

# Stafford County, Virginia FY2016 Adopted Budget



**Chichester Park  
September 13, 2014**

***Sharpening Our Focus***



George Washington's Boyhood Home

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Stafford County FY16 Adopted Budget

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## BOARD OF SUPERVISORS

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Gary F. Snellings, Chairman  
Hartwood District

Laura A. Sellers, Vice Chairman  
Garrisonville District

Meg Bohmke  
Falmouth District

Jack R. Cavalier  
Griffis-Widewater District

Paul V. Milde III  
Aquia District

Cord A. Sterling  
Rock Hill District

Robert M. "Bob" Thomas  
George Washington District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Stafford County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to The County of Stafford VA for its annual budget for the fiscal year beginning July 1, 2013.

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

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



## COUNTY ADMINISTRATIVE STAFF

---

Anthony J. Romanello  
County Administrator

Timothy J. Barood  
Deputy County Administrator

Keith C. Dayton  
Deputy County Administrator

Maria J. Perrotte  
Chief Financial Officer

Nancy A. Collins  
Budget Division Director

Kimberly A. Herman  
Budget Manager

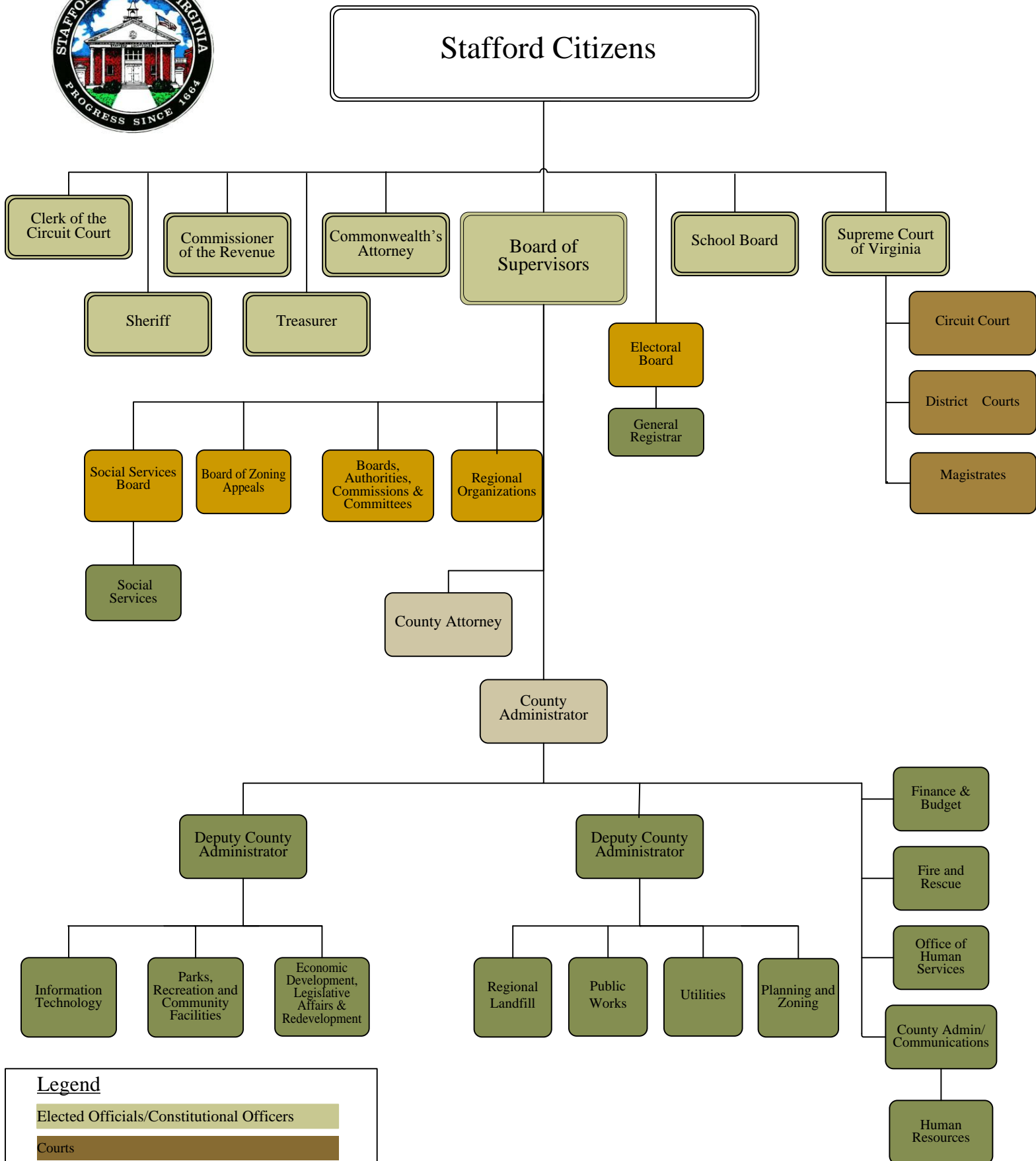
Donna M. Olsen  
Budget Analyst

Cathy Vollbrecht  
Director of Communications

Donna Krauss  
Assistant to the County Administrator for Human Services

Shannon L. Wagner  
Human Resources Manager

# COUNTY OF STAFFORD, VIRGINIA



## Legend

Elected Officials/Constitutional Officers

Courts

Appointed by the Board of Supervisors

Boards and Commissions

Agencies and Departments

# How To Use The Budget Document

Stafford County FY16 Adopted Budget

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

## Executive Summary

This section begins with the a message from the County Administrator, which provides an overview of the budget and the philosophy and guiding principles staff followed while preparing this document. Following the budget message are summaries of revenues and expenditures for all funds. Also included in this section is a brief profile of Stafford County, which includes both organizational and demographic information. Resolutions adopting the FY2013 budgets and CY2012 Tax Rates, and a Resolution appropriating the FY2013 budgets are also included.

## Policy & Goals

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

## General Fund Revenues

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

## General Fund Expenditures

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

## General Government Departments

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

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

## Partner Agencies

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

## School Fund

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

Stafford County FY16 Adopted Budget

## Utilities Fund

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

## Other Funds

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

## Five Year Plan

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

## Personnel

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

## Capital Improvement Program

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

## Statistics

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

## Glossary

Provides a description of terms frequently used in budgeting.



## Board of Supervisors

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

Anthony J. Romanello, ICMA-CM  
County Administrator

July 1, 2015

Dear Ladies and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2016 which was developed for information and planning purposes. Our goal with all of our budgets is to build a great community in Stafford, one in which people can live, work, and raise a family. The FY2016 Budget is a manifestation of the Board's priorities for the community to help us move closer to that goal. The budget reflects our efforts to enhance the quality of life for our residents, and it represents revenues and expenditures for the year beginning July 1, 2015 and ending June 30, 2016.

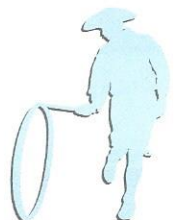
These are exciting times for Stafford County. We recently completed a yearlong series of events celebrating the County's 350<sup>th</sup> anniversary, winning an award from the National Association of Counties (NACo) in the category of Civic Education and Public Information. More than 40,000 citizens and visitors enjoyed the year-long celebration with its five signature events and numerous programs. Several initiatives of the 350th Anniversary became permanent legacies that will be enjoyed for years to come: Celebration Stage at Pratt Park, Stafford's first amphitheater; the African-American History Wall and the brick memorial garden at the Rowser Building; and the 350th medallions gracing new public facilities that opened in 2014. We now look forward to an equally rich future, shaped by the Board's priorities.

In January 2015, 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

The Schools' FY2016 Budget includes \$2.6 million in increased local funding. The County provides an increased local transfer of \$1.1 million for operations and an increase of \$1.3 million for debt service, including master lease funding for eight school buses. In addition, the Schools' effort to increase cash capital is advanced by a cash contribution of \$209,000 for the purchase of two school buses. Cash for school buses is now included in the base budget and efforts will be made to step up the contribution in future years.

The Schools' budget included \$3.5M in program expenditures savings.



The School Board allocated funds for an overall salary increase of 2%. They did not apply it across the board, but they did approve a 1½% salary increase for all employees and will begin the implementation of market-based pay scale enhancements, designed to better attract and retain talented employees. Funding is included for the fourth phase of the VRS 5&5 mandate which requires an increase the employees' share of retirement costs, while providing an offsetting salary increase.

Other budget initiatives include funding for professional development; new positions to address growth, special needs, and class size reductions; and operating costs for a new financial and human resources enterprise resource planning system.

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

Required local effort	\$57.2 million
Debt Service	30.5 million
Additional local funding	56.0 million
Total	\$143.7 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.

Detailed 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. Using operational savings and grant revenues, the budget adds six public safety positions and converts two part-time positions to full-time.

Three positions are added to Fire & Rescue to continue the Advanced Life Support initiative. This initiative won an Achievement Award by the National Association of Counties in the category of Emergency Management and Response. The program, begun in the fall of 2014, has resulted in increased availability of staffed resources and decreased response times in the pilot project areas.

A portion of a recurring state grant will be used to fund a full-time fire trainer to meet ongoing training needs for both career and volunteer staff.

Two new full-time fraud investigators are added to the Sheriff's Office to address the increased volume, sophistication and complexity of fraud crimes. Two part-time positions - a court deputy and investigator - are converted to full-time.

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

### **PRIORITY: INFRASTRUCTURE**

Thirty one projects are underway, in various stages from design to construction. Recently completed projects include Chichester Park, Courthouse Streetscape, Aquia Landing bathhouse, the Lake Mooney Water Treatment Facility, a dog park at Duff Park, and the Staffordboro commuter lot.

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

The budget includes a 10-year Capital Improvement Program (CIP). Debt capacity is lowered to \$327M, reduced from the last year CIP debt capacity of \$349M. This will make debt service more affordable in future years while still allowing for a robust, although slightly smaller, capital program. Cash capital increases from 2¼% to 2½% of General Fund expenditures in FY2016, moving steadily to the goal of 3% by FY2018. This is part of the Board's bond enhancement strategy to reduce reliance on debt.

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

The CIP maintains funding for the 2008 road bond and 2009 parks bonds projects.

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

### **PRIORITY: ECONOMIC DEVELOPMENT**

The budget fully funds the Stafford Opportunity Fund. The Retail Strategy, Data Center Pursuit, Redevelopment Plan implementation and Tech Park Initiative Strategic Plan continue in FY2016. Additionally, the Economic Development Strategic Plan is being updated to include the elements of the Board-adopted 10 Point Plan with a more metric-driven approach toward achieving community priorities. Marketing efforts are strengthened to better facilitate business attraction, while maintaining business retention is a high priority. The Utilities CIP has been revised to prime the pump in key commercial areas.

These proactive efforts have led to Stafford growing jobs at the fastest annualized growth rate in Virginia (2009-2014), and the goal moving forward will be to continue this community progress in facilitating jobs creation closer to home.

### **PRIORITY: SERVICE EXCELLENCE**

Two full-time parks maintenance workers will be added at midyear with the opening of Embrey Mill Park. These employees will be responsible for maintaining the fields and grounds at the

new park as well as multiple school fields in the vicinity. Operating savings will provide funding for these employees.

One full-time Benefits Program Specialist and one full-time Child Protective Services Case Worker are added to the Social Services department, fully funded by new state and federal revenue.

Non-public safety authorized strength remains well below 2006 levels.

Additional service enhancements are highlighted in departmental narratives throughout the budget book, as staff work to fulfill the Board's priorities for the community. Volunteers throughout the County help employees respond to citizens' and customers' needs and help the County save millions of dollars in full-time staff costs. Recognizing that ongoing professional development creates a higher quality employee, the County has a robust training program in place that offers various professional development classes to employees such as customer service, leadership development, and special supervisor/manager training to help them better serve the community. Additionally, staff continues to look for ways to provide services innovatively to help ensure that citizens are receiving the best value from their local government.

#### **PRIORITY: FISCAL RESPONSIBILITY/REDUCED TAX BURDEN**

There are no changes to taxes or fees in the FY2016 budget.

The Board's vision and fiscal discipline continues to be recognized by all three ratings agencies, with each 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 County's AA+ bond rating in June 2015. County representatives will meet with Standard & Poors in July in anticipation of the sale of voter-approved parks and transportation bonds.

To balance the FY2016 budget with its unavoidable expenditure increases, staff undertook a comprehensive analysis of revenue and budget drivers for County and Schools. This work included a line by line "sharpening" resulting in \$3.4 million on savings.

The County recently completed a shared services study identifying areas where County and Schools could work together to achieve efficiency and savings. Both staffs will work together to carry out recommendations from the study, expected to generate savings of \$250 thousand FY2016.

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



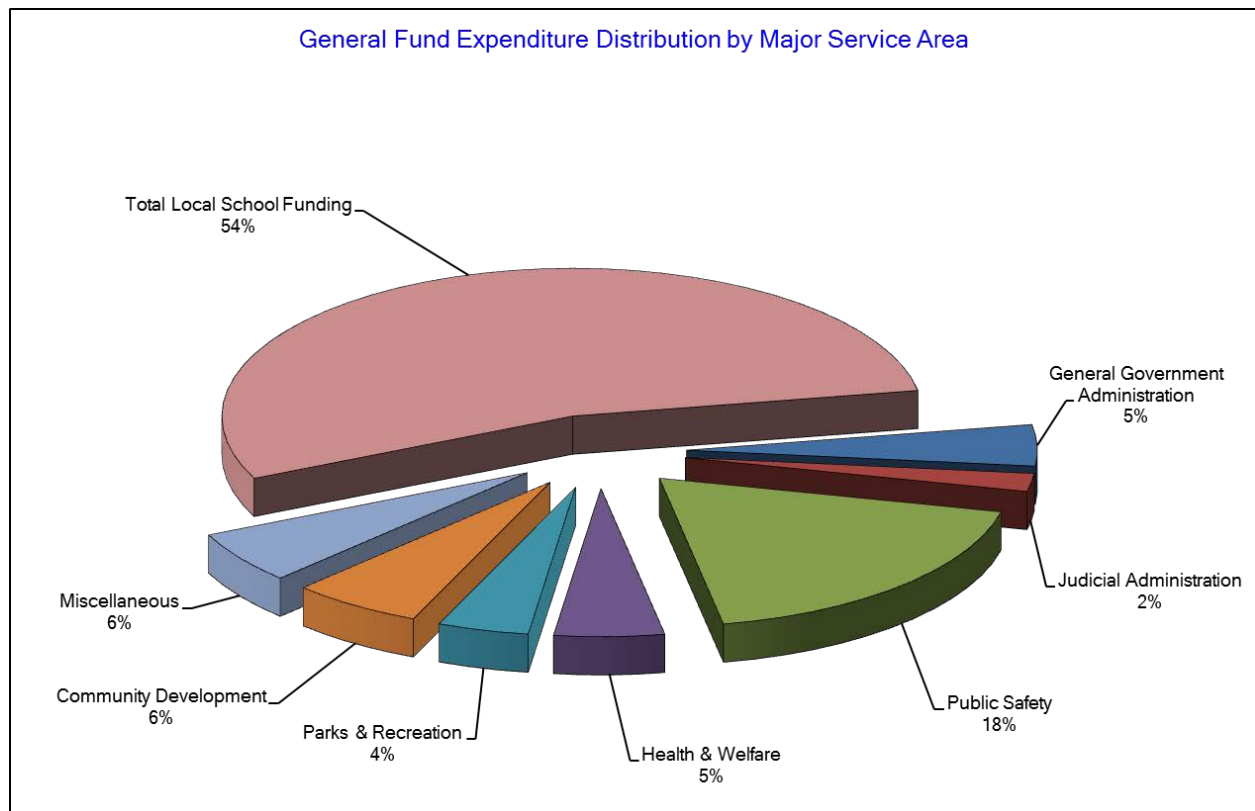
## ALL FUNDS

The total FY2016 expenditure plan for all County funds is \$499.1 million. This is an increase of \$4.2M (8.4%) when compared to the FY2015 budgets.

	FY2015	FY2016	Change
General Fund (not including local School funding)	121,600,902	121,816,629	215,727
Transportation Fund	9,120,893	4,212,926	(4,907,967)
Transportation Impact Fee - County Wide Fund	60,000	100,000	40,000
Asset Forfeiture Fund	300,000	300,000	-
Tourism Fund	750,000	850,000	100,000
Hidden Lake Special Revenue Fund	105,449	105,480	31
Garrisonville Road Service District	496,900	487,800	(9,100)
General Capital Project Fund	737,320	797,292	59,972
Utilities Fund	50,382,017	52,944,135	2,562,118
School Operating & Grants Funds	268,358,919	273,219,610	4,860,691
School Debt Service	29,191,550	30,463,428	1,271,878
School Construction Fund	128,480	128,480	-
School Nutrition Service Fund	13,695,511	13,654,371	(41,140)
Total	494,927,941	499,080,151	4,152,210

## GENERAL FUND

The FY2016 General Fund Budget totals \$265.5 million, \$2.8 million higher than last year, with increased funding for the Board's priorities for the community.



## **UTILITIES FUND**

The Utilities Fund FY2016 budget totals \$52.9 million. Of that, \$26.1 million is budgeted for administrative/customer service/billing operations as well as 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. After many years of planning and construction, the Lake Mooney WTF was brought on line in FY2015. Abel Lake WTF will be decommissioned for a number of years until additional water treatment capacity is needed.

The remaining \$26.8 million includes debt service and capital projects needed to link the new water treatment facility with the existing water distribution system, replace an aging and undersized water tank, replace and/or rehabilitate aging and deteriorating pump stations, replace portions of several major sewer interceptors; and rehabilitate sections of the water distribution and wastewater collection systems. Each of these capital projects has been identified as critical to maintaining the ongoing reliability and sustainability of the services Utilities provides to its customers and the community. In addition, the CIP has been reworked to prime the pump in key economic development areas.

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 FY2016 budget includes a 6% revenue increase, approved by the Board in 2013. 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, 2015.

The County recently 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 are not classified correctly within the County's pay scales, based on average market compensation. The budget funds 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. Implementation of the next phase of the study will be considered in the context of the FY2017 budget.

## **DEBT AND CAPITAL PLANNING**

This budget fully funds the School and County debt service obligations. The FY2016 - 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, the FY2017 budget projection has been balanced to projected revenues.

Additionally, the FY2016 budget includes \$1.9M 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 27 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





# Team Stafford: Sharpening Our Focus

Stafford County FY16 Adopted Budget

Responsible & Accountable Government	Key Facts	<ul style="list-style-type: none"> <li>No change in tax rates or fees</li> <li>Salary increases for School and County employees</li> <li>\$2.6M increased local funding for Stafford County Public Schools</li> <li>Stafford maintains lowest cost <i>per capita</i> compared to our six peer localities</li> <li>Non-public safety staffing lower than a decade ago</li> </ul>
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Budget Change Summary FY 15 to FY 16	General Government	\$0.2M	<ul style="list-style-type: none"> <li>Non-public safety agency spending is \$3M less than in 2009</li> <li>\$3.4 in reductions and managed attrition to cover debt service, health insurance and other necessary increases</li> <li>2% pay increase July 1, 2015</li> </ul>
	Schools	+\$2.6M	<ul style="list-style-type: none"> <li>\$4.6M in total new spending from County and state increases, VRS rate reduction, and carryforward funds for one-time purchases</li> <li>Provides 2% raise July 1, 2015, 1<sup>st</sup> phase of market based salary scale enhancement, covers next step of VRS 5/5, and debt service increases</li> </ul>
	Total	+\$2.8M	<ul style="list-style-type: none"> <li>0.8% increase</li> </ul>

Board Priority	Budget Initiatives														
Reducing the Tax Burden/Fiscal Responsibility	<ul style="list-style-type: none"><li>No change in tax rates or fees</li><li>Bond Rating Enhancement Strategy Initiatives:<ul style="list-style-type: none"><li>Reduces CIP borrowing by \$22M (-6%)</li><li>Cash capital increasing to 3% of general fund budget by 2018</li></ul></li></ul>														
Public Safety	<ul style="list-style-type: none"><li>New positions (funded 100% with departmental operating reductions);<ul style="list-style-type: none"><li>2 FT fraud investigators and 2 conversions of court deputy and investigator from PT to FT</li><li>3 positions for the award winning Fire and Rescue ALS initiative</li></ul></li><li>1 Fire training position restored, funded with recurring state Fire Programs Grant</li></ul>														
Education	<ul style="list-style-type: none"><li>Schools receive 61% of ten-year Capital Improvement Program bond capacity</li><li>School Board’s adopted CIP is fully funded</li><li>Funds 1.5% raises for school employees; begins implementation of market based scale enhancement</li><li>8 school buses are funded with the Master Lease; Cash capital includes funding for 2 more</li></ul>														
Infrastructure	<ul style="list-style-type: none"><li>Maintains capital program for parks bonds, as well as schools, and general government projects</li><li>Current road projects continuing with reductions in future years due to reduced gas tax projections and lower debt capacity</li><li>Funds state storm water mandates</li></ul>	<u>Capital Improvements Coming Soon:</u> <table><tr><td>Stafford High School</td><td>Mountain View Road phase 1</td></tr><tr><td>Brooke Point expansion</td><td>McDuff Green Park dog park</td></tr><tr><td>Colonial Forge expansion</td><td>Belmont Ferry Farm trail phase 4</td></tr><tr><td>Mountain View High School turf field</td><td>Woodstream Trail</td></tr><tr><td>Embrey Mill Park</td><td>Route 1/Garrisonville Rd turn lane</td></tr><tr><td>Jeff Rouse Swim &amp; Sport Ctr</td><td>Centreport Pkwy improvements</td></tr></table>		Stafford High School	Mountain View Road phase 1	Brooke Point expansion	McDuff Green Park dog park	Colonial Forge expansion	Belmont Ferry Farm trail phase 4	Mountain View High School turf field	Woodstream Trail	Embrey Mill Park	Route 1/Garrisonville Rd turn lane	Jeff Rouse Swim & Sport Ctr	Centreport Pkwy improvements
Stafford High School	Mountain View Road phase 1														
Brooke Point expansion	McDuff Green Park dog park														
Colonial Forge expansion	Belmont Ferry Farm trail phase 4														
Mountain View High School turf field	Woodstream Trail														
Embrey Mill Park	Route 1/Garrisonville Rd turn lane														
Jeff Rouse Swim & Sport Ctr	Centreport Pkwy improvements														
Economic Development	<ul style="list-style-type: none"><li>Stafford Opportunity Fund fully funded</li><li>Utility CIP improvements to prime the pump in key commercial areas</li><li>County staff executes Economic Development strategic plan</li></ul>														
Service Excellence	<ul style="list-style-type: none"><li>2 FT positions for Embrey Mill Park (funded mid-year); convert Woodlands to a summer-only pool when Rouse Center opens</li><li>2 FT Social Services positions are funded with new state and federal money</li><li>Supports state mandate for emergency services response time for the Community Services Board</li></ul>														

# Stafford County at a Glance

## Stafford County FY16 Adopted Budget

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

### Bond Ratings

Fitch	AA+
Moody's	Aa1
S & P	AA+

### Employment/Business/Economic Profile

#### Local Economy:

- Residential real estate values continue to increase
- Exceeded 40,000 in at place employment for the first time in 2014
- Single family home prices range from about \$350,000 to \$550,000
- Over 100 active subdivisions with more than 5,000 buildable lots
- Over 40 commercial projects completed in CY2014
- Six companies are getting ready to expand into

Stafford totaling more than 140,000 square feet of additional office space leases for the first quarter of 2015 and bringing more than 370 new jobs to Stafford County



#### 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	1.019
Garrisonville Road	0.087
Warrenton Road Special Service District	0.000
Hidden Lake Special Service	0.421
Personal Property Tax Rates:	
• Motor Vehicles for the Disabled	0.10
• Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles)	0.001
• Merchant's Capital	5.49
• Machinery and Tools, and Motor Carrier Transportation	0.001
• Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.001
• All other Personal Property	6.61
Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be \$2.64 per \$100 of estimated fair market value for vehicles.	

Assessed Taxable Value of Real Property	\$14.7 billion
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### 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

## Stafford County FY16 Adopted Budget

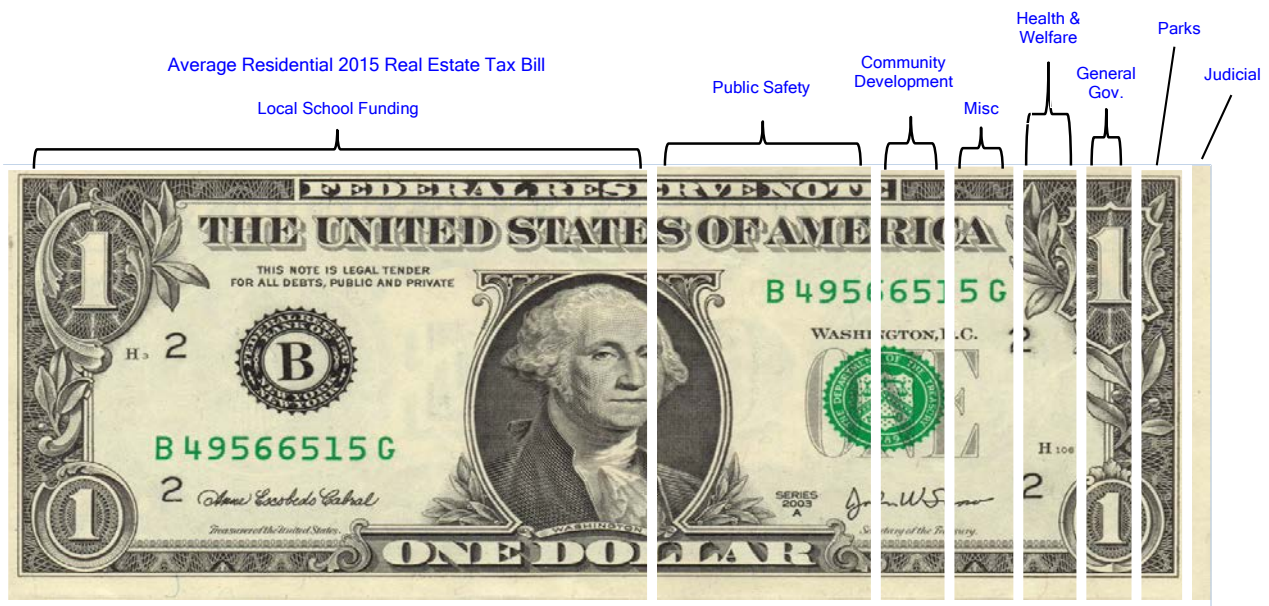
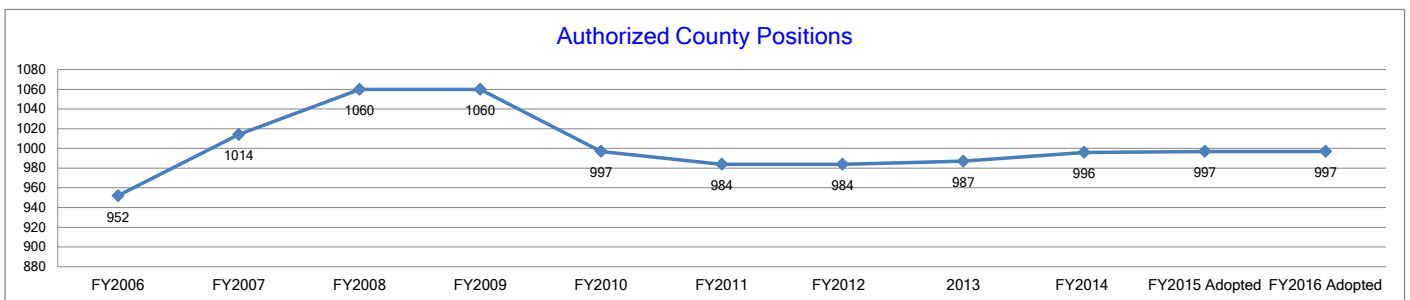
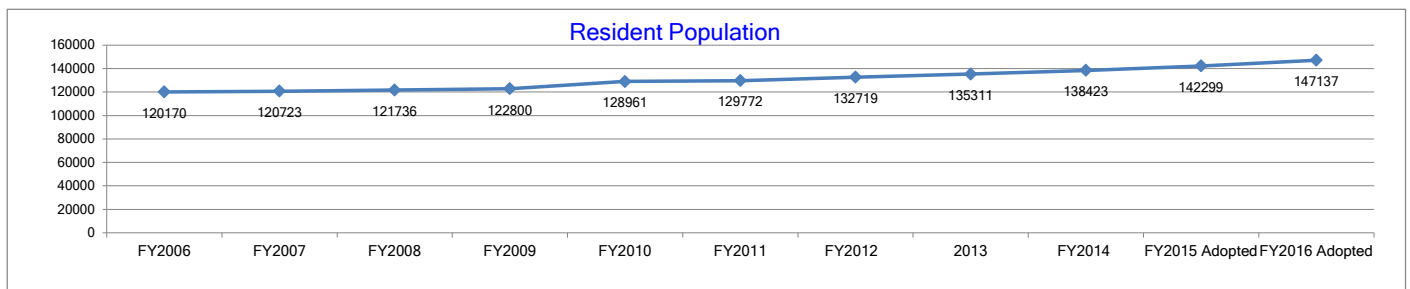
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	2013	FY2014	FY2015 Adopted	FY2016 Adopted
<b>Dollars (000)</b>													
General Fund Revenues	\$162,400	\$181,608	\$199,124	\$215,148	\$232,348	\$237,902	\$238,872	\$247,028	\$249,558	\$256,235	\$264,973	\$262,740	\$265,535
Local School Funding	\$89,219	\$93,452	\$114,427	\$121,194	\$130,513	\$130,049	\$132,435	\$124,906	\$127,028	\$136,084	\$135,595	\$141,139	\$143,718
<b>People</b>													
Resident Population	114,513	117,674	120,170	120,723	121,736	122,800	128,961	129,772	132,719	135,311	138,423	142,299	147,137
Authorized County Positions <sup>(1)</sup>	780	840	952	1,014	1,060	1,060	997	984	984	987	997	998	1,010
School Positions <sup>(2)</sup>	3,373	3,446	3,769	3,586	3,610	3,756	3,795	3,827	3,744	3,729	3,751	3,739	3,767
School Enrollment (ADM) <sup>(3)</sup>	24,639	25,419	25,871	26,181	26,114	26,350	26,661	26,928	26,838	26,904	27,229	27,048	27,340
<b>Assessed Value (000)</b>													
Real Property <sup>(4)</sup>	8,920,053	9,499,678	16,293,674	16,913,238	16,226,492	16,313,535	12,555,580	12,719,092	13,002,326	13,262,151	14,164,209	14,372,802	14,698,934
<b>Tax Rates</b>													
Real Property	1.14/.97	0.97	0.97/0.63	0.63/.0.70	0.70/.84	0.84	0.84/1.10	1.10/1.08	1.08/1.07	1.07	1.07/1.019	1.019	1.019
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49/6.89	6.89	6.89	6.89	6.89	6.89	6.61	6.61
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20	2.20/2.76	2.76	2.76	2.76	2.76	2.76	2.64	2.64

<sup>(1)</sup> Full-Time and Part-Time Positions

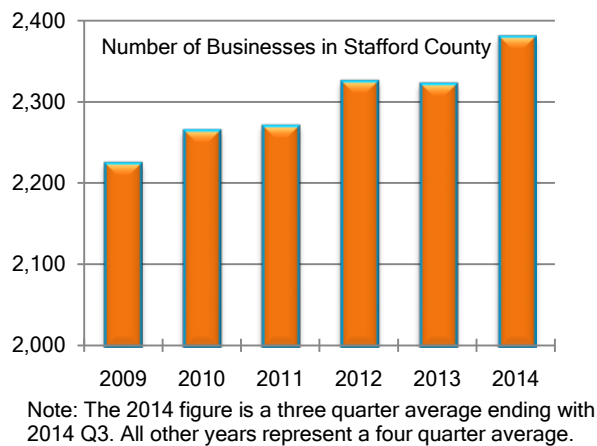
<sup>(2)</sup> All School Funds positions are Full-Time Equivalent totals and rounding may apply

<sup>(3)</sup> (ADM) Average Daily Membership

<sup>(4)</sup> Calendar Year Value

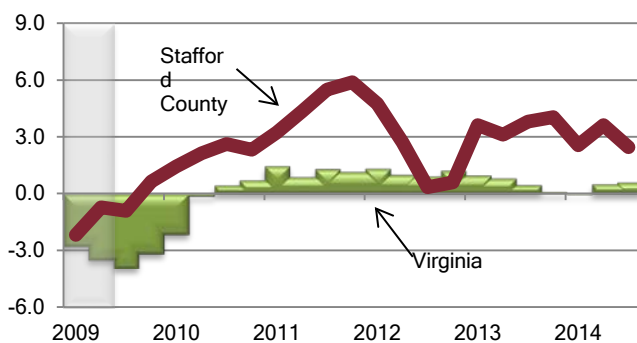


### Business Growth



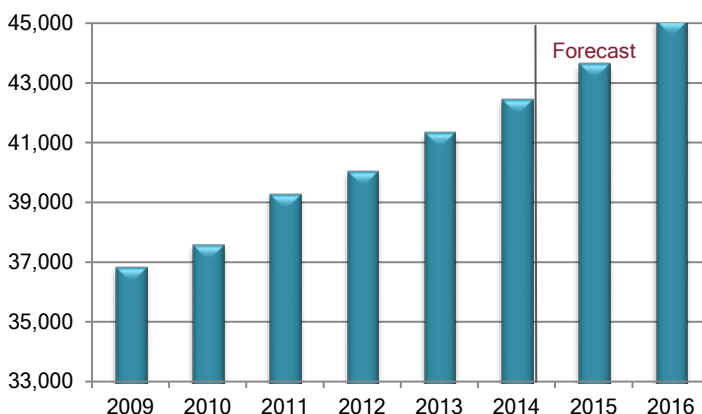
From 2009 to 2014, Stafford County averaged 1.4% annualized growth in its number of businesses. This growth was faster than the 0.8% pace of growth in Virginia over the same period. Due to the recession, the number of businesses in the county was little changed from 2008 to 2011, increasing from 2,256 to 2,272 over this period. The number of establishments in Stafford County stood at 2,381 in 2014. Over the year ending with the third quarter of 2014, the number of establishments in Stafford County increased 4.1%—over this period, Stafford County’s growth rate was 3<sup>rd</sup> highest among counties and independent cities in Virginia with more than 2,000 establishments.

### At-Place Employment Percent Change, Year-Over-Year



From 2009 to 2014, Stafford County averaged 2.6% annualized job growth, the highest growth rate among the 134 counties and independent cities in Virginia. From the beginning of the recovery in the third quarter of 2009 to the third quarter of 2014, employment increased 15.5% in Stafford County compared with a 3.8% expansion statewide. As of the third quarter of 2014, employment in Stafford County expanded year-over-year for 20 consecutive quarters compared with 16 quarters of year-over-year growth statewide over the same period. (Note: shaded areas in the charts represent the periods of recession; the last recession began in December 2007 and ended in June 2009.)

### Total Employment in Stafford County



Employment growth for 2015 and 2016 is forecast to remain healthy, despite Department of Defense budget cuts dampening growth in Northern Virginia. The number of jobs in Stafford County grew from 39,332 in 2013 to 40,462 in 2014. Employment is projected to climb 2.9% in Stafford County in 2015 and 3.4% in 2016, reaching 43,090 jobs. By comparison, the Northern Virginia metropolitan area is also expected to see job growth (+0.7% in 2015 and +1.2% in 2016), though not as fast. (Forecasts for Stafford County and Northern Virginia employment are developed by Chmura Economics & Analytics based upon economic indicator modeling.)

### At Place Employment

Annualized Growth	2009 to 2014		2014 to 2024 (Projected)
	Stafford County	Virginia	Stafford County
Construction & Mining	1.0%	-1.3%	4.3%
Manufacturing	2.7%	-0.4%	2.2%
Wholesale Trade	-1.8%	-0.5%	2.9%
Retail Trade	4.7%	0.8%	3.0%
Transportation, Warehousing, & Utilities	10.8%	0.2%	2.7%
Information	0.6%	-2.6%	2.7%
Finance, Insurance, and Real Estate	0.3%	0.8%	2.5%
Professional & Business Services	1.2%	0.9%	4.3%
Education & Health	3.1%	1.2%	3.7%
Leisure	3.4%	1.5%	3.1%
Other Services	1.6%	0.8%	3.3%
Government	8.0%	0.6%	2.2%
Total Nonfarm Employment	2.9%	0.6%	3.2%

From 2009 to 2014, employment growth was stronger in Stafford County than the state in ten of the twelve major sectors. The high-wage professional and business services sector continues to expand, averaging 1.2% annualized growth over the last five years compared with 0.9% growth in Virginia. Stafford County's growth in this sector was particularly strong in two industries: management, scientific, and technical consulting services, in which employment grew from 429 to 760 for 12.1% annualized growth, 6<sup>th</sup> best among independent counties and cities in Virginia with at least 300 jobs in this industry; and other professional, scientific, and technical services, in which jobs grew from 288 to 366 for 4.9% annualized growth, 6<sup>th</sup> best in Virginia among localities with employment of at least 300 in this industry.

From 2009 to 2014, Stafford County added 5,410 jobs. The largest gain by sector was posted in government, which added 1,498 jobs; the government sector includes employees of federal, state, and local government agencies that administer, oversee, and manage public programs but does not include some government services which are classified within other industries including schools, hospitals, and public transportation. The next-largest gains occurred in education and health services (+1,228 jobs); retail trade (+987); leisure (+654); transportation, warehousing, and utilities (+545); and professional and business services (+244). From 2014 to 2024, employment in the county is projected to grow at an annualized rate of 3.2%. The professional and business services sector is expected to grow at an impressive 4.3% annualized rate, representing the addition of more than 2,100 high-paying jobs to Stafford County.

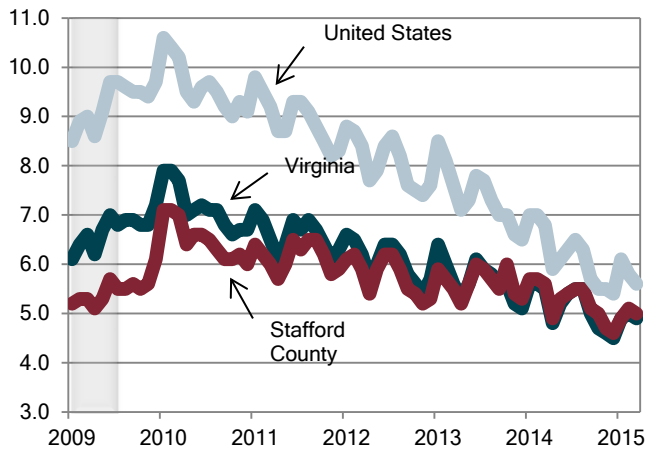
### Some of Stafford's Major Employers

Company	Employment:
GEICO	4,000+
Federal Bureau of Investigation	2,000+
Wal-Mart Associates	800+
McLane Mid Atlantic Inc.	500+
Stafford Hospital Center	500+
Intuit	300+
Greencore	250+
Hilldrup Moving and Storage	200+
Manheim Fredericksburg Auto Auction	150+
ManTech	100+

As of the third quarter of 2014, the largest private sector employer in Stafford County was still GEICO with more than 4,000 employees, accounting for nearly 10% of the county's employment. The Federal Bureau of Investigation employs over 2,000 in the county; other top employers in Stafford County include the distributor McLane Mid Atlantic and Stafford Hospital which each employ over 500 employees. High-tech firms such as Intuit, and ManTech are among other top employers in Stafford County. The high-technology industry generally creates jobs with wages that are much higher than average; employment in the industry is also expected to grow faster compared to non-high-tech industries.

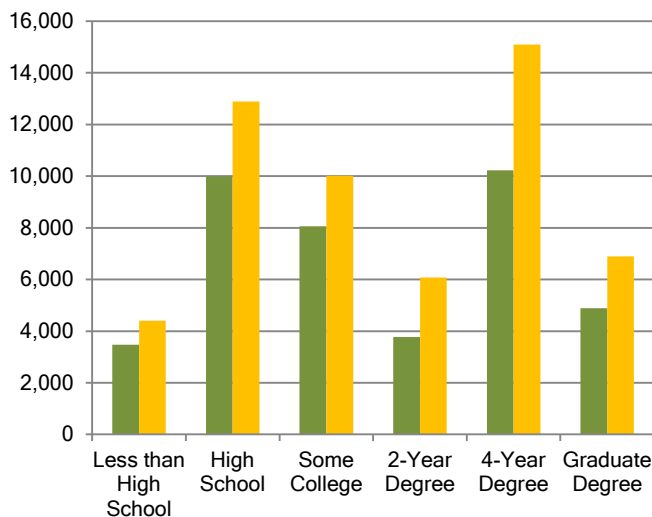


## Unemployment Rate



1 Stafford County has a vibrant workforce with a high labor force participation rate. As of March 2015, the unemployment rate (not seasonally adjusted) in Stafford County was 5.0%, lower than the unemployment rate in more than two-thirds of Virginia's 134 counties and independent cities and on par with the state's unemployment rate. The national unemployment rate stood 0.6 percentage points higher at 5.6%. Stafford County's unemployment rate peaked in February of 2010 at 7.1%, higher than it had been in the past two decades. Stafford County's six-month moving average of initial unemployment claims peaked in April 2009 and has trended downward since, dropping more than 40% by March 2015, an indicator of improvement in Stafford County's labor market.

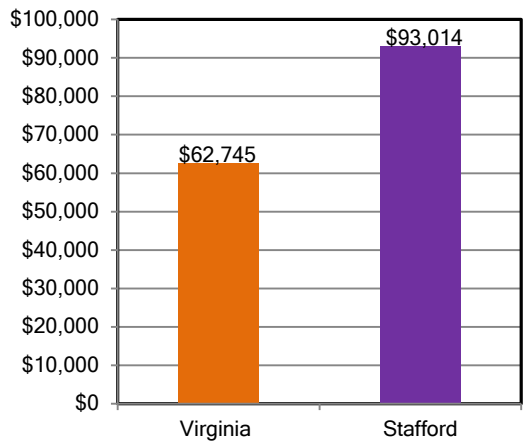
## Educated Workforce



Stafford County's highly educated workforce comprises residents as well as commuters from outside the county. In 2014, an estimated 46.7% of Stafford County's at-place workers had a 2-year degree or higher—above-average in Virginia where 43.9% of workers have this level of education. Stafford County's workforce is projected to get even smarter. By 2024, the number of workers with a graduate degree is forecast to expand 41% in Stafford County. In addition, the number of workers with highest educational attainment of a 2-year degree and a 4-year degree is projected to grow 61% and 48%, respectively.

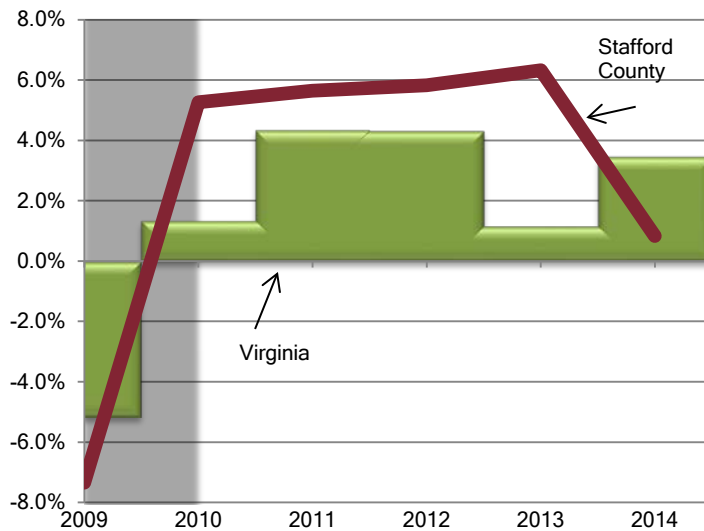


## Median Household Income 2013



Median household income in Stafford County in 2013 was estimated at \$93,014 (Census Small Area Income and Poverty Estimates data), the 6<sup>th</sup> highest household income among Virginia's counties and independent cities. This compares to an average \$62,745 household income in Virginia. Wages earned at businesses in Stafford County have experienced tremendous growth, expanding an annualized average 4.3% from 2004 to 2014, the 2<sup>nd</sup> fastest growth rate among the state's counties and independent cities. Average annual wages earned by employees at establishments in Stafford County reached an estimated \$47,350 in the 3<sup>rd</sup> quarter of 2014.

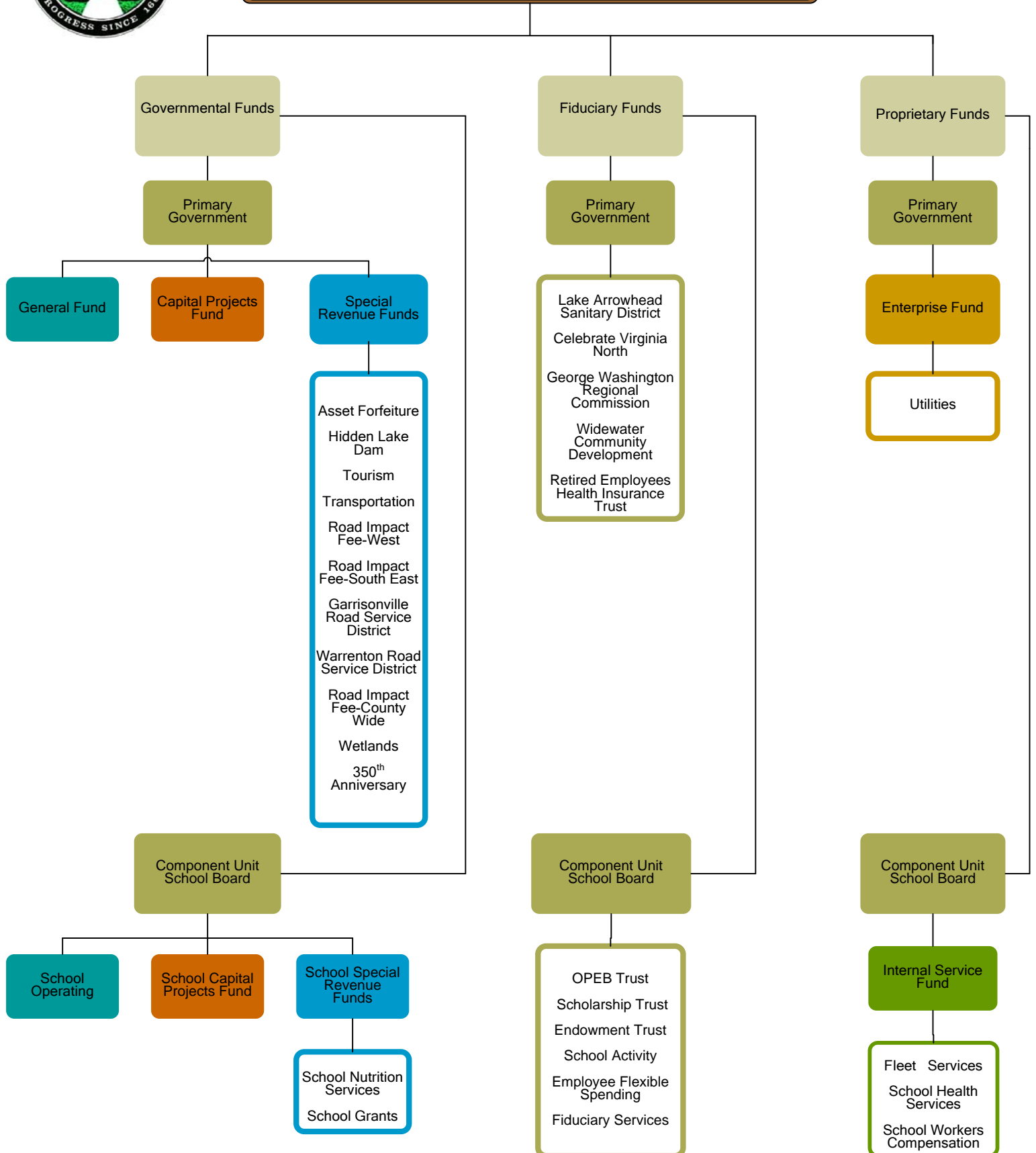
## Growth in Annual Retail Sales



Annual retail sales grew 0.8% in Stafford County in 2014 while increasing in Virginia at a 3.5% pace; however, over the past ten years (2004 to 2014), retail sales averaged 3.3% annualized growth in Stafford County, much faster than the state (2.1%) and Northern Virginia metro area (2.2%). Stafford County ranks in the top fourth in annualized retail sales growth among the state's 134 counties and independent cities over the last five years. Retail sales in Stafford County are expected to expand at a healthy pace in both 2015 and 2016; because of the county's sizeable military population and large number of government workers and contractors, however, defense budget reductions may reduce the rate of retail sales growth. The housing downturn and slow building materials sales contributed to dampening retail sales in Stafford County during the recession. The six-month moving average of single-family building permits in Stafford County bottomed out in April 2009 and has since expanded 182% as of March 2014.



# Stafford County Fund Structure



# Fund Structure

## Stafford County FY16 Adopted Budget

Name & Type	Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
Fleet Services Fund Proprietary - Internal Service Fund	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.
Capital Improvements Fund Major Governmental - Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.
General Fund Major Governmental - General Operating Fund	This fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
Hidden Lake Service District Non-major Governmental - Special Revenue Fund	The Hidden Lake Service District was established by Ordinance O06-06 in January, 2006. Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
School Construction Fund Major Governmental - Component Unit	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
School Health Services Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
Tourism Fund Non-major Governmental - Special Revenue Fund	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.
Utilities Fund Proprietary - Enterprise Fund	The Water and Sewer Fund is the only Enterprise Fund. This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
350th Anniversary Fund Non-major Governmental - Special Revenue Fund	Accounts for revenue and expenditures related to the County's 350th Anniversary celebration.
Wetlands Fund Non-major Governmental - Special Revenue Fund	Accounts for wetlands mitigation fees and associated disbursements.
Road Impact Fee South East Fund Non-major Governmental - Special Revenue Fund	Accounts for impact fee receipts from new development in a designated service area in the southeastern portion of the County. Disbursements from this fund are for road improvements attributable to the new development.
Road Impact Fee County-Wide Fund Non-major Governmental - Special Revenue Fund	Adopted ordinance O13-15 on May 21, 2013 authorizes a impact fee effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development.
Garrisonville Road Service District Fund Non-major Governmental - Special Revenue Fund	The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the district.
Warrenton Road Service District Fund Non-major Governmental - Special Revenue Fund	The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the District.

### Note:

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

# All Funds Schedule Revenue

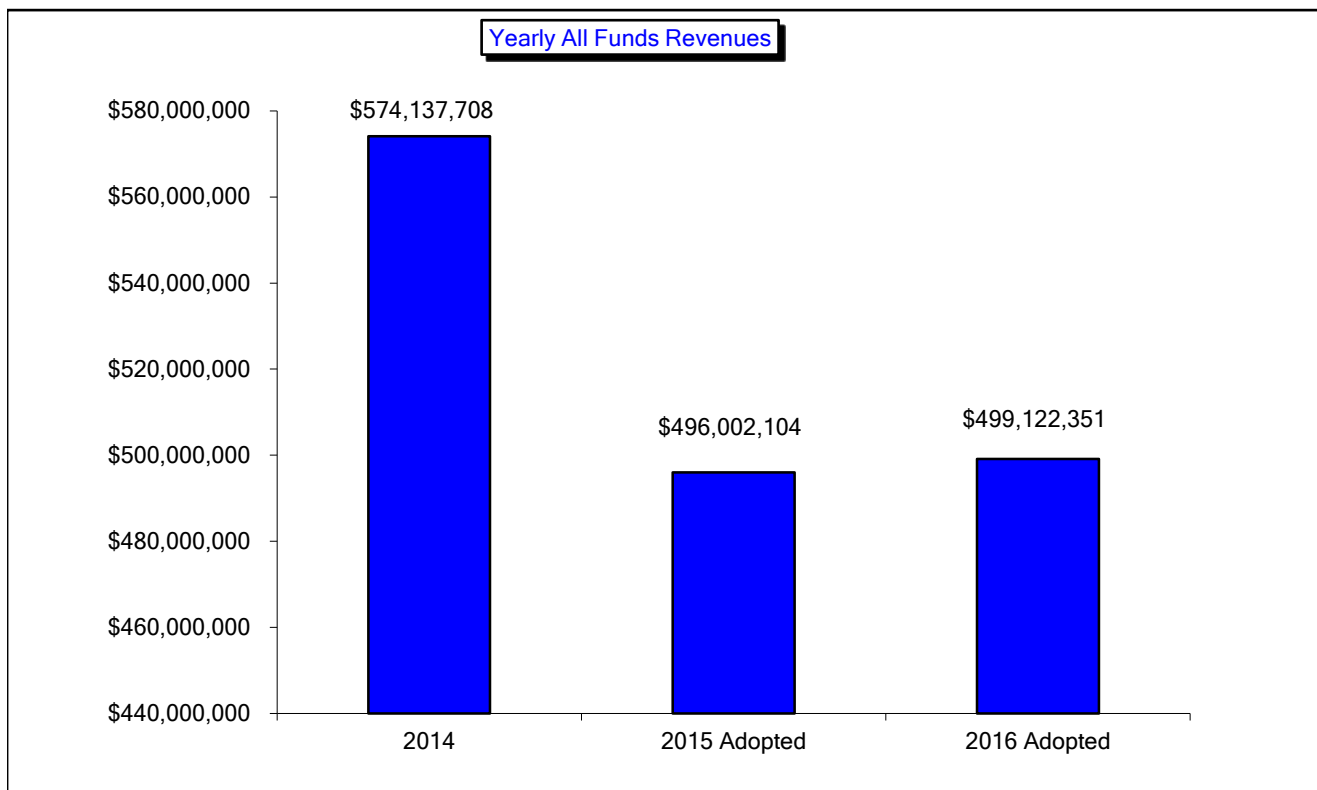
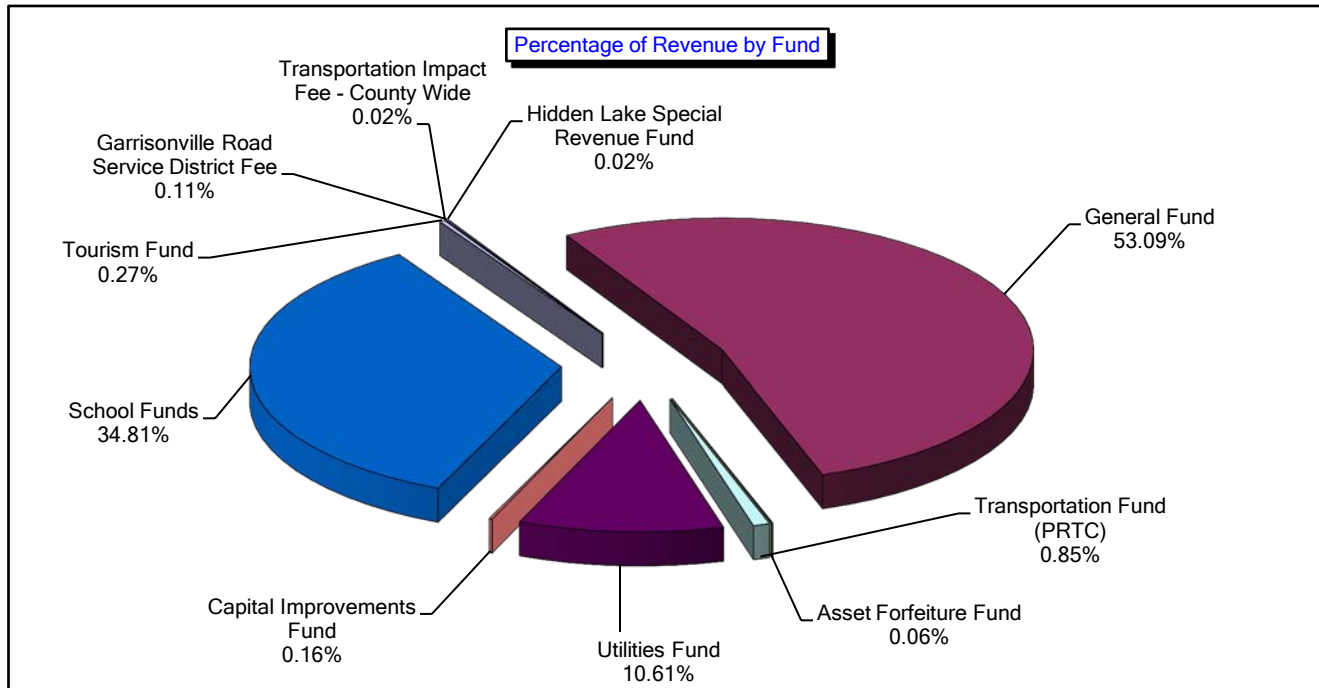
## Stafford County FY16 Adopted Budget

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	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted	Changes '15 to '16	
<b>General Fund</b>					
Property Taxes	\$195,042,829	\$198,144,436	\$200,900,736	\$2,756,300	1.4%
Other Local Taxes	32,234,707	34,272,500	34,975,292	702,792	2.1%
State & Federal	14,124,885	14,668,200	14,843,785	175,585	1.2%
Other Revenue	22,657,461	14,213,572	13,811,071	(402,501)	-2.8%
Prior Year Fund Balance	0	349,000	0	(349,000)	-100.0%
Use of Money & Property	387,402	552,200	464,001	(88,199)	-16.0%
<b>Total</b>	<b>\$264,447,284</b>	<b>\$262,199,908</b>	<b>\$264,994,885</b>	<b>\$2,794,977</b>	<b>1.1%</b>
<b>Transportation Fund (PRTC)</b>					
2% Fuels Tax	\$4,946,890	\$5,182,849	\$3,554,926	(\$1,627,923)	-31.4%
State Recordation Road/Schools	851,060	693,000	693,000	0	0.0%
State & Federal	1,616,940	3,819,124	0	(3,819,124)	-100.0%
Prior Year Fund Balance	2,172,836	0	0	0	0.0%
Miscellaneous	20,028	2,000	5,000	3,000	150.0%
<b>Total</b>	<b>\$9,607,754</b>	<b>\$9,696,973</b>	<b>\$4,252,926</b>	<b>(\$5,444,047)</b>	<b>-56.1%</b>
<b>Asset Forfeiture Fund</b>					
Drug Seizure	\$566,565	\$0	\$0	\$0	0.0%
Prior Year Fund Balance	0	300,000	300,000	0	0.0%
<b>Total</b>	<b>\$566,565</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Tourism Fund</b>					
3% Transit Occupancy Tax	\$786,059	\$750,000	\$810,000	\$60,000	8.0%
2% Transit Occupancy Tax	524,634	500,000	540,000	40,000	8.0%
Other Revenue	3,363	0	0	0	0.0%
<b>Total</b>	<b>\$1,314,056</b>	<b>\$1,250,000</b>	<b>\$1,350,000</b>	<b>\$100,000</b>	<b>8.0%</b>
<b>Hidden Lake Special Revenue Fund</b>	<b>Total</b>	<b>\$115,799</b>	<b>\$105,449</b>	<b>\$10,350</b>	<b>9.0%</b>
<b>350th Anniversary Fund</b>	<b>Total</b>	<b>\$407,679</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Wetlands Fund</b>	<b>Total</b>	<b>\$548</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Road Impact Fee - West Fund</b>	<b>Total</b>	<b>\$172,547</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Transportation Impact Fee - County Wide</b>	<b>Total</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>66.7%</b>
<b>Road Impact Fee - South East Fund</b>	<b>Total</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Garrisonville Road Service District Fee</b>					
Property Taxes	\$530,862	\$530,000	\$530,000	\$0	0.0%
Interest	10,731	0	0	0	0.0%
Prior Year Fund Balance	41,483	0	0	0	0.0%
State Revenue	242,392	0	0	0	0.0%
<b>Total</b>	<b>\$825,468</b>	<b>\$530,000</b>	<b>\$530,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Warrenton Road Service District Fee</b>					
Property Taxes	\$11,987	\$0	\$0	\$0	0.0%
Interest	2,678	0	0	0	0.0%
<b>Total</b>	<b>\$14,665</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Capital Improvements Fund</b>					
VPSA Bonds	\$30,973,208	\$0	\$0	\$0	0.0%
Bond Proceeds	3,631,837	0	0	0	0.0%
Purchase Development Rights	376,487	0	0	0	0.0%
Interest	19,094	20,000	20,000	0	0.0%
Prior Year Fund Balance	6,507,317	717,320	777,292	59,972	8.4%
<b>Total</b>	<b>\$41,507,943</b>	<b>\$737,320</b>	<b>\$797,292</b>	<b>\$59,972</b>	<b>8.1%</b>
<b>Utilities Fund</b>					
Water & Sewer Fees	\$26,160,971	\$28,884,000	\$30,887,080	\$2,003,080	6.9%
Availability/ Pro Rata Fees	12,391,971	8,658,000	9,202,500	544,500	6.3%
Other Charges and Fees	1,271,040	1,108,000	1,072,100	(35,900)	-3.2%
Prior Year Fund Balance	4,014,953	0	117,634	117,634	0.0%
Revenue Bond Proceeds	17,240,766	12,131,000	11,528,821	(602,179)	-5.0%
Use of Money/Property	327,112	106,000	136,000	30,000	28.3%
<b>Total</b>	<b>\$61,406,813</b>	<b>\$50,887,000</b>	<b>\$52,944,135</b>	<b>\$2,057,135</b>	<b>4.0%</b>
<b>School Funds</b>					
State and Federal	\$151,380,856	\$156,107,744	\$158,382,622	\$2,274,878	1.5%
Use of Money/Property	46,322	18,480	18,480	0	0.0%
Bond Proceeds	30,973,208	0	0	0	0.0%
Prior Year Fund Balance	1,108,289	0	1,150,000	1,150,000	0.0%
User Fees	6,596,018	7,377,701	7,297,850	(79,851)	-1.1%
Other Revenue	3,545,894	6,731,529	6,898,681	167,152	2.5%
<b>Total</b>	<b>\$193,650,587</b>	<b>\$170,235,454</b>	<b>\$173,747,633</b>	<b>\$3,512,179</b>	<b>2.1%</b>
<b>Total Revenues - All Funds</b>	<b>\$574,137,708</b>	<b>\$496,002,104</b>	<b>\$499,122,351</b>	<b>\$3,120,247</b>	<b>0.6%</b>

# All Funds Revenue Graphs

Stafford County FY16 Adopted Budget



# All Funds Schedule Expenditures

## Stafford County FY16 Adopted Budget

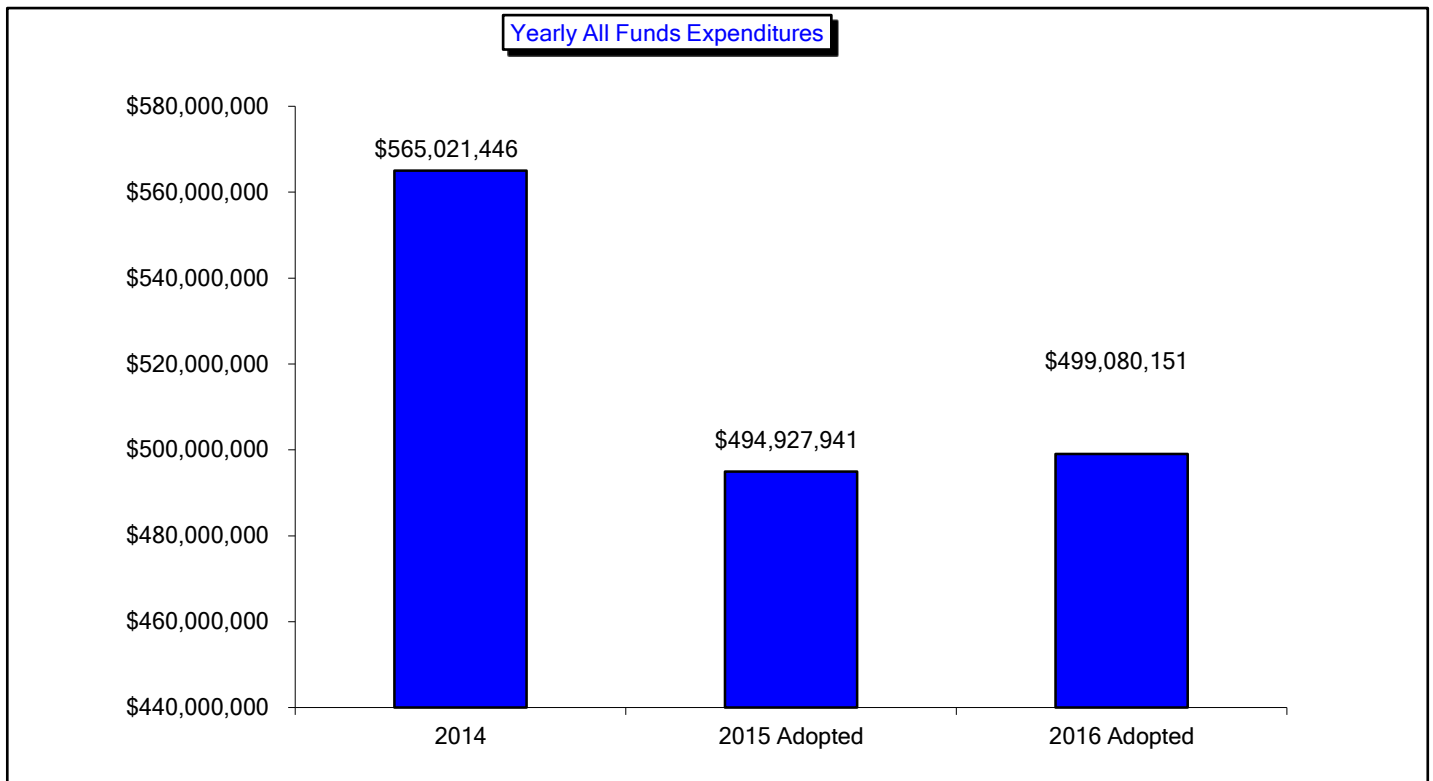
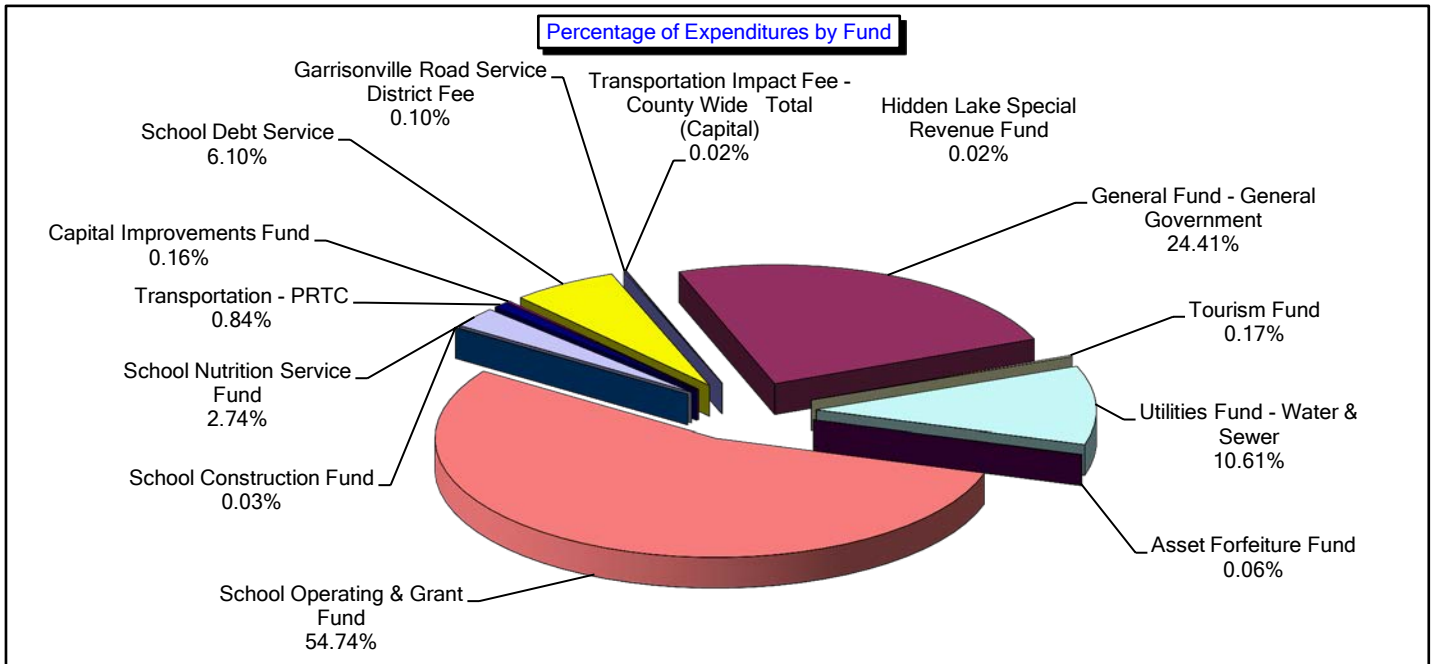
The all Funds Expenditure Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Funds are Internal Service Funds. All Funds listed below require appropriation and the Internal Services Funds also require appropriation. Appropriation is legal authorization to expend.

		FY2016			
Expenditure Plan		FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted	Changes '15 to '16
<b>General Fund - General Government</b>					
Personnel		\$60,542,090	\$61,964,130	\$63,141,726	\$1,177,596 1.9%
Operating		40,750,207	44,008,592	42,470,395	(1,538,197) -3.5%
Capital		4,093,676	3,337,080	3,715,738	378,658 11.3%
Debt Service		10,301,001	12,291,100	12,488,770	197,670 1.6%
<b>Total</b>		<b>\$115,686,974</b>	<b>\$121,600,902</b>	<b>\$121,816,629</b>	<b>\$215,727 0.2%</b>
<b>Transportation - PRTC</b>					
Operating		3,190,818	3,289,114	3,789,247	500,133 15.2%
Capital		8,266,994	5,831,779	423,679	(5,408,100) -92.7%
<b>Total</b>		<b>\$11,457,812</b>	<b>\$9,120,893</b>	<b>\$4,212,926</b>	<b>(\$4,907,967) -53.8%</b>
<b>Asset Forfeiture Fund</b>					
Operating		\$295,815	\$300,000	\$300,000	\$0 0.0%
Capital		185,614	0	0	0 0.0%
<b>Total</b>		<b>\$481,429</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0 0.0%</b>
<b>Tourism Fund</b>					
Operating		\$567,463	\$535,220	\$624,183	\$88,963 16.6%
Personnel		163,162	173,660	184,697	11,037 6.4%
Tourism Programs		41,120	41,120	41,120	0 0.0%
Capital		0	0	0	0 0.0%
<b>Total</b>		<b>\$771,745</b>	<b>\$750,000</b>	<b>\$850,000</b>	<b>\$100,000 13.3%</b>
<b>Hidden Lake Special Revenue Fund</b>					
Personnel		\$5,998	\$2,790	\$2,861	\$71 2.5%
Operating		44,206	41,713	38,081	(3,632) -8.7%
Debt Service		62,006	60,946	64,538	3,592 5.9%
<b>Total</b>		<b>\$112,210</b>	<b>\$105,449</b>	<b>\$105,480</b>	<b>\$31 0.0%</b>
350th Anniversary Fund	Total (Operating)	\$407,679	\$0	\$0	\$0 0.0%
Road Impact Fee - West Fund	Total (Capital)	\$45,304	\$0	\$0	\$0 0.0%
Transportation Impact Fee - County Wide	Total (Capital)	\$0	\$60,000	\$100,000	\$40,000 66.7%
Road Impact Fee - South East Fund	Total (Capital)	\$100,000	\$0	\$0	\$0 0.0%
<b>Garrisonville Road Service District Fee</b>					
Debt Service		\$123,252	\$496,900	\$487,800	(\$9,100) -1.8%
Capital		702,216	0	0	0 0.0%
<b>Total</b>		<b>\$825,468</b>	<b>\$496,900</b>	<b>\$487,800</b>	<b>(\$9,100) -1.8%</b>
<b>Warrenton Road Service District Fee</b>					
<b>Total (Capital)</b>		<b>\$21,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0 0.0%</b>
<b>Capital Improvements Fund</b>					
Personnel		\$460,446	\$723,910	\$783,882	\$59,972 8.3%
Operating		26,967	13,410	13,410	0 0.0%
Capital		48,322,631	0	0	0 0.0%
<b>Total</b>		<b>\$48,810,044</b>	<b>\$737,320</b>	<b>\$797,292</b>	<b>\$59,972 8.1%</b>
<b>Utilities Fund - Water &amp; Sewer</b>					
Operating		\$11,726,797	\$17,780,144	\$15,939,483	(\$1,840,661) -10.4%
Capital		31,977,657	14,045,000	17,879,950	3,834,950 27.3%
Personnel		11,430,007	11,157,873	11,568,488	410,615 3.7%
Debt Service		6,272,352	7,399,000	7,556,214	157,214 2.1%
<b>Total</b>		<b>\$61,406,813</b>	<b>\$50,382,017</b>	<b>\$52,944,135</b>	<b>\$2,562,118 5.1%</b>
<b>School Operating &amp; Grant Fund</b>					
Personnel		\$215,011,027	\$225,583,827	\$228,442,397	\$2,858,570 1.3%
Operating		36,083,411	41,045,798	42,049,655	1,003,857 2.4%
Capital		5,276,791	1,267,385	1,894,700	627,315 49.5%
Debt Service		475,167	461,909	832,858	370,949 80.3%
<b>Total</b>		<b>\$256,846,396</b>	<b>\$268,358,919</b>	<b>\$273,219,610</b>	<b>\$4,860,691 1.8%</b>
<b>School Debt Service</b>					
<b>Total</b>		<b>\$24,712,817</b>	<b>\$29,191,550</b>	<b>\$30,463,428</b>	<b>\$1,271,878 4.4%</b>
<b>School Construction Fund</b>					
Personnel		\$315,648	\$128,480	\$128,480	\$0 0.0%
Operating		2,408,420	0	0	0 0.0%
Capital		28,861,818	0	0	0 0.0%
<b>Total</b>		<b>\$31,585,886</b>	<b>\$128,480</b>	<b>\$128,480</b>	<b>\$0 0.0%</b>
<b>School Nutrition Service Fund</b>					
Personnel		\$5,395,282	\$6,287,747	\$6,178,187	(\$109,560) -1.7%
Operating		6,353,687	7,328,264	7,297,184	(31,080) -0.4%
Capital		0	79,500	179,000	99,500 125.2%
<b>Total</b>		<b>\$11,748,969</b>	<b>\$13,695,511</b>	<b>\$13,654,371</b>	<b>(\$41,140) -0.3%</b>
<b>Total Expenditures - All Funds</b>		<b>\$565,021,446</b>	<b>\$494,927,941</b>	<b>\$499,080,151</b>	<b>\$4,152,210 0.8%</b>



# All Funds Expenditure Graphs

Stafford County FY16 Adopted Budget

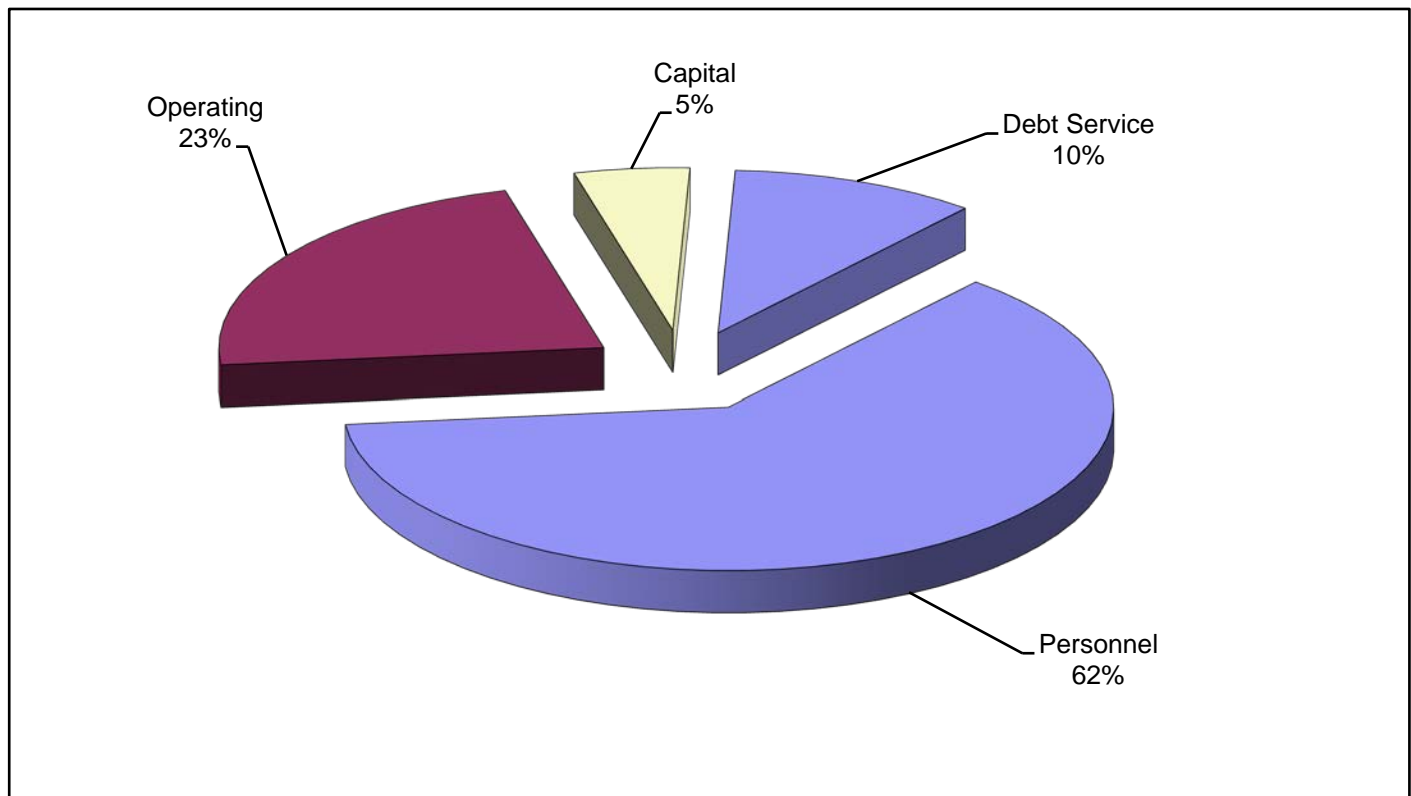


# Summary Of All Funds By Major Expense

Stafford County FY16 Adopted Budget

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.

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
Personnel	\$293,323,660	\$306,022,417	\$310,430,718	\$4,408,301	1.44%
Operating	101,896,590	114,383,375	112,562,758	(1,820,617)	-1.59%
Capital	127,854,601	24,620,744	24,193,067	(427,677)	-1.74%
Debt Service	41,946,595	49,901,405	51,893,608	1,992,203	3.99%
<b>Total Expenditures</b>	<b>\$565,021,446</b>	<b>\$494,927,941</b>	<b>\$499,080,151</b>	<b>\$4,152,210</b>	<b>0.84%</b>



# All Fund Types

Stafford County FY16 Adopted Budget

Governmental Funds				Proprietary Funds	Total
General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	2016 Adopted Budget

## Revenues

Property Taxes	\$200,900,736		\$635,400		\$201,536,136
Other Local Taxes	34,975,292				34,975,292
State & Federal	14,843,785		693,000	158,382,622	173,919,407
Other Revenue	13,811,071		100,000	6,898,681	20,809,752
Use of Money & Property	464,001	20,000	5,080	18,480	643,561
Bond Proceeds				11,528,821	11,528,821
2% Fuel Tax			3,554,926		3,554,926
5% Transit Occupancy Tax			1,350,000		1,350,000
Water & Sewer Fees				41,161,680	41,161,680
User Fees				7,297,850	7,297,850
Prior Year Fund Balance		777,292	300,000	1,150,000	2,344,926
Total	\$264,994,885	\$797,292	\$6,638,406	\$173,747,633	\$52,944,135
					\$499,122,351

## Expenditures

General Government Administration	\$11,927,313				\$11,927,313
Judicial Administration	5,178,657				5,178,657
Public Safety	48,913,782				48,913,782
Health and Welfare	13,468,300				13,468,300
Parks and Recreation	11,154,897				11,154,897
Community Development	16,061,322				16,061,322
Debt Service	42,952,198			7,556,214	50,508,412
Non-Departmental	2,623,588				2,623,588
Transportation			4,800,726		4,800,726
Asset Forfeiture			300,000		300,000
Tourism			850,000		850,000
Hidden Lake Special Revenue Fund			105,480		105,480
Water & Sewer				45,387,921	45,387,921
School Operating & Grant				273,219,610	273,219,610
Capital Projects		797,292		128,480	925,772
Food Service				13,654,371	13,654,371
Total	\$152,280,057	\$797,292	\$6,056,206	\$287,002,461	\$52,944,135
					\$499,080,151

## Other Financing Sources (Uses)

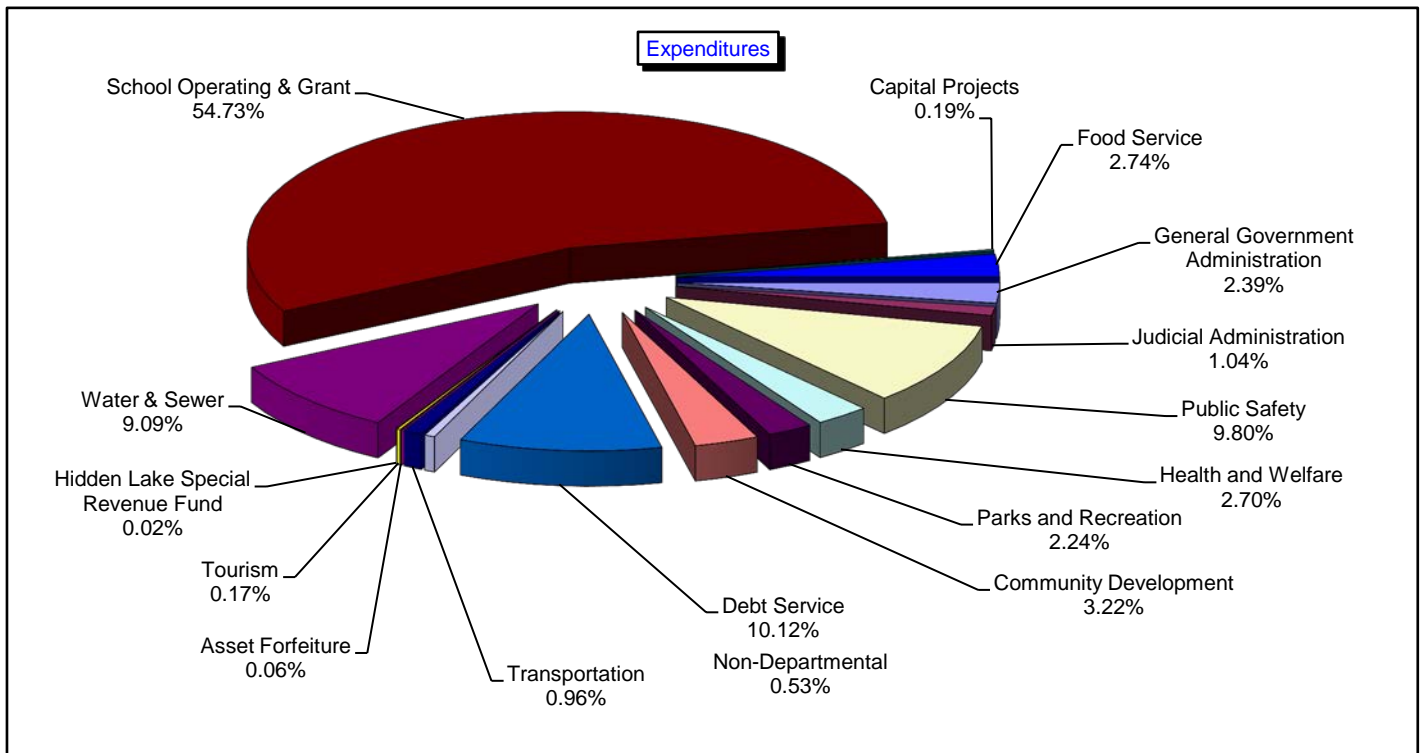
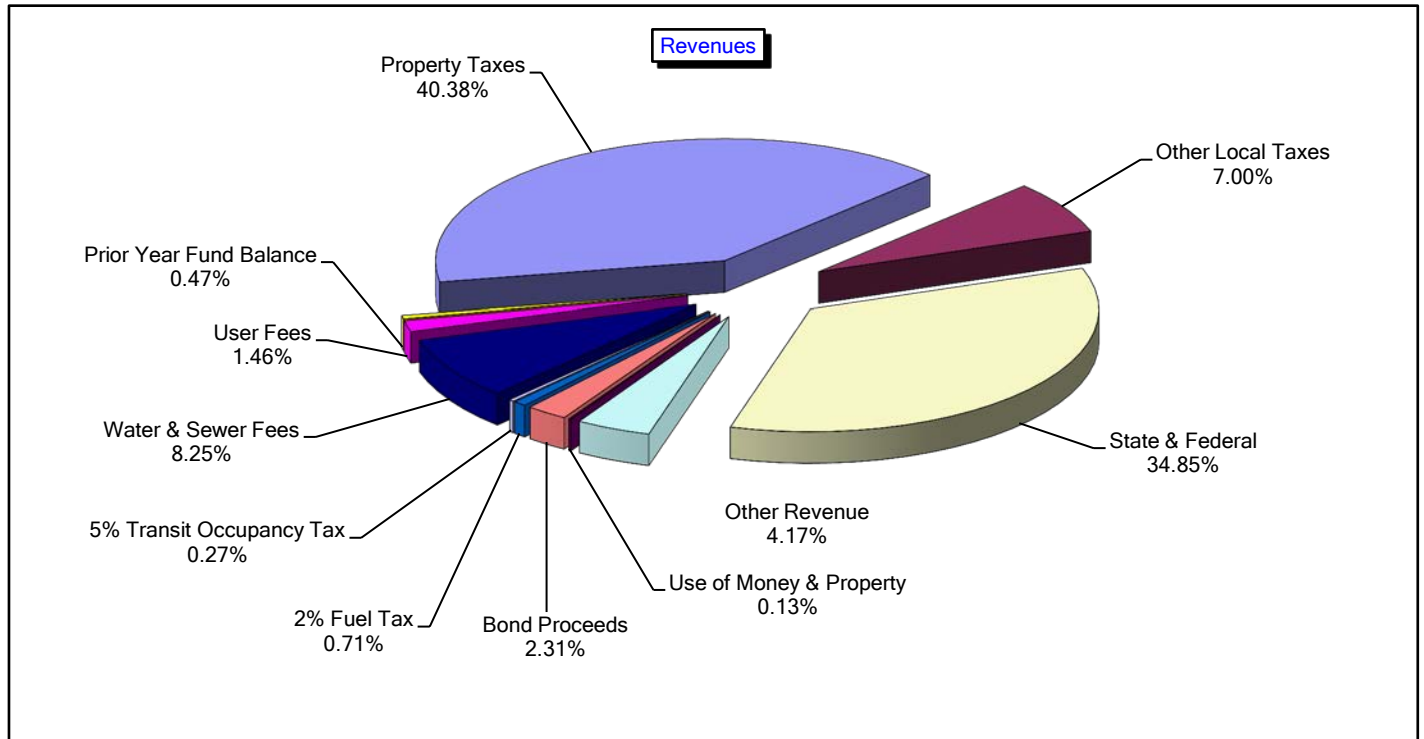
Operating Transfers In	\$540,000			\$113,254,828	\$113,794,828
Operating Transfers Out	(113,254,828)		(540,000)		(113,794,828)
Total Other Financing Sources (Uses)	(\$112,714,828)	\$0	(\$540,000)	\$113,254,828	\$0

Fund Balance, Beginning of Year \$61,622,671 \$10,759,234 \$29,625,551 \$44,084,932 \$33,801,816 \$179,894,204

Fund Balance, end of Year \$61,622,671 \$9,981,942 \$29,367,751 \$42,934,932 \$33,684,182 \$177,591,478

# All Fund Types Graphed

The graphs below present the FY2016 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](http://www.tourstaffordva.com) or call (540) 658-8681.

### TO OBTAIN INFORMATION

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





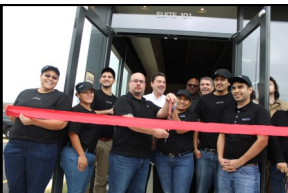
### Stafford's 350th Anniversary

Stafford celebrated its 350<sup>th</sup> Anniversary in 2014. Five signature events were held along with many other programs. Several permanent fixtures emerged from the celebration: a one-of-a-kind amphitheater known as Celebration Stage at Pratt Park; an African-American History Wall at the Rowser Building, also known as the former Stafford Training School; a 350<sup>th</sup> Anniversary Memorial Brick Garden on the grounds of Rowser; and a movie spanning Stafford's history. More than 40,000 citizens and visitors attended the five signature events and the movie debut. Thousands of others participated in additional programs throughout the "party of the centuries."



### Economic Development

The Board of Supervisors adopted the Economic Development 10-Point Plan in early 2010 to lay out steps for implementing the Board's mission of making Stafford a more desirable and business-friendly community through jobs for our citizens, a world-class school system, modern public safety services and abundant parks and recreation amenities. Accomplishments include the growth of jobs in Stafford County to more than 40,000, and Stafford being named first in Virginia for job growth. The Tech Park Initiative Strategic Plan was completed as well as the Economic Development Strategic Plan, which was advanced as an amendment to the Comprehensive Plan.



### Retail Attraction Study

Stafford is fully pursuing the recommendations of its recent comprehensive retail attraction study to help increase and enhance retail growth opportunities in the county. In 2014, Stafford County representatives met with more than 70 retailers and welcomed Chipotle, the Verizon Smart Store, Dunkin' Donuts, Sonic, Wawa, Walgreens and other businesses to the county. Aquia Town Center is being revitalized, with a new owner - Mosaic. They plan a \$40 million investment and 160,000 square feet of commercial space.



### Data Center Attraction

Staff worked to match the needs of data center end users to sites in Stafford that are appropriate for data center development. As a result, seven properties have been identified in Stafford that meet the power, fiber, water and sewer capacities necessary for the type of high-technology development that helps diversify opportunities for employment in the county. In November 2014, Dominion Virginia Power certified Stafford's first data center site, which means the site is shovel-ready for a center to locate there. The site is expected to attract businesses that house computer systems and associated components, such as telecommunications and digital storage systems.



### Connection to Dark Fiber

Dark fiber was added to Stafford's offerings in 2014 when SummitIG completed the 170-mile dark fiber network making I-95 the "Cyber Highway" delivering the fastest, most direct route between Richmond and Northern Virginia. This fiber will serve the future demand of large enterprises, military, government agencies and academic institutions.





### Bond Rating Upgrade

Stafford County's strong financial management, conservative budgeting, and financial flexibility has led Moody's Investors Service to upgrade 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. Fitch Ratings affirmed Stafford's AA+ bond rating in June 2015.



### Job Growth

From 2009 to 2014, Stafford averaged 2.6% annualized job growth, the highest growth rate among the 134 counties and independent cities in Virginia. From the beginning of the recovery in the third quarter of 2009 to the third quarter of 2014, employment increased 15.5% in Stafford compared with a 3.8% expansion statewide. As of the third quarter of 2014, employment in Stafford expanded year-over-year for 20 consecutive quarters compared with 16 quarters of year-over-year growth statewide over the same period.



### Lake Mooney Reservoir

Construction on the massive Lake Mooney Reservoir and water treatment facility is complete. The Board of Supervisors named the reservoir after Deputy Jason Mooney, a Stafford deputy who died tragically in an accident on I-95 after responding to an emergency call in 2007. The reservoir is filling and will eventually hold approximately 5.54 billion gallons of water, greatly increasing the amount of water in reserve. The reservoir will ensure Stafford can meet the water needs of its business and private homeowners for years to come.



### Parks

2014 was a big year for parks in Stafford. Curtis Park's first renovation in 30 years was debuted to the public for the summer season. Stafford opened Chichester Park, a five-diamond field complex adjacent to Stafford High School, in the fall. Construction continues on Embrey Mill Park, with a completion date scheduled for early 2016. Embrey Mill will be home to a rectangular field complex and the Jeff Rouse Swim and Sport Center, featuring an indoor 50 meter x 25 yard competition pool. Aquia Landing was named one of four best restored beaches nationally. The bath house/concession stand was renovated to accommodate the many reunions, weddings and events hosted there. Structures were renovated at other parks, including the Smith Lake concession stand and the St. Clair Brooks Park bathrooms. A dog park also opened at Duff McDuff Green Park.



### Schools

A newly renovated Grafton Village Elementary School opened at the start of the 2014 - 2015 school year. The new Stafford High School is scheduled to open at the beginning of the 2015-2016 school year. Colonial Forge, Mountain View and North Stafford High Schools all have construction additions scheduled over the next two years. Stafford fully funded the School Board's Capital Improvement Plan and funded raises for Stafford County Government and Stafford County Public Schools. Stafford County Government enhanced its partnership with Stafford County Public Schools through improved communication, combined leadership development training and ongoing collaboration.



### Transportation

The big news for 2014 was the opening of the I-95 Express Lanes, which help to ease the commutes north and south. Stafford and VDOT worked together to more than double the number of parking spaces available at the Staffordboro Park and Ride, bringing the total to 1,850. Currently, there are safety improvement projects underway on Truslow Road and Mountain View Road, with another one in design for Poplar Road. The Falmouth Intersection improvement project is in full swing and is scheduled to be finished in the fall of 2015. Garrisonville Road is gaining turn lane improvements at Onville Road as well as Route 1. Designs are underway to widen Garrisonville Road. Work continues on the Route 17 Widening Project and plans are being made to renovate the Ferry Farm/Route 3 intersection. Designs are in the works for improving Enon Road and access to Stafford High School.



### Belmont-Ferry Farm Trail

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



### 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 to serve citizens. Fire and Rescue performed an Advanced Life Support Pilot Project to see how they could shift units to different stations to improve staffing and response times. Their efforts won a national award from the National Association of Counties. Stafford received the Heart Safe Community Award from the International Association of Fire Chiefs for creative approaches in managing and treating Acute Coronary Syndrome and Sudden Cardiac Arrest. Stafford County was designated Virginia's first Heart Safe Community by the Virginia Office of Emergency Medical Services.



### Master Redevelopment Plan

The Board of Supervisors adopted the Master Redevelopment Plan in 2011. The Plan, approved as an economic development element of the County's Comprehensive Plan, identifies four key areas - Boswell's Corner, Courthouse, Falmouth Village, the Southern Gateway - that offer unique opportunities for development. The County supports the redevelopment efforts through greater flexibility and quicker approval times for projects locating in the designated areas. Since its adoption, implementation of the plan's recommendations has progressed with major infrastructure projects: the improvements to US 1 at Boswell's Corner; the I-95 Express Lanes project; the Falmouth intersection improvements; and the US 17 widening project. The area around Stafford Courthouse and the Government Center was renovated as a precursor to future plans to redevelop the whole courthouse area when the new Stafford Courthouse/I-95 interchange is built.



### The Environment

Stafford's water and wastewater facilities met all permit limits. As a result, the Aquia Wastewater Treatment Facility won a gold award from the National Association of Clean Water Agencies. The Little Falls Run facility won a Platinum Award for meeting all requirements for 11 years in a row. The Rappahannock Regional Landfill achieved full environmental compliance and E3 status (Environmental Exemplary Enterprise) with the Virginia Environmental Excellence Program by demonstrating strong environmental standards, programs and compliance.



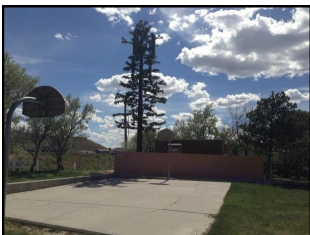
### Service Excellence

Stafford continued to enhance organizational development programs for employees through ongoing customer service, leadership development and special supervisor/manager training. The County continued streamlining the permit process and enhanced customer service through the upgrade of Hansen software, digital submittals of new residential permits and web-based inspection scheduling and permit status updates. Human Services also created a web-based platform for families who are seeking services.



### Land Use

Stafford facilitated a successful Proffer Amendment for 180 acres of commercial land at Centreport Parkway. A transfer of development rights program was established to aid in encouraging developments in more dense areas while preserving open spaces.



### Telecommunications

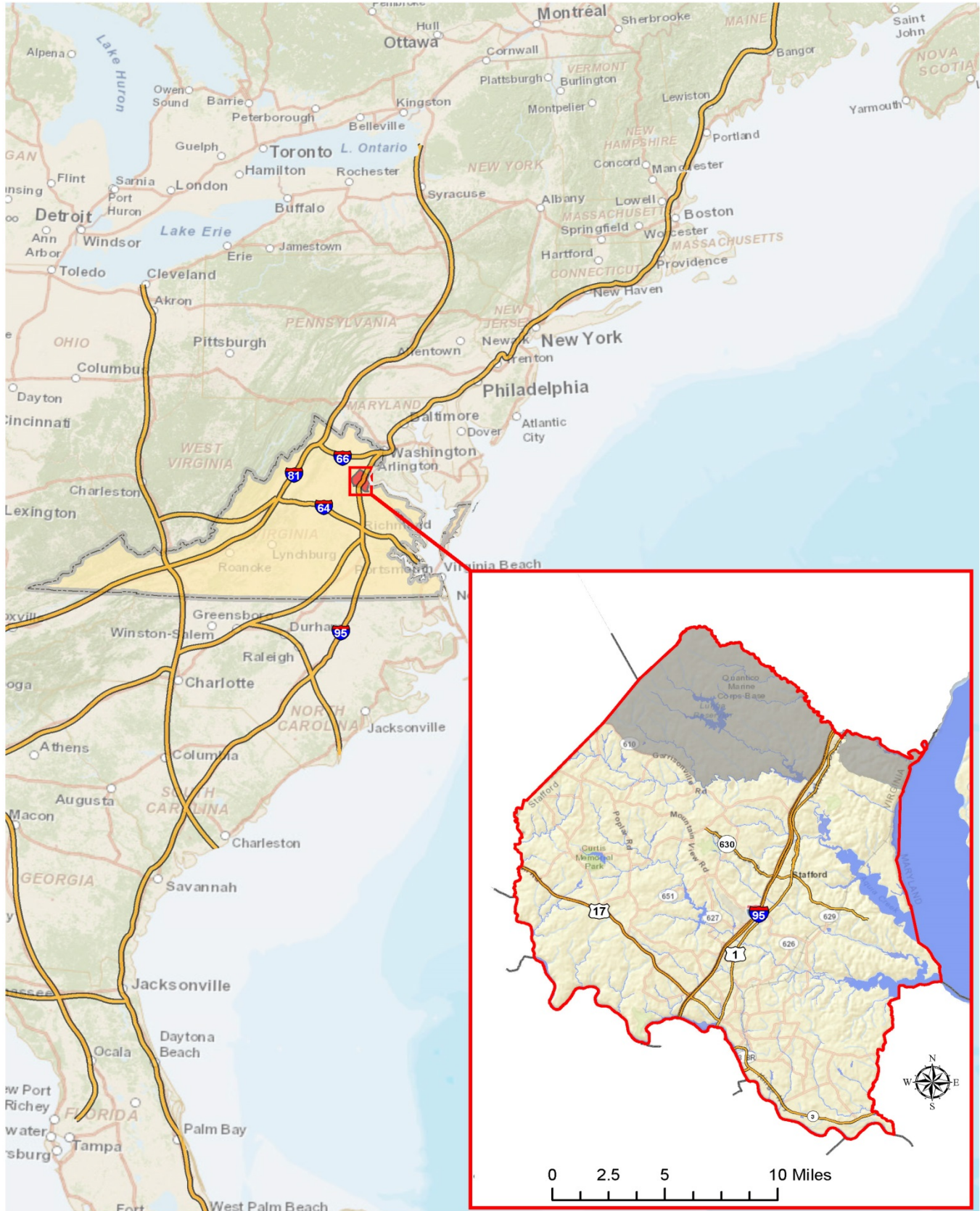
The Board of Supervisors approved a marketing agreement for telecommunication facilities on County property and negotiated the agreement with a private vendor. Potential facilities could improve access to the internet for more rural areas by boosting cell signals.



### Awards

Stafford County won two Achievement Awards from the National Association of Counties for Stafford's 350th Anniversary Celebration in 2014 and Fire and Rescue's Advanced Life Support Pilot Program. Stafford also received an award for "Best Maintained Dam, Publicly Owned - Hidden Lake Dam" from the Virginia Lakes and Watersheds Association for the Abel Lake Dam. Aquia Landing won a national award for "Best Restored Beach" from the American Shore and Beach Preservation Association.

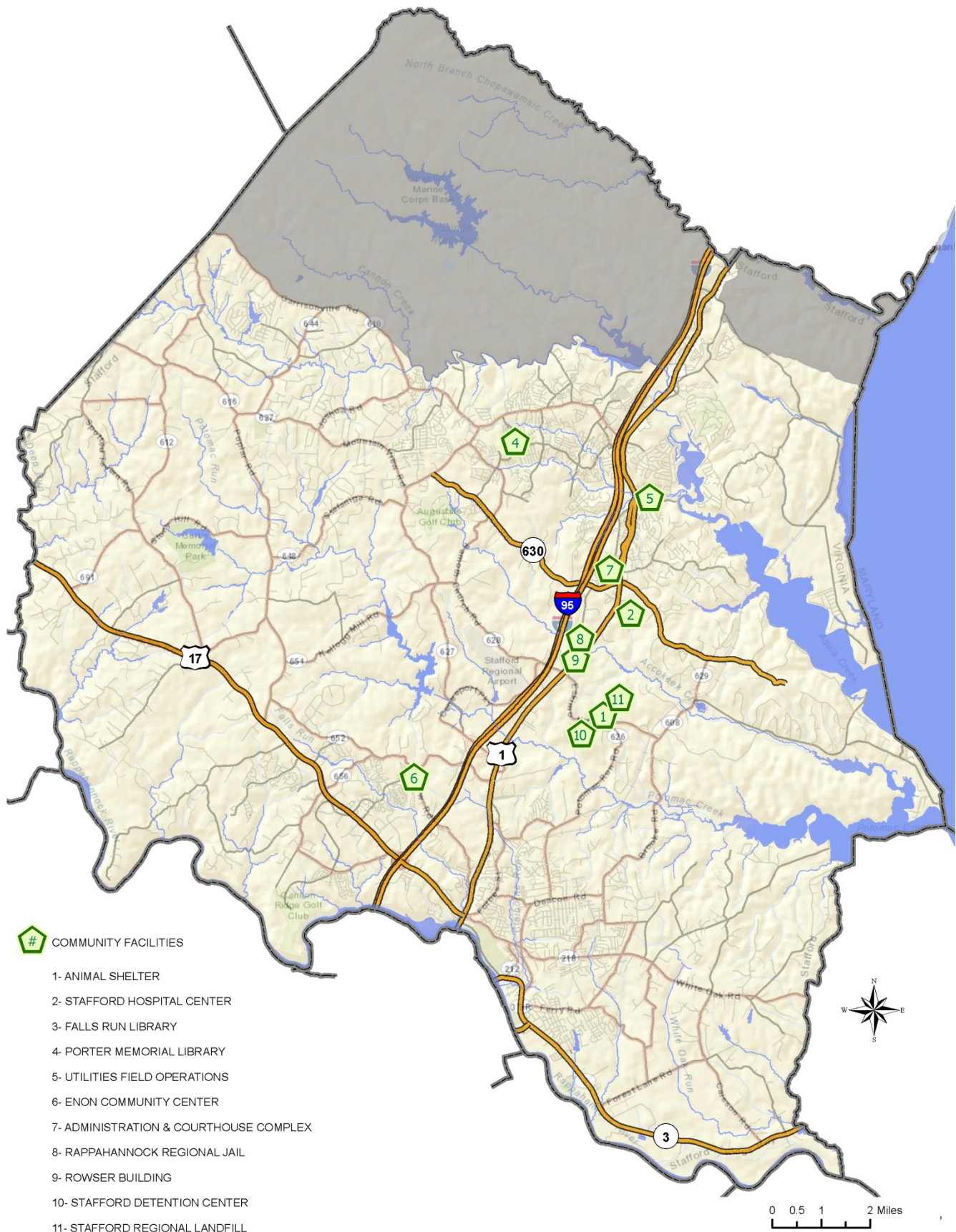






# Stafford County Facilities

Stafford County FY16 Adopted Budget



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 21<sup>st</sup> day of April, 2015:

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

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

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2015  
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 2015 tax rates was held on Tuesday, April 14<sup>th</sup>, 2015, 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;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 21<sup>st</sup> day of April, 2015, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2015:



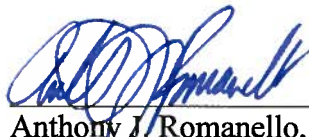
<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate (Section 58.1-3200, Code of Virginia (1950), as amended.)	1.019
Tangible Personal Property (Section 58.1-3500, Code of Virginia (1950), as amended. Includes all other classifications of personal property not specifically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

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

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

In 2004, the General Assembly capped the amount of relief the State will provide for Personal Property Tax Relief (PPTRA) at \$950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is \$12.5 million. This allotment is to be distributed among all the qualifying vehicles. For tax year 2015, qualifying vehicles will be granted 44% relief.

A Copy, teste:

  
\_\_\_\_\_  
Anthony J. Romanello, ICMA-CM  
County Administrator

AJR:NAC:kah

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 21<sup>st</sup> day of April, 2015:

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

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

A RESOLUTION TO APPROVE THE FISCAL YEAR 2016 COUNTY  
BUDGETS

WHEREAS, a public hearing on the proposed FY2016 County budgets was held on Tuesday, April 14, 2015 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 21<sup>st</sup> day of April, 2015, that the FY2016 budgets for the various General Government Funds be and they hereby are adopted as follows:

**I. GENERAL GOVERNMENT FUNDS:**

<b><u>General Fund:</u></b>	<b>265,534,885</b>
Operating Budget Transfer to Schools	112,527,828
Public Day School	518,000
School Bus Capital	209,000
School Debt Service	30,463,428
Board of Supervisors	632,967
Capital Projects	3,340,344
Central Rappahannock Regional Library	5,067,220
Commissioner of the Revenue	2,621,306
Commonwealth's Attorney	2,921,191
Cooperative Extension	175,447
Corrections	7,736,555
County Administration	1,112,206
County Attorney	1,078,239
Clerk of the Circuit Court	1,445,130
Circuit Court	274,726
General District Court	101,750
Juvenile and Domestic Relations Court	65,700
Magistrate	8,830
15th District Court Services Unit	361,330
Debt Service County	12,488,770
Economic Development	825,051
Finance and Budget	1,558,107
Fire and Rescue	16,418,824
Human Resources	409,460
Human Services, Office of	4,971,797
Information Technology	2,152,924
Non-Departmental	2,623,588
Parks, Recreation and Community Facilities	11,154,897
Partner Agencies	1,725,786
Planning and Zoning	2,275,254
Public Works	3,846,778
Public Works - Stormwater	531,228
Registrar & Electoral Board	481,947
Sheriff	24,758,403
Social Services	6,770,717
Treasurer	1,880,157

**GENERAL GOVERNMENT FUNDS, continued:**

Asset Forfeiture Fund	300,000
Capital Improvements Fund	797,292
Fleet Services Fund	4,394,455
Garrisonville Road Service District Fund	487,800
Hidden Lake Special Revenue Fund	105,480
Tourism Fund	1,350,000
Transportation Fund	4,352,926
Transportation Impact Fee - County- Wide Fund	100,000
Utilities Funds	52,944,135

; and

BE IT FURTHER RESOLVED that the FY2016 School budget be and it hereby is approved in the following amounts:

**II. SCHOOL FUNDS:**

Construction Fund	128,480
Grants Fund	12,016,661
Health Services Fund	34,453,463
Nutrition Services Fund	13,654,371
School Operating Fund	261,191,634
Workers' Compensation Fund	566,943

; 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 day-school students; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY2016:



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

; and

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

General Fund	
Non-Public Safety	336
Public Safety	365
Utilities Fund	139
Capital Projects Fund	<u>3</u>
Total	843

; and

BE IT FURTHER RESOLVED that a 2% salary increase is authorized for all County employees, effective July 1, 2015; and


BE IT FURTHER RESOLVED that funding to move full-time and part-time employees currently below the minimum of their pay grade to minimum is authorized, effective July 1, 2015; and

BE IT FURTHER RESOLVED that with the opening of the Jeff Rouse Swim and Sport Center in 2016, the Woodlands Pool will close and become a summer pool, operating between Memorial Day and Labor Day; 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 FY2016 budgets; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2016 Potomac and Rappahannock Transportation Commission subsidy of \$73,400 and the Virginia Railway Express subsidy of \$2,855,607, and authorizes the payment of the subsidies during FY2016 from the County's Motor Fuels Tax Revenue account.

A Copy, teste:

  
\_\_\_\_\_  
Anthony J. Romanello, ICMA-CM  
County Administrator

AJR:NAC:kah

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 21<sup>st</sup> day of April, 2015:

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

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

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2016  
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 21<sup>st</sup> day of April, 2015, 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 FY2016 budgets; and

BE IT FURTHER RESOLVED that debt service is appropriated at 100% of the adopted FY2016 budgets; and

BE IT FURTHER RESOLVED that cash capital for school buses be and it hereby is appropriated at 0% of the adopted FY2016 budgets and will be considered as part of the mid-year review; and

BE IT FURTHER RESOLVED that the FY2016 budgets for the various General Government Funds be and they hereby are appropriated as follows:

**I. GENERAL GOVERNMENT FUNDS:**

<b><u>General Fund:</u></b>	<b>254,293,504</b>
Operating Budget Transfer to Schools	106,901,437
Public Day School	492,100
School Bus Capital	0
School Debt Service	30,463,428
Board of Supervisors	601,319
Capital Projects	3,173,327
Central Rappahannock Regional Library	4,813,859
Commissioner of the Revenue	2,490,241
Commonwealth's Attorney	2,775,131
Cooperative Extension	166,675
Corrections	7,436,026
County Administration	1,056,596
County Attorney	1,024,327
Clerk of the Circuit Court	1,372,874
Circuit Court	260,990
General District Court	96,663
Juvenile and Domestic Relations Court	62,415
Magistrate	8,389
15th District Court Services Unit	343,264
Debt Service County	12,488,770
Economic Development	783,798
Finance and Budget	1,480,202
Fire and Rescue	15,597,883
Human Resources	388,987
Human Services, Office of	4,723,207
Information Technology	2,045,278
Non-Departmental	2,492,409
Parks, Recreation and Community Facilities	10,597,152
Partner Agencies	1,639,497
Planning and Zoning	2,161,491
Public Works	3,654,439
Public Works - Stormwater	504,667
Registrar & Electoral Board	457,850
Sheriff	23,520,483
Social Services	6,432,181
Treasurer	1,786,149

**GENERAL GOVERNMENT FUNDS, continued:**

Asset Forfeiture Fund	300,000
Capital Improvements Fund	797,292
Fleet Services Fund	4,394,455
Garrisonville Road Service District Fund	487,800
Hidden Lake Special Revenue Fund	105,480
Tourism Fund	1,350,000
Transportation Fund	4,352,926
Transportation Impact Fee - County-Wide Fund	100,000
Utilities Funds	52,944,135
; and	

BE IT FURTHER RESOLVED that the FY2016 School budget be and it hereby is appropriated in the following amounts:

**II. SCHOOL FUNDS**

Construction Fund	128,480
Grants Fund	12,016,661
Health Services Fund	34,453,463
Nutrition Services Fund	13,654,371
School Operating Fund	254,180,343
Workers' Compensation Fund	566,943
; 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), and cash capital funding for school buses following the mid-year review and completion of the FY2015 audit, in consideration of the then current financial conditions; and

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

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

BE IT FURTHER RESOLVED that in accordance with the Board's Principles of High Performance Financial Management, the Board will consider re-appropriation of FY2015 Schools carryover funds for non-recurring expenses in the amount of \$1,150,000, following the completion of the FY2015 audit and in consideration of the then current financial conditions; 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 FY2016:

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

; and

BE IT FURTHER RESOLVED that the County Administrator 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

BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION

At a special meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 21<sup>st</sup> day of April, 2015:

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

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

A RESOLUTION TO ADOPT THE FISCAL YEARS 2016-2025  
CAPITAL IMPROVEMENT PROGRAM WITH INTENT TO  
REIMBURSE CERTAIN CAPITAL IMPROVEMENT  
EXPENDITURES

WHEREAS, a public hearing on the proposed FY2016-2025 Capital Improvement Program (CIP) was held on Tuesday, April 14, 2015, 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 21<sup>st</sup> day of April, 2015, that the FY2016-2025 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 FY2016-2025 CIP be and it hereby is adopted as follows:

#### General Government

Training Center	Route 1, Jefferson Davis Highway
Fire and Rescue Station 14	Route 616, Poplar Road, South Of Mt View Rd
Fire and Rescue Station - New	Route 627, Mt View Rd From Joshua Rd To Rose Hill Farm Rd
FCC Mandated Upgrade to Radio System	Route 17, Warrenton Rd
Cardiac Equipment Replacement	Route 606, Ferry Rd
Fire & Rescue Replacement Apparatus	Courthouse Rd & Rt 1 Intersection Improvements
Aquia Station Renovations	Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd
Fire and Rescue Infrastructure	Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd
Information Technology Infrastructure	Route 627, Mt View Rd Ext. to High School
On-Line Permitting	Streetscape Phase 1
Registrar Voting Equipment	Streetscape Phase 2
Park at Embrey Mill Phase 3	Garrisonville Rd & Rt 1 Intersection Improvements
Duff McDuff Green Park	Stafford Parkway
Patawomeck Park Phase 2	Enon Road Improvements
New and Renovated Park Amenities	Garrisonville Rd., Eustace Rd. to Shelton Shop Rd.
Parks Recreation and Community Facilities Infrastructure	Eskimo Hill Road
Animal Shelter	Berea Church Road
Courthouse Addition	Tech Center Drive
Library #4	Brent Point Road
Bike Trails	Route 608, Brooke Road, South of Eskimo Hill Road
Belmont Ferry Farm Trail - Phase 6	Route 616, Poplar Road, North of Truslow Road
Stormwater Permit Compliance	Rt. 709 Capital Avenue Extended
Central Rappahannock Regional Library – Porter Library Renovations	Leeland Road
Route 610, Garrisonville Rd	Shelton Shop Road
Route 652, Truslow Road, West Of I-95	
Butler Road	

#### Schools

Stafford High School	Brooke Point HS Addition
Moncure Elementary Rebuild	Mt. View HS Addition
Ferry Farm Elementary Rebuild	Colonial Forge HS Addition
Elementary School #18	Hartwood Elementary Renovation
Middle School #9	Fleet Services Addition
High School #6	Infrastructure

Utilities

320 Zone Water Improvements	Replace 8" and 10" Gravity with 18" (Carnaby to Coal Landing)
342 Zone Water System - Phase 1	Olde Concord to Wayside 18" Gravity Construct
342 Zone Water System - Phase 2	Construct Lower Accokeek PS
370N Water Booster Pump Station	18" Gravity Accokeek Creek
Lake Mooney WTF Upgrade/Expansion	Lower Accokeek FM
Centerport Water Tank	8" Gravity Trunk SE
Moncure Water Booster Pump Station	8" Extension of Ex Gravity
Radio-Read Meters Program	Rowser 10" Gravity Line
Berea Water Tank Removal	Wyche Rd 12" Gravity Line
Regional Water Interconnection	Venture to Wyche Rd
Small Water Projects	8" Ex Gravity Upstream
Smith Lake Distribution PS Upgrade	Centreport Sewer Mains
Smith Lake WTF Filter Replacements	Potomac Creek Pump Station & Force Main Replacement
Water Distribution System Rehab Program	Sewer Extension Projects
Water Extension Projects	Small Sewer Projects
320 Zone Extension	Wastewater Collection System Rehabilitation Projects
320 Zone Elevated Storage Tank	Wastewater Pump Station Rehabilitation Program
342 Zone Piping	Wastewater Pump Station Replacements
Truslow Road Piping	Wayside Sewer Interceptor Replacement
Claiborne Run PS Parallel Force Main	Hilldrup Pump Station
Claiborne Run Pump Station Replacement	Hilldrup PS Force Main
Country Ridge Pump Station Replacement	Austin Run Interceptor Section Replacement
Equipment Replacement – Aquia WWTF	Aquia Creek Force Main Replacement
Equipment Replacement – Little Falls Run WWTF	Aquia Creek PS Expansion
Falls Run PS Force Main Replacement	Camp Barrett SPS FM
Falls Run Pump Station Replacement	Stafford County Complex
Falls Run Sewer Interceptor Replacement - Phase 2	Vehicles & Equipment Replacements
Austin Run Gravity Sewer Replacement	Contingency Allowance
Little Falls Run WWTF - 3rd Treatment Train	


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 FY2016-2025 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 interfund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the projects to be financed in the FY2016-2025 Capital Improvement Program. The maximum amount of the Bonds expected to be issued for the Projects is \$422,947,723.

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

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 2<sup>nd</sup> day of June, 2015:

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

On motion of Mr. Cavalier, seconded by Ms. Sellers, which carried by a vote of 5 to 0, the following was adopted:

A RESOLUTION AUTHORIZING TECHNICAL ADJUSTMENTS  
TO THE FY2016 SCHOOLS' BUDGETS

WHEREAS, on April 21, 2015, the Board adopted the FY2016 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 the Schools' FY2015 carryover; and

WHEREAS, the School Board adopted its budget based on updated projections, including the local school funding adopted by the Board and the School Board requested technical adjustments to its FY2016 budgets;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the day 2<sup>nd</sup> of June, 2015, that it be and hereby does authorize technical adjustments to the FY2016 Schools' budgets as follows:

	<b>Budget</b>	<b>Appropriations</b>
School Operating Fund	260,884,091	253,872,800
Fleet Services Fund	4,394,476	4,394,476
Nutrition Services Fund	13,654,371	13,654,371
Health Services Fund	34,598,568	34,598,568
Workers' Compensation Fund	564,713	564,713
Grants Fund	12,335,519	12,335,519

A Copy, teste:



Anthony J. Romanello, ICMA-CM  
County Administrator

AJR:NAC:kah





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 2015. 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 FY2016 Adopted Budget addresses the Boards Priorities for the Community as follows:

#### Fiscal responsibility and reducing the tax burden

- No tax or fee changes over FY15
- General Government spending down for fourth time in seven years
- Shared Services Study with SCPS
- Continued work toward enhanced bond rating
  - Debt capacity is lowered to \$327M, a reduction from the Adopted CIP (\$349M)
  - Debt service will be more affordable in future years while still allowing for a robust, although slightly smaller, capital program.

#### Education

- 92% of new revenue is directed to SCPS.
- Combined with state funding increases, the FY16 Adopted Budget is sufficient to fund:
  - 2% Salary increases for SCPS
  - Phase 1 of market based salary enhancement
  - VRS 5/5
  - Cash capital includes funds for 2 replacement buses
  - Debt service, includes debt service for 8 school buses

#### Public Safety

- 3 new positions for the ALS initiative
- 4 new Sheriff's Office employees
  - 2 new positions (investigators)
  - 2 conversions to full-time
- All funded with operational savings
- 1 Fire trainer, funded with recurring state grant

#### Infrastructure

- 31 Projects in the Pipeline

#### Economic Development

- Stafford Opportunity Fund fully funded
- Tech and Research Center Strategic Plan approved by Board of Directors in December 2014
- Utilities CIP
  - Reworked CIP to prime the pump in key commercial areas

#### Service Excellence

- 2% raise for County employees on July 1, 2015
- Implements 1<sup>st</sup> phase of class and compensation study
- Planning for future critical IT needs
- Partnering with SCPS to identify cost savings, efficiencies and opportunities for collaboration

# 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**



	<i>TYPE OF PROCESS</i>	<i>DESCRIPTION OF PROCESS</i>	<i>BUDGET IMPACTS</i>
Five Year Operating Budget Plan	Five year operating plan to facilitate financial planning	Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures.	Provides for budget stability, planning & direction for future resource allocation decision-making.
Capital Improvements Program	Ten year plan that includes project listing by plan year	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.
Economic Development Strategic Plan	Five year plan to improve economic development in Stafford County	Economic Development director's plans are developed with review & coordination by the County Administrator's Office.	Allows for allocation of resources to predetermined strategic goals & objectives.
Parks and Recreation Facilities Plan	Fifteen year Facilities Plan for parks and open space recommends improvements to the County's present park and recreation facilities and undeveloped park lands	Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 5 year CIP.	Long term planning for parks and facilities that integrate with the 5-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
Building Facility and Maintenance Plan	Five year plan by facility & maintenance activity or project	Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements.	Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities.
Grounds Maintenance Plan	Three year plan to address County grounds	Schedules identified ground improvements maintenance projects according to priorities & funding level.	Provides for a stable annual level of expenditures to ensure the continued maintenance of county grounds.
Technology Strategic Plan	Five year information systems plan	Major initiatives are established with departments, constitutional offices & schools.	Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.
Comprehensive Water & Wastewater Master Plan	Twenty year plan to define the County's anticipated water & wastewater needs	Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan.	Identifies future costs for water & wastewater infrastructure & establishes current per gallon prices to be charged to developers in accordance with the County's Pro-Rata Policy.
Comprehensive Plan	Long range plan designed to manage & direct growth	Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure.	Provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development related ordinances.
Transportation Plan	Long-range plan to maintain & improve the County's transportation system	Planning develops the Transportation Plan based on build-out of the Land Use Plan. The Plan identifies transportation policies, programs & facilities necessary to meet local & regional transportation demands.	Long range planning for highway infrastructure needs.



	TYPE OF PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
Redevelopment Master Plan	Five-ten year plan to stimulate private sector investment in four areas of the County identified by the Board of Supervisors: Boswell's Corner, Courthouse, Falmouth and the Southern Gateway	The Master Redevelopment Plan was adopted as an element of the Comprehensive Plan and therefore was fully vetted with the affected communities as well as through public hearings at the Planning Commission and the Board of Supervisors	Recommends the reallocation of CIP and budget allotments to incentivize and jump start private investment in the Board'
Regional Stormwater Management Plan	A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds	The County has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site storm water management facilities located at each project. Stafford County will maintain the ponds.	The construction of the ponds is funded through proffers and prorated share payments made by each user of the pond. Construction or maintenance may be funded in total by a storm water utility, if established by the Board of Supervisors.
Telecommunications Plan	A component of the Comprehensive Plan to ensure adequate provisions of a telecommunications infrastructure within the County that promotes public safety and economic development	The Planning Commission reviews the plan due to the proliferation of tower sites in the County. The Planning Commission's Comprehensive Plan Committee reviews the Plan with input from the telecommunications industry.	Ensures adequate infrastructure for communications needs.
Long Range Human Services Plan	A long-range plan that identifies key activities to improve the service delivery system and provides existing human services agencies within the community guidance when developing goals for service delivery	Identifies existing services within the County delivered by various County, partner, community and faith based agencies. Assesses community needs, including gaps and the possible need for more collaboration. Also defines the needs and priority of those issues facing the community.	Identifies key activities to be carried out as next steps and provides budget planning and/or reallocation of existing resources for identified needs.

## 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.

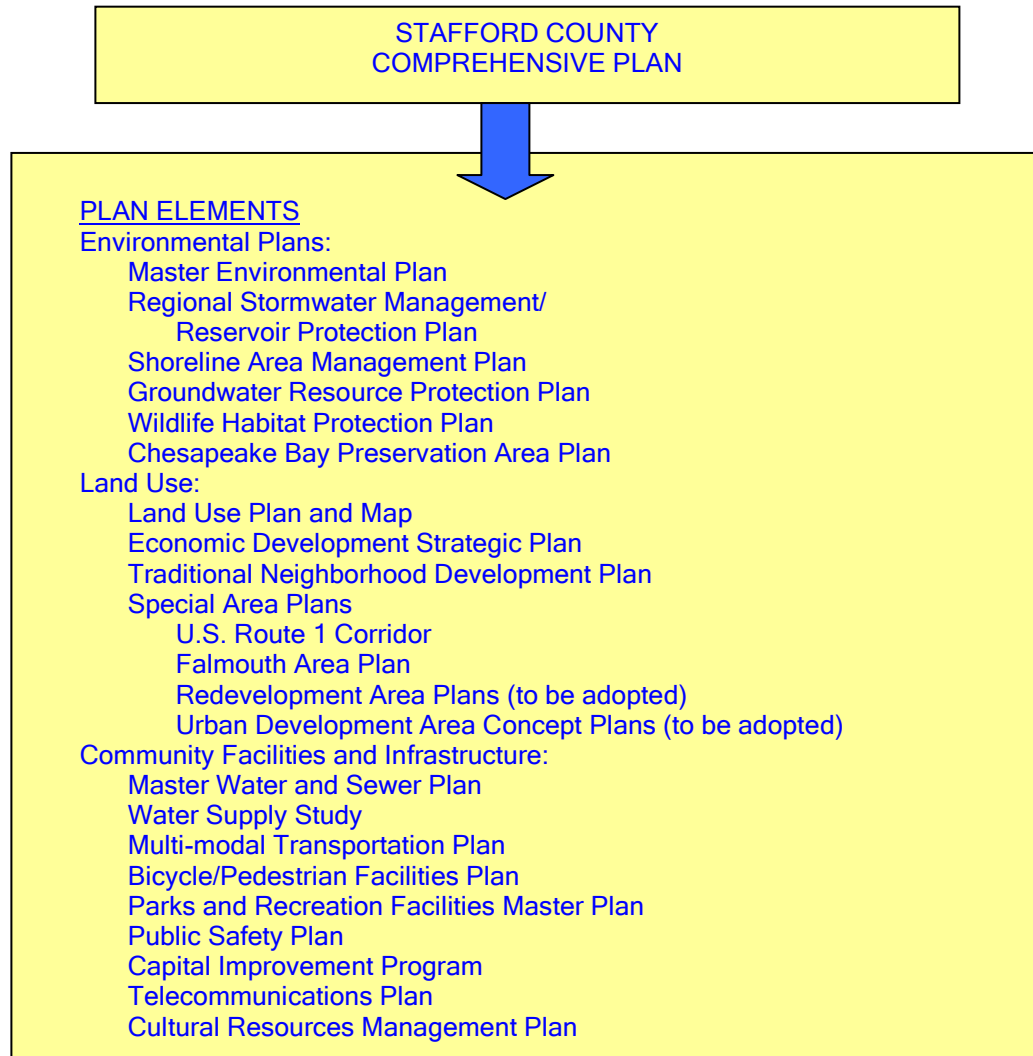
Public Facility Projections - are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

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.

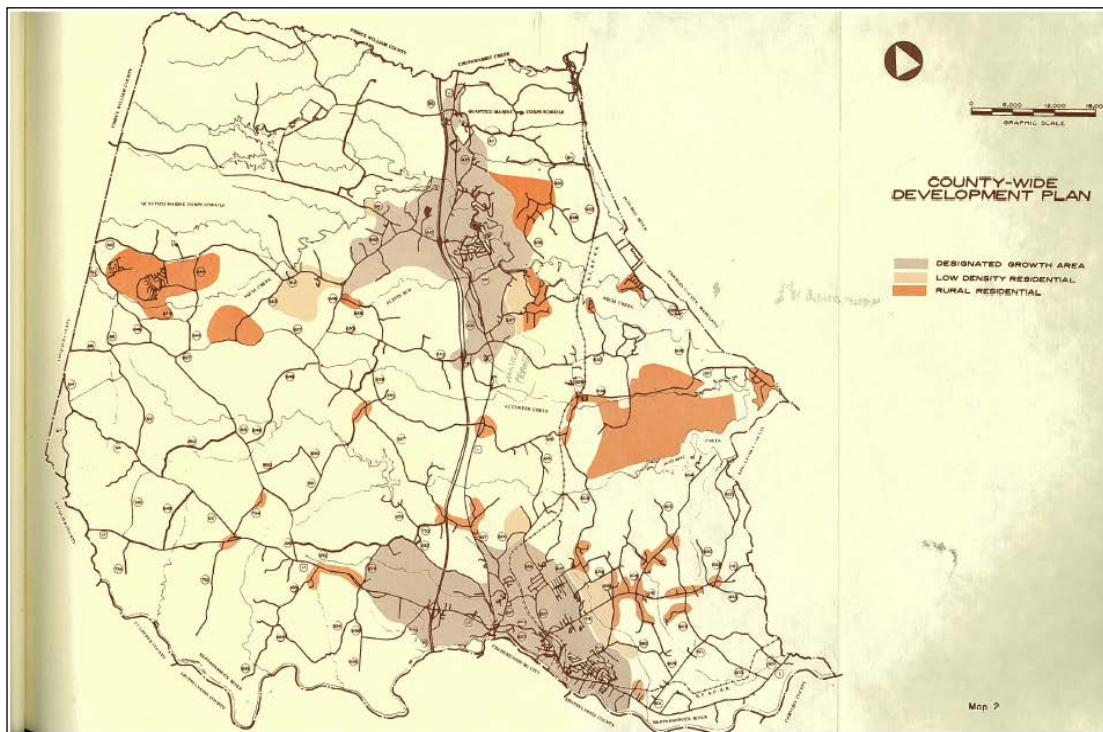
The plan shall include: a map that shall show road improvements and transportation improvements, including the cost estimates of such road and transportation improvements as available from the Virginia Department of Transportation, taking into account the current and future needs of residents in the 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*

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,

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



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.

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

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

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

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<sup>th</sup> 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 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:
  1. Capital lease purchase is eligible under state law for such financing;
  2. Useful life of the purchase equals or exceeds the term of the debt;
  3. Total purchase exceeds \$100,000; and
  4. Sufficient funds are available to service the capital lease debt.

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

- A five-year CIP allocating capital improvement funds between the Schools and General Government will be adopted annually.
- Debt-funded CIP projects for County and Schools will be no less than \$500,000 each and will have a useful life that meets or exceeds the life of any debt issuance.
- Capital Improvement projects for County and Schools are items for which the purchase, construction, renovation, non-recurring replacement, expansion, or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Projects include, but are not limited to, expenditures for land, new structures, major repairs and renovations; maintenance of existing structures; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of \$500,000 or more. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

Each year's maximum available debt service will be established by increasing the prior year's actual debt service by the percentage of general fund revenue changes averaged over the last 5 years.

### UNASSIGNED FUND BALANCE

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves and grants. Use of the unassigned fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of unassigned fund balance, the County will replenish the unassigned fund balance within three fiscal years.
- A reserve for healthcare costs equal to the estimated IBNR (incurred but not reported) plus 10% of annual claims will be maintained by school and county funds.
- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:
  1. Revenue Stabilization Reserve (RSR): minimum of  $\frac{1}{2}$  of 1% of General Fund revenues.
    - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
    - The reserve will not be used to offset a tax rate change.
    - The reserve will be used in combination with spending cuts.
    - The reserve will be restored to the minimum level within 5 years.
    - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
    - RSR funds should only be directed to one-time expenditures to the extent possible.
  2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
  3. Stafford Opportunity Fund Reserve: \$500,000
  4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.
  5. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.
- Rollback Tax Revenue in excess of \$80,000 will be dedicated to the County's Purchase of Development Rights program.
- Stafford County does not intend to establish a trend of using Fund Balance to finance current operations. As a nonrecurring source of revenue, any balance not needed for liquidity or financial cushion as noted above will be spent solely for nonrecurring uses. After the yearly audit and confirmation of fund balances by the County's external auditor, and in consideration of current financial conditions, the Board of Supervisors will consider reappropriation of Schools' unspent prior year funds.

### **GENERAL FUND BUDGET GUIDELINES**

- Stafford will prepare and approve an annual budget with multi-year projections. The County will annually adopt and execute a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all County purposes during the ensuing fiscal year. The County budget shall be balanced within all available operating revenues, including fund balance, and adopted by the Board of Supervisors.
- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.
- Stafford County does not intend to issue tax or revenue anticipation notes to fund operations. The County intends to manage cash to prevent borrowing to meet cash flow needs.
- The school's share of the general government revenues will be 100% of meals tax revenues and an appropriate amount to ensure a globally competitive school system. The school operating transfer will be the difference between the school's share of general government revenues and school-related bonded and lease debt service.
- When the Schools desire an amendment to the adopted budget or appropriation, the School Board shall pass a resolution for consideration by the Board of Supervisors.
- An amount equivalent to 1% of general government expenditures will be set aside for pay-as-you-go capital projects, with a goal of 3% by July 1, 2017. An amount equal to 1% of the school's operating budget will also be set aside for pay-as-you-go capital projects by July 1, 2015, with a goal of 2% by July 1, 2017. Cash capital will be used for only small capital projects and infrastructure needs.
- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

### **FINANCE, AUDIT & BUDGET COMMITTEE**

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

### **BUDGET REVIEWS**

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

### **TAX TRIGGER PROVISION**

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

### **PERIODIC POLICY REVIEW**

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



## FUND BALANCE REPORTING

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

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

- 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**

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



## UTILITIES FISCAL POLICY

In June, 2010, the Board re-established their commitment to the sustainability of the Utilities Department with the adoption of a new Utilities Fiscal Policy. The intent in establishing the policy is to provide an accounting and planning tool for the Board of Supervisors, the Utilities Commission, and County staff that is easy to administer, understandable and properly allocates costs.

### Utilities Fiscal Policy

#### OBJECTIVES

Three primary objectives drive the establishment of this fiscal policy:

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

#### ACCOUNTING FOR FINANCIAL ACTIVITIES

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

##### a. CAPACITY EXPANSION FUND

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

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

Revenues from these financing sources are used to pay for:

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

##### b. OPERATING FUND

The County seeks to fund Operations with user fees, in accordance with the Rates section of the fiscal policy.

Operating funds are used to pay annual operating and maintenance expenses provide for long-term repair, renewal and rehabilitation of capital assets.

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

## UTILITIES 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

# BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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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

# BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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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.

# **BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING**

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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 1<sup>st</sup> 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 1<sup>st</sup>.

### **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

# BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Stafford County FY16 Adopted Budget

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.





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

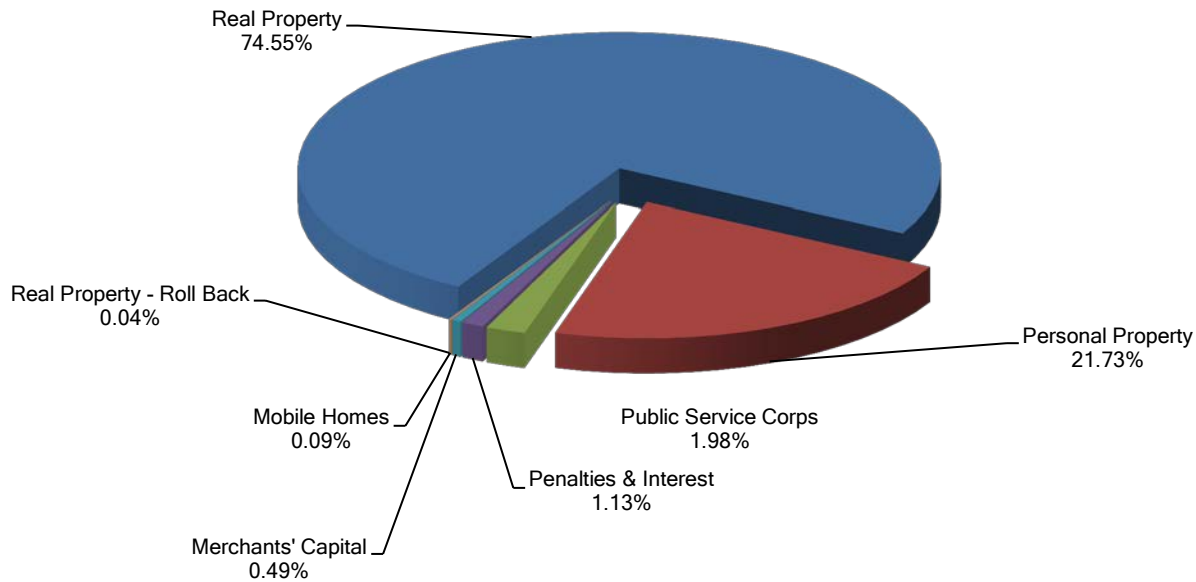
# Revenue Projection

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
<b>Property Taxes</b>					
Real Property	\$142,742,160	\$146,604,236	\$149,740,536	\$3,136,300	2.1%
Personal Property	43,970,470	43,843,200	43,647,200	(196,000)	-0.4%
Public Service Corps	4,237,278	4,383,800	4,009,000	(374,800)	-8.5%
Penalties & Interest	2,266,542	2,113,200	2,267,000	153,800	7.3%
Merchants' Capital	982,179	930,000	982,000	52,000	5.6%
Mobile Homes	175,123	190,000	175,000	(15,000)	-7.9%
Real Property - Roll Back	664,009	80,000	80,000	0	0.0%
Machinery & Tools	5,068	0	0	0	0.0%
<b>Total Property Taxes</b>	<b>\$195,042,829</b>	<b>\$198,144,436</b>	<b>\$200,900,736</b>	<b>\$2,756,300</b>	<b>1.4%</b>
<b>Other Revenue</b>					
Service Charges & Other	\$10,704,209	\$7,003,672	\$7,055,006	\$51,334	0.7%
Ambulance Cost Recovery	2,516,098	2,400,000	2,400,000	0	0.0%
Local Sales & Use Taxes	11,790,128	11,700,000	12,150,000	450,000	3.8%
Utility Consumers' Taxes	10,456,042	10,508,500	10,455,292	(53,208)	-0.5%
State/Fed - Social Services	4,411,460	4,983,800	5,079,365	95,565	1.9%
Local Meals Tax	6,577,615	6,460,000	6,884,000	424,000	6.6%
State Shared Expenses	6,090,128	5,936,600	6,114,958	178,358	3.0%
Code Administrative	3,401,848	3,249,400	2,627,865	(621,535)	-19.1%
Motor Vehicle Licenses	411,185	2,345,000	2,345,000	0	0.0%
Comprehensive Services Act	2,126,749	2,414,000	2,349,988	(64,012)	-2.7%
Recordation Taxes	2,664,681	2,959,000	2,841,000	(118,000)	-4.0%
Other State Sources	1,227,627	1,328,300	1,293,674	(34,626)	-2.6%
Planning Fees	1,834,921	1,537,500	1,707,500	170,000	11.1%
Use of Money & Property	387,402	552,200	464,001	(88,199)	-16.0%
Other Financing Sources	4,552,154	912,000	560,700	(351,300)	-38.5%
Bank Stock Taxes	335,056	300,000	300,000	0	0.0%
Federal Revenue	443,152	5,500	5,800	300	5.5%
<b>Total Other Revenue</b>	<b>\$69,930,455</b>	<b>\$64,595,472</b>	<b>\$64,634,149</b>	<b>\$38,677</b>	<b>0.1%</b>
<b>Total Revenues</b>	<b>\$264,973,284</b>	<b>\$262,739,908</b>	<b>\$265,534,885</b>	<b>\$2,794,977</b>	<b>1.1%</b>

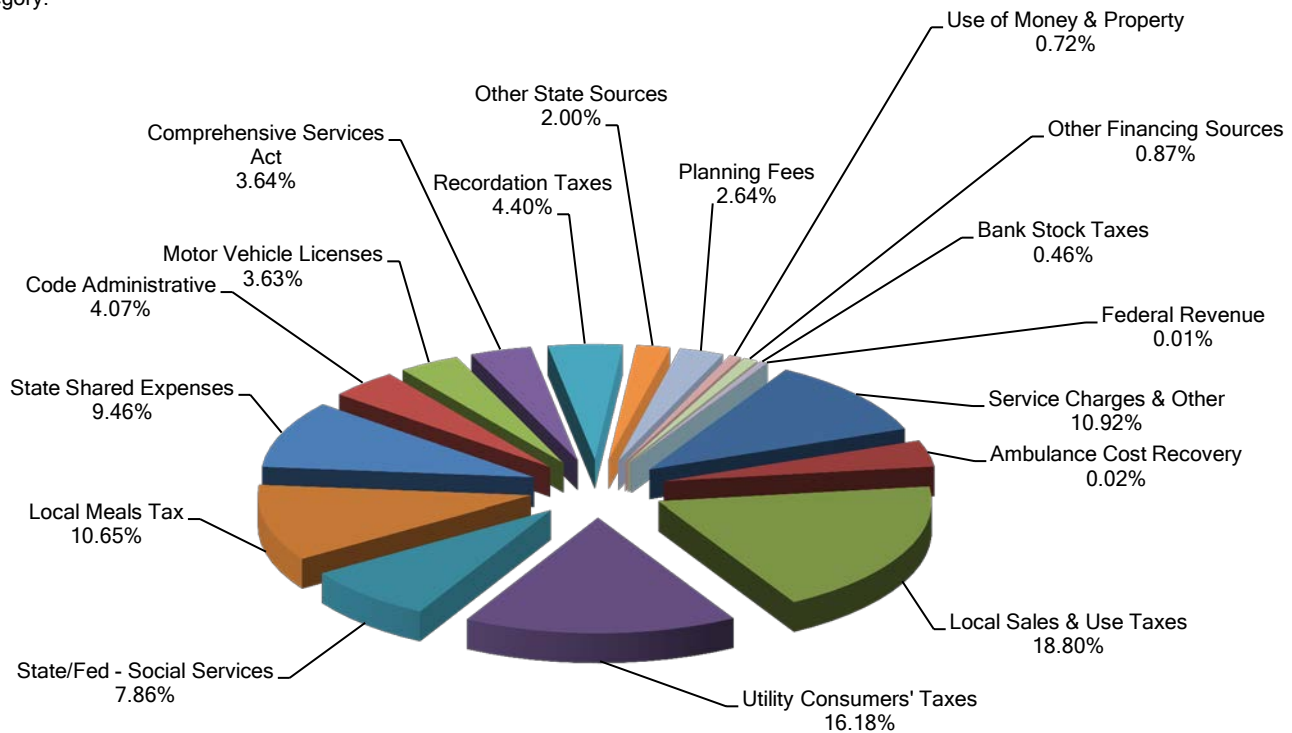
## Property Taxes

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



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

## Other Revenues



This schedule indicates the allocation of the general fund balance at June 30, 2014 and the budgeted estimate for the end of FY2015. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

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

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

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

As of June 30, 2014, all reserves were fully funded.

### FY2015

Beginning Fund Balance	\$61,622,671
➤ Revenue Stabilization Reserve	1,301,865
➤ Stafford Opportunity Fund	500,000
➤ Capital Projects Reserve	4,314,557
➤ Other reservations	24,536,267
➤ Unassigned	\$30,969,982 (12%)

### FY2016

The County expects that all reserves will be fully funded at the end of FY2015 and FY2016. 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

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	FY2013 Actual	FY2014 Actual	FY2015 Adopted	FY2016 Adopted
Fund balance, beginning of year	\$55,625,103	\$57,104,969	\$61,622,669	\$61,273,669
Revenues	253,141,267	258,083,183	261,004,811	264,098,387
Other Financing Sources	3,094,170	6,890,097	1,386,097	1,436,498
Total revenues & other financing sources	\$256,235,437	\$264,973,280	\$262,390,908	\$265,534,885
Capital Projects Reserve <sup>(1)</sup>	0	0	349,000	0
Total funding sources	\$256,235,437	\$264,973,280	\$262,739,908	\$265,534,885
Local School Operating/Capital transfer	(109,774,651)	(110,881,728)	(111,947,456)	(113,254,828)
Debt Service - General Gov't & Schools	(26,309,006)	(41,482,650)	(41,482,650)	(42,952,198)
Expenditures	(118,671,912)	(108,091,200)	(109,309,802)	(109,327,859)
Total expenditures & transfer	(\$254,755,569)	(\$260,455,578)	(\$262,739,908)	(\$265,534,885)
Fund balance, end of year	\$57,104,969	\$61,622,669	\$61,273,669	\$61,273,669
<u>Fund Balance Allocation</u>				
Non-spendable	\$27,813	\$326,168	\$326,168	\$326,168
Restricted	879,437	1,218,846	1,218,846	1,218,846
Committed:	13,937,000	8,624,311	7,924,311	7,553,311
Assigned	11,883,767	20,483,362	20,483,362	20,483,362
Unassigned	30,376,952	30,969,982	31,320,982	31,691,982
% of revenues	12.0%	12.0%	12.0%	12.0%
Target Unassigned Fund Balance <sup>(2)</sup>	30,376,952	30,969,982	31,321,000	31,692,000
Variance above (below)	0	0	0	0
Fund balance, end of year	\$57,104,969	\$61,622,669	\$61,273,669	\$61,273,669

<sup>(1)</sup> The FY2015 budget includes the use of funds from the Capital Projects Reserve to fund one-time stormwater capital projects.

<sup>(2)</sup> 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.



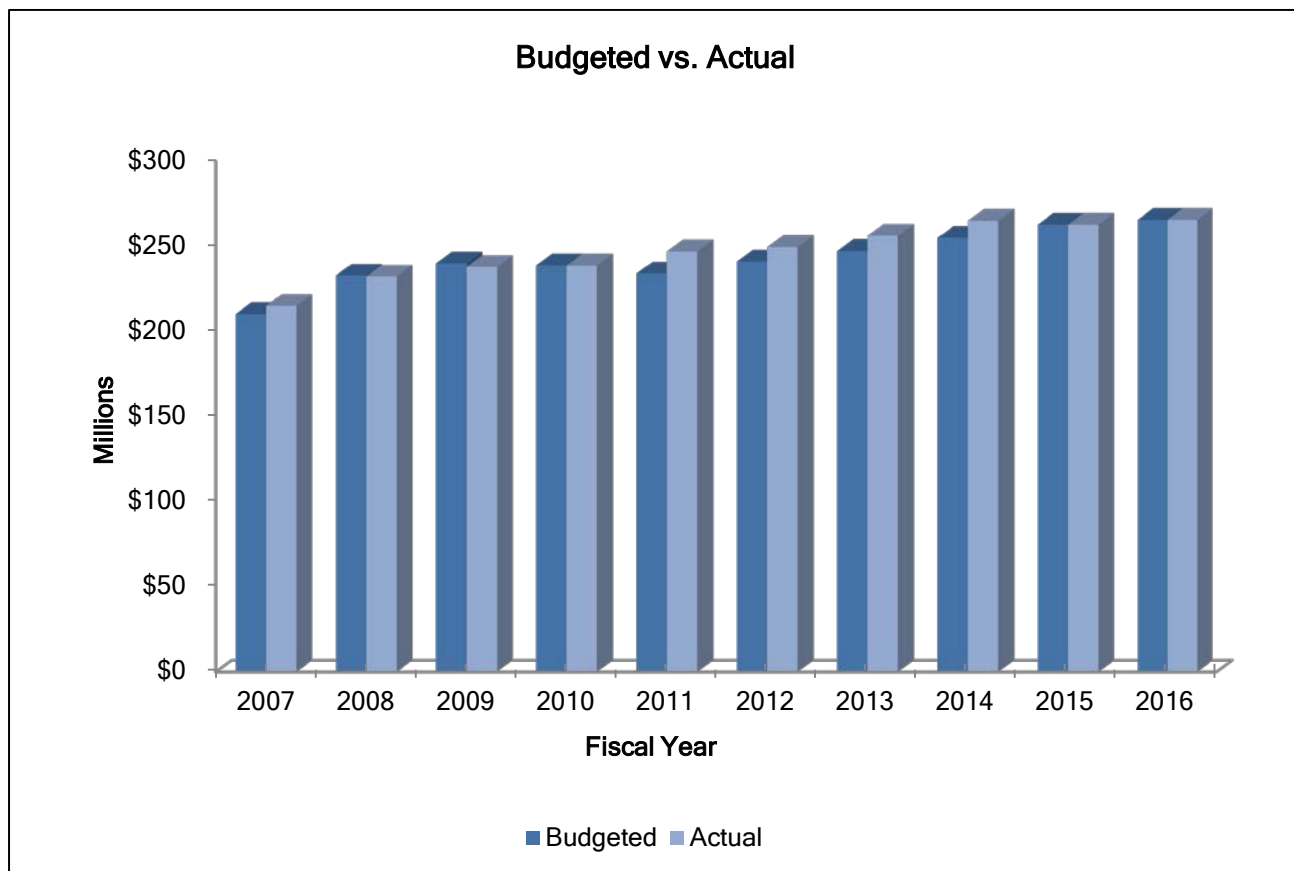
# Ten-Year Revenue Analysis

Stafford County FY16 Adopted Budget

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

<u>Fiscal Year</u>	<u>Budgeted Revenues</u>	vs. <u>Actual Revenues</u>	<u>Prior Year % Change</u>
2007	210,298,725	215,148,062	32.5%
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	262,739,908 *	-0.8%
2016	265,534,885	265,534,885 *	1.1%
Average			5.4%

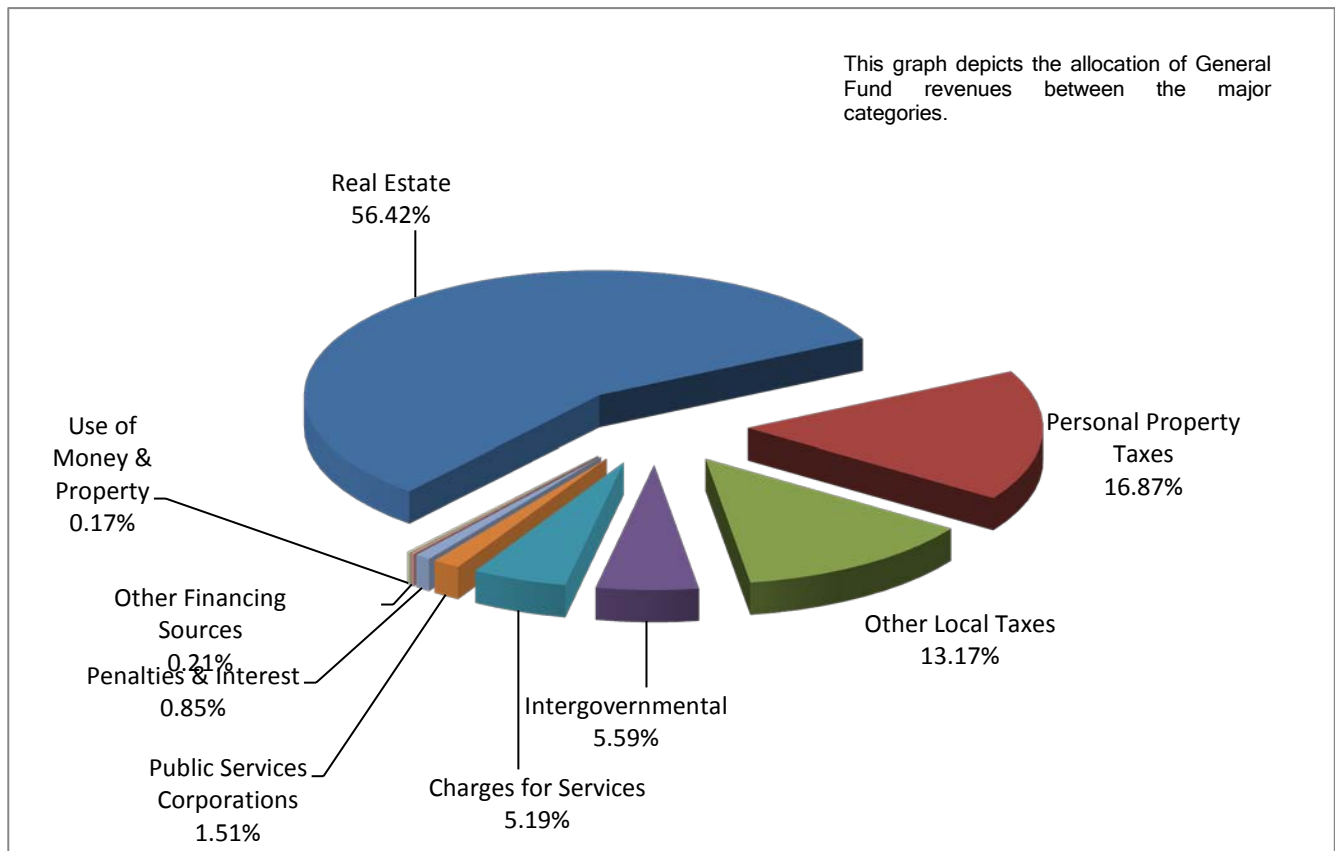
\*Budget



# General Fund Revenue

Stafford County FY16 Adopted Budget

Category	FY2015 Adopted	Adopted Budget	FY2016		Budget as % of Total
			Changes		
Real Estate	\$146,684,236	\$149,820,536	\$3,136,300	2.1%	56.4%
Personal Property Taxes	44,963,200	44,804,200	(159,000)	-0.4%	16.9%
Other Local Taxes	34,272,500	34,975,292	702,792	2.1%	13.2%
Intergovernmental	14,668,200	14,843,785	175,585	1.2%	5.6%
Charges for Services	14,190,572	13,790,371	(400,201)	97.2%	5.2%
Public Services Corporations	4,383,800	4,009,000	(374,800)	91.5%	1.5%
Penalties & Interest	2,113,200	2,267,000	153,800	7.3%	0.9%
Other Financing Sources	563,000	560,700	(2,300)	-0.4%	0.2%
Use of Money & Property	552,200	464,001	(88,199)	-16.0%	0.2%
Capital Projects Reserve	349,000	0	(349,000)	-100.0%	0.0%
Total	<u>\$262,739,908</u>	<u>\$265,534,885</u>	<u>\$2,794,977</u>	<u>1.1%</u>	<u>100.0%</u>



# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

General Property Taxes	FY2014 Actual	FY2015 Budget	Adopted	Changes '15 Adopted to '16 Adopted	
Real Property	142,742,160	146,604,236	149,740,536	3,136,300	2.1%
Roll Back	664,009	80,000	80,000	0	0.0%
Public Service Corps	4,237,278	4,383,800	4,009,000	(374,800)	-8.5%
Personal Property	43,970,470	43,843,200	43,647,200	(196,000)	-0.4%
Merchants Capital	982,179	930,000	982,000	52,000	5.6%
Mobile Homes	175,123	190,000	175,000	(15,000)	-7.9%
Machinery & Tools	5,068	0	0	0	0.0%
Penalties	1,438,603	1,333,200	1,439,000	105,800	7.9%
Interest	827,939	780,000	828,000	48,000	6.2%
<b>Total</b>	<b>\$195,042,829</b>	<b>\$198,144,436</b>	<b>\$200,900,736</b>	<b>\$2,756,300</b>	<b>1.4%</b>

## Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$149.7 million in FY2016, approximately 56.4% of general fund revenues. Each penny on the tax rate yields approximately \$1.4 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as determined by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. The purpose of a reassessment is to distribute the tax burden fairly and equitably. The most recent reassessment was completed January 1, 2014. On average, assessments are approximately 92% of estimated fair market value. The next reassessment will be completed January 1, 2016.

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

Building activity was robust in 2013. Activity slowed in 2014, but was still higher than any year since 2006. Real estate growth projections assume that the recent modest activity levels will continue.

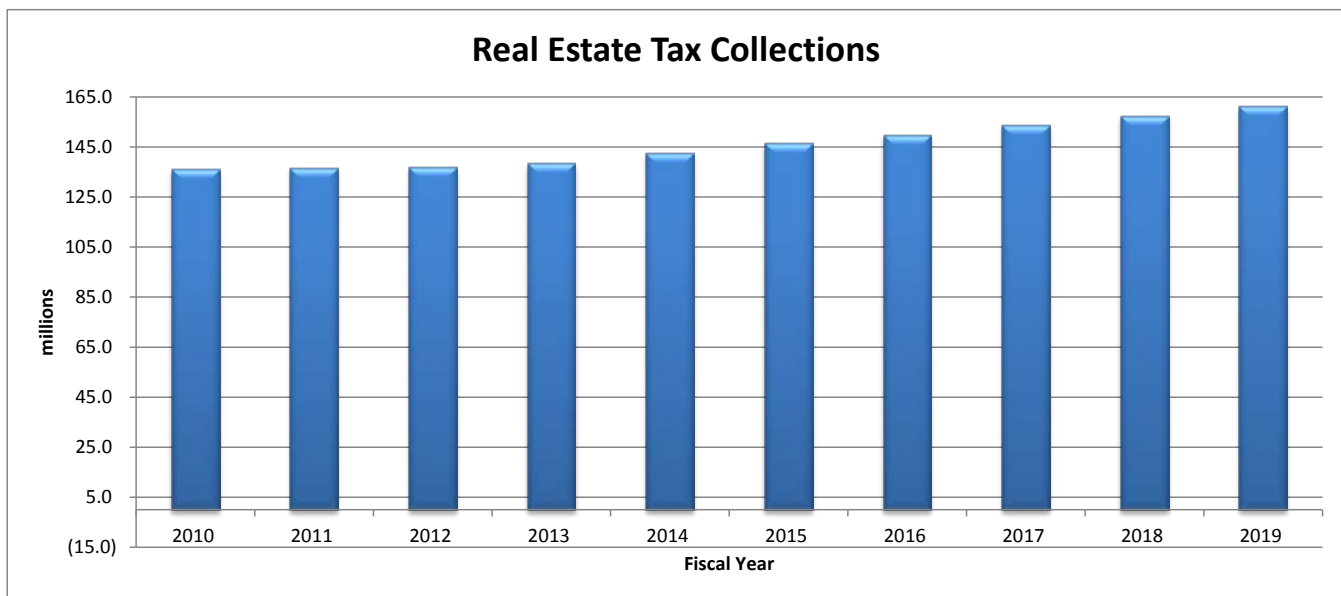
The FY2016 real property revenue projection is based on the following assumptions:

- 2.1% growth in properties in the County over the next year
- An equalized tax rate in 2016
- Collection rate of 98%

# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

The following charts illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 2.1% in 2015 and 2.5% per year thereafter. It is assumed that the real estate tax rate remains level or is equalized in assessment years.



# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

## Personal Property

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

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

## Vehicles

Nationwide, vehicle sales continue to rebound from the lows seen during the recession. New car sales continue to be strong. In calendar year 2014, the number and average price of new cars added to the County's taxable fleet was level with 2013. With the availability of used cars returning to normal levels, we are experiencing more depreciation of existing cars. At midyear, it is projected that FY2015 personal property taxes revenue will be slightly below budget. FY2016 assumes no increase in personal property tax revenue.

The personal property tax rate on vehicles is \$6.61 per \$100.00 of assessed value. The tax rate for personal property is based on assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as \$2.64 per \$100.00 of estimated fair market value.

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

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

## Boats

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

## Aircraft

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

## Machinery & Tools

Machinery & Tools are equipment used in manufacturing, mining, processing or reprocessing, radio or television broadcasting, cable television, dairy, dry cleaning or laundry business, and trucks used for hire that qualify as common carriers. In 2013, the Board adopted a tax rate of \$0.0001 for machinery and tools and motor carrier transportation, effectively eliminating these taxes.

# General Fund Revenue Analysis

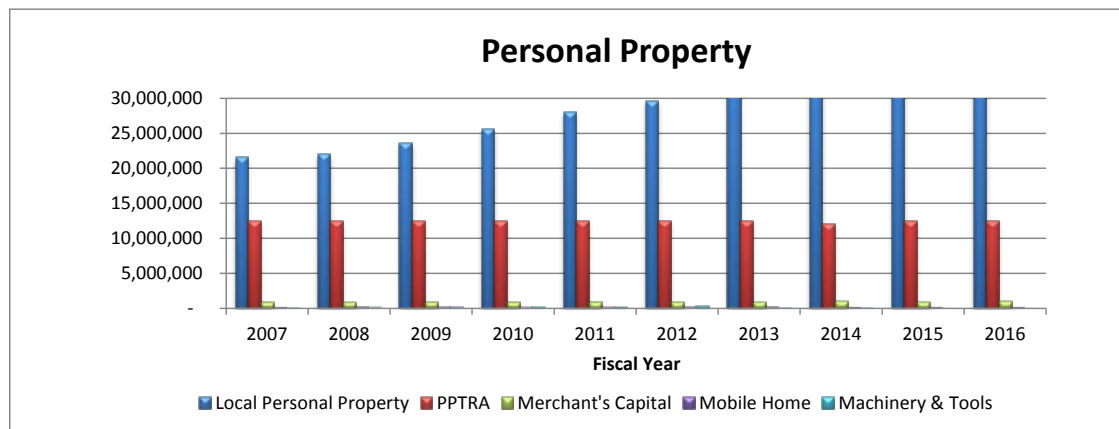
Stafford County FY16 Adopted Budget

The following table lists the adopted personal property tax rates for calendar year 2015:

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

## Personal Property Tax Relief Act

The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 of a vehicle's assessed value; owners with vehicles assessed over \$20,000 pay 100% of the remainder of the tax. However, while the original intent was to give residents full relief in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation was altered due to fiscal restraints at the state level. Since FY2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's calendar year 2004 collection. Stafford expects to receive that same amount - \$12.5 million - from the state annually.

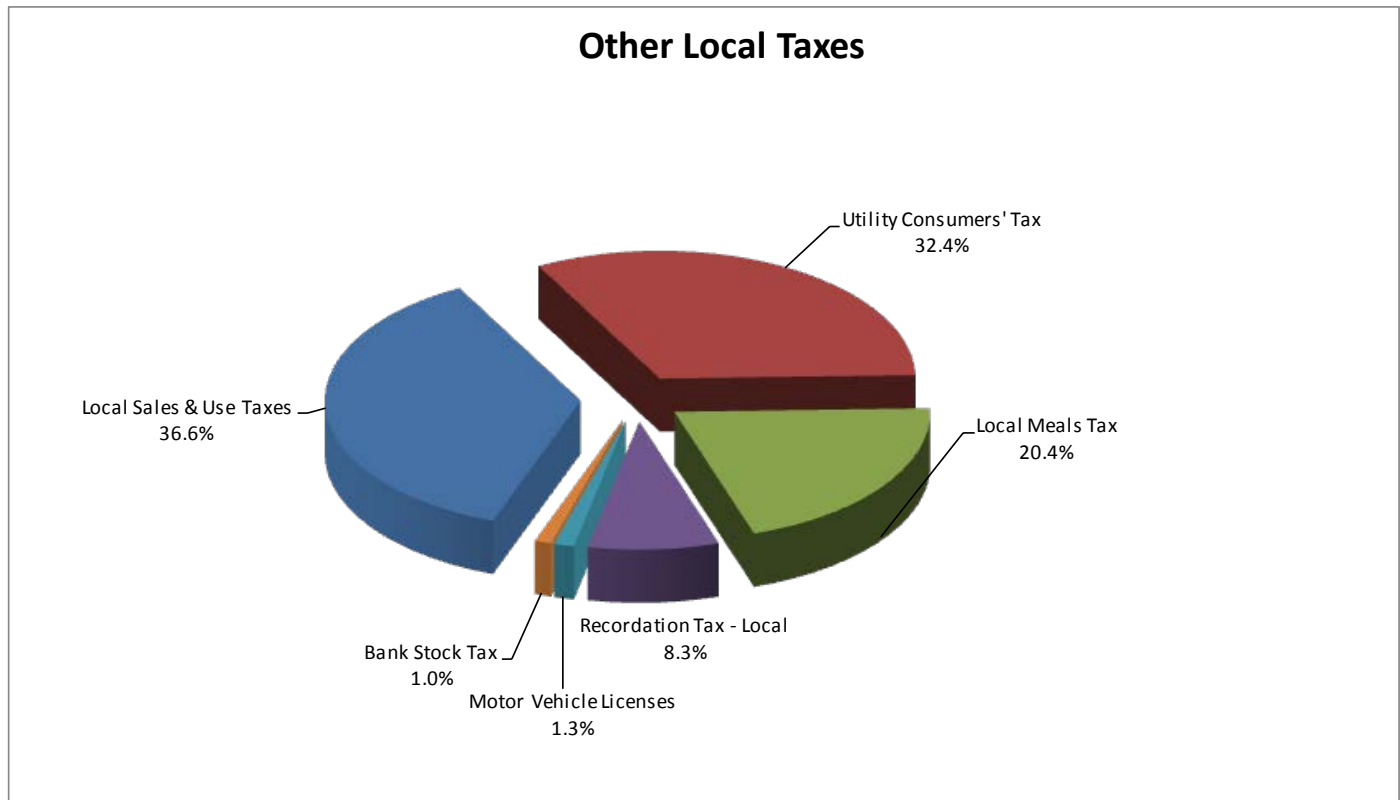




# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

Other Local Taxes	FY2014 Actual	FY2015 Adopted	FY2016		Changes '15 Adopted to '16 Adopted
			Adopted		
Local Sales & Use Taxes	\$11,790,128	\$11,700,000	\$12,150,000	\$450,000	3.8%
Utility Consumers' Tax	10,456,042	10,508,500	10,455,292	(53,208)	-0.5%
Local Meals Tax	6,577,615	6,460,000	6,884,000	424,000	6.6%
Recordation Tax - Local	2,664,681	2,959,000	2,841,000	(118,000)	-4.0%
Motor Vehicle Licenses	411,185	2,345,000	2,345,000	0	0.0%
Bank Stock Tax	335,056	300,000	300,000	0	0.0%
<b>Total</b>	<b>\$32,234,707</b>	<b>\$34,272,500</b>	<b>\$34,975,292</b>	<b>\$702,792</b>	<b>6.3%</b>



# General Fund Revenue Analysis

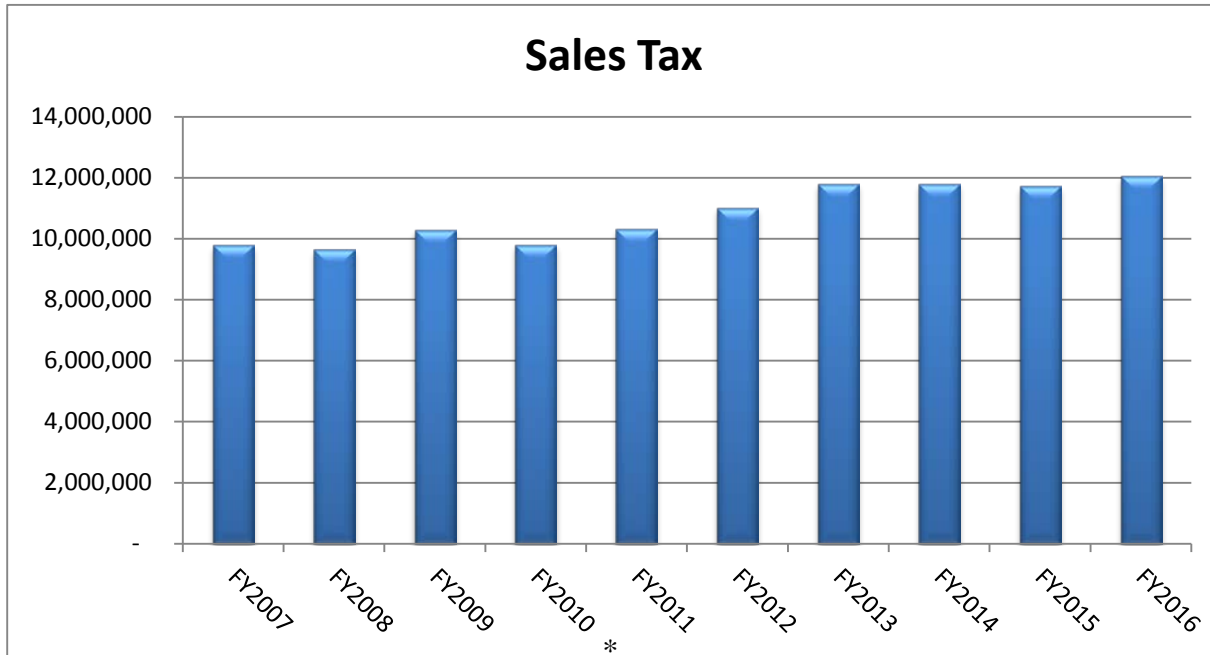
Stafford County FY16 Adopted Budget

## 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 2014) is 5% higher than the same period in FY2014. The FY2016 forecast recognizes that growth, but conservatively projects level revenues going forward.

This chart reflects the recent history of sales tax revenue:



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

# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

## Consumer Utilities Revenue

### Utility Consumer's Tax

The Utility Consumer's Tax is a tax levied by the County. It is collected by the utility companies and remitted to Stafford from residential, industrial, and commercial users of electric and gas services. This tax was amended in 2000 by Ordinance 000-78 to comply with changes in State law, which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The County's rates are:

#### Electric

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

#### Gas

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

### Communications Sales and Use Tax

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

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

The bill imposed new taxes and fees on:

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

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

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

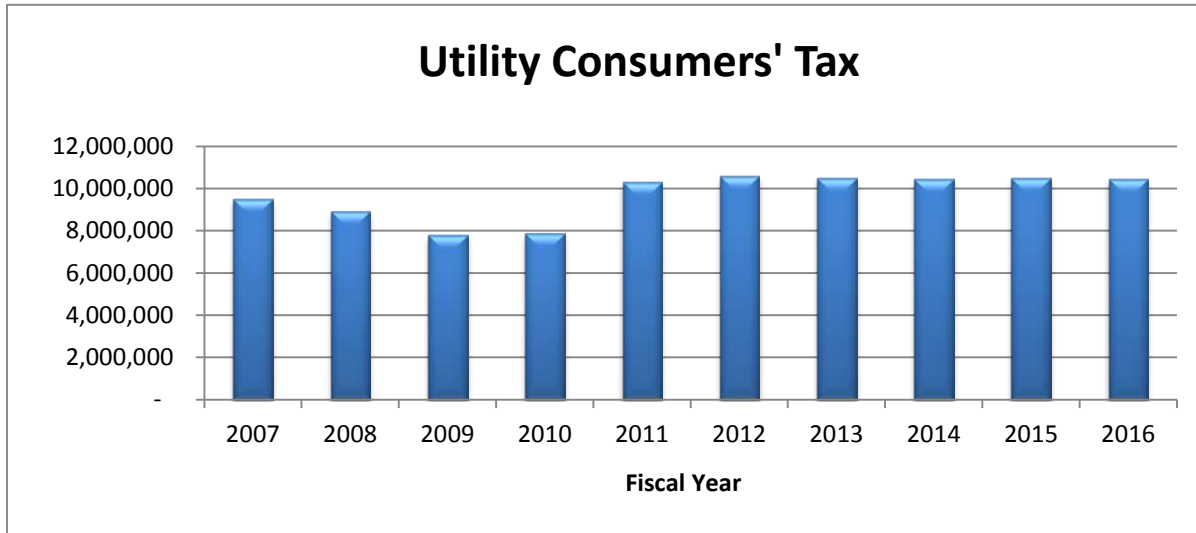
Communications sales and use tax revenue is collected by the Virginia Department of Taxation and distributed to localities monthly, according to the percentage of telecommunications and cable television tax each locality received relative to the statewide total in FY2006.

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

The FY2016 forecast assumes that revenue from these sources remain level.

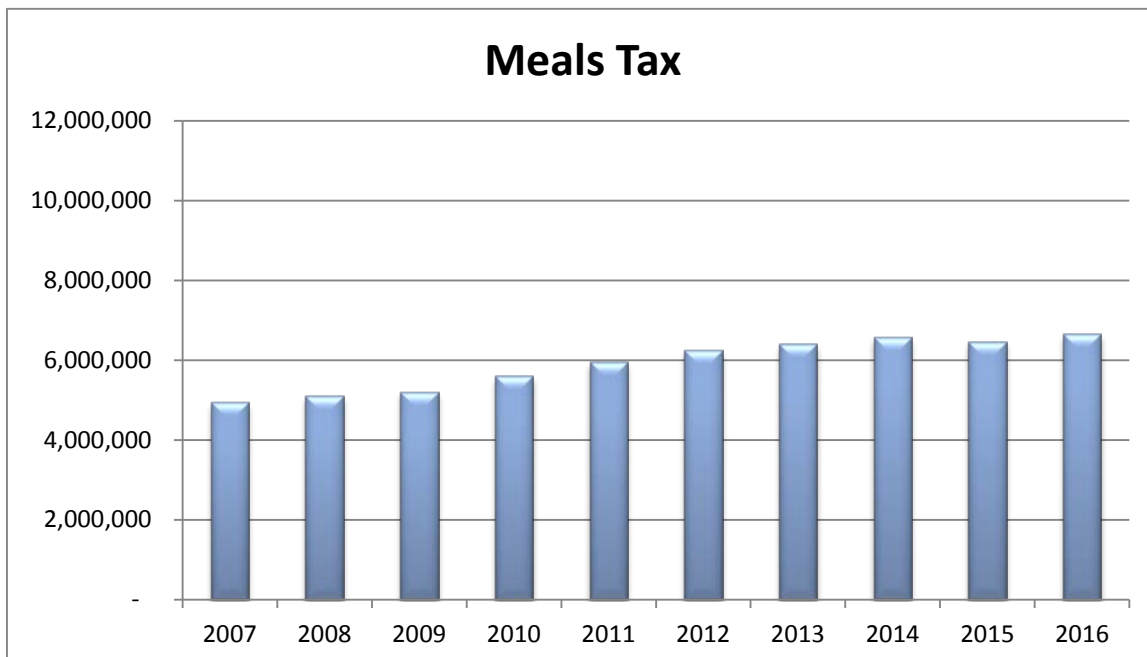
# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget



## 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. FY2014 meals tax revenues were 2.7% higher than the year before. Meals tax revenue in the current year (through December 2014) is 7% higher than the same period in FY2014. The FY2016 forecast recognizes that growth, but conservatively projects level revenues going forward.



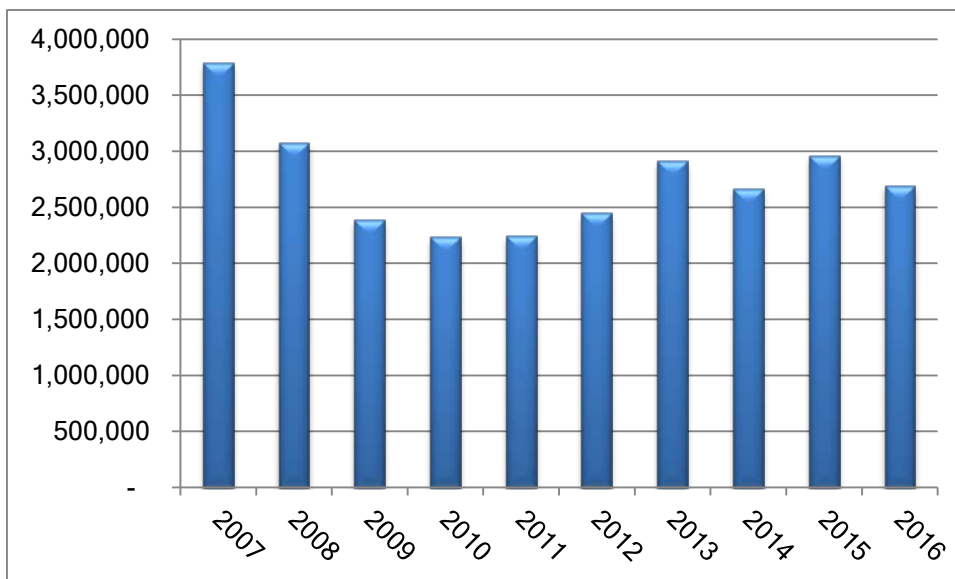
# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

## 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 rates. However, recordation tax revenues have dropped off since then. The FY2016 forecast assumes that revenues will be level with FY2014.



## Motor Vehicle Licenses

A license tax is charged on every motor vehicle, trailer or semi-truck normally garaged, stored or parked in Stafford. The costs of the licenses vary and are based on the type and weight of the vehicle. The fee for the license varies according to the type of item being registered; licenses for most passenger vehicles are \$23.00. The FY2014 Budget includes a one-time decal fee holiday, funded by FY2013 positive results of operations. The FY2016 budget assumes \$2.3 million for this fee, consistent with recent history.

## Bank Stock Taxes

The Bank Stock Tax revenues are collected in accordance with Section 58.1-1210 of the Code of Virginia (1950), as amended. These revenues are collected from a tax levied on shareholders by the State at the rate of \$1.00 per one hundred dollar (\$100.00) value of stock and distributed 80% to Stafford and 20% to the State. The FY2016 budget assumes that these revenues will be level.

# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted	Adopted	FY2016 Changes '15 Adopted to '16 Adopted	
<b>Service Charges &amp; Other</b>					
Permit Fees & Licenses					
Code Administration Fees	3,401,848	3,249,400	2,627,865	(621,535)	-18.3%
Planning & Zoning Fees	1,834,921	1,537,500	1,707,500	170,000	9.3%
Animal Licenses & Charges	96,027	98,980	95,700	(3,280)	-3.4%
Well & Septic Fees	35,350	35,000	35,000	0	0.0%
Charges for Services					
Ambulance Fees	2,516,098	2,400,000	2,400,000	0	0.0%
Fines & Forfeitures	1,224,992	1,308,260	1,235,800	(72,460)	-5.9%
Parks & Recreation	1,942,629	2,210,588	2,011,095	(199,493)	-10.3%
Miscellaneous Revenue	7,389,474	3,350,844	3,677,411	326,567	4.4%
<b>Total</b>	<b>18,441,339</b>	<b>14,190,572</b>	<b>13,790,371</b>	<b>(400,201)</b>	<b>-2.8%</b>

## 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 interest. Departments of Public Works and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications. The FY2015 budget for permit fees was based on the robust activity in FY2014. Building activity in the current year is slower than in calendar year 2013, although it is still higher than any year since 2006.

## Ambulance Fees

The United States Census Bureau estimates that 87% of Virginians have health insurance coverage. In some areas of the Commonwealth, more than 90% of the local population is covered by health insurance that will pay for ambulance transportation if billed for necessary emergency transports. As such, the third-party billing (cost recovery) concept has gained favor in numerous Virginia localities and throughout the U.S. as they recognize this untapped resource. Implementation of a comprehensive cost recovery program for ambulance service and transportation has resulted in additional funding to enhance ambulance services and staffing as the County strives to improve response time and address our greatest response deficits.

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

Fees have been set using the Centers for Medicare and Medicaid customary rates for our region. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls. The fees are evaluated annually to maximize cost recovery and adhere to Medicare's national fee schedule. The Board approved an increase to the rates in December, 2013.



# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

The current approved rates are:

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

The FY2016 forecast estimates \$2.4 million of cost recovery revenue through ambulance transport fees.

## Fines and Forfeitures

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

## Parks and Recreation Fees

In FY2016, revenues generated through gymnastic, aquatic and recreation programs, admission fees and field and property rentals are budgeted at \$2.0 million.

	FY2014 Actual	FY2015 Budget	FY2016 Adopted	Changes '15 Adopted to '16 Adopted	
<b>Intergovernmental</b>					
State - Shared Expenses					
Clerk of the Circuit Court	\$673,039	\$584,700	\$595,455	\$10,755	1.6%
Commissioner of the Revenue	253,679	252,700	257,385	4,685	1.8%
Commonwealth's Attorney	1,018,012	1,023,267	1,104,373	81,106	8.0%
Registrar	52,694	48,000	49,240	1,240	2.4%
Sheriff	3,841,592	3,796,033	3,865,341	69,308	1.8%
Treasurer	251,112	231,900	243,164	11,264	4.5%
State & Federal - Social Services	4,411,460	4,983,800	5,079,365	95,565	2.2%
State - Comprehensive Services Act	2,126,749	2,414,000	2,349,988	(64,012)	-3.0%
State Categorical Aid:					
State Reimbursement	309,146	487,154	433,376	(53,778)	-17.4%
State Fire Program Fund	326,072	362,202	387,308	25,106	7.7%
Emergency Medical Service	110,190	108,895	110,190	1,295	1.2%
State - Non Categorical Aid	307,988	370,049	362,800	(7,249)	-2.4%
Federal	443,152	5,500	5,800	300	0.1%
<b>Total</b>	<b>\$14,124,885</b>	<b>\$14,668,200</b>	<b>\$14,843,785</b>	<b>\$175,585</b>	<b>1.2%</b>

## 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. The FY2016 budget reflects a 2% salary increase for state-supported employees, as approved by the General Assembly.

## 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.

# General Fund Revenue Analysis

Stafford County FY16 Adopted Budget

## 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 Adopted FY2016 CSA operating budget is seeing a reduction in overall expenditures. The FY 2016 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. The decrease in this revenue reflects the state's share of these decreased expenditures.

## State Categorical Aid

These revenues are designated for specific purposes in Stafford. Recipient departments and agencies project these revenues based upon the latest information available from State agencies. In FY2014, the County was awarded a four year grant to help fund School Resource Officers for the County's middle schools. The state's portion is reduced in each of the four years. The grant accounts for a large portion of the year over year decrease in the state reimbursement category.

## State Non-Categorical Aid

These revenues are collected by the Commonwealth and shared with the County. The FY2016 Adopted 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.

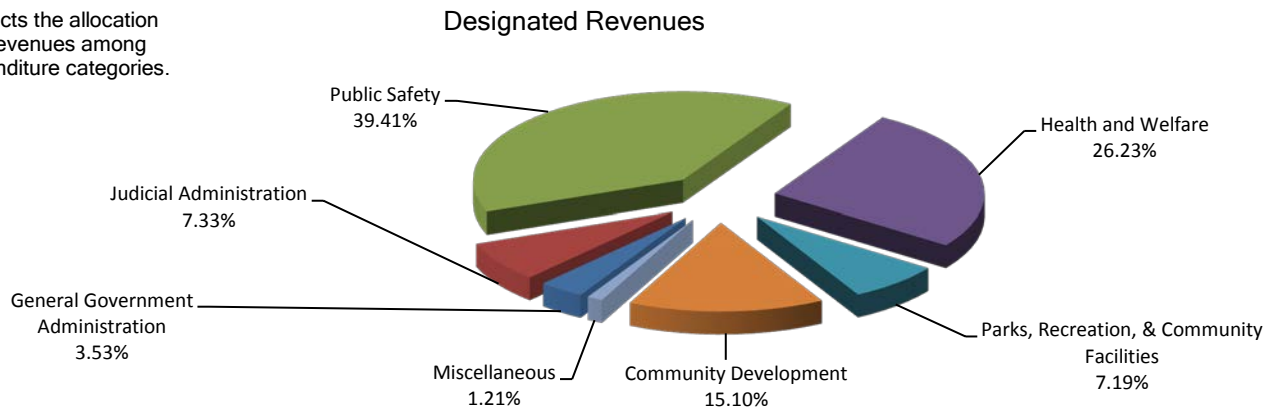
# Current Service Costs

## Property Taxes

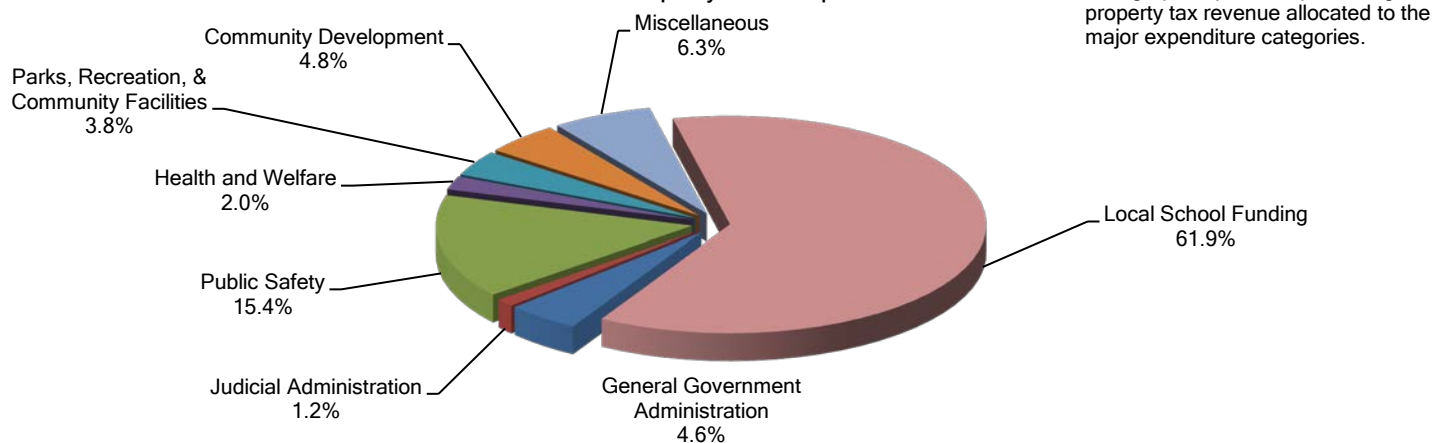
Stafford County FY16 Adopted Budget

Service Type	Service Costs	FY2016 Revenues		Property Tax Required Total	Per Capita
		Designated	Undesignated		
General Government Administration	\$11,927,313	\$1,021,189	\$1,604,118	\$9,302,006	\$63.22
Judicial Administration	5,178,657	2,119,279	696,484	2,362,894	16.06
Public Safety	48,913,782	11,398,356	6,578,473	30,936,953	210.26
Health and Welfare	13,468,300	7,586,863	1,811,368	4,070,069	27.66
Parks, Recreation, & Community Facilities	11,154,897	2,077,995	1,500,235	7,576,667	51.49
Community Development	16,061,322	4,368,365	2,160,106	9,532,851	64.79
Miscellaneous	15,112,358	350,000	2,032,479	12,729,879	86.52
Local School Funding	143,718,256	0	19,328,839	124,389,417	845.40
<b>Total</b>	<b>\$265,534,885</b>	<b>\$28,922,047</b>	<b>\$35,712,102</b>	<b>\$200,900,736</b>	<b>\$1,365.40</b>

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



**Property Tax Required**



# Assessed Value Of Real Property

Stafford County FY16 Adopted Budget

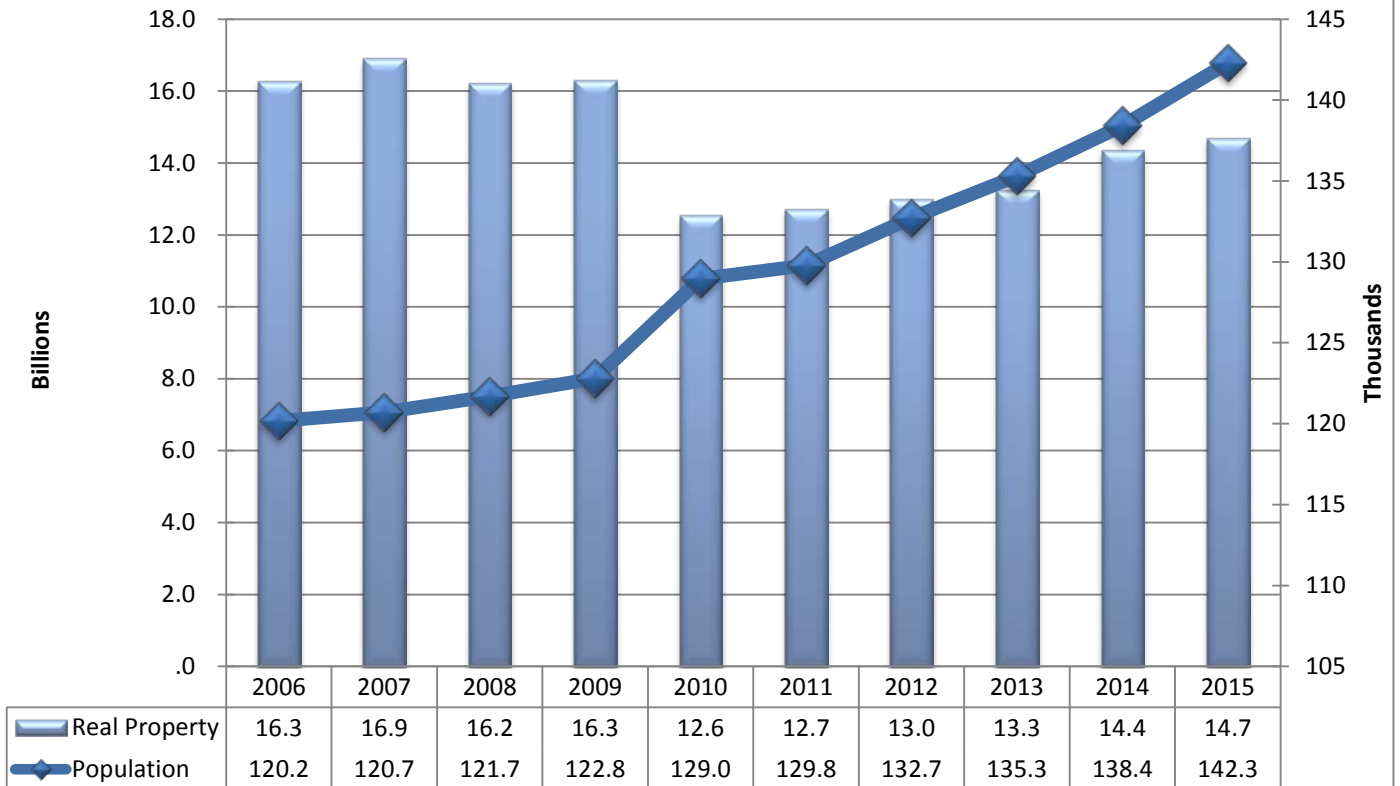
Stafford County geographically represents 277 square miles or 177,280 acres of land. The Federal government occupies 20%, which is not taxable property of Stafford.

The Commissioner of the Revenue reassesses all real property every two years. The most recent reassessment was completed January 1, 2014. The reassessment, reflecting the continuing recovery of market conditions, resulted in an increase of slightly more than 6% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 8%; the value of commercial properties increased by 2%.

The calendar year 2015 estimated assessed value assumes a conservative growth rate of 2.1%.

## Real Property vs. Population

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





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.

The General Fund Expenditures section includes:

- Overall Summary of the budget for each department
- Comparison of designated revenues for two years
- 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

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	Changes Adopted to Adopted	FY2016 Designated Revenue	Net Tax Support	% Tax Support
<b>General Government Public Safety</b>							
Fire and Rescue	\$14,903,799	\$16,211,430	\$16,418,824	\$207,394	1.3%	\$3,286,498	\$13,132,326 80%
Sheriff	24,774,741	24,485,910	24,758,403	272,493	1.1%	7,771,858	16,986,545 69%
Sub-Total	\$39,678,540	\$40,697,340	\$41,177,227	\$479,887	1.2%	\$11,058,356	\$30,118,871 73%
<b>General Government Non-Public Safety</b>							
Board of Supervisors	\$608,146	\$630,982	\$632,967	\$1,985	0.3%	\$0	\$632,967 100%
Commissioner of the Revenue	2,572,609	2,690,750	2,621,306	(69,444)	(2.6)%	257,385	2,363,921 90%
Commonwealth's Attorney	2,930,158	2,947,440	2,921,191	(26,249)	(0.9)%	1,223,314	1,697,877 58%
County Administration	1,079,627	1,110,560	1,112,206	1,646	0.1%	0	1,112,206 100%
County Attorney	896,090	1,070,580	1,078,239	7,659	0.7%	0	1,078,239 100%
Clerk of the Circuit Court	1,490,768	1,451,400	1,445,130	(6,270)	(0.4)%	735,455	709,675 49%
Circuit Court	271,227	274,750	274,726	(24)	(0.0)%	0	274,726 100%
General District Court	69,346	101,750	101,750	0	0.0%	38,000	63,750 63%
Juvenile and Domestic Relations Court	53,417	65,740	65,700	(40)	(0.1)%	0	65,700 100%
Magistrate	6,534	9,330	8,830	(500)	(5.4)%	0	8,830 100%
15th District Court Services Unit	265,026	345,190	361,330	16,140	4.7%	122,510	238,820 66%
Economic Development	1,042,853	863,470	825,051	(38,419)	(4.4)%	0	825,051 100%
Finance and Budget	1,514,253	1,548,100	1,558,107	10,007	0.6%	0	1,558,107 100%
Human Resources	380,855	412,040	409,460	(2,580)	(0.6)%	0	409,460 100%
Human Services, Office of	4,531,546	5,389,040	4,971,797	(417,243)	(7.7)%	2,349,988	2,621,809 53%
Information Technology	2,382,872	2,130,410	2,152,924	22,514	1.1%	57,500	2,095,424 97%
Parks, Recreation and Community Facilities	11,516,950	11,029,230	11,154,897	125,667	1.1%	2,077,995	9,076,902 81%
Planning and Zoning	2,216,207	2,350,530	2,275,254	(75,276)	(3.2)%	1,707,500	567,754 25%
Public Works	3,970,602	3,879,290	3,846,778	(32,512)	(0.8)%	2,580,565	1,266,213 33%
Public Works - Stormwater	518,286	589,614	531,228	(58,386)	(9.9)%	47,300	483,928 91%
Registrar & Electoral Board	448,591	476,870	481,947	5,077	1.1%	49,240	432,707 90%
Social Services	5,784,721	6,616,620	6,770,717	154,097	2.3%	5,079,365	1,691,352 25%
Treasurer	1,881,635	1,923,130	1,880,157	(42,973)	(2.2)%	657,064	1,223,093 65%
Sub-Total	\$46,432,319	\$47,906,816	\$47,481,692	(\$425,124)	(0.9)%	\$16,983,181	\$30,498,511 64%
<b>General Government Other Operating</b>							
Non-Departmental	\$2,107,205	\$2,667,284	\$2,623,588	(\$43,696)	(1.6)%	\$350,000	\$2,273,588 87%
Other Transfers	10,007,443	0	0	0	0.0%	0	0 0%
Sub-Total	\$12,114,648	\$2,667,284	\$2,623,588	(\$43,696)	(1.6)%	\$350,000	\$2,273,588 87%
<b>General Government Other</b>							
Debt Service County	\$10,301,001	\$12,291,100	\$12,488,770	\$197,670	1.6%	\$0	\$12,488,770 100%
Capital Projects	1,359,978	3,121,670	3,340,344	218,674	7.0%	0	3,340,344 100%
Sub-Total	\$11,660,979	\$15,412,770	\$15,829,114	\$416,344	2.7%	\$0	\$15,829,114 100%
Total General Government	\$109,886,486	\$106,684,210	\$107,111,621	\$427,411	0.4%	\$28,391,537	\$78,720,084 73%
<b>Local School Funding</b>							
Operating Budget Transfer	\$108,414,728	\$111,429,456	\$112,527,828	\$1,098,372	1.0%	\$0	\$112,527,828 100%
Public Day School	332,000	518,000	518,000	0	0.0%	0	518,000 100%
School Bus Capital	0	0	209,000	209,000	0.0%	0	209,000 100%
Transfer to School Construction Fund	2,135,000	0	0	0	0.0%	0	0 0%
School Debt Service	24,712,817	29,191,550	30,463,428	1,271,878	4.4%	0	30,463,428 100%
Sub-Total	\$135,594,545	\$141,139,006	\$143,718,256	\$2,579,250	1.8%	\$0	\$143,718,256 100%
<b>Other Agencies</b>							
Central Rappahannock Regional Library	\$5,067,220	\$5,067,220	\$5,067,220	\$0	0.0%	\$33,000	\$5,034,220 99%
Cooperative Extension	151,305	171,020	175,447	4,427	2.6%	0	175,447 100%
Corrections	7,943,697	7,977,532	7,736,555	(240,977)	(3.0)%	340,000	7,396,555 96%
Partner Agencies	1,812,325	1,700,920	1,725,786	24,866	1.5%	157,510	1,568,276 91%
Sub-Total	\$14,974,547	\$14,916,692	\$14,705,008	(\$211,684)	(1.4)%	\$530,510	\$14,174,498 96%
Total all Expenditures	\$260,455,578	\$262,739,908	\$265,534,885	\$2,794,977	1.1%	\$28,922,047	\$236,612,838 89%

# Designated Revenue Comparison

Stafford County FY16 Adopted Budget

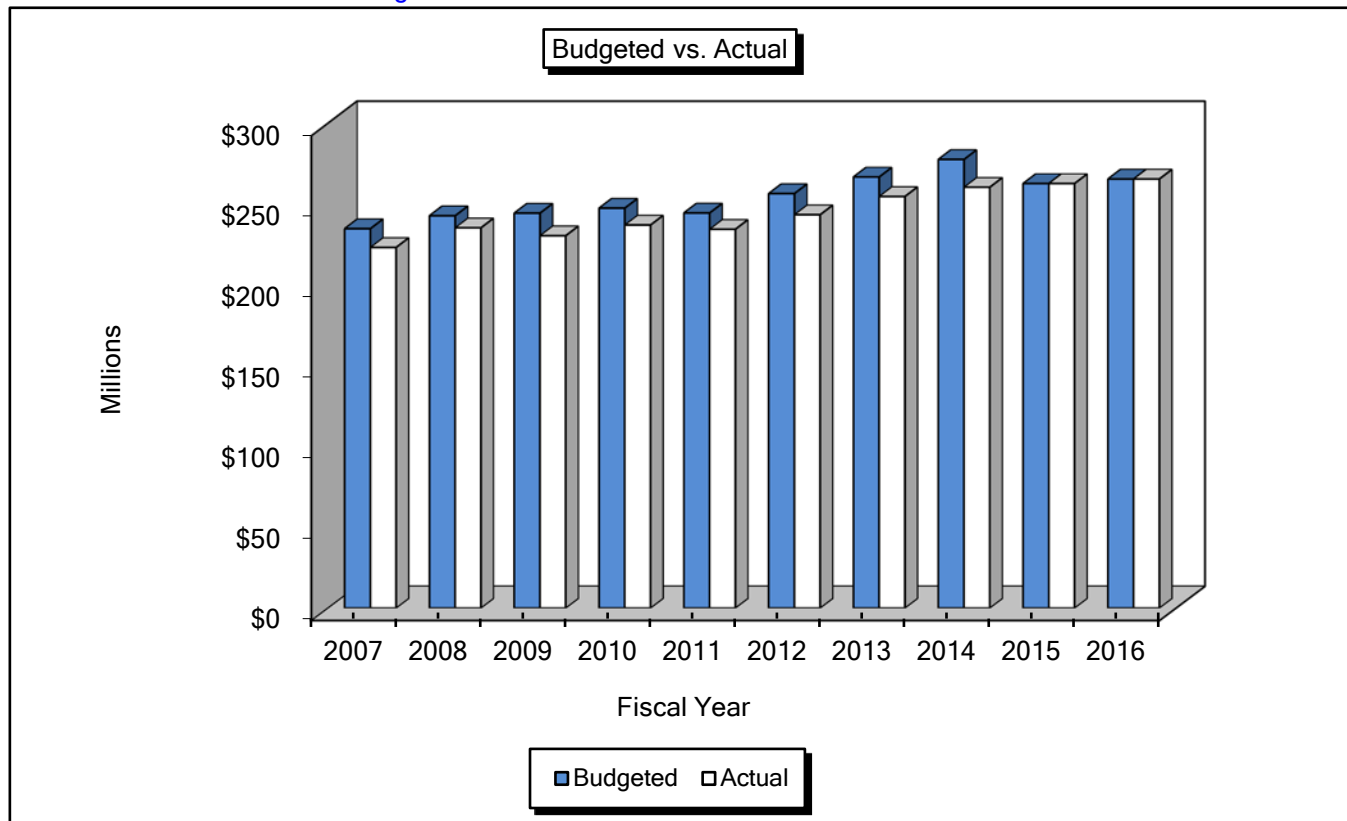
	FY2015				FY2016				Designated Revenue Change '15 to '16	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Proposed Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support		
<b>General Government Public Safety</b>										
Fire and Rescue	\$16,211,430	\$3,136,097	\$13,075,333	81%	\$16,418,824	\$3,286,498	\$13,132,326	80%	\$150,401	5%
Sheriff	24,485,910	7,761,187	16,724,723	68%	24,758,403	7,771,858	16,986,545	69%	10,671	0%
Sub-Total	40,697,340	10,897,284	29,800,056	73%	41,177,227	11,058,356	30,118,871	73%	161,072	1%
<b>General Government Non-Public Safety</b>										
Board of Supervisors	\$630,982	\$0	\$630,982	100%	\$632,967	\$0	\$632,967	100%	\$0	0%
Commissioner of the Revenue	2,690,750	252,700	2,438,050	91%	2,621,306	257,385	2,363,921	90%	4,685	2%
Commonwealth's Attorney	2,947,440	1,139,909	1,807,531	61%	2,921,191	1,223,314	1,697,877	58%	83,405	7%
County Administration	1,110,560	0	1,110,560	100%	1,112,206	0	1,112,206	100%	0	0%
County Attorney	1,070,580	0	1,070,580	100%	1,078,239	0	1,078,239	100%	0	0%
Clerk of the Circuit Court	1,451,400	824,700	626,700	43%	1,445,130	735,455	709,675	49%	(89,245)	(11)%
Circuit Court	274,750	0	274,750	100%	274,726	0	274,726	100%	0	0%
General District Court	101,750	45,000	56,750	56%	101,750	38,000	63,750	63%	(7,000)	(16)%
Juvenile and Domestic Relations Court	65,740	0	65,740	100%	65,700	0	65,700	100%	0	0%
Magistrate	9,330	0	9,330	100%	8,830	0	8,830	100%	0	0%
15th District Court Services Unit	345,190	122,750	222,440	64%	361,330	122,510	238,820	66%	(240)	(0)%
Economic Development	863,470	0	863,470	100%	825,051	0	825,051	100%	0	0%
Finance and Budget	1,548,100	0	1,548,100	100%	1,558,107	0	1,558,107	100%	0	0%
Human Resources	412,040	0	412,040	100%	409,460	0	409,460	100%	0	0%
Human Services, Office of	5,389,040	2,414,000	2,975,040	55%	4,971,797	2,349,988	2,621,809	53%	(64,012)	(3)%
Information Technology	2,130,410	62,000	2,068,410	97%	2,152,924	57,500	2,095,424	97%	(4,500)	(7)%
Parks, Recreation and Community Facilities	11,029,230	2,259,588	8,769,642	80%	11,154,897	2,077,995	9,076,902	81%	(181,593)	(8)%
Planning and Zoning	2,350,530	1,537,500	813,030	35%	2,275,254	1,707,500	567,754	25%	170,000	11%
Public Works	3,879,290	3,202,100	677,190	17%	3,846,778	2,580,565	1,266,213	33%	(621,535)	(19)%
Public Works - Stormwater	589,614	47,300	542,314	92%	531,228	47,300	483,928	91%	0	0%
Registrar & Electoral Board	476,870	48,000	428,870	90%	481,947	49,240	432,707	90%	1,240	3%
Social Services	6,616,620	4,983,800	1,632,820	25%	6,770,717	5,079,365	1,691,352	25%	95,565	2%
Treasurer	1,923,130	700,195	1,222,935	64%	1,880,157	657,064	1,223,093	65%	(43,131)	(6)%
Sub-Total	\$47,906,816	\$17,639,542	\$30,267,274	63%	\$47,481,692	\$16,983,181	\$30,498,511	64%	(\$656,361)	(4)%
<b>General Government Other Operating</b>										
Non-Departmental	\$2,667,284	\$350,000	\$2,317,284	87%	\$2,623,588	\$350,000	\$2,273,588	87%	\$0	0%
Sub-Total	\$2,667,284	\$350,000	\$2,317,284	87%	\$2,623,588	\$350,000	\$2,273,588	87%	\$0	0%
<b>General Government Other</b>										
Debt Service County	\$12,291,100	\$0	\$12,291,100	100%	\$12,488,770	\$0	\$12,488,770	100%	\$0	0%
Capital Projects	3,121,670	0	3,121,670	100%	3,340,344	0	3,340,344	100%	0	0%
Sub-Total	\$15,412,770	\$0	\$15,412,770	100%	\$15,829,114	\$0	\$15,829,114	100%	\$0	0%
<b>Total General Government</b>	<b>\$106,684,210</b>	<b>\$28,886,826</b>	<b>\$77,797,384</b>	<b>73%</b>	<b>\$107,111,621</b>	<b>\$28,391,537</b>	<b>\$78,720,084</b>	<b>73%</b>	<b>(\$495,289)</b>	<b>(2)%</b>
<b>Local School Funding</b>										
Operating Budget Transfer	\$111,429,456	\$0	\$111,429,456	100%	\$112,736,828	\$0	\$112,736,828	100%	\$0	0%
Public Day School	518,000	0	518,000	100%	518,000	0	518,000	100%	0	0%
School Bus Capital	0	0	0	0%	209,000	0	209,000	100%	0	0%
Transfer to School Construction Fund	0	0	0	0%	0	0	0	0.0%	0	0%
Debt	29,191,550	0	29,191,550	100%	30,463,428	0	30,463,428	100%	0	0%
Sub-Total	\$141,139,006	\$0	\$141,139,006	100%	\$143,927,256	\$0	\$143,927,256	100%	\$0	0%
<b>Other Agencies</b>										
Central Rappahannock Regional Library	\$5,067,220	\$35,000	\$5,032,220	99%	\$5,067,220	\$33,000	\$5,034,220	99%	(\$2,000)	(6)%
Cooperative Extension	171,020	0	171,020	100%	175,447	0	175,447	100%	0	0%
Corrections	7,977,532	340,000	7,637,532	96%	7,736,555	340,000	7,396,555	96%	0	0%
Partner Agencies	1,700,920	157,750	1,543,170	91%	1,725,786	157,510	1,568,276	91%	(240)	(0)%
Sub-Total	\$14,916,692	\$532,750	\$14,383,942	96%	\$14,705,008	\$530,510	\$14,174,498	96%	(\$2,240)	(0)%
<b>Total all Expenditures</b>	<b>\$262,739,908</b>	<b>\$29,419,576</b>	<b>\$233,320,332</b>	<b>89%</b>	<b>\$265,743,885</b>	<b>\$28,922,047</b>	<b>\$236,821,838</b>	<b>89%</b>	<b>(\$497,529)</b>	<b>(2)%</b>

# Ten-Year Expenditure Analysis

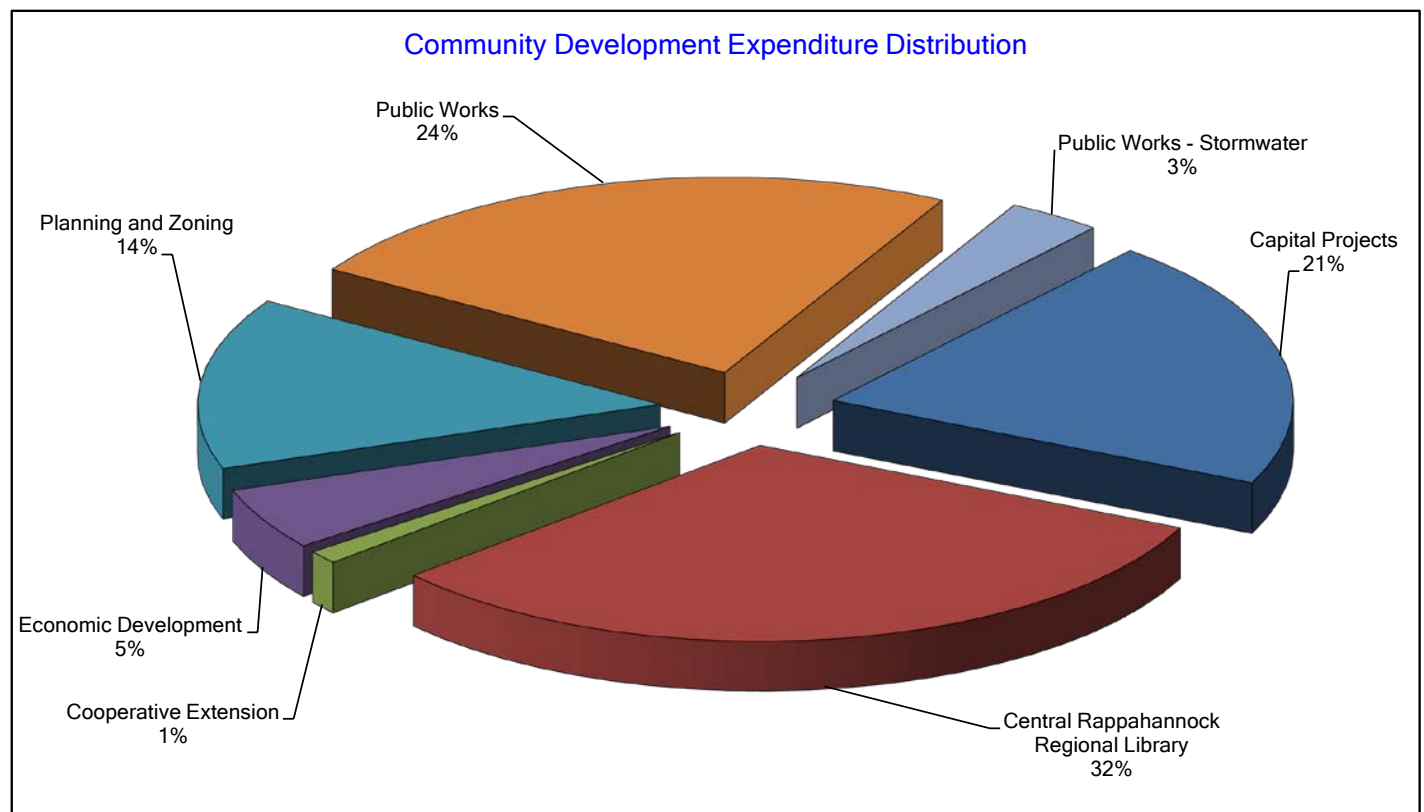
Stafford County FY16 Adopted Budget

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY 2015 reflects the adopted budget and FY 2016 reflect the adopted budget. The average change for this ten-year period is calculated to be 2.5%.

Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change
2007	234,888,020		223,297,385	7.3%
2008	242,872,406		235,400,383	5.4%
2009	244,465,642		230,528,315	-2.1%
2010	247,566,018		237,130,762	2.9%
2011	244,575,191		234,501,167	-1.1%
2012	256,547,741		243,479,891	3.8%
2013	266,799,089		254,755,569	4.6%
2014	277,636,988		260,455,578	2.2%
2015	262,739,908		262,739,908	0.9%
2016	265,534,885		265,534,885	1.1%
Average				2.5%



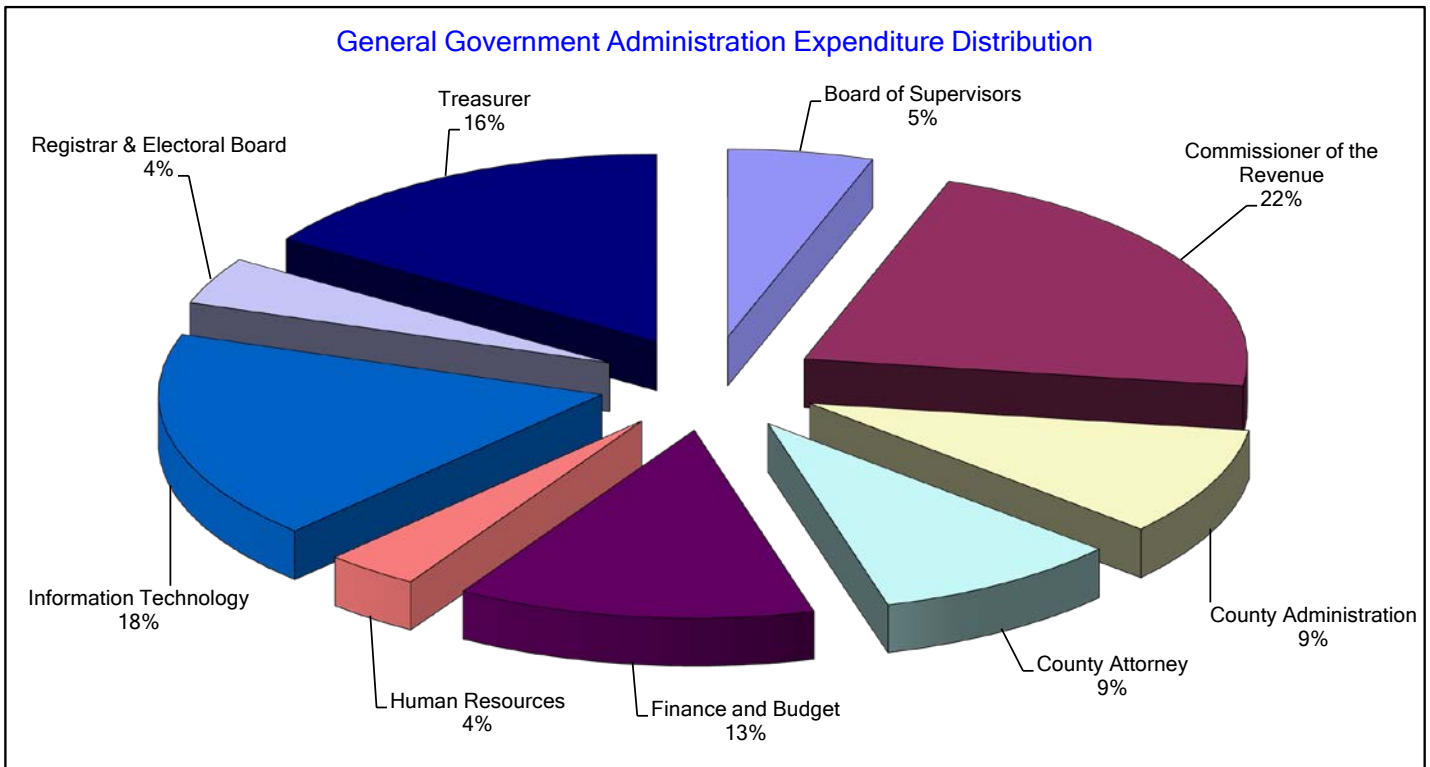
	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Capital Projects	\$1,359,978	\$3,121,670	\$3,340,344	\$218,674	7.0%
Central Rappahannock Regional Library	5,067,220	5,067,220	5,067,220	0	0.0%
Cooperative Extension	151,305	171,020	175,447	4,427	2.6%
Economic Development	1,042,853	863,470	825,051	(38,419)	(4.4)%
Planning and Zoning	2,216,207	2,350,530	2,275,254	(75,276)	(3.2)%
Public Works	3,970,602	3,879,290	3,846,778	(32,512)	(0.8)%
Public Works - Stormwater	518,286	589,614	531,228	(58,386)	(9.9)%
<b>Total Expenditures</b>	<b>\$14,326,451</b>	<b>\$16,042,814</b>	<b>\$16,061,322</b>	<b>\$18,508</b>	<b>0.1%</b>



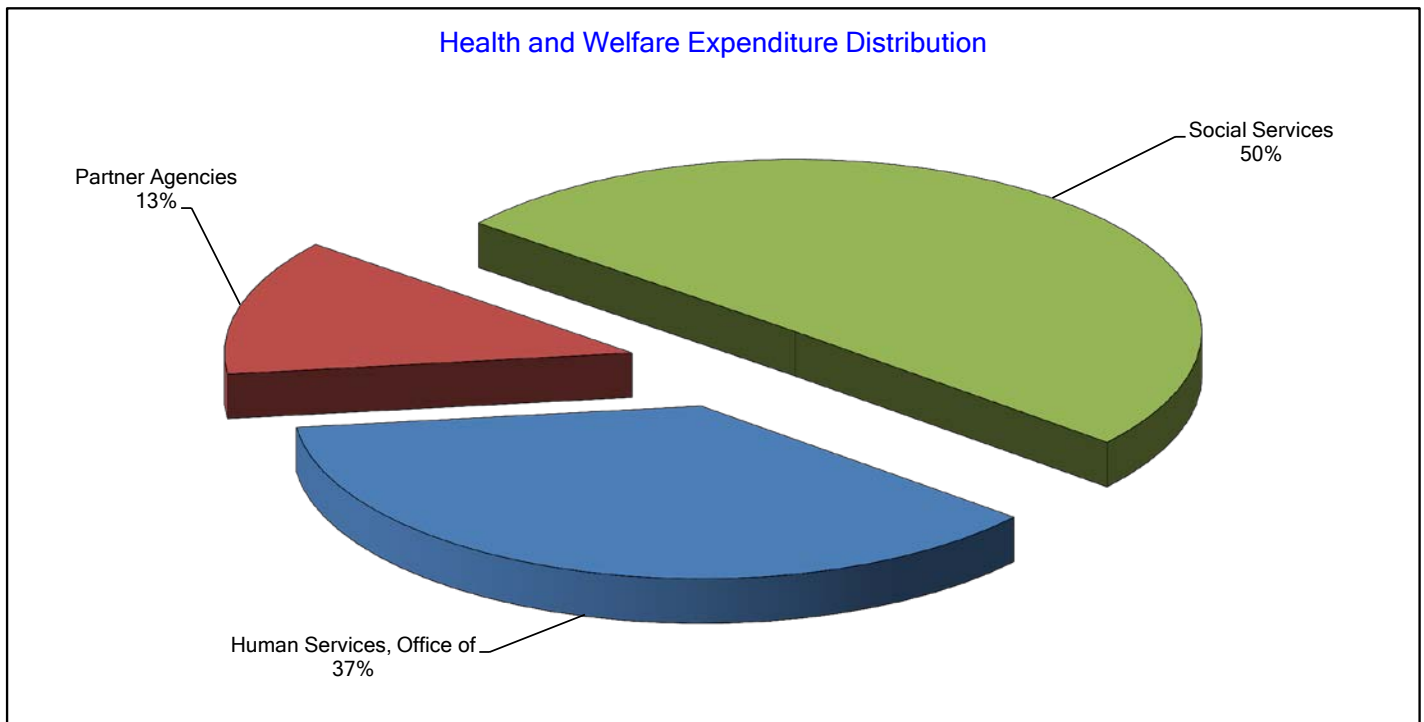
# General Government Administration

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Board of Supervisors	\$608,146	\$630,982	\$632,967	\$1,985	0.3%
Commissioner of the Revenue	2,572,609	2,690,750	2,621,306	(69,444)	(2.6)%
County Administration	1,079,627	1,110,560	1,112,206	1,646	0.1%
County Attorney	896,090	1,070,580	1,078,239	7,659	0.7%
Finance and Budget	1,514,253	1,548,100	1,558,107	10,007	0.6%
Human Resources	380,855	412,040	409,460	(2,580)	(0.6)%
Information Technology	2,382,872	2,130,410	2,152,924	22,514	1.1%
Registrar & Electoral Board	448,591	476,870	481,947	5,077	1.1%
Treasurer	1,881,635	1,923,130	1,880,157	(42,973)	(2.2)%
<b>Total Expenditures</b>	<b>\$11,764,678</b>	<b>\$11,993,422</b>	<b>\$11,927,313</b>	<b>(\$66,109)</b>	<b>(0.6)%</b>

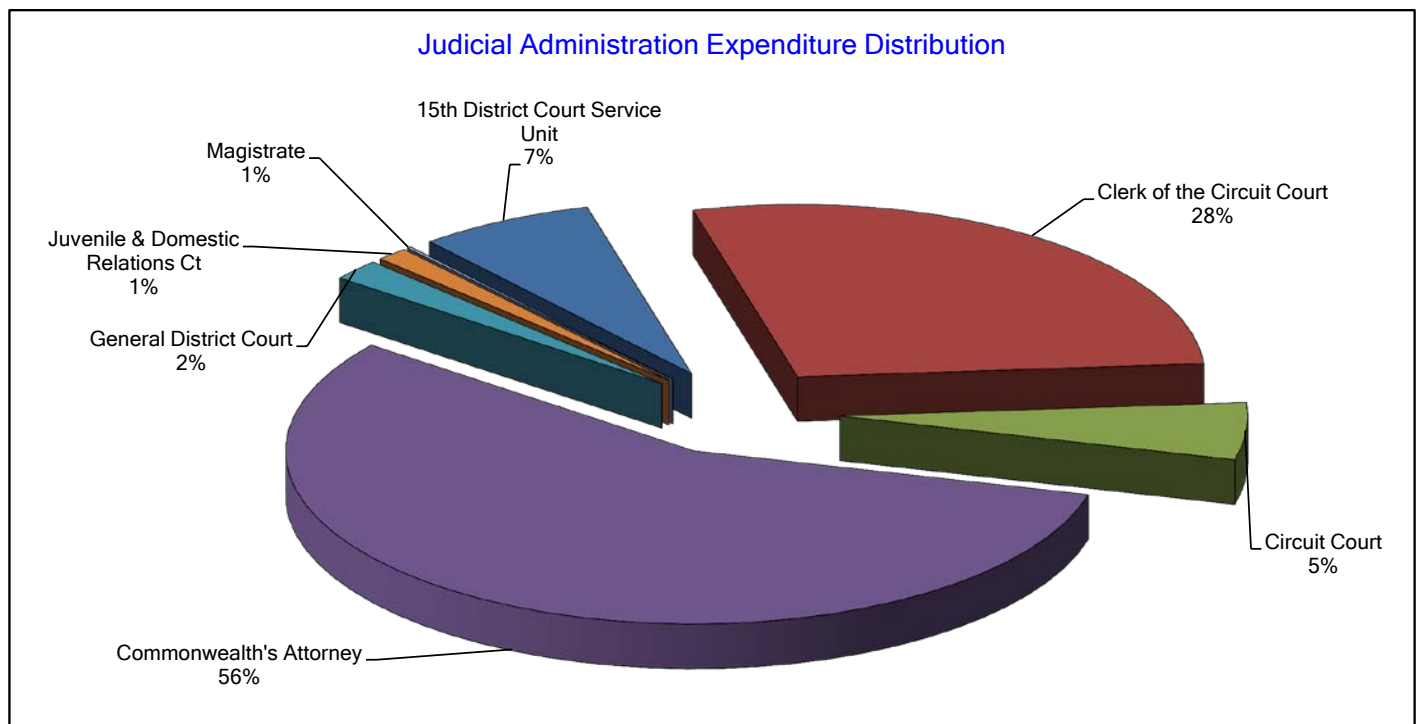


	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Human Services, Office of	\$4,531,546	\$5,389,040	\$4,971,797	(\$417,243)	(7.7)%
Partner Agencies	1,812,325	1,700,920	1,725,786	24,866	1.5%
Social Services	5,784,721	6,616,620	6,770,717	154,097	2.3%
<b>Total Expenditures</b>	<b>\$12,128,592</b>	<b>\$13,706,580</b>	<b>\$13,468,300</b>	<b>(\$238,280)</b>	<b>(1.7)%</b>

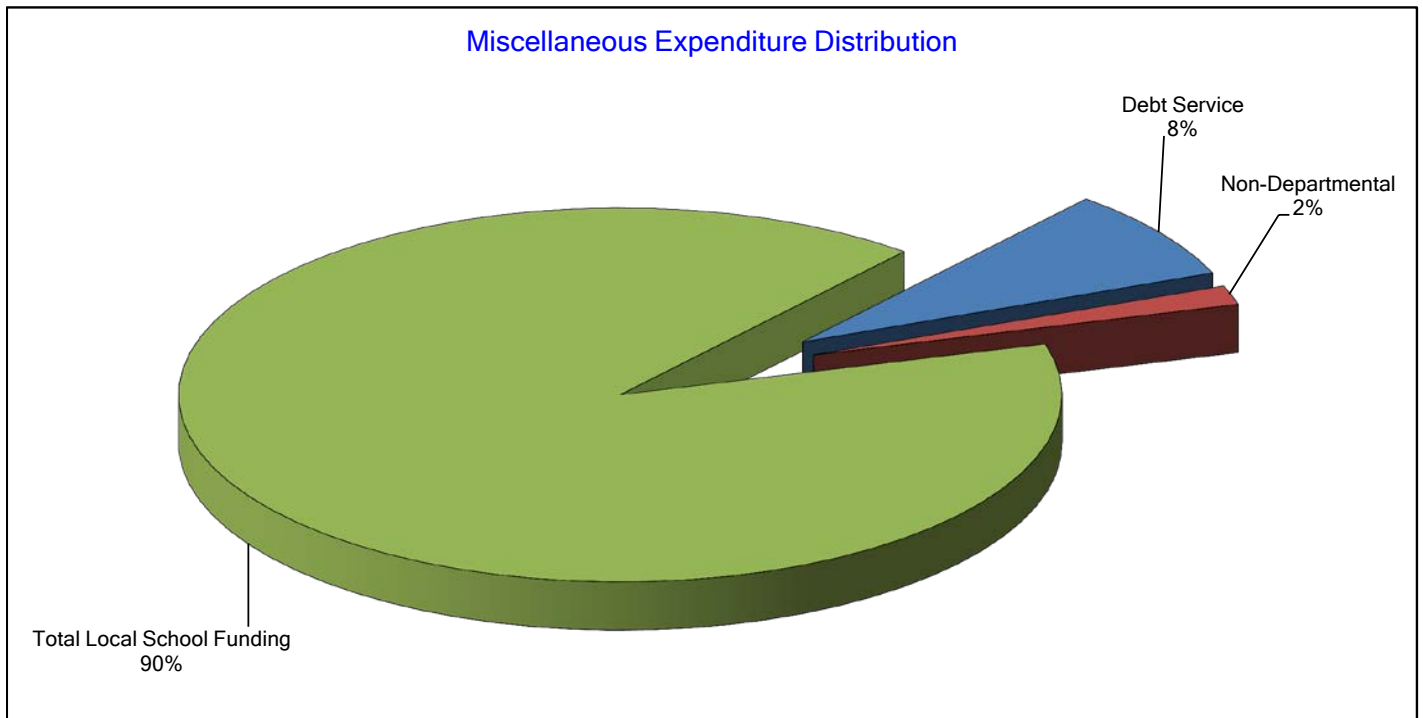




	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
15th District Court Service Unit	\$265,026	\$345,190	\$361,330	\$16,140	4.7%
Clerk of the Circuit Court	1,490,768	1,451,400	1,445,130	(6,270)	(0.4)%
Circuit Court	271,227	274,750	274,726	(24)	(0.0)%
Commonwealth's Attorney	2,930,158	2,947,440	2,921,191	(26,249)	(0.9)%
General District Court	69,346	101,750	101,750	0	0.0%
Juvenile & Domestic Relations Ct	53,417	65,740	65,700	(40)	(0.1)%
Magistrate	6,534	9,330	8,830	(500)	(5.4)%
<b>Total Expenditures</b>	<b>\$5,086,476</b>	<b>\$5,195,600</b>	<b>\$5,178,657</b>	<b>(\$16,943)</b>	<b>(0.3)%</b>



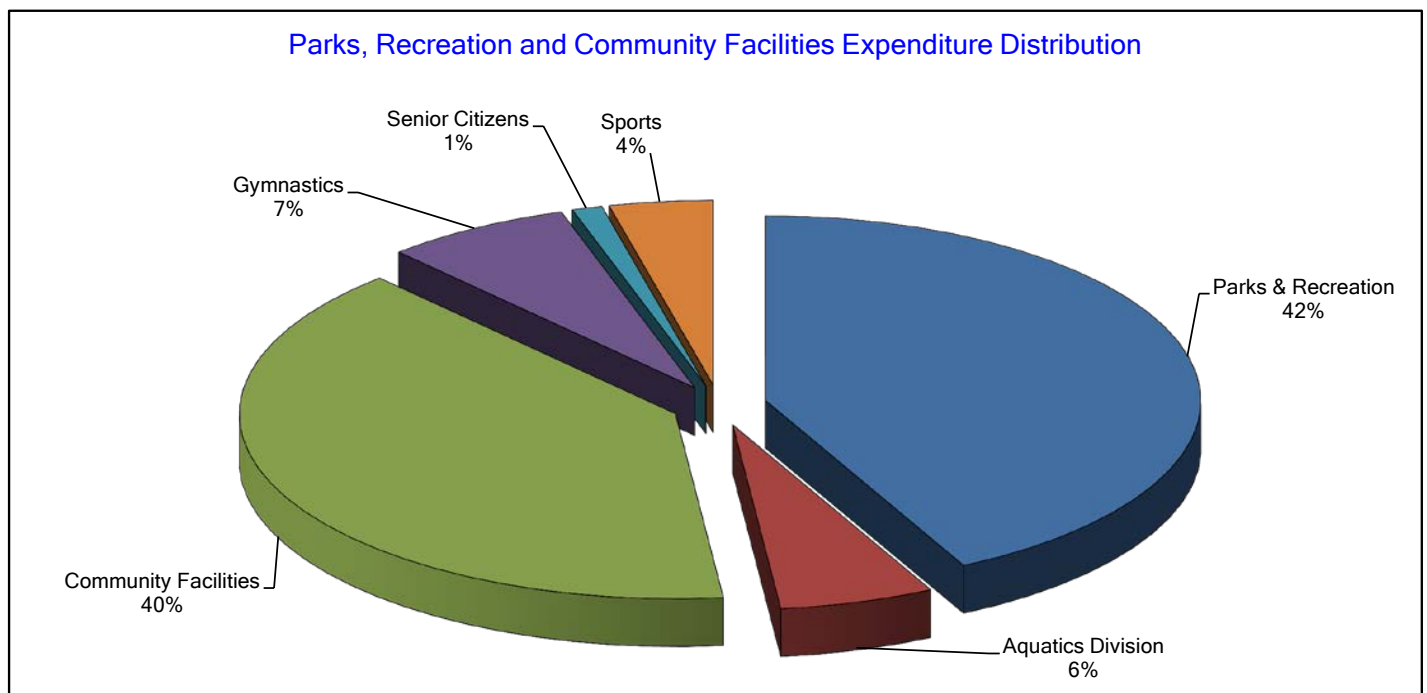
	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Debt Service	\$10,301,001	\$12,291,100	\$12,488,770	\$197,670	1.6%
Non-Departmental	2,107,205	2,667,284	2,623,588	(43,696)	(1.6)%
Other Transfers	10,007,443	0	0	0	0.0%
Local School Funding					
Operating Budget Transfer	108,414,728	111,429,456	112,527,828	1,098,372	1.0%
Public Day School	332,000	518,000	518,000	0	0.0%
School Bus Capital	0	0	209,000	209,000	0.0%
Transfer to School Construction Fund	2,135,000	0	0	0	0.0%
Subtotal Local School Operating	110,881,728	111,947,456	113,254,828	1,307,372	1.2%
Debt	24,712,817	29,191,550	30,463,428	1,271,878	4.4%
Total Local School Funding	135,594,545	141,139,006	143,718,256	2,579,250	1.8%
Total Expenditures	\$158,010,194	\$156,097,390	\$158,830,614	\$2,733,224	1.8%



# Parks Recreation and Community Facilities

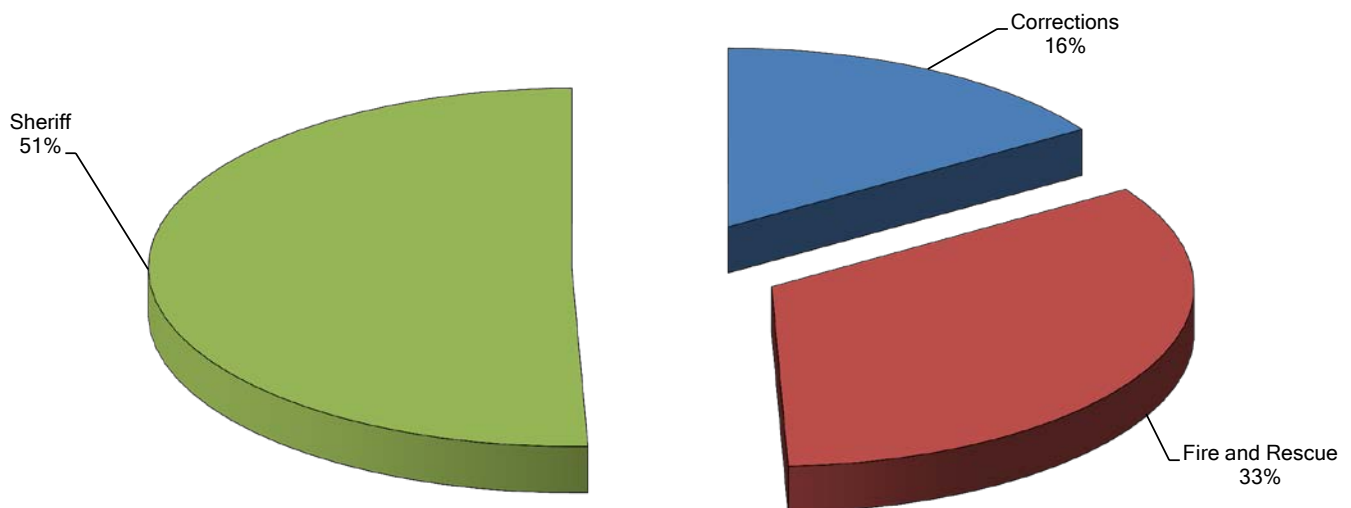
Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Parks & Recreation	\$4,874,831	\$4,639,670	\$4,741,767	\$102,097	2.2%
Aquatics Division	798,146	822,272	639,651	(182,621)	(22.2)%
Community Facilities	4,529,870	4,361,757	4,447,474	85,717	2.0%
Gymnastics	722,004	759,580	772,810	13,230	1.7%
Senior Citizens	123,761	120,136	124,444	4,308	3.6%
Sports	468,338	325,815	428,751	102,936	31.6%
<b>Total Expenditures</b>	<b>\$11,516,950</b>	<b>\$11,029,230</b>	<b>\$11,154,897</b>	<b>\$125,667</b>	<b>1.1%</b>



	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
Corrections	\$7,943,697	\$7,977,532	\$7,736,555	(\$240,977)	(3.0)%
Fire and Rescue	14,903,799	16,211,430	16,418,824	207,394	1.3%
Sheriff	24,774,741	24,485,910	24,758,403	272,493	1.1%
<b>Total Expenditures</b>	<b>\$47,622,237</b>	<b>\$48,674,872</b>	<b>\$48,913,782</b>	<b>\$238,910</b>	<b>0.5%</b>

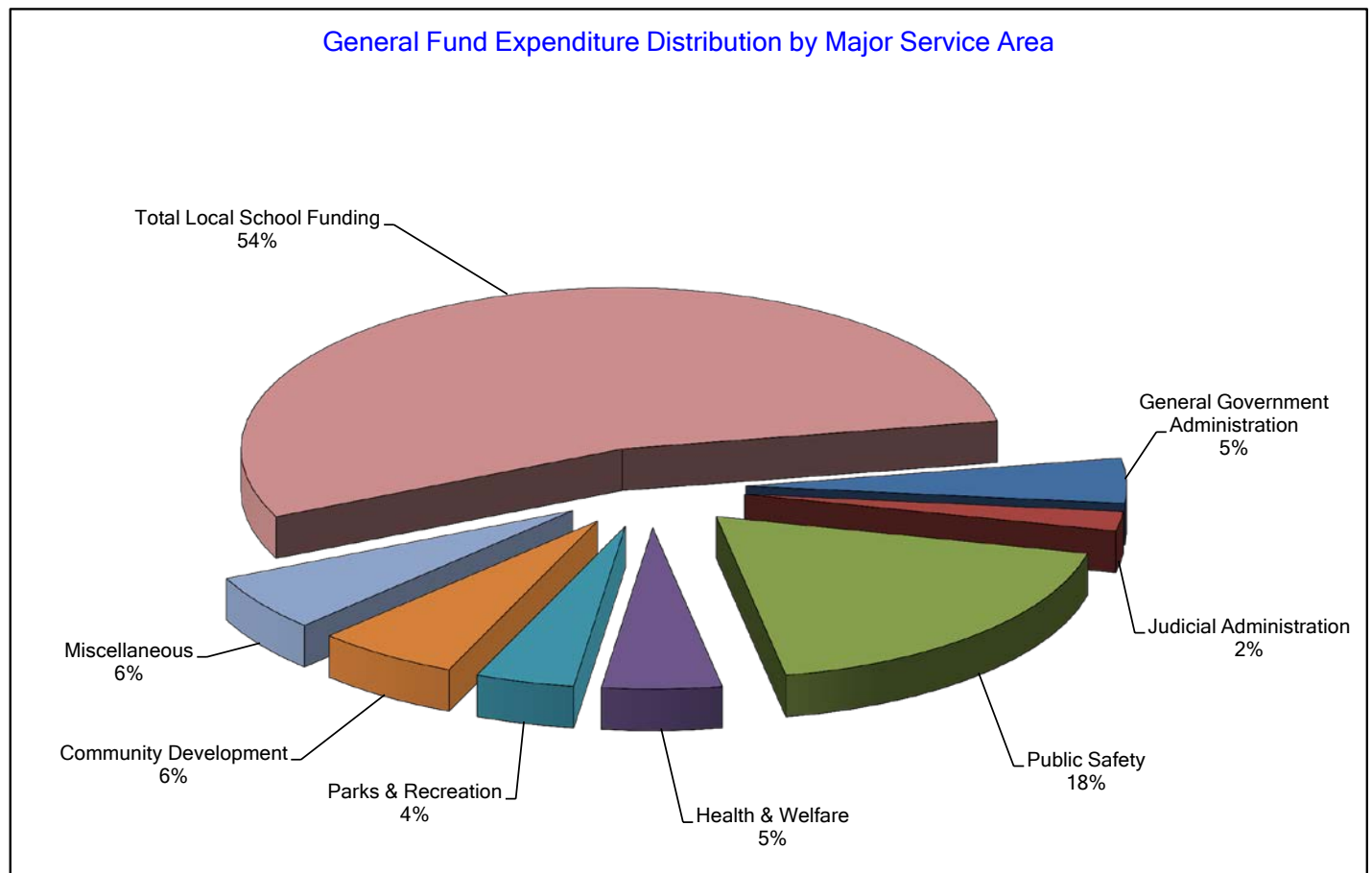
Public Safety Expenditure Distribution



# General Fund Expenditures by Major Service Area

Stafford County FY16 Adopted Budget

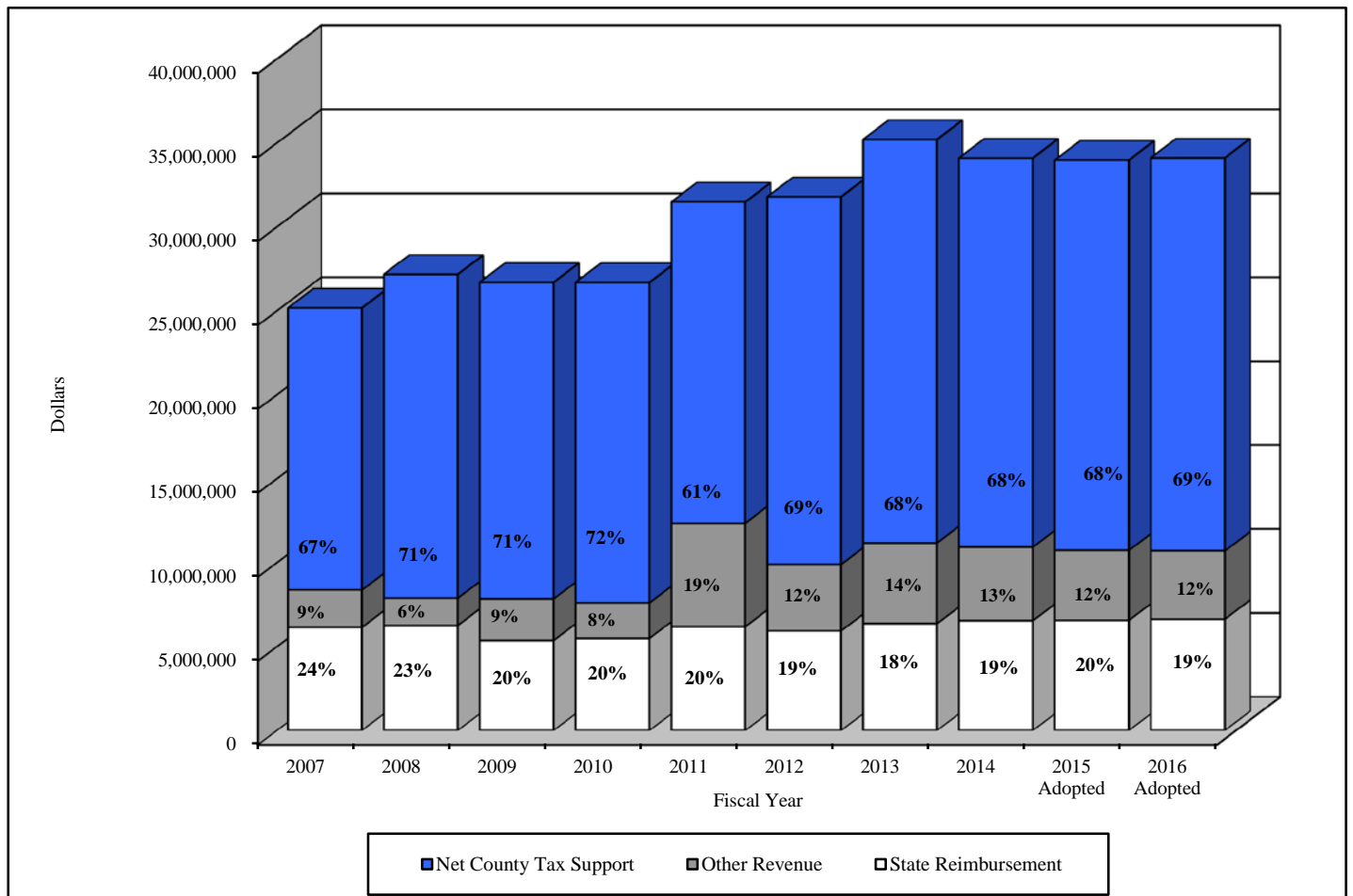
	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
General Government Administration	\$11,764,678	\$11,993,422	\$11,927,313	(\$66,109)	(0.6)%
Judicial Administration	5,086,476	5,195,600	5,178,657	(16,943)	(0.3)%
Public Safety	47,622,237	48,674,872	48,913,782	238,910	0.5%
Health & Welfare	12,128,592	13,706,580	13,468,300	(238,280)	(1.7)%
Parks & Recreation	11,516,950	11,029,230	11,154,897	125,667	1.1%
Community Development	14,326,451	16,042,814	16,061,322	18,508	0.1%
Miscellaneous	22,415,649	14,958,384	15,112,358	153,974	1.0%
Total Local School Funding	135,594,545	141,139,006	143,718,256	2,579,250	1.8%
<b>Total Expenditures</b>	<b>\$260,455,578</b>	<b>\$262,739,908</b>	<b>\$265,534,885</b>	<b>\$2,794,977</b>	<b>1.1%</b>



# Constitutional Officers Funding

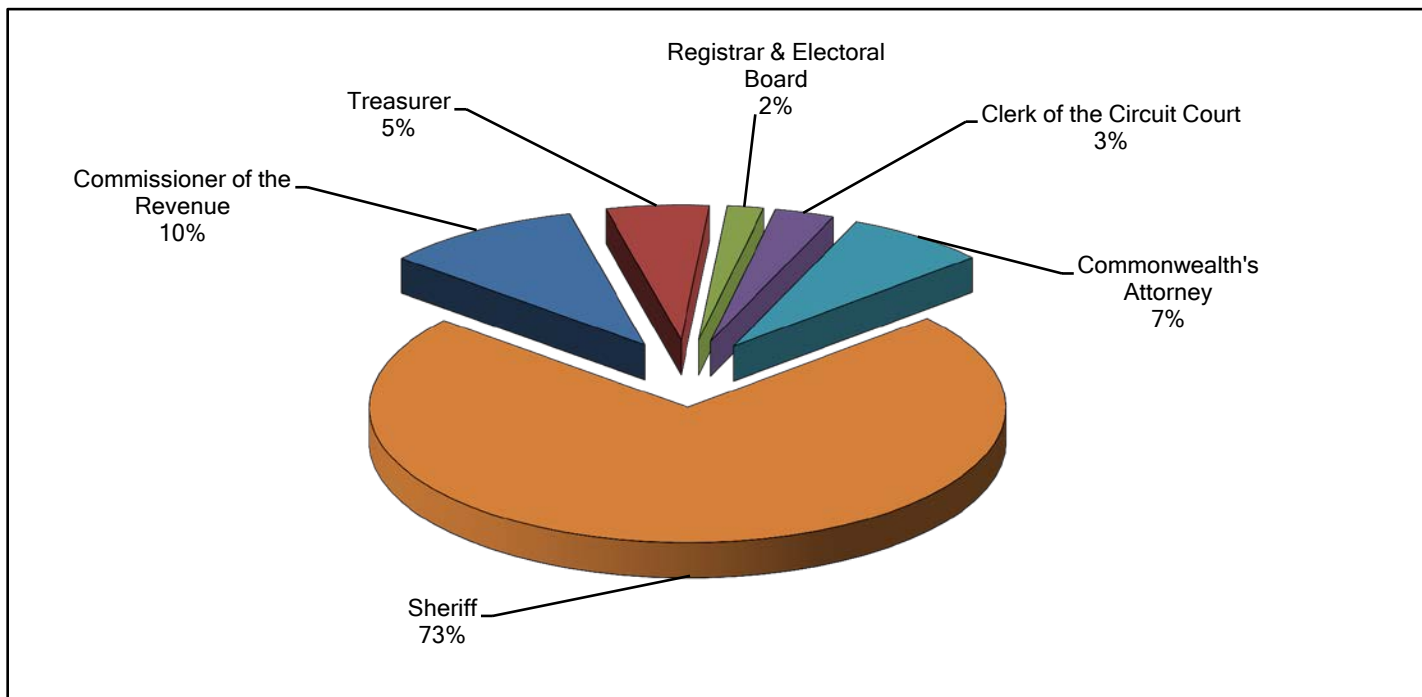
Stafford County FY16 Adopted Budget

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
2016 Adopted	34,108,134	6,633,324	19%	4,060,992	12%	23,413,818	69%
2015 Adopted	33,975,500	6,563,576	20%	4,163,115	12%	23,248,809	68%
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%
2007	25,161,952	6,142,054	24%	2,222,097	9%	16,797,801	67%

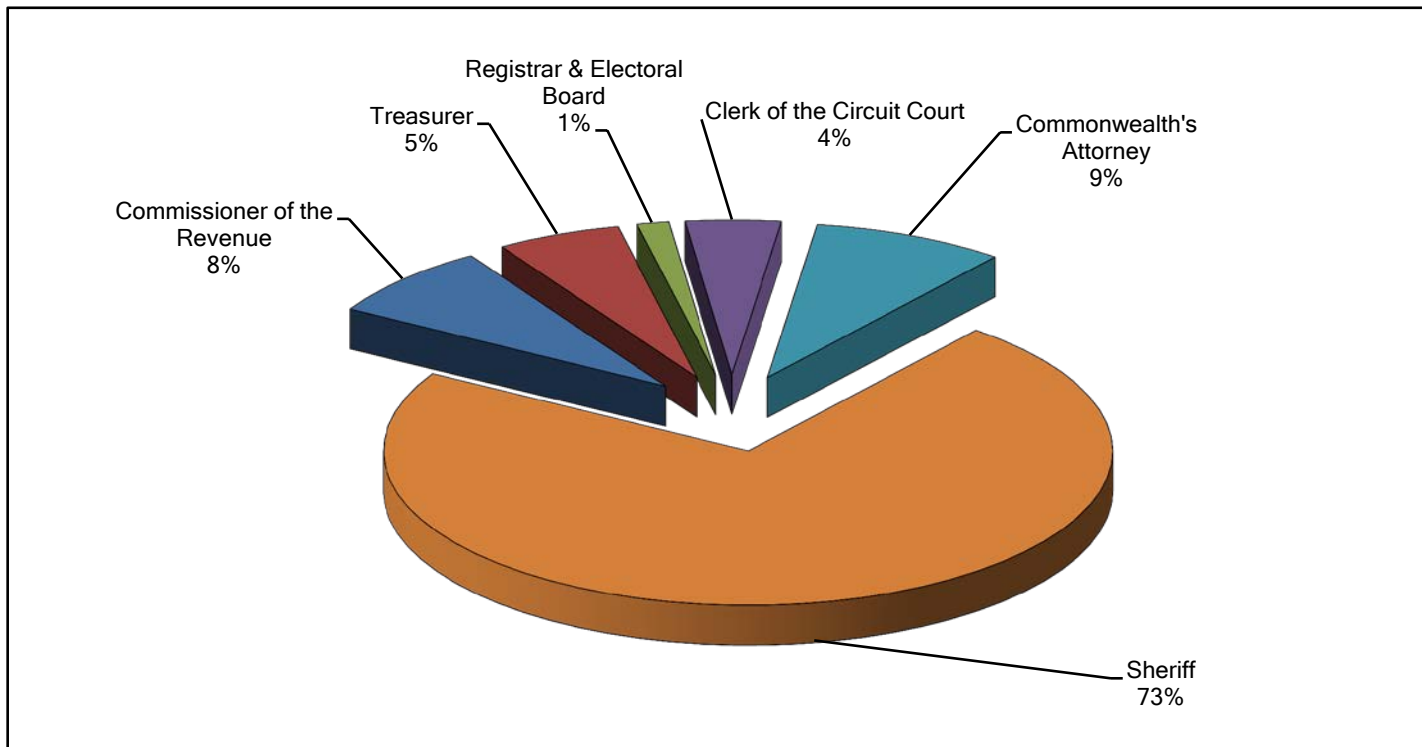




## Constitutional Officers County Tax Support

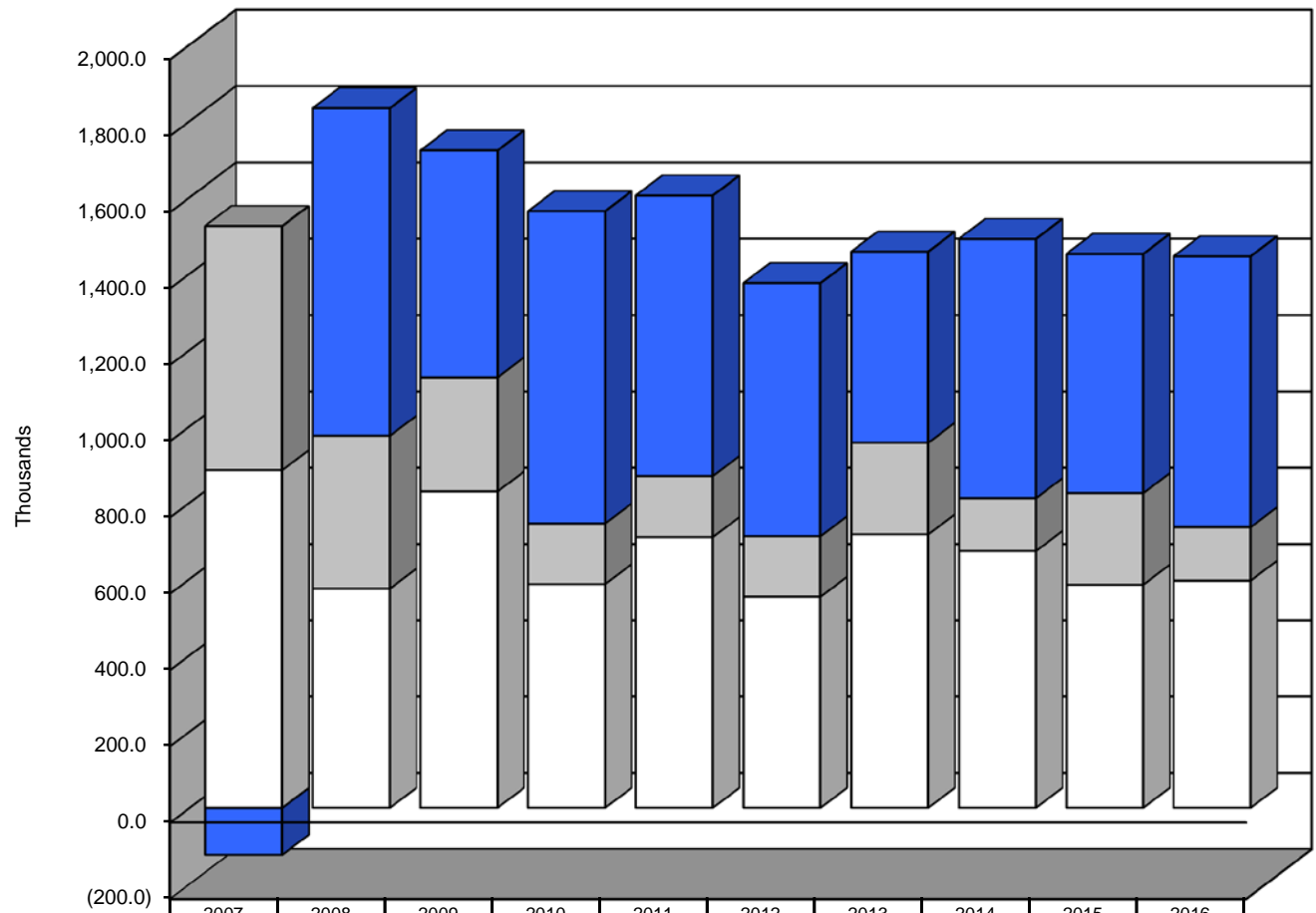


## Constitutional Officers Expenditures



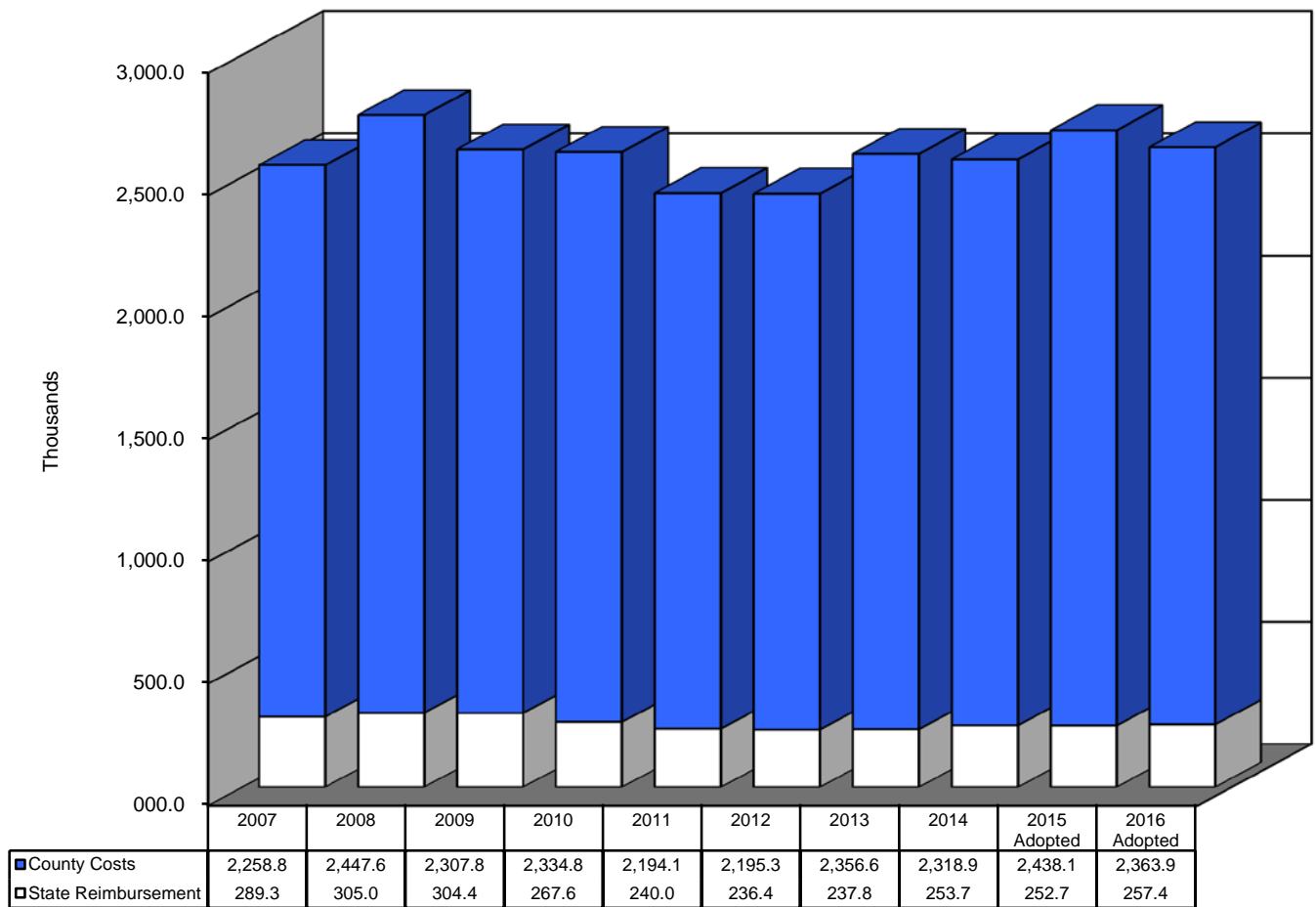
# Clerk of the Circuit Court

Stafford County FY16 Adopted Budget

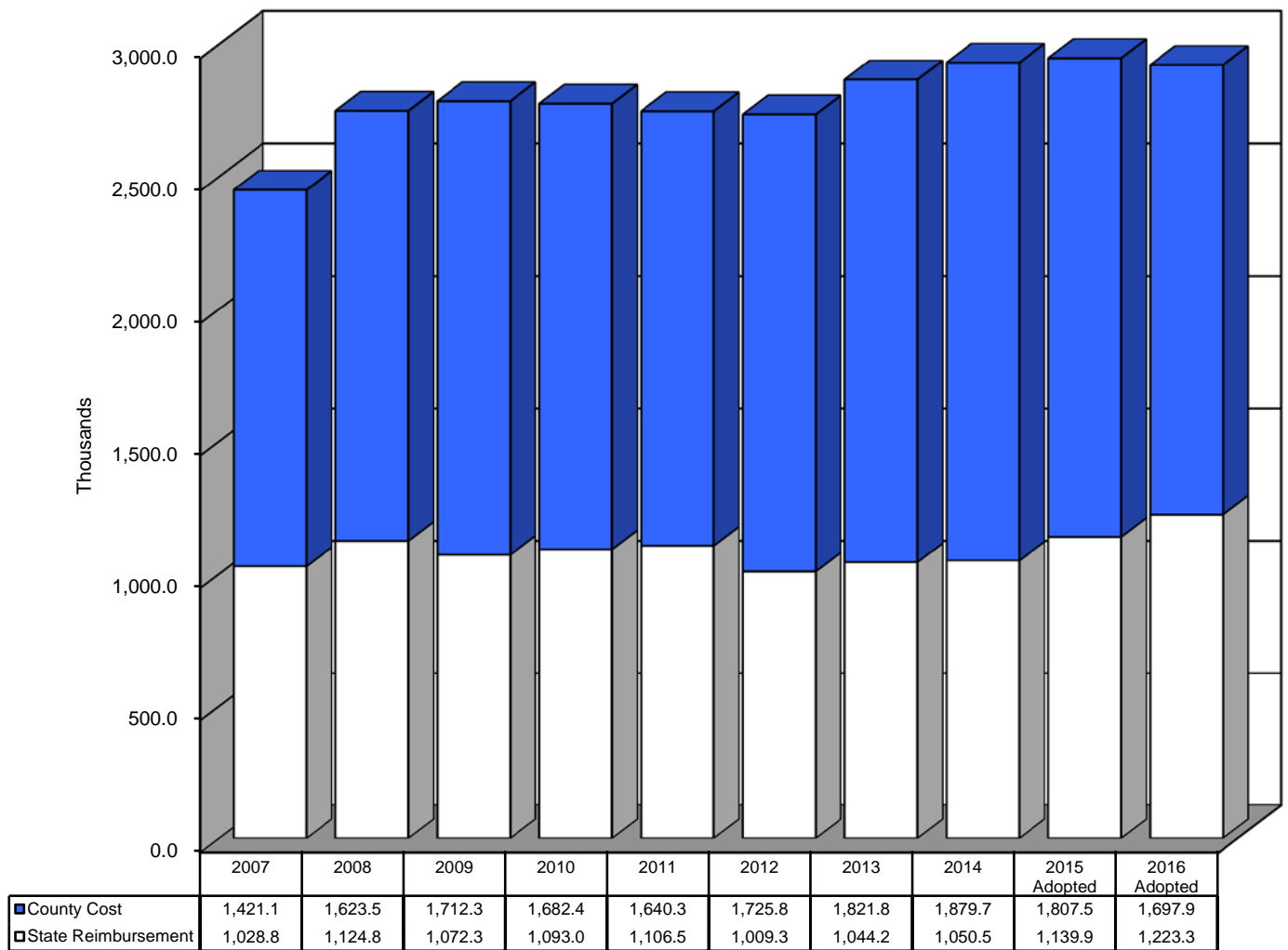


	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	(122.8)	858.2	594.1	818.2	735.0	663.2	500.5	679.4	626.7	709.7
Other Revenue	639.4	400.7	299.3	158.9	160.1	158.5	240.2	138.4	240.0	140.0
State Reimbursement	885.0	574.6	829.1	586.3	709.5	553.2	716.5	673.0	584.7	595.5

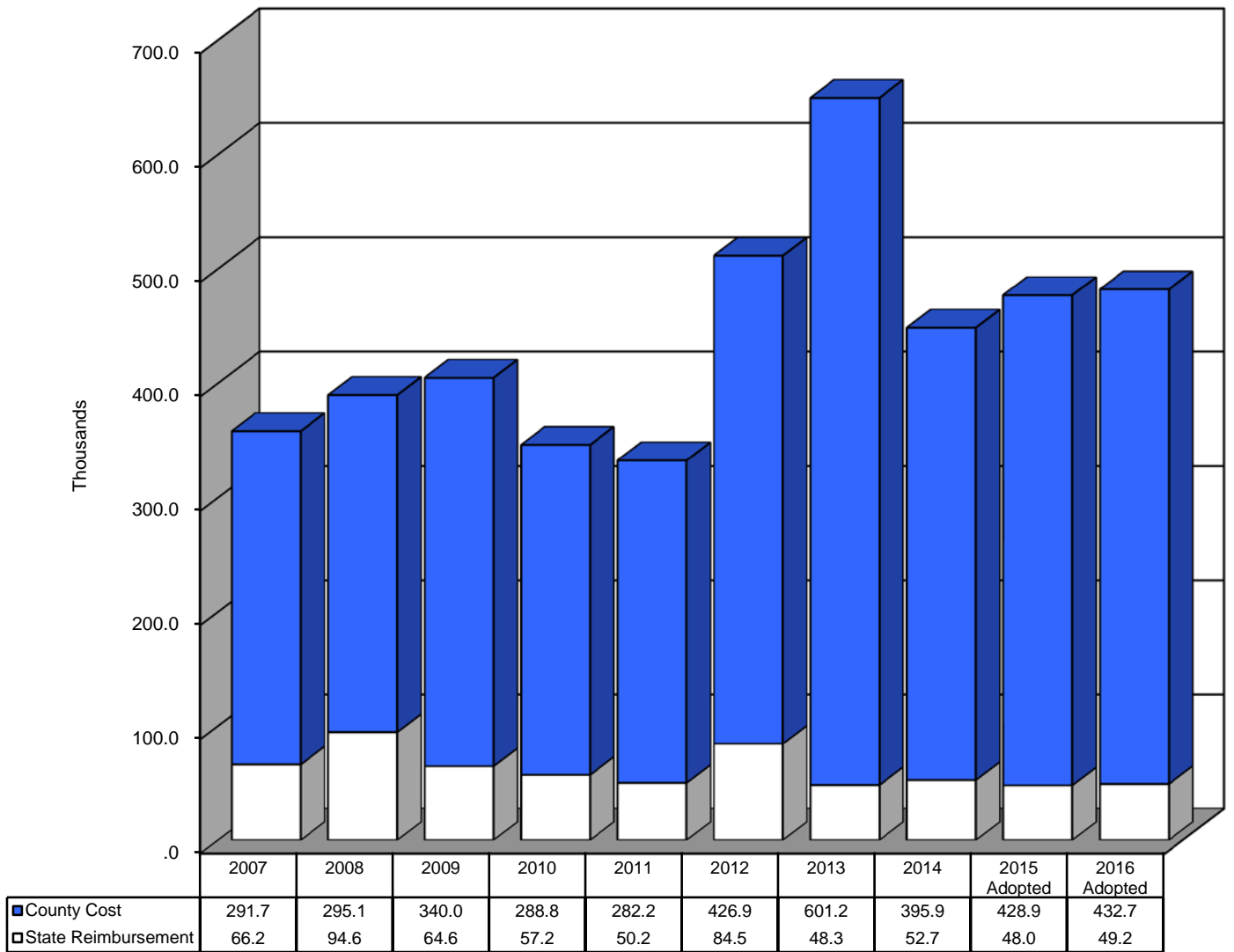
	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	-9%	47%	35%	52%	46%	48%	35%	46%	43%	49%
Other Revenue	46%	22%	17%	10%	10%	12%	16%	9%	17%	10%
State Reimbursement	63%	31%	48%	38%	44%	40%	49%	45%	40%	41%



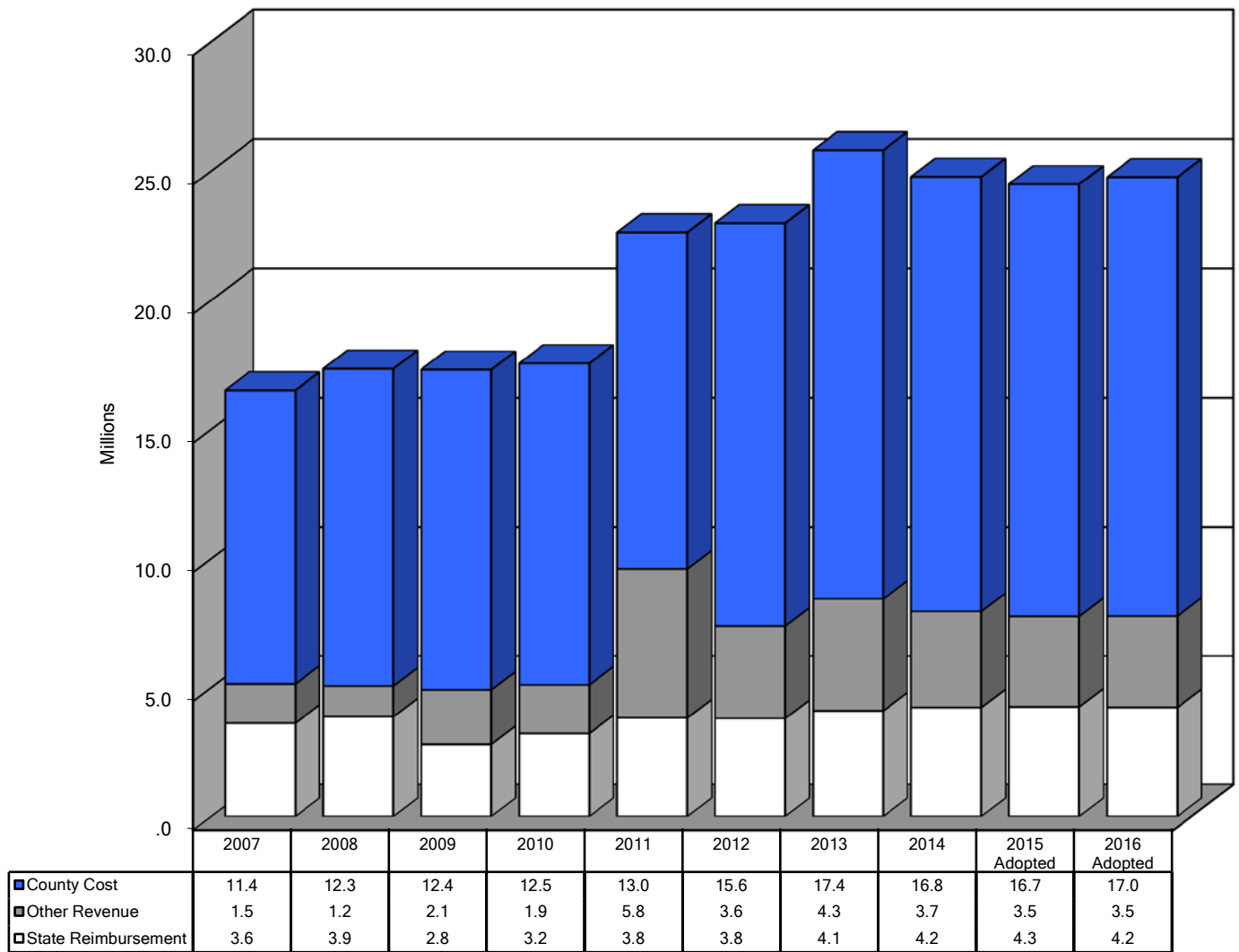
	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	89%	89%	88%	90%	90%	90%	91%	90%	91%	90%
State Reimbursement	11%	11%	12%	10%	10%	10%	9%	10%	9%	10%



	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	58%	59%	61%	61%	60%	63%	64%	64%	61%	58%
State Reimbursement	42%	41%	39%	39%	40%	37%	36%	36%	39%	42%

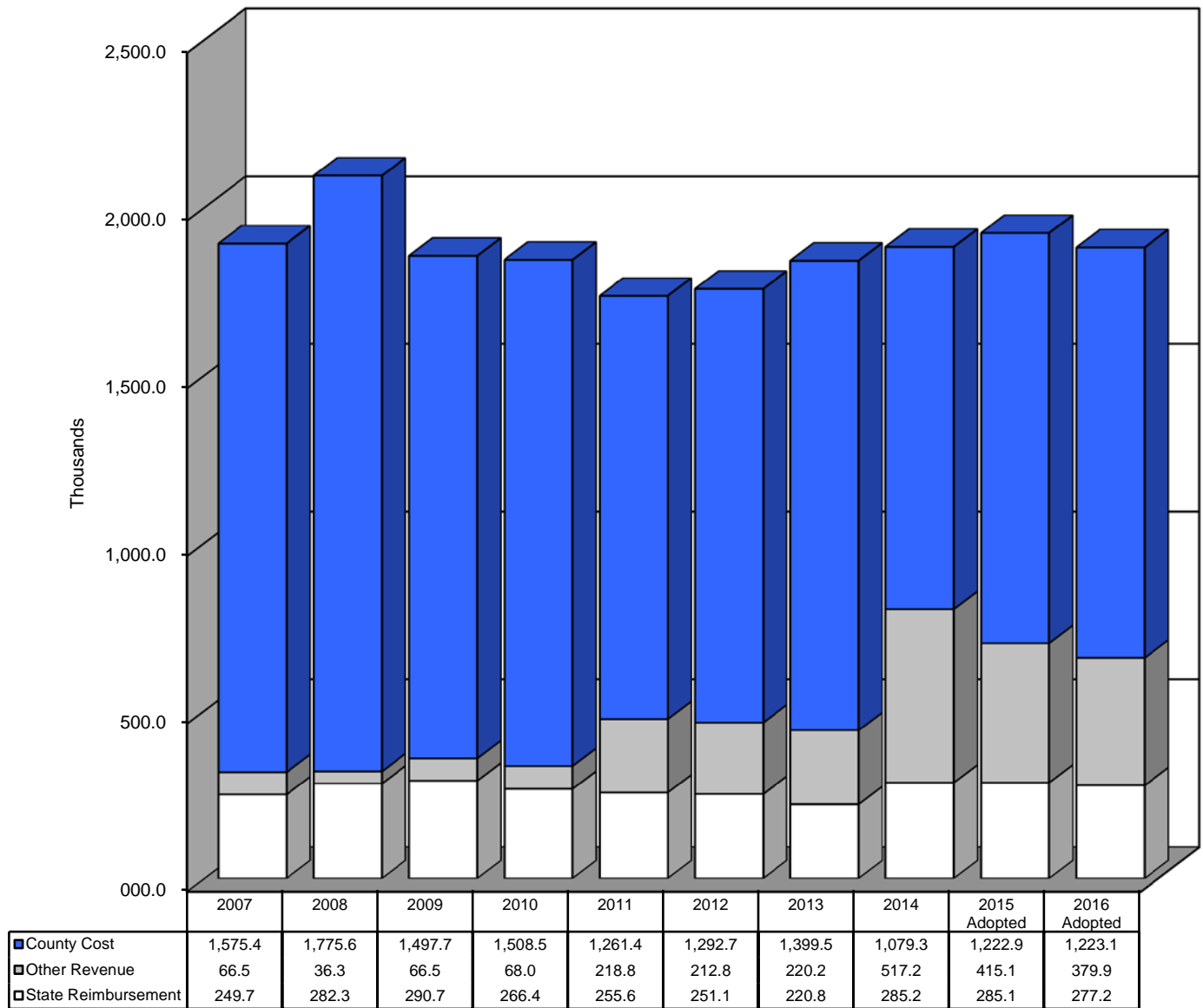


	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
State Reimbursement	18%	24%	16%	17%	15%	17%	7%	12%	10%	10%
County Cost	82%	76%	84%	83%	85%	83%	93%	88%	90%	90%



	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	69%	71%	72%	71%	57%	67%	67%	68%	69%	69%
Other Revenue	9%	7%	12%	11%	26%	16%	17%	15%	14%	14%
State Reimbursement	22%	22%	16%	18%	17%	17%	16%	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.

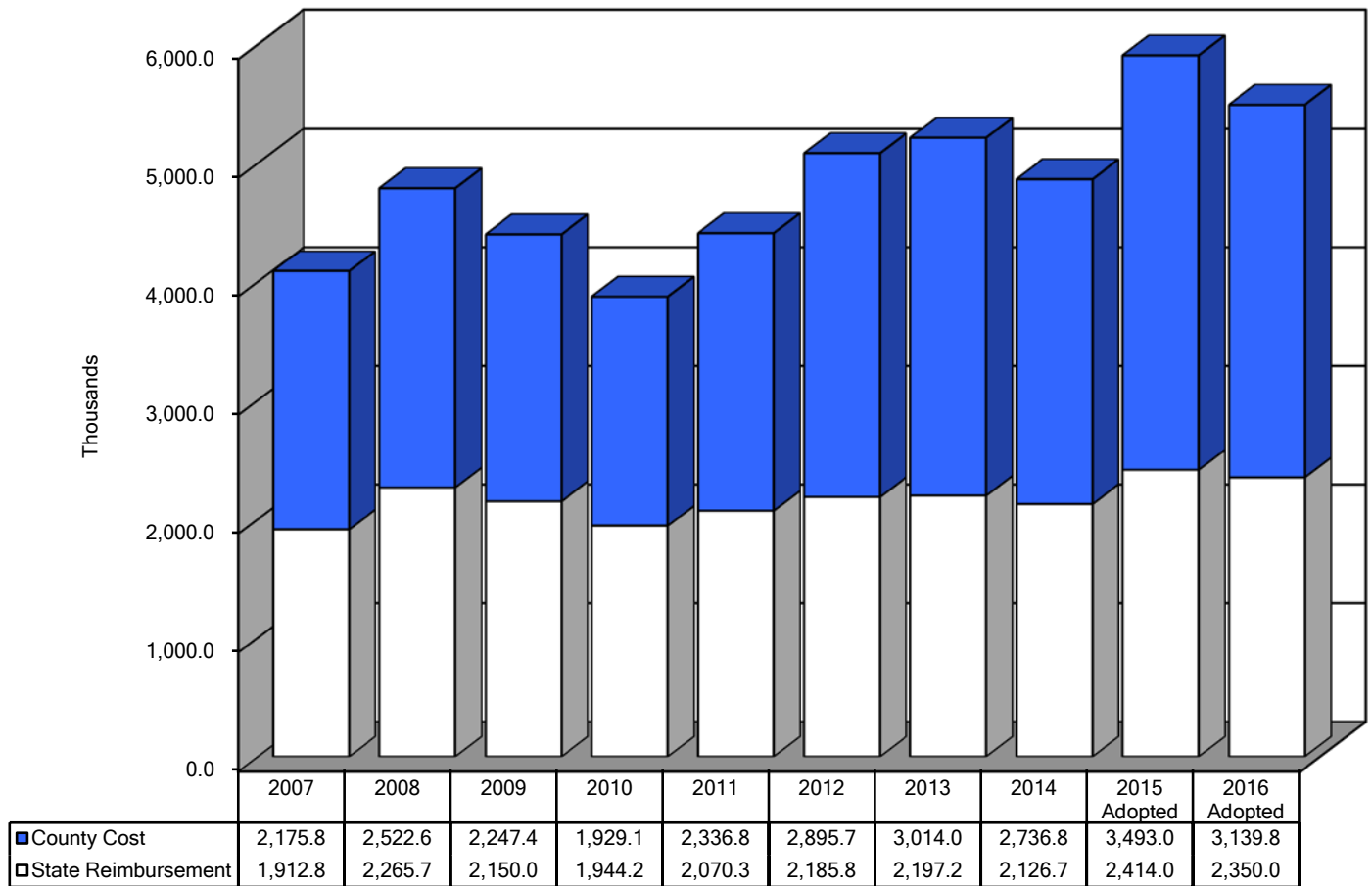


	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	83%	85%	80%	82%	72%	74%	76%	58%	63%	65%
Other Revenue	4%	2%	4%	4%	13%	12%	12%	27%	22%	20%
State Reimbursement	13%	13%	16%	14%	15%	14%	12%	15%	15%	15%



# Office of Human Services and Public Day School

Stafford County FY16 Adopted Budget

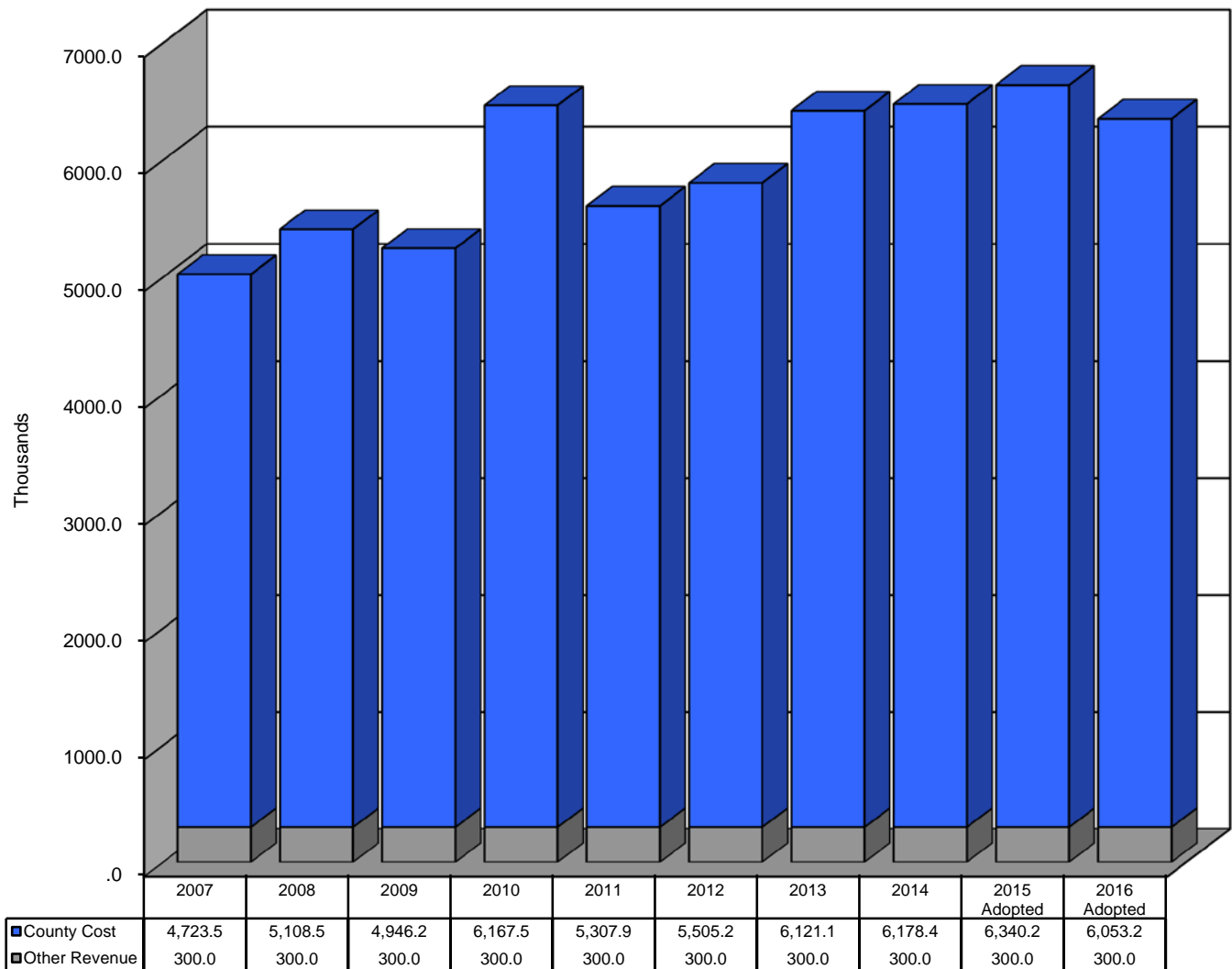


	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	53%	53%	51%	50%	53%	57%	58%	56%	59%	57%
State Reimbursement	47%	47%	49%	50%	47%	43%	42%	44%	41%	43%

# Rappahannock Regional Jail

Stafford County FY16 Adopted Budget

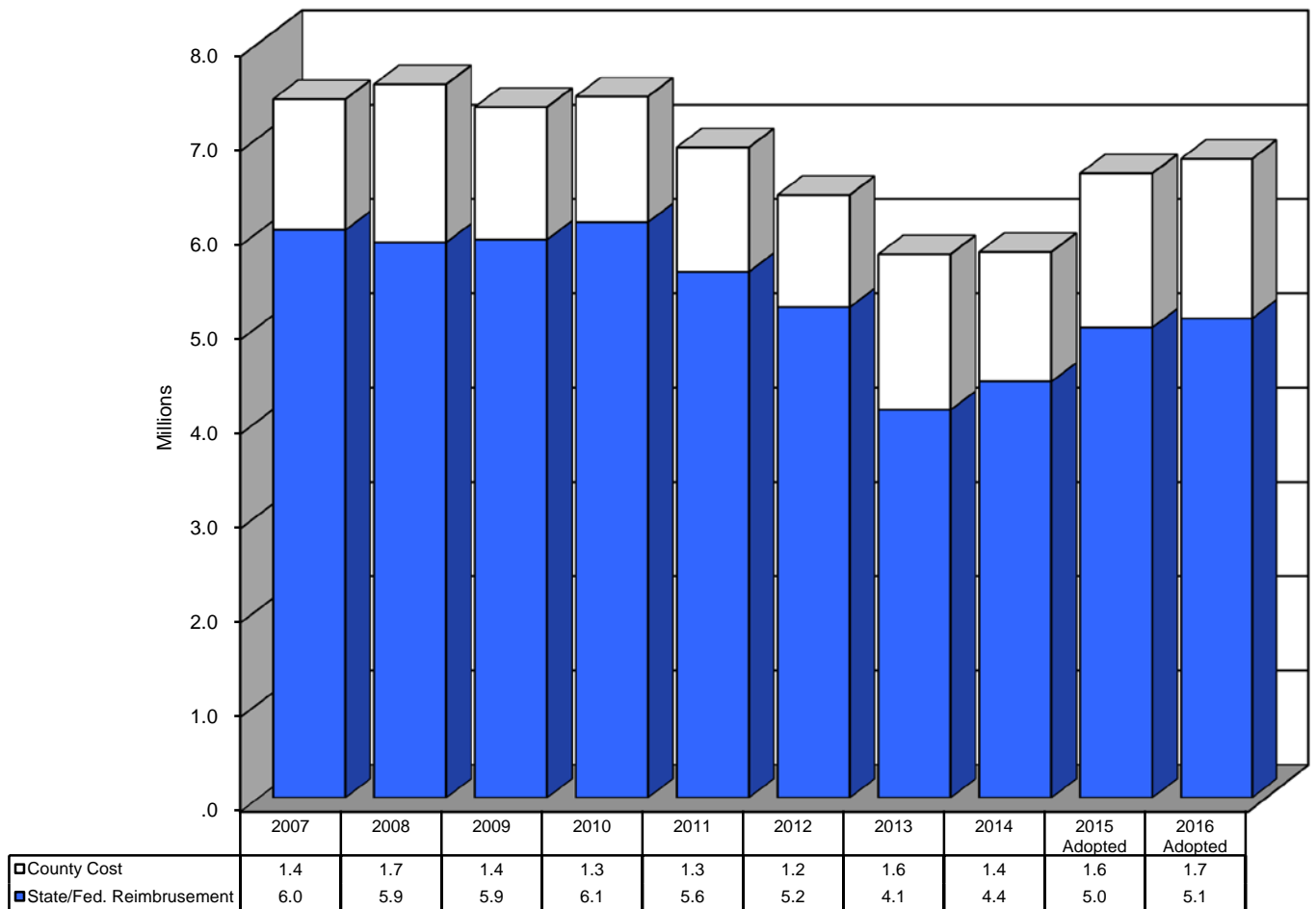
In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the facility in Stafford.



	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	94%	94%	94%	95%	95%	95%	95%	95%	95%	95%
Other Revenue	6%	6%	6%	5%	5%	5%	5%	5%	5%	5%

# Social Services

Stafford County FY16 Adopted Budget



	2007	2008	2009	2010	2011	2012	2013	2014	2015 Adopted	2016 Adopted
County Cost	19%	22%	19%	18%	19%	19%	29%	24%	25%	25%
State/Fed. Reimbursement	81%	78%	81%	82%	81%	81%	71%	76%	75%	75%



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 18<sup>th</sup> century Washington family farm.

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### 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

Standing Committees, such as the Public Safety; Community and Economic Development; Infrastructure; Finance, Audit, and Budget; and the Joint Board of Supervisors/Schools Working Committee) were created by the Board to enhance information exchange between staff and the standing committees, thus enabling the full Board to make its most informed and educated decisions, in the best interest of the County and its citizens.



Groundbreaking for the federally-funded Courthouse Streetscape Project.

### 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

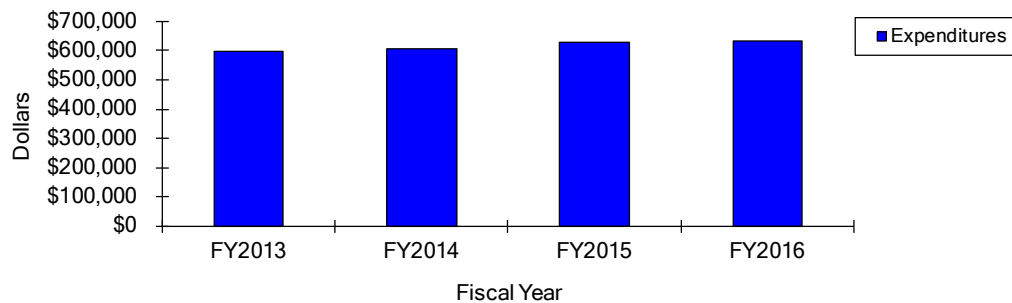
- Regular meetings are held in the Board of Supervisors' chambers, located on the ground floor of the George L. Gordon Government Center, on the first and third Tuesday of each month. All Board meetings are open to the public.



## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$194,071	\$213,051	\$216,960	\$226,131	\$9,171	4.23%
Operating	404,230	395,095	414,022	406,836	(7,186)	-1.74%
<b>Local Tax Funding</b>	<b>\$598,301</b>	<b>\$608,146</b>	<b>\$630,982</b>	<b>\$632,967</b>	<b>\$1,985</b>	<b>0.31%</b>

<b>Funded Positions</b>						
Part-Time Positions	7	7	7	7	0	0.00%



## Total Budget

**\$632,967**

## Notable Changes

### Personnel

- Increase in health insurance costs

### Operating

- Reduction in advertising
- Reduction in phones
- Other minor adjustments based on actual spending history

## Goals/Objectives

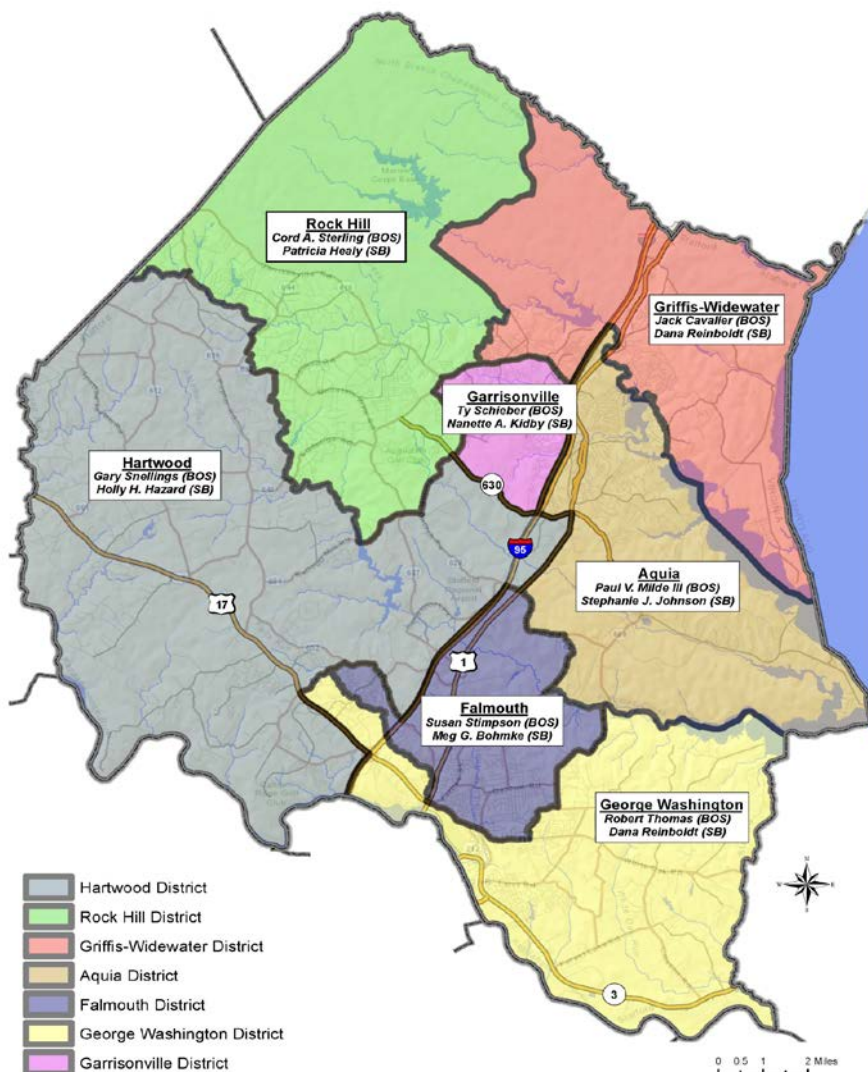
- Continue to promote a safe, healthy and prosperous community through responsible and accountable government by working to meet the Board's priorities for the community, which include Education, Public Safety, Infrastructure, Economic Development, and Service Excellence
- Enhance Public Safety by consideration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

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Board of Supervisor Meetings	20	22	23
Ordinances Adopted/Considered	57	60	65
Resolution Adopted/Considered	459	450	460
County Bond Rating Fitch	AA	AA+	AAA
Moody's	Aa2	Aa2	Aa1
S & P	AA	AA+	AAA

Election District Boundaries



## Accomplishments

- The Courthouse Streetscape serves as the cornerstone to the Courthouse redevelopment area and encourages a business-friendly environment with a focus on Economic Development initiatives.
- Approved implementation of voter-approved Parks and Transportation Bond projects included opening of Chichester Park; renovations to Curtis Park pools; Embrey Mill Athletic Fields; Belmont Ferry-Farm Trail crosswalk completion; Improvements to Mountain View Road, Poplar Road, Truslow Road, Garrisonville Road, the Courthouse Road West project, and Brooke Road

## Did You Know?

- The Board of Supervisors and Stafford County was recognized by the Virginia Senate and House of Delegates on its 350<sup>th</sup> anniversary and as the 13<sup>th</sup> oldest county in Virginia and the 25<sup>th</sup> oldest county in the United States.
- As a citizen, you may serve as a member on one of 56 Board-appointed boards, authorities, committees, and commissions that help the Board with decision-making that affects your community. For additional information, check the County's website at [www.staffordcountyva.gov](http://www.staffordcountyva.gov).



## Mission

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



Woodland's pool (pictured with dome) opened in 1996 and holds swim lessons for over 900 residents. The facility is home to three area high school swim teams and one club team. The pool is due to be resurfaced with cash capital funds in FY2016.

## 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.
- An amount equivalent to 1% of general government expenditures will be set aside for pay-as-you-go capital projects, with a goal of 3% by July 1, 2017.
- An amount equal to 1% of the school's operating budget will also be set aside for pay-as-you-go capital projects by July 1, 2015, with a goal of 2% by July 1, 2017.

## Cash Capital Projects

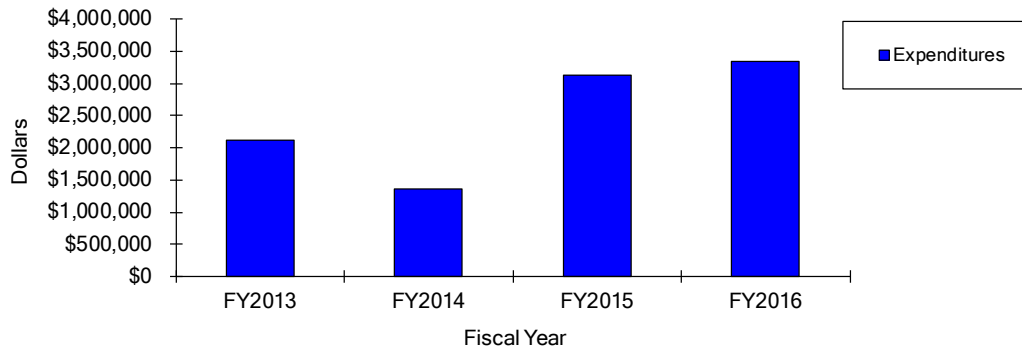
Department	Project	Amount
Information Tech.	Network Equipment Replacement	200,000
Information Tech.	On-line Permitting	275,000
Information Tech.	Server Replacement	25,000
Fire Rescue	Station Renovations	52,000
Public Works	Stormwater	630,000
Parks, Recreation and Community Facilities	Shelton's Cottage Siding and Structural Repair	93,000
Parks, Recreation and Community Facilities	Woodlands Pool Resurfacing	175,000
Parks, Recreation and Community Facilities	Storage Building and Fencing	13,000
Parks, Recreation and Community Facilities	Government Center Parking Lot	434,000

## 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Capital	2,115,873	1,359,978	3,121,670	3,340,344	218,674	7.01%
Local Tax Funding	<u>\$2,115,873</u>	<u>\$1,359,978</u>	<u>\$3,121,670</u>	<u>\$3,340,344</u>	<u>\$218,674</u>	<u>7.01%</u>



## Total Budget

**\$3,340,344**

## Notable Changes

### Capital

- Incremental annual increase to meet policy goal of 3% by July 1, 2017
- Funding of \$1,899,344 for infrastructure projects
- Funding for Sheriff's vehicles \$617,000
- Funding for Fire and Rescue vehicles \$824,000

## Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- An amount equivalent to 2.50% of general fund expenditures will be set aside for pay-as-you-go capital projects

The above goals support the Principles of High Performance Financial Management

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 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	2.04%	2.25%	2.50%



# Central Rappahannock Regional Library

Stafford County FY16 Adopted Budget

## Mission

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

## Thinking Efficiently

The CRRL mobile app now provides access to:

- o eMagazines through Zinio
- o language learning through Mango
- o downloadable audio through OneClickdigital

CollectionHQ, an evidence based stock management system, streamlines the selection process and offers automated, web-based performance management tools to ensure that each library branch has the collection customers want, thus minimizing deliveries and maximizing collection use.



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 almost 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

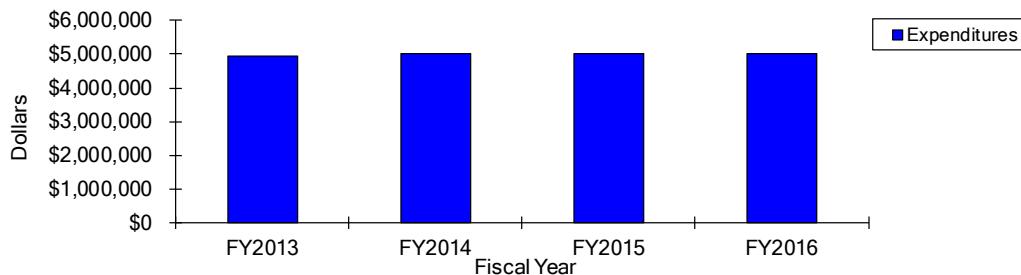
- Library Web pages provide access to the library's catalog and to informational databases for library card holders wherever they might be.
- CRRL provides computers to the public and serves as a training center where all residents can learn, experience, and benefit from information technology.

# Central Rappahannock Regional Library

Stafford County FY16 Adopted Budget

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Operating	\$4,967,212	\$5,067,220	\$5,067,220	\$5,067,220	\$0	0.00%
<b>Total</b>	<b>4,967,212</b>	<b>5,067,220</b>	<b>5,067,220</b>	<b>5,067,220</b>	<b>0</b>	<b>0.00%</b>
Revenue	34,577	32,375	35,000	33,000	(2,000)	-5.71%
<b>Local Tax Funding</b>	<b>\$4,932,635</b>	<b>\$5,034,845</b>	<b>\$5,032,220</b>	<b>\$5,034,220</b>	<b>\$0</b>	<b>0.00%</b>



**Total Budget**  
**\$5,067,220**

## Notable Changes

### Operating

- Funding remains level for FY2016

## 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.

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

Stafford County FY16 Adopted Budget

## Service Levels

### Regional Demographics

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Book Stock Growth	713,589	734,997	757,047
Library Visits	3,023,886	3,114,603	3,208,041
Number of Classes	3,181	3,276	3,375
Attendance	84,021	86,542	89,138
Lobby Stops/ LEEP Deliveries	80	82	85
Circulation	10,891,177	11,217,912	11,554,450

### Stafford Demographics

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Book Stock Growth	713,589	734,997	757,047
Library Visits	1,370,331	1,411,441	1,453,784
Number of Classes	1,584	1,632	1,680
Attendance	40,631	41,850	43,105
Lobby Stops/ LEEP Deliveries	31	32	33
Circulation	4,696,589	4,837,487	4,982,611

## Accomplishments

- Named a 2014 Library Journal Star Library, one of only four in Virginia, based on circulation, visits, program attendance and public computer use per capita.
- Partnered with Stafford County to provide classes, events and resources to support the Stafford 350 initiative, including a year-long lecture series, History Adventure packs and passports for children, a Tagwhat app to link visitors and residents to historic sites, author visits and a geocaching trail throughout the County.
- Launched a redesign of the CRRL website that makes it responsive to mobile devices.

## Did You Know?

Support for businesses and entrepreneurs is available free at the library, including specialized business databases, Wi-Fi, notary services, one-on-one computer help, meeting rooms, faxing and copying. Find details at the CRRL's Business Answers page at [librarypoint.org/businessanswers](http://librarypoint.org/businessanswers)



## 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

State Income Tax section within the Personal Property division of the Commissioner of the Revenue office has created an access system that allows them to manage, sort and extract data from the Schedule C portion of the income tax returns. This process has dramatically changed the way we receive and process this data. Also, believe to be the only COR office in the state that has such a process.



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.

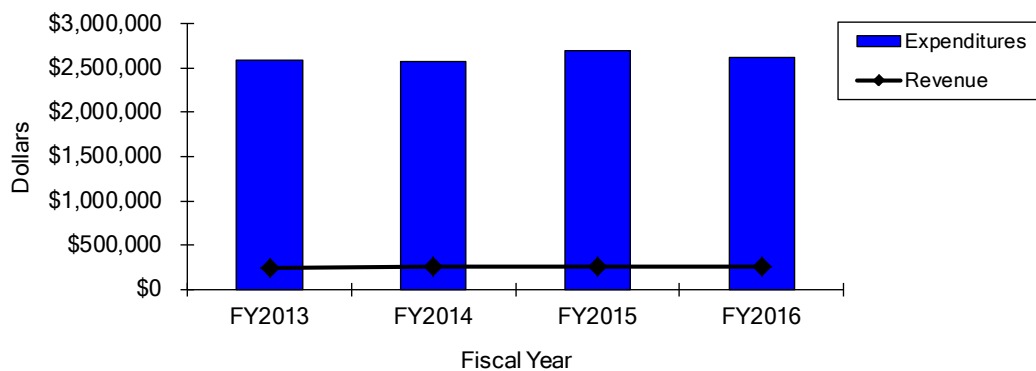
### Disabled Veterans Tax Relief

- 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$2,374,778	\$2,261,281	\$2,383,600	\$2,339,614	(\$43,986)	-1.85%
Operating	219,609	311,328	307,150	281,692	(25,458)	-8.29%
<b>Total</b>	<b>2,594,387</b>	<b>2,572,609</b>	<b>2,690,750</b>	<b>2,621,306</b>	<b>(69,444)</b>	<b>-2.58%</b>
Revenue	237,800	253,679	252,700	257,385	4,685	1.85%
<b>Local Tax Funding</b>	<b>\$2,356,587</b>	<b>\$2,318,930</b>	<b>\$2,438,050</b>	<b>\$2,363,921</b>	<b>(\$74,129)</b>	<b>-3.04%</b>

<b>Funded Positions</b>						
Full-Time Positions	29	29	29	29	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



## Total Budget

**\$2,621,306**

## Notable Changes

### Personnel

- 2% salary increase
- Health insurance premium increase
- Managed attrition
- Payroll reduction due to staffing changes

### Operating

- Reduction to management services
- Decrease in equipment
- Reduction to computer software

## 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.
- 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.
- Ensure that every property owner understands the assessment process and how property values are derived.

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.

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Phone calls	33,609	32,000	30,000
Transfers	5,641	7,852	8,200
Splits	828	1,716	2,000
Boundary line adjustments	600	488	500
Parcels in land use	1,704	1,673	1,650
Parcels in elderly tax relief	961	1,011	1,040
Parcels in veterans tax relief	244	340	400
Total parcels assessed	50,950	52,150	53,300
Incoming permits	2,166	2,209	2,253
Parcels per appraiser (7)	7,278	7,450	7,614
Walk ins	8,331	8,500	8,500
Written correspondence	3,444	3,500	3,500
Exonerations	22,832	22,900	23,000
Supplement bills	3,150	3,200	3,300
Business accounts	7,028	7,050	7,100
VA tax returns	6,770	6,770	6,700
Vehicles assessed	124,958	125,000	128,000
New business registrations	299	320	350
Military tax exemptions	2,063	2,100	2,150
Business site visits	2261	2312	2766
Disabled vet applications	225	250	250

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

## Accomplishments

- As a result of the efficiency and modernization efforts, the Commissioner's office is still operating at pre-1999 staffing levels
- All appraisers are licensed thru DPOR with the Commonwealth of Virginia
- Made strides towards paperless office with the implementation of Laserfiche software
- Conversion of the records system to a web based interface program.
- New intranet and internet property record search site
- Increased efficiency with dual monitor computers.
- GIS integration with the CAMA system

## 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.



## 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 through on-demand, integrated data-base access at all stages of case preparation and prosecution.
- Cross-system access between Stafford County Sheriff's Office reporting system and the Commonwealth's Attorney's case management system has greatly increased efficiency in case preparation and prosecution.
- Formed Rappahannock Regional Domestic Violence Council to decrease repetition while increasing collaboration and community awareness of services to domestic violence victims.



The grand opening of the Chichester building, completed in 2013, 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?

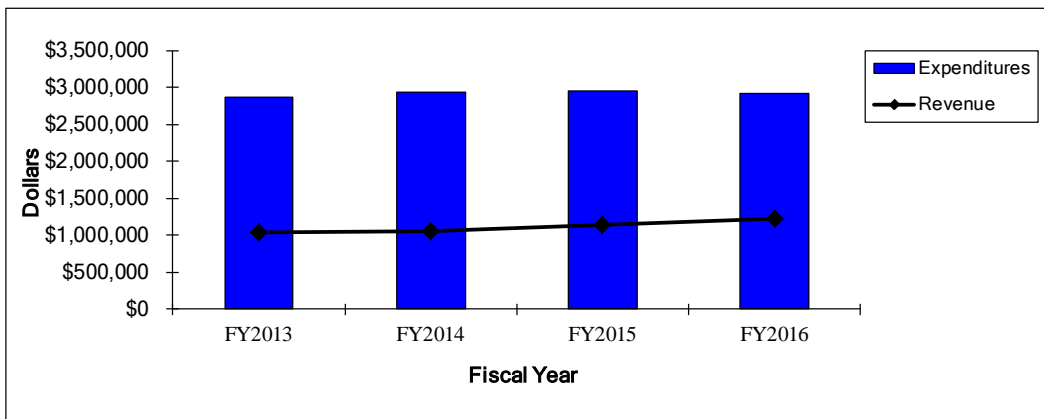
- Prosecute felonies and misdemeanor appeals in Circuit Court
- Prosecute felonies and misdemeanors in General District Court
- Prosecute felonies and misdemeanors in Juvenile and Domestic Relations Court
- Institute civil proceedings to forfeit the proceeds of drug related crimes, including cash and 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



## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$2,691,665	\$2,687,299	\$2,808,440	\$2,779,936	(\$28,504)	-1.01%
Operating	174,336	242,859	139,000	141,255	2,255	1.62%
<b>Total</b>	<b>2,866,001</b>	<b>2,930,158</b>	<b>2,947,440</b>	<b>2,921,191</b>	<b>(26,249)</b>	<b>-0.89%</b>
Revenue	1,044,157	1,050,490	1,139,909	1,223,314	83,405	7.32%
Local Tax Funding	\$1,821,844	\$1,879,668	\$1,807,531	\$1,697,877	(\$109,654)	-6.07%

<b>Funded Positions</b>						
Full-Time Positions	25	25	25	25	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



**Total Budget**  
**\$2,921,191**

## Notable Changes

## Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change

## Operating

- Increase in dues and memberships

## Goals/Objectives

- Enhance the security of the citizens of Stafford County in their homes and daily lives by providing successful prosecution of criminal cases
- Aggressively prosecute crimes against children, particularly internet predators and cases involving physical and sexual abuse
- Continue 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
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency

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

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

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Circuit Court - Criminal cases, to include indictments, misdemeanor appeals, probation violations, and sentencing's; Civil cases, to include forfeitures, petitions for restricted license, expungements, revocations of concealed weapons permits, gun rights restoration motions and voter registration denial appeals	4,923	5,925	5,300
General District Court - Criminal cases, to include misdemeanors, felonies and show cause; traffic cases, to include infractions, misdemeanors, felonies and show cause	10,698	12,000	11,500
Juvenile & Domestic Relations Court - Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support	2,994	3,500	3,200
Sexual and Domestic Violence Victim Fund - Cases prosecuted pursuant to conditions of grant	176	185	185
Collections - Collection of delinquent fines and costs for courts through Stafford County Treasurer	\$590,515	\$925,000	\$825,000
Victims' Services - new cases	914	900	900
Protective Orders - number of orders generated	178	200	200
Restitution Amount - Preparation/submission of victim restitution to court	\$289,654	\$150,000	\$200,000
Courthouse Dog - new cases	82	90	90



Kahn, our courthouse dog is a black Labrador retriever. He joined the staff on February 21, 2012

## Accomplishments

- Prosecutors continue to hold leadership positions in the National District Attorney's Association, Virginia Association for Commonwealth's Attorneys and Safe Harbor Child Advocacy Center.
- Hosted Domestic Violence Candlelight Vigil
- National Night Out
- Partnered with Seniors and Law Enforcement Together (SALT)

## 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.



# Stafford County Virginia Cooperative Extension

Stafford County FY16 Adopted Budget

## 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

### County Partnerships

- Environmental Health Department
- Head Start
- Public School System
- Parks, Recreation, and Community Facilities
- Fire and Rescue

### Community Partnerships

- R-Board
- Stafford Victory Garden
- Stafford Junction
- University of Mary Washington
- Friends of the Rappahannock
- Garrison Woods
- The George Washington Foundation
- The Childcare Network
- VA Dept. of Corrections
- VA Dept. of Education
- VA Dept. of Social Services
- VA Dept. of Agriculture and Consumer Services
- VA Dept. of Transportation
- Boy and Girl Scouts
- Tri-County Soil and Water Conservation District
- Rappahannock Area Agency on Aging
- Rappahannock Area Office on Youth
- Smart Beginnings



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.

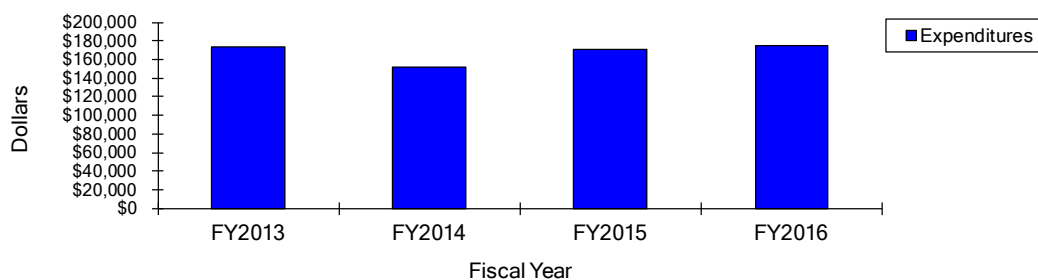
# Stafford County Virginia Cooperative Extension

Stafford County FY16 Adopted Budget

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$86,465	\$63,211	\$67,990	\$67,492	(\$498)	-0.73%
Operating	86,612	88,094	103,030	107,955	4,925	4.78%
<b>Local Tax Funding</b>	<b>\$173,077</b>	<b>\$151,305</b>	<b>\$171,020</b>	<b>\$175,447</b>	<b>\$4,427</b>	<b>2.59%</b>

<b>Funded Positions</b>						
Part-Time Positions	4	4	4	4	0	0.00%



**Total Budget**  
**\$175,447**

## Notable Changes

### Personnel

- 2% salary increase
- Managed Attrition

### Operating

- Includes funding for 4H program
- Virginia Tech management services contract increase

## Goals/Objectives

- Provide satisfactory responses to 98% of resident requests.
- Implement results of needs assessment into program development. Programs conducted will be resident need driven based on the results of the most recent situation analysis.
- Increase the number of trained volunteers assisting with the delivery of Extension programs by 5%.
- Provide educational programs in Agriculture and Natural Resources (ANR) - ANR programs help sustain profitability of agricultural and forestry production, while protecting, preserving and enhancing the quality of land and water resources.
- Provide information and educational programs promoting environmentally sound landscaping and gardening practices.
- Provide educational programs in Family and Consumer Sciences (FCS) - FCS programs improve the quality of life for individuals, families and communities, while emphasizing appropriate and safe food and nutrition choices, improving health literacy, increasing financial literacy, and increasing knowledge of local foods.
- Provide learning experiences that meet the needs of 21<sup>st</sup> century youth, families, and communities through 4-H Youth Development.
- Increase by 5% 4-H delivery modes (i.e. in-school enrichment, after-school programming, special interest groups, etc.) and trained adults and youth in leadership.

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



# Stafford County Virginia Cooperative Extension

Stafford County FY16 Adopted Budget

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Gypsy Moth (GM) Egg Mass Surveys	750	800	800
Gypsy Moth (GM) Monitoring Activities (traps)	66	75	75
ANR/4-H Programs (Contacts/Volunteers/Program Participants)	56,841	57,000	57,000
ANR/4-H Volunteer Dollar Value Gained (12,099 hrs.)	\$293,885	\$295,000	\$297,000
Extension Programs (ANR/4-H/FCS/MG) Volunteers	289	290	295
Cost Per Acre Sprayed for Gypsy Moth Suppression	\$0	\$50.00	\$50.00
Cost per VCE Program Participant/Contact*	\$1.06	\$1.06	\$1.06



2014 4-H Camp Participants



## Accomplishments

- Stafford 4-H planned programs in three main focus areas: Healthy Lifestyles, Citizenship, and Science, Engineering, and Technology with 1,162 youth enrolled in the 4-H program
- 4-H Clubs offered: Livestock, Poultry, Stablemates (Horse), Sewing, Jr. Master Gardeners, Dairy Goat, and Shooting Sports.
- Stafford County had 152 youth and adults participate in the 2014 4-H Junior Camp.
- FCS has taught Healthy Weight for Healthy Kids program to children in the Stafford area at Stafford Junction and Garrison Woods. General financial literacy classes are currently being held for the adult audience.
- Classes on food safety are regularly conducted to offer ServSafe Certification for managers and food handlers.
- The Smart Green Lawns program serves Stafford home owners by providing science-based advice for a healthier and environmentally responsible lawn.

## Did You Know?

In 2014, we celebrated the 100th anniversary of the Smith-Lever Act, which established the Cooperative Extension System.

According to a study by Tufts University, 4-H participants are 4 times more likely to make contributions to their communities and 2 times more likely to be civically active.





## 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

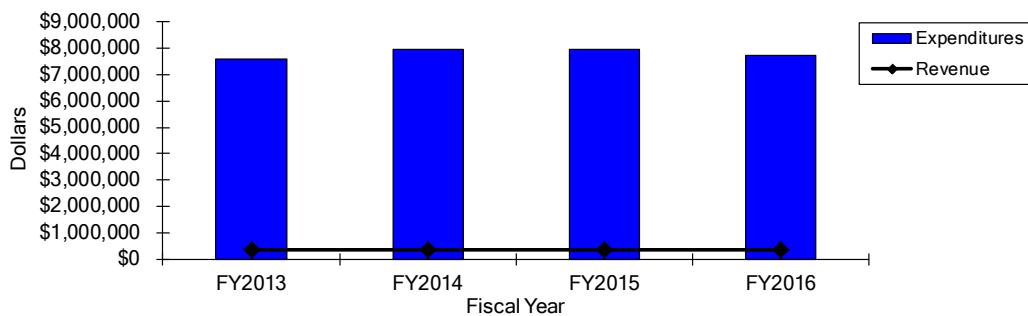
- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the 12-member Authority.
- The Rappahannock Regional Jail is a 662-bed facility, opened in July 2000 and was expanded to 1,200 beds.
- Total project costs are approximately \$65 million. Stafford will share, with the other participating jurisdictions, a long-term \$40 million debt that partially finances the project.
- Stafford's share of the debt service is estimated to be 46.23% of the \$4,286,734 annual payment.
- An additional expansion, completed in August 2008, adds 432 beds with the option of double bunking. This increases the total to approximately 1,850 beds which includes double bunking. Total project costs are approximately \$58 million. \$25.6 million, was financed through short-term borrowing, and was paid after receiving reimbursement from the Commonwealth.

### Juvenile Detention Center

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

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Change 15 to 16	
<b>Jail</b>						
Operating	\$4,815,662	\$5,035,431	\$4,890,062	\$4,837,614	(\$52,448)	-1.07%
Debt Service	1,605,454	1,442,950	1,750,180	1,515,559	(234,621)	-13.41%
<b>Total</b>	<b>\$6,421,116</b>	<b>\$6,478,381</b>	<b>\$6,640,242</b>	<b>\$6,353,173</b>	<b>(\$287,069)</b>	<b>-4.32%</b>
Revenue	300,000	300,000	300,000	300,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$6,121,116</b>	<b>\$6,178,381</b>	<b>\$6,340,242</b>	<b>\$6,053,173</b>	<b>(\$287,069)</b>	<b>-4.53%</b>
<b>Juvenile Detention Center</b>						
Operating	\$967,079	\$1,254,935	\$1,127,300	\$1,172,962	\$45,662	4.05%
Debt Service	210,589	210,381	209,990	210,420	430	0.20%
<b>Total</b>	<b>\$1,177,668</b>	<b>\$1,465,316</b>	<b>\$1,337,290</b>	<b>\$1,383,382</b>	<b>\$46,092</b>	<b>3.45%</b>
Revenue	40,000	40,000	40,000	40,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$1,137,668</b>	<b>\$1,425,316</b>	<b>\$1,297,290</b>	<b>\$1,343,382</b>	<b>\$46,092</b>	<b>3.55%</b>
<b>Corrections</b>						
Operating	\$5,782,741	\$6,290,366	\$6,017,362	\$6,010,576	(\$6,786)	-0.11%
Debt Service	1,816,043	1,653,331	1,960,170	1,725,979	(234,191)	-11.95%
<b>Total</b>	<b>\$7,598,784</b>	<b>\$7,943,697</b>	<b>\$7,977,532</b>	<b>\$7,736,555</b>	<b>(\$240,977)</b>	<b>-3.02%</b>
Revenue	340,000	340,000	340,000	340,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$7,258,784</b>	<b>\$7,603,697</b>	<b>\$7,637,532</b>	<b>\$7,396,555</b>	<b>(\$240,977)</b>	<b>-3.16%</b>



**Total Budget**  
**\$7,736,555**

## Notable Changes

### Operating

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

### Debt Service

- Use of agency fund balance

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Number of Days Jail Staff is free of injuries from confrontations	363	365	365
Inmates who take General Equivalent Diploma (GED)	100	160	100
Inmates who participate in Work Release Program (ADP)	132	150	150
Stafford County jurisdictional share	42.51%	42.73%	42.27%

### 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

- Collaborated across departments to use existing software that allows 311 staff to better access technical, more specific project-related information to use in response to customers' inquiries.
- Worked with Parks, Recreation and Community Facilities to include news and information section in their existing Activities Brochure. The new publication has been repackaged into the quarterly *Stafford Magazine* and is sent to every household in Stafford.



The bi-annual Citizens Academy gives citizens an opportunity to learn about the Stafford County Government. Pictured here is the Graduating Class of 2014.

### 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

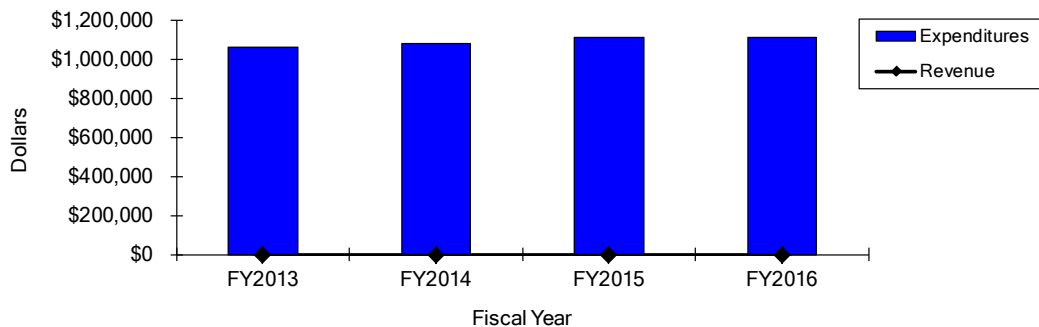
- Serves as the main information connection and customer service liaison to elected officials, staff, citizens and the general public by providing open, timely and accurate information about County services through all available outlets including the media, Internet and customer service representatives.
- 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,002,238	\$1,026,206	\$1,040,100	\$1,051,674	\$11,574	1.11%
Operating	59,090	53,421	70,460	60,532	(9,928)	-14.09%
<b>Local Tax Funding</b>	<b>\$1,061,328</b>	<b>\$1,079,627</b>	<b>\$1,110,560</b>	<b>\$1,112,206</b>	<b>\$1,646</b>	<b>0.15%</b>
<b>Funded Positions</b>						
Full-Time Positions	9	9	9	9	0	0.00%



## Total Budget

**\$1,112,206**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Reduction to professional development
- Reduction of meeting expenses

## Goals/Objectives

- Upgrade County's Bond Rating to an AAA
- Continue to provide professional development courses to employees including customer service, supervisory skills and leadership workshops to enhance skills so that they can provide an enhanced quality of service to citizens and other customers
- Conduct market and custom surveys of selected positions to determine if current total compensation system is competitive and helps in recruiting and retaining talented employees

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 to reach diverse groups
- Enhance communications with Stafford County Public Schools to ensure more efficient delivery of services at the best value for citizens
- Enhance volunteer programs through Citizens Assistance and continue to increase savings to County through volunteer services
- Ensure that citizens' and customer' inquires and concerns are addressed in a timely and efficient manner through engagement of Citizen Action Officer and quick response to FOIA requests.
- Serve as model high performing local government for other municipalities in Virginia and the nation.

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Bond Rating - Fitch	AA	AA+	AAA
Bond Rating - Standard & Poor's	AA	AA+	AAA
Bond Rating - Moody's*	Aa2	Affirmed Aa2	Aa1
Number of participants in Citizens Academy (20 students per session)	4	22	25
Number of employees who enrolled in professional development courses (customer service, leadership training, supervisory skills, etc.)	78	113	120
Reduction of calls to departments for general government information following establishment of 311 Center	NA	25%	35%
BOS Agenda items processed	548	550	575
Action item directives from BOS	735	750	775
BOS requests for constituent assistance processed	400	400	450
Number of walk-in customers assisted	48,000	40,000	35,000
Number of phone inquiries handled	31,000	28,000	25,000
Social media growth rate	N/A	N/A	25%
Social media reach	N/A	N/A	50,000 (monthly average)

## Accomplishments

- In conjunction with the Board of Supervisors and the 350<sup>th</sup> Anniversary Committee, staff spearheaded a year-long series of community events to celebrate Stafford's 350th anniversary in 2014.
- Launched studies of total compensation system to ensure that Stafford County remains competitive to recruit and retain talented employees.
- Assisted the Board of Supervisors in fulfilling Parks Bond Referendum projects by opening Chichester Park and beginning construction on Jeff Rouse Aquatic Facility at Embrey Mill Park.
- Provided enhanced professional development training to workforce including customer service courses and leadership workshops to enhance employees' skills in providing high quality customer service to citizens and customers.

## Did You Know?

A 350th anniversary medallion, much like the one hanging at Celebration Stage in Pratt Park (see photo at left) will be installed on the front of Grafton Village Elementary School. This means that all three "new facilities" that opened in 2014 - Grafton Village, Celebration Stage, and Chichester Park - will display the medallion.



Replica of Stafford County's 350<sup>th</sup> anniversary medallion





## Mission

Our mission is to provide high-quality and timely legal counsel and representation 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 constitutional offices to standardize procedures, processes, and documents.
- Continues to implement and improve internal procedures and processes to increase 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 services and programs where permitted, appropriate, and financially positive.



Judge's gavel and book of Virginia court decisions from 1730.

## Who Are We?

### Advises

- Advises the Board of Supervisors, the County Administrator, County departments and staff, and Constitutional Officers and their staffs regarding (i) interpreting federal, state, and County laws, ordinances, resolutions, and regulations, and (ii) enforcing the County Code, and County ordinances, resolutions, regulations, policies, and decisions.
- Advises the boards, commissions, committees, and subcommittees appointed by the Board of Supervisors, including the Planning Commission, the Telecommunications Commission, and the Tow Boards.

### Represents

- Represents the Board of Supervisors, County, County staff, and Constitutional Officers in state and federal courts, and before state and federal executive departments and agencies.

### Additional Functions

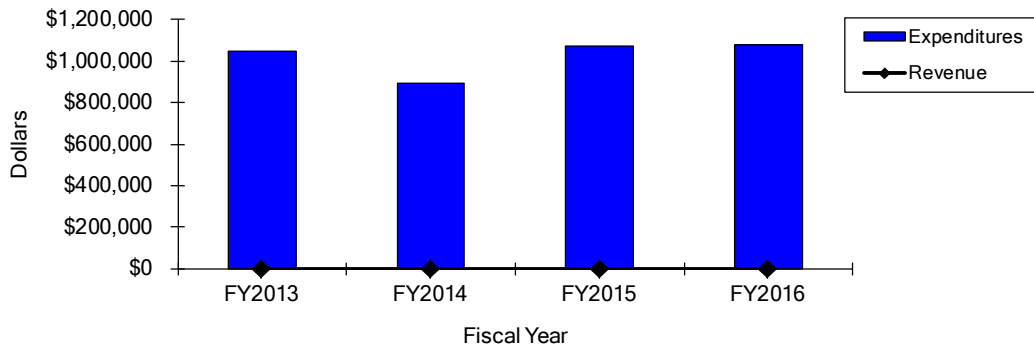
- Drafts, reviews, and approves (i) ordinances and resolutions for Board of Supervisors consideration, (ii) deeds and plats for dedications of rights-of-way and easements to the County, (iii) deeds and plats for the acquisition of real property by the County, (iv) contracts and purchase agreements for the purchase of goods and services, construction, and acquisition of real property by the County, (v) leases, (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.
- Collection services to collect debts owed to the County, including utility fees (by filing warrants in debt in court) and filing claims in bankruptcy cases for money owed to the County.
- Handles garnishments filed in the courts against County employees.



### Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$805,553	\$823,736	\$836,990	\$812,249	(\$24,741)	-2.96%
Operating	245,125	72,354	233,590	265,990	32,400	13.87%
<b>Total</b>	<b>1,050,678</b>	<b>896,090</b>	<b>1,070,580</b>	<b>1,078,239</b>	<b>7,659</b>	<b>0.72%</b>
<b>Local Tax Funding</b>	<b>\$1,050,678</b>	<b>\$896,090</b>	<b>\$1,070,580</b>	<b>\$1,078,239</b>	<b>\$7,659</b>	<b>0.72%</b>

<b>Funded Positions</b>						
Full-Time Positions	7	7	7	7	0	0.00%



**Total Budget**  
**\$1,078,239**

### Notable Changes

#### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change

#### Operating

- Increase for legal services

### Goals/Objectives

- Advise and assist County staff in support of the Board's economic development policies, efforts, and opportunities, including the Board's strategic plan, the Technology and Research Park at Quantico Corporate Center, and higher education facilities in the County.
- Advise and assist County staff in support of the Board-approved transportation improvements and projects, from procurement through construction, including property acquisition and condemnation (if necessary).
- Advise and assist County staff in support of the implementation of the Board-approved, priority parks and recreation projects, including procurement of services and property acquisitions.
- Advise and assist the Sheriff's Office and Fire and Rescue Department in support of the Board's public safety policies and efforts.
- Advise and assist County staff in procuring goods and services in the most efficient and cost-effective manner possible under State law and County policy in support of the Board's financial policies and desire to maximize efficiency.
- Advise and support Human Resources in personnel and employment matters, including implementing the Affordable Care Act and revising the County's Personnel Policies, in support of the Board's personnel policies and desire to provide outstanding customer service to the public.
- Defend and assist outside counsel in defending the County in litigation, including, but not limited to, various land use cases and potential 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.

The above goals support the Board of Supervisors Priorities for the community, the Comprehensive Plan and our BEST Values

## Service Levels

	FY2015 Actual	FY2015 Budget	FY2016 Plan
Legal advice requests from the Board, Planning Commission, and other BACCs; County Administration, departments, and County staff; and Constitutional Officers and their staffs (manual tracking (approx.))	949	825	825
Deed review (manual tracking (approx.))	562	515	515
Litigation (active open cases, not including bankruptcy, utilities, or condemnations) ((manual tracking) (approx.))	47	30	30
Bankruptcy (new cases) (manual tracking (approx.))	133	90	90
Utilities collections (cases managed) (manual tracking (approx.))	76	90	90



Lady Justice

## Accomplishments

- Settled or resolved various significant monetary claims involving the construction of Rocky Pen Run Reservoir.
- Settled significant real estate tax assessment cases.
- Resolved procurement case involving the County and Schools.
- Assisted staff in negotiations with the Boy Scouts to acquire the remaining Government Island property.
- Prevailed in litigation involving Crow's Nest Harbour.
- Assisted staff with Embrey Mill Park and indoor recreational center.
- Assisted staff with purchase of development rights program.
- Assisted Blue Ribbon Committee and staff with 350<sup>th</sup> Anniversary celebration.
- Assisted the Sheriff's Office in drafting the unattended and immobile vehicle ordinance.
- Presented at the regional social media summit.
- Assisted the Sheriff's Office in drafting the animal control ordinance amendments.

## Did You Know?

A County Attorney in many areas of the United States is the chief legal officer for a locality. Until the 1960s, the Commonwealth Attorney in many Virginia jurisdictions handled the combined duties of civil and criminal work. Now, most Virginia local governments have both a Commonwealth's Attorney and a County Attorney.



## 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.

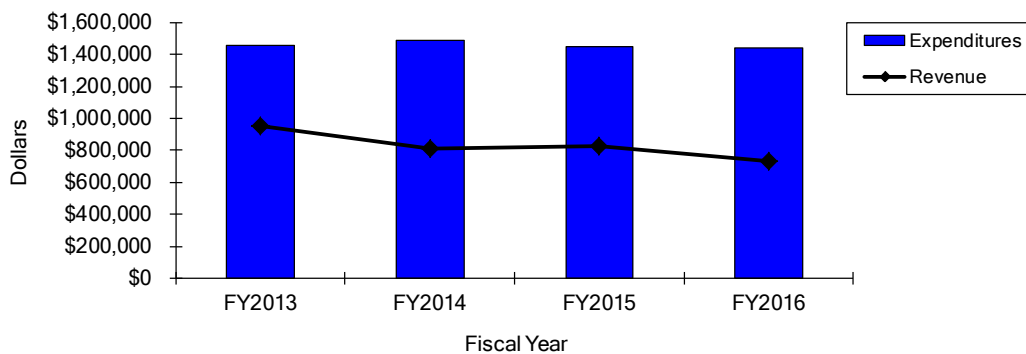
### Land Records

- 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,125,975	\$1,149,649	\$1,147,020	\$1,140,750	(\$6,270)	-0.55%
Operating	331,286	341,119	304,380	295,880	(8,500)	-2.79%
<b>Total</b>	<b>1,457,261</b>	<b>1,490,768</b>	<b>1,451,400</b>	<b>1,445,130</b>	<b>(6,270)</b>	<b>-0.43%</b>
Revenue	956,719	811,410	824,700	735,455	(89,245)	-10.82%
<b>Local Tax Funding</b>	<b>\$500,542</b>	<b>\$679,358</b>	<b>\$626,700</b>	<b>\$709,675</b>	<b>\$82,975</b>	<b>13.24%</b>

<b>Funded Positions</b>						
Full-Time Positions	18	18	18	18	0	0.00%



**Total Budget**  
**\$1,445,130**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

## 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.

## 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?

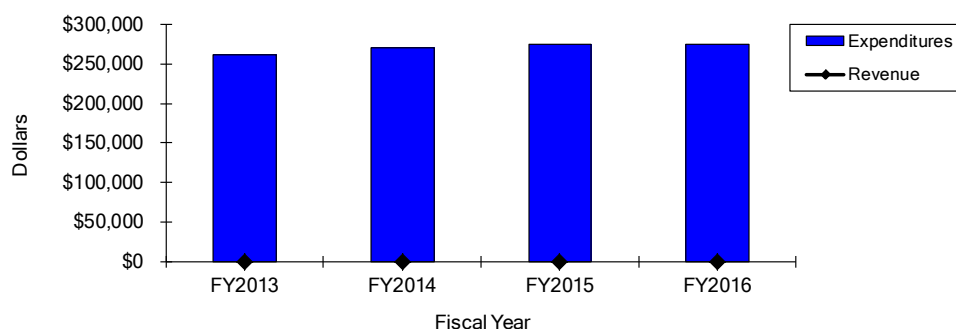
### Judges' Chambers

- Three of the 10 Circuit Court judges serving the 15<sup>th</sup> 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$241,731	\$245,256	\$246,290	\$247,588	\$1,298	0.53%
Operating	19,910	25,971	28,460	27,138	(1,322)	-4.65%
<b>Local Tax Funding</b>	\$261,641	\$271,227	\$274,750	\$274,726	(\$24)	-0.01%

<b>Funded Positions</b>						
Full-Time Positions	3	3	3	3	0	0.00%



## Total Budget

**\$274,726**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change

### Operating

- Reduction to Seminars







## 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 15<sup>th</sup> 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

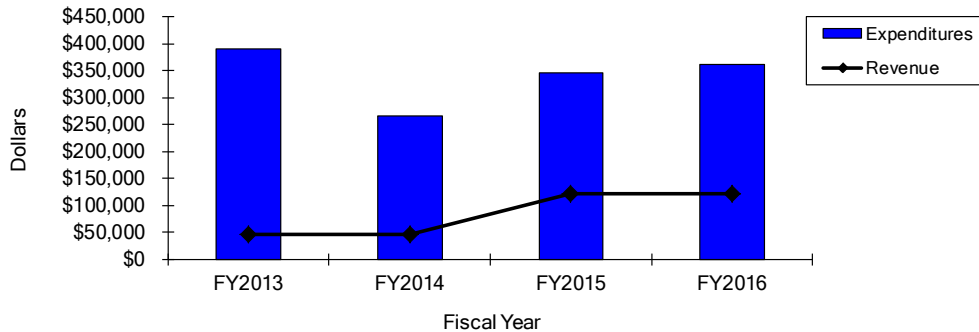
- A six week program that provides adolescents with specific tools that help them to control and better manage their anger.

### 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.

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$146,480	\$150,174	\$151,040	\$157,480	\$6,440	4.26%
Operating	243,444	114,852	194,150	203,850	9,700	5.00%
<b>Total</b>	<b>389,924</b>	<b>265,026</b>	<b>345,190</b>	<b>361,330</b>	<b>16,140</b>	<b>4.68%</b>
Revenue	45,716	45,712	122,750	122,510	(240)	-0.20%
Local Tax Funding	\$344,208	\$219,314	\$222,440	\$238,820	\$16,380	7.36%

<b>Funded Positions</b>						
Full-Time Positions	2	2	2	2	0	0.00%



## 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.

## Total Budget

**\$361,330**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Increase to support court ordered multi-family substance abuse treatment for at risk youth funded by VJCCCA (Virginia Juvenile Community Crime Control Act) grant
- Decrease in Fleet Services
- Decrease in phones

## Accomplishments

- 100% of parolees were in school or employed prior to release during the 2014 performance cycle which surpassed agency goal of 75%
- Stafford CSU reduced the number of juveniles committed to Department of Juvenile Justice by 89% in FY 14 vs. FY09
- Stafford CSU reduced the number of juveniles placed into secure detention by 61% in FY14 vs. FY09

## Did You Know?

Stafford CSU partnered with Habitat for Humanity for the 1<sup>st</sup> ever Women Build to construct a home for a Stafford County family on August 29, 2014

## 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



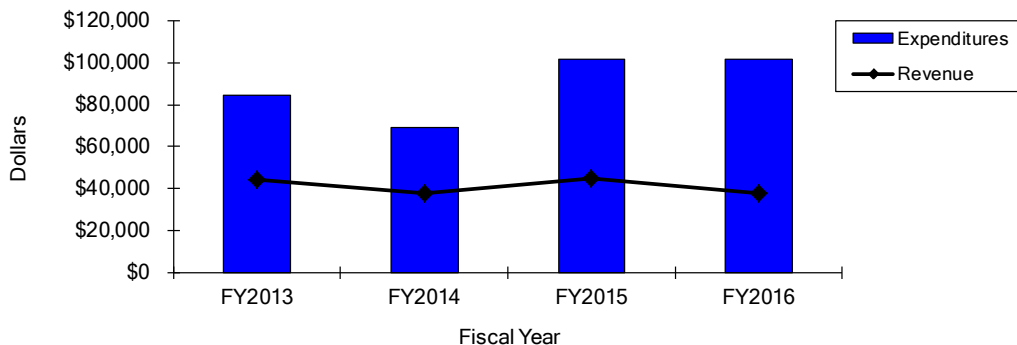
When originally built in 1939 the Rowser Building, was a four-room schoolhouse for African-American students in elementary school through junior high. The building is named for Ella Rowser, a highly regarded African-American educator who lived in Stafford County. The building now houses county offices.

## 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Operating	\$84,324	\$69,346	\$101,750	\$101,750	\$0	0.00%
<b>Total</b>	84,324	69,346	101,750	101,750	0	0.00%
Revenue	44,512	38,013	45,000	38,000	(7,000)	-15.56%
<b>Local Tax Funding</b>	\$39,812	\$31,333	\$56,750	\$63,750	\$7,000	12.33%



## Total Budget

**\$101,750**

## Notable Changes

- No notable changes

## 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.

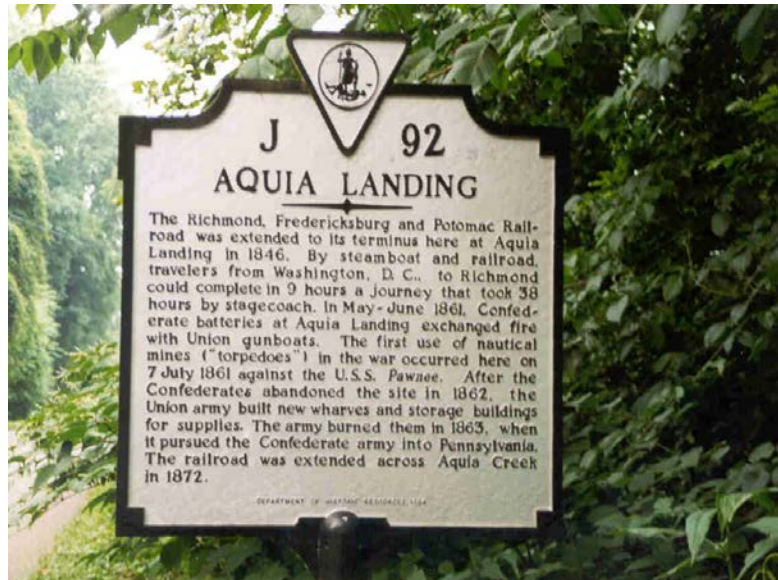


# Juvenile and Domestic Relations Court

Stafford County FY16 Adopted Budget

## 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.



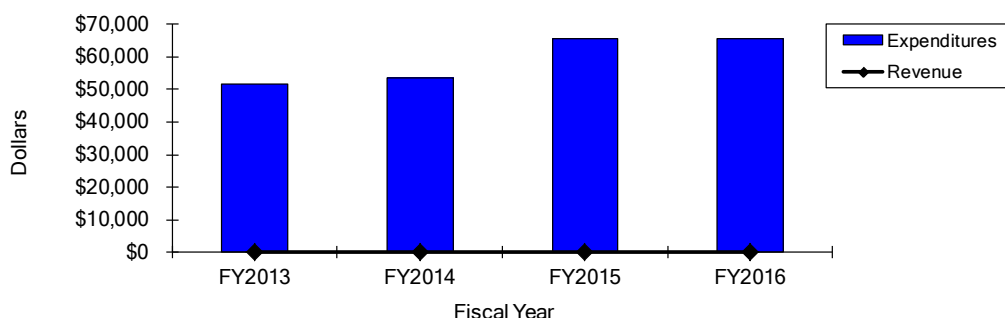
Today Aquia Landing provides nearly a quarter-mile of recreational beach on the Potomac River. It is a superb natural setting, surrounded by wooded and marshy areas. It is located on the eastern edge of the County about 15 miles east of the Courthouse.

## 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
Costs						
Operating	\$51,822	\$53,417	\$65,740	\$65,700	(\$40)	-0.06%
Local Tax Funding	\$51,822	\$53,417	\$65,740	\$65,700	(\$40)	-0.06%



## Total Budget

\$65,700

## Notable Changes

- No notable changes





## 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.

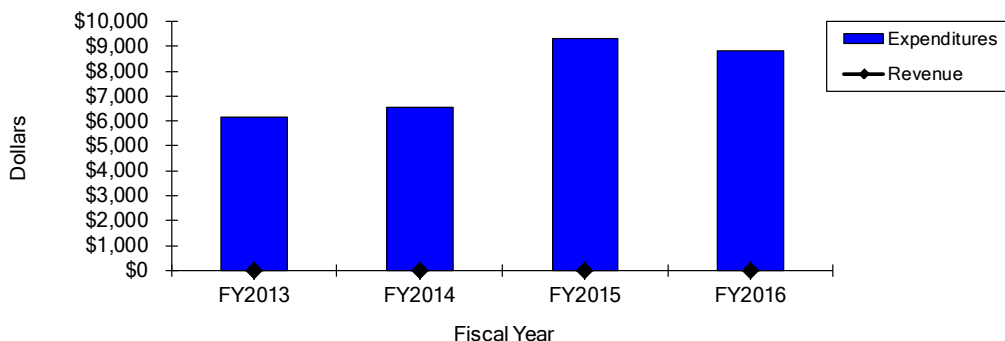
Magistrate duties include:

- 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Operating	\$6,156	\$6,534	\$9,330	\$8,830	(\$500)	-5.36%
Local Tax Funding	\$6,156	\$6,534	\$9,330	\$8,830	(\$500)	-5.36%



**Total Budget**  
**\$8,830**

## Notable Changes

### Operating

- Decrease in office expenses





## 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.



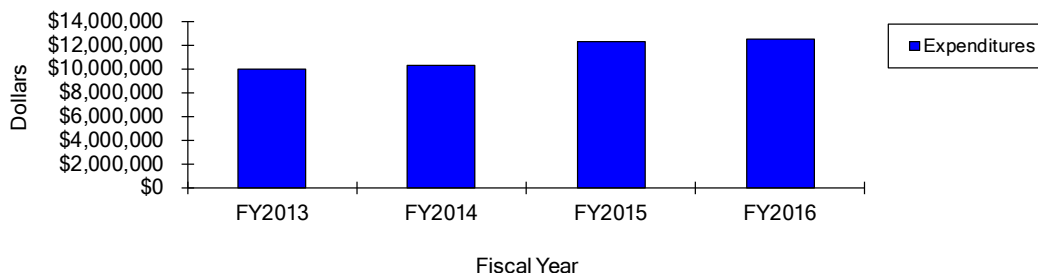
The current Stafford County Government Center Building opened in September of 1991 with an average yearly debt service of \$1,241,000. The debt was retired in 2009.

## 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Capital	\$10,057,882	\$10,301,001	\$12,291,100	\$12,488,770	\$197,670	1.61%
Local Tax Funding	\$10,057,882	\$10,301,001	\$12,291,100	\$12,488,770	\$197,670	1.61%



## Total Budget

**\$12,488,770**

## Notable Changes

- Estimated new master lease debt service for F&R apparatus
- Estimated new debt service for general obligation bonds to be issued in summer 2015 for the completion of Embrey Mill park
- Reflects annual savings of \$330k resulting from last year's refunding of lease revenue bonds

## 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.



## 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

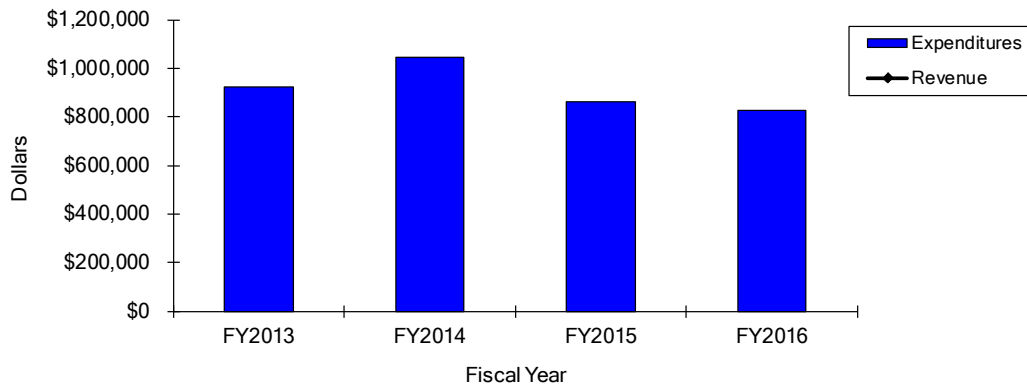
- Continue to implement the recommendations of the Master Redevelopment Plan and the Economic Development 10 Point Plan adopted by the Board.
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel <sup>(1)</sup>	\$492,399	\$553,460	\$556,290	\$567,961	\$11,671	2.10%
Operating	433,553	489,393	307,180	257,090	(50,090)	-16.31%
<b>Local Tax Funding</b>	<b>\$925,952</b>	<b>\$1,042,853</b>	<b>\$863,470</b>	<b>\$825,051</b>	<b>(\$38,419)</b>	<b>-4.45%</b>

<b>Funded Positions</b>						
Full-Time Positions	6	6	6	6	0	0.00%

<sup>(1)</sup> 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**  
**\$825,051**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Reduction to legislative program
- Decrease in marketing

## Goals/Objectives

- Expand and retain the existing business base.
- Expand and maintain our business-critical infrastructure.
- Attract new businesses.
- Continue implementation of the Master Redevelopment Plan.
- Continue implementation of the Marketing Program.

The above goals support the Board of Supervisor's 10-Point Plan and Priorities for the Community.

## Service Levels

	CY2014 Actual	CY2015 Budget	FY2016 Plan
At-Place employment (source: Virginia Employment Commission)	39,509	40,000	40,500
Revenues generated by businesses (source: Commissioner of the Revenue)	\$73 M	\$74 M	\$75 M
Square-footage of new commercial space (source: Hansen)	118,462	429,557	1 M
Businesses in the County (source: Virginia Employment Commission)	2,400	2,450	2,500
Existing business visitations (source: manual tracking)	85	85	90
Marketing missions/trade shows (source: manual tracking)	4	6	8
Promotional and networking activities (source: manual tracking)	25	35	45
Businesses assisted (source: manual tracking)	60	65	70

## Accomplishments

- Met with 100+ businesses. The goal was 90.
- Over 40 active business prospects discussions and County overviews have been provided to 40 potential Stafford County businesses, almost reaching our goal of 70.
- E-newsletter was converted from quarterly to monthly in July, 2014.
- Site selector contact list increased by 100%. Site selectors are engaged by companies interested in relocation and/or expansion. Solid communications with site selectors is key to attracting new, high-paying jobs.

## 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.

The Economic Development Department's website (GoStaffordVA.com) has started featuring short video clips with prominent business leaders within the County. More companies will be included as this enhancement is



The Quantico Corporate Center is an eighty-five acre campus and is located just outside of the south gate to Quantico Marine Corps Base. The development is located between three major international airports as well as the new Stafford Regional Airport and Virginia Railway Express. Additionally, the site is within a 30-minute drive to several other important locations including Washington, DC, the Pentagon, and Fort Belvoir, and within an hour of Dahlgren and Fort A.P. Hill





## 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 the JP Morgan Procurement Card 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, 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)
- 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

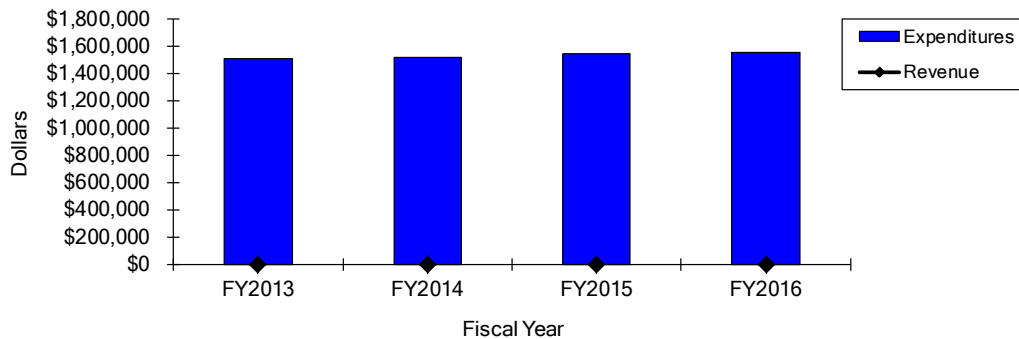
### Records Management

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

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,435,534	\$1,456,627	\$1,471,550	\$1,489,557	\$18,007	1.22%
Operating	72,988	57,626	76,550	68,550	(8,000)	-10.45%
<b>Total</b>	<b>1,508,522</b>	<b>1,514,253</b>	<b>1,548,100</b>	<b>1,558,107</b>	<b>10,007</b>	<b>0.65%</b>
<b>Local Tax Funding</b>	<b>\$1,508,522</b>	<b>\$1,514,253</b>	<b>\$1,548,100</b>	<b>\$1,558,107</b>	<b>\$10,007</b>	<b>0.65%</b>

<b>Funded Positions</b>						
Full-Time Positions	15	15	15	15	0	0.00%



## Total Budget

**\$1,558,107**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Reduction to professional development
- Reduction of meeting expenses

## Goals/Objectives

- Develop a balanced budget that meets the needs of the community, in compliance with the Code of VA and generally accepted financial standards
- Complete a timely Comprehensive Annual Financial Report (CAFR) by November 30<sup>th</sup>.
- Provide the County Administrator an unassigned fund balance estimate by September 1<sup>st</sup> that is within 2 ½% of the final audited figure
- Increase rebate from P-card usage

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

- Continue to work on a more efficient work flow within the department and with other departments by analyzing at least one major process each year

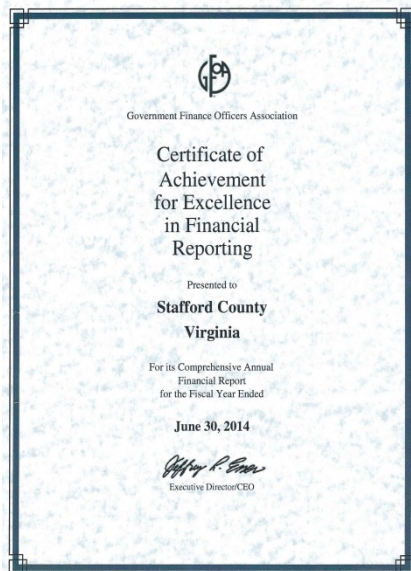
The above goals support the Board of Supervisors Priorities for the community.

- Maintain a proactive insurance review process every two years
- Provide simulator defensive driver training at minimum cost to the County

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

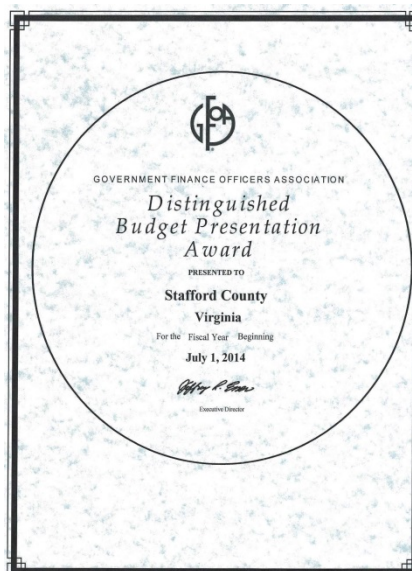
## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Budget outstanding marks on GFOA review	Yes	Yes	Yes
Length of time to complete monthly closing date	16	15	14
Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure)	Yes	Yes	Yes
P-Card rebate	\$15,000	\$30,000	\$45,000



33 consecutive years

27 consecutive years



## Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 33<sup>rd</sup> consecutive year
- Received the GFOA Distinguished Budget Award for the 27<sup>th</sup> consecutive year
- Continued growth of electronic public surplus auction. \$84,000 received in FY15.
- Increased vendor participation in the solicitation process through enhanced use of technology

## 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.





## Mission

- One Mission, One Department,
- Many Partners
- Respond quickly to all hazards (Fire, EMS, Rescue, Haz-Mat, Special Services)
- Train and educate on emergency response and preparedness
- Maintain safe environment through building and fire protection systems review, investigations, and fire prevention code enforcement



The new 2014 Rosenbauer Commander Fire Engine replaced a 1995 engine which is now operating as a reserve unit throughout the County. The new unit 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
  - Supports fire and rescue service delivery
  - Development of ordinances and ongoing fiscal planning
  - Financial and logistical support of fire and rescue operations and our volunteer partners
  - Supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed

## Thinking Efficiently

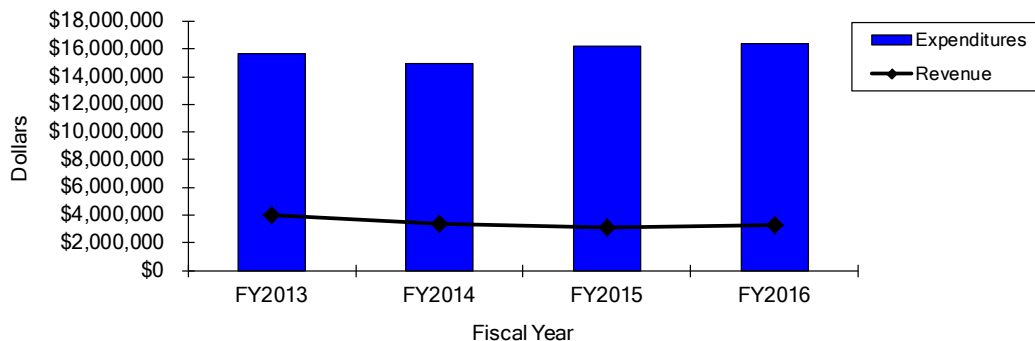
- Working with NOVA regional partners on group purchasing of apparatus, tools and equipment and utilizing other localities' existing contracts when available.
- Utilized national procurement vendor for purchase of fire apparatus and medic units



## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$10,387,222	\$10,704,884	\$10,893,420	\$11,272,499	\$379,079	3.48%
Operating	4,377,236	4,002,131	5,160,500	4,828,831	(331,669)	-6.43%
Capital	873,872	196,784	157,510	317,494	159,984	101.57%
<b>Total</b>	<b>15,638,330</b>	<b>14,903,799</b>	<b>16,211,430</b>	<b>16,418,824</b>	<b>207,394</b>	<b>1.28%</b>
Revenue	3,964,850	3,398,062	3,136,097	3,286,498	150,401	4.80%
<b>Local Tax Funding</b>	<b>\$11,673,480</b>	<b>\$11,505,737</b>	<b>\$13,075,333</b>	<b>\$13,132,326</b>	<b>\$56,993</b>	<b>0.44%</b>

<b>Funded Positions</b>						
Full-Time Positions	116	116	116	120	4	3.45%



## Total Budget

**\$16,418,824**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change
- 3 Lieutenants full-time to support ALS initiative begun in FY15
- 1 Fire Training Lieutenant full-time (grant funded)
- Reduced LOSAP

### Operating/Capital

- Reduction to volunteers based on funding policy
- Decrease for training
- Reduction to contracts
- Reduction for service contracts
- Reduction to phones
- Computer software decrease

## Goals/Objectives

### Office of the County Fire and EMS Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment when ready
- Ensure budget compliance for department and all commands
- Monitor all incoming revenue and ensure appropriate allocation

### Operations Command

- Ensure a constant state of operational readiness
- Meet or exceed benchmarks for response and staffing performance

### Support Services Command

- Maintain fleet, facilities and equipment in a constant state of readiness
- Ensure appropriate and excellent training for all personnel, volunteer and career
- Initiate planning phase for the permanent Station 14 and the Fire and Rescue Training Center

### Fire Marshal's Office

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

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Within 8 minutes of 9-1-1 pick-up	70%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted	25%	25%	30%
Discharge rate of out of hospital cardiac arrest victims	8%	15%	15%
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.	73%	90%	90%
Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
Percentage of inspection violations cleared in 30 days or less	95%	95%	97%
Percentage of apparatus repair tickets completed in-station	40%	100%	75%
Percentage of requests for replacement PPE filled within 24 hours	80%	100%	100%
Percentage of station supply requests filled within 72 hours	80%	100%	100%
Contain fires involving structures to the room and/or object of origin	59%	75%	75%
Application of an AED prior to the arrival of ALS in all cardiac arrest cases	12%	70%	25%
Compliance with Operational Medical Director EMS Quality Assurance Standard	100%	100%	100%



Portable and vehicle-mounted hydraulic rescue tools, often referred to as the “Jaws of Life”, are used to extricate patients trapped in vehicles following accidents. These tools are also used for other technical and special rescue situations.

## Accomplishments

- Received HeartSafe Community for Large Communities in 2014 from the International Association of Fire Chiefs
- Received Heart Safe Community Designation, first of its kind in the Commonwealth
- Received Outstanding EMS Agency of the Year from Rappahannock EMS Council
- Completed purchase and receipt of new engine for Aquia Station 9
- Completed review/revision of the response matrix for the Emergency Communications Center and implemented.
- Successfully completed emergency drill at Stafford Regional Airport
- Successfully completed regional mass shelter drill
- Operation Warm provided over 250 needy students with new donated coats (double the amount from last year)

## Did You Know?

- Fire and Rescue currently averages 1 call for every 8 County residents



# Volunteer Fire Rescue Organizations

Stafford County FY16 Adopted Budget

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.

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes 15 to 16	
Aquia Harbour Rescue	\$24,360	\$25,736	\$23,360	(\$2,376)	-9.23%
Brooke Fire	33,750	28,960	24,528	(4,432)	-15.30%
Falmouth Fire	192,300	189,800	202,821	13,021	6.86%
Hartwood Fire	73,805	98,422	41,525	(56,897)	-57.81%
Mountain View Fire	23,240	23,360	23,360	0	0.00%
Mountain View Rescue	23,360	23,360	23,360	0	0.00%
Potomac Hills Fire	31,147	24,528	24,528	0	0.00%
Rock Hill Fire	23,360	23,360	73,823	50,463	216.02%
Rock Hill Rescue	29,750	32,647	31,147	(1,500)	-4.59%
Stafford Fire	183,750	183,750	98,438	(85,312)	-46.43%
Stafford Rescue	23,360	23,360	23,360	0	0.00%
White Oak Fire	43,610	35,950	24,528	(11,422)	-31.77%
White Oak Rescue	24,528	24,528	23,360	(1,168)	-4.76%
Widewater Fire	23,500	16,059	22,925	6,866	42.75%
Length of Service Awards Program	\$100,000	\$100,000	\$30,000	(\$70,000)	100.00%
Grand Total	\$853,820	\$853,820	\$691,063	(\$162,757)	-19.06%

## Mission

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



The Annual Service Awards ceremony recognizes employees for their years of service to Stafford County. Employees are recognized beginning at their three-year anniversary. The longest serving employee worked for Stafford County for 50 years!

## 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:

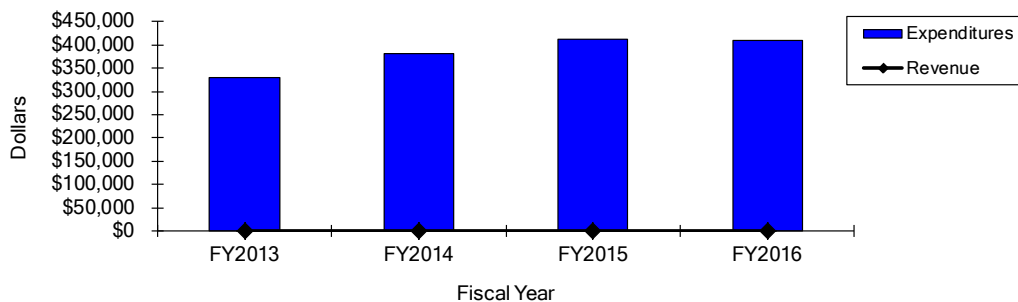
- Efficient administration of all employee benefits including:
  - Health, vision and dental
  - Retirement benefits through the Virginia Retirement System
  - Wellness programs and
  - Supplemental benefit programs such as deferred compensation plans, life insurance, and flexible spending accounts.
- Promoting and maintaining a highly competitive classification and compensation
- Offering professional development opportunities for employees to enhance their customer service, supervisory and leadership skills.
- Providing departmental support in workforce strategies, programs, policies and plans

## Thinking Efficiently

- Human Resources has refined a monthly reconciliation technique to ensure accurate benefit enrollment and accounting methods.
- The Human Resources Department has created reports to assist in future monthly reporting requirements established by the Affordable Care Act.
- Department members are utilizing technology to efficiently access and share data while being mindful of maintaining tight security.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$250,877	\$330,375	\$348,750	\$355,678	\$6,928	1.99%
Operating	79,300	50,480	63,290	53,782	(9,508)	-15.02%
<b>Local Tax Funding</b>	<b>\$330,177</b>	<b>\$380,855</b>	<b>\$412,040</b>	<b>\$409,460</b>	<b>(\$2,580)</b>	<b>-0.63%</b>
<b>Funded Positions</b>						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	2	2	2	0	0.00%



**Total Budget**  
**\$409,460**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Reduction to dues and memberships
- Decrease for furniture and fixtures
- Decrease in special programs for orientation and service awards

## Goals/Objectives

- 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.
- Review and update three to five policies on a quarterly basis to ensure they are compliant with state and federal laws.
- Ensure that our total compensation system is competitive and aligned with Total Compensation Philosophy approved by the Board of Supervisors
- Increase the number of employee participants in professional development opportunities including the Leadership Institute, B.E.S.T. University, and other classes and training.
- Monitor the Affordable Care Act and other state and federal changes to laws that will affect County employees and keep them updated on a regular basis.
- 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.
- Develop a succession planning program to give talented employees the skills and knowledge they need to fill key leadership positions.

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Average ratio of HR staff to employees	.63 (1 to 156)	.52 (1 to 190)	.52 (1 to 190)
Number of tuition reimbursement applications approved	5	18	20
Number of HR policies reviewed	NA	3	5
Number of HR policies updated	NA	2	5
Number of wellness activities offered to employees (seminars, walks, etc.)	16	18	18
Percentage of employees who participate in diversity training	NA	NA	100%
Number of employees who enrolled in professional development courses (customer service, leadership training, supervisory skills, etc.)	78	113	120
Turnover rate (full time)	7.5%	10.0%	8.0%
Turnover rate for Sheriff employees (full time)	6.8%	7.0%	7.0%
Turnover rate for Fire and Rescue employees (full time)	6.2%	8.0%	6.5%



Employees are invited to participate in several Wellness-related activities, such as walks, throughout the year. This walk took place at Government Island during the summer of 2014.

## Accomplishments

- Offered significant training, education, and consultation regarding the VRS Hybrid Plan.
- Provided County-wide training on proper workplace conduct.
- Implemented the final phase of the employee health insurance contribution strategy, moving employee contributions to 15% of employee costs and 20% of dependent costs.
- Developed new initiatives for B.E.S.T. University utilizing in-house trainers and an HR consultant.
- Partnered with the Stafford Hospital on a successful Employee Wellness Fair.
- Held successful Education Fair to encourage employees to enroll in higher education programs.
- Implemented “Buddy Program” for new employees to help them transition into their jobs with Stafford County.

## Did You Know?

According to the website, [www.businessmanagementdaily.com](http://www.businessmanagementdaily.com), there is a ratio to calculate the ideal number of HR personnel to employees in an organization.

The average ratio for an employer with full time employees (between 500-999) is 0.82 (6-7 HR personnel)

Stafford’s ratio is 0.52, well under the average!



## 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

- Worked with a graduate student at University of Mary Washington to create a program that tracks outcomes for community based services; the program tracks whether there has been progress, regress, or no change with services implementation. The program also tracks funding sources, money spent, demographics of the children served, provider outcomes, and consistency of the raters utilizing the assessment tool.



Our “Best Buds” program completed a holiday service project by making blankets for the elderly who live at Marion Manor. A key part of our mentoring program is igniting a passion for giving back to the community.

## Who Are We?

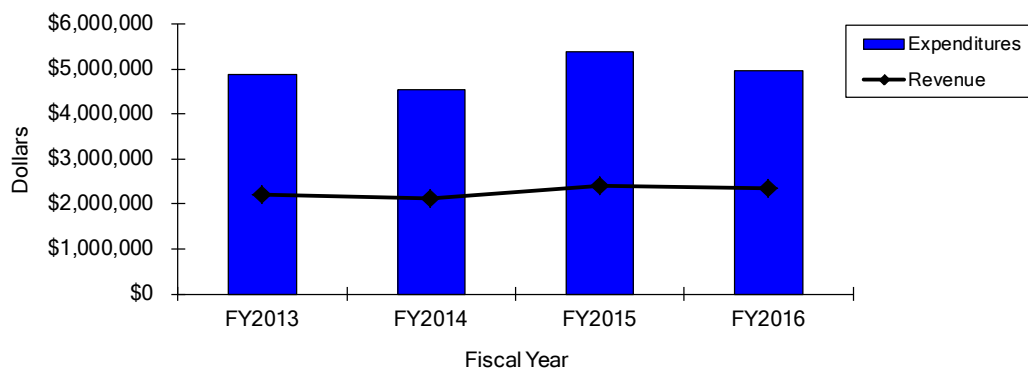
- The Human Services Office works with agencies/organizations within the community to strengthen the network of human services in the region, including forming relationships with leaders within the community to improve communication and collaboration and to assess what types of programs or development of programs are needed within the community.
- Manages and implements the Comprehensive Services Act “CSA” program which provides funding for children within the custody of the Department of Social Services as well as children identified through the school system that have an Individual Education Plan.
- Provides 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 we coordinate and collaborate with child serving agencies within the community to create a collaborative and comprehensive approach.
- 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.



## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$200,465	\$206,826	\$210,760	\$217,557	\$6,797	3.22%
Operating	4,678,797	4,324,720	5,178,280	4,754,240	(424,040)	-8.19%
<b>Total</b>	<b>4,879,262</b>	<b>4,531,546</b>	<b>5,389,040</b>	<b>4,971,797</b>	<b>(417,243)</b>	<b>-7.74%</b>
Revenue	2,197,213	2,126,749	2,414,000	2,349,988	(64,012)	-2.65%
<b>Local Tax Funding</b>	<b>\$2,682,049</b>	<b>\$2,404,797</b>	<b>\$2,975,040</b>	<b>\$2,621,809</b>	<b>(\$353,231)</b>	<b>-11.87%</b>

<b>Funded Positions</b>						
Full-Time Positions	2	2	2	2	0	0.00%



**Total Budget**  
**\$4,971,797**

## Notable Changes

## Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

## Operating

- Continued collaboration with Schools and other local agencies allows us to serve more children in the local environment at a reduced cost.

## Goals/Objectives

- Collaborate with community based agencies to expand available community resources to serve at-risk children and families. This approach is more cost effective and further supports the families in our community.
- Create a more comprehensive system of linking human service agencies in order to have a more global approach to meeting the needs of identified families within our community. In its efforts to support the County's value of Teamwork, this office will facilitate and coordinate improved communication among agencies and facilitate the development of partnerships for maximization of limited resources.
- Maintain a strong financial policy, in cooperation with the Community Policy and Management Team for the assessment and collection of parental co-payments, which is effective and streamlined in its policies and procedures.
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment.
- Implement identified objectives within the plan for Human Services that will ensure the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and will continue to provide an opportunity for agency leaders to collaborate and work on improving relationships between agencies that will increase the comprehensive care provided to the families and children of Stafford County.

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



## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Co-payments collected for CSA program	\$14,618	\$55,000	\$30,000
Child-support refunds	\$182,961	\$100,000	\$50,000
Cost per child served by CSA program (CSA Statistical Report)	\$15,788	\$26,000	\$24,061
Number of children receiving prevention services	40	40	45
Required cases reviewed under utilization management (Manual Tracking)	187	200	190

## Accomplishments

- Implementation of key action steps within the plan for human services to include shifting to a sustainable collaborative funding model for partner/intergovernmental requests that are transparent.
- Continued collaboration with Stafford County Public Schools to further the public day school partnership and enhance/expand the programming.



In collaboration with Stafford County Public Schools the Human Services Office created a public day school to provide an alternative for high risk youths to receive their educational needs within the Stafford community.

## Did You Know?

Each year County employees participating 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.



## 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.

## 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.

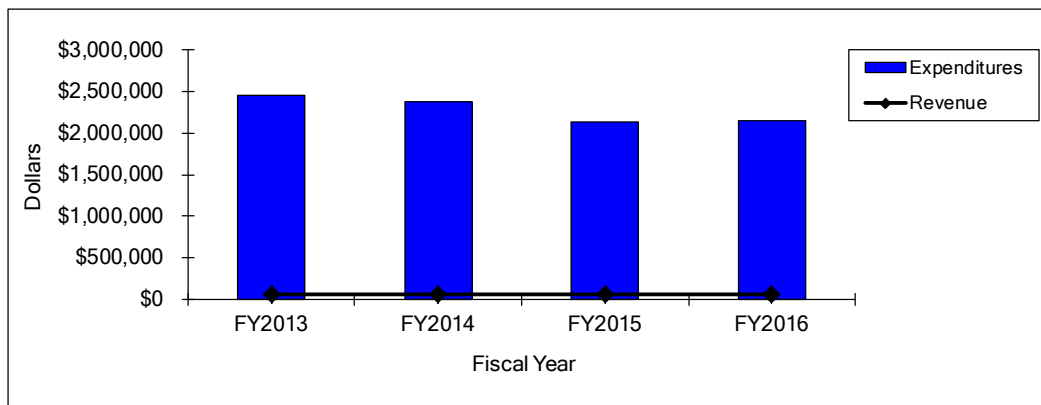
### Geographic Information Systems

- 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,716,326	\$1,651,725	\$1,655,740	\$1,678,254	\$22,514	1.36%
Operating	533,144	680,332	474,670	474,670	0	0.00%
Capital	207,583	50,815	0	0	0	0.00%
<b>Total</b>	<b>2,457,053</b>	<b>2,382,872</b>	<b>2,130,410</b>	<b>2,152,924</b>	<b>22,514</b>	<b>1.06%</b>
Revenue	54,301	60,352	62,000	57,500	(4,500)	-7.26%
<b>Local Tax Funding</b>	<b>\$2,402,752</b>	<b>\$2,322,520</b>	<b>\$2,068,410</b>	<b>\$2,095,424</b>	<b>\$27,014</b>	<b>1.31%</b>

<b>Funded Positions</b>						
Full-Time Positions	17	17	17	17	0	0.00%
Part-Time Positions	3	2	2	2	0	0.00%



**Total Budget**  
**\$2,152,924**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

## Goals/Objectives

- Provide high quality and timely IT services to County departments and Constitutional Offices. Service Level: Hours providing direct services (help calls and projects) to County departments and Constitutional Offices.
- Complete implementing the Hansen 8 software release to upgrade the County's Land Information System that includes online building permits services for builders and citizens. Service Level: Hours providing direct services (help calls and projects) to County departments and Constitutional Offices.
- Continue working to meet PCI DSS (Payment Credit Card Industry Data Security Standard) requirements by completing a PCI Self-assessment. Service Level: Hours worked responding to public inquires and data requests.
- Complete a strategic technology plan that includes participation from all County departments and Constitutional Offices. Service Level: Hours providing direct services (help calls and projects) to County departments and Constitutional Offices.
- Continue working with Public Safety departments to assist with maintaining the new CAD/RMS and providing 7 by 24 hour on-call IT support. Service Level: Hours providing direct services (help class and projects) to County Departments and Constitutional Offices.
- Continue to strengthen disaster recovery capability using virtualization and redundant SAN storage between the Administration Building Computer Room and Public Safety Building Computer Room. Service Level: Percent of up-time on Computer Aided Dispatch System.

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Hours providing direct services (help calls and projects) (Track It)	15,900	16,100	16,300
Website Visitors - <a href="http://staffordcountyva.gov">staffordcountyva.gov</a>	809,600	900,000	950,000
Website Page Views - <a href="http://staffordcountyva.gov">staffordcountyva.gov</a>	3,657,000	4,200,000	4,500,000
GIS Interactive & static web site number of hits	744,200	775,000	800,000
Help Desk calls solved (TrackIt)	4,300	4,500	4,700
Project requests completed (TrackIt)	786	800	820
Hours worked responding to public inquires and data requests	145	160	170
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.99%	99.99%	99.99%
Average number of minutes to solve a help call	50	45	45
% of project requests completed by requested due date	70%	75%	80%
Avg. hourly cost for help desk calls \$33.00 (TrackIt). Local Outsource Cost \$89.25.	\$33.00	\$33.00	\$33.00

## Accomplishments

- Configured internet failover redundancy between the George Gordon Admin and Public Safety buildings.
- Implemented a backup system with redundancy to the cloud.
- Converted 17 remote sites from Verizon T1 circuits to Comcast high speed circuits resulting in faster networks at half the cost.
- Completed the first phase of a major upgrade of the permitting, planning and utilities asset management system (Hansen 8).
- Nearly 10 million data records were converted into new and upgraded software applications.
- Installed 191 computers, laptops and printers.
- Modified the 9-1-1 routable GIS layers to be able to function in the new CAD system.
- Provided Sheriff and Fire/Rescue with updated Street Atlases, using in-house data.
- Provided Economic Development with maps and demographic analysis for prospective businesses.

## Did You Know?

IT backs up over 15 terabytes of data. That is equivalent to the entire printed collection of the U.S. Library of Congress, over 5 billion single-spaced typewritten pages, over 1 million printed phone books or 9 human brains!





## 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.

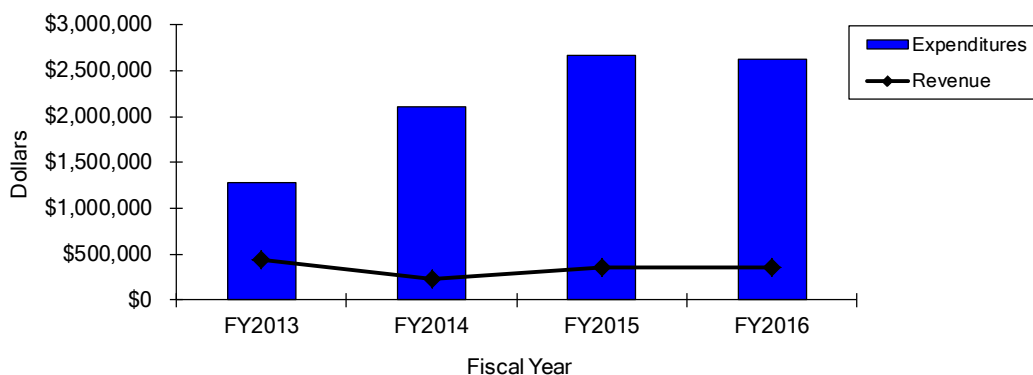
## Who Are We?

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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$78,040	\$9,283	\$25,000	\$115,000	\$90,000	360.00%
Operating	1,196,333	2,097,922	2,642,284	2,508,588	(133,696)	-5.06%
<b>Local Tax Funding</b>	1,274,373	2,107,205	2,667,284	2,623,588	(43,696)	-1.64%
Revenue	439,414	227,952	350,000	350,000	0	0.00%
<b>Net Tax Support</b>	<b>\$834,959</b>	<b>\$1,879,253</b>	<b>\$2,317,284</b>	<b>\$2,273,588</b>	<b>(\$43,696)</b>	<b>-1.89%</b>



**Total Budget**  
**\$2,623,588**

## Notable Changes

### Operating

- Increase in property and casualty insurance
- Reduction to professional development
- Implementation of the Titan class/compensation study - Phase 1





## Mission

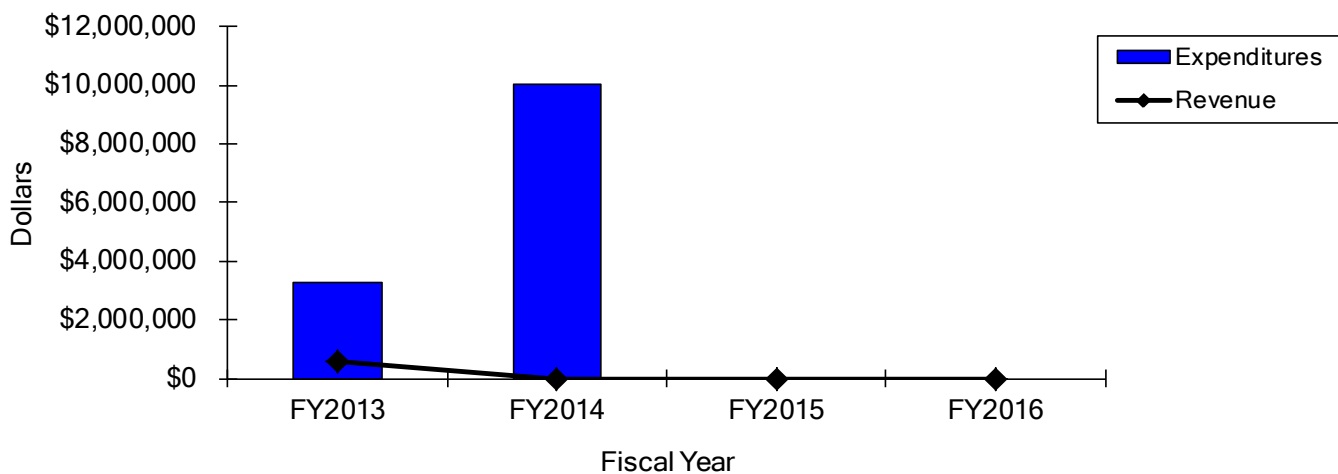
To provide funding to other funds for proffers, taxes, capital project reserve, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category is used to transfer funds needed to support another fund.



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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Capital	\$3,268,829	\$10,007,443	\$0	\$0	\$0	0.00%
Local Tax Funding	3,268,829	10,007,443	0	0	0	0.00%
Revenue	572,083	0	0	0	0	0.00%
<b>Net Tax Support</b>	<b>\$2,696,746</b>	<b>\$10,007,443</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>





# Parks, Recreation and Community Facilities

Stafford County FY16 Adopted Budget

## 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

- The Porter Library roof renovation provided an opportunity to maintain library operations while replacing the roof. As an alternative to closing the facility for 3 months, a 20 year guaranteed epoxy coating was applied in less than a week and all other repairs were completed while the library remained open for business.
- Park Supervisors are now deployed into park districts to monitor and respond to customers' needs while parks are open. This enhances our service and responsiveness to our customers' requests and concerns in a more timely manner.



Stafford's 350<sup>th</sup>  
Celebration  
Stage at John  
Lee Pratt  
Memorial Park

## 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, cheerleading, volleyball, softball, and sports events; Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, and Select a Sport Day

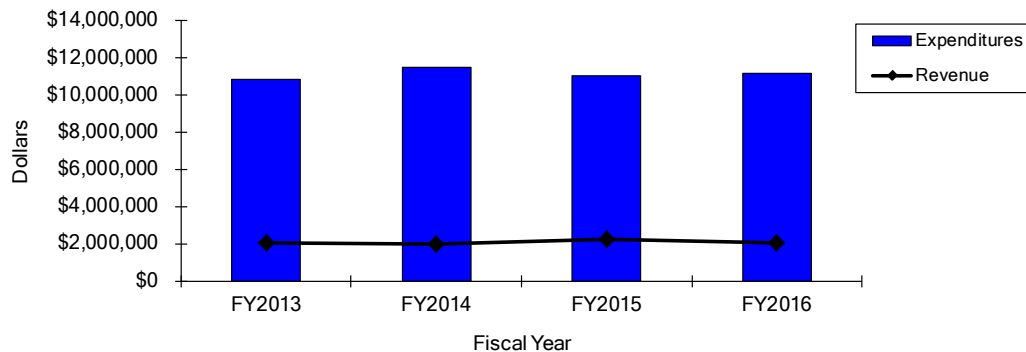
# Parks, Recreation and Community Facilities

Stafford County FY16 Adopted Budget

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$5,480,442	\$6,073,492	\$5,885,370	\$5,927,947	\$42,577	0.72%
Operating	4,214,983	4,613,236	5,125,960	5,209,050	83,090	1.62%
Capital	1,154,650	830,222	17,900	17,900	0	100.00%
<b>Total</b>	<b>10,850,075</b>	<b>11,516,950</b>	<b>11,029,230</b>	<b>11,154,897</b>	<b>125,667</b>	<b>1.14%</b>
Revenue	2,029,253	1,993,664	2,259,588	2,077,995	(181,593)	-8.04%
<b>Local Tax Funding</b>	<b>\$8,820,822</b>	<b>\$9,523,286</b>	<b>\$8,769,642</b>	<b>\$9,076,902</b>	<b>\$307,260</b>	<b>3.50%</b>

<b>Funded Positions</b>						
Full-Time Positions	54	56	56	58	2	3.57%
Part-Time Positions	119	119	119	121	2	1.68%
*Does not include certain temporary part-time Parks & Recreation positions.						



Total Budget

**\$11,154,897**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Two additional full-time and two additional part-time positions to support the addition of Embrey Mill Park (funded mid-year)

### Operating

- Mid-year funding for Embrey Mill Park

## Goals/Objectives

- Development of a water safety program for kindergarten through 2<sup>nd</sup> graders at Stafford County Elementary Schools, preschools and daycares, as well as partnering with Fire & Rescue to hold a River/Water Safety event to promote safe access to water.
- 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.
- Provide quality programs and education at a reasonable cost to encourage participation by all citizens.
- 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.

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

Stafford County FY16 Adopted Budget

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Pavilion and shelter bookings (Class)	337	350	350
Athletic field bookings (Class)	1,800	1,900	2,250
Youth program participants served (ages <19 yrs) (Class)	40,000	35,000	35,000
Adult program participants served (ages >19) (Class)	25,400	21,000	22,500
Curtis Park Pool users (Class)	31,500	32,500	35,000
Woodlands Pool users (Class)	55,000	55,000	55,000
Park and School athletic fields available & maintained	105	110	116
facilities, pavilions, & amphitheaters available to rent	383	383	385
Recreation programs/special events/trips/camps offered (Class)	3,856	4,020	4,000
Work orders processed	3,238	3,500	3,500
Square ft - owned facilities maintained	528,019	528,019	565,128

## Accomplishments

- Facility bookings increased by 42%
- Recreation revenues increased by 15%
- Participation increased for programming overall.
- Partnered with The Gauntlet to host the 1<sup>st</sup> "Select a Sport Day" at Curtis Memorial Park. 1,001 guests sampled a variety of sports; Golf, Tennis, Football, Field Hockey, Lacrosse, Baseball, Softball, Soccer, Basketball, and Volleyball. Pepsi co-sponsored, donating 500 beverages.
- PRCF converted 700,000sqft of fescue to Bermuda over 4 years.
- Woodlands Pool hosted 20 high school meets in FY14
- Aquatics staff taught swim lessons and water safety skills to 2,255 swimmers.
- Park Supervisors conducted 70 personal interviews with customers to improve our service delivery.

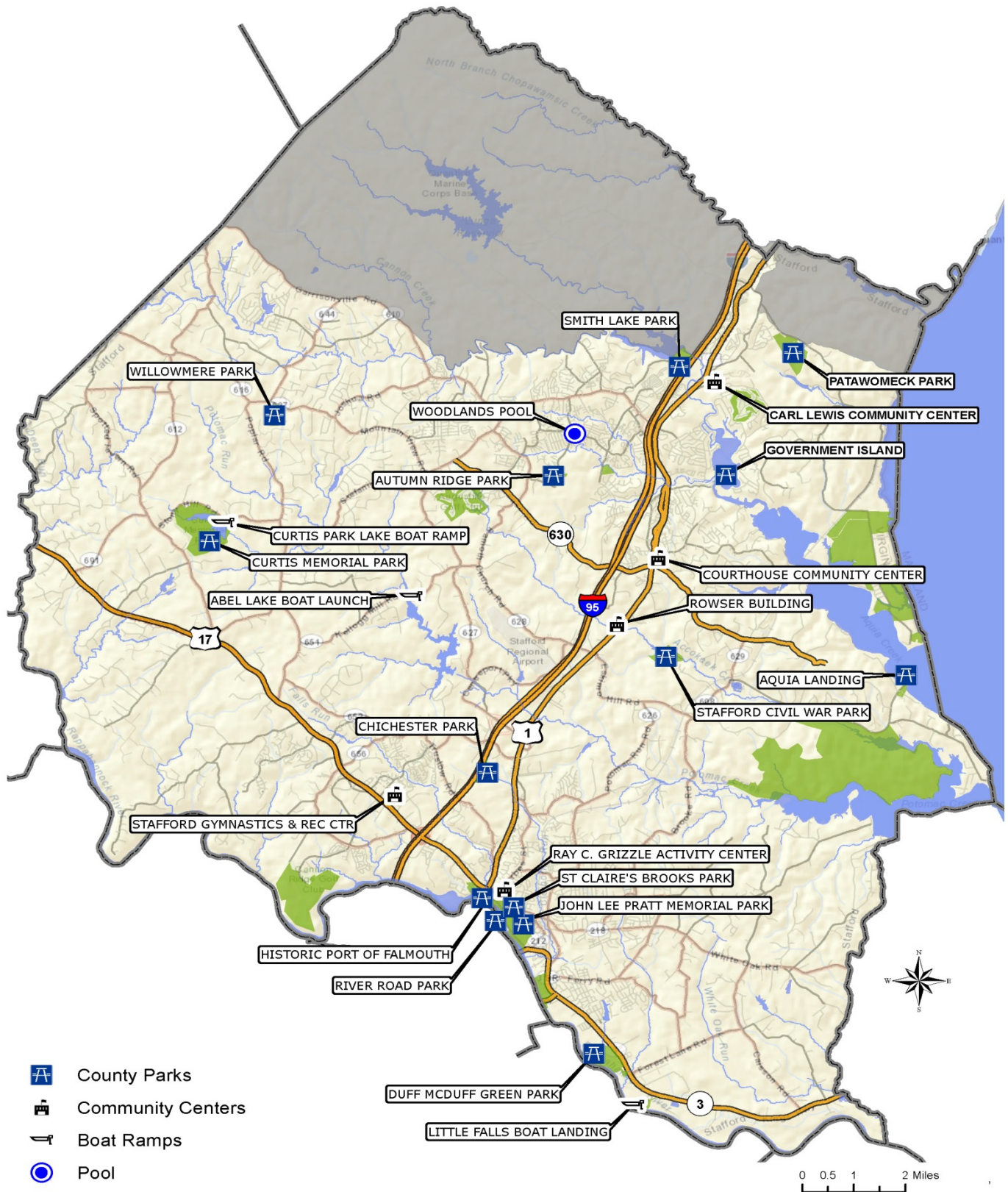


Maintenance staff removes a fish hook from the mouth of a swan at Curtis Park.

## Did You Know?

- Maintenance staff in our parks provide wildlife rescue to our feathered and furry friends. Recently, staff rescued a swan that had an artificial fish bait hooked in its mouth. After removal, the swan lives happily in Curtis Lake.
- PRCF provides sand and salt and removes snow at more than 60 County facilities to ensure the safety of County residents, employees, and public safety officials.





## 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:

- Posting Boards, Commission and Committee agendas online to increase transparency and reduce citizens' need to make inquiries.
- Coordinating with the Community Development Service Center for application intake to reduce the time to process and view new applications online.
- Utilizing new Hansen 8 permit tracking software to facilitate plan reviews and approvals.



Picture taken by Planning staff on a boating inspection to survey Stafford County's coast line, ensuring that the water line is up to code and safe for our citizens and the environment.

## Who Are We?

### Board and Commissions

- Provide direct administrative and technical support to 8 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, 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

- Coordinate review and approval of development proposals for compliance with the County Code and State and Federal Regulations.

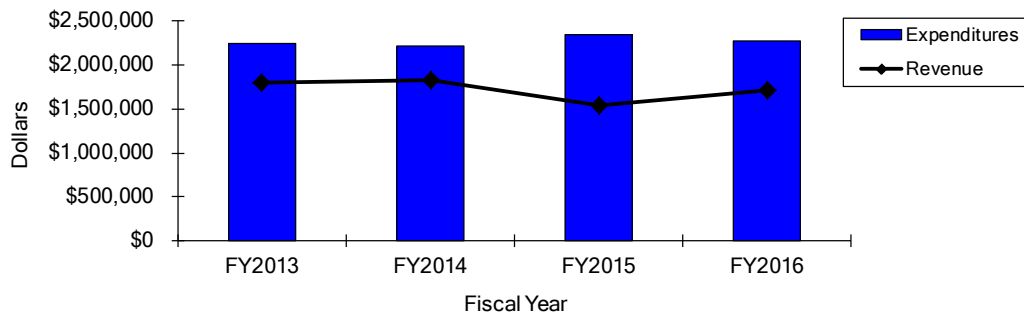
### Regulatory Enforcement

- 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.
- Reviews Zoning permits.
- 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,971,111	\$1,940,371	\$2,032,450	\$2,012,674	(\$19,776)	-0.97%
Operating	280,820	275,836	318,080	262,580	(55,500)	-17.45%
<b>Total</b>	<b>2,251,931</b>	<b>2,216,207</b>	<b>2,350,530</b>	<b>2,275,254</b>	<b>(75,276)</b>	<b>-3.20%</b>
Revenue	1,796,495	1,834,921	1,537,500	1,707,500	170,000	11.06%
<b>Local Tax Funding</b>	<b>\$455,436</b>	<b>\$381,286</b>	<b>\$813,030</b>	<b>\$567,754</b>	<b>(\$245,276)</b>	<b>-30.17%</b>

<b>Funded Positions</b>						
Full-Time Positions	20	20	20	20	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



**Total Budget**  
**\$2,275,254**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing changes

### Operating

- Decrease in Redevelopment Plan
- Decrease in Fuel

## 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.
- Ensure Planning and Zoning applications are reviewed in a timely manner.
- Appropriately manage growth via the review of land use applications against the policies established in the County's Comprehensive Plan
- Work with sister agencies to enforce the County codes to provide a comprehensive approach to compliance.
- Provide accurate, timely and courteous service to the public.
- Foster inter-departmental cooperation and coordination with our Boards, Commissions and Committees.

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

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Development ordinances processed/adopted	20	30	20
Review projects that minimized impacts to historic resources	85	90	90
Environmental applications processed	175	200	200
Residential development applications processed	375	300	300
Non-residential development applications processed	153	150	150
Residential lots recorded	680	700	700
Zoning inspections performed	700	656	700
Zoning violations cited	525	246	500
Zoning applications/permits reviewed	3019	3,515	3,515
Land use applications processed (Zoning Reclassifications and Conditional Use Permits)	25	23	25



Each year, the planning department goes to Crow's Nest Natural Area Preserve to monitor the number of blue herons' nests and ensure that there is a healthy population. The current number of nests is at 285, but it has ranged from 153-358 over the last 10 years.

## Accomplishments

- Implemented Hansen 8 database upgrade
- Completed purchase of one easement under PDR Program
- Completed Joint Land Use Study for MCB Quantico and surrounding localities
- Prepared airport land use compatibility study
- Installed historic marker at Rowser Building
- Completed cleanup of a hoarding case in the county
- Renewed membership to Community Rating System (CRS), which qualifies County residents for a 10% discount on flood insurance premium
- Completed drafting a National Flood Insurance Program (NFIP) compliant floodplain ordinance that meets or exceeds the 2015 Flood Insurance Rate Maps (FIRM) standards
- Scanning approved plans and documents underway, with anticipated completion in 2017

## Did You Know?

- The County has approximately 55 miles of tidal shoreline that is monitored.
- The Department of Planning and Zoning issues all street addresses in the County.



## 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's Community Development Service Center (CDSC), implemented by the Board of Supervisors, was developed to serve as the primary customer service portal for all business and inquiries related to the County's land development and building permit processes.
- The County has upgraded its land development and building permit tracking database (Hansen) to enhance plan review and permit processing and improve customer service.
- The Environmental Division of Public Works implements the requirements of the Virginia Stormwater Management Program effective July 1, 2014. The new VSMP program consolidates local and state Stormwater requirements with the County to provide enhanced service to the development community and more effective environmental protection.



The Community Development Services Center (CDSC), on the 2<sup>nd</sup> 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

### Public Construction

- Administration and management of the design and construction of Capital Improvement Projects
- Reviews residential and commercial development plans for compliance with County and VDOT requirements

### Transportation.

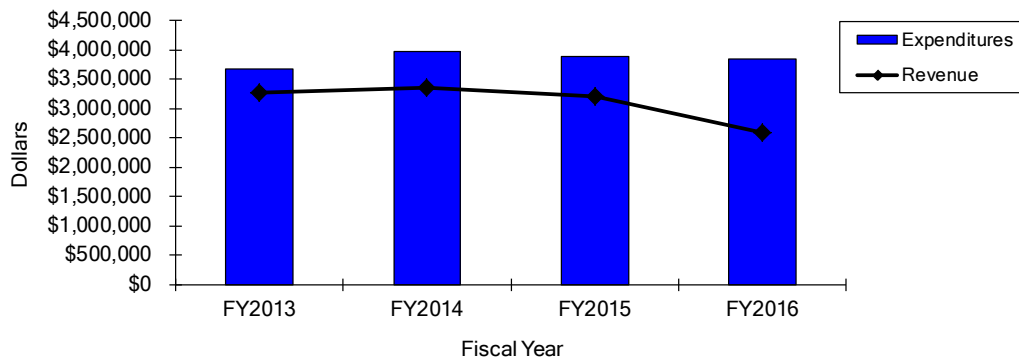
- Resolves citizen concerns relating to transportation matters including street signs and traffic management and safety
- Representation of the County on transportation related boards



## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$2,750,959	\$2,910,740	\$3,030,780	\$3,052,089	\$21,309	0.70%
Operating	921,998	1,059,862	848,510	794,689	(53,821)	-6.34%
<b>Total</b>	<b>3,672,957</b>	<b>3,970,602</b>	<b>3,879,290</b>	<b>3,846,778</b>	<b>(32,512)</b>	<b>-0.84%</b>
Revenue	3,266,807	3,360,473	3,202,100	2,580,565	(621,535)	-19.41%
<b>Local Tax Funding</b>	<b>\$406,150</b>	<b>\$610,129</b>	<b>\$677,190</b>	<b>\$1,266,213</b>	<b>\$589,023</b>	<b>86.98%</b>

<b>Funded Projects</b>						
Full-Time Positions	41	41	42	42	0	0.00%



## Total Budget

**\$3,846,778**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition

### Operating

- Decrease in professional development
- Eliminate Transportation modeling
- Decrease in utility costs
- Decrease equipment

## Goals/Objectives

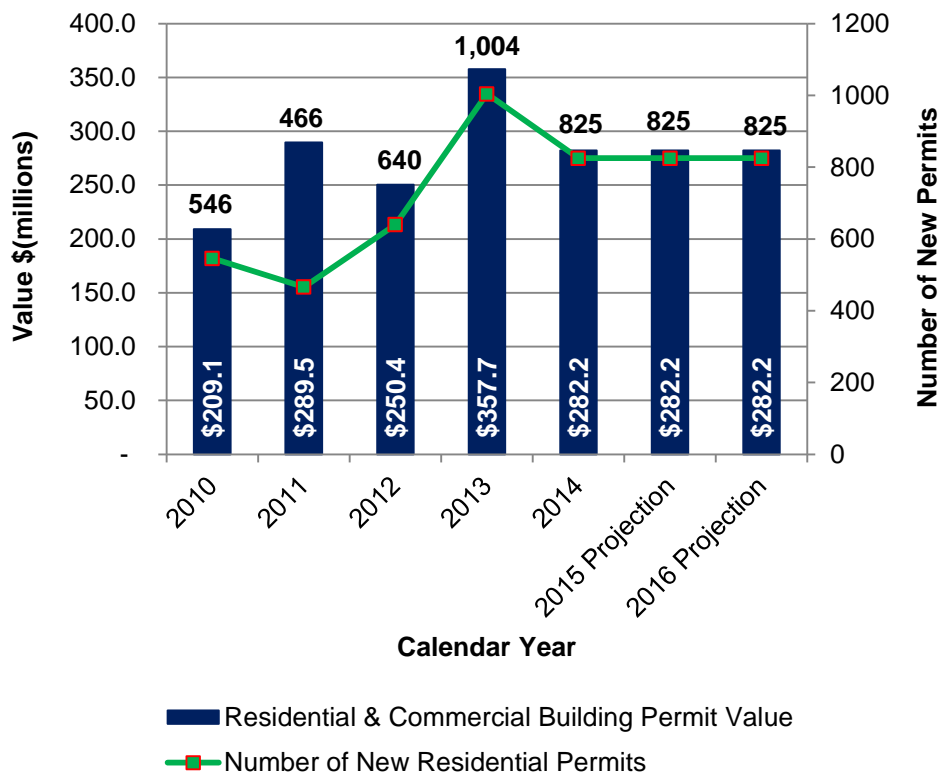
- Maintain a well trained and certified staff that is responsive to customer concerns
- Implement programs, policies, and procedures to improve the quality of service and responsiveness of the Building Division
- Implement the County's construction inspection programs for erosion and sediment control and stormwater management for land development projects to ensure compliance with environmental codes
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Complete plan reviews for transportation and engineering requirements for residential and commercial development

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Permits issued (Hansen System)	4,651	4,500	4,250
Grading permit disturbed acreage (Hansen System)	374	400	350
Building inspections performed (Hansen System)	33,987	40,000	35,000
E&S control inspections performed (Hansen System)	6,576	7,500	7,000
Property maintenance cases handled (Hansen System)	163	200	200
Centerline miles of streets accepted by VDOT	6	10	8

Building activity fluctuates with the economy. The value of building construction is estimated to be \$282,200,000 in 2016



## Accomplishments

- Continued technical and customer service training for Building and CDSC Divisions
- Implemented mobile inspection application for building and environmental inspectors
- Implemented the new inspection requirements of the Virginia Stormwater Management Program
- Replaced 70 damaged and missing street signs
- Coordinated the installation of Wayfinding signs
- Coordinated with VDOT to accept streets in the Secondary Road System

## Did You Know?

- 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

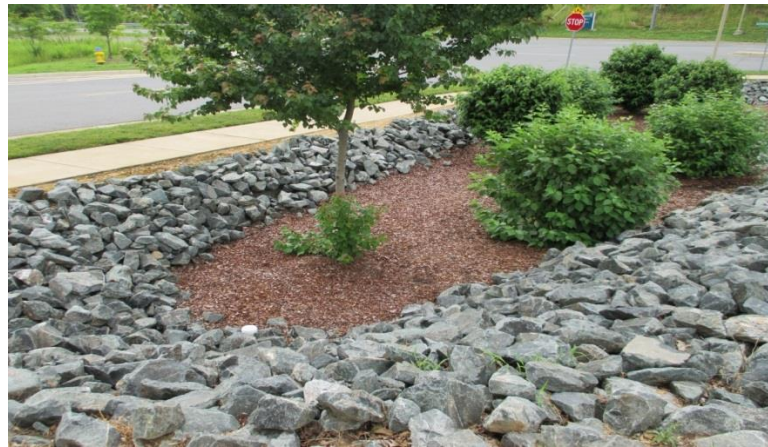


## Mission

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 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 these tasks in partnership with other localities reduces costs and staff time on the program.



Bioretention  
Stormwater  
Facility at  
Stafford Hospital

## Who Are We?

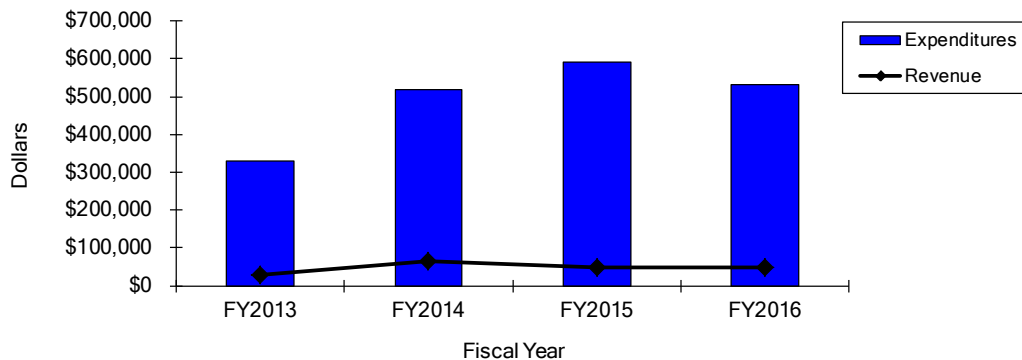
The Stormwater Management Division:

- Administers, implements, and ensures compliance with the requirements of the County's Municipal Separate Storm Sewer System (MS4) a component of the Clean Water Act's National Pollution Discharge Elimination System Permit (NPDES) Phase II permit for stormwater discharges to County waterways. The MS4 permit mandates compliance with the general requirements of the permit and the nutrient reduction requirements of the Chesapeake Bay (and other) Total Maximum Daily Load (TMDL) programs.
- Inspects public and privately owned stormwater management facilities in accordance with local, State and Federal requirements
- Maintains publicly owned stormwater management facilities

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$184,787	\$223,361	\$242,850	\$241,696	(\$1,154)	-0.48%
Operating	145,612	294,925	346,764	289,532	(57,232)	-16.50%
<b>Total</b>	<b>330,399</b>	<b>518,286</b>	<b>589,614</b>	<b>531,228</b>	<b>(58,386)</b>	<b>-9.90%</b>
Revenue	29,775	66,352	47,300	47,300	0	0.00%
<b>Local Tax Funding</b>	<b>\$300,624</b>	<b>\$451,934</b>	<b>\$542,314</b>	<b>\$483,928</b>	<b>(\$58,386)</b>	<b>-10.77%</b>

<b>Funded Projects</b>						
Full-Time Positions	2	2	2	2	0	0.00%



## Total Budget

**\$531,228**

## Notable Changes

### Personnel

- 2% salary increase
- Health insurance premium increase
- Managed attrition
- Payroll reduction due to staffing changes

### Operating

- Stormwater Management reduced based on progress made in FY15

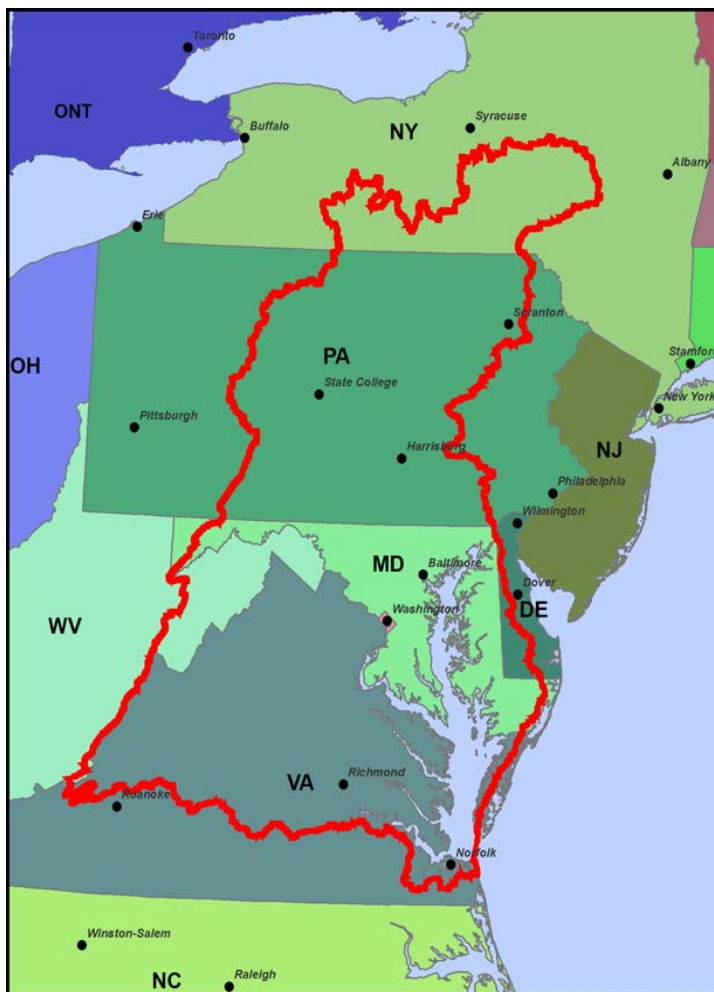
## Goals/Objectives

- Continue the implementation of programs to comply with the requirements of the County's MS4 Permit for stormwater discharges
- Begin 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
- Continue implementation of the post-construction stormwater management facility maintenance inspection program and work with facility owners to complete repairs and upgrades to facilities that are out of compliance

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Stormwater Maintenance Inspections completed	406	285	436
Stormwater Retrofit Projects completed	n/a	2	1
Stormwater Outfalls Inspected	60	60	60



Map of Chesapeake Bay Watershed

## Accomplishments

- 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.





## 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.

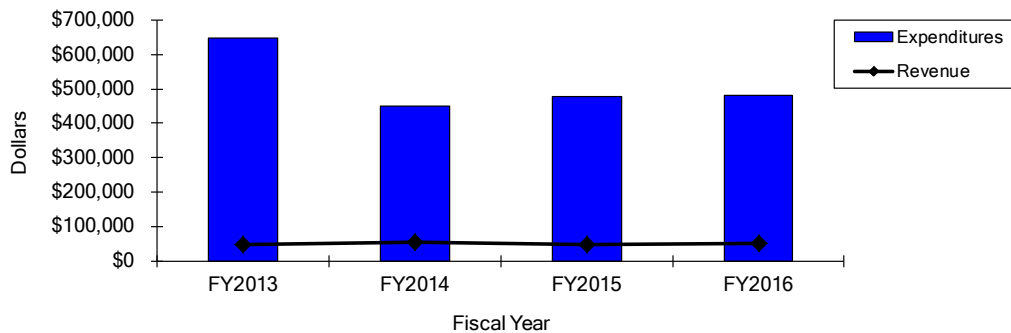
## Who Are We?

- 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

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$305,495	\$309,799	\$335,350	\$352,257	\$16,907	5.04%
Operating	343,979	138,792	141,520	129,690	(11,830)	-8.36%
<b>Total</b>	<b>649,474</b>	<b>448,591</b>	<b>476,870</b>	<b>481,947</b>	<b>5,077</b>	<b>1.06%</b>
Revenue	48,275	52,694	48,000	49,240	1,240	2.58%
<b>Local Tax Funding</b>	<b>\$601,199</b>	<b>\$395,897</b>	<b>\$428,870</b>	<b>\$432,707</b>	<b>\$3,837</b>	<b>0.89%</b>

<b>Funded Positions</b>						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



**Total Budget**

**\$481,947**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll increase due to staffing change, funds moved from operating
- 2% salary increase for Electoral Board per General Assembly

### Operating

- Decrease in temporary services

## 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

## Service Levels

	CY2014 Actual	CY2015 Actual	CY2016 Plan
Voting age population (Weldon at UVA extrapolation - 75%)	99,539	101,356	103,000
Registered voters (Mid-January annual actual)(Incl. "Inactive")	81,761	81,722	84,500
High school seniors	2,200	2,200	2,200
% of eligible voters registered (80% historic "ceiling")	82	81	82
Registrants growth (year-to-year) (Mid-January annual actual)	-1,963	-39	+2,778
Voter registration transactions	28,000	30,000	40,000
Elections	2	2	3
Voters on election day(s)	34,730	35,000	77,000
Absentee voters (In-Person and By Mail)	1,618	1,700	9,500

## 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 300 election officials, who according to state law, need to attend training before every election

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.



# School Operations- Local Funding

Stafford County FY16 Adopted Budget

## 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.

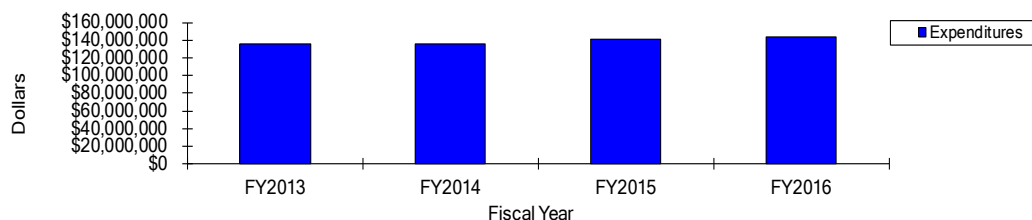
## Who Are We?

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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Change 15 to 16	
<b>Costs</b>						
Operating	\$108,625,975	\$108,414,728	\$111,429,456	\$112,736,828	\$1,307,372	1.17%
Public Day School	332,000	332,000	518,000	518,000	0	0.00%
Subtotal School Operating Transfer	108,957,975	108,746,728	111,947,456	113,254,828	1,307,372	1.17%
VPSA savings for Construction/One-Time	816,676	2,135,000	0	0	0	0.00%
Debt	26,309,006	24,712,817	29,191,550	30,463,428	1,271,878	4.36%
Subtotal School Operating Transfer	27,125,682	26,847,817	29,191,550	30,463,428	1,271,878	4.36%
<b>Total School Funding</b>	<b>\$136,083,657</b>	<b>\$135,594,545</b>	<b>\$141,139,006</b>	<b>\$143,718,256</b>	<b>\$2,579,250</b>	<b>1.83%</b>



## Total Budget

**\$143,718,256**

## Notable Changes

### Operating

- Increase to cover local share of 2% salary increase pool, next phase of VRS 5&5
- Increase for Professional Development
- Purchase 2 school buses

### Debt

- Increase for School capital improvements projects
- Purchase 8 school buses





## 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, evaluating and adjusting resource. These efforts include partnering with the Cal Ripken, Sr. Foundation-Badges for Baseball program, upgrading the Computer Aided Dispatch 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 and the Citizens Police Academy.



Sheriff's Honor Guard in front of the Ford T. Humphrey Building

## 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
- 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 85,000 law enforcement calls for service each year with an additional 25,000+ calls for fire and rescue services.
- Receiving, processing, and managing over 50,000 911 calls each year and over 290,000 non-emergency calls

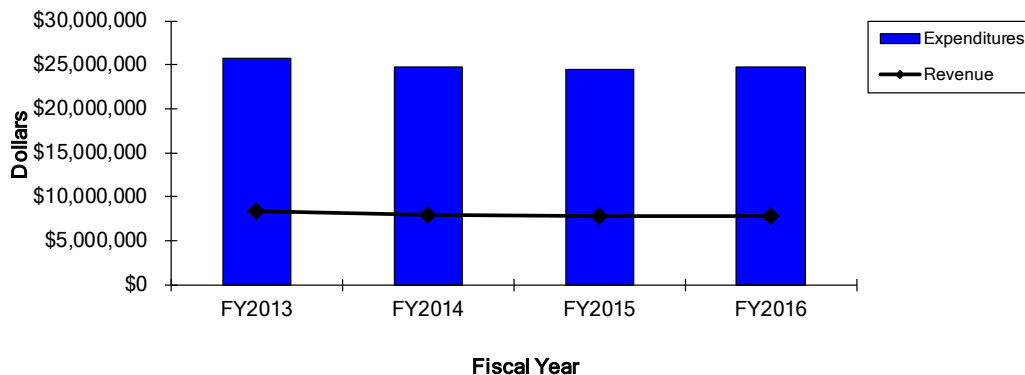
### Court Services

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

### Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$19,905,763	\$20,280,326	\$20,758,470	\$21,267,254	\$508,784	2.45%
Operating	3,876,094	3,671,922	3,687,440	3,451,149	(236,291)	-6.41%
Capital	2,012,017	822,493	40,000	40,000	0	0.00%
<b>Total</b>	<b>25,793,874</b>	<b>24,774,741</b>	<b>24,485,910</b>	<b>24,758,403</b>	<b>272,493</b>	<b>1.11%</b>
Revenue	8,439,801	7,953,947	7,761,187	7,771,858	10,671	0.14%
<b>Local Tax Funding</b>	<b>\$17,354,073</b>	<b>\$16,820,794</b>	<b>\$16,724,723</b>	<b>\$16,986,545</b>	<b>\$261,822</b>	<b>1.57%</b>

<b>Funded Positions</b>						
Full-Time Positions	234	241	241	245	4	1.66%
Part-Time Positions	19	19	19	17	(2)	-10.53%



**Total Budget**  
**\$24,758,403**

### Notable Changes

#### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change
- 2 CID-Investigators added
- Convert 1 CID - Investigator from part-time to full-time
- Convert 1 Deputy Sheriff - CP/CS from part-time to full-time

#### Operating

- Reduction in fuel
- Decrease to fleet service
- Decrease in supplies

### 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.
- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, and increase community based police programs and directed patrol through the phased implementation of recommendations in the Stafford County Sheriff's Office Staffing Study.
- To continue the successful public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Safety, and National Night Out in an effort to maintain the sense of community, improve community safety and security, and to reduce crime.
- To achieve National Law Enforcement Agency Accreditation to assure and verify the highest level of law enforcement service delivery to the community through comparison to nationally recognized standards.
- To enhance the agency focus and capabilities on Human Trafficking to interdict and reduce such activities by establishing and fostering strong relationships with other law enforcement agencies and the community.
- To improve Fraud Crimes investigation, case management, and case closure capabilities by increased focus and resource allocation.
- To upgrade the Emergency Communications infrastructure and procedures to insure improved communications performance and efficiencies leading to more effective 911 services and increased reliability in emergency dispatching and unit coordination.
- To expand veterinarian services at the Animal Shelter to improve isolation services, training and certifications.

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

## Service Levels

	CY2014 Actual*	CY2015 Projected	CY2016 Planned
Arrests (DUI & criminal)	5,897	6,015	6,135
Accidents (property damage, fatal and injury crashes)	4,489	4,489	4,489
911 call volumes	49,668	51,199	52,792
Total calls for service	138,335	139,718	139,718
Court days	1,289	1,349	1,409
Animal Control complaints responded to (avg. of 13% are off-duty calls)	3,960	4,200	4,400
Civil & criminal processes	37,920	39,775	41,620

\*CY2014 actuals 9 mths, estimates 3 mths



Sheriff's Badges for Baseball and Softball Youth Engagement Program



## Accomplishments

- Increased patrol deputy efficiency through implementation of a mobile, paperless field reporting system. This increases the time available for other direct service functions.
- Enhanced response capabilities to mental health incidents through specialized Crisis Intervention Training to 75% of the Patrol Force.
- Continued to engage the community through the Neighborhood and Business Watch Programs, National Night Out, Civilian Police Academy, Project Life Safety, School Watch, Best Buds, TRIAD and numerous educational outreach programs.
- Initiated a joint multiple agency effort to address the heroin trafficking epidemic and associated deaths resulting in numerous adjudications and a reduction in deaths.
- Initiated capability of receiving 911 calls from the public via Text messaging.

## Did You Know?

The Sheriff's Office annually sponsors Badges for Baseball through a partnership with the Cal Ripken, Sr. Foundation. Badges for Baseball is a multifaceted crime prevention and youth mentoring program designed to develop Stafford County youth through baseball and softball activities.





## 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

- Child Protective Services (CPS) unit works in partnership with the Foster Care unit and the Benefits units to identify sources of funding, such as TANF, SNAP, and Medicaid, to meet the needs of at-risk families and children.
- Over many years, the agency has established positive and meaningful working relationships with numerous community organizations, programs and services. The agency works collaboratively with outside organizations to find solutions to the needs of the families we serve.
- At the beginning of 2014, DSS reviewed the number of Foster children receiving IV-E funding and executed a new collaborative procedure to ensure the success of the process and focus on recovering federal dollars. Since implementation, we are now able to determine eligibility for all IV-E cases within 30-60 days.



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: 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
- 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)
- Medicaid
- Supplemental Nutrition Assistance Program (SNAP)
- Energy Assistance
- Title IV-E Foster Care
- Auxiliary Grants
- Refugee Resettlement

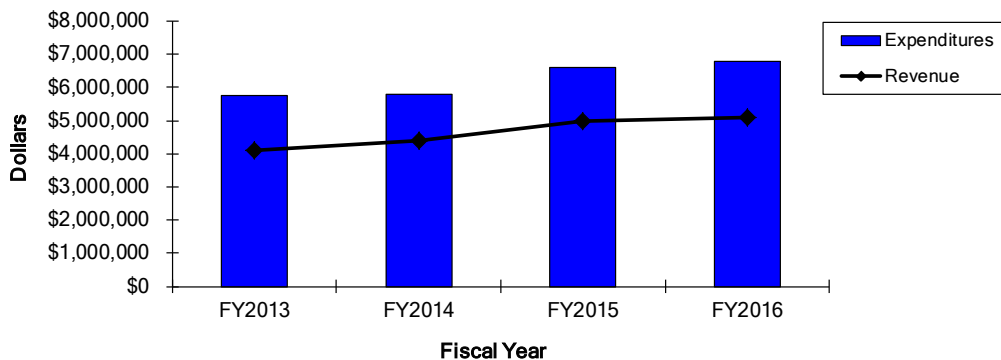


## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$3,920,476	\$3,806,142	\$4,127,790	\$4,283,232	\$155,442	3.77%
Operating	1,839,812	1,978,579	2,488,830	2,487,485	(1,345)	-0.05%
<b>Total</b>	<b>5,760,288</b>	<b>5,784,721</b>	<b>6,616,620</b>	<b>6,770,717</b>	<b>154,097</b>	<b>2.33%</b>
Revenue	4,110,909	4,411,460	4,983,800	5,079,365	95,565	1.92%
<b>Local Tax Funding</b>	<b>\$1,649,379</b>	<b>\$1,373,261</b>	<b>\$1,632,820</b>	<b>\$1,691,352</b>	<b>\$58,532</b>	<b>3.58%</b>

<b>Funded Positions</b>						
Full-Time Positions <sup>(1)</sup>	55	56	56	58	2	3.57%
Part-Time Positions	6	6	6	6	0	0.00%

<sup>(1)</sup> 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 FY16 budget.



## Total Budget

**\$6,770,717**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- One additional full-time Child Protective Services Worker
- One additional full-time Benefits Programs Specialist

### Operating

- Decreased lease equipment cost with replacement of older model copier

## Goals/Objectives

- Complete a minimum of 97% of SNAP applications within State/Federal Processing Standards
- Improve timely processing of TANF and Medicaid Applications and Renewals by 10%
- Achieve an average hourly wage of Virginia Initiative for Employment Not Welfare (VIEW) participants greater than \$7.25 per hour
- Develop new Community Work Sites for VIEW Participants
- Exceed the National Standard of 94.6% for children without a Recurrence of Maltreatment
- Enter all CPS referrals/contacts into OASIS Computer System
- Increase the percentage of children seen by a CPS Worker within 24 hours of receiving a valid CPS Referral
- Develop a Parent Education Curriculum for parents of children who have a mental health diagnosis
- Exceed the state goal of serving a minimum of 84% of foster children in Family Based Placements
- Decrease the time children remain in Foster Care
- Reduce the number of placement changes for children in Foster Care
- Recruit and train an increased number of volunteers to assist the agency staff

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

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
SNAP cases in compliance with processing standards (ADAPT)	98%	98.5%	98.5%
SNAP households served (ADAPT)	4,032	3,800	3,950
Benefit applications received (ADAPT)	8,810	8,750	9,000
Average hourly wage of VIEW participants (VIP Report)	\$9.58	\$9.50	\$9.75
CPS complaints investigated (OASIS)	542	600	610
Percent of children without a recurrence of maltreatment (OASIS)	100%	100%	100%
Foster care children served (OASIS)	82	70	70
Foster children served in family based placements (OASIS)	93%	90%	90%
Foster teens active in Independent Living Program (Manual Tracking)	30	20	25
Reports of alleged adult abuse/neglect received by APS (Manual Tracking)	191	200	210
Individuals served through holiday programs (Manual Tracking)	4,100	3,500	4,000
Volunteers providing assistance (Manual Tracking)	590	625	625
Per capita cost for county share of agency budget	\$10.04	\$13.00	\$12.00

## Accomplishments

- Exceeded national and state benchmarks for foster children placed in foster family homes
- CPS Investigators completed forensic interview training
- In partnership with the Commonwealth Attorney's Office and the Sheriff's Office, DSS joined the regional Child Advocacy Center - Safe Harbor
- Exceeded the national standard for the protection of children
- Average hourly wage of VIEW participants exceeds state benchmark
- Achieved a SNAP participation rate that exceeds national and state targets
- Successfully managed 70% increase in Medicaid applications/caseload
- Successfully implemented new, automated Medicaid eligibility determination system
- Successfully implemented CommonHelp - web based self-service customer portal for Benefit Programs
- Provided holiday assistance to over 4,000 individuals

## Did You Know?

Stafford DSS is one of fifteen local agencies selected to participate in a Learning Collaborative Series with Casey Family Programs. The focus of the Learning Collaborative is to Enhance Service Assessment, Planning, and Delivery as it relates to safety, permanency, and wellbeing. The selected agencies will share best practices, design and pilot innovative strategies and assist with regional and statewide implementation.



## 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 collect delinquent court fines and fees and provide additional revenues to the County.
- Enhancing *myStafford* online payment portal to include real estate and personal property tax billing and payment access to include e-billing options.
- Implement electronic tax payment files through banking relationship to provide an efficient and automated tax receivable process.



Serving our 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

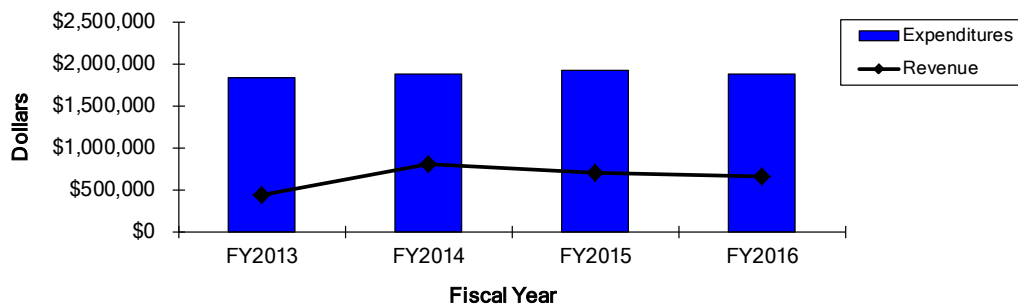
### Banking and Investment Operations Division

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

### Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Personnel	\$1,462,639	\$1,464,816	\$1,491,130	\$1,485,157	(\$5,973)	-0.40%
Operating	377,849	416,819	432,000	395,000	(37,000)	-8.56%
<b>Total</b>	<b>1,840,488</b>	<b>1,881,635</b>	<b>1,923,130</b>	<b>1,880,157</b>	<b>(42,973)</b>	<b>-2.23%</b>
Revenue	440,999	802,335	700,195	657,064	(43,131)	-6.16%
<b>Local Tax Funding</b>	<b>\$1,399,489</b>	<b>\$1,079,300</b>	<b>\$1,222,935</b>	<b>\$1,223,093</b>	<b>\$158</b>	<b>0.01%</b>

<b>Funded Positions</b>						
Full-Time Positions	17	17	17	17	0	0.00%
Part-Time Positions	3	3	3	3	0	0.00%



**Total Budget**  
**\$1,880,157**

### Notable Changes

#### Personnel

- 2% salary increase
- Health Insurance premium increase
- Managed Attrition
- Payroll reduction due to staffing change

#### Operating

- Elimination of temp services
- Reduction in postage
- Reduction in tax tickets
- Decrease in office supplies

### 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.

- Install batch processing systems that automate and streamline collection processes which further increase the collection of taxes and utility accounts.
- Enhance online payment portal to include e-billing features and promote paperless initiatives while achieving additional cost savings to taxpayers.
- Provide citizens with a fee free online payment option on *myStafford* payment portal from personal checking account for tax and utility payments.

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

### Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
DSO delinquent collection efforts	33,728	39,000	35000
DMV Stops	10,052	10,000	10000
Delinquent collection actions	1,049	1,250	1250
Delinquent notices	62,993	64,000	64000
Real Estate & Personal Property tax bills	272,816	274,000	280000
Utility bills	401,193	397,000	410000
Permit fees collected	40,076	28,500	40000
Meals tax payments	3,403	3,700	3700
State income estimates	3,326	4,000	4000
State income returns	1,272	900	1300
Dog tags sold	7,066	8,500	8500
DMV Select transactions	14,932	17,900	16000
Online payments - taxes and utilities	228,401	225,000	245,000
Online Payments - dog tag licenses	1,784	2,000	2,000
Lock box payments processed - taxes	60,266	68,000	61,000

### Accomplishments

- Treasurer's Office wins 2014 Governor's Technology Award for launching innovative new online bill paying system, *myStafford* Citizen Portal.
- Delinquent collection efforts Intercepted VA State income refunds to recover \$1.14 million dollars and pay 6,814 delinquent tax accounts.
- E-check fee free *myStafford* now provides citizens a payment option fee free.

### Did You Know?

The Treasurer's Office answered 140 live chat messages and received over 47,000 phone calls from citizens in FY14.

*myStafford* online payment portal averaged over 13,000 visits per month as of December 2014.

The Treasurer's Office DMV Select was recognized by DMV Commissioner for processing the most debit card transactions in 2014.





## Mission

Our mission is to be responsible stewards of County resources to support agencies or groups who provide the citizens of Stafford County services to address individual and community needs.



Rappahannock United Way awards Buddy the Dog to the agency or business that raises the most funds for the region each year. In 2015 Buddy pictured here in his Stafford County home was presented to the employees of Stafford County.

## What is our process?

- To utilize a structured process for non-contractual partner agency funding requests.
- An evaluation committee reviews the applications for funding 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.

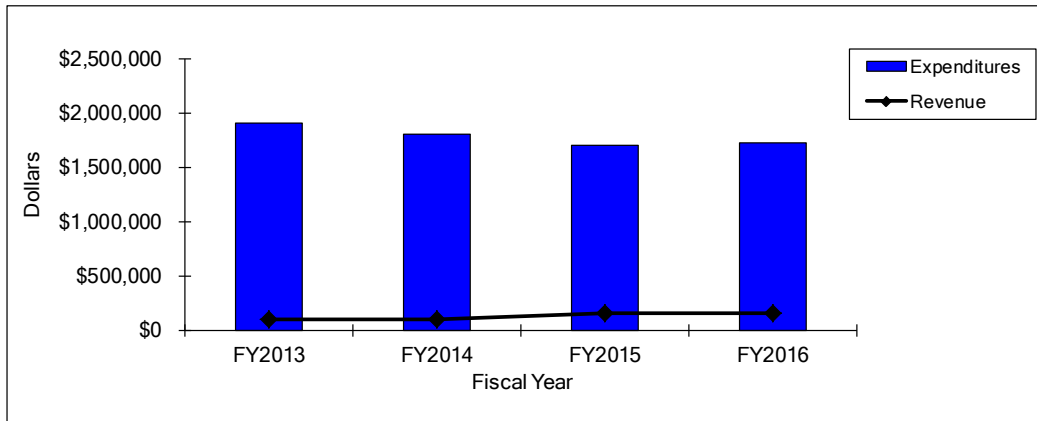
Allocations are based on available resources, impact of service to Stafford residents and priority of community needs as perceived by the committee. Allocations may be subject to an increase, reduction or discontinuation based on the following:

- 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?

## Thinking Efficiently

Streamlined the application process by utilizing one application for all five localities within the planning district 16; additionally, utilized Dropbox technology to enhance the efficiency of the process for our partners.

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change 15 to 16	
<b>Costs</b>						
Operating	\$1,905,277	\$1,812,325	\$1,700,920	\$1,725,786	\$24,866	1.46%
<b>Total</b>	<b>1,905,277</b>	<b>1,812,325</b>	<b>1,700,920</b>	<b>1,725,786</b>	<b>24,866</b>	<b>1.46%</b>
Revenue	100,994	97,138	157,750	157,510	(240)	-0.15%
<b>Local Tax Funding</b>	<b>\$1,804,283</b>	<b>\$1,715,187</b>	<b>\$1,543,170</b>	<b>\$1,568,276</b>	<b>\$25,106</b>	<b>1.63%</b>



## 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

- Successfully partnered with each of the five localities in the PD 16 to create a regional wide approach that enhanced the dialogue between all local governments during the budget process as the review of each agency request occurred providing an opportunity to focus on outcomes/measures, types of populations being service, how agencies manage their funding and how our community is impacted.

## Total Budget

**\$1,725,786**

## Notable Changes

- Rappahannock Area Community Services Board - Increased funding for one Mental Health Emergency Therapist to meet the demand related to the changes in the state mandated response times for behavioral health emergency services.
- Rappahannock Area Youth Services and Group Home Commission- Increased funding for meeting leasing opportunity.

## Did you know?

Stafford County's website provides a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the citizens of our County. The link also gives citizens and businesses the capability to donate funding directly to an organization. The link is located on Stafford County's website [www.staffordcountyva.gov](http://www.staffordcountyva.gov) under Human Services Office- then Partner Agencies.

# Partner Agencies' Missions

Stafford County FY16 Adopted Budget

Agency Name	Mission
Chaplin Youth Group Home Commission	Serves court-involved youth. To change negative thinking patterns in the youth, we serve and teach alternate ways of decision-making, anger management and life skills.
DisAbility Resource Center	Assist people with disabilities, those who support them, and the community, through information, education and resources, to achieve the highest potential benefit of independent living.
Fredericksburg Area Food Bank	Reduces hunger in Fredericksburg and the counties of Spotsylvania, Caroline, Stafford and King George, by collecting and distributing donated food products to needy individuals and families through a network of charitable organizations and churches.
Germanna Community College	Provides high quality, accessible learning opportunities and related services to the community.
Healthy Families Rappahannock Area	Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.
Hospice Support Care	Provides free support services to the seriously ill and bereaved. Services are provided by trained volunteers under the supervision of HSC staff members. Services are provided regardless of diagnosis or prognosis and without regard to income.
Lloyd F. Moss Free Clinic	Provides free medical and dental care to low-income and uninsured residents of Planning District 16.
Mental Health America of Fredericksburg	Provides education, advocacy and services to all people with mental health needs. Educates to promote mental health awareness and understanding.
Micah Ecumenical Ministries	Serves vulnerable populations, with special attention to the needs of the poor and homeless.
Northern VA 4-H Educational and Conference Center	Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.
Piedmont Dispute Resolution Center	Provide dispute resolution and restorative justice information, education and community services. They also have ongoing communication with judges and court clerk that facilitate a mediation program that meets the needs of the courts and the citizens.
Rappahannock Area Agency on Aging	Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.
Rappahannock Area Community Services Board (RACSB)	Improves the quality of life for people residing in Planning District 16 with mental health, mental retardation and substance abuse problems and to prevent the occurrence of these conditions.
Rappahannock Area Court Appointed Special Advocates (CASA)	To speak for the best interest of abused, neglected, and CHINS children in the 15th district J&DR Court. To promote and support quality volunteer representation for these children in order to help provide each child with a safe permanent nurturing home.
Rappahannock Area Health District	Achieves and maintains optimum personal and community health in Stafford County by emphasizing health promotion, disease prevention and environmental protection.

# Partner Agencies' Missions

Stafford County FY16 Adopted Budget

Agency Name	Mission
Rappahannock Area Office on Youth	Decreases the instances of delinquency by promoting and providing positive youth development opportunities for court-involved youth and their families.
Rappahannock Big Brothers Big Sisters	To make a positive, measurable difference in the lives of the most at risk children by promoting self esteem and character development, expanding awareness of life's opportunities, and providing education, guidance and support through professionally supported on-to-one mentoring relationships.
Rappahannock Council on Domestic Violence	Empowers survivors and their children to believe in themselves and build new lives filled with dignity, respect, safety, and hope. Provides victims the time, space, and tools to heal their hearts, restore their connections, rebuild their lives, and renew their spirits. Breaks the cycle of violence through shelter, advocacy, education, awareness, prevention and intervention.
Rappahannock Council Against Sexual Assault	Coordinates, organizes and initiates services that aid survivors of sexual assault and their significant others; educates the public on sexual assault issues; and acts as an advocate and resource for the needs and rights of survivors of sexual assault.
Rappahannock Emergency Medical Services Council, Inc.	"Exists to facilitate the development and continued operation of high quality, dedicated and coordinated emergency response and preparedness system for PD 9 and 16 region.
Rappahannock Legal Services	Provides free civil legal assistance in an efficient and high-quality manner to indigent individuals and group clients in planning districts 9, 16, 17, 18.
Rappahannock Refuge Inc, (Hope House)	Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.
Rebuilding Together (Christmas is April)	Stabilize communities through repair and rehabilitation.
S.E.R.V.E., Inc.	Encourages individuals and groups to work together to alleviate local human suffering by meeting the emergency needs of individuals and families experiencing financial crisis, and to promote programs that help individuals become self-sufficient.
Safe Harbor	Provides a child friendly, community oriented, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims.
Stafford Junction	Serves high-need children, youth and their families residing in Stafford County. Our mission is to transform lives through faith and action. We partner with residents, local churches, service agencies, and businesses to connect lives, build relationships, and foster understanding across socio-economic lines.
Thurman Brisben Homeless Shelter	Provides emergency shelter, food, self-help programs and referral services to homeless families and individuals.
Tri-County/City Soil and Water Conservation District	Provide leadership, education and technical programs to assist all resources users to conserve, sustain and improve soil, water and related resources.
Volunteer & Information Services of the United Way	Promote and advocate active volunteer participation in the community, to enrich lives and to achieve positive and lasting change in our community.

# Partner Agencies' Funding

Stafford County FY16 Adopted Budget

Community Agency Name	2015		2016		
	2014 Actual	Adopted Budget	Adopted Budget	Changes 15 to 16	
DisAbility Resource Center	\$25,279	\$25,279	\$25,279	\$0	0.0%
Fredericksburg Area Food Bank	14,128	12,165	12,625	460	3.8%
Healthy Families Rappahannock Area	8,000	7,200	7,200	0	0.0%
Hospice Support Care	3,000	0	0	0	0.0%
Lloyd F. Moss Free Clinic	18,000	18,000	18,360	360	100.0%
Mental Health America of Fredericksburg	11,253	11,253	11,253	0	0.0%
Micah Ecumenical Ministries	15,000	20,000	20,000	0	0.0%
Northern VA 4-H Educational and Conference Center*	1,000	0	0	0	0.0%
Piedmont Dispute Resolution Center	8,000	8,000	7,652	(348)	-4.4%
Rappahannock Area Agency on Aging	29,347	29,347	27,946	(1,401)	100.0%
Rappahannock Area Council for Children and Parents	16,500	0	0	0	0.0%
Rappahannock Area Court Appointed Special Advocates (CASA)	6,450	5,810	4,500	(1,310)	-22.5%
Rappahannock Big Brothers Big Sisters	6,500	5,850	5,850	0	0.0%
Rappahannock Council Against Sexual Assault	16,703	15,033	15,033	0	0.0%
Empowerhouse	46,898	46,898	48,748	1,850	3.9%
Rappahannock Emergency Medical Services Council, Inc.	9,607	13,637	12,955	(682)	-5.0%
Rappahannock Legal Services	32,445	32,445	32,445	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	11,000	11,000	11,000	0	0.0%
Rebuilding Together (Christmas in April)	3,490	3,490	3,490	0	0.0%
S.E.R.V.E., Inc.	47,697	47,697	48,768	1,071	2.2%
Safe Harbor	0	3,000	3,000	0	100.0%
Stafford Junction	0	18,000	18,000	0	100.0%
Volunteer & Information Services of the United Way	2,737	2,737	2,737	0	0.0%
<b>Total Community Agencies</b>	<b>333,034</b>	<b>\$336,841</b>	<b>\$336,841</b>	<b>\$0</b>	<b>0.0%</b>
<b>Intergovernmental Agencies</b>					
Rappahannock Area Youth Services and Group Home Commission	164,735	214,209	218,612	4,403	2.1%
Economic Development Authority	219,004	0	0	0	0.0%
Fredericksburg Regional Alliance	55,080	55,080	55,080	0	0.0%
George Washington Regional Commission	74,708	85,378	85,378	0	0.0%
Germanna Community College - Capital	50,000	50,000	50,000	0	0.0%
Germanna Community College - Operating	26,070	26,070	26,070	0	100.0%
Rappahannock Area Community Service Board	250,152	291,051	311,514	20,463	7.0%
Rappahannock Area Health District	535,937	535,937	535,937	0	0.0%
Thurman Brisben Homeless Shelter	68,500	71,250	71,250	0	0.0%
Tri-County/City Soil and Water Conservation District	21,404	21,404	21,404	0	0.0%
Watershed Property Manager	13,700	13,700	13,700	0	0.0%
<b>Total Intergovernmental Agencies</b>	<b>\$1,479,290</b>	<b>\$1,364,079</b>	<b>\$1,388,945</b>	<b>\$24,866</b>	<b>1.8%</b>
<b>Total</b>	<b>\$1,812,324</b>	<b>\$1,700,920</b>	<b>\$1,725,786</b>	<b>\$24,866</b>	<b>1.5%</b>





## 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.



The new Stafford High School will open fall of 2015 and replace the existing school on the same site.

## 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

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Nanette Kidby, Chairman  
GARRISONVILLE DISTRICT

Holly Hazard, Vice-Chairman  
HARTWOOD DISTRICT

Irene Egan  
AQUIA DISTRICT

C. Scott Hirons  
FALMOUTH DISTRICT

Patricia Healy  
ROCKHILL DISTRICT

Dewayne McOsker, Jr.  
GEORGE WASHINGTON DISTRICT

Dana Reinboldt  
GRIFFIS-WIDEWATER DISTRICT

W. Bruce Benson, Ed.D.  
SUPERINTENDENT

Lance Wolff  
ASSISTANT SUPERINTENDENT  
OF FINANCIAL SERVICES

Chris Quinn  
ASSISTANT SUPERINTENDENT  
FOR INSTRUCTION

Scott Horan  
ASSISTANT SUPERINTENDENT  
FOR FACILITIES

David White  
ASSISTANT SUPERINTENDENT  
FOR SECONDARY EDUCATION  
& SUPPORT SERVICES

Pam Kahle  
ASSISTANT SUPERINTENDENT  
FOR ELEMENTARY EDUCATION  
& SUPPORT SERVICES

# Vision, Beliefs and Mission Statement

Stafford County FY16 Adopted Budget

## VISION

To be an innovative learning organization committed to EXCELLENCE

## OUR BELIEFS

We believe in COMMUNITY.

We believe in DIVERSITY.

We believe in RESPECT.

We believe in INTEGRITY.

We believe in EXCELLENCE.

## MISSION

Teaching our STUDENTS today to be the LEADERS of tomorrow

# School Budget Highlights

Stafford County FY16 Adopted Budget

The Schools' FY2016 Budget includes \$2.6 million in increased local funding. The County provides an increased local transfer of \$1.1 million for operations and an increase of \$1.3 million for debt service, including master lease funding for eight school buses. In addition, the Schools' effort to increase cash capital is advanced by a cash contribution of \$209,000 for the purchase of two school buses. Cash for school buses is now included in the base budget and efforts will be made to step up the contribution in future years.

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

Required local effort	\$57.2 million
Debt Service	30.5 million
Additional local funding	56.0 million
Total	\$143.7 million

Virginia Retirement System (VRS) funding continues to be a challenge for the School system. In an effort to develop a more sustainable retirement system, the state has required that employees begin to pay into the system, but receive a corresponding salary increase. The total requirement, which can be phased in, is known as the VRS "5&5" since ultimately employees will pay 5% of their salary to VRS, but receive a 5% salary increase. Because the increase is subject to payroll taxes and retirement costs, the net effect is an increase in costs to the schools and a slight decrease in net pay to employees. However, the employees' retirement benefits are higher as a result. To comply with this mandate, the school system began phasing in the requirement and provided a 1% salary increase and required employees to pay 1% into VRS in beginning in FY13. The FY16 Budget must include the 4<sup>th</sup> year of implementation. The employee VRS requirement is now 4%. As part of the state budget, one-time funds were deposited into the teachers' retirement fund, which decreased the outstanding liability and allowed the ongoing funding rate to decrease from the current 14.5% to 14.06%. This results in savings of about \$0.7 million.

The FY16 state funding for Stafford County Public Schools is an increase from the current year of approximately \$2.2 million. The adopted state budget provides funding for a 1.5% salary increase for school employees. However, the state funding covers only state SOQ recognized positions and the funding is for 10.5 months of the year only. Therefore, paying for full year increases for all positions requires significant local funding that greatly exceeds the matching funds required by the state.

The School Board allocated funds for an overall salary increase of 2%. They did not apply it across the board, but they did approve a 1½% salary increase for all employees and will begin the implementation of market-based pay scale enhancements, designed to better attract and retain talented employees. Funding is included for the fourth phase of the VRS 5&5 mandate which requires an increase the employees' share of retirement costs, while providing an offsetting salary increase.

The Schools' budget included \$3.5M in program expenditures savings. Other budget initiatives include funding for professional development; new positions to address growth, special needs, and class size reductions; and operating costs for a new financial and human resources enterprise resource planning system.

The School Board requests that \$1.2 million in anticipated FY15 savings be carried forward into FY16. This budget includes that funding for one time educational needs, to be appropriated when the FY15 audit is complete.

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.



# School Budget Highlights

Stafford County FY16 Adopted Budget

## Summary of Schools Funds

This table reflects the Superintendents' proposed budget. The School Board's approved budget will be presented at a later date. Updated budget amounts will be considered for budget and appropriation when details are available.

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
School Operating Fund	\$246,390,384	\$247,699,343	\$256,242,629	\$260,884,091	\$4,641,462	1.81%
Nutrition Services Fund	12,263,227	11,748,969	13,695,511	13,654,371	(41,140)	-0.30%
Construction Fund <sup>1</sup>	19,112,635	31,585,886	128,480	128,480	0	0.00%
Grant Fund	9,784,272	11,805,169	12,116,290	12,016,661	(99,629)	-0.82%
<b>Total School Funds</b>	<b>\$287,550,518</b>	<b>\$302,839,367</b>	<b>\$282,182,910</b>	<b>\$286,683,603</b>	<b>\$4,500,693</b>	<b>1.59%</b>

Internal Service Funds	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
Fleet Services Fund	\$4,105,023	\$3,859,270	\$4,106,972	\$4,394,476	\$287,504	7.00%
Health Services Fund	34,276,989	31,192,866	35,847,255	34,598,568	(1,248,687)	-3.48%
Workers' Compensation Fund	797,410	664,298	613,745	564,713	(49,032)	-7.99%
<b>Total</b>	<b>\$39,179,422</b>	<b>\$35,716,434</b>	<b>\$40,567,972</b>	<b>\$39,557,757</b>	<b>(\$1,010,215)</b>	<b>-2.49%</b>

<sup>1</sup> Construction bond proceeds will be appropriated when the bonds are authorized and the CIP is approved.

## Debt Service

School Debt Service for FY16 totals \$30,463,428 and is shown in the General Fund.

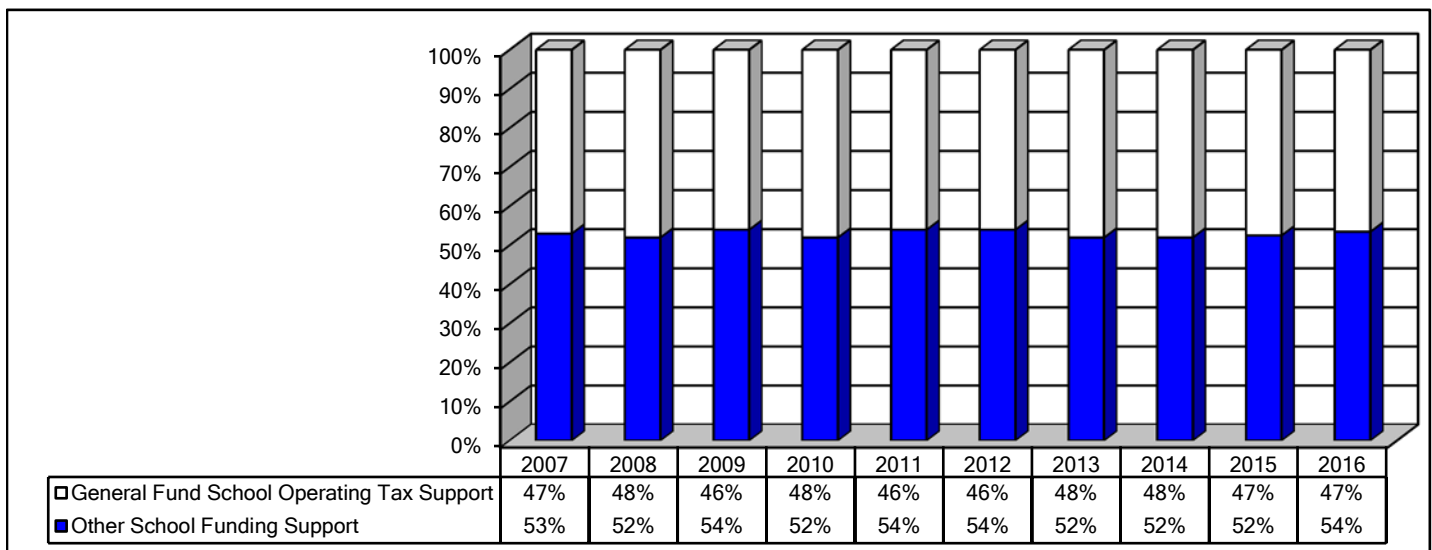
# Education Cost Statistics

Stafford County FY16 Adopted Budget

The Local School Funding Fiscal Year 2016 is \$147.1 million. All Operating Expenditures Consist of Total Operating Costs, Including Facilities and Debt Service. The General Fund Transfer Includes Debt Service.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2016	27,340	1.1%	147,137	3.4%	303,683	6,133	2.1%	11,108	2,064
2015	27,048	-0.7%	142,299	2.8%	297,550	13,022	4.6%	11,001	2,091
2014	27,229	1.2%	138,423	2.3%	284,528	2,045	0.7%	10,449	2,055
2013	26,904	0.2%	135,311	2.0%	282,484	6,332	2.3%	10,500	2,088
2012	26,838	0.3%	132,719	2.3%	276,151	7,427	2.8%	10,290	2,081
2011	26,745	0.3%	129,772	0.6%	268,724	(7,749)	-2.8%	10,048	2,071
2010	26,661	1.2%	128,961	5.0%	276,473	(4,816)	-1.7%	10,370	2,144
2009	26,350	0.9%	122,800	0.9%	281,289	9,750	3.6%	10,675	2,291
2008	26,114	-0.3%	121,736	0.8%	271,539	12,465	4.8%	10,398	2,231
2007	26,181	1.2%	120,723	0.5%	259,074	11,944	4.8%	9,895	2,146

Fiscal Year	School Enrollment		County Population		General Fund Transfer					
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	% of Oper. Fund
2016	27,340	1.1%	147,137	3.4%	143,718	2,579	1.8%	5,257	977	47%
2015	27,048	-0.7%	142,299	2.8%	141,139	5,544	4.1%	5,218	992	47%
2014	27,229	1.2%	138,423	2.3%	135,595	(489)	-0.4%	4,980	980	48%
2013	26,904	0.2%	135,311	2.0%	136,084	9,055	7.1%	5,058	1,006	48%
2012	26,838	0.3%	132,719	2.3%	127,028	2,122	1.7%	4,733	957	46%
2011	26,745	0.3%	129,772	0.6%	124,906	(7,529)	-5.7%	4,670	963	46%
2010	26,661	1.2%	128,961	5.0%	132,435	2,386	1.8%	4,967	1,027	48%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46%
2008	26,114	-0.3%	121,736	0.8%	130,513	9,319	7.7%	4,998	1,072	48%
2007	26,181	1.2%	120,723	0.5%	121,194	27,742	29.7%	4,629	1,004	47%



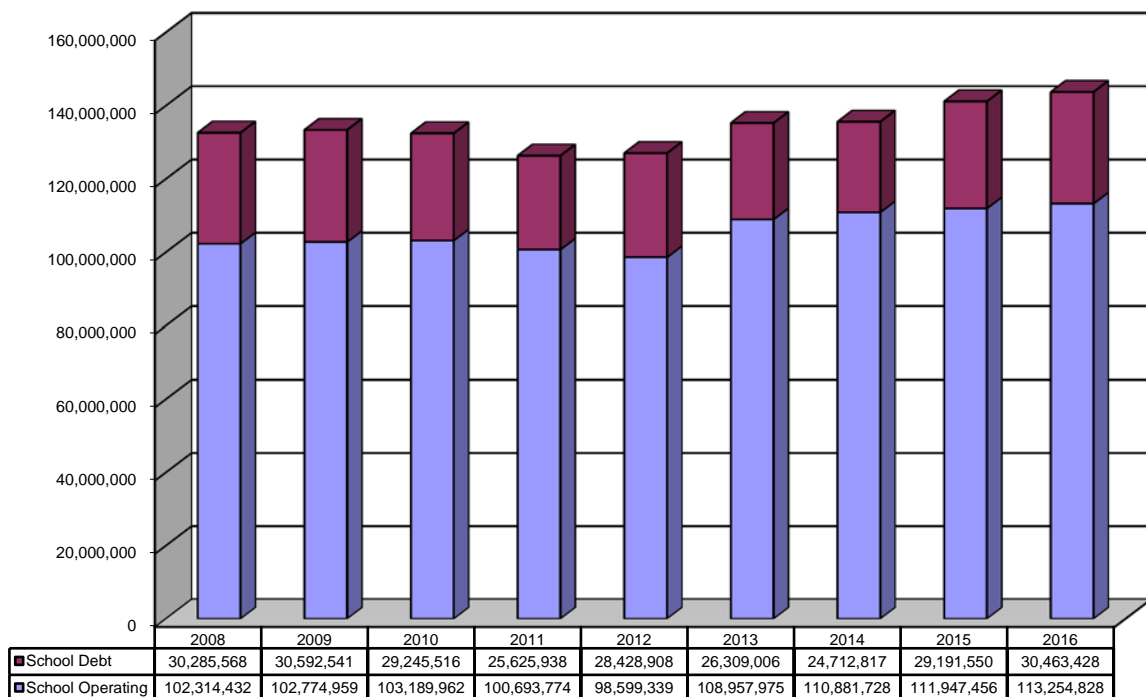
# School Transfer and Debt Service

Stafford County FY16 Adopted Budget

The schedule and graph below show an historical analysis of the School Transfer separated by Operating Costs and Debt Service. FY2007 to FY2014 are actuals, FY2015 and FY2016 is the Adopted Budgets.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	Debt Service/ Capital Projects	Prior Year % Change Debt
2007	121,193,761	93,600,816	4.53%	27,592,945	10.91%
2008	132,600,000	102,314,432	9.31%	30,285,568	9.76%
2009	133,367,500	102,774,959	0.45%	30,592,541	1.01%
2010	132,435,478	103,189,962	0.40%	29,245,516	-4.40%
2011	126,319,712	100,693,774	-2.42%	25,625,938	-12.38%
2012	127,028,247	98,599,339	-2.08%	28,428,908	10.94%
2013	135,266,981	108,957,975	10.51%	26,309,006	-7.46%
2014	135,594,545	110,881,728 <sup>1</sup>	1.77%	24,712,817	-6.07%
2015	141,139,006	111,947,456	0.96%	29,191,550	18.12%
2016	143,718,256	113,254,828	1.17%	30,463,428	4.36%
Average 2007 to 2016			5.25%		2.38%

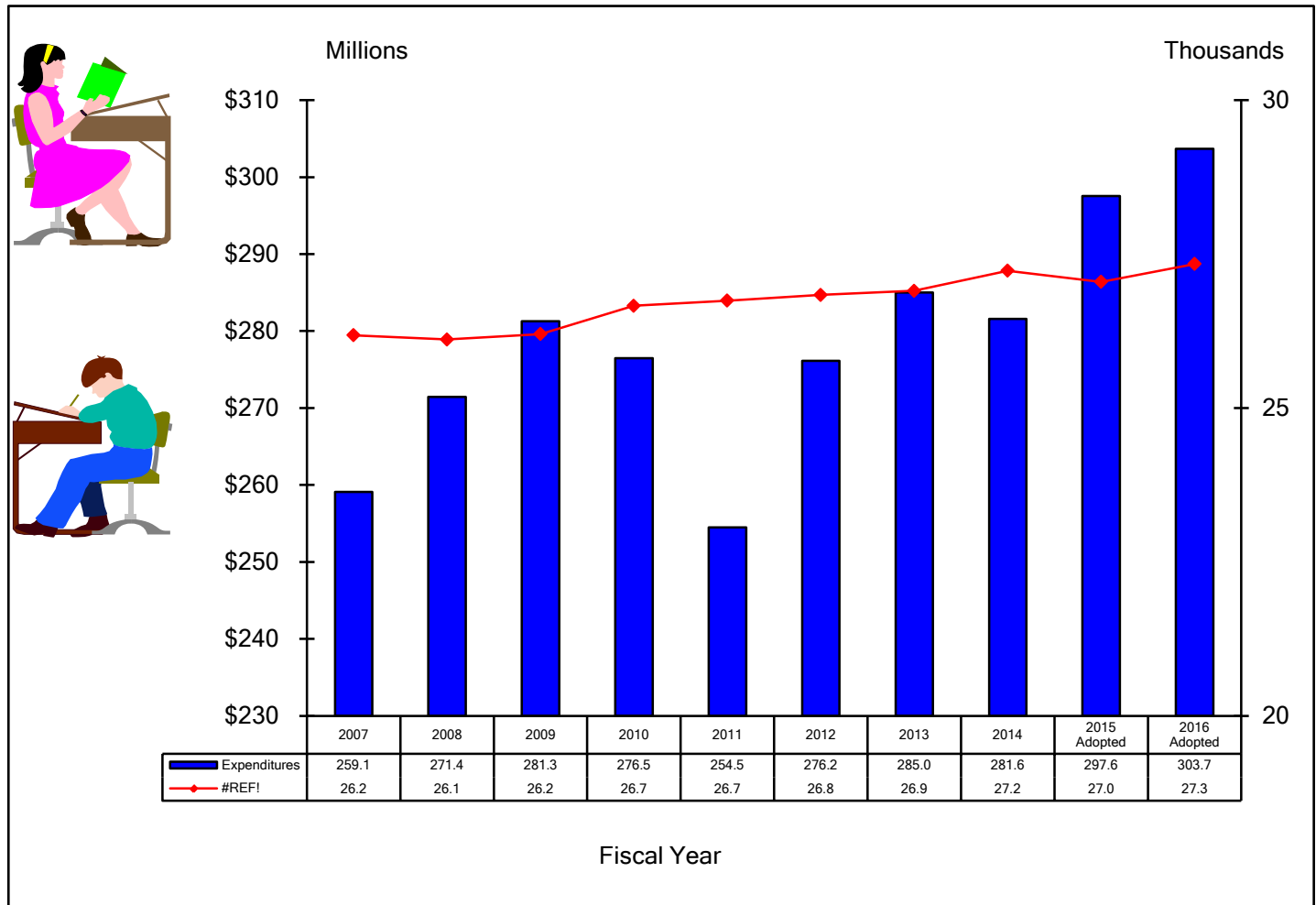
<sup>1</sup> One-time debt service savings of \$3.1M from VPSA refunding was used to increase School transfer to be used for Capital Projects and other one-time expenditures. \$1M was included in the operating transfer, \$2.1M was used for capital projects in the Construction fund.



# School Operating VS. Enrollment

Stafford County FY16 Adopted Budget

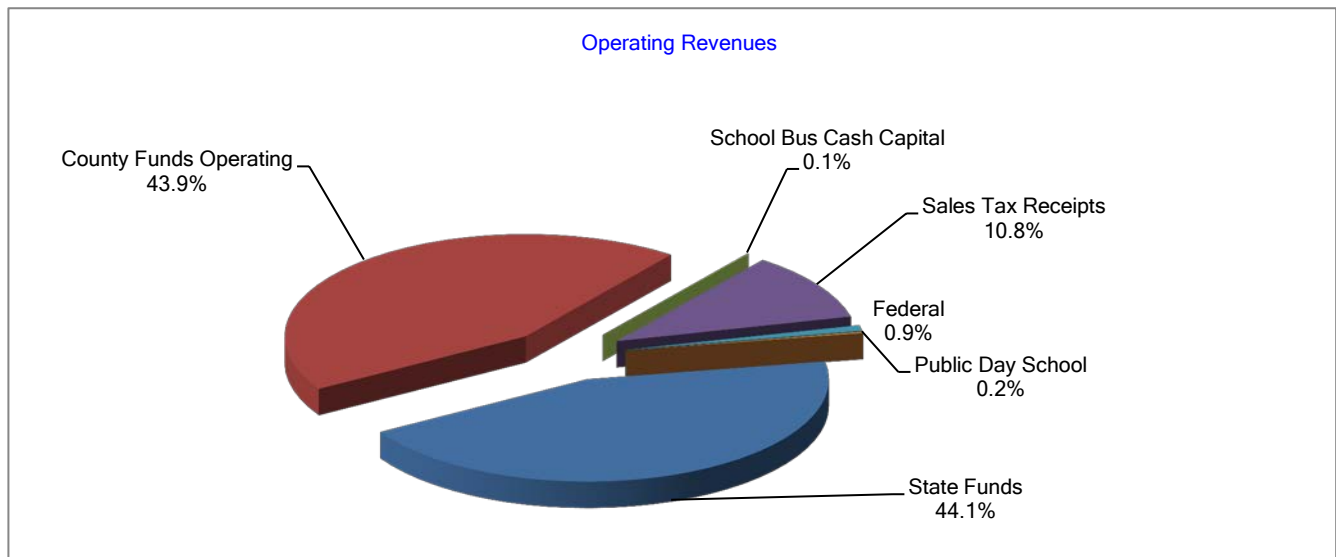
Estimated school average daily membership for Fiscal Year 2016 is 27,340 and a school operating budget of \$303.7 million (includes total operating budget, debt service, and grants fund).



# School Operating Revenues

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change '15 to '16	
<b>Revenues</b>					
State Funds	\$109,496,312	\$112,162,441	\$113,262,270	\$1,099,829	1%
County Funds Operating	107,306,439	111,429,456	112,527,828	1,098,372	1%
School Bus Cash Capital	0	0	209,000	209,000	100%
Sales Tax Receipts	25,785,019	26,540,703	27,616,298	1,075,595	4%
Federal	2,377,362	2,405,000	2,306,725	(98,275)	-4%
Public Day School	332,000	518,000	518,000	0	0%
Other Financing Sources	1,866,011	3,187,029	3,293,970	0	0%
Prior Year Carryforward	1,108,289	0	1,150,000	1,150,000	100%
<b>Total</b>	<b>\$248,271,432</b>	<b>\$256,242,629</b>	<b>\$260,884,091</b>	<b>\$4,641,462</b>	<b>2%</b>

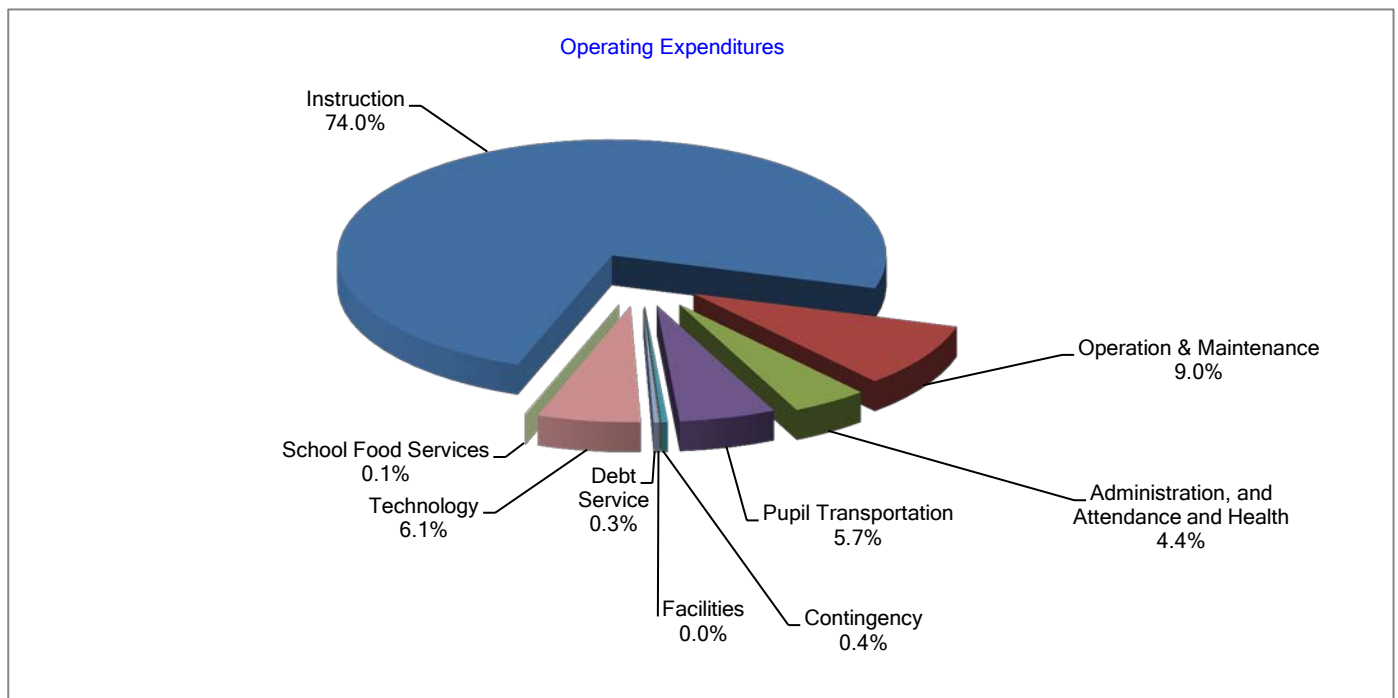


Fund Balance, Beginning of Year	\$5,514,564	\$5,514,564	\$5,514,564	\$0	0.00%
Fund Balance, End of Year <sup>(1)</sup>	\$6,086,653	\$5,514,564	\$5,514,564	\$0	0.00%

# School Operating Budget

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Change '15 to '16	
Instruction	\$181,946,654	\$191,183,710	\$193,111,854	\$1,928,144	1.0%
Operation & Maintenance	20,731,939	22,439,315	23,398,203	958,888	4.3%
Administration, and Attendance and Health	10,587,435	11,536,765	11,592,520	55,755	0.5%
Pupil Transportation	13,591,390	14,781,077	14,802,788	21,711	0.1%
Contingency	0	500,000	1,000,000	500,000	100.0%
Facilities	111,512	99,000	99,000	0	0.0%
Debt Service	475,167	461,909	832,858	370,949	80.3%
Technology	14,984,910	15,014,165	15,823,937	809,772	5.4%
School Food Services	205,547	226,688	222,931	(3,757)	-1.7%
Capital Outlay	4,499,924	0	0	0	0.0%
Carryforward	0	0	0	0	0.0%
Transfers to Other Funds	564,865	0	0	0	0.0%
<b>Total</b>	<b>\$247,699,343</b>	<b>\$256,242,629</b>	<b>\$260,884,091</b>	<b>\$4,641,462</b>	<b>1.8%</b>



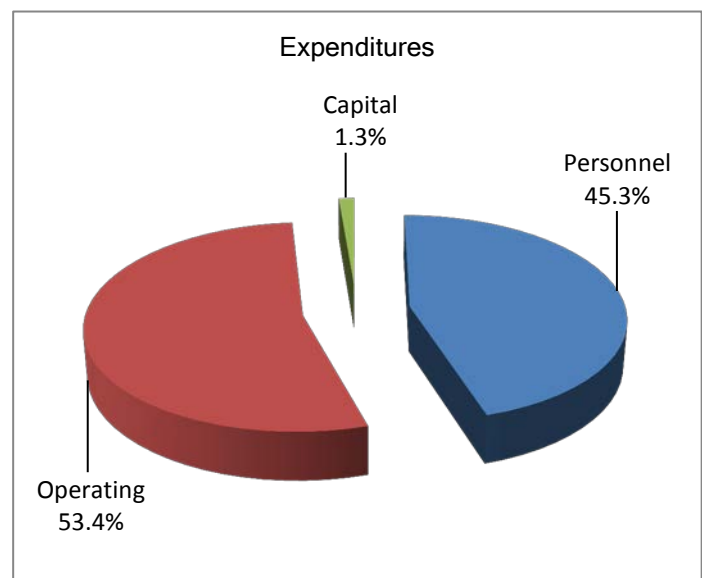
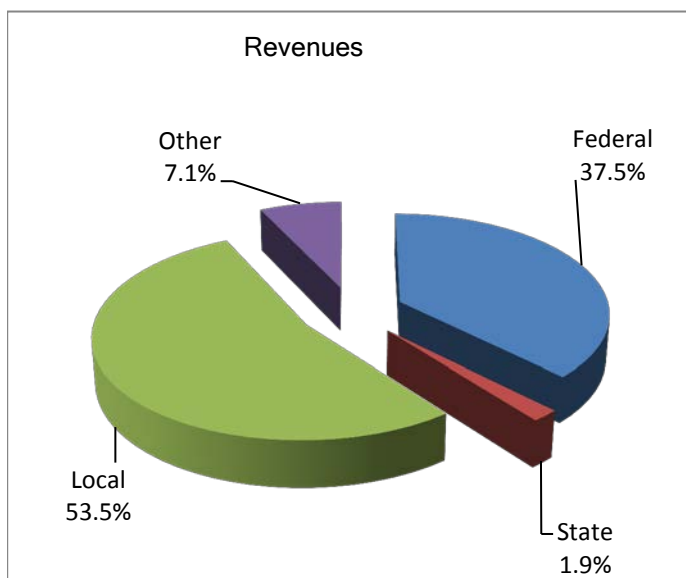


# School Nutrition Fund

Stafford County FY16 Adopted Budget

	FY2014	FY2015	FY2016		
	Actual	Adopted Budget	Adopted Budget	Change '15 to '16	
<b>Revenues</b>					
Federal	\$4,509,985	\$5,123,602	\$5,123,602	\$0	0.00%
State	215,625	259,708	259,708	0	0.00%
Local					
Lunch Sales	4,473,480	4,261,701	4,831,350	569,649	13.37%
A-la-carte	1,561,207	2,597,000	1,845,000	(752,000)	-28.96%
Breakfast Sales	455,353	417,500	512,500	95,000	22.75%
Expenditure Refunds	105,978	101,500	109,000	7,500	100.00%
<b>Total</b>	<b>\$6,596,018</b>	<b>\$7,377,701</b>	<b>\$7,297,850</b>	<b>(\$79,851)</b>	<b>-1.08%</b>
From School Operating Fund	\$10,078	\$0	\$0	\$0	0.00%
Other	772,172	934,500	973,211	38,711	0.00%
<b>Total</b>	<b>\$12,103,878</b>	<b>\$13,695,511</b>	<b>\$13,654,371</b>	<b>(\$41,140)</b>	<b>-0.30%</b>
<b>Expenditures</b>					
Personnel	\$5,395,282	\$6,287,747	\$6,178,187	(\$109,560)	-1.74%
Operating	6,353,687	7,328,264	7,297,184	(31,080)	-0.42%
Capital	0	79,500	179,000	99,500	125.16%
<b>Total</b>	<b>\$11,748,969</b>	<b>\$13,695,511</b>	<b>\$13,654,371</b>	<b>(\$41,140)</b>	<b>-0.30%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$2,450,934</b>	<b>\$2,805,843</b>	<b>\$2,805,843</b>	<b>\$0</b>	<b>0.00%</b>
<b>Fund Balance, End of Year<sup>(1)</sup></b>	<b>\$2,805,843</b>	<b>\$2,805,843</b>	<b>\$2,805,843</b>	<b>\$0</b>	<b>0.00%</b>

<sup>(1)</sup> The ending fund balance for FY2014 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



# School Construction Fund

Stafford County FY16 Adopted Budget

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

	FY2014	FY2015	FY2016	Change	
Revenues	Actual	Adopted Budget	Adopted Budget	'15 to '16	
VPSC Bond Funding	\$30,973,208	\$0	\$0	\$0	0.00%
VPSC Interest	46,322	18,480	18,480	0	0.00%
Transfer from General Fund	2,135,000	0	0	0	0.00%
Other	683,339	110,000	110,000	0	0.00%
<b>Total</b>	<b>\$33,837,869</b>	<b>\$128,480</b>	<b>\$128,480</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expenditures</b>					
Personnel	\$315,648	\$128,480	\$128,480	\$0	0.00%
Operating	2,408,420	0	0	0	0.00%
Capital	28,861,818	0	0	0	0.00%
<b>Total</b>	<b>\$31,585,886</b>	<b>\$128,480</b>	<b>\$128,480</b>	<b>\$0</b>	<b>0.00%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$33,407,555</b>	<b>\$35,659,538</b>	<b>\$35,659,538</b>	<b>\$0</b>	<b>0.00%</b>
<b>Fund Balance, End of Year <sup>(1)</sup></b>	<b>\$35,659,538</b>	<b>\$35,659,538</b>	<b>\$35,659,538</b>	<b>\$0</b>	<b>0.00%</b>

<sup>(1)</sup> The ending fund balance for FY2014 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

# Schools Grants Fund

## Stafford County FY16 Adopted Budget

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	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Change '15 to '16	
Federal Funds	\$8,904,681	\$9,576,867	\$9,477,711	(99,156)	-1.04%
State Funds	91,872	39,423	336,308	296,885	753.08%
Contingency	0	2,500,000	2,521,500	21,500	0.86%
Other Funds	224,372	0	0	0	0.00%
<b>Total</b>	<b>\$9,220,925</b>	<b>\$12,116,290</b>	<b>\$12,335,519</b>	<b>\$219,229</b>	<b>1.81%</b>

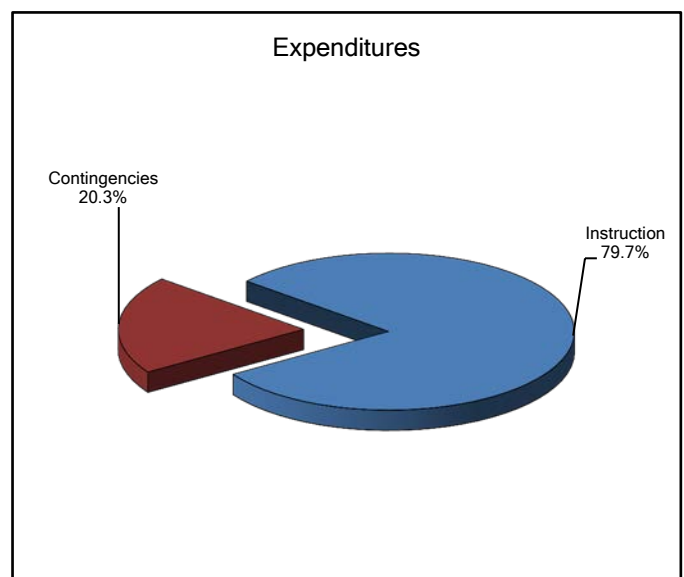
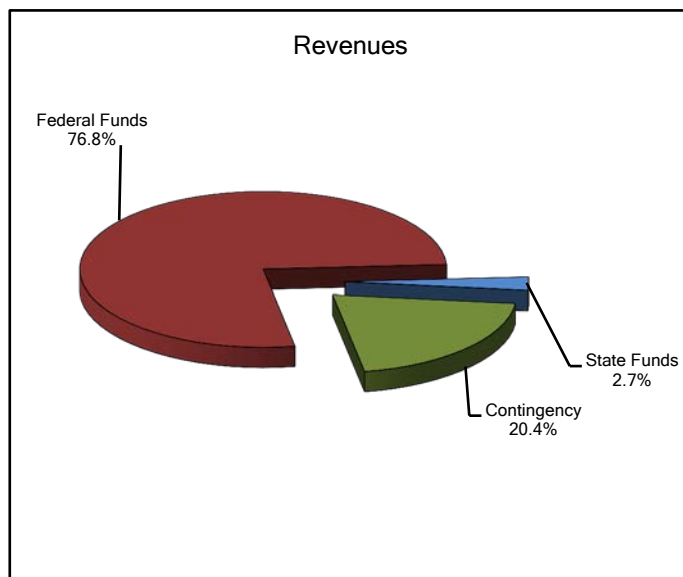
### Expenditures

Instruction	\$8,958,330	\$9,616,290	\$9,835,519	\$219,229	2.28%
Contingencies	0	2,500,000	2,500,000	0	0.00%
Capital Outlay	26,017	0	0	0	0.00%
Technology	158,664	0	0	0	0.00%
Other	14,120	0	0	0	0.00%
<b>Total</b>	<b>\$9,157,131</b>	<b>\$12,116,290</b>	<b>\$12,335,519</b>	<b>\$219,229</b>	<b>1.81%</b>

<b>Fund Balance, Beginning of Year</b>	\$41,193	\$104,987	\$104,987	\$0	0.00%
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<b>Fund Balance, End of Year<sup>(1)</sup></b>	\$104,987	\$104,987	\$104,987	\$0	0.00%
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<sup>(1)</sup> The ending fund balance for FY2014 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



# Schools Workers Compensation Fund

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>					
Transfer from Other Funds	\$588,604	\$613,745	\$564,713	(\$49,032)	-8%
<b>Total</b>	<b>\$588,604</b>	<b>\$613,745</b>	<b>\$564,713</b>	<b>(\$49,032)</b>	<b>-8%</b>
<b>Expenditures</b>					
Workers Compensation	\$581,863	\$613,745	\$564,713	(\$49,032)	-8%
Personnel	82,435	0	0	0	0%
<b>Total</b>	<b>\$664,298</b>	<b>\$613,745</b>	<b>\$564,713</b>	<b>(\$49,032)</b>	<b>-8%</b>
<b>Net Assets, Beginning of Year</b>	<b>\$870,767</b>	<b>\$795,073</b>	<b>\$795,073</b>	<b>\$0</b>	<b>0%</b>
<b>Net Assets, End of Year<sup>(1)</sup></b>	<b>\$795,073</b>	<b>\$795,073</b>	<b>\$795,073</b>	<b>\$0</b>	<b>0%</b>

<sup>(1)</sup> The ending net position for FY2014 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

# Schools Health Benefits Fund

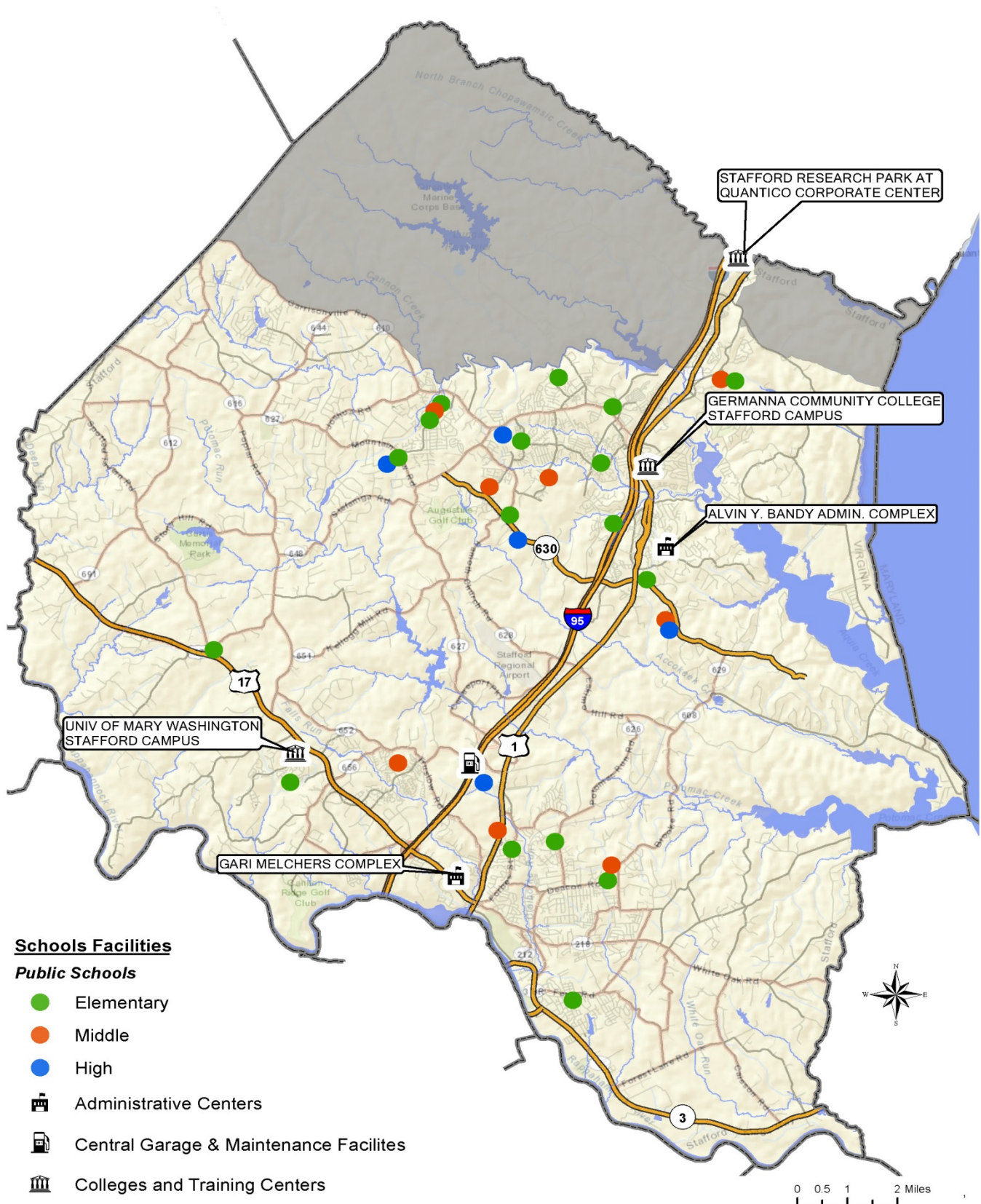
Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>					
Charges for Services	\$27,597,612	\$35,847,255	\$34,598,568	(\$1,248,687)	-3%
Transfers from Other Funds	190,381	0	0	0	0%
Interest	4,856	0	0	0	0%
<b>Total</b>	<b>\$27,792,849</b>	<b>\$35,847,255</b>	<b>\$34,598,568</b>	<b>(\$1,248,687)</b>	<b>-3%</b>
<b>Expenditures</b>					
Personnel	\$145,599	\$167,175	\$171,982	\$4,807	3%
Operating	31,047,267	35,178,080	34,426,586	(751,494)	-2%
Transfers to Other Funds	0	502,000	0	(502,000)	-100%
<b>Total</b>	<b>\$31,192,866</b>	<b>\$35,847,255</b>	<b>\$34,598,568</b>	<b>(\$1,248,687)</b>	<b>-3%</b>
<b>Net Assets, Beginning of Year</b>	<b>(\$8,415,791)</b>	<b>(\$11,815,808)</b>	<b>(\$11,815,808)</b>	<b>\$0</b>	<b>0%</b>
<b>Net Assets, End of Year<sup>(1)</sup></b>	<b>(\$11,815,808)</b>	<b>(\$11,815,808)</b>	<b>(\$11,815,808)</b>	<b>\$0</b>	<b>0%</b>

<sup>(1)</sup> The ending net position for FY2014 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

# Stafford County School Facilities

Stafford County FY16 Adopted Budget







## Mission

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



The Courthouse Streetscape Project was implemented through a Federal Transportation Enhancement Grant which was supplemented by limited funding from the County's Transportation Fund.

## 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.

## 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.

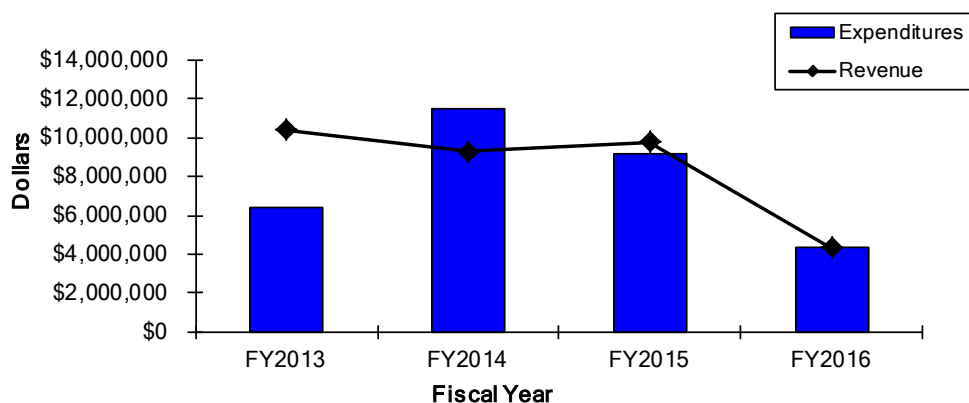


Mountain View Road project, a diversion road was constructed which will allow work to proceed on the final road alignment while reducing impact to traffic in the area.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Change '15 to '16	
<b>Costs</b>						
Operating	\$3,537,417	\$3,216,818	\$3,389,114	\$3,929,247	\$540,133	0.00%
Capital	2,841,877	8,266,994	5,831,779	423,679	(5,408,100)	-92.73%
<b>Total</b>	<b>6,379,294</b>	<b>11,483,812</b>	<b>9,220,893</b>	<b>4,352,926</b>	<b>(4,867,967)</b>	<b>-52.79%</b>
Revenue	10,406,691	9,284,976	9,756,973	4,352,926	(5,404,047)	-55.39%
<b>Difference</b>	<b>(\$4,027,397)</b>	<b>\$2,198,836</b>	<b>\$536,080</b>	<b>\$0</b>	<b>(\$536,080)</b>	<b>0.00%</b>

<b>Funded Positions</b>						
Full-Time Positions	0	0	0	0	0	0.00%



## Total Budget

**\$4,352,926**

## Notable Changes

- Increase in VRE subsidy due to increased ridership share
- Road projects and applicable revenue sources will be budgeted and appropriated with project approval.

## Accomplishments

- Completed the Courthouse Streetscape Phase IA Project
- Completed sidewalk improvements on South Gateway Drive
- Continued construction of Mt. View Road
- Began construction of projects on Mt. View Road, Poplar Road and Centreport Parkway
- Continued design and/or right-of-way approval process on other transportation projects

## Did You Know?

- In FY16, at least ten County transportation improvement projects will be under construction

## Goals/Objectives

- Implement 2008 road bond referendum projects including Mt. View Road, Poplar Road and Brooke Road
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)
- Complete selected road pedestrian improvements within the County including the Courthouse Streetscape Project, the Belmont-Ferry Farm Trail, and sidewalks on Juggins Road.

## Service Levels

	FY2014 Actual	FY2015 Budget	FY2016 Plan
VRE system average daily ridership	18,119	19,200	19,300
County subsidy for VRE	\$2,529,281	\$2,689,391	\$2,855,607

## 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 new 10,000 square foot terminal opened in 2014 and offers lounges for customers and pilots, 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.

# Transportation

## Stafford County FY16 Adopted Budget

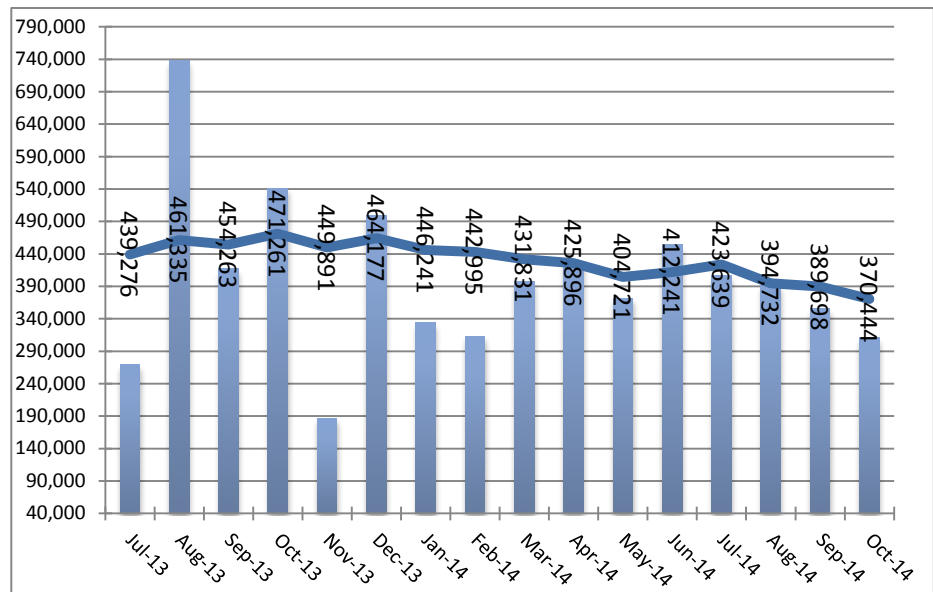
	FY2014 Actual	FY2015 Adopted	Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>					
Gasoline Sales Tax	\$4,946,890	\$5,182,849	\$3,554,926	(\$1,627,923)	-31.41%
State Recordation	851,060	693,000	693,000	0	0.00%
Interest Revenue	7,395	2,000	5,000	3,000	150.00%
Federal Revenue	300,436	0	0	0	0.00%
State Revenue	1,316,504	3,819,124	0	(3,819,124)	-100.00%
Bond Proceeds	0	0	0	0	0.00%
Impact Fees	0	60,000	100,000	0	0.00%
Transfers from other funds	1,850,058	0	0	0	0.00%
Miscellaneous	12,633	0	0	0	0.00%
<b>Total</b>	<b>\$9,284,976</b>	<b>\$9,756,973</b>	<b>\$4,352,926</b>	<b>(\$5,404,047)</b>	<b>-55.39%</b>
<b>Expenditures</b>					
VRE Subsidy	\$2,529,281	\$2,689,361	\$2,855,607	\$166,246	6.18%
PRTC Subsidy	93,400	89,300	73,400	(15,900)	-17.81%
Financial Management	23,475	13,410	17,410	4,000	29.83%
Transportation Fee Analysis	0	0	0	0	0.00%
FRED Bus Service	444,871	457,299	473,961	16,662	3.64%
Airport Subsidy	85,714	85,714	85,714	0	0.00%
Gateway	0	100,000	100,000	0	0.00%
Road Improvements	3,832,417	5,458,277	423,679	(5,034,598)	-92.24%
Land Acquisition	4,434,577	0	0	0	0.00%
Street Signs	18,164	50,000	50,000	0	0.00%
Social Services	26,000	40,000	40,000	0	0.00%
Bike Trails	0	0	0	0	0.00%
misc	(4,087)	0	0	0	0.00%
Debt Service	0	237,532	233,155	(4,377)	-1.84%
<b>Total</b>	<b>\$11,483,812</b>	<b>\$9,220,893</b>	<b>\$4,352,926</b>	<b>(\$4,867,967)</b>	<b>-52.8%</b>

## FUND BALANCE

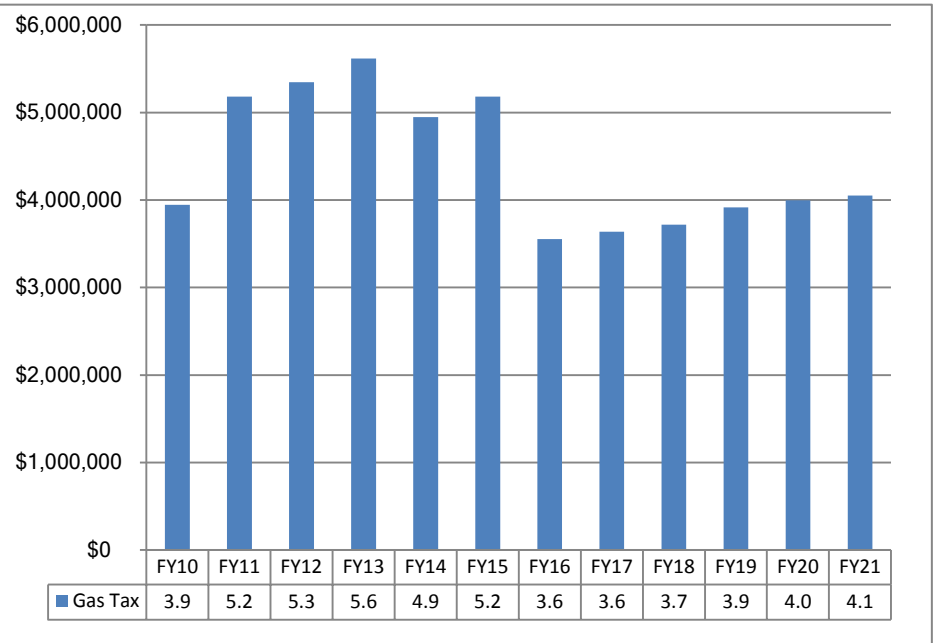
	FY2014 Actual	FY2015 Adopted	Adopted Budget	FY2016 Changes '15 to '16	
Fund Balance, Beginning of Year	\$14,563,419	\$12,364,583	\$12,900,663	\$536,080	4%
Revenues	9,284,976	9,756,973	4,352,926	(5,404,047)	-55%
Expenditures	(11,483,812)	(9,220,893)	(4,352,926)	(4,867,967)	53%
Fund Balance, End of Year	\$12,364,583	\$12,900,663	\$12,900,663	\$0	0%

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 FY2014 and FY2015 (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.







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 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.

The water distribution system is comprised of more than 613 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

#### Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities (WWTF). The treatment capacity at Little Falls Run WWTF is currently permitted at 8 mgd. The current treatment capacity at Aquia WWTF is 10 mgd. Both treatment facilities utilize biological nutrient removal, ultraviolet light disinfection, and the low-load aeration system that allows higher flow rates without adversely affecting treatment. The wastewater collection and transmission system consists of 506 miles of sewer lines and 91 pump stations.

#### Utilities Department Personnel:

The Utilities Department employees provide customer service, daily inspections, planning, administration, operation and maintenance of the systems. An on-call Field Operations crew and an on-call mechanic handle after-hours emergencies. All water and wastewater treatment facility operators are fully trained and most are licensed. The treatment facilities and field crews maintain an excellent safety record.

#### Projected Demand for Service:

The number of billed customer accounts served by the Utilities Department is expected to reach 35,518 by the end of Fiscal Year 2016, assuming 3.00% growth. For the remainder of the planning period (FY17-FY20), accounts are projected to grow at a moderate rate of 1.25% per year.

# Utilities Fund Budget

Stafford County FY16 Adopted Budget

## Revenues/Sources

	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$30,870,885	\$0	\$30,870,885
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	11,528,821	11,528,821
Subtotal	\$31,978,885	\$20,847,616	\$52,826,501
Prior Year Fund Balance	117,634	0	117,634
<b>Total Revenues</b>	<b>\$32,096,519</b>	<b>\$20,847,616</b>	<b>\$52,944,135</b>

## Expenditures

	Operating	Expansion	Total
<b>Personnel &amp; Operating</b>			
Administration	\$869,387	\$0	\$869,387
Customer Service/ Inspection/Engineering	5,259,223	0	5,259,223
Smith Lake WTP	2,358,933	0	2,358,933
Lake Mooney WTP	3,243,717	0	3,243,717
Field Operations	5,190,201	0	5,190,201
Aquia WWTF	2,832,215	0	2,832,215
Little Falls Run WWTF	2,216,223	0	2,216,223
Maintenance	4,120,072	0	4,120,072
<b>Total Personnel &amp; Operating:</b>	<b>\$26,089,971</b>	<b>\$0</b>	<b>\$26,089,971</b>

## Debt Service

	0	7,556,214	7,556,214
<b>Total Personnel, Operating &amp; Debt Service</b>	<b>\$26,089,971</b>	<b>\$7,556,214</b>	<b>\$33,646,185</b>

## Capital Expenditures

342 Zone, Phase 2	\$0	\$8,558,000	\$8,558,000
Centreport Sewer Mains	0	800,000	800,000
Falls Run PS Force Main Replacement	0	2,357,000	2,357,000
Falls Run Sewer Interceptor, Phase 2A	0	1,200,000	1,200,000
Hilldrup Pump Station	0	175,000	175,000
Hilldrup PS Force Main	0	74,000	74,000
Sewer Extension Projects	0	223,000	223,000
Water Extension Projects	0	223,000	223,000
370N Water Booster Pump Station	0	120,000	120,000
Centreport Water Tank	0	168,000	168,000
Equipment Replacement - Aquia WWTF	910,000	0	910,000
Equipment Replacement - Little Falls WWTF	651,000	0	651,000
Vehicle and Equipment Replacement	350,000	0	350,000
Water System Rehabilitation Program	104,000	0	104,000
Wastewater Pump Station Rehabilitation	250,000	0	250,000
Wastewater System Rehabilitation Program	250,000	0	250,000
Small Sewer Projects	347,000	0	347,000
Small Water Projects	234,000	0	234,000
Courthouse Area Sewer Improvements Phase I-IV	450,000	0	450,000
Smith Lake WTF Filter Replacements	780,000	0	780,000
Potomac Creek Pump Station & Force Main Replacement	155,000	0	155,000
Contingency Allowance	409,600	509,350	918,950
<b>Total Capital Expenditures</b>	<b>\$4,890,600</b>	<b>\$14,407,350</b>	<b>\$19,297,950</b>
<b>Total Expenditures</b>	<b>\$30,980,571</b>	<b>\$21,963,564</b>	<b>\$52,944,135</b>

## Mission

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



## 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 35,518 by the end of Fiscal Year 2016, assuming 3.00% growth. For the remainder of the planning period (FY17-FY20), accounts are projected to grow at a moderate 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 430 miles of sewer lines and 91 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.

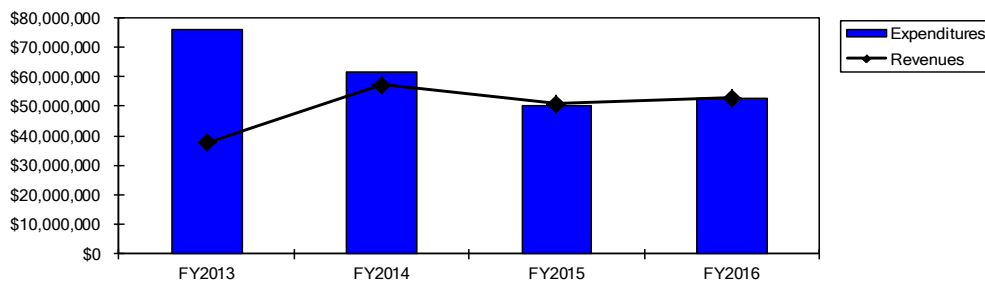
## Thinking Efficiently

The Department of Utilities strives to be as efficient as possible to keep costs to a minimum. The new Lake Mooney Water Treatment Facility will be able to produce more water, but at the same staffing level, as we temporarily take the Abel Lake Facility off-line for several years. This will save the County over \$2 million dollars each year in operating costs.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 FY15 to FY16	
<b>Revenue/Sources</b>						
Water/Sewer Fees	\$24,743,052	\$26,160,971	\$28,884,000	\$30,887,080	\$2,003,080	6.93%
Availability/ProRata Fees	11,029,161	12,391,971	8,658,000	9,202,500	544,500	6.29%
Other Charges and Fees	1,429,776	1,271,040	1,108,000	1,072,100	(35,900)	-3.24%
Use of Money/Property	328,451	327,112	106,000	136,000	30,000	28.30%
Grants	276,145	0	0	0	0	0.00%
Revenue Bond Proceeds	0	17,240,766	12,131,000	11,528,821	(602,179)	-4.96%
<b>Total Revenue/Sources</b>	<b>\$37,806,585</b>	<b>\$57,391,860</b>	<b>\$50,887,000</b>	<b>\$52,826,501</b>	<b>\$1,939,501</b>	<b>3.81%</b>
<b>Expenditures</b>						
Personnel	\$11,187,321	\$11,430,007	\$11,157,873	\$11,568,488	\$410,615	3.68%
Operating	10,306,018	10,362,559	14,380,316	14,521,483	141,167	0.98%
Operating -Capital Projects	568,394	1,364,238	3,399,828	1,418,000	(1,981,828)	-58.29%
Expansion-Capital Projects	48,560,133	31,977,657	14,045,000	17,879,950	3,834,950	27.30%
Debt Service	5,154,856	6,272,352	7,399,000	7,556,214	157,214	2.12%
<b>Total Expenditures</b>	<b>\$75,776,722</b>	<b>\$61,406,813</b>	<b>\$50,382,017</b>	<b>\$52,944,135</b>	<b>\$2,562,118</b>	<b>5.09%</b>
<b>Inc/(Dec) to Fund Balance</b>	<b>(\$37,970,137)</b>	<b>(\$4,014,953)</b>	<b>\$504,983</b>	<b>(\$117,634)</b>	<b>(\$622,617)</b>	<b>-123.29%</b>

<b>Funded Positions</b>						
Full-Time Positions	139	139	139	139	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



### Notes:

- (1) In September of 2013 the Board of Supervisors approved \$45 million in water and sewer revenue bonds to meet critical infrastructure demands. The bonds are expected to be issued in two series. Approximately \$11.53 million of capital project costs will be funded with bond proceeds in FY16.
- (2) FY16 Adopted Budget includes the continued improvement of the Courthouse Area Water system.

## Total Budget

**\$52,944,135**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase

### Operating

- Expenses for operational capital projects increased due to the need to replace centrifuge equipment at both wastewater facilities and one sand filter at the Smith Lake Water Treatment Facility
- The capacity capital projects cost has remained the same, but will elevate next year as new projects are planned to spur Economic Development

## 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

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Billion gallons of water treated (Manual Tracking)	3.3	3.655	3.623
Billion gallons of wastewater treated (Manual Tracking)	3.1	2.805	2.746
# of water and sewer billed accounts (HTE System)	33,768	34,491	34,484
# of Miss Utility locate requests processed (Manual Tracking)	17,936	19,000	20,000
# of backflow preventers inspected and/or tested (Hansen Sys.)	500	500	500
# of water meters read (HTE System)	371,323	390,933	400,000
# of delinquency notices (HTE System)	28,492	30,609	31,500
# of delinquent water turn-offs (HTE System)	4,330	4,728	4,800
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)	\$1.11	\$1.50	\$1.48
Operating cost to treat wastewater (per thousand gallons) (Manual Tracking)	\$1.34	\$1.74	\$1.82

## Accomplishments

- The construction of Lake Mooney's reservoir is complete. On August 19, 2014, the Board of Supervisors approved the naming of Rocky Pen Run Reservoir after Deputy Jason Mooney. Deputy Mooney was killed in the line of duty in 2007. The new dam hosts a 521-acre, 5.54 billion gallon reservoir and pump station.
- The Little Falls Run Wastewater Treatment Facility 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?

The average person in the United States uses 80 to 100 gallons of water per day. Flushing the toilet takes up the largest amount of this water.



## 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 and the issuance of warrants in debt as a collection means.

# Utilities Fund Revenue

Stafford County FY16 Adopted Budget

	FY 2014 Actual	FY 2015 Adopted Budget	Adopted Budget	FY 2016 Changes '15 to '16	
<b>Revenues</b>					
Water & Sewer Fees	\$26,160,971	\$28,884,000	\$30,870,885	\$1,986,885	6.88%
Availability/ProRata Fees	12,391,971	8,658,000	9,202,500	544,500	6.29%
Other Charges & Fees	1,271,040	1,108,000	1,108,000	0	0.00%
Use of Money & Property	327,112	106,000	116,295	10,295	9.71%
	<u>\$40,151,094</u>	<u>\$38,756,000</u>	<u>\$41,297,680</u>	<u>\$2,541,680</u>	<u>6.56%</u>
<b>Other Sources</b>					
Revenue Bonds	\$17,240,766	\$12,131,000	\$11,528,821	(\$602,179)	-4.96%
Grants	0	0	0	0	0%
Donated Assets	0	0	0	0	0%
Prior Year Fund Balance	0	0	117,634	117,634	0.00%
	<u>\$17,240,766</u>	<u>\$12,131,000</u>	<u>\$11,646,455</u>	<u>(\$484,545)</u>	<u>-3.99%</u>
Total	<u>\$57,391,860</u>	<u>\$50,887,000</u>	<u>\$52,944,135</u>	<u>\$2,057,135</u>	<u>4.04%</u>

## Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 34,800 billed customer accounts by June 2015, a 1.5% increase. The Board of Supervisors approved a rate increase of 7% that became effective July 1, 2014. The Board also approved a 6% increase for FY 2016. 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 700 EDUs per year for water service and 665 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 to fund various water and wastewater system improvements. The remaining authorization will be issued over the next few years. The FY16 & 17 Capital Improvement Plan identifies \$24.895 million of bond funded projects.

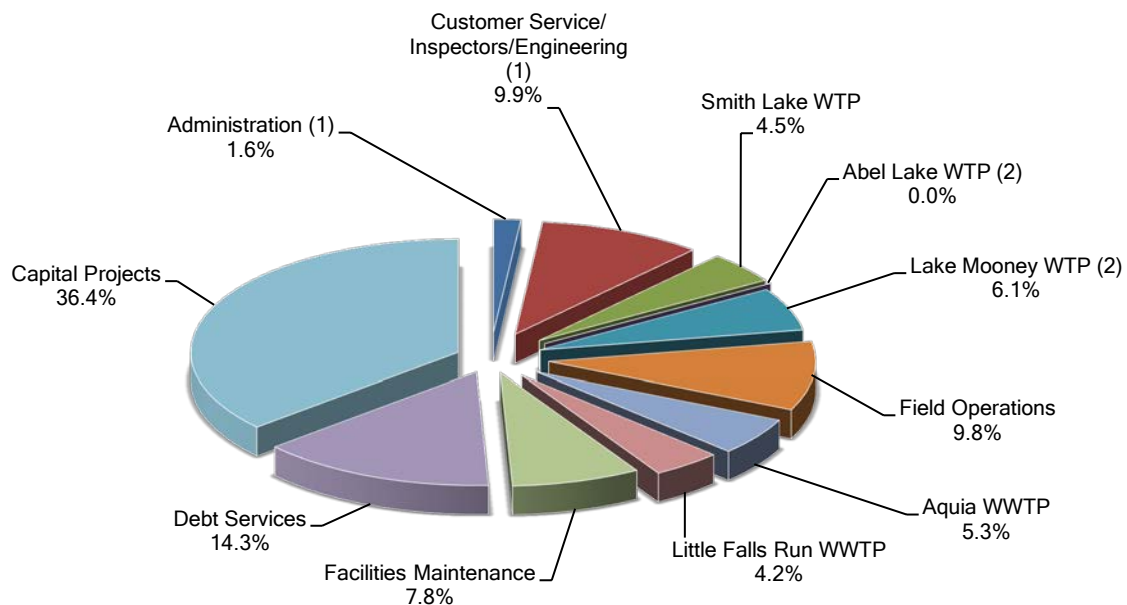
## Grants

No grant revenues are projected for FY16

# Utilities Fund Expenditures

Stafford County FY16 Adopted Budget

Expenditures	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes	
				15 to 16	
Administration (1)	\$2,530,582	\$2,552,528	\$869,387	(\$1,683,141)	-65.9%
Customer Service/ Inspectors/Engineering (1)	3,354,493	3,372,127	5,259,223	1,887,096	56.0%
Smith Lake WTP	1,939,631	2,314,410	2,358,933	44,523	1.9%
Abel Lake WTP (2)	2,062,332	230,663	0	(230,663)	-100.0%
Lake Mooney WTP (2)	163,242	3,053,914	3,243,717	189,803	6.2%
Field Operations	4,322,360	5,048,040	5,190,201	142,161	2.8%
Aquia WWTP	2,462,667	2,706,575	2,832,215	125,640	4.6%
Little Falls Run WWTP	1,736,831	2,050,814	2,216,223	165,409	8.1%
Facilities Maintenance	3,220,428	4,209,117	4,120,072	(89,045)	-2.1%
Debt Services	6,272,352	7,399,000	7,556,214	157,214	2.1%
Capital Projects	33,341,895	17,444,828	19,297,950	1,853,122	10.6%
<b>Total Expenditures</b>	<b>\$61,406,813</b>	<b>\$50,382,017</b>	<b>\$52,944,135</b>	<b>\$2,562,119</b>	<b>5.09%</b>



## Notes:

(1) Administration was combined with Customer Service/Inspectors/Engineering in previous budgets. On a combined basis (excluding the CIP) the budget increases approximately \$265,860 or 1% in FY16 from FY15 funding levels.

(2) In 2013 the Board of Supervisors authorized \$45 million of water and sewer revenue bonds for improvements to the water and sewer system. In FY16 & 17, it is expected that \$24.89 million of bonds proceeds will be used to fund various water and sewer.

# Projected Available Cash Balance

Stafford County FY16 Adopted Budget

6/30/2015 Projected Equity in Cash and Investments \$33,801,816

## FY16 Projections:

### Revenues

Water & Sewer Fees	\$30,870,885
Availability & Pro Rata Fees	9,202,500
Other Charges & Fees	1,108,000
Use of Money & Property	116,295
Revenue Bonds	11,528,821

Total Revenues	<u>\$52,826,501</u>
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### Expenses

Personnel	\$11,568,890
Operating	14,521,081
Capital Projects	19,297,950
Debt Service	7,556,214

Total Expenses	<u>\$52,944,135</u>
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Change in fund balance	(117,634)
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6/30/2016 Projected Equity in Cash and Investments 33,684,182

### Less:

Debt Set Asides	(\$10,100,097)
Construction and Maintenance	(8,579,198)

Total Restricted Funds	<u>(\$18,679,295)</u>
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Unrestricted	\$15,004,887
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## 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?

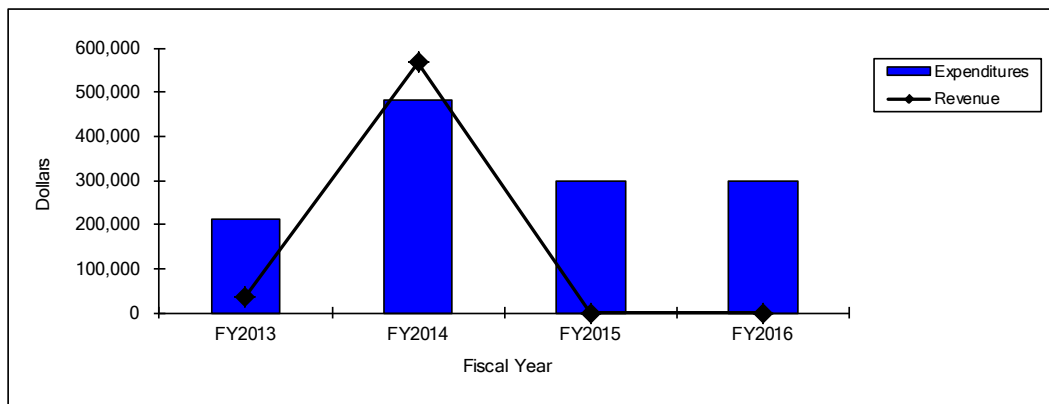
The Asset Forfeiture Fund, established in June 2000, is a Governmental special revenue fund. This fund is used to account for the receipt and disbursement of funds received from the forfeiture of assets from drug enforcement activities. After property is seized the circuit court decides whether the property 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change '15 to '16	
<b>Costs</b>						
Operating	\$193,804	\$295,815	\$300,000	\$300,000	\$0	0.00%
Capital	16,361	185,614	0	0	0	0.00%
<b>Total</b>	<b>210,165</b>	<b>481,429</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0.00%</b>
Revenue	37,252	566,565	0	0	0	0.00%
<b>Inc/(Dec) to Fund Balance</b>	<b>(\$172,913)</b>	<b>\$85,136</b>	<b>(\$300,000)</b>	<b>(\$300,000)</b>	<b>\$0</b>	<b>0.00%</b>

## Total Budget

**\$300,000**



## Goals/Objectives

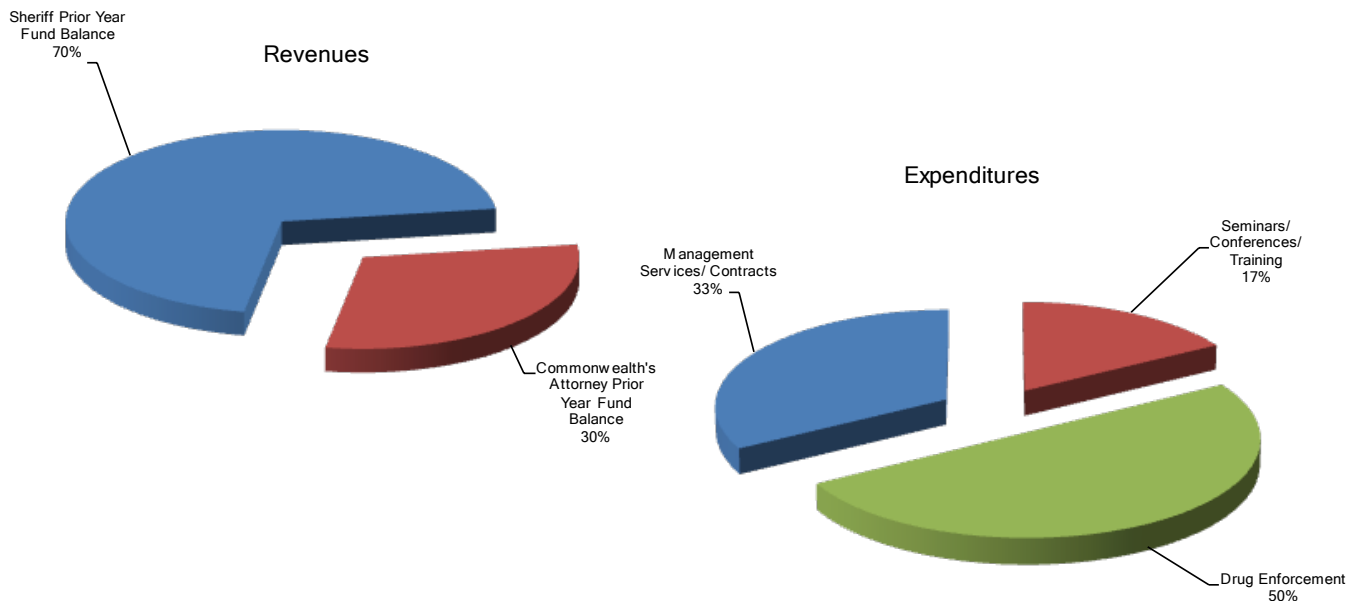
- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing programs



## Revenue/Expenditure/Fund Balance Summary

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>					
Sheriff	\$0	\$210,000	\$210,000	\$0	0.00%
Commonwealth's Attorney	0	90,000	90,000	0	0.00%
sub-total use of prior year fund balance	\$0	\$300,000	\$300,000	\$0	0.00%
Sheriff	\$524,368	\$0	\$0	\$0	0.00%
Commonwealth's Attorney	42,197	0	0	0	0.00%
sub-total new revenue	\$566,565	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$566,565</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expenditures</b>					
Operating	\$20,335	\$0	\$0	\$0	0.00%
Management Services/ Contracts	94,942	100,000	100,000	0	0.00%
Seminars/ Conferences/ Training	59,582	50,000	50,000	0	0.00%
Drug Enforcement	37,221	150,000	150,000	0	0.00%
Equipment	269,349	0	0	0	0.00%
<b>Total</b>	<b>\$481,429</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$542,109</b>	<b>\$627,245</b>	<b>\$327,245</b>	<b>(\$300,000)</b>	<b>-48%</b>
Revenues	566,565	0	0	0	0%
Expenditures	(481,429)	(300,000)	(300,000)	0	0%
<b>Fund Balance, End of Year</b>	<b>\$627,245</b>	<b>\$327,245</b>	<b>\$27,245</b>	<b>(\$300,000)</b>	<b>-92%</b>

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

Stafford County FY16 Adopted Budget

## 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 40<sup>th</sup> 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

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Change '15 to '16	
<b>Costs</b>						
Personnel	\$508,559	\$460,446	\$723,910	\$783,882	\$59,972	8.28%
Operating	1,390,168	26,967	13,410	13,410	0	0.00%
Capital	39,873,912	48,322,631	0	0	0	0.00%
<b>Total <sup>(1)</sup></b>	<b>41,772,639</b>	<b>48,810,044</b>	<b>737,320</b>	<b>797,292</b>	<b>59,972</b>	<b>8.13%</b>
Revenue	48,727,241	42,302,727	20,000	20,000	0	0.00%
<b>Inc/(Dec) to Fund Balance</b>	<b>\$6,954,602</b>	<b>(\$6,507,317)</b>	<b>(\$717,320)</b>	<b>(\$777,292)</b>	<b>(\$59,972)</b>	<b>0.00%</b>
<b>Funded Positions</b>						
Full-Time Positions	2	3	3	3	0	0.00%

## Total Budget

**\$797,292**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase

<sup>(1)</sup> Funds are budgeted and appropriated when projects and the funding sources are approved.

## Revenue/Expenditure/Fund Balance Summary

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

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Changes '15 to '16	
<b>Revenues</b>					
VPSA Bonds	\$30,973,208	\$0	\$0	\$0	0%
Lease Proceeds	3,631,837	0	0	0	0%
Purchase Development Rights	376,487	0	0	0	0%
Interest	19,094	20,000	20,000	0	0%
Transfer from the General Fund	7,302,101	0	0	0	0%
<b>Total</b>	<b>\$42,302,727</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expenditures</b>					
Chichester Park	\$5,623,482	\$0	\$0	\$0	0%
Courthouse Renovations	112,694	0	0	0	0%
Curtis Park Pool	1,147,778	0	0	0	0%
Demolition Old Jail	108,137	0	0	0	0%
Fire and Rescue	1,568,333	0	0	0	0%
Indoor Recreation Facility	190,447	0	0	0	0%
Personnel	460,446	723,910	783,882	59,972	8%
PRCF Projects under \$100,000	211,986	13,410	13,410	0	0%
Purchase Development Rights	755,874	0	0	0	0%
Quantico Corporate Center Technology Park	3,399,850	0	0	0	0%
Rectangular Field Complex	2,401,905	0	0	0	0%
Remodel for Judge	281,099	0	0	0	0%
School Construction	30,973,208	0	0	0	0%
Transfer to other Funds	1,498,435	0	0	0	0%
Transportation Administration Charges	76,370	0	0	0	0%
<b>Total</b>	<b>\$48,810,044</b>	<b>\$737,320</b>	<b>\$797,292</b>	<b>\$59,972</b>	<b>8%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$17,983,871</b>	<b>\$11,476,554</b>	<b>\$10,759,234</b>	<b>(\$717,320)</b>	<b>(6)%</b>
Revenues	42,302,727	20,000	20,000	0	0%
Expenditures	(48,810,044)	(737,320)	(797,292)	(59,972)	8%
<b>Fund Balance, End of Year</b>	<b>\$11,476,554</b>	<b>\$10,759,234</b>	<b>\$9,981,942</b>	<b>(\$777,292)</b>	<b>(7)%</b>

## 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.

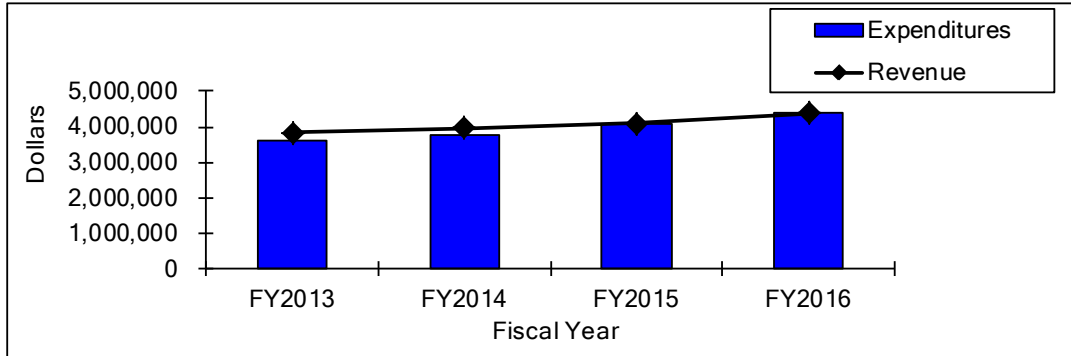
## Who Are We?

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

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change '15 to '16	
<b>Costs</b>						
Personnel	\$1,804,559	\$1,867,939	\$1,970,004	\$2,057,282	\$87,278	4.43%
Operating	1,828,213	1,889,101	2,057,968	2,266,694	208,726	10.14%
Capital	0	0	79,000	70,500	(8,500)	-10.76%
<b>Total</b>	<b>3,632,772</b>	<b>3,757,040</b>	<b>4,106,972</b>	<b>4,394,476</b>	<b>287,504</b>	<b>7.00%</b>
Revenue	3,824,141	3,956,362	4,106,972	4,394,476	287,504	7.00%
<b>Inc/(Dec) to Net Assets</b>	<b>\$191,369</b>	<b>\$199,322</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



Total Budget

\$4,394,476

## Notable Changes

### Personnel

- 2.5% payroll increase
- 1% Virginia Retirement System for employee
- 1 Mechanic
- Increase in Hybrid Plan Disability

### Operating

- Sublet Labor cost increase

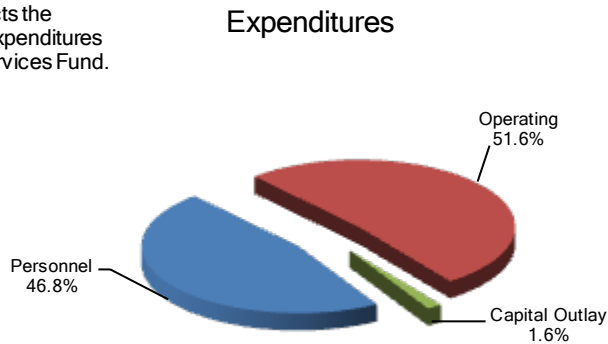
## Goals/Objectives

- 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

## Revenue/Expenditure/Fund Balance Summary

	FY2014	FY2015	Adopted	FY2016	
	Actual	Adopted	Budget	Changes	
Revenues		Budget	Budget	'15 to '16	
School Fund	\$2,908,582	\$2,619,079	\$2,779,349	\$160,270	6.12%
General Fund	759,719	1,487,893	1,615,127	127,234	8.55%
Utilities Fund	167,716	0	0	0	0%
Vehicle Sales/Other	120,345	0	0	0	0%
<b>Total</b>	<b>\$3,956,362</b>	<b>\$4,106,972</b>	<b>\$4,394,476</b>	<b>\$287,504</b>	<b>7.00%</b>
<b>Expenditures</b>					
Personnel	\$1,867,939	\$1,970,004	\$2,057,282	\$87,278	4.43%
Operating	1,889,101	2,057,968	2,266,694	208,726	10.14%
Capital Outlay	0	79,000	70,500	(8,500)	(10.76)%
<b>Total</b>	<b>\$3,757,040</b>	<b>\$4,106,972</b>	<b>\$4,394,476</b>	<b>\$287,504</b>	<b>7.00%</b>
<b>Fund Balance</b>					
Beginning of Year	\$2,728,412	\$2,927,734	\$2,927,734	\$0	0%
Revenues	3,956,362	4,106,972	4,394,476	287,504	7%
Expenditures	(3,757,040)	(4,106,972)	(4,394,476)	(287,504)	7%
<b>End of Year</b>	<b>\$2,927,734</b>	<b>\$2,927,734</b>	<b>\$2,927,734</b>	<b>\$0</b>	<b>0%</b>

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



## 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





# Hidden Lake Special Revenue Fund

[Return to Table of Contents](#)

[Stafford County FY16 Adopted Budget](#)

## 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 006-06 adopted on January 3, 2006 it accounts for ad valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads. The 2015 tax rate is \$0.421.

## Budget Summary

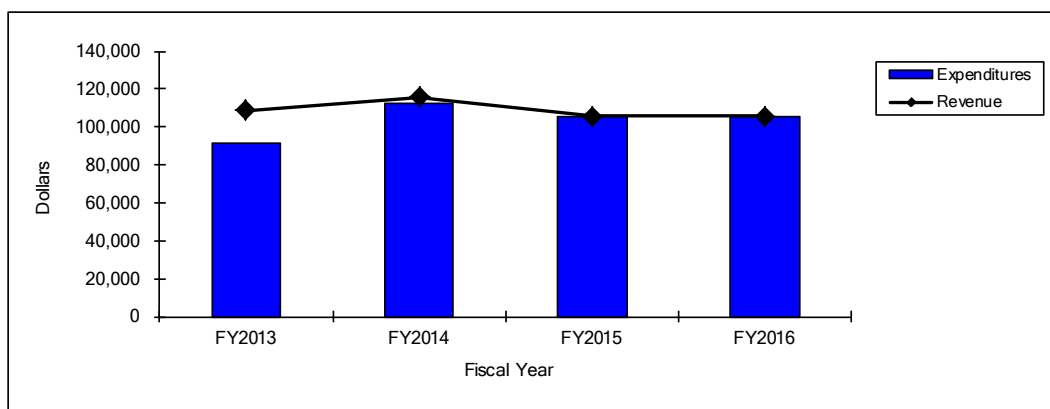
	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change '15 to '16	
<b>Costs</b>						
Personnel	\$5,303	\$5,998	\$2,790	\$2,861	\$71	2.54%
Maintenance Services	22,841	44,206	41,713	38,081	(3,632)	-8.71%
Debt Service	63,061	62,006	60,946	64,538	3,592	0.00%
<b>Total</b>	<b>91,205</b>	<b>112,210</b>	<b>105,449</b>	<b>105,480</b>	<b>31</b>	<b>0.03%</b>
Revenue	108,671	115,799	105,449	105,480	31	0.03%
<b>Inc/(Dec) to Fund Balance</b>	<b>\$17,466</b>	<b>\$3,589</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

## Total Budget

**\$105,480**

## 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

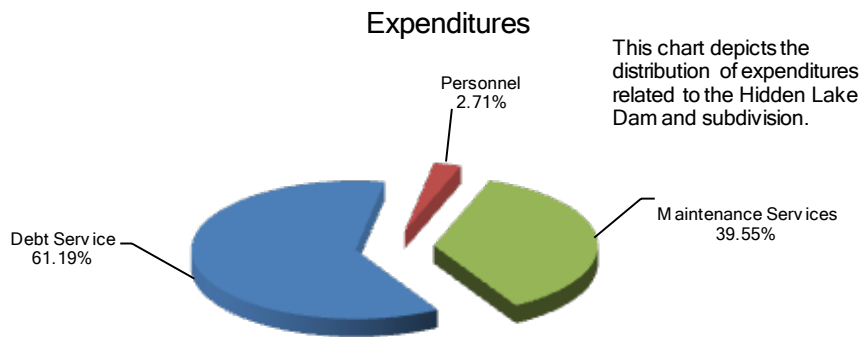


# Hidden Lake Special Revenue Fund

Stafford County FY16 Adopted Budget

## Revenue/Expenditure/Fund Balance Summary

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>					
Real Property Tax					
Special Assessment	\$115,715	\$105,400	\$105,400	\$0	0%
Interest	84	49	80	31	63.27%
<b>Total</b>	<b>\$115,799</b>	<b>\$105,449</b>	<b>\$105,480</b>	<b>\$31</b>	<b>0.03%</b>
<b>Expenditures</b>					
Debt Service	\$62,006	\$60,946	\$64,538	\$3,592	5.89%
Personnel	5,998	2,790	2,861	71	2.54%
Maintenance Services	44,206	41,713	38,081	(3,632)	(8.71)%
<b>Total</b>	<b>\$112,210</b>	<b>\$105,449</b>	<b>\$105,480</b>	<b>\$31</b>	<b>0.03%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$113,891</b>	<b>\$117,480</b>	<b>\$117,480</b>	<b>\$0</b>	<b>0%</b>
Revenues	115,799	105,449	105,480	31	0%
Expenditures	(112,210)	(105,449)	(105,480)	(31)	0%
<b>Fund Balance, End of Year</b>	<b>\$117,480</b>	<b>\$117,480</b>	<b>\$117,480</b>	<b>\$0</b>	<b>0%</b>



## Accomplishments

- Renewed Operation and Maintenance Certificate for Hidden Lake Dam from the Virginia Department of Conservation and Recreation (DCR)
- Updated the Emergency Action Plan (EAP) for Hidden Lake Dam

## 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.

# Road Impact Fee Funds

Stafford County FY16 Adopted Budget

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.

FY2014 Revenues:	\$ 172,548
FY2014 Expenditures (Poplar Road):	45,304
Fund Balance 6/30/14:	\$ 2,816,616

## [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.

FY2014 Revenues:	\$ 0
FY2014 Expenditures:	0
Fund Balance 6/30/14:	\$ 0

## [Road Impact Fee - South East Fund](#)

Accounts for impact fee receipts from new development in a designated service area in the southeastern portion of the County. Disbursements from this fund are for road improvements attributable to the new development.

FY2014 Revenues:	\$ 844
FY2014 Expenditures:	100,000
Fund Balance 6/30/14:	\$ 813,069

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

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

FY2014 Revenues:	\$ 783,987
FY2014 Expenditures:	825,469
Fund Balance 6/30/14:	\$ 8,005,397
2015 tax rate:	.087

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

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

FY2014 Revenues and transfers in:	\$ 869,950
FY2014 Expenditures:	21,900
Fund Balance 6/30/14:	\$ 3,656,181
2015 tax rate:	.00

The FY2016 budget includes expenditures in the Garrisonville Road District and Transportation Impact Fee funds.

# Transportation Impact Fee - County-Wide Fund

Stafford County FY16 Adopted Budget

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.

		FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
<b>Revenues</b>						
Road Impact Fees		\$0	\$60,000	\$100,000	\$40,000	67%
<b>Total</b>		<u>\$0</u>	<u>\$60,000</u>	<u>\$100,000</u>	<u>\$40,000</u>	<u>67%</u>
<b>Expenditures</b>						
Road Improvements		\$0	\$60,000	\$100,000	\$40,000	67%
<b>Total</b>		<u>\$0</u>	<u>\$60,000</u>	<u>\$100,000</u>	<u>\$40,000</u>	<u>67%</u>

## Fund Balance

		FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
Fund Balance, Beginning of Year		\$0	\$0	\$0	(\$0)	0%
Revenues		0	60,000	100,000	40,000	67%
Expenditures		(0)	(60,000)	(100,000)	(40,000)	67%
Fund Balance, End of Year		\$0	\$0	\$0	(\$0)	0%

# Garrisonville Road Service District Fund

Stafford County FY16 Adopted Budget

The following schedule shows activity in the Garrisonville Road Service District Fund. The calendar year 2015 service district tax rate is 8.7 cents.

	FY2014 Actual	FY2015 Adopted Budget	FY2016 Adopted Budget	Changes '15 to '16	
<b>Revenues</b>					
Property Taxes	\$530,862	\$530,000	\$530,000	\$0	0%
Interest	10,733	0	0	0	0%
State Revenue	242,392	0	0	0	0%
<b>Total</b>	<b>\$783,987</b>	<b>\$530,000</b>	<b>\$530,000</b>	<b>\$0</b>	<b>0%</b>
<b>Expenditures</b>					
Debt Service	\$123,252	\$496,900	\$487,800	(\$9,100)	-2%
Rt 610, Garrisonville Rd	702,216	0	0	0	0%
<b>Total</b>	<b>\$825,468</b>	<b>\$496,900</b>	<b>\$487,800</b>	<b>(\$9,100)</b>	<b>-2%</b>

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. First year's (FY2014) debt service is for a partial year only.

## Fund Balance

	FY2014 Actual	FY2015 Adopted	FY2016 Adopted Budget	Changes '15 to '16	
<b>Fund Balance, Beginning of Year</b>	<b>\$8,046,879</b>	<b>\$8,005,398</b>	<b>\$8,038,498</b>	<b>\$33,100</b>	<b>0%</b>
Revenues	783,987	530,000	530,000	0	0%
Expenditures	(825,468)	(496,900)	(487,800)	9,100	-2%
<b>Fund Balance, End of Year</b>	<b>\$8,005,398</b>	<b>\$8,038,498</b>	<b>\$8,080,698</b>	<b>\$42,200</b>	<b>0.5%</b>





## 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.
- Upgrading the Tourism website with increased content and e-news, reaching out to our markets and promoting County tourism destinations more affordably.
- Using our content management based website to provide assistance as requested to our tourism partners.



Chatham Manor is one of the most historic homes in America. Chatham was built between 1768 and 1771 by William Fitzhugh and is located on the Rappahannock River in Stafford County, Virginia.

## 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.

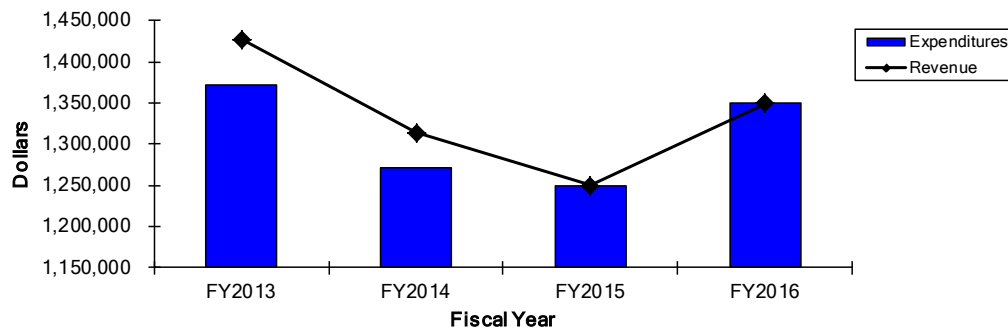
On December 13, 2005 the Board of Supervisors passed Resolution R05-472, which dedicates the entire transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by the Stafford Museum Board of Directors to develop a charter, raise funds, implement a museum 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.

## Budget Summary

	FY2013 Actual	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Change '15 to '16	
<b>Costs</b>						
Personnel <sup>(1)</sup>	\$187,107	\$163,162	\$173,660	\$184,697	\$11,037	6.36%
Operating	590,655	608,583	576,340	665,303	88,963	15.44%
Transfer to the General Fund	500,000	500,000	500,000	500,000	0	0.00%
Capital	94,562	0	0	0	0	0.00%
<b>Total</b>	<b>1,372,324</b>	<b>1,271,745</b>	<b>1,250,000</b>	<b>1,350,000</b>	<b>100,000</b>	<b>8.00%</b>
Revenue	1,427,105	1,314,056	1,250,000	1,350,000	100,000	8.00%
<b>Inc/(Dec) to Fund Balance</b>	<b>\$54,781</b>	<b>\$42,311</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>100.00%</b>

<sup>(1)</sup> 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**  
**\$1,350,000**

## Notable Changes

### Personnel

- 2% salary increase
- Health Insurance premium increase

### Operating

- Increase to Tourism program support

## Goals/Objectives

- Increase lodging revenue by working with hotel properties to increase knowledge of area attractions to encourage longer hotel stays.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions through marketing analysis, brochure design assistance and idea generation.
- Send out monthly newsletter and increase the distribution of same by 10% annually.
- Grow tourism social media presence - Facebook, Twitter, You Tube, Pinterest, Instagram - collectively by 12%.
- Monitor website and increase website traffic.
- Leverage partnerships with regional tourism attractions and entities, including Grapes and Grains Trail, Golf Co-op, Virginia's Piedmont - America's Wine Country Coalition, Trail to Freedom, Regional Hospitality Council, Fredericksburg Regional Tourism Partnership, American Bus Association.
- Provide marketing resources and guidance to receptive tourism related businesses.
- Increase distribution locations of printed collateral and promotion of special events.
- Expand the reach of local attractions beyond the local market through radio promotions, printed media, contests, social media, Virginia Tourism Corporation, VisitFred.com website, etc.

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

## Service Levels

	CY2014 Actual	CY2015 Budget	CY2016 Plan
Unique visitors to <a href="http://www.TourStaffordVA.com">www.TourStaffordVA.com</a> (source: manual tracking)	21,567	41,353	44,000
Electronic media - Monthly ENews Subscribers (source: manual tracking)	2,554	3,124	3,400
Social media - Facebook likes (source: manual tracking)	542	825	975

## Accomplishments

- Distributed 40,000 Stafford County tourism brochures throughout the Commonwealth.
- Distributed 1,143 tourism information packages
- Facilitated an upgrade of marketing materials for the Grapes and Grains Trail

## Revenue/Expenditure/Fund Balance Summary

	FY14 Actuals	FY15 Adopted Budget	FY16 Adopted Budget	Changes '15 to '16	
<b>Revenues</b>					
3% Occupancy Tax	\$786,059	\$750,000	\$810,000	\$60,000	8.0%
2% Occupancy Tax	524,634	500,000	540,000	40,000	8.0%
Other Revenue	3,363	0	0	0	0.0%
<b>Total</b>	<b>\$1,314,056</b>	<b>\$1,250,000</b>	<b>\$1,350,000</b>	<b>\$100,000</b>	<b>8.0%</b>
<b>Expenditures</b>					
Operating	\$399,827	\$535,220	\$624,183	\$88,963	16.6%
Personnel	163,162	173,660	184,697	11,037	6.4%
Transfer to General Fund	500,000	500,000	500,000	0	0.0%
Tourism Programs	41,120	41,120	41,120	0	0.0%
Phase 1: Wayfinding *	167,636	0	0	0	0.0%
<b>Total</b>	<b>\$1,271,745</b>	<b>\$1,250,000</b>	<b>\$1,350,000</b>	<b>\$100,000</b>	<b>8.0%</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$913,488</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$0</b>	<b>0.0%</b>
Revenues	1,314,056	1,250,000	1,350,000	100,000	8.0%
Expenditures	(1,271,745)	(1,250,000)	(1,350,000)	100,000	-8.0%
<b>Fund Balance, End of Year</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$0</b>	<b>0.0%</b>
<b>Fund Balance Allocation</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$0</b>	<b>0.0%</b>
<u>Committed</u>					
Phase 2: Wayfinding *	\$296,722	\$0	\$0	\$0	0.0%
Phase 3: Wayfinding *	250,000	358,100	0	(358,100)	-100.0%
Commitment/Encumbrances	51,707	195,523	0	(195,523)	-100.0%
<u>Assigned</u>	<b>\$357,370</b>	<b>\$402,176</b>	<b>\$955,799</b>	<b>\$553,623</b>	<b>137.7%</b>
<b>Fund balance, end of year</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$955,799</b>	<b>\$0</b>	<b>0.0%</b>

\* Phase 1: Gateway, Phase 2: Engineering Trailblazer, and Phase 3: Installation Trailblazer

## Did You Know?

- Zibibbo, one of Stafford's restaurants, was named a top 50 in Northern Virginia Magazine.
- Adventure Brewing Co. was featured in a documentary.
- An African American history mural was installed on the Rowser building.

# Tourism Fund Partner Agencies

Stafford County FY16 Adopted Budget

## Mission

- **Gari Melchers Home & Studio, Belmont**

Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center

- **Fredericksburg Regional Alliance**

The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region

- **Stafford County Historical Society**

To preserve and promote knowledge of Stafford County history

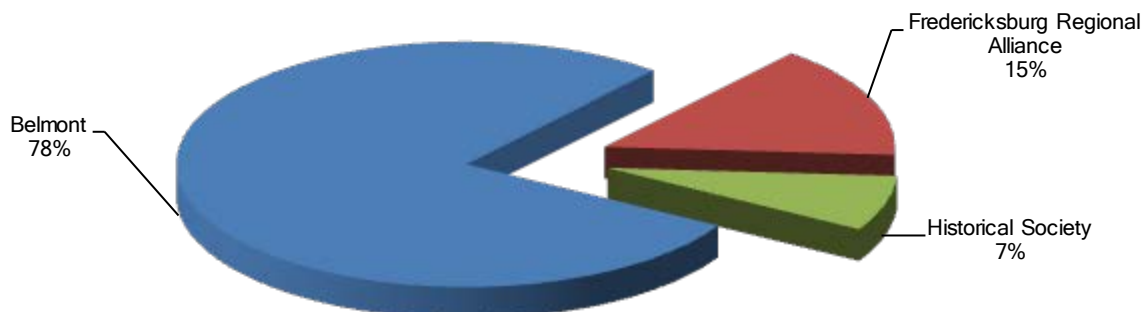


Gari Melchers Home & Studio at Belmont, A Virginia and National Historic landmark, this 18<sup>th</sup> century estate was the residence of American figure painter and muralist Gari Melchers.

The schedule below presents a breakdown of tourism programs that are supported with the 3% Occupancy Tax. This tax was established in FY2001, and supports the Tourism Fund and aids in funding these tourism Partner Agencies. Ten per cent of the actions of the Fredericksburg Regional Alliance support Tourism activities; this portion of County funding is shown in this fund. Ninety per cent of the County's funding of the FRA goes to support commercial business; this portion is shown in the Partner Agencies section in the General Fund.

## Partner Agency Program Distribution

Program Name	FY2014 Actual	FY2015 Adopted Budget	FY2016		
			Adopted Budget	Changes '15 to '16	
Belmont	\$32,000	\$32,000	\$32,000	\$0	0%
Fredericksburg Regional Alliance	6,120	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
<b>Total</b>	<b>\$41,120</b>	<b>\$41,120</b>	<b>\$41,120</b>	<b>\$0</b>	<b>0%</b>





# Five Year Operating Plan General Fund

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[Stafford County FY16 Adopted Budget](#)

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 2016 and 2017. For fiscal years 2018-2020, 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.

# Five Year Operating Plan

## General Fund

Stafford County FY16 Adopted Budget

### GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 2% in FY2017, 2.5% FY2018-20. The model assumes:

- that real estate taxes are equalized in reassessment years
- all other tax rates remain constant

Personal property revenues have proven to be sensitive to the economy. During the recession, new cars sales dropped dramatically. During the early years of the recovery, there was a shortage in supply in used vehicles, which kept depreciation low. With the return to normal depreciation and a leveling, but still healthy sales activity, growth in personal property is expected to be less robust than we have recently experienced. The Board reduced the personal property tax rate on vehicles from \$6.89 to \$6.61 in 2014. It is conservatively projected to increase by 2% in the planning period.

Development fees are projected to continue a gradual increase through the planning period. Fees will be evaluated regularly.

Most other 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. Virginia Retirement System updates rates every other year. Preliminary reports are that recent gains in investments will allow for a slight decrease in rates for FY2017 and FY2018. Actual rates will be announced in November 2015.

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:

- The adopted budget includes 8 new public safety positions. Full multi-year implementation of the Public Safety staffing plan is shown in years FY2018-2020.
- Many agencies project increased staffing needs with the continued growth of the community.
- The School operating transfer increases by one-half of new revenue less the increase to Schools debt service. This 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 FY2016-2025 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. These charts show the estimated increased costs in fiscal years 2017-20. Increased costs for the current year are included in the adopted budget. Project pages within the CIP section provide more detail on the operating costs.



# Five Year Operating Plan General Fund

Stafford County FY16 Adopted Budget

## Projected CIP Debt Service

Project	FY2017	FY2018	FY2019	FY2020
Fire & Rescue Training Center	0	0	0	15,000
Fire & Rescue Station 14	0	547,000	547,000	547,000
Fire & Rescue Station New	0	0	0	0
Park at Embrey Mill - Phase 3	0	228,000	476,000	476,000
Duff McDuff Green Park	0	0	0	626,000
Patawomeck Park Phase 2	0	0	0	0
New and Renovated Park Amenities	0	112,000	224,000	336,000
Animal Shelter	0	448,000	448,000	448,000
Courthouse Addition	0	0	0	197,000
Library	0	0	0	0
Transportation	393,000	393,000	1,189,000	1,189,000
Stafford High School	335,000	335,000	335,000	335,000
Moncure Elementary Rebuild	67,000	793,000	1,937,000	2,021,000
Ferry Farm Elementary Rebuild	0	0	84,000	1,068,000
Elementary School #18	0	0	0	0
Middle School #9	0	0	0	0
High School #6	0	0	0	0
Brooke Point HS Addition	566,000	566,000	566,000	566,000
Mt. View HS Addition	38,000	650,000	650,000	650,000
Colonial Forge HS Addition	546,000	546,000	546,000	546,000
Harwood ES Renovation	0	0	0	0
Fleet Services	0	0	0	0
Infrastructure	310,000	649,000	892,000	1,160,000
New Debt Service	\$2,255,000	\$5,267,000	\$7,894,000	\$10,180,000

Master Lease Impacts	FY2017	FY2018	FY2019	FY2020
Replacement Apparatus	182,000	470,000	680,000	928,000
Public Safety Communication System Update	279,000	279,000	279,000	279,000
Cardiac Equipment Replacement	0	0	0	305,534
Aquia Station Rehab	0	0	0	115,000
New Master Lease	\$461,000	\$749,000	\$959,000	\$1,627,534

## Projected CIP Operating Costs

Project	FY2017	FY2018	FY2019	FY2020
Fire & Rescue Training Center	0	0	0	0
Fire & Rescue Station 14	0	1,778,000	1,641,000	1,689,000
Fire & Rescue Station New	0	0	0	0
On-line Permitting	175,000	175,000	175,000	175,000
Voting Machines	0	8,000	9,000	9,000
Park at Embrey Mill - Phase 3	0	446,679	205,047	208,847
Duff McDuff Green Park	0	0	0	0
Patawomeck Park Phase 2	0	0	0	0
New and Renovated Park Amenities	0	0	0	0
Animal Shelter	0	108,000	46,000	47,000
Courthouse Addition	0	0	0	0
Belmont Ferry Farm Trail	82,000	54,000	56,000	57,000
Stormwater	38,000	75,000	113,000	150,000
Stafford High School	0	0	0	0
Moncure Elementary Rebuild	0	0	0	0
Ferry Farm Elementary Rebuild	0	0	0	0
Elementary School #18	0	0	0	0
Middle School #9	0	0	0	0
High School #6	0	0	0	0
Brooke Point HS Addition	893,000	916,000	951,000	990,000
Mt. View HS Addition	0	1,066,000	1,129,000	1,153,000
Colonial Forge HS Addition	873,000	895,000	931,000	969,000
Harwood Elementary Renovation	0	0	0	0
Fleet Services	0	0	0	0
	\$2,061,000	\$5,521,679	\$5,256,047	\$5,447,847

# Five Year Operating Plan

## General Fund

Stafford County FY16 Adopted Budget

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.

### FY2017 PROJECTION

As directed by the Board, a balanced plan for FY2017 is included in the Five Year Projection section. Departments were asked to project future needs constrained by a 2-3% increase in revenues.

FY2017 CIP Debt Service and Operating Costs - Planning for FY2017 will be heavily influenced by debt service and operating costs associated with the CIP. Estimated net change in debt service for FY2017: General Government: \$1.8 million; Schools: \$3.0 million. Embrey Mill Park is expected to be open only part of FY2016. The added costs for a full year of operations are \$200K.

Bond Strategy - The County's financial advisors have suggested that the County continue to reduce reliance on debt. One strategy to achieve this goal is to increase cash capital expenditures to 3% of the General Government budget by FY2018. Bringing cash capital to 2.5% in FY2017 adds \$340k to the budget.

The model assumes a 2.5% increase in revenues, which would be sufficient to fund these required increases. *Not included* in the FY2017 expenditure projection: funding to meet inflationary increases, replacement of materials and equipment, agencies' requests for new personnel to meet expected challenges in public safety, courts, and development.

The five year model does not include a contribution to OPEB above any health insurance savings which would go to the OPEB trust per the Board's financial policies. The model assumes that one half of new revenues would go to the Schools. The plan will be revised throughout the year, with an update presented to the Board in the upcoming year.

### FY2017-19

In the later years, the model shows the impact of debt service and operating costs related to the CIP as well as other projected increases needed to meet the needs of the community. Projections for the outer years reflect departments' requests without considering financial constraints. A line labeled "adjustments to be determined" has been included to show the gap between projected revenues and expenditures. This should not be considered a budget shortfall.

This table summarizes the five year projection.

	FY2014 Actual	2015 Adopted	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
Property Taxes	195,042,829	198,144,436	200,900,736	205,276,000	210,405,000	215,664,000	221,053,000
Other Taxes	32,234,707	34,272,500	34,975,292	35,669,000	36,557,000	37,466,000	38,398,000
Service Charges & Other	23,396,632	15,654,772	14,815,072	15,103,000	15,435,000	15,775,000	16,123,000
Federal & State Revenues	14,299,116	14,668,200	14,843,785	15,148,198	15,073,000	15,266,000	15,485,000
	264,973,284	262,739,908	265,534,885	271,196,198	277,470,000	284,171,000	291,059,000
Public Safety	39,678,540	40,697,340	41,177,227	41,549,000	48,767,000	50,146,000	52,509,000
Non-Public Safety	47,646,431	47,906,816	47,481,692	48,118,000	50,586,000	51,705,000	53,274,000
Debt Service - County	11,119,790	12,291,100	12,488,770	13,414,016	14,858,899	15,682,232	16,617,480
CIP - New Operating Costs				295,000	2,644,679	2,245,047	2,335,847
Other	30,253,852	20,705,646	20,668,940	21,288,000	22,151,000	22,744,000	23,249,000
Schools - Local Transfer	108,746,728	111,947,456	113,254,828	113,020,000	114,105,062	115,917,979	118,738,962
CIP - New Operating Costs	0	0	0	1,766,000	2,877,000	3,011,000	3,112,000
Schools - Debt Service/Capital Projects	26,847,817	29,191,550	30,463,428	31,746,183	32,351,571	31,887,092	32,402,109
Local School Funding	135,594,545	141,139,006	143,718,256	146,532,183	149,333,633	150,816,071	154,253,071
Adjustments to be determined					(10,871,212)	(9,167,351)	(11,179,399)
	264,293,158	262,739,908	265,534,885	271,196,198	277,470,000	284,171,000	291,059,000

# Five Year Operating Plan - Transportation Fund

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Estimated	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast
<b>Revenues Sources</b>							
Gasoline Sales Tax	\$4,946,890	\$3,820,834	\$3,554,926	\$3,636,297	\$3,719,947	\$3,916,789	\$3,996,869
State Recordation Tax	851,060	693,000	693,000	693,000	693,000	693,000	693,000
Federal Revenue	300,436	1,562,707	3,418,527	7,080,000	5,022,000	3,738,000	0
State Revenue	1,316,504	3,564,720	11,410,804	2,632,738	1,149,663	3,018,305	0
Interest Revenue	7,395	2,000	5,000	1,000	1,000	1,000	1,000
Miscellaneous/Other	12,633	150,000	0	0	0	0	0
Bonds	0	0	4,706,189	0	9,507,743	0	0
Transfer from Other Funds	0	200,000	638,177	0	1,110,966	0	0
Other EDA Funding- Tech Center Drive	0	0	0	0	300,000	0	0
Capital Project Reserve- Tech Center Drive	0	0	0	0	2,275,000	0	0
Impact Fees	0	60,000	100,000	100,000	1,515,500	1,600,000	1,600,000
Proffers	1,850,058	613,388	725,416	0	25,000	0	0
<b>Total Sources</b>	<b>\$9,284,976</b>	<b>\$10,666,649</b>	<b>\$25,252,039</b>	<b>\$14,143,035</b>	<b>\$25,319,819</b>	<b>\$12,967,094</b>	<b>\$6,290,869</b>
<b>Expenditures</b>							
VRE Subsidy	\$2,529,281	\$2,689,391	\$2,855,607	\$2,996,689	\$2,720,619	\$2,906,287	\$2,697,045
FRED Bus Service	444,871	457,299	473,961	485,149	499,703	514,694	530,135
Management Services	6,833	76,998	13,410	16,000	16,000	16,000	16,000
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Debt Service Transfer to General Fund	0	237,532	233,155	626,154	621,179	1,410,892	1,404,605
PRTC Subsidy	93,400	89,300	73,400	74,900	80,800	87,500	92,900
Architect/Engineering	3,119	4,000	4,000	4,000	4,000	4,000	4,000
Street Signs	18,164	56,525	50,000	50,000	50,000	50,000	50,000
Social Services	0	40,000	40,000	40,000	40,000	40,000	40,000
Gateway	0	100,000	100,000	100,000	100,000	100,000	100,000
Local Road Projects	290,674	290,675	162,468	0	0	0	0
Airport Loan	0	65,000	0	0	0	0	0
CIP Projects	7,985,756	9,339,162	23,641,094	13,076,913	22,433,909	8,150,068	3,000,000
<b>Total Expenditures</b>	<b>\$11,457,812</b>	<b>\$13,466,596</b>	<b>\$27,732,809</b>	<b>\$17,555,519</b>	<b>\$26,651,924</b>	<b>\$13,365,155</b>	<b>\$8,020,399</b>
<b>Change in Fund Balance</b>	<b>(\$2,172,836)</b>	<b>(\$2,799,948)</b>	<b>(\$2,480,771)</b>	<b>(\$3,412,484)</b>	<b>(\$1,332,105)</b>	<b>(\$398,061)</b>	<b>(\$1,729,530)</b>
<b>Beginning of Year Fund Balance</b>	<b>\$14,595,018</b>	<b>\$12,422,182</b>	<b>\$9,622,234</b>	<b>\$7,141,464</b>	<b>\$3,728,980</b>	<b>\$2,396,875</b>	<b>\$1,998,814</b>
<b>Fund Balance, end of year</b>	<b>\$12,422,182</b>	<b>\$9,622,234</b>	<b>\$7,141,464</b>	<b>\$3,728,980</b>	<b>\$2,396,875</b>	<b>\$1,998,814</b>	<b>\$269,284</b>

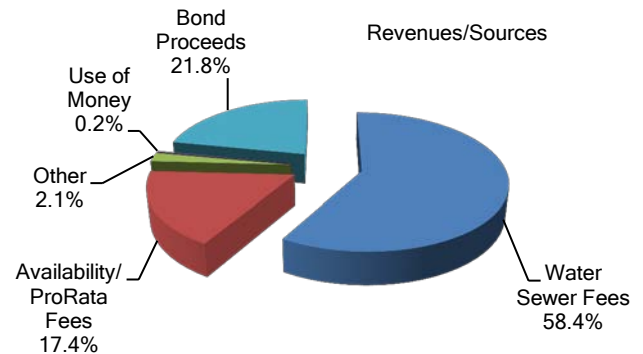
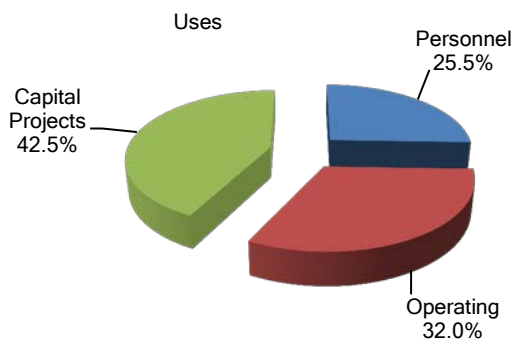
\* The Transportation Bond Referendum expires November 2016 (FY2017). Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires.

\*\* Gasoline sales tax revenue projections provided by PRTC.

\*\*\* VRE subsidy projection provided by PRTC, reflects VRE Six-Year Plan

# Five Year Operating Plan Utilities Fund

Stafford County FY16 Adopted Budget



## UTILITIES FUND - WATER & SEWER SERVICES FINANCING SOURCES, USES & BALANCE - 5 YEAR PROJECTIONS

The Utilities Fund Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. It includes a number of outer year assumptions that are examined and evaluated annually as part of the budgeting process. The Fiscal Year 2014 data reflects actual amounts and the Fiscal Year 2015 data reflects year-end estimates based on revenues and expenses to date. Projections for Fiscal Year 2016 through 2020 include estimates for specific programs where adequate information is available and other assumptions are noted below:

### Water and Sewer Charges

Assumes a 3.0% growth in billed customer accounts throughout the planning period. Projections assume rate increases to cover anticipated capital improvements to the existing system and increasing costs associated with treatment chemicals, electricity and fuels. Although customer accounts are increasing, actual usage is level or declining due to industry-wide declines in per capita consumption.

### Availability Fees

Assumes an average of 700 additional equivalent dwelling units (EDUs) for water and 665 for sewer service in 2016-FY20, reflecting recent trends. Effective July 1, 2010, availability fees are \$6,900 for water and \$3,500 for sewer per EDU. Availability fees are used to pay for system expansions, changes in regulations, or changes in technology.

### Pro Rata Fees

Assumes developers will contribute 100% of their proportionate share of project costs. Rates are provided separately for each water pressure zone and sewer drainage shed, based on the estimated cost impacts of development projects on the appropriate water pressure or sewer drainage zone.

### Revenue Bond Proceeds

In September 2013, the Board of Supervisors approved \$45 million of water and sewer revenue bonds. Bond proceeds from the approved bond program will fund \$29 million of projects from FY15-FY18. Future bond authorizations are expected to fund projects in FY18-FY19.

### Personnel & Operating Expenditures

Utilities personnel costs are projected to increase on average 4% per year during FY16-FY20. Operating and maintenance costs are projected to increase on average 5% per year.

### Use of Money and Property

Interest earned on the Utilities Fund Balance is expected to stabilize after declining as cash balances were spent down relative to the construction of large capital projects, particularly the construction of the Lake Mooney Reservoir and Water Treatment Plant.

### Debt Service

Assumes future debt is issued at a 5.5% interest rate for the major CIP projects.

### Capital Projects

Includes all capital projects included in the five-year capital improvement plans.

# Five Year Operating Plan

## Utilities Fund

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Estimated	FY2016 Adopted	FY2017 Forecast	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast
Rate Change: User Fees (Approved in bold)	<b>8.0%</b>	<b>7.0%</b>	<b>6.0%</b>	9.00%	9.00%	9.00%	3.00%
Availability Fees	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400
<b>Revenues/Sources</b>							
Water/Sewer Fees	\$26,160,971	\$28,000,000	\$30,870,885	\$34,136,350	\$37,821,371	\$41,892,218	\$44,084,352
Availability Fees	8,687,779	5,900,000	7,668,750	7,157,500	7,157,500	7,157,500	7,157,500
Pro Rata Fees	3,704,192	900,000	1,533,750	1,431,500	1,431,500	1,431,500	1,431,500
Other Charges and Fees	1,271,040	1,600,000	1,108,000	1,108,000	1,108,000	1,108,000	1,108,000
Use of Money/Property	327,112	254,000	116,295	127,473	115,154	167,000	214,000
Revenue Bond Proceeds*	17,240,766	0	11,528,821	13,366,900	9,186,208	17,922,361	7,299,000
<b>Total Sources</b>	<b>\$57,391,860</b>	<b>\$36,654,000</b>	<b>\$52,826,501</b>	<b>\$57,327,723</b>	<b>\$56,819,733</b>	<b>\$69,678,579</b>	<b>\$61,294,352</b>
<b>Uses</b>							
<b>Operations</b>							
Personnel	\$11,430,007	\$11,100,000	\$11,568,890	\$11,604,188	\$12,142,997	\$12,560,470	\$12,995,323
Operating	10,070,778	11,400,000	13,757,634	13,757,634	14,364,425	15,079,173	15,831,749
Operating - Departmental Capital	291,781	800,000	763,448	500,000	500,000	500,000	500,000
Operating - Capital Projects	1,364,238	0	5,051,200	4,692,855	5,756,242	6,340,640	7,586,667
<b>Expansion-Capital Projects</b>							
Pro Rata Funded	5,895,734	13,620,000	2,174,750	1,897,500	4,089,000	2,267,000	265,500
Availability/Bond Funded	26,081,923	425,000	12,072,000	17,038,400	12,586,708	18,426,361	7,823,000
<b>Debt Service</b>							
Existing Debt Service	6,272,352	6,707,417	6,622,942	7,556,214	7,556,214	8,255,233	9,505,980
New Debt Service	0	0	933,272	0	699,019	1,250,747	861,918
<b>Total Uses</b>	<b>\$61,406,813</b>	<b>\$44,052,417</b>	<b>\$52,944,135</b>	<b>\$57,046,791</b>	<b>\$57,694,605</b>	<b>\$64,679,624</b>	<b>\$55,370,137</b>
<b>Total Sources Over Uses</b>	<b>(\$4,014,953)</b>	<b>(\$7,398,417)</b>	<b>(\$117,634)</b>	<b>\$280,932</b>	<b>(\$874,872)</b>	<b>\$4,998,955</b>	<b>\$5,924,215</b>
<b>Equity-Cash &amp; Invest.- Year End</b>	<b>\$58,520,168</b>	<b>\$51,121,751</b>	<b>\$51,004,117</b>	<b>\$51,285,049</b>	<b>\$50,410,177</b>	<b>\$55,409,132</b>	<b>\$61,333,348</b>
<b>Designated - Escrow</b>	<b>(4,742,718)</b>	<b>(5,533,737)</b>	<b>(5,500,000)</b>	<b>(5,500,000)</b>	<b>(5,000,000)</b>	<b>(5,500,000)</b>	<b>(5,500,000)</b>
<b>Designated - Encumbrances</b>	<b>(10,930,659)</b>	<b>(12,880,635)</b>	<b>(14,473,463)</b>	<b>(16,540,129)</b>	<b>(16,823,963)</b>	<b>(13,517,001)</b>	<b>(11,756,375)</b>
Restricted Cash and Investments*							
Bond Proceeds	\$11,252,857	\$3,840,201	\$11,528,821	\$13,366,900	\$9,186,208	\$17,922,361	\$7,299,000
Restricted - Debt Service	2,045,622	2,045,622	4,247,712	4,757,967	4,777,560	5,737,868	6,285,025
Restricted - Advance Payments	2,477,994	2,477,994	2,477,994	1,853,352	2,492,862	2,530,394	2,553,168
Committed - Operating Reserve	4,688,038	4,688,038	3,860,639	3,860,639	3,893,524	3,936,470	3,964,025
Designated - Repair/Replacement	3,835,667	3,835,667	4,718,559	4,718,559	4,758,752	4,811,241	4,844,919
<b>Restricted Cash &amp; Investments*</b>	<b>\$24,300,179</b>	<b>\$16,887,522</b>	<b>\$26,833,725</b>	<b>\$28,557,417</b>	<b>\$25,108,906</b>	<b>\$34,938,333</b>	<b>\$24,946,137</b>
<b>Unreserved Cash</b>	<b>\$18,546,612</b>	<b>\$15,819,858</b>	<b>\$4,196,930</b>	<b>\$687,504</b>	<b>\$3,477,309</b>	<b>\$1,453,799</b>	<b>\$19,130,836</b>
Debt Ratio 1	2.93	1.99	2.30	2.40	2.73	2.86	2.60
Debt Ratio 2	1.94	1.48	1.60	1.83	2.16	2.34	2.14
Debt Ratio 3	3.42	2.66	1.92	1.87	2.39	2.43	3.15
Debt Ratio 4 (Min=1.0)***	0.95	0.98	0.91	1.26	1.59	1.82	1.69

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 (must be met by FY18)



## 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



Every year Stafford holds a ceremony to recognize employees for their service to the community. It starts when a person has worked within the county for 3 years. Left are the 2014 recognized employees.

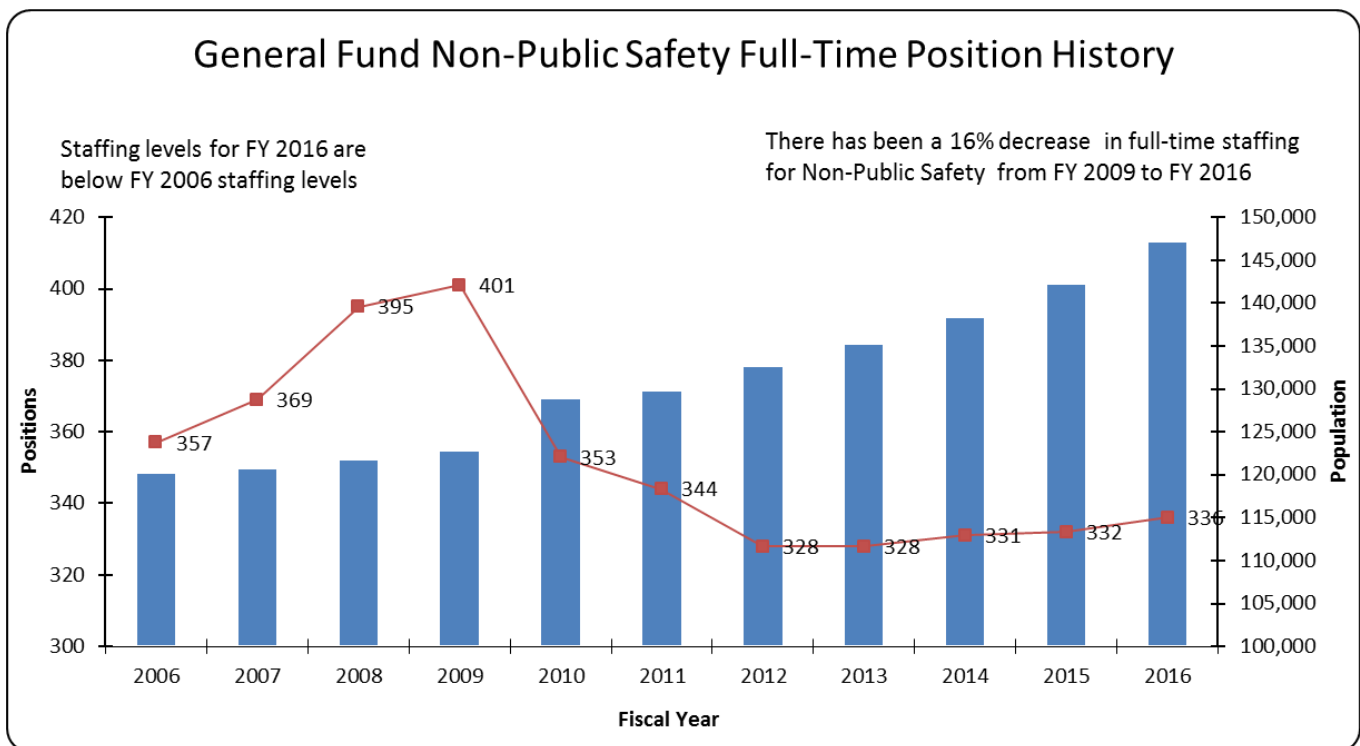
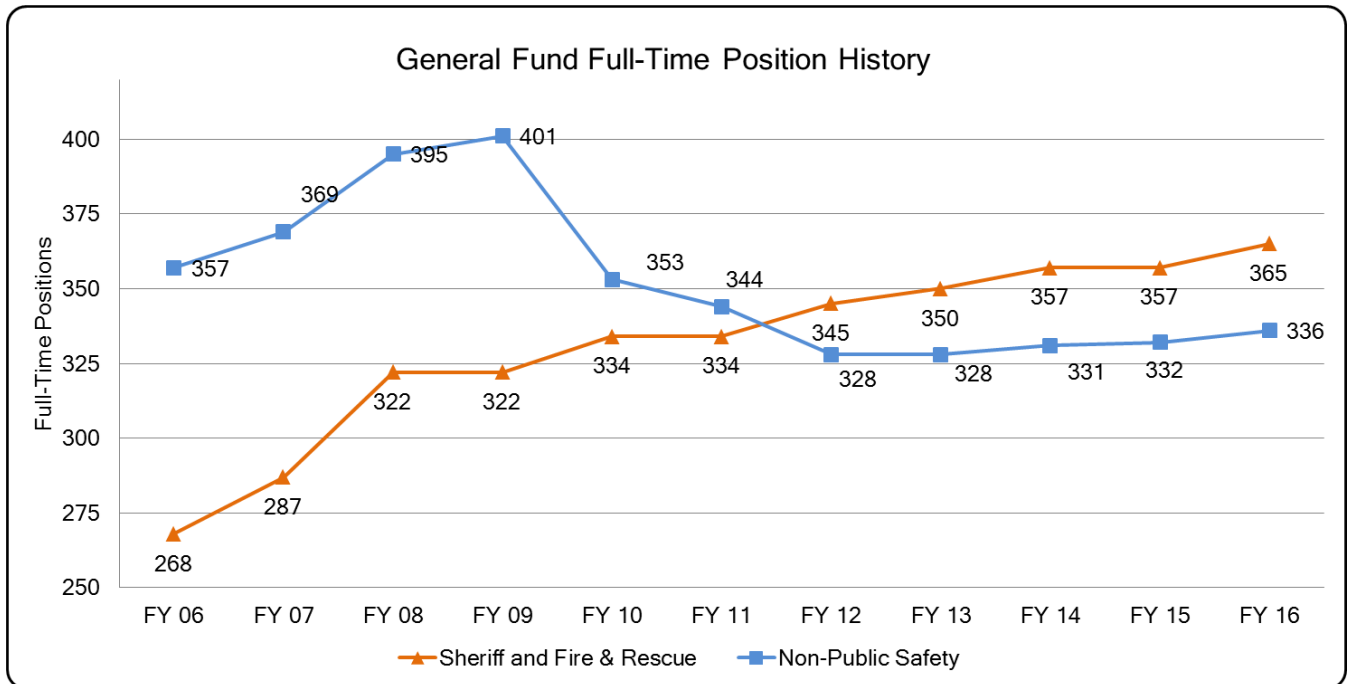
## Initiatives to Better Serve the Community

- 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. As an initial step to meet the demands outlined by the Public Safety Staffing Plan, the adopted budget adds 2 full-time positions and converts 2 part-time positions to full-time in the Sheriff's Office, adds 3 new full-time positions in the Fire and Rescue Department to support the ALS initiative and 1 new full-time position to support fire training funded by the Virginia Department of Fire Programs Aid to Localities (ATL) program.
- Embrey Mill Park and the Jeff Rouse Swim and Sport Center are under construction. The adopted budget includes 2 new full-time and 2 new part-time positions, funded at mid-year, to support the maintenance of the Park and the surrounding area. This will increase the service and recreational opportunities within the Stafford County community.
- The FY2016 Virginia State Budget included funding for two new full-time Social Services positions, 1 Child Protective Services (CPS) Worker and 1 Benefits Program Specialist. The CPS Worker will help to ensure that children in Stafford County receive the support they need and that family's follow-through on service plans. The Benefits Program Specialist will help the Department to meet required deadlines for processing an increasing number of benefit applications (SNAP, Medicaid, etc.) and ensuring that families receive these necessary services.



# Staffing Plan

Sixty-five (65) positions have been reduced over the past seven fiscal years in the General Fund. Staffing levels in Public Safety have increased by forty-three (43) positions as more resources have been allocated to this priority of the Board. The adopted budget adds two full-time positions, funded starting mid-year to support the opening of Embrey Mill Park and two full-time positions to Social Services for Non-Public Safety as well as two full-time positions and two part-time positions in the Sheriff's Office and four full-time positions in Fire and Rescue.



### Compensation and Health Care

As the economy recovers, we continue to focus on the most efficient and cost-effective ways to do business and to be responsible and accountable to the community. In order to maintain an engaged workforce, attention needs to be paid to our compensation and benefit challenges.

The chart below depicts the salary history of an employee who was making \$40,000 on June 30, 2008. With increases in health insurance and VRS contributions, the average employee has not kept pace with inflation over the last eight years. The employee depicted below has an adjusted gross salary (salary - health and VRS contributions) that is \$3,000 less than what it would be on inflation adjusted basis.

**County Employee Making \$40,000 on June 30, 2008**

	Salary	Health Contributions	VRS Contributions	Salary - Health/VRS	(Salary - Health/VRS) inflation adjusted
FY2009	\$40,240	\$1,177	\$0	\$39,063	\$39,303
FY2010	\$40,480	\$1,344	\$0	\$39,136	\$39,146
FY2011	\$40,480	\$868	\$0	\$39,612	\$39,772
FY2012	\$40,986	\$1,560	\$0	\$39,426	\$41,045
FY2013	\$44,111	\$784	\$2,206	\$41,121	\$41,907
FY2014	\$45,328	\$2,658	\$2,266	\$40,404	\$42,535
FY2015	\$46,004	\$3,576	\$2,300	\$40,128	\$43,216
FY2016	\$46,924	\$4,128	\$2,346	\$40,450	\$43,907

- (1) Health insurance contributions are based on family coverage in the Key Care 15+ plan
- (2) Inflation is based on the Consumer Price Index

A classification and compensation review was conducted to evaluate Stafford County's competitiveness with regards to both pay and benefits in the local and regional markets. We will be able to use this total rewards analysis to ensure we are positioned as an employer of choice and to emphasize our recruitment and retention capabilities. The adopted budget includes funding to move all positions identified as misaligned with their current pay grade to the grade recommended by the study and ensuring that all employees are paid at grade minimum for their positions.

A comprehensive leave study was completed to analyze our current leave benefits as well as to address how the VRS Hybrid Plan will affect our philosophy on leave going forward. The results of this analysis combined with a recommendation from County employees and the Leadership Team was presented to the Board of Supervisors and was approved at their meeting on February 24, 2015. The adopted leave changes will help to mitigate long-term financial obligations related to the leave policy while maintaining competitiveness and limiting any impact on current County employees.

The County's health insurance benefits will go out to RFP during FY2016. This will be an opportunity to ensure that we are offering competitive and valuable benefits for our employees while also focusing on manageable costs. Any changes identified through this process will be effective in FY2017.

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. Some notable provisions of the ACA include:

- Mental health parity
- Adding dependents to age 26
- Removal of pre-existing conditions for children and adults
- Removal of annual/lifetime dollar limits or limits on specific essential health benefits
- Preventative benefits for women covered at 100%
- Employer mandate to offer health insurance to all “full-time” employees, defined as those employees working 30 or more hours each week
- Excise tax on “Cadillac” plans effective in 2018

### 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 compensation. 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 2018. 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. What does that mean?

- Relentless Advancement
- Purpose-driven work
- Innovating and Saving
- Engaging Citizens, Employees and Businesses

To paraphrase Jim Collins; we now have the right people “on the bus” (the organization) and continuously work to be sure they are in the “right seat”. With the reduced workforce, employees are counted on to be more 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 spirit of County employees. Through proactive educational programs, County employees are learning and demonstrating many new processes that provide efficient and cost effective service.

This effort will continue due to the dedication of County employees to serve the citizens of Stafford.

# General Fund Position Summary

Stafford County FY16 Adopted Budget

	FY 2014		FY 2015		FY 2016	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7
Commissioner of the Revenue	29	1	29	1	29	1
Commonwealth's Attorney	25	1	25	1	25	1
Cooperative Extension	0	4	0	4	0	4
County Administration	9	0	9	0	9	0
County Attorney	7	0	7	0	7	0
Clerk of the Circuit Court	18	0	18	0	18	0
Circuit Court	3	0	3	0	3	0
15th District Court	2	0	2	0	2	0
Economic Development	6	0	6	0	6	0
Finance and Budget	15	0	15	0	15	0
Human Resources	3	2	3	2	3	2
Human Services, Office of	2	0	2	0	2	0
Information Technology	17	2	17	2	17	2
Parks, Recreation & Community Facilities <sup>(1)</sup>	56	119	56	119	58	121
Planning and Zoning	20	1	20	1	20	1
Public Works	41	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 <sup>(2), (3)</sup>	56	6	56	6	58	6
Treasurer	17	3	17	3	17	3
<b>Sub-Total Non-Public Safety Departments</b>	<b>331</b>	<b>147</b>	<b>332</b>	<b>147</b>	<b>336</b>	<b>149</b>
Fire and Rescue <sup>(4) (5)</sup>	116	0	116	0	120	0
Sheriff <sup>(6) (7)</sup>	241	19	241	19	245	17
<b>Sub-Total Public Safety Departments</b>	<b>357</b>	<b>19</b>	<b>357</b>	<b>19</b>	<b>365</b>	<b>17</b>
<b>Fund Total Positions</b>	<b>688</b>	<b>166</b>	<b>689</b>	<b>166</b>	<b>701</b>	<b>166</b>

<sup>(1)</sup> Two additional full-time and two additional part-time positions to support the addition of Embrey Mill Park (funded mid-year)

<sup>(2)</sup> 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 FY16 budget.

<sup>(3)</sup> Two additional full-time positions one Child Protective Services Work and one Benefits Program Specialist. State funding will support 84.5% and 15.5% will be supported by existing Social Service Funding

<sup>(4)</sup> Three additional full-time positions to support quick response vehicle at Brooke

<sup>(5)</sup> One additional full-time position to support Fire Training

<sup>(6)</sup> Two additional full-time positions to help solve crimes related to fraud

<sup>(7)</sup> Two part-time positions converted to full-time positions additional hour need above allotted 28/week

(Details on staffing changes are also included within each Department section)

# Other Funds Position Summary

Stafford County FY16 Adopted Budget

	FY 2014		FY 2015		FY 2016	
	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	830	167	831	167	843	167

(Details on staffing changes are also included within each Department section)

## Department:

Parks, Recreation and  
Community Facilities

## Positions:

2 Park Maintenance Supervisors  
full-time

2 Park Maintenance Workers  
part-time

## Funding Source:

Local Revenue  
Funded mid-year



Opening day at  
Chichester  
Park

### Position Descriptions:

To perform semi-skilled and skilled manual labor work that involves maintaining, improving and protecting County Parks and Recreation grounds and facilities. Employees will be responsible for performing a wide variety of duties ranging from manual labor, activities requiring physical exertion to tasks requiring manipulative skill. The Parks Maintenance Worker is a stand-alone classification utilized in the Parks and Recreation department. This classification is distinguished from other classifications by maintenance work performed at a semi-skilled and skilled level. Employees work as members of a crew, accepting work assignments and direction from the assigned supervisor or lead worker for various departmental and school maintenance projects. Assignments involve responsibility for the safe use of tools and equipment and the safety of others working in the immediate area. Work is reviewed while in progress and upon completion for conformance with instructions and work standards and timeliness of completion.

Work includes; experience in parks, athletic or ball field maintenance, construction, general maintenance, building or mechanical trades, forestry, horticulture, groundskeeper, or parks maintenance worker; cleaning concession, restrooms, pavilions and other common areas; Playground inspections and maintenance, etc.

### Position Justification:

The positions would be added at midyear to maintain Embrey Mill synthetic and grass athletic fields, common areas, restrooms, concessions, pavilions, playground areas and any other associated amenities. The staff members, line, maintain, and move goals in accordance with best practices for turf. They are frontline staff members for Stafford's customers and co-sponsored athletic teams. Because our parks and fields are opened 7 days per week, 12 hours daily, we supplement full time employees with part time employees to maintain the property on weekends and nights and during rentals. In addition to the time spent at Embrey Mill Park, staff is also responsible for multiple school fields in the vicinity. These staff members will help to reduce the time staff spends in a truck moving equipment from one location to another as they will be able to maintain the fields and common areas of Anthony Burns, Winding Creek, and Hampton Oaks Schools.



## Department:

Social Services

## Position:

1 Benefit Programs Specialist II  
full-time

## Funding Source:

Federal/State Funding 84.5%  
and 15.5% from existing Social  
Services Funding



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:

Stafford County DSS assisted 15,224 clients with Medicaid benefits in 2014, thus purporting a steady increase for the past 4 years of those requiring financial support for access to medical services. Due to the on-going rise in Medicaid applications, there has been an increase in clients, many of them families served receiving combinations of support to include Temporary Assistance for Needy Families (TANF), Supplemental Nutritional Assistance Program (SNAP), and/or Medicaid. In 2014, Twenty Thousand Seven Hundred Thirty-One (20,731) Stafford County residents received SNAP, TANF, or Medicaid. Eleven thousand thirteen (11,013) of 20,731 recipients of benefits in Stafford County, were ages 0-17 years old, thus purporting that 53% are children receiving benefits services. Accordingly, Stafford County DSS, as exhibited throughout the State of Virginia, is facing a workload that cannot be sustained by the current staffing pattern.

## Department:

Social Services

## Position:

1 Family Services Specialist II  
full-time

## Funding Source:

Federal/State Funding 84.5%  
and 15.5% from existing Social  
Services  
Funding



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. They 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 621 complaints in 2014 representing a 19% 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 1,000 referrals were received in 2014. 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. Despite the significant increase in population within Stafford County to almost 140,000, the CPS staff has experienced a decrease in the number of workers since 1999. Prior to adding this position, Stafford County had only 4 CPS Investigators, 3 On-going CPS Workers, and 1 Supervisor, to serve the entire County.

## Department:

Fire and Rescue

## Positions:

3 Lieutenants full-time

## Funding Source:

Local Revenue

Positions will be funded starting  
July 1, 2015



## Position Description:

These positions are responsible for leading and directing a crew of firefighters on all three 24-hour shifts, ensuring around the clock coverage. Responsibilities of the position include emergency incident response, community outreach and public services, coordination of company training, administrative work, and basic apparatus/equipment/station maintenance. Additionally, these positions will serve as the scheduling officer assisting with shift planning and staffing assignments for their respective shifts.

## Justification:

These positions will provide for the continuation of the staffed quick response vehicle, currently stationed at Fire Station 5 - Brooke. The positions were implemented as part of the Advanced Life Support Pilot Project in the Fall of 2014. The project successfully demonstrated faster response times in Brooke (decrease of one minute and 26 seconds on average or 17% drop) while also increasing the availability of staffed resources through a collaborative staffing effort between career and volunteer personnel. For the same time period in both years, staffing for Engine 5 increased from 3.5% (2013) to 26% (2014). The staffing of the positions also assists in facilitating the response of the Tanker for firefighting in non-hydranted areas, the Heavy Rescue Squad for technical rescue, and the Fire Boat for marine firefighting and rescue.



## Department:

Fire and Rescue

## Positions:

1 Fire Training Lieutenant  
full-time

## Funding Source:

Virginia Department of Fire  
Programs Aid to Localities (ATL)  
program

Position will be funded starting  
July 1, 2015



## Position Description:

The Fire Training Lieutenant position functions within the Training and Occupational Health and Safety Division (TOHSD) under the supervision of a Deputy Chief. This position would be responsible for coordinating, scheduling, and instructing fire training for career and volunteer members of the Department, including career and volunteer fire academies, monthly in-service training, and other training duties as may be assigned.

TOHSD is responsible for training the 108 career uniformed employees and our 250 active volunteers as well as oversight of our health and safety program, EMT and paramedic training programs, monthly fire and EMS training for Department personnel, personnel recruitment, hiring processes, promotional processes, professional/career development, volunteer and career academies, course development, Department safety officer program, and community and County CPR courses. The division is also responsible for maintaining records of training for all members of the department and ensuring all courses and documentation meet state and national requirements.

## Justification:

This position is critical to maintaining our operational readiness through training and would allow us to increase the availability of some programs while reducing a percentage of time that part-time instructors would be needed. This position will utilize funds we receive from the Virginia Department of Fire Programs Aid to Localities (ATL) program. This is an allowable expense under the grant program.

## Department:

Sheriff's Office

## Positions:

2 CID-Investigator I  
full-time

## Funding Source:

Local Revenue  
Funded July 1, 2015



Stafford's  
Sheriff's Office  
Established  
1664

### Position Description:

The Criminal Investigations Division is responsible for the investigation of major crimes, crimes in general including property crimes, gang activity and illegal or controlled substances (drugs), fraud crimes, computer crimes, domestic violence, crime scene processing, and property/pawn regulation. The Comprehensive Staffing Study completed in 2013 identified a deficit of 4 detectives, based the analysis of the number of cases a detective can successfully resolve per year (close).

### Justification:

In addition to, and supporting the analysis for the needed increase in staffing, is the substantial and continuing increase in fraud crimes experienced over the last 5 years. Not only has the volume of cases increased but the sophistication and complexity has evolved as well as electronic devices and banking services have expanded and changed. Fraud crimes include a wide variety of financial related crimes, including the use of electronics in crime, stolen identity, credit card and check fraud, confidence schemes and many others. The crimes are perpetrated on a wide variety of victims. Since calendar year 2010 fraud related crimes have increased in double digit percentages year over year with the sharpest rise year to date in 2014 over 2013 of 51%. Overall crimes related to fraud have increased 52% during the last five years.

## Department:

Sheriff's Office

## Positions:

Convert 1 CID - Investigator I  
from part-time to full-time

Convert 1 Deputy Sheriff -  
CP/CS from part-time to full-time

## Funding Source:

Local Revenue  
Funded July 1, 2015



Stafford's  
Sheriff's from  
1664 to  
Present

### Position Description:

The Sheriff's Office staffs 10 part-time sworn law enforcement positions to accomplish a variety of critical law enforcement functions. Personnel staffing these positions are involved in criminal extraditions, internet crimes investigation, child sex crimes investigations, cold case crimes, warrant service and management, DARE program instruction, crime prevention, and other essential functions.

The designated hours assigned these positions, prior to the implementation of the new 28 hour policy for part-time employees, was 37.5 hours a week. When the new policy was implemented the positions with incumbents were grandfathered, resulting in minimal impact to the delivery of service. This minimal impact is in spite of the increasing workloads being placed on these positions.

The part-time sworn positions are now being vacated as a result of normal attrition. If and when they are filled, the positions will have weekly hours capped at 28 to comply with the new County policy.

### Justification:

The reduction in available hours creates two significant issues. First, recruitment has become a critical challenge. These positions have typically been filled with retired certified law enforcement officers. Finding candidates to fill the positions at the 28 hour cap from trained certified law enforcement officers has become impossible. Finding untrained personnel is not an option because sending them to the law enforcement training would exhaust and exceed the allotted weekly hours. Second, the loss of 25% of the available work time severely limits productive time. In some cases the requirements of the jobs cannot be accomplished in the allotted time. This is especially true in the investigations of sex crimes, criminal extraditions, internet crimes, and DARE instruction.

# Position Summary Schools Funds

County FY16 Adopted Budget

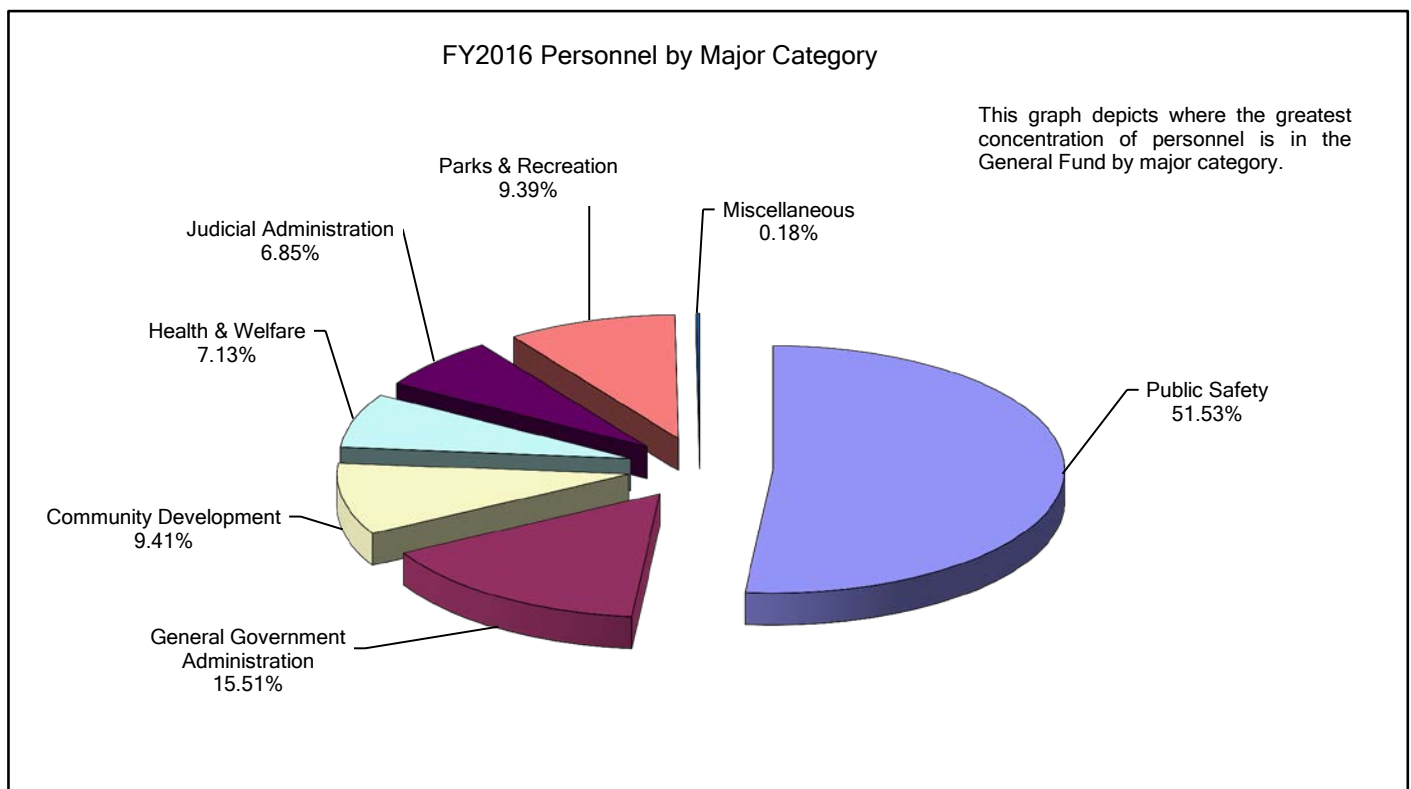
	FY 2014 Full-Time Equivalent	FY 2015 Full-Time Equivalent	FY 2016 Full-Time Equivalent	Change '15 to '16 Full-Time Equivalent
Instruction	2,677.50	2,663.10	2,688.10	0.9%
Administration, Attendance and Health	133.15	134.65	134.65	0.0%
Transportation	297.85	297.85	297.85	0.0%
Operation and Maintenance	139.00	118.50	118.50	0.0%
Instructional Technology and Information Services	118.00	119.00	119.00	0.0%
Food Service	38.00	38.00	38.00	0.0%
Fund Total - School Operating	3,403.50	3,371.10	3,396.10	0.7%
Fund Total - Grants	64.80	84.09	84.09	0.0%
Fund Total - School Construction	3.85	4.85	4.85	0.0%
Fund Total - School Nutrition Services	247.00	247.00	249.00	0.8%
Fund Total - School Health Insurance	2.50	2.50	2.50	0.0%
Fund Total - School Workers Compensation	1.00	1.00	1.00	0.0%
Fund Total - Fleet Services	28.50	28.50	29.50	3.5%
Grand Total Funds	3,751.15	3,739.04	3,767.04	0.7%



# General Fund Personnel by Major Category

Stafford County FY16 Adopted Budget

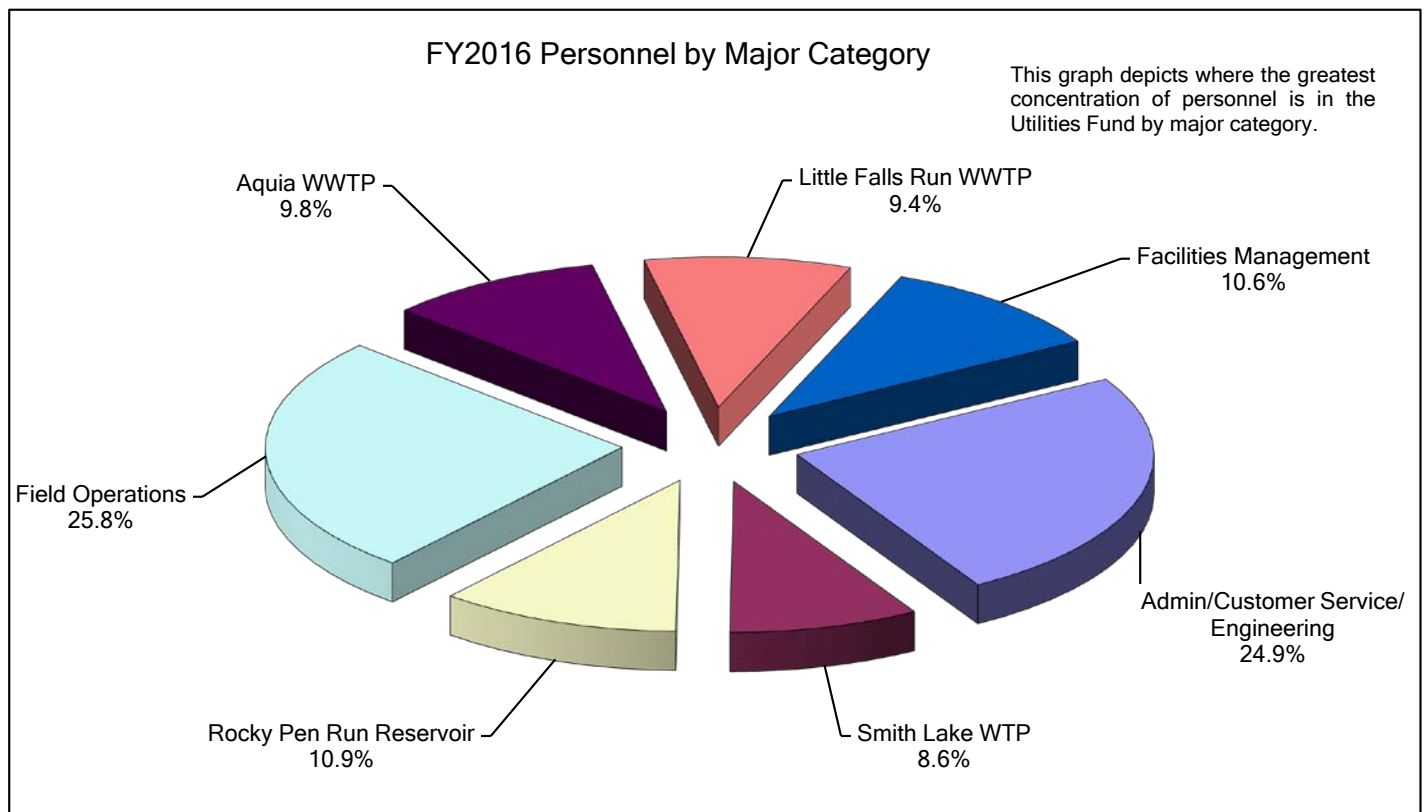
	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
Public Safety	\$30,985,210	\$31,651,890	\$32,539,753	\$887,863	2.81%
General Government Administration	9,537,616	9,780,170	9,790,571	10,401	0.11%
Community Development	5,691,143	5,930,360	5,941,912	11,552	0.19%
Health & Welfare	4,012,968	4,338,550	4,500,789	162,239	3.74%
Judicial Administration	4,232,378	4,352,790	4,325,754	(27,036)	-0.62%
Parks & Recreation	6,073,492	5,885,370	5,927,947	42,577	0.72%
Miscellaneous	9,283	25,000	115,000	90,000	360.00%
<b>Total</b>	<b>\$60,542,090</b>	<b>\$61,964,130</b>	<b>\$63,141,726</b>	<b>\$1,177,596</b>	<b>1.90%</b>



# Utilities Fund Personnel by Major Category

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
Admin/Customer Service/ Engineering	\$2,701,915	\$2,800,037	\$2,879,433	\$79,396	2.84%
Smith Lake WTP	990,859	953,400	997,805	44,405	4.66%
Rocky Pen Run Reservoir	0	1,189,014	1,263,556	74,542	6.27%
Field Operations	2,849,753	2,833,815	2,975,906	142,091	5.01%
Aquia WWTP	1,121,192	1,106,564	1,136,479	29,915	2.70%
Little Falls Run WWTP	1,030,684	1,038,357	1,086,821	48,464	4.67%
Facilities Management	1,224,350	1,204,567	1,228,488	23,921	1.99%
Abel Lake WTP	1,221,194	32,119	0	(32,119)	-100.00%
<b>Total Expenditures</b>	<b>\$11,139,947</b>	<b>\$11,157,873</b>	<b>\$11,568,488</b>	<b>\$410,615</b>	<b>3.68%</b>



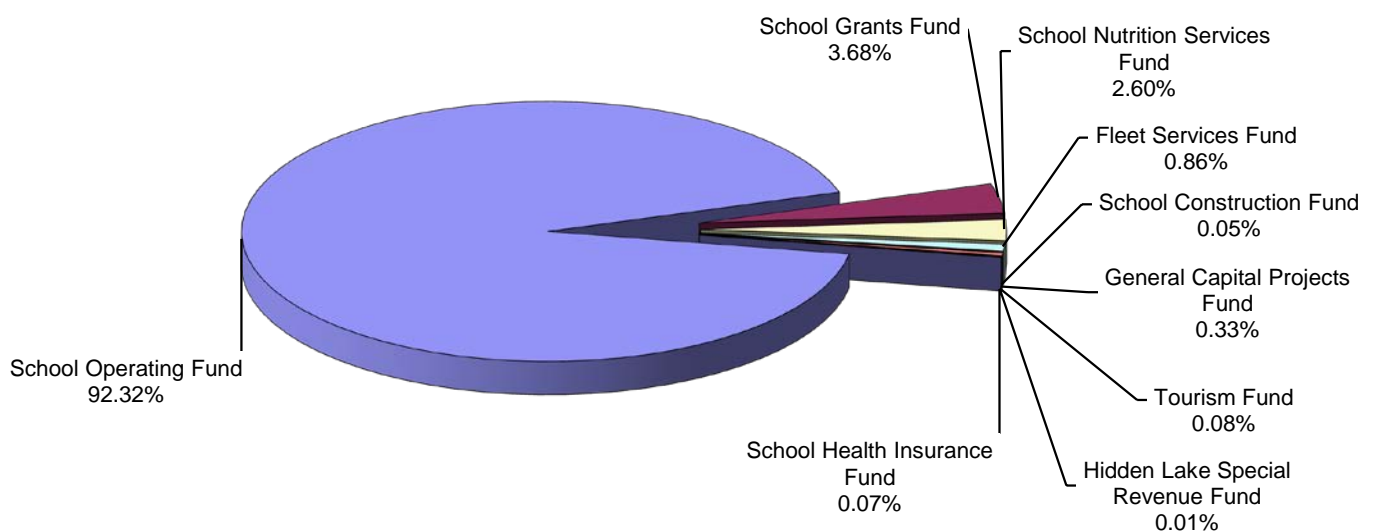
# Other Funds Personnel Expenditure Distribution

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
School Operating Fund	\$206,799,467	\$217,041,264	\$219,675,311	\$2,634,047	1.21%
School Grants Fund	8,211,560	8,542,563	8,767,086	224,523	2.63%
School Nutrition Services Fund	5,395,282	6,287,747	6,178,187	(109,560)	-1.74%
Fleet Services Fund	1,867,939	1,970,004	2,057,282	87,278	4.43%
School Construction Fund	315,648	128,480	128,480	0	0.00%
General Capital Projects Fund	460,446	723,910	783,882	59,972	8.28%
Tourism Fund	163,162	173,660	184,697	11,037	6.36%
Hidden Lake Special Revenue Fund	5,998	2,790	2,861	71	2.54%
School Health Insurance Fund	145,599	167,175	171,981	4,806	2.87%
School Workers Compensation Fund	82,435	0	0	0	0.00%
<b>Total Expenditures</b>	<b>\$223,447,536</b>	<b>\$235,037,593</b>	<b>\$237,949,767</b>	<b>\$2,912,174</b>	<b>1.24%</b>

This graph depicts the School Operating Funding having the largest payroll of all the County Services.

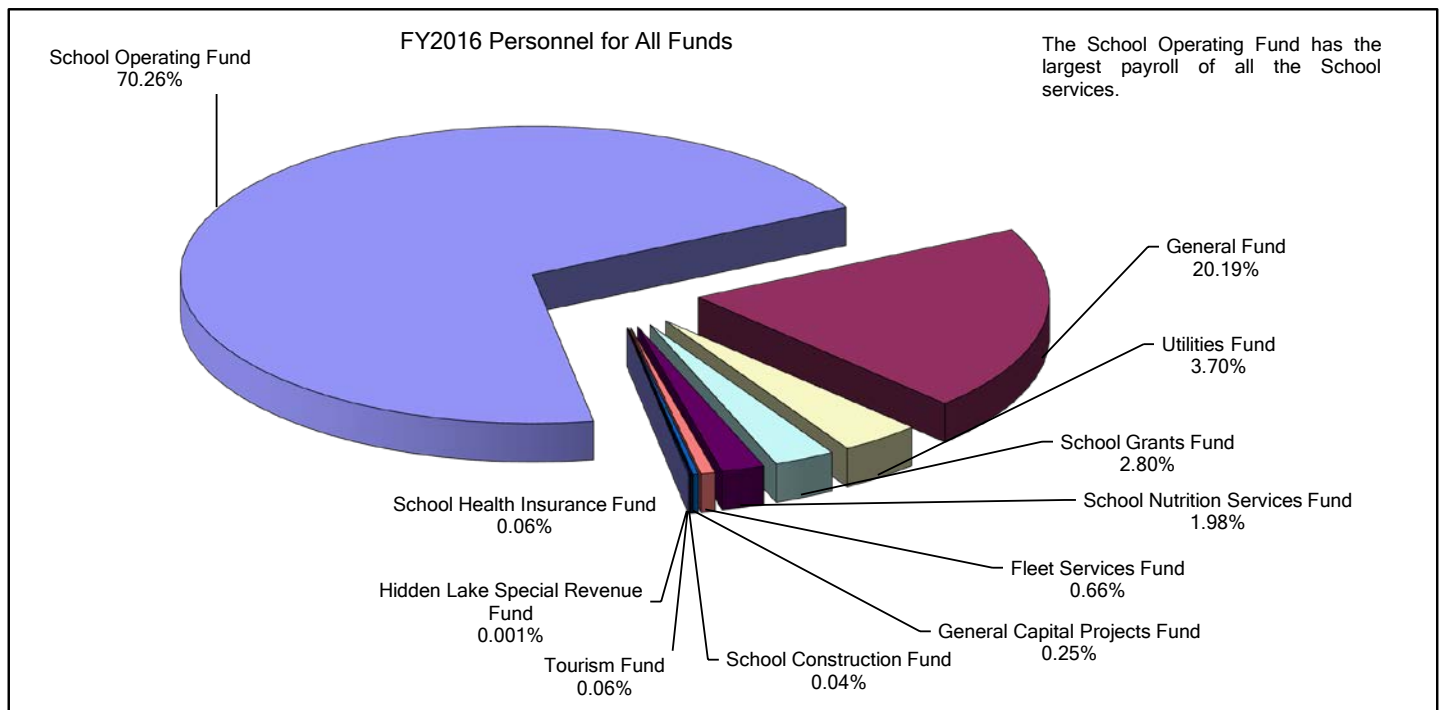
FY2016 Personnel by Fund



# Personnel for all Funds

Stafford County FY16 Adopted Budget

	FY2014 Actual	FY2015 Adopted Budget	Adopted Budget	FY2016 Changes '15 to '16	
School Operating Fund	\$206,799,467	\$217,041,264	\$219,675,311	\$2,634,047	1.21%
General Fund	60,542,090	61,964,130	63,141,726	1,177,596	1.90%
Utilities Fund	11,139,947	11,157,873	11,568,488	410,615	3.68%
School Grants Fund	8,211,560	8,542,563	8,767,086	224,523	2.63%
School Nutrition Services Fund	5,395,282	6,287,747	6,178,187	(109,560)	-1.74%
Fleet Services Fund	1,867,939	1,970,004	2,057,282	87,278	4.43%
General Capital Projects Fund	460,446	723,910	783,882	59,972	8.28%
School Construction Fund	315,648	128,480	128,480	0	0.00%
Tourism Fund	163,162	173,660	184,697	11,037	6.36%
Hidden Lake Special Revenue Fund	5,998	2,790	2,861	71	2.54%
School Health Insurance Fund	145,599	167,175	171,981	4,806	2.87%
School Workers Compensation Fund	82,435	0	0	0	#DIV/0!
<b>Total</b>	<b>\$295,129,573</b>	<b>\$308,159,596</b>	<b>\$312,659,981</b>	<b>\$4,500,385</b>	<b>1.46%</b>



# Internal Committees

The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County
Co-Leadership Team	Comprised of Assistant Directors of Departments with other managers and supervisors. Responsible for strategic thinking and problem solving
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service to County citizens.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and HR Dept. on employee related issues.
Innovation Team	The team will review employee productivity and processes and develop ideas that will continually enhance services to our citizens in the most efficient and cost-effective manner.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program

# Boards, Authorities, Commissions and Committees

Stafford County FY16 Adopted Budget

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

Stafford County FY16 Adopted Budget

Committee Name	Number of Members	Function
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce
Embrey Mill Community Development Authority	5	Construction, services and facilities upon identified funding
Fredericksburg Area Metropolitan Planning Organization (FAMPO)	6	Coordinate regional planning development activities in Planning District 16
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
OPEB - Other Post Employment Benefits Local Finance Board	3	Responsible for oversight of other post employment benefits (other than pensions) as defined in § 15.2-1545, and all fund accrued from the investment of any such funds on hand at any time and not necessary for immediate payment of benefits invested by the Board.
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation

# Boards, Authorities, Commissions and Committees

Stafford County FY16 Adopted Budget

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 (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Area Youth Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.

# Boards, Authorities, Commissions and Committees

Stafford County FY16 Adopted Budget

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.
Transportation Commission	8	Acts in an advisory role to the Board on all Transportation related issues, except aviation
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund
Wetlands Board	5	Review permit applications for use or development of wetlands in the county
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding
Workforce Investment Board	1	Services 16 localities - supports public/private partnerships involving local governments



# Capital Improvements Program and Debt Management

Stafford County FY16 Adopted Budget

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 will be located at the new Embrey Mill Park. This 76,000 square foot indoor recreation facility will have three pools, one of which is a 50 meter x 25 yards, that will accommodate high level championship swim meets, space for fitness equipment, aerobics, spinning, 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.



On December 18, 2014, Lake Mooney Reservoir and Water Treatment Facility began operation. Lake Mooney Reservoir is a 40 million gallon per day (mgd) off-stream water storage reservoir with an adjacent water treatment facility. The reservoir was constructed to supply water to the southern end of Stafford County and is the third source of water for the county. Once filled, Lake Mooney will provide a total of 12 million gallons per day.

## 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

Stafford County FY16 Adopted Budget

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

Stafford County FY16 Adopted Budget

## 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.



Before and after photos of the Courthouse Streetscape - Phase 1 project. This project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area.



New debt requires the County operating budget to absorb the increased debt service and any operating costs associated with the capital project. Prior to the issuance of any new debt, consideration will be given to current economic and budgetary conditions. The County is working to reduce reliance on debt by increasing other types of funding for capital projects. The County has established the following policies to assist management with financial decisions.

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

- A five-year CIP allocating capital improvement funds between the Schools and General Government will be adopted annually.
- Debt-funded CIP projects for County and Schools will be no less than \$500,000 each and will have a useful life that meets or exceeds the life of any debt issuance.
- Capital Improvement projects for County and Schools are items for which the purchase, construction, renovation, non-recurring replacement, expansion, or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Projects include, but are not limited to, expenditures for land, new structures, major repairs and renovations; maintenance of existing structures; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of \$500,000 or more. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

## Debt Limitations

The financial policies define the County's maximum debt. As part of the efforts to improve the County's bond rating, the Board amended its financial policies in March 2013. Debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:
  1. Capital lease purchase is eligible under state law for such financing;
  2. Useful life of the purchase equals or exceeds the term of the debt;
  3. Total purchase exceeds \$100,000; and
  4. Sufficient funds are available to service the capital lease debt.

Each year's maximum available debt service will be established by increasing the prior year's actual debt service by the percentage of general fund revenue changes averaged over the last 5 years.

The CIP was formulated to comply with the policy.

The FY2016 - FY2025 CIP builds on the previously approved Capital Improvement Program. Many of the projects in this CIP were included in earlier plans. This year's plan includes some new projects, as well as some changes and updates to projects that were previously approved by the Board.

### Funding

- The Board's bond enhancement strategy includes reducing reliance on debt. To that end, the Board has reduced debt ratios. To further address this goal, the CIP increases the County's cash capital minimum from 1% to 3% of General Fund budget by FY2018.
- Bond-funded portion for the ten year period is \$39.3M less than the previous CIP.
- Implementation of the Board's policy to increase cash capital for both County and Schools adds \$29.8M in cash over the period.
- Tentative referenda for future projects. Proposed timing:
  - November 2016: Public Safety
  - November 2016: Parks
  - November 2018: Transportation

### New or Updated Projects

#### County Government

##### Public Safety

- Aquia Station Rehabilitation
- Cardiac Equipment Replacement

##### Parks and Recreation

- Park at Embrey Mill
- Duff McDuff Green Park
- Patawomeck Park Phase 2
- New and Renovated Park Amenities

##### Public Works

- Porter Library Renovation

##### Transportation

- The combination of lower debt limits and lower projected fuels tax results in reduced transportation funding

### Schools

- High School #6

# SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Stafford County FY16 Adopted Budget

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period	Later Years Funding	Total Project Cost
Public Safety	1,047,710	4,474,620	9,640,670	2,590,000	7,230,150	8,570,000	3,031,000	3,224,000	11,929,000	2,807,000	2,840,000	56,336,440	0	\$57,384,150
Information Technology	0	500,000	671,000	505,000	274,000	282,000	380,000	239,000	308,000	319,000	394,000	3,872,000	0	\$3,872,000
Parks, Recreation and Community Facilities	0	715,000	5,765,960	6,329,740	10,202,088	9,020,088	7,209,000	2,977,000	3,506,000	3,008,000	3,487,000	52,219,876	0	\$52,219,876
Public Works	647,000	1,753,000	7,275,000	630,000	4,623,000	14,547,000	16,960,000	2,449,000	2,457,000	2,486,000	3,486,000	56,666,000	15,765,000	\$73,078,000
Transportation	45,075,625	16,491,319	22,809,500	27,202,052	10,038,000	18,112,068	15,767,079	2,800,000	2,567,079	10,420,522	15,830,000	142,037,619	41,849,320	\$228,962,564
Schools	65,600,000	28,872,000	24,934,000	23,374,000	21,900,000	21,680,000	10,280,000	15,892,000	14,575,000	47,172,000	57,417,000	266,096,000	91,473,000	\$423,169,000
Project Total	\$112,370,335	\$52,805,939	\$71,096,130	\$60,630,792	\$54,267,238	\$72,211,156	\$53,627,079	\$27,581,000	\$35,342,079	\$66,212,522	\$83,454,000	\$577,227,935	\$149,087,320	\$838,685,590

Funding Summary	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
County	4,706,189	15,941,630	13,803,483	11,332,088	25,527,088	20,354,000	3,360,000	11,650,000	6,543,261	12,916,000	\$126,133,739
Schools <sup>1</sup>	22,235,000	20,039,000	17,574,000	15,960,000	15,415,000	3,950,000	7,296,000	7,900,000	40,242,000	50,307,000	\$200,918,000
Bond	\$26,941,189	\$35,980,630	\$31,377,483	\$27,292,088	\$40,942,088	\$24,304,000	\$10,656,000	\$19,550,000	\$46,785,261	\$63,223,000	\$327,051,739
Master Lease	3,472,000	2,172,000	1,585,000	5,035,150	1,432,000	1,983,000	1,519,000	1,500,000	1,661,000	1,660,000	\$22,019,150
Cash Funded - County	3,136,708	4,314,000	6,702,000	4,929,000	5,460,000	5,493,000	5,410,000	6,050,000	5,626,000	6,211,000	\$53,331,708
Cash Funded - Schools <sup>1</sup>	4,087,000	4,895,000	5,800,000	5,940,000	6,265,000	6,330,000	8,596,000	6,675,000	6,930,000	7,110,000	\$62,628,000
Proffers/Capital Project Reserve	2,664,577	0	72,000	1,033,000	0	0	0	0	0	0	\$3,769,577
Service District Supported GO Bonds	0	0	0	0	14,200,000	0	0	0	0	0	\$14,200,000
Service District	0	0	1,109,966	0	0	0	0	0	0	0	1,109,966
Fuel Tax	4,323,791	0	0	0	0	0	0	0	0	0	\$4,323,791
Revenue Sharing	8,708,291	1,495,675	648,763	7,618,305	9,600,000	817,079	1,400,000	1,000,000	5,210,261	5,250,000	\$41,748,374
State/Federal	3,769,000	8,215,964	5,388,829	11,071,671	360,247	0	0	0	0	0	\$28,805,711
Impact Fees	100,000	100,000	1,515,500	1,600,000	1,600,000	1,600,000	0	0	0	0	\$6,515,500
In-Kind	0	0	0	0	0	0	0	0	0	0	\$0
	\$57,202,556	\$57,173,269	\$54,199,541	\$64,519,214	\$79,859,335	\$40,527,079	\$27,581,000	\$34,775,000	\$66,212,522	\$83,454,000	\$565,503,516

<sup>1</sup> The Board of Supervisor's Principles of High Performance Financial Management guideline states 3% of general government expenditures and 2% of the School's operating budget will be set aside for pay-as-you-go capital projects by 2018. School's proposed infrastructure was adjusted based on this guideline. Funding for cash infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.

Operating Impacts Summary	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	1,171,000	3,454,179	3,670,047	3,795,847	4,116,824	5,460,416	5,736,413	7,853,537	8,107,954
Operating	0	890,000	2,092,000	1,636,000	1,704,000	3,725,000	2,568,000	3,036,000	2,968,000	2,857,000
Debt Service Bond (cumulative)	0	2,255,000	5,267,000	7,894,000	10,180,000	13,606,000	15,641,000	16,533,000	18,170,000	22,086,000
Debt Service Master Lease (cumulative)	0	461,000	749,000	959,000	1,627,534	1,817,534	2,080,534	2,282,534	2,481,534	2,701,534
Service District Debt Service	491,238	491,238	491,238	491,238	491,238	1,679,484	1,679,484	1,679,484	1,679,484	1,679,484
Revenue/Savings	0	0	(24,500)	(50,000)	(52,000)	(192,000)	(285,000)	(301,000)	(316,000)	(328,000)
Total	\$491,238	\$5,268,238	\$12,028,917	\$14,600,285	\$17,746,619	\$24,752,842	\$27,144,434	\$28,966,431	\$32,836,555	\$37,103,972



# Summary of Bond Funded Projects

Stafford County FY16 Adopted Budget

Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt Limitations

Agency	Projects	Opening Date	Current Year Cost	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period
Public Safety	Fire & Rescue Training Center	2021	5,918,400	0	0	0	174,000	6,120,000	0	0	0	0	0	6,294,000
	Fire & Rescue Station 14	2018	6,058,799	0	6,540,670	0	0	0	0	0	0	0	0	6,540,670
	Fire & Rescue Station - New	2024	8,096,984	0	0	0	0	0	0	627,000	9,317,000	0	0	9,944,000
Parks, Recreation & Community Facilities	Park at Embrey Mill - Phase 3	2019	5,390,945	0	2,719,960	2,962,740	0	0	0	0	0	0	0	5,682,700
	Duff McDuff Green Park	2021	12,249,146	0	0	0	7,475,088	5,951,088	0	0	0	0	0	13,426,176
	Patawomeck Park Phase 2	2022	3,730,760	0	0	0	0	0	4,243,000	0	0	0	0	4,243,000
	New and Renovated Park Amenities	On-going	N/A	0	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,336,000	12,000,000
Public Works	Animal Shelter	2018	5,593,000	0	5,348,000	0	0	0	0	0	0	0	0	5,348,000
	Courthouse Addition	2022	27,596,770	0	0	0	2,350,000	12,123,000	14,528,000	0	0	0	0	29,001,000
	Library	2027	11,855,000	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Transportation	Transportation Bonds	On-going	N/A	4,706,189	0	9,507,743	0	0	250,000	1,400,000	1,000,000	5,210,261	10,580,000	32,654,193
Subtotal County Projects				\$4,706,189	\$15,941,630	\$13,803,483	\$11,332,088	\$25,527,088	\$20,354,000	\$3,360,000	\$11,650,000	\$6,543,261	\$12,916,000	\$126,133,739
Schools - Presented 10-14-2014	Stafford High School	Sep-15	N/A	4,000,000	0	0	0	0	0	0	0	0	0	4,000,000
	Moncure Elementary Rebuild	Sep-19	22,761,000	800,000	8,673,000	13,674,000	1,000,000	0	0	0	0	0	0	24,147,000
	Ferry Farm Elementary Rebuild	Sep-20	22,673,000	0	0	1,000,000	11,760,000	11,760,000	1,000,000	0	0	0	0	25,520,000
	Elementary #18	Sep-23	36,185,000	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
	Middle School #9	TBD	36,485,000	0	0	0	0	0	0	0	0	0	500,000	500,000
	High School #6	Sep-26	81,487,000	0	0	0	0	0	0	0	3,000,000	34,107,000	34,107,000	71,214,000
	Brooke Point HS Addition	Sep-16	N/A	6,761,000	0	0	0	0	0	0	0	0	0	6,761,000
	Mt. View HS Addition	Sep-17	N/A	450,000	7,316,000	0	0	0	0	0	0	0	0	7,766,000
	Colonial Forge HS Addition	Sep-16	N/A	6,524,000	0	0	0	0	0	0	0	0	0	6,524,000
	Hartwood Elementary Renovation	Sep-26	10,829,000	0	0	0	0	0	0	0	0	1,000,000	10,000,000	11,000,000
	Fleet Services	Sep-22	3,244,500	0	0	0	0	0	750,000	3,896,000	0	0	0	4,646,000
	Infrastructure	On-going	N/A	3,700,000	4,050,000	2,900,000	3,200,000	3,655,000	2,200,000	3,400,000	4,900,000	5,135,000	4,700,000	37,840,000
Subtotal Schools Projects				\$22,235,000	\$20,039,000	\$17,574,000	\$15,960,000	\$15,415,000	\$3,950,000	\$7,296,000	\$7,900,000	\$40,242,000	\$50,307,000	\$200,918,000
Total All Projects				\$26,941,189	\$35,980,630	\$31,377,483	\$27,292,088	\$40,942,088	\$24,304,000	\$10,656,000	\$19,550,000	\$46,785,261	\$63,223,000	\$327,051,739

Bond Funded Summary (master lease not included)			FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
	County		\$4,706,189	\$15,941,630	\$13,803,483	\$11,332,088	\$25,527,088	\$20,354,000	\$3,360,000	\$11,650,000	\$6,543,261	\$12,916,000	\$126,133,739
	Schools		\$22,235,000	\$20,039,000	\$17,574,000	\$15,960,000	\$15,415,000	\$3,950,000	\$7,296,000	\$7,900,000	\$40,242,000	\$50,307,000	200,918,000
	Total Borrowows		\$26,941,189	\$35,980,630	\$31,377,483	\$27,292,088	\$40,942,088	\$24,304,000	\$10,656,000	\$19,550,000	\$46,785,261	\$63,223,000	\$327,051,739
	Availability Limit		40,453,000	23,320,000	38,146,000	27,100,000	37,673,000	28,212,000	41,478,000	42,964,000	27,331,000	20,374,739	327,051,739
	Cumulative (Deficit)/Surplus		13,511,811	851,181	7,619,698	7,427,610	4,158,522	8,066,522	38,888,522	62,302,522	42,848,261	-	

Debt Service		2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Existing Bond Debt Service		40,847,673	40,597,497	39,341,481	37,221,059	36,201,501	34,382,088	33,431,682	31,475,348	29,436,623	28,692,672
New Bond Debt Service		0	2,255,000	5,267,000	7,894,000	10,180,000	13,606,000	15,641,000	16,533,000	18,170,000	22,086,000
Total Bond Debt		\$40,847,673	\$42,852,497	\$44,608,481	\$45,115,059	\$46,381,501	\$47,988,088	\$49,072,682	\$48,008,348	\$47,606,623	\$50,778,672
Existing Master Lease		2,590,850	2,889,750	2,502,841	2,138,832	1,647,834	1,647,834	896,689	862,021	862,021	446,825
New Master lease		0	461,000	749,000	959,000	1,627,534	1,817,534	2,080,534	2,282,534	2,481,534	2,701,534
Total Master Lease		\$2,590,850	\$3,350,750	\$3,251,841	\$3,097,832	\$3,275,368	\$3,465,368	\$2,977,223	\$3,144,555	\$3,343,555	\$3,148,359
Total Debt Service		\$43,438,523	\$46,203,247	\$47,860,323	\$48,212,890	\$49,656,869	\$51,453,456	\$52,049,905	\$51,152,903	\$50,950,178	\$53,927,031

## 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

Stafford County FY16 Adopted Budget

Operating Impacts - The following table illustrates the operating impacts in future years of the ten year plan

Project	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period
Fire & Rescue Training Center	0	0	0	0	0	1,452,000	84,000	86,000	89,000	91,000	1,802,000
Fire & Rescue Station 14	0	0	1,778,000	1,641,000	1,689,000	1,739,000	1,792,000	1,845,000	1,900,000	1,958,000	14,342,000
Fire & Rescue Station New	0	0	0	0	0	0	0	0	2,098,000	1,933,000	4,031,000
On-line Permitting	0	175,000	175,000	175,000	175,000	180,000	180,000	180,000	180,000	180,000	1,600,000
Voting Machines	0	0	8,000	9,000	9,000	9,000	10,000	10,000	10,000	10,000	75,000
Park at Embrey Mill - Phase 3	0	0	446,679	205,047	208,847	213,760	217,791	221,943	227,220	231,625	1,972,912
Duff McDuff Green Park	0	0	0	0	0	524,064	218,625	223,286	226,117	232,123	1,424,215
Patawomeck Park Phase 2	0	0	0	0	0	0	0	313,592	137,100	141,103	591,795
New and Renovated Park Amenities	0	0	0	0	0	0	0	313,592	137,100	141,103	591,795
Animal Shelter	0	0	108,000	46,000	47,000	49,000	50,000	52,000	53,000	55,000	460,000
Courthouse Addition	0	0	0	0	0	0	1,540,000	1,379,000	1,420,000	1,463,000	5,802,000
Belmont Ferry Farm Trail	0	82,000	54,000	56,000	57,000	59,000	61,000	62,000	64,000	66,000	561,000
Stormwater	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000	325,000	1,677,000
Brooke Point HS Addition	0	893,000	916,000	951,000	990,000	1,030,000	1,070,000	1,113,000	1,158,000	1,204,000	9,325,000
Mt. View HS Addition	0	0	1,066,000	1,129,000	1,153,000	1,199,000	1,247,000	1,296,000	1,348,000	1,402,000	9,840,000
Colonial Forge HS Addition	0	873,000	895,000	931,000	969,000	1,007,000	1,048,000	1,090,000	1,134,000	1,179,000	9,126,000
Fleet Services	0	0	0	0	0	0	0	23,000	24,000	25,000	72,000
	\$0	\$2,061,000	\$5,521,679	\$5,256,047	\$5,447,847	\$7,649,824	\$7,743,416	\$8,471,413	\$10,505,537	\$10,636,954	\$63,293,717

# Operating and Debt Service Impacts

Stafford County FY16 Adopted Budget

## Debt Service Impacts

The County's Capital Improvement Program was developed to comply with the Board of supervisors' financial policies. The total FY16 General Fund Operating Budget for Debt Service for both County and Schools is \$555,891,255

Project	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period
Fire & Rescue Training Center	0	0	0	0	15,000	527,000	527,000	527,000	527,000	527,000	\$2,650,000
Fire & Rescue Station 14	0	0	547,000	547,000	547,000	547,000	547,000	547,000	547,000	547,000	\$4,376,000
Fire & Rescue Station New	0	0	0	0	0	0	0	52,000	832,000	832,000	\$1,716,000
Park at Embrey Mill - Phase 3	0	0	228,000	476,000	476,000	476,000	476,000	476,000	476,000	476,000	\$3,560,000
Duff McDuff Green Park	0	0	0	0	626,000	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	\$6,246,000
Patawomeck Park Phase 2	0	0	0	0	0	0	355,000	355,000	355,000	355,000	\$1,420,000
New and Renovated Park Amenities	0	0	112,000	224,000	336,000	448,000	560,000	672,000	784,000	896,000	\$4,032,000
Animal Shelter	0	0	448,000	448,000	448,000	448,000	448,000	448,000	448,000	448,000	\$3,584,000
Courthouse Addition	0	0	0	0	197,000	1,211,000	2,427,000	2,427,000	2,427,000	2,427,000	\$11,116,000
Library	0	0	0	0	0	0	0	0	0	0	\$0
Transportation	0	393,000	393,000	1,189,000	1,189,000	1,189,000	1,210,000	1,327,000	1,411,000	1,847,000	\$10,148,000
Stafford High School	0	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	\$3,015,000
Moncure Elementary Rebuild	0	67,000	793,000	1,937,000	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000	\$14,923,000
Ferry Farm Elementary Rebuild	0	0	0	84,000	1,068,000	2,052,000	2,136,000	2,136,000	2,136,000	2,136,000	\$11,748,000
Elementary School #18	0	0	0	0	0	0	0	0	0	0	\$0
Middle School #9	0	0	0	0	0	0	0	0	0	0	\$0
High School #6	0	0	0	0	0	0	0	0	251,000	3,105,000	\$3,356,000
Brooke Point HS Addition	0	566,000	566,000	566,000	566,000	566,000	566,000	566,000	566,000	566,000	\$5,094,000
Mt. View HS Addition	0	38,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	\$5,238,000
Colonial Forge HS Addition	0	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000	\$4,914,000
Harwood Elementary Renovation	0	0	0	0	0	0	0	0	0	84,000	\$84,000
Fleet Services	0	0	0	0	0	0	63,000	389,000	389,000	389,000	\$1,230,000
Infrastructure	0	310,000	649,000	892,000	1,160,000	1,466,000	1,650,000	1,935,000	2,345,000	2,775,000	\$13,182,000
New Debt Service	\$0	\$2,255,000	\$5,267,000	\$7,894,000	\$10,180,000	\$13,606,000	\$15,641,000	\$16,533,000	\$18,170,000	\$22,086,000	
Existing Debt Service	\$40,847,673	\$40,597,497	\$39,341,481	\$37,221,059	\$36,201,501	\$34,382,088	\$33,431,682	\$31,475,348	\$29,436,623	\$28,692,672	
	\$40,847,673	\$42,852,497	\$44,608,481	\$45,115,059	\$46,381,501	\$47,988,088	\$49,072,682	\$48,008,348	\$47,606,623	\$50,778,672	

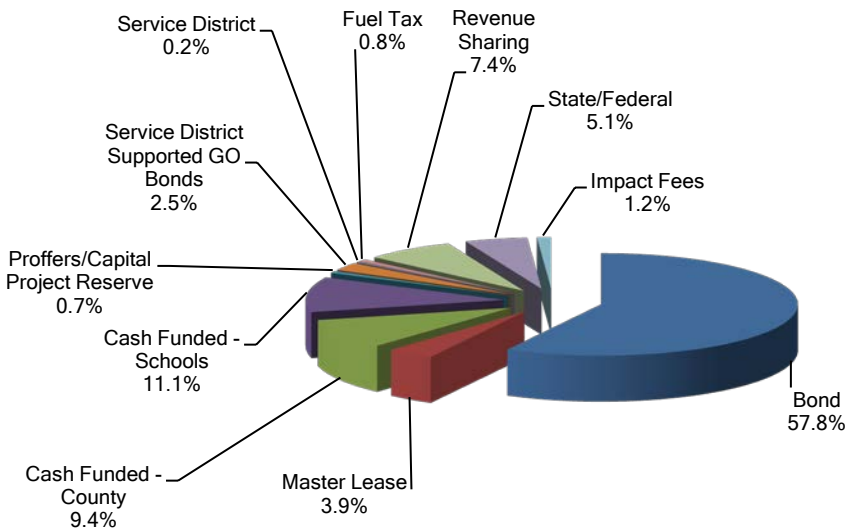
  

Master Lease Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period
Replacement Apparatus	0	182,000	470,000	680,000	928,000	1,118,000	1,381,000	1,583,000	1,782,000	2,002,000	10,126,000
Public Safety Communication System Update	0	279,000	279,000	279,000	279,000	279,000	279,000	279,000	279,000	279,000	2,511,000
Cardiac Equipment Replacement	0	0	0	0	305,534	305,534	305,534	305,534	305,534	305,534	1,833,203
Aquia Station Rehab	0	0	0	0	115,000	115,000	115,000	115,000	115,000	115,000	690,000
New Master Lease	\$0	\$461,000	\$749,000	\$959,000	\$1,627,534	\$1,817,534	\$2,080,534	\$2,282,534	\$2,481,534	\$2,701,534	\$15,160,203
Existing Master Lease	2,590,850	2,889,750	2,502,841	2,138,832	1,647,834	1,647,834	896,689	862,021	862,021	446,825	
	\$2,590,850	\$3,350,750	\$3,251,841	\$3,097,832	\$3,275,368	\$3,465,368	\$2,977,223	\$3,144,555	\$3,343,555	\$3,148,359	
Total Debt	\$43,438,523	\$46,203,247	\$47,860,323	\$48,212,890	\$49,656,869	\$51,453,456	\$52,049,905	\$51,152,903	\$50,950,178	\$53,927,031	

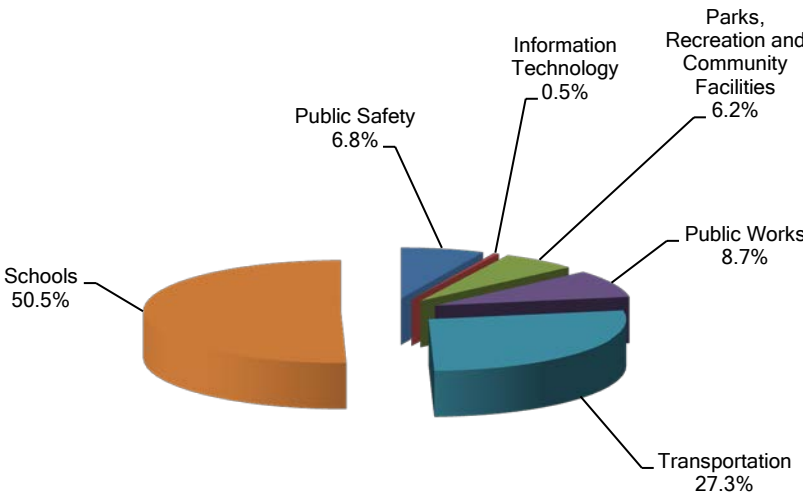
# Capital Improvement Program Project Allocation Charts

The FY2016 - FY2025 Capital Improvement Program totals \$577,227,935 million, and includes projects for General Government, Schools, and Transportation. Transportation projects are those included in the Bond Referendum approved by County residents on November 4, 2008, as well as with other funding sources.

This graph represents the funding sources for projects in the Capital Improvement Plan



This graph represents the allocation of funds for projects in the Capital Improvement Plan for planning period FY2016 - FY2025







## PUBLIC SAFETY

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
Fire & Rescue Replacement Apparatus	0	2,196,000	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	0	26,457,000
Fire & Rescue Training Center	0	0	0	0	524,000	6,120,000	0	0	0	0	0	0	6,644,000
Fire & Rescue Station 14	1,047,710	124,620	6,540,670	0	0	0	0	0	0	0	0	0	7,713,000
Fire & Rescue Station - New	0	0	0	0	0	0	0	627,000	9,317,000	0	0	0	9,944,000
FCC Mandated Upgrade to Radio System (TDMA)	0	2,100,000	0	0	0	0	0	0	0	0	0	0	2,100,000
Cardiac Equipment Replacement	0	0	0	0	2,303,000	0	0	0	0	0	0	0	2,303,000
Aquia Station Renovations	0	0	0	47,000	1,546,150	0	0	0	0	0	0	0	1,593,150
Station Renovations	0	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	0	630,000
Total	\$1,047,710	\$4,474,620	\$9,640,670	\$2,590,000	\$7,230,150	\$8,570,000	\$3,031,000	\$3,224,000	\$11,929,000	\$2,807,000	\$2,840,000	\$0	\$57,384,150

Funding Sources	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	1,000,000	891,708	928,000	958,000	988,000	1,018,000	1,048,000	1,078,000	1,112,000	1,146,000	1,180,000
Bonds	0	0	6,540,670	0	174,000	6,120,000	0	627,000	9,317,000	0	0
Master Lease	0	3,472,000	2,172,000	1,585,000	5,035,150	1,432,000	1,983,000	1,519,000	1,500,000	1,661,000	1,660,000
Proffers/Capital Project Reserve	47,710	110,912	0	47,000	1,033,000	0	0	0	0	0	0
Total	\$1,047,710	\$4,474,620	\$9,640,670	\$2,590,000	\$7,230,150	\$8,570,000	\$3,031,000	\$3,224,000	\$11,929,000	\$2,807,000	\$2,840,000

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	1,550,000	1,597,000	1,645,000	1,755,000	1,808,000	1,862,000	3,745,000	3,858,000
Operating	0	0	228,000	44,000	44,000	1,491,000	125,000	129,000	404,000	189,000
Debt Service	0	0	547,000	547,000	562,000	1,074,000	1,074,000	1,126,000	1,906,000	1,906,000
Debt Service Master Lease	0	461,000	749,000	959,000	1,627,534	1,817,534	2,080,534	2,282,534	2,481,534	2,701,534
Revenue	0	0	0	0	0	(55,000)	(57,000)	(60,000)	(62,000)	(65,000)
Total	\$0	\$461,000	\$3,074,000	\$3,147,000	\$3,878,534	\$6,082,534	\$5,030,534	\$5,339,534	\$8,474,534	\$8,589,534

# REPLACEMENT APPARATUS

**Total Project Cost:** \$26,457,000

**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

1 engine 1 heavy rescue squad 1 fire boat	3 ambulances 2 engines 1 ladder	4 ambulances 2 engines 1 fire boat	4 ambulances 1 engine 1 ladder	4 ambulances 1 engine 1 tanker	4 ambulances 1 engine 1 ladder	4 ambulances 1 engine 1 tanker	4 ambulances 1 engine 1 tanker	4 ambulances 2 engines	4 ambulances 1 heavy rescue squad	4 ambulances 1 engine 1 tanker
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Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Ambulance	0	0	654,000	900,000	928,000	956,000	984,000	1,012,000	1,044,000	1,076,000	1,108,000
Engines	0	610,000	1,256,000	1,294,000	666,000	686,000	707,000	728,000	1,500,000	0	796,000
Specialty Apparatus	0	1,586,000	1,134,000	291,000	1,203,000	746,000	1,276,000	791,000	0	1,661,000	864,000
<b>Total</b>	\$0	\$2,196,000	\$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

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	824,000	872,000	900,000	928,000	956,000	984,000	1,012,000	1,044,000	1,076,000	1,108,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	1,372,000	2,172,000	1,585,000	1,869,000	1,432,000	1,983,000	1,519,000	1,500,000	1,661,000	1,660,000
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$2,196,000	\$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

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	0	0	0	0	0
Master Lease	0	182,000	470,000	680,000	928,000	1,118,000	1,381,000	1,583,000	1,782,000	2,002,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$182,000	\$470,000	\$680,000	\$928,000	\$1,118,000	\$1,381,000	\$1,583,000	\$1,782,000	\$2,002,000

## TRAINING CENTER

**Total Project Cost:** \$6,644,000

**Est. Opening Date:** 2021

[Links to Board's Strategic Initiatives](#)

• Response time improvement

### PROGRAM DESCRIPTION

A training facility for the Fire and Rescue Department is needed to meet mandated live fire and multi-company training and to house the training props, equipment storage and repair functions of the department. This would replace the boat facility currently used by the Department and add the ability to conduct live fire and multi-company training. The proposed facility would be approximately 16,000 square feet. Project includes site development, classroom building, two vehicle maintenance bays, logistics support warehouse, construction of a drill tower with burn room and training props for technical rescue and water drafting and drivers training. The facility would provide the means to accomplish mandatory training for new and existing career and volunteer personnel. Operating our own facility would allow a convenient location that could be used on nights and weekends to meet the training demands of our volunteers.

### OPERATING IMPACT SUMMARY

There would be one time start up costs for the facility to include instructional supplies such as smart boards, copy machine, fax machine, projectors, and computers. Other start up costs for the facility include kitchen and janitorial supplies. There will also be a need for a one time start up cost for the construction of a burn building. The burn building will be used for live fire training.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	524,000	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	5,580,000	0	0	0	0	0
Contingency	0	0	0	0	0	540,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$524,000</b>	<b>\$6,120,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	174,000	6,120,000	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	350,000	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$524,000</b>	<b>\$6,120,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	61,000	63,000	65,000	67,000	69,000
Operating	0	0	0	0	0	1,446,000	78,000	81,000	84,000	87,000
Debt Service	0	0	0	0	15,000	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	0	(55,000)	(57,000)	(60,000)	(62,000)	(65,000)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$1,979,000</b>	<b>\$611,000</b>	<b>\$613,000</b>	<b>\$616,000</b>	<b>\$618,000</b>

## FIRE AND RESCUE STATION 14

**Total Project Cost:** \$7,713,000

**Est. Opening Date:** 2018

[Links to Board's Strategic Initiatives](#)  
• Response Time Improvement

### 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 \$1,000,000 for property acquisition. Property was purchased in FY11. There would also be a need for one time start up costs for the facility.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	47,710	124,620	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	0	5,994,670	0	0	0	0	0	0	0	0
Contingency	0	0	546,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$1,047,710</b>	<b>\$124,620</b>	<b>\$6,540,670</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	1,000,000	13,708	0	0	0	0	0	0	0	0	0
Bonds	0	0	6,540,670	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Reserve	47,710	110,912	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$1,047,710</b>	<b>\$124,620</b>	<b>\$6,540,670</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	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	0	228,000	44,000	44,000	45,000	47,000	48,000	49,000	51,000
Debt Service	0	0	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,325,000</b>	<b>\$2,188,000</b>	<b>\$2,236,000</b>	<b>\$2,286,000</b>	<b>\$2,339,000</b>	<b>\$2,392,000</b>	<b>\$2,447,000</b>	<b>\$2,505,000</b>

## FIRE AND RESCUE STATION - NEW

**Total Project Cost:** \$9,944,000

**Est. Opening Date:** 2024

[Links to Board's Strategic Initiatives](#)

- Response Time Improvement
- Comprehensive Plan

### PROGRAM DESCRIPTION

This facility would be constructed in order to meet fire and rescue service needs as suggested in the Comprehensive Plan. It would assist in reaching response time standards and Board identified service levels. As infill development occurs and density increases, the demand load on existing fire and rescue stations is expected to increase to a point where current fire and rescue stations can no longer serve developing areas of the County. This station would be needed to offset the impact of new development on the existing residents and businesses. 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	627,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	2,016,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	6,672,000	0	0
Contingency	0	0	0	0	0	0	0	0	629,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$627,000</b>	<b>\$9,317,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	627,000	9,317,000	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$627,000</b>	<b>\$9,317,000</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	0	0	0	1,827,000	1,882,000
Operating	0	0	0	0	0	0	0	0	271,000	51,000
Debt Service	0	0	0	0	0	0	0	52,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,000</b>	<b>\$2,930,000</b>	<b>\$2,765,000</b>

# FCC MANDATED UPDATE TO PUBLIC SAFETY RADIO COMMUNICATIONS SYSTEM

**Total Project Cost:** \$2,100,000

**Est. Opening Date:** 2018

[Links to Board's Strategic](#)

- Response time improvement
- Supports the BOS public safety

## PROGRAM DESCRIPTION

The County's radio system placed in service in December 2009 operates on a 700 MHz radio spectrum. As such, it is subject to a mandate from the Federal Communications Commission (FCC) to implement TDMA (Time Division Multiple Access) no later than December 31, 2016. TDMA is a technology that allows multiple conversations to share the same radio channel. This upgrade will increase frequency capacity and reduce the risks associated with frequency congestion such as dropped calls and channel interference. Stafford's purchase of its public safety radio system took into consideration the FCC's Rule and the equipment and infrastructure was designed to support TDMA technology. This project will provide the firmware needed to upgrade the current operating system to comply with the FCC mandate.

## OPERATING IMPACT SUMMARY

Master lease costs for this project would begin in FY2017.



## PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,100,000	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
<b>Total</b>	\$0	\$2,100,000	\$0	\$0	\$0	\$0	\$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	0	0	0	0	0	0
Master Lease	0	2,100,000	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$2,100,000	\$0	\$0	\$0	\$0	\$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	0	0	0	0	0
Master Lease		279,000	279,000	279,000	279,000	279,000	279,000	279,000	279,000	279,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$279,000	\$279,000	\$279,000	\$279,000	\$279,000	\$279,000	\$279,000	\$279,000	\$279,000



## 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	2,303,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,303,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
Master Lease	0	0	0	0	2,303,000	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,303,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Master Lease	0	0	0	0	305,534	305,534	305,534	305,534	305,534	305,534
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$305,534</b>	<b>\$305,534</b>	<b>\$305,534</b>	<b>\$305,534</b>	<b>\$305,534</b>	<b>\$305,534</b>

## 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 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.



### OPERATING IMPACT SUMMARY

0

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	47,000	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	1,409,450	0	0	0	0	0	0
Contingency	0	0	0	0	136,700	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,000</b>	<b>\$1,546,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
Master Lease	0	0	0	0	863,150	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	47,000	683,000	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,000</b>	<b>\$1,546,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Master Lease	0	0	0	0	115,000	115,000	115,000	115,000	115,000	115,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$115,000</b>	<b>\$115,000</b>	<b>\$115,000</b>	<b>\$115,000</b>	<b>\$115,000</b>	<b>\$115,000</b>

## Station Renovations/Improvements

Links to Board's Strategic Initiatives  
• Supports the BOS Public Safety Initiative

**Total Project Cost:** \$630,000

**Est. Opening Date:** On-going

### PROGRAM DESCRIPTION

Many of the fire and rescue stations operated by the volunteer organizations in support of the county's fire and rescue system are significantly aging and in serious need of repairs and upgrades to bring them into compliance with safety codes and federal law such as the Americans with Disabilities Act. Additionally, many of the volunteer stations are in need of modernization of infrastructure to include replacement of HVAC, electrical and plumbing/septic systems and repairs to roofs, concrete apparatus floors and aprons, etc. Funding in FY15 will be allocated to Station 10. and will include construction of bunk rooms and updates to electrical and plumbing.



### OPERATING IMPACT SUMMARY

No additional operating impacts are associated with this project

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$54,000</b>	<b>\$56,000</b>	<b>\$58,000</b>	<b>\$60,000</b>	<b>\$62,000</b>	<b>\$64,000</b>	<b>\$66,000</b>	<b>\$68,000</b>	<b>\$70,000</b>	<b>\$72,000</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000
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
<b>Total</b>	<b>\$0</b>	<b>\$54,000</b>	<b>\$56,000</b>	<b>\$58,000</b>	<b>\$60,000</b>	<b>\$62,000</b>	<b>\$64,000</b>	<b>\$66,000</b>	<b>\$68,000</b>	<b>\$70,000</b>	<b>\$72,000</b>

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	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
Information Technology Infrastructure	\$0	\$225,000	\$310,000	\$505,000	\$274,000	\$282,000	\$380,000	\$239,000	\$308,000	\$319,000	\$394,000	\$0	\$3,236,000
On-line Permitting	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
Registrar Voting Equipment	\$0	\$0	\$361,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$361,000
Total	\$0	\$500,000	\$671,000	\$505,000	\$274,000	\$282,000	\$380,000	\$239,000	\$308,000	\$319,000	\$394,000	\$0	\$3,872,000

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	500,000	671,000	505,000	274,000	282,000	380,000	239,000	308,000	319,000	394,000
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	\$500,000	\$671,000	\$505,000	\$274,000	\$282,000	\$380,000	\$239,000	\$308,000	\$319,000	\$394,000

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	175,000	183,000	184,000	184,000	189,000	190,000	190,000	190,000	190,000
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	\$175,000	\$183,000	\$184,000	\$184,000	\$189,000	\$190,000	\$190,000	\$190,000	\$190,000

## 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 (Virtual Cluster) and SAN (Storage Area Network) replacement plan supports the replacement and maintenance of the County's central computing infrastructure. The systems are purchased with a four to five year warranty after which replacement would be recommended due to new technology and the demands of the application exceeding the capability of the existing hardware.

The County's risk reduction plan (which provides business continuity in the event of a computer room and/or a network operation center disaster) involves hardware redundancy and geographical separation of critical systems and equipment. Redundancy of critical systems in the plan will be co-located in the County Administration and Public Safety buildings.

A virtual desktop is an individual user's interface in a virtualized environment. The virtualized desktop is stored on a remote server rather than locally. Desktop virtualization software separates the physical machine from the software and presents an isolated operating system for users. The benefits include cost savings because resources can be shared, improved data integrity because the backup is centralized and more efficient use of resources and energy.



### OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Network Equipment Replacement	0	200,000	0	0	274,000	282,000	0	239,000	308,000	253,000	0
Server Replacement	0	25,000	0	27,000	0	0	30,000	0	0	66,000	0
Virtual Server Replacement	0	0	310,000	0	0	0	0	0	0	0	394,000
SAN Storage Replacement	0	0	0	0	0	0	350,000	0	0	0	0
Virtual Desktop	0	0	0	478,000	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$310,000</b>	<b>\$505,000</b>	<b>\$274,000</b>	<b>\$282,000</b>	<b>\$380,000</b>	<b>\$239,000</b>	<b>\$308,000</b>	<b>\$319,000</b>	<b>\$394,000</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	225,000	310,000	505,000	274,000	282,000	380,000	239,000	308,000	319,000	394,000
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
<b>Total</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$310,000</b>	<b>\$505,000</b>	<b>\$274,000</b>	<b>\$282,000</b>	<b>\$380,000</b>	<b>\$239,000</b>	<b>\$308,000</b>	<b>\$319,000</b>	<b>\$394,000</b>

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	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## INFORMATION TECHNOLOGY INFRASTRUCTURE

	Project Amount
<b>FY2016 Projects</b>	
Network Equipment Replacement - Courthouse Building	200,000
Server Replacement	25,000
<b>FY2016 Total</b>	<b>\$225,000</b>
<b>FY2017 Projects</b>	
Virtual Server Cluster Replacement - Admin Center	155,000
Virtual Server Cluster Replacement - Public Safety Center	155,000
<b>FY2017 Total</b>	<b>\$310,000</b>
<b>FY2018 Projects</b>	
Virtual Desktop Project	478,000
Server Replacement	27,000
<b>FY2018 Total</b>	<b>\$505,000</b>
<b>FY2019 Projects</b>	
Network Equipment Replacement - Admin Center	274,000
<b>FY2019 Total</b>	<b>\$274,000</b>
<b>FY2020 Projects</b>	
Network Equipment Replacement - Public Safety Center	282,000
<b>FY2020 Total</b>	<b>\$282,000</b>
<b>FY2021 Projects</b>	
SAN Storage Replacement - Admin Center	175,000
SAN Storage Replacement - Public Safety Center	175,000
Server Replacement	30,000
<b>FY2021 Total</b>	<b>\$380,000</b>
<b>FY2022 Projects</b>	
Remote Site Network Equipment Replacement	239,000
<b>FY2022 Total</b>	<b>\$239,000</b>
<b>FY2023 Projects</b>	
Network Equipment Replacement - CORE Switches	308,000
<b>FY2023 Total</b>	<b>\$308,000</b>
<b>FY2024 Projects</b>	
Network Equipment Replacement - Courthouse Building	253,000
Server Replacement	66,000
<b>FY2024 Total</b>	<b>\$319,000</b>
<b>FY2025 Projects</b>	
Virtual Server Cluster Replacement - Admin Center	197,000
Virtual Server Cluster Replacement - Public Safety Center	197,000
<b>FY2025 Total</b>	<b>\$394,000</b>
<b>Grand Total</b>	<b>\$3,236,000</b>



## On-Line Permitting

**Total Project Cost:** \$275,000

**Est. Opening Date:** 0

[Links to Board's Strategic](#)

- Supports the Boards Priority for Service Excellence

### PROGRAM DESCRIPTION

ProjectDox is a web-based electronic plan and document software program that lets citizens and staff initiate and complete the plan submission, review and approval process online, rather than using our current manual, paper-based process. ProjectDox will intergrate with, and add to Hansen's capabilities. This project will reduce the County's paper cost, the expense to print blueprints and documents, which can cost the development community hundreds of dollars on big projects, and save staff numerous hours scanning all plans after they are approved. This project will also provide a faster approval time.

ProjectDox will drastically improve our customer service. Customers can upload plans and documents anytime of the day or night, from anywhere they have Internet access. They can obtain review status updates online which will reduce the amount of time staff now spends responding to phone calls. ProjectDox will be a shared system with Planning, Utilities and Public Works.

An additional addon to the ProjectDox is GIStream which is a Geographic Information System application that provides a wide range of mapping, addressing, parcel, route, demographic and environmental data. GIStream features, map and layer information allowing users to access data and associated project information directly from both ProjectDox and the GIStream Viewer.



### OPERATING IMPACT SUMMARY

On going maintenance costs for the system could be supported by technology fees.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	100,000	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	175,000	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
<b>Total</b>	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	275,000	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
<b>Total</b>	\$0	\$275,000	\$0	\$0	\$0	\$0	\$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	175,000	175,000	175,000	175,000	180,000	180,000	180,000	180,000	180,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$175,000	\$175,000	\$175,000	\$175,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000

## Voter Equipment

**Total Project Cost:** \$361,000

**Est. Opening Date:** 0

[Links to Board's Strategic](#)

- Supports the Boards  
Priority for Service  
Excellence

### PROGRAM DESCRIPTION

The electoral board has recommended that all 1980's era AccuVote OS (optical scan) equipment be replaced with the latest technology. The DS200 (digital scan) is the most current certified equipment available and is digital, fast, accurate and user friendly for both the voter and election officials. The DS200 eliminates most manual operations, will provide better accuracy and voter confidence and fully complies with Federal and State law.

In 2012 the County replaced all precinct handicap systems in accordance with General Assembly guidance. The equipment replaced are stand-alone systems that do not interface with the AccuVote OS system. In order to upgrade to the recommendation of the electoral board, all equipment will need to be replaced. The DS200 system includes ExpressVote equipment for ADA compliance.

The new systems includes digital paper ballot scanners with write-in vote capture and ballot boxes for each precinct, new digital voting devices in each precinct for handicapped and absentee voters, several spares, and associated support equipment.



### OPERATING IMPACT SUMMARY

Annual recurring cost for software licensing and maintenance

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	361,000	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
<b>Total</b>	\$0	\$0	\$361,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	0	361,000	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
<b>Total</b>	\$0	\$0	\$361,000	\$0	\$0	\$0	\$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	8,000	9,000	9,000	9,000	10,000	10,000	10,000	10,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$8,000	\$9,000	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000



## PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
Park at Embrey Mill - Phase 3	0	0	2,719,960	2,962,740	0	0	0	0	0	0	0	0	5,682,700
Duff McDuff Green Park	0	0	0	0	7,475,088	5,951,088	0	0	0	0	0	0	13,426,176
Patawomeck Park Phase 2	0	0	0	0	0	0	4,243,000	0	0	0	0	0	4,243,000
New and Renovated Park Amenities	0	0	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,336,000	0	12,000,000
Infrastructure	0	715,000	1,713,000	2,034,000	1,394,000	1,736,000	1,633,000	1,644,000	2,173,000	1,675,000	2,151,000	0	16,868,000
Total	0	715,000	5,765,960	6,329,740	10,202,088	9,020,088	7,209,000	2,977,000	3,506,000	3,008,000	3,487,000	0	52,219,876

Funding Sources	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	715,000	1,713,000	2,034,000	1,394,000	1,736,000	1,633,000	1,644,000	2,173,000	1,675,000	2,151,000
Bonds	0	0	4,052,960	4,295,740	8,808,088	7,284,088	5,576,000	1,333,000	1,333,000	1,333,000	1,336,000
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	\$715,000	\$5,765,960	\$6,329,740	\$10,202,088	\$9,020,088	\$7,209,000	\$2,977,000	\$3,506,000	\$3,008,000	\$3,487,000

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	93,179	190,047	193,847	326,824	465,416	572,413	685,537	701,954
Operating	0	0	378,000	65,000	67,000	548,000	199,000	741,000	296,000	307,000
Debt Service	0	0	340,000	700,000	1,438,000	2,048,000	2,515,000	2,627,000	2,739,000	2,851,000
Debt Service Master Lease										
Revenue	0	0	(24,500)	(50,000)	(52,000)	(137,000)	(228,000)	(241,000)	(254,000)	(263,000)
Total	\$0	\$0	\$786,679	\$905,047	\$1,646,847	\$2,785,824	\$2,951,416	\$3,699,413	\$3,466,537	\$3,596,954

## PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

**Total Project Cost:** \$16,868,000

**Est. Opening Date:** On-going

[Links to Board's Strategic Initiatives](#)

• Principles of High Performance Financial Management

### PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

### OPERATING IMPACT SUMMARY

There are no operating costs associated with these projects.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
HVAC/Energy Management	0	0	41,000	0	0	290,000	180,000	76,000	0	0	0
Roof Replacement/Repairs	0	0	160,000	256,000	0	0	0	0	0	0	1,042,000
Asphalt/Parking/Roads/Signs	0	434,000	488,000	656,000	697,000	0	0	431,000	698,000	0	0
ADA/Security/Master Plan	0	0	0	60,000	0	0	0	523,000	94,000	0	0
Building Replace/Repairs	0	93,000	0	0	0	0	717,000	0	760,000	1,432,000	0
Site Improvements/Fields/Trails	0	188,000	1,024,000	1,062,000	697,000	1,446,000	736,000	614,000	621,000	243,000	1,109,000
<b>Total</b>	<b>\$0</b>	<b>\$715,000</b>	<b>\$1,713,000</b>	<b>\$2,034,000</b>	<b>\$1,394,000</b>	<b>\$1,736,000</b>	<b>\$1,633,000</b>	<b>\$1,644,000</b>	<b>\$2,173,000</b>	<b>\$1,675,000</b>	<b>\$2,151,000</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	715,000	1,713,000	2,034,000	1,394,000	1,736,000	1,633,000	1,644,000	2,173,000	1,675,000	2,151,000
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
<b>Total</b>	<b>\$0</b>	<b>\$715,000</b>	<b>\$1,713,000</b>	<b>\$2,034,000</b>	<b>\$1,394,000</b>	<b>\$1,736,000</b>	<b>\$1,633,000</b>	<b>\$1,644,000</b>	<b>\$2,173,000</b>	<b>\$1,675,000</b>	<b>\$2,151,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

### FY2016 Projects

Shelton's Cottage siding and structural repair	93,000
Woodlands Pool resurfacing	175,000
Maintenance equipment covered storage building and fencing 1 site	13,000
Government Center Parking Lot Repairs Ph 2	434,000
	<hr/>
FY2016 Total	\$715,000

### FY2017 Projects

Aquia Landing regrade parking lot and new fence	111,000
Pratt restroom/concession upgrades	214,000
Pratt & Brooks replace pavilions - 2	188,000
Woodlands pool bath house renovations	509,000
Brooks skate park resurface and upgrades	113,000
Courthouse Community Center Roof Replacement	160,000
Fire company #10 Exhaust system	15,000
England Run library parking lot repairs	122,000
Porter Library parking lot repairs	122,000
Tower site air conditioners	26,000
Fire station parking lot repairs 2, 10 & 12	133,000
	<hr/>
	\$1,713,000

### FY2018 Projects

Abel Lake pave entrance	28,000
Carl Lewis Community Center foundation repair	99,000
Curtis Park skate park upgrades	130,000
Willowmere install soccer field lights and landscaping - 2	260,000
Willowmere expand parking lot near soccer fields	628,000
Video surveillance systems in various parks	91,000
Curtis Park master plan	60,000
Smith Lake stadium for turf fields	289,000
Courthouse pressure wash and paint	117,000
Courthouse carpet replacement	46,000
Courthouse roof replacement	256,000
Courthouse; replace furniture	30,000
	<hr/>
FY2018 Total	\$ 2,034,000

### FY2019 Projects

Duff Green resurface parking lot	197,000
Willowmere resurface parking lots	191,000
Duff Green overlook upgrade and expand trails	225,000
Willowmere rectangle field lights	450,000
Aquia Landing road improvements	309,000
Fire company stations carpet replacement 2, 10 & 12	22,000
	<hr/>
FY2019 Total	\$ 1,394,000

## PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

### FY2020 Projects

Replace fence at various diamond fields *	422,000
Smith Lake bleachers at turf fields - 4	282,000
Smith Lake Field #1 turf replacement	742,000
Public safety building air conditioner replacement	290,000
FY2020 Total	\$ 1,736,000

### FY2021 Projects

Smith Lake field #2 turf replacement	627,000
Brooks Pratt maintenance building	239,000
Curtis Park create restroom at pavilion #7	478,000
Administration building boiler replacement	180,000
Administration building flooring replacement	109,000
FY2021 Total	\$ 1,633,000

### FY2022 Projects

St. Clair Brooks renovations	614,000
St. Clair Brooks repave parking lot	431,000
ADA accessibility upgrades to public facilities	523,000
Fire company stations HVAC replacements; 2, 10 & 12	76,000
FY2022 Total	\$ 1,644,000

### FY2023 Projects

Pratt Park sewage pump station & expand parking lot	698,000
Patawomeck maintenance facility and fence	253,000
Grizzle Center master plan	94,000
Carl Lewis Community Center renovation	507,000
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	\$ 2,173,000

### FY2024 Projects

The Counting House renovation	651,000
Duff McDuff Green house renovation	651,000
Furniture Replacement Courthouse	243,000
Garage/Storage Building	130,000
FY2024 Total	\$ 1,675,000

### FY2025 Projects

Public Safety Building Roof	391,000
Fire & Rescue station roof; Aquia, 2, 10 & 12	651,000
Woodlands Pool resurfacing	197,000
Curits Park Pool resurfacing	261,000
Brooks shelter/restroom replacement	651,000
FY2025 Total	\$2,151,000
Grand Total	\$16,868,000



## Park at Embrey Mill - Phase 3

**Total Project Cost:** \$5,682,700

**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 future bond referendum(s) to address these projects beginning in FY17. This future park bond 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 playground; two small restrooms; a covered storage building; a maintenance building; and parking. This project includes the project management required to implement.

### OPERATING IMPACT SUMMARY

The annual operating impact includes one additional full time, two part time park maintenance workers required to maintain 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	43,000	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	2,433,600	2,693,400	0	0	0	0	0	0	0
Contingency	0	0	243,360	269,340	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$2,719,960	\$2,962,740	\$0	\$0	\$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	2,719,960	2,962,740	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
<b>Total</b>	\$0	\$0	\$2,719,960	\$2,962,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	93,179	190,047	193,847	197,760	201,791	205,943	210,220	214,625
Operating	0	0	378,000	65,000	67,000	69,000	71,000	73,000	75,000	77,000
Debt Service	0	0	228,000	476,000	476,000	476,000	476,000	476,000	476,000	476,000
Revenue/Savings	0	0	(24,500)	(50,000)	(52,000)	(53,000)	(55,000)	(57,000)	(58,000)	(60,000)
<b>Total</b>	\$0	\$0	\$674,679	\$681,047	\$684,847	\$689,760	\$693,791	\$697,943	\$703,220	\$707,625



## Duff McDuff Green Park

**Total Project Cost:** \$13,426,176

**Est. Opening Date:** FY2021

[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 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	1,524,000	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	5,410,080	5,410,080	0	0	0	0	0
Contingency	0	0	0	0	541,008	541,008	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$7,475,088	\$5,951,088	\$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	7,475,088	5,951,088	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$7,475,088	\$5,951,088	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	129,064	263,625	269,286	275,117	281,123
Operating	0	0	0	0	0	479,000	128,000	132,000	135,000	140,000
Debt Service	0	0	0	0	626,000	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000
Revenue/Savings	0	0	0	0	0	(84,000)	(173,000)	(178,000)	(184,000)	(189,000)
<b>Total</b>	\$0	\$0	\$0	\$0	\$626,000	\$1,648,064	\$1,342,625	\$1,347,286	\$1,350,117	\$1,356,123

## Patawomeck Park Phase 2

**Total Project Cost:** \$4,243,000

**Est. Opening Date:** FY2022

[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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	3,536,000	0	0	0	0
Contingency	0	0	0	0	0	0	424,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$4,243,000	\$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	0	4,243,000	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$4,243,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	0	0	48,592	100,100	103,103
Operating	0	0	0	0	0	0	0	268,000	43,000	45,000
Debt Service	0	0	0	0	0	0	355,000	355,000	355,000	355,000
Revenue/Savings	0	0	0	0	0	0	0	(3,000)	(6,000)	(7,000)
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$355,000	\$668,592	\$492,100	\$496,103

## New and Renovated Park Amenities

**Total Project Cost:** \$12,000,000

**Est. Opening Date:** FY2018

[Links to Board's Strategic Initiatives](#)

•Parks & Rec Commission Facilities Plan

### PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, 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 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, signage, and lights in various parks. It will also fund improved ADA accessibility of facilities in the parks. Many of the facilities in this project have come to the end of their useful life. Some amenities may have already been removed because of safety concerns. Wayfinding signage within parks is needed for patrons to know where the amenities in parks are. 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	87,000	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	0	0
Construction / Project	0	0	1,137,000	1,137,000	1,137,000	1,137,000	1,137,000	1,137,000	1,137,000	1,137,000	1,140,000
Contingency	0	0	109,000	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	0	0
<b>Total</b>	\$0	\$0	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,336,000

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	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,333,000	1,336,000
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
<b>Total</b>	\$0	\$0	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,333,000	\$1,336,000

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	0	0	48,592	100,100	103,103
Operating	0	0	0	0	0	0	0	268,000	43,000	45,000
Debt Service	0	0	112,000	224,000	336,000	448,000	560,000	672,000	784,000	896,000
Revenue/Savings	0	0	0	0	0	0	0	(3,000)	(6,000)	(7,000)
<b>Total</b>	\$0	\$0	\$112,000	\$224,000	\$336,000	\$448,000	\$560,000	\$985,592	\$921,100	\$1,037,103

## PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
Animal Shelter	0	400,000	5,348,000	0	0	0	0	0	0	0	0	0	5,748,000
Courthouse Addition	0	0	0	0	2,350,000	12,123,000	14,528,000	0	0	0	0	0	29,001,000
Library #4	0	0	0	0	0	0	0	0	0	0	1,000,000	15,765,000	16,765,000
Bike Trails	647,000	648,000	0	0	0	0	0	0	0	0	0	0	1,295,000
Belmont Ferry Farm Trail - Phase 6	0	75,000	925,000	0	0	0	0	0	0	0	0	0	1,000,000
Stormwater Compliance	0	630,000	630,000	630,000	2,273,000	2,424,000	2,432,000	2,449,000	2,457,000	2,486,000	2,486,000	0	18,897,000
Central Rappahannock Regional Library - Porter library renovation	0	0	372,000	0	0	0	0	0	0	0	0	0	372,000
Total	\$647,000	\$1,753,000	\$7,275,000	\$630,000	\$4,623,000	\$14,547,000	\$16,960,000	\$2,449,000	\$2,457,000	\$2,486,000	\$3,486,000	\$15,765,000	\$73,078,000

Funding Sources	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	1,030,000	1,002,000	630,000	2,273,000	2,424,000	2,432,000	2,449,000	2,457,000	2,486,000	2,486,000
Bonds	0	0	5,348,000	0	2,350,000	12,123,000	14,528,000	0	0	0	1,000,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	647,000	648,000	0	0	0	0	0	0	0	0	0
State/Federal	0	75,000	925,000	0	0	0	0	0	0	0	0
Total	\$647,000	\$1,753,000	\$7,275,000	\$630,000	\$4,623,000	\$14,547,000	\$16,960,000	\$2,449,000	\$2,457,000	\$2,486,000	\$3,486,000

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	51,000	52,000	54,000	55,000	57,000	1,130,000	1,163,000	1,198,000	1,234,000
Operating	0	69,000	185,000	161,000	199,000	239,000	746,000	593,000	639,000	675,000
Debt Service	0	0	448,000	448,000	645,000	1,659,000	2,875,000	2,875,000	2,875,000	2,875,000
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$120,000	\$685,000	\$663,000	\$899,000	\$1,955,000	\$4,751,000	\$4,631,000	\$4,712,000	\$4,784,000



## Animal Shelter

**Total Project Cost:** \$5,748,000

**Est. Opening Date:** FY2018

[Links to Board's Strategic Initiatives](#)

- Conformance to state guidelines

### PROGRAM DESCRIPTION

A new and modern animal shelter and animal control facility. Building will meet or exceed state guidelines for a municipal pound. Building will include a spay/neuter clinic, separate isolation rooms for different species. Separate pens for adoptable, healthy animals and sick and quarantined animals. The Facility will have sufficient office space to include dispatch/communications room, officers space, crematorium, cleaning stations, sally port and shelter staff space. Reception area will be of sufficient size for animal intake and drop off. Facility will be designed especially to house animals and will be properly ventilated, drained, lighted, and sized. Animal confinement areas will be constructed properly to prevent the spread of disease and be pleasing to the public while visiting the facility. Parking area will be sufficient to allow for the volume of visitors. The facility will be designed to allow for a future expansion to include larger holding areas for animals and a sally port for secure transport of animals. Facility will be placed on 5 acres of a 38 acre County owned parcel adjacent to the Regional Jail.

### OPERATING IMPACT SUMMARY

Operating impacts include one time start up costs and additional maintenance and operating costs.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	400,000	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	4,875,000	0	0	0	0	0	0	0	0
Contingency	0	0	473,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$400,000	\$5,348,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	400,000	0	0	0	0	0	0	0	0	0
Bonds	0	0	5,348,000	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
<b>Total</b>	\$0	\$400,000	\$5,348,000	\$0	\$0	\$0	\$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	108,000	46,000	47,000	49,000	50,000	52,000	53,000	55,000
Debt Service	0	0	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
<b>Total</b>	\$0	\$0	\$556,000	\$494,000	\$495,000	\$497,000	\$498,000	\$500,000	\$501,000	\$503,000

## Courthouse Addition

**Total Project Cost:** \$29,001,000

**Est. Opening Date:** FY2022

[Links to Board's Strategic Initiatives](#)

- 2004 space needs

### PROGRAM DESCRIPTION

Construction of a 40,000 square foot expansion to the existing Courthouse to provide three additional courtrooms for the County's Courts, Clerk's Offices and prisoner holding. The 2004 comprehensive County-wide space needs assessment revealed that Stafford Courts' current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. The project consists of renovations to the existing courtroom and office space, along with site improvements to provide for prisoner transfer accommodations, significant ADA upgrades and minimal parking improvements.

### OPERATING IMPACT SUMMARY

Operating costs assumes three additional courtrooms will be in operation. Start up costs include expenses for computers, phones, metal detector and 14 new employees. Ongoing costs include 11 deputies and 1 sergeant for the Sheriff's department. 1 maintenance mechanic II and 2 custodians for Parks, Recreation and Community Facilities department. As courtrooms are added additional personnel would be needed.

### PROJECT COSTS



Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	2,350,000	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	12,123,000	12,131,000	0	0	0	0
Contingency	0	0	0	0	0	0	2,397,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$2,350,000	\$12,123,000	\$14,528,000	\$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	2,350,000	12,123,000	14,528,000	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$2,350,000	\$12,123,000	\$14,528,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	0	0	0	0	1,071,000	1,103,000	1,136,000	1,170,000
Operating	0	0	0	0	0	0	469,000	276,000	284,000	293,000
Debt Service	0	0	0	0	197,000	1,211,000	2,427,000	2,427,000	2,427,000	2,427,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$197,000	\$1,211,000	\$3,967,000	\$3,806,000	\$3,847,000	\$3,890,000



## Library #4

**Total Project Cost:** \$16,765,000

**Est. Opening Date:** FY2025

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

### PROGRAM DESCRIPTION

The CRRL Board of Trustees is recommending the opening of a new branch library in the County to meet current unmet demands and to accommodate projected new population growth. High demand for books, programming, meeting rooms, computers and other library services at the Porter and England Run libraries will be relieved by a third library facility in the developing residential/commercial Courthouse area. The facility will be needed to keep pace with population growth and the development of core infrastructure by Stafford County to provide comprehensive education and quality of life opportunities for all County residents. Three options for a new facility could include a traditional branch which would be similar to Porter and England Run libraries, a store front facility which could be located at a retail venue, or a partnership with Germanna Community College.



### OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

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	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Bike Trails

**Total Project Cost:** \$1,295,000

**Est. Opening Date:** 2017

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

### PROGRAM DESCRIPTION

Stafford County entered into an agreement with the Federal Highway Administration to build bike trails along Warrenton Road parallel to the upgrades conducted by the Virginia Department of Transportation. These trails will be built parallel to Warrenton Road a safe distance from traffic, near South gateway drive to Plantation and continuing on to Stafford Lakes Parkway.



### OPERATING IMPACT SUMMARY

No operating impacts are associated with this project. Once completed, ownership of this project will be transferred to VDOT.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	80,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	567,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	648,000	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
<b>Total</b>	<b>\$647,000</b>	<b>\$648,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	647,000	648,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$647,000</b>	<b>\$648,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Belmont Ferry Farm Trail - Phase 6

**Total Project Cost:** \$1,000,000

**Est. Opening Date:** FY2017

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission

### PROGRAM DESCRIPTION

The project consists of constructing a portion of the Belmont-Ferry Farm Trail. The target segment is phase 6 from the Chatham Bridge to Ferry Farm. Trails are the highest use need as identified by County residents. Design of Phase 6 of the Belmont-Ferry Farm Trail is at the conceptual stage. This project will complete the design, permitting and construction of Phase 6. Identified as a project proposed in the 2009 park bond program. Staff is working to secure grant funding for this entire project.

### OPERATING IMPACT SUMMARY

Annual operating impact includes one additional full time park maintenance worker position and one time start up costs for equipment to maintain trails.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	75,000	300,000	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	569,000	0	0	0	0	0	0	0	0
Contingency	0	0	56,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$925,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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
Service Dist Supported GO Debt	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	75,000	925,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$925,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	51,000	52,000	54,000	55,000	57,000	59,000	60,000	62,000	64,000
Operating	0	31,000	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
<b>Total</b>	<b>\$0</b>	<b>\$82,000</b>	<b>\$54,000</b>	<b>\$56,000</b>	<b>\$57,000</b>	<b>\$59,000</b>	<b>\$61,000</b>	<b>\$62,000</b>	<b>\$64,000</b>	<b>\$66,000</b>

## Stormwater Compliance

**Total Project Cost:** \$18,897,000

**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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	630,000	630,000	630,000	2,273,000	2,424,000	2,432,000	2,449,000	2,457,000	2,486,000	2,486,000
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
<b>Total</b>	<b>\$0</b>	<b>\$630,000</b>	<b>\$630,000</b>	<b>\$630,000</b>	<b>\$2,273,000</b>	<b>\$2,424,000</b>	<b>\$2,432,000</b>	<b>\$2,449,000</b>	<b>\$2,457,000</b>	<b>\$2,486,000</b>	<b>\$2,486,000</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	630,000	630,000	630,000	2,273,000	2,424,000	2,432,000	2,449,000	2,457,000	2,486,000	2,486,000
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
<b>Total</b>	<b>\$0</b>	<b>\$630,000</b>	<b>\$630,000</b>	<b>\$630,000</b>	<b>\$2,273,000</b>	<b>\$2,424,000</b>	<b>\$2,432,000</b>	<b>\$2,449,000</b>	<b>\$2,457,000</b>	<b>\$2,486,000</b>	<b>\$2,486,000</b>

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	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000	325,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$38,000</b>	<b>\$75,000</b>	<b>\$113,000</b>	<b>\$150,000</b>	<b>\$188,000</b>	<b>\$225,000</b>	<b>\$263,000</b>	<b>\$300,000</b>	<b>\$325,000</b>

## Central Rappahannock Regional Library - Porter library renovation

**Total Project Cost:** \$372,000

**Est. Opening Date:** FY2016

[Links to Board's Strategic Initiatives](#)

- Supports the Boards Priorities for Services Excellence and Infrastructure

### PROGRAM DESCRIPTION

The Porter Library opened in 1992. In 2014, an average of 1600 people visit the facility daily. Renovation and repurposing of existing public spaces is needed immediately to accommodate changing user needs. This repurposing project includes additional technology space, increased study seating, four quiet study cubicles, two small meeting rooms, and a media and new book marketing area.

The building has reached maximum electrical capacity and the service requires immediate upgrading. Additional power outlets for laptops and other devices will be added throughout the building as part of this upgrade. The technology infrastructure; including network and phone cabling, and rack equipment also require upgrading.



### OPERATING IMPACT SUMMARY

0

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	372,000	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
<b>Total</b>	\$0	\$0	\$372,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	0	372,000	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
<b>Total</b>	\$0	\$0	\$372,000	\$0	\$0	\$0	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## TRANSPORTATION SUMMARY

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
(5) Route 610, Garrisonville Rd (PPTA)	7,567,739	6,197,739	0	0	0	0	0	0	0	0	0	0	13,765,478
(10) Route 652, Truslow Rd, West of I-95 (PPTA)	3,446,528	3,937,912	0	0	0	0	0	0	0	0	0	0	7,384,440
(1) Route 1, Jefferson Davis Hwy	0	0	0	0	100,000	0	567,079	0	567,079	0	0	65,842	1,300,000
(2) Route 616, Poplar Rd, south of Mountain View Rd	1,500,000	0	0	0	0	0	0	0	0	0	0	0	1,500,000
(3) Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	7,550,000	0	0	0	0	0	0	0	0	0	0	0	7,550,000
(6) Route 606, Ferry Rd	400,000	2,651,668	0	0	0	0	0	0	0	0	0	0	3,051,668
(15) Courthouse Road & Route 1 Intersection Improvements	600,000	0	2,000,000	0	0	0	0	0	0	0	0	0	2,600,000
(7) Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	9,393,358	0	10,000,000	19,580,052	0	0	0	0	0	0	0	0	38,973,410
(8) Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd	0	0	0	0	0	0	0	2,800,000	0	10,420,522	0	14,583,478	27,804,000
(12) Route 627, Mountain View Road Ext. to High School	3,680,700	0	0	0	0	0	0	0	0	0	0	0	3,680,700
(14) Streetscape Phase 2	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0	0	0	18,084,000
(16) Garrisonville Road & Route 1 Intersection Improvements	800,000	165,100	0	0	0	0	0	0	0	0	0	0	965,100
(18) Enon Road Improvements	950,000	0	2,679,500	0	0	0	0	0	0	0	0	0	3,629,500
(19) Butler Road	0	0	0	0	0	0	0	0	0	0	4,000,000	16,200,000	20,200,000
(20) Garrisonville Road Eustace Road to Shelton Shop Rd	0	0	0	0	3,000,000	14,000,000	11,400,000	0	0	0	0	0	28,400,000
(21) Eskimo Hill Road	0	0	750,000	0	3,300,000	0	3,300,000	0	0	0	0	0	7,350,000
(22) Leeland Road	0	0	0	0	0	0	500,000	0	2,000,000	0	2,500,000	0	5,000,000
(23) Shelton Shop Road	0	0	0	0	0	0	0	0	0	0	4,000,000	11,000,000	15,000,000
(25) Berea Church Road	0	480,000	300,000	0	0	4,112,068	0	0	0	0	0	0	4,892,068
(26) Tech Center Drive	0	0	0	2,600,000	0	0	0	0	0	0	0	0	2,600,000
(28) Route 608, Brooke Road, South of Eskimo Hill Road	6,500,000	714,900	0	0	0	0	0	0	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
Rt. 709 Capital Avenue Extended	0	0	0	0	0	0	0	0	0	0	5,330,000	0	5,330,000
Total	\$45,075,625	\$16,491,319	\$22,809,500	\$27,202,052	\$10,038,000	\$18,112,068	\$15,767,079	\$2,800,000	\$2,567,079	\$10,420,522	\$15,830,000	\$41,849,320	\$228,962,564

## TRANSPORTATION SUMMARY

Funding Sources	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Later Years Funding	Total Project Cost
Bonds	2,807,563	4,706,189	0	9,507,743	0	0	250,000	1,400,000	1,000,000	5,210,261	10,580,000	20,891,739	56,353,495
Cash	0	0	0	2,575,000	0	0	0	0	0	0	0	0	2,575,000
Proffers	1,672,914	555,665	0	25,000	0	0	0	0	0	0	0	0	2,253,579
Service District Supported GO Debt*	5,870,478	0	0	0	0	14,200,000	0	0	0	0	0	0	20,070,478
Service District	995,000	0	0	1,109,966	0	0	0	0	0	0	0	0	2,104,966
Fuel Tax	8,813,113	4,323,791	0	0	0	0	0	0	0	0	0	0	13,136,904
Revenue Sharing	32,421,000	8,708,291	1,495,675	648,763	7,618,305	9,600,000	817,079	1,400,000	1,000,000	5,210,261	5,250,000	20,957,581	95,126,955
State/Federal	3,381,799	2,494,000	7,290,964	5,388,829	11,071,671	360,247	0	0	0	0	0	0	29,987,510
Impact Fees	838,177	100,000	100,000	1,515,500	1,600,000	1,600,000	1,600,000	0	0	0	0	0	7,353,677
Total Funding Sources Identified	56,800,044	20,887,936	8,886,639	20,770,801	20,289,976	25,760,247	2,667,079	2,800,000	2,000,000	10,420,522	15,830,000	41,849,320	228,962,564

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Debt Service	0	393,000	393,000	1,189,000	1,189,000	1,189,000	1,210,000	1,327,000	1,411,000	1,847,000
Service District Debt Service	491,238	491,238	491,238	491,238	491,238	1,679,484	1,679,484	1,679,484	1,679,484	1,679,484
	\$491,238	\$884,238	\$884,238	\$1,680,238	\$1,680,238	\$2,868,484	\$2,889,484	\$3,006,484	\$3,090,484	\$3,526,484



## ROUTE 1, JEFFERSON DAVIS HIGHWAY

**Total Project Cost:** \$1,300,000

**Est. Opening Date:** FY17

[Links to Board's Strategic](#)

- Approved by voters in the 2008
- Comprehensive Plan

### PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek Drive.

### OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	100,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	567,079	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	567,079	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$567,079</b>	<b>\$0</b>	<b>\$567,079</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	567,079	0	0	0	0
State/Federal	0	0	0	0	100,000	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	567,079	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$1,134,158</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ROUTE 616, POPLAR ROAD, SOUTH OF MOUNTAIN VIEW ROAD

**Total Project Cost:** \$1,500,000

**Est. Opening Date:** FY15

## PROGRAM DESCRIPTION

Improve the intersection of Poplar Road and Mountain View Road, and make safety improvements to Poplar Road for 0.25 miles south of Mountain View Road.

## OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

[illegible][illegible][illegible]

## Links to Board's Strategic Initiatives

- Approved by voters in the 2008
- Comprehensive Plan
- Youth driver safety initiatives



# ROUTE 627, MOUNTAIN VIEW ROAD FROM JOSHUA ROAD TO ROSE HILL FARM DRIVE

**Total Project Cost:** \$7,550,000

**Est. Opening Date:** FY16

[Links to Board's Strategic Initiatives](#)

## PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Joshua Road to Rose Hill Farm Drive.

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

## OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



## PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	533,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,340,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	4,677,000	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
<b>Total</b>	<b>\$7,550,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	1,565,000	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	169,751	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	2,716,249	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,210,000	889,000	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
<b>Total</b>	<b>\$5,096,000</b>	<b>\$2,454,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000	131,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>	<b>\$131,000</b>

## ROUTE 610, GARRISONVILLE ROAD

**Total Project Cost:** \$13,765,478

**Est. Opening Date:** FY17

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

### PROGRAM DESCRIPTION

Widen to 6-lanes Garrisonville from Onville Road to Eustace Road.

### OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	1,370,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	6,197,739	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	6,197,739	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
<b>Total</b>	<b>\$7,567,739</b>	<b>\$6,197,739</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	5,870,478	0	0	0	0	0	0	0	0	0	0
Service District	995,000	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	6,900,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13,765,478</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ROUTE 606, FERRY ROAD

**Total Project Cost:** \$3,051,668

**Est. Opening Date:** FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

### PROGRAM DESCRIPTION

Construction of Improvements to the Ferry Road and Kings Highway Intersection to improve peak hour through capacity. Project involves the addition and extension of turn lanes to add stacking capacity. VDOT will administer this project using a combination of state and local funds.

### OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	200,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,651,668	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
<b>Total</b>	<b>\$400,000</b>	<b>\$2,651,668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	253,518	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	434,150	0	0	0	0	0	0	0	0	0
Revenue Sharing	561,823	964,000	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
<b>Total</b>	<b>\$1,400,000</b>	<b>\$1,651,668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## ROUTE 630, COURTHOUSE ROAD: CEDAR LANE TO WINDING CREEK ROAD

**Total Project Cost:** \$38,973,410

**Est. Opening Date:** FY19

[Links to Board's Strategic Initiatives](#)

• Approved by voters in the 2008

• Comprehensive Plan

### PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Cedar Lane to Winding Creek Road.

### OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	0	10,000,000	19,580,052	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
<b>Total</b>	<b>\$9,393,358</b>	<b>\$0</b>	<b>\$10,000,000</b>	<b>\$19,580,052</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	2,807,563	0	0	9,507,743	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	249,371	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	1,764,546	0	0	0	0	0	0	0	0	0
Revenue Sharing	12,564,677	1,776,000	0	0	0	0	0	0	0	0	0
State/Federal	2,031,799	0	210,964	366,829	7,333,671	360,247	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$17,653,410</b>	<b>\$3,540,546</b>	<b>\$210,964</b>	<b>\$9,874,572</b>	<b>\$7,333,671</b>	<b>\$360,247</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	796,000	796,000	796,000	796,000	796,000	796,000	796,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$796,000</b>	<b>\$796,000</b>	<b>\$796,000</b>	<b>\$796,000</b>	<b>\$796,000</b>	<b>\$796,000</b>	<b>\$796,000</b>

# ROUTE 630, COURTHOUSE ROAD: WINDING CREEK ROAD TO SHELTON SHOP ROAD

**Total Project Cost:** \$27,804,000

**Est. Opening Date:** FY19

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

## PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Winding Creek Road to Shelton Shop Road. 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	2,800,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	10,420,522	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800,000	\$0	\$10,420,522	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	1,400,000	0	5,210,261	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	1,400,000	0	5,210,261	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800,000	\$0	\$10,420,522	\$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	0	0	117,000	117,000	553,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$117,000	\$117,000	\$553,000



## ROUTE 652, TRUSLOW ROAD, WEST OF I-95

**Total Project Cost:** \$7,384,440

**Est. Opening Date:** FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

### PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Plantation Drive to Berea Church Road.

### OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	626,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,820,528	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,937,912	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
<b>Total</b>	<b>\$3,446,528</b>	<b>\$3,937,912</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	351,000	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	886,375	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,896,181	559,384	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,133,500	0	558,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$5,916,056</b>	<b>\$910,384</b>	<b>\$558,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>

## ROUTE 627, MOUNTAIN VIEW ROAD EXTENSION

**Total Project Cost:** \$3,680,700

**Est. Opening Date:** FY15

[Links to Board's Strategic Initiatives](#)

• Board's priorities

### PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Rose Hill Farm Drive to the Mountain View High School.

### OPERATING IMPACT SUMMARY

An extension of a 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improved road.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	3,030,700	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
<b>Total</b>	<b>\$3,680,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,650,000	115,700	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	524,291	390,709	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
<b>Total</b>	<b>\$2,650,000</b>	<b>\$639,991</b>	<b>\$390,709</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## COURTHOUSE STREETSCAPE - PHASE 2, 3 and 4 (US-1) (Redevelopment Plan - Courthouse)

**Total Project Cost:** \$18,084,000

**Est. Opening Date:** On-going

[Links to Board's Strategic Initiatives](#)

- Economic Development 10 Point Plan
- Redevelopment Plan

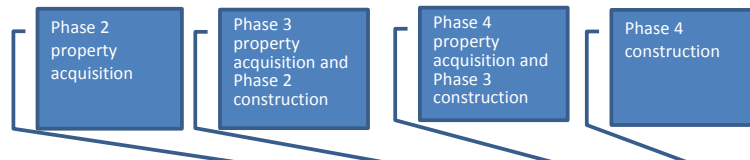
### PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 2 consists of the streetscape improvements along Courthouse Rd. between US-1 and Red Oak Dr. Phase 3 consists of the streetscape improvements along US-1 between Courthouse Rd and Hospital Center Blvd. Phase 4 consists of the streetscape improvements along Courthouse Rd. between US-1 and Stafford Ave. Project costs include road improvements necessary to fully implement the streetscape improvements.



### OPERATING IMPACT SUMMARY

Operating impacts will begin in FY18 with the completion of the construction of phase 2. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	2,344,000	4,023,000	753,000	0	0	0	0	0	0	0
Construction / Project	0	0	3,057,000	4,269,000	3,638,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$2,344,000</b>	<b>\$7,080,000</b>	<b>\$5,022,000</b>	<b>\$3,638,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$2,344,000</b>	<b>\$7,080,000</b>	<b>\$5,022,000</b>	<b>\$3,638,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	31,000	31,000	31,000	73,000	110,000	110,000	110,000	110,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$73,000</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$110,000</b>

## ROUTE 1 COURTHOUSE ROAD INTERSECTION IMPROVEMENT

**Total Project Cost:** \$2,600,000

**Est. Opening Date:** FY2017

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

### PROGRAM DESCRIPTION

The intersection of Courthouse Road (S.R. 630) and Jefferson Davis Highway (U.S. Route 1) has a Level of Service of "F" during peak morning and afternoon traffic periods. Furthermore, U.S. Route 1 serves as the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional left and right turn lanes to allow simultaneous traffic movement north and south on Route 1, and east and west on Route 630 to eliminate the current split phasing at that intersection. This will greatly increase the volume of traffic that can pass, and allow more flexibility to adjust signal phasing to accommodate peak hour and emergency signal patterns. The project will also include pedestrian accommodations consistent with the location in the center of the Stafford courthouse area and the future plans for the Courthouse Urban Development Area.

### OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	600,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	2,000,000	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
<b>Total</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	162,720	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	137,280	848,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	300,000	1,152,000	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
<b>Total</b>	<b>\$600,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# GARRISONVILLE ROAD ROUTE 1 INTERSECTION IMPROVEMENT

**Total Project Cost:** \$965,100

**Est. Opening Date:** FY2016

[Links to Board's Strategic Initiatives](#)

- Economic Development 10 Point Plan
- Comprehensive Plan

## PROGRAM DESCRIPTION

The intersection of Garrisonville Road (S.R. 610) and Jefferson Davis Highway (U.S. Route 1) has a failing Level of Service during peak afternoon traffic periods. Furthermore, U.S. Route 1 serves as the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional right turn lanes from southbound Route 1 to allow increased traffic movement west on Garrisonville Road. This will prevent daily queuing of traffic into the Route 1 southbound travel lanes.



## OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	100,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	100,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	600,000	165,100	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
<b>Total</b>	<b>\$800,000</b>	<b>\$165,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	201,297	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	281,803	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	382,000	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
<b>Total</b>	<b>\$583,100</b>	<b>\$382,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## ENON ROAD & ROUTE 1 IMPROVEMENTS

**Total Project Cost:** \$3,629,500

**Est. Opening Date:** FY2017

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

### PROGRAM DESCRIPTION

Enon Road has experienced a large increase in vehicle trips per day since the opening of the I-95 interchange at Centreport Parkway. A recent traffic engineering analysis determined that the segment between Route 1 and Stafford Indians Lane currently has 9,000 vehicle trips per day (VPD) and projects over 15,000 VPD in 2020. Furthermore, the study noted deficiencies in the intersection at Route 1. The study recommended construction of a 3-lane section for Enon Road east of the I-95 bridge, and tapering to a 2-lane section just east of the bridge.



### OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	750,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,679,500	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
<b>Total</b>	<b>\$950,000</b>	<b>\$0</b>	<b>\$2,679,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	575,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,400,000	414,000	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	100,000	0	1,140,500	0	0	0	0	0	0	0
<b>Total</b>	<b>\$1,975,000</b>	<b>\$514,000</b>	<b>\$0</b>	<b>\$1,140,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## BUTLER ROAD

**Total Project Cost:** \$20,200,000

**Est. Opening Date:** FY2022

[Links to Board's Strategic](#)

- Comprehensive Plan
- Transportation Plan

### PROGRAM DESCRIPTION

Improvements to Butler Road from the termini of the Falmouth Intersection project to the intersection of Castle Rock Drive (across from the YMCA). This improvement will widen the roadway from 2 lanes to four lanes and will include turn lanes, wider shoulders improved sight distance and will meet current VDOT standards. This project will span approximately 0.81 miles.

### OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	2,000,000
#REF!	0	0	0	0	0	0	0	0	0	0	2,000,000
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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	2,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	2,000,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



## ROUTE 610, GARRISONVILLE ROAD

**Total Project Cost:** \$28,400,000

**Est. Opening Date:** FY22

[Links to Board's Strategic Initiatives](#)

• Included in the Transportation Plan

### PROGRAM DESCRIPTION

Widen Garrisonville Road to 6-lanes from Eustace Road to Shelton Shop Road.

### OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	3,000,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	14,000,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	11,400,000	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$3,000,000	\$14,000,000	\$11,400,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	14,200,000	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	4,600,000	9,600,000	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
<b>Total</b>	0	0	0	0	4,600,000	23,800,000	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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

# ESKIMO HILL ROAD IMPROVEMENTS

**Total Project Cost:** \$7,350,000

**Est. Opening Date:** FY20

[Links to Board's Strategic Initiatives](#)

- Transportation Plan
- Comprehensive Plan

## PROGRAM DESCRIPTION

Two lane reconstruction of Eskimo Hill Road between Route 1 and Potomac Run Road

## OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



## PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	750,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	3,300,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	3,300,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$750,000	\$0	\$3,300,000	\$0	\$3,300,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	100,000	556,695	3,018,305	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	100,000	375,000	1,600,000	567,079	1,032,921	0	0	0	0
<b>Total</b>	0	0	200,000	931,695	4,618,305	567,079	1,032,921	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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

# LEELAND ROAD WIDENING

**Total Project Cost:** \$5,000,000

**Est. Opening Date:** FY24

[Links to Board's Strategic Initiatives](#)

• Transportation Plan

## PROGRAM DESCRIPTION

Widen Leeland Road to 3-lanes from Deacon Road to Leeland Station.

## OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

## PROJECT COSTS



Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	500,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	2,000,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	2,500,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$2,500,000</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	250,000	0	1,000,000	0	1,250,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	250,000	0	1,000,000	0	1,250,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>	<b>2,500,000</b>

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	0	21,000	21,000	105,000	105,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$105,000</b>	<b>\$105,000</b>

# SHELTON SHOP ROAD

**Total Project Cost:** \$15,000,000

**Est. Opening Date:** FY25

[Links to Board's Strategic Initiatives](#)

• Comprehensive Plan

## PROGRAM DESCRIPTION

Reconstruction of Shelton Shop Road between Garrisonville Road and Mountain View Road to provide a 4-lane divided highway.

## OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.



## PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	1,500,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	2,500,000
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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	2,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	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	2,000,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	4,000,000

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## ROUTE 654, BERA CHURCH ROAD IMPROVEMENTS

**Total Project Cost:** \$4,892,068

**Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

### PROGRAM DESCRIPTION

Reconstruction of Berea Church Road from Truslow Road to Warrenton Road using VDOT 3R standards. Improvements will include improved shoulders, drainage and wider lanes. Bicycle accommodations will also be included in this project.



### OPERATING IMPACT SUMMARY

This is a safety improvement, upon completion this will become a part of the VDOT secondary system.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	480,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	300,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,112,068	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
<b>Total</b>	\$0	\$480,000	\$300,000	\$0	\$0	\$4,112,068	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	302,147	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	0	1,109,966	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	2,251,000	103,966	92,068	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	1,032,921	0	0	0	0	0
<b>Total</b>	\$0	\$2,553,147	\$103,966	\$1,202,034	\$0	\$1,032,921	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## TECH CENTER DRIVE

**Total Project Cost:** \$2,600,000

**Est. Opening Date:** FY2015

**Links to Board's Strategic Initiatives**

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

### PROGRAM DESCRIPTION

Road Construction of a new entrance into Quantico Corporate Center, including improvements to the intersection with Telegraph Road.

### OPERATING IMPACT SUMMARY

This is an Economic Development opportunity for the County.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	2,600,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	2,575,000	0	0	0	0	0	0	0
Proffers	0	0	0	25,000	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$2,600,000	\$0	\$0	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$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:** FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	650,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,925,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	2,925,000	714,900	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
<b>Total</b>	<b>\$6,500,000</b>	<b>\$714,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bonds	0	2,790,189	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	456,600	357,711	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,251,000	356,000	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
<b>Total</b>	<b>\$3,711,000</b>	<b>\$3,503,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	233,000	233,000	233,000	233,000	233,000	233,000	233,000	233,000	233,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>	<b>\$233,000</b>



## Route 616, Poplar Road, North of Truslow Road

**Total Project Cost:** \$2,687,300

**Est. Opening Date:** FY16

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

### PROGRAM DESCRIPTION

Reconstruct 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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
<b>Total</b>	<b>\$2,687,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,100,000	244,300	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	343,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$2,100,000</b>	<b>\$244,300</b>	<b>\$343,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## ROUTE 1709, CAPITAL AVENUE EXTENDED

**Total Project Cost:** \$5,330,000

**Est. Opening Date:** FY2026

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

### PROGRAM DESCRIPTION

Extension of Capital Avenue from Powell Lane to Sanford Avenue for a parallel road to Route 17 to facilitate traffic to enhance local shopping and economic development.



### OPERATING IMPACT SUMMARY

Upon completion of this project it will be transferred to VDOT for maintenance.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Future Years
Planning/Design	0	0	0	0	0	0	0	0	0	0	975,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	130,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	4,225,000	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,330,000</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Future Funding
Bonds	0	0	0	0	0	0	0	0	0	0	5,330,000	
Current Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Proffers												
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,330,000</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Future
Personnel	0	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## SCHOOLS SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period	Later Years Funding	Total Project Cost
New Construction	62,100,000	4,000,000	0	0	0	0	0	0	3,000,000	34,107,000	35,607,000	76,714,000	86,987,000	225,801,000
Renewal - Additions - Renovations	3,500,000	15,035,000	15,989,000	14,674,000	12,760,000	11,760,000	1,000,000	0	0	1,000,000	10,000,000	82,218,000	4,486,000	90,204,000
Support Facilities - New/Renovations	0	0	0	0	0	0	750,000	5,887,000	0	0	0	6,637,000	0	6,637,000
Capital Maintenance	0	9,837,000	8,945,000	8,700,000	9,140,000	9,920,000	8,530,000	10,005,000	11,575,000	12,065,000	11,810,000	100,527,000	0	100,527,000
<b>Total</b>	<b>\$65,600,000</b>	<b>\$28,872,000</b>	<b>\$24,934,000</b>	<b>\$23,374,000</b>	<b>\$21,900,000</b>	<b>\$21,680,000</b>	<b>\$10,280,000</b>	<b>\$15,892,000</b>	<b>\$14,575,000</b>	<b>\$47,172,000</b>	<b>\$57,417,000</b>	<b>\$266,096,000</b>	<b>\$91,473,000</b>	<b>\$423,169,000</b>

Funding Sources	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Construction Bond Funded Projects	18,535,000	15,989,000	14,674,000	12,760,000	11,760,000	1,750,000	3,896,000	3,000,000	35,107,000	45,607,000	163,078,000
Construction Cash Funded Projects	0	0	0	0	0	0	1,991,000	0	0	0	1,991,000
<b>Total Construction Projects</b>	<b>\$18,535,000</b>	<b>\$15,989,000</b>	<b>\$14,674,000</b>	<b>\$12,760,000</b>	<b>\$11,760,000</b>	<b>\$1,750,000</b>	<b>\$5,887,000</b>	<b>\$3,000,000</b>	<b>\$35,107,000</b>	<b>\$45,607,000</b>	<b>\$165,069,000</b>
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	1,350,000	0	0	0	0	0	0	0	0	0	1,350,000
State Federal	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000
Infrastructure Bond Funded	3,700,000	4,050,000	2,900,000	3,200,000	3,655,000	2,200,000	3,400,000	4,900,000	5,135,000	4,700,000	37,840,000
Infrastructure Cash Funded	4,087,000	4,895,000	5,800,000	5,940,000	6,265,000	6,330,000	6,605,000	6,675,000	6,930,000	7,110,000	60,637,000
<b>Total School Projects</b>	<b>\$28,872,000</b>	<b>\$24,934,000</b>	<b>\$23,374,000</b>	<b>\$21,900,000</b>	<b>\$21,680,000</b>	<b>\$10,280,000</b>	<b>\$15,892,000</b>	<b>\$14,575,000</b>	<b>\$47,172,000</b>	<b>\$57,417,000</b>	<b>\$266,096,000</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	1,120,000	1,759,000	1,829,000	1,902,000	1,978,000	2,057,000	2,139,000	2,225,000	2,314,000
Operating	0	646,000	1,118,000	1,182,000	1,210,000	1,258,000	1,308,000	1,383,000	1,439,000	1,496,000
Debt Service	0	1,862,000	3,539,000	5,010,000	6,346,000	7,636,000	7,967,000	8,578,000	9,239,000	12,607,000
Revenue	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$3,628,000</b>	<b>\$6,416,000</b>	<b>\$8,021,000</b>	<b>\$9,458,000</b>	<b>\$10,872,000</b>	<b>\$11,332,000</b>	<b>\$12,100,000</b>	<b>\$12,903,000</b>	<b>\$16,417,000</b>

## SCHOOLS SUMMARY - BOND FUNDED PROJECTS

Projects	Current Year Cost	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total This Period
Stafford High School		4,000,000	0	0	0	0	0	0	0	0	0	63,481,000
Moncure Elementary Rebuild	0	800,000	8,673,000	13,674,000	1,000,000	0	0	0	0	0	0	24,147,000
Ferry Farm Elementary Rebuild	22,673,000	0	0	1,000,000	11,760,000	11,760,000	1,000,000	0	0	0	0	25,520,000
Elementary #18	36,185,000	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Middle School #9	36,485,000	0	0	0	0	0	0	0	0	0	500,000	47,346,000
High School #6	81,487,000	0	0	0	0	0	0	0	3,000,000	34,107,000	34,107,000	106,321,000
Brooke Point HS Addition		6,761,000	0	0	0	0	0	0	0	0	0	7,511,000
Mt. View HS Addition		450,000	7,316,000	0	0	0	0	0	0	0	0	8,066,000
Colonial Forge HS Addition		6,524,000	0	0	0	0	0	0	0	0	0	7,274,000
Hartwood Elementary Renovation	10,829,000	0	0	0	0	0	0	0	0	1,000,000	10,000,000	14,486,000
Fleet Services	3,244,500	0	0	0	0	0	750,000	3,896,000	0	0	0	4,646,000
Infrastructure		3,700,000	4,050,000	2,900,000	3,200,000	3,655,000	2,200,000	3,400,000	4,900,000	5,135,000	4,700,000	37,840,000
Total	\$190,903,500	\$22,235,000	\$20,039,000	\$17,574,000	\$15,960,000	\$15,415,000	\$3,950,000	\$7,296,000	\$7,900,000	\$40,242,000	\$50,307,000	\$347,638,000

<sup>1</sup> The Board of Supervisor's Principles of High Performance Financial Management guideline states 3% of general government expenditures and 2% of the School's operating budget will be set aside for pay-as-you-go capital projects by 2018. School's proposed infrastructure was adjusted based on this guideline. Funding for cash infrastructure projects could come from proffers, interest earnings, positive results of operation and cash.

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	1,120,000	1,759,000	1,829,000	1,902,000	1,978,000	2,057,000	2,139,000	2,225,000	2,314,000
Operating	0	646,000	1,118,000	1,182,000	1,210,000	1,258,000	1,308,000	1,383,000	1,439,000	1,496,000
Debt Service	0	1,862,000	3,539,000	5,010,000	6,346,000	7,636,000	7,967,000	8,578,000	9,239,000	12,607,000
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$3,628,000	\$6,416,000	\$8,021,000	\$9,458,000	\$10,872,000	\$11,332,000	\$12,100,000	\$12,903,000	\$16,417,000

## REBUILD STAFFORD HIGH SCHOOL

**Total Project Cost:** \$66,100,000

**Est. Opening Date:** 2015

### PROGRAM DESCRIPTION

Construct a 2000 student secondary school (High School) for grades 9-12 to replace the existing Stafford High School. This project will include site improvements to the proposed school site, the construction of the school building, the development of the site, demolition of the existing school, all planning and design requirements, limited support furnishing, furniture, and equipment and all technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 2000 students and follow the Stafford County Public School High School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. In order to open the school in September 2015, the following milestones must be achieved: Design must start no later than October 2011. Bid January 2013. School Construction and site development must start no later than April 2013 and high school building completed no later than May 2015. Remaining site work completed no later than January/February 2016.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	3,440,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	52,249,000	4,000,000	0	0	0	0	0	0	0	0	0
Hardware/Software	1,538,000	0	0	0	0	0	0	0	0	0	0
Equipment	2,185,000	0	0	0	0	0	0	0	0	0	0
Contingency	2,688,000	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$62,100,000</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	2,619,000	0	0	0	0	0	0	0	0	0	0
Bonds	59,481,000	4,000,000	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
<b>Total</b>	<b>\$62,100,000</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>	<b>\$335,000</b>



## REBUILD MONCURE ELEMENTARY SCHOOL

**Total Project Cost:** \$25,847,000

**Est. Opening Date:** 2018

### PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades K through 5 to replace the existing Moncure Elementary. The Rebuild Moncure Elementary School Project will include the construction of the school building (\$180/SF), the development of the site, including part of Juggins Road and additional parking for buses, all planning & design requirements, all support furnishing, furniture & equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards, 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 October 2015 and be completed no later than November 2016. School & Site development must start March 2017 and be complete by May 2018. The existing Moncure ES and site is will be turned over to Stafford County per School Board/Board of Supervisors approved MOU.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	800,000	577,000	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	0	8,096,000	12,085,000	1,000,000	0	0	0	0	0	0
Hardware/Software	0	0	0	424,000	0	0	0	0	0	0	0
Equipment	0	0	0	530,000	0	0	0	0	0	0	0
Contingency	0	0	0	635,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$1,700,000</b>	<b>\$800,000</b>	<b>\$8,673,000</b>	<b>\$13,674,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	1,700,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	800,000	8,673,000	13,674,000	1,000,000	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
<b>Total</b>	<b>\$1,700,000</b>	<b>\$800,000</b>	<b>\$8,673,000</b>	<b>\$13,674,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	67,000	793,000	1,937,000	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000	2,021,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$67,000</b>	<b>\$793,000</b>	<b>\$1,937,000</b>	<b>\$2,021,000</b>	<b>\$2,021,000</b>	<b>\$2,021,000</b>	<b>\$2,021,000</b>	<b>\$2,021,000</b>	<b>\$2,021,000</b>

## REBUILD FERRY FARM ELEMENTARY SCHOOL

**Total Project Cost:** \$25,520,000

**Est. Opening Date:** 2020

### PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades 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 (\$180/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 950 students and follow the Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards, including pursuing a LEED silver 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 2020, the following milestones must be achieved: Design must start no later than October 2017 and be completed no later than November 2018. School and site development must start March 2019 and building must be complete by May 2020. Existing Ferry Farm Elementary School and parking will be demolished start July/August 2020 and be completed by April 2022.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	1,000,000	442,000	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	11,318,000	9,873,000	1,000,000	0	0	0	0
Hardware/Software	0	0	0	0	0	666,000	0	0	0	0	0
Equipment	0	0	0	0	0	555,000	0	0	0	0	0
Contingency	0	0	0	0	0	666,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$1,000,000	\$11,760,000	\$11,760,000	\$1,000,000	\$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	1,000,000	11,760,000	11,760,000	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
<b>Total</b>	\$0	\$0	\$0	\$1,000,000	\$11,760,000	\$11,760,000	\$1,000,000	\$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	84,000	1,068,000	2,052,000	2,136,000	2,136,000	2,136,000	2,136,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$84,000	\$1,068,000	\$2,052,000	\$2,136,000	\$2,136,000	\$2,136,000	\$2,136,000

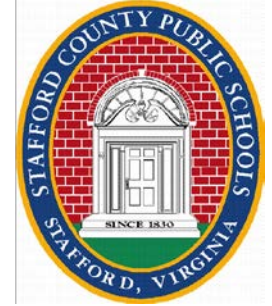
## ELEMENTARY SCHOOL #18

**Total Project Cost:** \$32,319,000

**Est. Opening Date:** 2028

### PROGRAM DESCRIPTION

Construct a 950 student elementary for grades K through 5. ES#18 will include the construction of the school building (\$180S/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 accommodate 950 students, The school construction will follow the 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 2028, the following milestones must be achieved. Design must be started by May 2025 and completed no later than June 2026. School & site development must start November 2026 and complete by May 2028.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,000,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

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	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

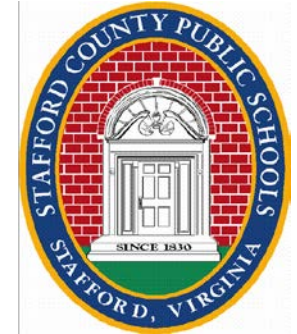
## MIDDLE SCHOOL #9

**Total Project Cost:** \$56,168,000

**Est. Opening Date:** 2028

### PROGRAM DESCRIPTION

Construct an 1100 student elementary school for grades 6 through 8. A new middle school will be needed to accommodate student growth projected in the County. Middle School #9 will include the construction of the school building (\$180SF), the development of the site, all planning and design requirements, all support furnishings, furniture & equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 1100 students and follow the Stafford County Public Schools Middle School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards including pursuing LEED silver certification. Site location is TBD. In order to open Middle School #9 in September 2028, the following milestones must be achieved: Design must start no later than Sept 2025 and be completed no later than Sept 2026. School and site development must start November 2026 and be complete by May 2028.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	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
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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

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	0	0	0	0	0	500,000
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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

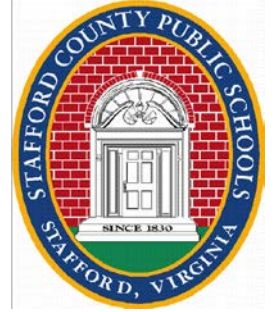
## High School #6

**Total Project Cost:** \$106,321,000

**Est. Opening Date:** 2026

### PROGRAM DESCRIPTION

Construct a 2000 student high school for grades 9 through 12. A new high school will be needed to accommodate student growth 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 2000 students and follow the Stafford County Public School High School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards 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 2026 the following milestones must be achieved: Design must start no later than September 2022 and be completed no later than November 2023. School and site development must start no later than March 2024 and be completed no later than May 2026. Total SF 281,653 @ \$180/SF and includes site work. Site work is approximately \$15M.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	3,000,000	5,574,000	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	28,533,000	34,107,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$34,107,000	\$34,107,000

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	0	0	0	3,000,000	34,107,000	34,107,000
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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$34,107,000	\$34,107,000

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	0	0	0	251,000	3,105,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$251,000	\$3,105,000

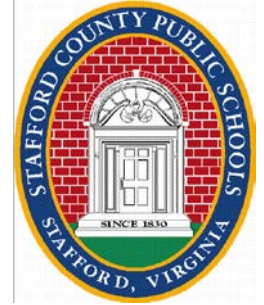
## Addition - (Classroom, PE/Health & Fine Arts) - Brooke Point High School

**Total Project Cost:** \$7,511,000

**Est. Opening Date:** 2016

### PROGRAM DESCRIPTION

Project includes the construction of classroom, PE/Health, & Fine Arts additions and Renovation of Culinary Arts area and Library at Brooke Point High School. The addition will increase the student design capacity from 1800 students to 2000 students. Brooke Point additions will include nine (9) additional classrooms, an expanded wellness room and the addition of a third fine arts suite for orchestra. Renovations include Library and Culinary Arts.



### OPERATING IMPACT SUMMARY

Operating impact includes funding for 8 new teachers and additional energy costs.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	511,000	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	239,000	5,772,000	0	0	0	0	0	0	0	0	0
Hardware/Software	0	138,000	0	0	0	0	0	0	0	0	0
Equipment	0	198,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	653,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$750,000</b>	<b>\$6,761,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	750,000	6,761,000	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
<b>Total</b>	<b>\$750,000</b>	<b>\$6,761,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	571,000	594,000	617,000	642,000	668,000	694,000	722,000	751,000	781,000
Operating	0	322,000	322,000	334,000	348,000	362,000	376,000	391,000	407,000	423,000
Debt Service	0	566,000	566,000	566,000	566,000	566,000	566,000	566,000	566,000	566,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$1,459,000</b>	<b>\$1,482,000</b>	<b>\$1,517,000</b>	<b>\$1,556,000</b>	<b>\$1,596,000</b>	<b>\$1,636,000</b>	<b>\$1,679,000</b>	<b>\$1,724,000</b>	<b>\$1,770,000</b>

## 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 Additions additions will include six (6) additional classrooms, an expansion of the PE Department with two (2) classrooms, an expanded wellness room and the addition of a third fine arts suite for orchestra and 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	300,000	333,000	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	117,000	6,210,000	0	0	0	0	0	0	0	0
Hardware/Software	0	0	171,000	0	0	0	0	0	0	0	0
Equipment	0	0	245,000	0	0	0	0	0	0	0	0
Contingency	0	0	690,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$300,000</b>	<b>\$450,000</b>	<b>\$7,316,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	300,000	450,000	7,316,000	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
<b>Total</b>	<b>\$300,000</b>	<b>\$450,000</b>	<b>\$7,316,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	0	594,000	618,000	642,000	668,000	695,000	722,000	751,000	781,000
Operating	0	0	472,000	511,000	511,000	531,000	552,000	574,000	597,000	621,000
Debt Service	0	38,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$38,000</b>	<b>\$1,716,000</b>	<b>\$1,779,000</b>	<b>\$1,803,000</b>	<b>\$1,849,000</b>	<b>\$1,897,000</b>	<b>\$1,946,000</b>	<b>\$1,998,000</b>	<b>\$2,052,000</b>



## Addition - (Classroom, PE/Health, Security Vestibule & Fine Arts) - Colonial Forge High School

**Total Project Cost:** \$7,774,000

**Est. Opening Date:** 2016

### PROGRAM DESCRIPTION

Project includes the construction of classroom, PE/Health, & Fine Arts and security vestibule additions at Colonial Forge High School. The addition will increase the student design capacity from 1800 students to 2000 students. Mountain View Additions additions will include six (6) additional classrooms, an expansion of the PE Department with two (2) classrooms, an expanded wellness room and the addition of a third fine arts suite for orchestra and 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	608,000	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	142,000	5,942,000	0	0	0	0	0	0	0	0	0
Hardware/Software	0	164,000	0	0	0	0	0	0	0	0	0
Equipment	0	236,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	682,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$750,000</b>	<b>\$7,024,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	750,000	6,524,000	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	500,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$750,000</b>	<b>\$7,024,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Operating Impacts	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Personnel	0	549,000	571,000	594,000	618,000	642,000	668,000	695,000	723,000	752,000
Operating	0	324,000	324,000	337,000	351,000	365,000	380,000	395,000	411,000	427,000
Debt Service	0	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$1,419,000</b>	<b>\$1,441,000</b>	<b>\$1,477,000</b>	<b>\$1,515,000</b>	<b>\$1,553,000</b>	<b>\$1,594,000</b>	<b>\$1,636,000</b>	<b>\$1,680,000</b>	<b>\$1,725,000</b>

## RENOVATION - HARTWOOD ELEMENTARY SCHOOL (2025 - 2026)

**Total Project Cost:** \$14,486,000

**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 system, electrical systems, architectural (finishes, doors, hardware, windows), ADA, plumbing, fire alarm system, data systems, PA system, Library expansion and lighting. No capacity expansion is planned. Renovation will follow Stafford County Public Schools Elementary Education Specification and adhere to the Stafford County Public Schools Facility Design Standards. \*Assumes supporting County project to install water and possibly sewer to the Hartwood ES is completed by FY 2024. \*\*Modular cost includes delivery, set up, and installation of up to ten (10) modulares, site work, permits and systems set up. Modulares to provide swing space to relocate students. Modulares will be leased and included as part of the project cost. Renovation cost is \$140/SF



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	1,000,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	10,000,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$10,000,000</b>

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	0	0	0	0	1,000,000	10,000,000
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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$10,000,000</b>

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	0	0	0	0	84,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$84,000</b>

## 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 FY20 with Construction starting in FY 21. County is responsible for 30% of the cost of this project. Schools portion is 70%.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	413,000	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	337,000	5,176,000	0	0	0
Hardware/Software	0	0	0	0	0	0	0	220,000	0	0	0
Equipment	0	0	0	0	0	0	0	276,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	215,000	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$5,887,000	\$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	1,991,000	0	0	0
Bonds	0	0	0	0	0	0	750,000	3,896,000	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$5,887,000	\$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	23,000	24,000	25,000
Debt Service	0	0	0	0	0	0	63,000	389,000	389,000	389,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$63,000	\$412,000	\$413,000	\$414,000

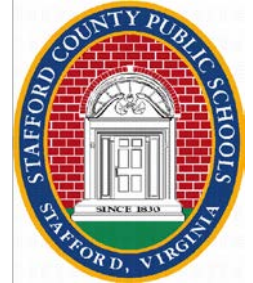
## CAPITAL MAINTENANCE - INFRASTRUCTURE

**Total Project Cost:** \$100,527,000

**Est. Opening Date:** 2016 - 2025

### PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.



### OPERATING IMPACT SUMMARY

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### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
School Site Improvements	0	3,387,000	5,970,000	4,670,000	3,730,000	2,295,000	2,580,000	5,705,000	5,125,000	9,865,000	3,610,000
Pavement	0	2,250,000	1,715,000	1,350,000	1,100,000	1,850,000	2,350,000	450,000	1,500,000	550,000	450,000
Environmental Upgrades	0	3,750,000	1,110,000	2,200,000	3,500,000	2,955,000	1,800,000	1,050,000	2,000,000	1,500,000	3,200,000
Roof Replace/Repair	0	450,000	150,000	480,000	810,000	2,820,000	1,800,000	2,800,000	2,950,000	150,000	4,550,000
<b>Total</b>	\$0	\$9,837,000	\$8,945,000	\$8,700,000	\$9,140,000	\$9,920,000	\$8,530,000	\$10,005,000	\$11,575,000	\$12,065,000	\$11,810,000

Funding Sources	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current Revenue	0	4,087,000	4,895,000	5,800,000	5,940,000	6,265,000	6,330,000	6,605,000	6,675,000	6,930,000	7,110,000
Bonds	0	3,700,000	4,050,000	2,900,000	3,200,000	3,655,000	2,200,000	3,400,000	4,900,000	5,135,000	4,700,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	850,000	0	0	0	0	0	0	0	0	0
State/Federal	0	1,200,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$9,837,000	\$8,945,000	\$8,700,000	\$9,140,000	\$9,920,000	\$8,530,000	\$10,005,000	\$11,575,000	\$12,065,000	\$11,810,000

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	310,000	649,000	892,000	1,160,000	1,466,000	1,650,000	1,935,000	2,345,000	2,775,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$310,000	\$649,000	\$892,000	\$1,160,000	\$1,466,000	\$1,650,000	\$1,935,000	\$2,345,000	\$2,775,000

## CAPITAL MAINTENANCE - INFRASTRUCTURE

### School Site Improvements

<b>FY2016 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Athletic Fields (Turf) - MVHS	\$850,000	Proffer
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Upgrade Security Alarms - Various Locations	\$65,000	Current Revenue
Install Blinds Int Doors/Windows - All Schools	\$160,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$150,000	Current Revenue
Repair Phone Systems; VOIP Phase I	\$100,000	Current Revenue
Repair Playground and Play Areas - WES & FES	\$170,000	Current Revenue
Repair Sound System - BPHS & AGWMS	\$45,000	Current Revenue
Upgrade Electrical Swith Gear - Various Locations	\$150,000	Current Revenue
Repair Media Retrieval, Phone & PA System - WCES	\$200,000	Current Revenue
Upgrade Water and WW Facilities - HES	\$225,000	Current Revenue
Install Repeaters at HS (Security)	\$25,000	Current Revenue
Replace Generator - HHPMS	\$400,000	Current Revenue
Repair Bathroom Partitions - HHPMS	\$102,000	Current Revenue
Construct Music Room Sound Wall - RTMS	\$25,000	Current Revenue
Replace Walk-In Freezer & Refrigerators - AGWMS/GES	\$50,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Install Scoreboards	\$15,000	Current Revenue
Repair Athletic Fields (Phase I) - AGWMS & DMS	\$205,000	Current Revenue
Install Whiteboards - Multiple Locations	\$50,000	Current Revenue
Install Arc Flash (Phase II)	<u>\$100,000</u>	Current Revenue
<b>FY2016 Total</b>	<b>\$3,387,000</b>	
<b>FY2017 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Gym Floor & Bleachers - NSHS	\$950,000	Bond
Repair Interior Finishes - AGWMS/GES	\$2,100,000	Bond
Upgrades CTE Labs	\$200,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$180,000	Current Revenue
Replace Storage Building - CFHS, HES, HOES, RES, RRES & BPHS (FH)	\$265,000	Current Revenue
Repair Stadium Sound System - NSHS	\$100,000	Current Revenue
Repair Foundation (Waterproofing) - AYBAC	\$250,000	Current Revenue
Repair Bathroom Floor - ABES	\$60,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Repair Grounds - DSMS	\$50,000	Current Revenue
Repair Field Drainage - MS & HS	\$140,000	Current Revenue
Replace Lockers - SMS	\$150,000	Current Revenue
Repair Phone Systems - VOIP Phase II	\$125,000	Current Revenue
Media Retrieval & PA Systems - PRES	\$150,000	Current Revenue
Install Messaging Marquee - CES (Manual)	\$50,000	Current Revenue
Replace Walk-In Freezer & Refrigerators - DMS & NSHS	\$100,000	Current Revenue
Repair Stage Rigging & Curtains - Phase II	\$150,000	Current Revenue
Install Scoreboards	\$20,000	Current Revenue
Repair Playground and Play Areas - ES	\$80,000	Current Revenue
Upgrade Fire Alarm Panel - HHPMS	\$150,000	Current Revenue
Replace Generator - HOES	\$400,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	<u>\$250,000</u>	Current Revenue
<b>FY2017 Total</b>	<b>\$5,970,000</b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

<b>FY2018 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Gym Floor & Bleachers - AGWMS	\$1,000,000	Bond
Repair Interior Finishes - HHPMS	\$1,400,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Walk-In Freezer & Refrigerators - WES & RES	\$100,000	Current Revenue
Replace Windows and Doors (PDC) - AYBAC	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Construct Storage Buildings - GMS, WCES, KWBES, & AYBAC	\$170,000	Current Revenue
Install Messaging Marquee - RTMS	\$50,000	Current Revenue
Replace Generator - RES	\$400,000	Current Revenue
Upgrade Fire Alarm Panel - AGWMS/GES	\$250,000	Current Revenue
Repair Field Drainage - MS & HS	\$200,000	Current Revenue
Repair Stage Rigging & Curtains - Phase III	\$200,000	Current Revenue
Repair Exterior (Paint) - Two (2) schools	\$200,000	Current Revenue
Repair Phone Systems - VOIP Phase III	<u>\$150,000</u>	Current Revenue
<b>FY2018 Total</b>	<b><u>\$4,670,000</u></b>	
<b>FY2019 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Phone Systems - VOIP Phase IV	\$140,000	Current Revenue
Repair Athletic Fields Phase II - HHPMS, AGWMS & RTMS	\$300,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$220,000	Current Revenue
Repair Stormwater Management - Various	\$300,000	Current Revenue
Replace Walk-In Freezer & Refrigerators - PRES	\$50,000	Current Revenue
Install Messaging Marquees - AGWMS/GES/RES (Manual)	\$50,000	Current Revenue
Replace Generator - WES	\$400,000	Current Revenue
Replace Media Retrieval & PA Systems - GMS	\$150,000	Current Revenue
Replace Generator - PRES	\$400,000	Current Revenue
Repair Exterior Envelope - AYBAC	\$350,000	Current Revenue
Construct Storage Buildings - ABES & DSMS	\$150,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Replace Generator - Maintenance Complex	\$150,000	Current Revenue
Construct MS Exterior Bleachers - DSMS	\$300,000	Current Revenue
Replace Media Retrieval & PA Systems- KWBES	\$120,000	Current Revenue
Replace Media Retrieval & PA Systems- RRES	\$120,000	Current Revenue
Repair Playground & Play Area - ES	<u>\$80,000</u>	Current Revenue
<b>FY2019 Total</b>	<b><u>\$3,730,000</u></b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

<b>FY2020 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Interior Finishes - RES	\$925,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Replace Generator - SMS	\$400,000	Current Revenue
Repair Phone Systems - VOIP Phase V	\$150,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	<u>\$240,000</u>	Current Revenue
<b>FY2020 Total</b>	<b>\$2,295,000</b>	
<b>FY2021 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Media Retrieval & PA Systems - CFHS	\$175,000	Current Revenue
Repair Stormwater Management - Various	\$200,000	Current Revenue
Repair Exterior Envelope - WES	\$500,000	Current Revenue
Replace Media Retrieval & PA Systems - HOES & NSHS	\$300,000	Current Revenue
Replace Generator - One (1) School	\$400,000	Current Revenue
Repair Phone Systems - VOIP Phase VI	\$150,000	Current Revenue
Upgrade CTE Labs	\$250,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Repair Playground & Play Area - ES	<u>\$80,000</u>	Current Revenue
<b>FY2021 Total</b>	<b>\$2,580,000</b>	
<b>FY2022 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Interior Finishes - NSHS	\$3,400,000	Bond
Repair Exterior Envelope - HHPMS	\$500,000	Current Revenue
Repair Exterior Envelope - RES	\$500,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Upgrade CTE Labs	\$250,000	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	<u>\$80,000</u>	Current Revenue
<b>FY2022 Total</b>	<b>\$5,705,000</b>	
<b>FY2023 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Interior Finishes - SMS	\$1,500,000	Bond
Energy Performance Program Phase III	\$600,000	Bond
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Athletic Fields - SHS	\$1,500,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$300,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Install Scoreboards	\$20,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replace Generator - One (1) School	<u>\$400,000</u>	Current Revenue
<b>FY2023 Total</b>	<b>\$5,125,000</b>	



## CAPITAL MAINTENANCE - INFRASTRUCTURE

<b>FY2024 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Rpr Interior Finishes - WCES	\$985,000	Bond
Repair Interior Finishes - KWBES	\$950,000	Bond
Repair Interior Finishes - BPHS	\$3,200,000	Bond
Repair Interior Finishes - RTMS	\$1,700,000	Current Revenue
Repair Interior Finishes - RRES	\$1,000,000	Current Revenue
Repair Athletic Fields - MVHS	\$500,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$320,000	Current Revenue
Upgrade CTE Labs	\$200,000	Current Revenue
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replace Generator - One (1) School	\$400,000	Current Revenue
<b>FY2024 Total</b>	<b>\$9,865,000</b>	
<b>FY2025 Projects</b>	<b>Project Amount</b>	<b>Funding Source</b>
Repair Stormwater Management - SHS	\$1,500,000	Bond
Repair Athletic Fields - BPHS	\$500,000	Current Revenue
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Stormwater Management - Various	\$300,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Upgrade CTE Labs	\$250,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Generator - One (1) School	\$450,000	Current Revenue
<b>FY2025 Total</b>	<b>\$3,610,000</b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

### Pavement

FY2016 Projects	Project Amount	Funding Source
Repair Track - CFHS	\$600,000	Bond
Realign Parking Lot - CFHS	\$1,200,000	State
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
<b>FY2016 Total</b>	<b><u>\$2,250,000</u></b>	
 FY2017 Projects	 Project Amount	 Funding Source
Construct Bus Parking - Phase I (WCES)	\$500,000	Current Revenue
Repair Track - MVHS	\$600,000	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	<u>\$165,000</u>	Current Revenue
<b>FY2017 Total</b>	<b><u>\$1,715,000</u></b>	
 FY2018 Projects	 Project Amount	 Funding Source
Expand and Repair Track - SHS	\$800,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
<b>FY2018 Total</b>	<b><u>\$1,350,000</u></b>	
 FY2019 Projects	 Project Amount	 Funding Source
Repair Pavement - GMC	\$500,000	Current Revenue
Repair Tennis Courts - CFHS	\$150,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
<b>FY2019 Total</b>	<b><u>\$1,100,000</u></b>	
 FY2020 Projects	 Project Amount	 Funding Source
Repair Pavement - PRES	\$400,000	Current Revenue
Repair Pavement - SMS	\$400,000	Current Revenue
Repair Pavement - AYBAC	\$500,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tennis Courts - MVHS	<u>\$100,000</u>	Current Revenue
<b>FY2020 Total</b>	<b><u>\$1,850,000</u></b>	
 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 (MVHS)	\$700,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	\$50,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
<b>FY2021 Total</b>	<b><u>\$2,350,000</u></b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

<b>FY2022 Projects</b>		
Repair Tracks (Miscellaneous) - MS	Project Amount	Funding Source
	\$50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	<u>\$400,000</u>	Current Revenue
<b>FY2022 Total</b>	<b>\$450,000</b>	
<b>FY2023 Projects</b>		
Repair Pavement - One (1) School	Project Amount	Funding Source
	\$500,000	Current Revenue
Repair Exterior Envelope - AGWMS-GES	\$500,000	Current Revenue
Repair Exterior Envelope - HOES	<u>\$500,000</u>	Current Revenue
<b>FY2023 Total</b>	<b>\$1,500,000</b>	
<b>FY2024 Projects</b>		
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	Project Amount	Funding Source
	\$400,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
<b>FY2024 Total</b>	<b>\$550,000</b>	
<b>FY2025 Projects</b>		
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	Project Amount	Funding Source
	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	<u>\$50,000</u>	Current Revenue
<b>FY2025 Total</b>	<b>\$450,000</b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

### Environmental Upgrades

	Project Amount	Funding Source
<b>FY2016 Projects</b>		
Repair Mechanical Systems (HWH-Elevator--Boiler-Chiller-Univents) - HHPMS	\$3,100,000	Bond
Upgrade HVAC (Boardroom) - AYBAC	\$250,000	Current Revenue
Replace CTE Dust Collection System - SMS, AGWMS, BPHS, NSHS	<u>\$400,000</u>	Current Revenue
<b>FY2016 Total</b>	<b>\$3,750,000</b>	
<b>FY2017 Projects</b>		
Repair Mechanical Systems (Chiller-Rooftop Units) - GMC	\$1,000,000	Bond
Repair Mechanical Systems - Various	<u>\$110,000</u>	Current Revenue
<b>FY2017 Total</b>	<b>\$1,110,000</b>	
<b>FY2018 Projects</b>		
Repair Mechanical Systems (AHU-VAV-Chiller-Kitchen A/C) - RES	\$1,900,000	Bond
Repair Mechanical Systems - Various	<u>\$300,000</u>	Current Revenue
<b>FY2018 Total</b>	<b>\$2,200,000</b>	
<b>FY2019 Projects</b>		
Repair Mechanical Systems (VAV-Boilers-AHU-BAS-Elevator) - BPHS	\$3,200,000	Bond
Repair Mechanical Systems - Various	<u>\$300,000</u>	Current Revenue
<b>FY2019 Total</b>	<b>\$3,500,000</b>	
<b>FY2020 Projects</b>		
Repair Mechanical Systems (HWH-Heat pumps) - WCES	\$1,255,000	Bond
Replace Package Units - FLEET	\$50,000	Current Revenue
Repair Mechanical Systems (VAV-Chiller-AHU-Kitchen A/C) - PRES	\$1,400,000	Current Revenue
Repair Mechanical Systems - Various	<u>\$250,000</u>	Current Revenue
<b>FY2020 Total</b>	<b>\$2,955,000</b>	
<b>FY2021 Projects</b>		
Repair Mechanical Systems - SMS	\$1,200,000	Bond
Repair Mechanical Systems - Various	\$350,000	Current Revenue
Replace CTE Dust Collection Systems-Variou	<u>\$250,000</u>	Current Revenue
<b>FY2021 Total</b>	<b>\$1,800,000</b>	
<b>FY2022 Projects</b>		
Install Kitchen A/C - HOES	\$375,000	Current Revenue
Install Kitchen A/C - WES	\$375,000	Current Revenue
Repair Mechanical Systems -Various	<u>\$300,000</u>	Current Revenue
<b>FY2022 Total</b>	<b>\$1,050,000</b>	
<b>FY2023 Projects</b>		
Repair Mechanical Systems -Various	\$350,000	Current Revenue
Repair Mechanical Systems - RRES	<u>\$1,650,000</u>	Current Revenue
<b>FY2023 Total</b>	<b>\$2,000,000</b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2024 Projects		Project Amount	Funding Source
Repair Mechanical Systems - AYBAC		\$650,000	Current Revenue
Install Kitchen A/C - AGW/GES		\$500,000	Current Revenue
Repair Mechanical Systems -Various		<u>\$350,000</u>	Current Revenue
	FY2024 Total	<b>\$1,500,000</b>	
FY2025 Projects		Project Amount	Funding Source
Repair Mechanical Systems (Include Kitchen A/C) - NSHS		\$1,200,000	Bond
Repair Mechanical Systems - GMS		\$1,650,000	Current Revenue
Repair Mechanical Systems -Various		<u>\$350,000</u>	Current Revenue
	FY2025 Total	<b>\$3,200,000</b>	

## CAPITAL MAINTENANCE - INFRASTRUCTURE

### Roofs

<b>FY2016 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - HES Area D & E Outbuilding (SS)		<u>\$450,000</u>	Current Revenue
	<b>FY2016 Total</b>	<b>\$450,000</b>	
<b>FY2017 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2017 Total</b>	<b>\$150,000</b>	
<b>FY2018 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - WES (Area B SS)		\$330,000	Current Revenue
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2018 Total</b>	<b>\$480,000</b>	
<b>FY2019 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - FES (SS)		\$320,000	Current Revenue
Replace Roof - RES (Area A SS)		\$340,000	Current Revenue
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2019 Total</b>	<b>\$810,000</b>	
<b>FY2020 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - AGW/GES		\$2,400,000	Bond
Replace Roof - SES (Area E & Outbuildings SS)		\$320,000	Current Revenue
Repair Roof - Various		<u>\$100,000</u>	Current Revenue
	<b>FY2020 Total</b>	<b>\$2,820,000</b>	
<b>FY2021 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Repair Roof - AYBAC		\$1,000,000	Bond
Repair Roof - BPHS (Standing seam & Outbuildings)		\$700,000	Current Revenue
Repair Roof - Various		<u>\$100,000</u>	Current Revenue
	<b>FY2021 Total</b>	<b>\$1,800,000</b>	
<b>FY2022 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - RTMS (All areas)		\$2,300,000	Current Revenue
Replace Roof - PRES (SS)		\$350,000	Current Revenue
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2022 Total</b>	<b>\$2,800,000</b>	
<b>FY2023 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Replace Roof - CFHS (Area A, B, & D-All outbuildings SS)		\$2,800,000	Bond
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2023 Total</b>	<b>\$2,950,000</b>	
<b>FY2024 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Repair Roof - Various		<u>\$150,000</u>	Current Revenue
	<b>FY2024 Total</b>	<b>\$150,000</b>	
<b>FY2025 Projects</b>		<b>Project Amount</b>	<b>Funding Source</b>
Repair Roof - HOES		\$2,000,000	Bond
Repair Roof - Various		\$150,000	Current Revenue
Repair Roof - RRES		<u>\$2,400,000</u>	Current Revenue
	<b>FY2025 Total</b>	<b>\$4,550,000</b>	
	<b>FY2016-2025 Total</b>	<b>\$100,527,000</b>	





# Utilities All Projects

Projects	Prior Funding	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total CIP (FY16-25)	Later Years Funding	Total Project Cost
Water Projects	\$312,000	\$10,187,000	\$6,762,000	\$9,197,000	\$12,318,000	\$6,147,449	\$1,689,000	\$6,575,477	\$19,713,195	\$8,101,983	\$690,000	\$81,381,104	\$0	\$81,693,104
Wastewater Projects	1,015,000	7,842,000	15,386,000	11,742,000	12,989,000	8,592,000	6,055,000	7,190,864	17,872,000	7,555,807	10,626,218	\$105,850,889	0	\$106,865,889
Both Water/Wastewater	1,676,000	1,268,950	1,480,755	1,492,950	1,727,001	935,718	802,146	1,088,748	9,466,238	712,501	505,169	\$19,480,176	0	\$21,156,176
Total	\$3,003,000	\$19,297,950	\$23,628,755	\$22,431,950	\$27,034,001	\$15,675,167	\$8,546,146	\$14,855,089	\$47,051,433	\$16,370,291	\$11,821,387	\$206,712,169	\$0	\$209,715,000

Operating Impacts Summary	Existing Debt Service	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total Debt Service
Debt Service	\$6,685,411	\$0	\$964,724	\$1,118,533	\$768,696	\$1,499,731	\$610,775	\$0	\$0	\$3,052,826	\$0	
Total	\$6,685,411	\$6,685,411	\$7,650,135	\$8,768,668	\$9,537,364	\$11,037,095	\$11,647,871	\$11,647,871	\$11,647,871	\$14,700,696	\$14,700,696	\$14,700,696

Project Funding	Prior Funding	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total CIP (FY16-25)	Later Years Funding	Total Project Cost
Availability Funded Projects	\$523,000	\$2,911,500	\$3,671,500	\$3,400,500	\$504,000	\$524,000	\$2,687,000	\$3,023,626	\$1,182,000	\$4,272,983	\$640,000	\$22,817,109	\$0	\$23,340,109
Bond Funded Projects	0	11,528,821	13,366,900	9,186,208	17,922,361	7,299,000	0	0	36,482,433	0	0	\$95,785,723	0	\$95,785,723
ProRata Funded Projects	77,000	838,000	1,897,500	4,089,000	2,267,000	265,500	500,000	632,500	743,000	665,000	500,000	12,397,500	0	\$12,474,500
Operations /User Fees	2,403,000	4,019,629	4,692,855	5,756,242	6,340,640	7,586,667	5,359,146	11,198,963	8,644,000	11,432,308	10,681,387	75,711,837	0	\$78,114,837
Total	\$3,003,000	\$19,297,950	\$23,628,755	\$22,431,950	\$27,034,001	\$15,675,167	\$8,546,146	\$14,855,089	\$47,051,433	\$16,370,291	\$11,821,387	\$206,712,169	\$0	\$209,715,000

# Utilities Water Projects

Stafford County FY16 Adopted Budget

(in millions of dollars)

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total CIP (FY16-25)	Later Years Funding	Total Project Cost
320 Zone Water Improvements	0	0	0	0	0	0	0	0	0	330,000	0	330,000	0	330,000
342 Zone Water System Imp. - Phase 1	0	0	0	7,800,000	7,800,000	0	0	0	0	0	0	15,600,000	0	15,600,000
342 Zone Water System Imp. - Phase 2		8,558,000	0	0	0	0	0	0	0	0	0	8,558,000	0	8,558,000
370N Water Booster Pump Station	0	120,000	1,070,000	0	0	0	0	0	0	0	0	1,190,000	0	1,190,000
Lake Mooney WTF Upgrade/Expansion	0	0	0	0	0	0	0	1,437,626	18,850,195	3,656,983	0	23,944,804	0	23,944,804
Centreport Water Tank	0	168,000	3,304,000	0	0	0	0	0	0	0	0	3,472,000	0	3,472,000
Moncure Water Booster Pump Station	0	0	0	105,000	1,609,000	0	0	0	0	0	0	1,714,000	0	1,714,000
Radio-Read Meters Program	0	0	832,000	865,000	900,000	1,082,000	1,100,000	0	0	0	0	4,779,000	0	4,779,000
Berea Water Tank Removal	0	0	500,000	0	0	0	0	0	0	0	0	500,000	0	500,000
Regional Water Interconnection	0	0	0	0	0	0	0	0	225,000	3,451,000	0	3,676,000	0	3,676,000
Small Water Projects	0	234,000	0	0	546,000	0	0	234,000	0	0	0	1,014,000	0	1,014,000
Smith Lake Distribution PS Upgrade	0	0	0	73,000	1,095,000	0	0	0	0	0	0	1,168,000	0	1,168,000
Smith Lake WTF Filter Replacements	0	780,000	716,000	0	0	0	0	0	0	0	0	1,496,000	0	1,496,000
Water Distribution System Rehab Program	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000	2,457,000	0	2,557,000
Water Extension Projects	212,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	2,692,000	0	2,904,000
320 Zone Extension	0	0	0	0	0	774,179	0	0	0	0	0	774,179	0	774,179
320 Zone Elevated Storage Tank	0	0	0	0	0	1,845,547	0	0	0	0	0	1,845,547	0	1,845,547
342 Zone Piping	0	0	0	0	0	1,879,723	0	0	0	0	0	1,879,723	0	1,879,723
Truslow Road Piping	0	0	0	0	0	0	0	4,290,851	0	0	0	4,290,851	0	4,290,851
Total	\$312,000	\$10,187,000	\$6,762,000	\$9,197,000	\$12,318,000	\$6,147,449	\$1,689,000	\$6,575,477	\$19,713,195	\$8,101,983	\$690,000	\$81,381,104	\$0	\$81,693,104

## 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	23,000	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	298,000	0
Contingency	0	0	0	0	0	0	0	0	0	9,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$330,000</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	165,000	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	165,000	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$330,000</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 342 ZONE WATER SYSTEM IMPROVEMENTS - PHASE 1

**Total Project Cost:** \$17,641,000      **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

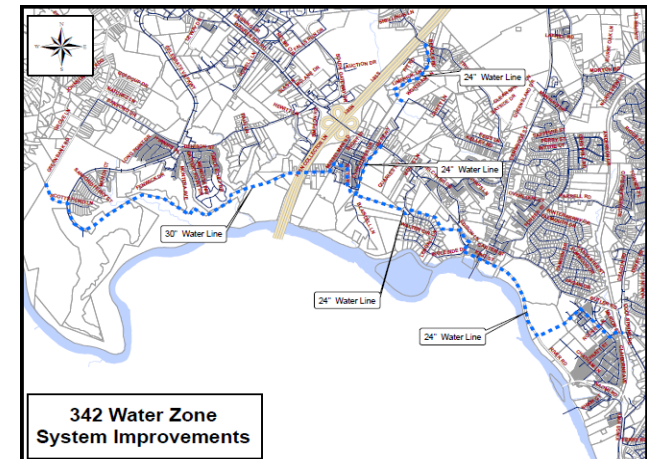
- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Lake Mooney WTF as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water into the water distribution system. The project consists of 3 phases; phase3 was started in FY14.

Phase 1 - construction of 15,300 feet of 24-inch water line to the east from Olde Forge Drive along Warrenton Road and Butler Road to Cool Spring Road and along Beagle Road, south of Truslow Road

Phase 2 - 17,600 feet of 30-inch water line from the intersection of Sanford Drive and Greenbank Road to the intersection of Olde Forge Drive and Warrenton Road



### OPERATING IMPACT SUMMARY

These improvements are critical to get water from the new Rocky Pen Run WTF into the distribution system as well as to provide adequate piping to transfer water as needed throughout the pressure zone. The project will be partially funded with water and sewer revenue bonds.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	7,800,000	7,566,000	0	0	0	0	0	0
Contingency	0	0	0	0	234,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,800,000</b>	<b>\$7,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	6,646,208	6,969,361	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	1,153,792	830,639	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,800,000</b>	<b>\$7,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	408,021	835,881	835,881	835,881	835,881	835,881	835,881
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$408,021</b>	<b>\$835,881</b>	<b>\$835,881</b>	<b>\$835,881</b>	<b>\$835,881</b>	<b>\$835,881</b>	<b>\$835,881</b>

## 342 ZONE WATER SYSTEM IMPROVEMENTS - PHASE 2

**Total Project Cost:** \$17,641,000

**Est. Opening Date:** 2020

Links to Board's Strategic Initiatives

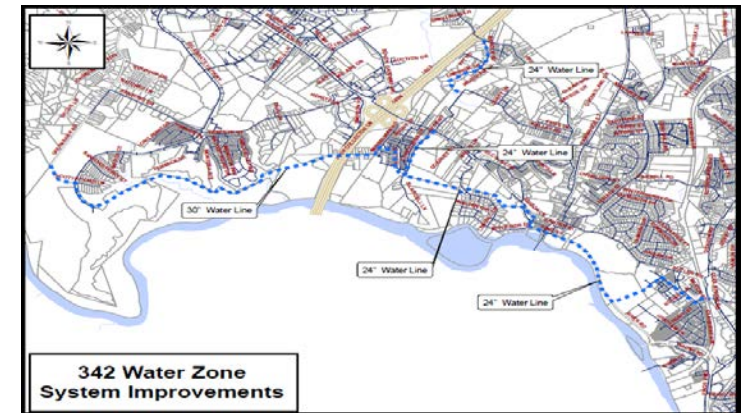
- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Lake Mooney WTF as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water into the water distribution system. The project consists of 3 phases; phase3 was started in FY14.

Phase 1 - construction of 15,300 feet of 24-inch water line to the east from Olde Forge Drive along Warrenton Road and Butler Road to Cool Spring Road and along Beagle Road, south of Truslow Road

Phase 2 - 17,600 feet of 30-inch water line from the intersection of Sanford Drive and Greenbank Road to the intersection of Olde Forge Drive and Warrenton Road



### OPERATING IMPACT SUMMARY

These improvements are critical to get water from the new Rocky Pen Run WTF into the distribution system as well as to provide adequate piping to transfer water as needed throughout the pressure zone. The project will be partially funded with water and sewer revenue bonds.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	318,000	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	8,000,000	0	0	0	0	0	0	0	0	0
Contingency	0	240,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$8,558,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	7,779,000	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	779,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$8,558,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	477,565	477,565	477,565	477,565	477,565	477,565	477,565	477,565	477,565
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>	<b>\$477,565</b>

## 370N WATER BOOSTER PUMP STATION

**Total Project Cost:** \$1,190,000

**Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	120,000	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	995,000	0	0	0	0	0	0	0	0
Contingency	0	0	75,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$1,070,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	1,070,000	0	0	0	0	0	0	0	0
ProRata Fees	0	60,000	0	0	0	0	0	0	0	0	0
User Fees	0	60,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$1,070,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	65,689	65,689	65,689	65,689	65,689	65,689	65,689	65,689
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>	<b>\$65,689</b>



## LAKE MOONEY WTF UPGRADE AND EXPANSION

**Total Project Cost:** \$23,944,804

**Est. Opening Date:** 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	1,437,626	18,850,195	3,656,983	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,437,626</b>	<b>\$18,850,195</b>	<b>\$3,656,983</b>	<b>\$0</b>

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	0	0	0	18,850,195	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	1,437,626	0	3,656,983	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,437,626</b>	<b>\$18,850,195</b>	<b>\$3,656,983</b>	<b>\$0</b>

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	0	0	0	1,157,243	1,157,243
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,157,243</b>	<b>\$1,157,243</b>



## CENTREPORT WATER TANK

**Total Project Cost:** \$3,472,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

New 1 million gallon water storage tank to be located in the Centreport area to serve the 370N water pressure zone.

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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 maintenance or painting without affecting the reliability of the water distribution system.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	168,000	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	3,210,000	0	0	0	0	0	0	0	0
Contingency	0	0	94,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$168,000</b>	<b>\$3,304,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	3,192,000	0	0	0	0	0	0	0	0
ProRata Fees	0	84,000	56,000	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	84,000	56,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$168,000</b>	<b>\$3,304,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	195,962	195,962	195,962	195,962	195,962	195,962	195,962	195,962
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>	<b>\$195,962</b>

## MONCURE WATER BOOSTER PUMP STATION

**Total Project Cost:** \$1,714,000

**Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	105,000	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	1,562,000	0	0	0	0	0	0
Contingency	0	0	0	0	47,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,000</b>	<b>\$1,609,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	52,500	804,500	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	52,500	804,500	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,000</b>	<b>\$1,609,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## RADIO READ METERS

**Total Project Cost:** \$4,779,000

**Est. Opening Date:** 2020

### PROGRAM DESCRIPTION

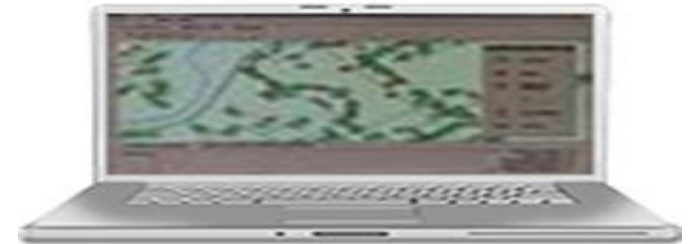
Planned replacement of existing meters with radio-read meters to improve capabilities, reduce manpower required to read meters, and prepare for implementation of 100% radio-read capability.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### OPERATING IMPACT SUMMARY

This program will avoid the cost of hiring additional meter readers, allow for better monitoring of customer water usage and notification of unusual consumption occurrences, provide data necessary to better forecast customer water usage patterns, and prepare for future implementation of 100% radio-read system.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	832,000	865,000	900,000	936,000	1,100,000	0	0	0	0
Contingency	0	0	0	0	0	146,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$832,000	\$865,000	\$900,000	\$1,082,000	\$1,100,000	\$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	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	832,000	865,000	900,000	1,082,000	1,100,000	0	0	0	0
<b>Total</b>	\$0	\$0	\$832,000	\$865,000	\$900,000	\$1,082,000	\$1,100,000	\$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	0	0	0	0	0
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## BEREA WATER TANK REMOVAL

**Total Project Cost:** \$500,000

**Est. Opening Date:** 2017

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	500,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	500,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## REGIONAL WATER INTERCONNECTION

**Total Project Cost:** \$3,676,000

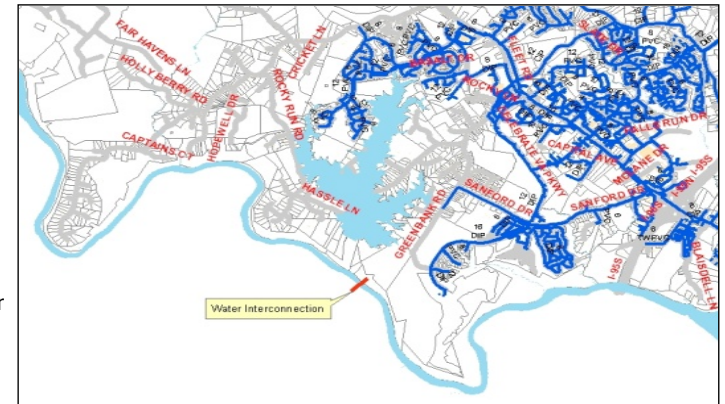
**Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

Emergency water interconnection with Spotsylvania County in the vicinity of the Rocky Pen Run Water Treatment Facility and the Motts Run Water Treatment Facility. This will enable the transfer of treated water from one locality to the other at up to 5 to 10 mgd. Stafford and Spotsylvania are expected to each cover 40% of the total project cost, and Fredericksburg is expected to cover the remaining 20% of the cost. This CIP project is for Stafford's 40% of the total cost.



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	225,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	3,350,000	0
Contingency	0	0	0	0	0	0	0	0	0	101,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$3,451,000</b>	<b>\$0</b>

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	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	225,000	3,451,000	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$3,451,000</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## SMALL WATER PROJECTS

**Total Project Cost:** \$1,014,000

**Est. Opening Date:** Various

Links to Board's Strategic Initiatives

### 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
3. Heritage Oaks Water Line - \$117,000 in FY16
4. King George's Grant Water Loop - \$117,000 in FY16

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### OPERATING IMPACT SUMMARY

These projects improve fire suppression flows and provide additional water transmission capacity.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	15,000	0	0	33,000	0	0	15,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	212,000	0	0	499,000	0	0	213,000	0	0	0
Contingency	0	7,000	0	0	14,000	0	0	6,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$234,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$234,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	117,000	0	0	273,000	0	0	117,000	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	117,000	0	0	273,000	0	0	117,000	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$234,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$234,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## SMITH LAKE DISTRIBUTION PUMP STATION UPGRADE

**Total Project Cost:** \$1,168,000

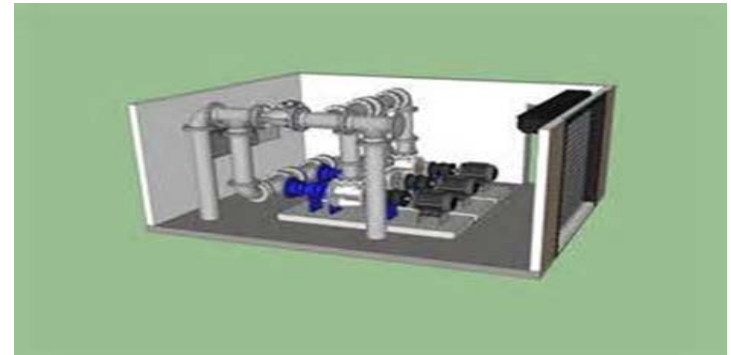
**Est. Opening Date:** 2019

### PROGRAM DESCRIPTION

Upgrades to the Smith Lake Distribution Pump Station are needed due to age and also due to the need to increase the pumping capacity from 13 million gallons per day (mgd) to 15 mgd. This pump station pumps all of the water produced at the Smith Lake Water Treatment Facility out into the water distribution system.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	73,000	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	1,063,000	0	0	0	0	0	0
Contingency	0	0	0	0	32,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$73,000</b>	<b>\$1,095,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	36,500	547,500	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	36,500	547,500	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$73,000</b>	<b>\$1,095,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## SMITH LAKE WATER TREATMENT FACILITY FILTER REPLACEMENTS

**Total Project Cost:** \$1,496,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

Replacement of Greenleaf filters. The existing filters are 22 years old, and need to be replaced to maintain filtration performance.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	100,000	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	680,000	672,000	0	0	0	0	0	0	0	0
Contingency	0	0	44,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$780,000</b>	<b>\$716,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	780,000	716,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$780,000</b>	<b>\$716,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## WATER DISTRIBUTION SYSTEM REHABILITATION PROGRAM

**Total Project Cost:** \$2,187,000

**Est. Opening Date:** Ongoing Program

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$100,000</b>	<b>\$104,000</b>	<b>\$108,000</b>	<b>\$112,000</b>	<b>\$116,000</b>	<b>\$304,000</b>	<b>\$316,000</b>	<b>\$329,000</b>	<b>\$342,000</b>	<b>\$356,000</b>	<b>\$370,000</b>

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	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	100,000	104,000	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000
<b>Total</b>	<b>\$100,000</b>	<b>\$104,000</b>	<b>\$108,000</b>	<b>\$112,000</b>	<b>\$116,000</b>	<b>\$304,000</b>	<b>\$316,000</b>	<b>\$329,000</b>	<b>\$342,000</b>	<b>\$356,000</b>	<b>\$370,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## WATER EXTENSION PROJECTS

**Total Project Cost:** \$2,904,000

**Est. Opening Date:** Ongoing

### 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).

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	12,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	200,000	208,000	216,000	225,000	234,000	243,000	253,000	263,000	274,000	285,000	296,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$212,000</b>	<b>\$223,000</b>	<b>\$232,000</b>	<b>\$242,000</b>	<b>\$252,000</b>	<b>\$262,000</b>	<b>\$273,000</b>	<b>\$284,000</b>	<b>\$296,000</b>	<b>\$308,000</b>	<b>\$320,000</b>

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	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	212,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000
<b>Total</b>	<b>\$212,000</b>	<b>\$223,000</b>	<b>\$232,000</b>	<b>\$242,000</b>	<b>\$252,000</b>	<b>\$262,000</b>	<b>\$273,000</b>	<b>\$284,000</b>	<b>\$296,000</b>	<b>\$308,000</b>	<b>\$320,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 320 ZONE EXTENSION

**Total Project Cost:**

\$774,179

**Est. Opening Date:**

2020

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	774,179	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$774,179</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	774,179	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$774,179</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 320 ZONE ELEVATED WATER TANK

**Total Project Cost:** \$1,845,547

**Est. Opening Date:** 2020

### PROGRAM DESCRIPTION

This is a .5 Million Gallon Storage Tank on Kings Highway near Sherwood Forest Farm Road.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,845,547	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,845,547</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	1,845,547	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,845,547</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 342 ZONE PIPING

**Total Project Cost:** \$1,879,723

**Est. Opening Date:** 2020

### 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).

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

The purpose of the project is to convey flows from the 30-inch main from Lake Mooney WTP to the 342 and 370N Zones.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,879,723	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,879,723</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	1,879,723	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,879,723</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 342 ZONE PIPING

**Total Project Cost:** \$4,290,851

**Est. Opening Date:** 2020

### PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch water main along Truslow Road to Hulls Chapel Road (8,209 feet).

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	4,290,851	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,290,851	\$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	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	4,290,851	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,290,851	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



# Utilities Wastewater

## Stafford County FY16 Adopted Budget

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total CIP (FY16-25)	Later Years Funding	Total Project Cost
Claiborne Run PS Parallel Force Main	0	0	381,000	5,833,000	0	0	0	0	0	0	0	6,214,000	0	6,214,000
Claiborne Run Pump Station Replacement	0	0	0	405,000	6,195,000	0	0	0	0	0	0	6,600,000	0	6,600,000
Country Ridge Pump Station Replacement	200,000	0	0	0	0	0	0	31,000	486,000	0	0	517,000	0	717,000
Equipment Replacement - Aquia WWTF	55,000	910,000	1,069,000	0	0	0	0	0	0	0	0	1,979,000	0	2,034,000
Equipment Replacement - Little Falls Run WWTF	43,000	651,000	0	0	0	0	0	0	0	0	0	651,000	0	694,000
Falls Run PS Force Main Replacement	154,000	2,357,000	0	0	0	0	0	0	0	0	0	2,357,000	0	2,511,000
Falls Run Pump Station Replacement	0	0	0	0	0	280,000	4,282,000	0	0	0	0	4,562,000	0	4,562,000
Falls Run Sewer Interceptor Replacement - Phase 2	0	1,200,000	0	362,000	5,549,000	0	0	0	0	0	0	7,111,000	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
Little Falls Run WWTF - 3rd Treatment Train	0	0	0	0	0	0	0	1,018,000	15,590,000	0	0	16,608,000	0	16,608,000
Replace 8" and 10" Gravity with 18" (Carnaby to Coal Landing)	0	100,000	1,050,000	0	0	0	0	0	0	0	0	1,150,000	0	1,150,000
Olde Concord to Wayside 18" Gravity Construct	0	150,000	1,200,000	0	0	0	0	0	0	0	0	1,350,000	0	1,350,000
Construct Lower Accokeek PS	0	100,000	2,300,000	0	0	0	0	0	0	0	0	2,400,000	0	2,400,000
18" Gravity Accokeek Creek	0	100,000	1,050,000	435,000	0	0	0	0	0	0	0	1,585,000	0	1,585,000
Lower Accokeek FM	0	0	200,000	1,400,000	0	0	0	0	0	0	0	1,600,000	0	1,600,000
8" Gravity Trunk SE	0	0	0	580,000	0	0	0	0	0	0	0	580,000	0	580,000
8" Extension of Ex Gravity	0	0	0	1,000,000	0	0	0	0	0	0	0	1,000,000	0	1,000,000
Rowser 10" Gravity Line	0	0	0	175,000	0	0	0	0	0	0	0	175,000	0	175,000
Wyche Rd 12" Gravity Line	0	0	0	350,000	0	0	0	0	0	0	0	350,000	0	350,000
Venture to Wyche Rd	0	0	0	200,000	0	0	0	0	0	0	0	200,000	0	200,000
8" Ex Gravity Upstream	0	0	0	260,000	0	0	0	0	0	0	0	260,000	0	260,000
Centreport Sewer Mains	0	800,000	0	0	0	0	0	0	0	0	0	800,000	0	800,000
Potomac Creek Pump Station & Force Main Replacement	0	155,000	4,502,000	0	0	0	0	0	0	0	0	4,657,000	0	4,657,000
Sewer Extension Projects	213,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	2,692,000	0	2,905,000
Small Sewer Projects	0	347,000	438,000	0	0	0	0	0	0	0	0	785,000	0	785,000
Wastewater Collection System Rehabilitation Projects	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	0	2,600,000
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	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	0	5,000,000
Wayside Sewer Interceptor Replacement	0	0	0	0	179,000	2,744,000	0	0	0	0	0	2,923,000	0	2,923,000
Hilldrup Pump Station	0	175,000	1,339,000	0	0	0	0	0	0	0	0	1,514,000	0	1,514,000
Hilldrup PS Force Main	0	74,000	1,125,000	0	0	0	0	0	0	0	0	1,199,000	0	1,199,000
Austin Run Interceptor Section Replacement	0	0	0	0	0	0	0	0	0	5,747,807	6,216,872	11,964,679	0	11,964,679
Aquia Creek Force Main Replacement	0	0	0	0	0	0	0	0	0	0	2,589,346	2,589,346	0	2,589,346
Aquia Creek PS Expansion	0	0	0	0	0	0	0	2,762,295	0	0	0	2,762,295	0	2,762,295
Camp Barrett SPS FM	0	0	0	0	0	0	0	1,595,569	0	0	0	1,595,569	0	1,595,569
Total	\$1,015,000	\$7,842,000	\$15,386,000	\$11,742,000	\$12,989,000	\$8,592,000	\$6,055,000	\$7,190,864	\$17,872,000	\$7,555,807	\$10,626,218	\$105,850,889	\$0	\$106,865,889

## CLAIBORNE RUN PUMP STATION PARALLEL FORCE MAIN

**Total Project Cost:** \$6,214,000

**Est. Opening Date:** 2018

### PROGRAM DESCRIPTION

Construction of 35,600 feet of new parallel 24-inch force main at a cost of \$150 per foot. Additional capacity needed to accommodate flows from Southern Gateway and Falmouth Redevelopment Areas as well as Urban Development Areas in southern Stafford. Provides additional wastewater pumping capacity to convey higher wastewater volumes from the southern part of the County to the Little Falls Run Wastewater Treatment Facility.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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 capacity 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	381,000	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	5,663,000	0	0	0	0	0	0	0
Contingency	0	0	0	170,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$381,000</b>	<b>\$5,833,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	190,500	2,916,500	0	0	0	0	0	0	0
Availability fees	0	0	190,500	2,916,500	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$381,000</b>	<b>\$5,833,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## CLAIBORNE RUN PUMP STATION REPLACEMENT

**Total Project Cost:** \$6,600,000

**Est. Opening Date:** 2019

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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 capacity 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	405,000	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	6,015,000	0	0	0	0	0	0
Contingency	0	0	0	0	180,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$405,000</b>	<b>\$6,195,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	6,000,000	0	0	0	0	0	0
ProRata Fees	0	0	0	202,500	97,500	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	97,500	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$405,000</b>	<b>\$6,195,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	461,257	461,257	461,257	461,257	461,257	461,257
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$461,257</b>	<b>\$461,257</b>	<b>\$461,257</b>	<b>\$461,257</b>	<b>\$461,257</b>	<b>\$461,257</b>

## COUNTRY RIDGE PUMP STATION REPLACEMENT

**Total Project Cost:** \$717,000

**Est. Opening Date:** 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

Replacement of existing pump station due to condition and capacity issues. Project will include providing better access to the pump station as well as additional landscaping to minimize the station's impact on the surrounding community.



### OPERATING IMPACT SUMMARY

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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	31,000	0	0	0
Property Acquisition	200,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	472,000	0	0
Contingency	0	0	0	0	0	0	0	0	14,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$486,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	15,500	243,000	0	0
Availability	0	0	0	0	0	0	0	0	0	0	0
User Fees	200,000	0	0	0	0	0	0	15,500	243,000	0	0
<b>Total</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$486,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## EQUIPMENT REPLACEMENT - AQUIA WASTEWATER TREATMENT FACILITY

**Total Project Cost:** \$2,034,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

Replacement of sludge dewatering centrifuges

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### OPERATING IMPACT SUMMARY

Maintains reliability of the wastewater treatment facility.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	55,000	70,000	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	816,000	1,038,000	0	0	0	0	0	0	0	0
Contingency	0	24,000	31,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$55,000</b>	<b>\$910,000</b>	<b>\$1,069,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	55,000	910,000	1,069,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$55,000</b>	<b>\$910,000</b>	<b>\$1,069,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## EQUIPMENT REPLACEMENT - LITTLE FALLS RUN WWTF

**Total Project Cost:** \$694,000

**Est. Opening Date:** 2016

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

Replacement centrifuge for dewatering biosolids.

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### OPERATING IMPACT SUMMARY

This will replace aging infrastructure and maintain our capability to dewater biosolids to accommodate the treatment needs as well as reduce transportation costs for biosolids land application.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	43,000	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	632,000	0	0	0	0	0	0	0	0	0
Contingency	0	19,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$43,000</b>	<b>\$651,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	43,000	651,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$43,000</b>	<b>\$651,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## FALLS RUN PUMP STATION FORCE MAIN REPLACEMENT

**Total Project Cost:** \$2,511,000

**Est. Opening Date:** 2016

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

Replacement of the Falls Run Pump Station Force Main. The existing 16-inch force main would be replaced with 9,841 feet of 30" pipe at \$180 per foot. The increase in the size of the force main, which will reduce friction losses through the pipe, will provide additional capacity needed to accommodate flows from the Southern Gateway Urban Development Area, the Falmouth Redevelopment Area as well as future development to the west of Stafford Lakes. This project will convey increased wastewater volumes from the Warrenton Road corridor to the Claiborne Run Pump Station and ultimately to the Little Falls Run Wastewater Treatment Facility.

### OPERATING IMPACT SUMMARY

This project will provide the additional capacity necessary to handle increased wastewater flows from the Southern Gateway UDA and the Falmouth Redevelopment Area. The project will be funded with water and sewer revenue bond proceeds.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	154,000	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	2,288,000	0	0	0	0	0	0	0	0	0
Contingency	0	69,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$154,000</b>	<b>\$2,357,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	2,357,000	0	0	0	0	0	0	0	0	0
ProRata Fees	77,000	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	77,000	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$154,000</b>	<b>\$2,357,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	181,197	181,197	181,197	181,197	181,197	181,197	181,197	181,197	181,197
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>	<b>\$181,197</b>



## 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	280,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	4,157,000	0	0	0	0
Contingency	0	0	0	0	0	0	125,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,000</b>	<b>\$4,282,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	280,000	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	2,141,000	0	0	0	0
Availability fees	0	0	0	0	0	0	2,141,000	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,000</b>	<b>\$4,282,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	21,525	21,525	21,525	21,525	21,525
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,525</b>	<b>\$21,525</b>	<b>\$21,525</b>	<b>\$21,525</b>	<b>\$21,525</b>

## FALLS RUN SEWER INTERCEPTOR REPLACEMENT - PHASE 2

**Total Project Cost:** \$7,111,000

**Est. Opening Date:** 2019

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	1,200,000	0	362,000	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	5,387,000	0	0	0	0	0	0
Contingency	0	0	0	0	162,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$362,000</b>	<b>\$5,549,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	473,871	0	0	4,653,000	0	0	0	0	0	0
ProRata Fees	0	0	0	181,000	448,000	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	726,129	0	181,000	448,000	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$362,000</b>	<b>\$5,549,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	36,429	36,429	36,429	394,134	394,134	394,134	394,134	394,134	394,134
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$36,429</b>	<b>\$36,429</b>	<b>\$36,429</b>	<b>\$394,134</b>	<b>\$394,134</b>	<b>\$394,134</b>	<b>\$394,134</b>	<b>\$394,134</b>	<b>\$394,134</b>

## AUSTIN RUN GRAVITY SEWER REPLACEMENT

**Total Project Cost:** \$5,120,000

**Est. Opening Date:** 2020

### 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)

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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 accommodate 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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$314,000</b>	<b>\$4,806,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	300,000	4,519,000	0	0	0	0	0
ProRata Fees	0	0	0	0	7,000	143,500	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	7,000	143,500	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$314,000</b>	<b>\$4,806,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	23,063	370,466	370,466	370,466	370,466	370,466
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,063</b>	<b>\$370,466</b>	<b>\$370,466</b>	<b>\$370,466</b>	<b>\$370,466</b>	<b>\$370,466</b>

## LITTLE FALLS RUN WWTF - THIRD TREATMENT TRAIN

**Total Project Cost:** \$16,608,000

**Est. Opening Date:** 2023

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	1,018,000	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	15,136,000	0	0
Contingency	0	0	0	0	0	0	0	0	454,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,018,000</b>	<b>\$15,590,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	15,000,000	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	1,018,000	590,000	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,018,000</b>	<b>\$15,590,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	1,153,142	1,153,142
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,153,142</b>	<b>\$1,153,142</b>

## REPLACE 8" AND 10" GRAVITY WITH 18" (CARNABY TO COAL LANDING)

**Total Project Cost:** \$1,150,000

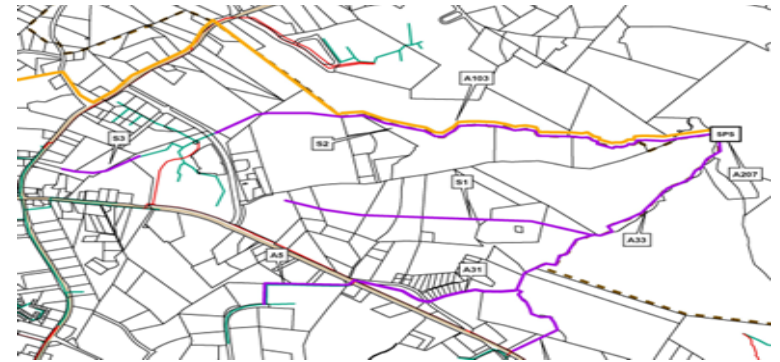
**Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

One of several construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include replacing 8-inch and 10-inch with 18-inch gravity main along Jefferson Davis Highway from Carnaby Street to Austin Run PS (3,017 feet).



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	100,000	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	1,050,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$1,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	1,050,000	0	0	0	0	0	0	0	0
ProRata Fees	0	100,000	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
<b>Total</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$1,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	80,720	80,720	80,720	80,720	80,720	80,720	80,720	80,720
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>	<b>\$80,720</b>



## OLDE CONCORD TO WAYSIDE 18" GRAVITY CONSTRUCT

**Total Project Cost:** \$1,350,000

**Est. Opening Date:** Ongoing

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	150,000	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	1,200,000	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
<b>Total</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	202,900	0	0	0	0	0	0	0	0
ProRata Fees	0	75,000	100,000	0	0	0	0	0	0	0	0
User Fees	0	75,000	897,100	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	15,598	15,598	15,598	15,598	15,598	15,598	15,598	15,598
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>	<b>\$15,598</b>

## Construct Lower Accokeek PS

**Total Project Cost:** \$2,400,000

**Est. Opening Date:** Ongoing

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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	100,000	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	0	0	0	0	0	0	0	0	0
Contingency	0	0	2,300,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$2,300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	2,300,000	0	0	0	0	0	0	0	0
ProRata Fees	0	100,000	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
<b>Total</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$2,300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>	<b>\$176,815</b>



## 18"GRAVITY ACCOKEEK CREEK PS

**Total Project Cost:** \$1,585,000

**Est. Opening Date:** Ongoing

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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	100,000	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	1,050,000	435,000	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
<b>Total</b>	\$0	\$100,000	\$1,050,000	\$435,000	\$0	\$0	\$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	1,050,000	435,000	0	0	0	0	0	0	0
ProRata Fees	0	100,000	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
<b>Total</b>	\$0	\$100,000	\$1,050,000	\$435,000	\$0	\$0	\$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	80,720	114,161	114,161	114,161	114,161	114,161	114,161	114,161
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$80,720	\$114,161	\$114,161	\$114,161	\$114,161	\$114,161	\$114,161	\$114,161

## CONSTRUCT LOWER ACCOKEEK FM TO EXISTING SEWER

**Total Project Cost:** \$1,600,000

**Est. Opening Date:** Ongoing

### 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)

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	200,000	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	0	0	0	0	0	0	0	0
Contingency	0	0	0	1,400,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	100,000	700,000	0	0	0	0	0	0	0
User Fees	0	0	100,000	700,000	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 8"GRAVITY TRUNK SE QUADRANT

**Total Project Cost:** \$580,000

**Est. Opening Date:** Ongoing

### 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 Dev in SE quadrant.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	580,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$580,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	580,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$580,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>\$29,000</b>

## 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,000,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	1,000,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$48,479)</b>	<b>(\$50,986)</b>	<b>(\$53,544)</b>	<b>(\$56,152)</b>	<b>(\$58,812)</b>	<b>(\$61,526)</b>	<b>(\$64,294)</b>

## ROWSER 10" GRAVITY LINE

**Total Project Cost:** \$175,000

**Est. Opening Date:** Ongoing

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	175,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	175,000	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	175,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,453</b>	<b>\$13,453</b>	<b>\$13,453</b>	<b>\$13,453</b>	<b>\$13,453</b>	<b>\$13,453</b>	<b>\$13,453</b>

## WYCHE ROAD 12" GRAVITY LINE

**Total Project Cost:** \$350,000

**Est. Opening Date:** Ongoing

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	350,000	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
<b>Total</b>	\$0	\$0	\$0	\$350,000	\$0	\$0	\$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	350,000	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
<b>Total</b>	\$0	\$0	\$0	\$350,000	\$0	\$0	\$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	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
<b>Total</b>	\$0	\$0	\$0	\$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:** Ongoing

### 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)

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	200,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	200,000	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## 8" EXTENSION OF EX GRAVITY SEWER

**Total Project Cost:** \$260,000

**Est. Opening Date:** Ongoing

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### OPERATING IMPACT SUMMARY

Provides for economic development in the area

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	260,000	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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	260,000	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## CENTREPORT SEWER

**Total Project Cost:** \$800,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

The water and sewer master plan recommends providing capacity in this area to handle buildout flows. This project will install a 15" gravity sewer main from the existing sewer on RM Parcel 37-80 to the West side of Centreport Parkway near TM Parcel 38-14B

### OPERATING IMPACT SUMMARY

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	60,000	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	0	0	0	0	0	0	0	0	0
Contingency	0	740,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	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	800,000	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## POTOMAC CREEK PUMP STATION & FORCE MAIN REPLACEMENT

**Total Project Cost:** \$4,657,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### PROGRAM DESCRIPTION

Replacement of the existing pumping station with a new 4.34 million gallon per day station and replacement of the existing force main with 16" force main. (General Sewer Improvement Projects LFR-129 and LFR-226) The Water and Sewer Master Plan recommends increasing the capacity of the existing facilities to handle buildout flows.



### OPERATING IMPACT SUMMARY

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development.

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	155,000	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	4,367,000	0	0	0	0	0	0	0	0
Contingency	0	0	135,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$155,000</b>	<b>\$4,502,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	4,502,000	0	0	0	0	0	0	0	0
ProRata Fees	0	77,500	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	77,500	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$155,000</b>	<b>\$4,502,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	346,096	346,096	346,096	346,096	346,096	346,096	346,096	346,096
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>	<b>\$346,096</b>

## SEWER EXTENSION PROJECTS

**Total Project Cost:** \$2,905,000

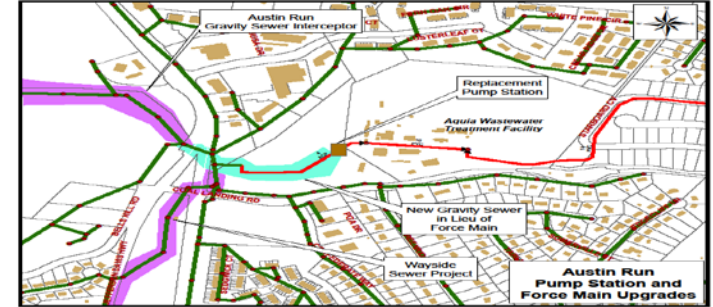
**Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

### 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).

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	13,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	200,000	208,000	216,000	225,000	234,000	243,000	253,000	263,000	274,000	285,000	296,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$213,000</b>	<b>\$223,000</b>	<b>\$232,000</b>	<b>\$242,000</b>	<b>\$252,000</b>	<b>\$262,000</b>	<b>\$273,000</b>	<b>\$284,000</b>	<b>\$296,000</b>	<b>\$308,000</b>	<b>\$320,000</b>

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	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	213,000	223,000	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000
<b>Total</b>	<b>\$213,000</b>	<b>\$223,000</b>	<b>\$232,000</b>	<b>\$242,000</b>	<b>\$252,000</b>	<b>\$262,000</b>	<b>\$273,000</b>	<b>\$284,000</b>	<b>\$296,000</b>	<b>\$308,000</b>	<b>\$320,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## SMALL SEWER PROJECTS

**Total Project Cost:** \$785,000

**Est. Opening Date:** 2019

Links to Board's Strategic Initiatives

### 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 FY17

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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 O&M costs.



### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	27,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	347,000	389,000	0	0	0	0	0	0	0	0
Contingency	0	0	22,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$347,000</b>	<b>\$438,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	219,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	347,000	219,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$347,000</b>	<b>\$438,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## WASTEWATER COLLECTION SYSTEM REHABILITATION PROJECTS

**Total Project Cost:** \$2,600,000

**Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	100,000	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
<b>Total</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>Total</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## WASTEWATER PUMP STATION REHABILITATION PROGRAM

**Total Project Cost:** \$2,750,000

**Est. Opening Date:** Ongoing

### 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.



Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

### PROJECT COSTS

Cost Categories	Prior Year	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

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	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
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## WASTEWATER PUMP STATION REPLACEMENTS

**Total Project Cost:** \$5,000,000

**Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

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	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	500,000	500,000	500,000	500,000	500,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	500,000	500,000	500,000	500,000	500,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## WAYSIDE SEWER INTERCEPTOR REPLACEMENT

**Total Project Cost:** \$2,923,000

**Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

Replacement of 3,017 feet of existing undersized 10" asbestos cement sewer line. The Water & Sewer Master Plan recommends replacing the existing 10" line with a new 18" diameter line along the wayside between Austin Run south to Allatoona Lane to accommodate growing commercial demands in the central Stafford area (Project A-14)+C83

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	179,000	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	2,664,000	0	0	0	0	0
Contingency	0	0	0	0	0	80,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$179,000</b>	<b>\$2,744,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	2,500,000	0	0	0	0	0
ProRata Fees	0	0	0	0	89,500	122,000	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	89,500	122,000	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$179,000</b>	<b>\$2,744,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	192,190	192,190	192,190	192,190	192,190
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,190</b>	<b>\$192,190</b>	<b>\$192,190</b>	<b>\$192,190</b>	<b>\$192,190</b>

## HILLDRUP'S PUMP STATION REPLACEMENT

**Total Project Cost:** \$1,514,000

**Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

### 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.

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	87,500	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	87,500	1,339,000	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
<b>Total</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$1,339,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	87,500	669,500	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	87,500	669,500	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$1,339,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## HILDRUP'S PUMP STATION FORCE MAIN REPLACEMENT

**Total Project Cost:** \$1,199,000

**Est. Opening Date:** 2017

### PROGRAM DESCRIPTION

Replacement of the existing 8-inch diameter force main from the Hildrup'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. At an estimated cost of \$125 per foot, the new force main will cost about \$1,050,000.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### OPERATING IMPACT SUMMARY

Replacement of the existing Hildrup'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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	74,000	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	1,092,000	0	0	0	0	0	0	0	0
Contingency	0	0	33,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$74,000</b>	<b>\$1,125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0	0
ProRata Fees	0	37,000	562,500	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	37,000	562,500	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$74,000</b>	<b>\$1,125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## AUSTIN RUN INTERCEPTOR SECTION REPLACEMENT

**Total Project Cost:** \$11,964,679

**Est. Opening Date:** 2024

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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	5,747,807	6,216,872
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,747,807</b>	<b>\$6,216,872</b>

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	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	5,747,807	6,216,872
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,747,807</b>	<b>\$6,216,872</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## AQUIA CREEK FORCE MAIN REPLACEMENT

**Total Project Cost:** \$2,589,346

**Est. Opening Date:** 2022

### 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.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	2,589,346
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,589,346

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	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	\$2,589,346
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,589,346

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	0	0	0	0	0
Revenue/Savings		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



## AQUIA CREEK PS EXPANSION

**Total Project Cost:** \$2,762,295

**Est. Opening Date:** 2022

### PROGRAM DESCRIPTION

This project includes expansion of the Aquia Creek PS from 2.88 mgd to 4.68 mgd.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	2,762,295	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,762,295	\$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	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	2,762,295	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,762,295	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



## CAMP BARRETT SPS FM

**Total Project Cost:** \$1,595,569

**Est. Opening Date:** 2022

### PROGRAM DESCRIPTION

This project will replace the Camp Barrett force main from the Camp Barrett pump station to Garrisonville Road.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	1,595,569	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
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,595,569	\$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	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	1,595,569	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,595,569	\$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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

# Utilities Other

Stafford County FY16 Adopted Budget

Projects	Prior Funding	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total CIP (FY16-25)	Later Years Funding	Total Project Cost
Stafford County Complex	1,250,000	0	0	0	0	0	0	423,000	6,484,000	0	0	6,907,000	0	8,157,000
Vehicles & Equipment Replacements	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,500,000	0	3,926,000
Contingency Allowance	0	918,950	1,130,755	1,142,950	1,377,001	585,718	452,146	315,748	2,632,238	362,501	155,169	9,073,176		9,073,176
Total	\$1,676,000	\$1,268,950	\$1,480,755	\$1,492,950	\$1,727,001	\$935,718	\$802,146	\$1,088,748	\$9,466,238	\$712,501	\$505,169	\$19,480,176	\$0	\$21,156,176

## STAFFORD COUNTY COMPLEX

Total Project Cost: \$8,157,000

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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Planning/Design	0	0	0	0	0	0	0	423,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,250,000	0	0	0	0	0	0	0	6,295,000	0	0
Contingency	0	0	0	0	0	0	0	0	189,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$423,000</b>	<b>\$6,484,000</b>	<b>\$0</b>	<b>\$0</b>

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	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	1,250,000	0	0	0	0	0	0	423,000	6,484,000	0	0
<b>Total</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$423,000</b>	<b>\$6,484,000</b>	<b>\$0</b>	<b>\$0</b>

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	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	(135,688)	(138,402)	(141,170)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$135,688)</b>	<b>(\$138,402)</b>	<b>(\$141,170)</b>

## VEHICLES AND EQUIPMENT REPLACEMENTS

**Total Project Cost:** \$3,926,000

**Est. Opening Date:** Ongoing

Links to Board's Strategic Initiatives

### PROGRAM DESCRIPTION

Replacement of vehicles and major pieces of equipment due to high mileage, excess repair and maintenance costs, or condition issues.

- Water and Sewer Master Plan
- Utilities Fiscal Plan

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$426,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>

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	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	426,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total</b>	<b>\$426,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>

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	0	0	0	0	0
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## CONTINGENCY ALLOWANCE

**Total Project Cost:** \$9,073,176

**Est. Opening Date:** Ongoing

### 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	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	0	918,950	1,130,755	1,142,950	1,377,001	585,718	452,146	315,748	2,632,238	362,501	155,169
<b>Total</b>	<b>\$0</b>	<b>\$918,950</b>	<b>\$1,130,755</b>	<b>\$1,142,950</b>	<b>\$1,377,001</b>	<b>\$585,718</b>	<b>\$452,146</b>	<b>\$315,748</b>	<b>\$2,632,238</b>	<b>\$362,501</b>	<b>\$155,169</b>

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	918,950	0	0	0	0	0	0	2,632,238	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	1,130,755	1,142,950	1,377,001	585,718	452,146	315,748	0	362,501	155,169
<b>Total</b>	<b>\$0</b>	<b>\$918,950</b>	<b>\$1,130,755</b>	<b>\$1,142,950</b>	<b>\$1,377,001</b>	<b>\$585,718</b>	<b>\$452,146</b>	<b>\$315,748</b>	<b>\$2,632,238</b>	<b>\$362,501</b>	<b>\$155,169</b>

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		70,645	0	0	0	0	0	0	202,356	0	0
Revenue/Savings		0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>\$70,645</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$202,356</b>	<b>\$0</b>	<b>\$0</b>



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.



Embrey Mill Park will be home to a multi-field, rectangular athletic field complex as well as the Jeff Rouse Swim and Sport Center. The first phase of the rectangular field complex will include four synthetic turf fields, two grass athletic fields, restrooms and concession buildings.

Embrey Mill Park funding includes bonds approved by voters in the 2009 Park Bond Referendum.

## 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 valorem taxing power, but instead, require annual appropriation by the Board of Supervisors.



# Debt Management

Stafford County FY16 Adopted Budget

## Bond Rating

The County's bond ratings are shown below:

	Moody's	Standard & Poor's	Fitch
General Obligation	Aa1	AA+	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+.

Moody's said in a statement that "the Aa1 reflects the county's large growing tax base with above average wealth levels, healthy financial position evidenced by strong reserve levels..." Moody's also stated that "Stafford County's consistently sound financial position is supported by a history of conservative budgeting...The long standing management team has continued to fulfill its minimum 12% unassigned reserve policy and annually update the 10-year Capital Improvement Plan."

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.

"This upgrade validates our work over the last several years to continually adopt responsible budgets that accomplish our shared goals for Stafford citizens," said Supervisor Bob Thomas, George Washington District representative and chairman of the Board's Finance, Audit and Budget Committee. "We have stayed the course and have proved that we can meet the needs of our community in areas such as education, public safety, infrastructure, and economic development, while also maintaining strict fiscal discipline."

Other factors that influenced Moody's rating for Stafford included the County's strong financial management, financial flexibility, history of conservative operating surpluses, and a multi-year trend of reserve and liquidity growth.

The improved bond ratings affirm the Board of Supervisors' priority of fiscal responsibility and reducing the tax burden. The Board will continue its work toward further enhancing the County's bond rating.

## Debt Management Policy Statement

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

“Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.”

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in April 2012, the debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if the following four criteria are met:
  1. Capital lease purchase is eligible under state law for such financing; and,
  2. Useful life of the purchase equals or exceeds the term of the debt; and,
  3. Total purchase exceeds \$100,000; and,
  4. Sufficient funds are available to service the capital lease debt.

In March 2013, the Board strengthened their financial policies, to include increasing cash capital to 3% by FY2018 to reduce its reliance on debt.

The adopted CIP fully complies with the financial policies.

# Debt Management

Stafford County FY16 Adopted Budget

## DEPARTMENTAL GOALS/OBJECTIVES

- Further enhancing the County's General Obligation Bond rating to promote financial integrity
- Increasing cash capital to 3% by FY2018 to reduce its reliance on debt
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

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

## SERVICE LEVELS

	FY2014 Actual	FY2015 Budget	FY2016 Plan
Outcomes			
Debt Service	\$35,013,817	\$41,482,650	42,952,198
Debt Service per Capita	\$253	\$292	\$292
Maintain current rating with a goal to achieve the highest possible GO bond rating from all three rating agencies - Goal - AAA			
Standard & Poor's	AA+	AA+	AA+
Moody's	Aa1	Aa1	Aa
Fitch	AA+	AA+	AA+

## DEPARTMENTAL ACCOMPLISHMENTS

- April 2015 Moody's Upgraded the County's bond rating from Aa2 to Aa1.
- In the effort to increase cash capital budget to 3% of the operating budget by FY2018, the FY2015 goal of 2.25% was achieved.

# Analysis of Outstanding Debt

Stafford County FY16 Adopted Budget

## General Obligation Bonds

### School Bond - VPSA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	288,526,489	16,971,219	271,555,270
2017	271,555,270	17,557,122	253,998,148
2018	253,998,148	17,478,499	236,519,649
2019	236,519,649	17,440,996	219,078,653
2020	219,078,653	16,746,214	202,332,439

### Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	26,295,000	1,700,000	24,595,000
2017	24,595,000	1,705,000	22,890,000
2018	22,890,000	1,695,000	21,195,000
2019	21,195,000	1,690,000	19,505,000
2020	19,505,000	1,685,000	17,820,000

## Revenue Bonds

### Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	76,120,000	3,805,000	72,315,000
2017	72,315,000	3,840,000	68,475,000
2018	68,475,000	3,895,000	64,580,000
2019	64,580,000	3,960,000	60,620,000
2020	60,620,000	4,095,000	56,525,000

## Other Debt

### Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	10,339,667	1,759,444	8,580,224
2017	8,580,224	1,806,095	6,774,128
2018	6,774,128	1,854,056	4,920,072
2019	4,920,072	1,535,087	3,384,985
2020	3,384,985	1,081,209	2,303,776

### Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	2,263,037	466,149	1,796,888
2017	1,796,888	466,149	1,330,739
2018	1,330,739	466,149	864,590
2019	864,590	216,149	648,441
2020	648,441	216,149	432,292

### Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	317,084,526	19,137,368	297,947,158
2017	297,947,158	19,728,271	278,218,887
2018	278,218,887	19,639,648	258,579,239
2019	258,579,239	19,347,145	239,232,094
2020	239,232,094	18,647,363	220,584,731

### General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	6,764,213	451,954	6,312,258
2017	6,312,258	462,409	5,849,849
2018	5,849,849	473,106	5,376,744
2019	5,376,744	484,050	4,892,694
2020	4,892,694	495,247	4,397,447

# Analysis of Outstanding Debt

Stafford County FY16 Adopted Budget

## Utilities Fund

### Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	95,339,840	2,924,720	92,415,120
2017	92,415,120	3,018,645	89,396,475
2018	89,396,475	3,118,160	86,278,315
2019	86,278,315	3,223,280	83,055,035
2020	83,055,035	3,329,015	79,726,020

### Total Utilities Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2016	95,339,840	2,924,720	92,415,120
2017	92,415,120	3,018,645	89,396,475
2018	89,396,475	3,118,160	86,278,315
2019	86,278,315	3,223,280	83,055,035
2020	83,055,035	3,329,015	79,726,020

## All Funds

### Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2015	505,648,246	28,078,486	477,569,760
2016	477,569,760	28,855,420	448,714,340
2017	448,714,340	28,979,970	419,734,370
2018	419,734,370	28,549,562	391,184,808
2019	391,184,808	27,647,834	363,536,974

# General Fund Bond Debt

Stafford County FY16 Adopted Budget

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

Virginia Resource Authority 2014B, Refunding of Series 2006 and  
2008, Embrey Mill Park Improvements and Indoor Recreation  
Center

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
	<u>\$28,030,000</u>	<u>\$28,681,527</u>	<u>\$56,711,527</u>	

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
	<u>64,335,000</u>	<u>33,433,122</u>	<u>97,768,122</u>	

\* Years 2020 through 2033 include funding for Courthouse area improvements, England Run Library and Patawomeck Park only

# General Fund Bond Debt

Stafford County FY16 Adopted Budget

## 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
	<u>\$9,500,001</u>	<u>\$2,737,111</u>	<u>\$12,237,112</u>	

## General Government General Obligation Bonds, Refunding Series 2012

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$4,810,000
2013	0	191,595	191,595	4,810,000
2014	700,000	205,325	905,325	4,110,000
2015	695,000	177,578	872,578	3,415,000
2016	505,000	148,878	653,878	2,910,000
2017	500,000	125,375	625,375	2,410,000
2018	490,000	102,256	592,256	1,920,000
2019	485,000	79,447	564,447	1,435,000
2020	480,000	56,894	536,894	955,000
2021	480,000	32,294	512,294	475,000
2022	475,000	9,997	484,997	0
	<u>\$4,810,000</u>	<u>\$9,997</u>	<u>\$5,939,639</u>	



# General Fund Bond Debt

Stafford County FY16 Adopted Budget

## 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
	<u>18,785,000</u>	<u>8,831,648</u>	<u>27,616,648</u>	

## Transportation Service District General Obligation Bonds, Garrisonville District Series 2013

Fiscal Year	Principal	Interest	Total	Balance
				5,290,000
2015	260,000	123,076	\$383,076	5,030,000
2016	260,000	236,900	496,900	4,770,000
2017	265,000	227,800	492,800	4,505,000
2018	265,000	215,975	480,975	4,240,000
2019	265,000	202,725	467,725	3,975,000
2020	265,000	189,475	454,475	3,710,000
2021	265,000	176,225	441,225	3,445,000
2022	265,000	162,975	427,975	3,180,000
2023	265,000	149,725	414,725	2,915,000
2024	265,000	136,475	401,475	2,650,000
2025	265,000	123,225	388,225	2,385,000
2026	265,000	109,975	374,975	2,120,000
2027	265,000	96,725	361,725	1,855,000
2028	265,000	83,475	348,475	1,590,000
2029	265,000	70,225	335,225	1,325,000
2030	265,000	58,300	323,300	1,060,000
2031	265,000	47,700	312,700	795,000
2032	265,000	37,100	302,100	530,000
2033	265,000	26,500	291,500	265,000
2034	265,000	15,900	280,900	0
	<u>5,290,000</u>	<u>2,490,476</u>	<u>7,780,476</u>	

# General Fund Lease Debt

Stafford County FY16 Adopted Budget

## 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
	<u>\$8,707,998</u>	<u>\$1,351,522</u>	<u>\$10,059,520</u>	

## 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
	<u>5,980,906</u>	<u>626,042</u>	<u>6,606,948</u>	

# Utilities Fund Bond Debt

Stafford County FY16 Adopted Budget

## 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
	<u>9,326,572</u>	<u>3,989,231</u>	<u>13,315,803</u>	

## 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
	<u>23,386,039</u>	<u>4,145,471</u>	<u>27,531,510</u>	

# Utilities Fund Bond Debt

Stafford County FY16 Adopted Budget

Virginia Resources Authority - 2012 Rocky Pen Run Dam and Reservoir,  
Rocky Pen Run Water Treatment Facility, Various water distribution  
projects and infrastructure improvements.

Virginia Resources Authority - 2014 Various water distribution projects and  
infrastructure improvements.

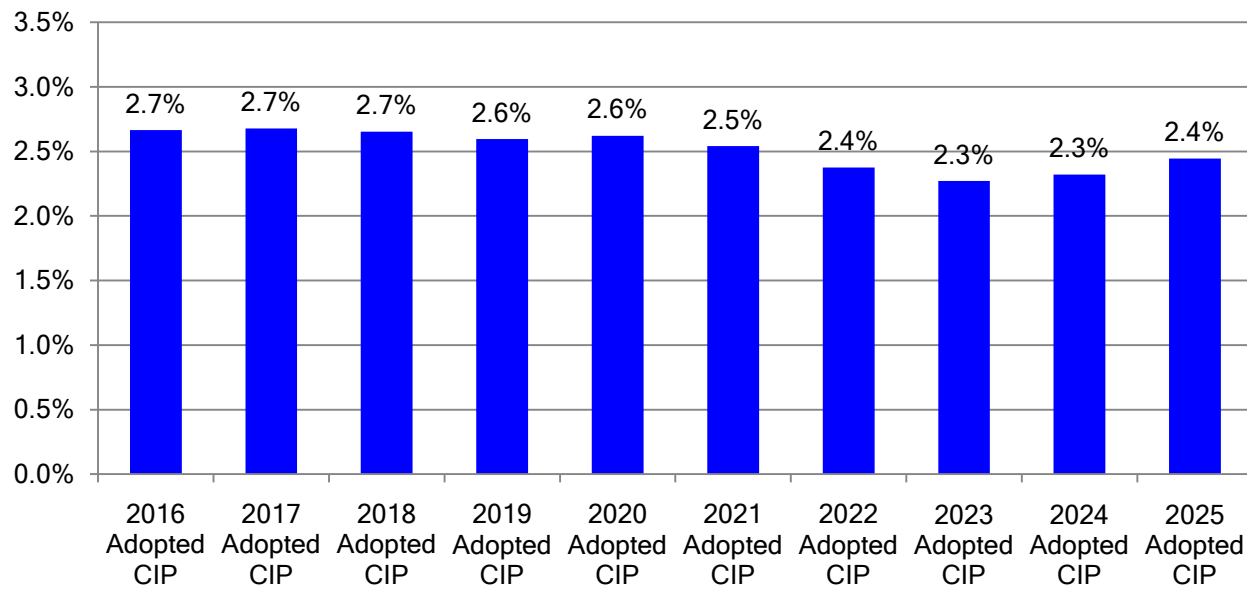
Fiscal Year	Principal	Interest	Total	Balance
				53,891,481
2012	536,481	2,314,858	2,851,339	53,355,000
2013	810,000	2,606,713	3,416,713	52,545,000
2014	845,000	2,573,678	3,418,678	51,700,000
2015	885,000	2,531,846	3,416,846	50,815,000
2016	930,000	2,489,462	3,419,462	49,885,000
2017	975,000	2,444,772	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	

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

Stafford County FY16 Adopted Budget

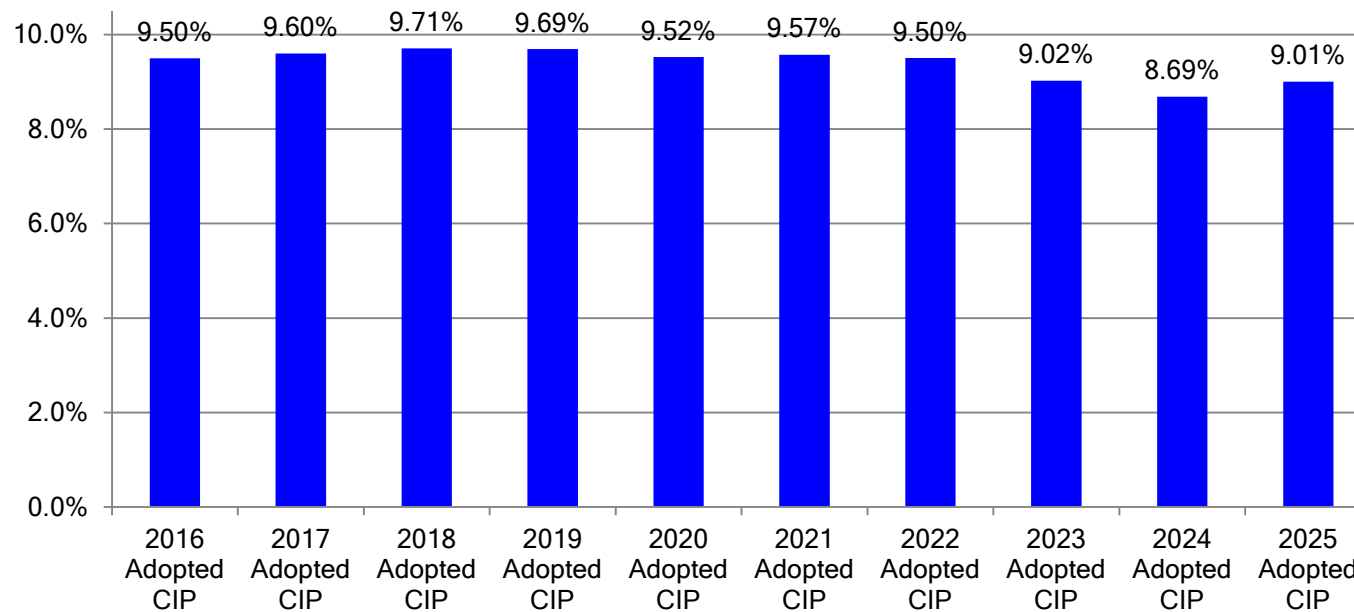
The County's financial policy "Principles of High Performance Financial Management" state that general obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015. Below is a graph illustrating the County's compliance with the policy.



# Debt Service As A Percentage Of General Government Budget

Stafford County FY16 Adopted Budget

The County's Financial Policy states general fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015. Below is a graph presenting the County's compliance with the policy.



**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

**VP**SA - Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cities and towns of the Commonwealth.

**VRA** - Virginia Resources Authority

**VRE** - Virginia Railway Express

**VRS** - Virginia Retirement System

**VP**SA - 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

**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 expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

**Expense** - FASB Concept number six defines expenses as "outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations."

**Expenditure-driven grants** - Government-mandated or voluntary non exchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as reimbursement grants

**Federal Title IV-E Funding** - This is a federal program designed to provide funding to states to ensure proper care for eligible children in foster care and to provide ongoing assistance to eligible children with special needs receiving adoption subsidies. The program is authorized under Title IV-E of the Social Security Act and it is funded by federal and state/local matching funds. Administration is handled by state and local public child welfare agencies.

**Fiduciary Fund** - See Trust and Agency Fund

**Fiscal Year** - Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government's fiscal year begins October 1 and ends September 30.

**Fixed Assets** - Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

**Fractile Compliance** - A fractile measure refers to how often a particular objective or benchmark is achieved. This is very appropriate in situations where there is a definitive "pass-fail" point, or in the case of emergency response, a time that is considered "fast enough" versus "not fast enough". A fractile measure can be used to compare the number of responses that pass (fast enough) with the number of responses that fail (not fast enough).

**Fund** - A separate accounting unit, which has its own specific revenues and expenditures, assets and liabilities. Each fund in Stafford's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds, which have been established by Stafford, include the General Fund, which is the general operating fund of Stafford and is used to account for the general government revenues and expenditures; the School Operating Fund, which details all revenues and expenditures of Stafford's public school system; and the Utilities Enterprise Fund, which details the fiscal activities of Stafford's water and wastewater system.

**Fund Balance** - The difference between fund assets and fund liabilities in a governmental or trust fund. A negative fund balance is sometimes called a deficit.

**Fund Types** - Seven categories into which all individual funds must be classified are as follows: General Operating Fund, Capital Project Fund, Enterprise Fund, Component Unit, Internal Service Fund, Special Revenue Fund, and Fiduciary Fund.

**General Fund** - This fund is the primary location of all financial activity associated with the ordinary operations of Stafford County. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service and the Capital Projects. It is used to account for all financial resources except those required to be accounted for in another fund.

**General Obligation Bonds** - Bonds, which are backed by the full faith and credit of the issuing government.

**Goal** - A long-range desirable development attained by completing staged objectives within an overall strategy.

**Governmental Fund Types** - Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income.

**Grant** - A payment from one level of government to another or from a government to a private organization. Practically all Federal aid to state and local governments is in this form. Grants are usually made for specific purposes.

**Incurred but not reported) IBNR claims.** In the context of risk financing, claims for insured events that have occurred but have not yet been reported to the governmental public entity risk pool, insurer or reinsurer as of the date of the financial statements. IBNR claims include: 1) known loss events that are expected to be presented later as claims, 2) Unknown loss events that are expected to be claims, and 3) expected future development of claims already reported.

**Impact Fee** - A fee charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interest** - A charge for borrowed money, generally a percentage of the amount borrowed; excess above what is due.

**Intergovernmental Revenue** - Revenues from other governments, such as State and Federal government are in the form of grants, entitlements, shared revenue or payments in lieu of taxes.

**Internal Services Fund** - A proprietary fund type that may be used to report any activity that provides goods or services to other funds or departments, agencies of a primary government and its component units, or to other governments, on a cost-reimbursement basis

**Lease-Purchase Agreements** - Contractual agreements that are termed leases, but that in substance are purchase contracts.

**Liability** - A legal financial obligation.

**Licenses/Permits** - Documents issued in order to regulate various kinds of businesses and other activity within the community. A degree of inspection may accompany the issuing of a license or permit, as in the case of building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the cost of administration.

**Long-Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**LOSAP** - Length of Service Award Program - **LOSAP** programs are pension-like programs intended to help recruit and retain volunteer firefighters and volunteer ambulance

**Master Lease Debt** - Master lease financing is a source of capital financing to acquire equipment, vehicles, and technology that have useful lives ranging from three to ten years. Master lease debt is very flexible, allowing the County to finance projects with minimal transaction costs and on an "as needed" basis.)

**Mission Statement** - A written description declaring the purpose of an organizational unit (department or agency) and its function (what the department or agency does).

**Modified Accrual** - Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

**Net Tax Support** - The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all State and Federal aid, fees and charges from the total cost of the program or set of programs.

**Non spendable Fund Balance** - The portion of the net position of a governmental fund that cannot be spent either because of the underlying resources are not in spendable form or because the government is legally or contractually required to maintain that resource intact.

**OPEB** - Post-employment benefits that an employee will begin to receive at the start of retirement such as life insurance premiums, healthcare premiums and deferred-compensation arrangements. This does not include pension benefits paid to the retired employee. The county provides only healthcare insurance benefits to retirees.

**OASIS** - A service program for foster care and adoptions.

**Objective** - Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

**Operating Expenses** - Includes the cost of contractual services, supplies, materials and equipment.

**Operating Revenues** - County revenues which have been received and set aside to finance current operating expenses.

**Outcome Indicator** - A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

**Output Indicator** - A unit of work accomplished, without reference to the resources required to do work

**Pay-As-We-Go** - Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

**Performance Measures** - Represents the statistical inputs, outputs or outcomes of County operating programs. Generally, performance measures are included on each program description page in the County budget.

**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.