# Stafford County, Virginia FY2017 Adopted Budget

Making Great Things Happen

# STAFFORD Virginia

George Washington's Boyhood Home

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# BOARD OF SUPERVISORS

Robert M. “Bob” Thomas, Chairman
George Washington District

Laura A. Sellers, Vice Chairman
Garrisonville District

Meg Bohmke
Falmouth District

Jack R. Cavalier
Griffis-Widewater District

Wendy E. Maurer
Rock Hill District

Paul V. Milde III
Aquia District

Gary F. Snellings
Hartwood District

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, 2014.

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. Baroody
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

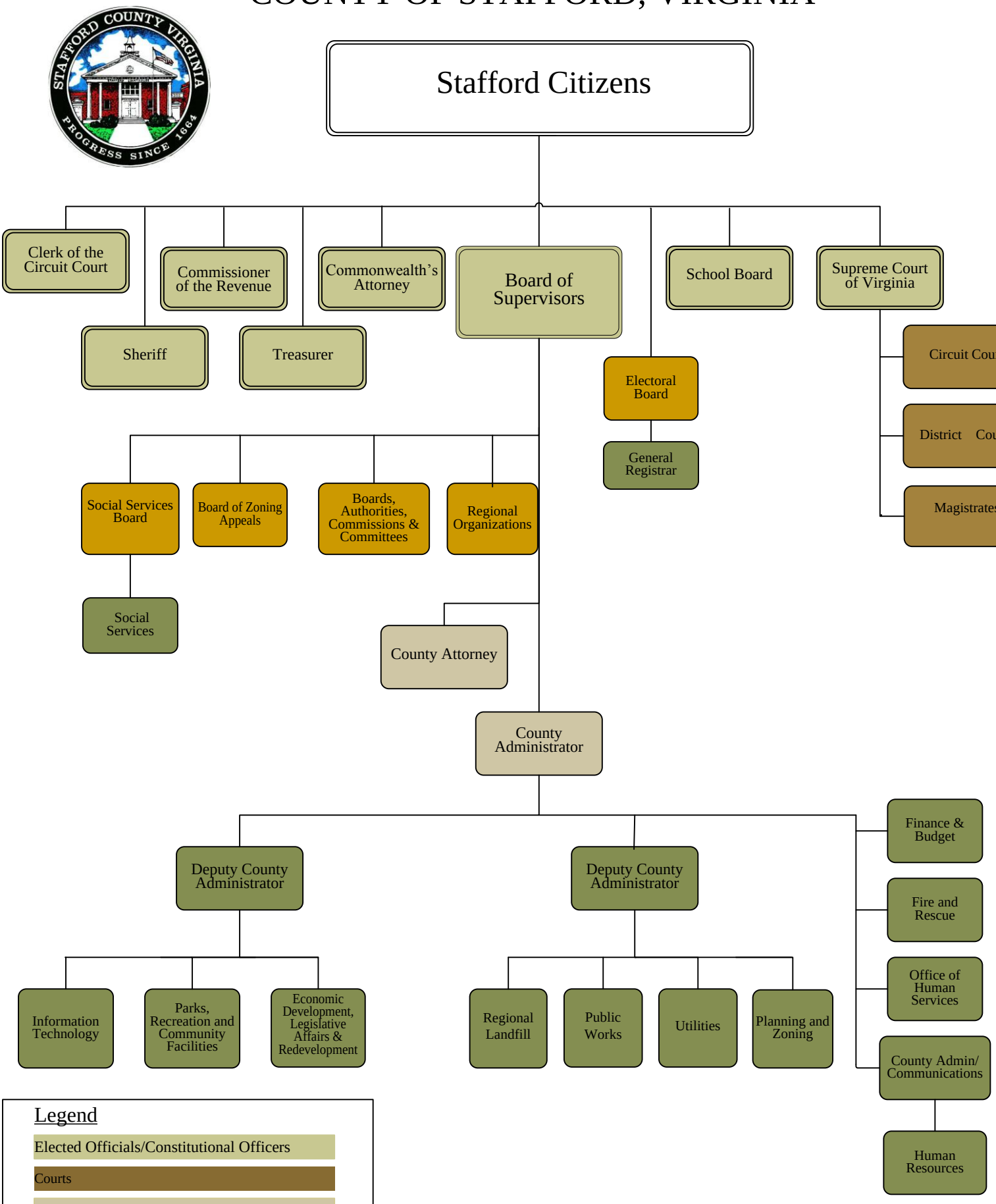
Donna M. Olsen
Budget Analyst

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




2/25/2014

# 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 these sections:

## Executive Summary

This section includes a copy of the County Administrator's presentation of the proposed budget and a one page budget summary.

## 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.

## Transportation Fund

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

# How To Use The Budget Document



## 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.

## Acronyms & Glossary

Provides a description of terms frequently used in budgeting.

STAFFORD Virginia

**Board of Supervisors**
Robert "Bob" Thomas, Jr., Chairman
Laura A. Sellers, Vice Chairman
Meg Bohmke
Jack R. Cavalier
Wendy E. Maurer
Paul V. Milde, III
Gary F. Snellings

Anthony J. Romanello, ICMA-CM
County Administrator

July 1, 2016

Dear Ladies and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2017 which was developed for information and planning purposes. The theme of this budget is "Making Great Things Happen". 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 FY2017 Budget is a manifestation of the Board's priorities for the community to help us move closer to that goal. In 2015, the Board's commitment to responsible, accountable government was recognized when Standard & Poor's awarded the County a AAA bond rating. In full compliance with the Board's recently strengthened financial policies, this budget continues that good work toward our goal of being rated AAA by all three agencies.

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, 2016 and ending June 30, 2017.

In February 2016, 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.

## PRIORITY: EDUCATION

Through a combination of increased state, federal, and local funds, plus savings identified by the Schools, total new spending in the budget is $15.7 million. The FY2017 budget exceeds the superintendent's budget request. It includes funding for:

- 2% cost of living adjustment for all employees
- the final 1% Virginia Retirement System salary increase
- a new starting teacher salary of $42,238, up from $37,793 two years ago
- funding of a new health insurance plan, with reduced premiums for most School employees
- pay scale enhancements for various job classifications including teachers and paraprofessionals

- 96.5 new positions, including 29 elementary school teachers to reduce class sizes, four math specialists, two English as a Second Language positions, two collaborative team teaching support positions, at a minimum two high school English teachers, 40 Special Education compliance positions and 13 growth positions to be used to meet increased enrollment and classroom "hot spots" that develop over the summer.

The budget builds on efforts of a Shared Services Study with a contract specialist to work jointly with both the County and Schools

The County provides more than twice the amount of local funding required by the state.

| | |
|---|---|
| Required local effort | $59.1 million |
| Debt Service | 31.4 million |
| Additional local funding | 54.1 million |
| Total | $144.6 million |

The Board continues 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 budget fully funds the School Board's Capital Improvement Program, which continues to address future capacity projections. Schools projects make up 54% of the debt capacity in the CIP.

More 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. The budget continues the implementation of the Public Safety Staffing Plan with 27 new positions and one conversion from part-time to full-time. It establishes career firefighter/EMTs at every fire station in the County.

Implementation of the next phase of market salary adjustments is included to address salary compression and provide incentives for fire and rescue personnel to achieve advanced life support (ALS) certification.

Money to replace Sheriff's vehicles and ambulances is included in cash capital.

## PRIORITY: INFRASTRUCTURE

Twenty-nine projects are currently underway including a new animal shelter, parks and trails, roads, water and sewer improvements, school additions and renovations, and an armed services memorial to be located on the government campus. In the past year, the County has completed the Jeff Rouse Swim and Sport Center, Embrey Mill Park, Stafford High School,

improvements to Poplar Road, Centreport Parkway, Truslow Road and Woodstream Trail. There is now a canoe launch and parking lot at Crow's Nest and a boat launch at Lake Mooney.

This budget maintains a capital program for parks bonds, as well as schools, and general government projects. Road projects currently underway will continue, but have been reduced in future years due to reduced gas tax revenues. Stormwater mandates are funded.

Enhancements to the Board's financial policies call for cash capital funding to be 3% of the General Fund expenditures. This budget achieves that goal one year early. Cash capital is used for much needed infrastructure improvements and provides a level of budget flexibility.

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

## PRIORITY: ECONOMIC DEVELOPMENT

The Stafford Opportunity Fund is fully funded. The County will continue to execute the Board's Economic Development Strategic Plan, tracking more than fifty metrics.

New this year is an exciting new partnership between Germanna Community College, Stafford County Schools, and the Central Rappahannock Regional Library.

## PRIORITY: SERVICE EXCELLENCE

County employees will receive a 2% salary increase, effective July 1. In addition, affected employees will receive the next phase of market salary adjustments recommended by a recent compensation study.

The budget adds eight new non-public safety full-time positions and converts one position from part-time to full-time to address service demands in these departments:

- Planning and Zoning
- Finance and Budget
- Commonwealth's Attorney
- Treasurer
- Social Services
- Clerk of the Circuit Court
- Human Resources

## PRIORITY: FISCAL RESPONSIBILITY/REDUCED TAX BURDEN

Calendar year 2016 is a reassessment year, resulting in a 6.9% increase to taxable assessed value for real property. With the reassessment, the tax rate was lowered to the effective rate of 99 cents.

The personal property tax rate is reduced to $6.50. Personal property tax is based on 40% of property value, meaning that the rate is effectively $2.60. This rate is the lower than any our selected peer localities of Albemarle, Fauquier, Hanover, Loudoun, Prince William, and Spotsylvania.

In 2015, Standard & Poor's awarded the County a AAA bond rating.

The Board's vision and fiscal discipline were also recognized by the other two ratings agencies, Moody's and Fitch Ratings, with each one ranking the County's credit worthiness just one notch below AAA. Citing the County's strong financial management, conservative budgeting, and financial flexibility, Moody's Investors Service upgraded the bond rating to Aa1 in April 2015. This upgrade comes just two years after Moody's upgraded Stafford's outlook from stable to positive in 2013. Moody's referred to our record of surplus operating performance and strong reserve levels which reflect sound financial management and planning. Fitch Ratings affirmed the County's AA+ bond rating in June 2015.

This budget continues the work on our AAA bond rating strategy initiatives by reducing CIP borrowing by $9M or 2.8%, and increasing cash capital funding to 3% of the general fund budget in FY2017.

Stafford County maintains the lowest cost per capita compared to our six peer localities.

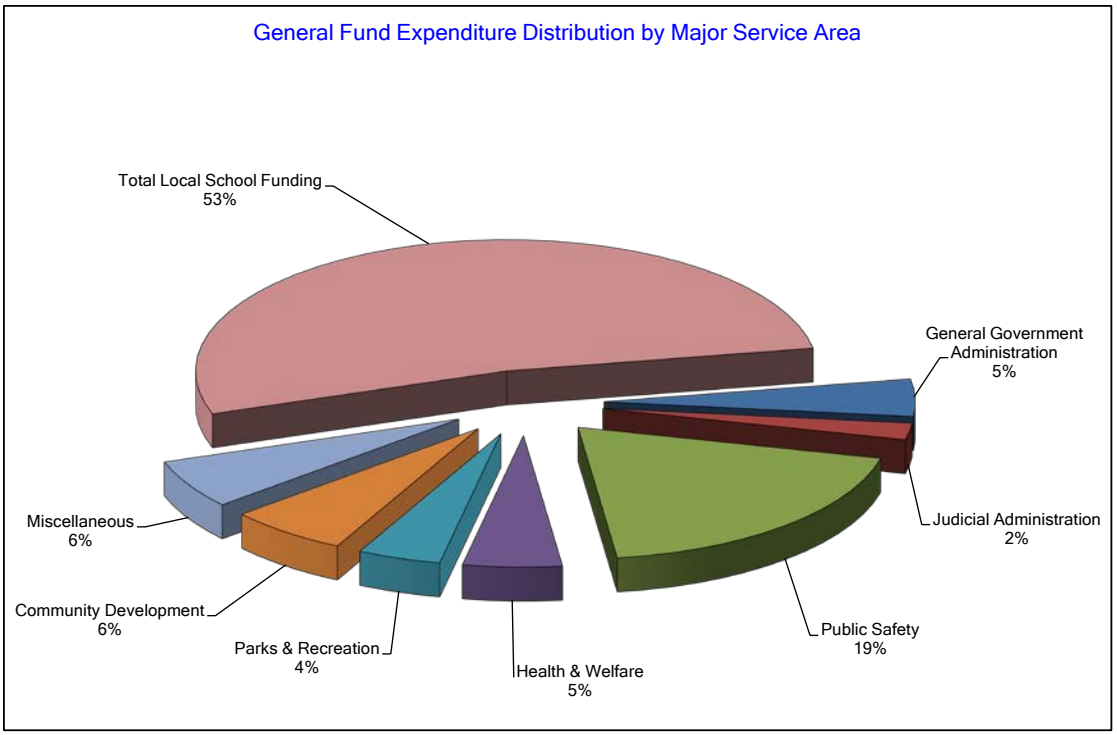
## ALL FUNDS

The total FY2017 expenditure plan for all County funds is $516.1 million. This is an increase of $4.2M (3.4%) when compared to the FY2016 budgets.

| | FY2016 | FY2017 | Change |
|---|---|---|---|
| General Fund (not including local School funding) | 121,816,629 | 130,747,596 | 8,930,967 |
| Transportation Fund | 4,212,926 | 3,946,334 | (266,592) |
| Transportation Impact Fee - County Wide Fund | 100,000 | 100,000 | - |
| Asset Forfeiture Fund | 300,000 | 84,819 | (215,181) |
| Tourism Fund | 850,000 | 927,000 | 77,000 |
| Hidden Lake Special Revenue Fund | 105,480 | 106,080 | 600 |
| Garrisonville Road Service District | 487,800 | 480,975 | (6,825) |
| General Capital Project Fund | 797,292 | 674,492 | (122,800) |
| Utilities Fund | 52,944,135 | 52,385,314 | (558,821) |
| School Operating & Grants Funds | 273,219,610 | 281,614,368 | 8,394,758 |
| School Debt Service | 30,463,428 | 31,362,759 | 899,331 |
| School Construction Fund | 128,480 | 128,480 | - |
| School Nutrition Service Fund | 13,654,371 | 13,496,000 | (158,371) |
| Total | 499,080,151 | 516,054,217 | 16,974,066 |

## GENERAL FUND

The FY2017 General Fund Budget totals $275.3 million, $9.8 million higher than last year, with increased funding for the Board's priorities for the community.




## UTILITIES FUND

The Utilities Fund FY2017 budget totals $52.3 million. Of that, $26.9 million is budgeted for operating and maintenance (O&M) expenses related to two water treatment facilities, two wastewater treatment facilities, the water distribution system, and the wastewater collection system as well as administrative/customer service/billing operations.

The remaining $25.4 million includes debt service and capital projects needed to upgrade the Abel Lake Dam spillway to meet new state-mandated dam regulations, remove an undersized water tank which has been replaced with a new tank, replace and/or rehabilitate aging and deteriorating pump stations, water mains and sewer lines, and to construct a new pump station and sewer facilities to service the Courthouse southeast quadrant to provide for economic development. 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 FY2017 budget includes a 9% revenue increase, approved by the Board in 2016. 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 Budget includes a 2% salary increase for all County employees, effective July 1, 2016.

In 2014, the County completed a compensation study to better align our positions with the marketplace and enhance our ability to attract, retain, and motivate employees. The study identified a number of positions that were not classified correctly within the County's pay scales, based on average market compensation. The FY2016 budget included funding for the first phase of the study's recommendations, moving employees to recommended pay scales and increasing salaries for any employees falling below the minimum of the new pay grades. The FY2017 implements the second phase, moving employees halfway to their target salaries and increasing the supplement of paramedic ALS certification. Implementation of the next phase of the study will be considered in the context of the FY2018 budget.

## DEBT AND CAPITAL PLANNING

This budget fully funds the School and County debt service obligations. The FY2017 – FY2026 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 of Supervisors, the FY2017 budget projection has been balanced to projected revenues.

Additionally, the FY2017 budget includes $2.6M 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 sales tax and meals tax. Local development growth continues at a steady, manageable rate. 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 any federal cutbacks and other challenging 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 28 consecutive awards from the

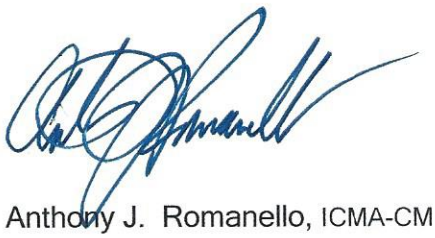
GFOA, and we are confident that this budget document continues to conform to program requirements.

**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 service areas with no changes to tax rates or fees. 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,



Anthony J. Romanello, ICMA-CM
County Administrator

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

| | |
|---|---|
| **Quick Facts** | ▪ Fully funds Superintendent's budget and School Board's CIP<br>▪ Funds 2% raises and market salary adjustments for School and County employees<br>▪ Stafford maintains lowest cost *per capita* compared to our six peer localities<br>▪ Non-public safety staffing remains lower than a decade ago<br>▪ Budget increase is $9.8M or 3.7% |

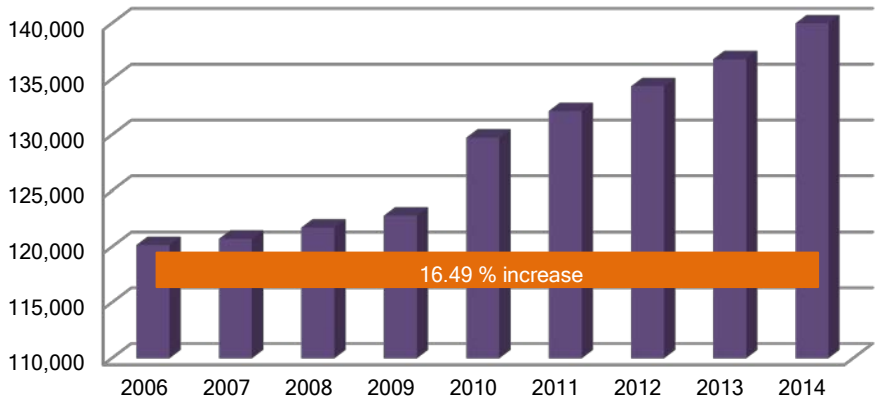
| Board Priority | Budget Initiatives: |
|---|---|
| **Reducing the Tax Burden/Fiscal Responsibility** | ▪ With reassessment, tax rate lowered to effective rate: 99 cents<br>▪ Using effective tax rate of 99 cents, average homeowner tax bill is $28 less than two years ago (inflation adjusted)<br>▪ Personal property tax rate reduced to $6.50<br>▪ AAA bond rating strategy initiatives:<br>o Reduces CIP borrowing by $9M or 2.8%<br>o Cash capital increasing to 3% of general fund budget in FY2017 – one year early |
| **Public Safety** | ▪ Public Safety Staffing Plan implementation: 27 new positions and one conversion from PT to FT<br>▪ Establishes career firefighter/EMT at every fire station in County |
| **Education** | ▪ Local and state increases plus re-programmed savings allow for $15.7M in new spending<br>▪ Schools receive 54% of 10-year Capital Improvement Program bond capacity<br>▪ Adds at least 69.5 employees<br>▪ Executes shared services study recommendations |
| **Infrastructure** | ▪ Maintains capital program for parks bonds, as well as schools, and general government projects<br>▪ Current road projects continuing with reductions in future years due to reduced gas tax revenues<br>▪ Funds state stormwater mandates<br>▪ Utility rate adjustments to fund CIP<br>▪ Debt service increase of $2.1M for School and County projects<br>▪ Embrey Mill Park opens in March 2016<br>▪ Jeff Rouse Swim and Sports Center opens in May 2016<br>▪ Lake Mooney opens for recreational use in May 2016 |
| **Economic Development** | ▪ Stafford Opportunity Fund fully funded<br>▪ County staff executes Economic Development strategic plan, tracking 50+ metrics<br>▪ Germanna/Stafford Schools/ Regional Library partnership fully funded<br>▪ Fully funds Fredericksburg Regional Alliance |
| **Service Excellence** | ▪ 2% salary increase effective July 1<br>▪ Market salary adjustments (phased in over two years) based on compensation study<br>▪ 8 new non-public safety FT positions and 1 conversion from PT to FT<br>▪ Supports state mandate for emergency services response time for the Community Services Board<br>▪ Vacancy savings reduced from FY16<br>▪ One-time $300 payment to County employees in June to assist with co-pays in new insurance plan |

***Responsible Accountable Government***

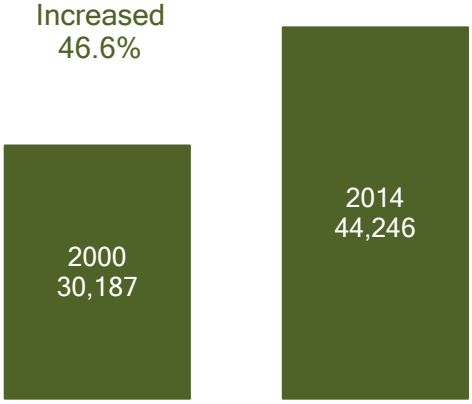
# Stafford County Market Facts



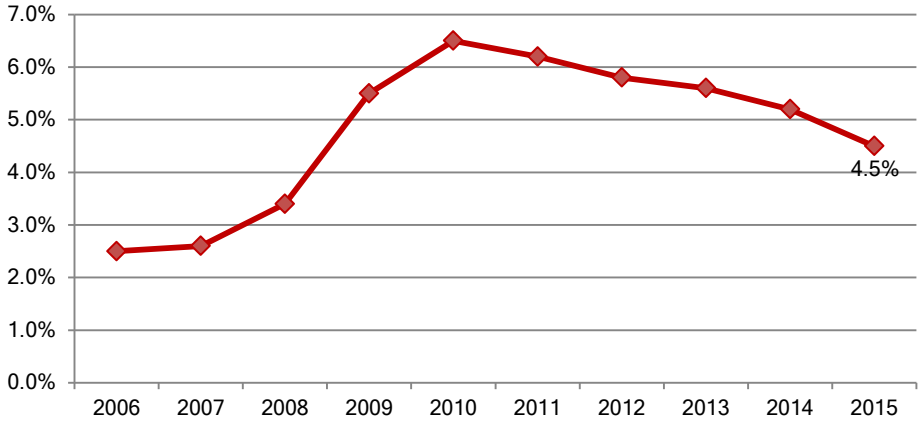
## Population Growth



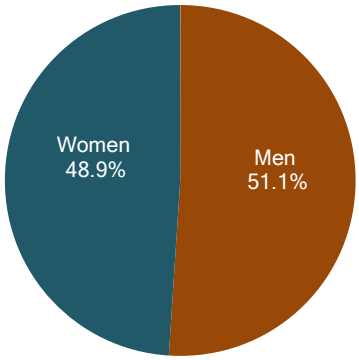

## Number of Housholds Increased 46.6%



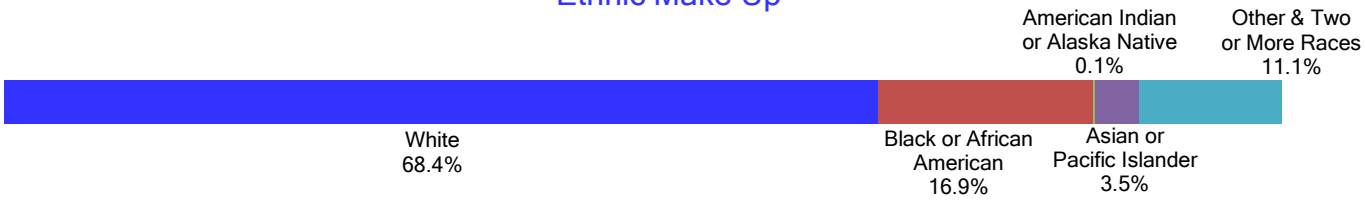

## Annual Unemployment Rate



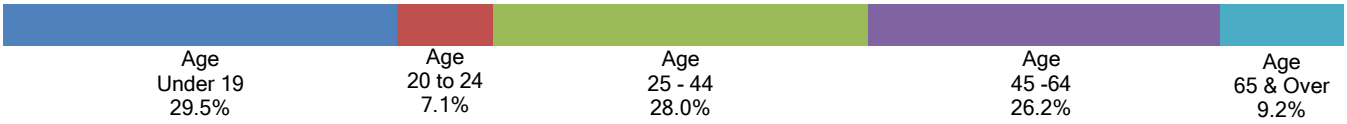

## Population by Gender (Population is 2014 Estimate)




## Ethnic Make Up

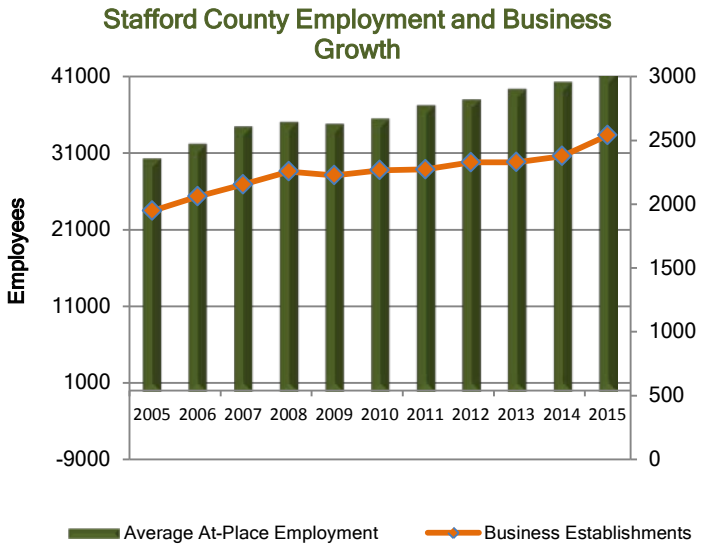



## Population by Age



# Stafford County Market Facts






## SCHOOL STATISTICS FY2015

Enrollment
27,200

Number of Schools
31

Number of Staff
3,540

FY2015 Budget 282.8 M

Per-Pupil Expenditure
9,846

Average SAT
1533

## MEDIAN HOUSEHOLD INCOME

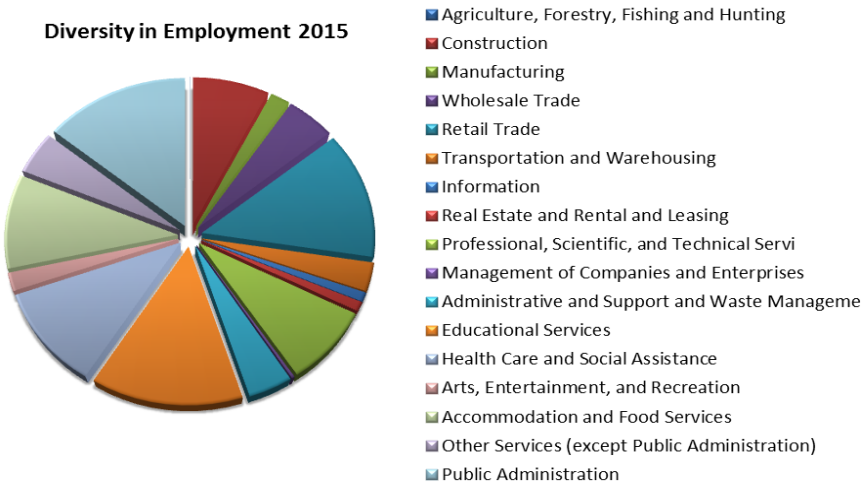
2014 **$93,422**

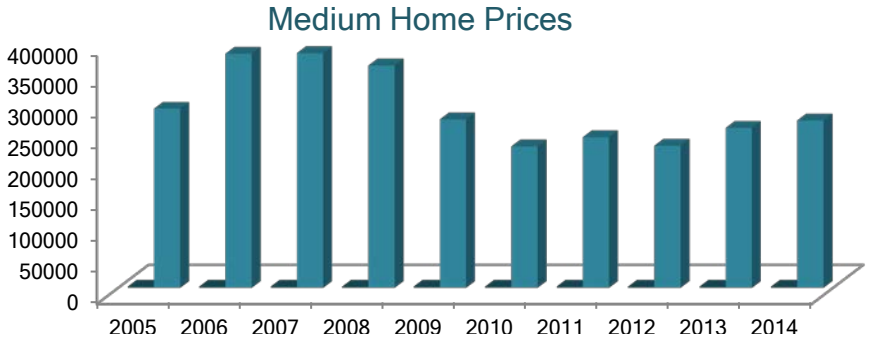
## HIGHER EDUCATION

- 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 2014

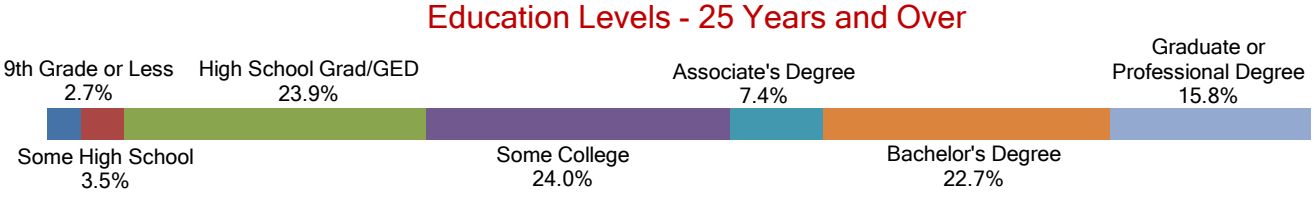
- GEICO, Government Employees Insurance
- Stafford Hospital Center
- FBI, Federal Bureau of Investigation
- Intuit
- Hilldrup Moving and Storage
- Greencore
- McLane Mid Atlantic




Resources/Sources

- Stafford County Economic Development http://www.gostaffordva.com
- U.S. Census Bureau American Community Survey 2009- 2013
- Virginia Employment Commission:
- Stafford County Planning
- MRIS/ Real Estate Business Intelligence, LLC
- Stafford County Schools FY2015 Adopted Budget



# 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 | 80,017 | |
| George Washington | Robert M. "Bob" Thomas, Chairman | |
| Garrisonville | Laura A. Sellers, V-Chairman | |
| Falmouth | Meg Bohmke | |
| Griffis-Widewater | Jack R. Cavalier | |
| Aquia | Paul V. Milde, III | |
| Rock Hill | Wendy E. Maurer | |
| Hartwood | Gary Snellings, Chairman | |

## Bond Ratings

| | |
|---|---|
| Fitch | AA+ |
| Moody's | Aa1 |
| S & P | AAA |

## Employment/Business/Economic Profile

Local Economy:

- Median household income in Stafford County in 2014 was estimated at $92,647, the 6th highest household income among Virginia's counties.
- In 2015 an estimated 50% of Stafford County's at-place workforce had a 2-year degree or higher.
- From 2010 to 2015 Stafford County added 5,417 jobs The largest gain by sector was posted in government agencies, followed by education and health services.
- From 2010 to 2015 Stafford County averaged 3.0% annualized job growth witch was the 10th fastest growth among the 134 counties and independent cities in Virginia.

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
- Almost 25,000 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

Accessibility:

- Located along I-95 with 5 interstate interchanges
- 25 miles South of Washington Capital Beltway
- 50 miles north of Richmond, VA
- Virginia Railway Express (VRE) provides commuter service to Washington DC
- 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
- HOT Lanes (High Occupancy/Toll lanes) on I-95 between Stafford and Washington DC opened in 2014

## Tax Profile (Adopted tax rates)

| | |
|---|---|
| Real Property Tax Rate | 0.99 |
| Garrisonville Road | 0.082 |
| Warrenton Road Special Service District | 0.000 |
| Hidden Lake Special Service | 0.40 |
| Personal Property Tax Rates: | |
| • Motor Vehicles for the Disabled | 0.10 |
| • Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles) | 0.0001<br>5.49 |
| • Merchant's Capital | 0.50 |
| • Machinery and Tools, and Motor Carrier Transportation | 0.0001 |
| • Disabled Veteran, Volunteer Fire and Rescue, Aircraft | 0.0001 |
| • All other Personal Property | 6.50 |

Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be $2.60 per $100 of estimated fair market value for vehicles.

| | |
|---|---|
| Assessed Taxable Value of Real Property | $16.2 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



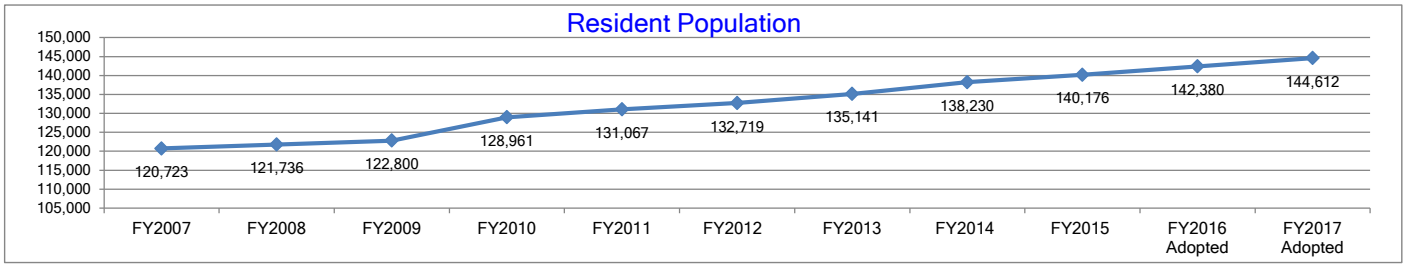
| | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 Adopted | FY2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Dollars (000)** | | | | | | | | | | | |
| General Fund Revenues | $215,148 | $232,348 | $237,902 | $238,872 | $247,028 | $249,558 | $256,235 | $264,973 | $267,160 | $265,535 | $275,311 |
| Local School Funding | $121,194 | $130,513 | $130,049 | $132,435 | $124,906 | $127,028 | $136,084 | $135,595 | $133,116 | $143,718 | $144,564 |
| **People** | | | | | | | | | | | |
| Resident Population | 120,723 | 121,736 | 122,800 | 128,961 | 131,067 | 132,719 | 135,141 | 138,230 | 140,176 | 142,380 | 144,612 |
| Authorized County Positions [1] | 1,014 | 1,060 | 1,060 | 997 | 984 | 984 | 987 | 997 | 998 | 1,010 | 1,045 |
| School Positions [2] | 3,586 | 3,610 | 3,756 | 3,795 | 3,827 | 3,744 | 3,729 | 3,751 | 3,739 | 3,767 | 3,915 |
| School Enrollment (ADM) [3] | 26,181 | 26,114 | 26,350 | 26,661 | 26,928 | 26,838 | 26,904 | 27,229 | 27,048 | 27,340 | 27,850 |
| **Assessed Value (000)** | | | | | | | | | | | |
| Real Property [4] | 16,913,238 | 16,226,492 | 16,313,535 | 12,555,580 | 12,719,092 | 13,002,326 | 13,262,151 | 14,372,802 | 14,698,934 | 15,856,658 | 16,174,000 |
| **Tax Rates** | | | | | | | | | | | |
| Real Property | 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 | 1.019/0.99 | 0.99 |
| Personal Property | 5.49 | 5.49 | 5.49/6.89 | 6.89 | 6.89 | 6.89 | 6.89 | 6.89/6.61 | 6.61 | 6.61 | 6.50 |
| Personal Property Effective Rate | 2.20 | 2.20 | 2.20/2.76 | 2.76 | 2.76 | 2.76 | 2.76 | 2.76/2.64 | 2.64 | 2.64 | 2.60 |

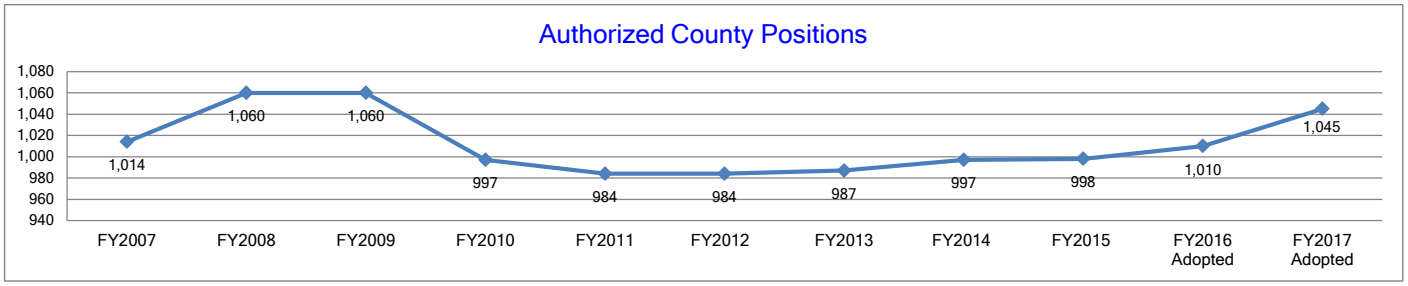
[1] Full-Time and Part-Time Positions

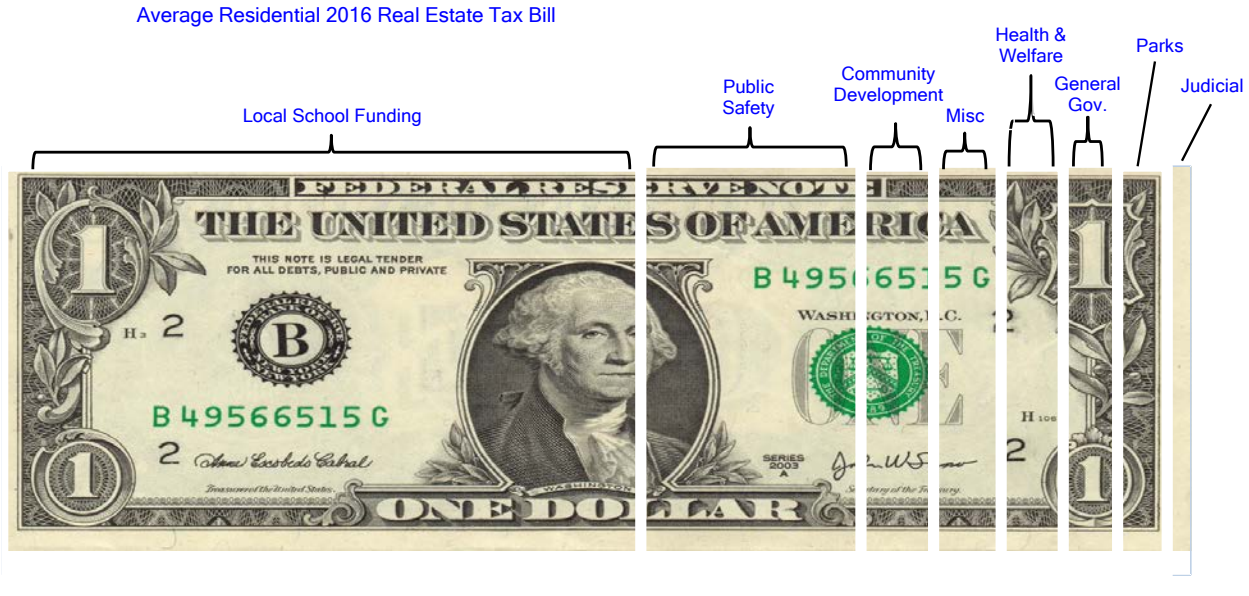
[2] All School Funds positions are Full-Time Equivalent totals and rounding may apply

[3] (ADM) Average Daily Membership

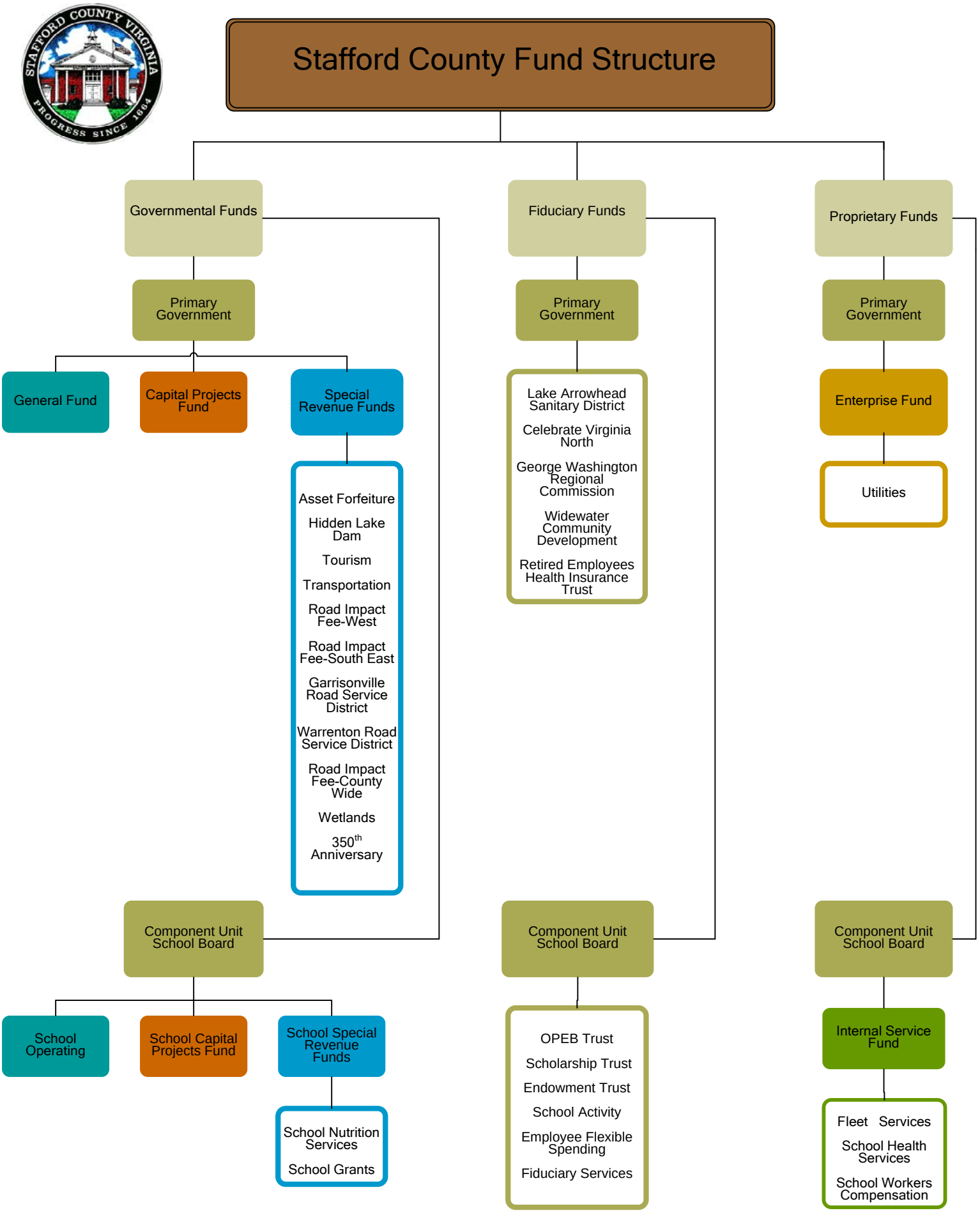
[4] Calendar Year Value



# Stafford County Fund Structure



# Fund Structure

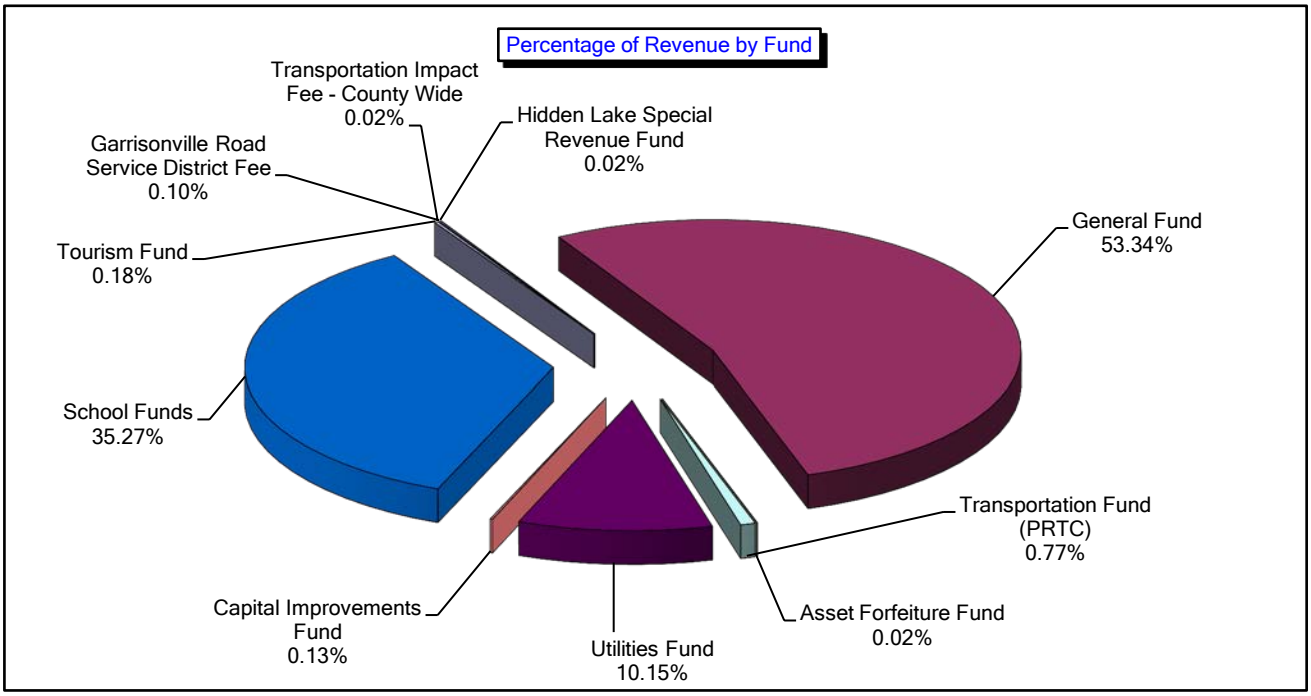


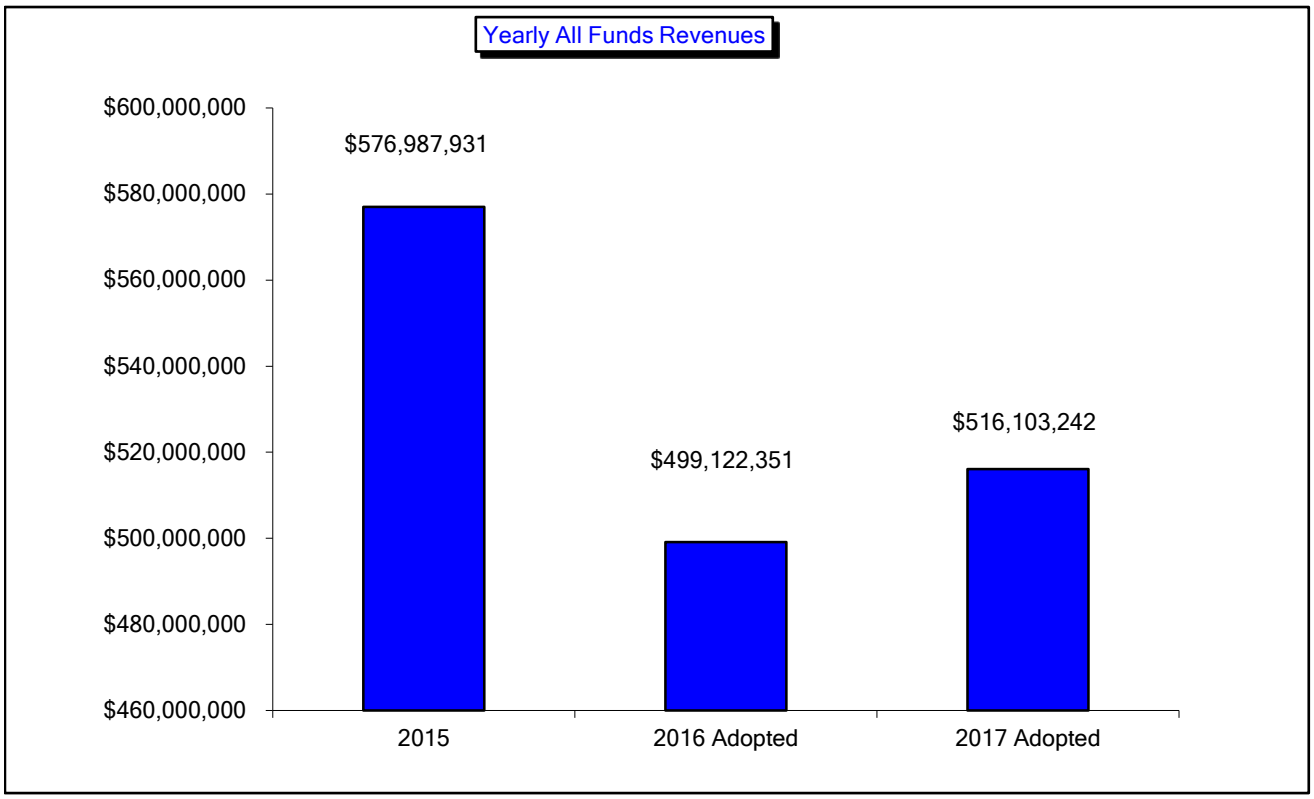
| Name & Type | Description |
|---|---|
| Asset Forfeiture Fund<br>Non-major Governmental - Special Revenue Fund | Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment. |
| Fleet Services Fund<br>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<br>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<br>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<br>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<br>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)<br>Component Unit<br>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<br>Component Unit<br>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<br>Component Unit<br>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<br>Component Unit<br>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<br>Component Unit<br>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<br>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<br>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<br>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<br>Non-major Governmental - Special Revenue Fund | Accounts for revenue and expenditures related to the County's 350th Anniversary celebration. |
| Wetlands Fund<br>Non-major Governmental - Special Revenue Fund | Accounts for wetlands mitigation fees and associated disbursements. |
| Road Impact Fee South East Fund<br>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<br>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<br>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 valorum tax receipts from property owners in the district. |
| Warrenton Road Service District Fund<br>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 valorum 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

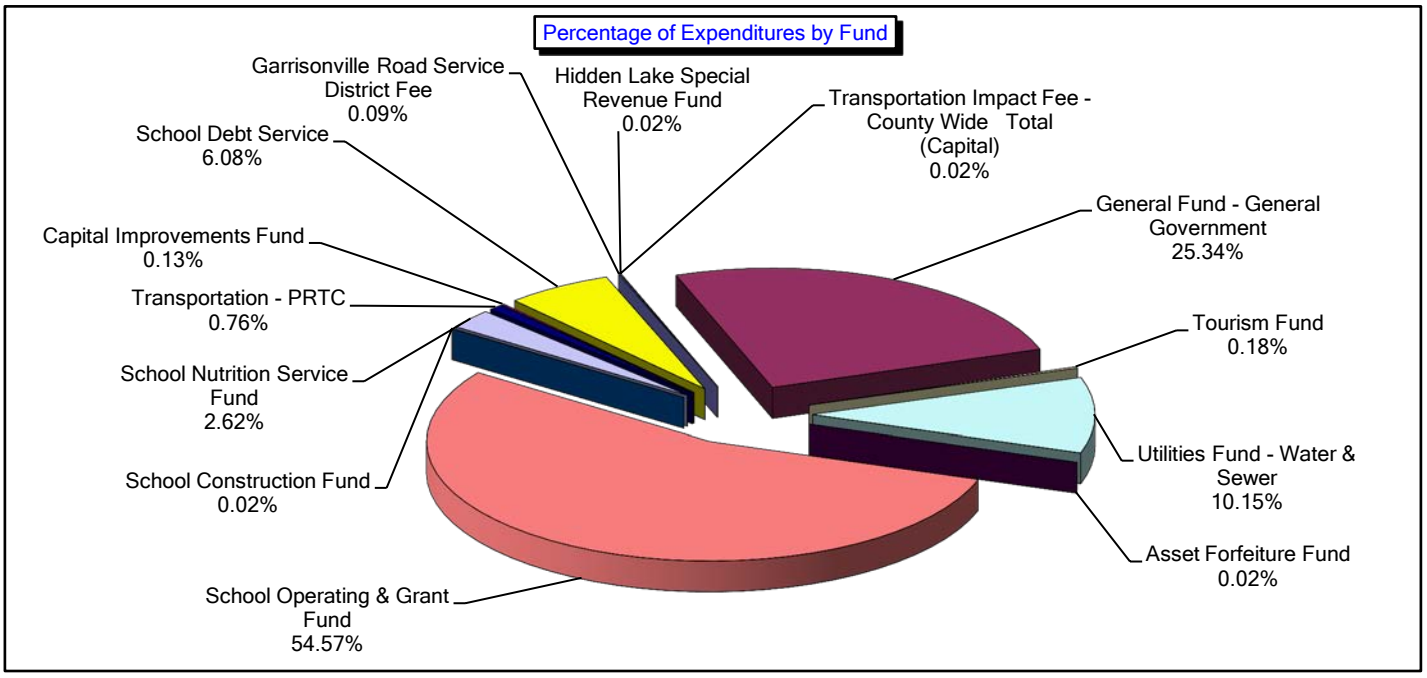
Stafford County FY17 Adotped Budget

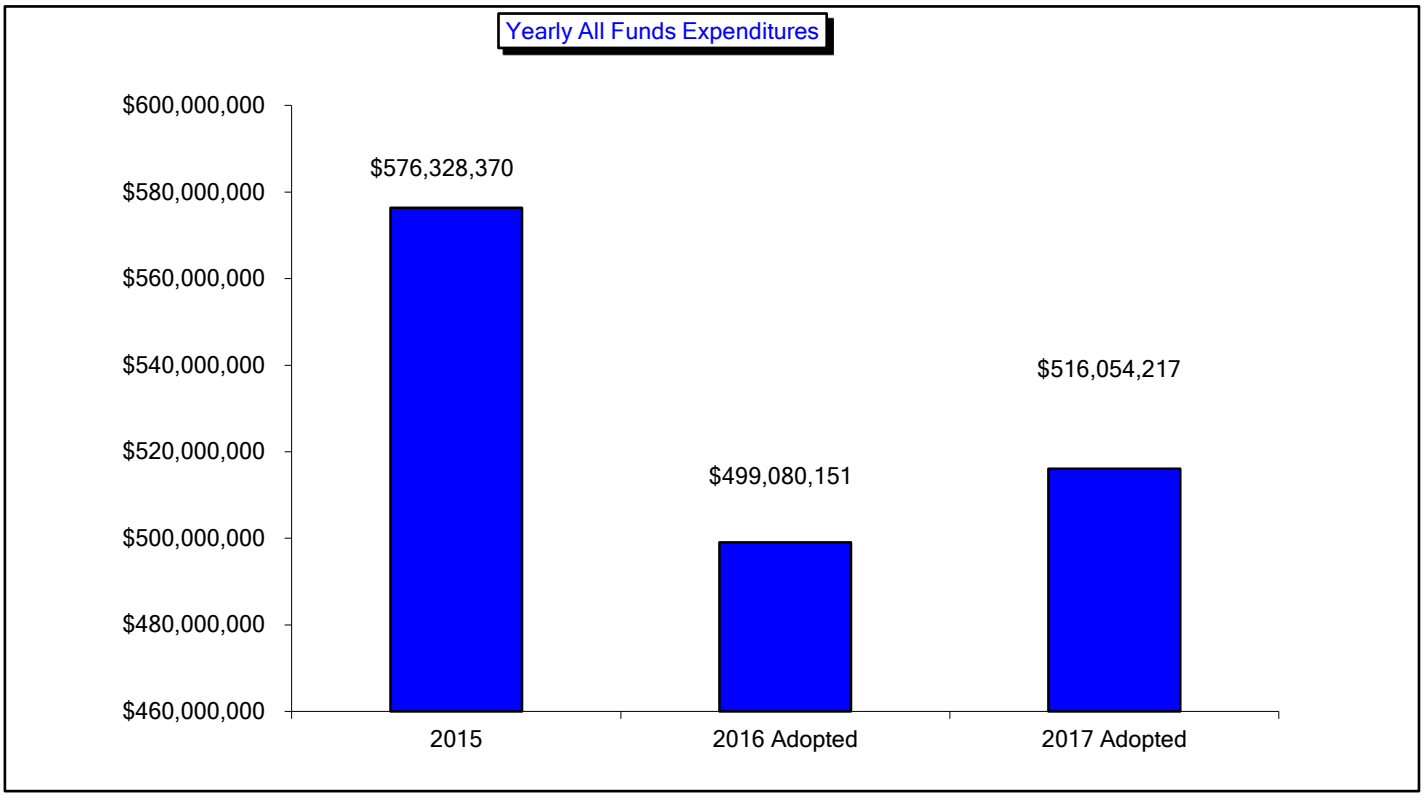
The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund are Internal Service Funds.

| Revenue Plan | | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted | Changes '16 to '17 | |
|---|---|---|---|---|---|---|
| General Fund | | | | | | |
| Property Taxes | | $198,066,008 | $200,900,736 | $207,303,784 | $6,403,048 | 3.2% |
| Other Local Taxes | | 35,973,516 | 35,475,292 | 36,985,957 | 1,510,665 | 4.3% |
| State & Federal | | 14,499,077 | 14,843,785 | 15,398,433 | 554,648 | 3.7% |
| Other Revenue | | 11,664,867 | 13,311,071 | 14,964,709 | 1,653,638 | 12.4% |
| Prior Year Fund Balance | | 0 | 0 | 0 | 0 | 0.0% |
| Use of Money & Property | | 448,301 | 464,001 | 618,276 | 154,275 | 33.2% |
| | Total | $260,651,769 | $264,994,885 | $275,271,159 | $10,276,274 | 3.9% |
| Transportation Fund (PRTC) | | | | | | |
| 2% Fuels Tax | | $3,828,615 | $3,554,926 | $2,954,838 | ($600,088) | -16.9% |
| State Recordation Road/Schools | | 836,333 | 693,000 | 693,000 | 0 | 0.0% |
| State & Federal | | 3,462,428 | 0 | 0 | 0 | 0.0% |
| Prior Year Fund Balance | | 3,704,522 | 0 | 333,496 | 333,496 | 0.0% |
| Miscellaneous | | 77,217 | 5,000 | 5,000 | 0 | 0.0% |
| | Total | $11,909,115 | $4,252,926 | $3,986,334 | ($266,592) | -6.3% |
| Asset Forfeiture Fund | | | | | | |
| Drug Seizure | | $54,553 | $0 | $0 | $0 | 0.0% |
| Prior Year Fund Balance | | 242,426 | 300,000 | 84,819 | (215,181) | -71.7% |
| | Total | $296,979 | $300,000 | $84,819 | ($215,181) | -71.7% |
| Tourism Fund | | | | | | |
| 3% Transit Occupancy Tax | | $924,540 | $810,000 | $927,000 | $117,000 | 14.4% |
| 2% Transit Occupancy Tax | | 0 | 540,000 | 0 | (540,000) | -100.0% |
| Other Revenue | | 0 | 0 | 0 | 0 | 0.0% |
| | Total | $924,540 | $1,350,000 | $927,000 | ($423,000) | -31.3% |
| Hidden Lake Special Revenue Fund | Total | $108,737 | $105,480 | $106,080 | $600 | 0.6% |
| 350th Anniversary Fund | Total | $294,116 | $0 | $0 | $0 | 0.0% |
| Wetlands Fund | Total | $22,506 | $0 | $0 | $0 | 0.0% |
| Road Impact Fee - West Fund | Total | $6,040 | $0 | $0 | $0 | 0.0% |
| Transportation Impact Fee - County Wide | Total | $29,990 | $100,000 | $100,000 | $0 | 0.0% |
| Road Impact Fee - South East Fund | Total | $823 | $0 | | $0 | 0.0% |
| Garrisonville Road Service District Fee | | | | | | |
| Property Taxes | | $541,721 | $530,000 | $530,000 | $0 | 0.0% |
| Interest | | 9,294 | 0 | 0 | 0 | 0.0% |
| Prior Year Fund Balance | | 215,296 | 0 | 0 | 0 | 0.0% |
| State Revenue | | 363,013 | 0 | 0 | 0 | 0.0% |
| | Total | $1,129,324 | $530,000 | $530,000 | $0 | 0.0% |
| Warrenton Road Service District Fee | | | | | | |
| Property Taxes | | $3,099 | $0 | $0 | $0 | 0.0% |
| Prior Year Fund Balance | | 210,652 | 0 | 0 | 0 | 0.0% |
| Interest | | 3,505 | 0 | 0 | 0 | 0.0% |
| | Total | $217,256 | $0 | $0 | $0 | 0.0% |
| Capital Improvements Fund | | | | | | |
| VPSA Bonds | | $24,868,930 | $0 | $0 | $0 | 0.0% |
| Bond Proceeds | | 8,119,211 | 0 | 0 | 0 | 0.0% |
| Purchase Development Rights | | 138,504 | 0 | 0 | 0 | 0.0% |
| State Revenue | | 179,971 | 0 | 0 | 0 | 0.0% |
| Interest | | 13,596 | 20,000 | 20,000 | 0 | 0.0% |
| Transfer From General Fund | | 6,483,307 | 0 | 0 | 0 | 0.0% |
| Prior Year Fund Balance | | 1,480,455 | 777,292 | 654,492 | (122,800) | -15.8% |
| | Total | $41,283,974 | $797,292 | $674,492 | ($122,800) | -15.4% |
| Utilities Fund | | | | | | |
| Water & Sewer Fees | | $29,147,131 | $30,870,885 | $34,192,736 | $3,321,851 | 10.8% |
| Availability/ Pro Rata Fees | | 8,422,657 | 9,202,500 | 9,202,500 | 0 | 0.0% |
| Other Charges and Fees | | 1,731,375 | 1,108,000 | 1,108,000 | 0 | 0.0% |
| Prior Year Fund Balance | | 0 | 117,634 | 551,783 | 434,149 | 369.1% |
| Revenue Bond Proceeds | | 6,707,417 | 11,528,821 | 7,214,000 | (4,314,821) | -37.4% |
| Use of Money/Property | | 173,872 | 116,295 | 116,295 | 0 | 0.0% |
| | Total | $46,182,452 | $52,944,135 | $52,385,314 | ($558,821) | -1.1% |
| School Funds | | | | | | |
| State and Federal | | $156,902,153 | $158,925,466 | $167,453,989 | $8,528,523 | 5.4% |
| Use of Money/Property | | 36,892 | 18,480 | 18,480 | 0 | 0.0% |
| Bond Proceeds | | 26,993,930 | 0 | 0 | 0 | 0.0% |
| Prior Year Fund Balance | | 17,455,308 | 1,366,211 | 0 | (1,366,211) | -100.0% |
| User Fees | | 6,587,197 | 7,297,850 | 7,081,000 | (216,850) | -3.0% |
| Other Revenue | | 5,954,830 | 6,139,626 | 7,484,575 | 1,344,949 | 21.9% |
| | Total | $213,930,310 | $173,747,633 | $182,038,044 | $8,290,411 | 4.8% |
| Total Revenues - All Funds | | $576,987,931 | $499,122,351 | $516,103,242 | $16,980,891 | 3.4% |

# All Funds
# Expenditure Graphs





# All Funds Schedule Expenditures

Stafford County FY17 Adopted Budget

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.

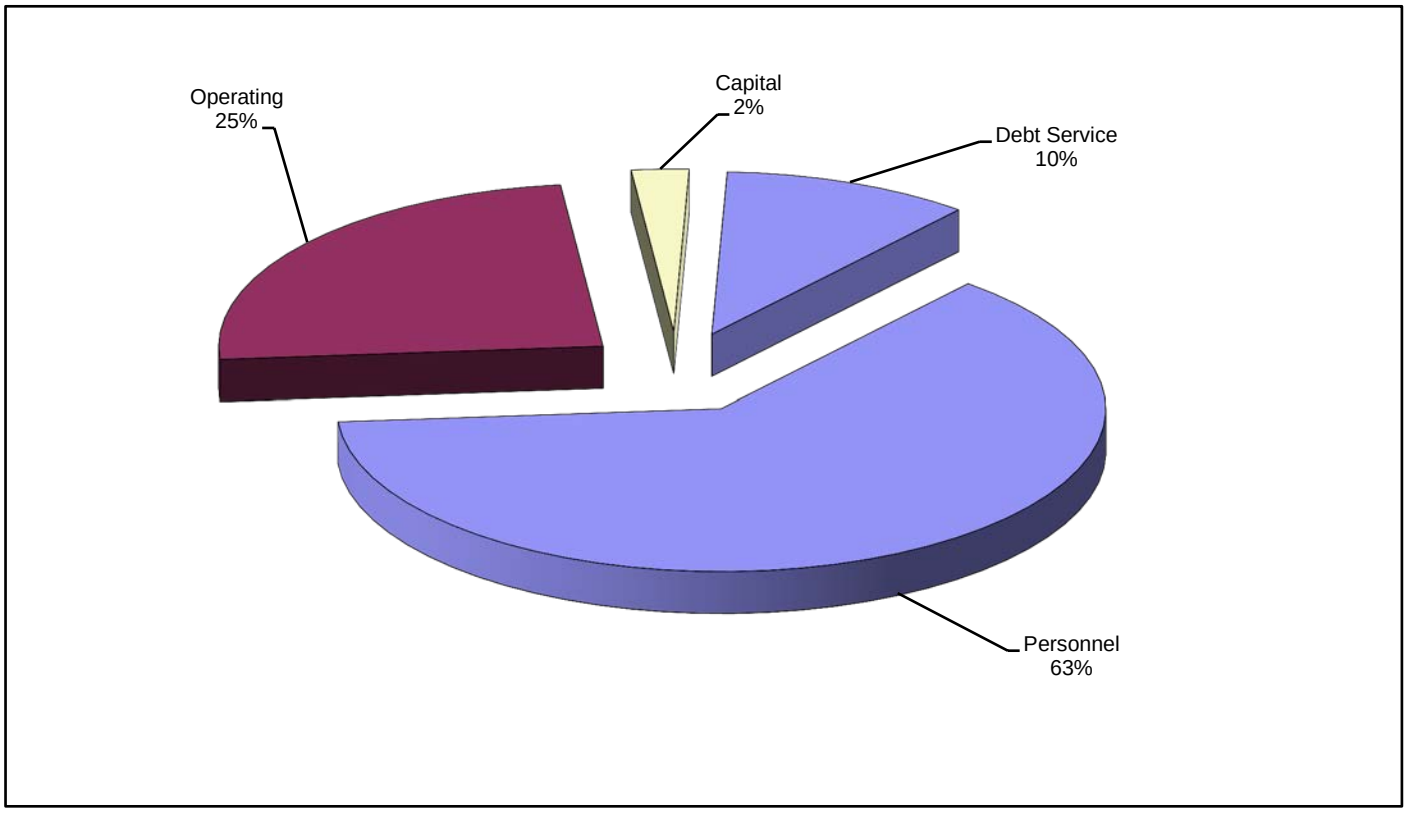
| Expenditure Plan | | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted | Changes '16 to '17 | |
|---|---|---|---|---|---|---|
| General Fund - General Government | | | | | | |
| Personnel | | $62,121,778 | $63,190,437 | $68,276,507 | $5,086,070 | 8.0% |
| Operating | | 45,746,609 | 45,929,749 | 48,483,578 | 2,553,829 | 5.6% |
| Capital | | 9,378,172 | 207,673 | 338,316 | 130,643 | 62.9% |
| Debt Service | | 12,277,101 | 12,488,770 | 13,649,195 | 1,160,425 | 9.3% |
| | Total | $129,523,660 | $121,816,629 | $130,747,596 | $8,930,967 | 7.3% |
| Transportation - PRTC | | | | | | |
| Operating | | 4,677,775 | 3,789,247 | 3,184,708 | (604,539) | -16.0% |
| Capital | | 7,110,624 | 423,679 | 761,626 | 337,947 | 79.8% |
| | Total | $11,788,399 | $4,212,926 | $3,946,334 | ($266,592) | -6.3% |
| Asset Forfeiture Fund | | | | | | |
| Operating | | $156,463 | $300,000 | $84,819 | ($215,181) | -71.7% |
| Capital | | 140,516 | 0 | 0 | 0 | 0.0% |
| | Total | $296,979 | $300,000 | $84,819 | ($215,181) | -71.7% |
| Tourism Fund | | | | | | |
| Operating | | $514,361 | $624,183 | $702,533 | $78,350 | 12.6% |
| Personnel | | 180,705 | 184,697 | 189,467 | 4,770 | 2.6% |
| Tourism Programs | | 41,120 | 41,120 | 35,000 | (6,120) | -14.9% |
| Capital | | 0 | 0 | 0 | 0 | 0.0% |
| | Total | $736,186 | $850,000 | $927,000 | $77,000 | 9.1% |
| Hidden Lake Special Revenue Fund | | | | | | |
| Personnel | | $3,973 | $2,861 | $2,861 | $0 | 0.0% |
| Operating | | 20,284 | 38,081 | 40,310 | 2,229 | 5.9% |
| Debt Service | | 60,945 | 64,538 | 62,909 | (1,629) | -2.5% |
| | Total | $85,202 | $105,480 | $106,080 | $600 | 0.6% |
| 350th Anniversary Fund | Total (Operating) | $294,116 | $0 | $0 | $0 | 0.0% |
| Road Impact Fee - West Fund | Total (Capital) | $1,199,070 | $0 | $0 | $0 | 0.0% |
| Transportation Impact Fee - County Wide | Total (Capital) | $0 | $100,000 | $100,000 | $0 | 0.0% |
| Road Impact Fee - South East Fund | Total (Capital) | $0 | $0 | $0 | $0 | 0.0% |
| Garrisonville Road Service District Fee | | | | | | |
| Debt Service | | $496,900 | $487,800 | $480,975 | ($6,825) | -1.4% |
| Capital | | 632,424 | 0 | 0 | 0 | 0.0% |
| | Total | $1,129,324 | $487,800 | $480,975 | ($6,825) | -1.4% |
| Warrenton Road Service District Fee | | | | | | |
| | Total (Capital) | $217,256 | $0 | | $0 | 0.0% |
| Capital Improvements Fund | | | | | | |
| Personnel | | $425,225 | $783,882 | $674,492 | ($109,390) | -14.0% |
| Operating | | 690,509 | 13,410 | 0 | (13,410) | -100.0% |
| Capital | | 40,168,240 | 0 | 0 | 0 | 0.0% |
| | Total | $41,283,974 | $797,292 | $674,492 | ($122,800) | -15.4% |
| Utilities Fund - Water & Sewer | | | | | | |
| Operating | | $16,773,831 | $15,939,483 | $22,988,860 | $7,049,377 | 44.2% |
| Capital | | 11,100,898 | 17,879,950 | 9,488,529 | (8,391,421) | -46.9% |
| Personnel | | 11,399,646 | 11,568,488 | 11,913,636 | 345,148 | 3.0% |
| Debt Service | | 6,707,417 | 7,556,214 | 7,994,289 | 438,075 | 5.8% |
| | Total | $45,981,792 | $52,944,135 | $52,385,314 | ($558,821) | -1.1% |
| School Operating & Grant Fund | | | | | | |
| Personnel | | $215,142,041 | $228,478,657 | $235,986,961 | $7,508,304 | 3.3% |
| Operating | | 33,405,623 | 42,013,395 | 43,372,360 | 1,358,965 | 3.2% |
| Capital | | 6,368,326 | 1,894,700 | 1,788,138 | (106,562) | -5.6% |
| Debt Service | | 471,039 | 832,858 | 466,909 | (365,949) | -43.9% |
| | Total | $255,387,029 | $273,219,610 | $281,614,368 | $8,394,758 | 3.1% |
| School Debt Service | | | | | | |
| | Total | $28,913,328 | $30,463,428 | $31,362,759 | $899,331 | 3.0% |
| School Construction Fund | | | | | | |
| Personnel | | $344,908 | $128,480 | $128,480 | $0 | 0.0% |
| Operating | | 2,958,370 | 0 | 0 | 0 | 0.0% |
| Capital | | 44,371,317 | 0 | 0 | 0 | 0.0% |
| | Total | $47,674,595 | $128,480 | $128,480 | $0 | 0.0% |
| School Nutrition Service Fund | | | | | | |
| Personnel | | $5,367,049 | $6,178,187 | $5,869,766 | ($308,421) | -5.0% |
| Operating | | 6,389,237 | 7,297,184 | 7,626,234 | 329,050 | 4.5% |
| Capital | | 61,174 | 179,000 | 0 | (179,000) | -100.0% |
| | Total | $11,817,460 | $13,654,371 | $13,496,000 | ($158,371) | -1.2% |
| | Total Expenditures - All Funds | $576,328,370 | $499,080,151 | $516,054,217 | $16,974,066 | 3.4% |

# 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.

| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Personnel | $294,985,325 | $310,515,689 | $323,042,170 | $12,526,481 | 4.03% |
| Operating | 111,668,298 | 115,985,852 | 126,518,402 | 10,532,550 | 9.08% |
| Capital | 120,748,017 | 20,685,002 | 12,476,609 | (8,208,393) | -39.68% |
| Debt Service | 48,926,730 | 51,893,608 | 54,017,036 | 2,123,428 | 4.09% |
| Total Expenditures | $576,328,370 | $499,080,151 | $516,054,217 | $16,974,066 | 3.40% |



# All Fund Types

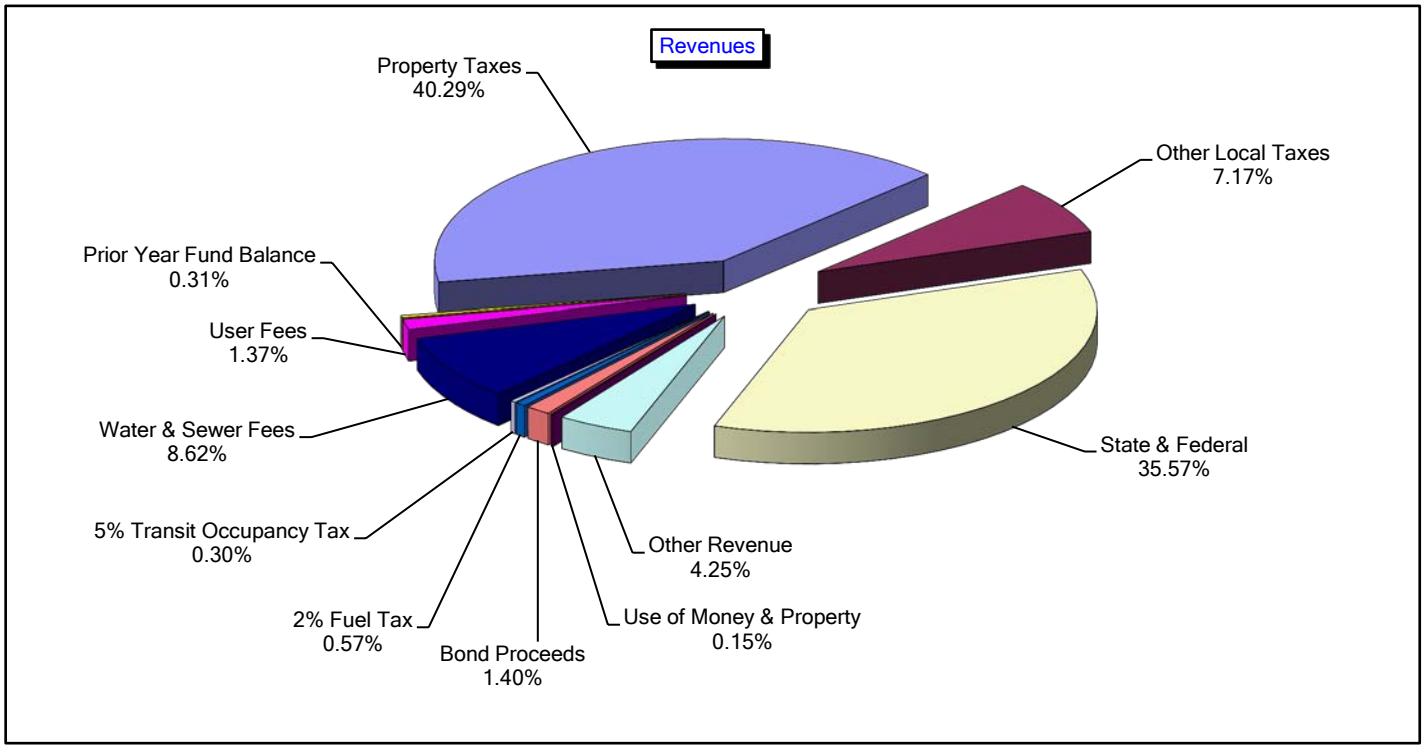


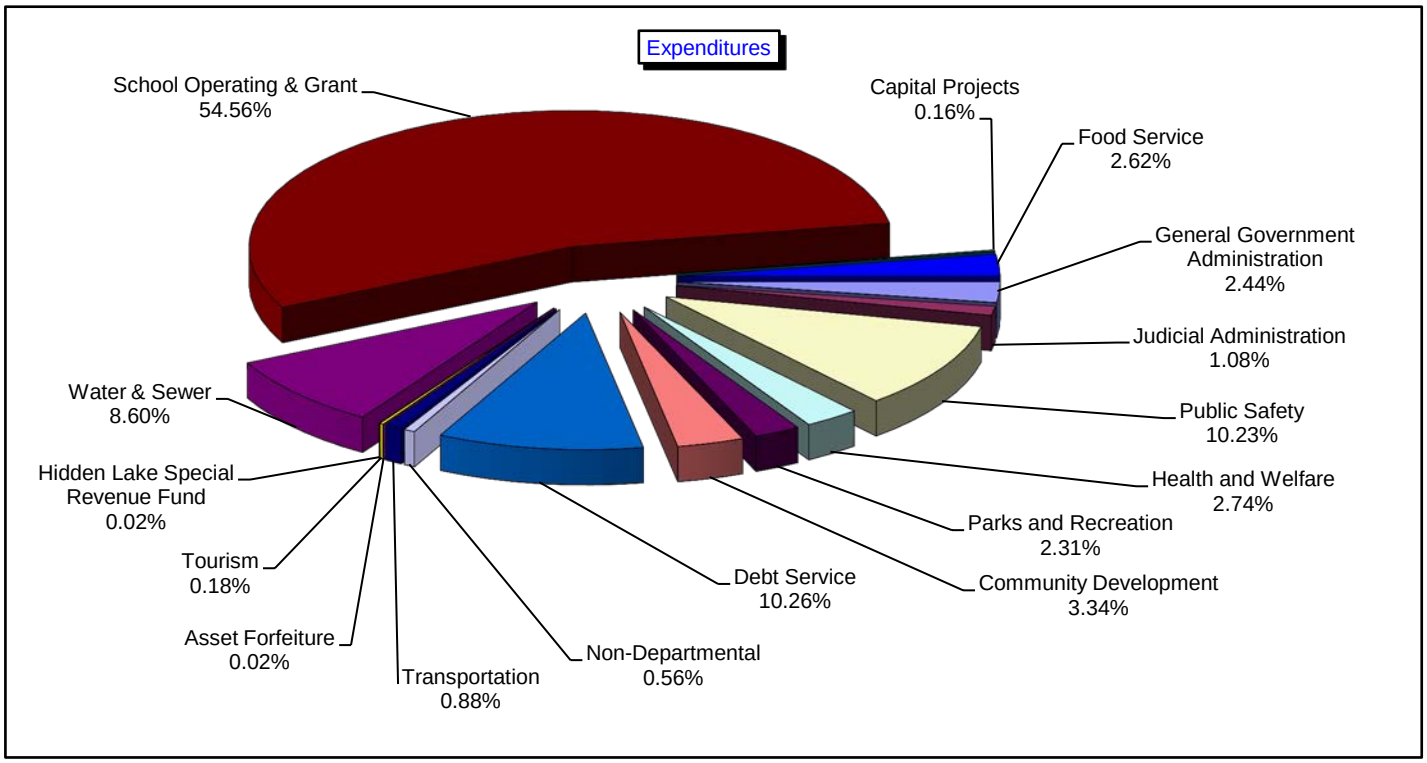
| | Governmental Funds | | | | Proprietary Funds | Total |
|---|---|---|---|---|---|---|
| | General Fund | Capital Project Fund | Special Revenue Fund | Component Unit (School Funds) | Enterprise Fund | 2017 Adopted Budget |
| **Revenues** | | | | | | |
| Property Taxes | $207,303,784 | | $636,000 | | | $207,939,784 |
| Other Local Taxes | 36,985,957 | | | | | 36,985,957 |
| State & Federal | 15,398,433 | | 693,000 | 167,453,989 | | 183,545,422 |
| Other Revenue | 14,346,709 | | 100,000 | 7,484,575 | | 21,931,284 |
| Use of Money & Property | 618,276 | 20,000 | 5,080 | 18,480 | 116,295 | 778,131 |
| Bond Proceeds | | | | | 7,214,000 | 7,214,000 |
| 2% Fuel Tax | | | 2,954,838 | | | 2,954,838 |
| 5% Transit Occupancy Tax | 618,000 | | 927,000 | | | 1,545,000 |
| Water & Sewer Fees | | | | | 44,503,236 | 44,503,236 |
| User Fees | | | | 7,081,000 | | 7,081,000 |
| Prior Year Fund Balance | | 654,492 | 418,315 | | 551,783 | 1,624,590 |
| Total | $275,271,159 | $674,492 | $5,734,233 | $182,038,044 | $52,385,314 | $516,103,242 |
| **Expenditures** | | | | | | |
| General Government Administration | $12,582,925 | | | | | $12,582,925 |
| Judicial Administration | 5,557,421 | | | | | 5,557,421 |
| Public Safety | 52,813,284 | | | | | 52,813,284 |
| Health and Welfare | 14,159,163 | | | | | 14,159,163 |
| Parks and Recreation | 11,903,342 | | | | | 11,903,342 |
| Community Development | 17,217,358 | | | | | 17,217,358 |
| Debt Service | 45,011,954 | | | | 7,994,289 | 53,006,243 |
| Non-Departmental | 2,864,908 | | | | | 2,864,908 |
| Transportation | | | 4,527,309 | | | 4,527,309 |
| Asset Forfeiture | | | 84,819 | | | 84,819 |
| Tourism | | | 927,000 | | | 927,000 |
| Hidden Lake Special Revenue Fund | | | 106,080 | | | 106,080 |
| Water & Sewer | | | | | 44,391,025 | 44,391,025 |
| School Operating & Grant | | | | 281,614,368 | | 281,614,368 |
| Capital Projects | | 674,492 | | 128,480 | | 802,972 |
| Food Service | | | | 13,496,000 | | 13,496,000 |
| Total | $162,110,355 | $674,492 | $5,645,208 | $295,238,848 | $52,385,314 | $516,054,217 |
| **Other Financing Sources (Uses)** | | | | | | |
| Operating Transfers In | $40,000 | | | $113,200,804 | | $113,240,804 |
| Operating Transfers Out | (113,200,804) | | (40,000) | | | (113,240,804) |
| Total Other Financing Sources (Uses) | ($113,160,804) | $0 | ($40,000) | $113,200,804 | $0 | $0 |
| Fund Balance, Beginning of Year | $66,143,355 | $9,218,807 | $23,807,766 | $27,004,157 | $41,915,914 | $168,089,999 |
| Fund Balance, end of Year | $66,143,355 | $8,564,315 | $23,438,476 | $27,004,157 | $41,364,131 | $166,514,434 |

# All Fund Types Graphed



The graphs below present the FY2017 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



**Chatham Manor**

Few houses in America have witnessed as many important events and hosted as many famous people as Chatham. Built between the years 1768 and 1771 by William Fitzhugh, this grand Georgian-style house overlooking the Rappahannock River was for many years the center of a large, thriving plantation.

## HISTORY

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

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

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

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

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

Stafford County is very proud of its unique heritage and elected officials, staff and members of the community work hard to raise awareness of its many historical and natural resources. In July 2008, archaeologists working at the site of George Washington's childhood home at Ferry Farm in Stafford; announced that they had located and excavated the remains of the long-sought house where Washington was raised. Washington moved to Ferry Farm at the age of six, and lived there until the age of 19. The site is the setting of some of the best-known stories related to his youth, including the tales of a young Washington chopping down a cherry tree and throwing a stone across the Rappahannock River. The Stafford Tourism Office sponsors many events throughout the year to educate visitors and residents alike about Stafford County's history. For more information, please visit the Tourism Office online at www.tourstaffordva.com or call (540) 658-8681.

## TO OBTAIN INFORMATION

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

# Accomplishments



**AAA Bond Rating**

Thanks to Stafford's strong financial management, conservative budgeting, and financial flexibility, the County has been awarded an upgraded bond rating. This year Stafford received its first ever AAA bond rating from Standard and Poor's. It also received improved ratings from Fitch and Moody's. These ratings will allow the County to receive more favorable rates for borrowing for projects that will help save money over the life of the loan.

**Economic Development Strategic Plan**

Economic Development is a priority of the Board of Supervisors. The Board adopted the 2015 Economic Development Strategic Plan as a blueprint on how to providing a more desirable community with an excellent business climate, conducive to increased investment by the private sector and increased job opportunities for its citizens.

**Job Growth**

This year, for the first time ever, the County surpassed more than 42,000 jobs created by businesses in Stafford. The unemployment rate of 3.4% in April of 2016 was the lowest it has been since 2007. Stafford led the Commonwealth in job growth from 2009 to 2014 and continues to add jobs.

**High Schools**

The new Stafford High School opened in the fall of the 2015-2016 school year. The state-of-the-art facility represents the Board of Supervisors priority on enhancing education within the county. Both Brooke Point and Colonial Forge high schools are undergoing expansions that are scheduled to be finished in 2016. Mountain View High School will be expanded in the 2016-2017 school year.

# Accomplishments



**Public Safety**
The Sheriff's Office and Fire and Rescue worked together to complete a public safety staffing plan last year, designed to detail how many personnel are needed to meet the emergency needs of Stafford's citizens. Officials are using those results to better utilize resources and serve citizens. The Sheriff's Office received its fifth accreditation award.

**Jeff Rouse Swim and Sport Center**
The Rouse Center opened June 5, 2016, and it is the first public/private partnership for parks. Stafford built the facility and Eastern Sports Management operates it, saving the County money in operating costs. It is a 76,000 square foot facility that houses a 50 meter X 25 yard competition pool, 900 spectator seats, a 25 yard recreation pool, a heated therapy pool, a group exercise room, a fitness room, a hard court gym, and a grill to serve guests. The Rouse Center offers yoga, cycling, group exercise classes, swimming classes, and lifeguards. The center also offers league play for adults and summer camps, clinics, classes, and a J-Club kids' area for active kids.

**Embrey Mill Park**
Embrey Mill Park opened March 19, 2016, with the St. Patty's Day Soccer Tournament. The facility is located next to the Jeff Rouse Swim and Sport Center and includes six lighted fields: four artificial turf fields and two natural grass fields. The fields are equipped for youth soccer, lacrosse, and field hockey. There is also a playground, a concession stand, numerous parking lots, and restrooms. Two additional artificial turf fields are under design.

**Woodstream Trail**
Stafford finished construction on a trail that connects the Woodstream neighborhood and four other nearby neighborhoods to Smith Lake Park. The trail will benefit approximately 4,600 citizens, and its short distance—one third of a mile—will provide children with easy access to exercise opportunities.

# Accomplishments

**Lake Mooney Reservoir**

Lake Mooney opened on Memorial Day weekend. The Board of Supervisors named the reservoir after Deputy Jason Mooney, a Stafford deputy who tragically died in in 2007 on I-95 after responding to an emergency call. The reservoir holds approximately 5.54 billion gallons of water. It will ensure Stafford can meet the water needs of its businesses and private homeowners for years to come. The Lake is open to kayaks and canoes from dawn to dusk. When the fish stock matures, fishing will be allowed.

**Road Improvements**

This has been a big year for road projects in Stafford County. The 95 Express Lanes opened as well as the Falmouth Intersection. With the completion of the improvement projects on Truslow Road, Poplar Road and Mountain View Road, Stafford fulfilled the mission of its Youth Driver Safety Task Force to better ensure citizen safety. The Centreport Parkway intersection was also improved.

**Land Preservation**

Stafford saved more than 154 acres from development this past year through the Purchase of Development rights program, the Civil War Park easement and Embrey Mill Park. To date, Stafford has saved more than 6,365 acres from being developed.

**Duff's Dog Park**

Duff's Dog Park opened in June of 2015. Since its inception, it has become one of Stafford's most popular parks. Dogs and their owners enjoy three separate fields: one small dog fenced-in field, one large dog fenced-in field, and one open field for well-trained dogs that like to run. The park is equipped with activities for all types of dogs.

**Armed Services Memorial**

The Stafford County Board of Supervisors approved the building of an Armed Services Memorial to honor those who have fallen, those who have served, and those who are currently serving. The Memorial Commission and its committee have raised over $500,000 in pledges. There are bricks available for purchase online that can be personalized and will be displayed along the edges of the walkways of the memorial. The Board of Supervisors expects to break ground in late 2016.

# Accomplishments



**Finding Forever Families**
Stafford County found 24 foster children permanent homes. The County also established a new "Mother Mentor" program that provides assistance to the biological families of foster children, attempting to ease their transition through non-traditional support. Stafford's Social Services has deployed a new system called CommonHelp from the Virginia Department of Social Services. It is a fast and easy way to screen and apply online for many benefit programs.

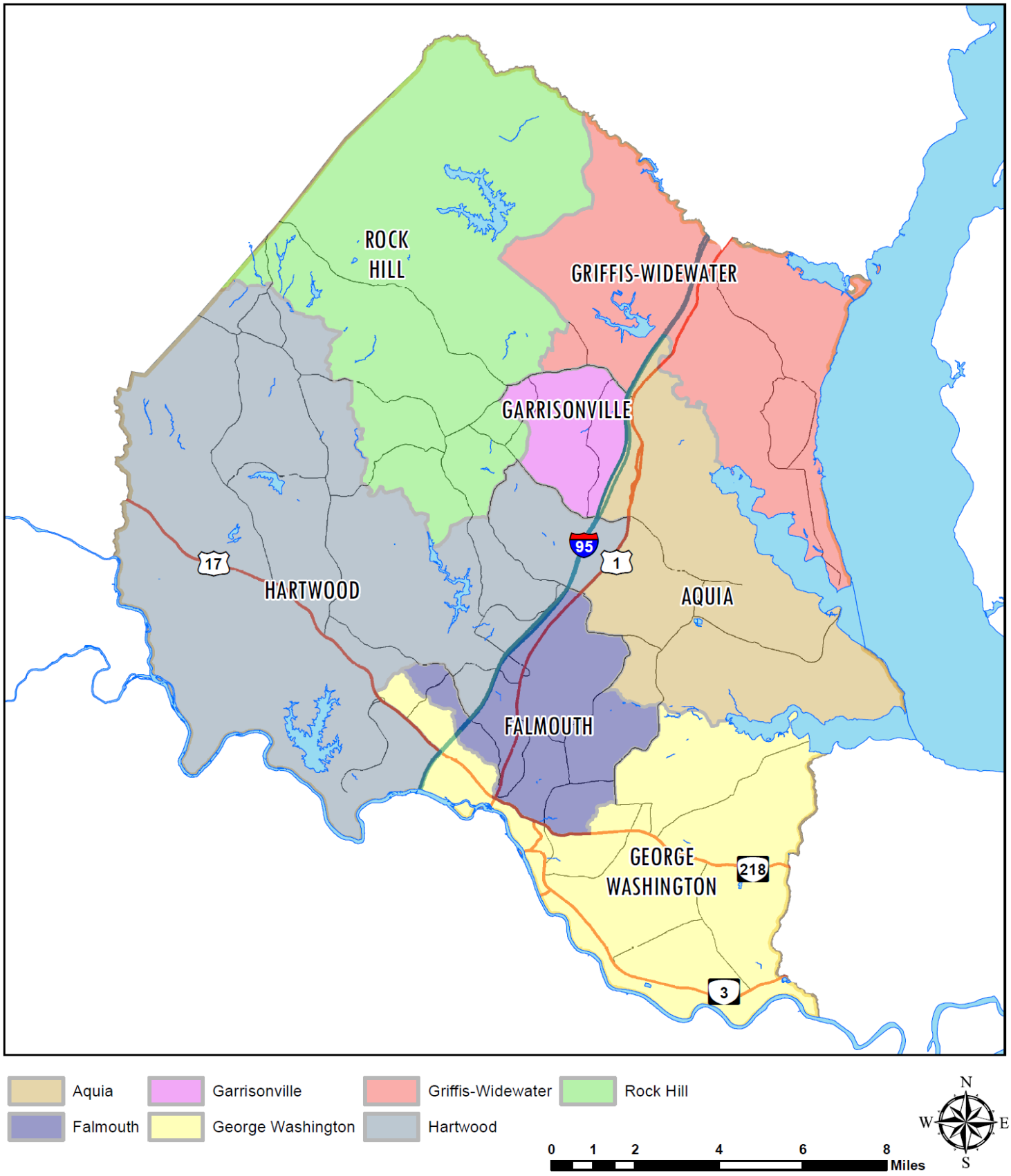
**Waste Water Treatment Environmental Impact**
For 11 years in a row, Little Falls Run Wastewater Treatment Facility has received the Platinum Peak Performance Award with 100% compliance to permit limits. Aquia Wastewater Treatment received the Gold Award for 100% compliance of permits in 2015.

**NACO Awards**
Stafford County won three Achievement Awards from the National Association of Counties. The awards were received for Stafford's efforts to tell the story of African American history in the county, creating a Regional Partner Agency Collaborative Funding Model, and the innovation of the myStafford customer portal. These innovative and collaborative programs help the County to better serve its citizens.

**New GIS Website**
Stafford launched a new Geographic Information Systems website that allows updates in real-time to better serve our citizens and the engineering-surveying/development community..

# Election Districts

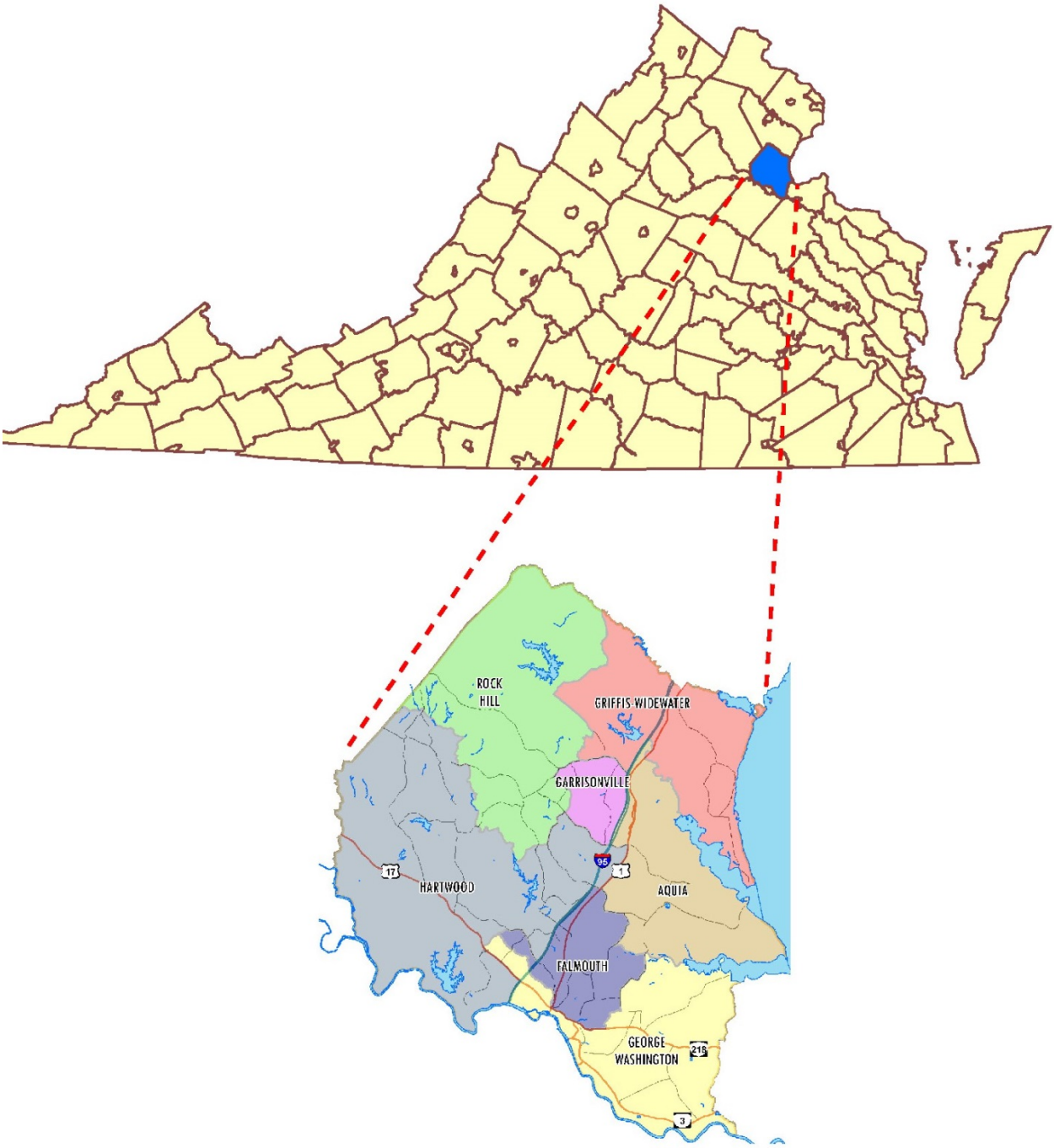




# Stafford County, Virginia



Location; Stafford County, consists of approximately 277 square miles and is located along I-95 about 25 miles south of the nation's capital in Washington DC and 50 north of the state capital in Richmond. Stafford is also home to Quantico Marine Corps Base. The base extends over portions of 3 localities, including 32,753 acres in Stafford County. The County in bordered by the Counties of Prince William to the north, Fauquier and Culpeper to the west, Spotsylvania, Caroline and the City of Fredericksburg to the south and King George to the east.



R16-95

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 19th day of April, 2016:

| MEMBERS: | VOTE: |
|---|---|
| Robert "Bob" Thomas, Jr., Chairman | Yes |
| Laura A. Sellers, Vice Chairman | Yes |
| Meg Bohmke | No |
| Jack R. Cavalier | Yes |
| Wendy E. Maurer | Yes |
| Paul V. Milde, III | No |
| Gary F. Snellings | Yes |

On motion of Mr. Cavalier, seconded by Mrs. Maurer, which carried by a vote of 5 to 2, the following was adopted:

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2016 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 2016 tax rates was held on Tuesday, April 5, 2016, at 7:00 P.M., in the Board Chambers at the George L. Gordon, Jr., Government Center, 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; and

WHEREAS, the Board carefully considered the recommendation of staff, and the public testimony, if any, received at the public hearing;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 19th day of April, 2016, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2016:

| Classification | Rate Per One Hundred Dollars of Assessed Valuation |
|---|---|
| Real Estate (Section 58.1-3200, Code of Virginia (1950), as amended.) | ~~1.019~~ .99 |
| 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*~~ 6.50 |
| 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 |
| 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 |

| Classification | Rate Per One Hundred Dollars of Assessed Valuation |
|---|---|
| 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 |
| Merchants' Capital (Section 58.1-3509, Code of Virginia (1950), as amended. Includes all other classifications of Merchants' Capital not specifically enumerated.) | .50 |
| Merchants' Capital of Pharmaceutical Wholesalers (Section 58.1-3510.01, Code of Virginia (1950) as amended) | 0.00 |
| Mobile Homes (Section 58.1-3506, Code of Virginia (1950), as amended.) | ~~1.019~~ .99 |
| 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~~ .082 |
| 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~~ .40 |
| 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 $2.60 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 calendar year 2016, qualifying vehicles will be granted 40% relief.

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo

R16-94

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 19th day of April, 2016:

| MEMBERS: | VOTE: |
|---|---|
| Robert "Bob" Thomas, Jr., Chairman | Yes |
| Laura A. Sellers, Vice Chairman | Yes |
| Meg Bohmke | Yes |
| Jack R. Cavalier | Yes |
| Wendy E. Maurer | Yes |
| Paul V. Milde, III | Yes |
| Gary F. Snellings | Yes |

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

A RESOLUTION TO APPROVE THE FISCAL YEAR 2017 COUNTY BUDGETS

WHEREAS, a public hearing on the proposed FY2017 County budgets was held on Tuesday, April 5, 2016, 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 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 public testimony, if any, at the public hearing;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 19th day of April, 2016, that the FY2017 budgets for the various General Government Funds be and they hereby are adopted as follows:

## I. GENERAL GOVERNMENT FUNDS:

| | |
|---|---|
| **General Fund:** | **275,311,159** |
| Operating Budget Transfer to Schools | 112,567,497 |
| Public Day School | 518,000 |
| Shared Services / Audit | 115,307 |
| School Debt Service | 31,362,759 |
| Board of Supervisors | 636,967 |
| Capital Projects | 3,992,185 |
| Central Rappahannock Regional Library | 5,179,040 |
| Commissioner of the Revenue | 2,717,285 |
| Commonwealth's Attorney | 3,148,774 |
| Cooperative Extension | 181,855 |
| Corrections | 8,587,340 |
| County Administration | 1,147,829 |
| County Attorney | 1,097,885 |
| Clerk of the Circuit Court | 1,518,935 |
| Circuit Court | 282,806 |
| General District Court | 117,250 |
| Juvenile and Domestic Relations Court | 114,700 |
| Magistrate | 8,830 |
| 15th District Court Services Unit | 366,126 |
| Debt Service County | 13,649,195 |
| Economic Development | 848,402 |
| Finance and Budget | 1,709,316 |
| Fire and Rescue | 17,854,495 |
| Human Resources | 430,706 |
| Human Services, Office of | 5,047,364 |
| Information Technology | 2,317,613 |
| Non-Departmental | 2,864,908 |
| Parks, Recreation and Community Facilities | 11,903,342 |
| Partner Agencies | 2,048,791 |
| Planning and Zoning | 2,507,245 |
| Public Works | 3,961,367 |
| Public Works - Stormwater | 547,264 |
| Registrar & Electoral Board | 496,678 |
| Sheriff | 26,371,449 |
| Social Services | 7,063,008 |
| Treasurer | 2,028,646 |

**GENERAL GOVERNMENT FUNDS, continued:**

| | |
|---|---|
| Asset Forfeiture Fund | 84,819 |
| Capital Improvements Fund | 674,492 |
| Fleet Services Fund | 4,459,997 |
| Garrisonville Road Service District Fund | 480,975 |
| Hidden Lake Special Revenue Fund | 106,080 |
| Tourism Fund | 927,000 |
| Transportation Fund | 4,086,334 |
| Transportation Impact Fee - County-Wide Fund | 100,000 |
| Utilities Funds | 52,385,314 |

; and

BE IT FURTHER RESOLVED that the FY2017 School budget be and it hereby is approved in the following amounts:

**II. SCHOOL FUNDS:**

| | |
|---|---|
| Construction Fund | 128,480 |
| Grants Fund | 12,448,238 |
| Health Services Fund | 35,013,000 |
| Nutrition Services Fund | 13,496,000 |
| School Operating Fund | 269,152,658 |
| Workers' Compensation Fund | 657,911 |

; 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 authorizes 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 Public Day School students; and

BE IT FURTHER RESOLVED the County Administrator shall disburse funds to Stafford County Volunteer Fire and Rescue companies only after ensuring compliance with the Fire and Rescue Department, County, and State policies, regulations, rules, and procedures; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to increase budgets and appropriations for the following items of non-budgeted, restricted revenue that may occur during FY2017:

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;
6. Excess roll-back taxes for Purchase of Development Rights pursuant to the County's financial policies;
7. Incentive payments to developers in compliance with Board approved agreements; and
8. Advance refunding of debt.

; and

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

| | | |
|---|---|---|
| | General Fund | |
| | Non-Public Safety | 346 |
| | Public Safety | 393 |
| | Utilities Fund | 139 |
| | Capital Projects Fund | 3 |
| Total | | 881 |

; and

BE IT FURTHER RESOLVED that new public safety positions are authorized as of April 19, 2016, with the adoption of the FY2017 budgets; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to apply to the Department of Criminal Justice for a grant in the amount of $190,934, with no local match, for the Victim/Witness Program; and

BE IT FURTHER RESOLVED that the additional position approved for the Commonwealth's Attorney's office is contingent on grant funding, and the continuation of that position is contingent upon future grant funding; and

BE IT FURTHER RESOLVED that a 2% salary increase is authorized, effective July 1, 2016, for all County employees whose job performance is satisfactory or better; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to proceed with the next phase of the 2015 Compensation Study, effective July 1, 2016; and

BE IT FURTHER RESOLVED that in June of 2016, a one-time payment of $300 is authorized to be made to County non-seasonal employees to offset increased medical costs associated with the implementation of the new health insurance plan, using savings from the FY2016 budgeted health insurance funds; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to implement a salary supplement for employees of the General District Court and Juvenile and Domestic Relations Court to address high turnover in those offices; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to approve contracts for the purchase of replacement public safety vehicles, consistent with the FY2017 budgets; and

BE IT FURTHER RESOLVED that the position in the Treasurer's Office will not be filled pending analysis by the Commonwealth Attorney's Office, and unless the Commonwealth Attorney's Office continues to contract with the Treasurer's Office for collection of delinquent court fines; and

BE FURTHER RESOLVED that the recruitment for the Contracts Officer position will not proceed until the Board approves the job description; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2017 Potomac and Rappahannock Transportation Commission subsidy of Eighty Thousand Seven Hundred Dollars ($80,700) and the Virginia Railway Express subsidy of Two Million Six Hundred Forty-seven Thousand Two Hundred Twenty-two Dollars ($2,647,222), and authorizes the payment of the subsidies during FY2017 from the County's Motor Fuels Tax Revenue account.

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo

R16-103

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 19th day of April, 2016:

| MEMBERS: | VOTE: |
|---|---|
| Robert "Bob" Thomas, Jr., Chairman | Yes |
| Laura A. Sellers, Vice Chairman | Yes |
| Meg Bohmke | Yes |
| Jack R. Cavalier | Yes |
| Wendy E. Maurer | Yes |
| Paul V. Milde, III | Yes |
| Gary F. Snellings | Yes |

On motion of Mrs. Maurer, seconded by Ms. Sellers, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2017 COUNTY BUDGETS

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 19th day of April, 2016, 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 FY2017 budgets; and

BE IT FURTHER RESOLVED that debt service is appropriated at 100% of the adopted FY2017 budgets; and

BE IT FURTHER RESOLVED that the FY2017 budgets for the various General Government Funds be and they hereby are appropriated as follows:

## I. GENERAL GOVERNMENT FUNDS:

| **General Fund:** | **263,899,228** |
|---|---|
| Operating Budget Transfer to Schools | 106,939,122 |
| Public Day School | 492,100 |
| Shared Services / Audit | 109,542 |
| School Debt Service | 31,362,759 |
| Board of Supervisors | 605,119 |
| Capital Projects | 3,792,576 |
| Central Rappahannock Regional Library | 4,920,088 |
| Commissioner of the Revenue | 2,581,421 |
| Commonwealth's Attorney | 2,991,335 |
| Cooperative Extension | 172,762 |
| Corrections | 8,260,998 |
| County Administration | 1,090,438 |
| County Attorney | 1,042,991 |
| Clerk of the Circuit Court | 1,442,988 |
| Circuit Court | 268,666 |
| General District Court | 111,388 |
| Juvenile and Domestic Relations Court | 108,965 |
| Magistrate | 8,389 |
| 15th District Court Services Unit | 347,820 |
| Debt Service County | 13,649,195 |
| Economic Development | 805,982 |
| Finance and Budget | 1,623,850 |
| Fire and Rescue | 16,961,770 |
| Human Resources | 409,171 |
| Human Services, Office of | 4,794,996 |
| Information Technology | 2,201,732 |
| Non-Departmental | 2,721,663 |
| Parks, Recreation and Community Facilities | 11,308,175 |
| Partner Agencies | 1,946,351 |
| Planning and Zoning | 2,381,883 |
| Public Works | 3,763,299 |
| Public Works - Stormwater | 519,901 |
| Registrar & Electoral Board | 471,844 |
| Sheriff | 25,052,877 |
| Social Services | 6,709,858 |
| Treasurer | 1,927,214 |

**GENERAL GOVERNMENT FUNDS, continued:**

| | |
|---|---|
| Asset Forfeiture Fund | 84,819 |
| Capital Improvements Fund | 674,492 |
| Fleet Services Fund | 4,459,997 |
| Garrisonville Road Service District Fund | 480,975 |
| Hidden Lake Special Revenue Fund | 106,080 |
| Tourism Fund | 927,000 |
| Transportation Fund | 4,086,334 |
| Transportation Impact Fee - County-Wide Fund | 100,000 |
| Utilities Funds | 52,385,314 |

; and

BE IT FURTHER RESOLVED that the FY2017 School budget be and it hereby is appropriated in the following amounts:

**II. SCHOOL FUNDS**

| | |
|---|---|
| Construction Fund | 128,480 |
| Grants Fund | 12,448,238 |
| Health Services Fund | 35,013,000 |
| Nutrition Services Fund | 13,496,000 |
| School Operating Fund | 263,492,618 |
| Workers' Compensation Fund | 657,911 |

; and

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 (less debt service), following the mid-year review and completion of the FY2016 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 the County Administrator is authorized to increase budgets and appropriations for the following items of non-budgeted, restricted revenue that may occur during FY2017:

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;
6. Excess roll-back taxes for Purchase of Development Rights pursuant to the County's financial policies;
7. Incentive payments to developers in compliance with Board approved agreements; and
8. Advance refunding of debt.

; and

BE IT FURTHER RESOLVED that the County Administrator 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's standards and Generally Accepted Accounting Practices, some projects or sets of accounts may need to be moved between funds, and the County Administrator 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 these funds are spent, local tax dollars will be spent.

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:kah

R16-96

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 19th day of April, 2016:

| MEMBERS: | VOTE: |
|---|---|
| Robert "Bob" Thomas, Jr., Chairman | Yes |
| Laura A. Sellers, Vice Chairman | Yes |
| Meg Bohmke | Yes |
| Jack R. Cavalier | Yes |
| Wendy E. Maurer | Yes |
| Paul V. Milde, III | Yes |
| Gary F. Snellings | Yes |

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

A RESOLUTION TO ADOPT THE FISCAL YEARS 2017-2026 CAPITAL IMPROVEMENT PROGRAM WITH THE INTENT TO REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed Fiscal Years (FY) 2017-2026 Capital Improvement Program (CIP) was held on Tuesday, April 5, 2016, 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 staff, 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 19th day of April, 2016, that the FY2017-2026 Capital Improvement Program (CIP), be and it hereby is adopted as part of the Comprehensive Plan; and

BE IT FURTHER RESOLVED that the Intent to Reimburse Certain Capital Improvement Expenditures for projects indicated in the FY2017-2026 CIP be and it hereby is adopted as follows:

General Government

Replacement Fire & Rescue Apparatus
Fire and Rescue Training Center
Fire and Rescue Station 14
Fire and Rescue Station - New
Cardiac Equipment Replacement
Computer-Aided Dispatch System
Command Bus Replacement
Fire and Rescue Station Renovations
Information Technology Infrastructure
Park at Embrey Mill - Phase 3
Duff McDuff Green Park
Patawomeck Park Phase 2
New and Renovated Park Amenities
Musselman Park
Parks Recreation and Community Facilities Infrastructure
Animal Shelter
Courthouse Addition
Library
Belmont Ferry Farm Trail - Phase 6
Stormwater Permit Compliance
Route 1, Jefferson Davis Highway
Route 711 Juggins Road
Safety Improvements on Route 1 at Woodstock lane and Telegraph Road
Route 606, Ferry Road
Route 630, Courthouse Road: Cedar Lane to Winding Creek Road
Route 630, Courthouse Road: Winding Creek Road to Shelton Shop road
Route 652, Truslow Road, West of I-95 (PPTA)
Route 627, Mountain View Road Ext. to High School
Courthouse Road and Route 1 Intersection Improvements
Enon Road & Route 1 Improvements
Butler Road
Garrisonville Road Eustace Road to Shelton Shop Road
Eskimo Hill Road
Shelton Shop Road
Berea Church Road
Tech Center Drive
Route 608, Brooke Road, South of Eskimo Hill Road
Route 616, Poplar Road, North of Truslow Road

Schools

Moncure Elementary Rebuild
Ferry Farm Elementary Rebuild
Elementary School #18
High School #6
Mt. View High School Addition
Hartwood Elementary Renovation
Drew Middle School Renovation
Fleet Services Addition
Infrastructure

Utilities

320 Zone Water Improvements
342 Zone Water System - Phase 1
342 Zone Water System - Phase 2
370N Water Booster Pump Station
Lake Mooney WTF Upgrade/Expansion
Able Lake Dam Improvements
Centerport Water Tank
Moncure Water Booster Pump Station
Brea Water Tank Removal
Regional Water Interconnection
Small Water Projects
Smith Lake Distribution PS Upgrade
Smith Lake WTF Filter Replacements
Water Distribution System Rehab Program
Water Extension Projects
320 Zone Extension
320 Zone Elevated Storage Tank
342 Zone Piping
Truslow Road Piping
Claiborne Run PS Parallel Force Main
Claiborne Run Pump Station Replacement
County Ridge Pump Station Replacement
Equipment Replacement - Aquia WWTF
Falls Run Pump Station Replacement
Falls Run Sewer Interceptor Replacement - Phase 2
Austin Run Gravity Sewer Replacement
Austin Run Gravity Sewer Replacement through Stafford Village
Little Falls Run WWTF - 3rd Treatment Train
Olde Concord to Wayside 18" Gravity Construct
Construct Lower Accokeek PS
18" Gravity Accokeek Creek
Lower Accokeek FM
8" Gravity Trunk SE
8" Extension of Ex Gravity
Rowser 10" Gravity Line
Wyche Road 12" Gravity Line
Venture to Wyche Road
8" Ex Gravity Upstream
Potomac Creek Pump Station & Force Main Replacement
Sewer Extension Projects
Small Sewer Projects
Wastewater Collection System Rehabilitation Projects
Wastewater Pump Station Rehabilitation Program
Wastewater Pump Station Replacements
Wayside Sewer Interceptor Replacement
Hilldrup Pump Station
Hilldrup PS Force Main
Route 1 Sewer (Hidden Valley to Potomac Hills-5600LF of 30")
Aquia Creek Force Main Replacement
Aquia Creek PS Expansion
Austin Run Interceptor Section Replacement
Camp Barrett SPS FM
Stafford County Complex
Vehicles & Equipment Replacements
Contingency

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 FY2017-2026 Capital Improvement Program (Projects) with tax-exempt or taxable bonds, or other obligations (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 inter-fund 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 FY2017-2026 Capital Improvement Program. The maximum amount of the Bonds expected to be issued for the Projects is $409,334,139.

Section 3: Effective Date; Public Inspection. This Resolution is adopted for the purpose of complying with Treasury Regulation Section 1.150-2 (26 CFR 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

R16-148

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 21st day of June, 2016:

| MEMBERS: | VOTE: |
|---|---|
| Robert "Bob" Thomas, Jr., Chairman | Yes |
| Laura A. Sellers, Vice Chairman | Yes |
| Meg Bohmke | Yes |
| Jack R. Cavalier | Yes |
| Wendy E. Maurer | Yes |
| Paul V. Milde, III | Yes |
| Gary F. Snellings | Yes |

On motion of Mrs. Maurer, seconded by Ms. Sellers, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION AUTHORIZING TECHNICAL ADJUSTMENTS
TO THE SCHOOLS' FY2017 BUDGETS

WHEREAS, on April 19, 2016, the Board adopted the FY2017 Schools' budgets, which was based on the School Board's approved budget request, with the appropriation of the Schools' Operating Fund reduced by the 5% appropriation hold; and

WHEREAS, the School Board adopted its budget based on updated projections, including the local Schools' funding, adopted by the Board and the School Board, and is now requesting technical adjustments to its FY2017 budgets;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 21st day of June, 2016, that it be and hereby does authorize technical adjustments to the Schools' FY2017 budgets as follows:

| | **Budget** | **Appropriations** |
|---|---|---|
| Grant Fund | 12,461,710 | 12,461,710 |
| Fleet Services Fund | 4,106,089 | 4,106,089 |
| Health Services Fund | 32,750,811 | 32,750,811 |
| Workers' Compensation Fund | 661,272 | 661,272 |

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:kah

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

The County follows a series of policies and practices to guide the development of the annual budget. The application of these policies and practices promote a consistent approach to budgeting and assists the Board of Supervisors in maintaining fiscal stability and accountability.

Student Government Day. Mock Board of Supervisor's meeting.

Included in this section are the following:

Board of Supervisor's Priorities

B.E.S.T Values of Stafford County Employees

County Planning Processes

Comprehensive Plan

Principles of High Performance Financial Management

Budget Procedures Calendar

Utilities Fiscal Policy

Budget Guidelines, Basis of Accounting, and Basis of Budgeting

## Mission

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

- Fiscal Responsibility
- Education
- Public Safety
- Infrastructure
- Economic Development and
- Service Excellence

## The FY2017 Adopted Budget addresses the Boards Priorities for the Community as follows:

Fiscal responsibility
- Tax rate lowered to effective rate: 99 cents
- Personal property tax rate reduced to $6.50
- Continues to work toward enhancing bond rating; AAA bond rating strategy initiatives:
  - Reduced CIP borrowing by $9M
  - Cash capital increased to 3% of general fund budget – one year early

Education
- Local and State increases plus re-programmed savings allowed for $16.2M in new spending
- Schools received 54% of 10-year Capital Improvement Program bond capacity
- Adds at least 69.5 employees
- Executes shared services study recommendations

Public Safety
- Public Safety Staffing Plan implementation
  - 27 new positions and one conversion from PT to FT
- Establishes career firefighter/EMT at every fire station in County

Infrastructure
- Maintains capital program for parks bonds, schools and general government projects
- Road projects continue with reduction in future years due to reduced gas tax revenues
- Utility rate adjustmented to fund CIP
- Debt service increase of $2.1M for Schools and County projects

Economic Development
- Stafford Opportunity Fund fully funded
- Germanna/Stafford Schools/Regional Library partnership fully funded
- Fully funds Fredericksburg Regional Alliance
- County staff executes Economic Development strategic plan

Service Excellence
- 2% raise for County employees on July 1, 2016
- Market salary adjustments based on compensation study
- 8 new non-public safety FT positions and 1 conversion from PT to FT
- Supports state mandate for emergency services response time for the Community Services Board
- Vacancy savings reduced from FY16
- One-time $300 payment to County employees in June to assist with co-pays in new insurance plan

# 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

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# County Planning Processes



| | Type of Process | Description of Process | Budget Impacts |
|---|---|---|---|
| Building Facility and Maintenance Plan | Five year plan | Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements. | Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities. |
| Capital Improvements Program | Ten year plan | County Administrator submits plan for Board of Supervisors approval by resolution with possible amendments. | Provides predictable funding level from year to year to allow adequate planning for debt service requirements & operating costs of new facilities & infrastructure improvements. |
| Compensation Philosophy | Organizational Policy | To develop a balanced and meaningful strategy that is competitive with comparative peers, supports the County's vision, mission, and values, is affordable, and understood by employees | Allows for allocation of resources to predetermined strategic goals & objectives. |
| Comprehensive Plan | Long range plan | Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure. | Provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development related ordinances. |
| Economic Development Strategic Plan | Five year plan | Economic Development director's plans are developed with review & coordination by the County Administrator's Office. | Allows for allocation of resources to predetermined strategic goals & objectives. |
| Facilities Master Plan | Fifteen year plan | Provides for long-term planning for parks and facilities that intergrate with the 10-year CIP allowing for adequate planning for debt service requirements and operating expenditures | Provides budget constancy, planning & direction for future resource allocation and decision-making. |
| Five Year Operating Budget Plan | Five year operating plan | Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures. | Provides for budget stability, planning & direction for future resource allocation decision-making. |
| Grounds Maintenance Plan | Three year plan | Schedules identified ground improvements maintenance projects according to priorities & funding level. | Provides for a stable annual level of expenditures to ensure the continued maintenance of county grounds. |
| Human Services Plan | A long-range plan that identifies key activities to improve the service delivery system and provides existing human services agencies guidance when developing goals | 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. |

# County Planning Processes



| | Type of Process | Description of Process | Budget Impacts |
|---|---|---|---|
| Parks and Recreation Facilities Plan | Fifteen year Facilities Plan for parks and open space | 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 10-year CIP. | Long term planning for parks and facilities that integrate with the 10-year CIP allowing for adequate planning for debt service requirements and operating expenditures. |
| Public Safety Staffing Plan | Long-term plan | To guide how and when to increase the number of employees in law enforcement and fire rescue operations. | Recommends allocation of resources to predetermined strategic goals & objectives. |
| 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' |
| Technology Strategic Plan | Five year plan | The Strategic Plan addresses software compatibility with County systems; hardware compatibility with County infrastructure; reduction of system duplication; security of networks and adopting new ways of providing more efficient and effective technologies such as cloud solutions and software as a service. | Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact. |
| Transportation Plan | Long-range plan | Planning develops the Transportation Plan based on build- out of the Land Use Plan. The Plan identifies transportation policies, programs & facilities necessary to meet local & regional transportation demands. | Long range planning for highway infrastructure needs. |
| Water & Wastewater Master Plan | Twenty year plan to define the County's anticipated water & wastewater needs | Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan. | Identifies future costs for water & wastewater infrastructure & establishes current per gallon prices to be charged to developers in accordance with the County's Pro-Rata Policy. |

## 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.

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 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.

*Stafford County in Regional Context*

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.

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.

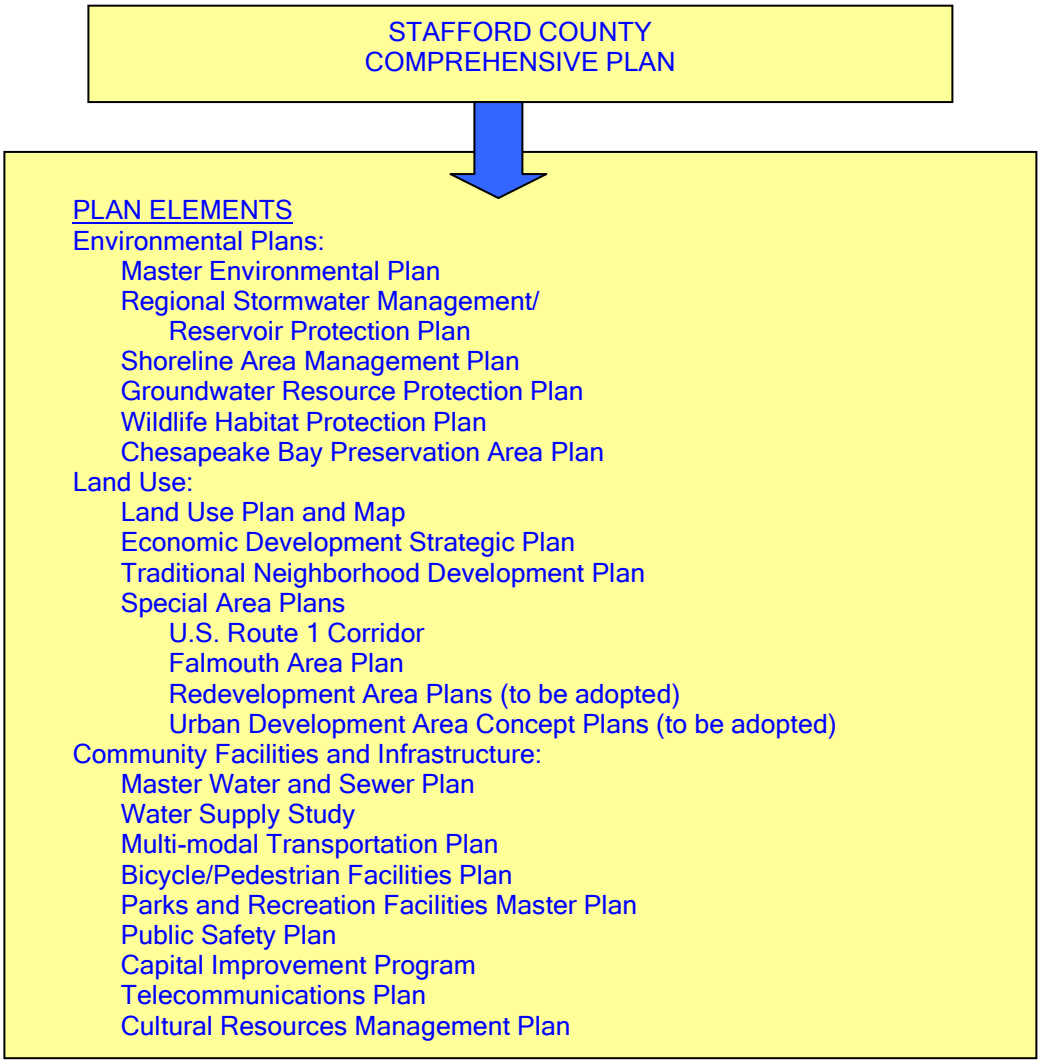
Public Facility Projections – are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

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.




## 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.

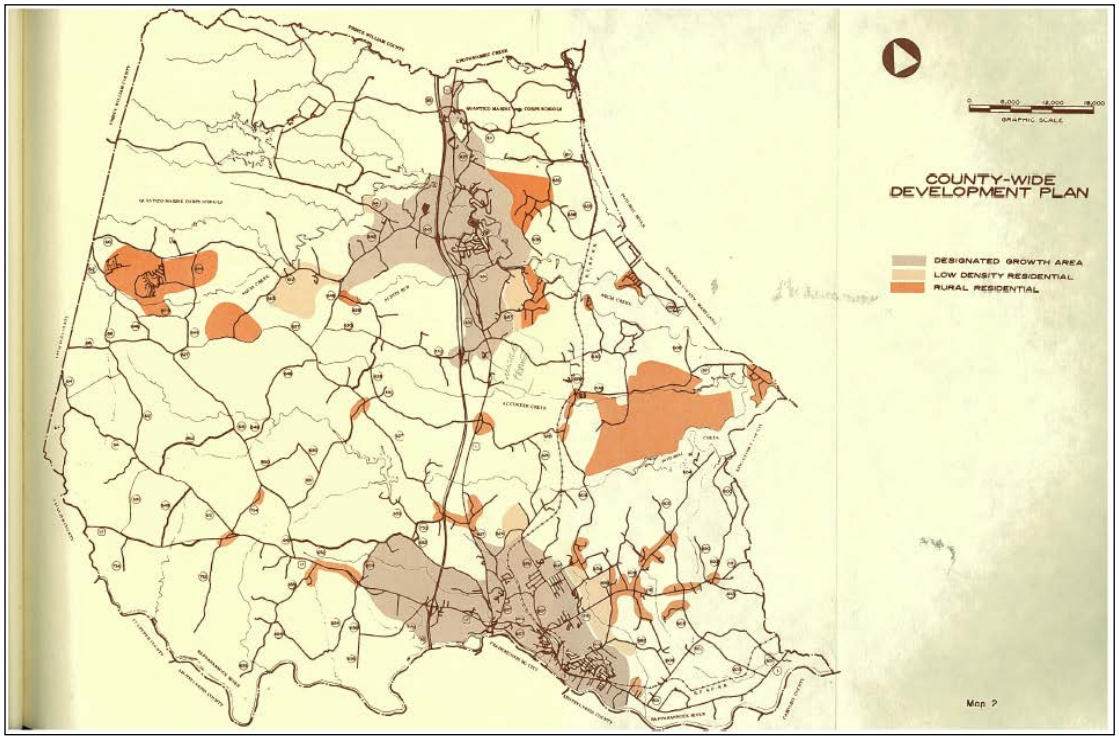
The Code of Virginia includes specific expectations of a locality's Comprehensive Plan. It identifies what shall be required and may be included:

> "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 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)

## 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 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.

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.

## 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.

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.

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.

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.

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.

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.

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.

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.

- The County has not attained federal air quality standards for ozone.
- While Stafford County has attained federal carbon monoxide standards, high CO concentrations occur in "hot spots" near points of traffic congestion.
- Some streams and lakes in Stafford County, and the Potomac River, are characterized by poor water quality.
- 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.
- 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.
- 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

## 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.

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.

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.

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 6$^{th}$ 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.

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".

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.

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 3.0% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- 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.

## 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 ½ of 1% of General Fund revenues, with a goal of 2% by 2018.

        - 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.

    6. Schools capital project 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. Funds above the minimum level may be added to the reserve from unspent school funds.

- Rollback Tax Revenue in excess of $80,000 will be dedicated to the County's Purchase of Development Rights and land conservation programs.

- 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.
- 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 schools' 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 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 public meetings.

## 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 |

- 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. |

**Budget Procedures/Calendar**

| MONTH | PROCEDURE |
|---|---|
| October | Work Session<br>• Preliminary prior year balances<br>• 1st quarter review of fiscal year<br>• Preliminary budget overview to include:<br>o Revenue projection with no increase in equalized tax<br>o Expenditures with no new initiatives other than required<br>o Information on new revenues and expenditures<br>o Budget calendar<br>BOS/School Board Joint work session |
| November | Feedback/Consensus/Guidance from the Board<br>Board priorities/Performance standards<br>CIP/Debt capacity work session |
| December | Audit Report |
| January | Work Session<br>• Final prior year balances<br>• Mid-year review<br>• Revenue trends for upcoming budget<br>• Feedback from Board |
| February | Receive School Budget |
| March | County Administrator presents Proposed Budget and CIP<br>Budget work session |
| April | Budget work session<br>Budget work session & public hearing<br>Adopt budget and CIP<br>Annual appropriation<br>Set tax rates |

STAFFORD
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PROGRESS SINCE 1664
George Washington's Boyhood Home

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

   Revenues from these financing sources are used to pay for:
   - Projects required by system expansion or changes in regulations or technology
   - Water and sewer extension projects
   - 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 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 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 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 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.

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 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
  - 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.

## 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

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.

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# 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 variables used in the revenues projections.

Aquia Episcopal Church, built between 1751 and 1757, this renowned house of worship is one of the oldest colonial churches still actively used in America today.

The General Fund Revenues section includes the following:

- Revenue projections
- Property tax analysis
- Personal property tax analysis
- Personal property tax rates and effective rates
- Other local taxes
- Intergovernmental revenues
- Other local revenues

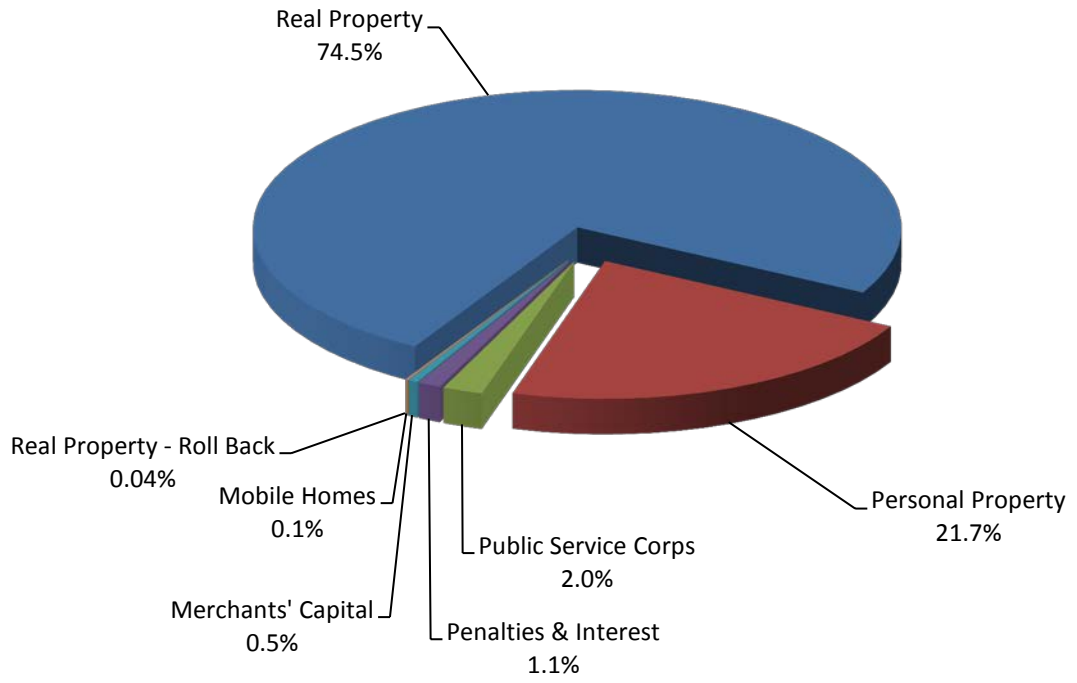
# Revenue Projection



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| **Property Taxes** | | | | | |
| Real Property | $146,424,056 | $149,740,536 | $154,250,174 | $4,509,638 | 3.0% |
| Personal Property | 44,175,051 | 43,647,200 | 45,613,435 | 1,966,235 | 4.5% |
| Public Service Corps | 4,051,345 | 4,009,000 | 4,129,175 | 120,175 | 3.0% |
| Penalties & Interest | 2,055,896 | 2,267,000 | 2,056,000 | (211,000) | -9.3% |
| Merchants' Capital | 1,012,003 | 982,000 | 1,012,000 | 30,000 | 3.1% |
| Mobile Homes | 162,710 | 175,000 | 163,000 | (12,000) | -6.9% |
| Real Property - Roll Back | 184,534 | 80,000 | 80,000 | 0 | 0.0% |
| Machinery & Tools | 413 | 0 | 0 | 0 | 0.0% |
| Total Property Taxes | $198,066,008 | $200,900,736 | $207,303,784 | $6,403,048 | 3.2% |
| **Other Revenue** | | | | | |
| Service Charges & Other | $10,188,768 | $6,865,006 | $7,308,890 | $443,884 | 6.5% |
| Ambulance Cost Recovery | 2,505,305 | 2,400,000 | 2,500,000 | 100,000 | 4.2% |
| Local Sales & Use Taxes | 12,376,768 | 12,150,000 | 12,700,000 | 550,000 | 4.5% |
| Utility Consumers' Taxes | 10,471,149 | 10,455,292 | 10,317,957 | (137,335) | -1.3% |
| State/Fed - Social Services | 4,480,268 | 5,079,365 | 5,237,803 | 158,438 | 3.1% |
| Local Meals Tax | 7,102,018 | 6,884,000 | 7,525,000 | 641,000 | 9.3% |
| State Shared Expenses | 6,056,458 | 6,114,958 | 6,343,425 | 228,467 | 3.7% |
| Code Administrative | 3,398,842 | 2,627,865 | 2,977,619 | 349,754 | 13.3% |
| Motor Vehicle Licenses | 2,019,185 | 2,345,000 | 2,400,000 | 55,000 | 2.3% |
| Childrens Services Act | 2,030,531 | 2,349,988 | 2,376,378 | 26,390 | 1.1% |
| Recordation Taxes | 2,967,546 | 2,841,000 | 3,025,000 | 184,000 | 6.5% |
| Other State Sources | 1,634,015 | 1,293,674 | 1,435,427 | 141,753 | 11.0% |
| Planning Fees | 1,943,905 | 1,897,500 | 1,877,500 | (20,000) | -1.1% |
| 2% Transient Occupancy Tax | 616,888 | 500,000 | 618,000 | 118,000 | 23.6% |
| Use of Money & Property | 448,301 | 464,001 | 618,276 | 154,275 | 33.2% |
| Other Financing Sources | 136,271 | 60,700 | 340,700 | 280,000 | 461.3% |
| Bank Stock Taxes | 419,962 | 300,000 | 400,000 | 100,000 | 33.3% |
| Federal Revenue | 297,805 | 5,800 | 5,400 | (400) | -6.9% |
| Total Other Revenue | $69,093,985 | $64,634,149 | $68,007,375 | $3,373,226 | 5.2% |
| Total Revenues | $267,159,993 | $265,534,885 | $275,311,159 | $9,776,274 | 3.7% |

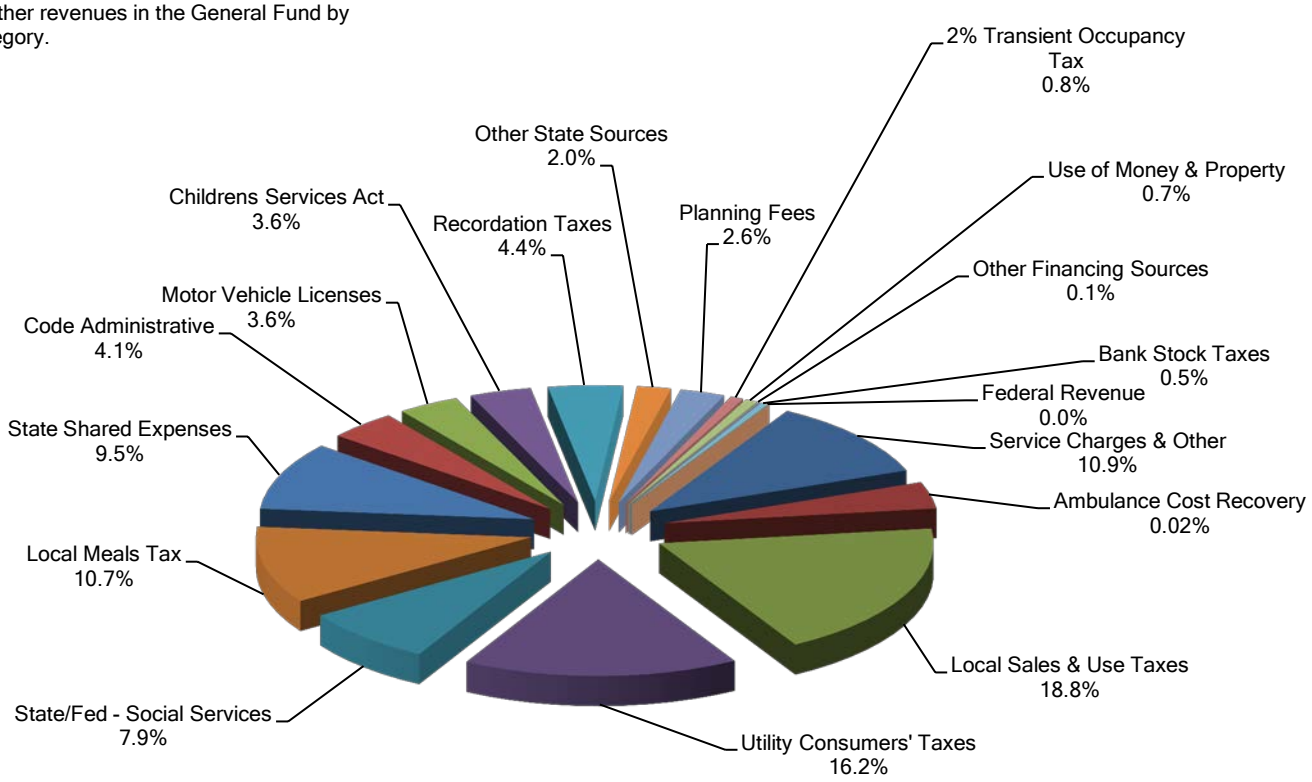
## Property Taxes

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




## Other Revenues

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



# Fund Balance Analysis



This schedule indicates the allocation of the general fund balance at June 30, 2015 and the budgeted estimate for the end of FY2016. 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 (RSR): minimum of ½ of 1% of General Fund revenues, with a goal of 2% by 2018.

    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

- Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.

- Schools capital project 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. Funds above the minimum level may be added to the reserve from unspent school funds.

As of June 30, 2015, all reserves were fully funded.

**FY2016**

| | |
|---|---|
| Beginning Fund Balance | $66,143,355 |
| ➢ Revenue Stabilization Reserve | 1,324,641 |
| ➢ Stafford Opportunity Fund | 500,000 |
| ➢ Capital Projects Reserve | 2,602,282 |
| ➢ Schools' Capital Project Reserve | 1,500,000 |
| ➢ Other reservations | 27,306,449 |
| ➢ Unassigned | $32,909,983 |

**FY2017**

The County expects that all reserves will be fully funded at the end of FY2016 and FY2017. 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



| | FY2014 Actual | FY2015 Actual | FY2016 Adopted | FY2017 Adopted |
|---|---|---|---|---|
| **Fund balance, beginning of year** | $57,104,969 | $61,622,671 | $66,143,355 | $66,143,355 |
| Revenues | 258,083,183 | 262,925,629 | 264,098,387 | 274,393,078 |
| Other Financing Sources | 6,890,097 | 4,234,366 | 1,436,498 | 918,081 |
| Total revenues & other financing sources | $264,973,280 | $267,159,995 | $265,534,885 | $275,311,159 |
| Total funding sources | $264,973,280 | $267,159,995 | $265,534,885 | $275,311,159 |
| Local School Operating/Capital transfer | (110,881,728) | (104,202,323) | (113,254,828) | (113,200,804) |
| Debt Service - General Gov't & Schools | (35,013,818) | (41,190,429) | (42,952,198) | (45,011,954) |
| Expenditures | (114,560,032) | (117,246,559) | (109,327,859) | (117,098,401) |
| Total expenditures & transfer | ($260,455,578) | ($262,639,311) | ($265,534,885) | ($275,311,159) |
| **Fund balance, end of year** | $61,622,671 | $66,143,355 | $66,143,355 | $66,143,355 |
| **Fund Balance Allocation** | | | | |
| **Non-spendable** | $326,168 | $220,609 | $220,609 | $220,609 |
| **Restricted** | 1,218,846 | 3,306,455 | 3,306,455 | 3,306,455 |
| **Committed:** | 8,624,311 | 5,164,702 | 6,399,702 | 6,399,702 |
| **Assigned** | 20,483,362 | 24,541,606 | 23,289,589 | 23,289,589 |
| **Unassigned** | 30,969,984 | 32,909,983 | 32,927,000 | 32,927,000 |
| % of revenues | 12.0% | 12.5% | 12.5% | 12.0% |
| Target Unassigned Fund Balance [1] | 30,969,982 | 32,909,983 | 32,927,000 | 32,927,000 |
| Variance above (below) | 0 | 0 | 0 | 0 |
| **Fund balance, end of year** | $61,622,671 | $66,143,355 | $66,143,355 | $66,143,355 |

[1] 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.

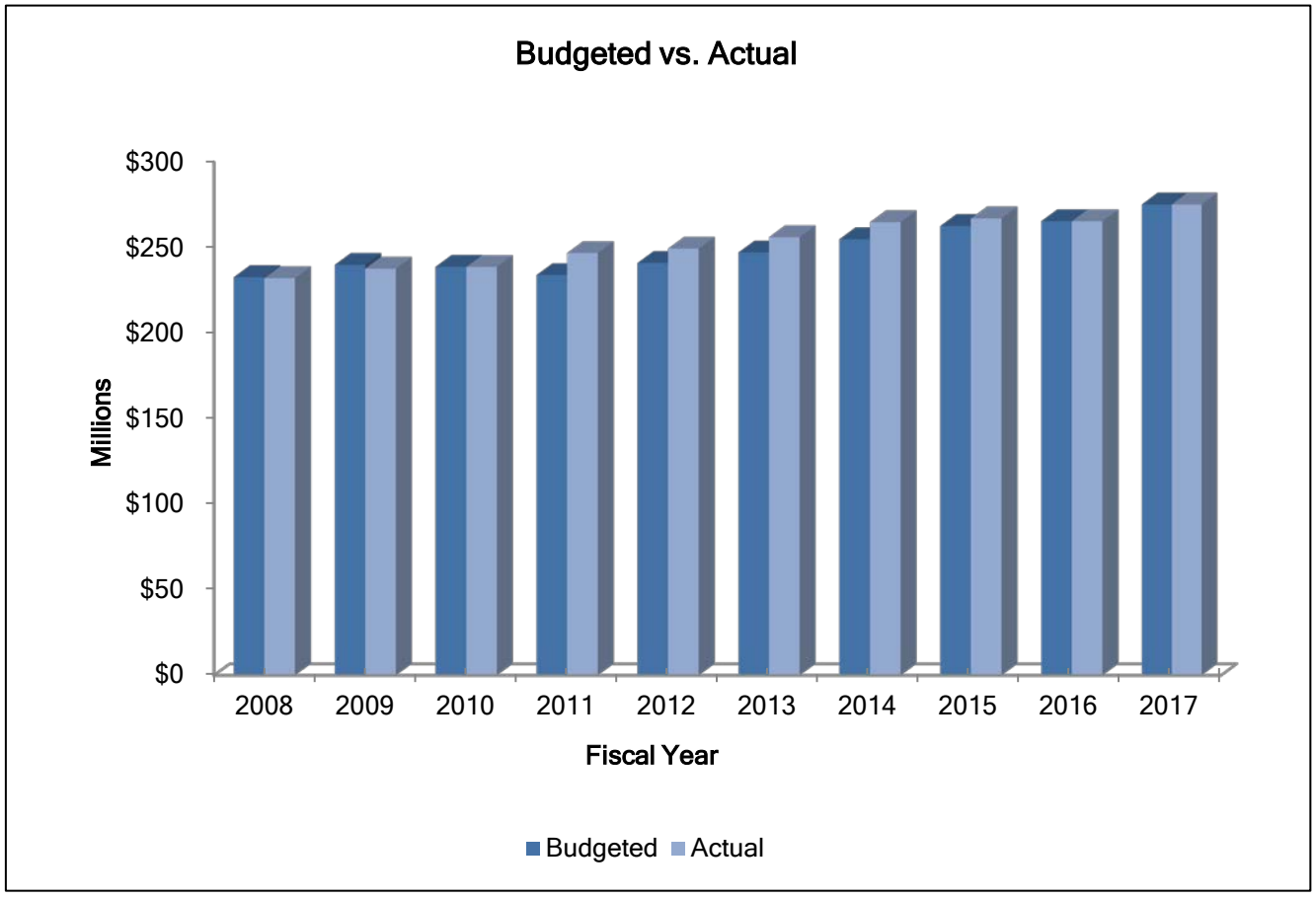
# Ten-Year Revenue Analysis



The chart to the right 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 |
|---|---|---|---|---|---|
| 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 | | 264,973,284 | | 3.4% |
| 2015 | 262,739,908 | | 267,159,993 | | 0.8% |
| 2016 | 265,534,885 | | 265,534,885 | * | -0.6% |
| 2017 | 275,311,159 | | 275,311,159 | * | 3.7% |
| Average | | | | | 2.5% |

*Budget



# General Fund Revenue Analysis



| General Property Taxes | FY2015 Actual | FY2016 Adopted | FY2017 Proposed | Changes '16 Adopted to '17 Adopted | |
|---|---|---|---|---|---|
| Real Property | $146,424,056 | $149,740,536 | $154,250,174 | $4,509,638 | 3.0% |
| Roll Back | 184,534 | 80,000 | 80,000 | 0 | 0.0% |
| Public Service Corps | 4,051,345 | 4,009,000 | 4,129,175 | 120,175 | 3.0% |
| Personal Property | 44,175,051 | 43,647,200 | 45,613,435 | 1,966,235 | 4.5% |
| Merchants Capital | 1,012,003 | 982,000 | 1,012,000 | 30,000 | 3.1% |
| Mobile Homes | 162,710 | 175,000 | 163,000 | (12,000) | -6.9% |
| Machinery & Tools | 413 | 0 | 0 | 0 | 0.0% |
| Penalties | 1,253,336 | 1,439,000 | 1,253,000 | (186,000) | -12.9% |
| Interest | 802,560 | 828,000 | 803,000 | (25,000) | -3.0% |
| Total | $198,066,008 | $200,900,736 | $207,303,784 | $6,403,048 | 3.2% |

## Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate $154.3 million in FY2017, approximately 56.0% of general fund revenues. Each penny on the tax rate yields approximately $1.5 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as 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, 2016. Taxable assessed value of real property grew to $15.9 billion, an increase of 6.94%, reflecting the continuing recovery of market conditions.

| Change in Assessed Value | |
|---|---|
| Agricultural | -1.41% |
| Residential | 7.00% |
| Multifamily | 24.82% |
| Commercial | 5.74% |
| Total Increase | 6.94% |

The real estate tax rate for 2016 is $0.99. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

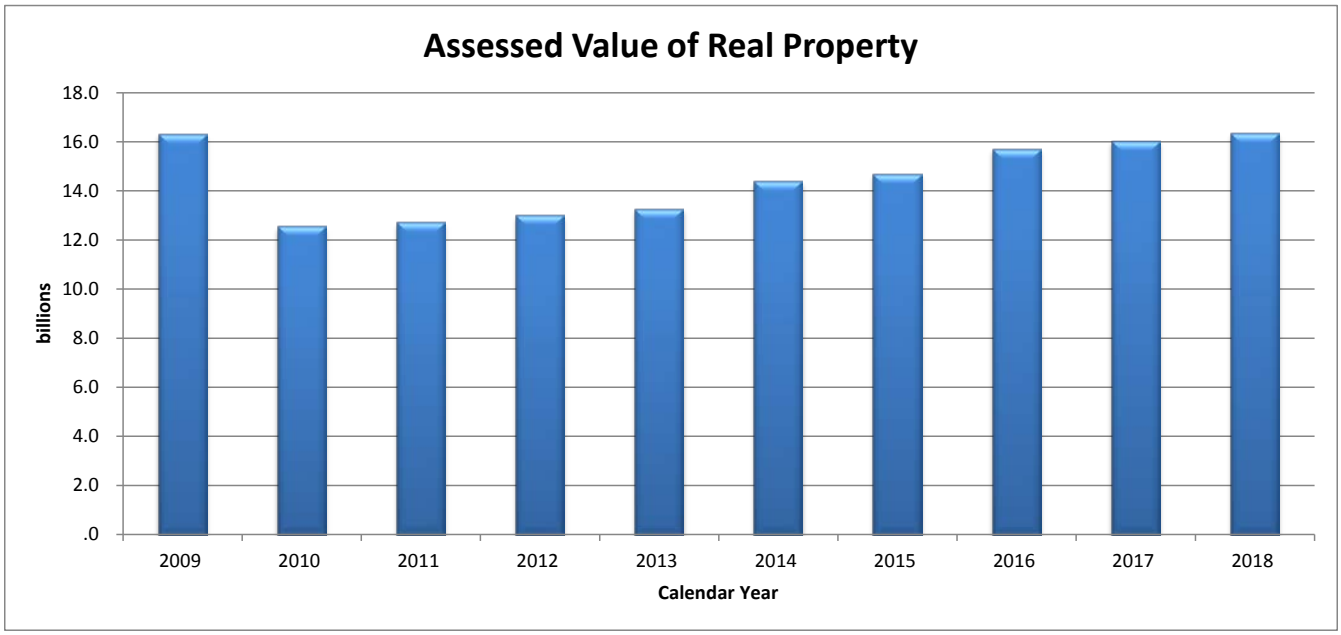
The FY2017 real property revenue projection is based on the following assumptions:

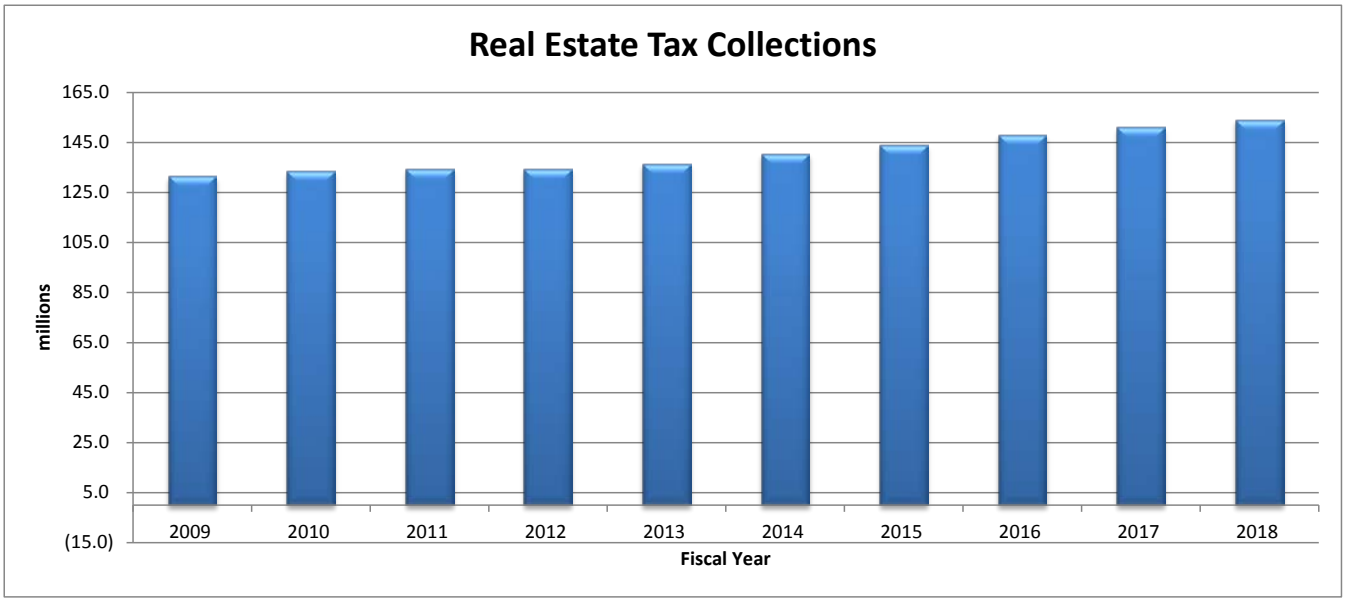
- 2.0% growth in properties in the County over the next year
- $0.99 real estate tax rate
- Collection rate of 98%

# 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 2.0% in the upcoming year and 2.5% per year thereafter. It is assumed that the real estate tax rate remains level or the effective rate is adopted in assessment years.



## Personal Property

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

In 2016, in keeping with the Board's priority to reduce the tax burden and support economic development, the Board reduced the personal property rate to $6.50. This follows action in previous years that effectively eliminated the tax on airplanes, boats, machinery and tools and motor carrier transportation.

## Vehicles

Nationwide, vehicle sales continue to rebound from the lows seen during the recession. New car sales continue to be strong. At midyear, it is appears that new car sales are healthy and the depreciation of used cars is at normal levels. The FY2017 projection assumes that this trend continues.

The personal property tax rate on vehicles is $6.50 per $100.00 of assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as $2.60 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 Fire and Rescue and Sheriff's deputy volunteers 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 $.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.

## Merchants' Capital

Merchants' capital is defined as inventory of stock on hand; daily rental vehicles as defined in § 58.1-2401; and all other taxable personal property of any kind whatsoever, except money on hand and on deposit and except tangible personal property not offered for sale as merchandise, which tangible personal property shall be reported and assessed as such.

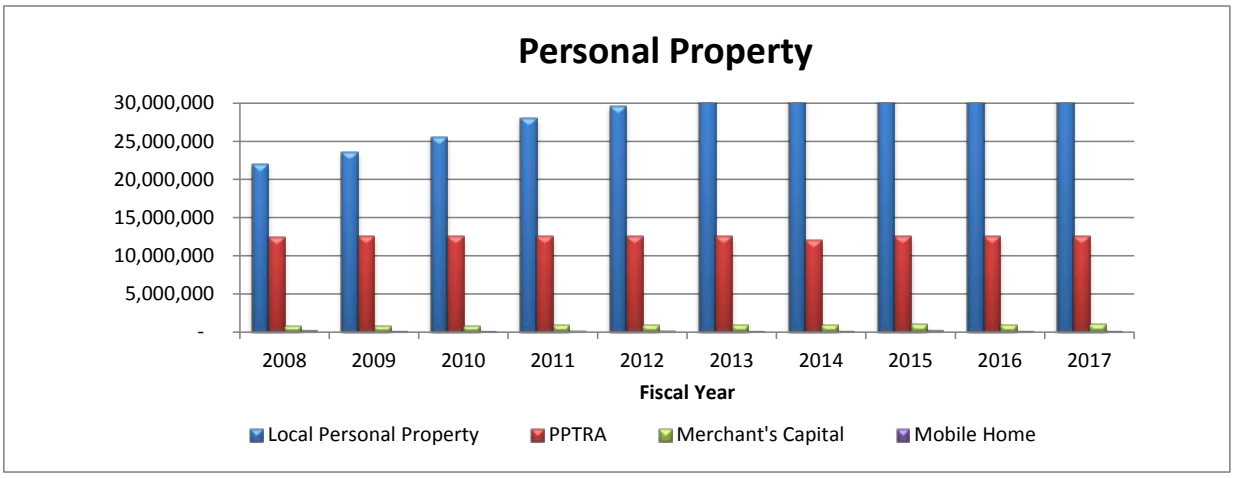
In 2016, the Board adopted a special category of Merchants' Capital for pharmaceutical wholesalers, setting the rate at $0.0.

The following table lists the personal property tax rates for calendar year 2016:

| 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 Veteran's Vehicle | 0.0001 | 0.00 |
| Motor Vehicles Specially Equipped for Disabled | 0.10 | 0.04 |
| Personal Property Volunteer F&R | 0.0001 | 0.00 |
| Personal Property Volunteer Sheriff | 0.0001 | 0.00 |
| All Other | 6.50 | 2.60 |
| Motor Carrier Transportation | 0.0001 | 0.00 |
| Machinery & Tools | 0.0001 | 0.00 |
| Merchants' Capital of Pharmaceutical Wholesalers | 0.00 | 0.00 |
| Merchants' Capital | 0.50 | 0.20 |
| Mobile Homes | 0.99 | 0.99 |

## Personal Property Tax Relief Act

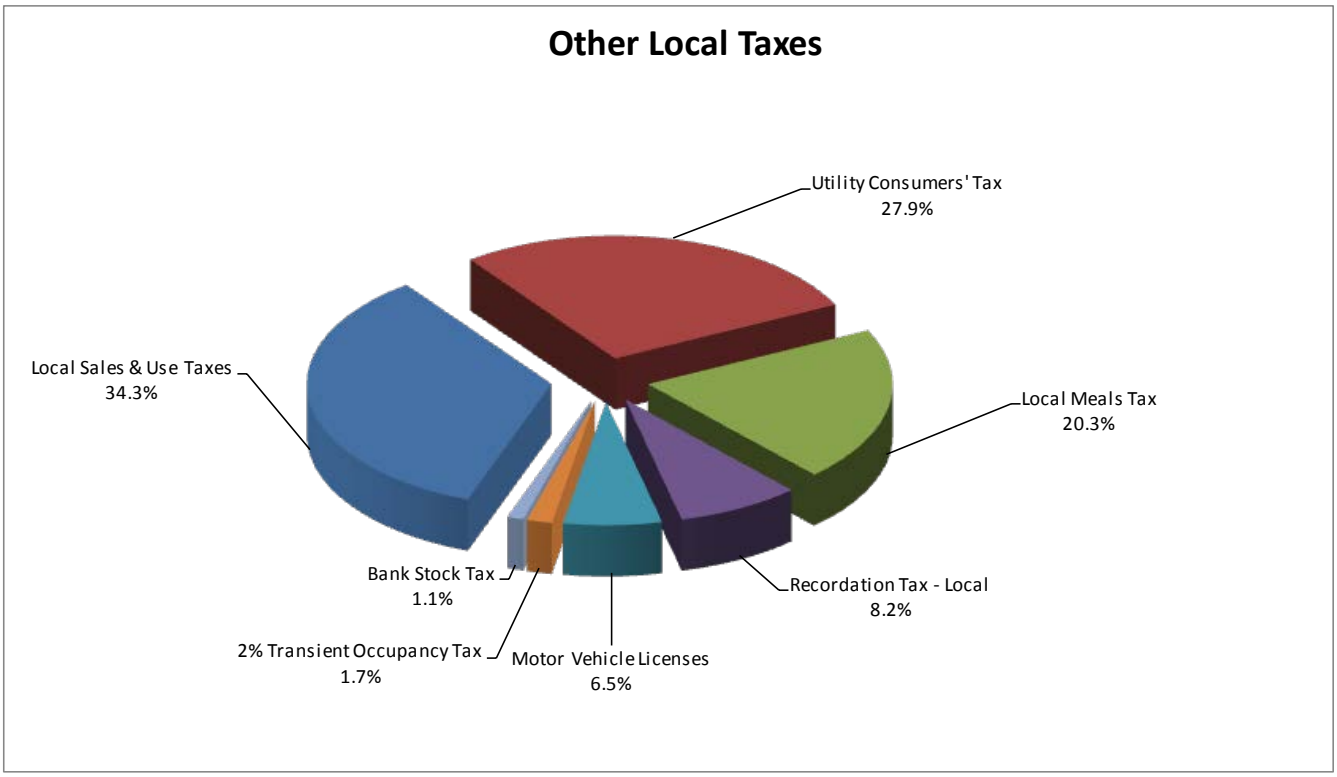
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to $20,000 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

Stafford County FY17 Adopted Budget

| Other Local Taxes | FY2015 Actual | FY2016 Adopted | FY2017 Adopted | Changes '16 Adopted to '17 Adopted | |
|---|---|---|---|---|---|
| Local Sales & Use Taxes | $12,376,768 | $12,150,000 | $12,700,000 | $550,000 | 4.5% |
| Utility Consumers' Tax | 10,471,149 | 10,455,292 | 10,317,957 | (137,335) | -1.3% |
| Local Meals Tax | 7,102,018 | 6,884,000 | 7,525,000 | 641,000 | 9.3% |
| Recordation Tax - Local | 2,967,546 | 2,841,000 | 3,025,000 | 184,000 | 6.5% |
| Motor Vehicle Licenses | 2,019,185 | 2,345,000 | 2,400,000 | 55,000 | 2.3% |
| 2% Transient Occupancy Tax | 616,888 | 500,000 | 618,000 | 118,000 | 23.6% |
| Bank Stock Tax | 419,962 | 300,000 | 400,000 | 100,000 | 33.3% |
| **Total** | $35,973,516 | $35,475,292 | $36,985,957 | $1,510,665 | 4.3% |



# General Fund Revenue Analysis

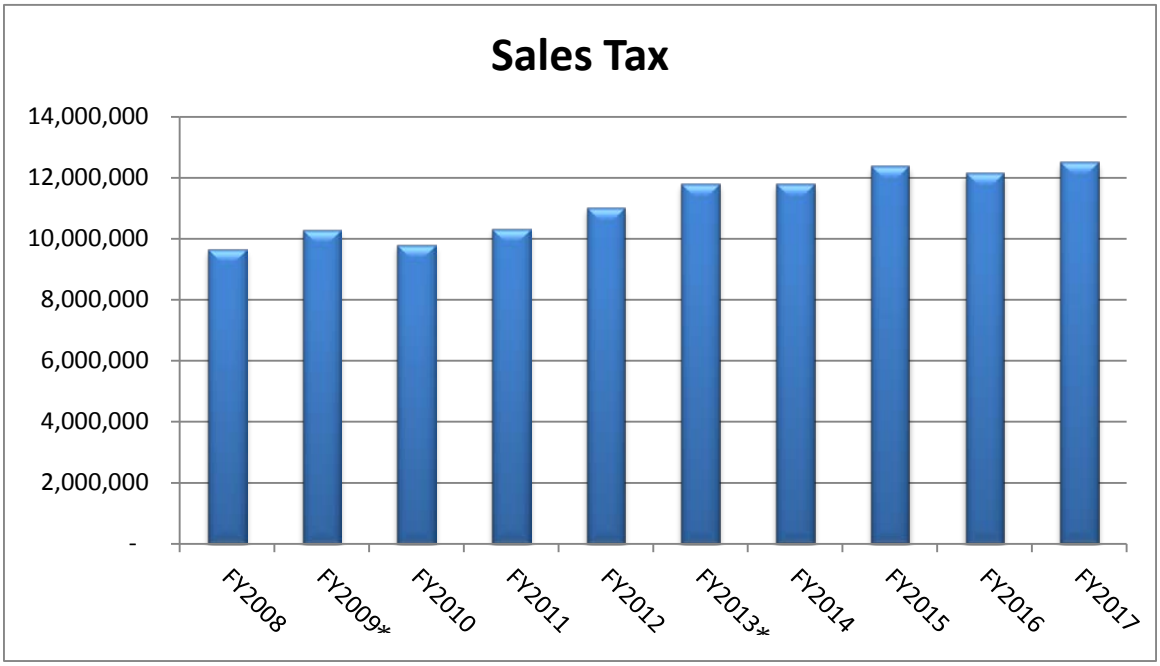


## Local Sales & Use Tax

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.

Sale tax revenue for the fiscal year (through December 2015) is 2.8% higher than the same period in FY2015. The FY2017 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.

## Consumer Utilities Revenue

### Utility Consumer's Tax

The Utility Consumer's Tax is a tax levied by the County. It is collected by the utility companies and remitted to Stafford from residential, industrial, and commercial users of electric and gas services. This tax was amended in 2000 by Ordinance O00-78 to comply with changes in State law, which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The County's rates are:

Electric

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

Gas

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

### Communications Sales and Use Tax

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

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

The bill imposed new taxes and fees on:

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

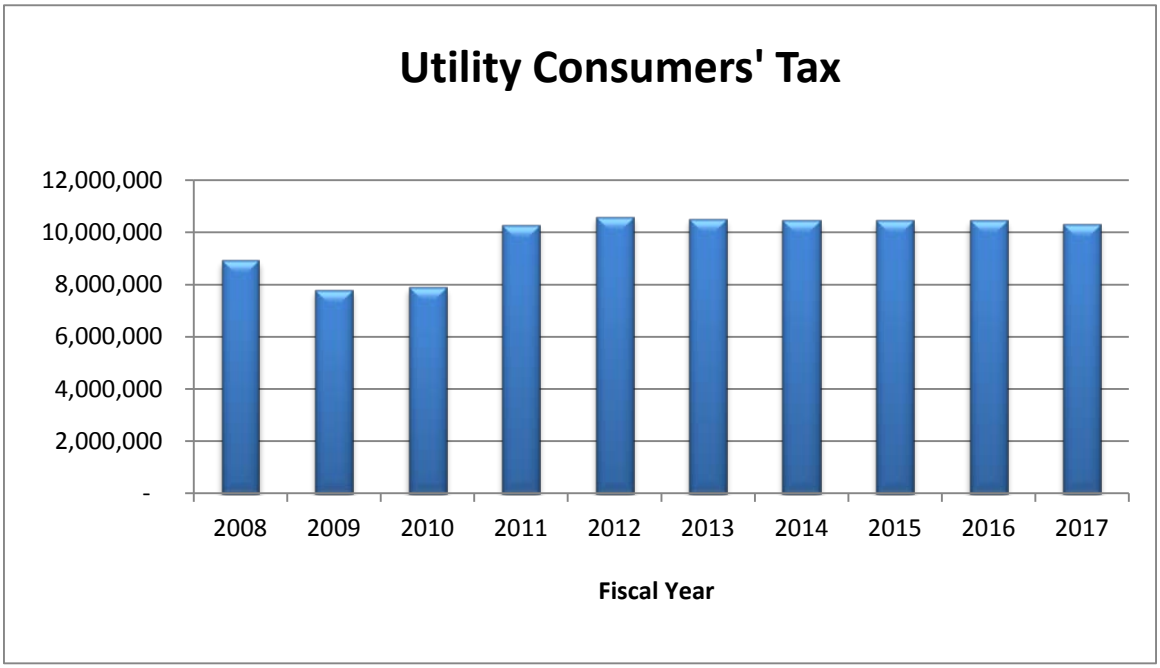
The "State Communications Sales and Use Tax" applies to the following services:

- Local exchange (local telephone calls)
- Inter-exchange (a new tax applied to long distance calls)
- Wireless (a new tax)
- Paging (a new tax)
- Cable and satellite television (the tax on satellite is a new tax)

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

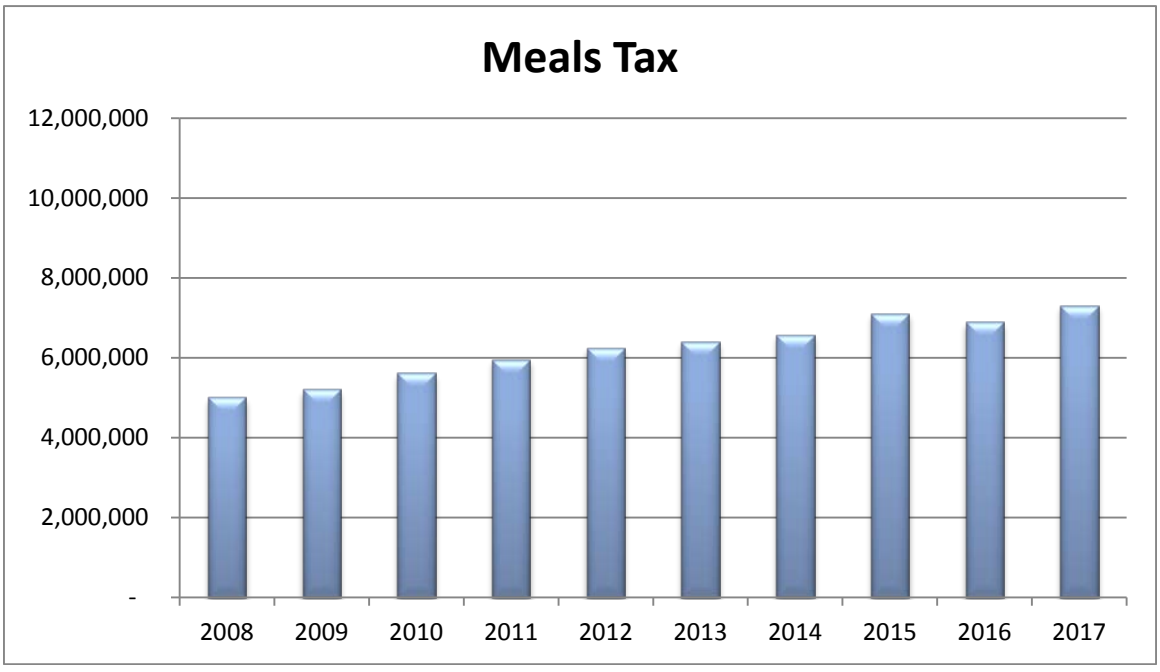
In compliance with GASB 54, the County combined the E911 fund with the General Fund. The consumer utilities taxes that were previously shown in the E911 fund are largely responsible for the increase shown in FY2011.

Revenues generated by these taxes has decreased slightly The FY2017 forecast reflects that trend.




## Local Meals Tax

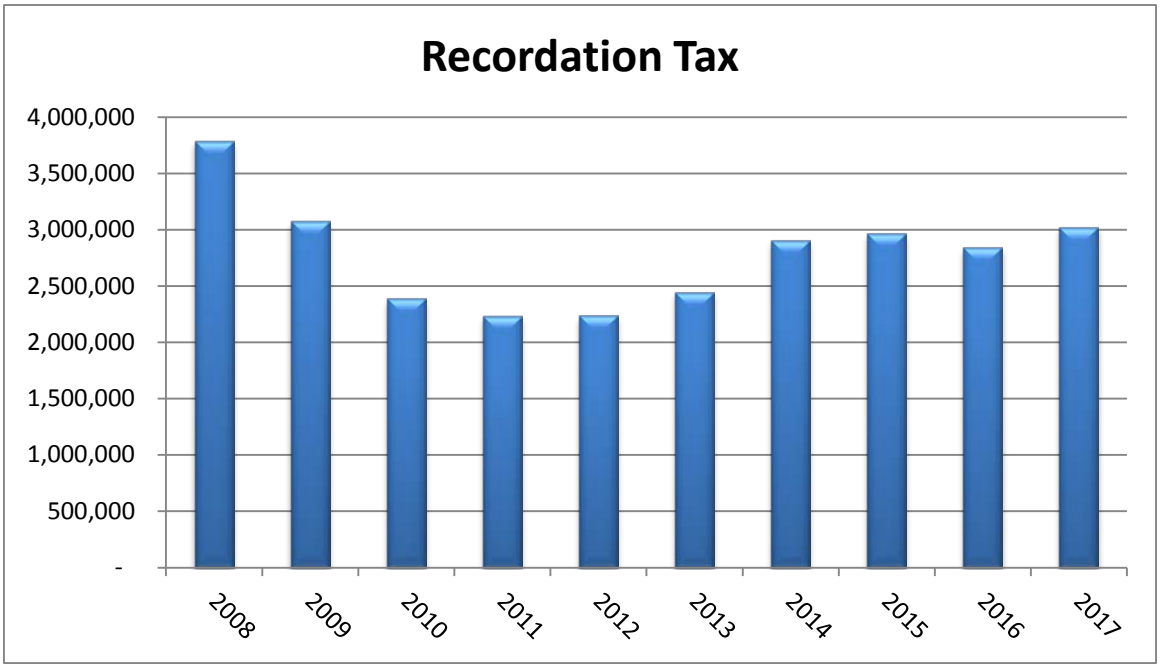
A meals tax of 4% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated to support the local share of school funding. Meals tax collections continue to show steady growth. Meals tax revenue in the current year (through December 2015) is 8.8% higher than the same period in FY2015. The FY2017 forecast recognizes that growth, but conservatively projects level revenues going forward.



## 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 began to increase in FY2012 and FY2013 with the resumption of building activity and continued low mortgage rate and continues to this time. The FY2017 forecast assumes a continuation of healthy, sustainable 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 budget assumes $2.4 million for this fee, consistent with recent history.

## Transient Occupancy Tax

Transient occupancy taxes are collected in accordance with Section 58.1-3819 of the Code of Virginia (1950), as amended. It is a tax on hotels/motels not to exceed 5% of the amount charged for the occupancy of any room or space occupied for a period of less than 30 days. Revenues collected from that portion of the tax over two percent are designated to promote tourism, travel or business that generates tourism or travel in the locality. Revenues designated to tourism are shown in the Tourism Fund (under “Other Funds”).

## Bank Stock Taxes

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

# General Fund Revenue Analysis



| Service Charges & Other | FY2015 Actual | FY2016 Adopted | FY2017 Adopted | Changes '16 Adopted to '17 Adopted | |
|---|---|---|---|---|---|
| Permit Fees & Licenses | | | | | |
| Code Administration Fees | 3,398,842 | 2,627,865 | 2,977,619 | 349,754 | 13.3% |
| Planning & Zoning Fees | 1,774,104 | 1,707,500 | 1,877,500 | 170,000 | 10.0% |
| Animal Licenses & Charges | 92,469 | 95,700 | 90,185 | (5,515) | -5.8% |
| Well & Septic Fees | 38,800 | 35,000 | 38,000 | 3,000 | 8.6% |
| Charges for Services | | | | | |
| Ambulance Fees | 2,505,305 | 2,400,000 | 2,500,000 | 100,000 | |
| Fines & Forfeitures | 1,459,966 | 1,299,800 | 1,287,854 | (11,946) | -0.9% |
| Parks & Recreation | 2,085,216 | 2,027,995 | 2,220,790 | 192,795 | 9.5% |
| Miscellaneous Revenue | 6,695,945 | 3,596,511 | 3,672,061 | 75,550 | 2.1% |
| **Total** | 18,050,647 | 13,790,371 | 14,664,009 | 873,638 | 6.3% |

## 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. 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 interests. 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 89% 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.

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 |

## 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

Parks and recreation fees include charges for gymnastic, aquatic, recreation programs, admission fees and field and property rentals.  These fees are budgeted at $2.2 million in the adopted budget.

# General Fund Revenue Analysis



| Intergovernmental | FY2015 Actual | FY2016 Adopted | FY2017 Adopted | Changes '17 Adopted to '16 Adopted | |
|---|---|---|---|---|---|
| State - Shared Expenses | | | | | |
| Clerk of the Circuit Court | $636,774 | $595,455 | $611,700 | $16,245 | 2.7% |
| Commissioner of the Revenue | 248,178 | 257,385 | 257,500 | 115 | 0.0% |
| Commonwealth's Attorney | 1,044,451 | 1,104,373 | 1,086,269 | (18,104) | -1.6% |
| Registrar | 50,946 | 49,240 | 75,000 | 25,760 | 52.3% |
| Sheriff | 3,830,578 | 3,865,341 | 4,056,456 | 191,115 | 4.9% |
| Treasurer | 245,531 | 243,164 | 256,500 | 13,336 | 5.5% |
| State & Federal - Social Services | 4,480,268 | 5,079,365 | 5,237,803 | 158,438 | 3.1% |
| State -Childrens Services Act | 2,030,531 | 2,349,988 | 2,376,378 | 26,390 | 1.1% |
| State Categorical Aid: | | | | | |
| State Reimbursement | 608,227 | 433,376 | 470,510 | 37,134 | 8.6% |
| State Fire Program Fund | 408,567 | 387,308 | 408,727 | 21,419 | 5.5% |
| Emergency Medical Service | 110,143 | 110,190 | 110,190 | 0 | 0.0% |
| State - Non Categorical Aid | 507,078 | 362,800 | 446,000 | 83,200 | 22.9% |
| Federal | 297,805 | 5,800 | 5,400 | (400) | -6.9% |
| **Total** | $14,499,077 | $14,843,785 | $15,398,433 | $554,648 | 3.7% |

## 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. Due to maximizing the use of community based services and collaborating in partnership with all of the mandated agencies within the CSA system, the CSA operating budget has recently achieved a reduction in overall expenditures. This budget assumes that we will continue to collaborate with the Schools and other agencies, enabling us to serve an increasing number of these children in the local environment, at a reduced cost.

## 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.

## State Non-Categorical Aid

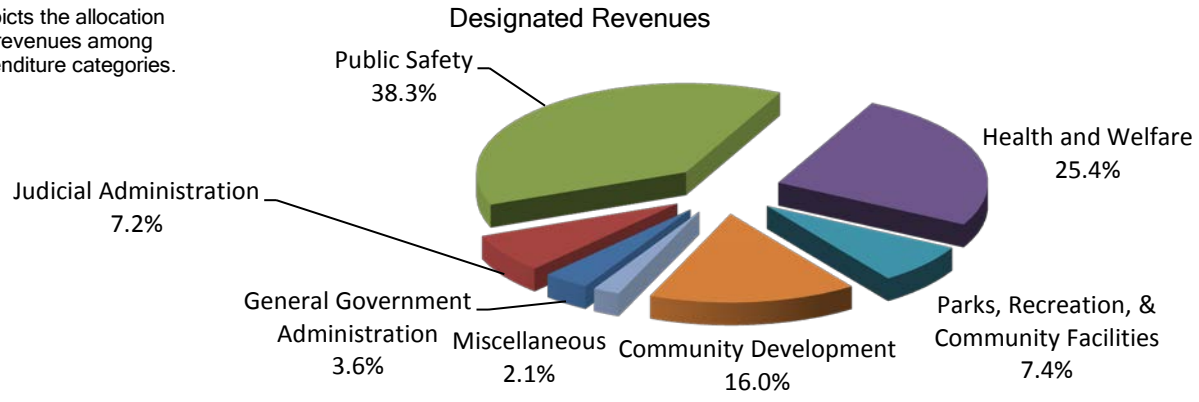
These revenues are collected by the Commonwealth and shared with the County. The budget includes projected revenues from rolling stock tax, motor vehicle carrier tax, mobile home titling tax, and auto rental tax. Ratios, rate and distribution formulas are subject to change each year by the General Assembly.

# Current Service Costs
# Property Taxes

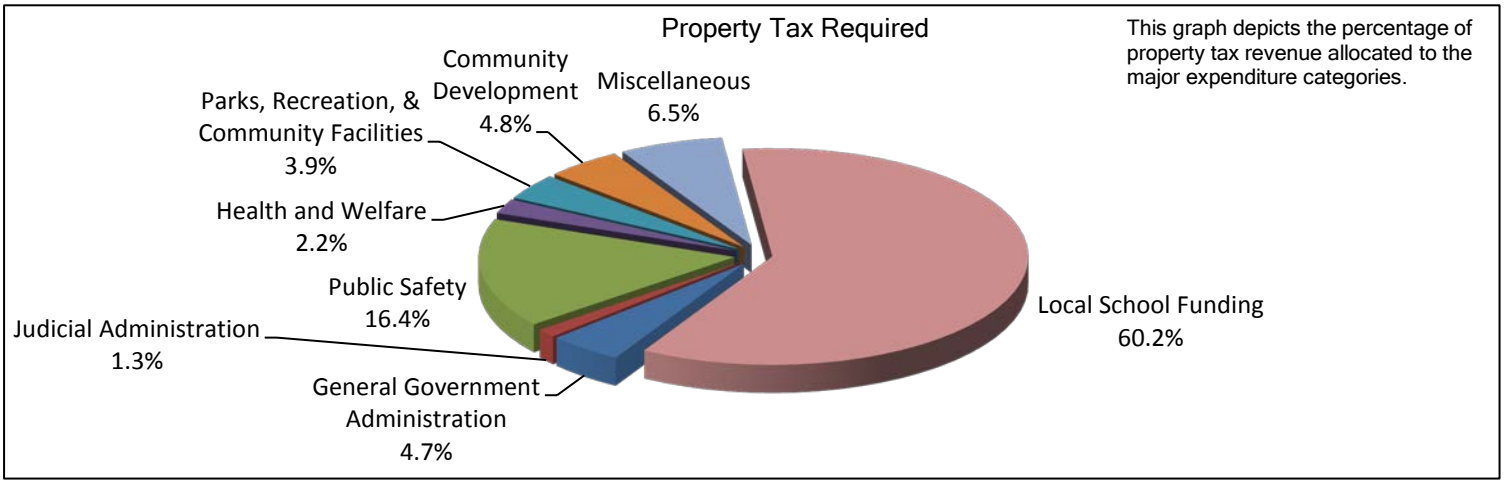


| Service Type | Service Costs | FY2017 Revenues Designated | FY2017 Revenues Undesignated | Property Tax Required Total | Property Tax Required Per Capita |
|---|---|---|---|---|---|
| General Government Administration | $12,582,925 | $1,083,600 | $1,721,195 | $9,778,130 | $67.62 |
| Judicial Administration | 5,557,421 | 2,171,279 | 760,189 | 2,625,953 | 18.16 |
| Public Safety | 52,813,284 | 11,632,888 | 7,224,229 | 33,956,167 | 234.81 |
| Health and Welfare | 14,159,163 | 7,705,405 | 1,936,805 | 4,516,953 | 31.23 |
| Parks, Recreation, & Community Facilities | 11,903,342 | 2,256,790 | 1,628,236 | 8,018,316 | 55.45 |
| Community Development | 17,217,358 | 4,868,119 | 2,355,130 | 9,994,109 | 69.11 |
| Miscellaneous | 16,514,103 | 630,000 | 2,258,933 | 13,625,170 | 94.22 |
| Local School Funding | 144,563,563 | 0 | 19,774,577 | 124,788,986 | 862.92 |
| Total | $275,311,159 | $30,348,081 | $37,659,294 | $207,303,784 | $1,433.52 |

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




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



# Assessed Value Of Real Property

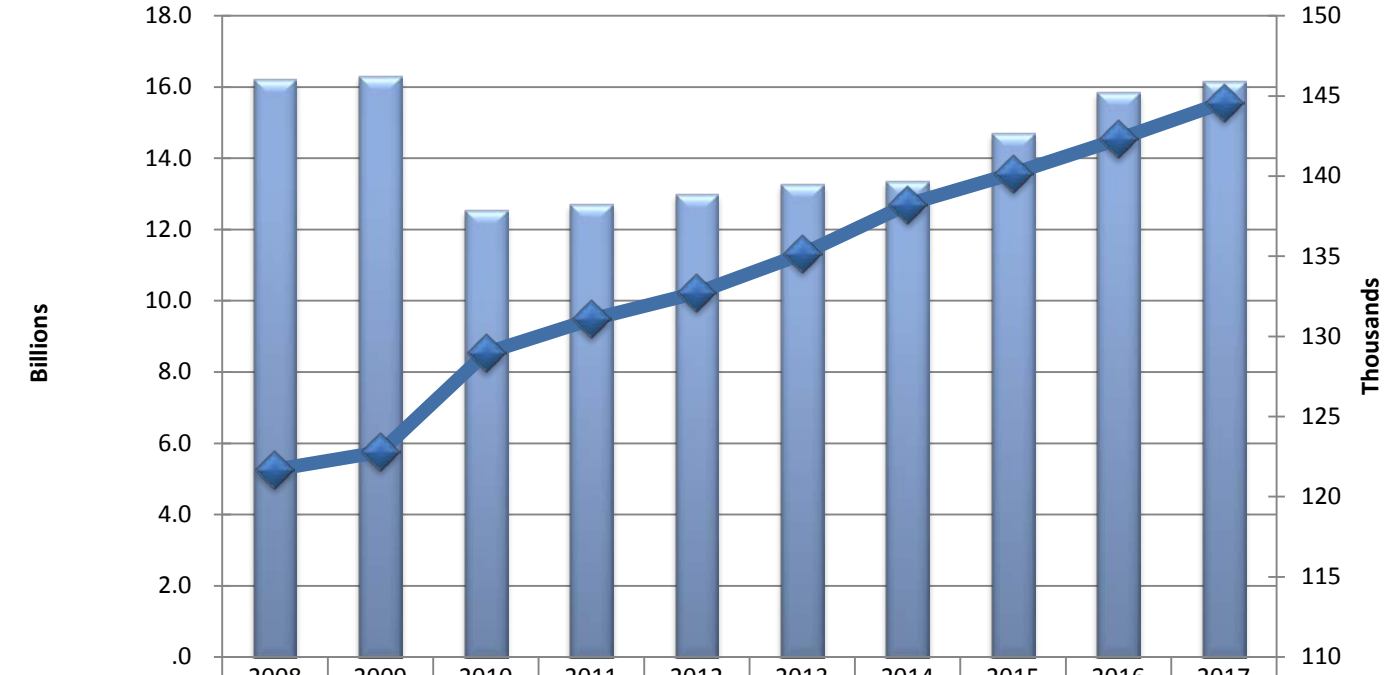


Stafford County geographically represents 277 square miles or 177,280 acres of land. The Federal government occupies 20%, which is not taxable property of Stafford.

The Commissioner of the Revenue reassesses all real property every two years. The most recent reassessment was completed January 1, 2016. The reassessment, reflecting the continuing recovery of market conditions, resulted in an increase of 6.94% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 7%; the value of commercial properties increased by 5.74%. It is assumed that assessed value will grow by 2% in the upcoming year.

## Real Property vs. Population

This graph depicts the change in the assessed value of taxable real property, as compared with population.




| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|---|
| Real Property | 16.2 | 16.3 | 12.6 | 12.7 | 13.0 | 13.3 | 13.4 | 14.7 | 15.9 | 16.2 |
| Population | 121.7 | 122.8 | 129.0 | 131.1 | 132.7 | 135.1 | 138.2 | 140.2 | 142.3 | 144.6 |

# General Fund Expenditures



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 Belmont spring house was used for refrigeration. The water from the spring maintained a constant, cool temperature inside making it ideal for long-term food storage.

## Who Are We?

The General Fund Expenditures section includes:

- Overall Summary of the budget for each department
- Comparison of designated revenues
- Ten year analysis of expenditures
- Departments presented by Major Service Area
    - Community Development
    - General Government Administration
    - Health and Welfare
    - Judicial Administration
    - Miscellaneous
    - Parks, Recreation and Community Facilities
    - Public Safety
    - Summary of General Fund by Major Service Area
- Constitutional Officers funding graphs ten year analysis
    - Total Constitutional Officers Funding
    - Pie Chart presentation of Current Year Tax Support and Expenditure by Constitutional Office
    - Clerk of the Circuit Court
    - Commissioner of the Revenue
    - Commonwealth's Attorney
    - Registrar & Electoral Board
    - Sheriff
    - Treasurer
- Office of Human Services & Public Day School ten year funding analysis
- Rappahannock Regional Jail ten year funding analysis
- Social Services ten year funding analysis

# General Fund Expenditures



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes Adopted to Adopted | | Designated Revenue | Net Tax Support | % Tax Support |
|---|---|---|---|---|---|---|---|---|
| **General Government Public Safety** | | | | | | | | |
| Fire and Rescue | $16,082,344 | $16,418,824 | $17,854,495 | $1,435,671 | 8.7% | $3,408,081 | $14,446,414 | 81% |
| Sheriff | 25,317,982 | 24,758,403 | 26,371,449 | 1,613,046 | 6.5% | 7,884,807 | 18,486,642 | 70% |
| Sub-Total | $41,400,326 | $41,177,227 | $44,225,944 | $3,048,717 | 7.4% | $11,292,888 | $32,933,056 | 74% |
| **General Government Non-Public Safety** | | | | | | | | |
| Board of Supervisors | $661,065 | $632,967 | $636,967 | $4,000 | 0.6% | $0 | $636,967 | 100% |
| Commissioner of the Revenue | 2,567,338 | 2,621,306 | 2,717,285 | 95,979 | 3.7% | 257,500 | 2,459,785 | 91% |
| Commonwealth's Attorney | 2,951,603 | 2,921,191 | 3,148,774 | 227,583 | 7.8% | 1,322,203 | 1,826,571 | 58% |
| County Administration | 1,153,230 | 1,112,206 | 1,147,829 | 35,623 | 3.2% | 0 | 1,147,829 | 100% |
| County Attorney | 1,036,668 | 1,078,239 | 1,097,885 | 19,646 | 1.8% | 0 | 1,097,885 | 100% |
| Clerk of the Circuit Court | 1,383,502 | 1,445,130 | 1,518,935 | 73,805 | 5.1% | 771,700 | 747,235 | 49% |
| Circuit Court | 283,251 | 274,726 | 282,806 | 8,080 | 2.9% | 0 | 282,806 | 100% |
| General District Court | 63,001 | 101,750 | 117,250 | 15,500 | 15.2% | 38,000 | 79,250 | 68% |
| Juvenile and Domestic Relations Court | 65,757 | 65,700 | 114,700 | 49,000 | 74.6% | 0 | 114,700 | 100% |
| Magistrate | 6,023 | 8,830 | 8,830 | 0 | 0.0% | 0 | 8,830 | 100% |
| 15th District Court Services Unit | 307,471 | 361,330 | 366,126 | 4,796 | 1.3% | 39,376 | 326,750 | 89% |
| Economic Development | 1,099,325 | 825,051 | 848,402 | 23,351 | 2.8% | 0 | 848,402 | 100% |
| Finance and Budget | 1,536,112 | 1,558,107 | 1,709,316 | 151,209 | 9.7% | 0 | 1,709,316 | 100% |
| Human Resources | 401,127 | 409,460 | 430,706 | 21,246 | 5.2% | 0 | 430,706 | 100% |
| Human Services, Office of | 4,325,965 | 4,971,797 | 5,047,364 | 75,567 | 1.5% | 2,376,378 | 2,670,986 | 53% |
| Information Technology | 2,514,721 | 2,152,924 | 2,317,613 | 164,689 | 7.6% | 62,000 | 2,255,613 | 97% |
| Parks, Recreation and Community Facilities | 13,047,491 | 11,154,897 | 11,903,342 | 748,445 | 6.7% | 2,256,790 | 9,646,552 | 81% |
| Planning and Zoning | 2,254,669 | 2,275,254 | 2,507,245 | 231,991 | 10.2% | 1,857,500 | 649,745 | 26% |
| Public Works | 3,869,375 | 3,846,778 | 3,961,367 | 114,589 | 3.0% | 2,930,319 | 1,031,048 | 26% |
| Public Works - Stormwater | 583,110 | 531,228 | 547,264 | 16,036 | 3.0% | 47,300 | 499,964 | 91% |
| Registrar & Electoral Board | 473,545 | 481,947 | 496,678 | 14,731 | 3.1% | 75,000 | 421,678 | 85% |
| Social Services | 5,862,174 | 6,770,717 | 7,063,008 | 292,291 | 4.3% | 5,237,803 | 1,825,205 | 26% |
| Treasurer | 1,913,316 | 1,880,157 | 2,028,646 | 148,489 | 7.9% | 689,100 | 1,339,546 | 66% |
| Sub-Total | $48,359,839 | $47,481,692 | $50,018,338 | $2,536,646 | 5.3% | $17,960,969 | $32,057,369 | 64% |
| **General Government Other Operating** | | | | | | | | |
| Non-Departmental | $1,475,951 | $2,623,588 | $2,864,908 | $241,320 | 9.2% | $350,000 | $2,514,908 | 88% |
| Other Transfers | 9,077,220 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0% |
| Sub-Total | $10,553,171 | $2,623,588 | $2,864,908 | $241,320 | 9.2% | $350,000 | $2,514,908 | 88% |
| **General Government Other** | | | | | | | | |
| Debt Service County | $12,277,101 | $12,488,770 | $13,649,195 | $1,160,425 | 9.3% | $280,000 | $13,369,195 | 98% |
| Capital Projects | 2,338,998 | 3,340,344 | 3,992,185 | 651,841 | 19.5% | 0 | 3,992,185 | 100% |
| Sub-Total | $14,616,099 | $15,829,114 | $17,641,380 | $1,812,266 | 11.4% | $280,000 | $17,361,380 | 98% |
| Total General Government | $114,929,435 | $107,111,621 | $114,750,570 | $7,638,949 | 7.1% | $29,883,857 | $84,866,713 | 74% |
| **Local School Funding** | | | | | | | | |
| Operating Budget Transfer | $103,735,323 | $112,527,828 | $112,567,497 | $39,669 | 0.0% | $0 | $112,567,497 | 100% |
| Shared Services/Audit | 0 | 0 | 115,307 | 115,307 | 100.0% | 0 | 115,307 | 100% |
| Public Day School | 467,000 | 518,000 | 518,000 | 0 | 0.0% | 0 | 518,000 | 100% |
| School Bus Capital | 0 | 209,000 | 0 | (209,000) | (100.0)% | 0 | 0 | 0% |
| School Debt Service | 28,913,328 | 30,463,428 | 31,362,759 | 899,331 | 3.0% | 0 | 31,362,759 | 100% |
| Sub-Total | $133,115,651 | $143,718,256 | $144,563,563 | $845,307 | 0.6% | $0 | $144,563,563 | 100% |
| **Other Agencies** | | | | | | | | |
| Central Rappahannock Regional Library | $5,067,220 | $5,067,220 | $5,179,040 | $111,820 | 2.2% | $33,000 | $5,146,040 | 99% |
| Cooperative Extension | 163,362 | 175,447 | 181,855 | 6,408 | 3.7% | 0 | 181,855 | 100% |
| Corrections | 7,649,708 | 7,736,555 | 8,587,340 | 850,785 | 11.0% | 340,000 | 8,247,340 | 96% |
| Partner Agencies | 1,713,935 | 1,725,786 | 2,048,791 | 323,005 | 18.7% | 91,224 | 1,957,567 | 96% |
| Sub-Total | $14,594,225 | $14,705,008 | $15,997,026 | $1,292,018 | 8.8% | $464,224 | $15,532,802 | 97% |
| Total all Expenditures | $262,639,311 | $265,534,885 | $275,311,159 | $9,776,274 | 3.7% | $30,348,081 | $244,963,078 | 89% |

# Designated Revenue Comparison

Stafford County FY17 Adopted Budget

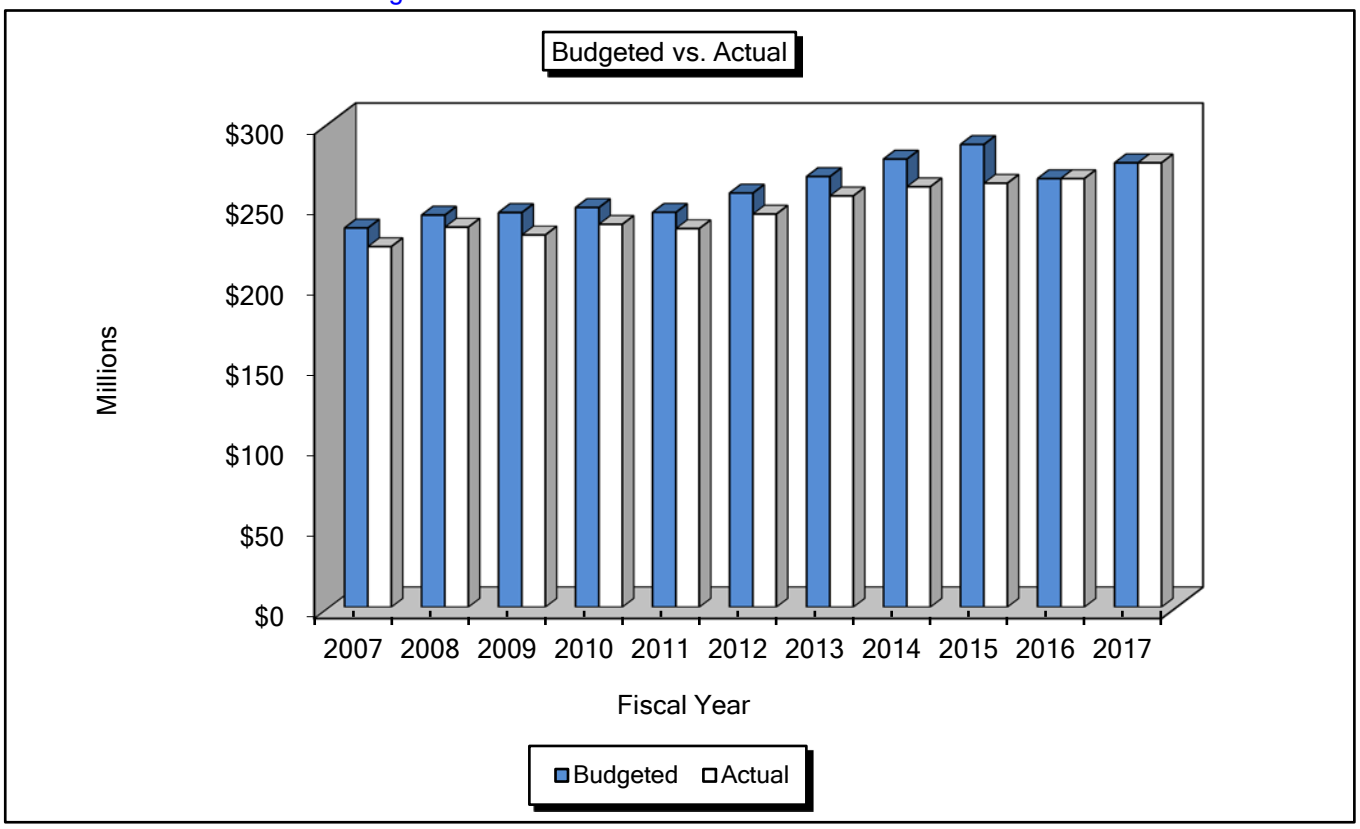
| | FY2016 | | | | FY2017 | | | | Designated Revenue Change '16 to '17 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Adopted Budget | Designated Revenue | Net Tax/Gen. Support | % Tax Support | Adopted Budget | Designated Revenue | Net Tax/Gen. Support | % Tax Support | | |
| **General Government Public Safety** | | | | | | | | | | |
| Fire and Rescue | $16,418,824 | $3,286,498 | $13,132,326 | 80% | $17,854,495 | $3,408,081 | $14,446,414 | 81% | $121,583 | 4% |
| Sheriff | 24,758,403 | 7,771,858 | 16,986,545 | 69% | 26,371,449 | 7,884,807 | 18,486,642 | 70% | 112,949 | 1% |
| Sub-Total | 41,177,227 | 11,058,356 | 30,118,871 | 73% | 44,225,944 | 11,292,888 | 32,933,056 | 74% | 234,532 | 2% |
| **General Government Non-Public Safety** | | | | | | | | | | |
| Board of Supervisors | $632,967 | $0 | $632,967 | 100% | $636,967 | $0 | $636,967 | 100% | $0 | 0% |
| Commissioner of the Revenue | 2,621,306 | 257,385 | 2,363,921 | 90% | 2,717,285 | 257,500 | 2,459,785 | 91% | 115 | 0% |
| Commonwealth's Attorney | 2,921,191 | 1,223,314 | 1,697,877 | 58% | 3,148,774 | 1,322,203 | 1,826,571 | 58% | 98,889 | 8% |
| County Administration | 1,112,206 | 0 | 1,112,206 | 100% | 1,147,829 | 0 | 1,147,829 | 100% | 0 | 0% |
| County Attorney | 1,078,239 | 0 | 1,078,239 | 100% | 1,097,885 | 0 | 1,097,885 | 100% | 0 | 0% |
| Clerk of the Circuit Court | 1,445,130 | 735,455 | 709,675 | 49% | 1,518,935 | 771,700 | 747,235 | 49% | 36,245 | 5% |
| Circuit Court | 274,726 | 0 | 274,726 | 100% | 282,806 | 0 | 282,806 | 100% | 0 | 0% |
| General District Court | 101,750 | 38,000 | 63,750 | 63% | 117,250 | 38,000 | 79,250 | 68% | 0 | 0% |
| Juvenile and Domestic Relations Court | 65,700 | 0 | 65,700 | 100% | 114,700 | 0 | 114,700 | 100% | 0 | 0% |
| Magistrate | 8,830 | 0 | 8,830 | 100% | 8,830 | 0 | 8,830 | 100% | 0 | 0% |
| 15th District Court Services Unit | 361,330 | 45,760 | 315,570 | 87% | 366,126 | 39,376 | 326,750 | 89% | (6,384) | (14)% |
| Economic Development | 825,051 | 0 | 825,051 | 100% | 848,402 | 0 | 848,402 | 100% | 0 | 0% |
| Finance and Budget | 1,558,107 | 0 | 1,558,107 | 100% | 1,709,316 | 0 | 1,709,316 | 100% | 0 | 0% |
| Human Resources | 409,460 | 0 | 409,460 | 100% | 430,706 | 0 | 430,706 | 100% | 0 | 0% |
| Human Services, Office of | 4,971,797 | 2,349,988 | 2,621,809 | 53% | 5,047,364 | 2,376,378 | 2,670,986 | 53% | 26,390 | 1% |
| Information Technology | 2,152,924 | 57,500 | 2,095,424 | 97% | 2,317,613 | 62,000 | 2,255,613 | 97% | 4,500 | 8% |
| Parks, Recreation and Community Facilities | 11,154,897 | 2,077,995 | 9,076,902 | 81% | 11,903,342 | 2,256,790 | 9,646,552 | 81% | 178,795 | 9% |
| Planning and Zoning | 2,275,254 | 1,707,500 | 567,754 | 25% | 2,507,245 | 1,857,500 | 649,745 | 26% | 150,000 | 9% |
| Public Works | 3,846,778 | 2,580,565 | 1,266,213 | 33% | 3,961,367 | 2,930,319 | 1,031,048 | 26% | 349,754 | 14% |
| Public Works - Stormwater | 531,228 | 47,300 | 483,928 | 91% | 547,264 | 47,300 | 499,964 | 91% | 0 | 0% |
| Registrar & Electoral Board | 481,947 | 49,240 | 432,707 | 90% | 496,678 | 75,000 | 421,678 | 85% | 25,760 | 52% |
| Social Services | 6,770,717 | 5,079,365 | 1,691,352 | 25% | 7,063,008 | 5,237,803 | 1,825,205 | 26% | 158,438 | 3% |
| Treasurer | 1,880,157 | 657,064 | 1,223,093 | 65% | 2,028,646 | 689,100 | 1,339,546 | 66% | 32,036 | 5% |
| Sub-Total | $47,481,692 | $16,906,431 | $30,575,261 | 64% | $50,018,338 | $17,960,969 | $32,057,369 | 64% | $1,054,538 | 6% |
| **General Government Other Operating** | | | | | | | | | | |
| Non-Departmental | $2,623,588 | $350,000 | $2,273,588 | 87% | $2,864,908 | $350,000 | $2,514,908 | 88% | $0 | 0% |
| Sub-Total | $2,623,588 | $350,000 | $2,273,588 | 87% | $2,864,908 | $350,000 | $2,514,908 | 88% | $0 | 0% |
| **General Government Other** | | | | | | | | | | |
| Debt Service County | $12,488,770 | $0 | $12,488,770 | 100% | $13,649,195 | $280,000 | $13,369,195 | 98% | $280,000 | 280000% |
| Capital Projects | 3,340,344 | 0 | 3,340,344 | 100% | 3,992,185 | 0 | 3,992,185 | 100% | 0 | 0% |
| Sub-Total | $15,829,114 | $0 | $15,829,114 | 100% | $17,641,380 | $280,000 | $17,361,380 | 98% | $280,000 | 280000% |
| Total General Government | $107,111,621 | $28,314,787 | $78,796,834 | 74% | $114,750,570 | $29,883,857 | $84,866,713 | 74% | $1,569,070 | 6% |
| **Local School Funding** | | | | | | | | | | |
| Operating Budget Transfer | $112,527,828 | $0 | $112,527,828 | 100% | $112,567,497 | $0 | $112,567,497 | 100% | $0 | 0% |
| Shared Services/Audit | 0 | 0 | 0 | 0.0% | 115,307 | 0 | 115,307 | 100% | 0 | 0% |
| Public Day School | 518,000 | 0 | 518,000 | 100% | 518,000 | 0 | 518,000 | 100% | 0 | 0% |
| School Bus Capital | 209,000 | 0 | 209,000 | 100% | 0 | 0 | 0 | 0.0% | 0 | 0% |
| Debt | 30,463,428 | 0 | 30,463,428 | 100% | 31,362,759 | 0 | 31,362,759 | 100% | 0 | 0% |
| Sub-Total | $143,718,256 | $0 | $143,718,256 | 100% | $144,563,563 | $0 | $144,563,563 | 100% | $0 | 0% |
| **Other Agencies** | | | | | | | | | | |
| Central Rappahannock Regional Library | $5,067,220 | $33,000 | $5,034,220 | 99% | $5,179,040 | $33,000 | $5,146,040 | 99% | $0 | 0% |
| Cooperative Extension | 175,447 | 0 | 175,447 | 100% | 181,855 | 0 | 181,855 | 100% | 0 | 0% |
| Corrections | 7,736,555 | 340,000 | 7,396,555 | 96% | 8,587,340 | 340,000 | 8,247,340 | 96% | 0 | 0% |
| Partner Agencies | 1,725,786 | 111,750 | 1,614,036 | 94% | 2,048,791 | 91,224 | 1,957,567 | 96% | (20,526) | (18)% |
| Sub-Total | $14,705,008 | $484,750 | $14,220,258 | 97% | $15,997,026 | $464,224 | $15,532,802 | 97% | ($20,526) | (4)% |
| Total all Expenditures | $265,534,885 | $28,799,537 | $236,735,348 | 89% | $275,311,159 | $30,348,081 | $244,963,078 | 89% | $1,548,544 | 5% |

# Ten-Year Expenditure Analysis



The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY 2016 reflects the adopted budget and FY 2017 reflect the adopted budget. The average change for this ten-year period is calculated to be 2.1%.

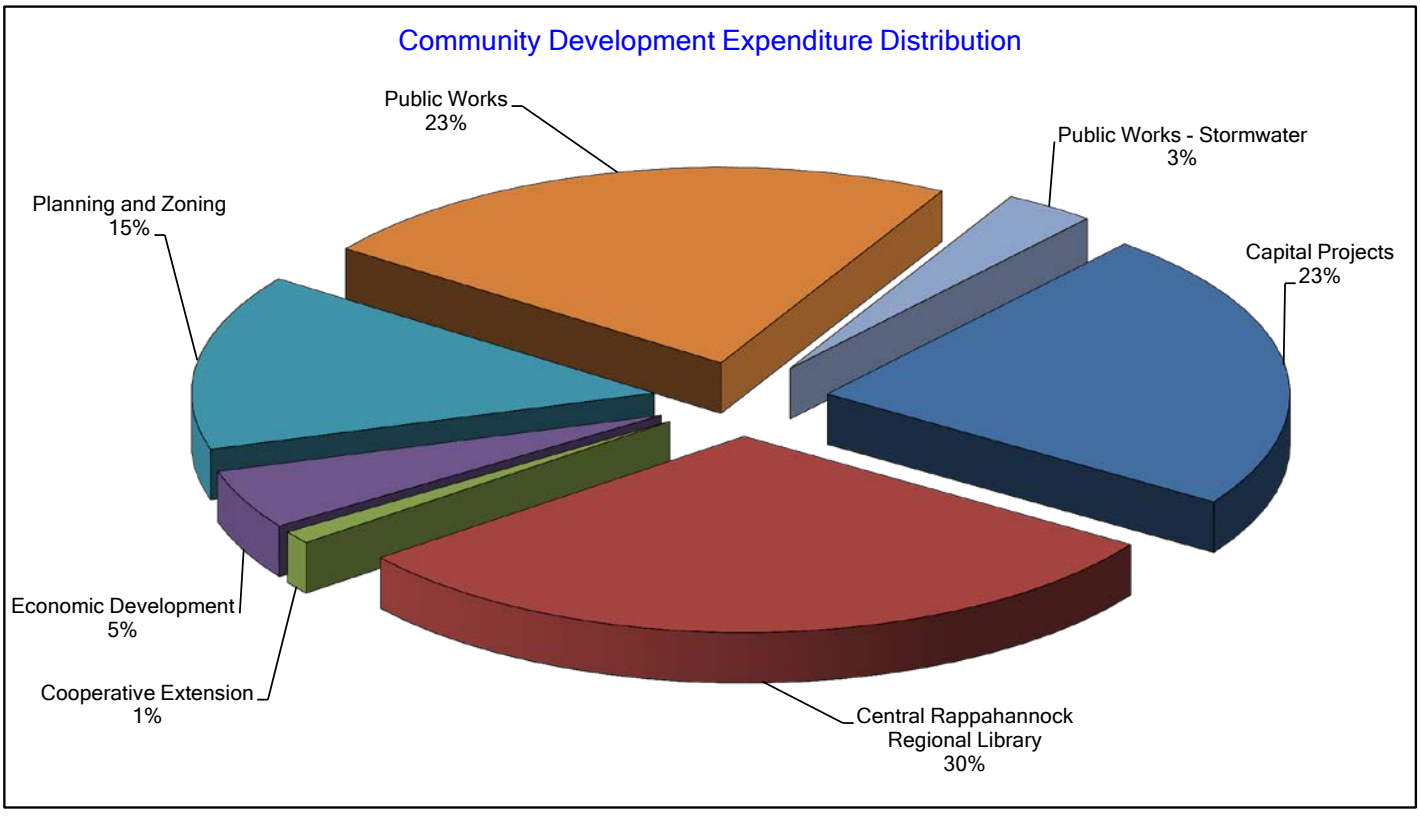
| Fiscal Year | Budgeted Expenditures | vs. | Actual Expenditures | Prior Year % Change |
|---|---|---|---|---|
| 2008 | 242,872,406 | | 235,400,383 | 5.4% |
| 2009 | 244,465,642 | | 230,528,315 | -2.1% |
| 2010 | 247,566,018 | | 237,130,762 | 2.9% |
| 2011 | 244,575,191 | | 234,501,167 | -1.1% |
| 2012 | 256,547,741 | | 243,479,891 | 3.8% |
| 2013 | 266,799,089 | | 254,755,569 | 4.6% |
| 2014 | 277,636,988 | | 260,455,578 | 2.2% |
| 2015 | 286,725,870 | | 262,639,311 | 0.8% |
| 2016 | 265,534,885 | | 265,534,885 | 1.1% |
| 2017 | 275,311,159 | | 275,311,159 | 3.7% |
| Average | | | | 2.1% |



# Community Development



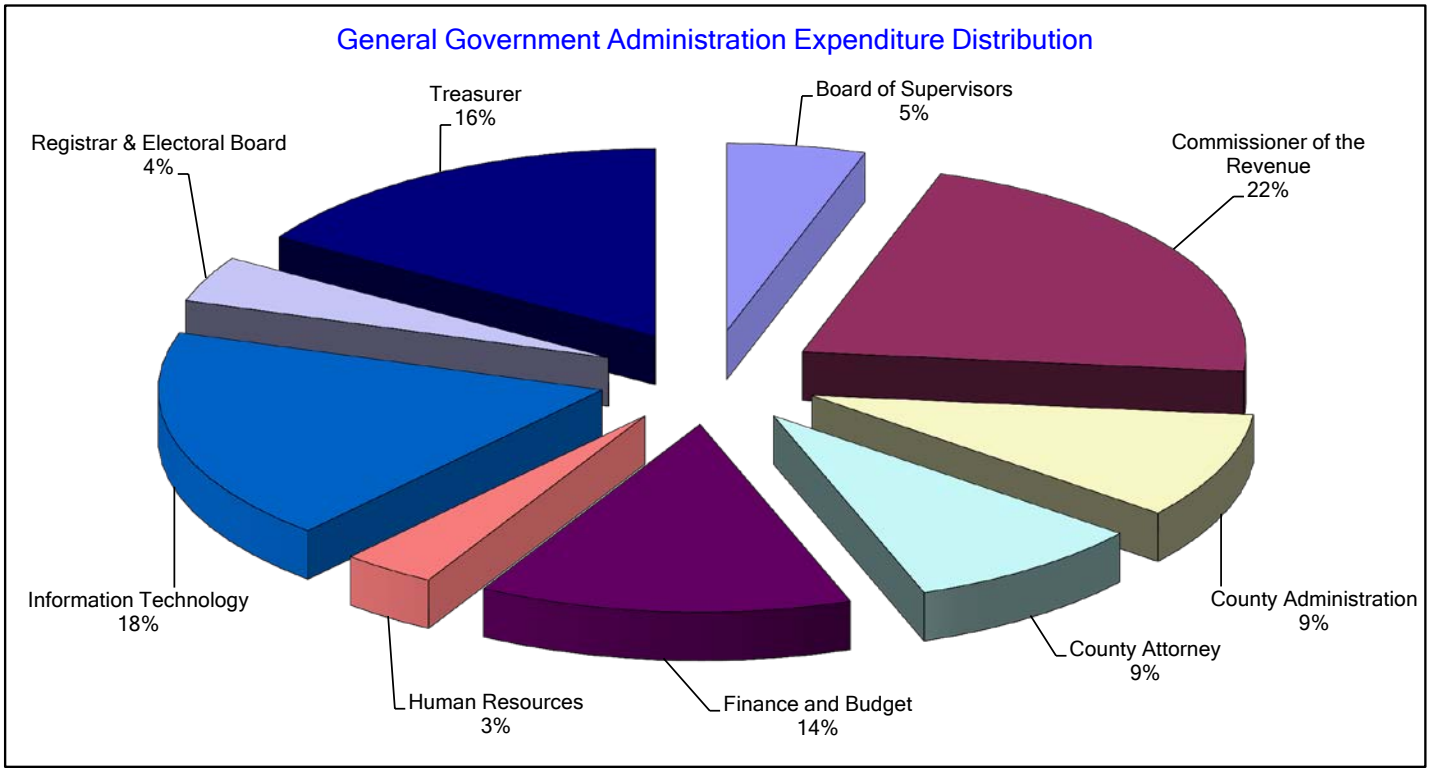
| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Capital Projects | $2,338,998 | $3,340,344 | $3,992,185 | $651,841 | 19.5% |
| Central Rappahannock Regional Library | 5,067,220 | 5,067,220 | 5,179,040 | 111,820 | 2.2% |
| Cooperative Extension | 163,362 | 175,447 | 181,855 | 6,408 | 3.7% |
| Economic Development | 1,099,325 | 825,051 | 848,402 | 23,351 | 2.8% |
| Planning and Zoning | 2,254,669 | 2,275,254 | 2,507,245 | 231,991 | 10.2% |
| Public Works | 3,869,375 | 3,846,778 | 3,961,367 | 114,589 | 3.0% |
| Public Works - Stormwater | 583,110 | 531,228 | 547,264 | 16,036 | 3.0% |
| Total Expenditures | $15,376,059 | $16,061,322 | $17,217,358 | $1,156,036 | 7.2% |



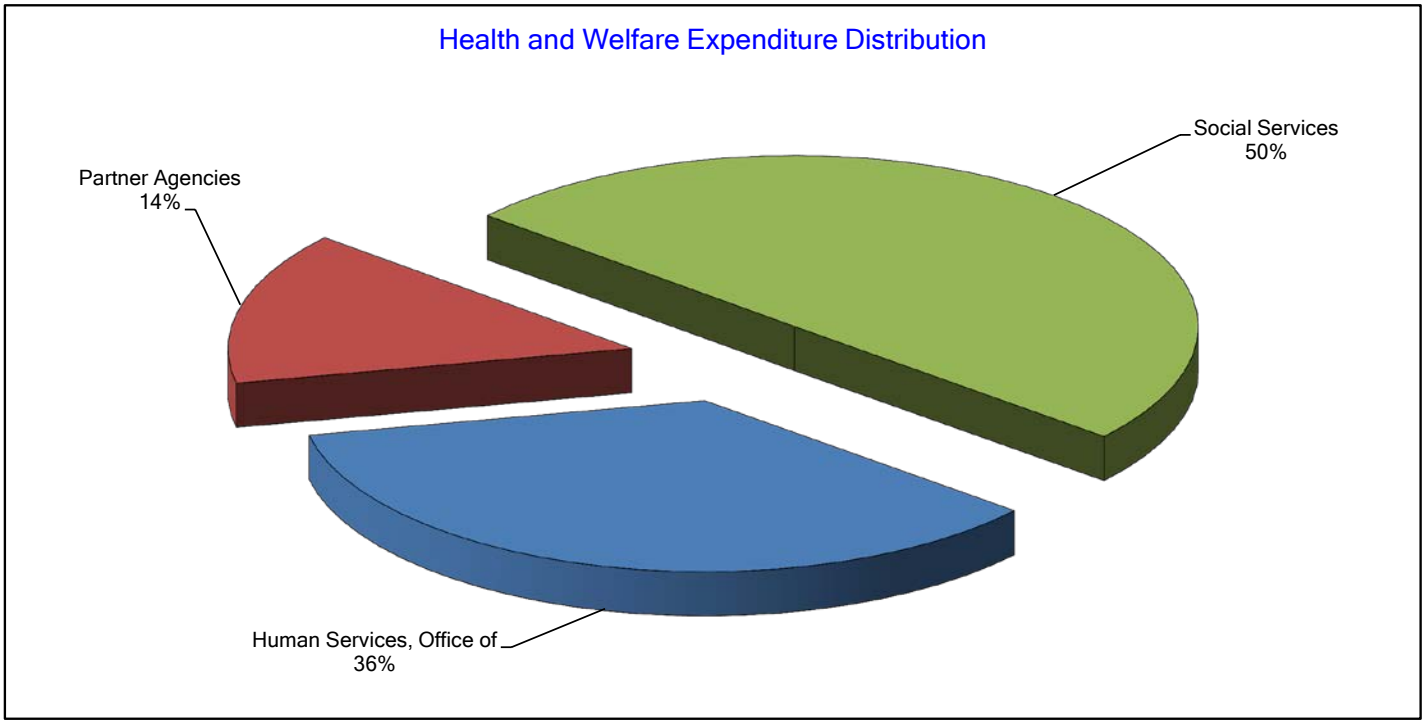
# General Government Administration



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Board of Supervisors | $661,065 | $632,967 | $636,967 | $4,000 | 0.6% |
| Commissioner of the Revenue | 2,567,338 | 2,621,306 | 2,717,285 | 95,979 | 3.7% |
| County Administration | 1,153,230 | 1,112,206 | 1,147,829 | 35,623 | 3.2% |
| County Attorney | 1,036,668 | 1,078,239 | 1,097,885 | 19,646 | 1.8% |
| Finance and Budget | 1,536,112 | 1,558,107 | 1,709,316 | 151,209 | 9.7% |
| Human Resources | 401,127 | 409,460 | 430,706 | 21,246 | 5.2% |
| Information Technology | 2,514,721 | 2,152,924 | 2,317,613 | 164,689 | 7.6% |
| Registrar & Electoral Board | 473,545 | 481,947 | 496,678 | 14,731 | 3.1% |
| Treasurer | 1,913,316 | 1,880,157 | 2,028,646 | 148,489 | 7.9% |
| Total Expenditures | $12,257,122 | $11,927,313 | $12,582,925 | $655,612 | 5.5% |



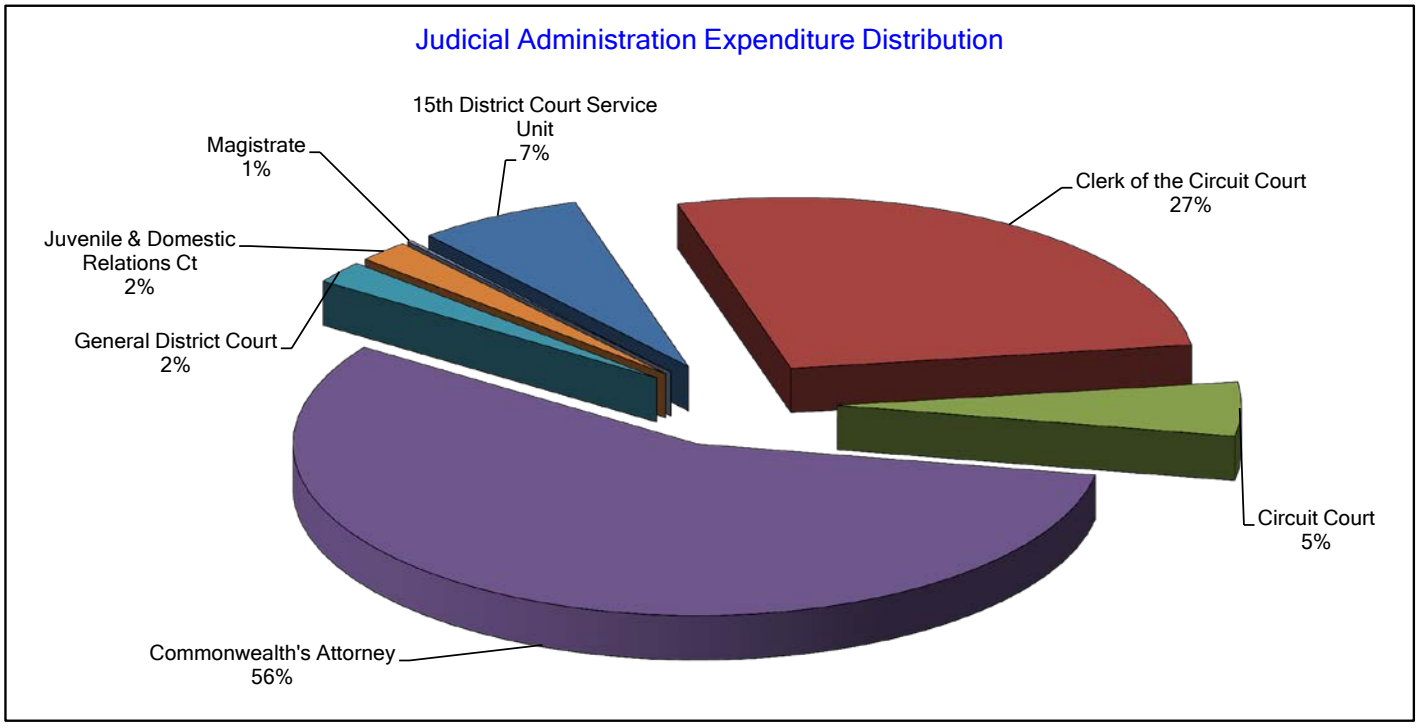
| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Human Services, Office of | $4,325,965 | $4,971,797 | $5,047,364 | $75,567 | 1.5% |
| Partner Agencies | 1,713,935 | 1,725,786 | 2,048,791 | 323,005 | 18.7% |
| Social Services | 5,862,174 | 6,770,717 | 7,063,008 | 292,291 | 4.3% |
| Total Expenditures | $11,902,074 | $13,468,300 | $14,159,163 | $690,863 | 5.1% |



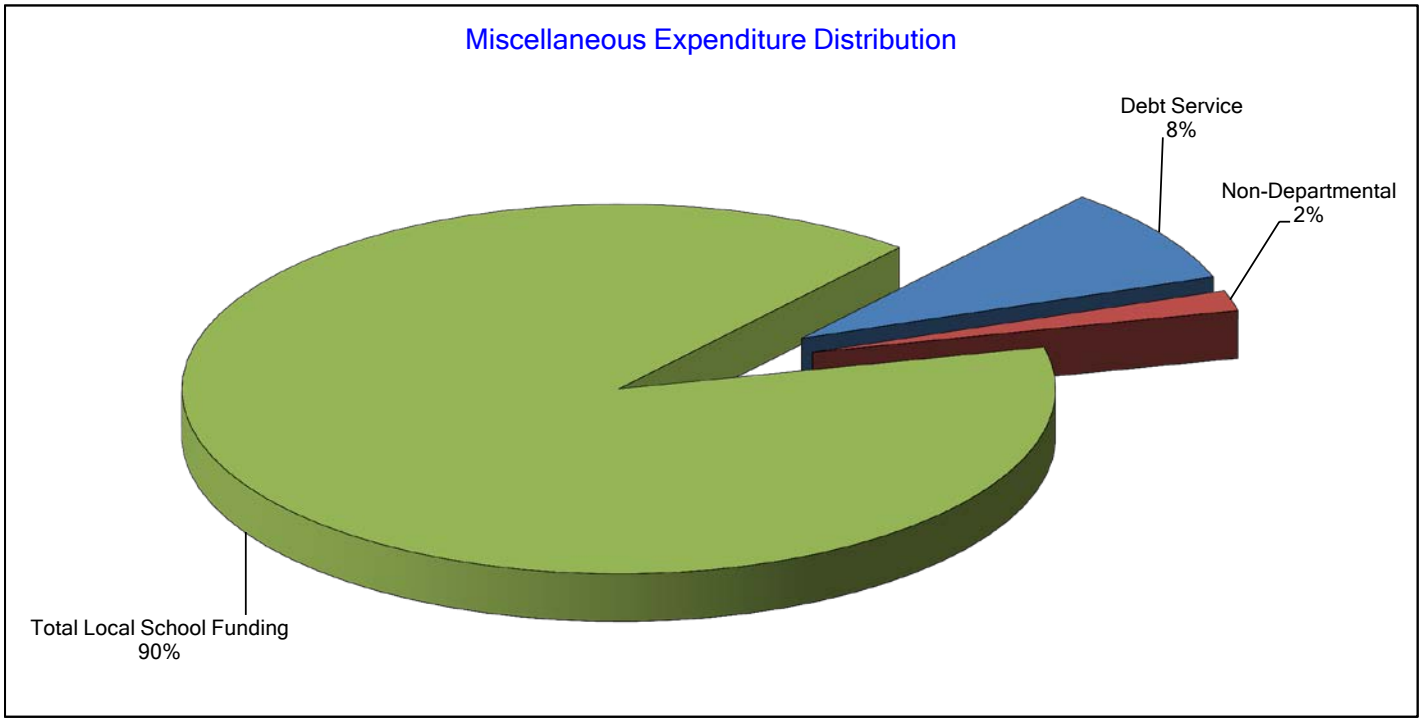
# Judicial Administration



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| 15th District Court Service Unit | $307,471 | $361,330 | $366,126 | $4,796 | 1.3% |
| Clerk of the Circuit Court | 1,383,502 | 1,445,130 | 1,518,935 | 73,805 | 5.1% |
| Circuit Court | 283,251 | 274,726 | 282,806 | 8,080 | 2.9% |
| Commonwealth's Attorney | 2,951,603 | 2,921,191 | 3,148,774 | 227,583 | 7.8% |
| General District Court | 63,001 | 101,750 | 117,250 | 15,500 | 15.2% |
| Juvenile & Domestic Relations Ct | 65,757 | 65,700 | 114,700 | 49,000 | 74.6% |
| Magistrate | 6,023 | 8,830 | 8,830 | 0 | 0.0% |
| Total Expenditures | $5,060,608 | $5,178,657 | $5,557,421 | $378,764 | 7.3% |



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Debt Service | $12,277,101 | $12,488,770 | $13,649,195 | $1,160,425 | 9.3% |
| Non-Departmental | 1,475,951 | 2,623,588 | 2,864,908 | 241,320 | 9.2% |
| Other Transfers | 9,077,220 | 0 | 0 | 0 | 0.0% |
| Local School Funding | | | | | |
| Operating Budget Transfer | 103,735,323 | 112,527,828 | 112,567,497 | 39,669 | 0.0% |
| Shared Services/Audit | 0 | 0 | 115,307 | 115,307 | 0.0% |
| Public Day School | 467,000 | 518,000 | 518,000 | 0 | 0.0% |
| School Bus Capital | 0 | 209,000 | 0 | (209,000) | ###### |
| Subtotal Local School Operating | 104,202,323 | 113,254,828 | 113,200,804 | (54,024) | (0.0)% |
| Debt | 28,913,328 | 30,463,428 | 31,362,759 | 899,331 | 3.0% |
| Total Local School Funding | 133,115,651 | 143,718,256 | 144,563,563 | 845,307 | 0.6% |
| Total Expenditures | $155,945,923 | $158,830,614 | $161,077,666 | $2,247,052 | 1.4% |

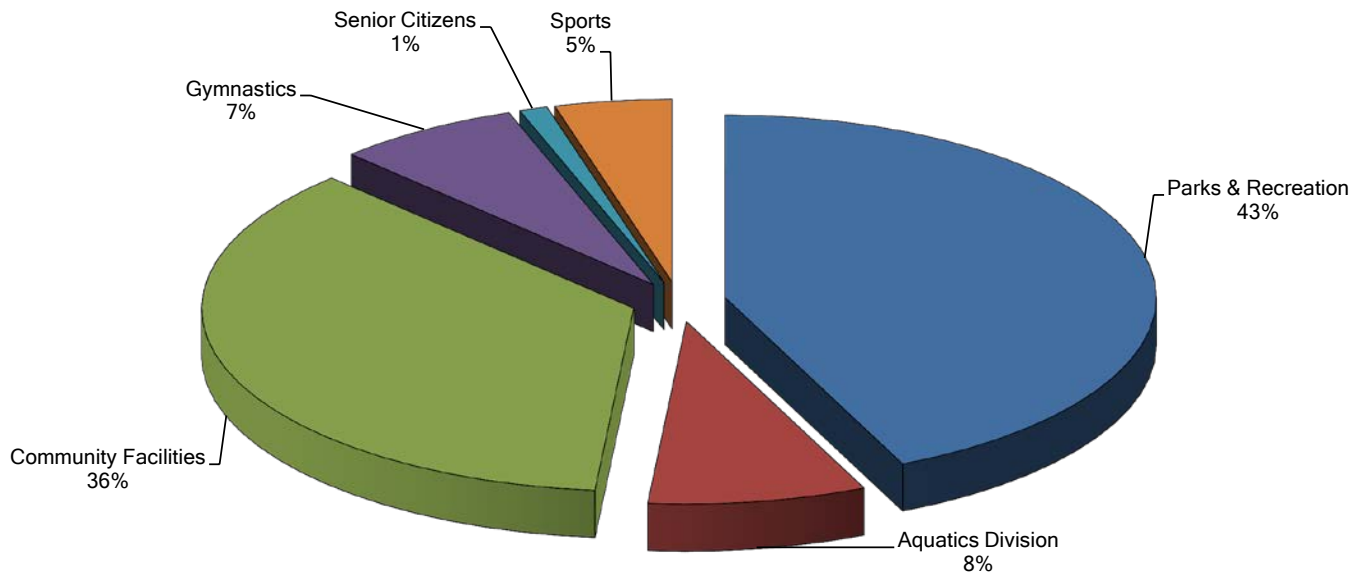


# Parks Recreation and Community Facilities

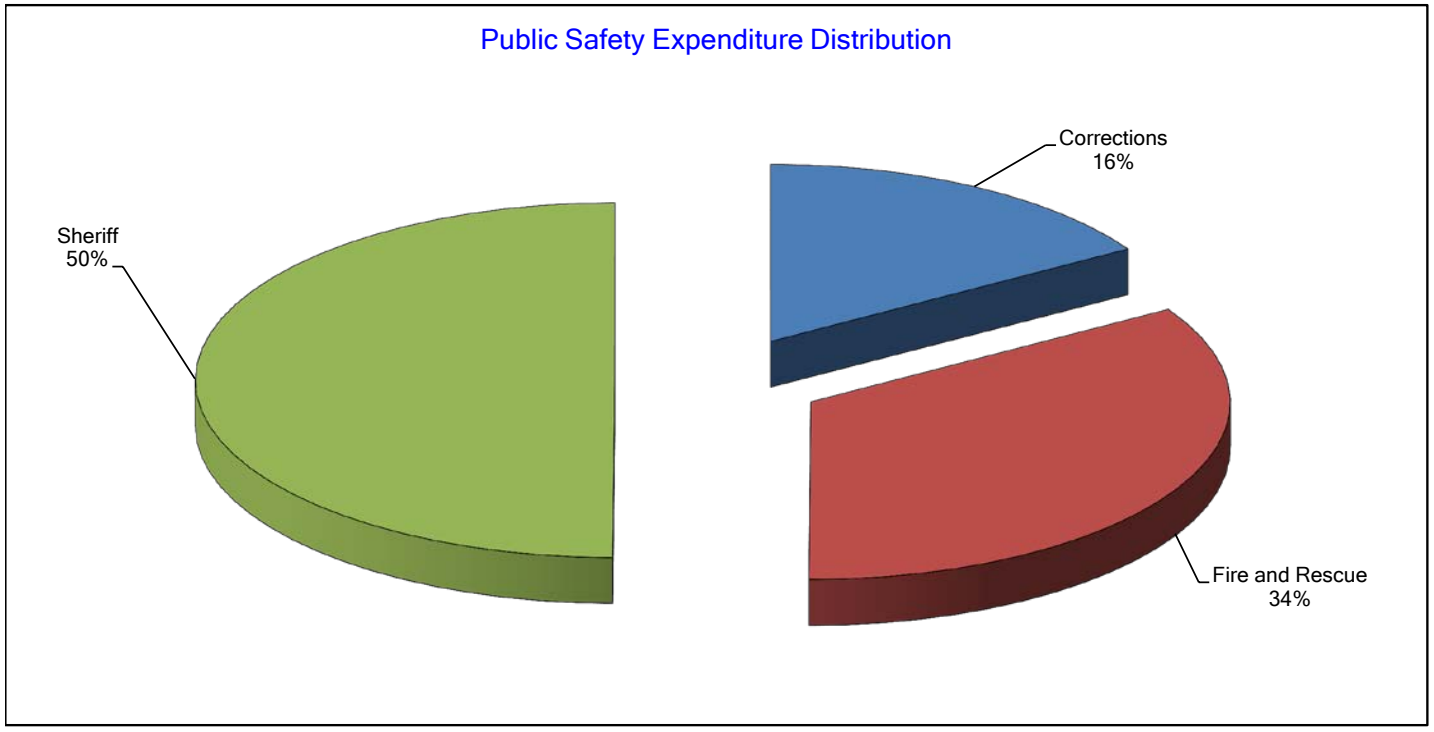


| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Parks & Recreation | $6,138,968 | $4,741,767 | $5,149,968 | $408,201 | 8.6% |
| Aquatics Division | 906,848 | 639,651 | 971,457 | 331,806 | 51.9% |
| Community Facilities | 4,620,911 | 4,447,474 | 4,312,668 | (134,806) | (3.0)% |
| Gymnastics | 765,869 | 772,810 | 822,940 | 50,130 | 6.5% |
| Senior Citizens | 143,467 | 124,444 | 125,144 | 700 | 0.6% |
| Sports | 471,428 | 428,751 | 521,165 | 92,414 | 21.6% |
| Total Expenditures | $13,047,491 | $11,154,897 | $11,903,342 | $748,445 | 6.7% |

Parks, Recreation and Community Facilities Expenditure Distribution



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Corrections | $7,649,708 | $7,736,555 | $8,587,340 | $850,785 | 11.0% |
| Fire and Rescue | 16,082,344 | 16,418,824 | 17,854,495 | 1,435,671 | 8.7% |
| Sheriff | 25,317,982 | 24,758,403 | 26,371,449 | 1,613,046 | 6.5% |
| Total Expenditures | $49,050,034 | $48,913,782 | $52,813,284 | $3,899,502 | 8.0% |

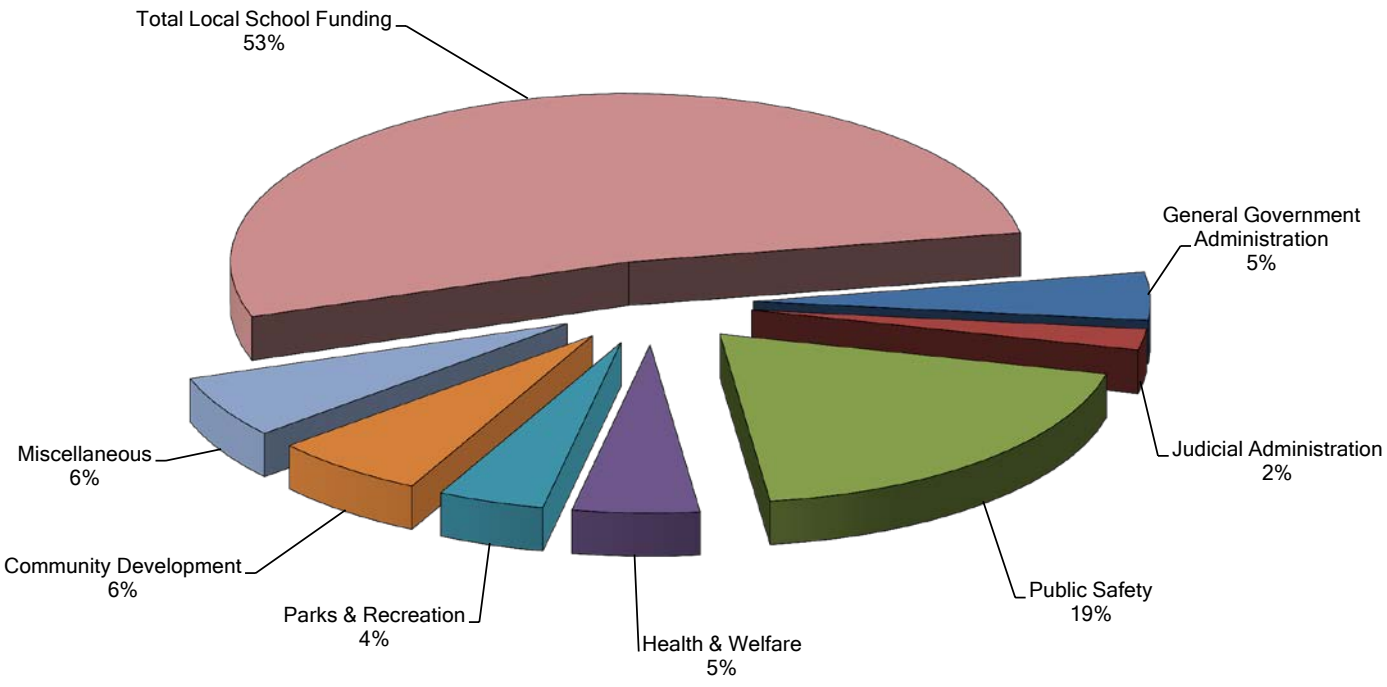


# General Fund Expenditures by Major Service Area



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| General Government Administration | $12,257,122 | $11,927,313 | $12,582,925 | $655,612 | 5.5% |
| Judicial Administration | 5,060,608 | 5,178,657 | 5,557,421 | 378,764 | 7.3% |
| Public Safety | 49,050,034 | 48,913,782 | 52,813,284 | 3,899,502 | 8.0% |
| Health & Welfare | 11,902,074 | 13,468,300 | 14,159,163 | 690,863 | 5.1% |
| Parks & Recreation | 13,047,491 | 11,154,897 | 11,903,342 | 748,445 | 6.7% |
| Community Development | 15,376,059 | 16,061,322 | 17,217,358 | 1,156,036 | 7.2% |
| Miscellaneous | 22,830,272 | 15,112,358 | 16,514,103 | 1,401,745 | 9.3% |
| Total Local School Funding | 133,115,651 | 143,718,256 | 144,563,563 | 845,307 | 0.6% |
| Total Expenditures | $262,639,311 | $265,534,885 | $275,311,159 | $9,776,274 | 3.7% |

General Fund Expenditure Distribution by Major Service Area

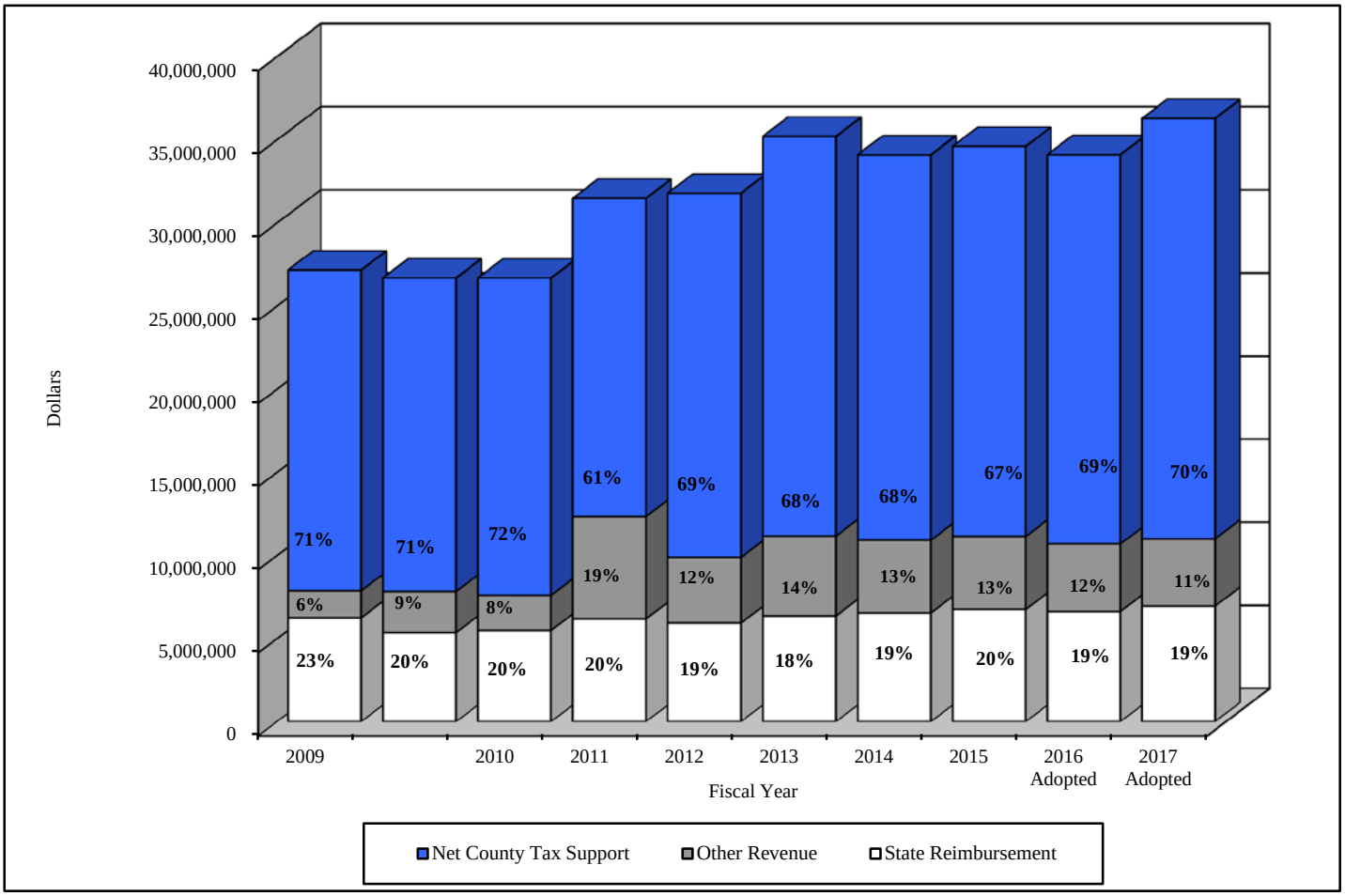


STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# Constitutional Officers Funding

Stafford County FY17 Adopted Budget

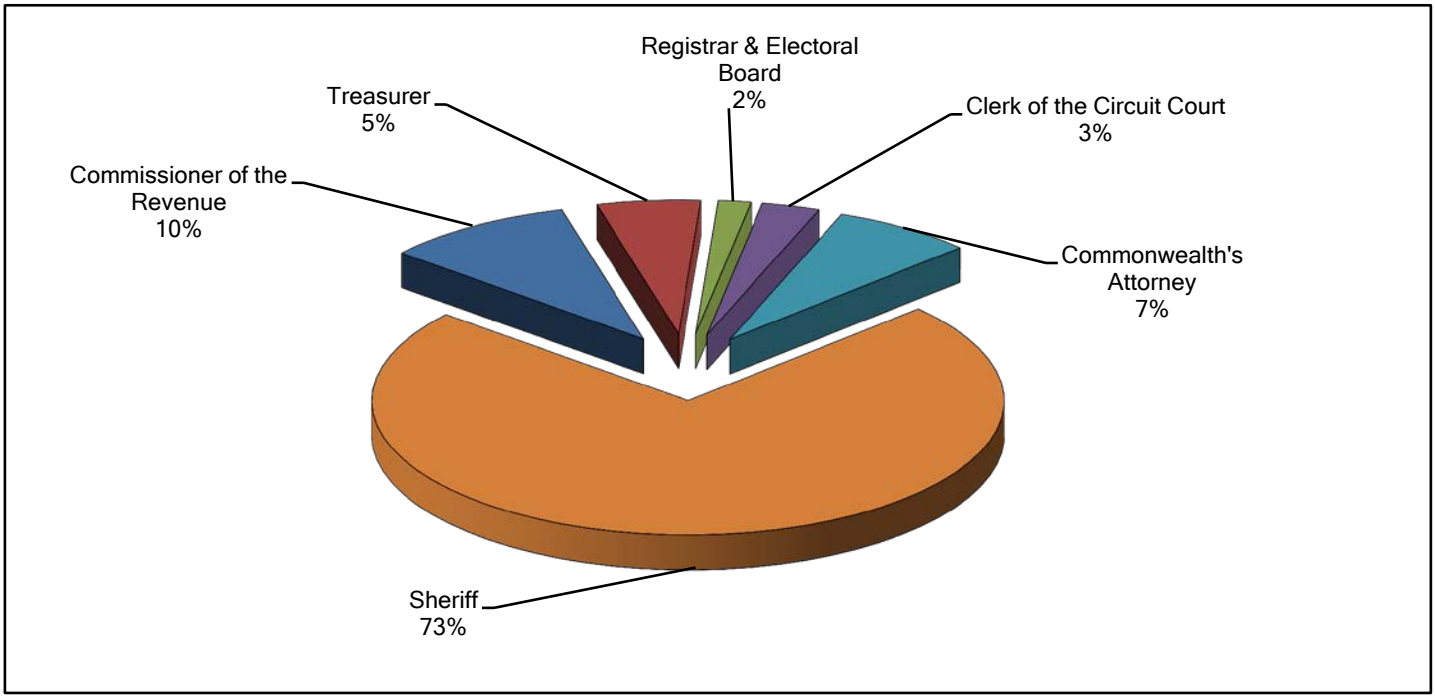
| Fiscal Year | Total Expenditures | State Reimbursement | Percentage of Expenses Reimbursed By State | Other Revenue | Percentage of Expenses Reimbursed By Other | Net County Tax Support | Percentage of Expenses Reimbursed By County |
|---|---|---|---|---|---|---|---|
| 2017 Adopted | 36,281,767 | 6,955,171 | 19% | 4,045,139 | 11% | 25,281,457 | 70% |
| 2016 Adopted | 34,108,134 | 6,633,324 | 19% | 4,060,992 | 12% | 23,413,818 | 69% |
| 2015 | 34,607,287 | 6,758,336 | 20% | 4,387,688 | 13% | 23,461,263 | 67% |
| 2014 | 34,098,502 | 6,542,614 | 19% | 4,381,941 | 13% | 23,173,947 | 68% |
| 2013 | 35,201,485 | 6,366,278 | 18% | 4,801,473 | 14% | 24,033,734 | 68% |
| 2012 | 31,787,055 | 5,938,877 | 19% | 3,953,084 | 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% | 1,623,133 | 6% | 19,287,580 | 71% |



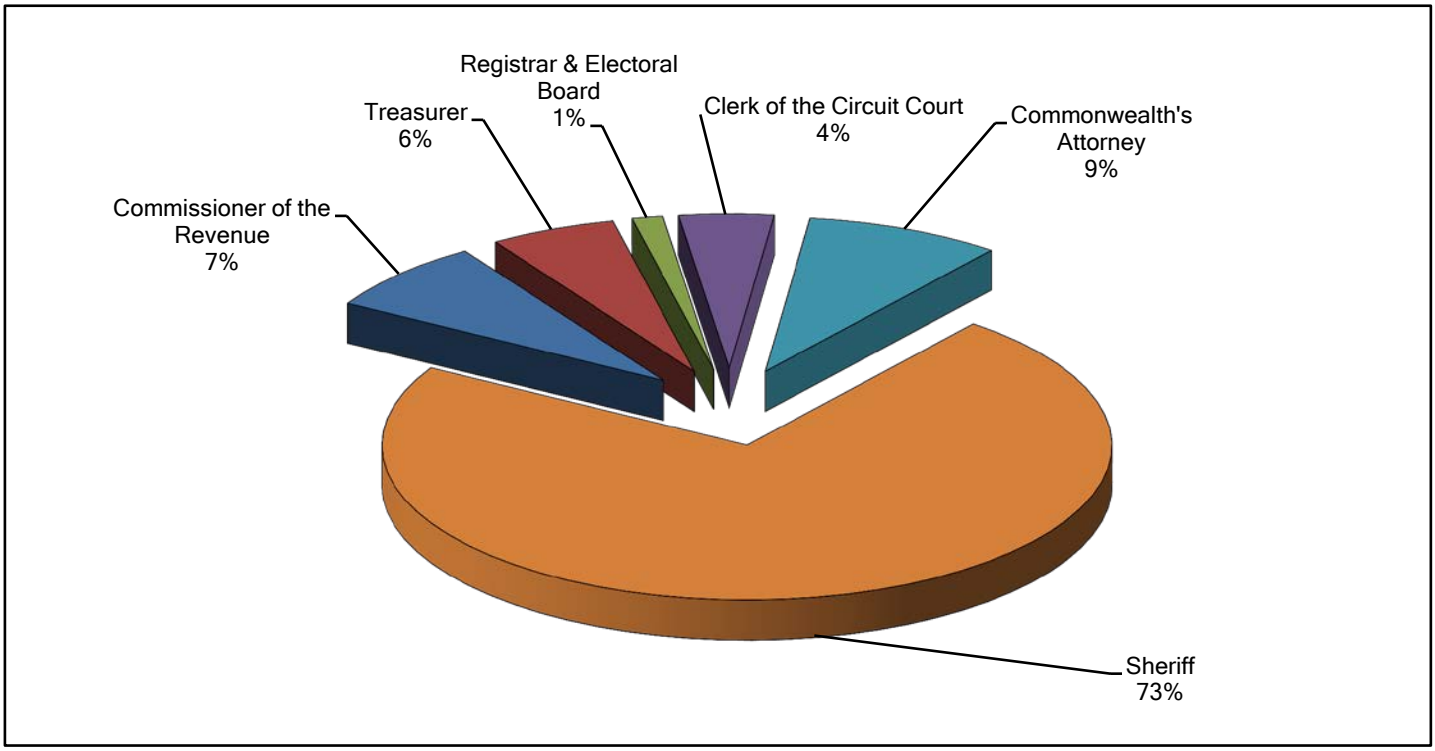
# Constitutional Officers Funding



## Constitutional Officers County Tax Support

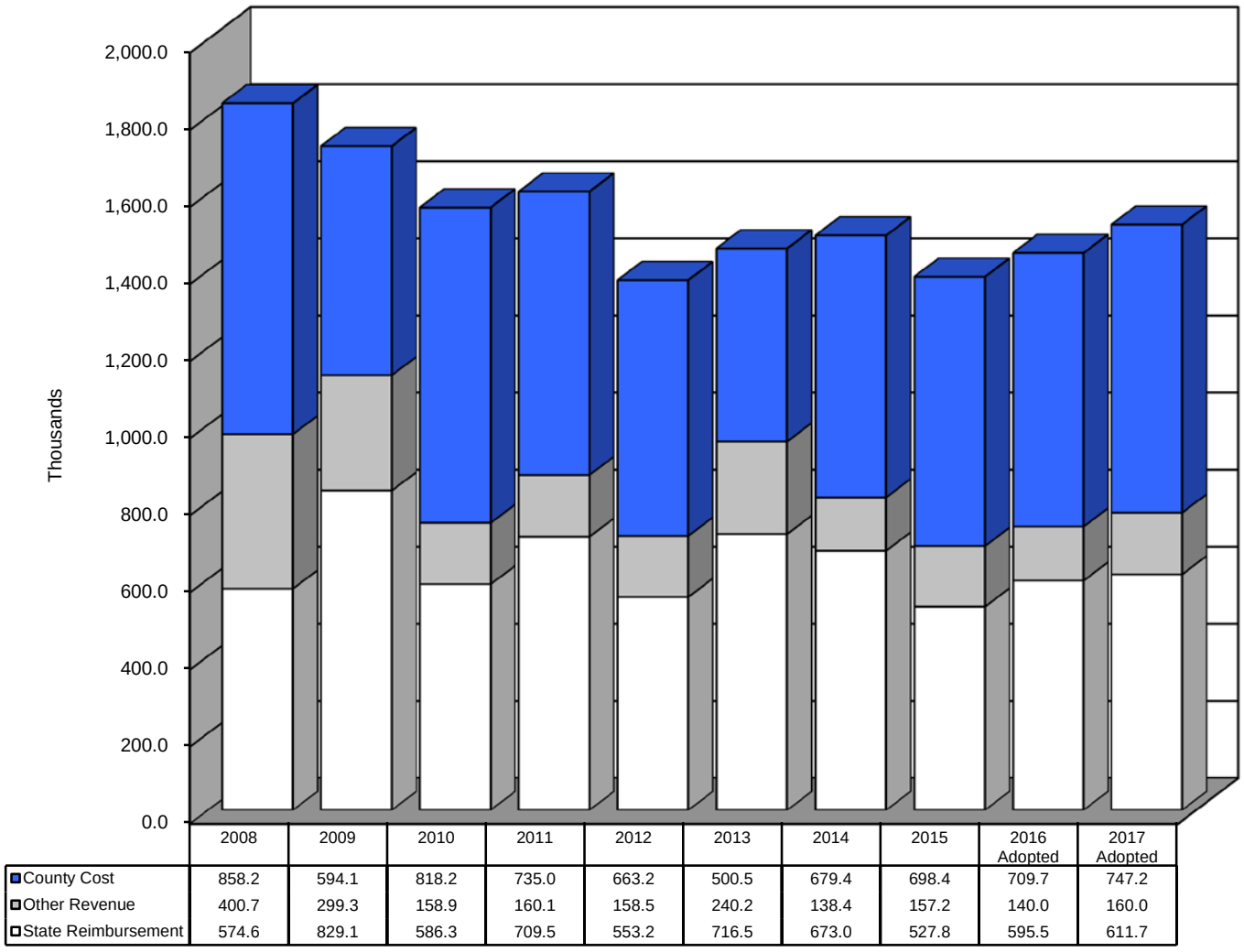



## Constitutional Officers Expenditures



# Clerk of the Circuit Court



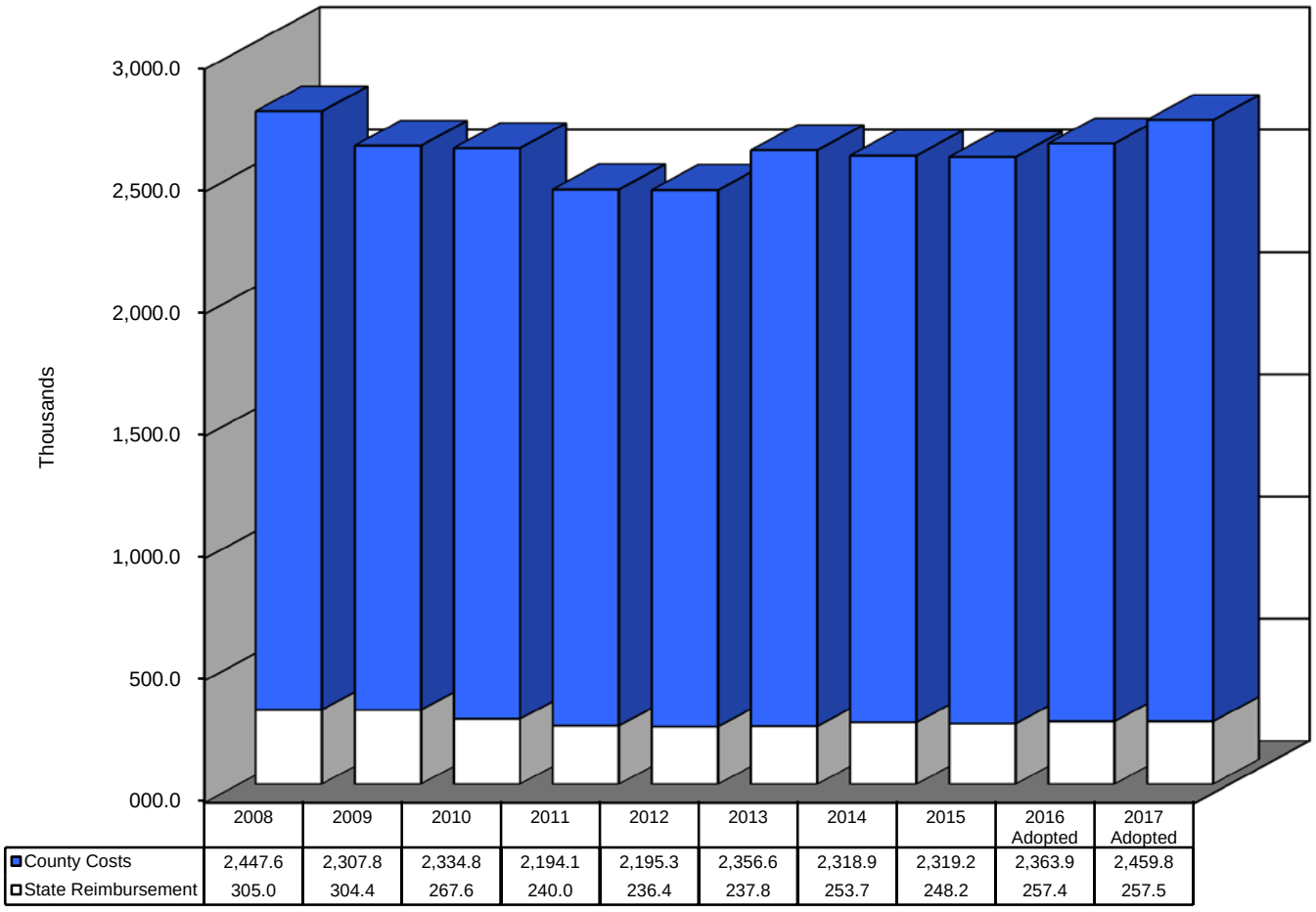



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 858.2 | 594.1 | 818.2 | 735.0 | 663.2 | 500.5 | 679.4 | 698.4 | 709.7 | 747.2 |
| Other Revenue | 400.7 | 299.3 | 158.9 | 160.1 | 158.5 | 240.2 | 138.4 | 157.2 | 140.0 | 160.0 |
| State Reimbursement | 574.6 | 829.1 | 586.3 | 709.5 | 553.2 | 716.5 | 673.0 | 527.8 | 595.5 | 611.7 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 47% | 35% | 52% | 46% | 48% | 35% | 46% | 50% | 49% | 49% |
| Other Revenue | 22% | 17% | 10% | 10% | 12% | 16% | 9% | 11% | 10% | 11% |
| State Reimbursement | 31% | 48% | 38% | 44% | 40% | 49% | 45% | 38% | 41% | 40% |

# Commissioner of the Revenue



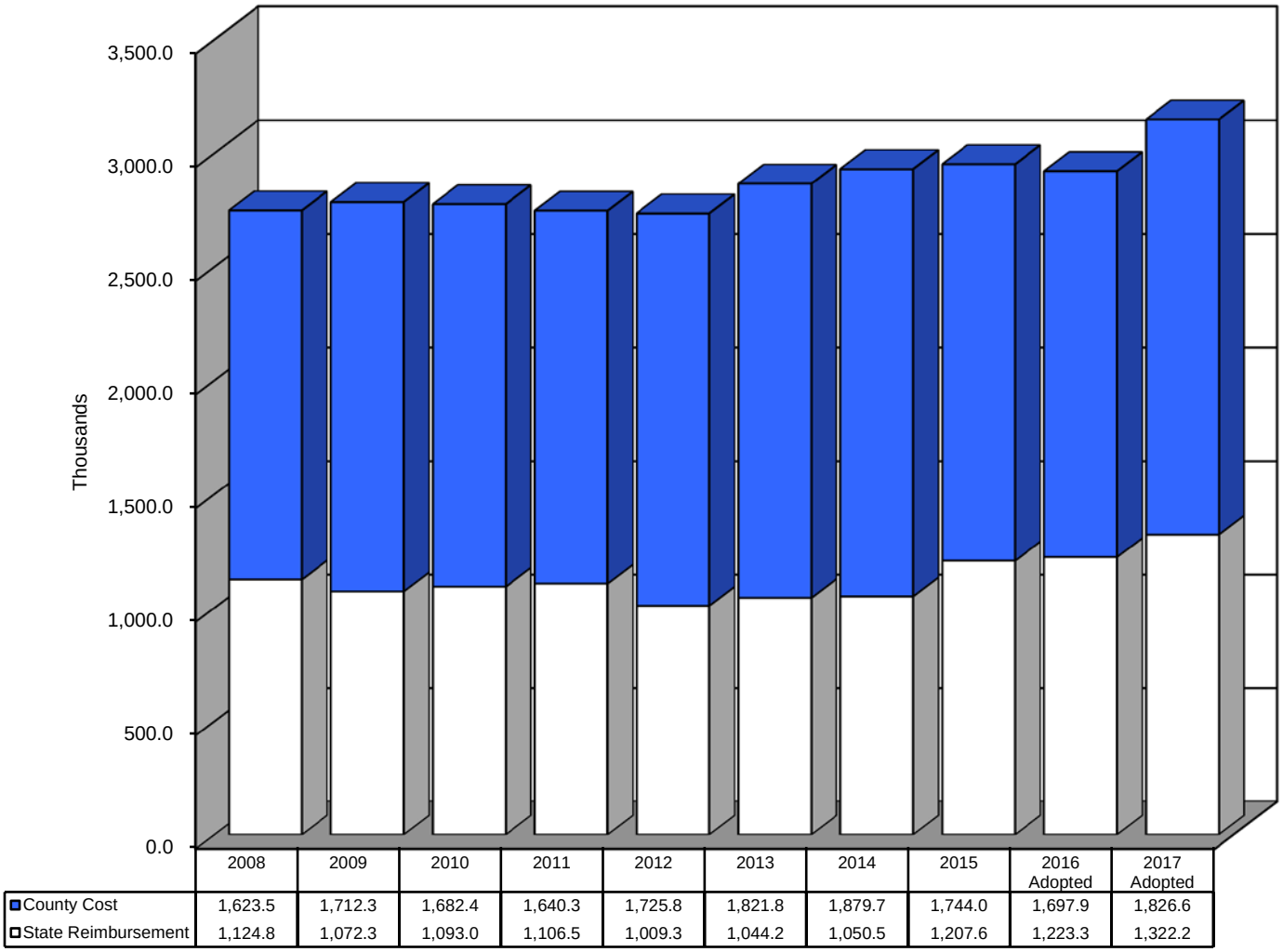



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Costs | 2,447.6 | 2,307.8 | 2,334.8 | 2,194.1 | 2,195.3 | 2,356.6 | 2,318.9 | 2,319.2 | 2,363.9 | 2,459.8 |
| State Reimbursement | 305.0 | 304.4 | 267.6 | 240.0 | 236.4 | 237.8 | 253.7 | 248.2 | 257.4 | 257.5 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 89% | 88% | 90% | 90% | 90% | 91% | 90% | 90% | 90% | 91% |
| State Reimbursement | 11% | 12% | 10% | 10% | 10% | 9% | 10% | 10% | 10% | 9% |

# Commonwealth's Attorney



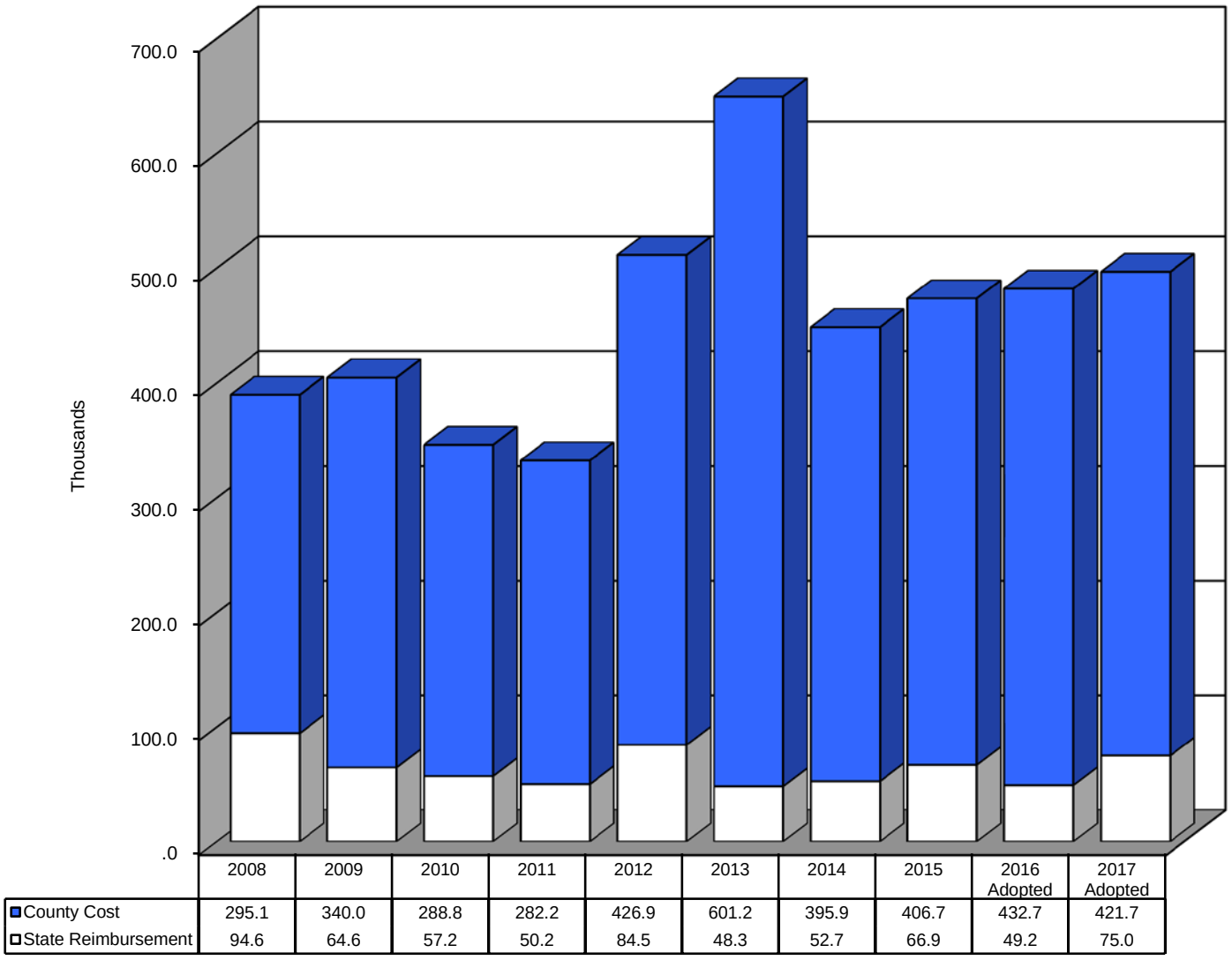



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 1,623.5 | 1,712.3 | 1,682.4 | 1,640.3 | 1,725.8 | 1,821.8 | 1,879.7 | 1,744.0 | 1,697.9 | 1,826.6 |
| State Reimbursement | 1,124.8 | 1,072.3 | 1,093.0 | 1,106.5 | 1,009.3 | 1,044.2 | 1,050.5 | 1,207.6 | 1,223.3 | 1,322.2 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 59% | 61% | 61% | 60% | 63% | 64% | 64% | 59% | 58% | 58% |
| State Reimbursement | 41% | 39% | 39% | 40% | 37% | 36% | 36% | 41% | 42% | 42% |

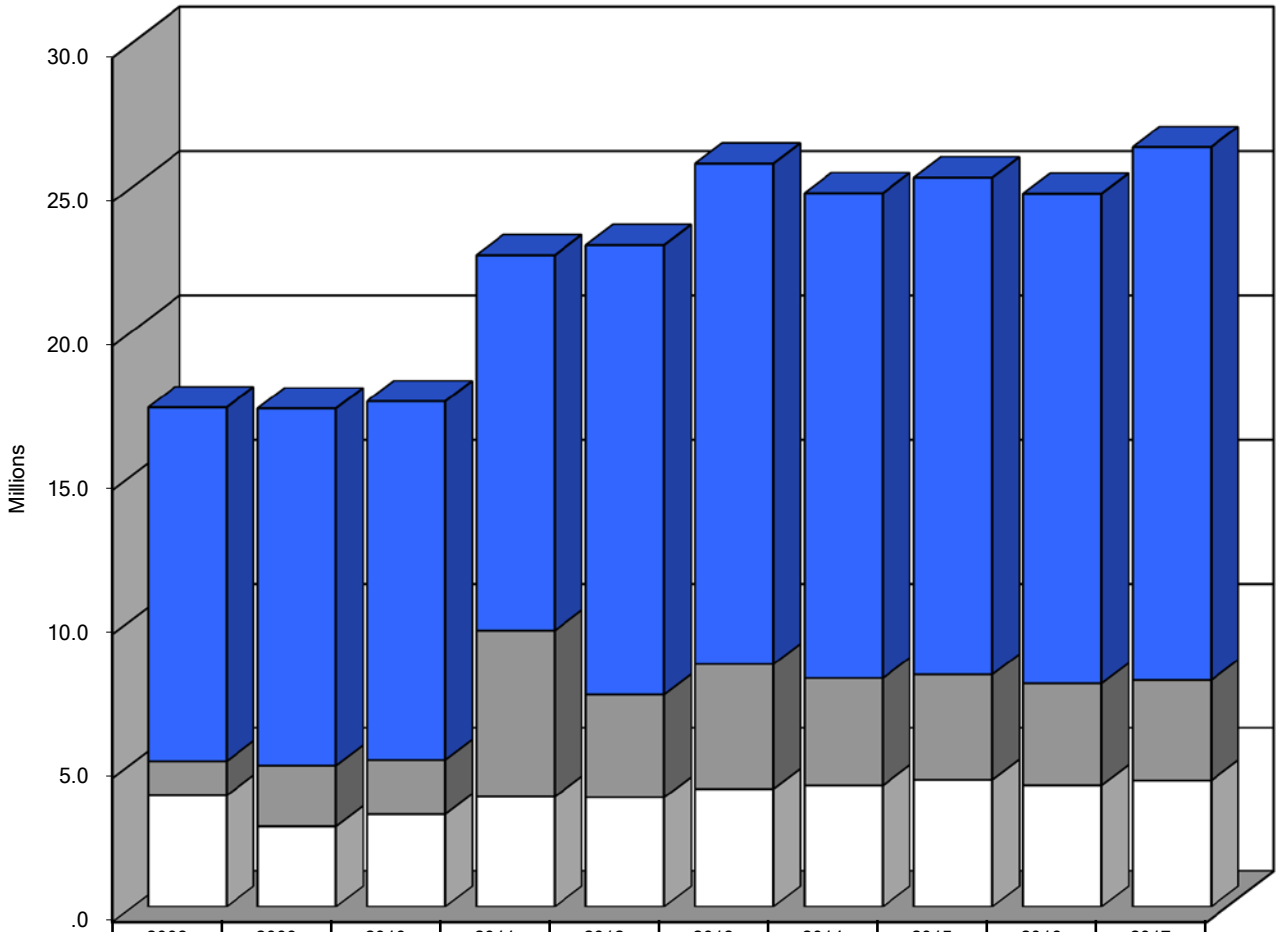
# Registrar Electoral Board






| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 295.1 | 340.0 | 288.8 | 282.2 | 426.9 | 601.2 | 395.9 | 406.7 | 432.7 | 421.7 |
| State Reimbursement | 94.6 | 64.6 | 57.2 | 50.2 | 84.5 | 48.3 | 52.7 | 66.9 | 49.2 | 75.0 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| State Reimbursement | 24% | 16% | 17% | 15% | 17% | 7% | 12% | 14% | 10% | 15% |
| County Cost | 76% | 84% | 83% | 85% | 83% | 93% | 88% | 86% | 90% | 85% |

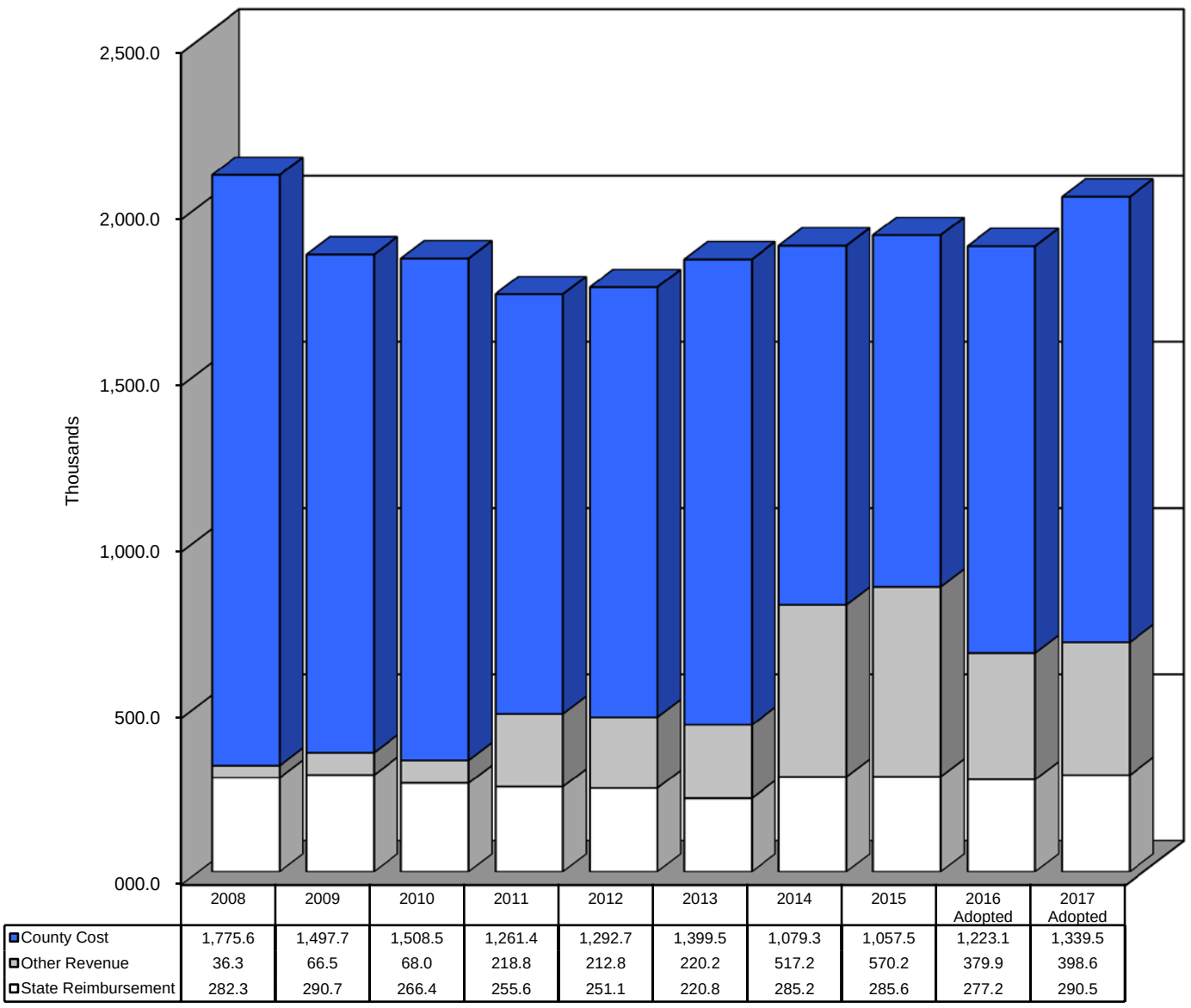



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 12.3 | 12.4 | 12.5 | 13.0 | 15.6 | 17.4 | 16.8 | 17.2 | 17.0 | 18.5 |
| Other Revenue | 1.2 | 2.1 | 1.9 | 5.8 | 3.6 | 4.3 | 3.7 | 3.7 | 3.5 | 3.5 |
| State Reimbursement | 3.9 | 2.8 | 3.2 | 3.8 | 3.8 | 4.1 | 4.2 | 4.4 | 4.2 | 4.4 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 71% | 72% | 71% | 57% | 67% | 67% | 68% | 69% | 69% | 70% |
| Other Revenue | 7% | 12% | 11% | 26% | 16% | 17% | 15% | 14% | 14% | 13% |
| State Reimbursement | 22% | 16% | 18% | 17% | 17% | 16% | 17% | 17% | 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.

# Treasurer

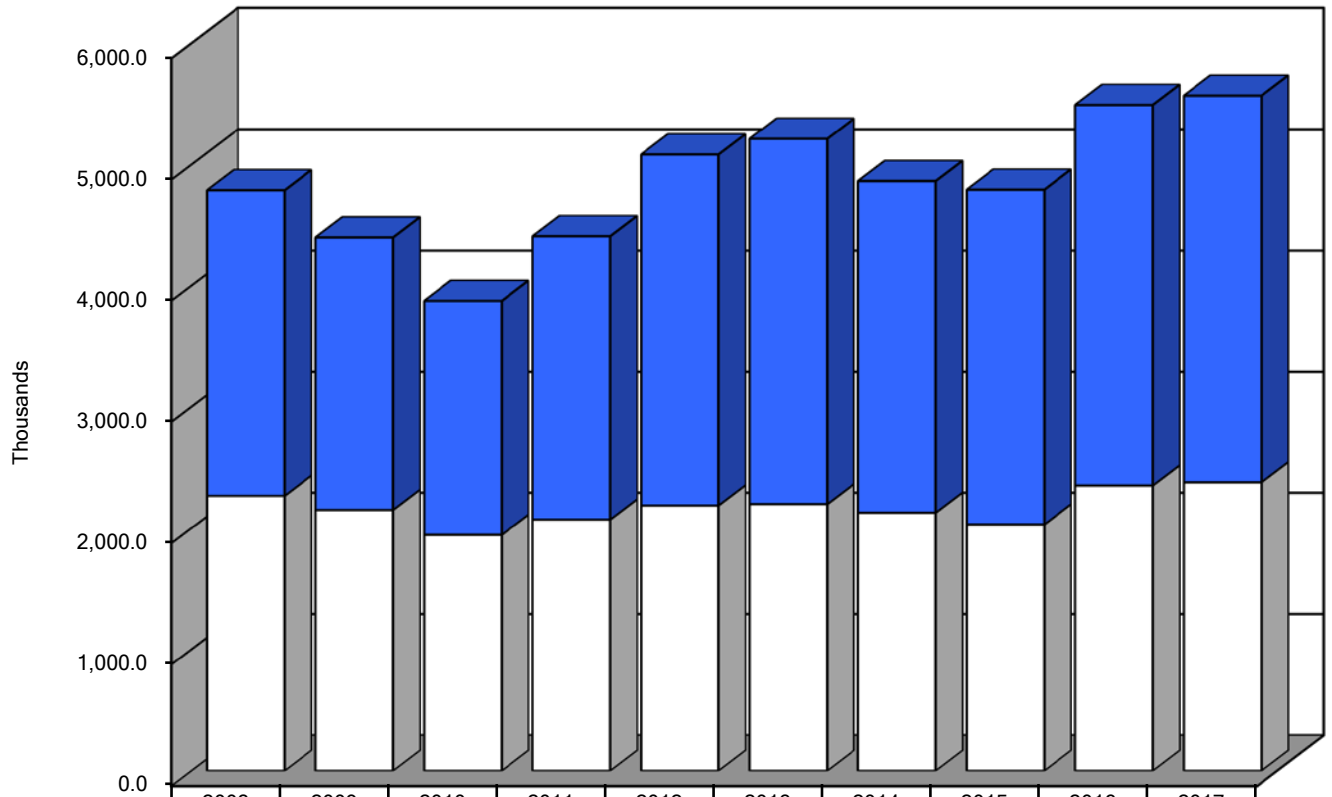



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 1,775.6 | 1,497.7 | 1,508.5 | 1,261.4 | 1,292.7 | 1,399.5 | 1,079.3 | 1,057.5 | 1,223.1 | 1,339.5 |
| Other Revenue | 36.3 | 66.5 | 68.0 | 218.8 | 212.8 | 220.2 | 517.2 | 570.2 | 379.9 | 398.6 |
| State Reimbursement | 282.3 | 290.7 | 266.4 | 255.6 | 251.1 | 220.8 | 285.2 | 285.6 | 277.2 | 290.5 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 85% | 80% | 82% | 72% | 74% | 76% | 58% | 55% | 65% | 66% |
| Other Revenue | 2% | 4% | 4% | 13% | 12% | 12% | 27% | 30% | 20% | 20% |
| State Reimbursement | 13% | 16% | 14% | 15% | 14% | 12% | 15% | 15% | 15% | 14% |

# Office of Human Services and Public Day School





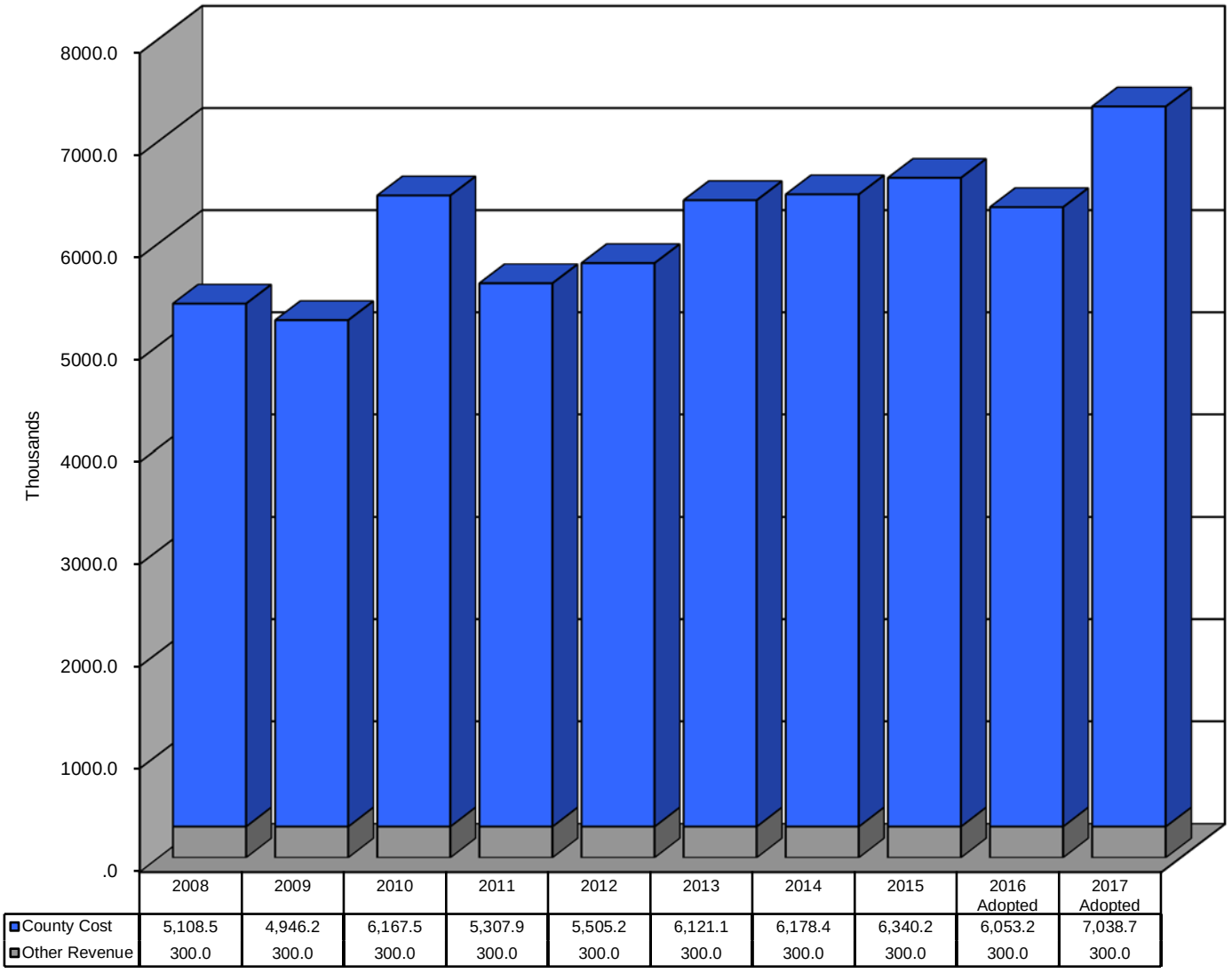

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 2,522.6 | 2,247.4 | 1,929.1 | 2,336.8 | 2,895.7 | 3,014.0 | 2,736.8 | 2,762.4 | 3,139.8 | 3,189.0 |
| State Reimbursement | 2,265.7 | 2,150.0 | 1,944.2 | 2,070.3 | 2,185.8 | 2,197.2 | 2,126.7 | 2,030.5 | 2,350.0 | 2,376.4 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 53% | 51% | 50% | 53% | 57% | 58% | 56% | 58% | 57% | 57% |
| State Reimbursement | 47% | 49% | 50% | 47% | 43% | 42% | 44% | 42% | 43% | 43% |

# Rappahannock Regional Jail

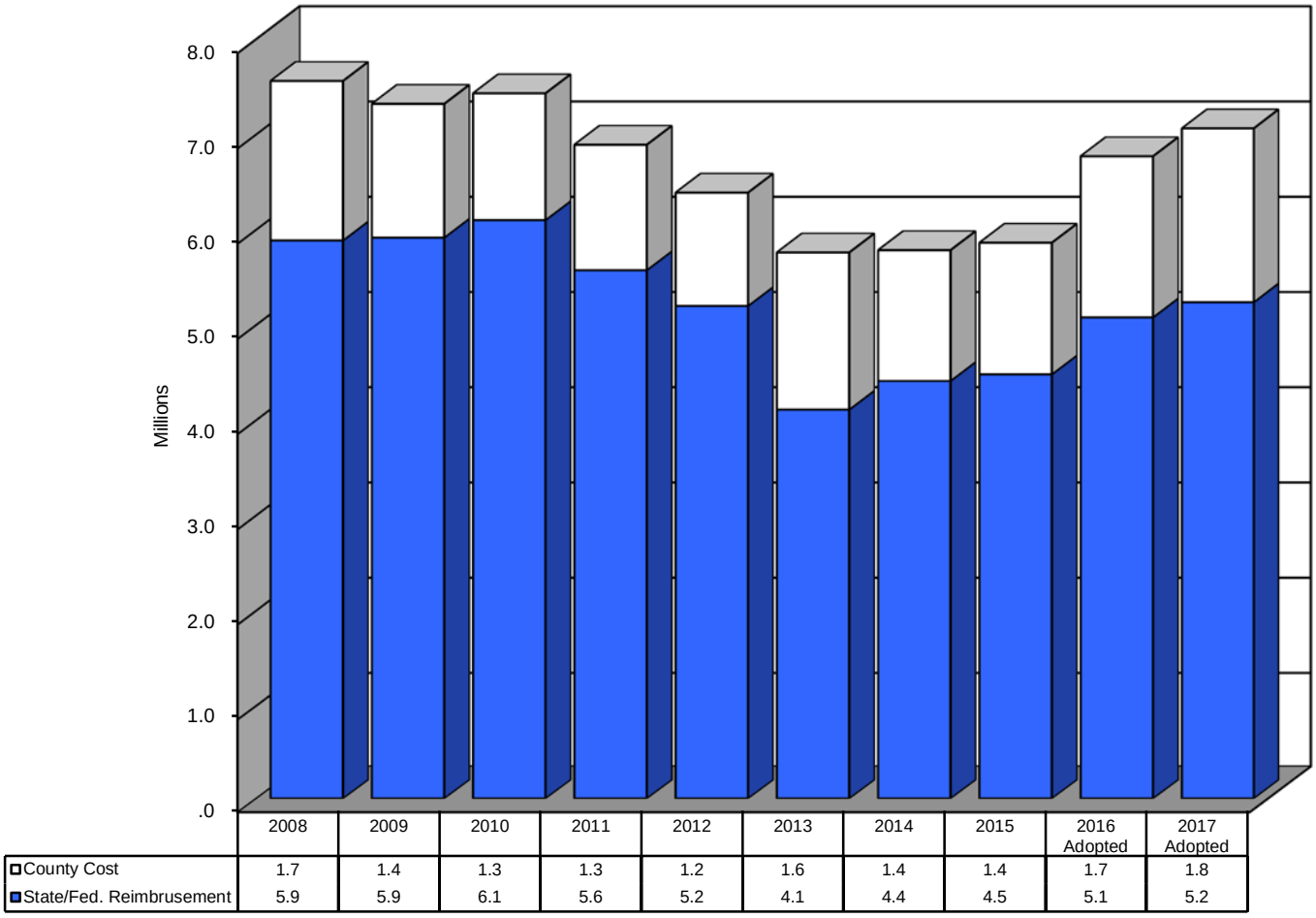


In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the facility in Stafford.




| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 5,108.5 | 4,946.2 | 6,167.5 | 5,307.9 | 5,505.2 | 6,121.1 | 6,178.4 | 6,340.2 | 6,053.2 | 7,038.7 |
| Other Revenue | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 | 300.0 |

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 94% | 94% | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 96% |
| Other Revenue | 6% | 6% | 5% | 5% | 5% | 5% | 5% | 5% | 5% | 4% |




| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| County Cost | 22% | 19% | 18% | 19% | 19% | 29% | 24% | 24% | 25% | 26% |
| State/Fed. Reimbursement | 78% | 81% | 82% | 81% | 81% | 71% | 76% | 76% | 75% | 74% |

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 categories:

- *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.

In April 2015, the Board of Supervisors joined the George Washington Foundation to break ground at Ferry Farm and begin the recreation of the 18th century Washington family farm.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George Washington's Boyhood Home

# Board of Supervisors

## Mission

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.

## Thinking Efficiently

The agendas and all supporting materials for each Board of Supervisors and Standing Committee meeting – which can be hundreds of pages – are uploaded onto an iPad for Board members, rather than the previous practice of making paper copies for each Board member.

In 2015, the Board of Supervisors opened Stafford's first dog park – Duff's Dog Park – at Duff McDuff Green Memorial Park.

## Who Are We?

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.

Executive Management & Leadership

- 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.
- The Chairman and Vice-Chairman of the Board are elected annually by the members of the Board.
- Staff is guided by a Board-approved strategic communications plan that supports the Board of Supervisors' goals and priorities.

Citizen Information/Community Awareness

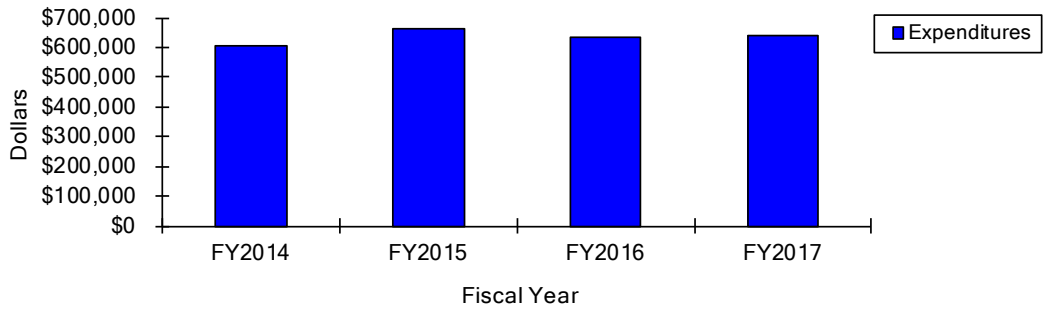
- Regular meetings are held in the Board of Supervisors' chambers, located on the ground floor of the George L. Gordon Government Center, on the first and third Tuesday of each month. All Board meetings are open to the public.

# Board of Supervisors



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $213,051 | $243,209 | $226,131 | $226,131 | $0 | 0.00% |
| Operating | 395,095 | 417,856 | 406,836 | 410,836 | 4,000 | 0.98% |
| Local Tax Funding | $608,146 | $661,065 | $632,967 | $636,967 | $4,000 | 0.63% |
| Funded Positions | | | | | | |
| Part-Time Positions | 7 | 7 | 7 | 7 | 0 | 0.00% |




### Total Budget

$636,967

### Notable Changes

Operating

- Increase in audit fees

## Goals/Objectives

- Continue to promote a safe, healthy and prosperous community through responsible and accountable government by working to meet the Board's priorities for the community, which include Education, Public Safety, Infrastructure, Economic Development, and Service Excellence (Service Level 1, 2, 3, 4, 5, 6 & 7)
- Enhance Public Safety by consideration of the proposed staffing plan for the Sheriff's Office and Fire and Rescue (Service Level 1)
- Demonstrate fiscal responsibility with balanced County and School budgets, reducing the tax burden, and upgrading the County's bond rating with all rating agencies to AAA (Service Level 4, 5, & 6)
- Citizen Action Officer engages staff, outside vendors/businesses/VDOT, etc.to address constituent inquiries presented to the Board (Service Level 7)
- Establish and implement policies that maintain a high quality of life for County residents and visitors (Service Level 1, 2, 3, 4, 5, 6 & 7)

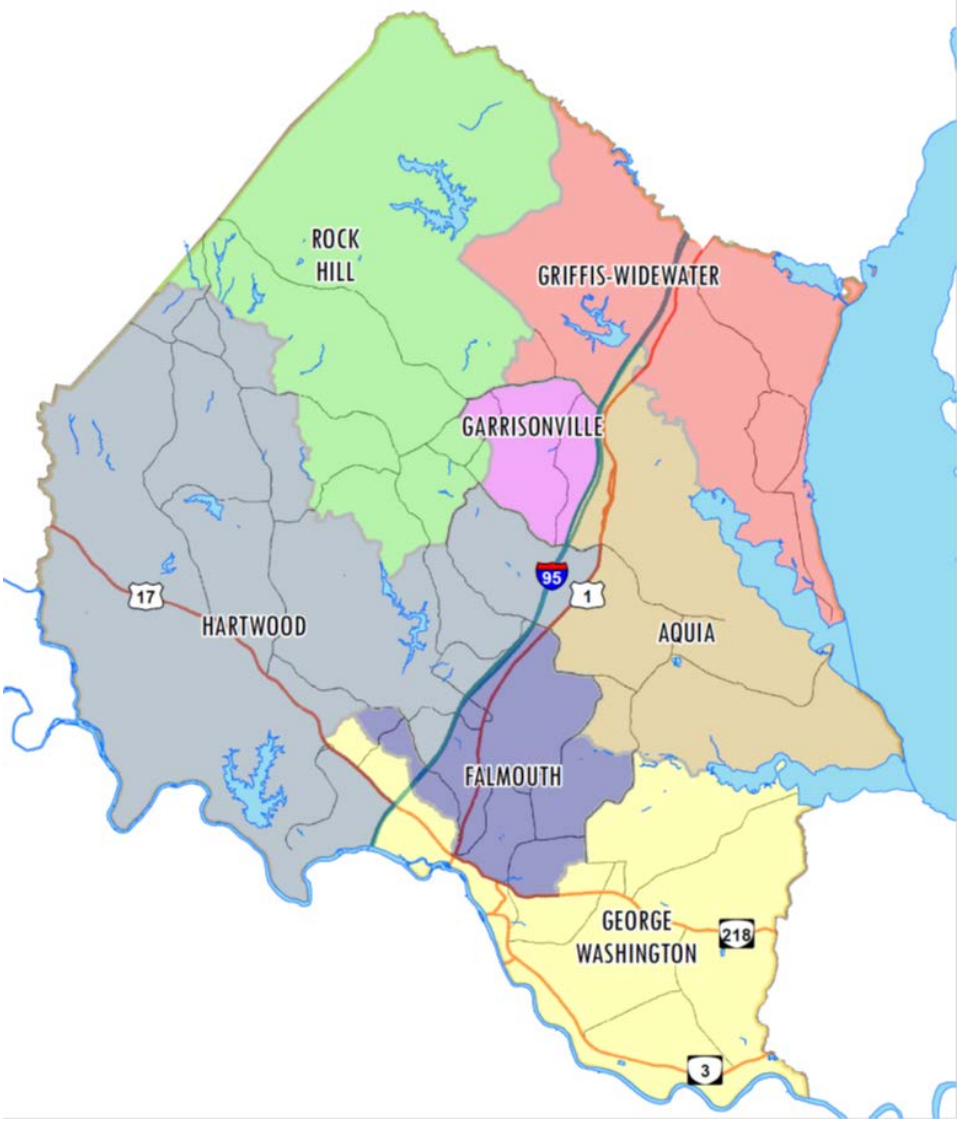
The above goals support the Board of Supervisors priorities for the community as well as Principles of High Performance Financial Management and the County's BEST Values

# Board of Supervisors

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Board of Supervisor Meetings | 22 | 23 | 24 |
| 2. | Ordinances Adopted/Considered | 60 | 65 | 55 |
| 3. | Resolution Adopted/Considered | 450 | 460 | 400 |
| 4. | County Bond Rating Fitch | AA+ | AA+ | AAA |
| 5. | Moody's | Aa1 | Aa1 | AAA |
| 6. | S & P | AA+ | AAA | AAA |
| 7. | BOS requests for constituent assistance processed | 400 | 305 | 296 |

Election District Boundaries




## Accomplishments

- Obtained AAA bond rating from Standard and Poor's.
- Stafford's AAA bond rating, lack of a business tax and aggressive efforts to attract high quality businesses resulted in the creation of more than 40,000 jobs right here in Stafford County!
- Celebrated the opening of Virginia's newest lake at the Lake Mooney Reservoir, which will meet the drinking water needs of our community for the next 50 years;
- Announced the renovation of the Aquia Town Center, which will house residential and commercial development, and the Board is advancing retail options at 10 locations countywide;

## Did You Know?

Under Virginia's Traditional Form of Government established in the Constitution of 1870, Stafford's citizens elect five Constitutional Officers: Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The Board appoints a County Administrator and the County Attorney. The County Administrator, Constitutional Officers, and County Attorney share responsibilities for County government operations. The Board approves budgets and appropriations for all County agencies.

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## Mission

Provide an additional funding source and offset long-term bond borrowing costs for capital projects.

Pictured is the boat launch at Lake Mooney. The park is scheduled to open for recreational use in May 2016. Staff will be available to assist visitors with their boats.

## Who Are We?

- 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.
- Cash capital funds will be used for only small capital projects and infrastructure needs to acquire or upgrade physical assets such as property, or equipment and can include everything from repairing a roof to vehicle replacement.

## Cash Capital Projects

| Department | Infrastructure Projects | Amount |
|---|---|---|
| Fire Rescue | Station Maintenance and Repairs | 204,000 |
| Information Tech | Wiring Closet Switch Replacements - Admin/PSC | 206,000 |
| Information Tech | Router Replacement - Admin/PSC | 103,000 |
| Information Tech | Firewall Replacement - Admin/PSC | 69,000 |
| Information Tech | BOS Audio Visual Equipment Replacement | 82,000 |
| Information Tech | Server Replacement | 26,000 |
| Information Tech | Fiber Extension from Schools Network | 26,000 |
| Parks | Courthouse Roof replacement | 124,000 |
| Parks | Porter Library Renovation | 166,685 |
| Parks | Gymnastic Center | 447,000 |
| Parks | Safety equipment/ floating dock Lake Mooney | 111,500 |
| Parks | IT server room redundant AC | 124,000 |
| Parks | Tower site air conditioners | 26,000 |
| Parks | Additional baseball foul netting at Smith Lake | 155,000 |
| Public Works | Stormwater | 300,000 |
| Courts | Renovations | 282,000 |

## Thinking Efficiently

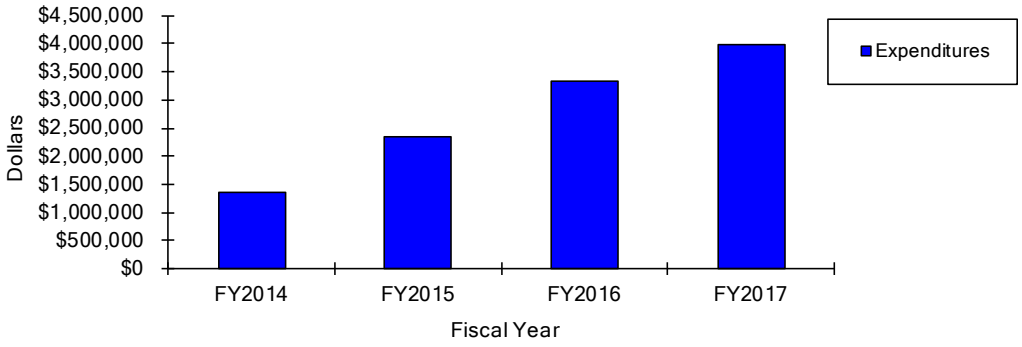
The County's financial policies define our pay-as-you-go guidelines. In the continuing efforts to improve the County's bond rating the Board of Supervisors amended the County's financial guidelines to increase the pay-as-you-go policy for County to 3% and Schools to 2% by July 1, 2017.

# Capital Projects (Cash Capital)



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $1,359,978 | $2,338,998 | $3,340,344 | $3,992,185 | $651,841 | 19.51% |
| Local Tax Funding | $1,359,978 | $2,338,998 | $3,340,344 | $3,992,185 | $651,841 | 19.51% |




### Total Budget

$3,992,185

### Notable Changes

Capital

- Incremental annual increase to meet policy goal of 3% by July 1, 2017
- Funding of $2,170,185 for infrastructure projects
- Funding for Sheriff's vehicles $617,000
- Funding for Fire and Rescue vehicles $849,000
- Funding for Parks and Community Facilities equipment $74,000
- Additional funds of $282,00 to meet policy goal of 3% one year early

## Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- An amount equivalent to 3.00% of general fund expenditures will be set aside for pay-as-you-go capital projects in FY2017

The above goals support the Principles of High Performance Financial Management

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| An amount equivalent to 3% of general fund expenditures will be set aside for pay-as-you-go capital projects by July 1, 2017 | 2.36% | 2.50% | 3.00% |

## Accomplishments

- Due to the healthy tax base growth we were able to meet our goal of 3% one year early.

# Central Rappahannock Regional Library



## Mission

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

## Thinking Efficiently

Rappahannock Goodwill Industries and the CRRL partnered to open a job help center at the England Run Library. The Job Help Center offers free employment resources with minimal staffing.

The redesigned website and online catalog is now mobile-friendly, making it even easier for customers to access CRRL services remotely.

The library replaced its aging public computers at both Stafford branches with new computers that consume less than one tenth of the power of the previous units. This reduces both power consumption and facility cooling costs.

England Run Library opened in 2010 and was designed reminiscent of an amphitheater. The two story high ceilings are convex and acoustical panels which help control sound within the 30,000 square foot structure.

## Who Are We?

Classes and Events

- CRRL serves as a civic/cultural/special events center in the County.
- Library classes and events offer age-appropriate, free classes and events for families and individuals.
- Classes include readings by local authors; book groups for children, teens, and adults; lectures by local and national experts; concerts; summer reading clubs for all ages; Maker events for children, teens and adults; one on one computer training; and early literacy classes for babies, caregivers, and parents.
- School outreach teaches students how to use authoritative online resources for school and lifelong education.
- Cultural and educational classes for adults include special classes on technology and health to teach life skills to seniors

Collections

- The CRRL offers opportunities for lifelong education through expansive collections of over 700,000 items in all formats.
- The CRRL provides a public law library and serves as a municipal library housing local documents to promote an informed citizenry.
- Collections range from board books for infants and babies to materials in print and digital format 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

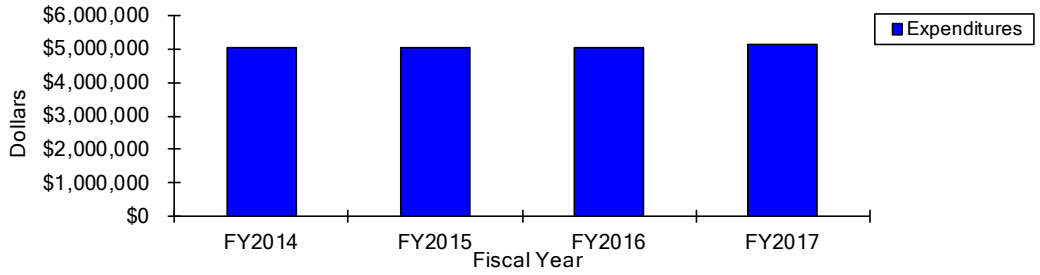
- Library Web pages provide access to the library's catalog and to informational databases for library card holders wherever they might be.
- CRRL provides computers to the public and serves as a training center where all residents can learn, experience, and benefit from information technology.

# Central Rappahannock Regional Library



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $5,067,220 | $5,067,220 | $5,067,220 | $5,179,040 | $111,820 | 2.21% |
| Total | 5,067,220 | 5,067,220 | 5,067,220 | 5,179,040 | 111,820 | 2.21% |
| Revenue | 32,375 | 32,822 | 33,000 | 33,000 | 0 | 0.00% |
| Local Tax Funding | $5,034,845 | $5,034,398 | $5,034,220 | $5,146,040 | $111,820 | 2.22% |




### Total Budget

$5,179,040

### Notable Changes

Operating

- Increased personnel and operating costs
- New partnership with Germanna and Schools

## 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.
- Continue to support economic development through resources and services to entrepreneurs, job-seekers and the community at large.
- Strengthen and expand ties with existing community partners and continue to explore new partnership opportunities.

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 9% of total budget.
- Recruit and retain staff by providing competitive compensation and benefits.
- 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.

# Central Rappahannock Regional Library



## Service Levels

### Regional Demographics

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| Book Stock Growth | 712,089 | 733,452 | 755,455 |
| Library Visits | 2,913,886 | 3,001,303 | 3,091,342 |
| Number of Classes | 3,276 | 3,374 | 3,476 |
| Attendance | 86,819 | 89,424 | 92,106 |
| Lobby Stops/ LEEP Deliveries | 80 | 82 | 85 |
| Circulation | 10,528,536 | 10,844,392 | 11,169,724 |

### Stafford Demographics

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| Book Stock Growth | 712,089 | 733,452 | 755,455 |
| Library Visits | 1,331,872 | 1,371,828 | 1,412,983 |
| Number of Classes | 1,750 | 1,803 | 1,857 |
| Attendance | 46,309 | 47,698 | 49,129 |
| Lobby Stops/ LEEP Deliveries | 31 | 32 | 33 |
| Circulation | 4,566,105 | 4,703,088 | 4,844,181 |

## Accomplishments

- Was the recipient of the 2015 Fredericksburg Regional Chamber of Commerce Community Impact Award.
- Named a 2015 Star Library by Library Journal Index. This is the eighth year in a row the CRRL has been named a Star Library.
- Head of Adult Research at the England Run Branch has been named Top 10 of the Next Gen by the Fredericksburg Regional Chamber of Commerce.
- Offered the wildly popular CRRL-Con, the region's first comic-convention. The four-hour event had 1,400 participants.

## Did You Know?

- Support for the educational endeavors of all customers is a cornerstone of CRRL services.
- Partnerships with educational institutions allow distance learners to take exams remotely; research tools such as databases in business, finance, law, and other topics offer detailed resources in areas of specialized study; computer access and wi-fi (with training-on-demand available to those who need extra guidance) give learners access for academic pursuits that might not otherwise be available.

Find details on CRRL's support for life-long learning at librarypoint.org/lifelong_learning_classes

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George Washington's Boyhood Home

# Commissioner of Revenue



## Mission

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.

## Thinking Efficiently

We are in the process of implementing new technologies that will allow us to increase our customer service and streamline our business processes.

The Stafford County Government Center was named in honor of Mr. George L. Gordon, who served as Commissioner of the Revenue for 57 years (1942 to 1999).

## Who Are We?

Personal Property Tax

- Assesses all tangible personal property i.e., vehicles, trailers, motor homes, business property, machinery & tools, merchants capital, and mobile homes.

State Income Taxes

- Provides service to the taxpayers of Stafford in the filing of their state individual income taxes.

Food and Beverage, Transient Occupancy, & Short Term Rental Taxes

- Responsible for the remittance of the food and beverage, transient occupancy, and short-term rental tax.

Audit

- Ensures uniformity in the taxation of business property and promotes compliance in the assessment of tangible business property and all excise taxes collected by the business and held in trust for the county.

Real Estate Division

- Responsible for maintaining all real property records for the purpose of assessment and taxation.

Reassessment

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

Land Use

- Allows for agricultural, horticultural and forest land to be assessed at use value, rather than its market value.

Tax Relief for the Elderly and Disabled

- 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.

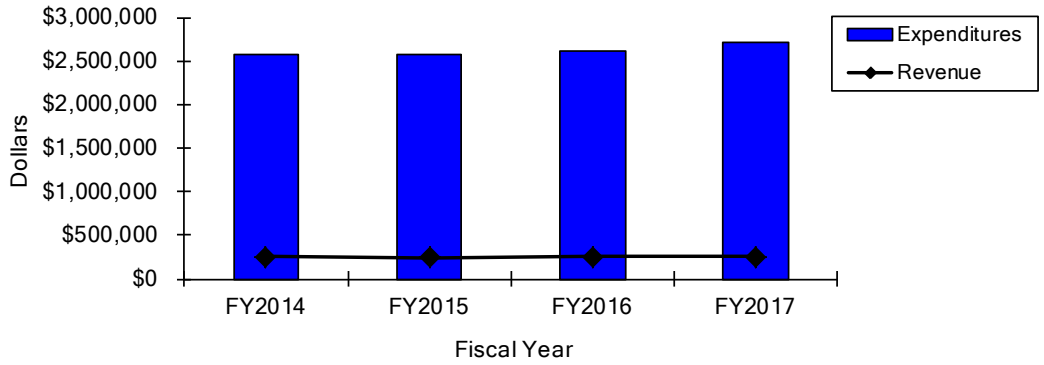
Disabled Veterans Tax Relief

- A state instituted program exempting disabled veterans and their surviving spouses from local real estate taxes. Veterans with permanent disabilities that are 100% service related qualify for the program. Qualified applicants will receive relief on their house and up to one acre of land.

# Commissioner of Revenue

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $2,261,281 | $2,275,894 | $2,339,614 | $2,420,578 | $80,964 | 3.46% |
| Operating | 311,328 | 291,444 | 281,692 | 296,707 | 15,015 | 5.33% |
| Total | 2,572,609 | 2,567,338 | 2,621,306 | 2,717,285 | 95,979 | 3.66% |
| Revenue | 253,679 | 248,178 | 257,385 | 257,500 | 115 | 0.04% |
| Local Tax Funding | $2,318,930 | $2,319,160 | $2,363,921 | $2,459,785 | $95,864 | 4.06% |
| Funded Positions | | | | | | |
| Full-Time Positions | 29 | 29 | 29 | 29 | 0 | 0.00% |
| Part-Time Positions | 1 | 1 | 1 | 1 | 0 | 0.00% |




### Total Budget

$2,717,285

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- Increase in contracts, management services

## Goals/Objectives

- Provide accurate, timely and equitable assessments. This will ensure the tax burden is spread equally among taxpayers. We are providing service to the taxpayers and the County by ensuring the tax system is respected and accepted by the citizens of Stafford County through continuing to focus on accuracy and equity. (Service levels 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 14, 15, 16, 17, 18, 19, 20, 21)
- 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.
- Utilize wireless technology to allow for on-site data collection. This will improve the accuracy of assessments and improve our efficiency.
- 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. (Service levels 1, 11)
- Ensure that every property owner understands the assessment process and how property values are derived. (Service levels 1, 6, 7, 11, 12, 20, 21)

The above goals support the Board of Supervisors Priorities for the community and the County's BEST values.

- Achieve the coveted Excellence in Assessment Award given by the IAAO.
- Continue to work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts and in locating and registering businesses on to the tax rolls.
- Promote professionalism through education, training, licensing and accreditation.

# Commissioner of Revenue



## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Phone calls | 40,074 | 30,000 | 36,800 |
| 2. | Transfers | 6,462 | 8,200 | 6,100 |
| 3. | Splits | 919 | 2,000 | 875 |
| 4. | Boundary line adjustments | 1,490 | 500 | 1,045 |
| 5. | Parcels in land use | 1,118 | 1,650 | 1,400 |
| 6. | Parcels in elderly tax relief | 1,020 | 1,040 | 1,050 |
| 7. | Parcels in veterans tax relief | 359 | 400 | 425 |
| 8. | Total parcels assessed | 52,776 | 53,300 | 56,172 |
| 9. | Incoming permits | 2,456 | 2,253 | 2,300 |
| 10. | Parcels per (6) appraiser | 8,796 | 7,614 | 8,844 |
| 11. | Walk ins | 11,546 | 8,500 | 10,023 |
| 12. | Written correspondence | 15,129 | 3,500 | 9,300 |
| 13. | Exonerations | 22,346 | 23,000 | 22,589 |
| 14. | Supplement bills | 7,499 | 3,300 | 5,325 |
| 15. | Business accounts | 5,917 | 7,100 | 6,400 |
| 16. | VA tax returns | 6,915 | 6,700 | 6,842 |
| 17. | Vehicles assessed | 147,333 | 128,000 | 136,145 |
| 18. | New business registrations ( | 900 | 350 | 600 |
| 19. | Military tax exemptions | 2,098 | 2,150 | 2,080 |
| 20. | Business site visits | 2,031 | 2766 | 2,146 |
| 21. | Disabled vet applications | 219 | 250 | 222 |

*All levels and workloads are recorded in logs and tracked. ProVal tracks thru the work management module. Crystal reports track counts and production.

## Accomplishments

- We have entered into a public-private partnership that will enable us to develop a state of the art on-line business property filing system with minimal cost to the taxpayers. We are in the first phase with Laserfiche & when fully integrated with RBS we will be a paperless office.

## Did You Know?

Personal Property staff of the Commissioner of the Revenue's Office offers state income tax preparation for all citizens of Stafford County. They also act as customer service agents between the Department of Taxation and the taxpayer.

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# Commonwealth's Attorney



## Mission

Our mission is to pursue justice through the fair and ethical prosecution of criminal violations of the Code of Virginia and the Code of Stafford County; 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

- Our new case management system has increased prosecution effectiveness at all stages of case preparation and prosecution.
- At a minimal cost, the implementation of scanning Victim/Witness case files has proved to increase efficiency, allows quick access to files, reduces storage needs and provides comprehensive statistical data.
- Formed Rappahannock Regional Domestic Violence Council to decrease repetition while increasing collaboration and community awareness of services to domestic violence victims.

The Chichester Building was completed in 2013. The building is named after former Commonwealth's Attorney Daniel Chichester, who served from 1972-2011, and for his father, R.H.L. Chichester, who served from 1940-1972.

## Who Are We?

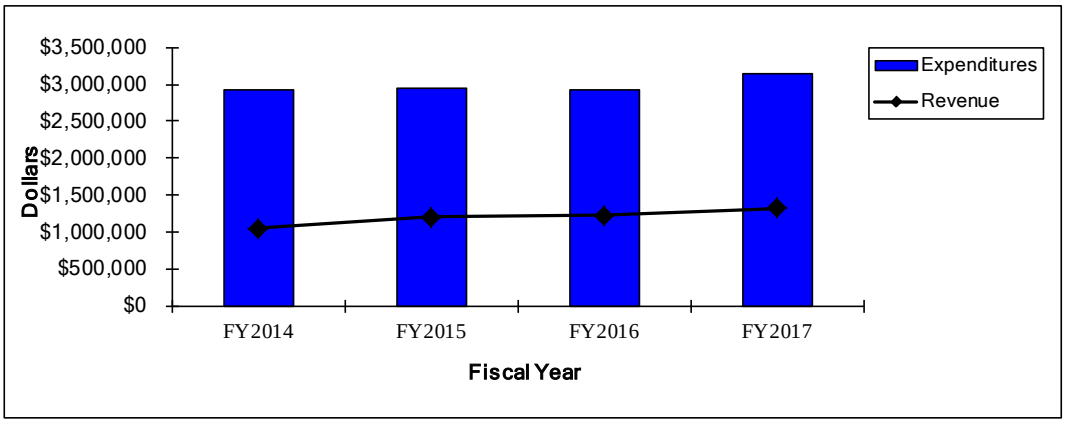
- Prosecute felonies and misdemeanor appeals in Circuit Court
- Prosecute felonies and misdemeanors in General District Court
- Prosecute felonies and misdemeanors in Juvenile and Domestic Relations Court
- Institute civil proceedings to forfeit the proceeds of drug related crimes, including cash and personal property, to the state
- Provide legal advice/training to state & local law enforcement agencies
- Protect the rights of victims and witnesses
- Support and aid crime victims, families and witnesses throughout the court process

# Commonwealth's Attorney



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $2,687,299 | $2,761,804 | $2,779,936 | $3,007,519 | $227,583 | 8.19% |
| Operating | 242,859 | 189,799 | 141,255 | 141,255 | 0 | 0.00% |
| Total | 2,930,158 | 2,951,603 | 2,921,191 | 3,148,774 | 227,583 | 7.79% |
| Revenue | 1,050,490 | 1,207,556 | 1,223,314 | 1,322,203 | 98,889 | 8.08% |
| Local Tax Funding | $1,879,668 | $1,744,047 | $1,697,877 | $1,826,571 | $128,694 | 7.58% |
| Funded Positions | | | | | | |
| Full-Time Positions | 25 | 25 | 25 | 27 | 2 | 8.00% |
| Part-Time Positions | 1 | 1 | 1 | 0 | (1) | -100.00% |




## Total Budget

$3,148,774

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- Conversion of one part-time position to full-time
- One new full-time position

Operating

- No notable changes

## Goals/Objectives

- Enhance the security of the citizens of Stafford County in their homes and daily lives by comprehensively prosecuting criminal cases (Service Levels 1, 2, 3, 5, 6)
- Aggressively prosecute crimes against children, particularly internet predators and cases involving physical and sexual abuse (Service Levels 6, 7, 9, 10)
- 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 (All Service Levels)
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency (Service Levels 8, 11)

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

- 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



## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Circuit Court-Felony and Misdemeanor Indictments, including Direct Indictments, Presented to the Grand Jury | 3,215 | 3,300 | 3,400 |
| 2. | Misdemeanor Appeals Processed | 293 | 295 | 300 |
| 3. | Probation Violation Petitions Filed | 468 | 475 | 475 |
| 4. | Asset Forfeiture Cases Closed | 38 | 35 | 40 |
| 5. | General District Court – Criminal cases, to include misdemeanors, felonies and show cause; serious traffic cases | 11,472 | 11,500 | 11,500 |
| 6. | Juvenile & Domestic Relations Court – Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support | 3,489 | 3,200 | 3,300 |
| 7. | Sexual and Domestic Violence Victim Fund – Cases prosecuted pursuant to conditions of grant | 173 | 185 | 185 |
| 8. | Collections – Collection of delinquent fines and costs for courts through Stafford County Treasurer | $854,796 | $825,000 | $825,000 |
| 9. | Victims' Services – new cases | 929 | 900 | 950 |
| 10. | Protective Orders – number of orders generated | 192 | 200 | 200 |
| 11. | Restitution Amount – Preparation/submission of victim restitution to court | $471,713 | $200,000 | $275,000 |

Kahn, our courthouse dog is a black Labrador Retriever. He joined the staff on February 21, 2012 and has served 296 victims.

## Accomplishments

- Assistant Commonwealth's Attorney served as Special Prosecutor in Colonial Heights and secured a second degree murder conviction in a difficult, high profile case;
- Participation in 2015 National Night Out;
- Chief Deputy Commonwealth's Attorney appointed to the American Bar Association Discovery Task Force;
- Hosted National Crime Victims' Rights Week event and presented the first annual Molly Gill Survivor Award;
- Commonwealth's Attorney chosen as President-Elect for the Virginia Association of Commonwealth's Attorneys;
- Commonwealth's Attorney appointed Chair of the National District Attorneys Association Training and Education Committee;
- Assisted with the first Hope Over Heroin event in Stafford County.

## Did You Know?

- Kahn, our courthouse dog, provides assistance and comfort to child and adult victims before, during and after court.
- The Commonwealth's Attorney's Office and the Stafford County Sheriff's Office provide a cop safe-computing software program to all parents in our county at no cost. This program is funded through collection of drug seizure funds.

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# Stafford County Virginia Cooperative Extension



## Mission

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.

## Thinking Efficiently

In October of 2015, VCE hired a Family and Consumer Science SNAP-Ed Extension Agent. SNAP-Ed Extension Agents play an important role in reaching limited resource audiences by recruiting, training, and managing volunteers within a region to teach nutrition, health, and weight management programs, in a variety of venues such as schools, farmers markets and grocery stores, using lessons from approved core curricula. SNAP-Ed Agents are **solely funded** by USDA through the Virginia Department of Social Services. This position will serve the entirety of PD 16 as well as portions of Prince William County at no cost to any of the localities.

Virginia Cooperative Extension Staff

Who Are We?

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.

4-H Youth Development

- Engages youth (ages 5-18) in learning leadership, citizenship, and life skills.
- Programs 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)

- Enhances and supports BOTH the community AND the individual by focusing on the family system.
- Programs address overall healthy well-being and 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.
- Offers pesticide applicator certification classes.
- 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)

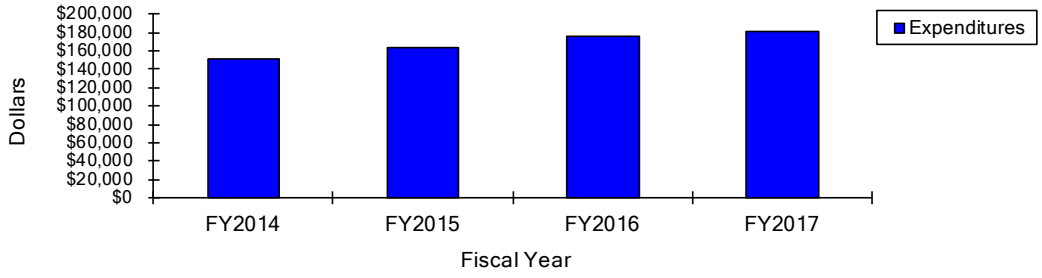
- Partners with Virginia communities to promote and sustain vibrant economies, healthy and safe environments, and social well-being. We engage diverse audiences to deliver client-centered education, connect resources, and build partnerships.

# Stafford County Virginia Cooperative Extension



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $63,211 | $63,337 | $67,492 | $71,060 | $3,568 | 5.29% |
| Operating | 88,094 | 100,025 | 107,955 | 110,795 | 2,840 | 2.63% |
| Local Tax Funding | $151,305 | $163,362 | $175,447 | $181,855 | $6,408 | 3.65% |
| Funded Positions | | | | | | |
| Part-Time Positions | 4 | 4 | 4 | 4 | 0 | 0.00% |




### Total Budget

$181,855

### Notable Changes

Personnel
- 2% salary increase
- Managed attrition

Operating
- VA Tech management services contract increase

## Goals/Objectives

- 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. (Service Levels 1 & 4)
- 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. (Service Levels 2 & 3)
- Provide information and educational programs promoting environmentally sound landscaping and gardening practices. (Service Levels 2 & 3)
- 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 increasing knowledge of local foods. (Service Level 1)
- Provide learning experiences that meet the needs of 21st century youth, families, and communities through 4-H Youth Development. (Service Levels 2 & 3)
- 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. (Service Level 4)

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

# Stafford County Virginia Cooperative Extension



## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | ANR/4-H Programs (Contacts/Volunteers/Program Participants) | 54,782 | 57,000 | 57,000 |
| 2. | ANR/4-H Volunteer Dollar Value Gained (12,099 hrs.) | $334,376 | $297,000 | $335,000 |
| 3. | Extension Programs (ANR/4-H/FCS/MG) Volunteers | 318 | 295 | 320 |
| 4. | Cost per VCE Program Participant/Contact* | $1.12 | $1.06 | $1.09 |

2015 4-H Camp Participants

## Accomplishments

- Stafford 4-H planned programs in three main focus areas: Healthy Lifestyles, Citizenship, and Science, Engineering, and Technology with 1,235 youth enrolled in the 4-H program.
- Stafford 4-H partnered with several Stafford Schools to offer 4-H enrichment projects to 660 students.
- Stafford County had 151 youth and adults participate in the 2015 4-H Junior Camp.
- Classes on food safety are regularly conducted to offer ServSafe Certification for managers and food handlers.
- The Smart Green Lawns program served 38 home owners in Planning District 16 by providing science based advice for a healthier and environmentally responsible lawn.
- Over 130 private and commercial certified pesticide applicators, including county employees, learned safe and responsible use of pesticides through the VCE recertification program

## Did You Know?

The research-backed 4-H experience grows young people who are four times more likely to contribute to their communities; two times more likely to make healthier choices; two times more likely to be civically active; and two times more likely to participate in STEM programs.

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George Washington's Boyhood Home

## Mission

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.

The Rappahannock Regional Jail and Juvenile Detention Center serves the counties of Stafford, Spotsylvania, King George, and the City of Fredericksburg. (Pictured is the Regional Jail).

## Who Are We?

Rappahannock Regional Jail Authority

- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the 12-member Authority.

Juvenile Detention Center

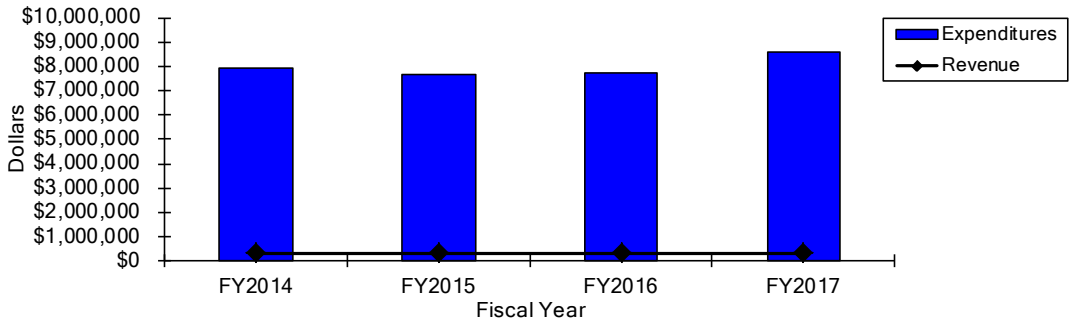
- The purpose of the Rappahannock Juvenile Detention Center is to operate a pre-dispositional and post-dispositional secure juvenile detention home in accordance with the agreement executed by participating jurisdictions dated January 15, 1971 and amended July 1, 1978.

# Corrections



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| **Jail** | | | | | | |
| Operating | $5,035,431 | $4,890,062 | $4,837,614 | $5,488,200 | $650,586 | 13.45% |
| Debt Service | 1,442,950 | 1,750,180 | 1,515,559 | 1,850,522 | 334,963 | 22.10% |
| Total | $6,478,381 | $6,640,242 | $6,353,173 | $7,338,722 | $985,549 | 15.51% |
| Revenue | 300,000 | 300,000 | 300,000 | 300,000 | 0 | 0.00% |
| Local Tax Funding | $6,178,381 | $6,340,242 | $6,053,173 | $7,038,722 | $985,549 | 16.28% |
| **Juvenile Detention Center** | | | | | | |
| Operating | $1,254,935 | $799,477 | $1,172,962 | $1,038,642 | ($134,320) | -11.45% |
| Debt Service | 210,381 | 209,989 | 210,420 | 209,976 | (444) | -0.21% |
| Total | $1,465,316 | $1,009,466 | $1,383,382 | $1,248,618 | ($134,764) | -9.74% |
| Revenue | 40,000 | 40,000 | 40,000 | 40,000 | 0 | 0.00% |
| Local Tax Funding | $1,425,316 | $969,466 | $1,343,382 | $1,208,618 | ($134,764) | -10.03% |
| **Corrections** | | | | | | |
| Operating | $6,290,366 | $5,689,539 | $6,010,576 | $6,526,842 | $516,266 | 8.59% |
| Debt Service | 1,653,331 | 1,960,169 | 1,725,979 | 2,060,498 | 334,519 | 19.38% |
| Total | $7,943,697 | $7,649,708 | $7,736,555 | $8,587,340 | $850,785 | 11.00% |
| Revenue | 340,000 | 340,000 | 340,000 | 340,000 | 0 | 0.00% |
| Local Tax Funding | $7,603,697 | $7,309,708 | $7,396,555 | $8,247,340 | $850,785 | 11.50% |




## Total Budget

$8,587,340

## Notable Changes

Operating

- Change in utilization
  - Jail: Stafford's share of the population increased relative to other localities
  - Juvenile Detention Center: Stafford's share of the population decreased relative to other localities
- Localities picking up a greater share of the costs due to the end of the ICE prisoner program
- Decreased use of agency fund balance
- Debt Service bonds issued for jail improvements

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| Number of Days Jail Staff is free of injuries from confrontations | 363 | 364 | 365 |
| Inmates who take General Equivalent Diploma (GED) | 209 | 230 | 230 |
| Inmates who participate in Work Release Program (ADP) | 137 | 140 | 140 |
| Stafford County jurisdictional share | 42.73% | 42.27% | 42.79% |

# County Administration

## 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

- Partnered with Germanna to further enhance employees' customer service skills. Staff worked with Germanna to create a series of classes focused on enriching our customers' experience (both external and internal).
- To highlight the dedication and great work of our organization, PIO staff produces videos showcasing individual employees, departments and special events or programs. Rather than spend thousands of dollars on contracting with a vendor, staff produces the videos in house using cell phones, saving time and money in the process.

Ongoing training is provided to our employees to enhance customer service to our citizens, businesses and visitors. The above photo is of our 2015 Customer Service Academy graduating class.

## Who Are We?

County Administration oversees the day to day operations of the Stafford County Government to ensure that employees provide high quality services that help build a great community. To achieve this goal, County Administration staff engage in five primary areas:

Executive Management and Leadership

- Oversees 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 staff in high quality customer service.

Legislative Facilitation

- Facilitates the development and implementation of the County budget, the levying of County taxes; assists in appointment of members of authorities, commissions and committees; adopts the County's Comprehensive Plan; approves and enforces related ordinances.
- Coordinates annual legislative initiatives for the Board.

Staff Support to the Board of Supervisors

- Coordinates preparation of agenda materials for the Board of Supervisors and Board committee meeting. Processes resolutions, ordinances, and proclamations as approved by the Board,
- Assists in office management, preparation of statistical and financial reports including budget preparation, and coordinate special events.

Public Information

- Serves 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.
- Staff is guided by a Board-approved strategic communications plan that supports the Board of Supervisors goals and priorities.

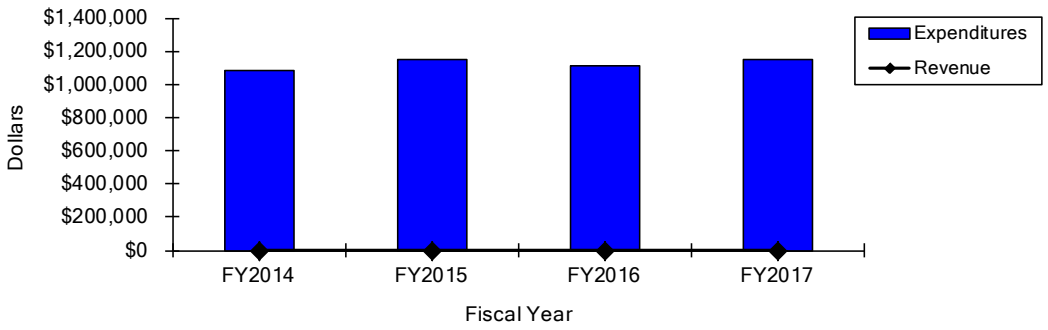
Community Building

- Facilitates community building initiatives by bringing together different aspects of a community including businesses, health care, education, recreation, and public infrastructure to help build a place where residents can work toward a common future.

# County Administration

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,026,206 | $1,090,014 | $1,051,674 | $1,087,297 | $35,623 | 3.39% |
| Operating | 53,421 | 63,216 | 60,532 | 60,532 | 0 | 0.00% |
| Local Tax Funding | $1,079,627 | $1,153,230 | $1,112,206 | $1,147,829 | $35,623 | 3.20% |
| Funded Positions | | | | | | |
| Full-Time Positions | 9 | 9 | 9 | 9 | 0 | 0.00% |




### Total Budget

$1,147,829

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- No notable changes

## Goals/Objectives

- Maintain AAA bond rating with Standard and Poor's and work toward AAA rating with Fitch Rating Services and Moody's. (Service Level 1, 2 & 3)
- Continue to provide professional development courses to employees including customer service, supervisory skills and leadership workshops to enhance quality of service to citizens and other customers. (Service Level 5)

The above goals support the Board of Supervisors' priorities and the County's Principles of High Performance Management.

- Develop more proactive and effective means of communication with employees and the public by using different technologies such as social media as well as public engagement initiatives to reach diverse groups. (Service Level 6, 7, 8, 9, 10 & 11)
- Enhance volunteer programs through Citizens Assistance and continue to increase savings to County through volunteer services. (Service Level 12)
- Ensure that citizens' and customer' inquires and concerns are addressed in a timely and efficient manner through engagement of Citizen Action Officer, use of Citizens Assistance Office, social media, and quick response to FOIA requests. (Service Level 6, 7, 8, 9, 10 & 11)
- Serve as model high performing local government for other municipalities in Virginia and the nation. (Service Level 1, 2, 3, 4, 5, 6, 7, 10 & 11)

The above goals support the Board of Supervisors Service Excellence Priority and the Board-approved Communication Plan.

# County Administration

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Bond Rating – Fitch | AA+ | AA+ | AAA |
| 2. | Bond Rating – Standard & Poor's | AA+ | AAA | AAA |
| 3. | Bond Rating – Moody's* | Aa1 | Aa1 | AAA |
| 4. | Number of participants in Citizens Academy (20 students per session) | 22 | 25 | 40 |
| 5. | Number of employees who enrolled in professional development courses (customer service, leadership training, supervisory skills, etc.) | 113 | 109 | 150 |
| 6. | Reduction of calls to departments for general government information following establishment of 311 Center | 25% | 35% | 38% |
| 7. | BOS requests for constituent assistance processed | 400 | 305 | 296 |
| 8. | Number of walk-in customers assisted | 40,000 | 35,000 | 30,000 |
| 9. | Number of phone inquiries handled | 28,000 | 25,000 | 22,500 |
| 10. | Social media growth rate | 37% | 40% | 45% |
| 11. | Social media reach (number of impressions) | 52,100 (monthly average) | 134,100 (monthly average) | 175,000 (monthly average) |
| 12. | Savings realized through use of Citizens Assistance Volunteers | $1.03M | $1.05M | $1.09M |

This 350th anniversary seal is centerpiece of the brick memorial garden at the Rowser Building.

## Accomplishments

- Obtained AAA bond rating from Standard and Poor's.
- Won national recognition for the 350th Anniversary Celebration and Fire and Rescue's Operations and Staffing Deployment Pilot Project.
- Gained national publicity through publication of an article in the International City/County Management Association's monthly magazine, PM.
- Held successful celebration to launch the revival of Aquia Town Center, which will consist of approximately $40 million, 160,000 square feet of new commercial space in 2016.
- Continued enhancements to the Courthouse area for citizens, businesses and visitors to create the sense of place that we have sought for many years. Projects included renovating the historic Courthouse façade to completing the streetscape in front of the Courthouse on Route 1, and improving the intersection at Route 1 and Courthouse Road.

## Did You Know?

Stafford County won an Achievement Award from the National Association of Counties for its 350th Anniversary Celebration in 2014. More than 40,000 people enjoyed the year-long celebration which, which resulted in permanent legacies that will be enjoyed for years to come including Celebration Stage at Pratt Park, the African-American History Wall and the brick memorial garden at the Rowser Building.

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# County Attorney



## Mission

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

## Thinking Efficiently

- Works with the County Administrator, County departments and staff, and the Constitutional Officers and their staffs to standardize and implement procedures, processes, and documents to improve internal efficiency and response time.
- Partners with the County Administrator and County departments and staff, to identify and realize efficiencies and cost-savings in County services and programs, and maximize limited current and potential future County resources, including exploring combining government and County department services and programs where permitted, appropriate, legally advisable, and financially positive.

Sign welcoming those visiting the County Attorney's Office.

## Who Are We?

We Advise

- The Board of Supervisors, the County Administrator, County departments and staff, and Constitutional Officers and their staffs, providing assistance with (i) the interpretation of federal, state, and County laws, ordinances, resolutions, and regulations; and (ii) the enforcement of the County Code and County ordinances, resolutions, regulations, policies, and decisions.
- The boards, commissions, committees, and subcommittees created, and members appointed, by the Board of Supervisors, including the Planning Commission, the Telecommunications Commission, and the Tow Boards.

We Represent

- The Board of Supervisors, the County and County staff, and, to a lesser extent, Constitutional Officers and their staff, in both state and federal courts, and before state and federal executive departments and agencies.

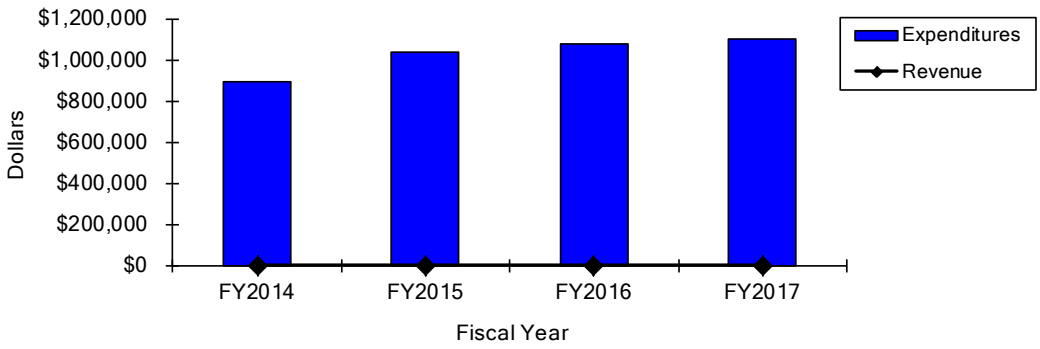
Our Additional Functions

- We draft, review, and approve (i) ordinances and resolutions for the Board of Supervisors consideration; (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 the acquisition of real property by the County; (v) leases and license agreements; (vi) memoranda of agreement/understanding; (vii) public hearing advertisements; (viii) Freedom of Information Act responses and subpoena responses; and (ix) Conflict of Interests Act advice and opinions.
- We assist in the interpretation and enforcement of the County's zoning and solid waste provisions.
- In bankruptcy cases, we file claims to collect debts owed to the County for utilities fees, and real and personal property taxes.
- We handle garnishments filed in the courts against County employees.

# County Attorney

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $823,736 | $807,558 | $812,249 | $831,895 | $19,646 | 2.42% |
| Operating | 72,354 | 229,110 | 265,990 | 265,990 | 0 | 0.00% |
| Total | 896,090 | 1,036,668 | 1,078,239 | 1,097,885 | 19,646 | 1.82% |
| Local Tax Funding | $896,090 | $1,036,668 | $1,078,239 | $1,097,885 | $19,646 | 1.82% |
| Funded Positions | | | | | | |
| Full-Time Positions | 7 | 7 | 7 | 7 | 0 | 0.00% |




### Total Budget

$1,097,885

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- No notable changes

## Goals/Objectives

- Advise and assist County staff in support of the Board's economic, recreational, and public safety policies, efforts, and goals, including the Board's strategic plan; its desire to highly prioritize public safety; its desire to bring additional higher education facilities in the County, and providing high quality, top-notch passive and active recreational parks and facilities. (Service Levels 1, 3, and 4)
- Review and prepare land transaction documents, helping to ensure the impacts of Board-approved development is mitigated and dedicated, as proffered; and agricultural land is conserved and preserved through adopted County programs, like the Purchase of Development Rights (PDR) Program, and policies. (Service Level 2)
- Advise and assist County staff in support of the Board-approved transportation improvements, from procurement through construction, including property acquisition and condemnation, when necessary. (Service Levels 1 and 3)
- Advise and assist County staff in procuring goods and services in the most efficient and cost-effective manner, while meeting all State laws and County policies, in support of the Board's fiscally conservative financial policies. (Service Level 1)
- Advise and support Human Resources in personnel and employment matters, under state and federal laws, in support of the Board's goal to provide quality, knowledgeable, and responsive customer service to the public, while ensuring a work-life balance for employees. (Service Level 1)
- Defend and protect the County's interests, with the assistance of outside counsel in some matters, in bankruptcy and litigation, including, but not limited to, various land use cases and construction claims/cases in support of minimizing, to the extent possible, the County's potential financial liability, in support of the Board's individual legislative actions and the Board's financial policies. (Service Levels 1, 3, and 4)

The above goals support the Board of Supervisors Priorities and the County's BEST Values.

# County Attorney

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Response to legal advice requests from the Board, Planning Commission, and other BACCs; County Administration, County departments and staff; and Constitutional Officers and their staffs (manual tracking (approx.)) | 479 | 825 | 500 |
| 2. | Deed review and drafting (manual tracking (approx.)) | 261 | 515 | 350 |
| 3. | Litigation (active, open cases, not including bankruptcy or condemnations) ((manual tracking) (approx.)) | 59 | 30 | 40 |
| 4. | Bankruptcy (active, open cases) (manual tracking (approx.)) | 80 | 90 | 80 |

A judge's gavel presented to the County Attorney's Office recognizing its participation in the Statewide Legal Food Frenzy and one of the many books in the County Attorney's Office library, this one particularly being of note as it memorializes Virginia court decisions from 1730.

## Accomplishments

- Assisted with transactions relating to and securing an operator for the Jeff Rouse Swim & Sports Center.
- Assisted in acquisition of land for the County, including the Dept. of Fire and Rescue Station 9 (Aquia Harbour) and an acre in Gov't Island (GI), which resulted in the County's ownership of the entire GI geographical area.
- Assisted in the Board's adoption of amendments to the County Code and Comprehensive Plan, allowing for an operable Transfer of Development Rights Program.
- Assisted with the implementation of the Impact Fee Ordinance, including interpretation of County and state codes to develop a credit calculation methodology.
- Successfully settled and resolved some pending litigation, resulting in the collection of delinquent taxes and properties being brought into compliance with the Zoning Ordinance.

## Did You Know?

Prior to 1982, Stafford County did not have a full-time, in-house County Attorney. The County utilized contracted, outside counsel to advise the Board of Supervisors, the County Administrator, and County departments and staff. The longest serving Stafford County Attorney is Alda White, who served from 1984 to 2004.

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## Mission

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

The Current Stafford County Judicial Center boasts a long and rich history beginning in 1664.

## Who Are We?

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 Sheriff's Office, the Commonwealth Attorney's 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 Court, 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

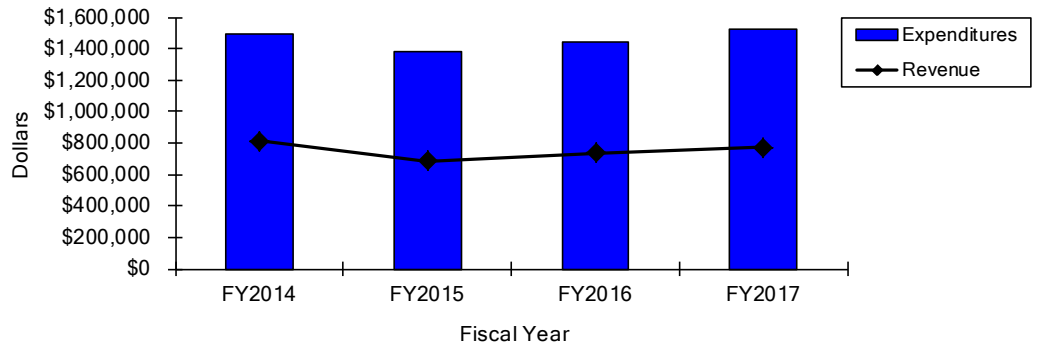
- The Clerk's Office is responsible for collecting the recording taxes and fees for the recordation of deeds, trust, plats, judgments, financing statements, etc. The Clerk's Office is responsible for maintaining all land records of the County since the inception of the County and for ensuring adequate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

# Clerk of the Circuit Court



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,149,649 | $1,131,222 | $1,140,750 | $1,214,555 | $73,805 | 6.47% |
| Operating | 341,119 | 252,280 | 304,380 | 304,380 | 0 | 0.00% |
| Total | 1,490,768 | 1,383,502 | 1,445,130 | 1,518,935 | 73,805 | 5.11% |
| Revenue | 811,410 | 685,086 | 735,455 | 771,700 | 36,245 | 4.93% |
| Local Tax Funding | $679,358 | $698,416 | $709,675 | $747,235 | $37,560 | 5.29% |
| Funded Positions | | | | | | |
| Full-Time Positions | 18 | 18 | 18 | 19 | 1 | 5.56% |




### Total Budget

$1,518,935

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- One new full-time position

Operating

- No notable changes

## 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.

# Circuit Court

## Mission

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 Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia).

The Lincoln plaque is located near the entrance to the Courthouse.

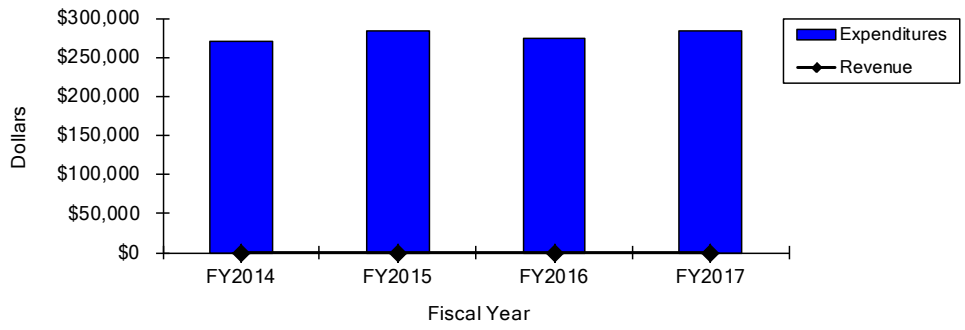
## Who Are We?

Judges' Chambers

- Three of the 10 Circuit Court judges serving the 15th Judicial Circuit have their offices and courtrooms in Stafford County.
- Controls the docket of the Court, scheduling cases and acts 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

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $245,256 | $261,969 | $247,588 | $255,668 | $8,080 | 3.26% |
| Operating | 25,971 | 21,282 | 27,138 | 27,138 | 0 | 0.00% |
| Local Tax Funding | $271,227 | $283,251 | $274,726 | $282,806 | $8,080 | 2.94% |
| Funded Positions | | | | | | |
| Full-Time Positions | 3 | 3 | 3 | 3 | 0 | 0.00% |




### Total Budget

$282,806

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- No notable changes

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# 15th District Court Services Unit



## Mission

Our mission is a commitment to excellence in public safety through the provision of an "integrated approach" by providing effective interventions that modify delinquent behavior, meets the needs of offenders and victims, improves the lives of youth and strengthens families within Stafford County while managing our activities and resources in a responsible and proactive manner.

## Thinking Efficiently

- The Stafford CSU instituted fees of $15.00 in FY14 to generate revenue for electronic monitoring and anger management services and utilized the revenue to purchase incentives for probationers as an evidenced based practice which has correlated with improved outcome measures for juvenile success.
- For FY15, the Department of Juvenile Justice approved additional funding in the amount of $15,250.00 to support the Stafford County CSU budget.

Staff of the 15th District Court Services Unit. Their moto is "Our All - Everyday".

## Who Are We?

Juvenile Intake

- Intake services are provided 24 hours a day. Receive, review and process both civil and criminal matters for Juvenile & Domestic Relations Court

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 youth before the court and provide timely, relevant and accurate data for dispositional decisions.

Domestic Relations

- Provide intake services and drug screens for domestic relations complaints.

Probation & Parole Services

- Focusing resources on those juvenile offenders with the highest risk of reoffending by addressing the individual criminogenic/risk factors that contribute to the initiation and continuation of delinquent behavior.

Electronic Incarceration Program

- Provides a cost effective alternative to secure detention for juvenile offenders without an increased risk to public safety.

Anger Management

- A six week program that provides adolescents with specific tools that help them to control and better manage their anger.

School-based Probation Program

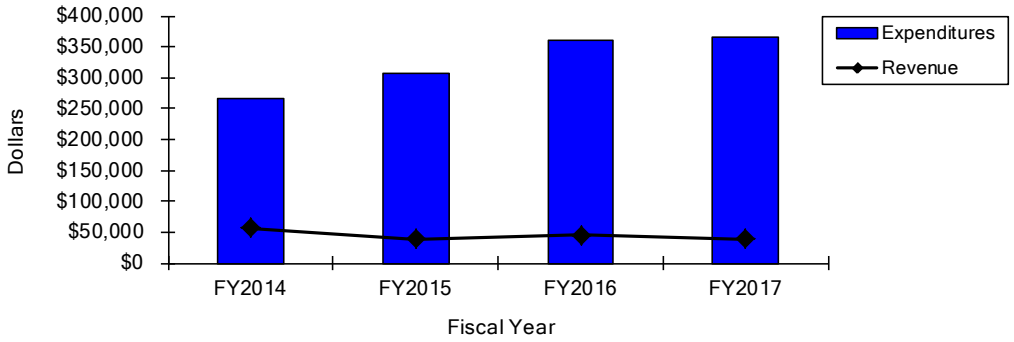
- School-based probation officers are on-site and are required to spend at least 70% of their time in the school environment.

# 15th District Court Services Unit



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $150,174 | $157,418 | $157,480 | $228,026 | $70,546 | 44.80% |
| Operating | 114,852 | 150,053 | 203,850 | 138,100 | (65,750) | -32.25% |
| Total | 265,026 | 307,471 | 361,330 | 366,126 | 4,796 | 1.33% |
| Revenue | 57,145 | 39,381 | 45,760 | 39,376 | (6,384) | -13.95% |
| Local Tax Funding | $207,881 | $268,090 | $315,570 | $326,750 | $11,180 | 3.54% |
| Funded Positions | | | | | | |
| Full-Time Positions | 2 | 2 | 2 | 2 | 0 | 0.00% |




## Total Budget

$366,126

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- No notable changes

## Goals/Objectives

- System-identified juveniles will be deterred from committing new offenses for public safety
- Only juveniles that are at high risk to public safety are placed in secure detention for public safety
- 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 for service excellence
- Ensure at least 91.5% of probationers will be successful while under supervision by having no delinquency intakes, summons or criminal warrants over span of 12 months for public safety/service excellence
- Ensure at least 85.5% of parolees will be successful while under supervision by having no delinquency intakes, summons or criminal warrants over span of 12 months for public safety/service excellence
- Demonstrate excellence in leadership and stay on cutting edge of evidenced based practices for education
- Ensure at least 75% of parole youth are in school or employed prior to release from parole for public safety/service excellence
- Ensure at least 90% of youth are in school or employed prior to release from probation for public safety/service excellence

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

# General District Court

## Mission

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies

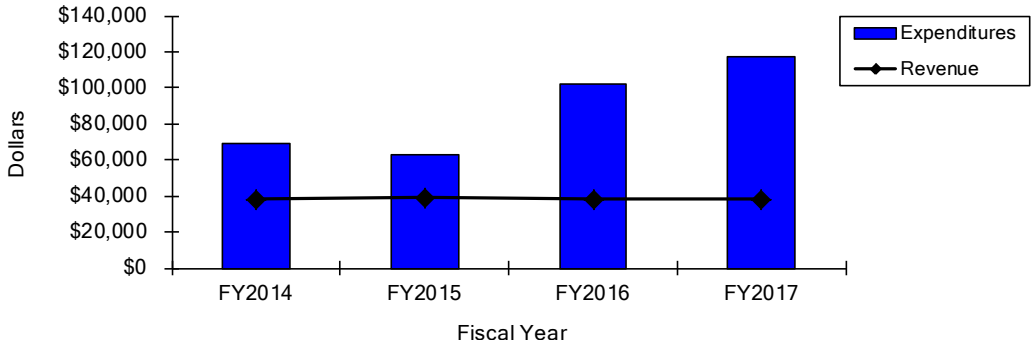
When originally built in 1939 the Rowser Building, was a four-room schoolhouse for African-American students in elementary school through junior high. The building is named for Ella Rowser, a highly regarded African-American educator who lived in Stafford County. The building now houses county offices.

## Who Are We?

- There is a general district court in each city and county in Virginia.
- The general district court handles traffic violations, hears minor criminal cases known as misdemeanors and conducts preliminary hearings for more serious criminal cases called felonies.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $69,346 | $63,001 | $101,750 | $117,250 | $15,500 | 15.23% |
| Total | 69,346 | 63,001 | 101,750 | 117,250 | 15,500 | 15.23% |
| Revenue | 38,013 | 38,908 | 38,000 | 38,000 | 0 | 0.00% |
| Local Tax Funding | $31,333 | $24,093 | $63,750 | $79,250 | $15,500 | 24.31% |




### Total Budget

$117,250

### Notable Changes

Operating

- Increase for court salary supplement (See personnel section for endorsements from the Sheriff, Commonwealth's Attorney, and judges)

## Goals/Objectives

- 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.

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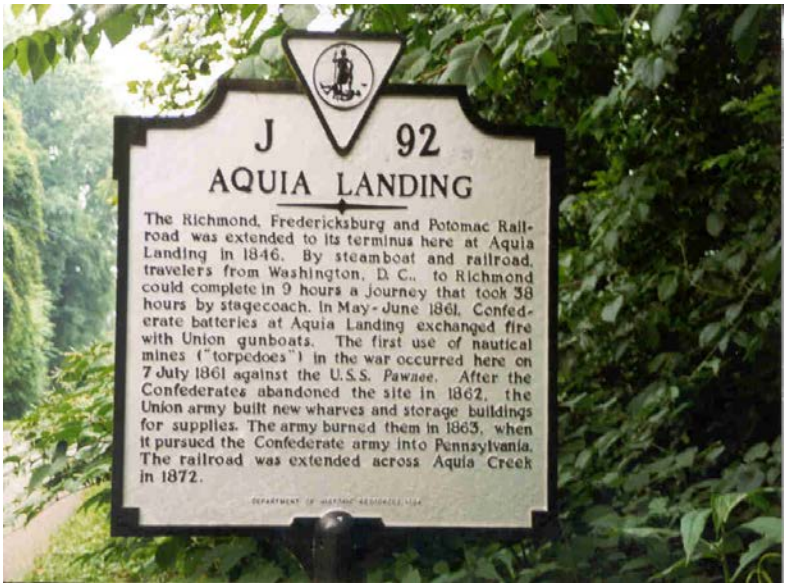
# Juvenile and Domestic Relations Court



## Mission

Serving the Commonwealth through 32 judicial districts, the Juvenile And Domestic Relations District Court is a limited jurisdiction trial court that hears cases involving children and families.



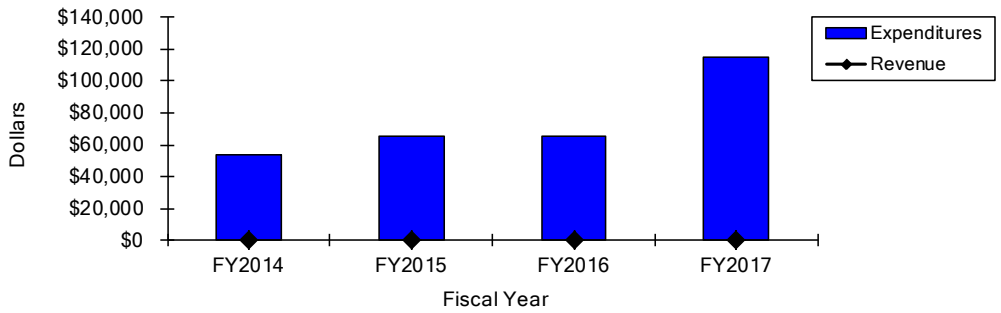

Today Aquia Landing provides nearly a quarter-mile of recreational beach on the Potomac River. It is a superb natural setting, surrounded by wooded and marshy areas. it is located on the eastern edge of the County about 15 miles east of the Courthouse.

## Who Are We?

The Juvenile and Domestic Relations District Court differs from other courts in its duty to protect the confidentiality (privacy) of all juveniles coming before the court and in its commitment to rehabilitate or treat, rather than punish those who come before the court. The welfare of the child and the family is the paramount concern in the court's proceedings. In other respects, juvenile courts have the same requirements and provide the same safeguards as other courts in the court system. This court does not, however, conduct jury trials. A judge hears all cases.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $53,417 | $65,757 | $65,700 | $114,700 | $49,000 | 74.58% |
| Local Tax Funding | $53,417 | $65,757 | $65,700 | $114,700 | $49,000 | 74.58% |




### Total Budget

$114,700

## Notable Changes

Operating

- Increase for court salary supplement (See personnel section for endorsements from the Sheriff, Commonwealth's Attorney, and judges)

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# Magistrate

## Mission

The magistrate system for the Commonwealth is divided into eight regions, and each magistrate is authorized to exercise his or her powers throughout the magisterial region for which he or she is appointed. Each region is comprised of between three and five judicial districts. There are magistrate offices located throughout Virginia, including at least one in each of Virginia's 32 judicial districts.

Flags of the County of Stafford, State of Virginia and United States of America stand at the entrance to the George L. Gordon Government Center.

## Who Are We?

In many instances, a citizen's first contact with Virginia's judicial system comes through the Office of the Magistrate. A principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public.

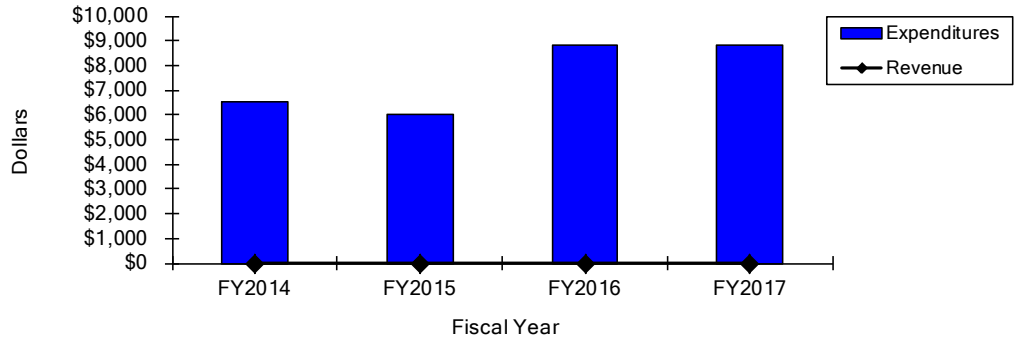
Magistrate duties include:

- Issues various types of processes such as arrest warrants, summonses, bonds, search warrants, subpoenas, and certain civil warrants.
- Conducts bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense.

Magistrates provide services on an around-the-clock basis, conducting hearings in person or through the use of videoconferencing systems.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $6,534 | $6,023 | $8,830 | $8,830 | $0 | 0.00% |
| Local Tax Funding | $6,534 | $6,023 | $8,830 | $8,830 | $0 | 0.00% |




### Total Budget

$8,830

### Notable Changes

Operating

- No notable changes

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# Debt Service

## Mission

The County's General Government debt budget includes principal and interest payments on outstanding debt repaid from the general fund. Debt service payments of the School system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

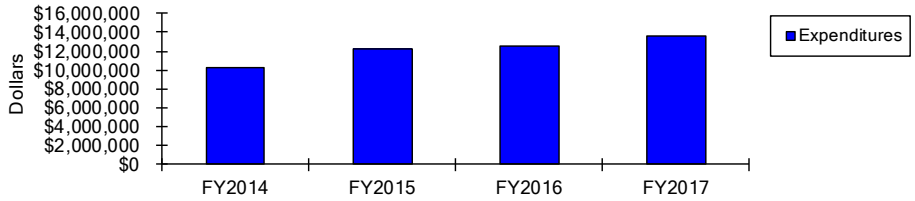
The current Stafford County Government Center Building opened in September of 1991 with an average yearly debt service of $1,241,000. The debt was retired in 2009.

## Who Are We?

- Manages the current year liability of long-term obligations of the general government.
- 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

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Capital | $10,301,001 | $12,277,101 | $12,488,770 | $13,649,195 | $1,160,425 | 9.29% |
| Local Tax Funding | $10,301,001 | $12,277,101 | $12,488,770 | $13,649,195 | $1,160,425 | 9.29% |
| Revenue | 0 | 0 | 0 | 280,000 | 280,000 | 100% |
| Net Tax Support | $10,301,001 | $12,277,101 | $12,488,770 | $13,369,195 | $880,425 | 7.05% |




## 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.

## Total Budget

$13,649,195

## Notable Changes

- Increased debt service for 2015 GO bonds for parks
- Increase in debt service for F&R apparatus and radio system upgrade
- Presenting Landfill debt service in General Fund as required by accounting standards

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## Mission

Economic Development

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

Redevelopment

As an integral part of the comprehensive Economic Development program, 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

- Continuing our efforts to more efficiently educate the business and professional community on the advantages of locating in Stafford County, we have greatly increased our internet presence by creating focal media websites. The use of these websites, coupled with greater use of e-newsletters allows us to reach out to far more customers at a much lower cost than was possible using legacy outreach mechanisms.

Stafford County is one of Virginia's fastest growing counties. The region offers a business friendly environment, diverse recreational attractions, and is home to some of the nation's leading companies.

## Who Are We?

Economic Development

- Retain, expand, and support existing businesses in Stafford.
- Attract new businesses, jobs and capital investment to 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/County Administration accordingly.
- Facilitate progress at the Stafford Technology and Research Center to continue expansion of academic services to meet area employer needs and promote research opportunities.

Redevelopment

- Continue to implement the recommendations of the Master Redevelopment Plan and the new Economic Development Strategic Plan adopted by the Board.
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary.

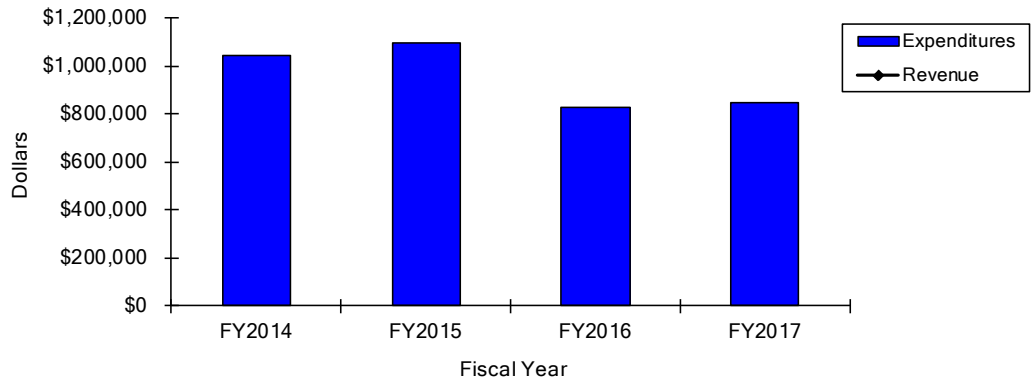
# Economic Development



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel [1] | $553,460 | $581,713 | $567,961 | $591,312 | $23,351 | 4.11% |
| Operating | 489,393 | 517,612 | 257,090 | 257,090 | 0 | 0.00% |
| Local Tax Funding | $1,042,853 | $1,099,325 | $825,051 | $848,402 | $23,351 | 2.83% |
| Funded Positions | | | | | | |
| Full-Time Positions | 6 | 6 | 6 | 6 | 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.




### Total Budget

$848,402

### Notable Changes

**Personnel**

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

**Operating**

- No notable changes

## Goals/Objectives

- Increase company visitations each year by 5% over the previous year. (Service level 1 and 5)
- Increase attraction marketing leads by 5%. (Service level 2 and 3)
- Quarterly meetings with VEDP. (Service level 5)
- Work to increase the number of shovel-ready sites by 4 each year. (Service level 6)
- Increase the number of commercially zoned properties with adequate infrastructure to the site by 2%-3% annually. (Service level 6)
- Increase the number of upscale retail/restaurants in Stafford County in the next 2-3 years. (Service level 6)
- Hold at least one Economic Development Best Practices Seminars per quarter. (Service level 5)

The above goals support the 2015 Economic Development Strategic Plan and Priorities for the Community.

## Service Levels

| | | CY2015 Actual | CY2016 Budget | CY2017 Plan |
|---|---|---|---|---|
| 1. | Site Visits by department personnel | 205 | 85 | 85 |
| 2. | New business start-up guides distributed | 632 | 700 | 750 |
| 3. | Electronic outreach through e-newsletters and social media | 597,399 | 600,000 | 603,000 |
| 4. | Employment in the County (source: Virginia Employment Commission) (2Q2015) | 41,358 | 41,500 | 41,700 |
| 5. | Business development/ conventions/ State and regional partnership collaborations (source: manual tracking) | 12 | 12 | 12 |
| 6. | Expand partnership with commercial brokers and developers | 4 | 4 | 5 |

In May 2015, Mosaic purchased Aquia Town Center. Aquia is a 25-acre development site off the I-95 interchange at Garrisonville Road in Stafford County, Virginia. This I-95 exit is the southern terminus of the recently complete express lanes. The principals of Mozaic Realty Partners recently held a meet-and-greet with the residential and business community that was attended by nearly 200. Eron Sodie commented, “We got to really know the county and understand the potential of the region when we bought the Brafferton Center in 2014. The county's focus on infrastructure, schools, parks, public safety and the AAA Bond Rating, clued us in that this was a great place to do business.... we have had very good engagement with the county staff and are eager to strike a balance between an ambition plan - and the ability to get it accomplished."

## Accomplishments

- New attractions/expansions in Stafford’s
- Defense Security Business Cluster resulting in over 400
- New jobs and 125,000 square feet of leased office space.

Companies include:

- SimVentions
- Davis Defense Group
- IP Keys
- The Bowen Group
- ProSoDel, AKAL Security and more.

New industry attractions to Stafford including:

- Bingham & Taylor – Industrial valve and plumbing supplies manufacturer
- Healthcare Business Cluster expands with:
- KidMed – pediatric urgent care
- LifeCare Medical Transport – Corporate HQ building addition and new business acquisition.

## Did You Know?

Economic Development, Commissioner of the Revenue, Planning and Zoning, Public Works and the Clerk of the Courts have assembled a guide for opening a new business in the County. This guide is available online and in each of the offices noted above.

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## Mission

To partner with County leadership and departments and the citizens to build a great community by safeguarding, accounting for and promoting the most efficient use of County resources in a transparent, responsible and accountable manner.

## Thinking Efficiently

- Purchasing and Accounting staff take advantage of Council of Governments cooperative purchasing agreements.
- Re-negotiated insurance contracts to include enhanced coverage for Fire & Rescue volunteers and cyber insurance with minimal cost increase.
- Electronic meeting documents on tablets are used by staff as an alternative to paper copies. This provides a record for future reference, and documents are shared easily.
- Purchasing card program – streamlines the procure-to-pay process under the small purchase regulations. The County is a partner in a consortium which increases the level of rebate that is received by the aggregate amount spent. The rebate provides annual revenue to the County.

In 2012 a mural was unveiled showcasing 350 years of history, all on one wall. Famous figures include George Washington, Abraham Lincoln, Pocahontas, Captain John Smith, Gari Melchers, Moncure Conway and George Mason. The timeline is on display at the Government Center along the outdoor wall under the covered walkway.

## Who Are We?

Accounting
- Produces the Comprehensive Annual Financial Report (CAFR)
- Supports all County departments, vendors and outside agencies.
- Maintains accounting of all County funds
- Creates paychecks, W2's, vendor accounts payable checks and 1099's.

Budget
- Develops a balanced budget that meets the needs of the community in compliance with County policies and legal requirements
- Develops, publishes and implements the County's budgets and capital improvement plan
- Provides financial planning and analytical services to the County Administrator and Board of Supervisors
- Produces the Lines of Service and the Stafford Value Index (SVI) reports
- Coordinates debt management

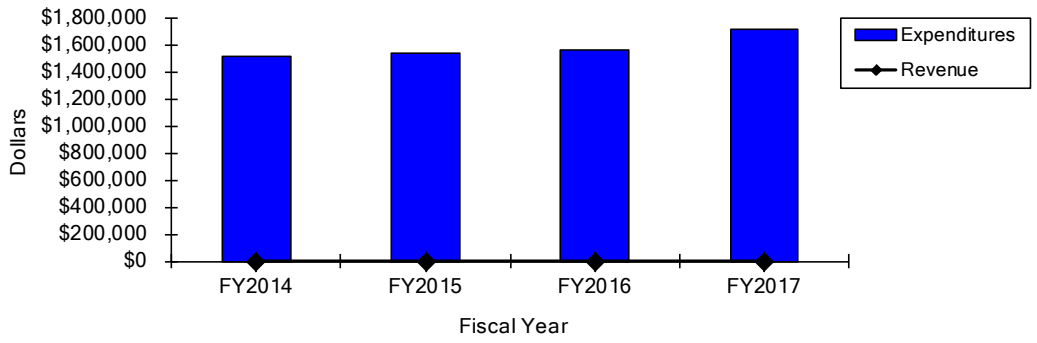
Purchasing
- Administers all bids and proposals for the County and the School Board
- Administers the P-Card Program
- Disposes of County surplus property
- Issues purchase orders, and standard contracts for services and supplies.
- Ensures the County adheres to the Virginia Public Procurement Act

Risk Management
- Secures insurance for all property, liability and vehicles.
- Coordinates with County employees regarding workers' compensation and other insurance claims.
- Develops safety programs and promotes safe working conditions

Records Management
- Retains and destroys public records in compliance with the Virginia Public Records Act

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,456,627 | $1,463,888 | $1,489,557 | $1,604,446 | $114,889 | 7.71% |
| Operating | 57,626 | 72,224 | 68,550 | 104,870 | 36,320 | 52.98% |
| Local Tax Funding | $1,514,253 | $1,536,112 | $1,558,107 | $1,709,316 | $151,209 | 9.70% |
| Funded Positions | | | | | | |
| Full-Time Positions | 15 | 15 | 15 | 16 | 1 | 6.67% |




### Total Budget

$1,709,316

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- Full-time Contracts Specialist to be a shared position with Stafford County Public Schools

Operating

- Increase in contracts, online time and attendance for County departments

## Goals/Objectives

- Complete timely monthly financial reports and the Comprehensive Annual Financial Report (CAFR) with an unmodified audit opinion. (Service level 1,2 & 3)
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure. (Service level 4)
- Increase rebate from P-card usage. (Service level 5)

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 while meeting the Board of Supervisors Priorities for the community.

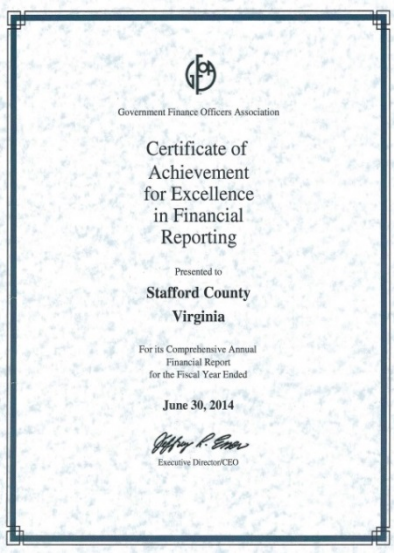
- Honing and adherence to financial policy to enhance the County's credit ratings. (Service levels 1,2,3,4,5, & 6)

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

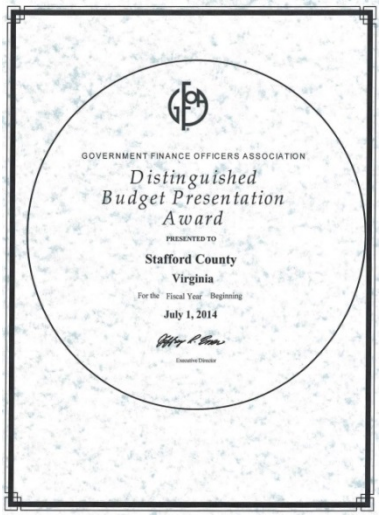
# Finance and Budget

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Department receives GFOA award for both Budget and CAFR | Yes/TBD | Yes/Yes | Yes/Yes |
| 2. | CAFR Finalized | 12/21/15 | 11/30/16 | 11/30/17 |
| 3. | Length of time (days) to complete monthly closing. | 15.8 | 14 | 14 |
| 4. | Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure) | Yes | Yes | Yes |
| 5. | P-Card rebate | $23,150 | $25,300 | $30,000 |
| 6. | Full compliance to County's financial policies | Yes | Yes | Yes |




34 consecutive years




28 consecutive years

## Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 34th consecutive year
- Received the GFOA Distinguished Budget Award for the 28th consecutive year
- Continued growth of electronic public surplus auction. $98,000 received in CY15.
- Increased vendor participation in the solicitation process through enhanced use of technology
- Enhanced the County's bond Rating; Moody's Aa1, Fitch AA+ and S&P AAA
- Reduced insurance premiums while enhancing coverages

## Did You Know?

The Purchasing Office conducts auctions of items, such as furniture and equipment, from the County departments to outside parties. The auctions provide additional funds for the County and allow others to benefit from these recycled items.

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## Mission

- One Mission, One Department, Many Partners
- Building a better community by

1)responding quickly to all hazards (EMS, fire, rescue, hazardous materials, special services), training and education on emergency response and preparedness,

2) strengthening our resiliency through Emergency Management,

3)promoting and maintaining safe working and living envirnoments through building and fire protection systems review, investigations, and fire prevention code enforcement

## Thinking Efficiently

- Working with NOVA regional partners on group purchasing of apparatus, tools and equipment and utilizing other localities' existing contracts when available.
- Utilized national procurement vendor for purchase of fire apparatus and medic units

Two new 2015 Rosenbauer Commander Fire Engines have replaced existing apparatus at Station 8 – Rock Hill and Station 12 – Berea. The new units are sisters to Engine 9 at Aquia and can transport up to 6 firefighters to an emergency scene.

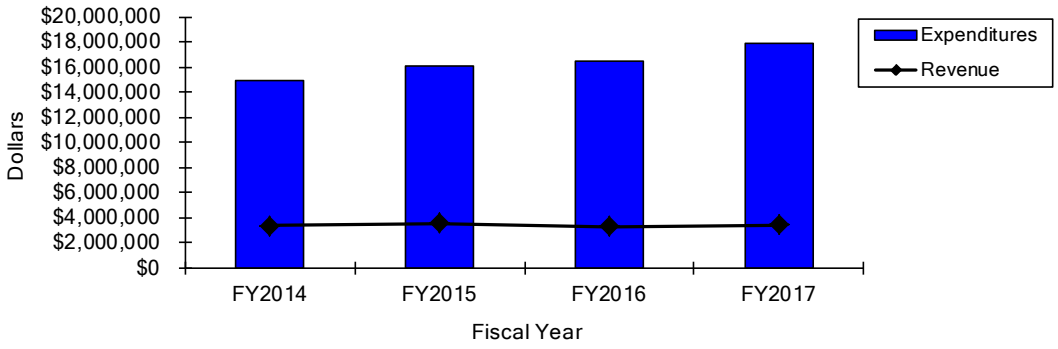
## Who Are We?

- All Hazards Emergency Response (Fire, Emergency Medical Service, Rescue, Haz-Mat, Special Services)
- Emergency Management/Community Emergency Response Team
- 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
- Administrative Services
  - o Supports fire and rescue service delivery
  - o Development of ordinances and ongoing fiscal planning
  - o Financial and logistical support of fire and rescue operations and our volunteer partners
  - o Supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed

# Fire and Rescue

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $10,704,884 | $10,895,024 | $11,272,499 | $12,843,857 | $1,571,358 | 13.94% |
| Operating | 4,122,564 | 5,142,644 | 4,978,652 | 4,712,322 | (266,330) | -5.35% |
| Capital | 76,351 | 44,676 | 167,673 | 298,316 | 130,643 | 77.92% |
| Total | 14,903,799 | 16,082,344 | 16,418,824 | 17,854,495 | 1,435,671 | 8.74% |
| Revenue | 3,398,062 | 3,568,028 | 3,286,498 | 3,408,081 | 121,583 | 3.70% |
| Local Tax Funding | $11,505,737 | $12,514,316 | $13,132,326 | $14,446,414 | $1,314,088 | 10.01% |
| Funded Positions | | | | | | |
| Full-Time Positions | 116 | 116 | 120 | 138 | 18 | 15.00% |




### Total Budget

$17,854,495

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- 18 additional Firefighters/EMTs

Operating

- Transfer of Fire Program grant funds to personnel to fund one full-time position and one part-time position

## Goals/Objectives

Office of the County Fire and EMS Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability (Service levels 1, 4, 5, 8, 9)
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment when ready (Service levels 1, 4, 5, 6, 7, 8, 9, 10)
- 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 (Service levels 9, 10, 11)
- Meet or exceed benchmarks for response and staffing performance (Service levels 2, 3,12)

Support Services Command

- Maintain fleet, facilities and equipment in a constant state of readiness (Service levels 7, 8, 9)
- Ensure appropriate and excellent training for all personnel, volunteer and career (Service Level 4)
- Continue planning phase for the permanent Station 14 and the Fire and Rescue Training Center (Service Level 4)

Fire Marshal's Office

- Develop a comprehensive Target Hazard pre-planning system in conjunction with the Operations Command (Service levels 5, 6)
- Conduct fire, environmental, internal affairs, and background investigations (Service levels 5, 6)

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

# Fire and Rescue

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | On scene within 8 minutes of 9-1-1 priority1 calls | 65% | 90% | 90% |
| 2. | Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted | 9% | 30% | 30% |
| 3. | Discharge rate of out of hospital cardiac arrest victims where resuscitation efforts are attempted | <5% | 15% | 15% |
| 4. | Application of an AED prior to the arrival of ALS in all cardiac arrest cases | <5% | 25% | 30% |
| 5. | 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. | 48% | 90% | 95% |
| 6. | Percentage of required annual commercial occupancies inspected each year | 100% | 100% | 100% |
| 7. | Percentage of inspection violations cleared in 30 days or less | 95% | 97% | 100% |
| 8. | Percentage of apparatus repair tickets completed in-station | 75% | 75% | 75% |
| 9. | Percentage of requests for replacement PPE filled within 24 hours | 100% | 100% | 100% |
| 10. | Percentage of station supply requests filled within 72 hours | 100% | 100% | 100% |
| 11. | Contain fires involving structures to the room and/or object of origin | 20% | 75% | 75% |
| 12. | Compliance with Operational Medical Director EMS Quality Assurance Standard | 100% | 100% | 100% |

Fire and Rescue crews conduct a tour of a medic unit for kindergarten students at Winding Creek Elementary during Fire Prevention Week. Our partnership with Stafford County Public Schools allows us to reach our youngest citizens and teach them about fire safety and emergency medical services as part of our ongoing efforts to build a better community.

## Accomplishments

- Adoption of the Public Safety Staffing Plan
- Added four full-time positions:
  a) Re-instated Fire Training Lieutenant position through use of grant funds
  b) Promoted three Lieutenants to fully implement the Quick Response Vehicle at Brooke
- Recognition of the County as a Storm-Ready Community by the National Weather Service under the leadership of Fire and Rescue's Office of Emergency Management
- Implementation of the EMS Bike Team for special events
- Fleet replacement continues with receipt of two new engines for Berea and Rock Hill

## Did You Know?

Coats for Kids project provided coats for 683 children in Stafford County Public Schools

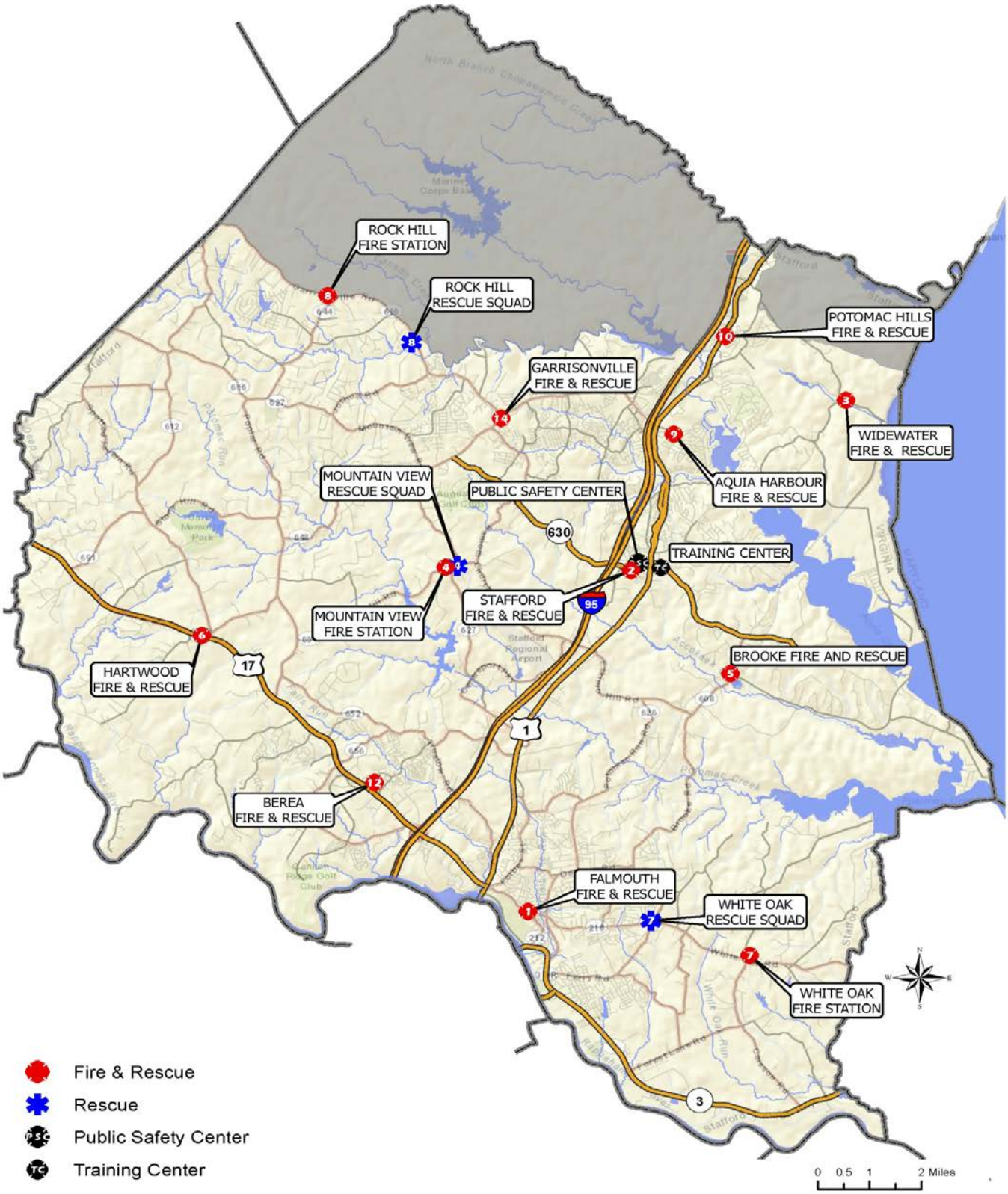
# Volunteer Fire Rescue Organizations



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.

| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes 16 to 17 | |
|---|---|---|---|---|---|
| Aquia Harbour Rescue | $25,536 | $23,360 | $23,360 | $0 | 0.00% |
| Brooke Fire | 28,770 | 24,528 | 23,360 | (1,168) | -4.76% |
| Falmouth Fire | 175,025 | 202,821 | 137,812 | (65,009) | -32.05% |
| Hartwood Fire | 108,714 | 41,525 | 30,457 | (11,068) | -26.65% |
| Mountain View Fire | 22,931 | 23,360 | 23,360 | 0 | 0.00% |
| Mountain View Rescue | 23,357 | 23,360 | 23,360 | 0 | 0.00% |
| Potomac Hills Fire | 3,386 | 24,528 | 23,360 | (1,168) | -4.76% |
| Rock Hill Fire | 13,747 | 73,823 | 131,250 | 57,427 | 77.79% |
| Rock Hill Rescue | 39,663 | 31,147 | 31,147 | 0 | 0.00% |
| Stafford Fire | 167,382 | 98,438 | 104,859 | 6,421 | 6.52% |
| Stafford Rescue | 22,936 | 23,360 | 23,015 | (345) | -1.48% |
| White Oak Fire | 35,861 | 24,528 | 23,360 | (1,168) | -4.76% |
| White Oak Rescue | 26,724 | 23,360 | 23,360 | 0 | 0.00% |
| Widewater Fire | 15,818 | 22,925 | 23,360 | 435 | 1.90% |
| Length of Service Awards Program | $27,159 | $30,000 | $30,000 | $0 | 0.00% |
| Grand Total | $737,009 | $691,063 | $675,420 | ($15,643) | -2.26% |


ROCK HILL FIRE STATION
ROCK HILL RESCUE SQUAD
POTOMAC HILLS FIRE & RESCUE
GARRISONVILLE FIRE & RESCUE
WIDEWATER FIRE & RESCUE
AQUIA HARBOUR FIRE & RESCUE
MOUNTAIN VIEW RESCUE SQUAD
PUBLIC SAFETY CENTER
630
TRAINING CENTER
STAFFORD FIRE & RESCUE
95
MOUNTAIN VIEW FIRE STATION
BROOKE FIRE AND RESCUE
HARTWOOD FIRE & RESCUE
17
1
BEREA FIRE & RESCUE
FALMOUTH FIRE & RESCUE
WHITE OAK RESCUE SQUAD
WHITE OAK FIRE STATION
3
Fire & Rescue
Rescue
Public Safety Center
Training Center
0 0.5 1 2 Miles

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# Human Resources

## Mission

Provide strategic and collaborative human resource leadership and guidance to recruit, develop, motivate and retain a diverse and high-performing workforce.

## Thinking Efficiently

- Human Resources leads the County's wellness efforts with a Wellness Committee that organizes a Wellness Fair each year as well as ongoing wellness activities. The goal is to help employees live healthier lives, which in turn could help decrease the County's health insurance costs.

The Wellness Committee coordinates a Wellness Fair every year to educate our employees on healthier ways of living. Flu shots and other health screenings are also provided at the fair, free of charge, to help keep employees healthy throughout the year.

## Who Are We?

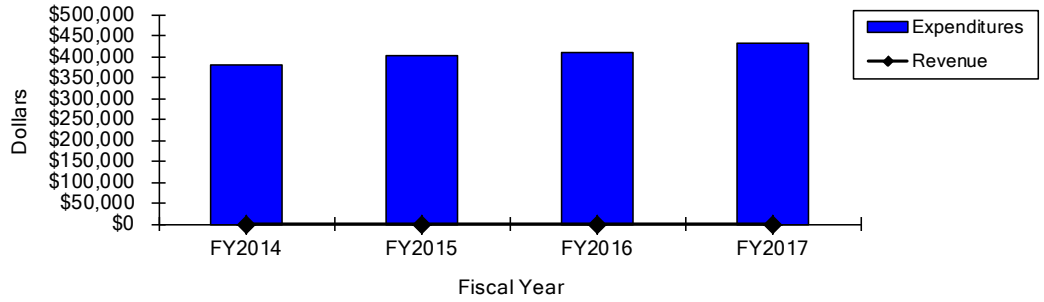
Human Resources works to recruit and retain talented employees and to engage them in providing the highest quality customer service to each other, to citizens and to other customers. Staff does this through:

- Facilitation and guidance on recruiting highly qualified employees for vacancies throughout the County
- Efficient administration of all employee benefits including:
  - o Medical, vision, prescription, and dental coverage
  - o Retirement and life insurance benefits through the Virginia Retirement System
  - o Wellness programs and
  - o Supplemental benefit programs such as deferred compensation plans, optional life insurance, and flexible spending accounts.
- Promoting and maintaining a competitive classification and compensation system.
- Offering and encouraging professional development opportunities for employees to enhance their customer service, supervisory and leadership skills.
- Providing departmental support in workforce strategies, programs, policies and plans

# Human Resources

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $330,375 | $363,065 | $355,678 | $382,496 | $26,818 | 7.54% |
| Operating | 50,480 | 38,062 | 53,782 | 48,210 | (5,572) | -10.36% |
| Local Tax Funding | $380,855 | $401,127 | $409,460 | $430,706 | $21,246 | 5.19% |
| Funded Positions | | | | | | |
| Full-Time Positions | 3 | 3 | 3 | 4 | 1 | 33.33% |
| Part-Time Positions | 2 | 2 | 2 | 2 | 0 | 0.00% |




## Total Budget

$430,706

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- 1 full-time human resources analyst position

Operating

- Funds shifted to personnel to offset cost of new position

## Goals/Objectives

- Implement a health insurance program that enhances employee engagement including education on available tools to become better healthcare consumers. (service levels 10 and 11)
- Monitor and evaluate employee turnover to determine trends and areas of concern in order to enhance employee retention and satisfaction moving forward. (service levels 7, 8, and 9)
- Implement different wellness activities for employees including walking competitions and health education seminars to encourage wellness behaviors so that employees live healthier lives and mitigate health care increases.(service levels 3 and 4)
- Evaluate current wellness initiates and determine how to take our Wellness Program to the next level to encourage more participation and continue to mitigate future health insurance costs. (service levels 3 and 4)
- Revise and update policies in the Employee Manual as needed to ensure they align with the culture and strategic objectives for the County and also ensure that they are compliant with state and federal laws. (service levels 1 and 2)
- Ensure that our total compensation system is competitive and aligned with the Total Compensation Philosophy approved by the Board of Supervisors
- Provide employees a variety of professional development opportunities including the Leadership Institute, B.E.S.T. University, and other classes and training. (service level 6)
- Implement a diversity awareness program to educate employees about different cultures and alternative lifestyles so that our organizational culture is welcoming and understanding of such differences. (service level 5)

The above goals support our B.E.S.T. values and the Board's Service Excellence Priority for the Community

# Human Resources

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Number of HR policies reviewed | 4 | 5 | 4 |
| 2. | Number of HR policies updated | 1 | 5 | 5 |
| 3. | Number of wellness activities offered to employees (seminars, walks, etc.) | 17 | 18 | 20 |
| 4. | Number of employees attending annual Health Fair | 114 | 105 | 125 |
| 5. | Percentage of employees who participate in diversity training | 0% | 100% | 75% |
| 6. | Number of employees who enrolled in professional development courses (customer service, leadership training, supervisory skills, etc.) | 113 | 120 | 150 |
| 7. | Turnover rate (full time) | 9.7% | 8.0% | 10.0% |
| 8. | Turnover rate for Sheriff employees (full time) | 9.2% | 7.0% | 10.0% |
| 9. | Turnover rate for Fire and Rescue employees (full time) | 9.1% | 6.5% | 10.0% |
| 10. | Number of employees enrolled in online account access (January)* | N/A | N/A | N/A |
| 11. | Number of employees engaged in disease management programs* | N/A | N/A | N/A |

*Data will be updated in the FY2017 adopted budget book

Employees are encouraged to participate in professional development opportunities such as this lecture in Stafford's "HPO Series." HPO stands for High Performance Organization, and speakers talked about ways to enhance Stafford's ongoing efforts to become an HPO organization.

## Accomplishments

Implemented the first phase of the market compensation study, moving those positions in which the pay range was out of alignment with the market to a more competitive pay grade. HR also moved employees who fell below their recommended pay grades to pay grade minimum.

Partnered with the Schools on a joint health insurance initiative for the first time. A committee of County and SCPS staff have hired a consultant to assist in issuing multiple Request for Proposals for Health Insurance with the goal to make our total compensation package attractive and competitive to prospective County and Stafford County Public School employees.

Continued to monitor the Affordable Care Act and prepared for new reporting requirements effective in January 2016.

## Did You Know?

Human Resources staff supported the recruitment and pre-employment process for 110 new hires (full-time, part-time, and seasonal) to date in FY2015 and expect to have an additional 150 new hires through June 2016.

According to Modern Survey, 57% of U.S. employees say they are inspired by their organization to go "above and beyond" their job duties.

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## Mission

The Human Services Office (HSO) functions to ensure that community needs are addressed through providing linkage for and between human service agencies within the community in providing services to identified children and families within Stafford that are collaborative, child centered and family focused.

## Thinking Efficiently

- Working with the Department of Information Technology to convert all case records to electronic thus providing safe measures to store and maintain confidential records.
- Working with a citizen volunteer through Citizens Assistance to do background work and research on how a summer feeding program might be implemented for at-risk youth in the County.

The Youth First Partnership strives to, "To build a stronger community by promoting collaboration amongst youth serving agencies".

## Who Are We?

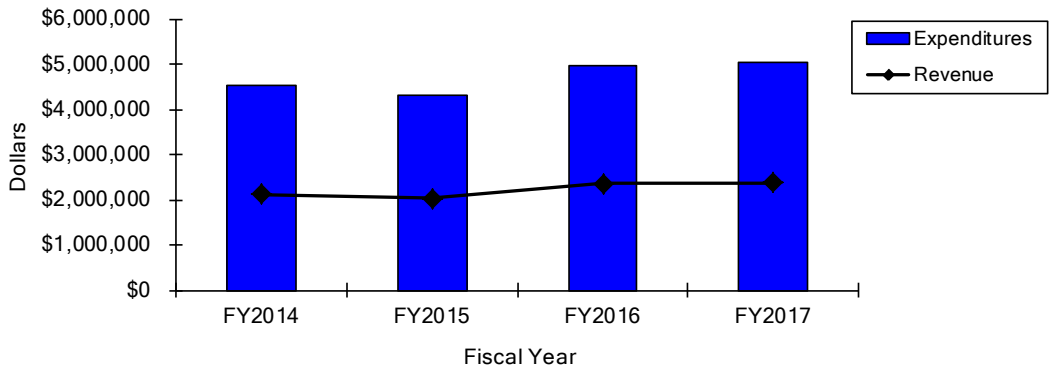
- The Human Services Office works with agencies/organizations within the community to strengthen the network of human services in the region, including forming relationships with leaders within the community to improve communication and collaboration and to assess what types of programs or development of programs are needed within the community.
- Manages and implements the Children's Services Act "CSA" program which provides funding for children within the custody of the Department of Social Services, children identified through the school system that have an Individual Education Plan, as well as 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.
- Ensures quality of services are accessible to all identified at risk youth and families.
- Coordinates with child serving agencies within the community to create a collaborative and comprehensive approach to service delivery.
- Oversees and coordinates the process of reviewing funding applications and making budget recommendations from nonprofit and intergovernmental human services organizations seeking funding from the County.
- Strives to create opportunities both external/internal to assist citizens in need within the community; the Safety Net program is one example- this program was established to meet the needs of citizens who may be in an emergent situation and who do not meet the guidelines of receiving assistance through DSS. Funds are donated to the program.

# Office of Human Services



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $206,826 | $217,225 | $217,557 | $286,607 | $69,050 | 31.74% |
| Operating | 4,324,720 | 4,108,740 | 4,754,240 | 4,760,757 | 6,517 | 0.14% |
| Total | 4,531,546 | 4,325,965 | 4,971,797 | 5,047,364 | 75,567 | 1.52% |
| Revenue | 2,126,749 | 2,030,531 | 2,349,988 | 2,376,378 | 26,390 | 1.12% |
| Local Tax Funding | $2,404,797 | $2,295,434 | $2,621,809 | $2,670,986 | $49,177 | 1.88% |
| Funded Positions | | | | | | |
| Full-Time Positions | 2 | 2 | 2 | 3 | 1 | 50.00% |
| Part-Time Positions | 0 | 0 | 0 | 0 | 0 | 100.00% |




### Total Budget

$5,047,364

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- One new full-time position

Operating

- Increase for mandated services

## 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. (service level 4)
- 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. (service level 1,2)
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. (service level 5)
- 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.

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Co-payments collected for CSA program | $26,315 | $30,000 | $30,000 |
| 2. | Cost per child served by CSA program (CSA Statistical Report) | $27,857 | $24,061 | $25,000 |
| 3. | Number of children receiving prevention services | 16 | 25 | 25 |
| 4. | Number of children successfully discharged from community based services | 8 | 10 | 10 |
| 5. | Required cases reviewed under utilization management | 144 | 190 | 200 |

Each year at the Youth First Event the partnership sponsors a service project for a local non-profit. The “giving tree” is filled with gift cards donated by participants and vendors and then given to the selected non-profit to further their impact in the community.

## Accomplishments

- The Human Services office on behalf of the County accepted the 2015 Chamber Goodwill Award from the Fredericksburg Regional Chamber of Commerce for the time invested in the Rappahannock United Way campaign, Day of Action, and for putting forth time participating in activities that impact our community in a positive way.
- The Stafford Safety Net was established in 2010 and has received $32,092 in donations since its inception and has provided $20,844 to 35 citizens for emergent needs.

## Did You Know?

- For 4 years now County employees participate in the BEST BUDS program (a mentoring program for identified at-risk elementary school aged children in Stafford County Public Schools) provides over 30 hours each to their mentees. This partnership with the Stafford County Public School system is growing.
- If you are interested in championing a service project for the County, Human Services staff will support your initiative. For example, the County Attorney’s office sponsored an animal control drive.

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## Mission

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

Virtual servers reduce capital and operational costs by increasing energy efficiency and requiring less hardware with server consolidation. Less hardware means lower monthly power and cooling costs in the data center. Fewer servers also saves space in the data center. Virtual servers also help with business continuity, disaster recovery and increased uptime. Virtual desktops are a goal of the IT department in the near future.

The servers pictured provide the infrastructure necessary to process and store all of the data used and created by County departments on a daily basis. David Noel proudly served the County for over 28 years.

## Who Are We?

Network Services

- Manages, secures and maintains the County's local area network and wide area network.
- Manages internet, email, data and VoIP telephone services.
- Provides support for servers, desktops, laptops, telephones, mobile devices, and audio visual systems.
- Manages the County website and media streaming.

Operations

- Provides computer operations support for computer room
- Manages the help desk.
- Maintains computer inventory and software licenses
- Coordinates purchases of hardware and software for County departments.

Applications

- Systems analysis, programming and application procurement.
- Implementation services are provided to County departments and Constitutional Offices.
- Maintains application system security
- Provides database administration.

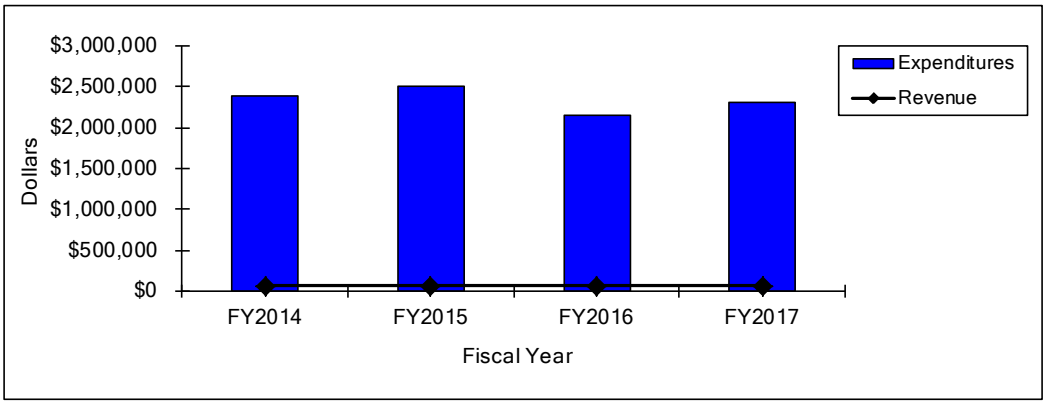
Geographic Information Systems

- 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.

# Information Technology

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,651,725 | $1,729,495 | $1,678,254 | $1,795,605 | $117,351 | 6.99% |
| Operating | 731,147 | 785,226 | 474,670 | 522,008 | 47,338 | 9.97% |
| Total | 2,382,872 | 2,514,721 | 2,152,924 | 2,317,613 | 164,689 | 7.65% |
| Revenue | 60,352 | 65,457 | 57,500 | 62,000 | 4,500 | 7.83% |
| Local Tax Funding | $2,322,520 | $2,449,264 | $2,095,424 | $2,255,613 | $160,189 | 7.64% |
| Funded Positions | | | | | | |
| Full-Time Positions | 17 | 17 | 17 | 17 | 0 | 0.00% |
| Part-Time Positions | 2 | 2 | 2 | 2 | 0 | 0.00% |




## Total Budget

$2,317,613

## Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- Increase in contracts for maintenance contracts, licenses
- Additional cost for Internet access

## Goals/Objectives

- Provide high quality and timely IT services to County departments and Constitutional Offices. (Service Level 1, 5, 6, 8, 9, 10)
- 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. (Service Level 1, 5, 6)
- Continue working to meet PCI DSS (Payment Credit Card Industry Data Security Standard) requirements by completing a PCI Self-assessment. (Service Level 1, 5, 6)
- The Strategic Technology Plan (STP) has been delivered and accepted by the County. Funding of STP projects will be included in the FY17 budget and CIP. (Service Level 1)
- Continue working with Public Safety departments to assist with maintaining the new CAD/RMS and providing 7 by 24 hour on-call IT support. (Service Level 1, 5, 6)
- Continue to strengthen disaster recovery capability using virtualization and redundant SAN storage between the Administration Building Computer Room and Public Safety Building Computer Room per the recommendations in the STP. (Service Level 7)
- Provide a County website that is a one-stop-shop for our citizens to find easy-to-understand, high-quality, actionable government services, news and information. The GIS website empowers citizens and helps businesses use the most current and detailed mapping information available. (Service Level 2, 3, 4)

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

# Information Technology



## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Hours providing direct services (help calls and projects) (Track It) | 16,900 | 17,000 | 17,100 |
| 2. | Website Visitors – staffordcountyva.gov | 975,000 | 978,000 | 980,000 |
| 3. | Website Page Views – staffordcountyva.gov | 3,800,000 | 3,810,000 | 3,820,000 |
| 4. | GIS Interactive & Static Web Site number of Hits | 775,000 | 777,000 | 779,000 |
| 5. | Help Desk calls solved (TrackIt) | 3,600 | 3,800 | 4,000 |
| 6. | Project Requests Completed (TrackIt) | 600 | 650 | 700 |
| 7. | % of up-time | 99% | 99% | 99% |
| 8. | Average number of minutes to solve a help call | 45 | 43 | 41 |
| 9. | % of project requests completed by requested due date | 76% | 78% | 80% |
| 10. | Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost $89.25. | $34.00 | $34.00 | $34.00 |

## Accomplishments

- Continued to enhance Hansen 8 with email notifications, field tablets, business process fine tuning and nearly 100 additional or enhanced reports.
- Installed 182 computers, laptops, tablets and printers. Consolidated SQL server databases on to fewer servers and upgraded Parks CLASS registration software.
- Retired two outdated software packages saving $20,000/year in maintenance costs.
- GIS modified its internet mapping site to support all mobile devices.
- GIS supports Hansen 8 with addressing, application mapping reviews, and collection/mapping of storm water asset management layers.
- GIS created and provided Public Safety and Utilities with 250 street atlases. Provided mapping updates for the Computer Aided Dispatch system.
- Upgraded the Microsoft Active Directory infrastructure to the latest environment, including failover functionality.
- Upgraded from Exchange Server Email 2007 to Exchange Server Email 2013.
- Upgraded the Storage Area Network (SAN) to 54 TB of available storage.

### Did You Know?

In 1979, a 17 year old boy invented Email. In 2015, 205 billion emails would be sent and received each day, 90% of those are spam! IT email servers process 10,000 emails a day and 60% of those are blocked spam and viruses. 2016 will the County's 20th year for providing employees with email.

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## 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 antique red English telephone box is a reminder of the historic link between this area and England. It was a gift to Stafford County from the local Rotary club and originated from Kirkintilloch, Scotland.

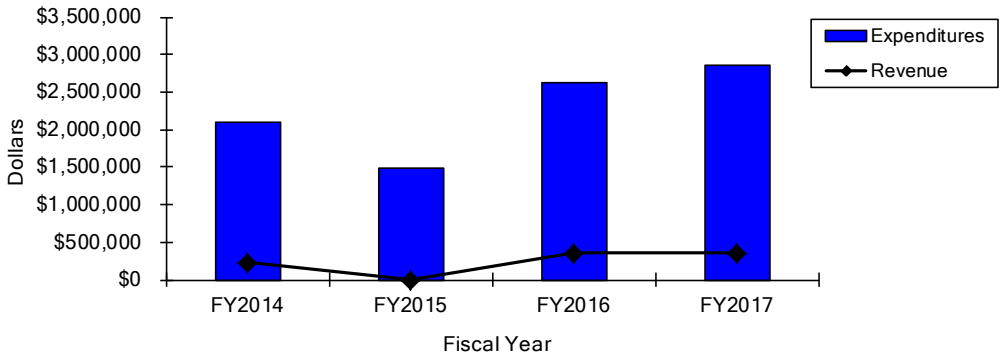
## Who Are We?

The Non-Departmental accounts provide funds for:

- Interdepartmental programs that do not fall into any one department, including insurance premiums, personnel-related benefits.
- A contingency reserve for fuel, grants and emergency items, as directed by the County Administrator.
- Funding for the Rappahannock River Basin Commission.
- Funding for employee training and recognition programs.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $9,283 | $22,315 | $163,711 | $25,000 | ($138,711) | -84.73% |
| Operating | 2,097,922 | 1,453,636 | 2,459,877 | 2,839,908 | 380,031 | 15.45% |
| Local Tax Funding | 2,107,205 | 1,475,951 | 2,623,588 | 2,864,908 | 241,320 | 9.20% |
| Revenue | 227,952 | 0 | 350,000 | 350,000 | 0 | 0.00% |
| Net Tax Support | $1,879,253 | $1,475,951 | $2,273,588 | $2,514,908 | $241,320 | 10.61% |




## Total Budget

$2,864,908

## Notable Changes

Personnel

- In FY16, the cost to implement the first phase of the compensation study was budgeted in Non-Departmental as a place holder. In FY17 it is distributed among departments.

Operating

- Shared services was budgeted as savings in Non-Departmental in FY16 as a place holder. In FY17 it is distributed among departments and Schools.
- Increase for computer equipment
- Increase for training

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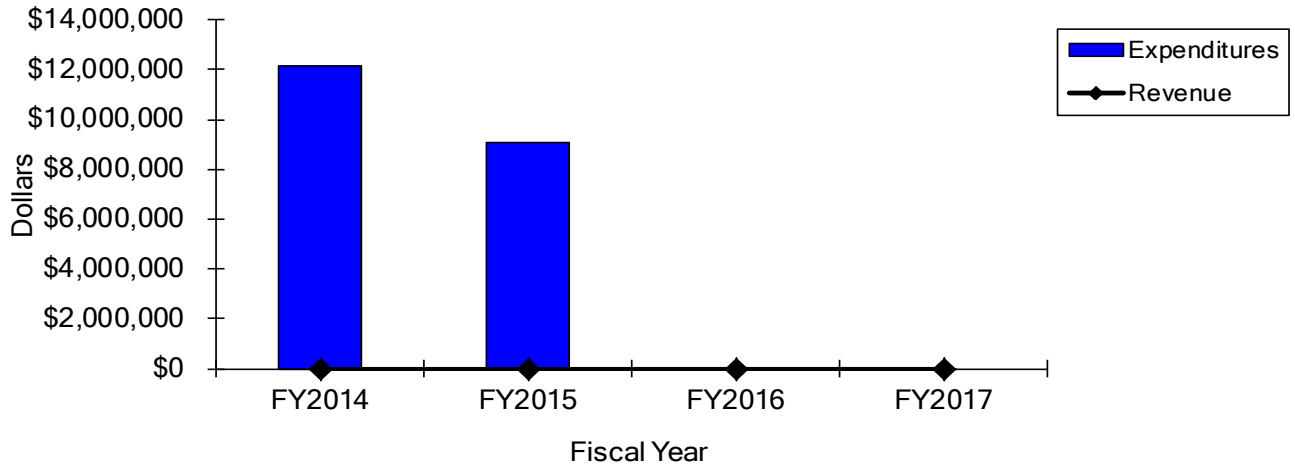
## Mission

To provide funding to other funds for proffers, taxes, capital project reserve, 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.

In 1992, the borough of Stafford, England, and Stafford, Va. Friendship Assoc. was established in recognition of the close cultural and historical ties between the two communities. This English knot garden was planted to celebrate the connection between the two communities.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Capital | $12,142,443 | $9,077,220 | $0 | $0 | $0 | 0.00% |
| Local Tax Funding | 12,142,443 | 9,077,220 | 0 | 0 | 0 | 0.00% |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Net Tax Support | $12,142,443 | $9,077,220 | $0 | $0 | $0 | 0.00% |



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# Parks, Recreation and Community Facilities



## Mission

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

- Replacing the 23-year-old boilers at the George L. Gordon, Jr., Government Center provided an opportunity to purchase new units which are 36% more efficient than the previous boilers.
- We purchased an additional Facility Dude software module to track inventory and capital equipment, which will indicate scheduled maintenance and replacement dates.

Chichester Park This baseball/ softball complex opened in October 2014. Amenities include five lighted and irrigated baseball/softball fields; large pavilion with tables, grills, and restrooms; concession stand; and trails.

## Who Are We?

Aquatics
- Provide safe, clean, supervised areas for citizens to swim and enjoy aquatic environments and programs

Community Recreation & Senior Citizens
- Plan, organize, and conduct events, programs, and tours for youth to senior citizens to enhance quality of life while promoting Stafford as a safe and family-oriented community

Facility Maintenance
- Provide attractive, clean, safe, and accessible public buildings, grounds, and parks

Recreation & Facility Use Management
- Manage asset scheduling at all County managed facilities: amphitheater, pavilions, schools, event and meeting rooms, athletic fields, gyms, etc.

Gymnastics
- Provide high quality recreational and competitive gymnastics, cheerleading and tumbling programs to area youth in a safe and positive atmosphere

Mail Room
- Provide interoffice, UPS, Federal Express, and U.S. postal services to all County departments

Special Projects
- Collaborate and work cooperatively with other agencies, departments, divisions, staff members, and volunteers to plan and implement special projects and events in keeping with the mission of Stafford County while providing tremendous opportunities to offer a sense of community

Sports
- Plan, organize, and conduct sports leagues and instruction for all ages: basketball, football, sideline cheerleading, volleyball, softball, knocker soccer, and sports events; Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, Select a Sport Day, Sports Clinics, Camps, and developmental classes

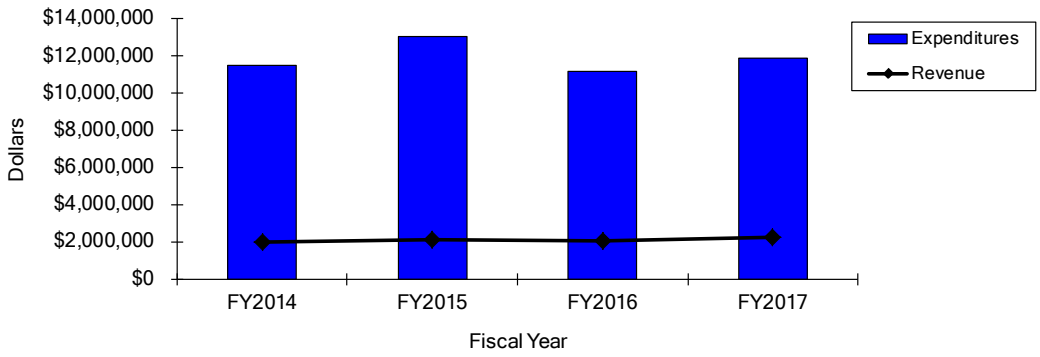
# Parks, Recreation and Community Facilities



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $6,073,492 | $6,001,195 | $5,927,947 | $6,470,751 | $542,804 | 9.16% |
| Operating | 5,443,458 | 7,046,296 | 5,226,950 | 5,432,591 | 205,641 | 3.93% |
| Total | 11,516,950 | 13,047,491 | 11,154,897 | 11,903,342 | 748,445 | 6.71% |
| Revenue | 1,993,664 | 2,127,104 | 2,077,995 | 2,256,790 | 178,795 | 8.60% |
| Local Tax Funding | $9,523,286 | $10,920,387 | $9,076,902 | $9,646,552 | $569,650 | 6.28% |
| Funded Positions | | | | | | |
| Full-Time Positions | 56 | 56 | 58 | 58 | 0 | 0.00% |
| Part-Time Positions | 119 | 119 | 121 | 121 | 0 | 0.00% |

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




### Total Budget

$11,903,342

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- Increase in Seasonal part-time staffing budget
- Full year payroll for Embrey Mill

Operating

- Full year operating budget Embrey Mill
- Additional funds for new Gymnastics facility and programs
- Increase in contracts

## Goals/Objectives

- Continue partnerships maximizing public and private efforts to deliver services, programs, and maintenance at County parks and public facilities, while maintaining and improving County assets. (Service Levels 1-11)
- Work collaboratively with Economic Development and the National Park Service to bring greater awareness and special programming to our historic parks. (Service Levels 7, 8, 9, 11)
- Provide quality programs and education at a reasonable cost to encourage participation by all citizens. (Service Levels 3-9 )
- Train staff and anticipate recreational trends and needs of the community by developing programs and facilities efficiently, while promoting a sense of community through recreation programming and partnering. (Service Levels 1-11)

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



## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| 1. Pavilion bookings (Class) | 427 | 350 | 400 |
| 2. Athletic field bookings (Class) | 8,692 | 2,250 | 8,900 |
| 3. Youth program participants served (ages <19 yrs) (Class) | 36,000 | 35,000 | 35,000 |
| 4. Adult program participants served (ages >19) (Class) | 22,000 | 22,500 | 22,500 |
| 5. Curtis Park Pool users (Class) | 30,000 | 35,000 | 36,000 |
| 6. Woodlands Pool users (Class) | 53,500 | 55,000 | 15,000 |
| 7. Park and School athletic fields available & maintained | 92 | 116 | 98 |
| 8. Facilities, pavilions, & amphitheaters available to rent | 385 | 385 | 385 |
| 9. Recreation programs/special events/trips/camps offered (Class) | 4,862 | 4,000 | 4,800 |
| 10. Work Orders processed | 3,238 | 3,500 | 3,500 |
| 11. Square Ft – owned facilities maintained | 518,034 | 565,128 | 600,667 |

Duff's Dog Park

## Accomplishments

- Facility bookings increased by 327%.
- The inaugural Stafford Fall Family Festival was held at Pratt Park with over 730 participants.
- We created, marketed, and provided our community with a Sunday Summer Songfest Series featuring live music on Celebration Stage May-September.
- Initiated new Active Adventure Trips for residents ages 55+: Hike and Bike, Hike and Soar, and Kayaking.
- Created and implemented new youth sports programs, including Lacrosse League, Flag Football League, Knocker Soccer, Backyard Games, Dodgeball, Corn Hole Tournament, and a Men's 30+ Basketball League.
- Worked collaboratively with Stafford Soccer to provide the St. Patrick's Day Tournament and the Stafford Baseball League for the 2015 Babe Ruth Southeast Regional Tournament.
- Renovated the Carl Lewis Community Center, courthouse façade, and restrooms at Curtis Park and Aquia Landing.
- Cultivated our partnership with Economic Development to market and develop regional level programming for our community.

## Did You Know?

PRCF completed Stafford County's first dog park at Duff McDuff Green Park, which includes benches, shade structures, and water tanks.

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## Mission

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, while being sensitive to natural and cultural resources, and provide exemplary customer service.

## Thinking Efficiently

To better serve our customers we have streamlined our development plan review process to include:

- Worked with GIS to streamline the issuance of street addresses as new development occurs.
- Working on the next phase of HANSEN 8 implementation to allow for web based application submittals.
- Purchased electronic plan review software to facilitate collaboration in reviewing development plans and minimize copying and scanning costs of plan documents.
- Purchased mobile recording equipment to facilitate timely and accurate documentation of off-site Boards and Commissions meetings.
- Worked with GIS and Public Works to create an active housing development report that shows new neighborhoods, their location in the County and to what extent they are built out.

Development continues in Embrey Mill, the County's first neo-traditional neighborhood. Planning and Zoning oversees plan review and ensures compliance with zoning regulations.

## Who Are We?

Boards and Commissions

- Provide direct administrative and technical support to 9 Boards, Commissions and Committees for the governance of the County, including the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Wetlands Board, Architectural Review Board, Historical Commission, Cemetery Committee, Chesapeake Bay Board and Agricultural/Purchase of Development Rights Committee.

Comprehensive Plan

- Administer the Comprehensive Plan (future development) and its detailed elements.

Ordinances

- Lead agency for drafting laws and policies pertaining to land development within the County.

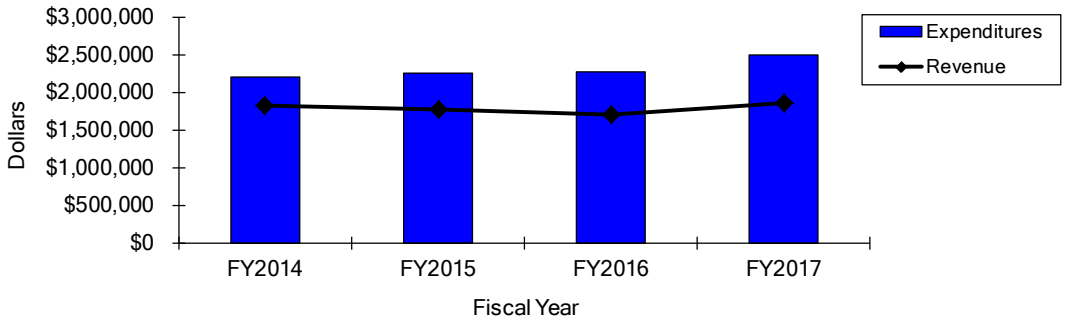
Regulatory Review

- Investigate 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.
- Administer, maintain, and enforce the Zoning Ordinance, Subdivision Ordinance, Floodplain Ordinance and related regulations to ensure 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.
- Review Zoning permits for use compliance and bulk area requirements such as setbacks, building height, etc.
- Conduct site compliance inspections prior to certificates of occupancy for new commercial development to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.

# Planning

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,940,371 | $1,976,262 | $2,012,674 | $2,118,792 | $106,118 | 5.27% |
| Operating | 275,836 | 278,407 | 262,580 | 388,453 | 125,873 | 47.94% |
| Total | 2,216,207 | 2,254,669 | 2,275,254 | 2,507,245 | 231,991 | 10.20% |
| Revenue | 1,834,921 | 1,774,104 | 1,707,500 | 1,857,500 | 150,000 | 8.78% |
| Local Tax Funding | $381,286 | $480,565 | $567,754 | $649,745 | $81,991 | 14.44% |
| Funded Positions | | | | | | |
| Full-Time Positions | 20 | 20 | 20 | 21 | 1 | 5.00% |
| Part-Time Positions | 1 | 1 | 1 | 0 | (1) | -100.00% |




### Total Budget

$2,507,245

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- 1 new Senior Administrative Associate position

Operating

- Increase in contracts for On-line Plan Review.

## Goals/Objectives

- Enhance the physical appearance and high quality of development of the County through zoning regulations, site plans and subdivision standards, architectural standards, and appropriate growth management policies established in the County's Comprehensive Plan. (Service Levels 1 and 8)
- Ensure Planning and Zoning applications are reviewed in a timely manner.(Service Levels 3, 4, 5, 6, 7, 9 and 10)
- Appropriately manage growth via the review of land use applications against the policies established in the County's Comprehensive Plan (Service Levels 2, 3, 4, 5, 6, 7, 9 and 10)
- Work with sister agencies to enforce the County codes to provide a comprehensive approach to compliance. (Service Level 8)
- Provide accurate, timely and courteous service to the public. (Service Levels 2, 3, 4, 5, 6, 7, 9 and 10)
- Foster inter-departmental cooperation and coordination with our Boards, Commissions and Committees. (Service Levels 1, 2 and 10)
- Coordinate with review agencies and the development community to implement web based applications and electronic plan review. (Service Level 1)

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

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| 1 -Development ordinances processed/adopted | 18 | 20 | 20 |
| 2 -Review projects that minimized impacts to historic resources | 90 | 90 | 90 |
| 3 -Environmental applications processed | 200 | 200 | 200 |
| 4 -Residential development applications processed | 513 | 300 | 300 |
| 5 -Non-residential development applications processed | 228 | 150 | 150 |
| 6 -Residential lots recorded | 563 | 700 | 700 |
| 7 -Zoning inspections performed | 970 | 700 | 700 |
| 8 -Zoning violations cited | 304 | 500 | 500 |
| 9 -Zoning applications/permits reviewed | 3,097 | 3,515 | 3,515 |
| 10 -Land use applications processed (Zoning Reclassifications and Conditional Use Permits) | 23 | 25 | 25 |

Marines from Marine Corps Base Quantico demonstrate live fire training as part of the Joint Land Use Study, which included recommendations for cooperative planning between the County and the Base.

## Accomplishments

- County adopted a functional Transfer of Development Rights Program
- Created an active housing development report and accompanying map
- Worked with the Sheriff's Department and County Attorney's Office to modernize the weapons ordinance.
- Cleaned up trash accumulated on two private properties
- Worked with the Board to adopt provisions for microcell communications that improve broadband reliability in high usage areas
- Facilitated conveyance of county-owned lots to habitat for humanity
- Successfully secured $350,000 dollars in grant funding for Purchase of Development Rights
- Facilitated adoption of a new Economic Development Strategic Plan
- Completed grant-supported study on slavery-related resources in the County

## Did You Know?

In 1903, 97 percent of the farms in Stafford were growing cucumbers for the pickle industry and Stafford was growing two thirds of all pickles produced in the state. The pickle industry helped Stafford County recover from the devastating impacts of the Civil War.

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## Mission

Provide knowledgeable, responsive and efficient Public Works services that enhance the quality of life and safety to Stafford County citizens.

## Thinking Efficiently

- The County continues work to improve the processing of building permits following the implementation of upgrades to its land development and building permit tracking database (Hansen). Future enhancements to improve plan review and permit processing and improve customer service, including electronic application submittals are being pursued.
- The Environmental Division of Public Works continues to implement the requirements of the Virginia Stormwater Management Program. The VSMP program consolidates local and state Stormwater requirements with the County to provide enhanced service to the development community and more effective environmental protection.
- CDSC staff has recently begun accepting planning and zoning applications and dispersing them to the various departments directly. This has streamlined the intake process for both departments and created efficiencies.
- Public Works Inspection Staff often work directly within and among departments to support and provide valuable input for Stafford County Projects.

The Community Development Services Center (CDSC), on the 2nd floor of the Government Center, helps streamline the process citizens and businesses must take to obtain a permit.

## Who are we?

The Department of Public Works implements the County's regulatory transportation and construction programs through our six Divisions:

Building Inspections

- Issuance of building, zoning and fire prevention permits by the CDSC
- Plan reviews and inspections
- Inspection of damaged structures from fires and storms and the resolution of homeowner and contractor disputes

Environmental Programs

- Implementation of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation requirements
- Assist property owners with erosion and drainage issues

Securities

- Processing of securities for commercial and residential development, along with individual building lot securities provided for home construction

Community Development Service Center (CDSC)

- Issuance of grading permit applications for residential and commercial land development projects
- Plan intake and distribution for Planning and Zoning Applications

Public Construction

- Administration and management of the design and construction of Capital Improvement Projects
- Inter-departmental coordination and support for Capital Projects with the Sherriff's Department, Fire & Rescue, Courts and Parks and Recreation

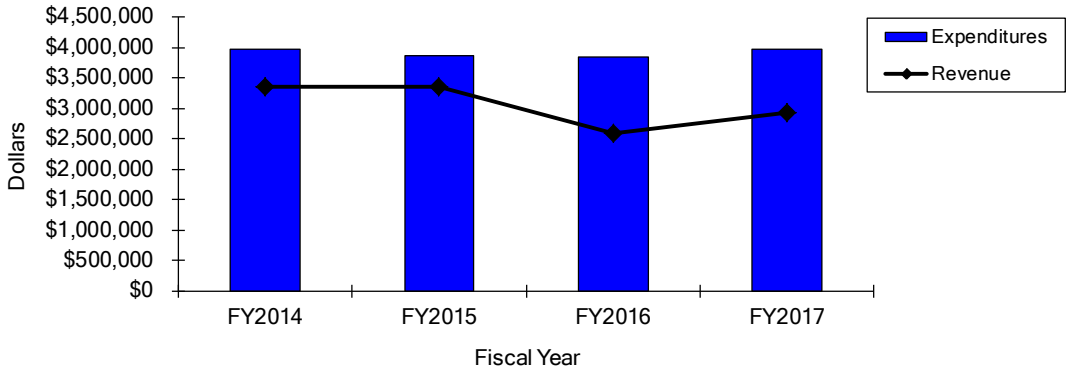
Transportation.

- Resolves citizen concerns relating to transportation matters including street signs, traffic management and safety
- Representation of the County on transportation related boards
- Reviews residential and commercial development plans for compliance with County and VDOT requirements

# Public Works

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $2,910,740 | $2,969,805 | $3,052,089 | $3,166,678 | $114,589 | 3.75% |
| Operating | 1,059,862 | 899,570 | 794,689 | 794,689 | 0 | 0.00% |
| Total | 3,970,602 | 3,869,375 | 3,846,778 | 3,961,367 | 114,589 | 2.98% |
| Revenue | 3,360,473 | 3,355,200 | 2,580,565 | 2,930,319 | 349,754 | 13.55% |
| Local Tax Funding | $610,129 | $514,175 | $1,266,213 | $1,031,048 | ($235,165) | -18.57% |
| Funded Projects | | | | | | |
| Full-Time Positions | 41 | 42 | 42 | 42 | 0 | 0.00% |




### Total Budget

$3,961,367

### Notable Changes

Personnel
- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating
- No notable changes

## Goals/Objectives

- Continued implementation and enforcement of the 2012 Virginia Uniform Statewide Building Code. Assist permit applicants with the transition from the 2009 to the changes in the 2012 Building Code. Assist the Public with property maintenance issues. (Service Levels 1, 2 and 4)
- Conduct seminars for permit runners and builders outlining the building plan review requirements. Incorporate electronic submittal into the application and review process. (Service Level 1)
- Perform the County's environmental inspection programs for erosion and sediment control, stormwater management, and pollution prevention for land development projects to ensure compliance with environmental codes.(Service Level 3)
- Identify problem securities and coordinate a plan of action for completion of secured improvements. (Service Levels 7 & 8)
- Assist development community with VDOT road acceptance process. (Service Level 5)
- Complete transportation plan reviews and transportation impact analysis reviews for conformance to standards. (Service Level 6)

The above goals support the implementation of County Ordinances, the Security Policy, the Board of Supervisors Priorities for the Community and the County's B.E.S.T. values.

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Permits issued (Infor Public Sector) | 3,898 | 4,250 | 4,000 |
| 2. | Building inspections performed (Infor Public Sector) | 24,889 | 35,000 | 32,500 |
| 3. | E&S control inspections performed (Infor Public Sector) | 7,504 | 7,000 | 7,000 |
| 4. | Property maintenance cases handled (Infor Public Sector) | 159 | 200 | 200 |
| 5. | Centerline miles of streets accepted by VDOT | 6.85 | 7.10 | 7.5 |
| 6. | Number of Transportation Plans reviewed | 266 | 275 | 275 |
| 7. | Total amount of building lot securities processed | 359 | 500 | 600 |
| 8. | Total amount of developer securities processed | 84 | 90 | 100 |

## Accomplishments

- Continued to successfully implement the Virginia Stormwater Management Permit program to ensure that regulated projects comply with the requirements of Virginia's Construction General Permit for Stormwater.
- Finished public improvements at the Bridle Lake Estates Section 1C Subdivision to resolve a default by the Developer.
- Implemented the new 2012 Virginia Uniform Statewide Building Code following amendments to the Code of Virginia.
- Integration of electronic technology in the development services application submissions, reviews and case management to the greatest extent possible
- Contracted and managed the construction of the County Administration parking lot.

## Did You Know?

- Public Works staff assists with an average of 13 citizen inquiries on building related issues each month.
- On average, 25 building inspections are required to approve the construction of a new house.
- On average, Public Works staff assists with 20 citizen inquiries on erosion and drainage per month.

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## Mission

Provide effective and efficient service while implementing requirements of the County's Stormwater Management program.

## Thinking Efficiently

- To reduce local costs of compliance with the County's MS4 Stormwater Discharge Permit, the Department of Public Works was approved for a grant in the amount of $125,000 from the Virginia Stormwater Local Assistance Fund to design and construct nutrient reduction projects in the Whitsons Run watershed.
- The Department of Public Works has recently applied for Stormwater Local Assistance Funding to retrofit 3 biofilters in Brooks Park.
- To reduce construction and long-term maintenance costs as well as meet TMDL requirements, Public Works is beginning a study of the stormwater facilities in the Courthouse Parking lot.
- The Stormwater Management Division participates in the Northern Virginia Clean Water Partners program to provide coordinated and targeted public education and outreach on water quality and stormwater management to Northern Virginia residents through a combined media campaign. Public outreach and education is required by MS4 permits, and completing this tasks in partnership with other localities reduces costs and staff time on the

Stafford Lakes Regional Pond 4A

## Who Are We?

The Stormwater Management Division:

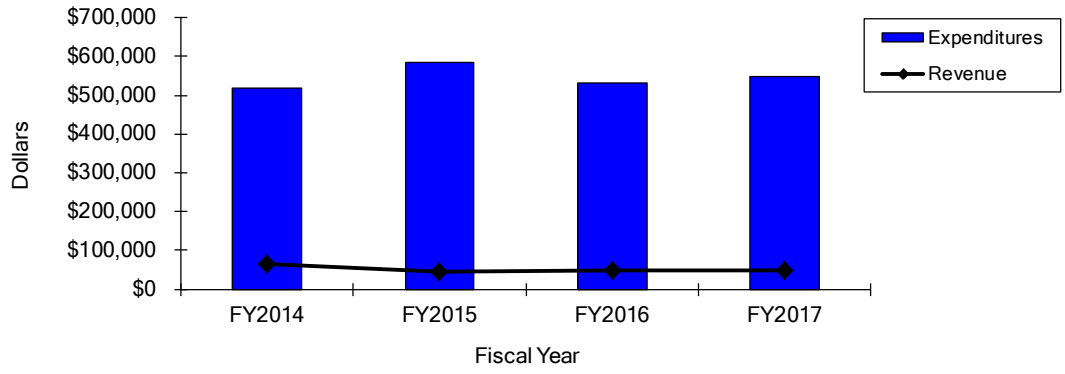
- Administers, implements, and ensures compliance with the requirements of the County's Municipal Separate Storm Sewer System (MS4) permit. The MS4 permit mandates compliance with certain minimum control measures and the nutrient reduction requirements of the Chesapeake Bay (and other) Total Maximum Daily Load (TMDL) programs. Stafford County is responsible for 6 minimum control measures:
    - Public Education & Outreach on Stormwater Impacts
    - Public Involvement & Participation
    - Illicit Discharge Detection & Elimination (IDDE)
    - Construction Site Stormwater Runoff Control
    - Post-Construction Stormwater Development in New Development & Redevelopment
    - Pollution Prevention / Good Housekeeping for Municipal Operations
- Inspects public and privately owned stormwater management facilities in accordance with local, State and Federal requirements
- Maintains publicly owned/operated stormwater management facilities
- Implements Stormwater Local Assistance Fund (SLAF) projects as part of the TMDL Action Plan
- Advises and supports other departments in stormwater management strategies, requirements and actions

# Public Works - Stormwater



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $223,361 | $227,339 | $241,696 | $257,732 | $16,036 | 6.63% |
| Operating | 294,925 | 355,771 | 289,532 | 289,532 | 0 | 0.00% |
| Total | 518,286 | 583,110 | 531,228 | 547,264 | 16,036 | 3.02% |
| Revenue | 66,352 | 44,142 | 47,300 | 47,300 | 0 | 0.00% |
| Local Tax Funding | $451,934 | $538,968 | $483,928 | $499,964 | $16,036 | 3.31% |
| Funded Projects | | | | | | |
| Full-Time Positions | 2 | 2 | 2 | 2 | 0 | 0.00% |




### Total Budget

$547,264

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating

- No notable changes

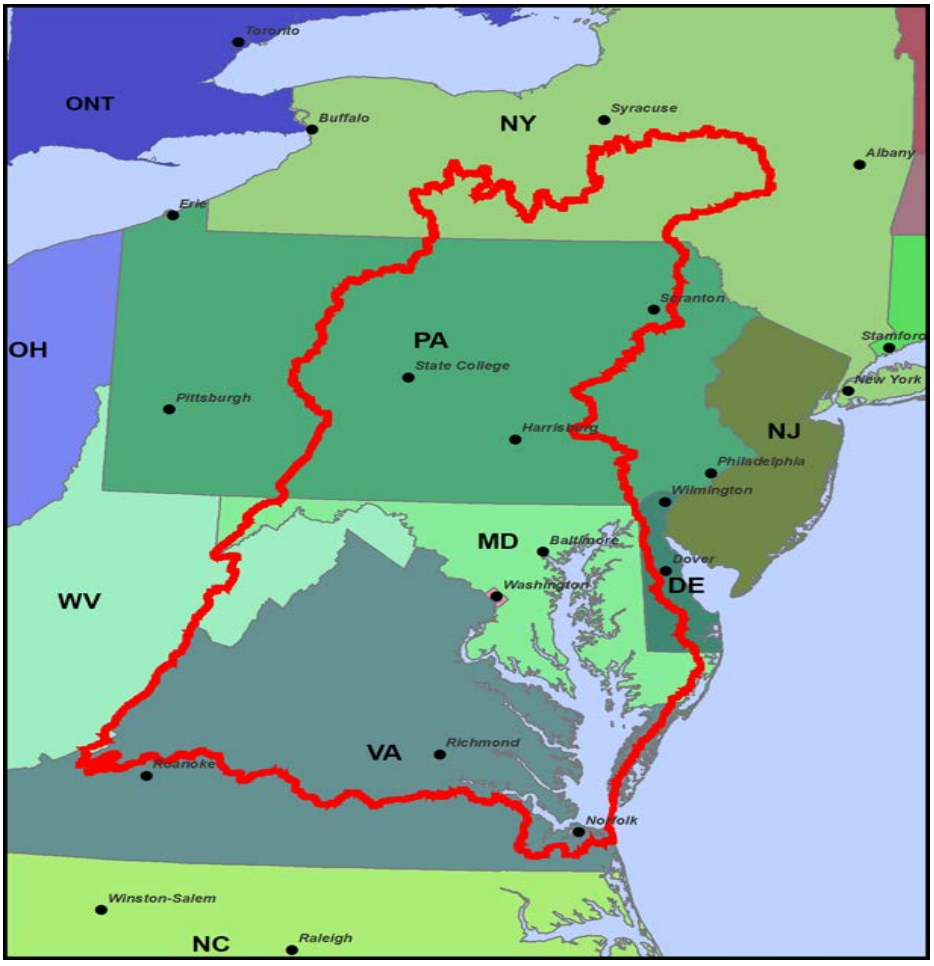
## Goals/Objectives

- Continued implementation of programs to comply with the requirements of the County's MS4 Permit for stormwater discharges (Service Levels 1 and 3)
- Continued implementation of the Chesapeake Bay TMDL Action Plan, as required by the County's MS4 Permit, to provide nutrient reductions from the County's Stormwater System (Service Level 2)
- Develop the Rappahannock River TMDL Action plan and begin implementation
- Continue 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 (Service Levels 1 and 3)
- Construct the biofilter retrofits in Brooks Park (Service Level 4)
- Obtain SLAF and other State and Federal funding to complete Stormwater projects and meet TMDL goals (Service Level 4)

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

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | Stormwater Maintenance Inspections completed | 493 | 627 | 550 |
| 2. | Stormwater Facility Retrofits completed | 0 | 2 | 3 |
| 3. | Stormwater Outfalls Inspected | 60 | 60 | 60 |
| 4. | SLAF Funding Received | $0 | $125,000 | $225,000 |




Map of Chesapeake Bay Watershed

## Accomplishments

- Received approval from DEQ regarding the County's "right-sized" MS4 service area.
- Obtained approval for the County's Chesapeake Bay TMDL Action Plan from 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 2014/2015
- Performed stormwater facility maintenance inspections in fiscal year 2014 and coordinated with property owners to initiate repairs to facilities

## Did You Know?

The Chesapeake Bay is the largest estuary, a body of water where fresh and salt water mix, in the United States. Its watershed has a drainage area of 64,000 square miles and includes portions of six states: Virginia, Maryland, West Virginia, Delaware, Pennsylvania, New York and the District of Columbia. The Bay and its tidal tributaries have approximately 12,000 miles of shoreline, more than the entire Pacific Coast of the continental United States.

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# Registrar and Electoral Board

## Mission

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

## 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

The Stafford County Office of Voter Registration was established in 1971, as required by the Virginia General Assembly.

## Who Are We?

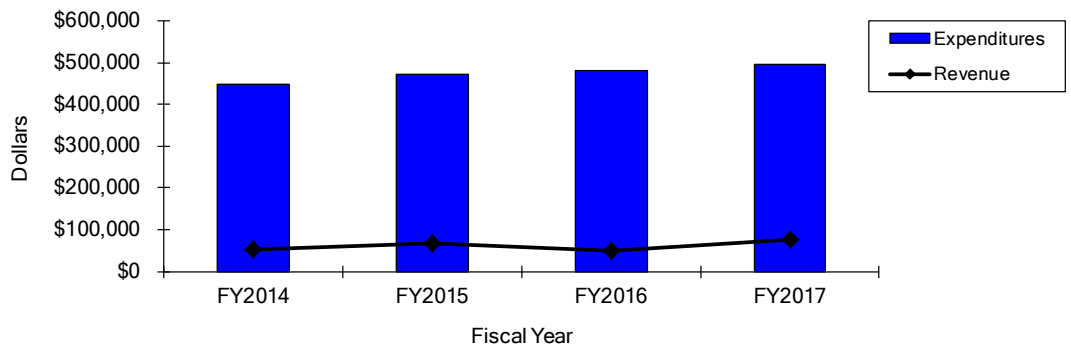
- Appointed Constitutional Officer
- Conduct voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, the directives of the State Board of Elections, under the guidance of the Stafford County Electoral Board
- Maintain voter registration records, candidate files, and election results while providing for their safekeeping and retention in accordance with applicable laws
- Core Functions
  - Voter Registration
  - Candidate Support
  - Political Party Support
  - Elections
  - Public Education
  - Records Retention

# Registrar and Electoral Board



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $309,799 | $326,012 | $352,257 | $366,738 | $14,481 | 4.11% |
| Operating | 138,792 | 147,533 | 129,690 | 129,940 | 250 | 0.19% |
| Total | 448,591 | 473,545 | 481,947 | 496,678 | 14,731 | 3.06% |
| Revenue | 52,694 | 66,868 | 49,240 | 75,000 | 25,760 | 52.32% |
| Local Tax Funding | $395,897 | $406,677 | $432,707 | $421,678 | ($11,029) | -2.55% |
| Funded Positions | | | | | | |
| Full-Time Positions | 3 | 3 | 3 | 3 | 0 | 0.00% |
| Part-Time Positions | 1 | 1 | 1 | 1 | 0 | 0.00% |




### Total Budget

$496,678

### Notable Changes

Personnel
- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition

Operating
- Increase to VOIP

## 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 and Electoral Board

## Service Levels

| | CY2015 Actual | CY2016 Estimate | CY2017 Estimate |
|---|---|---|---|
| Voting age population (Weldon at UVA extrapolation - 75%) | 104,000 | 109,000 | 114,000 |
| Registered voters (Mid-November annual actual)(Incl. “Inactive”) | 81,400 | 84,500 | 88,000 |
| High school seniors | 2,200 | 2,200 | 2,200 |
| % of eligible voters registered (80% historic “ceiling”) | 78 | 82 | 80 |
| Registrants growth (year-to-year) (Mid-November annual actual) | -1600 | +3,100 | +3,500 |
| Voter registration transactions | 40,000 | 70,000 | 40,000 |
| Elections | 2 | 3 | 2 |
| Voters on election day(s) | 40,500 | 102,500 | 57,000 |
| Absentee voters (In-Person and By Mail) | 8,000 | 12,000 | 10,000 |

## Did You Know?

- The 45 days immediately prior to every election is the Absentee period where eligible citizens can vote by mail or in-person
- Stafford has nearly 1,300 military and/or overseas voters
- Stafford has over 400 election officials, who according to state law, need to attend training before every election
- 2200 High School Students turn 18 every year and become eligible voters

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.

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# School Operations-Local Funding



## Mission

The School Board ensures that every child has equal access to the best possible education, regardless of socioeconomic, preschool or handicapping conditions.

Meetings of the Stafford County School Board are held at the Alvin York Administrative Complex located at 31 Stafford Avenue, Stafford, VA, 22554, on the second and fourth Tuesday of each month.

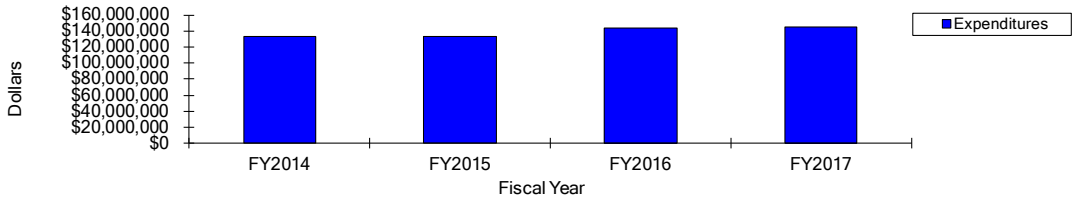
## Who Are We?

The School Board:

- Provides programs and services that encourage all students to graduate from high school
- Provides teachers with adequate materials, supplies, instructional assistance and administrative support.
- Acknowledges the school principal as the key person in establishing a favorable school culture
- Encourages parents to be essential partners in the social, intellectual and psychological development of students.
- Provides services to help students understand social issues and peer pressure, enabling them to plan for the future.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $108,414,728 | $103,735,323 | $112,527,828 | $112,567,497 | $39,669 | 0.04% |
| Shared Services/Audit | 0 | 0 | 0 | 115,307 | $115,307 | 100% |
| Public Day School | 332,000 | 467,000 | 518,000 | 518,000 | $0 | 0.00% |
| School Bus Capital | 0 | 0 | 209,000 | 0 | ($209,000) | -100.00% |
| Subtotal School Operating Transfer | 108,746,728 | 104,202,323 | 113,254,828 | 113,200,804 | 154,976 | 0.14% |
| Debt | 24,712,817 | 28,913,328 | 30,463,428 | 31,362,759 | 899,331 | 2.95% |
| Subtotal School Operating Transfer | 24,712,817 | 28,913,328 | 30,463,428 | 31,362,759 | 899,331 | 2.95% |
| Total School Funding | $133,459,545 | $133,115,651 | $143,718,256 | $144,563,563 | $1,054,307 | 0.73% |




## Total Budget

## $144,563,563

## Notable Changes

Operating

- Proposed budget fully funds Superintendent's recommended budget through a combination of increased state and local funding plus reprogrammed savings identified in the Schools base budget.

Debt

- Increase for School capital projects

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George Washington's Boyhood Home

## Mission

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, and evaluating and adjusting resources.
  These efforts include partnering with the Cal Ripken, Sr. Foundation-Badges for Baseball program, upgrading the Public Safety Radio System, and adjusting resources to address emerging issues including the heroin trafficking epidemic and fraud/identity theft issues.
- The Sheriff's Office has a strong linkage to the community through programs designed to engage community members to assist the Office build a stronger, safer community including National Night Out, Business Watch and Neighborhood Watch.

Sheriff's Traffic Motor Units during a Special Escort.

## Who Are We?

**Law Enforcement Operations**

- Patrolling the County, preventing crime, investigating accidents, enforcing traffic laws, responding to calls for service from the community
- Investigating Crimes, analyzing crime scenes and crime patterns, conducting computer forensic work
- Conducting special operations, including marine patrol, special events planning, ground search and rescue, bicycle patrol ,animal control operations, and other special services
- Serving as School Resource Officers, protecting and educating our children in the schools

**Community Engagement**

- Connecting with the community
- Providing special programs including, the Citizen's Police Academy, Neighborhood Watch, the Drug Awareness Resistance Education program in the schools and the Junior Deputy Academy
- Providing car seat inspections, celebrating National Night Out
- Supporting Business Watch, the Crime Solvers program and Project Life Saver (a program dedicated to finding and recovering Alzheimer patients and autistic children who wander).
- Forming citizen-law enforcement partnerships through evolving and continuous special outreach programs

**Emergency Communications**

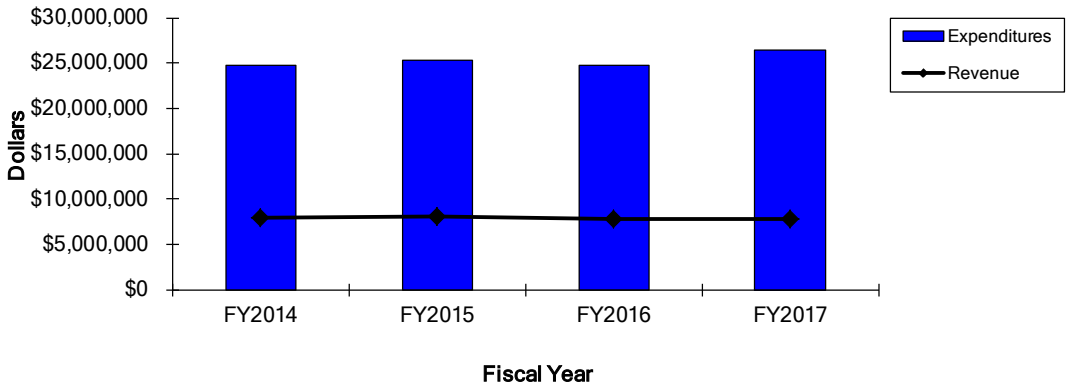
- Providing emergency communications for law enforcement, firefighting and emergency medical services
- Receiving, processing, and managing over 140,000 law enforcement incidents each year with an additional 25,000+ incidents for fire and rescue services.
- Receiving, processing, and managing over 50,000 911 calls each year and over 240,000 non-emergency calls.

**Court Services**

- Providing court security.
- Serving civil and criminal documents on behalf of the Courts
- Transporting prisoners

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $20,280,326 | $21,200,483 | $21,267,254 | $22,826,251 | $1,558,997 | 7.33% |
| Operating | 3,669,922 | 3,861,223 | 3,451,149 | 3,505,198 | 54,049 | 1.57% |
| Capital | 824,493 | 256,276 | 40,000 | 40,000 | 0 | 0.00% |
| Total | 24,774,741 | 25,317,982 | 24,758,403 | 26,371,449 | 1,613,046 | 6.52% |
| Revenue | 7,953,947 | 8,082,509 | 7,771,858 | 7,884,807 | 112,949 | 1.45% |
| Local Tax Funding | $16,820,794 | $17,235,473 | $16,986,545 | $18,486,642 | $1,500,097 | 8.83% |
| Funded Positions | | | | | | |
| Full-Time Positions | 241 | 241 | 245 | 255 | 10 | 4.08% |
| Part-Time Positions | 19 | 19 | 17 | 16 | (1) | -5.88% |




### Total Budget

$26,371,449

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- 1 Deputy Sheriff I position part-time to full-time conversion
- 1 Deputy Sheriff Major full-time position
- 8 Deputy Sheriff I full-time positions

Operating

- Increase in maintenance costs
- additional management services costs
- Increase to Dues and Membership and VOIP changes

## Goals/Objectives

- To improve service capabilities through effective use of personnel resources, time, equipment, technology, research, and planning, in order to continue to meet the safety and security expectations of the community.(Service level 1,2,3,4,5,6 and 7)
- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, increase community based police programs and directed patrol through the phased implementation of recommendations in the Stafford County Sheriff's Office Staffing Study. (Service level 1,2,3,4,5,6 and 7)
- To enhance the successful public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Saver, the Junior Deputy Academy and National Night Out in an effort to maintain the sense of community, improve community safety and security, and to reduce crime. (Service level 1,3,4,5 and 7)
- To enhance the agency focus and capabilities on the Heroin epidemic to interdict and reduce such activities and incidents by establishing and fostering strong relationships with other law enforcement agencies, the medical community, social service agencies and the Stafford County community. (Service level 1,2,3,4,5,and 7)
- To improve Fraud Crimes investigation, case management, and case closure capabilities by increased focus and resource allocation. (Service level 1,3,4 and 5)
- To increase adoptions from the animal shelter by increasing community outreach and education, volunteer programs, new community partnerships and additional volunteer programs. (Service level 6)

The identified goals support the Board of Supervisors Priorities for the Community, the Sheriff's Office Core Values, and the County's Best Values.

## Service Levels

| | | CY2015 Actual* | CY2016 Projected | CY2017 Planned |
|---|---|---|---|---|
| 1. | Arrests (DUI & criminal) | 5,744 | 5,859 | 5,976 |
| 2. | Accidents (property damage, fatal and injury crashes) | 4,884 | 4,884 | 4,884 |
| 3. | 911 call volumes | 51,180 | 52,715 | 54,296 |
| 4. | Total Law Enforcement Incidents | 140,652 | 142,058 | 142,058 |
| | Fire Incidents Supported by ECC | 26,352 | 26,615 | 26,615 |
| 5. | Court days | 1,436 | 1,508 | 1,576 |
| 6. | Animal Control complaints responded to (avg. of 10% are off-duty calls) | 4,183 | 4,434 | 4,655 |
| 7. | Civil & criminal processes | 42,371 | 44,489 | 46,714 |

*CY2015 actuals 9 mths, estimates 3 mths

Traffic Safety Operations

## Accomplishments

- Effectively and safely responded to, and addressed over 140,000 incidents requiring law enforcement services
- Increased transparency to the community through social media use, reaching a mile stone of over 102,000 hits in one day on Facebook
- Increased the number of animals adopted by 45%
- Increased security of Courthouse visitors and staff through improved physical and surveillance infrastructure
- Established a Safe Zone at the Ford T. Humphrey Building for Internet Transactions by the public
- Increased public safety and communication reliability for patrol operations through a significant radio system upgrade

## Did You Know?

The Stafford County Sheriff's Office won the first Traffic Incident Management Award ever presented by the International Association of Chiefs of Police in 2015. This award recognizes the efforts of the Sheriff to address emerging traffic issues in Stafford County in a positive and resourceful manor.

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## Mission

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

- The Foster Care and Adoption Unit frequently collaborates with Project Life/United Methodist Family Services and Great Expectations at Germanna Community College to provide Independent Living Services to our youth, ages 14-23.
- Adult Protective Services/CPS developed and utilizes a first responder training for partner agencies.
- The Benefit Programs Division created an in-house quality assurance initiative to enhance the quality of our work.
- The Parent Education Unit increased the use of volunteers in the parenting programs, promoting increased classes and interventions with no additional cost to the agency or county.

The Month of May is Foster Care Month. Each blue ribbon tied to the limbs of the trees in front of the Government Center represents a child in foster care in Stafford County.

## Who Are We?

Family Services

The Family Services Division is comprised of three units: Child Protective Services (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/Fatherhood Initiatives
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation
- Holiday Assistance

Benefit Programs

The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

- Temporary Assistance to Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Medicaid
- Energy Assistance
- Title IV-E Foster Care
- Auxiliary Grants
- Refugee Resettlement

# Social Services

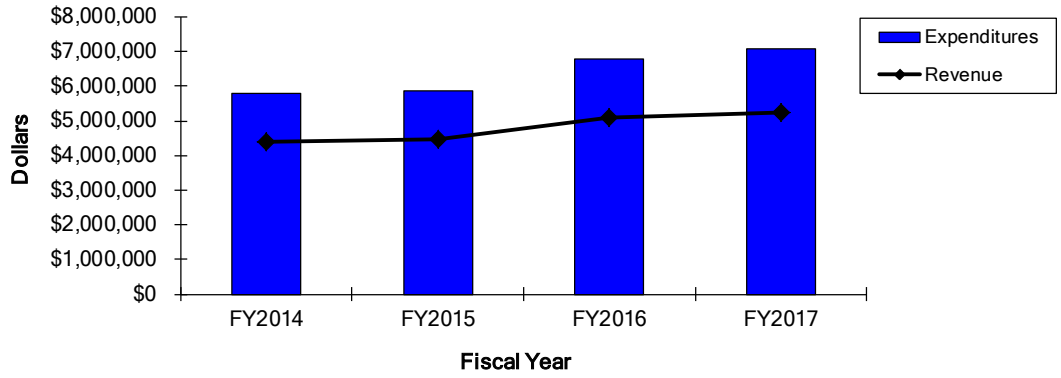


## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $3,806,142 | $3,904,681 | $4,283,232 | $4,575,523 | $292,291 | 6.82% |
| Operating | 1,978,579 | 1,957,493 | 2,487,485 | 2,487,485 | 0 | 0.00% |
| Total | 5,784,721 | 5,862,174 | 6,770,717 | 7,063,008 | 292,291 | 4.32% |
| Revenue | 4,411,460 | 4,480,268 | 5,079,365 | 5,237,803 | 158,438 | 3.12% |
| Local Tax Funding | $1,373,261 | $1,381,906 | $1,691,352 | $1,825,205 | $133,853 | 7.91% |

| Funded Positions | | | | | | |
|---|---|---|---|---|---|---|
| Full-Time Positions [1] | 56 | 56 | 58 | 60 | 2 | 3.45% |
| Part-Time Positions | 6 | 6 | 6 | 6 | 0 | 0.00% |

[1] One full-time Human Services Assistant II was added to assist with the technology upgrade transition in FY14. 56% of the costs of this position is reimbursed by the state. Adopted Resolution R13-98 on April 23, 2013 requires an annual evaluation of the need. After review of the current worklaod the Director of Social Services is asking the authorization for this position to remain in the FY17 budget.




### Total Budget

$7,063,008

### Notable Changes

Personnel
- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- Two new full-time position; 1 Benefits Specialist and 1 CPS Worker

Operating
- No notable changes

## Goals/Objectives

- Complete a minimum of 97% of SNAP applications within State/Federal Processing Standards
- Successfully implement new document imaging/scanning technology for electronic case records
- Achieve an average hourly wage of Virginia Initiative for Employment Not Welfare (VIEW) participants greater than $10.00 per hour
- Develop new Community Work Sites for VIEW Participants
- Streamline communication between Adult Services and Long-Term Care Medicaid Units to enhance timely processing of applications
- Exceed the National Standard of 94.6% for children without a Recurrence of Maltreatment
- Enter 95% of CPS referrals/contacts into OASIS Computer System within State mandated guidelines
- Develop a Parent Education Curriculum for parents of children who have a mental health diagnosis
- Ensure a minimum of 90% of foster children are placed in Family Based Placements
- Decrease the time children remain in Foster Care to no longer than 18 months
- Evaluate the eligibility of foster children for federal Title IV-E funding within 60 days
- Recruit and train an increased number of volunteers to assist agency staff

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

# Social Services

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| SNAP cases in compliance with processing standards (ADAPT) | 94.1% | 98.5% | 97% |
| SNAP households served (ADAPT) | 3,718 | 3,950 | 3,500 |
| Benefit applications received (ADAPT/VaCMS) | 7,989 | 9,000 | 7,500 |
| Average hourly wage of VIEW participants (VIP Report) | $9.12 | $9.75 | $9.75 |
| CPS complaints investigated (OASIS) | 697 | 610 | 700 |
| Percent of children without a recurrence of maltreatment (OASIS) | 100% | 100% | 100% |
| Foster care children served (OASIS) | 59 | 70 | 65 |
| Foster children served in family based placements (OASIS) | 93% | 90% | 90% |
| Foster teens active in Independent Living Program (Manual Tracking) | 17 | 25 | 20 |
| Reports of alleged adult abuse/neglect received by APS (Manual Tracking) | 181 | 210 | 200 |
| Individuals served through holiday programs (Manual Tracking) | 3,922 | 4,000 | 3,850 |
| Volunteers providing assistance (Manual Tracking) | 588 | 625 | 600 |
| Per capita cost for county share of agency budget | $9.87 | $12.00 | $11.00 |

## Accomplishments

- Successfully assisted approximately 2,000 visitors in the DSS lobby each month.
- Reduced overdue Medicaid renewals by 60%.
- Successfully achieved the state's mandate to complete long-term care preadmission screenings within 30 days.
- Achieved permanency for children in Foster Care: nine children were adopted, six children placed with relatives and nine children returned home.
- Responded to a 28.5% increase in referrals for child abuse and neglect.

## Did You Know?

Stafford DSS established a "Mother Mentor Program" which is a collaborative effort between our agency and faith based organizations to provide non-traditional support services to the biological families of foster care children. The program is based on a family empowerment approach with an emphasis on creating positive relationships between mentors and mentees. Biological mothers/fathers are matched with volunteers in the community to address their specific needs. Due to the complexities faced by the families served, the mentors will receive on-going training and support from DSS staff.

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# Treasurer

## Mission

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

- Entered into contract with Commonwealth Attorney as collection agent to improve delinquent court fines and fee collections and provide additional revenues to the County.
- Enhancing *my*Stafford online payment portal to include historical real estate tax billing information and enroll in e-billing notification.
- Implement electronic tax payment files through banking relationship to provide an efficient and automated tax receivable process.
- Treasurer's Office assisted Rappahannock Regional Landfill to launch credit card acceptance to purchase annual stickers and coupon passes online and for daily visits at Landfill entrance.

Serving citizens in the Treasurer's Office

## Who Are We?

Cashiering Division

- Processes citizen tax payments, utility payments and all other County service fees and revenues.
- DMV Select Services

Revenue Collection Division

- Answers citizen telephone and live chat inquiries
- Processes tax payments for mortgage companies, title companies, leasing companies and lawyer settlement companies
- Daily processing and reconciliation of revenues collected from a variety of online payment vendors
- Handles all county NSF checks
- Administer treasurer refunds of overpayment
- Administration of Treasurer's Automated Prepayment Plan (TAPP), and daily processing and reconciliation of State and Estimated Tax payments.

Delinquent Collections Division

- The delinquent collections division administers the various collection methods available by law, including Bill in Equity sales.
- 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
- Communicate with Utilities and Landfill Department to ensure cash flow

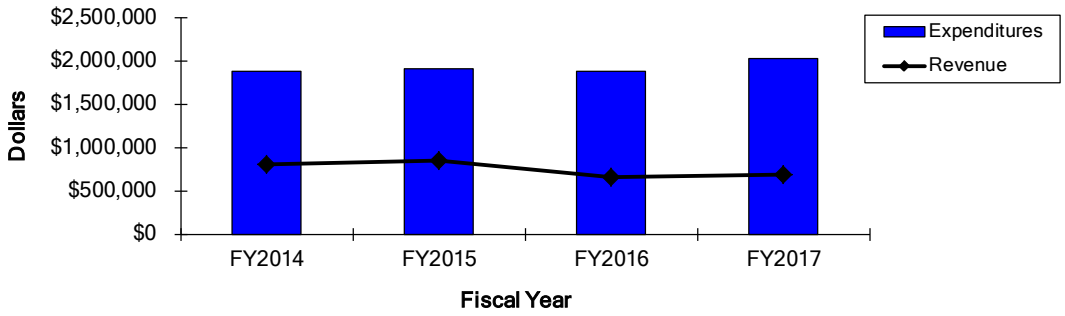
Banking and Investment Operations Division

- Oversees and administers daily cash management and banking activities related to the receipts, disbursements and investments of all local and state revenues.

# Treasurer

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,464,816 | $1,450,851 | $1,485,157 | $1,621,990 | $136,833 | 9.21% |
| Operating | 416,819 | 462,465 | 395,000 | 406,656 | 11,656 | 2.95% |
| Total | 1,881,635 | 1,913,316 | 1,880,157 | 2,028,646 | 148,489 | 7.90% |
| Revenue | 802,335 | 855,827 | 657,064 | 689,100 | 32,036 | 4.88% |
| Local Tax Funding | $1,079,300 | $1,057,489 | $1,223,093 | $1,339,546 | $116,453 | 9.52% |
| Funded Positions | | | | | | |
| Full-Time Positions | 17 | 17 | 17 | 18 | 1 | 5.88% |
| Part-Time Positions | 3 | 3 | 3 | 3 | 0 | 0.00% |




### Total Budget

$2,028,646

### Notable Changes

Personnel
- 2% salary increase
- Compensation plan implementation
- VRS changes
- Managed attrition
- 1 new full-time position

Operating
- Increase in postage
- Increase in contracts and management services

## 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.

- Reduce incoming phone calls by enhancing tax account information on *my*Stafford and tax bills providing more robust tax information and payment options for citizens. (Service level 1)
- Provide citizens with a fee free online payment option on *my*Stafford payment portal from personal checking account for tax payments, utility payments and dog tag licenses. (Service Level 17 & 19)
- Enhance online payment portal to include e-billing features and promote paperless initiatives while achieving additional cost savings to taxpayers. (Service Levels 6,7 & 8)
- Install batch processing systems to automate and streamline collection processes which further increase the collection of taxes and utility accounts. (Service Levels 6,7 & 8)

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

# Treasurer

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| 1. Phone calls | 35,837 | 34,000 | 33,000 |
| 2. DSO delinquent collection efforts | 34,992 | 35,000 | 35,000 |
| 3. DMV Stops | 10,602 | 10,000 | 10,500 |
| 4. Delinquent collection actions | 516 | 1,250 | 650 |
| 5. Returned Checks | 1,584 | 1,700 | 1,700 |
| 6. Delinquent notices | 64,255 | 64,000 | 64,300 |
| 7. Real Estate & Personal Property tax bills | 280,542 | 280,000 | 282,000 |
| 8. Utility bills | 415,052 | 410,000 | 418,000 |
| 9. Permit fees collected | 33,983 | 40,000 | 35,000 |
| 10. Landfill Passes & Coupons | 1,626 | 1,700 | 1,700 |
| 11. Meals tax payments | 3,522 | 3,700 | 3,700 |
| 12. State income estimates | 4,301 | 4,000 | 4,300 |
| 13. State income returns | 1,247 | 1,300 | 1,300 |
| 14. Dog tags sold | 7,325 | 8,500 | 8,500 |
| 15. DMV Select transactions | 15,604 | 16,000 | 16,000 |
| 16. Lockbox payments processed – taxes | 59,507 | 61,000 | 60,000 |
| 17. Online payments – taxes and utilities | 173,855 | 245,000 | 180,000 |
| 18. EBOX-Electronic tax & utility payments | 105,011 | 105,000 | 110,000 |
| 19. Online Payments – dog tag licenses | 1,850 | 2,000 | 2,000 |
| 20. Delinquent Court Fines & Fee Collection notification efforts | 7,192 | 7,200 | 7,300 |

## Accomplishments

- The Treasurer's Office was the recipient of the national 2015 StateScoop50 award for Innovation Technology in recognition of the online e-billing and payment solution myStafford Citizen Portal.
- Treasurer's Office recipient of Virginia Government Officers Association 2015 VGFOA Innovation Award for myStafford Citizen Portal online e-billing and payment solution.
- Launched enhanced online payment features for Real Estate Taxes in 2015 on the myStafford Citizen Portal.

## Did You Know?

- E-billing notification available through myStafford Citizen Portal has 17% adoption rate for Utility accounts.
- In FY14, the Treasurer's Office answered **47,000** incoming phone calls. Enhancements to information on the tax bills and the myStafford Citizen payment portal have reduced incoming calls by **23%**.
- The Treasurer's Office answers citizen questions online through "live chat". In FY15 **150** messages were answered.

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## Mission

Our mission is to be responsible stewards of County resources in supporting programs provided by agencies which address the individual and community needs of Stafford County.

## Thinking Efficiently

Streamlined the application process by utilizing one application for all five localities within the planning district 16. Continued efforts in implementing program based funding by researching a web based platform to further enhance and streamline the funding process. Regionalization of this program has created a collaborative process among all five localities within the region.

Each year Stafford County Employees participate in the Rappahannock United Way's "Day of Action". This is an opportunity for Stafford County employees to make an impact by supporting partner agencies in the community by helping with "hands on" needed projects.

## What is our process?

- To utilize a structured process for non-contractual partner agency funding requests.
- An evaluation committee reviews the applications for each program to assure county staff is making informed unbiased recommendations to the Board of Supervisors.
- All requests for funding are subject to 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.

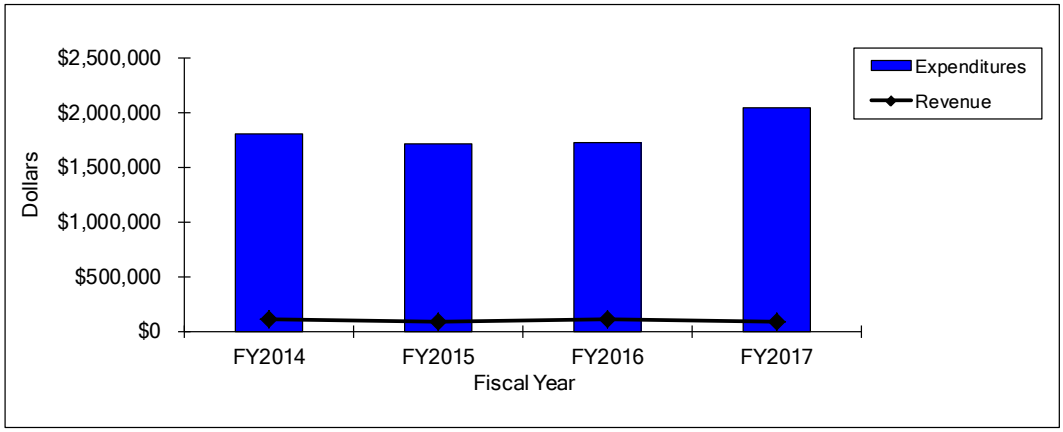
Allocations are based on available resources, impact of service to Stafford residents and priority of community needs as perceived by the committee. Allocations may be subject to an increase, reduction or discontinuation based on the following:

- 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?

# Partner Agencies

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change 16 to 17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $1,812,325 | $1,713,935 | $1,725,786 | $2,048,791 | $323,005 | 18.72% |
| Total | 1,812,325 | 1,713,935 | 1,725,786 | 2,048,791 | 323,005 | 18.72% |
| Revenue | 112,593 | 92,030 | 111,750 | 91,224 | (20,526) | -18.37% |
| Local Tax Funding | $1,699,732 | $1,621,905 | $1,614,036 | $1,957,567 | $343,531 | 21.28% |




## 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.

## Accomplishments

- Regional collaboration among all five localities within the planning district that has dramatically improved communication among all stakeholders.
- Held two informative round tables with over 50 agencies in attendance to discuss regional community needs.

## Total Budget

$2,048,791

## Notable Changes

- Fredericksburg Regional Alliance – Initiative supported by Board of Supervisors
- George Washington Regional Commission – Funding based on a per capita basis
- Germanna – Fully funded a partnership with Germanna/Stafford County Public Schools and Central Rappahannock Regional Library
- Rappahannock Area Community Service Board – Stafford's share of a child psychiatrist position
- Rappahannock Area Youth Services and Group Home Commission – Based on percentage of usage of programs
- Thurman Brisben Homeless Shelter – Part-time position
- Increase in Community Agencies based on program needs

# Partner Agencies' Funding

## Stafford County FY17 Adopted Budget

| Community Agency Name | 2015 Actual | 2016 Adopted Budget | 2017 Adopted Budget | Changes 16 to 17 | |
|---|---|---|---|---|---|
| Capital Caring | $0 | $0 | $4,400 | $4,400 | 100.0% |
| disAbility Resource Center | 25,279 | 25,279 | 26,543 | 1,264 | 5.0% |
| Empowerhouse | 46,898 | 48,748 | 49,808 | 1,060 | 2.2% |
| Fredericksburg Area Food Bank | 12,165 | 12,625 | 12,625 | 0 | 0.0% |
| Healthy Families Rappahannock Area | 7,200 | 7,200 | 9,432 | 2,232 | 31.0% |
| Lloyd F. Moss Free Clinic | 18,000 | 18,360 | 19,040 | 680 | 3.7% |
| Mental Health America of Fredericksburg | 11,253 | 11,253 | 13,583 | 2,330 | 20.7% |
| Micah Ecumenical Ministries | 20,000 | 20,000 | 20,000 | 0 | 0.0% |
| Piedmont Dispute Resolution Center | 8,000 | 7,652 | 7,652 | 0 | 0.0% |
| Rappahannock Area Agency on Aging | 29,347 | 27,946 | 27,946 | 0 | 0.0% |
| Rappahannock Area Court Appointed Special Advocates (CASA) | 5,810 | 4,500 | 4,500 | 0 | 0.0% |
| Rappahannock Big Brothers Big Sisters | 5,850 | 5,850 | 6,000 | 150 | 2.6% |
| Rappahannock Council Against Sexual Assault (RCASA) | 15,033 | 15,033 | 17,460 | 2,427 | 16.1% |
| Rappahannock Emergency Medical Services Council, Inc. | 13,637 | 12,955 | 5,612 | (7,343) | -56.7% |
| Rappahannock Legal Services | 32,445 | 32,445 | 32,445 | 0 | 0.0% |
| Rappahannock Refuge, Inc. (Hope House) | 11,000 | 11,000 | 15,000 | 4,000 | 36.4% |
| Rappahannock United Way Services | 2,737 | 2,737 | 2,737 | 0 | 0.0% |
| Rebuilding Together (Christmas in April) | 3,490 | 3,490 | 5,000 | 1,510 | 43.3% |
| S.E.R.V.E., Inc. | 47,697 | 48,768 | 63,792 | 15,024 | 30.8% |
| Safe Harbor | 3,000 | 3,000 | 5,000 | 2,000 | 66.7% |
| Stafford Junction | 18,000 | 18,000 | 19,400 | 1,400 | 7.8% |
| Total Community Agencies | 336,841 | 336,841 | 367,975 | 31,134 | 9.2% |
| Intergovernmental Agencies | | | | | |
| Fredericksburg Regional Alliance | 55,080 | 55,080 | 138,230 | 83,150 | 151.0% |
| George Washington Regional Commission | 85,378 | 85,378 | 93,923 | 8,545 | 10.0% |
| Germanna Community College - Capital | 50,000 | 50,000 | 50,000 | 0 | 0.0% |
| Germanna Community College - Operating | 26,070 | 26,070 | 176,070 | 150,000 | 575.4% |
| Rappahannock Area Community Service Board | 291,051 | 311,514 | 339,782 | 28,268 | 9.1% |
| Rappahannock Area Health District | 535,937 | 535,937 | 535,937 | 0 | 0.0% |
| Rappahannock Area Youth Services and Group Home Commission | 214,209 | 218,612 | 235,520 | 16,908 | 7.7% |
| Thurman Brisben Homeless Shelter | 71,250 | 71,250 | 76,250 | 5,000 | 7.0% |
| Tri-County/City Soil and Water Conservation District | 21,404 | 21,404 | 21,404 | 0 | 0.0% |
| Watershed Property Manager | 26,715 | 13,700 | 13,700 | 0 | 0.0% |
| Total Intergovernmental Agencies | $1,377,094 | $1,388,945 | $1,680,816 | $291,871 | 21.0% |
| Total | $1,713,935 | $1,725,786 | $2,048,791 | $323,005 | 18.7% |

# Partner Agencies' Programs



| Agency | Program Name | Program Funding | Program Description |
|---|---|---|---|
| Capital Hospice dba Capital Caring | Point of Hope Camp | $ 4,400 | Serves young people ages 6-14 who have suffered the loss of a loved one. There is no cost for the camp to the children. |
| disAbility Resource Center | Core Services and Community Education | $ 26,543 | The only cross disability, cross life-span agency that provides a wide array of free services in the community. |
| Empowerhouse | Domestic violence housing support | $ 27,268 | Residence to provide for the safety and protection of domestic violence victims and their children. |
| | 24 hour domestic violence hotline | $ 2,992 | Provides local access to a trained worker which provides open communication to those isolated by domestic violence. |
| | Domestic violence education and support | $ 16,970 | Free, confidential services including: risk assessment, education on impact, safety planning, legal remedies, and support groups. |
| | Children exposed to domestic violence | $ 2,578 | Community based children services that provide educational, teen groups, and individual support. |
| Fredericksburg Area Food Bank | Pantry Distribution | $ 5,212 | Serves as a distribution center for 73 partner agencies throughout planning district 16. |
| | Mobile Pantry | $ 4,802 | Delivers nutritious perishable and non-perishable food to low-income/food insecure individuals and families at 10 sites throughout planning district 16. |
| | Food for Life | $ 2,611 | Works to alleviate hunger for the elderly and disabled by delivering a box of nutritious food, along with fresh produce, hygiene items, and SNAP information. |
| Healthy Families Rappahannock Area | Healthy Families Rappahannock Area | $ 9,432 | An evidenced-based home visiting program that advances healthy child development by reducing child maltreatment and increasing positive parenting in the first three to five years of a child's life. |
| Lloyd F. Moss Free Clinic | Medical Care | $ 9,520 | Provides medical care for those without insurance who are experiencing a chronic illness. |
| | Dental Care | $ 4,760 | Provides critical care to adults to include oral examinations, extractions, fillings, oral surgery, and dental hygiene. |
| | Pharmacy Care | $ 4,760 | Dispenses medications from the clinic's licensed pharmacy to patients who cannot afford or do not have transportation to fill prescriptions. |
| Mental Health America of Fredericksburg | Helpline | $ 1,583 | The only mental health information and referral service that improves access for those seeking help by connecting them with appropriate resources. |

| Agency | Program Name | Program Funding | Program Description |
|---|---|---|---|
| | Senior Visitors | $ 12,000 | Provides socialization, companionship, client needs management, support and community connection to lonely, isolated older adults with or at risk of depression. |
| Micah Ecumenical Ministries | Cold Weather Shelter | $ 20,000 | Keeps residents of planning district 16 from freezing to death in the winter; provides a full assessment for housing barriers at intake, sets up a plan to re-enter housing and prioritized based on vulnerability. |
| Piedmont Dispute Resolution Center | Stafford Mediation | $ 7,652 | Provides parties involved with child custody cases an opportunity to reach mutually satisfactory agreements on their own with the assistance of a trained neutral. |
| Rappahannock Area Agency on Aging | Nutrition | $ 10,783 | Senior Cafes provide nutritionally sound breakfast and lunch meals as well as socialization opportunities, exercise, self-management training, and educational/information presentations. |
| | CRIA | $ 5,735 | Provides communication, referrals, information, and assistance to individuals in the community who are in need of support to find and access appropriate services and facilities to meet their needs. |
| | Homemaker | $ 3,187 | Provides support to keep frail older individuals independent and able to remain in their own home and community. |
| | Transportation | $ 8,241 | Provides access to the Senior Café for those who are no longer able to drive and have no other daytime transit. |
| Rappahannock Area Court Appointed Special Advocates (CASA) | Rappahannock Area (CASA) | $ 4,500 | Recruits, trains, supervises and supports volunteer advocates who are appointed by local judges to advocate for abused and neglected children, most of whom are in foster care. |
| Rappahannock Big Brothers Big Sisters | One to One Mentoring | $ 6,000 | Provides children facing adversity with volunteer adult mentors. |
| Rappahannock Council Against Sexual Assault | Community Outreach | $ 3,884 | Provides a variety of educational services to the general public and to allied professionals. |
| | Crisis Intervention | $ 12,600 | Provides a 24 hour hotlines and hospital accompaniment to adult and child victims of sexual violence. |
| Rappahannock Emergency Medical Services Council, Inc. | Community Awareness and Outreach | $ 5,612 | Provides public education programs which serve to inform the community about types of services available, how best to utilize them, and the importance of prevention in medical well-being. |
| Rappahannock Legal Services | Rappahannock Legal Services | $ 32,445 | Represents poor people who cannot afford a lawyer in civil legal matters. |

# Partner Agencies' Programs



| Agency | Program Name | Program Funding | Program Description |
|---|---|---|---|
| Rappahannock Refuge Inc., (Hope House) | Transitional Housing | $ 15,000 | Homeless family shelter that focuses on quickly moving children and families off the streets and into housing. |
| Rebuilding Together (Christmas is April) | Rebuilding Together | $ 5,000 | Supports low-income home and non-profit renovations through the County. Purpose is to provide at no charge critically needed home repair and rehabilitation services to qualifying low income and disabled homeowners. |
| S.E.R.V.E., Inc. | Emergency Financial and Food Assistance | $ 64,768 | Offers help to low-income families in need of help in a time of crisis. Support is directed at basic needs such as food pantry assistance, utilities, heat, prescriptions, and shelter. |
| Safe Harbor | Child Advocacy Center | $ 5,000 | Provides a child friendly, community orientated, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims. |
| Stafford Junction | Brain Builders | $ 8,000 | An afterschool program that is uniquely focus on educational assistance through one-on-one tutoring to students of low income families with children grades K-12. |
| | Summer Junction | $ 11,400 | A day camp and enrichment experience to low income children ages 3-15 years in need of proper supervision, nutritious food, physical activities, and continuing learning experiences. |
| United Way | Tax Prep/Financial Stability | $ 913 | Educates low and moderate income workers about tax credit eligibility, provides free tax preparation services, and provides free financial coaching to individuals and families. |
| | Information Services | $ 912 | Works to bridge the gap between community services and individuals who can benefit from those services by information the community of local resource, services, and programs available to individual and families. |
| | Volunteer Services | $ 912 | Promotes volunteer engagement as a means of fostering increase citizen involvement in the community. |
| Total Community Partner Agencies | | $367,975 | |

# School Funds

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.

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.

## Who Are We?

The School Funds consist of six major funds:

- 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.

# SCHOOL BOARD MEMBERS

Holly Hazard, Chairman
HARTWOOD DISTRICT

Irene Egan, Vice-Chairman
AQUIA DISTRICT

C. Scott Hirons
FALMOUTH DISTRICT

Nanette A. Kidby
GARRISONVILLE DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Melissa Ayres
GRIFFIS-WIDEWATER DISTRICT

Patricia Healy
ROCK HILL DISTRICT

# 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

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# School Budget Highlights



Through a combination of increased state, federal, and local funds, plus savings identified by the Schools, the FY2017 budget exceeds the superintendent's budget request. The projected ADM for FY2017 is 27,850. Total new spending in the budget is $15.7 million. It includes funding for:

- 2% cost of living adjustment (COLA) for all employees
- the final 1% Virginia Retirement System salary increase
- new starting teacher salary of $42,238, up from $37,793 two years ago
- funding of a new health insurance plan for employees, with reduced premiums for most employees
- pay scale enhancements for various job classifications including teachers and paraprofessionals
- 96.5 new positions, including:
    - 29 elementary school teachers to reduce class sizes
    - 4 math specialists
    - 2 ESL positions
    - 2 CTT support positions
    - at a minimum 2 high school English teachers
    - 40 Special Education compliance positions (including social workers, counselors, OT/PT therapists, speech pathologists)
    - 13 growth positions to be used to meet increased enrollment and classroom "hot spots" that develop over the summer
- increased debt service in accordance with the School Board's adopted Capital Improvements Program (CIP)

The executive summary of the Schools' budget notes that this "is a next step to a sustainable financial future for our staff and next generation achievement for our students."

Because a large amount of the new spending is funded through adjustments to the base budget, the actual year to year increase in the operating budget is $8.3 million. An increase of debt service of $0.9 million brings the total increase in FY17 to $9.2 million.

The increase in local funding fully funds the increase in debt service and provides twice the amount of local funding required by the state.

The budget continues 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.

The budget continues the enhancement of shared services, reaping efficiencies through a joint health insurance package, a shared contracts administrator position and continued efforts to combine grounds maintenance.

In addition, the budget fully funds the School Board's Adopted CIP, which includes the new educational specifications for our elementary schools. The CIP continues to address future capacity projections while updating replacing existing facilities.

More information can be found in the School Board's adopted budget and CIP.

# School Budget Highlights



## Summary of Schools Funds

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|---|
| School Operating Fund | $247,699,343 | $245,377,938 | $260,884,091 | $269,152,658 | $8,268,567 | 3.17% |
| Nutrition Services Fund | 11,748,969 | 11,817,460 | 13,654,371 | 13,496,000 | (158,371) | -1.16% |
| Construction Fund [1] | 31,585,882 | 47,674,595 | 128,480 | 128,480 | 0 | 0.00% |
| Grant Fund | 9,157,131 | 10,009,091 | 12,335,519 | 12,461,710 | 126,191 | 1.02% |
| Total School Funds | $300,191,325 | $314,879,084 | $287,002,461 | $295,238,848 | $8,236,387 | 2.87% |

| Internal Service Funds | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|---|
| Health Benefits Fund | 31,192,866 | 31,575,945 | 34,598,568 | 32,750,811 | (1,847,757) | -5.34% |
| Workers' Compensation Fund | 664,298 | 392,421 | 564,713 | 661,272 | 96,559 | 17.10% |
| Total | $31,857,164 | $31,968,366 | $35,163,281 | $33,412,083 | ($1,751,198) | -4.98% |

[1] Construction bond proceeds will be appropriated when the bonds are authorized and the CIP is approved.

## Debt Service

School Debt Service for FY17 totals $31,362,759 and is shown in the General Fund.

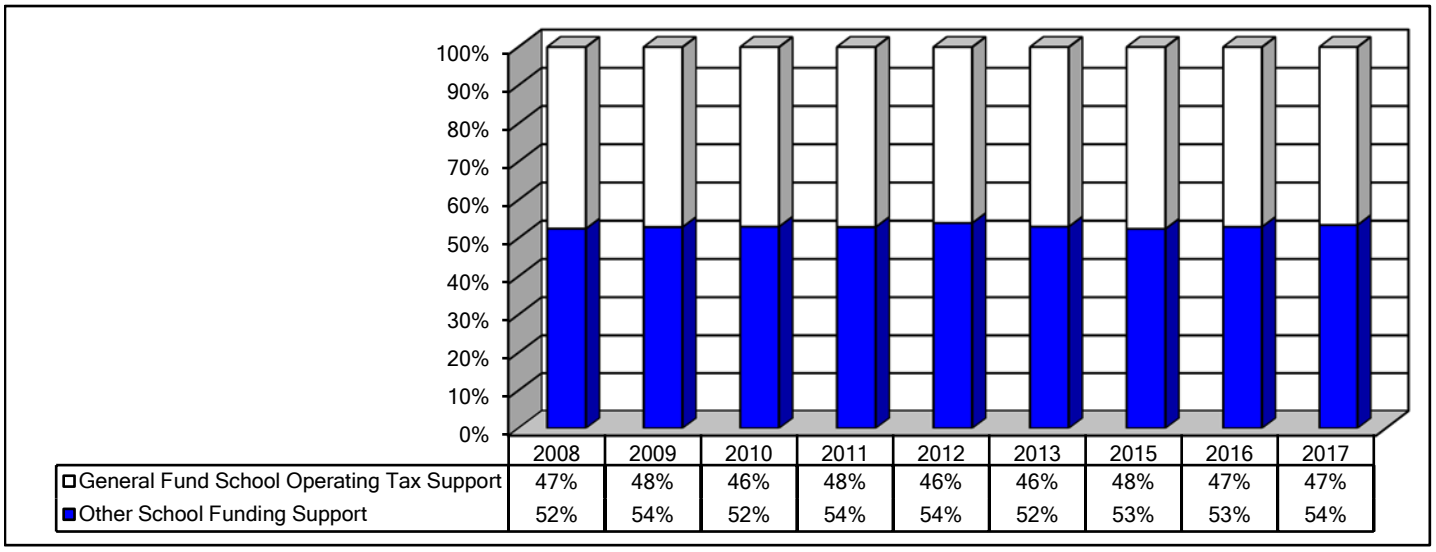
# Education Cost Statistics



The local School funding FY2017 is $144.6 million. Operating expenditures consist of total operating costs, including facilities and debt service. The General Fund transfer Includes debt service.

| Fiscal | Avg. Daily Membership | | County Population | | Operating Expenditures | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Pupils | % Increase | Number | % Increase | Amount (000) | Increase (000) | % | Per Pupil | Per Capita |
| 2017 | 27,850 | 1.9% | 144,612 | 1.6% | 312,977 | 9,294 | 3.1% | 11,238 | 2,164 |
| 2016 | 27,340 | 0.5% | 142,380 | 1.6% | 303,683 | 6,133 | 2.1% | 11,108 | 2,133 |
| 2015 | 27,197 | 1.1% | 140,176 | 1.4% | 297,550 | 13,022 | 4.6% | 10,941 | 2,123 |
| 2014 | 26,901 | 0.0% | 138,230 | 2.3% | 284,528 | 2,045 | 0.7% | 10,577 | 2,058 |
| 2013 | 26,904 | 0.2% | 135,141 | 1.8% | 282,484 | 6,332 | 2.3% | 10,500 | 2,090 |
| 2012 | 26,838 | 0.3% | 132,719 | 1.3% | 276,151 | 7,427 | 2.8% | 10,290 | 2,081 |
| 2011 | 26,745 | 0.3% | 131,067 | 1.6% | 268,724 | (7,749) | -2.8% | 10,048 | 2,050 |
| 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 |

| Fiscal | School Enrollment | | County Population | | General Fund Transfer | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Year | Pupils | % Increase | Number | % Increase | Amount (000) | Increase (000) | % | Per Pupil | Per Capita | % of Oper. Fund |
| 2017 | 27,850 | 1.9% | 144,612 | 1.6% | 144,564 | 845 | 0.6% | 5,191 | 1,000 | 46.0% |
| 2016 | 27,340 | 0.5% | 142,380 | 1.6% | 143,718 | 2,579 | 1.8% | 5,257 | 1,009 | 47.0% |
| 2015 | 27,197 | 1.1% | 140,176 | 1.4% | 141,139 | 5,544 | 4.1% | 5,190 | 1,007 | 47.0% |
| 2014 | 26,901 | 0.0% | 138,230 | 2.3% | 135,595 | (489) | -0.4% | 5,041 | 981 | 48.0% |
| 2013 | 26,904 | 0.2% | 135,141 | 1.8% | 136,084 | 9,055 | 7.1% | 5,058 | 1,007 | 48.0% |
| 2012 | 26,838 | 0.3% | 132,719 | 1.3% | 127,028 | 2,122 | 1.7% | 4,733 | 957 | 46.0% |
| 2011 | 26,745 | 0.3% | 131,067 | 1.6% | 124,906 | (7,529) | -5.7% | 4,670 | 953 | 46.0% |
| 2010 | 26,661 | 1.2% | 128,961 | 5.0% | 132,435 | 2,386 | 1.8% | 4,967 | 1,027 | 48.0% |
| 2009 | 26,350 | 0.9% | 122,800 | 0.9% | 130,049 | (464) | -0.4% | 4,935 | 1,059 | 46.0% |
| 2008 | 26,114 | -0.3% | 121,736 | 0.8% | 130,513 | 9,319 | 7.7% | 4,998 | 1,072 | 48.0% |



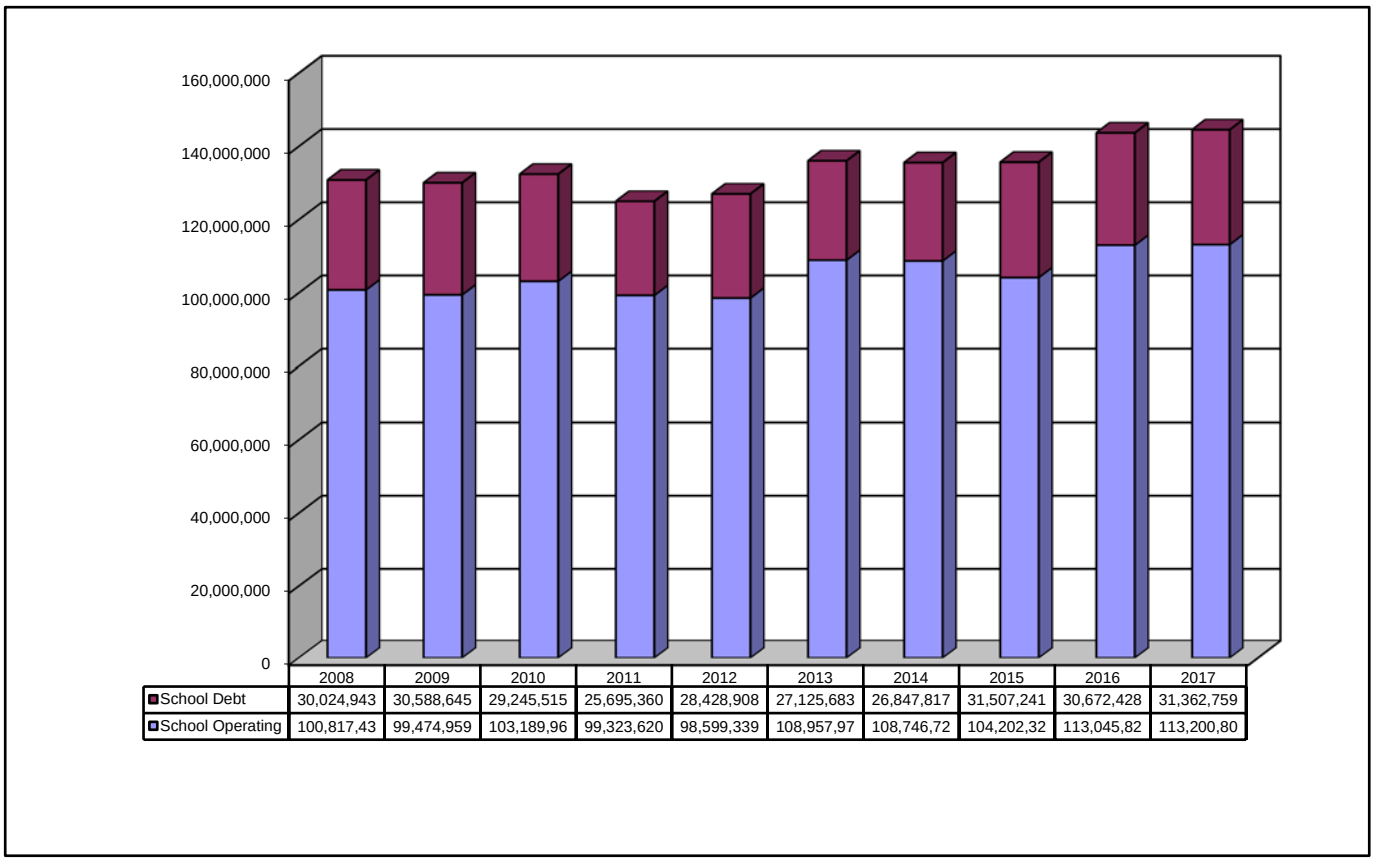

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|---|
| General Fund School Operating Tax Support | 47% | 48% | 46% | 48% | 46% | 46% | 48% | 47% | 47% |
| Other School Funding Support | 52% | 54% | 52% | 54% | 54% | 52% | 53% | 53% | 54% |

# 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. Years FY2008 through FY2018 are actual expenditures; years FY2016 and FY2017 reflect the Adopted Budgets.

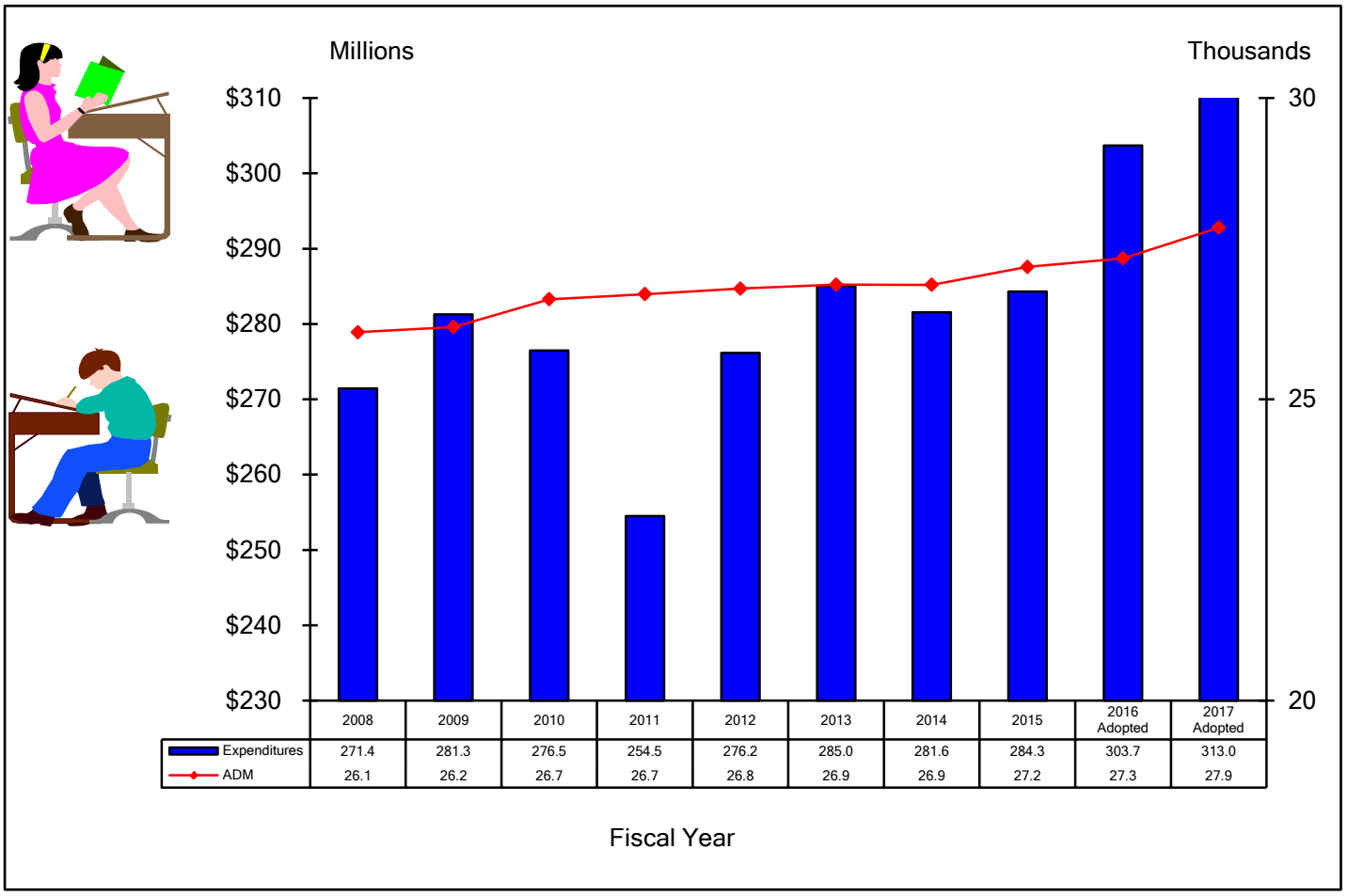
| Fiscal Year | School Transfer | School Transfer Operating | Prior Year % Change Oper | Debt Service/ Capital Projects | Prior Year % Change Debt |
|---|---|---|---|---|---|
| 2008 | 130,842,376 | 100,817,432 | 7.71% | 30,024,943 | 8.81% |
| 2009 | 130,063,605 | 99,474,959 | -1.33% | 30,588,645 | 1.88% |
| 2010 | 132,435,478 | 103,189,963 | 3.73% | 29,245,515 | -4.39% |
| 2011 | 125,018,979 | 99,323,620 | -3.75% | 25,695,360 | -12.14% |
| 2012 | 127,028,247 | 98,599,339 | -0.73% | 28,428,908 | 10.64% |
| 2013 | 136,083,657 | 108,957,975 | 10.51% | 27,125,683 | -4.58% |
| 2014 | 135,594,545 | 108,746,728 | -0.19% | 26,847,817 | -1.02% |
| 2015 | 135,709,563 | 104,202,323 | -4.18% | 31,507,241 | 17.35% |
| 2016 | 143,718,256 | 113,045,828 | 8.49% | 30,672,428 | -2.65% |
| 2017 | 144,563,563 | 113,200,804 | 0.14% | 31,362,759 | 2.25% |
| Average 2007 to 2016 | | | 2.04% | | 3.08% |



# School Operating VS. Enrollment



Estimated school average daily membership (ADM) for Fiscal Year 2017 is 27,850 and a school operating budget of $313.0 million (includes total operating budget, debt service, and grants fund).

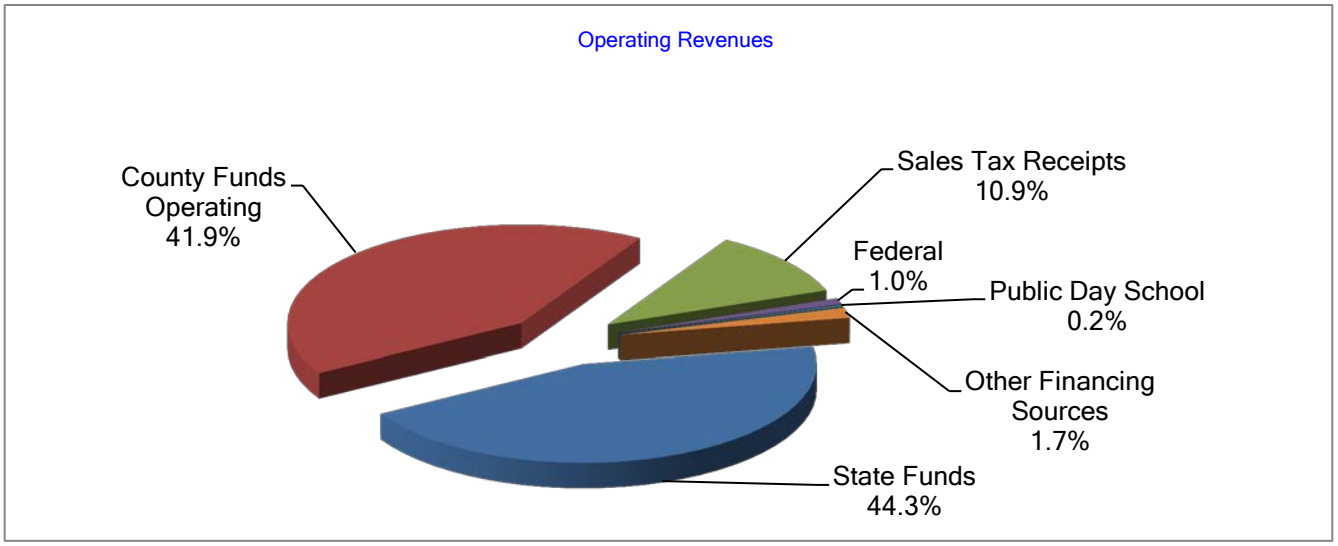



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| Expenditures | 271.4 | 281.3 | 276.5 | 254.5 | 276.2 | 285.0 | 281.6 | 284.3 | 303.7 | 313.0 |
| ADM | 26.1 | 26.2 | 26.7 | 26.7 | 26.8 | 26.9 | 26.9 | 27.2 | 27.3 | 27.9 |

# School Operating Fund



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|
| Revenues | | | | | |
| State Funds | $111,952,644 | $113,262,270 | $119,425,917 | $6,163,647 | 5% |
| County Funds Operating | 103,735,323 | 112,527,828 | 112,682,804 | 154,976 | 0% |
| Sales Tax Receipts | 26,913,398 | 27,616,298 | 29,250,684 | 1,634,386 | 6% |
| Federal | 2,560,419 | 2,306,725 | 2,705,919 | 399,194 | 17% |
| Public Day School | 467,000 | 518,000 | 518,000 | 0 | 0% |
| Other Financing Sources | 2,411,963 | 3,293,970 | 4,569,334 | 0 | 0% |
| School Bus Cash Capital | 0 | 209,000 | 0 | (209,000) | -100% |
| Prior Year Carryforward | 0 | 1,150,000 | 0 | (1,150,000) | -100% |
| Total | $248,040,747 | $260,884,091 | $269,152,658 | $8,268,567 | 3% |

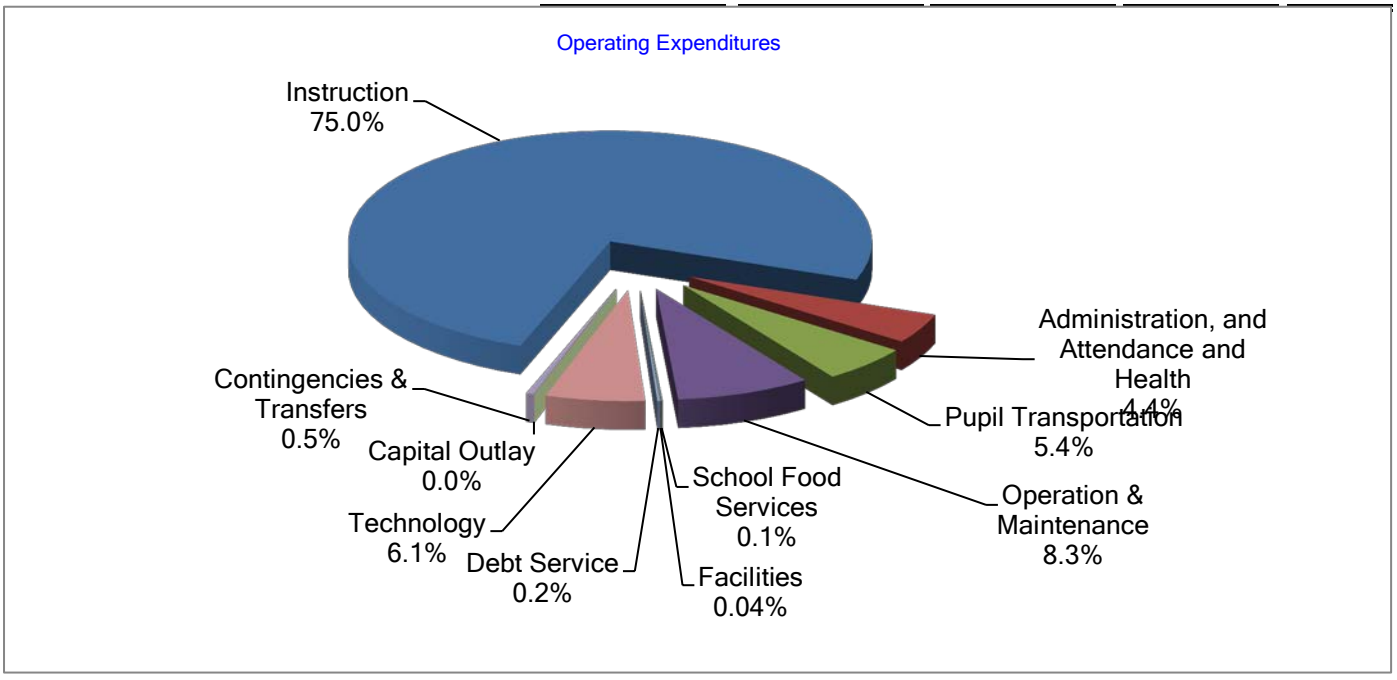



| | | | | | |
|---|---|---|---|---|---|
| Fund Balance, Beginning of Year | $6,086,653 | $5,514,564 | $5,514,564 | $0 | 0.00% |
| Fund Balance, End of Year | $8,749,462 | $5,514,564 | $5,514,564 | $0 | 0.00% |

# School Operating Fund



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|
| Expenditures | | | | | |
| Instruction | $181,105,312 | $193,111,854 | $201,942,315 | $8,830,461 | 4.6% |
| Administration, and Attendance and Health | 10,448,126 | 11,592,520 | 11,737,597 | 145,077 | 1.3% |
| Pupil Transportation | 12,923,044 | 14,802,788 | 14,629,058 | (173,730) | -1.2% |
| Operation & Maintenance | 19,888,292 | 23,398,203 | 22,271,374 | (1,126,829) | -4.8% |
| School Food Services | 212,545 | 222,931 | 224,340 | 1,409 | 0.6% |
| Facilities | 100,323 | 99,000 | 99,000 | 0 | 0.0% |
| Debt Service | 471,040 | 832,858 | 466,909 | (365,949) | -43.9% |
| Technology | 14,668,467 | 15,823,937 | 16,510,132 | 686,195 | 4.3% |
| Capital Outlay | 4,437,100 | 0 | 0 | 0 | 0.0% |
| Contingencies & Transfers | 1,123,689 | 1,000,000 | 1,271,934 | 271,934 | 27.2% |
| Total | $245,377,938 | $260,884,091 | $269,152,658 | $8,268,567 | 3.2% |

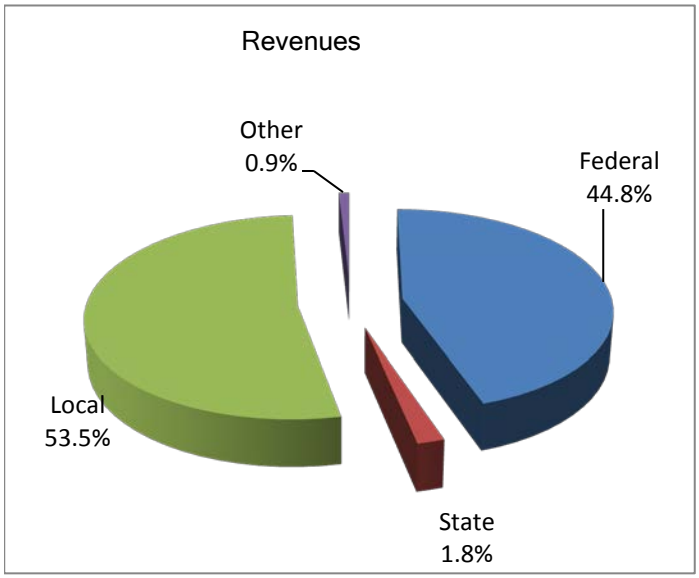


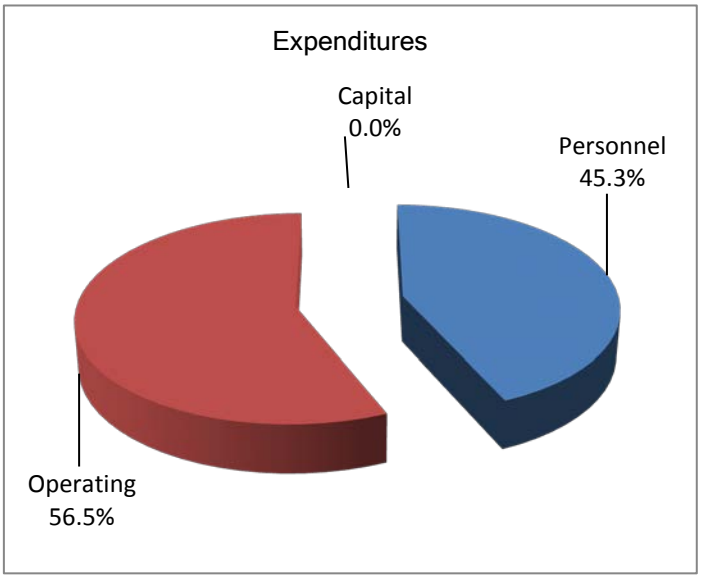
# School Nutrition Services Fund



| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|
| Federal | $5,503,469 | $5,823,602 | $6,047,500 | $223,898 | 3.84% |
| State | 206,182 | 259,708 | 248,000 | (11,708) | -4.51% |
| Local | | | | | |
| Lunch Sales | 4,528,410 | 4,831,350 | 4,840,000 | 8,650 | 0.18% |
| A-la-carte | 1,578,508 | 1,845,000 | 1,675,000 | (170,000) | -9.21% |
| Breakfast Sales | 460,386 | 512,500 | 510,000 | (2,500) | -0.49% |
| Expenditure Refunds | 19,893 | 109,000 | 56,000 | (53,000) | 100.00% |
| Total | $6,587,197 | $7,297,850 | $7,081,000 | ($216,850) | -2.97% |
| From School Operating Fund | $0 | $16,000 | $0 | $0 | 0.00% |
| Other | 97,075 | 257,211 | 119,500 | (137,711) | 0.00% |
| Total | $12,393,923 | $13,654,371 | $13,496,000 | ($158,371) | -1.16% |
| **Expenditures** | | | | | |
| Personnel | $5,367,049 | $6,178,187 | $5,869,766 | ($308,421) | -4.99% |
| Operating | 6,389,237 | 7,472,184 | 7,626,234 | 154,050 | 2.06% |
| Capital | 61,174 | 4,000 | 0 | (4,000) | -100.00% |
| Total | $11,817,460 | $13,654,371 | $13,496,000 | ($158,371) | -1.16% |
| Fund Balance, Beginning of Year | $2,805,843 | $3,382,306 | $3,382,306 | $0 | 0.00% |
| Fund Balance, End of Year[1] | $3,382,306 | $3,382,306 | $3,382,306 | $0 | 0.00% |

[1] The ending fund balance for FY2015 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



# School 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.

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|
| VPSA Bond Funding | $24,868,930 | $0 | $0 | $0 | 0.00% |
| Proceeds from Capital Lease | $2,125,000 | 0 | 0 | 0 | |
| VPSA Interest | 36,892 | 18,480 | 18,480 | 0 | 0.00% |
| Transfer from General Fund | 2,593,913 | 0 | 0 | 0 | 0.00% |
| Transfer from Other Funds | 500,000 | 0 | 0 | 0 | |
| Other | 94,552 | 110,000 | 110,000 | 0 | 0.00% |
| Total | $30,219,287 | $128,480 | $128,480 | $0 | 0.00% |
| **Expenditures** | | | | | |
| Personnel | $344,908 | $128,480 | $128,480 | $0 | 0.00% |
| Operating | 2,958,370 | 0 | 0 | 0 | 0.00% |
| Capital | 44,371,317 | 0 | 0 | 0 | 0.00% |
| Total | $47,674,595 | $128,480 | $128,480 | $0 | 0.00% |
| Fund Balance, Beginning of Year | $35,659,542 | $18,204,234 | $18,204,234 | $0 | 0.00% |
| Fund Balance, End of Year [1] | $18,204,234 | $18,204,234 | $18,204,234 | $0 | 0.00% |

[1] The ending fund balance for FY2015 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

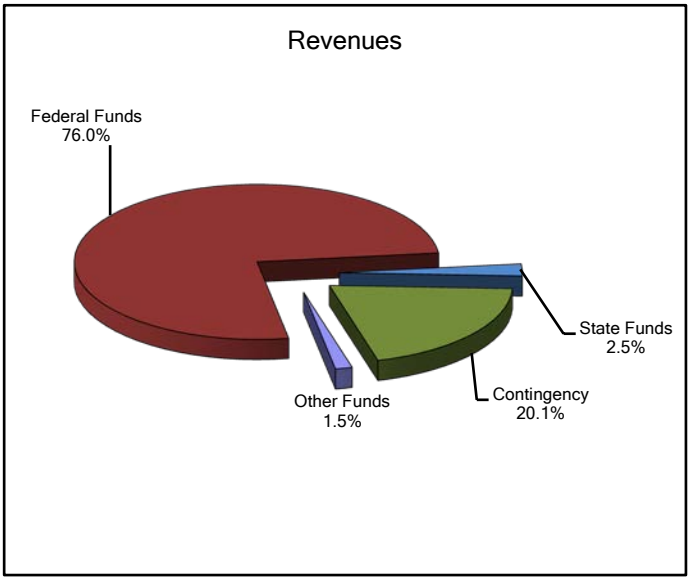
# Schools Grants Fund

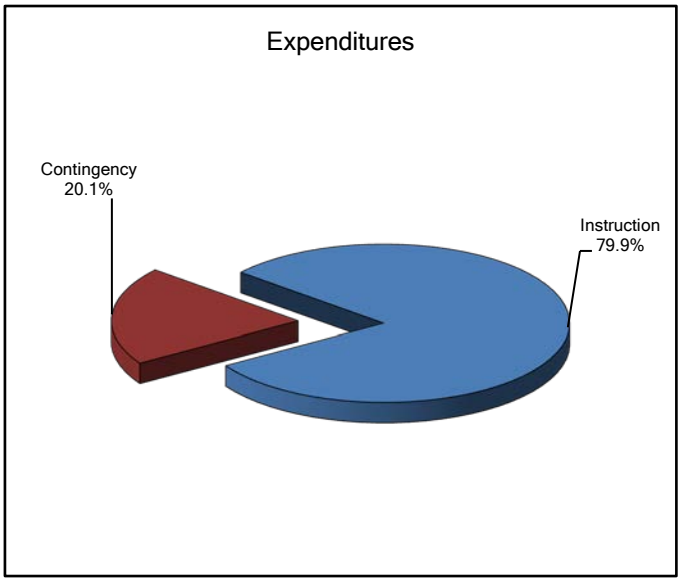


Grant funds are budgeted and appropriated when a grant is authorized. These funds may be carried over to the next fiscal year until the grant is complete.

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|
| Federal Funds | $9,343,171 | $9,320,555 | $9,464,789 | 144,234 | 1.55% |
| State Funds | 422,870 | 336,308 | 311,180 | (25,128) | -7.47% |
| Contingency | 0 | 2,500,000 | 2,500,000 | 0 | 0.00% |
| Other Funds | 257,327 | 178,656 | 185,741 | 7,085 | 0.00% |
| Total | $10,023,368 | $12,335,519 | $12,461,710 | $126,191 | 1.02% |
| **Expenditures** | | | | | |
| Instruction | $9,689,141 | $9,835,519 | $9,961,710 | $126,191 | 1.28% |
| Contingency | 0 | 2,500,000 | 2,500,000 | 0 | 0.00% |
| Capital Outlay | 105,536 | 0 | 0 | 0 | 0.00% |
| Technology | 207,396 | 0 | 0 | 0 | 0.00% |
| Other | 7,018 | 0 | 0 | 0 | 0.00% |
| Total | $10,009,091 | $12,335,519 | $12,461,710 | $126,191 | 1.02% |
| Fund Balance, Beginning of Year | $104,987 | $119,264 | $119,264 | $0 | 0.00% |
| Fund Balance, End of Year[1] | $119,264 | $119,264 | $119,264 | $0 | 0.00% |

[1] The ending fund balance for FY2015 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



# Schools Workers Compensation Fund



| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Transfer from Other Funds | $567,962 | $564,713 | $661,272 | $96,559 | 17% |
| Total | $567,962 | $564,713 | $661,272 | $96,559 | 17% |
| **Expenditures** | | | | | |
| Workers Compensation | $307,616 | $564,713 | $661,272 | $96,559 | 17% |
| Personnel | 84,805 | 0 | 0 | 0 | 0% |
| Total | $392,421 | $564,713 | $661,272 | $96,559 | 17% |
| Net Assets, Beginning of Year | $795,073 | $970,614 | $970,614 | $0 | 0% |
| Net Assets, End of Year[(1)] | $970,614 | $970,614 | $970,614 | $0 | 0% |

(1) The ending net position for FY2015 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

# Schools Health Benefits Fund

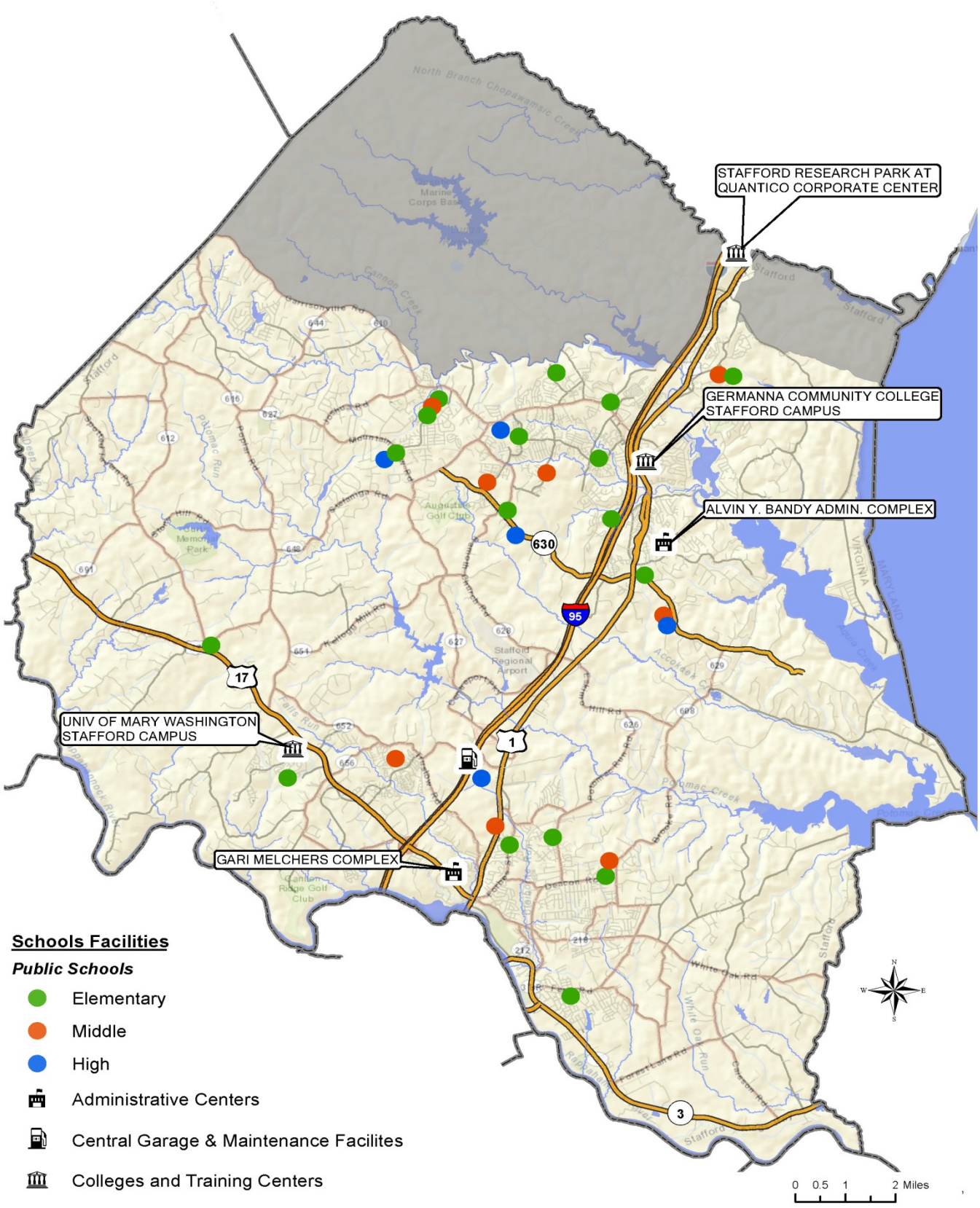


| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Charges for Services | $31,816,430 | $32,789,981 | $31,793,321 | ($996,660) | -3% |
| Transfers from Other Funds | 162,745 | 0 | 0 | 0 | 0% |
| Interest | 5,298 | 5,000 | 6,000 | 1,000 | 0% |
| Prior Year Fund Balance | 0 | 1,803,587 | 951,490 | | |
| Total | $31,984,473 | $34,598,568 | $32,750,811 | ($1,847,757) | -5% |
| **Expenditures** | | | | | |
| Personnel | $150,103 | $171,982 | $171,107 | ($875) | -1% |
| Operating | 31,425,842 | 34,426,586 | 32,579,704 | (1,846,882) | -5% |
| Transfers to Other Funds | 0 | 0 | 0 | 0 | #DIV/0! |
| Total | $31,575,945 | $34,598,568 | $32,750,811 | ($1,847,757) | -5% |
| Net Assets, Beginning of Year | ($11,815,808) | ($11,407,280) | ($11,407,280) | $0 | 0% |
| Net Assets, End of Year[(1)] | ($11,407,280) | ($11,407,280) | ($11,407,280) | $0 | 0% |

(1) The ending net position for FY2015 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

# Stafford County School Facilities





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## Mission

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

## Thinking Efficiently

- The County pursues different ways to maximize and leverage available funding for transportation projects including participation in the Revenue Sharing process with VDOT and obtaining transportation enhancement grants.
- The County utilizes Secondary Six Year Plan (SSYP) funds and Highway Safety Improvement Program (HSIP) funds to design and construct transportation improvements
- The County submitted several applications for the new House Bill 2 (HB2) process to obtain additional State funding from VDOT for various projects.

A portion of the Poplar Road Project was funded by Impact Fees which were supplemented by State and local funding.

## Who Are We?

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 the repository for monies received from other sources for specific transportation projects.

Transportation Fund revenue pays the subsidy for Fredericksburg Regional Transit (FRED), Virginia Railway Express (VRE), Potomac Rappahannock Regional Transit (PRTC), and the Stafford Regional Airport Authority.

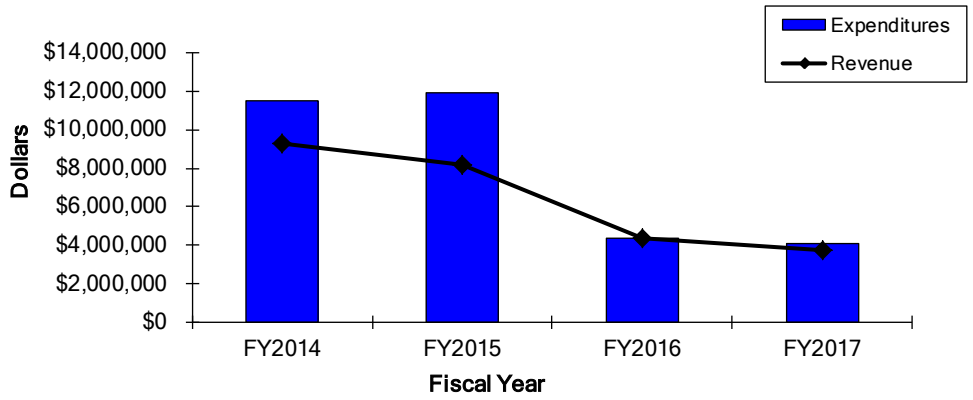
The Transportation Fund supports a variety of Transportation projects in the County.

The Mountain View Road Phase II project was completed in FY2016 and provides road improvements that improve safety along the improved stretch of roadway.

# Transportation

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $3,216,818 | $4,798,491 | $3,929,247 | $3,324,708 | ($604,539) | -15.39% |
| Capital | 8,266,994 | 7,110,624 | 423,679 | 761,626 | 337,947 | 79.76% |
| Total | 11,483,812 | 11,909,115 | 4,352,926 | 4,086,334 | (266,592) | -6.12% |
| Revenue | 9,284,976 | 8,204,593 | 4,352,926 | 3,752,838 | (600,088) | -13.79% |
| Difference | $2,198,836 | $3,704,522 | $0 | ($333,496) | ($333,496) | -100.00% |




## Goals/Objectives

- Continued implementation of 2008 road bond referendum projects
- Coordinate mass transit with Fredericksburg Regional Transit (FRED) and Virginia Railway Express (VRE) (Service Levels 1 & 2)
- Utilize Enhancement Grants to design and construct the Belmont-Ferry Farm Trail and the Mine Road sidewalk (Service Level 4).
- Utilize Warrenton Road Service District Funds to design and construct the Route 17 Bike Lane
- Utilize Secondary Six Year Plan (SSYP) Funds to complete the design of the Poplar Road and Mountain View Intersection Improvements.
- Continue the design and begin construction of Rt 1 & Rt 630 Intersection Improvements, Garrisonville Road Public-Private Transportation Act (PPTA) Improvements, and Berea Church Road Safety Improvements. (Service Level 3)

## Service Levels

| | | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|---|
| 1. | VRE system average daily ridership | 19,200 | 19,300 | 19,400 |
| 2. | Miles of Fred Bus Stops | 72 | 72 | 72 |
| 3. | Amount of State Revenue Sharing Allocated towards Transportation Projects | 10,0000 | 8,643,386 | 3,814,863 |
| 4. | Amount of Enhancement Grants Spent | 1,000,000 | 325,000 | 2,400,000 |

## Total Budget

$4,086,334

## Notable Changes

- Significant reductions in the amount of motor fuels tax revenue collected will impact transportation projects

## Accomplishments

- Completed the construction of Mountain View Road, Phases I and II, Poplar Road Phases I and II, Centerport Parkway, and Truslow Road
- Began construction of the Brooke Road safety improvement project and the Route 1/Route 610 Right Turn Lane Project
- Continued design of the Rt. 1/Rt. 630 Intersection Improvements, Mountain View Road and Poplar Road Intersection Improvements, and Enon Road Improvements,
- Continued Pedestrian Improvements with the design of the Route 17 Bike Lane, the Belmont-Ferry Farm Trail and the Mine Road Sidewalk

## Did You Know?

- In FY16 Public Works in partnership with Economic Development will successfully complete the permitting and construction of 39 Wayfinding Signs across Stafford County?

# Transportation Partner Agencies



## Missions

- **Fredericksburg Regional Transit**

  Provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region

- **Stafford Regional Airport**

  Provides safe airport and aircraft operations, unparalleled customer service, and modern aviation facilities in a fiscally prudent manner

- **Virginia Railway Express**

  The Virginia Railway Express, a joint project of the Northern Virginia Transportation Commission and the Potomac Rappahannock Transportation Commission will provide safe, cost effective, accessible, reliable, convenient, and comfortable commuter-oriented rail passenger service. VRE will contribute to the economic development of its member jurisdictions as an integral part of a balanced, intermodal regional transportation system

Stafford Regional Airport's 10,000 square foot terminal a business center and conference rooms.

### Who Are We?

Fredericksburg Regional Transit

- Fredericksburg Regional Transit (FRED) operates year-round Monday through Friday and offers special, limited late night service Thursday and Friday and all day Saturday and Sunday during the University of Mary Washington school year.

Stafford Regional Airport

- Located on 552 acres of land
- The airport has one 5,000 ft paved runway with a full parallel taxiway which is fully lighted
- Centrally located in Stafford County with easy access to I-95
- 3.2 miles outside of the DC Special Flight Rule Area (SFRA)
- Maintains 60 aircraft tie-down positions, 36 T hangars and 4 jet pods
- Operational year round, 24 hours daily

Virginia Railway Express

- VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City and downtown Washington, D.C., along the I-66 and I-95 corridors.
- VRE operates 30 trains from 18 stations and carry, on average, 20,000 passengers daily.
- VRE is overseen by an Operations Board, consisting of members from each of the jurisdictions that supports VRE
- The board meets the third Friday of every month.

| Revenues | FY2015 Actual | FY2016 Adopted | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Gasoline Sales Tax | $3,828,615 | $3,554,926 | $2,954,838 | (600,088) | -16.88% |
| State Recordation | 836,333 | 693,000 | 693,000 | 0 | 0.00% |
| Interest Revenue | 5,902 | 5,000 | 5,000 | 0 | 0.00% |
| Federal Revenue | 1,075,667 | 0 | 0 | 0 | 0.00% |
| State Revenue | 2,386,761 | 0 | 0 | 0 | 0.00% |
| Bond Proceeds | 0 | 0 | 0 | 0 | 0.00% |
| Impact Fees | 0 | 100,000 | 100,000 | 0 | 0.00% |
| Transfers from other funds | | 0 | 0 | 0 | 0.00% |
| Miscellaneous | 71,315 | 0 | 0 | 0 | 0.00% |
| Total | $8,204,593 | $4,352,926 | $3,752,838 | ($600,088) | -13.79% |
| Expenditures | | | | | |
| VRE Subsidy | $2,689,391 | $2,855,607 | $2,647,222 | (208,385) | -7.30% |
| PRTC Subsidy | 89,300 | 73,400 | 80,700 | 7,300 | 9.95% |
| Financial Management | 13,844 | 17,410 | 15,000 | (2,410) | -13.84% |
| Transportation Fee Analysis | 0 | 0 | 0 | 0 | 0.00% |
| FRED Bus Service | 457,299 | 473,961 | 471,072 | (2,889) | -0.61% |
| Airport Subsidy | 85,714 | 85,714 | 85,714 | 0 | 0.00% |
| Gateway | 95,799 | 100,000 | 100,000 | 0 | 0.00% |
| Road Improvements | 8,140,006 | 423,679 | 0 | (423,679) | -100.00% |
| Land Acquisition | | 0 | 0 | 0 | 0.00% |
| Street Signs | 28,401 | 50,000 | 25,000 | (25,000) | -50.00% |
| Social Services | 24,917 | 40,000 | 40,000 | 0 | 0.00% |
| Bike Trails | 0 | 0 | 0 | 0 | 0.00% |
| misc | 46,912 | 0 | 0 | 0 | 0.00% |
| Debt Service | 237,532 | 233,155 | 621,626 | 388,471 | 166.61% |
| Total | $11,909,115 | $4,352,926 | $4,086,334 | ($266,592) | -6.1% |

## FUND BALANCE

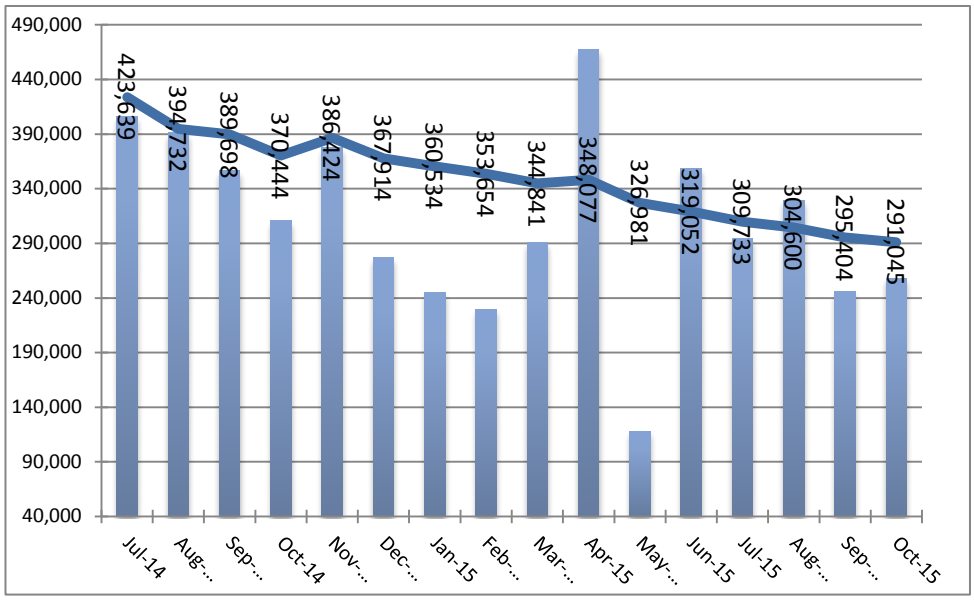
| | FY2015 Actual | FY2016 Adopted | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Fund Balance, Beginning of Year | $12,364,579 | $8,660,057 | $8,660,057 | $0 | 0% |
| Revenues | 8,204,593 | 4,352,926 | 3,752,838 | (600,088) | -14% |
| Expenditures | (11,909,115) | (4,352,926) | (4,086,334) | (266,592) | 6% |
| Fund Balance, End of Year | $8,660,057 | $8,660,057 | $8,326,561 | ($333,496) | -4% |

# PRTC Net Fuel Tax Collection

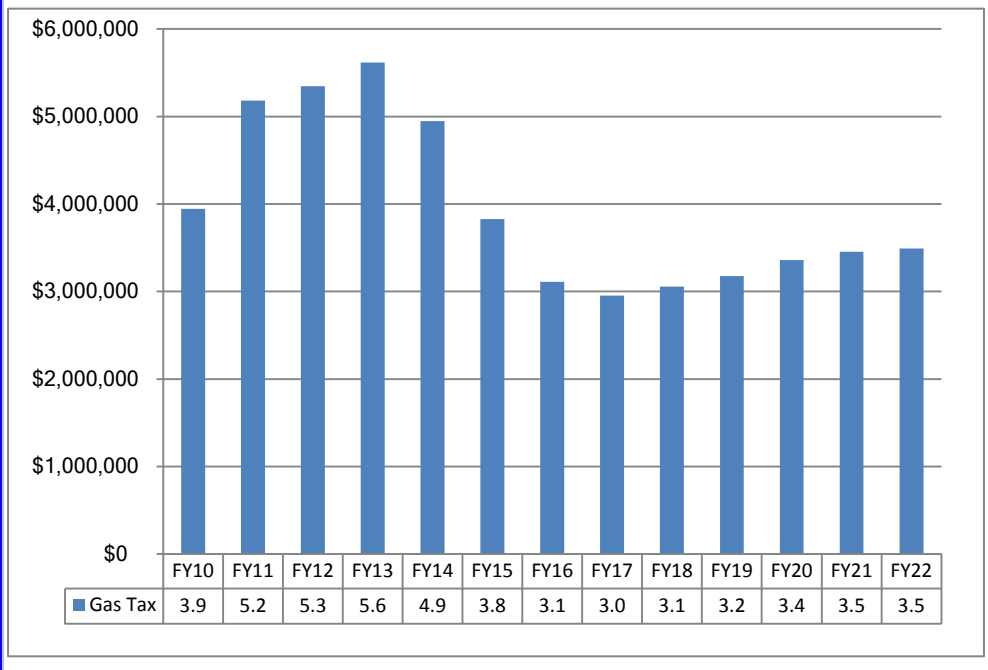


Until January 1, 2010, the fuel tax collection was based on 2% of the retail fuel price. After January 1, 2010, the calculation changed to 2.1% of the wholesale price of fuel.

The first graph shows the monthly fuel tax collection, for FY2015 and FY2016 (through October) and the twelve month rolling average. Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well as the timeliness of dealer payments.




The second graph illustrates historical and projected future fuel tax collections.



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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 Lake Mooney, 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 Lake Mooney WTF, rated at a maximum of 12 mgd, provides water to the southern region. Combined, the two reservoirs hold over 7.1 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. The Abel Lake WTF was taken offline December 2014; however, the water supply remains available for future use. The capacity is expected to be needed within the next ten to fifteen years.

The water distribution system is comprised of more than 638 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 eleven 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 519 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 Utilities Department finished Fiscal Year 2015 with 34,518 billed customer accounts. The number of billed customer accounts served by the Utilities Department is expected to reach 35,277 by the end of Fiscal Year 2016, assuming 2.20% growth. For the remainder of the planning period (FY18-FY21), accounts are projected to grow at a moderate rate of 1.25% per year.

# Utilities Fund Budget

Stafford County FY17 Adopted Budget

## Revenues/Sources

| | User Fees | Expansion Fees | Total |
|---|---|---|---|
| Water/Sewer Fees | $34,192,736 | $0 | $34,192,736 |
| Availabilities/ProRata Fees | 0 | 9,202,500 | 9,202,500 |
| Other Charges and Fees | 1,108,000 | 0 | 1,108,000 |
| Use of Money/Property | 0 | 116,295 | 116,295 |
| Bond Proceeds | 0 | 7,214,000 | 7,214,000 |
| Subtotal | $35,300,736 | $16,532,795 | $51,833,531 |
| Prior Year Fund Balance | | | 551,783 |
| Total Revenues | $35,300,736 | $16,532,795 | $52,385,314 |

## Expenditures

| | Operating | Expansion | Total |
|---|---|---|---|
| **Personnel & Operating** | | | |
| Administration | $952,168 | $0 | $952,168 |
| Customer Service/ Inspection/Engineering | 5,849,038 | 0 | 5,849,038 |
| Smith Lake WTP | 2,432,093 | 0 | 2,432,093 |
| Lake Mooney WTP | 3,371,493 | 0 | 3,371,493 |
| Field Operations | 4,979,795 | 0 | 4,979,795 |
| Aquia WWTF | 2,855,462 | 0 | 2,855,462 |
| Little Falls Run WWTF | 2,228,570 | 0 | 2,228,570 |
| Maintenance | 4,276,606 | 0 | 4,276,606 |
| Total Personnel & Operating: | $26,945,225 | $0 | $26,945,225 |
| **Debt Service** | 0 | 7,994,289 | 7,994,289 |
| Total Personnel, Operating & Debt Service | $26,945,225 | $7,994,289 | $34,939,514 |
| **Capital Expenditures** | | | |
| Olde Concord to Wayside 18" Gravity Construct | $0 | $1,200,000 | $1,200,000 |
| Construct Lower Accokeek PS | 0 | 2,300,000 | 2,300,000 |
| 18" Gravity Accokeek Creek | 0 | 1,050,000 | 1,050,000 |
| Lower Accokeek FM | 0 | 200,000 | 200,000 |
| Water Extension Projects | 0 | 232,000 | 232,000 |
| Claiborne Run PS Parallel Force Main | 0 | 381,000 | 381,000 |
| Sewer Extension Projects | 0 | 232,000 | 232,000 |
| Small Sewer Projects | 0 | 438,000 | 438,000 |
| Hilldrup Pump Station | 0 | 1,339,000 | 1,339,000 |
| Hilldrup PS Force Main | 0 | 1,125,000 | 1,125,000 |
| Route 1 Sewer (Hidden Valley to Potomac Hills) | 0 | 200,000 | 200,000 |
| Berea Water Tank Removal | 200,000 | 0 | 200,000 |
| Equipment Replacement - Aquia WWTF | 1,069,000 | 0 | 1,069,000 |
| Water Distribution System Rehab Program | 108,000 | 0 | 108,000 |
| Austin Run Gravity Sewer Replacement -Stafford Village | 300,000 | 0 | 300,000 |
| Wastewater Collection System Rehabilitation Projects | 250,000 | 0 | 250,000 |
| Wastewater Pump Station Rehabilitation Program | 250,000 | 0 | 250,000 |
| Abel Lake Dam Improvements | 4,250,000 | 0 | 4,250,000 |
| Vehicles & Equipment Replacements | 475,000 | 0 | 475,000 |
| Smith Lake WTF Filter Replacements | 716,000 | 0 | 716,000 |
| Contingency Allowance | 339,240 | 791,560 | 1,130,800 |
| Total Capital Expenditures | $7,957,240 | $9,488,560 | $17,445,800 |
| Total Expenditures | $34,902,465 | $17,482,849 | $52,385,314 |

# Utilities Fund



## Mission

Our mission is to provide water and wastewater services that satisfy the current and future needs and expectations of our customers.

## Thinking Efficiently

The Department of Utilities strives to be as efficient as possible to keep costs to a minimum. Working with the Rappahannock Regional Landfill, staff plans to move the biosolids transportation activities in-house to save the County over $175,000 each year, over the existing biosolids transportation contract.

## Who Are We?

- 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. The number of billed customer accounts served by the Utilities Department is expected to reach 35,277 by the end of Fiscal Year 2017, assuming 2.20% growth. For the remainder of the planning period (FY18-FY21), accounts are projected to grow at a conservative rate of 1.25% per year.

Provision of Water Services:

- 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.
- Lake Mooney provides 5.4 billion gallons of water storage and up to 12 mgd of treated water for the southern portion of Stafford.

Provision of Wastewater Services:

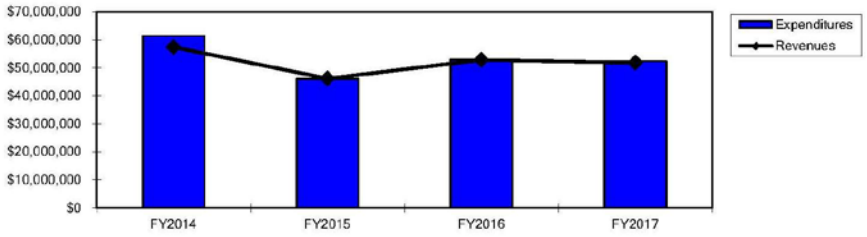
- Little Falls Run Wastewater Treatment Facility is currently permitted at 8 mgd.
- Aquia Wastewater Treatment Facility is currently permitted at 10 mgd.
- The wastewater collection and transmission system consists of 519 miles of sewer lines and 89 pump stations.

Utilities Department Personnel:

- Personnel 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.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | 16 to 17 | |
|---|---|---|---|---|---|---|
| **Revenue/Sources** | | | | | | |
| Water/Sewer Fees | $26,160,971 | $29,018,679 | $30,870,885 | $34,192,736 | $3,321,851 | 10.76% |
| Availability/ProRata Fees | 12,391,971 | 8,582,303 | 9,202,500 | 9,202,500 | 0 | 0.00% |
| Other Charges and Fees | 1,271,040 | 1,700,181 | 1,108,000 | 1,108,000 | 0 | 0.00% |
| Use of Money/Property | 327,112 | 173,872 | 116,295 | 116,295 | 0 | 0.00% |
| Revenue Bond Proceeds | 17,240,766 | 6,707,417 | 11,528,821 | 7,214,000 | (4,314,821) | -37.43% |
| Total Revenue/Sources | $57,391,860 | $46,182,452 | $52,826,501 | $51,833,531 | ($992,970) | -1.88% |
| **Expenditures** | | | | | | |
| Personnel | $11,430,007 | $11,399,646 | $11,568,488 | $11,913,636 | $345,148 | 2.98% |
| Operating | 10,362,559 | 11,011,393 | 14,521,483 | 15,031,633 | 510,150 | 3.51% |
| Operating -Capital Projects | 1,364,238 | 5,762,438 | 1,418,000 | 7,957,227 | 6,539,227 | 461.16% |
| Expansion-Capital Projects | 31,977,657 | 11,100,898 | 17,879,950 | 9,488,529 | (8,391,422) | -46.93% |
| Debt Service | 6,272,352 | 6,707,417 | 7,556,214 | 7,994,289 | 438,075 | 5.80% |
| Total Expenditures | $61,406,813 | $45,981,792 | $52,944,135 | $52,385,314 | ($558,821) | -1.06% |
| Inc/(Dec) to Fund Balance | ($4,014,953) | $200,660 | ($117,634) | ($551,783) | ($434,149) | 369.07% |
| **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. Approximately $7.2 million of capital project costs will be funded with bond proceeds in FY17.
(2) FY17 Proposed Budget includes the continued improvement of the Courthouse Area Water system.

### Total Budget

**$52,385,314**

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes

Operating/Capital

- Expenses for operating - capital projects increased 16.39%. The increase reflects additional mechanical improvements to the aging infrastructure and federal requirements.
- Expenses for capacity capital projects decreased due to timing of capital projects. Increased spending on capital projects

## 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.

## Service Levels

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| Billion gallons of water treated (Manual Tracking) | 2.912 | 3.623 | 3.819 |
| Billion gallons of wastewater treated (Manual Tracking) | 2.795 | 2.746 | 2.794 |
| # of water and sewer billed accounts (HTE System) | 34,518 | 34,484 | 35,518 |
| # of Miss Utility locate requests processed (Manual Tracking) | 17,936 | 20,000 | 20,000 |
| # of backflow preventers inspected and/or tested (Hansen Sys.) | 230 | 500 | 300 |
| # of water meters read (HTE System) | 396,583 | 400,000 | 455,000 |
| # of delinquency notices (HTE System) | 32,287 | 31,500 | 39,000 |
| # of delinquent water turn-offs (HTE System) | 5,303 | 4,800 | 6,800 |
| Wastewater treatment effectiveness rate - % of days (Manual Tracking) | 100% | 100% | 100% |
| Drinking water compliance rate - % of days (Manual Tracking) | 100% | 100% | 100% |
| Operating Cost to treat water (per thousand gallons) (Manual Tracking) | $1.26 | $1.48 | $1.63 |
| Operating cost to treat wastewater (per thousand gallons) (Manual Tracking) | $1.46 | $1.82 | $2.02 |

## Accomplishments

- Utility workers installed new radios for the water telemetry system. As Stafford County continues to grow, so to the need to streamline operations with increased cost savings. The telemetry system offers long term cost savings, flexibility and access to remote monitoring locations.
- The Little Falls Run and Aquia Wastewater Treatment Facilities both received the NACWA Peak Performance Award. The award recognizes member agency facilities for outstanding compliance of National Pollutant Discharge Elimination System permit limits.

## Did You Know?

Sanitation and drinking water investments have high rates of return: for every $1 invested, there is a projected $3-$34 economic development return (UN WWAP2009).

## 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 maintenance and rehabilitation.

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, Nationwide Credit Corporation (a recovery company) and the issuance of warrants in debt as a collection means.

# Utilities Fund Revenue



| | FY 2015 Actual | FY 2016 Adopted Budget | FY 2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Water & Sewer Fees | $29,018,679 | $30,870,885 | $34,192,736 | $3,321,851 | 10.76% |
| Availability/ProRata Fees | 8,582,303 | 9,202,500 | 9,202,500 | 0 | 0.00% |
| Other Charges & Fees | 1,700,181 | 1,108,000 | 1,108,000 | 0 | 0.00% |
| Use of Money & Property | 173,872 | 116,295 | 116,295 | 0 | 0.00% |
| | $39,475,035 | $41,297,680 | $44,619,531 | $3,321,851 | 8.04% |
| **Other Sources** | | | | | |
| Revenue Bonds | $6,707,417 | $11,528,821 | $7,214,000 | ($4,314,821) | -37.43% |
| Prior Year Fund Balance | 0 | 117,634 | 551,783 | 434,149 | 0.00% |
| | $6,707,417 | $12,131,000 | $7,765,783 | ($3,880,672) | -31.99% |
| Total | $46,182,452 | $53,428,680 | $52,385,314 | ($558,821) | -1.05% |

Water & Sewer Fees
Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 35,277 billed customer accounts by June 2016, a 2.20% increase. The Board of Supervisors approved a rate increase of 6% that became effective July 1, 2015. In order to meet the Department's financial policy and complete the adopted CIP, which includes numerous projects designed to enhance economic development, additional rate increases will be required in the coming years.

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 750 EDUs per year for water service and 713 for sewer service based on recent trends.

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.

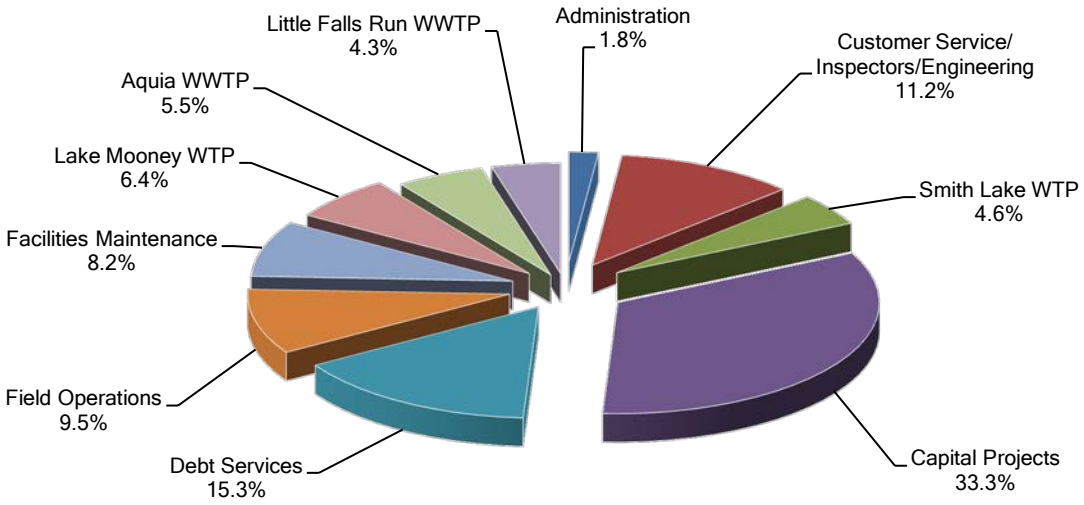
Revenue Bonds
In September 2013, the Board of Supervisor's approved $45 million of water and sewer revenue bonds. The County issued $17 million in bonds in 2014 and $9.5 in 2015 to fund various water and wastewater system improvements. The remaining authorization will be issued in 2017 and 2018. The FY17 & 18 Capital Improvement Plan identifies $26.09 million of bond funded projects.

Grants
No grant revenues are projected for FY17

# Utilities Fund Expenditures



| Expenditures | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes 16 to 17 | |
|---|---|---|---|---|---|
| Administration | $821,771 | $869,387 | $952,168 | $82,781 | 9.5% |
| Customer Service/ Inspectors/Engineering | 5,048,019 | 5,259,223 | 5,849,038 | 589,815 | 11.2% |
| Smith Lake WTP | 1,818,293 | 2,358,933 | 2,432,093 | 73,160 | 3.1% |
| Capital Projects | 15,959,991 | 19,297,950 | 17,445,800 | (1,852,150) | -9.6% |
| Debt Services | 6,707,417 | 7,556,214 | 7,994,289 | 438,075 | 5.8% |
| Field Operations | 4,657,202 | 5,190,201 | 4,979,795 | (210,406) | -4.1% |
| Facilities Maintenance | 3,597,272 | 4,120,072 | 4,276,606 | 156,534 | 3.8% |
| Lake Mooney WTP | 2,659,958 | 3,243,717 | 3,371,493 | 127,776 | 3.9% |
| Aquia WWTP | 2,656,207 | 2,832,215 | 2,855,462 | 23,247 | 0.8% |
| Little Falls Run WWTP | 1,815,856 | 2,216,223 | 2,228,570 | 12,347 | 0.6% |
| Abel Lake WTP | 239,805 | 0 | 0 | 0 | 0.0% |
| Total Expenditures | $45,981,791 | $52,944,135 | $52,385,314 | ($558,821) | -1.06% |



# Projected Available Cash Balance



| | | |
|---|---|---|
| 6/30/2016 Projected Equity in Cash and Investments | | $41,915,914 |
| FY17 Projections: | | |
| Revenues | | |
| Water & Sewer Fees | | $34,192,736 |
| Availability & Pro Rata Fees | | 9,202,500 |
| Other Charges & Fees | | 1,108,000 |
| Use of Money & Property | | 116,295 |
| Revenue Bonds | | 7,214,000 |
| | Total Revenues | $51,833,531 |
| Expenses | | |
| Personnel | | $11,913,636 |
| Operating | | 15,031,633 |
| Capital Projects | | 17,445,756 |
| Debt Service | | 7,994,289 |
| | Total Expenses | $52,385,314 |
| | Change in fund balance | (551,783) |
| 6/30/2017 Projected Equity in Cash and Investments | | 41,364,131 |
| Less: | | |
| Debt Set Asides | | ($2,416,344) |
| Construction and Maintenance | | (26,559,739) |
| | Total Restricted Funds | ($28,976,083) |
| | Unrestricted | $12,388,048 |

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# Asset Forfeiture Fund

## Mission

Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services. Federal and state law authorizes the civil seizure and forfeiture of assets derived from illegal activities such as narcotics trafficking and violations of alcoholic beverage laws. Forfeited assets and funds are maintained by the County Treasurer and are administered by the Sheriff's Office for law enforcement use.

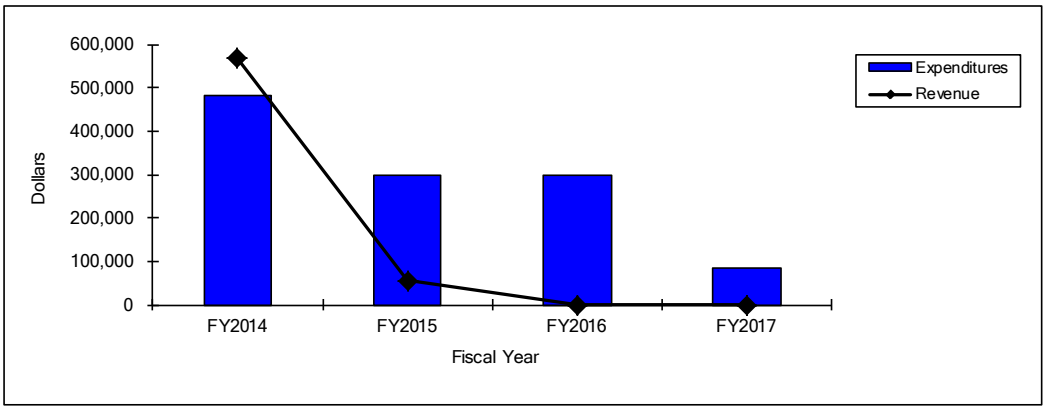
The Ford T. Humphrey Public Safety Building was named in honor of Deputy Sheriff Ford T. Humphrey who was killed in the line of duty in 1980.

## Who Are We?

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. After property is seized the circuit court decides whether the property is related to drug activity and will be forfeited to the locality. If the property is forfeited, The Department of Criminal Justice Services divides the funds between the Sheriff's office, the Commonwealth's Attorney's office and DCJS. The forfeited assets can be used for only specified law enforcement purposes as set forth in the Guide to Equitable Sharing and cannot supplant the agency's budgetary costs. Typical approved uses include enforcement efforts, equipment, public awareness, and training and victim services.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Operating | $295,815 | $156,463 | $300,000 | $84,819 | ($215,181) | -71.73% |
| Capital | 185,614 | 140,516 | 0 | 0 | 0 | 0.00% |
| Total | 481,429 | 296,979 | 300,000 | 84,819 | (215,181) | -71.73% |
| Revenue | 566,565 | 54,553 | 0 | 0 | 0 | 0.00% |
| Inc/(Dec) to Fund Balance | $85,136 | ($242,426) | ($300,000) | ($84,819) | $215,181 | -71.73% |




### Total Budget

$84,819

## Goals/Objectives

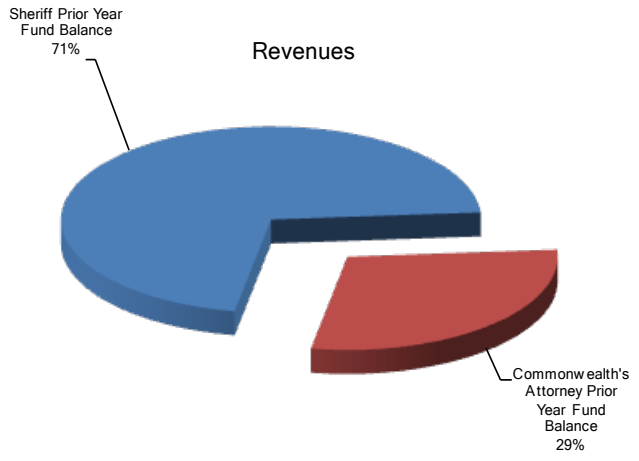
- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing programs

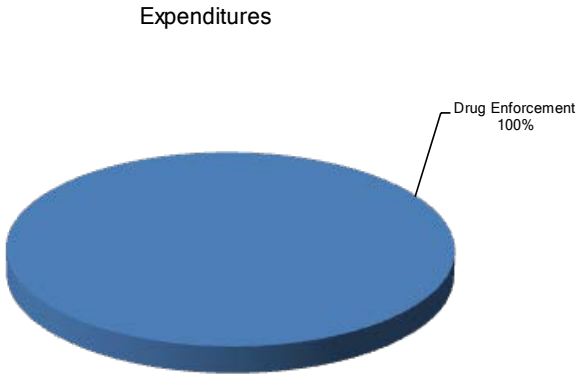
# Asset Forfeiture Fund

## Revenue/Expenditure/Fund Balance Summary

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Sheriff | $0 | $210,000 | $60,221 | ($149,779) | -71.32% |
| Commonwealth's Attorney | 0 | 90,000 | 24,598 | (65,402) | -72.67% |
| sub-total use of prior year fund balance | $0 | $300,000 | $84,819 | ($215,181) | -71.73% |
| Sheriff | $34,975 | $0 | $0 | $0 | 0.00% |
| Commonwealth's Attorney | 19,578 | 0 | 0 | 0 | 0.00% |
| sub-total new revenue | $54,553 | $0 | $0 | $0 | 0.00% |
| Total | $54,553 | $300,000 | $84,819 | ($215,181) | -71.73% |
| **Expenditures** | | | | | |
| Operating | $32,413 | $0 | $0 | $0 | 0.00% |
| Management Services/ Contracts | 90,153 | 100,000 | 0 | (100,000) | -100.00% |
| Seminars/ Conferences/ Training | 33,897 | 50,000 | 0 | (50,000) | -100.00% |
| Drug Enforcement | 0 | 150,000 | 84,819 | (65,181) | -43.45% |
| Equipment | 140,516 | 0 | 0 | 0 | 0.00% |
| Total | $296,979 | $300,000 | $84,819 | ($215,181) | -71.73% |
| Fund Balance, Beginning of Year | $627,245 | $384,819 | $84,819 | ($300,000) | -78% |
| Revenues | 54,553 | 0 | 0 | 0 | 0% |
| Expenditures | (296,979) | (300,000) | (84,819) | (215,181) | 72% |
| Fund Balance, End of Year | $384,819 | $84,819 | $0 | ($84,819) | -100% |

Expenditures in this fund rely on revenues from prior years because revenue may not be predicted according to the Asset Forfeiture and Money Laundering Guide. This delay in the use of the revenues can result in a change to fund balance of more than 10%.



# Capital Improvements Funds



## Mission

The General Capital Projects Fund shall provide funding for the acquisition, design and construction of major County office buildings and facilities, and funding of fleet replacement.

The Curtis Family, pictured left at Curtis Memorial Park's Olympic sized pool, donated 100 acres and sold 400 acres of their family farm to Stafford County in 1975. The family joined in the celebration of the 40th anniversary of Curtis Park in June 2015.

## Who Are We?

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. Project expenditures related to these bonds are recorded in this fund.

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.

Other cash or debt-funded expenditures for major capital construction or equipment acquisition are accounted for here as well.

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.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $460,446 | $425,225 | $783,882 | $674,492 | ($109,390) | -13.95% |
| Operating | 26,967 | 690,509 | 13,410 | 0 | (13,410) | -100.00% |
| Capital | 48,322,631 | 40,168,240 | 0 | 0 | 0 | 0.00% |
| Total [1] | 48,810,044 | 41,283,974 | 797,292 | 674,492 | (122,800) | -15.40% |
| Revenue | 42,302,727 | 39,803,519 | 20,000 | 20,000 | 0 | 0.00% |
| Inc/(Dec) to Fund Balance | ($6,507,317) | ($1,480,455) | ($777,292) | ($654,492) | $122,800 | 0.00% |
| Funded Positions | | | | | | |
| Full-Time Positions | 3 | 3 | 3 | 3 | 0 | 0.00% |

[1] Funds are budgeted and appropriated when projects and the funding sources are approved.

### Total Budget

$674,492

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes

## Revenue/Expenditure/Fund Balance Summary

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

| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| VPSA Bonds | $24,868,930 | $0 | $0 | $0 | 0% |
| State Funds | 179,971 | 0 | 0 | 0 | 0% |
| Revenue Bond Proceeds | 8,119,211 | 0 | 0 | 0 | 0% |
| Purchase Development Rights | 138,504 | 0 | 0 | 0 | 0% |
| Interest | 13,596 | 20,000 | 20,000 | 0 | 0% |
| Transfer from the General Fund | 6,483,307 | 0 | 0 | 0 | 0% |
| Total | $39,803,519 | $20,000 | $20,000 | $0 | 0% |
| **Expenditures** | | | | | |
| Chichester Park | $2,931,337 | $0 | $0 | $0 | 0% |
| Animal Shelter | 10,647 | 0 | 0 | 0 | 0% |
| Courthouse Renovations | 31,845 | 0 | 0 | 0 | 0% |
| Lake Mooney Boat Ramp | 40,202 | 0 | 0 | 0 | 0% |
| Curtis Park Pool | 179,768 | 0 | 0 | 0 | 0% |
| Communications | 684,143 | 0 | 0 | 0 | 0% |
| Fire and Rescue | 65,237 | 0 | 0 | 0 | 0% |
| Indoor Recreation Facility | 5,189,766 | 0 | 0 | 0 | 0% |
| Woodstream Trail | 168,424 | 0 | 0 | 0 | 0% |
| Government Center Parking lot | 160,432 | 0 | 0 | 0 | 0% |
| Smith Lake | 95,955 | 0 | 0 | 0 | 0% |
| Personnel | 0 | 783,882 | 674,492 | (109,390) | (14)% |
| Projects under $100,000 | 138,324 | 13,410 | 0 | (13,410) | (100)% |
| Purchase Development Rights | 277,009 | 0 | 0 | 0 | 0% |
| Rectangular Field Complex | 6,398,540 | 0 | 0 | 0 | 0% |
| Remodel for Judge | 43,415 | 0 | 0 | 0 | 0% |
| School Construction | 24,868,930 | 0 | 0 | 0 | 0% |
| Total | $41,283,974 | $797,292 | $674,492 | ($122,800) | (15)% |
| **Fund Balance, Beginning of Year** | $11,476,554 | $9,996,099 | $9,218,807 | ($777,292) | (8)% |
| Revenues | 39,803,519 | 20,000 | 20,000 | 0 | 0% |
| Expenditures | (41,283,974) | (797,292) | (674,492) | 122,800 | (15)% |
| **Fund Balance, End of Year** | $9,996,099 | $9,218,807 | $8,564,315 | ($654,492) | (7)% |

## Mission

Provide quality Fleet Management Services effectively and efficiently while assuring superior customer service.

## Thinking Efficiently

- Monitor fuel usage/costs daily and notify our customers of any notable trends that would result in savings.
- Preventive maintenance is performed on all vehicles to insure they are running efficiently this 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.

The Stafford Training School is listed on the National Register of Historic Places and the Virginia Landmarks Register. The School is now known as the Rowser Building and houses county and community offices.

## Who Are We?

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.

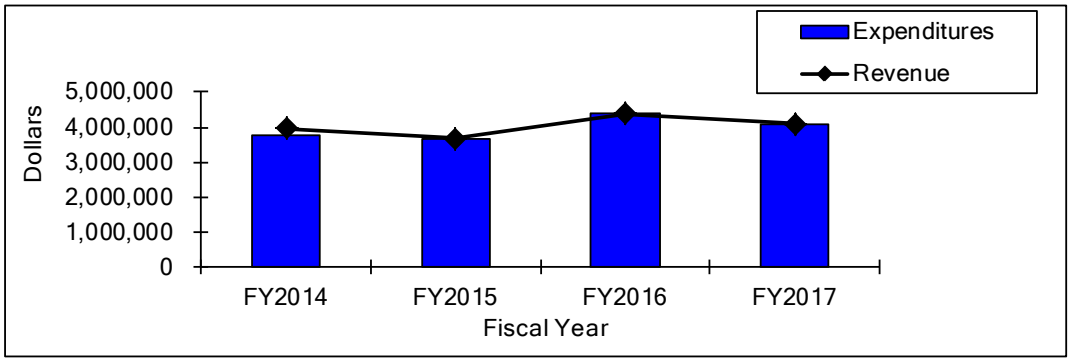
- Provide repair, maintenance and inspection for all County and School vehicles
- Order, track, and receive all new and used vehicles for all departments
- Monitor fuel cost, usage and efficiency
- Provide disposal of all surplus equipment and vehicles
- Work with our customers developing reports to assist them in their decision making

# Fleet Services Fund



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $1,873,649 | $1,832,049 | $2,057,282 | $2,070,851 | $13,569 | 0.66% |
| Operating | 1,883,391 | 1,812,698 | 2,266,694 | 1,934,738 | (331,956) | -14.64% |
| Capital | 0 | 1,093 | 70,500 | 100,500 | 30,000 | 42.55% |
| Total | 3,757,040 | 3,645,840 | 4,394,476 | 4,106,089 | (288,387) | -6.56% |
| Revenue | 3,956,362 | 3,689,929 | 4,394,476 | 4,106,089 | (288,387) | -6.56% |
| Inc/(Dec) to Net Assets | $199,322 | $44,089 | $0 | $0 | $0 | 0.00% |




### Total Budget

$4,106,089

### Notable Changes

Personnel

- 2% payroll increase
- 1% Virginia Retirement System for employee

Operating

- Decrease in vehicle maintenance repairs, vehicle parts and tires

## 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 cameras and lighting at the fuel island for added security after hours

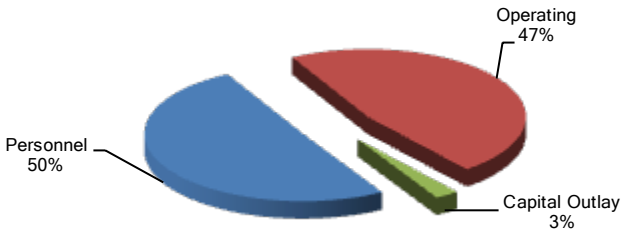
# Fleet Services Fund

## Revenue/Expenditure/Fund Balance Summary

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| School Fund | $2,722,843 | $2,779,349 | $2,564,117 | ($215,232) | (7.74)% |
| General Fund | 636,463 | 1,615,127 | 1,541,972 | (73,155) | (4.53)% |
| Utilities Fund | 200,710 | 0 | 0 | 0 | 0% |
| Vehicle Sales/Other | 129,913 | 0 | 0 | 0 | 0% |
| Total | $3,689,929 | $4,394,476 | $4,106,089 | ($288,387) | (6.56)% |
| **Expenditures** | | | | | |
| Personnel | $1,832,049 | $2,057,282 | $2,070,851 | $13,569 | 0.66% |
| Operating | 1,812,698 | 2,266,694 | 1,934,738 | (331,956) | (14.64)% |
| Capital Outlay | 1,093 | 70,500 | 100,500 | 30,000 | 42.55% |
| Total | $3,645,840 | $4,394,476 | $4,106,089 | ($288,387) | (6.56)% |
| **Fund Balance** | | | | | |
| Beginning of Year | $2,927,734 | $2,971,823 | $2,971,823 | $0 | 0% |
| Revenues | 3,689,929 | 4,394,476 | 4,106,089 | (288,387) | -7% |
| Expenditures | (3,645,840) | (4,394,476) | (4,106,089) | 288,387 | -7% |
| End of Year | $2,971,823 | $2,971,823 | $2,971,823 | $0 | 0% |

This chart depicts the distribution of expenditures for the Fleet Services Fund.

Expenditures




## Accomplishments

- Reviewed outsourced labor, increasing quality control and costs
- 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

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# Hidden Lake
# Special Revenue Fund



## Mission

The purpose of the Hidden Lake Subdivision Service District is to provide for dam construction, reconstruction and maintenance; beach and shoreline management and restoration at Hidden Lake; construction, maintenance and general upkeep of the private streets and roads within Hidden Lake Subdivision that are not under the operation and jurisdiction of the Virginia Department of Transportation; and such other services, events or activities which will enhance the use and enjoyment of and the public safety, public convenience and public well-being within the Hidden Lake Subdivision Service District.

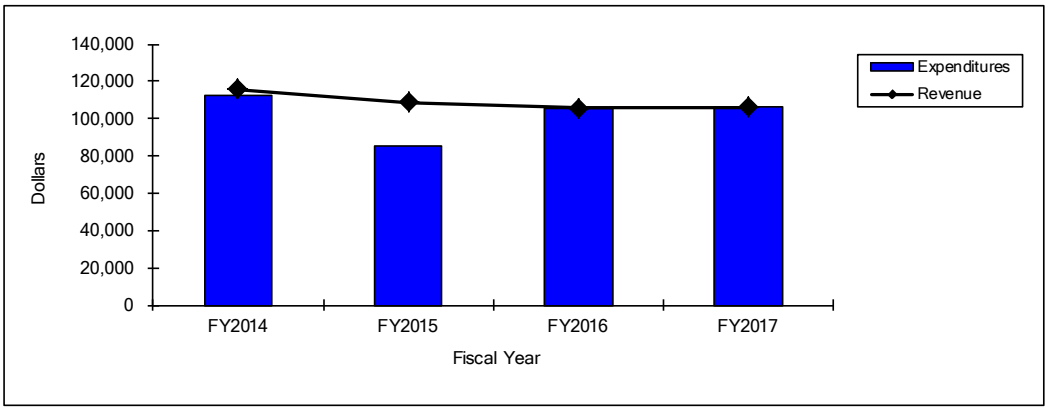
The Hidden Lake Dam is a privately owned Dam that is maintained through the Hidden Lake Service District. Hidden lake residents pay an additional property tax levy that funds the operation of the dam and the roadways in the neighborhood.

## Who Are We?

The Hidden Lake Subdivision Service District Special Revenue Fund was established by Ordinance O06-06, adopted on January 3, 2006. It accounts for ad valorum tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads. The 2016 effective tax rate is $0.40.

## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel | $5,998 | $3,973 | $2,861 | $2,861 | $0 | 0.00% |
| Maintenance Services | 44,206 | 20,284 | 38,081 | 40,310 | 2,229 | 5.85% |
| Debt Service | 62,006 | 60,945 | 64,538 | 62,909 | (1,629) | 0.00% |
| Total | 112,210 | 85,202 | 105,480 | 106,080 | 600 | 0.57% |
| Revenue | 115,799 | 108,737 | 105,480 | 106,080 | 600 | 0.57% |
| Inc/(Dec) to Fund Balance | $3,589 | $23,535 | $0 | $0 | $0 | 0.00% |




## Total Budget

$106,080

## Goals/Objectives

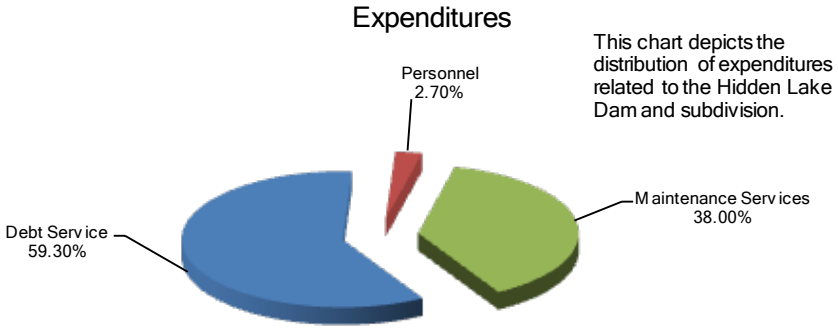
- Provide operation and maintenance of Hidden Lake, Hidden Lake Dam, and private roadways within the neighborhood
- Ensure compliance with Virginia Dam Safety Regulations to maintain regular Operation and Maintenance Certificate for the Dam from the Virginia Department of Conservation and Recreation

# Hidden Lake
# Special Revenue Fund



## Revenue/Expenditure/Fund Balance Summary

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Real Property Tax | | | | | |
| Special Assessment | $108,634 | $105,400 | $106,000 | $600 | 0.57% |
| Interest | 103 | 80 | 80 | 0 | 0% |
| Total | $108,737 | $105,480 | $106,080 | $600 | 0.57% |
| **Expenditures** | | | | | |
| Debt Service | $60,945 | $64,538 | $62,909 | ($1,629) | (2.52)% |
| Personnel | 3,973 | 2,861 | 2,861 | 0 | 0% |
| Maintenance Services | 20,284 | 38,081 | 40,310 | 2,229 | 5.85% |
| Total | $85,202 | $105,480 | $106,080 | $600 | 0.57% |
| Fund Balance, Beginning of Year | $117,480 | $141,015 | $141,015 | $0 | 0% |
| Revenues | 108,737 | 105,480 | 106,080 | 600 | 1% |
| Expenditures | (85,202) | (105,480) | (106,080) | (600) | 1% |
| Fund Balance, End of Year | $141,015 | $141,015 | $141,015 | $0 | 0% |




## Accomplishments

- Repaved the entrance and added speed bumps for traffic calming
- Repaved a section of the entrance road prior to the dam
- Successfully completed the regular 3-yr inspection of the dam for DCR.

## Did You Know?

The Hidden Lake Dam received an award from the Virginia Lakes and Watershed Association (VLWA) for best maintained dam in the Commonwealth in March, 2015 at the VLWA Annual Conference. VLWA is a statewide organization that supports dam safety, floodplain management and water resource issues.

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.

| | |
|---|---|
| FY2015 Revenues: | $ 6,040 |
| FY2015 Expenditures (Poplar Road): | 1,199,070 |
| Fund Balance 6/30/15: | $ 1,623,586 |

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.

| | |
|---|---|
| FY2015 Revenues: | $ 29,990 |
| FY2015 Expenditures: | 0 |
| Fund Balance 6/30/15: | $ 29,990 |

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.

| | |
|---|---|
| FY2015 Revenues: | $ 823 |
| FY2015 Expenditures: | 0 |
| Fund Balance 6/30/15: | $ 813,892 |

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 valorum tax receipts from property owners in the district.

| | |
|---|---|
| FY2015 Revenues: | $ 914,028 |
| FY2015 Expenditures: | 1,129,324 |
| Fund Balance 6/30/15: | $ 7,790,101 |
| 2016 effective tax rate: | .082 |

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 valorum tax receipts from property owners in the District.

| | |
|---|---|
| FY2015 Revenues and transfers in: | $ 6,604 |
| FY2015 Expenditures: | 217,256 |
| Fund Balance 6/30/15: | $ 3,445,529 |

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

# 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.

| Revenues | | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|---|
| Road Impact Fees | | $29,990 | $100,000 | $100,000 | $0 | 0% |
| | Total | $29,990 | $100,000 | $100,000 | $0 | 0% |
| Expenditures | | | | | | |
| Road Improvements | | $0 | $100,000 | $100,000 | $0 | 0% |
| | Total | $0 | $100,000 | $100,000 | $0 | 0% |

## Fund Balance

| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Fund Balance, Beginning of Year | $0 | $29,990 | $29,990 | $0 | 0% |
| Revenues | 29,990 | 100,000 | 100,000 | 0 | 0% |
| Expenditures | 0 | (100,000) | (100,000) | 0 | 0% |
| Fund Balance, End of Year | $29,990 | $29,990 | $29,990 | $0 | 0% |

# Garrisonville Road Service District Fund



The following schedule shows activity in the Garrisonville Road Service District Fund. With the January 1, 2016 reassessment, the effective rate for the service district is 8.2 cents.

| Revenues | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Property Taxes | $541,721 | $530,000 | $530,000 | $0 | 0% |
| Interest | 9,294 | 0 | 0 | 0 | 0% |
| State Revenue | 363,013 | 0 | 0 | 0 | 0% |
| Total | $914,028 | $530,000 | $530,000 | $0 | 0% |
| **Expenditures** | | | | | |
| Debt Service | $496,900 | $487,800 | $480,975 | ($6,825) | -1% |
| Rt 610, Garrisonville Rd | 632,424 | 0 | 0 | 0 | 0% |
| Total | $1,129,324 | $487,800 | $480,975 | ($6,825) | -1% |

In November 2008, voters approved a referendum authorizing General Obligation (GO) debt for Garrisonville Road area road improvements. The project is 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.

## Fund Balance

| | FY2015 Actual | FY2016 Adopted | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Fund Balance, Beginning of Year | $8,005,397 | $7,790,101 | $7,832,301 | $42,200 | 1% |
| Revenues | 914,028 | 530,000 | 530,000 | 0 | 0% |
| Expenditures | (1,129,324) | (487,800) | (480,975) | 6,825 | -1% |
| Fund Balance, End of Year | $7,790,101 | $7,832,301 | $7,881,326 | $49,025 | 0.6% |

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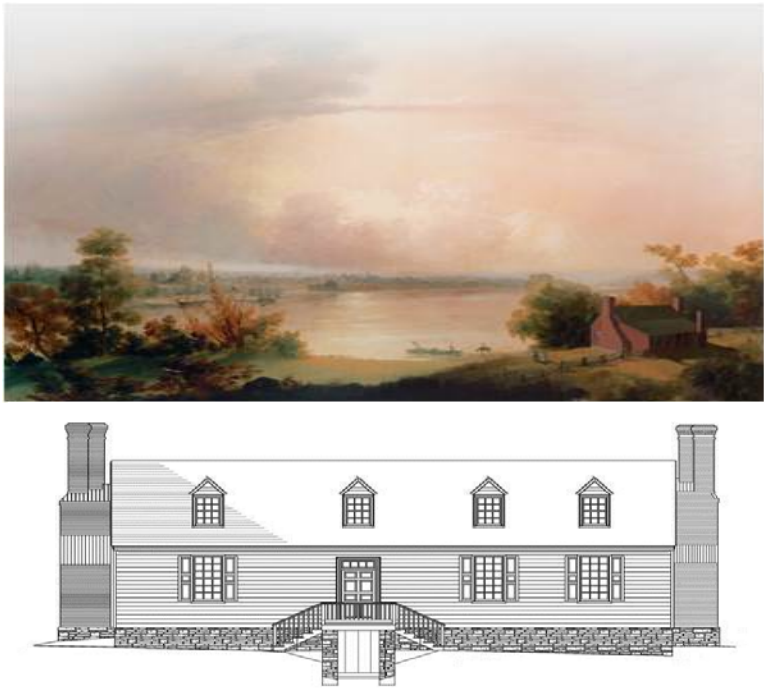
## Mission

Administered within the Economic Development Department, Tourism promotes overnight stays in the County hotels, visitations to Stafford's many historical, cultural, recreational and entertainment attractions and patronage of local businesses.

## Thinking Efficiently

- Coordinating a collaborative effort with hoteliers to promote tourism and overnight visitation by producing marketing materials that can be used county-wide.
- The updated Tourism website with increased content and e-news, will reach out to our markets and promote County tourism destinations more affordably.
- Using our content management based website to provide assistance as requested to our tourism partners.



George Washington was 6 years old when his family moved to this farm on the Rappahannock River. On this self-guided tour, guests can enjoy the gardens containing plants grown in the 18th century; see the site where the Washington once house stood and which is now being reconstructed.

## Who Are We?

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

The Code of Virginia limits the transient occupancy tax to five percent, with any excess over two percent to be "dedicated and spent solely for tourism and travel." In 2001, the County increased the transient occupancy tax rate from two percent to five percent, dedicating the additional revenues to tourism. This revenue source has allowed the County to employ a Tourism Manager to support the growing tourism industry in the County. The Tourism Fund supports the marketing and promotion of Stafford's many tourism assets and programs. These assets include the arts, historic attractions, golf, wineries, parks and natural areas which all attract visitors to Stafford. The Tourism Fund is also allocated to tourism infrastructure improvements and to regional tourism, which provides for the area's tourism marketing.

On December 13, 2005 the Board of Supervisors passed Resolution R05-472, which dedicates the entire transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by the Stafford Museum Board of Directors to develop a charter, raise funds, implement a museum operations plan, and oversee construction and opening of the museum until it becomes self-sufficient. Prior to that time, two percent of transient occupancy tax was used to support County General Fund operations.

Beginning in FY2009, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.

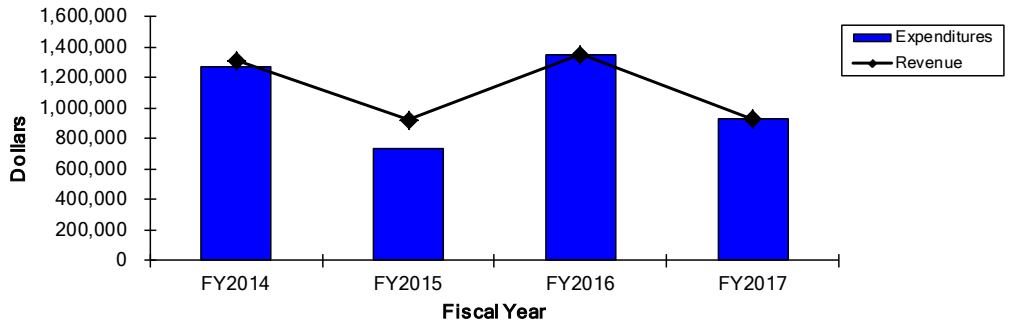
# Tourism Fund



## Budget Summary

| | FY2014 Actual | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Change '16 to '17 | |
|---|---|---|---|---|---|---|
| Costs | | | | | | |
| Personnel [1] | $163,162 | $180,705 | $184,697 | $189,467 | $4,770 | 2.58% |
| Operating | 608,583 | 555,481 | 665,303 | 737,533 | 72,230 | 10.86% |
| Transfer to the General Fund | 500,000 | 0 | 500,000 | 0 | (500,000) | -100.00% |
| Total | 1,271,745 | 736,186 | 1,350,000 | 927,000 | (423,000) | -31.33% |
| Revenue | 1,314,056 | 924,540 | 1,350,000 | 927,000 | (423,000) | -31.33% |
| Inc/(Dec) to Fund Balance | $42,311 | $188,354 | $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.




### Total Budget

$927,000

### Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes

Operating

- Support Tourism programs

## Goals/Objectives

- Increase taxable hospitality-related sales in Stafford. (Service level 1, 2, 3, 4 and 5)
- Increase visitation to all Stafford attractions through marketing analysis, brochure design assistance and idea generation, social media support, monthly newsletter highlights and video production. (Service level 2 and 3)
- Monitor website and increase website traffic by 10% annually. (Service level 1)
- Leverage partnerships with regional tourism attractions and entities, including Grapes and Grains Trail, Golf Co-op, Trail to Freedom, Regional Hospitality Council, Fredericksburg Regional Tourism Partnership, American Bus Association, and National Park Service.(Service level 5)
- Increase distribution locations of printed collateral and promotion attraction and of special events. (Service level 4)

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

# Tourism Fund



## Service Levels

| | CY2015 Actual | CY2016 Budget | CY2017 Plan |
|---|---|---|---|
| 1. Unique visitors to www.TourStaffordVA.com (source: manual tracking) | 79,000 | 82,000 | 86,000 |
| 2. Electronic media – Monthly ENews Subscribers (source: manual tracking) | 2,600 | 2,750 | 3,000 |
| 3. Social media – Facebook likes (source: manual tracking) | 2,341 | 2,500 | 2,700 |
| 4. Printed collateral distributed | | | |
| 5. Tourism/ local, State and regional partnership collaborations (source: manual tracking) | | | 1 |

## Revenue/Expenditure/Fund Balance Summary

| | FY15 Actuals | FY16 Adopted Budget | FY17 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| 3% Occupancy Tax | $924,540 | $810,000 | $927,000 | $117,000 | 14.4% |
| 2% Occupancy Tax | 0 | 540,000 | 0 | (540,000) | -100.0% |
| Total | $924,540 | $1,350,000 | $927,000 | ($423,000) | -31.3% |
| **Expenditures** | | | | | |
| Operating | $453,361 | $624,183 | $702,533 | $78,350 | 12.6% |
| Personnel | 180,705 | 184,697 | 189,467 | 4,770 | 2.6% |
| Transfer to General Fund | 0 | 500,000 | 0 | (500,000) | -100.0% |
| Tourism Programs | 41,120 | 41,120 | 35,000 | (6,120) | -14.9% |
| Transfer to Transportation Fund | 61,000 | 0 | 0 | 0 | 0.0% |
| Total | $736,186 | $1,350,000 | $927,000 | ($423,000) | -31.3% |
| Fund Balance, Beginning of Year | $955,797 | $1,144,151 | $1,144,151 | $0 | 0.0% |
| Revenues | 924,540 | 1,350,000 | 927,000 | (423,000) | -31.3% |
| Expenditures | (736,186) | (1,350,000) | (927,000) | (423,000) | 31.3% |
| Fund Balance, End of Year | $1,144,151 | $1,144,151 | $1,144,151 | $0 | 0.0% |
| Fund Balance Allocation | $1,144,151 | $1,144,151 | $1,144,151 | $0 | 0.0% |
| Committed | | | | | |
| Tournament Special Fund | $0 | $100,000 | $100,000 | $0 | 0.0% |
| Transportation Fund | 0 | 434,128 | 434,128 | 0 | 0.0% |
| Commitment/Encumbrances | 334,842 | 0 | 0 | 0 | 0.0% |
| Assigned | $809,309 | $610,023 | $610,023 | $0 | 0.0% |
| Fund balance, end of year | $1,144,151 | $1,144,151 | $1,144,151 | $0 | 0.0% |

## Accomplishments

- Conducted Stafford's first restaurant week in October 2015.
- Currently the TourStaffordVA Tourism Youtube channel has 66 videos equaling thousands of views highlighting history, recreation and other points of cultural interest.
- Working through regional tourism marketing efforts professionally crafted videos were captured and will feature local icons including D.P Newton, Chris Kyler (Food Network celebrity), John Hennessy, and others. Unveiling the personal stories and offering insights as to what makes this community worth visiting.
- Conducted a photo contest of Government Island, produced a canoe launch video, Gained State Tourism office attention in March 2015. The Belmont-Ferry Farm Trail made the TOP 10 Trails list on the State website.
- Stafford was credited for assisting Belmont which had one of the busiest springs on record.

## Did You Know?

History at Sunset is a National Park Service weekly summer program that shares the history of a place with the public. The top 5 programs have ALL been in Stafford.

- Sherwood Forest,
- Aquia Landing,
- Chatham by Candlelight (2002 & 2015)
- Belle Plain.

The NPS plans to "kickoff" their 2016 program at the Stafford Civil War Park in June.

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# Five Year Operating Plan
# General Fund



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.

In the 19th century, copper and gold were mined in the river's upper reaches. At the time, Virginia was the largest gold-producing state in the nation until the California Gold Rush of 1849.

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 previously experienced in the County. The plan reflects the anticipated future needs of County agencies, contrasting those needs and requests 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 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 2017 and 2018. For fiscal years 2018-2021, County agencies were asked to forecast their future needs, and were not directed to consider limited financial constraints. Any imbalance in the out years should not be interpreted as an expected budget shortfall.

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 2% in FY2017, 2.5% FY2018-21. The model assumes:

- that the Board adopts the effective rate for real estate taxes in reassessment years
- all other tax rates remain constant

Development fees are projected to continue a gradual increase through the planning period. Fees will be evaluated regularly.

Most other fee revenues are projected to grow by 2-2.5%.

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.

Operating and capital expenditures for FY2017-18 are projected to grow at an inflation rate of 2% annually, increasing to 3% in later years.

Included in operating cost projections are:

- Continued multi-year implementation of the Public Safety staffing plan is shown in years FY2019-2021.
- Many agencies project increased staffing needs with the continued growth of the community.
- Local support for the Schools includes debt service and operating costs related to the CIP. Local Schools funding shown in the five year model is for projection purposes only and does not reflect any policy or priority in the future.
- 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 FY2017-2026 Capital Projects Program (CIP) assuming an interest rate of 5.5% and a term of 20 years, consistent with the CIP.
- The Five-Year plan is driven by increased future debt service and operating costs associated with the CIP. Project pages within the CIP section provide more detail on the operating costs.

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 to 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.

FY2018 PROJECTION

As directed by the Board, a balanced plan for FY2018 is included in the Five Year Projection section. Departments were asked to project future needs constrained by a 2-3% increase in revenues.

The model assumes a 2.5% increase in revenues, which would be sufficient to fund these required increases. *Not included* in the FY2018 expenditure projection: funding to meet inflationary increases, replacement of materials and equipment, full funding of agencies' requests for new personnel to meet expected challenges in public safety, courts, and development.

# Five Year Operating Plan
# General Fund



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.

FY2019-20

In the later years, the model reflects 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 should not be considered a budget shortfall.

This table summarizes the five year projection.

| | 2015 Actual | 2016 Adopted | 2017 Adopted | 2018 Forecast | 2019 Forecast | 2020 Forecast | 2021 Forecast |
|---|---|---|---|---|---|---|---|
| Property Taxes | 198,066,008 | 200,900,736 | 207,303,784 | 213,242,000 | 218,571,000 | 224,033,000 | 229,632,000 |
| Other Taxes | 35,973,516 | 35,475,292 | 36,985,957 | 37,779,000 | 38,715,000 | 39,674,000 | 40,657,000 |
| Service Charges & Other | 18,621,392 | 14,315,072 | 15,622,985 | 16,112,000 | 16,468,000 | 16,834,000 | 17,109,000 |
| Federal & State Revenues | 14,499,077 | 14,843,785 | 15,398,433 | 15,627,000 | 15,698,000 | 15,956,000 | 16,225,000 |
| | 267,159,993 | 265,534,885 | 275,311,159 | 282,760,000 | 289,452,000 | 296,497,000 | 303,623,000 |
| Public Safety | 41,400,326 | 41,177,227 | 44,225,944 | 44,889,000 | 48,908,000 | 49,288,000 | 50,838,000 |
| Non-Public Safety | 48,359,839 | 47,481,692 | 50,018,338 | 50,349,000 | 52,160,000 | 53,456,000 | 54,930,000 |
| Debt Service - County | 12,277,101 | 12,488,770 | 13,649,195 | 15,448,000 | 16,124,000 | 18,207,000 | 19,509,000 |
| Other | 27,486,394 | 20,668,940 | 22,854,119 | 24,248,000 | 24,988,000 | 25,540,000 | 26,218,000 |
| Schools - Local Transfer | 104,202,323 | 113,254,828 | 113,200,804 | 114,957,000 | 117,398,000 | 119,661,000 | 124,435,000 |
| Schools - Debt Service/Capital Projects | 28,913,328 | 30,463,428 | 31,362,759 | 32,869,000 | 33,272,000 | 32,513,000 | 32,420,000 |
| Local School Funding | 133,115,651 | 143,718,256 | 144,563,563 | 147,826,000 | 150,670,000 | 152,174,000 | 156,855,000 |
| Adjustments to be determined | | | | | (3,398,000) | (2,168,000) | (8,081,999) |
| | 262,639,311 | 265,534,885 | 275,311,159 | 282,760,000 | 289,452,000 | 296,497,000 | 300,268,001 |

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PROGRESS SINCE 1664
George Washington's Boyhood Home

# Five Year Operating Plan - Transportation Fund



| | FY2016 Estimated | FY2017 Adopted | FY2018 Forecast | FY2019 Forecast | FY2020 Forecast | FY2021 Forecast |
|---|---|---|---|---|---|---|
| **Revenues** | | | | | | |
| Gasoline Sales Tax | 3,109,776 | 2,954,838 | 3,056,714 | 3,178,136 | 3,359,767 | 3,454,121 |
| State Recordation Tax | 693,000 | 693,000 | 693,000 | 693,000 | 693,000 | 693,000 |
| State/Federal | 13,461,688 | | 15,676,263 | 514,383 | 2,056,034 | 0 |
| Bonds | 4,774,472 | 0 | 7,687,895 | 0 | 0 | 0 |
| Other Tourism Funding-Ferry Road | 434,128 | 0 | 0 | 0 | 0 | 0 |
| From Service District Berea Church Project | 0 | 0 | 1,109,966 | 0 | 0 | |
| Impact Fees | 938,177 | 100,000 | 375,000 | 1,600,000 | 1,600,000 | 1,032,921 |
| Proffers | 919,829 | | 935,856 | 0 | 0 | 0 |
| Other | 414,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total Revenue Sources | 24,745,070 | 3,752,838 | 29,539,694 | 5,990,519 | 7,713,801 | 5,185,042 |
| **Expenditures** | | | | | | |
| Management Services | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| FRED Bus Service | 473,961 | 471,072 | 485,204 | 499,760 | 514,753 | 530,196 |
| VRE Subsidy | 2,855,607 | 2,647,222 | 2,647,912 | 2,727,349 | 2,727,349 | 2,809,170 |
| PRTC Subsidy | 73,400 | 80,700 | 85,600 | 95,900 | 88,300 | 93,000 |
| Airport Subsidy | 85,714 | 85,714 | 85,714 | 85,714 | 85,714 | 85,714 |
| Debt Service | 316,540 | 621,626 | 608,734 | 1,388,640 | 1,369,282 | 1,369,282 |
| Street Signs | 50,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Social Services/ Other Professional Services | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Gateway | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Local Road Projects | 125,000 | 0 | 0 | 0 | 0 | 0 |
| CIP Projects | 20,838,574 | | 26,328,660 | 514,383 | 4,112,068 | 0 |
| Total Expenditures | 24,973,796 | 4,086,334 | 30,421,824 | 5,491,746 | 9,077,466 | 5,067,362 |
| Change in Fund Balance | (228,726) | (333,496) | (882,130) | 498,773 | (1,363,665) | 117,680 |
| Beginning of Year Fund Balance | 8,704,963 | 8,476,237 | 1,964,896 | 1,082,766 | 1,581,539 | 217,874 |
| Assigned: | 5,308,492 | 8,142,741 | 1,082,766 | 1,581,539 | 217,874 | 335,554 |
| Use of Fund Balance Proposed FY17 CIP Projects | 0 | (6,177,845) | 0 | 0 | 0 | 0 |
| Fund Balance, end of year | $8,476,237 | $1,964,896 | $1,082,766 | $1,581,539 | $217,874 | $335,554 |

Projects included in the proposed CIP are dependent upon future funding. This schedule does not reflect all proposed projects.

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 Circuit Court has granted a two-year extension to the expiration date of the referendum. Expiration date is November, 2018 (FY2019).

Gasoline sales tax revenue projections provided by PRTC.

VRE subsidy projection provided by PRTC, reflects VRE Six-Year Plan

# Five Year Operating Plan
# Utilities Fund



| | FY2015 Actual | FY2016 Adopted | FY2017 Adopted | FY2018 Forecast | FY2019 Forecast | FY2020 Forecast | FY2021 Forecast |
|---|---|---|---|---|---|---|---|
| Rate Change: User Fees (**Approved in bold**) | **7.0%** | **6.0%** | **9.00%** | **9.00%** | **9.00%** | 3.00% | 3.00% |
| Availability Fees | $10,400 | $10,400 | $10,400 | $10,400 | $10,400 | $10,400 | $10,400 |
| **Revenues/Sources** | | | | | | | |
| Water/Sewer Fees | $29,147,131 | $30,870,885 | $34,192,736 | $37,881,222 | $41,955,707 | $44,148,164 | $46,221,527 |
| Availability Fees | 6,019,099 | 7,668,750 | 7,668,750 | 7,157,500 | 7,157,500 | 7,157,500 | 7,157,500 |
| Pro Rata Fees | 2,403,558 | 1,533,750 | 1,533,750 | 1,431,500 | 1,431,500 | 1,431,500 | 1,431,500 |
| Other Charges and Fees | 1,731,375 | 1,108,000 | 1,108,000 | 1,108,000 | 1,108,000 | 1,108,000 | 1,108,000 |
| Use of Money/Property | 173,872 | 116,295 | 116,295 | 133,735 | 147,990 | 146,597 | 179,627 |
| Revenue Bond Proceeds* | 6,707,417 | 11,528,821 | 7,214,000 | 18,876,295 | 18,833,346 | 17,922,361 | 7,299,000 |
| Total Sources | $46,182,452 | $52,826,501 | $51,833,531 | $66,588,252 | $70,634,043 | $71,914,122 | $63,397,154 |
| **Uses** | | | | | | | |
| Operations | | | | | | | |
| Personnel | $11,399,646 | $11,568,890 | $11,913,636 | $11,863,939 | $12,271,817 | $12,696,677 | $13,136,246 |
| Operating | 11,011,393 | 13,757,634 | 15,031,633 | 15,305,189 | 16,066,747 | 16,868,611 | 17,710,496 |
| Operating - Departmental Capital | 962,180 | 763,448 | 762,405 | 500,000 | 500,000 | 500,000 | 500,000 |
| Operating - Capital Projects | 4,618,833 | 5,051,200 | 7,489,352 | 4,692,855 | 5,756,242 | 6,340,640 | 7,586,667 |
| Expansion-Capital Projects | | | | | | | |
| Pro Rata Funded | 8,148,611 | 2,174,750 | 609,500 | 1,897,500 | 4,089,000 | 2,267,000 | 265,500 |
| Availability/Bond Funded | 3,133,712 | 12,072,000 | 8,584,500 | 17,038,400 | 12,586,708 | 18,426,361 | 7,823,000 |
| Debt Service | | | | | | | |
| Existing Debt Service | 6,707,417 | 6,622,942 | 7,556,214 | 7,556,214 | 8,002,459 | 9,828,672 | 11,056,594 |
| New Debt Service | 0 | 933,272 | 438,075 | 446,245 | 1,826,213 | 1,227,922 | 0 |
| Total Uses | $45,981,792 | $52,944,135 | $52,385,314 | $59,300,342 | $61,099,186 | $68,155,883 | $58,078,503 |
| Total Sources Over Uses | $200,660 | ($117,634) | ($551,783) | $7,287,910 | $9,534,857 | $3,758,239 | $5,318,651 |
| Debt Ratio 1 | 2.40 | 2.30 | 2.24 | 2.65 | 2.87 | 2.43 | 2.24 |
| Debt Ratio 2 | 1.77 | 1.60 | 1.63 | 2.08 | 2.33 | 2.00 | 1.85 |
| Debt Ratio 3 | 1.77 | 1.60 | 1.63 | 2.08 | 2.33 | 2.00 | 1.85 |
| Debt Ratio 4 (Min=1.0)*** | 1.14 | 0.91 | 1.02 | 1.52 | 1.80 | 1.56 | 1.46 |

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 and Pro Rata: 1.25 times Senior Debt Service
3. Net Revenues less 50% of Availability Fees and Pro Rata plus 50% of unrestricted reserves: 1.5 times Senior Debt Service
4. Net Revenues less 100% of Availability Fees/Pro Rata: 1.0 times Senior Debt Service

Debt Ratio 4 is required to be met in FY18 and thereafter.

## Mission

A Workforce that is Responsible and Accountable to the Citizens

## Thinking Efficiently

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

Each year, employees are invited to attend our service awards ceremony to recognize continued commitment to our community. Awards are received at 3 years, 5 years, 10 years, etc.

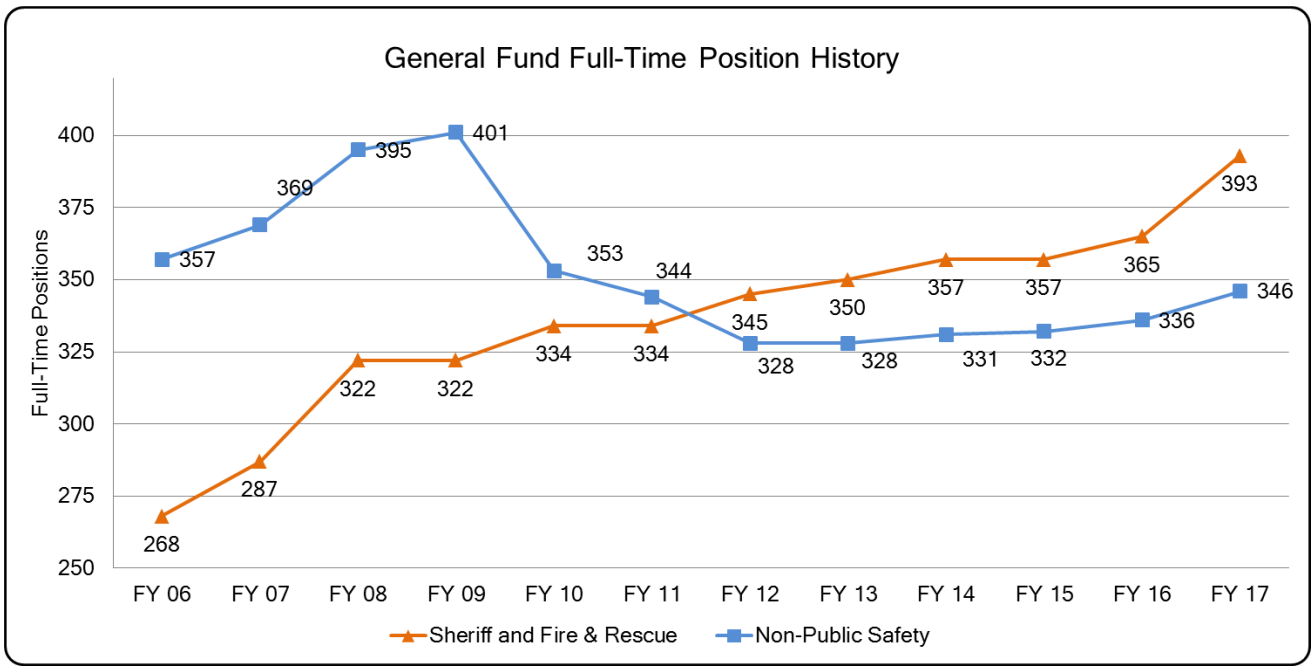
Initiatives to Better Serve the Community

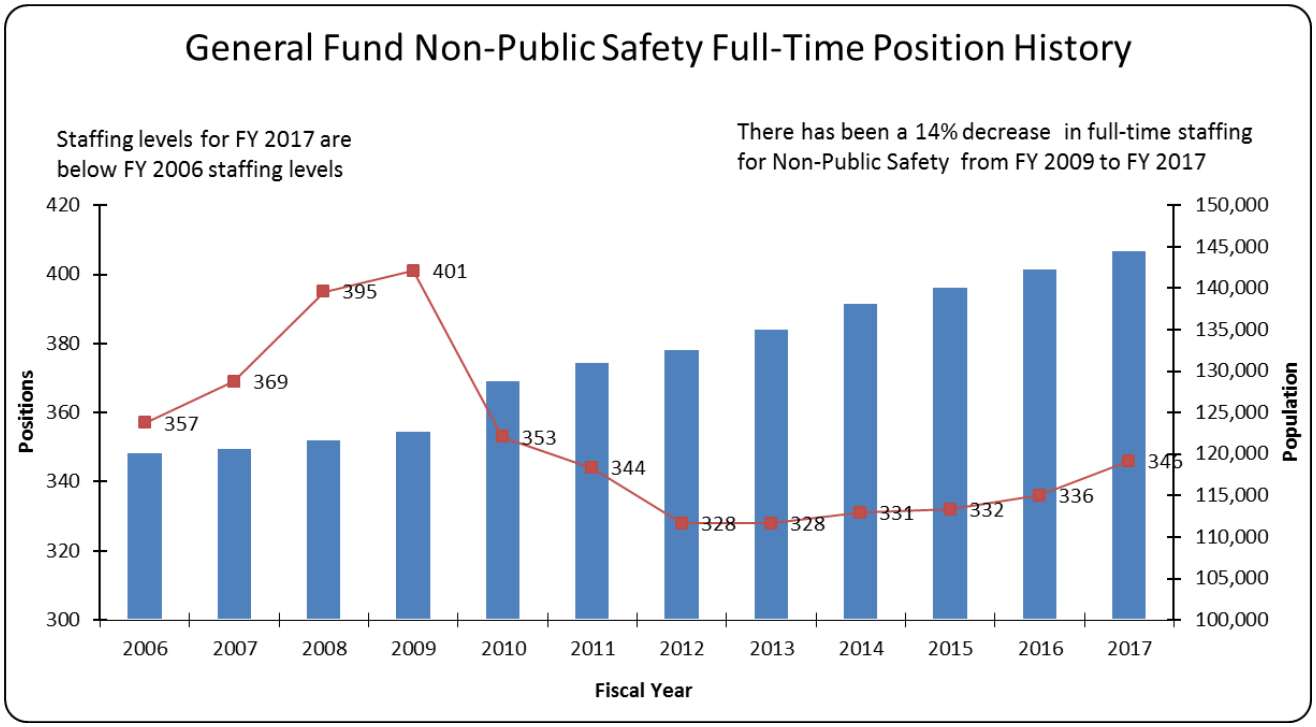
- Public Safety is one of the Board's priorities and we continue to work on initiatives to make these programs even stronger. The Public Safety Staffing Plan was adopted by the Board of Supervisors at their meeting on June 2, 2015. This plan will enable the County to continue to enhance our responsiveness to our citizens and build upon the excellent services and relationships that we have established. In FY2017, the adopted budget adds 9 full-time positions and converts 1 part-time position to a full-time position in the Sheriff's Office and adds 18 new full-time positions in the Fire and Rescue Department. These positions are a good start toward fulfilling the Staffing Plan, but additional resources will be needed in the future in order to meet the needs of our public safety agencies.

- Staffing in the non-public safety agencies has had slow growth since the recession despite continually increasing accomplishments and responsibilities. The FY2017 adopted budget includes several critical positions to ensure that the County can continue to provide exemplary service to our citizens. A total of 8 new full-time positions and 2 conversions from part-time to full-time are included in the following agencies:
    - Planning and Zoning
    - Finance and Budget
    - Commonwealth's Attorney
    - Treasurer
    - Social Services
    - Clerk of the Circuit Court
    - Human Resources
    - Human Services

Workforce Changes

Fifty-five (55) Non-Public Safety positions have been reduced over the past eight fiscal years in the General Fund. Staffing levels in Public Safety have increased by seventy-one (71) positions as more resources have been allocated to this priority of the Board.



Compensation and Health Care

A competitive and meaningful total rewards package is critical to ensuring the organization is able to attract and retain a highly qualified workforce. The needs and preferences for total rewards are continually changing with demographic and culture shifts and therefore a recurrent analysis is necessary to ensure future progress.

In FY2015, a classification and compensation study was conducted to evaluate Stafford County's competitiveness in the local and regional markets and initial adjustments were made to positions misaligned with the market. The FY2017 adopted budget takes the next step in the implementation of the class/comp study by making market adjustments to help better align current employees with the market and to alleviate some of the pay compression that has occurred since the recession. It is staff's expectation that the necessary market adjustments will be phased in over a two-year period.

A joint request for proposal (RFP) with Stafford County and Stafford County Public Schools was released last fall for health insurance benefits. It is the desire of the County to offer employees a fiscally responsible benefits package that is competitive and valuable. This is the first time that a joint health insurance plan has been initiated with the goal to enhance efficiencies and align benefits strategy through shared services.

The County continues to monitor Federal legislation surrounding the Affordable Care Act (ACA) in an effort to manage the impact on the cost of health insurance. In 2016, employees have received a separate tax form (Form 1095-C) identifying whether the employee and his/her dependents were covered under the County's health insurance plan during the previous year. This will be an annual process that will follow the same timelines as W-2 reporting.

Future Challenges

Compensation and benefits will continue to be a challenge. Benefit costs (VRS, Health Insurance, and Life Insurance) are expected to increase and the County will have to work to maintain competitiveness in total rewards. This competitiveness is essential in order for the County to attract and retain the top level of qualified and competent employees to support our thriving community.

The excise tax on "Cadillac" health insurance through the Affordable Care Act goes into effect in 2020. The County will need to closely monitor health insurance costs and potentially consider plan changes in order to ensure we are not in a position to hit this tax penalty. As more details are released on this tax, we will be able to more thoroughly understand the possible impact to the County.

Moving Forward

Stafford County employees are committed to cultivating a great community. Employees are counted on to be more generalists than specialists in order to cover more than one area of responsibility. This has been accomplished by the hard work, efforts, and team minded sprit of County employees.

In order to provide the tools employees need to excel in their position and also take steps to advance their career, Stafford County is committed to providing a variety of professional development opportunities, including:

- Technical and computer skills
- Customer service
- Manager/supervisor training
- Leadership training
- Tuition reimbursement
- Proper workplace conduct and diversity awareness

As an organization, Stafford County will continue to invest in our human resources as our people are a critical component to delivering exceptional services to the citizens of this growing community.

# General Fund Position Summary



| | FY 2015 | | FY 2016 | | FY 2017 | |
|---|---|---|---|---|---|---|
| | 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 [1],[2] | 25 | 1 | 25 | 1 | 27 | 0 |
| 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 [3] | 18 | 0 | 18 | 0 | 19 | 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 [4] | 15 | 0 | 15 | 0 | 16 | 0 |
| Human Resources [5] | 3 | 2 | 3 | 2 | 4 | 2 |
| Human Services, Office of [6] | 2 | 0 | 2 | 0 | 3 | 0 |
| Information Technology | 17 | 2 | 17 | 2 | 17 | 2 |
| Parks, Recreation & Community Facilities | 56 | 119 | 58 | 121 | 58 | 121 |
| Planning and Zoning [7] | 20 | 1 | 20 | 1 | 21 | 0 |
| Public Works | 42 | 0 | 42 | 0 | 42 | 0 |
| Public Works - Stormwater | 2 | 0 | 2 | 0 | 2 | 0 |
| Registrar & Electoral Board | 3 | 1 | 3 | 1 | 3 | 1 |
| Social Services [8], [9], [10] | 56 | 6 | 58 | 6 | 60 | 6 |
| Treasurer [11] | 17 | 3 | 17 | 3 | 18 | 3 |
| Sub-Total Non-Public Safety Departments | 332 | 147 | 336 | 149 | 346 | 147 |
| Fire and Rescue [12] | 116 | 0 | 120 | 0 | 138 | 0 |
| Sheriff [13], [14], [15] | 241 | 19 | 245 | 17 | 255 | 16 |
| Sub-Total Public Safety Departments | 357 | 19 | 365 | 17 | 393 | 16 |
| Fund Total Positions | 689 | 166 | 701 | 166 | 739 | 163 |

[1] One part-time Senior Administrative Associate position converted to full-time

[2] One full-time Senior Administrative Associate position

[3] One full-time Administrative Associate position

[4] One full-time Contracts Specialist position to be a shared half with Stafford County Public Schools

[5] One full-time Human Resources Analyst position

[6] One full-time Human Services Assistant II position

[7] One part-time Senior Administrative Associate position converted to full-time

[8] One full-time Human Services Assistant II was added to assist with the technology upgrade transition in FY14. 56% of the costs of this position is reimbursed by the state. Adopted Resolution R13-98 on April 23, 2013 requires an annual evaluation of the need. After review of the current workload the Director of Social Services is asking the authorization for this position to remain in the FY17 budget.

[9] One full-time Benefits Program Specialist II position federal/state funding will support 29.5% and 70.5% will be local funding support

[10] One full-time Child Protective Services position state funding will support 100%

[11] One full-time Court Fine Collection Specialist position

[12] Eighteen full-time Firefighters

[13] One part-time position converted to a full-time Deputy Sheriff I - Field Operations position

[14] One full-time Deputy Sheriff Major-Operations Support position

[15] Eight full-time Deputy Sheriff I - Field Operations positions

(Details on staffing changes are also included within each Department section)

# Other Funds Position Summary



| | FY 2015 | | FY 2016 | | FY 2017 | |
|---|---|---|---|---|---|---|
| | 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 | 831 | 167 | 843 | 167 | 881 | 164 |

(Details on staffing changes are also included within each Department section)

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George Washington's Boyhood Home

## Department:

Commonwealth's Attorney - Victim/Witness Assistance Program

## Position:

1 Senior Administrative Associate

part-time to full-time

## Funding Source:

Local Revenue
July 1, 2016

Position Description:

This current part-time position performs specialized professional work providing comprehensive and direct services to victims and witnesses of crime (adults and children) under the Virginia Crime Victim and Witness Rights Act as well as victims seeking protective orders.

Position Justification:

The primary role of this position is to ensure coordination and implementation of services and resources to crime victims and witnesses through joint efforts with law enforcement, judicial services, prosecutors, and local community and state agencies. Victim/Witness Assistance Program staff meets with victims and witnesses, explains the judicial process, prepares victims for trial testimony, provides court accompaniment, connections to and explanation of community resources, and assesses and suggests safety plans. Additionally, this position works collaboratively with the Sheriff's Office, including the domestic violence detective, and prosecutors regarding safety concerns, often providing further case information towards successful prosecution.

Domestic violence criminal cases and protective orders are routinely complex, diverse, sensitive, and are treated with high priority. Requests for victim services continue to sharply increase as our population and diversity expands. Therefore, conversion of this position from part to full-time will allow us to enhance services to crime victims, particularly in the area of domestic violence and child sexual assault.

# Position Justification

## Department:

Commonwealth's Attorney - Victim/Witness Assistance Program

## Position:

1 Senior Administrative Associate

Full-time

## Funding Source:

Federal Grant Revenue
July 1, 2016

Position Description:

This full-time position performs specialized professional work providing comprehensive information and direct services to victims and witnesses of crime (adults and children) under the Virginia Crime Victim and Witness Rights Act, and to victims seeking protective orders.

Position Justification:

The primary role of this position is to ensure coordination and implementation of services and resources to crime victims and witnesses through joint efforts with law enforcement, judicial services, prosecutors and local community and state agencies. Victim/Witness Assistance Program staff meets with victims and witnesses, explains the judicial process, prepares victims for trial testimony, provides court accompaniment, connections to and explanation of community resources and assesses and suggests safety plans. Additionally, this position works collaboratively with the Sheriff's Office, including the domestic violence detective and prosecutors regarding safety concerns, often providing further case information towards successful prosecution.

Domestic violence criminal cases and protective orders are routinely complex, diverse, sensitive, and are treated with high priority. Requests for victim services continue to sharply increase as the county's population and diversity expands. Increasing department staff with a full-time position will allow us to further enhance services to crime victims, particularly in the area of domestic violence and child sexual assault.

Funding for this position is through a federal grant award to begin July 1, 2016 and continue through June 30, 2018 with expected future continuation.

## Department:

Clerk of the Circuit Court

## Position:

1 Administrative Associate

Full-time

## Funding Source:

Local Revenue
July 1, 2016

The Current Stafford County Judicial Center boasts a long and rich history beginning in 1664.

Position Description:

Assist Judge daily in courtroom with oaths and marking exhibits, enter and update case management as to court hearings, type orders for each case on docket for each day, mail orders to visiting judges, answer phone calls from attorneys and litigants, scan filings and orders, send out orders for entered orders and other duties as needed.

Process marriage license applications and licenses, process concealed handgun permits, take and process court filings from attorneys and pro se litigants, take and process court costs from defendants, take and process fictitious name applications, process payment plans for defendants, sort and time/date stamp mail, answer 2 phone lines, among other duties as needed.

Position Justification:

Due to the increased caseload of criminal cases with the addition of deputies over the last few years (which is no doubt a good thing) and having a Commonwealth's Attorney that will routinely ask for jury trials and prosecutes heavily and not having had any addition to our staff since the reduction in staff a few years ago and civil cases also increased due to heavy volume of divorces and a vast increase in the volume of concealed handgun permits that must be processed and certain other services of our office, I find the need to add additional staff to my office to be able to serve the citizens of Stafford in a prompt and efficient manner. The position requested will be used for criminal position and may be crossed trained to assist our front counter.

# Position Justification

## Department:

Finance and Budget

## Position:

1 Contract Specialist

## Funding Source:

Local School and County Revenue

July 1, 2016

Position Description:

The contracts administrator will manage and oversee large contracts for Schools and County departments. It is funded jointly by the County and Schools. Specific job duties are being developed by School and County staff.

Position Justification:

School and County departments have many large and complex contracts for construction and other services. Currently, contracts administration is decentralized and handled at the departmental level. This position would provide oversight and support for large contracts management. On a long term basis, this position is expected to improve services received from vendors and save the county money.

## Department:

Human Resources

## Position:

Human Resources Analyst

Full-time

## Funding Source:

Local Revenue
July 1, 2016

The Wellness Committee coordinates a Wellness Fair every year to educate our employees on healthier ways of living. Flu shots and other health screenings are also provided at the fair, free of charge, to help keep employees healthy throughout the year.

Position Description:

The Human Resources Analyst performs a variety of intermediate professional work including a variety of specialized assignment. Some general examples of duties include:

- Developing and administering of classification, compensation, training, and benefits programs.
- Analyzing benefits claims and trend data and applying information to make recommendations on future policy and strategy.
- Developing and preparing employee benefit booklets and benefit communications.
- Analyzing, developing, recommending and implementing human resource policies and procedures.
- Investigating employee relations matters and providing recommendations for available solutions.

Position Justification:

The responsibilities and expectations of the Human Resources Department continue to evolve to be a strategic partner with the organization. This position would enable the department to use available resources analyzing benefits data so that we can make informed decisions regarding policy and future direction of our employee benefits package. This becomes even more important as we continue to look for ways to reduce benefits trend and partner with the Stafford County Public Schools in aligning our benefit options. This position would also allow for more dedicated time devoted to implementation and evaluation of the Affordable Care Act (ACA). Staff currently spend a significant amount of time working through various ACA requirements and legislation (ranging from 5 hours a week to 40 hours a week),

In addition to responsibilities under employee benefits, this position would be responsible for working with employees and department directors on employee relations matters that arise. The incumbent would investigate the situation, research applicable policies, and make recommendations on possible solutions. At this time, these functions are carried out by the Human Resources Manager which detracts from that incumbent's ability to focus on strategic planning.

# Position Justification

## Department:

Human Services

## Positions:

Human Services Assistant II

Full-time

## Funding Source:

Local Revenue
Funded July 1, 2016

Human Services Office staff participates in a service project each year to provide support to various organizations of need within the community. Pictured here with the help from the children in their Best Buds program, care kits were put together to send to service men and women who are deployed overseas.

Position Description:

This position will be responsible for processing all aspects of billing/invoicing for children within the Children's Services Act (CSA) program. The CSA program currently serves over 140 children annually. Employee will ensure compliance with vendor contracting of over 60 vendors. Additionally, employee will verify and manage co-payment processes ensuring that referrals are made when necessary to collection entity and establishing/maintaining communication with families who are in arrears or past due. Employee will assist in the coordination/facilitation of Family Assessment and Planning Team (FAPT) meetings that are ongoing. The FAPT meetings take place with identified at -risk youth and families to determine needs and make recommendations for services.

Position Justification:

Position will support the growing needs of the office of human services. Currently, the office is managed by two employees who oversee the management of the CSA program, coordinate and develop linkages to expand community based service and improvement of service delivery within the County, develop prevention programs, provide utilization management to ensure policies and procedures are followed, and track and document outcomes for reporting on impact of services to families within the program. The CSA program has an annual program budget of over $4M annually to meet the needs of children and families of Stafford County. Current responsibilities would have a cascading effect within the current staff providing additional opportunity to further implement the plan for human services.

# Position Justification

## Department:

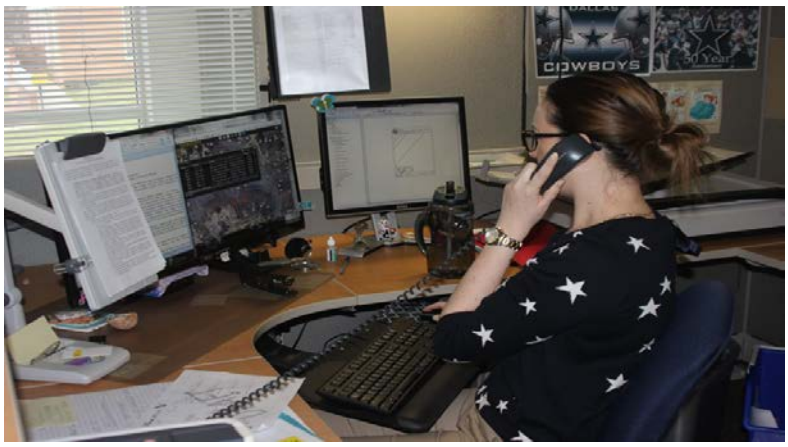
Planning & Zoning

## Position:

Senior Administrative Associate
part-time to full-time

## Funding Source:

Local Revenue
Funded July 1, 2016




### Position Description:

Perform difficult skilled clerical and intermediate technical work, scanning and uploading files to OnBase program. Maintain Department web page. Assist with a variety of general office and difficult administrative tasks. Attend Board, Commission and Committee meetings, including after regular office hours. Work is performed under general supervision of the Administrative Manager. Enters a variety of data into computer; verifies statistical and other records for accuracy and completeness; enters and retrieves sensitive and restricted information into computer system. Assists with processing accounts receivable, accounts payable, payroll, budgetary and other financial data; reconciles invoices with payment vouchers; prepares bills. Prepares and maintains a variety of office files, accounts and other records; assists with budget process; compiles information and verifies data. Takes and transcribes dictation; types a variety of documents including correspondence, forms, reports, purchase orders, requisitions, resolutions, ordinances, proclamations, court orders, meeting minutes, agendas and related documents, etc. where a knowledge of format and presentation is necessary; answers routine correspondence independently. Acts as receptionist; greets visitors; answers telephone; provides information; directs calls to appropriate parties.

### Position Justification:

Currently the department is responsible for staffing nine Boards and Commission meetings a month. Seven of those are night meetings, beginning at 6:00 pm or later. Because a part time employee can only work 28 hours per week, any evening meeting attended requires a decrease in the daytime office hours. In addition to regular duties, the administrative staff is responsible for transcribing minutes for all Boards and Commissions in a timely manner; meeting weekly deadlines for public hearing advertisements for the local newspaper; preparing all abutting property owner and applicant letters for the meetings; and preparing public hearing notification signs to be posted; as well as preparing and coordinating agendas and staff reports for each meeting and posting required information on the web. It is important to maintain a continuity of operations, which may suffer in the absence of others due to illness or vacation. Because of the office workload, an employee from a temporary agency assists administrative staff to provide needed services during normal office hours when the part-time employee is not available due to the number of hours worked.

Memorandum

TO: Anthony J. Romanello, ICMA-CM
County Administrator

FROM: Michael J. Muse
Director, Social Services

SUBJECT: New DSS Position – FY2014

DATE: February 26, 2016

A Human Services Assistant II position was approved for Social Services as part of the adopted FY2014 budget. This position was approved to assist the agency in handling a significant increase in public assistance applications while transitioning to a more automated process. Applications for benefit programs increased more than 45% between 2008 and 2014, with Medicaid applications alone increasing more than 40% following implementation of the Affordable Care Act. The outcome of the significant increase in applications has been the addition of 1,750 benefits clients to the ongoing caseload.

Two primary factors which contributed to the significant increase in applications are: (1) CommonHelp and (2) the Affordable Care Act. CommonHelp, Virginia's online application system for applying for public assistance, makes it possible for applicants to apply for benefits twenty-four hours per day, seven days per week. The Affordable Care Act required all citizens to obtain health insurance coverage and as a result Medicaid applications increased.

CommonHelp, implemented late 2012, was step one in a multi step process to make better use of technology and decrease dependence on a labor intensive paper driven process. While in the short term CommonHelp has made the process more accessible thus contributing to the increase in caseload, in the long term it is anticipated it will lead to greater efficiencies as an integral component of Virginia's plan to "modernize" the eligibility process. Step two, implementation of a knowledge-based eligibility determination system began October 1, 2013. Families and children related Medicaid cases were implemented first. Throughout the last two years, local staff made great strides in learning the new system while the Virginia Department of Social Services (VDSS) worked to clean up all the bugs. There are still aspects of the system that do not function correctly and each new release of updates brings new challenges for local staff. Originally, the project was scheduled to be implemented over a three year period, concluding at the end of calendar year 2015. VDSS has since added an additional year to the implementation schedule. The project is now scheduled to be complete at the end of calendar year 2016. Adult related Medicaid cases (to include long-term care) and document imaging was implemented in September 2015, with SNAP, TANF, and Energy Assistance being implemented throughout the coming year.

Once the new eligibility determination system is fully implemented, it is anticipated that staff will able to process more applications in a shorter period of time. In the future, there will be a greater reliance on advanced technology and less reliance on manual processes. However, the position approved in FY2014 is critical to the agency's ability to effectively manage the increase in applications and the resulting increase to the caseload. The employee in this position is the first point of contact for citizens applying for public assistance. The employee interviews new applicants, completes computer inquiries, screens for eligibility, and sets up new cases for Medicaid, SNAP, TANF, Energy Assistance, and Child Day Care. This position has given the agency the capacity to provide enhanced customer service. Without this position wait times for interviews and delays in processing applications will increase significantly. Even with the position, the agency is unable to meet all mandates for the timely processing of applications and renewals. As a result, citizens in need have to wait longer than federal/state guidelines specify to receive assistance. Also, when the agency is out of compliance with the timely processing of applications the possibility of fiscal sanctions exists.

When this position was approved (FY2014), 63.5% of the total cost (salary and benefits) was reimbursable. Since that time, the agency has received additional federal and state funding for staff and operations that would equate to the cost of the position being 100% reimbursable. There is no longer a County cost associated with this position. Additional federal and state revenues remain sufficient to cover the entire cost of the position.

# Position Justification

## Department:

Social Services

## Position:

1 Benefit Programs Specialist II

Full-time

## Funding Source:

Federal/State Funding: 30%
Local Funding: 70%

Our Benefit Programs Specialists provide quality services to Stafford County residents of all ages.

Position Description:

Benefit Programs Specialist II represents the full-performance level in the Benefit Programs Specialist occupational group. Employee's responsibilities are related to the determination and re-determination of eligibility of individuals and families for financial assistance; SNAP (food stamps), Medicaid (Medical Assistance), and for other social services' benefit programs. The work is performed within established policies, procedures and guidelines, but certain aspects of eligibility determination require independent judgment, especially as related to evaluation of social factors influencing eligibility. Employees seek supervisory help for difficult or unusual situations only. Conducts interviews of persons to determine eligibility for assistance for benefit programs and determines reasons and need for assistance; processes applications for financial assistance and diversion; explains client responsibilities, rights and program availability; evaluates consistency and completeness of data secured, and where indicated substantiates its accuracy; computes assistance plans; determines the need for and amount of allowances for special circumstance items; evaluates such social factors as education, work experience, and levels of social functioning; and evaluates employability of clients and explores potential sources of income.

Position Justification:

Despite the increasing Medicaid caseload (a 25% increase in fiscal year 2015 over fiscal year 2014), DSS continuously strives to complete all Medicaid applications and renewals timely in accordance with program requirements. Evidence supports that Stafford County DSS assisted 16,832 clients with Medicaid benefits in 2015 purporting a 30% increase for the past 4 years of those requiring financial support for access to medical services. Likewise, there also has been an increase in families receiving Medicaid through 2015. Many of these families are receiving combinations of support to include TANF, SNAP, and/or Medicaid. Eleven thousand eight hundred and twenty-three (11,823) of 21,976 recipients of benefits in Stafford County, were ages 0-17 years old, thus purporting that 54% are children receiving benefits services. DSS will continue to strive for excellence, but as the caseload continues to grow, as noted by the County's Internal Auditor, additional staff will be necessary to keep up with the demand. This additional Benefit Programs Specialist II position will assist the agency through targeting (1) SNAP Application Processing (2) Medicaid Application Processing and (3) Medicaid Renewals, thus lowering the high ratio of cases per Benefit Programs Specialist II Worker. The impact of not hiring an additional Benefit Programs Specialist II position is continued agency non-compliance with quality assurance requirements, longer wait times for interviews and delays in processing applications due to high volume with less staff, thus underserving the most vulnerable population.

# Position Justification



## Department:

Social Services

## Position:

1 Family Services Specialist II (CPS)

Full-time

## Funding Source:

Federal/State: 84.5%
Local: 15.5%

Our CPS unit is responsible for protecting the most vulnerable population, our children.

Position Description:

This position is responsible for developing and implementing individualized service plans involving the application of casework methods in Child Protective Services, Foster Care, and Adoptions. Employee may provide services in all program areas or specialize in one or several program areas. Typically employee performs all tasks independently and only seeks supervisory advice on unusual situations or when policies and procedures require supervisory review or involvement. Interprets laws, policies and regulations as applied to Child Protective Services (CPS); monitors, coordinates and administers specific programs as assigned; coordinates services within CPS; interviews and assesses customer needs and other relevant factors such as education/skill levels, abilities, interests, and support systems; informs clients of related service programs rules/regulations, and right to participate; presents cases to determine appropriate services and writes/implements service plans; provides case management services to monitor compliance; and protect children; tracks expenditures, prepares/submits budget estimates and ensures payment for services; completes necessary federal, state and local planning and reporting requirements; coordinates with other agencies and participates in multi-disciplinary and inter-agency teams providing services to customers; conducts overall monitoring of programs in CPS; serves as resource to clients and the community in area of expertise; and provides after hours on-call coverage and responds to emergencies in child/adult protective services and/or foster care.

Position Justification:

The Code of Virginia charges Child Protective Services (CPS) staff within Stafford County DSS, with receiving and responding to all valid complaints of child abuse and neglect within our jurisdiction and to provide necessary protective services for families when children are found to be at risk for future harm. Over the past 10 years there has been a steady increase in the number of CPS referrals made to Stafford County DSS, with the CPS staff investigating 684 complaints in 2015 representing a 27% increase from 2008. There is a high volume of calls on the CPS hot line, as well as office visits by individuals who request to make CPS complaints; over 1,300 referrals were received in 2015. CPS staff members are mandated to be available 24 hours a day/7 days a week to manage each individual concern, assess child safety issues, and make appropriate referrals for needed services. State and Federal laws also require that all CPS calls and interventions are to be promptly documented in the CPS computer program. Stafford County has only 5 CPS Investigators, 3 On-going CPS Workers, and 1 Supervisor, to serve the entire County. Despite the increase in the population within Stafford County to almost 140,000, this position constitutes the first real increase in the number of CPS staff since 1999.

## Department:

Treasurer

## Position:

1 Court Fine Collection Specialist

Full-time

## Funding Source:

Delinquent Collection of Court Fines & Fees
July 1, 2016

Serving citizens in the Treasurer's Office

Position Description:

Specialist will be responsible for delinquent collection of court fines and fees. Prepare and maintain detailed, complex and/or confidential records and files in pursuant of collecting unpaid delinquent court-ordered fines and fees.

Position Justification:

In accordance with the provisions of $ 19.2-349, Code of Virginia, the Commonwealth Attorney entered into a Contract for Collection Services with the County Treasurer to provide collections of Unpaid Delinquent Court-Ordered Fines and Fees.

The Treasurer is the collection agent for delinquent court fines and fees for the court systems in Stafford County. The Administrative Specialist would specifically work with the new data program that maintains the delinquent accounts and issues notices. This employee will utilize numerous programs to track the accounts and reissue notices to new addresses. Accounts will be credited and deleted as payments are reported.

Further collection actions will be initiated, including placing liens against employment and bank accounts. These additional activities are time intensive processes that require a dedicated staff member in the Treasurer's Office.

Funding Source:

Delinquent Collection of Court Fines & Fees activity creates a new revenue source for the County general fund.

Collection compensation is on a contingency fee basis. *Effective July 1, 2015, any treasurer collecting a contingency fee shall retain only the expenses of collection, and the excess collection shall be divided between the state and the locality.* . Compensation of salary for the Administrative Specialist would be expenses retained from the contingency collection fees, along with other expenses of collections.

# Position Justification

## Department:

Fire and Rescue

## Positions:

18 Technician I

Full-time

## Funding Source:

Local Revenue
July 1, 2016

Position Description:

Technician I is the base position in Fire and Rescue after graduation from the Recruit Academy and completion of their probationary task book. Responsibilities include but are not limited to responding to calls for emergency services including emergency medical service, fire suppression, and hazardous materials; providing basic and advanced life support levels of emergency medical service; participating in training of volunteer fire and rescue personnel and in community awareness and public education programs on fire prevention and emergency medical services; inspecting and maintaining tools, apparatuses, supplies, and equipment; performing a variety of administrative tasks including entering data into computer files and preparing activity reports, and performing related tasks as required.

Justification:

These additional positions are part of the Board-approved Public Safety Staffing Plan and will allow the Department to increase the availability of staffed units in the County. The preliminary plan for these fifteen positions is to place full-time career staffing at White Oak Station 7 and staffing to supplement the volunteer staffing at Stafford Station 2. This will provide another staffed suppression unit on the Rt. 17 corridor as well as to secure a staffed unit at Stafford Station 2. Decreasing volunteer staffing at both of these stations have resulted in increased response times for those areas as units from farther away must respond.

# Position Justification

## Department:

Sheriff's Office

## Positions:

1 Deputy Sheriff I - Field Ops
from part-time to full-time

## Funding Source:

Local Revenue
Funded July 1, 2016

Sheriff Deputies recognized for superior performance

Position Description:

The converted position is responsible for routine patrol, crime prevention, traffic safety, juvenile services, and special problems.

Justification:

During the transition from Sheriff Jett to Sheriff Decatur and the subsequent retirement of the then PIO, a sworn deputy sheriff position was converted for the purpose of providing for a full time PIO for the Sheriff's Office. The previous position was a regular part-time position. The conversion was necessitated by workload and the urgent need for replacement based on public expectations.

It is critical that the sworn position be replaced. Recent evaluations indicate a shortage of 30 positions in patrol. This conversion keeps us at FY 2016 authorized deputy positions.

The position can be reinstated by converting the vacant regular part time PIO positon Grade AO8.

# Position Justification

## Department:

Sheriff's Office

## Positions:

1 Deputy Sheriff Major-Operations

Full-time

## Funding Source:

Local Revenue
Funded July 1, 2016

Stafford's Sheriff's Office Established 1664

Position Description:

Managing law enforcement and department activities; acting in the absence of the Sheriff; coordinating work with the Sheriff, other law enforcement agencies and department directors. Advises, counsels and oversees the activities of assigned divisions and at times all divisions; Oversees and participates in personnel administration and promotional procedures; Coordinates mandated training; May supervise and coordinate administrative services, professional standards, criminal investigations, field operations, court security, civil process, animal control and telecommunications; Develops and implements new policies and procedures; updates existing policies and procedures; Develops bid specifications for major purchases; May Act as Sheriff in the Sheriff's absence or as assigned; Enforces the criminal laws of Virginia and Stafford County Performs related tasks as required.

Justification:

The Sheriff is requesting an additional Major position to assist with the modern management of the strategic and day to day operations of the Office.

The addition of a second Major position would allow for increased accountability down through the organization, promote cross divisional coordination by closer monitoring and control of the business and operational divisions, provide and enhance new leadership and management development opportunities through more oversite of training activities, and improve critical operational coordination and performance through more executive oversite and input on both operational and administrative issues and activities.

The implementation will also allow for the reorganization of divisions producing a tighter span of control and leading to better monitoring and coordination at the executive level of technology evolutions, service delivery programs, crime patterns and data shifts, budget efficiencies, community expectations, and the impact of new laws and regulations on the provision of law enforcement, court security and civil process operations.  In addition, it would allow increase monitoring of day to day activities and issues and provide for a quicker and more responsive response to organizational influences and business requirements, as well as allowing the same on operational units

## Department:

Sheriff's Office

## Positions:

8 Deputy Sheriff I - Field Ops

Full-time

## Funding Source:

Local Revenue
Funded July 1, 2016

Position Description:

This position is responsible for routine patrol, crime prevention, traffic safety, juvenile services, and special problems.

Justification:

The Sheriff's Office, in cooperation with the Public Safety Committee of the Board of Supervisors, undertook a comprehensive look at staffing in the Sheriff's agency. This involved looking at accepted formulas for determining staffing levels, customizing those formulas to local conditions, collecting local data and then applying the data to the formulas to determine the need for additional staffing in the various divisions of the Sheriff's Office. In all but a few cases, calculations were based on workload and the availability calculations of personnel. In other cases national best practices or fixed position calculations were utilized. The study, among other findings, determined that Patrol function will require an additional 30 patrol deputies and 6 first line supervisors to maintain existing service levels and achieve a balance of calls for service activities and proactive patrol functions.

# Position Summary
# Schools Funds



| | FY 2015 Full-Time Equivalent | FY 2016 Full-Time Equivalent | FY 2017 Full-Time Equivalent | Change '16 to '17 Full-Time Equivalent |
|---|---|---|---|---|
| Title I - Local | 13.00 | 7.00 | 7.00 | 0.0% |
| Elementary / Secondary | 2,137.10 | 2,153.92 | 2,242.92 | 4.1% |
| Early Childhood Special Education | 29.50 | 30.50 | 32.50 | 6.6% |
| Regional Alternative Education | 12.00 | 12.00 | 12.00 | 0.0% |
| Day School | 21.50 | 21.50 | 21.50 | 0.0% |
| Head Start | 16.75 | 16.75 | 16.75 | 0.0% |
| Counseling Services | 85.10 | 85.10 | 86.10 | 1.2% |
| School Social Worker | 12.50 | 12.50 | 13.50 | 8.0% |
| Improvement of Instruction | 51.50 | 52.50 | 52.50 | 0.0% |
| Library Services | 67.50 | 67.50 | 67.50 | 0.0% |
| Office of the Principal | 216.65 | 216.65 | 216.65 | 0.0% |
| **Instruction** | **2,663.10** | **2,675.92** | **2,768.92** | 3.5% |
| Board Services | 8.10 | 8.10 | 8.10 | 0.0% |
| Executive Administrative Services | 7.00 | 7.00 | 7.00 | 0.0% |
| Office of Public Information | 1.90 | 1.90 | 1.90 | 0.0% |
| Department of Human Resources | 12.00 | 12.00 | 12.00 | 0.0% |
| Facilities Planning, Design and Construction | 4.65 | 4.65 | 4.65 | 0.0% |
| Financial Services | 16.00 | 15.00 | 15.00 | 0.0% |
| Purchasing Services | 2.00 | 2.00 | 2.00 | 0.0% |
| Planning | 1.50 | 1.50 | 1.50 | 0.0% |
| Attendance Services | 4.00 | 4.00 | 4.00 | 0.0% |
| Health Services | 52.00 | 52.00 | 53.00 | 1.9% |
| Psychological Services | 16.50 | 17.00 | 17.50 | 2.9% |
| Speech / Audiology Services | 9.00 | 9.00 | 9.00 | 0.0% |
| **Administration, Attendance and Health** | **134.65** | **134.15** | **135.65** | 1.1% |
| Management & Direction | 7.50 | 7.00 | 7.00 | 0.0% |
| Vehicle Operation Services | 290.35 | 290.35 | 290.35 | 0.0% |
| **Transportation** | **297.85** | **297.35** | **297.35** | 0.0% |
| Maintenance & Direction | 7.00 | 7.00 | 7.00 | 0.0% |
| Building Services | 74.00 | 71.00 | 71.00 | 0.0% |
| Grounds Services | 19.00 | 19.00 | 19.00 | 0.0% |
| Security Services | 16.50 | 16.50 | 16.50 | 0.0% |
| Warehouse / Distribution Service | 2.00 | 2.00 | 2.00 | 0.0% |
| **Operation and Maintenance** | **118.50** | **115.50** | **115.50** | 0.0% |
| Technology - Instructional | 94.50 | 94.50 | 96.50 | 2.1% |
| Technology - Administration | 20.50 | 20.50 | 20.50 | 0.0% |
| Technology - Transportation | 4.00 | 4.00 | 4.00 | 0.0% |
| **Instructional Technology and Information Services** | **119.00** | **119.00** | **121.00** | 1.7% |
| **Food Service** | 38.00 | 38.00 | 38.00 | 0.0% |
| Fund Total - School Operating | 3,371.10 | 3,379.92 | 3,476.42 | 2.9% |

# Position Summary
# Schools Funds

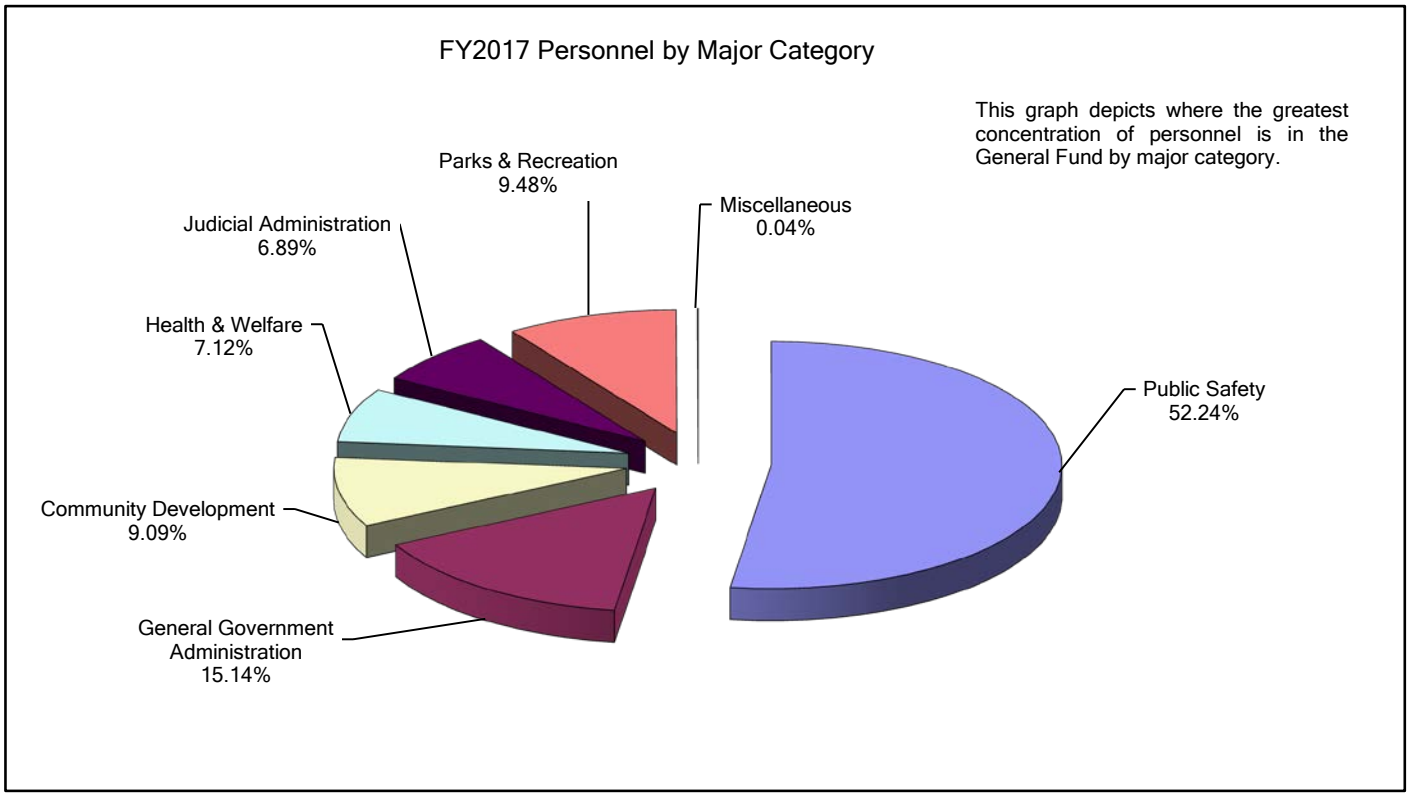


| | | | | |
|---|---|---|---|---|
| Fund Total - Grants | 84.09 | 147.72 | 151.97 | 2.9% |
| Fund Total - School Construction | 4.85 | 4.85 | 4.85 | 0.0% |
| Fund Total - School Nutrition Services | 247.00 | 249.00 | 249.00 | 0.0% |
| Fund Total - School Health Insurance | 2.50 | 2.50 | 2.50 | 0.0% |
| Fund Total - School Workers Compensation | 1.00 | 1.00 | 1.00 | 0.0% |
| Fund Total - Fleet Services | 28.50 | 29.50 | 29.50 | 0.0% |
| Grand Total Funds | 3,739.04 | 3,814.49 | 3,915.24 | 2.6% |

# General Fund Personnel by Major Category



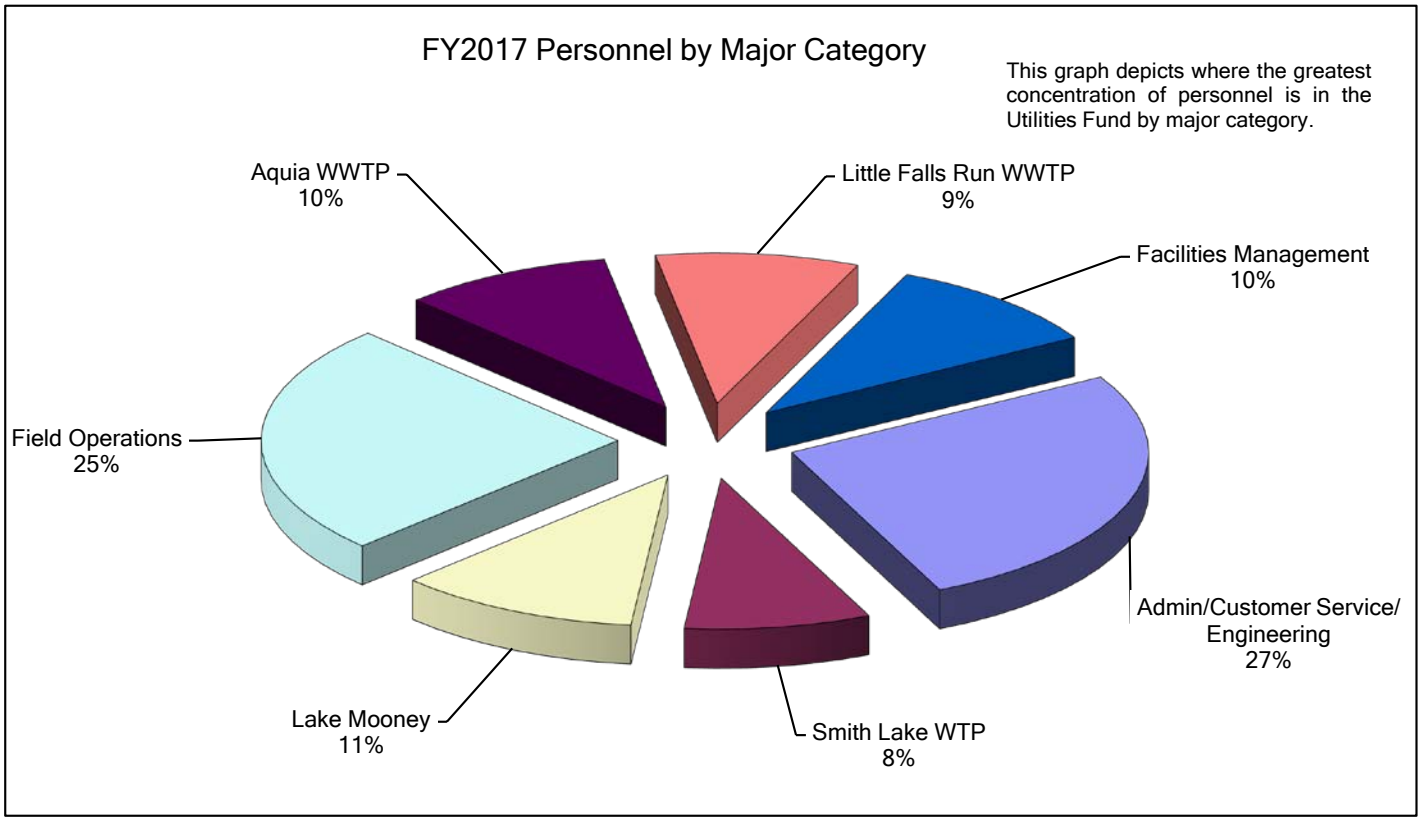
| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Public Safety | $32,095,507 | $32,539,753 | $35,670,108 | $3,130,355 | 9.62% |
| General Government Administration | 9,749,986 | 9,790,571 | 10,337,176 | 546,605 | 5.58% |
| Community Development | 5,818,456 | 5,941,912 | 6,205,574 | 263,662 | 4.44% |
| Health & Welfare | 4,121,906 | 4,500,789 | 4,862,130 | 361,341 | 8.03% |
| Judicial Administration | 4,312,413 | 4,325,754 | 4,705,768 | 380,014 | 8.78% |
| Parks & Recreation | 6,001,195 | 5,927,947 | 6,470,751 | 542,804 | 9.16% |
| Miscellaneous | 22,315 | 163,711 | 25,000 | (138,711) | -84.73% |
| Total | $62,121,778 | $63,190,437 | $68,276,507 | $5,086,070 | 8.05% |



# Utilities Fund Personnel by Major Category

Stafford County FY17 Adopted Budget

| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| Admin/Customer Service/ Engineering | $3,008,195 | $2,879,433 | $3,174,293 | $294,860 | 10.24% |
| Smith Lake WTP | 1,018,590 | 997,805 | 1,010,176 | 12,371 | 1.24% |
| Lake Mooney | 1,287,068 | 1,263,556 | 1,319,120 | 55,564 | 4.40% |
| Field Operations | 2,907,297 | 2,975,906 | 2,982,641 | 6,735 | 0.23% |
| Aquia WWTP | 1,129,035 | 1,136,479 | 1,147,097 | 10,618 | 0.93% |
| Little Falls Run WWTP | 1,059,297 | 1,086,821 | 1,105,444 | 18,623 | 1.71% |
| Facilities Management | 1,194,343 | 1,228,488 | 1,219,865 | (8,623) | -0.70% |
| Abel Lake WTP | 35,434 | 0 | 0 | 0 | #DIV/0! |
| Total Expenditures | $11,639,259 | $11,568,488 | $11,958,636 | $390,148 | 3.37% |

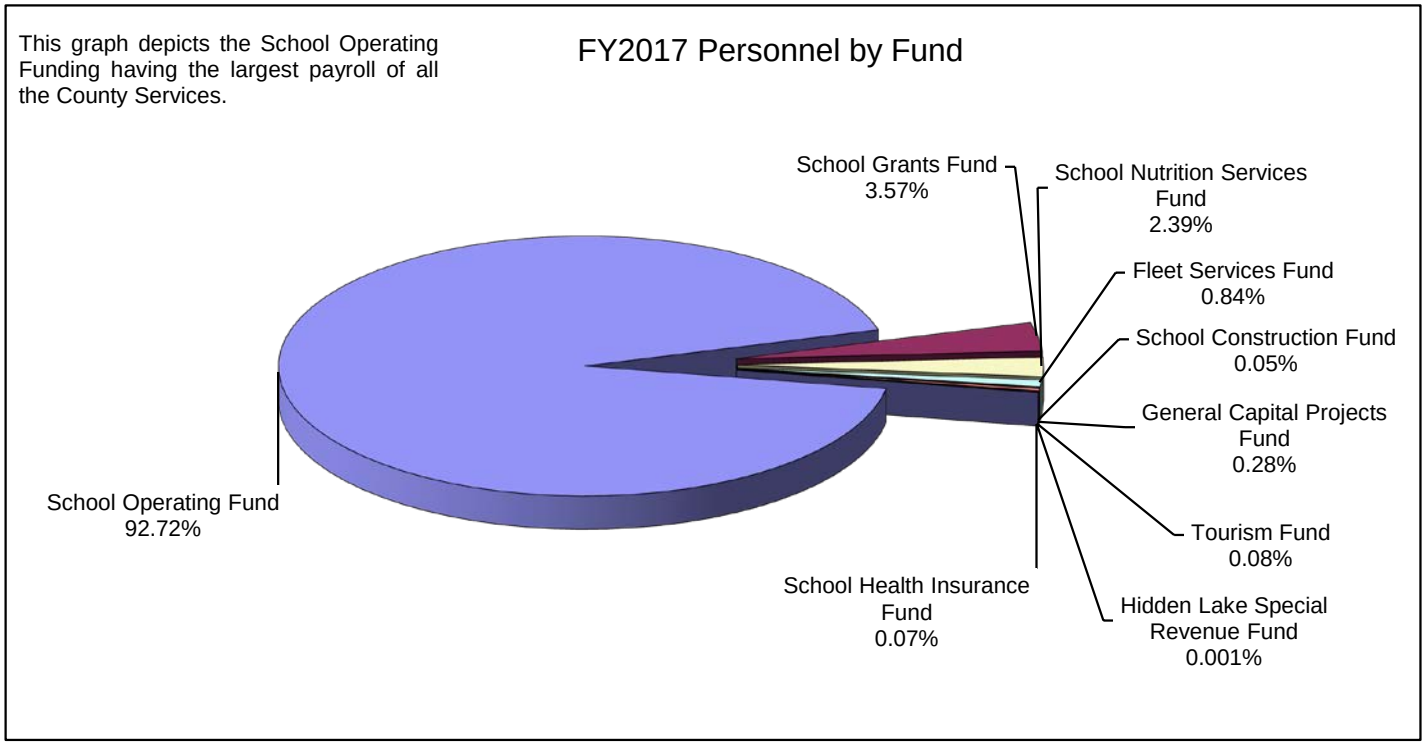


# Other Funds Personnel Expenditure Distribution



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| School Operating Fund | $206,158,832 | $219,711,571 | $227,242,322 | $7,530,751 | 3.43% |
| School Grants Fund | 8,983,209 | 8,767,086 | 8,744,639 | (22,447) | -0.26% |
| School Nutrition Services Fund | 5,367,049 | 6,178,187 | 5,869,766 | (308,421) | -4.99% |
| Fleet Services Fund | 1,832,049 | 2,057,282 | 2,070,851 | 13,569 | 0.66% |
| School Construction Fund | 344,908 | 128,480 | 128,480 | 0 | 0.00% |
| General Capital Projects Fund | 425,225 | 783,882 | 674,492 | (109,390) | -13.95% |
| Tourism Fund | 180,705 | 184,697 | 189,467 | 4,770 | 2.58% |
| Hidden Lake Special Revenue Fund | 3,973 | 2,861 | 2,861 | 0 | 0.00% |
| School Health Insurance Fund | 150,103 | 171,981 | 171,107 | (874) | -0.51% |
| School Workers Compensation Fund | 84,805 | 0 | 0 | 0 | 0.00% |
| Total Expenditures | $223,530,858 | $237,986,027 | $245,093,985 | $7,107,958 | 2.99% |

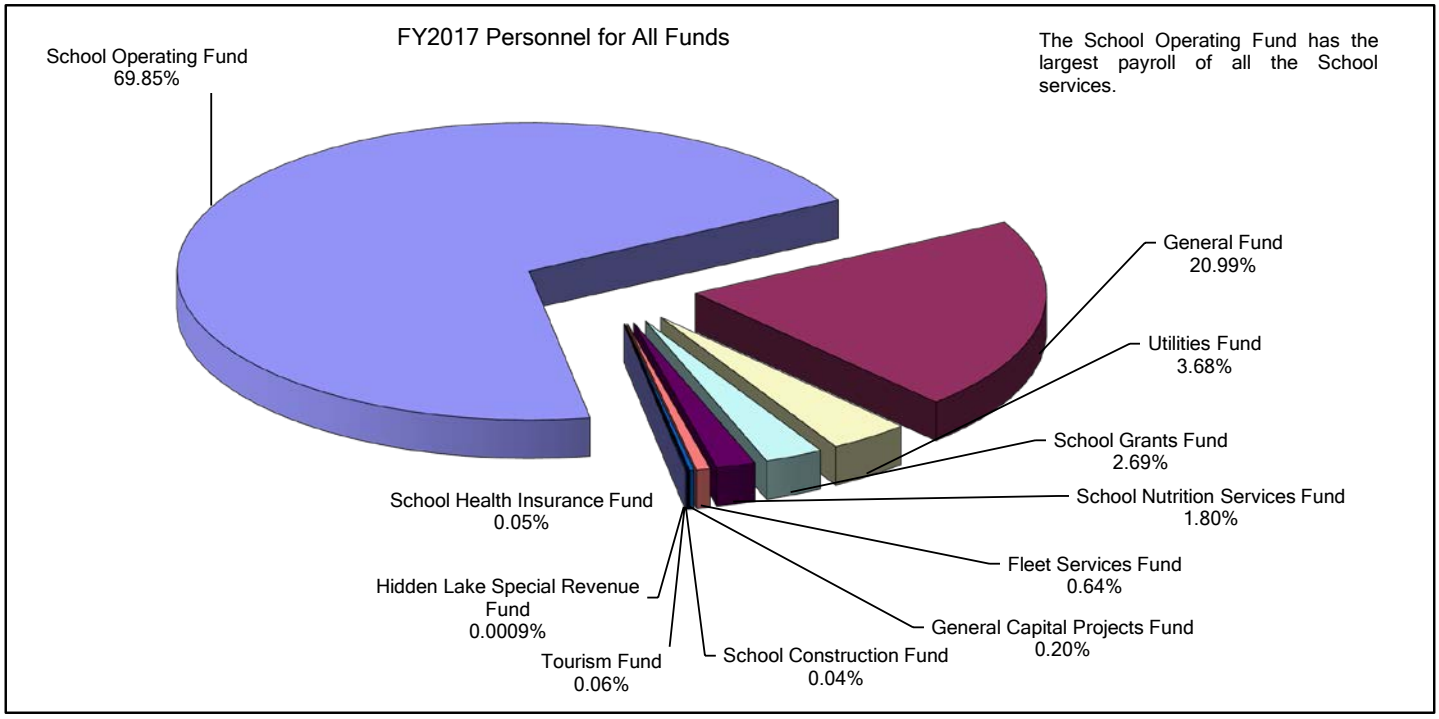
This graph depicts the School Operating Funding having the largest payroll of all the County Services.



# Personnel for all Funds



| | FY2015 Actual | FY2016 Adopted Budget | FY2017 Adopted Budget | Changes '16 to '17 | |
|---|---|---|---|---|---|
| School Operating Fund | $206,158,832 | $219,711,571 | $227,242,322 | $7,530,751 | 3.43% |
| General Fund | 62,121,778 | 63,190,437 | 68,276,507 | 5,086,070 | 8.05% |
| Utilities Fund | 11,639,259 | 11,568,488 | 11,958,636 | 390,148 | 3.37% |
| School Grants Fund | 8,983,209 | 8,767,086 | 8,744,639 | (22,447) | -0.26% |
| School Nutrition Services Fund | 5,367,049 | 6,178,187 | 5,869,766 | (308,421) | -4.99% |
| Fleet Services Fund | 1,832,049 | 2,057,282 | 2,070,851 | 13,569 | 0.66% |
| General Capital Projects Fund | 425,225 | 783,882 | 674,492 | (109,390) | -13.95% |
| School Construction Fund | 344,908 | 128,480 | 128,480 | 0 | 0.00% |
| Tourism Fund | 180,705 | 184,697 | 189,467 | 4,770 | 2.58% |
| Hidden Lake Special Revenue Fund | 3,973 | 2,861 | 2,861 | 0 | 0.00% |
| School Health Insurance Fund | 150,103 | 171,981 | 171,107 | (874) | -0.51% |
| School Workers Compensation Fund | 84,805 | 0 | 0 | 0 | 0.00% |
| Total | $297,291,895 | $312,744,952 | $325,329,128 | $12,584,176 | 4.02% |



# 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 delivery to the County's internal and external customers. |
| 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 Metropolitian 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 accured from the investment of any such funds on had at any time and not necessary for immediate payment of benefits invested by the Board. |
| Parks & Recreation Commission | 10 | Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation |

# Boards, Authorities, Commissions and Committees



| Committee Name | Number of Members | Function |
|---|---|---|
| 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 |
| 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 (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 Youth Services and Group Home 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. |

# Boards, Authorities, Commissions and Committees



| Committee Name | Number of Members | Function |
|---|---|---|
| Rappahannock Juvenile Detention Commission | 3 | Establish rules, regulations and training program for the detention home and oversees administration of facilities, management, and budget |
| Rappahannock Regional Criminal Justice Academy Board of Directors | 2 | Oversee operation of a multi-jurisdictional police training academy |
| Rappahannock Regional Jail Authority | 4 | Oversee operation of the Regional Jail facility |
| Rappahannock Regional Solid Waste Management Board | 4 | Oversee and coordinate the management of the Landfill between Stafford and the City of Fredericksburg |
| Rappahannock River Basin Commission | 2 | Provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin |
| Regional Airport Authority | 4 | Establish a regional organization for airport purposes with the City of Fredericksburg and the County of Prince William |
| Thurman Brisben Center Executive Board | 1 | Provides emergency shelter, food, self-help programs and referral services to homeless families & individuals in the greater Fredericksburg area. |
| Citizen's Transportation Advisory Group | 8 | Acts in an advisory role to the Board on all Transportation related issues, except aviation (FAMPO led advisory group) |
| 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 Improvements 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 Jeff Rouse Swim and Sport Center, an indoor recreation facility is located at the new Embrey Mill Park. This 76,000 square foot indoor recreation facility has three pools, one of which is a 50 meter x 25 yards, that will accommodate high level championship swim meets. The center also offers a fitness center, aerobics and spinning classes, two basketball courts and classrooms.

## Who are We?

Capital Improvement Program

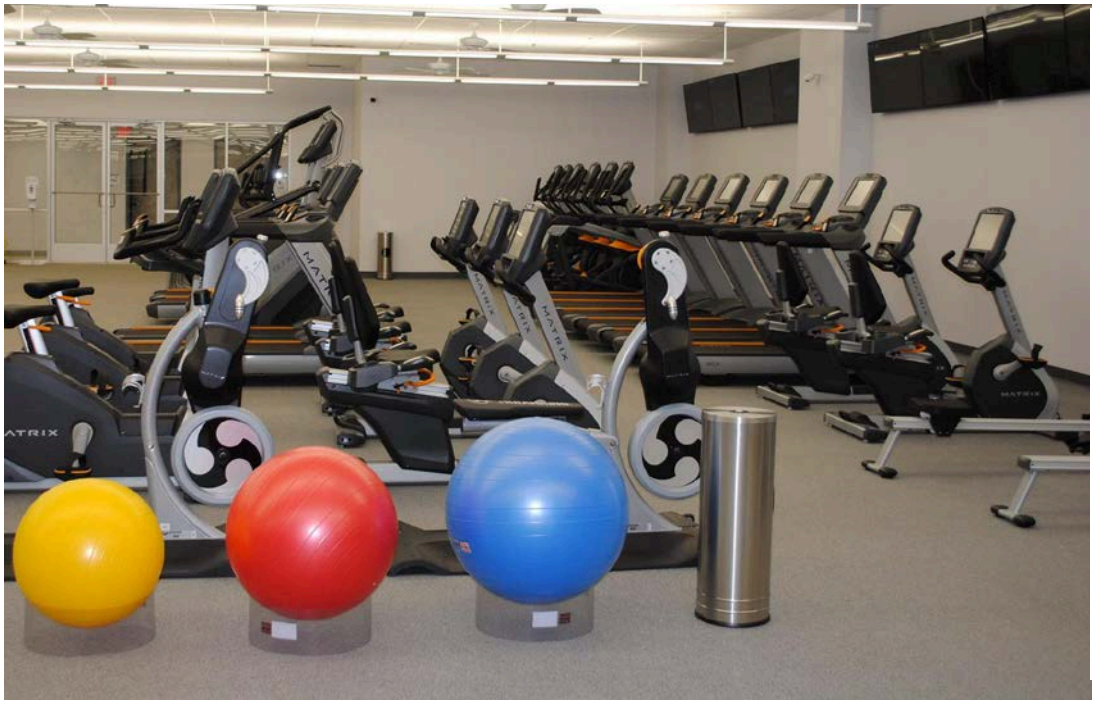
- Formulated using the more stringent debt limitations (3.0% debt to assessed value and 10.0% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating.
- Provides an overview of the CIP program, a summary of all projects, and detailed sheets for all projects.

Debt Management

- Analysis of Outstanding Debt for Fiscal Years 2016-2025
- Displays the principal amounts owed at the current time.
- 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.

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.



The fitness room located at the new Jeff Rouse Swim and Sport Center

## Who are we?

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.

## 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.

### 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 after a public hearing. 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 envisioned for additional transportation, public safety 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 to maximize available state revenue sharing based on the County's available funding.

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.

The Jeff Rouse Swim and Sport Center

There are three pools at the swim center. A therapy pool (pictured to the left), a warm up pool and a competition pool (pictured to the right). The competition pool is a 50 meter pool that accommodates high level championship swim meets.

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 November 2015. Debt limitations are as follows:

- General obligation debt shall not exceed 3% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- 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 FY2017 – FY2026 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. In FY17 3.00% of the County's operating budget is set aside for cash capital projects. Attaining our goal one year early.
- Bond-funded portion for the ten year period is $9M less than the previous CIP.
- Tentative referenda for future projects.
    - Transportation
    - Parks
    - Public Safety

## New or Updated Projects

### County Government

Public Safety

- New Projects:
    - Computer Aided Dispatch System Replacement
    - Public Safety Command Bus

Parks

- New Project:
    - Musselman Park
- Revised Projects:
    - Patawomeck Park Phase 2 moved construction from FY21 to FY23
    - New and Renovated Park Amenities - shifted and increased funding

# What's New?

Transportation

- The combination of lower debt limits and lower projected fuels tax resulted in a reduction in transportation project funding. Projects in FY22 through FY26 will be funded based on available fuels tax to cover debt service.
- New Projects:
  - Eskimo Hill and Rt. 1
  - Rt. 1 at Woodstock Lane and Telegraph Rd
  - Juggins Road
- Revised Projects:
  - Brooke Road
  - Enon Road
  - Eskimo Hill Road
  - Tech Center Drive

## Schools

- New Projects:
  - Drew Middle School Renovation
    - Design in FY26
  - North Stafford High School Library
    - FY2018
    - $2.2M – Funded with cash
- Revised Projects:
  - Moncure Elementary School Rebuild
    - Increased funding for new elementary school specifications $5.5
    - $2M to be funded with cash
  - Ferry Farm Elementary School Rebuild
    - Increased funding for new elementary school specifications $4.4
    - Reduced capacity from 950 to 750 students
    - Moved project to right from FY18 to FY19, includes escalation of $872K
  - Fleet Services
    - Moved design to FY22
    - $6.6M - Includes total cost of project (School and County)
  - High School #6
    - Moved to the right one year

# SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES



| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Public Safety | 1,172,330 | 9,640,670 | 2,590,000 | 7,230,150 | 8,570,000 | 8,087,000 | 3,224,000 | 11,929,000 | 2,807,000 | 2,840,000 | 3,513,000 | 60,430,820 | 0 | $61,603,150 |
| Information Technology | 0 | 512,000 | 525,000 | 521,000 | 479,000 | 553,000 | 482,000 | 523,000 | 473,000 | 588,000 | 538,000 | 5,194,000 | 0 | $5,194,000 |
| Parks, Recreation and Community Facilities | 2,879,100 | 1,245,000 | 5,042,000 | 10,275,000 | 8,507,000 | 2,618,000 | 4,161,000 | 8,508,000 | 6,166,800 | 3,318,000 | 4,090,000 | 53,930,800 | 0 | $56,809,900 |
| Public Works | 475,000 | 6,573,000 | 500,000 | 2,850,000 | 12,623,000 | 15,028,000 | 500,000 | 500,000 | 500,000 | 3,016,000 | 1,530,000 | 43,620,000 | 13,154,000 | $57,249,000 |
| Transportation | 27,618,087 | 22,304,225 | 16,521,838 | 12,130,300 | 24,362,068 | 13,020,600 | 5,784,998 | 7,921,189 | 12,707,971 | 6,500,000 | 36,608,478 | 157,861,667 | 11,575,000 | $197,054,754 |
| Schools | 3,250,000 | 33,697,000 | 27,577,587 | 11,435,000 | 22,754,000 | 23,949,000 | 20,624,415 | 10,705,000 | 10,340,000 | 26,285,000 | 54,724,000 | 242,091,002 | 123,608,000 | $368,949,002 |
| Project Total | $35,394,517 | $73,971,895 | $52,756,425 | $44,441,450 | $77,295,068 | $63,255,600 | $34,776,413 | $40,086,189 | $32,994,771 | $42,547,000 | $101,003,478 | $563,128,289 | $148,337,000 | $746,859,806 |

| Funding Summary | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| County | 12,688,670 | 12,481,401 | 12,315,000 | 25,475,000 | 15,828,000 | 4,910,000 | 16,365,000 | 10,433,061 | 9,116,000 | 25,909,188 | $145,521,320 |
| Schools | 20,297,000 | 17,648,587 | 5,350,000 | 17,364,000 | 17,419,000 | 13,219,413 | 4,900,000 | 6,135,000 | 19,700,000 | 50,564,000 | $172,597,000 |
| Bond | $32,985,670 | $30,129,988 | $17,665,000 | $42,839,000 | $33,247,000 | $18,129,413 | $21,265,000 | $16,568,061 | $28,816,000 | $76,473,188 | $318,118,320 |
| Master Lease | 2,195,000 | 1,611,000 | 5,063,150 | 1,461,000 | 7,068,000 | 1,547,000 | 1,530,000 | 1,693,000 | 1,693,000 | 2,332,000 | $26,193,150 |
| Cash Funded - County | 3,396,128 | 5,311,200 | 3,490,000 | 3,243,000 | 3,390,000 | 3,310,000 | 3,565,000 | 3,031,000 | 2,953,000 | 3,709,000 | $35,398,328 |
| Cash Funded - Schools [1] | 13,400,000 | 9,929,000 | 6,085,000 | 5,390,000 | 6,530,000 | 7,405,002 | 5,805,000 | 4,205,000 | 6,585,000 | 4,160,000 | $69,494,002 |
| Proffers/Capital Project Reserve | 935,856 | 982,856 | 1,033,000 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | $2,976,712 |
| Service District Supported GO Bonds | 0 | 0 | 0 | 14,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | $14,200,000 |
| Service District | 0 | 1,109,966 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | $1,109,966 |
| Fuel Tax | 1,321,264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | $1,321,264 |
| Revenue Sharing | 3,435,029 | 1,117,068 | 4,600,000 | 9,600,000 | 375,000 | 4,187,449 | 0 | 5,210,261 | 6,800,000 | 8,891,739 | $44,216,546 |
| State/Federal | 1,033,907 | 387,641 | 12,858,741 | 500,000 | 1,170,600 | 0 | 2,926,659 | 0 | 0 | 0 | $18,877,548 |
| Impact Fees | 302,506 | 640,019 | 0 | 1,032,921 | 667,079 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | $10,642,525 |
| | $59,005,360 | $51,218,738 | $50,794,891 | $78,265,921 | $52,447,679 | $36,178,864 | $36,691,659 | $32,307,322 | $48,447,000 | $97,190,927 | $542,548,361 |

| Operating Impacts Summary | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 2,219,000 | 2,291,000 | 2,366,000 | 2,757,000 | 4,012,000 | 4,447,000 | 6,252,000 | 6,601,000 | 6,803,000 |
| Operating | 56,000 | 936,200 | 689,408 | 738,224 | 2,731,273 | 1,702,564 | 1,951,107 | 1,786,911 | 1,693,988 | 1,756,347 |
| Debt Service Bond (cumulative) | 0 | 2,760,000 | 5,281,000 | 6,761,000 | 10,345,000 | 13,127,000 | 14,644,000 | 16,424,000 | 17,811,000 | 20,223,000 |
| Debt Service Master Lease (cumulative) | 0 | 291,000 | 505,000 | 1,177,534 | 1,371,534 | 2,308,534 | 2,513,534 | 2,716,534 | 2,941,534 | 3,166,534 |
| Service District Debt Service | 0 | 0 | 0 | 0 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 |
| Revenue/Savings | 0 | (47,000) | (49,000) | (50,000) | (275,000) | (207,277) | (313,100) | (323,433) | (335,776) | (348,129) |
| Total | $56,000 | $6,159,200 | $8,717,408 | $10,992,758 | $18,118,053 | $22,131,067 | $24,430,787 | $28,044,258 | $29,899,992 | $32,788,998 |

# 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 (CY) | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Public Safety | Fire & RescueTraining Center | 2020 | 0 | 0 | 174,000 | 6,120,000 | 0 | 0 | 0 | 0 | 0 | 0 | 6,294,000 |
| | Fire & Rescue Station 14 | 2017 | 6,540,670 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,540,670 |
| | Fire & Rescue Station - New | 2023 | 0 | 0 | 0 | 0 | 0 | 627,000 | 9,317,000 | 0 | 0 | 0 | 9,944,000 |
| Parks, Recreation & Community Facilities | Park at Embrey Mill - Phase 3 | 2019 | 0 | 2,963,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,963,000 |
| | Duff McDuff Green Park | 2021 | 0 | 0 | 7,466,000 | 5,932,000 | 0 | 0 | 0 | 0 | 0 | 0 | 13,398,000 |
| | Patawomeck Park Phase 2 | 2024 | 0 | 0 | 0 | 0 | 0 | 283,000 | 3,960,000 | 0 | 0 | 0 | 4,243,000 |
| | New and Renovated Park Amenities | on-going | 0 | 0 | 1,300,000 | 1,300,000 | 1,300,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 16,900,000 |
| | Musselman Park | 2024 | 0 | 0 | 0 | 0 | 0 | 0 | 488,000 | 2,622,800 | 0 | 0 | 3,110,800 |
| Public Works | Animal Shelter | 2017 | 5,348,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,348,000 |
| | Courthouse Addition | 2022 | 0 | 0 | 2,350,000 | 12,123,000 | 14,528,000 | 0 | 0 | 0 | 0 | 0 | 29,001,000 |
| | Library #4 | 2028 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,516,000 | 1,030,000 | 3,546,000 |
| Transportation | Transportation Bonds | on-going | 800,000 | 9,518,401 | 1,025,000 | 0 | 0 | 1,400,000 | 0 | 5,210,261 | 4,000,000 | 22,279,188 | 44,232,850 |
| | | Subtotal County Projects | $12,688,670 | $12,481,401 | $12,315,000 | $25,475,000 | $15,828,000 | $4,910,000 | $16,365,000 | $10,433,061 | $9,116,000 | $25,909,188 | $145,521,320 |
| School Projects [1] | Moncure Elementary Rebuild | Sep-18 | 9,431,000 | 16,431,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,862,000 |
| | Ferry Farm Elementary Rebuild | Sep-21 | 0 | | 1,000,000 | 13,964,000 | 13,964,000 | 1,000,000 | 0 | 0 | 0 | 0 | 29,928,000 |
| | Elementary #18 | Sep-27 | | | | | | | | | | 1,000,000 | 1,000,000 |
| | High School #6 | Sep-28 | | | | | | | | | 5,000,000 | 33,319,000 | 38,319,000 |
| | Mt. View HS Addition | Sep-17 | 7,316,000 | | | | | | | | | | 7,316,000 |
| | Hartwood Elementary Renovation | Sep-26 | | | | | | | | 1,000,000 | 10,000,000 | 10,795,000 | 21,795,000 |
| | Drew Middle School Renovation | Sep-28 | | | | | | | | | | 1,000,000 | 1,000,000 |
| | Fleet Services | Sep-22 | | | | | | 6,637,000 | | | | | 6,637,000 |
| | Infrastructure | on-going | 3,550,000 | 1,217,587 | 3,350,000 | 3,400,000 | 3,455,000 | 5,582,413 | 4,900,000 | 5,135,000 | 4,700,000 | 4,450,000 | 39,740,000 |
| | | Subtotal Schools Projects | $20,297,000 | $17,648,587 | $5,350,000 | $17,364,000 | $17,419,000 | $13,219,413 | $4,900,000 | $6,135,000 | $19,700,000 | $50,564,000 | $172,597,000 |
| | | Total All Projects | $32,985,670 | $30,129,988 | $17,665,000 | $42,839,000 | $33,247,000 | $18,129,413 | $21,265,000 | $16,568,061 | $28,816,000 | $76,473,188 | $318,118,320 |

| Bond Funded Summary (master lease not included) | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| County | $12,688,670 | $12,481,401 | $12,315,000 | $25,475,000 | $15,828,000 | $4,910,000 | $16,365,000 | $10,433,061 | $9,116,000 | $25,909,188 | $145,521,320 |
| Schools | $20,297,000 | $17,648,587 | $5,350,000 | $17,364,000 | $17,419,000 | $13,219,413 | $4,900,000 | $6,135,000 | $19,700,000 | $50,564,000 | 172,597,000 |
| Total Borrows | $32,985,670 | $30,129,988 | $17,665,000 | $42,839,000 | $33,247,000 | $18,129,413 | $21,265,000 | $16,568,061 | $28,816,000 | $76,473,188 | $318,118,320 |
| Availability Limit | 33,261,000 | 31,377,000 | 27,292,000 | 40,942,000 | 24,304,000 | 46,348,000 | 40,199,000 | 29,854,000 | 18,992,000 | 25,653,000 | 318,222,000 |
| Cumulative (Deficit)/Surplus | 275,330 | 1,522,342 | 11,149,342 | 9,252,342 | 309,342 | 28,527,929 | 47,461,929 | 60,747,868 | 50,923,868 | 103,680 | |

| Debt Service | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Existing Bond Debt Service | 42,085,674 | 40,811,957 | 39,398,901 | 37,623,798 | 35,784,787 | 34,802,033 | 32,818,420 | 30,787,637 | 29,988,598 | 29,857,705 |
| New Bond Debt Service | 0 | 2,760,000 | 5,281,000 | 6,761,000 | 10,345,000 | 13,127,000 | 14,644,000 | 16,424,000 | 17,811,000 | 20,223,000 |
| Total Bond Debt | $42,085,674 | $43,571,957 | $44,679,901 | $44,384,798 | $46,129,787 | $47,929,033 | $47,462,420 | $47,211,637 | $47,799,598 | $50,080,705 |

## 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



Operating Impacts - The following table illustrates the operating impacts in future years of the ten year plan

| Project | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Fire & Rescue Training Center | 0 | 0 | 0 | 0 | 1,452,000 | 84,000 | 86,000 | 89,000 | 91,000 | 95,000 | 1,897,000 |
| Fire & Rescue Station 14 | 0 | 1,727,000 | 1,593,000 | 1,641,000 | 1,689,000 | 1,739,000 | 1,792,000 | 1,845,000 | 1,900,000 | 1,958,000 | 15,884,000 |
| Fire & Rescue Station New | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,037,000 | 1,876,000 | 1,933,000 | 5,846,000 |
| Information Technology | 0 | 5,200 | 20,408 | 26,224 | 32,273 | 38,564 | 45,107 | 51,911 | 58,988 | 66,347 | 345,022 |
| Park at Embrey Mill - Phase 3 | 0 | 124,000 | 59,000 | 61,000 | 62,000 | 64,000 | 67,000 | 68,000 | 71,000 | 72,000 | 648,000 |
| Duff McDuff Green Park | 0 | 0 | 0 | 0 | 623,000 | 104,500 | 214,000 | 217,000 | 222,000 | 226,000 | 1,606,500 |
| Patawomeck Park Phase 2 | 0 | 0 | 0 | 0 | 0 | 0 | 312,000 | 133,000 | 138,000 | 141,000 | 724,000 |
| New and Renovated Park Amenities | 0 | 0 | 0 | 0 | 0 | 0 | 369,000 | 67,000 | 137,000 | 141,000 | 714,000 |
| Musselman Park | 0 | 0 | 0 | 0 | 0 | 531,223 | 338,900 | 200,567 | 356,224 | 363,871 | 1,790,785 |
| Animal Shelter | 0 | 108,000 | 46,000 | 47,000 | 49,000 | 50,000 | 52,000 | 53,000 | 55,000 | 57,000 | 517,000 |
| Courthouse Addition | 0 | 0 | 0 | 0 | 0 | 1,540,000 | 1,379,000 | 1,420,000 | 1,463,000 | 1,507,000 | 7,309,000 |
| Belmont Ferry Farm Trail | 31,000 | 53,000 | 54,000 | 56,000 | 57,000 | 59,000 | 61,000 | 62,000 | 64,000 | 66,000 | 563,000 |
| Stormwater | 25,000 | 25,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| Mt. View HS Addition | 0 | 1,066,000 | 1,109,000 | 1,173,000 | 1,199,000 | 1,247,000 | 1,296,000 | 1,348,000 | 1,402,000 | 1,459,000 | 11,299,000 |
| Fleet Services | 0 | 0 | 0 | 0 | 0 | 0 | 23,000 | 24,000 | 25,000 | 26,000 | 98,000 |
| | $56,000 | $3,108,200 | $2,931,408 | $3,054,224 | $5,213,273 | $5,507,287 | $6,085,007 | $7,715,478 | $7,959,212 | $8,211,218 | $49,841,307 |

# Operating and Debt Service Impacts



## Debt Service Impacts

The County's Capital Improvement Program was developed to comply with the Board of supervisors' financial policies.

| Project | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Fire & Rescue Training Center | 0 | 0 | 0 | 15,000 | 527,000 | 527,000 | 527,000 | 527,000 | 527,000 | 527,000 | $3,177,000 |
| Fire & Rescue Station 14 | 0 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | $4,923,000 |
| Fire & Rescue Station New | 0 | 0 | 0 | 0 | 0 | 0 | 52,000 | 832,000 | 832,000 | 832,000 | $2,548,000 |
| Park at Embrey Mill - Phase 3 | 0 | 0 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | $1,984,000 |
| Duff McDuff Green Park | 0 | 0 | 0 | 625,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 | $7,351,000 |
| Patawomeck Park Phase 2 | 0 | 0 | 0 | 0 | 0 | 0 | 24,000 | 355,000 | 355,000 | 355,000 | $1,089,000 |
| New and Renovated Park Amenities | 0 | 0 | 0 | 109,000 | 218,000 | 327,000 | 545,000 | 763,000 | 981,000 | 1,199,000 | $4,142,000 |
| Musselman Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 41,000 | 260,000 | 260,000 | $561,000 |
| Animal Shelter | 0 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | $4,032,000 |
| Courthouse Addition | 0 | 0 | 0 | 197,000 | 1,211,000 | 2,427,000 | 2,427,000 | 2,427,000 | 2,427,000 | 2,427,000 | $13,543,000 |
| Library | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 211,000 | $211,000 |
| Transportation | 0 | 67,000 | 863,000 | 949,000 | 949,000 | 949,000 | 1,066,000 | 1,066,000 | 1,502,000 | 1,837,000 | $9,248,000 |
| Moncure Elementary Rebuild | 0 | 789,000 | 2,164,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | $18,689,000 |
| Ferry Farm Elementary Rebuild | 0 | 0 | 0 | 84,000 | 1,252,000 | 2,420,000 | 2,504,000 | 2,504,000 | 2,504,000 | 2,504,000 | $13,772,000 |
| Elementary School #18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | $0 |
| High School #6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 418,000 | $418,000 |
| Mt. View HS Addition | 0 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | $5,508,000 |
| Harwood Elementary Renovation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 84,000 | 921,000 | $1,005,000 |
| Fleet Services | 0 | 0 | 0 | 0 | 0 | 0 | 555,000 | 555,000 | 555,000 | 555,000 | $2,220,000 |
| Infrastructure | 0 | 297,000 | 399,000 | 679,000 | 964,000 | 1,253,000 | 1,720,000 | 2,130,000 | 2,560,000 | 2,953,000 | $12,955,000 |
| New Debt Service | $0 | $2,760,000 | $5,281,000 | $6,761,000 | $10,345,000 | $13,127,000 | $14,644,000 | $16,424,000 | $17,811,000 | $20,223,000 | |
| Existing Debt Service | $ 42,085,674 | $ 40,811,957 | $ 39,398,901 | $ 37,623,798 | $ 35,784,787 | $ 34,802,033 | $ 32,818,420 | $ 30,787,637 | $ 29,988,598 | $ 29,857,705 | |
| | $42,085,674 | $43,571,957 | $44,679,901 | $44,384,798 | $46,129,787 | $47,929,033 | $47,462,420 | $47,211,637 | $47,799,598 | $50,080,705 | |

| Master Lease Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Replacement Apparatus | 0 | 291,000 | 505,000 | 757,000 | 951,000 | 1,218,000 | 1,423,000 | 1,626,000 | 1,851,000 | 2,076,000 | 10,698,000 |
| Computer-aided Dispatch System | 0 | 0 | 0 | 0 | 0 | 584,000 | 584,000 | 584,000 | 584,000 | 584,000 | 2,920,000 |
| Public Safety Command Bus | 0 | 0 | 0 | 0 | 0 | 86,000 | 86,000 | 86,000 | 86,000 | 86,000 | 430,000 |
| Cardiac Equipment Replacement | 0 | 0 | 0 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 | 2,138,737 |
| Aquia Station Rehab | 0 | 0 | 0 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 805,000 |
| New Master Lease | $0 | $291,000 | $505,000 | $1,177,534 | $1,371,534 | $2,308,534 | $2,513,534 | $2,716,534 | $2,941,534 | $3,166,534 | $16,991,737 |
| Existing Master Lease | 2,442,925 | 2,056,016 | 1,692,006 | 1,201,009 | 1,201,009 | 449,864 | 415,196 | 415,196 | 0 | 0 | |
| | $2,442,925 | $2,347,016 | $2,197,006 | $2,378,543 | $2,572,543 | $2,758,398 | $2,928,730 | $3,131,730 | $2,941,534 | $3,166,534 | |
| Total Debt | $44,528,600 | $45,918,973 | $46,876,908 | $46,763,341 | $48,702,331 | $50,687,431 | $50,391,150 | $50,343,367 | $50,741,132 | $53,247,239 | |

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# PUBLIC SAFETY

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Fire & Rescue Replacement Apparatus | 0 | 3,044,000 | 2,485,000 | 2,797,000 | 2,388,000 | 2,967,000 | 2,531,000 | 2,544,000 | 2,737,000 | 2,768,000 | 3,439,000 | 0 | 27,700,000 |
| Fire & RescueTraining Center | 0 | 0 | 0 | 524,000 | 6,120,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,644,000 |
| Fire & Rescue Station 14 | 1,172,330 | 6,540,670 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,713,000 |
| Fire & Rescue Station - New | 0 | 0 | 0 | 0 | 0 | 0 | 627,000 | 9,317,000 | 0 | 0 | 0 | 0 | 9,944,000 |
| Cardiac Equipment Replacement | 0 | 0 | 0 | 2,303,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,303,000 |
| Aquia Station Renovations | 0 | 0 | 47,000 | 1,546,150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,593,150 |
| Computer-Aided Dispatch System | 0 | 0 | 0 | 0 | 0 | 4,405,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4,405,000 |
| Command Bus Replacement | 0 | 0 | 0 | 0 | 0 | 651,000 | 0 | 0 | 0 | 0 | 0 | 0 | 651,000 |
| Station Renovations | 0 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 | 72,000 | 74,000 | 0 | 650,000 |
| Total | $1,172,330 | $9,640,670 | $2,590,000 | $7,230,150 | $8,570,000 | $8,087,000 | $3,224,000 | $11,929,000 | $2,807,000 | $2,840,000 | $3,513,000 | $0 | $61,603,150 |

| Funding Sources | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 1,013,708 | 905,000 | 932,000 | 960,000 | 989,000 | 1,019,000 | 1,050,000 | 1,082,000 | 1,114,000 | 1,147,000 | 1,181,000 |
| Bonds | 0 | 6,540,670 | 0 | 174,000 | 6,120,000 | 0 | 627,000 | 9,317,000 | 0 | 0 | 0 |
| Master Lease | 0 | 2,195,000 | 1,611,000 | 5,063,150 | 1,461,000 | 7,068,000 | 1,547,000 | 1,530,000 | 1,693,000 | 1,693,000 | 2,332,000 |
| Proffers/Capital Project Reserve | 158,622 | 0 | 47,000 | 1,033,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | $1,172,330 | $9,640,670 | $2,590,000 | $7,230,150 | $8,570,000 | $8,087,000 | $3,224,000 | $11,929,000 | $2,807,000 | $2,840,000 | $3,513,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 1,505,000 | 1,550,000 | 1,597,000 | 1,706,000 | 1,757,000 | 1,810,000 | 3,638,000 | 3,747,000 | 3,860,000 |
| Operating | 0 | 222,000 | 43,000 | 44,000 | 1,490,000 | 123,000 | 128,000 | 395,000 | 185,000 | 193,000 |
| Debt Service | 0 | 547,000 | 547,000 | 562,000 | 1,074,000 | 1,074,000 | 1,126,000 | 1,906,000 | 1,906,000 | 1,906,000 |
| Debt Service Master Lease | 0 | 291,000 | 505,000 | 1,177,534 | 1,371,534 | 2,308,534 | 2,513,534 | 2,716,534 | 2,941,534 | 3,166,534 |
| Revenue | 0 | 0 | 0 | 0 | (55,000) | (57,000) | (60,000) | (62,000) | (65,000) | (67,000) |
| Total | $0 | $2,565,000 | $2,645,000 | $3,380,534 | $5,586,534 | $5,205,534 | $5,517,534 | $8,593,534 | $8,714,534 | $9,058,534 |

# REPLACEMENT APPARATUS

**Total Project Cost:** $27,700,000 **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 revised in FY14. The results of that review have been used to re-configure the apparatus replacement plan and continue efforts to downsize the fleet.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Ambulance | 0 | 654,000 | 900,000 | 928,000 | 956,000 | 984,000 | 1,012,000 | 1,044,000 | 1,076,000 | 1,108,000 | 1,140,000 |
| Engines | 0 | 1,256,000 | 1,294,000 | 666,000 | 686,000 | 707,000 | 728,000 | 1,500,000 | 0 | 796,000 | 820,000 |
| Specialty Apparatus | 0 | 1,134,000 | 291,000 | 1,203,000 | 746,000 | 1,276,000 | 791,000 | 0 | 1,661,000 | 864,000 | 1,479,000 |
| **Total** | $0 | $3,044,000 | $2,485,000 | $2,797,000 | $2,388,000 | $2,967,000 | $2,531,000 | $2,544,000 | $2,737,000 | $2,768,000 | $3,439,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 849,000 | 874,000 | 900,000 | 927,000 | 955,000 | 984,000 | 1,014,000 | 1,044,000 | 1,075,000 | 1,107,000 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Master Lease | 0 | 2,195,000 | 1,611,000 | 1,897,000 | 1,461,000 | 2,012,000 | 1,547,000 | 1,530,000 | 1,693,000 | 1,693,000 | 2,332,000 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $3,044,000 | $2,485,000 | $2,797,000 | $2,388,000 | $2,967,000 | $2,531,000 | $2,544,000 | $2,737,000 | $2,768,000 | $3,439,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 291,000 | 505,000 | 757,000 | 951,000 | 1,218,000 | 1,423,000 | 1,626,000 | 1,851,000 | 2,076,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $291,000 | $505,000 | $757,000 | $951,000 | $1,218,000 | $1,423,000 | $1,626,000 | $1,851,000 | $2,076,000 |

| FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|
| 3 ambulances<br>2 engines<br>1 ladder | 4 ambulances<br>2 engines<br>1 fire boat | 4 ambulances<br>1 engine 1<br>ladder | 4 ambulances<br>1 engine<br>1 tanker | 4 ambulances<br>1 engine<br>1 ladder | 4 ambulances<br>1 engine<br>1 tanker | 4 ambulances<br>2 engine | 4 ambulances<br>1 heavy rescue<br>squad | 4 ambulances<br>1 engine<br>1 tanker | 4 ambulances<br>1 engine<br>1 ladder |

# TRAINING CENTER

**Total Project Cost:** $6,644,000 **Est. Opening Date:** 2020

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 524,000 | 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 | 5,580,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 540,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $524,000 | $6,120,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 174,000 | 6,120,000 | 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 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $524,000 | $6,120,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 61,000 | 63,000 | 65,000 | 67,000 | 69,000 | 71,000 |
| Operating | 0 | 0 | 0 | 0 | 1,446,000 | 78,000 | 81,000 | 84,000 | 87,000 | 91,000 |
| Debt Service | 0 | 0 | 0 | 15,000 | 527,000 | 527,000 | 527,000 | 527,000 | 527,000 | 527,000 |
| Master Lease | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue/Savings | 0 | 0 | 0 | 0 | (55,000) | (57,000) | (60,000) | (62,000) | (65,000) | (67,000) |
| **Total** | $0 | $0 | $0 | $15,000 | $1,979,000 | $611,000 | $613,000 | $616,000 | $618,000 | $622,000 |

# FIRE AND RESCUE STATION 14

Links to Board's Strategic Initiatives
• Response Time Improvement

**Total Project Cost:** $7,713,000 **Est. Opening Date:** 2017

## PROGRAM DESCRIPTION

The North County Fire and Rescue station is currently a modular building placed on the site in 2013 to replace the original farmhouse on the property. The station currently houses one engine and a crew of three to four career staff. Plans for the permanent station call for it to house an engine, a ladder, a medic unit and a battalion chief.

## 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, medic unit, and battalion chief. Required apparatus is currently in use throughout the County. No new apparatus would be needed. Prior funding includes funds 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 172,330 | 0 | 0 | 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 | 5,994,670 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 546,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $1,172,330 | $6,540,670 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 1,013,708 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 6,540,670 | 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 | 158,622 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $1,172,330 | $6,540,670 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 1,505,000 | 1,550,000 | 1,597,000 | 1,645,000 | 1,694,000 | 1,745,000 | 1,797,000 | 1,851,000 | 1,907,000 |
| Operating | 0 | 222,000 | 43,000 | 44,000 | 44,000 | 45,000 | 47,000 | 48,000 | 49,000 | 51,000 |
| Debt Service | 0 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 | 547,000 |
| 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 | $2,274,000 | $2,140,000 | $2,188,000 | $2,236,000 | $2,286,000 | $2,339,000 | $2,392,000 | $2,447,000 | $2,505,000 |

# FIRE AND RESCUE STATION - NEW

**Total Project Cost:** $9,944,000 **Est. Opening Date:** 2023

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. The station will house a engine and 1 medic unit.

## OPERATING IMPACT SUMMARY

Operating impacts associated with this project would begin beyond this planning period and include personnel, operating and one time start up costs.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 627,000 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,016,000 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,672,000 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 629,000 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $627,000 | $9,317,000 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 627,000 | 9,317,000 | 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $627,000 | $9,317,000 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,774,000 | 1,827,000 | 1,882,000 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 263,000 | 49,000 | 51,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 52,000 | 832,000 | 832,000 | 832,000 |
| 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 | $52,000 | $2,869,000 | $2,708,000 | $2,765,000 |

# CARDIAC EQUIPMENT REPLACEMENT

**Total Project Cost:** $2,303,000 **Est. Opening Date: 2019**

Links to Board's Strategic Initiatives
- Supports the BOS Public Safety

## PROGRAM DESCRIPTION

This project will replaced all of the Fire and Rescue Department's cardiac monitor/defibrillator and CardioPulmonary Resuscitation (CPR) equipment which was obtained in 2009 on a lease-purchase program. The lease ended in 2014 and the department purchased the equipment at that time. The service life for this equipment is ten years. Cardiac monitor/defibrillator equipment is essential to the department's advanced life support and emergency medical services program. Replacement of the equipment en masse is necessary in order to maintain consistency and provide optimal care.

## OPERATING IMPACT SUMMARY

Replacement of the cardiac monitor/defibrillator equipment will allow field paramedics to utilize the latest technology to provide state of the art care to patients and lower on-going maintenance costs associated with older technology.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 2,303,000 | 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 | $2,303,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 2,303,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $2,303,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 | 305,534 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $305,534 | $305,534 | $305,534 | $305,534 | $305,534 | $305,534 | $305,534 |

# Aquia Station Renovation

**Total Project Cost:** $1,593,150 **Est. Opening Date: 0**

Links to Board's Strategic Initiatives

- Supports the BOS Public Safety Initiative

## PROGRAM DESCRIPTION

The project consists of two phases. the first phase would be a renovation to the existing existing 5000 sq. ft. building and would focus on the second floor living area with minimal renovations to the engine bays below on the first floor. Phase two would be the construction of of a two story 50 X 50 addition. The first floor would accommodate an additional 2 bays, bathroom, decon room and laundry room. The second floor would contain classrooms, bathrooms, living area and sleeping area. Funding source may be revised based on the actual scope of projects.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 47,000 | 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 | 0 | 1,409,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 136,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $47,000 | $1,546,150 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 863,150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers/Capital Project Reserve | 0 | 0 | 47,000 | 683,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $47,000 | $1,546,150 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $115,000 | $115,000 | $115,000 | $115,000 | $115,000 | $115,000 | $115,000 |

# Computer-Aided Dispatch System

**Total Project Cost:** $4,405,000 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives

- Supports the BOS Public Safety Initiative

## PROGRAM DESCRIPTION

A Computer Aided Dispatch System (CAD) is essential in the processing of emergency calls. Computer-Aided dispatch is hardware and software infrastructure that processes calls and dispatches public safety providers. The current CAD System is technologically outdated which diminishes its operational capabilities, and makes technical support difficult and expensive. The replacement of the system is critical as it is used to dispatch our public safety service providers, A new system will ensure reliability, improve response times, and enhance capabilities.

## OPERATING IMPACT SUMMARY

There are no additional operating impacts associated with this project.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 4,098,000 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 307,000 | 0 | 0 | 0 | 0 | 0 |
| Other - Annual Maintenance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $4,405,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 4,405,000 | 0 | 0 | 0 | 0 | 0 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $4,405,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 584,000 | 584,000 | 584,000 | 584,000 | 584,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $584,000 | $584,000 | $584,000 | $584,000 | $584,000 |

# Public Safety Command Bus Replacement

**Total Project Cost:** $651,000 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives
- Supports the BOS Public Safety Initiative

## PROGRAM DESCRIPTION

The current command bus is approaching 13 years in service. Most of the technologies purchased as a part of the command bus are also approaching 13 years old and have or will soon reach their end of life. An upgrade approximately 8 years ago extended the life of the bus. This upgrade was made possible through a grant. The command bus continues to operate as an alternate communications center and doubles as a command post for special events, unique and extended investigations, and as a means to continue operations in the face of natural or manmade disasters that can affect operations of the emergency communications center. Newer technologies will make the use of the command bus and its capabilities more efficient and prevent the limitations in functionality currently imposed due to the old technology and limited space. This bus, when needed, supports a critical function that must be system ready at a monents notice, capable of delivering necessary services.

## OPERATING IMPACT SUMMARY

There are no additional operating impacts assocated with this project.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 651,000 | 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 | $0 | $0 | $651,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 651,000 | 0 | 0 | 0 | 0 | 0 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $651,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 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 |

# Station Renovations/Improvements

**Total Project Cost:** $650,000

**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 will be allocated annually based on location needs.

## OPERATING IMPACT SUMMARY

No additional operating impacts are associated with this project

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 | 72,000 | 74,000 |
| 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 | $56,000 | $58,000 | $60,000 | $62,000 | $64,000 | $66,000 | $68,000 | $70,000 | $72,000 | $74,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 | 72,000 | 74,000 |
| 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 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $56,000 | $58,000 | $60,000 | $62,000 | $64,000 | $66,000 | $68,000 | $70,000 | $72,000 | $74,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Information Technology Infrastructure | $0 | $512,000 | $525,000 | $521,000 | $479,000 | $553,000 | $482,000 | $523,000 | $473,000 | $588,000 | $538,000 | $0 | $5,194,000 |
| Total | $0 | $512,000 | $525,000 | $521,000 | $479,000 | $553,000 | $482,000 | $523,000 | $473,000 | $588,000 | $538,000 | $0 | $5,194,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 512,000 | 525,000 | 521,000 | 479,000 | 553,000 | 482,000 | 523,000 | 473,000 | 588,000 | 538,000 |
| 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 |
| Proffers/Capital Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $512,000 | $525,000 | $521,000 | $479,000 | $553,000 | $482,000 | $523,000 | $473,000 | $588,000 | $538,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 5,200 | 20,408 | 26,224 | 32,273 | 38,564 | 45,107 | 51,911 | 58,988 | 66,347 |
| 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 | $5,200 | $20,408 | $26,224 | $32,273 | $38,564 | $45,107 | $51,911 | $58,988 | $66,347 |

# INFORMATION TECHNOLOGY INFRASTRUCTURE

**Total Project Cost:** On-going **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 (Vitural 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 current audio/visual equipment in the Board of Supervisors chambers was installed in 2007. The equipment needs to be replaced due to issues with the aged equipment and to take advantage of newer technology such as high definition broadcasting.

Our goal is to extend our fiber network to as many remote sites as possible by utilizing the Schools existing fiber network. Fiber provides a much more stable network for computers and phones than current cable internet providers and it will reduce monthly cable internet costs.

Virtual Desktop virtualization is client-server computing where the desktop is stored on a centralized server and distributed to users through the network. It reduces desktop computer costs and upgrades and provides easier management of operating systems.

## OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| BOS Audio Visual Equipment | 0 | 82,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fiber Project | 0 | 26,000 | 0 | 0 | 29,000 | 30,000 | 124,000 | 0 | 0 | 0 | 0 |
| Firewall/Intrusion Prevention Replacement | 0 | 69,000 | 0 | 56,000 | 0 | 0 | 0 | 0 | 94,000 | 0 | 0 |
| Virtual Server/San Storage Replacement | 0 | 0 | 0 | 0 | 0 | 318,000 | 0 | 0 | 0 | 0 | 538,000 |
| Router/Switch/Server Replacements | 0 | 335,000 | 106,000 | 465,000 | 0 | 205,000 | 358,000 | 523,000 | 379,000 | 197,000 | 0 |
| Virtual Desktop | 0 | 0 | 419,000 | 0 | 450,000 | 0 | 0 | 0 | 0 | 391,000 | |
| **Total** | $0 | $512,000 | $525,000 | $521,000 | $479,000 | $553,000 | $482,000 | $523,000 | $473,000 | $588,000 | $538,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 512,000 | 525,000 | 521,000 | 479,000 | 553,000 | 482,000 | 523,000 | 473,000 | 588,000 | 538,000 |
| 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 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $512,000 | $525,000 | $521,000 | $479,000 | $553,000 | $482,000 | $523,000 | $473,000 | $588,000 | $538,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 5,200 | 20,408 | 26,224 | 32,273 | 38,564 | 45,107 | 51,911 | 58,988 | 66,347 |
| 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 | $5,200 | $20,408 | $26,224 | $32,273 | $38,564 | $45,107 | $51,911 | $58,988 | $66,347 |

# INFORMATION TECHNOLOGY INFRASTRUCTURE

| | | Project Amount |
|---|---|---|
| **FY2017 Projects** | | |
| Wiring Closets Switch Replacement - Admin/PSC | | 206,000 |
| DMVPN Hub Router Replacement - Admin/PSC | | 103,000 |
| ASA Firewall Replacement - Admin/PSC | | 69,000 |
| BOS Audio Visual Equipment Replacement | | 82,000 |
| Server Replacement | | 26,000 |
| Fiber Extension from Schools Network | | 26,000 |
| | FY2017 Total | $512,000 |
| **FY2018 Projects** | | |
| Edge Router Replacement - Admin/PSC | | 106,000 |
| Virtual Desktop Project | | 419,000 |
| | FY2018 Total | $525,000 |
| **FY2019 Projects** | | |
| Core Network Distribution Equipment Replacement-Admin/PSC | | 437,000 |
| Server Replacement | | 28,000 |
| Intrusion Prevention System Replacement | | 56,000 |
| | FY2019 Total | $521,000 |
| **FY2020 Projects** | | |
| Virtual Server Cluster Replacement - Admin/PSC | | 450,000 |
| Fiber Extension from Schools Network | | 29,000 |
| | FY2020 Total | $479,000 |
| **FY2021 Projects** | | |
| SAN Storage Network Replacement - Admin/PSC | | 318,000 |
| Backup System Replacement | | 175,000 |
| Server Replacement | | 30,000 |
| Fiber Extension from Schools Network | | 30,000 |
| | FY2021 Total | $553,000 |
| **FY2022 Projects** | | |
| Remote Site Network Equipment Replacement | | 358,000 |
| Fiber Extension from Schools Network | | 62,000 |
| Redundant fiber between PSC and Courthouse | | 62,000 |
| | FY2022 Total | $482,000 |

# INFORMATION TECHNOLOGY INFRASTRUCTURE

| | | |
|---|---|---|
| **FY2023 Projects** | | |
| Courthouse Network Equipment Replacement | | 122,000 |
| Wiring Closets Switch Replacement - Admin/PSC | | 369,000 |
| Server Replacement | | 32,000 |
| | FY2023 Total | $523,000 |
| **FY2024 Projects** | | |
| Wiring Closets Switch Replacement - Admin/PSC | | 253,000 |
| DMVPN Hub Router Replacement - Admin/PSC | | 126,000 |
| ASA Firewall Replacement - Admin/PSC | | 94,000 |
| | FY2024 Total | $473,000 |
| **FY2025 Projects** | | |
| Edge Router Replacement - Admin/PSC | | 163,000 |
| Virtual Desktop Infrastructure Replacement | | 391,000 |
| Server Replacement | | 34,000 |
| | FY2025 Total | $588,000 |
| **FY2026 Projects** | | |
| Virtual Server Cluster Replacement - Admin/PSC | | 538,000 |
| | FY2026 Total | $538,000 |
| | Total FY2017 thru FY2026 | $5,194,000 |

# PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Park at Embrey Mill - Phase 3 | 2,720,000 | 0 | 2,963,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,683,000 |
| Duff McDuff Green Park | 0 | 0 | 0 | 7,466,000 | 5,932,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,398,000 |
| Patawomeck Park Phase 2 | 0 | 0 | 0 | 0 | 0 | 0 | 283,000 | 3,960,000 | 0 | 0 | 0 | 0 | 4,243,000 |
| New and Renovated Park Amenities | 0 | 0 | 0 | 1,300,000 | 1,300,000 | 1,300,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 0 | 16,900,000 |
| Musselman Park | 159,100 | 0 | 0 | 0 | 0 | 0 | 0 | 488,000 | 2,622,800 | 0 | 0 | 0 | 3,269,900 |
| Infrastructure | 0 | 1,245,000 | 2,079,000 | 1,509,000 | 1,275,000 | 1,318,000 | 1,278,000 | 1,460,000 | 944,000 | 718,000 | 1,490,000 | 0 | 13,316,000 |
| Total | 2,879,100 | 1,245,000 | 5,042,000 | 10,275,000 | 8,507,000 | 2,618,000 | 4,161,000 | 8,508,000 | 6,166,800 | 3,318,000 | 4,090,000 | 0 | 56,809,900 |

| Funding Sources | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 159,100 | 1,245,000 | 2,079,000 | 1,509,000 | 1,275,000 | 1,318,000 | 1,278,000 | 1,460,000 | 944,000 | 718,000 | 1,490,000 |
| Bonds | 2,720,000 | 0 | 2,963,000 | 8,766,000 | 7,232,000 | 1,300,000 | 2,883,000 | 7,048,000 | 5,222,800 | 2,600,000 | 2,600,000 |
| 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 |
| Total | $2,879,100 | $1,245,000 | $5,042,000 | $10,275,000 | $8,507,000 | $2,618,000 | $4,161,000 | $8,508,000 | $6,166,800 | $3,318,000 | $4,090,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 69,000 | 71,000 | 73,000 | 328,000 | 432,000 | 753,000 | 667,000 | 841,000 | 861,000 |
| Operating | 0 | 102,000 | 37,000 | 38,000 | 577,000 | 418,000 | 801,000 | 280,000 | 354,000 | 364,000 |
| Debt Service | 0 | 0 | 248,000 | 982,000 | 1,587,000 | 1,696,000 | 1,938,000 | 2,528,000 | 2,965,000 | 3,183,000 |
| Debt Service Master Lease | | | | | | | | | | |
| Revenue | 0 | (47,000) | (49,000) | (50,000) | (220,000) | (150,277) | (253,100) | (261,433) | (270,776) | (281,129) |
| Total | $0 | $124,000 | $307,000 | $1,043,000 | $2,272,000 | $2,395,723 | $3,238,900 | $3,213,567 | $3,889,224 | $4,126,871 |

# PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

**Total Project Cost:** $13,373,185 **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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| HVAC/Mechanical | 0 | 150,000 | 499,000 | 0 | 290,000 | 0 | 76,000 | 0 | 0 | 327,000 | 0 |
| Roof Replacement/Repairs | 0 | 124,000 | 256,000 | 0 | 0 | 0 | 0 | 0 | 380,000 | 0 | 499,000 |
| Asphalt/Parking/Roads/Signs | 0 | 0 | 0 | 617,000 | 0 | 0 | 431,000 | 0 | 0 | 0 | 496,000 |
| ADA/Security/Master Plan | 0 | 0 | 151,000 | 0 | 0 | 0 | 478,000 | 94,000 | 0 | 0 | 0 |
| Building Replace/Repairs | 0 | 447,000 | 194,000 | 425,000 | 0 | 717,000 | 0 | 745,000 | 130,000 | 0 | 0 |
| Site Improvements/Fields/Trails | 0 | 581,185 | 979,000 | 467,000 | 985,000 | 601,000 | 293,000 | 621,000 | 434,000 | 391,000 | 495,000 |
| **Total** | $0 | $1,302,185 | $2,079,000 | $1,509,000 | $1,275,000 | $1,318,000 | $1,278,000 | $1,460,000 | $944,000 | $718,000 | $1,490,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 1,302,185 | 2,079,000 | 1,509,000 | 1,275,000 | 1,318,000 | 1,278,000 | 1,460,000 | 944,000 | 718,000 | 1,490,000 |
| 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 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $1,302,185 | $2,079,000 | $1,509,000 | $1,275,000 | $1,318,000 | $1,278,000 | $1,460,000 | $944,000 | $718,000 | $1,490,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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

## FY2017 Projects

| | | |
|---|---|---|
| Courthouse Roof replacement | | 124,000 |
| Porter Library Renovation | | 166,685 |
| Gymnastic Center | | 447,000 |
| Safety equipment/ floating dock Lake Mooney | | 111,500 |
| IT server room redundant AC | | 124,000 |
| Tower site air conditioners | | 26,000 |
| Station Maintenance and Repairs | | 148,000 |
| Baseball Foul netting | | 155,000 |
| | FY2017 Total | $1,302,185 |

## FY2018 Projects

| | | |
|---|---|---|
| Curtis Park skate park upgrades | | 130,000 |
| Porter Library parking lot repairs | | 126,000 |
| Pratt & Brooks replace pavilion | | 194,000 |
| Video surveillance systems in various parks | | 91,000 |
| Brooks skate park resurface and upgrades | | 116,000 |
| Curtis Park master plan | | 60,000 |
| Smith Lake stadium for turf fields | | 289,000 |
| Courthouse roof replacement | | 256,000 |
| Lake Mooney Phase 2 | | 318,000 |
| Woodlands Dome and air exchanger | | 499,000 |
| | FY2018 Total | $ 2,079,000 |

## FY2019 Projects

| | | |
|---|---|---|
| Pratt & Brooks replace pavilion | | 200,000 |
| Aquia Landing regrade parking lot and new fence | | 117,000 |
| Willowmere resurface parking lots | | 191,000 |
| Pratt restroom/concession upgrades | | 225,000 |
| Willowmere rectangle field lights | | 227,000 |
| Aquia Landing road improvements | | 309,000 |
| Lake Mooney Phase 3 | | 218,000 |
| Fire company stations carpet replacement 2, 10 &12 | | 22,000 |
| | FY2019 Total | $ 1,509,000 |

## FY2020 Projects

| | | |
|---|---|---|
| Smith Lake bleachers at turf fields | | 282,000 |
| Smith Lake Field #1 turf replacement | | 478,000 |
| Lake Mooney Phase 4 | | 225,000 |
| Public safety building air conditioner replacement | | 290,000 |
| | FY2020 Total | $ 1,275,000 |

# PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

## FY2021 Projects

| | | | |
|---|---|---|---|
| Smith Lake field #2 turf replacement | | | 492,000 |
| Brooks Pratt maintenance building | | | 239,000 |
| Curtis Park create restroom at pavilion #7 | | | 478,000 |
| Administration building flooring replacement | | | 109,000 |
| | FY2021 Total | $ | 1,318,000 |

## FY2022 Projects

| | | | |
|---|---|---|---|
| St. Clair Brooks repave parking lot | | | 431,000 |
| Willowmere install soccer field lights and landscaping - 2 | | | 293,000 |
| ADA accessibility upgrades to public facilities | | | 478,000 |
| Fire company stations HVAC replacements; 2, 10 &12 | | | 76,000 |
| | FY2022 Total | $ | 1,278,000 |

## FY2023 Projects

| | | | |
|---|---|---|---|
| Patawomeck maintenance facility and fence | | | 253,000 |
| Grizzle Center master plan | | | 94,000 |
| Carl Lewis Community Center renovation | | | 492,000 |
| Administration building pressure wash & paint exterior | | | 221,000 |
| Chichester building; pressure wash & paint exterior | | | 158,000 |
| Administration building paint interior | | | 176,000 |
| Chichester building paint interior | | | 66,000 |
| | FY2023 Total | $ | 1,460,000 |

## FY2024 Projects

| | | | |
|---|---|---|---|
| Courthouse furniture replacement | | | 243,000 |
| Garage/Storage Building | | | 130,000 |
| Public Safety Building Roof | | | 380,000 |
| Woodlands Pool resurfacing | | | 191,000 |
| | FY2024 Total | $ | 944,000 |

## FY2025 Projects

| | | | |
|---|---|---|---|
| Public Safety Building floors | | | 130,000 |
| Energy management system upgrades | | | 327,000 |
| Curits Park Pool resurfacing | | | 261,000 |
| | FY2025 Total | | $718,000 |

## FY2026 Projects

| | | | |
|---|---|---|---|
| Fire & Rescue station roof; Aquia, 2, 10 &12 | | | 499,000 |
| Replace fence at various diamond fields * | | | 495,000 |
| Public Safety Parking lot | | | 496,000 |
| | FY2026 Total | | $1,490,000 |
| | Grand Total | | $13,316,500 |

# Park at Embrey Mill - Phase 3

**Total Project Cost:** $5,683,000 **Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

## PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008 and the Parks Utilization Plan (Phase 1 - Athletic Fields) completed in March 2014, identified numerous new construction and major renovation projects which will increase recreational opportunities. The proposed CIP anticipates utilizing remainning park bonds approvded in 2009 and funds from a future bond referendum(s) to address these projects beginning in FY17. This project proposes to build-out the park and could include: two full size, two U-8 size, and one U-10 sized grass, lighted, and irrigated rectangular athletic fields; a playgound; two small restrooms; a covered storage building; a maintenance bulding; and parking. This project includes the project management required to implement.

## OPERATING IMPACT SUMMARY

The annual operating impact includes one additional full time park maintenance supervisor required to oversee the maintanence the additional fields. The level of care and maintenance of this new multi-field facility and the heavy use that is expected warrants the need for higher level of care than current park fields receive. Operating costs for the facility and utilities are partially offset by anticipated direct and indirect revenues from rental of the site for tournaments and revenue from concessions.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 42,000 | 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 | 2,441,000 | 0 | 2,701,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 237,000 | 0 | 262,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $2,720,000 | $0 | $2,963,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 2,720,000 | 0 | 2,963,000 | 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 |
| **Total** | $2,720,000 | $0 | $2,963,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 69,000 | 71,000 | 73,000 | 75,000 | 77,000 | 80,000 | 82,000 | 85,000 | 87,000 |
| Operating | 0 | 102,000 | 37,000 | 38,000 | 39,000 | 40,000 | 42,000 | 43,000 | 44,000 | 45,000 |
| Debt Service | 0 | 0 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 | 248,000 |
| Revenue/Savings | 0 | (47,000) | (49,000) | (50,000) | (52,000) | (53,000) | (55,000) | (57,000) | (58,000) | (60,000) |
| **Total** | $0 | $124,000 | $307,000 | $309,000 | $310,000 | $312,000 | $315,000 | $316,000 | $319,000 | $320,000 |

# Duff McDuff Green Park

**Total Project Cost:** $13,398,000 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

## PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008 and the Parks Utilization Plan (Phase 1 - Athletic Fields) completed in March 2014, identified numerous new construction and major renovation projects which will increase recreational opportunities. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project proposes developing the approximately 125 acres of new parkland which was donated to the County in 2009 beside the existing Duff McDuff Green Park. A Conceptual plan for this site was prepared in 2013 and augments the amenities already constructed at the existing park. The future park bond project could include: 2 full size, lighted, synthetic turf fields,and 3 additional full size, lighted, irrigated grass rectangular fields, drainage improvements, entrance road, expanded parking, updated signage, trails, and a fenced district maintenance facility. This project includes the project management required to implement.

## OPERATING IMPACT SUMMARY

The annual operating impact includes three additional full time, two part time, and two seasonal park maintenance workers required to maintain this large facility. Two concession workers are needed. The level of care and maintenance of this new multi-field facility and the heavy use that is expected warrants the need for higher level of care than current park fields receive. One time start up costs for additional equipment to maintain the property and two vehicles. Operating costs for the facility and utilities are partially offset by anticipated direct and indirect revenues from rental of the site for tournaments and revenue from concessions.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 1,534,000 | 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 | 5,393,000 | 5,393,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 539,000 | 539,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $7,466,000 | $5,932,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 7,466,000 | 5,932,000 | 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 |
| **Total** | $0 | $0 | $0 | $7,466,000 | $5,932,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 253,000 | 129,000 | 264,000 | 269,000 | 275,000 | 281,000 |
| Operating | 0 | 0 | 0 | 0 | 538,000 | 62,000 | 128,000 | 132,000 | 136,000 | 140,000 |
| Debt Service | 0 | 0 | 0 | 625,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 | 1,121,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | (168,000) | (86,500) | (178,000) | (184,000) | (189,000) | (195,000) |
| **Total** | $0 | $0 | $0 | $625,000 | $1,744,000 | $1,225,500 | $1,335,000 | $1,338,000 | $1,343,000 | $1,347,000 |

# Patawomeck Park Phase 2

**Total Project Cost:** $4,243,000 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

## PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008 and the Parks Utilization Plan (Phase 1 - Athletic Fields) completed in March 2014, identified numerous new construction and major renovation projects which will increase recreational opportunities. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. Phase 1 of Patawomeck Park was constructed with 2001 park bond funds and included 2 rectangular fields, 2 diamond fields, a playground, and picnic shelter/restroom. Phase 2 of development of the park could include: 3 additional lighted, irrigated diamond fields, restrooms, expanded parking, updated signage, utility upgrades, and new trails, This project includes the project management required to implement.

## OPERATING IMPACT SUMMARY

The annual operating impact includes three additional full time, two part time, and two seasonal park maintenance workers required to maintain this large facility. Two concession workers are needed. The level of care and maintenance of this new multi-field facility and the heavy use that is expected warrants the need for higher level of care than current park fields receive. One time start up costs for additional equipment to maintain the property and two vehicles. Operating costs for the facility and utilities are partially offset by anticipated direct and indirect revenues from rental of the site for tournaments and revenue from concessions.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 283,000 | 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 | 3,536,000 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 424,000 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $283,000 | $3,960,000 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 283,000 | 3,960,000 | 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $283,000 | $3,960,000 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 47,000 | 97,000 | 100,000 | 103,000 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 268,000 | 42,000 | 44,000 | 45,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 24,000 | 355,000 | 355,000 | 355,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | (3,000) | (6,000) | (6,000) | (7,000) |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $336,000 | $488,000 | $493,000 | $496,000 |

# New and Renovated Park Amenities

**Total Project Cost:** $16,900,000 **Est. Opening Date:** FY2018

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

## PROGRAM DESCRIPTION

The Parks Utilization Plan (Phase1)completed in 2014, and the Parks Utilization Plan (Phase 2) to be completed in 2015, identified numerous new construction and major renovation projects which will increase use of existing parks and provide other recreational opportunities. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. The improvements funded by this project will provide much needed renovations to parking lots, playgrounds, picnic shelters,restrooms, trails, courts, skate parks, ADA accessibility improvements, signage, and lights in various parks. Also included in this project are the following improvements which have become too expensive to be funded by the Infrastructure project: FY 2017 - Woodlands pool bath house renovations $510,000, FY 2018 - Willowmere expand parking lot near soccer fields $628,000 and Chichester large building (12,000 SF) $705,000, FY2022 - St. Clair Brooks renovations $614,000, FY2023 - Pratt Park sewage pump station and expand parking lot $698,000, FY2024 - Duff McDuff Green house renovation $651,000, FY2025 - Fire & Rescue station roof; Aquia, 2, 10 &12 $651,000 and Brooks shelter/restroom replacement $651,000, This project includes the project management required to implement.

## OPERATING IMPACT SUMMARY

The annual operating impact may actually go down on some renovated facilities. Operating costs on new amenities won't be known until the specific amenities are determined. Operating costs for the facility and utilities may be offset by anticipated direct and indirect revenues from rental of the site for tournaments and revenue from concessions or other rentals.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | | | 87,000 | 87,000 | 87,000 | 87,000 | 87,000 | 87,000 | 87,000 | 87,000 |
| Property Acquisition | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | | | 1,104,000 | 1,104,000 | 1,104,000 | 2,404,000 | 2,404,000 | 2,404,000 | 2,404,000 | 2,404,000 |
| Contingency | 0 | | | 109,000 | 109,000 | 109,000 | 109,000 | 109,000 | 109,000 | 109,000 | 109,000 |
| Other | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $1,300,000 | $1,300,000 | $1,300,000 | $2,600,000 | $2,600,000 | $2,600,000 | $2,600,000 | $2,600,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 1,300,000 | 1,300,000 | 1,300,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 |
| 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 |
| **Total** | $0 | $0 | $0 | $1,300,000 | $1,300,000 | $1,300,000 | $2,600,000 | $2,600,000 | $2,600,000 | $2,600,000 | $2,600,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 94,000 | 49,000 | 100,000 | 103,000 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 281,000 | 21,000 | 43,000 | 45,000 |
| Debt Service | 0 | 0 | 0 | 109,000 | 218,000 | 327,000 | 545,000 | 763,000 | 981,000 | 1,199,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | (6,000) | (3,000) | (6,000) | (7,000) |
| **Total** | $0 | $0 | $0 | $109,000 | $218,000 | $327,000 | $914,000 | $830,000 | $1,118,000 | $1,340,000 |

# Musselman Park

**Total Project Cost:** $3,269,900 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

## PROGRAM DESCRIPTION

This project plans the long range use of the 42 acres of property located off Truslow Road. The plan will identify the scope of phase 1 development which may include the provision of one grass baseball field and one grass rectangular field, both lighted, a restroom building, picnic shelter, playground, trails, and parking. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department additional park space for active recreation is necessary. Sports field location, type and size will align with the approved Parks Utilization Plan (Phase 1-Athletic fields).

## OPERATING IMPACT SUMMARY

Annual operating impactl include 2 full-time and 2 part-time park maintenance worker positions and one time start up costs for additional equipment to maintain the property. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of a proposed picnic shelter.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 159,100 | 0 | 0 | 0 | 0 | 0 | 0 | 488,000 | 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 | 0 | 2,341,800 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 281,000 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $159,100 | $0 | $0 | $0 | $0 | $0 | $0 | $488,000 | $2,622,800 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 159,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 488,000 | 2,622,800 | 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 |
| **Total** | $159,100 | $0 | $0 | $0 | $0 | $0 | $0 | $488,000 | $2,622,800 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 226,000 | 268,000 | 170,000 | 281,000 | 287,000 |
| Operating | 0 | 0 | 0 | 0 | 0 | 316,000 | 82,000 | 42,000 | 87,000 | 89,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 41,000 | 260,000 | 260,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | (10,777) | (11,100) | (11,433) | (11,776) | (12,129) |
| **Total** | $0 | $0 | $0 | $0 | $0 | $531,223 | $338,900 | $241,567 | $616,224 | $623,871 |

STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# PUBLIC WORKS SUMMARY

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Animal Shelter | 400,000 | 5,348,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,748,000 |
| Courthouse Addition | 0 | 0 | 0 | 2,350,000 | 12,123,000 | 14,528,000 | 0 | 0 | 0 | 0 | 0 | 0 | 29,001,000 |
| Library #4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,516,000 | 1,030,000 | 13,154,000 | 16,700,000 |
| Belmont Ferry Farm Trail - Phase 6 | 75,000 | 925,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 |
| Stormwater Compliance | 0 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 0 | 4,800,000 |
| Total | $475,000 | $6,573,000 | $500,000 | $2,850,000 | $12,623,000 | $15,028,000 | $500,000 | $500,000 | $500,000 | $3,016,000 | $1,530,000 | $13,154,000 | $57,249,000 |

| Funding Sources | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 400,000 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Bonds | 0 | 5,348,000 | 0 | 2,350,000 | 12,123,000 | 14,528,000 | 0 | 0 | 0 | 2,516,000 | 1,030,000 |
| 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 |
| Total | $475,000 | $6,573,000 | $500,000 | $2,850,000 | $12,623,000 | $15,028,000 | $500,000 | $500,000 | $500,000 | $3,016,000 | $1,530,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 51,000 | 52,000 | 54,000 | 55,000 | 1,128,000 | 1,162,000 | 1,196,000 | 1,232,000 | 1,269,000 |
| Operating | 56,000 | 135,000 | 98,000 | 99,000 | 101,000 | 571,000 | 380,000 | 439,000 | 450,000 | 461,000 |
| Debt Service | 0 | 448,000 | 448,000 | 645,000 | 1,659,000 | 2,875,000 | 2,875,000 | 2,875,000 | 2,875,000 | 3,086,000 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | $56,000 | $634,000 | $598,000 | $798,000 | $1,815,000 | $4,574,000 | $4,417,000 | $4,510,000 | $4,557,000 | $4,816,000 |

# Animal Shelter

**Total Project Cost:** $5,748,000 **Est. Opening Date:** 2017

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.

## OPERATING IMPACT SUMMARY

Operating impacts include one time start up costs and additional maintenance and operating costs.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 400,000 | 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 | 4,875,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 473,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $400,000 | $5,348,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 5,348,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $400,000 | $5,348,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 108,000 | 46,000 | 47,000 | 49,000 | 50,000 | 52,000 | 53,000 | 55,000 | 57,000 |
| Debt Service | 0 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 | 448,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $556,000 | $494,000 | $495,000 | $497,000 | $498,000 | $500,000 | $501,000 | $503,000 | $505,000 |

# Courthouse Addition

**Total Project Cost:** $29,001,000 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives
- 2004 space needs

## PROGRAM DESCRIPTION

Construction of a 45,000 square foot expansion to the existing Courthouse to provide three additional courtrooms for the County's Courts, Clerk's Offices and other associated building improvements. The 2015 space needs analysis identified deficiencies in existing space and future space including a net square feet (nsf) deficiency of 34,315 nsf less than the needs in 2020 and 47,186 nsf less than needs in 2025. The project consists of renovations to the existing courtroom and office space, along with site improvements to provide for prisoner transfer accommodations and significant upgrades to provide improved citizen access including improvements to provide access in accordance with the American's with Disabilities Act.

## 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 2,350,000 | 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 | 12,123,000 | 12,129,000 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 2,399,000 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $2,350,000 | $12,123,000 | $14,528,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 2,350,000 | 12,123,000 | 14,528,000 | 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 |
| **Total** | $0 | $0 | $0 | $2,350,000 | $12,123,000 | $14,528,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 1,071,000 | 1,103,000 | 1,136,000 | 1,170,000 | 1,205,000 |
| Operating | 0 | 0 | 0 | 0 | 0 | 469,000 | 276,000 | 284,000 | 293,000 | 302,000 |
| Debt Service | 0 | 0 | 0 | 197,000 | 1,211,000 | 2,427,000 | 2,427,000 | 2,427,000 | 2,427,000 | 2,427,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $197,000 | $1,211,000 | $3,967,000 | $3,806,000 | $3,847,000 | $3,890,000 | $3,934,000 |

# Library #4

**Total Project Cost:** $16,700,000 **Est. Opening Date:** 2028

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,030,000 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,516,000 | 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 | $0 | $2,516,000 | $1,030,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,516,000 | 1,030,000 |
| 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,516,000 | $1,030,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 211,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $211,000 |

# Belmont Ferry Farm Trail - Phase 6

**Total Project Cost:** $1,000,000

**Est. Opening Date:** 2017

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 75,000 | 300,000 | 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 | 569,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 56,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $75,000 | $925,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fuel Tax | 15,000 | 185,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 60,000 | 740,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $75,000 | $925,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 51,000 | 52,000 | 54,000 | 55,000 | 57,000 | 59,000 | 60,000 | 62,000 | 64,000 |
| Operating | 31,000 | 2,000 | 2,000 | 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** | $31,000 | $53,000 | $54,000 | $56,000 | $57,000 | $59,000 | $61,000 | $62,000 | $64,000 | $66,000 |

# Stormwater Compliance

**Total Project Cost:** $4,800,000 **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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 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 |
| 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 | $300,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 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 |
| Proffers/Capital Project Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $300,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 25,000 | 25,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 100,000 | 100,000 | 100,000 |
| 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** | $25,000 | $25,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $100,000 | $100,000 | $100,000 |

# TRANSPORTATION SUMMARY

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| (1) Route 1, Jefferson Davis Hwy | 0 | 0 | 0 | 300,000 | 500,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,800,000 |
| (2) Route 711 Juggins Road | 0 | 0 | 300,000 | 500,000 | 1,250,000 | 170,600 | 0 | 0 | 0 | 0 | 0 | 0 | 2,220,600 |
| (4) Safety Improvements on Route 1 at Woodstock Lane and Telegraph Road | 0 | 0 | 1,100,000 | 3,200,000 | 4,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,800,000 |
| (6) Route 606, Ferry Rd | 642,225 | 605,113 | 2,744,308 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,991,646 |
| (7) Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd | 9,393,358 | 14,199,112 | 12,377,530 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35,970,000 |
| (8) Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd | 0 | 0 | 0 | 0 | 0 | 0 | 2,800,000 | 0 | 10,420,522 | 0 | 12,008,478 | 2,575,000 | 27,804,000 |
| (10) Route 652, Truslow Rd, West of I-95 (PPTA) | 7,384,440 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,384,440 |
| (12) Route 627, Mountain View Road Ext. to High School | 3,830,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,830,000 |
| (15) Courthouse Road & Route 1 Intersection Improvements | 950,000 | 7,200,000 | 0 | 5,130,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,280,300 |
| (18) Enon Road & Route 1 Improvements | 610,762 | 0 | 0 | 0 | 0 | 200,000 | 550,000 | 2,268,738 | 0 | 0 | 0 | 0 | 3,629,500 |
| (19) Butler Road | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 412,551 | 587,449 | 3,000,000 | 16,200,000 | 0 | 20,200,000 |
| (20) Garrisonville Road Eustace Road to Shelton Shop Rd | 0 | 0 | 0 | 3,000,000 | 14,000,000 | 11,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 28,400,000 |
| (21) Eskimo Hill Road | 0 | 0 | 0 | 0 | 0 | 250,000 | 500,000 | 1,600,000 | 1,700,000 | 2,000,000 | 1,300,000 | 0 | 7,350,000 |
| (23) Shelton Shop Road | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 4,500,000 | 9,000,000 | 15,000,000 |
| (25) Berea Church Road | 480,000 | 300,000 | 0 | 0 | 4,112,068 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,892,068 |
| (26) Tech Center Drive | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,600,000 | 0 | 2,600,000 |
| (28) Route 608, Brooke Road, South of Eskimo Hill Road | 1,640,002 | 0 | 0 | 0 | 0 | 0 | 1,934,998 | 3,639,900 | 0 | 0 | 0 | 0 | 7,214,900 |
| (29) Route 616, Poplar Road, North of Truslow Road | 2,687,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,687,300 |
| Total | $27,618,087 | $22,304,225 | $16,521,838 | $12,130,300 | $24,362,068 | $13,020,600 | $5,784,998 | $7,921,189 | $12,707,971 | $6,500,000 | $36,608,478 | $11,575,000 | $197,054,754 |

| Funding Sources | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 5,948,752 | 800,000 | 9,518,401 | 1,025,000 | 0 | 0 | 1,400,000 | 0 | 5,210,261 | 4,000,000 | 22,279,188 | 6,075,000 | 56,256,602 |
| Cash | 470,000 | 434,128 | 1,275,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,179,328 |
| Proffers | 2,475,692 | 935,856 | 935,856 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 4,372,404 |
| Service District Supported GO Debt* | 0 | 0 | 0 | 0 | 14,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,200,000 |
| Service District | 0 | 0 | 1,109,966 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,109,966 |
| Fuel Tax | 6,445,071 | 1,136,264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,581,335 |
| Revenue Sharing | 29,855,574 | 3,435,029 | 1,117,068 | 4,600,000 | 9,600,000 | 375,000 | 4,187,449 | 0 | 5,210,261 | 6,800,000 | 8,891,739 | 5,500,000 | 79,572,120 |
| State/Federal | 1,964,749 | 293,907 | 387,641 | 12,858,741 | 500,000 | 1,170,600 | 0 | 2,926,659 | 0 | 0 | 0 | 0 | 20,102,297 |
| Impact Fees | 1,038,177 | 302,506 | 640,019 | 0 | 1,032,921 | 667,079 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 0 | 11,680,702 |
| Total Funding Sources Identified | 48,198,015 | 7,337,690 | 14,984,151 | 18,483,741 | 25,332,921 | 2,212,679 | 7,187,449 | 4,526,659 | 12,020,522 | 12,400,000 | 32,795,927 | 11,575,000 | 197,054,754 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Debt Service | 0 | 67,000 | 863,000 | 949,000 | 949,000 | 949,000 | 1,066,000 | 1,066,000 | 1,502,000 | 1,837,000 |
| Service District Debt Service | 0 | 0 | 0 | 0 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 | 1,188,246 |
| | $0 | $67,000 | $863,000 | $949,000 | $2,137,246 | $2,137,246 | $2,254,246 | $2,254,246 | $2,690,246 | $3,025,246 |

# ROUTE 1, JEFFERSON DAVIS HIGHWAY

**Total Project Cost:** $1,800,000 **Est. Opening Date:** 2021

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. Completion of this project according to the schedule shown is dependent upon the timing for the receipt of state HB2 funding.

## OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 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 | $300,000 | $500,000 | $1,000,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 300,000 | 500,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $300,000 | $500,000 | $1,000,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# Juggins Road Reconstruction

**Total Project Cost:** $2,220,600 **Est. Opening Date:** 2021

Links to Board's Strategic

•Supports the Board's Education

## PROGRAM DESCRIPTION

Two lane reconstruction of Juggins Road (S.R. 711) from Chadwick Drive to the new Moncure Elementary School location, a distance of approximately .25 mile. Project will also include the rural restoration and surface treatment of Juggins Road from the north entrance to the elementary school to the end of state maintenance, about .3 mile. Bond funds would be included with the VPSA borrow for the school construction as this workis integral to the school construction.

## OPERATING IMPACT SUMMARY

Road improvement necessary to support additional traffic resulting from the Moncure Elementary School relocation. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 1,250,000 | 170,600 | 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 | $300,000 | $500,000 | $1,250,000 | $170,600 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 1,025,000 | 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 | 1,025,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 170,600 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $1,025,000 | $1,025,000 | $0 | $170,600 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 86,000 | 86,000 | 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 | $86,000 | $86,000 | $86,000 | $86,000 | $86,000 | $86,000 | $86,000 |

# SAFETY IMPROVEMENTS ON ROUTE 1 AT WOODSTOCK LANE AND TELEGRAPH ROAD

**Total Project Cost:** $8,800,000 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

- Approved by Board for HB2 Funding
- Supports Economic Development

## PROGRAM DESCRIPTION

This project consists of roadway reconstruction/realignment, installation of a new traffic signal, turn lane improvements and access management. This project has been approved to receive House Bill 2 (HB2) funding. The timing for the distribution of the HB2 funds is unknown at this time. Initial funding involves the release of Widewater CDA funding for this project.

## 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 1,100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 3,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 4,500,000 | 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 | $1,100,000 | $3,200,000 | $4,500,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenue | 0 | 0 | 1,275,200 | 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 | 7,524,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $1,275,200 | $7,524,800 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $3,991,646 **Est. Opening Date:** 2018

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, and incorporates road improvements necessary for the improvements to the George Washington Boyhood Home at Ferry Farm. VDOT is administering this project using a combination of state and local funds.

## OPERATING IMPACT SUMMARY

Improvements to Ferry Road were identified in the 2008 Transportation Bond Referendum. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 642,225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 605,113 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 2,744,308 | 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** | $642,225 | $605,113 | $2,744,308 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenue | 470,000 | 434,128 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers | 253,518 | 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 | 1,525,823 | 470,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 838,177 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $3,087,518 | $904,128 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $35,970,000 **Est. Opening Date:** 2019

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 2,375,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 7,018,358 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 14,199,112 | 12,377,530 | 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** | $9,393,358 | $14,199,112 | $12,377,530 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 5,597,752 | 800,000 | 9,518,401 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers | 249,372 | 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 | 14,340,677 | 2,127,354 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 1,964,749 | 293,907 | 387,641 | 387,641 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 302,506 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $22,152,550 | $3,523,767 | $9,906,042 | $387,641 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 67,000 | 863,000 | 863,000 | 863,000 | 863,000 | 863,000 | 863,000 | 863,000 | 863,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $67,000 | $863,000 | $863,000 | $863,000 | $863,000 | $863,000 | $863,000 | $863,000 | $863,000 |

# ROUTE 630, COURTHOUSE ROAD: WINDING CREEK ROAD TO SHELTON SHOP ROAD

**Total Project Cost:** $27,804,000 **Est. Opening Date:** 2024

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. Completes improvements to Courthouse Road from I-95 to Shelton Shop Road. Costs include preliminary engineering and right-of-way acquisition and construction.

## OPERATING IMPACT SUMMARY

A 2008 Transportation Bond project, although bond authority will have expired, requiring another referendum. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 2,800,000 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,420,522 | 0 | 679,478 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,329,000 |
| 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 | $2,800,000 | $0 | $10,420,522 | $0 | $12,008,478 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 1,400,000 | 0 | 5,210,261 | 0 | 4,716,739 |
| 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 | 1,400,000 | 0 | 5,210,261 | 0 | 7,291,739 |
| 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 | $2,800,000 | $0 | $10,420,522 | $0 | $12,008,478 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 117,000 | 117,000 | 553,000 | 553,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $117,000 | $117,000 | $553,000 | $553,000 |

# ROUTE 652, TRUSLOW ROAD, WEST OF I-95

**Total Project Cost:** $7,384,440 **Est. Opening Date:** 2017

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 3,937,912 | 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** | $7,384,440 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 351,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers | 1,343,511 | 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 | 1,998,429 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 3,691,500 | 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** | $7,384,440 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 627, MOUNTAIN VIEW ROAD EXTENSION

**Total Project Cost:** $3,830,000 **Est. Opening Date:** 2016

Links to Board's Strategic Initiatives
- Approved by voters in the 2008 referendum
- Comprehensive Plan

## 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 improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 3,180,000 | 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** | $3,830,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,915,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 1,524,291 | 390,709 | 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** | $3,439,291 | $390,709 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 1 COURTHOUSE ROAD INTERSECTION IMPROVEMENT

**Total Project Cost:** $13,280,300 **Est. Opening Date:** 2019

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 a 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. The project scope has been expanded to include improvements to Hope Road, funded by approved HB2 revenues. Timing of this phase of the project is contingent upon the timing for the receipt of HB2 funding.

## 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 950,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 7,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 5,130,300 | 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** | $950,000 | $7,200,000 | $0 | $5,130,300 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 323,744 | 935,856 | 935,856 | 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 | 985,280 | 1,136,264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 4,317,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 0 | 0 | 0 | 4,646,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $5,626,024 | $2,072,120 | $935,856 | $4,646,300 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# ENON ROAD & ROUTE 1 IMPROVEMENTS

**Total Project Cost:** $3,629,500 **Est. Opening Date:** 2023

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. This project might qualify to receive future House Bill 2 (HB2) funding. The CIP assumes Board approval to submit this project for HB2 funding and approval by the CTB.

## 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 610,762 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 200,000 | 550,000 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,268,738 | 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** | $610,762 | $0 | $0 | $0 | $0 | $200,000 | $550,000 | $2,268,738 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 105,381 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 305,381 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,926,659 | 0 | 0 | 0 |
| Impact Fees | 200,000 | 0 | 0 | 0 | 0 | 92,079 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $610,762 | $0 | $0 | $0 | $0 | $92,079 | $0 | $2,926,659 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** 2026

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 412,551 | 587,449 | 1,000,000 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 7,400,000 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,800,000 |
| 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 | $412,551 | $587,449 | $3,000,000 | $16,200,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,987,449 |
| 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 | 1,600,000 | 1,600,000 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 412,551 | 1,600,000 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $412,551 | $1,600,000 | $1,600,000 | $16,587,449 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 EUSTACE ROAD TO SHELTON SHOP

**Total Project Cost:** $28,400,000 **Est. Opening Date:** 2022

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. Project funded by service district revenue and revenue sharing.

## OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 14,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 11,400,000 | 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 | $3,000,000 | $14,000,000 | $11,400,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 14,200,000 | 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 | 4,600,000 | 9,600,000 | 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 | 4,600,000 | 23,800,000 | 0 | 0 | 0 | 0 | 0 | 0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** 2026

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 250,000 | 500,000 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,600,000 | 1,700,000 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 1,300,000 |
| 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 | $250,000 | $500,000 | $1,600,000 | $1,700,000 | $2,000,000 | $1,300,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 375,000 | 0 | 0 | 0 | 3,200,000 | 0 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 0 | 0 | 0 | 575,000 | 0 | 0 | 0 | 1,600,000 | 1,600,000 |
| **Total** | 0 | 0 | 0 | 0 | 0 | 950,000 | 0 | 0 | 0 | 4,800,000 | 1,600,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# SHELTON SHOP ROAD

**Total Project Cost:** $15,000,000 **Est. Opening Date:** 2027

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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 0 |
| Property Acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500,000 |
| 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 | $0 | $1,500,000 | $4,500,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000,000 | 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 | 2,000,000 | 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 | 0 | 6,000,000 | 0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 335,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $335,000 |

# ROUTE 654, BEREA CHURCH ROAD IMPROVEMENTS

**Total Project Cost:** $4,892,068 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives
- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

## 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 480,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 300,000 | 0 | 0 | 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** | $480,000 | $300,000 | $0 | $0 | $4,112,068 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 302,147 | 0 | 0 | 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 | 1,109,966 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fuel Tax | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 2,251,000 | 103,966 | 92,068 | 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 | 1,032,921 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $2,553,147 | $103,966 | $1,202,034 | $0 | $1,032,921 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** 2026

**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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 2,600,000 |
| 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 | $0 | $2,600,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,575,000 |
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 |
| 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 | $0 | $0 | $0 | $2,600,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 608, Brooke Road, South of Eskimo Hill Road

**Total Project Cost:** $7,214,900 **Est. Opening Date:** 2023

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

## PROGRAM DESCRIPTION

Reconstruction of Brooke Road from 0.64 miles south of Eskimo Hill Road to 2.44 miles south of Eskimo Hill 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 650,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 990,002 | 0 | 0 | 0 | 0 | 0 | 1,934,998 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,639,900 | 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** | $1,640,002 | $0 | $0 | $0 | $0 | $0 | $1,934,998 | $3,639,900 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 3,400 | 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 | 96,681 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 899,902 | 0 | 0 | 0 | 0 | 0 | 2,787,449 | 0 | 0 | 0 | 0 |
| State/Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 0 | 0 | 640,019 | 0 | 0 | 0 | 1,600,000 | 1,187,449 | 0 | 0 | 0 |
| **Total** | $999,983 | $0 | $640,019 | $0 | $0 | $0 | $4,387,449 | $1,187,449 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 616, Poplar Road, North of Truslow Road

**Total Project Cost:** $2,687,300 **Est. Opening Date:** 2016

Links to Board's Strategic Initiatives
- Approved by voters in the 2008 referendum
- Comprehensive Plan

## PROGRAM DESCRIPTION

Reconstruct Poplar Road from 0.10 miles north of Truslow Road to 0.50 miles north of Truslow 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 311,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Acquisition | 844,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 1,532,300 | 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** | $2,687,300 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,344,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue Sharing | 1,000,000 | 343,000 | 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** | $2,344,300 | $343,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# SCHOOLS SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| New Construction | 2,500,000 | 11,431,000 | 16,431,000 | 2,000,000 | 13,964,000 | 13,964,000 | 1,000,000 | 0 | 0 | 5,000,000 | 34,319,000 | 98,109,000 | 100,438,000 | 201,047,000 |
| Renewal - Additions - Renovations | 750,000 | 7,316,000 | 2,214,000 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 10,000,000 | 11,795,000 | 32,325,000 | 23,170,000 | 56,245,000 |
| Support Facilities - New/Renovations | 0 | 0 | 0 | 0 | 0 | 0 | 6,637,000 | 0 | 0 | 0 | 0 | 6,637,000 | 0 | 6,637,000 |
| Capital Maintenance | 0 | 14,950,000 | 8,932,587 | 9,435,000 | 8,790,000 | 9,985,000 | 12,987,415 | 10,705,000 | 9,340,000 | 11,285,000 | 8,610,000 | 105,020,002 | 0 | 105,020,002 |
| Total | $3,250,000 | $33,697,000 | $27,577,587 | $11,435,000 | $22,754,000 | $23,949,000 | $20,624,415 | $10,705,000 | $10,340,000 | $26,285,000 | $54,724,000 | $242,091,002 | $123,608,000 | $368,949,002 |

| Funding Sources | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Construction Bond Funded Projects | 16,747,000 | 16,431,000 | 2,000,000 | 13,964,000 | 13,964,000 | 7,637,000 | - | 1,000,000 | 15,000,000 | 46,114,000 | 132,857,000 |
| Construction Cash Funded Projects | 2,000,000 | 2,214,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,214,000 |
| Total Construction Projects | $18,747,000 | $18,645,000 | $2,000,000 | $13,964,000 | $13,964,000 | $7,637,000 | $0 | $1,000,000 | $15,000,000 | $46,114,000 | $137,071,000 |
| 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 |
| Infrastructure Bond Funded | 3,550,000 | 1,217,587 | 3,350,000 | 3,400,000 | 3,455,000 | 5,582,413 | 4,900,000 | 5,135,000 | 4,700,000 | 4,450,000 | 39,740,000 |
| Infrastructure Cash Funded | 11,400,000 | 7,715,000 | 6,085,000 | 5,390,000 | 6,530,000 | 7,405,002 | 5,805,000 | 4,205,000 | 6,585,000 | 4,160,000 | 65,280,002 |
| Total School Projects | $33,697,000 | $27,577,587 | $11,435,000 | $22,754,000 | $23,949,000 | $20,624,415 | $10,705,000 | $10,340,000 | $26,285,000 | $54,724,000 | $242,091,002 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 594,000 | 618,000 | 642,000 | 668,000 | 695,000 | 722,000 | 751,000 | 781,000 | 813,000 |
| Operating | 0 | 472,000 | 491,000 | 531,000 | 531,000 | 552,000 | 597,000 | 621,000 | 646,000 | 672,000 |
| Debt Service | 0 | 1,698,000 | 3,175,000 | 3,623,000 | 5,076,000 | 6,533,000 | 7,639,000 | 8,049,000 | 8,563,000 | 10,211,000 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | $0 | $2,764,000 | $4,284,000 | $4,796,000 | $6,275,000 | $7,780,000 | $8,958,000 | $9,421,000 | $9,990,000 | $11,696,000 |

# SCHOOLS SUMMARY - BOND FUNDED PROJECTS

| Projects | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total This Period |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Moncure Elementary Rebuild | $ 9,431,000 | $16,431,000 | $ 1,000,000 | | | | | | | | 26,862,000 |
| Ferry Farm Elementary Rebuild | | | $ 1,000,000 | $13,964,000 | $13,964,000 | 1,000,000 | | | | | 29,928,000 |
| Elementary #18 | | | | | | | | | | $ 1,000,000 | 1,000,000 |
| High School #6 | | | | | | | | | $ 5,000,000 | $ 33,319,000 | 38,319,000 |
| Mt. View HS Addition | $ 7,316,000 | | | | | | | | | | 7,316,000 |
| Hartwood Elementary Renovation | | | | | | | | $ 1,000,000 | $10,000,000 | $ 10,795,000 | 21,795,000 |
| Drew MS Renovation | | | | | | | | | | $ 1,000,000 | 1,000,000 |
| Fleet Services | | | | | | $ 6,637,000 | | | | | 6,637,000 |
| Infrastructure | $3,550,000 | $1,217,587 | $3,350,000 | $3,400,000 | $3,455,000 | $5,582,413 | $4,900,000 | $5,135,000 | $4,700,000 | $4,450,000 | 39,740,000 |
| Total | $20,297,000 | $17,648,587 | $5,350,000 | $17,364,000 | $17,419,000 | $13,219,413 | $4,900,000 | $6,135,000 | $19,700,000 | $50,564,000 | $172,597,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Debt Service | 0 | 1,698,000 | 3,175,000 | 3,623,000 | 5,076,000 | 6,533,000 | 7,639,000 | 8,049,000 | 8,563,000 | 10,211,000 |
| Total | $0 | $1,698,000 | $3,175,000 | $3,623,000 | $5,076,000 | $6,533,000 | $7,639,000 | $8,049,000 | $8,563,000 | $10,211,000 |

# REBUILD MONCURE ELEMENTARY SCHOOL

**Total Project Cost:** $31,362,000 **Est. Opening Date:** 2018

## PROGRAM DESCRIPTION

Construct a 986 student elementary school for grades Pre-K through 5 to replace the existing Moncure Elementary. The Rebuild Moncure Elementary School Project will include the construction of the school building ($185/SF), the development of the site, all planning & design requirements, all support furnishing, furniture & equipment and technology infrastructure. Juggins Road Improvements will be administered by Stafford County which will enable the County to apply for state Revenue Sharing matching funds. The school will be constructed with classrooms and core facilities to accommodate 986 students and follow the 2015 Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards, including pursuing LEED Silver Certification. Site location will be located off Juggins Road. In order to open the new Moncure Elementary School in September 2018 the following milestones must be achieved: Design must start no later than January 2016 and be completed no later than December 2016. School & Site development must start March 2017 and be complete by May 2018. The existing Moncure ES and site will be turned over to Stafford County per School Board/Board of Supervisors approved MOU.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 800,000 | 1,724,000 | 0 | 0 | 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 | 9,707,000 | 14,538,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hardware/Software | 0 | 0 | 505,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 631,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 757,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $2,500,000 | $11,431,000 | $16,431,000 | $1,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 1,700,000 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 800,000 | 9,431,000 | 16,431,000 | 1,000,000 | 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 |
| **Total** | $2,500,000 | $11,431,000 | $16,431,000 | $1,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | | 789,000 | 2,164,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 | 2,248,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $789,000 | $2,164,000 | $2,248,000 | $2,248,000 | $2,248,000 | $2,248,000 | $2,248,000 | $2,248,000 | $2,248,000 |

# REBUILD FERRY FARM ELEMENTARY SCHOOL

**Total Project Cost:** $29,928,000 **Est. Opening Date:** 2021

## PROGRAM DESCRIPTION

Construct a 786 student elementary school for grades Pre-K through 5 to replace the existing Ferry Farm Elementary School. The Rebuild Ferry Farm Elementary School Project will include construction of the school building ($185/SF) on the existing campus, the development of the site, including demolition of the existing building and site, all planning & design requirements, all support furnishing, furniture and equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 786 students and follow the 2015 Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards, including pursuing a LEED sliver certification. Rebuild will be sited on the existing Ferry Farm Campus 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 of Ferry Farm Elementary School in September 2021, the following milestones must be achieved: Design must start no later than October 2018 and be completed no later than November 2019. School and site development must start March 2020 and building must be complete by May 2021. Existing Ferry Farm Elementary School and parking will be demolished starting July/August 2021 and be completed by July 2022.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 1,000,000 | 1,526,000 | 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 | 12,438,000 | 11,817,000 | 1,000,000 | 0 | 0 | 0 | 0 |
| Hardware/Software | 0 | 0 | 0 | 0 | 0 | 758,000 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 631,000 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 758,000 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $1,000,000 | $13,964,000 | $13,964,000 | $1,000,000 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 1,000,000 | 13,964,000 | 13,964,000 | 1,000,000 | 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 |
| **Total** | $0 | $0 | $0 | $1,000,000 | $13,964,000 | $13,964,000 | $1,000,000 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 84,000 | 1,252,000 | 2,420,000 | 2,504,000 | 2,504,000 | 2,504,000 | 2,504,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $84,000 | $1,252,000 | $2,420,000 | $2,504,000 | $2,504,000 | $2,504,000 | $2,504,000 |

# ELEMENTARY SCHOOL #18

**Total Project Cost:** $20,516,000 **Est. Opening Date:** 2027

## PROGRAM DESCRIPTION

Construct a 986 student elementary for grades Pre-K through 5. ES#18 will include the construction of the school building ($200/SF), development of the site, all planning and design requirements, all support furnishing, furniture and equipment and technology infrastructure. ES #18 will be constructed will accomodate 986 students, The school construction will follow the 2015 SCPS Elementary Education Specifications. The school will adhere to SCPS Facility Design Standards including pursuing LEED Silver certification. Site location is currently identified in the Embrey Mill Subdivision on land proffered to Stafford County Public Schools by the developer. In order to open ES #18 in September 2027, the following milestones must be achieved. Design must be started by November 2024 and completed no later than December 2025. School & site development must start March 2026 and complete by May 2027.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# High School #6

**Total Project Cost:** $120,323,000 **Est. Opening Date:** 2028

## PROGRAM DESCRIPTION

Construct a 2100 student high school for grades 9 through 12. A new high school will be needed to accommodate student groth projected in the County. HS #6 will include the construction of the school building, the development of the site including all athletic fields, outbuildings, SWM, parking lots and service roads, all planning and design requirements, all support furnishing, furniture and equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 2100 students and follow the most current Stafford County Public School High School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards including pursuing LEED Silver certification. Site location is currently identified for the Westlake Subdivision on land proffered to Stafford County Public Schools by the developer. In order to open High School #6 in September 2028 the following milestones must be achieved: Design must start no later than September 2024 and be completed no later than November 2025. School and site development must start no later than March 2026 and be completed no later than May 2028. Total SF 290,000 @ $200/SF and includes site work. Site work is estimated at approximately $15M.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000,000 | 4,704,000 |
| 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 | 28,615,000 |
| 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 | |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000,000 | $33,319,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000,000 | 33,319,000 |
| 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000,000 | $33,319,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 418,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $418,000 |

# Addition - (Classroom, PE/Health, 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/Health, & 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 High School Additions will include six (6) additional classrooms, an expansion of the PE Department with two (2) classrooms, and an expanded wellness room and the addition of a third fine arts suite for orchestra and two drama classrooms. There will also be the addition of a security vestibule at the Main Entrance.

## OPERATING IMPACT SUMMARY

Operating impact includes funding for 8 new teachers and additional energy costs.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 633,000 | 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 | 117,000 | 6,210,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hardware/Software | 0 | 171,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 245,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 690,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $750,000 | $7,316,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 750,000 | 7,316,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $750,000 | $7,316,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 594,000 | 618,000 | 642,000 | 668,000 | 695,000 | 722,000 | 751,000 | 781,000 | 813,000 |
| Operating | 0 | 472,000 | 491,000 | 531,000 | 531,000 | 552,000 | 574,000 | 597,000 | 621,000 | 646,000 |
| Debt Service | 0 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $1,678,000 | $1,721,000 | $1,785,000 | $1,811,000 | $1,859,000 | $1,908,000 | $1,960,000 | $2,014,000 | $2,071,000 |

# Renovate Library - North Stafford High School

**Total Project Cost:** $2,214,000 **Est. Opening Date:** 2018

## PROGRAM DESCRIPTION

Project includes a comprehensive renovation of North Stafford library area, including the construction of a maker space area for collaboration and project based learning, flexible computer lab and introduction of state of the art technology infrastructure. The renovation will include replacement of all interior finishes including carpet, ceiling and walls, lighting, HVAC system, new furnishings and shelving.

## OPERATING IMPACT SUMMARY

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 110,000 | 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 | 1,820,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hardware/Software | 0 | 0 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 109,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $2,214,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 2,214,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $2,214,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# RENOVATION - HARTWOOD ELEMENTARY SCHOOL (2025 - 2026)

**Total Project Cost:** $21,795,000 **Est. Opening Date:** 2026

## PROGRAM DESCRIPTION

Level 3 Renovation of Hartwood ES will include an upgrade and modernization to the following building systems: Life safety deficiencies, building codes to include fire suppression sprinkler system, HVAC systems, electrical systems, architectural (finishes, doors, hardware, windows), ADA, plumbing systems, fire alarm systems, data systems, PA systems, and lighting systems. There will also be a planned Library and Support Area addition. No capacity expansion is currently planned. Renovation will follow 2015 Stafford County Public Schools Elementary Education Specification and adhere to the Stafford County Public Schools Facility Design Standards, including pursuing LEED Silver Certification. *This project assumes that County water will be available to the site and possibly sanitary sewer at the same time or prior to the Renovation starting in 2024. Modulars to provide swing space to relocate students. Modulars will be leased and included as part of the project cost. . **Modular cost includes delivery, set up, and installation of up to ten (10) modulars, site work, permits and systems set up.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 740,000 | 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 | 9,260,000 | 8,142,000 |
| Hardware/Software | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 261,000 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 348,000 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,044,000 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 | $10,000,000 | $10,795,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 10,000,000 | 10,795,000 |
| 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 | $10,000,000 | $10,795,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 84,000 | 921,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $84,000 | $921,000 |

# RENOVATION/ADDITION - DREW MIDDLE SCHOOL 2028

**Total Project Cost:** $24,170,000 **Est. Opening Date:** 2028

## PROGRAM DESCRIPTION

Level 3 Renovation of Drew Middle School will include an upgrade and modernization to the following building systems: Life safety deficiencies, building codes to include fire suppression sprinkler system, HVAC systems, electrical systems, architectural (finishes, doors, hardware, windows), ADA, plumbing systems, fire alarm system, data systems, PA system, Library expansion and lighting. A small capacity expansion is planned. Renovation will follow the most current Stafford County Public Schools Middle School Education Specification and adhere to the Stafford County Public Schools Facility Design Standards. **Modular cost includes delivery, set up, and installation of up to ten (10) modulars, site work, permits and systems set up. Modulars to provide swing space to relocate students. Modulars will be leased and included as part of the project cost.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 was completed, however, demolition of existing fueling building will be included in this project. Project design would start in FY21 with Construction starting in FY 22. County is responsible for 30% of the cost of this project. Schools portion is 70%.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 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 | 5,176,000 | 0 | 0 | 0 | 0 |
| Hardware/Software | 0 | 0 | 0 | 0 | 0 | 0 | 220,000 | 0 | 0 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 276,000 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 215,000 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $6,637,000 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 6,637,000 | 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 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $6,637,000 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 23,000 | 24,000 | 25,000 | 26,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 555,000 | 555,000 | 555,000 | 555,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $578,000 | $579,000 | $580,000 | $581,000 |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

**Total Project Cost:** $105,020,002 **Est. Opening Date:** 2017-2026

## PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.

## OPERATING IMPACT SUMMARY

0

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| School Site Improvements | 0 | 4,490,000 | 5,877,587 | 5,450,000 | 2,145,000 | 3,155,000 | 5,037,415 | 9,155,000 | 2,530,000 | 6,510,000 | 4,210,000 |
| Pavement | 0 | 2,050,000 | 1,700,000 | 1,350,000 | 2,400,000 | 2,450,000 | 1,050,000 | 1,050,000 | 650,000 | 550,000 | 1,050,000 |
| Environmental Upgrades | 0 | 7,810,000 | 875,000 | 1,825,000 | 3,775,000 | 1,330,000 | 3,100,000 | 350,000 | 3,480,000 | 4,075,000 | 1,200,000 |
| Roof Replace/Repair | 0 | 600,000 | 480,000 | 810,000 | 470,000 | 3,050,000 | 3,800,000 | 150,000 | 2,680,000 | 150,000 | 2,150,000 |
| **Total** | $0 | $14,950,000 | $8,932,587 | $9,435,000 | $8,790,000 | $9,985,000 | $12,987,415 | $10,705,000 | $9,340,000 | $11,285,000 | $8,610,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | | 6,200,000 | 7,415,000 | 5,835,000 | 5,190,000 | 6,330,000 | 7,205,000 | 5,605,000 | 4,005,000 | 6,385,000 | 3,960,000 |
| Bonds | | 3,550,000 | 1,217,587 | 3,350,000 | 3,400,000 | 3,455,000 | 5,582,415 | 4,900,000 | 5,135,000 | 4,700,000 | 4,450,000 |
| Lease | | 5,000,000 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Proffers/Capital Project Reserve | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Nutrition | | 0 | 100,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Perkins | | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| State/Federal | | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | | $14,950,000 | $8,932,587 | $9,435,000 | $8,790,000 | $9,985,000 | $12,987,415 | $10,705,000 | $9,340,000 | $11,285,000 | $8,610,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 297,000 | 399,000 | 679,000 | 964,000 | 1,253,000 | 1,720,000 | 2,130,000 | 2,560,000 | 2,953,000 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $297,000 | $399,000 | $679,000 | $964,000 | $1,253,000 | $1,720,000 | $2,130,000 | $2,560,000 | $2,953,000 |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

## School Site Improvements

| FY2017 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Gym Floor & Bleachers - NSHS | $850,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Replace Walk-In Freezer & Refrigerators - DMS | $90,000 | Current Revenue |
| Upgrade Fire Alarm Panel - AGWMS/GES | $250,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $180,000 | Current Revenue |
| Replace Storage Building - CFHS, HES, HOES, RES, RRES | $235,000 | Current Revenue |
| Construct Stairs at Football Stadium - RTMS | $130,000 | Current Revenue |
| Repair Stadium Sound System - NSHS | $100,000 | Current Revenue |
| Repair Bathroom Floor - ABES | $60,000 | Current Revenue |
| Repair Foundation (Waterproofing) - AYBAC | $250,000 | Current Revenue |
| Repair Stormwater Management - GMC | $250,000 | Current Revenue |
| Repair Field Drainage - MS | $140,000 | Current Revenue |
| Replace Lockers - SMS & BPHS | $255,000 | Current Revenue |
| Repair Phone, Media Retrieval & PA Systems - HOES | $400,000 | Current Revenue |
| Repair Phone, Media Retrieval & PA Systems - WCES | $400,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Replace Generator - HOES | $400,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| FY2017 Total | $4,490,000 | |

| FY2018 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - AGWMS/GES - Phase I | $1,217,587 | Bond |
| Replace Walk-In Freezer & Refrigerators - WES & RES | $100,000 | Nutrition |
| Upgrade CTE Labs | $200,000 | Perkins |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Repair Exterior Envelope - NSHS | $1,165,000 | Current Revenue |
| Repair Exterior Envelope (Windows) and Board Room Overhang - AYBAC | $220,000 | Current Revenue |
| Repair Phone, Media Retrieval & PA Systems - KWBES | $400,000 | Current Revenue |
| Repair Stormwater Management - Various | $50,000 | Current Revenue |
| Construct Storage Buildings - TBGMS, WCES, RRES, KWBES, & AYBAC | $170,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Construct Outdoor Classroom - GVES | $400,000 | Current Revenue |
| Install Storage Facility- Maintenance Complex | $125,000 | Current Revenue |
| Replace Generator - Maintenance Complex | $150,000 | Current Revenue |
| Replace Generator - RES | $400,000 | Current Revenue |
| Install Messaging Marquee - RTMS | $50,000 | Current Revenue |
| Repair Phone, Media Retrieval & PA Systems - SMS | $400,000 | Current Revenue |
| Repair Field Drainage - HS | $200,000 | Current Revenue |
| Repair Playground and Play Areas - One (1) School | $80,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) schools | $200,000 | Current Revenue |
| FY2018 Total | $5,877,587 | |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

| FY2019 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Gym Floor & Bleachers - AGWMS | $950,000 | Bond |
| Repair Interior Finishes - AGWMS/GES - Phase II | $900,000 | Bond |
| Replace Walk-In Freezer & Refrigerators - PRES | $50,000 | Nutrition |
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Exterior (Paint) - Two (2) Schools | $220,000 | Current Revenue |
| Repair Stormwater Management - Various | $300,000 | Current Revenue |
| Install Messaging Marquees - AGWMS/GES/RES (Manual) | $50,000 | Current Revenue |
| Install Turf Field - CFHS | $900,000 | Current Revenue |
| Replace Generator - WES | $400,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Replace Generator - PRES | $400,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Construct Storage Buildings - ABES, GVES & DSMS | $200,000 | Current Revenue |
| Construct Exterior Bleachers - DSMS | $300,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - PRES | $400,000 | Current Revenue |
| Repair Playground & Play Area - ES | $80,000 | Current Revenue |
| FY2019 Total | $5,450,000 | |

| FY2020 Projects | Project Amount | Funding Source |
|---|---|---|
| Upgrade CTE Labs | $200,000 | Perkins |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - HES | $400,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems- RRES | $175,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Upgrade Aimee Building - SHS | $250,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Stormwater Management - Various | $50,000 | Current Revenue |
| Replace Generator - SMS | $400,000 | Current Revenue |
| Repair Playground & Play Area - ES | $80,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $240,000 | Current Revenue |
| FY2020 Total | $2,145,000 | |

| FY2021 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - HHPMS - Phase I | $500,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - CFHS | $250,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - TBGMS | $200,000 | Current Revenue |
| Repair Stormwater Management - Various | $250,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Exterior Envelope - WES | $500,000 | Current Revenue |
| Replace Generator - One (1) School | $400,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Repair Playground & Play Area - ES | $80,000 | Current Revenue |
| FY2021 Total | $3,155,000 | |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

| FY2022 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - RES | $1,182,415 | Bond |
| Repair Interior Finishes - HHPMS - Phase II | $1,400,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Exterior Envelope - RES | $500,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - One School | $250,000 | Current Revenue |
| Repair Stormwater Management - Various | $250,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Replace Generator - One (1) School | $400,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Repair Playground & Play Area - ES | $80,000 | Current Revenue |
| FY2022 Total | $5,037,415 | |

| FY2023 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - BPHS | $2,945,000 | Bond |
| Repair Exterior Envelope - HHPMS | $900,000 | Bond |
| Repair Interior Finishes - PRES | $1,055,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Athletic Fields & Install Turf Field - NSHS | $1,500,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Repair Exterior Envelope - AGWMS-GES | $500,000 | Current Revenue |
| Repair Exterior Envelope - HOES | $500,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - One School | $250,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Repair Stormwater Management - Various | $50,000 | Current Revenue |
| Repair Playground & Play Area - ES | $80,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Replace Generator - One (1) School | $400,000 | Current Revenue |
| FY2023 Total | $9,155,000 | |

| FY2024 Projects | Project Amount | Funding Source |
|---|---|---|
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Athletic Fields - MVHS | $500,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - One School | $250,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Repair Stormwater Management - Various | $320,000 | Current Revenue |
| Repair Playground & Play Area - ES | $85,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Replace Generator - One (1) School | $400,000 | Current Revenue |
| FY2024 Total | $2,530,000 | |

| FY2025 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - WCES | $1,000,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Athletic Fields - BPHS | $500,000 | Current Revenue |
| Repair Interior Finishes - RTMS | $1,700,000 | Current Revenue |
| Repair Playground & Play Area - ES | $85,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Stormwater Management - SHS | $1,500,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Stormwater Management - Various | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - One School | $250,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Replace Generator - One (1) School | $450,000 | Current Revenue |
| FY2025 Total | $6,510,000 | |

| FY2026 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Interior Finishes - SMS | $1,650,000 | Bond |
| Upgrade CTE Labs | $200,000 | Perkins |
| Repair Playground & Play Area - ES | $85,000 | Current Revenue |
| Repair Stormwater Management - Various | $300,000 | Current Revenue |
| Repair Library - One (1) School | $50,000 | Current Revenue |
| Repair Stage Curtains | $50,000 | Current Revenue |
| Repair Phone Systems - VOIP - One (1) Location | $150,000 | Current Revenue |
| Replace Phone, Media Retrieval & PA Systems - One School | $250,000 | Current Revenue |
| Repair Athletic Fields - CFHS | $500,000 | Current Revenue |
| Repair Exterior (Paint) - Two (2) Schools | $275,000 | Current Revenue |
| Replacement of CCTV Cameras - Various Schools (IT) | $250,000 | Current Revenue |
| Replace Generator - One (1) School | $450,000 | Current Revenue |
| FY2026 Total | $4,210,000 | |
| School Site Improvements FY2017-2026 Total | $48,560,002 | |

## Pavement

| FY2017 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement - GMC | $500,000 | Current Revenue |
| Construct Turn Lane - FES | $50,000 | Current Revenue |
| Repair Track - CFHS | $700,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS | $50,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| Repair Tennis Court - NSHS | $350,000 | Current Revenue |
| FY2017 Total | $2,050,000 | |

| FY2018 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Track - MVHS | $700,000 | Current Revenue |
| Repair Tennis Courts - MS | $100,000 | Current Revenue |
| Repair Tennis Courts - MVHS | $350,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| FY2018 Total | $1,700,000 | |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

| FY2019 Projects | Project Amount | Funding Source |
|---|---|---|
| Construct Bus Parking - Phase I - Fueling Station & Salt Storage - (TBD) | $800,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| FY2019 Total | $1,350,000 | |

| FY2020 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement - PRES | $500,000 | Current Revenue |
| Repair Pavement - SMS | $500,000 | Current Revenue |
| Repair Pavement - AYBAC | $500,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| Repair Tennis Courts - CFHS | $350,000 | Current Revenue |
| FY2020 Total | $2,400,000 | |

| FY2021 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement - NSHS (Student Lot) | $600,000 | Current Revenue |
| Repair Pavement - One (1) School | $500,000 | Current Revenue |
| Construct Bus Parking - Phase II (TBD) | $700,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Tennis Courts - MS | $100,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| FY2021 Total | $2,450,000 | |

| FY2022 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Pavement One (1) School | $500,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| FY2022 Total | $1,050,000 | |

| FY2023 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement - One (1) School | $500,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| FY2023 Total | $1,050,000 | |

| FY2024 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| Repair Tennis Courts - MS | $100,000 | Current Revenue |
| FY2024 Total | $650,000 | |

| FY2025 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | $400,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | $150,000 | Current Revenue |
| FY2025 Total | $550,000 | |

| FY2026 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Pavement (Crack Seal, Pothole Repair, Paint Striping) | | $400,000 | Current Revenue |
| Repair Tracks (Miscellaneous) - MS-ES | | $150,000 | Current Revenue |
| Repair Pavement - One (1) School | | $500,000 | Current Revenue |
| | FY2026 Total | $1,050,000 | |
| | Pavement FY2017-2026 Total | $14,300,000 | |

## Environmental Upgrades

| FY2017 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (Rooftop Units) - GMC | | $500,000 | Bond |
| Repair Mechanical Systems (HWH-Elevator-Boiler-Chiller-Univents) - HHPMS - Phase II | | $2,200,000 | Bond |
| Energy Performance Program - Phase III | | $5,000,000 | Lease |
| Repair Mechanical Systems - Various | | $110,000 | Current Revenue |
| | FY2017 Total | $7,810,000 | |

| FY2018 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (Chiller) - PRES | | $250,000 | Current Revenue |
| Repair Mechanical Systems - Various | | $325,000 | Current Revenue |
| Repair Mechanical Systems (Replace Building Automation Controls) - Various | | $300,000 | Current Revenue |
| | FY2018 Total | $875,000 | |

| FY2019 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (AHU-VAV-Chiller-Kitchen A/C) - RES | | $1,500,000 | Bond |
| Repair Mechanical Systems - Various | | $325,000 | Current Revenue |
| | FY2019 Total | $1,825,000 | |

| FY2020 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (VAV-Boilers-AHU-BAS-Elevator) - BPHS Phase I | | $3,400,000 | Bond |
| Replace Package Units - FLEET | | $50,000 | Current Revenue |
| Repair Mechanical Systems - Various | | $325,000 | Current Revenue |
| | FY2020 Total | $3,775,000 | |

| FY2021 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (VAV-Boilers-AHU-BAS-Elevator) - BPHS Phase II | | $755,000 | Bond |
| Repair Mechanical Systems - Various | | $325,000 | Current Revenue |
| Replace CTE Dust Collection Systems-Various | | $250,000 | Current Revenue |
| | FY2021 Total | $1,330,000 | |

| FY2022 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems (VAV-Chiller-AHU-Kitchen A/C) - PRES | | $2,000,000 | Bond |
| Install Kitchen A/C - HOES | | $375,000 | Current Revenue |
| Install Kitchen A/C - WES | | $375,000 | Current Revenue |
| Repair Mechanical Systems -Various | | $350,000 | Current Revenue |
| | FY2022 Total | $3,100,000 | |

| FY2023 Projects | | Project Amount | Funding Source |
|---|---|---|---|
| Repair Mechanical Systems -Various | | $350,000 | Current Revenue |
| | FY2023 Total | $350,000 | |

| FY2024 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Mechanical Systems (HWH-Heat pumps) - WCES | $1,255,000 | Bond |
| Repair Mechanical Systems - SMS | $1,350,000 | Bond |
| Install Kitchen A/C - AGWMS/GES | $500,000 | Current Revenue |
| Repair Mechanical Systems -Various | $375,000 | Current Revenue |
| FY2024 Total | $3,480,000 | |

| FY2025 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Mechanical Systems (Include Kitchen A/C) - NSHS Phase I | $1,400,000 | Bond |
| Repair Mechanical Systems (AHU, Chiller, Fans) - KWBES | $1,650,000 | Bond |
| Repair Mechanical Systems - AYBAC | $650,000 | Bond |
| Repair Mechanical Systems -Various | $375,000 | Current Revenue |
| FY2025 Total | $4,075,000 | |

| FY2026 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Mechanical Systems (Include Kitchen A/C) - NSHS Phase II | $800,000 | Bond |
| Repair Mechanical Systems -Various | $400,000 | Current Revenue |
| FY2026 Total | $1,200,000 | |
| Environmental Upgrades FY2017-2026 Total | $27,820,000 | |

## Roofs

| FY2017 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Roof - HES Area D & E Outbuilding (SS) | $450,000 | Current Revenue |
| Repair Roof - HOES & GMC | $150,000 | Current Revenue |
| FY2017 Total | $600,000 | |

| FY2018 Projects | Project Amount | Funding Source |
|---|---|---|
| Replace Roof - WES (Area B SS) | $330,000 | Current Revenue |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2018 Total | $480,000 | |

| FY2019 Projects | Project Amount | Funding Source |
|---|---|---|
| Replace Roof - FES (SS) | $320,000 | Current Revenue |
| Replace Roof - RES (Area A SS) | $340,000 | Current Revenue |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2019 Total | $810,000 | |

| FY2020 Projects | Project Amount | Funding Source |
|---|---|---|
| Replace Roof - SES (Area E & Outbuildings SS) | $320,000 | Current Revenue |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2020 Total | $470,000 | |

| FY2021 Projects | Project Amount | Funding Source |
|---|---|---|
| Replace Roof - AGWMS/GES | $2,200,000 | Bond |
| Repair Roof - BPHS (Standing seam & Outbuildings) | $700,000 | Current Revenue |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2021 Total | $3,050,000 | |

# CAPITAL MAINTENANCE - INFRASTRUCTURE

| FY2022 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Roof - AYBAC | $1,000,000 | Bond |
| Replace Roof - RTMS (SS-All areas) | $2,300,000 | Current Revenue |
| Replace Roof - PRES (SS) | $350,000 | Current Revenue |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2022 Total | $3,800,000 | |

| FY2023 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2023 Total | $150,000 | |

| FY2024 Projects | Project Amount | Funding Source |
|---|---|---|
| Replace Roof - CFHS (Area A, B, & D-All outbuildings SS) | $2,530,000 | Bond |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2024 Total | $2,680,000 | |

| FY2025 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2025 Total | $150,000 | |

| FY2026 Projects | Project Amount | Funding Source |
|---|---|---|
| Repair Roof - HOES (SS-All Areas) | $2,000,000 | Bond |
| Repair Roof - Various | $150,000 | Current Revenue |
| FY2026 Total | $2,150,000 | |
| ROOFS FY2017-2026 Total | $14,340,000 | |
| CIP FY2017-2026 Grand Total | $105,020,002 | |

# What's New In Utilities?



The FY2017 – FY2026 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 and updated projects.

## New or Updated Projects

### Utilities

- Additions: (additional $8.2 M)
  - Abel Lake Dam Improvements
  - Austin Run Sewer Replacement through Stafford Village
  - Route 1 Sewer (Hidden Valley to Potomac Hills)
  - Maintenance equipment for operations

- Projects Accelerated
  - 370 Zone water PS and Centreport Water Tank – (2024 to 2019)
  - Aquia Creek PS and FM – (2022/25 to 2018/19)

- Project Removed or delayed to allow for additions/advances
  - Potomac Creek PS and FM – delayed
  - Radio Read Meter Program – removed

On December 18, 2014, Lake Mooney Reservoir and Water Treatment Facility began operation. The reservoir supplies water to the southern end of Stafford County and is the third source of water for the county. The lake provides a total of 12 million gallons per day.

# Utilities Summary

| Projects | Prior Funding | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | Total CIP (FY17-26) | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Water Projects | $6,341,000 | $5,506,000 | $8,332,000 | $11,706,000 | $9,439,449 | $589,000 | $6,575,477 | $19,713,195 | $8,101,983 | $690,000 | $718,000 | $71,371,104 | $0 | $77,712,104 |
| Wastewater Projects | 4,719,000 | 10,334,000 | 17,904,295 | 15,419,346 | 6,351,000 | 13,112,000 | 4,458,569 | 17,932,900 | 5,700,727 | 5,935,509 | 6,168,774 | $103,317,120 | 0 | $108,036,120 |
| Both Water/Wastewater | 1,268,950 | 1,605,800 | 1,818,000 | 2,256,000 | 1,476,700 | 895,200 | 1,164,800 | 9,778,300 | 745,500 | 613,200 | 585,300 | $20,938,800 | 0 | $22,207,750 |
| Total | $12,329,000 | $17,445,800 | $28,054,295 | $29,381,346 | $17,267,149 | $14,596,200 | $12,198,846 | $47,424,395 | $14,548,210 | $7,238,709 | $7,472,074 | $195,627,000 | $0 | $207,956,000 |

| Operating Impacts Summary | Existing Debt Service | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | Total Debt Service |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Debt Service | $7,556,214 | $494,946 | $1,244,838 | $1,575,962 | $0 | $378,147 | $179,528 | $3,189,538 | $126,486 | $0 | $0 | |
| Total | $7,556,214 | $8,051,160 | $9,295,999 | $10,871,961 | $10,871,961 | $11,250,107 | $11,429,635 | $14,619,173 | $14,745,659 | $14,745,659 | $14,745,659 | $14,745,659 |

| Project Funding | Prior Funding | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | Total CIP (FY17-26) | Later Years | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Availability Funded Projects | $2,149,000 | $1,370,500 | $3,400,500 | $564,000 | $1,356,000 | $2,830,500 | $2,514,626 | $592,000 | $4,602,983 | $640,000 | $653,000 | $18,524,109 | $0 | $20,673,109 |
| Bond Funded Projects | 9,515,000 | 7,214,000 | 14,876,295 | 18,833,346 | 0 | 4,519,000 | 2,145,426 | 38,116,195 | 1,511,557 | 0 | 0 | $87,215,819 | 0 | $96,730,819 |
| ProRata Funded Projects | 329,000 | 609,500 | 3,260,500 | 5,033,500 | 4,981,500 | 3,910,000 | 1,141,000 | 773,450 | 546,364 | 562,755 | 579,637 | 21,398,205 | 0 | $21,727,205 |
| Operations /User Fees | 3,386,950 | 8,251,800 | 6,517,000 | 4,950,500 | 10,929,649 | 3,336,700 | 6,397,795 | 7,942,750 | 7,887,307 | 6,035,955 | 6,239,437 | 68,488,892 | 0 | $71,875,842 |
| Total | $15,380,000 | $17,445,800 | $28,054,295 | $29,381,346 | $17,267,149 | $14,596,200 | $12,198,846 | $47,424,395 | $14,548,210 | $7,238,709 | $7,472,074 | $195,627,000 | $0 | $211,007,000 |

(in millions of dollars)

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total CIP (FY17-26) | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 320 Zone Water Improvements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 330,000 | 0 | 0 | 330,000 | 0 | 330,000 |
| 342 Zone Water System Imp. - Phase 1 | 0 | 0 | 7,800,000 | 7,800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15,600,000 | 0 | 15,600,000 |
| 342 Zone Water System Imp. - Phase 2 | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000,000 |
| 370N Water Booster Pump Station | 0 | 0 | 0 | 120,000 | 1,070,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,190,000 | 0 | 1,190,000 |
| Lake Mooney WTF Upgrade/Expansion | 0 | 0 | 0 | 0 | 0 | 0 | 1,437,626 | 18,850,195 | 3,656,983 | 0 | 0 | 23,944,804 | 0 | 23,944,804 |
| Abel Lake Dam Improvements | 0 | 4,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,250,000 | 0 | 4,250,000 |
| Centreport Water Tank | 0 | 0 | 0 | 168,000 | 3,304,000 | 0 | 0 | 0 | 0 | 0 | 0 | 3,472,000 | 0 | 3,472,000 |
| Moncure Water Booster Pump Station | 0 | 0 | 105,000 | 1,609,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,714,000 | 0 | 1,714,000 |
| Berea Water Tank Removal | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 200,000 |
| Regional Water Interconnection | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 3,451,000 | 0 | 0 | 3,676,000 | 0 | 3,676,000 |
| Small Water Projects | 234,000 | 0 | 0 | 546,000 | 0 | 0 | 234,000 | 0 | 0 | 0 | 0 | 780,000 | 0 | 1,014,000 |
| Smith Lake Distribution PS Upgrade | 0 | 0 | 73,000 | 1,095,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,168,000 | 0 | 1,168,000 |
| Smith Lake WTF Filter Replacements | 780,000 | 716,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 716,000 | 0 | 1,496,000 |
| Water Distribution System Rehab Program | 104,000 | 108,000 | 112,000 | 116,000 | 304,000 | 316,000 | 329,000 | 342,000 | 356,000 | 370,000 | 385,000 | 2,738,000 | 0 | 2,842,000 |
| Water Extension Projects | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 333,000 | 2,802,000 | 0 | 3,025,000 |
| 320 Zone Extension | 0 | 0 | 0 | 0 | 774,179 | 0 | 0 | 0 | 0 | 0 | 0 | 774,179 | 0 | 774,179 |
| 320 Zone Elevated Storage Tank | 0 | 0 | 0 | 0 | 1,845,547 | 0 | 0 | 0 | 0 | 0 | 0 | 1,845,547 | 0 | 1,845,547 |
| 342 Zone Piping | 0 | 0 | 0 | 0 | 1,879,723 | 0 | 0 | 0 | 0 | 0 | 0 | 1,879,723 | 0 | 1,879,723 |
| Truslow Road Piping | 0 | 0 | 0 | 0 | 0 | 0 | 4,290,851 | 0 | 0 | 0 | 0 | 4,290,851 | 0 | 4,290,851 |
| Total | $6,341,000 | $5,506,000 | $8,332,000 | $11,706,000 | $9,439,449 | $589,000 | $6,575,477 | $19,713,195 | $8,101,983 | $690,000 | $718,000 | $71,371,104 | $0 | $77,712,104 |

# 320 ZONE WATER IMPROVEMENTS

**Total Project Cost:** $330,000 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Replacement of 1,540 feet of 8" water line with a 12" line.

## OPERATING IMPACT SUMMARY

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.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 27,000 | 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 | 303,000 | 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 | $0 | $0 | $330,000 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 330,000 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $330,000 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 342 ZONE WATER SYSTEM IMPROVEMENTS - PHASE 1

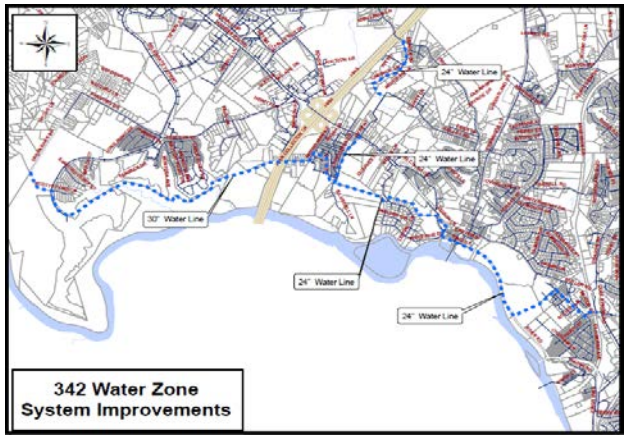
**Total Project Cost:** $15,600,000 **Est. Opening Date:** 2019

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 Lake Mooney Water Treatment Facility 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; phase 3 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 Water Treattment Facility 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 7,800,000 | 7,800,000 | 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 | $7,800,000 | $7,800,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 7,800,000 | 7,800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability 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 | $7,800,000 | $7,800,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 478,854 | 957,708 | 957,708 | 957,708 | 957,708 | 957,708 | 957,708 | 957,708 |
| Revenue/Savings | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | **Total** | $0 | $0 | $478,854 | $957,708 | $957,708 | $957,708 | $957,708 | $957,708 | $957,708 | $957,708 |

# 342 ZONE WATER SYSTEM IMPROVEMENTS - PHASE 2

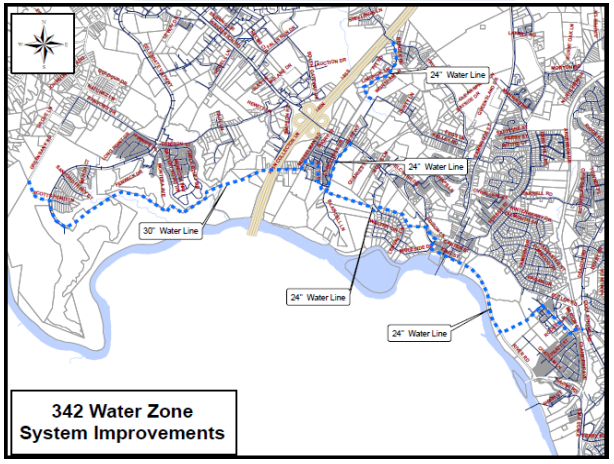
**Total Project Cost:** $5,000,000 **Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Lake Mooney Water Treatment Facility 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; phase 3 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 Water Treattment Facility 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 5,000,000 | 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** | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 5,000,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 370N WATER BOOSTER PUMP STATION

**Total Project Cost:** $1,190,000 **Est. Opening Date:** 2020

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.

## OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends the construction of a new water booster pump station after completion of the Lake Mooney Water Treatment Facility to move water into the 370N water pressure zone. (Project 370N-201)

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 120,000 | 1,070,000 | 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 | $0 | $120,000 | $1,070,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 60,000 | 535,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 60,000 | 535,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $120,000 | $1,070,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# LAKE MOONEY WTF UPGRADE AND EXPANSION

**Total Project Cost:** $23,944,804 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

This project will expand the Lake Mooney 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 Lake Mooney or replacement of the Abel Lake Water Treatment Facility is the better course of action given the circumstances at the time.

## OPERATING IMPACT SUMMARY

Project will provide additional water treatment capacity necessary to continue to meet average and peak day water demands.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,437,626 | 18,850,195 | 3,656,983 | 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 | $1,437,626 | $18,850,195 | $3,656,983 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,850,195 | 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 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 1,437,626 | 0 | 3,656,983 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $1,437,626 | $18,850,195 | $3,656,983 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,157,243 | 1,157,243 | 1,157,243 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,157,243 | $1,157,243 | $1,157,243 |

# ABEL LAKE DAM IMPROVEMENTS

**Total Project Cost:** $4,250,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Due to changes in the State Code relating to Inundation Zones, State Mandates require that we improve the spillways of the Abel Lake dam to eliminate the possibility of erosion during a Maximum Probable Flow event. This includes design and recommendations for armoring the spillway and construction of the recommended improvements. These improvements will be required as a part of our Certificate to Operate the dam. This source of water will be required sometime between 2025 and 2030; therefore, it is important to maintain this dam and water source.

## OPERATING IMPACT SUMMARY

The purpose of this project is to meet required federal regulations.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 250,000 | 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 | 4,000,000 | 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** | $0 | $4,250,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 4,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $4,250,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $3,472,000 **Est. Opening Date:** 2020

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.

## OPERATING IMPACT SUMMARY

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 maintnenance or painting without affecting the reliability of the water distribution system.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 168,000 | 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 | 3,304,000 | 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 | $0 | $168,000 | $3,304,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 84,000 | 1,652,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 84,000 | 1,652,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $168,000 | $3,304,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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.

## OPERATING IMPACT SUMMARY

Upgrade will provide additional pumping capacity and pump redundancy to maintain our ability to meet increased water demands.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 105,000 | 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 | 0 | 1,609,000 | 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 | $105,000 | $1,609,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 105,000 | 804,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 804,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $105,000 | $1,609,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# BEREA WATER TANK REMOVAL

**Total Project Cost:** $200,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

The Berea Water Tank has come to the end of its useful life and will be removed after the completion of the Celebrate Virginia Water Tank. This process will include the removal of any lead based paint before demolition.

## OPERATING IMPACT SUMMARY

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 200,000 | 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 | $200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# REGIONAL WATER INTERCONNECTION

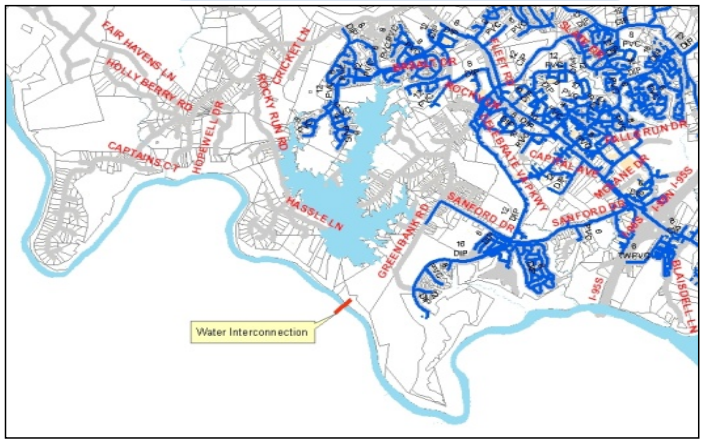
**Total Project Cost:** $3,676,000 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master 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.




## OPERATING IMPACT SUMMARY

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.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 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 | 0 | 3,451,000 | 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 | $0 | $225,000 | $3,451,000 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 3,451,000 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $225,000 | $3,451,000 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 WATER PROJECTS

**Total Project Cost:** $1,014,000 **Est. Opening Date:** Various

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal 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. 480/410 Zone Pressure Reducing Valves - installation of pressure reducing valve vaults to provide for transfer of water from the 480 water pressure zone to the 410 water pressure zone as needed at an estimated cost of $546,000 - FY19

## OPERATING IMPACT SUMMARY

These projects improve fire suppression flows and provide additional water transmission capacity.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 234,000 | 0 | 0 | 546,000 | 0 | 0 | 234,000 | 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** | $234,000 | $0 | $0 | $546,000 | $0 | $0 | $234,000 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 117,000 | 0 | 0 | 273,000 | 0 | 0 | 117,000 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 117,000 | 0 | 0 | 273,000 | 0 | 0 | 117,000 | 0 | 0 | 0 | 0 |
| **Total** | $234,000 | $0 | $0 | $546,000 | $0 | $0 | $234,000 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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

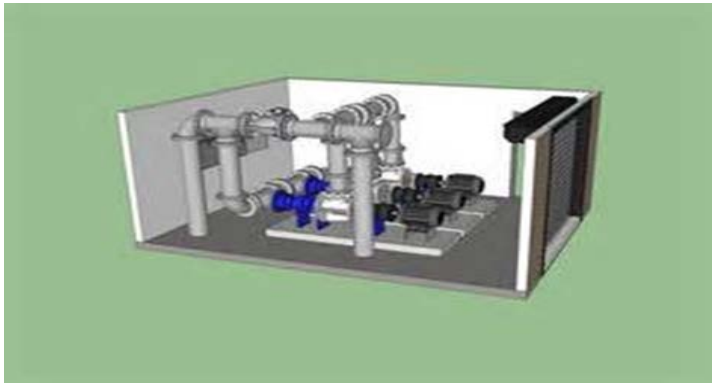
**Total Project Cost:** $1,168,000 **Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## 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 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.



## OPERATING IMPACT SUMMARY

The upgrade of this water pump station is critical to maintaining our ability to meet water demand, even on peak usage days.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 73,000 | 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 | 0 | 1,095,000 | 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 | $73,000 | $1,095,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 36,500 | 547,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 36,500 | 547,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $73,000 | $1,095,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $1,496,000 **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.

## OPERATING IMPACT SUMMARY

Replacement of the existing filters should result in increased run times and reduced backwash water needs.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 780,000 | 716,000 | 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** | $780,000 | $716,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 |
| Availability fees | 780,000 | 716,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $780,000 | $716,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $2,842,000 **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.

## OPERATING IMPACT SUMMARY

Improvements will avoid pipe failures and subsequent interruptions in service to our customers as well as minimize water quality complaints.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 104,000 | 108,000 | 112,000 | 116,000 | 304,000 | 316,000 | 329,000 | 342,000 | 356,000 | 370,000 | 385,000 |
| 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** | $104,000 | $108,000 | $112,000 | $116,000 | $304,000 | $316,000 | $329,000 | $342,000 | $356,000 | $370,000 | $385,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 104,000 | 108,000 | 112,000 | 116,000 | 304,000 | 316,000 | 329,000 | 342,000 | 356,000 | 370,000 | 385,000 |
| **Total** | $104,000 | $108,000 | $112,000 | $116,000 | $304,000 | $316,000 | $329,000 | $342,000 | $356,000 | $370,000 | $385,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $3,025,000 **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).

## OPERATING IMPACT SUMMARY

Provides a solution for residents with wells who may be experiencing problems with well water quantities or quality.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 333,000 |
| 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** | $223,000 | $232,000 | $242,000 | $252,000 | $262,000 | $273,000 | $284,000 | $296,000 | $308,000 | $320,000 | $333,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 |
| Availability fees | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 333,000 |
| **Total** | $223,000 | $232,000 | $242,000 | $252,000 | $262,000 | $273,000 | $284,000 | $296,000 | $308,000 | $320,000 | $333,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 EXTENSION

**Total Project Cost:** $774,179 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project involves design and construction of a 16-inch main from the existing 12-inch main along Kings Highway to the proposed water storage tank along Sherwood Forest Farm Road (3,219 feet). Typically, connecting pipes serving the water tanks are at least 16-inch or larger.

## OPERATING IMPACT SUMMARY

A 16-inch connecting pipe is proposed to provide flow to the 12-inch north and south of the connection on Kings Highway. The length of the water main serving the storage tank will be dependent on the location of the storage tank as determine by future siting studies.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 774,179 | 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 | $774,179 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 774,179 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $774,179 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 ELEVATED WATER TANK

**Total Project Cost:** $1,845,547 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

This is a 0.5 Million Gallon Storage Tank on Kings Highway near Sherwood Forest Farm Road.

## OPERATING IMPACT SUMMARY

The purpose of this tank is to enhance reliability and provide adequate fire flows (2,500 gpm) in the vicinity of the tank.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,845,547 | 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 | $1,845,547 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 1,845,547 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $1,845,547 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 342 ZONE PIPING

**Total Project Cost:** $1,879,723 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch main along RV Parkway and Beagle Road to Truslow Road (5,579 feet).

## OPERATING IMPACT SUMMARY

The purpose of the project is to convey flows from the 30-inch main from Lake Mooney Water Treatment Plant to the 342 and 370N Zones.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,879,723 | 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 | $1,879,723 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 1,879,723 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $1,879,723 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# TRUSLOW ROAD PIPING

**Total Project Cost:** $4,290,851 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch water main along Truslow Road to Hulls Chapel Road (8,209 feet).

## OPERATING IMPACT SUMMARY

The purpose of the project is to convey large quantities of flow from the Lake Mooney WTP to both the southern and northern zones in the water system. This project significantly increases both the reliability and flexibility of the overall system.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 4,290,851 | 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 | $4,290,851 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 2,145,426 | 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 | 2,145,426 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $4,290,851 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total CIP (FY17-26) | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Claiborne Run PS Parallel Force Main | 0 | 381,000 | 5,833,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,214,000 | 0 | 6,214,000 |
| Claiborne Run Pump Station Replacement | 0 | 0 | 405,000 | 6,195,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,600,000 | 0 | 6,600,000 |
| Country Ridge Pump Station Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 31,000 | 486,000 | 0 | 0 | 0 | 517,000 | 0 | 517,000 |
| Equipment Replacement - Aquia WWTF | 965,000 | 1,069,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,069,000 | 0 | 2,034,000 |
| Falls Run Pump Station Replacement | 0 | 0 | 0 | 0 | 280,000 | 4,282,000 | 0 | 0 | 0 | 0 | 0 | 4,562,000 | 0 | 4,562,000 |
| Falls Run Sewer Interceptor Replacement - Phase 2 | 1,200,000 | 0 | 362,000 | 5,549,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,911,000 | 0 | 7,111,000 |
| Austin Run Gravity Sewer Replacement | 0 | 0 | 0 | 0 | 314,000 | 4,806,000 | 0 | 0 | 0 | 0 | 0 | 5,120,000 | 0 | 5,120,000 |
| Austin Run Gravity Sewer Replacement through Stafford Village | 85,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 | 385,000 |
| Little Falls Run WWTF - 3rd Treatment Train | 0 | 0 | 0 | 0 | 0 | 0 | 1,018,000 | 15,590,000 | 0 | 0 | 0 | 16,608,000 | 0 | 16,608,000 |
| Olde Concord to Wayside 18" Gravity Construct | 150,000 | 1,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200,000 | 0 | 1,350,000 |
| Construct Lower Accokeek PS | 100,000 | 2,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,300,000 | 0 | 2,400,000 |
| 18" Gravity Accokeek Creek | 100,000 | 1,050,000 | 435,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,485,000 | 0 | 1,585,000 |
| Lower Accokeek FM | 0 | 200,000 | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,600,000 | 0 | 1,600,000 |
| 8" Gravity Trunk SE Quadrant | 0 | 0 | 580,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 580,000 | 0 | 580,000 |
| 8" Extension of Existing Gravity from Stafford Hospital to PS | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 1,000,000 |
| Rowser 10" Gravity Line | 0 | 0 | 175,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 175,000 | 0 | 175,000 |
| Wyche Rd 12" Gravity Line | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 350,000 | 0 | 350,000 |
| Venture to Wyche Rd 12" Gravity Replacement | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 200,000 |
| 8" Extension of Existing Gravity North of Stafford Hospital | 0 | 0 | 260,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 260,000 | 0 | 260,000 |
| Potomac Creek Pump Station & Force Main Replacement | 800,000 | 0 | 0 | 155,000 | 2,251,000 | 2,251,000 | 0 | 0 | 0 | 0 | 0 | 4,657,000 | 0 | 5,457,000 |
| Sewer Extension Projects | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 320,000 | 2,789,000 | 0 | 3,012,000 |
| Small Sewer Projects | 347,000 | 438,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 438,000 | 0 | 785,000 |
| Wastewater Collection System Rehabilitation Projects | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,500,000 | 0 | 2,750,000 |
| Wastewater Pump Station Rehabilitation Program | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,500,000 | 0 | 2,750,000 |
| Wastewater Pump Station Replacements | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,030,000 | 1,060,900 | 1,092,727 | 1,125,509 | 1,159,274 | 6,468,410 | 0 | 6,468,410 |
| Wayside Sewer Interceptor Replacement | 0 | 0 | 0 | 179,000 | 2,744,000 | 0 | 0 | 0 | 0 | 0 | 0 | 2,923,000 | 0 | 2,923,000 |
| Hilldrup Pump Station | 175,000 | 1,339,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,339,000 | 0 | 1,514,000 |
| Hilldrup PS Force Main | 74,000 | 1,125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,125,000 | 0 | 1,199,000 |
| Route 1 Sewer (Hidden Valley to Potomac Hills-5600 LF of 30") | 0 | 200,000 | 3,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,600,000 | 0 | 3,600,000 |
| Aquia Creek Force Main Replacement | 0 | 0 | 0 | 2,589,346 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,589,346 | 0 | 2,589,346 |
| Aquia Creek PS Expansion | 0 | 0 | 2,762,295 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,762,295 | 0 | 2,762,295 |
| Austin Run Interceptor Section Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,800,000 | 3,990,000 | 4,189,500 | 11,979,500 | 0 | 11,979,500 |
| Camp Barrett SPS FM | 0 | 0 | 0 | 0 | 0 | 0 | 1,595,569 | 0 | 0 | 0 | 0 | 1,595,569 | 0 | 1,595,569 |
| Total | $4,719,000 | $10,334,000 | $17,904,295 | $15,419,346 | $6,351,000 | $13,112,000 | $4,458,569 | $17,932,900 | $5,700,727 | $5,935,509 | $6,168,774 | $103,317,120 | $0 | $108,036,120 |

# 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. 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.

## OPERATING IMPACT SUMMARY

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 capactiy needed to handle increased flows expected from the urban development and redevelopment areas in the southern part of the county. The project will be funded with water and sewer revenue bond proceeds.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 381,000 | 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 | 5,670,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 163,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $381,000 | $5,833,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 190,500 | 2,916,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 190,500 | 2,916,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $381,000 | $5,833,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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.

## OPERATING IMPACT SUMMARY

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 capactiy needed to handle increased flows expected from the urban development and redevelopment areas in the southern part of the county. This project will be funded with water and sewer revenue bond proceeds.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 78,000 | 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 | 327,000 | 6,195,000 | 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 | $405,000 | $6,195,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 202,500 | 3,097,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 202,500 | 3,097,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability 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 | $405,000 | $6,195,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 15,567 | 253,691 | 253,691 | 253,691 | 253,691 | 253,691 | 253,691 | 253,691 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $15,567 | $253,691 | $253,691 | $253,691 | $253,691 | $253,691 | $253,691 | $253,691 |

# COUNTRY RIDGE PUMP STATION REPLACEMENT

**Total Project Cost:** $517,000 **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

This project will not only provide better access to the pump station, but it will enable us to enhance the site the pump station is located on to lessen any adverse impact on the surrounding homes.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 31,000 | 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 | 472,000 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,000 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $31,000 | $486,000 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 243,000 | 0 | 0 | 0 |
| Availability | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 31,000 | 243,000 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $31,000 | $486,000 | $0 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 - 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
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Replacement of sludge dewatering centrifuges

## OPERATING IMPACT SUMMARY

Maintains reliability of the wastewater treatment facility.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 965,000 | 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 | 1,069,000 | 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** | $965,000 | $1,069,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 965,000 | 1,069,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $965,000 | $1,069,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 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

This project will provide the additional capacity necessary to handle increased wastewater flows from the Southern Gateway UDA and the Falmouth Redevelopment Area.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 280,000 | 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 | 4,282,000 | 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 | $0 | $280,000 | $4,282,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 140,000 | 2,141,000 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 140,000 | 2,141,000 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $280,000 | $4,282,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 SEWER INTERCEPTOR REPLACEMENT - PHASE 2

**Total Project Cost:** $7,111,000 **Est. Opening Date:** 2019

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

Any additional development to the west of Cardinal Forest will necessitate replacement of the upper portion of the Falls Run Sewer Interceptor to increase the pipe size and capacity. The project will be funded with water and sewer revenue bond proceeds.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 1,200,000 | 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 | 362,000 | 5,549,000 | 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** | $1,200,000 | $0 | $362,000 | $5,549,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 1,200,000 | 0 | 362,000 | 5,549,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability 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** | $1,200,000 | $0 | $362,000 | $5,549,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 27,829 | 454,415 | 454,415 | 454,415 | 454,415 | 454,415 | 454,415 | 454,415 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $27,829 | $454,415 | $454,415 | $454,415 | $454,415 | $454,415 | $454,415 | $454,415 |

# 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)

## OPERATING IMPACT SUMMARY

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 accomodate increased flows expected from the Camp Barrett area of Quantico.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 314,000 | 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 | 4,666,000 | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 140,000 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $314,000 | $4,806,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 4,519,000 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 157,000 | 143,500 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 157,000 | 143,500 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $314,000 | $4,806,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 347,403 | 347,403 | 347,403 | 347,403 | 347,403 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $347,403 | $347,403 | $347,403 | $347,403 | $347,403 |

# AUSTIN RUN GRAVITY SEWER RPLCMNT THROUGH STAFFORD VILLAGE

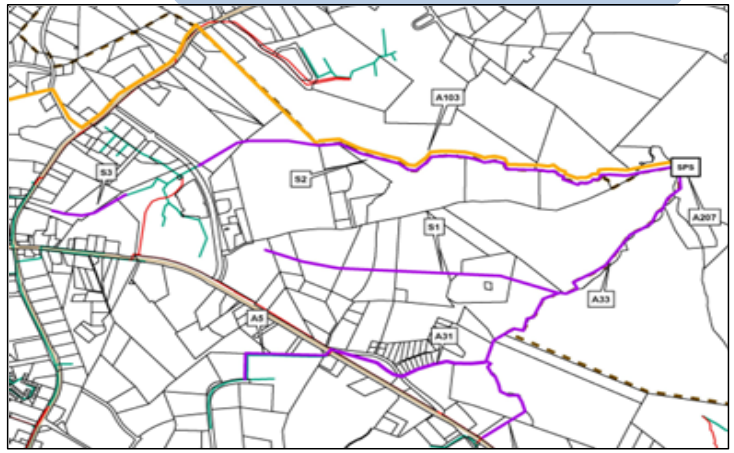
**Total Project Cost:** $385,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Replacement of 1,850 LF of existing undersized 10” gravity sewer with 18” gravity sewer to accommodate commercial growth along the Garrisonville Road corridor.




## OPERATING IMPACT SUMMARY

The purpose of the project is to promote economic growth along Garrisonville Road corridor.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 85,000 | 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 | 300,000 | 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** | $85,000 | $300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 85,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $85,000 | $300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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.

## OPERATING IMPACT SUMMARY

Will enable treatment facility to accommodate future flow increases and enhance the reliability of the facility.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 1,018,000 | 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 | 15,136,000 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 454,000 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $1,018,000 | $15,590,000 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15,590,000 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 509,000 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 509,000 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $1,018,000 | $15,590,000 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,198,499 | 1,198,499 | 1,198,499 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,198,499 | $1,198,499 | $1,198,499 |

# OLDE CONCORD TO WAYSIDE 18" GRAVITY CONSTRUCT

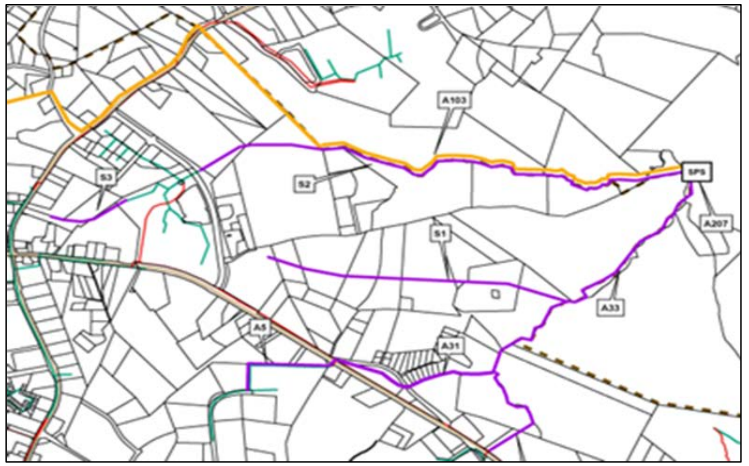
**Total Project Cost:** $1,350,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include This project includes design and construction of an 18-inch gravity main along unnamed tributary from Olde Concord Road to interceptor along Jefferson Davis Highway near Carnaby Street (5,833 feet). The purpose of the project is to serve future customers east of Jefferson Davis Highway near Somerset Lane. The timing for construction of this project is dependent on the timing of flows in this area which is anticipated to be in the near-term (through 2010). The force main from the Courthouse PS should be connected to this 18-inch gravity main in the future to alleviate future capacity issues associated with the gravity sewers downstream of the existing force main serving the Courthouse PS. In the future, this project will convey flows from the force main serving the Lower Accokeek PS.




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 150,000 | 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 | 1,200,000 | 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** | $150,000 | $1,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 1,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $150,000 | $1,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 92,251 | 92,251 | 92,251 | 92,251 | 92,251 | 92,251 | 92,251 | 92,251 | 92,251 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $92,251 | $92,251 | $92,251 | $92,251 | $92,251 | $92,251 | $92,251 | $92,251 | $92,251 |

# Construct Lower Accokeek PS

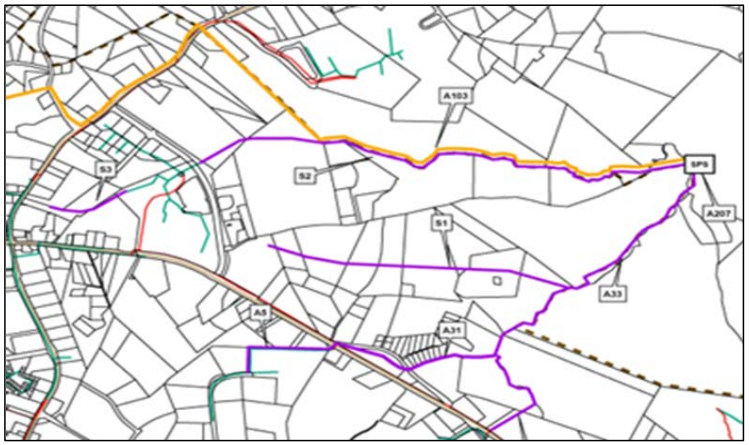
**Total Project Cost:** $2,400,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
Construct Lower Accokeek PS




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 100,000 | 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 | 2,300,000 | 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 | $2,300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 2,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $100,000 | $2,300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 176,815 | 176,815 | 176,815 | 176,815 | 176,815 | 176,815 | 176,815 | 176,815 | 176,815 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $176,815 | $176,815 | $176,815 | $176,815 | $176,815 | $176,815 | $176,815 | $176,815 | $176,815 |

# 18"GRAVITY ACCOKEEK CREEK PS

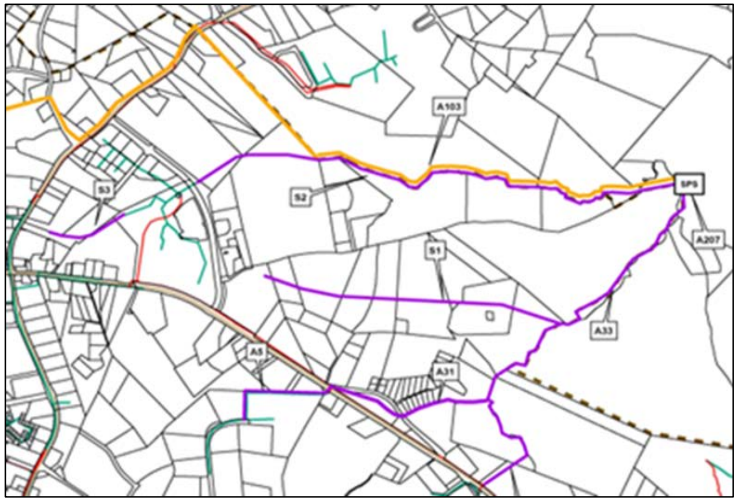
**Total Project Cost:** $1,585,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
Construct 18-inch gravity main along Accokeek Creek from vicinity of Jumping Branch Road to Lower Accokeek PS (4,737 feet)




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 100,000 | 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 | 1,050,000 | 435,000 | 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** | $100,000 | $1,050,000 | $435,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 100,000 | 1,050,000 | 435,000 | 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 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $100,000 | $1,050,000 | $435,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 7,688 | 88,408 | 121,849 | 121,849 | 121,849 | 121,849 | 121,849 | 121,849 | 121,849 | 121,849 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $7,688 | $88,408 | $121,849 | $121,849 | $121,849 | $121,849 | $121,849 | $121,849 | $121,849 | $121,849 |

# CONSTRUCT LOWER ACCOKEEK FM TO EXISTING SEWER

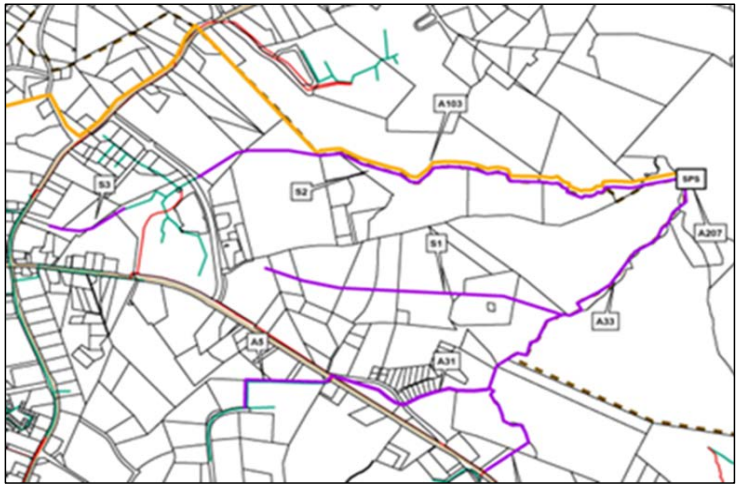
**Total Project Cost:** $1,600,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
Construct 18-inch gravity main along unnamed tributary from Olde Concord Road to interceptor along Jefferson Davis Highway near Carnaby Street (5,833 feet)




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 200,000 | 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 | 1,400,000 | 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** | $0 | $200,000 | $1,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $200,000 | $1,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 8"GRAVITY TRUNK SE QUADRANT

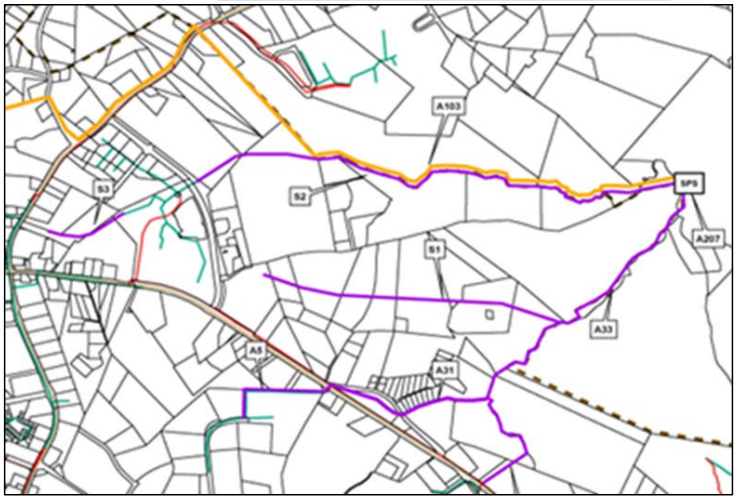
**Total Project Cost:** $580,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
8" Gravity Trunk Sewer to serve Economic Development in SE quadrant.




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 580,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $580,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 580,000 | 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 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $580,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 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 | $0 | $29,000 | $29,000 | $29,000 | $29,000 | $29,000 | $29,000 | $29,000 | $29,000 |

# 8" EXTENSION of EX GRAVITY FROM HOSPITAL TO PS

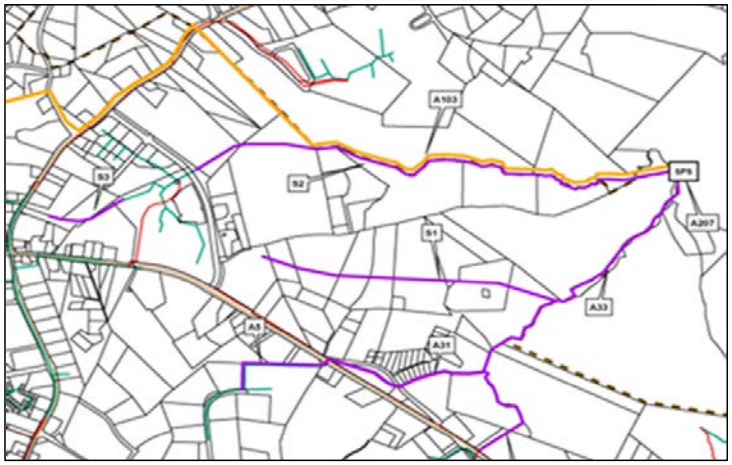
**Total Project Cost:** $1,000,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
8" Extension of ex gravity sewer downstream from hospital



## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 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** | $0 | $0 | $1,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 1,000,000 | 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 | 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 | $1,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 76,876 | 76,876 | 76,876 | 76,876 | 76,876 | 76,876 | 76,876 | 76,876 |
| Revenue/Savings | 0 | 0 | 0 | (125,355) | (127,862) | (130,420) | (133,028) | (135,688) | (138,402) | (141,170) |
| **Total** | $0 | $0 | $76,876 | ($48,479) | ($50,986) | ($53,544) | ($56,152) | ($58,812) | ($61,526) | ($64,294) |

# ROWSER 10" GRAVITY LINE

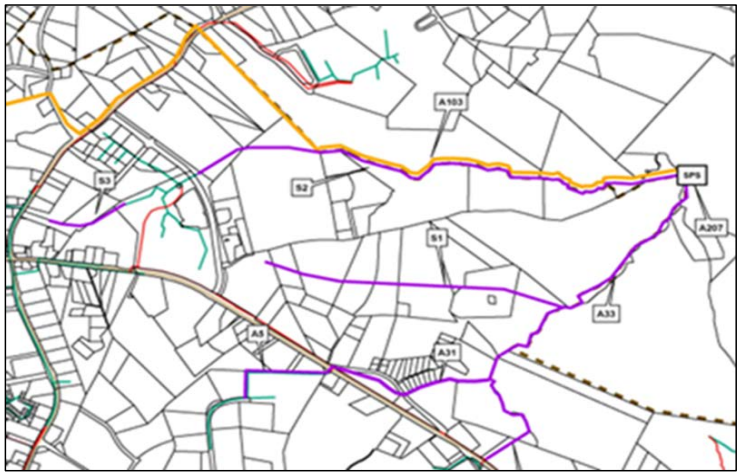
**Total Project Cost:** $175,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project includes design and construction of a 10-inch gravity main from Rowser PS to interceptor along Accokeek Creek (626 feet). The purpose of the project is to eliminate the Rowser PS and serve future customers downstream of the Rowser PS.




## OPERATING IMPACT SUMMARY

Provides for economic development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 175,000 | 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** | $0 | $0 | $175,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 175,000 | 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 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $175,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 13,453 | 13,453 | 13,453 | 13,453 | 13,453 | 13,453 | 13,453 | 13,453 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $13,453 | $13,453 | $13,453 | $13,453 | $13,453 | $13,453 | $13,453 | $13,453 |

# WYCHE ROAD 12" GRAVITY LINE

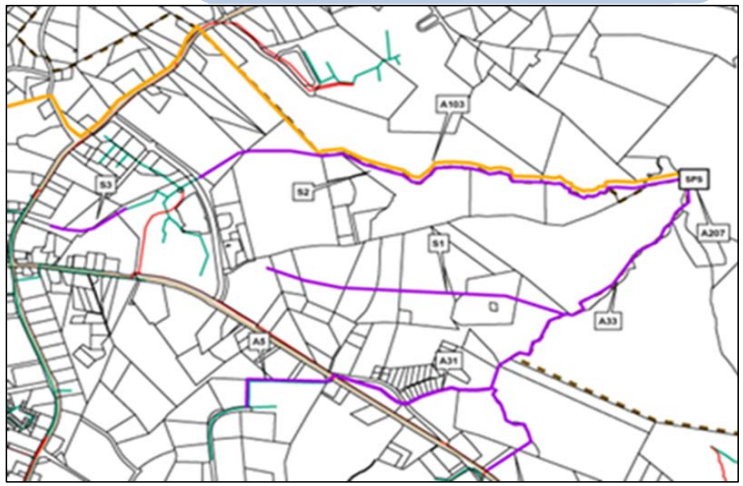
**Total Project Cost:** $350,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project includes design and construction of a 12-inch gravity main along unnamed tributary to Accokeek Creek from Wyche Road PS to interceptor along Accokeek Creek (1,638 feet). The purpose of the project is to eliminate the Wyche Road PS and serve future customers downstream of the Wyche Road PS.




## OPERATING IMPACT SUMMARY

Provides for Economic Development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 350,000 | 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** | $0 | $0 | $350,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 350,000 | 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 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $350,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 26,907 | 26,907 | 26,907 | 26,907 | 26,907 | 26,907 | 26,907 | 26,907 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $26,907 | $26,907 | $26,907 | $26,907 | $26,907 | $26,907 | $26,907 | $26,907 |

# VENTURE ROAD TO WYCHE ROAD PS 12" GRAVITY REPLACEMENT

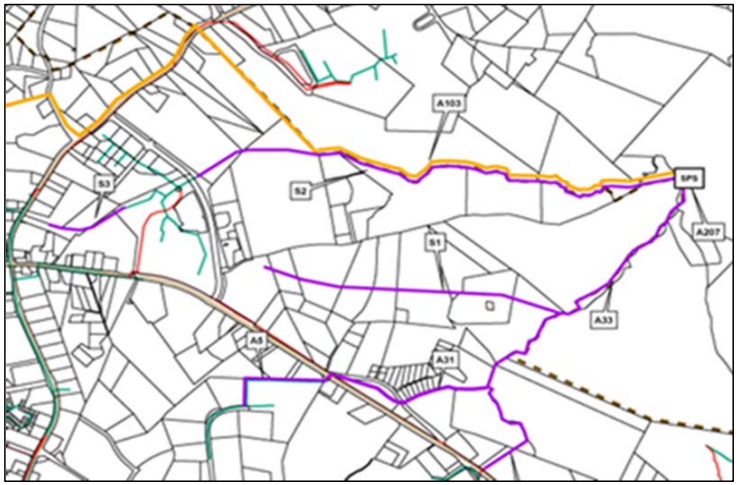
**Total Project Cost:** $200,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include replacing the 8-inch with 12-inch gravity main from Venture Road to Wyche Road PS (1,190 feet)




## OPERATING IMPACT SUMMARY

Provides for Economic Development in the area

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 200,000 | 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** | $0 | $0 | $200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 8" EXTENSION OF EX GRAVITY SEWER

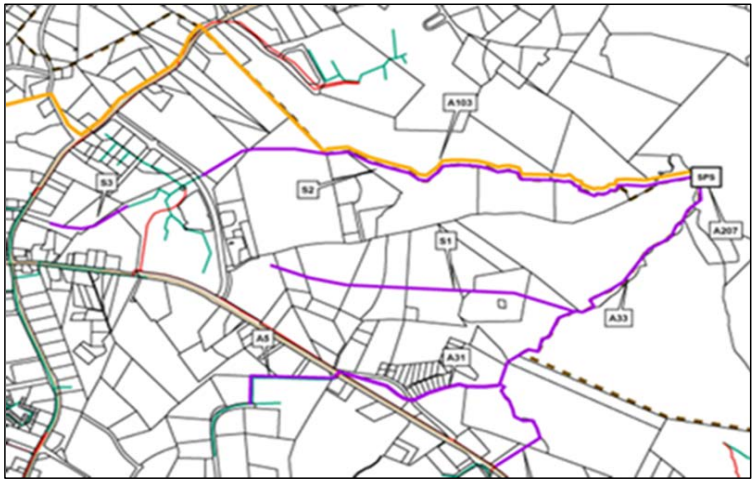
**Total Project Cost:** $260,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:
8" Extension of ex gravity sewer upstream from hospital.




## OPERATING IMPACT SUMMARY

Provides for Economic Development in the area.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 260,000 | 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** | $0 | $0 | $260,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 260,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $260,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# POTOMAC CREEK PUMP STATION & FORCE MAIN REPLACEMENT

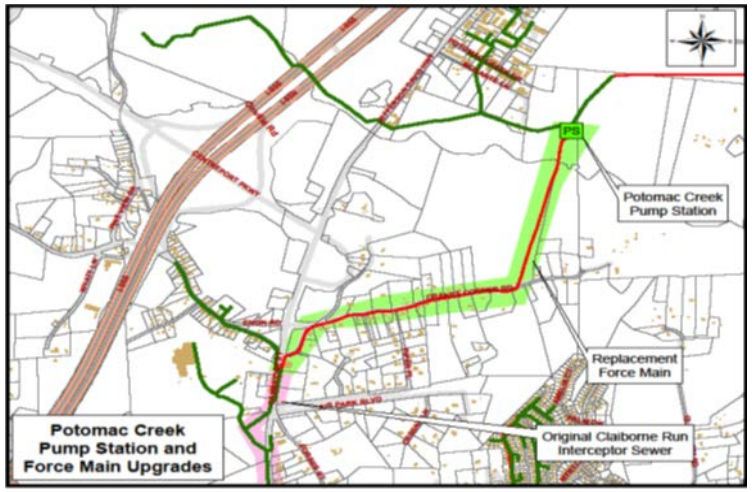
**Total Project Cost:** $4,657,000 **Est. Opening Date:** 2021

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 MGD 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

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 155,000 | 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 | 2,251,000 | 2,251,000 | 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 | $155,000 | $2,251,000 | $2,251,000 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 77,500 | 1,125,500 | 1,125,500 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 77,500 | 1,125,500 | 1,125,500 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $155,000 | $2,251,000 | $2,251,000 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# SEWER EXTENSION PROJECTS

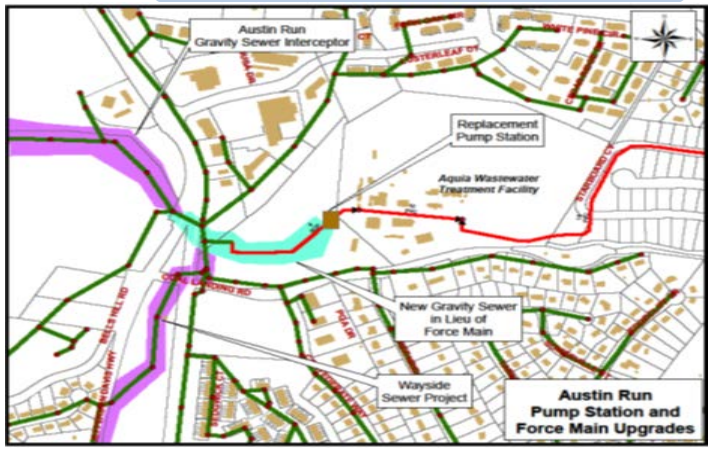
**Total Project Cost:** $3,012,000 **Est. Opening Date:** Ongoing

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).




## OPERATING IMPACT SUMMARY

Provides a solution for residents with on-site septic systems who may be experiencing drainfield problems.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 320,000 |
| 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** | $223,000 | $232,000 | $242,000 | $252,000 | $262,000 | $273,000 | $284,000 | $296,000 | $308,000 | $320,000 | $320,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 |
| Availability fees | 223,000 | 232,000 | 242,000 | 252,000 | 262,000 | 273,000 | 284,000 | 296,000 | 308,000 | 320,000 | 320,000 |
| **Total** | $223,000 | $232,000 | $242,000 | $252,000 | $262,000 | $273,000 | $284,000 | $296,000 | $308,000 | $320,000 | $320,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $785,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

1. Bosun Cove / Brentsmill Sewer - gravity sewer line that will eliminate one pump station in Aquia Harbour - $178,000 in FY17
2. Denrich / Brentsmill Sewer - gravity sewer line that will eliminate pump station adjacent to Widewater Elementary School - $250,000 in FY17 3. 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 FY16.

## OPERATING IMPACT SUMMARY

These projects will take advantage of VDOT initiatives to minimize project costs and reduce future impacts on the roads. In addition, two of these projects will eliminate pump stations and the related operations and maintenance costs.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 347,000 | 438,000 | 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** | $347,000 | $438,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 219,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 347,000 | 219,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $347,000 | $438,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 COLLECTION SYSTEM REHABILITATION PROJECTS

**Total Project Cost:** $2,750,000 **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

This project will replace or repair aging and deteriorated sewer infrastructure to enhance the overall reliability of the wastewater collection system.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 250,000 | 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** | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| **Total** | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $2,750,000 **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.

## OPERATING IMPACT SUMMARY

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.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 250,000 | 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** | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| **Total** | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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:** $6,468,410 **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.

## OPERATING IMPACT SUMMARY

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.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,000,000 | 1,030,000 | 1,060,900 | 1,092,727 | 1,125,509 | 1,159,274 |
| 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 | $1,000,000 | $1,030,000 | $1,060,900 | $1,092,727 | $1,125,509 | $1,159,274 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 500,000 | 515,000 | 530,450 | 546,364 | 562,755 | 579,637 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 500,000 | 515,000 | 530,450 | 546,364 | 562,755 | 579,637 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $1,000,000 | $1,030,000 | $1,060,900 | $1,092,727 | $1,125,509 | $1,159,274 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# 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.

## OPERATING IMPACT SUMMARY

The project will serve future customers along the Jefferson Davis Highway corridor south of Aquia WWTP.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 179,000 | 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 | 2,744,000 | 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 | $0 | $179,000 | $2,744,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 89,500 | 1,372,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 89,500 | 1,372,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $179,000 | $2,744,000 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# HILLDRUP'S PUMP STATION REPLACEMENT

**Total Project Cost:** $1,514,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Construct a new pump station at Quantico Corporate Center to accommodate existing flows as well as new flows from prospective customers such as data centers, corporate office complexes, etc. Pump station needs to be sized for current 100,000 gallons per day plus 500,000 gallons per day for a data center plus another 100,000 gallons per day for future office space. That equates to a pump station capacity of 1,700 gallons per minute using our current 3.5 peaking factor. A new and larger emergency generator will also be required.

## OPERATING IMPACT SUMMARY

Replacement of the existing Hilldrup's Pump Station is a key need to accommodate continued growth in Quantico Corporate Center.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 175,000 | 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 | 1,339,000 | 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** | $175,000 | $1,339,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 58,000 | 1,339,000 | 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 |
| Availability fees | 117,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $175,000 | $1,339,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 102,937 | 102,937 | 102,937 | 102,937 | 102,937 | 102,937 | 102,937 | 102,937 | 102,937 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $102,937 | $102,937 | $102,937 | $102,937 | $102,937 | $102,937 | $102,937 | $102,937 | $102,937 |

# HILLDRUP'S PUMP STATION FORCE MAIN REPLACEMENT

**Total Project Cost:** $1,199,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Replacement of the existing 8-inch diameter force main from the Hilldrup's Pump Station is needed to accommodate construction of a new pump station at Quantico Corporate Center. The new force main needs to be 16 inches in diameter and about 8,400 feet long.

## OPERATING IMPACT SUMMARY

Replacement of the existing Hilldrup's Pump Station is a key need to accommodate continued growth in Quantico Corporate Center. In order to handle the increased flow, the 8-inch diameter force main from the pump station to the gravity sewer needs to be replaced with a 16-inch diameter line.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 74,000 | 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 | 1,125,000 | 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** | $74,000 | $1,125,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 1,125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 37,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 37,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $74,000 | $1,125,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 86,486 | 86,486 | 86,486 | 86,486 | 86,486 | 86,486 | 86,486 | 86,486 | 86,486 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $86,486 | $86,486 | $86,486 | $86,486 | $86,486 | $86,486 | $86,486 | $86,486 | $86,486 |

# ROUTE 1 SEWER (HIDDEN VALLEY TO POTOMAC HILLS)

**Total Project Cost:** $3,600,000 **Est. Opening Date:** 2,018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Replace 5,600 LF of existing undersized 10 Asbestos Cement gravity sewer with 30" gravity sewer to accommodate commercial growth in the Boswell's Corner area.

## OPERATING IMPACT SUMMARY

The purpose of this project is to promote economic and commercial growth in the area.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 200,000 | 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 | 3,400,000 | 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** | $0 | $200,000 | $3,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 200,000 | 1,398,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 2,002,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $200,000 | $3,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 15,375 | 122,848 | 122,848 | 122,848 | 122,848 | 122,848 | 122,848 | 122,848 | 122,848 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $15,375 | $122,848 | $122,848 | $122,848 | $122,848 | $122,848 | $122,848 | $122,848 | $122,848 |

# AQUIA CREEK FORCE MAIN REPLACEMENT

**Total Project Cost:** $2,589,346 **Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project will replace the force mains from the Aquia Creek pump station to Aquia Drive, and from the Aquia at the Bridge pump station to Starboard Cove Lane.

## OPERATING IMPACT SUMMARY

The purpose of this project is to increase the conveyance capacity and provide needed replacement of deteriorated lines.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 2,589,346 | 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 | $2,589,346 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 2,386,846 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | $0 | $0 | $0 | $202,500 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total** | $0 | $0 | $0 | $2,589,346 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | (183,492) | (183,492) | (183,492) | (183,492) | (183,492) | (183,492) | (183,492) |
| Revenue/Savings | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total** | $0 | $0 | $0 | ($183,492) | ($183,492) | ($183,492) | ($183,492) | ($183,492) | ($183,492) | ($183,492) |

# AQUIA CREEK PS EXPANSION

**Total Project Cost:** $2,762,295 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project includes expansion of the Aquia Creek PS from 2.88 MGD to 4.68 MGD.

## OPERATING IMPACT SUMMARY

Flow projections and modeling indicate that the pumping station will have insufficient capacity to meet near-term flows. .

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 2,762,295 | 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 | $2,762,295 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 1,173,795 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 1,588,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $2,762,295 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 90,237 | 90,237 | 90,237 | 90,237 | 90,237 | 90,237 | 90,237 | 90,237 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $90,237 | $90,237 | $90,237 | $90,237 | $90,237 | $90,237 | $90,237 | $90,237 |

# AUSTIN RUN INTERCEPTOR SECTION REPLACEMENT

**Total Project Cost:** $11,979,500 **Est. Opening Date:** 2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project includes replacement of the existing 10-inch and 12-inch with 18-inch gravity main along Garrisonville Road and unnamed tributary to Whitsons Run from Onville Road to interceptor along Whitsons Run (5,050 feet). This project also includes replacement of the existing 18-inch with 24-inch gravity main along Whitsons Run from vicinity of Highpointe Boulevard to interceptor along Austin Run (6,890 feet).

## OPERATING IMPACT SUMMARY

The purpose of the project is to increase the conveyance capacity of the existing gravity mains to handle flows from Quantico Marine Corps Base.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 3,800,000 | 3,990,000 | 4,189,500 |
| 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 | $3,800,000 | $3,990,000 | $4,189,500 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,511,557 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,288,443 | 3,990,000 | 4,189,500 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,800,000 | $3,990,000 | $4,189,500 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 116,203 | 116,203 |
| Revenue/Savings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $116,203 | $116,203 |

# CAMP BARRETT SPS FM

**Total Project Cost:** $1,595,569 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

This project will replace the Camp Barrett force main from the Camp Barrett pump station to Garrisonville Road.

## OPERATING IMPACT SUMMARY

The purpose of the project is to increase the conveyance capacity of the existing force main to handle flows from Quantico Marine Corps Base.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 1,595,569 | 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 | $1,595,569 | $0 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 1,595,569 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $1,595,569 | $0 | $0 | $0 | $0 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 Other



| Projects | Prior Funding | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Total CIP (FY17-26) | Later Years Funding | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Stafford County Complex | 0 | 0 | 0 | 0 | 0 | 0 | 423,000 | 6,484,000 | 0 | 0 | 0 | 6,907,000 | 0 | 6,907,000 |
| Vehicles & Equipment Replacements | 350,000 | 475,000 | 675,000 | 879,000 | 891,000 | 443,000 | 426,000 | 662,000 | 383,000 | 458,000 | 400,000 | 5,692,000 | 0 | 6,042,000 |
| Contingency Allowance | 918,950 | 1,130,800 | 1,143,000 | 1,377,000 | 585,700 | 452,200 | 315,800 | 2,632,300 | 362,500 | 155,200 | 185,300 | 8,339,800 | 0 | 9,258,750 |
| Total | $1,268,950 | $1,605,800 | $1,818,000 | $2,256,000 | $1,476,700 | $895,200 | $1,164,800 | $9,778,300 | $745,500 | $613,200 | $585,300 | $20,938,800 | $0 | $22,207,750 |

# STAFFORD COUNTY COMPLEX

**Total Project Cost:** $6,907,000 **Est. Opening Date:** 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal 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 approximately $215,000 per year 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 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning/Design | 0 | 0 | 0 | 0 | 0 | 0 | 423,000 | 0 | 0 | 0 | 0 |
| Property Acquisition | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction / Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,484,000 | 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 | $0 | $423,000 | $6,484,000 | $0 | $0 | $0 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,676,000 | 0 | 0 | 0 |
| ProRata Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Availability Fees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 0 | 0 | 0 | 0 | 0 | 0 | 423,000 | 2,808,000 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $0 | $0 | $0 | $0 | $423,000 | $6,484,000 | $0 | $0 | $0 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 282,597 | 282,597 | 282,597 |
| Revenue/Savings | | 0 | 0 | 0 | 0 | 0 | 0 | (133,028) | (135,688) | (138,402) | (141,170) |
| | **Total** | $0 | $0 | $0 | $0 | $0 | $0 | ($133,028) | $146,909 | $144,195 | $141,427 |

# VEHICLES AND EQUIPMENT REPLACEMENTS

**Total Project Cost:** $6,042,000 **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

These vehicles and equipment allow us to respond in a timely manner to address problems in the water distribution and wastewater collection system. When they are needed, they must be ready to go.

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |
| Construction / Project | 350,000 | 475,000 | 675,000 | 879,000 | 891,000 | 443,000 | 426,000 | 662,000 | 383,000 | 458,000 | 400,000 |
| 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** | $350,000 | $475,000 | $675,000 | $879,000 | $891,000 | $443,000 | $426,000 | $662,000 | $383,000 | $458,000 | $400,000 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 350,000 | 475,000 | 675,000 | 879,000 | 891,000 | 443,000 | 426,000 | 662,000 | 383,000 | 458,000 | 400,000 |
| **Total** | $350,000 | $475,000 | $675,000 | $879,000 | $891,000 | $443,000 | $426,000 | $662,000 | $383,000 | $458,000 | $400,000 |

| Operating Impacts | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# CONTINGENCY ALLOWANCE

**Total Project Cost:** $9,258,750 **Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

## PROGRAM DESCRIPTION

Funding is included in the planning period to provide contingent allowance for all capital projects.

## OPERATING IMPACT SUMMARY

## PROJECT COSTS

| Cost Categories | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 918,950 | 1,130,800 | 1,143,000 | 1,377,000 | 585,700 | 452,200 | 315,800 | 2,632,300 | 362,500 | 155,200 | 185,300 |
| **Total** | $918,950 | $1,130,800 | $1,143,000 | $1,377,000 | $585,700 | $452,200 | $315,800 | $2,632,300 | $362,500 | $155,200 | $185,300 |

| Funding Sources | Prior Year | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| User Fees | 918,950 | 1,130,800 | 1,143,000 | 1,377,000 | 585,700 | 452,200 | 315,800 | 2,632,300 | 362,500 | 155,200 | 185,300 |
| **Total** | $918,950 | $1,130,800 | $1,143,000 | $1,377,000 | $585,700 | $452,200 | $315,800 | $2,632,300 | $362,500 | $155,200 | $185,300 |

| Operating Impacts | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

# Debt Management



The 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.

Newly rebuilt Stafford High School.

## Who Are We?

- Virginia counties, unlike cities, do not have a legal debt limit.
- Revenue and refunding bonds and bonds for school capital projects are sold through the State's Literary Fund or the Virginia Public School Authority,
- Bonds sold through the Virginia Resource Authority or other state agency as prescribed by law requires 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 valorum 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 | Aa1 | AAA | AA+ |
| Lease Revenue | A1 | A+ | AA- |
| Water & Sewer | Aa2 | AA | Not Rated |

In April, 2015 Stafford County received positive financial news when Moody's Investors Service upgraded the County's bond rating to Aa1 from Aa2. This upgrade comes just two years after Moody's upgraded Stafford's outlook from stable to positive in 2013. Also in 2013, Standard & Poor's upgraded the County's bond rating from AA to an AA+, and Fitch Ratings upgraded the bond rating from AA to AA+.

In July, 2015 after years of unwavering adherence to strict financial management and strong reserve levels established by the Board of Supervisors, Stafford County received a AAA bond rating by Standard & Poors' Rating Services.

Standard & Poors' said in a statement that the AAA upgrade is "due to the County's maintenance of strong budgetary performance and very strong reserves, supported by very strong management conditions through the recent economic recession."

Rating agencies focus on four major areas when reviewing a community's financial standing: the economy, finances, debt and financial management, and governance. A high bond rating means that the County can borrow money at a lower cost, saving taxpayer money.

"The AAA validates our steadfast commitment to being a fiscally responsible and accountable government," said Supervisor Bob Thomas, George Washington District representative and chairman of the Board's Finance, Audit and Budget Committee. "Through all of our challenges, we have found innovative ways to provide services to our citizens, and I applaud the partnership among the Board of Supervisors, the Stafford County School Board, staff, businesses, and citizens to help us reach this long-standing goal.

Other factors that influenced Standard & Poors' rating for Stafford included the County's very strong economy, strong management, strong budgetary performance, with operating surpluses in the general fund, budgetary flexibility, strong liquidity, and adequate debt. The Board will continue its work toward further enhancing the County's bond rating.

## 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 November 2015, the debt limitations are as follows:

- General obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- 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 County complied with the policy and reached the goal one year early. The FY17 Adopted Budget includes additional funds for infrastructure projects. See Capital Projects in the General Government section for a list of projects.

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
- Maintain cash capital at 3% of the operating budget
- 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

| | FY2015 Actual | FY2016 Budget | FY2017 Plan |
|---|---|---|---|
| **Outcomes** | | | |
| Debt Service | $41,190,206 | $42,945,990 | 45,011,954 |
| Debt Service per Capita | $294 | $302 | $311 |
| 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+ | AAA |
| Moody's | Aa1 | Aa1 | Aa |
| Fitch | AA+ | AA+ | AA+ |

## DEPARTMENTAL ACCOMPLISHMENTS

- April 2015 Moody's upgraded the County's bond rating from Aa2 to Aa1.
- July 2015 Standard & Poor's upgraded the County's bond rating to AAA.
- The goal to increase the cash capital budget to 3% of the operating budget by FY2018 was accomplished in the FY17 adopted budget. The goal was met one year early.

# Analysis of Outstanding Debt



## General Obligation Bonds

### School Bond - VPSA

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 291,330,270 | 17,947,122 | 273,383,148 |
| 2018 | 273,383,148 | 18,123,499 | 255,259,649 |
| 2019 | 255,259,649 | 18,125,996 | 237,133,653 |
| 2020 | 237,133,653 | 17,471,214 | 219,662,439 |
| 2021 | 219,662,439 | 16,680,408 | 202,982,031 |

### Bonds for County Projects

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 39,420,000 | 1,613,872 | 37,806,128 |
| 2018 | 34,960,000 | 1,603,872 | 33,356,128 |
| 2019 | 30,510,000 | 1,598,872 | 28,911,128 |
| 2020 | 24,285,000 | 1,590,989 | 22,694,011 |
| 2021 | 22,350,000 | 1,590,989 | 20,759,011 |

## Revenue Bonds

### Lease Revenue Bonds

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 9,280,000 | 2,500,000 | 6,780,000 |
| 2018 | 6,780,000 | 2,500,000 | 4,280,000 |
| 2019 | 4,280,000 | 2,500,000 | 1,780,000 |
| 2020 | 0 | - | 0 |
| 2021 | 0 | - | 0 |

### General Government - Financing Lease - VRA Refunding

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 6,312,258 | 462,409 | 5,849,849 |
| 2018 | 5,849,849 | 462,409 | 5,387,440 |
| 2019 | 5,376,744 | 462,409 | 4,914,335 |
| 2020 | 4,892,694 | 462,409 | 4,430,285 |
| 2021 | 4,397,447 | 462,409 | 3,935,038 |

## Other Debt

### Other- Landfill

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 1,855,000 | 195,000 | 1,660,000 |
| 2018 | 1,660,000 | 205,000 | 1,455,000 |
| 2019 | 1,455,000 | 215,000 | 1,240,000 |
| 2020 | 1,240,000 | 225,000 | 1,015,000 |
| 2021 | 1,015,000 | 235,000 | 780,000 |

### Literary Fund Loans

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 1,796,888 | 466,149 | 1,330,739 |
| 2018 | 1,330,739 | 466,149 | 864,590 |
| 2019 | 864,590 | 216,149 | 648,441 |
| 2020 | 648,441 | 216,149 | 432,292 |
| 2021 | 432,292 | 216,149 | 216,143 |

### Total General Obligation Bonds

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 332,547,158 | 20,027,143 | 312,520,015 |
| 2018 | 309,673,887 | 20,193,520 | 289,480,367 |
| 2019 | 286,634,239 | 19,941,017 | 266,693,222 |
| 2020 | 262,067,094 | 19,278,352 | 242,788,742 |
| 2021 | 242,444,731 | 18,487,546 | 223,957,185 |

### General Government - Financing Lease - Crow's Nest

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 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 |
| 2020 | 4,892,694 | 495,247 | 4,397,447 |
| 2021 | 4,397,447 | 506,703 | 3,890,745 |

## Other Debt

### Other- Equipment Leases- County Equipment

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 12,331,567 | 2,513,676 | 9,817,892 |
| 2018 | 9,817,892 | 2,513,676 | 7,304,216 |
| 2019 | 7,243,218 | 2,513,676 | 4,729,543 |
| 2020 | 4,974,236 | 2,513,676 | 2,460,560 |
| 2021 | 3,587,669 | 2,513,676 | 1,073,993 |

# Analysis of Outstanding Debt



## Utilities Fund

### Revenue Bonds

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 101,019,503 | 3,314,651 | 97,704,852 |
| 2018 | 97,704,852 | 3,417,042 | 94,287,810 |
| 2019 | 94,287,810 | 3,529,851 | 90,757,959 |
| 2020 | 90,757,959 | 3,643,087 | 87,114,872 |
| 2021 | 87,114,872 | 3,756,760 | 83,358,112 |

### Total Utilities Debt

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 101,019,503 | 3,314,651 | 97,704,852 |
| 2018 | 97,704,852 | 3,417,042 | 94,287,810 |
| 2019 | 94,287,810 | 3,529,851 | 90,757,959 |
| 2020 | 90,757,959 | 3,643,087 | 87,114,872 |
| 2021 | 87,114,872 | 3,756,760 | 83,358,112 |

## All Funds

### Total All Funds Debt

| Fiscal Year | Balance July 1 | Principal Payments | Balance June 30 |
|---|---|---|---|
| 2017 | 461,490,487 | 28,817,879 | 432,672,608 |
| 2018 | 429,826,480 | 29,097,343 | 400,729,137 |
| 2019 | 397,822,011 | 28,968,593 | 368,853,418 |
| 2020 | 362,691,983 | 25,930,362 | 336,761,622 |
| 2021 | 337,544,720 | 25,264,685 | 312,280,035 |

# General Fund Bond Debt



## General Government Lease-Revenue Bonds, Series 2008 - 2033 England Run Library, Patawomeck Park, Courthouse Renovations, Public Safety Communications System, JDR Courthouse Design, Artificial Turf Fields

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2008 | $0 | $0 | $0 | $28,030,000 |
| 2009 | 290,000 | 4,406,346 | 4,696,346 | 27,740,000 |
| 2010 | 2,810,000 | 4,298,944 | 7,108,944 | 24,930,000 |
| 2011 | 2,825,000 | 4,123,744 | 6,948,744 | 22,105,000 |
| 2012 | 2,835,000 | 3,974,644 | 6,809,644 | 19,270,000 |
| 2013 | 2,505,000 | 3,823,744 | 6,328,744 | 16,765,000 |
| 2014 | 2,505,000 | 3,684,544 | 6,189,544 | 14,260,000 |
| 2015 | 2,475,000 | 1,693,113 | 4,168,113 | 11,785,000 |
| 2016 | 2,505,000 | 520,450 | 3,025,450 | 9,280,000 |
| 2017 | 2,500,000 | 420,250 | 2,920,250 | 6,780,000 |
| 2018 | 2,500,000 | 320,250 | 2,820,250 | 4,280,000 |
| 2019 | 2,500,000 | 214,000 | 2,714,000 | 1,780,000 |
| 2020 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2021 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2022 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2023 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2024 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2025 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2026 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2027 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2028 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2029 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2030 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2031 | 0 | 89,000 | 89,000 | 1,780,000 |
| 2032 | 890,000 | 89,000 | 979,000 | 890,000 |
| 2033 | 890,000 | 44,500 | 934,500 | 0 |
| | $28,030,000 | $28,681,527 | $56,711,527 | |

## Virginia Resource Authority 2014B, Refunding of Series 2006 and 2008, Embrey Mill Park Improvements and Indoor Recreation Center

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2015 | $0 | $2,034,800 | $2,034,800 | 64,335,000 |
| 2016 | 1,300,000 | 2,826,863 | $4,126,863 | 63,035,000 |
| 2017 | 1,340,000 | 2,788,831 | $4,128,831 | 61,695,000 |
| 2018 | 1,395,000 | 2,729,547 | $4,124,547 | 60,300,000 |
| 2019 | 1,460,000 | 2,660,663 | $4,120,663 | 58,840,000 |
| 2020 | 4,095,000 | 2,526,641 | $6,621,641 | 54,745,000 |
| 2021 | 4,175,000 | 2,327,122 | $6,502,122 | 50,570,000 |
| 2022 | 4,265,000 | 2,117,097 | $6,382,097 | 46,305,000 |
| 2023 | 4,365,000 | 1,895,953 | $6,260,953 | 41,940,000 |
| 2024 | 2,830,000 | 1,711,581 | $4,541,581 | 39,110,000 |
| 2025 | 2,920,000 | 1,568,763 | $4,488,763 | 36,190,000 |
| 2026 | 3,020,000 | 1,422,975 | $4,442,975 | 33,170,000 |
| 2027 | 3,115,000 | 1,276,966 | $4,391,966 | 30,055,000 |
| 2028 | 3,215,000 | 1,133,659 | $4,348,659 | 26,840,000 |
| 2029 | 3,315,000 | 985,878 | $4,300,878 | 23,525,000 |
| 2030 | 3,420,000 | 833,494 | $4,253,494 | 20,105,000 |
| 2031 | 3,515,000 | 691,959 | $4,206,959 | 16,590,000 |
| 2032 | 2,685,000 | 578,791 | $3,263,791 | 13,905,000 |
| 2033 | 2,790,000 | 477,813 | $3,267,813 | 11,115,000 |
| 2034 | 2,885,000 | 372,109 | $3,257,109 | 8,230,000 |
| 2035 | 2,995,000 | 262,572 | $3,257,572 | 5,235,000 |
| 2036 | 2,560,000 | 156,219 | $2,716,219 | 2,675,000 |
| 2037 | 2,675,000 | 52,828 | $2,727,828 | 0 |
| | 64,335,000 | 33,433,122 | 97,768,122 | |

* Years 2020 through 2033 include funding for Courthouse area improvements, England Run Library and Patawomeck Park only

# General Fund Bond Debt



## General Government - Crows Nest Series 2008

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2008 | $0 | $0 | $0 | $9,500,001 |
| 2009 | 352,741 | 269,707 | 622,448 | 9,147,260 |
| 2010 | 363,402 | 271,713 | 635,115 | 8,783,858 |
| 2011 | 374,386 | 260,729 | 635,115 | 8,409,472 |
| 2012 | 385,702 | 249,413 | 635,115 | 8,023,770 |
| 2013 | 397,360 | 237,755 | 635,115 | 7,626,410 |
| 2014 | 420,460 | 184,487 | 604,947 | 7,205,950 |
| 2015 | 441,736 | 163,211 | 604,947 | 6,764,214 |
| 2016 | 451,954 | 152,993 | 604,947 | 6,312,260 |
| 2017 | 462,409 | 142,538 | 604,947 | 5,849,851 |
| 2018 | 473,106 | 131,841 | 604,947 | 5,376,745 |
| 2019 | 484,050 | 120,897 | 604,947 | 4,892,695 |
| 2020 | 495,247 | 109,700 | 604,947 | 4,397,448 |
| 2021 | 506,703 | 98,244 | 604,947 | 3,890,745 |
| 2022 | 518,424 | 86,523 | 604,947 | 3,372,321 |
| 2023 | 530,416 | 74,530 | 604,946 | 2,841,905 |
| 2024 | 542,686 | 62,261 | 604,947 | 2,299,219 |
| 2025 | 555,240 | 49,707 | 604,947 | 1,743,979 |
| 2026 | 568,084 | 36,863 | 604,947 | 1,175,895 |
| 2027 | 581,225 | 23,722 | 604,947 | 594,670 |
| 2028 | 594,670 | 10,277 | 604,947 | 0 |
| | $9,500,001 | $2,737,111 | $12,237,112 | |

## 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 | 0 |
| | $4,810,000 | $1,129,639 | $5,939,639 | |

# General Fund Bond Debt



General Government General Obligation Bonds, Parks, Recreation and Transportation Series 2013

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 18,785,000 |
| 2015 | 935,000 | 436,923 | 1,371,923 | 17,850,000 |
| 2016 | 935,000 | 840,825 | 1,775,825 | 16,915,000 |
| 2017 | 940,000 | 808,100 | 1,748,100 | 15,975,000 |
| 2018 | 940,000 | 765,900 | 1,705,900 | 15,035,000 |
| 2019 | 940,000 | 718,900 | 1,658,900 | 14,095,000 |
| 2020 | 940,000 | 671,900 | 1,611,900 | 13,155,000 |
| 2021 | 940,000 | 624,900 | 1,564,900 | 12,215,000 |
| 2022 | 940,000 | 577,900 | 1,517,900 | 11,275,000 |
| 2023 | 940,000 | 530,900 | 1,470,900 | 10,335,000 |
| 2024 | 940,000 | 483,900 | 1,423,900 | 9,395,000 |
| 2025 | 940,000 | 436,900 | 1,376,900 | 8,455,000 |
| 2026 | 940,000 | 389,900 | 1,329,900 | 7,515,000 |
| 2027 | 940,000 | 342,900 | 1,282,900 | 6,575,000 |
| 2028 | 940,000 | 295,900 | 1,235,900 | 5,635,000 |
| 2029 | 940,000 | 248,900 | 1,188,900 | 4,695,000 |
| 2030 | 940,000 | 206,600 | 1,146,600 | 3,755,000 |
| 2031 | 940,000 | 169,000 | 1,109,000 | 2,815,000 |
| 2032 | 940,000 | 131,400 | 1,071,400 | 1,875,000 |
| 2033 | 940,000 | 93,800 | 1,033,800 | 935,000 |
| 2034 | 935,000 | 56,200 | 991,200 | 0 |
| | 18,785,000 | 8,831,648 | 27,616,648 | |

Transportation Service District General Obligation Bonds, Garrisonville District Series 2013

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2014 | | 123,076 | $123,076 | 5,290,000 |
| 2015 | 260,000 | 236,900 | 496,900 | 5,030,000 |
| 2016 | 260,000 | 227,800 | 487,800 | 4,770,000 |
| 2017 | 265,000 | 215,975 | 480,975 | 4,505,000 |
| 2018 | 265,000 | 202,725 | 467,725 | 4,240,000 |
| 2019 | 265,000 | 189,475 | 454,475 | 3,975,000 |
| 2020 | 265,000 | 176,225 | 441,225 | 3,710,000 |
| 2021 | 265,000 | 162,975 | 427,975 | 3,445,000 |
| 2022 | 265,000 | 149,725 | 414,725 | 3,180,000 |
| 2023 | 265,000 | 136,475 | 401,475 | 2,915,000 |
| 2024 | 265,000 | 123,225 | 388,225 | 2,650,000 |
| 2025 | 265,000 | 109,975 | 374,975 | 2,385,000 |
| 2026 | 265,000 | 96,725 | 361,725 | 2,120,000 |
| 2027 | 265,000 | 83,475 | 348,475 | 1,855,000 |
| 2028 | 265,000 | 70,225 | 335,225 | 1,590,000 |
| 2029 | 265,000 | 58,300 | 323,300 | 1,325,000 |
| 2030 | 265,000 | 47,700 | 312,700 | 1,060,000 |
| 2031 | 265,000 | 37,100 | 302,100 | 795,000 |
| 2032 | 265,000 | 26,500 | 291,500 | 530,000 |
| 2033 | 265,000 | 15,900 | 280,900 | 265,000 |
| 2034 | 265,000 | 5,300 | 270,300 | 0 |
| | 5,290,000 | 2,372,700 | 7,662,700 | |

# General Fund Bond Debt



## General Government General Obligation Bonds - Series 2015, Parks, Recreation

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2016 | - | 113,557 | 113,557 | 5,947,629 |
| 2017 | 299,832 | 235,977 | 535,809 | 5,647,797 |
| 2018 | 299,832 | 226,982 | 526,814 | 5,347,965 |
| 2019 | 299,832 | 214,989 | 514,821 | 5,048,133 |
| 2020 | 296,949 | 200,069 | 497,018 | 4,751,184 |
| 2021 | 296,949 | 185,222 | 482,171 | 4,454,235 |
| 2022 | 296,949 | 170,374 | 467,323 | 4,157,286 |
| 2023 | 296,949 | 155,527 | 452,476 | 3,860,337 |
| 2024 | 296,949 | 140,680 | 437,629 | 3,563,388 |
| 2025 | 296,949 | 125,832 | 422,781 | 3,266,439 |
| 2026 | 296,949 | 110,985 | 407,934 | 2,969,490 |
| 2027 | 296,949 | 96,137 | 393,086 | 2,672,541 |
| 2028 | 296,949 | 81,290 | 378,239 | 2,375,592 |
| 2029 | 296,949 | 69,412 | 366,361 | 2,078,643 |
| 2030 | 296,949 | 60,503 | 357,452 | 1,781,694 |
| 2031 | 296,949 | 51,595 | 348,544 | 1,484,745 |
| 2032 | 296,949 | 42,686 | 339,635 | 1,187,796 |
| 2033 | 296,949 | 33,592 | 330,541 | 890,847 |
| 2034 | 296,949 | 24,313 | 321,262 | 593,898 |
| 2035 | 296,949 | 14,847 | 311,796 | 296,949 |
| 2036 | 296,949 | 5,011 | 301,960 | - |
| | 5,947,629 | 2,359,582 | 8,307,211 | |

## General Government General Obligation Bonds Series 2015, Transportation

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| 2016 | | 83,386 | $83,386 | 4,367,371 |
| 2017 | 220,168 | 173,279 | $393,447 | 4,147,203 |
| 2018 | 220,168 | 166,674 | $386,842 | 3,927,035 |
| 2019 | 220,168 | 157,867 | $378,035 | 3,706,867 |
| 2020 | 218,051 | 146,912 | $364,963 | 3,488,816 |
| 2021 | 218,051 | 136,009 | $354,060 | 3,270,765 |
| 2022 | 218,051 | 125,107 | $343,158 | 3,052,714 |
| 2023 | 218,051 | 114,204 | $332,255 | 2,834,663 |
| 2024 | 218,051 | 103,302 | $321,353 | 2,616,612 |
| 2025 | 218,051 | 92,399 | $310,450 | 2,398,561 |
| 2026 | 218,051 | 81,497 | $299,548 | 2,180,510 |
| 2027 | 218,051 | 70,594 | $288,645 | 1,962,459 |
| 2028 | 218,051 | 59,691 | $277,742 | 1,744,408 |
| 2029 | 218,051 | 50,969 | $269,020 | 1,526,357 |
| 2030 | 218,051 | 44,428 | $262,479 | 1,308,306 |
| 2031 | 218,051 | 37,886 | $255,937 | 1,090,255 |
| 2032 | 218,051 | 31,345 | $249,396 | 872,204 |
| 2033 | 218,051 | 24,667 | $242,718 | 654,153 |
| 2034 | 218,051 | 17,853 | $235,904 | 436,102 |
| 2035 | 218,051 | 10,903 | $228,954 | 218,051 |
| 2036 | 218,051 | 3,680 | $221,731 | - |
| | 4,367,371 | 1,732,652 | 6,100,023 | |

* Years 2020 through 2033 include funding for Courthouse area improvements, England Run Library and Patawomeck Park only

# General Fund Lease Debt



## Communications System

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | $0 | $0 | $0 | $8,707,998 |
| 2012 | 845,765 | 269,390 | 1,115,155 | 7,862,233 |
| 2013 | 880,846 | 234,309 | 1,115,155 | 6,981,387 |
| 2014 | 908,562 | 206,593 | 1,115,155 | 6,072,825 |
| 2015 | 937,149 | 178,006 | 1,115,155 | 5,135,676 |
| 2016 | 966,636 | 148,519 | 1,115,155 | 4,169,040 |
| 2017 | 997,051 | 118,104 | 1,115,155 | 3,171,990 |
| 2018 | 1,028,423 | 86,732 | 1,115,155 | 2,143,567 |
| 2019 | 692,504 | 58,641 | 751,145 | 1,451,062 |
| 2020 | 714,294 | 36,851 | 751,145 | 736,769 |
| 2021 | 736,769 | 14,376 | 751,145 | 0 |
| | $8,707,998 | $1,351,522 | $10,059,520 | |

## Fire Rescue Self-Contained Breathing Apparatus (SCBA), Fire Rescue Heavy Rescue, Public Safety Computer Aided Dispatch

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 5,980,906 |
| 2015 | 776,915 | 129,278 | 906,193 | 5,203,991 |
| 2016 | 792,808 | 113,386 | 906,193 | 4,411,183 |
| 2017 | 809,044 | 97,149 | 906,193 | 3,602,139 |
| 2018 | 825,634 | 80,560 | 906,193 | 2,776,506 |
| 2019 | 842,583 | 63,610 | 906,193 | 1,933,923 |
| 2020 | 366,915 | 48,281 | 415,196 | 1,567,008 |
| 2021 | 376,591 | 38,605 | 415,196 | 1,190,416 |
| 2022 | 386,523 | 28,674 | 415,196 | 803,894 |
| 2023 | 396,716 | 18,480 | 415,196 | 407,178 |
| 2024 | 407,178 | 8,018 | 415,196 | 0 |
| | 5,980,906 | 626,042 | 6,606,948 | |

## Radio System FCC Mandated Upgrade to TDMA

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | $0 | $0 | $0 | $2,100,000 |
| 2017 | 405,709 | 33,511 | 439,220 | 1,694,291 |
| 2018 | 412,732 | 26,488 | 439,220 | 1,281,560 |
| 2019 | 419,876 | 19,344 | 439,220 | 861,684 |
| 2020 | 427,145 | 12,075 | 439,220 | 434,539 |
| 2021 | 434,539 | 4,681 | 439,220 | 0 |
| | $2,100,000 | $96,100 | $5,575,775 | |

## Fire Rescue Heavy Rescue

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 3,028,339 |
| 2017 | 276,506 | 58,209 | 334,715 | 2,751,833 |
| 2018 | 282,049 | 52,665 | 334,715 | 2,469,784 |
| 2019 | 287,704 | 47,011 | 334,715 | 2,182,080 |
| 2020 | 293,472 | 41,242 | 334,715 | 1,888,607 |
| 2021 | 299,356 | 35,359 | 334,715 | 1,589,251 |
| 2022 | 305,358 | 29,357 | 334,715 | 1,283,893 |
| 2023 | 311,480 | 23,235 | 334,715 | 972,413 |
| 2024 | 317,725 | 16,990 | 334,715 | 654,688 |
| 2025 | 324,095 | 10,620 | 334,715 | 330,593 |
| 2026 | 330,593 | 4,122 | 334,715 | 0 |
| | 3,028,339 | 318,810 | 3,347,149 | |

# Utilities Fund Bond Debt



## Virginia Resource Authority - Little Falls Run

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 9,326,572 |
| 2012 | 179,131 | 640,886 | 820,017 | 9,147,441 |
| 2013 | 365,351 | 321,513 | 686,864 | 8,782,090 |
| 2014 | 378,429 | 308,435 | 686,864 | 8,403,661 |
| 2015 | 391,982 | 294,882 | 686,864 | 8,011,679 |
| 2016 | 406,020 | 280,843 | 686,863 | 7,605,659 |
| 2017 | 420,562 | 266,301 | 686,863 | 7,185,097 |
| 2018 | 435,624 | 251,238 | 686,862 | 6,749,473 |
| 2019 | 451,227 | 235,637 | 686,864 | 6,298,246 |
| 2020 | 467,387 | 219,476 | 686,863 | 5,830,859 |
| 2021 | 484,127 | 202,737 | 686,864 | 5,346,732 |
| 2022 | 501,466 | 185,397 | 686,863 | 4,845,266 |
| 2023 | 519,426 | 167,437 | 686,863 | 4,325,840 |
| 2024 | 538,029 | 148,835 | 686,864 | 3,787,811 |
| 2025 | 557,299 | 129,565 | 686,864 | 3,230,512 |
| 2026 | 577,258 | 109,606 | 686,864 | 2,653,254 |
| 2027 | 597,933 | 88,930 | 686,863 | 2,055,321 |
| 2028 | 619,348 | 67,516 | 686,864 | 1,435,973 |
| 2029 | 641,530 | 45,334 | 686,864 | 794,443 |
| 2030 | 664,506 | 22,357 | 686,863 | 129,937 |
| 2031 | 129,937 | 2,306 | 132,243 | 0 |
| | 9,326,572 | 3,989,231 | 13,315,803 | |

32,712,611

## Virginia Resources Authority - Aquia

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 23,386,039 |
| 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 |
| | 23,386,039 | 4,145,471 | 27,531,510 | |

# Utilities Fund Bond Debt



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 |
|---|---|---|---|---|
| | | | | 53,891,481 |
| 2012 | 536,481 | 2,314,858 | 2,851,339 | 53,355,000 |
| 2013 | 810,000 | 2,606,713 | 3,416,713 | 52,545,000 |
| 2014 | 845,000 | 2,573,678 | 3,418,678 | 51,700,000 |
| 2015 | 885,000 | 2,531,846 | 3,416,846 | 50,815,000 |
| 2016 | 930,000 | 2,489,462 | 3,419,462 | 49,885,000 |
| 2017 | 975,000 | 2,444,772 | 3,419,772 | 48,910,000 |
| 2018 | 1,020,000 | 2,398,225 | 3,418,225 | 47,890,000 |
| 2019 | 1,070,000 | 2,349,243 | 3,419,243 | 46,820,000 |
| 2020 | 1,125,000 | 2,292,996 | 3,417,996 | 45,695,000 |
| 2021 | 1,180,000 | 2,239,181 | 3,419,181 | 44,515,000 |
| 2022 | 1,235,000 | 2,184,397 | 3,419,397 | 43,280,000 |
| 2023 | 1,295,000 | 2,121,416 | 3,416,416 | 41,985,000 |
| 2024 | 1,365,000 | 2,053,254 | 3,418,254 | 40,620,000 |
| 2025 | 1,435,000 | 1,981,503 | 3,416,503 | 39,185,000 |
| 2026 | 1,510,000 | 1,910,588 | 3,420,588 | 37,675,000 |
| 2027 | 1,580,000 | 1,840,706 | 3,420,706 | 36,095,000 |
| 2028 | 1,650,000 | 1,767,637 | 3,417,637 | 34,445,000 |
| 2029 | 1,730,000 | 1,685,975 | 3,415,975 | 32,715,000 |
| 2030 | 1,825,000 | 1,594,878 | 3,419,878 | 30,890,000 |
| 2031 | 1,920,000 | 1,498,912 | 3,418,912 | 28,970,000 |
| 2032 | 2,020,000 | 1,397,950 | 3,417,950 | 26,950,000 |
| 2033 | 2,125,000 | 1,294,935 | 3,419,935 | 24,825,000 |
| 2034 | 2,230,000 | 1,186,538 | 3,416,538 | 22,595,000 |
| 2035 | 2,350,000 | 1,069,175 | 3,419,175 | 20,245,000 |
| 2036 | 2,470,000 | 945,663 | 3,415,663 | 17,775,000 |
| 2037 | 2,600,000 | 815,744 | 3,415,744 | 15,175,000 |
| 2038 | 2,740,000 | 678,906 | 3,418,906 | 12,435,000 |
| 2039 | 2,885,000 | 534,766 | 3,419,766 | 9,550,000 |
| 2040 | 3,030,000 | 387,719 | 3,417,719 | 6,520,000 |
| 2041 | 3,180,000 | 237,863 | 3,417,863 | 3,340,000 |
| 2042 | 3,340,000 | 80,562 | 3,420,562 | 0 |
| | 53,891,481 | 51,510,061 | 105,401,542 | |

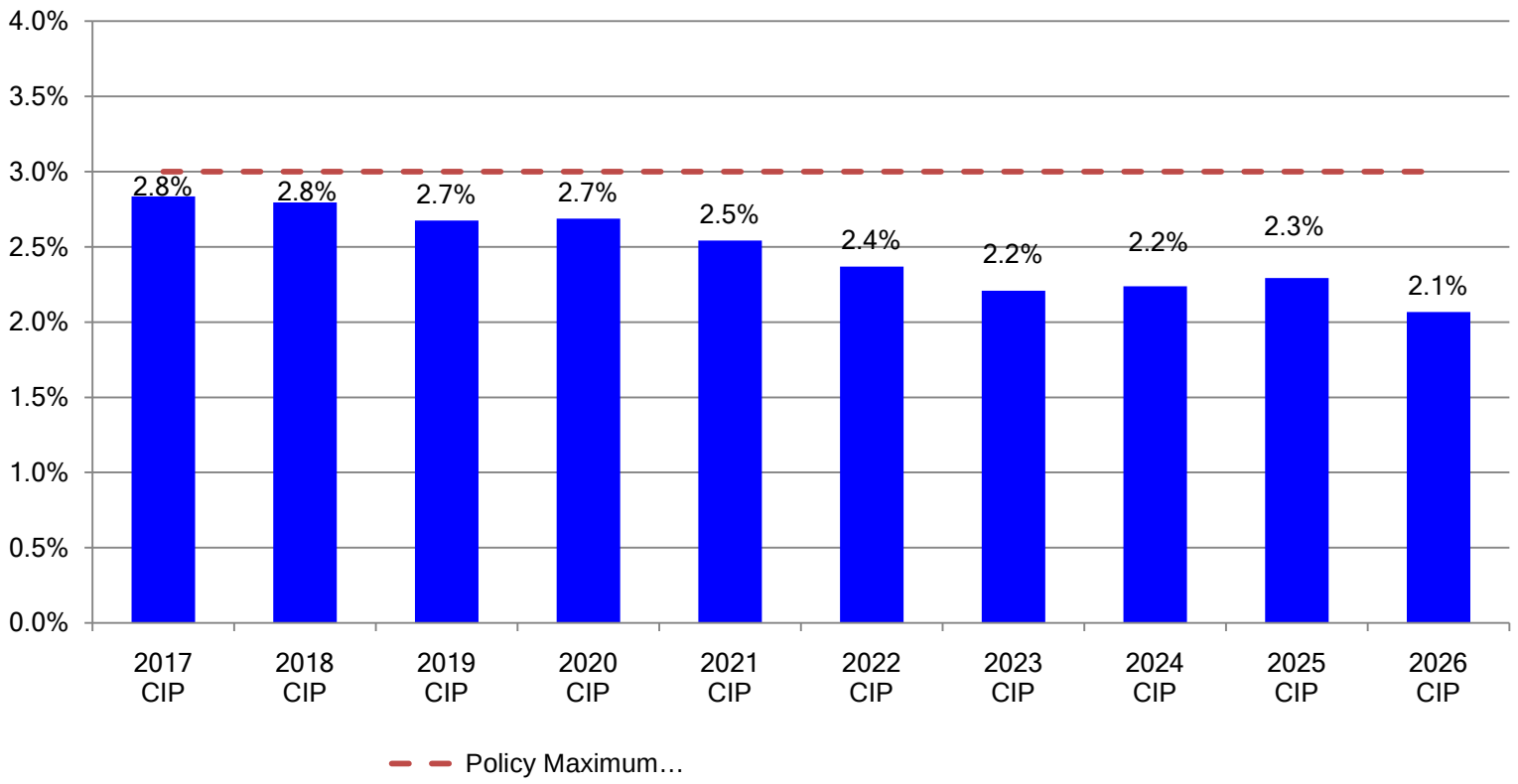
Virginia Resources Authority - 2014 Various water distribution projects and infrastructure improvements.

| Fiscal Year | Principal | Interest | Total | Balance |
|---|---|---|---|---|
| | | | | 24,385,000 |
| 2016 | | 2,314,858 | 2,314,858 | 24,385,000 |
| 2017 | 810,000 | 2,606,713 | 3,416,713 | 23,575,000 |
| 2018 | 845,000 | 2,573,678 | 3,418,678 | 22,730,000 |
| 2019 | 885,000 | 2,531,846 | 3,416,846 | 21,845,000 |
| 2020 | 930,000 | 2,489,462 | 3,419,462 | 20,915,000 |
| 2021 | 975,000 | 2,444,772 | 3,419,772 | 19,940,000 |
| 2022 | 1,020,000 | 2,398,225 | 3,418,225 | 18,920,000 |
| 2023 | 1,070,000 | 2,349,243 | 3,419,243 | 17,850,000 |
| 2024 | 1,125,000 | 2,292,996 | 3,417,996 | 16,725,000 |
| 2025 | 1,180,000 | 2,239,181 | 3,419,181 | 15,545,000 |
| 2026 | 1,235,000 | 2,184,397 | 3,419,397 | 14,310,000 |
| 2027 | 1,295,000 | 2,121,416 | 3,416,416 | 13,015,000 |
| 2028 | 1,365,000 | 2,053,254 | 3,418,254 | 11,650,000 |
| 2029 | 1,435,000 | 1,981,503 | 3,416,503 | 10,215,000 |
| 2030 | 1,510,000 | 1,910,588 | 3,420,588 | 8,705,000 |
| 2031 | 1,580,000 | 1,840,706 | 3,420,706 | 7,125,000 |
| 2032 | 1,650,000 | 1,767,637 | 3,417,637 | 5,475,000 |
| 2033 | 1,730,000 | 1,685,975 | 3,415,975 | 3,745,000 |
| 2034 | 1,825,000 | 1,594,878 | 3,419,878 | 1,920,000 |
| 2035 | 1,920,000 | 1,498,912 | 3,418,912 | 0 |
| | 24,385,000 | 42,880,240 | 67,265,240 | |

# Debt As A Percentage Of Assessed Value



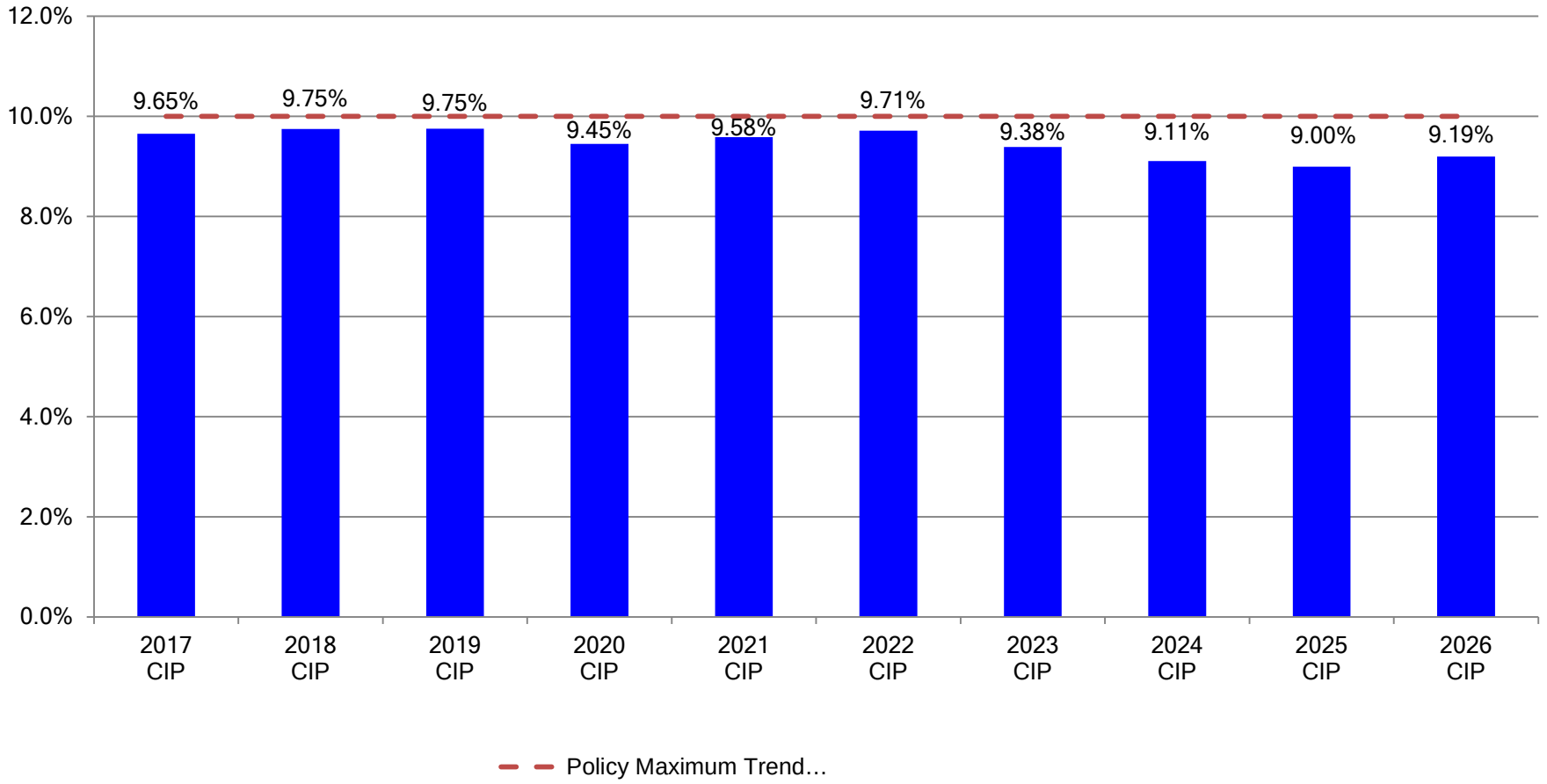
The County's financial policy "Principles of High Performance Financial Management" state that general obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property. Below is a graph illustrating the County's compliance with the policy.



# 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%. Below is a graph presenting the County's compliance with the policy.



STAFFORD
Virginia
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664
George Washington's Boyhood Home

# 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

**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

**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

**GWRC** – George Washington Regional Commission

**HES** – Hartwood Elementary

**HHPMS -** 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

**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

**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

**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

**VPSA** – Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cites and towns of the Commonwealth.

**VRA** – Virginia Resources Authority

**VRE** – Virginia Railway Express

**VRS** – Virginia Retirement System

**VPSA** – 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

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**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.

**Allocation -** an amount or portion of a resource assigned to a department or fund.

**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.

**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."

**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.

**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 expandable 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.

**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 find 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.

**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 as 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.

**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 p 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.

**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.

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