

Mission

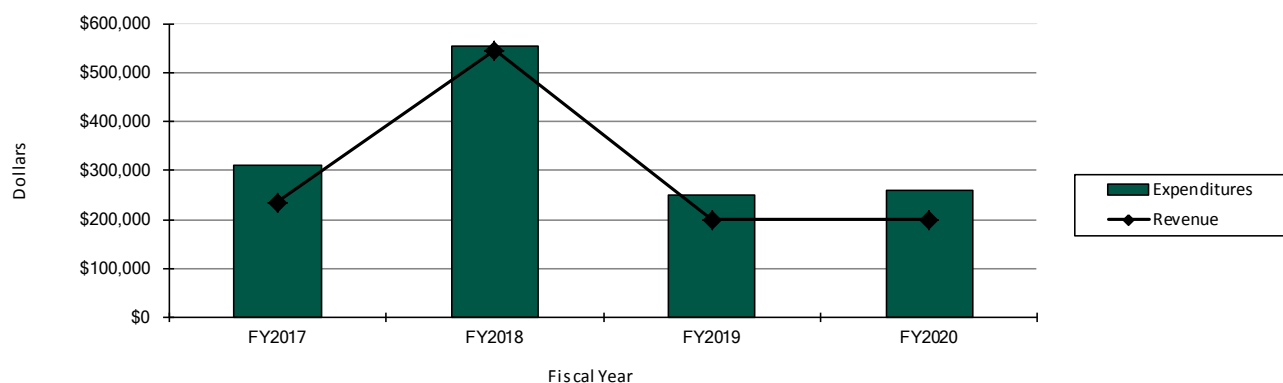
Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services (DCJS). Federal and state law authorizes the civil seizure and forfeiture of assets 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.

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 (DCJS) 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.

Budget Summary

| | FY2017 Actual | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|----------------------------------|------------------|------------------|-----------------------------|-----------------------------|-----------------------|------|
| Costs | | | | | | |
| Operating | \$191,740 | \$67,959 | \$250,000 | \$260,000 | \$10,000 | 4.0% |
| Capital | 118,146 | 485,948 | 0 | 0 | 0 | 0.0% |
| Total | 309,886 | 553,907 | 250,000 | 260,000 | 10,000 | 4.0% |
| Revenue | 235,065 | 545,676 | 200,000 | 200,000 | 0 | 0.0% |
| Inc/(Dec) to Fund Balance | (\$74,821) | (\$8,231) | (\$50,000) | (\$60,000) | (\$10,000) | 0.0% |



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

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|---|------------------|-----------------------------|-----------------------------|-----------------------|--------|
| Revenues | | | | | |
| Sheriff | \$0 | \$50,000 | \$50,000 | \$0 | 0.0% |
| Commonwealth's Attorney | 0 | 0 | 10,000 | 10,000 | 100.0% |
| Sub-total use of Prior Year Fund Balance | 0 | 50,000 | 60,000 | 10,000 | 20.0% |
| Sheriff | 534,543 | 200,000 | 200,000 | 0 | 0.0% |
| Commonwealth's Attorney | 11,133 | 0 | 0 | 0 | 0.0% |
| Sub-total Revenue | 545,676 | 200,000 | 200,000 | 0 | 0.0% |
| Total | \$545,676 | \$250,000 | \$260,000 | \$10,000 | 4.0% |
| Expenditures | | | | | |
| Judicial Administration | 23,615 | 0 | 10,000 | 10,000 | 100.0% |
| Public Safety | 44,344 | 250,000 | 250,000 | 0 | 0.0% |
| Capital Outlay | 485,948 | 0 | 0 | 0 | 0.0% |
| Total | \$553,907 | \$250,000 | \$260,000 | \$10,000 | 4.0% |

| | | | | | |
|--|-----------|-----------|-----------|------------|--------|
| Fund Balance, Beginning of Year | \$175,418 | \$167,187 | \$117,187 | (\$50,000) | -29.9% |
| Revenues | 545,676 | 200,000 | 200,000 | 0 | 0.0% |
| Expenditures | (553,907) | (250,000) | (260,000) | 10,000 | 4.0% |
| Fund Balance, End of Year | \$167,187 | \$117,187 | \$57,187 | (\$60,000) | -51.2% |

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, funding of replacement, repair and rehabilitation projects, and fleet replacement for Fire and Rescue ambulances.

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 (VPSA) 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.

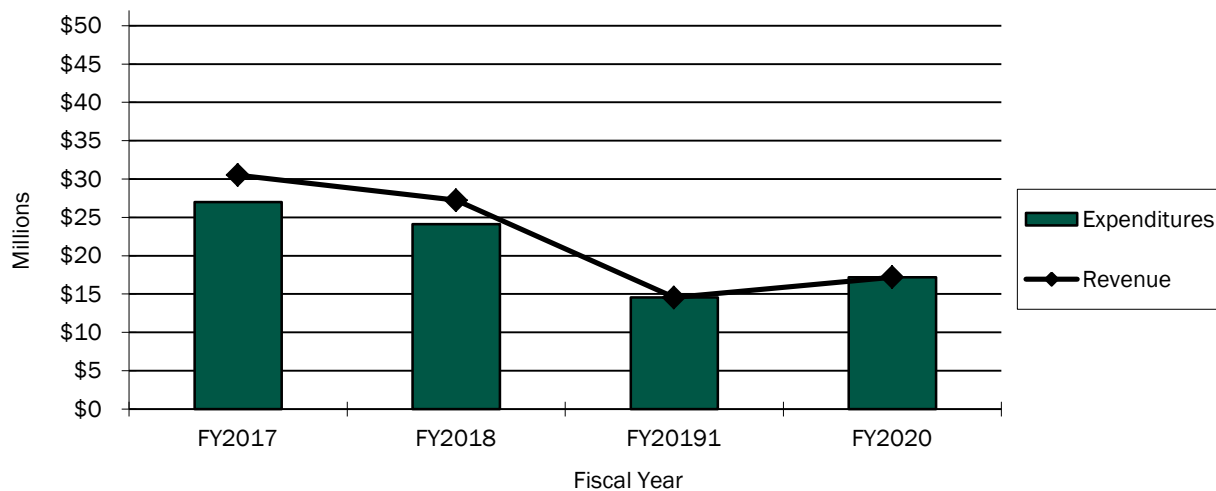
Other cash or debt-funded expenditures for major capital construction or equipment acquisition are accounted for here as well.

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

| | FY2017 Actual | FY2018 Actual | FY2019 ¹ Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|----------------------------------|--------------------|--------------------|--|-----------------------------|-----------------------|--------------|
| Costs | | | | | | |
| Personnel | \$281,114 | \$196,562 | \$248,500 | \$198,267 | (\$50,233) | -20.2% |
| Operating | 659,415 | 0 | 0 | 0 | 0 | 0.0% |
| Capital | 26,074,344 | 23,906,220 | 14,303,185 | 16,998,403 | 2,695,218 | 18.8% |
| Total | 27,014,873 | 24,102,782 | 14,551,685 | 17,196,670 | 2,644,985 | 18.2% |
| Revenue | 30,506,483 | 27,231,212 | 14,551,685 | 17,196,670 | 2,644,985 | 18.2% |
| Inc/(Dec) to Fund Balance | \$3,491,610 | \$3,128,430 | \$0 | \$0 | \$0 | 0.0% |

| | | | | | | |
|----------------------------|---|---|---|---|---|------|
| Funded Positions | | | | | | |
| Full-Time Positions | 2 | 2 | 2 | 2 | 0 | 0.0% |



⁽¹⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

Notable Changes

Personnel

- Partial funding of positions redistributed to the Utilities Fund

Capital

- Change in process for replacement, repair and rehabilitation projects
- Funding of anticipated VPSA bonds

Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board.
- An amount equivalent to 3.0% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.

Summary of Projects Funded from the Transfer from the General Fund

| Department | Item | Funding |
|---|---|------------------|
| Community Facilities | Building water purification - Government Center | 24,451 |
| Community Facilities | Add Heaters - Rowser | 43,000 |
| Community Facilities | Courthouse Air Conditioners | 26,000 |
| Community Facilities | Renovate Elevator - Health Department | 192,000 |
| Fire & Rescue Services | Equipment for Engines | 60,000 |
| Fire & Rescue Services | Station Repairs - Repair, Replacement and Rehabilitation | 440,022 |
| Fire & Rescue Services | Equipment for Tankers | 60,000 |
| Fire & Rescue Services | Ambulance Replacement | 867,000 |
| Information Technology | Replace Servers 5 year replacement cycle | 31,000 |
| Information Technology | Replace Cisco Switches Remote Locations (38) | 675,000 |
| Information Technology | Add storage capacity for SAN | 121,000 |
| Information Technology | Netscaler and UCS Chassis to replace end of life equip | 64,930 |
| Information Technology | Security Event and Incident MGMT System | 131,000 |
| Information Technology | One-time funding for Microsoft Windows Upgrade | 375,000 |
| Judicial | Courthouse | 2,600,000 |
| Judicial | Parking and Initial Start of Downtown Stafford | 1,800,000 |
| Parks & Recreation | Smith Lake Park turf replacement - Field 1 | 416,000 |
| Parks & Recreation | Smith Lake Park turf replacement - Field 2 | 416,000 |
| Planning and Zoning | Purchase of Development Rights | 250,000 |
| Sheriff | Tower site batteries to eliminate loss of radio connectivity and damage | 314,000 |
| Sheriff | Allow the Radio Manager to remotely program radios & locate vehicles | 42,000 |
| Sheriff | Facility study to determine operational needs and location for substation | 47,000 |
| Sheriff | Generator for tower maintenance & emergency use | 73,000 |
| Sheriff | Study of all microwave radio link paths to determine obstructions are between | 105,000 |
| Unallocated | Additional Funding to meet Policy based on Tax Rate | 23,302 |
| Total Transfer from the General Fund | | 9,196,705 |

Revenue/Expenditure/Fund Balance Summary

| | FY2018 Actual | FY2019 Amended ⁽¹⁾ Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|---|---------------------|--|-----------------------------|-----------------------|--------------|
| Revenues | | | | | |
| VPSA Bonds ⁽¹⁾ | \$17,652,031 | \$9,958,185 | \$4,565,000 | (\$5,393,185) | -54.2% |
| State Funds | 433,000 | 0 | 0 | 0 | 0.0% |
| Lease Revenue Proceeds | 0 | 0 | 3,260,000 | 3,260,000 | 100.0% |
| Revenue VRA Loan Proceeds | 6,667,321 | 0 | 0 | 0 | 0.0% |
| Purchase Development Rights (Grant) | 391,262 | 0 | 0 | 0 | 0.0% |
| Use of Money and Property | 191,311 | 20,000 | 174,965 | 154,965 | 774.8% |
| Prior Use of Fund Balance | 0 | 45,184 | 0 | (45,184) | -100.0% |
| Transfer from the Utility Fund | 700,000 | 0 | 0 | 0 | 0.0% |
| Transfer from the General Fund | 1,196,287 | 4,528,316 | 9,196,705 | 4,668,389 | 0.0% |
| Total | \$27,231,212 | \$14,551,685 | \$17,196,670 | \$2,644,985 | 18.2% |
| Expenditures | | | | | |
| Capital Improvement Program General Fund | | | | | |
| Courthouse | \$0 | \$0 | \$2,600,000 | \$2,600,000 | 100.0% |
| Parking and Initial Start of Downtown Stafford | 0 | 0 | 1,800,000 | 1,800,000 | 100.0% |
| Fire Rescue Vehicles | 0 | 824,000 | 867,000 | 43,000 | 5.2% |
| Fire Rescue Apparatus | 0 | 0 | 1,544,000 | 1,544,000 | 100.0% |
| Fire Rescue Life Pac | 0 | 0 | 1,716,000 | 1,716,000 | 100.0% |
| Repair, Replacement, & Rehabilitation Projects | 0 | 3,271,000 | 3,281,403 | 10,403 | 0.3% |
| Transfer to School Construction ⁽¹⁾ | 17,652,031 | 9,958,185 | 4,565,000 | (5,393,185) | -54.2% |
| Animal Shelter | 3,413,277 | 0 | 0 | 0 | 0.0% |
| Renovations | 230,342 | 0 | 0 | 0 | 0.0% |
| Chichester Park | 2,500 | 0 | 0 | 0 | 0.0% |
| Communication Equipment | 521 | 0 | 0 | 0 | 0.0% |
| Embrey Mill | 689,090 | 0 | 0 | 0 | 0.0% |
| Fire Rescue Improvement to Buildings | 32,000 | 0 | 0 | 0 | 0.0% |
| Fire and Rescue Station 14 | 881,870 | 0 | 0 | 0 | 0.0% |
| Issuance Cost | 157,664 | 0 | 0 | 0 | 0.0% |
| Rectangular Field Complex | 163 | 0 | 0 | 0 | 0.0% |
| Sub-Total | \$23,059,458 | \$14,053,185 | \$16,373,403 | \$2,320,218 | 16.5% |
| Other Capital Costs | | | | | |
| Personnel | \$196,562 | \$248,500 | \$198,267 | (\$50,233) | -20.2% |
| Computer Software | 0 | 0 | 375,000 | 375,000 | 100.0% |
| Purchase of Development Rights | 846,762 | 250,000 | 250,000 | 0 | 0.0% |
| Sub-Total | \$1,043,324 | \$498,500 | \$823,267 | \$324,767 | 65.1% |
| Total | \$24,102,782 | \$14,551,685 | \$17,196,670 | \$2,644,985 | 18.2% |
| Fund Balance, Beginning of Year | \$9,692,399 | \$12,820,829 | \$12,820,829 | \$0 | 0.0% |
| Revenues | 27,231,212 | 14,551,685 | 17,196,670 | 2,644,985 | 18.2% |
| Expenditures | (24,102,782) | (14,551,685) | (17,196,670) | (2,644,985) | 18.2% |
| Fund Balance, End of Year | \$12,820,829 | \$12,820,829 | \$12,820,829 | \$0 | 0.0% |

⁽¹⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

Mission

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

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

| | FY2017 Actual | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--------------------------------|------------------|------------------|-----------------------------|-----------------------------|-----------------------|---------|
| Costs | | | | | | |
| Personnel | \$1,852,669 | \$1,749,957 | \$1,873,180 | \$1,904,210 | \$31,030 | 1.66% |
| Operating | 1,643,037 | 1,801,081 | 2,254,799 | 2,364,731 | 109,932 | 4.88% |
| Capital | 0 | 0 | 983,250 | 20,000 | (963,250) | -97.97% |
| Total | 3,495,706 | 3,551,038 | 5,111,229 | 4,288,941 | (822,288) | -16.09% |
| Revenue | 3,517,297 | 3,618,604 | 5,111,229 | 4,288,941 | (822,288) | -16.09% |
| Inc/(Dec) to Net Assets | \$21,591 | \$67,566 | \$0 | \$0 | \$0 | 0.00% |

Notable Changes

Personnel

- Director position is split 50/50 between School operating and Fleet.

Goals/Objectives

- Review outsourced work for opportunities to increase control over the quality of work.
- 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 to negotiate with vendors to provide additional training for all technicians.
- Upgrade Team Leaders from PB05 to PB06.
- Add additional cameras and lighting at the fuel island for added security after hours.

Revenue/Expenditure/Fund Balance Summary

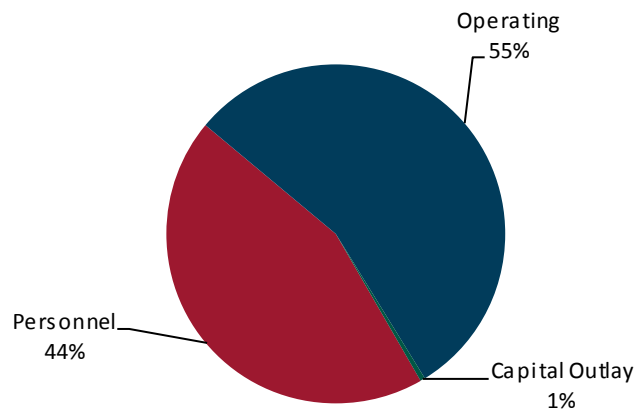
| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|---------------------|--------------------|-----------------------------|-----------------------------|-----------------------|-----------------|
| Revenues | | | | | |
| School Fund | \$3,085,900 | \$2,676,403 | \$2,961,830 | \$285,427 | 10.66% |
| Stafford County | 508,033 | 1,374,826 | 1,227,111 | (147,715) | (10.74)% |
| Fund Balance | 0 | 960,000 | 0 | (960,000) | (100.00)% |
| Utilities Fund | 0 | 0 | 0 | 0 | 0% |
| Vehicle Sales/Other | 24,671 | 100,000 | 100,000 | 0 | 0% |
| Total | 3,618,604 | 5,111,229 | 4,288,941 | (822,288) | (16.09)% |
| Expenditures | | | | | |
| Personnel | \$1,749,957 | \$1,873,180 | \$1,904,210 | \$31,030 | 1.66% |
| Operating | 1,801,081 | 2,254,799 | 2,364,731 | 109,932 | 4.88% |
| Capital Outlay | 0 | 983,250 | 20,000 | (963,250) | (97.97)% |
| Total | \$3,551,038 | \$5,111,229 | \$4,288,941 | (\$822,288) | (16.09)% |

Fund Balance

| | | | | | |
|--------------------------|--------------------|--------------------|--------------------|------------|-----------|
| Beginning of Year | \$1,154,124 | \$1,221,690 | \$1,221,690 | \$0 | 0% |
| Revenues | 3,618,604 | 5,111,229 | 4,288,941 | (822,288) | -16% |
| Expenditures | (3,551,038) | (5,111,229) | (4,288,941) | 822,288 | -16% |
| End of Year | \$1,221,690 | \$1,221,690 | \$1,221,690 | \$0 | 0% |

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

Expenditures



Mission

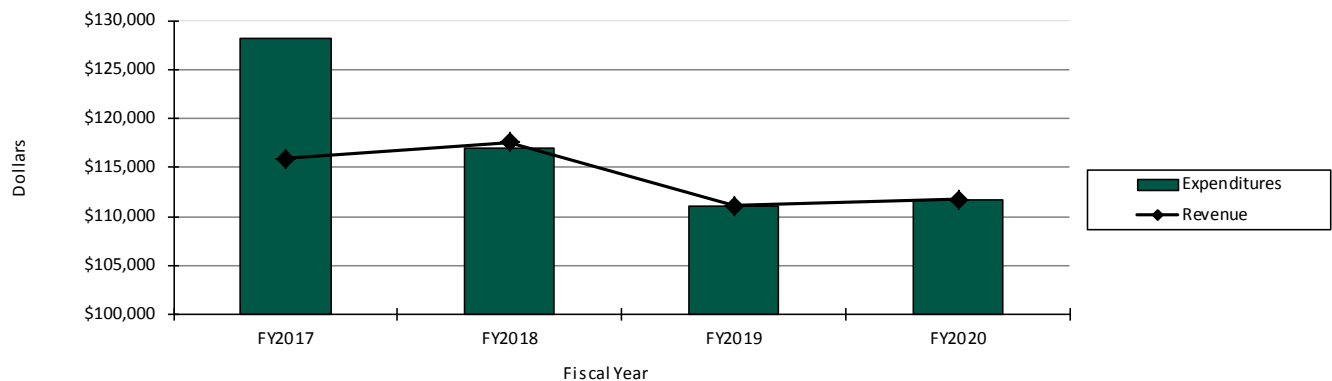
The purpose of the Hidden Lake Subdivision Service District is to provide for dam construction, reconstruction and maintenance; beach and shoreline management and restoration at Hidden Lake; construction, maintenance and general upkeep of the private streets and roads within Hidden Lake Subdivision that 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.

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 2019 effective tax rate is \$0.365.

Budget Summary

| | FY2017 Actual | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|----------------------------------|-------------------|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Costs | | | | | | |
| Personnel | \$3,218 | \$2,913 | \$2,180 | \$2,080 | (\$100) | -4.6% |
| Maintenance Services | 63,276 | 53,283 | 44,869 | 47,445 | 2,576 | 5.7% |
| Debt Service | 61,712 | 60,801 | 64,051 | 62,175 | (1,876) | -2.9% |
| Total | 128,206 | 116,997 | 111,100 | 111,700 | 600 | 0.5% |
| Revenue | 115,913 | 117,575 | 111,100 | 111,700 | 600 | 0.5% |
| Inc/(Dec) to Fund Balance | (\$12,293) | \$578 | \$0 | \$0 | \$0 | 0.0% |

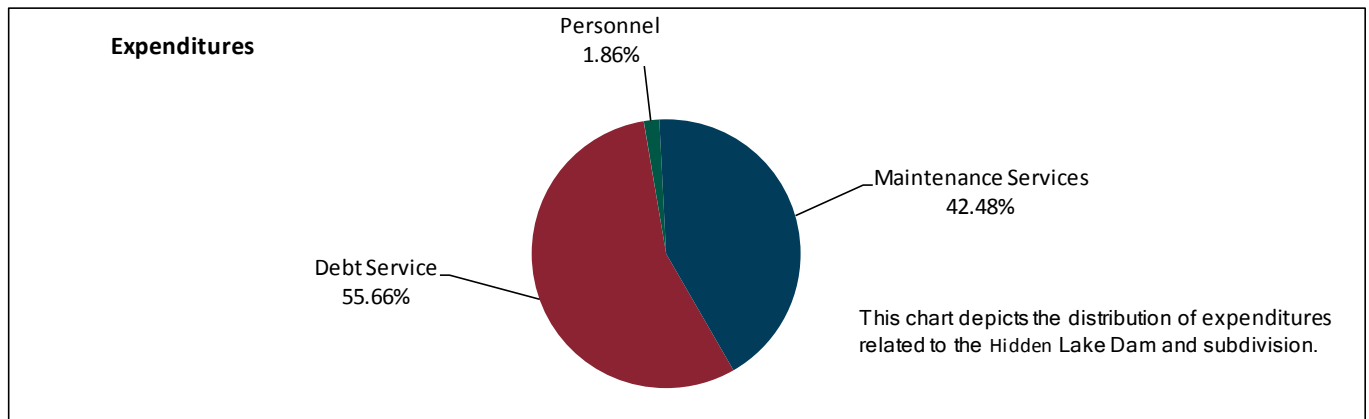


Goals/Objectives

- 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.

Revenue/Expenditure/Fund Balance Summary

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Revenues | | | | | |
| Real Property Tax Special Assessment | \$116,859 | \$110,700 | \$111,000 | \$300 | 0.3% |
| Interest | 716 | 400 | 700 | 300 | 75.0% |
| Total | \$117,575 | \$111,100 | \$111,700 | \$600 | 0.5% |
| Expenditures | | | | | |
| Debt Service | \$60,801 | \$64,051 | \$62,175 | (\$1,876) | -2.9% |
| Personnel | 2,913 | 2,180 | 2,080 | (100) | -4.6% |
| Maintenance Services | 53,283 | 44,869 | 47,445 | 2,576 | 5.7% |
| Total | \$116,997 | \$111,100 | \$111,700 | \$600 | 0.5% |
| Fund Balance, Beginning of Year | \$94,389 | \$94,967 | \$94,967 | \$0 | 0.0% |
| Revenues | 117,575 | 111,100 | 111,700 | 600 | 0.5% |
| Expenditures | (116,997) | (111,100) | (111,700) | (600) | 0.5% |
| Fund Balance, End of Year | \$94,967 | \$94,967 | \$94,967 | \$0 | 0.0% |



LAKE CARROLL SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Lake Carroll Service District Fund. The January 1, 2019 tax rate for the service district is .27 cents.

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|-------------------------------|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Revenues | | | | | |
| Property Taxes | \$6,032 | \$13,875 | \$13,875 | \$0 | 0.0% |
| Use of Money & Property | 3,420 | 0 | 0 | 0 | 0.0% |
| Transfer in from General Fund | 550,000 | 0 | 0 | 0 | 0.0% |
| Total | \$559,452 | \$13,875 | \$13,875 | \$0 | 0.0% |
| Expenditures | | | | | |
| Capital | 30,958 | 13,875 | 13,875 | 0 | 0.0% |
| Transfer to General Fund | 5,853 | 0 | 0 | 0 | 0.0% |
| Total | \$36,811 | \$13,875 | \$13,875 | \$0 | 0.0% |

The Lake Carroll Service District was established by Ordinance O17-41 in November 2017. The purpose of the LCSD is to repair, construct, reconstruct, and maintain the Kennedy Dam which impounds Lake Carroll. This fund accounts for ad valorem tax receipts from property owners in the Lake Carroll Service District to repay the Stafford County General Fund for a loan of \$550,000 to make the repairs.

| Fund Balance | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Fund Balance, Beginning of Year | \$0 | \$522,641 | \$522,641 | \$0 | 0.0% |
| Revenues | 559,452 | 13,875 | 13,875 | 0 | 0.0% |
| Expenditures | (36,811) | (13,875) | (13,875) | 0 | 0.0% |
| Fund Balance, End of Year | \$522,641 | \$522,641 | \$522,641 | \$0 | 0.0% |

LAKE ARROWHEAD SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Lake Arrowhead Service District Fund. The January 1, 2019 tax rate for the service district is .10 cents.

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--------------------------------|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Revenues | | | | | |
| Property Taxes | \$53,791 | \$112,000 | \$112,000 | \$0 | 0.0% |
| Use of Money & Property | 2,813 | 0 | 7,511 | 7,511 | 100.0% |
| Transfer from the General Fund | 548,000 | 0 | 0 | 0 | 0.0% |
| Use of Prior Year Fund Balance | 0 | 0 | 0 | 0 | 0.0% |
| Total | \$604,604 | \$112,000 | \$119,511 | \$7,511 | 6.7% |
| Expenditures | | | | | |
| Operating/Capital | 127,694 | 112,000 | 119,511 | 7,511 | 6.7% |
| Transfer to General Fund | 27,400 | 0 | 0 | 0 | 0.0% |
| Total | \$155,094 | \$112,000 | \$119,511 | \$7,511 | 6.7% |

The Lake Arrowhead Service District was established by Ordinance O17-01 in February 2017. The purpose of the Service District is to raise funds and use said funds to repair, construct, reconstruct, and maintain the dams within the Lake Arrowhead subdivision. This fund accounts for ad valorem tax receipts from property owners in the Lake Arrowhead Service District. The Lake Arrowhead Service District will repay a loan of \$548,000 over the next 20 years to the Stafford County capital projects reserve.

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--|------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Fund Balance | | | | | |
| Fund Balance, Beginning of Year | \$0 | \$449,510 | \$449,510 | \$0 | 0.0% |
| Revenues | 604,604 | 112,000 | 119,511 | 7,511 | 6.7% |
| Expenditures | (155,094) | (112,000) | (119,511) | (7,511) | -6.7% |
| Fund Balance, End of Year | \$449,510 | \$449,510 | \$449,510 | \$0 | 0.0% |

LYNHAVEN LANE SERVICE DISTRICT

FY2020 Adopted Budget

The following schedule shows activity in the Lynhaven Lane Service District Fund. The January 1, 2019 tax rate for the service district is 0.20 cents.

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|---------------------|------------------|-----------------------------|-----------------------------|-----------------------|--------|
| Revenues | | | | | |
| Property Taxes | \$0 | \$0 | \$14,000 | \$14,000 | 100.0% |
| Total | \$0 | \$0 | \$14,000 | \$14,000 | 100.0% |
| Expenditures | | | | | |
| Operating/Capital | 0 | 0 | 14,000 | 14,000 | 100.0% |
| Total | \$0 | \$0 | \$14,000 | \$14,000 | 100.0% |

The Lynhaven Lane Service District was established by Ordinance O18-33 in August 2018. The purpose of the Service District is to improve Lynhaven Lane to be accepted into the Virginia Department of Transportation's Secondary Stem of State Highways.

| | FY2018 Actual | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--|------------------|-----------------------------|-----------------------------|-----------------------|--------|
| Fund Balance | | | | | |
| Fund Balance, Beginning of Year | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Revenues | 0 | 0 | 14,000 | 14,000 | 100.0% |
| Expenditures | 0 | 0 | (14,000) | (14,000) | 100.0% |
| Fund Balance, End of Year | \$0 | \$0 | \$0 | \$0 | 0.0% |

Mission

Administered within the Department of Economic Development & Tourism, the Tourism Program mission is to attract visitors from outside Stafford County. Visits include trips to see historical sites, businesses, events, or other activities. The Stafford Tourism Program focuses on five primary marketing activities and the development of tourism Initiatives.

Who Are We?

The Tourism Program was established in July 2001. The Tourism Program is funded from the Tourism Fund, a government 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 “designated and spent solely for tourism, marketing of tourism or initiatives that, as determined in consultation with the local tourism industry organizations, attract travelers to the locality and generate tourism revenues in the locality.” 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.

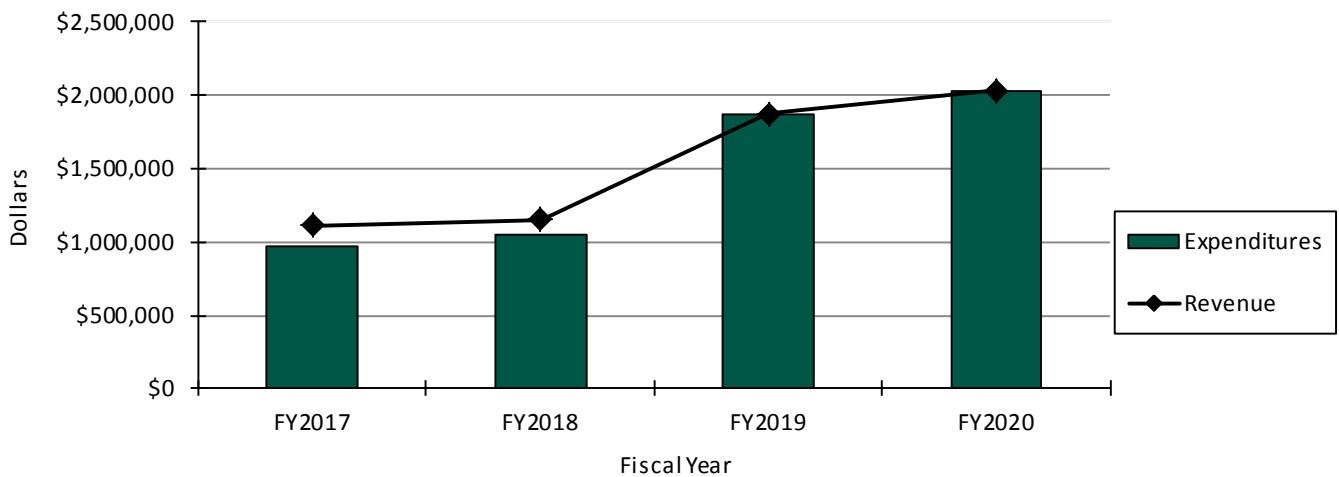
On December 13, 2005, the Board of Supervisors passed Resolution R05-472, which dedicates the entire transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by the Stafford Museum Board of Directors to develop a charter, raise funds, implement a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

In 2015, the Board approved an *Economic Development Strategy* that stated the need for a “coordinated Tourism Plan.” In May 2018, a new Director of Economic Development & Tourism was hired and intends to fully integrate tourism marketing and tourism development into the work of the Department. On December 11, 2018, the Tourism Program Policy was clarified, updated, and approved by the Board of Supervisors. That Policy set forth the primary activities for tourism marketing and development.

Budget Summary

| | FY2017 Actual | FY2018 Actuals | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|----------------------------------|------------------|-------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Costs | | | | | | |
| Personnel ⁽¹⁾ | \$108,684 | \$95,651 | \$173,260 | \$272,510 | \$99,250 | 57.3% |
| Operating | 863,231 | 947,586 | 941,740 | 938,702 | (3,038) | -0.3% |
| Transfer to General Fund | 0 | 0 | 760,000 | 820,808 | 60,808 | 8.0% |
| Total | 971,915 | 1,043,237 | 1,875,000 | 2,032,020 | 157,020 | 8.4% |
| Revenue | 1,111,897 | 1,150,799 | 1,875,000 | 2,032,020 | 157,020 | 8.4% |
| Inc/(Dec) to Fund Balance | \$139,982 | \$107,562 | \$0 | \$0 | \$0 | 0.0% |

⁽¹⁾ A portion of the Economic Development positions are funded by the Tourism Fund.



Notable Changes

Personnel

- 5% Salary increase
- Funding of positions redistributed from Economic Development to Tourism

Operating

- Increase for Regional Partnerships and Tourism Initiatives
- Transfer to General Fund

Goals/Objectives

- Increase taxable hospitality-related sale by 3% (Service levels 1 and 2)
- Increase visitation to all Stafford attractions by 1% (Service levels 1 and 2)
- Increase Meals Tax by 6% (Service levels 1, 2, and 3)
- Increase Transient Occupancy Tax by 3% (Service levels 1, 2, and 3)

| Service Levels | CY2018 Actual | CY2019 Budget | CY2020 Plan |
|---|--------------------------|-----------------------------|-----------------------------|
| 1. Electronic media – (Facebook, Newsletter, Twitter, Instagram, YouTube) | 13,585 | 14,000 | 14,500 |
| 2. Tourism Visitation Annually * | 520,293 | 525,495 | 530,749 |
| 3. Promotional Events Supported | 8 Supported 1 Created | 10 Supported 1 New event | 12 Supported 1 New event |
| 4. Transient Occupancy Tax | \$1,102,500 | \$1,125,000 | \$1,158,750 |

* Visitation is defined ((Annual inventory of rooms/Average Occupancy)/ (average length of stay)* (2 total number of people per room)). These numbers are conservative industry standard for visitation calculation.

Revenue/Expenditure/Fund Balance Summary

| | FY2018 Actuals | FY2019 Adopted Budget | FY2020 Adopted Budget | Changes '19 to '20 | |
|--|--------------------|-----------------------------|-----------------------------|-----------------------|-------------|
| Revenues | | | | | |
| 3% Occupancy Tax | \$1,146,299 | \$1,125,000 | \$1,216,212 | \$91,212 | 8.1% |
| 2% Occupancy Tax ⁽¹⁾ | 0 | 750,000 | 810,808 | 60,808 | 8.1% |
| Other Revenue | 4,500 | 0 | 5,000 | 5,000 | 100.0% |
| Total | \$1,150,799 | \$1,875,000 | \$2,032,020 | \$157,020 | 8.4% |
| Expenditures | | | | | |
| Operating | 716,086 | 730,240 | 672,702 | (57,538) | -7.9% |
| Personnel | 95,651 | 173,260 | 272,510 | 99,250 | 57.3% |
| Tourism Programs | 231,500 | 211,500 | 266,000 | 54,500 | 25.8% |
| Transfer to General Fund ^{(1), (2)} | 0 | 760,000 | 820,808 | 60,808 | 8.0% |
| Total | \$1,043,237 | \$1,875,000 | \$2,032,020 | \$157,020 | 8.4% |
| Fund Balance, Beginning of Year | \$948,427 | \$1,055,989 | \$1,055,989 | \$0 | 0.0% |
| Revenues | 1,150,799 | 1,875,000 | 2,032,020 | 157,020 | 8.4% |
| Expenditures | (1,043,237) | (1,875,000) | (2,032,020) | (157,020) | -8.4% |
| Fund Balance, End of Year | \$1,055,989 | \$1,055,989 | \$1,055,989 | \$0 | 0.0% |
| Fund Balance Allocation | \$1,055,989 | \$1,055,989 | \$1,055,989 | \$0 | 0.0% |
| Committed | 669,232 | 669,232 | 669,232 | 0 | 0.0% |
| Assigned | 386,757 | 386,757 | 386,757 | 0 | 0.0% |
| Fund balance, End of Year | \$1,055,989 | \$1,055,989 | \$1,055,989 | \$0 | 0.0% |

⁽¹⁾ Includes 2% Occupancy tax that will be transferred to the General Fund.

⁽²⁾ Includes \$10,000 for Parks and Recreation to support events and activities and will be transferred to the General Fund.