

Stafford County, Virginia

FY2018 Adopted Budget

Continued Progress
With an Eye to the Future





STAFFORD
Virginia



George Washington's Boyhood Home

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BOARD OF SUPERVISORS

Paul V. Milde III, Chairman
Aquia District

Meg Bohmke, Vice Chairman
Falmouth District

Laura A. Sellers
Garrisonville District

Robert M. "Bob" Thomas
George Washington District

Jack R. Cavalier
Griffis-Widewater District

Gary F. Snellings
Hartwood District

Wendy E. Maurer
Rock Hill District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Stafford County

Virginia

For the Fiscal Year Beginning

July 1, 2016

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, 2016.

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

Thomas C. Foley
County Administrator

Michael T. Smith
Deputy County Administrator

Frederick J. Presley
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Andrea M. Light
Budget Division Director

Kimberly A. Herman
Budget Manager

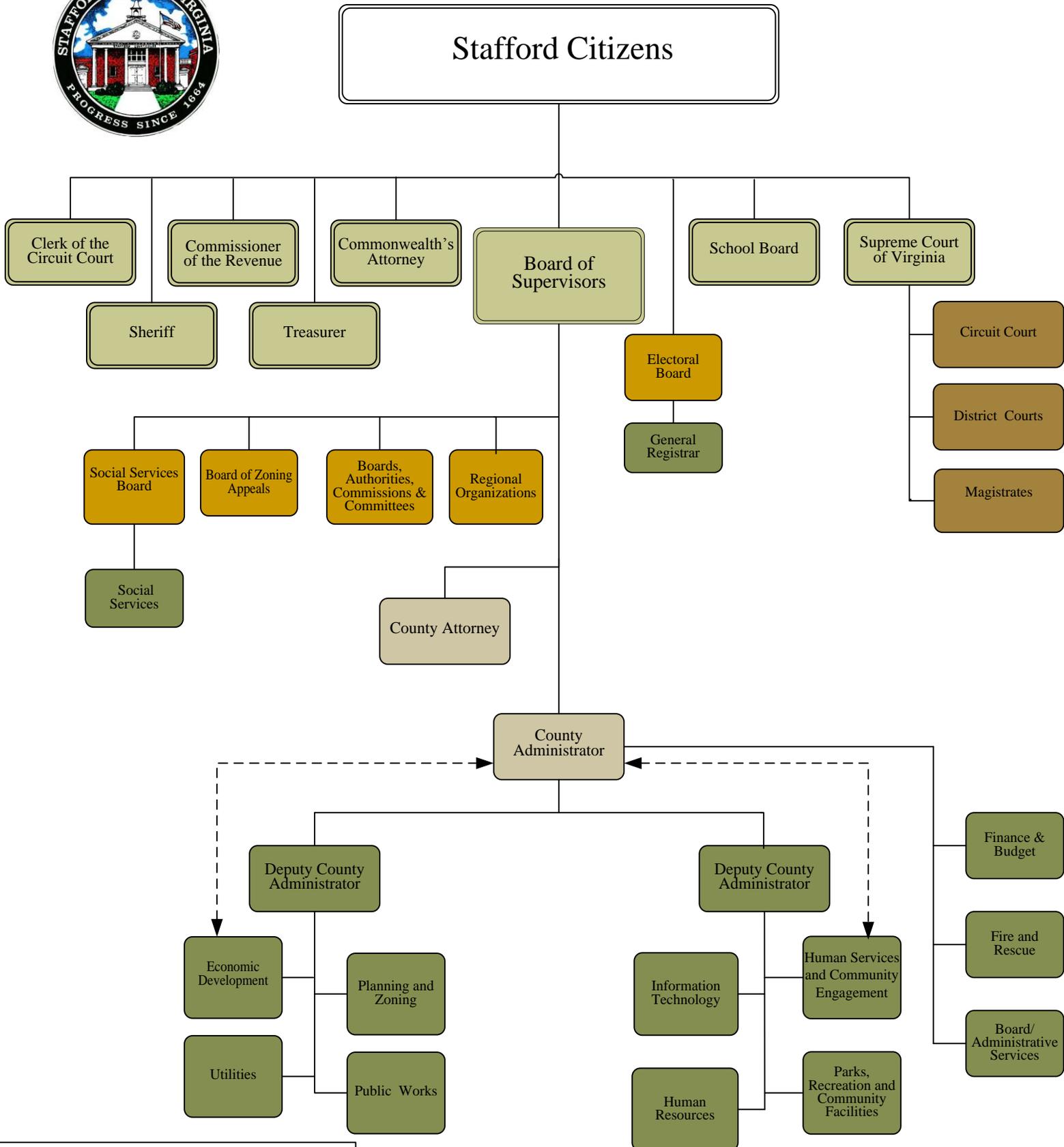
Donna M. Olsen
Senior Budget Analyst

Shannon L. Wagner
Director of Human Resources

Shannon E. Howell
Public Information Officer

Donna Krauss
Director of Human Services

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 FY18 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 these sections:

[Executive Summary](#)

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

[Policy & Goals](#)

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

[General Fund Revenues](#)

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

[General Fund Expenditures](#)

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

[General Government Departments](#)

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

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

[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.StaffordSchools.net.

[Transportation Fund](#)

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

[Utilities Fund](#)

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

[Other Funds](#)

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

How To Use The Budget Document

Stafford County FY18 Adopted Budget

[Five Year Plan](#)

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

[Personnel](#)

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

[Capital Improvement Program](#)

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

[Acronyms & Glossary](#)

Provides a description of terms frequently used in budgeting.

Board of Supervisors

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

Thomas C. Foley
County Administrator

July 1, 2017

Dear Ladies and Gentlemen:

I am pleased to present to you and the citizens of Stafford County the FY2018 Adopted Budget. The theme of this budget is "Continued Progress with an Eye to the Future." This budget reflects continued progress by addressing the impact of completing a record number of capital projects in the last few years to improve services and the quality of life in Stafford. In addition, it is clearly focused on the future by setting aside funding for important upcoming projects. We are preparing for future challenges and opportunities through careful and responsible use of the County's resources.

Stafford can take pride in a record number of achievements over the last few years:

- Achieving two AAA bond ratings, which result in lower interest rates when borrowing;
- Completion of the Jeff Rouse Swim and Sport Center, one of only eight indoor, 50-meter pools in Virginia, and six lighted synthetic fields at Embrey Mill Park to support Stafford County's aggressive sports/tourism efforts;
- Approval of Stafford's Economic Development Strategic Plan to guide work on bringing diverse business, industry, and job opportunities to the County;
- The use of various programs to preserve more than 10,000 acres of open space in the County, while extinguishing numerous development rights;
- Renovations at three of the County's five high schools; and
- Multiple road safety projects and improvements.

These and other accomplishments over the past several years have been important investments in Stafford's future. While they have clearly enhanced the quality of life, they have also had a financial impact that is reflected in FY2018 Budget and has limited the County's ability to advance other initiatives. However, while the budget for the coming year is driven by meeting mandates and obligations, it also looks to the future by planning for new court and school facilities, setting aside funds for the eventual expiration of grants, continuing efforts to save money by sharing services between the County and Schools, finding ways to preserve open space, continuing to add much-needed personnel for Public Safety, improving County roads, and allocating additional resources towards economic development. All of this is accomplished while maintaining the current real estate tax rate and reducing the personal property tax rate by four cents.

As decisions were made for the year ahead, they were made within the framework of the Board of Supervisors' priorities for the community. Those six priorities (Education, Public Safety, Infrastructure,

Economic Development, Service Excellence, and Fiscal Responsibility) are used to consistently ensure superior services and quality of life for our citizens. These priorities encompass an overall theme of fiscal responsibility and reducing the tax burden. We are pleased to share with you the highlights of the FY2018 Budget regarding each priority and invite you to look at the County's Budget Book, and all other supporting information on how and why these decisions were made and how each tax dollar is used.

PRIORITY: EDUCATION

Through a combination of increased state, federal, and local funds, plus savings identified by the Stafford County Public Schools (SCPS), total new school spending in the FY2018 Budget is \$10.8 million. This amount maintains local per-pupil funding. With an eye to the future, we are working on ways to consolidate and streamline County government and school services, while also preparing for continued increases in federal and state mandates. The FY2018 Budget includes funding for:

- Pay scale enhancements for various job classifications including teachers, paraprofessionals, bus drivers, bus monitors, and School nurses to work toward market competitiveness;
- New positions (56): including one computer technician trainer support position, one demographic planner, one enterprise resource planning systems analyst, one world language/culture facilitator, one and one-half educational diagnosticians, two math specialists, three positions to support a new Virginia Pre-School initiative classroom, 20 growth positions to be used to meet increased enrollment and classroom “hot spots” that develop over the summer, 30 special education compliance positions, and eliminating four and one-half custodial positions;
- The County provides more than twice the amount of local funding required by the State
 - Required local effort \$61.6 million
 - Debt service \$31.3 million
 - Additional local funding \$54.7 million
 - Total \$147.7 million;
- The FY2018 Budget allows \$760,000 in additional funding to meet private day school program demands. Private Day School provides mandated educational services through shared responsibility between the County and SCPS for students whose needs cannot be met in the County; and,
- The Budget fully funds the School Board's Capital Improvement Program (CIP), which continues to address future capacity projection. School projects make up 59% of the debt capacity in the County's CIP. A rebuild of Anne E. Moncure Elementary School is underway and a sixth high school is being considered.

More information may be found in the SCPS's budget documents at: <https://StaffordSchools.net>

PRIORITY: PUBLIC SAFETY

The FY2018 Budget provides funding for key public safety initiatives, including implementation of the Public Safety Staffing Plan:

- Four new Sheriff/Deputy Field Operations positions for routine patrol, crime prevention, traffic safety, juvenile services, and special problems;
- Two new Fire and Rescue positions, including a full-time Fire Inspector tasked with completing fire safety and new construction inspections;
- The next phase of market salary adjustments to address salary compression for the Sheriff's Office as well as Fire and Rescue;
- Funding to replace Sheriff's vehicles and ambulances, paid for in cash;
- The construction of the new Fire and Rescue Station 14; and,

- A new, modern, more humane, Animal Shelter (17,400 square feet) will be constructed that nearly triples the size of the old Shelter.

PRIORITY: INFRASTRUCTURE

The Board of Supervisors understands that quality of life enhancements and investments draw businesses, jobs, and provides needed services for our residents. Infrastructure is the vehicle through which we deliver these enhancements. Infrastructure includes the physical assets of the County such as buildings, sidewalks, parks, and water and sewer systems, etc.

County government and SCPS are working jointly to restructure the CIP, a ten-year program for investing in infrastructure. The proposed new joint process will provide a thorough evaluation and ranking of all projects through shared services with SCPS. The development of the CIP will be structured to provide a more equitable process that benefits the citizens of the County and will mold future CIP submissions. The development of a shared CIP will take approximately eight months and go through several committee reviews and rankings by both County and SCPS staff. The County Administrator, with input from the School Superintendent, will review the committee's work and forward a recommendation to the Board of Supervisors. Citizens are encouraged to get involved in the process by providing input at public meetings throughout the year ahead.

The FY2018 Budget provides infrastructure funding specifically for:

- Multiple utilities improvements;
- Fire and Rescue Station 14;
- A new Courthouse;
- The rebuild of Anne E. Moncure Elementary School;
- Various school repairs and improvements;
- A portion of the County's \$32 million investment in the widening of Courthouse Road and the I-95 interchange project;
- Ferry Farm/Route 3 intersection improvements;
- Belmont-Ferry Farm Trail, Phase 6 design segment from Chatham Bridge to Ferry Farm; and,
- Increased support for multiple programs used to preserve open space.

PRIORITY: ECONOMIC DEVELOPMENT

The Board recognizes the integral role of economic development in the future of the County. The FY2018 Budget provides for continued and targeted efforts at business retention and expansion, new business attraction and the County's tourism program, which aggressively supports the County's attractions and restaurants with efforts aimed at bringing visitors to our County. The guiding document for these efforts is the County's recently adopted Economic Development Strategic Plan, which tracks more than 50 metrics.

The FY2018 Budget provides for:

- Fully-funding the Stafford Opportunity Fund to assist with independent economic development projects;
- Directing 25% of the Merchant's Capital Tax to new economic development initiatives;
- A full-time Economic Development Director supporting the Board's Economic Development Strategic Plan;
- Utility improvements to prepare for business, industrial, and community growth in targeted areas
- Efforts to attract business that require high skill jobs; and,
- A new Business Plan to provide the basis and tools for implementing the Economic Development Strategic Plan.

PRIORITY: SERVICE EXCELLENCE

The Board of Supervisors put a strong emphasis on service excellence - we are constantly looking for ways to improve service delivery. One way to achieve this goal is to provide enhanced services to our citizens. As stated earlier, another is continuing our efforts to combine County government and School services to save money and streamline activities.

The FY2018 Budget adds six new revenue neutral positions, positions that rely on user fees, state funding and other non-local tax revenue:

- Gymnastics Program Coordinator conversion from part-time to full-time;
- Information Technology Technician conversion from part-time to full-time;
- Social Services - Family Services Specialist II;
- Senior Building Inspector;
- High School Fire Instructor; and,
- Fire Inspector.

The FY2018 Budget also provides for six positions in support of the Board's goals and emerging issues:

- Information Technology Security Administrator;
- Four deputy sheriff positions; and,
- Law Clerk for the Circuit Court.

The FY2018 Budget addresses efforts to retain and support County employees, our human capital, through:

- 2% salary increase for County employees;
- Continued work/market salary adjustments recommended by the recently completed compensation study; and,
- Continued funding for training and professional development.

PRIORITY: FISCAL RESPONSIBILITY - REDUCED TAX BURDEN

Being responsible stewards of the taxpayer's money and continuing a high level of service without overburdening its citizens is a high priority of the Board of Supervisors. We are planning ahead and setting money aside for the big ticket items we expect to fund in the future such as a new courthouse, a possible sixth high school, and the renovation and redevelopment of the Courthouse area into a "downtown Stafford." In addition, this budget reflects a priority on paying down debt on a record number of new County facilities completed over the past several years to enhance the quality of life in Stafford.

The FY2018 Budget provides for:

- Maintaining current real estate tax rate and reducing the Personal Property tax rate
- Building up the revenue stream for future needs
- Increasing funds to pay future salaries for Fire and Rescue positions secured by the SAFER Grant, which expires in FY2019
- Increasing funds in support of the Purchase of Development Rights program and other programs targeted at saving open space in the County
- Continuing to work toward a third AAA bond rating
- Continued commitment to fund County reserves; and
- Initial funding to establish a robust vehicle replacement program that streamlines and uses resources more efficiently

The following provides an overview of the County’s total spending by Fund and includes summary highlights of the County’s largest operating funds, the General Fund and Utilities Fund. Additional information on these and all other County funds is available throughout the budget document.

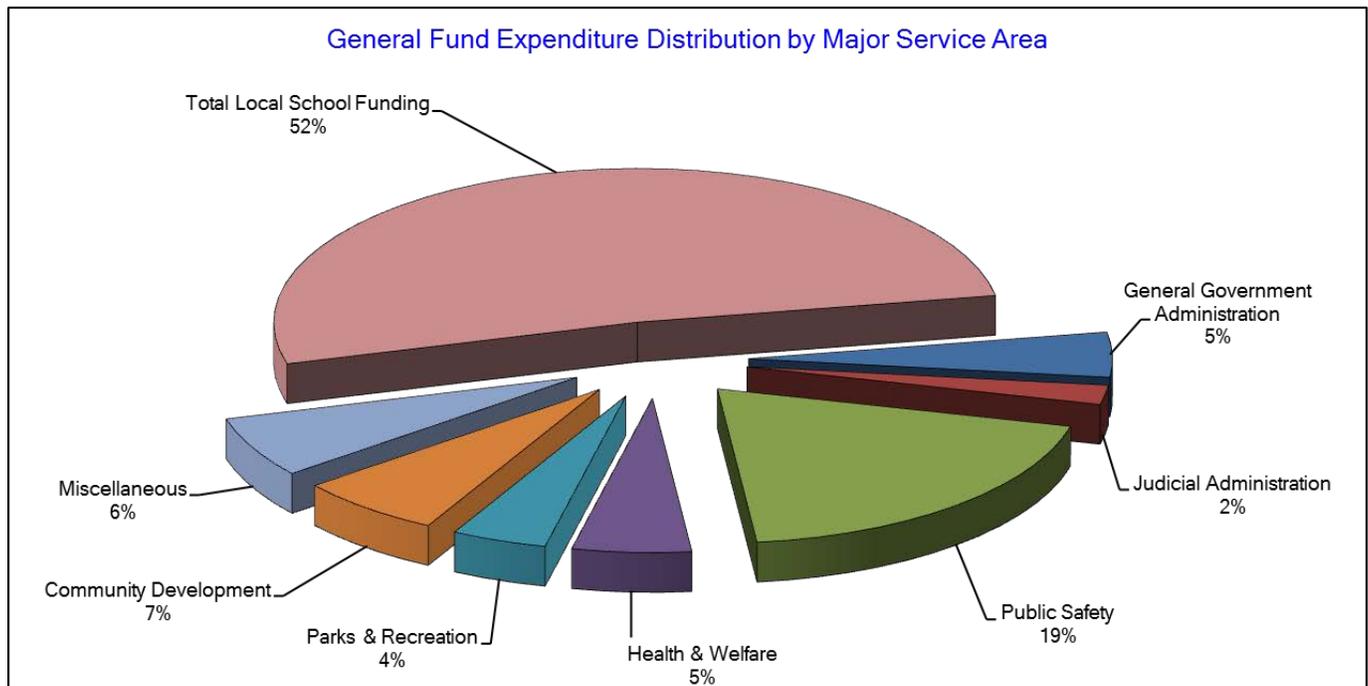
ALL FUNDS SUMMARY:

The total FY2018 expenditure plan for all County funds is \$560.9 million, an increase of \$44.9 million (8.7%) when compared to FY2017 budgets (Please refer to the chart on the following page).

	FY2017	FY2018	Change
General Fund (not including local School funding)	130,747,596	138,739,412	7,991,816
Transportation Fund	3,946,334	9,521,266	5,574,932
Transportation Impact Fee - County Wide Fund	100,000	325,000	225,000
Asset Forfeiture Fund	84,819	670,000	585,181
Tourism Fund	927,000	1,102,500	175,500
Hidden Lake Special Revenue Fund	106,080	111,100	5,020
Garrisonville Road Service District	480,975	467,725	(13,250)
General Capital Project Fund	674,492	7,480,430	6,805,938
Utilities Fund	52,385,314	65,153,229	12,767,915
School Operating & Grants Funds	281,614,368	291,862,001	10,247,633
School Debt Service	31,362,759	31,315,880	(46,879)
School Construction Fund	128,480	556,276	427,796
School Nutrition Service Fund	13,496,000	13,610,760	114,760
Total	516,054,217	560,915,579	44,861,362

GENERAL FUND:

The FY2018 General Fund budget totals \$286.4 million, \$11.1 million higher than FY2017, with increased funding for the Board’s priorities for the County.



UTILITIES FUND:

The FY2018 Utilities Fund budget totals \$65.9 million. Of that amount, \$28.0 million is budgeted for operating and maintenance expenses related to two water treatment facilities, two wastewater treatment facilities, the water distribution system, the wastewater collection system, and administrative, customer

service and billing operations. The remaining \$37.9 million includes debt service, capital projects, and infrastructure improvements critical to providing reliable and sustainable utilities services to the community.

The Utilities system is self-supporting. Rates and fees are set to ensure that all costs of operations are fully recovered and future needs are anticipated and planned for. The FY2018 Utilities Budget reflects a 9% revenue increase, which was approved by the Board of Supervisors in FY2016, through needed rate adjustments.

SUMMARY:

Great communities are not built overnight. It takes deliberate and strategic planning to address future needs while also meeting current demands for improved and enhanced services. While Stafford has continued to make steady progress in addressing current demands, we are also poised to meet the challenges of the future. While we continue to work to meet the needs of our growing population with respect to schools, roads, court space, public safety and parks, we are also preparing for significant changes that will occur over the next several years with projects like the Courthouse Road/I-95 Interchange widening project and the redevelopment of the Courthouse area into a vibrant, walkable, 'downtown' Stafford to enhance economic development and attract new restaurants and shopping. These projects will present new and important challenges for the County, but also offer great opportunity for positive change and progress. The FY2018 Budget provides an excellent foundation on which to continue Stafford County's progress, since 1664, with an eye to its bright future.

I would like to thank all County staff and Constitutional Officers for the fine work done in development of this budget. I would especially like to express my gratitude to staff in the Department of Finance and Budget. And most importantly, thank you for allowing us to serve you.

Sincerely,



Thomas C. Foley,
County Administrator

Continued Progress with an Eye to the Future

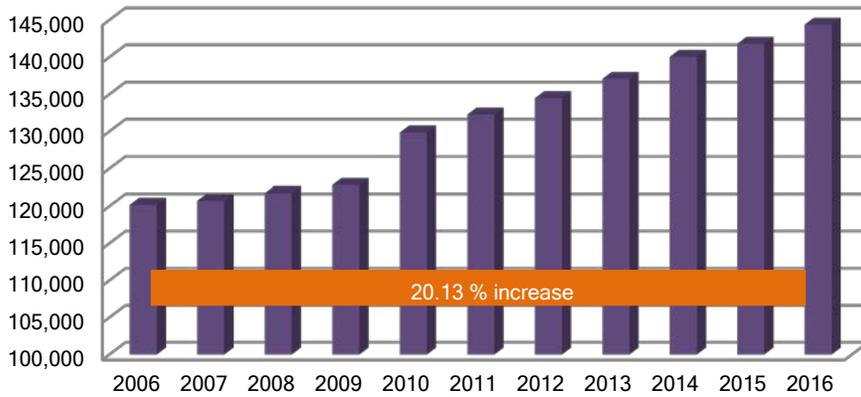
Quick Facts	<ul style="list-style-type: none"> ▪ No tax increases ▪ General Fund budget increase of \$11.1M or 4% ▪ Reduces personnel property tax on vehicles
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Board Priority	Budget Initiatives:
Reducing the Tax Burden/Fiscal Responsibility	<ul style="list-style-type: none"> ▪ Reduces personal property by \$0.04 on vehicles to \$6.46 ▪ Maintains all other tax rates ▪ Continues focus on AAA bond rating strategy initiatives: <ul style="list-style-type: none"> ○ Reduces CIP borrowing by \$14.0M ○ Increases cash capital by \$0.02M ▪ Establishes annual revenue stream for large capital projects and grants
Public Safety	<ul style="list-style-type: none"> ▪ Provides funding for four new Field Operations Officers for the Sheriff's Office ▪ Provides additional Fire & Rescue positions - Fire Inspector; High School Fire Instructor (revenue supported) ▪ Provides revenue stream for expiration of SAFER grant; \$366,700 ▪ Funds radio system upgrade contract; \$278,000
Education	<ul style="list-style-type: none"> ▪ Funds increase in mandated private day school; \$760,000 ▪ Funds increase in mandated private day school ▪ Funds \$31.3M in annual debt service ▪ Continues to prioritize School infrastructure in the Capital Improvement Plan ▪ Includes 56 new positions ▪ Provides pay scale enhancements for various job classifications
Infrastructure	<ul style="list-style-type: none"> ▪ Maintains capital program for County and School projects ▪ Provides revenue stream for future Courthouse costs; \$193,000 ▪ Funds increased debt service of \$1.5M for School and County projects <ul style="list-style-type: none"> ○ Animal Shelter ○ Fire Rescue Station 14 ○ Park at Embrey Mill – Phase 3 ○ Transportation bonds for Courthouse Road Widening ○ Fire and Rescue Apparatus (master lease) ○ VPSA – Moncure Elementary Rebuild and Infrastructure ▪ Establishes a general government vehicle replacement program; \$50,000 ▪ Enhances Purchase of Development Rights Program (PDR) – Decreases the impact of Growth, infuses \$366,700 from SAFER Grant future revenue stream
Economic Development	<ul style="list-style-type: none"> ▪ Reflects increased investment in economic development ▪ Continues full funding of Stafford Opportunity Fund (reserve in fund balance); \$500,000 ▪ Fully funds Fredericksburg Regional Alliance; \$138,230
Service Excellence	<ul style="list-style-type: none"> ▪ Provides a 2% salary increase for County employees effective July 1; \$1,100,000 ▪ Continues commitment to target market increases; \$620,000 ▪ Maintains vacancy savings at FY17 level; \$500,000 ▪ Proposes six revenue neutral positions <ul style="list-style-type: none"> ○ Gymnastics Program Coordinator conversion from PT to FT ○ IT Technician - conversion from PT to FT ○ Social Services - Family Services Specialist II ○ Senior Building Inspector ○ High School Fire Instructor ○ Fire Inspector ▪ Proposes six positions in support of Board's goals and emerging issues: <ul style="list-style-type: none"> ○ IT - Security Administrator ○ 4 Deputy Sheriffs - Field Officers ○ Circuit Court - Law Clerk ▪ Supports the MAT program for the Community Services Board; \$26,642

Stafford County Market Facts

Stafford County FY18 Adopted Budget

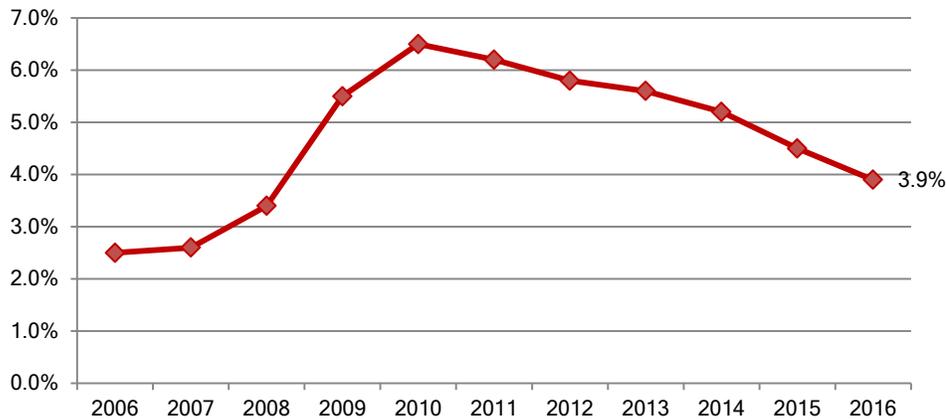
Population Growth



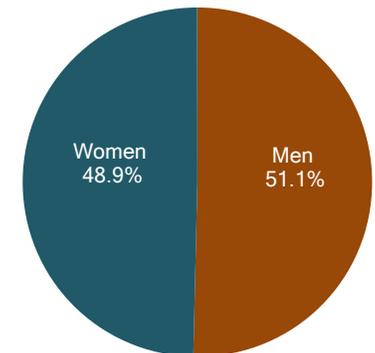
Number of
Housholds
Increased
46.6%



Annual Unemployment Rate



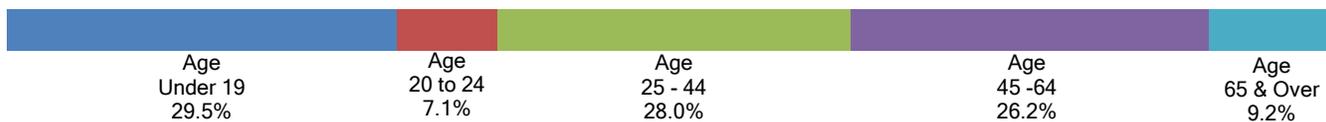
Population by Gender (Population is 2014 Estimate)



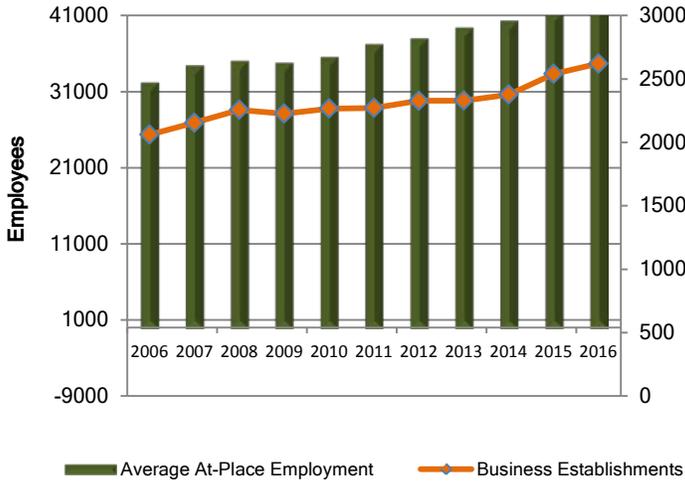
Ethnic Make Up



Population by Age



Stafford County Employment and Business Growth



SCHOOL STATISTICS FY2015

Enrollment
27,200

Number of Schools
31

Number of Staff
3,540

FY2015 Budget 282.8 M

Per-Pupil Expenditure
9,846

Average SAT
1533

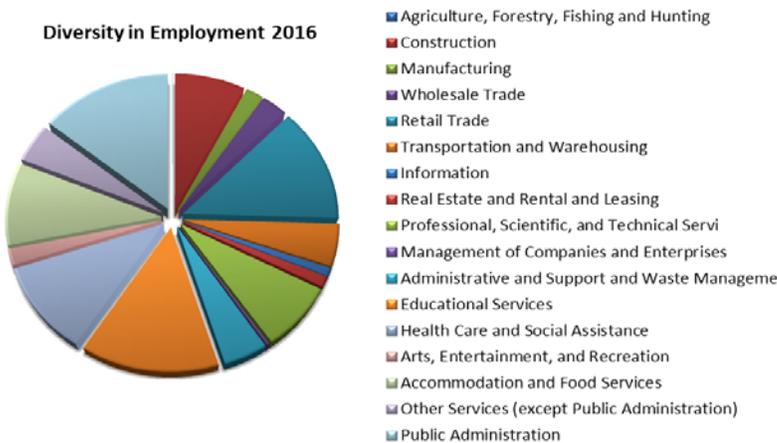
MEDIAN HOUSEHOLD INCOME

2015 **\$95,882**

HIGHER EDUCATION

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

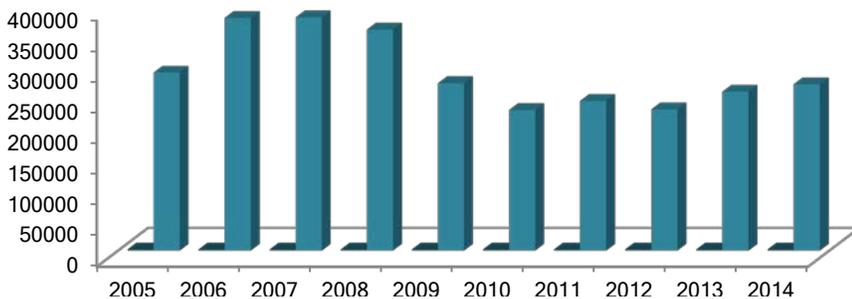
Diversity in Employment 2016



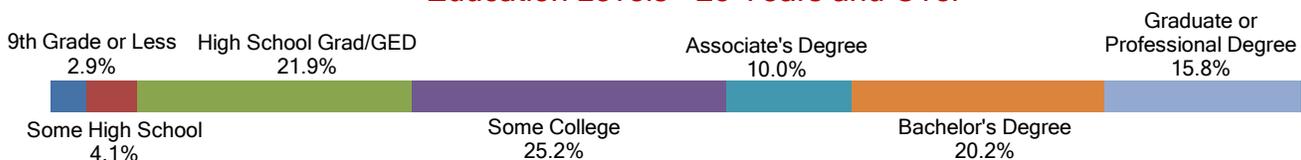
TOP EMPLOYERS 2016

- GEICO, Government Employees Insurance
 - Stafford Hospital Center
 - FBI, Federal Bureau of Investigation
 - Intuit
 - Hilldrup Moving and Storage
 - Greencore
 - McLane Mid Atlantic
- Resources/Sources
- Stafford County Economic Development www.gostaffordva.com
 - U.S. Census Bureau American Community Survey 2011-2015
 - Virginia Employment Commission:
 - Stafford County Planning
 - MRIS/ Real Estate Business Intelligence, LLC
 - Stafford County Schools FY2015 Adopted Budget

Medium Home Prices



Education Levels - 25 Years and Over



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	90,826
Aquia	Paul V. Milde, III, Chairman
Falmouth	Meg Bohmke, V-Chairman
Garrisonville	Laura A. Sellers
George Washington	Robert M. "Bob" Thomas
Griffis-Widewater	Jack R. Cavalier
Rock Hill	Wendy E. Maurer
Hartwood	Gary Snellings, Chairman

Bond Ratings

Fitch	AAA
Moody's	Aa1
S & P	AAA

Tax Profile (Adopted tax rates)

Real Property Tax Rate	0.99
Garrisonville Road	0.082
Warrenton Road Special Service District	0.000
Hidden Lake Special Service	0.40
Personal Property Tax Rates:	
• Motor Vehicles for the Disabled	0.10
• Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles)	0.0001
• Merchant's Capital	5.49
• Machinery and Tools, and Motor Carrier Transportation	0.0001
• Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.0001
• All other Personal Property	6.46
Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be \$2.58 per \$100 of estimated fair market value for vehicles.	
Assessed Taxable Value of Real Property	\$17

Employment/Business/Economic Profile

Local Economy:

- Median household income in Stafford County in 2015 was estimated at \$95,882, the 5th highest household income among Virginia's counties.
- In 2015 an estimated 39% of Stafford County's at-place workforce had a 4-year degree or higher.
- From 2011 to 2016 Stafford County added 5,245 jobs. The largest gain by sector was posted in government agencies, followed by health services and transportation /warehouseing.
- From 2011 to 2016 Stafford County averaged 3.0% annualized job growth which was the 16th fastest growth among the 134 counties and independent cities in Virginia.



Quantico Marine Corps Base:

- Base extends over portions of 3 localities, including 32,753 acres in Stafford County
- More than 30 permanent business tenants on Marine Corps Base including:
 - o FBI Academy
 - o Marine Corps University
 - o Marine Corps Systems Command
 - o Marine Corps Helicopter Squadron
 - o Counterintelligence Field Activity
 - o Naval Criminal Investigative Services
 - o Air Force Office of Special Investigations
 - o Defense Security Services
 - o Army Criminal Investigation Command
- Over 28,000 military and civilian employees on Base

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

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 FY18 Adopted Budget

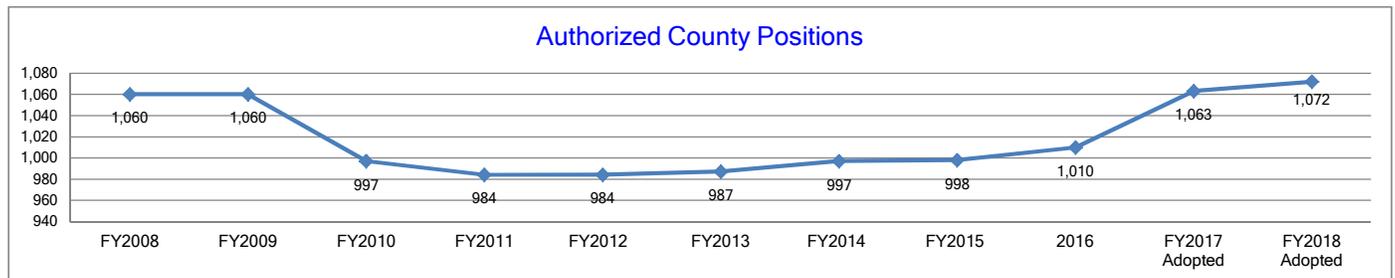
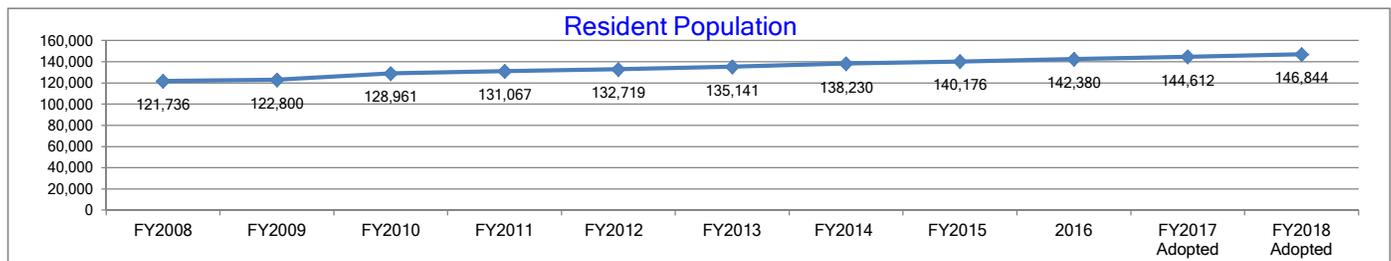
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	2016	FY2017 Adopted	FY2018 Adopted
Dollars (000)											
General Fund Revenues	\$232,348	\$237,902	\$238,872	\$247,028	\$249,558	\$256,235	\$264,973	\$267,160	\$274,319	\$275,311	\$285,964
Local School Funding	\$130,513	\$130,049	\$132,435	\$124,906	\$127,028	\$136,084	\$135,595	\$133,116	\$143,718	\$144,564	\$147,722
People											
Resident Population	121,736	122,800	128,961	131,067	132,719	135,141	138,230	140,176	142,380	144,612	146,844
Authorized County Positions ⁽¹⁾	1,060	1,060	997	984	984	987	997	998	1,010	1,063	1,072
School Positions ⁽²⁾	3,610	3,756	3,795	3,827	3,744	3,729	3,751	3,739	3,767	3,915	3,981
School Enrollment (ADM) ⁽³⁾	26,114	26,350	26,661	26,928	26,838	26,904	27,229	27,048	27,340	27,850	28,551
Assessed Value (000)											
Real Property ⁽⁴⁾	16,226,492	16,313,535	12,555,580	12,719,092	13,002,326	13,262,151	14,372,802	14,698,934	15,856,658	16,176,100	16,500,000
Tax Rates											
Real Property	0.70/.84	0.84	0.84/1.10	1.10/1.08	1.08/1.07	1.07	1.07/1.019	1.019	1.019/0.99	0.99	0.99
Personal Property	5.49	5.49/6.89	6.89	6.89	6.89	6.89	6.89/6.61	6.61	6.61	6.50	6.46
Personal Property Effective Rate	2.20	2.20/2.76	2.76	2.76	2.76	2.76	2.76/2.64	2.64	2.64	2.60	2.60

⁽¹⁾ Full-Time and Part-Time Positions

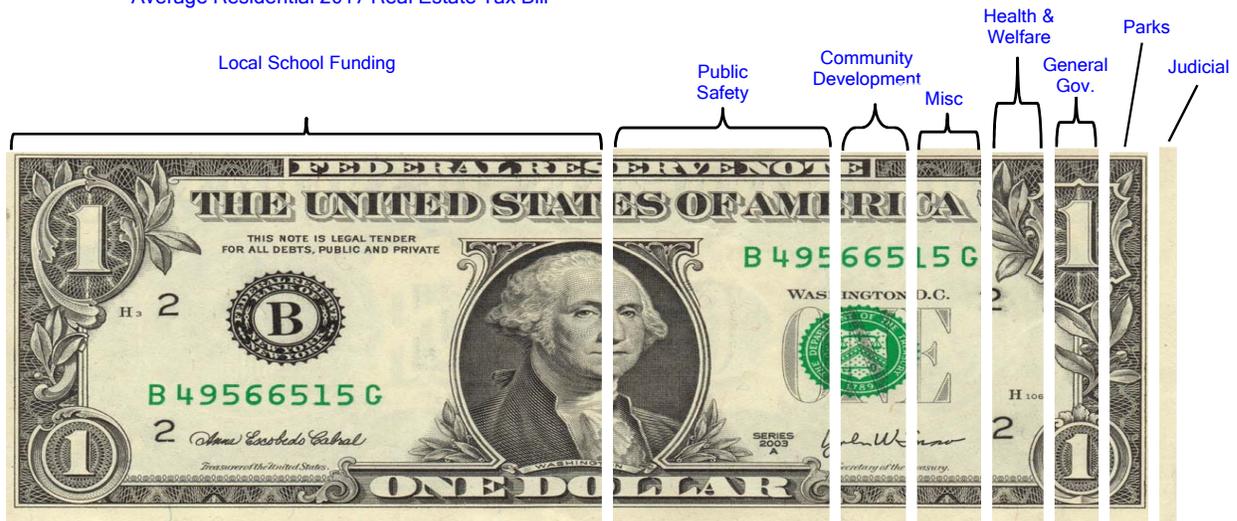
⁽²⁾ All School Funds positions are Full-Time Equivalent totals and rounding may apply

⁽³⁾ (ADM) Average Daily Membership

⁽⁴⁾ Calendar Year Value

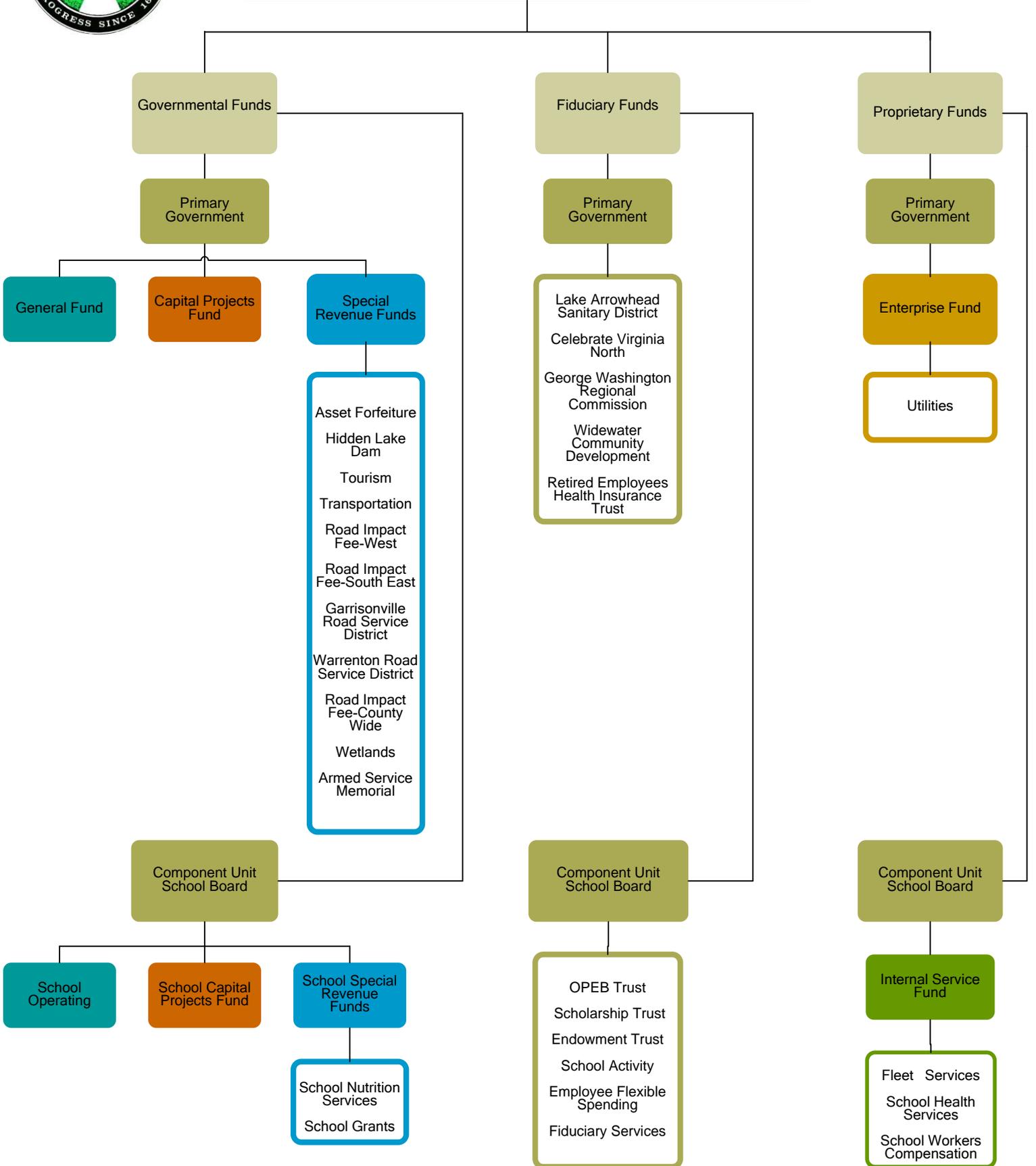


Average Residential 2017 Real Estate Tax Bill





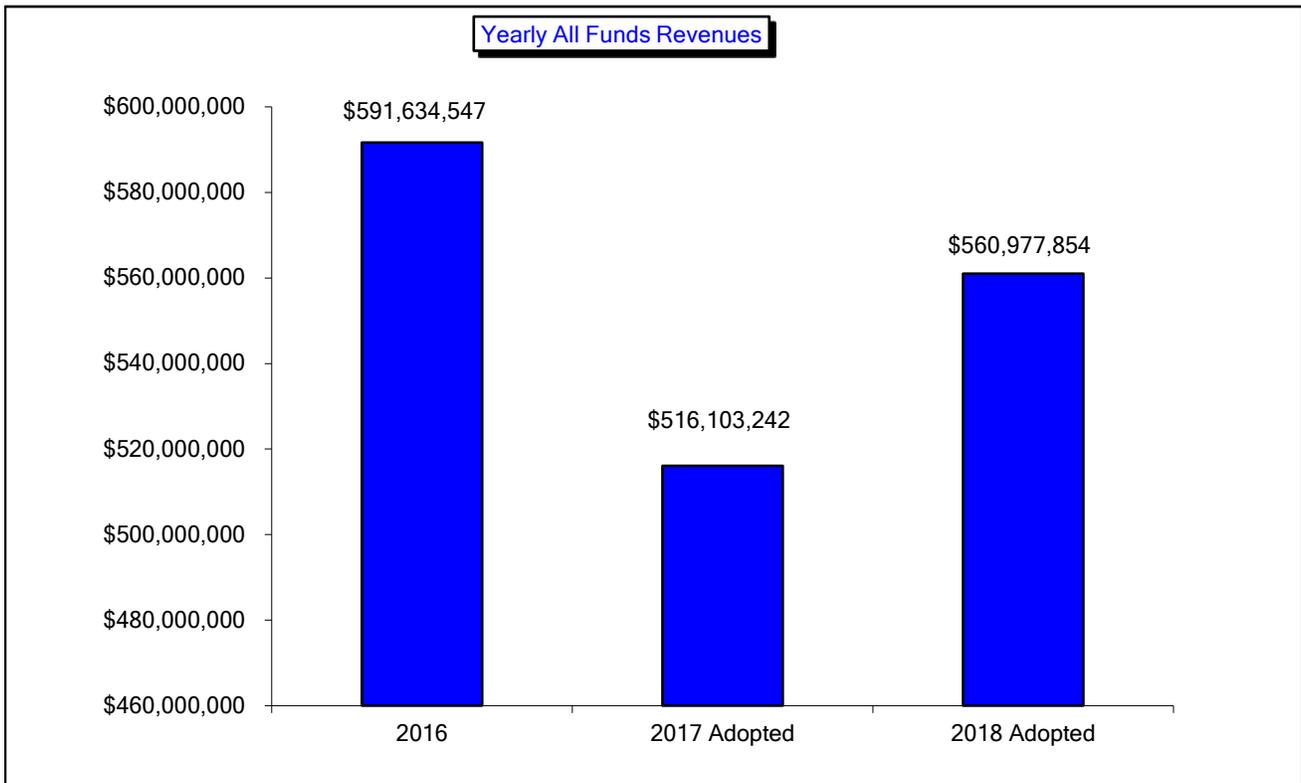
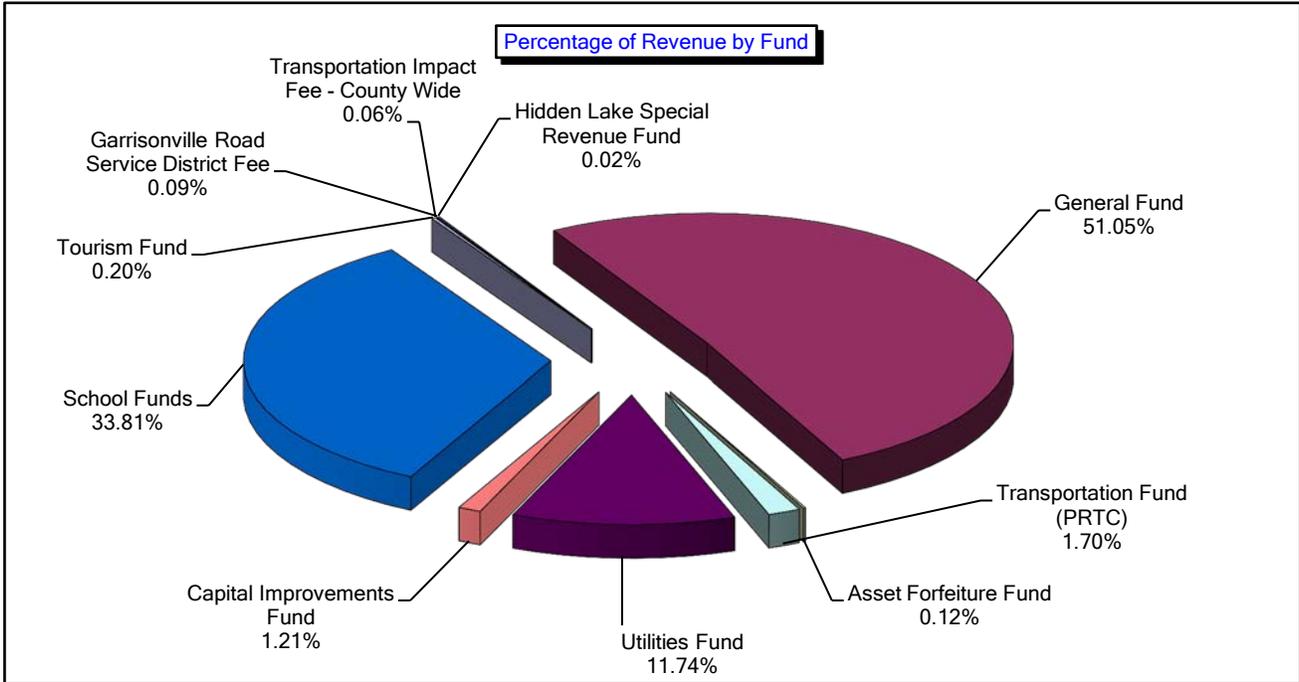
Stafford County Fund Structure



Fund Structure

Name & Type	Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
Fleet Services Fund Proprietary - Internal Service Fund	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.
Capital Improvements Fund Major Governmental - Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.
General Fund Major Governmental - General Operating Fund	This fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
Hidden Lake Service District Non-major Governmental - Special Revenue Fund	The Hidden Lake Service District was established by Ordinance O06-06 in January, 2006. Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
School Construction Fund Major Governmental - Component Unit	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
School Health Services Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
Tourism Fund Non-major Governmental - Special Revenue Fund	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.
Utilities Fund Proprietary - Enterprise Fund	The Water and Sewer Fund is the only Enterprise Fund. This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
Armed Service Memorial Fund Non-major Governmental - Special Revenue Fund	Accounts for revenue and expenditures related to the County's War Memorial Fund.
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.



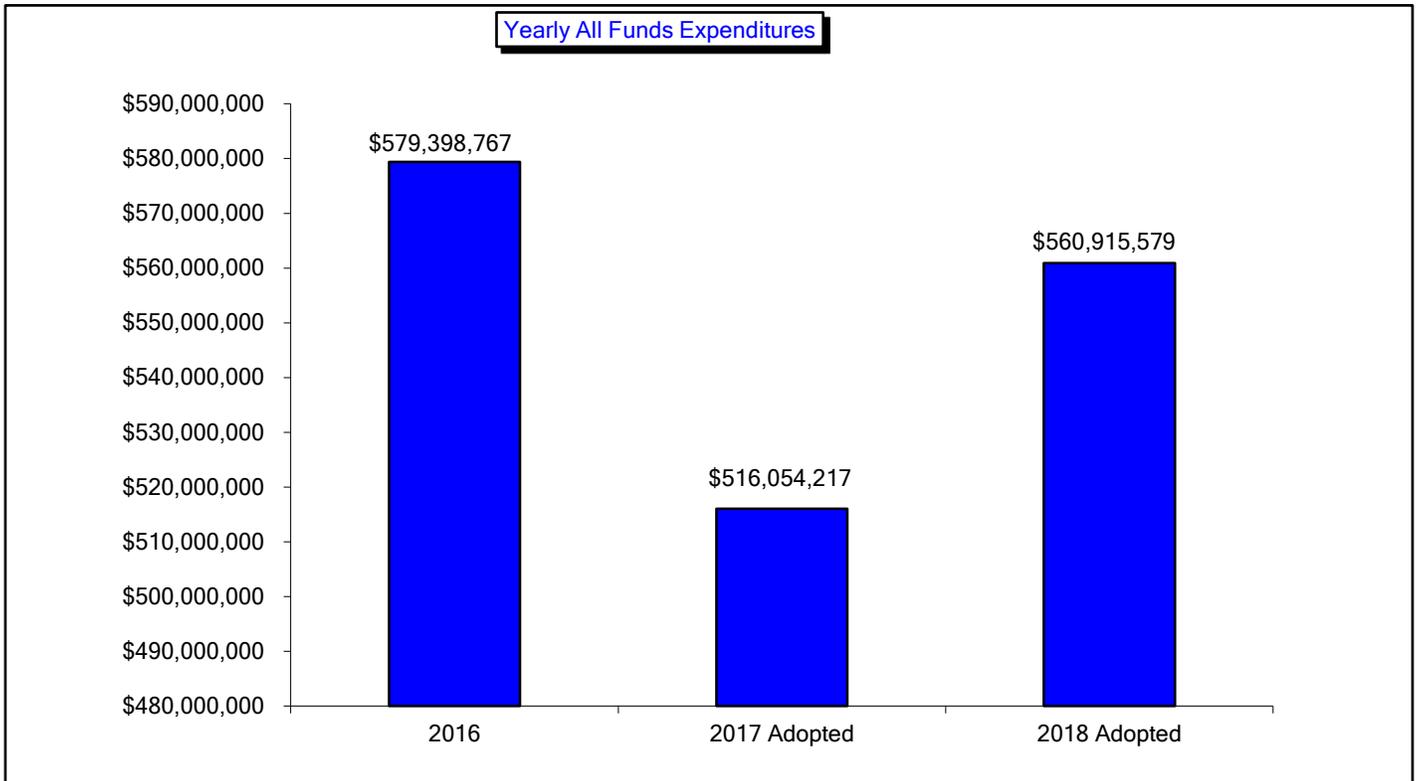
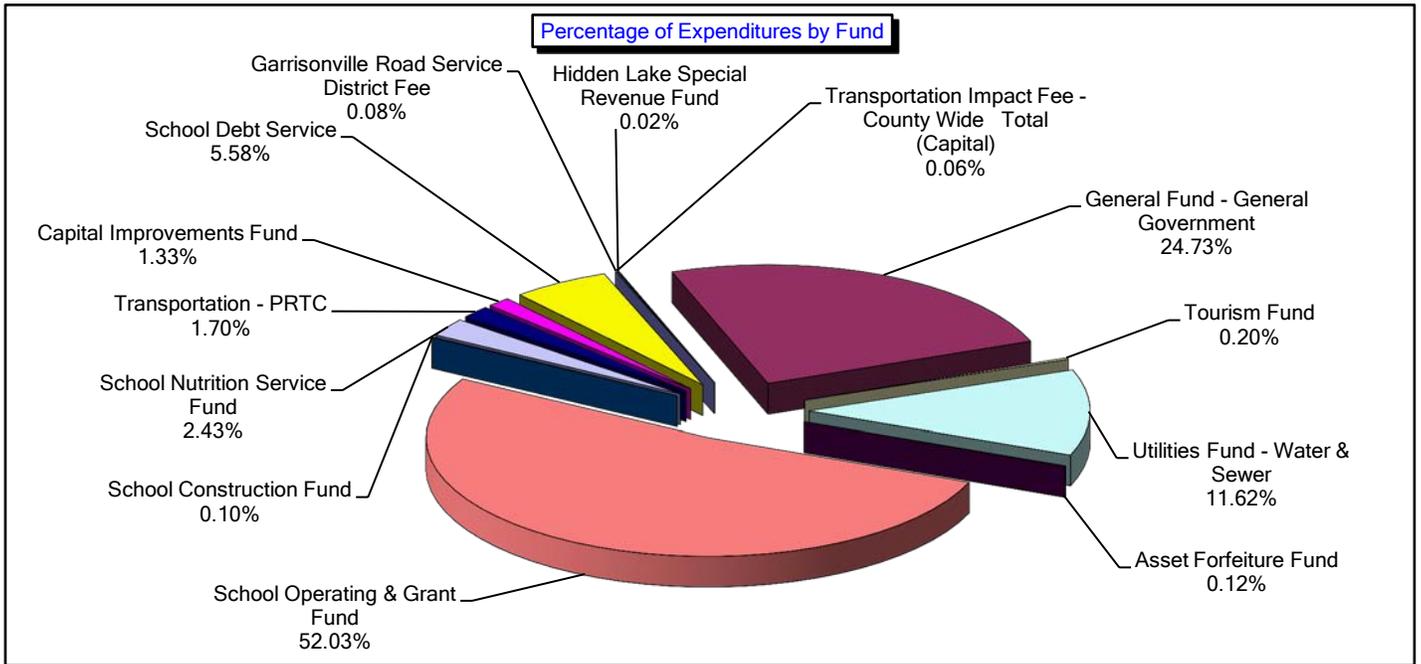
All Funds Schedule Revenue

Stafford County FY18 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	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted	Changes '17 to '18		
General Fund						
Property Taxes	\$203,851,547	\$207,303,784	\$216,157,236	\$8,853,452	4.3%	
Other Local Taxes	37,508,779	36,985,957	38,419,292	1,433,335	3.9%	
State & Federal	15,347,519	15,398,433	15,971,521	573,088	3.7%	
Other Revenue	16,766,317	14,964,709	15,126,824	162,115	1.1%	
Prior Year Fund Balance	0	0	0	0	0.0%	
Use of Money & Property	818,089	618,276	700,286	82,010	13.3%	
Total	\$274,292,251	\$275,271,159	\$286,375,159	\$11,104,000	4.0%	
Transportation Fund (PRTC)						
2% Fuels Tax	\$2,961,265	\$2,954,838	\$3,217,641	\$262,803	8.9%	
State Recordation Road/Schools	845,464	693,000	840,000	147,000	21.2%	
State & Federal	5,376,641	0	4,719,737	4,719,737	100.0%	
Bond Proceeds	4,820,350	0	0	0	0.0%	
Prior Year Fund Balance	1,253,600	333,496	778,888	445,392	133.6%	
Miscellaneous	798,610	5,000	5,000	0	0.0%	
Total	\$16,055,930	\$3,986,334	\$9,561,266	\$5,574,932	139.9%	
Asset Forfeiture Fund						
Drug Seizure	\$143,335	\$0	\$620,000	\$620,000	100.0%	
Prior Year Fund Balance	134,581	84,819	50,000	(34,819)	-41.1%	
Total	\$277,916	\$84,819	\$670,000	\$585,181	689.9%	
Tourism Fund						
3% Transit Occupancy Tax	\$1,000,447	\$927,000	\$1,102,500	\$175,500	18.9%	
Other Revenue	50,050	0	0	0	0.0%	
Total	\$1,050,497	\$927,000	\$1,102,500	\$175,500	18.9%	
Hidden Lake Special Revenue Fund	Total	\$148,345	\$106,080	\$111,100	\$5,020	4.7%
Armed Service Memorial	Total	\$100,650	\$0	\$0	\$0	0.0%
Wetlands Fund	Total	\$69,463	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund	Total	\$1,421,304	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide	Total	\$424,876	\$100,000	\$325,000	\$225,000	225.0%
Road Impact Fee - South East Fund	Total	\$1,161,112	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee						
Property Taxes	\$556,373	\$530,000	\$530,000	\$0	0.0%	
Interest	15,521	0	0	0	0.0%	
Prior Year Fund Balance	2,314,047	0	0	0	0.0%	
State Revenue	1,069,043	0	0	0	0.0%	
Total	\$3,954,984	\$530,000	\$530,000	\$0	0.0%	
Warrenton Road Service District Fee						
Property Taxes	\$13,622	\$0	\$0	\$0	0.0%	
Prior Year Fund Balance	17,160	0	0	0	0.0%	
Interest	0	0	0	0	0.0%	
Total	\$30,782	\$0	\$0	\$0	0.0%	
Capital Improvements Fund						
VPSA Bonds	\$22,241,152	\$0	\$0	\$0	0.0%	
Proceeds	13,759,095	0	6,540,670	6,540,670	100.0%	
Purchase Development Rights	431,713	0	0	0	0.0%	
State Revenue	0	0	0	0	0.0%	
Interest	21,815	20,000	20,000	0	0.0%	
Prior Year Fund Balance	3,795,310	654,492	219,760	(434,732)	-66.4%	
Total	\$40,249,085	\$674,492	\$6,780,430	\$6,105,938	905.3%	
Utilities Fund						
Water & Sewer Fees	\$31,027,171	\$34,192,736	\$34,765,472	\$572,736	1.7%	
Availability/ Pro Rata Fees	11,745,514	9,202,500	9,202,500	0	0.0%	
Other Charges and Fees	2,008,323	1,108,000	1,489,480	381,480	34.4%	
Prior Year Fund Balance	0	551,783	5,519,482	4,967,699	900.3%	
Revenue Bond Proceeds	0	7,214,000	14,876,295	7,662,295	106.2%	
Use of Money/Property	9,564,117	116,295	0	(116,295)	-100.0%	
Total	\$54,345,125	\$52,385,314	\$65,853,229	\$13,467,915	25.7%	
School Funds						
State and Federal	\$159,818,678	\$167,453,989	\$175,102,534	\$7,648,545	4.6%	
Use of Money/Property	56,296	18,480	0	(18,480)	-100.0%	
Bond Proceeds	22,241,152	0	0	0	0.0%	
Prior Year Fund Balance	6,221,121	0	346,276	346,276	100.0%	
User Fees	6,657,637	7,081,000	7,309,850	228,850	3.2%	
Other Revenue	3,057,343	7,484,575	6,910,510	(574,065)	-7.7%	
Total	\$198,052,227	\$182,038,044	\$189,669,170	\$7,631,126	4.2%	
Total Revenues - All Funds	\$591,634,547	\$516,103,242	\$560,977,854	\$44,874,612	8.7%	

All Funds Expenditure Graphs



All Funds Schedule Expenditures

Stafford County FY18 Adopted Budget

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

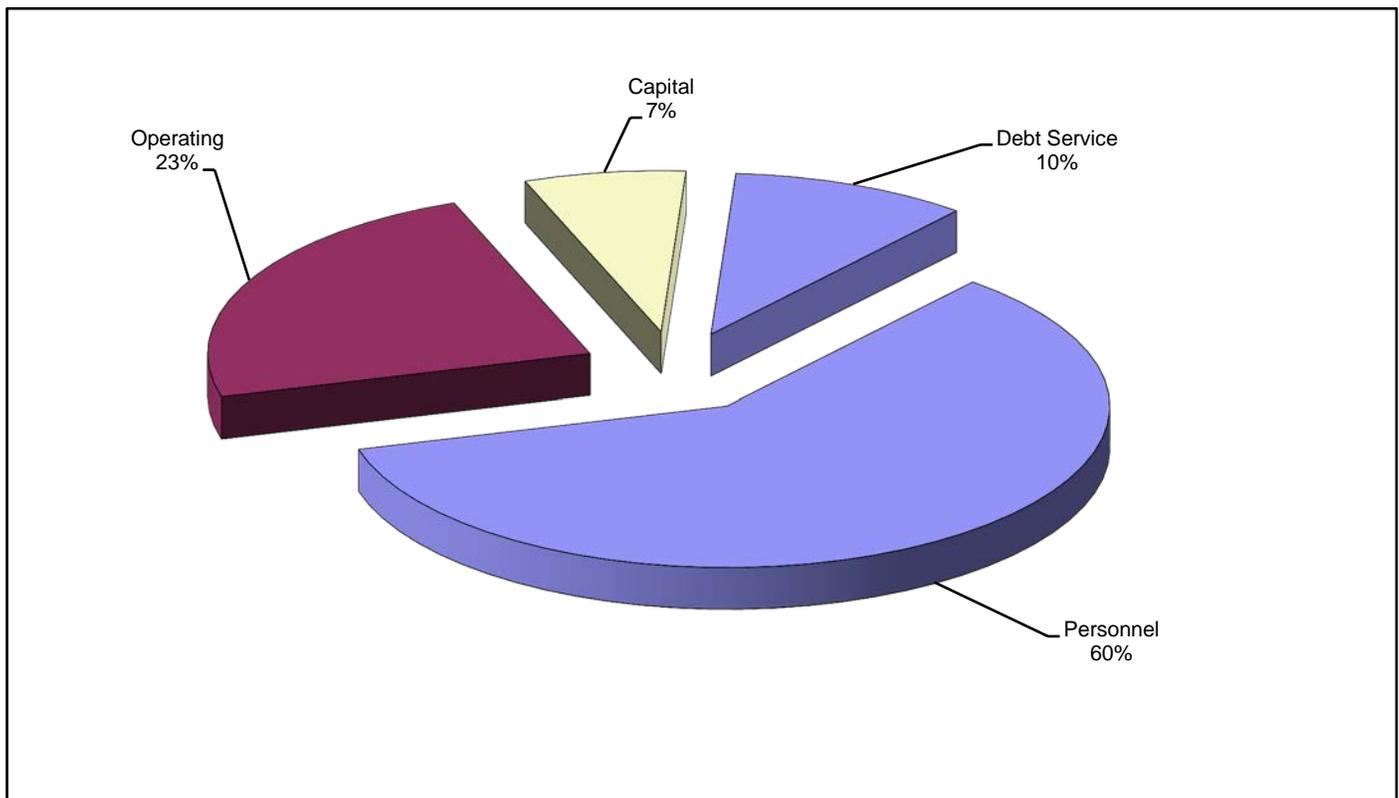
Expenditure Plan	FY2018				
	FY2016 Actual	FY2017 Adopted Budget	Adopted	Changes '17 to '18	
General Fund - General Government					
Personnel	\$65,053,126	\$68,130,970	\$71,748,986	\$3,618,016	5.3%
Operating	44,233,583	48,629,115	51,570,297	2,941,182	6.0%
Capital	6,329,860	338,316	207,000	(131,316)	-38.8%
Debt Service	12,135,753	13,649,195	15,213,129	1,563,934	11.5%
Total	\$127,752,322	\$130,747,596	\$138,739,412	\$7,991,816	6.1%
Transportation - PRTC					
Operating	3,940,794	3,846,334	3,378,266	(468,068)	-12.2%
Capital	12,087,951	100,000	6,143,000	6,043,000	6043.0%
Total	\$16,028,745	\$3,946,334	\$9,521,266	\$5,574,932	141.3%
Asset Forfeiture Fund					
Operating	\$163,432	\$84,819	\$250,000	\$165,181	194.7%
Capital	114,484	0	420,000	420,000	100.0%
Total	\$277,916	\$84,819	\$670,000	\$585,181	689.9%
Tourism Fund					
Operating	\$750,239	\$707,623	\$908,793	\$201,170	28.4%
Personnel	160,715	178,257	145,707	(32,550)	-18.3%
Tourism Programs	41,120	41,120	48,000	6,880	16.7%
Capital	434,128	0	0	0	0.0%
Total	\$1,386,202	\$927,000	\$1,102,500	\$175,500	18.9%
Hidden Lake Special Revenue Fund					
Personnel	\$3,584	\$2,861	\$2,600	(\$261)	-9.1%
Operating	80,223	40,310	47,232	6,922	17.2%
Debt Service	64,538	62,909	61,268	(1,641)	-2.6%
Total	\$148,345	\$106,080	\$111,100	\$5,020	4.7%
Armed Service Memorial					
Total (Operating)	\$3,515	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund					
Total (Capital)	\$1,421,304	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide					
Total (Capital)	\$0	\$100,000	\$325,000	\$225,000	225.0%
Road Impact Fee - South East Fund					
Total (Capital)	\$607,790	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Debt Service	\$487,800	\$480,975	\$467,725	(\$13,250)	-2.8%
Capital	3,467,184	0	0	0	0.0%
Total	\$3,954,984	\$480,975	\$467,725	(\$13,250)	-2.8%
Warrenton Road Service District Fee					
Total (Capital)	\$30,782	\$0	\$0	\$0	0.0%
Capital Improvements Fund					
Personnel	\$286,977	\$674,492	\$239,760	(\$434,732)	-64.5%
Operating	412,586	0	0	0	0.0%
Capital	42,926,342	0	7,240,670	7,240,670	100.0%
Total	\$43,625,905	\$674,492	\$7,480,430	\$6,805,938	1009.0%
Utilities Fund - Water & Sewer					
Operating	13,100,911	\$22,943,860	\$21,906,332	(\$1,037,528)	-4.5%
Capital	17,879,950	9,488,529	22,034,149	12,545,620	132.2%
Personnel	11,542,208	11,958,636	12,197,809	239,173	2.0%
Debt Service	6,486,551	7,994,289	9,014,939	1,020,650	12.8%
Total	\$49,009,620	\$52,385,314	\$65,153,229	\$12,767,915	24.4%
School Operating & Grant Fund					
Personnel	\$220,683,604	\$235,986,961	\$243,663,408	\$7,676,447	3.3%
Operating	42,413,589	43,372,360	45,938,438	2,566,078	5.9%
Capital	25,217	1,788,138	1,853,206	65,068	3.6%
Debt Service	790,056	466,909	406,949	(59,960)	-12.8%
Total	\$263,912,466	\$281,614,368	\$291,862,001	\$10,247,633	3.6%
School Debt Service					
Total	\$30,289,714	\$31,362,759	\$31,315,880	(\$46,879)	-0.1%
School Construction Fund					
Personnel	\$309,264	\$128,480	\$346,276	\$217,796	169.5%
Operating	18,702,542	0	210,000	210,000	100.0%
Capital	9,817,359	0	0	0	0.0%
Total	\$28,829,165	\$128,480	\$556,276	\$427,796	333.0%
School Nutrition Service Fund					
Personnel	\$5,585,029	\$5,869,766	\$5,791,391	(\$78,375)	-1.3%
Operating	6,448,765	7,626,234	7,695,759	69,525	0.9%
Capital	86,198	0	123,610	123,610	100.0%
Total	\$12,119,992	\$13,496,000	\$13,610,760	\$114,760	0.9%
Total Expenditures - All Funds	\$579,398,767	\$516,054,217	\$560,915,579	\$44,861,362	8.7%

Summary Of All Funds By Major Expense

Stafford County FY18 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.

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Personnel	\$303,624,507	\$322,930,423	\$334,135,937	\$11,205,514	3.47%
Operating	130,291,299	127,291,775	131,953,117	4,661,342	3.66%
Capital	95,228,549	11,814,983	38,346,635	26,531,652	224.56%
Debt Service	50,254,412	54,017,036	56,479,890	2,462,854	4.56%
Total Expenditures	\$579,398,767	\$516,054,217	\$560,915,579	\$44,861,362	8.69%



All Fund Types

Stafford County FY18 Adopted Budget

Governmental Funds				Proprietary Funds	Total
General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	2018 Adopted Budget

Revenues

Property Taxes	\$216,157,236		\$641,000		\$216,798,236
Other Local Taxes	38,419,292				38,419,292
State & Federal	15,971,521		6,179,737	175,102,534	197,253,792
Other Revenue	14,391,824		325,000	6,910,510	21,627,334
Use of Money & Property	700,286	20,000	5,100	0	725,386
Bond Proceeds		6,540,670		14,876,295	21,416,965
2% Fuel Tax			3,217,641		3,217,641
5% Transit Occupancy Tax	735,000		1,102,500		1,837,500
Water & Sewer Fees				45,457,452	45,457,452
User Fees				7,309,850	7,309,850
Prior Year Fund Balance		219,760	828,888	346,276	6,914,406
Total	\$286,375,159	\$6,780,430	\$12,299,866	\$189,669,170	\$65,853,229
					\$560,977,854

Expenditures

General Government Administration	\$13,465,254				\$13,465,254
Judicial Administration	5,745,351				5,745,351
Public Safety	55,389,466				55,389,466
Health and Welfare	15,147,136				15,147,136
Parks and Recreation	12,119,286				12,119,286
Community Development	18,588,940				18,588,940
Debt Service	46,529,009			9,014,939	55,543,948
Non-Departmental	3,070,850				3,070,850
Transportation			10,313,991		10,313,991
Asset Forfeiture			670,000		670,000
Tourism			1,102,500		1,102,500
Hidden Lake Special Revenue Fund			111,100		111,100
Water & Sewer				56,138,290	56,138,290
School Operating & Grant				291,862,001	291,862,001
Capital Projects		7,480,430		556,276	8,036,706
Food Service				13,610,760	13,610,760
Total	\$170,055,292	\$7,480,430	\$12,197,591	\$306,029,037	\$65,153,229
					\$560,915,579

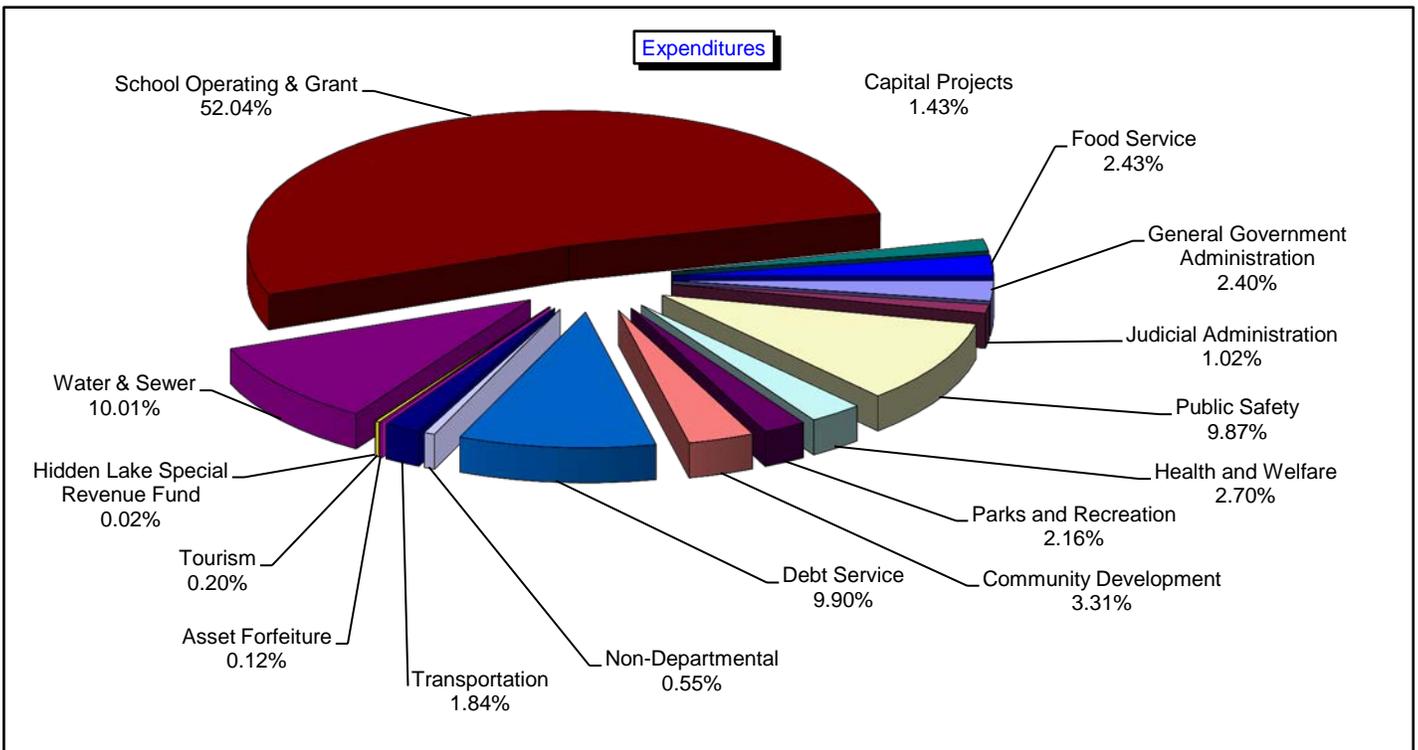
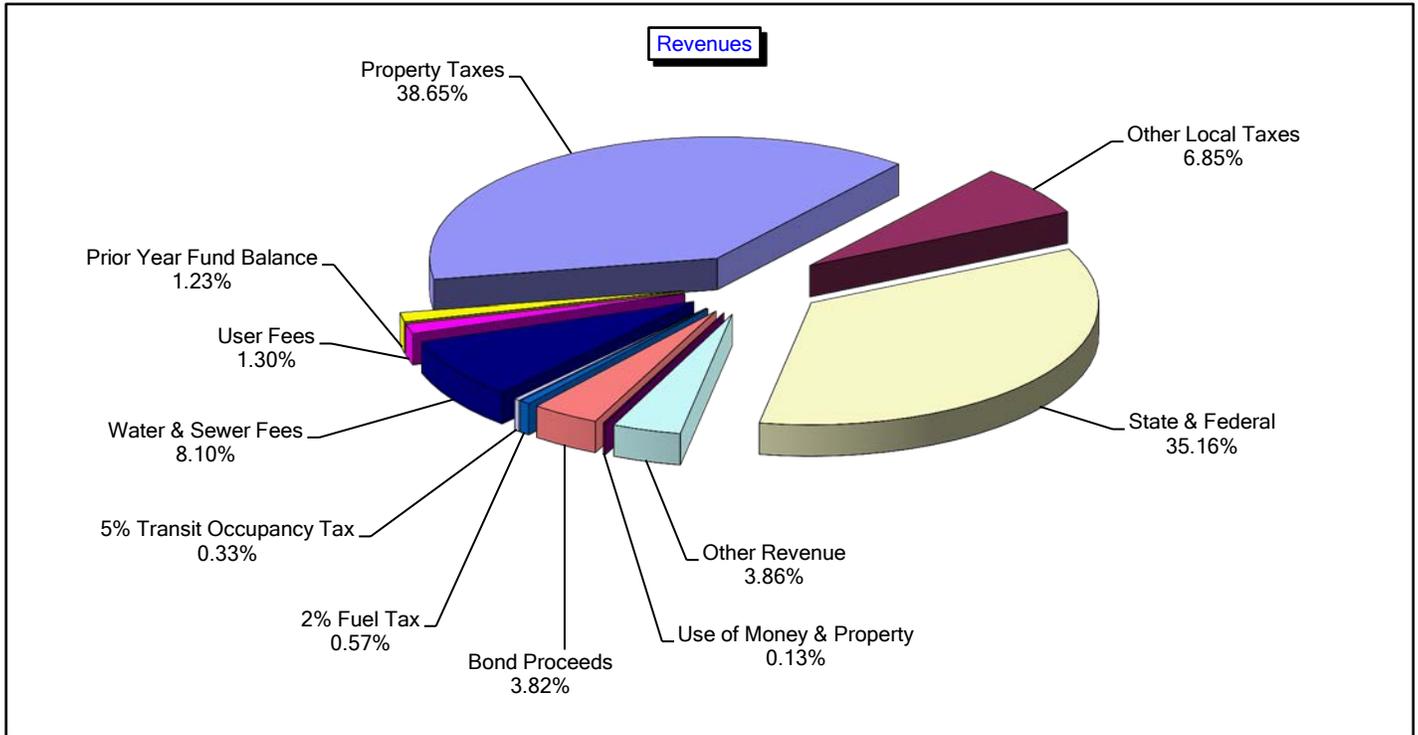
Other Financing Sources (Uses)

Operating Transfers In	\$40,000	\$700,000		\$116,359,867	\$117,099,867
Operating Transfers Out	(116,359,867)		(40,000)	(700,000)	(117,099,867)
Total Other Financing Sources (Uses)	(\$116,319,867)	\$700,000	(\$40,000)	\$116,359,867	(\$700,000)
					\$0

Fund Balance, Beginning of Year	\$70,278,366	\$5,546,297	\$19,235,561	\$29,561,127	\$63,925,572	\$188,546,923
Fund Balance, end of Year	\$70,278,366	\$5,326,537	\$18,468,948	\$29,214,851	\$58,406,090	\$181,694,792

All Fund Types Graphed

The graphs below present the FY2018 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





Chatham Manor

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

HISTORY

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

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

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

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

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

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

TO OBTAIN INFORMATION

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

Accomplishments

AAA Bond Ratings

Thanks to Stafford’s strong financial management, conservative budgeting, and financial flexibility, the County has been awarded two AAA bond ratings—from Standard and Poor’s and Fitch. These ratings will allow the County to receive more favorable rates for borrowing for projects that will help save money over the life of the loan.



Economic Development

Economic Development is a priority of the Board of Supervisors. Stafford has more than 2,700 businesses in the county. This is the result of deliberate efforts by the Board to make it easy to start a business. New businesses include the new Regal Cinema being built, Sheetz, two dental offices, three breweries, a Walmart Neighborhood Market and a host of other new businesses throughout the county.

Job Growth

This year, for the first time ever, the County surpassed more than 43,000 jobs created by businesses in Stafford. Stafford led the Commonwealth in job growth from 2009 to 2014 and continues to add jobs.

➡ 43,000



High Schools

Expansions were completed at both Brooke Point and Colonial Forge high schools in 2016. Mountain View High School is currently being expanded and the North Stafford High School library is being renovated—featured in photo to left..

Accomplishments

Public Safety

Using a grant from the Stafford Hospital Foundation and the Gwyneth's Gift foundation, Stafford implemented a new app this year called PulsePoint. PulsePoint matches those in heart distress with people who know how to perform CPR. Both Fire and Rescue and the Sheriff's Office continue to implement the Public Safety Staffing Plan, to help provide more professionals to keep citizens safe.



Jeff Rouse Swim and Sport Center

The results show, one year after the opening of Stafford County's premier swim and soccer complex, the Board of Supervisors' vision is paying off. In March of 2017 alone, the Jeff Rouse/Embrey Mill complex hosted approximately 363 teams and 11,000 visitors to the county. The estimated economic impact is \$943,474.

Embrey Mill Park

Embrey Mill Park opened March 19, 2016, and already hosted the 2017 U.S. Youth Soccer Region I (East) Championships, which brought more than 15,000 players, coaches and their families to the area. The facility is located next to the Jeff Rouse Swim and Sport Center and includes six lighted fields: four artificial turf fields and two natural grass fields. The fields are equipped for youth soccer, lacrosse, and field hockey. There is also a playground, a concession stand, numerous parking lots, and restrooms. Two additional artificial turf fields are under



Stafford Armed Services Memorial

Fundraising is complete on the \$838,000 Armed Services Memorial and the dedication is set for July 15, 2017. The memorial is a living tribute to those who have served, are serving and their families. It's a place for quiet contemplation, to hold observances and for schoolchildren to learn more about our county's history and history of service.



Accomplishments

Road Improvements

Road improvements were completed on Truslow Road, Centreport Parkway, Poplar Road and the right turn lane at Route 1 and Garrisonville Road. Work continues on improving Brooke Road.



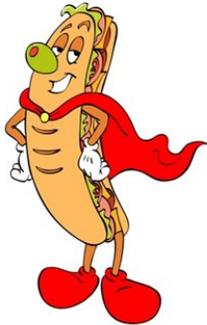
Land Preservation

To date, Stafford has saved more than 10,000 acres of open space while directing development to targeted growth areas with the needed infrastructure support already in place. The Board of Supervisors has done this by using several major tools in their overall quest: the Transfer of Development Rights program; the Purchase of Development Rights program; instituting Targeted Growth Areas; and pursuing increasing park lands and working with stakeholders.



NACO Awards

Stafford County won an Achievement Award from the National Association of Counties for its "Strategies for Saving Open Space." The county was honored for its many avenues used to save open space in the county.



Summer Heroes Program

The county established a Summer Heroes Program in the summer of 2016 to feed needy children who do not have access to the breakfast and lunch program at school during the summer. County staff volunteers to serve at the program, which has entered into its second year this summer.

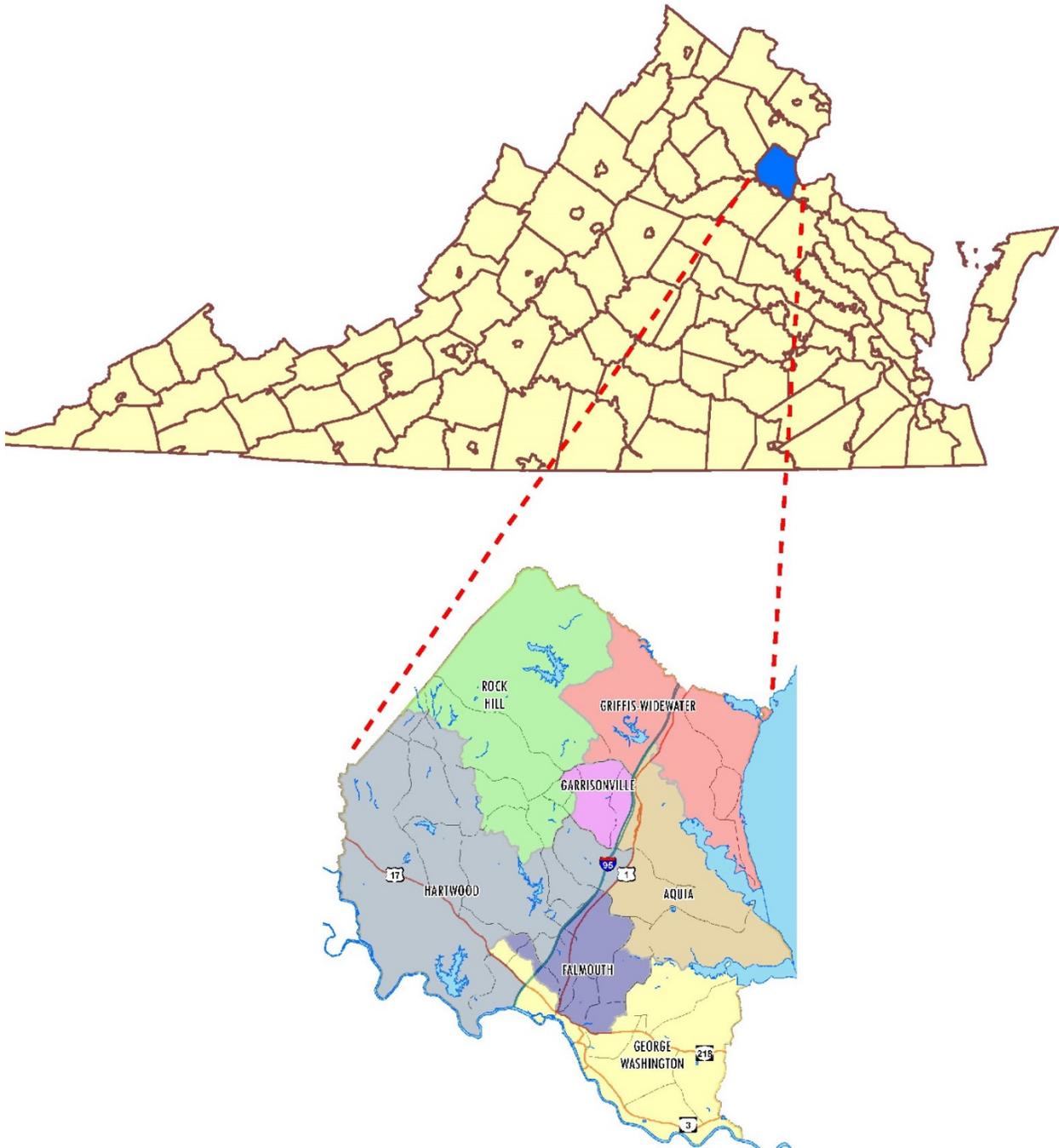
First Inclusive Playground

Stafford opened its first inclusive playground at Chichester Park. The park is accessible to everyone so that family members of all ability levels and ages can play together.



Stafford County, Virginia

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



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 18th day of April, 2017:

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

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

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2017
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 2017 tax rates was held on Tuesday, April 4, 2017, 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 citizens; and

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18th day of April, 2017, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2017:

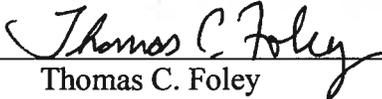
<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real estate (Section 58.1-3200, Code of Virginia (1950), as amended.)	.99
Tangible personal property (Section 58.1-3500, Code of Virginia (1950), as amended.) Includes all other classifications of personal property not specifically enumerated.	6.46
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—Fire & Rescue volunteers (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 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 disabled veteran is blind if he meets the provisions of § 46.2-100 (Section 58.1-3506(A)(19), Code of Virginia (1950), as amended.)	.0001
Motor carrier transportation involved in interstate commerce (Section 58.1-3506(A)(25), Code of Virginia (1950), as amended.)	.0001
All tangible personal property employed in a trade or business other than that described in Virginia Code §§ 58.1-3503(A)(1) through (A)(18), except for subdivision (A)(17) (Section 58.1-3506(A)(26), Code of Virginia (1950), as amended.)	5.49

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
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—Sheriff's Deputy volunteers (Section 58.1-3506(A)(32), Code of Virginia (1950), as amended.)	.0001
Machinery and tools (Section 58.1-3507, Code of Virginia (1950), as amended.)	.0001
Merchants' capital (Section 58.1-3509, Code of Virginia (1950), as amended.) Includes all other classifications of Merchants' capital not specifically enumerated.	.50
Merchants' capital of pharmaceutical wholesalers (Section 58.1-3510.01, Code of Virginia (1950), as amended.)	0.00
Mobile homes (Section 58.1-3506(A)(10), Code of Virginia (1950), as amended.)	.99
Aircrafts (Section 58.1-3506(A)(2), (3), (4), (5), Code of Virginia (1950), as amended.)	.0001
Garrisonville Road Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.082
Warrenton Road Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.000
Hidden Lake Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.40
Hartlake Special Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.00
Countywide Fire and Emergency Medical Services Tax District (Section 27-23.1, Code of Virginia (1950), as amended.)	.00

* The tax rate for personal property is based on the assessed value, which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.60 per \$100 of the estimated fair market value.

In 2004, the General Assembly capped the amount of relief the State will provide for Personal Property Tax Relief (PPTRA) at \$950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is \$12.5 million. This allotment is to be distributed among all the qualifying vehicles. For calendar year 2017, qualifying vehicles will be granted 40% relief.

A Copy, teste:



Thomas C. Foley
County Administrator

TCF:AL

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 18th day of April, 2017:

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

On motion of Mrs. Maurer, seconded by Ms. Bohmke, which carried by a vote of 6 to 1, the following was adopted:

A RESOLUTION TO APPROVE THE FISCAL YEAR 2018 COUNTY BUDGETS

WHEREAS, a public hearing on the proposed FY2018 County budgets was held on Tuesday, April 4, 2017, 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 Board held budget work sessions at which Board members analyzed, deliberated, and reviewed citizen input regarding the County budget; and

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18th day of April, 2017, that the FY2018 County budgets be and it is adopted as follows for the various General Government Funds:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	286,415,159
Operating Budget Transfer to Schools	115,726,560
Public Day School	518,000
Shared Services / Audit	115,307
One-Time School Cash Capital	46,879
School Debt Service	31,315,880
Board of Supervisors	690,417
Capital Projects	4,877,885
Central Rappahannock Regional Library	5,238,040
Commissioner of the Revenue	2,756,875
Commonwealth's Attorney	3,197,741
Cooperative Extension	186,057
Corrections	8,682,291
County Administration	1,403,383
County Attorney	1,080,975
Clerk of the Circuit Court	1,562,602
Circuit Court	373,092
General District Court	117,250
Juvenile and Domestic Relations Court	114,700
Magistrate	8,830
15th District Court Services Unit	371,136
Debt Service County	15,213,129
Economic Development	939,762
Finance and Budget	1,661,994
Fire and Rescue	19,399,644
Human Resources	577,504
Human Services, Office of	5,997,227
Information Technology	2,563,846
Non-Departmental	3,023,971
Parks, Recreation and Community Facilities	12,119,286
Partner Agencies	2,081,332
Planning and Zoning	2,500,023
Public Works	4,265,468
Public Works - Stormwater	581,705
Registrar & Electoral Board	513,996
Sheriff	27,307,531
Social Services	7,161,002
Treasurer	2,123,839

GENERAL GOVERNMENT FUNDS, continued:

Asset Forfeiture Fund	670,000
Capital Improvements Fund	7,480,430
Fleet Services Fund	4,219,517
Garrisonville Road Service District Fund	467,725
Hidden Lake Special Revenue Fund	111,100
Tourism Fund	1,102,500
Transportation Fund	9,886,266
Transportation Impact Fee - County-Wide Fund	325,000
Utilities Funds	65,853,228

; and

BE IT FURTHER RESOLVED that the FY2018 School budget be and it hereby is approved in the following amounts:

II. SCHOOL FUNDS:

Construction Fund	556,276
Grants Fund	12,947,266
Health Services Fund	31,573,243
Nutrition Services Fund	13,610,760
School Operating Fund	279,049,735
Workers' Compensation Fund	763,053

; 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, within the community, through shared responsibility between the County and Schools for Public Day School students; and

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

BE IT FURTHER RESOLVED that the County Administrator is authorized to increase budgets and appropriations for the following items of non-budgeted, restricted revenue that may occur during FY2018:

1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
2. Defaulted developer and builder securities to be used for uncompleted projects;
3. Donations for a specific purpose;
4. Asset forfeiture funds;
5. Grants in accordance with the grant policy;
6. Roll-back taxes and reserves for Purchase of Development Rights (PDR) Program pursuant to the County's financial policies;
7. Incentive payments to developers in compliance with Board approved agreements; and
8. Advance refunding of debt.

; and

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

General Fund	
• Non-Public Safety	347 353
• Public Safety	409 415
Utilities Fund	139 140
Capital Projects Fund	3 2
Total	898 910

; and

BE IT FURTHER RESOLVED that a 2% salary increase is authorized, effective July 1, 2017, for all County employees hired on or prior to April 1, 2017, whose job performance is satisfactory or better; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to continue with the targeted marketed adjustments based on the 2015 Compensation Study, effective July 1, 2017; and

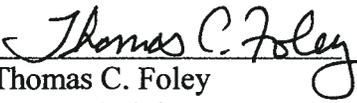
BE IT FURTHER RESOLVED that the County Administrator is authorized to execute contracts \$100,000 or more for the purchase of replacement Sheriff's Office and Fire and Rescue public safety vehicles, consistent with the FY2018 budget, purchased with cash capital; and

BE IT FURTHER RESOLVED that the Board approves the FY2018 Potomac and Rappahannock Transportation Commission subsidy of Ninety-Eight Thousand One Hundred Dollars (\$98,100) and the Virginia Railway Express subsidy of Two Million Three Hundred Forty-Four Thousand Five Hundred Fourteen Dollars (\$2,344,514), and authorizes the payment of the subsidies during FY2018 from the County's Motor Fuels Tax Revenue Fund; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to establish and implement a ramp-up program to fund one-time design costs for the Courthouse construction project that reduces future reliance on debt and begins to build future debt service cost into the budget; and

BE IT STILL FURTHER RESOLVED that the County Administrator is authorized to establish and implement a ramp up program to be used to enhance the PDR program and then in FY2019 to fund the Staffing for Adequate Fire and Emergency Response (SAFER) grant positions in the Fire and Rescue Department.

A Copy, teste:



Thomas C. Foley
County Administrator

TCF:AL

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 18th day of April, 2017:

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

On motion of Mrs. Maurer, seconded by Ms. Sellers, which carried by a vote of 4 to 3, the following was adopted:

A RESOLUTION TO ADOPT THE FISCAL YEARS 2018-2027
CAPITAL IMPROVEMENT PROGRAM WITH THE INTENT TO
REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed Fiscal Years (FY) 2018-2027 Capital Improvement Program (CIP) was held on Tuesday, April 4, 2017, 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 Board considered the recommendations of the School Board and staff, and the public testimony, if any, at the public hearing; and

WHEREAS, the ten-year CIP is a significant part of the County's 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 18th day of April, 2017, that the FY2018-2027 Capital Improvement Program (CIP) be and it hereby is adopted as part of the "Stafford County, Virginia Comprehensive Plan 2016-2036;" and

BE IT FURTHER RESOLVED that the intent to reimburse certain capital improvement expenditures for projects indicated in the FY2018-2027 CIP be and it hereby is adopted as follows:

General Government

Replacement Fire & Rescue Apparatus	Library #4
Training Center	Stormwater Compliance
Fire and Rescue Station 14	Belmont-Ferry Farm Trail - Phase 6
Fire and Rescue Station - New	Berea Church Road Improvements
Cardiac Equipment Replacement	Brooke Road Reconstruction South of Eskimo Hill Road
Computer Aided Dispatch System	Courthouse Rd at Jefferson Davis Hwy Intersection
Command Bus Replacement	Improvements
Body Cameras	Courthouse Road Widening; Cedar Lane to Winding
Simulator	Creek Road
Public Safety Infrastructure	Enon Road Widening: Rt. 1 to I-95
Information Technology Infrastructure	Ferry Road at Kings Hwy. Improvements
Duff McDuff Green Park	Garrisonville Rd., Eustace Rd. to Shelton Shop Rd.
Patawomeck Park Phase 2	Jefferson Davis Hwy at Potomac Creek Drive
Musselman Park	Juggins road Reconstruction
New and Renovated Park Amenities	Tech Center Drive
Parks and Community Facilities Infrastructure	Telegraph Road and Woodstock Lane at Rt. 1 Safety Improvements
Courthouse	

Schools

Moncure Elementary Rebuild FY2018
 Infrastructure FY2018
 All Other Projects to be Determined After Restructure of CIP

Utilities

320 Zone Water Improvements	Austin Run Gravity Sewer Replacement
342 Zone Water System - Phase 1	Little Falls Run WWTF - 3rd Treatment Train
370N Water Booster Pump Station	18" Gravity Accokeek Creek
Lake Mooney WTF Upgrade/Expansion	Lower Accokeek FM
Centerport Water Tank	8" Gravity Trunk SE Quadrant
Moncure Water Booster Pump Station	8" Extension of Existing Gravity from Stafford Hospital to PS
Regional Water Interconnection	Rowser 10" Gravity Line
Small Water Projects	Wyche Rd 12" Gravity Line
Smith Lake Distribution PS Upgrade	Venture to Wyche Rd 12" Gravity Replacement
Water Distribution System Rehab Program	8" Extension of Existing Gravity North of Stafford Hospital
Water Extension Projects	Potomac Creek Pump Station & Force Main Replacement
320 Zone Extension	Sewer Extension Projects
320 Zone Elevated Storage Tank	Wastewater Collection System Rehabilitation Projects
342 Zone Piping	Wastewater Pump Station Rehabilitation Program
Truslow Road Piping	Wastewater Pump Station Replacements
Forbes Street Phase I	Wayside Sewer Interceptor Replacement
RV Parkway Phase II	Route 1 Sewer; Hidden Valley to Potomac Hills
Truslow Road Transmission	Aquia Creek Force Main Replacement
342 North Phase II	Aquia Creek PS Expansion
342 North Phase II	Austin Run Interceptor Section Replacement
Forbes Street	Camp Barrett SPS FM
Claiborne Run PS Parallel Force Main	US 17 VDOT Commuter Lot 10" Gravity Interceptor

Claiborne Run Pump Station Replacement
County Ridge Pump Station
Falls Run Pump Station Replacement
Falls Run Sewer Interceptor Replacement -
Phase 2

Stafford County Complex
Vehicles & Equipment Replacements
Contingency Allowance

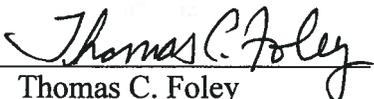
NOTICE OF INTENT TO REIMBURSE
CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2018-2027 Capital Improvement Program (Projects) with tax-exempt or taxable bonds, or other obligations (Bonds), and to reimburse capital expenditures paid by Stafford County (including expenditures previously paid by the County to the extent permitted by law) in connection with the Projects before the issuance of the Bonds.

Section 2: Source of Interim Financing and Payment of Bonds. Stafford County expects to pay the capital expenditures related to the Projects, and incurred before the issuance of the Bonds, with an inter-fund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the projects to be financed in the FY2018-2027 Capital Improvement Program. The maximum amount of the Bonds expected to be issued for the Projects is \$386,430,076.

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:



Thomas C. Foley
County Administrator

Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt Limitations
Development of a Joint CIP process is underway and will be implemented with the FY2019 CIP submission

Agency	Projects	Opening Date (CY)	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total This Period
Public Safety	Fire & Rescue Station 14	2017	6,570,670	0	0	0	0	0	0	0	0	0	6,570,670
Public Works	Courthouse ¹	2022	0	0	0	66,387,000	0	0	0	0	0	0	66,387,000
County Projects	To Be Determined		0	0	0	7,497,000	4,874,000	28,948,700	2,600,000	2,600,000	2,600,000	3,957,700	53,077,400
Subtotal County Projects			\$6,570,670	\$0	\$0	\$73,884,000	\$4,874,000	\$28,948,700	\$2,600,000	\$2,600,000	\$2,600,000	\$3,957,700	\$128,035,070
Monroe Elementary Rebuild			\$16,431,000	\$1,000,000									\$17,431,000
Infrastructure			1,217,587										\$1,217,587
To Be Determined			3,350,000										\$3,350,000
Subtotal School Projects			\$17,648,587	\$4,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300	\$159,524,380
Total All Projects			\$24,219,257	\$4,350,000	\$3,400,000	\$78,711,741	\$12,735,300	\$73,418,700	\$37,305,000	\$21,135,039	\$26,200,000	\$22,733,000	\$304,208,037

Bond Funded Summary (master lease not included)		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
County		\$6,570,670	\$0	\$0	\$73,884,000	\$4,874,000	\$28,948,700	\$2,600,000	\$2,600,000	\$2,600,000	\$3,957,700	\$128,035,070
Schools		\$17,648,587	\$4,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300	\$178,172,987
	Total Borrows	\$24,219,257	\$4,350,000	\$3,400,000	\$78,711,741	\$12,735,300	\$73,418,700	\$37,305,000	\$21,135,039	\$26,200,000	\$22,733,000	\$304,208,037
	Availability Limit	24,220,257	17,665,000	42,839,000	33,247,000	18,128,000	70,973,000	29,517,000	18,940,000	25,944,780	22,733,000	304,208,037
	Cumulative (Deficit)/Surplus	1,000	13,316,000	52,755,000	7,290,259	12,683,959	10,298,299	2,450,259	255,220	0	0	0

Debt Service		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Existing Bond Debt Service		44,151,756	42,739,808	40,964,240	39,124,841	38,140,176	36,156,402	34,128,553	33,047,850	32,916,075	32,285,661
New Bond Debt Service		2,027,000	2,391,000	2,391,000	2,676,000	2,653,000	10,329,000	16,473,000	19,595,000	21,384,000	23,555,000
Total Bond Debt		\$44,151,756	\$44,766,808	\$43,355,240	\$41,800,841	\$47,403,176	\$46,485,402	\$50,601,553	\$52,642,850	\$54,280,075	\$55,821,661

STAFFORD COUNTY JOINT CIP PROCESS IMPLEMENTATION

The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions. The development of the shared CIP will take approximately ten months each planning year and go through several committee reviews and ranking by County and School staff. The County Administrator, along with input from the Superintendent will review the committee's work and forward a recommendation to both the School Board and Board of Supervisors.

*Bonds will be sold in the Spring of 2017 for Animal Shelter, Parks and Transportation.
**Future Transportation and Parks projects will require a bond referendum.
¹Courthouse project represents concept A1 (all three Courts in one building). \$4.6M will be funded with cash.

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 18th day of April, 2017:

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

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

A RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF NOT TO EXCEED \$1,220,000 GENERAL OBLIGATION SCHOOL BONDS OF THE COUNTY OF STAFFORD, VIRGINIA TO BE SOLD TO THE VIRGINIA PUBLIC SCHOOL AUTHORITY; AND AUTHORIZE THE COUNTY ADMINISTRATOR TO BUDGET AND APPROPRIATE THE SCHOOLS CAPITAL IMPROVEMENT PROGRAM

WHEREAS, the Board of Supervisors (Board) of the County of Stafford, Virginia (County) has received a request from the Stafford County School Board (School Board) to contract a debt and issue general obligation school bonds (Bonds) of the County in an amount not to exceed \$1,220,000 to finance (a) capital school improvement projects for public school purposes (collectively, Projects), including, but not limited to, the rebuilding of Moncure Elementary School and other general school infrastructure projects that are approved for bond funding in the Capital Improvement Program (CIP) (such as school site improvements, paving improvements and environmental upgrades) as the Board may amend it from time to time, and (b) costs of issuing the Bonds; and

WHEREAS, the Board has determined that it is necessary and expedient to issue the Bonds in an amount not to exceed \$1,220,000 to finance the Projects; and

WHEREAS, the Board held a public hearing on April 4, 2017, on the issuance of the Bonds in accordance with the requirements of Section 15.2-2606, Code of Virginia of 1950, as amended (Virginia Code); and

WHEREAS, the Board has determined that it may be necessary or desirable to advance money to pay the costs for the Projects and to reimburse such advances with proceeds from one or more series of Bonds;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF STAFFORD, VIRGINIA:

1. Authorization of Bonds and Use of Proceeds. The Board hereby determines that it is advisable to contract a debt and to issue and sell the Bonds of the County in the aggregate principal amount not to exceed \$1,220,000 for the purpose of financing the Projects. The issuance and sale of Bonds to Virginia Public School Authority (VPSA) in one or more series is hereby authorized and approved.

2. Declaration of Intent. The Board hereby adopts this declaration of official intent under Treasury Regulation § 1.150.2. The Board reasonably expects to reimburse advances made or to be made by the County or School Board to pay the cost of the Projects.

3. Submission of Application to VPSA. The Board hereby authorizes and directs the County Administrator of the County (County Administrator) to submit an application to VPSA in order to sell the Bonds to VPSA at such sale or sales of VPSA as the County Administrator may determine in his sole discretion, subject to the limitations set forth in paragraph 1 above.

4. Form of the Bonds. Each series of Bonds shall be in such form as may be attached to any subsequent resolution that approves the details of such series of Bonds.

5. Payment. All payment terms of a series of Bonds shall be set forth in a subsequent resolution that approves the details of such series of Bonds.

6. Execution of the Bonds. No Bonds shall be executed until the Board adopts a subsequent resolution approving of and setting forth the details of the Bonds.

7. Pledge of Full Faith and Credit. For the prompt payment of the principal of, and the premium, if any, and the interest on the Bonds as the same shall become due, the full faith and credit of the County are hereby irrevocably pledged, and in each year while any of the Bonds shall be outstanding there shall be levied and collected in accordance with law an annual ad valorem tax upon all taxable property in the County subject to local taxation sufficient in amount to provide for the payment of the principal of, and the premium, if any, and the interest on the Bonds as such principal, premium, if any, and interest shall become due, which tax shall be without limitation as to rate or amount and in addition to all other taxes authorized to be levied in the County to the extent other funds of the County are not lawfully available and appropriated for such purpose.

8. Filing of Resolution. The appropriate officers or agents of the County are hereby authorized and directed to cause a certified copy of this Resolution to be filed with the Circuit Court of the County.

9. Further Actions. Subject to the limitation on the execution of Bonds set forth in Section 6, the County Administrator, the Chairman of the Board, and all such other officers, employees and agents of the County as either of them may designate are hereby authorized to take such action as the County Administrator or the Chairman of the Board may consider necessary or desirable in connection with the issuance and sale of the Bonds and the filing of any application with VPSA and any such action previously taken is hereby ratified and confirmed.

10. Effective Date. This Resolution shall take effect immediately.

; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to budget and appropriate the FY2017 budget as follows:

GENERAL CAPITAL PROJECTS FUND:

Revenue:

Proceeds from future VPSA Bond Sales	\$1,217,587
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Expenditure:

Transfer to Schools' Construction Fund	\$1,217,587
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SCHOOLS' CONSTRUCTION FUND:

Revenue:

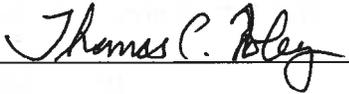
Transfer from Capital Projects Fund	\$1,217,587
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Expenditure:

Transfer to Schools' Construction Fund	\$1,217,587
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The undersigned Clerk of the Board of Supervisors of the County of Stafford, Virginia, hereby certifies that the foregoing constitutes a true and correct extract from the minutes of a meeting of the Board of Supervisors held on April 18, 2017, and of the whole thereof so far as applicable to the matters referred to in such extract. I hereby further certify that such meeting was a regularly scheduled meeting and that, during the consideration of the foregoing resolution, a quorum was present. The front page of this Resolution accurately records (i) the members of the Board of Supervisors present at the meeting, (ii) the members who were absent from the meeting, and (iii) the vote of each member, including any abstentions.

WITNESS MY HAND and the seal of the Board of Supervisors of the County of Stafford, Virginia, this 18th day of April, 2017.



Clerk, Board of Supervisors of the
County of Stafford, Virginia

(SEAL)

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 18th day of April, 2017:

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

On motion of Mrs. Maurer, seconded by Ms. Sellers, which carried by a vote of 6 to 1, the following was adopted:

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2018
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 18th day of April, 2017, 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 FY2018 budgets which is as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	274,515,551
Operating Budget Transfer to Schools	109,940,232
Public Day School	492,100
Shared Services / Audit	109,542
One-Time School Cash Capital	44,535
School Debt Service	31,315,880
Board of Supervisors	655,896
Capital Projects	4,633,991
Central Rappahannock Regional Library	4,976,138
Commissioner of the Revenue	2,619,031
Commonwealth's Attorney	3,037,854
Cooperative Extension	176,754
Corrections	8,342,875
County Administration	1,333,214
County Attorney	1,026,926
Clerk of the Circuit Court	1,484,472
Circuit Court	354,437
General District Court	111,388
Juvenile and Domestic Relations Court	108,965
Magistrate	8,389
15th District Court Services Unit	352,579
Debt Service County	15,213,129
Economic Development	892,774
Finance and Budget	1,578,894
Fire and Rescue	18,429,662
Human Resources	548,629
Human Services, Office of	5,697,366
Information Technology	2,435,654
Non-Departmental	2,872,772
Parks, Recreation and Community Facilities	11,513,322
Partner Agencies	1,977,265
Planning and Zoning	2,375,022
Public Works	4,052,195
Public Works - Stormwater	552,620
Registrar & Electoral Board	488,296
Sheriff	25,942,154
Social Services	6,802,952
Treasurer	2,017,647

GENERAL GOVERNMENT FUNDS, continued:

Asset Forfeiture Fund	670,000
Capital Improvements Fund	7,480,430
Fleet Services Fund	4,219,517
Garrisonville Road Service District Fund	467,725
Hidden Lake Special Revenue Fund	111,100
Tourism Fund	1,102,500
Transportation Fund	9,886,266
Transportation Impact Fee - County-Wide Fund	325,000
Utilities Funds	65,853,228

II. SCHOOL FUNDS

Construction Fund	556,276
Grants Fund	12,947,266
Health Services Fund	31,573,243
Nutrition Services Fund	13,610,760
School Operating Fund	273,229,398
Workers' Compensation Fund	763,053

; and

BE IT FURTHER RESOLVED that debt service is appropriated at 100% of the adopted FY2018 budgets; and

BE IT FURTHER RESOLVED that the Board intends to consider the appropriation of the 5% balance of the General Fund, General Government budget (less debt service) and the local school transfer (less debt service), following the mid-year review and completion of the FY2017 audit, in consideration of the then current financial conditions; and

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

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

; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY2018:

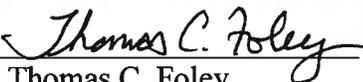
1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
 2. Defaulted developer and builder securities to be used for uncompleted projects;
 3. Donations for a specific purpose;
 4. Asset forfeiture funds;
 5. Grants in accordance with the grant policy;
 6. Roll-back taxes and reserves for Purchase of Development Rights pursuant to the County's financial policies;
 7. Incentive payments to developers in compliance with Board approved agreements; and
 8. Advance refunding of debt.
- ; and

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

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

BE IT STILL FURTHER RESOLVED that to ensure the taxpayers of Stafford County are paying the lowest tax rates possible, all outside funding sources such as state funds, federal funds, proffers, and user fees will be designated to be spent first, with any local matches that are required. After these funds are spent, local tax dollars may be spent.

A Copy, teste:



Thomas C. Foley
County Administrator

MJP:AML: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 6th day of June, 2017:

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

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

A RESOLUTION AUTHORIZING TECHNICAL ADJUSTMENTS
TO THE SCHOOLS' FY2018 BUDGETS

WHEREAS, based on the School Board's approved budget request, the Board adopted the Schools' FY2018 Budgets on April 18, 2017, with the appropriation of the Schools' Operating Fund reduced by the 5% appropriation hold; and

WHEREAS, the School Board adopted its budget based on updated projections, including the local school funding adopted by the Board; and

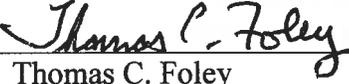
WHEREAS, the School Board requests the Board to authorize technical adjustments to its FY2018 budgets; and

WHEREAS, the Board appropriated 95% of the Schools' Operating Fund in the adopted FY2018 Budget, with the intent to consider the appropriation of the 5% balance following the mid-year review and completion of the FY2017 audit, in light of the then current financial conditions;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 6th day of June, 2017, that it be and hereby does authorize technical adjustments to the FY2018 Schools' budgets as follows:

	<u>Budget</u>	<u>Appropriation</u>
Schools Operating Fund	\$278,914,735	\$264,968,998
Fleet Services Fund	4,319,517	4,319,517
Health Services Fund	31,298,243	31,298,243
Workers' Compensation Fund	607,377	6070,377

A Copy, teste:



Thomas C. Foley
County Administrator

TCF:AML

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



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

Included in this section are the following:

Board of Supervisor's Priorities

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

County Planning Processes

Comprehensive Plan

Principles of High Performance Financial Management

Budget Procedures Calendar

Utilities Fiscal Policy

Budget Guidelines, Basis of Accounting, and Basis of Budgeting

Mission

Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include

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

The FY2018 Adopted Budget addresses the Boards Priorities for the Community as follows:

Fiscal responsibility

- Reduces personal property by \$0.04 on vehicles to \$6.46
- All other rates remain stable with no inflationary increases

Education

- Funds increase in mandated private day school
- Funds \$31.3M in annual debt service
- Continues to prioritize Schools infrastructure in the Capital Improvement Plan

Public Safety

- Provides funding for four new Field Operations Officers for Sheriff's Office
- Provides additional Fire & Rescue positions
- Provides revenue stream for expiration of SAFER grant
- Funds radio system upgrade contract

Infrastructure

- Maintains capital program for County and School projects
- Provides revenue stream for future Courthouse costs
- Funds increased debt service for \$1.5M for County and Schools
 - Animal Shelter
 - Fire Rescue Station 14
 - Park at Embrey Mill
 - Transportation Bonds for Courthouse Road Widening
 - Fire and Rescue Apparatus
 - VPSA - Moncure Elementary Rebuild and Infrastructure
- Establishes a general government vehicle replacement program
- Enhances Purchase of Development Rights Program (PDR)

Economic Development

- Reflects increased investment in economic development
- Continues full funding of Stafford Opportunity Fund
- Fully funds Fredericksburg Regional Alliance

Service Excellence

- Provides a 2% salary increase for County employees
- Continues commitment to target market increases
- Maintains vacancy savings at FY17 level
- Proposes six revenue neutral positions
- Proposes six positions in support of Boards goals and emerging issues
- Supports the MAT program for the Community Services Board

Stafford County

Vision

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

Mission

To become the best local government in Virginia.

B.E.S.T. Values

Balance

Empowerment

Service

Teamwork

Guiding Beliefs

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

Balance

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

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

Empowerment

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

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

Service

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

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

Teamwork

We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.

**Stafford County
Belongs To All Of Us**



County Planning Processes

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

	Type of Process	Description of Process	Budget Impacts
Parks and Recreation Facilities Plan	Fifteen year Facilities Plan for parks and open space	Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 10-year CIP.	Long term planning for parks and facilities that integrate with the 10-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
Public Safety Staffing Plan	Long-term plan	To guide how and when to increase the number of employees in law enforcement and fire rescue operations.	Recommends allocation of resources to predetermined strategic goals & objectives.
Redevelopment Master Plan	Five-ten year plan to stimulate private sector investment in four areas of the County identified by the Board of Supervisors: Boswell's Corner, Courthouse, Falmouth and the Southern Gateway	The Master Redevelopment Plan was adopted as an element of the Comprehensive Plan and therefore was fully vetted with the affected communities as well as through public hearings at the Planning Commission and the Board of Supervisors	Recommends the reallocation of CIP and budget allotments to incentivize and jump start private investment in the Board'
Technology Strategic Plan	Five year plan	The Strategic Plan addresses software compatibility with County systems; hardware compatibility with County infrastructure; reduction of system duplication; security of networks and adopting new ways of providing more efficient and effective technologies such as cloud solutions and software as a service.	Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.
Transportation Plan	Long-range plan	Planning develops the Transportation Plan based on build- out of the Land Use Plan. The Plan identifies transportation policies, programs & facilities necessary to meet local & regional transportation demands.	Long range planning for highway infrastructure needs.
Water & Wastewater Master Plan	Twenty year plan to define the County's anticipated water & wastewater needs	Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan.	Identifies future costs for water & wastewater infrastructure & establishes current per gallon prices to be charged to developers in accordance with the County's Pro-Rata Policy.



1.0 Introduction

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

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

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

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

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



View of Crow's Nest from Accokeek Creek

1.1 Background

Stafford County is located approximately 40 miles south of Washington, D.C., and sixty miles north of Richmond, Virginia. The County covers 277 square miles of generally level to rolling land, with elevations ranging from sea level to 425 feet. The County is bordered by Prince William County on the north, Fauquier County and Culpeper County on the west, Spotsylvania County and the City of Fredericksburg below the Rappahannock River to the south, and the Potomac River and King George County on the east.

Established in 1664, Stafford County has a rich history from pre-colonial days to the industrialization of the nineteenth century. The County has important associations with major events and people in our nation's history. This history is documented by the County's bountiful archaeological and architectural remains. Stafford remained mostly a rural community until the construction of Interstate 95 during the late 1960s. Since that time, the County has experienced a growth rate that, for a period of time, ranked it among the fastest growing jurisdictions in the nation.



Stafford County in Regional Context

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

1.2 Purpose of the Plan

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

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

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

1.3 Format of the Plan

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

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

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

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

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

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

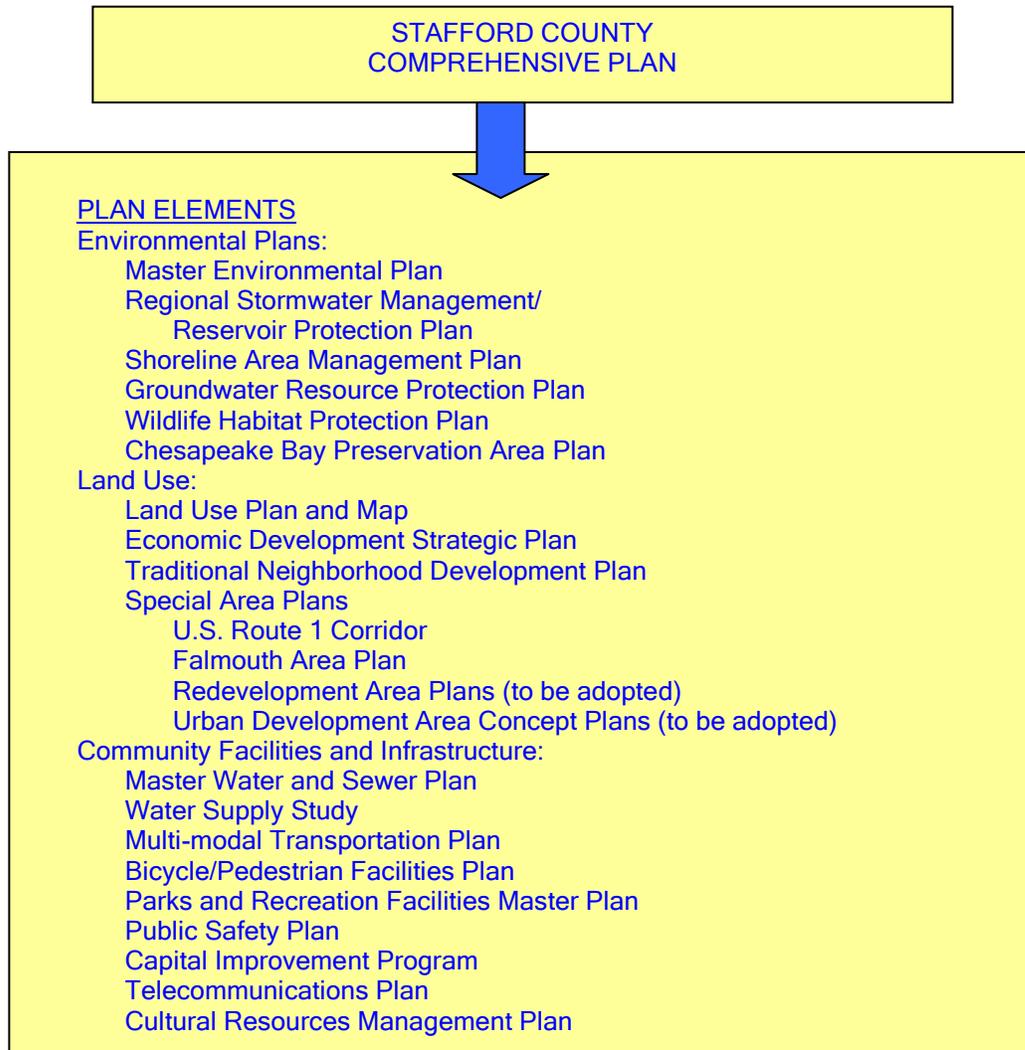
Public Facility Projections - are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

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

1.4 Relationship to other Plan Elements

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

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



1.5 Legal Basis for the Plan

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

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

“The comprehensive plan shall be general in nature, in that it shall designate the General or approximate location, character, or extent of each feature, including any road improvement and any transportation improvement, shown on the plan and shall indicate where existing lands or facilities are proposed to be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed as the use may be.

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

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

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

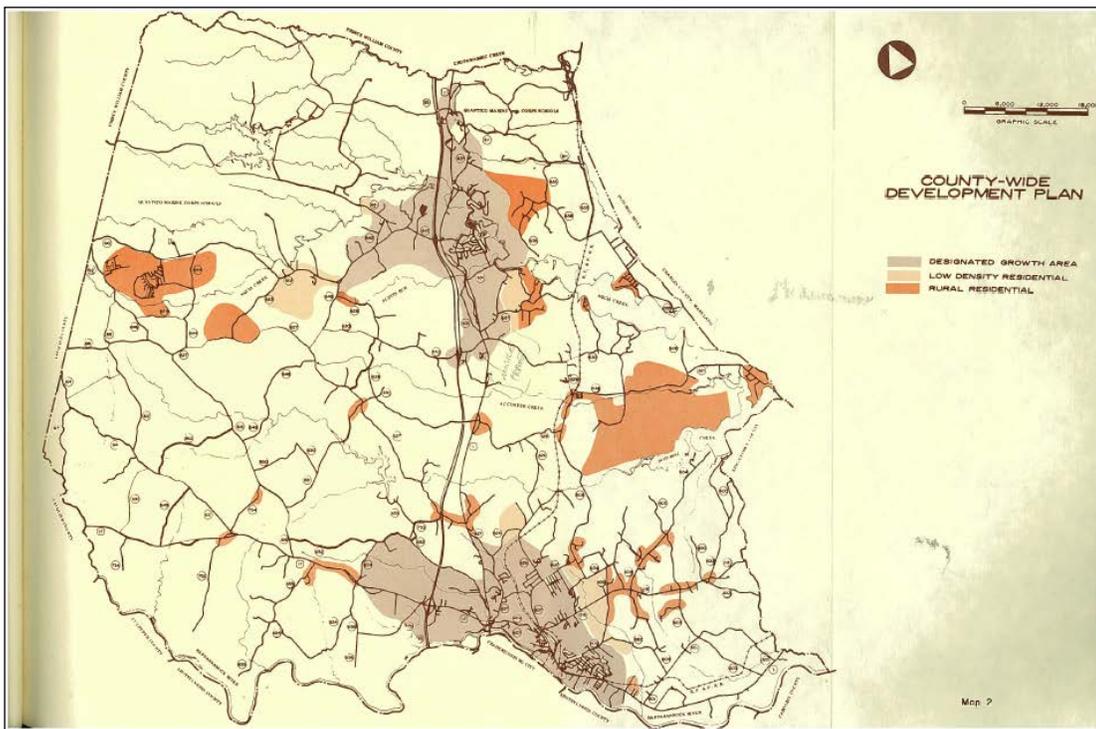
The plan shall include: the designation of areas and implementation of measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality, while considering the current and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

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

1.6 History of the Comprehensive Plan in Stafford County

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

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



The Comprehensive Development Plan - 1979

In May 1986, the County began the process of developing a new Land Use Plan which would represent the first in a series of component documents that now comprise the Stafford County Comprehensive Plan. The Land Use Plan was to direct residential, commercial, and industrial growth in suitable areas. This process was initiated with the development of extensive environmental, land use, and historic inventories, which would be used as a foundation in determining appropriate land uses. The location of major transportation routes, existing public utilities, and existing public facilities was also

considered. The intention was to identify areas for growth that limited impacts on environmental and historic resources and took advantage of major existing roads and public utilities, while ensuring that new development was able to utilize existing park, school, library, and fire/rescue facilities effectively.

These efforts culminated in the adoption of a new County Land Use Plan as the first component of the County's Comprehensive Plan, in July 1988. This Land Use Plan provided a basis for the development of numerous Comprehensive Plan components and planning documents. These plans identify the various needs for the County relative to parks, schools, utilities, public safety, and transportation, while also identifying a course for development of plans to protect sensitive environmental resources. The Land Use Plan was now being used to determine the needs of the County in several important areas. Water and sewer lines were sized to accommodate future land uses in the Plan, road improvements were directly related to the Plan, as were the potential needs of the County for parks, schools,

fire/rescue, libraries, and other services. The Land Use Plan was revised several times since its adoption, most recently in 1996 and 2003.

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

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

1.7 Preparation of the Plan

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

Steering Committee Meetings

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

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

Inventory

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

Focus Group Sessions & Interviews

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

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

Public Meetings/Hearings

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

Community Survey

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

Implementation

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

Revisions to the Plan

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

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

1.8 Use of the Plan

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

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

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

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

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

2.0 The Foundation for the Future

2.1 Introduction

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

2.2 Goals, Objectives and Policies

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

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

Sustainability

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

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

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

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

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

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

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

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

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

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

Policy 1.1.6. The Erosion and Sediment Control, Stormwater Management, Water, Sewer and Sewage Disposal, Wetlands, Subdivision and Zoning and any other relevant chapters of the Code of Stafford

County should be updated to be consistent with the goals, objectives and policies of the Comprehensive Plan.

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

Objective 1.2. Direct growth into the Urban Services Area.

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

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

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

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

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

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

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

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

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

- Include a mix of housing types for all income levels; and
- Offset its impacts to County services.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Objective 1.8. Integrate land use and transportation decisions.

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

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

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

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

Fiscal Responsibility

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Environment

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

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

- 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 6th fastest growing locality in the state since 2000, Stafford County is challenged to

construct and maintain adequate facilities for all students while continuing the quality educational programs Stafford residents expect.

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

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

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

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

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.

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

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

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

DEBT LIMITATIONS

- General obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing;
 2. Useful life of the purchase equals or exceeds the term of the debt;
 3. Total purchase exceeds \$100,000; and
 4. Sufficient funds are available to service the capital lease debt.

Capital Improvement Program (CIP) And Bonded Debt Service Affordability Guidelines

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

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

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

UNASSIGNED FUND BALANCE

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves and grants. Use of the unassigned fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of unassigned fund balance, the County will replenish the unassigned fund balance within three fiscal years.
- A reserve for healthcare costs equal to the estimated IBNR (incurred but not reported) plus 10% of annual claims will be maintained by school and county funds.
- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:
 1. Revenue Stabilization Reserve (RSR): minimum of ½ of 1% of General Fund revenues, with a goal of 2% by 2018.
 - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
 - The reserve will not be used to offset a tax rate change.
 - The reserve will be used in combination with spending cuts.
 - The reserve will be restored to the minimum level within 5 years.
 - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
 - RSR funds should only be directed to one-time expenditures to the extent possible.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000.
 4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.
 5. If funds are available from Positive Results of Operation after all reserves are at policy levels, the first \$250,000 will be transferred to the Purchase of Development Rights reserve before moving remaining funds to the Capital Projects Reserve.
 6. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.
 7. Schools capital project reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous. Funds above the minimum level may be added to the reserve from unspent school funds.
- Rollback Tax Revenue will be dedicated to the County's Purchase of Development Rights and land conservation programs.
- Stafford County does not intend to establish a trend of using Fund Balance to finance current operations. As a nonrecurring source of revenue, any balance not needed for liquidity or financial cushion as noted above will be spent solely for nonrecurring uses. After the yearly audit and confirmation of fund balances by the County's external auditor, and in consideration of current financial conditions, the Board of Supervisors will consider reappropriation of Schools' unspent prior year funds.

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

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 3% of general government expenditures will be set aside for pay-as-you-go capital projects. An amount equal to 1% of the schools' operating budget will also be set aside for pay-as-you-go capital projects by July 1, 2015, with a goal of 2% by July 1, 2017. Cash capital will be used for only small capital projects and infrastructure needs.
- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

Finance, Audit & Budget Committee

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

Budget Reviews

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

Tax Trigger Provision

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

Periodic Policy Review

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

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

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.

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

Stafford County FY18 Adopted Budget

Budget Procedures/Calendar

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

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.

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.
 - 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.

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

Stafford County FY18 Adopted Budget

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

Stafford County FY18 Adopted Budget

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

Budget Adoption

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

STAFFORD COUNTY BUDGET GUIDELINES

Formulation of the County Administrator's Proposed Budget

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

Board of Supervisor's Authorization and Appropriation

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

Budget Implementation

Once the budget is adopted, it becomes the legal basis for the programs of each department during the fiscal year. No department or other agency of Stafford's government may spend in excess of approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the adopted budget takes place throughout the year. Copies of the proposed and adopted budgets are available for review on the County's website at <http://www.staffordcountyva.gov/>, in the County Administrator's Office, and in the Budget Office. Printed or electronic copies may be purchased from the Budget Office. (A charge is levied to defray costs).

County Administrator's Authorization

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

Amendment of the Budget

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

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

Stafford County FY18 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
- Intergovernmental revenues
- Other local revenues

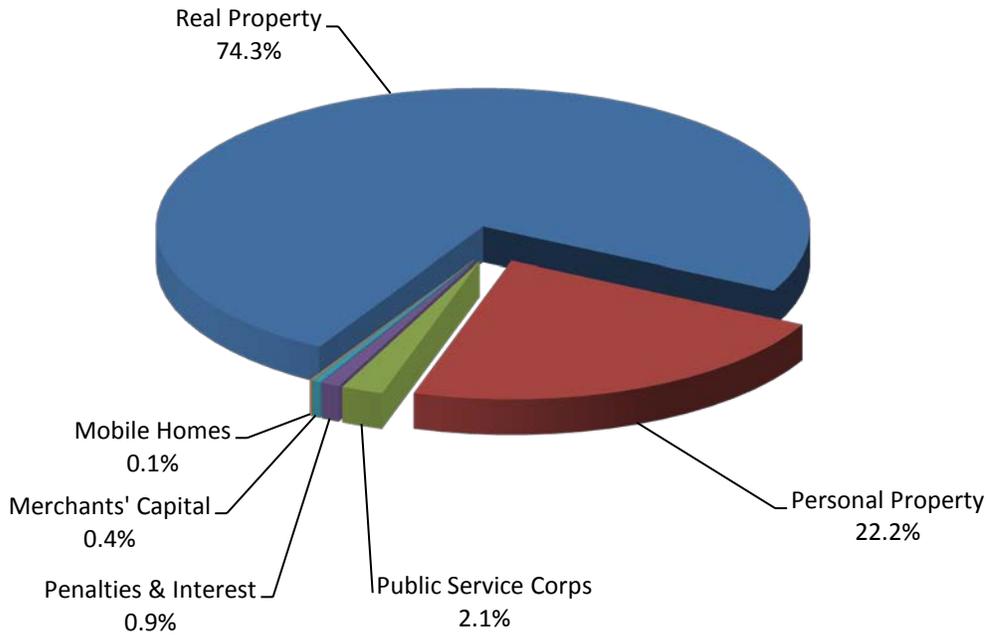
Revenue Projection

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	Changes '17 to '18	
Property Taxes					
Real Property	\$ 150,529,661	\$ 154,250,174	\$ 160,500,000	\$ 6,249,826	4.1%
Personal Property	45,402,993	45,613,435	48,057,000	2,443,565	5.4%
Public Service Corps	4,095,332	4,129,175	4,467,436	338,261	8.2%
Penalties & Interest	1,978,677	2,056,000	1,980,000	(76,000)	-3.7%
Merchants' Capital	972,319	1,012,000	972,000	(40,000)	-4.0%
Mobile Homes	180,870	163,000	180,800	17,800	10.9%
Real Property - Roll Back	690,007	80,000	-	(80,000)	-100.0%
Machinery & Tools	1,688	-	-	-	0.0%
Total Property Taxes	\$ 203,851,547	\$ 207,303,784	\$ 216,157,236	\$ 8,853,452	4.3%
Other Revenue					
Service Charges & Other	\$ 8,713,098	\$ 7,308,890	\$ 7,541,193	\$ 232,303	3.2%
Ambulance Cost Recovery	2,497,894	2,500,000	2,300,000	(200,000)	-8.0%
Local Sales & Use Taxes	12,872,793	12,700,000	13,250,000	550,000	4.3%
Utility Consumers' Taxes	10,221,959	10,317,957	10,209,892	(108,065)	-1.0%
State/Fed - Social Services	4,788,393	5,237,803	5,377,256	139,453	2.7%
Local Meals Tax	7,779,537	7,525,000	8,100,000	575,000	7.6%
State Shared Expenses	6,296,632	6,343,425	6,330,369	(13,056)	-0.2%
Code Administrative	3,601,353	2,977,619	3,182,809	205,190	6.9%
Motor Vehicle Licenses	2,371,392	2,400,000	2,500,000	100,000	4.2%
Children's Services Act	2,353,337	2,376,378	2,814,845	438,467	18.5%
Recordation Taxes	3,094,306	3,025,000	3,184,400	159,400	5.3%
Other State Sources	1,689,677	1,435,427	1,393,687	(41,740)	-2.9%
Planning Fees	1,842,656	1,877,500	1,789,500	(88,000)	-4.7%
2% Transient Occupancy Tax	723,036	618,000	735,000	117,000	18.9%
Use of Money & Property	818,089	618,276	700,286	82,010	13.3%
Other Financing Sources	140,189	340,700	353,322	12,622	3.7%
Bank Stock Taxes	444,068	400,000	440,000	40,000	10.0%
Federal Revenue	219,480	5,400	55,364	49,964	925.3%
Total Other Revenue	\$ 70,467,889	\$ 68,007,375	\$ 70,257,923	\$ 2,250,548	3.3%
Total Revenues	\$ 274,319,436	\$ 275,311,159	\$ 286,415,159	\$ 11,104,000	4.0%

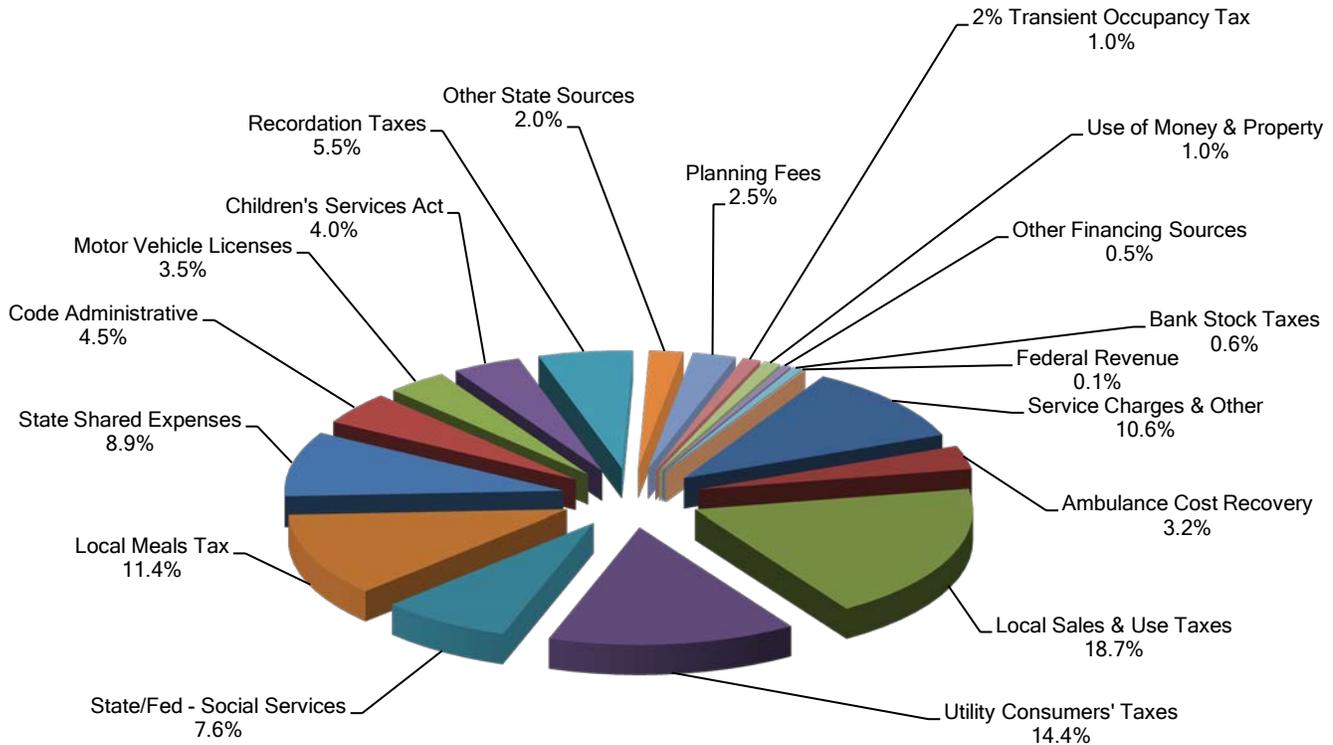
Property Taxes

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



Other Revenues

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



Fund Balance Analysis

This schedule indicates the allocation of the general fund balance at June 30, 2016 and the budgeted estimate for the end of FY2017. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

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

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

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves, and grants.
- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:
 1. Revenue Stabilization Reserve (RSR): minimum of ½ of 1% of General Fund revenues, with a goal of 2% by 2018.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000
- After reserves are met, the first \$250,000 of any remaining monies will be allocated to the Purchase of Development Rights program.
- Any remaining monies available after the reserve minimums and the allocation of funding for the Purchase of Development Rights will go to the Capital Projects Reserve.
- School's Capital Project Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous. Funds above the minimum level may be added to the reserve from unspent school funds.

As of June 30, 2016, all reserves were fully funded.

FY2017

Beginning Fund Balance	\$70,278,366
➤ Revenue Stabilization Reserve	1,371,000
➤ Stafford Opportunity Fund	500,000
➤ Capital Projects Reserve	4,823,042
➤ Schools' Capital Project Reserve	1,500,000
➤ Other reservations	29,182,331
➤ Unassigned	\$32,901,993 (12%)

FY2018

The County expects that all reserves will continue to be fully funded. 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

Stafford County FY18 Adopted Budget

	<u>FY2015 Actual</u>	<u>FY2016 Actual</u>	<u>FY2017 Adopted</u>	<u>FY2018 Adopted</u>
Fund balance, beginning of year	\$61,622,671	\$66,143,355	\$70,278,366	\$70,278,366
Revenues	262,925,629	274,292,250	274,393,078	285,497,078
Other Financing Sources	4,234,366	27,186	918,081	918,081
Total revenues & other financing sources	<u>\$267,159,995</u>	<u>\$274,319,436</u>	<u>\$275,311,159</u>	<u>\$286,415,159</u>
Local School Operating/Capital transfer	(104,202,323)	(113,254,828)	(113,200,804)	(116,406,746)
Debt Service - General Gov't & Schools	(41,190,429)	(42,425,467)	(45,011,954)	(46,529,009)
Expenditures	<u>(117,246,559)</u>	<u>(114,504,130)</u>	<u>(117,098,401)</u>	<u>(123,479,404)</u>
Total expenditures & transfer	<u>(\$262,639,311)</u>	<u>(\$270,184,425)</u>	<u>(\$275,311,159)</u>	<u>(\$286,415,159)</u>
Fund balance, end of year	<u>\$66,143,355</u>	<u>\$70,278,366</u>	<u>\$70,278,366</u>	<u>\$70,278,366</u>
Fund Balance Allocation				
Non-spendable	\$220,609	\$181,993	\$181,993	\$181,993
Restricted	3,306,455	3,189,177	3,189,177	3,189,177
Committed:	5,164,702	10,672,838	10,672,838	10,672,838
Assigned	24,541,606	23,332,365	21,974,709	21,974,709
Unassigned	32,909,983	32,901,993	34,259,649	34,259,649
% of revenues	12.5%	12.0%	12.5%	12.0%
Target Unassigned Fund Balance ⁽¹⁾	32,909,983	32,901,993	34,259,649	34,259,649
Variance above (below)	0	0	0	0
Fund balance, end of year	<u>\$66,143,355</u>	<u>\$70,278,366</u>	<u>\$70,278,366</u>	<u>\$70,278,366</u>

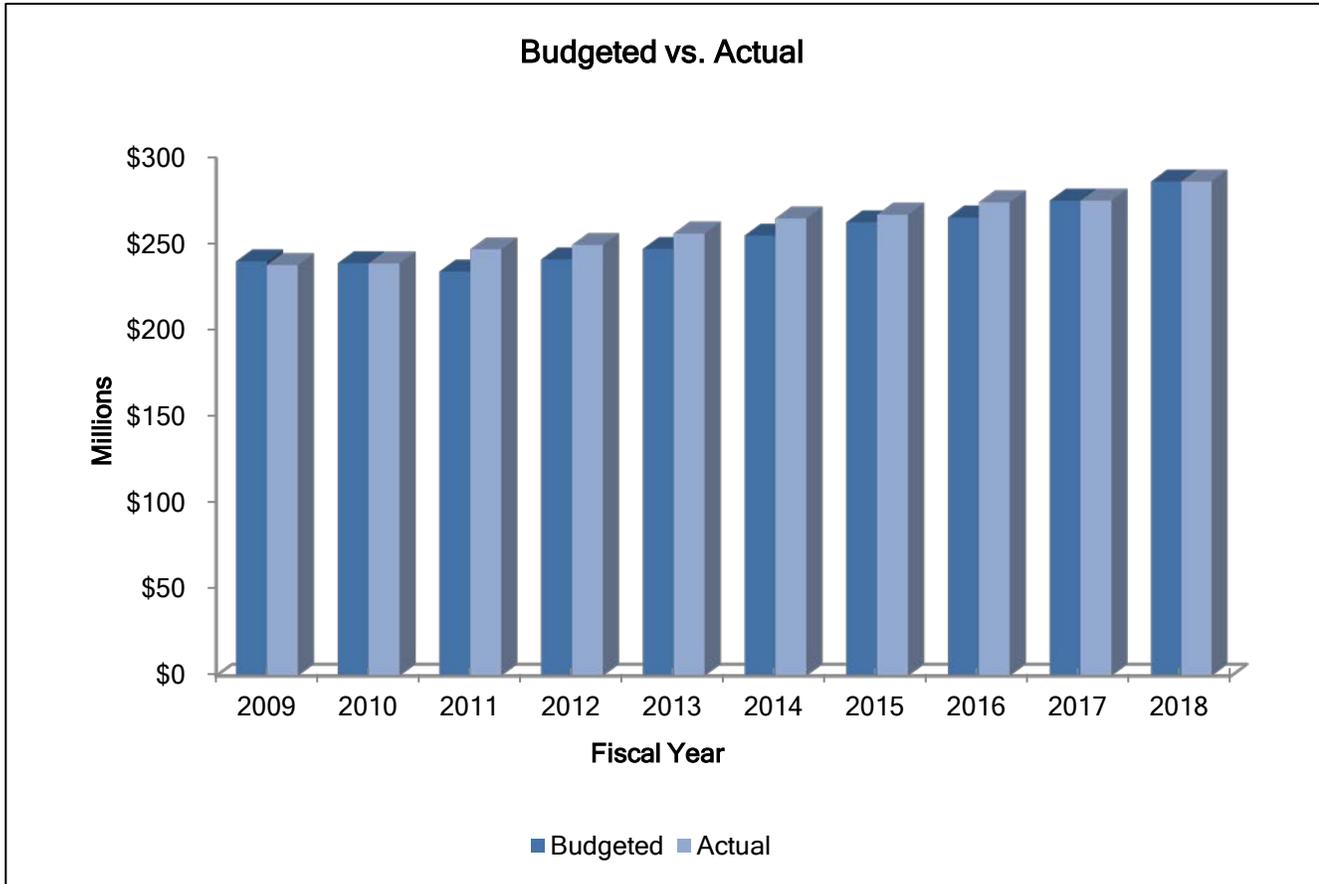
⁽¹⁾ Assumes undesignated fund balance and revenue stabilization reserve will be calculated based on the greater of the current year's or next year's revenues.

Ten-Year Revenue Analysis

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

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change
2009	240,068,894		237,902,403	2.4%
2010	238,985,663		238,872,052	0.4%
2011	234,149,653		247,028,581	3.4%
2012	241,174,370		249,558,058	1.0%
2013	247,291,942		256,235,437	2.7%
2014	255,015,445		264,973,284	3.4%
2015	262,739,908		267,159,993	0.8%
2016	265,534,885		274,319,436	2.7%
2017	275,311,159		275,311,159 *	0.4%
2018	286,415,159		286,415,159 *	4.0%
Average				2.1%

*Budget



General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

General Property Taxes	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Changes '17 Adopted to '18 Adopted	
Real Property	\$150,529,661	\$154,250,174	\$160,500,000	\$6,249,826	4.1%
Roll Back	690,007	80,000	0	(80,000)	-100.0%
Public Service Corps	4,095,332	4,129,175	4,467,436	338,261	8.2%
Personal Property	45,402,993	45,613,435	48,057,000	2,443,565	5.4%
Merchants' Capital	972,319	1,012,000	972,000	(40,000)	-4.0%
Mobile Homes	180,870	163,000	180,800	17,800	10.9%
Machinery & Tools	1,688	0	0	0	0.0%
Penalties	1,231,640	1,253,000	1,230,000	(23,000)	-1.8%
Interest	747,037	803,000	750,000	(53,000)	-6.6%
Total	\$203,851,547	\$207,303,784	\$216,157,236	\$8,853,452	4.3%

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$160.5 million in FY2018, approximately 56.0% of general fund revenues. Each penny on the tax rate yields approximately \$1.6 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as determined by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. The purpose of a reassessment is to distribute the tax burden fairly and equitably. The most recent reassessment was completed January 1, 2016. Taxable assessed value of real property grew to \$16.2 billion, an increase of 2.0%, reflecting the continuing recovery of market conditions.

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

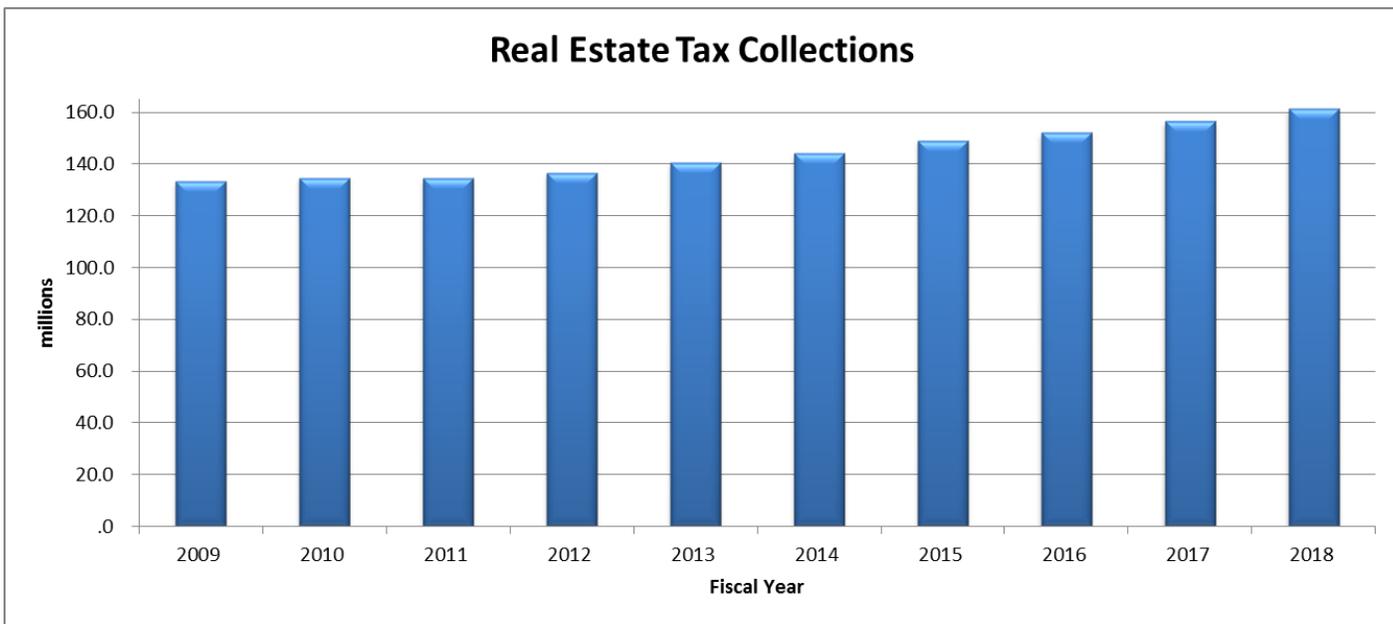
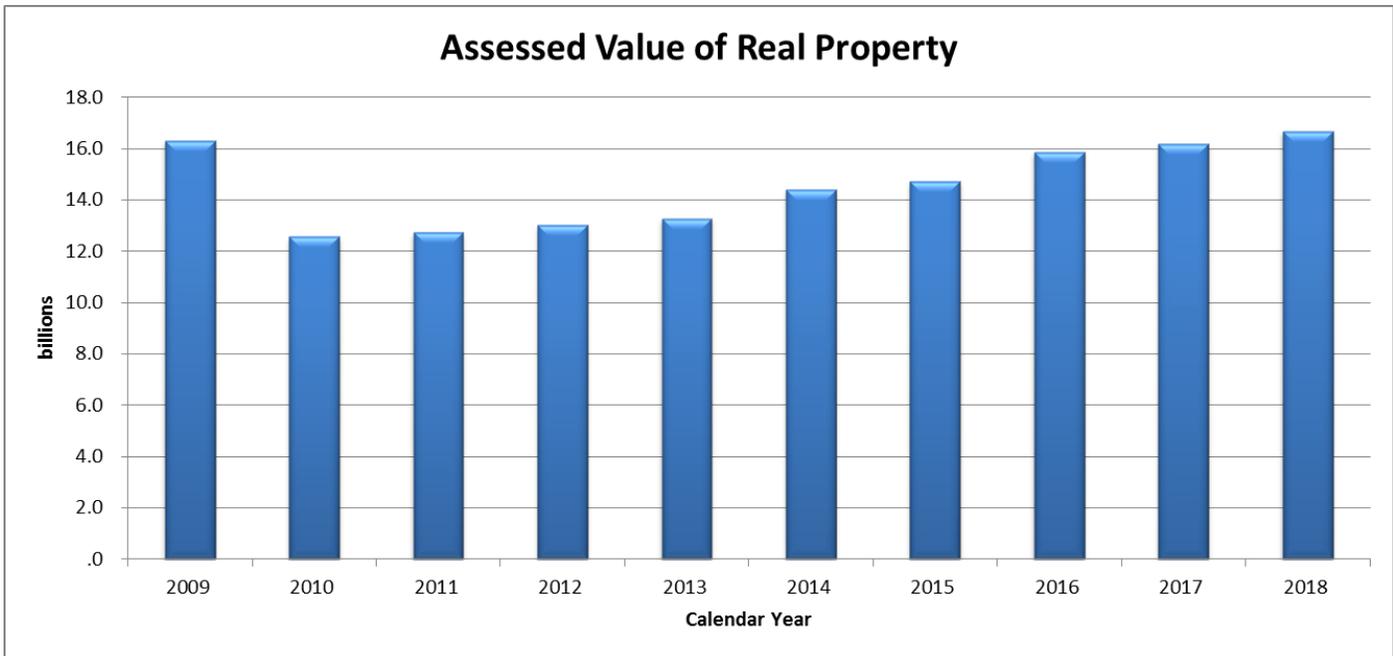
The real estate tax rate for calendar year 2016 is \$0.99 and there is no change. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The FY2018 real property revenue projection is based on the following assumptions:

- 3.0% growth in properties in the County
- \$0.99 real estate tax rate
- Collection rate of 98.0%

General Fund Revenue Analysis

The following charts illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 3.0% in the upcoming year and 3.0% per year thereafter. It is assumed that the real estate tax rate remains level or the effective rate is adopted in assessment years.



General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

Personal Property

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

Vehicles

Nationwide, vehicle sales continue to rebound from the lows seen during the recession. New car sales begin to level off. At midyear, it appears that new car sales are slightly below the prior year and the depreciation of used cars is reporting slight declines in levels. The FY2018 projection assumes that this trend continues.

The Board reduced the personal property tax rate on vehicles this year by \$0.04. It is now \$6.46 per \$100.00 of assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as \$2.58 per \$100.00 of estimated fair market value.

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

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

Boats

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

Aircraft

In 2009, the Board reduced the personal property tax rate on aircraft to \$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.

Merchants' Capital

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

In 2016, the Board adopted a special category of Merchants' Capital for pharmaceutical wholesalers, setting the rate at \$0.00.

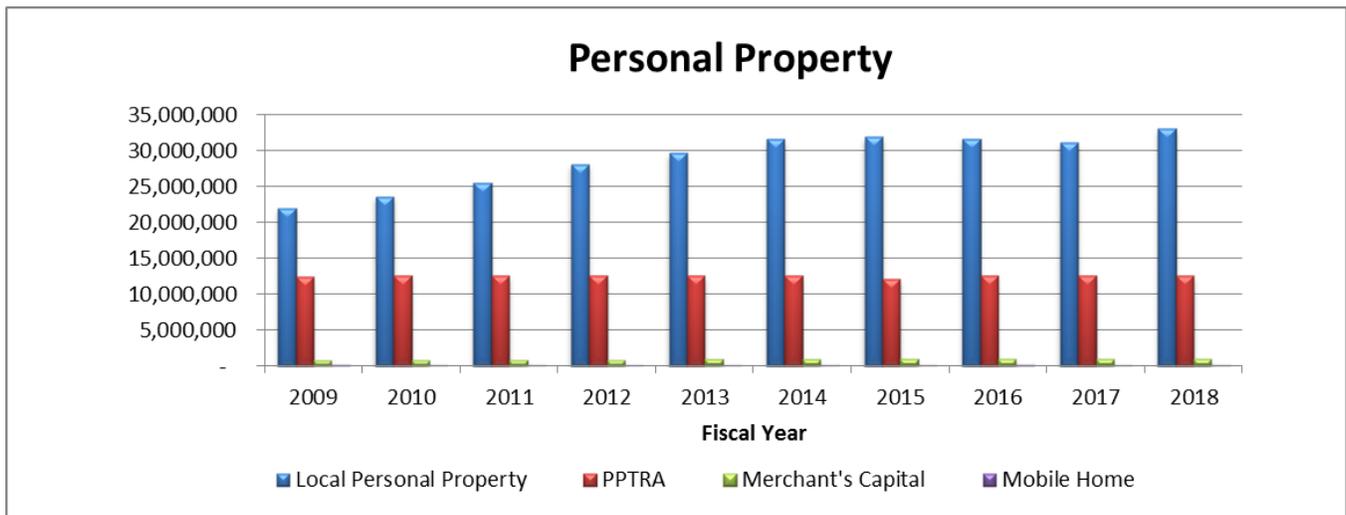
General Fund Revenue Analysis

The following table lists the personal property tax rates for calendar year 2017:

Classification	Rate	Effective Rate
Tangible Personal Property		
Aircraft	\$0.0001	\$0.00
Boats or Watercraft	0.0001	0.00
Business Property	5.49	1.92
Camping Trailers & Recreational Vehicles	5.49	2.20
Computer Equipment	5.49	1.92
Disabled Veteran's Vehicle	0.0001	0.00
Motor Vehicles Specially Equipped for Disabled	0.10	0.04
Personal Property Volunteer F&R	0.0001	0.00
Personal Property Volunteer Sheriff	0.0001	0.00
All Other	6.46	2.58
Motor Carrier Transportation	0.0001	0.00
Machinery & Tools	0.0001	0.00
Merchants' Capital of Pharmaceutical Wholesalers	0.00	0.00
Merchants' Capital	0.50	0.15
Mobile Homes	0.99	0.99

Personal Property Tax Relief Act

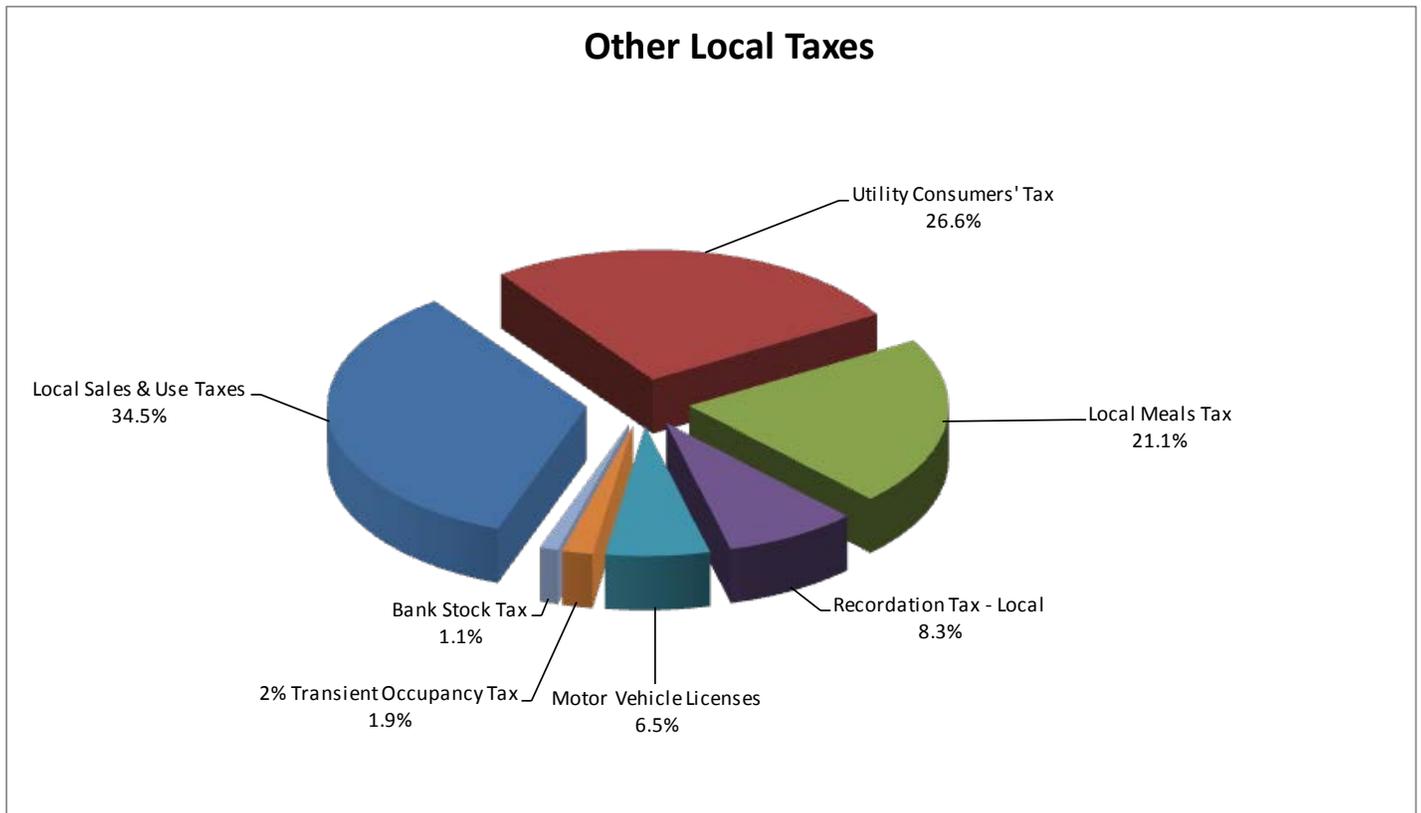
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000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



General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

Other Local Taxes	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Changes '17 to '18	
Local Sales & Use Taxes	\$12,872,793	\$12,700,000	\$13,250,000	\$550,000	4.3%
Utility Consumers' Tax	10,221,959	10,317,957	10,209,892	(108,065)	-1.0%
Local Meals Tax	7,779,537	7,525,000	8,100,000	575,000	7.6%
Recordation Tax - Local	3,094,306	3,025,000	3,184,400	159,400	5.3%
Motor Vehicle Licenses	2,371,392	2,400,000	2,500,000	100,000	4.2%
2% Transient Occupancy Tax	723,036	618,000	735,000	117,000	18.9%
Bank Stock Tax	444,068	400,000	440,000	40,000	10.0%
Total	\$37,507,091	\$36,985,957	\$38,419,292	\$1,433,335	3.9%



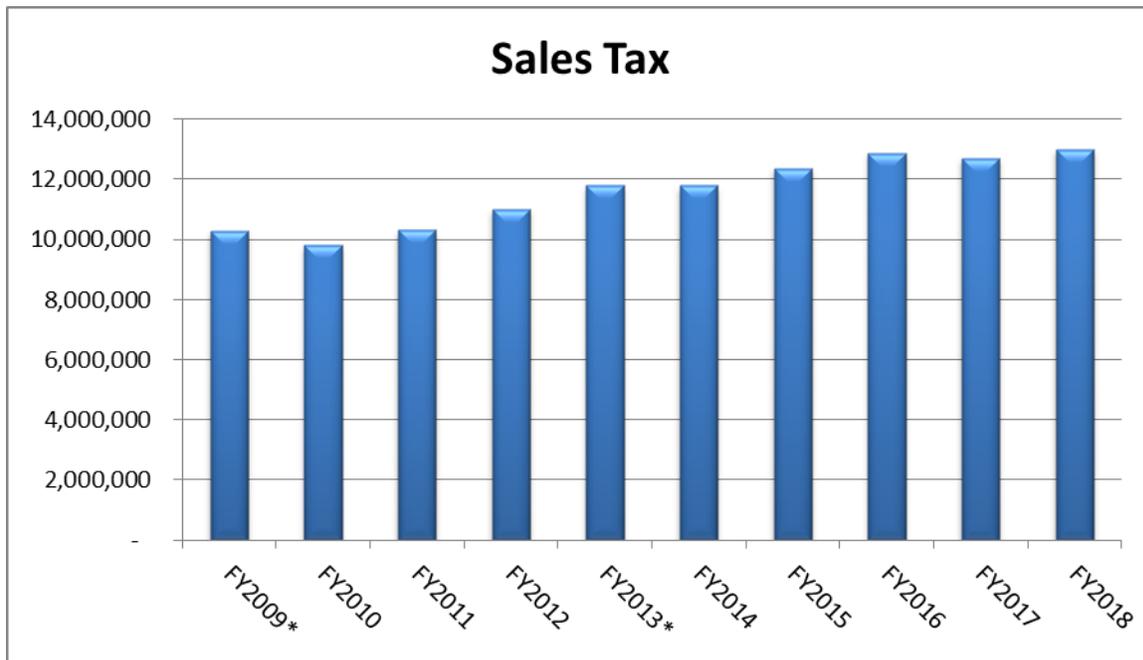
General Fund Revenue Analysis

Local Sales & Use Tax

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

Sale tax revenue for the fiscal year (through December 2016) is 5.2% higher than the same period in FY2016. The FY2018 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 FY18 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:

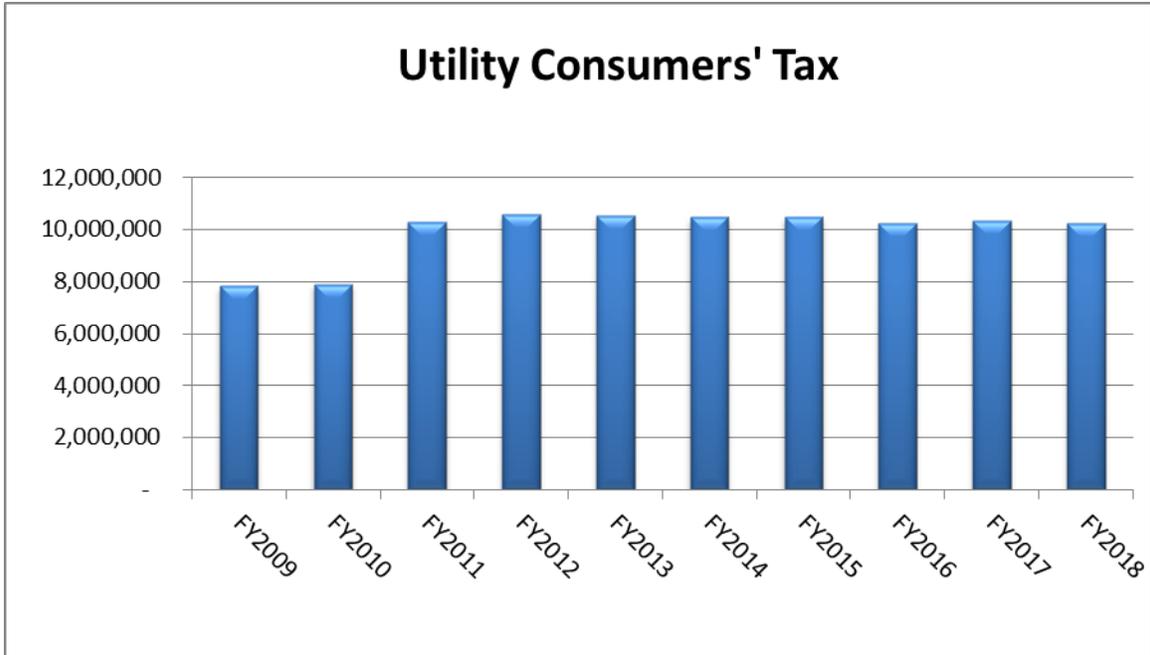
- Local exchange (local telephone calls)
- Inter-exchange (a new tax applied to long distance calls)
- Wireless (a new tax)
- Paging (a new tax)
- Cable and satellite television (the tax on satellite is a new tax)

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.

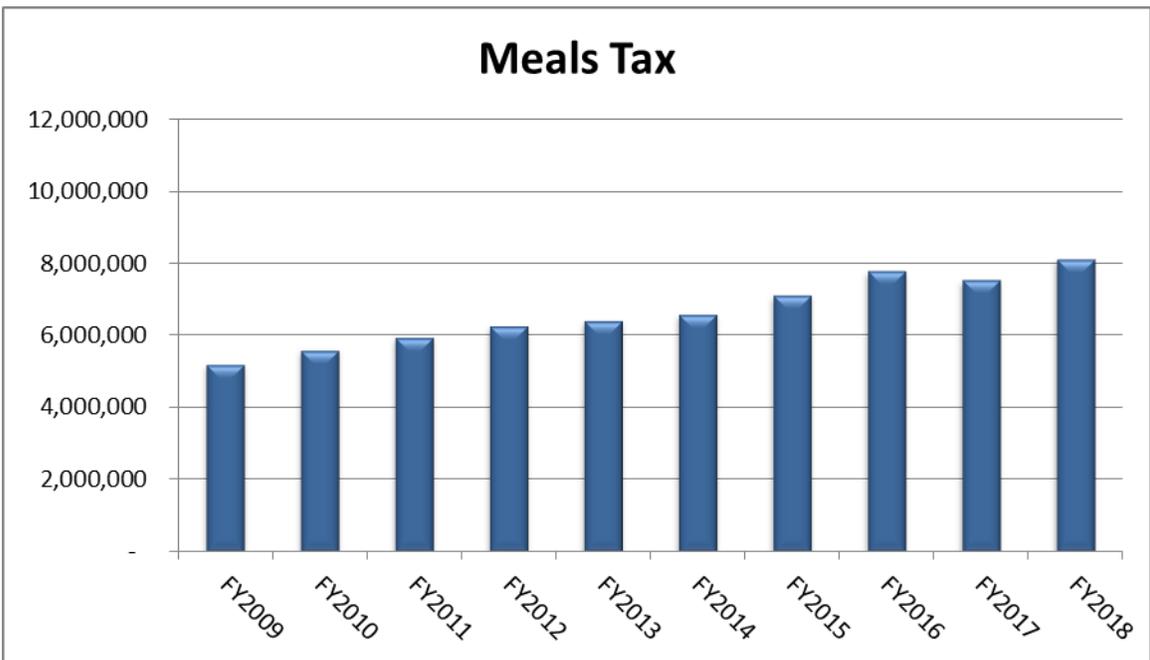
Revenues generated by these taxes has decreased slightly, the FY2018 forecast reflects that trend.

General Fund Revenue Analysis



Local Meals Tax

A meals tax of 4% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated to support the local share of school funding. Meals tax collections continue to show steady growth. Meals tax revenue in the current year (through December 2016) is 4.4% higher than the same period in FY2016. The FY2018 forecast recognizes that growth, but conservatively projects level revenues going forward.

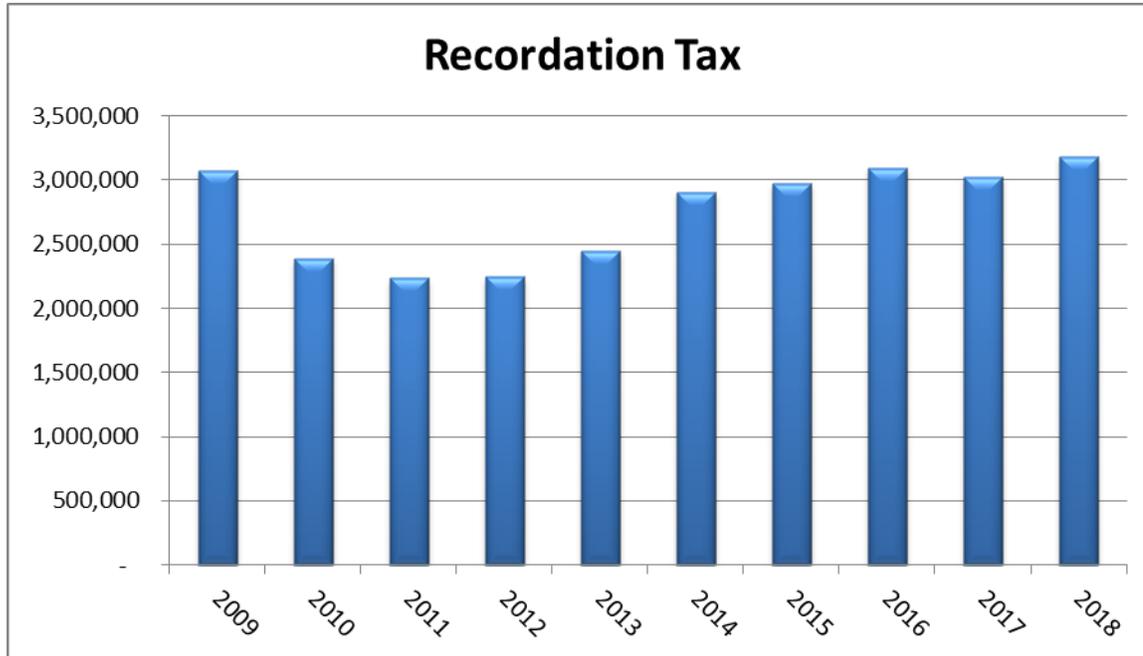


General Fund Revenue Analysis

Recordation Taxes

This tax is levied on the probate of every will or grant of administration (deeds, deeds of trust, mortgage, leases and contracts) by any court within the County. The tax is equal to one-third (1/3) of the amount of the state tax on each such probate of a will or grant of administration. These revenues are collected by the Clerk of the Circuit Court and paid monthly to the Treasurer. General Assembly action in 2004 increased the amount on each probate of a will or grant of administration from \$0.15 to \$0.25. Due to low interest rates and the continued growth in new construction in the County from FY2000 through FY2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues declined during the recession, due to the slowdown of both the real estate market and the crisis in the financial sector.

Activity began to increase in FY2012 and FY2013 with the resumption of building activity and continued low mortgage rate and continues to this time. The FY2018 forecast assumes a continuation of healthy, sustainable activity.



Motor Vehicle Licenses

A license tax is charged on every motor vehicle, trailer or semi-truck normally garaged, stored or parked in Stafford. The costs of the licenses vary and are based on the type and weight of the vehicle. The fee for the license varies according to the type of item being registered; licenses for most passenger vehicles are \$23.00. The budget assumes \$2.4 million for this fee, consistent with recent history.

Transient Occupancy Tax

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

Bank Stock Taxes

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

General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Changes '17 to '18	
Service Charges & Other					
Permit Fees & Licenses					
Code Administration Fees	3,601,353	2,977,619	3,182,809	205,190	6.9%
Planning & Zoning Fees	1,842,656	1,877,500	1,789,500	(88,000)	-4.7%
Animal Licenses & Charges	81,199	90,185	85,840	(4,345)	-4.8%
Well & Septic Fees	40,875	38,000	39,000	1,000	2.6%
Charges for Services					
Ambulance Fees	2,497,894	2,500,000	2,300,000	(200,000)	
Fines & Forfeitures	1,379,555	1,287,854	1,340,914	53,060	4.1%
Parks & Recreation	2,264,940	2,220,790	2,151,239	(69,551)	-3.1%
Miscellaneous Revenue	4,946,529	3,672,061	3,924,200	252,139	6.9%
Total	16,655,001	14,664,009	14,813,502	149,493	1.0%

Permits & Licenses

The revenues generated in this category are those collected for permits, fees, and licenses along with several other miscellaneous revenues. The majority of revenue in this category is related to development. Building permit revenues are estimated based upon projections of new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interests. Departments of Public Works and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications.

Ambulance Fees

The United States Census Bureau estimates that 90% of Virginians have health insurance coverage. In some areas of the Commonwealth, more than 92% of the local population is covered by health insurance that will pay for ambulance transportation if billed for necessary emergency transports. As such, the third-party billing (cost recovery) concept has gained favor in numerous Virginia localities and throughout the U.S. as they recognize this untapped resource. Implementation of a comprehensive cost recovery program for ambulance service and transportation has resulted in additional funding to enhance ambulance services and staffing as the County strives to improve response time and address our greatest response deficits.

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

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

The current approved rates are:

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

General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

Fines and Forfeitures

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

Parks and Recreation Fees

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

General Fund Revenue Analysis

Stafford County FY18 Adopted Budget

Intergovernmental	FY2016 Actual	FY2017 Adopted	FY2018 Adopted	Changes '17 to '18	
State - Shared Expenses					
Clerk of the Circuit Court	702,308	611,700	689,387	\$77,687	12.7%
Commissioner of the Revenue	257,242	257,500	258,012	512	0.2%
Commonwealth's Attorney	1,083,173	1,086,269	1,104,225	17,956	1.7%
Registrar	88,586	75,000	50,000	(25,000)	-33.3%
Sheriff	3,908,811	4,056,456	3,966,800	(89,656)	-2.2%
Treasurer	256,512	256,500	261,945	5,445	2.1%
State & Federal - Social Services	4,788,393	5,237,803	5,377,256	139,453	2.7%
State -Childrens Services Act	2,353,337	2,376,378	2,814,845	438,467	18.5%
State Categorical Aid:					
State Reimbursement	705,181	470,510	390,446	(80,064)	-17.0%
State Fire Program Fund	408,727	408,727	418,495	9,768	2.4%
Emergency Medical Service	115,747	110,190	115,746	5,556	5.0%
State - Non Categorical Aid	460,022	446,000	469,000	23,000	5.2%
Federal	219,480	5,400	55,364	49,964	925.3%
Total	\$15,347,519	\$15,398,433	\$15,971,521	\$573,088	3.7%

State Shared Expenses

The County receives partial reimbursement for the expenses of Sheriff, Commonwealth's Attorney, and Clerk of the Circuit Court, Treasurer, and the Commissioner of the Revenue from the State Compensation Board. The Compensation Board reimburses part of the costs of salaries, benefits, office expenses, and equipment.

State & Federal - Social Services

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

State - Comprehensive Services Act

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

State Categorical Aid

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

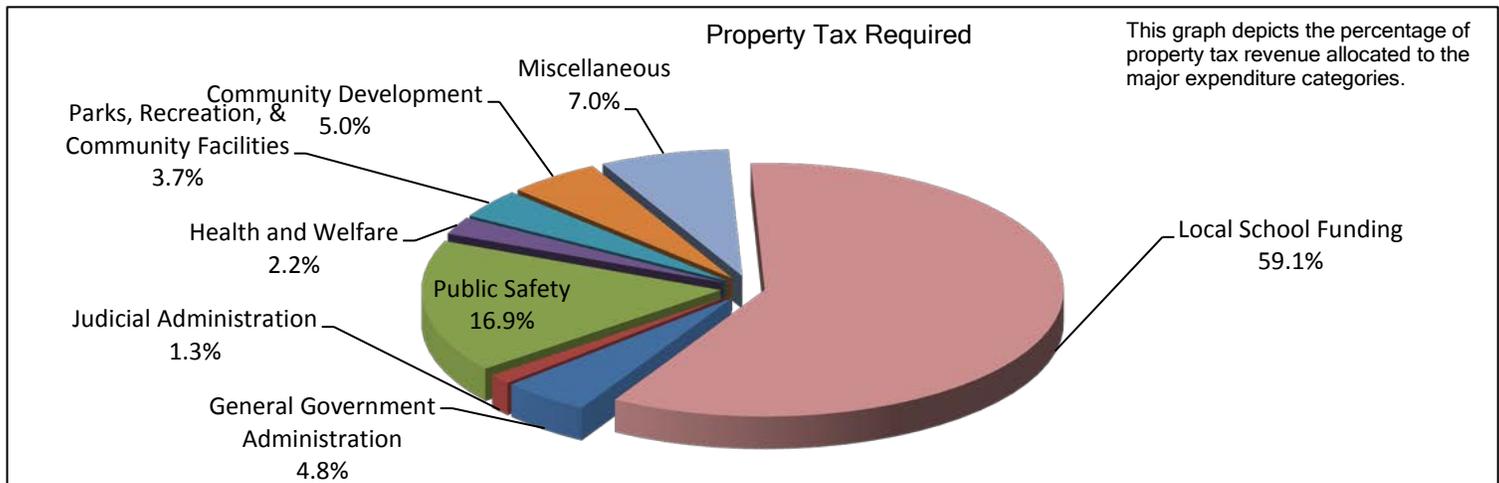
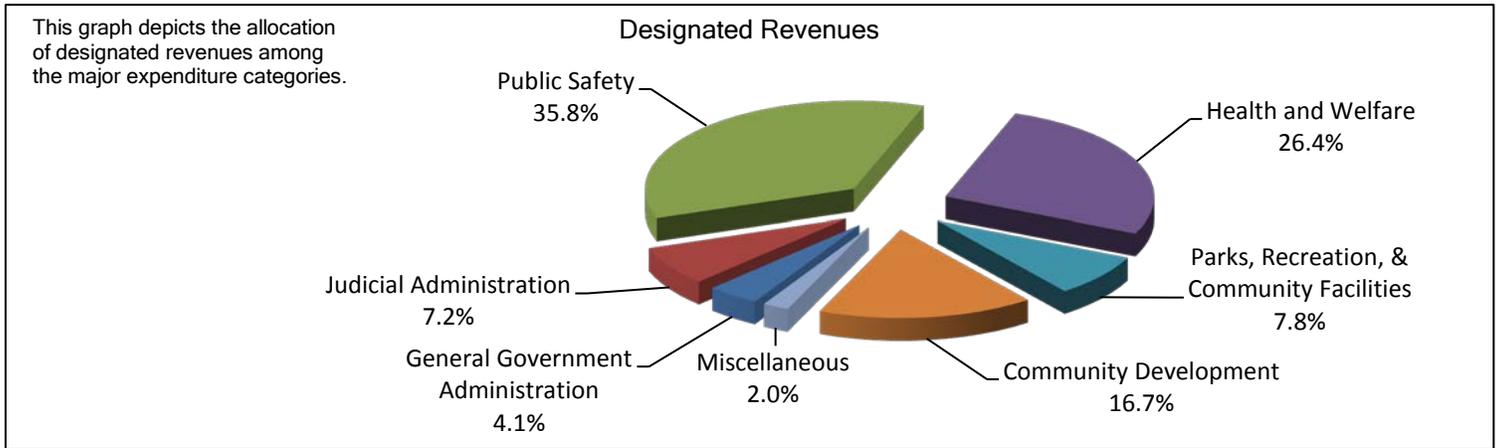
State Non-Categorical Aid

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

Current Service Costs Property Taxes

Stafford County FY18 Adopted Budget

Service Type	Service Costs	FY2018 Revenues		Property Tax Required Total	Per Capita
		Designated	Undesignated		
General Government Administration	\$13,465,254	\$1,280,557	\$1,826,202	\$10,358,495	\$70.54
Judicial Administration	5,745,351	2,259,776	779,203	2,706,372	18.43
Public Safety	55,389,466	11,258,551	7,512,101	36,618,814	249.37
Health and Welfare	15,147,136	8,292,383	2,054,304	4,800,449	32.69
Parks, Recreation, & Community Facilities	12,119,286	2,440,161	1,643,657	8,035,468	54.72
Community Development	18,588,940	5,250,309	2,521,093	10,817,538	73.67
Miscellaneous	18,237,100	631,622	2,473,375	15,132,103	103.05
Local School Funding	147,722,626	0	20,034,627	127,687,999	869.55
Total	\$286,415,159	\$31,413,359	\$38,844,564	\$216,157,236	\$1,472.02



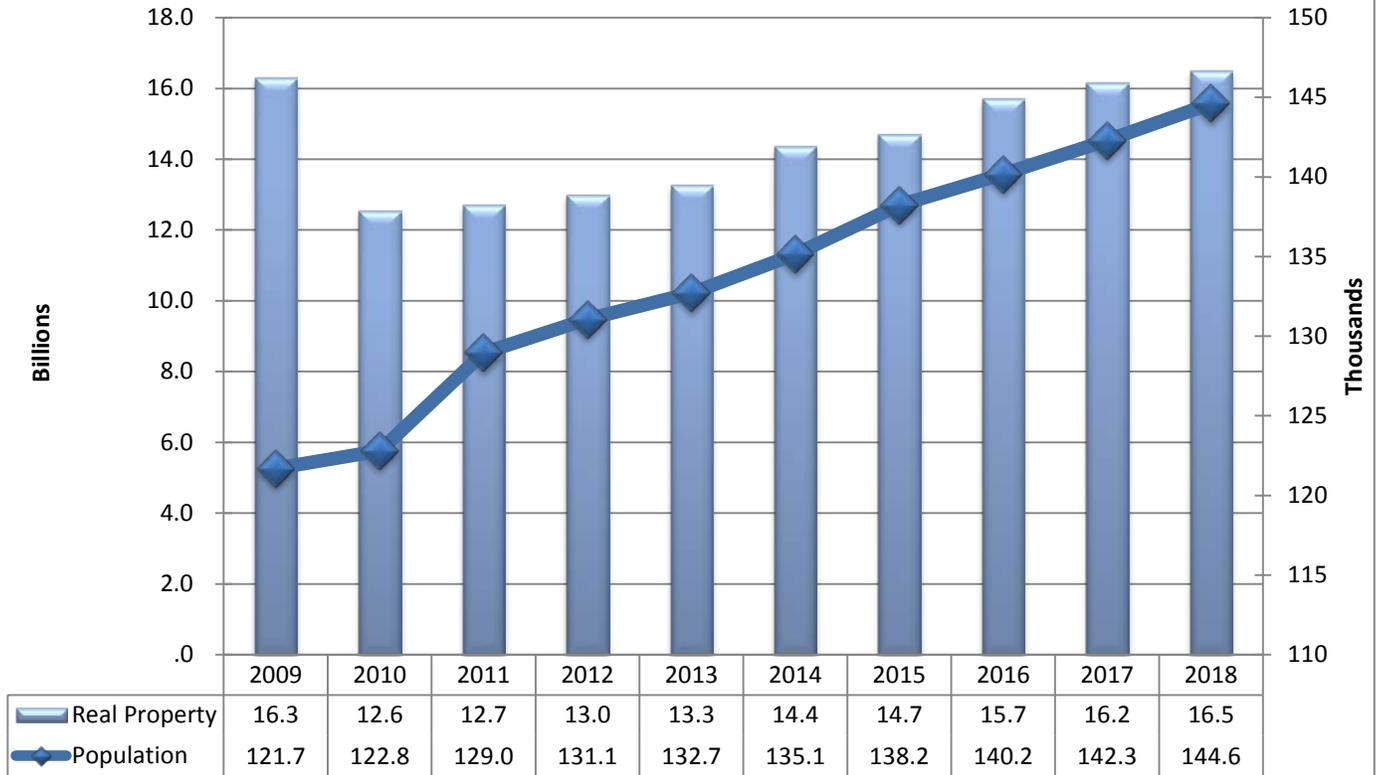
Assessed Value Of Real Property

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

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

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.

Who Are We?

The General Fund Expenditures section includes:

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

General Fund Expenditures

Stafford County FY18 Adopted Budget

	FY2017		FY2018		Changes Adopted to Adopted	FY2018 Designated Revenue	Net Tax Support	% Tax Support
	FY2016 Actual	Adopted Budget	Adopted Budget	Adopted Budget				
General Government Public Safety								
Fire and Rescue	\$17,197,049	\$18,173,888	\$19,399,644	\$1,225,756	6.7%	\$3,315,405	\$16,084,239	82.9%
Sheriff	25,649,909	26,357,657	27,307,531	949,874	3.6%	7,603,146	19,704,385	72.2%
Sub-Total	\$42,846,958	\$44,531,545	\$46,707,175	\$2,175,630	4.9%	\$10,918,551	\$35,788,624	76.6%
General Government Non-Public Safety								
Board of Supervisors	\$666,335	\$690,417	\$690,417	\$0	0.0%	\$0	\$690,417	100.0%
Commissioner of the Revenue	2,662,802	2,693,174	2,756,875	63,701	2.4%	258,012	2,498,863	90.6%
Commonwealth's Attorney	2,925,983	3,119,276	3,197,741	78,465	2.5%	1,340,159	1,857,582	58.1%
Community Engagement, Office of	274,684	345,334	352,042	6,708	1.9%	0	352,042	100.0%
County Administration	802,941	963,297	1,143,766	180,469	18.7%	0	1,143,766	100.0%
County Attorney	942,926	1,085,195	1,080,975	(4,220)	(0.4)%	0	1,080,975	100.0%
Clerk of the Circuit Court	1,456,485	1,513,815	1,562,602	48,787	3.2%	841,387	721,215	46.2%
Circuit Court	257,458	279,206	373,092	93,886	33.6%	0	373,092	100.0%
General District Court	69,723	117,250	117,250	0	0.0%	32,000	85,250	72.7%
Juvenile and Domestic Relations Court	58,768	114,700	114,700	0	0.0%	0	114,700	100.0%
Magistrate	7,717	8,830	8,830	0	0.0%	0	8,830	100.0%
15th District Court Services Unit	350,613	366,531	371,136	4,605	1.3%	46,230	324,906	87.5%
Economic Development	923,309	677,942	939,762	261,820	38.6%	243,000	696,762	74.1%
Finance and Budget	1,653,958	1,635,018	1,661,994	26,976	1.6%	0	1,661,994	100.0%
Human Resources	390,321	501,049	577,504	76,455	15.3%	0	577,504	100.0%
Human Services, Office of	5,048,298	5,044,034	5,904,802	860,768	17.1%	2,814,845	3,089,957	52.3%
Information Technology	2,408,488	2,307,514	2,563,846	256,332	11.1%	74,000	2,489,846	97.1%
Parks, Recreation and Community Facilities	12,455,139	11,811,066	12,119,286	308,220	2.6%	2,440,161	9,679,125	79.9%
Planning and Zoning	2,245,463	2,431,191	2,500,023	68,832	2.8%	1,789,500	710,523	28.4%
Public Works	3,979,867	3,982,619	4,265,468	282,849	7.1%	3,134,090	1,131,378	26.5%
Public Works - Stormwater	765,982	543,214	581,705	38,491	7.1%	48,719	532,986	91.6%
Registrar & Electoral Board	481,017	493,329	513,996	20,667	4.2%	50,000	463,996	90.3%
Social Services	6,121,760	6,998,928	7,161,002	162,074	2.3%	5,377,256	1,783,746	24.9%
Treasurer	1,967,306	2,016,446	2,123,839	107,393	5.3%	898,545	1,225,294	57.7%
Sub-Total	\$48,917,343	\$49,739,375	\$52,682,653	\$2,943,278	5.9%	\$19,387,904	\$33,294,749	63.2%
General Government Other Operating								
Non-Departmental	\$1,866,015	\$2,845,065	\$3,023,971	\$178,906	6.3%	\$350,000	\$2,673,971	88.4%
Other Transfers	5,025,655	0	0	0	0.0%	0	0	0.0%
Sub-Total	\$6,891,670	\$2,845,065	\$3,023,971	\$178,906	6.3%	\$350,000	\$2,673,971	88.4%
General Government Other								
Debt Service County	\$12,135,753	\$13,649,195	\$15,213,129	\$1,563,934	11.5%	\$281,622	\$14,931,507	98.1%
Capital Projects	2,251,636	3,992,185	4,877,885	885,700	22.2%	0	4,877,885	100.0%
Sub-Total	\$14,387,389	\$17,641,380	\$20,091,014	\$2,449,634	13.9%	\$281,622	\$19,809,392	98.6%
Total General Government	\$113,043,360	\$114,757,365	\$122,504,813	\$7,747,448	6.8%	\$30,938,077	\$91,566,736	74.7%
Local School Funding								
Operating Budget Transfer	\$111,449,395	\$112,567,497	\$115,726,560	\$3,159,063	2.8%	\$0	\$115,726,560	100.0%
Shared Services/Audit	0	115,307	115,307	0	0.0%	0	115,307	100.0%
Public Day School	484,000	518,000	518,000	0	0.0%	0	518,000	100.0%
One-Time Capital Funds	209,000	0	46,879	46,879	100.0%	0	46,879	100.0%
School Debt Service	30,289,714	31,362,759	31,315,880	(46,879)	(0.1)%	0	31,315,880	100.0%
Sub-Total	\$142,432,109	\$144,563,563	\$147,722,626	\$3,159,063	2.2%	\$0	\$147,722,626	100.0%
Other Agencies								
Central Rappahannock Regional Library	\$5,117,220	\$5,179,040	\$5,238,040	\$59,000	1.1%	\$35,000	\$5,203,040	99.3%
Cooperative Extension	168,783	180,672	186,057	5,385	3.0%	0	186,057	100.0%
Corrections	7,576,173	8,587,340	8,682,291	94,951	1.1%	340,000	8,342,291	96.1%
Partner Agencies	1,846,786	2,043,179	2,081,332	38,153	1.9%	100,282	1,981,050	95.2%
Sub-Total	\$14,708,962	\$15,990,231	\$16,187,720	\$197,489	1.2%	\$475,282	\$15,712,438	97.1%
Total all Expenditures	\$270,184,431	\$275,311,159	\$286,415,159	\$11,104,000	4.0%	\$31,413,359	\$255,001,800	89.0%

Designated Revenue Comparison

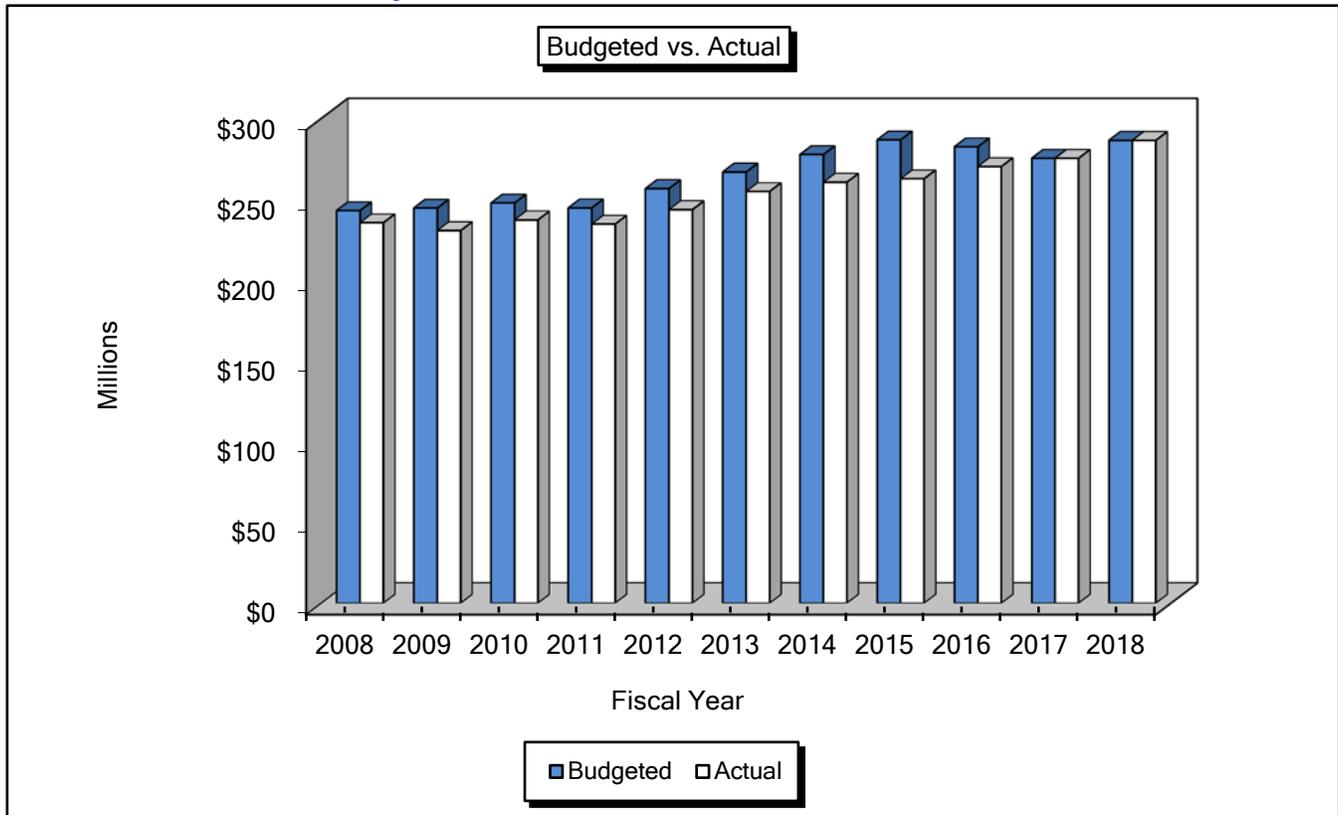
Stafford County FY18 Adopted Budget

	FY2017				FY2018				Designated Revenue Change '17 to '18	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support		
General Government Public Safety										
Fire and Rescue	\$18,173,888	\$3,408,081	\$14,765,807	81.2%	\$19,399,644	\$3,315,405	\$16,084,239	82.9%	(\$92,676)	-2.7%
Sheriff	26,357,657	7,884,807	18,472,850	70.1%	27,307,531	7,603,146	19,704,385	72.2%	(281,661)	-3.6%
Sub-Total	44,531,545	11,292,888	33,238,657	74.6%	46,707,175	10,918,551	35,788,624	76.6%	(374,337)	-3.3%
General Government Non-Public Safety										
Board of Supervisors	\$690,417	\$0	\$690,417	100.0%	\$690,417	\$0	\$690,417	100.0%	\$0	0.0%
Commissioner of the Revenue	2,693,174	257,500	2,435,674	90.4%	2,756,875	258,012	2,498,863	90.6%	512	0.2%
Commonwealth's Attorney	3,119,276	1,322,203	1,797,073	57.6%	3,197,741	1,340,159	1,857,582	58.1%	17,956	1.4%
Community Engagement, Office of	345,334	0	345,334	100.0%	352,042	0	352,042	100.0%	0	0.0%
County Administration	963,297	0	963,297	100.0%	1,143,766	0	1,143,766	100.0%	0	0.0%
County Attorney	1,085,195	0	1,085,195	100.0%	1,080,975	0	1,080,975	100.0%	0	0.0%
Clerk of the Circuit Court	1,513,815	771,700	742,115	49.0%	1,562,602	841,387	721,215	46.2%	69,687	9.0%
Circuit Court	279,206	0	279,206	100.0%	373,092	0	373,092	100.0%	0	0.0%
General District Court	117,250	35,000	82,250	70.1%	117,250	32,000	85,250	72.7%	(3,000)	-8.6%
Juvenile and Domestic Relations Court	114,700	0	114,700	100.0%	114,700	0	114,700	100.0%	0	0.0%
Magistrate	8,830	0	8,830	100.0%	8,830	0	8,830	100.0%	0	0.0%
15th District Court Services Unit	366,531	39,818	326,713	89.1%	371,136	46,230	324,906	87.5%	6,412	16.1%
Economic Development	677,942	0	677,942	100.0%	939,762	243,000	696,762	74.1%	243,000	100.0%
Finance and Budget	1,635,018	0	1,635,018	100.0%	1,661,994	0	1,661,994	100.0%	0	0.0%
Human Resources	501,049	0	501,049	100.0%	577,504	0	577,504	100.0%	0	0.0%
Human Services, Office of	5,044,034	2,376,378	2,667,656	52.9%	5,904,802	2,814,845	3,089,957	52.3%	438,467	18.5%
Information Technology	2,307,514	62,000	2,245,514	97.3%	2,563,846	74,000	2,489,846	97.1%	12,000	19.4%
Parks, Recreation and Community Facilities	11,811,066	2,256,790	9,554,276	80.9%	12,119,286	2,440,161	9,679,125	79.9%	183,371	8.1%
Planning and Zoning	2,431,191	1,877,500	553,691	22.8%	2,500,023	1,789,500	710,523	28.4%	(88,000)	-4.7%
Public Works	3,982,619	2,930,319	1,052,300	26.4%	4,265,468	3,134,090	1,131,378	26.5%	203,771	7.0%
Public Works - Stormwater	543,214	47,300	495,914	91.3%	581,705	48,719	532,986	91.6%	1,419	3.0%
Registrar & Electoral Board	493,329	75,000	418,329	84.8%	513,996	50,000	463,996	90.3%	(25,000)	-33.3%
Social Services	6,998,928	5,237,803	1,761,125	25.2%	7,161,002	5,377,256	1,783,746	24.9%	139,453	2.7%
Treasurer	2,016,446	689,100	1,327,346	65.8%	2,123,839	898,545	1,225,294	57.7%	209,445	30.4%
Sub-Total	\$49,739,375	\$17,978,411	\$31,760,964	63.9%	\$52,682,653	\$19,387,904	\$33,294,749	63.2%	\$1,409,493	7.8%
General Government Other Operating										
Non-Departmental	\$2,845,065	\$350,000	\$2,495,065	87.7%	\$3,023,971	\$350,000	\$2,673,971	88.4%	\$0	0.0%
Sub-Total	\$2,845,065	\$350,000	\$2,495,065	87.7%	\$3,023,971	\$350,000	\$2,673,971	88.4%	\$0	0.0%
General Government Other										
Debt Service County	\$13,649,195	\$280,000	\$13,369,195	97.9%	\$15,213,129	\$281,622	\$14,931,507	98.1%	\$1,622	0.6%
Capital Projects	3,992,185	0	3,992,185	100.0%	4,877,885	0	4,877,885	100.0%	0	0.0%
Sub-Total	\$17,641,380	\$280,000	\$17,361,380	98.4%	\$20,091,014	\$281,622	\$19,809,392	98.6%	\$1,622	0.6%
Total General Government	\$114,757,365	\$29,901,299	\$84,856,066	73.9%	\$122,504,813	\$30,938,077	\$91,566,736	74.7%	\$1,036,778	3.5%
Local School Funding										
Operating Budget Transfer	\$112,567,497	\$0	\$112,567,497	100.0%	\$115,726,560	\$0	\$115,726,560	100.0%	\$0	0.0%
Shared Services/Audit	115,307	0	115,307	100.0%	115,307	0	115,307	100.0%	0	0.0%
Public Day School	518,000	0	518,000	100.0%	518,000	0	518,000	100.0%	0	0.0%
One-Time Capital Funds	0	0	0	0.0%	46,879	0	46,879	100.0%	0	0.0%
Debt	31,362,759	0	31,362,759	100.0%	31,315,880	0	31,315,880	100.0%	0	0.0%
Sub-Total	\$144,563,563	\$0	\$144,563,563	100.0%	\$147,722,626	\$0	\$147,722,626	100.0%	\$0	0.0%
Other Agencies										
Central Rappahannock Regional Library	\$5,179,040	\$32,500	\$5,146,540	99.4%	\$5,238,040	\$35,000	\$5,203,040	99.3%	\$2,500	7.7%
Cooperative Extension	180,672	0	180,672	100.0%	186,057	0	186,057	100.0%	0	0.0%
Corrections	8,587,340	340,000	8,247,340	96.0%	8,682,291	340,000	8,342,291	96.1%	0	0.0%
Partner Agencies	2,043,179	90,782	1,952,397	95.6%	2,081,332	100,282	1,981,050	95.2%	9,500	10.5%
Sub-Total	\$15,990,231	\$463,282	\$15,526,949	97.1%	\$16,187,720	\$475,282	\$15,712,438	97.1%	\$12,000	2.6%
Total all Expenditures	\$275,311,159	\$30,364,581	\$244,946,578	89.0%	\$286,415,159	\$31,413,359	\$255,001,800	89.0%	\$1,048,778	3.5%

Ten-Year Expenditure Analysis

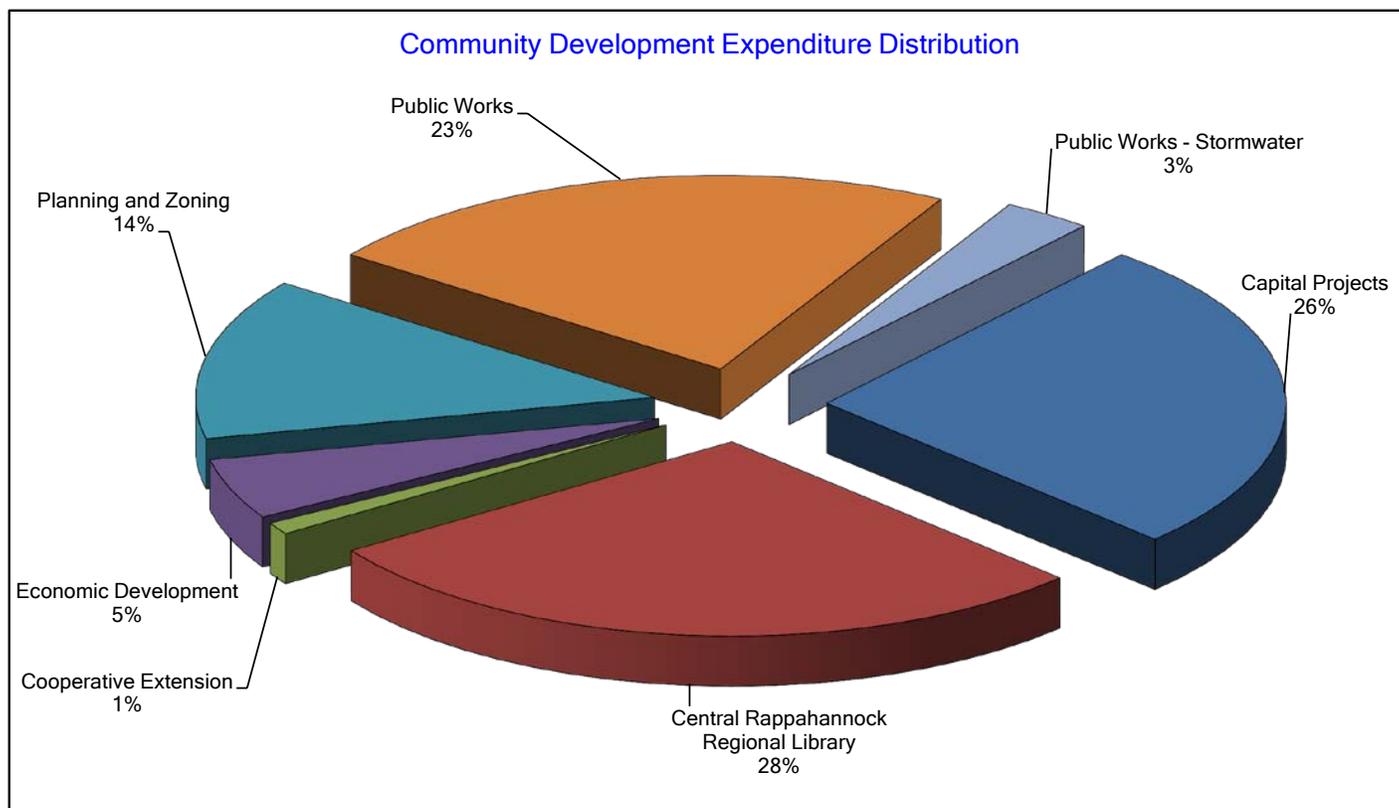
The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY2017 reflects the adopted budget and FY2018 reflect the adopted budget. The average change for this ten-year period is calculated to be 2%.

Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change
2009	244,465,642		230,528,315	-2.1%
2010	247,566,018		237,130,762	2.9%
2011	244,575,191		234,501,167	-1.1%
2012	256,547,741		243,479,891	3.8%
2013	266,799,089		254,755,569	4.6%
2014	277,636,988		260,455,578	2.2%
2015	286,725,870		262,639,311	0.8%
2016	282,423,525		270,184,431	2.9%
2017	275,311,159		275,311,159	1.9%
2018	286,415,159		286,415,159	4.0%
Average				2.0%



Community Development

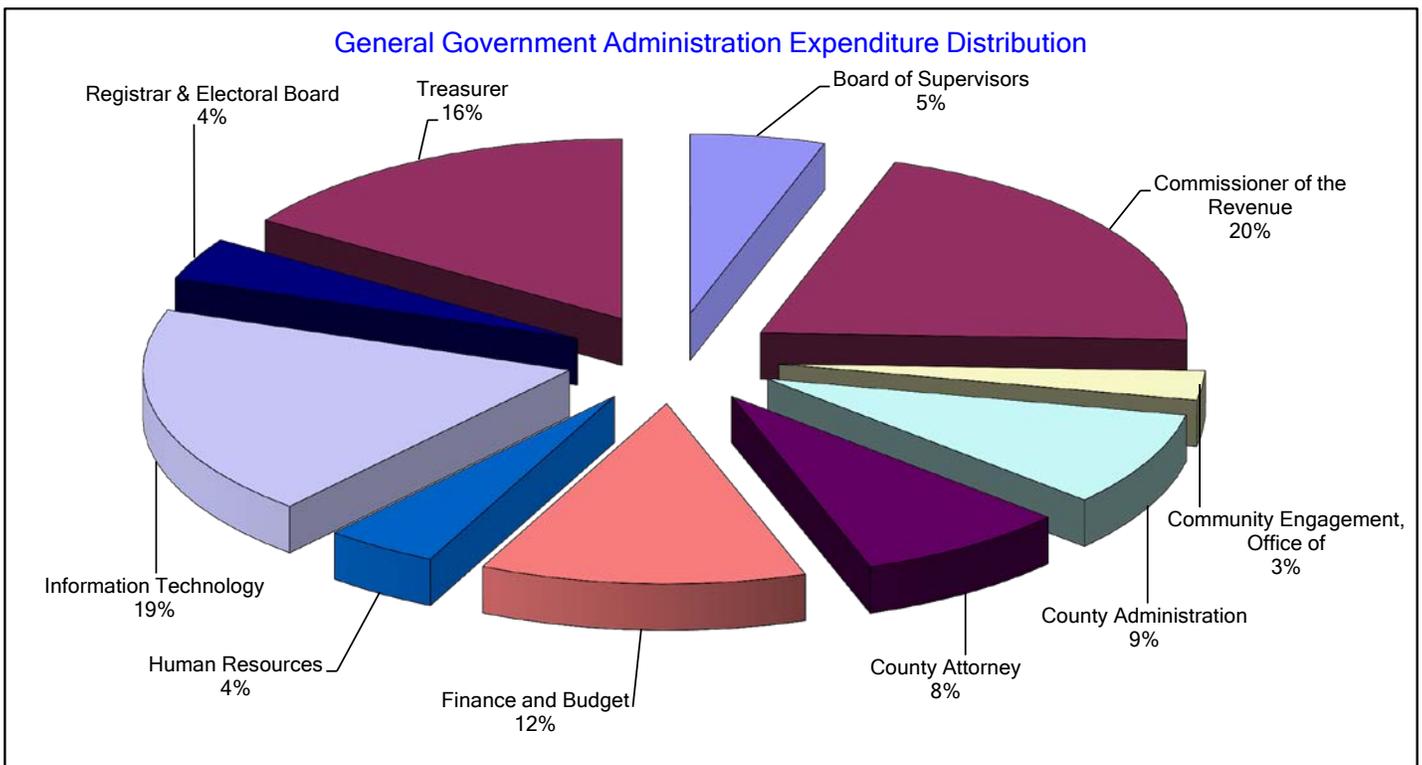
	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Capital Projects	\$2,251,636	\$3,992,185	\$4,877,885	\$885,700	22.2%
Central Rappahannock Regional Library	5,117,220	5,179,040	5,238,040	59,000	1.1%
Cooperative Extension	168,783	180,672	186,057	5,385	3.0%
Economic Development	923,309	677,942	939,762	261,820	38.6%
Planning and Zoning	2,245,463	2,431,191	2,500,023	68,832	2.8%
Public Works	3,979,867	3,982,619	4,265,468	282,849	7.1%
Public Works - Stormwater	765,982	543,214	581,705	38,491	7.1%
Total Expenditures	\$15,452,260	\$16,986,863	\$18,588,940	\$1,602,077	9.4%



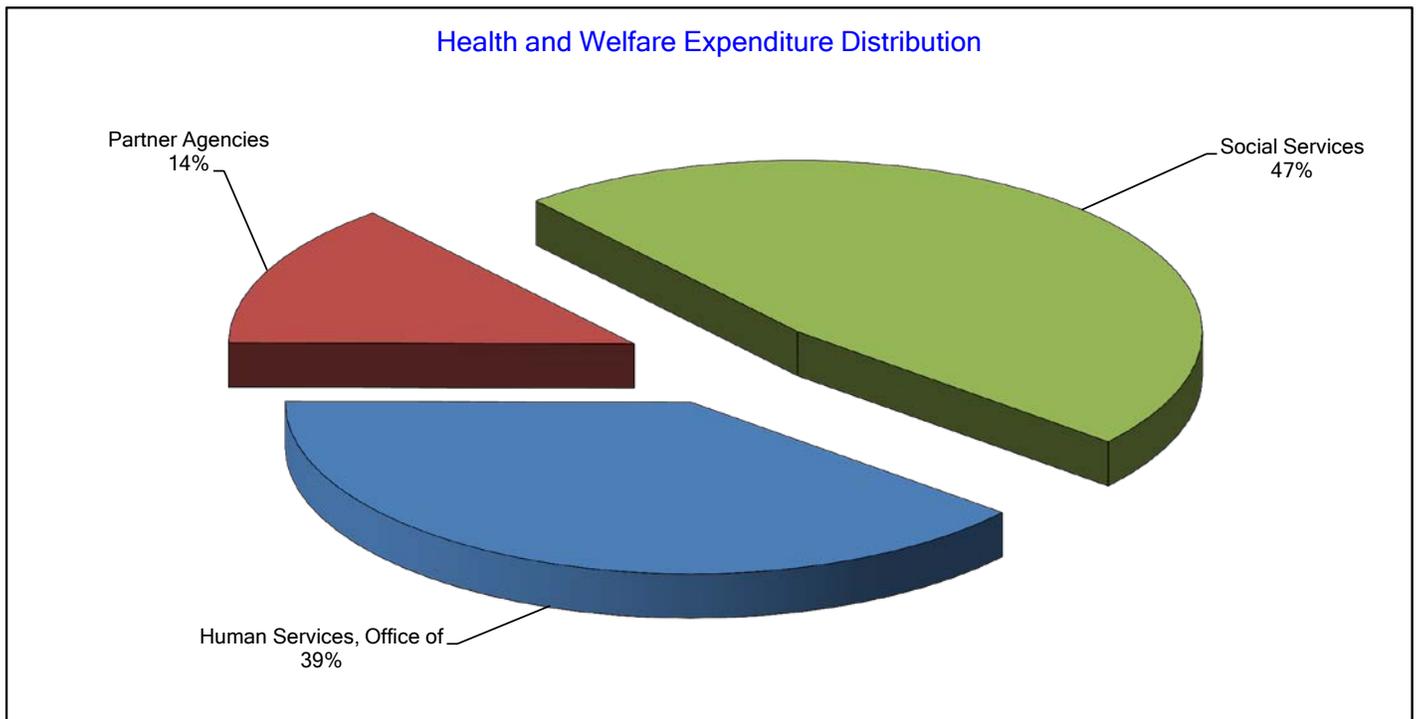
General Government Administration

Stafford County FY18 Adopted Budget

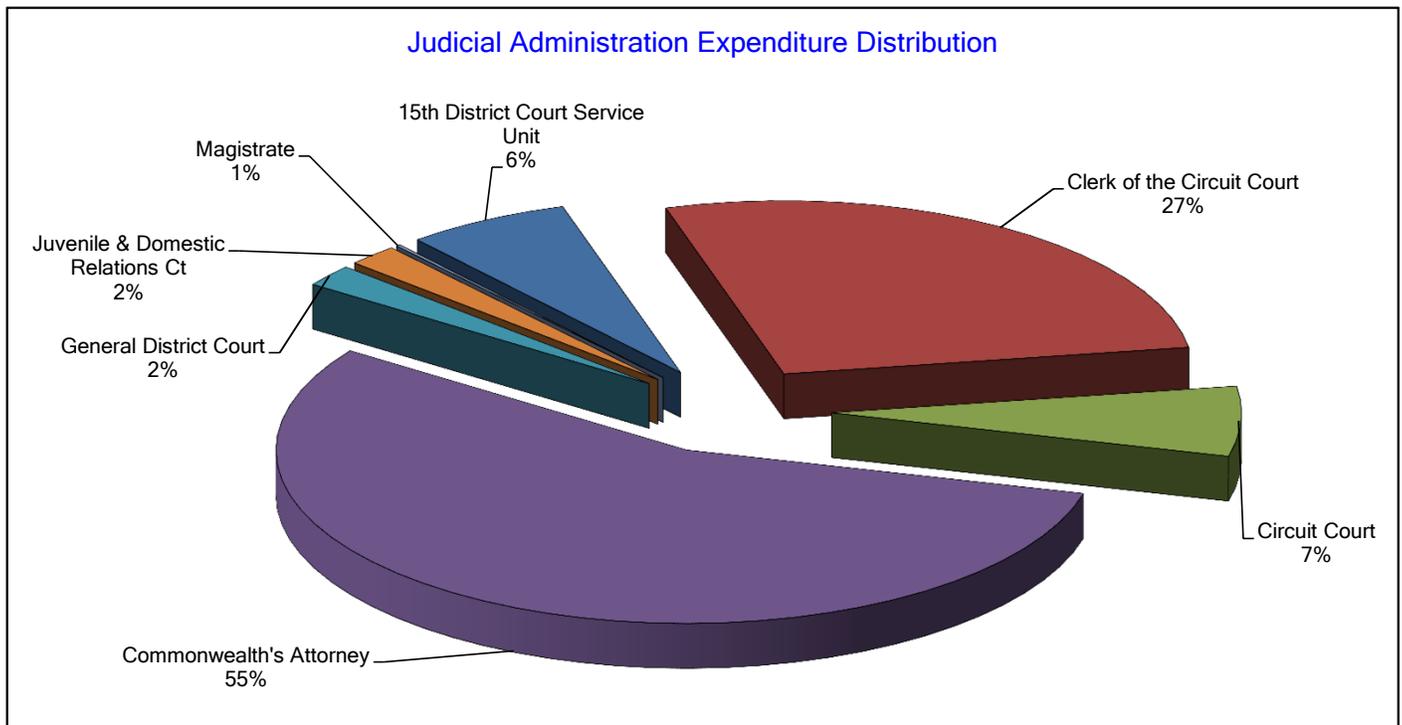
	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
Board of Supervisors	\$666,335	\$690,417	\$690,417	\$0	0.0%
Commissioner of the Revenue	2,662,802	2,693,174	2,756,875	63,701	2.4%
Community Engagement, Office of	274,684	345,334	352,042	6,708	1.9%
County Administration	802,941	963,297	1,143,766	180,469	18.7%
County Attorney	942,926	1,085,195	1,080,975	(4,220)	(0.4)%
Finance and Budget	1,653,958	1,635,018	1,661,994	26,976	1.6%
Human Resources	390,321	501,049	577,504	76,455	15.3%
Information Technology	2,408,488	2,307,514	2,563,846	256,332	11.1%
Registrar & Electoral Board	481,017	493,329	513,996	20,667	4.2%
Treasurer	1,967,306	2,016,446	2,123,839	107,393	5.3%
Total Expenditures	\$12,250,778	\$12,730,773	\$13,465,254	\$734,481	5.8%



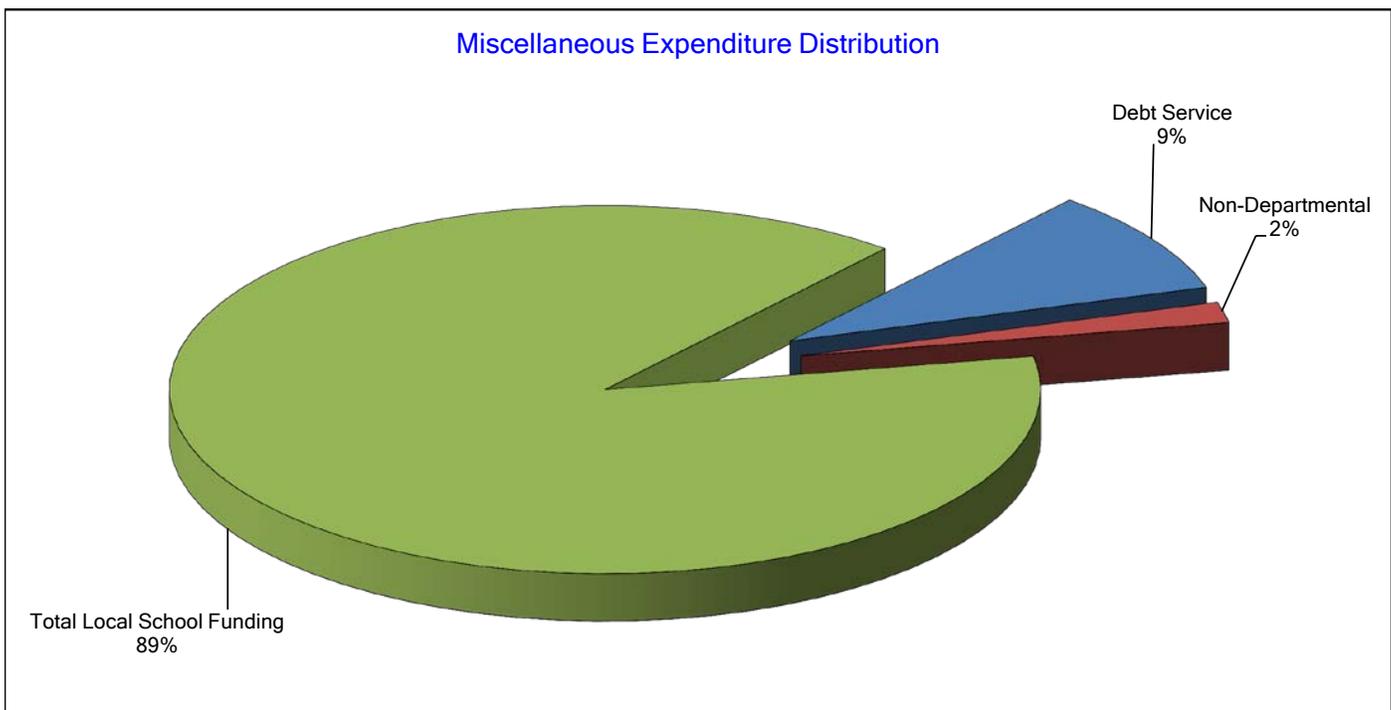
	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
Human Services, Office of	\$5,048,298	\$5,044,034	\$5,904,802	\$860,768	17.1%
Partner Agencies	1,846,786	2,043,179	2,081,332	38,153	1.9%
Social Services	6,121,760	6,998,928	7,161,002	162,074	2.3%
Total Expenditures	\$13,016,844	\$14,086,141	\$15,147,136	\$1,060,995	7.5%



	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
15th District Court Service Unit	\$350,613	\$366,531	\$371,136	\$4,605	1.3%
Clerk of the Circuit Court	1,456,485	1,513,815	1,562,602	48,787	3.2%
Circuit Court	257,458	279,206	373,092	93,886	33.6%
Commonwealth's Attorney	2,925,983	3,119,276	3,197,741	78,465	2.5%
General District Court	69,723	117,250	117,250	0	0.0%
Juvenile & Domestic Relations Ct	58,768	114,700	114,700	0	0.0%
Magistrate	7,717	8,830	8,830	0	0.0%
Total Expenditures	\$5,126,747	\$5,519,608	\$5,745,351	\$225,743	4.1%

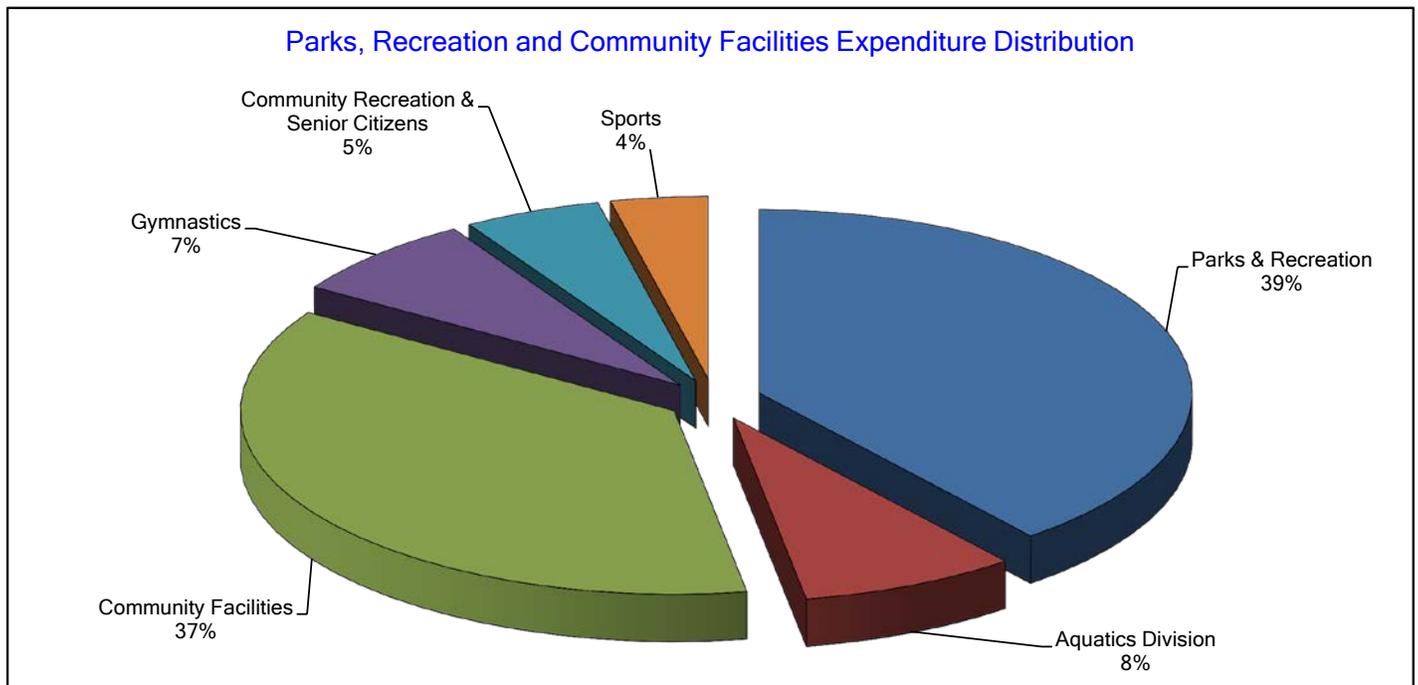


	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Debt Service	\$12,135,753	\$13,649,195	\$15,213,129	\$1,563,934	11.5%
Non-Departmental	1,866,015	2,845,065	3,023,971	178,906	6.3%
Other Transfers	5,025,655	0	0	0	0.0%
Local School Funding					
Operating Budget Transfer	111,449,395	112,567,497	115,726,560	3,159,063	2.8%
Shared Services/Audit	0	115,307	115,307	0	0.0%
Public Day School	484,000	518,000	518,000	0	0.0%
One-Time Capital Funds	209,000	0	46,879	46,879	100.0%
Subtotal Local School Operating	112,142,395	113,200,804	116,406,746	3,205,942	2.8%
Debt	30,289,714	31,362,759	31,315,880	(46,879)	(0.1)%
Total Local School Funding	142,432,109	144,563,563	147,722,626	3,159,063	2.2%
Total Expenditures	\$161,459,532	\$161,057,823	\$165,959,726	\$4,901,903	3.0%

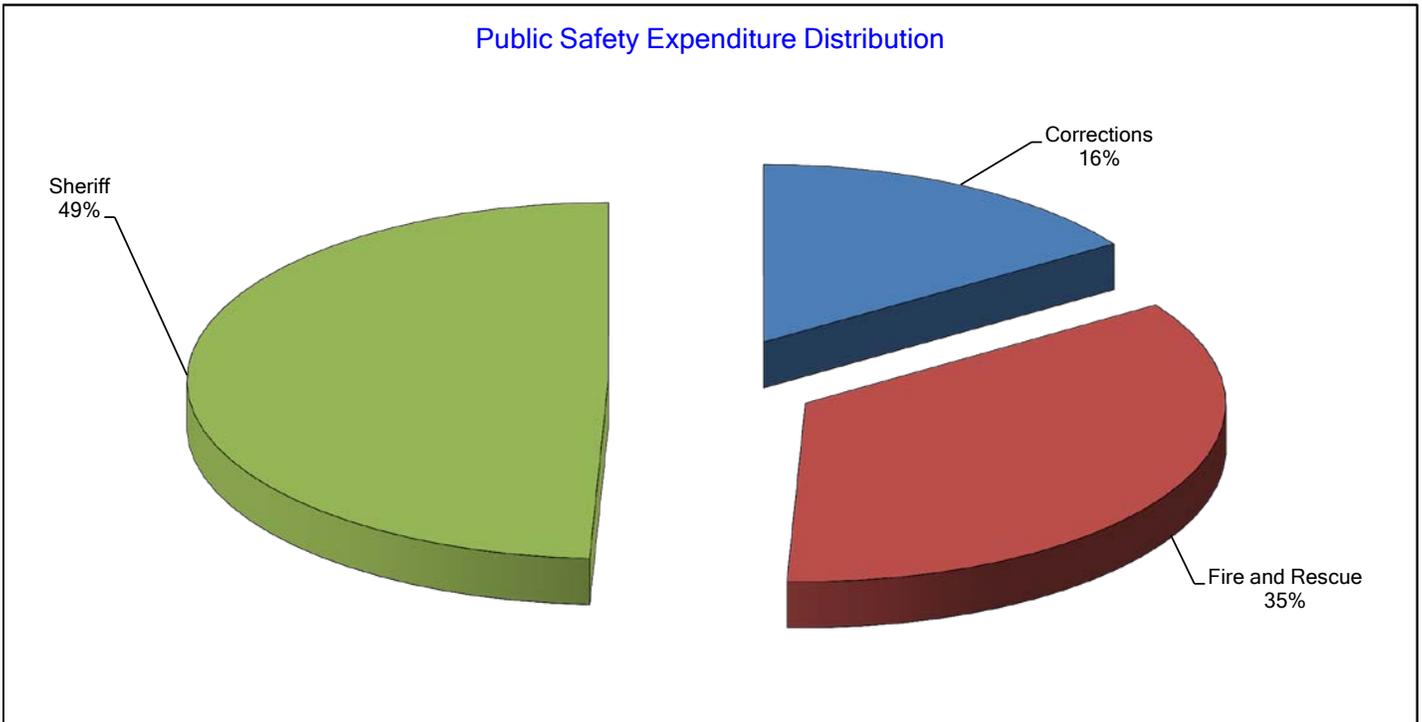


Parks Recreation and Community Facilities

	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
Parks & Recreation	\$4,771,721	\$4,638,539	\$4,755,774	\$117,235	2.5%
Aquatics Division	1,040,195	973,231	979,209	5,978	0.6%
Community Facilities	4,711,480	4,323,168	4,445,198	122,030	2.8%
Gymnastics	806,302	822,940	878,167	55,227	6.7%
Community Recreation & Senior Citizens	533,961	562,117	620,337	58,220	10.4%
Sports	591,480	491,071	440,601	(50,470)	(10.3)%
Total Expenditures	\$12,455,139	\$11,811,066	\$12,119,286	\$308,220	2.6%



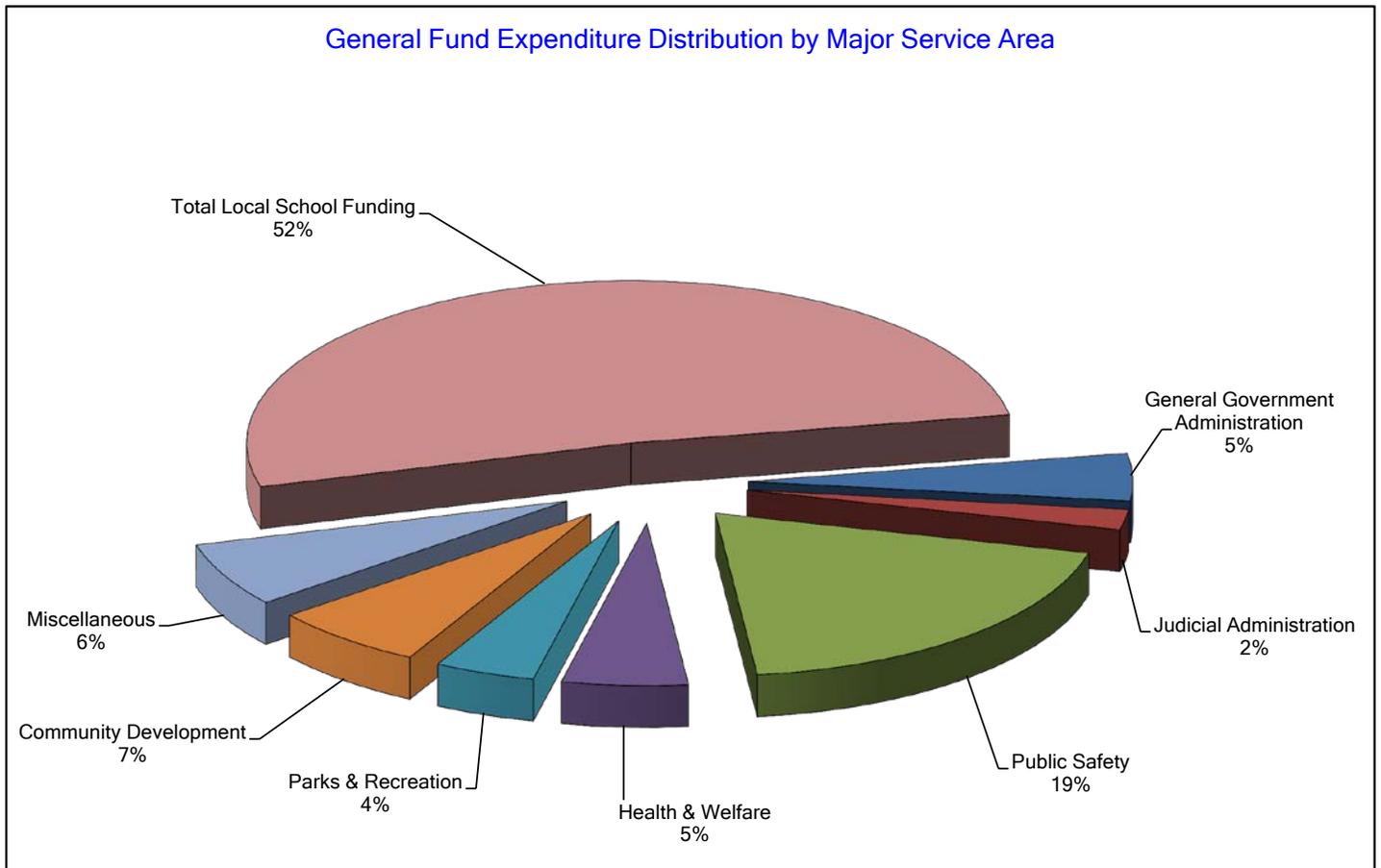
	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
Corrections	\$7,576,173	\$8,587,340	\$8,682,291	\$94,951	1.1%
Fire and Rescue	17,197,049	18,173,888	19,399,644	1,225,756	6.7%
Sheriff	25,649,909	26,357,657	27,307,531	949,874	3.6%
Total Expenditures	\$50,423,131	\$53,118,885	\$55,389,466	\$2,270,581	4.3%



General Fund Expenditures by Major Service Area

Stafford County FY18 Adopted Budget

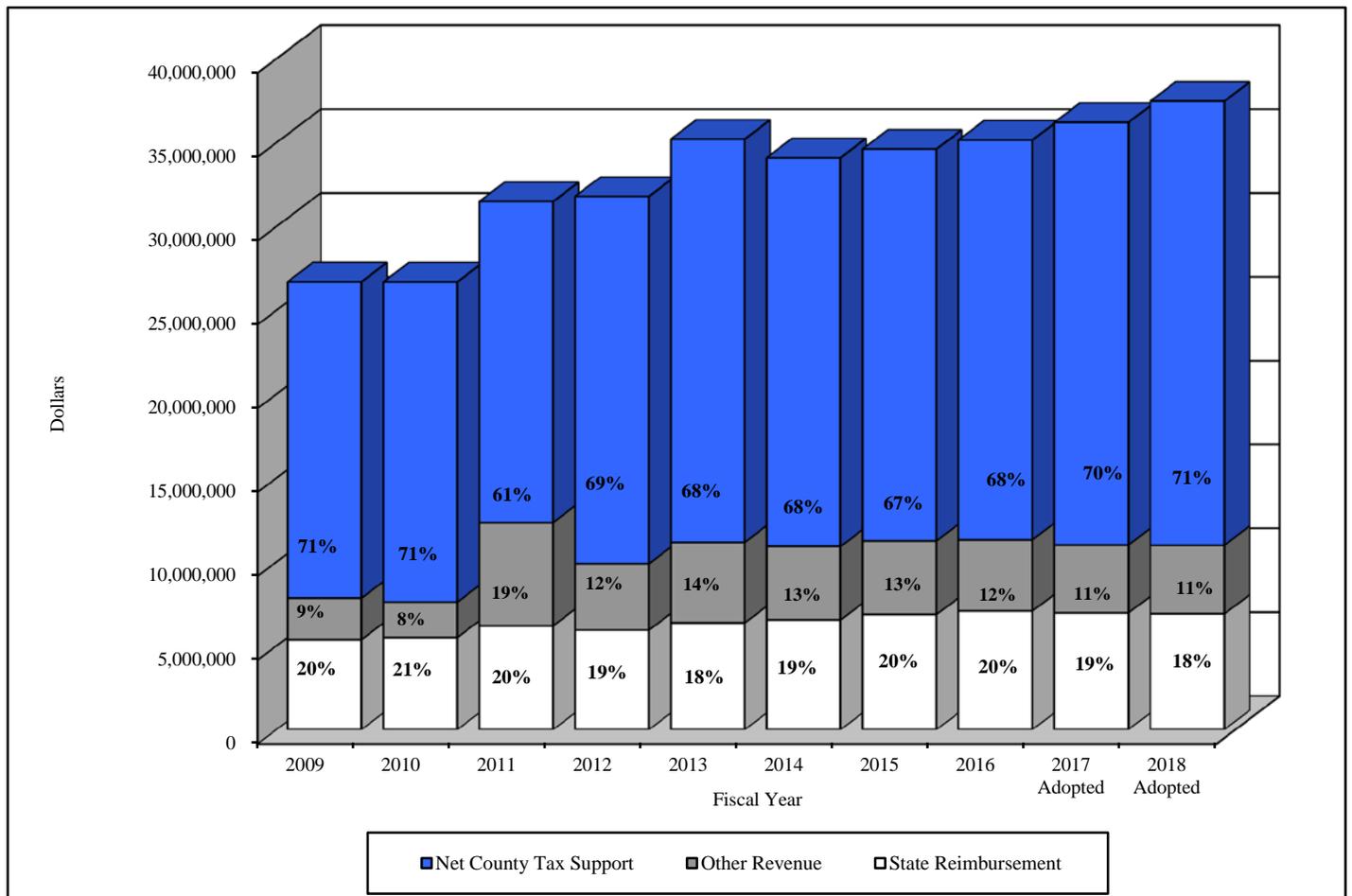
	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Changes '17 to '18	
General Government Administration	\$12,250,778	\$12,730,773	\$13,465,254	\$734,481	5.8%
Judicial Administration	5,126,747	5,519,608	5,745,351	225,743	4.1%
Public Safety	50,423,131	53,118,885	55,389,466	2,270,581	4.3%
Health & Welfare	13,016,844	14,086,141	15,147,136	1,060,995	7.5%
Parks & Recreation	12,455,139	11,811,066	12,119,286	308,220	2.6%
Community Development	15,452,260	16,986,863	18,588,940	1,602,077	9.4%
Miscellaneous	19,027,423	16,494,260	18,237,100	1,742,840	10.6%
Total Local School Funding	142,432,109	144,563,563	147,722,626	3,159,063	2.2%
Total Expenditures	\$270,184,431	\$275,311,159	\$286,415,159	\$11,104,000	4.0%



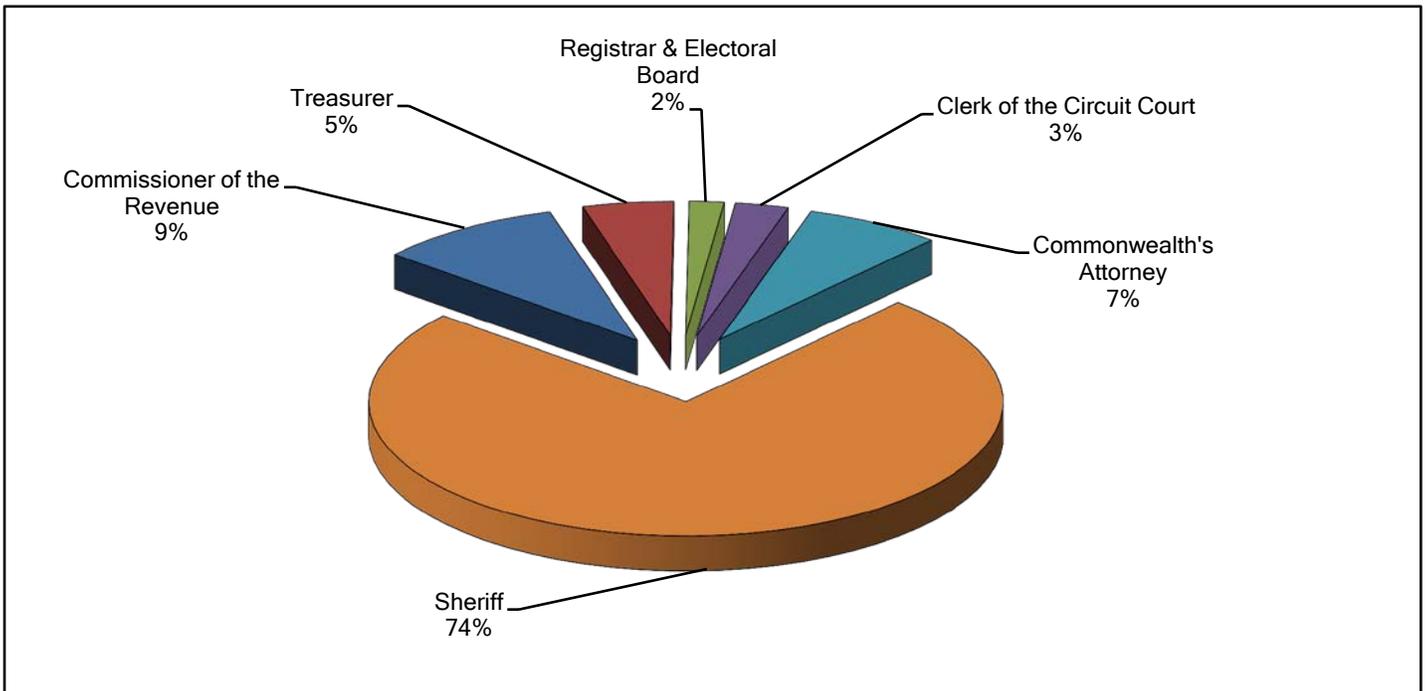
Constitutional Officers Funding

Stafford County FY18 Adopted Budget

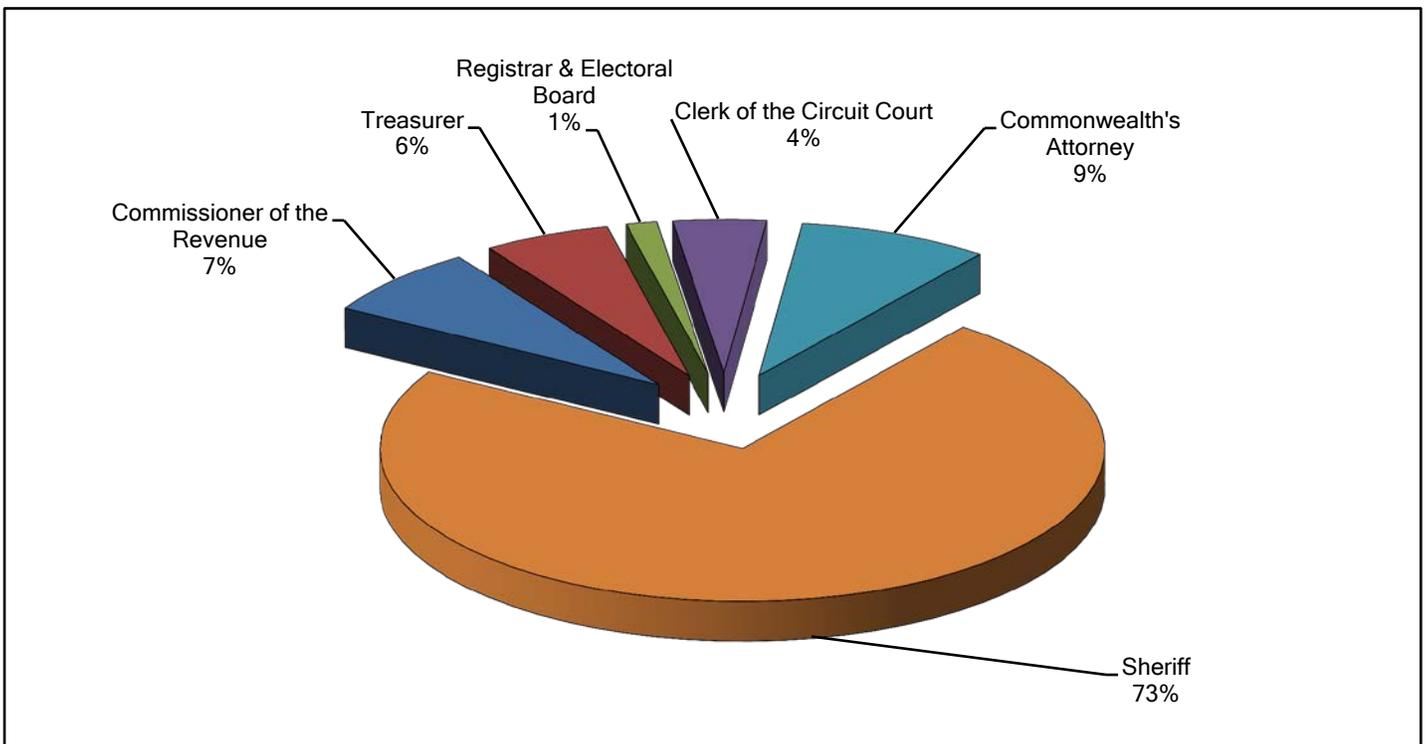
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2018 Adopted	37,462,584	6,897,903	18%	4,093,346	11%	26,471,335	71%
2017 Adopted	36,198,817	6,955,171	19%	4,045,139	11%	25,198,507	70%
2016	35,143,412	7,071,635	20%	4,240,735	12%	23,831,042	68%
2015	34,607,287	6,861,684	20%	4,387,688	13%	23,357,915	67%
2014	34,098,502	6,542,614	19%	4,381,941	13%	23,173,947	68%
2013	35,201,485	6,366,278	18%	4,801,473	14%	24,033,734	68%
2012	31,787,055	5,938,877	19%	3,953,084	12%	21,895,094	69%
2011	31,479,905	6,190,607	20%	6,155,243	19%	19,134,055	61%
2010	26,685,440	5,492,398	21%	2,110,099	8%	19,082,943	71%
2009	26,689,419	5,362,182	20%	2,473,592	9%	18,853,645	71%



Constitutional Officers County Tax Support

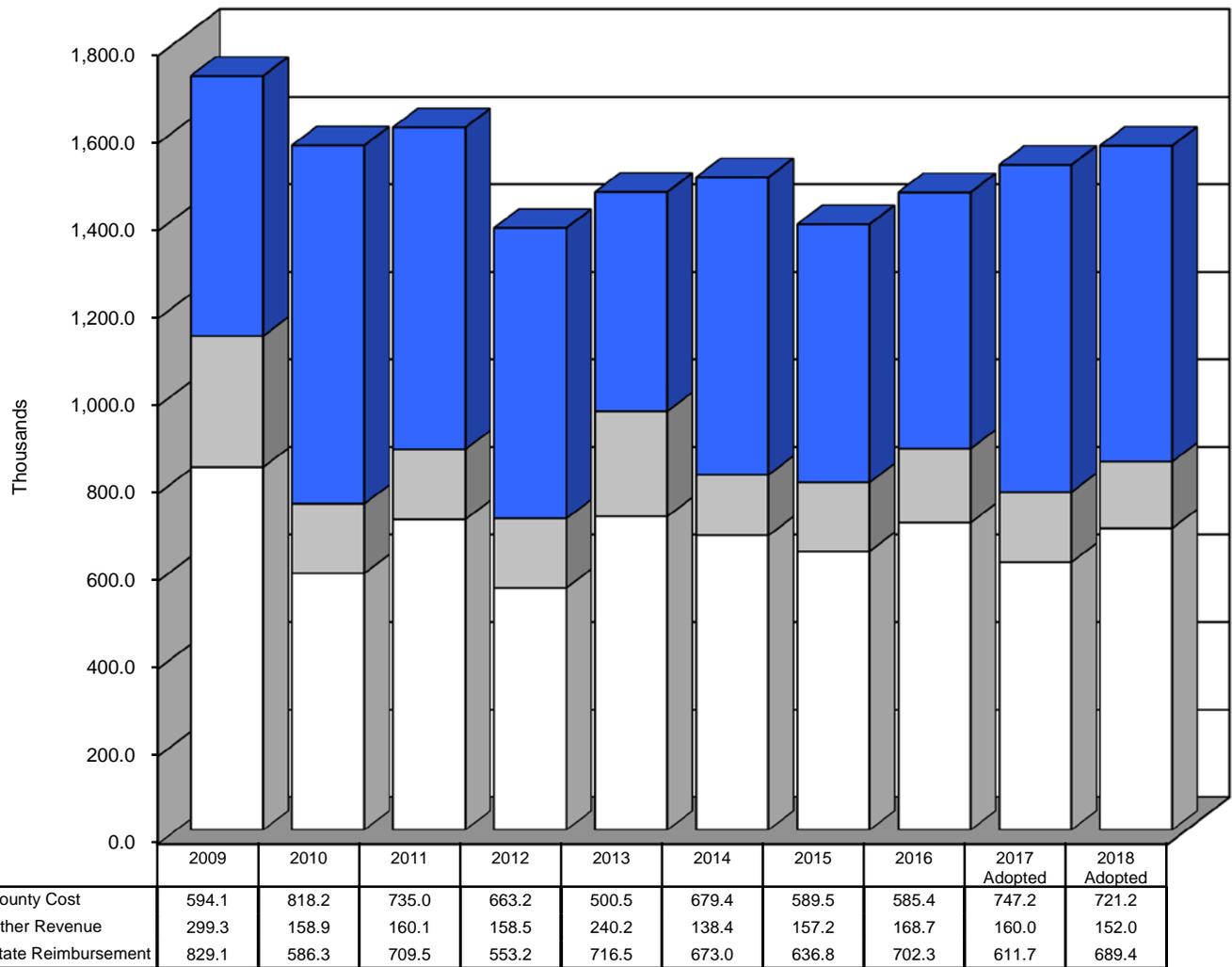


Constitutional Officers Expenditures

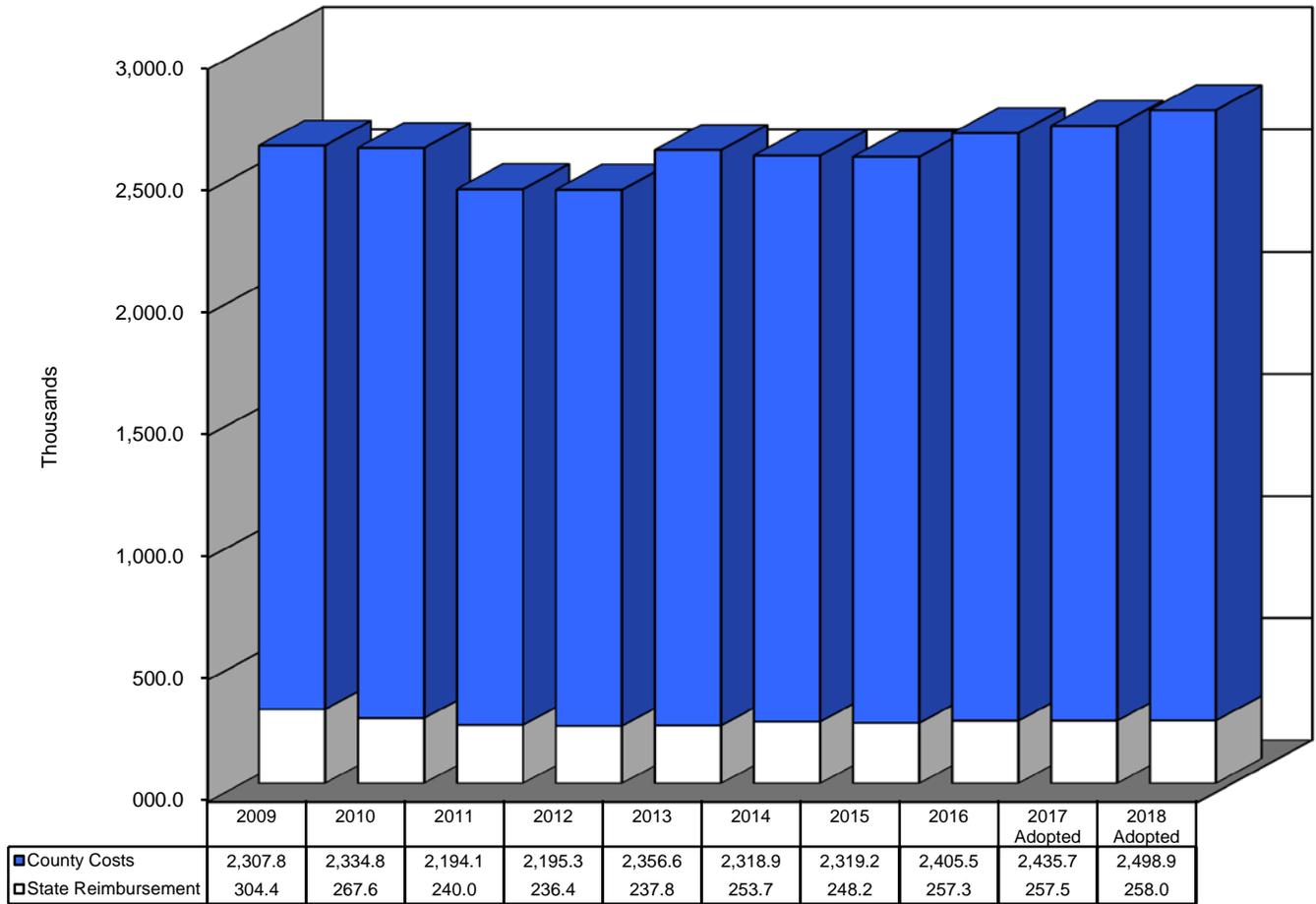


Clerk of the Circuit Court

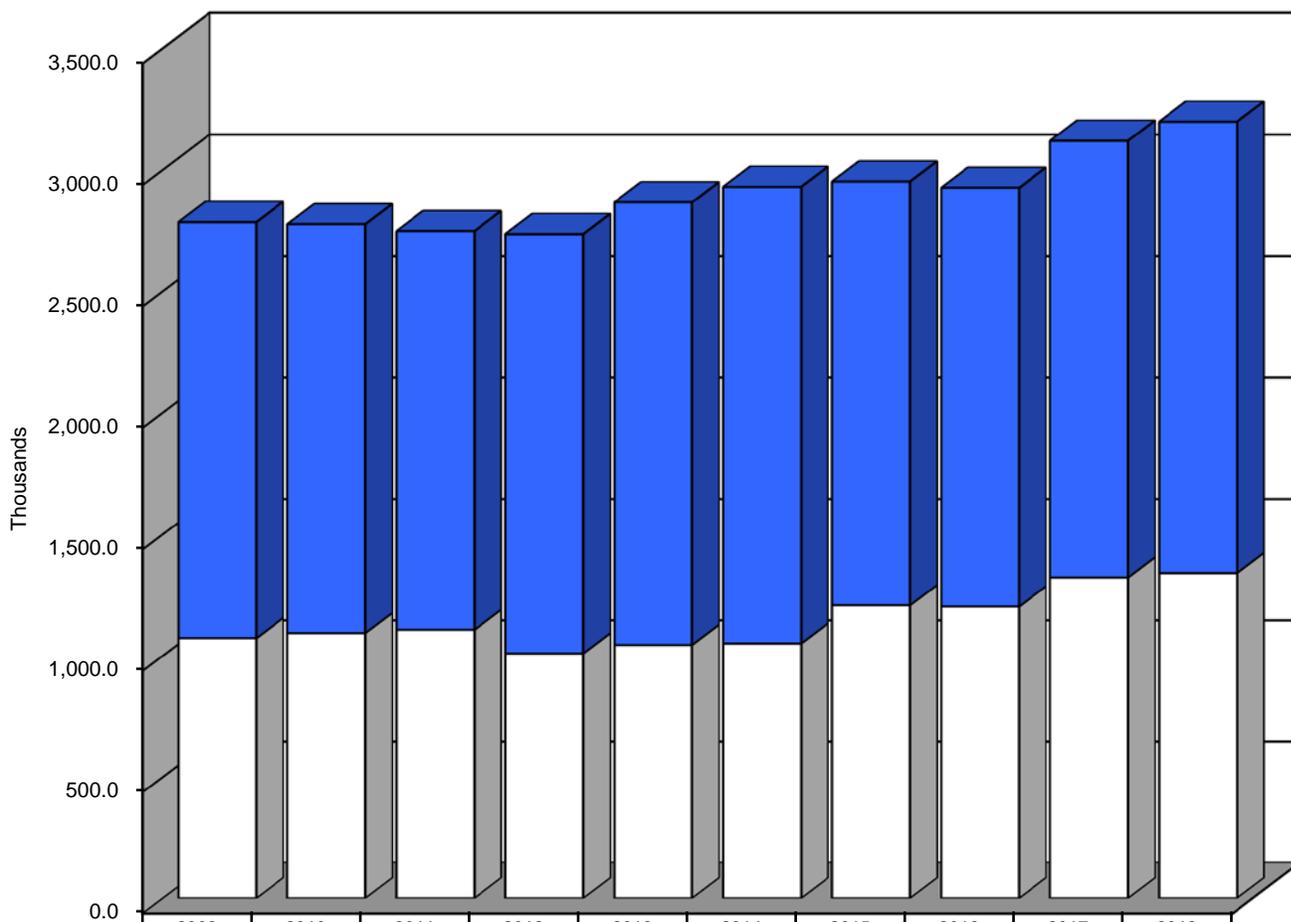
Stafford County FY18 Adopted Budget



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	35%	52%	46%	48%	35%	46%	43%	40%	49%	46%
Other Revenue	17%	10%	10%	12%	16%	9%	11%	12%	11%	10%
State Reimbursement	48%	38%	44%	40%	49%	45%	46%	48%	40%	44%



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	88%	90%	90%	90%	91%	90%	90%	90%	90%	91%
State Reimbursement	12%	10%	10%	10%	9%	10%	10%	10%	10%	9%

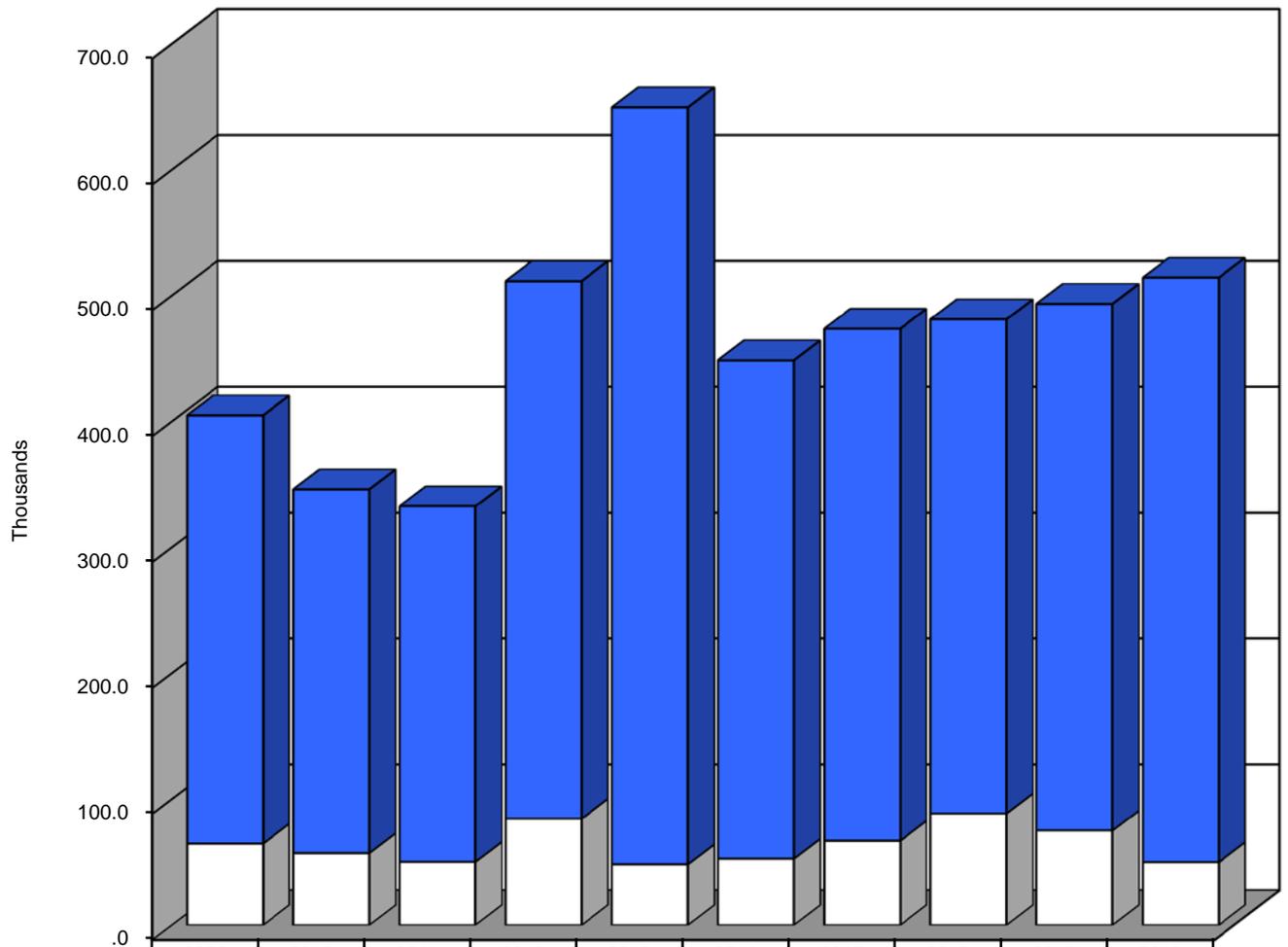


	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	1,712.3	1,682.4	1,640.3	1,725.8	1,821.8	1,879.7	1,744.0	1,723.5	1,797.1	1,857.6
State Reimbursement	1,072.3	1,093.0	1,106.5	1,009.3	1,044.2	1,050.5	1,207.6	1,202.4	1,322.2	1,340.2

	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	61%	61%	60%	63%	64%	64%	59%	59%	58%	58%
State Reimbursement	39%	39%	40%	37%	36%	36%	41%	41%	42%	42%

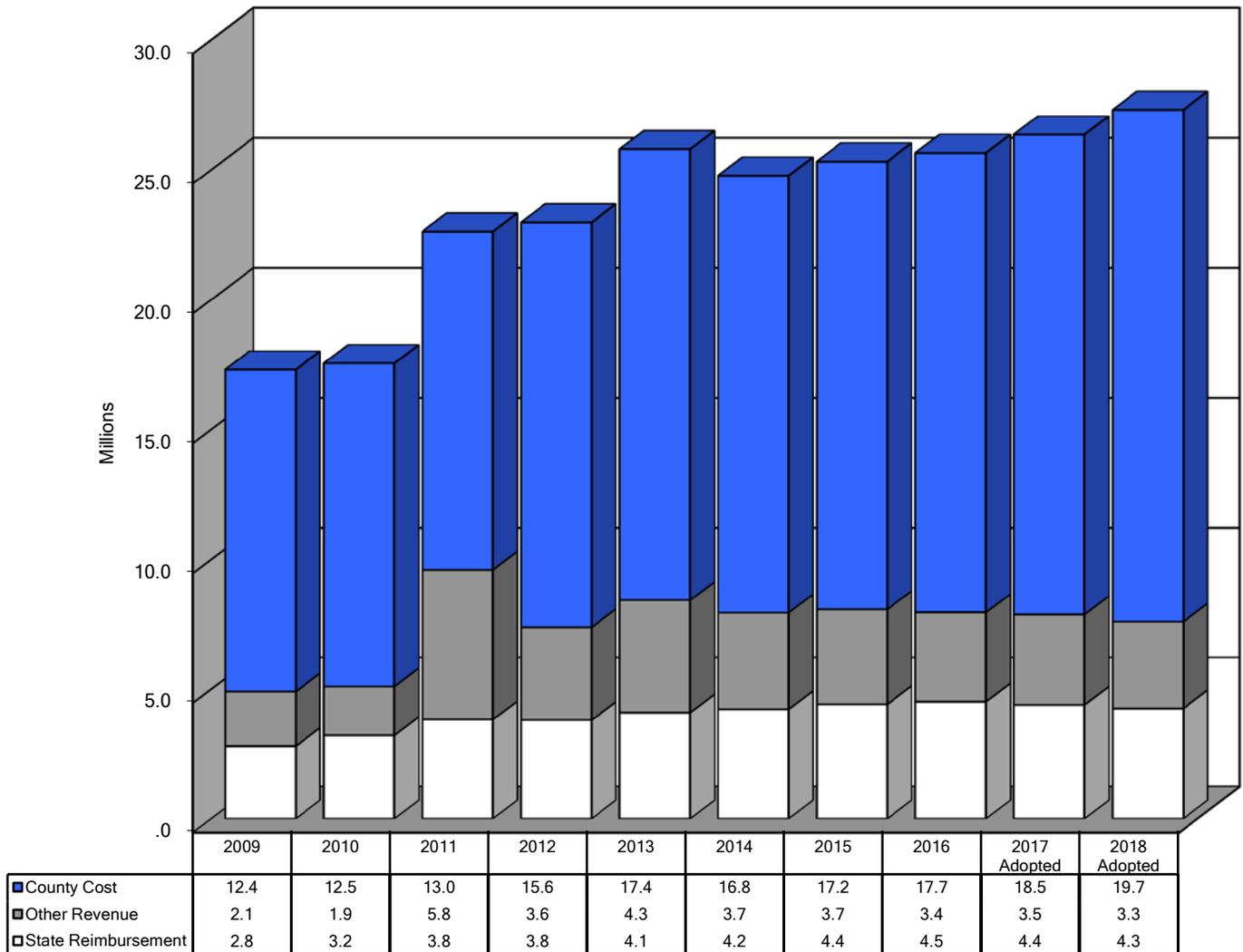
Registrar and Electoral Board

Stafford County FY18 Adopted Budget



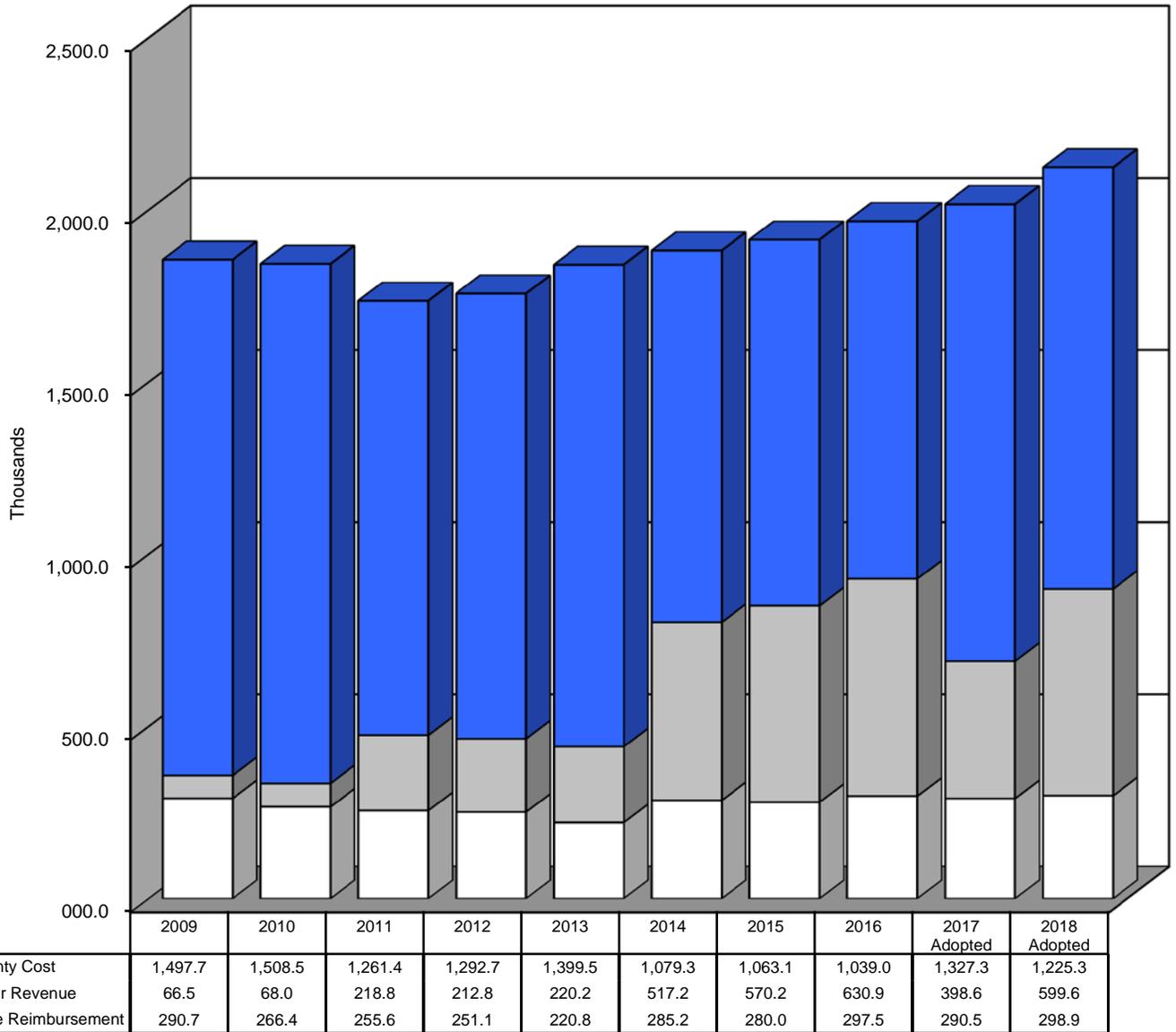
	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	340.0	288.8	282.2	426.9	601.2	395.9	406.7	392.4	418.3	464.0
State Reimbursement	64.6	57.2	50.2	84.5	48.3	52.7	66.9	88.6	75.0	50.0

	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
State Reimbursement	16%	17%	15%	17%	7%	12%	14%	18%	15%	10%
County Cost	84%	83%	85%	83%	93%	88%	86%	82%	85%	90%



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	72%	71%	57%	67%	67%	68%	69%	69%	70%	72%
Other Revenue	12%	11%	26%	16%	17%	15%	14%	13%	13%	12%
State Reimbursement	16%	18%	17%	17%	16%	17%	17%	18%	17%	16%

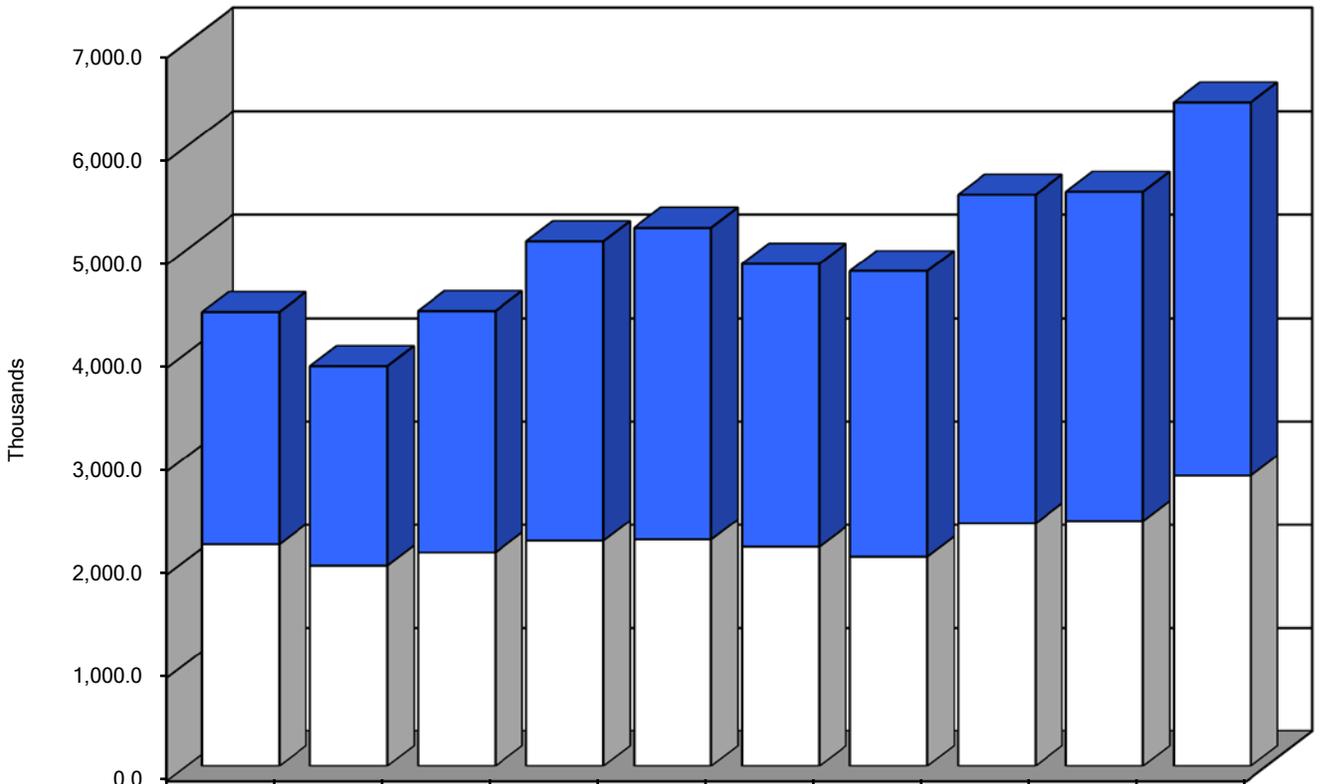
To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund was combined with the Sheriff's Budget in FY2011.



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	81%	82%	72%	74%	76%	58%	55%	53%	66%	58%
Other Revenue	4%	4%	13%	12%	12%	27%	30%	32%	20%	28%
State Reimbursement	16%	14%	15%	14%	12%	15%	15%	15%	14%	14%

Office of Human Services and Public Day School

Stafford County FY18 Adopted Budget

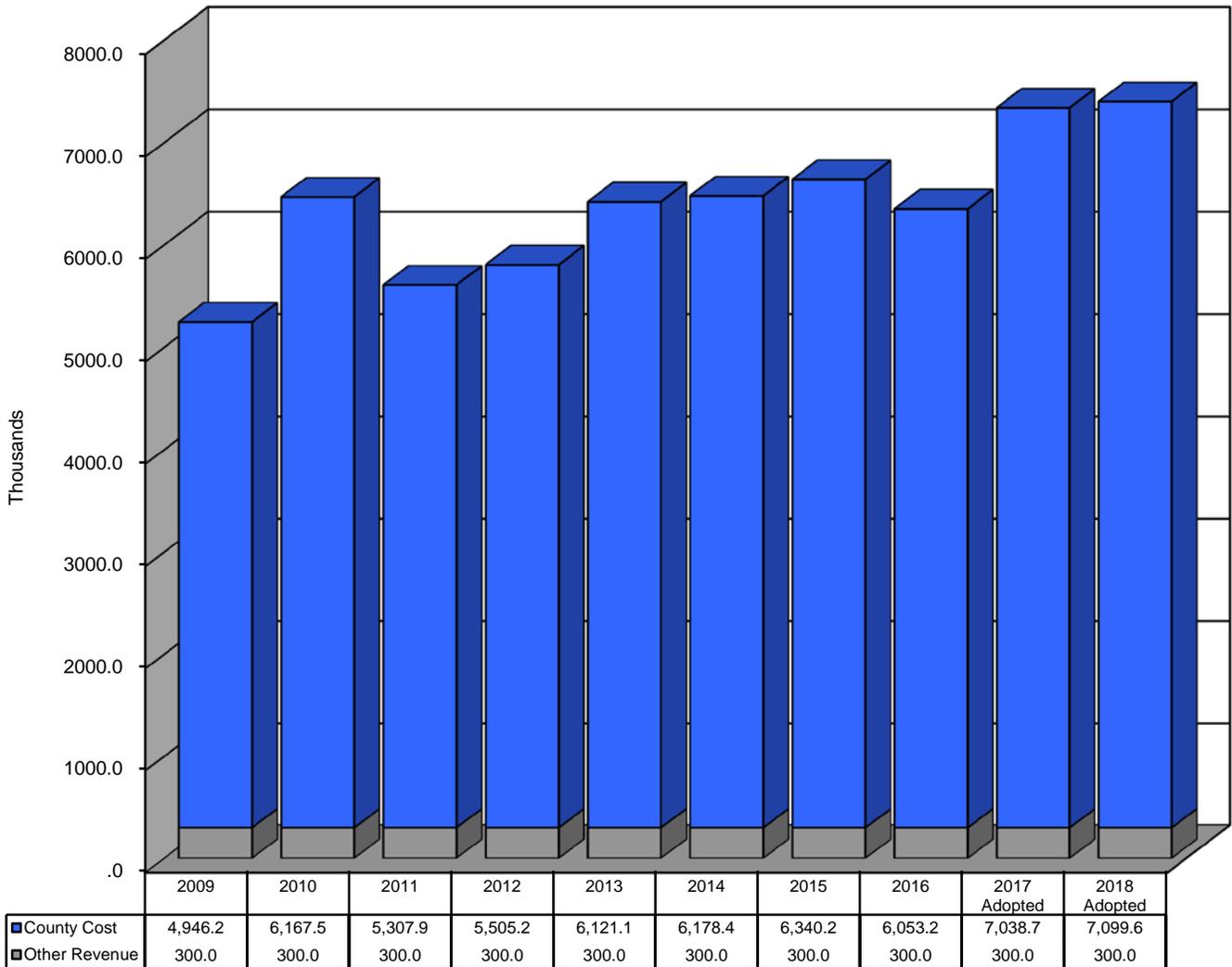


	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
■ County Cost	2,247.4	1,929.1	2,336.8	2,895.7	3,014.0	2,736.8	2,762.4	3,179.0	3,185.7	3,608.0
□ State Reimbursement	2,150.0	1,944.2	2,070.3	2,185.8	2,197.2	2,126.7	2,030.5	2,353.3	2,376.4	2,814.8

	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	51%	50%	53%	57%	58%	56%	58%	57%	57%	56%
State Reimbursement	49%	50%	47%	43%	42%	44%	42%	43%	43%	44%

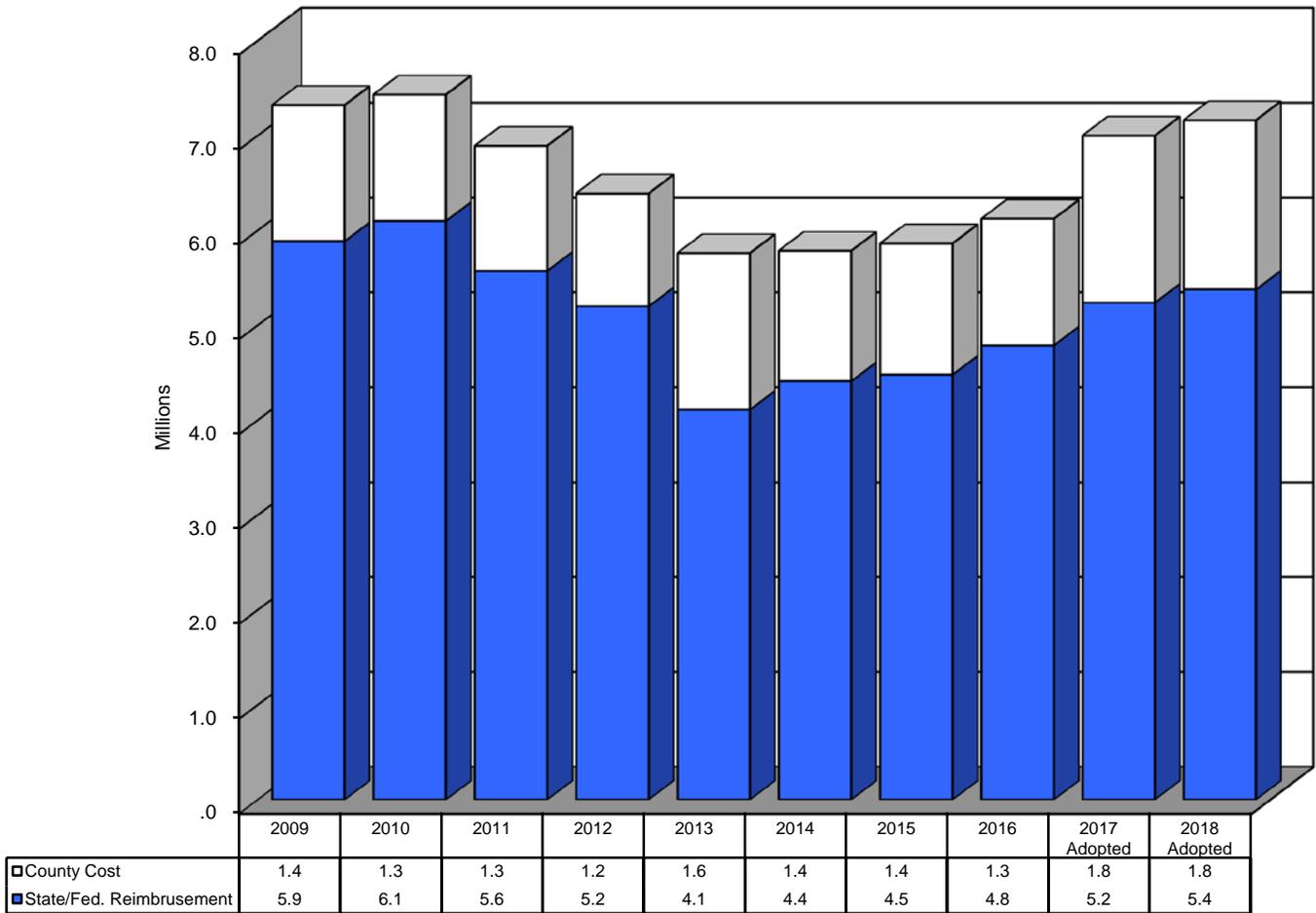
Rappahannock Regional Jail

In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority (RRJA). 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.



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	94%	95%	95%	95%	95%	95%	95%	95%	96%	96%
Other Revenue	6%	5%	5%	5%	5%	5%	5%	5%	4%	4%

Social Services



	2009	2010	2011	2012	2013	2014	2015	2016	2017 Adopted	2018 Adopted
County Cost	20%	18%	19%	19%	29%	24%	24%	22%	25%	25%
State/Fed. Reimbursement	80%	82%	81%	81%	71%	76%	76%	78%	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 18th 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

The agendas and all supporting materials for each Board of Supervisors and Standing Committee meeting are available online for citizens on Stafford's website. This saves money on printing. As well, the agendas - which can be hundreds of pages - are uploaded onto an iPad for Board members.



In 2016, the Board of Supervisors opened the Jeff Rouse Swim and Sport Center, a 50 meter X 25 yard indoor competition pool and recreation facility, a linchpin for sports tourism efforts.

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.

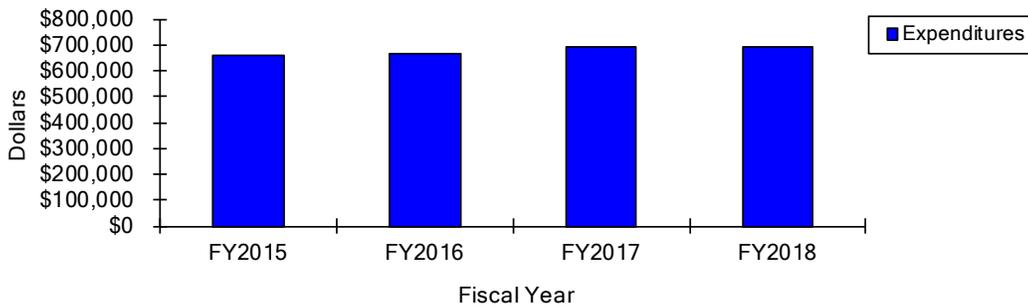
Citizen Information/Community Awareness

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$243,209	\$251,498	\$226,131	\$226,131	\$0	0.00%
Operating	417,856	414,837	464,286	464,286	0	0.00%
Local Tax Funding	\$661,065	\$666,335	\$690,417	\$690,417	\$0	0.00%

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



Total Budget
\$690,417

Notable Changes

- No notable changes

Goals/Objectives

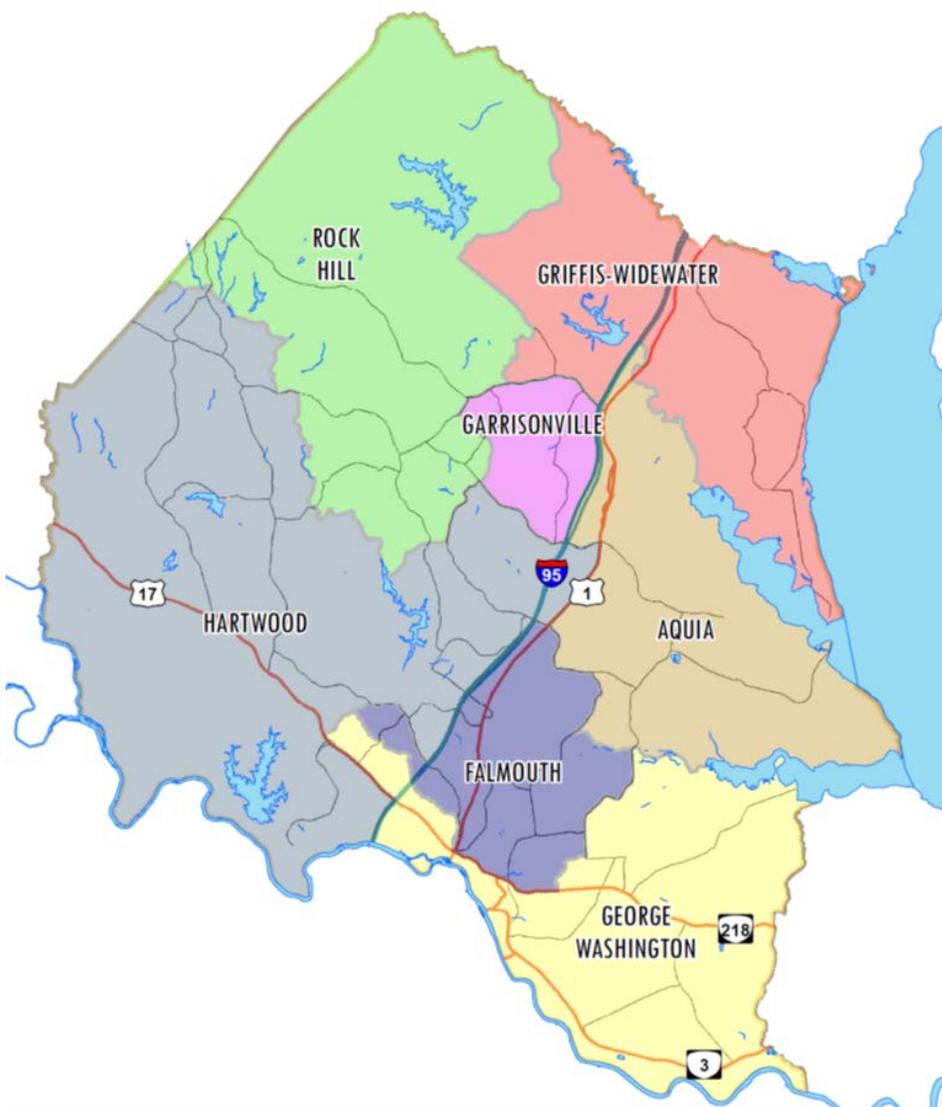
- Continue to promote a safe, healthy and prosperous community through responsible and accountable government by working to meet the Board’s priorities for the community, which include Education, Public Safety, Infrastructure, Economic Development, and Service Excellence ([Service Level 1, 2, 3, 4, 5,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

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Board of Supervisor Meetings	21	24	24
2. Ordinances Adopted/Considered	46	55	55
3. Resolution Adopted/Considered	376	400	400
4. County Bond Rating Fitch	AAA	AAA	AAA
5. Moody's	Aa1	Aa1	AAA
6. S & P	AAA	AAA	AAA
7. BOS requests for constituent assistance processed	590	600	600

Election District Boundaries



Accomplishments

- Obtained second AAA bond rating from Fitch Rating Service. The first came from Standard & Poor's.
- Stafford's two AAA bond ratings, lack of a business tax and aggressive efforts to attract and retain high quality businesses resulted in the creation of more than 43,000 jobs right here in Stafford County!
- Celebrated the opening of the Embrey Mill Park rectangular field complex and secured the first major soccer tournament, pulling teams from 18 states.
- Announced Regal Cinema will be building a 12-theater, 50,539 square foot theater in the Garrison at Stafford, formerly known as Stafford Village. The cinema will be part of a 500,000 square foot mixed-use community.

Did You Know?

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



Mission

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

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.

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.



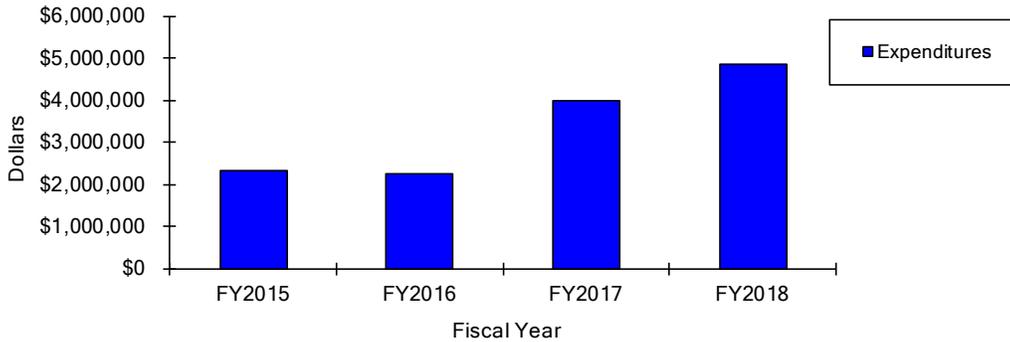
Pictured is the new restrooms and ADA parking at Lake Mooney. This project was funded with cash capital funds

Cash Capital Projects

Agency	FY18 Infrastructure Projects	Estimated Cost
IT	Admin and Public Safety Center/ASA firewall replacement.	71,000
IT	Multiple sites/Switch Replacements.	206,000
IT	Multiple sites/Physical Security. Install lockable cabinets for IT switches at all remote sites	129,000
IT	Admin and Public Safety Center/Edge Router Replacement.	109,000
IT	Admin Building/Data Center. Redundant Batteries for Uninterruptable Power Supply System	52,000
IT	Admin and Public Safety Center Server Replacement.	26,000
IT	Admin and Public Safety Center iSeries Hardware Replacement. Replace iSeries.	103,000
IT	Fiber Optic	127,185
IT	Mobile Assessor - COR	59,000
Parks	Gov Center Generator	464,000
Parks	Porter Library Parking lot repairs and Landscaping	36,000
Parks	Pratt Park gravel road behind concessions stands	19,000
Parks	CRRL Porter Library Electrical upgrades / Access Control / Upgrade Children area	34,000
Parks	Courthouse Community Center/Rowser Floor replacement	28,000
Parks	Gov Center repair slate roof valley metal	41,000
Parks	Pratt Shelter G Fans lights	10,000
Parks	Smith Lake Convert Irrigation to Sentinel CMS	15,000
Parks	Curtis Park Disk Golf Course paver's tees/replace shelter #5 (storm damaged)	62,000
Parks	Shelton's Cottage Climate Control	26,000
Parks	Health Dept. Air Condition	15,000
Parks	Boilers for Porter library	98,000
Parks	Belmont Ferry Farm trail Benches and mile markers	67,000
Public Safety	PSB Air Purification Systems - Evidence/Armory/Forensic	41,000
Public Safety	PSB Radio Tower Microwave and Battery Replacement	412,000
Public Safety	Fire and Rescue Station Rehabs	106,000
Public Works	Stormwater	300,000

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18
Costs					
Operating	\$2,338,998	\$2,251,636	\$3,992,185	\$4,877,885	\$885,700 22.19%
Local Tax Funding	\$2,338,998	\$2,251,636	\$3,992,185	\$4,877,885	\$885,700 22.19%



Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board.
- The objective of Courthouse “Ramp UP” is to set aside debt service funding for the construction of the new Courthouse by FY 2022.
- An amount equivalent to 3.00% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.

The above goals support the Principles of High Performance Financial Management

Total Budget
\$4,877,885

Notable Changes

Capital

- Incremental annual increase as needed to meet policy goal of 3% of general fund expenditures
- Funding of \$2.7M for infrastructure projects
- Funding for Sheriff’s vehicles \$713,000
- Funding for Fire and Rescue vehicles \$824,000
- Funding for Parks and Community Facilities equipment \$75,000
- Vehicle Replacement Program \$50,000
- Courthouse “Ramp Up” \$193,000
- SAFER Grant “Ramp Up” use to enhance Purchase Development Rights program \$366,700

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
An amount equivalent to 3% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.	2.57%	3.00%	3.00%

Accomplishments

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

Mission

The Central Rappahannock Regional Library inspires lifelong learning for everyone in our community.

Vision

The Central Rappahannock Regional Library improves lives through the transformative power of information, learning, and ideas to meet the growing needs of our region.

Thinking Efficiently

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

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

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



Thanks to support from the County, the 23,000 square foot Porter Library was refreshed with the addition of new shelving. Porter is Stafford's busiest branch with over 1,000,000 checkouts and 308,000 visits by library customers in FY16.

Who Are We?

The Central Rappahannock Regional Library works diligently to meet our community's 21st century needs, respond to customer interests and requests, engage them with unique opportunities and materials, and provide excellent customer service. CRRL's impact will be profound as lives are improved and an innovative and dynamic community is created. Individuals will thrive thanks to the events, services, connections, educational opportunities, entertainment, and knowledge we provide.

Values

- Learning - We promote learning and literacy in all forms
- Communications - We are clear, concise, collaborative, and consistent
- Adaptability - We are agile and responsive while making resources and services available to all
- Accountability - We serve as a responsible steward of public resources and trust
- Community - We provide opportunities to meet, exchange ideas, and participate in the life of our customers.

Competencies

- Professionalism - We are qualified, skilled, and committed
- Collaboration - We are committed to collaborate and partner with other regional leaders and organizations to provide holistic, integrated solutions
- Teamwork - We build and maintain vital connections to the region so that classes, events, services, and resources are relevant, impactful, and meaningful
- Innovation - We are driven by continuous improvement

Direction

- READ - Encourage everyone in our region to read, view, and listen
- LEARN - Promote lifelong learning from birth to college and beyond
- MEET - Create thriving spaces where the community connects, accesses library resources, and shares their ideas and stories
- INNOVATE - Provide collections and services that aid in soliciting ideas, build skills, support lifelong learning, and spark creativity

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$5,067,220	\$5,117,220	\$5,179,040	\$5,238,040	\$59,000	1.14%
Total	5,067,220	5,117,220	5,179,040	5,238,040	59,000	1.14%
Revenue	32,822	35,709	32,500	35,000	2,500	7.69%
Local Tax Funding	\$5,034,398	\$5,081,511	\$5,146,540	\$5,203,040	\$59,000	1.15%

Total Budget

\$5,238,040

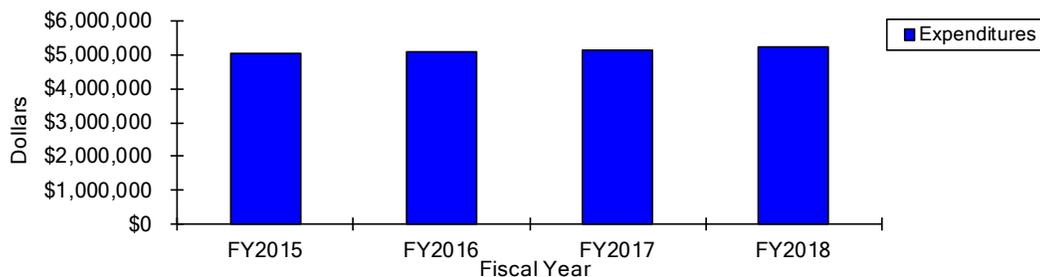
Notable Changes

Personnel

- Salary adjustments
- Increase in health care costs

Operating

- Increase for books and materials



Goals/Objectives

READ

- CRRL is everyone's favorite place to borrow books, films, and music, with the help of knowledgeable, friendly staff
- Enhance reading, viewing, and listening opportunities through programs and partnerships to address regional needs

LEARN

- Expand and strengthen support for early literacy
- Inform and delight the communities in our region with a varied calendar of programs
- Increase personalized services from staff to meet individual needs for research, information, and technology assistance

MEET

- Optimize the public's ability to use the library 24/7 by enhancing our digital services
- Meet community demand for convenient library services by exploring options for unique service outlets across the region

INNOVATE

- Expand the library's role as a community resource for meetings and gallery space
- Increase the quality and quantity of library materials in new and emerging formats
- Offer the region a greater number and variety of library materials by increasing the materials budget

The above goals support Board of Supervisors Priorities for the community

The Central Rappahannock Regional Library's strategic plan is available for download at <http://www.librarypoint.org/strategicplan>

Central Rappahannock Regional Library

Stafford County FY18 Adopted Budget

Service Levels

Regional Demographics

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Book Stock Growth	698,668	719,628	741,217
Library Visits	1,384,572	1,426,109	1,468,892
Number of Classes	3,032	3,123	3,217
Attendance	89,910	92,607	95,386
Lobby Stops/ LEEP Deliveries	80	82	85
Circulation	4,444,883	4,578,229	4,715,576

Stafford Demographics

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Book Stock Growth*	698,668	719,628	741,217
Library Visits	506,684	521,885	537,541
Number of Classes (Porter & England Run)**	1,223	1,260	1,297
Attendance	39,819	41,014	42,224
Lobby Stops/ LEEP Deliveries	32	33	34
Circulation	1,955,749	2,014,421	2,074,854

*CRRL's full collection (book stock) is available to customers at all library locations.

**Residents of CRRL's participating localities attend classes and events at all library locations.

Accomplishments

- Named a 2016 Star Library by Library Journal Index. This is the ninth year in a row the CRRL has been named a Star Library.
- Chris Glover, CRRL Assistant Director for Technology, was presented with the Virginia Library Association's first Public Library Innovator award for his inventive and cost-saving NetStation Project.
- In 2016, the wildly popular CRRL-Con was held for the second year. The four-hour event had over 1,400 participants.

Did You Know?

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

Find details on CRRL's support for lifelong learning at www.librarypoint.org/lifelong_learning_classes



Mission

Our mission is to serve all the citizens of Stafford County by providing the highest level of customer service with integrity and fiscal responsibility. We will implement and administer fairly, uniformly and impartially the laws of the Commonwealth of Virginia and the County of Stafford, while remaining accountable to the citizens of Stafford.

Thinking Efficiently

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



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

Who Are We?

Personal Property Tax

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

State Income Taxes

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

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

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

Audit

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

Real Estate Division

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

Reassessment

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

Land Use

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

Tax Relief for the Elderly and Disabled

- Designed to assist elderly and disabled taxpayers by providing either total or partial tax relief. To qualify, certain criteria must be met: age, income and net worth. Qualified applicants will receive relief on their dwelling and up to one acre of land.

Disabled Veterans Tax Relief

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$2,275,894	\$2,341,100	\$2,396,467	\$2,460,668	\$64,201	2.68%
Operating	291,444	321,702	296,707	296,207	(500)	-0.17%
Total	2,567,338	2,662,802	2,693,174	2,756,875	63,701	2.37%
Revenue	248,178	257,303	257,500	258,012	512	0.20%
Local Tax Funding	\$2,319,160	\$2,405,499	\$2,435,674	\$2,498,863	\$63,189	2.59%

Total Budget

\$2,756,875

Notable Changes

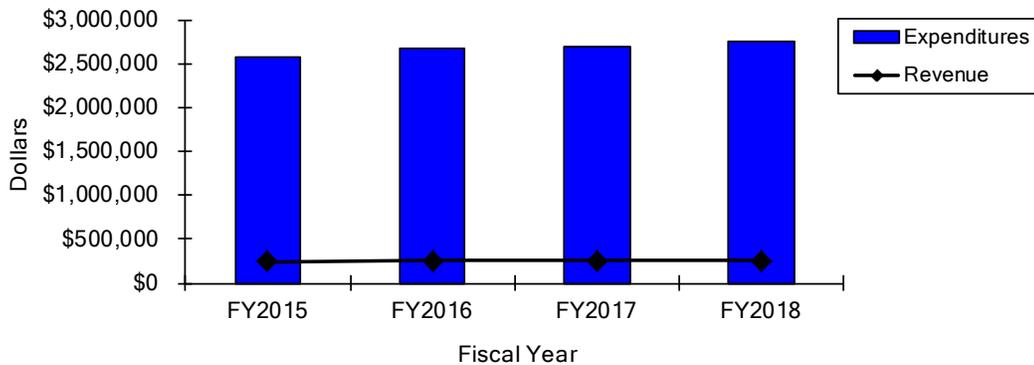
Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- Operating funds moved to boards and commissions

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



Goals/Objectives

- Provide accurate, timely and equitable assessments. This will ensure the tax burden is spread equally among taxpayers. We are providing service to the taxpayers and the County by ensuring the tax system is respected and accepted by the citizens of Stafford County through continuing to focus on accuracy and equity. (Service levels 2, 3, 4, 5, 6, 7, 8, 9, 10, 13, 14, 15, 16, 17, 18, 19, 20, 21)
- Continue to work with Treasurer’s Office to increase access to assessment and tax billing records by developing a joint website offering a full suite of tax services on-line.
- Utilize wireless technology to allow for on-site data collection. This will improve the accuracy of assessments and improve our efficiency.
- Move towards a paperless system. In addition to new online tax filings, paper filings are digitized and easily retrievable through an electronic content management system. (Service levels 1, 11)
- Ensure that every property owner understands the assessment process and how property values are derived. (Service levels 1, 6, 7, 11, 12, 20, 21)

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

- 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

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Phone calls	36,157	36,800	36,500
2. Transfers	5,955	6,100	6,000
3. Splits	843	875	850
4. Boundary line adjustments	371	1,045	1,000
5. Parcels in land use	1,144	1,400	1,400
6. Parcels in elderly tax relief	947	1,050	1,000
7. Parcels in veterans tax relief	442	425	450
8. Total parcels assessed	54,624	56,172	55,400
9. Incoming permits	2,073	2,300	2,200
10. Parcels per (6) appraiser	9,104	8,844	9,240
11. Walk ins	12,744	10,023	12,000
12. Written correspondence	11,073	9,300	10,000
13. Exonerations	830	22,589	1,000
14. Supplement bills	10,938	5,325	8,000
15. Business accounts	6,400	6,400	6,400
16. VA tax returns	7,092	6,842	7,200
17. Vehicles assessed	126,153	136,145	130,000
18. New business registrations	723	600	500
19. Military tax exemptions	2,287	2,080	2,300
20. Business site visits	2,200	2,146	2,200
21. Disabled vet applications	525	222	550

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

Accomplishments

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

Did You Know?

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



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 assignment procedure has resulted in a significant increase in the effectiveness of docketing cases in Circuit Court after Grand Jury.
- By creating special teams within the office (fraud, drug, domestic violence teams, etc.) we have streamlined the process between the Commonwealth's Attorney's Office and the Sheriff's Office.
- Added Victim Witness to existing shred service account to avoid expense of purchasing a new industrial shredder.
- Increased Victim Witness grant revenue by \$111,993, which was utilized to hire a full time program specialist and increase existing part-time position to full-time.



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

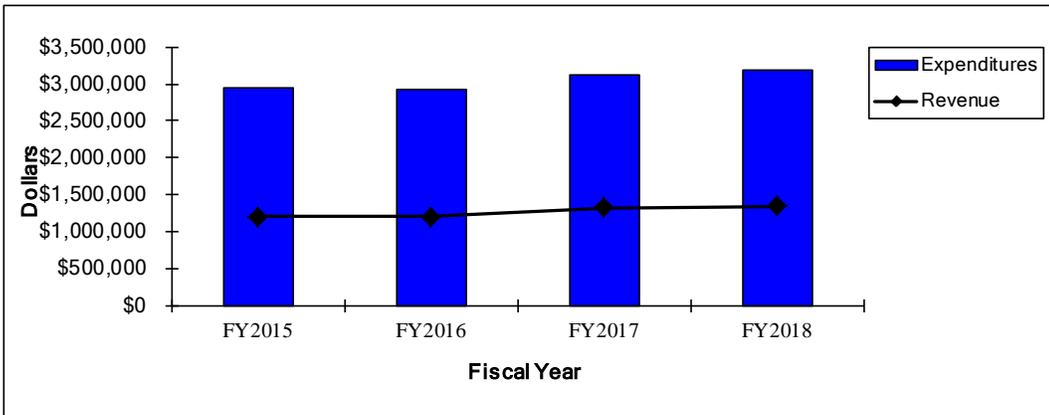
Who Are We?

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$2,761,804	\$2,781,959	\$2,974,194	\$3,052,659	\$78,465	2.64%
Operating	189,799	144,024	145,082	145,082	0	0.00%
Total	2,951,603	2,925,983	3,119,276	3,197,741	78,465	2.52%
Revenue	1,207,556	1,202,438	1,322,203	1,340,159	17,956	1.36%
Local Tax Funding	\$1,744,047	\$1,723,545	\$1,797,073	\$1,857,582	\$60,509	3.37%

Funded Positions						
Full-Time Positions	25	25	27	27	0	0.00%
Part-Time Positions	1	1	0	0	0	0.00%



Total Budget
\$3,197,741

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- No notable changes

Goals/Objectives

- Enhance the security of the citizens of Stafford County in their homes and daily lives by comprehensively prosecuting criminal cases ([Service Levels 1, 2, 3, 5, 6](#))
- Aggressively prosecute crimes against children, particularly internet predators and cases involving physical and sexual abuse ([Service Levels 6, 7, 9, 10](#))
- Continue educational programs to ensure a high level of legal competence and knowledge of crime victims' rights for all Stafford County prosecutors and Victim/Witness Program ([All Service Levels](#))
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency ([Service Levels 8, 11](#))

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

- Continue to provide extensive training and guidance to local and state law-enforcement departments, including annual legal updates, academy instruction and in-service training

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Circuit Court-Felony and Misdemeanor Indictments, including Direct Indictments, Presented to the Grand Jury	3,195	3,400	3,300
2. Misdemeanor Appeals Processed	379	300	350
3. Probation Violation Petitions Filed	434	475	475
4. Asset Forfeiture Cases Closed	13	40	35
5. General District Court - Criminal cases, to include misdemeanors, felonies and show cause; does not include serious traffic cases	10,596	11,500	11,000
6. Juvenile & Domestic Relations Court - Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support	3,106	3,300	3,300
7. Sexual and Domestic Violence Victim Fund - Cases prosecuted pursuant to conditions of grant	194	185	190
8. Collections - Net collection of delinquent fines and costs for courts through Stafford County Treasurer	\$996,492	\$825,000	\$1,300,000
9. Victims' Services - new cases opened by Victim/Witness	973	950	1,100
10. Protective Orders - number of orders generated	148	200	210
11. Restitution Amount - Preparation/submission of victim restitution to court opened by Victim/Witness	\$150,967	\$275,000	\$250,000



Kahn, our courthouse dog is a black Labrador Retriever. He joined the staff on February 21, 2012 and has served 361 victims.

Accomplishments

- Assistant Commonwealth's Attorneys participated in several mock trials within the Stafford County middle schools;
- Participation in 2016 National Night Out;
- Deputy Commonwealth's Attorney received 2016 Fraud Fighter Award from the Virginia State Police;
- Hosted National Crime Victims' Rights Week event and presented the second annual Molly Gill Survivor Award;
- Deputy Commonwealth's Attorney served on panel for Youth at Risk Town Hall meeting on opioid addiction;
- Assistant Commonwealth's Attorneys served as judges for Stafford County middle school debates;
- Various prosecutors provided legal updates to career law enforcement personnel during recertification processes
- Victim Witness Manager selected to attend Advanced Victim Witness Academy, hosted by the Department of Criminal Justice Services.

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 ongoing public education about the heroin epidemic, its causes, damages and prevention.



Mission:

Citizens Assistance and Volunteer Services provide information and support to internal and external partners that enhance the community life.

Communications program strives to have a fully informed and engaged citizenry who are aware and educated on important issues.

Thinking Efficiently

- In conjunction with the Virginia WWI and WWII Commemoration Commission, staff planned and held a World War II Veteran Recognition luncheon and breakfast for more than 150 guests. Through careful use of resources and the generosity of Mission BBQ, who provided the lunch for free, the event cost around \$1,000.



Student Government Day is a highly anticipated annual event coordinated by Citizens Assistance and the schools. Each of Stafford's five high schools pick students who are seniors to come shadow staff and to participate in a mock board meeting.

Who Are We?

Citizen Assistance and Volunteer Services:

- Acts as an information clearing house for Stafford citizens and visitors to include providing Ombud services for problem solving and compliant processing.
- Offers citizens the convenience of a 311 call center.
- Provides citizen education and outreach to include a citizen's academy, third grade tours and a student government program offered throughout the year.

Communications:

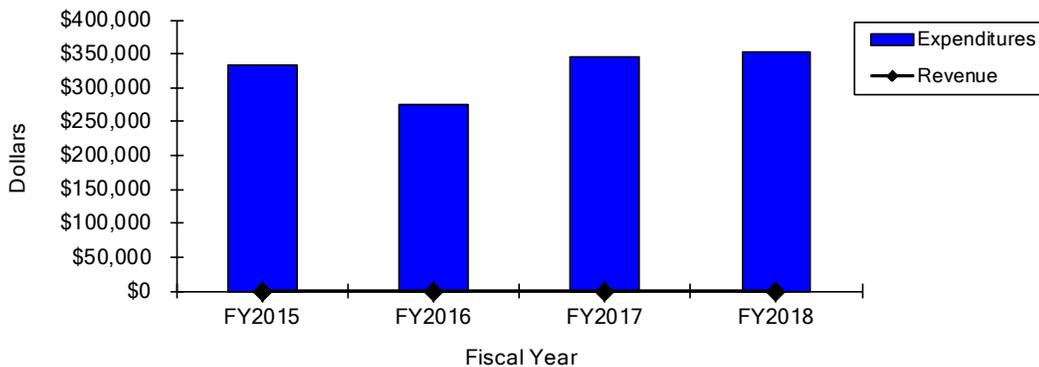
- Serves as the main information connection to elected officials, staff, citizens and the general public by providing open, timely and accurate information about County services through all available outlets including the media, website and social media.
- Staff is guided by a Board-approved strategic communications plan that supports the Board of Supervisors goals and priorities.
- Support and plan special events and initiatives of the Board of Supervisors, such as the Armed Services Memorial fundraising kickoff, the Rouse Center Olympian Wall Unveiling and the WWII Veteran Recognition Luncheon.
- Provide spokesperson services during regular work and emergencies.
- Coordinate media services.
- Facilitate the website and government cable channel.
- Act as liaison to the Telecommunications Commission, overseeing cable franchise agreement as well as cable deployment throughout the county.

Community Engagement

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$296,037	\$234,536	\$310,260	\$316,968	\$6,708	2.16%
Operating	\$36,205	\$40,148	35,074	35,074	0	0.00%
Total	332,242	274,684	345,334	352,042	6,708	1.94%
Revenue	0	0	0	0	0	0.00%
Local Tax Funding	\$332,242	\$274,684	\$345,334	\$352,042	\$6,708	1.94%

Funded Positions						
Full-Time Positions	2	2	2	3	1	50.00%
Part-Time Positions	0	0	1	1	0	0.00%



Total Budget
\$352,042
Notable Changes

- Personnel**
- COLA raise of 2%
 - Targeted market adjustments
 - Workers Compensation adjustment
 - Moved unfilled Capital Projects position to create new communications position
- Operating**
- No notable changes

Goals/Objectives

- Enhance volunteer programs through Citizens Assistance and continue to increase savings to County through volunteer services. (service level 2)
- Ensure that citizen' and customer' inquires and concerns are addressed in a timely and efficient manner through use of Citizens Assistance Office and services they provide.
- Develop more proactive and effective means of communication with employees and the public by using different technologies such as social media as well as public engagement initiatives to reach diverse groups. (Service Level 3)

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

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Total number of volunteer hours	33,268	34,100	35,000
2. Savings realized through use of Citizen Assistance Volunteers	\$1.06M	\$1.09M	\$1.12
3. Live Help Chats	1,102	1,130	1,200



Soccer players pose with Supervisor Bob Thomas at the ribbon cutting for the multiple full-size artificial turf fields at Embrey Mill. Communications assisted in coordinating the event.

Accomplishments

- Won a national award from the National Association of Counties for an award entry on Stafford's efforts to preserve open space.
- Supported the more than 10 special events in 2016 as well as multiple business openings.
- Serves an audience of 142,000 citizens and more than 800 employees.



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

Virginia Cooperative Extension trains volunteers in our three core program areas using the research based educational information of Virginia Tech and Virginia State Universities. VCE Volunteers are our most valuable resource and we remain committed to increasing and enhancing our volunteers in both numbers and knowledge. Our volunteers serve the community on our behalf at no additional cost to their local government. Last year Stafford County benefited from \$335,000 in volunteer dollar value gained by the efforts of 320 volunteers.



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.

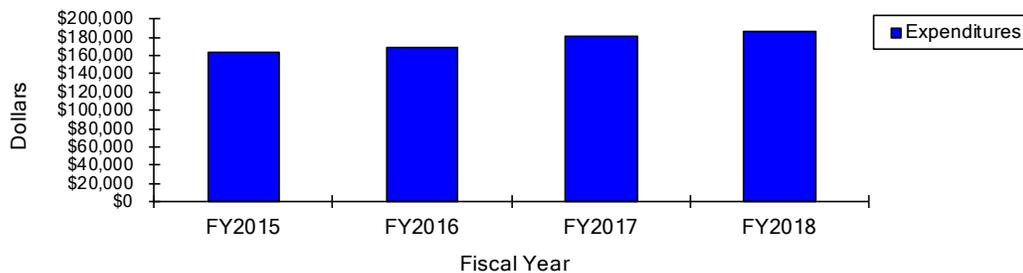
Stafford County Virginia Cooperative Extension

Stafford County FY18 Adopted Budget

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$63,337	\$65,834	\$69,877	\$72,240	\$2,363	3.38%
Operating	100,025	102,949	110,795	113,817	3,022	2.73%
Local Tax Funding	\$163,362	\$168,783	\$180,672	\$186,057	\$5,385	2.98%

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



Total Budget

\$186,057

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- VA Tech management services contract increase

Goals/Objectives

- Implement results of needs assessment into program development. Programs conducted will be resident need driven based on the results of the most recent situation analysis. (Service Levels 1 & 4)
- Provide educational programs in Agriculture and Natural Resources (ANR) - ANR programs help sustain profitability of agricultural and forestry production, while protecting, preserving and enhancing the quality of land and water resources. (Service Levels 2 & 3)
- Provide information and educational programs promoting environmentally sound landscaping and gardening practices. (Service Levels 2 & 3)
- Provide educational programs in Family and Consumer Sciences (FCS) - FCS programs improve the quality of life for individuals, families and communities, while emphasizing appropriate and safe food and nutrition choices, improving health literacy, increasing financial literacy, and increasing knowledge of local foods. (Service Level 1)
- Provide learning experiences that meet the needs of 21st century youth, families, and communities through 4-H Youth Development. (Service Levels 2 & 3)
- Increase by 5% 4-H delivery modes (i.e. in-school enrichment, after-school programming, special interest groups, etc.) and trained adults and youth in leadership. (Service Level 4)

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

Stafford County Virginia Cooperative Extension

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. ANR/4-H Programs (Contacts/Volunteers/Program Participants)	40,438	57,000	57,500
2. ANR/4-H Volunteer Dollar Value Gained (13,421hrs.)	\$334,183	\$335,000	\$336,000
3. Extension Programs (ANR/4-H/FCS/MG) Volunteers	310	320	325
4. Cost per VCE Program Participant/Contact*	\$1.80	\$1.09	\$1.85

2016 4-H Camp Participants



2016 Stafford Junction Supplemental Nutrition Assistance Program- Education

(SNAP-Ed) Program Participants



Accomplishments

- Planned programs in three main focus areas: Healthy Lifestyles, Citizenship, and Science, Engineering, and Technology with 1,622 youth enrolled in the 4-H program.
- Partnered with several Stafford Schools to offer 4-H enrichment projects to 866 students.
- 144 youth and adults participate in the 2016 4-H Junior Camp.
- The Master Food Volunteer Program trained 33 new volunteers.
- The Smart Green Lawns program served 33 home owners by providing science based advice for a healthier and environmentally responsible lawn.
- Over 131 private and commercial certified pesticide applicators, learned safe and responsible use of pesticides through the VCE recertification program

Did You Know?

SNAP-Ed (Supplemental Nutrition Assistance Program-Education) Extension Agents help serve the community by providing:

- Workshops for teachers and parents
- Parent messages for school websites
- Nutrition education materials and training for teachers
- Equipment promoting active recess



Mission

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



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

Who Are We?

Rappahannock Regional Jail Authority

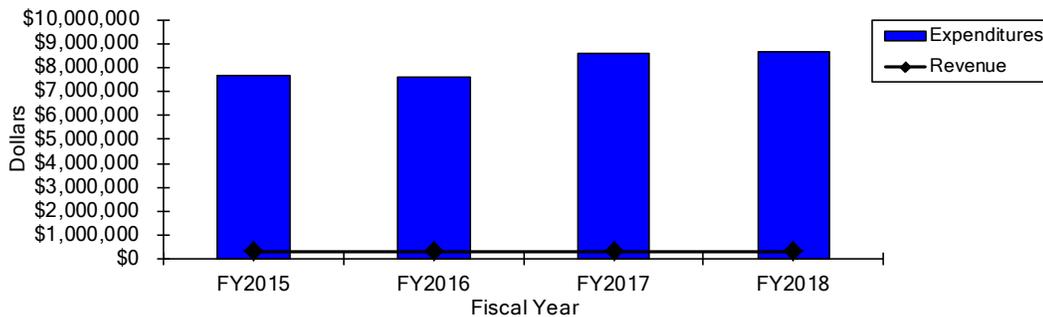
- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the 12-member Authority.

Juvenile Detention Center

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Jail						
Operating	\$4,890,062	\$4,837,614	\$5,488,200	\$5,615,113	\$126,913	2.31%
Debt Service	1,750,180	1,515,559	1,850,522	1,784,439	(66,083)	-3.57%
Total	\$6,640,242	\$6,353,173	\$7,338,722	\$7,399,552	\$60,830	0.83%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$6,340,242	\$6,053,173	\$7,038,722	\$7,099,552	\$60,830	0.86%
Juvenile Detention Center						
Operating	\$799,477	\$1,012,580	\$1,038,642	\$1,173,193	\$134,551	12.95%
Debt Service	209,989	210,420	209,976	109,546	(100,430)	-47.83%
Total	\$1,009,466	\$1,223,000	\$1,248,618	\$1,282,739	\$34,121	2.73%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$969,466	\$1,183,000	\$1,208,618	\$1,242,739	\$34,121	2.82%
Corrections						
Operating	\$5,689,539	\$5,850,194	\$6,526,842	\$6,788,306	\$261,464	4.01%
Debt Service	1,960,169	1,725,979	2,060,498	1,893,985	(166,513)	-8.08%
Total	\$7,649,708	\$7,576,173	\$8,587,340	\$8,682,291	\$94,951	1.11%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$7,309,708	\$7,236,173	\$8,247,340	\$8,342,291	\$94,951	1.15%



Total Budget
\$8,682,291

Notable Changes

Operating

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Number of Days Jail Staff is free of injuries from confrontations	364	365	365
Inmates who take General Equivalent Diploma (GED)	265	230	230
Inmates who participate in Work Release Program (ADP)	76	140	120
Stafford County jurisdictional share	42.27%	42.79%	41.94%

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

- Staff is digitizing all signed resolutions, ordinances and proclamations for easy access.



The employees in this picture are 10-year Stafford Government employees being awarded special pins for their service. Many of these employees are graduates of programs and activities initiated by County Administration to

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

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.

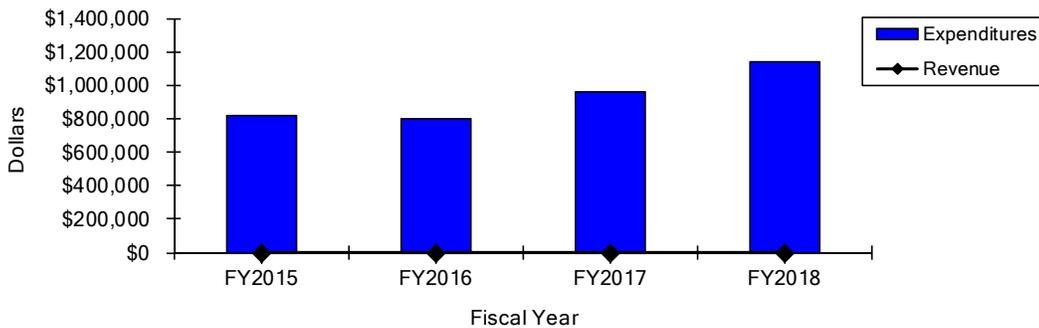
Community Building

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$793,977	\$764,905	\$930,489	\$1,109,649	\$179,160	19.25%
Operating	27,011	38,036	32,808	34,117	1,309	3.99%
Local Tax Funding	\$820,988	\$802,941	\$963,297	\$1,143,766	\$180,469	18.73%

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



Total Budget

\$1,143,766

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- Fixed contract increase

Goals/Objectives

- Maintain AAA bond ratings with Standard and Poor's and Fitch Rating Services and work toward AAA rating with Moody's. (Service Level 1, 2 & 3)
- Continue to provide support to the Board of Supervisors and their priorities for the community (Service Level 5)
- Maintain and retain a professional workforce to carry out the Board of Supervisors priorities for the community. (Service Level 5)

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

- Serve as model high performing local government for other municipalities in Virginia and the nation. (Service Level 1, 2, 3, 4, 5, 6, 7 & 10)

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Bond Rating - Fitch	AAA	AAA	AAA
2. Bond Rating - Standard & Poor's	AAA	AAA	AAA
3. Bond Rating - Moody's*	Aa1	Aa1	AAA
4. BOS Requests for Constituent Assistance Processed	559	559	600
5. BOS Agenda Items	508	508	508
6. BOS Action Items	688	688	688
7. BOS Resolutions	376	376	376
8. BOS Ordinances	46	46	46
9. BOS Proclamations	35	35	35
10. FOIA Requests	189	189	189



An initiative of the Board of Supervisors, Stafford is building an Armed Services Memorial and successfully raised all the funds for construction.

Accomplishments

- Obtained AAA bond rating from Fitch Rating Services.
- Won national recognition for the myStafford, the online payment portal, Stafford's efforts to tell its African-American story and its partner agency funding process.
- Completion of safety improvements to Truslow Road and Poplar Road Phase I and II, initiatives of the Youth Driver Safety Task Force
- New Celebrate Virginia Water Tank
- Completion of Jeff Rouse Swim and Sport Center and Embrey Mill Park

Did You Know...

Stafford County performed a Cultural Resource Study of Slavery-Related Buildings and Sites in the County in an effort to document and save disappearing historical sites? The County won both national and state recognition for their efforts.



Mission

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

Thinking Efficiently

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



Sign welcoming those visiting the County Attorney's Office.

Who Are We?

We Advise

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

We Represent

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

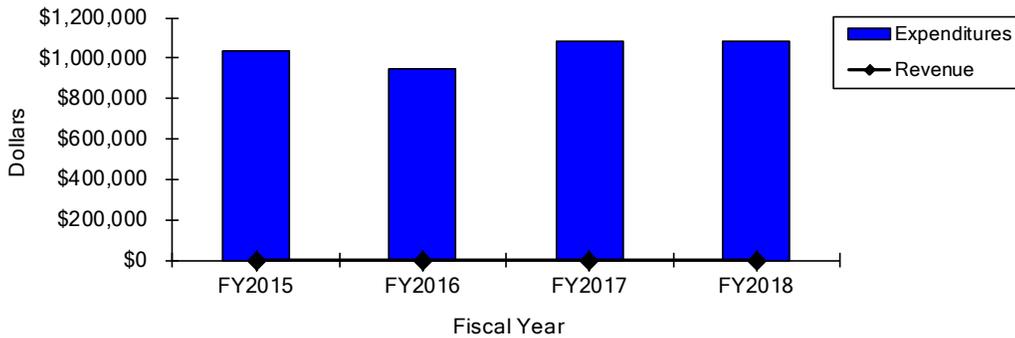
Our Additional Functions

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$807,558	\$806,840	\$819,205	\$854,985	\$35,780	4.37%
Operating	229,110	136,086	265,990	225,990	(40,000)	-15.04%
Total	1,036,668	942,926	1,085,195	1,080,975	(4,220)	-0.39%
Local Tax Funding	\$1,036,668	\$942,926	\$1,085,195	\$1,080,975	(\$4,220)	-0.39%

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



Total Budget

\$1,080,975

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- No notable changes

Goals/Objectives

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

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1 Response to legal advice requests from the Board, Planning Commission, and other BACCs; County Administration, County departments and staff; and Constitutional Officers and their staffs (manual tracking (approx.))	404	500	425
2 Deed review and drafting (manual tracking (approx.))	165	350	200
3 Litigation (active, open cases, not including bankruptcy or condemnations) ((manual tracking) (approx.))	42	40	40
4 Bankruptcy (newly filed cases) (manual tracking (approx.))	115	80	100

Accomplishments

- Assisted in the Planning Commission's preparation and the Board's adoption of amendments serving as the five-year update to the County's Comprehensive Plan.
- Worked with the County's Public Works and Utilities Departments, to provide excellent and timely legal advice, deeds, and other documents in support of their many improvement projects.
- Successfully settled and resolved some pending litigation, resulting in properties being brought into compliance with the Zoning Ordinance and the dismissal of a high-cost construction claim against the County.
- Provided documents, legal advice, and support to staff to achieve the acquisition of two perpetual conservation easements, preserving over 140 acres of agricultural zoned land in the County, through the County's PDR program.



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

Did You Know?

Unlike the Commonwealth Attorney, who is a Constitutional Officer and elected by the residents of Stafford County, the County Attorney is appointed by the Board of Supervisors and serves at the pleasure of the Board.



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.

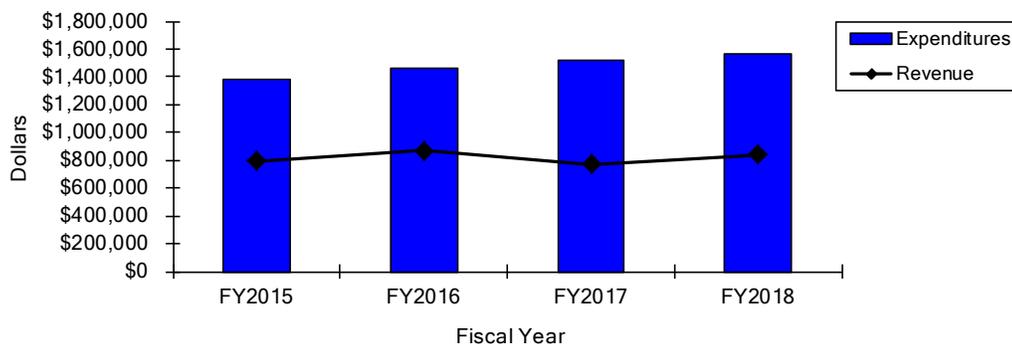
Land Records

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$1,131,222	\$1,171,578	\$1,209,435	\$1,258,222	\$48,787	4.03%
Operating	252,280	284,907	304,380	304,380	0	0.00%
Total	1,383,502	1,456,485	1,513,815	1,562,602	48,787	3.22%
Revenue	794,015	871,056	771,700	841,387	69,687	9.03%
Local Tax Funding	\$589,487	\$585,429	\$742,115	\$721,215	(\$20,900)	-2.82%

Funded Positions						
Full-Time Positions	18	18	20	20	0	0.00%



Total Budget
\$1,562,602

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- One full-time position added in FY17 R16-177

Operating

- No notable changes

Goals/Objectives

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

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

Mission

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



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

Who Are We?

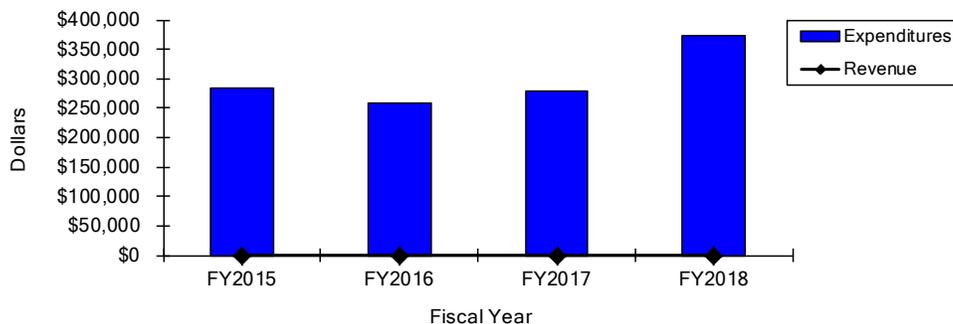
Judges' Chambers

- Three of the 10 Circuit Court judges serving the 15th Judicial Circuit have their offices and courtrooms in Stafford County.
- Controls the docket of the Court, scheduling cases and acts as a liaison between the judges and members of the Bar, private citizens, the Clerk's Office, the Commonwealth's Attorney, other judges of this circuit and the Commonwealth, the VA Supreme Court and members of the Stafford County administration

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$261,969	\$236,987	\$252,068	\$345,954	\$93,886	37.25%
Operating	21,282	20,471	27,138	27,138	0	0.00%
Local Tax Funding	\$283,251	\$257,458	\$279,206	\$373,092	\$93,886	33.63%

Funded Positions						
Full-Time Positions	3	3	3	4	1	33.33%



Total Budget

\$373,092

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- One full-time law clerk position

Operating

- No notable changes



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

- For FY18, the Department of Juvenile Justice allocated funding in the amount of \$15,250.00 to support detention alternatives and augment the Court Service Unit budget
- For FY18, the CSU budget is supported by \$96,510.00 in state allocated funds via participation in the Virginia Juvenile Community Crime Control Act



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

Who Are We?

Juvenile Intake

- Intake services are provided 24 hours a day. Receive, review and process both civil and criminal matters for the 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.

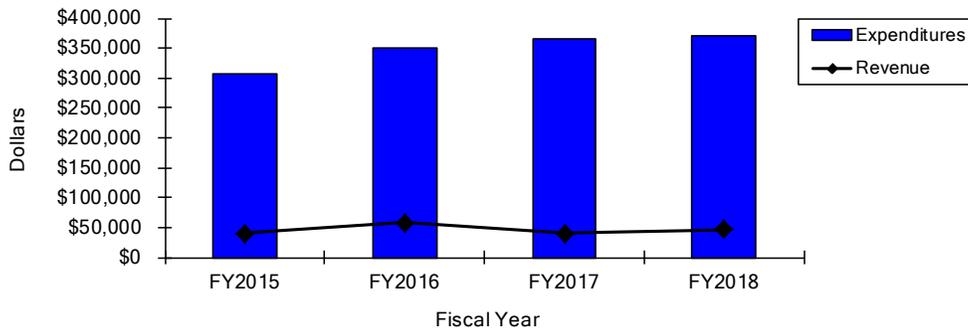
15th District Court Services Unit

Stafford County FY18 Adopted Budget

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$157,418	\$161,397	\$162,681	\$167,286	\$4,605	2.83%
Operating	150,053	189,216	203,850	203,850	0	0.00%
Total	307,471	350,613	366,531	371,136	4,605	1.26%
Revenue	39,823	57,787	39,818	46,230	6,412	16.10%
Local Tax Funding	\$267,648	\$292,826	\$326,713	\$324,906	(\$1,807)	-0.55%

Funded Positions						
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 & appropriate juveniles are diverted from the court for public safety & service excellence
- 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
- Demonstrate excellence in leadership and stay on cutting edge of evidenced based practices for education

Service Levels

- CSU records reflect nearly 90% of probation/parolees were successfully discharged indicative of having completed all treatment and court ordered obligations, not warranting additional supervision by the adult system and being enrolled into school and/or gainfully employed
- CSU records and Data Resource Guide reflect approximately 91.4% of diverted juveniles successfully remained diverted from the court (149 of 163) which surpassed state average of 77.2%
- CSU records reflect 92% of probationers were successful under supervision by having no delinquency intakes during the 2016 performance

Total Budget

\$371,136

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- No notable changes

Accomplishments

- Probation officers received highest ratings of very satisfied via parent exit surveys as indicated below. Survey included rating POs on Knowledge and Competence (13 of 16), Professionalism (12 of 16), Courtesy and Respect (12 of 16), Demonstrated, Accessibility & Dedication (13 of 16), Managing Case Needs & Requests (13 of 16), Helpfulness & Effective Communication (11 of 16), Working Towards the Same Goals (16 of 16), Improved School Attendance (14 of 16), Improved Grades (14 of 16) and Improved Behavior (16 of 16). All scores were in the very satisfied or satisfied ranges.

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



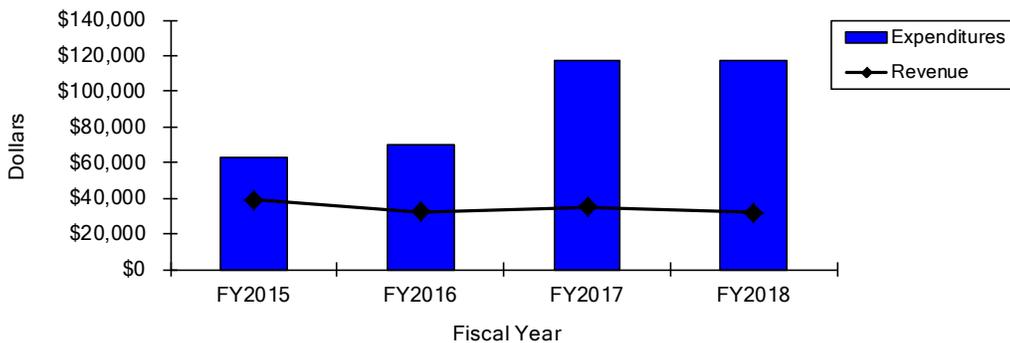
When originally built in 1939 the Rowser Building, was a four-room schoolhouse for African-American students in elementary school through junior high. The building is named for Ella Rowser, a highly regarded African-American educator who lived in Stafford County. The building now houses county offices.

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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$63,001	\$69,723	\$117,250	\$117,250	\$0	0.00%
Total	63,001	69,723	117,250	117,250	0	0.00%
Revenue	38,908	32,179	35,000	32,000	(3,000)	-8.57%
Local Tax Funding	\$24,093	\$37,544	\$82,250	\$85,250	\$3,000	3.65%



Total Budget

\$117,250

Notable Changes

Operating

- 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.

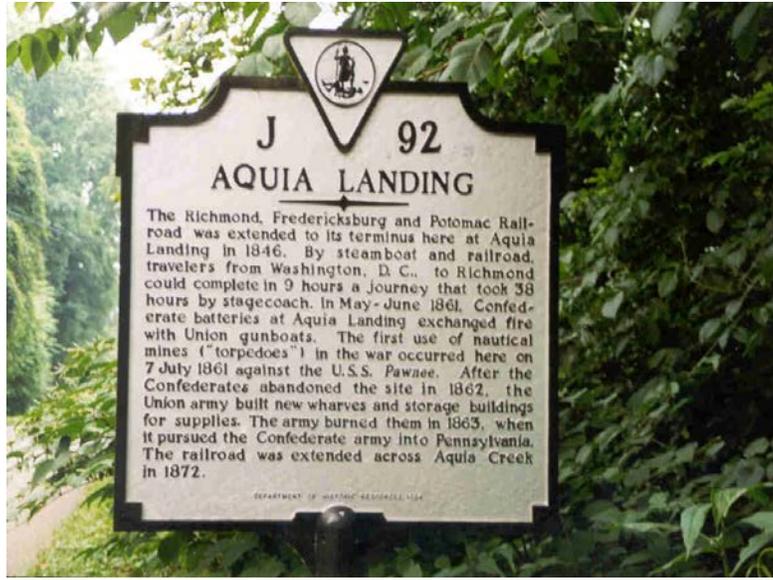


Juvenile and Domestic Relations Court

Mission

The mission of the Judicial System of Virginia is to provide an independent, accessible, responsive forum for the just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia constitutions.

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.



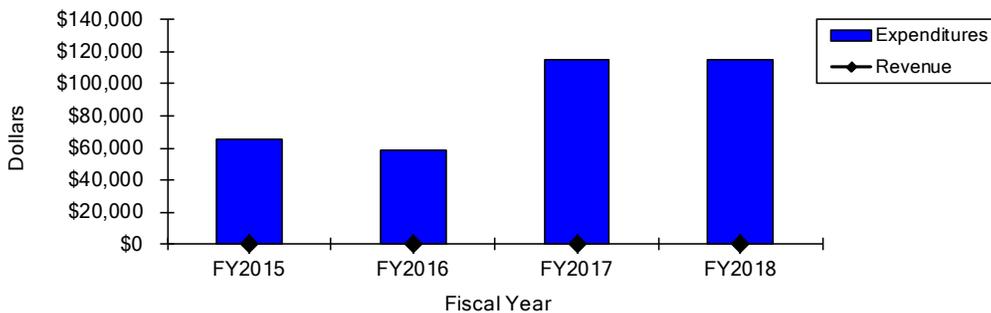
Today Aquia Landing provides nearly a quarter-mile of recreational beach on the Potomac River. It is a superb natural setting, surrounded by wooded and marshy areas. It is located on the eastern edge of the County about 15 miles east of the Courthouse.

Who Are We?

The Juvenile and Domestic Relations District (JDR) 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. The JDR court is not a court of record.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$65,757	\$58,768	\$114,700	\$114,700	\$0	0.00%
Local Tax Funding	\$65,757	\$58,768	\$114,700	\$114,700	\$0	0.00%



Total Budget

\$114,700

Notable Changes

Operating

- 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.

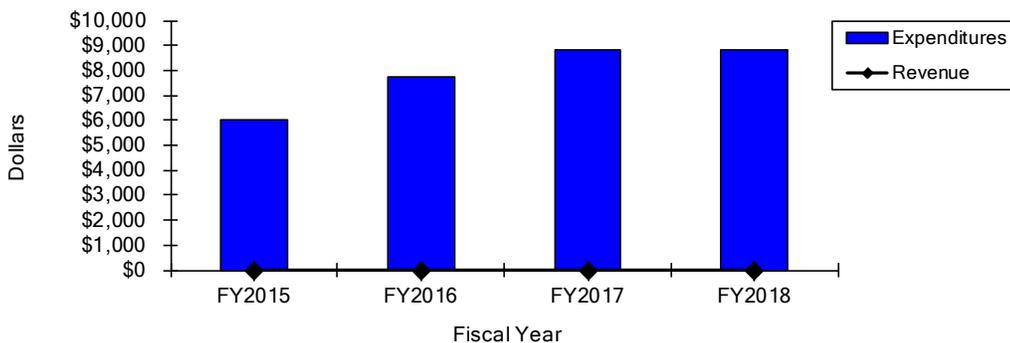
Magistrate duties include:

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$6,023	\$7,717	\$8,830	\$8,830	\$0	0.00%
Local Tax Funding	\$6,023	\$7,717	\$8,830	\$8,830	\$0	0.00%



Total Budget

\$8,830

Notable Changes

Operating

- No notable changes



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

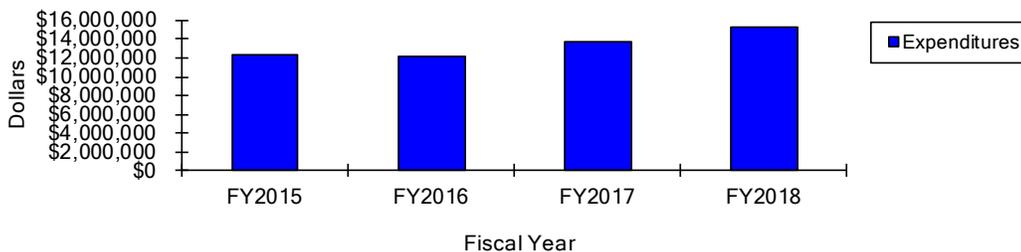
	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Change 17 to 18	
Costs						
Capital	\$12,277,101	\$12,135,753	\$13,649,195	\$15,213,129	\$1,563,934	11.46%
Local Tax Funding	\$12,277,101	\$12,135,753	\$13,649,195	\$15,213,129	\$1,563,934	11.46%
Revenue	0	39,830	280,000	281,622	1,622	100%
Net Tax Support	\$12,277,101	\$12,095,923	\$13,369,195	\$14,931,507	\$1,562,312	11.69%

Total Budget

\$15,213,129

Notable Changes

- Increased debt service for 2018 GO bonds for parks and Transportation
- Increased debt service for VRA funding of Animal Shelter and Fire and Rescue Station 14
- Increase in debt service for F&R apparatus



Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- In order to reduce our reliance on debt a reserve will be set aside for the proposed courthouse capital project to be utilized for the design and furniture.

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 promote 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.

Outreach

Promoting Stafford County has never been more efficient. Economic Development proactively engages in new and existing business client and partner networking, event planning, strategic regional and national associations and conferences, process streamlining, communications implementation and other business development functions.

Outreach activities include business visitation, social media and website content. These efforts are responsible for effectively branding, promoting, and representing Stafford County and the business community with professionalism and integrity.



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

Who Are We?

Economic Development

- Retain, expand, and support existing businesses in Stafford.
- Attract new businesses, jobs and capital investment to the local Stafford economy.
- Promote increased commercial/industrial development, taxable sales and tourism opportunities.
- Monitor state and federal government regulations impacting area businesses and notify the Board/County Administration accordingly.
- Facilitate progress at the Stafford Technology and Research Center to continue expansion of academic services to meet area employer needs and promote research opportunities.

Redevelopment

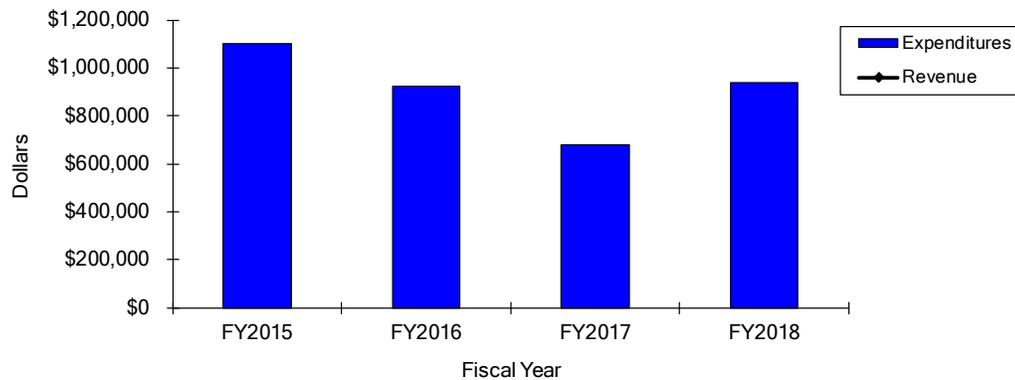
- Continue to implement the recommendations of the Master Redevelopment Plan and the new Economic Development Strategic Plan adopted by the Board.
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel ⁽¹⁾	\$581,713	\$597,737	\$425,982	\$458,802	\$32,820	7.70%
Operating	517,612	325,572	251,960	480,960	229,000	90.89%
Total	1,099,325	923,309	677,942	939,762	261,820	38.62%
Revenue	0	0	0	243,000	\$243,000	100.00%
Local Tax Funding	\$1,099,325	\$923,309	\$677,942	\$939,762	\$261,820	38.62%

Funded Positions						
Full-Time Positions	6	6	5	5	0	0.00%

⁽¹⁾ A portion of the Director of Economic, Business Recruitment Manager, Economic Development Specialist, Business Development Administrator, Tourism Manager are funded by the Tourism Fund.



Goals/Objectives

- Increase technical/regulatory assists resolved 5% annually (service level 1,2,)
- Increase business retention visits by 5% annually (service level 3)
- Increase potential new businesses counseled 5% annually (service level 4)
- Increase Electronic Media Outreach Points 5% annually (service level 5)
- Increase Target Business contacts/projects 5% annually (service level 6)
- Increase Target Business commitments 5% annually (service level 7)
- Increase Community Development contacts/projects 5% annually (service level 8)
- Increase Community Development commitments 5% annually (service level 9)

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

Total Budget
\$939,762

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- Funding to bolster Economic Development

Service Levels

	CY2016 Actual	CY2017 Budget	CY2018 Plan
1. # of Technical/Regulatory Assists	56	55	55
2. # of Technical/Regulatory Assists Resolved	32	34	36
3. # of Business Retention Visits	89	85	90
4. # of Potential New Businesses Counseled	771	750	789
5. # of Electronic Media Outreach Points	686,762	603,000	633,000
6. # of Target Business Contacts/Projects	24	26	28
7. # of Target Business Commitments	9	10	11
8. # of Community Retail Contacts/Projects	61	64	68
9. # of Community Development Commitments	22	23	25

Stafford Research and Technology Park approved and funded The Stafford County Research and Technology Park (STRP) at Quantico Corporate Center 2016 Implementation Plan was approved and initial funds allocated by the Board of Supervisors. The plan includes the creation of the Quantico Innovation Center (QuIC), a business accelerator/co-working space to accommodate the needs of new small business entrepreneurs, hired a full-time executive director to advance the Tech Park Initiative, and to co-locate the Center under one roof with the larger business accelerator/co-working space.

yYotta opens a data center, an internet exchange platform at Quantico Corporate Center. The firm is tapping the Summit IG dark fiber and will offer its IXP, network transport and managed service solutions through its iFortress modular datacenter. yYotta is focused on developing a cyber security "community of practice" serving Stafford County and the Commonwealth of Virginia.

Accomplishments

- Hosted The Virginia Cyber Security Commission last official meeting at the Gari Melchers' Pavilion. Over 100 attended and heard an update from the Federal, State and Local Cyber Industry Outlook.
 - Sports Tourism - New Catalyst for Growth (JRSSC)
 - Stafford home to 8 Inc. 5000 List of America's Fastest-Growing Companies
 - Two mixed-use communities in permit process - Aquia Town Center and Garrison at Stafford.
- Announced Companies include:
- yYotta
 - CSCI
 - Davis Defense Group
 - Cardinal Institute of Health Careers
 - Han's Finishing
 - Jeff Rouse Swim & Sport Center
 - MLT Systems
 - Fresenius Medical Care
 - Weis Markets

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.

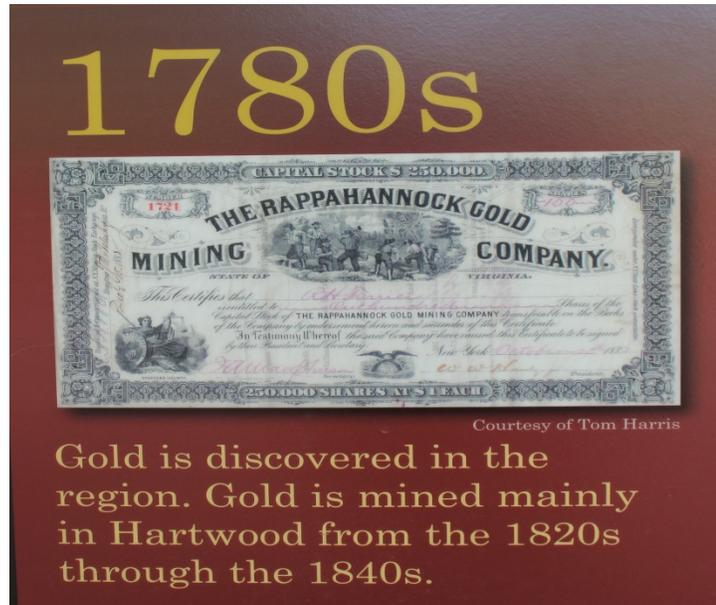


Mission

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

Thinking Efficiently

- Purchasing and Accounting staff take advantage of Council of Governments cooperative purchasing agreements.
- Re-negotiated insurance contracts to include enhanced coverage for Fire & Rescue volunteers and cyber insurance with minimal cost increase.
- Electronic meeting documents on tablets are used by staff as an alternative to paper copies. This provides a record for future reference, and documents are shared easily.
- Purchasing card program - streamlines the procure-to-pay process under the small purchase regulations. The County is a partner in a consortium which increases the level of rebate that is received by the aggregate amount spent. The rebate provides annual revenue to the County.
- Risk Management is partnering with School staff to coordinate training programs, enhancing the offerings to employees at no cost



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

Who Are We?

Accounting

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

Budget

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

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

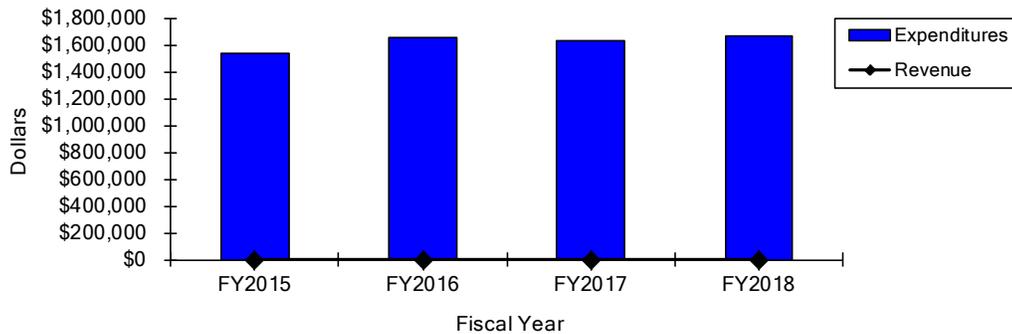
- Secures insurance for all property, liability and vehicles.
- Coordinates with County employees regarding workers' compensation and other insurance claims.
- Develops safety programs and promotes safe working conditions in cooperation with School staff

Records Management

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$1,463,888	\$1,538,932	\$1,526,848	\$1,553,824	\$26,976	1.77%
Operating	72,224	115,026	108,170	108,170	0	0.00%
Local Tax Funding	\$1,536,112	\$1,653,958	\$1,635,018	\$1,661,994	\$26,976	1.65%
Funded Positions						
Full-Time Positions	15	15	15	15	0	0.00%



Total Budget

\$1,661,994

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- No notable changes

Goals/Objectives

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

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

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

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Department receives GFOA award for both Budget and CAFR	Yes/TBD	Yes/Yes	Yes/Yes
2. CAFR Finalized	12/15/16	11/30/17	11/30/18
3. Length of time (days) to complete monthly closing.	15.5	14	14
4. Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure)	Yes	Yes	Yes
5. P-Card rebate	\$25,396	\$27,000	\$29,000
6. Full compliance to County's financial policies	Yes	Yes	Yes

Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 34th consecutive year
- Received the GFOA Distinguished Budget Award for the 29th consecutive year
- Increased vendor participation in the solicitation process through enhanced use of technology
- Enhanced the County's bond Rating; Moody's Aa1, Fitch AAA and S&P AAA
- Reduced insurance premiums while enhancing coverages

Did You Know?

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



Mission

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

- 1) responding quickly to all hazards (EMS, fire, rescue, hazardous materials, special services), training and education on emergency response and preparedness,
- 2) strengthening our resiliency through Emergency Management,
- 3) promoting and maintaining safe working and living environments through building and fire protection systems review, investigations, and fire prevention code enforcement

Thinking Efficiently

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



Fire and Rescue members are shown removing a patient during a High Threat Response Drill along with members of the Sheriff's Office. High Threat Response involves an active assailant or assailants and mass act of violence requiring a coordinated response from the Sheriff's Office and Fire and Rescue. The two departments have worked together since 2014 on a coordinated plan for addressing these situations and had the opportunity to practice the plan during this drill in August 2016..

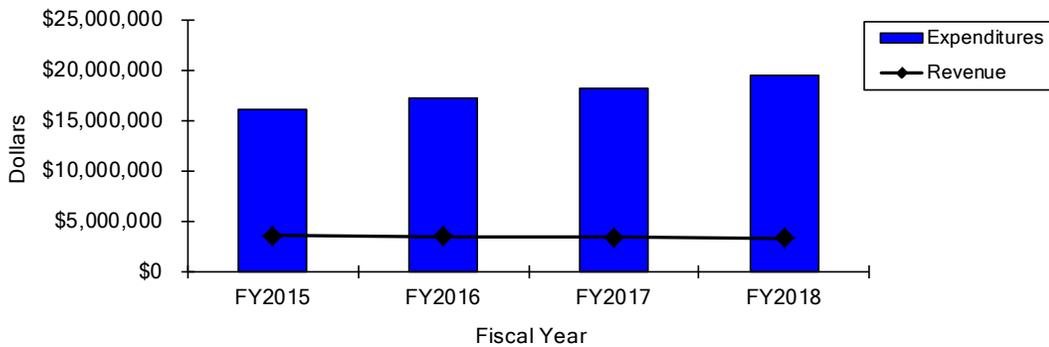
Who Are We?

- 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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$10,895,024	\$12,472,024	\$13,148,455	\$14,236,556	\$1,088,101	8.28%
Operating	4,943,787	4,021,955	4,727,117	4,996,088	268,971	5.69%
Capital	243,533	703,070	298,316	167,000	(131,316)	-44.02%
Total	16,082,344	17,197,049	18,173,888	19,399,644	1,225,756	6.74%
Revenue	3,592,351	3,452,567	3,408,081	3,315,405	(92,676)	-2.72%
Local Tax Funding	\$12,489,993	\$13,744,482	\$14,765,807	\$16,084,239	\$1,318,432	8.93%

Funded Positions						
Full-Time Positions	116	120	154	156	2	1.30%



Goals/Objectives

Office of the County Fire and EMS Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability ([Service levels 1, 4, 5, 8, 9](#))
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment when ready ([Service levels 1, 4, 5, 6, 7, 8, 9, 10](#))
- Ensure budget compliance for department and all commands
- Monitor all incoming revenue and ensure appropriate allocation

Operations Command

- Ensure a constant state of operational readiness ([Service levels 9, 10, 11](#))
- Meet or exceed benchmarks for response and staffing performance ([Service levels 2, 3, 12](#))

Support Services Command

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

Fire Marshal's Office

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

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

Total Budget

\$19,399,644

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- High school program Fire Instructor (100% fee supported)
- Fire Inspector (100% Fire Programs funded)
- SAFER Grant "Ramp Up" will be used to enhance Purchase Development Rights program and is budgeted in Capital Projects
- Additional funding to support department over-time

Operating

- Technology upgrade to public safety radios
- Fixed contract increases

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. On scene within 8 minutes of 9-1-1 priority1 calls	65%	90%	90%
2. Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted	9%	30%	30%
3. Discharge rate of out of hospital cardiac arrest victims where resuscitation efforts are attempted	6%	15%	15%
4. Application of an AED prior to the arrival of ALS in all cardiac arrest cases	<5%	30%	30%
5. Success rate for first-time final examination of Firefighter I and II and EMT-B, EMT-I and EMT-P training offered by the Department.	68%	95%	95%
6. Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
8. Percentage of apparatus repair tickets completed in-station	N/A	75%	75%
9. Percentage of requests for replacement PPE filled within 24 hours	50%	100%	100%
10. Percentage of station supply requests filled within 72 hours	50%	100%	100%
11. Contain fires involving structures to the room and/or object of origin	55%	75%	75%

Accomplishments

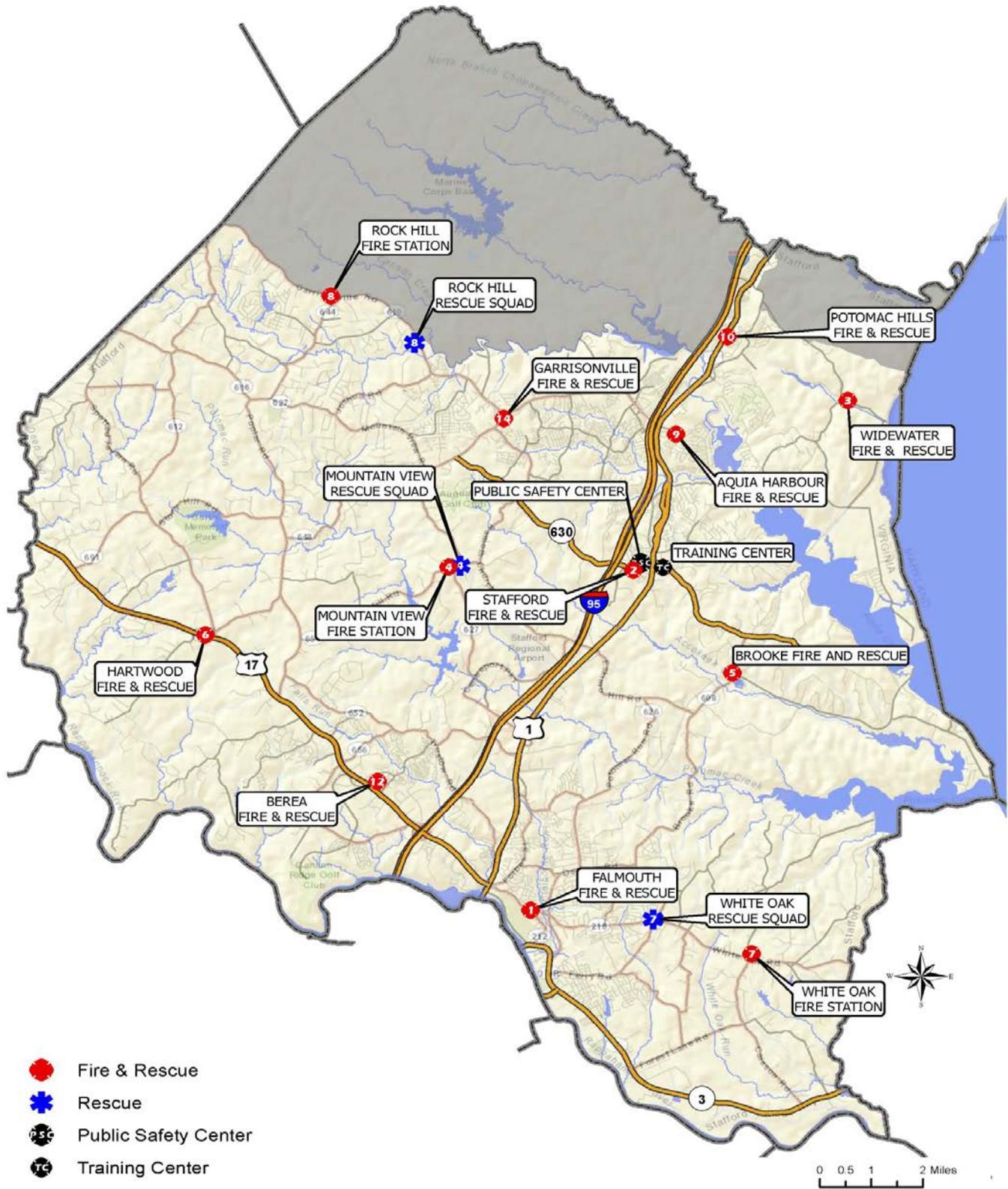
- Adoption of the Public Safety Staffing Plan
- Added eighteen new positions which is designed to increase the number of staffed stations.
- Added sixteen new positions through a SAFER Grant to ensure minimum four-person staffing on fire engines.
- Fleet replacement continues with ordering three new medic units and proposals for two new engines and one new ladder truck



Fire and Rescue members and community volunteers are briefed before they begin sorting and distributing winter coats to under-resourced kids in Stafford County Public Schools. The Fire and Rescue Department annual project is made possible through the support of Wal-Mart, Apple Federal Credit Union, Local 4012 of the International Association of Fire Fighters, and Stafford County Public Schools.

Did You Know?

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



Volunteer Fire Rescue Organizations

Stafford County FY18 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.

	FY2016 Actual	FY2017 Adopted Budget	Proposed Budget	FY2018 Changes 17 to 18	
Aquia Harbour Rescue	\$22,251	\$23,360	\$23,360	\$0	0.00%
Brooke Fire	22,547	23,360	23,360	0	0.00%
Falmouth Fire	120,352	137,812	131,250	(6,562)	-4.76%
Hartwood Fire	53,753	30,457	31,147	690	2.27%
Mountain View Fire	23,655	23,360	23,360	0	0.00%
Mountain View Rescue	23,321	23,360	23,360	0	0.00%
Potomac Hills Fire	1,100	23,360	23,360	0	0.00%
Rock Hill Fire	111,224	131,250	73,829	(57,421)	-43.75%
Rock Hill Rescue	31,124	31,147	23,360	(7,787)	-25.00%
Stafford Fire	107,951	104,859	77,521	(27,338)	-26.07%
Stafford Rescue	4,709	23,015	23,360	345	1.50%
White Oak Fire	24,522	23,360	23,360	0	0.00%
White Oak Rescue	23,222	23,360	23,360	0	0.00%
Widewater Fire	22,386	23,360	23,360	0	0.00%
Length of Service Awards Program	\$20,244	\$30,000	\$20,000	(\$10,000)	-33.33%
Grand Total	\$612,361	\$675,420	\$567,347	(\$108,073)	-16.00%



Mission

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

Provide support and guidance for organizational development and employee engagement initiatives.

Thinking Efficiently

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



The Wellness Committee hosted its first soup/chili contest during the annual wellness kickoff. Four volunteers brought in their favorite soup or chili in a slow cooker and employees voted on the one they liked the best. Congratulations to Michael Cannon in IT as our 2017 winner!

Who Are We?

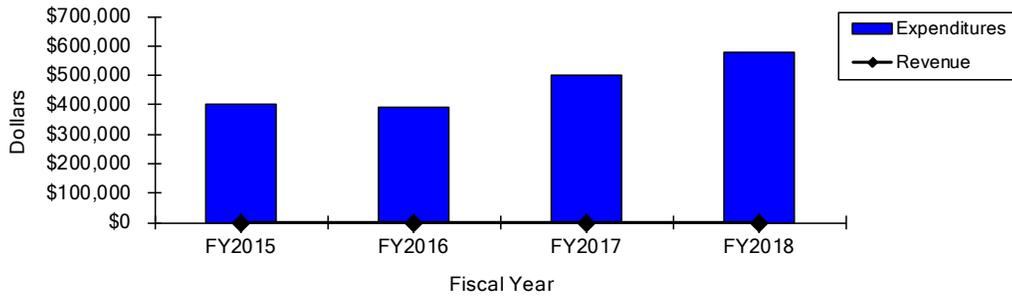
Human Resources works to recruit and retain talented employees and to engage them in providing the highest quality customer service to each other, to citizens and to other customers. Staff does this through:

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$363,065	\$366,199	\$452,839	\$529,294	\$76,455	16.88%
Operating	38,062	24,122	48,210	48,210	0	0.00%
Local Tax Funding	\$401,127	\$390,321	\$501,049	\$577,504	\$76,455	15.26%

Funded Positions						
Full-Time Positions	3	3	5	5	0	0.00%
Part-Time Positions	2	2	1	1	0	0.00%



Total Budget

\$577,504

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- Promotion and reclassification of positions

Operating

- No notable changes

Goals/Objectives

- Implement a health insurance program that enhances employee engagement including education on available tools to become better healthcare consumers. (service levels 10)
- Monitor and evaluate employee turnover to determine trends and areas of concern in order to enhance employee retention and satisfaction moving forward. (service levels 7, 8, and 9)
- Implement different wellness activities for employees including walking competitions and health education seminars to encourage wellness behaviors so that employees live healthier lives and mitigate health care increases. (service levels 3 and 4)
- Evaluate current wellness initiatives and determine how to take our Wellness Program to the next level to encourage more participation and continue to mitigate future health insurance costs. (service levels 3 and 4)
- Revise and update policies in the Employee Manual as needed to ensure they align with the culture and strategic objectives for the County and also ensure that they are compliant with state and federal laws. (service levels 1 and 2)
- Ensure that our total compensation system is competitive in the region/industry. (service levels 11 and 12)
- Provide employees a variety of professional development opportunities including the Leadership Institute, B.E.S.T. University, and other classes and training. (service level 6)
- Implement a diversity awareness program to educate employees about different cultures and alternative lifestyles so that our organizational culture is welcoming and understanding of such differences. (service level 5)

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Number of HR policies reviewed	2	4	3
2. Number of HR policies updated	0	4	3
3. Number of wellness activities offered to employees (seminars, walks, etc.)	12	15	18
4. Number of employees attending annual Health Fair	105	135	150
5. Percentage of employees who participate in diversity training	0%	75%	80%
6. Number of employees who enrolled in professional development courses (customer service, leadership training, supervisory skills, etc.)	120	150	175
7. Turnover rate (full time)	14.0%	13.0%	11.0%
8. Turnover rate for Sheriff employees (full time)	17.0%	16.9%	15.0%
9. Turnover rate for Fire and Rescue employees (full time)	17.2%	15.4%	13.0%
10. Number of employees engaged in disease management programs (reported by calendar year)	73.3%	75%	80%
11. Number of salary surveys completed (our own and others included)	46	45	45
12. Number of individual positions reviewed and/or reclassified	97	30	50

Accomplishments

- Implemented the second phase of the market compensation study. This phase targeted pay compression and alignment to market midpoint based on service in current position. The third phase of implementation is being proposed for FY2018.
- Partnered with the Schools on a joint health insurance initiative. FY2018 marks the second year for the joint health insurance plans and we plan to continue working on alignment of our health insurance employee rate structures.
- Will conduct an FLSA audit of approximately 40 positions to ensure correct classification. Regular review of position classifications is important to account for changes in work responsibilities and organizational shifts that occur over time.
- Continued to monitor the Affordable Care Act and other changing employment laws.

Did You Know?

Stafford County provides reimbursement for college courses when you are enrolled in a degree program, up to a maximum of \$1,500 per year, as long as you receive a grade of B or better.



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

- Collaborating with the Department of Social Services and Citizen's Assistance to create a support service for those elderly citizens who have limited means of transportation to access needed services in the community by providing transportation.



Stafford County strives to engage our young citizens to learn about how the County functions and describe historical significant events.

Who Are We?

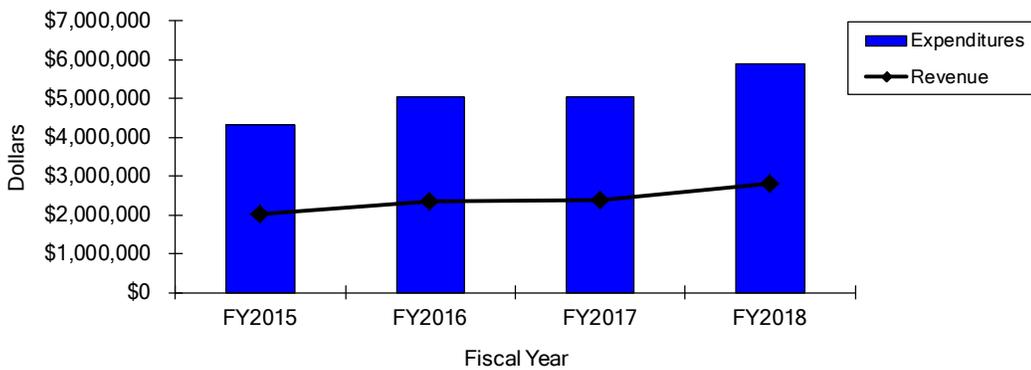
- Works with agencies/organizations within the community to strengthen the network of human services in the region, including forming relationships with leaders within the community to improve communication and collaboration and to assess what types of programs or development of programs are needed within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

Human Services

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$217,225	\$223,476	\$283,277	\$358,184	\$74,907	26.44%
Operating	4,108,740	4,824,822	4,760,757	5,546,618	785,861	16.51%
Total	4,325,965	5,048,298	5,044,034	5,904,802	860,768	17.07%
Revenue	2,030,531	2,353,337	2,376,378	2,814,845	438,467	18.45%
Local Tax Funding	\$2,295,434	\$2,694,961	\$2,667,656	\$3,089,957	\$422,301	15.83%

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



Total Budget
\$5,904,802
Notable Changes

- Personnel**
 - COLA raise of 2%
 - Targeted market adjustments
 - Workers Compensation adjustment
 - Promotion and reclassification of position
- Operating**
 - Increase for mandated services (specifically private day school placement costs)
 - Rappahannock Community Service Board full funding

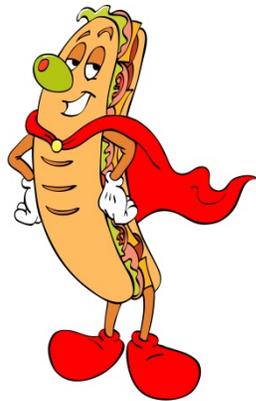
Goals/Objectives

- Collaborate with community based agencies to expand available community resources to serve at-risk children and families. This approach is more cost effective and further supports the families in our community. (service level 4)
- Create a more comprehensive system of linking human service agencies in order to have a more global approach to meeting the needs of identified families within our community. In its efforts to support the County's value of Teamwork, this office will facilitate and coordinate improved communication among agencies and facilitate the development of partnerships for maximization of limited resources.
- Maintain a strong financial policy, in cooperation with the Community Policy and Management Team for the assessment and collection of parental co-payments, which is effective and streamlined in its policies and procedures. (service level 1,2)
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. (service level 5)
- Implement identified objectives within the plan for Human Services that will ensure the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and will continue to provide an opportunity for agency leaders to collaborate and work on improving relationships between agencies that will increase the comprehensive care provided to the families and children of Stafford County.

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Co-payments collected for CSA program	\$26,520	\$30,000	\$30,000
2. Cost per child served by CSA program (CSA Statistical Report)	\$27,952	\$25,000	\$30,000
3. <i>Number of children receiving prevention services</i>	<i>38</i>	<i>25</i>	<i>40</i>
4. Number of children successfully discharged from community based services	19	10	20
5. Required cases reviewed under utilization management	165	200	200



Sammie the Hero who was the mascot of the Summer Heroes summer feeding program that took place over a 3 month period at Kate Waller Barrett. The program combined arts and crafts provided by Stafford Parks and Recreation along with selected “heroes” who came to engage with the children. Over 800 meals were provided during that time period.

Accomplishments

- The Stafford Safety Net was established in 2010 and has received \$32,092 in donations since its inception and has provided \$20,844 to 35 citizens for emergent needs.

Did You Know?

- For 5 years now County employees participate in the BEST BUDS program (a mentoring program for identified at-risk elementary school aged children in Stafford County Public Schools) that provides over 30 hours each to their mentees. This partnership with the Stafford County Public schools expanded this year to a new elementary school.
- If you are interested in championing a service project for the County, Human Services staff will support your initiative. For example, the County Attorney’s office sponsored an animal control drive.

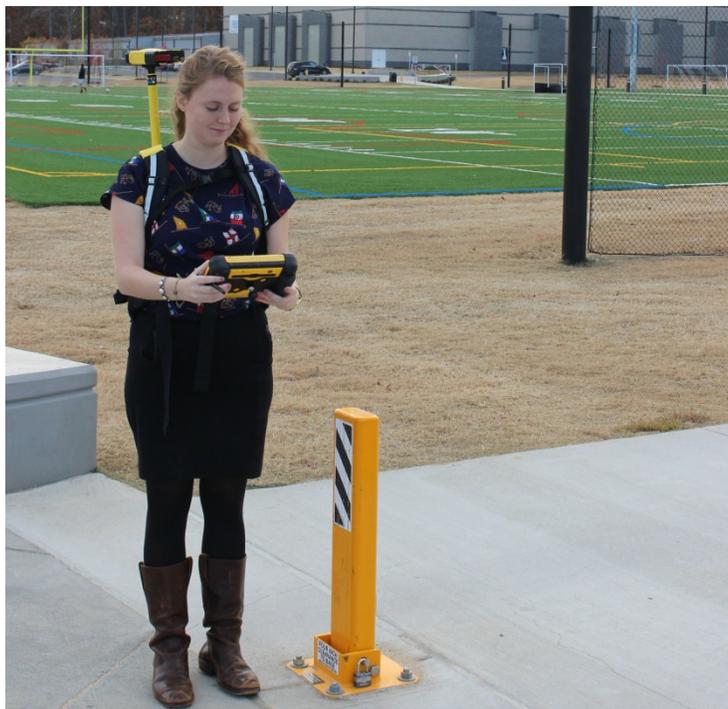


Mission

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

IT is launching "EPLANS," an electronic plans submission and review system. EPLANS provides many efficiencies for IT, Planning, Public Works, Fire/Rescue, and the building community. For the building and development community it will eliminate nearly all paper plans submissions, significantly reduce trips made to County departments, enable tracking of the status of reviews throughout the review process integrating with the permitting system, and allow the community to receive plans reviewers' markups and notes layered on plans. For the County EPLANS is cloud-based, accessible anywhere at any time and will not require additional server purchases. Additionally, it will reduce physical storage requirements previously needed for paper plans. It will automate workflow and approvals between the various plans reviewers, and dramatically improve the ability of plans reviewers to compare plans submissions and identify changes and modifications from previously submitted plans with the use of electronic layering of various versions of plans.



A GIS Analyst is GPS'ing County assets on a survey-grade unit running mapping software in a Windows environment. The light-weight bluetooth GPS transponder and antenna allows for wireless connectivity and ease of use. The collected data, once verified for accuracy, is inserted into the GIS database for use by County staff.

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.

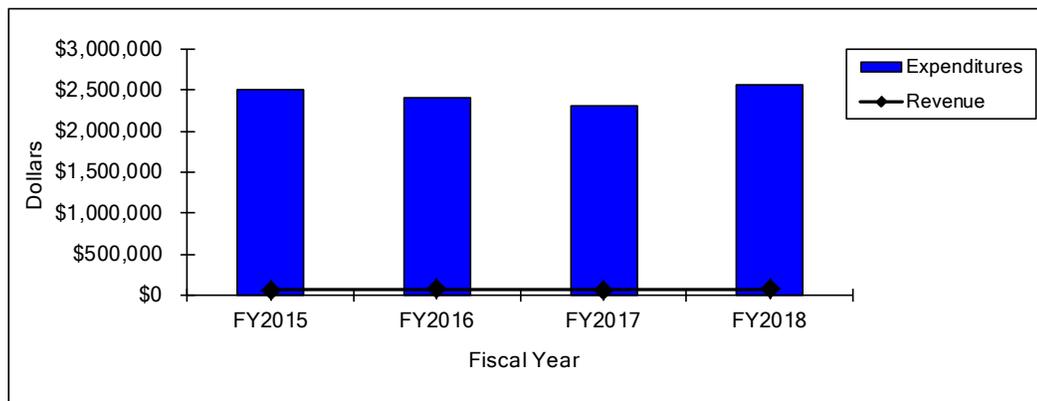
Geographic Information Systems

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$1,729,495	\$1,818,175	\$1,776,323	\$1,917,635	\$141,312	7.96%
Operating	785,226	590,313	531,191	646,211	115,020	21.65%
Total	2,514,721	2,408,488	2,307,514	2,563,846	256,332	11.11%
Revenue	65,457	74,396	62,000	74,000	12,000	19.35%
Local Tax Funding	\$2,449,264	\$2,334,092	\$2,245,514	\$2,489,846	\$244,332	10.88%

Funded Positions						
Full-Time Positions	17	17	17	19	2	11.76%
Part-Time Positions	2	2	2	0	(2)	-100.00%



Total Budget

\$2,563,846

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- converted two part-time positions to one full-time Technician (Cost Neutral)
- added one full-time Security Administrator

Operating

- Increase in Microsoft yearly contract
- Barracuda backup new maintenance contract
- Fixed contract increases
- Add funds recurring security evaluations projects

Goals/Objectives

- Provide high quality and timely IT services to County departments and Constitutional Offices. (Service Level 1, 5, 6, 8, 9, 10)
- Complete implementing the Hansen 8 software release to upgrade the County's Land Information System that includes online building permits services for builders and citizens. (Service Level 1, 5, 6)
- Continue working to meet PCI DSS (Payment Credit Card Industry Data Security Standard) requirements by completing a PCI Self-assessment. (Service Level 1, 5, 6)
- The Strategic Technology Plan (STP) has been delivered and accepted by the County. Funding of STP projects will be included in the FY18 budget and CIP. (Service Level 1)
- Continue working with Public Safety departments to assist with maintaining the new CAD/RMS and providing 7 by 24 hour on-call IT support. (Service Level 1, 5, 6)
- Continue to strengthen disaster recovery capability using virtualization and redundant SAN storage between the Administration Building Computer Room and Public Safety Building Computer Room per the recommendations in the STP. (Service Level 7)
- Provide a County website that is a one-stop-shop for our citizens to find easy-to-understand, high-quality, actionable government services, news and information. The GIS website empowers citizens and helps businesses use the most current and detailed mapping information available. (Service Level 2, 3, 4)

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Hours providing direct services (help calls and projects) (TrackIt)	18,000	18,100	18,200
2. Website Visitors - staffordcountyva.gov	1,027,553	1,050,000	1,075,000
3. Website Page Views - staffordcountyva.gov	3,072,050	3,100,000	3,150,000
4. GIS Interactive & Static Web Site number of Hits	760,000	762,000	765,000
5. Help Desk calls solved (TrackIt)	3,700	3,800	3,900
6. Project Requests Completed (TrackIt)	700	725	750
7. % of up-time	99%	99%	99%
8. Average number of minutes to solve a help call	45	43	41
9. % of project requests completed by requested due date	73%	74%	75%
10. Avg. hourly cost for help desk calls (TrackIt)	\$34.00	\$34.00	\$34.00

Accomplishments

- Utilities, Public Works and IT streamlined the new meter install and inspection process, which included giving Utilities mobile capabilities.
- Produced new reports for the Treasurer's Office and Public Works related to fee collection, reconciliation and monthly stats.
- Developed new processes to manage the Affordable Care Act requirements.
- GIS modernized its internet mapping site to support viewing of oblique or "Bird's Eye" aerial photography, accessible from the cloud.
- GIS integrated with Electronic Plan View, empowering the public to submit/update plans with the advantage of interactively viewing ownership boundaries/information and aerial photos.
- GIS expanded its online applications, including view current Transportation projects for Board members.
- Designed and implemented a managed WiFi system (cloud-based) in the Administration Center and Public Safety Center.
- Designed and developed a process to accept credit card payments at the Landfill. Created the online forms, developed the internal process for handling and tracking submissions, configured ePay accounts and trained RBoard staff.
- Connected two remote sites, Rowser and Rowser Annex, to the fiber network.

Did You Know?

The Department of Agriculture flew many Virginia counties in 1936-1937 to capture aerial photography. It is the oldest known aerial photography that encompasses all of Stafford County. It is available on the GIS website.



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.

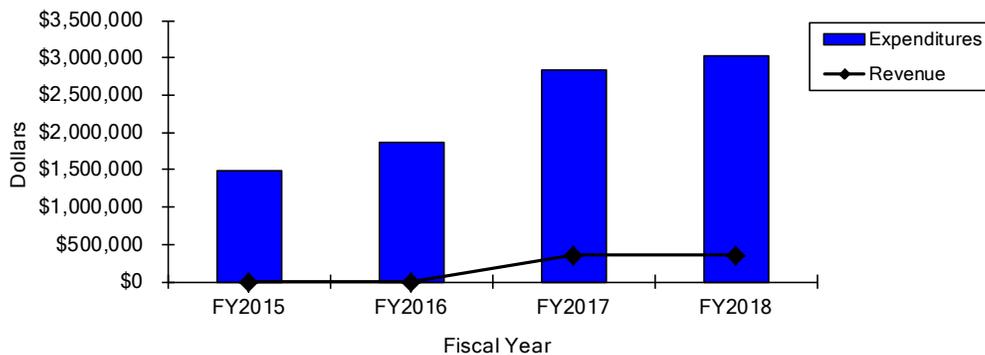
Who Are We?

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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$22,315	\$134,028	\$25,000	\$25,000	\$0	0.00%
Operating	1,453,636	1,731,987	2,820,065	2,998,971	178,906	6.34%
Local Tax Funding	1,475,951	1,866,015	2,845,065	3,023,971	178,906	6.29%
Revenue	0	0	350,000	350,000	0	0.00%
Net Tax Support	<u>\$1,475,951</u>	<u>\$1,866,015</u>	<u>\$2,495,065</u>	<u>\$2,673,971</u>	<u>\$178,906</u>	<u>7.17%</u>



Total Budget

\$3,023,971

Notable Changes

Personnel

- No notable changes

Operating

- Meet contingency funding policy goal of 1/2% of general government expenses
- Technology upgrade to public safety radios School and Utilities Fund portion (revenue neutral)



Mission

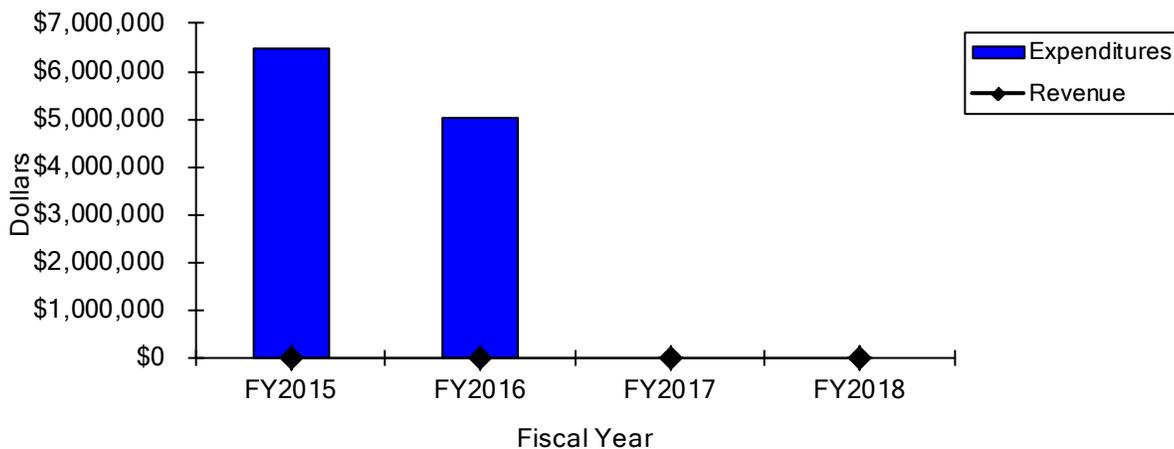
To provide funding to other funds for proffers, taxes, capital project reserve, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category is used to transfer funds needed to support another fund.



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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Change 17 to 18	
Costs						
Capital	\$6,483,307	\$5,025,655	\$0	\$0	\$0	0.00%
Local Tax Funding	6,483,307	5,025,655	0	0	0	0.00%
Net Tax Support	\$6,483,307	\$5,025,655	\$0	\$0	\$0	0.00%





Mission

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



The Community Collaborative for Youth and Families is our region's prevention coalition. This group has over 35 member agencies that are working towards ensuring the access to services for the citizens that live within our region.

What is our process?

- To utilize a structured process for non-contractual partner agency funding requests.
- An evaluation committee reviews the applications for each program to assure county staff is making informed unbiased recommendations to the Board of Supervisors.
- All requests for funding are subject to an annual review of each agency's submission, review of the agencies financial status and an assessment of community needs based on the economic conditions.

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

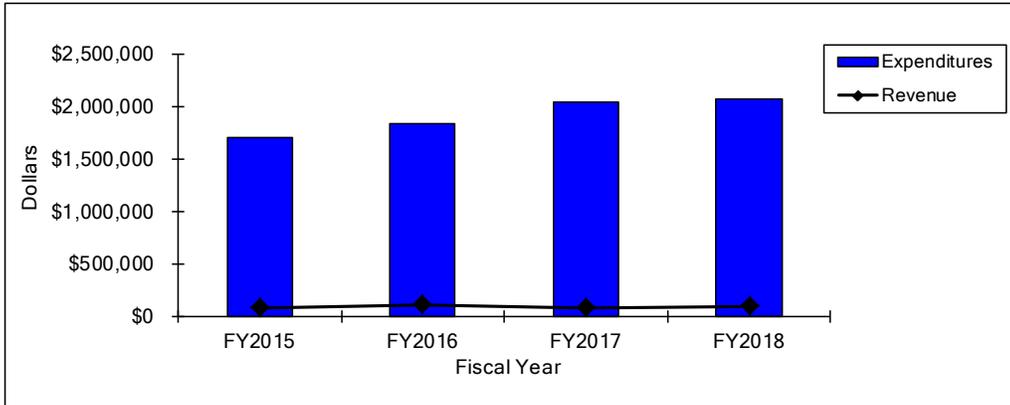
- Agency governance - clearly defined and adhered to strategy and business objectives that ensure the agency has adequate resources to meet its objectives and to ensure it operated an effective risk management system, to monitor its performance and ensure that it acts ethically and meets its responsibilities to its stakeholders.
- Program performance - how does the program measure its success, how does the program define the indicators that measure the outcomes to show success- is it a measurable indicator? What are the methods of collecting information to determine the level of achievement of the outcome? How does the mission of the program fit within the County's mission?
- Financial Stewardship - how does the program manage its finances and how does it allocate its resources to meet the mission critical needs and priorities?

Thinking Efficiently

Worked with all localities within the planning district to create a web based platform through E-Cimpact. This platform provides on line access for agencies to submit their funding applications as well as access to those who are reviewing and evaluating submitted programs for funding,.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$1,713,935	\$1,846,786	\$2,043,179	\$2,081,332	\$38,153	1.87%
Total	1,713,935	1,846,786	2,043,179	2,081,332	38,153	1.87%
Revenue	91,588	117,476	90,782	100,282	9,500	10.46%
Local Tax Funding	<u>\$1,622,347</u>	<u>\$1,729,310</u>	<u>\$1,952,397</u>	<u>\$1,981,050</u>	<u>\$28,653</u>	<u>1.47%</u>



Total Budget

\$2,081,332

Notable Changes

- Increase funding for the Rappahannock Area Community Service Board
- Increase funding for the George Washington Regional Commission
- Increase funding for the Thurman Brisben Homeless Shelter
- Community agencies adjusted based on program needs

Goals/Objectives

- Evaluate each agencies goals/objectives and statistical data relating to measurable outcomes to determine how effectively the needs of the citizens within the community are being met.
- Determine any duplication of services to maximize the use of resources.
- Develop relationships with partner agencies staff to become keenly aware of how the agencies manage their organizations which will provide valuable information in long term planning and resource development for the community at large.
- Create opportunities for community engagement and support of partner agencies.
- Coordinate and collaborate with other localities to develop a regional approach to service implementation within the planning district.

Accomplishments

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

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 under Human Services Office- then Partner Agencies.

Partner Agencies' Funding

Stafford County FY18 Adopted Budget

Community Agency Name	2016	2017	2018		
	Actual	Adopted Budget	Adopted Budget	Changes	17 to 18
Capital Caring	\$0	\$4,400	\$0	(\$4,400)	100.0%
disAbility Resource Center	25,279	26,543	27,870	1,327	5.0%
Empowerhouse	98,748	49,808	49,808	0	0.0%
Fredericksburg Area Food Bank	12,625	12,625	15,221	2,596	20.6%
Healthy Families Rappahannock Area	7,200	9,432	9,432	0	0.0%
Lloyd F. Moss Free Clinic	18,360	19,040	18,580	(460)	-2.4%
Mental Health America of Fredericksburg	11,253	13,583	15,000	1,417	10.4%
Micah Ecumenical Ministries	20,000	20,000	20,000	0	0.0%
Piedmont Dispute Resolution Center	7,652	7,652	7,000	(652)	-8.5%
Rappahannock Area Agency on Aging	27,946	27,946	26,946	(1,000)	-3.6%
Rappahannock Area Court Appointed Special Advocates (CASA)	4,500	4,500	1,900	(2,600)	-57.8%
Rappahannock Big Brothers Big Sisters	5,850	6,000	6,000	0	0.0%
Rappahannock Council Against Sexual Assault (RCASA)	15,033	17,460	15,420	(2,040)	-11.7%
Rappahannock Emergency Medical Services Council, Inc.	12,955	0	0	0	0.0%
Legal Aid Works	32,445	32,445	32,445	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	11,000	15,000	14,000	(1,000)	-6.7%
Rappahannock United Way Services	2,737	2,737	2,600	(137)	-5.0%
Rebuilding Together (Christmas in April)	3,490	5,000	5,000	0	0.0%
S.E.R.V.E., Inc.	48,768	63,792	64,000	208	0.3%
Safe Harbor	3,000	5,000	3,000	(2,000)	-40.0%
Stafford Junction	18,000	19,400	21,650	2,250	11.6%
Habitat for Humanity	0	0	5,000	5,000	100.0%
Rappahannock Boys and Girls Club	0	0	8,000	8,000	100.0%
Total Community Agencies	386,841	362,363	368,872	(6,491)	-1.8%
Intergovernmental Agencies					
Fredericksburg Regional Alliance	126,080	138,230	138,230	0	0.0%
George Washington Regional Commission	85,378	93,923	95,175	1,252	1.3%
Germanna Community College - Maintenance Reserve	50,000	200,000	200,000	0	0.0%
Germanna Community College - Operating	26,070	26,070	26,070	0	0.0%
Rappahannock Area Community Service Board	311,514	339,782	366,424	26,642	7.8%
Rappahannock Area Health District	535,937	535,937	535,937	0	0.0%
Rappahannock Area Youth Services and Group Home Commission	218,612	235,520	235,520	0	0.0%
Thurman Brisben Homeless Shelter	71,250	76,250	80,000	3,750	4.9%
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%
Total Intergovernmental Agencies	\$1,459,945	\$1,680,816	\$1,712,460	\$31,644	1.9%
Total	\$1,846,786	\$2,043,179	\$2,081,332	\$25,153	1.2%

Partner Agencies' Programs

Stafford County FY18 Adopted Budget

Agency	Program Name	Program Funding	Program Description
Boys and Girls Club	Project Learn	\$ 8,000	Provide homework assistance, mentoring, and leadership development to teen population. Program provides a safe place for teens to engage in a number of structured activities.
disAbility Resource Center	Core Services and Community Education	\$ 27,870	The only cross disability, cross life-span agency that provides a wide array of free services in the community.
Empowerhouse	Domestic violence housing support	\$ 25,441	Residence to provide for the safety and protection of domestic violence victims and their children.
	24 hour domestic violence hotline	\$ 2,267	Provides local access to a trained worker which provides open communication to those isolated by domestic violence.
	Domestic violence education and support	\$ 19,522	Free, confidential services including: risk assessment, education on impact, safety planning, legal remedies, and support groups.
	Children exposed to domestic violence	\$ 2,578	Community based children services that provide educational, teen groups, and individual support.
Fredericksburg Area Food Bank	Pantry Distribution	\$ 7,000	Serves as a distribution center for 73 partner agencies throughout planning district 16.
	Mobile Pantry	\$ 4,802	Delivers nutritious perishable and non-perishable food to low-income/food insecure individuals and families at 10 sites throughout planning district 16.
	Food for Life	\$ 3,419	Works to alleviate hunger for the elderly and disabled by delivering a box of nutritious food, along with fresh produce, hygiene items, and SNAP information.
Habitat for Humanity	Homebuilding and Home Repairs	\$ 5,000	Provides housing options and repairs to those individuals that make between 30% and 60% of local median income.
Healthy Families Rappahannock Area	Healthy Families Rappahannock Area	\$ 9,432	An evidenced-based home visiting program that advances healthy child development by reducing child maltreatment and increasing positive parenting in the first three to five years of a child's life.
Legal Aid Works	Civil Legal Representation	\$ 32,445	Represents poor people who cannot afford a lawyer in civil legal matters.
Lloyd F. Moss Free Clinic	Medical Care	\$ 9,290	Provides medical care for those without insurance who are experiencing a chronic illness.
	Dental Care	\$ 4,645	Provides critical care to adults to include oral examinations, extractions, fillings, oral surgery, and dental hygiene.

Partner Agencies' Programs

Stafford County FY18 Adopted Budget

Agency	Program Name	Program Funding	Program Description
	Pharmacy Care	\$ 4,645	Dispenses medications from the clinic's licensed pharmacy to patients who cannot afford or do not have transportation to fill
Mental Health America of Fredericksburg	Helpline	\$ 1,500	The only mental health information and referral service that improves access for those seeking help by connecting them
	Senior Visitors	\$ 12,000	Provides socialization, companionship, client needs management, support and community connection to lonely, isolated older adults with or at risk of depression.
	Suicide Prevention Education	\$ 1,500	A collaborative prevention education model providing age appropriate knowledge and skills to reduce teen risky behaviors by increasing mental health literacy and expanding awareness of mental health and community resources.
Micah Ecumenical Ministries	Cold Weather Shelter	\$ 20,000	Keeps residents of planning district 16 from freezing to death in the winter; provides a full assessment for housing barriers at intake, sets up a plan to re-enter housing and prioritized based on vulnerability.
Piedmont Dispute Resolution Center	Court Referred Mediation	\$ 7,000	Provides parties involved with child custody cases an opportunity to reach mutually satisfactory agreements on their own with the assistance of a trained neutral.
Rappahannock Area Agency on Aging	Nutrition	\$ 9,783	Senior Cafes provide nutritionally sound breakfast and lunch meals as well as socialization opportunities, exercise, self-management training, and educational/information presentations.
	CRIA	\$ 5,735	Provides communication, referrals, information, and assistance to individuals in the community who are in need of support to find and access appropriate services and facilities to meet their needs.
	Homemaker	\$ 3,187	Provides support to keep frail older individuals independent and able to remain in their own home and community.
	Transportation	\$ 8,241	Provides access to the Senior Café for those who are no longer able to drive and have no other daytime transit.
Rappahannock Area Court Appointed Special Advocates (CASA)	Rappahannock Area (CASA)	\$ 1,900	Recruits, trains, supervises and supports volunteer advocates who are appointed by local judges to advocate for abused and neglected children, most of whom are in foster care.
Rappahannock Big Brothers Big Sisters	One to One Mentoring	\$ 6,000	Provides children facing adversity with volunteer adult mentors.
Rappahannock Council Against Sexual Assault	Community Outreach	\$ 3,820	Provides a variety of educational services to the general public and to allied professionals.
	Crisis Intervention	\$ 11,600	Provides a 24 hour hotlines and hospital accompaniment to adult and child victims of sexual violence.

Partner Agencies' Programs

Stafford County FY18 Adopted Budget

Agency	Program Name	Program Funding	Program Description
Rappahannock Refuge Inc., (Hope House)	Transitional Housing	\$ 14,000	Homeless family shelter that focuses on quickly moving children and families off the streets and into housing.
Rebuilding Together (Christmas is April)	Rebuilding Together	\$ 5,000	Supports low-income home and non-profit renovations through the County. Purpose is to provide at no charge critically needed home repair and rehabilitation services to qualifying low income and disabled homeowners.
S.E.R.V.E., Inc.	Emergency Financial and Food Assistance	\$ 64,000	Offers help to low-income families in need of help in a time of crisis. Support is directed at basic needs such as food pantry assistance, utilities, heat, prescriptions, and shelter.
Safe Harbor	Child Advocacy Center	\$ 3,000	Provides a child friendly, community orientated, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims.
Stafford Junction	Brain Builders	\$ 6,750	An afterschool program that is uniquely focus on educational assistance through one-on-one tutoring to students of low income families with children grades K-12.
	Summer Junction	\$ 10,400	A day camp and enrichment experience to low income children ages 3-15 years in need of proper supervision, nutritious food, physical activities, and continuing learning experiences.
	Helping Us Grow Stronger	\$ 4,500	Early childhood program that provides resources to low income children and family. A unique component of the program is the involvement of parents who are able to participate in parenting classes as well as receive guidance on locating other community resources to ensure their child's success.
United Way	Tax Prep/Financial Stability	\$ 913	Educates low and moderate income workers about tax credit eligibility, provides free tax preparation services, and provides free financial coaching to individuals and families.
	Information Services	\$ 775	Works to bridge the gap between community services and individuals who can benefit from those services by information the community of local resource, services, and programs available to individual and families.
	Volunteer Services	\$ 912	Promotes volunteer engagement as a means of fostering increase citizen involvement in the community.
Total Community Partner Agencies		<u>\$ 368,872</u>	

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

- Developed the Service Learning and Youth Leadership program by partnering with local organizations to offer teens opportunities to develop leadership skills while working on service projects
- Partnered with Jeff Rouse Swim and Sport Center to offer winter aquatics programs no longer offered at Woodlands Pool



Inclusive Playground Opening Celebration at Chichester 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 of all abilities to enhance quality of life while promoting Stafford as a safe and family-oriented community

Facility Maintenance

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

Recreation & Facility Use Management

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

Gymnastics

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

Mail Room

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

Special Projects

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

Sports

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

Parks, Recreation and Community Facilities

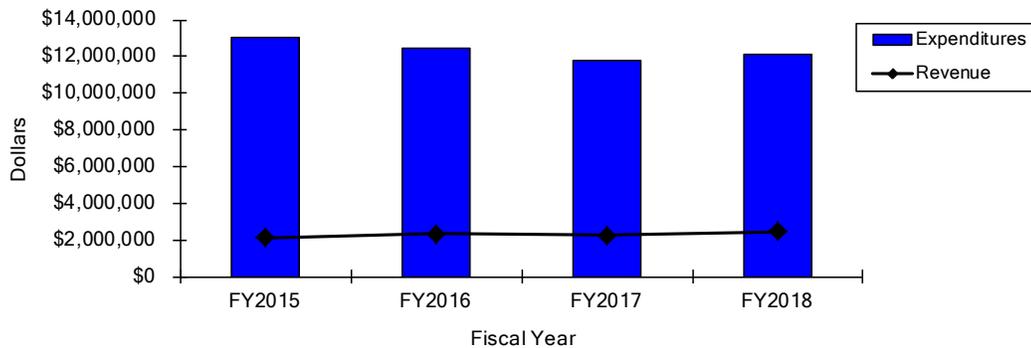
Stafford County FY18 Adopted Budget

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$6,001,251	\$6,358,143	\$6,378,475	\$6,613,785	\$235,310	3.69%
Operating	7,046,240	6,096,996	5,432,591	5,505,501	72,910	1.34%
Total	13,047,491	12,455,139	11,811,066	12,119,286	308,220	2.61%
Revenue	2,127,104	2,310,608	2,256,790	2,440,161	183,371	8.13%
Local Tax Funding	\$10,920,387	\$10,144,531	\$9,554,276	\$9,679,125	\$124,849	1.31%

Funded Positions						
Full-Time Positions	56	58	58	59	1	1.72%
Part-Time Positions	119	121	121	120	(1)	-0.83%

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



Total Budget
\$12,119,286

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- Converted one part-time position to one full-time Gymnastics Program Coordinator 100% fee supported

Operating

- Fixed contract increases
- Fire and Rescue station generator maintenance contract
- Increase in fertilizers for sports fields

Goals/Objectives

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

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

Parks, Recreation and Community Facilities

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Pavilion bookings (Class)	451	400	450
2. Athletic field bookings (Class)	3,597	3,900	3,800
3. Youth program participants served (ages <19) (Class)	22,776	35,000	25,000
4. Adult program participants served (ages >19) (Class)	14,576	22,500	15,000
5. Curtis Park Pool users (Class)	11,600	36,000	15,000
6. Woodlands Pool users (Class)	53,800	15,000	15,000
7. Park and School athletic fields available & maintained	91	98	100
8. Facilities, pavilions, & amphitheaters available to rent	385	385	385
9. Recreation programs/special events/trips/camps offered (Class)	4,758	4,800	4,800
10. Work Orders processed	2,155	3,500	2,200
11. Square Ft - owned facilities maintained	534,576	600,667	600,667

Accomplishments

- Received a 2016 VACo Achievement Award for Select-a-Sport Day
- For the first time, the Department of Parks, Recreation and Community Facilities, along with our partners in Economic Development and the Sherriff's Department, planned, organized, and implemented the annual July 4th Celebration at John Lee Pratt Memorial Park. This collaborative effort reduced overall costs, featured our park amenities, and increased the rate in which our guests were able to exit. The event featured three bands on Celebration Stage along with children's activities throughout the event. An estimated 3,600 residents enjoyed the beautiful fireworks which concluded this celebration.
- Our Sports Division implemented two new youth sports leagues: Flag Football and Lacrosse, in which an additional 530 youth were able to participate in the spring season.
- Our Community Recreation Division created and implemented three new specialty summer camps: Teen Art Camp, Beyond the Basics Fishing Camp, and Star Shooter Archery.



Swim meet at Jeff Rouse Swim and Sport Center

Did You Know?

Our Aquatics staff taught over 1,700 people how to swim in FY2017.

Stafford Gymnastics had their first ever TOPS gymnast to qualify for National Testing in Huntsville, TX at the Karoyli Ranch.

We opened a professionally designed Disc Golf Course at Curtis Park.



Mission

Provide guidance to the Board of Supervisors and appointed Boards and Commissions in developing the vision of Stafford County that ensures future orderly development and economic growth that is reflective of the community's desires and needs, while being sensitive to natural and cultural resources, and provide exemplary customer service.

Thinking Efficiently

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

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



An outbuilding at Sherwood Forest constructed in the early 19th Century. The property once belonged to Mary Ball Washington and served as a Union Army Communication post and hospital during the Civil War.

Who Are We?

Boards and Commissions

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

Comprehensive Plan

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

Ordinances

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

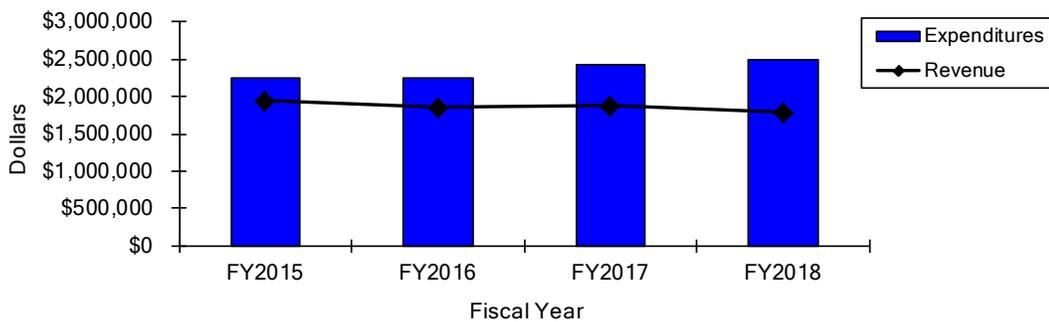
Regulatory Review

- Investigate complaints from citizens regarding compliance with zoning laws and other laws that affect the appearance of the County including tall grass, illegal signs, abandoned vehicles, accumulation of trash and debris and the construction of shoreline stabilization measures such as retaining walls, stone revetments, and jetties and structures like piers and boat ramps along tidal shorelines.
- Administer, maintain, and enforce the Zoning Ordinance, Subdivision Ordinance, Floodplain Ordinance and related regulations to ensure that property is developed and used in accordance with the requirements that have been adopted by the Board of Supervisors to protect the health, safety and welfare of the citizens.
- Review Zoning permits for use compliance and bulk area requirements such as setbacks, building height, etc.
- Conduct site compliance inspections prior to certificates of occupancy for new commercial development to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$1,976,262	\$2,037,254	\$2,123,863	\$2,192,695	\$68,832	3.24%
Operating	278,407	208,209	307,328	307,328	0	0.00%
Total	2,254,669	2,245,463	2,431,191	2,500,023	68,832	2.83%
Revenue	1,943,905	1,857,131	1,877,500	1,789,500	(88,000)	-4.69%
Local Tax Funding	\$310,764	\$388,332	\$553,691	\$710,523	\$156,832	28.32%

Funded Positions						
Full-Time Positions	20	20	21	21	0	0.00%
Part-Time Positions	1	1	0	0	0	#DIV/0!



Total Budget
\$2,500,023

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- No notable changes

Goals/Objectives

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

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

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1 -Development ordinances processed/adopted	22	20	20
2 -Review projects that minimized impacts to historic resources	24	14	20
3 -Environmental applications processed	77	37	45
4 -Residential development applications processed	460	300	325
5 -Non-residential development applications processed	195	150	175
6 -Residential lots recorded	1,165	700	800
7 -Zoning inspections performed	1,097	700	1,000
8 -Zoning violations cited	291	500	500
9 -Zoning applications/permits reviewed	3,175	3,515	3,500
10 -Land use applications processed (Zoning Reclassifications, Comprehensive Plan Compliance and Conditional Use Permits)	31	25	32

Accomplishments

- Worked with the Board to adopt an agreement with VDOT to remove illegal signs from the public right-of-way
- Worked with the Board to revise the lighting regulations and standards for new development
- Testing phase for electronic submission and plan review
- Adopted the 2016-2036 Comprehensive Plan
- Adopted road name changes in anticipation of exit 140 reconstruction
- Deployed additional larger computer monitors to improve productivity
- Preserved 100 acres of farmland
- Revised the process for outdoor music event permits
- Completed process to transfer ownership of historic property for rehabilitation
- Accepted land for future campus for Germanna Community College

Did You Know?

The American Institute of Certified Planners (AICP) requires its members to adhere to the ethical standards of a detailed Code of Ethics and Professional Conduct. The Department of Planning and Zoning currently employs 3 planners with the title AICP.

The principles and requirements of the Code are under the following chief headings:

- The Planner's Responsibility to the Public;
- The Planner's Responsibility to Clients and Employers;
- The Planner's Responsibility to the Profession and to Colleagues; and
- The Planner's Self-Responsibility.



A great blue heron perches atop a channel marker in Aquia Creek. On nearby Potomac Creek, 300+ pairs of great blue herons return to nest each year.



Mission

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

Thinking Efficiently

- The County continues work to improve the processing of building permits and site plans, including the planned implementation of electronic submittal and electronic review, which will save paper, reduce processing costs for applicants, and increase efficiency.
- Public Works Building Inspection Staff utilize an automated call-in system so builders can schedule inspections at their convenience and with minimal lead time.
- The Environmental Division of Public Works continues to implement the requirements of the Virginia Stormwater Management Program. The VSMP program consolidates local and state Stormwater requirements with the County to provide enhanced service to the development community and more effective environmental protection.



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

Who are we?

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

Building Inspections

- Plan reviews and inspections for code compliance
- Inspection of damaged structures from fires and storms
- Resolution of homeowner and contractor disputes
- Inspection and resolution of landlord and tenant 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

Community Development Service Center (CDSC)

- Intake and issuance of building, zoning, and fire prevention permits
- Issuance of grading permit applications for residential and commercial land development projects
- Processing of securities for commercial and residential development, along with individual building lot securities provided for home construction
- Plan intake and distribution for Planning and Zoning Applications

Public Construction

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

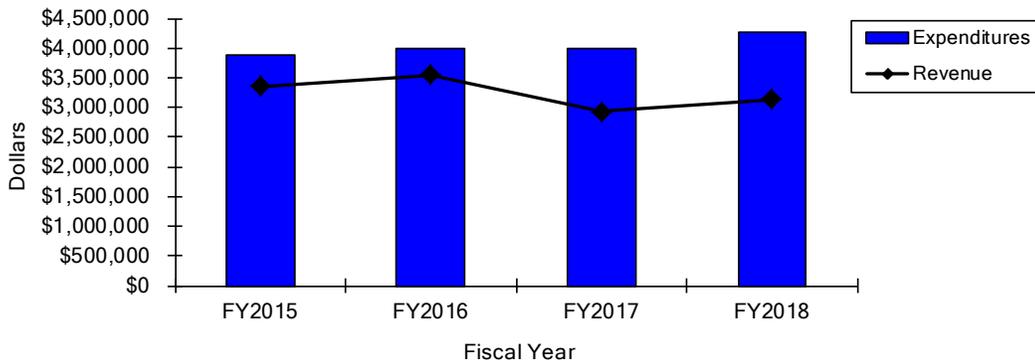
Transportation

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$2,969,805	\$3,098,142	\$3,119,428	\$3,386,557	\$267,129	8.56%
Operating	899,570	881,725	863,191	878,911	15,720	1.82%
Total	3,869,375	3,979,867	3,982,619	4,265,468	282,849	7.10%
Revenue	3,355,200	3,552,795	2,930,319	3,134,090	203,771	6.95%
Local Tax Funding	\$514,175	\$427,072	\$1,052,300	\$1,131,378	\$79,078	7.51%

Funded Projects						
Full-Time Positions	42	42	42	43	1	2.38%
Part-Time Positions	0	0	1	1	0	0.00%



Total Budget
\$4,265,468

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- one full-time Code Enforcement Inspector 100% fee supported

Operating

- Fixed contract increases

Goals/Objectives

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

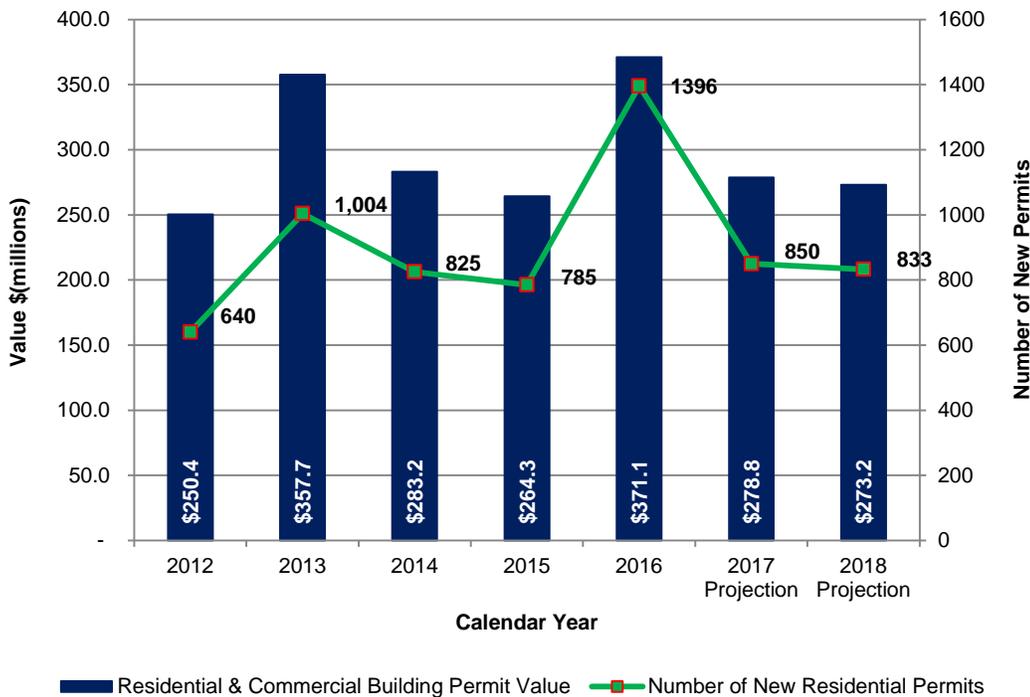
The above goals support the implementation of County Ordinances, the Security Policy, the Board of Supervisors Priorities for the Community and the County's B.E.S.T. values.

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Permits issued (Infor Public Sector)	5228	4,000	4539
2. Building inspections performed (Infor Public Sector)	35226	32,500	32982
3. E&S control inspections performed (Infor Public Sector)	6903	7,000	7006
4. Property maintenance cases handled (Infor Public Sector)	172	200	180
5. Centerline miles of streets accepted by VDOT	10.42	9.8	10.5
6. Number of Transportation Plans reviewed	177	275	216
7. Total amount of building lot securities processed	754	600	677
8. Total amount of developer securities processed	101	100	103

Accomplishments

- Completed construction of the Jeff Rouse Swim and Sport Center and the first phase of the Embrey Mill athletic field complex.
- Several road improvement projects were completed that will enhance safety and improve capacity of local roads.
- Integration of electronic technology in community development application submissions, reviews and case management to the greatest extent possible
- Continued to successfully implement the Virginia Stormwater Management Permit program to ensure that regulated projects comply with the requirements of Virginia's Construction General Permit for Stormwater.
- Finished public improvements at the Tavern Gate Subdivision to resolve a default by the Developer.
- Utilized existing staff resources to perform transportation reviews and traffic counts for improved customer service and review times.



Did You Know?

- On average, 31 building inspections are required to approve the construction of a new house.



Mission

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

Thinking Efficiently

- In order for the County to meet the required reductions of the Chesapeake Bay TMDL, the County has proposed a stream restoration project located in Brooks Park. The County hopes to be awarded 50% funding from the Department of Environmental Quality under the Stormwater Local Assistance Fund (SLAF).
- The Stormwater Management Division participates in the Northern Virginia Clean Water Partners program to provide coordinated and targeted public education and outreach on water quality and stormwater management to Northern Virginia residents through a combined media campaign. Public outreach and education is required by MS4 permits, and completing this tasks in partnership with other localities reduces costs and staff time on the program.



Stafford Lakes
Regional Pond
4A

Who Are We?

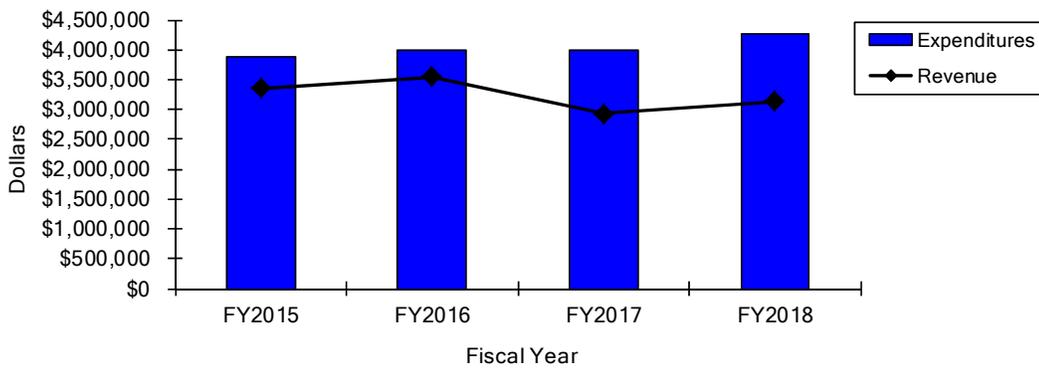
The Stormwater Management Division:

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$2,969,805	\$3,098,142	\$3,119,428	\$3,386,557	\$267,129	8.56%
Operating	899,570	881,725	863,191	878,911	15,720	1.82%
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Local Tax Funding	\$514,175	\$427,072	\$1,052,300	\$1,131,378	\$79,078	7.51%

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



Total Budget
\$4,265,468

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- one full-time Code Enforcement Inspector 100% fee supported

Operating

- Fixed contract increases

Goals/Objectives

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

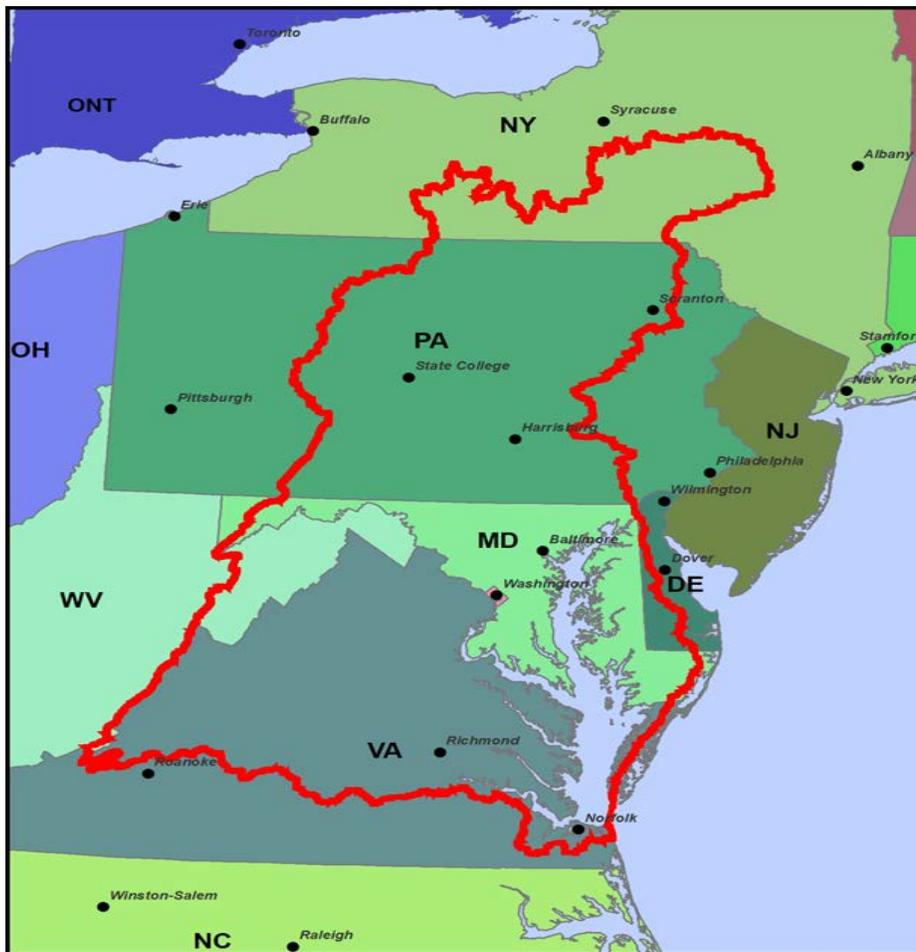
The above goals support the implementation of County Ordinances, the Security Policy, the Board of Supervisors Priorities for the Community and the County's B.E.S.T. values.

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Stormwater Maintenance Inspections completed	840	550	840
2. Stormwater Facility Retrofits completed	0	3	0
3. Stormwater Outfalls Inspected	60	60	39
4. SLAF Funding Received	\$0	\$225,000	\$1,000,000

Accomplishments

- Received approval from DEQ regarding the County's "right-sized" MS4 service area.
- Obtained approval for the County's Chesapeake Bay TMDL Action Plan, as well as the Rappahannock River 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 2015/2016
- Performed stormwater facility maintenance inspections in fiscal year 2017 and coordinated with property owners to initiate repairs to facilities



Map of Chesapeake Bay Watershed

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.

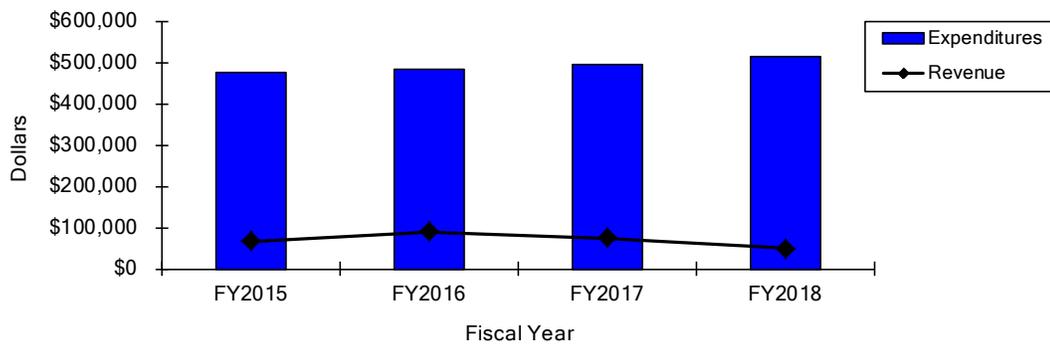
Who Are We?

- 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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$326,012	\$346,655	\$363,389	\$372,656	\$9,267	2.55%
Operating	147,533	134,362	129,940	141,340	11,400	8.77%
Total	473,545	481,017	493,329	513,996	20,667	4.19%
Revenue	66,868	88,586	75,000	50,000	(25,000)	-33.33%
Local Tax Funding	\$406,677	\$392,431	\$418,329	\$463,996	\$45,667	10.92%

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



Total Budget
\$513,996

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- Fixed contract increases

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

	CY2016 Actual	CY2017 Estimates	CY2018 Estimate
Voting age population (Weldon at UVA extrapolation - 80%)	122,000	125,000	128,000
Registered voters (Mid-November annual actual)(Incl. "Inactive")	81,783	90,695	92,000
High school seniors	2,200	2,200	2,200
% of eligible voters registered (80% historic "ceiling")	67	73	75
Registrants growth (year-to-year) (Mid-November annual actual)	+8,810	+3,500	+1,500
Voter registration transactions	46,950	42,000	40,000
Elections	2	2	2
Voters on election day(s)	95,825	57,000	40,000
Absentee voters (In-Person and By Mail)	10,728	8,000	5,000

Did You Know?

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

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





School Operations- Local Funding

Mission

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



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

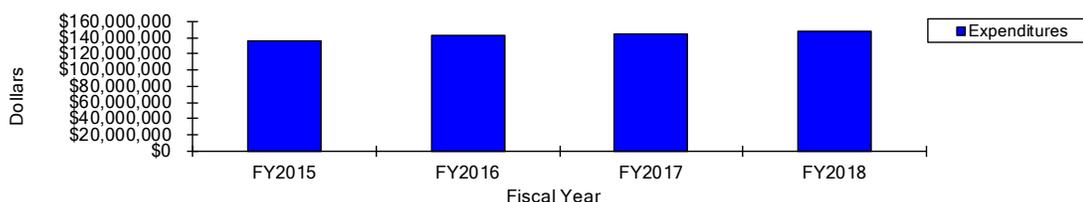
Who Are We?

The School Board:

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Operating	\$103,735,323	\$111,449,395	\$112,567,497	\$115,726,560	\$3,159,063	2.81%
Shared Services/Audit	0	0	115,307	115,307	\$0	100%
Public Day School	467,000	484,000	518,000	518,000	\$0	0.00%
One-Time Capital Funds	2,593,913	209,000	0	46,879	\$46,879	-100.00%
Subtotal School Operating Transfer	106,796,236	112,142,395	113,200,804	116,406,746	3,159,063	2.79%
Debt	28,913,328	30,289,714	31,362,759	31,315,880	(46,879)	-0.15%
Subtotal School Operating Transfer	28,913,328	30,289,714	31,362,759	31,315,880	(46,879)	-0.15%
Total School Funding	\$135,709,564	\$142,432,109	\$144,563,563	\$147,722,626	\$3,112,184	2.15%



Total Budget

\$147,722,626

Notable Changes

Operating

- Net Increase in Required Local Effort
- Maintain level student funding

Debt

- Decrease in payments funds will be used for one-time capital funding



Mission

We, the men and women of the Stafford County Sheriff's Office, in partnership with our community, are dedicated to enhancing the quality of life by maintaining order, protecting life and property, and reducing the fear of crime.

We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and the Commonwealth of Virginia.

As leaders of the community, We will embrace our core beliefs: Integrity, Compassion, Fairness and Professionalism.

Thinking Efficiently

- The Stafford County Sheriff's Office leverages its resources through strong partnerships, effective use of technology, implementing new approaches to emerging issues, and evaluating and adjusting resources.

These efforts include partnering with the Stafford County Public Schools for DARE program delivery, creating safe exchange zones at the Public Safety Building, and adjusting resources to address emerging issues including the heroin/opioid trafficking epidemic and internet crime 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 SCAM Busters, National Night Out, and Neighborhood Watch.



Supporting Special Olympics

Who Are We?

Law Enforcement Operations

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

Community Engagement

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

Emergency Communications

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

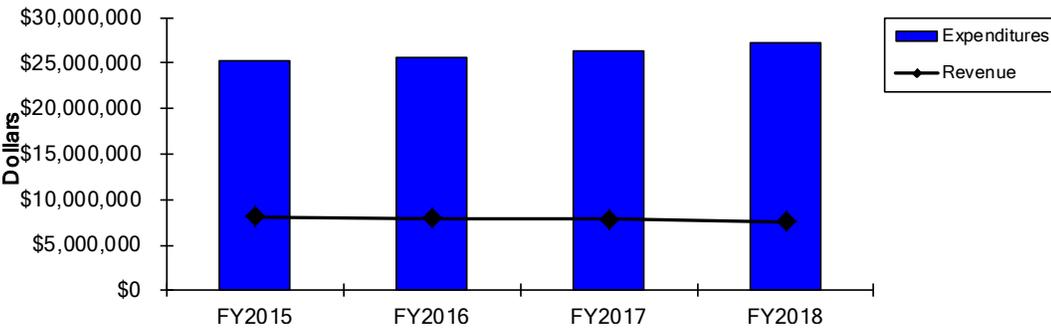
Court Services

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$21,200,483	\$21,367,440	\$22,812,459	\$23,647,702	\$835,243	3.66%
Operating	3,863,223	3,681,334	3,505,198	3,619,829	114,631	3.27%
Capital	254,276	601,135	40,000	40,000	0	0.00%
Total	25,317,982	25,649,909	26,357,657	27,307,531	949,874	3.60%
Revenue	8,082,509	7,964,635	7,884,807	7,603,146	(281,661)	-3.57%
Local Tax Funding	\$17,235,473	\$17,685,274	\$18,472,850	\$19,704,385	\$1,231,535	6.67%

Funded Positions						
Full-Time Positions	241	245	255	259	4	1.57%
Part-Time Positions	19	17	16	16	0	0.00%



Total Budget
\$27,307,531

Notable Changes

Personnel

- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment
- added four full-time Deputy Sheriff I - Field Operations positions

Operating

- Technology upgrade to public safety radios
- Fixed contract increases
- Added security for

Goals/Objectives

- To improve service capabilities through effective use of personnel resources, time, equipment, technology, research, and planning, in order to continue to meet the safety and security expectations of the community. (Service level 1,2,3,4,5,6 and 7)
- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, increase community based police programs and directed patrol through the phased implementation of recommendations in the Stafford County Sheriff's Office Staffing Study. (Service level 1,2,3,4,5,6 and 7)
- To enhance the successful public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Saver, the Junior Deputy Academy and National Night Out in an effort to maintain the sense of community, improve community safety and security, and to reduce crime. (Service level 1,3,4,5 and 7)
- To enhance the agency focus and capabilities on the Heroin and opioid epidemic to interdict and reduce such activities and incidents by establishing and fostering strong relationships with other law enforcement agencies, the medical community, social service agencies and the Stafford County community. (Service level 1,2,3,4,5, and 7)
- To improve Internet and Fraud related crimes investigation, case management, and case closure capabilities by increased focus and resource allocation. (Service level 1,3,4 and 5)
- To improve care, support and adoption of animals under the charge of Animal Control through the start-up and operation of a new animal shelter in Fiscal Year 2018. (Service level 6)

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

Service Levels

	CY2016 Actual*	CY2017 Projected	CY2018 Planned
1. Arrests (DUI & criminal)	5,103	5,300	5,600
2. Accidents (property damage, fatal and injury crashes)	5,557	5,779	5,894
3. 911 call volumes	48,986	49,966	50,946
4. Total Law Enforcement Incidents	130,394	140,000	142,000
Fire Incidents Supported by ECC	24,633	26,615	26,615
5. Court days	1,531	1,623	1,623
6. Animal Control complaints responded to (avg. of 10% are off-duty calls)	3,979	4,000	4,100
7. Civil & criminal processes	41,726	42,143	42,143

*CY2016 actuals 9 mths, estimates 3 mths

Accomplishments

- Effectively and safely responded to, and addressed approximately 130,000 incidents or events requiring law enforcement services
- Increased transparency to the community through social media and website services use, including Facebook and Twitter. In 2016, the Sheriff's Office experienced a 32% growth in Twitter followers and an 82% growth in Facebook Likes.
- Increased the number of animals adopted by 54%
- Established a multifaceted Deputy Recruitment program to impact challenges of maintain sworn staffing levels



Sheriff's Search and Rescue Team comprised of Trained Community Volunteers and Sworn Deputy Sheriffs



Did You Know?

The Stafford County Sheriff's Office Deputies, assigned to Patrol, have been trained to use and carry NARCAN for use in opioid overdoses. During the first two months of the program, deputies successfully resuscitated 12 people who had overdosed by administering NARCAN prior to the arrival of emergency medical personnel.



Mission

Our mission is to provide quality assistance and comprehensive services to citizens in need that strengthen the family structure while promoting self-reliance, responsibility for family and protection of children and adults from abuse, neglect and exploitation through community-based services.

Thinking Efficiently

- The Benefit Programs Division is utilizing Image Now Software that provides enhanced access to electronic client documents.
- The Foster Care Unit currently maintains fifty foster homes for foster children that reduces any additional costs of treatment foster care through private agencies.
- The Adult Protective Services (APS) Unit, with the purchase of iPads and an Electronic Pre-admission Screening web-based application (ePAS) has consistently met the state's mandate to complete screenings within thirty days.
- The Parent Educator has added a Parent of Teens class while partnering with Juvenile Court Services to provide collaborative education to parents and teenagers.



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

Who Are We?

Family Services

The Family Services Division is comprised of three units: Child Protective Services (CPS), Foster Care/Adult Services and Self-Sufficiency. These three units provide the following services to the community:

- Adult and Child Protective Services
- Child Custody Investigations
- Parenting Education/Family Violence Prevention/Fatherhood Initiatives
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation
- Holiday Assistance

Benefit Programs

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

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$3,904,681	\$4,095,316	\$4,511,443	\$4,671,902	\$160,459	3.56%
Operating	1,957,493	2,026,444	2,487,485	\$2,489,100	1,615	0.06%
Total	5,862,174	6,121,760	6,998,928	7,161,002	162,074	2.32%
Revenue	4,480,268	4,788,393	5,237,803	5,377,256	139,453	2.66%
Local Tax Funding	\$1,381,906	\$1,333,367	\$1,761,125	\$1,783,746	\$22,621	1.28%

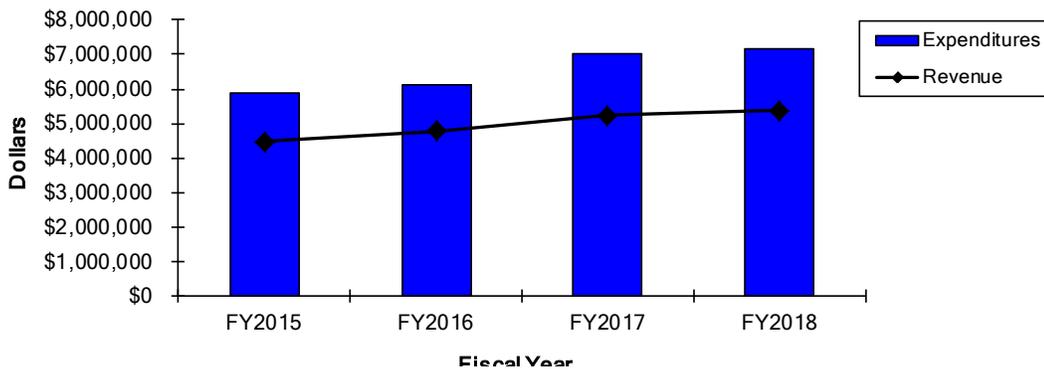
Funded Positions						
Full-Time Positions ⁽¹⁾	56	58	60	61	1	1.67%
Part-Time Positions	6	6	6	6	0	0.00%

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

Total Budget
\$7,161,002

Notable Changes

- Personnel**
- COLA raise of 2%
 - Targeted market adjustments
 - Workers Compensation adjustment
 - One full-time Family Services Specialist II position state funding will support 100%
- Operating**
- Fixed contract increases



Goals/Objectives

- Complete a minimum of 97% of SNAP applications within State/Federal Processing Standards
- Develop a training matrix for new Benefit Programs Specialists to promote timeliness and accuracy in job performance
- Expand implementation of new document imaging/scanning technology for electronic case records
- Achieve an average hourly wage of Virginia Initiative for Employment Not Welfare (VIEW) participants greater than \$10.00 per hour
- Develop new Community Work Sites for VIEW Participants
- Utilize a new computer system for Adult Protective Services (APS), PeerPlace that partners with community organizations to better serve our clients' needs
- Exceed the National Standard of 94.6% for children without a Recurrence of Maltreatment
- Enter 95% of CPS referrals/contacts into OASIS Computer System within State mandated guidelines
- Develop a new parent education program through collaboration with the Lloyd Moss Clinic
- Ensure a minimum of 90% of foster children are placed in Family Based Placements
- Decrease the time children remain in Foster Care to no longer than 18 months
- Evaluate the eligibility of foster children for federal Title IV-E funding within 60 days
- Recruit and train an increased number of volunteers to assist agency staff

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
SNAP cases in compliance with processing standards (ADAPT)	97.6%	97%	97%
SNAP households served (ADAPT)	3,379	3,500	3,250
Benefit applications received (ADAPT/VaCMS)	7,552	7,500	7,500
Average hourly wage of VIEW participants (VIP Report)	\$9.64	\$9.75	\$9.75
CPS complaints investigated (OASIS)	704	700	715
Percent of children without a recurrence of maltreatment (OASIS)	100%	100%	100%
Foster care children served (OASIS)	56	65	60
Foster children served in family based placements (OASIS)	90%	90%	90%
Foster teens active in Independent Living Program (Manual Tracking)	10	20	10
Reports of alleged adult abuse/neglect received by APS (Manual Tracking)	197	200	225
Individuals served through holiday programs (Manual Tracking)	2,250	3,850	2,500
Volunteers providing assistance (Manual Tracking)	500	600	550
Per capita cost for county share of agency budget	\$9.40	\$11.00	\$10.25

Accomplishments

- Successfully assisted approximately 2,000 visitors in the DSS lobby each month.
- Reduced overdue Medicaid renewals by 96%.
- Successfully achieved the state's mandate to complete long-term care preadmission screenings within 30 days.
- Achieved permanency for children in Foster Care: six children were adopted, eleven children placed with relatives and seven children returned home.
- Implemented a new filing system for case records to ensure accuracy and accessibility.

Did You Know?

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



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

- Enhancements to *myStafford* Customer Portal. Now citizens can research historical real estate and personal property tax billing information and enroll in e-billing notification.
- Electronic tax payment files now processed through banking relationship has provided efficiency savings.



Serving citizens in the Treasurer's Office.

Who Are We?

Cashiering Division

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

Revenue Collection Division

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

Delinquent Collections Division

- The delinquent collections division administers the various collection methods available by law, including Bill in Equity sales.
- Maintenance and application of Bankruptcy filing and discharge proceedings are administered, in accordance with State mandated laws.

Treasury Accounting Manager

- Monitors revenues and ensures that daily revenues are uploaded accurate and timely into the financial accounting system.
- Administers cash management programs
- Communicate with Utilities and Landfill Department to ensure cash flow

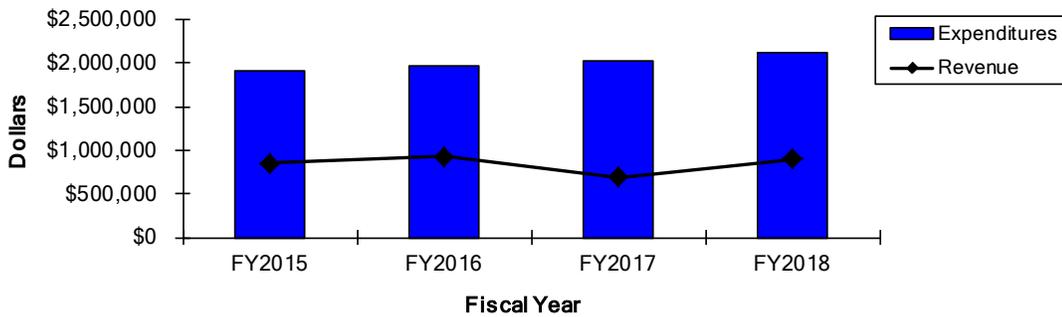
Banking and Investment Operations Division

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change 17 to 18	
Costs						
Personnel	\$1,450,851	\$1,518,597	\$1,578,700	\$1,644,170	\$65,470	4.15%
Operating	462,465	448,709	437,746	479,669	41,923	9.58%
Total	1,913,316	1,967,306	2,016,446	2,123,839	107,393	5.33%
Revenue	850,246	928,352	689,100	898,545	209,445	30.39%
Local Tax Funding	\$1,063,070	\$1,038,954	\$1,327,346	\$1,225,294	(\$102,052)	-7.69%

Funded Positions						
Full-Time Positions	17	17	18	18	0	0.00%
Part-Time Positions	3	3	3	3	0	0.00%



Total Budget
\$2,123,839

Notable Changes

- Personnel**
 - COLA raise of 2%
 - Targeted market adjustments
- Workers Compensation adjustment**
 - Workers Compensation adjustment
- Operating**
 - Fixed contract increases

Goals/Objectives

The Treasurer's Office continues to research innovative cost saving methods to collect and disburse local revenues that improve efficiencies and enhance earning potentials, while delivering exceptional service to citizens.

- Reduce incoming phone calls by enhancing tax account information on *myStafford* Customer Portal and tax bills, providing more robust tax information and payment options for citizens. ([Service level 1](#))
- Promote fee free online payment option on *myStafford* Customer Portal from personal checking account for tax payments, utility payments and dog tag licenses. ([Service Level 17 & 19](#))
- Marketing initiatives to increase acceptance of e-billing features to further promote paperless initiatives while achieving additional cost efficiency savings. ([Service Levels 6,7 & 8](#))
- Utilize batch processing systems to automate and streamline collection processes which further increase efficiency savings with the collection of taxes and utility accounts. ([Service Levels 6,7 & 8](#))

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. Phone calls	36,454	33,000	37,000
2. DSO delinquent collection efforts	40,228	35,000	42,000
3. DMV Stops	10,294	10,500	10,950
4. Delinquent collection actions	310	650	500
5. Returned Checks	1,894	1,700	2,000
6. Delinquent notices	66,396	64,300	67,000
7. Real Estate & Personal Property tax bills	295,086	282,000	300,000
8. Utility bills	427,449	418,000	430,000
9. Permit fees collected	42,824	35,000	44,000
10. Landfill Passes & Coupons	1,643	1,700	1,700
11. Meals tax payments	3,284	3,700	3,600
12. State income estimates	3,860	4,300	3,700
13. State income returns	1,151	1,300	1,200
14. Dog tags sold	7,652	8,500	6,000
15. DMV Select transactions	20,473	16,000	21,000
16. Lockbox payments processed - taxes	57,055	60,000	60,000
17. Online payments - taxes and utilities	193,554	180,000	200,000
18. EBOX-Electronic tax & utility payments	106,822	110,000	115,000
19. Online Payments - dog tag licenses	2,330	2,000	1,900
20. Delinquent Court Fines & Fee Collection notification efforts	6,024	7,300	9,000

Accomplishments

- Launched enhanced online payment features for Personal Property Taxes in 2016 on the myStafford Customer Portal.
- Recipient of the National Association of Counties 2016 Achievement Award for myStafford Customer Portal presented at the 2016 NACo Conference in Long Beach, California.

Did You Know?

- E-billing notification available through myStafford Customer Portal has a 20% adoption rate for Utility accounts.



Vision:

To be an innovative learning organization committed to Excellence.

Our Beliefs:

We Believe in Community,
We Believe in Diversity,
We Believe in Respect,
We Believe in Integrity,
We believe in Excellence.

Mission

Teaching our Students today to be the Leaders of tomorrow.

It is the duty of the Superintendent of Schools, with the advice of the School Board, to prepare the education budget estimates. These must be submitted to the Board of Supervisors by the April 1 statutory deadline, unless the governing body has set an earlier date for receiving estimates. The estimate for public education submitted to the Board of Supervisors must show the amount of money estimated to be received from the State Basic School Aid Fund and the amount needed for the support of public schools, including instruction, operating and maintenance costs, the capital reserve fund and other costs. In adjusting the school budget, the governing body may make changes only in the total amount or in the amounts of major categories established by the State Board of Education. The Board of Supervisors may not adjust individual line items. The Board of Supervisors must adopt the school budget no later than May 1.



Who Are We?

The School Funds consist of six major funds:

- The School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system.
- The School Nutrition Service Fund accounts for the revenues and expenditures associated with the providing of food services within the public school system.
- The School Construction Fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.
- The Grants Fund accounts for the revenues and expenditures associated with state and federal grant funding.
- The Workers' Compensation Fund accounts for revenues and expenditures associated with the administration of the workers' compensation insurance program for employees under a self-insurance program.
- The Health Services Fund accounts for revenue and expenses associated the providing of health-related benefits to employees under a comprehensive health benefits self-insurance program.

SCHOOL BOARD MEMBERS

Holly Hazard, Chairman
HARTWOOD DISTRICT

C. Scott Hiron, Vice-Chairman
FALMOUTH DISTRICT

Christopher Connelly
GARRISONVILLE DISTRICT

Jamie L. Decatur
GRIFFIS-WIDEWATER DISTRICT

Irene Egan
AQUIA DISTRICT

Patricia Healy
ROCK HILL DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Vision, Beliefs and Mission Statement

Stafford County FY18 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

The projected ADM for FY2018 is 28,551. Total new spending in the budget is \$9.8 million. It includes funding for:

- New starting teacher salary of \$42,250
- Pay scale enhancements for various job classifications including teachers, paraprofessionals, bus drivers, bus monitors and nurses
- 56 new positions, including:
 - -4.5 Custodians
 - 1 CTT support position
 - 1 demographic planner
 - 1 ERP systems analyst
 - 1 World Language/Culture Facilitator
 - 1.5 educational diagnostician
 - 2 math specialists
 - 3 positions to support a new VPI classroom
 - 20 growth positions to be used to meet increased enrollment and classroom “hot spots” that develop over the summer
 - 30 Special Education compliance positions (including counselors and OT/PT therapists)

The budget continues to support students in the public day school program, which provides educational services in the least restrictive, most cost-effective environment, and within the community, through shared responsibility between the County and Schools for day school students.

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

In addition, the budget fully funds the School Board’s FY2018 Adopted CIP. The County and Schools are working jointly to restructure the CIP to prioritize community projects. All school projects FY2019 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions.

More information can be found in the School Board’s adopted budget and CIP at www.StaffordSchools.net.

School Budget Highlights

Stafford County FY17 Proposed Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
School Operating Fund	\$253,818,883	\$269,152,658	\$278,914,735	\$9,762,077	3.63%
Nutrition Services Fund	12,201,362	13,496,000	13,610,760	114,760	0.85%
Construction Fund	28,829,165	128,480	556,276	427,796	332.97%
Grant Fund	10,112,572	12,461,710	12,947,266	485,556	3.90%
Total School Funds	\$304,961,982	\$295,238,848	\$306,029,037	\$10,790,189	3.65%

Internal Service Funds	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Health Benefits Fund	31,584,251	32,750,811	31,298,243	(1,452,568)	-4.44%
Workers' Compensation Fund	361,026	661,272	607,377	(53,895)	-8.15%
Total	\$31,945,277	\$33,412,083	\$31,905,620	(\$1,506,463)	-4.51%

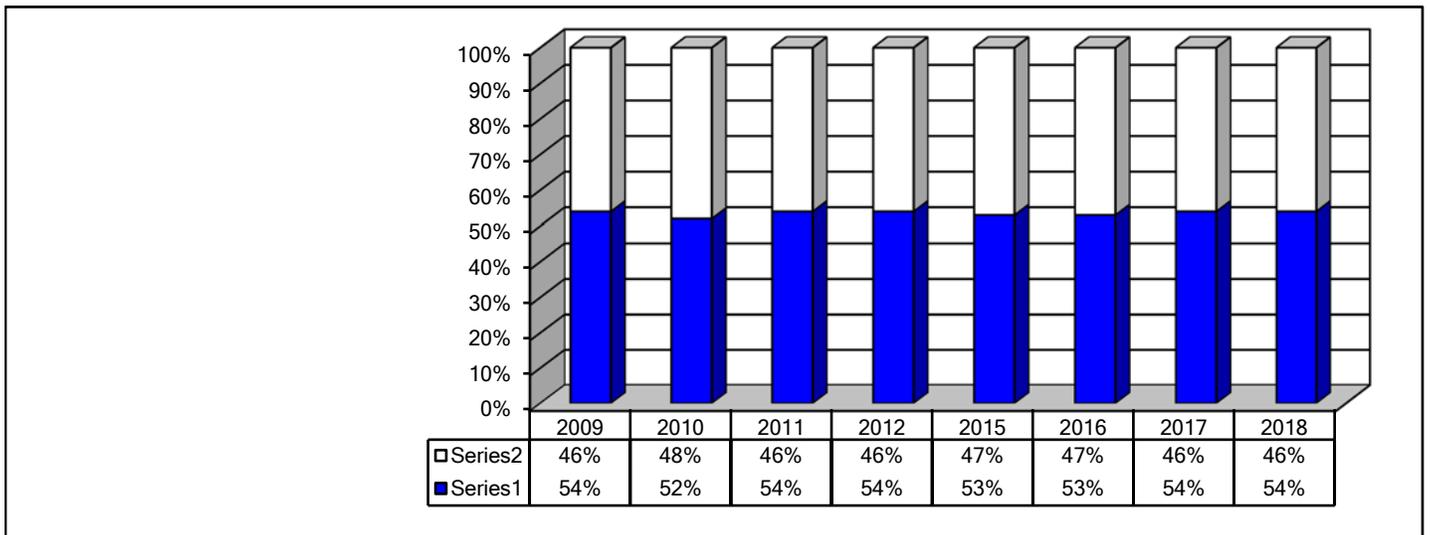
Education Cost Statistics

Stafford County FY17 Adopted Budget

The local School funding FY2018 is \$147.7 million. 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
2018	28,551	2.5%	146,844	1.5%	323,178	10,201	3.3%	11,319	2,201
2017	27,850	1.9%	144,612	1.6%	312,977	9,294	3.1%	11,238	2,164
2016	27,340	0.5%	142,380	1.6%	303,683	6,133	2.1%	11,108	2,133
2015	27,197	1.1%	140,176	1.4%	297,550	13,022	4.6%	10,941	2,123
2014	26,901	0.0%	138,230	2.3%	284,528	2,045	0.7%	10,577	2,058
2013	26,904	0.2%	135,141	1.8%	282,484	6,332	2.3%	10,500	2,090
2012	26,838	0.3%	132,719	1.3%	276,151	7,427	2.8%	10,290	2,081
2011	26,745	0.3%	131,067	1.6%	268,724	(7,749)	-2.8%	10,048	2,050
2010	26,661	1.2%	128,961	5.0%	276,473	(4,816)	-1.7%	10,370	2,144
2009	26,350	0.9%	122,800	0.9%	281,289	9,750	3.6%	10,675	2,291

Fiscal Year	School Enrollment		County Population		General Fund Transfer					
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	% of Oper. Fund
2018	28,551	2.5%	146,844	1.5%	147,723	3,159	2.2%	5,174	1,006	46.0%
2017	27,850	1.9%	144,612	1.6%	144,564	845	0.6%	5,191	1,000	46.0%
2016	27,340	0.5%	142,380	1.6%	143,718	2,579	1.8%	5,257	1,009	47.0%
2015	27,197	1.1%	140,176	1.4%	141,139	5,544	4.1%	5,190	1,007	47.0%
2014	26,901	0.0%	138,230	2.3%	135,595	(489)	-0.4%	5,041	981	48.0%
2013	26,904	0.2%	135,141	1.8%	136,084	9,055	7.1%	5,058	1,007	48.0%
2012	26,838	0.3%	132,719	1.3%	127,028	2,122	1.7%	4,733	957	46.0%
2011	26,745	0.3%	131,067	1.6%	124,906	(7,529)	-5.7%	4,670	953	46.0%
2010	26,661	1.2%	128,961	5.0%	132,435	2,386	1.8%	4,967	1,027	48.0%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46.0%

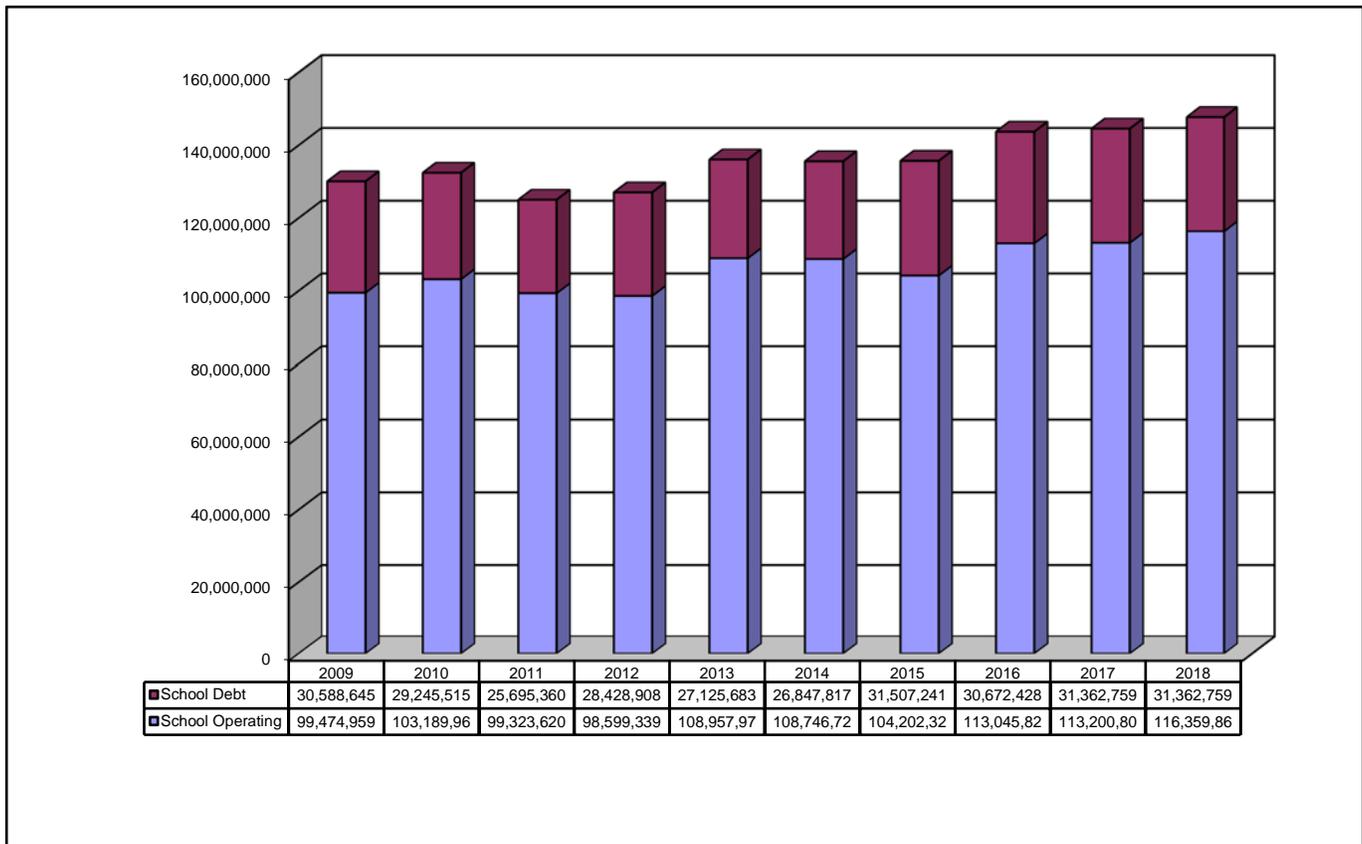


School Transfer and Debt Service

Stafford County FY17 Adopted Budget

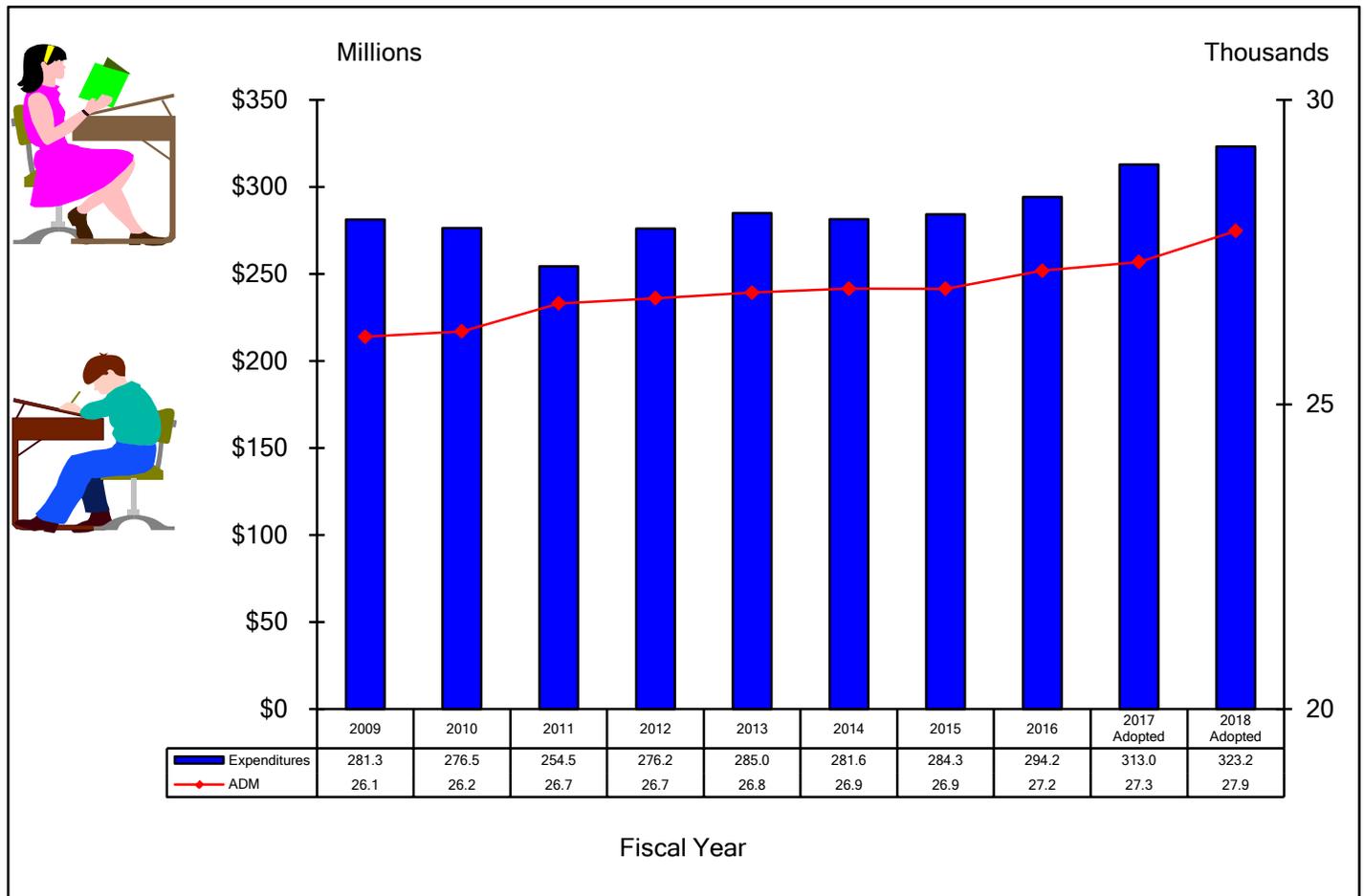
The schedule and graph below show an historical analysis of the School transfer separated by operating costs and debt service. Years FY2009 through FY2016 are actual expenditures; years FY2017 and FY2018 reflect the Adopter Budgets.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	Debt Service/ Capital Projects	Prior Year % Change Debt
2009	130,063,605	99,474,959	6.28%	30,588,645	10.86%
2010	132,435,478	103,189,963	3.73%	29,245,515	-4.39%
2011	125,018,979	99,323,620	-3.75%	25,695,360	-12.14%
2012	127,028,247	98,599,339	-0.73%	28,428,908	10.64%
2013	136,083,657	108,957,975	10.51%	27,125,683	-4.58%
2014	135,594,545	108,746,728	-0.19%	26,847,817	-1.02%
2015	135,709,563	104,202,323	-4.18%	31,507,241	17.35%
2016	143,718,256	113,045,828	8.49%	30,672,428	-2.65%
2017	144,563,563	113,200,804	0.14%	31,362,759	2.25%
2018	147,722,626	116,359,867	2.79%	31,362,759	0.00%
Average 2009 to 2018			2.31%		1.63%



School Operating VS. Enrollment

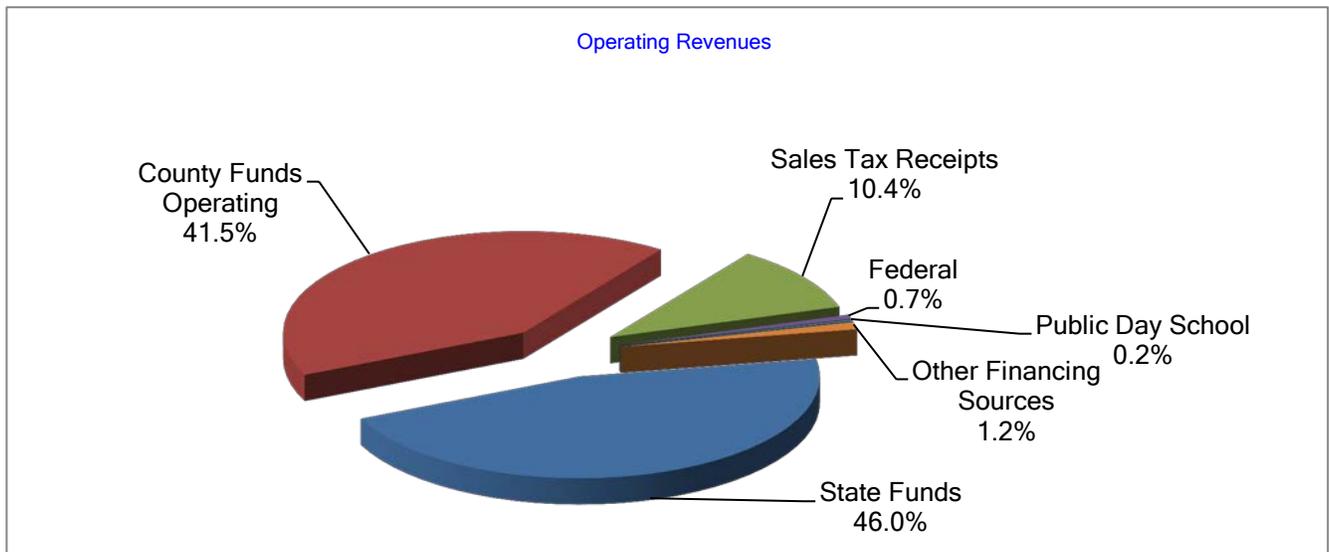
Estimated school average daily membership (ADM) for Fiscal Year 2018 is 28,551 and a school operating budget of \$323.2 million (includes total operating budget, debt service, and grants fund).



School Operating Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Revenues					
State Funds	\$113,830,759	\$119,425,917	\$128,185,647	\$8,759,730	7.3%
County Funds Operating	111,658,395	112,682,804	115,841,867	3,159,063	2.8%
Sales Tax Receipts	27,830,873	29,250,684	29,120,022	(130,662)	-0.4%
Federal	2,212,646	2,705,919	1,988,000	(717,919)	-26.5%
Public Day School	467,000	518,000	518,000	0	0.0%
Other Financing Sources	2,441,936	4,569,334	3,261,199	(1,308,135)	-28.6%
School Bus Cash Capital	0	0	0	0	0.0%
Prior Year Carryforward	0	0	0	0	0.0%
Total	\$258,441,608	\$269,152,658	\$278,914,735	\$9,762,077	3.6%

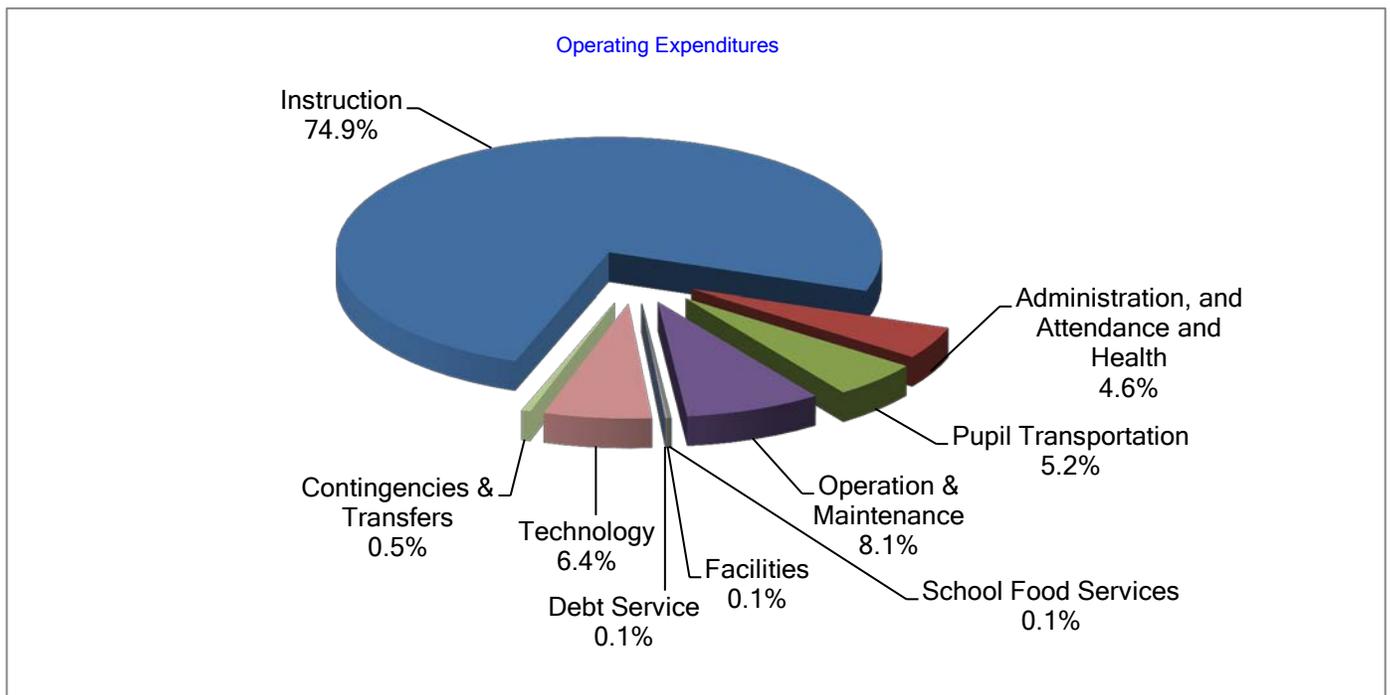


Fund Balance, Beginning of Year	\$8,749,462	\$13,372,187	\$13,372,187	\$0	0.00%
Fund Balance, End of Year	\$13,372,187	\$13,372,187	\$13,372,187	\$0	0.00%

School Operating Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Change '17 to '18	
Expenditures					
Instruction	\$186,155,614	\$201,942,315	\$208,843,584	\$6,901,269	3.4%
Administration, and Attendance and Health	10,743,059	11,737,597	12,762,995	1,025,398	8.7%
Pupil Transportation	12,463,033	14,629,058	14,526,421	(102,637)	-0.7%
Operation & Maintenance	20,578,357	22,271,374	22,522,027	250,653	1.1%
School Food Services	212,463	224,340	235,918	11,578	5.2%
Facilities	161,377	99,000	245,000	146,000	147.5%
Debt Service	790,056	466,909	406,949	(59,960)	-12.8%
Technology	16,593,952	16,510,132	17,871,841	1,361,709	8.2%
Contingencies & Transfers	456,805	1,271,933	1,500,000	228,067	17.9%
Capital Outlay	5,664,167	0	0	0	0.0%
Total	\$253,818,883	\$269,152,658	\$278,914,735	\$9,762,077	3.6%

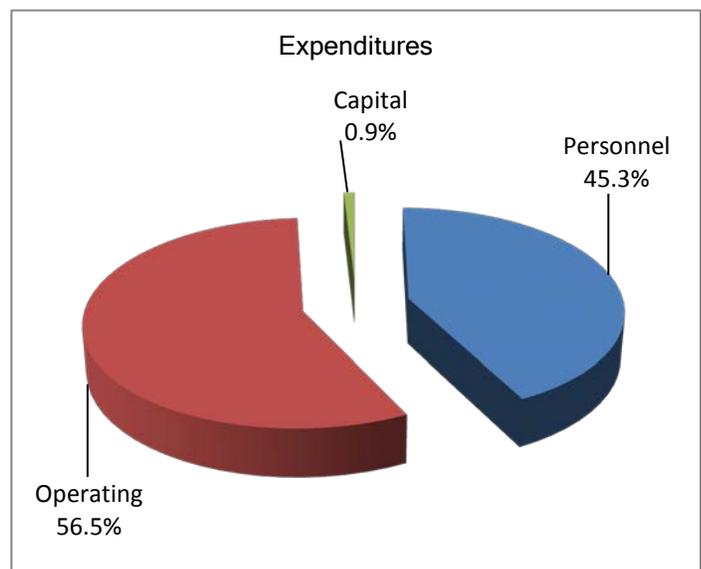
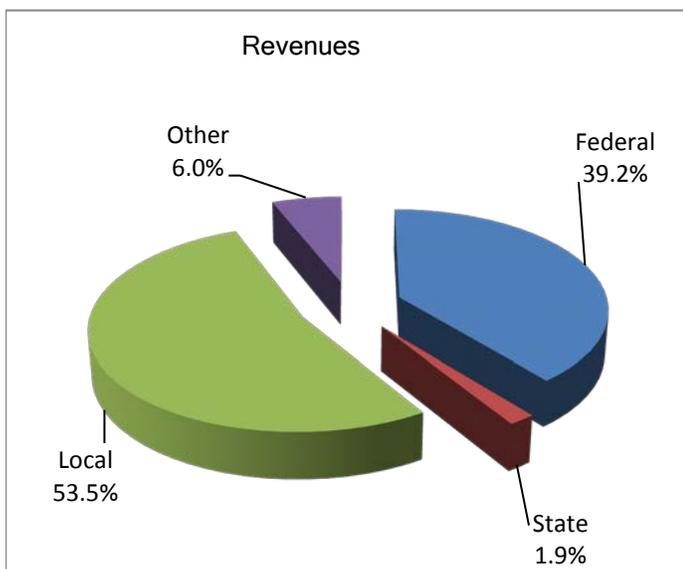


School Nutrition Services Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Revenues					
Federal	\$5,907,507	\$6,047,500	\$5,335,000	(\$712,500)	-11.78%
State	215,201	248,000	253,220	5,220	2.10%
Local					
Lunch Sales	4,586,886	4,840,000	4,920,000	80,000	1.65%
A-la-carte	1,584,200	1,675,000	1,705,000	30,000	1.79%
Breakfast Sales	462,058	510,000	517,850	7,850	1.54%
Expenditure Refunds	24,493	56,000	57,000	1,000	100.00%
Total	\$6,657,637	\$7,081,000	\$7,199,850	\$118,850	1.68%
From School Operating Fund		\$0	\$0	\$0	0.00%
Other	97,002	119,500	822,690	703,190	0.00%
Total	\$12,877,347	\$13,496,000	\$13,610,760	\$114,760	0.85%
Expenditures					
Personnel	\$5,585,029	\$5,869,766	\$5,791,391	(\$78,375)	-1.34%
Operating	6,530,135	7,626,234	7,695,759	69,525	0.91%
Capital	86,198	0	123,610	123,610	100.00%
Total	\$12,201,362	\$13,496,000	\$13,610,760	\$114,760	0.85%
Fund Balance, Beginning of Year	\$3,382,306	\$4,058,291	\$4,058,291	\$0	0.00%
Fund Balance, End of Year⁽¹⁾	\$4,058,291	\$4,058,291	\$4,058,291	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2016 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



School Construction Fund

Stafford County FY18 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.

Revenues	FY2016	FY2017	FY2018		Change '17 to '18
	Actual	Adopted Budget	Adopted Budget		
VPSA Bond Funding	\$0	\$0		\$0	0.00%
Proceeds from Capital Lease	\$0	0		0	
VPSA Interest	56,296	18,480		(18,480)	-100.00%
Transfer from General Fund	22,241,152	0		0	0.00%
Transfer from Other Funds	0	0		0	
Other	310,596	110,000	556,276	446,276	405.71%
Total	\$22,608,044	\$128,480	\$556,276	\$427,796	332.97%
Expenditures					
Personnel	\$309,264	\$128,480	\$346,276	\$217,796	169.52%
Operating	18,702,542	0	210,000	210,000	0.00%
Capital	9,817,359	0	0	0	0.00%
Total	\$28,829,165	\$128,480	\$556,276	\$427,796	332.97%
Fund Balance, Beginning of Year	\$18,204,234	\$11,983,113	\$11,983,113	\$0	0.00%
Fund Balance, End of Year ⁽¹⁾	\$11,983,113	\$11,983,113	\$11,983,113	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2016 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

Schools Grants Fund

Stafford County FY18 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	FY2016 Actual	FY2017 Adopted Budget	FY2018 Adopted Budget	Change '17 to '18	
Federal Funds	\$9,430,427	\$9,464,789	\$9,948,888	484,099	5.11%
State Funds	391,265	311,180	271,757	(39,423)	-12.67%
Contingency	0	2,500,000	2,500,000	0	0.00%
Other Funds	237,782	185,741	226,621	40,880	22.01%
Total	\$10,059,474	\$12,461,710	\$12,947,266	\$485,556	3.90%

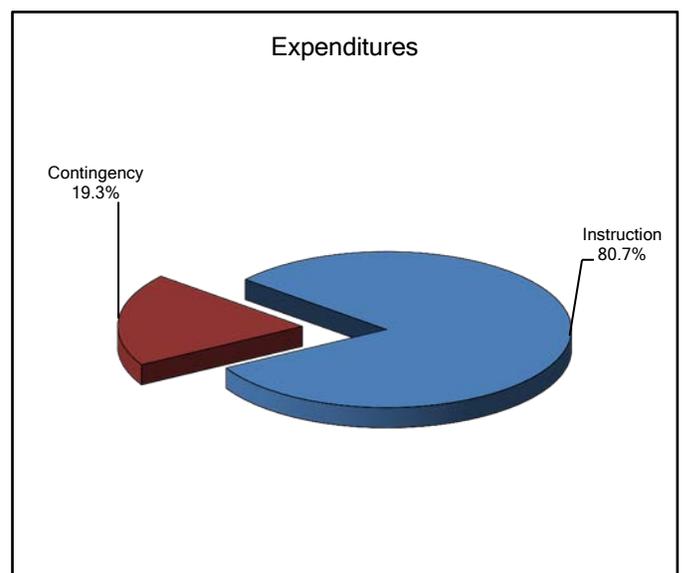
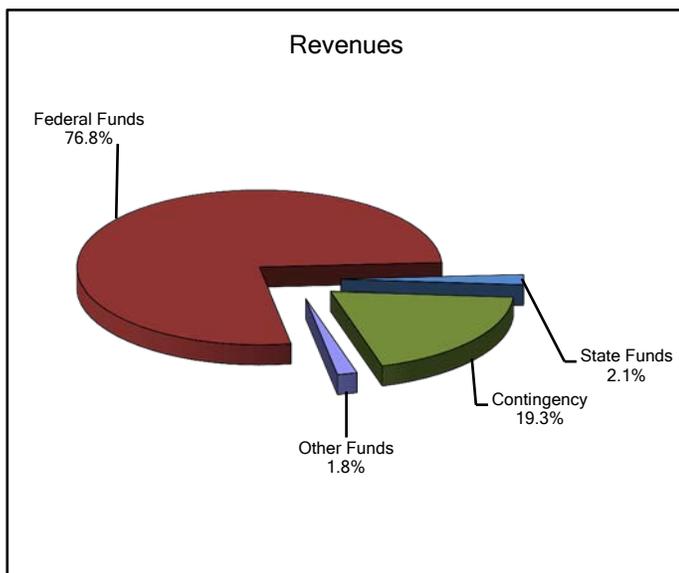
Expenditures

Instruction	\$9,970,866	\$9,961,710	\$10,447,266	\$485,556	4.87%
Contingency	0	2,500,000	2,500,000	0	0.00%
Capital Outlay	25,217	0	0	0	0.00%
Technology	116,489	0	0	0	0.00%
Other	0	0	0	0	0.00%
Total	\$10,112,572	\$12,461,710	\$12,947,266	\$485,556	3.90%

Fund Balance, Beginning of Year	\$119,264	\$66,166	\$66,166	\$0	0.00%
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Fund Balance, End of Year⁽¹⁾	\$66,166	\$66,166	\$66,166	\$0	0.00%
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⁽¹⁾ The ending fund balance for FY2016 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



Schools Workers Compensation Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
Transfer from Other Funds	\$544,381	\$661,272	\$607,377	(\$53,895)	-8%
Total	\$544,381	\$661,272	\$607,377	(\$53,895)	-8%
Expenditures					
Workers Compensation	\$86,303	\$661,272	\$518,759	(\$142,513)	-22%
Personnel	274,723	0	88,618	88,618	100%
Total	\$361,026	\$661,272	\$607,377	(\$53,895)	-8%
Net Assets, Beginning of Year	\$970,614	\$1,153,969	\$1,153,969	\$0	0%
Net Assets, End of Year⁽¹⁾	\$1,153,969	\$1,153,969	\$1,153,969	\$0	0%

⁽¹⁾ The ending net position for FY2016 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

Schools Health Benefits Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
Charges for Services	\$31,227,285	\$31,793,321	\$31,287,943	(\$505,378)	-1.6%
Transfers from Other Funds	0	0	0	0	0.0%
Interest	15,303	6,000	10,300	4,300	71.7%
Prior Year Fund Balance	0	951,490	0	(951,490)	-100.0%
Total	\$31,242,588	\$32,750,811	\$31,298,243	(\$1,452,568)	-4.4%
Expenditures					
Personnel	\$148,203	\$171,107	\$147,230	(\$23,877)	-14.0%
Operating	31,436,048	32,579,704	31,151,013	(1,428,691)	-4.4%
Transfers to Other Funds	0	0	0	0	0.0%
Total	\$31,584,251	\$32,750,811	\$31,298,243	(\$1,452,568)	-4.4%
Net Assets, Beginning of Year	(\$11,407,280)	(\$11,748,943)	(\$11,748,943)	\$0	0.0%
Net Assets, End of Year⁽¹⁾	(\$11,748,943)	(\$11,748,943)	(\$11,748,943)	\$0	0.0%

⁽¹⁾ The ending net position for FY2016 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report



PUBLIC SCHOOL FACTS

School	Year Opened	Capacity	Projected ADM ¹
Elementary Schools			
Ferry Farm	1957	732 ²	656
Hartwood	1963	649 ²	556
Moncure	1966	754 ²	774
Falmouth	1967	794 ²	536
Grafton Village	1967	754 ²	612
Stafford	1968	794 ²	730
Garrisonville	1981	768 ²	600
Widewater	1988	843 ²	769
Rockhill	1989	843 ²	566
Park Ridge	1990	843 ²	775
Hampton Oaks	1992	950	798
Winding Creek	1997	925 ²	862
Rocky Run	2000	950	894
Kate Waller Barrett	2002	950	826
Margaret Brent	2004	950	922
Conway	2005	950	798
Anthony Burns	2006	950	794
Middle Schools			
Edward E. Drew	1951	650 ³	566
A. G. Wright	1981	920	898
Stafford	1991	1,100	829
H. H. Poole	1995	1,100	792
Rodney E. Thompson	2000	1,100	976
T. Benton Gayle	2002	1,100	888
Dixon-Smith	2006	1,100	800
Shirley Heim	2008	1,100	922
High Schools			
Stafford	2015	2,150	1,963
North Stafford	1981	2,050	1,685
Brooke Point	1993	2,125	1,845
Colonial Forge	1999	2,175 ⁴	2,163
Mountain View	2005	2,150	1,756

¹ ADM - Projected Average Daily Membership (FY18 (2017 - 2018 School Year))

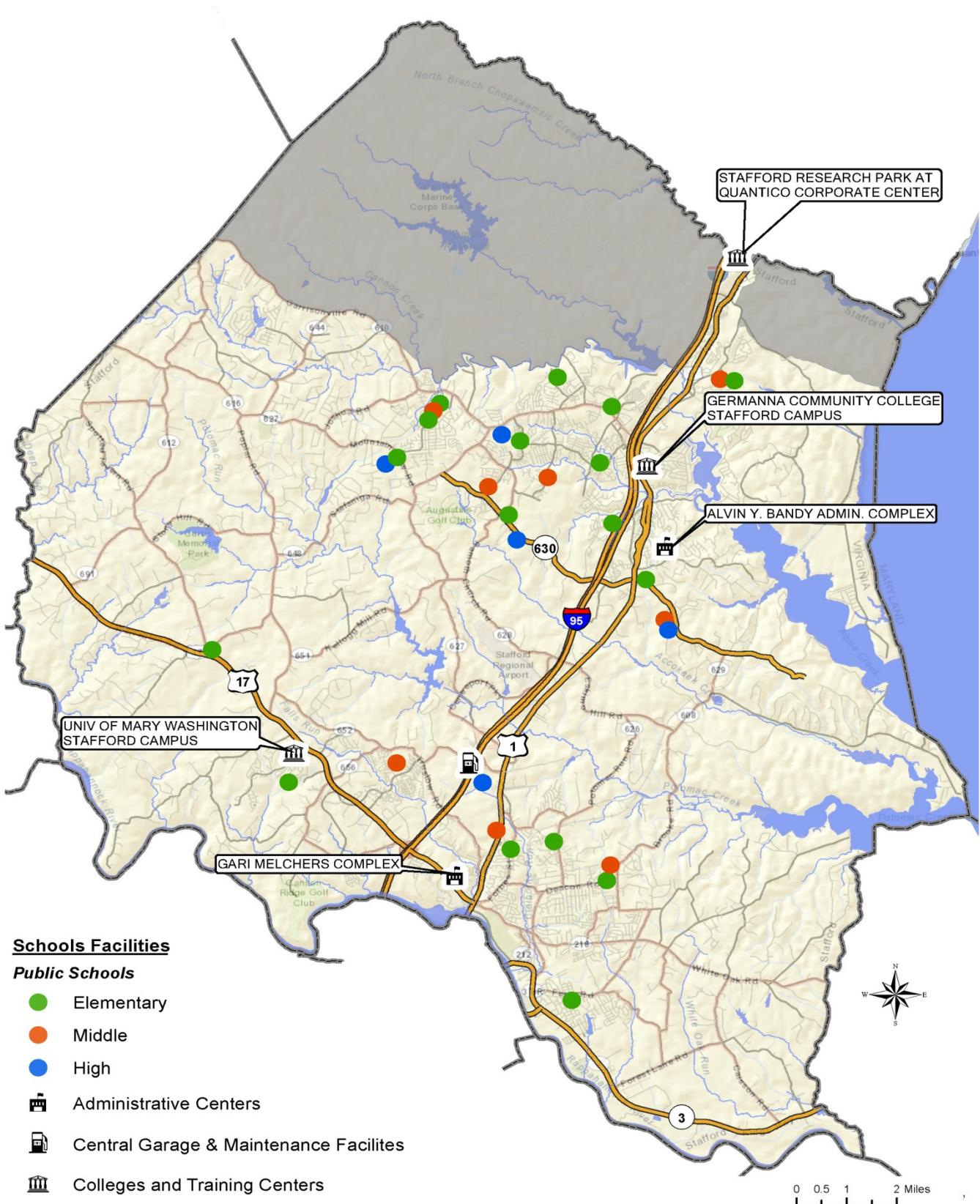
² March 2010 -- Capacity was reviewed and recalculated

³ Reduced due to the addition of the Emphield Day School

⁴ Includes Modular Classrooms (CFHS - 3)

Stafford County School Facilities

Stafford County FY18 Adopted Budget



Mission

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

Thinking Efficiently

- The County pursues different ways to maximize and leverage available funding for transportation projects including participation in the Revenue Sharing process with VDOT and obtaining transportation enhancement grants.
- The County utilizes Secondary Six Year Plan (SSYP) funds and Highway Safety Improvement Program (HSIP) funds to design and construct transportation improvements
- The County submitted several applications for Transportation Alternative Program (TAP) Grants to obtain additional State funding for several sidewalk projects.
- The County has been awarded State Smart Scale funding for several road and intersection projects to supplement local funds.



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

Who Are We?

The Transportation Fund, established in June 1986, is a governmental special revenue fund used to account for the receipt and disbursement of the motor fuels tax, state recordation tax, and transportation bond proceeds. It is the repository for monies received from other sources for specific transportation projects.

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

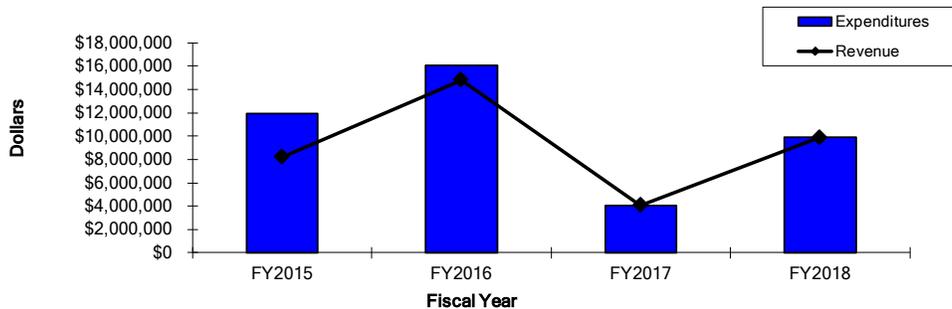
The Transportation Fund supports a variety of Transportation projects in the County.



A second right turn lane was added to Southbound Route 1 at the intersection with Garrisonville Road in FY2017 to increase travel capacity at the intersection and reduce wait times.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Operating	\$3,626,398	\$3,940,794	\$3,986,334	\$3,703,266	(\$283,068)	-7.10%
Capital	8,282,717	12,115,136	100,000	6,183,000	6,083,000	100.00%
Total	\$11,909,115	\$16,055,930	\$4,086,334	\$9,886,266	\$5,799,932	141.93%
Revenue	8,204,593	14,802,330	4,086,334	9,107,378	5,021,044	122.87%
Prior Year Funding	0	0	0	778,888	778,888	100.00%
Difference	\$3,704,522	\$1,253,600	\$0	\$0	\$0	0.00%



Goals/Objectives

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

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
1. VRE system average daily ridership	17,767	19,100	18,000
2. Miles of Fred Bus Stops	72	72	72
3. Amount of State Revenue Sharing Allocated towards Transportation Projects	8,964,386	3,714,863	-
4. Amount of Enhancement Grants Spent	415,938	189,524	2,113,842

Total Budget

\$9,886,266

Notable Changes

Operating

- Increase to FRED subsidy
- Decrease to VRE subsidy
- Increase to PRTC subsidy
- Decrease in debt service

Capital

- Increase associated with the following projects: Route 630 & Route 1 Intersection Improvements, Mine Road Sidewalk and Belmont Ferry Farm Trail 4 & 6.

Accomplishments

- Completed right-of-way acquisition and began utility relocation for the Garrisonville Road Widening
- Finished construction of the Route 1/Route 610 Right Turn Lane Project and began utility relocation for the Brooke Road safety improvement project
- Continued design of the Route 1/Route 630 Intersection Improvements
- Continued Pedestrian Improvements with the design of the Route 17 Bike Lane, the Belmont-Ferry Farm Trail and the Mine Road Sidewalk

Did You Know?

- In FY17 Public Works in partnership with Economic Development awarded a contract for fabrication and installation on the next phase of Wayfinding Signs across Stafford County.

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



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

Who Are We?

Fredericksburg Regional Transit

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

Stafford Regional Airport

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

Virginia Railway Express (VRE)

- 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 FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
Gasoline Sales Tax	\$2,961,265	\$2,954,838	\$3,217,641	\$262,803	8.89%
State Recordation	845,464	693,000	840,000	147,000	21.21%
Interest Revenue	5,000	5,000	5,000	0	0.00%
Federal Revenue	1,535,723	0	1,666,400	1,666,400	100.00%
State Revenue	3,840,918	0	3,053,337	3,053,337	100.00%
Bond Proceeds	4,820,350	0	0	0	0.00%
Impact Fees	0	100,000	325,000	225,000	225.00%
Miscellaneous	793,610	0	0	0	0.00%
Total	\$14,802,330	\$3,752,838	\$9,107,378	\$5,354,540	142.68%
Expenditures					
VRE Subsidy	\$2,855,607	\$2,647,222	\$2,647,912	\$690	0.03%
PRTC Subsidy	73,400	80,700	98,100	17,400	21.56%
Financial Management	13,335	15,000	16,000	1,000	6.67%
FRED Bus Service	473,961	471,072	485,204	14,132	3.00%
Airport Subsidy	85,714	85,714	85,714	0	0.00%
Gateway	100,000	100,000	100,000	0	0.00%
Road Improvements	12,015,136	0	5,779,602	5,779,602	100.00%
Street Signs	26,805	25,000	25,000	0	0.00%
Social Services	27,186	40,000	40,000	0	0.00%
Debt Service	384,786	621,626	608,734	(12,892)	-2.07%
Total	\$16,055,930	\$4,086,334	\$9,886,266	\$5,799,932	141.93%

Fund Balance

Historically the fuel prices have been high enough to support capital projects to maintain fund balance usage below 10%. In order to finish projects it has been necessary to use fund balance to complete these projects and go above 10% usage.

	FY2016 Actual	FY2017 Adopted	Adopted Budget	FY2018 Changes '17 to '18	
Fund Balance, Beginning of Year	\$8,660,056	\$7,406,456	\$7,072,960	(\$333,496)	-5%
Revenues	14,802,330	3,752,838	9,107,378	5,354,540	143%
Expenditures	(16,055,930)	(4,086,334)	(9,886,266)	5,799,932	-142%
Fund Balance, End of Year	\$7,406,456	\$7,072,960	\$6,294,072	(\$778,888)	-11%

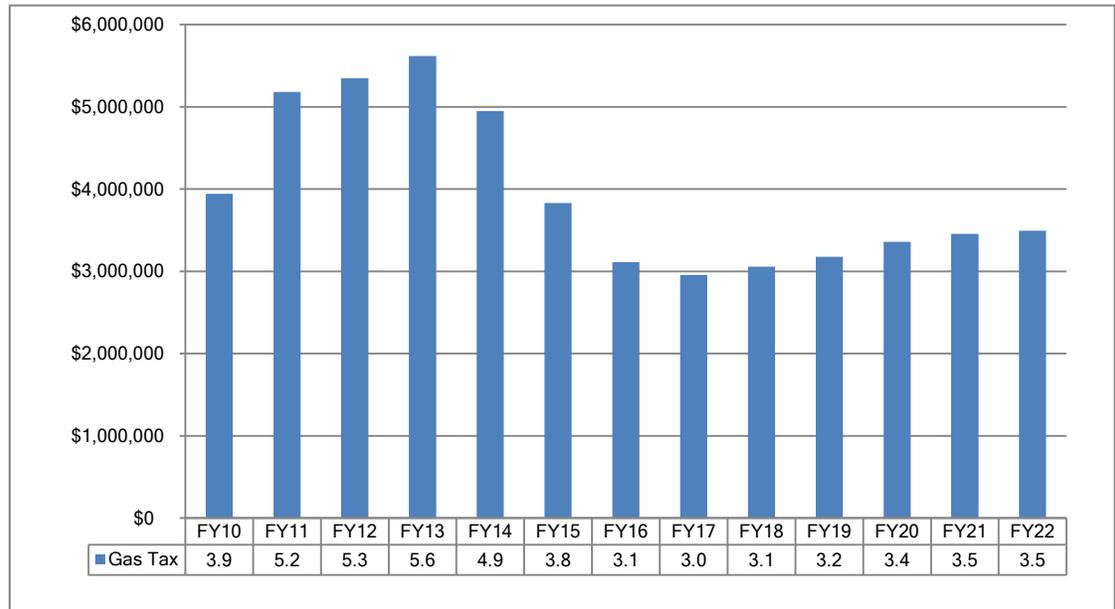
PRTC Net Fuel Tax Collection

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

The first graph shows the monthly fuel tax collection, for FY2016 and FY2017 (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 a maximum of 12 mgd, provides water to the southern region. Combined, the two reservoirs hold over 7.1 billion gallons of water. If needed, interconnecting piping in the water distribution system allows the transfer of treated water from one service area to the other. The Abel Lake WTF was taken offline December 2014; however, the water supply remains available for future use. The capacity is expected to be needed within the next ten to fifteen years.

The water distribution system is comprised of more than 652 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and eleven elevated tanks provide water storage of nearly 17.45 million gallons. The Berea Tank is scheduled to be removed.

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 526 miles of sewer lines and 92 pump stations.

Utilities Department Personnel:

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

Projected Demand for Service:

The Utilities Department finished Fiscal Year 2016 with 35,382 billed customer accounts. The number of billed customer accounts served by the Utilities Department is expected to reach 37,078 by the end of Fiscal Year 2018, assuming 2.20% growth. For the remainder of the planning period (FY19-FY22), accounts are projected to grow at a moderate rate of 1.25% per year.

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 37,078 by the end of Fiscal Year 2018, assuming 2.2% growth. For the remainder of the planning period (FY19-FY22), accounts are projected to grow at a conservative rate of 1.25% per year.

Provision of Water Services:

- Smith Lake Water Treatment Facility (WTF), rated at 10 million gallons per day (mgd), provides water to the northern region of Stafford and to the Camp Barrett area of Marine Corps Base Quantico.
- Lake Mooney provides 5.4 billion gallons of water storage and up to 12 mgd of treated water for the southern portion of Stafford.

Provision of Wastewater Services:

- Little Falls Run Wastewater Treatment Facility is currently permitted at 8 mgd.
- Aquia Wastewater Treatment Facility is currently permitted at 10 mgd.
- The wastewater collection and transmission system consists of 526 miles of sewer lines and 92 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.

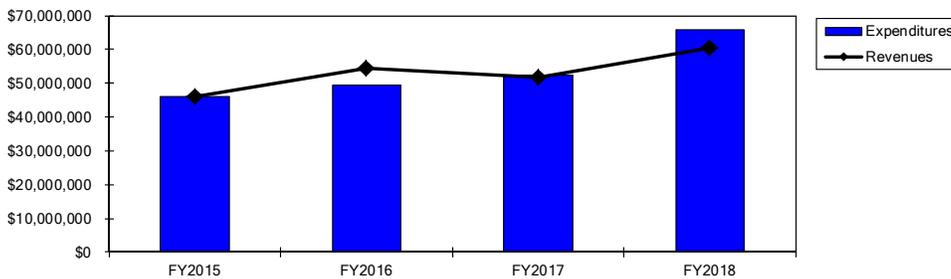
Thinking Efficiently

The Department of Utilities strives to be as efficient as possible to keep costs to a minimum. Staff has recently worked to clean and reline existing pipes that were failing. This was a significant cost savings avoiding a much more expensive design and replacement of the pipe.

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 17 to 18	
Revenue/Sources						
Water/Sewer Fees	\$29,018,679	\$31,027,171	\$34,192,736	\$34,765,471	\$572,735	1.68%
Availability/ProRata Fees	8,582,303	11,745,514	9,202,500	9,202,500	0	0.00%
Other Charges and Fees	1,700,181	2,008,323	1,108,000	1,489,480	381,480	34.43%
Use of Money/Property	173,872	0	116,295	0	(116,295)	-100.00%
Revenue Bond Proceeds	6,707,417	9,564,117	7,214,000	14,876,295	7,662,295	106.21%
Total Revenue/Sources	\$46,182,452	\$54,345,125	\$51,833,531	\$60,333,746	\$8,500,215	16.40%
Expenditures						
Personnel	\$11,399,646	\$11,546,502	\$11,958,636	\$12,197,809	\$239,173	2.00%
Operating	11,011,393	11,682,911	14,986,633	15,836,185	849,552	5.67%
Operating -Capital Projects	5,762,438	1,418,000	7,957,227	6,770,147	(1,187,080)	-14.92%
Expansion-Capital Projects	11,100,898	17,879,950	9,488,529	22,034,148	12,545,620	132.22%
Debt Service	6,707,417	6,755,233	7,994,289	9,014,939	1,020,650	12.77%
Total Expenditures	\$45,981,792	\$49,282,596	\$52,385,314	\$65,853,228	\$13,467,914	25.71%
Inc/(Dec) to Fund Balance	\$200,660	\$5,062,529	(\$551,783)	(\$5,519,482)	(\$4,967,699)	900.30%

Funded Positions						
Full-Time Positions	139	139	140	140	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.

(2) FY18 Adopted Budget includes the continued improvement of the Courthouse Area Water system.

Total Budget

\$65,853,228

Notable Changes

Operating

- Increase of User Fees due to rate increase
- 2% Salary Increase
- Increase to operations for periodic equipment replacement
- Increase of maintenance cost from additional infrastructure accepted by the County from Developer projects

Operating/Capital

- Expenses for operating - capital projects decreased 15%
- Increase to the expansion-capital projects due to current and future capacity and demand requirements

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.
- Work with a consultant to evaluate all pump and haul customer lots to determine if a conventional or alternative system can be installed to handle the sewage.

Service Levels

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Billion gallons of water treated (Manual Tracking)	3.160	3.226	3.293
Billion gallons of wastewater treated (Manual Tracking)	2.948	3.000	3.052
# of water and sewer billed accounts (HTE System)	35,382	36,287	37,078
# of Miss Utility locate requests processed (Manual Tracking)	23,605	27,570	30,000
# of backflow preventers inspected and/or tested (Hansen Sys.)	256	285	317
# of water meters read (HTE System)	414,883	427,890	441,306
# of delinquency notices (HTE System)	37,445	38,271	39,116
# of delinquent water turn-offs (HTE System)	5,365	5,500	5,638
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)	\$1.36	\$1.50	\$1.65
Operating cost to treat wastewater (per thousand gallons) (Manual Tracking)	\$1.68	\$1.80	\$1.93

Accomplishments

- Utility workers inspected 258,082 feet of sewer main and cleaned 406,132 feet of sewer main in FY2016. Currently staff is on-track to exceed both of these numbers in FY2017.
- The Little Falls Run and Aquia Wastewater Treatment Facilities both received the NACWA Peak Performance Award. The award recognizes member agency facilities for outstanding compliance of National Pollutant Discharge Elimination System permit limits.

Did You Know?

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

Financial and Rate Structure

Stafford County operates the Utilities system as a self-supporting entity. The Utilities Department has three major sources of revenue:

- *Monthly User Fees* pay the operations and maintenance costs of the system and a portion of annual debt service costs.
- *Availability Fees* are used to pay for outstanding debt, the construction of new water supply sources, water and wastewater treatment facilities, and neighborhood projects.
- *Pro Rata Fees* are used to construct the water tanks, water and sewer mains, and pumping stations identified in the Water and Sewer Master Plan.

Other sources of revenue include connection charges, bulk sale of water, septic haulers fees, pump & haul fees, reconnection fees, and inspection fees.

The intent of the County in setting its rates and fees is to cover all costs of providing service to its customers. The rates are structured so that new customers connecting to the system pay the majority of the cost associated with the growth of the system and current users pay the entire cost associated with current operations, including maintenance and rehabilitation.

Stafford County has authority to establish and review water and wastewater rates and adopts an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing of capital improvements.

Billing and Collection Procedures

Customers receive a monthly bill for services, which is due within 25 days of the bill date. Meters are read monthly and are only estimated if the meter is inaccessible or cannot be read due to inclement weather.

A 10% penalty is added 25 days from the billing date, at which time the bill becomes delinquent. If the account remains unpaid 40 days from the billing date, the service may be terminated. There is a \$30 reconnection fee to re-establish service and an additional fee of \$25 if service is reconnected after normal working hours. The County utilizes the Virginia Set-off Debt Collection Program and Nationwide Credit Corporation (a recovery company) as a collection means.

Utilities Fund Revenue

Stafford County FY18 Adopted Budget

	FY 2016 Actual	FY 2017 Adopted Budget	Adopted Budget	FY 2018 Changes '17 to '18	
Revenues					
Water & Sewer Fees	\$31,027,171	\$34,192,736	\$34,765,471	\$3,738,300	12.05%
Availability/ProRata Fees	11,745,514	9,202,500	9,202,500	(2,543,014)	-21.65%
Other Charges & Fees	2,008,323	1,108,000	1,489,480	(518,843)	-25.83%
Use of Money & Property		116,295	0	0	
	<u>\$44,781,008</u>	<u>\$44,619,531</u>	<u>\$45,457,451</u>	<u>\$676,443</u>	<u>1.51%</u>
Other Sources					
Revenue Bonds	9,564,117	\$7,214,000	\$14,876,295	\$5,312,178	55.54%
Prior Year Fund Balance	0	551,783	5,519,482	5,519,482	0.00%
	<u>\$9,564,117</u>	<u>\$7,765,783</u>	<u>\$20,395,777</u>	<u>\$10,831,660</u>	<u>113.25%</u>
Total	<u><u>\$54,345,125</u></u>	<u><u>\$52,385,314</u></u>	<u><u>\$65,853,228</u></u>	<u><u>\$11,508,103</u></u>	<u><u>21.18%</u></u>

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 36,287 billed customer accounts by June 2017, assuming 2.2% growth. The Board of Supervisors approved a rate increase of 9% that became effective July 1, 2016. This increase will help the Department meet ever growing needs for infrastructure rehabilitation and replacement while continuing to effectively address customer concerns.

Availability Fees

Customers desiring to use the Stafford County water or wastewater system pay a one-time fee per equivalent dwelling unit (EDU). Currently the availability fees are \$6,900 for water and \$3,500 for wastewater (per EDU). These fees are designated for capital expansion and are used as a source to pay debt service for expansion projects. The budget projects 750 EDUs per year for water service and 700 for sewer service based on recent trends.

Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford's water or wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure or wastewater zone. The decline of Pro Rata revenue is due to prior year revenue recognition of various pro rata projects under construction.

Use of Money & Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway.

Other Charges & Fees

This category includes all other fees that are not included in the categories listed above.

Revenue Bonds

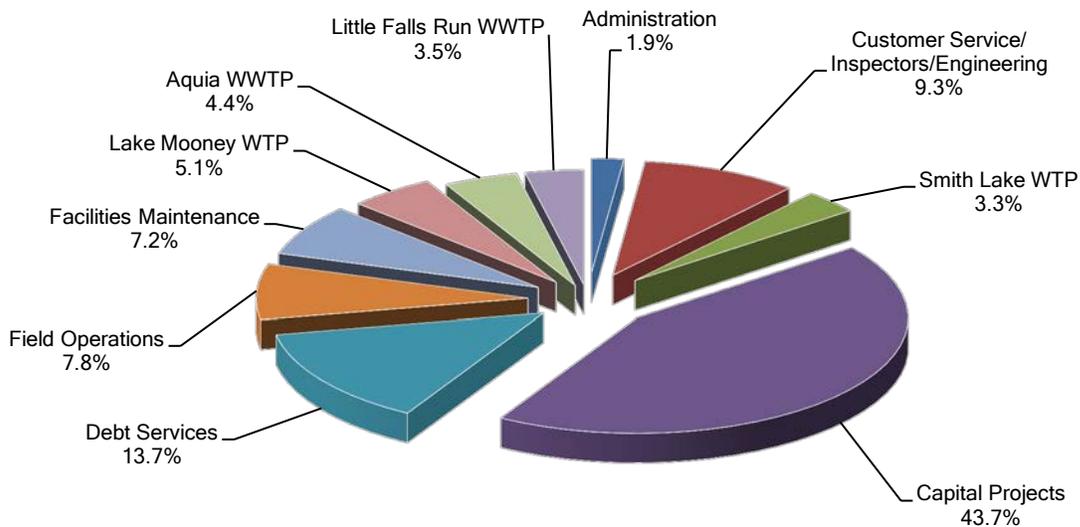
In September 2013, the Board of Supervisor's approved \$45 million of water and sewer revenue bonds. The County issued \$17 million in bonds in 2014 and \$9.5 in 2016 to fund various water and wastewater system improvements. The remaining authorization will be issued in 2018.

Grants

No grant revenues are projected for FY18

Utilities Fund Expenditures

Expenditures	FY2016	FY2017	FY2018		Changes 17 to 18
	Actual	Adopted Budget	Adopted Budget	Changes	
Administration	\$869,387	\$952,168	\$1,260,700	\$308,532	32.4%
Customer Service/ Inspectors/Engineering	4,260,111	5,849,038	6,155,182	306,144	5.2%
Smith Lake WTP	1,777,020	2,432,093	2,181,948	(250,145)	-10.3%
Capital Projects	19,297,950	17,445,800	28,804,295	11,358,495	65.1%
Debt Services	6,755,233	7,994,289	9,014,939	1,020,650	12.8%
Field Operations	4,673,995	4,979,795	5,129,119	149,324	3.0%
Facilities Maintenance	3,314,683	4,276,606	4,748,939	472,333	11.0%
Lake Mooney WTP	3,020,315	3,371,493	3,373,192	1,699	0.1%
Aquia WWTP	3,225,718	2,855,462	2,897,380	41,918	1.5%
Little Falls Run WWTP	2,071,251	2,228,570	2,287,534	58,964	2.6%
Abel Lake WTP	16,933	0	0	0	0.0%
Total Expenditures	\$49,282,596	\$52,385,314	\$65,853,228	\$13,467,914	25.71%



Projected Available Cash Balance

Stafford County FY18 Adopted Budget

6/30/2017 Projected Equity in Cash and Investments \$63,925,572

FY18 Projections:

Revenues

Water & Sewer Fees	\$34,765,471
Availability & Pro Rata Fees	9,202,500
Other Charges & Fees	1,489,480
Use of Money & Property	
Revenue Bonds	14,876,295

Total Revenues	\$60,333,746
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Expenses

Personnel	\$12,197,809
Operating	15,836,185
Capital Projects	28,804,295
Debt Service	9,014,939

Total Expenses	\$65,853,228
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Change in fund balance	(5,519,482)
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6/30/2018 Projected Equity in Cash and Investments 58,406,090

Less:

Debt Set Asides	(\$2,416,344)
Construction and Maintenance	(26,559,739)

Total Restricted Funds	(\$28,976,083)
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Unrestricted	\$29,430,007
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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

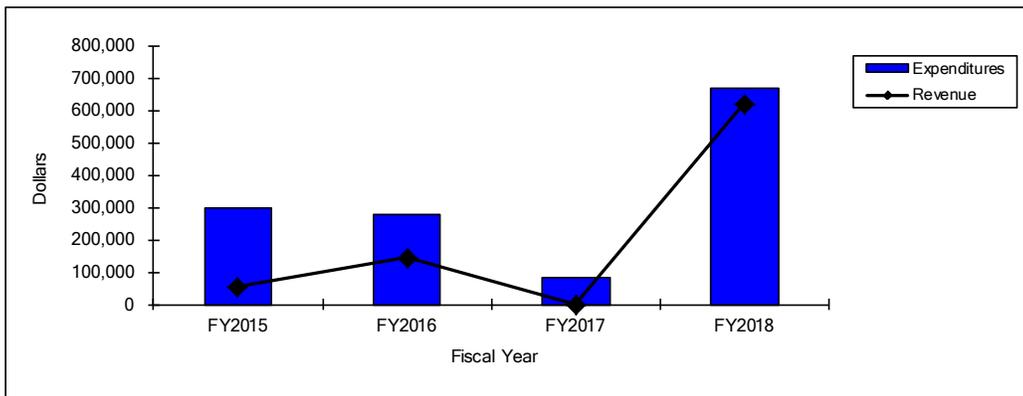
	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Operating	\$156,463	\$163,432	\$84,819	\$250,000	\$165,181	194.75%
Capital	140,516	114,484	0	420,000	420,000	0.00%
Total	296,979	277,916	84,819	670,000	585,181	689.92%
Revenue	54,553	143,335	0	620,000	620,000	0.00%
Inc/(Dec) to Fund Balance	(\$242,426)	(\$134,581)	(\$84,819)	(\$50,000)	\$34,819	-41.05%

Total Budget

\$670,000

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

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
Sheriff	\$0	\$60,221	\$50,000	(\$10,221)	-16.97%
Commonwealth's Attorney	0	24,598	0	(24,598)	-100.00%
sub-total use of prior year fund balance	\$0	\$84,819	\$50,000	(\$34,819)	-41.05%
Sheriff	\$138,062	\$0	\$620,000	\$620,000	100.00%
Commonwealth's Attorney	5,273	0	0	0	0.00%
sub-total new revenue	\$143,335	\$0	\$620,000	\$620,000	100.00%
Total	\$143,335	\$84,819	\$670,000	\$585,181	689.92%
Expenditures					
Operating	\$16,415	\$0	\$0	\$0	0.00%
Management Services/ Contracts	79,882	0	0	0	0.00%
Seminars/ Conferences/ Training	43,310	0	0	0	0.00%
Drug Enforcement	23,825	84,819	250,000	165,181	194.75%
Equipment	114,484	0	420,000	420,000	100.00%
Total	\$277,916	\$84,819	\$670,000	\$585,181	689.92%
Fund Balance, Beginning of Year	\$384,819	\$250,238	\$165,419	(\$84,819)	-34%
Revenues	143,335	0	620,000	620,000	100%
Expenditures	(277,916)	(84,819)	(670,000)	585,181	-690%
Fund Balance, End of Year	\$250,238	\$165,419	\$115,419	(\$50,000)	-30%

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%.

Mission

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



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

Who Are We?

Stafford County voters approved a bond referendum in November 2008 authorizing the issuance of general obligation bonds in the amount of \$70 million to fund road improvements in Stafford County. In November 2009, voters approved the issuance of \$29 million for improvements to parks. Project expenditures related to these bonds are recorded in this fund. A referendum will be required to continue with improvements to parks and roads.

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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Personnel	\$425,225	\$286,977	\$674,492	\$239,760	(\$434,732)	-64.45%
Operating	690,509	412,586	0	0	0	0.00%
Capital	40,168,240	42,926,342	0	7,240,670	7,240,670	0.00%
Total ⁽¹⁾	41,283,974	43,625,905	674,492	7,480,430	6,805,938	1009.05%
Revenue	39,803,519	39,830,601	20,000	7,260,670	7,240,670	36203.35%
Inc/(Dec) to Fund Balance	(\$1,480,455)	(\$3,795,304)	(\$654,492)	(\$219,760)	\$434,732	0.00%
Funded Positions						
Full-Time Positions	3	3	2	2	0	0.00%

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

Total Budget

\$7,480,430

Notable Changes

Personnel

- 2% salary increase
- Compensation plan implementation
- VRS changes
- Reclassification of positions

Capital

- Capital project funding for Station 14
- Transfer from Utility fund for Animal Shelter

Capital Improvements Funds

Stafford County FY18 Adopted Budget

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

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
VPSA Bonds	\$22,241,152	\$0	\$0	\$0	0%
Revenue VRA Loan Proceeds	2,128,723	0	6,540,670	6,540,670	100%
Revenue Lease Proceeds	5,128,339	0	0	0	0%
Revenue Bond Proceeds	6,502,033	0	0	0	0%
Purchase Development Rights	431,713	0	0	0	0%
Interest	21,815	20,000	20,000	0	0%
Transfer from the Utility Fund		0	700,000	700,000	100%
Transfer from the General Fund	3,376,826	0	0	0	0%
Total	\$39,830,601	\$20,000	\$7,260,670	\$7,240,670	36,203%
Expenditures					
Chichester Park	\$50	\$0	\$0	\$0	0%
Animal Shelter	148,885	0	700,000	700,000	100%
Courthouse	184,720	0	0	0	0%
Lake Mooney Boat Ramp	53,024	0	0	0	0%
Curtis Park Pool	11,520	0	0	0	0%
Communications	1,891,968	0	0	0	0%
Embrey Mill	70,973	0	0	0	0%
Fire and Rescue	3,028,339	0	0	0	0%
Fire and Rescue Station 14	25,537	0	6,540,670	6,540,670	100%
Indoor Recreation Facility	6,846,639	0	0	0	0%
Woodstream Trail	524,315	0	0	0	0%
Government Center Parking lot	937,014	0	0	0	0%
Smith Lake	166,139	0	0	0	0%
Personnel	286,976	674,492	239,760	(434,732)	(64)%
Projects under \$100,000	13,336	0	0	0	0%
Electronic Plan Review	150,000	0	0	0	0%
Purchase Development Rights	683,426	0	0	0	0%
Rectangular Field Complex	3,840,757	0	0	0	0%
Social Services	274,797	0	0	0	0%
Issuance Cost	192,104	0	0	0	0%
Lease or Bond Proceeds	2,054,240	0	0	0	0%
School Construction	22,241,152	0	0	0	0%
Total	\$43,625,911	\$674,492	\$7,480,430	\$6,805,938	1,009%
Fund Balance, Beginning of Year	\$9,996,099	\$6,200,789	\$5,546,297	(\$654,492)	(11)%
Revenues	39,830,601	20,000	7,260,670	7,240,670	36,203%
Expenditures	(43,625,911)	(674,492)	(7,480,430)	(6,805,938)	1,009%
Fund Balance, End of Year	\$6,200,789	\$5,546,297	\$5,326,537	(\$219,760)	(4)%

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

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Personnel	\$1,832,049	\$1,852,669	\$2,070,851	\$2,020,007	(\$50,844)	-2.46%
Operating	1,812,698	1,643,037	1,934,738	2,229,010	294,272	15.21%
Capital	1,093	0	100,500	70,500	(30,000)	-29.85%
Total	3,645,840	3,495,706	4,106,089	4,319,517	213,428	5.20%
Revenue	3,689,929	3,517,297	4,106,089	4,319,517	213,428	5.20%
Inc/(Dec) to Net Assets	\$44,089	\$21,591	\$0	\$0	\$0	0.00%

Total Budget
\$4,319,517

Notable Changes

Personnel

- Director position is split 50/50 between School operating and Fleet.

Operating

- Increase in vehicle parts and tires
- Increase in vehicle maintenance and repairs

Capital

- Decrease of capital projects (concrete work)

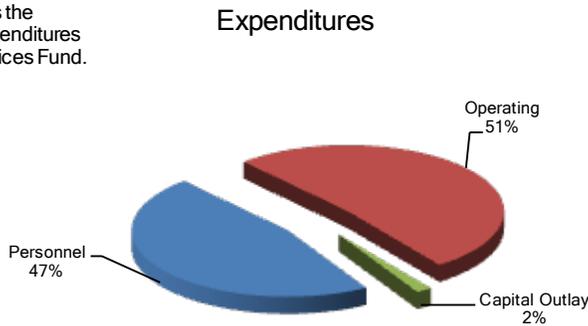
Goals/Objectives

- 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

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
School Fund	\$2,695,763	\$2,564,117	\$2,803,497	\$239,380	9.34%
General Fund	571,583	1,541,972	1,416,020	(125,952)	(8.17)%
Utilities Fund	138,955	0	0	0	0%
Vehicle Sales/Other	110,996	0	100,000	100,000	100.00%
Total	\$3,517,297	\$4,106,089	\$4,319,517	\$213,428	5.20%
Expenditures					
Personnel	\$1,852,669	\$2,070,851	\$2,020,007	(\$50,844)	(2.46)%
Operating	1,643,037	1,934,738	2,229,010	294,272	15.21%
Capital Outlay	0	100,500	70,500	(30,000)	(29.85)%
Total	\$3,495,706	\$4,106,089	\$4,319,517	\$213,428	5.20%
Fund Balance					
Beginning of Year	\$2,971,823	\$2,993,414	\$2,993,414	\$0	0%
Revenues	3,517,297	4,106,089	4,319,517	213,428	5%
Expenditures	(3,495,706)	(4,106,089)	(4,319,517)	(213,428)	5%
End of Year	\$2,993,414	\$2,993,414	\$2,993,414	\$0	0%

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

Mission

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



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

Who Are We?

The Hidden Lake Subdivision Service District Special Revenue Fund was established by Ordinance O06-06, adopted on January 3, 2006. It accounts for ad 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 2017 effective tax rate is \$0.40.

Budget Summary

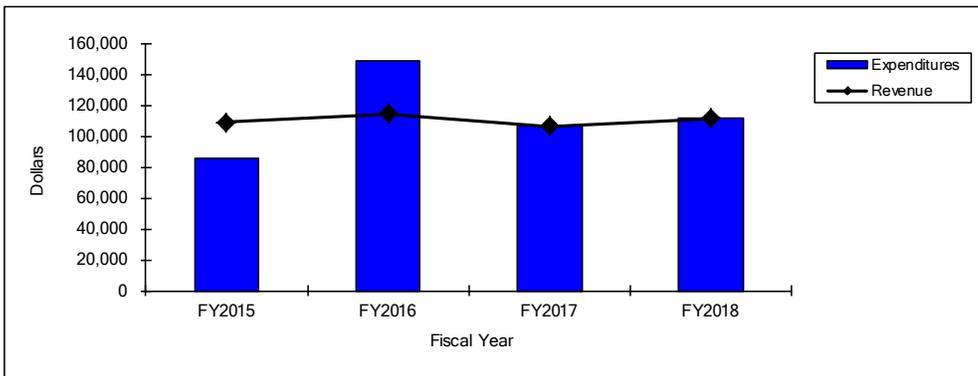
	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Personnel	\$3,973	\$3,584	\$2,861	\$2,600	(\$261)	-9.12%
Maintenance Services	20,284	80,223	40,310	47,232	6,922	17.17%
Debt Service	60,945	64,538	62,909	61,268	(1,641)	-2.61%
Total	85,202	148,345	106,080	111,100	5,020	4.73%
Revenue	108,737	114,013	106,080	111,100	5,020	4.73%
Inc/(Dec) to Fund Balance	\$23,535	(\$34,332)	\$0	\$0	\$0	0.00%

Total Budget

\$111,100

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

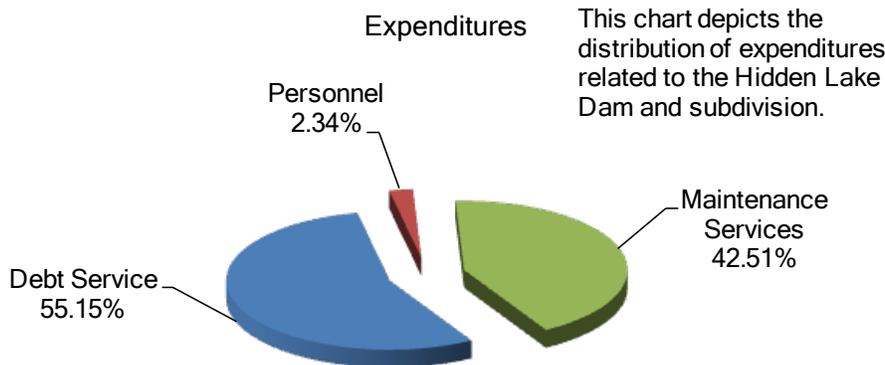


Hidden Lake Special Revenue Fund

Stafford County FY18 Adopted Budget

Revenue/Expenditure/Fund Balance Summary

	FY2017		FY2018		Changes '17 to '18
	FY2016 Actual	Adopted Budget	Adopted Budget		
Revenues					
Real Property Tax					
Special Assessment	\$113,064	\$106,000	\$111,000	\$5,000	4.7%
Interest	949	80	100	20	25.0%
Total	\$114,013	\$106,080	\$111,100	\$5,020	4.7%
Expenditures					
Debt Service	\$64,538	\$62,909	\$61,268	(\$1,641)	-2.6%
Personnel	3,584	2,861	2,600	(261)	-9.1%
Maintenance Services	80,223	40,310	47,232	6,922	17.2%
Total	\$148,345	\$106,080	\$111,100	\$5,020	4.7%
Fund Balance, Beginning of Year	\$141,015	\$106,683	\$106,683	\$0	0.0%
Revenues	114,013	106,080	111,100	5,020	4.7%
Expenditures	(148,345)	(106,080)	(111,100)	(5,020)	4.7%
Fund Balance, End of Year	\$106,683	\$106,683	\$106,683	\$0	0.0%



Accomplishments

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

Did You Know?

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

Road Impact Fee Funds

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

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

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

FY2016 Revenues:	\$ 2,354
FY2016 Expenditures (Poplar Road):	1,421,304
Fund Balance 6/30/16:	\$ 204,636

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.

FY2016 Revenues:	\$ 424,876
FY2016 Expenditures:	0
Fund Balance 6/30/16:	\$ 454,866

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.

FY2016 Revenues:	\$1,161,112
FY2016 Expenditures:	607,790
Fund Balance 6/30/16:	\$1,367,214

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.

FY2016 Revenues:	\$ 1,640,937
FY2016 Expenditures:	3,954,984
Fund Balance 6/30/16:	\$ 5,476,054
2017 tax rate:	.082

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

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

FY2016 Revenues and transfers in:	\$ 13,622
FY2016 Expenditures:	30,782
Fund Balance 6/30/16:	\$ 3,428,369

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

Transportation Impact Fee - County-Wide Fund

Stafford County FY18 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.

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Revenues					
Road Impact Fees	\$424,876	\$100,000	\$325,000	\$225,000	225%
Total	\$424,876	\$100,000	\$325,000	\$225,000	225%
Expenditures					
Road Improvements	\$0	\$100,000	\$325,000	\$225,000	225%
Total	\$0	\$100,000	\$325,000	\$225,000	225%

Fund Balance

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Fund Balance, Beginning of Year	\$29,990	\$454,866	\$454,866	\$0	0%
Revenues	424,876	100,000	325,000	225,000	225%
Expenditures	0	(100,000)	(325,000)	(225,000)	225%
Fund Balance, End of Year	\$454,866	\$454,866	\$454,866	\$0	0%

Garrisonville Road Service District Fund

Stafford County FY18 Adopted Budget

The following schedule shows activity in the Garrisonville Road Service District Fund. With the January 1, 2017 tax rate for the service district

Revenues	FY2016	FY2017	FY2018		
	Actual	Adopted Budget	Adopted Budget	Changes '17 to '18	
Property Taxes	\$556,373	\$530,000	\$530,000	\$0	0.0%
Interest	15,521	0	0	0	0.0%
State Revenue	1,069,043	0	0	0	0.0%
Total	\$1,640,937	\$530,000	\$530,000	\$0	0.0%
Expenditures					
Debt Service	\$487,800	\$480,975	\$467,725	(\$13,250)	-2.8%
Rt 610, Garrisonville Rd	3,467,184	0	0	0	0.0%
Total	\$3,954,984	\$480,975	\$467,725	(\$13,250)	-2.8%

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

Debt service on the GO bonds will be paid from service district revenue. Estimated tax revenue: \$530K; Average debt service: \$370k; Maximum debt service: \$497k.

Fund Balance

Fund Balance, Beginning of Year	FY2016	FY2017	FY2018		
	Actual	Adopted	Adopted Budget	Changes '17 to '18	
	\$7,790,101	\$5,476,054	\$5,525,079	\$49,025	0.9%
Revenues	1,640,937	530,000	530,000	0	0.0%
Expenditures	(3,954,984)	(480,975)	(467,725)	13,250	-2.8%
Fund Balance, End of Year	\$5,476,054	\$5,525,079	\$5,587,354	\$62,275	1.1%



Mission

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

Thinking Efficiently

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



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

Who Are We?

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

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

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

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

Budget Summary

	FY2015 Actual	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Change '17 to '18	
Costs						
Personnel ⁽¹⁾	\$180,705	\$160,715	\$178,257	\$145,707	(\$32,550)	-18.26%
Operating	555,481	1,225,487	748,743	956,793	208,050	27.79%
Total	736,186	1,386,202	927,000	1,102,500	175,500	18.93%
Revenue	924,540	1,050,497	927,000	1,102,500	175,500	18.93%
Inc/(Dec) to Fund Balance	\$188,354	(\$335,705)	\$0	\$0	\$0	100.00%

⁽¹⁾ A portion of the Director of Economic, Business Recruitment Manager, Economic Development Specialist, Business Development Administrator, Tourism Manager are funded by the Tourism Fund.

Total Budget
\$1,102,500

Notable Changes

Personnel

- Reclassification of positions
- COLA raise of 2%
- Targeted market adjustments
- Workers Compensation adjustment

Operating

- Retained a marketing firm
- Sports Tourism Support
- Redo of Tourism Website

Goals/Objectives

- Increase taxable hospitality-related sale by 3% (Service level 1, 2)
- Increase visitation to all Stafford attractions by 2% (Service level 1, 2)
- Increase Meals Tax by 6% (Service level 1, 2, 3)
- Increase Transient Occupancy Tax by 5% (Service level 1, 2, 3)

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

Service Levels

	CY2016 Actual	CY2017 Budget	CY2018 Plan
1. Electronic media – Monthly ENews Subscribers*	2,750	3,000	3,500
2. Tourism Visitation Annually*, **	211,349	215,575	219,887
3. Promotional Events Supported		Creating Baseline	Baseline plus 3%
4. Transient Occupancy Tax	\$1,000,447	\$927,000	\$1,192,500

*Manual Tracking

** Visitation is defined as estimated visits and hotel stays as tracked by statistical records of local destination properties, hoteliers and events.

Revenue/Expenditure/Fund Balance Summary

	FY16 Actuals	FY17 Adopted Budget	FY18 Adopted Budget	Changes '17 to '18	
Revenues					
3% Occupancy Tax	\$1,000,447	\$927,000	\$1,102,500	\$175,500	18.9%
Other Revenue	50,050	0	0	0	0.0%
Total	\$1,050,497	\$927,000	\$1,102,500	\$175,500	18.9%
Expenditures					
Operating	\$750,239	\$707,623	\$908,793	\$201,170	28.4%
Personnel	160,715	178,257	145,707	(32,550)	-18.3%
Tourism Programs	41,120	41,120	48,000	6,880	16.7%
Transfer to Transportation Fund	434,128	0	0	0	0.0%
Total	\$1,386,202	\$927,000	\$1,102,500	\$175,500	18.9%
Fund Balance, Beginning of Year	\$1,144,151	\$808,446	\$808,446	\$0	0.0%
Revenues	1,050,497	927,000	1,102,500	175,500	18.9%
Expenditures	(1,386,202)	(927,000)	(1,102,500)	175,500	-18.9%
Fund Balance, End of Year	\$808,446	\$808,446	\$808,446	\$0	0.0%
Fund Balance Allocation	\$808,446	\$808,446	\$808,446	\$0	0.0%
Committed					
Phase 2b Trailblazing Signs	\$100,000	\$100,000	\$0	(\$100,000)	-100.0%
Phase 3 Trailblazing Signs	198,100	198,100	198,100	0	0.0%
Tournament Special Fund	100,000	100,000	100,000	0	0.0%
Commitment/Encumbrances	286,909	286,909	0	(286,909)	-100.0%
Assigned	\$123,437	\$123,437	\$510,346	\$386,909	313.4%
Fund balance, end of year	\$808,446	\$808,446	\$808,446	\$0	0.0%

Accomplishments

- Hosted multiple sporting events at the new Embrey Mill/Jeff Rouse Center
- Working through regional tourism marketing efforts professionally crafted videos were captured. Unveiling the personal stories and offering insights as to what makes this community worth visiting.
- Working through regional tourism marketing efforts secured the rights to host along with Spotsylvania the Region 1 Soccer National Tournament.
- Assisted Riverside Theatre in securing a \$10,000 marketing grant from Virginia Tourism Corporation
- Stafford was instrumental in helping Gari Melchers complete the brick and stone stairway leading to the Stafford Visitor center.

Did You Know?

- Ferry Farm is in the process of reconstructing the boyhood home of George Washington?
- That Stafford County is home to 3 Breweries and two wineries?
- Yankees in Falmouth will celebrate its 10th year in 2017?
- Riverside Theatre will begin its 20th Season in 2017?



Five Year Operating Plan General Fund

Stafford County FY18 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 2018 and 2019. For fiscal years 2019-2022, 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 FY18 Adopted Budget

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 3.0% in FY2018, and 2.0% FY2019-22. The model assumes:

- that the Board adopts the effective rate for real estate taxes in reassessment years
- all other tax rates remain constant

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

Most other fee revenues are projected to grow by 2.5-3.0%.

GENERAL FUND EXPENDITURES

Operating expenditure projections are based on department's projected needs.

Personnel expenditures are projected to grow at a rate of 2.0-3.0% annually through the planning period.

Operating and capital expenditures for FY2018-19 are projected to grow at an inflation rate of 2% annually, increasing to 3% in later years.

Included in operating cost projections are:

- Continued multi-year implementation of the Public Safety staffing plan is shown in years FY2019-2021.
- Many agencies project increased staffing needs with the continued growth of the community.
- Local support for the Schools includes debt service and operating costs related to the CIP. Local Schools funding shown in the five year model is for projection purposes only and does not reflect any policy or priority in the future.
- Replacement of aging vehicles and equipment for non-public safety departments are included in the outer years. Replacement ambulances and sheriff's vehicles are funded in all years.
- Debt service is estimated using the current debt schedules and the FY2018-2027 Capital Projects Program (CIP) assuming an interest rate of 5.5% and a term of 20 years, consistent with the CIP.
- The Five-Year plan is driven by increased future debt service and operating costs associated with the CIP. Project pages within the CIP section provide more detail on the operating costs.

As directed by the Board, budgets are crafted using conservative estimates. This model assumes that all fund balance requirements are met with positive results of operations from the previous year. The model includes modest optimism that economic conditions will continue to improve in the next fiscal year, but maintains a conservative approach to revenue forecasting based on recession-based historical trends. Schools' staff did not provide information in the five-year planning process; therefore, we are not making projections on total increases to school funding from all other sources.

FY2019 PROJECTION

As directed by the Board, a balanced plan for FY2019 is included in the Five Year Projection section. Departments were asked to project future needs constrained by a 2-3% increase in revenues.

The model assumes a 3.0% increase in revenues, which would be sufficient to fund these required increases. *Not included* in the FY2019 expenditure projection: funding to meet inflationary increases, replacement of materials and equipment, full funding of agencies' requests for new personnel to meet expected challenges in public safety, courts, and development.

Five Year Operating Plan

General Fund

Stafford County FY18 Adopted Budget

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 tax revenues and all increases in Meals Tax revenue would go to the Schools. The plan will be revised throughout the year, with an update presented to the Board in the upcoming year.

FY2019-20

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

This table summarizes the five year projection.

	2016 Actual	2017 Adopted	2018 Adopted	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Property Taxes	203,851,547	207,303,784	216,157,236	222,641,000	227,094,000	231,636,000	236,269,000
Other Taxes	37,507,091	36,985,957	38,419,292	39,257,000	39,838,000	40,429,000	41,034,000
Service Charges & Other	17,613,279	15,622,985	15,867,110	16,273,000	16,584,000	16,903,000	17,230,000
Federal & State Revenues	<u>15,347,519</u>	<u>15,398,433</u>	<u>15,971,521</u>	<u>16,148,000</u>	<u>16,342,000</u>	<u>16,569,000</u>	<u>16,801,000</u>
	274,319,436	275,311,159	286,415,159	294,319,000	299,858,000	305,537,000	311,334,000
Public Safety	42,846,958	44,531,545	46,707,175	48,265,292	49,597,000	51,783,000	53,741,000
Non-Public Safety	48,917,343	49,739,375	52,682,653	53,421,802	54,786,906	57,110,676	59,359,894
Debt Service - County	12,135,753	13,649,195	15,213,129	15,802,563	15,868,148	15,841,092	21,543,299
Other	23,852,268	22,827,481	24,089,576	25,486,667	26,559,195	26,877,679	25,909,592
Schools - Local Transfer	112,142,395	113,200,804	116,406,746	119,375,540	123,156,558	127,145,891	130,209,801
Schools - Debt Service/Capital Projects	<u>30,289,714</u>	<u>31,362,759</u>	<u>31,315,880</u>	<u>31,967,136</u>	<u>30,786,618</u>	<u>29,448,785</u>	<u>29,090,875</u>
Local School Funding	142,432,109	144,563,563	147,722,626	151,342,676	153,943,176	156,594,676	159,300,676
Adjustments to be determined					(896,426)	(2,670,123)	(8,520,461)
	270,184,431	275,311,159	286,415,159	294,319,000	299,858,000	305,537,000	311,334,000



Five Year Operating Plan - Transportation Fund

Stafford County FY18 Adopted Budget

	FY2016 Actuals	FY2017 Forecast	FY2018 Adopted	FY2019 Forecast	FY2020 Forecast	FY2021 Forecast	FY2022 Forecast
Revenues							
Gasoline Sales Tax	\$2,961,265	\$2,954,838	\$3,217,641	\$3,295,629	\$3,347,535	\$3,445,075	\$3,549,777
State Recordation Tax	845,464	840,000	840,000	840,000	840,000	840,000	840,000
State/Federal	5,376,641	11,011,550	4,719,737	4,570,959	0	0	0
Bonds	4,820,350	10,318,401	0	0	0	0	0
Impact Fees	0	100,000	325,000	400,000	450,000	500,000	550,000
Proffers	666,310	215,726	0	0	0	0	0
Miscellaneous	132,300	5,000	5,000	5,000	5,000	5,000	5,000
Transfer from General Fund Brooke Road	0	2,850,000	0	0	0	0	0
Transfer from General Fund Juggins Road	0	200,000	0	0	0	0	0
Total Revenue Sources	\$14,802,330	\$28,495,515	\$9,107,378	\$9,111,588	\$4,642,535	\$4,790,075	\$4,944,777
Expenditures							
Management Services	\$13,335	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
FRED Bus Service	473,961	471,072	485,204	499,760	514,753	530,196	546,102
VRE Subsidy	2,855,607	2,647,222	2,647,912	2,726,639	2,726,639	2,808,438	2,808,438
PRTC Subsidy	73,400	80,700	98,100	84,200	77,800	88,100	95,900
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Debt Service	384,786	621,626	608,734	593,640	574,282	557,092	539,903
Street Signs	26,805	25,000	25,000	25,000	25,000	25,000	25,000
Social Services/ Other Professional Services	27,186	40,000	40,000	40,000	40,000	40,000	40,000
Gateway	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Local Road Projects	12,014,261	14,449,779	5,779,602	7,448,284	0	0	0
Courthouse Road Widening	0	12,950,717	0	0	0	0	0
Total Expenditures	\$16,055,055	\$31,487,830	\$9,886,266	\$11,619,238	\$4,160,188	\$4,250,540	\$4,257,056
Change in Fund Balance	(1,252,725)	(2,992,315)	(778,888)	(2,507,650)	482,347	539,535	687,721
Beginning of Year Fund Balance	8,660,056	7,407,331	4,415,016	3,636,127	1,128,478	1,610,825	2,150,360
Assigned:	5,515,737	4,415,016	3,636,127	1,128,478	1,610,825	2,150,360	2,838,080
Fund Balance, end of year	\$7,407,331	\$4,415,016	\$3,636,127	\$1,128,478	\$1,610,825	\$2,150,360	\$2,838,080

Projects included in the CIP are dependent upon future funding. This schedule does not reflect all projects.

In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated as the timing of the projects and the issuance of debt is determined.

The Circuit Court has granted a two-year extension to the expiration date of the referendum. Expiration date is November, 2018 (FY2019).

Gasoline sales tax revenue projections provided by PRTC.

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

Five Year Operating Plan

Utilities Fund

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast	FY2021 Forecast
Rate Change: User Fees (Approved in bold)	6.0%	9.00%	9.00%	9.00%	3.00%	3.00%
Availability Fees	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400
Revenues/Sources						
Water/Sewer Fees	\$31,027,171	\$34,192,736	\$34,765,471	\$41,955,707	\$44,148,164	\$46,221,527
Availability Fees	9,020,838	7,668,750	7,668,750	7,668,750	7,668,750	7,668,750
Pro Rata Fees	2,724,676	1,533,750	1,533,750	1,533,750	1,533,750	1,533,750
Other Charges and Fees	2,008,323	1,108,000	1,489,480	1,108,000	1,108,000	1,108,000
Use of Money/Property		116,295		147,990	146,597	179,627
Revenue Bond Proceeds*	9,564,117	7,214,000	14,876,295	18,833,346	17,922,361	7,299,000
Total Sources	\$54,345,125	\$51,833,531	\$60,333,746	\$71,247,543	\$72,527,622	\$64,010,654
Uses						
Operations						
Personnel	\$11,542,208	\$11,958,636	\$12,197,809	\$12,271,817	\$12,696,677	\$13,136,246
Operating	11,687,205	14,986,589	15,836,185	16,066,747	16,868,611	17,710,496
Operating - Departmental Capital		762,405	500,000	500,000	500,000	500,000
Operating - Capital Projects	5,051,200	7,489,396	7,957,227	5,756,242	6,340,640	7,586,667
Expansion-Capital Projects						
Pro Rata Funded	2,174,750	609,500	1,897,500	4,089,000	2,267,000	265,500
Availability/Bond Funded	12,072,000	8,584,500	18,449,568	12,586,708	18,426,361	7,823,000
Debt Service						
Existing Debt Service	7,556,214	7,994,289	7,556,214	9,014,939	10,841,152	12,069,074
New Debt Service		0	1,458,725	1,826,213	1,227,922	0
Total Uses	\$50,083,576	\$52,385,314	\$65,853,228	\$62,111,666	\$69,168,363	\$59,090,983
Total Sources Over Uses	\$4,261,549	(\$551,783)	(\$5,519,482)	\$9,135,877	\$3,359,259	\$4,919,671
Debt Ratio 1	2.85	2.12	2.24	2.62	2.26	2.10
Debt Ratio 2	2.07	1.54	1.63	2.10	1.84	1.72
Debt Ratio 3	2.07	1.54	1.63	2.10	1.84	1.72
Debt Ratio 4 (Min=1.0)***	1.30	0.96	1.02	1.59	1.41	1.34

COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)

1. Net Revenues: 1.50 times Senior Debt Service
2. Net Revenues less 50% of Availability Fees and Pro Rata: 1.25 times Senior Debt Service
3. Net Revenues less 50% of Availability Fees and Pro Rata plus 50% of unrestricted reserves: 1.5 times Senior Debt Service
4. Net Revenues less 100% of Availability Fees/Pro Rata: 1.0 times Senior Debt Service

Debt Ratio 4 is required to be met in FY18 and thereafter.

Mission

A highly skilled and motivated workforce that is Responsible and Accountable to the Citizens

Thinking Efficiently

Providing a responsible and accountable government to our citizens, in new and innovative ways, is paramount as we work to maintain service levels in the new economy. Over the past several years, staff has

- Realigned services and functions
- Reduced costs
- Encouraged innovation and creativity
- Used all resources to the fullest
- Utilized talent across agencies and departments
- Created a cost effective educational program to enhance efficiencies and productivity



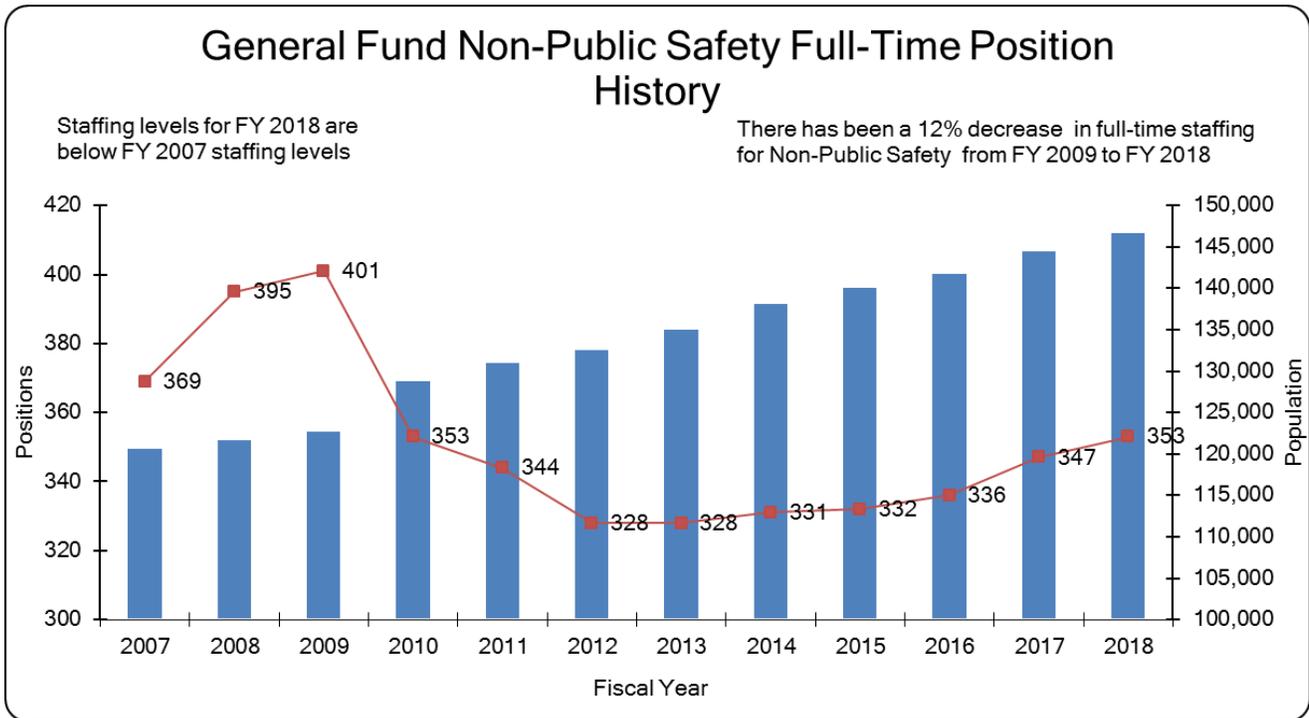
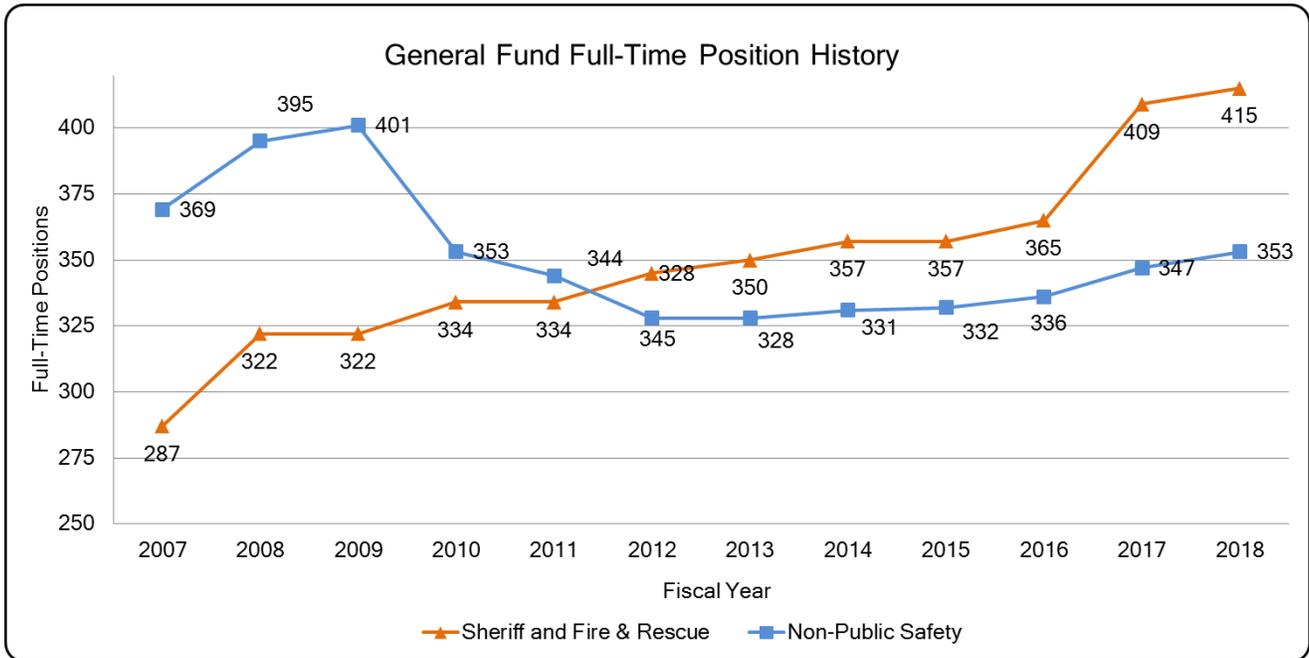
Each year, employees are invited to attend our service awards ceremony to recognize continued commitment to our community. Awards are received at 3 years, 5 years, 10 years, etc.

Initiatives to Better Serve the Community

- Public Safety is one of the Board's priorities and we continue to work on initiatives to make these programs even stronger. The Public Safety Staffing Plan was adopted by the Board of Supervisors at their meeting on June 2, 2015. This plan provides the County with strategic objectives to continue to enhance our responsiveness to our citizens and to build upon the excellent services and relationships that we have established. In FY2018, the adopted budget adds 4 full-time positions in the Sheriff's Office and adds 2 full-time positions in the Fire and Rescue Department.
- Staffing in the non-public safety agencies has had slow growth since the recession despite continually increasing accomplishments and responsibilities. The FY2018 adopted budget includes positions to ensure that the County can continue to provide exemplary service to our citizens. A total of 4 new full-time positions and 2 conversions from part-time to full-time are included in the following agencies:
 - Parks, Recreation and Community Facilities
 - Information Technology
 - Social Services
 - Public Works
 - Circuit Court

Staffing Plan

Non-Public Safety positions in FY2018 are forty-eight (48) less than staffing levels in FY2009. Staffing levels in Public Safety have increased by ninety-three (93) positions as more resources have been allocated to this priority of the Board.



Compensation and Health Care

A competitive and meaningful total rewards package is critical to ensuring the organization is able to attract and retain a highly qualified workforce. The needs and preferences for total rewards are continually changing with demographic and culture shifts and therefore a recurrent analysis is necessary to ensure future progress.

In FY2015, a classification and compensation study was conducted to evaluate Stafford County's competitiveness in the local and regional markets and initial adjustments were made to positions misaligned with the market. The FY2018 adopted budget takes the next step in the implementation of the class/comp study by making market adjustments to help better align current employees with the market and to alleviate some of the pay compression that has occurred since the recession.

FY2018 will be the second year with a joint health insurance program with the Stafford County Public Schools (SCPS) where staffs have been able to enhance efficiencies and align benefits strategy through shared services. It is a goal of the County to offer employees a fiscally responsible benefits package that is competitive and valuable. The County and SCPS will continue to discuss opportunities to better align our benefit programs and the costs associated with those programs over the next several years.

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.

Future Challenges

Strategic evaluation and planning of the County's compensation and benefit programs is critical in order to attract and retain a highly qualified workforce to support our thriving community. Additional efforts and resources will be necessary to achieve market competitiveness and benefit costs (VRS, health insurance, and life insurance) are expected to continue to increase.

Moving Forward

Stafford County employees are committed to cultivating a great community. Employees are counted on to be more generalists than specialists in order to cover more than one area of responsibility. This has been accomplished by the hard work, efforts, and team minded sprit of County employees.

In order to provide the tools employees need to excel in their position and also take steps to advance their career, Stafford County is committed to providing a variety of professional development opportunities, including:

- Technical and computer skills
- Customer service
- Manager/supervisor training
- Leadership training
- Tuition reimbursement
- Proper workplace conduct and diversity awareness

As an organization, Stafford County will continue to invest in our human resources as our people are a critical component to delivering exceptional services to the citizens of this growing community.

General Fund Position Summary

Stafford County FY18 Adopted Budget

	FY 2016		FY 2017		FY 2018	
	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	27	0	27	0
Community Engagement, Office of ⁽¹⁾	2	0	2	1	3	1
Cooperative Extension	0	4	0	4	0	4
County Administration	7	0	8	0	8	0
County Attorney	7	0	7	0	7	0
Clerk of the Circuit Court ⁽²⁾	18	0	20	0	20	0
Circuit Court ⁽³⁾	3	0	3	0	4	0
15th District Court	2	0	2	0	2	0
Economic Development	6	0	5	0	5	0
Finance and Budget	15	0	15	0	15	0
Human Resources	3	2	5	1	5	1
Human Services, Office of	2	0	3	0	3	0
Information Technology ^{(4), (5)}	17	2	17	2	19	0
Parks, Recreation and Community Facilities ⁽⁶⁾	58	121	58	121	59	120
Planning and Zoning	20	1	21	0	21	0
Public Works ^{(7), (8)}	42	0	42	1	42	1
Public Works - Stormwater	2	0	2	0	2	0
Registrar & Electoral Board	3	1	3	1	3	1
Social Services ^{(9), (10)}	58	6	60	6	61	6
Treasurer	17	3	18	3	18	3
Sub-Total Non-Public Safety Departments	336	149	347	148	353	145
Fire and Rescue ^{(11), (12), (13)}	120	0	154	0	156	0
Sheriff ⁽¹⁴⁾	245	17	255	16	259	16
Sub-Total Public Safety Departments	365	17	409	16	415	16
General Fund Total Positions	701	166	756	164	768	161
Capital Projects Fund Total Positions ^{(1), (8)}	3	0	2	0	2	0
Utilities Fund Total Positions	139	1	140	1	140	1
Total Authorized Strength	843	167	898	165	910	162

⁽¹⁾ FY18 moved unfilled Capital Projects position to create new communications position

⁽²⁾ FY17 added one full-time position after the Adopted Budget by R16-177

⁽³⁾ FY18 added one full-time Law Clerk

⁽⁴⁾ FY18 converted two part-time positions to one full-time Technician (Cost Neutral)

⁽⁵⁾ FY18 added one full-time Security Administrator

⁽⁶⁾ FY18 converted one part-time position to one full-time Gymnastics Program Coordinator 100% Fee supported

⁽⁷⁾ FY18 added one full-time Senior Building Inspector 100% fee supported

⁽⁸⁾ FY17 moved one full-time position to the Capital Projects Fund

⁽⁹⁾ One full-time Human Services Assistant II was added to assist with the technology upgrade transition in FY14. The position is 100% supported with state and federal funds. It has been reviewed annually as required by the Adopted Resolution R13-98 on April 23, 2013. The workload requirement still exists and it is recommended the annual review is no longer necessary and can remain a permanent position.

⁽¹⁰⁾ FY18 added one full-time Family Services Specialist II position state funding will support 100%

⁽¹¹⁾ FY17 added 16 full-time Firefighters SAFER Grant after the Adopted Budget by R16-251

⁽¹²⁾ FY18 added one full-time Fire Inspector 100% fee supported

⁽¹³⁾ FY18 added one full-time Fire and Rescue Lieutenant (High School and Volunteer Training) 100% supported by Fire Program Funds

⁽¹⁴⁾ FY18 added four full-time Deputy Sheriff I - Field Operations positions

(Details on staffing changes are also included within each Department section)

Position Justification

Department:

Circuit Court

Position:

1 Law Clerk

full-time

Funding Source:

Local Revenue

Position Description:

Position would perform legal research, analysis and writing. Under the specific guidance of the Circuit Court Judges, drafts opinions, orders, notices, legal correspondence and other communications. The Law Clerk must be able to analyze and organize facts, evidence and precedents; perform manual and computerized legal research; communicate effectively both orally and in writing; establish and maintain confidentiality and cooperative working relationships; use initiative and exercise effective independent judgment. The Law Clerk will also be responsible for management of the docket and Designate Judges for the cases set in the Board of Supervisors chambers.

Position Justification:

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

The Virginia Judicial Workload Assessment Report (November 15, 2013) has identified the need for two additional judges in the Fifteenth Circuit, one for Stafford. In addition the report notes that in localities where law clerks are provided that law clerks enhance the efficiency and quality of circuit court cases processing as well as freeing up time for judges to rule on cases and conduct more in-depth opinion writing.

Stafford is one of the very few jurisdictions in the Commonwealth with a caseload of that volume which does not provide at least one law clerk for every two judges.

The build out of the Judges' chambers already includes space and furnishings for this position.

Department:

Information Technology

Position:

Computer Office Technician

2 part-time to 1 full-time

Funding Source:

Local Revenue

Position Description:

Prepares and monitors the department's purchase orders, invoices, assist with budget preparation, and enters bi-weekly time reporting for payroll. Receives shipments of software and hardware and makes appropriate updates to the department's computer inventory system. Responsible for the department's external and interoffice mail, taking and distributing messages, organizing and scheduling meetings, managing appointments, maintaining the department's supplies inventory, and managing the IT Training Room's schedule. Manages daily office activities such as; walk-in traffic, deliveries, incoming phone calls, help calls and keeps track of the whereabouts of staff. Assist with preparing contracts for services and monitors the department's contracts for maintenance agreements, professional services, and telecommunications.

Position Justification:

The County's 2015 Strategic Technology Plan recommended for the Human Services Department to team with IT to provide document imaging services. Human Services manages and maintains a large paper based filing cabinet system of sensitive confidential case files and financial records.

Maintaining the current file cabinet system is a paper chase burden with a high risk of misplacing case sensitive information that is critical for the two person department that provides critical services to Stafford citizens and manages the Stafford County's Human Services caseload. To accomplish the project the County's IT department has agreed to assist the Human Services by providing document scanning and indexing services to Human Services. Document imaging is now part of the responsibilities of the Computer Office Technician position.

This position has also taken over the duties of the PT Computer Operator, and this position will be eliminated. The main and most important of these duties is removal of County data from the hard drives of all computers and servers that are removed from production.

Cost Benefit Analysis:

The IT department has two part-time positions, Computer Operator and Computer Office Technician. IT is requesting to combine the positions and make the Computer Office Technician full-time. Since the vacancy of the Computer Operator position, staff has had to absorb those duties into their daily work as schedules allow and those duties are not being performed in a timely manner. The duties that would be added to the Computer Office Technician are:

- Entering and completing help desk tickets in the Track-It database.
- Maintaining the inventory database to include barcoding new equipment, entering the new equipment (asset and purchase order information) in the database, assigning work orders for the new equipment, re-assigning equipment, and removing broken or replaced equipment from the database.
- Sanitizing all old equipment hard drives to ensure all data is removed, entering all serial numbers in the inventory database and preparing old equipment for removal.
- Ensure that the data center and supply room are neat and orderly, recycle packing materials

Department:

Information Technology

Position:

1 Security Administrator

full-time

Funding Source:

Local Revenue

Position Description:

Responsible for cybersecurity for the County. The Security Administrator proactively monitors servers, firewalls, wireless access points, patch management systems, desktops, wireless devices and all other systems to ensure that the County is well protected from outside and internal threats including viruses, cyberattacks, and ransomware and phishing schemes. Develops, monitors and enforces security policies for staff and contractors to follow. Keeps the Chief Technology Officer and Network Manager informed of any new threats or potential attacks. Reviews disaster recovery plan and Continuity of Operations (COOP) plans and conducts tabletop exercises and actual recovery exercises.

Reviews system logs, firewall logs, intrusion detection systems. Monitors the patching and updates of systems as it relates to security. Security Administrator conducts security audits of IT and other departments to help ensure that the County is PCI compliant and adheres to Federal and State public safety information security as well.

Position Justification:

Cybersecurity attacks and security breaches are some of the biggest threats facing organizations, including the County. Adequately protecting the County is a full-time job and the County has not had staff dedicated to this function. There are a myriad of systems that have been added to the County's IT infrastructure that require daily monitoring, including over 110 servers, 590 desktops, 480 laptops, 335 mobile devices, firewalls, intrusion detection devices, spam filters, antivirus software, etc. Additionally, this position must focus on monitoring cyber security alerts from outside organizations, including State and Federal notifications. IT staff was reduced significantly after the economic downturn of 2008 and cyber threats are ever increasing.

Cost Benefit Analysis:

- Malware is growing at a rate of over 30% per year according to Symantec
- Zero-day vulnerabilities are more than doubling each year according industry data. These are of particular concern for SCADA systems and other systems with programmable logic controllers (PLCs).
- Ransomware attacks are also growing at an extremely high rate and industry data shows a more than 35 percent annual increase.
- Attacks are shifting towards mobile devices both Android and Apple IOS devices with malware and ransomware attacks growing significantly.
- The "Internet of Things" (IoT) is the next biggest threat. Internet connected sensors in everything from cars, appliances, signs, traffic devices, etc, are expected to grow from 6.4 billion in 2016 to over 20.8 billion by 2020.

Department:

Parks, Recreation and
Community Facilities

Position:

1 Recreation Programmer I-
Gymnastics

full-time

Funding Source:

Local Revenue

Position Description:

Assisting with planning and organizing recreational and related programs for citizens of all ages; supervising and instructing recreational programs; preparing and maintaining records and files. Assists in planning, organization and evaluation of recreation programs for all segments, groups and ages of the community. Supervises part-time coaches, instructors, seasonal personnel, and volunteers. Gathers information and makes recommendations for the purchase of equipment, materials, and supplies. Provides information to the public regarding recreational programs. Prepares reports as requested. Responds to citizen and agency requests for information on recreational programs.

Position Justification:

As was evidenced by the Olympic coverage in 2016, gymnastics is a growing sport. In order to meet the ever increasing needs of our community, the Gymnastics Division has expanded its programming to include male gymnastics, a competitive cheerleading program and TOPS gymnastics (Talent Opportunity Program). In addition to supervision and direction of the current recreational gymnastics program, which currently serves approximately 650-700 students, this new position will plan, organize, implement, and supervise the new recreational and competitive male gymnastics program. This will provide additional recreational opportunities to our community and an additional revenue stream to our department. This conversion will insure the necessary personnel to guide these successful and dynamic programs and it will ensure the continuation of a safe and stimulating environment for the youth of Stafford County.

Cost Benefit Analysis:

Salary/Benefits	\$69,496
Revenue	43,477
Current Expenses	26,019
Net Cost	\$0

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Gymnastics Cost Recovery	109.8%	103.1%	101.9%

Department:

Public Works

Position:

1 Senior Building Inspector

full-time

Funding Source:

Local Revenue

Position Description:

The Senior Building Inspector’s job duties comprises inspection and investigation of building, mechanical, electrical, and plumbing systems in residential structures under construction and existing residential properties, to determine the nature of environmental or health hazards, nuisance violations and unsafe building conditions. When this has been determined, the Senior Building Inspector will issue Notice of Corrections and if required, due to non-compliance; a Notice of Violation per the Virginia Uniform Statewide Building Code (VUSBC). The Senior Building Inspector communicates regulations to property owners or tenants, contractors, other government agencies, and citizens. In addition, the Senior Building Inspector must understand and comply with state and federal regulations on building access.

Position Justification:

The addition of a Senior Building Inspector Position will allow new construction inspections the appropriate time and attention of buildings and structures under construction. It will increase the effectiveness of enforcement measures by improving the response time to citizen complaints; improve the follow-up time on active complaint files; and increase the number of times the County contacts and documents communication with the property owners and occupants of property in violation to ensure success for the complaints taken to court.

New Construction Residential and Commercial Building Inspector positions are funded on permit fees. In the fiscal years 2010-16 so far, a total of 1,471 requests for investigation of building code complaints have been received and investigated or in the process of investigation by New Construction Inspectors. Response to complaints is typically time consuming and takes away from the time that is required to inspect new buildings correctly. The same can be said without a Code Enforcement Inspector the required time to provide appropriate investigation is limited due to the responsibility of new construction

Cost Benefit Analysis:

Salary/Benefits	\$77,366
Operating/Capital	5,634
Revenue	83,000
Current Expenses	0
Net Cost	0

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Total Permits Processed	5,021	5,331	5,222
Total number of inspections	35,225	39,213	38,413

Position Justification

Department:

Social Services

Position:

1 Family Services Specialist
II, Adult Services/Adult
Protective Services

full-time

Funding Source:

100% Federal/State

Position Description:

This position is responsible for developing and implementing individualized service plans involving the application of casework methods in adult services and adult protective services. Employee may provide services in multiple program areas or specialize in one or several program areas.

Position Justification:

Over the past 3 years there has been a steady increase in the number of APS cases established with Stafford County Department of Social Services (DSS). Specifically, from 2014 to 2016, the number of valid APS reports increased 138% (from 47 to 112). This increase in caseloads is due in part to increase of population 60+, increase of children with disabilities becoming adults resulting in challenges for their parents, and increase in information being disseminated to communities about adult abuse. Furthermore, there has been an increase in waiver requests for personal care in the home due to increase in population 60+ without the financial means to pay privately for care and an increase in collaboration with Long Term Care (LTC) Medicaid to assist clients in getting needed services. Thus, AS/APS is having to seek more volunteer support to help clients maintain independence as long as possible in the community through guardians, representative payees, and transportation providers.

In addition to the increase, the intensity/complexity of APS investigations continues to heighten through increased visits needed to ensure needs are being met and more community collaboration/partnerships being required. More in depth services to clients than in past include but are not limited to transportation to doctor appointments or banks regarding financial exploitation; arranging appointments including medical and non-medical; coordinating with family, friends, caregivers, professionals, agencies, facilities; hands on assistance with cleaning in hoarding situations. Per AS/APS Program Quality Review by Virginia Department of Aging and Rehabilitative Services specialist in August/September 2016, "The numbers suggest that casework necessities have outpaced worker capacity to manage the required case record requirements." More investigation and referral and crisis calls are occurring to request assistance for family members, friends, and neighbors on

Cost Benefit Analysis:

Salary/Benefits	\$80,135
Revenue	80,135
Current Expenses	0
Net Cost	\$0

	FY2016 Actual	FY2017 Adopted	FY2018 Plan
Number of Adult Service (AS) and Adult Protective Services (APS) Referrals/Reports	457	535	625
Number of AS/APS/Guardianship cases	393	498	565
Number of waiver requests for personal care in the home/Assisted Living Placement/Nursing Home Placement	117	169	196
Number of AS/APS visits conducted	414	565	649

Department:

Fire and Rescue

Position:

1 Fire Inspector

full-time

Funding Source:

Revenue from Inspections

Position Description:

This position will be tasked with completing fire safety and new construction inspections in Stafford County. Due to the nature and requirements of the work, training and experience as a firefighter is necessary as is current certification as a fire inspector.

Position Justification:

Currently, the Fire Marshal's Office performs over 3,000 fire safety inspections of all businesses requiring a fire prevention code permit. In 2014, new construction systems test and inspections were transferred to the fire marshal's office with no positions added. Since the transfer, we have experienced a steady increase to nearly 100 new construction inspections per month. These inspections are very time consuming. With the addition of this position, we will be able to inspect most, if not all of the businesses in Stafford County, which will result in added revenue and a safer community. Safer buildings are easier to keep occupied which is an asset to Economic Development. We consistently communicate the climate of the business community with regards to new or troubled businesses.

Cost Benefit Analysis:

Salary/Benefits	\$93,818
Operating/Capital Costs	1,800
Revenue	95,618
Current Expenses	0
Net Cost	\$0

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Fire Inspection Revenue	\$138,827	\$75,000	\$140,000
Fire Prevention Code Permits	\$269,900	\$240,000	\$270,000
Fire Marshall's Office Inspections	3,291	3,364	4,924

Department:

Fire and Rescue

Position:

1 Fire and Rescue Lieutenant
(High School and Volunteer
Training)

full-time

Funding Source:

Fire Programs Funds (Virginia
Aid to Localities)

Position Description:

The Fire and Rescue Lieutenant Job Description, currently in use by the department and on file with Human Resources will be used for the position. Specific job duties and expectations for this new initiative will be identified by the Chief of Training from the Fire and Rescue Department.

Position Justification:

The position will serve as the program coordinator and instructor of the High School Firefighter Program, which is planned to be a collaborative effort between the Fire and Rescue Department and the Career/Technical Education division of Stafford County Public Schools. Additionally, this position will assume responsibility for coordination of the volunteer (evening) firefighter courses, where the department currently uses a \$26,000 set-aside for W9 Instructional Staff. The incumbent will be responsible for ensuring that training standards and requirements are met, as designated by the Virginia Department of Fire Programs and associated certifying agencies.

Cost Benefit Analysis:

Salary/Benefits	\$93,818
Operating/Capital Costs	0
Revenue	93,818
Current Expenses	0
Net Cost	\$0

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Number of Students Served	N/A	N/A	20
Number of High Schools Serviced	N/A	N/A	5
Number of Volunteers	N/A	N/A	308

Department:

Sheriff

Position:

Deputy Sheriff I - Field Ops

4 full-time

Funding Source:

Local Revenue

Position Description:

This position is responsible for routine patrol, crime prevention, traffic safety, juvenile services, and special problems.

Position Justification:

The need to establish additional field deputy positions remains a priority. Calls for service have increased by approximately 13% since the completion of the study in 2012. Time on calls has increased because of changes in law and procedures. Administrative requirements have increased because of changes in the law and reporting requirements. Training has increased because of the nature of calls such as mental health incidents and opioid overdose emergency procedures. Proactive time has decreased reducing community policing time, proactive patrol, traffic enforcement time and neighborhood and business checks. The resulting reduction in proactive statistics has followed the trend including fewer traffic citations and arrest. Minimum staffing criteria has become almost impossible to meet consistently because of training demands, injuries, illness and required obligations beyond patrol.

These positions are a part of the staffing study.

Cost Benefit Analysis:

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Number of Field Ops Officers	57	65	69
Number of Field Operations Officers based on the Comprehensive Staffing Plan	87	87	87
Percentage of Comprehensive Staffing Plan Achieved	65.5%	74.7%	79.3%

Position Summary Schools Funds

Stafford County FY18 Adopted Budget

	FY2016 Full-Time Equivalent	FY2017 Full-Time Equivalent	FY2018 Full-Time Equivalent
Title I - Local	7.00	7.00	11.00
Elementary / Secondary	2,153.92	2,242.92	2,287.42
Early Childhood Special Education	30.50	32.50	46.00
Regional Alternative Education	12.00	12.00	12.00
Day School	21.50	21.50	21.50
Head Start	16.75	16.75	17.75
Counseling Services	85.10	86.10	88.10
School Social Worker	12.50	13.50	14.50
Improvement of Instruction	52.50	52.50	50.50
Library Services	67.50	67.50	67.50
Office of the Principal	216.65	216.65	220.15
Instruction	2,675.92	2,768.92	2,836.42
Board Services	8.10	8.10	8.00
Executive Administrative Services	7.00	7.00	7.00
Office of Public Information	1.90	1.90	4.00
Department of Human Resources	12.00	12.00	12.00
Facilities Planning, Design and Construction	4.65	4.65	7.15
Financial Services	15.00	15.00	16.00
Purchasing Services	2.00	2.00	2.00
Planning	1.50	1.50	0.00
Attendance Services	4.00	4.00	4.00
Health Services	52.00	53.00	55.00
Psychological Services	17.00	17.50	17.50
Speech / Audiology Services	9.00	9.00	8.50
Administration, Attendance and Health	134.15	135.65	141.15
Management & Direction	7.00	7.00	7.00
Vehicle Operation Services	290.35	290.35	290.35
Transportation	297.35	297.35	297.35
Maintenance & Direction	7.00	7.00	7.00
Building Services	71.00	71.00	66.50
Grounds Services	19.00	19.00	19.00
Security Services	16.50	16.50	16.50
Warehouse / Distribution Service	2.00	2.00	2.00
Operation and Maintenance	115.50	115.50	111.00
Technology - Instructional	94.50	96.50	97.50
Technology - Administration	20.50	20.50	20.50
Technology - Transportation	4.00	4.00	4.00
Instructional Technology and Information Services	119.00	121.00	122.00
Food Service	38.00	38.00	38.00
Fund Total - School Operating ^{(1), (2)}	3,379.92	3,476.42	3,545.92

⁽¹⁾ FY2017 a net effect of 13.5 positions were added: 11 Teachers, 1 Other Professionals, 1 School Social Worker, (.50) Hearing Interpreters, 1 Licensed Practical Nurse, 2 Paraprofessionals, and (2) Custodians.

⁽²⁾ FY2018 a net effect of 56 positions were added: 3 Director/Supervisor, 36 Teachers, 2 School Counselors, 1 Coordinating Teachers, 1.5 Other Professionals, 1 Occupational/Physical Therapists, 1 Computer Technician, 15 Paraprofessionals, and (4.5) Custodians.

Position Summary Schools Funds

Stafford County FY18 Adopted Budget

	FY2016 Full-Time Equivalent	FY2017 Full-Time Equivalent	FY2018 Full-Time Equivalent
Fund Total - Grants ⁽¹⁾	147.72	151.97	149.17
Fund Total - School Construction	4.85	4.85	4.85
Fund Total - School Nutrition Services	249.00	249.00	249.00
Fund Total - School Health Insurance	2.50	2.50	2.50
Fund Total - School Workers Compensation	1.00	1.00	1.00
Fund Total - Fleet Services ⁽²⁾	29.50	29.50	28.50
Grand Total Funds	3,814.49	3,915.24	3,980.94

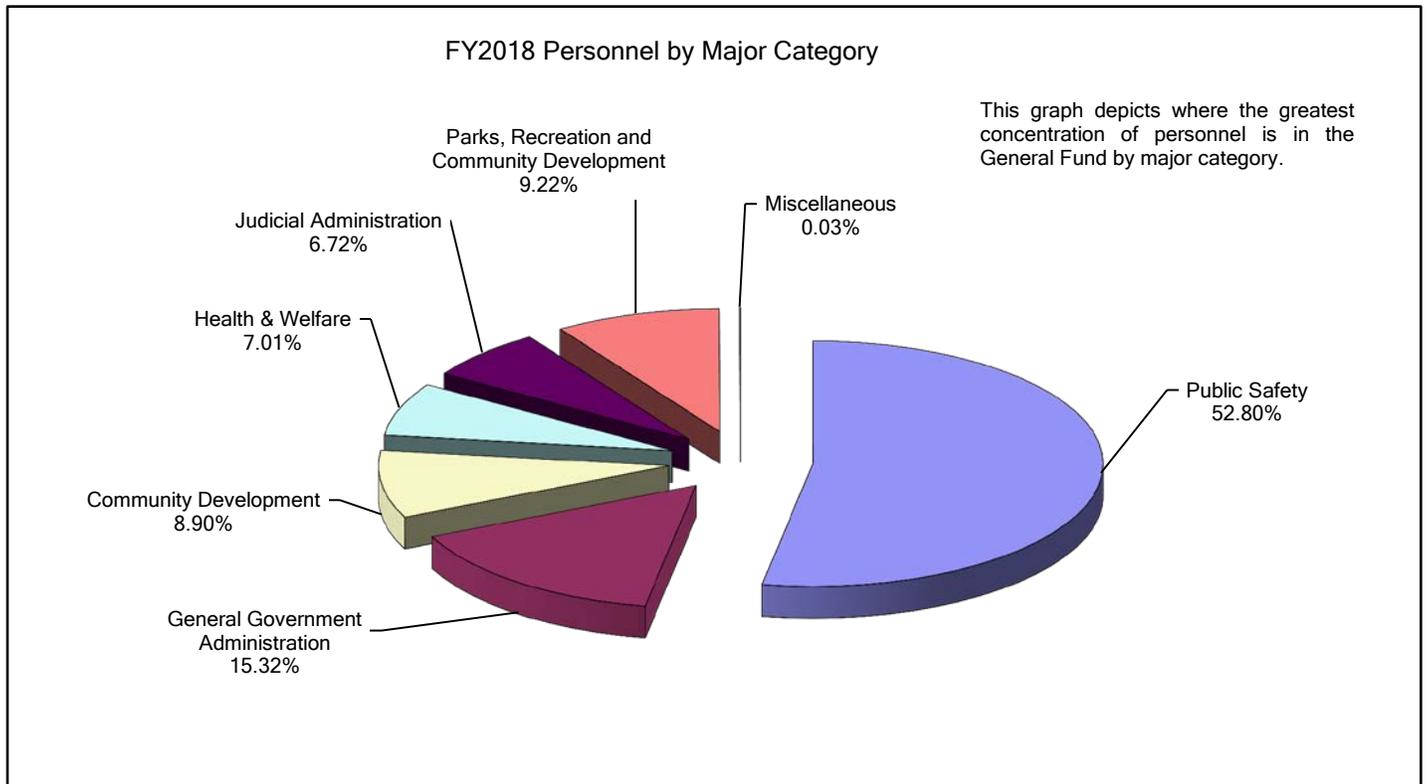
⁽¹⁾ FY2017 a net effect of (2.8) positions: .07 Teacher, .66 Counselor, 2 Coordinators, 2 Other Professionals, 1.8 Nurses, 3.34 Other Technical, .3 Administrative Assistant, and (12.97) Paraprofessionals.

⁽²⁾ FY2017 a net effect (1) position: (.5) Administrative Assistant IV - Accounting, and (.5) Executive Director.

General Fund Personnel by Major Category

Stafford County FY18 Adopted Budget

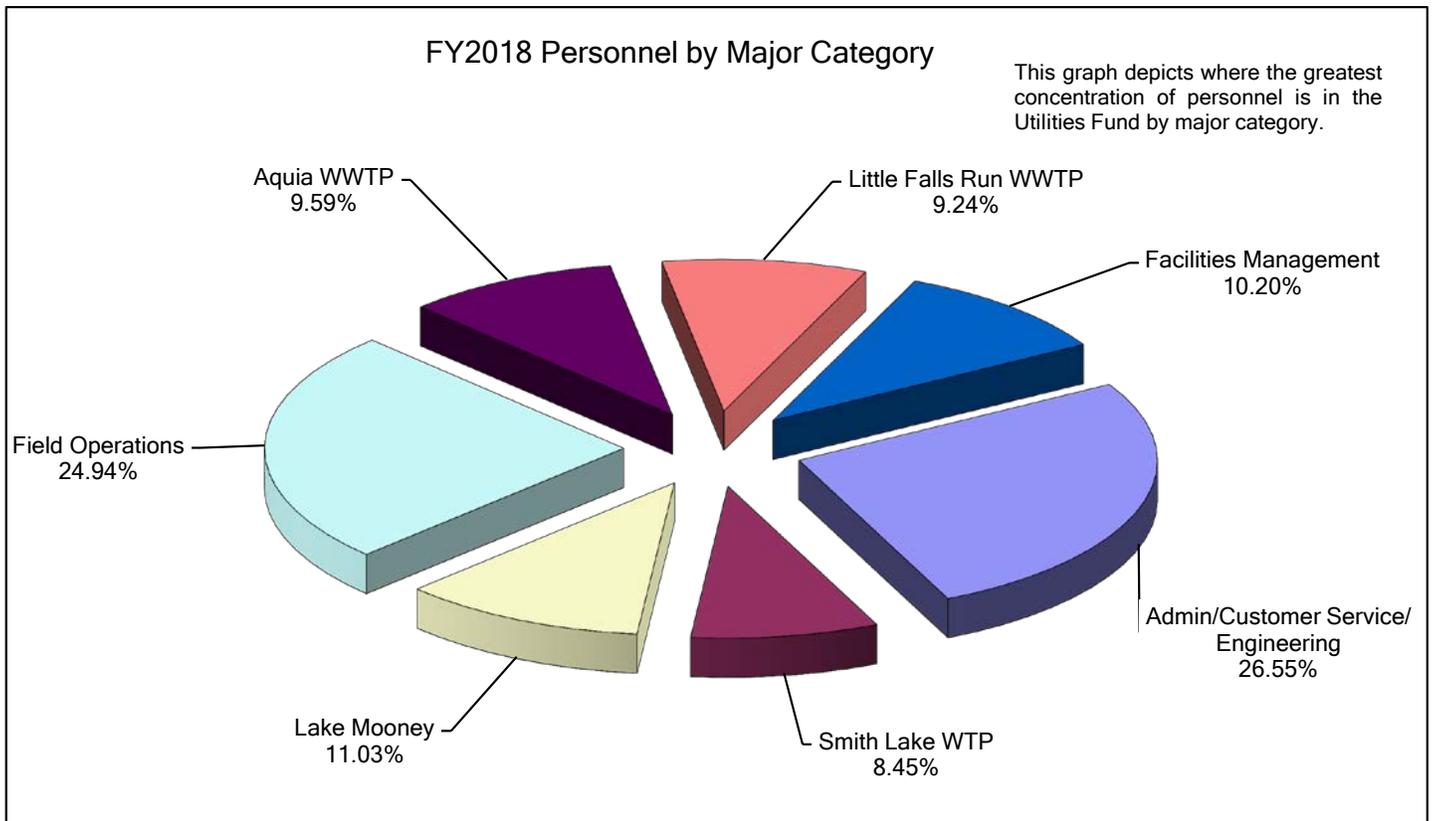
	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Public Safety	\$33,839,464	\$35,960,914	\$37,884,258	\$1,923,344	5.35%
General Government Administration	9,987,437	10,380,651	10,985,980	605,329	5.83%
Community Development	6,063,341	5,992,832	6,385,756	392,924	6.56%
Health & Welfare	4,318,792	4,794,720	5,030,086	235,366	4.91%
Judicial Administration	4,351,921	4,598,378	4,824,121	225,743	4.91%
Parks, Recreation and Community Development	6,358,143	6,378,475	6,613,785	235,310	3.69%
Miscellaneous	134,028	25,000	25,000	0	0.00%
Total	\$65,053,126	\$68,130,970	\$71,748,986	\$3,618,016	5.31%



Utilities Fund Personnel by Major Category

Stafford County FY18 Adopted Budget

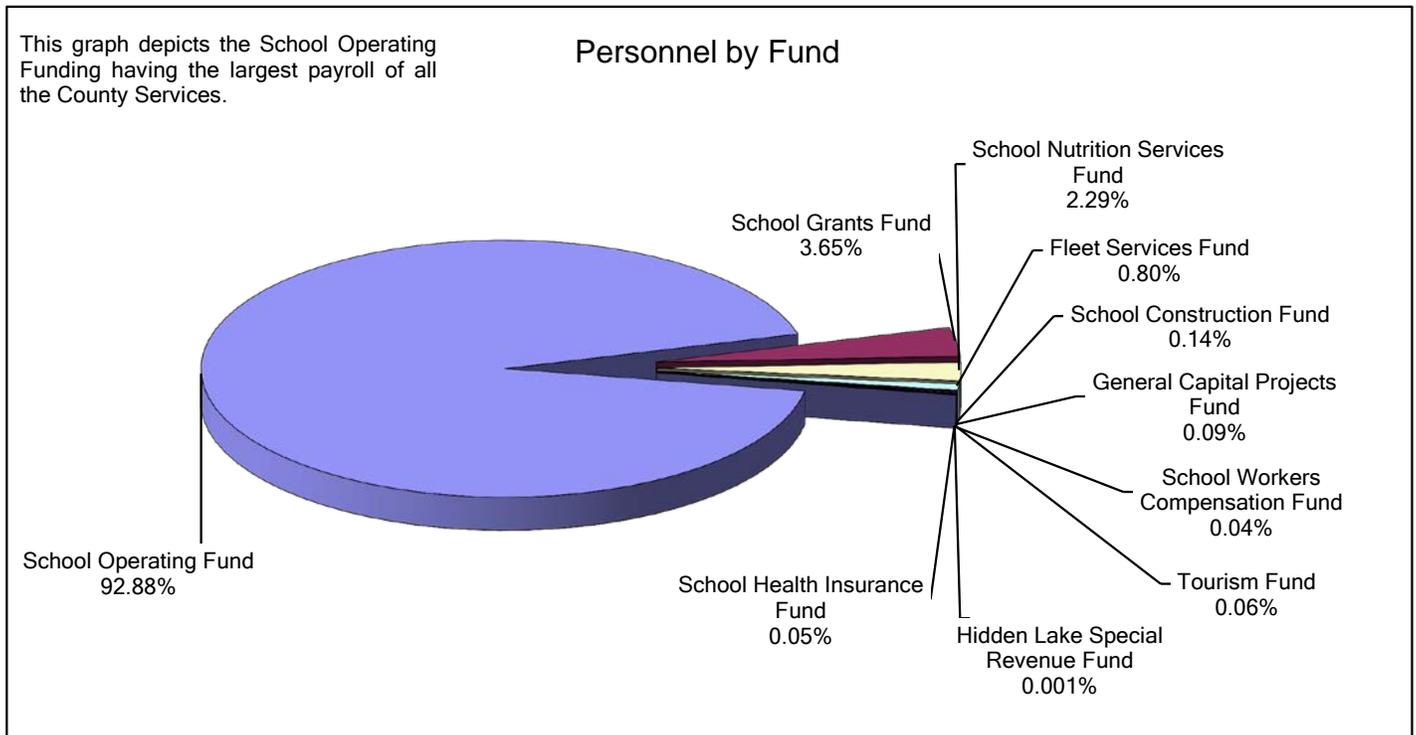
	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
Admin/Customer Service/ Engineering	\$2,879,722	\$3,174,293	\$3,237,779	\$63,486	2.00%
Smith Lake WTP	1,003,809	1,010,176	1,030,380	20,204	2.00%
Lake Mooney	1,300,600	1,319,120	1,345,502	26,382	2.00%
Field Operations	3,007,064	2,982,641	3,042,294	59,653	2.00%
Aquia WWTP	1,167,775	1,147,097	1,170,039	22,942	2.00%
Little Falls Run WWTP	1,103,764	1,105,444	1,127,553	22,109	2.00%
Facilities Management	1,079,474	1,219,865	1,244,262	24,397	2.00%
Total Expenditures	\$11,542,208	\$11,958,636	\$12,197,809	\$239,173	2.00%



Other Funds Personnel Expenditure Distribution

Stafford County FY18 Adopted Budget

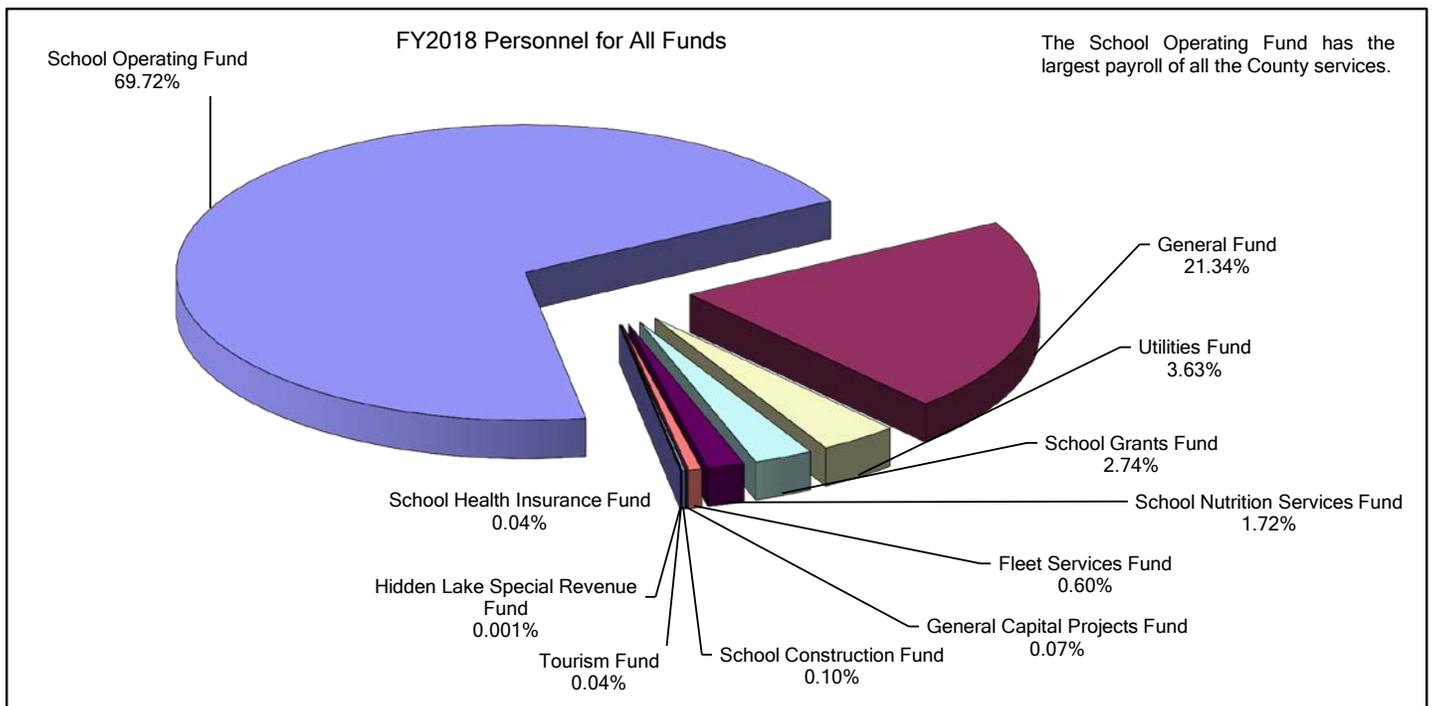
	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
School Operating Fund	\$211,676,543	\$227,242,322	\$234,441,858	\$7,199,536	3.17%
School Grants Fund	9,007,061	8,744,639	9,221,550	476,911	5.45%
School Nutrition Services Fund	5,585,029	5,869,766	5,791,391	(78,375)	-1.34%
Fleet Services Fund	1,841,533	2,070,851	2,020,007	(50,844)	-2.46%
School Construction Fund	545,449	128,480	346,276	217,796	169.52%
General Capital Projects Fund	286,977	674,492	239,760	(434,732)	-64.45%
Tourism Fund	160,715	178,257	145,707	(32,550)	-18.26%
Hidden Lake Special Revenue Fund	3,584	2,861	2,600	(261)	-9.12%
School Health Insurance Fund	148,203	171,107	138,071	(33,036)	-19.31%
School Workers Compensation Fund	86,303	85,831	88,916	3,085	3.59%
Total Expenditures	\$229,341,397	\$245,168,606	\$252,436,136	\$7,267,530	2.96%



Personnel for all Funds

Stafford County FY18 Adopted Budget

	FY2016 Actual	FY2017 Adopted Budget	Adopted Budget	FY2018 Changes '17 to '18	
School Operating Fund	\$211,676,543	\$227,242,322	\$234,441,858	\$7,199,536	3.17%
General Fund	65,053,126	68,130,970	71,748,986	3,618,016	5.31%
Utilities Fund	11,542,208	11,958,636	12,197,809	239,173	2.00%
School Grants Fund	9,007,061	8,744,639	9,221,550	476,911	5.45%
School Nutrition Services Fund	5,585,029	5,869,766	5,791,391	(78,375)	-1.34%
Fleet Services Fund	1,841,533	2,070,851	2,020,007	(50,844)	-2.46%
General Capital Projects Fund	286,977	674,492	239,760	(434,732)	-64.45%
School Construction Fund	545,449	128,480	346,276	217,796	169.52%
Tourism Fund	160,715	178,257	145,707	(32,550)	-18.26%
Hidden Lake Special Revenue Fund	3,584	2,861	2,600	(261)	-9.12%
School Health Insurance Fund	148,203	171,107	138,071	(33,036)	-19.31%
School Workers Compensation Fund	86,303	85,831	88,916	3,085	3.59%
Total	\$305,936,731	\$325,258,212	\$336,382,931	\$11,124,719	3.42%



Internal Committees

The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County.
Co-Leadership Team	Comprised of Assistant Directors of Departments with other managers and supervisors. Responsible for strategic thinking and problem solving.
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service delivery to the County's internal and external customers.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and Human Resources Department 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 FY18 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 FY18 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 had at any time and not necessary for immediate payment of benefits invested by the Board.
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation

Boards, Authorities, Commissions and Committees

Stafford County FY18 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 (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Youth Services and Group Home Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.

Boards, Authorities, Commissions and Committees

Stafford County FY18 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.
Citizen's Transportation Advisory Group	8	Acts in an advisory role to the Board on all Transportation related issues, except aviation (FAMPO led advisory group)
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund
Wetlands Board	5	Review permit applications for use or development of wetlands in the county
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding
Workforce Investment Board	1	Services 16 localities - supports public/private partnerships involving local governments

Capital Improvements Program and Debt Management

Stafford County FY18 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.



Garrisonville Road Widening (\$13,765,478):

Design and construction of the Garrisonville Road Widening project is under the Public Private Transportation Act. The improvements are located between Onville Road and Eustace Road and part of the 2008 Transportation Bond Referendum. The Projected completion date is October 2018.

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.
- The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions. The development of the shared CIP will take approximately ten months each planning year and go through several committee reviews and ranking by County and School staff. The County Administrator, along with input from the Superintendent will review the committee's work and forward a recommendation to both the School Board and Board of Supervisors

Debt Management

- Analysis of Outstanding Debt for Fiscal Years 2018-2022
- 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.



Embrey Mill Park
Athletic Fields Phase 2

Embrey Mill Park is home to a multi-field, rectangular athletic field complex. The Park was funded by the 2009 Park Bond Referendum and proffers. Phase 2 includes two lighted synthetic turf fields, a restroom, and parking

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. An 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 FY18 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 FY18 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 33.2-357 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. Motor Fuels Taxes, accumulated by Potomac Rappahannock Transportation (PRTC), 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.



Government Island Ramp

Before and after photos of the new ramp at Government Island. Funding for the repairs and upgrades was provided with FY2017 cash capital funds.



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

- The CIP allocates capital improvement funds between the Schools and General Government and 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. The 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 April 2017. Debt limitations are as follows:

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

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

The CIP was formulated to comply with the policy.

The FY2018 - FY2027 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 and increased the County's cash capital minimum from 1% to 3% of General Fund budget by FY2018. In FY2017 3.00% of the County's operating budget was set aside for cash capital projects. Attaining our goal one year early.
- Bond-funded portion for the ten year period is \$14.3M less than the previous CIP.
- Tentative referenda for future projects.
 - Parks
 - Transportation

New or Updated Projects

Public Works

- Revised Projects:
 - Courthouse, scope of project changed from expansion to new project

County Government and Schools Joint Process

The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service. The development of the CIP will be structured to provide a more equitable process that benefits the citizens of Stafford County and will mold future CIP submissions. The development of the shared CIP will take approximately ten months each planning year and go through several committee reviews and ranking by County and School staff. The County Administrator, along with input from the Superintendent will review the committee's work and forward a recommendation to both the School Board and Board of Supervisors.

SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Stafford County FY18 Adopted Budget

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total Funding
Public Safety*	1,172,330	10,008,670	5,892,706	3,049,000	8,392,000	3,006,000	2,885,000	3,063,000	3,077,000	3,736,000	3,625,000	47,906,706
Information Technology	0	755,000	655,000	657,000	479,000	545,000	360,000	525,000	800,000	425,000	1,070,000	6,271,000
Parks, Recreation and Community Facilities*	0	915,000	853,000	925,000	1,428,000	1,292,000	1,643,000	1,927,000	1,305,000	1,730,000	650,000	12,668,000
Public Works*	0	300,000	300,000	4,922,000	66,687,000	300,000	300,000	300,000	300,000	300,000	300,000	74,009,000
Transportation*	34,646,444	25,088,644	11,338,870	14,133,509	17,974,297	12,754,000	3,628,350	0	0	0	1,575,000	121,139,114
County bond projects to be Determined	0	0	0	0	7,497,000	4,874,000	28,948,700	2,600,000	2,600,000	2,600,000	2,000,000	51,119,700
Schools	0	25,045,087	15,795,000	10,805,000	11,357,741	15,266,300	50,275,000	38,910,000	25,120,039	29,560,000	28,085,300	250,219,467
Project Total	\$35,818,774	\$62,112,401	\$34,834,576	\$34,491,509	\$113,815,038	\$38,037,300	\$88,040,050	\$47,325,000	\$33,202,039	\$38,351,000	\$37,305,300	\$563,332,987

*Funding for all TBD projects presented in the above category "County bond projects to be Determined". *Funding for all TBD projects will be reevaluated during the FY2019-2028 CIP process. The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions.

Funding Summary	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
County	6,570,670	0	0	73,884,000	4,874,000	28,948,700	2,600,000	2,600,000	2,600,000	3,025,000	125,102,370
Schools	17,648,587	4,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300	\$178,172,967
Bond (Projects to be determined FY20-27)	\$24,219,257	\$4,350,000	\$3,400,000	\$78,711,741	\$12,735,300	\$73,418,700	\$37,305,000	\$21,135,039	\$26,200,000	\$21,800,300	\$303,275,337
Master Lease	1,585,000	4,172,000	1,432,000	7,039,000	1,519,000	1,500,000	1,661,000	1,660,000	2,299,000	1,762,000	\$24,629,000
Cash Funded - County	4,678,200	3,438,000	8,121,000	3,560,000	3,624,000	3,688,000	4,154,000	3,822,000	3,892,000	3,883,000	\$42,860,200
Cash Funded - Schools	7,396,500	11,445,000	7,405,000	6,530,000	7,405,000	5,805,000	4,205,000	6,585,000	5,960,000	9,310,000	\$72,046,500
Proffers/Capital Project Reserve	935,856	0	0	0	0	0	0	0	0	25,000	\$960,856
Service District Supported GO Bonds	0	0	0	14,200,000	0	0	0	0	0	0	\$14,200,000
Service District	1,109,966	0	0	0	0	0	0	0	0	0	\$1,109,966
Fuel Tax	123,600	721,358	0	0	0	0	0	0	0	0	\$844,958
Revenue Sharing	1,042,068	0	4,600,000	9,600,000	0	0	0	0	0	0	\$15,242,068
State/Federal	4,430,041	8,580,303	2,670,266	2,069,122	854,000	3,628,350	0	0	0	0	\$22,232,082
Impact Fees	1,140,019	500,000	1,532,921	500,000	500,000	0	0	0	0	0	\$4,172,940
Asset Forfeiture	420,000	90,706	0	0	0	0	0	0	0	0	\$510,706
Total Funding Sources	\$47,080,507	\$33,297,367	\$29,161,187	\$122,209,863	\$26,637,300	\$88,040,050	\$47,325,000	\$33,202,039	\$38,351,000	\$36,780,300	\$502,084,613

Revenue sharing for transportation projects is shown in the year funding is approved, not when the expenditure occurs.

Summary of Bond Funded Projects

Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt Limitations

Agency	Projects	Opening Date (CY)	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total This Period
Public Safety	Fire & Rescue Station 14		6,570,670	0	0	0	0	0	0	0	0	0	6,570,670
Public Works	Courthouse ¹		0	0	0	66,387,000	0	0	0	0	0	0	66,387,000
County Projects	To Be Determined		0	0	0	7,497,000	4,874,000	28,948,700	2,600,000	2,600,000	2,600,000	3,025,000	52,144,700
Subtotal County Projects			\$6,570,670	\$0	\$0	\$73,884,000	\$4,874,000	\$28,948,700	\$2,600,000	\$2,600,000	\$2,600,000	\$3,025,000	\$125,102,370
School Projects	Moncure Elementary Rebuild		16,431,000	1,000,000	0	0	0	0	0	0	0	0	17,431,000
	Infrastructure		1,217,587	0	0	0	0	0	0	0	0	0	1,217,587
	To Be Determined		0	3,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300	159,524,380
Subtotal School Projects			\$17,648,587	\$4,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300	\$178,172,967
Total All Projects			\$24,219,257	\$4,350,000	\$3,400,000	\$78,711,741	\$12,735,300	\$73,418,700	\$37,305,000	\$21,135,039	\$26,200,000	\$21,800,300	\$303,275,337

Bond Funded Summary (master lease not included)			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
County			\$6,570,670	\$0	\$0	\$73,884,000	\$4,874,000	\$28,948,700	\$2,600,000	\$2,600,000	\$2,600,000	\$3,025,000	\$125,102,370
Schools			\$17,648,587	\$4,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300	\$178,172,967
Total Borrows			\$24,219,257	\$4,350,000	\$3,400,000	\$78,711,741	\$12,735,300	\$73,418,700	\$37,305,000	\$21,135,039	\$26,200,000	\$21,800,300	\$303,275,337
Availability Limit			24,220,257	17,665,000	42,839,000	33,247,000	18,129,000	70,973,000	29,517,000	18,940,000	25,944,780	22,733,000	304,208,037
Cumulative (Deficit)/Surplus			1,000	13,316,000	52,755,000	7,290,259	12,683,959	10,238,259	2,450,259	255,220	0	932,700	

Debt Service		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Existing Bond Debt Service		44,151,756	42,739,808	40,964,240	39,124,841	38,140,176	36,156,402	34,128,553	33,047,850	32,916,075	32,265,661
New Bond Debt Service			2,027,000	2,391,000	2,676,000	9,263,000	10,329,000	16,473,000	19,595,000	21,364,000	23,556,000
Total Bond Debt		\$44,151,756	\$44,766,808	\$43,355,240	\$41,800,841	\$47,403,176	\$46,485,402	\$50,601,553	\$52,642,850	\$54,280,075	\$55,821,661
			\$2,027,000	\$2,391,326	\$2,675,835	\$9,262,162	\$10,327,843	\$16,471,471	\$19,593,128	\$21,361,694	\$23,554,092

*Bonds will be sold in the Spring of 2017 for Animal Shelter, Parks and Transportation.

**Future Transportation and Parks projects will require a bond referendum.

¹Courthouse project represents concept A1 (all three Courts in one building). \$4.6M will be funded with cash.

STAFFORD COUNTY JOINT CIP PROCESS IMPLEMENTATION

The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions. The development of the shared CIP will take approximately ten months each planning year and go through several committee reviews and ranking by County and School staff. The County Administrator, along with input from the Superintendent will review the committee's work and forward a recommendation to both the School Board and Board of Supervisors.

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 projected 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 budget impacts of the CIP.

Operating and Debt Service Impacts

Operating Impacts - The following table illustrates the operating impacts in future years of the ten year plan

Project	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total This Period
Fire & Rescue Station New	0	1,727,000	1,593,000	1,641,000	1,689,000	1,739,000	1,792,000	1,845,000	1,900,000	1,958,000	15,884,000
Body Cameras	0	475,000	455,000	466,000	477,000	503,000	518,000	533,000	550,000	566,000	4,543,000
Information Technology	5,000	5,200	20,408	26,224	32,273	38,564	45,107	51,911	58,988	66,347	350,022
Courthouse Addition	0	0	0	0	2,013,000	1,878,000	1,935,000	1,993,000	2,053,000	2,115,000	11,987,000
Belmont Ferry Farm Trail	0	90,000	60,000	62,000	64,000	65,000	67,000	69,000	71,000	73,000	621,000
	\$5,000	\$2,297,200	\$2,128,408	\$2,195,224	\$4,275,273	\$4,223,564	\$4,357,107	\$4,491,911	\$4,632,988	\$4,778,347	\$33,385,022

Debt Service Impacts

The County's Capital Improvement Program was developed to comply with the Board of supervisors' financial policies.

Project	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total This Period
Fire & Rescue Station 14	0	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	\$4,950,000
Courthouse Addition	0	0	0	0	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000	\$33,330,000
County To Be Determined	0	0	0	0	627,344	1,035,197	3,457,605	3,675,171	3,892,737	4,110,304	\$16,798,358
Moncure Elementary	0	1,375,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	\$13,047,000
Schools Infrastructure	0	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	\$918,000
Schools To Be Determined	0	0	280,326	564,835	968,818	1,626,646	5,347,866	8,251,957	9,802,957	11,777,789	\$38,621,193
New Debt Service	\$0	\$2,027,000	\$2,391,326	\$2,675,835	\$9,262,162	\$10,327,843	\$16,471,471	\$19,593,128	\$21,361,694	\$23,554,092	
Existing Debt Service	\$44,151,756	\$42,739,808	\$40,964,240	\$39,124,841	\$38,140,176	\$36,156,402	\$34,128,553	\$33,047,850	\$32,916,075	\$32,265,661	
	\$44,151,756	\$44,766,808	\$43,355,565	\$41,800,676	\$47,402,338	\$46,484,245	\$50,600,024	\$52,640,977	\$54,277,769	\$55,819,754	

Master Lease Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total This Period
Replacement Apparatus	0	210,000	458,000	648,000	911,000	1,113,000	1,312,000	1,532,000	1,752,000	2,057,000	9,993,000
Computer-aided Dispatch System	0	0	0	0	584,000	584,000	584,000	584,000	584,000	584,000	3,504,000
Public Safety Command Bus	0	0	0	0	86,000	86,000	86,000	86,000	86,000	86,000	516,000
Cardiac Equipment Replacement	0	0	539,308	539,308	539,308	539,308	539,308	0	0	0	2,696,542
New Master Lease	\$0	\$210,000	\$997,308	\$1,187,308	\$2,120,308	\$2,322,308	\$2,521,308	\$2,202,000	\$2,422,000	\$2,727,000	\$16,709,542
Existing Master Lease	3,156,899	2,792,890	2,301,892	2,301,892	1,111,528	749,911	749,911	334,715	334,716	0	
	\$3,156,899	\$3,002,890	\$3,299,201	\$3,489,201	\$3,231,837	\$3,072,220	\$3,271,220	\$2,536,715	\$2,756,716	\$2,727,000	
Total Debt	\$47,308,656	\$47,769,698	\$46,654,766	\$45,289,877	\$50,634,174	\$49,556,465	\$53,871,243	\$55,177,692	\$57,034,485	\$58,546,754	



PUBLIC SAFETY

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
TBD Fire & Rescue Training Center													
TBD Fire & Rescue Station - New													
Simulator	0	420,000	0	0	0	0	0	0	0	0	0	0	420,000
Public Safety Infrastructure	0	609,000	806,000	793,000	529,000	663,000	561,000	578,000	593,000	613,000	1,039,000	0	6,784,000
Fire Rescue Station 14	1,172,330	6,570,670	0	0	0	0	0	0	0	0	0	0	7,743,000
Fire & Rescue Replacement Apparatus	0	2,409,000	2,693,000	2,256,000	2,807,000	2,343,000	2,324,000	2,485,000	2,484,000	3,123,000	2,586,000	0	25,510,000
Computer-Aided Dispatch System	0	0	0	0	4,405,000	0	0	0	0	0	0	0	4,405,000
Command Bus Replacement	0	0	0	0	651,000	0	0	0	0	0	0	0	651,000
Cardiac Equipment Replacement	0	0	2,303,000	0	0	0	0	0	0	0	0	0	2,303,000
Body Cameras	0	0	90,706	0	0	0	0	0	0	0	0	0	90,706
Total	\$1,172,330	\$10,008,670	\$5,892,706	\$3,049,000	\$8,392,000	\$3,006,000	\$2,885,000	\$3,063,000	\$3,077,000	\$3,736,000	\$3,625,000	\$0	\$47,906,706

*Funding for all TBD projects presented in the above categories will be reevaluated during the FY2019-2028 CIP process. The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions.

Funding Sources	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	1,013,708	1,433,000	1,630,000	1,815,000	1,353,000	1,487,000	1,385,000	1,402,000	1,417,000	1,437,000	1,863,000
Bonds	0	6,570,670	0	0				0	0	0	0
Master Lease	0	1,585,000	4,172,000	1,432,000	7,039,000	1,519,000	1,500,000	1,661,000	1,660,000	2,299,000	1,762,000
Proffers/Capital Project Reserve	158,622	0	0	350,000	0	0	0	0	0	0	0
Asset Forfeiture	0	420,000	90,706	0	0	0	0	0	0	0	0
Total	\$1,172,330	\$10,008,670	\$5,892,706	\$3,597,000	\$8,392,000	\$3,006,000	\$2,885,000	\$3,063,000	\$3,077,000	\$3,736,000	\$3,625,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	1,774,000	1,827,000	1,883,000	1,939,000	1,997,000	2,057,000	2,118,000	2,182,000	2,248,000
Operating	0	428,000	221,000	224,000	227,000	245,000	253,000	260,000	268,000	276,000
Debt Service	0	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Debt Service Master Lease	0	210,000	997,308	1,187,308	2,120,308	2,322,308	2,521,308	2,202,000	2,422,000	2,727,000
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,962,000	\$3,595,308	\$3,844,308	\$4,836,308	\$5,114,308	\$5,381,308	\$5,130,000	\$5,422,000	\$5,801,000

TRAINING CENTER

Total Project Cost: \$6,945,000

Est. Opening Date: 2020

[Links to Board's Strategic Initiatives](#)
 • Response time improvement

PROGRAM DESCRIPTION

A training facility for the Fire and Rescue Department is needed to meet mandated live fire and multi-company training and to provide equipment and training props 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. TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS



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 - This project includes \$548,000 in proffers and current revenue as a funding source

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
Bonds											
Master Lease											
Proffers/Capital Project Reserve											
Total											

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Master Lease										
Revenue/Savings										
Total										

FIRE AND RESCUE STATION - NEW

Total Project Cost: \$10,032,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

- Response Time Improvement
- Comprehensive Plan

PROGRAM DESCRIPTION

This facility would be constructed in order to meet fire and rescue service needs as suggested in the Comprehensive Plan. It would assist in reaching response time standards and Board identified service levels. As infill development occurs and density increases, the demand load on existing fire and rescue stations is expected to increase to a point where current fire and rescue stations can no longer serve developing areas of the County. This station would be needed to offset the impact of new development on the existing residents and businesses. The station will house an engine and a medic unit. The location of the station has not been determined and is being studied at this time. TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY 2019 PROCESS

OPERATING IMPACT SUMMARY

Operating impacts associated with this project include personnel for the engine and medic unit, operating and one time start up costs.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
Bonds											
Master Lease											
Proffers/Capital Project Reserve											
In-Kind											
Total											

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Master Lease										
Revenue/Savings										
Total										

SHERIFF SIMULATOR

Total Project Cost: \$420,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

The Sheriff's department intends to purchase a state of the art three dimensional use of force simulator to enhance deputy training and provide public education. The current level of required initial training, and continuous retraining, in techniques and decisions of use of force, in an environment that is as close to reality as possible is essential to the goals of protecting the community, individual constitutional rights and insuring Sheriff's Deputies survive each shift. Furthermore, it is important to educate the public through experiential learning to the realities of the encounters that lead to decisions regarding the appropriate use of force. The simulator will be installed in available space (after updated build-out) in the Ford T. Humphrey Public Safety Building. The funds for build-out have been requested in a separate cash capital request.



OPERATING IMPACT SUMMARY

No operating impacts are associated with this project

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
0	0	420,000	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$420,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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
Asset Forfeiture	0	420,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$420,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Public Safety Infrastructure

Links to Board's Strategic Initiatives
 • Supports the BOS Public Safety Initiative

Total Project Cost: \$6,784,000

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 will be allocated annually based on location needs.

The County's microwave transmission equipment, located on 14 towers, has reached the end of the projected service life (10 years). The agency is proposing to begin replacing the microwave equipment immediately, two per year and then place each unit in a scheduled 10 year replacement cycle. In addition, each tower site operates a battery back-up system that provides essential power during emergencies, if and when, land based power is interrupted. The systems have exceeded the projected service life and are experiencing catastrophic failure. The agency is proposing to begin replacing the tower battery back-up systems immediately, two per year.

Evidence Room expansion and purification system for basement of public safety building.

OPERATING IMPACT SUMMARY

No additional operating impacts are associated with this project

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Radio tower upgrades	0	412,000	437,000	450,000	464,000	524,000	492,000	507,000	520,000	538,000	554,000
Safety improvements	0	41,000	258,000	0	0	0	0	0	0	0	485,000
Expansions/Rehabs	0	156,000	111,000	343,000	65,000	139,000	69,000	71,000	73,000	75,000	0
Total	\$0	\$609,000	\$806,000	\$793,000	\$529,000	\$663,000	\$561,000	\$578,000	\$593,000	\$613,000	\$1,039,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	609,000	806,000	793,000	529,000	663,000	561,000	578,000	593,000	613,000	1,039,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$609,000	\$806,000	\$793,000	\$529,000	\$663,000	\$561,000	\$578,000	\$593,000	\$613,000	\$1,039,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Public Safety Infrastructure

	Project Amount
FY2018 Projects	
Public Safety Building evidence room expansion -	50,000
PSB air purification system	41,000
PSB radio tower microwave and battery replacement	412,000
Aquia rehab	47,000
Funds to address deficiencies in older stations	59,000
	609,000
FY2018 Total	
FY2019 Projects	
Funds to address deficiencies in older stations	61,000
PSB exit security upgrades to entrance blockade and fence	258,000
PSB radio tower microwave and battery replacement	437,000
Firing range facilities	50,000
	806,000
FY2019 Total	
FY2020 Projects	
Funds to address deficiencies in older stations	63,000
Firing range facilities	280,000
PSB radio tower microwave and battery replacement	450,000
	793,000
FY2020 Total	
FY2021 Projects	
Funds to address deficiencies in older stations	65,000
Radio tower microwave and battery replacement	464,000
	529,000
FY2021 Total	
FY2022 Projects	
Funds to address deficiencies in older stations	67,000
Tower site generators	46,000
Fire company stations HVAC replacements: stations 2, 10 and 12	72,000
Radio tower microwave and battery replacement	478,000
	663,000
FY2022 Total	

Public Safety Infrastructure

FY2023 Projects

Funds to address deficiencies in older stations		69,000
Radio tower microwave and battery replacement		492,000
		492,000
FY2023 Total		561,000

FY2024 Projects

Funds to address deficiencies in older stations		\$71,000
Radio tower microwave and battery replacement		507,000
		507,000
FY2024 Total		578,000

FY2025 Projects

Funds to address deficiencies in older stations		73,000
Radio tower microwave and battery replacement		520,000
		520,000
FY2025 Total		593,000

FY2026 Projects

Funds to address deficiencies in older stations		75,000
Radio tower microwave and battery replacement		538,000
		538,000
FY2026 Total		613,000

FY2027 Projects

Security upgrades to PSB		485,000
Radio tower microwave and battery replacement		554,000
		554,000
FY2027 Total		1,039,000
Total FY2018 thru FY2027		\$6,784,000

FIRE AND RESCUE STATION 14

Total Project Cost: \$7,743,000

Est. Opening Date: 2017

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 funds for property acquisition. Property was purchased in FY2011. There would also be a need for one time start up costs for the facility.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	172,330	0	0	0	0	0	0	0	0	0	0
Property Acquisition	1,000,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	6,024,670	0	0	0	0	0	0	0	0	0
Contingency	0	546,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,172,330	\$6,570,670	\$0								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	1,013,708	0	0	0	0	0	0	0	0	0	0
Bonds	0	6,570,670	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	158,622	0	0	0	0	0	0	0	0	0	0
Total	\$1,172,330	\$6,570,670	\$0								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	1,505,000	1,550,000	1,597,000	1,645,000	1,694,000	1,745,000	1,797,000	1,851,000	1,907,000
Operating	0	222,000	43,000	44,000	44,000	45,000	47,000	48,000	49,000	51,000
Debt Service	0	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,277,000	\$2,143,000	\$2,191,000	\$2,239,000	\$2,289,000	\$2,342,000	\$2,395,000	\$2,450,000	\$2,508,000

REPLACEMENT APPARATUS

Total Project Cost: \$25,510,000

Est. Opening Date: On-going

Links to Board's Strategic Initiatives

- Supports the Principles of High Performance Financial
- 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.

PROJECT COSTS



Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Ambulance	0	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000
Engines	0	1,294,000	666,000	686,000	707,000	728,000	1,500,000	0	796,000	820,000	845,000
Specialty Apparatus	0	291,000	1,203,000	746,000	1,276,000	791,000	0	1,661,000	864,000	1,479,000	917,000
Total	\$0	\$2,409,000	\$2,693,000	\$2,256,000	\$2,807,000	\$2,343,000	\$2,324,000	\$2,485,000	\$2,484,000	\$3,123,000	\$2,586,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000	824,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	1,585,000	1,869,000	1,432,000	1,983,000	1,519,000	1,500,000	1,661,000	1,660,000	2,299,000	1,762,000
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,409,000	\$2,693,000	\$2,256,000	\$2,807,000	\$2,343,000	\$2,324,000	\$2,485,000	\$2,484,000	\$3,123,000	\$2,586,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	210,000	458,000	648,000	911,000	1,113,000	1,312,000	1,532,000	1,752,000	2,057,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$210,000	\$458,000	\$648,000	\$911,000	\$1,113,000	\$1,312,000	\$1,532,000	\$1,752,000	\$2,057,000

Computer-Aided Dispatch System

Total Project Cost: \$4,405,000

Est. Opening Date: 2021

[Links to Board's Strategic Initiatives](#)

- Supports the BOS Public Safety Initiative

PROGRAM DESCRIPTION

A Computer Aided Dispatch System (CAD) is essential in the processing of emergency calls. Computer-Aided dispatch is hardware and software infrastructure that processes calls and dispatches public safety providers. The current CAD System is technologically outdated which diminishes its operational capabilities, and makes technical support difficult and expensive. The replacement of the system is critical as it is used to dispatch our public safety service providers, A new system will ensure reliability, improve response times, and enhance capabilities.



OPERATING IMPACT SUMMARY

There are no additional operating impacts associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	4,098,000	0	0	0	0	0	0
Contingency	0	0	0	0	307,000	0	0	0	0	0	0
Other - Annual Maintenance	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$4,405,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	4,405,000	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$4,405,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	584,000	584,000	584,000	584,000	584,000	584,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$584,000	\$584,000	\$584,000	\$584,000	\$584,000	\$584,000

Public Safety Command Bus Replacement

Total Project Cost: \$651,000

Est. Opening Date: 2021

[Links to Board's Strategic Initiatives](#)

- Supports the BOS Public Safety Priority

PROGRAM DESCRIPTION

The current command bus is approaching 13 years in service. Most of the technologies purchased as a part of the command bus are also approaching 13 years old and have or will soon reach their end of life. An upgrade approximately eight years ago, funded by a grant, extended the life of the bus. The command bus continues to operate as an alternate communications center and doubles as a command post for special events, unique and extended investigations, and as a means to continue operations in the face of natural or manmade disasters that can affect operations of the emergency communications center. Newer technologies will make the use of the command bus and its capabilities more efficient and prevent the limitations in functionality currently imposed due to the old technology and limited space. This bus, when needed, supports a critical function that must be system ready at a moments notice and capable of delivering necessary services.



OPERATING IMPACT SUMMARY

There are no additional operating impacts associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	651,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$651,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	651,000	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$651,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	86,000	86,000	86,000	86,000	86,000	86,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$86,000	\$86,000	\$86,000	\$86,000	\$86,000	\$86,000

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 replace 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

There will be no operating costs associated with this project

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,303,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,303,000	\$0							

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	2,303,000	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,303,000	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	539,308	539,308	539,308	539,308	539,308			
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$539,308	\$539,308	\$539,308	\$539,308	\$539,308	\$0	\$0	\$0

Body-Worn Camera Project

Total Project Cost: \$90,706

Est. Opening Date: 2018

PROGRAM DESCRIPTION

The Sheriff's department proposes to implement an officer body camera program consisting of approximately 100 camera units for full Field Operations deployment. This would include deployment to patrol, the Traffic Unit, the Special Problems Unit, and School Resource Officers. It would include cloud data storage and local software to manage the camera footage. The body camera system can lead to greater transparency, protection from false allegations, be used to hold deputies accountable for proper allegations, have evidentiary value, add to training scenarios and opportunities, and capture use of force incidents, as well as, other value added contributions.



OPERATING IMPACT SUMMARY

Operating impacts include three new positions. One Deputy position for the Sheriff and one Paralegal and one assistant Commonwealth Attorney positions for the Commonwealths Attorney's Office. There will be a \$30,000 one time cost in FY18 for software for both Commonwealth Attorney and Sheriff offices. On going expenses include yearly maintenance charges, data storage and operating expenditures for new personnel. the yearly maintenance fee includes replacement of cameras every 2 1/2 years and replacement or repairs of damaged cameras.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	90,706	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$90,706	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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 Reserve	0	0	0	0	0	0	0	0	0	0	0
Asset Forfeiture	0	0	90,706	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$90,706	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	269,000	277,000	286,000	294,000	303,000	312,000	321,000	331,000	341,000
Operating	0	206,000	178,000	180,000	183,000	200,000	206,000	212,000	219,000	225,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$475,000	\$455,000	\$466,000	\$477,000	\$503,000	\$518,000	\$533,000	\$550,000	\$566,000



INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
Information Technology Infrastructure	0	755,000	655,000	657,000	479,000	545,000	360,000	525,000	800,000	425,000	1,070,000	0	6,271,000
Total	\$0	\$755,000	\$655,000	\$657,000	\$479,000	\$545,000	\$360,000	\$525,000	\$800,000	\$425,000	\$1,070,000	\$0	\$6,271,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	755,000	655,000	657,000	479,000	545,000	360,000	525,000	800,000	425,000	1,070,000
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	\$755,000	\$655,000	\$657,000	\$479,000	\$545,000	\$360,000	\$525,000	\$800,000	\$425,000	\$1,070,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	5,200	20,408	26,224	32,273	38,564	45,107	51,911	58,988	66,347
Debt Service	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$5,200	\$20,408	\$26,224	\$32,273	\$38,564	\$45,107	\$51,911	\$58,988	\$66,347

INFORMATION TECHNOLOGY INFRASTRUCTURE

Total Project Cost: \$6,271,000

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

- Information Technology Strategic Plan
- Principles of High Performance Financial

PROGRAM DESCRIPTION

Information Technology (IT) 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 Storage Area Network (SAN) 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.

Last year IT installed a cloud-based managed WiFi system in the Administration Center. The goal is to extend the WiFi system into the Public Safety Center, Courthouse building and our remote sites.

Our goal is to extend our fiber network to as many remote sites as possible by utilizing the Schools existing fiber network. Fiber provides a much more stable network for computers and phones than current cable internet providers and it will reduce monthly cable internet costs.

Virtual Desktop virtualization is client-server computing where the desktop is stored on a centralized server and distributed to users through the network. It reduces desktop computer costs and upgrades and provides easier management of operating systems.



OPERATING IMPACT SUMMARY

The additional operating costs are associated with smartnet maintenance on new equipment and licenses.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Network Equipment Replacement	0	497,000	578,000	195,000	450,000	520,000	335,000	400,000	775,000	0	895,000
Physical Security	0	129,000	0	0	0	0	0	0	0	0	0
Managed WiFi Project	0	0	52,000	0	0	0	0	0	0	0	150,000
iSeries H.T.E. Hardware Replacement	0	103,000	0	0	0	0	0	0	0	0	0
Server Replacement	0	26,000	25,000	25,000	29,000	25,000	25,000	125,000	25,000	25,000	25,000
Virtual Desktop	0	0	0	437,000	0	0	0	0	0	400,000	0
Total	\$0	\$755,000	\$655,000	\$657,000	\$479,000	\$545,000	\$360,000	\$525,000	\$800,000	\$425,000	\$1,070,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	755,000	655,000	657,000	479,000	545,000	360,000	525,000	800,000	425,000	1,070,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$755,000	\$655,000	\$657,000	\$479,000	\$545,000	\$360,000	\$525,000	\$800,000	\$425,000	\$1,070,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	5,200	20,408	26,224	32,273	38,564	45,107	51,911	58,988	66,347
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$5,200	\$20,408	\$26,224	\$32,273	\$38,564	\$45,107	\$51,911	\$58,988	\$66,347

INFORMATION TECHNOLOGY INFRASTRUCTURE

	Project Amount
FY2018 Projects	
Replace Cisco firewalls that are at end of life	71,000
Replace wiring closet Cisco switches that are at end of life, Administration and Public	206,000
Install lockable cabinets for IT switches at all remote sites	129,000
Replace Cisco Edge routers that are end of life	109,000
Replace iSeries, current hardware will reach end of life.	103,000
Redundant batteries for uninterruptable power supply system	52,000
Mobile assessor	59,000
Replace servers that are end of life	26,000
FY2018 Total	755,000
FY2019 Projects	
Managed WiFi, replace outdated WiFi devices	52,000
Replace County's Storage Area Network (SAN)	318,000
Replace servers that are end of life	25,000
Replace Cisco Intrusion Prevention System (IPS)	60,000
Upgrade fiber equipment to 1 GB at Embrey Mill, Rowser, Rowser Annex and Station 2	200,000
FY2019 Total	655,000
FY2020 Projects	
Implement virtual desktop technology to reduce PC replacement frequency	437,000
Replace Barracuda backup system that is end of life	175,000
Replace Barracuda spam and virus firewalls that are end of life	20,000
Replace servers that are end of life	25,000
FY2020 Total	657,000
FY2021 Projects	
Replace Cisco network equipment at remote sites that are end of life	450,000
Replace servers that are end of life	29,000
FY2021 Total	479,000
FY2022 Projects	
Replace Cisco network equipment in the Courthouse	150,000
Replace Cisco wiring closet network equipment that is end of life	370,000
Replace servers that are end of life	25,000
FY2022 Total	545,000

INFORMATION TECHNOLOGY INFRASTRUCTURE

FY2023 Projects

Replace Cisco DMVPN routers that are end of life	115,000
Replace Cisco Firewall routers that are end of life	100,000
Replace Cisco Edge routers that are end of life	120,000
Replace servers that are end of life	25,000
FY2023 Total	360,000

FY2024 Projects

Replace network equipment	300,000
Replace Cisco UCS Servers that are end of life	225,000
FY2024 Total	525,000

FY2025 Projects

Replace core network distribution equip at Admin and Public Safety	450,000
Replace uninterruptable power supply system	325,000
Replace servers that are end of life	25,000
FY2025 Total	800,000

FY2026 Projects

Replace virtual desktop technology to reduce PC replacement	400,000
Replace servers that are end of life	25,000
FY2026 Total	425,000

FY2027 Projects

Replace Barracuda backup system that is end of life	175,000
Replace Barracuda spam and virus firewalls that are end of life	20,000
Replace servers that are end of life	25,000
Replace virtual desktop technology to reduce PC replacement frequency	400,000
Replace uninterruptable power supply system	300,000
Replace Cisco Managed WiFi system that is end of life	150,000
FY2027 Total	1,070,000
Total FY2018 thru FY2027	\$6,271,000

PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
TBD Duff McDuff Green Park													
TBD Patowomeck Park Phase 2													
TBD New and Renovated Park Amenities													
TBD Musselman Park													
Infrastructure	0	915,000	853,000	925,000	1,428,000	1,292,000	1,643,000	1,927,000	1,305,000	1,730,000	650,000	0	12,668,000
Total	\$0	\$915,000	\$853,000	\$925,000	\$1,428,000	\$1,292,000	\$1,643,000	\$1,927,000	\$1,305,000	\$1,730,000	\$650,000	\$0	\$12,668,000

*Funding for all TBD projects presented in the above categories will be reevaluated during the FY2019-2028 CIP process. The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions.

Funding Sources	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	915,000	853,000	925,000	1,428,000	1,292,000	1,643,000	1,927,000	1,305,000	1,730,000	650,000
Bonds	0	0	0	0							
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$915,000	\$853,000	\$925,000	\$1,428,000	\$1,292,000	\$1,643,000	\$1,927,000	\$1,305,000	\$1,730,000	\$650,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

Total Project Cost: \$12,668,000

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
HVAC/Mechanical	0	603,000	104,000	0	0	584,000	73,000	0	0	350,000	0
Roof Replacement/Repairs	0	41,000	167,000	395,000	0	96,000	0	0	0	70,000	278,000
Asphalt/Parking/Roads/Signs	0	0	0	32,000	435,000	0	107,000	124,000	253,000	475,000	0
ADA/Security/Master Plan	0	0	81,000	90,000	60,000	96,000	90,000	0	393,000	0	0
Building Replace/Repairs	0	34,000	81,000	40,000	388,000	0	702,000	924,000	0	0	0
Site Improvements/Fields/Trails	0	237,000	420,000	368,000	545,000	516,000	671,000	879,000	659,000	835,000	372,000
Total	\$0	\$915,000	\$853,000	\$925,000	\$1,428,000	\$1,292,000	\$1,643,000	\$1,927,000	\$1,305,000	\$1,730,000	\$650,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	915,000	853,000	925,000	1,428,000	1,292,000	1,643,000	1,927,000	1,305,000	1,730,000	650,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$915,000	\$853,000	\$925,000	\$1,428,000	\$1,292,000	\$1,643,000	\$1,927,000	\$1,305,000	\$1,730,000	\$650,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

FY2018 Projects

Administration building generator	464,000
Porter Library parking lot repairs and landscaping	36,000
Pratt Park gravel road behind concessions stands	19,000
CRRL Porter Library electrical upgrades / access control / upgrade children area	34,000
Courthouse Community Center/Rowser floor replacement	28,000
Administration building repair slate roof valley metal	41,000
Pratt Shelter G fans lights	10,000
Smith Lake convert irrigation to Sentinel CMS	15,000
Curtis Park Disk Golf Course paver's tees/replace shelter #5	62,000
Shelton's Cottage climate control	26,000
Health Dept. air condition	15,000
Porter Library Boilers	98,000
Belmont Ferry Farm trail benches and mile markers	67,000
	915,000
FY2018 Total	\$ 915,000

FY2019 Projects

Administration building parking Lot cameras	43,000
Courthouse Community Center cameras	38,000
Various parks renovate existing athletic fields	40,000
Porter replace plumbing valves and HVAC systems with ball valves	56,000
Embrey Mill Park play ground shade	61,000
Curtis Park bathrooms, re-tile floors/walls, new fixtures ADA improvements	81,000
Willowmere water line	48,000
Numerous parks ADA accessibility upgrades	154,000
Courthouse Community Center roof replacement	167,000
Woodlands upgrade splash pad, locker rooms, lifeguard area, add classroom, and ADA compliance	165,000
	853,000
FY2019 Total	\$ 853,000

FY2020 Projects

Courthouse Community Center replace roof section 2	395,000
Curtis Park restroom at Pool	40,000
Lake Mooney phase 3	60,000
Smith Lake rubber mulch pour in place for existing playground	82,000
Rowser renovate and regrade baseball field and irrigate	226,000
Regrade parking lot and new fence	32,000
Rowser ADA restroom for softball field	90,000
	925,000
FY2020 Total	\$ 925,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

FY2021 Projects

Pave and light Pratt parking lot	190,000
Entrance gate at Pratt	75,000
Safety upgrades stairwell lights other safety improvements	60,000
Tennis court playground upgrades	25,000
Numerous parks Internal park wayfinding signage	60,000
Master plan	60,000
Duff Park play ground shade	63,000
England Run paint parking lot and curbs	10,000
Various sites EDNA wireless	170,000
Brooks master planning incl Grizzle Center replace pavilion	115,000
Shade Structure	82,000
Restroom/Concession Renovation	200,000
Rectangle field lights	260,000
FY2021 Total	\$ 1,428,000

FY2022 Projects

Roof section 4	96,000
HVAC roof units #2,3&4	508,000
Landscaping rain garden	46,000
Security cameras	96,000
Energy management #2	76,000
Stadium for turf fields	197,000
Field #1 turf replacement	203,000
Lake Mooney phase 4	70,000
FY2022 Total	\$ 1,292,000

FY2023 Projects

Brooks - replace skate park	299,000
Chichester shop	344,000
Create restroom facilities at shelter #7	358,000
Numerous parks internal park wayfinding signage	70,000
Playground, Carl Lewis	91,000
Roof section 7, Courthouse	73,000
Paint all meeting rooms and add chair rail in all, England Run	64,000
Video surveillance systems	90,000
Seal parking lot, PSB	37,000
Field #2 turf replacement at Smith Lake	217,000
FY2023 Total	\$ 1,643,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE

FY2024 Projects

Numerous parks Internal park wayfinding signage	70,000	
Additional walks and security measures, Smith lake	141,000	
Add splash pad in a community park	246,000	
Replace the skate park at Curtis Park	492,000	
Fence-in maintenance facilities & provide covered structures for equipment at Pratt Park	308,000	
Rowser parking lot, repair and seal	54,000	
Permanent restroom at soccer fields at Willowmere	308,000	
Replace two sheds with one small building, Gov. Center	308,000	
	308,000	
FY2024 Total	\$ 1,927,000	

FY2025 Projects

Remove baby pool and install splash pad, Curtis Park	203,000	
Ceiling tile - Administration Building	114,000	
ADA accessibility upgrades at various parks	235,000	
Resurface parking lots, Willowmere	253,000	
Install soccer field lights and landscaping - Willowmere	342,000	
ADA upgrades to public facilities	158,000	
	158,000	
FY2025 Total	1,305,000	

FY2026 Projects

Pratt entrance and parking to Butler road	475,000	
Pool resurfacing, Woodlands	163,000	
Roof; Aquia, Station 2, 10 & 12 maintenance to extend life	70,000	
Replace fence at various diamond fields *	100,000	
Install lights- soccer fields w/landscaping at Willowmere	369,000	
System upgrades, energy management	350,000	
Pool resurfacing, Curtis	203,000	
	203,000	
FY2026 Total	1,730,000	

FY2027 Projects

Built in gutters repair, Administration Building	77,000	
Roof replacement, PBS	278,000	
Pressure wash & paint exterior, Admin building	31,000	
Pressure wash & paint exterior, Chichester building	31,000	
Paint interior, Administration building	151,000	
Paint interior, Chichester building	41,000	
Flooring replacement, Administration building	41,000	
	41,000	
FY2027 Total	650,000	
Grand Total	\$ 12,668,000	

Duff McDuff Green Park

Total Project Cost: \$14,647,700

Est. Opening Date: 2021

Links to Board's Strategic Initiatives
 •Parks & Recreation 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 FY2019. 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 three additional full size, lighted, irrigated grass rectangular fields, drainage improvements, entrance road, expanded parking, updated signage, trails, and a fenced district maintenance facility. This project includes the project management required to implement. TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS.



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 includes 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
To Be Determined											
Master Lease											
Proffers/Capital Project Reserve											
Total											

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Revenue/Savings										
Total										

Patawomeck Park Phase 2

Total Project Cost: \$4,243,000

Est. Opening Date: 2024

[Links to Board's Strategic Initiatives](#)
 •Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008 and the Parks Utilization Plan (Phase 1 - Athletic Fields) completed in March 2014, identified numerous new construction and major renovation projects which will increase recreational opportunities. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY19. 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. TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS.



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 includes 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
To Be Determined											
Master Lease											
Proffers/Capital Project Reserve											
Total											

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Revenue/Savings										
Total										

New and Renovated Park Amenities

Total Project Cost: \$15,800,000

Est. Opening Date: FY2018

Links to Board's Strategic Initiatives
 •Parks & Recreation Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Utilization Plan (Phase1) completed in 2014, and the Parks Utilization Plan (Phase 2) identified numerous new construction and major renovation projects which will increase use of existing parks and provide other recreational opportunities. The proposed CIP anticipates future bond referendum(s) to address these projects. The improvements funded by this project will provide much needed renovations to parking lots, playgrounds, picnic shelters,restrooms, trails, courts, skate parks, ADA accessibility improvements, signage, and lights in various parks. Also included in this project are the following improvements which have become too expensive to be funded by the Infrastructure project: FY2019 - Woodlands pool bath house renovations \$510,000, FY2020 - Willowmere expand parking lot near soccer fields \$628,000 and Chichester large building (12,000 SF) \$705,000; FY2022 - St. Clair Brooks park renovations \$614,000; FY2023 - Pratt Park sewage pump station and expand parking lot \$698,000; FY2024 - Duff McDuff Green house renovation \$651,000; FY2025 - Fire & Rescue station roof; Aquia, 2, 10 &12 \$651,000 and Brooks shelter/restroom replacement \$651,000. This project includes the project management cost required to implement. **TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS**

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
To Be Determined											
Master Lease											
Proffers/Capital Project Reserve											
Total											

Operating Impacts		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel											
Operating											
Debt Service											
Revenue/Savings											
Total											

Musselman Park

Total Project Cost: \$3,269,900

Est. Opening Date: FY2024

[Links to Board's Strategic Initiatives](#)
 •Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

This project plans the long range use of the 42 acres of property located off Truslow Road. The plan will identify the scope of phase 1 development which may include the provision of one grass baseball field and one grass rectangular field, both lighted, a restroom building, picnic shelter, playground, trails, and parking. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department additional park space for active recreation is necessary. Sports field location, type and size will align with the approved Parks Utilization Plan (Phase 1-Athletic fields). TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS

OPERATING IMPACT SUMMARY

Annual operating impact include two full-time and two part-time park maintenance worker positions and one time start up costs for additional equipment to maintain the property. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of a proposed picnic shelter.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											
Total											

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
Bonds											
Master Lease											
Proffers/Capital Project Reserve											
Total											

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Revenue/Savings										
Total										



PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
TBD Library #4													
Stormwater Compliance	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		3,000,000
Courthouse	0	0	0	4,622,000	66,387,000	0	0	0	0	0	0	0	71,009,000
Total	\$0	\$300,000	\$300,000	\$4,922,000	\$66,687,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$74,009,000

*Funding for all TBD projects presented in the above categories will be reevaluated during the FY2019-2028 CIP process. The County and Schools are working jointly to restructure the Capital Improvement Program (CIP). All projects in FY2022 through FY2027 are placeholders. The proposed new process will provide a thorough evaluation and ranking of all projects as a shared service; be structured to provide a more equitable process that benefits the citizens of Stafford County; and will mold future CIP submissions.

Funding Sources	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	300,000	300,000	4,922,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Bonds	0	0	0	0	66,387,000	0	0	0	0	0	
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$300,000	\$4,922,000	\$66,687,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	946,000	974,000	1,003,000	1,034,000	1,065,000	1,097,000
Operating	0	21,000	21,000	22,000	1,090,000	927,000	956,000	984,000	1,013,000	1,044,000
Debt Service	0	0	0	0	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$21,000	\$21,000	\$22,000	\$7,591,000	\$7,456,000	\$7,514,000	\$7,573,000	\$7,633,000	\$7,696,000

Library #4

Total Project Cost: \$14,462,520

Est. Opening Date: 2028

[Links to Board's Strategic Initiatives](#)

- Comprehensive Plan

PROGRAM DESCRIPTION

The Central Rappahannock Regional Library (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. TIMING OF THIS PROJECT WILL BE DETERMINED DURING THE FY2019 PROCESS.



OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design											
Property Acquisition											
Construction / Project											
Contingency											
Other											

Total

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue											
Bonds											
Master Lease											
Proffers/Capital Project Reserve											

Total

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service										
Revenue/Savings										

Total

Stormwater Compliance

Total Project Cost: \$3,000,000

Est. Opening Date: On-Going

Links to Board's Strategic Initiatives

- Compliance with Chesapeake Bay TMDL
- Compliance with NPDES MS4 Stormwater Discharge Permit

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. The 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	21,000	21,000	22,000	23,000	23,000	24,000	25,000	25,000	26,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000

Courthouse

Total Project Cost: \$71,009,000

Est. Opening Date: 2022

[Links to Board's Strategic Initiatives](#)

- 2004 space needs assessment

PROGRAM DESCRIPTION

In 2016 a space needs study was conducted to identify the 20 year space needs for the courthouse and a security analysis of the facility with the assistance of the National Center for State Courts was conducted to develop a Facilities Master Plan. The new proposed courthouse would include construction of a proposed 178,000 square foot three story Courthouse with partial basement and be located on County owned land across Courthouse Road from the Public Safety Building. Courtrooms could include four General District, six Circuit and six Juvenile and Domestic courtrooms.

OPERATING IMPACT SUMMARY

Operating costs include one-time start up expenses for new employees and maintenance supplies and equipment for Parks, Recreation and Community Facilities. Ongoing costs include eight deputies for the Sheriff's department and three maintenance mechanic II and one custodian for Parks, Recreation and Community Facilities department.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	4,622,000	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	59,983,000	0	0	0	0	0	0
Contingency	0	0	0	0	6,404,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,622,000	\$66,387,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	4,622,000	0	0	0	0	0	0	0
Bonds	0	0	0	0	66,387,000	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,622,000	\$66,387,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	946,000	974,000	1,003,000	1,034,000	1,065,000	1,097,000
Operating	0	0	0	0	1,067,000	904,000	932,000	959,000	988,000	1,018,000
Debt Service	0	0	0	0	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000	5,555,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$7,568,000	\$7,433,000	\$7,490,000	\$7,548,000	\$7,608,000	\$7,670,000

TRANSPORTATION SUMMARY

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
BELMONT-FERRY FARM TRAIL - PHASE 6	60,000	618,000	3,606,790	0	0	0	0	0	0	0	0	0	4,284,790
BEREA CHURCH ROAD (SR 654) IMPROVEMENTS	480,000	300,000	0	4,112,068	0	0	0	0	0	0	0	0	4,892,068
BROOKE ROAD (SR 608) RECONSTRUCTION SOUTH OF ESKIMO HILL ROAD (SR 628)	1,640,002	5,573,806	0	0	0	0	0	0	0	0	0	0	7,213,808
COURTHOUSE ROAD (SR 630) AT JEFFERSON DAVIS HWY (RT 1) INTERSECTION IMPROVEMENT	7,150,000	1,000,000	2,565,150	1,282,575	1,282,575	0	0	0	0	0	0	0	13,280,300
COURTHOUSE ROAD (SR 630) WIDENING: CEDAR LANE (SR 732) TO WINDING CREEK ROAD (SR 628)	23,592,470	12,377,530	0	0	0	0	0	0	0	0	0	0	35,970,000
ENON ROAD (SR 753) WIDENING: RT1 TO I-95	401,634	500,000	566,930	568,266	1,691,722	1,354,000	3,628,350	0	0	0	0	0	8,710,902
FERRY ROAD (SR 606) AT KINGS HWY (RT 3) IMPROVEMENTS	1,247,338	2,744,308	0	0	0	0	0	0	0	0	0	0	3,991,646
GARRISONVILLE ROAD ROUTE 610 (SR 610) WIDENING: EUSTACE ROAD (SR 751) TO SHELTON SHOP (SR 648)	0	0	0	3,000,000	14,000,000	11,400,000	0	0	0	0	0	0	28,400,000
JEFFERSON DAVIS HWY (RT 1) at POTOMAC CREEK DRIVE (SR 761) 1	0	150,000	150,000	500,000	1,000,000	0	0	0	0	0	0	0	1,800,000
JUGGINS ROAD (SR 711) RECONSTRUCTION	75,000	725,000	1,250,000	170,600	0	0	0	0	0	0	0	0	2,220,600
TECH CENTER DRIVE	0	0	0	0	0	0	0	0	0	0	1,025,000	1,575,000	2,600,000
TELEGRAPH ROAD (SR 637) AND WOODSTOCK LANE (SR 639) AT RT 1 SAFETY IMPROVEMENTS	0	1,100,000	3,200,000	4,500,000	0	0	0	0	0	0	0	0	8,800,000
Total	\$34,646,444	\$25,088,644	\$11,338,870	\$14,133,509	\$17,974,297	\$12,754,000	\$3,628,350	\$0	\$0	\$0	\$1,025,000	\$1,575,000	\$122,164,114

Funding Sources	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Later Years Funding	Total Project Cost
Bonds	15,991,153	0	0	0	0	0	0	0	0	0	1,000,000	0	16,991,153
Cash	3,829,128	1,275,200	0	0	0	0	0	0	0	0	0	0	5,104,328
Proffers	2,068,037	935,856	0	0	0	0	0	0	0	0	25,000	0	3,028,893
Service District Supported GO Debt*	0	0	0	0	14,200,000	0	0	0	0	0	0	0	14,200,000
Service District	0	1,109,966	0	0	0	0	0	0	0	0	0	0	1,109,966
Fuel Tax	2,296,486	123,600	721,358	0	0	0	0	0	0	0	0	0	3,141,444
Revenue Sharing	28,942,541	1,042,068	0	4,600,000	9,600,000	0	0	0	0	0	0	0	44,184,609
State/Federal	4,180,656	4,430,041	8,580,303	2,670,266	2,069,122	854,000	3,628,350	0	0	0	0	0	26,412,738
Impact Fees	1,293,043	1,140,019	500,000	1,532,921	500,000	500,000	0	0	0	0	0	0	5,465,983
Total Funding Sources Identified	58,601,044	10,056,750	9,801,661	8,803,187	26,369,122	1,354,000	3,628,350	0	0	0	1,025,000	0	119,639,114

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Debt Service	0	0	0	0	0	0	0	0	0	0
Service District Debt Service	0	0	0	0	1,188,246	1,188,246	1,188,246	1,188,246	1,188,246	1,188,246
	\$0	\$0	\$0	\$0	\$1,188,246	\$1,188,246	\$1,188,246	\$1,188,246	\$1,188,246	\$1,188,246

BELMONT-FERRY FARM TRAIL - PHASE 6

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

Total Project Cost: \$4,284,790

Est. Opening Date: 2017

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	60,000	500,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	103,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	15,000	3,288,790	0	0	0	0	0	0	0	0
Contingency	0	0	318,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$60,000	\$618,000	\$3,606,790	\$0							

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	12,000	123,600	721,358	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	48,000	494,400	2,885,432	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$60,000	\$618,000	\$3,606,790	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	56,000	58,000	60,000	62,000	63,000	65,000	67,000	69,000	71,000
Operating	0	34,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$90,000	\$60,000	\$62,000	\$64,000	\$65,000	\$67,000	\$69,000	\$71,000	\$73,000

BEREA CHURCH ROAD (SR 654) IMPROVEMENTS

Total Project Cost: \$4,892,068

Est. Opening Date: 2020

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Berea Church Road from Truslow Road to Warrenton Road using VDOT 3R standards. Improvements will include improved shoulders, drainage and wider lanes. Bicycle accommodations will also be included in this project.



OPERATING IMPACT SUMMARY

This is a safety improvement, upon completion this will become a part of the VDOT secondary system.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	480,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	300,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,112,068	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$480,000	\$300,000	\$0	\$4,112,068	\$0						

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	302,147	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	1,109,966	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,354,966	92,068	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	1,032,921	0	0	0	0	0	0	0
Total	\$2,657,113	\$1,202,034	\$0	\$1,032,921	\$0						

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

BROOKE ROAD (SR 608) RECONSTRUCTION SOUTH OF ESKIMO HILL ROAD (SR 628)

Total Project Cost: \$7,213,808

Est. Opening Date: 2023

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Brooke Road from 0.64 miles south of Eskimo Hill Road to 2.44 miles south of Eskimo Hill Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	650,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	990,002	1,933,906	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,639,900	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
Total	\$1,640,002	\$5,573,806	\$0								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	2,850,000	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	114,485	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,605,904	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	640,019	0	0	0	0	0	0	0	0	0
Total	\$6,573,789	\$640,019	\$0								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

COURTHOUSE ROAD (SR 630) AT JEFFERSON DAVIS HWY (RT 1) INTERSECTION IMPROVEMENT

Total Project Cost: \$13,280,300

Est. Opening Date: 2022

[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. The project scope has been expanded to include improvements to Hope Road, funded by approved HB2 revenues. Timing of this phase of the project is contingent upon the timing for the receipt of HB2 funding.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	950,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	6,200,000	1,000,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,565,150	1,282,575	1,282,575	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,150,000	\$1,000,000	\$2,565,150	\$1,282,575	\$1,282,575	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,259,600	935,856	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	2,121,544	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	4,317,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	2,646,000	2,000,300	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,698,144	\$3,581,856	\$2,000,300	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

COURTHOUSE ROAD (SR 630) WIDENING: CEDAR LANE (SR 732) TO WINDING CREEK ROAD (SR 628)

Total Project Cost: \$35,970,000

Est. Opening Date: 2019

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Cedar Lane to Winding Creek Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	14,199,112	12,377,530	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$23,592,470	\$12,377,530	\$0								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	15,916,153	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	249,372	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	16,468,031	0	0	0	0	0	0	0	0	0	0
State/Federal	2,258,656	387,641	387,641	0	0	0	0	0	0	0	0
Impact Fees	302,506	0	0	0	0	0	0	0	0	0	0
Total	\$35,194,718	\$387,641	\$387,641	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

ENON ROAD (SR 753) WIDENING: RT1 TO I-95

Total Project Cost: \$8,710,902

Est. Opening Date: 2023

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Enon Road has experienced a large increase in vehicle trips per day since the opening of the I-95 interchange at Centreport Parkway. A recent traffic engineering analysis determined that the segment between Route 1 and Stafford Indians Lane currently has 9,000 vehicle trips per day (VPD) and projects over 15,000 VPD in 2020. Furthermore, the study noted deficiencies in the intersection at Route 1. The study recommended construction of a 3-lane section for Enon Road east of the I-95 bridge, and tapering to a 2-lane section just east of the bridge. This project might qualify to receive future House Bill 2 (HB2) funding. The CIP assumes Board approval to submit this project for HB2 funding and approval by the CTB.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	401,634	500,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	566,930	568,266	1,691,722	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,354,000	3,628,350	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$401,634	\$500,000	\$566,930	\$568,266	\$1,691,722	\$1,354,000	\$3,628,350	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	48,457	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	200,817	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	66,930	68,266	1,191,722	854,000	3,628,350	0	0	0	0
Impact Fees	152,360	500,000	500,000	500,000	500,000	500,000	0	0	0	0	0
Total	\$401,634	\$500,000	\$566,930	\$568,266	\$1,691,722	\$1,354,000	\$3,628,350	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

FERRY ROAD (SR 606) AT KINGS HWY (RT 3) IMPROVEMENTS

Total Project Cost: \$3,991,646

Est. Opening Date: 2018

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of Improvements to the Ferry Road and Kings Highway Intersection to improve peak hour through capacity. Project involves the addition and extension of turn lanes to add stacking capacity, and incorporates road improvements necessary for the improvements to the George Washington Boyhood Home at Ferry Farm. VDOT is administering this project using a combination of state and local funds.

OPERATING IMPACT SUMMARY

Improvements to Ferry Road were identified in the 2008 Transportation Bond Referendum. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	642,225	0	0	0	0	0	0	0	0	0	0
Property Acquisition	605,113	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,744,308	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,247,338	\$2,744,308	\$0								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	904,128	0	0	0	0	0	0	0	0	0	0
Proffers	253,518	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,995,823	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	838,177	0	0	0	0	0	0	0	0	0	0
Total	\$3,991,646	\$0									

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

GARRISONVILLE ROAD ROUTE 610 (SR 610) WIDENING: EUSTACE ROAD (SR 751) TO SHELTON SHOP (SR 648)

Total Project Cost: \$28,400,000

Est. Opening Date: 2022

[Links to Board's Strategic Initiatives](#)

- Included in the Transportation Plan

PROGRAM DESCRIPTION

Widen Garrisonville Road to 6-lanes from Eustace Road to Shelton Shop Road. Project funded by service district revenue and revenue sharing.



OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Planning/Design	0	0	0	3,000,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	14,000,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	11,400,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$3,000,000	\$14,000,000	\$11,400,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	14,200,000	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	4,600,000	9,600,000	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	4,600,000	23,800,000	0	0	0	0	0	0

Operating Impacts	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

JEFFERSON DAVIS HWY (RT 1) at POTOMAC CREEK DRIVE (SR 761) 1

Total Project Cost: \$1,800,000

Est. Opening Date: 2021

[Links to Board's Strategic](#)

- Approved by voters in the 2008
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek Drive. Completion of this project according to the schedule shown is dependent upon the timing for the receipt of state HB2 funding.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	150,000	150,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	500,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	1,000,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$150,000	\$150,000	\$500,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	331,000	340,000	622,000	507,000	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$331,000	\$340,000	\$622,000	\$507,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

JUGGINS ROAD (SR 711) RECONSTRUCTION

Total Project Cost: \$2,220,600

Est. Opening Date: 2021

[Links to Board's Strategic](#)

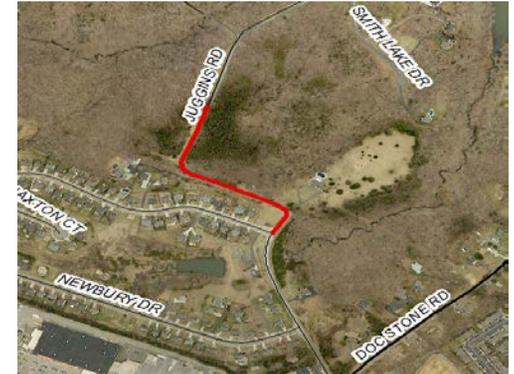
•Supports the Board's Education

PROGRAM DESCRIPTION

Two lane reconstruction of Juggins Road (S.R. 711) from Chadwick Drive to the new Moncure Elementary School location, a distance of approximately .25 mile. Project will also include the rural restoration and surface treatment of Juggins Road from the north entrance to the elementary school to the end of state maintenance, about .3 mile. Bond funds would be included with the VPSA borrow for the school construction as this work is integral to the school construction.

OPERATING IMPACT SUMMARY

Road improvement necessary to support additional traffic resulting from the Moncure Elementary School relocation. Upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	75,000	225,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	500,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,250,000	170,600	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$75,000	\$725,000	\$1,250,000	\$170,600	\$0						

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	75,000	1,025,000	0	0	0	0	0	0	0	0	0
Current Revenue	75,000	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	950,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	170,600	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$150,000	\$1,975,000	\$0	\$0	\$170,600	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

TECH CENTER DRIVE

Total Project Cost: \$2,600,000

Est. Opening Date: 2026

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

PROGRAM DESCRIPTION

Road Construction of a new entrance into Quantico Corporate Center, including improvements to the intersection with Telegraph Road.



OPERATING IMPACT SUMMARY

This is an Economic Development opportunity for the County.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,025,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,025,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	1,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	25,000
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,025,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TELEGRAPH ROAD (SR 637) AND WOODSTOCK LANE (SR 639) AT RT 1 SAFETY IMPROVEMENTS

Total Project Cost: \$8,800,000

Est. Opening Date: 2020

[Links to Board's Strategic Initiatives](#)

- Approved by Board for HB2 Funding
- Supports Economic Development

PROGRAM DESCRIPTION

This project consists of roadway reconstruction/realignment, installation of a new traffic signal, turn lane improvements and access management. This project has been approved to receive House Bill 2 (HB2) funding. The timing for the distribution of the HB2 funds is unknown at this time. Initial funding involves the release of Widewater CDA funding for this project.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	1,100,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	3,200,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,500,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,100,000	\$3,200,000	\$4,500,000	\$0						

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	1,275,200	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	1,874,000	571,000	2,900,000	1,980,000	199,800	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,874,000	\$1,846,200	\$2,900,000	\$1,980,000	\$199,800	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									



SCHOOLS SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total Project
Moncure Rebuild		16,431,000	1,000,000									17,431,000
Infrastructure	0	1,217,587	0									1,217,587
To Be Determined	0	0	3,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300	159,524,380
Capital Maintenance - Cash	0	7,396,500	11,445,000	7,405,000	6,530,000	7,405,000	5,805,000	4,205,000	6,585,000	5,960,000	9,310,000	72,046,500
Total	\$0	\$25,045,087	\$15,795,000	\$10,805,000	\$11,357,741	\$15,266,300	\$50,275,000	\$38,910,000	\$25,120,039	\$29,560,000	\$28,085,300	\$250,219,467

Funding Sources	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Construction Bond Funded Projects	17,648,587	4,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300	178,172,967
Construction Cash/Other Funded Projects	7,396,500	11,445,000	7,405,000	6,530,000	7,405,000	5,805,000	4,205,000	6,585,000	5,960,000	9,310,000	72,046,500
Total Schools Projects	\$25,045,087	\$15,795,000	\$10,805,000	\$11,357,741	\$15,266,300	\$50,275,000	\$38,910,000	\$25,120,039	\$29,560,000	\$28,085,300	\$250,219,467

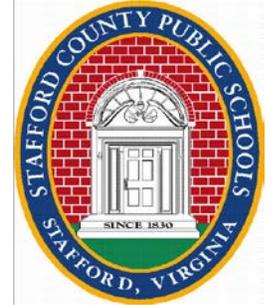
REBUILD MONCURE ELEMENTARY SCHOOL

Total Project Cost: \$35,559,000

Est. Opening Date: 2019

PROGRAM DESCRIPTION

Construct a 986 student elementary school for grades Pre-K through 5 to replace the existing Moncure Elementary (950 K-5, 36 Pre-K). The Rebuild Moncure Elementary School Project will include the construction of the school building (\$214/SF), the development of the site, all planning & design requirements, all support furnishing, furniture & equipment and technology infrastructure. Juggins Road Improvements will be administered by Stafford County Government which will enable the County to apply for state Revenue Sharing matching funds. \$1M in Rebuild MES Project Funds are being contributed to the Juggins Road Project. The school will be constructed with classrooms and core facilities to accommodate 986 students and follow the 2015 Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards, including pursuing LEED Silver Certification. Site location will be located off Juggins Road. In order to open the new Moncure Elementary School in January 2019 the following milestones must be achieved: Design must start no later than January 2016 and be completed no later than February 2017. School & Site development must start May 2017 and be complete by Oct 2018. The existing Moncure ES and site will be turned over to Stafford County per School Board/Board of Supervisors approved MOU.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	2,524,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	1,700,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	14,253,000	15,295,000	1,000,000	0	0	0	0	0	0	0	0
Hardware/Software	0	350,000	0	0	0	0	0	0	0	0	0
Equipment	0	786,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$18,477,000	\$16,431,000	\$1,000,000	\$0							

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	6,400,000	0	0	0	0	0	0	0	0	0	0
Bonds	10,731,000	16,431,000	1,000,000	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	997,000	0	0	0	0	0	0	0	0	0	0
Total	\$18,128,000	\$16,431,000	\$1,000,000	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service		1,375,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000	1,459,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,375,000	\$1,459,000							

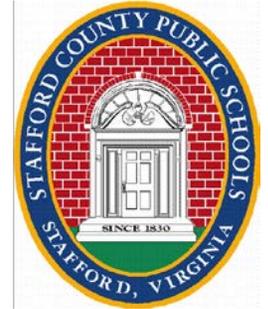
Placeholder - Capital Projects

Total Project Cost: \$120,251,967

Est. Opening Date: 2018-2027

PROGRAM DESCRIPTION

Placeholder dollars include the following projects: New Construction: Rebuild of Ferry Farm Elementary School; High School #6; Elementary #18.. Renovations: Drew Middle School; Fleet Services Addition; Hartwood Elementary Renovation/Addition. All projects will be re-evaluated in the FY 19-28 Capital Improvement Plan using the newly developed Joint Scoring Criteria.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	3,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$3,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	3,350,000	3,400,000	4,827,741	7,861,300	44,470,000	34,705,000	18,535,039	23,600,000	18,775,300
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$3,350,000	\$3,400,000	\$4,827,741	\$7,861,300	\$44,470,000	\$34,705,000	\$18,535,039	\$23,600,000	\$18,775,300

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel										
Operating										
Debt Service	0	0	280,326	564,835	968,818	1,626,646	5,347,866	8,251,957	9,802,957	11,777,789
Revenue/Savings										
Total	\$0	\$0	\$280,326	\$564,835	\$968,818	\$1,626,646	\$5,347,866	\$8,251,957	\$9,802,957	\$11,777,789

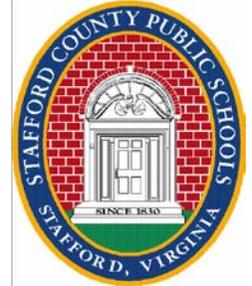
CAPITAL MAINTENANCE - INFRASTRUCTURE

Total Project Cost: \$73,464,087

Est. Opening Date: 2018-2027

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
School Site Improvements	0	4,869,087	7,560,000	3,520,000	2,655,000	2,455,000	4,255,000	2,530,000	5,510,000	2,560,000	5,460,000
Pavement	0	1,655,000	2,400,000	2,400,000	2,450,000	1,050,000	1,050,000	650,000	550,000	1,050,000	1,050,000
Environmental Upgrades	0	1,535,000	675,000	375,000	575,000	1,100,000	350,000	875,000	375,000	2,200,000	0
Roof Replace/Repair	0	755,000	810,000	1,110,000	850,000	2,800,000	150,000	150,000	150,000	150,000	2,800,000
Total	\$0	\$8,814,087	\$11,445,000	\$7,405,000	\$6,530,000	\$7,405,000	\$5,805,000	\$4,205,000	\$6,585,000	\$5,960,000	\$9,310,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue		7,096,500	11,195,000	7,205,000	6,330,000	7,205,000	5,605,000	4,005,000	6,385,000	5,760,000	9,110,000
Bonds		1,217,587	0	0	0	0	0	0	0	0	0
Lease		0		0	0	0	0	0	0	0	0
Proffers/Capital Project Reserve				0	0	0	0	0	0	0	0
Nutrition		100,000	50,000	0	0	0	0	0	0	0	0
Perkins		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
State/Federal		0		0	0	0	0	0	0	0	0
Total		\$8,814,087	\$11,445,000	\$7,405,000	\$6,530,000	\$7,405,000	\$5,805,000	\$4,205,000	\$6,585,000	\$5,960,000	\$9,310,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000

CAPITAL MAINTENANCE - INFRASTRUCTURE

School Site Improvements

FY2018 Projects

	Project Amount	Funding Source
Repair Interior Finishes - AGWMS/GES - Phase I	\$1,217,587	Bond
Replace Walk-In Freezer & Refrigerators - WES & RES	\$100,000	Nutrition
Upgrade CTE Labs	\$200,000	Perkins
Repair Sewage Treatment Plant - HES	\$200,000	Current Revenue
Replace Storage Building - CFHS, HOES, RES, RRES	\$235,000	Current Revenue
Construct Stairs at Football Stadium - RTMS	\$130,000	Current Revenue
Repair Bathroom Floor - ABES	\$60,000	Current Revenue
Repair Foundation (Waterproofing) - AYBAC	\$250,000	Current Revenue
Repair Stormwater Management - GMC	\$250,000	Current Revenue
Repair Field Drainage - DMS	\$50,000	Current Revenue
Repair Erosion & Drainage (Phase 4, 7-9) - DSMS	\$325,000	Current Revenue
Replace Lockers - SMS & BPHS	\$255,000	Current Revenue
Repair Phone, Media Retrieval & PA Systems - HOES	\$193,000	Current Revenue
Repair Phone, Media Retrieval & PA Systems - WCES	\$193,000	Current Revenue
Install Modular Classrooms - AGWMS	\$75,000	Current Revenue
Replace Generator - HOES	\$60,000	Current Revenue
Upgrade School Flashing Signs (Remote Access)	\$100,000	Current Revenue
Upgrade Blackboards to Whiteboards	\$100,000	Current Revenue
Renovate Child Find Office - AYBAC (PDC)	\$220,000	Current Revenue
Replace Interior & Exterior Doors - NSHS	\$100,000	Current Revenue
Install Telecenter U Enhancements	\$56,000	Current Revenue
Install Additional Iphone Console (One per facility x 30)	\$64,000	Current Revenue
Repair Stormwater Management - BPM's & Outfalls	\$62,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Install Additional Lighting - ES Playgrounds (17 ES)	\$93,500	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Exterior (Paint) - Two (2) schools	\$180,000	Current Revenue
	<hr/>	
FY2018 Total	\$4,869,087	

FY2019 Projects

	Project Amount	Funding Source
Repair Gym Floor & Bleachers - AGWMS		
Repair Interior Finishes - AGWMS/GES - Phase II		
Replace Walk-In Freezer & Refrigerators - PRES	\$50,000	Nutrition
Upgrade CTE Labs	\$200,000	Perkins
Repair Stormwater Management - Various	\$300,000	Current Revenue
Install Messaging Marquees - AGWMS/GES/RES (Manual)	\$50,000	Current Revenue
Install Messaging Marquee - RTMS	\$50,000	Current Revenue
Install Turf Field - CFHS	\$900,000	Current Revenue
Install Storage Facility- Maintenance Complex	\$125,000	Current Revenue
Replace Generator - Maintenance Complex	\$150,000	Current Revenue
Repair Exterior Envelope - NSHS	\$1,165,000	Current Revenue
Upgrade Network Plant - Eight (8) Elementary Schools	\$350,000	Current Revenue
Replace Network Cable Plant - DMS, AGWMS, SMS	\$800,000	Current Revenue
Replace Fiber Optic Cabling (Interior) - NSHS, BPHS, TBGMS, RTMS	\$350,000	Current Revenue
Repair Phone, Media Retrieval & PA Systems - SMS	\$400,000	Current Revenue
Repair Phone, Media Retrieval & PA Systems - NSHS	\$300,000	Current Revenue
Construct Storage Buildings - WCES & AYBAC	\$150,000	Current Revenue
Repair Exterior Envelope (Windows) and Board Room Overhang - AYBAC	\$220,000	Current Revenue
Replace Generator - RES	\$400,000	Current Revenue
Replace Generator - PRES	\$400,000	Current Revenue
Repair Bio-Retention - ABES	\$100,000	Current Revenue
Repair Field Drainage - HS	\$200,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Construct Storage Buildings - ABES, GVES & DSMS	\$200,000	Current Revenue
Construct Exterior Bleachers - DSMS	\$300,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$220,000	Current Revenue
	<hr/>	
FY2019 Total	\$7,560,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2020 Projects

	Project Amount	Funding Source
Upgrade CTE Labs	\$200,000	Perkins
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - HES	\$400,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems- RRES	\$175,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Upgrade Aimee Building - SHS	\$250,000	Current Revenue
Construct Storage Buildings - TBGMS, KWBES, & DSMS	\$175,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - PRES	\$200,000	Current Revenue
Repair Phone, Media Retrieval & PA Systems - KWBES	\$200,000	Current Revenue
Construct Outdoor Classroom - GVES	\$400,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Replace Generator - WES & DMS	\$800,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$240,000	Current Revenue
	<hr/>	
FY2020 Total	\$3,520,000	

FY2021 Projects

	Project Amount	Funding Source
Repair Interior Finishes - HHPMS - Phase I		
Upgrade CTE Labs	\$200,000	Perkins
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - CFHS	\$250,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - TBGMS	\$200,000	Current Revenue
Repair Stormwater Management - Various	\$250,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Exterior Envelope - WES	\$500,000	Current Revenue
Replace Generator - SMS	\$400,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
	<hr/>	
FY2021 Total	\$2,655,000	

FY2022 Projects

	Project Amount	Funding Source
Repair Interior Finishes - RES		
Repair Interior Finishes - HHPMS - Phase II		
Upgrade CTE Labs	\$200,000	Perkins
Repair Exterior Envelope - RES	\$500,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Stormwater Management - Various	\$250,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Replace Generator - One (1) School	\$400,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
	<hr/>	
FY2022 Total	\$2,455,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2023 Projects	Project Amount	Funding Source
Repair Interior Finishes - BPHS		
Repair Exterior Envelope - HHPMS		
Repair Interior Finishes - PRES		
Upgrade CTE Labs	\$200,000	Perkins
Repair Athletic Fields & Install Turf Field - NSHS	\$1,500,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Exterior Envelope - AGWMS-GES	\$500,000	Current Revenue
Repair Exterior Envelope - HOES	\$500,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Repair Playground & Play Area - ES	\$80,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replace Generator - One (1) School	\$400,000	Current Revenue
	FY2023 Total	
	\$4,255,000	

FY2024 Projects	Project Amount	Funding Source
Upgrade CTE Labs	\$200,000	Perkins
Repair Athletic Fields - MVHS	\$500,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Repair Stormwater Management - Various	\$320,000	Current Revenue
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replace Generator - One (1) School	\$400,000	Current Revenue
	FY2024 Total	
	\$2,530,000	

FY2025 Projects	Project Amount	Funding Source
Repair Interior Finishes - WCES		
Upgrade CTE Labs	\$200,000	Perkins
Repair Athletic Fields - BPHS	\$500,000	Current Revenue
Repair Interior Finishes - RTMS	\$1,700,000	Current Revenue
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Stormwater Management - SHS	\$1,500,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Stormwater Management - Various	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Generator - One (1) School	\$450,000	Current Revenue
	FY2025 Total	
	\$5,510,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2026 Projects

	Project Amount	Funding Source
Repair Interior Finishes - SMS		
Upgrade CTE Labs	\$200,000	Perkins
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Stormwater Management - Various	\$300,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Athletic Fields - CFHS	\$500,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Generator - One (1) School	\$450,000	Current Revenue
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FY2026 Total	\$2,560,000	

FY2027 Projects

	Project Amount	Funding Source
Repair Interior Finishes - KWBES	\$1,400,000	Current Revenue
Repair Stormwater Mgmt - SHS	\$1,500,000	Current Revenue
Upgrade CTE Labs	\$200,000	Perkins
Repair Playground & Play Area - ES	\$85,000	Current Revenue
Repair Stormwater Management - Various	\$300,000	Current Revenue
Repair Library - One (1) School	\$50,000	Current Revenue
Repair Stage Curtains	\$50,000	Current Revenue
Repair Phone Systems - VOIP - One (1) Location	\$150,000	Current Revenue
Replace Phone, Media Retrieval & PA Systems - One School	\$250,000	Current Revenue
Repair Athletic Fields - CFHS	\$500,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$275,000	Current Revenue
Replacement of CCTV Cameras - Various Schools (IT)	\$250,000	Current Revenue
Replace Generator - One (1) School	\$450,000	Current Revenue
	<hr/>	
FY2027 Total	\$5,460,000	
School Site Improvements FY2018-2027 Total	\$41,374,087	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Pavement

FY2018 Projects	Project Amount	Funding Source
Repair Long Jump & South D Ring - SHS	\$195,000	Current Revenue
Repair Pavement - GMC	\$500,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Tennis Courts - NSHS	\$310,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
FY2018 Total	\$1,655,000	
FY2019 Projects	Project Amount	Funding Source
Construct Bus Parking - Phase I - Fueling Station & Salt Storage - (TBD)	\$800,000	Current Revenue
Repair Tennis Courts - MVHS	\$350,000	Current Revenue
Repair Track - MVHS	\$700,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
FY2019 Total	\$2,400,000	
FY2020 Projects	Project Amount	Funding Source
Repair Pavement - PRES	\$500,000	Current Revenue
Repair Pavement - SMS	\$500,000	Current Revenue
Repair Pavement - AYBAC	\$500,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tennis Courts - CFHS	\$350,000	Current Revenue
FY2020 Total	\$2,400,000	
FY2021 Projects	Project Amount	Funding Source
Repair Pavement - NSHS (Student Lot)	\$600,000	Current Revenue
Repair Pavement - One (1) School	\$500,000	Current Revenue
Construct Bus Parking - Phase II (TBD)	\$700,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
FY2021 Total	\$2,450,000	
FY2022 Projects	Project Amount	Funding Source
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Pavement One (1) School	\$500,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
FY2022 Total	\$1,050,000	
FY2023 Projects	Project Amount	Funding Source
Repair Pavement - One (1) School	\$500,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
FY2023 Total	\$1,050,000	
FY2024 Projects	Project Amount	Funding Source
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	\$400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS-ES	\$150,000	Current Revenue
Repair Tennis Courts - MS	\$100,000	Current Revenue
FY2024 Total	\$650,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2025 Projects

Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS-ES

	Project Amount	Funding Source
	\$400,000	Current Revenue
	\$150,000	Current Revenue
FY2025 Total	<u>\$550,000</u>	

FY2026 Projects

Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS-ES
 Repair Pavement - One (1) School

	Project Amount	Funding Source
	\$400,000	Current Revenue
	\$150,000	Current Revenue
	\$500,000	Current Revenue
FY2026 Total	<u>\$1,050,000</u>	

FY2027 Projects

Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS-ES
 Repair Pavement - One (1) School

	Project Amount	Funding Source
	\$400,000	Current Revenue
	\$150,000	Current Revenue
	\$500,000	Current Revenue
FY2027 Total	<u>\$1,050,000</u>	
Pavement FY2018-2027 Total	<u><u>\$14,305,000</u></u>	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Environmental Upgrades

	Project Amount	Funding Source
FY2018 Projects		
Repair Mechanical Systems - FES Addition (Chiller) & GMC	\$110,000	Current Revenue
Repair Gym HVAC - GMC	\$500,000	Current Revenue
Repair Mechanical Systems - Chiller Overhauls - MVHS, BPHS, CFHS	\$375,000	Current Revenue
Replace Elevator - SMS	\$125,000	Current Revenue
Replace Package Units - FLEET & Support Services	\$100,000	Current Revenue
Repair Mechanical Systems (Replace Building Automation Controls) - Fifteen (15) Sites	\$325,000	Current Revenue
FY2018 Total	<u>\$1,535,000</u>	
FY2019 Projects		
Repair Mechanical Systems (AHU-VAV-Chiller-BAS-Kitchen A/C) - RES		
Repair Mechanical Systems (Chiller) - PRES	\$250,000	Current Revenue
Repair Mechanical Systems (Chiller) - SES Addition	\$100,000	Current Revenue
Repair Mechanical Systems - (RTAA Chiller-MDF HVAC) - CFHS	\$325,000	Current Revenue
FY2019 Total	<u>\$675,000</u>	
FY2020 Projects		
Repair Mechanical Systems (VAV-Boilers-AHU-BAS-Elevator) - BPHS Phase I		
Replace Package Units - FLEET	\$50,000	Current Revenue
Repair Mechanical Systems - Various	\$325,000	Current Revenue
FY2020 Total	<u>\$375,000</u>	
FY2021 Projects		
Repair Mechanical Systems (VAV-Boilers-AHU-BAS-Elevator) - BPHS Phase II		
Repair Mechanical Systems - Various	\$325,000	Current Revenue
Replace CTE Dust Collection Systems-Variou	\$250,000	Current Revenue
FY2021 Total	<u>\$575,000</u>	
FY2022 Projects		
Repair Mechanical Systems (VAV-Chiller-AHU-BAS-Kitchen A/C) - PRES		
Install Kitchen A/C - HOES	\$375,000	Current Revenue
Install Kitchen A/C - WES	\$375,000	Current Revenue
Repair Mechanical Systems -Various	\$350,000	Current Revenue
FY2022 Total	<u>\$1,100,000</u>	
FY2023 Projects		
Repair Mechanical Systems -Various		
	\$350,000	Current Revenue
FY2023 Total	<u>\$350,000</u>	
FY2024 Projects		
Repair Mechanical Systems (HWH-Heat pumps-BAS) - WCES		
Repair Mechanical Systems - SMS		
Install Kitchen A/C - AGWMS/GES	\$500,000	Current Revenue
Repair Mechanical Systems -Various	\$375,000	Current Revenue
FY2024 Total	<u>\$875,000</u>	
FY2025 Projects		
Repair Mechanical Systems (Include Kitchen A/C) - NSHS Phase I		
Repair Mechanical Systems (AHU, Chiller, Fans-BAS) - KWBES		
Repair Mechanical Systems - AYBAC		
Repair Mechanical Systems -Various	\$375,000	Current Revenue
FY2025 Total	<u>\$375,000</u>	

CAPITAL MAINTENANCE - INFRASTRUCTURE

FY2026 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Include Kitchen A/C) - NSHS Phase II	\$1,800,000	Current Revenue
Repair Mechanical Systems - CFHS	\$400,000	Current Revenue
Repair Mechanical Systems -Various		
	<hr/>	
FY2026 Total	\$2,200,000	

FY2027 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Include Kitchen A/C) - NSHS Phase III		
Repair Mechanical Systems (Include Kitchen A/C) - RTMS		
Repair Mechanical Systems - (AHU, Chiller, Fans) - RRES		
	<hr/>	
FY2027 Total	\$0	
Environmental Upgrades FY2018-2027 Total	\$8,060,000	

CAPITAL MAINTENANCE - INFRASTRUCTURE

Roots

	Project Amount	Funding Source
FY2018 Projects		
Replace Roof - WES (Area B SS)	\$330,000	Current Revenue
Replace Roof - HES (Area D & E SS - Outbuildings)	\$275,000	Current Revenue
Repair Roof - Various	\$150,000	Current Revenue
FY2018 Total	<u>\$755,000</u>	
FY2019 Projects		
Replace Roof - FES (SS)	\$320,000	Current Revenue
Replace Roof - RES (Area A SS)	\$340,000	Current Revenue
Repair Roof - Various	\$150,000	Current Revenue
FY2019 Total	<u>\$810,000</u>	
FY2020 Projects		
Replace Roof - SES (Area E & Outbuildings SS)	\$320,000	Current Revenue
Replace Roof - GVES Addition (SS)	\$320,000	Current Revenue
Replace Roof - WCES What Section	\$320,000	Current Revenue
Repair Roof - Various	\$150,000	Current Revenue
FY2020 Total	<u>\$1,110,000</u>	
FY2021 Projects		
Replace Roof - CFHS (Area A, B & D-All outbuilding SS)	\$700,000	Current Revenue
Repair Roof - BPHS (Standing seam & Outbuildings)	\$150,000	Current Revenue
Repair Roof - Various	\$850,000	
FY2021 Total	<u>\$850,000</u>	
FY2022 Projects		
Repair Roof - AYBAC		
Replace Roof - RTMS (SS-All areas)	\$2,300,000	Current Revenue
Replace Roof - PRES (SS)	\$350,000	Current Revenue
Repair Roof - Various	\$150,000	Current Revenue
FY2022 Total	<u>\$2,800,000</u>	
FY2023 Projects		
Repair Roof - Various	\$150,000	Current Revenue
FY2023 Total	<u>\$150,000</u>	
FY2024 Projects		
Replace Roof - AGWMS-GES		
Repair Roof - Various	\$150,000	Current Revenue
FY2024 Total	<u>\$150,000</u>	
FY2025 Projects		
Repair Roof - Various	\$150,000	Current Revenue
FY2025 Total	<u>\$150,000</u>	
FY2026 Projects		
Repair Roof - HOES (SS-All Areas)		
Repair Roof - Various	\$150,000	Current Revenue
FY2026 Total	<u>\$150,000</u>	
FY2027 Projects		
Repair Roof - RRES	\$1,300,000	Current Revenue
Repair Roof - TBGMS	\$1,500,000	Current Revenue
FY2027 Total	<u>\$2,800,000</u>	
Roof FY2018-2027 Total	<u>\$9,725,000</u>	



UTILITIES SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Stafford County FY18 Adopted Budget

Projects	Prior Funding	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total CIP (FY18-27)	Later Years Funding	Total Project Cost
Water Projects	\$574,000	\$8,332,000	\$11,706,000	\$9,439,449	\$589,000	\$6,575,477	\$19,713,195	\$8,101,983	\$690,000	\$2,168,000	\$7,695,000	\$75,010,104	\$0	\$74,884,104
Wastewater Projects	3,863,000	17,904,295	15,419,346	6,351,000	13,112,000	4,458,569	17,932,900	5,700,727	5,935,509	6,298,774	2,749,274	95,862,394	0	99,725,394
Both Water/Wastewater	1,605,800	2,568,000	2,256,000	1,476,700	895,200	1,164,800	9,028,300	745,500	613,200	585,300	585,300	19,918,300	0	21,524,100
Total	\$6,042,800	\$28,804,295	\$29,381,346	\$17,267,149	\$14,596,200	\$12,198,846	\$46,674,395	\$14,548,210	\$7,238,709	\$9,052,074	\$11,029,574	\$190,790,798	\$0	\$196,834,000

Operating Impacts Summary	Existing Debt Service	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Debt Service
Debt Service	\$7,994,289	\$1,020,650	\$1,575,962	\$0	\$378,147	\$179,528	\$3,189,538	\$126,486	\$0	\$0	\$0	
Total	\$7,994,289	\$9,014,939	\$10,590,901	\$10,590,901	\$10,969,047	\$11,148,575	\$14,338,113	\$14,464,599	\$14,464,599	\$14,464,599	\$14,464,599	\$14,464,599

Project Funding	Prior Funding	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total CIP (FY18-27)	Later Years Funding	Total Project Cost
Availability Funded Projects	\$654,500	\$3,400,500	\$564,000	\$1,356,000	\$2,830,500	\$2,514,626	\$592,000	\$4,602,983	\$640,000	\$653,000	\$665,000	\$17,818,609	\$0	\$18,473,109
Bond Funded Projects	2,550,000	14,876,295	18,833,346	0	4,519,000	2,145,426	38,116,195	1,511,557	0	0	0	\$80,001,819	0	\$82,551,819
ProRata Funded Projects	507,500	3,260,500	5,033,500	4,981,500	3,910,000	1,141,000	773,450	546,364	562,755	1,369,637	4,439,637	26,018,342	0	\$26,525,842
Operations /User Fees	2,330,800	7,267,000	4,950,500	10,929,649	3,336,700	6,397,794	7,192,750	7,887,307	6,035,955	7,029,437	5,924,937	66,952,028	0	\$69,282,828
Total	\$6,042,800	\$28,804,295	\$29,381,346	\$17,267,149	\$14,596,200	\$12,198,846	\$46,674,395	\$14,548,210	\$7,238,709	\$9,052,074	\$11,029,574	\$190,790,798	\$0	\$196,834,000

WATER PROJECTS

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total CIP (FY18-27)	Later Years Funding	Total Project Cost
320 Zone Water Improvements	0	0	0	0	0	0	0	330,000	0	0	0	330,000	0	330,000
342 Zone Water System Imp. - Phase 1	0	7,800,000	7,800,000	0	0	0	0	0	0	0	0	15,600,000	0	15,600,000
370N Water Booster Pump Station	0	0	120,000	1,070,000	0	0	0	0	0	0	0	1,190,000	0	1,190,000
Lake Mooney WTF Upgrade/Expansion	0	0	0	0	0	1,437,626	18,850,195	3,656,983	0	0	0	23,944,804	0	23,944,804
Centreport Water Tank	0	0	168,000	3,304,000	0	0	0	0	0	0	0	3,472,000	0	3,472,000
Moncure Water Booster Pump Station	0	105,000	1,609,000	0	0	0	0	0	0	0	0	1,714,000	0	1,714,000
Regional Water Interconnection	0	0	0	0	0	0	225,000	3,451,000	0	0	0	3,676,000	0	3,676,000
Small Water Projects	234,000	0	546,000	0	0	234,000	0	0	0	0	0	780,000	0	1,014,000
Smith Lake Distribution PS Upgrade	0	73,000	1,095,000	0	0	0	0	0	0	0	0	1,168,000	0	1,168,000
Water Distribution System Rehab Program	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000	385,000	400,000	3,030,000	0	3,138,000
Water Extension Projects	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	333,000	345,000	2,915,000	0	3,147,000
320 Zone Extension	0	0	0	774,179	0	0	0	0	0	0	0	774,179	0	774,179
320 Zone Elevated Storage Tank	0	0	0	1,845,547	0	0	0	0	0	0	0	1,845,547	0	1,845,547
342 Zone Piping	0	0	0	1,879,723	0	0	0	0	0	0	0	1,879,723	0	1,879,723
Truslow Road Piping	0	0	0	0	0	4,290,851	0	0	0	0	0	4,290,851	0	4,290,851
Forbes Street Phase I	0	0	0	0	0	0	0	0	0	250,000	1,250,000	1,500,000	0	1,500,000
RV Parkway Phase II	0	0	0	0	0	0	0	0	0	250,000	850,000	1,100,000	0	1,100,000
Truslow Road Transmission	0	0	0	0	0	0	0	0	0	300,000	2,300,000	2,600,000	0	2,600,000
342 North Phase I	0	0	0	0	0	0	0	0	0	300,000	1,200,000	1,500,000	0	1,500,000
342 North Phase II	0	0	0	0	0	0	0	0	0	200,000	800,000	1,000,000	0	1,000,000
Forbes Street	0	0	0	0	0	0	0	0	0	150,000	550,000	700,000	0	700,000
Total	\$574,000	\$8,332,000	\$11,706,000	\$9,439,449	\$589,000	\$6,575,477	\$19,713,195	\$8,101,983	\$690,000	\$2,168,000	\$7,695,000	\$75,010,104	\$0	\$74,884,104

320 ZONE WATER IMPROVEMENTS

Total Project Cost: \$330,000

Est. Opening Date: 2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	27,000	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	303,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	330,000	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

342 ZONE WATER SYSTEM IMPROVEMENTS - PHASE 1

Total Project Cost: \$15,600,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

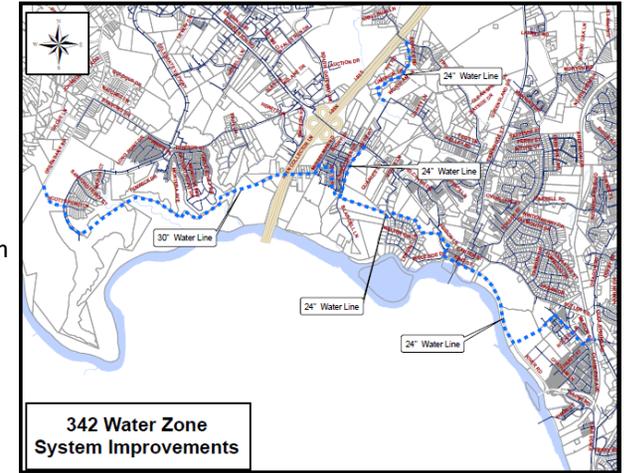
The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Lake Mooney Water Treatment Facility as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water into the water distribution system. The project consists of 3 phases; Phase 3 was completed in FY15 and Phase 2 will be complete in FY17.

Phase 1 - construction of approximately 25,000 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 - 11,600 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 Lake Mooney Water Treatment Facility into the distribution system as well as to provide adequate piping to transfer water as needed throughout the pressure zone. The project will be partially funded with water and sewer revenue bonds.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	7,800,000	7,800,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$7,800,000	\$7,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	7,800,000	7,800,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$7,800,000	\$7,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	478,854	957,708	957,708	957,708	957,708	957,708	957,708	957,708	957,708
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$478,854	\$957,708	\$957,708	\$957,708	\$957,708	\$957,708	\$957,708	\$957,708	\$957,708

370N WATER BOOSTER PUMP STATION

Total Project Cost: \$1,190,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construction of a 2.0 million gallons per day water pump station near Mountain View Road and Centreport Parkway to move water from the 342 water pressure zone to the 370N water pressure zone.



OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends the construction of a new water booster pump station after completion of the Lake Mooney Water Treatment Facility to move water into the 370N water pressure zone. (Project 370N-201)

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	120,000	1,070,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$120,000	\$1,070,000	\$0						

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	60,000	535,000	0	0	0	0	0	0	0
Availability Fees	0	0	60,000	535,000	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$120,000	\$1,070,000	\$0						

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

LAKE MOONEY WTF UPGRADE AND EXPANSION

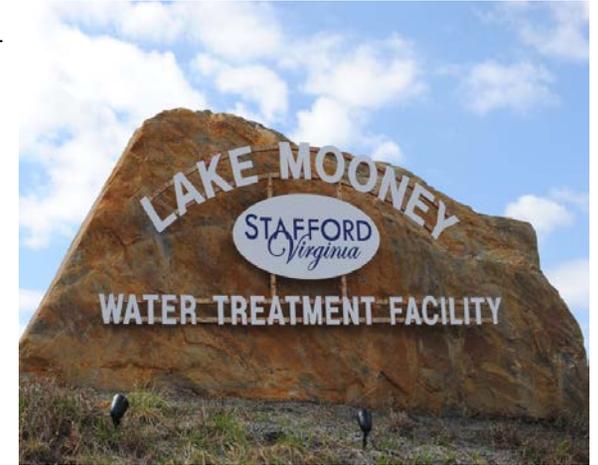
Total Project Cost: \$23,944,804

Est. Opening Date: 2024

- Links to Board's Strategic Initiatives
- Water and Sewer Master Plan
 - 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 Pulsators, membranes, and other equipment. This will 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,437,626	18,850,195	3,656,983	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,437,626	\$18,850,195	\$3,656,983	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	18,850,195	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	1,437,626	0	3,656,983	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,437,626	\$18,850,195	\$3,656,983	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	1,157,243	1,157,243	1,157,243	1,157,243
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,157,243	\$1,157,243	\$1,157,243	\$1,157,243

CENTREPORT WATER TANK

Total Project Cost: \$3,472,000

Est. Opening Date: 2020

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	168,000	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	3,304,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$168,000	\$3,304,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	84,000	1,652,000	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	84,000	1,652,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$168,000	\$3,304,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

MONCURE WATER BOOSTER PUMP STATION

Total Project Cost: \$1,714,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Upgrade of water booster pump station to meet increased water demands in the 433 and 472 water pressure zones which serve the northern part of the county as well as the Camp Barrett area of Quantico.



OPERATING IMPACT SUMMARY

Upgrade will provide additional pumping capacity and pump redundancy to maintain our ability to meet increased water demands.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	105,000	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	1,609,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$105,000	\$1,609,000	\$0							

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	105,000	804,500	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	804,500	0	0	0	0	0	0	0	0
Total	\$0	\$105,000	\$1,609,000	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

REGIONAL WATER INTERCONNECTION

Total Project Cost: \$3,676,000

Est. Opening Date: 2024

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

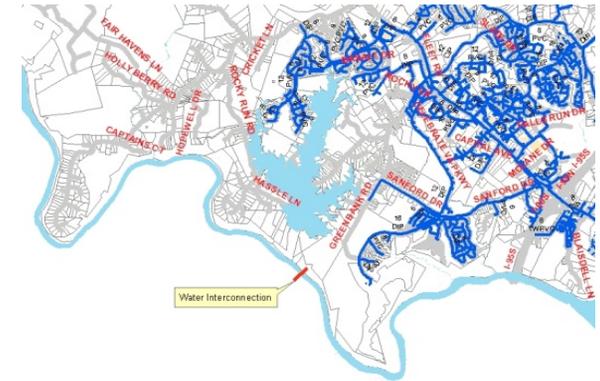
Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	225,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	3,451,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$3,451,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	225,000	3,451,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$3,451,000	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



SMALL WATER PROJECTS

Total Project Cost: \$1,014,000

Est. Opening Date: Various

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

1. Washington Gardens Water Line - construction of 800 feet of 12" water line to connect the 12" main on Cambridge Street to the 12" main on Lightning Maple Lane at an estimated cost of \$234,000 - FY22
2. 480/410 Zone Pressure Reducing Valves - installation of pressure reducing valve vaults to provide for transfer of water from the 480 water pressure zone to the 410 water pressure zone as needed at an estimated cost of \$546,000 - FY19



OPERATING IMPACT SUMMARY

These projects improve fire suppression flows and provide additional water transmission capacity.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	234,000	0	546,000	0	0	234,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$234,000	\$0	\$546,000	\$0	\$0	\$234,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	117,000	0	273,000	0	0	117,000	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	117,000	0	273,000	0	0	117,000	0	0	0	0	0
Total	\$234,000	\$0	\$546,000	\$0	\$0	\$234,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

SMITH LAKE DISTRIBUTION PUMP STATION UPGRADE

Total Project Cost: \$1,168,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Upgrades to the Smith Lake Distribution Pump Station are needed due to age and also due to the need to increase the pumping capacity from 13 MGD to 15 MGD. This pump station pumps all of the water produced at the Smith Lake Water Treatment Facility out into the water distribution system.



OPERATING IMPACT SUMMARY

The upgrade of this water pump station is critical to maintaining our ability to meet water demand, even on peak usage days.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	73,000	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	1,095,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$73,000	\$1,095,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	36,500	547,500	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	36,500	547,500	0	0	0	0	0	0	0	0
Total	\$0	\$73,000	\$1,095,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WATER DISTRIBUTION SYSTEM REHABILITATION PROGRAM

Total Project Cost: \$3,138,000

Est. Opening Date: Ongoing Program

PROGRAM DESCRIPTION

Replacement of deteriorating, corroded and under-sized water mains to avoid pipe failures, minimize water quality complaints and enhance the ability 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.

Links to Board's Strategic Initiatives

- 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000	385,000	400,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$108,000	\$112,000	\$116,000	\$304,000	\$316,000	\$329,000	\$342,000	\$356,000	\$370,000	\$385,000	\$400,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	108,000	112,000	116,000	304,000	316,000	329,000	342,000	356,000	370,000	385,000	400,000
Total	\$108,000	\$112,000	\$116,000	\$304,000	\$316,000	\$329,000	\$342,000	\$356,000	\$370,000	\$385,000	\$400,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

WATER EXTENSION PROJECTS

Total Project Cost: \$3,147,000

Est. Opening Date: Ongoing Program

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Short Water Extension Projects, Neighborhood Projects, and Large Scale Projects that qualify for the extension of water service under the County's Water & Sewer Line Extension Policy (R10-217).

OPERATING IMPACT SUMMARY

Provides a solution for residents with wells who may be experiencing problems with well water quantities or quality.



PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	333,000	345,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000	\$320,000	\$333,000	\$345,000

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	333,000	345,000
Total	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000	\$320,000	\$333,000	\$345,000

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

320 ZONE EXTENSION

Total Project Cost: \$774,179

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project involves design and construction of a 16-inch main from the existing 12-inch main along Kings Highway to the proposed water storage tank along Sherwood Forest Farm Road (3,219 feet). Typically, connecting pipes serving the water tanks are at least 16-inch or larger.



OPERATING IMPACT SUMMARY

A 16-inch connecting pipe is proposed to provide flow to the 12-inch north and south of the connection on Kings Highway. The length of the water main serving the storage tank will be dependent on the location of the storage tank as determined by future siting studies.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	774,179	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$774,179	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	774,179	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$774,179	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

320 ZONE ELEVATED WATER TANK

Total Project Cost: \$1,845,547

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This is a 0.5 Million Gallon Storage Tank on Kings Highway near Sherwood Forest Farm Road.

OPERATING IMPACT SUMMARY

The purpose of this tank is to enhance reliability and provide adequate fire flows (2,500 gpm) in the vicinity of the tank.



PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	1,845,547	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,845,547	\$0						

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	1,845,547	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,845,547	\$0						

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

342 ZONE PIPING

Total Project Cost: \$1,879,723

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch main along RV Parkway and Beagle Road to Truslow Road (5,579 feet).

OPERATING IMPACT SUMMARY

The purpose of the project is to convey flows from the 30-inch main from Lake Mooney Water Treatment Plant to the 342 and 370N Zones.



PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	1,879,723	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,879,723	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	1,879,723	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,879,723	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TRUSLOW ROAD PIPING

Total Project Cost: \$4,290,851

Est. Opening Date: 2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch water main along Truslow Road to Hulls Chapel Road (8,209 feet).

OPERATING IMPACT SUMMARY

The purpose of the project is to convey large quantities of flow from the Lake Mooney WTP to both the southern and northern zones in the water system. This project significantly increases both the reliability and flexibility of the overall system.



PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,290,851	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$4,290,851	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	2,145,426	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	2,145,425	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$4,290,851	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	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	164,932	164,932	164,932	164,932	164,932
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$164,932	\$164,932	\$164,932	\$164,932	\$164,932

Forbes Street Waterline Phase 1

Total Project Cost: \$1,500,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

16" distribution waterline (4,500 feet) along Forbes Street between Route 1 and Harrel Road (342-04)



OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends replacing the existing lines along Forbes Street from Route 1 to Harrell Road with a 16" line to improve fire flows and water service.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	200,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	50,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	1,250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$1,250,000								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	125,000	625,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	125,000	625,000
Total	\$0	\$250,000	\$1,250,000								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

RV Parkway Waterline Phase II

Total Project Cost: \$1,200,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

24" water main (3,000 feet) along RV Parkway between Kelley Road and Route 17 (342-05 Partial)

OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends constructing a 24" water main along RV Parkway between Kelley Road and Route 17 to improve fire flows and water service.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	200,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	50,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	850,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$850,000								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	125,000	425,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	125,000	425,000
Total	\$0	\$250,000	\$850,000								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

Truslow Road Transmission Main

Total Project Cost: \$2,600,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

24" water main (8,200 feet) along Enon Road and Truslow Road between Hulls Chapel Road and Beagle Road (342-06)



OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends constructing a 24" water main along Enon Road and Truslow Road between Hulls Chapel Road and Beagle Road to improve fire flows and water service.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	250,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	50,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	2,300,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$2,300,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	150,000	1,150,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	150,000	1,150,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$2,300,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

342 North Route Transmission Line Phase I

Total Project Cost: \$1,000,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

16" water main (5,000 feet) between Beagle Road and Layhill Road. (342-07)



OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends constructing a 16" water main between Beagle Road and Layhill Road to improve fire flows and water service.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	200,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	100,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	1,200,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$1,200,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	150,000	600,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	150,000	600,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$1,200,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

342 North Route Transmission Line Phase II

Total Project Cost: \$1,000,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

12" water main (4,000 feet) along Layhill Road, Forbes Street and Morton Road between Route 1 and Primmer House Road. (342-08)

OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends constructing a 12" water main along Layhill Road, Forbes Street and Morton Road between Route 1 and Primmer House Road to improve fire flows and water service.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	150,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	50,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	800,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$800,000								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	100,000	400,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	100,000	400,000
Total	\$0	\$200,000	\$800,000								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

Forbes Street Phase II

Total Project Cost: \$700,000

Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

12" water main (2,700 feet) along Forbes Street from Manning Drive to Morton Road. (342-09)

OPERATING IMPACT SUMMARY

The Water & Sewer Master Plan recommends constructing a 12" water main along Forbes Street from Manning Drive to Morton Road to improve fire flows and water service.



PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	100,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	50,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	550,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$550,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	75,000	275,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	75,000	275,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$550,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PROJECTS

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total CIP (FY18-27)	Later Years Funding	Total Project Cost
Claiborne Run PS Parallel Force Main	381,000	5,833,000	0	0	0	0	0	0	0	0	0	5,833,000	0	6,214,000
Claiborne Run Pump Station Replacement	0	405,000	6,195,000	0	0	0	0	0	0	0	0	6,600,000	0	6,600,000
Country Ridge Pump Station Replacement	0	0	0	0	0	31,000	486,000	0	0	0	0	517,000	0	517,000
Falls Run Pump Station Replacement	0	0	0	280,000	4,282,000	0	0	0	0	0	0	4,562,000	0	4,562,000
Falls Run Sewer Interceptor Replacement - Phase 2	1,200,000	362,000	5,549,000	0	0	0	0	0	0	0	0	5,911,000	0	7,111,000
Austin Run Gravity Sewer Replacement	0	0	0	314,000	4,806,000	0	0	0	0	0	0	5,120,000	0	5,120,000
Little Falls Run WWTF - 3rd Treatment Train	0	0	0	0	0	1,018,000	15,590,000	0	0	0	0	16,608,000	0	16,608,000
18" Gravity Accokeek Creek	1,150,000	435,000	0	0	0	0	0	0	0	0	0	435,000	0	1,585,000
Lower Accokeek FM	200,000	1,400,000	0	0	0	0	0	0	0	0	0	1,400,000	0	1,600,000
8" Gravity Trunk SE Quadrant	0	580,000	0	0	0	0	0	0	0	0	0	580,000	0	580,000
8" Extension of Existing Gravity from Stafford Hospital to PS	0	1,000,000	0	0	0	0	0	0	0	0	0	1,000,000	0	1,000,000
Rowser 10" Gravity Line	0	175,000	0	0	0	0	0	0	0	0	0	175,000	0	175,000
Wyche Rd 12" Gravity Line	0	350,000	0	0	0	0	0	0	0	0	0	350,000	0	350,000
Venture to Wyche Rd 12" Gravity Replacement	0	200,000	0	0	0	0	0	0	0	0	0	200,000	0	200,000
8" Extension of Existing Gravity North of Stafford Hospital	0	260,000	0	0	0	0	0	0	0	0	0	260,000	0	260,000
Potomac Creek Pump Station & Force Main Replacement	0	0	155,000	2,251,000	2,251,000	0	0	0	0	0	0	4,657,000	0	4,657,000
Sewer Extension Projects	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	320,000	320,000	2,877,000	0	3,109,000
Wastewater Collection System Rehabilitation Projects	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	0	2,750,000
Wastewater Pump Station Rehabilitation Program	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	0	2,750,000
Wastewater Pump Station Replacements	0	0	0	0	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,159,274	7,627,684	0	7,627,684
Wayside Sewer Interceptor Replacement	0	0	179,000	2,744,000	0	0	0	0	0	0	0	2,923,000	0	2,923,000
Route 1 Sewer (Hidden Valley to Potomac Hills-5600 LF of 30")	200,000	3,400,000	0	0	0	0	0	0	0	0	0	3,400,000	0	3,600,000
Aquia Creek Force Main Replacement	0	0	2,589,346	0	0	0	0	0	0	0	0	2,589,346	0	2,589,346
Aquia Creek PS Expansion	0	2,762,295	0	0	0	0	0	0	0	0	0	2,762,295	0	2,762,295
Austin Run Interceptor Section Replacement	0	0	0	0	0	0	0	3,800,000	3,990,000	4,189,500	0	11,979,500	0	11,979,500
Camp Barrett SPS FM	0	0	0	0	0	1,595,569	0	0	0	0	0	1,595,569	0	1,595,569
US 17 VDOT Commuter Lot 10" Gravity Interceptor	0	0	0	0	0	0	0	0	0	130,000	770,000	900,000		900,000
Total	\$3,863,000	\$17,904,295	\$15,419,346	\$6,351,000	\$13,112,000	\$4,458,569	\$17,932,900	\$5,700,727	\$5,935,509	\$6,298,774	\$2,749,274	\$95,862,394	\$0	\$99,725,394

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. 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	381,000	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	5,670,000	0	0	0	0	0	0	0	0	0
Contingency	0	163,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$381,000	\$5,833,000	\$0								

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	190,500	2,916,500	0	0	0	0	0	0	0	0	0
Availability fees	190,500	2,916,500	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$381,000	\$5,833,000	\$0								

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

CLAIBORNE RUN PUMP STATION REPLACEMENT

Total Project Cost: \$6,600,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of existing 8.1 MGD pump station with a new 30 MGD pump station. Original pump station was constructed in 1978 and is nearing end of its useful life. Additional capacity needed to accommodate flows from Southern Gateway and Falmouth Redevelopment Areas as well as Urban Development Areas in southern Stafford. Provides additional wastewater pumping capacity to convey higher wastewater volumes from the southern part of the county to the Little Falls Run Wastewater Treatment Facility. All of the wastewater generated in south Stafford passes through this pump station on its way to the Little Falls Run Wastewater Treatment Facility.



OPERATING IMPACT SUMMARY

This pump station pumps all of the flow from south Stafford to the Little Falls Run Wastewater Treatment Facility. This project is necessary to provide additional 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	78,000	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	327,000	6,195,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$405,000	\$6,195,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	202,500	3,097,500	0	0	0	0	0	0	0	0
ProRata Fees	0	202,500	3,097,500	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$405,000	\$6,195,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	15,567	253,691	253,691	253,691	253,691	253,691	253,691	253,691	253,691
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$15,567	\$253,691	\$253,691	\$253,691	\$253,691	\$253,691	\$253,691	\$253,691	\$253,691

COUNTRY RIDGE PUMP STATION REPLACEMENT

Total Project Cost: \$517,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of existing pump station due to condition and capacity issues. Project will include providing better access to the pump station as well as additional landscaping to minimize the station's impact on the surrounding community.

OPERATING IMPACT SUMMARY

This project will not only provide better access to the pump station, but it will enable us to enhance the site the pump station is located on to lessen any adverse impact on the surrounding homes.



PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	31,000	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	472,000	0	0	0	0
Contingency	0	0	0	0	0	0	14,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	\$0	\$0	\$0	\$0	\$31,000	\$486,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	243,000	0	0	0	0
Availability	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	31,000	243,000	0	0	0	0
Total	0	\$0	\$0	\$0	\$0	\$31,000	\$486,000	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	280,000	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	4,282,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$280,000	\$4,282,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	140,000	2,141,000	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	140,000	2,141,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$280,000	\$4,282,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALLS RUN SEWER INTERCEPTOR REPLACEMENT - PHASE 2

Total Project Cost: \$7,111,000

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

PROGRAM DESCRIPTION

Project includes corrective work and upgrades to the sewer interceptor under I-95 in FY15 and replacement of 13,100 linear feet of 12" and 15" gravity sewer main along Falls Run with 24" pipe from the terminus of the 30" main near Stanstead Road near I-95 to the vicinity of Pennsbury Court in Cardinal Forest. The existing sewer interceptor was constructed in the 1970s of materials susceptible to hydrogen sulfide damage, a constituent commonly found in sewer systems. Changes in stream alignment have left some sections of the existing sewer interceptor exposed and/or subject to wash-out from high stream flow events. Upgrade will provide additional capacity for flows from the Southern Gateway Redevelopment Area. This project will provide additional capacity for future development west of I-95 and will also substantially reduce the likelihood of pipe failure and subsequent pollution of Falls Run.



OPERATING IMPACT SUMMARY

Any additional development to the west of Cardinal Forest will necessitate replacement of the upper portion of the Falls Run Sewer Interceptor to increase the pipe size and capacity. The project will be funded with water and sewer revenue bond proceeds.

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	1,200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	362,000	5,549,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,200,000	\$362,000	\$5,549,000	\$0							

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	1,200,000	362,000	5,549,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,200,000	\$362,000	\$5,549,000	\$0							

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	27,829	454,415	454,415	454,415	454,415	454,415	454,415	454,415	454,415
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$27,829	\$454,415							

AUSTIN RUN GRAVITY SEWER REPLACEMENT

Total Project Cost: \$5,120,000

Est. Opening Date: 2020

Links to Board's Strategic Initiatives

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)

- 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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	314,000	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	4,666,000	0	0	0	0	0	0
Contingency	0	0	0	0	140,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$314,000	\$4,806,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	4,519,000	0	0	0	0	0	0
ProRata Fees	0	0	0	157,000	143,500	0	0	0	0	0	0
Availability Fees	0	0	0	157,000	143,500	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$314,000	\$4,806,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	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	347,403	347,403	347,403	347,403	347,403	347,403
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$347,403	\$347,403	\$347,403	\$347,403	\$347,403	\$347,403

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	1,018,000	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	15,136,000	0	0	0	0
Contingency	0	0	0	0	0	0	454,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,018,000	\$15,590,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	15,590,000	0	0	0	0
ProRata Fees	0	0	0	0	0	509,000	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	509,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,018,000	\$15,590,000	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	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	1,198,499	1,198,499	1,198,499	1,198,499
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,198,499	\$1,198,499	\$1,198,499	\$1,198,499

18"GRAVITY ACCOKEEK CREEK PS

Total Project Cost: \$1,585,000

Est. Opening Date: 2018

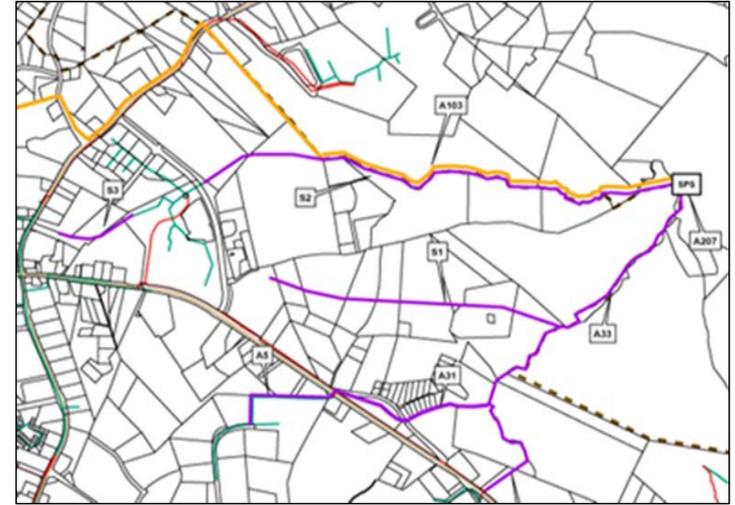
Links to Board's Strategic Initiatives

- Water and Sewer Master Plan

PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:

Construct 18-inch gravity main along Accokeek Creek from vicinity of Jumping Branch Road to Lower Accokeek PS (4,737 feet)



OPERATING IMPACT SUMMARY

Provides for economic development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	100,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,050,000	435,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,150,000	\$435,000	\$0								

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	1,150,000	435,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,150,000	\$435,000	\$0								

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	88,408	121,849	121,849	121,849	121,849	121,849	121,849	121,849	121,849	121,849
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$88,408	\$121,849								

CONSTRUCT LOWER ACCOKEEK FM TO EXISTING SEWER

Total Project Cost: \$1,600,000

Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- 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 18-inch gravity main along unnamed tributary from Olde Concord Road to interceptor along Jefferson Davis Highway near Carnaby Street (5,833 feet)



OPERATING IMPACT SUMMARY

Provides for economic development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,400,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$1,400,000	\$0								

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	1,400,000	0	0	0	0	0	0	0	0	0
ProRata Fees	200,000	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$1,400,000	\$0								

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

8"GRAVITY TRUNK SE QUADRANT

Total Project Cost: \$580,000

Est. Opening Date: 2018

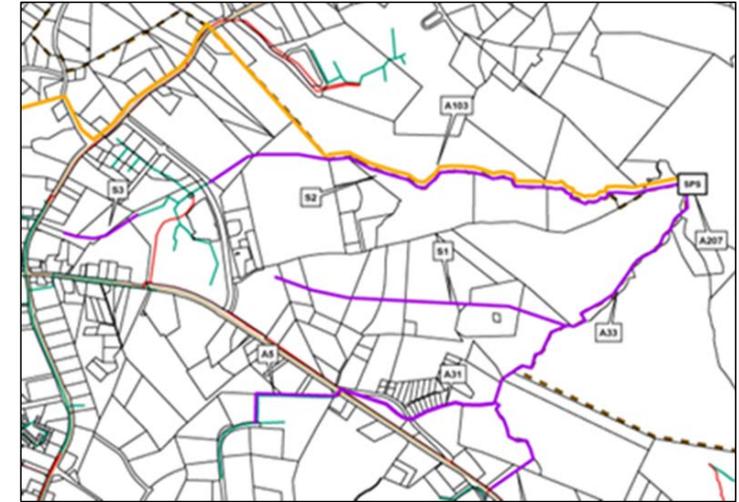
Links to Board's Strategic Initiatives

PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:

8" Gravity Trunk Sewer to serve Economic Development in SE quadrant.

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

Provides for economic development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	580,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$580,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	580,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$580,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,000,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	1,000,000	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	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	76,876	76,876	76,876	76,876	76,876	76,876	76,876	76,876	76,876
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$76,876	\$76,876	\$76,876	\$76,876	\$76,876	\$76,876	\$76,876	\$76,876	\$76,876

ROWSER 10" GRAVITY LINE

Total Project Cost: \$175,000

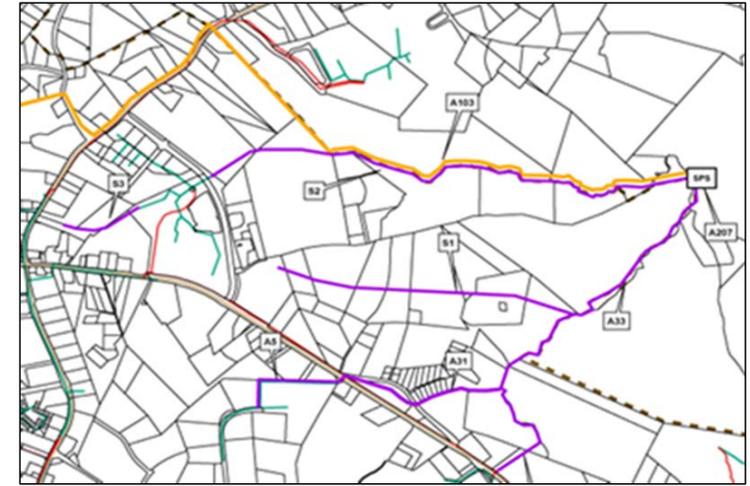
Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 10-inch gravity main from Rowser PS to interceptor along Accokeek Creek (626 feet). The purpose of the project is to eliminate the Rowser PS and serve future customers downstream of the Rowser PS.



OPERATING IMPACT SUMMARY

Provides for economic development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	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
Total	\$0	\$175,000	\$0								

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	175,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$175,000	\$0								

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	13,453	13,453	13,453	13,453	13,453	13,453	13,453	13,453	13,453
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$13,453								

WYCHE ROAD 12" GRAVITY LINE

Total Project Cost: \$350,000

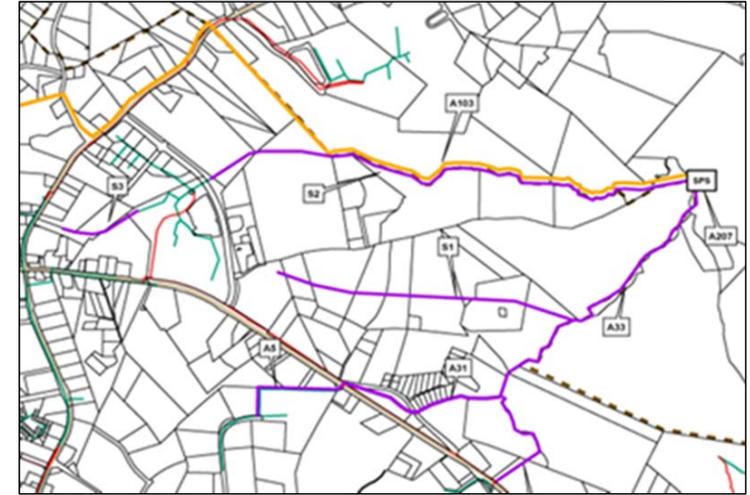
Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 12-inch gravity main along unnamed tributary to Accokeek Creek from Wyche Road PS to interceptor along Accokeek Creek (1,638 feet). The purpose of the project is to eliminate the Wyche Road PS and serve future customers downstream of the Wyche Road PS.



OPERATING IMPACT SUMMARY

Provides for Economic Development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	350,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	350,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	26,907	26,907	26,907	26,907	26,907	26,907	26,907	26,907	26,907
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$26,907	\$26,907	\$26,907	\$26,907	\$26,907	\$26,907	\$26,907	\$26,907	\$26,907

VENTURE ROAD TO WYCHE ROAD PS 12" GRAVITY REPLACEMENT

Total Project Cost: \$200,000

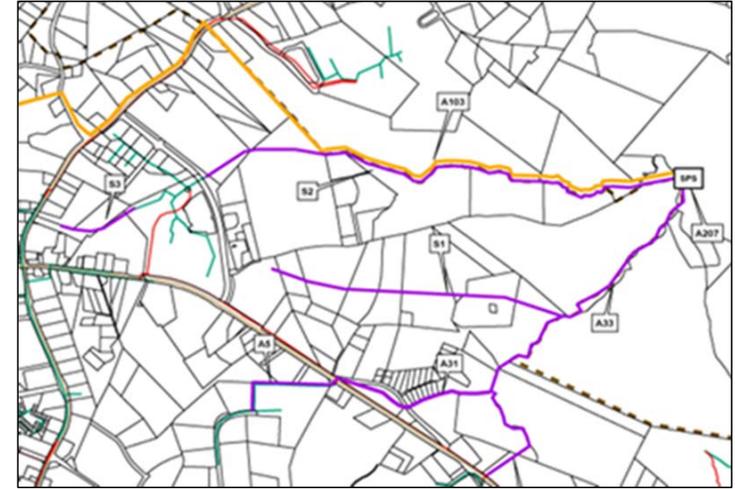
Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include replacing the 8-inch with 12-inch gravity main from Venture Road to Wyche Road PS (1,190 feet)



OPERATING IMPACT SUMMARY

Provides for Economic Development in the area

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	200,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	200,000	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

8" EXTENSION OF EX GRAVITY SEWER

Total Project Cost: \$260,000

Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construct sewer upgrades to provide service for the south east quadrant of the Courthouse redevelopment area to include the following:

8" Extension of ex gravity sewer upstream from hospital.



OPERATING IMPACT SUMMARY

Provides for Economic Development in the area.

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	260,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	260,000	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

POTOMAC CREEK PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$4,657,000

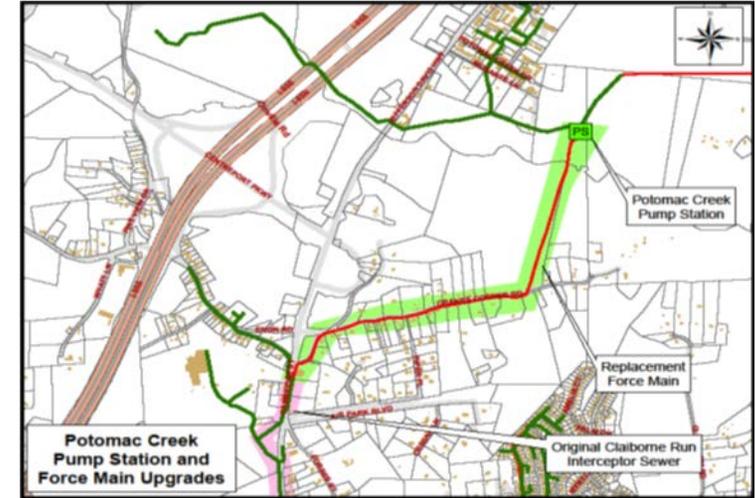
Est. Opening Date: 2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of the existing pumping station with a new 4.34 MGD station and replacement of the existing force main with 16" force main. (General Sewer Improvement Projects LFR-129 and LFR-226). The Water and Sewer Master Plan recommends increasing the capacity of the existing facilities to handle buildout flows.



OPERATING IMPACT SUMMARY

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development.

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	155,000	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	2,251,000	2,251,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$155,000	\$2,251,000	\$2,251,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	77,500	1,125,500	1,125,500	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	77,500	1,125,500	1,125,500	0	0	0	0	0	0
Total	\$0	\$0	\$155,000	\$2,251,000	\$2,251,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

SEWER EXTENSION PROJECTS

Total Project Cost: \$3,109,000

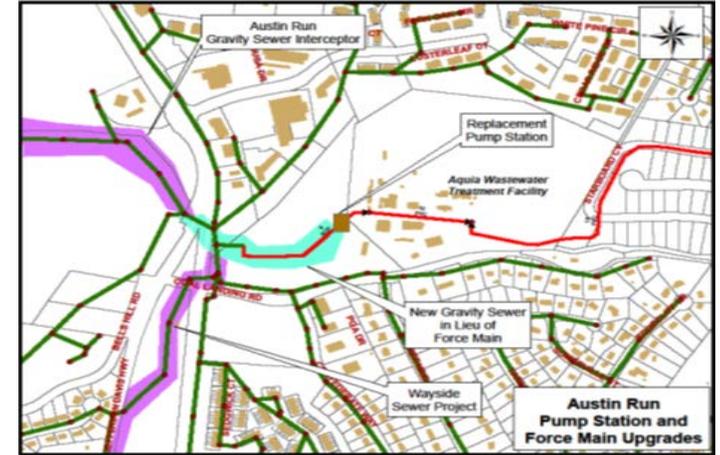
Est. Opening Date: Ongoing

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	320,000	320,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000	\$320,000	\$320,000	\$320,000

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	232,000	242,000	252,000	262,000	273,000	284,000	296,000	308,000	320,000	320,000	320,000
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$232,000	\$242,000	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$308,000	\$320,000	\$320,000	\$320,000

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

WASTEWATER COLLECTION SYSTEM REHABILITATION PROJECTS

Total Project Cost: \$2,750,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Ongoing rehabilitation program for the County's 415 miles of gravity sewers, 55 miles of pump station force mains, and 14 miles of low pressure sewer lines. Program systematically provides upgrades to reduce the amount of inflow of surface water and infiltration of groundwater into the sanitary sewer system. The program also seeks to identify and replace deteriorated conditions before catastrophic failures can occur. Reductions in inflow and infiltration can reduce the current treatment capacities needed at the two wastewater treatment facilities and provide additional capacity for growth without requiring upgrades to the wastewater collection and/or treatment systems.



OPERATING IMPACT SUMMARY

This project will replace or repair aging and deteriorated sewer infrastructure to enhance the overall reliability of the wastewater collection system.

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000										

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total	\$250,000										

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

WASTEWATER PUMP STATION REHABILITATION PROGRAM

Total Project Cost: \$2,750,000

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Ongoing rehabilitation program for the County's 89 wastewater pump stations. Program systematically upgrades all outdated pumping stations with modern mechanical, electrical and control equipment. This program reinforces the County's efforts to minimize the chances for sewage overflows or spillages due to failure of one of its pump stations. Redundant equipment is installed to provide additional reliability and alarms are maintained to provide notice of an impending problem in order that it can be corrected prior to any overflow or spillage of sewage.



OPERATING IMPACT SUMMARY

This program will enhance the reliability and extend the life of our wastewater pump stations to lessen the chance of system failures and potential overflows.

PROJECT COSTS

Cost Categories	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000										

Funding Sources	Prior Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total	\$250,000										

Operating Impacts	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

WASTEWATER PUMP STATION REPLACEMENTS

Total Project Cost: \$7,627,684

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This program will identify and replace wastewater pump stations based on condition and/or capacity issues to prevent the likelihood of pump station failures, sewage overflows, etc. Each year the stations in need of replacement will be prioritized and addressed as funding is available.



OPERATING IMPACT SUMMARY

A number of the wastewater pump stations have exceeded their expected useful lives due to rehabilitation performed by our mechanics. However, this is not sustainable, and these stations will soon need to be replaced due to condition and/or capacity issues. Failure to address these issues in a timely manner will result in mechanical failures, sewage overflows, and potential fines from the regulatory agencies.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,159,274
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$1,000,000	\$1,030,000	\$1,060,900	\$1,092,727	\$1,125,509	\$1,159,274	\$1,159,274

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	500,000	515,000	530,450	546,364	562,755	579,637	579,637
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	500,000	515,000	530,450	546,364	562,755	579,637	579,637
Total	\$0	\$0	\$0	\$0	\$1,000,000	\$1,030,000	\$1,060,900	\$1,092,727	\$1,125,509	\$1,159,274	\$1,159,274

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

WAYSIDE SEWER INTERCEPTOR REPLACEMENT

Total Project Cost: \$2,923,000

Est. Opening Date: 2020

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.

- 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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	179,000	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	2,744,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$179,000	\$2,744,000	\$0						

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	89,500	1,372,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	89,500	1,372,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$179,000	\$2,744,000	\$0						

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

ROUTE 1 SEWER (HIDDEN VALLEY TO POTOMAC HILLS)

Total Project Cost: \$3,600,000

Est. Opening Date: 2,018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replace 5,600 LF of existing undersized 10 Asbestos Cement gravity sewer with 30" gravity sewer to accommodate commercial growth in the Boswell's Corner area.



OPERATING IMPACT SUMMARY

The purpose of this project is to promote economic and commercial growth in the area.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,400,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$3,400,000	\$0								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	200,000	1,398,000	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	2,002,000	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$3,400,000	\$0								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	15,375	122,848	122,848	122,848	122,848	122,848	122,848	122,848	122,848	122,848
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$15,375	\$122,848								

AQUIA CREEK FORCE MAIN REPLACEMENT

Total Project Cost: \$2,589,346

Est. Opening Date: 2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project will replace the force mains from the Aquia Creek pump station to Aquia Drive, and from the Aquia at the Bridge pump station to Starboard Cove Lane.



www.shutterstock.com - 139054436

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,589,346	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,589,346	\$0							

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	2,386,846	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	202,500	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$2,589,346	\$0							

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	183,492	183,492	183,492	183,492	183,492	183,492	183,492	183,492
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$183,492							

AQUIA CREEK PS EXPANSION

Total Project Cost: \$2,762,295

Est. Opening Date: 2018

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes expansion of the Aquia Creek PS from 2.88 MGD to 4.68 MGD.



OPERATING IMPACT SUMMARY

Flow projections and modeling indicate that the pumping station will have insufficient capacity to meet near-term flows. .

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	2,762,295	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,762,295	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	1,173,795	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	1,588,500	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,762,295	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	90,237	90,237	90,237	90,237	90,237	90,237	90,237	90,237	90,237
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$90,237	\$90,237	\$90,237	\$90,237	\$90,237	\$90,237	\$90,237	\$90,237	\$90,237

AUSTIN RUN INTERCEPTOR SECTION REPLACEMENT

Total Project Cost: \$11,979,500

Est. Opening Date: 2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 10-inch and 12-inch with 18-inch gravity main along Garrisonville Road and unnamed tributary to Whitsons Run from Onville Road to interceptor along Whitsons Run (5,050 feet). This project also includes replacement of the existing 18-inch with 24-inch gravity main along Whitsons Run from vicinity of Highpointe Boulevard to interceptor along Austin Run (6,890 feet).



OPERATING IMPACT SUMMARY

The purpose of the project is to increase the conveyance capacity of the existing gravity mains to handle flows from Quantico Marine Corps Base.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	3,800,000	3,990,000	4,189,500	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000	\$3,990,000	\$4,189,500	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	1,511,557	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	2,288,443	3,990,000	4,189,500	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000	\$3,990,000	\$4,189,500	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	116,203	116,203	116,203
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$116,203	\$116,203	\$116,203

CAMP BARRETT SPS FM

Total Project Cost: \$1,595,569

Est. Opening Date: 2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project will replace the Camp Barrett force main from the Camp Barrett pump station to Garrisonville Road.



OPERATING IMPACT SUMMARY

The purpose of the project is to increase the conveyance capacity of the existing force main to handle flows from Quantico Marine Corps Base.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,595,569	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,595,569	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,595,569	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,595,569	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

US 17 VDOT Commuter Lot 10" Gravity Interceptor

Total Project Cost: \$700,000

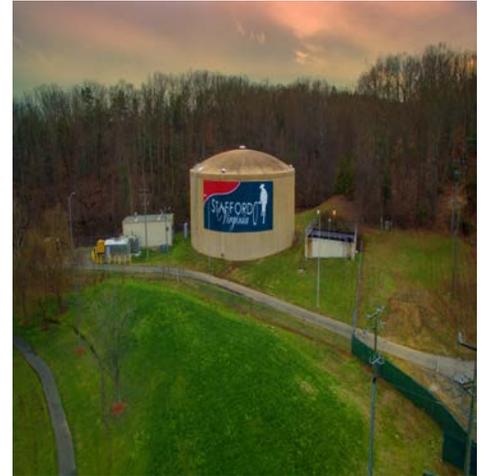
Est. Opening Date: 2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

10" Gravity Interceptor from Powells Lane Pump Station along unnamed tributary to the vicinity of Riverside Parkway. (LFR-23)



OPERATING IMPACT SUMMARY

The purpose of the project is to provide sewer from Powells Lane Pump Station and future growth along US 17 to the Pump Station near Riverside Drive.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	0	0	0	0	100,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	30,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	770,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$130,000	\$770,000								

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	65,000	385,000
Availability fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	65,000	385,000
Total	\$0	\$130,000	\$770,000								

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

OTHER PROJECTS

Projects	Prior Funding	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Total CIP (FY18-27)	Later Years Funding	Total Project Cost
Stafford County Complex	0	750,000	0	0	0	423,000	5,734,000	0	0	0	0	6,907,000	0	6,907,000
Vehicles & Equipment Replacements	475,000	675,000	879,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000	5,617,000	0	6,092,000
Contingency Allowance	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	7,394,300	0	8,525,100
Total	1,605,800	2,568,000	2,256,000	1,476,700	895,200	1,164,800	9,028,300	745,500	613,200	585,300	585,300	19,918,300	0	21,524,100

STAFFORD COUNTY COMPLEX

Total Project Cost: \$6,907,000

Est. Opening Date: 2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Funding is included in the planning period to evaluate and potentially construct facilities on land owned by the County near the regional jail for use by Fire & Rescue, Parks and Recreation and the Department of Utilities. For the Department of Utilities, the need would be for additional area to store pipe and other materials and enhance our ability to make bulk purchases and achieve cost savings. Space is also needed to provide indoor storage for the vac trucks to prevent freezing issues in cold weather. In addition, centralized office space is needed to consolidate operations and eliminate the need to lease office space.



OPERATING IMPACT SUMMARY

Cost savings will include approximately \$215,000 per year to lease office space plus additional cost savings derived from the ability to make larger quantity purchases of pipe and other repair and maintenance supplies at reduced unit prices.

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Planning/Design	0	0	0	0	0	423,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	750,000	0	0	0	0	5,734,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$750,000	\$0	\$0	\$0	\$423,000	\$5,734,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	3,676,000	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	750,000	0	0	0	423,000	2,058,000	0	0	0	0
Total	\$0	\$750,000	\$0	\$0	\$0	\$423,000	\$5,734,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	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	282,597	282,597	282,597	282,597
Revenue/Savings	0	0	0	0	0	(130,420)	(133,028)	(135,688)	(138,402)	(141,170)
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$149,569	\$146,909	\$144,195	\$141,427

VEHICLES AND EQUIPMENT REPLACEMENTS

Total Project Cost: \$6,092,000

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	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	475,000	675,000	879,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$475,000	\$675,000	\$879,000	\$891,000	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	475,000	675,000	879,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000
Total	\$475,000	\$675,000	\$879,000	\$891,000	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

CONTINGENCY ALLOWANCE

Total Project Cost: \$8,525,100

Est. Opening Date: Ongoing

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Funding is included in the planning period to provide contingent allowance for all capital projects.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300
Total	\$1,130,800	\$1,143,000	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300

Funding Sources	Prior Year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
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	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300
Total	\$1,130,800	\$1,143,000	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300

Operating Impacts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0									

Collected Proffers

Proffers are contributions of land, capital improvements and funding from developers to address the demand for community services created by new development. The inclusion of identified or collected proffers into the funding sources for CIP projects reduces the level of general tax support and makes these projects more affordable for the community. The table below provides details regarding proffer allocations for FY2016.

	FY2015	Proffers Received in FY2016	Proffers Budgeted & Appropriated in FY2016
Schools	\$87,280	\$1,525,863	\$800,000
Roads	654,186	782,695	919,829
Parks and Recreation	62,159	339,385	50,000
Libraries	85,516	38,868	
General Government	2,017	8,848	
Fire and Rescue	414,665	45,831	
Government Center	4,738	512	
Landfill	533	140	
	<hr/>	<hr/>	<hr/>
	\$1,311,094	\$2,742,142	\$1,769,829

The objective in Debt Management is:

- to keep the level of debt affordable within the County's resources. Stafford meets this objective and expects to in the future.



Newly rebuilt Stafford High School.

Who Are We?

- Virginia counties, unlike cities, do not have a legal debt limit.
- Revenue and refunding bonds and bonds for school capital projects are sold through the State's Literary Fund or the Virginia Public School Authority,
- Bonds sold through the Virginia Resource Authority or other state agency as prescribed by law requires a public hearing and approval by the Board of Supervisors.
- General Obligation bond sales must be approved by voter referendum. This requirement does not apply to "moral obligation issues," such as Certificates of Participation, which do not commit Stafford's full faith and credit and ad valorem taxing power, but instead, require annual appropriation by the Board of Supervisors.

Bond Rating

The County's bond ratings are shown below:

	Moody's	Standard & Poor's	Fitch
General Obligation	Aa1	AAA	AAA

In May, 2017 Stafford County received positive financial news when Moody's Investors Service confirmed the County's bond rating at Aa1 and revised the outlook to positive. The County also received an upgrade from Fitch rating agency from AA+ to AAA and stated the upgrade reflects the County's strong revenue framework and long term prospects, low long term liability burden, and outstanding gap closing capacity.

Rating agencies focus on four major areas when reviewing a community's financial standing: the economy, finances, debt and financial management, and governance. A high bond rating means that the County can borrow money at a lower cost, saving taxpayer money.

"The AAA validates our steadfast commitment to being a fiscally responsible and accountable government," said Supervisor Bob Thomas, George Washington District representative and chairman of the Board's Finance, Audit and Budget Committee. "Through all of our challenges, we have found innovative ways to provide services to our citizens, and I applaud the partnership among the Board of Supervisors, the Stafford County School Board, staff, businesses, and citizens to help us reach this long-standing goal.

Other factors that influenced Standard & Poors' rating for Stafford included the County's very strong economy, strong management, strong budgetary performance, with operating surpluses in the general fund, budgetary flexibility, strong liquidity, and adequate debt. The Board will continue its work toward further enhancing the County's bond rating.

Debt Management Policy Statement

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

“Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.”

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in November 2015, the debt limitations are as follows:

- General obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing; and,
 2. Useful life of the purchase equals or exceeds the term of the debt; and,
 3. Total purchase exceeds \$100,000; and,
 4. Sufficient funds are available to service the capital lease debt.

In March 2013, the Board strengthened their financial policies, to include increasing cash capital to 3% by FY2018 to reduce its reliance on debt. The County complied with the policy and reached the goal one year early.

The adopted CIP fully complies with the financial policies.

DEPARTMENTAL GOALS/OBJECTIVES

- Further enhancing the County's General Obligation Bond rating to promote financial integrity
- Maintain cash capital at 3% of the operating budget
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

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

SERVICE LEVELS

	FY2016 Actual	FY2017 Budget	FY2018 Plan
Outcomes			
Debt Service	\$43,745,842	\$44,734,929	46,472,509
Debt Service per Capita	\$307	\$309	\$316
Maintain current rating with a goal to achieve the highest possible GO bond rating from all three rating agencies - Goal - AAA			
Standard & Poor's	AAA	AAA	AAA
Moody's	Aa1	Aa1	Aa1
Fitch	AA+	AAA	AAA

DEPARTMENTAL ACCOMPLISHMENTS

- May 2017 Fitch upgraded the County's bond rating from AA+ to AAA.
- July 2015 Standard & Poor's upgraded the County's bond rating to AAA.
- The goal to increase the cash capital budget to 3% of the operating budget by FY2018 was accomplished in the FY17 adopted budget. The goal was met one year early.

Analysis of Outstanding Debt

Stafford County FY18 Adopted Budget

General Obligation Bonds

School Bond - VPSA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	282,643,148	18,403,499	264,239,649
2019	264,239,649	18,485,996	245,753,653
2020	245,753,653	17,846,214	227,907,439
2021	227,907,439	17,070,408	210,837,031
2022	210,837,031	17,150,176	193,686,855

Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	44,745,000	2,215,000	42,530,000
2019	42,530,000	2,815,000	39,715,000
2020	39,715,000	2,805,000	36,910,001
2021	36,910,001	2,805,000	34,105,001
2022	34,105,001	2,800,000	31,305,001

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	5,000,000	2,500,000	2,500,000
2019	2,500,000	2,500,000	0
2020	0	-	0
2021	0	-	0
2022	0	-	0

General Government - Financing Lease - VRA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	67,125,000	1,585,000	65,540,000
2019	65,540,000	1,640,000	63,900,000
2020	63,900,000	4,285,000	59,615,000
2021	59,615,000	4,370,000	55,245,000
2022	55,245,000	4,470,000	50,775,000

Other Debt

Other- Landfill

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2017	1,855,000	195,000	1,660,000
2018	1,660,000	205,000	1,455,000
2019	1,455,000	215,000	1,240,000
2020	1,240,000	225,000	1,015,000
2021	1,015,000	235,000	780,000

Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	1,330,739	466,149	864,590
2019	864,590	216,149	648,441
2020	648,441	216,149	432,292
2021	432,292	216,149	216,143
2022	216,143	216,143	0

Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	328,718,887	21,084,648	307,634,239
2019	307,634,239	21,517,145	286,117,094
2020	286,117,094	20,867,363	265,249,732
2021	265,249,732	20,091,557	245,158,175
2022	245,158,175	20,166,319	224,991,856

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	5,849,849	473,106	5,376,744
2019	5,376,744	484,050	4,892,694
2020	4,892,694	495,247	4,397,447
2021	4,397,447	506,703	3,890,745
2022	3,890,745	518,424	3,372,320

Other Debt

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	11,220,253	2,548,837	8,671,416
2019	8,671,416	2,242,668	6,428,748
2020	6,428,748	1,801,826	4,626,922
2021	4,626,922	1,847,255	2,779,667
2022	2,779,667	691,881	2,087,787

Analysis of Outstanding Debt

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	100,489,852	3,512,042	96,977,810
2019	96,977,810	3,624,851	93,352,959
2020	93,352,959	3,743,087	89,609,872
2021	89,609,872	3,861,760	85,748,112
2022	85,748,112	3,985,877	81,762,235

Total Utilities Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	100,489,852	3,512,042	96,977,810
2019	96,977,810	3,624,851	93,352,959
2020	93,352,959	3,743,087	89,609,872
2021	89,609,872	3,861,760	85,748,112
2022	85,748,112	3,985,877	81,762,235

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2018	451,278,842	30,118,633	421,160,209
2019	421,160,209	30,368,713	390,791,496
2020	390,791,496	26,907,523	363,883,973
2021	363,883,973	26,307,275	337,576,698
2022	337,576,698	25,362,501	312,214,198

General Fund Bond Debt

Stafford County FY18 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 FY18 Adopted Budget

General Government - Crows Nest Series 2008

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	\$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>\$1,129,639</u>	<u>\$5,939,639</u>	

General Fund Bond Debt

Stafford County FY18 Adopted Budget

General Government General Obligation Bonds, Parks, Recreation and Transportation Series 2013

Transportation Service District General Obligation Bonds, Garrisonville District Series 2013

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				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>	

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
2014		123,076	\$123,076	5,290,000
2015	260,000	236,900	496,900	5,030,000
2016	260,000	227,800	487,800	4,770,000
2017	265,000	215,975	480,975	4,505,000
2018	265,000	202,725	467,725	4,240,000
2019	265,000	189,475	454,475	3,975,000
2020	265,000	176,225	441,225	3,710,000
2021	265,000	162,975	427,975	3,445,000
2022	265,000	149,725	414,725	3,180,000
2023	265,000	136,475	401,475	2,915,000
2024	265,000	123,225	388,225	2,650,000
2025	265,000	109,975	374,975	2,385,000
2026	265,000	96,725	361,725	2,120,000
2027	265,000	83,475	348,475	1,855,000
2028	265,000	70,225	335,225	1,590,000
2029	265,000	58,300	323,300	1,325,000
2030	265,000	47,700	312,700	1,060,000
2031	265,000	37,100	302,100	795,000
2032	265,000	26,500	291,500	530,000
2033	265,000	15,900	280,900	265,000
2034	265,000	5,300	270,300	0
	<u>5,290,000</u>	<u>2,372,700</u>	<u>7,662,700</u>	

General Fund Bond Debt

Stafford County FY18 Adopted Budget

General Government General Obligation Bonds - Series 2015, Parks, Recreation

General Government General Obligation Bonds Series 2015, Transportation

Fiscal Year	Principal	Interest	Total	Balance
2016	-	113,557	113,557	5,947,629
2017	299,832	235,977	535,809	5,647,797
2018	299,832	226,982	526,814	5,347,965
2019	299,832	214,989	514,821	5,048,133
2020	296,949	200,069	497,018	4,751,184
2021	296,949	185,222	482,171	4,454,235
2022	296,949	170,374	467,323	4,157,286
2023	296,949	155,527	452,476	3,860,337
2024	296,949	140,680	437,629	3,563,388
2025	296,949	125,832	422,781	3,266,439
2026	296,949	110,985	407,934	2,969,490
2027	296,949	96,137	393,086	2,672,541
2028	296,949	81,290	378,239	2,375,592
2029	296,949	69,412	366,361	2,078,643
2030	296,949	60,503	357,452	1,781,694
2031	296,949	51,595	348,544	1,484,745
2032	296,949	42,686	339,635	1,187,796
2033	296,949	33,592	330,541	890,847
2034	296,949	24,313	321,262	593,898
2035	296,949	14,847	311,796	296,949
2036	296,949	5,011	301,960	-
	<u>5,947,629</u>	<u>2,359,582</u>	<u>8,307,211</u>	

Fiscal Year	Principal	Interest	Total	Balance
2016		83,386	\$83,386	4,367,371
2017	220,168	173,279	\$393,447	4,147,203
2018	220,168	166,674	\$386,842	3,927,035
2019	220,168	157,867	\$378,035	3,706,867
2020	218,051	146,912	\$364,963	3,488,816
2021	218,051	136,009	\$354,060	3,270,765
2022	218,051	125,107	\$343,158	3,052,714
2023	218,051	114,204	\$332,255	2,834,663
2024	218,051	103,302	\$321,353	2,616,612
2025	218,051	92,399	\$310,450	2,398,561
2026	218,051	81,497	\$299,548	2,180,510
2027	218,051	70,594	\$288,645	1,962,459
2028	218,051	59,691	\$277,742	1,744,408
2029	218,051	50,969	\$269,020	1,526,357
2030	218,051	44,428	\$262,479	1,308,306
2031	218,051	37,886	\$255,937	1,090,255
2032	218,051	31,345	\$249,396	872,204
2033	218,051	24,667	\$242,718	654,153
2034	218,051	17,853	\$235,904	436,102
2035	218,051	10,903	\$228,954	218,051
2036	218,051	3,680	\$221,731	-
	<u>4,367,371</u>	<u>1,732,652</u>	<u>6,100,023</u>	

* Years 2020 through 2033 include funding for Courthouse area improvements, England Run Library and Patawomeck Park only

General Fund Bond Debt

Stafford County FY18 Adopted Budget

General Government General Obligation Bonds - Series 2017, Parks, Recreation

General Government General Obligation Bonds Series 2017, Transportation

Fiscal Year	Principal	Interest	Total	Balance
				2,773,800
2018	-	70,504	70,504	2,773,800
2019	139,150	112,418	251,568	2,634,650
2020	139,150	105,461	244,611	2,495,500
2021	139,150	98,503	237,653	2,356,350
2022	139,150	91,546	230,696	2,217,200
2023	139,150	84,588	223,738	2,078,050
2024	139,150	77,631	216,781	1,938,900
2025	139,150	70,673	209,823	1,799,750
2026	139,150	63,716	202,866	1,660,600
2027	139,150	56,758	195,908	1,521,450
2028	139,150	49,801	188,951	1,382,300
2029	139,150	43,539	182,689	1,243,150
2030	139,150	37,973	177,123	1,104,000
2031	138,000	32,430	170,430	966,000
2032	138,000	27,600	165,600	828,000
2033	138,000	23,460	161,460	690,000
2034	138,000	19,320	157,320	552,000
2035	138,000	15,180	153,180	414,000
2036	138,000	10,954	148,954	276,000
2037	138,000	6,641	144,641	138,000
2038	138,000	2,242	140,242	-
	<u>2,773,800</u>	<u>1,100,938</u>	<u>3,874,738</u>	

Fiscal Year	Principal	Interest	Total	Balance
				9,286,200
2018		236,035	\$236,035	9,286,200
2019	465,850	376,357	\$842,207	8,820,350
2020	465,850	353,064	\$818,914	8,354,500
2021	465,850	329,772	\$795,622	7,888,650
2022	465,850	306,479	\$772,329	7,422,800
2023	465,850	283,187	\$749,037	6,956,950
2024	465,850	259,894	\$725,744	6,491,100
2025	465,850	236,602	\$702,452	6,025,250
2026	465,850	213,309	\$679,159	5,559,400
2027	465,850	190,017	\$655,867	5,093,550
2028	465,850	166,724	\$632,574	4,627,700
2029	465,850	145,761	\$611,611	4,161,850
2030	465,850	127,127	\$592,977	3,696,000
2031	462,000	108,570	\$570,570	3,234,000
2032	462,000	92,400	\$554,400	2,772,000
2033	462,000	78,540	\$540,540	2,310,000
2034	462,000	64,680	\$526,680	1,848,000
2035	462,000	50,820	\$512,820	1,386,000
2036	462,000	36,671	\$498,671	924,000
2037	462,000	22,234	\$484,234	462,000
2038	462,000	7,507	\$469,507	-
	<u>9,286,200</u>	<u>3,685,750</u>	<u>12,971,950</u>	

General Fund Bond Debt

Virginia Resource Authority 2017, Animal Shelter

Fiscal Year	Principal	Interest	Total	Balance
				5,430,000
2018	190,000	199,187	389,187	5,240,000
2019	180,000	206,769	386,769	5,060,000
2020	190,000	200,563	390,563	4,870,000
2021	195,000	192,722	387,722	4,675,000
2022	205,000	182,472	387,472	4,470,000
2023	215,000	171,709	386,709	4,255,000
2024	230,000	160,306	390,306	4,025,000
2025	240,000	148,263	388,263	3,785,000
2026	250,000	135,706	385,706	3,535,000
2027	265,000	122,509	387,509	3,270,000
2028	275,000	110,572	385,572	2,995,000
2029	285,000	100,972	385,972	2,710,000
2030	295,000	91,909	386,909	2,415,000
2031	310,000	80,306	390,306	2,105,000
2032	320,000	66,063	386,063	1,785,000
2033	335,000	53,578	388,578	1,450,000
2034	345,000	42,738	387,738	1,105,000
2035	355,000	31,294	386,294	750,000
2036	370,000	19,213	389,213	380,000
2037	380,000	6,484	386,484	-
	<u>5,430,000</u>	<u>2,323,334</u>	<u>7,753,334</u>	

General Fund Lease Debt

Stafford County FY18 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>	

Radio System FCC Mandated Upgrade to TDMA

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,100,000
2017	405,709	33,511	439,220	1,694,291
2018	412,732	26,488	439,220	1,281,560
2019	419,876	19,344	439,220	861,684
2020	427,145	12,075	439,220	434,539
2021	434,539	4,681	439,220	0
	<u>\$2,100,000</u>	<u>\$96,100</u>	<u>\$5,575,775</u>	

Fire Rescue Heavy Rescue

Fiscal Year	Principal	Interest	Total	Balance
				3,028,339
2017	276,506	58,209	334,715	2,751,833
2018	282,049	52,665	334,715	2,469,784
2019	287,704	47,011	334,715	2,182,080
2020	293,472	41,242	334,715	1,888,607
2021	299,356	35,359	334,715	1,589,251
2022	305,358	29,357	334,715	1,283,893
2023	311,480	23,235	334,715	972,413
2024	317,725	16,990	334,715	654,688
2025	324,095	10,620	334,715	330,593
2026	330,593	4,122	334,715	0
	<u>3,028,339</u>	<u>318,810</u>	<u>3,347,149</u>	

Utilities Fund Bond Debt

Stafford County FY18 Adopted Budget

Virginia Resource Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
				9,326,573
2012	179,131	640,886	820,017	9,147,442
2013	365,351	321,513	686,864	8,782,091
2014	378,429	308,435	686,864	8,403,662
2015	393,034	260,813	653,847	8,010,628
2016	405,681	215,150	620,831	7,604,947
2017	416,791	204,039	620,830	7,188,156
2018	428,204	192,626	620,830	6,759,952
2019	439,931	180,899	620,830	6,320,021
2020	451,978	168,852	620,830	5,868,043
2021	464,356	156,474	620,830	5,403,687
2022	477,072	143,758	620,830	4,926,615
2023	490,137	130,694	620,831	4,436,478
2024	503,559	117,271	620,830	3,932,919
2025	517,349	103,482	620,831	3,415,570
2026	531,516	89,314	620,830	2,884,054
2027	546,072	74,758	620,830	2,337,982
2028	561,027	59,804	620,831	1,776,955
2029	576,390	44,440	620,830	1,200,565
2030	592,174	28,655	620,829	608,391
2031	608,391	12,439	620,830	0
	<u>9,326,573</u>	<u>3,454,302</u>	<u>12,780,875</u>	

Virginia Resources Authority - Aquia

Fiscal Year	Principal	Interest	Total	Balance
				23,386,038
2012	536,481	475,248	1,011,729	22,849,557
2013	1,064,593	353,935	1,418,528	21,784,964
2014	1,074,248	344,280	1,418,528	20,710,716
2015	1,091,505	327,023	1,418,528	19,619,211
2016	1,124,655	247,521	1,372,176	18,494,556
2017	1,152,860	172,967	1,325,827	17,341,696
2018	1,163,838	161,989	1,325,827	16,177,858
2019	1,174,920	150,906	1,325,826	15,002,938
2020	1,186,109	139,717	1,325,826	13,816,829
2021	1,197,404	128,423	1,325,827	12,619,425
2022	1,208,805	117,020	1,325,825	11,410,620
2023	1,220,317	105,509	1,325,826	10,190,303
2024	1,231,937	93,889	1,325,826	8,958,366
2025	1,243,668	82,158	1,325,826	7,714,698
2026	1,255,511	70,315	1,325,826	6,459,187
2027	1,267,467	58,359	1,325,826	5,191,720
2028	1,279,537	46,290	1,325,827	3,912,183
2029	1,291,721	34,105	1,325,826	2,620,462
2030	1,304,022	21,804	1,325,826	1,316,440
2031	1,316,440	9,388	1,325,828	0
	<u>23,386,038</u>	<u>3,140,846</u>	<u>26,526,884</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	Fiscal Year	Principal	Interest	Total	Balance
				15,000,000					16,010,000
2013		2,314,858		15,000,000	2015		597,721		16,010,000
2014	810,000	2,606,713	3,416,713	14,190,000	2016	525,000	624,678	2,314,858	15,485,000
2015	845,000	2,573,679	3,418,679	13,345,000	2017	545,000	605,234	1,150,234	14,940,000
2016	885,000	2,531,847	3,416,847	12,460,000	2018	570,000	580,237	1,150,237	14,370,000
2017	930,000	1,506,616	2,436,616	11,530,000	2019	600,000	552,006	1,152,006	13,770,000
2018	975,000	479,078	1,454,078	10,555,000	2020	625,000	529,041	1,154,041	13,145,000
2019	1,020,000	432,531	1,452,531	9,535,000	2021	645,000	507,247	1,152,247	12,500,000
2020	1,070,000	383,550	1,453,550	8,465,000	2022	670,000	482,450	1,152,450	11,830,000
2021	1,125,000	327,303	1,452,303	7,340,000	2023	700,000	454,069	1,154,069	11,130,000
2022	1,180,000	273,487	1,453,487	6,160,000	2024	730,000	422,125	1,152,125	10,400,000
2023	1,235,000	218,703	1,453,703	4,925,000	2025	765,000	388,616	1,153,616	9,635,000
2024	-	188,906	188,906	4,925,000	2026	800,000	350,863	1,150,863	8,835,000
2025	-	188,906	188,906	4,925,000	2027	840,000	311,288	1,151,288	7,995,000
2026	-	188,906	188,906	4,925,000	2028	880,000	271,063	1,151,063	7,115,000
2027	455,000	181,797	636,797	4,470,000	2029	915,000	236,816	1,151,816	6,200,000
2028	475,000	167,266	642,266	3,995,000	2030	945,000	207,578	1,152,578	5,255,000
2029	495,000	152,109	647,109	3,500,000	2031	975,000	176,184	1,151,184	4,280,000
2030	-	144,375	144,375	3,500,000	2032	1,010,000	141,800	1,151,800	3,270,000
2031	-	144,375	144,375	3,500,000	2033	1,050,000	104,116	1,154,116	2,220,000
2032	-	144,375	144,375	3,500,000	2034	1,090,000	63,656	1,153,656	1,130,000
2033	-	144,375	144,375	3,500,000	2035	1,130,000	21,475	1,151,475	0
2034	640,000	131,175	771,175	2,860,000		<u>16,010,000</u>	<u>7,030,542</u>	<u>24,205,722</u>	
2035		117,975	117,975	2,860,000					
2036		117,975	117,975	2,860,000					
2037		117,975	117,975	2,860,000					
2038		117,975	117,975	2,860,000					
2039		117,975	117,975	2,860,000					
2040		117,975	117,975	2,860,000					
2041	905,000	99,309	1,004,309	1,955,000					
2042	950,000	61,050	1,011,050	1,005,000					
2043	1,005,000	20,728	1,025,728	0					
	<u>15,000,000</u>	<u>16,313,867</u>	<u>28,999,009</u>						

Utilities Fund Bond Debt

Stafford County FY16 Adopted Budget

Virginia Resources Authority - 2015

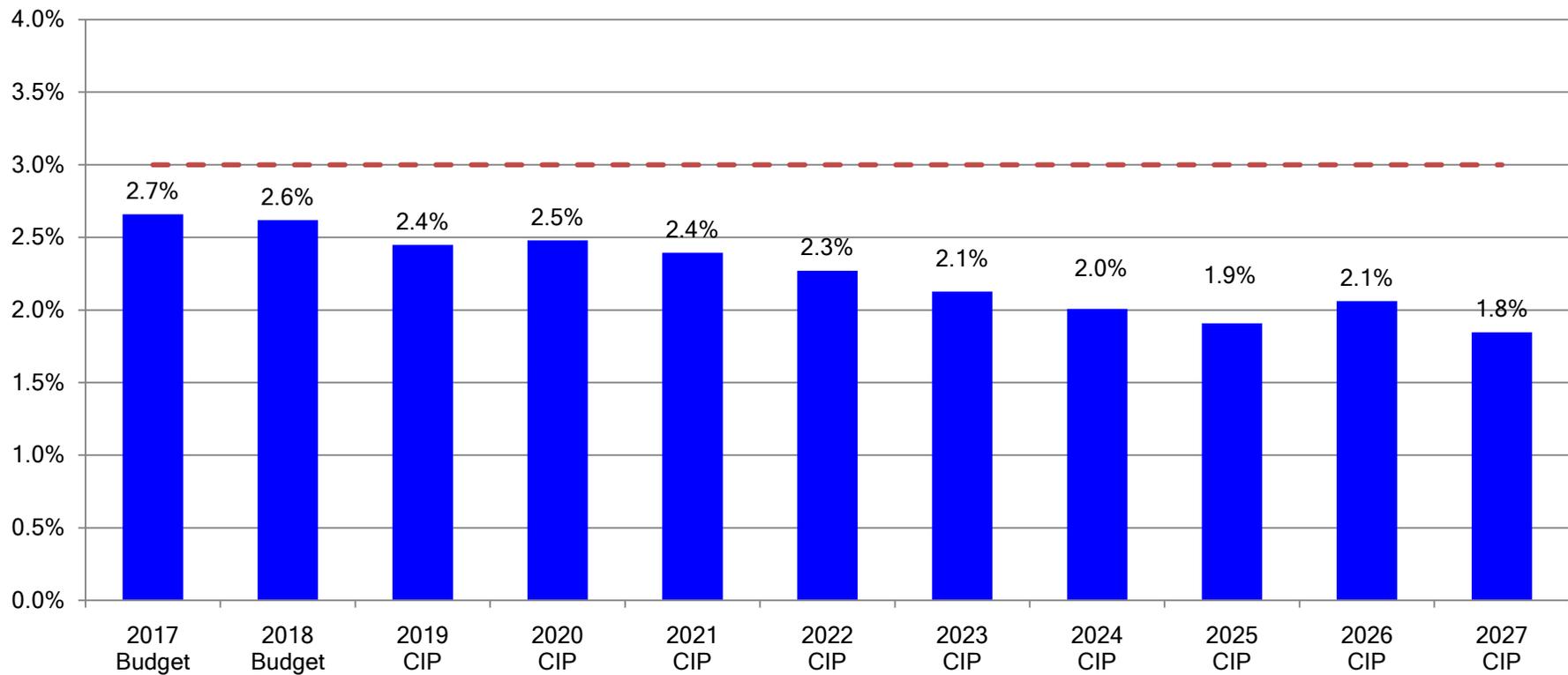
Fiscal Year	Principal	Interest	Total	Balance
				8,620,000
2016		168,467		8,620,000
2017	270,000	367,856	637,856	8,350,000
2018	280,000	356,463	636,463	8,070,000
2019	295,000	341,728	636,728	7,775,000
2020	310,000	326,225	636,225	7,465,000
2021	325,000	312,153	637,153	7,140,000
2022	340,000	297,313	637,313	6,800,000
2023	355,000	279,503	634,503	6,445,000
2024	375,000	260,797	635,797	6,070,000
2025	395,000	241,066	636,066	5,675,000
2026	415,000	221,709	636,709	5,260,000
2027	435,000	202,678	637,678	4,825,000
2028	455,000	182,672	637,672	4,370,000
2029	475,000	161,791	636,791	3,895,000
2030	495,000	143,384	638,384	3,400,000
2031	510,000	127,681	637,681	2,890,000
2032	530,000	107,831	637,831	2,360,000
2033	555,000	83,416	638,416	1,805,000
2034	580,000	59,613	639,613	1,225,000
2035	600,000	36,563	636,563	625,000
2036	625,000	12,391	637,391	0
	<u>8,620,000</u>	<u>4,291,299</u>	<u>12,742,831</u>	

Virginia Resources Authority - 2016

Fiscal Year	Principal	Interest	Total	Balance
				41,140,000
2017		826,134		41,140,000
2018	95,000	1,801,466	2,314,858	41,045,000
2019	95,000	1,798,322	1,893,322	40,950,000
2020	100,000	1,793,775	1,893,775	40,850,000
2021	105,000	1,789,022	1,894,022	40,745,000
2022	110,000	1,783,863	1,893,863	40,635,000
2023	115,000	1,778,097	1,893,097	40,520,000
2024	1,415,000	1,738,891	3,153,891	39,105,000
2025	1,495,000	1,664,322	3,159,322	37,610,000
2026	1,570,000	1,585,781	3,155,781	36,040,000
2027	1,195,000	1,514,928	2,709,928	34,845,000
2028	1,255,000	1,452,147	2,707,147	33,590,000
2029	1,310,000	1,386,419	2,696,419	32,280,000
2030	1,895,000	1,305,941	3,200,941	30,385,000
2031	1,995,000	1,207,909	3,202,909	28,390,000
2032	2,100,000	1,103,225	3,203,225	26,290,000
2033	2,195,000	1,004,391	3,199,391	24,095,000
2034	1,650,000	925,088	2,575,088	22,445,000
2035	2,385,000	841,866	3,226,866	20,060,000
2036	2,490,000	741,319	3,231,319	17,570,000
2037	2,590,000	636,544	3,226,544	14,980,000
2038	2,695,000	530,859	3,225,859	12,285,000
2039	2,800,000	431,344	3,231,344	9,485,000
2040	2,900,000	327,863	3,227,863	6,585,000
2041	2,115,000	228,009	2,343,009	4,470,000
2042	2,195,000	139,116	2,334,116	2,275,000
2043	2,275,000	46,922	2,321,922	0
	<u>41,140,000</u>	<u>30,383,559</u>	<u>71,115,817</u>	

Debt As A Percentage Of Assessed Value

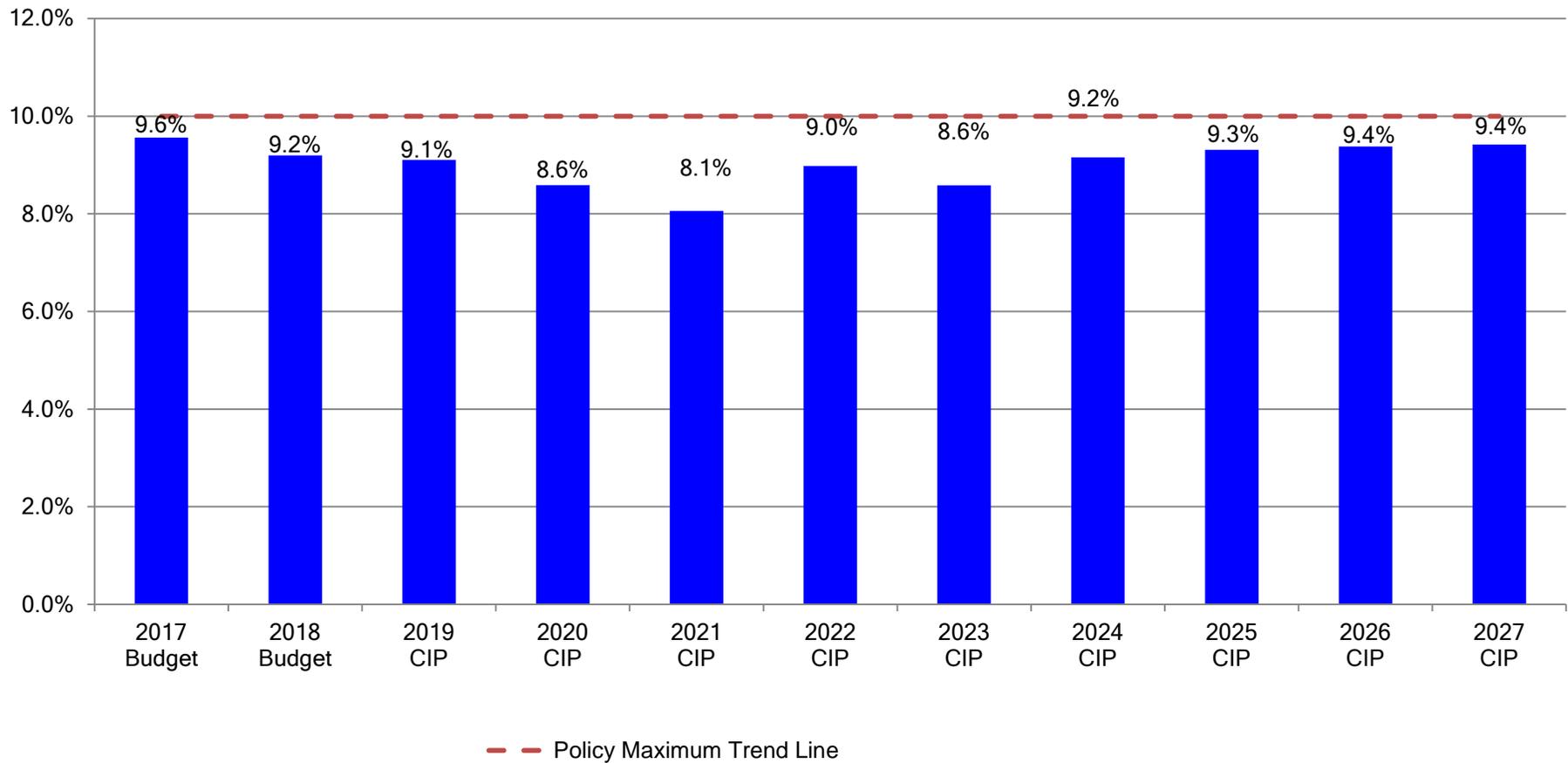
The County's financial policy "Principles of High Performance Financial Management" state that general obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property. Below is a graph illustrating the County's compliance with the policy.



Debt Service As A Percentage Of General Government Budget

Stafford County FY18 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%. 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

HPMS - H.H. Poole Middle

HOES - Hampton Oaks Elementary

HPOF - Historic Port of Falmouth

HTE - County's Financial System

HVAC- Heating, Ventilating and Air Conditioning

IBNR - Incurred but not reported

IDA - Industrial Development Authority

ISO - Insurance Services Office

IT - Information Technology

J&DR - Juvenile & Domestic Relations Court

KWBES - Kate Waller Barrett Elementary

LEAD - Leading, Educating, and Developing (professional development for local government leaders and managers)

LGIP - Local Government Investment Pool

LODD - Line of Duty Death Benefit

LIP - Land Information and Permitting System

LOC - Letter of Credit

LOSAP - Length of Service Award Program

LUP - Land Use Plan

MBES - Margaret Brent Elementary

MES - Ann Moncure Elementary

MG - Master Gardener

mgd - millions gallons per day

MS4 - Municipal Separate Storm Sewer System

MVHS - Mountain View High

NACO - National Association of Counties

NIMS - National Incident Management System

NSF - Non-Sufficient Funds

NSHS - North Stafford High

NPDES - National Pollution Discharge Elimination System Permit

NVRC - Northern Virginia Regional Commission

OCS - Officer Candidate School

O & M- Operating and Maintenance

OAIS - On-line Applicant Status and Information System

OSHA - Occupational Safety and Hazardous Act

OPEB - Other Post Employment Benefits

PC - Population Change

PDR - Purchase of Development Rights

PE - Preliminary Engineering

PP - Personal Property

PPE - Personal Protection Equipment.

PPTA - Public-Private Transportation Act

PPTRA (Personal Property Tax Relief Act) - Established in 1998 to eliminate the tax on personal property that localities levy through state funding. The program is to be phased in over a five-year time frame.

PRCF - Parks, Recreation and Community Facilities

PRES - Park Ridge Elementary

PRO - Positive Results of Operations

PRTC - Potomac Rappahannock Transportation Commission

PSCI- Public Safety Interoperable Communications (PSIC) Grant Program

PT - Part Time

PTA - Parent Teacher Association

PTAB - Public Transportation Advisory Board

PRTC - Potomac Rappahannock Transportation Commission (PRTC),

RRBC - Rappahannock River Basin Commission

RE - Real Estate

REMS - Rappahannock Emergency Medical Service Council

RES - Rockhill Elementary

RRES - Rocky Run Elementary

RFP - Request for Proposal

RRJA - Rappahannock Regional Jail Authority

RRJF - Rappahannock Regional Jail Facility

RSR - Revenue Stabilization Reserve

RTMS - Rodney E. Thompson Middle

SAN - Storage Area Network

SASA - Stafford Area Soccer Association

SCHMS - Shirley C. Heim Middle

SCTS- Stafford Career and Technology Center

SEI - Senior Executive Institute

SES - Stafford Elementary

SFSF - State Fiscal Stabilization Fund

SHS - Stafford High

SMS - Stafford Middle

SNAP - Supplemental Nutrition Assistance Program (Food stamp program)

Sq. Ft. - Square Foot/Square Feet

SRO - School Resource Officer

SWM - Storm Water Management

TANF - Temporary Aid to Needy Families

TAPP - Treasurer's Automated Prepayment Plan

TMDL - Total Maximum Daily Load

TDR - Transfer of Development Rights

TRE - Tax Relief for the Elderly

UMW - University of Mary Washington

USDA-ARS - U. S. Department of Agriculture-Agriculture Research Service

UVA - University of Virginia

VACO - Virginia Association of Counties

VDOT - Virginia Department of Transportation

VEC - Virginia Employment Commission

VGFOA - Virginia Government Finance Officers Association.

VHDA - Virginia Housing Development Authority

VIEW - Virginia Initiative for Employment not Welfare program, that requires many recipients to find a job and work towards self-sufficiency.

VIP - Virginia Independence Program

VOIP - Voice Over Internet Protocol

VML - Virginia Municipal League

VPSA - Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cities and towns of the Commonwealth.

VRA - Virginia Resources Authority

VRE - Virginia Railway Express

VRS - Virginia Retirement System

VPSA - Virginia Public School Authority

WCES - Winding Creek Elementary

WIP - Watershed Implementation Plans

WTP - Water Treatment Plant

YMCA - Young Men's Christian Association

WWTF - Wastewater Treatment Facility

WQIF - Water Quality Improvement Fund

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.

Capital Project Reserve - Revenues which have been received and set aside to meet the County's financial policy requirements, to provide cash flow for capital projects and to pay down high interest debt when advantageous.

Carry-Over Funds - Carry-over funds are the result of unspent appropriations in the prior year, new growth, the expansion of the tax base beyond what was projected and increased revenues over estimated amounts. They are brought forward from the preceding fiscal year to become the "beginning balance."

Committed Fund Balance - The portion of the net position of a governmental fund that represents resources whose use is subject to legally binding constraint that is imposed by the government itself at its highest level of decision making authority and that remains legally binding unless removed in the same manner.

Component Unit - Legally separate organization that must be included in the financial reporting of the primary government

Constitutional Officers - Refers to the offices or agencies directed by elected officials, whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. Elected officials include Clerk of Circuit Court, Commissioner of Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The Registrar is an appointed official of the County.

Contingency Reserve - Percentage of a surplus that serves as a reserve to cover unexpected or unforeseen expenditures.

Credit Ratings - A credit rating is the opinion of the rating agencies regarding the general creditworthiness of the government in question. The rating is a function of risk factors to which the government is subject. A rating in of itself does not imply any form of a recommendation by the rating agency. It is simply an objective evaluation of the government and its ability to meet the obligations of the security as well as its ability to repay the debt. The credit rating process involves a legal, quantitative, and qualitative analysis.

Current Assets - Cash or other assets that can reasonably be expected to be converted into cash, sold or consumed in operation with in one year.

Current Liabilities - Obligations due and payable with in one year.

Debt - An obligation to pay something to another.

Debt Set- off Program Accounts - In 1983, the General Assembly enacted legislation authorizing State Agencies to set-off the Virginia income tax refunds due individual taxpayers with past due accounts

Debt Service - The annual payment of principal and interest on indebtedness. Debt service is presented both in terms of specific debt allocations by category and fund and by sources of revenue used.

Department - The basis organizational unit of government which is functionally unique in its delivery of services.

Designated Fund Balance - Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the chief executive officer or the legislative body for some specific purpose.

Distinguished Budget Award - A voluntary award program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Economic Resources Measurement Focus - Measurement where the aim of a set financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net position. The economic resources measurement focus is used for proprietary and trust funds, as well as for government-wide financial reporting. It also is used by business enterprises and non-profit organizations in the private sector.

Efficiency Measures - Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.

Employee Benefits - Services and opportunities afforded employees because they work for Stafford County.

Encumbrance - A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

Expenditure - Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expandable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

Expense - FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.”

Expenditure-driven grants - Government-mandated or voluntary non exchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as reimbursement grants

Federal Title IV-E Funding - This is a federal program designed to provide funding to states to ensure proper care for eligible children in foster care and to provide ongoing assistance to eligible children with special needs receiving adoption subsidies. The program is authorized under Title IV-E of the Social Security Act and it is funded by federal and state/local matching funds. Administration is handled by state and local public child welfare agencies.

Fiduciary Fund - See Trust and Agency Fund

Fiscal Year - Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government’s fiscal year begins October 1 and ends September 30.

Fixed Assets - Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

Fractile Compliance - A fractile measure refers to how often a particular objective or benchmark is achieved. This is very appropriate in situations where there is a definitive “pass-fail” point, or in the case of emergency response, a time that is considered “fast enough” versus “not fast enough”. A fractile measure can be used to compare the number of responses that pass (fast enough) with the number of responses that fail (not fast enough).

Fund - A separate accounting unit, which has its own specific revenues and expenditures, assets and liabilities. Each fund in Stafford’s accounting structure has been established to segregate a particular set of fiscal activities. Separate funds, which have been established by Stafford, include the General Fund, which is the general operating fund of Stafford and is used to account for the general government revenues and expenditures; the School Operating Fund, which details all revenues and expenditures of Stafford’s public school system; and the Utilities Enterprise Fund, which details the fiscal activities of Stafford’s water and wastewater system.

Fund Balance - The difference between fund assets and fund liabilities in a governmental or trust fund. A negative fund balance is sometimes called a deficit.

Fund Types - Seven categories into which all individual funds must be classified are as follows: General Operating Fund, Capital Project Fund, Enterprise Fund, Component Unit, Internal Service Fund, Special Revenue Fund, and Fiduciary Fund.

General Fund - This 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.