,000	200,000	100,000	100,000	200,000	1,495,000	0	\$1,495,000
Parks, Recreation and Community Facilities	0	1,006,000	1,354,000	5,735,000	6,078,000	5,449,000	5,809,000	5,633,000	5,644,000	6,041,000	5,588,000	48,337,000	0	\$48,337,000
Public Works	520,000	1,196,000	2,551,000	7,236,000	1,611,800	4,934,600	13,077,464	15,898,603	2,449,027	3,456,748	11,695,778	64,107,020	6,767,000	\$71,394,020
Transportation	51,530,028	46,003,597	32,509,267	24,987,530	28,050,362	33,478,294	27,820,000	25,005,000	10,770,000	31,732,000	28,900,000	289,256,050	46,140,000	\$386,926,078
Schools	46,116,000	29,731,000	25,235,000	26,986,000	21,929,000	22,992,000	21,762,000	11,938,000	35,425,000	27,944,000	16,231,000	240,173,000	7,517,000	\$293,806,000
Project Total	\$99,166,028	\$83,143,597	\$66,633,367	\$73,420,730	\$59,999,462	\$70,254,294	\$75,892,964	\$61,681,203	\$57,743,727	\$79,609,548	\$65,632,778	\$694,011,670	\$60,424,000	\$853,601,698

Funding Summary	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
County	1,916,000	14,050,306	18,551,634	12,493,660	14,159,695	29,448,305	24,467,000	11,784,000	19,147,000	23,710,000	\$169,727,600
Schools ¹	24,863,559	19,934,643	22,058,738	16,128,909	17,017,906	15,608,683	5,600,084	27,060,946	21,220,104	9,305,388	\$178,798,959
Bond	\$26,779,559	\$33,984,949	\$40,610,372	\$28,622,569	\$31,177,601	\$45,056,988	\$30,067,084	\$38,844,946	\$40,367,104	\$33,015,388	\$348,526,559
Master Lease	3,905,000	3,577,000	2,872,000	1,294,000	1,869,000	1,432,000	1,983,000	1,519,000	2,103,000	1,898,000	\$22,452,000
Cash Funded - County	4,807,000	3,834,100	5,143,600	4,726,100	4,787,000	5,427,964	5,288,203	5,245,727	5,683,548	5,393,778	\$50,337,020
Cash Funded - Schools ¹	3,317,441	4,100,357	4,927,262	5,800,091	5,974,094	6,153,317	6,337,916	8,364,054	6,723,896	6,925,612	\$58,624,041
Proffers/Capital Project Reserve	2,755,388	1,450,147	0	50,000	0	0	0	0	0	0	\$4,255,535
Service District Supported GO Bonds	0	0	0	0	0	8,800,000	0	0	0	0	\$8,800,000
Service District	0	0	0	1,110,966	0	0	0	0	0	5,468,142	\$6,579,108
Fuel Tax	1,870,719	3,522,264	87,853	1,195,068	0	1,120,000	1,305,000	770,000	332,000	1,445,858	\$11,648,762
Revenue Sharing	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	\$100,000,000
State/Federal	30,839,000	5,622,636	8,618,832	6,007,809	4,744,458	0	0	0	0	0	\$55,832,735
Impact Fees	638,177	100,000	100,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	\$12,038,177
In-Kind	0	0	0	0	0	0	0	0	0	0	\$0
	\$84,912,284	\$66,191,453	\$72,359,919	\$60,406,603	\$60,152,153	\$79,590,269	\$56,581,203	\$66,343,727	\$66,809,548	\$65,746,778	\$679,093,937

¹ The Board of Supervisor's Principles of High Performance Financial Management guideline states 3% of general government expenditures and 2% of the School's operating budget will be set aside for pay-as-you-go capital projects by 2018. School's proposed infrastructure was adjusted based on this guideline. Funding for cash infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.

Operating Impacts Summary	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	1,784,000	1,910,000	4,595,000	4,779,000	4,970,000	5,237,000	6,625,000	6,890,000	9,218,000
Operating	0	42,000	113,000	537,000	392,000	440,000	2,007,000	1,149,000	1,018,000	1,389,000
Debt Service Bond (cumulative)	0	2,241,000	5,086,000	8,485,000	10,881,000	13,490,000	17,260,000	19,777,000	23,029,000	26,408,000
Debt Service Master Lease (cumulative)	0	686,000	1,049,000	1,396,000	1,568,000	1,816,000	2,006,000	1,882,000	2,084,000	2,363,000
Service District Debt Service	0	0	0	0	0	0	736,378	736,378	736,378	736,378
Revenue/Savings	0	0	0	0	0	0	(57,000)	(60,000)	(62,000)	(65,000)
Total	\$0	\$4,753,000	\$8,158,000	\$15,013,000	\$17,620,000	\$20,716,000	\$27,189,378	\$30,109,378	\$33,695,378	\$40,049,378



SUMMARY OF BOND FUNDED PROJECTS

(Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt Limitations)

Agency	Projects	Opening Date	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total This Period
Public Safety	Fire & Rescue Training Center	2021	0	0	0	0	466,000	4,798,000	0	0	0	0	5,264,000
	Fire & Rescue Station 14	2018	0	425,000	4,597,000	0	0	0	0	0	0	0	5,022,000
	Fire & Rescue Station - Centerport	2024	0	0	0	0	0	0	0	784,000	7,147,000	0	7,931,000
Parks, Recreation & Community Facilities	Future Parks Projects	On-going	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	32,000,000
Public Works	Animal Shelter	2018	0	330,000	3,909,600	0	0	0	0	0	0	0	4,239,600
	Courthouse Addition	2022	0	0	0	0	2,662,000	10,653,000	13,467,000	0	0	0	26,782,000
	Library	2025	0	0	0	0	0	0	0	0	1,000,000	9,210,000	10,210,000
Transportation	Transportation Bonds	On-going	1,916,000	13,295,306	6,045,034	8,493,660	7,031,695	9,997,305	7,000,000	7,000,000	7,000,000	10,500,000	78,279,000
Subtotal County Projects			\$1,916,000	\$14,050,306	\$18,551,634	\$12,493,660	\$14,159,695	\$29,448,305	\$24,467,000	\$11,784,000	\$19,147,000	\$23,710,000	\$169,727,600
School Projects ¹	Stafford High School	Sept, 2015	17,684,000	4,000,000	0	0	0	0	0	0	0	0	21,684,000
	Moncure Elementary Rebuild	Sept, 2019	0	800,000	11,019,000	11,018,000	833,000	0	0	0	0	0	23,670,000
	Ferry Farm Elementary Rebuild	Sept, 2020	0	0	0	800,000	12,407,000	11,667,000	588,000	0	0	0	25,462,000
	Elementary #18 with Head Start	Sept, 2023	0	0	0	0	0	0	1,000,000	19,478,000	18,294,000	1,000,000	39,772,000
	Brooke Point HS Addition	Sept, 2016	750,000	5,861,000	0	0	0	0	0	0	0	0	6,611,000
	Mt. View HS Addition	Sept, 2017	300,000	450,000	7,316,000	0	0	0	0	0	0	0	8,066,000
	Colonial Forge HS Addition	Sept, 2016	750,000	6,524,000	0	0	0	0	0	0	0	0	7,274,000
	Hartwood Elementary Renovation	Sept, 2026	0	0	0	0	0	0	0	0	0	4,586,000	4,586,000
	Middle School #9	TBD	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
	Fleet Services	Sept, 2022	0	0	0	0	0	0	750,000	4,051,000	0	0	4,801,000
	Infrastructure	On-going	5,379,559	2,299,643	3,723,738	4,310,909	3,777,906	3,941,683	3,262,084	3,531,946	2,926,104	2,719,388	35,872,959
Subtotal School Projects			\$24,863,559	\$19,934,643	\$22,058,738	\$16,128,909	\$17,017,906	\$15,608,683	\$5,600,084	\$27,060,946	\$21,220,104	\$9,305,388	\$178,798,959
Total All Projects			\$26,779,559	\$33,984,949	\$40,610,372	\$28,622,569	\$31,177,601	\$45,056,988	\$30,067,084	\$38,844,946	\$40,367,104	\$33,015,388	\$348,526,559
Bond Funded Summary (master lease not included)			FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total
County			\$1,916,000	\$14,050,306	\$18,551,634	\$12,493,660	\$14,159,695	\$29,448,305	\$24,467,000	\$11,784,000	\$19,147,000	\$23,710,000	\$169,727,600
Schools			24,863,559	19,934,643	22,058,738	16,128,909	17,017,906	15,608,683	5,600,084	27,060,946	21,220,104	\$9,305,388	178,798,959
Total Borrows			\$26,779,559	\$33,984,949	\$40,610,372	\$28,622,569	\$31,177,601	\$45,056,988	\$30,067,084	\$38,844,946	\$40,367,104	\$33,015,388	\$348,526,559
Availability Limit			29,428,000	33,448,000	40,438,000	35,157,000	40,192,000	41,566,000	32,089,000	36,177,000	37,110,000	23,772,000	349,377,000
Cumulative (Deficit)/Surplus			2,648,441	2,111,492	1,939,120	8,473,551	17,487,950	13,996,962	16,018,879	13,350,933	10,093,828	850,441	

¹ Adjusted school infrastructure (bonds/cash) to reflect recommendation to meet 2% by FY2018

Debt Service	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Existing Bond Debt Service	\$39,456,494	\$40,047,901	\$39,543,968	\$38,390,892	\$37,020,022	\$35,273,576	\$33,464,685	\$32,508,221	\$30,551,268	\$28,542,962
New Bond Debt Service	0	2,241,000	5,086,000	8,485,000	10,881,000	13,490,000	17,260,000	19,777,000	23,029,000	26,408,000
Total Bond Debt	\$39,456,494	\$42,288,901	\$44,629,968	\$46,875,892	\$47,901,022	\$48,763,576	\$50,724,685	\$52,285,221	\$53,580,268	\$54,950,962
Existing Master Lease	2,026,156	3,829,724	3,829,724	3,408,155	3,044,145	3,044,145	3,044,145	972,000	972,000	972,000
New Master lease	0	686,000	1,049,000	1,396,000	1,568,000	1,816,000	2,006,000	1,882,000	2,084,000	2,363,000
Total Master Lease	\$2,026,156	\$4,515,724	\$4,878,724	\$4,804,155	\$4,612,145	\$4,860,145	\$5,050,145	\$2,854,000	\$3,056,000	\$3,335,000
Total Debt Service	\$41,482,650	\$46,804,625	\$49,508,692	\$51,680,046	\$52,513,167	\$53,623,721	\$55,774,830	\$55,139,221	\$56,636,268	\$58,285,962



OPERATING IMPACTS

Relationship between the Operating and Capital Budgets

There are many elements that distinguish Stafford County's operating budget from its capital budget. The operating budget includes expenses that are generally recurring in nature and are appropriated for one year and provides for the provision of all County services.

The development and implementation of the County's capital budget are usually accompanied with on-going operating costs. A project could require additional expenses beyond those used to construct the facility such as additional personnel, start-up costs, equipment, operating expenses, and in some cases there can be cost savings. Resources for the operating budget are generally provided by taxes and/or user fees.

The County recognizes the need to link the capital and operating budgets together therefore, each project includes a section that identifies knowable operating budget impacts that will be incurred as a result of project implementation. These costs which include one-time start-up costs are incorporated into the County's operating budget and five year financial plan. The purpose of assessing and displaying these operating budget impacts is to:

- Present effect of approving projects in the ten-year span of the CIP
- Provide a basis for prioritization of projects in the CIP based on operating budget impacts
- Identify anticipated demands for operating increases or service delivery
- Display the relationship between CIP project cost and the timing of new or additional operating budget requirements as a result of the project completion

It is important to note that while transportation projects generally have operating costs such as maintenance, these costs are the responsibility of the Virginia Department of Transportation (VDOT) after the improvements are completed by the County in compliance with VDOT standards.

The following table shows the annual operating impact of the CIP.



OPERATING AND DEBT SERVICE IMPACTS

There are no operating costs associated with capital projects for FY2015

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total This Period
F&R Station 14	0	0	0	1,886,000	1,754,000	1,825,000	1,898,000	1,974,000	2,053,000	2,135,000	\$13,525,000
F&R Training Center	0	0	0	0	0	0	1,525,000	103,000	108,000	111,000	\$1,847,000
E-911 Phone System	0	0	0	0	99,000	103,000	108,000	112,000	116,000	121,000	\$659,000
F&R Centerport	0	0	0	0	0	0	0	0	0	2,357,000	\$2,357,000
Animal Shelter	0	0	0	135,000	49,000	51,000	53,000	55,000	58,000	60,000	\$461,000
Courthouse Addition	0	0	0	0	0	0	0	1,697,000	1,534,000	1,595,000	\$4,826,000
Stormwater	0	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000	\$1,352,000
Belmont Ferry Farm Trail	0	0	87,000	58,000	60,000	62,000	65,000	67,000	70,000	72,000	\$541,000
Brooke Point HS	0	907,000	943,000	981,000	1,020,000	1,061,000	1,104,000	1,147,000	1,193,000	1,241,000	\$9,597,000
Mt. View HS	0	0	0	1,004,000	1,043,000	1,084,000	1,128,000	1,172,000	1,219,000	1,268,000	\$7,918,000
Colonial Forge HS	0	919,000	955,000	993,000	1,033,000	1,074,000	1,118,000	1,162,000	1,208,000	1,257,000	\$9,719,000
Fleet Services	0	0	0	0	0	0	0	0	24,000	25,000	\$49,000
	\$0	\$1,826,000	\$2,023,000	\$5,132,000	\$5,171,000	\$5,410,000	\$7,187,000	\$7,714,000	\$7,846,000	\$10,542,000	\$52,851,000



OPERATING AND DEBT SERVICE IMPACTS

The County's Capital Improvement Program was developed to comply with the Board of Supervisors' financial policies. The total FY15 General Fund Operating Budget for Debt Service for both County and Schools is \$41,482,650.

Bond Debt Service Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total This Period
F&R Station 14	0	0	36,000	421,000	421,000	421,000	421,000	421,000	421,000	421,000	\$2,983,000
F&R Training Center	0	0	0	0	0	39,000	440,000	440,000	440,000	440,000	\$1,799,000
F&R Station-Centreport	0	0	0	0	0	0	0	0	66,000	664,000	\$730,000
Future Parks	0	0	0	335,000	670,000	1,005,000	1,340,000	1,675,000	2,010,000	2,345,000	\$9,380,000
Animal Shelter	0	0	28,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	\$2,513,000
Courthouse Addition	0	0	0	0	0	223,000	1,114,000	2,241,000	2,241,000	2,241,000	\$8,060,000
Library	0	0	0	0	0	0	0	0	0	84,000	\$84,000
Transportation	0	160,000	1,273,000	1,779,000	2,490,000	3,078,000	3,915,000	4,501,000	5,087,000	5,673,000	\$27,956,000
Stafford High School	0	1,480,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	\$16,000,000
Moncure Elementary Rebuild	0	0	67,000	989,000	1,911,000	1,981,000	1,981,000	1,981,000	1,981,000	1,981,000	\$12,872,000
Ferry Farm Elem Rebuild	0	0	0	0	67,000	1,105,000	2,081,000	2,130,000	2,130,000	2,130,000	\$9,643,000
Elem School #18 W/Head Start	0	0	0	0	0	0	0	84,000	1,714,000	3,245,000	\$5,043,000
Brooke Point HS	0	63,000	553,000	553,000	553,000	553,000	553,000	553,000	553,000	553,000	\$4,487,000
Colonial Forge HS	0	63,000	609,000	609,000	609,000	609,000	609,000	609,000	609,000	609,000	\$4,935,000
Mt. View HS	0	25,000	63,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	\$4,813,000
Fleet Services	0	0	0	0	0	0	0	63,000	402,000	402,000	\$867,000
Infrastructure	0	450,000	642,000	954,000	1,315,000	1,631,000	1,961,000	2,234,000	2,530,000	2,775,000	\$14,492,000
New Debt Service	\$0	\$2,241,000	\$5,086,000	\$8,485,000	\$10,881,000	\$13,490,000	\$17,260,000	\$19,777,000	\$23,029,000	\$26,408,000	
Existing Debt Service	\$39,456,494	\$40,047,901	\$39,543,968	\$38,390,892	\$37,020,022	\$35,273,576	\$33,464,685	\$32,508,221	\$30,551,268	\$28,542,962	
	\$39,456,494	\$42,288,901	\$44,629,968	\$46,875,892	\$47,901,022	\$48,763,576	\$50,724,685	\$52,285,221	\$53,580,268	\$54,950,962	

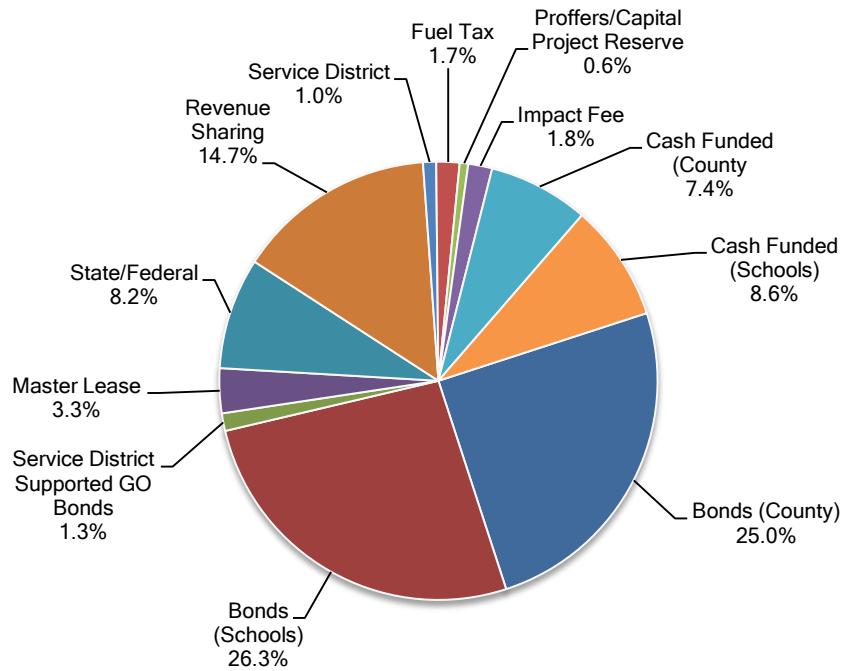
Master Lease Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total This Period
Replacement Apparatus	0	299,000	471,000	759,000	931,000	1,179,000	1,369,000	1,632,000	1,834,000	2,113,000	10,587,000
E911 System	0	387,000	387,000	387,000	387,000	387,000	387,000	0	0	0	2,322,000
Radio System - TDMA	0	0	191,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,941,000
New Master Lease	\$0	\$686,000	\$1,049,000	\$1,396,000	\$1,568,000	\$1,816,000	\$2,006,000	\$1,882,000	\$2,084,000	\$2,363,000	\$14,850,000
Existing Master Lease	2,026,156	3,829,724	3,829,724	3,408,155	3,044,145	3,044,145	3,044,145	972,000	972,000	972,000	
	\$2,026,156	\$4,515,724	\$4,878,724	\$4,804,155	\$4,612,145	\$4,860,145	\$5,050,145	\$2,854,000	\$3,056,000	\$3,335,000	
Total Debt	\$41,482,650	\$46,804,625	\$49,508,692	\$51,680,046	\$52,513,167	\$53,623,721	\$55,774,830	\$55,139,221	\$56,636,268	\$58,285,962	



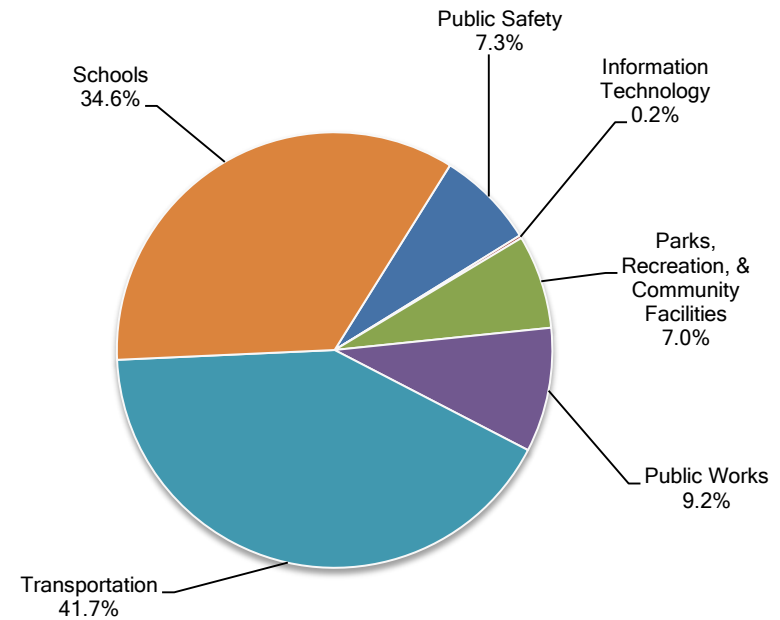
CAPITAL IMPROVEMENT PROGRAM PROJECT ALLOCATION CHARTS

The FY2015 - FY2024 Capital Improvement Program totals \$694,011,670 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, as well as with other funding sources.

CIP Funding Summary



CIP Projects





PUBLIC SAFETY

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
Fire & Rescue Replacement Apparatus	0	3,077,000	2,146,000	3,044,000	2,194,000	2,797,000	2,388,000	2,967,000	2,531,000	3,147,000	2,974,000	0	27,265,000
Fire & Rescue Training Center	0	0	0	0	0	466,000	4,798,000	0	0	0	0	0	5,264,000
Fire & Rescue Station 14	1,000,000	0	425,000	4,597,000	0	0	0	0	0	0	0	0	6,022,000
Fire & Rescue Station - Centerport	0	0	0	0	0	0	0	0	784,000	7,147,000	0	0	7,931,000
E-911 System	0	1,802,000	0	0	0	0	0	0	0	0	0	0	1,802,000
FCC Mandated Upgrade to Radio System	0	0	2,279,000	700,000	0	0	0	0	0	0	0	0	2,979,000
Infrastructure	0	33,000	34,100	35,200	36,300	37,400	38,500	39,600	40,700	41,800	44,000	0	380,600
Total	\$1,000,000	\$4,912,000	\$4,884,100	\$8,376,200	\$2,230,300	\$3,300,400	\$7,224,500	\$3,006,600	\$3,355,700	\$10,335,800	\$3,018,000	\$0	\$51,643,600

Funding Sources	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	1,000,000	857,000	882,100	907,200	936,300	965,400	994,500	1,023,600	1,052,700	1,085,800	1,120,000
Bonds	0	0	425,000	4,597,000	0	466,000	4,798,000	0	784,000	7,147,000	0
Master Lease	0	3,905,000	3,577,000	2,872,000	1,294,000	1,869,000	1,432,000	1,983,000	1,519,000	2,103,000	1,898,000
State/Federal	0	150,000	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$4,912,000	\$4,884,100	\$8,376,200	\$2,230,300	\$3,300,400	\$7,224,500	\$3,006,600	\$3,355,700	\$10,335,800	\$3,018,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	1,644,000	1,709,000	1,778,000	1,916,000	1,993,000	2,073,000	4,209,000
Operating	0	0	99,000	345,000	152,000	159,000	1,680,000	265,000	276,000	590,000
Debt Service	0	0	36,000	421,000	421,000	460,000	861,000	861,000	927,000	1,525,000
Debt Service Master Lease	0	686,000	1,049,000	1,396,000	1,568,000	1,816,000	2,006,000	1,882,000	2,084,000	2,363,000
Revenue	0	0	0	0	0	0	(57,000)	(60,000)	(62,000)	(65,000)
Total	\$0	\$686,000	\$1,184,000	\$3,806,000	\$3,850,000	\$4,213,000	\$6,406,000	\$4,941,000	\$5,298,000	\$8,622,000

REPLACEMENT APPARATUS

Total Project Cost: \$27,265,000

Est. Opening Date: On-going

Links to Board's Strategic Initiatives

- Supports the Principles of High Performance Financial Management
- Response time improvement

PROGRAM DESCRIPTION

Scheduled replacement due to age, mileage and/or engine hour indication will ensure the viability of the fire and rescue fleet. This program provides for the regular replacement of department apparatus based on service life estimates for each vehicle. This includes replacement of ambulances, engines, and specialty apparatus (ladders, heavy rescue apparatus, tankers, and/or boats). 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. A review of the department's fleet was conducted in FY13. The results of that review have been used to re-configure the apparatus replacement plan and continue efforts to downsize the fleet.



PROJECT COSTS

4 ambulances 2 engines 1 ladder	1 engine 1 heavy rescue squad	3 ambulances 2 engines 1 ladder	4 ambulances 2 engines	4 ambulances 1 engine 1 ladder	4 ambulances 1 engine	4 ambulances 1 engine	3 ambulances 1 engine 1 specialty	3 ambulances 1 engine 1 specialty	3 ambulances 1 engine 1 specialty
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Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Ambulance	0	824,000	0	654,000	900,000	928,000	956,000	984,000	1,012,000	1,044,000	807,000
Engines	0	1,184,000	610,000	1,256,000	1,294,000	666,000	686,000	707,000	728,000	750,000	773,000
Specialty Apparatus	0	1,069,000	1,536,000	1,134,000	0	1,203,000	746,000	1,276,000	791,000	1,353,000	1,394,000
Total	\$0	\$3,077,000	\$2,146,000	\$3,044,000	\$2,194,000	\$2,797,000	\$2,388,000	\$2,967,000	\$2,531,000	\$3,147,000	\$2,974,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	824,000	848,000	872,000	900,000	928,000	956,000	984,000	1,012,000	1,044,000	1,076,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	2,253,000	1,298,000	2,172,000	1,294,000	1,869,000	1,432,000	1,983,000	1,519,000	2,103,000	1,898,000
Total	\$0	\$3,077,000	\$2,146,000	\$3,044,000	\$2,194,000	\$2,797,000	\$2,388,000	\$2,967,000	\$2,531,000	\$3,147,000	\$2,974,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	299,000	471,000	759,000	931,000	1,179,000	1,369,000	1,632,000	1,834,000	2,113,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$299,000	\$471,000	\$759,000	\$931,000	\$1,179,000	\$1,369,000	\$1,632,000	\$1,834,000	\$2,113,000

TRAINING CENTER

Total Project Cost: \$5,264,000

Est. Opening Date: 2021

Links to Board's Strategic Initiatives

• Response time improvement

PROGRAM DESCRIPTION

A training facility for the Fire and Rescue Department is needed to meet mandated live fire and multi-company training and to house the training props, equipment storage and repair functions of the department. This would replace the boat facility currently used by the Department and add the ability to conduct live fire and multi-company training. The proposed facility would be approximately 16,000 square feet. Project includes site development, classroom building, two vehicle maintenance bays, logistics support warehouse, construction of a drill tower with burn room and training props for technical rescue and water drafting and drivers training. The facility would provide the means to accomplish mandatory training for new and existing career and volunteer personnel. Operating our own facility would allow a convenient location that could be used on nights and weekends to meet the training demands of our volunteers.



OPERATING IMPACT SUMMARY

There would be one time start up costs for the facility to include instructional supplies such as smart boards, copy machine, fax machine, projectors, and computers. Other start up costs for the facility include kitchen and janitorial supplies. There will also be a need for a one time start up cost for the construction of a burn building. The burn building will be used for live fire training.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	466,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	4,798,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$466,000	\$4,798,000	\$0	\$0	\$0	\$0

We anticipate working with Quantico as a shared resource which could reduce County costs on the project.

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	466,000	4,798,000	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$466,000	\$4,798,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	67,000	70,000	73,000	76,000
Operating	0	0	0	0	0	0	1,515,000	93,000	97,000	100,000
Debt Service	0	0	0	0	0	39,000	440,000	440,000	440,000	440,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	(57,000)	(60,000)	(62,000)	(65,000)
Total	\$0	\$0	\$0	\$0	\$0	\$39,000	\$1,965,000	\$543,000	\$548,000	\$551,000

FIRE AND RESCUE STATION 14

Total Project Cost: \$6,022,000

Est. Opening Date: 2018

Links to Board's Strategic Initiatives
• Response Time Improvement

PROGRAM DESCRIPTION

The North County Fire and Rescue station will be located at 53 Shelton Shop Road in Stafford, Virginia. It is anticipated that this station would serve as a career staffed "hub" station.

OPERATING IMPACT SUMMARY

Funding for 18 new employees would be needed when operations begin. The 18 new employees are in addition to the 12 employees already stationed at the North County Fire and Rescue station. Current staffing is for an engine crew only. The additional employees would allow for the station to be fully staffed 24/7 with an engine, ladder, and medic unit. Required apparatus is currently in use throughout the County. No new apparatus would be needed. Prior funding includes \$1,000,000 for property acquisition. Property was purchased in FY11. There would also be a need for one time start up costs for the facility.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	425,000	0	0	0	0	0	0	0	0
Property Acquisition	1,000,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,378,000	0	0	0	0	0	0	0
Contingency	0	0	0	219,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$0	\$425,000	\$4,597,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	1,000,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	425,000	4,597,000	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$0	\$425,000	\$4,597,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	1,644,000	1,709,000	1,778,000	1,849,000	1,923,000	2,000,000	2,080,000
Operating	0	0	0	242,000	45,000	47,000	49,000	51,000	53,000	55,000
Debt Service	0	0	36,000	421,000	421,000	421,000	421,000	421,000	421,000	421,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$36,000	\$2,307,000	\$2,175,000	\$2,246,000	\$2,319,000	\$2,395,000	\$2,474,000	\$2,556,000

FIRE AND RESCUE STATION - CENTERPORT

Total Project Cost: \$7,931,000

Est. Opening Date: 2024

Links to Board's Strategic Initiatives

- Response Time Improvement
- Comprehensive Plan

PROGRAM DESCRIPTION

This facility would be constructed in order to meet fire and rescue service needs as suggested in the Comprehensive Plan. It would assist in reaching response time standards and Board identified service levels. As infill development occurs and density increases, the demand load on existing fire and rescue stations is expected to increase to a point where current fire and rescue stations can no longer serve developing areas of the County. This station would be needed to offset the impact of new development on the existing residents and businesses.

OPERATING IMPACT SUMMARY

Operating impacts associated with this project would include personnel, operating and one time start up costs.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	784,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	2,016,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	4,688,000	0
Contingency	0	0	0	0	0	0	0	0	0	443,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$784,000	\$7,147,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	784,000	7,147,000	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$784,000	\$7,147,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	2,053,000
Operating	0	0	0	0	0	0	0	0	0	304,000
Debt Service	0	0	0	0	0	0	0	0	66,000	664,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,000	\$3,021,000

9-1-1 Phone System (Customer Premises Equipment / CPE)

Total Project Cost: \$1,802,000

Est. Opening Date: 2017

[Links to Board's Strategic Initiatives](#)

• Supports the BOS Public Safety Priority

PROGRAM DESCRIPTION

This project would replace the current outdated E9-1-1 system with a geo-diverse Enhanced 9-1-1 (E9-1-1) Public Safety Answering Point (PSAP) system. The project includes equipment and installation. The existing system was originally installed in 2002, with an upgrade during the transition to the new Public Safety Center in 2009. Because of the age of the current hardware and to minimize the risk of hardware failures on a critical public safety system that operates 24 hours a day, 365 days a year, it is recommended this project be placed within the County's Capital Improvement Program. The work to be performed includes designing the components necessary for a properly functioning system, and the furnishing of all labor, materials, equipment, drawings, engineering, testing and training services necessary for the installation and deployment of the system and the network. It is anticipated that the selected vendor would provide warranty and two year maintenance and support services to maintain the ongoing functionality of the system after acceptance. Project includes a Public Safety Answering Point 911 Center Grant (PSAP) from the Va. E9-1-1 Services Board.



OPERATING IMPACT SUMMARY

The first two years of maintenance are included in the cost of the system. Operating expenditures for this project would begin in FY19 and consist of maintenance and service costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,716,000	0	0	0	0	0	0	0	0	0
Contingency	0	86,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,802,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	1,652,000	0	0	0	0	0	0	0	0	0
State/Federal	0	150,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,802,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	99,000	103,000	108,000	112,000	116,000	121,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease		387,000	387,000	387,000	387,000	387,000	387,000	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$387,000	\$387,000	\$387,000	\$486,000	\$490,000	\$495,000	\$112,000	\$116,000	\$121,000

FCC MANDATED UPDATE TO PUBLIC SAFETY RADIO COMMUNICATIONS SYSTEM

Total Project Cost: \$2,979,000

Est. Opening Date: 2018

[Links to Board's Strategic](#)

- Response time improvement
- Supports the BOS public safety

PROGRAM DESCRIPTION

The County's radio system placed in service in December 2009 operates on a 700 MHz radio spectrum. As such, it is subject to a mandate from the Federal Communications Commission (FCC) to implement TDMA (Time Division Multiple Access) no later than December 31, 2016. TDMA is a technology that allows multiple conversations to share the same radio channel. This upgrade will increase frequency capacity and reduce the risks associated with frequency congestion such as dropped calls and channel interference. Stafford's purchase of its public safety radio system took into consideration the FCC's Rule and the equipment and infrastructure was designed to support TDMA technology. This project will provide the firmware needed to upgrade the current operating system to comply with the FCC mandate.



OPERATING IMPACT SUMMARY

Master lease costs for this project would begin in FY2017.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,279,000	700,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,279,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	2,279,000	700,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,279,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease		0	191,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$191,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

VOLUNTEER STATION RENOVATIONS

Total Project Cost: \$380,600

Est. Opening Date: On-going

Links to Board's Strategic Initiatives
• Supports the BOS Public Safety Initiative

PROGRAM DESCRIPTION

Many of the fire and rescue stations operated by the volunteer organizations in support of the county's fire and rescue system are significantly aging and in serious need of repairs and upgrades to bring them into compliance with safety codes and federal law such as the Americans with Disabilities Act. Additionally, many of the volunteer stations are in need of modernization of infrastructure to include replacement of HVAC, electrical and plumbing/septic systems and repairs to roofs, concrete apparatus floors and aprons, etc. Funding in FY15 will be allocated to Station 10. and will include construction of bunk rooms and updates to electrical and plumbing.

OPERATING IMPACT SUMMARY

No additional operating impacts are associated with this project



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	33,000	34,100	35,200	36,300	37,400	38,500	39,600	40,700	41,800	44,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$33,000	\$34,100	\$35,200	\$36,300	\$37,400	\$38,500	\$39,600	\$40,700	\$41,800	\$44,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	33,000	34,100	35,200	36,300	37,400	38,500	39,600	40,700	41,800	44,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$33,000	\$34,100	\$35,200	\$36,300	\$37,400	\$38,500	\$39,600	\$40,700	\$41,800	\$44,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
Information Technology Infrastructure	\$0	\$295,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000	\$0	\$1,495,000
Total	\$0	\$295,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000	\$0	\$1,495,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	295,000	100,000	100,000	100,000	100,000	200,000	200,000	100,000	100,000	200,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$295,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

Total Project Cost: \$1,495,000

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

- Information Technology Strategic Plan
- Principles of High Performance

PROGRAM DESCRIPTION

Information Technology infrastructure should be upgraded as appropriate to maintain consistent service levels. The Stafford County IT Equipment and Risk Reduction Plan will assist with standardizing the operating environment with current versions of systems software and hardware. The implementation of new technology will reduce cost, improve efficiency, make maintenance and support considerably more efficient and minimize the number of problems with the operational environment.

The Server (Virtual Cluster) and SAN (Storage Area Network) replacement plan supports the replacement and maintenance of the County's central computing infrastructure. The systems are purchased with a four to five year warranty after which replacement would be recommended due to new technology and the demands of the application exceeding the capability of the existing hardware.

The County's risk reduction plan (which provides business continuity in the event of a computer room and or a network operation center disaster) involves hardware redundancy and geographical separation of critical systems and equipment. Redundancy of critical systems in the plan will be co-located in the County Administration and Public Safety buildings.

The video docketing system displays dockets on large monitors located in the lobby and courtroom entrances. It reflects docket information that has been entered by the court staff into the CMS system including defendant name, courtroom and hearing time. The clerk in each courtroom can update the current status of each case which is reflected in real time on the monitors.



OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Fiber Cabling Project	0	50,000	0	0	0	0	0	0	0	0	0
Network Equipment Replacement	0	200,000	40,000	0	0	0	0	200,000	40,000	0	200,000
Server Replacement	0	0	60,000	50,000	40,000	0	0	0	60,000	100,000	0
Virtual Server Replacement	0	0	0	0	0	100,000	200,000	0	0	0	0
SAN Storage Replacement	0	0	0	0	60,000	0	0	0	0	0	0
VOIP	0	0	0	50,000	0	0	0	0	0	0	0
Video Docketing System	0	45,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$295,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	295,000	100,000	100,000	100,000	100,000	200,000	200,000	100,000	100,000	200,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$295,000	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$100,000	\$100,000	\$200,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

	Project Amount
FY2015 Projects	
Fiber Cabling for Rowser and Rowser Annex	50,000
Network Backbone Equipment Replacement for Public Safety Building	200,000
Video Docketing	45,000
FY2015 Total	<u>295,000</u>
FY2016 Projects	
Server Replacement	60,000
WAN Remote Site Network Equipment Replacement	40,000
FY2016 Total	<u>100,000</u>
FY2017 Projects	
VoIP Phones	50,000
Server Replacement	50,000
FY2017 Total	<u>\$100,000</u>
FY2018 Projects	
SAN Storage Area	60,000
Server Replacement	40,000
FY2018 Total	<u>\$100,000</u>
FY2019 Projects	
Virtual Server Cluster Replacement Public Safety Bldg	100,000
FY2019 Total	<u>100,000</u>
FY2020 Projects	
Virtual Server Cluster Replacement Admin Bldg	200,000
FY2020 Total	<u>200,000</u>
FY2021 Projects	
Network Backbone Equipment Replacement Admin Bldg	200,000
FY2021 Total	<u>200,000</u>
FY2022 Projects	
WAN Remote Site Network Equipment Replacement	40,000
Server Replacement	60,000
FY2022 Total	<u>\$100,000</u>
FY2023 Projects	
Server Replacement	100,000
FY2023 Total	<u>\$100,000</u>
FY2024 Projects	
Network Backbone Equipment Replacement for Public Safety Building	200,000
FY2024 Total	<u>\$200,000</u>
Grand Total	<u><u>1,495,000</u></u>



PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
Future Parks Projects	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	0	32,000,000
Infrastructure	0	1,006,000	1,354,000	1,735,000	2,078,000	1,449,000	1,809,000	1,633,000	1,644,000	2,041,000	1,588,000	0	16,337,000
Total	0	1,006,000	1,354,000	5,735,000	6,078,000	5,449,000	5,809,000	5,633,000	5,644,000	6,041,000	5,588,000	0	48,337,000

Funding Sources	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	1,006,000	1,354,000	1,735,000	2,078,000	1,449,000	1,809,000	1,633,000	1,644,000	2,041,000	1,588,000
Bonds	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Master Lease											
Total	\$0	\$1,006,000	\$1,354,000	\$5,735,000	\$6,078,000	\$5,449,000	\$5,809,000	\$5,633,000	\$5,644,000	\$6,041,000	\$5,588,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	335,000	670,000	1,005,000	1,340,000	1,675,000	2,010,000	2,345,000
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$335,000	\$670,000	\$1,005,000	\$1,340,000	\$1,675,000	\$2,010,000	\$2,345,000

FUTURE PARKS PROJECTS

Total Project Cost: \$32,000,000

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

•Parks & Rec Commission Facilities

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The Board has determined the need to improve the parks with additional new athletic fields (60% of future funding), improvements to existing athletic fields (20% of future funding) and other new park amenities (20% of future funding). The proposed CIP anticipates future bond referenda to address these projects beginning in FY17. The future park bond projects could include: master planning for park purposes available county-owned property, lighted synthetic turf fields, additional lighted, irrigated ballfields, athletic field renovations, drainage improvements, restroom and concession buildings, updated signage, new trails, trail repairs, expanded parking, picnic shelters, group and individual picnic areas, utility upgrades, updated signage, expanded parking, multi-purpose courts, dog parks, a fenced district maintenance facility, and other amenities yet to be determined by the master plan on the new property. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Operating costs and savings will occur as a result of implementing the bond referenda. Once projects have been established operating impacts can be determined.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	335,000	670,000	1,005,000	1,340,000	1,675,000	2,010,000	2,345,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$335,000	\$670,000	\$1,005,000	\$1,340,000	\$1,675,000	\$2,010,000	\$2,345,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

Total Project Cost: \$12,199,000

Est. Opening Date: On-going

[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

There are no operating costs associated with these projects.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Roof Replacement/Repairs	0	0	0	0	0	0	0	0	0	0	0
Asphalt/Parking/Roads/Signs	0	0	73,000	113,000	675,000	725,000	0	0	431,000	698,000	0
ADA/Security/Master Plan	0	0	0	0	153,000	0	0	0	0	94,000	0
Building Replace/Repairs/AC	0	337,000	318,000	929,000	102,000	0	0	717,000	0	760,000	1,302,000
Fence, Trails, Fields, Skate, Pool	0	210,000	286,000	115,000	699,000	702,000	1,519,000	627,000	614,000	0	0
Total	\$0	\$547,000	\$677,000	\$1,157,000	\$1,629,000	\$1,427,000	\$1,519,000	\$1,344,000	\$1,045,000	\$1,552,000	\$1,302,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	547,000	677,000	1,157,000	1,629,000	1,427,000	1,519,000	1,344,000	1,045,000	1,552,000	1,302,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$547,000	\$677,000	\$1,157,000	\$1,629,000	\$1,427,000	\$1,519,000	\$1,344,000	\$1,045,000	\$1,552,000	\$1,302,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2015 Projects

	Project Amount
Multiple field irrigation; Rowser, Brooks	85,000
Brooks water fountains - 2	15,000
Brooks basketball courts overlay	35,000
Aquia Landing restrooms	157,000
Curtis Park restrooms pavilions 4 & 6	180,000
Dog parks - 2	75,000
FY2015 Total	\$ 547,000

FY2016 Projects

Willowmere; Repair trails and 3 water tanks for fields	109,000
Shelton's Cottage siding and structural repair	94,000
Information Park Signs	47,000
Courthouse Community Center acoustic tile	42,000
Courthouse Community Center parking lot repairs *	26,000
Woodlands Pool resurfacing	177,000
Maintenance equipment covered storage building and fencing 1 site	182,000
FY2016 Total	677,000

FY2017 Projects

Aquia Landing regrade parking lot and new fence	113,000
Pratt restroom/concession upgrades	218,000
Pratt & Brooks replace pavilions - 2	192,000
Woodlands pool bath house renovations	519,000
Brooks skate park resurface and upgrades	115,000
FY2017 Total	\$ 1,157,000

FY2018 Projects

Abel Lake pave entrance	28,000
Carl Lewis Community Center foundation repair	102,000
Curtis Park skate park upgrades	133,000
Willowmere install soccer field lights and landscaping - 2	268,000
Willowmere expand parking lot near soccer fields	647,000
Video surveillance systems in various parks	93,000
Curtis Park master plan	60,000
Smith Lake stadium for turf fields	298,000
FY2018 Total	\$ 1,629,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2019 Projects

Duff Green resurface parking lot	205,000
Willowmere resurface parking lots	199,000
Duff Green overlook upgrade and expand trails	234,000
Willowmere rectangle field lights	468,000
Aquia Landing road improvements	321,000
	<hr/>
FY2019 Total	\$ 1,427,000

FY2020 Projects

Replace fence at various diamond fields *	443,000
Smith Lake bleachers at turf fields - 4	296,000
Smith Lake Field #1 turf replacement	780,000
	<hr/>
FY2020 Total	\$ 1,519,000

FY2021 Projects

Smith Lake field #2 turf replacement	627,000
Brooks Pratt maintenance building	239,000
Curtis Park create restroom at pavilion #7	478,000
	<hr/>
FY2021 Total	\$ 1,344,000

FY2022 Projects

St. Clair Brooks renovations	614,000
St. Clair Brooks repave parking lot	431,000
	<hr/>
FY2022 Total	\$ 1,045,000

FY2023 Projects

Pratt Park sewage pump station & expand parking lot	698,000
Patawomeck maintenance facility and fence	253,000
Grizzle Center master plan	94,000
Carl Lewis Community Center renovation	507,000
	<hr/>
FY2023 Total	\$ 1,552,000

FY2024 Projects

The Counting House renovation	651,000
Duff McDuff Green house renovation	651,000
	<hr/>
FY2024 Total	\$ 1,302,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

Total Project Cost: \$4,138,000

Est. Opening Date: On-going

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

There are no operating costs associated with these projects



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
HVAC/Energy Management	0	0	0	40,000	0	0	290,000	180,000	76,000	0	0
Roof Replace/Repairs	0	0	0	150,000	240,000	0	0	0	0	0	0
Asphalt Repairs	0	409,000	434,000	388,000	0	0	0	0	0	0	100,000
ADA/Security	0	50,000	0	0	0	0	0	0	523,000	0	0
Building Replace/Repairs	0	0	0	0	123,000	0	0	0	0	489,000	186,000
Phone/Self Check in system	0	0	243,000	0	0	0	0	0	0	0	0
Carpet, Elevator, Site Imp.	0	0	0	0	86,000	22,000	0	109,000	0	0	0
Total	\$0	\$459,000	\$677,000	\$578,000	\$449,000	\$22,000	\$290,000	\$289,000	\$599,000	\$489,000	\$286,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	459,000	677,000	578,000	449,000	22,000	290,000	289,000	599,000	489,000	286,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$459,000	\$677,000	\$578,000	\$449,000	\$22,000	\$290,000	\$289,000	\$599,000	\$489,000	\$286,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2015 Projects

Courthouse Community Center lighting	50,000	
Government Center Parking Lot Repairs Ph 1	409,000	
	<u>FY2015 Total</u>	<u>\$459,000</u>

FY2016 Projects

Government Center Parking Lot Repairs Ph 2	434,000	
Porter Library Phone system & check-in system	147,000	
England Run Check-in system	96,000	
	<u>FY2016 Total</u>	<u>\$677,000</u>

FY2017 Projects

Courthouse Community Center Roof Replacement	160,000	
Fire company #10 Exhaust system	15,000	
England Run library parking lot repairs	122,000	
Porter Library parking lot repairs	122,000	
Tower site air conditioners	26,000	
Fire station parking lot repairs 2, 10 & 12	133,000	
	<u>FY2017 Total</u>	<u>\$578,000</u>

FY2018 Projects

Courthouse pressure wash and paint	117,000	
Courthouse carpet replacement	46,000	
Courthouse roof replacement	256,000	
Courthouse; replace furniture	30,000	
	<u>FY2018 Total</u>	<u>\$449,000</u>

FY2019 Projects

Fire company stations carpet replacement 2, 10 & 12	22,000	
	<u>FY2019 Total</u>	<u>\$22,000</u>

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2020 Projects

Public safety building air conditioner replacement

	290,000
FY2020 Total	<u>\$290,000</u>

FY2021 Projects

Administration building boiler replacement

Administration building flooring replacement

	180,000
	109,000
FY2021 Total	<u>\$289,000</u>

FY2022 Projects

ADA accessibility upgrades to public facilities

Fire company stations HVAC replacements; 2, 10 & 12

	523,000
	76,000
FY2022 Total	<u>\$599,000</u>

FY2023 Projects

Administration building pressure wash & paint exterior

chichester building; pressure wash & paint exterior

Administration building paint interior

Chichester building paint interior

	221,000
	158,000
	176,000
	66,000
FY2023 Total	<u>\$621,000</u>

FY2024 Projects

Furniture Replacement Courthouse

Garage/Storage Building

	243,000
	130,000
FY2024 Total	<u>\$373,000</u>

PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
Animal Shelter	0	0	330,000	4,733,000	0	0	0	0	0	0	0	0	5,063,000
Courthouse Addition	0	0	0	0	0	2,662,000	10,653,000	13,467,000	0	0	0	0	26,782,000
Library	0	0	0	0	0	0	0	0	0	1,000,000	9,210,000	6,767,000	16,977,000
Bike Trails	80,000	567,000	648,000	0	0	0	0	0	0	0	0	0	1,295,000
Belmont Ferry Farm Trail - Phase 4	440,000	280,000	0	0	0	0	0	0	0	0	0	0	720,000
Belmont Ferry Farm Trail - Phase 6	0	0	75,000	925,000	0	0	0	0	0	0	0	0	1,000,000
Stormwater Permit Compliance	0	349,000	1,498,000	1,578,000	1,611,800	2,272,600	2,424,464	2,431,603	2,449,027	2,456,748	2,485,778	0	19,557,020
Total	\$520,000	\$1,196,000	\$2,551,000	\$7,236,000	\$1,611,800	\$4,934,600	\$13,077,464	\$15,898,603	\$2,449,027	\$3,456,748	\$11,695,778	\$6,767,000	\$71,394,020

Funding Sources	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	349,000	1,498,000	2,401,400	1,611,800	2,272,600	2,424,464	2,431,603	2,449,027	2,456,748	2,485,778
Bonds	0	0	330,000	3,909,600	0	2,662,000	10,653,000	13,467,000	0	1,000,000	9,210,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	80,000	567,000	648,000	0	0	0	0	0	0	0	0
Service District Supported GO Debt	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	60,000	60,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	380,000	220,000	75,000	925,000	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$520,000	\$1,196,000	\$2,551,000	\$7,236,000	\$1,611,800	\$4,934,600	\$13,077,464	\$15,898,603	\$2,449,027	\$3,456,748	\$11,695,778

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	54,000	1,065,000	1,107,000	1,151,000	1,198,000	1,245,000	1,295,000	70,000
Operating	0	0	71,000	654,000	427,000	476,000	527,000	577,000	630,000	681,000
Debt Service	0	0	28,000	355,000	355,000	578,000	1,469,000	2,596,000	2,596,000	2,680,000
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$153,000	\$2,074,000	\$1,889,000	\$2,205,000	\$3,194,000	\$4,418,000	\$4,521,000	\$3,431,000

ANIMAL SHELTER

Total Project Cost: \$5,076,000

Est. Opening Date: FY2018

[Links to Board's Strategic Initiatives](#)

- Conformance to state guidelines

PROGRAM DESCRIPTION

A new and modern animal shelter and animal control facility. Building will meet or exceed state guidelines for a municipal pound. Building will include a spay/neuter clinic, separate isolation rooms for different species. Separate pens for adoptable, healthy animals and sick and quarantined animals. The Facility will have sufficient office space to include dispatch/communications room, officers space, crematorium, cleaning stations, sally port and shelter staff space. Reception area will be of sufficient size for animal intake and drop off. Facility will be designed especially to house animals and will be properly ventilated, drained, lighted, and sized. Animal confinement areas will be constructed properly to prevent the spread of disease and be pleasing to the public while visiting the facility. Parking area will be sufficient to allow for the volume of visitors. The facility will be designed to allow for a future expansion to include larger holding areas for animals and a sally port for secure transport of animals. Facility will be placed on 5 acres of a 38 acre County owned parcel adjacent to the Regional Jail. Cost of Animal Shelter will be offset by revenue from R-Board for building and land value.



OPERATING IMPACT SUMMARY

Operating impacts include one time start up costs and additional maintenance and operating costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	343,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,733,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$5,076,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	823,400	0	0	0	0	0	0	0
Bonds	0	0	330,000	3,909,600	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$330,000	\$4,733,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	135,000	49,000	51,000	53,000	55,000	58,000	60,000
Debt Service	0	0	28,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$28,000	\$490,000	\$404,000	\$406,000	\$408,000	\$410,000	\$413,000	\$415,000

COURTHOUSE ADDITION

Total Project Cost: \$26,782,000

Est. Opening Date: FY2022

[Links to Board's Strategic Initiatives](#)

• 2004 space needs

PROGRAM DESCRIPTION

Construction of a 40,000 square foot expansion to the existing Courthouse to provide three additional courtrooms for the County's Courts, Clerk's Offices and prisoner holding. The 2004 comprehensive County-wide space needs assessment revealed that Stafford Courts' current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. The project consists of renovations to the existing courtroom and office space, along with site improvements to provide for prisoner transfer accommodations, significant ADA upgrades and minimal parking improvements.

OPERATING IMPACT SUMMARY

Operating costs assumes three additional courtrooms will be in operation. Start up costs include expenses for computers, phones, metal detector and 14 new employees. Ongoing costs include 11 deputies and 1 sergeant for the Sheriff's department. 1 maintenance mechanic II and 2 custodians for Parks, Recreation and Community Facilities department. As courtrooms are added additional personnel would be needed.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	2,662,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	10,653,000	10,642,000	0	0	0
Contingency	0	0	0	0	0	0	0	2,825,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,662,000	\$10,653,000	\$13,467,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	2,662,000	10,653,000	13,467,000	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,662,000	\$10,653,000	\$13,467,000	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	1,180,000	1,227,000	1,276,000
Operating	0	0	0	0	0	0	0	517,000	307,000	319,000
Debt Service	0	0	0	0	0	223,000	1,114,000	2,241,000	2,241,000	2,241,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$223,000	\$1,114,000	\$3,938,000	\$3,775,000	\$3,836,000

Central Rappahannock Regional Library #3

Total Project Cost: \$16,977,000

Est. Opening Date: FY2025

[Links to Board's Strategic Initiatives](#)
• Comprehensive Plan

PROGRAM DESCRIPTION

The CRRL Board of Trustees is recommending the opening of a new branch library in the County to meet current unmet demands and to accommodate projected new population growth. High demand for books, programming, meeting rooms, computers and other library services at the Porter and England Run libraries will be relieved by a third library facility in the developing residential/commercial Courthouse area. The facility will be needed to keep pace with population growth and the development of core infrastructure by Stafford County to provide comprehensive education and quality of life opportunities for all County residents. Three options for a new facility could include a traditional branch which would be similar to Porter and England Run libraries, a store front facility which could be located at a retail venue, or a partnership with Germanna Community College.



OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	1,000,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	2,443,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	6,767,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$9,210,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	1,000,000	9,210,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$9,210,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	84,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000

BIKE TRAILS

Total Project Cost: \$1,295,000

Est. Opening Date: 2017

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

PROGRAM DESCRIPTION

Stafford County entered into an agreement with the Federal Highway Administration to build bike trails along Warrenton Road parallel to the upgrades conducted by the Virginia Department of Transportation. These trails will be built parallel to Warrenton Road a safe distance from traffic, near South gateway drive to Plantation and continuing on to Stafford Lakes Parkway. The funds for this project will come from service district fees.



OPERATING IMPACT SUMMARY

No operating impacts are associated with this project. Once completed, ownership of this project will be transferred to VDOT.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	80,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	567,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	648,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$80,000	\$567,000	\$648,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	80,000	567,000	648,000	0	0	0	0	0	0	0	0
Service Dist Supported GO Debt	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Total	\$80,000	\$567,000	\$648,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BELMONT FERRY FARM TRAIL - PHASE 4

Total Project Cost: \$720,000

Est. Opening Date: FY2015

[Links to Board's Strategic](#)

• [Comprehensive Plan](#)

PROGRAM DESCRIPTION

Phase 4 of the Belmont Ferry Farm trail will be constructed along River Road, from the termination point of the existing phase 1 and 2 trails. The trail will be built on the north side of River Road within John Lee Pratt Memorial Park to the south side of River Road, adjacent to the Chatham Bridge. Between those points the trail runs west to east for about 2,100 linear feet. The trail is mostly parallel to River Road (1,800 LF) on the south side of the road with a roadway crossing (on-grade) near the western boundary of the Fredericksburg and Spotsylvania National Military Park (Chatham Manor). Funding for this project includes an Enhancement Grant.



OPERATING IMPACT SUMMARY

There are no operating costs associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	160,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	280,000	280,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$440,000	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	60,000	60,000	0	0	0	0	0	0	0	0	0
State/Federal	380,000	220,000	0	0	0	0	0	0	0	0	0
Total	\$440,000	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BELMONT FERRY FARM TRAIL - PHASE 6

Total Project Cost: \$1,000,000

Est. Opening Date: FY2017

Links to Board's Strategic Initiatives

• Approved by the voters in the 2009 referendum

• Parks & Rec Commission

PROGRAM DESCRIPTION

The project consists of constructing a portion of the Belmont-Ferry Farm Trail. The target segment is phase 6 from the Chatham Bridge to Ferry Farm. Trails are the highest use need as identified by County residents. Design of Phase 6 of the Belmont-Ferry Farm Trail is at the conceptual stage. This project will complete the design, permitting and construction of Phase 6. Identified as a project proposed in the 2009 park bond program. Staff is working to secure grant funding for this entire project.

OPERATING IMPACT SUMMARY

Annual operating impact includes one additional full time park maintenance worker position and one time start up costs for equipment to maintain trails.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	75,000	300,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	569,000	0	0	0	0	0	0	0
Contingency	0	0	0	56,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$75,000	\$925,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	75,000	925,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$75,000	\$925,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	54,000	56,000	58,000	60,000	63,000	65,000	68,000	70,000
Operating	0	0	33,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$87,000	\$58,000	\$60,000	\$62,000	\$65,000	\$67,000	\$70,000	\$72,000

CHESAPEAKE BAY TMDL/MS4 STORMWATER PERMIT COMPLIANCE

Total Project Cost: \$19,557,020

Est. Opening Date: On-Going

Links to Board's Strategic Initiatives

- Compliance with Chesapeake Bay TMDL
- Compliance with NPDES MS4 Stormwater Discharge

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 was finalized by EPA on December 31, 2010. The TMDL established 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. It is anticipated that the County's MS4 Stormwater Permit will contain retrofit mandates on a phased basis over 15 years. Retrofits will include construction of new stormwater management facilities and upgrades to existing facilities to meet quality standards. For the first five-year period, the County will be expected to retrofit 5% of the requirement, 30% in the second five-year period, and 65% in the third five-year period. Cost share funding from the U.S. Army Corps of Engineers may be available to lower future Planning/Design costs.

OPERATING IMPACT SUMMARY

Operating costs will begin 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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	349,000	1,498,000	1,578,000	1,611,800	2,272,600	2,424,464	2,431,603	2,449,027	2,456,748	2,485,778
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$349,000	\$1,498,000	\$1,578,000	\$1,611,800	\$2,272,600	\$2,424,464	\$2,431,603	\$2,449,027	\$2,456,748	\$2,485,778

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	349,000	1,498,000	1,578,000	1,611,800	2,272,600	2,424,464	2,431,603	2,449,027	2,456,748	2,485,778
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$349,000	\$1,498,000	\$1,578,000	\$1,611,800	\$2,272,600	\$2,424,464	\$2,431,603	\$2,449,027	\$2,456,748	\$2,485,778

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$38,000	\$75,000	\$113,000	\$150,000	\$188,000	\$225,000	\$263,000	\$300,000

TRANSPORTATION SUMMARY

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
(5) Route 610, Garrisonville Rd (PPTA)	4,645,000	2,922,739	6,197,739	0	0	0	0	0	0	0	0	0	13,765,478
(9) Route 652, Truslow Rd, East of I-95	0	0	0	1,500,000	7,136,294	7,136,294	0	0	0	0	0	0	15,772,588
(10) Route 652, Truslow Rd, West of I-95 (PPTA)	3,446,528	0	2,820,528	0	0	0	0	0	0	0	0	0	6,267,056
(1) Route 1, Jefferson Davis Hwy	0	100,000	600,000	600,000	0	0	0	0	0	0	0	0	1,300,000
(2) Route 616, Poplar Rd, south of Mountain View Rd	140,000	1,360,000	0	0	0	0	0	0	0	0	0	0	1,500,000
(3) Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	5,216,500	2,333,500	0	0	0	0	0	0	0	0	0	0	7,550,000
(4) Route 17, Warrenton Rd	25,400,000	26,400,000	0	0	0	0	0	0	0	0	0	0	51,800,000
(6) Route 606, Ferry Rd	200,000	200,000	1,000,000	0	0	0	0	0	0	0	0	0	1,400,000
(15) Courthouse Road & Route 1 Intersection Improvements	200,000	1,400,000	4,730,000	0	0	0	0	0	0	0	0	0	6,330,000
(7) Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	7,875,000	1,518,358	10,000,000	10,577,530	0	0	0	0	0	0	0	0	29,970,888
(8) Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd	0	0	0	2,800,000	11,100,000	13,904,000	0	0	0	0	0	0	27,804,000
(11) Pedestrian Improvements	0	0	380,000	380,000	380,000	0	0	0	0	0	0	1,140,000	2,280,000
(12) Route 627, Mountain View Road Ext. to High School	650,000	2,000,000	0	0	0	0	0	0	0	0	0	0	2,650,000
(13) Streetscape Phase 1	2,857,000	3,519,000	0	0	0	0	0	0	0	0	0	0	6,376,000
(14) Streetscape Phase 2	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0	0	18,084,000
(16) Garrisonville Road & Route 1 Intersection Improvements	100,000	700,000	0	0	0	0	0	0	0	0	0	0	800,000
(17) Stafford Parkway	400,000	0	0	0	0	0	0	0	10,000,000	22,150,000	22,150,000	45,000,000	99,700,000
(18) Enon Road Improvements	200,000	750,000	2,050,000	0	0	0	0	0	0	0	0	0	3,000,000
(19) Butler Road	0	0	0	0	0	2,000,000	9,400,000	8,800,000	0	0	0	0	20,200,000
(20) Garrisonville Road Eustace Road to Shelton Shop Rd	0	0	0	0	0	3,000,000	14,000,000	11,400,000	0	0	0	0	28,400,000
(21) Eskimo Hill Road	0	0	0	750,000	0	3,300,000	3,300,000	0	0	0	0	0	7,350,000
(22) Leeland Road	0	0	0	0	0	500,000	0	2,000,000	0	2,500,000	0	0	5,000,000
(23) Shelton Shop Road	0	0	0	0	0	0	0	1,500,000	0	6,750,000	6,750,000	0	15,000,000
(24) Mt. View Road - Shelton Shop to Choptank Road	0	0	0	0	300,000	0	1,000,000	1,200,000	0	0	0	0	2,500,000
(25) Berea Church Road	0	0	480,000	300,000	4,112,068	0	0	0	0	0	0	0	4,892,068
(26) Corporate Center Drive	0	2,600,000	0	0	0	0	0	0	0	0	0	0	2,600,000
(27) Brent Point Road	0	200,000	1,250,000	1,000,000	0	0	0	0	0	0	0	0	2,450,000
Falmouth Safety Improvements	200,000	0	657,000	0	0	0	0	0	0	0	0	0	857,000
Boswell's Corner Improvements	0	0	0	0	0	0	0	0	50,000	332,000	0	0	382,000
Courthouse Area Improvements	0	0	0	0	0	0	120,000	105,000	720,000	0	0	0	945,000
Rt. 709 Capital Avenue Extended	0	0	0	0	0	0	0	0	0	0	0	6,500,000	6,500,000
Total	\$51,530,028	\$46,003,597	\$32,509,267	\$24,987,530	\$28,050,362	\$33,478,294	\$27,820,000	\$25,005,000	\$10,770,000	\$31,732,000	\$28,900,000	\$46,140,000	\$386,926,078

TRANSPORTATION SUMMARY

Funding Sources	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
Bonds	0	1,916,000	13,295,306	6,045,034	8,493,660	7,031,695	9,997,305	7,000,000	7,000,000	7,000,000	10,500,000	29,550,928	107,829,928
Cash	255,000	2,300,000	0	0	0	0	0	0	0	0	0	0	2,555,000
Proffers	906,126	638,388	302,147	0	50,000	0	0	0	0	0	0	0	1,896,661
Service District Supported GO Debt*	5,870,478	0	0	0	0	0	8,800,000	0	0	0	0	0	14,670,478
Service District	995,000	0	0	0	1,110,966	0	0	0	0	0	5,468,142	0	7,574,108
Fuel Tax	8,394,430	1,810,719	3,522,264	87,853	1,195,068	0	1,120,000	1,305,000	770,000	332,000	1,445,858	0	19,983,192
Revenue Sharing	21,335,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	13,000,000	134,335,000
State/Federal	30,940,799	30,469,000	4,847,636	7,693,832	6,007,809	4,744,458	0	0	0	0	0	0	84,703,534
Impact Fees	200,000	638,177	100,000	100,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	0	12,238,177
Total Funding Sources Identified	68,896,833	47,772,284	32,067,353	23,926,719	28,457,503	23,376,153	31,517,305	19,905,000	19,370,000	18,932,000	29,014,000	50,304,928	385,786,078

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Debt Service	0	160,000	1,273,000	1,779,000	2,490,000	3,078,000	3,915,000	4,501,000	5,087,000	5,673,000
Service District Debt Service	0	0	0	0	0	0	736,378	736,378	736,378	736,378
	\$0	\$160,000	\$1,273,000	\$1,779,000	\$2,490,000	\$3,078,000	\$4,651,378	\$5,237,378	\$5,823,378	\$6,409,378

\$70 million Transportation Bond Referendum approved November 2008 (FY2009), expires November 2016 (FY2017)
 Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires.

ROUTE 1, JEFFERSON DAVIS HIGHWAY

Total Project Cost: \$1,300,000

Est. Opening Date: FY17

[Links to Board's Strategic](#)

- Approved by voters in the 2008
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek 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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	100,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	600,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	600,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$600,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	600,000	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	600,000	0	0	0	0	0	0	0	0
State/Federal	0	100,000	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

ROUTE 616, POPLAR ROAD, SOUTH OF MOUNTAIN VIEW ROAD

Total Project Cost: \$1,500,000

Est. Opening Date: FY15

PROGRAM DESCRIPTION

Improve the intersection of Poplar Road and Mountain View Road, and make safety improvements to Poplar Road for 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

[illegible][illegible][illegible]

Links to Board's Strategic Initiatives

- Approved by voters in the 2008
- Comprehensive Plan
- Youth driver safety initiatives



ROUTE 627, MOUNTAIN VIEW ROAD FROM JOSHUA ROAD TO ROSE HILL FARM DRIVE

Total Project Cost: \$7,550,000

Est. Opening Date: FY16

[Links to Board's Strategic Initiatives](#)

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Joshua Road to Rose Hill Farm Drive.

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	533,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,340,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	2,343,500	2,333,500	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$5,216,500	\$2,333,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	1,565,000	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	19,751	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	3,755,249	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,210,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$5,985,000	\$1,565,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000

ROUTE 17, WARRENTON ROAD

Total Project Cost: \$51,800,000

Est. Opening Date: FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen Warrenton Road from 4 to 6 lanes from McLane Drive to Village Parkway. This project was included in the 2008 Bond Referendum, but has since been administered by VDOT and fully funded from state and federal funds.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	7,200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	18,200,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	26,400,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$25,400,000	\$26,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	25,400,000	26,400,000	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$25,400,000	\$26,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 610, GARRISONVILLE ROAD

Total Project Cost: \$13,765,478

Est. Opening Date: FY17

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen to 6-lanes Garrisonville from Onville Road to Eustace 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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	1,370,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	3,275,000	2,922,739	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	6,197,739	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$4,645,000	\$2,922,739	\$6,197,739	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	5,870,478	0	0	0	0	0	0	0	0	0	0
Service District	995,000	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	6,900,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	13,765,478	0	0	0	0	0	0	0	0	0	0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 606, FERRY ROAD

Total Project Cost: \$1,400,000

Est. Opening Date: FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of Improvements to the Ferry Road and Kings Highway Intersection to improve peak hour through capacity. Project involves the addition and extension of turn lanes to add stacking capacity. VDOT will administer this project using a combination of state and local funds.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	200,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$200,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	461,823	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	200,000	638,177	0	0	0	0	0	0	0	0	0
Total	\$300,000	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 630, COURTHOUSE ROAD: CEDAR LANE TO WINDING CREEK ROAD

Total Project Cost: \$29,970,888

Est. Opening Date: FY19

[Links to Board's Strategic Initiatives](#)

• Approved by voters in the 2008

• Comprehensive Plan

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Cedar Lane to Winding Creek 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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	2,375,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	5,500,000	1,518,358	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	10,000,000	10,577,530	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,875,000	\$1,518,358	\$10,000,000	\$10,577,530	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	12,315,306	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	249,371	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	6,089,500	6,475,177	0	0	0	0	0	0	0	0	0
State/Federal	2,031,799	0	103,636	613,832	985,809	1,106,458	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$8,121,299	\$6,724,548	\$12,418,942	\$613,832	\$985,809	\$1,106,458	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	1,031,000	1,031,000	1,031,000	1,031,000	1,031,000	1,031,000	1,031,000	1,031,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$1,031,000	\$1,031,000	\$1,031,000	\$1,031,000	\$1,031,000	\$1,031,000	\$1,031,000	\$1,031,000

ROUTE 630, COURTHOUSE ROAD: WINDING CREEK ROAD TO SHELTON SHOP ROAD

Total Project Cost: \$27,804,000

Est. Opening Date: FY19

[Links to Board's Strategic Initiatives](#)

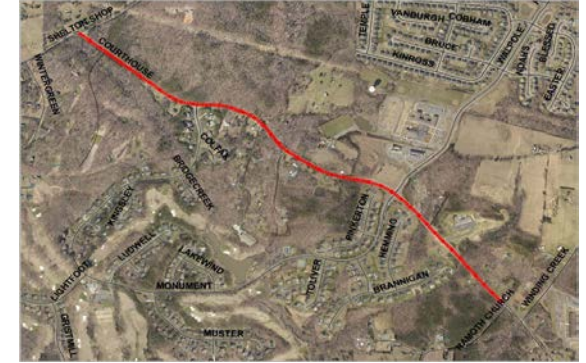
- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Winding Creek Road to Shelton Shop Road. Preliminary engineering and right-of-way acquisition and construction.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	2,800,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	11,100,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	13,904,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$2,800,000	\$11,100,000	\$13,904,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	5,665,034	4,089,599	2,000,000	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	8,240,000	4,499,250	3,310,117	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$8,240,000	\$10,164,284	\$7,399,716	\$2,000,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	474,000	816,000	983,000	983,000	983,000	983,000	983,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$474,000	\$816,000	\$983,000	\$983,000	\$983,000	\$983,000	\$983,000

ROUTE 652, TRUSLOW ROAD, EAST OF I-95

Total Project Cost: \$15,772,588

Est. Opening Date: FY20

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Cambridge Street to Interstate 95.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	1,500,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	7,136,294	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	7,136,294	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,500,000	\$7,136,294	\$7,136,294	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	4,024,061	1,500,000	2,362,233	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	1,196,411	6,689,883	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,196,411	\$10,713,944	\$1,500,000	\$2,362,233	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	337,000	463,000	661,000	661,000	661,000	661,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$337,000	\$463,000	\$661,000	\$661,000	\$661,000	\$661,000

ROUTE 652, TRUSLOW ROAD, WEST OF I-95

Total Project Cost: \$6,267,056

Est. Opening Date: FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Plantation Drive to Berea Church 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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	626,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,820,528	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,820,528	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$3,446,528	\$0	\$2,820,528	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	351,000	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	886,375	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,896,181	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,133,500	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$5,916,056	\$351,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000

PEDESTRIAN IMPROVEMENTS

Total Project Cost: \$1,140,000

Est. Opening Date: Various

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	380,000	380,000	380,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$380,000	\$380,000	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	380,000	380,000	380,000	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$380,000	\$380,000	\$380,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	32,000	64,000	96,000	96,000	96,000	96,000	96,000	96,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$32,000	\$64,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000

ROUTE 627, MOUNTAIN VIEW ROAD EXTENSION

Total Project Cost: \$2,650,000

Est. Opening Date: FY15

[Links to Board's Strategic Initiatives](#)

• Board's priorities

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Rose Hill Farm Drive to the Mountain View High School.

OPERATING IMPACT SUMMARY

An extension of a 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improved road.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	290,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	360,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,000,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$650,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,650,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COURTHOUSE STREETSCAPE - PHASE 1a and 1b (US-1) (Redevelopment Plan - Courthouse Area)

Total Project Cost: \$6,376,000

Est. Opening Date: 2015

[Links to Board's Strategic Initiatives](#)

- Economic Development 10 Point Plan
- Redevelopment Plan

PROGRAM DESCRIPTION

This 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. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 1a consists of streetscape improvements along US-1 between Hope Rd. and Courthouse Rd. that are located on county property. Phase 1c includes property on the south side of the Courthouse and Rt 1 intersection. The County has been awarded \$500,000 to begin work on Phase 1c. Project costs do not include road improvements. Phase 1b consists of the remainder of the streetscape improvements between Hope Rd. and Courthouse Rd, these improvements may be done with the intersection improvement project.



OPERATING IMPACT SUMMARY

Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.

PROJECT COSTS

Engineering for
entire project.
Phase 1a -
construction

Phase1b
property
acquisition
and
construction

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	1,024,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	2,311,000	0	0	0	0	0	0	0	0	0
Construction / Project	1,833,000	1,208,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,857,000	\$3,519,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	155,000	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	93,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	2,609,000	3,519,000	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,857,000	\$3,519,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	18,000	18,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$18,000	\$18,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

COURTHOUSE STREETSCAPE - PHASE 2, 3 and 4 (US-1) (Redevelopment Plan - Courthouse)

Total Project Cost: \$18,084,000

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

- Economic Development 10 Point Plan
- Redevelopment Plan

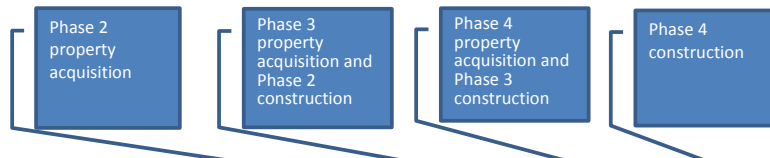
PROGRAM DESCRIPTION

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. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 2 consists of the streetscape improvements along Courthouse Rd. between US-1 and Red Oak Dr. Phase 3 consists of the streetscape improvements along US-1 between Courthouse Rd and Hospital Center Blvd. Phase 4 consists of the streetscape improvements along Courthouse Rd. between US-1 and Stafford Ave. Project costs include road improvements necessary to fully implement the streetscape improvements.



OPERATING IMPACT SUMMARY

Operating impacts will begin in FY18 with the completion of the construction of phase 2. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	2,344,000	4,023,000	753,000	0	0	0	0	0	0
Construction / Project	0	0	0	3,057,000	4,269,000	3,638,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,344,000	\$7,080,000	\$5,022,000	\$3,638,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,344,000	\$7,080,000	\$5,022,000	\$3,638,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	31,000	31,000	73,000	110,000	110,000	110,000	110,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$31,000	\$31,000	\$73,000	\$110,000	\$110,000	\$110,000	\$110,000

ROUTE 1 COURTHOUSE ROAD INTERSECTION IMPROVEMENT

Total Project Cost: \$6,330,000

Est. Opening Date: FY2017

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

The intersection of Courthouse Road (S.R. 630) and Jefferson Davis Highway (U.S. Route 1) has a Level of Service of "F" during peak morning and afternoon traffic periods. Furthermore, U.S. Route 1 serves as the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional left and right turn lanes to allow simultaneous traffic movement north and south on Route 1, and east and west on Route 630 to eliminate the current split phasing at that intersection. This will greatly increase the volume of traffic that can pass, and allow more flexibility to adjust signal phasing to accommodate peak hour and emergency signal patterns. The project will also include pedestrian accommodations consistent with the location in the center of the Stafford courthouse area and the future plans for the Courthouse Urban Development Area.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	200,000	400,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	1,000,000	1,532,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,198,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$1,400,000	\$4,730,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	162,720	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	400,000	662,016	1,940,264	0	0	0	0	0	0	0	0
Revenue Sharing	1,602,000	1,563,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,002,000	\$2,387,736	\$1,940,264	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

GARRISONVILLE ROAD ROUTE 1 INTERSECTION IMPROVEMENT

Total Project Cost: \$800,000

Est. Opening Date: FY2016

[Links to Board's Strategic Initiatives](#)

- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

The intersection of Garrisonville Road (S.R. 610) and Jefferson Davis Highway (U.S. Route 1) has a failing Level of Service during peak afternoon traffic periods. Furthermore, U.S. Route 1 serves as the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional right turn lanes from southbound Route 1 to allow increased traffic movement west on Garrisonville Road. This will prevent daily queuing of traffic into the Route 1 southbound travel lanes.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	100,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	100,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	600,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	201,297	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	100,000	398,703	0	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STAFFORD PARKWAY

Total Project Cost: \$99,700,000

Est. Opening Date: TBD

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Improvements are planned to Warrenton Road; however, the interchange at I-95 will not be improved. The Stafford Parkway will be a four lane limited access highway which will run from Centerport Parkway to Warrenton Road. It is anticipated that this roadway will decrease the traffic coming through the interchange at Warrenton Road and I-95.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	400,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	10,000,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	22,150,000	22,150,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$22,150,000	\$22,150,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	7,000,000	7,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	5,468,142
Fuel Tax	200,000	0	0	0	0	0	0	0	0	0	1,445,858
Revenue Sharing	200,000	0	0	0	0	0	0	10,000,000	10,000,000	10,000,000	10,000,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$10,000,000	\$17,000,000	\$23,914,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	586,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$586,000

ENON ROAD & ROUTE 1 IMPROVEMENTS

Total Project Cost: \$3,000,000

Est. Opening Date: FY2017

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Enon Road has experienced a large increase in vehicle trips per day since the opening of the I-95 interchange at Centreport Parkway. A recent traffic engineering analysis determined that the segment between Route 1 and Stafford Indians Lane currently has 9,000 vehicle trips per day (VPD) and projects over 15,000 VPD in 2020. Furthermore, the study noted deficiencies in the intersection at Route 1. The study recommended construction of a 3-lane section for Enon Road east of the I-95 bridge, and tapering to a 2-lane section just east of the bridge.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	750,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,050,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$750,000	\$2,050,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	200,000	375,000	925,000	0	0	0	0	0	0	0	0
Revenue Sharing	0	1,400,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	100,000	0	0	0	0	0	0	0	0
Total	\$200,000	\$1,775,000	\$1,025,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BUTLER ROAD

Total Project Cost: \$20,200,000

Est. Opening Date: FY2022

[Links to Board's Strategic](#)

- Comprehensive Plan
- Transportation Plan

PROGRAM DESCRIPTION

Improvements to Butler Road from the termini of the Falmouth Intersection project to the intersection of Castle Rock Drive (across from the YMCA). This improvement will widen the roadway from 2 lanes to four lanes and will include turn lanes, wider shoulders improved sight distance and will meet current VDOT standards. This project will span approximately 0.81 miles.

OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	2,000,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	9,400,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	8,000,000	0	0	0
Contingency	0	0	0	0	0	0	0	800,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$9,400,000	\$8,800,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	7,635,072	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	8,400,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$16,035,072	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	639,000	639,000	639,000	639,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$639,000	\$639,000	\$639,000	\$639,000

ROUTE 610, GARRISONVILLE ROAD

Total Project Cost: \$28,400,000

Est. Opening Date: FY22

[Links to Board's Strategic Initiatives](#)

• Included in the Transportation Plan

PROGRAM DESCRIPTION

Widen Garrisonville Road to 6-lanes from Eustace Road to Shelton Shop Road.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	3,000,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	14,000,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	11,400,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$14,000,000	\$11,400,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	8,800,000	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	10,000,000	1,600,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Total	0	0	0	0	0	10,000,000	12,000,000	1,600,000	1,600,000	1,600,000	1,600,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ESKIMO HILL ROAD IMPROVEMENTS

Total Project Cost: \$7,350,000

Est. Opening Date: FY20

[Links to Board's Strategic Initiatives](#)

- Transportation Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Two lane reconstruction of Eskimo Hill Road between Route 1 and Potomac Run Road

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS



Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	750,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	3,300,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	3,300,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$750,000	\$0	\$3,300,000	\$3,300,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	1,031,695	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	3,018,305	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	100,000	1,600,000	1,600,000	0	0	0	0	0
Total	0	0	0	3,118,305	1,600,000	2,631,695	0	0	0	0	0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	86,000	86,000	86,000	86,000	86,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$86,000	\$86,000	\$86,000	\$86,000	\$86,000

LEELAND ROAD WIDENING

Total Project Cost: \$5,000,000

Est. Opening Date: FY24

[Links to Board's Strategic Initiatives](#)

• Transportation Plan

PROGRAM DESCRIPTION

Widen Leeland Road to 3-lanes from Deacon Road to Leeland Station.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS



Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	500,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	2,000,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	2,500,000	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$2,000,000	\$0	\$2,500,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	2,500,000	0	0	2,500,000	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	2,500,000	0	0	2,500,000	0	0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	209,000	209,000	209,000	418,000	418,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$209,000	\$209,000	\$209,000	\$418,000	\$418,000

SHELTON SHOP ROAD

Total Project Cost: \$15,000,000

Est. Opening Date: FY25

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Shelton Shop Road between Garrisonville Road and Mountain View Road to provide a 4-lane divided highway.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	1,500,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	6,750,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	6,750,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$6,750,000	\$6,750,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	7,000,000	4,500,000	0	3,500,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	7,000,000	4,500,000	0	3,500,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	586,000	963,000	963,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$586,000	\$963,000	\$963,000

MOUNTAIN VIEW ROAD

Total Project Cost: \$2,500,000

Est. Opening Date: FY22

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

PROGRAM DESCRIPTION

Two lane upgrade on Mountain View Road between Shelton Shop Road and Choptank Road

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	300,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	1,000,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	1,200,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$300,000	\$0	\$1,000,000	\$1,200,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	50,000	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	250,000	0	1,000,000	1,200,000	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	300,000	0	1,000,000	1,200,000	0	0	0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 654, BERA CHURCH ROAD IMPROVEMENTS

Total Project Cost: \$4,892,068

Est. Opening Date: FY2019

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

PROGRAM DESCRIPTION

Reconstruction of Berea Church Road from Truslow Road to Warrenton Road using VDOT 3R standards. Improvements will include improved shoulders, drainage and wider lanes. Bicycle accommodations will also be included in this project.

OPERATING IMPACT SUMMARY

This is a safety improvement, upon completion this will become a part of the VDOT secondary system.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	480,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	300,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	4,112,068	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$480,000	\$300,000	\$4,112,068	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	302,147	0	0	0	0	0	0	0	0
S D Supported GO Del	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	1,110,966	0	0	0	0	0	0
Fuel Tax	0	0	0	87,853	945,068	0	0	0	0	0	0
Revenue Sharing	0	0	1,160,000	1,286,034	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$1,462,147	\$1,373,887	\$2,056,034	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TECH CENTER DRIVE

Total Project Cost: \$2,600,000

Est. Opening Date: FY2015

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

PROGRAM DESCRIPTION

Road Construction of a new entrance into Quantico Corporate Center, including improvements to the intersection with Telegraph Road.

OPERATING IMPACT SUMMARY

This is an Economic Development opportunity for the County.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,600,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	2,300,000	0	0	0	0	0	0	0	0	0
Proffers	0	25,000	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	275,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 654, BRENT POINT ROAD IMPROVEMENTS

Total Project Cost: \$2,450,000

Est. Opening Date: FY2018

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Reconstruction of all or portions of Arkendale and Brent point Roads to accommodate increased traffic volumes. This project will be administered by VDOT and will include spot improvements to sections of the road to widen the roads and improve the ditches.

OPERATING IMPACT SUMMARY

This is a safety improvement, upon completion this will become a part of the VDOT secondary system.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	200,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	250,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,000,000	1,000,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$1,250,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	100,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	100,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	2,250,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALMOUTH SAFETY & PARKING IMPROVEMENTS

Total Project Cost: \$857,000

Est. Opening Date: FY2017

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Transportation Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in Falmouth to improve safety by constructing new sidewalks, on Gordon, King and West Cambridge Streets, new parking lots and a pedestrian overlook at the fall line of the Rappahannock River at the foot of West Cambridge Street. A 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 and 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.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	625,000	0	0	0	0	0	0	0	0
Contingency	0	0	32,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$0	\$657,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	100,000	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	100,000	0	657,000	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$0	\$657,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BOSWELL'S CORNER IMPROVEMENTS

Total Project Cost: \$932,000

Est. Opening Date: FY2024

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Transportation Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Boswell's Corner Redevelopment Area to improve safety and vehicular circulation by creating a system of local grid streets. This project is recommended by the Boswell's Corner Redevelopment Plan. The Planning/Design phase of the project will identify the design and extent of the local street system needed to address future pedestrian and vehicular traffic demands and establish priorities for actual street construction.

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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	50,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	332,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$332,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	50,000	332,000	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$332,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COURTHOUSE AREA IMPROVEMENTS

Total Project Cost: \$945,000

Est. Opening Date: FY2023

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Courthouse Redevelopment Area to improve safety and vehicular circulation by creating a system of local grid streets. This project is recommended by the Courthouse Area Redevelopment Plan and it is consistent with the Courthouse Urban Development Area Plan. The Planning/Design phase of the project will identify the design and extent of the local street system needed to address future pedestrian and vehicular traffic demands and establish priorities for actual street construction.



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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	120,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	105,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	720,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$105,000	\$720,000	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	120,000	105,000	720,000	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$105,000	\$720,000	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 1709, CAPITAL AVENUE EXTENDED

Total Project Cost: \$6,500,000

Est. Opening Date: FY2026

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Extension of Capital Avenue from Powell Lane to Sanford Avenue for a parallel road to Route 17 to facilitate traffic to enhance local shopping and economic development.

OPERATING IMPACT SUMMARY

Upon completion of this project it will be transferred to VDOT for maintenance.

PROJECT COSTS



Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Future Years
Planning/Design	0	0	0	0	0	0	0	0	0	0	0	975,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0	1,300,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	0	4,225,000
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Future Funding
Bonds	0	0	0	0	0	0	0	0	0	0	0	6,500,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Det	0	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,500,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Future
Personnel	0	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



SCHOOLS SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Later Years Funding	Total Project Cost
New Construction	44,416,000	17,684,000	4,000,000	0	0	0	0	1,000,000	19,478,000	18,294,000	2,000,000	0	106,872,000
Renewal - Additions - Renovations	1,700,000	1,800,000	14,135,000	18,335,000	11,818,000	13,240,000	11,667,000	588,000	0	0	4,586,000	7,517,000	85,386,000
Support Facilities - New/Renovations	0	0	0	0	0	0	0	750,000	5,887,000	0	0	0	6,637,000
Capital Maintenance	0	10,247,000	7,100,000	8,651,000	10,111,000	9,752,000	10,095,000	9,600,000	10,060,000	9,650,000	9,645,000	0	94,911,000
Total	\$46,116,000	\$29,731,000	\$25,235,000	\$26,986,000	\$21,929,000	\$22,992,000	\$21,762,000	\$11,938,000	\$35,425,000	\$27,944,000	\$16,231,000	\$7,517,000	\$293,806,000

Funding Sources	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Construction Bond Funded Projects	41,797,000	19,484,000	17,635,000	18,335,000	11,818,000	13,240,000	11,667,000	2,338,000	23,529,000	18,294,000	6,586,000
Construction Cash Funded Projects	4,319,000	0	0	0	0	0	0	0	1,836,000	0	0
Total Construction Projects	\$46,116,000	\$19,484,000	\$17,635,000	\$18,335,000	\$11,818,000	\$13,240,000	\$11,667,000	\$2,338,000	\$25,365,000	\$18,294,000	\$6,586,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	1,550,000	500,000	0	0	0	0	0	0	0	0
Service Dist Supported GO Debt	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State Federal	0	0	700,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Bond Funded ¹	0	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	7,000,000	7,000,000
Reduction to Bond Funded Projects		(167,441)	(1,000,357)	(1,777,262)	(3,050,091)	(3,224,094)	(3,463,317)	(3,587,916)	(3,468,054)	(4,073,896)	(4,280,612)
Proposed Bond Funded		5,379,559	2,299,643	3,723,738	4,310,909	3,777,906	3,941,683	3,262,084	3,531,946	2,926,104	2,719,388
Infrastructure Cash Funded ¹		3,150,000	3,100,000	3,150,000	2,750,000	2,750,000	2,690,000	2,750,000	3,060,000	2,650,000	2,645,000
Increase to Cash Funded Projects		167,441	1,000,357	1,777,262	3,050,091	3,224,094	3,463,317	3,587,916	3,468,054	4,073,896	4,280,612
Proposed Cash Funded		3,317,441	4,100,357	4,927,262	5,800,091	5,974,094	6,153,317	6,337,916	6,528,054	6,723,896	6,925,612
Total School Projects	\$46,116,000	\$29,731,000	\$25,235,000	\$26,986,000	\$21,929,000	\$22,992,000	\$21,762,000	\$11,938,000	\$35,425,000	\$27,944,000	\$16,231,000

¹ The Board of Supervisor's Principles of High Performance Financial Management guideline states 3% of general government expenditures and 2% of the School's operating budget will be set aside for pay-as-you-go capital projects by 2018. School's proposed infrastructure was adjusted based on this guideline. Funding for cash infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	1,784,000	1,856,000	2,895,000	3,012,000	3,132,000	3,258,000	3,387,000	3,522,000	3,663,000
Operating	0	42,000	42,000	83,000	84,000	87,000	92,000	94,000	122,000	128,000
Debt Service	0	2,081,000	3,749,000	5,595,000	6,945,000	8,369,000	9,675,000	10,144,000	12,409,000	14,185,000
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$3,907,000	\$5,647,000	\$8,573,000	\$10,041,000	\$11,588,000	\$13,025,000	\$13,625,000	\$16,053,000	\$17,976,000

SCHOOLS SUMMARY - BOND FUNDED PROJECTS

Projects	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total Project Cost
Stafford High School	17,684,000	4,000,000	0	0	0	0	0	0	0	0	21,684,000
Moncure Elementary Rebuild	0	800,000	11,019,000	11,018,000	833,000	0	0	0	0	0	23,670,000
Ferry Farm Elementary Rebuild	0	0	0	800,000	12,407,000	11,667,000	588,000	0	0	0	25,462,000
Elementary #18 with Head Start	0	0	0	0	0	0	1,000,000	19,478,000	18,294,000	1,000,000	39,772,000
Brooke Point HS Addition	750,000	5,861,000	0	0	0	0	0	0	0	0	6,611,000
Mt. View HS Addition	300,000	450,000	7,316,000	0	0	0	0	0	0	0	8,066,000
Colonial Forge HS Addition	750,000	6,524,000	0	0	0	0	0	0	0	0	7,274,000
Hartwood Elementary Renovation	0	0	0	0	0	0	0	0	0	4,586,000	4,586,000
Middle School #9	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Fleet Services	0	0	0	0	0	0	750,000	4,051,000	0	0	4,801,000
Infrastructure	5,379,559	2,299,643	3,723,738	4,310,909	3,777,906	3,941,683	3,262,084	3,531,946	2,926,104	2,719,388	35,872,959
Total	\$24,863,559	\$19,934,643	\$22,058,738	\$16,128,909	\$17,017,906	\$15,608,683	\$5,600,084	\$27,060,946	\$21,220,104	\$9,305,388	\$178,798,959

¹ The Board of Supervisor's Principles of High Performance Financial Management guideline states 3% of general government expenditures and 2% of the School's operating budget will be set aside for pay-as-you-go capital projects by 2018. School's proposed infrastructure was adjusted based on this guideline. Funding for cash infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.

REBUILD STAFFORD HIGH SCHOOL

Total Project Cost: \$66,100,000

Est. Opening Date: 2015

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, demolition of the existing school, all planning and design requirements, limited support furnishing, furniture, and equipment and all technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 2000 students and follow 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 October 2011. Bid January 2013. School Construction and site development must start no later than April 2013 and high school building completed no later than May 2015. Remaining site work completed no later than December 2015.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	3,440,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	40,976,000	11,273,000	4,000,000	0	0	0	0	0	0	0	0
Hardware/Software	0	1,538,000	0	0	0	0	0	0	0	0	0
Equipment	0	2,185,000	0	0	0	0	0	0	0	0	0
Contingency	0	2,688,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$44,416,000	\$17,684,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	2,619,000	0	0	0	0	0	0	0	0	0	0
Bonds	41,797,000	17,684,000	4,000,000	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$44,416,000	\$17,684,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	1,480,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,480,000	\$1,815,000	\$1,815,000	\$1,815,000	\$1,815,000	\$1,815,000	\$1,815,000	\$1,815,000	\$1,815,000

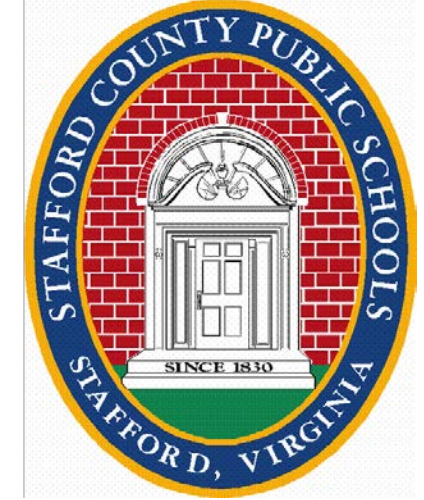
REBUILD MONCURE ELEMENTARY SCHOOL

Total Project Cost: \$25,370,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades K through 5 to replace the existing Moncure Elementary on a new site. The Moncure Elementary School will include the construction of the school building, the development of the site, all planning & design requirements, limited support furnishing, furniture & equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards. New location will be off of Juggins Road. In order to open the Moncure Elementary School Replacement in September 2018 the following milestones must be achieved: Design must start no later than January 2016 and be completed no later than November 2016. School & Site development must start March 2017 and be complete by May 2018. The existing Moncure ES and site is will be turned over to Stafford County per approved MOU.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	800,000	550,000	0	0	0	0	0	0	0
Property Acquisition	1,700,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	10,469,000	9,461,000	833,000	0	0	0	0	0
Hardware/Software	0	0	0	0	415,000	0	0	0	0	0	0
Equipment	0	0	0	0	519,000	0	0	0	0	0	0
Contingency	0	0	0	0	623,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,700,000	\$0	\$800,000	\$11,019,000	\$11,018,000	\$833,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	1,700,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	800,000	11,019,000	11,018,000	833,000	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,700,000	\$0	\$800,000	\$11,019,000	\$11,018,000	\$833,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	67,000	989,000	1,911,000	1,981,000	1,981,000	1,981,000	1,981,000	1,981,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$67,000	\$989,000	\$1,911,000	\$1,981,000	\$1,981,000	\$1,981,000	\$1,981,000	\$1,981,000

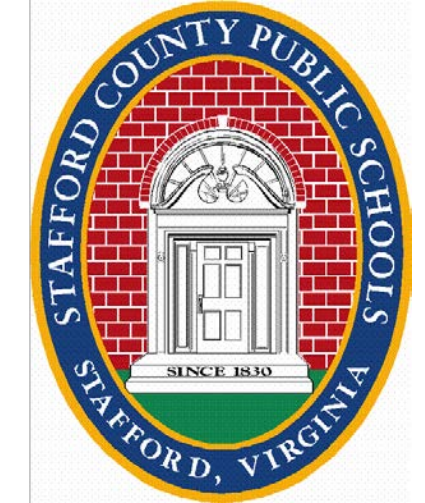
REBUILD FERRY FARM ELEMENTARY SCHOOL

Total Project Cost: \$25,462,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Construct a 950 student elementary school rebuild for grades K through 5. A new elementary school will be needed to replace the existing Ferry Farm Elementary School. Ferry Farm Elementary School will include the construction of the school building, the development of the site, the demolition of the existing school and associated parking areas, all planning & design requirements, limited support furnishing, furniture and equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. Site location is anticipated to be the current Ferry Farm Elementary school site. The new school will be sited in a manner as to allow the Division to keep the existing Ferry Farm Elementary School operational during construction of the new school. In order to open the new Ferry Farm Elementary School in September 2020, the following milestones must be achieved: Design must start no later than January 2018 and be completed no later than November 2018. School and site development must start March 2019 and building must be complete by May 2020. Site work will be completed by December 2020.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	800,000	639,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	11,768,000	9,785,000	588,000	0	0	0
Hardware/Software	0	0	0	0	0	0	664,000	0	0	0	0
Equipment	0	0	0	0	0	0	554,000	0	0	0	0
Contingency	0	0	0	0	0	0	664,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$800,000	\$12,407,000	\$11,667,000	\$588,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	800,000	12,407,000	11,667,000	588,000	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$800,000	\$12,407,000	\$11,667,000	\$588,000	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	67,000	1,105,000	2,081,000	2,130,000	2,130,000	2,130,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$67,000	\$1,105,000	\$2,081,000	\$2,130,000	\$2,130,000	\$2,130,000

ELEMENTARY SCHOOL #18 WITH HEAD START

Total Project Cost: \$39,772,000

Est. Opening Date: 2023

PROGRAM DESCRIPTION

Construct a 950 student elementary with a 350 student Head Start Facility. ES#18 will include the construction of the school building, development of the site, demolition of existing building, all support furnishing, furniture and equipment and technology infrastructure. Both schools will be built with classrooms and shared core facilities to accommodate 950 elementary students and 350 head start students and follow the SCPS Elementary Education Specifications. The school will adhere to SCPS Facility Design Standards. In order to open ES #18/Head Start in September 2023, the following milestones must be achieved. Design must be started by January 2021 and completed no later than November 2021. School & site development must start March 2022 and complete by May 2022. Demolition and site work will be complete by December 2023.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	1,000,000	1,477,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	18,001,000	14,266,000	1,000,000
Hardware/Software	0	0	0	0	0	0	0	0	0	1,343,000	0
Equipment	0	0	0	0	0	0	0	0	0	1,678,000	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	1,007,000	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$19,478,000	\$18,294,000	\$1,000,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	1,000,000	19,478,000	18,294,000	1,000,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$19,478,000	\$18,294,000	\$1,000,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	84,000	1,714,000	3,245,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000	\$1,714,000	\$3,245,000

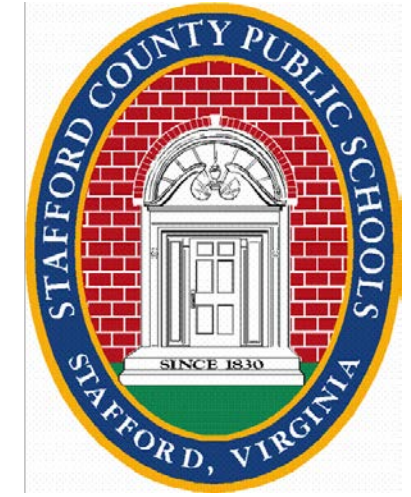
ADDITION - (CLASSROOM, PE & FINE ARTS) - BROOKE POINT HIGH SCHOOL

Total Project Cost: \$6,611,000

Est. Opening Date: 2016

PROGRAM DESCRIPTION

Project includes the construction of classroom, PE, & Fine Arts additions and Culinary Arts area at Brooke Point High School. The addition will increase the student design capacity from 1800 students to 2000 students. Brooke Point additions will include nine (9) additional classrooms, an expanded wellness room, expanded Media Center into existing classroom, Culinary Arts Wing and addition of a third performing arts suite for orchestra. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.



OPERATING IMPACT SUMMARY

Operating impact includes funding for 13 new teachers and additional energy costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	511,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	239,000	4,872,000	0	0	0	0	0	0	0	0
Hardware/Software	0	0	138,000	0	0	0	0	0	0	0	0
Equipment	0	0	198,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	653,000	0	0	0	0	0	0	0	0
Total	\$0	\$750,000	\$5,861,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	750,000	5,861,000	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$750,000	\$5,861,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	892,000	928,000	965,000	1,004,000	1,044,000	1,086,000	1,129,000	1,174,000	1,221,000
Operating	0	15,000	15,000	16,000	16,000	17,000	18,000	18,000	19,000	20,000
Debt Service	0	63,000	553,000	553,000	553,000	553,000	553,000	553,000	553,000	553,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$970,000	\$1,496,000	\$1,534,000	\$1,573,000	\$1,614,000	\$1,657,000	\$1,700,000	\$1,746,000	\$1,794,000

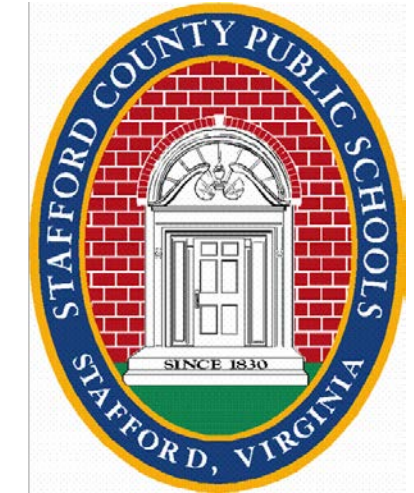
ADDITION - (CLASSROOM, PE, SECURITY VESTIBULE & FINE ARTS) - MOUNTAIN VIEW HIGH SCHOOL

Total Project Cost: \$8,066,000

Est. Opening Date: 2017

PROGRAM DESCRIPTION

Project includes the construction of classroom, PE, Fine Arts and security vestibule additions at Mountain View High School. The addition will increase the student design capacity from 1800 students to 2000 students. Mountain View additions will include 6 additional classrooms, expansion of the PE Department with two classrooms, an expanded wellness room, and the addition of a third fine arts suite for orchestra and drama classroom. There will also be the addition of a security vestibule at the Main Entrance. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.



OPERATING IMPACT SUMMARY

Operating impact includes funding for 13 new teachers and additional energy costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	300,000	333,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	117,000	6,210,000	0	0	0	0	0	0	0
Hardware/Software	0	0	0	171,000	0	0	0	0	0	0	0
Equipment	0	0	0	245,000	0	0	0	0	0	0	0
Contingency	0	0	0	690,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$450,000	\$7,316,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	300,000	450,000	7,316,000	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$450,000	\$7,316,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	965,000	1,004,000	1,044,000	1,086,000	1,129,000	1,174,000	1,221,000
Operating	0	0	0	39,000	39,000	40,000	42,000	43,000	45,000	47,000
Debt Service	0	25,000	63,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$25,000	\$63,000	\$1,679,000	\$1,718,000	\$1,759,000	\$1,803,000	\$1,847,000	\$1,894,000	\$1,943,000

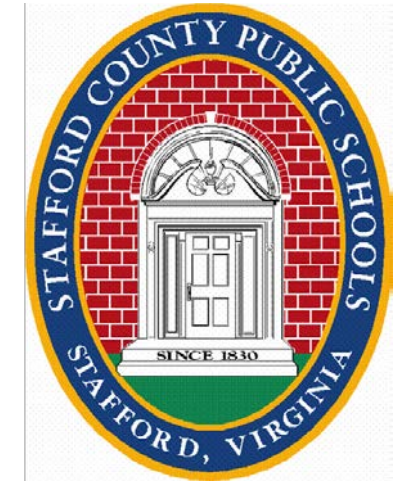
ADDITION - (CLASSROOM, PE, SECURITY VESTIBULE & FINE ARTS) - COLONIAL FORGE HIGH SCHOOL

Total Project Cost: \$7,774,000

Est. Opening Date: 2016

PROGRAM DESCRIPTION

Project includes the construction of classroom, PE, Security Vestibule & Fine Arts additions at Colonial Forge High School. The addition will increase the student design capacity from 1800 students to 2000 students. Colonial Forge additions will include 6 additional classrooms, expansion of the PE Department with two classrooms, an expanded wellness room, and the addition of a third fine arts suite for orchestra and drama classroom. There will also be the addition of a security vestibule at the Main Entrance. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.



OPERATING IMPACT SUMMARY

Operating impact includes funding for 13 new teachers and additional energy costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	608,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	142,000	5,942,000	0	0	0	0	0	0	0	0
Hardware/Software	0	0	164,000	0	0	0	0	0	0	0	0
Equipment	0	0	236,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	682,000	0	0	0	0	0	0	0	0
Total	\$0	\$750,000	\$7,024,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	750,000	6,524,000	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	500,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$750,000	\$7,024,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	892,000	928,000	965,000	1,004,000	1,044,000	1,086,000	1,129,000	1,174,000	1,221,000
Operating	0	27,000	27,000	28,000	29,000	30,000	32,000	33,000	34,000	36,000
Debt Service	0	63,000	609,000	609,000	609,000	609,000	609,000	609,000	609,000	609,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$982,000	\$1,564,000	\$1,602,000	\$1,642,000	\$1,683,000	\$1,727,000	\$1,771,000	\$1,817,000	\$1,866,000

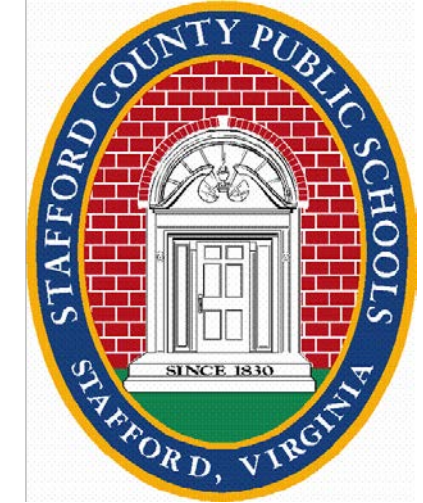
RENOVATION - HARTWOOD ELEMENTARY SCHOOL (2025 - 2026)

Total Project Cost: \$12,103,000

Est. Opening Date: 2026

PROGRAM DESCRIPTION

Level 2 Renovation of Hartwood ES will include an upgrade and modernization to the following: Life safety deficiencies, building codes to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows), ADA, plumbing, fire alarm system, data systems, PA system, Media Center expansion and lighting. *Assumes supporting County project to install water and sewer to the Hartwood area is completed by FY 2021. **Modular cost includes delivery, set up, and installation of ten (10) modular, site work, permits and systems set up. Modular to provide swing space to relocate students. Modular will be leased and included as part of the project.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	940,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	3,646,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,586,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	4,586,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,586,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

MIDDLE SCHOOL #9

Total Project Cost: \$0

Est. Opening Date: TBD

PROGRAM DESCRIPTION

Construct an 1100 student Middle School in the County to support student growth. Location TBD.

OPERATING IMPACT SUMMARY

0



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	1,000,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	1,000,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ADDITION - (VEHICLE MAINTENANCE) FLEET SERVICES

Total Project Cost: \$6,637,000

Est. Opening Date: 2022

PROGRAM DESCRIPTION

Project provides for a new addition to Fleet Services Complex. The proposed addition will be added to the current Fleet Services Building. Addition will include 16,056 SF and include new service area, parts storage, administrative offices and 11,000 SF of heavy duty service area. Fuel Station relocation is scheduled to be completed prior to proposed project, however, demolition of existing fueling building will be included in this project. Project design would start in FY20 with Construction starting in FY 21.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	413,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	337,000	5,176,000	0	0
Hardware/Software	0	0	0	0	0	0	0	0	220,000	0	0
Equipment	0	0	0	0	0	0	0	0	276,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	215,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$5,887,000	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	1,836,000	0	0
Bonds	0	0	0	0	0	0	0	750,000	4,051,000	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$5,887,000	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	24,000	25,000
Debt Service	0	0	0	0	0	0	0	63,000	402,000	402,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$63,000	\$426,000	\$427,000

CAPITAL MAINTENANCE - INFRASTRUCTURE

Total Project Cost: \$94,911,000

Est. Opening Date: 2015 - 2024

PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
School Site Improvements	0	4,610,000	3,550,000	3,651,000	6,150,000	5,280,000	2,740,000	2,390,000	5,960,000	1,690,000	3,710,000
Pavement	0	2,350,000	1,600,000	950,000	1,150,000	1,600,000	2,500,000	2,000,000	2,000,000	1,950,000	1,150,000
Environmental Upgrades	0	3,287,000	1,950,000	3,450,000	2,411,000	2,372,000	1,755,000	1,960,000	500,000	4,010,000	1,675,000
Roof Replace/Repair	0	0	0	600,000	400,000	500,000	3,100,000	3,250,000	1,600,000	2,000,000	3,110,000
Total	\$0	\$10,247,000	\$7,100,000	\$8,651,000	\$10,111,000	\$9,752,000	\$10,095,000	\$9,600,000	\$10,060,000	\$9,650,000	\$9,645,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	3,317,000	4,100,000	4,927,000	5,800,000	5,974,000	6,153,000	6,338,000	6,528,000	6,724,000	6,926,000
Bonds	0	5,380,000	2,300,000	3,724,000	4,311,000	3,778,000	3,942,000	3,262,000	3,532,000	2,926,000	2,719,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	1,550,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	700,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
In-Kind	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$10,247,000	\$7,100,000	\$8,651,000	\$10,111,000	\$9,752,000	\$10,095,000	\$9,600,000	\$10,060,000	\$9,650,000	\$9,645,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	450,000	642,000	954,000	1,315,000	1,631,000	1,961,000	2,234,000	2,530,000	2,775,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$450,000	\$642,000	\$954,000	\$1,315,000	\$1,631,000	\$1,961,000	\$2,234,000	\$2,530,000	\$2,775,000

CAPITAL MAINTENANCE - INFRASTRUCTURE

School Site Improvements

FY2015 Projects

	Project Amount	Funding Source
Repair Interior Finishes - HOES	\$900,000	Bond
Repair Lock Systems (Phase VI) - SMS, GMC, Support Services, AYBAC	\$500,000	Bond
Synthetic Turf Field - SHS	\$750,000	Proffer
Synthetic Turf Field - BPHS	\$800,000	Proffer
Install ARC Flash - All	\$150,000	Current Revenue
Install Attic Dry Fire Sprinkler System - HES	\$40,000	Current Revenue
Upgrade Fire Alarm Panel - SMS & GMC	\$360,000	Current Revenue
Install Remote Entry System A Phones - ALL (#1 by Principals)	\$160,000	Current Revenue
Install Int/Ext Door Signage - ALL (#2 by Principals)	\$40,000	Current Revenue
Repair Athletic Fields (Phase I) - AGWMS & DMS	\$150,000	Current Revenue
Upgrade Water and WW Facilities - HES	\$210,000	Current Revenue
Repair Stage Rigging & Curtains - Phase I	\$150,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$150,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
FY2015 Total	\$4,610,000	

FY2016 Projects

	Project Amount	Funding Source
Repair Athletic Fields (Turf) - NSHS	\$1,200,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Upgrade Security Alarms - Various Locations	\$65,000	Current Revenue
Install ARC Flash - Phase II	\$100,000	Current Revenue
Repair Stage Rigging & Curtains - Phase II	\$150,000	Current Revenue
Install Blinds Int Doors/Windows - ALL	\$160,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$150,000	Current Revenue
Replace Storage Building - CFHS, HES, HOES, RES, RRES & BPHS (FH)	\$264,000	Current Revenue
Repair Phone Systems; VOIP Phase I - NSHS & WCES	\$100,000	Current Revenue
Repair Playground and Play Areas - WES & FES	\$170,000	Current Revenue
Repair Sound System - BPHS	\$45,000	Current Revenue
Repair Sound System - AGWMS	\$60,000	Current Revenue
Upgrade Electrical Swith Gear - Various Locations	\$150,000	Current Revenue
Repair Media Retrieval, Phone & PA System - WCES	\$200,000	Current Revenue
Repair Bathroom Partitions - HHPMS	\$102,000	Current Revenue
Replace Walk-In Freezer & Refrigerators - DMS & AGWMS/GES	\$100,000	Current Revenue
Install Scoreboards	\$15,000	Current Revenue
Repair Foundation (Waterproofing) - AYBAC	\$200,000	Current Revenue
Install Whiteboards - Multiple Locations	\$50,000	Current Revenue
Repair Bleacher Seating - MVHS	\$19,000	Current Revenue
FY2016 Total	\$3,550,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2017 Projects

Repair Interior Finishes - AGWMS/GES
Construct Storage Buildings - GMS, WCES, KWBES, & AYBAC
Upgrades CTE Labs
Repair Exterior (Paint) - Two (2) Schools
Install Additional Serving Line - HES
Repair Bathroom Floor - ABES
Replace Generator - RES
Repair Grounds - DSMS
Repair Field Drainage - MS & HS
Repair Phone Systems - HES, PRES & SMS - VOIP Phase II
Media Retrieval & PA Systems - PRES
Install Messaging Marquees - CES (Manual)
Install Scoreboards
Repair Playground and Play Areas - ES
Upgrade Fire Alarm Panel - HHPMS
Replace Generator - HHPMS
Replacement of CCTV Cameras - Various Schools

Project Amount

\$1,301,000
\$170,000
\$100,000
\$180,000
\$100,000
\$60,000
\$300,000
\$50,000
\$140,000
\$120,000
\$150,000
\$50,000
\$50,000
\$80,000
\$150,000
\$400,000
\$250,000

Funding Source

Bond
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue

FY2017 Total

\$3,651,000

FY2018 Projects

Repair Interior & Exterior Finishes - NSHS
Repair Gym Floor & Bleachers - AGWMS
Repair Gym Floor & Bleachers - NSHS
Repair Interior & Exterior Finishes - RES
Replacement of CCTV Cameras - Various Schools
Upgrade Fire Alarm Panel - AGWMS/GES
Repair Field Drainage - MS & HS
Repair Stage Rigging & Curtains - Phase III
Repair Exterior (Paint) - Two (2) schools
Construct Storage Buildings - ABES & DSMS
Install Divider Wall - BPHS, NSHS & HHPMS
Repair Phone Systems - VOIP Phase III

Project Amount

\$2,000,000
\$800,000
\$950,000
\$900,000
\$250,000
\$250,000
\$200,000
\$200,000
\$200,000
\$100,000
\$160,000
\$140,000

Funding Source

Bond
Bond
Bond
Bond
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue

FY2018 Total

\$6,150,000

FY2019 Projects

Repair Interior Finishes - BPHS
Repair Interior & Exterior Finishes - HHPMS
Repair Exterior Envelope - HOES
Replacement of CCTV Cameras - Various Schools
Repair Phone Systems - VOIP Phase IV
Repair Athletic Fields Phase II - HHPMS, AGWMS & RTMS
Repair Exterior (Paint) - Two (2) Schools
Install Messaging Marquees - CFHS (Electronic)
Install Messaging Marquees - DSMS (Electronic)
Install Messaging Marquees - AGWMS/GES/RES (Manual)
Replace Generator - Maintenance Complex
Construct MS Blachers - DSMS
Replace Media Retrieval & PA Systems- KWBES
Replace Media Retrieval & PA Systems- RRES
Repair Playground & Play Area - ES

Project Amount

\$1,650,000
\$1,200,000
\$500,000
\$250,000
\$140,000
\$300,000
\$220,000
\$100,000
\$100,000
\$50,000
\$150,000
\$300,000
\$120,000
\$120,000
\$80,000

Funding Source

Bond
Bond
Bond
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue
Current Revenue

FY2019 Total

\$5,280,000

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2020 Projects

	Project Amount	Funding Source
Repair Exterior Envelope - WES	\$650,000	Bond
Repair Interior & Exterior Finishes - PRES	\$1,000,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Replace Media Retrieval & PA Systems - GMS	\$150,000	Current Revenue
Replace Media Retrieval & PA Systems - CFHS	\$170,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	<u>\$240,000</u>	Current Revenue
FY2020 Total	\$2,740,000	

FY2021 Projects

	Project Amount	Funding Source
Replace Generator - SMS	\$550,000	Bond
Energy Performace Program Phase III	\$600,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Replace Media Retrieval & PA Systems - HOES & NSHS	\$300,000	Current Revenue
Repair Phone Systems - VOIP Phase V	\$150,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$260,000	Current Revenue
Repair Playground & Play Area	<u>\$80,000</u>	Current Revenue
FY2021 Total	\$2,390,000	

FY2022 Projects

	Project Amount	Funding Source
Repair Athletic Fields (Turf) & Outbuildings - CFHS	\$1,400,000	Bond
Repair Stormwater Mgmt (DAM) - SHS	\$1,500,000	Bond
Repair Interior Finishes - SMS	\$1,000,000	Bond
Repair Interior Finishes - RTMS	\$1,000,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$280,000	Current Revenue
Repair Field Drainage - MS & HS	\$250,000	Current Revenue
Repair Playground & Play Area ES	<u>\$80,000</u>	Current Revenue
FY2022 Total	\$5,960,000	

FY2023 Projects

	Project Amount	Funding Source
Repair Athletic Fields - BPHS	\$500,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$260,000	Current Revenue
Replace Generators	<u>\$400,000</u>	Current Revenue
FY2023 Total	\$1,690,000	

FY2024 Projects

	Project Amount	Funding Source
Repair Interior Finishes - WCES	\$1,000,000	Bond
Repair Athletic Fields (Turf) - MVHS	\$1,500,000	Bond
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replace Generators	<u>\$400,000</u>	Current Revenue
FY2024 Total	\$3,710,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Pavement

FY2015 Projects

	Project Amount	Funding Source
Repair Pavement HES	\$600,000	Bond
Repair Pavement - HOES	\$600,000	Bond
Repair Track - BPHS	\$500,000	Bond
Repair Tennis Courts (Overlay) - NSHS	\$100,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
FY2015 Total	\$2,350,000	

FY2016 Projects

	Project Amount	Funding Source
Repair Track - CFHS	\$500,000	Bond
Realign Parking Lot - CFHS	\$700,000	State/Federal
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
FY2016 Total	\$1,600,000	

FY2017 Projects

	Project Amount	Funding Source
Construct Bus Parking - Phase I (WCES)	\$500,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
FY2017 Total	\$950,000	

FY2018 Projects

	Project Amount	Funding Source
Expand and Repair Track - SHS	\$600,000	Bond
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
FY2018 Total	\$1,150,000	

FY2019 Projects

	Project Amount	Funding Source
Repair Pavement - AYBAC	\$500,000	Bond
Repair Pavement - HHPMS	\$600,000	Bond
Repair Tennis Courts - CFHS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
FY2019 Total	\$1,600,000	

FY2020 Projects

	Project Amount	Funding Source
Repair Pavement - RES	\$500,000	Bond
Repair Pavement - PRES	\$500,000	Bond
Repair Track - MVHS	\$500,000	Bond
Construct Bus Parking - Phase II (MVHS)	\$500,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tennis Courts - MVHS	<u>\$100,000</u>	Current Revenue
FY2020 Total	\$2,500,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2021 Projects

	Project Amount	Funding Source
Repair Pavement - WCES	\$500,000	Bond
Repair Pavement - WES	\$500,000	Bond
Repair Pavement - NSHS (Student Lot)	\$500,000	Bond
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
FY2021 Total	\$2,000,000	

FY2022 Projects

	Project Amount	Funding Source
Repair Pavement - RRES	\$750,000	Bond
Repair Pavement - SMS	\$600,000	Bond
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$500,000</u>	Current Revenue
FY2022 Total	\$2,000,000	

FY2023 Projects

	Project Amount	Funding Source
Repair Pavement - CFHS	\$800,000	Bond
Repair Pavement - RTMS	\$600,000	Bond
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
FY2023 Total	\$1,950,000	

FY2024 Projects

	Project Amount	Funding Source
Repair Pavement - GMS	\$600,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
FY2024 Total	\$1,150,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Environmental Upgrades

FY2015 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - RES	\$1,400,000	Bond
Repair Mechanical Systems - AGWMS/GES	\$1,047,000	Bond
Upgrade HVAC Building Automation System - SMS & RRES	\$125,000	Current Revenue
Repair Plumbing Ventilation - RTMS	\$300,000	Current Revenue
Upgrade HVAC (Boardroom) - AYBAC	\$250,000	Current Revenue
Replace CTE Dust Collection System - NSHS	<u>\$165,000</u>	Current Revenue
FY2015 Total	\$3,287,000	

FY2016 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - BPHS	\$1,600,000	Bond
Replace CTE Dust Collection System - SMS, AGWMS, BPHS	\$300,000	Current Revenue
Replace Package Units - FLEET	<u>\$50,000</u>	Current Revenue
FY2016 Total	\$1,950,000	

FY2017 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - HHPMS	\$3,100,000	Bond
Repair Mechanical Systems - Various	<u>\$350,000</u>	Current Revenue
FY2017 Total	\$3,450,000	

FY2018 Projects

	Project Amount	Funding Source
Replace Boilers - BPHS	\$650,000	Bond
Repair Mechanical Systems - PRES	\$1,461,000	Bond
Repair Mechanical Systems - Various	<u>\$300,000</u>	Current Revenue
FY2018 Total	\$2,411,000	

FY2019 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - RTMS	\$1,102,000	Bond
Repair Mechanical Systems - WCES	\$950,000	Bond
Repair Mechanical Systems - Various	<u>\$320,000</u>	Current Revenue
FY2019 Total	\$2,372,000	

FY2020 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - SMS	\$1,255,000	Bond
Repair Mechanical Systems - Various	<u>\$500,000</u>	Current Revenue
FY2020 Total	\$1,755,000	

FY2021 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - RRES	\$1,350,000	Bond
Repair Mechanical Systems - Various	\$410,000	Current Revenue
Replace CTE Dust Collection Systems-Variou	<u>\$200,000</u>	Current Revenue
FY2021 Total	\$1,960,000	

FY2022 Projects

	Project Amount	Funding Source
Repair Mechanical Systems -Various	<u>\$500,000</u>	Current Revenue
FY2022 Total	\$500,000	

FY2023 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - NSHS	\$950,000	Bond
Repair Mechanical Systems - GMS	\$1,650,000	Bond
Install Kitchen A/C - AGW/GES	\$500,000	Bond
Install Kitchen A/C - NSHS	\$500,000	Bond
Repair Mechanical Systems -Various	<u>\$410,000</u>	Current Revenue
FY2023 Total	\$4,010,000	

FY2024 Projects

	Project Amount	Funding Source
Repair Mechanical Systems - KWBES	\$1,200,000	Bond
Repair Mechanical Systems -Various	<u>\$475,000</u>	Current Revenue
FY2024 Total	\$1,675,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Roofs			
FY2015 Projects		Project Amount	Funding Source
	FY2015 Total	\$0	
FY2016 Projects		Project Amount	Funding Source
	FY2016 Total	\$0	
FY2017 Projects		Project Amount	Funding Source
Replace Roof - HES Area D & E Outbuilding (SS)		<u>\$600,000</u>	Bond
	FY2017 Total	\$600,000	
FY2018 Projects		Project Amount	Funding Source
Replace Roof - WES (Area B SS)		<u>\$400,000</u>	Current Revenue
	FY2018 Total	\$400,000	
FY2019 Projects		Project Amount	Funding Source
Replace Roof - RES (Area A SS)		<u>\$500,000</u>	Bond
	FY2019 Total	\$500,000	
FY2020 Projects		Project Amount	Funding Source
Replace Roof - CFHS (Area A, B, & D-All outbuildings SS)		\$2,500,000	Bond
Replace Roof - FES (SS)		\$300,000	Current Revenue
Replace Roof - SES (Area E & Outbuildings SS)		<u>\$300,000</u>	Current Revenue
	FY2020 Total	\$3,100,000	
FY2021 Projects		Project Amount	Funding Source
Replace Roof - GMC (Areas C, D, E, F, G, H, M, N, O, P, Q) *		\$850,000	Bond
Replace Roof - WCES (Area A, B, C, & D) SS		\$2,000,000	Bond
Repair Roof - Various		<u>\$400,000</u>	Current Revenue
	FY2021 Total	\$3,250,000	
FY2022 Projects		Project Amount	Funding Source
Repair Roof - AYBAC		\$750,000	Bond
Replace Roof - PRES (SS)		\$350,000	Current Revenue
Repair Roof - Various		<u>\$500,000</u>	Current Revenue
	FY2022 Total	\$1,600,000	
FY2023 Projects		Project Amount	Funding Source
Replace Roof - HOES (All areas BUR & SS)		\$1,500,000	Bond
Repair Roof - Various		<u>\$500,000</u>	Current Revenue
	FY2023 Total	\$2,000,000	
FY2024 Projects		Project Amount	Funding Source
Replace Roof - RTMS (All areas)		\$1,800,000	Bond
Replace Roof - BPHS - Outbuildings (SS)		\$900,000	Bond
Repair Roof - Various		<u>\$410,000</u>	Current Revenue
	FY2024 Total	\$3,110,000	
	FY2015-2024 Total	\$94,911,000	



WHAT'S NEW IN UTILITIES?

The FY2015 - FY2024 CIP builds on the previously approved Capital Improvement Program. Many of the projects in this CIP were included in earlier plans. This year's plan includes the following new projects.

New Projects

- Water Extension Projects - short extension projects to assist homeowners with well problems (quantity and/or quality of the water) - \$2.584M over 10 years
- Sewer Extension Projects - short extension projects to assist homeowners with septic system drainfield problems - \$2.584M over 10 years
- Smith Lake Water Treatment Facility Filter Replacements - new underdrain systems, filter media, etc. to enhance filter performance - \$1.5M total for FY16-17
- Radio-Read Water Meter Conversion - five year program to complete conversion of all water meters to radio-read meters to enhance meter reading and data storage capabilities - \$4.479M over FY16-20
- Wayside Sewer Interceptor Replacement - replacement of 3,017 feet of existing undersized 10" sewer main with new 18" along the Route 1 Wayside between Austin Run south to Allatoona Lane to accommodate growing commercial and residential demands in central Stafford - \$2.923M in FY19-20
- Centerport Area Water Tank - new 1 million gallon tank to serve the new 370N water pressure zone to enhance fire suppression capabilities and increase water pressure. In addition, along with the new Courthouse Area Water Tank, there will be two water tanks serving the area which will allow one to be taken out of service for maintenance if necessary - \$3.608M in FY23-24
- 370N Water Booster Pump Station - new 2.0 million gallons per day water pump station to move water from the 342 pressure zone to the new 370N pressure zone - \$1.091M over FY23-24
- 320 Zone Water System Improvements - replacement of an existing 8" line along Route 3 from Cool Springs Road to Ferry Road with 1,540 feet of 12" line to improve fire flows and water service - \$0.330M in FY24



UTILITIES ALL PROJECTS

Projects	Prior Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total CIP (FY15-24)	Later Years Funding	Total Project cost
Water Projects	\$266,000	\$3,927,000	\$15,104,000	\$6,570,000	\$1,397,000	\$4,518,000	\$1,648,000	\$589,000	\$2,074,000	\$19,924,000	\$8,856,000	\$64,607,000	\$0	\$64,873,000
Wastewater Projects	2,134,000	10,666,000	4,491,000	2,460,000	7,192,000	13,186,000	8,623,000	8,684,000	2,683,000	17,722,000	1,658,000	77,365,000	0	79,499,000
Both Water/Wastewater	1,745,000	2,974,000	350,000	350,000	350,000	350,000	350,000	350,000	773,000	6,834,000	350,000	13,031,000	0	14,776,000
Total	\$4,145,000	\$17,567,000	\$19,945,000	\$9,380,000	\$8,939,000	\$18,054,000	\$10,621,000	\$9,623,000	\$5,530,000	\$44,480,000	\$10,864,000	\$155,003,000	\$0	\$159,148,000

Operating Impacts Summary	Existing Debt Service	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total Debt Service
Debt Service	\$6,070,000	\$1,326,000	\$729,000	\$1,469,000	\$0	\$0	\$1,127,000	\$0	\$0	\$2,000,000	\$0	
Total	\$6,070,000	\$7,396,000	\$8,125,000	\$9,594,000	\$9,594,000	\$9,594,000	\$10,721,000	\$10,721,000	\$10,721,000	\$12,721,000	\$12,721,000	\$12,721,000

Project Funding	Prior Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total CIP (FY15-24)	Later Years Funding	Total Project Cost
Bond Funded Projects	\$166,000	\$12,095,000	\$14,857,000	\$4,073,000	\$0	\$11,300,000	\$7,480,000	\$4,282,000	\$0	\$30,000,000	\$0	\$84,087,000	\$0	\$84,253,000
Availability Funded Projects	0	523,000	2,791,000	2,249,000	484,000	504,000	524,000	546,000	2,813,000	4,955,000	616,000	16,005,000	0	16,005,000
ProRata Funded Projects	442,000	762,500	346,500	709,000	3,389,000	2,267,000	265,500	1,889,500	632,500	887,000	2,870,500	14,019,000	0	14,461,000
Operations	3,537,000	4,186,500	1,950,500	2,349,000	5,066,000	3,983,000	2,351,500	2,905,500	2,084,500	8,638,000	7,377,500	40,892,000	0	44,429,000
Total	\$4,145,000	\$17,567,000	\$19,945,000	\$9,380,000	\$8,939,000	\$18,054,000	\$10,621,000	\$9,623,000	\$5,530,000	\$44,480,000	\$10,864,000	\$155,003,000	\$0	\$159,148,000
Beginning Fund Equity	\$0	\$36,026,000	\$36,242,916	\$34,150,124	\$29,362,377	\$29,134,451	\$24,535,594	\$26,705,798	\$23,857,358	\$26,733,017	\$19,548,249			
Ending Fund Equity	\$0	\$36,243,000	\$34,150,124	\$29,362,377	\$29,134,451	\$24,535,594	\$26,705,798	\$23,857,358	\$26,733,017	\$19,548,249	\$16,920,383			



UTILITIES WATER PROJECTS

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total CIP (FY15-24)	Later Years Funding	Total Project Cost
320 Zone Water Improvements											330,000	330,000	0	330,000
342 Zone Water System Imp. - Phase 1		859,000	12,641,000									13,500,000	0	13,500,000
342 Zone Water System Imp. - Phase 2			318,000	4,682,000								5,000,000	0	5,000,000
370N Water Booster Pump Station										66,000	1,025,000	1,091,000	0	1,091,000
Rocky Pen Run WTF Upgrade/Expansion									1,227,000	18,773,000		20,000,000	0	20,000,000
Centreport Water Tank										222,000	3,386,000	3,608,000	0	3,608,000
Courthouse Area Water Tank	166,000	2,536,000										2,536,000	0	2,702,000
Moncure Water Booster Pump Station					105,000	1,609,000						1,714,000	0	1,714,000
Radio-Read Meters Program			800,000	832,000	865,000	900,000	1,082,000					4,479,000	0	4,479,000
Regional Water Interconnection										225,000	3,451,000	3,676,000	0	3,676,000
Small Water Projects		220,000	234,000			546,000			234,000			1,234,000	0	1,234,000
Smith Lake Distribution PS Upgrade					73,000	1,095,000						1,168,000	0	1,168,000
Smith Lake WTF Filter Replacements			784,000	716,000								1,500,000	0	1,500,000
Water Distribution System Rehab Program	100,000	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	2,187,000	0	2,287,000
Water Extension Projects		212,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	2,584,000	0	2,584,000
Total	\$266,000	\$3,927,000	\$15,104,000	\$6,570,000	\$1,397,000	\$4,518,000	\$1,648,000	\$589,000	\$2,074,000	\$19,924,000	\$8,856,000	\$64,607,000	\$0	\$64,873,000

COURTHOUSE AREA WATER TANK

Total Project Cost: \$2,702,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

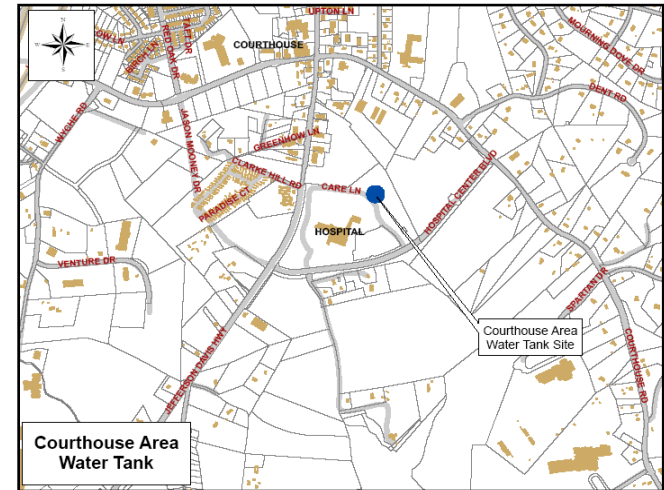
- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construction of a 1.0 million gallon elevated water tank in the Courthouse area near the new hospital to meet increasing water service and fire flow requirements. (433-100) This project will allow the creation of the 370N water pressure zone and, in conjunction with the installation of pressure reducing valves on Mountain View Road and Ramoth Church Road, provide adequate fire flow in the central portion of the county.

OPERATING IMPACT SUMMARY

Provides adequate capacity to meet increasing water service and fire flow requirements as well as increased water pressure in the Courthouse area including the new Courthouse Urban Development Area. Water and Sewer Revenue Bond proceeds will be used to fund a portion of this project.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	166,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,392,000	0	0	0	0	0	0	0	0	0
Contingency	0	144,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$166,000	\$2,536,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	166,000	2,500,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	18,000	0	0	0	0	0	0	0	0	0
User Fees	0	18,000	0	0	0	0	0	0	0	0	0
Total	\$166,000	\$2,536,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	153,479	153,479	153,479	153,479	153,479	153,479	153,479	153,479	153,479
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$153,479	\$153,479	\$153,479	\$153,479	\$153,479	\$153,479	\$153,479	\$153,479	\$153,479

342 ZONE WATER SYSTEM IMPROVEMENTS - PHASES 1 & 2

Total Project Cost: \$18,500,000

Est. Opening Date: 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

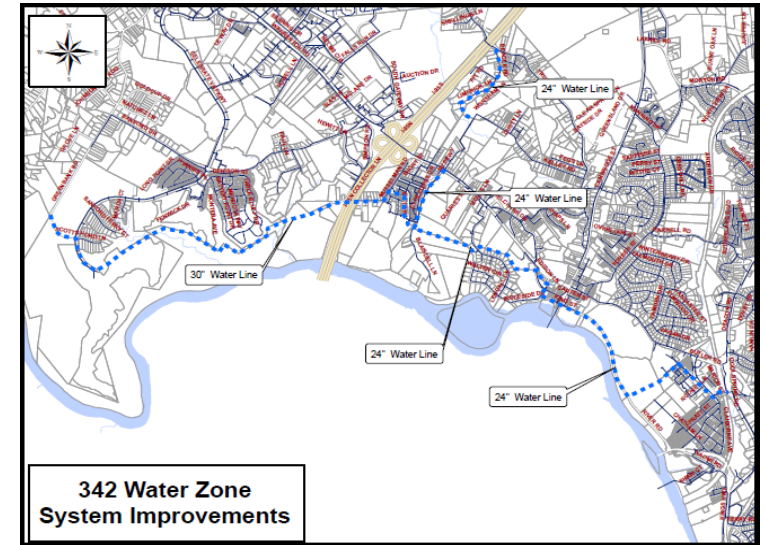
The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Rocky Pen Run WTF as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water into the water distribution system. The project consists of 3 phases; phase3 was started in FY14.

Phase 1 - construction of 15,300 feet of 24-inch water line to the east from Olde Forge Drive along Warrenton Road and Butler Road to Cool Spring Road and along Beagle Road, south of Truslow Road

Phase 2 - 17,600 feet of 30-inch water line from the intersection of Sanford Drive and Greenbank Road to the intersection of Olde Forge Drive and Warrenton Road

OPERATING IMPACT SUMMARY

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. The project will be partially funded with water and sewer revenue bonds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	859,000	318,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	12,273,000	4,546,000	0	0	0	0	0	0	0
Contingency	0	0	368,000	136,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$859,000	\$12,959,000	\$4,682,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	12,500,000	4,073,000	0	0	0	0	0	0	0
ProRata Fees	0	429,500	229,500	304,500	0	0	0	0	0	0	0
User Fees	0	429,500	229,500	304,500	0	0	0	0	0	0	0
Total	\$0	\$859,000	\$12,959,000	\$4,682,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	767,394	1,017,442	1,017,442	1,017,442	1,017,442	1,017,442	1,017,442	1,017,442
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$767,394	\$1,017,442	\$1,017,442	\$1,017,442	\$1,017,442	\$1,017,442	\$1,017,442	\$1,017,442

Small Water Projects

Total Project Cost: \$1,234,000

Est. Opening Date: Various

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

PROGRAM DESCRIPTION

1. Washington Gardens Water Line - construction of 800 feet of 12" water line to connect the 12" main on Cambridge Street to the 12" main on Lightning Maple Lane at an estimated cost of \$234,000 - FY22
 2. 370/310 Zone Pressure Reducing Valves - installation of pressure reducing valve vaults to provide for transfer of water from the 370N water pressure zone to the 310 water pressure zone as needed at an estimated cost of \$546,000 - FY19
 3. Heritage Oaks Water Line - \$117,000 in FY16
 4. King George's Grant Water Loop - \$117,000 in FY16
 5. VDOT Project - Garrisonville Rd. at Onville Rd. - \$220,000 in FY15
- These projects improve fire suppression flows and provide additional water transmission capacity.



OPERATING IMPACT SUMMARY

There are no operation costs associated with this project at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	15,000	0	0	33,000	0	0	15,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	189,000	212,000	0	0	499,000	0	0	213,000	0	0
Contingency	0	31,000	7,000	0	0	14,000	0	0	6,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$220,000	\$234,000	\$0	\$0	\$546,000	\$0	\$0	\$234,000	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	110,000	117,000	0	0	273,000	0	0	117,000	0	0
User Fees	0	110,000	117,000	0	0	273,000	0	0	117,000	0	0
Total	\$0	\$220,000	\$234,000	\$0	\$0	\$546,000	\$0	\$0	\$234,000	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WATER DISTRIBUTION SYSTEM REHABILITATION PROGRAM

Total Project Cost: \$2,187,000

Est. Opening Date: Ongoing Program

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of deteriorating, corroded and under-sized water mains to avoid pipe failures, minimize water quality complaints and enhance the ability to 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. Improvements will avoid pipe failures and subsequent interruptions in service to our customers as well as minimize water quality complaints.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	100,000	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$100,000	\$104,000	\$108,000	\$112,000	\$116,000	\$304,000	\$316,000	\$329,000	\$342,000	\$356,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	100,000	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000
Total	\$100,000	\$100,000	\$104,000	\$108,000	\$112,000	\$116,000	\$304,000	\$316,000	\$329,000	\$342,000	\$356,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Water Extension Projects

Total Project Cost: \$2,584,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Short Water Extension Projects, Neighborhood Projects, and Large Scale Projects that qualify for the extension of water service under the County's Water & Sewer Line Extension Policy (R10-217). These projects also provides a solution for residents with wells who may be experiencing problems with well water quantities or quality.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	12,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	200,000	208,000	216,000	225,000	234,000	243,000	253,000	263,000	274,000	285,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$212,000	\$223,000	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	212,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000
Total	\$0	\$212,000	\$223,000	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

MONCURE WATER BOOSTER PUMP STATION

Total Project Cost: \$1,714,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Upgrade of water booster pump station to meet increased water demands in the 433 and 472 water pressure zones which serve the northern part of the county as well as the Camp Barrett area of Quantico. Upgrade will provide additional pumping capacity and pump redundancy to maintain our ability to meet increased water demands.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	105,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,562,000	0	0	0	0	0
Contingency	0	0	0	0	0	47,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$105,000	\$1,609,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	52,500	804,500	0	0	0	0	0
User Fees	0	0	0	0	52,500	804,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$105,000	\$1,609,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SMITH LAKE WATER TREATMENT FACILITY FILTER REPLACEMENTS

Total Project Cost: \$1,500,000

Est. Opening Date: 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

PROGRAM DESCRIPTION

Replacement of Greenleaf filters. The existing filters are 22 years old, and need to be replaced to maintain filtration performance. Replacement of the existing filters should result in increased run times and reduced backwash water needs.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	104,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	680,000	671,000	0	0	0	0	0	0	0
Contingency	0	0	0	45,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$784,000	\$716,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	784,000	716,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$784,000	\$716,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Smith Lake Distribution Pump Station Upgrade

Total Project Cost: \$1,168,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Upgrades to the Smith Lake Distribution Pump Station are needed due to age and also due to the need to increase the pumping capacity from 13 million gallons per day (mgd) to 15 mgd. This pump station pumps all of the water produced at the Smith Lake Water Treatment Facility out into the water distribution system. The upgrade of this water pump station is critical to maintaining our ability to meet water demand, even on peak usage days.



OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	73,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,063,000	0	0	0	0	0
Contingency	0	0	0	0	0	32,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$73,000	\$1,095,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	36,500	547,500	0	0	0	0	0
User Fees	0	0	0	0	36,500	547,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$73,000	\$1,095,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROCKY PEN RUN WTF UPGRADE AND EXPANSION

Total Project Cost: \$20,000,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

• Water and Sewer Master Plan

PROGRAM DESCRIPTION

This project will expand the Rocky Pen Run Water Treatment Facility by constructing an addition to the process building to house additional Super Pulsator Filters and other equipment. Also, additional filter modules will be added to increase the water production capacity to 15 or 20 million gallons per day. Prior to proceeding with this project, a more current analysis will be made to determine whether expansion of Rocky Pen Run or replacement of the Abel Lake Water Treatment Facility is the better course of action given the circumstances at the time. Project will provide additional water treatment capacity necessary to continue to meet average and peak day water demands.



OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	1,227,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	18,226,000	0
Contingency	0	0	0	0	0	0	0	0	0	547,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,227,000	\$18,773,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	15,000,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	1,227,000	3,773,000	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,227,000	\$18,773,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	920,873
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$920,873

370N Water Booster Pump Station

Total Project Cost: \$1,091,000

Est. Opening Date: 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construction of a 2.0 million gallons per day water 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 & Sewer Master Plan recommends the construction of a new water booster pump station after completion of the Rocky Pen Run Water Treatment Facility to move water into the 370N water pressure zone. (Project 370N-201)

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	66,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	995,000
Contingency	0	0	0	0	0	0	0	0	0	0	30,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,000	\$1,025,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	33,000	512,500
User Fees	0	0	0	0	0	0	0	0	0	33,000	512,500
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,000	\$1,025,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Centreport Water Tank

Total Project Cost: \$3,608,000

Est. Opening Date: 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

New 1 million gallon 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 tanks serving the 370N water pressure zone. This 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

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	222,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	3,287,000
Contingency	0	0	0	0	0	0	0	0	0	0	99,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$222,000	\$3,386,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	111,000	1,693,000
User Fees	0	0	0	0	0	0	0	0	0	111,000	1,693,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$222,000	\$3,386,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

REGIONAL WATER INTERCONNECTION

Total Project Cost: \$3,676,000

Est. Opening Date: 2024

Links to Board's Strategic Initiatives

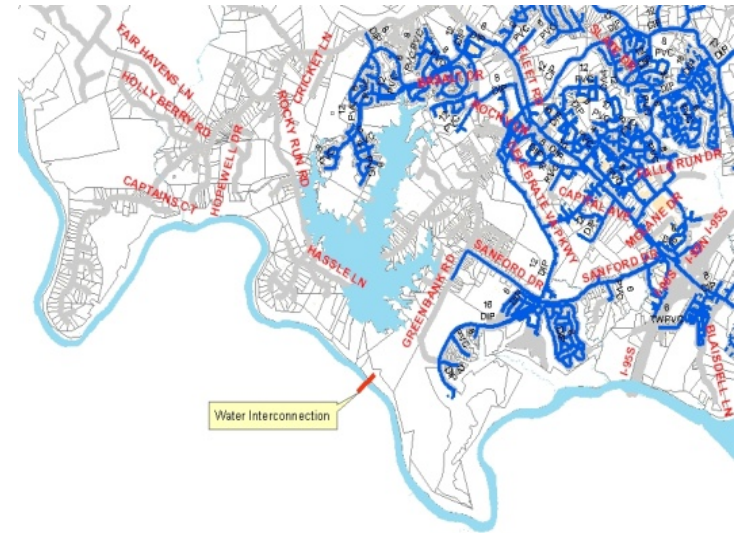
- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Emergency water interconnection with Spotsylvania County in the vicinity of the Rocky Pen Run Water Treatment Facility and the Motts Run Water Treatment Facility. This will enable the transfer of treated water from one locality to the other at up to 5 to 10 mgd. Stafford and Spotsylvania are expected to each cover 40% of the total project cost, and Fredericksburg is expected to cover the remaining 20% of the cost. This CIP project is for Stafford's 40% of the total cost. The project will greatly increase our capability to transfer treated water to or from Spotsylvania on an emergency basis and will enhance the reliability of each locality's water distribution system. We are currently limited to a transfer capacity of approximately 1.5 mgd through the existing Chatham and Falmouth interconnections with the City of Fredericksburg.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	225,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	3,350,000
Contingency	0	0	0	0	0	0	0	0	0	0	101,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$3,451,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	225,000	3,451,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$3,451,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

320 Zone Water Improvements

Total Project Cost: \$330,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of 1,540 feet of 8" water line with a 12" line. The Water & Sewer Master Plan recommends replacing the existing 8" line along Route 3 from Cool Spring Road to Ferry Road with a 12" line to improve fire flows and water service.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	23,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	298,000
Contingency	0	0	0	0	0	0	0	0	0	0	9,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	165,000
User Fees	0	0	0	0	0	0	0	0	0	0	165,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RADIO READ METERS

Total Project Cost: \$4,479,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Planned replacement of existing meters with radio-read meters to improve capabilities, reduce manpower required to read meters, and prepare for implementation of 100% radio-read capability.

OPERATING IMPACT SUMMARY

This program will avoid the cost of hiring additional meter readers, allow for better monitoring of customer water usage and notification of unusual consumption occurrences, provide data necessary to better forecast customer water usage patterns, and prepare for future implementation of 100% radio-read system.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	800,000	832,000	865,000	900,000	936,000	0	0	0	0
Contingency	0	0	0	0	0	0	146,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$800,000	\$832,000	\$865,000	\$900,000	\$1,082,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	800,000	832,000	865,000	900,000	1,082,000	0	0	0	0
Total	\$0	\$0	\$800,000	\$832,000	\$865,000	\$900,000	\$1,082,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0





UTILITIES WASTEWATER

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total CIP (FY15-24)	Later Years Funding	Total Project Cost
Claiborne Run Gravity Sewer Replacement	800,000	2,200,000										2,200,000	0	3,000,000
Claiborne Run PS Parallel Force Main				381,000	5,833,000							6,214,000	0	6,214,000
Claiborne Run Pump Station Replacement					405,000	6,195,000						6,600,000	0	6,600,000
Country Ridge Pump Station Replacement	200,000								31,000	486,000		517,000	0	717,000
Ebenezer Church Pump Station Replacement	84,000	650,000										650,000	0	734,000
Equipment Replacement - Aquia WWTF		55,000	910,000	1,069,000								2,034,000	0	2,034,000
Equipment Replacement - Little Falls Run WWTF		43,000	651,000									694,000	0	694,000
Falls Run PS Force Main Replacement		154,000	2,357,000									2,511,000	0	2,511,000
Falls Run Pump Station Replacement							280,000	4,282,000				4,562,000	0	4,562,000
Falls Run Sewer Interceptor Replacement - Phase 2		1,500,000			362,000	5,549,000						7,411,000	0	7,411,000
Austin Run Gravity Sewer Replacement						314,000	4,806,000					5,120,000	0	5,120,000
Little Falls Run WWTF - 3rd Treatment Train									1,018,000	15,590,000		16,608,000	0	16,608,000
Oaks of Stafford Pump Station Replacement		520,000										520,000	0	520,000
Potomac Creek Pump Station & Force Main Replacement							181,000	2,779,000				2,960,000	0	2,960,000
Route 1 North Sewer		4,200,000										4,200,000	0	4,200,000
Sewer Extension Projects		213,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	2,585,000	0	2,585,000
Small Sewer Projects		256,000		428,000		347,000						1,031,000	0	1,031,000
Sweetbriar Woods Pump Station Force Main Replacement		525,000										525,000	0	525,000
Wastewater Collection System Rehabilitation Projects	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	0	1,400,000
Wastewater Pump Station Rehabilitation Program	650,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	0	3,150,000
Wastewater Pump Station Replacements								1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	0	4,000,000
Wayside Sewer Interceptor Replacement						179,000	2,744,000					2,923,000	0	2,923,000
Total	\$2,134,000	\$10,666,000	\$4,491,000	\$2,460,000	\$7,192,000	\$13,186,000	\$8,623,000	\$8,684,000	\$2,683,000	\$17,722,000	\$1,658,000	\$77,365,000	\$0	\$79,499,000

CLAIBORNE RUN GRAVITY SEWER INTERCEPTOR REPLACEMENT

Total Project Cost: \$3,000,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replace 6,200 feet to the existing Claiborne Run Gravity Sewer Interceptor with 42" pipe. The Claiborne Run gravity sewer was installed in the 1970s using asbestos cement pipe. This material has since been found to deteriorate in the presence of hydrogen sulfide - a common constituent in wastewater. Consequently, large sections of this sewer line have deteriorated to the point of imminent failure. This, combined with the expansion of the southern part of the Urban Service Area, make it imperative to replace this sewer with a larger pipe and modern materials. A 10-foot section of the existing sewer interceptor washed out during the recent hurricane and tropical storm. As repairs were made, severe deterioration of the upper crown portion of the interior of the pipe was noted - most likely due to hydrogen sulfide corrosion of the asbestos cement pipe. This needs to be addressed in the very near future to avoid future failures, sewage spillages, and potential fines. Three to four million gallons of sewage pass through this sewer interceptor on an average day. During the recent wash-out, over 12 million gallons of flow was pumped to the Little Falls Run WWTF - mostly the result of water from Claiborne Run entering the sewer interceptor at the point of the wash-out. This caused extremely difficult challenges for the operating staff at the WWTF.

OPERATING IMPACT SUMMARY

The project will be funded with water and sewer revenue bond proceeds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	800,000	2,075,000	0	0	0	0	0	0	0	0	0
Contingency	0	125,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$800,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	2,200,000	0	0	0	0	0	0	0	0	0
ProRata Fees	400,000	0	0	0	0	0	0	0	0	0	0
User Fees	400,000	0	0	0	0	0	0	0	0	0	0
Total	\$800,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	169,128	169,128	169,128	169,128	169,128	169,128	169,128	169,128	169,128
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$169,128	\$169,128	\$169,128	\$169,128	\$169,128	\$169,128	\$169,128	\$169,128	\$169,128

EBENEZER CHURCH PUMP STATION REPLACEMENT

Total Project Cost: \$734,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replace the Ebenezer Church Pump Station. The station has deteriorated; the mechanical equipment is worn and in need of replacement. This project will replace aging infrastructure with new equipment and enhance the reliability of the wastewater collection system in this area. Failure to address these issues will increase the likelihood of equipment failures, sewage overflows, and potential fines associated with the overflows.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	84,000	613,000	0	0	0	0	0	0	0	0	0
Contingency	0	37,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	650,000	0	0	0	0	0	0	0	0	0
ProRata Fees	42,000	0	0	0	0	0	0	0	0	0	0
User Fees	42,000	0	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	49,969	49,969	49,969	49,969	49,969	49,969	49,969	49,969	49,969
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$49,969	\$49,969	\$49,969	\$49,969	\$49,969	\$49,969	\$49,969	\$49,969	\$49,969

EQUIPMENT REPLACEMENT - AQUIA WASTEWATER TREATMENT FACILITY

Total Project Cost: \$2,034,000

Est. Opening Date: 2017

Links to Board's Strategic Initiatives

• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Replacement of sludge dewatering centrifuges will maintain the reliability of the wastewater treatment facility.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	55,000	70,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	816,000	1,038,000	0	0	0	0	0	0	0
Contingency	0	0	24,000	31,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$55,000	\$910,000	\$1,069,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	55,000	910,000	1,069,000	0	0	0	0	0	0	0
Total	\$0	\$55,000	\$910,000	\$1,069,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EQUIPMENT REPLACEMENT - LITTLE FALLS RUN WWTF

Total Project Cost: \$694,000

Est. Opening Date: 2016

Links to Board's Strategic Initiatives

• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Replacement centrifuge for dewatering biosolids. This will replace aging infrastructure and maintain our capability to dewater biosolids to accommodate the treatment needs as well as reduce transportation costs for biosolids land application.



OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	43,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	632,000	0	0	0	0	0	0	0	0
Contingency	0	0	19,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$43,000	\$651,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	43,000	651,000	0	0	0	0	0	0	0	0
Total	\$0	\$43,000	\$651,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALLS RUN PUMP STATION FORCE MAIN REPLACEMENT

Total Project Cost: \$2,511,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of the Falls Run Pump Station Force Main. The existing 16-inch force main would be replaced with 9,841 feet of 30" pipe at \$180 per foot. The increase in the size of the force main, which will reduce friction losses through the pipe, will provide additional capacity needed to accommodate flows from the Southern Gateway Urban Development Area, the Falmouth Redevelopment Area as well as future development to the west of Stafford Lakes. This project will convey increased wastewater volumes from the Warrenton Road corridor to the Claiborne Run Pump Station and ultimately to the Little Falls Run Wastewater Treatment Facility.

OPERATING IMPACT SUMMARY

The project will be funded with water and sewer revenue bond proceeds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	154,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,288,000	0	0	0	0	0	0	0	0
Contingency	0	0	69,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$154,000	\$2,357,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	2,357,000	0	0	0	0	0	0	0	0
ProRata Fees	0	77,000	0	0	0	0	0	0	0	0	0
User Fees	0	77,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$154,000	\$2,357,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	181,197	181,197	181,197	181,197	181,197	181,197	181,197	181,197
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$181,197	\$181,197	\$181,197	\$181,197	\$181,197	\$181,197	\$181,197	\$181,197

OAKS OF STAFFORD PUMP STATION REPLACEMENT

Total Project Cost: \$520,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives
• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Design and construction of a replacement for the Oaks of Stafford Pump station. The equipment and concrete structure of this pump station have reached the end of their useful lives. Furthermore, flows projected for this area are expected to exceed the capacity of this station. This project will replace aging infrastructure with new equipment and enhance the reliability of the wastewater collection system in this area. Failure to address these issues will increase the likelihood of

OPERATING IMPACT SUMMARY

There will be no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	33,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	473,000	0	0	0	0	0	0	0	0	0
Contingency	0	14,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$520,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	520,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$520,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	39,976	39,976	39,976	39,976	39,976	39,976	39,976	39,976	39,976
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$39,976	\$39,976	\$39,976	\$39,976	\$39,976	\$39,976	\$39,976	\$39,976	\$39,976

ROUTE 1 NORTH SEWER

Total Project Cost: \$4,200,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

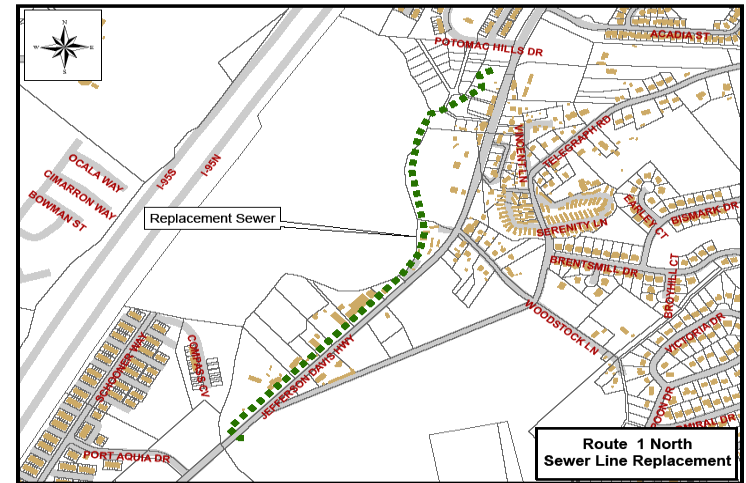
• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Replace 5,300 feet of existing undersized asbestos cement sewer with 18" or larger pipe made of modern materials. The Water and Sewer Master Plan recommends replacing 5,300 feet of existing undersized sewer to meet projected build out flows from commercial development adjacent to the Quantico Marine Corps Base. Additional flows are anticipated from the Boswell's Corner Redevelopment Area.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	4,078,000	0	0	0	0	0	0	0	0	0
Contingency	0	122,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$4,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	4,200,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$4,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	322,880	322,880	322,880	322,880	322,880	322,880	322,880	322,880	322,880
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$322,880	\$322,880	\$322,880	\$322,880	\$322,880	\$322,880	\$322,880	\$322,880	\$322,880

Sewer Extension Projects

Total Project Cost: \$2,585,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

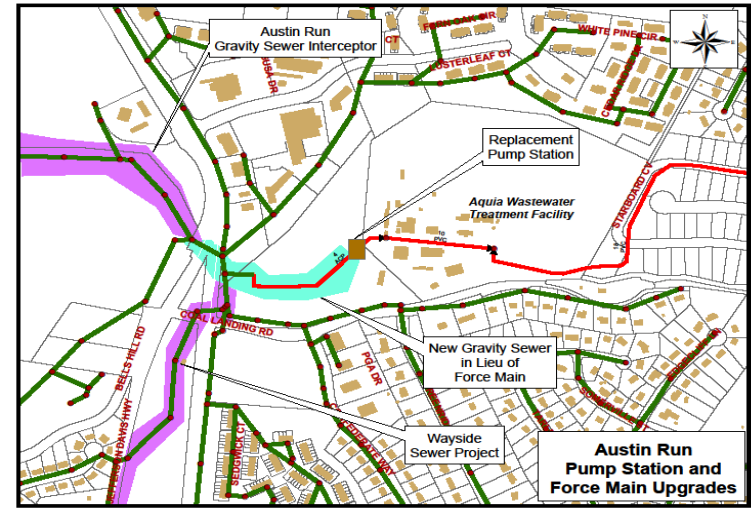
• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Short Sewer Extension Projects, Neighborhood Projects, and Large Scale Projects that qualify for the extension of sewer service under the County's Water & Sewer Line Extension Policy (R10-217). This project could offer a solution for residents with on-site septic systems who may be experiencing drainfield problems.

OPERATING IMPACT SUMMARY

There no operating costs associated with this project at this time



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	13,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	200,000	208,000	216,000	225,000	234,000	243,000	253,000	263,000	274,000	285,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$213,000	\$223,000	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	213,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000
Total	\$0	\$213,000	\$223,000	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SMALL SEWER PROJECTS

Total Project Cost: \$1,031,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives
 • Water and Sewer Master Plan
 • Utilities Fiscal Plan

PROGRAM DESCRIPTION

These projects will take advantage of VDOT initiatives to minimize project costs and reduce future impacts on the roads.

1. Onville Road/Garrisonville Road VDOT Project - relocation of 2,000 feet of 10" force main upgraded to 18" and replacement of 1,250 feet of gravity sewer with 18" gravity sewer at a cost of \$256,000 in FY15
2. Bosun Cove / Brentsmill Sewer - gravity sewer line that will eliminate one pump station in Aquia Harbour - \$178,000 in FY17
3. Denrich / Brentsmill Sewer - gravity sewer line that will eliminate pump station adjacent to Widewater Elementary School - \$250,000 in FY17
4. Claiborne Run Interceptor - Replacement of 650 feet of Gravity Sewer in the upper reach of the Claiborne Run Sewer Interceptor - larger pipe needed to accommodate growth - \$347,000 in FY19

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	16,000	0	27,000	0	23,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	233,000	0	389,000	0	315,000	0	0	0	0	0
Contingency	0	7,000	0	12,000	0	9,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$256,000	\$0	\$428,000	\$0	\$347,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	128,000	0	214,000	0	173,500	0	0	0	0	0
User Fees	0	128,000	0	214,000	0	173,500	0	0	0	0	0
Total	\$0	\$256,000	\$0	\$428,000	\$0	\$347,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SWEETBRIAR WOODS PUMP STATION FORCE MAIN REPLACEMENT

Total Project Cost: \$525,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replace the Sweetbriar Woods Pump Station force main and some gravity sewer. The station has experienced sewage overflows in the past. Replacing the force main will decrease the friction in the pipe and increase the pumping capacity of the station. Upgrading this force main to a larger diameter pipe will increase the pumping capacity of the pump station without actually replacing the pumps and will reduce the likelihood of sewage overflows due to lack of pumping capacity at the pump station.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	33,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	463,000	0	0	0	0	0	0	0	0	0
Contingency	0	29,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	525,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	40,360	40,360	40,360	40,360	40,360	40,360	40,360	40,360	40,360
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$40,360	\$40,360	\$40,360	\$40,360	\$40,360	\$40,360	\$40,360	\$40,360	\$40,360

WASTEWATER COLLECTION SYSTEM REHABILITATION PROJECTS

Total Project Cost: \$1,400,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

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

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PUMP STATION REHABILITATION PROGRAM

Total Project Cost: \$3,150,000

Est. Opening Date: Ongoing

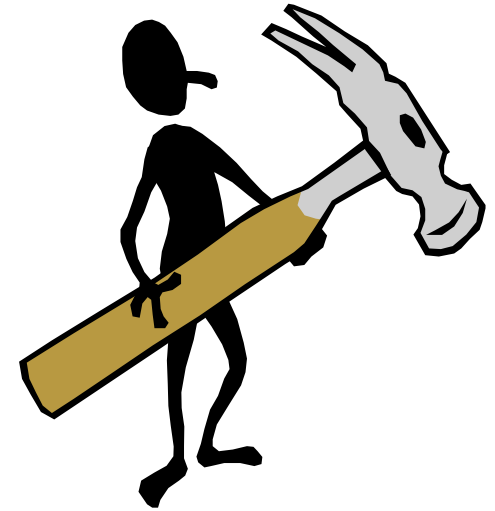
Links to Board's Strategic Initiatives
• Water and Sewer Master Plan

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. This program will enhance the reliability and extend the life of our wastewater pump stations to lessen the chance of system failures and potential overflows.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	650,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$650,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	650,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total	\$650,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PUMP STATION REPLACEMENTS

Total Project Cost: \$4,000,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This program will identify and replace wastewater pump stations based on condition and/or capacity issues to prevent the likelihood of pump station failures, sewage overflows, etc. Each year the stations in need of replacement will be prioritized and addressed as funding is available. A number of the wastewater pump stations have exceeded their expected useful lives due to rehabilitation performed by our mechanics. However, this is not sustainable, and these stations will soon need to be replaced due to condition and/or capacity issues. Failure to address these issues in a timely manner will result in mechanical failures, sewage overflows, and potential fines from the regulatory agencies.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	500,000	500,000	500,000	500,000
User Fees	0	0	0	0	0	0	0	500,000	500,000	500,000	500,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CLAIBORNE RUN PUMP STATION PARALLEL FORCE MAIN

Total Project Cost: \$6,214,000

Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construction of 35,600 feet of new parallel 24-inch force main at a cost of \$150 per foot. Additional capacity needed to accommodate flows from Southern Gateway and Falmouth Redevelopment Areas as well as Urban Development Areas in southern Stafford. Provides additional wastewater pumping capacity to convey higher wastewater volumes from the southern part of the County to the Little Falls Run Wastewater Treatment Facility. This pump station pumps all of the flow from south Stafford to the Little Falls Run Wastewater Treatment Facility. The additional force main is necessary to provide additional capacity needed to handle increased flows expected from the urban development and redevelopment areas in the southern part of the county.

OPERATING IMPACT SUMMARY

The project will be funded with water and sewer revenue bond proceeds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	381,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	5,663,000	0	0	0	0	0	0
Contingency	0	0	0	0	170,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$381,000	\$5,833,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	190,500	2,916,500	0	0	0	0	0	0
User Fees	0	0	0	190,500	2,916,500	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$381,000	\$5,833,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CLAIBORNE RUN PUMP STATION REPLACEMENT

Total Project Cost: \$6,600,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of existing 8.1 MGD pump station with a new 30 MGD pump station. Original pump station was constructed in 1978 and is nearing end of its useful life. Additional capacity needed to accommodate flows from Southern Gateway and Falmouth Redevelopment Areas as well as Urban Development Areas in southern Stafford. Provides additional wastewater pumping capacity to convey higher wastewater volumes from the southern part of the county to the Little Falls Run Wastewater Treatment Facility. All of the wastewater generated in south Stafford passes through this pump station on its way to the Little Falls Run Wastewater Treatment Facility. This pump station pumps all of the flow from south Stafford to the Little Falls Run Wastewater Treatment Facility. This project is necessary to provide additional capacity needed to handle increased flows expected from the urban development and redevelopment areas in the southern part of the county.

OPERATING IMPACT SUMMARY

This project will be funded with water and sewer revenue bond proceeds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	405,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	6,015,000	0	0	0	0	0
Contingency	0	0	0	0	0	180,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$405,000	\$6,195,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	6,000,000	0	0	0	0	0
ProRata Fees	0	0	0	0	202,500	97,500	0	0	0	0	0
User Fees	0	0	0	0	202,500	97,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$405,000	\$6,195,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	461,257	461,257	461,257	461,257	461,257
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$461,257	\$461,257	\$461,257	\$461,257	\$461,257

FALLS RUN SEWER INTERCEPTOR REPLACEMENT - PHASE 2

Total Project Cost: \$7,411,000

Est. Opening Date: 2017

Links to Board's Strategic Initiatives

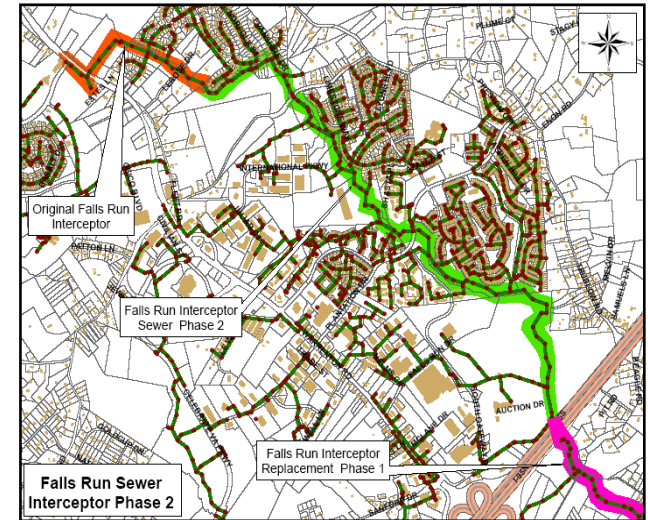
- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Project includes corrective work and upgrades to the sewer interceptor under I-95 in FY15 and replacement of 13,100 linear feet of 12" and 15" gravity sewer main along Falls Run with 24" pipe from the terminus of the 30" main near Stanstead Road near I-95 to the vicinity of Pennsbury Court in Cardinal Forest. The existing sewer interceptor was constructed in the 1970s of materials susceptible to hydrogen sulfide damage, a constituent commonly found in sewer systems. Changes in stream alignment have left some sections of the existing sewer interceptor exposed and/or subject to wash-out from high stream flow events. Upgrade will provide additional capacity for flows from the Southern Gateway Redevelopment Area. This project will provide additional capacity for future development west of I-95 and will also substantially reduce the likelihood of pipe failure and subsequent pollution of Falls Run.

OPERATING IMPACT SUMMARY

The project will be funded with water and sewer revenue bond proceeds.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	362,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,500,000	0	0	0	5,387,000	0	0	0	0	0
Contingency	0	0	0	0	0	162,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,500,000	\$0	\$0	\$362,000	\$5,549,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	1,500,000	0	0	0	5,000,000	0	0	0	0	0
ProRata Fees	0	0	0	0	181,000	274,500	0	0	0	0	0
User Fees	0	0	0	0	181,000	274,500	0	0	0	0	0
Total	\$0	\$1,500,000	\$0	\$0	\$362,000	\$5,549,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	115,314	115,314	115,314	115,314	499,695	499,695	499,695	499,695	499,695
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$115,314	\$115,314	\$115,314	\$115,314	\$499,695	\$499,695	\$499,695	\$499,695	\$499,695

AUSTIN RUN GRAVITY SEWER REPLACEMENT

Total Project Cost: \$5,120,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

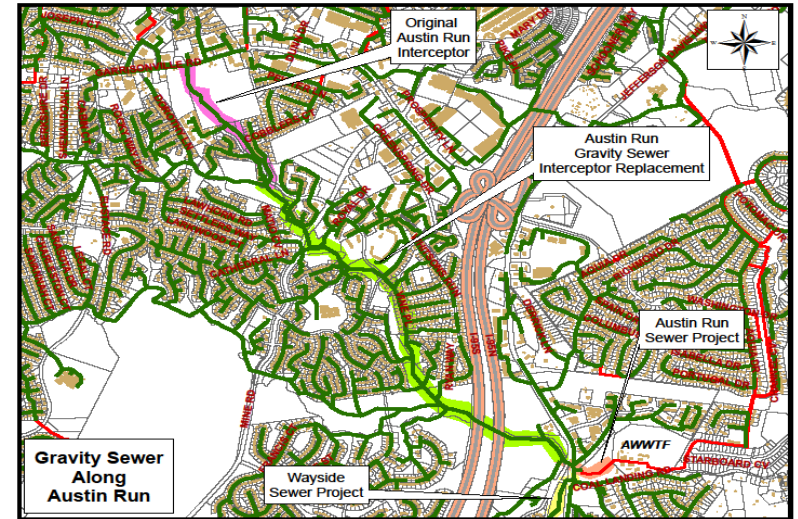
- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replace 3,550 feet of existing asbestos cement sewer pipe with 36" diameter sewer adjacent to Austin Run. (General Sewer Improvement Plan Project A-18). The Water and Sewer Master Plan recommends replacing this section of aging pipe operating near capacity with new pipe of modern materials and sized for buildout conditions to reduce chances of failure and meet expected commercial and residential demands from the service area along Route 610. The upgrade is also needed to accommodate increased flows expected from the Camp Barrett area of Quantico.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	314,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	4,666,000	0	0	0	0
Contingency	0	0	0	0	0	0	140,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$314,000	\$4,806,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	300,000	4,700,000	0	0	0	0
ProRata Fees	0	0	0	0	0	7,000	53,000	0	0	0	0
User Fees	0	0	0	0	0	7,000	53,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$314,000	\$4,806,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	23,063	384,381	384,381	384,381	384,381
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$23,063	\$384,381	\$384,381	\$384,381	\$384,381

Wayside Sewer Interceptor Replacement

Total Project Cost: \$2,923,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of 3,017 feet of existing undersized 10" asbestos cement sewer line. The Water & Sewer Master Plan recommends replacing the existing 10" line with a new 18" diameter line along the wayside between Austin Run south to Allatoona Lane to accommodate growing commercial demands in the central Stafford area (Project A-14)+C83

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	179,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	2,664,000	0	0	0	0
Contingency	0	0	0	0	0	0	80,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$179,000	\$2,744,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	2,500,000	0	0	0	0
ProRata Fees	0	0	0	0	0	89,500	122,000	0	0	0	0
User Fees	0	0	0	0	0	89,500	122,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$179,000	\$2,744,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	192,190	192,190	192,190	192,190
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$192,190	\$192,190	\$192,190	\$192,190

FALLS RUN PUMP STATION REPLACEMENT

Total Project Cost: \$4,562,000

Est. Opening Date: 2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Current pump station is rated at 9.4 MGD. Replacement station would be rated at 15.5 MGD. 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 Run Wastewater Treatment Facility.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	280,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	4,157,000	0	0	0
Contingency	0	0	0	0	0	0	0	125,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000	\$4,282,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	280,000	4,282,000	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000	\$4,282,000	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	21,525	350,709	350,709	350,709
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$21,525	\$350,709	\$350,709	\$350,709

POTOMAC CREEK PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$2,960,000

Est. Opening Date: 2021

Links to Board's Strategic Initiatives

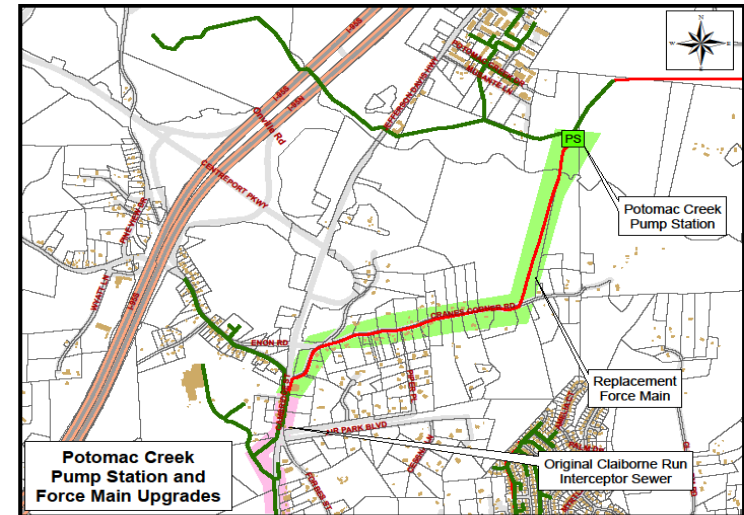
- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of the existing pumping station with a new 4.34 million gallon per day station and replacement of the existing force main with 16" force main. (General Sewer Improvement Projects LFR-129 and LFR-226) The Water and Sewer Master Plan recommends increasing the capacity of the existing facilities to handle buildout flows.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	181,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	2,698,000	0	0	0
Contingency	0	0	0	0	0	0	0	81,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$181,000	\$2,779,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	90,500	1,389,500	0	0	0
User Fees	0	0	0	0	0	0	90,500	1,389,500	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$181,000	\$2,779,000	\$0	\$0	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COUNTRY RIDGE PUMP STATION REPLACEMENT

Total Project Cost: \$717,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of existing pump station due to condition and capacity issues. Project will include providing better access to the pump station as well as additional landscaping to minimize the station's impact on the surrounding community.

OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	31,000	0	0
Property Acquisition	200,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	472,000	0
Contingency	0	0	0	0	0	0	0	0	0	14,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,000	\$486,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	15,500	243,000	0
User Fees	200,000	0	0	0	0	0	0	0	15,500	243,000	0
Total	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,000	\$486,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LITTLE FALLS RUN WWTF - THIRD TREATMENT TRAIN

Total Project Cost: \$16,608,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Upgrade and expand facility to provide a firm 8 mgd capacity - the ability to treat up to 8 million gallons per day with one entire treatment train out of service. Denitrification tanks will be constructed to meet nutrient discharge limits at higher flow rates. With the addition of additional aeration capacity, the facility can potentially be increased to a capacity of 10 mgd like the Aquia WWTF. Construction will run from FY2022 to FY2024 with additional cost of \$5,008,000 projected for FY2024.



OPERATING IMPACT SUMMARY

There are no operating costs associated with this project at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	1,018,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	15,136,000	0
Contingency	0	0	0	0	0	0	0	0	0	454,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,018,000	\$15,590,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	15,000,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	1,018,000	590,000	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,018,000	\$15,590,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	1,153,142
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,153,142





UTILITIES OTHER

Projects	Prior Funding	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Total CIP (FY15-24)	Later Years Funding	Total Project Cost
Contingency	0	2,500,000										2,500,000	0	2,500,000
Software Upgrade	95,000	48,000										48,000	0	143,000
Stafford County Complex	1,250,000								423,000	6,484,000		6,907,000	0	8,157,000
Vehicles & Equipment Replacements	400,000	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,576,000	0	3,976,000
Total	\$1,745,000	\$2,974,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$773,000	\$6,834,000	\$350,000	\$13,031,000	\$0	\$14,776,000

VEHICLES AND EQUIPMENT REPLACEMENTS

Total Project Cost: \$3,976,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal 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

There are no operating costs associated with this project at this time.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	400,000	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$400,000	\$426,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	400,000	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total	\$400,000	\$426,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STAFFORD COUNTY COMPLEX

Total Project Cost: \$8,157,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives
• Water and Sewer Master Plan

PROGRAM DESCRIPTION

Funding is included in the planning period to evaluate and potentially construct facilities on land owned by the County near the regional jail for use by Fire & Rescue, Parks and Recreation and the Department of Utilities. For the Department of Utilities, the need would be for additional area to store pipe and other materials and enhance our ability to make bulk purchases and achieve cost savings. Space is also needed to provide indoor storage for the vac trucks to prevent freezing issues in cold weather. In addition, centralized office space is needed to consolidate operations and eliminate the need to lease office space.

OPERATING IMPACT SUMMARY

Cost savings will include the cost to lease office space plus additional cost savings derived from the ability to make larger quantity purchases of pipe and other repair and maintenance supplies at reduced unit prices.



PROJECT COSTS

Cost Categories	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Planning/Design	0	0	0	0	0	0	0	0	423,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,250,000	0	0	0	0	0	0	0	0	6,295,000	0
Contingency	0	0	0	0	0	0	0	0	0	189,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,000	\$6,484,000	\$0

Funding Sources	Prior Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	1,250,000	0	0	0	0	0	0	0	423,000	6,484,000	0
Total	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,000	\$6,484,000	\$0

Operating Impacts	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	(199,580)
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$199,580)





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. Revenue and refunding bonds, bonds for school capital projects sold through the State's Literary Fund or the Virginia Public School Authority, or bonds sold through the Virginia Resource Authority or other state agency prescribed by law require a public hearing and approval by the Board of Supervisors. General Obligation 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.

Bond Rating

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

In June, 2013 Stafford County received positive financial news when all three rating agencies assigned a positive outlook to the County. Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

Fitch looked at six key rating drivers in making their decision: sound fiscal management, moderately concentrated economic base, high income metrics, history of unemployment, manageable debt profile, and lease revenue bonds appropriation risk. Fitch stated that "county finances are well-managed, adhering to long-standing policy guidelines, and include detailed planning for capital and operating needs."

Moody's stated that the positive outlook reflects the county's improved financial position, strong management, and Moody's expectation of a continued trend of operating surpluses.

The improved bond ratings affirm the Board of Supervisors' priority of fiscal responsibility and reducing the tax burden. The Board will continue its work toward further enhancing the County's bond rating.



DEBT MANAGEMENT

Debt Management Policy Statement

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

"Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources."

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in April 2012, 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 1% 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.

In March 2013, the Board strengthened their financial policies, to include increasing cash capital to 3% by FY2018 to reduce its reliance on debt.

The adopted CIP fully complies with the financial policies.



DEBT MANAGEMENT

DEPARTMENTAL GOALS/OBJECTIVES

- Further enhancing the County's General Obligation Bond rating to promote financial integrity
- Increasing cash capital to 3% by FY2018 to reduce its reliance on debt
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

The above goals support the Principles of High Performance Financial Management and the Board of Supervisors Priorities for the community.

SERVICE LEVELS

	FY2013 Actual	FY2014 Budget	FY2015 Plan
Outcomes			
Debt Service	\$36,648,483	\$35,849,300	41,482,650
Debt Service per Capita	\$271	\$259	\$292
Maintain current rating with a goal to achieve the highest possible GO bond rating from all three rating agencies - Goal - AAA			
Standard & Poor's	AA+	AA+	AA+
Moody's	Aa2	Aa2	Aa2
Fitch	AA+	AA+	AA+

DEPARTMENTAL ACCOMPLISHMENTS

- Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- In the effort to increase cash capital budget to 3% of the operating budget by FY2018, the FY2014 goal of 2.25% was achieved.



ANALYSIS OF OUTSTANDING DEBT

General Obligation Bonds

School Bond - VPSPA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	281,510,533	15,784,044	265,726,489
2016	265,726,489	16,546,219	249,180,270
2017	249,180,270	16,772,122	232,408,148
2018	232,408,148	16,658,499	215,749,649
2019	215,749,649	16,575,996	199,173,653

Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	28,185,000	1,890,000	26,295,000
2016	26,295,000	1,700,000	24,595,000
2017	24,595,000	1,705,000	22,890,000
2018	22,890,000	1,695,000	21,195,000
2019	21,195,000	1,690,000	19,505,000

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	73,005,000	3,540,000	69,465,000
2016	69,465,000	3,580,000	65,885,000
2017	65,885,000	3,615,000	62,270,000
2018	62,270,000	3,660,000	58,610,000
2019	58,610,000	3,710,000	54,900,000

Other Debt

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	6,072,826	937,149	5,135,676
2016	5,135,676	966,636	4,169,040
2017	4,169,040	997,051	3,171,990
2018	3,171,990	1,028,423	2,143,567
2019	2,143,567	692,504	1,451,062

Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	2,729,186	466,149	2,263,037
2016	2,263,037	466,149	1,796,888
2017	1,796,888	466,149	1,330,739
2018	1,330,739	466,149	864,590
2019	864,590	216,149	648,441

Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	312,424,719	18,140,193	294,284,526
2016	294,284,526	18,712,368	275,572,158
2017	275,572,158	18,943,271	256,628,887
2018	256,628,887	18,819,648	237,809,239
2019	237,809,239	18,482,145	219,327,094

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	7,205,949	441,736	6,764,213
2016	6,764,213	451,954	6,312,258
2017	6,312,258	462,409	5,849,849
2018	5,849,849	473,106	5,376,744
2019	5,376,744	484,050	4,892,694



ANALYSIS OF OUTSTANDING DEBT

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	82,194,378	2,863,487	79,330,891
2016	79,330,891	2,400,059	76,930,832
2017	76,930,832	2,477,416	74,453,416
2018	74,453,416	2,555,580	71,897,836
2019	71,897,836	2,634,576	69,263,260

Total Utilities Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	82,194,378	2,863,487	79,330,891
2016	79,330,891	2,400,059	76,930,832
2017	76,930,832	2,477,416	74,453,416
2018	74,453,416	2,555,580	71,897,836
2019	71,897,836	2,634,576	69,263,260

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	474,830,046	24,985,416	449,844,630
2016	449,844,630	25,144,381	424,700,248
2017	424,700,248	25,498,096	399,202,152
2018	399,202,152	25,508,334	373,693,819
2019	373,693,819	25,310,771	348,383,048



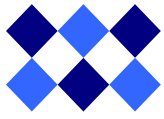
GENERAL FUND BOND DEBT

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 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	420,460	184,487	604,947	7,205,949
2015	441,736	163,211	604,947	6,764,213
2016	451,954	152,993	604,947	6,312,259
2017	462,409	142,538	604,947	5,849,850
2018	473,106	131,841	604,947	5,376,744
2019	484,050	120,897	604,947	4,892,694
2020	495,247	109,700	604,947	4,397,447
2021	506,703	98,244	604,947	3,890,744
2022	518,424	86,523	604,947	3,372,320
2023	530,416	74,530	604,946	2,841,904
2024	542,686	62,261	604,947	2,299,218
2025	555,240	49,707	604,947	1,743,978
2026	568,084	36,863	604,947	1,175,894
2027	581,225	23,722	604,947	594,669
2028	594,670	10,277	604,947	-
	<u>\$9,500,001</u>	<u>\$2,737,111</u>	<u>\$12,237,112</u>	

General Government General Obligation Bonds, Refunding Series 2012

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$4,810,000
2013	0	191,595	191,595	4,810,000
2014	700,000	205,325	905,325	4,110,000
2015	695,000	177,578	872,578	3,415,000
2016	505,000	148,878	653,878	2,910,000
2017	500,000	125,375	625,375	2,410,000
2018	490,000	102,256	592,256	1,920,000
2019	485,000	79,447	564,447	1,435,000
2020	480,000	56,894	536,894	955,000
2021	480,000	32,294	512,294	475,000
2022	475,000	9,997	484,997	-
	<u>\$4,810,000</u>	<u>\$9,997</u>	<u>\$5,939,639</u>	



GENERAL FUND BOND DEBT

General Government General Obligation Bonds, Parks, Recreation and Transportation Series 2013

Fiscal Year	Principal	Interest	Total	Balance
2015	935,000	123,076	1,058,076	18,700,000
2016	935,000	236,900	1,171,900	17,765,000
2017	940,000	227,800	1,167,800	16,825,000
2018	940,000	215,975	1,155,975	15,885,000
2019	940,000	202,725	1,142,725	14,945,000
2020	940,000	189,475	1,129,475	14,005,000
2021	940,000	176,225	1,116,225	13,065,000
2022	940,000	162,975	1,102,975	12,125,000
2023	940,000	149,725	1,089,725	11,185,000
2024	940,000	136,475	1,076,475	10,245,000
2025	940,000	123,225	1,063,225	9,305,000
2026	940,000	109,975	1,049,975	8,365,000
2027	940,000	96,725	1,036,725	7,425,000
2028	940,000	83,475	1,023,475	6,485,000
2029	940,000	70,225	1,010,225	5,545,000
2030	940,000	58,300	998,300	4,605,000
2031	940,000	47,700	987,700	3,665,000
2032	940,000	37,100	977,100	2,725,000
2033	940,000	26,500	966,500	1,785,000
2034	935,000	15,900	950,900	850,000
	<u>\$19,635,000</u>	<u>\$9,175,390</u>	<u>\$28,810,390</u>	

Parks & Recreation General Obligation Bonds, Garrisonville District Series 2013

Fiscal Year	Principal	Interest	Total	Balance
2015	260,000	123,076	\$383,076	5,030,000
2016	260,000	236,900	496,900	4,770,000
2017	265,000	227,800	492,800	4,505,000
2018	265,000	215,975	480,975	4,240,000
2019	265,000	202,725	467,725	3,975,000
2020	265,000	189,475	454,475	3,710,000
2021	265,000	176,225	441,225	3,445,000
2022	265,000	162,975	427,975	3,180,000
2023	265,000	149,725	414,725	2,915,000
2024	265,000	136,475	401,475	2,650,000
2025	265,000	123,225	388,225	2,385,000
2026	265,000	109,975	374,975	2,120,000
2027	265,000	96,725	361,725	1,855,000
2028	265,000	83,475	348,475	1,590,000
2029	265,000	70,225	335,225	1,325,000
2030	265,000	58,300	323,300	1,060,000
2031	265,000	47,700	312,700	795,000
2032	265,000	37,100	302,100	530,000
2033	265,000	26,500	291,500	265,000
2034	265,000	15,900	280,900	-
	<u>5,290,000</u>	<u>2,490,476</u>	<u>7,780,476</u>	



GENERAL FUND LEASE DEBT

Communications System

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$10,059,520
2012	845,765	269,390	1,115,155	8,944,365
2013	880,846	234,309	1,115,155	7,829,210
2014	908,562	206,593	1,115,155	6,714,055
2015	937,149	178,006	1,115,155	5,598,900
2016	966,636	148,519	1,115,155	4,483,745
2017	997,051	118,104	1,115,155	3,368,590
2018	1,028,423	86,732	1,115,155	2,253,435
2019	692,504	58,641	751,145	1,502,290
2020	714,294	36,851	751,145	751,145
2021	736,769	14,376	751,145	0
	<u>\$8,707,998</u>	<u>\$1,351,522</u>	<u>\$10,059,520</u>	



UTILITIES FUND BOND DEBT

Revenue Refunding Bonds, Series 1996

Fiscal Year	Principal	Interest	Total	Balance
2011		38,496	38,496	2,384,948
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
	<u>\$2,195,000</u>	<u>\$189,948</u>	<u>\$2,384,948</u>	

Virginia Resource Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
				13,315,803
2012	179,131	640,886	820,017	12,495,786
2013	365,351	321,513	686,864	11,808,922
2014	378,429	308,435	686,864	11,122,058
2015	391,982	294,882	686,864	10,435,194
2016	406,020	280,843	686,863	9,748,331
2017	420,562	266,301	686,863	9,061,468
2018	435,624	251,238	686,862	8,374,606
2019	451,227	235,637	686,864	7,687,742
2020	467,387	219,476	686,863	7,000,879
2021	484,127	202,737	686,864	6,314,015
2022	501,466	185,397	686,863	5,627,152
2023	519,426	167,437	686,863	4,940,289
2024	538,029	148,835	686,864	4,253,425
2025	557,299	129,565	686,864	3,566,561
2026	577,258	109,606	686,864	2,879,697
2027	597,933	88,930	686,863	2,192,834
2028	619,348	67,516	686,864	1,505,970
2029	641,530	45,334	686,864	819,106
2030	664,506	22,357	686,863	132,243
2031	129,937	2,306	132,243	-
	<u>9,326,572</u>	<u>3,989,231</u>	<u>13,315,803</u>	



UTILITIES FUND BOND DEBT

Virginia Resources Authority - Aquia

Fiscal Year	Principal	Interest	Total	Balance
2012	536,481	475,248	1,011,729	\$22,849,558
2013	1,064,593	353,935	1,418,528	21,784,965
2014	1,074,248	344,280	1,418,528	20,710,717
2015	1,091,505	327,023	1,418,528	19,619,212
2016	1,109,039	309,489	1,418,528	18,510,173
2017	1,126,854	291,673	1,418,527	17,383,319
2018	1,144,956	273,572	1,418,528	16,238,363
2019	1,163,349	255,179	1,418,528	15,075,014
2020	1,182,037	236,491	1,418,528	13,892,977
2021	1,201,025	217,503	1,418,528	12,691,952
2022	1,220,318	198,210	1,418,528	11,471,634
2023	1,239,922	178,606	1,418,528	10,231,712
2024	1,259,839	158,688	1,418,527	8,971,873
2025	1,280,077	138,450	1,418,527	7,691,796
2026	1,300,640	117,887	1,418,527	6,391,156
2027	1,321,534	96,993	1,418,527	5,069,622
2028	1,342,763	75,764	1,418,527	3,726,859
2029	1,364,333	54,194	1,418,527	2,362,526
2030	1,386,250	32,277	1,418,527	976,276
2031	976,276	10,009	986,285	0
	<u>\$23,386,039</u>	<u>\$4,145,471</u>	<u>\$27,531,510</u>	

Virginia Resources Authority - 2012

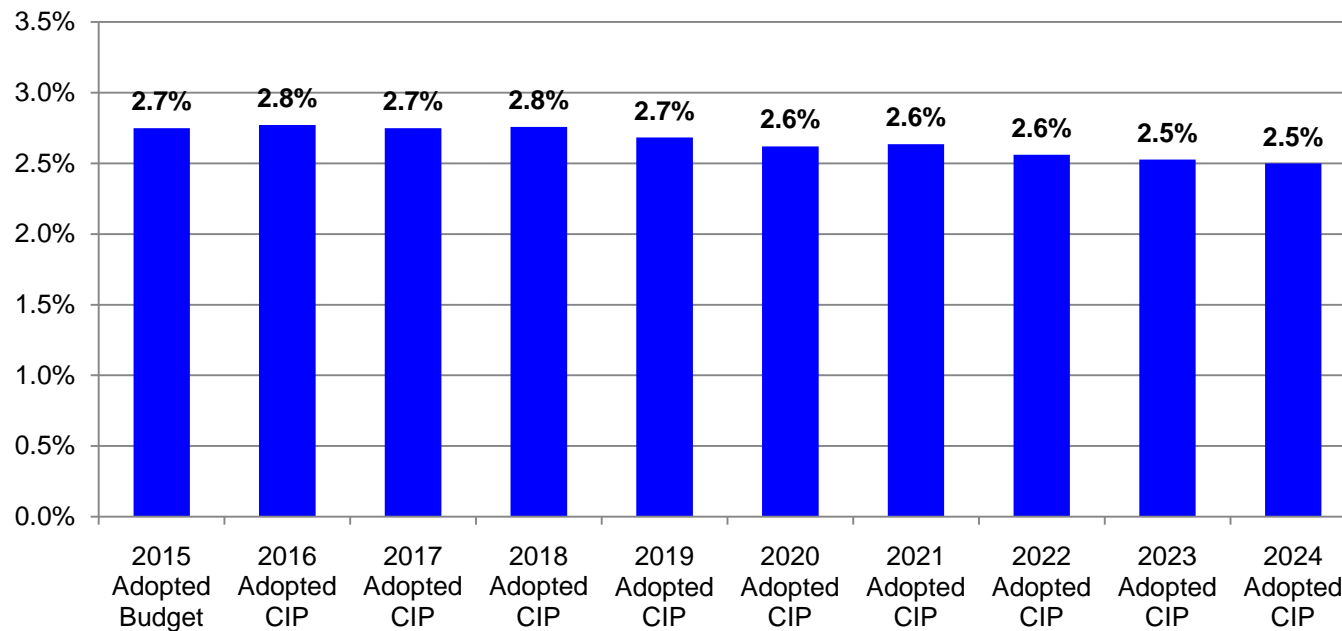
Rocky Pen Run Dam and Reservoir, Rocky Pen Run Water Treatment Facility, Various water distribution projects and infrastructure improvements.

Fiscal Year	Principal	Interest	Total	Balance
2012		2,314,858	2,314,858	104,865,061
2013	810,000	2,606,713	3,416,713	102,550,203
2014	845,000	2,573,678	3,418,678	99,133,490
2015	885,000	2,531,846	3,416,846	95,714,812
2016	930,000	2,489,462	3,419,462	92,297,966
2017	975,000	2,444,772	3,419,772	88,878,504
2018	1,020,000	2,398,225	3,418,225	85,458,732
2019	1,070,000	2,349,243	3,419,243	82,040,507
2020	1,125,000	2,292,996	3,417,996	78,621,264
2021	1,180,000	2,239,181	3,419,181	75,203,268
2022	1,235,000	2,184,397	3,419,397	71,784,087
2023	1,295,000	2,121,416	3,416,416	68,364,690
2024	1,365,000	2,053,254	3,418,254	64,948,274
2025	1,435,000	1,981,503	3,416,503	61,530,020
2026	1,510,000	1,910,588	3,420,588	58,113,517
2027	1,580,000	1,840,706	3,420,706	54,692,929
2028	1,650,000	1,767,637	3,417,637	51,272,223
2029	1,730,000	1,685,975	3,415,975	47,854,586
2030	1,825,000	1,594,878	3,419,878	44,438,611
2031	1,920,000	1,498,912	3,418,912	41,018,733
2032	2,020,000	1,397,950	3,417,950	37,599,821
2033	2,125,000	1,294,935	3,419,935	34,181,871
2034	2,230,000	1,186,538	3,416,538	30,761,936
2035	2,350,000	1,069,175	3,419,175	27,345,398
2036	2,470,000	945,663	3,415,663	23,926,223
2037	2,600,000	815,744	3,415,744	20,510,560
2038	2,740,000	678,906	3,418,906	17,094,816
2039	2,885,000	534,766	3,419,766	13,675,910
2040	3,030,000	387,719	3,417,719	10,256,144
2041	3,180,000	237,863	3,417,863	6,838,425
2042	3,340,000	80,562	3,420,562	3,420,562
	<u>53,355,000</u>	<u>51,510,061</u>	<u>104,865,061</u>	-



DEBT AS A PERCENTAGE OF ASSESSED VALUE

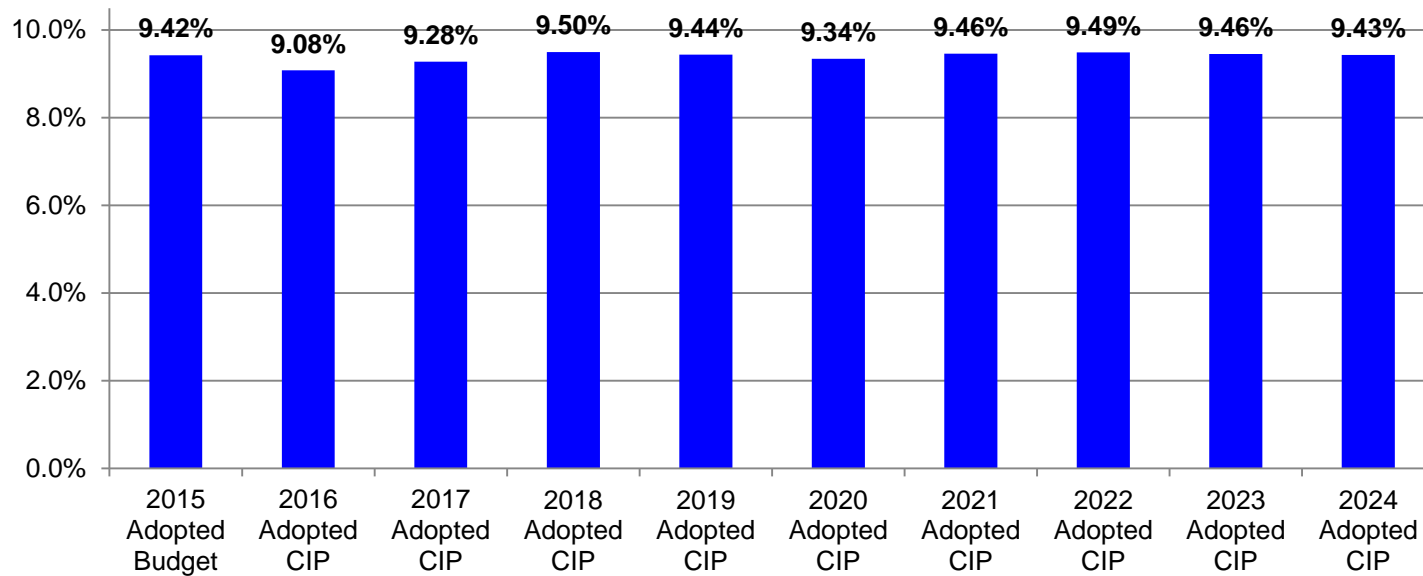
The County's financial policy "Principles of High Performance Financial Management" state that general obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015. Below is a graph illustrating the County's compliance with the policy.





DEBT SERVICE AS A PERCENTAGE OF GENERAL GOVERNMENT BUDGET

The County's Financial Policy states general fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015. Below is a graph presenting the County's compliance with the policy.







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 and selected activity levels.



DEMOGRAPHICS

Formed as an Independent County	May 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 (Estimated FY2015)	142,299
Registered Voters (June 2014)	80,000
At Place Employment (2013)	39,443
Median Age (2012 Estimate)	34.5
Median Household Income (2012 Estimate)	\$96,365
Unemployment Rate (May 2014)	5.0%
Taxable Sales (2013 Weldon Cooper)	\$1,022,106,909
New Dwelling Units (2013)	833

Full-time County Employees:

General Fund	332
Public Safety	357
Utilities	139
Capital Projects	3
Total Regular Full-Time Employees	831

Education

Number of Elementary Schools	17
Number of Middle Schools	8
Number of High Schools	5
Membership-FY2014-2015 Year	27,048

Libraries

Number of Facilities	2
Patrons Registered	82,417
Total Circulation	4,678,534



DEMOGRAPHICS

Parks and Recreation

County Parks (includes parks under construction).....	22 (1,572 acres)
State and National Parks.....	3 (4,056 acres)
Athletic Fields (includes school fields maintained & operated by PRCF).....	116
Playgrounds.....	9
Tennis Courts.....	7
Picnic Shelters	23
Campground	1 (48 acres)
Public Golf Courses	3 (18 holes)
National Historic Attractions	11
Public Marinas	2
Public Boat Ramps.....	3
Public Fishing Lakes	2
Public Beach	2 (48 acres)
Public Swimming Pool (1 year round facility)	2
Gymnastics Training Center.....	1
Senior Citizens Center	1
Recreation Centers	4

Public Safety

Sheriff's Office number of employees	260
Fire & Rescue number of employees	116
Fire and Rescue Volunteers	200
Number of Fire and Rescue Stations.....	17
Fire & Rescue Incidents.....	13,846

Water and Sewer Utility

Number of Water/Sewer Accounts	33,770
Water Plant Capacity	18.0 mgd
Average Water Consumption	9.1 mgd
Water Mains.....	619 miles
Sewer Mains	511 miles
Water Storage.....	16.7 million gallons
Reservoirs.....	2 lakes
Wastewater Plant Capacity	18.0 mgd
Average Wastewater Flow	8.4 mgd
Pumping Stations.....	89

*mgd=million gallons per day



SELECTED FISCAL INDICATORS

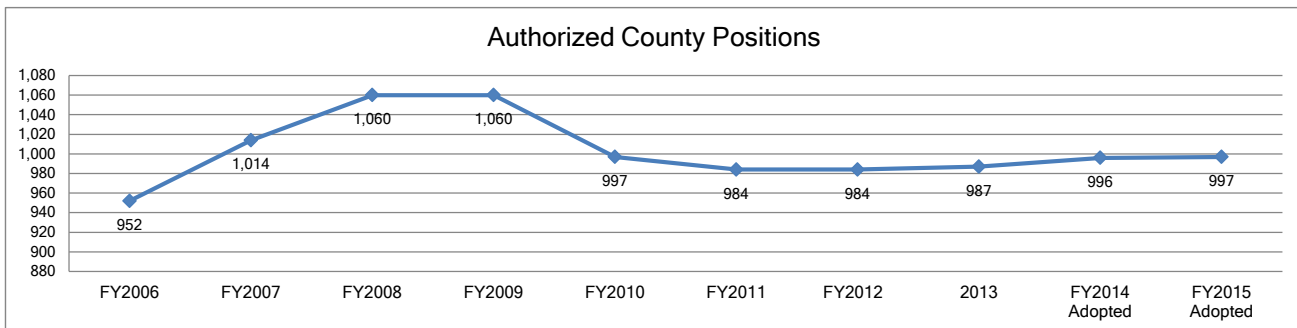
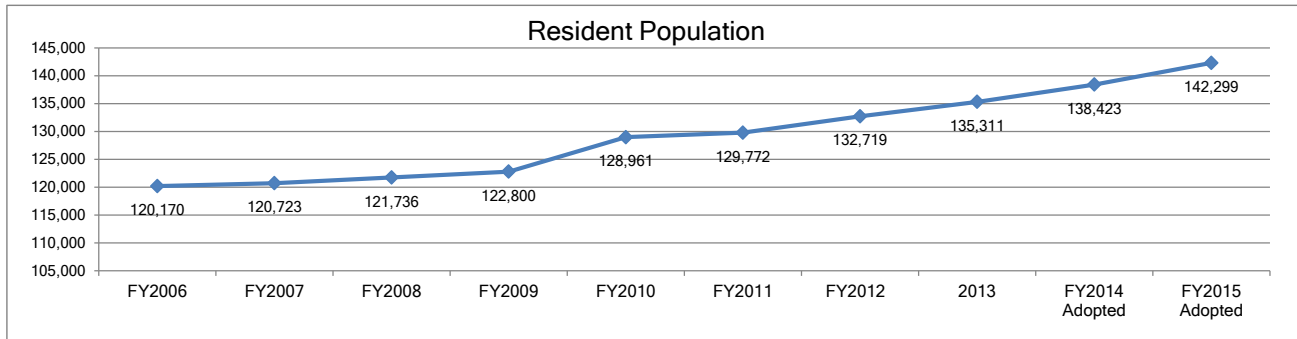
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	2013	FY2014 Adopted	FY2015 Adopted
Dollars (000)										
General Fund Revenues	\$199,124	\$215,148	\$232,348	\$237,902	\$238,872	\$247,028	\$249,558	\$256,235	\$255,015	\$262,740
Local School Funding	\$114,427	\$121,194	\$130,513	\$130,049	\$132,435	\$124,906	\$127,028	\$136,084	\$136,453	\$141,139
People										
Resident Population	120,170	120,723	121,736	122,800	128,961	129,772	132,719	135,311	138,423	142,299
Authorized County Positions ⁽¹⁾	952	1,014	1,060	1,060	997	984	984	987	996	997
School Positions ⁽²⁾	3,769	3,586	3,610	3,756	3,795	3,827	3,744	3,729	3,751	3,677
School Enrollment (ADM) ⁽³⁾	25,871	26,181	26,114	26,350	26,661	26,928	26,838	26,904	27,229	27,048
Assessed Value (000)										
Real Property ⁽⁴⁾	16,293,674	16,913,238	16,226,492	16,313,535	12,555,580	12,719,092	13,002,326	13,262,151	14,164,209	14,372,802
Tax Rates										
Real Property	0.97/0.63	0.63/0.70	0.70/.84	0.84	0.84/1.10	1.10/1.08	1.08/1.07	1.07	1.07/1.019	1.019
Personal Property	5.49	5.49	5.49	5.49/6.89	6.89	6.89	6.89	6.89	6.89	6.61
Personal Property Effective Rate	2.20	2.20	2.20	2.20/2.76	2.76	2.76	2.76	2.76	2.76	2.64

⁽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

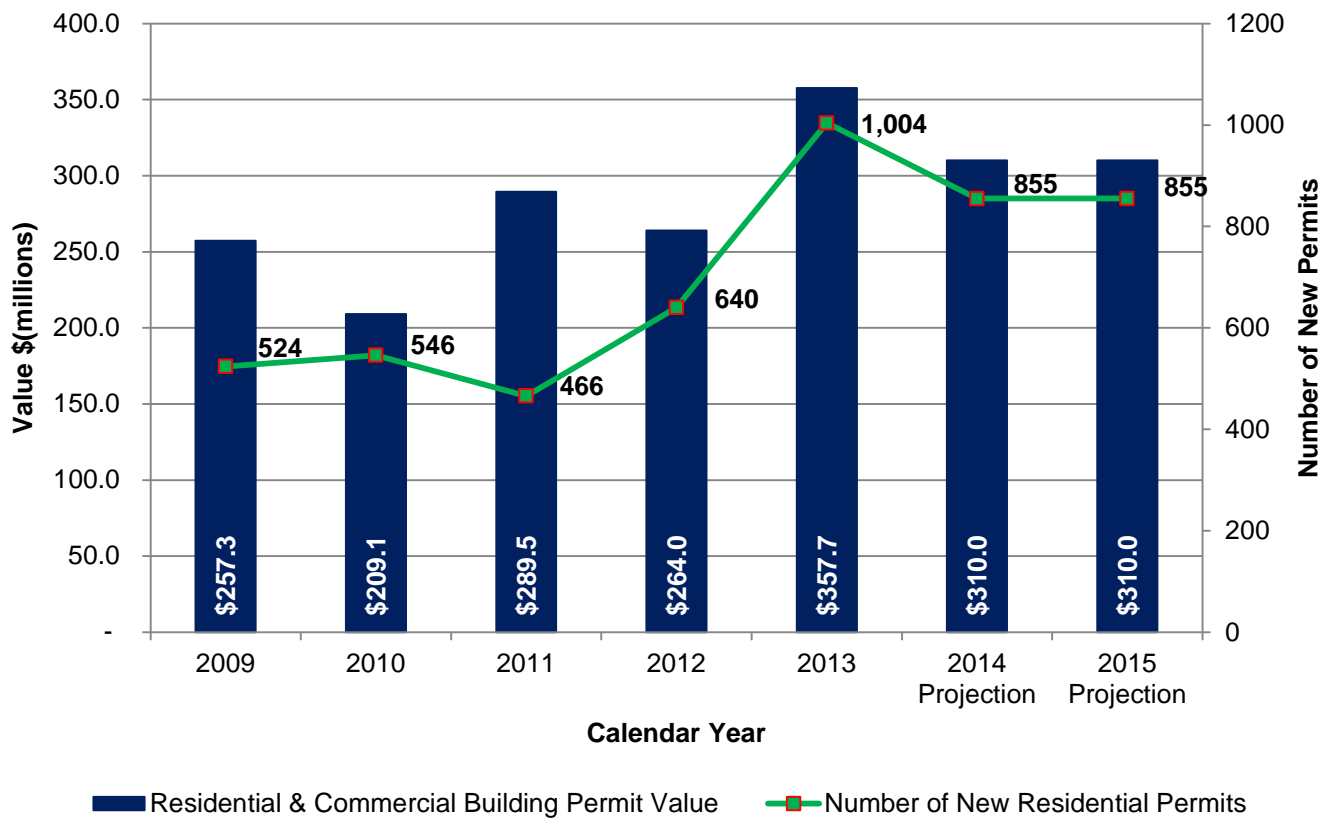
⁽⁴⁾ Calendar Year Value





BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is estimated to be \$350,000,000 in 2015





ASSESSED VALUE OF REAL PROPERTY

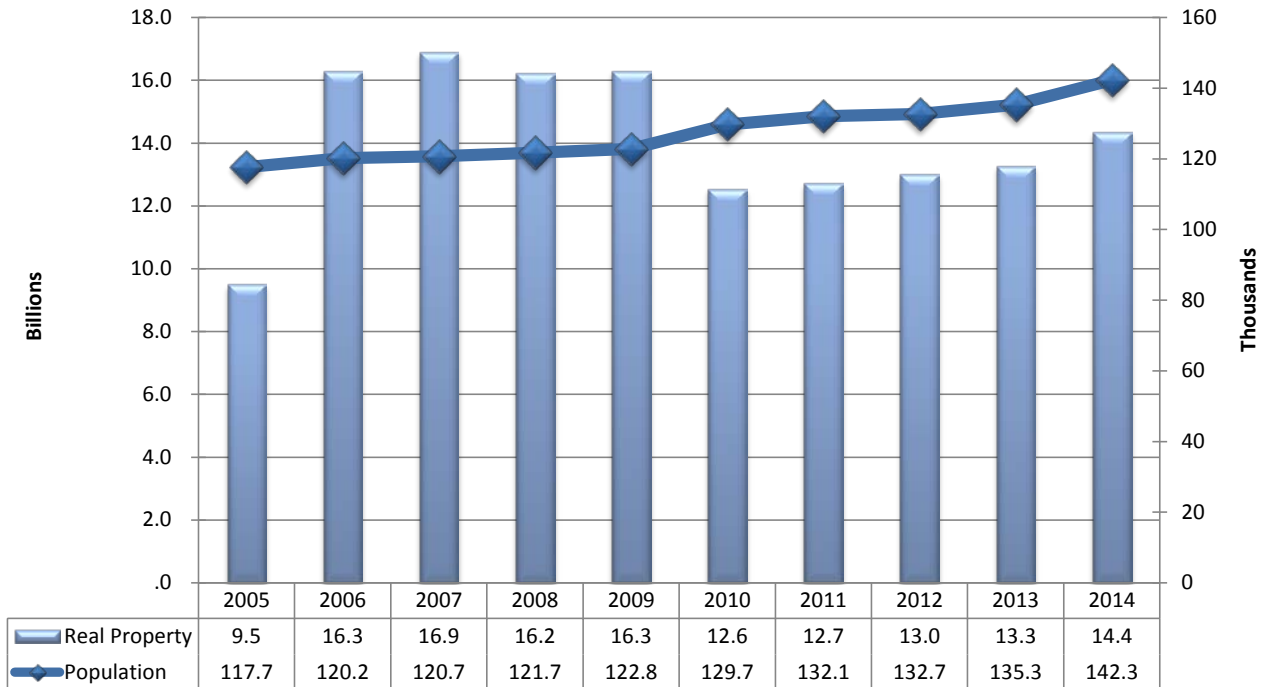
Stafford County geographically represents 277 square miles or 177,280 acres of land. The Federal government occupies 20%, which is not taxable property of Stafford.

The Commissioner of the Revenue reassesses all real property every two years. The most recent reassessment was completed January 1, 2014. The reassessment, reflecting the continuing recovery of market conditions, resulted in an increase of slightly more than 6% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 8%; the value of commercial properties increased by 2%.

The calendar year 2014 estimated assessed value assumes a conservative growth rate of 3.0%.

Real Property vs. Population

This graph depicts the change in the assessed value of taxable real property, as compared with population.

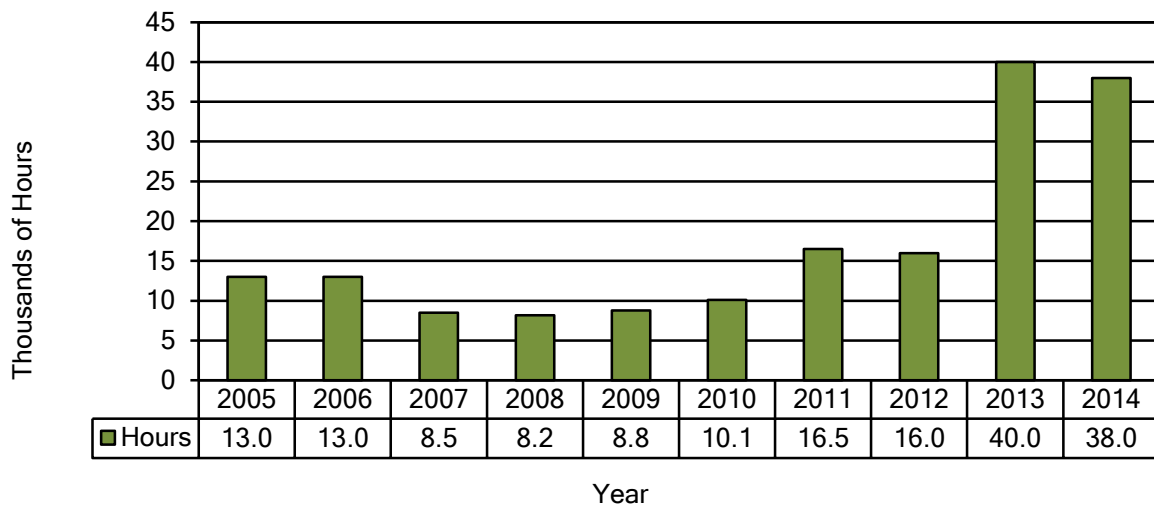




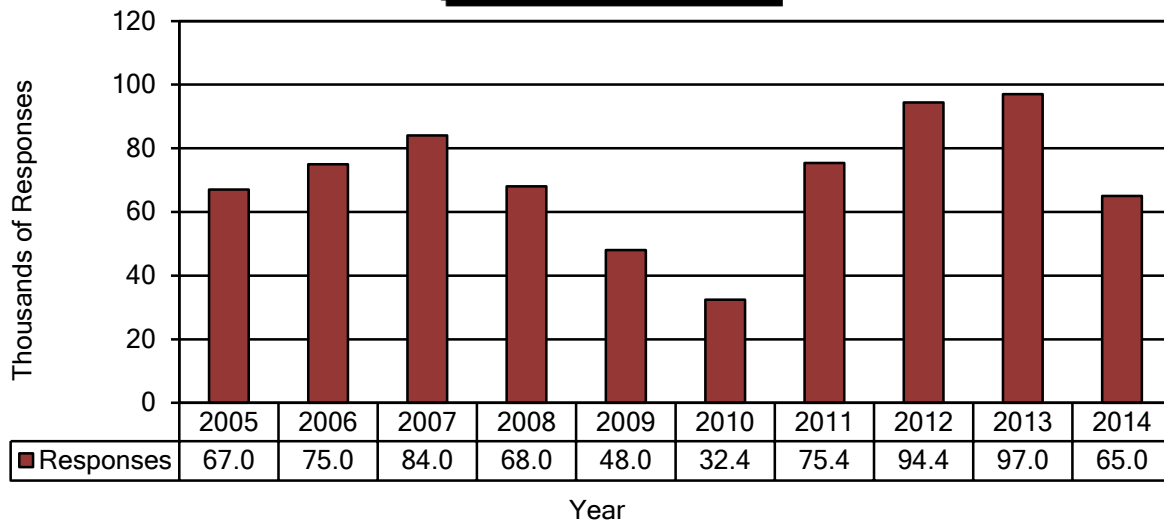
CITIZEN ASSISTANCE AND VOLUNTEER SERVICES

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 approximately 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. The Office of Citizens Assistance and Volunteer Services created the County's first 311 Call Center in early 2012. With the help of Stafford County's Department of Utilities, Department of Public Works, the County Landfill, the 311 Call Center was developed with little to no extra funding. In addition to the 311 Center, a mobile Stafford County app also enhances services to citizens.

Volunteer Service Hours



Responses to Citizens



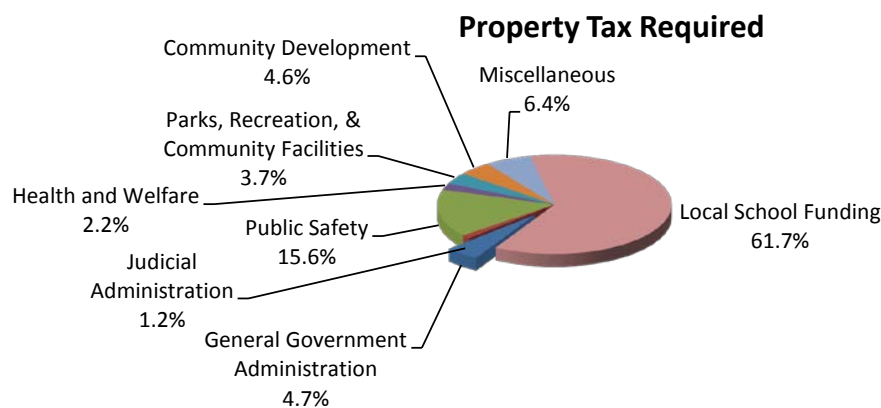
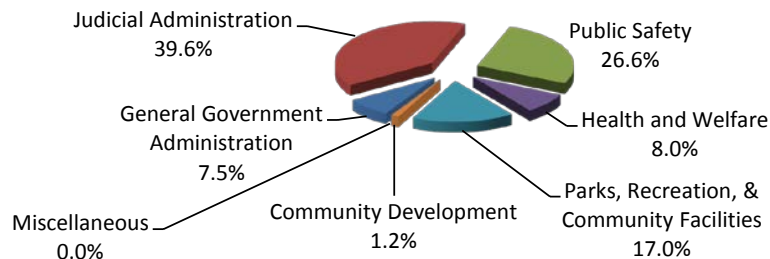


CURRENT SERVICE COSTS PROPERTY TAXES

Service Type	Service Costs	FY2015 Revenues		Property Tax Required Total	Property Tax Required Per Capita
		Designated	Undesignated		
General Government Administration	\$11,993,422	\$1,043,683	\$1,606,569	\$9,343,170	\$65.66
Judicial Administration	5,195,600	2,132,359	695,972	2,367,269	16.64
Public Safety	48,674,872	11,237,284	6,520,202	30,917,386	217.27
Health and Welfare	13,706,580	7,555,550	1,836,054	4,314,976	30.32
Parks, Recreation, & Community Facilities	11,029,230	2,259,588	1,477,411	7,292,231	51.25
Community Development	16,042,814	4,821,900	2,149,002	9,071,912	63.75
Miscellaneous	14,958,384	350,000	2,003,738	12,604,646	88.58
Local School Funding	141,139,006	0	18,906,159	122,232,847	858.99
Total	\$262,739,908	\$29,400,364	\$35,195,108	\$198,144,436	\$1,392.45

This graph depicts the allocation of designated revenues among the major expenditure categories.

Designated Revenues



This graph depicts the percentage of property tax revenue allocated to the major expenditure categories.



ACRONYMS

ABC - Alcoholic Beverage Control

ABES - Anthony Burns Elementary

ACH - Automated Clearing House

ADA - Americans with Disabilities Act

ADAPT - Application Benefit Delivery Automation Project

AED - Automated external defibrillator

AFDC - Aid to Families with Dependent Children

AGWMS - A. G. Wright Middle

ALS - Advanced Life Support

ANR - Agriculture and Natural Resources

APA - Auditor of Public Accounts which is a comparative cost report

APC - Annual Population Change (%)

ARRA - American Recovery and Reinvestment Act of 2009

AVR - Assessed Value of Real Estate

B.E.S.T. (values) Balance, Empowerment, Service, Teamwork

BLS - Basic Life Support

BPHS - Brooke Point High

BOS - Board of Supervisors

BPOL - Business, Professional and Occupational License

BRAC - Defense Base Closure and Realignment Commission

BUR- Built up Roof

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

CES - Conway Elementary

CFHS - Colonial Forge

CHINS - Child in Need of Service



ACRONYMS

CIP - Capital Improvement Program

COBRA - Consolidated Omnibus Budget Reconciliation Act

COG - Council of Governments

COL - Cost of Living

COR - Commissioner of the Revenue

CPI-U - Consumer Price Index - All urban Consumers

CPR - Cardiopulmonary Resuscitation

CPS - Child Protective Services

CPSE - Center for Public Safety Excellence

CR - Community Recreation

CRR - Collection Rate Real Estate

CRS - Community Rating Services

C3E - Community Cardiac Care Effort (C3E)

CSA - Community Services Act

CY - Calendar Year

DARE - Drug Awareness Resistance Education

DSMS - Dixon-Smith Middle

DMV - Division of Motor Vehicles

DSS - Department of Social Services

DUI - Driving while Intoxicated

EAP - Employee Assistant Program

EBT - Electronic Benefits Transfer

EDMS - Edward E. Drew Middle

EMD - Emergency Management Division

EDU - Equivalent Dwelling Unit

EMS - Emergency Management Systems

EMT - Emergency Medical Technician.

EOC - Emergency Operation Center



ACRONYMS

EPA- Environmental Protection Agency

EVOC - Emergency Vehicle Operator

FCS - Family and Consumer Sciences

FAMPO - Fredericksburg Area Metropolitan Planning Organization

FAPT - Family Assessment and Planning Team

FEMA - Federal Emergency Management Agency

FES - Falmouth Elementary

FFES - Ferry Farms Elementary

FLSA - Fair Labor Standards Act

FMLA - Family Medical Leave Act

FOIA - Freedom of Information 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

GES - Garrisonville Elementary School

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.

GMC - Gari Melchers Center

GMS - T. Benton Gayle Middle School

GO - General Obligation

GVES - Grafton Village Elementary School



ACRONYMS

GWRC - George Washington Regional Commission

HES - Hartwood Elementary

HPMS - H.H. Poole Middle

HOES - Hampton Oaks Elementary

HPOF - Historic Port of Falmouth

HTE - County's Financial System

HVAC - Heating, Ventilating and Air Conditioning

IBNR - Incurred but not reported

IDA - Industrial Development Authority

ISO - Insurance Services Office

IT - Information Technology

J&DR - Juvenile & Domestic Relations Court

KWBES - Kate Waller Barrett Elementary

LEAD - Leading, Educating, and Developing (professional development for local government leaders and managers)

LGIP - Local Government Investment Pool

LODD - Line of Duty Death Benefit

LIP - Land Information and Permitting System

LOC - Letter of Credit

LOSAP - Length of Service Award Program

LUP - Land Use Plan

MBES - Margaret Brent Elementary

MES - Ann Moncure Elementary

MG - Master Gardener

mgd - millions gallons per day

MS4 - Municipal Separate Storm Sewer System

MVHS - Mountain View High

NACO - National Association of Counties



ACRONYMS

NIMS - National Incident Management System

NSF - Non-Sufficient Funds

NSHS - North Stafford High

NPDES - National Pollution Discharge Elimination System Permit

NVRC - Northern Virginia Regional Commission

OCS - Officer Candidate School

O & M- Operating and Maintenance

OAIS - On-line Applicant Status and Information System

OSHA - Occupational Safety and Hazardous Act

OPEB - Other Post Employment Benefits

PC - Population Change

PDR - Purchase of Development Rights

PE - Preliminary Engineering

PP - Personal Property

PPE - Personal Protection Equipment.

PPTA - Public-Private Transportation Act

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.

PRCF - Parks, Recreation and Community Facilities

PRES - Park Ridge Elementary

PRO - Positive Results of Operations

PRTC - Potomac Rappahannock Transportation Commission

PSCI- Public Safety Interoperable Communications (PSIC) Grant Program

PT - Part Time

PTA - Parent Teacher Association

PTAB - Public Transportation Advisory Board

PRTC - Potomac Rappahannock Transportation Commission (PRTC),

RRBC - Rappahannock River Basin Commission



ACRONYMS

RE - Real Estate

REMS - Rappahannock Emergency Medical Service Council

RES - Rockhill Elementary

RRES - Rocky Run Elementary

RFP - Request for Proposal

RRJA - Rappahannock Regional Jail Authority

RRJF - Rappahannock Regional Jail Facility

RSR - Revenue Stabilization Reserve

RTMS - Rodney E. Thompson Middle

SAN - Storage Area Network

SASA - Stafford Area Soccer Association

SCHMS - Shirley C. Heim Middle

SCTS - Stafford Career and Technology Center

SEI - Senior Executive Institute

SES - Stafford Elementary

SFSF - State Fiscal Stabilization Fund

SHS - Stafford High

SMS - Stafford Middle

SNAP - Supplemental Nutrition Assistance Program (Food stamp program)

Sq. Ft. - Square Foot/Square Feet

SRO - School Resource Officer

SWM - Storm Water Management

TANF - Temporary Aid to Needy Families

TAPP - Treasurer's Automated Prepayment Plan

TMDL - Total Maximum Daily Load

TDR - Transfer of Development Rights

TRE - Tax Relief for the Elderly

UMW - University of Mary Washington



ACRONYMS

USDA-ARS - U. S. Department of Agriculture-Agriculture Research Service

UVA - University of Virginia

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

VOIP - Voice Over Internet Protocol

VML - Virginia Municipal League

VPSSA - 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

VPSSA - Virginia Public School Authority

WCES - Winding Creek Elementary

WIP - Watershed Implementation Plans

WTP - Water Treatment Plant

YMCA - Young Men's Christian Association

WWTF - Wastewater Treatment Facility

WQIF - Water Quality Improvement Fund





GLOSSARY

ADA - American with Disabilities Act

ADAPT- A benefit program that is a new state information system for food stamps.

Ad valorem tax - is a tax based on the assessed value of real estate or personal property.

Accomplishments - Any special projects a department has achieved and pertains to a department's goals/objectives.

Accrual - Method of accounting that recognizes the financial effect of transactions when they occur, regardless of the timing of related cash flows.

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.

Assigned Fund Balance - The portion of the net position of a governmental fund that represents resources set aside ("earmarked") by the government for a particular purpose.

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.

Basis of Accounting - Timing of recognition for financial reporting purposes (when the effects of transactions or events should be recognized in financial statements)

Basis of Budgeting - Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Board of Supervisors - The Governing and Legislative Body of the County.



GLOSSARY

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.

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.

CPSE - The Center for Public Safety Excellence, Inc. (CPSE) is a 501(c)(3) nonprofit organization that, for more than a decade, has helped local public safety agencies around the world streamline and improve the services they provide their communities.

Capital Asset - Property that has a useful life longer than one year, having a cost of \$5,000 or more. Capital assets include land, infrastructure, buildings, building improvements, equipment, vehicles, and other tangible or intangible assets with useful lives longer than one year. Capital assets are also referred to as fixed assets.

Capital Expenditures - An outlay that results in or contributes to the acquisition of a capital asset.

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.

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."



GLOSSARY

Committed Fund Balance - The portion of the net position of a governmental fund that represents resources whose use is subject to legally binding constraint that is imposed by the government itself at its highest level of decision making authority and that remains legally binding unless removed in the same manner.

Component Unit - Legally separate organization that must be included in the financial reporting of the primary government

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 - Percentage of a surplus that serves as a reserve to cover unexpected or unforeseen expenditures.

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 Set- off Program Accounts - In 1983, the General Assembly enacted legislation authorizing State Agencies to set-off the Virginia income tax refunds due individual taxpayers with past due accounts

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.

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.

Economic Resources Measurement Focus - Measurement where the aim of a set financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net position. The economic resources measurement focus is used for proprietary and trust funds, as well as for government-wide financial reporting. It also is used by business enterprises and non-profit organizations in the private sector.

Efficiency Measures - Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.



GLOSSARY

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.”

Expenditure-driven grants - Government-mandated or voluntary non exchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as reimbursement grants

Federal Title IV-E Funding - This is a federal program designed to provide funding to states to ensure proper care for eligible children in foster care and to provide ongoing assistance to eligible children with special needs receiving adoption subsidies. The program is authorized under Title IV-E of the Social Security Act and it is funded by federal and state/local matching funds. Administration is handled by state and local public child welfare agencies.

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.

Fractile Compliance - A fractile measure refers to how often a particular objective or benchmark is achieved. This is very appropriate in situations where there is a definitive “pass-fail” point, or in the case of emergency response, a time that is considered “fast enough” versus “not fast enough”. A fractile measure can be used to compare the number of responses that pass (fast enough) with the number of responses that fail (not fast enough).

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.



GLOSSARY

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.

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.

Incurred but not reported) IBNR claims. In the context of risk financing, claims for insured events that have occurred but have not yet been reported to the governmental public entity risk pool, insurer or reinsurer as of the date of the financial statements. IBNR claims include: 1) known loss events that are expected to be presented later as claims, 2) Unknown loss events that are expected to be claims, and 3) expected future development of claims already reported.

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.

Internal Services Fund - A proprietary fund type that may be used to report any activity that provides goods or services to other funds or departments, agencies of a primary government and its component units, or to other governments, on a cost-reimbursement basis

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.



GLOSSARY

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

LOSAP - Length of Service Award Program - **LOSAP** programs are pension-like programs intended to help recruit and retain volunteer firefighters and volunteer ambulance

Master Lease Debt - Master lease financing is a source of capital financing to acquire equipment, vehicles, and technology that have useful lives ranging from three to ten years. Master lease debt is very flexible, allowing the County to finance projects with minimal transaction costs and on an “as needed” basis.)

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 - Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

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.

Non spendable Fund Balance - The portion of the net position of a governmental fund that cannot be spent either because of the underlying resources are not in spendable form or because the government is legally or contractually required to maintain that resource intact.

OPEB - Post-employment benefits that an employee will begin to receive at the start of retirement such as life insurance premiums, healthcare premiums and deferred-compensation arrangements. This does not include pension benefits paid to the retired employee. The county provides only healthcare insurance benefits to retirees.

OASIS - A service program for foster care and adoptions.

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.



GLOSSARY

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.

Private Purpose Trust Fund - Fiduciary fund type used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, other governments.

Proprietary Fund - This fund may be used to account for any activity for which a fee is charged to external users for goods or services. This includes funds that focus on determination of operating income, changes in net position (or cost recovery), financial position and cash flows. There are two types of proprietary funds; enterprise funds and internal service funds.

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).

Restricted Fund Balance - The portion of net assets of a governmental fund that represents resources subject to externally enforceable constraints.

Revenue - Revenue is an increase in assets or financial resources, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities and does not represent an increase in contributed capital.

Revenue Bonds - Bonds that are issued with the repayment based on pledged revenues from a revenue-generating facility.



GLOSSARY

Revenue Stabilization Reserve (RSR) - The purpose of this fund is to provide a mechanism for maintaining a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy. The Revenue Stabilization Fund will not be used as a method of addressing the demand for new or expanded services; it is solely to be used as a financial tool in the event of a significant economic downturn.

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.

Tax Trigger - A tax trigger is an event that causes a tax to "occur". (additional source of revenue)

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."

Unassigned Fund Balance - The difference between total fund balance in a governmental and its non-spendable, restricted, committed and assigned components.

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.