

# Stafford County Virginia

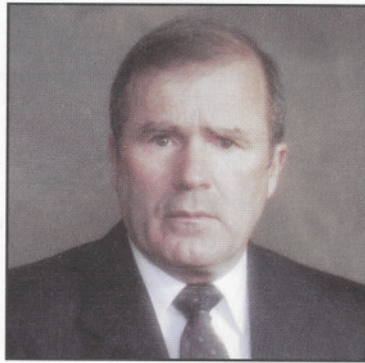


## Adopted Budget

Fiscal Year 2007  
(July 1, 2006 – June 30, 2007)



# BOARD OF SUPERVISORS



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Rock Hill District



Jack R. Cavalier, Vice Chairman  
Griffis-Widewater District



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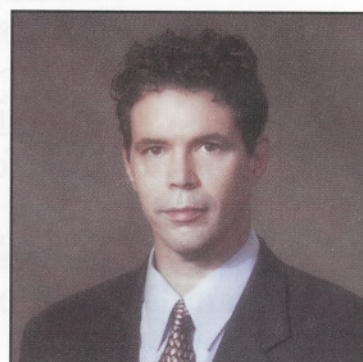
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Hartwood District



Mark Dudenhefer  
Garrisonville District



Peter J. Fields  
George Washington District



Steve Crosby  
County Administrator

## COUNTY ADMINISTRATIVE STAFF

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Steve Crosby  
County Administrator

Anthony J. Romanello  
Deputy County Administrator

Cheryl L. Beagle  
Budget Director

Kimberly A. Herman  
Assistant Budget Director

Donna M. Olsen  
Budget Technician

Catherine L. Riddle  
Public Information Manager

David W. Noel  
Director of Information Technology

Sheri W. Stefaniga  
Assistant Director of Information Technology

Scott A. Mayausky  
Commissioner of the Revenue

Bill D. Colvin  
Treasurer





GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

PRESENTED TO

**Stafford County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2005**

*Carla E. Fudge*

President

*Jeffrey R. Ennis*

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, 2005.

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.



# TABLE OF CONTENTS

## Introduction

|   |      |
|---|------|
| Budget Message                                      | I    |
| Stafford County Board of Supervisors Vision         | 1-1  |
| Stafford County Staff Vision                        | 1-5  |
| Stafford County History                             | 1-8  |
| Stafford Accomplishments                            | 1-9  |
| County Planning Processes                           | 1-11 |
| Comprehensive Plan                                  | 1-12 |
| Comprehensive Plan Goals and Objectives             | 1-16 |
| Financial Policies and Guidelines                   | 1-29 |
| Amendments to Financial Policies and Guidelines     | 1-31 |
| Budget Guidelines, Basis of Accounting and Basis of | 1-32 |
| Budgeting   |      |
| Fund Structure                                      | 1-39 |
| Budget Calendar                                     | 1-40 |
| Stafford County Facilities Map                      | 1-41 |
| Election District Boundaries                        | 1-42 |

## Personnel

|  |      |
|--|------|
| Organizational Chart                           | 2-1  |
| Position Summary                               | 2-2  |
| Proposed Positions                             | 2-4  |
| General Fund Personnel by Major Category       | 2-9  |
| Utilities Fund Personnel by Major Category     | 2-10 |
| Other Funds Personnel Expenditure Distribution | 2-11 |
| Personnel for all Funds                        | 2-12 |
| Department of Human Resources                  | 2-13 |
| Internal Committees                            | 2-14 |
| Board, Authorities, Commissions Committees     | 2-15 |

## Statistical Section

|  |      |
|--|------|
| All Funds – Revenues                           | 3-1  |
| All Funds – Expenditures                       | 3-2  |
| All Funds by Major Expense Summary             | 3-4  |
| Fiscal Year 2007 Adopted Budget all Fund Types | 3-7  |
| Demographics                                   | 3-8  |
| Selected Fiscal Indicators FY1998-FY2007       | 3-10 |
| Education Cost Statistics                      | 3-12 |
| School Operating vs. Enrollment Graph          | 3-13 |
| Building Permit Values Graph                   | 3-14 |
| Assessed Value of Real Property                | 3-15 |
| Per Capita Expenditures                        | 3-16 |
| Citizen Assistance and Volunteer Services      | 3-17 |
| Web Site Statistics                            | 3-18 |
| Current Service Costs Property Taxes           | 3-19 |
| Debt Management                                | 3-20 |
| Analysis of Outstanding Debit FY2006-FY2011    | 3-22 |

# TABLE OF CONTENTS

## Statistical Section (Cont'd)

|  |      |
|--|------|
| General Fund Debt                      | 3-26 |
| Utilities Fund Debt                    | 3-35 |
| New Debt                               | 3-36 |
| Debt Service Requirement FY1994-FY2011 | 3-37 |

## General Fund

|  |      |
|--|------|
| Five Year Operating Budget Model                 | 4-1  |
| General Fund Balance Analysis                    | 4-3  |
| Revenue vs. Expenditure Changes FY1998 to FY2007 | 4-8  |
| Revenue Projection                               | 4-9  |
| General Fund Revenues                            | 4-10 |
| Revenue Analysis FY1998-FY2007                   | 4-12 |
| General Fund Revenue Analysis                    | 4-13 |
| Revenue and Expenditure Analysis FY1998-FY2007   | 4-14 |
| General Fund Expenditures                        | 4-24 |
| Designated Revenue Comparison                    | 4-25 |
| Constitutional Officers Funding Graphs           | 4-26 |
|  | 4-28 |

## General Government Administration

|                               |      |
|-------------------------------|------|
| Board of Supervisors          | 5-1  |
| Budget                        | 5-2  |
| Commissioner of the Revenue   | 5-4  |
| Information Technology        | 5-6  |
| County Administration         | 5-12 |
| County Attorney               | 5-18 |
| Finance                       | 5-22 |
| Human Resources               | 5-24 |
| Public Services Team          | 5-28 |
| Registrar and Electoral Board | 5-32 |
| Treasurer                     | 5-38 |
|                               | 5-42 |

## Judicial Administration (Courts)

|                                     |      |
|-------------------------------------|------|
| Commonwealth's Attorney             | 6-1  |
| 15 <sup>th</sup> District Court     | 6-2  |
| Clerk of the Circuit Court          | 6-7  |
| Magistrate                          | 6-7  |
| Juvenile & Domestic Relations Court | 6-7  |
| Circuit Court                       | 6-9  |
| General District Court              | 6-10 |

## Public Safety

|                                   |      |
|-----------------------------------|------|
| Corrections                       | 7-1  |
| Fire, Rescue & Emergency Services | 7-2  |
| Sheriff                           | 7-5  |
| Solid Waste                       | 7-14 |
|                                   | 7-28 |



# TABLE OF CONTENTS

|   |       |
|---|-------|
| <b>Health &amp; Welfare</b>                   | 8-1   |
| Comprehensive Services Act                    | 8-2   |
| Regional & Community Agencies                 | 8-6   |
| Social Services                               | 8-12  |
| <b>Parks and Recreation</b>                   | 9-1   |
| <b>Community Development</b>                  | 10-1  |
| Capital Projects                              | 10-2  |
| Central Rappahannock Regional Library (CRRL)  | 10-4  |
| Code Administration                           | 10-6  |
| Cooperative Extension                         | 10-10 |
| Economic Development/Legislative Affairs      | 10-16 |
| Planning                                      | 10-20 |
| <b>Miscellaneous</b>                          | 11-1  |
| Debt Services                                 | 11-2  |
| Non-Departmental                              | 11-3  |
| School Operations                             | 11-4  |
| Other Transfers                               | 11-8  |
| <b>Capital Improvement Programs</b>           | 12-1  |
| Funding Sources                               | 12-3  |
| Fund Summary                                  | 12-4  |
| General Fund                                  | 12-5  |
| Other Funds                                   | 12-9  |
| School Fund                                   | 12-13 |
| Utilities Fund                                | 12-25 |
| <b>Utilities Fund</b>                         | 13-1  |
| Proposed FY07 Department of Utilities Budget  | 13-2  |
| Utilities Fund Expenditures by Major Category | 13-3  |
| Utilities Summary Information                 | 13-4  |
| Utilities Highlights                          | 13-7  |
| 5-year Projection Model                       | 13-11 |
| Revenues                                      | 13-12 |
| Water Treatment Graphs                        | 13-14 |
| Wastewater Treatment Graphs                   | 13-15 |
| <b>School Fund</b>                            | 14-1  |
| Public Schools Organization Structure         | 14-2  |
| School Board Members                          | 14-3  |
| Vision and Mission Statements                 | 14-4  |
| Budget Calendar                               | 14-5  |
| Budget Highlights                             | 14-6  |
| Operating Revenues and Expenditures           | 14-8  |
| School Nutrition Service Fund                 | 14-10 |
| Construction Fund                             | 14-12 |

# TABLE OF CONTENTS

## School Fund (Cont'd)

Public School Facts

14-15

School Site Map

14-16

## Other Funds

### Transportation Fund

15-1

Regional & Community Agencies

15-5

Projects

15-6

Five-year Model

15-7

Revenues

15-8

Expenditures

15-9

Fuel Tax Graphs

15-10

### Fleet Services Fund

15-13

Revenues

15-16

Expenditures

15-17

### Asset Forfeiture Fund

15-19

Funding Analysis

15-21

Revenues

15-22

Expenditures

15-23

### E-911 Fund

15-25

Funding Analysis

15-29

Revenues

15-30

Expenditures

15-31

### Tourism Fund

15-33

Revenues

15-36

Expenditures

15-37

Tourism Regional and Community Agencies

15-38

### Parks and Recreation Bond Fund

15-41

Revenues/Expenditures

15-44

## Glossary and Index

Acronyms

16-1

Glossary

16-4

Index

16-11



**BOARD OF SUPERVISORS**

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COUNTY ADMINISTRATOR  
STEVE CROSBY

July 1, 2006

The Board of Supervisors and Citizens of Stafford County:

The Budget for Fiscal Year 2007, prepared in accordance with the Code of Virginia, represents revenues and expenditures for the Fiscal Year beginning on July 1, 2006 and ending on June 30, 2007. The budget is developed for information and fiscal planning purposes only. It is a plan for the County's operations, maintenance, capital outlay, and debt service for a one-year period. In other words, the budget is a work plan, expressed in terms of dollars and cents, representing a tool for fiscal management.

**The FY2007 Budget Process**

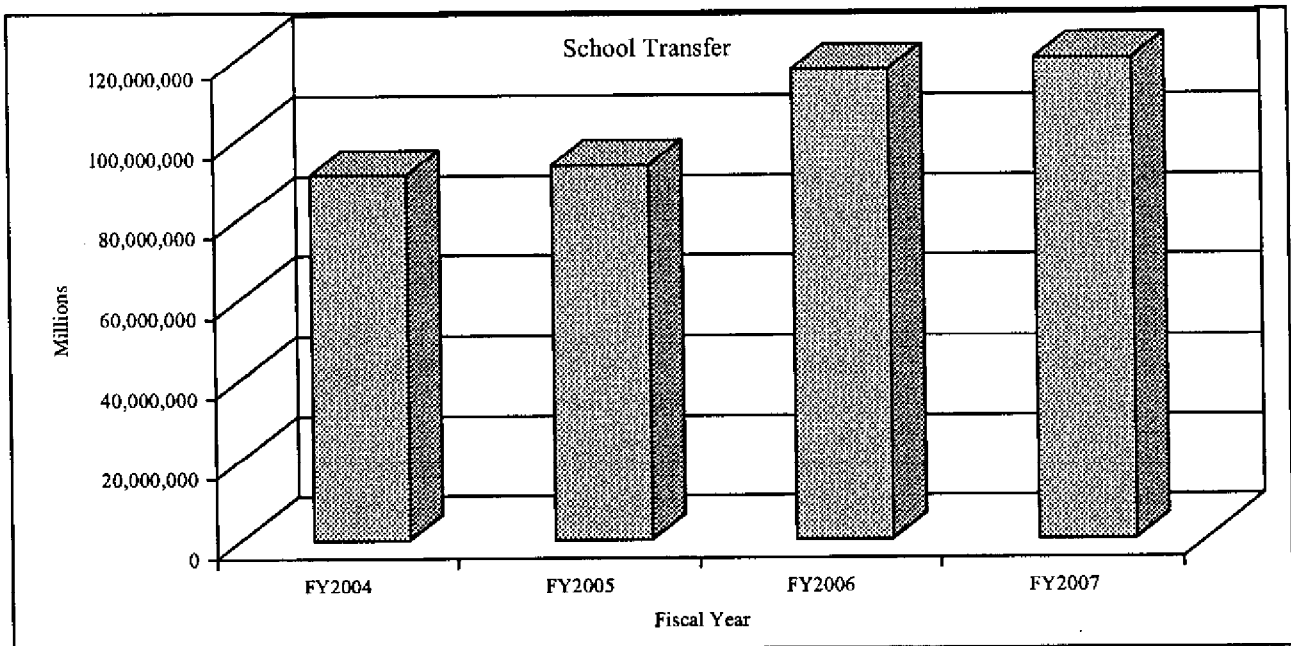
In accordance with the County's emphasis on teamwork, the FY2007 budget process involved four teams composed of employees representing Finance, General Government, Public Safety and Community Development. At least one representative from each department participated on a team. Each team met on three separate occasions. Team members reviewed each other's funding and personnel requests and provided recommendations. The teams also provided recommendations about service levels. This approach allowed departments to become educated on what the process entailed and increased cooperation among those competing for resources. The teams assisted in the recommendations provided to the County Administrator. Upon the adoption of the County budgets, the teams were surveyed regarding the new approach. Overall, the feedback was positive and next year's process will be enhanced by this debriefing information. The budget process with the Board began on January 17, with a work session at which staff presented the newly elected Board with an overview of the process. The proposed FY2007 County budgets were presented to the Board on March 7. Budget work sessions were held in April and March. Local school funding was a major topic of discussion at various work sessions, especially the increase of local funding over FY2005. From budget discussions in these work sessions, the Board approved implementation of a Revenue Recovery Program that pursues reimbursement for necessary emergency ambulance medical transports. It is intended that the County reinvest recovered funds in the Fire and Rescue system. The revenue projections based on 2006 general assessment of real property also received a great deal of consideration. The 2006 assessments increased dramatically, resulting in the decrease of the real estate tax rate from \$0.97 to \$0.63. Budgets were approved on April 26<sup>th</sup>.

**Education**

As the table illustrates, local funding increased 28% over the actual expenditure in FY2005. Although the approved budget for FY2007 only increases 2% over FY2006, it is a 28% increase over a two year period.

The Local School Funding for education represents 56% of the total General Fund Budget of \$213.4 million. The local funding for schools for FY2007 is \$120.0 million, an increase of \$2.7 million (2.3%). The transfer includes \$93.3 million for the School Operating Fund and \$26.2 million for the School System's debt service.

|                           | FY2004<br>Actual            | FY2005<br>Actual            | FY2006<br>Adopted             | FY2007<br>Adopted            |
|---------------------------|-----------------------------|-----------------------------|-------------------------------|------------------------------|
| Local Revenues            | 136,536,007                 | 151,659,684                 | 164,927,702                   | 175,813,013                  |
| Meals                     | (3,831,510)                 | (4,343,493)                 | (4,600,000)                   | (5,000,000)                  |
|                           | 132,704,497                 | 147,316,191                 | 160,327,702                   | 170,813,013                  |
| School's Share            |                             |                             |                               |                              |
| Of Local Funds            | 86,435,503 <u>65%</u>       | 89,108,433 <u>60%</u>       | 112,726,114 <u>70%</u>        | 115,000,000 <u>67%</u>       |
| Meals                     | 3,831,510                   | 4,343,493                   | 4,600,000                     | 5,000,000                    |
| Recordation               | 894,780                     | 0                           | 0                             | 0                            |
| School Transfer/ % Change | <u>91,161,793</u> <u>9%</u> | <u>93,451,926</u> <u>3%</u> | <u>117,326,114</u> <u>26%</u> | <u>120,000,000</u> <u>2%</u> |



## Public Safety

The Public Safety budget represents \$33.4 million (35.7%) of the total general government expenditures of \$93.4M. This category includes Corrections, Fire, Rescue and Emergency Services, Sheriff, Solid Waste and the Volunteer Fire and Rescue organizations. The Sheriff's budget increased \$1.9 million or 13.2% over FY2006. Public Safety received 19 new full-time positions. Of these additional 19, seven positions are for the Sheriff's Office; three will provide the patrol unit time to engage in proactive patrol activities, other citizen contacts and to secure the peace of the respective patrol district. Three will be utilized in the Criminal Investigations Division (CID) to process crime scenes, provide adequate training, coordination, and leadership, and handle child abuse and child sexual abuse investigations in a timely manner. Additional manpower in CID will allow for the creation of a street crimes unit, for which the Sheriff also received one part-time position.

The Fire, Rescue and Emergency Services Department will add 12 employees. Of these six are field operations staff, three are Fire & Rescue Lieutenants, and one is a public education technician dedicated to working with volunteer fire and rescue companies.

The County will begin construction of the Public Safety Building in 2006. The 122,000-square-foot building will house the Sheriff's Department, Fire and Rescue and the 911 Dispatch Center. It will also house a new communication/radio system which will handle communications for all County departments.

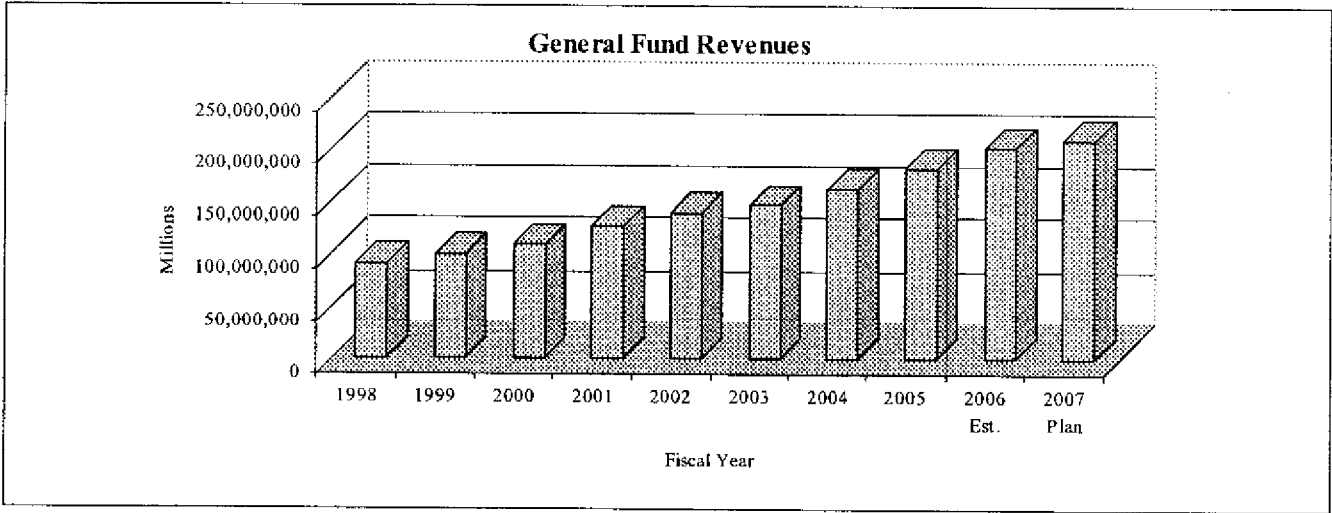


Revenue Plan

The General Fund Budget, which is funded primarily by real estate and personal property taxes, is based on a real estate tax rate of \$0.63. The taxable value of real property as of January 1, 2006 has increased to \$16.3 billion, an increase of 72% over 2005. Of this increase approximately 6% is attributed to growth. The personal property tax rate, unchanged since 1990, remains at \$5.49 per \$100 of assessed value, using 40% of estimated fair market value, for an effective rate of \$2.20. The following table lists the tax rates for 2006.

| Classification                                     | Rate Per One Hundred Dollars of Assessed Valuation |
|--|--|
| Real Estate  | \$0.63   |
| Tangible Personal Property                         | \$5.49   |
| Motor Vehicles Specially Equipped for the Disabled | \$0.10   |
| Personal Property Volunteer Fire & Rescue          | \$0.00   |
| Motor Carrier Transportation                       | \$0.75   |
| Machinery and Tools                                | \$0.75   |
| Merchant's Capital                                 | \$0.50   |
| Mobile Homes                                       | \$0.63   |
| Aircraft   | \$3.00   |
| Widewater Special Service                          | \$0.00   |

The FY2007 Revenue Plan includes \$3.5 million from the General Fund Balance. Although the fund balance projection for FY2007 declines, the unreserved estimate of \$23.8 million exceeds the targeted range of 10% by \$2.8 million, reaching 11%. The General Fund Revenues, excluding fund balance, are estimated to increase from \$194.2 million to \$209.9 million. This amount is an increase of \$15.7 million (8.1%). Real and Personal Property tax revenues are projected to increase 6.5% over last year's adopted budget while all other revenues net an increase of 11.8%. Including the adopted budget for FY2007, General Fund revenues average a straight-line 9.9% increase annually, as illustrated below:



Legislation passed during the 2004 General Assembly will substantially impact the County's future revenue as provided by the Personal Property Tax Relief Act (PPTRA). Originally, the act mandated a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was relieved in 2002. The program relieved the tax up to \$20,000 of the vehicles assessed value; owners with vehicles assessed over \$20,000 had to pay the tax on the remainder. Although 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 the reimbursement percentage was frozen at 70% in FY2001.

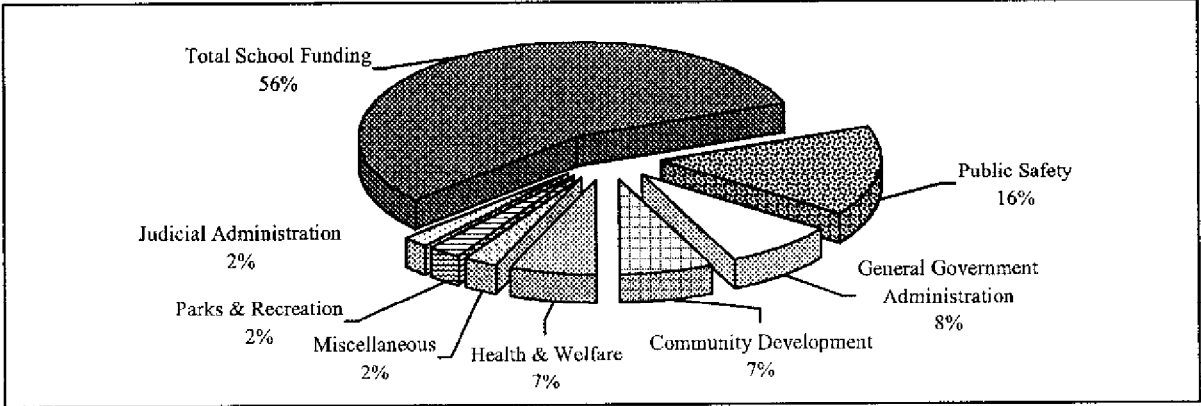
As of 2006, each locality receives a flat, recurring revenue reimbursement for car taxes. This flat reimbursement will translate to decreasing revenues for Stafford. The state reimbursement equates to Stafford's CY2004 collection. Stafford will receive that same amount annually each year thereafter, beginning in FY2007. The new law converts the reimbursement from a calendar year basis to a fiscal year basis. The projected relief for County taxpayers for 2006 is 56%.

The 2006 General Assembly repealed the Consumers' Utility Tax. The legislation also replaces the E-911 fee with a \$0.75 charge per month; previously, the County charged \$2.50 and implemented a five percent Communications Sales and Use Tax on all voice, video and audio communications regardless of technology. The General Fund will supplement the E-911 Fund with \$697,981 in FY2007, the first time the General Fund has supplemented the E-911 Fund since its inception.

**General Fund**

The General Fund expenditure plan, excluding the school transfer, totals \$93.4 million, an increase of \$11.5 million (14.0%). The General Fund, including the local transfer for education, totals \$213.4 million. The General Fund is divided into eight categories and is budgeted as follows:

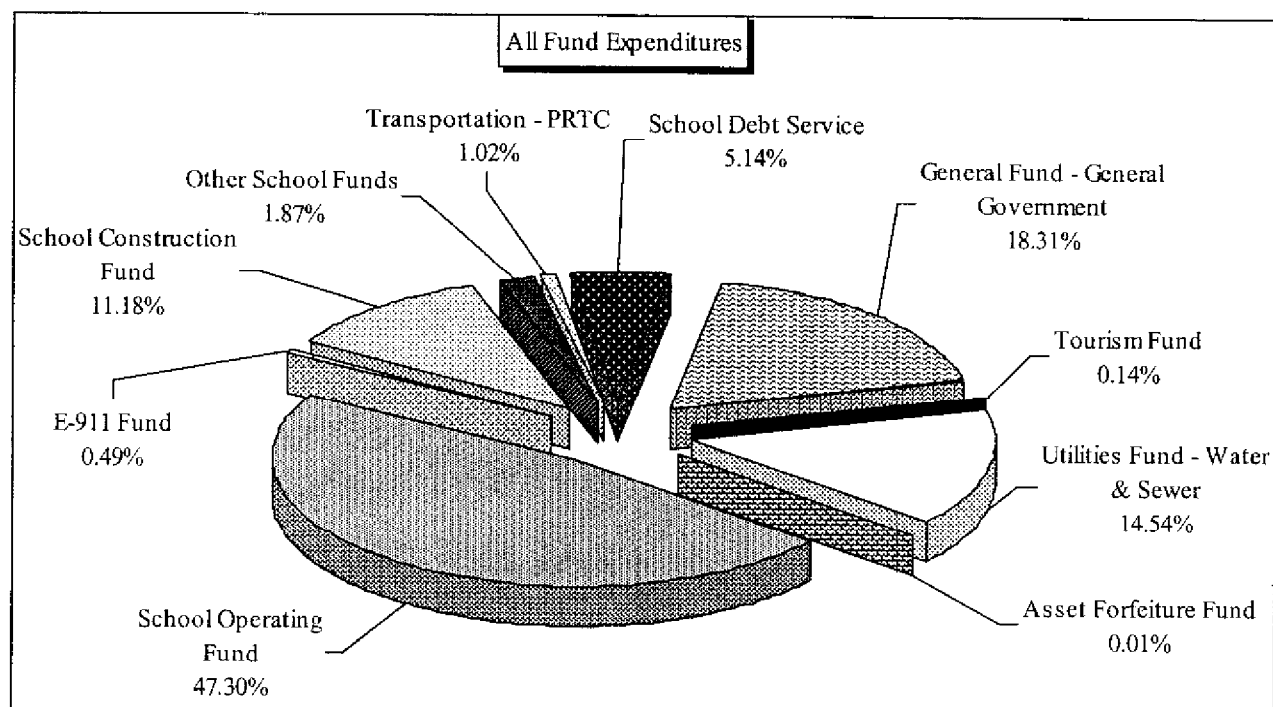
|                                   | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | Adopted<br>Budget    | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|-----------------------------------|----------------------|-----------------------------|----------------------|---|--------------|
| <b>Local School Funding</b>       |                      |                             |                      |   |              |
| Operating Budget Transfer         | \$69,381,714         | \$91,373,919                | \$93,343,006         | \$1,969,087                                     | 2.2%         |
| Debt                              | 24,070,212           | 25,952,195                  | 26,656,994           | 704,799   | 2.7%         |
| <b>Total School Funding</b>       | <b>\$93,451,926</b>  | <b>\$117,326,114</b>        | <b>\$120,000,000</b> | <b>\$2,673,886</b>                              | <b>2.3%</b>  |
| <b>General Expenditures</b>       |                      |                             |                      |   |              |
| Public Safety                     | \$25,907,132         | \$27,837,454                | \$33,357,474         | \$5,520,020                                     | 19.8%        |
| General Government Administration | 13,361,877           | 15,188,365                  | 17,050,501           | 1,862,136                                       | 12.3%        |
| Community Development             | 13,390,479           | 13,035,117                  | 14,793,458           | 1,758,341                                       | 13.5%        |
| Health & Welfare                  | 11,881,702           | 13,170,806                  | 13,846,951           | 676,145   | 5.1%         |
| Miscellaneous                     | 4,878,013            | 4,320,756                   | 5,158,278            | 837,522   | 19.4%        |
| Parks & Recreation                | 4,025,336            | 4,568,218                   | 5,048,472            | 480,254   | 10.5%        |
| Judicial Administration           | 3,082,597            | 3,743,775                   | 4,097,662            | 353,887   | 9.5%         |
| <b>Total General Expenditures</b> | <b>\$76,527,136</b>  | <b>\$81,864,491</b>         | <b>\$93,352,796</b>  | <b>\$11,488,305</b>                             | <b>14.0%</b> |
| <b>Total Expenditures</b>         | <b>\$169,979,062</b> | <b>\$199,190,605</b>        | <b>\$213,352,796</b> | <b>\$14,162,191</b>                             | <b>7.1%</b>  |



**Expenditure Plan**

The total FY2007 Expenditure Plan for all County funds is \$509.9 million, an increase of \$75.3 million (17.3%) more than the FY2006 Adopted Budget. The School Operating Fund and the Utilities Enterprise Fund account for the majority of this increase.





### Human Resources

The FY2007 General Fund budget includes 24 new full-time positions, one new part-time position, and one conversion from part-time to full-time. A list of approved positions is included in this document under the "Personnel" section.

The Board of Supervisors conducted a work session on the Employee Compensation Study. After the work session, they approved a new Compensation Philosophy. This plan has a new salary scale of 15 grades as opposed to the former scale's 52 grades with 22 steps and 2.5% increments between steps. There are no steps in the new salary scale. Instead, the new scale has the following categories: Grade Minimum, Market Range Low, Grade Midpoint, Market Range High, and Grade Maximum. An employee's salary and future raises could fall anywhere between Grade Minimum and Grade Maximum.

Included in the FY07 budget is \$1.3 million which will be used to place employees half way to Market Range Low based on an individual employee's tenure and experience. (Please note that not all employees' salaries will automatically be increased to half way to Market Range Low. Tenure and experience will be considered when making these decisions. Employees with fewer years of experience may take longer to reach Market Range Low than those with more experience.) In addition, each employee will receive a 4% COLA. Both changes will take place in fall, 2006.

### **Philosophy**

The goal with the Total Compensation Philosophy is to develop a balanced and meaningful strategy that is competitive with comparative peers, supports our vision, mission and values, is affordable, and understood by employees. Using our values of Balance, Empowerment, Service and Teamwork, we are committed to creating an employee-friendly work environment that provides **balance** among life's activities and challenges and encourages professional and personal growth and development. In addition, we seek to maintain a comprehensive, balanced total compensation and benefit program that is equivalent to the six comparative public jurisdictions and private industry practices in our region. **Empowerment** encourages our employees to take the initiative to provide creative solutions, embrace performance management, and recognize and reward co-workers' accomplishments and their commitment to our vision. The County values **service**, which encourages employees to provide individual attention to customers and fellow team members. Enhance **teamwork** through employee input that encourages them to reach across our organization to collaborate for success.

## **Strategy**

Management uses surveys to determine why employees choose to work for Stafford County and what is most important to them regarding their work experience. Department will establish benchmarks and re-examine them every 24 months. A learning program will be established to provide employees with the opportunity for professional growth and career advancement and identify a Training Manager responsible for the learning program and the developmental needs and goals of employees. A management team will work to create and maintain a total compensation program that is competitive with established peers, supports high performance, is understood and valued by employees and is affordable. Our total compensation program updated and communicated on an annual basis, will meet the following criteria:

- Target the 75<sup>th</sup> percentile of comparative peers
- Compensate expected performance and reward exceptional performance
- Provide employees adequate/meaningful choice of program costs and benefit levels
- Provide a wide range of benefits that are valued by our employees
- Develop a performance management program that is aligned with the vision, mission and values of Stafford County

### **General Government Administration**

The General Government Administration budget is \$17.1 million (18.3%) of the total general government expenditures of \$93.4 million. General Government Administration includes 11 different departments: Board of Supervisors, Budget, Commissioner of the Revenue, Information Technology, County Administration, County Attorney, Finance, Human Resources, Public Services, Registrar and Electoral Board and Treasurer. The FY2007 expenditures for these functions increase 12.3% over FY2006. Of the 24 approved full-time positions, four are included in this category: an Assistant Tax Auditor, two Assistant County Attorneys', and a Legal Secretary. The Assistant Tax Auditor will assist in achieving increased tax compliance.

Due to the complexity of land use issues and the growth of the County, two additional Assistant County Attorneys are provided. One attorney will handle community development land-use issues and another will provide legal counsel to the Department of Social Services (DSS). During FY2005, the County Attorney's Office could no longer provide legal counsel to the DSS. In FY2006 DSS contracted with private legal counsel to cover its caseload. The cost of private legal counsel is expensive and the County's litigation continues to increase annually. As in the case of the attorney for DSS, the cost of hiring a full-time attorney is less than an annual contract for private legal counsel. A legal secretary is proposed to support the two additional attorney positions.

### **Judicial Administration**

The Judicial Administration budget represents \$4.1 million (4.4%) of the total general government expenditures \$93.4M. This category includes Circuit Court, Clerk of the Circuit Court, General District Court, Juvenile and Domestic Relations Court, Magistrates, 15th District Court Services Unit and the Commonwealth's Attorney. The overall increase in Judicial Administration for FY2007 is \$353,887 (9.5%). Increases in this category are primarily due to additional positions added to the Commonwealth's Attorney's budget in FY2006 after the budget was adopted, along with rental costs for leased office space.

### **Health and Welfare**

The Health and Welfare budget represents \$13.8 million (14.8%) of the total general government expenditures \$93.4M. This category includes the Comprehensive Services Act, 32 regional and community agencies, and Social Services. Funding for the Community Programs increased \$139,372 (7.4%). Five additional regional agencies were added this year: Rappahannock Area Council for Child Abuse Prevention, Christmas in April, Volunteer & Information Services of United Way, Hospice Support Care, and Rappahannock Big Brothers Big Sisters. Health and Welfare increased \$0.7 million (5.0%) for FY2007.



### **Parks and Recreation**

The Parks and Recreation budget represents \$5.0 million (5.4%) of the total general government expenditures. This category includes parks administration, gymnastics, senior citizens programs, and aquatic programs. The gymnastics program is fully funded through user fees, which are estimated to generate \$600,000 in revenues in FY2007. Expenditure increases for Parks and Recreation total \$480,254 (10.5%).

### **Community Development**

The Community Development budget represents \$14.8 million (15.9%) of the total general government expenditures \$93.4M. This category includes Capital Projects, the Library, Code Administration, Cooperative Extension Service, Economic Development/Legislative Affairs, and Planning. These expenditures increased \$1.8 million (13.5%).

Although the Capital Projects budget for FY2007 does not comply with the 1% guideline of General Fund revenues, it is an increase over FY2006 of \$300,000. The Central Rappahannock Regional Library's (CRRL) budget is increasing \$384,518 (10.2%). The increase in Code Administration is attributed to the mandated NPDES Stormwater Management Program and the Rappahannock Tributaries Watershed Management Plan. Both Planning and Code Administration expenditures are offset by fees.

A full-time Environmental Planner is approved to expedite the plan review process, and allow the County to effectively enforce state mandated requirements.

### **Debt Service**

The Debt Service category represents \$3.5 million (3.1%) of the total general government expenditures. This category includes debt service for the General Government. As previously stated, the school debt service is included in the local school funding. The debt service included in this budget is the annual payment for the Government Complex, Parks and Recreation bonds and various lease-purchase agreements. General Government debt service decreases \$105,732 (3.1%).

### **Transportation Fund**

The Transportation Fund Budget for FY2007 of \$5.2 million represents 1.0% of the total \$510.3 million County budget. Transportation for the County is funded in the General Fund within the Public Services category, which includes four full-time staff. Currently, one position is funded through the Transportation Fund. The FY2007 budget includes an additional full-time Engineering Specialist to be funded by fuels tax. The high prices of gasoline have had a positive effect on the motor fuels tax, providing more revenues. The County's fuels tax revenue projections are provided by the Potomac Rappahannock Transportation Commission (PRTC) and are anticipated to be \$3.7 million for FY2007.

The Virginia Railway Express (VRE) subsidy is \$917,147 for FY2007, an increase of \$217,723 (31.1%). The Fred Transit Bus System cost for FY2007 of \$213,343 is an increase of (10.1%). Currently, Congestion Mitigation and Air Quality (CMAQ) funds are being used to pay for this service. CMAQ funds are granted for three years. The County is paying a 20% local match. Starting in FY2009 the County will pay 100% of the costs. The FY2007 Budget anticipates approximately \$3.2 million available for local road projects.

The County recognizes that local government will need creative solutions to meet the challenges of roads and transportation as a result of the State's budget process. Stafford County has established a Public Services Team with a Transportation Division to focus solely on local road issues.

### **Tourism Fund**

The Tourism Fund Budget for FY2007 is \$735,758. Tourism is projected to increase revenues \$430,000 (71.7%). This spike in revenues is due to Board action that dedicates the entire 5% Transient Occupancy tax to Tourism which as of January 1, 2006. Of this tax, 2% is designed to the Stafford Museum Board of Directors to develop a charter, raise funds, implement museum operation plans and oversee the construction of a museum until such time as the museum is self sufficient. The Fund Balance for the Tourism Fund is projected to be \$1.2 million on June 30, 2007 with \$310,000 reserved for the museum.

### **School Operating Fund**

The School Operating Budget for FY2007 of \$241.2 million represents a \$21.9 million (10.0%) overall increase when compared to FY2006. The Operating Budget reflects the needs of an average daily membership (ADM) projection of 26,413 students. This is an increase of 542 students (2.1%) more than the FY2006. The FY2006 School Operating Budget includes a 4.3% Cost-of-Living-Adjustment (COLA), 0.7% Cost of Competing and average 2.5% step increase, where applicable. The students will be housed in 29 schools. The seventeen elementary schools include K-5, the seven middle schools include 6-8 and the five high schools include grades 9-12. An elementary school at Austin Ridge and The Dixon-Smith Middle School will be opening during the 2006-2007 school year.

### **School Construction Fund**

The School Construction Budget for FY2007 of \$57.0 million represents a \$15.8 million (38.7%) increase when compared to FY2006. Included in this appropriation is one new elementary school (Austin Ridge) and two middle schools in Grafton and Widewater.

### **Utilities Fund**

The Utilities Department operates as a self-supporting enterprise providing water and wastewater services to an estimated customer base of 32,240 for FY2007. The proposed budget for the Utilities Department is \$74.2 million, which includes \$51.7 million in capital improvements. This includes \$27.0 million for the first phase of construction of a third reservoir, Rocky Pen Run, which is scheduled to begin this year. The project, which includes a reservoir and treatment facility, is scheduled to be completed in 2011. The proposed budget includes a new bond issue of \$27.8 million which will be used to fund capital construction.

The County's average water consumption is 9.6 million gallons per day (mgd). The Utilities Department maintains two water treatment plants and two wastewater treatment plants. Stafford has two reservoirs, Abel Lake and Smith Lake, with a total safe yield of 13.8 mgd. When it is completed, Rocky Pen Run Reservoir will provide an additional safe yield of 13 mgd of water. Stafford County is committed to providing adequate water and wastewater services to its citizens.

In December 2005, the Board approved an increase in monthly user fees of 9% in 2006, 2007 and 2008. The new rates were designed to provide sufficient funding for operation of the system, including the repair and replacement of aging capital assets. Water availability fees were also increased in December 2005. Revenues from availability fees are used to fund capital projects required for the expansion of the system and any debt service associated with those projects.

### **Economic Development**

Stafford is home to more than 1,942 businesses, ranging in size from one or two employees to over 3,900, with 85% of the businesses employing fewer than 25 people. At-place employment is now 30,471, the highest on record. The County's unemployment rate was 2.4% for 2005. There is a growing retail base to serve the County's population. In 2005, more than 800,000 square feet of commercial/industrial space was completed. As of January 2006, more than 500,000 square feet of space was under construction, with another 2.1 million square feet of site plans under review.

The new Stafford County Visitors Center opened at the Wingate Inn, just off I-95 exit 133. This modern center offers interactive video screens, with Internet access, and is a hub for visitor services. This August, the Discovery Days Festival will include a visit by the "Godspeed" as it kicks off the Jamestown 2007 celebration with a tour of the East Coast.

Anchored by GEICO's Regional Headquarters and the University of Mary Washington College of Graduate and Professional Studies, the Stafford Lakes commercial complex is developing an additional 27 acres of retail space.

The new I-95 interchange to serve the regional airport was opened in 2005. The project to widen Deacon Road has been completed, and the Garrisonville Road project began this year. Construction of the Celebrate Virginia Corporate Campus, with up to three million square feet of office space and two golf courses, has begun. Construction of a second academic building, 65,000 square feet in size, has started at the University of Mary Washington College of Graduate and Professional Studies. Up to 2.0 million square feet of class A office space is planned in north Stafford to support the Quantico Marine Corps Base. These plans include the North Stafford Business and Technology Center, Stafford Commerce Center and Quantico Corporate Center at Stafford.

With the Stafford Regional Airport open and a strong expansion of commercial and industrial space throughout the County, Stafford is capitalizing on the growing migration of businesses south from Washington along the I-95 corridor. These firms are attracted to Stafford for its affordability and access to markets throughout the East Coast. FedEx Ground opened a 40,000 square foot facility on Centreport Parkway at I-95 exit 136.

Stafford also offers access to the region's highly skilled work force of more than 148,000 people. The relocation and expansion of nationally recognized firms such as GEICO, Intuit, Lockheed Martin, Northrop Gruman, and Battelle have contributed to a 50% increase in at-place employment in the past five years.

### **Conclusion**

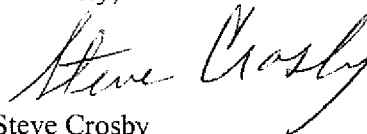
#### **Distinguished Budget Presentation Award**

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada, recognizes budgets that meet certain standards. To achieve this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a communications medium, and as a financial plan. This award is for a one-year term only. Stafford County has received 16 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

I recognize, with sincere appreciation, the assistance and cooperation of the individuals in the Budget, Information Technology, Human Resources, Finance, Treasurer and Commissioner of the Revenue offices, School Administration staff, and all other departments and agencies that performed the extensive research and analyses required to prepare this budget.

I look forward to working with the Board of Supervisors to accomplish, in the most efficient and effective manner possible, the goals that it has established for Stafford County.

Sincerely,



Steve Crosby  
County Administrator

SC:CLB





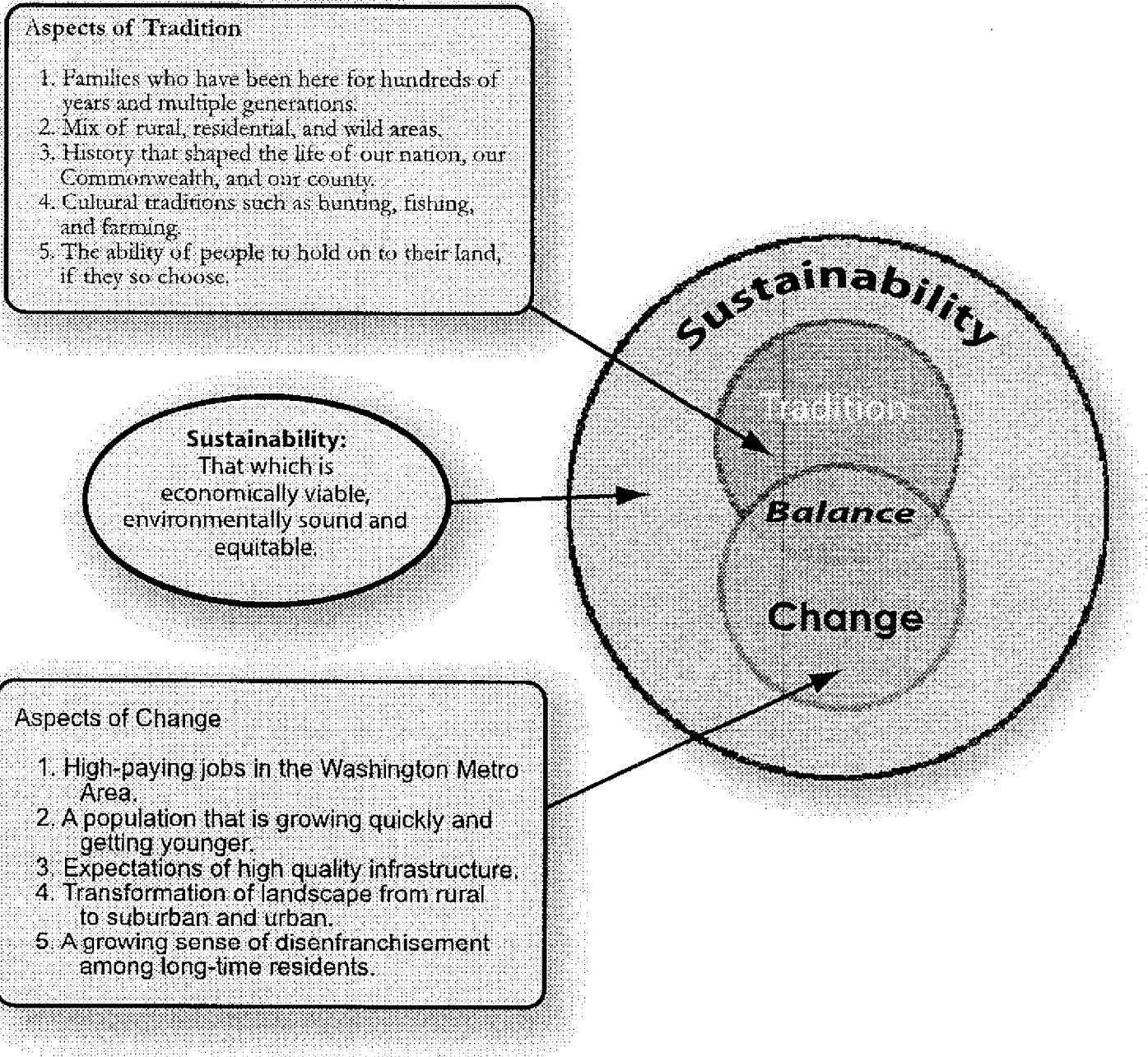
**STAFFORD COUNTY  
BOARD OF SUPERVISORS  
VISION**

**Stafford County:**

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

**A New Definition of Progress:**

To balance tradition and change honestly and fairly  
using the principles of sustainability.





## **STAFFORD COUNTY SUSTAINABILITY PRINCIPLES**

The Stafford County Board of Supervisors will be guided by sustainability principles that cause us to be economically viable, environmentally sound, and equitable. These principles will guide our decision-making:

### **Economic Development**

1. We will have a proactive and progressive economic development strategy.
2. We will make balanced decisions based upon impact on available natural, physical, and economic resources.
3. Our economic development strategy will foster opportunities for creating well-paying local jobs.

### **Community Development**

1. We will foster community development that promotes a strong sense of community and identity for our citizens.
2. We will develop and use a strategic approach to constructively engage the development community.
3. We encourage mixed-use neighborhoods.
4. We work to provide parallel transportation corridors that do not negatively impact neighborhoods.
5. Development will respect the character of the County's traditional areas.
6. We promote village development.
7. We will consider water availability and watershed integrity when making land use decisions.
8. We will develop and maintain an inventory of our natural, historic, and cultural resources and carefully consider them when making land use and economic development decisions.
9. We will work to preserve open spaces.

### **Citizen Participation**

1. The Board, stakeholders, and citizens are advised and guided by our sustainability principles.
2. We will strive to make our development process informed, inclusive, and win/win.
3. We will strive to have an open government that encourages citizens to understand and participate in decision-making.

### **Good Government**

1. The Board will continue to build trust and mutual respect in the community and the region.
2. We will develop and maintain a superior Comprehensive Plan that is carefully aligned to achieve our vision, balancing past, present, and future.
3. We will establish and pursue a comprehensive and ongoing strategy to increase local options.
4. Clear and measurable levels of County services will be established and prioritized.
5. We will create and maintain systems that enable us to be results-focused and link performance with funding.

## **STAFFORD COUNTY BOARD OF SUPERVISORS**

### **OPERATING GUIDELINES**

The Stafford County Board of Supervisors will be guided by Operating Guidelines that enable us to have effective working relationships among Board Members and between Board Members and staff.

#### **Performance Accountability**

1. Directing and evaluating the performance of the County Administrator and the County Attorney will be a collective act of the Board.
2. The Board will provide a clear vision, principles, and goals for the County Administrator and his or her performance will be evaluated on his/her achievement.
3. The Board will establish clear performance expectations and hold the Constitutional Officers responsible for them.
4. The Board will establish clear performance expectations and hold the County Administrator responsible for them. The County Administrator is responsible for holding department heads accountable for the same expectations.
5. The County Administrator will be responsible for creating and maintaining an organizational performance measurement system that provides the Board with regular, timely information about results achieved.
6. A consistent time and process will be established for the Board to review its vision and goals so that the County Administrator's performance expectations are clear.
7. The Board will establish a consistent time and process to evaluate the County Administrator's and the County Attorney's performance.

#### **Communication and Reporting**

1. Staff should provide the Board with all relevant information on matters of policy, including pros and cons, alternatives, and professional recommendations, in order that Board may make an informed final decision.
2. The County Administrator will establish and maintain a system to insure that there is regular reporting on Board-directed initiatives.
3. Board Members may communicate directly with individual staff members; however, the Board recognizes that department heads cannot have "seven bosses" and will avoid giving specific instructions to them.
4. Board Members will inform the County Administrator when they have made requests of staff.
5. When the Board commissions studies, a clear and effective process will be used to insure that the benefits of the study are maximized.

#### **Board's Policy Role**

1. The Board is committed to achieving its vision, including addressing issues that are strategic and important but not always perceived as urgent. The Board Members commit to the extra time and effort that it will take to articulate and achieve the vision and relevant planning. (i.e. Vision, CIP, Budget, Comprehensive Plan, etc.)
2. Board Members will promote an environment of trust and effectiveness among its members by:

**STAFFORD COUNTY BOARD OF SUPERVISORS**  
**OPERATING GUIDELINES**

- Keeping Board Members informed when an issue is becoming public
  - Avoiding the “blindsiding” or public embarrassment of Members
  - Assuring camaraderie and civility
3. The Board’s vision, relevant strategic plans, and accomplishments will be available electronically to citizens to promote accessibility and awareness.

**Board Chair’s Role**

1. The role of the Board Chairman is to set the Board’s agenda (in conference with the County Administrator) and to preside over Board meetings.
2. When the Chair is representing the Board, we trust the Chair to speak from the Board’s collective position, acknowledging the minority position where appropriate.
3. The conduct of meetings will insure that Members and citizens are engaged at appropriate times.

**County Attorney’s Role**

1. The County Attorney will provide legal counsel that serves the Board collectively, avoiding legal research or advice that serves the political agendas of individuals.



# Stafford County Staff Vision

The Values Development Committee members interviewed more than 400 employees. These employees told over 4,000 stories about their best experiences working in Stafford County Government. These stories taken together revealed nine beliefs that describe how employees feel about their work. The committee then took these beliefs and identified four values that are most important to employees: Balance, Empowerment, Service and Teamwork, or B.E.S.T. The illustration below shows these values and the beliefs that support them.

| Balance  | Empowerment   | Service  | Teamwork  |
|--|---|--|---|
| <ul style="list-style-type: none"><li>• We take pride in what we do and strike a balance among life's activities.</li><li>• We inspire, challenge, and encourage each other to achieve professional and personal growth and development.</li></ul> | <ul style="list-style-type: none"><li>• We work together and we take the initiative to provide creative solutions.</li><li>• We communicate well and employ diverse talents to pursue common goals in ordinary and extraordinary times.</li></ul> | <ul style="list-style-type: none"><li>• We provide personal and individual attention to our customers which is driven by respect, knowledge, commitment, and compassion.</li><li>• We go above and beyond our job duties because it's the right thing to do.</li></ul> | <ul style="list-style-type: none"><li>• We work best as a team.</li><li>• We trust, care for, and respect each other.</li><li>• We reach across organizations to collaborate for success.</li></ul> |

Stafford County is a unique blend of the past and present where our highly skilled workforce and first-rate education system work together to attain a diverse and sustainable economy. The County pursues ground-breaking solutions to today's issues while honoring its historical treasures and natural beauty.

Stafford County is a diverse family of caring and neighborly communities where all people are valued, respected and encouraged to cultivate an enjoyable and safe place to live, work and visit.



WORKING EVERY DAY TO BE THE B.E.S.T. LOCAL GOVERNMENT IN VIRGINIA



# STAFFORD COUNTY STAFF VISION TARGETS



Listed below is a draft of the vision targets that would be recommended by staff members to achieve the Board's vision and the staff's version of the County vision.

## **Historic and Natural Resources and Aesthetic Attractiveness**

1. Become a national historic destination.
2. Achieve national recognition for pristine, unspoiled environment in Stafford County, to include air, water, viewsapes, and roadside appearance.
3. Preserve natural resources in Stafford County and increase the appreciation for historical and natural resources through the development of museums, nature centers, etc.

## **Job Creation and Economic Development**

1. Become one of the top ten locations for business in Virginia.
2. Become a county that offers a variety of higher education opportunities and promotes lifelong learning.
3. Become a leading tourist destination.
4. Become a self-sufficient community where residents can live, work, and shop.
5. Promote the development of state-of-the-art technology in the County, including a technology infrastructure.

## **Culture, Recreation, and Civic Activity**

1. Develop a civic/cultural/special events center to provide a local facility for a variety of events and to generate local revenue.
2. Develop and enhance water-based facilities and activities.
3. Promote commercial recreational activities and utilize existing school, public, and private facilities.
4. Develop a system of pedestrian and bike trails.
5. Develop a series of community parks and recreational facilities.

## **Community Development**

1. Bring together staff, elected and appointed officials, community leaders and other stakeholders to implement strategies to:
  - Ensure that all new developments provide a variety of housing types
  - Ensure quality, sustainable development
  - Require properties to be maintained consistent with the property maintenance code
  - Create design guidelines to establish a community identity
2. Develop and maintain a superior Comprehensive Plan and other aligned plans that insure that Stafford County fosters a strong sense of community.
3. Preserve rural areas and open space and channel growth in accordance with the Comprehensive Plan to ensure growth in the urban densities and to preserve rural qualities and assets.



# STAFFORD COUNTY STAFF VISION TARGETS



## **Transportation**

1. Improve vehicle transportation by exploring alternative and innovative transportation systems and networks.
2. Enhance mass transit system.
3. Improve other means of transportation by providing pedestrian overpasses, enhancing bike trails and expanding walkways.

## **Caring and Neighborly Communities**

1. Implement strategies that bring a sense of community to Stafford County. Strategies might include:
  - a. A national search to find model communities that have characteristics like Stafford County who have achieved a strong sense of community that can be replicated in Stafford
  - b. Promotion of “town center” communities that provide amenities within walking distance that promote a neighborhood atmosphere
  - c. Encouragement of multi-cultural events to educate and feature different cultures and customs to make people more aware of the diversity within the community
  - d. County incentives to developers who build “town center” type communities
  - e. Identification of characteristics of how we want County to appear — a look, something a visitor would say that describes Stafford
  - f. Encouragement of “town meetings” to connect government with the community and people with similar interests with each other
  - g. Encouragement of self-contained communities that offer businesses, schools, homes, recreation within a single development to foster community pride, reduce traffic congestion, and promote neighborly feeling
  - h. Creation of an entryway that promotes the County’s identity at all entry points
  - i. Promotion of the County as its own entity
2. Establish a town center to attract families and conduct community-wide events

## **Government Services**

1. Insure that we maintain the highest quality of public services consistent with what citizens are willing to pay by creating an organizational performance management system that:
  - Establishes a relationship between performance and costs of service
  - Assesses citizen satisfaction and obtains community input into the level of service desired
  - Establishes performance goals to achieve the desired level of service
  - Creates a performance measurement system that will help to determine if performance goals are being obtained





## **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 suffered no major battles, 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.

Recently, the American City Business Journals rated Stafford as the 20<sup>th</sup> best county in which to live in the United States. The Journal used 20 statistical indicators to rate living conditions in all 3,141 counties and independent cities across the nation. Quality-of-life issues on which the rating was based include the percentage of residents who have lived in their current homes for at least five years; median household income; number of high school and college graduates; unemployment rate; and racial diversity. While encouraging industry, Stafford is trying to maintain its rural character.

## **TO OBTAIN INFORMATION**

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

## STAFFORD ACCOMPLISHMENTS

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### **Godspeed to Visit Stafford for America's 400<sup>th</sup> Anniversary**

Stafford County will be one of only seven ports of call along the Eastern Seaboard of the United States that Jamestown Settlement's new replica ship, the *Godspeed*, will visit as part of a special sail in 2006 to commemorate the 400<sup>th</sup> anniversary of Jamestown and the nation. The *Godspeed* will anchor off shore at Aquia Landing in Stafford for the **Discovery Days – River Exploration Festival**, August 19 – 20. A series events and programs throughout Virginia spanning 18 months is designed to educate Americans about Jamestown and Virginia's pivotal role in the growth and development of the nation. The original *Godspeed* was one of three ships that brought America's first permanent English colonists to Virginia in 1607.



### **Stafford Schools Receive Gold Medal Rating By National Publication**

Stafford County Public Schools were recently ranked in the top 16 percent of schools nationwide by Expansion Management magazine, receiving a Gold Medal rating from the publication for executives of companies that are actively looking for a place to expand or relocate. Expansion Management rated just over 2,800 school districts based on three criteria: the percentage of students who graduate from high school; the community's commitment to education; and the community's adult education levels and average income. Stafford's schools also received a Gold Medal rating in 2004.



### **Stafford Wins National Award for 2006 Budget Book**

Stafford County received a national award for its Fiscal Year 2006 Adopted Budget Book – for the 17<sup>th</sup> consecutive year. The Government Finance Officers Association of the United States and Canada (GFOA) presented the award for a budget book which met or exceeded nationally recognized guidelines for effective budget presentation. Reviewers evaluated the usefulness of the budget as a policy document, a financial plan, an operations guide and a communication device. Stafford's budget was rated proficient as a policy and communication device, and outstanding as a financial plan and operations guide.



### **Community Invited to the Rowser Building's "Homecoming and Grand Re-Opening"**

The historic Rowser Building was constructed in 1939 as a school for black children and served as a vocational annex, headquarters for the local Head Start program, County government offices and School Board offices. The building is named for Ella R. Rowser, a distinguished black teacher and school leader in Stafford for more than 30 years. The building underwent two years of extensive renovations, and now houses the Parks and Recreation Department, Senior Citizens Center, Virginia Cooperative Extension offices, a community multi-purpose room and a dental clinic.

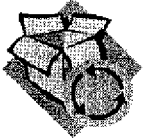
## STAFFORD ACCOMPLISHMENTS

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### **Stafford Institutes Programs to Help Protect the Chesapeake Bay**

Stafford County instituted several new programs to help control its stormwater runoff, or rainwater which flows directly into the fragile Chesapeake Bay watershed, affecting water quality and aquatic and plant life. The programs are designed to limit the amount of runoff, and to educate the public about steps they can take to prevent pollutants from draining into the Bay. The County installed a Low Impact Development retrofit project in the Administration Center parking lot to serve as demonstration zones for citizens to learn how using mulch, plants and trees help filter runoff. The Department of Code Administration is stenciling storm drains and manholes with messages alerting the public that the drains flow directly into local creeks and rivers, and are not filtered in any way. More than 650 stormwater ponds, underground detention pipes and bioretention areas have also been inspected. The County has also instituted an "Adopt-a-Stream" program to help clean up local waterways, and has many brochures available about minimizing fertilizer use and pollution prevention.



### **R-Board Offers Improved Paper Recycling Program**

The Rappahannock Regional Solid Waste Management Board is instituting an expanded paper recycling program at the Regional Landfill in Stafford. Each day, one person generates eight pounds of waste, one third of which is paper. Now, that paper, including cardboard, magazines, catalogs, newspapers, beverage cartons, wrapping paper and office paper, can be recycled locally. Virginia mandates that jurisdictions recycle 25% of the waste collected at landfills – Stafford's Regional Landfill exceeds the requirement each year through its programs and education efforts.



### **Stafford Offers New Interactive, More Comprehensive Web Site**

Stafford residents can pay personal property taxes, schedule building inspections, search the County Code and locate their polling place, all with the click of a mouse. The County's Web site, [staffordcountyva.gov](http://staffordcountyva.gov), offers a search function, a comprehensive list of all County departments, a County calendar, access to recent press releases, Parks and Recreation Department activities, and agendas and minutes of meetings of boards and authorities. The entire site can be accessed using a text only option, which aids speech recognition software for the visually impaired. The Department of Economic Development and Legislative Affairs also instituted a new Web site at [www.GoStaffordVa.com](http://www.GoStaffordVa.com) featuring an interactive business CD, buildings database, quarterly newsletter and tourism information.



### **Sheriff's Office Upgrades Citizen Alert System**

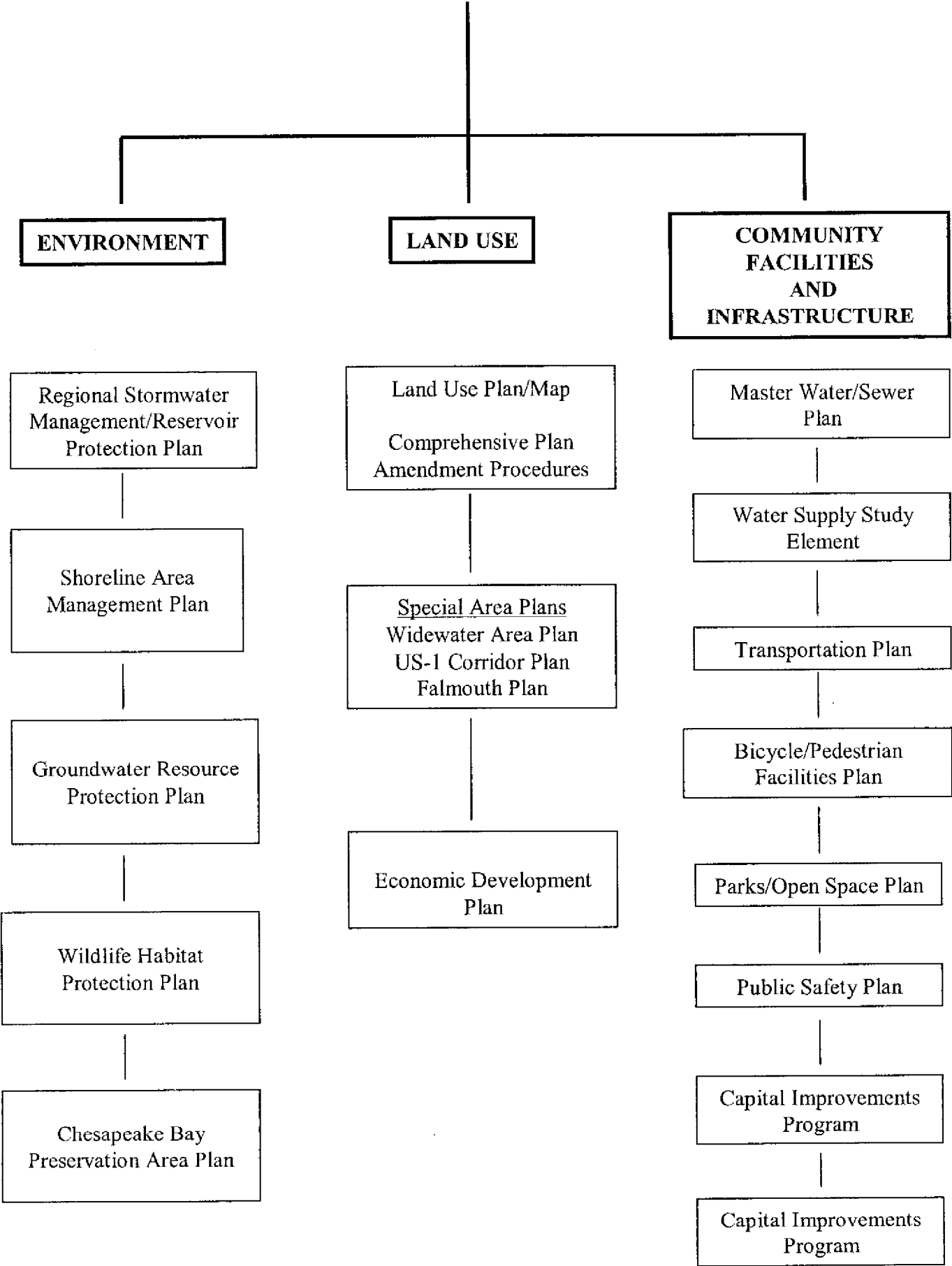
When a small airplane went missing in February over Stafford during its return flight to the Fredericksburg region, the Stafford Sheriff's Office was able to alert thousands of residents simultaneously over the phone. Using a new Reverse 911® system, the Sheriff's Office and the Department of Fire and Rescue can send recorded messages to residents' phones in a specific neighborhood, or to thousands of residents at once. Calling zones within specific geographic areas of the county can be created based on immediate circumstances or ahead of time. If a line is busy, the system will continue calling the phone until it successfully reaches either a person or an answering machine. Outgoing messages can be recorded at the Sheriff's Office or from a remote site using a computer with Internet connectivity. The system was purchased with grant funds.



# COUNTY PLANNING PROCESSES

|   | TYPE OF PROCESS   | DESCRIPTION OF PROCESS   | BUDGET IMPACTS  |
|---|---|--|---|
| <b>Operating Budget Forecast</b>                                | Five year operating plan to facilitate financial planning   | Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures.  | Provides for budget stability, planning & direction for future resource allocation decision-making.   |
| <b>Capital Improvements Program</b>                             | Five year plan that includes project listing by plan year   | County Administrator submits plan for County 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.  |
| <b>Economic Development Strategy</b>                            | Five year plan to improve economic development in Stafford County   | Economic Development director's plans are developed with review & coordination by the County Administrator's Office.   | Allows for reallocation of resources to predetermined strategic goals & objectives.   |
| <b>Parks and Recreation</b>                                     | Ten year Comprehensive Master Plan for Parks and open space, addresses the County's future and present park and recreation facility development | Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 5 year CIP.                                | Long term planning for Parks and facilities that integrate with the 5-year CIP allowing for adequate planning for debt service requirements and operating expenditures.   |
| <b>Building Maintenance</b>                                     | Five year plan by facility & maintenance activity or project  | Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements.  | Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities.  |
| <b>Grounds Maintenance</b>                                      | Three year plan to address County grounds   | Schedules identified ground improvements maintenance projects according to priorities & funding level.   | Provides for a stable annual level of expenditures to ensure the continued maintenance of county grounds.   |
| <b>Computer Equipment Replacement &amp; Information Systems</b> | Five year information systems plan  | Major initiatives are established with departments, constitutional offices & schools.  | Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.   |
| <b>Comprehensive Water &amp; Wastewater Master Plan</b>         | 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.  |
| <b>Comprehensive Plan</b>                                       | Long range plan designed to manage & direct growth  | Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure.   | Provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development related ordinances.  |
| <b>Transportation Plan</b>                                      | Long-range plan to maintain & improve the County's transportation system  | Planning Department 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.   |
| <b>Regional Stormwater Management Project Plan</b>              | A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds                                     | Code Administration has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site stormwater management facilities located at each department. Stafford County will maintain the ponds. | The construction of the ponds is funded through proffers and prorated payments made by each user. Construction or maintenance may be funded in total by a stormwater utility, if established by the Board of Supervisors. |

# COMPREHENSIVE PLAN



# COMPREHENSIVE PLAN

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## **INTRODUCTION**

Established in 1664, Stafford County is one of the oldest counties in Virginia. 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 on the south, and the Potomac River and King George County on the east (see Figure 1.1). A majority of the County's land is vacant or forested.

The County's proximity to major industrial and commercial markets, combined with its high percentage of vacant or forested 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, the County continues to face increases in residential land use proposals from developers eager to meet the demand for housing. As a location central to major markets, the County also continues to plan for and encourage industrial and commercial land use proposals.

As a primary focal point for land use proposals, the Land Use Plan must exhibit a strong link to the desires and needs of the community. This Plan has as its foundation a collection of community goals, objectives, and implementation strategies. These goals, objectives, and implementation strategies express Stafford County's long-term desires for the community as a whole and, as such, all land use proposals should be consistent with them.

## **HISTORY OF STAFFORD COUNTY**

Stafford County has many historical remnants and sites dating back to Native Americans and the early Colonial settlers. In 1649 the County was home to its first European settlement, established by Giles Brent at Aquia, and by 1664 the County of Stafford was formed. Less than a century after the County's settlement, three important towns, Marlborough, Woodstock and Falmouth, had been established along the Potomac River, Aquia Creek, and the Rappahannock River.

As the Rappahannock River became a well-travelled shipping route and the town of Falmouth grew, so did the large farms and plantations along the Rappahannock River. Historically, Stafford County was a predominantly agricultural area where development occurred on individual farmsteads. In 1850, the County was home to 922 families. Farming in Stafford included the cultivation of a variety of crops, as well as the raising of cattle and other livestock. Agricultural areas still remain, primarily in the extreme eastern and western portions of the County.

During the eighteenth and nineteenth centuries, overland communications and transportation between the commercial centers of the County and the rural outposts occurred on an important network of roads, generally running through the County in a southerly route to Falmouth. One of the most important early road developments in the County was the Stage Coach Road which ran from the northern border through Stafford Courthouse to Falmouth. The Stage Coach Road was eventually replaced by the Richmond, Fredericksburg and Potomac Railroad which was formed as a grand trunk line connecting the north with the south. It originally terminated at Aquia Landing where steamships carried passengers north to Washington. After the Civil War, it was extended to meet the Washington and Alexandria Railroad in Quantico.

Stafford County has associations with three major wars in America: the Revolutionary War, the War of 1812, and the Civil War. Primarily a staging ground for both Union and Confederate troops, Stafford County played an important role during the Civil War and saw much military activity.

Stafford was also the home to one of the most important men in our nation's history. George Washington spent most of his childhood at Ferry Farm; here, according to tradition, he cut down a cherry tree and threw a Spanish silver dollar across the Rappahannock.

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 rich archaeological and architectural remains. Stafford County recognizes the importance of its early architecture and history and is working to preserve its historic resources.

## **PURPOSE/CONTEXT OF THE LAND USE PLAN**

The purpose of the Stafford County Land Use Plan is to manage and direct growth. The Plan provides a focal point for growth management policies, which try to achieve balanced development, phased in conjunction with the provisions of adequate public facilities (parks, schools, fire/EMS, etc.) and infrastructure (utilities, roads, etc.). This Plan represents the



# COMPREHENSIVE PLAN

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broad community interests and reflects the vision of County residents and businesses as to how Stafford County should develop over the next twenty to fifty years.

Although the Land Use Plan establishes development policies, which guide land use decisions, this Plan is not a development ordinance. The County's zoning, subdivision, erosion and sediment control, and stormwater management ordinances regulate land use and site development. This Plan, however, 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.

The Land Use Plan is one of many documents that comprise the Stafford County Comprehensive Plan. The Land Use Plan is the basis for the development of other plans, which address the environment, transportation, public facilities, and public infrastructure (see Figure 1.2). Within the Land Use Plan are various Special Area Plans that address the needs of specific areas in the County. In general, these areas require additional attention during and after development. In order to obtain an understanding of the County's overall long range planning objective, one must review all of the relative plans considered to comprise the Stafford County Comprehensive Plan.

## **LEGAL BASIS FOR THE COMPREHENSIVE PLAN**

Section 15.2-2226 of the Code of Virginia (1950), as amended, states that the planning commission shall prepare and recommend a comprehensive plan for their locality. This plan shall be formally adopted by the governing body of the locality. The purpose of the comprehensive plan is to guide and coordinate development of the locality in accordance with present and future needs and resources to best promote the health, safety, and general welfare of its residents. The plan should designate various types of existing and proposed land uses (residential, commercial, industrial, institutional, etc.); transportation facilities (roads, airports, rail stations, etc.); historic sites; public infrastructure (water, sewer, and transmission lines); and sensitive environmental areas.

## **HISTORY OF COMPREHENSIVE PLANNING 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). 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 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.

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

# COMPREHENSIVE PLAN

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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 land uses in the Plan, road improvements would be directly related to the Plan, as would the potential needs of the County for parks, schools, fire/rescue, libraries, and other services.

Although the Land Use Plan has been revised several times since its adoption, most recently in 1996, the Stafford County Planning Commission and the Board of Supervisors initiated a review of the Plan in 2000 in accordance with the State code, to determine if modifications to the Plan were warranted. This review has culminated in this revised Land Use Plan. The primary areas revised in the Land Use Plan relate to the goals, objectives, and implementation strategies. The County determined that substantial modifications to the Land Use Plan Map were not warranted. Some refinement of the land use categories has been incorporated, but most of the revisions relate to the development policies of the County. It is noted, however, that many goals and strategies spelled out in the Land Use Plan have not been implemented to date. Changes to the County's ordinances may be more effective than changes to the Land Use Plan.

## **USING THE LAND USE PLAN**

This document represents a study and review of the County's existing conditions and long-term goals, objectives, and implementation strategies using the Land Use Plan. Only time and use can adequately test its effectiveness. Periodically, changes in condition will require amendments to the Land Use Plan Map and text. As Stafford County continues to experience growth pressures, the County will need to re-evaluate the Land Use Plan and other elements of the Comprehensive Plan on a more-frequent basis. As such, the County is structuring a "continuous" planning process which will provide a more frequent and formal review of the County's stated goals, objectives, and implementation strategies, as well as those implicit in the County's management policies and tools. The purpose of this structured review will be to assess the responsiveness of the County's implementation strategies to the adopted goals and objectives.

Stafford County seeks assurance that each new use or reuse of land lends support to the established goals, objectives, and implementation strategies of the County. This Plan, in essence, acts as a framework for development.

The Plan documents the existing opportunities and constraints in the County relative to the natural and man-made environment, including those public services presently available to County residents and businesses. The Plan then evaluates these resources and provides goals, objectives, and implementation strategies to define how the County intends to use or protect these resources for the betterment of the County. Finally, the Plan identifies recommendations for enhancing all aspects of the County. Explicit and implicit throughout the Land Use Plan is support for the various other Comprehensive Plan documents developed by the County, which also support and implement the Land Use Plan.

The Plan also defines the various land uses that are identified on the Land Use Plan Map. This Map depicts the approximate geographic extent of future land uses consistent with Section 15.2-2226 of the Code of Virginia which provides that the "plan shall be general in nature, in that it shall designate the general or approximate location, character, and extent of each feature shown on the plan." The Department of Planning and Community Development has large scale maps which also depict the extent of future land uses and are available for public inspection. These maps provide a more precise interpretation of the designations of particular properties but, regardless, are approximate delineations. Where dispute exists concerning the type or extent of a designation, the Land Use Plan text, and all supplemental documents used in its preparation, can assist in assessing the intent of a specific designation. The Land Use Plan Map cannot be interpreted without knowledge and understanding of the issues, goals, objectives, definitions, principles, and strategies described herein. Ultimately, final interpretation and implementation is the responsibility of the Board of Supervisors.

The text of this document is, among other things, a teaching tool. Much information about Stafford County, whether descriptive or explanatory, can be gained from its pages. Those who use the Land Use Plan should pay close attention to the goals, objectives, and implementation strategies. The goal statements reveal much about Stafford's long-term future

directions as a response to Stafford's most pressing concerns relative to growth management and economic development. Strategies for implementation outline Stafford's short-term future directions as a response to the objectives for growth management and economic development. A careful reading of this document can provide a sound initiation to Stafford County's past, present and future.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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## Land Use

### **Goal 1:**

**Promote and provide to the fullest, opportunities for a variety of commercial, industrial and office developments.**

#### *Objectives and Strategies*

##### A. Urban / Suburban Commercial

1. Plan sufficiently large, contiguous areas of land for well-designed, urban and suburban commercial development on arterial and/or major collector roads which are adequate to handle the traffic generated by potential uses.
2. Direct new Urban and Suburban Commercial development to locate within areas designated on the Land Use Plan map for such development.
3. Encourage mixed-use development, which integrates residential, commercial, and public uses in the Urban Service Area.
4. Seek and develop programs which will provide funds for infrastructure improvements to areas slated for commercial uses on the Land Use Plan map.
5. Provide for the development of less intensive service-oriented suburban commercial uses near major residential developments or along main thoroughfares.
6. Encourage the location of office uses in all commercially designated areas, especially in Suburban Commercial areas and as a transition between urban commercial and residential uses.
7. Ensure commercial uses adjacent to residential uses are designed such that the commercial use is integrated into and accessible to the community and designed so as to be unobtrusive to the community.
8. Encourage infill development and the reuse of vacant commercial sites.
9. Encourage town and village center as opposed to strip centers.
10. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

##### B. Rural Commercial

1. Plan sufficiently large areas of land outside of the Urban Service Area for well-designed Rural Commercial Centers which will provide low intensity service-oriented uses to serve rural communities and agricultural operations.
2. Ensure Rural Commercial Centers adjacent to residential uses are designed such that the centers are integrated into and accessible to the community and designed so as to be unobtrusive to the community.
3. Direct Rural Commercial Centers to locate at strategic intersections of arterial and major collector roads.
4. Provide for the establishment of individual Rural Commercial uses that meet specific community needs located at or near major intersections, especially in combination with public facilities and other community activity centers.
5. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

##### C. Office

1. Plan sufficiently large areas for well-designed office uses.
2. Direct new office development to locate within areas designated on the Land Use Plan map for such development.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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3. Encourage development of low-rise office buildings where developing adjacent to existing low-rise residential uses.
4. Seek and develop programs to provide infrastructure improvements that encourage office development with an emphasis on up-to-date telecommunications facilities.
5. Encourage the location of office uses for Office and Suburban Commercial designated areas to serve as a transition between intense urban activities and less intense suburban residential activities.
6. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

## D. Industrial

1. Plan for large, contiguous areas of industrial land which either have or are planned for the extension of utilities, including the temporary use of pumping stations as needed, and are located near major transportation systems (e.g. major secondary roads, primary roads, arterial roads, rail lines, or airport facilities).
2. Promote the I-95 / Jefferson Davis Highway (US-1) corridor within the Accokeek and Potomac Creek watersheds as a light industrial / commercial business district. However, impact to groundwater recharge area should be studied to determine the need for additional pollution control standards.
3. Promote the development of industrial parks, business centers and technology areas that are supported by state-of-the-art infrastructure improvements.
4. Encourage the integration of limited retail commercial uses in industrial areas where the commercial use is incidental to the production of goods or services in the industrial area.
5. Support regional and state efforts to attract industries to the areas which are compatible with the community character and demographic makeup of the County.
6. Support and expand orientation/exploratory (single courses) and occupation preparatory (program of courses) educational programs for professional development within the County's school system, local colleges, and universities to provide skills needed for jobs available in the local job market.
7. Direct new industrial development to locate within areas designated on the Land Use Plan map for such development.
8. Seek and develop programs which will provide funds for infrastructure improvements to areas slated for industrial uses on the Land Use map.
9. Designate a limited number of large, contiguous areas, buffered from residential developments, for Heavy Industrial development located where adequate public utilities (except for mining/extraction operations) and roads are available and/or rail access is available.
10. Encourage new development complimentary to the Stafford Regional Airport within the I-95/US-1 corridor between Ramoth Church Road and Mountain View Road.
11. Create design guidelines for new development to ensure aesthetically pleasing and environmentally sensitive design.

## **Goal 2:**

**Implement a multifaceted economic development program which focuses on business retention, expansion, and start-up enterprises.**

### *Objectives and Strategies*

1. Establish an information system database containing the basic physical and demographic characteristics generally required by businesses desiring to locate in the County.



# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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2. Support proposals which streamline the federal, state, and local permitting and plan approval process for businesses.
3. Assist businesses in identifying opportunities for federal, state, and local financing of infrastructure development.
4. Develop an economic development plan which more definitively identifies target industries and, subsequently, recommends programs to enhance the County's position in attracting these businesses.
5. Implementing an economic development program which strengthens the local commercial tax base, increases jobs within the County, especially for County residents, promotes retention/expansion of existing businesses, promotes new industry and diversified economic base, and fosters entrepreneurship.
6. Designate suitable acreage for commercial and industrial development with accessibility to adequate public infrastructure.
7. Strengthen the competitive position of the County by developing underutilized human and natural resources.
8. Improve the physical environment as a necessary component of improving the climate for business development and enhancing the quality of life of residents.
9. Promote technology-based businesses (telecommunications) and technology-oriented infrastructure (fiber-optic cable and higher education services).
10. Maintain an inventory of existing businesses and their circumstances.
11. Establish an inventory of available zoned land and square footage of leasable space.
12. Support the continuation and expansion of private sector economic activity generated by operations at Quantico.
13. Develop policies that support redevelopment of under-utilized commercial and industrial sites.

## **Goal 3:**

**Preserve and enhance opportunities for agricultural uses, agribusiness, and silviculture operations.**

### *Objectives and Strategies*

1. Protect the right of existing farms to continue to operate.
2. Recognize opportunities available for locally produced goods and services.
3. Provide for suitable acreage available for agriculture and silviculture activities in areas where suitable resources are available to support these operations.
4. Consider plans and programs that will lead to the preservation and expansion of agricultural operations, such as Purchase of Development Rights (PDR), or Lease of Development Rights (LDR).
5. Protect agricultural lands from the encroachment of other land uses, through the establishment of physical or natural barriers that prohibit trespassing. Require larger building setbacks for residential properties located adjacent to agricultural lands.
6. Ensure the preservation of open areas through open space ratio requirements on the parent tract.
7. Provide suitable infrastructure and services to sustain agricultural operations.
8. Provide opportunities for agribusiness to locate in rural areas of the County.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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9. Seek assistance from state agencies to promote alternative rural economic development (i.e. agri-tourism, eco-tourism, home-based business, telecommuting).

## **Goal 4:**

**Provide a balance of residential uses developed over time in conjunction with the establishment of necessary public infrastructure and services.**

### *Objectives and Strategies*

1. Direct new residential development to locate within areas designated on the Land Use Plan map for such development at the destiny proposed for the specific designation.
2. Provide for land use designations which promote suburban and urban residential densities.
3. Provide a transition of residential density between urban/suburban uses within the Urban Service Area and rural residential uses outside of the Urban Service Area.
4. Encourage planned unit developments which integrate residential, commercial, office, and community uses. Seek commitments from applicants at the time of rezoning for phasing plans that provide for the construction of the entire mix of uses, including recreational facilities, concurrent with the construction of the residential uses.
5. Ensure residential developments are designed to provide an aesthetically pleasing community with open space areas and in proximity to public parks and schools. Encourage applicants to submit architectural renderings and landscaping plans as part of the rezoning application, and commit to follow plans as submitted.
6. Ensure suburban residential developments are buffered from commercial uses while providing shelter and access for commuter buses and other local transit service, including pedestrian and bicycle access to service-oriented commercial uses. Seek commitments from applicants at the time of rezoning to design and include such transit related features as part of the design.
7. Encourage townhouses and apartment projects to be developed in conjunction with single-family, duplex, and/or commercial developments.
8. Ensure residential developments are designed to provide adequate and safe traffic flow and emergency service access.
9. Encourage infill lot development which makes use of existing public infrastructure investments.
10. Encourage sequencing of mixed-use development such that development of commercial uses, to the greatest extent possible, coincides with development of residential areas.
11. Encourage the phasing of all residential projects to coincide with the establishment of necessary public infrastructure (roads, utilities) and services (emergency service, schools, parks, etc.).
12. Expand local transit service to urban areas, such as along Garrisonville Road.
13. Provide a mechanism to ensure that new residential developments mitigate their impact on public infrastructure and services.
14. Encourage housing rehabilitation.
15. Provide a variety of housing types to meet the housing needs of all segments of the population. Include criteria in the zoning ordinance for the establishment of housing for the elderly and housing for individuals with mental or physical disabilities which considers accessibility and convenience.
16. Encourage duplex housing and alternative townhouse design (four units, etc.)

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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17. Encourage fair housing practices.
18. Study the desirability of establishment of town centers that permit incentives such as higher densities, subject to approval of a conditional use permit.

## **Goal 5:**

**Continue emphasis on the Urban Service Area concept and on the preservation of a rural character in areas outside of the Urban Service Area.**

### *Objectives and Strategies*

1. Designate more dense residential land uses and more intense commercial industrial uses within the Urban Service Area.
2. Provide for rural residential, agricultural, and low intensity rural commercial uses outside of the Urban Service Area.
3. Continue to undertake detailed studies of specific areas of the County which are facing development pressure, or are otherwise likely to undergo a change in character due to a public improvement.
4. Develop neighborhood capital improvement plans which provide recommendations that enhance the community character of existing residential developments.
5. Require the development of funding strategies for the construction of infrastructure (including, but not limited to, water, sewer, and roads) which do not require the expenditure of local public funds.
6. Require land uses to provide for adequate commercial/industrial diversity (at least 25% commercial/industrial).
7. Promote policies and regulations that inhibit premature development.
8. Establish design review guidelines for rural area development to ensure aesthetically pleasing and environmentally sensitive design.

## **Goal 6:**

**Improve and protect the quality of the man-made environment.**

### *Objectives and Strategies*

1. Require screening and buffering of adjacent but different land uses.
2. Enhance the quality of development through the adoption of aesthetic quality controls, landscaping requirements, and measures that protect residential uses from noise, light and other potential nuisances.
3. Encourage compatibility versus uniformity in architectural design. For commercial and office development, encourage architectural treatment such as brick, stone, stucco, split face block, wood or glass; discourage materials such as unadorned cinderblock, corrugated or sheet metal.
4. Encourage the maximum use of natural vegetation and revegetation through the promotion of open space ratios on all development projects. Adopt a tree ordinance which promotes preservation of existing vegetation.
5. Encourage construction of pedestrian facilities.
6. Encourage placement of street lights to enhance public safety on roadways, pedestrian facilities, and in parking lots.
7. Encourage redevelopment of under utilized properties.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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8. Encourage enhancements to the visual quality of County gateways and major travel corridors.

## Environment

### **Goal 7:**

#### **Preserve and enhance the County's natural resources.**

##### *Objectives and Strategies*

1. Direct more dense residential and intense commercial and industrial uses to locate and develop to minimize impact on sensitive environmental resources such as wetlands, floodplains, steep slopes, water supply reservoirs, groundwater, poor soils, streams and rivers, forested areas, and shorelines.
2. Protect the County's drinking water supply reservoirs from the negative effects of man-made environments (e.g., nonpoint source pollutants, sedimentation, pesticides, and fertilizers) through designation of a reservoir protection overlay district.
3. Implement a stormwater management program which encourages the use of best management practices for all land development and agricultural and silvicultural activities, and the implementation of regional facilities.
4. Implement a groundwater resource protection program which ensures that shallow and deep groundwater aquifers are not contaminated or adversely depleted.
5. Discourage development within the 100 year floodplain.
6. Encourage development designs which complement rather than disrupt the natural environment, including Low Impact Development designs.
7. Protect and preserve the scenic and water quality of rivers and streams through the implementation of a buffer zone adjacent to these features and the implementation of measures which will protect shorelines from erosion. Consider an additional 100' buffer from the edge of the RPA on major water bodies such as the Rappahannock and Potomac Rivers and the Chopowamsic, Aquia, Potomac and Accokeek Creeks.
8. Protect tidal wetlands and strategic nontidal wetlands that support aquatic species and vegetation.
9. Protect the habitats of threatened and endangered species through establishment of habitat conservation overlay districts. Require habitat assessment and mitigation measures during the development process.
10. Implement the strategies in the Wildlife Habitat Protection Plan through ordinance regulations.
11. Preserve large stands of trees and existing vegetation during the development process.
12. Direct developments to protect slopes greater than 25 percent especially those adjacent to streams and rivers.
13. Direct developments to locate in areas where the underlying soil is suitable to support the proposed use.
14. Pursue implementation of regional stormwater management systems that control run-off from all land development projects in urban and suburban areas.
15. Pursue implementation of a stormwater management utility.
16. Continue the Septic Pump-out Program requiring the pump-out of certain private septic systems located within a Chesapeake Bay Preservation Area on a five year cycle.
17. Promote subdivision design that allows for contiguous open space that may function as migration corridors for flora and fauna. Require minimum open space ratios for the parent tract, and increase buffers along Resource Protections Areas which act as migration corridors.



# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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18. Promote subdivision design that maximizes the benefit of open space to homeowners and the environment, by including provisions for usable open space.
19. Develop a rating scheme for known wetlands systems.
20. Continue implementation of the adopted Shoreline Area Management Plan.
21. Pursue a reevaluation of County floodplain maps.
22. Promote establishment of conservation easements in areas containing sensitive resources.
23. Require environmental conditions inventory and mitigation plan for new development.
24. Adopt a Green Infrastructure Plan which integrates natural, cultural, heritage, environmental, protected, passive and active resources into one related system which ensures quality of life throughout the County. Green Infrastructure would include rivers, stream corridors, floodplains and wetlands, lakes, reservoirs, steep slopes, protected forests and vegetative landscapes, wildlife habitats, heritage resources, scenic corridors, parks, greenways, trails and recreational facilities.

## **Goal 8:**

**Implement a solid waste management and recycling program, which stresses the need to properly dispose of nonreusable solid waste and recover recyclable materials from the municipal waste stream.**

### *Objectives and Strategies*

1. Continue to use the regional sanitary landfill to dispose of materials that require landfilling.
2. Require the disposal of construction and development waste, including concrete, wood, pavement, and stumps, in facilities designed for such debris with emphasis on recycling these materials.
3. Encourage participation in and expansion of the curbside recycling program for residences by private haulers.
4. Continue operating existing recycling drop-off centers and establish new centers when necessary.
5. Develop a comprehensive public information and education program for solid waste management and recycling.
6. Encourage large developments to incorporate recycling facilities into the design of their projects.
7. Encourage businesses to recycle their wastes, especially cardboard and high-grade office paper.
8. Continue to monitor and evaluate new and alternative technologies for the disposal of solid waste.

## **Goal 9**

**Preserve significant historic and/or archaeological sites and cemeteries through private, public, or quasi-public groups.**

### *Objectives and Strategies*

1. Pursue local, state, and federal designation of primary historic and cultural resources.
2. Enforce the Cultural Resources Management Plan and make it publicly available on the County website.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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3. Coordinate with the Old Falmouth Renaissance Commission to establish goals toward revitalizing Falmouth and actively enforce the Falmouth Plan.
4. Coordinate with the School Board to develop an education program relating to the history of the County and general awareness of historic and cultural resources.
5. Encourage the creative reuse of historic buildings.
6. Require adequate buffers to historic, archaeological, and cemetery sites.
7. Protect the privacy of owners of property with historic significance and protect historic, archaeological, and cemetery sites from vandalism or destruction.
8. Ensure legal public access to historic properties, which protects property rights and provides adequate protection to the site.
9. Preserve architecturally significant and unique sites.
10. Develop a resource center for documentation of cultural and historic resources.
11. Maintain a map and inventory of significant cultural resources and incorporate into County Web site.
12. Request Phase I archaeological studies for all rezonings, conditional use permits, preliminary subdivisions, and site plans and recommend implementation strategies as determined by studies.
13. Pursue federal, state and non-profit grants that further the identification and preservation of the County's resources.
14. Pursue the establishment of conservation districts, designed to protect cultural, natural, and scenic assets.

## Community Facilities

### **Goal 10:**

**Ensure the availability of adequate library, emergency service, school, and government service facilities to meet the needs of residents and businesses in the County.**

#### *Objectives and Strategies*

1. Continue the annual development of a Capital Improvements Program, which identifies those community facilities and that public infrastructure necessary over the next six year period.
2. Continue to expand library services to outlying areas and in densely populated areas through the establishment of local branch libraries that meet the specific needs of the immediate community.
3. Support the upgrade and new construction of library facilities and expansion of services in a manner responsive to population growth and the demand for library service.
4. Ensure that the physical location of public safety (fire, emergency services and sheriff) equipment and facilities and the operational capacity of the equipment is adequate to enable the various public safety personnel to attain and maintain accepted standards for responses to emergency calls.
5. Continue to plan for and construct elementary, middle, and secondary schools to meet the needs of the County with emphasis on the expansion and renovation of existing school sites.
6. Support the acquisition of land necessary for all public facilities early in the planning process.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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7. Support the construction of public facilities expansive enough to meet the needs of County residents and businesses.
8. Ensure the location of public facilities near the population centers they are to serve, with consideration given to the availability of adequate transportation and public utility services.
9. Support the establishment of major community facilities, including Universities and civic centers.
10. Facilitate the location of social services and human aid facilities as demand and population expansion warrant, in locations which are geographically dispersed throughout the County, in order to support the health and well-being of County residents.
11. Pursue development of a public facilities plan.
12. Encourage development of computerized public information.

## **Goal 11:**

**Implement a comprehensive park system that ensures the establishment of quality active and passive parks and recreational facilities in a time and manner that meets the needs of specific communities and the County and supports the region as a whole.**

### *Objectives and Strategies*

1. Ensure that every residential development provides for the parks and recreational needs of their immediate community. Include design standards based on development size.
2. Coordinate the establishment of district, community, and regional parks and recreational facilities.
3. Establish parks and recreational facilities with deference to the physical environment.
4. Ensure that sensitive environmental resource areas are preserved in their natural state to provide passive recreational opportunities.
5. Ensure that appropriate access is provided to all parks and recreational facilities based on their projected design and use.
6. Locate district and community parks and recreational facilities to be easily accessible to major population centers.
7. Implement measures that ensure that parks and recreational facilities are constructed in a phased manner as development occurs.
8. Ensure that district, community, and neighborhood parks are developed with adequate recreational facilities, including multipurpose sports fields, community pools, etc., and equipment to meet the needs of children and adults in the community.
9. Establish specialty parks which provide opportunities for specific activities which reflect the needs and character of the immediate community.
10. Construct, when feasible, stormwater management facilities, especially regional facilities, so that they are also available for recreational use by the community.
11. Establish a strong maintenance program which ensures upkeep of all parks and recreational facilities relying primarily on community support.
12. Establish a financial management program which identifies available fiscal resources and programs funds to priority parks and recreational projects.

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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13. Seek federal and state funds for parks and recreation projects.
14. Develop public boat access to major water bodies within the County.
15. Provide a network of bicycle and pedestrian paths to facilitate safe and enjoyable cycling and walking experiences for the purpose of both transportation and recreation, in accordance with the Bicycle/Pedestrian Facilities Plan, dated April, 1996.

## Public Infrastructure

### **Goal 12:**

**Provide adequate public utility (water and sewer) infrastructure to support the present and future needs of the County based on implementation of the Land Use Plan, advancement of economic development initiatives, and providing safe and healthy water and sewer services to the County residents.**

#### *Objectives and Strategies*

##### A. Overall

1. Plan and construct public utility facilities as necessitated by development in a fiscally sound manner.
2. Provide public utility infrastructure that promotes the County's economic development initiatives.
3. Ensure an efficient and adequate distribution system for water and sewer services in the Urban Service Area.
4. Support water and sewer service expansion efforts in the Urban Service Area, especially those that promote the expansion of existing facilities.
5. Incorporate water and sewer improvements into the Capital Improvements Program.
6. Adhere to the provisions of the pro-rata share program to ensure that new development pays for all necessary new water and sewer services.
7. Support initiatives which allow the County to maintain the public utility system in the most efficient manner possible.

##### B. Water

1. Provide adequate water supply and treatment to development projects within the Urban Service Area or an identified water pressure zone to meet the present and future need of the County.
2. Ensure adequate water volumes and pressures are achieved to ensure proper fire flows for residential and commercial uses.
3. Provide public water service, when it is determined to be financially feasible, to those residences where well-water is unavailable or is subject to contamination.
4. Protect the County's drinking water supply reservoirs from the negative effects of development, including nonpoint source pollution, sedimentation, and chemicals (pesticides and fertilizers) by designating a reservoir protection overlay zone.
5. Own and operate all water utility systems constructed in the County (excluding private wells for individual homes or businesses).

# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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6. Require development projects which are inconsistent with the Land Use Plan to determine and mitigate their impact on the identified public utility system through utilization of appropriate engineering calculations.
7. Develop a program to ensure that all county residents have access to a safe and clean water supply.

## C. Sewer

1. Provide adequate wastewater treatment for land development projects within the Urban Service Area to meet the present and future needs of the County.
2. Preclude the use of public pumping stations unless they are identified in the adopted Master Sewer and Water Plan.
3. Preclude development designs which require the use of a low pressure sewer system for individual residential units.
4. Preclude the use of temporary pump stations for residential development.
5. Own and operate all sewer utilities constructed in the County (excluding private septic systems for individual homes or businesses).
6. Preclude non-municipal point discharges.
7. Consider a recycling program for wastewater from sewage treatment facilities.

### **Goal 13:**

**Support the location and expansion of electric, gas, and telecommunication lines such that existing and proposed developments are not disrupted and that maximum service quality is available at a cost effective rate in a location that does not adversely impact personal property values.**

#### *Objectives and Strategies*

1. Establish a microwave network that supports the telecommunication needs of emergency services, the sheriff, and local businesses.
2. Eliminate dead zones in the County's telecommunication network. Support the establishment of telecommuting centers in the County and the region.
3. Encourage the co-location of electric, gas, and telecommunication facilities where practical.
4. Implement the goals of the adopted Telecommunications Plan.
5. Encourage the development of fiber optic telephone and cable communication facilities in areas planned for commercial and industrial growth.
6. Encourage the electric, gas, and cable television industries to expand their services to County residents and businesses.

### **Goal 14:**

**Provide and maintain an efficient, comprehensive, and multimodal transportation system, designed with deference to sensitive environmental resources, that meets the present and future needs of County residents and businesses.**



# COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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## *Objectives and Strategies*

1. Achieve a balanced transportation network that implements the County's Land Use Plan and allows roadways within the County to achieve a target level of service that promotes efficient and safe operation in order to promote economic development and provide for the well-being of County residents.
2. Implement the goals of the adopted County Transportation Plan and Bicycle and Pedestrian Facilities Plan component.
3. Develop and maintain a transportation system network plan to meet the land use and development goals of the County, which focuses on utilizing existing transportation facilities supplemented with strategically placed new facilities.
4. Provide transportation facilities that promote economic development within the County by establishing transportation facilities that operate efficiently and safely.
5. Design and construct transportation facilities that are compatible with environmental, air quality, energy conservation, and cultural and historic resources and initiatives.
6. Promote alternative modes of transportation to more effectively address traffic demands on the transportation network.
7. Support establishment and expansion of regional transportation programs and facilities, including commuter rail, rideshare and paratransit services, bus service (including feeder bus service to central commuting locations), the planned regional general aviation airport, and community and regional pedestrian and bicycle facilities. Consider expansion of the Fredericksburg Regional Transit bus service to urban areas such as along Garrisonville Road, and commuter rail facilities.
8. Plan future transportation facilities that are implemented from a physical, fiscal, and political standpoint and that are physically and aesthetically compatible with the character of the County.
9. Design transportation facilities such that communities are not divided or otherwise adversely impacted, including design to minimize cut-through traffic and mitigating noise impacts from major transportation facilities.
10. Pursue development of transportation access plans for major collector and arterial roadways.
11. Adopt Highway Corridor Overlay zoning districts along all arterial roadways.
12. Study pedestrian safety issues along major collector and arterial roadways.



# FINANCIAL POLICIES AND GUIDELINES

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The following Policies and Guidelines, adopted by the Stafford Board of Supervisors, are intended to help establish a consistent and coordinated policy approach, provide for sound resource management, maintain high levels of public trust and enhance Stafford's image and credibility with bond rating agencies, investors and industry. A summary of these policies and guidelines is presented below.

## **FINANCIAL RESERVE**

A minimum General Fund Balance will be established by the Board of Supervisors, sufficient to preclude unnecessary short-term borrowing, with minimum fund balance levels specified annually by the Board of Supervisors.

Stafford will address end-of-year fund balances that are below minimum General Fund Balance levels or exceed the guideline by more than 150%, through incremental adjustments to tax rates and/or expenditures to bring reserves to guideline levels. Stafford will strive to limit the use of General Fund Balance to non-recurring operating expenditures of an emergency nature.

## **ANNUAL FISCAL PLAN**

Stafford will conduct a formal budget review process to monitor the current fiscal year's financial status. This process will include a mid-year review at least 45 days prior to submission of Stafford Administrator's Proposed Budget.

Stafford will continue to maintain a five-year operating budget projection of General Fund revenues and expenditures.

Stafford will continue to integrate and evaluate performance measures and production indicators, where possible, during the annual budget process.

Stafford will fund current expenditures with current revenues and other recurring funding sources: "turnbacks" (projected under expenditures of current budget appropriations).

Stafford shall establish a contingency appropriation as part of the annual General Fund budget process, which shall not exceed 1% of the adopted County budget, excluding transfers, in order to meet unexpected expenditure increases for General Fund supported agencies.

Stafford will continue to annually prepare a budget consistent with the guidelines established by the Government Finance Officers Association under its Distinguished Budget Award Program.

Stafford will strive to achieve economics through the central purchasing of quality goods and services. It will maintain a procurement process that guards against fraud, waste and favoritism in the purchase of goods and services.

Stafford will continue to maintain a strong risk management program, and maintain actuarial sound insurance reserves that will indemnify Stafford and its employees against potential loss.

Stafford will comply with, the provisions of, the Code of Virginia by: controlling the preparation, consideration, adoption and execution of the budgets.

Stafford will prepare a balanced budget annually.

Stafford will prepare and approve an annual budget. 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.

# FINANCIAL POLICIES AND GUIDELINES

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## **REVENUE**

Stafford will establish and maintain a diversified and stable revenue base to protect it from short-run fluctuations in any one revenue source. Stafford will estimate its annual revenue by an objective and analytical process.

Stafford will maintain sound appraisal procedures to keep property values current and equitable. Real property will be assessed at 100% of fair market value.

Stafford will follow an aggressive policy of collecting property tax revenues. It will be increasing tax collection ratios by taking advantage of all available legal enforcement powers.

Stafford will maximize investment yield only after legal, safety and liquidity criteria have been met, and will invest 100% of total book cash balances at all times.

## **CAPITAL IMPROVEMENT PROGRAM**

Stafford will annually update and adopt a six-year capital improvement plan. All acquisitions of equipment or facilities estimated to cost \$500,000 or more will be incorporated in this plan.

Stafford will continue to replace capital assets on a cost effective and scheduled basis.

Stafford will strive to dedicate a minimum of 1% of General Fund operating revenues to capital improvements.

## **DEBT MANAGEMENT**

Stafford will limit outstanding general obligation debt to a maximum 4.5% of the assessed valuation of taxable real property.

Stafford will limit the General Government Debt Service expenditures to a maximum of 12% of the total General Government budget.

## **ECONOMIC DEVELOPMENT**

Stafford will continue to expand and diversify its economic base by attracting industrial and commercial firms. Emphasis will be placed on expanding industrial and commercial enterprises that employ the local labor force.

## **ACCOUNTING AND FINANCIAL REPORTING**

Stafford will comply with Generally Accepted Accounting Principles (GAAP) in its accounting and financial reporting system.

Stafford will annually prepare its financial report in compliance with the principles and guidelines established by the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program. Stafford will continue to engage in an independent audit of major financial reports.

## **SCHOOL FUNDING**

*Stafford will finance Stafford's School System using approximately 69% of all local tax revenues each year.*

## **POLICY REVIEW**

Stafford will re-examine its financial policies at least once every two years.

# AMENDMENTS TO FINANCIAL POLICIES AND GUIDELINES

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## **GUIDELINES SPECIFIC TO FY2007**

- Lowered 2006 Real Estate Tax Rate of \$ .97 to \$ .63
- Maintain General Fund undesignated reserve balance at 10% of General Fund expenditures.

## **AMENDMENTS TO CURRENT FINANCIAL POLICIES AND GUIDELINES**

These guidelines have been deferred so that the Board could implement the higher priority of lowering the 2006 Real Estate Tax Rate.

The FY2007 Budget does not dedicate the annual 1% of General Fund Operating Revenues to the County's operating budget for capital improvements. The FY2007 General Fund Budget includes \$1,200,000 for capital projects for capital projects. This amount equates to 57% of Operating Revenues or \$898,877 less than the 1% guideline.

The FY2007 Budget does not dedicate the annual 1% of General Fund Operating Expenditures minus the School Transfer to the County's operating budget for contingency spending. The FY2007 General Fund Budget includes \$450,000 for contingency. This amount equates to 48% of projected expenditures, or \$483,528 less than the 1% guideline.

The FY2007 Budget does not allocate 69% of all local tax revenues to the support Local School Funding. The FY2007 General Fund budget includes \$120,000,000 for the local school funding. The School operating transfer is \$93,791,777 and \$26,208,223 is for school debt service that is budgeted in the General Fund. This amount equates to 67% of the projected 69% revenues, \$2,860,979 less than the 69% guideline.



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

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## BUDGET GUIDANCE

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. 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 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, revenues, borrowing 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. On the other hand, the Board of Supervisors may maintain a surplus in the annual budget.

As a fiscal plan for county government, the budget serves several purposes. Through its budget, the Board of Supervisors not only indicates a fairly precise way what it plans to do in providing services and facilities for the County in any given year, but it also provides a framework for the annual review of County policies and programs. In adopting a budget and making its appropriations, the Board is able to direct that all programs be coordinated in the total effort to supply local government services within the County.

At budget time and in the budget, the Board of Supervisors has an opportunity to indicate whether it intends to provide services and facilities at the current year level; whether these services should be increased, decreased or discontinued; and whether newly proposed programs should be adopted as proposed, modified or rejected. At budget time, the Board is also afforded an opportunity to obtain a long-range view of the County's needs, making systematic plans for those needs to be met in the current year's budget, and initiating plans for those needs to be met in subsequent years. Local governments, therefore, have a responsibility to develop an understandable budget.

### **Constraints on Budgetary Process**

The Board of Supervisors may exercise only those powers either delegated to it by the General Assembly or reasonably implied from such delegation. State laws limit the Board's discretionary control over County spending, and the Board may not spend County funds for activities that are not directly authorized or reasonably implied by those laws. As a consequence, statutory authority must support each expenditure planned in the budget.

Certain expenditures are required by law and need to be anticipated in the County budget. First, the Board must provide the County's share of the salaries of two of its elected officers: the Commissioner of the Revenue and the Treasurer. These officials, plus the Commonwealth's Attorney and Sheriff, perform state, as well as county functions. Specific salaries for the four positions are established in the annual appropriations act and are based primarily on a county's population and the duties of the office. The state pays 100 percent of the salaries, expenses and other allowances of the Commonwealth Attorney's (as fixed and determined by the State Compensation Board) and all of those costs of Sheriff's Offices that are approved and budgeted by the State Compensation Board. However, the state and the county each pay a portion of the salaries and expenses of the Treasurer and the Commissioner of the Revenue. In some instances specified by the Code, the salaries and expenses of these two offices are paid entirely by the Commonwealth. If 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.

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

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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, to share in operating costs of the state and local public health programs, and to illustrate some of the required 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.

State law requires that the Board of Supervisors must approve the proposed expenditures in the budget and set the tax rates sufficient to fund them at the same time. Thus, once a final draft of the annual budget, including both revenue and expenditures, has been agreed upon by the Board, a brief synopsis of the budget must be prepared and advertised in a newspaper having general circulation in the county. If there is no newspaper of such general circulation in the county, then the Board of Supervisors may provide for notice by written or printed handbills posted at such places as it may direct. Along with the publication of a synopsis of the budget, notice must be provided of one or more public hearings scheduled before the Board of Supervisors. The hearing may be recessed or adjourned from day to day and entries are to be made in the Board's minute book of the notice and hearings. Every citizen of the county must be given the opportunity to be heard if he or she so desires.

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

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## **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:

- The final public hearing must be held at least seven days before the budget is approved.
- If the proposed annual budget provides for an increase in the total amount of revenue anticipated from all tax sources (whether or not by an increased tax rate), such proposed increase shall be a matter of notice and public hearing. The notice must be at least seven days before the increased levy is laid.
- If the proposed budget provides for an increase of at least one percent or more above the taxes levied on real estate during the previous year, and that increase results from an annual or general reassessment, then a segment of the public hearing must be set aside for persons who wish to be heard on this increase. A separate public hearing may be held for this purpose. In either case, notice of the public hearing must be advertised at least seven days before the date of this hearing. The notice must not be less than one-eighth of a page in a tabloid or standard-size newspaper. The form and content of the legal advertisement also are set forth in the law.
- If the budget proposed to adopt an ordinance that imposes or increases any tax or levy, the Board of Supervisors may not adopt the ordinance unless 14 days have elapsed since the last required public notice of intent to propose the ordinance. Prior to passage of the ordinance, descriptive notice of the proposed ordinance must be published once a week for two successive weeks in a newspaper having general circulation in the county. The two publications must be separated by a full calendar week. The notice must state whether it contains the full text of the ordinance or not, or it must be specific that a copy of the full text of the proposed ordinance is on file in the Clerk's Office of the Circuit Court of the county, in the office of the County Administrator, or in the office of the Clerk of the County Board.

Local governments may amend their budgets to increase the total appropriations without conducting a public hearing if the amendment is less than one percent of the total revenue, or does not exceed \$500,000. If a budgetary change exceeds either amount, a public hearing is required.

## **The School Budget**

One decision that the Board of Supervisors must make about its annual budget is how it wishes to consider the school board's budget in relation to the general government budget. Two laws relating to local governments provide different deadlines for the adoption of the annual budget. The first requires that the general government budget be approved no later than July 1 each year. (The last public hearing would have to be adjourned seven days prior to July 1). The second law requires that the School Board budget be adopted by May 1 of each year. (The last public hearing on the School Board budget would have to be adjourned seven days prior to May 1). As noted above, the State Superintendent of Public Instruction is required to provide each School Aid formula within 15 days following the final adjustment of the General Assembly. Should the State Superintendent fail to provide such an estimate with the 15-day limit, then the Board of Supervisors must approve the School Board's budget within 30 days of the receipt of the estimate.

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

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

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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 five departments, offices and agencies to prepare for implementation of the adopted budget in County operations, programs and activities.

## **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.

Virginia County Supervisor's Manual, Fifth Edition. Revised by Martha Johnson Mead, Virginia Association of Counties. Center for Public Service, University of Virginia, 1988. Revised.

## **STAFFORD COUNTY BUDGET GUIDELINES**

The budget is a document that summarizes all public service programs provided by the Stafford government. It is the annual plan for coordinating revenues and expenditures.

## **Formulation of the County Administrator's Proposed Budget**

The County Administrator proposes the incremental budget to the Board of Supervisors in February. 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. Copies of the proposed budget are available for review at the Central Rappahannock Regional Library, in the County Administrator's Office and in the Budget Office. 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.

## **County Administrator's Authorization**

The County Administrator is authorized to transfer budgeted funds among departments. The County Administrator will also sign any transfers related to salaries and/or benefits. The School Board for school funds and the County Administrator for general government funds authorize approvals of transfers. The Board of Supervisors must approve any revisions that alter Stafford's total budgeted expenditures.

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

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## **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 take place throughout the year. Copies of the Adopted Budget can be found in the Central Rappahannock Regional Library and in all County offices. These may be purchased from the Budget Office. (A charge is levied to defray printing costs).

## **Amendment of the Budget**

Amendment to the final adopted budget must follow the legal process prescribed by Section 15.1-162.1 of the Code of Virginia (1950), as amended. Any such amendment exceeding one percent of the total revenue shown in the currently adopted budget or the sum of \$500,000, whichever is less, must be accomplished by publishing a notice of a meeting and a public hearing once in a newspaper having general circulation in that locality seven days prior to the meeting date. The notice must state Stafford's intent to amend the budget and include a brief synopsis of the proposed budget amendment. The amendment may be adopted at the advertised meeting, after first providing a public hearing during such meeting 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 accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. Generally only current assets and current liabilities are included on the balance sheet for this measurement focus. Long-term assets and long-term liabilities are included in the government-wide statements. Operating statements of these funds present increases (e.g., revenues and other financing sources) and decreases (e.g., expenditures and other financing uses) in net current assets for this measurement focus.

The government-wide statements of net assets and statements of activities, the proprietary fund, and the private purpose trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these activities are either included on the statement of net assets or on the statement of fiduciary net assets. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in total net assets.

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.

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

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

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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 County recognizes assets of non-exchange transactions in the period when the underlying transaction occurs, when an enforceable legal claim has arisen, or when all eligibility requirements are met. Non-exchange transactions occur when one government provides (or receives) value to (from) another party without receiving (or giving) equal or nearly equal value in return.

Expenditures of governmental funds are recorded when the related fund liabilities are incurred. Principal and interest on long-term debt are recognized when due.

**Capital Assets**

Capital outlays are recorded as expenditures of the primary government and component unit governmental type funds and as assets in the government-wide financial statements to the extent the County's capitalization threshold of \$5,000 are met. Infrastructure within the County (roads, streets, bridges, etc.) is owned and maintained by the Commonwealth of Virginia (Department of Transportation), and is therefore not recorded in the County's financial statements. Depreciation is recorded on general fixed assets on a government-wide basis using the straight-line method and the following estimated useful lives:

|                                     |               |
|-------------------------------------|---------------|
| Land improvements                   | 20 years      |
| Buildings and building improvements | 25 – 50 years |
| Equipment, furniture and fixtures   | 5 – 10 years  |
| Vehicles                            | 5 years       |

To the extent the County's and School Board's capitalization threshold of \$5,000 is met, capital outlays of the Proprietary Funds are recorded as fixed assets and depreciated over their estimated useful lives on a straight-line basis on both the fund basis and the government-wide basis for the following useful lives:

|                                     | Primary Government      | Component Unit –<br>School Board |
|-------------------------------------|-------------------------|----------------------------------|
|                                     | Water and Sewer<br>Fund | Central Garage Fund              |
| Water/Sewer System                  | 20 – 80 years           | -                                |
| Buildings and building improvements | 20 – 100 years          | 15 – 40 years                    |
| Equipment, furniture and fixtures   | 5 – 10 years            | 5 – 15 years                     |
| Vehicles                            | 5 years                 | -                                |

All capital assets are valued at historical cost or estimated historical cost if actual cost is not available. Donated capital assets are valued at their estimated fair market value on the date donated. Maintenance, repairs and minor equipment are charged to operations when incurred. Expenses that materially change capacities or extend useful lives are capitalized. Upon sale or retirement of land, buildings, and equipment, the cost and related accumulated depreciation, if applicable, are eliminated from the respective accounts and any resulting gain or loss is recorded in the results of operations.



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

---

## **Compensated Absences**

County employees accumulate vacation time and sick leave depending upon their length of service. The County has established accumulated leave balance thresholds for vacation and compensatory leave. There is no threshold on accumulated sick leave. Vacation leave up to the established threshold and a portion of sick leave time is payable upon termination of employment. Compensatory time earned by County employees up to the established threshold is also payable upon termination of employment. The current and long-term portions of the governmental funds' accumulated vacation, sick leave, and compensatory time for both the primary government and the component units are recorded as liabilities in the government-wide financial statements. Current and long-term compensated absences liabilities for proprietary funds are recorded in the government-wide and fund financial statements.

## **Basis of Budgeting**

The County follows these procedures in establishing the budgetary data reflected in the financial statements.

1. Prior to April 1, the County Administrator submits to the Board of Supervisors a proposed budget (operating and capital) for the fiscal year commencing the following July 1. The budget includes proposed obligations and the means of financing them. The budget embodies estimates of specific fixed dollar amounts of revenue.
2. Public hearings are conducted by the Board of Supervisors to obtain taxpayer and citizen comments.
3. Prior to June 30, the budget is legally enacted through passage of a resolution. The budget plans for the proprietary fund serve as guides to the County and not as legally binding limitations.
4. The County Administrator is authorized to transfer budgeted amounts among departments within any fund.
5. Although legal restrictions on expenditures are established at the departmental level, effective administrative control over expenditures is maintained through the establishment of more detailed line-item budgets.
6. Budgets are adopted on a basis consistent with GAAP and this is consistent with the basis of accounting used by the County. Annual operating budgets are adopted for all funds.
7. The budget is integrated into the accounting system and the budgetary data, as presented in the financial statements for all funds with annual budgets, compare actual revenue and expenditures with budgeted amounts as originally adopted and as amended by the Board of Supervisors through June 30.
8. By law, total expenditures by fund may not exceed appropriations in that fiscal year.
9. All appropriations lapse at the end of the year.

# FUND STRUCTURE

| County Funds                  | Type of Fund  | Fund Description   |
|-------------------------------|---|--|
| General Fund                  | Governmental - General Operating Fund of the County | This fund is used to account for all financial resources except those required to be accounted for in another fund.  |
| General Capital Projects Fund | 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.  |
| Parks & Recreation Bond Fund  | Governmental - Capital Project Fund                 | This fund is used to account for Bond Revenue used to finance the acquisition and construction of major parks and recreation facilities.   |
| Utilities Fund                | Proprietary - 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.                                       |
| School Operating Fund         | Governmental - Component Unit                       | This fund accounts for the operations of the County's public school system.  |
| School Nutrition Service Fund | Governmental - Component Unit                       | This fund accounts for the revenues and expenditures associated with the provisions of food services within the County school system.  |
| School Construction Fund      | Governmental - Component Unit                       | This fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.  |
| Fleet Services Fund           | Proprietary - Internal Service Fund                 | This fund accounts for the financing of transportation services, provided by The Central Garage, to other departments of the County on a cost recovery basis.                            |
| E-911 Fund                    | Governmental - Special Revenue Fund                 | This fund is used to account for the receipt and disbursement of the tax charged to each phone line for all E-911 systems and Personnel.   |
| Asset Forfeiture Fund         | Governmental - Special Revenue Fund                 | This fund is used to account for the receipt and disbursement of the drug seizure monies and is used by the Commonwealth's Attorney and Sheriff Department to purchase office equipment. |
| Transportation Fund           | Governmental - Special Revenue Fund                 | This fund is used to account for the receipt and disbursement of the state 2% motor fuels tax to be used for a variety of County transportation projects.                                |
| Tourism Fund                  | Governmental - Special Revenue Fund                 | This fund is used to account for the receipt and disbursement of the 5% occupancy tax to be used for tourism promotion in the County.  |

FISCAL YEAR 2007 BUDGET CALENDAR

| May 05 |    |    |    |    |    |    |
|--------|----|----|----|----|----|----|
| S      | M  | T  | W  | T  | F  | S  |
| 1      | 2  | 3  | 4  | 5  | 6  | 7  |
| 8      | 9  | 10 | 11 | 12 | 13 | 14 |
| 15     | 16 | 17 | 18 | 19 | 20 | 21 |
| 22     | 23 | 24 | 25 | 26 | 27 | 28 |
| 29     | 30 | 31 |    |    |    |    |

| June 05 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    | 1  | 2  | 3  | 4  |
| 5       | 6  | 7  | 8  | 9  | 10 | 11 |
| 12      | 13 | 14 | 15 | 16 | 17 | 18 |
| 19      | 20 | 21 | 22 | 23 | 24 | 25 |
| 26      | 27 | 28 | 29 | 30 |    |    |

| July 05 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    |    | 1  | 2  |    |
| 3       | 4  | 5  | 6  | 7  | 8  | 9  |
| 10      | 11 | 12 | 13 | 14 | 15 | 16 |
| 17      | 18 | 19 | 20 | 21 | 22 | 23 |
| 24      | 25 | 26 | 27 | 28 | 29 | 30 |
| 31      |    |    |    |    |    |    |

| August 05 |    |    |    |    |    |    |
|-----------|----|----|----|----|----|----|
| S         | M  | T  | W  | T  | F  | S  |
|           | 1  | 2  | 3  | 4  | 5  | 6  |
| 7         | 8  | 9  | 10 | 11 | 12 | 13 |
| 14        | 15 | 16 | 17 | 18 | 19 | 20 |
| 21        | 22 | 23 | 24 | 25 | 26 | 27 |
| 28        | 29 | 30 | 31 |    |    |    |

| September 05 |    |    |    |    |    |    |
|--------------|----|----|----|----|----|----|
| S            | M  | T  | W  | T  | F  | S  |
|              |    |    |    | 1  | 23 | 3  |
| 4            | 5  | 6  | 7  | 8  | 9  | 10 |
| 11           | 12 | 13 | 14 | 15 | 16 | 17 |
| 18           | 19 | 20 | 21 | 22 | 23 | 24 |
| 25           | 26 | 27 | 28 | 29 | 30 |    |

| October 05 |    |    |    |    |    |    |
|------------|----|----|----|----|----|----|
| S          | M  | T  | W  | T  | F  | S  |
|            |    |    |    |    |    | 1  |
| 2          | 3  | 4  | 5  | 6  | 7  | 8  |
| 9          | 10 | 11 | 12 | 13 | 14 | 15 |
| 16         | 17 | 18 | 19 | 20 | 21 | 22 |
| 23         | 24 | 25 | 26 | 27 | 28 | 29 |
| 30         | 31 |    |    |    |    |    |

| November 05 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    | 1  | 2  | 3  | 4  | 5  |
| 6           | 7  | 8  | 9  | 10 | 11 | 12 |
| 13          | 14 | 15 | 16 | 17 | 18 | 19 |
| 20          | 21 | 22 | 23 | 24 | 25 | 26 |
| 27          | 28 | 29 | 30 |    |    |    |

| December 05 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    |    |    | 1  | 2  | 3  |
| 4           | 5  | 6  | 7  | 8  | 9  | 10 |
| 11          | 12 | 13 | 14 | 15 | 16 | 17 |
| 18          | 19 | 20 | 21 | 22 | 23 | 24 |
| 25          | 26 | 27 | 28 | 29 | 30 | 31 |

October

- Budgets Distributed to all Departments
- 31 First Quarter Budget Review provided to the County Administrator

November

- All FY07 Operating and Capital Budget requests are due
- Budget staff to meet with all departments

December

- Department Meetings

January

February

- 7 FY06 Mid Year Budget Review presented
- 14 Superintendent's Proposed Funding Request to the School Board

March

- 7 County Administrator to Present Budget at Board Meeting
- 9 Work Session - Finance Team
- 14 Work Session - General Government Team
- 16 Work Session - Public Safety Team
- 21 Authorization to advertise FY07 County Budgets and CY06 Tax Rates
- 23 Work Session - Community Development Team
- 25 Advertise FY07 County Budgets and CY06 Tax Rates in Free Lance Star
- 28 School Board to present School Budget to Board of Supervisors

April

- 1 Advertise FY07 County Budgets and CY06 Tax Rates in Free Lance Star
- 3 Budget Work Session with School Board
- 11 Public Hearing on FY07 County Budgets
- 13 Work Session to Review Citizens Comments
- 25 Public Hearing on CY06 Tax Rates
- 27 Budget Work Session to finalize County Budgets
- Adopt & Appropriate FY07 County Budgets
- Adopt CY06 Tax Rates

May

June

- Distribute FY07 Approved Budget Documents to Departments

| January 06 |    |    |    |    |    |    |
|------------|----|----|----|----|----|----|
| S          | M  | T  | W  | T  | F  | S  |
| 1          | 2  | 3  | 4  | 5  | 6  | 7  |
| 8          | 9  | 10 | 11 | 12 | 13 | 14 |
| 15         | 16 | 17 | 18 | 19 | 20 | 21 |
| 22         | 23 | 24 | 25 | 26 | 27 | 28 |
| 29         | 30 | 31 |    |    |    |    |

| February 06 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    |    | 1  | 2  | 3  | 4  |
| 5           | 6  | 7  | 8  | 9  | 10 | 11 |
| 12          | 13 | 14 | 15 | 16 | 17 | 18 |
| 19          | 20 | 21 | 22 | 23 | 24 | 25 |
| 26          | 27 | 28 |    |    |    |    |

| March 06 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
|          |    |    | 1  | 2  | 3  | 4  |
| 5        | 6  | 7  | 8  | 9  | 10 | 11 |
| 12       | 13 | 14 | 15 | 16 | 17 | 18 |
| 19       | 20 | 21 | 22 | 23 | 24 | 25 |
| 26       | 27 | 28 | 29 | 30 | 31 |    |

| April 06 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
|          |    |    |    |    |    | 1  |
| 2        | 3  | 4  | 5  | 6  | 7  | 8  |
| 9        | 10 | 11 | 12 | 13 | 14 | 15 |
| 16       | 17 | 18 | 19 | 20 | 21 | 22 |
| 23       | 24 | 25 | 26 | 27 | 28 | 29 |
| 30       |    |    |    |    |    |    |

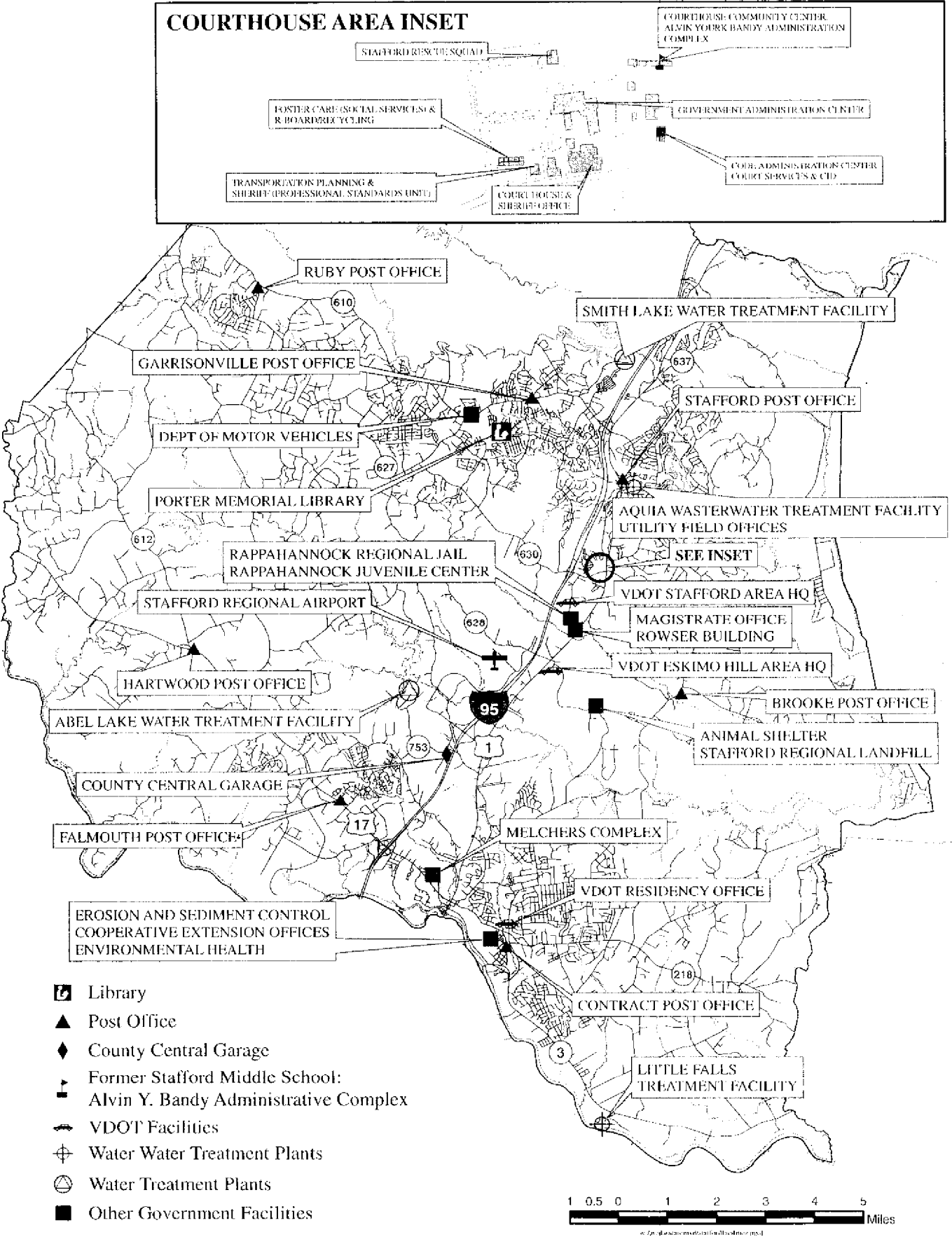
| May 06 |    |    |    |    |    |    |
|--------|----|----|----|----|----|----|
| S      | M  | T  | W  | T  | F  | S  |
|        | 1  | 2  | 3  | 4  | 5  | 6  |
| 7      | 8  | 9  | 10 | 11 | 12 | 13 |
| 14     | 15 | 16 | 17 | 18 | 19 | 20 |
| 21     | 22 | 23 | 24 | 25 | 26 | 27 |
| 28     | 29 | 30 | 31 |    |    |    |

| June 06 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    |    | 1  | 2  | 3  |
| 4       | 5  | 6  | 7  | 8  | 9  | 10 |
| 11      | 12 | 13 | 14 | 15 | 16 | 17 |
| 18      | 19 | 20 | 21 | 22 | 23 | 24 |
| 25      | 26 | 27 | 28 | 29 | 30 |    |

| July 06 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    |    |    |    | 1  |
| 2       | 3  | 4  | 5  | 6  | 7  | 8  |
| 9       | 10 | 11 | 12 | 13 | 14 | 15 |
| 16      | 17 | 18 | 19 | 20 | 21 | 22 |
| 23      | 24 | 25 | 26 | 27 | 28 | 29 |
| 30      | 31 |    |    |    |    |    |

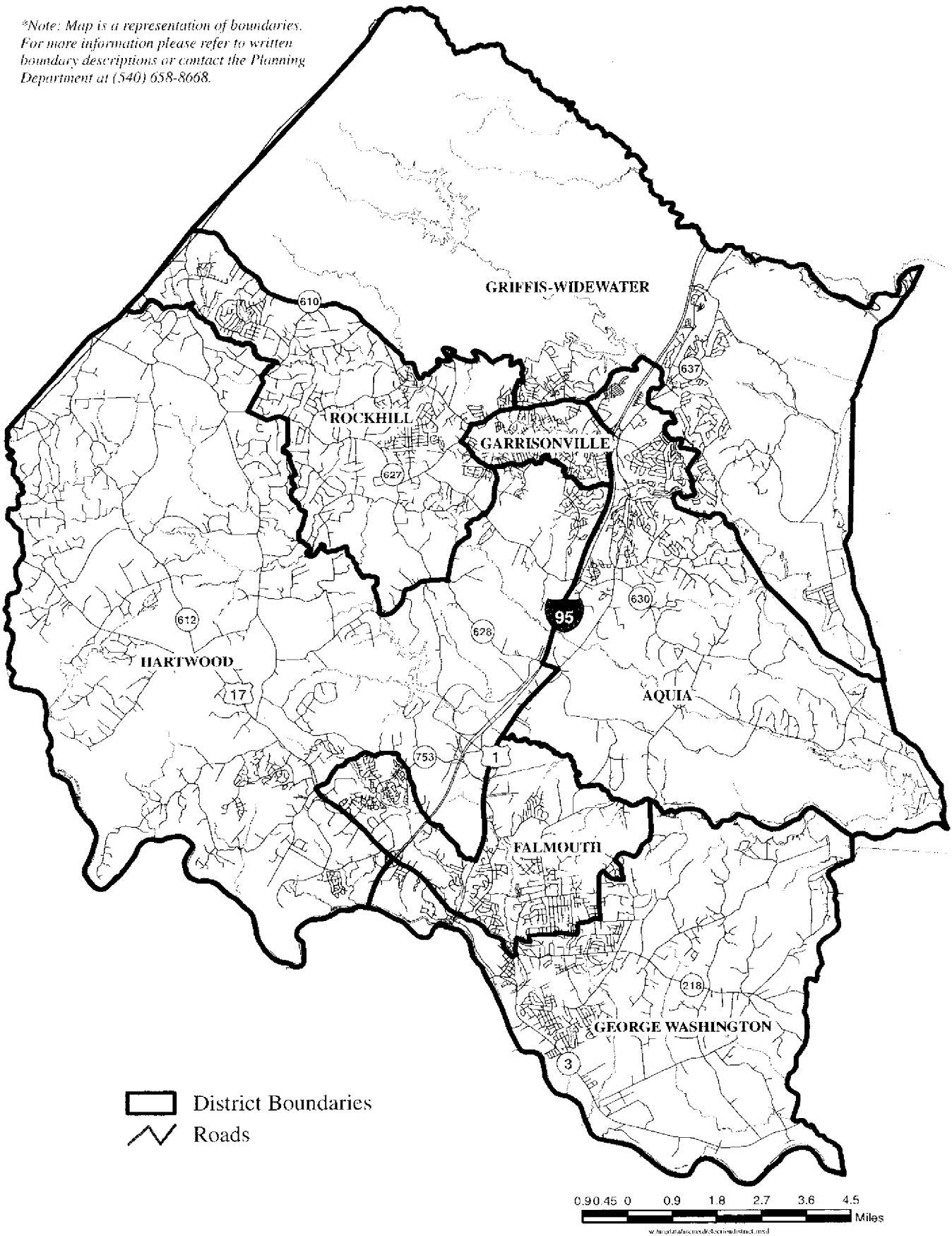
| August 06 |    |    |    |    |    |    |
|-----------|----|----|----|----|----|----|
| S         | M  | T  | W  | T  | F  | S  |
|           | 1  | 2  | 3  | 4  | 5  |    |
| 6         | 7  | 8  | 9  | 10 | 11 | 12 |
| 13        | 14 | 15 | 16 | 17 | 18 | 19 |
| 20        | 21 | 22 | 23 | 24 | 25 | 26 |
| 27        | 28 | 29 | 30 | 31 |    |    |

STAFFORD COUNTY FACILITIES

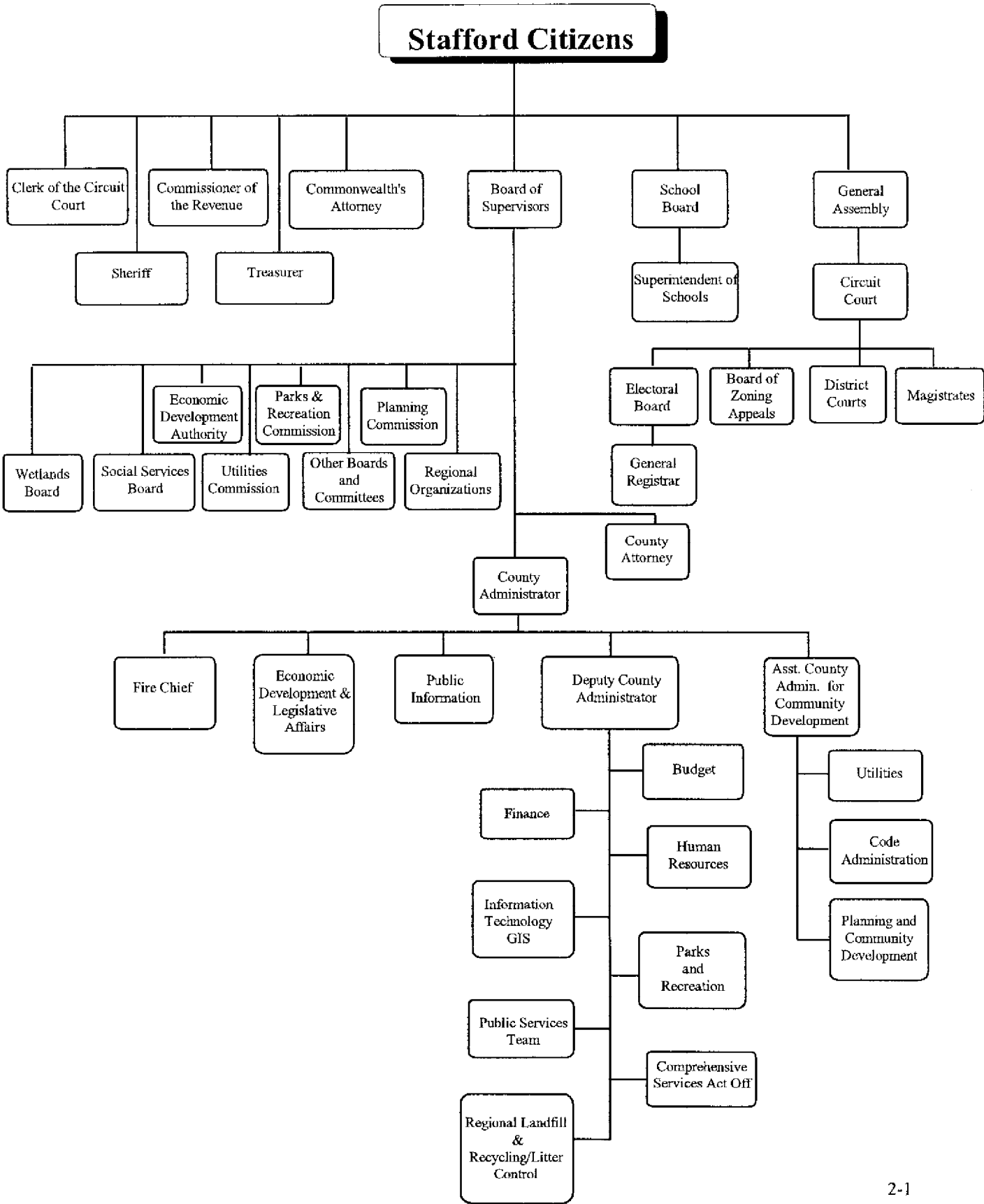


# ELECTION DISTRICT BOUNDARIES

*\*Note: Map is a representation of boundaries.  
For more information please refer to written  
boundary descriptions or contact the Planning  
Department at (540) 658-8668.*



# ORGANIZATIONAL CHART





# POSITION SUMMARY

|  | FY 2005<br>Actual |            | FY 2006<br>Adopted Budget |            | FY 2007<br>Adopted Budget |            | Change<br>'06 Adopt. to '07 Adopt. |               |
|--|-------------------|------------|---------------------------|------------|---------------------------|------------|------------------------------------|---------------|
|  | Full-Time         | Part-Time  | Full-Time                 | Part-Time  | Full-Time                 | Part-Time  | Full-Time                          | Part-Time     |
| <b>General Government Administration</b>     |                   |            |                           |            |                           |            |                                    |               |
| Commissioner of the Revenue                  | 32                | 2          | 34                        | 0          | 35                        | 0          | 2.9%                               | 0.0%          |
| Treasurer                                    | 18                | 5          | 18                        | 5          | 18                        | 5          | 0.0%                               | 0.0%          |
| Finance                                      | 20                | 1          | 20                        | 2          | 20                        | 2          | 0.0%                               | 0.0%          |
| County Administration                        | 9                 | 0          | 9                         | 1          | 9                         | 1          | 0.0%                               | 0.0%          |
| Information Technology                       | 18                | 4          | 20                        | 3          | 20                        | 3          | 0.0%                               | 0.0%          |
| Public Services Team                         | 20                | 4          | 24                        | 2          | 24                        | 2          | 0.0%                               | 0.0%          |
| Human Resources                              | 7                 | 0          | 7                         | 1          | 7                         | 1          | 0.0%                               | 0.0%          |
| Board of Supervisors                         | 7                 | n/a        | 7                         | n/a        | 7                         | n/a        | 0.0%                               | n/a           |
| County Attorney                              | 6                 | 0          | 6                         | 0          | 9                         | 0          | 50.0%                              | 0.0%          |
| Budget                                       | 3                 | 1          | 3                         | 1          | 3                         | 1          | 0.0%                               | 0.0%          |
| Registrar & Electoral Board                  | 3                 | 1          | 3                         | 1          | 3                         | 1          | 0.0%                               | 0.0%          |
| <b>Total</b>                                 | <b>143</b>        | <b>18</b>  | <b>151</b>                | <b>16</b>  | <b>155</b>                | <b>16</b>  | <b>2.6%</b>                        | <b>0.0%</b>   |
| <b>Judicial Administration</b>               |                   |            |                           |            |                           |            |                                    |               |
| Commonwealth's Attorney                      | 17                | 1          | 21                        | 1          | 21                        | 1          | 0.0%                               | 0.0%          |
| Courts                                       | 22                | 5          | 25                        | 5          | 25                        | 5          | 0.0%                               | 0.0%          |
| <b>Total</b>                                 | <b>39</b>         | <b>6</b>   | <b>46</b>                 | <b>6</b>   | <b>46</b>                 | <b>6</b>   | <b>0.0%</b>                        | <b>0.0%</b>   |
| <b>Public Safety</b>                         |                   |            |                           |            |                           |            |                                    |               |
| Sheriff                                      | 162               | 11         | 171                       | 12         | 178                       | 13         | 4.1%                               | 8.3%          |
| Fire and Rescue                              | 47                | 0          | 60                        | 0          | 72                        | 0          | 20.0%                              | 0.0%          |
| Solid Waste                                  | 2                 | 1          | 2                         | 1          | 2                         | 1          | 0.0%                               | 0.0%          |
| <b>Total</b>                                 | <b>211</b>        | <b>12</b>  | <b>233</b>                | <b>13</b>  | <b>252</b>                | <b>14</b>  | <b>8.2%</b>                        | <b>7.7%</b>   |
| <b>Health and Welfare</b>                    |                   |            |                           |            |                           |            |                                    |               |
| Social Services                              | 54                | 1          | 58                        | 5          | 58                        | 5          | 0.0%                               | 0.0%          |
| Comprehensive Services Act                   | 1                 | 0          | 2                         | 0          | 2                         | 0          | 0.0%                               | 0.0%          |
| <b>Total</b>                                 | <b>55</b>         | <b>1</b>   | <b>60</b>                 | <b>5</b>   | <b>60</b>                 | <b>5</b>   | <b>0.0%</b>                        | <b>0.0%</b>   |
| <b>Parks and Recreation</b>                  |                   |            |                           |            |                           |            |                                    |               |
| Parks and Recreation*                        | 29                | 79         | 32                        | 127        | 32                        | 127        | 0.0%                               | 0.0%          |
| <b>Community Development</b>                 |                   |            |                           |            |                           |            |                                    |               |
| Planning                                     | 21                | 4          | 22                        | 4          | 23                        | 4          | 4.5%                               | 0.0%          |
| Econ. Develop./Leg. Affairs**                | 6                 | 2          | 6                         | 2          | 7                         | 1          | 16.7%                              | -50.0%        |
| Code Administration                          | 39                | 3          | 47                        | 0          | 47                        | 0          | 0.0%                               | 0.0%          |
| Cooperative Extension                        | 0                 | 4          | 0                         | 4          | 0                         | 4          | 0.0%                               | 0.0%          |
| <b>Total</b>                                 | <b>66</b>         | <b>13</b>  | <b>75</b>                 | <b>10</b>  | <b>77</b>                 | <b>9</b>   | <b>2.7%</b>                        | <b>-10.0%</b> |
| <b>Total Positions - General Fund</b>        | <b>543</b>        | <b>129</b> | <b>597</b>                | <b>177</b> | <b>622</b>                | <b>177</b> | <b>4.2%</b>                        | <b>0.0%</b>   |
| <b>Total Positions - E-911 Fund</b>          | <b>32</b>         | <b>0</b>   | <b>37</b>                 | <b>0</b>   | <b>37</b>                 | <b>0</b>   | <b>0.0%</b>                        | <b>0.0%</b>   |
| <b>School Funds***</b>                       |                   |            |                           |            |                           |            |                                    |               |
| Operating                                    | 3,177             | 0          | 3,430                     | 0          | 3,381                     | 0          | -1.4%                              | 0.0%          |
| Construction                                 | 3                 | 0          | 5                         | 0          | 5                         | 0          | 0.0%                               | 0.0%          |
| Nutrition Services                           | 240               | 0          | 306                       | 0          | 320                       | 0          | 4.6%                               | 0.0%          |
| Health & Workers' Comp Fund                  | 0                 |            | 2                         |            | 3                         | 0          | 50.0%                              | 0.0%          |
| Fleet Services                               | 26                | 0          | 26                        | 0          | 25                        | 0          | -3.8%                              | 0.0%          |
| <b>Total Positions - School Funds</b>        | <b>3,446</b>      | <b>0</b>   | <b>3,769</b>              | <b>0</b>   | <b>3,734</b>              | <b>0</b>   | <b>-0.9%</b>                       | <b>0.0%</b>   |
| <b>Total Positions - Transportation Fund</b> | <b>1</b>          | <b>0</b>   | <b>1</b>                  | <b>0</b>   | <b>2</b>                  | <b>0</b>   | <b>100.0%</b>                      | <b>0.0%</b>   |
| <b>Utilities Funds - Water &amp; Sewer</b>   |                   |            |                           |            |                           |            |                                    |               |
| Administration                               | 15                | 1          | 16                        | 1          | 18                        | 1          | 12.5%                              | 0.0%          |
| Smith Lake Water Treatment                   | 10                | 1          | 10                        | 1          | 10                        | 1          | 0.0%                               | 0.0%          |
| Abel Lake Water Treatment                    | 12                | 0          | 12                        | 1          | 12                        | 1          | 0.0%                               | 0.0%          |
| Field Operations                             | 34                | 0          | 40                        | 0          | 40                        | 0          | 0.0%                               | 0.0%          |
| Aquia Waste Water Treatment                  | 14                | 0          | 14                        | 1          | 14                        | 1          | 0.0%                               | 0.0%          |
| Little Falls Run WW Treatment                | 11                | 0          | 12                        | 0          | 14                        | 0          | 16.7%                              | 0.0%          |
| Waste Water Maintenance                      | 25                | 0          | 18                        | 0          | 18                        | 0          | 0.0%                               | 0.0%          |
| Facilities Maint. Administration             | 12                | 0          | 12                        | 2          | 13                        | 1          | 8.3%                               | -50.0%        |
| <b>Total Positions - Utilities Fund</b>      | <b>133</b>        | <b>2</b>   | <b>134</b>                | <b>6</b>   | <b>139</b>                | <b>5</b>   | <b>3.7%</b>                        | <b>-16.7%</b> |
| <b>Total Positions - All Funds</b>           | <b>4,155</b>      | <b>131</b> | <b>4,538</b>              | <b>183</b> | <b>4,534</b>              | <b>182</b> | <b>-0.1%</b>                       | <b>-0.5%</b>  |

\* Does not include seasonal Parks & Recreation positions

\*\* Position Counts for the Tourism Fund are included in the General Fund, Economic Development/Legislative Affairs Department

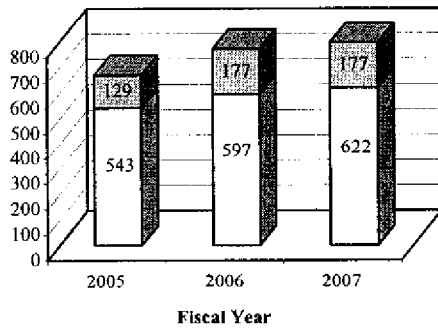
\*\*\* All School Funds positions are Full-Time Equivalent totals and rounding may apply

(Details on staffing changes are highlighted within each Department section)

# POSITION SUMMARY

## General Fund

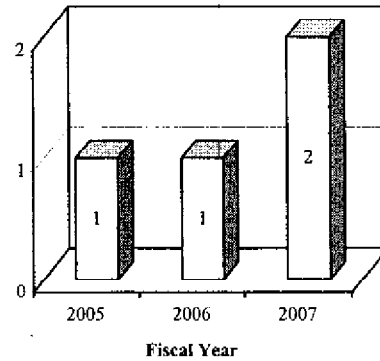
The FY 2007 General Fund budget increases authorized positions by 24 full-time positions one part-time position and one part-time to full-time conversion.



Full-Time Positions Part-Time Positions

## Transportation Fund

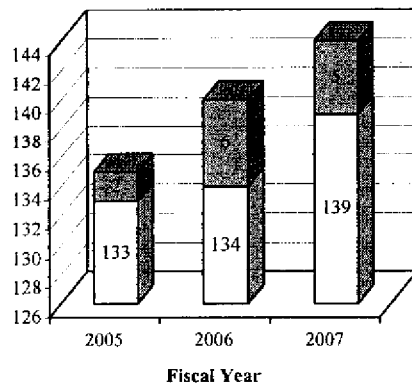
The FY2007 Transportation Fund budget increases authorized positions by 1 full-time position.



Full-Time Positions

## Utilities Fund

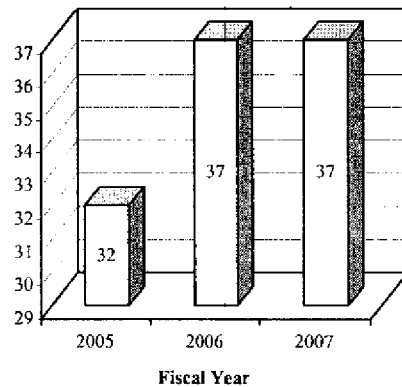
The FY2007 Utilities Fund budget increases authorized positions by 4 full-time position, and part-time to full-time conversion.



Part-Time Positions Full-Time Positions

## E-911 Fund

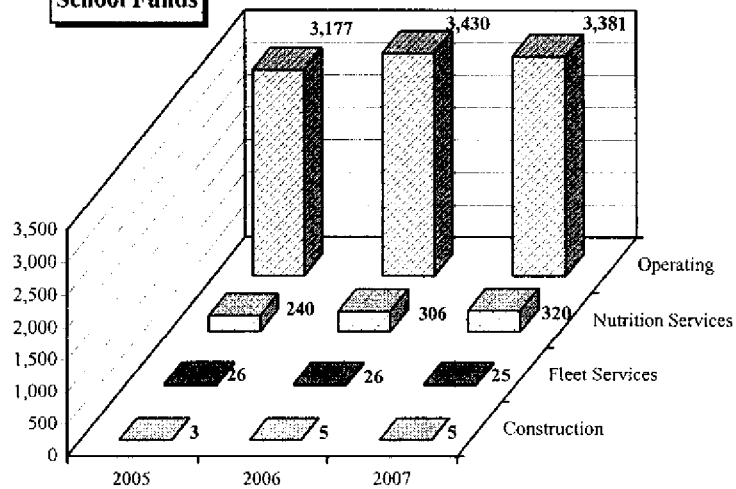
The FY2007 E-911 Fund budget maintains current staffing.



Full-Time Positions

## School Funds

The FY2007 School Operating Fund budget



## FY2007 ADOPTED BUDGET POSITION SUMMARY

| Department                         | Position                                  | Grade/<br>Step | Part-<br>Time | Full-<br>Time | Conv. PT<br>to FT | Justification  |
|------------------------------------|---|----------------|---------------|---------------|-------------------|--|
| <b>General Fund</b>                |   |                |               |               |                   |  |
| Commissioner of the Revenue        | Assistant Tax Auditor                     | G29-01         |               | 1             |                   | Due to tremendous growth and increase in businesses for the County, position will assist the audit department in achieving the goals and objectives of tax compliance and will increase tax revenue generated from businesses operating in the County. Position is estimated to generate approximately \$300,000 in additional operating revenue.  |
| Planning and Community Development | Planner<br>Long Range Planning/Div 23     | G27-03         |               | 1             |                   | Position would relieve some of the many environmental planning job responsibilities currently conducted by one planner. Recent ordinance changes have increased the level of environmental review related to most development requiring more time to be spent reviewing current development plans and more field work. Created excessive amount of work for one individual, resulting in delays in completion of plan reviews and increasing stress levels in the position. Position will improve work environment by sharing the additional job responsibilities, expedite the plan review process, and allow the County to effectively enforce state mandated requirements.  |
| Fire and Rescue                    | Fire & Rescue Public Education Technician | G24-11         |               | 1             |                   | Position dedicated to work with volunteer fire and rescue companies to coordinate and conduct county-wide recruitment efforts. Dwindling numbers of volunteer stress this need. This position has been highly successful in other locations, resulting in financial savings by reducing the need for larger numbers of paid personnel. Position would also serve as public fire educator.  |
| County Attorney                    | Assistant County Attorney                 | G34-13         |               | 1             |                   | Stafford's population growth and development has caused the work load in all areas of this office to increase. Office has remained with 1 County Attorney, 1 Deputy County Attorney, And 1 Assistant County Attorney for the last 15 years. Land use issues have become more complex and controversial. Without the addition of this position, County will be required to continue to expend excessive funding levels on outside counsel, which is not the most efficient method of providing legal services needed.   |
| County Attorney                    | Assistant County Attorney                 | G34-13         |               | 1             |                   | During FY05, the County Attorney's Office could no longer provide legal counsel for the Department of Social Services. During FY06, DSS contracted with private legal counsel to cover the caseload. The cost of contracting professional legal services is very expensive and with an additional attorney could be efficiently managed in the County Attorney's office.   |
| County Attorney                    | Legal Secretary                           | G20-01         |               | 1             |                   | Due to the continued growth of needed legal services, position is needed to provide necessary services to County citizens, County staff, and the Board of Supervisors. This position will support additional two attorneys to the County Attorney's legal staff.   |
| Sheriff                            | Deputy Sheriff II - Sgt Field Ops         | G74-03         |               | 1             |                   | Demands on patrol staffing continue to outpace our patrol resources. Current manpower levels do not always permit us to be proactive with patrol activity, just responsive to citizen calls for service, emergency, and non-emergency. Virginia State Compensation Board and the Federal Government thru the COPS Office, have realized the need to increase jurisdictional staffing and are prepared to financially support this increase with federal grants and state initiatives. Support only provides assistance to maintain the current workload and not provide for proper patrol workload distribution.   |
| Sheriff                            | Deputy Sheriff - Investigator II          | G56-10         | 1             |               |                   | Demands on the Criminal Investigations Division continue to outpace our resources. Service demands and investigative workload continue to increase at an astounding rate. Comp Board and Federal Grant funded positions have only assisted in maintaining current workload and have done little to reduce it. Service demands are increasing proportionately to the business and population base. We need to hire one experienced forensic detective to process crime scenes and to provide adequate training, coordination and leadership in this field. Child abuse and child sexual abuse need more staffing to handle investigations in a timely manner. Detectives are required to support our Drug Enforcement Unit which is presently understaffed. Additional manpower in CID would allow for the creation of a street crimes unit. Time is critical in criminal investigations. |
| Sheriff                            | Deputy Sheriff I - Field Ops              | G52-04         |               | 3             |                   | Demands on patrol staffing continue to outpace our patrol resources. Current manpower levels do not always permit us to be proactive with patrol activity, just responsive to citizen calls for service, emergency, and non-emergency. Virginia State Compensation Board and the Federal Government thru the COPS Office, have realized the need to increase jurisdictional staffing and are prepared to financially support this increase with federal grants and state initiatives. Support only provides assistance to maintain the current workload and not provide for proper patrol workload distribution.   |

FY2007 ADOPTED BUDGET POSITION SUMMARY

| Department                                 | Position                               | Grade/<br>Step | Part-<br>Time | Full-<br>Time | Conv. PT<br>to FT | Justification  |
|--|--|----------------|---------------|---------------|-------------------|--|
| Sheriff                                    | Deputy Sheriff I - Investigator        | G54-04         |               | 3             |                   | Demands on the Criminal Investigations Division continue to outpace our resources. Service demands and investigative workload continue to increase at an astounding rate. Comp Board and Federal Grant funded positions have only assisted in maintaining current workload and have done little to reduce it. Service demands are increasing proportionately to the business and population base. We need to hire one experienced forensic detective to process crime scenes and to provide adequate training, coordination and leadership in this field. Child abuse and child sexual abuse need more staffing to handle investigations in a timely manner. Detectives are required to support our Drug Enforcement Unit which is presently understaffed. Additional manpower in CID would allow for the creation of a street crimes unit. Time is critical in criminal investigations. |
| Economic Development & Legislative Affairs | Administrative Specialist              | G22-01         |               |               |                   | Current telephone traffic has increased beyond the ability of one trained individual to respond efficiently. 2004 - 73,432 responses to citizens, of these 6,846 needed research or special assistance. Of these, 2, 649 were complaints about the phone system. This is four times more than the year before. We expect 3,500 complaints next year and 75,000 citizen interactions. (50% funded through Department Budget and 50% funded by Contingency)  |
| Fire and Rescue                            | Division Chief                         | G32-11         |               | 1             |                   | Emergency Medical Services system oversight (Start July 1, funded by Ambulance Fees)   |
| Fire and Rescue                            | Fire & Rescue Lieutenant               | G28-11         |               | 3             |                   | One assigned to Emergency Medical Services Training, one assigned to Emergency Medical Services Quality Assurance and one assigned to Fire and Rescue Information Technology (Start July 1, funded by Ambulance Fees)  |
| Fire and Rescue                            | Fire & Rescue Cost Recovery Technician | G23-04         |               | 1             |                   | Ambulance billing system Services (Start July 1, funded by Ambulance Fees)   |
| Fire and Rescue                            | Fire & Rescue Technician II            | G24-11         |               | 6             |                   | Field Operations Staffing. (Start July 1, funded by Ambulance Fees)  |
|  |  |                | 1             | 24            | 1                 | General Fund Total   |

FY2007 ADOPTED BUDGET POSITION SUMMARY

| Department     | Position                    | Grade/<br>Step | Part-<br>Time | Full-<br>Time | Conv. PT<br>to FT | Justification  |
|----------------|-----------------------------|----------------|---------------|---------------|-------------------|--|
| Utilities Fund |                             |                |               |               |                   |  |
| Utilities      | Land Acquisition Specialist | G30-15         |               | 1             |                   | Almost every water and sewer extension project and capital project requires that easements be obtained from adjacent land owners. Currently, the project engineer is negotiating for these easements. This is not appropriate use of engineering time and is better suited to someone with experience in the land acquisition field. The amount of time needed to acquire land for projects unnecessarily delays projects and takes engineering time away from projects that require engineering expertise. Assistance with this necessary task will accelerate the completion of a multitude of projects. |
| Utilities      | Solids Handling Operator    | G20-01         |               | 1             |                   | Plans to take over the transporting of dewatered sludge from the treatment facility to the landfill. Currently being done by a private contractor. Anticipate a savings of \$860,000 over the next 10 years by performing this task in-house. Need a second Solids Handling Operator on board now in preparation for taking over the transportation duties.  |
| Utilities      | Administrative Associate    | G18-01         |               |               | 1                 | Duties include data entry in Hansen and the Cross-Connection and Backflow Prevention Program. Will also monitor Miss Utility computer, take line location phone calls, enter requests for line locations, handling payroll entry, requesting price quotations, generating requisitions, placing orders, and assisting with other clerical tasks.   |
| Utilities      | Maintenance Mechanic I      | G20-01         |               | 1             |                   | As flow increase and the second treatment train is put in operation, additional maintenance will be required. A second mechanic is needed to assist in this effort to provide a second person to assist with maintenance of some of the larger and heavier equipment.  |
| Utilities      | Civil Engineer              | G31-11         |               | 1             |                   | The number and sophistication of development projects has grown to the point that existing staff has difficulty in providing thorough timely reviews. In addition, there is a backlog of extension projects and capital projects that are being held up for a lack of engineering resources. Also a need for engineering input into I/I analysis and corrective projects that is not currently available.  |
|                |                             |                | 0             | 4             | 1                 | Utility Fund Total   |

FY2007 ADOPTED BUDGET POSITION SUMMARY

| Department          | Position               | Grade/<br>Step | Part-<br>Time | Full-<br>Time | Conv. PT<br>to FT | Justification  |
|---------------------|------------------------|----------------|---------------|---------------|-------------------|--|
| Transportation Fund |                        |                |               |               |                   |  |
| Public Services     | Engineering Specialist | G26-06         |               | 1             |                   | Responsibilities of the Transportation Engineering Division have increased. Creation of the Transportation Commission has provided a dedicated focus on transportation issues in the County. Traffic issues within subdivisions are gaining importance as are traffic calming and cut-through traffic. Many issues encountered require traffic engineering studies to provide basic evaluation information. VDOT has traditionally performed these analyses. County recently retained professional engineering contract services through which this type of analysis may be conducted. Experiencing deficiencies in service delivery because only one employee, the existing Engineering Specialist, is required to perform all of these duties. |

010 Transportation Fund Total

1292 Total All Funds

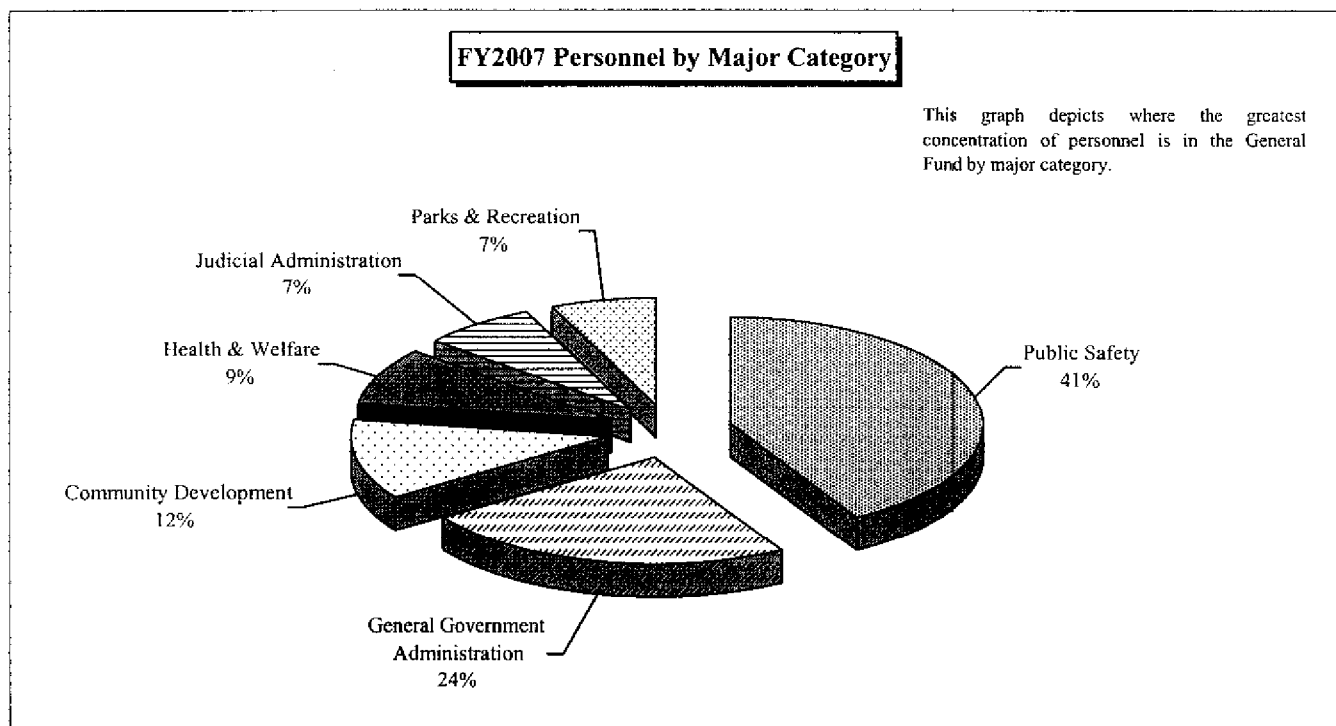
ADOPTED POSITIONS SCHOOL FUNDS – FY2007

| Position Title   |  | Number of Positions |
|--|--|---------------------|
| <b>School Operating Fund</b>   |  |                     |
| <b><u>Instruction</u></b>  |  |                     |
| Art Teacher (Anthony Burns)  |  | 1.00                |
| Technology Resource (Anthony Burns)  |  | 1.00                |
| Physical Education (Anthony Burns)   |  | 1.00                |
| Principal (Anthony Burns)  |  | 0.50                |
| Assistant Principal (Anthony Burns)  |  | 1.00                |
| Counselor (Anthony Burns)  |  | 1.00                |
| Library/Media Specialist (Anthony Burns)   |  | 0.70                |
| Nurse (Anthony Burns)  |  | 1.00                |
| Paraprofessional (Anthony Burns)   |  | 2.00                |
| Art Teacher (Dixon-Smith)  |  | 2.00                |
| Drama Teacher (Dixon-Smith)  |  | 1.00                |
| Music (Dixon-Smith)  |  | 2.50                |
| Technology (Dixon-Smith)   |  | 1.00                |
| Technology Resources (Dixon-Smith)   |  | 1.00                |
| Physical Education (Dixon-Smith)   |  | 1.00                |
| Assistant Principal (Dixon-Smith)  |  | 1.00                |
| Counselor (Dixon-Smith)  |  | 1.70                |
| Library/Media Specialist (Dixon-Smith)   |  | 0.70                |
| Nurse (Dixon-Smith)  |  | 1.00                |
| Counselor (Mountain View)  |  | 1.00                |
| Adaptive P.E. Teacher  |  | 1.00                |
| Algebra Readiness Coach (Dixon-Smith)  |  | 0.50                |
| ESL  |  | 3.00                |
| General Education Teachers   |  | (87.00)             |
| Counselors   |  | (3.00)              |
| Work & Family Studies (Dixon-Smith)  |  | 1.00                |
| Paraprofessionals  |  | (15.00)             |
| Psychologist   |  | 1.50                |
| School Social Worker   |  | 1.00                |
| <b>Total Instruction (Full-Time Equivalent)</b>                                    |  | <b>(73.90)</b>      |
| <b><u>Support Staff</u></b>  |  |                     |
| Administrative Assistant IV - Accounting (Office of the Principal - Anthony Burns) |  | 0.50                |
| Administrative Assistant II - Clerical (Office of the Principal - Anthony Burns)   |  | 2.00                |
| Computer Technician/Trainer (Anthony Burns)  |  | 1.00                |
| Administrative Assistant II - Clerical (Dixon-Smith)                               |  | 2.00                |
| Administrative Assistant III - Clerical (Dixon-Smith)                              |  | 1.00                |
| Administrative Assistant V - Accounting (Dixon-Smith)                              |  | 0.50                |
| Computer Technician/Trainer (Dixon-Smith)  |  | 1.00                |
| General Maintenance Worker (Dixon-Smith)   |  | 1.00                |
| Plant Engineer (Dixon-Smith)   |  | 1.00                |
| Bus Driver (Full-Time)   |  | 8.00                |
| Bus Monitor (Part-Time)  |  | 3.40                |
| Computer Repair Technician   |  | 1.50                |
| General Maintenance Worker - DMS and AYBAC   |  | 1.50                |
| <b>Total Support Staff (Full-Time Equivalent)</b>                                  |  | <b>24.40</b>        |
| <b>Total New Positions School Operating Fund (Full-Time Equivalent)</b>            |  | <b>(49.50)</b>      |
| <b><u>Nutrition Services Fund</u></b>  |  |                     |
| Assistant Cafeteria Managers   |  | 2.00                |
| Food Service Works (P/T 3.5 to 6.5 hr/days)  |  | 12.00               |
| <b>Total New Positions Nutrition Services Fund (Full-Time Equivalent)</b>          |  | <b>14.00</b>        |
| <b>Total New Positions All School Funds (Full-Time Equivalent)</b>                 |  | <b>(35.50)</b>      |



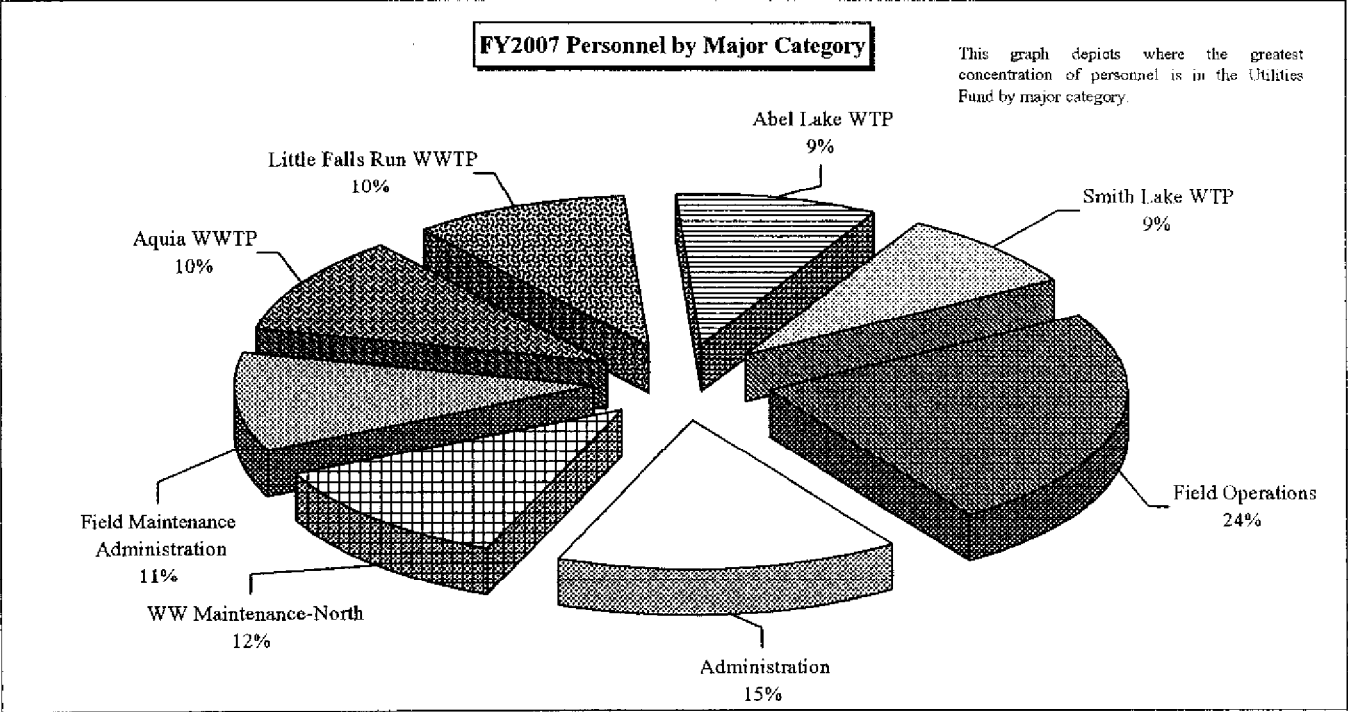
## GENERAL FUND PERSONNEL BY MAJOR CATEGORY

|                                   | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|-----------------------------------|---------------------|-----------------------------|---------------------|---|---------------|
| Public Safety                     | \$13,879,610        | \$15,592,404                | \$19,142,550        | \$3,550,146                                     | 22.77%        |
| General Government Administration | 8,844,524           | 9,762,095                   | 10,928,649          | 1,166,554                                       | 11.95%        |
| Community Development             | 4,263,670           | 5,334,055                   | 5,491,329           | 157,274   | 2.95%         |
| Health & Welfare                  | 3,261,737           | 3,853,293                   | 3,908,825           | 55,532  | 1.44%         |
| Judicial Administration           | 2,543,254           | 3,125,981                   | 3,289,410           | 163,429   | 5.23%         |
| Parks & Recreation                | 2,481,687           | 2,790,498                   | 3,090,197           | 299,699   | 10.74%        |
| <b>Total</b>                      | <b>\$35,274,482</b> | <b>\$40,458,326</b>         | <b>\$45,850,960</b> | <b>\$5,392,634</b>                              | <b>13.33%</b> |



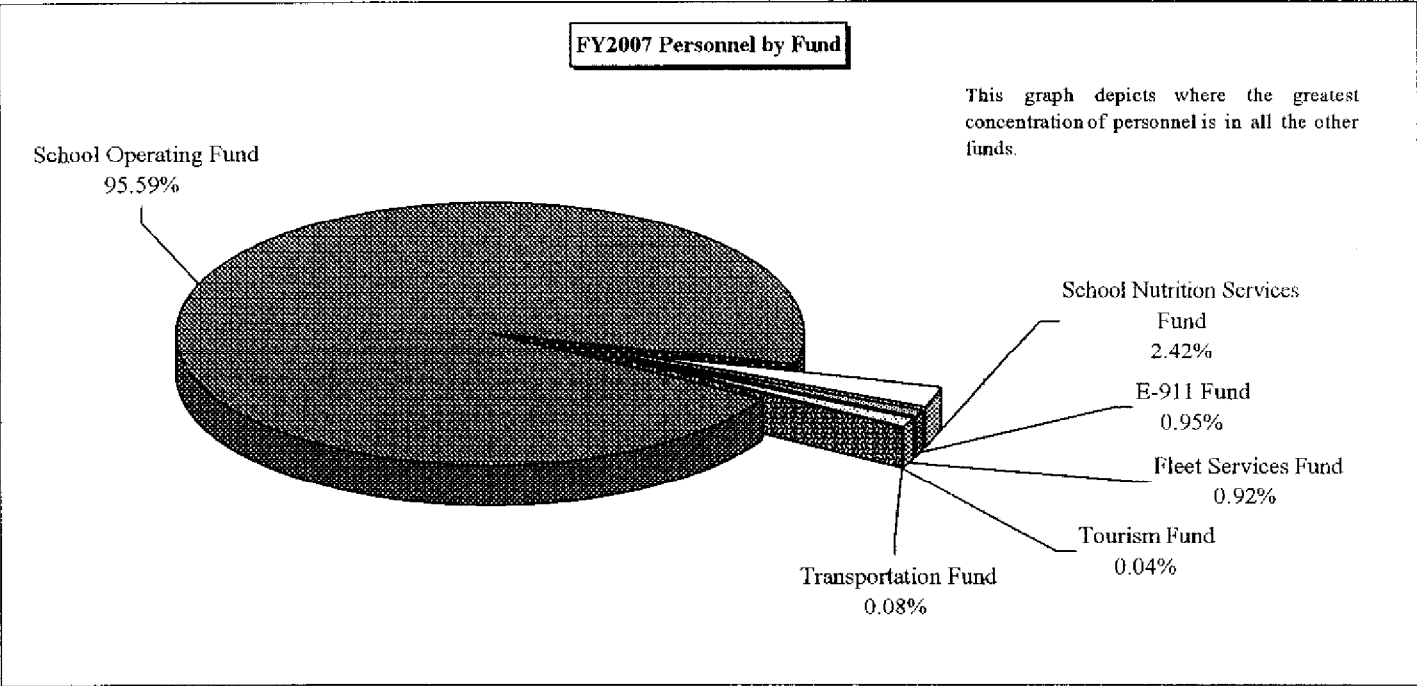
UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

|                                  | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |         |
|----------------------------------|------------------|-----------------------------|-------------------|---|---------|
| Field Operations                 | \$1,848,807      | \$2,016,917                 | \$2,232,830       | \$215,913                                       | 10.71%  |
| Administration                   | 1,199,070        | 1,244,590                   | 1,433,526         | 188,936   | 15.18%  |
| WW Maintenance-North             | 872,892          | 1,308,809                   | 1,115,098         | (193,711)                                       | -14.80% |
| Field Maintenance Administration | 749,615          | 834,074                     | 990,678           | 156,604   | 18.78%  |
| Aquia WWTP                       | 825,648          | 991,443                     | 974,743           | (16,700)  | -1.68%  |
| Little Falls Run WWTP            | 735,823          | 805,162                     | 903,984           | 98,822  | 12.27%  |
| Abel Lake WTP                    | 788,224          | 838,933                     | 848,271           | 9,338   | 1.11%   |
| Smith Lake WTP                   | 759,830          | 811,851                     | 803,674           | (8,177)   | -1.01%  |
| Total Expenditures               | \$7,779,909      | \$8,851,779                 | \$9,302,804       | \$451,025                                       | 5.10%   |



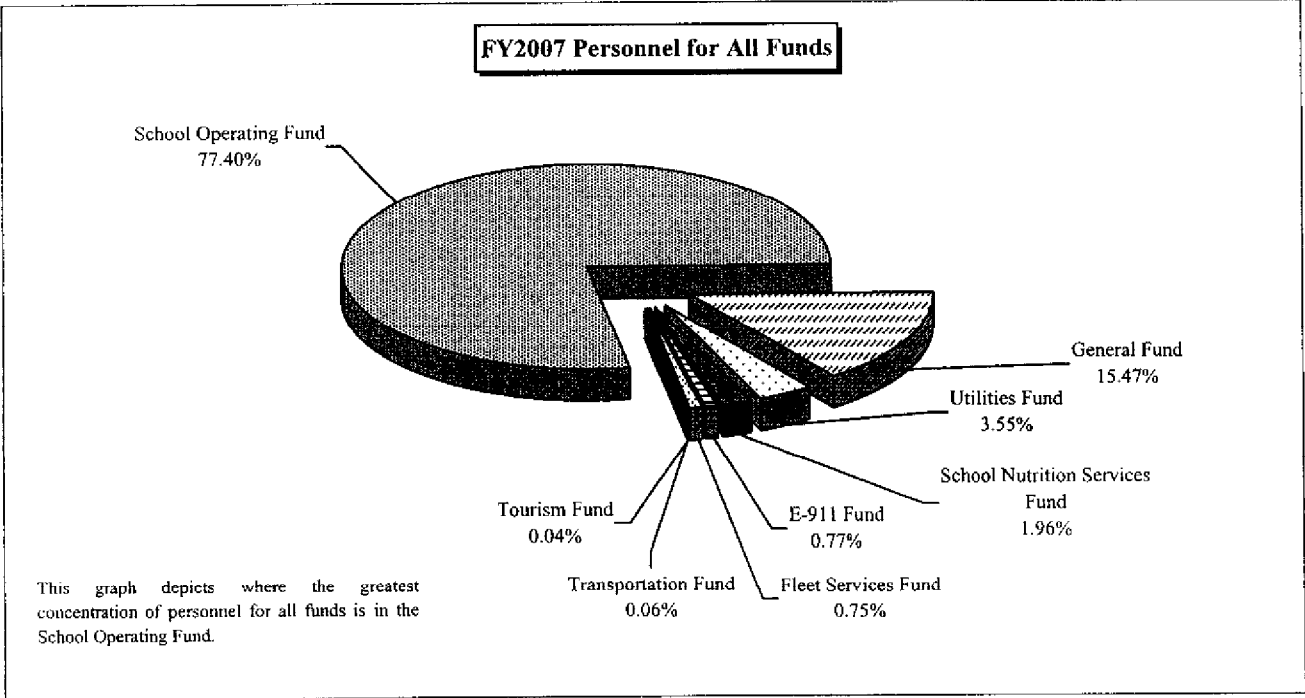
OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

|                                | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |              |
|--------------------------------|----------------------|-----------------------------|-----------------------------|---------------------------------------|--------------|
| School Operating Fund          | \$160,150,568        | \$185,995,012               | \$202,901,711               | \$16,906,699                          | 9.09%        |
| School Nutrition Services Fund | 4,036,544            | 4,249,210                   | 5,134,270                   | 885,060                               | 20.83%       |
| E-911 Fund                     | 1,622,289            | 1,681,059                   | 2,015,513                   | 334,454                               | 19.90%       |
| Fleet Services Fund            | 1,356,198            | 1,631,729                   | 1,957,282                   | 325,553                               | 19.95%       |
| Transportation Fund            | 87,718               | 94,694                      | 160,776                     | 66,082                                | 69.78%       |
| Tourism Fund                   | 62,455               | 66,214                      | 93,385                      | 27,171                                | 41.04%       |
| <b>Total Expenditures</b>      | <b>\$167,315,772</b> | <b>\$193,717,918</b>        | <b>\$212,262,937</b>        | <b>\$18,545,019</b>                   | <b>9.57%</b> |



PERSONNEL FOR ALL FUNDS

|                                | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|--------------------------------|------------------|-----------------------------|-------------------|---|--------|
| School Operating Fund          | \$160,150,568    | \$185,995,012               | \$202,901,711     | \$16,906,699                                    | 9.09%  |
| General Fund                   | 30,507,071       | 35,979,139                  | 40,553,826        | 4,574,687                                       | 12.71% |
| Utilities Fund                 | 7,779,909        | 8,851,779                   | 9,302,804         | 451,025   | 5.10%  |
| School Nutrition Services Fund | 4,036,544        | 4,249,210                   | 5,134,270         | 885,060   | 20.83% |
| E-911 Fund                     | 1,622,289        | 1,681,059                   | 2,015,513         | 334,454   | 19.90% |
| Fleet Services Fund            | 1,356,198        | 1,631,729                   | 1,957,282         | 325,553   | 19.95% |
| Transportation Fund            | 87,718           | 94,694                      | 160,776           | 66,082  | 69.78% |
| Tourism Fund                   | 62,455           | 66,214                      | 93,385            | 27,171  | 41.04% |
| Total                          | \$205,602,752    | \$238,548,836               | \$262,119,567     | \$23,570,731                                    | 9.88%  |



# DEPARTMENT OF HUMAN RESOURCES

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The Department of Human Resources provides career opportunities to Stafford Citizens through employment with the County government. It further services the public by responding to citizen inquiries about the scope and specific functions of the County's organizational structure. Another major responsibility of the department is to provide for the well being and employment needs of the workforce. This is accomplished through an array of comprehensive programs designed to recruit and retain efficient and productive employees.

Significant components of the Department of Human Resources are:

**Recruitment and Selection** - Recruits quality candidates for vacancies and, through a comprehensive hiring process, recommends the most qualified person for the position.

**Equal Opportunity Employment Issues** - Ensures that the County offers equal opportunities for employment while also offering career advancement opportunities for the workforce.

**Training** - Coordinates training opportunities to provide the community with a competent workforce capable of rendering quality service.

**Compliance with Federal and State Regulations** - Ensures that the County operates within the confines of federal and state mandates, regulations and guidelines. Examples of mandates that the department often works with are Fair Labor Standard Act (FLSA), Family Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), the Americans with Disabilities Act (ADA); Occupation Health and Safety Act (OSHA); and the Workers' Compensation Act.

**Compensation and Scope of Work** - Maintain a Compensation Plan that is competitive in the market area and develop job descriptions that accurately reflect the work performed by employees.

**Benefits Administration** - Administers all benefit programs by assisting the workforce with issues relating to individual coverage and usage while monitoring program cost and compliance to federal and state laws.

**Employee Performance Issues** - Administers a merit-based pay program that evaluates employee performance through annual evaluations. Coordinates disciplinary actions and responds to unemployment compensation claims.

**Policies and Procedures** - Responsible for developing and disseminating personnel policies and procedures to the workforce. Responds to employee inquiries, renders policy interpretations and recommends revisions to reflect changes in federal and state mandates.

**Employee Relations Programs** - Organizes and coordinates most employee development and enhancement programs such as the Service Awards program, health screenings, blood drives, and the employee assistance program.

# 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, Christmas party, etc., decorating Christmas trees in the main lobby and Activities Room.             |
| Best Fest Committee/Best Quest | Established to educate employees about the values development process and incorporate the values into work.   |
| County Green Team              | Responsible for upgrading current recycling system in the County Administration Building  |
| Compensation Study Committee   | Assists with the development of a Compensation Plan and offers recommendations on its implementation including a pay philosophy   |
| County Newsletter Committee    | Responsible for newsletter items published in the <i>County Line</i> .  |
| Customer Service Committee     | Responsible for input and coordinating various issues to upgrade customer service to County citizens. Also responsible for conducting a bi-monthly County Government Orientation Program for new employees. |
| Employee Advisory Committee    | Established to advise County Administrator and Board of Supervisors of personnel and employee related issues.   |
| Employee Orientation Committee | Established to review and enhance the process whereby new employees are introduced to their roles and to ensure they are assigned an employee mentor and receive a comprehensive and uniform orientation    |
| Employee Survey Committee      | Responsible for establishing county-wide goals as a result of the Employee Survey.  |
| HPO Committee                  | Responsible for moving the County towards operating as a High Performance Organization throughout all service levels and deliverables   |
| Leadership Team                | Comprised of Department Directors and Constitutional Officers.<br>Responsible for strategy thinking and benchmarking for the County overall.  |
| Records Management Committee   | Responsible for inventory process of County records/files in order to control information in the County and make it accessible and interactive to all departments.  |
| 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.  |
| Values Development Committee   | Established to implement an Appreciative Inquiry exercise to establish County Values through employee interviews.   |

# BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

The following Boards, Authorities and Commissions Committees were established to enhance community involvement for Stafford.

| Committee Name  | Number of Members | Function   |
|---|-------------------|--|
| ADA Grievance Committee   | 5                 | Hears appeals on decisions regarding the Americans with Disabilities Act.  |
| Advisory Board on Towing  | 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   | 7                 | Establishes standards for preservation of agricultural and rural lands.  |
| 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  |
| Beautification Committee  | 17                | Coordinates the county's litter control program; tasked with improving the aesthetic and environmental quality of the county   |
| 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  |
| Cable Television Advisory Committee                               | 9                 | Monitors compliance by cable television companies with Chapter 7 of the Stafford County Code   |
| 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   |
| Community Policy & Management Team for At-Risk Youth and Families | 7                 | Restructures the delivery and funding of Virginia state & local services to meet the needs of children with emotional and behavioral problems and their families   |
| Disability Service Board  | 3                 | Plans, coordinates and evaluates services for physical and sensory disables of the region  |
| Fire & Emergency Medical Services Commission                      | 7                 | Establish an administrative structure which ensures coordination of emergency services efforts and proper training of personnel, and oversees/coordinates the operations of the independent volunteer fire & EMS organizations in the County, and is authorized to establish advisory commissions as it may deem appropriate |
| 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  |



# BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

| Committee Name  | Number of Members | Function  |
|---|-------------------|---|
| Fredericksburg Area Metropolitan Planning Organization  | 3                 | Evaluate regional transportation needs and any requirements under the Clean Air Act, and the Board works in conjunction with Spotsylvania, City of Fredericksburg, and RADCO to establish Fredericksburg MPO                          |
| Fredericksburg Regional Alliance  | 1                 | Serves as the lead regional economic development organization, in conjunction with local economic development entities for both incorporated and unincorporated municipalities in the Fredericksburg region.                          |
| Fredericksburg-Stafford Park Authority  | 4                 | Prepare the annual budget, sets policies for regional parks   |
| 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.  |
| 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   |
| Economic Development Authority  | 7                 | Assists the Board of Supervisors in attracting and financing industry and commerce  |
| Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia | 4                 | Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs   |
| Parks & Recreation Commission   | 10                | Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation   |
| Planning Commission   | 7                 | Provide recommendations to the Board of Supervisors concerning rezonings and updates to the Comprehensive Plan, Capital Improvement Program and Zoning, Site Plan and Subdivision Ordinances; approves preliminary subdivision plans. |
| Potomac & Rappahannock Transportation District Commission                                     | 2                 | Facilitate the planning and development of an improved transportation system  |
| Potomac Gateway Travel Center Board of Directors  | 1                 | Provide information to travelers and promote regional tourism   |
| Rappahannock Area Agency on Aging (Advisory Council)  | 2                 | Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16   |
| Rappahannock Area Agency on Aging (Board of Directors)  | 2                 | Acts as the official policy-making unit of the Rappahannock Area Agency On Aging  |
| Rappahannock Area Alcohol Safety Action Program   | 1                 | Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)   |

## BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

| Committee Name  | Number of Members | Function  |
|---|-------------------|---|
| Rappahannock Area Community Services Board                        | 3                 | Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies |
| Rappahannock Area Development Commission                          | 4                 | Coordinate regional planning development activities in Planning District 16   |
| Rappahannock Area Youth Commission                                | 2                 | Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency                                    |
| Rappahannock Community Criminal Justice Board                     | 22                | Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements                      |
| Rappahannock Juvenile Detention Commission                        | 2                 | 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                              | 2                 | Oversee operation of the Regional Jail facility   |
| Rappahannock Regional Solid Waste Management Board                | 3                 | 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   |
| Transportation Commission   | 8                 | Acts in an advisory role to the Board on all Transportation related issues, except aviation   |
| Transportation Impact Fees Advisory Committee                     | 5                 | Provides recommendations to the Board of Supervisors, regarding fee program to assists in funding of transportation projects.   |
| 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                  |
| Waterways Advisory Committee                                      | 7                 | Ensures that the boating public has access to an adequate means of navigation   |
| 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  |

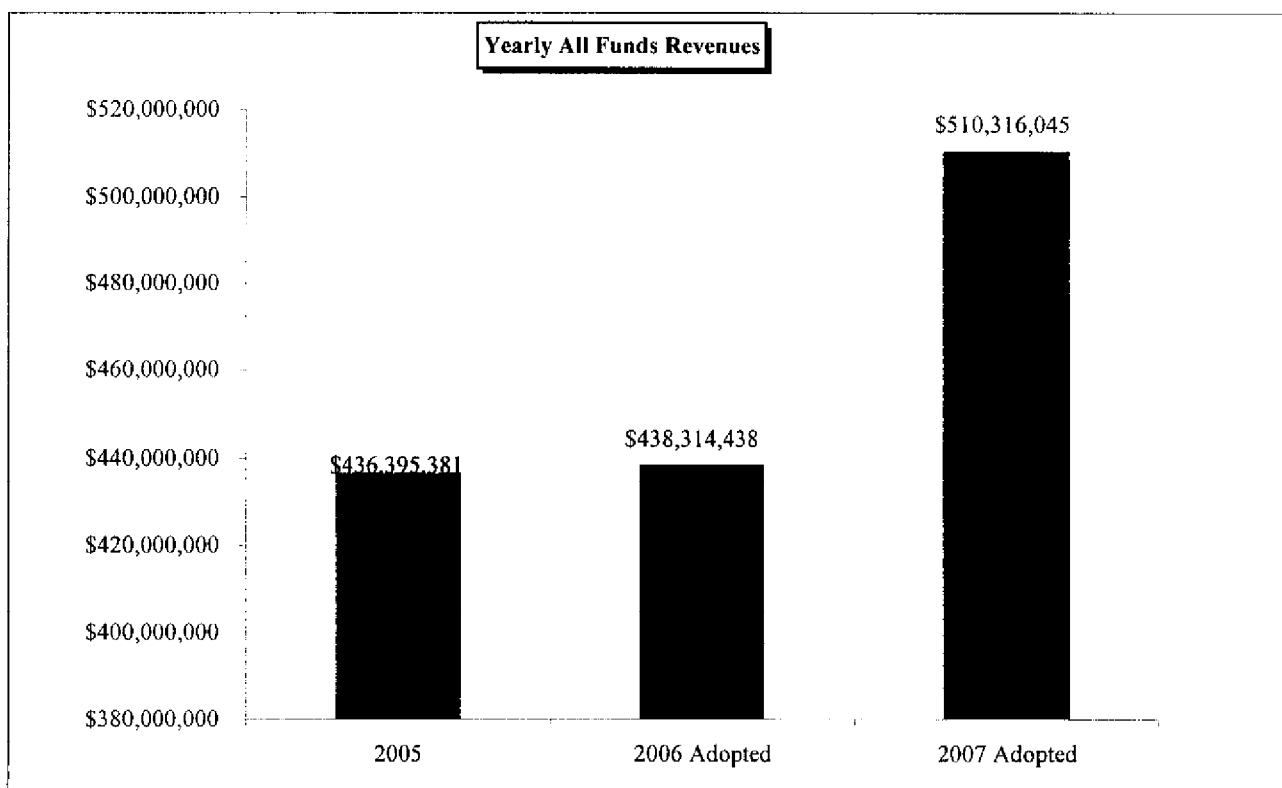
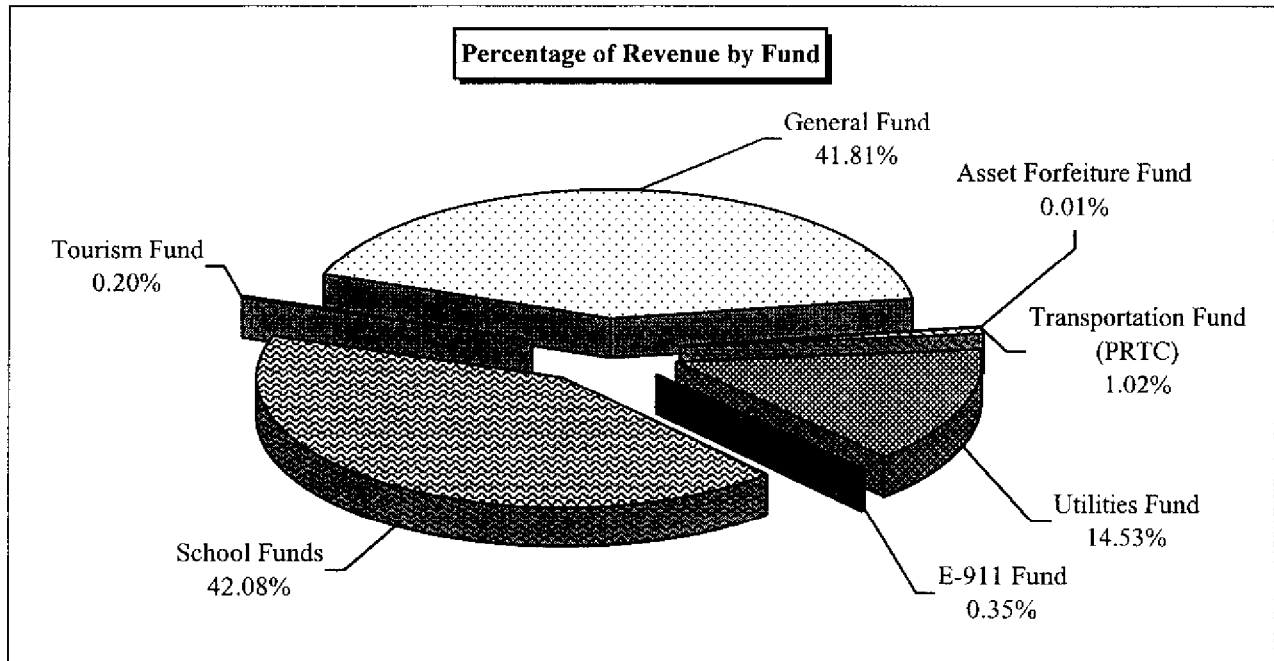


## STATISTICAL SECTION

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The information on the following pages provides an overview of the County. The first schedules and graphs provide a summarized data of the revenues and expenditures for all funds, which compare actual FY2005, adopted budget FY2006 and adopted budget FY2007. The next schedule and graph is the same expenditure information presented by major expense. Following that are graphs of revenues for all funds and summary for the adopted budget for FY2007 by fund type. The County's demographic information is outlined followed by a table of fiscal indicators highlighting Stafford's financial trends. The population and school enrollment graphs illustrate the County's growth, which has driven service level increases. Graphs of building permit values and assessed values of real property show the tangible effect building expansion has on property value in Stafford. A graph depicting Stafford's per capita expenditures for FY2001 through FY2005 as reported by the Auditor of Public Accounts is provided to measure service costs. Also included is a planning tool depicting the current cost of service analysis of development in Stafford. This is followed by a summary of our Citizen Assistance, Volunteer Services area and Web site statistics. A number of schedules then describe the County's debt management practices and projected capital financing needs. A map showing the location of Stafford in Virginia and statistics completes this section.

## ALL FUNDS REVENUE GRAPHS

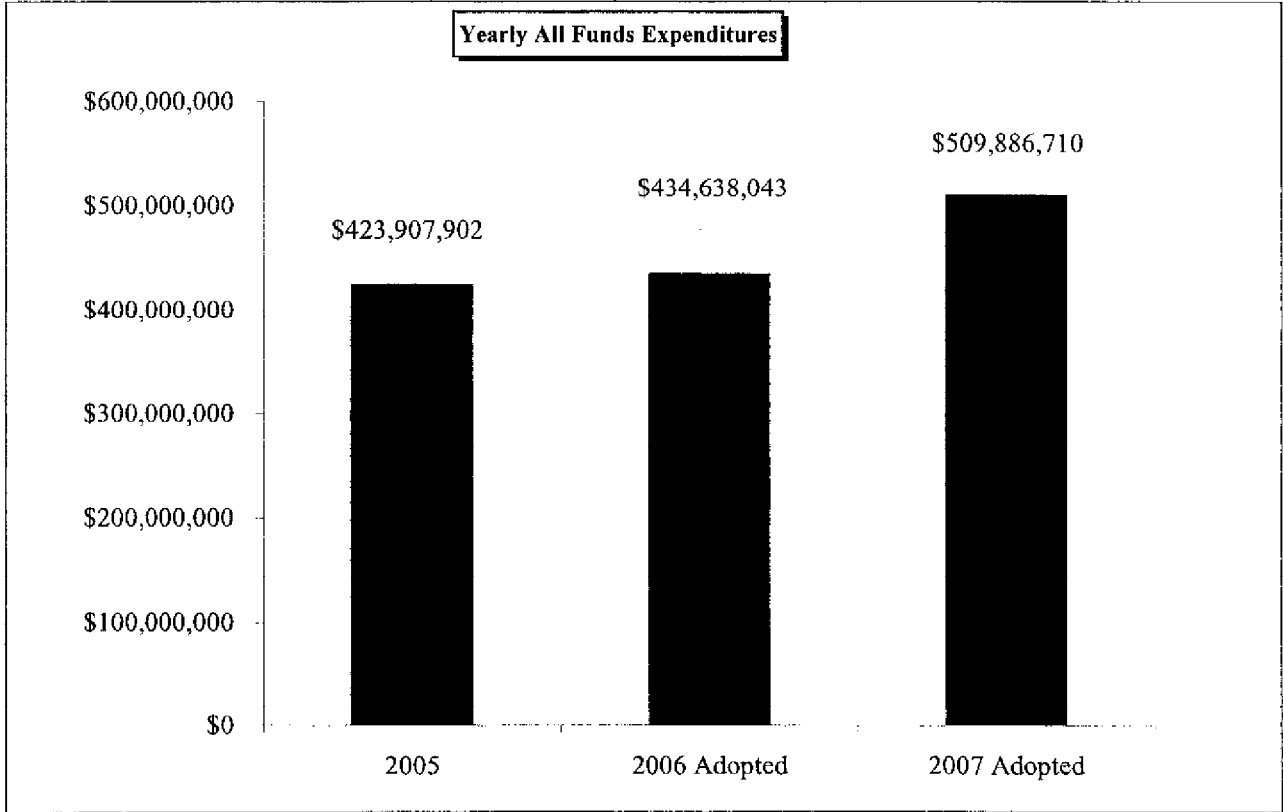
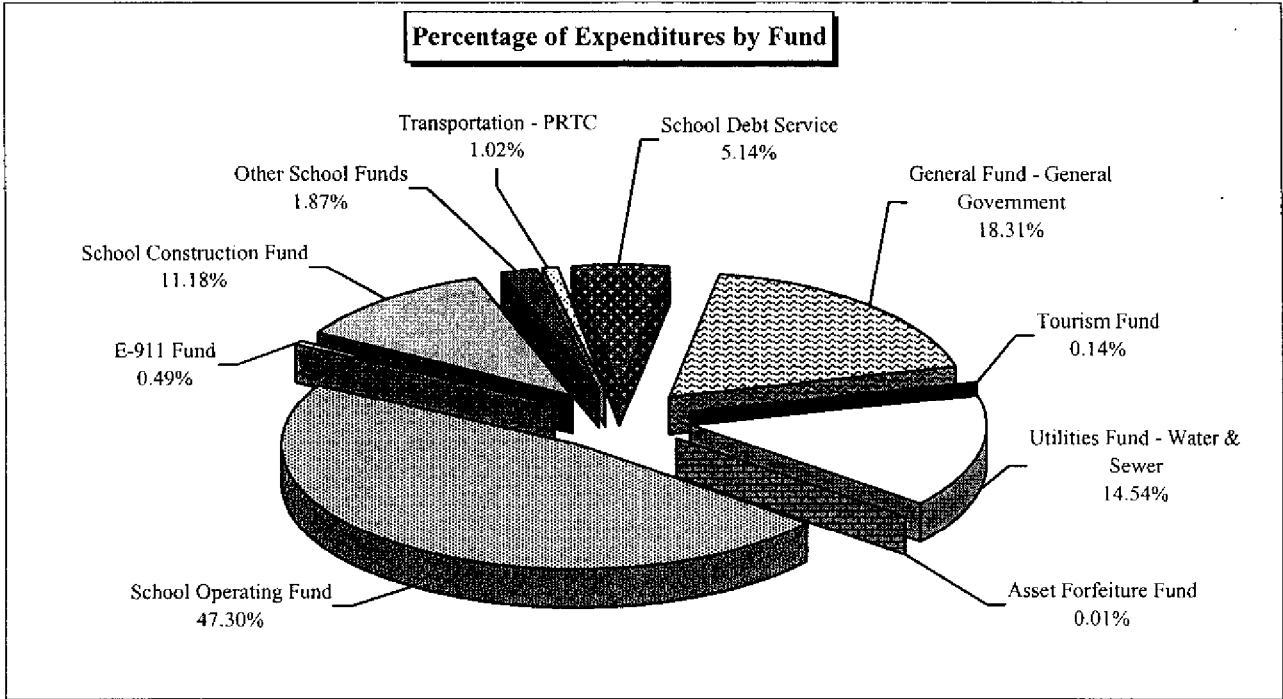


# ALL FUNDS SCHEDULE REVENUE

The all Funds Revenue Schedule represents all County Budgets with the exception of the Central Garage Fund and Capital Improvements Fund. The Central Garage Fund is a Internal Service Fund and is fully supported by the School Operating, General Fund and Utilities Fund. The Capital Improvements Fund is used to post Bond and/or Lease Proceeds and these funds are transferred to the appropriate fund.

| Revenue Plan                       | FY2005<br>Actual     | FY2006<br>Adopted Budget | FY2007               |                                       |                |
|------------------------------------|----------------------|--------------------------|----------------------|---------------------------------------|----------------|
|                                    |                      |                          | Adopted              | Changes<br>'06 Adopted to '07 Adopted |                |
| <b>General Fund</b>                |                      |                          |                      |                                       |                |
| Property Taxes                     | \$123,834,474        | \$135,979,540            | \$144,768,013        | \$8,788,473                           | 6.5%           |
| Other Local Taxes                  | 27,825,210           | 28,948,162               | 31,045,000           | 2,096,838                             | 7.2%           |
| State & Federal                    | 14,117,208           | 14,871,426               | 15,933,873           | 1,062,447                             | 7.1%           |
| Other Revenue                      | 14,936,605           | 13,624,176               | 17,213,951           | 3,589,775                             | 26.3%          |
| Prior Year Fund Balance            | 0                    | 4,954,871                | 3,465,098            | (1,489,773)                           | -30.1%         |
| Use of Money & Property            | 894,854              | 812,430                  | 926,861              | 114,431                               | 14.1%          |
| <b>Total</b>                       | <b>\$181,608,351</b> | <b>\$199,190,605</b>     | <b>\$213,352,796</b> | <b>\$14,162,191</b>                   | <b>7.1%</b>    |
| <b>Transportation Fund (PRTC)</b>  |                      |                          |                      |                                       |                |
| 2% Fuels Tax                       | \$3,100,496          | \$2,733,600              | \$3,738,389          | \$1,004,789                           | 36.8%          |
| Use of Money & Property            | 133,702              | 104,000                  | 140,000              | 36,000                                | 34.6%          |
| State Recordation Road/Schools     | 947,175              | 1,000,000                | 1,040,000            | 40,000                                | 100.0%         |
| Other Revenue                      | 395,027              | 4,740,000                | 266,400              | (4,473,600)                           | -94.4%         |
| <b>Total</b>                       | <b>\$4,576,400</b>   | <b>\$8,577,600</b>       | <b>\$5,184,789</b>   | <b>(\$3,392,811)</b>                  | <b>-39.6%</b>  |
| <b>E-911 Fund</b>                  |                      |                          |                      |                                       |                |
| E-911 Service Charge               | \$1,514,394          | \$1,650,000              | \$1,668,222          | \$18,222                              | 1.1%           |
| State                              | 127,472              | 124,000                  | 124,000              | 0                                     | 0.0%           |
| Prior Year Fund Balance            | 0                    | 522,384                  | 0                    | (522,384)                             | 100.0%         |
| <b>Total</b>                       | <b>\$1,641,866</b>   | <b>\$2,296,384</b>       | <b>\$1,792,222</b>   | <b>(\$504,162)</b>                    | <b>-22.0%</b>  |
| <b>Asset Forfeiture Fund</b>       |                      |                          |                      |                                       |                |
| Drug Seizure                       | \$187,308            | \$39,030                 | \$39,030             | \$0                                   | 0.0%           |
| <b>Total</b>                       | <b>\$187,308</b>     | <b>\$39,030</b>          | <b>\$39,030</b>      | <b>\$0</b>                            | <b>0.0%</b>    |
| <b>Tourism Fund</b>                |                      |                          |                      |                                       |                |
| 3% Transit Occupancy Tax           | \$598,676            | \$595,000                | \$615,000            | \$20,000                              | 3.4%           |
| 2% Transit Occupancy Tax           | 0                    | 0                        | 410,000              | 410,000                               | 100.0%         |
| Other Revenue                      | 5,000                | 5,000                    | 5,000                | 0                                     | 0.0%           |
| Prior Year Fund Balance            | 0                    | 0                        | 0                    | 0                                     | 0.0%           |
| <b>Total</b>                       | <b>\$603,676</b>     | <b>\$600,000</b>         | <b>\$1,030,000</b>   | <b>\$430,000</b>                      | <b>71.7%</b>   |
| <b>Parks &amp; Recreation Fund</b> |                      |                          |                      |                                       |                |
| Bond Proceeds                      | \$2,146,615          | \$4,511,519              | \$0                  | (\$4,511,519)                         | 0.0%           |
| Other Revenue                      | 122,146              | 122,907                  | 0                    | (122,907)                             | 0.0%           |
| <b>Total</b>                       | <b>\$2,268,761</b>   | <b>\$4,634,426</b>       | <b>\$0</b>           | <b>(\$4,634,426)</b>                  | <b>-100.0%</b> |
| <b>Utilities Fund</b>              |                      |                          |                      |                                       |                |
| Water & Sewer Fees                 | \$30,922,781         | \$30,749,325             | \$32,307,051         | \$1,557,726                           | 5.1%           |
| Prior Year Fund Balance            | 0                    | 10,971,745               | 9,318,763            | (1,652,982)                           | -15.1%         |
| Other Revenue                      | 2,018,825            | 1,338,607                | 2,181,608            | 843,001                               | 63.0%          |
| Revenue Bond Proceeds              | 0                    | 0                        | 27,845,000           | 27,845,000                            | 0.0%           |
| Interest on Investments            | 1,751,827            | 1,253,000                | 2,500,000            | 1,247,000                             | 99.5%          |
| <b>Total</b>                       | <b>\$34,693,433</b>  | <b>\$44,312,677</b>      | <b>\$74,152,422</b>  | <b>\$29,839,745</b>                   | <b>67.3%</b>   |
| <b>School Funds</b>                |                      |                          |                      |                                       |                |
| State and Federal                  | \$117,087,305        | \$125,671,255            | \$141,150,571        | \$15,479,316                          | 12.3%          |
| Bond Proceeds                      | 80,908,000           | 41,097,008               | 44,815,781           | 3,718,773                             | 9.0%           |
| User Fees                          | 4,911,687            | 6,266,088                | 7,024,216            | 758,128                               | 12.1%          |
| Other Revenue                      | 1,199,745            | 4,284,245                | 8,510,126            | 4,225,881                             | 98.6%          |
| Prior Year Fund Balance            | 1,144,698            | 1,345,120                | 13,264,092           | 11,918,972                            | 886.1%         |
| Local Carryover                    | 5,564,151            | 0                        | 0                    | 0                                     | 0.0%           |
| <b>Total</b>                       | <b>\$210,815,586</b> | <b>\$178,663,716</b>     | <b>\$214,764,786</b> | <b>\$36,101,070</b>                   | <b>20.2%</b>   |
| <b>Total Revenues - All Funds</b>  | <b>\$436,395,381</b> | <b>\$438,314,438</b>     | <b>\$510,316,045</b> | <b>\$72,001,607</b>                   | <b>16.4%</b>   |

ALL FUNDS EXPENDITURE GRAPHS





# ALL FUNDS SCHEDULE EXPENDITURES

The all Funds Expenditure Schedule represents all County Budgets with the exception of the Central Garage Fund and Capital Improvements Fund. The Central Garage Fund is a Internal Service Fund and is fully supported by the School Operating, General Fund and Utilities Fund. The Capital Improvements Fund is used to post Bond and/or Lease Proceeds and these funds are transferred to the appropriate fund.

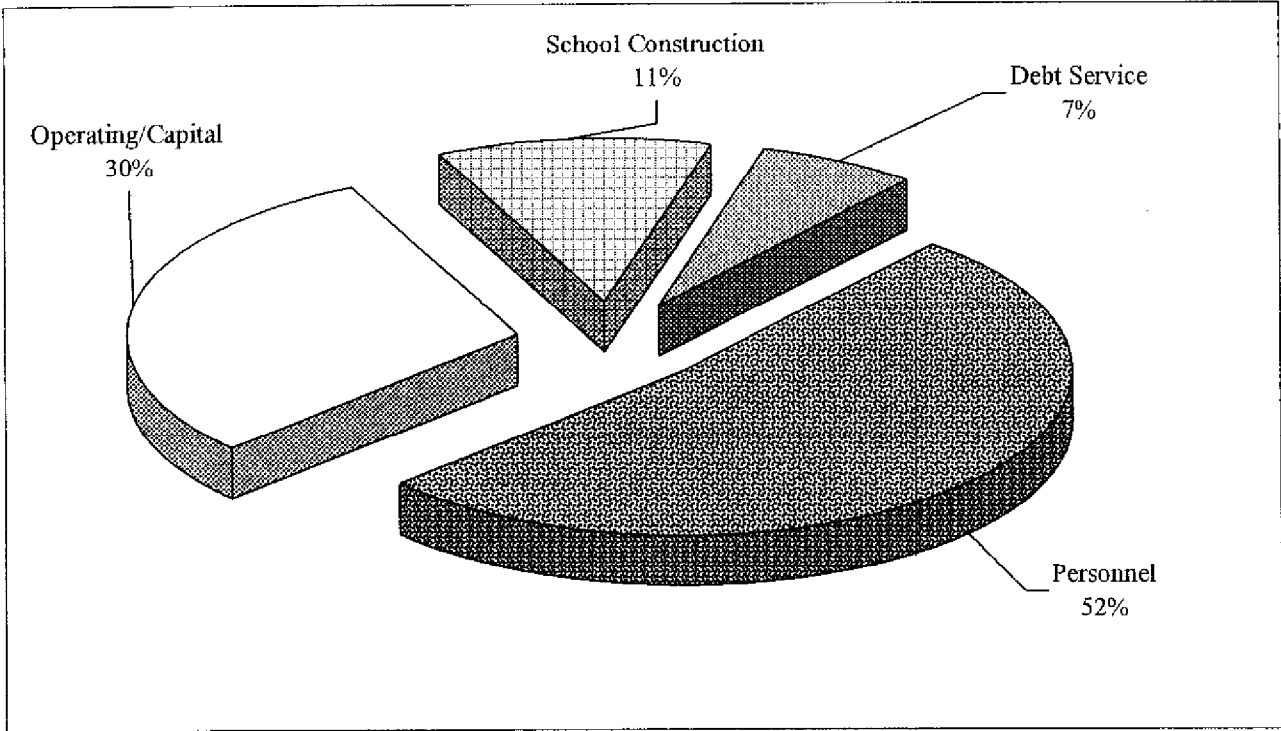
| Expenditure Plan                      | FY2005<br>Actual     | FY2006<br>Adopted Budget | FY2007               |                                       |               |
|---------------------------------------|----------------------|--------------------------|----------------------|---------------------------------------|---------------|
|                                       |                      |                          | Adopted              | Changes<br>'06 Adopted to '07 Adopted |               |
| General Fund - General Government     |                      |                          |                      |                                       |               |
| Personnel                             | \$35,675,966         | \$40,473,326             | \$45,865,960         | \$5,392,634                           | 13.3%         |
| Operating                             | 28,587,584           | 32,603,031               | 37,668,574           | 5,065,543                             | 15.5%         |
| Capital                               | 12,263,586           | 8,788,134                | 9,818,262            | 1,030,128                             | 11.7%         |
| <b>Total</b>                          | <b>\$76,527,136</b>  | <b>\$81,864,491</b>      | <b>\$93,352,796</b>  | <b>\$11,488,305</b>                   | <b>14.0%</b>  |
| Transportation - PRTC                 |                      |                          |                      |                                       |               |
| Personnel                             | \$87,718             | \$94,694                 | \$160,776            | \$66,082                              | 69.8%         |
| Operating                             | 981,622              | 1,057,947                | 1,458,337            | 400,390                               | 37.8%         |
| Capital                               | 4,391,211            | 4,840,000                | 3,565,676            | (1,274,324)                           | -26.3%        |
| <b>Total</b>                          | <b>\$5,460,551</b>   | <b>\$5,992,641</b>       | <b>\$5,184,789</b>   | <b>(\$807,852)</b>                    | <b>-13.5%</b> |
| E-911 Fund                            |                      |                          |                      |                                       |               |
| Personnel                             | \$1,622,289          | \$1,681,059              | \$2,015,513          | \$334,454                             | 19.9%         |
| Operating                             | 293,617              | 426,599                  | 432,350              | 5,751                                 | 1.3%          |
| Capital                               | 42,227               | 188,726                  | 42,340               | (146,386)                             | -77.6%        |
| <b>Total</b>                          | <b>\$1,958,133</b>   | <b>\$2,296,384</b>       | <b>\$2,490,203</b>   | <b>\$193,819</b>                      | <b>8.4%</b>   |
| Asset Forfeiture Fund                 |                      |                          |                      |                                       |               |
| Operating                             | \$25,430             | \$39,030                 | \$39,030             | \$0                                   | 0.0%          |
| Capital                               | 0                    | 0                        | 0                    | 0                                     | 0.0%          |
| <b>Total</b>                          | <b>\$25,430</b>      | <b>\$39,030</b>          | <b>\$39,030</b>      | <b>\$0</b>                            | <b>0.0%</b>   |
| Tourism Fund                          |                      |                          |                      |                                       |               |
| Operating                             | \$270,281            | \$359,881                | \$477,554            | \$117,673                             | 32.7%         |
| Personnel                             | 62,455               | 66,214                   | 93,385               | 27,171                                | 41.0%         |
| Tourism Programs                      | 67,705               | 73,905                   | 64,819               | (9,086)                               | -12.3%        |
| Capital                               | 12,448               | 100,000                  | 100,000              | 0                                     | 0.0%          |
| <b>Total</b>                          | <b>\$412,889</b>     | <b>\$600,000</b>         | <b>\$735,758</b>     | <b>\$135,758</b>                      | <b>22.6%</b>  |
| Parks & Recreation Fund               |                      |                          |                      |                                       |               |
| Capital                               | \$1,988,500          | \$4,536,370              | \$0                  | (\$4,536,370)                         | 0.0%          |
| Operating                             | 158,115              | 98,056                   | 0                    | (98,056)                              | 0.0%          |
| <b>Total</b>                          | <b>\$2,146,615</b>   | <b>\$4,634,426</b>       | <b>\$0</b>           | <b>(\$4,634,426)</b>                  | <b>0.0%</b>   |
| Utilities Fund - Water & Sewer        |                      |                          |                      |                                       |               |
| Operating                             | \$12,781,872         | \$7,961,859              | \$8,995,953          | \$1,034,094                           | 13.0%         |
| Capital                               | 11,562,539           | 23,186,093               | \$1,206,030          | 28,019,937                            | 120.8%        |
| Personnel                             | 7,779,909            | 8,851,779                | 9,302,804            | 451,025                               | 5.1%          |
| Debt Service                          | 1,185,738            | 4,312,646                | 4,647,635            | 334,989                               | 7.8%          |
| <b>Total</b>                          | <b>\$33,310,058</b>  | <b>\$44,312,377</b>      | <b>\$74,152,422</b>  | <b>\$29,840,045</b>                   | <b>67.3%</b>  |
| School Operating Fund                 |                      |                          |                      |                                       |               |
| Personnel                             | \$160,150,568        | \$185,995,012            | \$202,901,711        | \$16,906,699                          | 9.1%          |
| Operating / Capital                   | 31,221,018           | 33,272,599               | 38,295,844           | 5,023,245                             | 15.1%         |
| <b>Total</b>                          | <b>\$191,371,586</b> | <b>\$219,267,611</b>     | <b>\$241,197,555</b> | <b>\$21,929,944</b>                   | <b>10.0%</b>  |
| School Debt Service                   |                      |                          |                      |                                       |               |
| <b>Total</b>                          | <b>\$24,070,212</b>  | <b>\$25,952,195</b>      | <b>\$26,208,223</b>  | <b>\$256,028</b>                      | <b>1.0%</b>   |
| School Construction Fund              |                      |                          |                      |                                       |               |
| <b>Total</b>                          | <b>\$80,908,000</b>  | <b>\$41,097,008</b>      | <b>\$56,988,824</b>  | <b>\$15,891,816</b>                   | <b>38.7%</b>  |
| Other School Funds                    |                      |                          |                      |                                       |               |
| <b>Total</b>                          | <b>\$7,717,292</b>   | <b>\$8,581,880</b>       | <b>\$9,537,110</b>   | <b>\$955,230</b>                      | <b>11.1%</b>  |
| <b>Total Expenditures - All Funds</b> | <b>\$423,907,902</b> | <b>\$434,638,043</b>     | <b>\$509,886,710</b> | <b>\$75,248,667</b>                   | <b>17.3%</b>  |



# SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

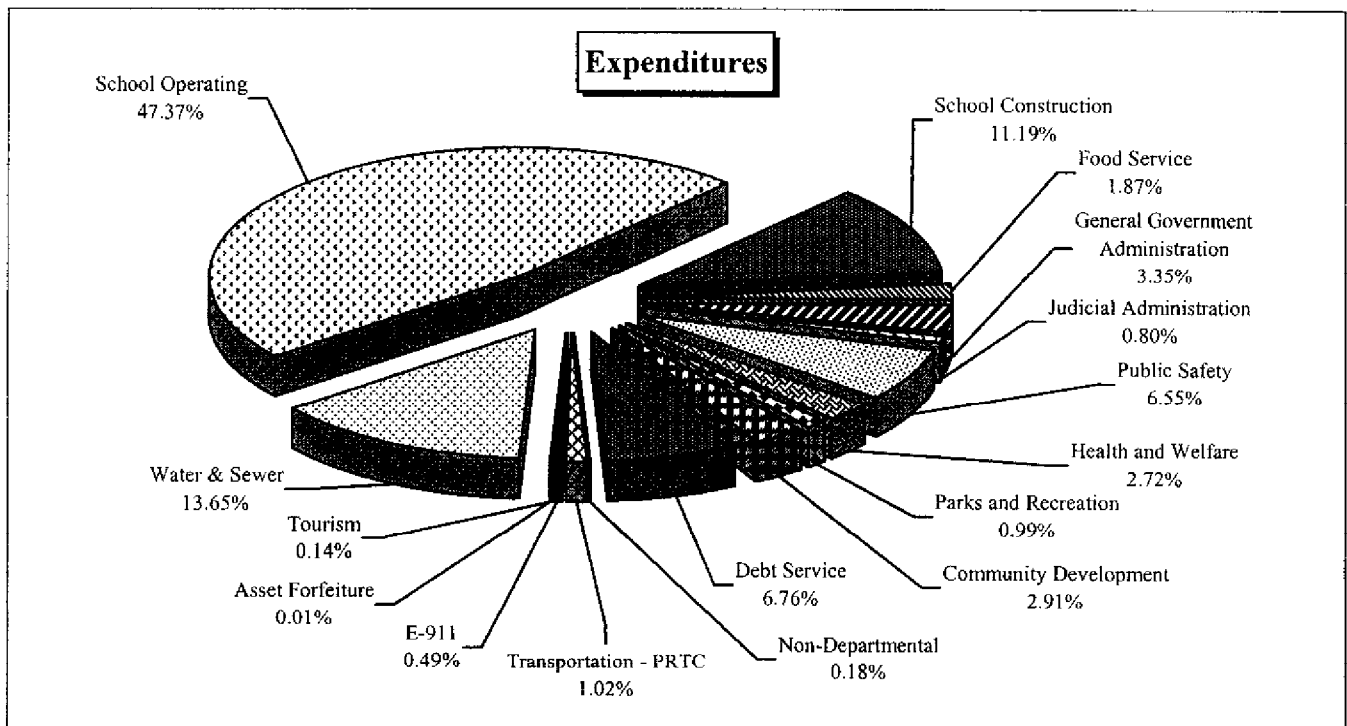
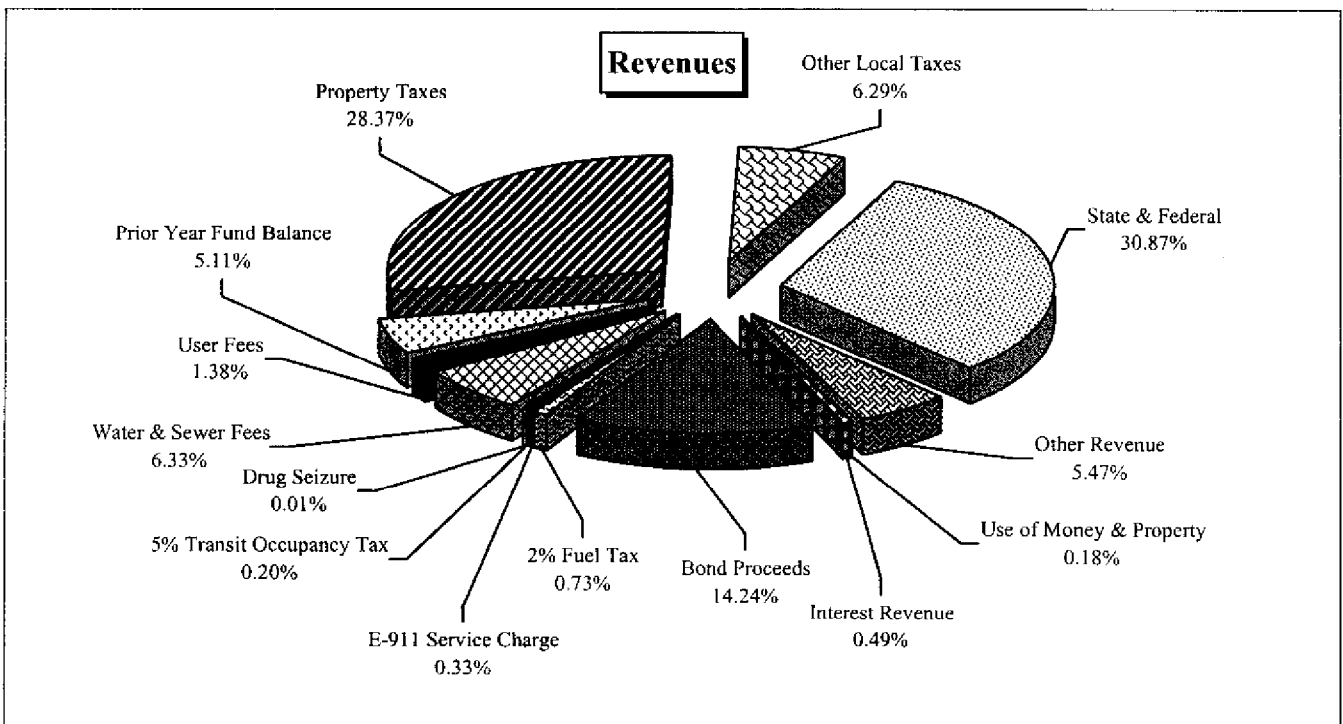
Below is a summary of the All Funds Schedule of Expenditures on page 3-5. This Schedules combines the major expense classifications for all the fund types. It is shown here that the County is primarily a service organization with most costs in Personnel. These services include, Teaching students, providing Public Safety, Health and Welfare, Parks and Recreation and other Community Services.

|                           | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |               |
|---------------------------|----------------------|-----------------------------|-----------------------------|---------------------------------------|---------------|
| Personnel                 | \$209,399,668        | \$241,583,097               | \$265,454,369               | \$23,871,272                          | 9.88%         |
| Operating/Capital         | 104,677,036          | 117,983,880                 | 152,772,710                 | 34,788,830                            | 29.49%        |
| School Construction       | 80,908,000           | 41,097,008                  | 56,988,824                  | 15,891,816                            | 38.67%        |
| Debt Service              | 28,923,198           | 33,974,058                  | 34,670,807                  | 696,749                               | 2.05%         |
| <b>Total Expenditures</b> | <b>\$423,907,902</b> | <b>\$434,638,043</b>        | <b>\$509,886,710</b>        | <b>\$75,248,667</b>                   | <b>17.31%</b> |



# ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2007 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



# FY2007 ADOPTED BUDGET ALL FUND TYPES

|   | Governmental Funds    |                      |                      |                               | Proprietary Funds   | Total 2007 Adopted Budget |
|---|-----------------------|----------------------|----------------------|-------------------------------|---------------------|---------------------------|
|   | General Fund          | Capital Project Fund | Special Revenue Fund | Component Unit (School Funds) | Enterprise Fund     |                           |
| <b>Revenues</b>                             |                       |                      |                      |                               |                     |                           |
| Property Taxes                              | \$144,768,013         |                      |                      |                               |                     | \$144,768,013             |
| Other Local Taxes                           | 31,045,000            |                      | 1,040,000            |                               |                     | 32,085,000                |
| State & Federal                             | 15,933,873            |                      | 530,400              | 141,150,571                   |                     | 157,614,844               |
| Other Revenue                               | 17,213,951            |                      | 5,000                | 8,510,126                     | 2,181,608           | 27,910,685                |
| Use of Money & Property                     | 926,861               |                      |                      |                               |                     | 926,861                   |
| Interest Revenue                            |                       |                      |                      |                               | 2,500,000           | 2,500,000                 |
| Bond Proceeds                               |                       |                      |                      | 44,815,781                    | 27,845,000          | 72,660,781                |
| 2% Fuel Tax                                 |                       |                      | 3,738,389            |                               |                     | 3,738,389                 |
| E-911 Service Charge                        |                       |                      | 1,668,222            |                               |                     | 1,668,222                 |
| Drug Seizure                                |                       |                      |                      |                               |                     | 0                         |
| 5% Transit Occupancy Tax                    |                       |                      | 1,025,000            |                               |                     | 1,025,000                 |
| Water & Sewer Fees                          |                       |                      |                      |                               | 32,307,051          | 32,307,051                |
| User Fees                                   |                       |                      |                      | 7,024,216                     |                     | 7,024,216                 |
| Prior Year Fund Balance                     | 3,465,098             |                      | 39,030               | 13,264,092                    | 9,318,763           | 26,086,983                |
| <b>Total</b>                                | <b>\$213,352,796</b>  | <b>\$0</b>           | <b>\$8,046,041</b>   | <b>\$214,764,786</b>          | <b>\$74,152,422</b> | <b>\$510,316,045</b>      |
| <b>Expenditures</b>                         |                       |                      |                      |                               |                     |                           |
| General Government Administration           | \$17,050,501          |                      |                      |                               |                     | \$17,050,501              |
| Judicial Administration                     | 4,097,662             |                      |                      |                               |                     | 4,097,662                 |
| Public Safety                               | 33,357,474            |                      |                      |                               |                     | 33,357,474                |
| Health and Welfare                          | 13,846,951            |                      |                      |                               |                     | 13,846,951                |
| Parks and Recreation                        | 5,048,472             |                      |                      |                               |                     | 5,048,472                 |
| Community Development                       | 14,793,458            |                      |                      |                               |                     | 14,793,458                |
| Debt Service                                | 29,769,692            |                      |                      |                               | 4,647,635           | 34,417,327                |
| Non-Departmental                            | 898,828               |                      |                      |                               |                     | 898,828                   |
| Transportation - PRTC                       |                       |                      | 5,184,789            |                               |                     | 5,184,789                 |
| E-911                                       |                       |                      | 2,490,203            |                               |                     | 2,490,203                 |
| Asset Forfeiture                            |                       |                      | 39,030               |                               |                     | 39,030                    |
| Tourism                                     |                       |                      | 735,758              |                               |                     | 735,758                   |
| Water & Sewer                               |                       |                      |                      |                               | 69,504,787          | 69,504,787                |
| School Operating                            |                       |                      |                      | 241,197,555                   |                     | 241,197,555               |
| School Construction                         |                       |                      |                      | 56,988,824                    |                     | 56,988,824                |
| Food Service                                |                       |                      |                      | 9,537,110                     |                     | 9,537,110                 |
| <b>Total</b>                                | <b>\$118,863,038</b>  | <b>\$0</b>           | <b>\$8,449,780</b>   | <b>\$307,723,489</b>          | <b>\$74,152,422</b> | <b>\$509,188,729</b>      |
| <b>Other Financing Sources (Uses)</b>       |                       |                      |                      |                               |                     |                           |
| Operating Transfers In                      |                       |                      | \$697,981            | \$93,791,777                  |                     | \$94,489,758              |
| Operating Transfers Out                     | (94,489,758)          |                      |                      |                               |                     | (94,489,758)              |
| <b>Total Other Financing Sources (Uses)</b> | <b>(\$94,489,758)</b> | <b>\$0</b>           | <b>\$697,981</b>     | <b>\$93,791,777</b>           | <b>\$0</b>          | <b>\$0</b>                |
| <b>Fund Balance, Beginning of Year</b>      | <b>\$28,339,333</b>   | <b>\$0</b>           | <b>\$2,254,498</b>   | <b>\$37,857,916</b>           | <b>\$75,298,331</b> | <b>\$143,750,078</b>      |
| <b>Fund Balance, end of Year</b>            | <b>\$24,874,235</b>   | <b>\$0</b>           | <b>\$2,509,710</b>   | <b>\$25,426,898</b>           | <b>\$65,979,568</b> | <b>\$118,790,411</b>      |

## DEMOGRAPHICS

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|  |   |
|--|---|
| Formed as an Independent County .....        | September 27, 1664  |
| Present form of Government.....              | Traditional Board of Supervisors - County Administrator<br>(Seven Board Members by Election District) |
| Area .....                                   | 277 sq. miles/177,280 acres   |
| Population (2007 Estimate) .....             | 130,000   |
| Registered Voters (November 2006) .....      | 65,567  |
| At Place Employment (June 2005) .....        | 30,471  |
| Median Age (2004 Estimate) .....             | 32.6  |
| Median Household Income (2004 Estimate)..... | \$75,133  |
| Unemployment Rate (Average Annual 2005)..... | 2.4%  |
| Retail Sales (2004) .....                    | \$802,036,190   |
| New Dwelling Units (2005).....               | 1,641   |

### Permanent Full-time County Employees: Job Categories – As of January, 2005

|                                  |     |
|----------------------------------|-----|
| Officials & Administration ..... | 87  |
| Professionals.....               | 112 |
| Technicians.....                 | 95  |
| Protective Services.....         | 124 |
| Paraprofessionals.....           | 74  |
| Administrative Support .....     | 161 |
| Skilled Crafts.....              | 102 |
| Service Maintenance .....        | 33  |
| Total Permanent Employees .....  | 788 |

### Education

|                                    |        |
|------------------------------------|--------|
| Number of Elementary Schools ..... | 17     |
| Number of Middle Schools.....      | 7      |
| Number of High Schools .....       | 5      |
| Membership-FY2005-2006 Year .....  | 25,954 |

### Fire and Rescue Protection

|   |        |
|---|--------|
| Number of Fire and Rescue Stations..... | 14     |
| Career Personnel.....                   | 60     |
| Volunteer Personnel .....               | 300    |
| 2005 Emergency Incidents.....           | 22,000 |

### Libraries

|                           |           |
|---------------------------|-----------|
| Number of Facilities..... | 2         |
| Patrons Registered .....  | 90,047    |
| Total Circulation.....    | 2,929,168 |

## DEMOGRAPHICS

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### **Parks and Recreation**

|                                       |                           |
|---------------------------------------|---------------------------|
| County Parks .....                    | 9 (1,000 acres)           |
| Regional Parks .....                  | 2 (215 acres)             |
| State and National Parks .....        | 1 (84 acres)              |
| Athletic Fields .....                 | 25                        |
| Playgrounds .....                     | 5                         |
| Tennis Courts (County & School) ..... | 19                        |
| Campground .....                      | 1 (48 acres)              |
| Private Golf Course .....             | 1 (9 holes)               |
| Public Golf Courses .....             | 3 (18 holes)              |
| National Historic Attractions .....   | 10                        |
| Public Marinas .....                  | 4                         |
| Public Boat Ramps .....               | 2                         |
| Public Fishing Lakes .....            | 2                         |
| Public Beach .....                    | 1 (43 acres)              |
| Public Swimming Pool .....            | 2 (1 year round facility) |
| Gymnastics Training Center .....      | 1                         |
| Senior Citizens Center .....          | 1                         |
| Recreation Centers .....              | 2                         |

### **Police Protection**

|                                    |                   |
|------------------------------------|-------------------|
| Number of Employees .....          | 220               |
| Police Operations .....            | 139 (9 part-time) |
| Court Services/Civil Process ..... | 32 (2 part-time)  |
| Communications (EOC) .....         | 37                |
| Animal Control .....               | 12                |

### **Water and Sewer Utility (As of October 30, 2005)**

|                                      |                      |
|--------------------------------------|----------------------|
| Number of Water/Sewer Accounts ..... | 29,630               |
| Water Plant Capacity .....           | 18.0 mgd             |
| Average Water Consumption .....      | 9.6 mgd              |
| Water and Sewer lines .....          | 484/400 miles        |
| Water Storage .....                  | 15.8 million gallons |
| Reservoirs .....                     | 2 lakes              |
| Wastewater Plant Capacity .....      | 10.5 mgd             |
| Average Wastewater Flow .....        | 8.2 mgd              |
| Pumping Stations .....               | 82                   |

\*mgd=million gallons per day

# SELECTED FISCAL INDICATORS FY 1998-2007

|  | FY1998    | FY1999    | FY2000    | FY2001    | FY2002    | FY2003    | FY2004    | FY2005    | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------------|-----------------------------|
| <b>Dollars (000)</b>                             |           |           |           |           |           |           |           |           |                             |                             |
| Total Exp All Funds                              | \$185,054 | \$216,036 | \$264,014 | \$233,964 | \$267,321 | \$295,139 | \$345,602 | \$423,820 | \$434,638                   | \$509,887                   |
| General Fund Revenues                            | \$90,740  | \$99,436  | \$108,468 | \$125,514 | \$138,747 | \$146,170 | \$162,400 | \$181,608 | \$194,236                   | \$209,888                   |
| General Fund State/Fed Revenue                   | \$8,069   | \$11,981  | \$10,260  | \$11,382  | \$13,496  | \$13,739  | \$14,548  | \$14,117  | \$14,871                    | \$15,934                    |
| Total School Funds Exp & Debt                    | \$125,386 | \$155,552 | \$201,355 | \$160,758 | \$186,626 | \$203,104 | \$232,164 | \$304,067 | \$294,899                   | \$333,932                   |
| Local School Funding                             | \$54,200  | \$61,547  | \$59,033  | \$69,328  | \$75,880  | \$84,000  | \$89,219  | \$93,452  | \$117,326                   | \$120,000                   |
| <b>Shares</b>                                    |           |           |           |           |           |           |           |           |                             |                             |
| Total School Funds & Debt<br>As % of Total Funds | 67.8%     | 72.0%     | 76.3%     | 68.7%     | 69.8%     | 68.8%     | 67.2%     | 71.7%     | 67.8%                       | 65.5%                       |
| School Debt Service As<br>% of School Op Fund    | 11.7%     | 11.4%     | 11.7%     | 11.5%     | 11.5%     | 10.9%     | 10.0%     | 11.3%     | 10.7%                       | 9.9%                        |
| Bonded Debt As % of<br>Est. Property Value       | 2.7%      | 3.1%      | 3.0%      | 3.0%      | 2.8%      | 2.5%      | 2.4%      | 2.4%      | 3.0%                        | 2.7%                        |
| <b>People</b>                                    |           |           |           |           |           |           |           |           |                             |                             |
| Resident Population                              | 90,600    | 94,400    | 93,600    | 98,000    | 104,100   | 111,000   | 115,500   | 120,100   | 124,900                     | 130,000                     |
| Budgeted Positions *                             | 596       | 623       | 654       | 677       | 683       | 778       | 780       | 840       | 952                         | 982                         |
| School Positions **                              | 2,386     | 2,630     | 3,647     | 2,882     | 2,974     | 3,197     | 3,373     | 3,446     | 3,769                       | 3,734                       |
| School Enrollment (ADM) ***                      | 18,107    | 19,027    | 19,946    | 21,109    | 22,332    | 23,698    | 24,639    | 25,419    | 25,871                      | 26,413                      |
| Net Bonded Debt<br>Per Capita                    | 1,303     | 1,503     | 1,619     | 1,628     | 1,652     | 1,513     | 1,937     | 1,978     | 2,195                       | 2,114                       |
| Assessed Value (000)                             |           |           |           |           |           |           |           |           |                             |                             |
| Real Property                                    | 4,441,344 | 4,621,390 | 5,005,770 | 5,297,858 | 6,184,377 | 6,663,645 | 8,920,630 | 9,499,678 | 16,311,640                  | 17,290,338                  |
| Tax Rates  |           |           |           |           |           |           |           |           |                             |                             |
| Real Property                                    | 1.08      | 1.08      | 1.08/1.18 | 1.18      | 1.18      | 1.18/1.14 | 1.14/97   | 0.97      | 0.97/0.63                   | 0.63                        |
| Personal Property                                | 5.49      | 5.49      | 5.49      | 5.49      | 5.49      | 5.49      | 5.49      | 5.49      | 5.49                        | 5.49                        |

\* Budgeted position figures do not include seasonal employees.

\*\* All School Funds positions are Full-Time Equivalent totals and rounding may apply

\*\*\* (ADM) Average Daily Membership

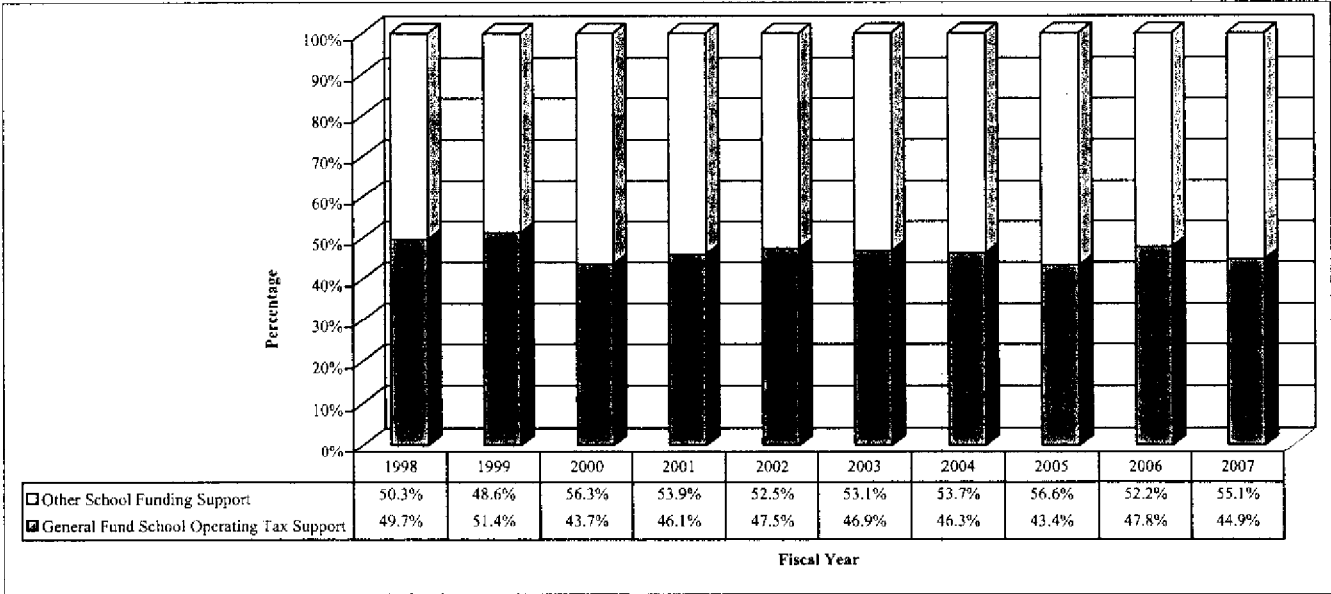


EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2007 is \$120,000,000. This is a \$2,673,886 increase or 2.3% over Fiscal Year 2006.

| Fiscal Year | School Enrollment |            | County Population |            | Operating Expenditures |                |       |           |            |
|-------------|-------------------|------------|-------------------|------------|------------------------|----------------|-------|-----------|------------|
|             | Pupils            | % Increase | Number            | % Increase | Amount (000)           | Increase (000) | %     | Per Pupil | Per Capita |
| 2007 *      | 26,413            | 2.1%       | 130,000           | 4.1%       | 267,406                | 22,186         | 9.0%  | 10,124    | 2,057      |
| 2006 *      | 25,871            | 1.8%       | 124,900           | 4.0%       | 245,220                | 29,778         | 13.8% | 9,479     | 1,963      |
| 2005        | 25,419            | 3.2%       | 120,100           | 4.0%       | 215,442                | 22,945         | 11.9% | 8,476     | 1,794      |
| 2004        | 24,639            | 4.0%       | 115,500           | 4.1%       | 192,497                | 13,437         | 7.5%  | 7,813     | 1,667      |
| 2003        | 23,698            | 6.1%       | 111,000           | 6.6%       | 179,060                | 19,391         | 12.1% | 7,556     | 1,613      |
| 2002        | 22,332            | 5.8%       | 104,100           | 6.2%       | 159,669                | 9,228          | 6.1%  | 7,150     | 1,534      |
| 2001        | 21,109            | 5.8%       | 98,000            | 4.7%       | 150,441                | 15,299         | 11.3% | 7,127     | 1,535      |
| 2000        | 19,946            | 4.8%       | 93,600            | -0.8%      | 135,142                | 15,387         | 12.8% | 6,775     | 1,444      |
| 1999        | 19,027            | 5.1%       | 94,400            | 4.2%       | 119,755                | 10,759         | 9.9%  | 6,294     | 1,269      |
| 1998        | 18,107            | 4.5%       | 90,600            | 4.9%       | 108,996                | 8,214          | 8.2%  | 6,020     | 1,203      |

| Fiscal Year | School Enrollment |            | County Population |            | General Fund Transfer |                |       |           |            | % of  |
|-------------|-------------------|------------|-------------------|------------|-----------------------|----------------|-------|-----------|------------|-------|
|             | Pupils            | % Increase | Number            | % Increase | Amount (000)          | Increase (000) | %     | Per Pupil | Per Capita |       |
| 2007 *      | 26,413            | 2.1%       | 130,000           | 4.1%       | 120,000               | 2,674          | 2.3%  | 4,543     | 923        | 44.9% |
| 2006 *      | 25,871            | 1.8%       | 124,900           | 4.0%       | 117,326               | 23,874         | 25.5% | 4,535     | 939        | 47.8% |
| 2005        | 25,419            | 3.2%       | 120,100           | 4.0%       | 93,452                | 4,233          | 4.7%  | 3,676     | 778        | 43.4% |
| 2004        | 24,639            | 4.0%       | 115,500           | 4.1%       | 89,219                | 5,219          | 6.2%  | 3,621     | 772        | 46.3% |
| 2003        | 23,698            | 6.1%       | 111,000           | 6.6%       | 84,000                | 8,120          | 10.7% | 3,545     | 757        | 46.9% |
| 2002        | 22,332            | 5.8%       | 104,100           | 6.2%       | 75,880                | 6,552          | 9.5%  | 3,398     | 729        | 47.5% |
| 2001        | 21,109            | 5.8%       | 98,000            | 4.7%       | 69,328                | 10,295         | 17.4% | 3,284     | 707        | 46.1% |
| 2000        | 19,946            | 4.8%       | 93,600            | -0.8%      | 59,033                | (2,514)        | -4.1% | 2,960     | 631        | 43.7% |
| 1999        | 19,027            | 5.1%       | 94,400            | 4.2%       | 61,547 **             | 7,347          | 13.6% | 3,235     | 652        | 51.4% |
| 1998        | 18,107            | 4.5%       | 90,600            | 4.9%       | 54,200                | 3,400          | 6.7%  | 2,993     | 598        | 49.7% |

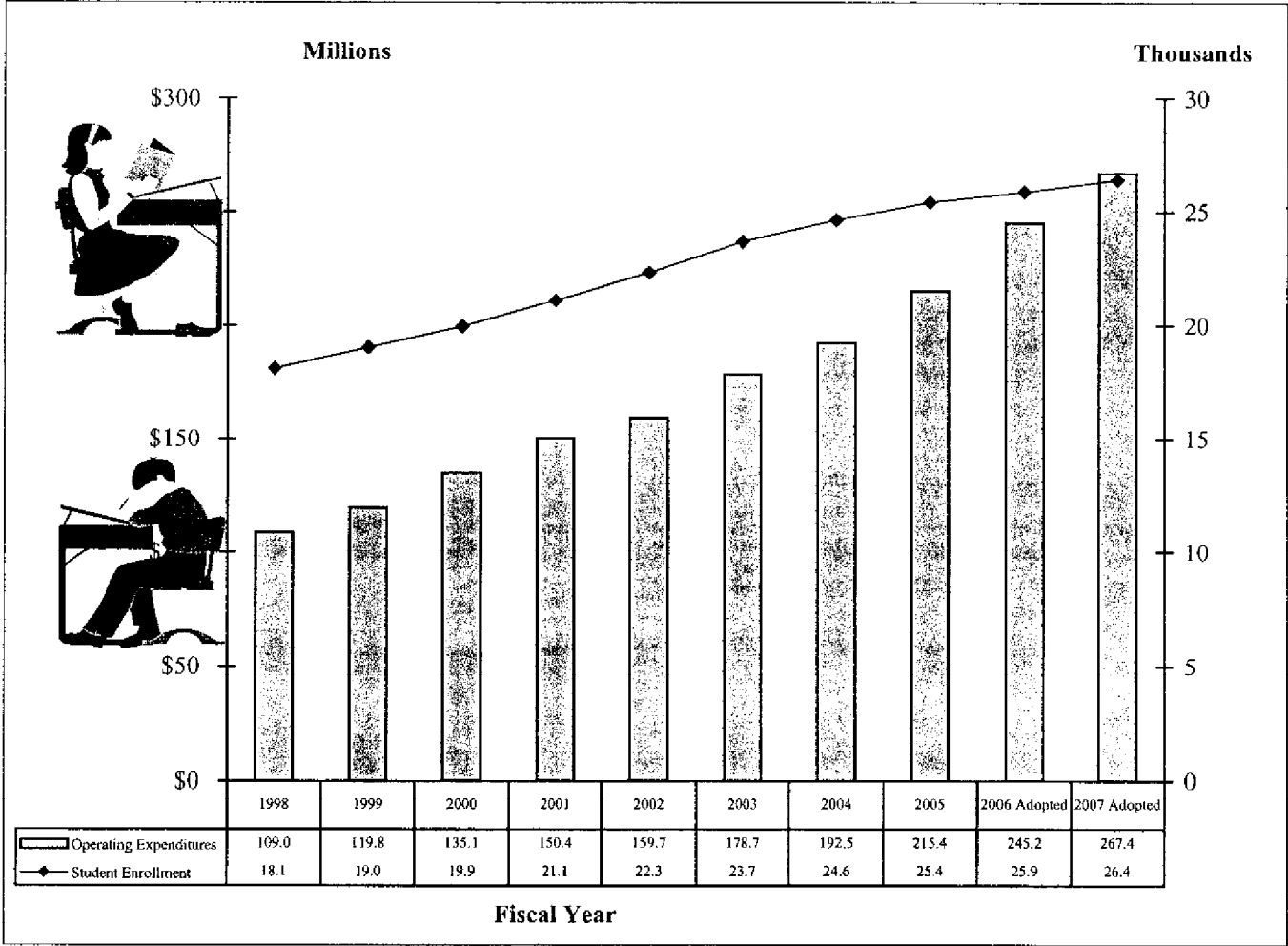


\* The Fiscal Year 2006 and 2007 are Adopted Budgets.

\*\* In Fiscal Year 1999 State Lottery Proceeds of \$2,447,064 were realized in the General Fund and passed through to the Schools via the General Fund transfer.

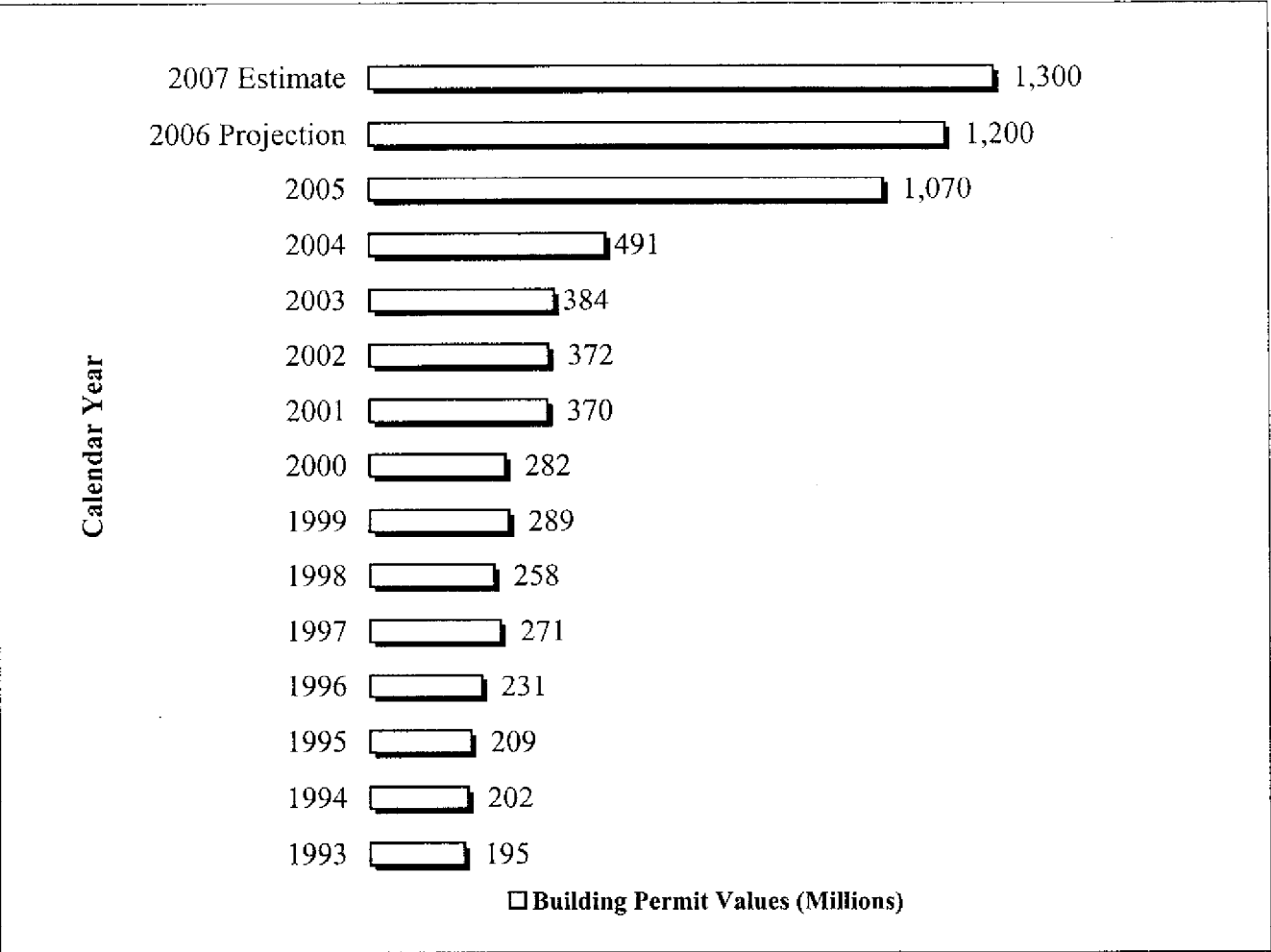
# SCHOOL OPERATING VS. ENROLLMENT

This graph depicts that growth of the school population has required increases in the school operating budget for additional instructional and administrative costs. Estimated school enrollment for Fiscal Year 2007 is 26,413 a 2% increase over Fiscal Year 2006 and a school operating budget of \$267.4 million (Including Debt Service) a 9% increase over Fiscal Year 2006.



# BUILDING PERMIT VALUES

Building activity fluctuates with the economy. Since 1992, building permit values have generally increased. The value of building construction is estimated to be \$550,000,000 in 2006, an increase of 407% from the 1992 value.

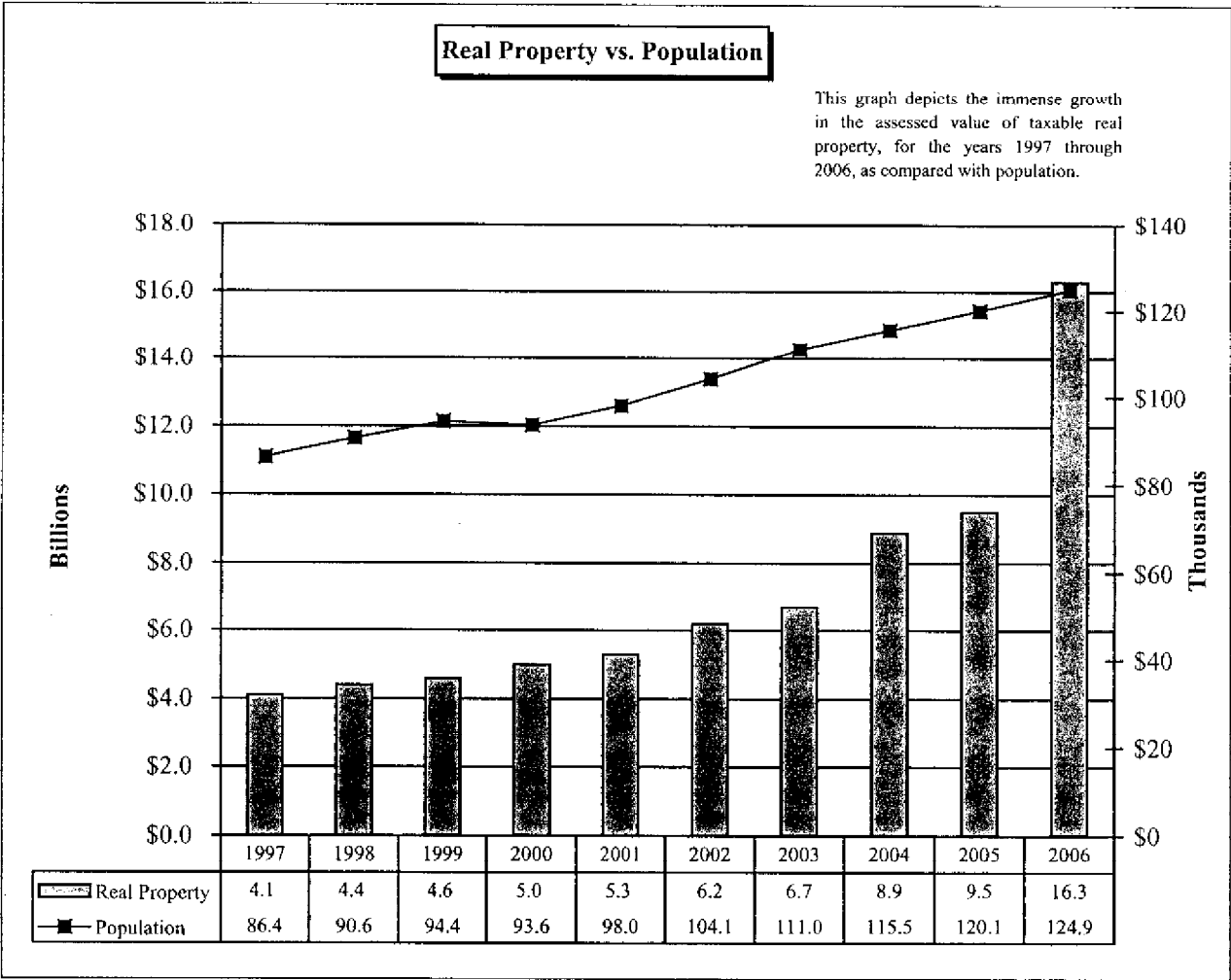


# ASSESSED VALUE OF REAL PROPERTY

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.

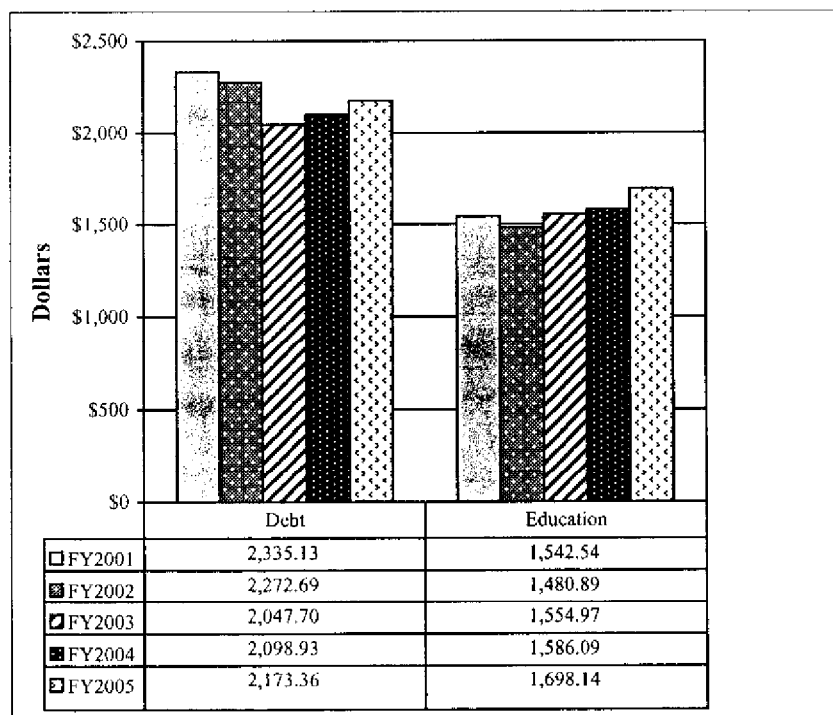
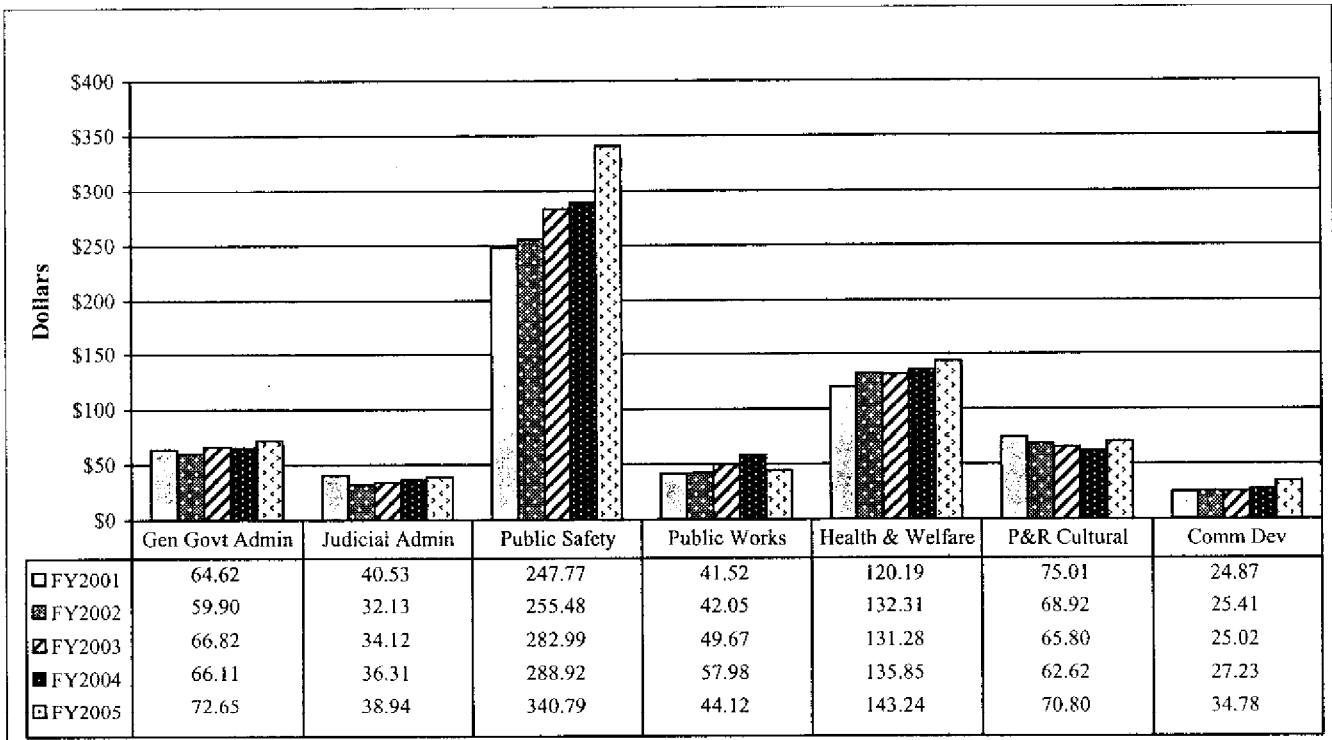
The Commissioner of the Revenue reassesses all real property every two years. The next reassessment will be for calendar year 2008. These assessments are based upon 100% of the fair market value, in accordance with section 58.1-3201 of the Code of Virginia, as amended (1950).

Since 1997, the assessed value of taxable real property has grown from \$4.1 billion to \$16.3 billion in 2007, an increase of 297%. Over the last 10 years, property values have increased at an average annual rate of 17%. The 2006 assessment increased 72% over 2005. Staff projects population estimates to grow at an annual rate of 4%.



## PER CAPITA EXPENDITURES

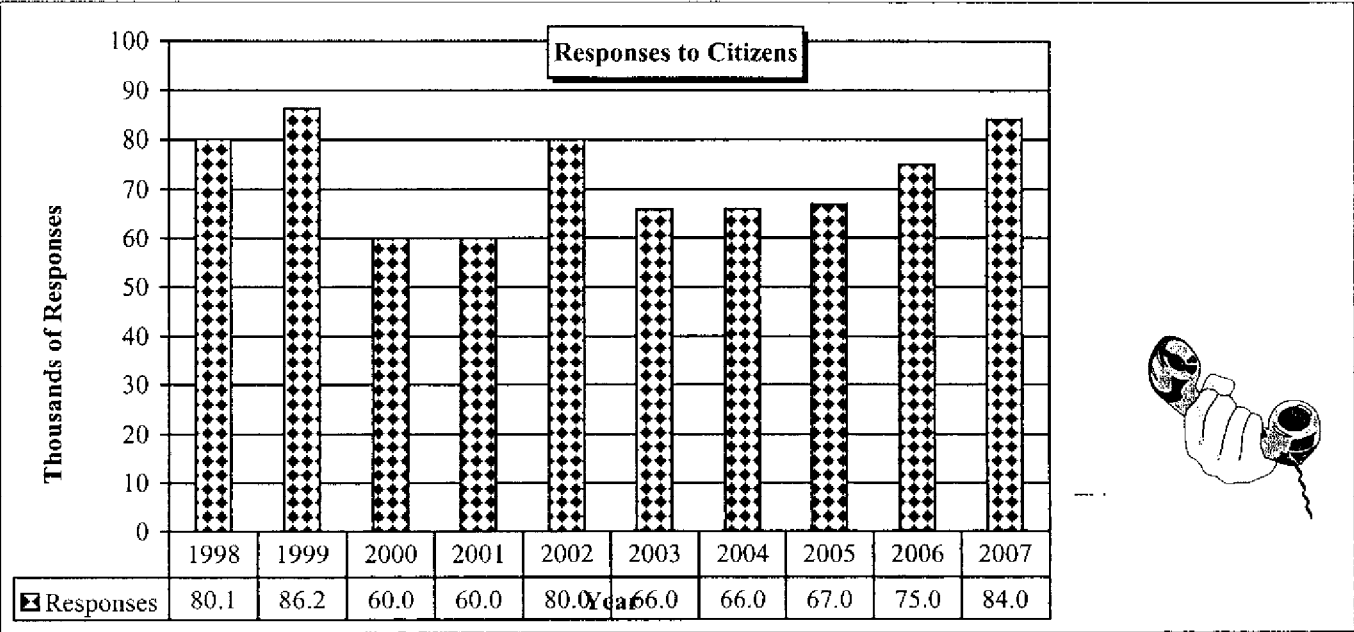
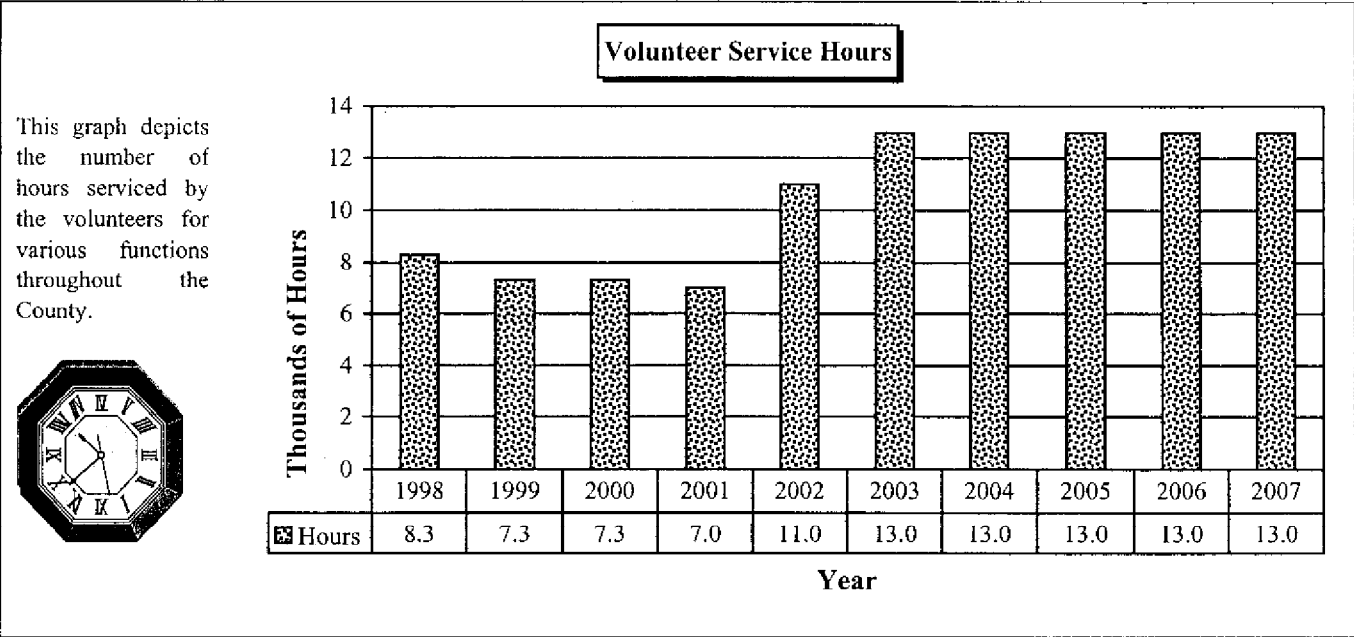
These graphs represents Stafford's per capita expenditures for general government, debt and education for Fiscal Years 2001 through 2005, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.



# CITIZEN ASSISTANCE AND VOLUNTEER SERVICES

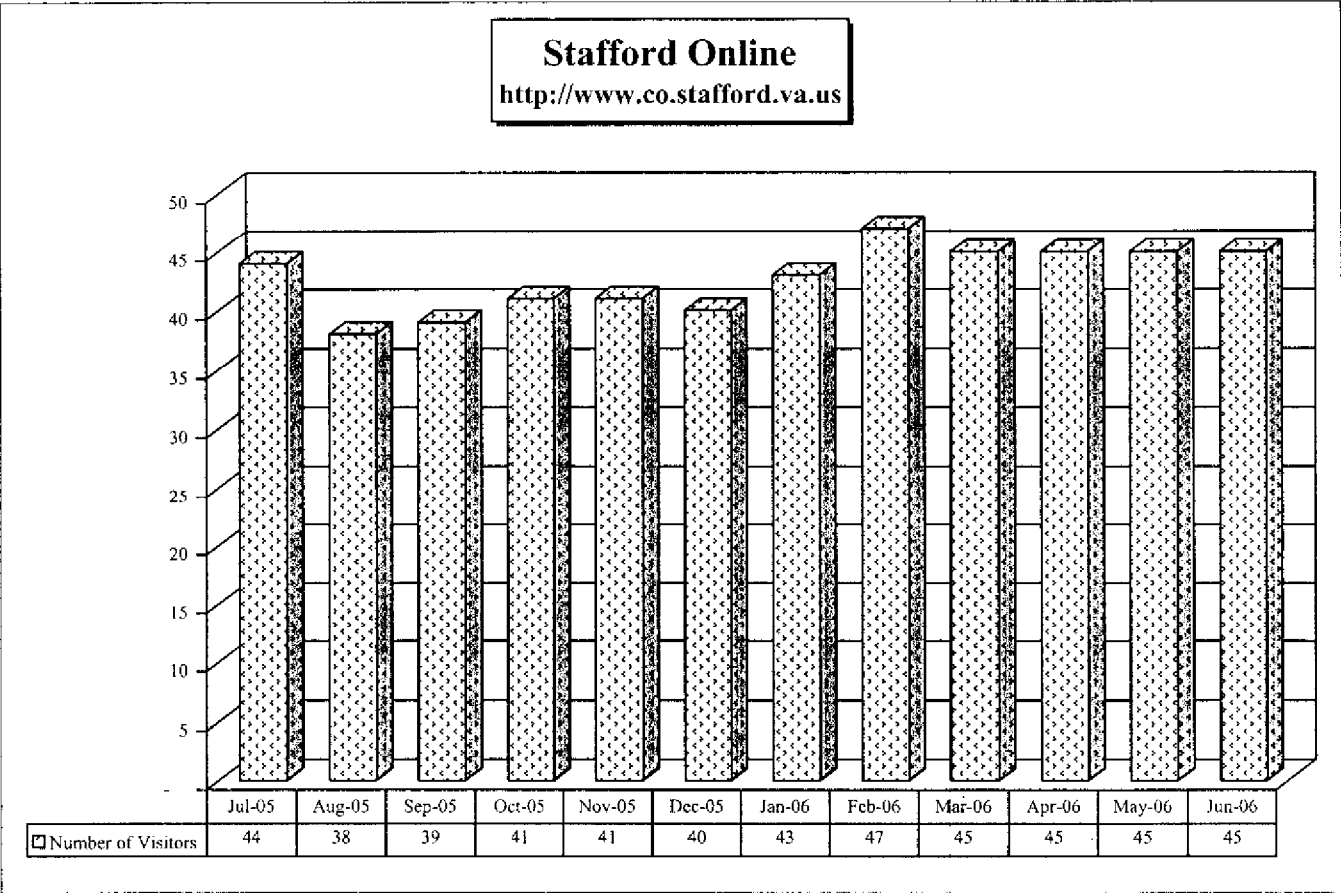
Citizen Assistance and Volunteer Services provides ombudsman, switchboard and reception desk services daily in Stafford's Judicial and Administration Centers. The Office recruits and trains teams of volunteers who provide these services, and also assists with reception in the courts, provides data entry and transport of vehicles in the Sheriff's Office, assists in other offices at busy times, and works on an emergency telephone response team and a response to-animals-in-disaster team. Approximately 100 active volunteers remain trained for duty.

The Virginia Office on Volunteerism has estimated the value of volunteer service in Virginia at \$17.78 per hour for fiscal year 2000. The office provides customer service coordination , support, and training throughout the government center.



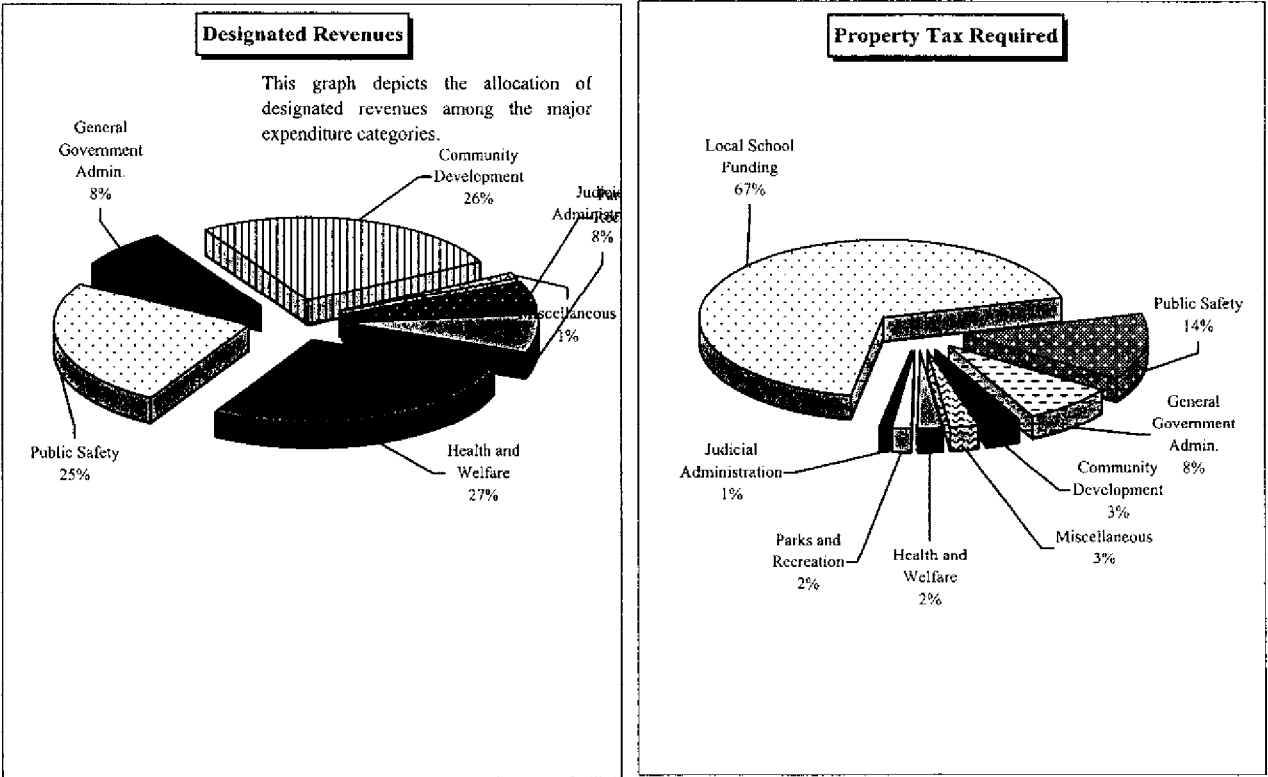
# WEB STATISTICS

Web Site Visitors: In fiscal year 2006, the Web site received more than 500,000 unique visitors, an 11% increase over fiscal year 2005's visitors of 450,000. The top visited sites are: Employment, Parks and Recreation, Treasurer, Commissioner of the Revenue, and Planning and Community Development. The most popular downloads are: Planning Policy Manual, Parks and Recreation Activity Brochure, and the Stormwater Management Design Manual.



# CURRENT SERVICE COSTS PROPERTY TAXES

| Service Type              | Service Costs        | FY2007 Revenues     |                     | Property Tax Required |                   |
|---------------------------|----------------------|---------------------|---------------------|-----------------------|-------------------|
|                           |                      | Designated          | Undesignated        | Total                 | Per Capita        |
| Local School Funding      | \$120,000,000        | \$0                 | \$21,472,098        | \$98,527,902          | \$757.91          |
| Public Safety             | 33,357,474           | 7,624,936           | \$5,968,791         | 19,763,747            | 152.03            |
| General Government Admin. | 17,050,501           | 2,301,387           | 3,050,917           | 11,698,197            | 89.99             |
| Community Development     | 14,793,458           | 7,982,935           | 2,647,055           | 4,163,468             | 32.03             |
| Miscellaneous             | 5,158,278            | 300,000             | 922,992             | 3,935,286             | 30.27             |
| Health and Welfare        | 13,846,951           | 8,376,273           | 2,477,692           | 2,992,986             | 23.02             |
| Parks and Recreation      | 5,048,472            | 1,535,500           | 903,344             | 2,609,628             | 20.07             |
| Judicial Administration   | 4,097,662            | 2,287,650           | 733,212             | 1,076,800             | 8.28              |
| <b>Total</b>              | <b>\$213,352,796</b> | <b>\$30,408,681</b> | <b>\$38,176,102</b> | <b>\$144,768,013</b>  | <b>\$1,113.60</b> |







## DEBT MANAGEMENT

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Virginia Counties, unlike cities, do not have a legal debt limit. With the exceptions of revenue and refunding bonds, bonds for school capital projects sold to the State's Literary Fund, the Virginia Public School Authority, the Virginia Retirement System, or other State agency prescribed by law, all County bond sales must be approved by prior 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.

Over the period from 2007 to 2011, Stafford anticipates total bond-funded capital expenditures will be approximately \$382.9 million. Of this amount, 56.6% will be spent on schools, 15.0% on the utility system and 28.4% on public works.

Between 1996 and 2005 net bonded debt rose from \$96.5 million to \$237.5 million, with net general obligation debt per capita standing at \$1,978 in 2005. Current and future debt levels are sustainable and should not adversely affect the County's fiscal health, particularly in view of expected future growth in Stafford County's tax base.

The Government Finance Officer's 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 adopted debt policy limits. According to the policy adopted in fiscal year 2004, General Government debt service expenditures (General Fund and School Funds) cannot exceed 12% of the budget for General Government expenditures. For the fiscal year 2005, the figure is 8.4%. There is no state mandated limit. Stafford is rapidly growing, and feels that it is able to adequately fund its debt service without an adverse effect on the annual budget. Because of the anticipated increase in revenues associated with the rapid growth and robust economic health of the area, future debt service requirements are expected to remain within the self-imposed parameters.

## DEBT MANAGEMENT

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County policy also limits the total of net bonded debt to 4.5% of the value of assessed value of real property in the County. In fiscal year 2005, the total of net bonded debt was 2.4% of the total value of real property.

Moody's Investors Service has awarded Stafford County an Aa3 credit rating. Standard and Poor's Corporation rates Stafford with their A+ credit rating. Fitch Ratings has assigned a rating of AA-. These fiscal year 2002 ratings recognize Stafford's responsible fiscal management. Stafford's primary objective in debt management is to keep the level of indebtedness within available resources. Stafford is presently meeting this objective and fully expects to continue doing so.

Stafford is considering some bond-financed capital expenditures over the next several fiscal years. The County is experiencing rapid growth and wants to be sure that the needs of its citizens are met. Much of the spending will be for schools, but there are also plans for additional parks, public safety and court facilities.

The following exhibits provide further detail regarding the County's current and future Debt obligations.

The Analysis of Outstanding Debt Fiscal Year 2006-2011 exhibit displays the principal amounts currently existing, and incorporates the amounts that would be added if the projects in the Capital Improvement Program were approved and financed as proposed. Included in this schedule is a graph that illustrates planned compliance with the adopted policy that total general government debt cannot exceed 4.5% of the assessed value of real property in the County. Future debt issues are subject to approval by the Board of Supervisors.

The exhibits then present 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.

The New Debt Schedules summarize historical and proposed debt activity over time.

The Debt Service Requirement for Fiscal Years 1994-2011 shows the trend of debt service requirements over time. Included in this schedule is a graph that illustrates planned compliance with the adopted policy that total debt service cannot exceed 12% of the budgeted expenditures in a fiscal year.

# ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2006-2011

## Schools

| School Bond - VPSA |                |            |                    |                 |
|--------------------|----------------|------------|--------------------|-----------------|
| Fiscal Year        | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006               | 216,742,371    | 50,845,000 | 12,449,330         | 255,138,041     |
| 2007               | 255,138,041    | 7,654,000  | 12,770,212         | 250,021,829     |
| 2008               | 250,021,829    | 19,351,720 | 13,671,566         | 255,701,983     |
| 2009               | 255,701,983    | 25,557,560 | 13,929,974         | 267,329,569     |
| 2010               | 267,329,569    | 62,386,240 | 14,227,870         | 315,487,939     |
| 2011               | 315,487,939    | 12,405,100 | 14,655,757         | 313,237,282     |

| Literary Fund Loans |                |           |                    |                 |
|---------------------|----------------|-----------|--------------------|-----------------|
| Fiscal Year         | Balance July 1 | New Debt  | Principal Payments | Balance June 30 |
| 2006                | 8,434,527      | 0         | 756,149            | 7,678,378       |
| 2007                | 7,678,378      | 7,500,000 | 756,149            | 14,422,229      |
| 2008                | 14,422,229     | 7,500,000 | 756,149            | 21,166,080      |
| 2009                | 21,166,080     | 7,500,000 | 961,858            | 27,704,222      |
| 2010                | 27,704,222     | 7,500,000 | 1,073,738          | 34,130,484      |
| 2011                | 34,130,484     | 7,500,000 | 1,216,975          | 40,413,509      |

| Other Long-Term Debt |                |           |                    |                 |
|----------------------|----------------|-----------|--------------------|-----------------|
| Fiscal Year          | Balance July 1 | New Debt  | Principal Payments | Balance June 30 |
| 2006                 | 811,626        | 7,801,003 | 424,872            | 8,187,757       |
| 2007                 | 8,187,757      | 3,492,276 | 1,349,273          | 10,330,760      |
| 2008                 | 10,330,760     | 3,500,000 | 1,984,180          | 11,846,580      |
| 2009                 | 11,846,580     | 3,500,000 | 2,648,359          | 12,698,221      |
| 2010                 | 12,698,221     | 3,500,000 | 3,343,168          | 12,855,053      |
| 2011                 | 12,855,053     | 3,500,000 | 3,868,451          | 12,486,602      |

| Total School Debt |                |            |                    |                 |
|-------------------|----------------|------------|--------------------|-----------------|
| Fiscal Year       | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006              | 225,988,524    | 58,646,003 | 13,630,351         | 271,004,176     |
| 2007              | 271,004,176    | 18,646,276 | 14,875,634         | 274,774,818     |
| 2008              | 274,774,818    | 30,351,720 | 16,411,895         | 288,714,643     |
| 2009              | 288,714,643    | 36,557,560 | 17,540,191         | 307,732,012     |
| 2010              | 307,732,012    | 73,386,240 | 18,644,776         | 362,473,476     |
| 2011              | 362,473,476    | 23,405,100 | 19,741,183         | 366,137,393     |

## General Fund

| General Obligation Bonds |                |          |                    |                 |
|--------------------------|----------------|----------|--------------------|-----------------|
| Fiscal Year              | Balance July 1 | New Debt | Principal Payments | Balance June 30 |
| 2006                     | 12,270,000     | 0        | 925,000            | 11,345,000      |
| 2007                     | 11,345,000     | 0        | 920,000            | 10,425,000      |
| 2008                     | 10,425,000     | 0        | 915,000            | 9,510,000       |
| 2009                     | 9,510,000      | 0        | 910,000            | 8,600,000       |
| 2010                     | 8,600,000      | 0        | 905,000            | 7,695,000       |
| 2011                     | 7,695,000      | 0        | 895,000            | 6,800,000       |

| Lease Revenue Bonds |                |            |                    |                 |
|---------------------|----------------|------------|--------------------|-----------------|
| Fiscal Year         | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006                | 5,265,000      | 47,030,000 | 955,000            | 51,340,000      |
| 2007                | 51,340,000     | 15,900,000 | 1,000,000          | 66,240,000      |
| 2008                | 66,240,000     | 23,400,000 | 1,050,000          | 88,590,000      |
| 2009                | 88,590,000     | 43,785,000 | 2,253,144          | 130,121,856     |
| 2010                | 130,121,856    | 21,507,000 | 2,845,089          | 148,783,767     |
| 2011                | 148,783,767    | 4,050,000  | 2,684,496          | 150,149,271     |

| Other Long-Term Debt |                |           |                    |                 |
|----------------------|----------------|-----------|--------------------|-----------------|
| Fiscal Year          | Balance July 1 | New Debt  | Principal Payments | Balance June 30 |
| 2006                 | 2,889,773      | 939,656   | 614,788            | 3,214,641       |
| 2007                 | 3,214,641      | 1,775,000 | 516,974            | 4,472,667       |
| 2008                 | 4,472,667      | 950,000   | 610,628            | 4,812,039       |
| 2009                 | 4,812,039      | 950,000   | 799,507            | 4,962,532       |
| 2010                 | 4,962,532      | 950,000   | 922,826            | 4,989,706       |
| 2011                 | 4,989,706      | 950,000   | 1,128,945          | 4,810,761       |

| Total General Fund Debt |                |            |                    |                 |
|-------------------------|----------------|------------|--------------------|-----------------|
| Fiscal Year             | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006                    | 23,496,171     | 47,969,656 | 2,494,788          | 65,899,641      |
| 2007                    | 65,899,641     | 17,675,000 | 2,436,974          | 81,137,667      |
| 2008                    | 81,137,667     | 24,350,000 | 2,575,628          | 102,912,039     |
| 2009                    | 102,912,039    | 44,735,000 | 3,962,651          | 143,684,388     |
| 2010                    | 143,684,388    | 22,457,000 | 4,672,915          | 161,468,473     |
| 2011                    | 161,468,473    | 5,000,000  | 4,708,441          | 161,760,032     |

# ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2006-2011

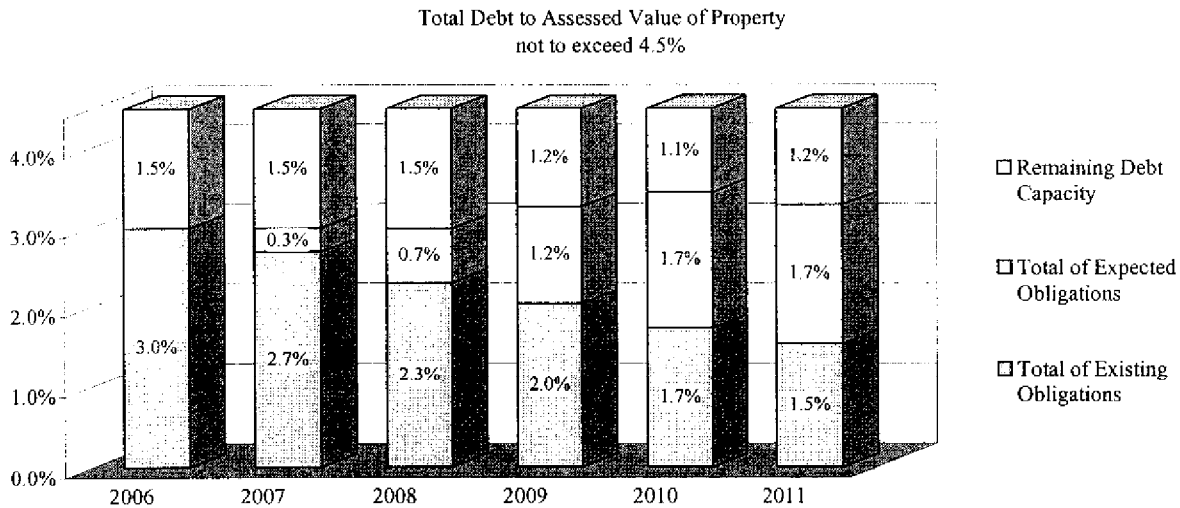
## Utilities Fund

| Revenue Bonds |                |            |                    |                 |
|---------------|----------------|------------|--------------------|-----------------|
| Fiscal Year   | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006          | 25,145,000     | 0          | 3,085,000          | 22,060,000      |
| 2007          | 22,060,000     | 27,845,000 | 3,185,000          | 46,720,000      |
| 2008          | 46,720,000     | 0          | 3,285,000          | 43,435,000      |
| 2009          | 43,435,000     | 39,795,000 | 3,933,421          | 79,296,579      |
| 2010          | 79,296,579     | 0          | 4,047,592          | 75,248,987      |
| 2011          | 75,248,987     | 28,035,000 | 4,066,081          | 99,217,906      |

| Total Utilities Debt |                |            |                    |                 |
|----------------------|----------------|------------|--------------------|-----------------|
| Fiscal Year          | Balance July 1 | New Debt   | Principal Payments | Balance June 30 |
| 2006                 | 25,145,000     | 0          | 3,085,000          | 22,060,000      |
| 2007                 | 22,060,000     | 27,845,000 | 3,185,000          | 46,720,000      |
| 2008                 | 46,720,000     | 0          | 3,285,000          | 43,435,000      |
| 2009                 | 43,435,000     | 39,795,000 | 3,933,421          | 79,296,579      |
| 2010                 | 79,296,579     | 0          | 4,047,592          | 75,248,987      |
| 2011                 | 75,248,987     | 28,035,000 | 4,066,081          | 99,217,906      |

## All Funds

| Total All Funds Debt |                |             |                    |                 |
|----------------------|----------------|-------------|--------------------|-----------------|
| Fiscal Year          | Balance July 1 | New Debt    | Principal Payments | Balance June 30 |
| 2006                 | 274,629,695    | 106,615,659 | 19,210,139         | 358,963,817     |
| 2007                 | 358,963,817    | 64,166,276  | 20,497,608         | 402,632,485     |
| 2008                 | 402,632,485    | 54,701,720  | 22,272,523         | 435,061,682     |
| 2009                 | 435,061,682    | 121,087,560 | 25,436,263         | 530,712,979     |
| 2010                 | 530,712,979    | 95,843,240  | 27,365,283         | 599,190,936     |
| 2011                 | 599,190,936    | 56,440,100  | 28,515,705         | 627,115,331     |



This graph shows the outstanding and proposed general obligation debt for the General Fund and the Schools Fund as compared to the current and projected values of real property in the County. Our policy sets a limit of net bonded debt at 4.5% of assessed value.

GENERAL FUND BOND DEBT

| \$13,000,000 COP's (1989) & \$9,995,000 Refunding COP's (1994) |              |             |              |              |
|--|--------------|-------------|--------------|--------------|
| Fiscal Year  | Principal    | Interest    | Total        | Balance      |
| 1990   | \$0          | \$403,163   | \$403,163    | \$13,000,000 |
| 1991   | 0            | 874,330     | 874,330      | 13,000,000   |
| 1992   | 370,000      | 863,230     | 1,233,230    | 12,630,000   |
| 1993   | 390,000      | 840,235     | 1,230,235    | 12,240,000   |
| 1994   | 9,155,000    | 835,165     | 9,990,165    | 3,085,000    |
| Refunded debt from 1989 COP's Issue (8.74 M)                   |              |             |              |              |
| Debt issued in 1994 to refund 1989 COP's                       |              |             |              | 9,995,000    |
|  |              |             |              | 13,080,000   |
| 1995   | 440,000      | 651,680     | 1,091,680    | 12,640,000   |
| 1996   | 465,000      | 623,393     | 1,088,393    | 12,175,000   |
| 1997   | 620,000      | 590,812     | 1,210,812    | 11,555,000   |
| 1998   | 650,000      | 553,534     | 1,203,534    | 10,905,000   |
| 1999   | 690,000      | 513,348     | 1,203,348    | 10,215,000   |
| 2000   | 740,000      | 469,905     | 1,209,905    | 9,475,000    |
| 2001   | 775,000      | 431,223     | 1,206,223    | 8,700,000    |
| 2002   | 805,000      | 397,634     | 1,202,634    | 7,895,000    |
| 2003   | 840,000      | 361,435     | 1,201,435    | 7,055,000    |
| 2004   | 875,000      | 322,838     | 1,197,838    | 6,180,000    |
| 2005   | 915,000      | 281,659     | 1,196,659    | 5,265,000    |
| 2006   | 955,000      | 237,943     | 1,192,943    | 4,310,000    |
| 2007   | 1,000,000    | 190,500     | 1,190,500    | 3,310,000    |
| 2008   | 1,050,000    | 139,250     | 1,189,250    | 2,260,000    |
| 2009   | 1,105,000    | 85,375      | 1,190,375    | 1,155,000    |
| 2010   | 1,155,000    | 28,875      | 1,183,875    | 0            |
| Total  | \$22,995,000 | \$9,695,527 | \$32,690,527 |              |

## GENERAL FUND BOND DEBT

### General Government General Obligation Bonds, Refunding Series 2002

| Fiscal Year | Principal          | Interest           | Total              | Balance     |
|-------------|--------------------|--------------------|--------------------|-------------|
| 2003        | \$432,053          | \$125,619          | \$557,672          | \$3,690,000 |
| 2004        | 385,000            | 154,532            | 539,532            | 3,305,000   |
| 2005        | 385,000            | 139,132            | 524,132            | 2,920,000   |
| 2006        | 375,000            | 123,732            | 498,732            | 2,545,000   |
| 2007        | 370,000            | 108,732            | 478,732            | 2,175,000   |
| 2008        | 365,000            | 93,932             | 458,932            | 1,810,000   |
| 2009        | 360,000            | 79,332             | 439,332            | 1,450,000   |
| 2010        | 355,000            | 64,482             | 419,482            | 1,095,000   |
| 2011        | 345,000            | 49,394             | 394,394            | 750,000     |
| 2012        | 190,000            | 34,300             | 224,300            | 560,000     |
| 2013        | 190,000            | 25,940             | 215,940            | 370,000     |
| 2014        | 185,000            | 17,390             | 202,390            | 185,000     |
| 2015        | 185,000            | 8,788              | 193,788            | 0           |
|             | <u>\$4,122,053</u> | <u>\$1,025,305</u> | <u>\$5,147,358</u> |             |

### Parks & Recreation General Obligation Bonds, Series 2002

| Fiscal Year | Principal           | Interest           | Total               | Balance      |
|-------------|---------------------|--------------------|---------------------|--------------|
| 2003        | \$550,000           | \$370,941          | \$920,941           | \$10,450,000 |
| 2004        | 550,000             | 478,088            | 1,028,088           | 9,900,000    |
| 2005        | 550,000             | 456,088            | 1,006,088           | 9,350,000    |
| 2006        | 550,000             | 434,088            | 984,088             | 8,800,000    |
| 2007        | 550,000             | 412,088            | 962,088             | 8,250,000    |
| 2008        | 550,000             | 390,088            | 940,088             | 7,700,000    |
| 2009        | 550,000             | 368,088            | 918,088             | 7,150,000    |
| 2010        | 550,000             | 345,400            | 895,400             | 6,600,000    |
| 2011        | 550,000             | 322,026            | 872,026             | 6,050,000    |
| 2012        | 550,000             | 297,962            | 847,962             | 5,500,000    |
| 2013        | 550,000             | 273,762            | 823,762             | 4,950,000    |
| 2014        | 550,000             | 249,012            | 799,012             | 4,400,000    |
| 2015        | 550,000             | 223,438            | 773,438             | 3,850,000    |
| 2016        | 550,000             | 197,312            | 747,312             | 3,300,000    |
| 2017        | 550,000             | 167,062            | 717,062             | 2,750,000    |
| 2018        | 550,000             | 136,812            | 686,812             | 2,200,000    |
| 2019        | 550,000             | 110,000            | 660,000             | 1,650,000    |
| 2020        | 550,000             | 82,500             | 632,500             | 1,100,000    |
| 2021        | 550,000             | 55,000             | 605,000             | 550,000      |
| 2022        | 550,000             | 27,500             | 577,500             | 0            |
|             | <u>\$11,000,000</u> | <u>\$5,397,255</u> | <u>\$16,397,255</u> |              |

GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2006

| Fiscal Year | Principal           | Interest            | Total               | Balance      |
|-------------|---------------------|---------------------|---------------------|--------------|
| 2006        | \$0                 | \$0                 | \$0                 | \$47,030,000 |
| 2007        | 0                   | 0                   | 0                   | 47,030,000   |
| 2008        | 0                   | 1,157,313           | 1,157,313           | 47,030,000   |
| 2009        | 815,000             | 2,298,325           | 3,113,325           | 46,215,000   |
| 2010        | 850,000             | 2,265,025           | 3,115,025           | 45,365,000   |
| 2011        | 885,000             | 2,230,325           | 3,115,325           | 44,480,000   |
| 2012        | 920,000             | 2,194,225           | 3,114,225           | 43,560,000   |
| 2013        | 955,000             | 2,156,725           | 3,111,725           | 42,605,000   |
| 2014        | 995,000             | 2,117,725           | 3,112,725           | 41,610,000   |
| 2015        | 1,035,000           | 2,077,125           | 3,112,125           | 40,575,000   |
| 2016        | 1,075,000           | 2,034,925           | 3,109,925           | 39,500,000   |
| 2017        | 1,115,000           | 1,991,125           | 3,106,125           | 38,385,000   |
| 2018        | 1,160,000           | 1,944,900           | 3,104,900           | 37,225,000   |
| 2019        | 1,210,000           | 1,890,725           | 3,100,725           | 36,015,000   |
| 2020        | 1,270,000           | 1,828,725           | 3,098,725           | 34,745,000   |
| 2021        | 1,335,000           | 1,763,600           | 3,098,600           | 33,410,000   |
| 2022        | 1,400,000           | 1,695,225           | 3,095,225           | 32,010,000   |
| 2023        | 1,470,000           | 1,623,475           | 3,093,475           | 30,540,000   |
| 2024        | 1,545,000           | 1,548,100           | 3,093,100           | 28,995,000   |
| 2025        | 1,620,000           | 1,468,975           | 3,088,975           | 27,375,000   |
| 2026        | 1,700,000           | 1,385,975           | 3,085,975           | 25,675,000   |
| 2027        | 1,785,000           | 1,298,850           | 3,083,850           | 23,890,000   |
| 2028        | 1,875,000           | 1,205,006           | 3,080,006           | 22,015,000   |
| 2029        | 1,975,000           | 1,103,944           | 3,078,944           | 20,040,000   |
| 2030        | 2,080,000           | 997,500             | 3,077,500           | 17,960,000   |
| 2031        | 2,190,000           | 885,412             | 3,075,412           | 15,770,000   |
| 2032        | 2,300,000           | 767,550             | 3,067,550           | 13,470,000   |
| 2033        | 2,425,000           | 643,519             | 3,068,519           | 11,045,000   |
| 2034        | 2,550,000           | 512,925             | 3,062,925           | 8,495,000    |
| 2035        | 2,685,000           | 375,506             | 3,060,506           | 5,810,000    |
| 2036        | 2,825,000           | 230,869             | 3,055,869           | 2,985,000    |
| 2037        | 2,985,000           | 78,356              | 3,063,356           | -            |
|             | <u>\$47,030,000</u> | <u>\$43,771,975</u> | <u>\$90,801,975</u> |              |



## GENERAL FUND LEASE DEBT

### 405 Chatham Park Office Square

| <b>Fiscal Year</b> | <b>Principal</b> | <b>Interest</b>  | <b>Total</b>     | <b>Balance</b> |
|--------------------|------------------|------------------|------------------|----------------|
|                    | \$0              | \$0              | \$0              | \$478,000      |
| 2000               | 20,973           | 26,385           | 47,358           | 457,027        |
| 2001               | 22,679           | 24,679           | 47,358           | 434,348        |
| 2002               | 23,904           | 23,455           | 47,359           | 410,444        |
| 2003               | 25,195           | 22,164           | 47,359           | 385,249        |
| 2004               | 26,556           | 20,803           | 47,359           | 358,693        |
| 2005               | 27,990           | 19,369           | 47,359           | 330,703        |
| 2006               | 29,501           | 17,858           | 47,359           | 301,202        |
| 2007               | 31,094           | 16,265           | 47,359           | 270,108        |
| 2008               | 32,773           | 14,586           | 47,359           | 237,335        |
| 2009               | 34,543           | 12,816           | 47,359           | 202,792        |
| 2010               | 36,408           | 10,951           | 47,359           | 166,384        |
| 2011               | 38,374           | 8,985            | 47,359           | 128,010        |
| 2012               | 40,446           | 6,913            | 47,359           | 87,564         |
| 2013               | 42,631           | 4,728            | 47,359           | 44,933         |
| 2014               | 44,933           | 2,426            | 47,359           | 0              |
| <b>Total</b>       | <b>\$478,000</b> | <b>\$232,383</b> | <b>\$710,383</b> |                |

### Fire & Rescue Equipment 2001

| <b>Fiscal Year</b> | <b>Principal</b> | <b>Interest</b>  | <b>Total</b>     | <b>Balance</b> |
|--------------------|------------------|------------------|------------------|----------------|
|                    | \$0              | \$0              | \$0              | \$582,000      |
| 2002               | 62,305           | 35,485           | 97,790           | 519,695        |
| 2003               | 66,268           | 31,523           | 97,791           | 453,427        |
| 2004               | 70,483           | 27,308           | 97,791           | 382,944        |
| 2005               | 74,966           | 22,825           | 97,791           | 307,978        |
| 2006               | 79,734           | 18,057           | 97,791           | 228,244        |
| 2007               | 40,200           | 13,673           | 53,873           | 188,044        |
| 2008               | 42,756           | 11,117           | 53,873           | 145,288        |
| 2009               | 45,476           | 8,398            | 53,874           | 99,812         |
| 2010               | 48,368           | 5,505            | 53,873           | 51,444         |
| 2011               | 51,444           | 2,429            | 53,873           | 0              |
| <b>Total</b>       | <b>\$582,000</b> | <b>\$176,320</b> | <b>\$758,320</b> |                |

## GENERAL FUND LEASE DEBT

### Chichester Building

| Fiscal Year  | Principal        | Interest         | Total            | Balance   |
|--------------|------------------|------------------|------------------|-----------|
|              | \$0              | \$0              | \$0              | \$530,000 |
| 2002         | 0                | 11,924           | 11,924           | 530,000   |
| 2003         | 53,000           | 22,406           | 75,406           | 477,000   |
| 2004         | 53,000           | 20,047           | 73,047           | 424,000   |
| 2005         | 53,000           | 17,689           | 70,689           | 371,000   |
| 2006         | 53,000           | 15,330           | 68,330           | 318,000   |
| 2007         | 53,000           | 12,972           | 65,972           | 265,000   |
| 2008         | 53,000           | 10,613           | 63,613           | 212,000   |
| 2009         | 53,000           | 8,255            | 61,255           | 159,000   |
| 2010         | 53,000           | 5,896            | 58,896           | 106,000   |
| 2011         | 53,000           | 3,538            | 56,538           | 53,000    |
| 2012         | 53,000           | 1,179            | 54,179           | 0         |
| <b>Total</b> | <b>\$212,000</b> | <b>\$129,849</b> | <b>\$299,396</b> |           |

### Real Estate Tax Billing System

| Fiscal Year  | Principal        | Interest        | Total            | Balance   |
|--------------|------------------|-----------------|------------------|-----------|
|              | \$0              | \$0             | \$0              | \$367,335 |
| 2002         | 22,006           | 5,387           | 27,393           | 345,329   |
| 2003         | 68,031           | 14,148          | 82,179           | 277,298   |
| 2004         | 71,156           | 11,023          | 82,179           | 206,142   |
| 2005         | 74,425           | 7,754           | 82,179           | 131,717   |
| 2006         | 77,844           | 4,335           | 82,179           | 53,873    |
| 2007         | 53,873           | 913             | 54,786           | 0         |
| <b>Total</b> | <b>\$367,335</b> | <b>\$43,560</b> | <b>\$410,895</b> |           |

### Fire & Rescue Equipment 2002

| Fiscal Year  | Principal        | Interest         | Total            | Balance   |
|--------------|------------------|------------------|------------------|-----------|
|              | \$0              | \$0              | \$0              | \$554,000 |
| 2002         | 19,249           | 8,258            | 27,507           | 534,751   |
| 2003         | 76,999           | 29,596           | 106,595          | 457,752   |
| 2004         | 76,999           | 25,159           | 102,158          | 380,753   |
| 2005         | 76,999           | 20,587           | 97,586           | 303,754   |
| 2006         | 76,999           | 16,082           | 93,081           | 226,755   |
| 2007         | 66,200           | 11,558           | 77,758           | 160,555   |
| 2008         | 33,801           | 8,652            | 42,453           | 126,754   |
| 2009         | 33,801           | 6,674            | 40,475           | 92,953    |
| 2010         | 33,801           | 4,697            | 38,498           | 59,152    |
| 2011         | 33,801           | 2,711            | 36,512           | 25,351    |
| 2012         | 25,351           | 744              | 26,095           | 0         |
| <b>Total</b> | <b>\$554,000</b> | <b>\$134,718</b> | <b>\$688,718</b> |           |

## GENERAL FUND LEASE DEBT

### Ambulances 2004

| Fiscal Year | Principal        | Interest        | Total            | Balance   |
|-------------|------------------|-----------------|------------------|-----------|
|             | \$0              | \$0             | \$0              | \$346,107 |
| 2005        | 65,560           | 8,904           | 74,464           | 280,547   |
| 2006        | 67,342           | 7,122           | 74,464           | 213,205   |
| 2007        | 69,172           | 5,292           | 74,464           | 144,033   |
| 2008        | 71,052           | 3,412           | 74,464           | 72,981    |
| 2009        | 72,981           | 1,481           | 74,462           | 0         |
| Total       | <u>\$346,107</u> | <u>\$26,211</u> | <u>\$372,318</u> |           |

### School Buses 2004

| Fiscal Year | Principal        | Interest         | Total            | Balance   |
|-------------|------------------|------------------|------------------|-----------|
|             | \$0              | \$0              | \$0              | \$842,500 |
| 2005        | 109,306          | 25,844           | 135,150          | 733,194   |
| 2006        | 112,797          | 22,352           | 135,149          | 620,397   |
| 2007        | 116,401          | 18,748           | 135,149          | 503,996   |
| 2008        | 120,119          | 15,030           | 135,149          | 383,877   |
| 2009        | 123,957          | 11,192           | 135,149          | 259,920   |
| 2010        | 127,917          | 7,233            | 135,150          | 132,003   |
| 2011        | 132,003          | 3,146            | 135,149          | 0         |
| Total       | <u>\$842,500</u> | <u>\$103,545</u> | <u>\$946,045</u> |           |

### School Buses 2005-A

| Fiscal Year | Principal       | Interest        | Total            | Balance  |
|-------------|-----------------|-----------------|------------------|----------|
|             | \$0             | \$0             | \$0              | \$89,960 |
| 2005        | 5,763           | 1,488           | 7,251            | 84,197   |
| 2006        | 11,814          | 2,688           | 14,502           | 72,383   |
| 2007        | 12,208          | 2,294           | 14,502           | 60,175   |
| 2008        | 12,615          | 1,887           | 14,502           | 47,560   |
| 2009        | 13,036          | 1,466           | 14,502           | 34,524   |
| 2010        | 13,471          | 1,031           | 14,502           | 21,053   |
| 2011        | 13,920          | 582             | 14,502           | 7,133    |
| 2012        | 7,133           | 118             | 7,251            | 0        |
| Total       | <u>\$89,960</u> | <u>\$11,554</u> | <u>\$101,514</u> |          |

## GENERAL FUND LEASE DEBT

### Fire & Rescue- Pumper Trucks 2005

| Fiscal Year  | Principal          | Interest         | Total              | Balance     |
|--------------|--------------------|------------------|--------------------|-------------|
|              | \$0                | \$0              | \$0                | \$1,012,740 |
| 2006         | 85,028             | 37,603           | 122,631            | 927,712     |
| 2007         | 88,283             | 34,349           | 122,632            | 839,429     |
| 2008         | 91,661             | 30,969           | 122,630            | 747,768     |
| 2009         | 95,170             | 27,461           | 122,631            | 652,598     |
| 2010         | 98,814             | 23,818           | 122,632            | 553,784     |
| 2011         | 102,596            | 20,035           | 122,631            | 451,188     |
| 2012         | 106,523            | 16,108           | 122,631            | 344,665     |
| 2013         | 110,601            | 12,031           | 122,632            | 234,064     |
| 2014         | 114,834            | 7,797            | 122,631            | 119,230     |
| 2015         | 119,230            | 3,402            | 122,632            | 0           |
| <b>Total</b> | <b>\$1,012,740</b> | <b>\$213,573</b> | <b>\$1,226,313</b> |             |

### School Buses 2005-B

| Fiscal Year  | Principal          | Interest         | Total              | Balance     |
|--------------|--------------------|------------------|--------------------|-------------|
|              | \$0                | \$0              | \$0                | \$2,006,870 |
| 2006         | 128,430            | 37,799           | 166,229            | 1,878,440   |
| 2007         | 263,331            | 60,563           | 323,894            | 1,615,109   |
| 2008         | 272,200            | 51,693           | 323,893            | 1,342,909   |
| 2009         | 281,368            | 42,525           | 323,893            | 1,061,541   |
| 2010         | 290,845            | 33,049           | 323,894            | 770,696     |
| 2011         | 300,641            | 23,253           | 323,894            | 470,055     |
| 2012         | 310,768            | 13,127           | 323,895            | 159,287     |
| 2013         | 159,287            | 2,660            | 161,947            | 0           |
| <b>Total</b> | <b>\$2,006,870</b> | <b>\$264,669</b> | <b>\$2,271,539</b> |             |

### School Technology Upgrades and Replacements 2005

| Fiscal Year  | Principal          | Interest         | Total              | Balance     |
|--------------|--------------------|------------------|--------------------|-------------|
|              | \$0                | \$0              | \$0                | \$1,848,231 |
| 2006         | 171,830            | 33,544           | 205,374            | 1,676,401   |
| 2007         | 352,000            | 51,146           | 403,146            | 1,324,401   |
| 2008         | 363,421            | 39,726           | 403,147            | 960,980     |
| 2009         | 375,213            | 27,935           | 403,148            | 585,767     |
| 2010         | 387,386            | 14,761           | 402,147            | 198,381     |
| 2011         | 198,381            | 3,193            | 201,574            | 0           |
| <b>Total</b> | <b>\$1,848,231</b> | <b>\$170,305</b> | <b>\$2,018,536</b> |             |

## GENERAL FUND LEASE DEBT

### School Technology Upgrades and Replacements 2006

| Fiscal Year  | Principal          | Interest         | Total              | Balance     |
|--------------|--------------------|------------------|--------------------|-------------|
|              | \$0                | \$0              | \$0                | \$1,846,739 |
| 2006         | 0                  | 2,458            | 2,458              | \$1,846,739 |
| 2007         | 340,734            | 70,372           | 411,106            | 1,506,005   |
| 2008         | 354,476            | 56,631           | 411,107            | 1,151,529   |
| 2009         | 368,771            | 42,335           | 411,106            | 782,758     |
| 2010         | 383,644            | 27,463           | 411,107            | 399,114     |
| 2011         | 399,114            | 11,992           | 411,106            | 0           |
| <b>Total</b> | <b>\$1,846,739</b> | <b>\$211,251</b> | <b>\$2,057,990</b> |             |

### School Buses 2006

| Fiscal Year  | Principal          | Interest         | Total              | Balance     |
|--------------|--------------------|------------------|--------------------|-------------|
|              | \$0                | \$0              | \$0                | \$2,099,163 |
| 2006         | 0                  | 2,872            | 2,872              | 2,099,163   |
| 2007         | 264,598            | 83,462           | 348,060            | 1,834,565   |
| 2008         | 275,569            | 72,492           | 348,061            | 1,558,996   |
| 2009         | 286,994            | 61,066           | 348,060            | 1,272,002   |
| 2010         | 298,893            | 49,167           | 348,060            | 973,109     |
| 2011         | 311,285            | 36,775           | 348,060            | 661,824     |
| 2012         | 324,192            | 23,869           | 348,061            | 337,632     |
| 2013         | 337,632            | 10,427           | 348,059            | 0           |
| <b>Total</b> | <b>\$2,099,163</b> | <b>\$340,130</b> | <b>\$2,439,293</b> |             |

## GENERAL FUND LEASE DEBT

### Fire & Rescue- Ambulances 2006

| Fiscal Year  | Principal        | Interest        | Total            | Balance   |
|--------------|------------------|-----------------|------------------|-----------|
|              | \$0              | \$0             | \$0              | \$226,966 |
| 2006         | 0                | 302             | 302              | 226,966   |
| 2007         | 41,876           | 8,649           | 50,525           | 185,090   |
| 2008         | 43,565           | 6,960           | 50,525           | 141,525   |
| 2009         | 45,322           | 5,204           | 50,526           | 96,203    |
| 2010         | 47,150           | 3,376           | 50,526           | 49,053    |
| 2011         | 49,053           | 1,472           | 50,525           | 0         |
| <b>Total</b> | <b>\$226,966</b> | <b>\$25,963</b> | <b>\$252,929</b> |           |

### Fire & Rescue- Pumper Truck 2006- Taxable

| Fiscal Year  | Principal        | Interest        | Total            | Balance   |
|--------------|------------------|-----------------|------------------|-----------|
|              | \$0              | \$0             | \$0              | \$203,121 |
| 2006         | 0                | 422             | 422              | 203,121   |
| 2007         | 35,799           | 12,103          | 47,902           | 167,322   |
| 2008         | 38,064           | 9,839           | 47,903           | 129,258   |
| 2009         | 40,472           | 7,431           | 47,903           | 88,786    |
| 2010         | 43,032           | 4,870           | 47,902           | 45,754    |
| 2011         | 45,754           | 2,149           | 47,903           | 0         |
| <b>Total</b> | <b>\$203,121</b> | <b>\$36,814</b> | <b>\$239,935</b> |           |

### Fire & Rescue- Pumper Truck 2006- Taxable

| Fiscal Year  | Principal        | Interest        | Total            | Balance   |
|--------------|------------------|-----------------|------------------|-----------|
|              | \$0              | \$0             | \$0              | \$203,121 |
| 2006         | 0                | 270             | 270              | 203,121   |
| 2007         | 37,477           | 7,740           | 45,217           | 165,644   |
| 2008         | 38,989           | 6,229           | 45,218           | 126,655   |
| 2009         | 40,561           | 4,657           | 45,218           | 86,094    |
| 2010         | 42,197           | 3,021           | 45,218           | 43,897    |
| 2011         | 43,897           | 1,318           | 45,215           | 0         |
| <b>Total</b> | <b>\$203,121</b> | <b>\$23,235</b> | <b>\$226,356</b> |           |

UTILITIES FUND BOND DEBT

| \$13,420,000 Smith Lake & Rocky Pen Run Revenue Bonds |              |             |              |              |
|---|--------------|-------------|--------------|--------------|
| Fiscal Year   | Principal    | Interest    | Total        | Balance      |
| 1996  | \$0          | \$0         | \$0          | \$13,420,000 |
| 1997  | 675,000      | 533,284     | 1,208,284    | 12,745,000   |
| 1998  | 675,000      | 556,605     | 1,231,605    | 12,070,000   |
| 1999  | 675,000      | 529,436     | 1,204,436    | 11,395,000   |
| 2000  | 675,000      | 502,099     | 1,177,099    | 10,720,000   |
| 2001  | 670,000      | 474,695     | 1,144,695    | 10,050,000   |
| 2002  | 670,000      | 447,225     | 1,117,225    | 9,380,000    |
| 2003  | 670,000      | 419,755     | 1,089,755    | 8,710,000    |
| 2004  | 670,000      | 392,285     | 1,062,285    | 8,040,000    |
| 2005  | 670,000      | 364,480     | 1,034,480    | 7,370,000    |
| 2006  | 670,000      | 336,005     | 1,006,005    | 6,700,000    |
| 2007  | 670,000      | 306,860     | 976,860      | 6,030,000    |
| 2008  | 670,000      | 277,045     | 947,045      | 5,360,000    |
| 2009  | 670,000      | 246,560     | 916,560      | 4,690,000    |
| 2010  | 670,000      | 215,405     | 885,405      | 4,020,000    |
| 2011  | 670,000      | 183,580     | 853,580      | 3,350,000    |
| 2012  | 670,000      | 150,750     | 820,750      | 2,680,000    |
| 2013  | 670,000      | 117,250     | 787,250      | 2,010,000    |
| 2014  | 670,000      | 83,750      | 753,750      | 1,340,000    |
| 2015  | 670,000      | 50,250      | 720,250      | 670,000      |
| 2016  | 670,000      | 16,750      | 686,750      | 0            |
| Total   | \$13,420,000 | \$6,204,069 | \$19,624,069 |              |

| \$22,915,000 Revenue Refunding Bonds, Series 2003 |              |             |              |              |
|---|--------------|-------------|--------------|--------------|
| Fiscal Year                                       | Principal    | Interest    | Total        | Balance      |
| 2003  | \$0          | \$218,244   | \$218,244    | \$22,915,000 |
| 2004  | 2,520,000    | 872,975     | 3,392,975    | 20,395,000   |
| 2005  | 2,620,000    | 772,175     | 3,392,175    | 17,775,000   |
| 2006  | 2,415,000    | 667,375     | 3,082,375    | 15,360,000   |
| 2007  | 2,515,000    | 570,775     | 3,085,775    | 12,845,000   |
| 2008  | 2,615,000    | 470,175     | 3,085,175    | 10,230,000   |
| 2009  | 2,680,000    | 398,263     | 3,078,263    | 7,550,000    |
| 2010  | 2,765,000    | 317,863     | 3,082,863    | 4,785,000    |
| 2011  | 2,250,000    | 228,000     | 2,478,000    | 2,535,000    |
| 2012  | 2,535,000    | 126,750     | 2,661,750    | 0            |
| Total   | \$22,915,000 | \$4,642,595 | \$27,557,595 |              |

## NEW DEBT

| Schools      |                      |                     |                     |                          |                      |
|--------------|----------------------|---------------------|---------------------|--------------------------|----------------------|
| Fiscal Year  | General Obligation   | Literary Loan       | Capital Leases      | Refunding & Other Issues | Total                |
| 2003         | 9,300,513            | 0                   | 0                   | 0                        | 9,300,513            |
| 2004         | 63,068,676           | 0                   | 842,500             | 5,847,195                | 69,758,371           |
| 2005         | 27,595,000           | 0                   | 89,960              | 0                        | 27,684,960           |
| 2006         | 50,845,000           | 0                   | 7,801,003           | 0                        | 58,646,003           |
| 2007         | 14,404,000           | 7,500,000           | 3,492,276           | 0                        | 25,396,276           |
| 2008         | 19,351,720           | 7,500,000           | 3,500,000           | 0                        | 30,351,720           |
| 2009         | 25,557,560           | 7,500,000           | 3,500,000           | 0                        | 36,557,560           |
| 2010         | 62,386,240           | 7,500,000           | 3,500,000           | 0                        | 73,386,240           |
| 2011         | 12,405,100           | 7,500,000           | 3,500,000           |                          | 23,405,100           |
| <b>Total</b> | <b>\$284,913,809</b> | <b>\$37,500,000</b> | <b>\$26,225,739</b> | <b>\$5,847,195</b>       | <b>\$354,486,743</b> |

| General Fund |                          |                      |                     |                      |
|--------------|--------------------------|----------------------|---------------------|----------------------|
| Fiscal Year  | General Obligation Bonds | Revenue Bonds        | Capital Leases      | Total                |
| 2003         | 15,122,053               | 0                    | 202,617             | 15,324,670           |
| 2004         | 0                        | 0                    | 1,188,607           | 1,188,607            |
| 2005         | 0                        | 0                    | 1,012,740           | 1,012,740            |
| 2006         | 0                        | 47,030,000           | 633,208             | 47,663,208           |
| 2007         | 0                        | 15,900,000           | 1,775,000           | 17,675,000           |
| 2008         | 0                        | 23,400,000           | 1,775,000           | 25,175,000           |
| 2009         | 0                        | 43,785,000           | 1,775,000           | 45,560,000           |
| 2010         | 0                        | 21,507,000           | 1,775,000           | 23,282,000           |
| 2011         | 0                        | 4,050,000            | 1,775,000           | 5,825,000            |
| <b>Total</b> | <b>\$15,122,053</b>      | <b>\$155,672,000</b> | <b>\$11,912,172</b> | <b>\$182,706,225</b> |

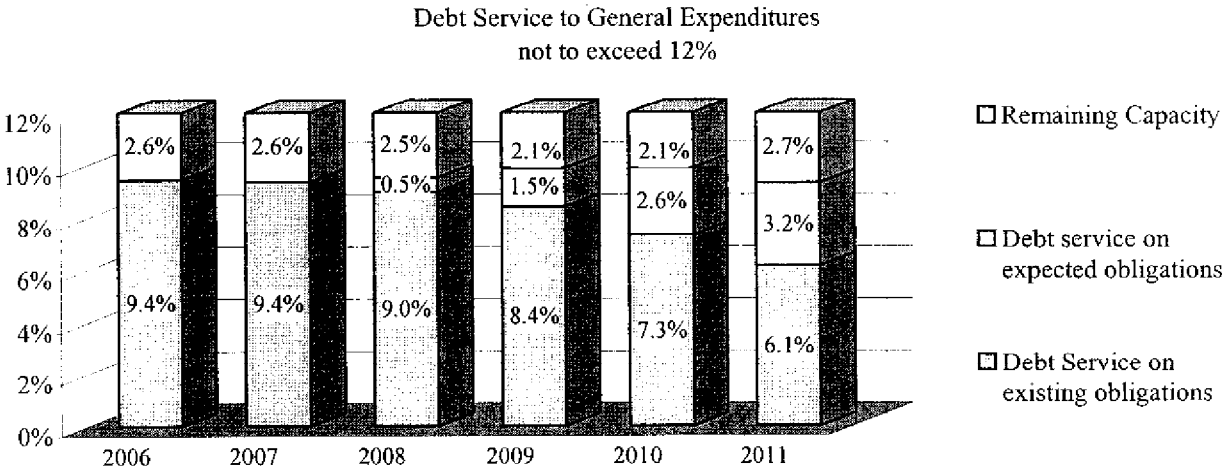
| Utilities Fund |                     |                          |                     |
|----------------|---------------------|--------------------------|---------------------|
| Fiscal Year    | Revenue Bonds       | Refunding & Other Issues | Total               |
| 2003           | 0                   | 22,915,000               | 22,915,000          |
| 2004           | 0                   | 0                        | 0                   |
| 2005           | 0                   | 0                        | 0                   |
| 2006           | 0                   | 0                        | 0                   |
| 2007           | 27,845,000          | 0                        | 27,845,000          |
| 2008           | 0                   | 0                        | 0                   |
| 2009           | 24,000,000          | 0                        | 24,000,000          |
| 2010           | 0                   | 0                        | 0                   |
| 2011           | 23,675,000          |                          | 23,675,000          |
| <b>Total</b>   | <b>\$75,520,000</b> | <b>\$22,915,000</b>      | <b>\$74,760,000</b> |



DEBT SERVICE REQUIREMENT FISCAL YEARS 1994-2011

This schedule shows the debt service requirement for the School Fund, General Fund and Utilities Fund. In Fiscal Year 1994 the debt service shown is large in comparison to the following years because there was a bond refinancing in that year. In Fiscal Year 2002, there was a refinancing of General Obligation bonds for the General Fund and the Utilities Fund. In Fiscal Year 2003, there was a refinancing of Revenue Bonds for the Utilities Fund.

| Fiscal Year | School Fund    | General Fund  | Utilities Fund |
|-------------|----------------|---------------|----------------|
| 1994        | \$ 40,949,236  | \$ 10,435,103 | \$ 41,849,995  |
| 1995        | 10,684,583     | 1,703,226     | 4,387,212      |
| 1996        | 11,165,530     | 1,940,495     | 4,375,877      |
| 1997        | 11,603,074     | 2,222,013     | 5,588,313      |
| 1998        | 12,570,093     | 2,089,693     | 5,602,402      |
| 1999        | 13,607,885     | 2,218,678     | 5,544,244      |
| 2000        | 15,729,972     | 2,206,240     | 5,508,908      |
| 2001        | 17,268,832     | 2,215,967     | 5,359,777      |
| 2002        | 18,267,675     | 5,907,538     | 5,326,365      |
| 2003        | 19,462,944     | 3,358,457     | 28,958,832     |
| 2004        | 18,908,004     | 3,415,592     | 4,455,260      |
| 2005        | 24,114,528     | 3,398,563     | 4,426,655      |
| 2006        | 25,213,713     | 2,965,638     | 4,088,380      |
| 2007        | 27,805,513     | 3,271,727     | 4,062,635      |
| 2008        | 28,523,723     | 4,293,621     | 4,032,220      |
| 2009        | 27,593,161     | 6,204,821     | 3,994,823      |
| 2010        | 26,316,319     | 6,078,685     | 3,331,580      |
| 2011        | 25,005,995     | 4,872,303     | 3,482,500      |
|             | \$ 374,790,780 | \$ 68,798,360 | \$ 144,375,978 |



This graph shows the current and projected General Government (General Fund and Schools Fund) debt service compared to the current and projected General Government budgeted expenditures. The Debt Management Policy sets a guideline of maintaining the General Government Debt Service expenditures to a maximum of 12% of the total General Government budget for expenditures.



## GENERAL FUND

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The General Fund, the governmental general operating fund of the County, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund.

In accordance with Stafford County's Budget Policy, an Operating Budget Model is included in this section to give an overview of the County's projected financial position through FY2011. It is followed by an analysis of the General Fund Balance for fiscal years 2004 through 2007.

The general fund revenues section highlights major revenue sources. A graph and schedule give an overview of the major revenue categories and their proportional allocation. The General Fund Revenue Analysis section visually illustrates the funding sources and explains the revenues and estimation methods.

The general fund expenditure schedule contains the budget for each appropriated category. Another graph in this section visually demonstrates the State's support for Stafford's Constitutional Officers. In addition to the "Constitutional Officers Funding" graph, individual graphs for each constitutional office and the Jail are provided. The graphs show fiscal year expenditures for FY98 through FY07 and the source of funding used to support these expenditures.

The general fund is divided into seven major categories, which contain organization charts and summaries providing information regarding mission, goals, service levels and a budget summary. These categories are General Government Administration, Judicial Administration, Public Safety, Health and Welfare, Parks and Recreation, Community Development and Miscellaneous.



# FIVE-YEAR OPERATING BUDGET MODEL

The Budget Model is designed to serve only as a tool to help in long-range planning for the General Fund Budget, which is primarily funded through the real estate and personal property taxes. FY2006 Estimate reflects the calculation of year-end revenues and expenditures as provided to the Board. FY2007 amounts reflect the Adopted Budget. FY2008 through FY2011 are projections.

## REVENUES

The projections for taxable real property assume a 72% increase for the 2006 reassessment year. A 10% increase is projected for 2008 and 2010. A 6.0% increase is assumed in 2009 and 2011 for new construction growth. The Model maintains all taxes at the level established in CY2006. The majority of the other revenues are projected to increase at 6% annually. This is a conservative estimate and is based on an analysis of revenues since 1998. The analysis illustrates a straight-line average of 9.2% growth. A few revenues sources are estimated to increase 4% annually due to population growth.

## EXPENDITURES

Personnel expenditures for FY2008 through FY2011 are projected to grow at a rate of 12% annually. This category includes all benefits associated with personnel costs. Operating and capital expenditures for FY2008 through FY2011 are projected to grow at a rate of 4% annually.

Capital Improvement Program costs are based on the Board's guideline of 1% of annual revenues. This projection will be forwarded to the Capital Improvements Program Committee in making its recommendations.

The debt service projections for FY2008 through FY2011 are based on the debt schedules as they appear in the Debt Management portion of the Statistical Section.

For FY2008 through FY2011, local school funding projections are based on the 69% guideline of all local tax revenues, as stated in the budget policy section.

## SUMMARY

The Model has been revised and simplified to maintain a conservative approach, which reflects historical trends. The Board of Supervisors strives to maintain the tax base at the current level. Based on these assumptions, the gap between revenues and expenditures for fiscal years 2008 through 2011 range between \$3.5 million and \$17.3 million. The assumptions are as follows:

|      | 2005      | 2006       | 2007       | 2008       | 2009       | 2010       | 2011       |
|------|-----------|------------|------------|------------|------------|------------|------------|
| AVR  | 9,499,678 | 16,311,640 | 17,290,339 | 19,019,372 | 20,160,535 | 22,176,588 | 23,507,184 |
| POP  | 120,100   | 124,900    | 130,000    | 135,200    | 140,600    | 146,200    | 152,000    |
| RR   | 0.97      | 0.63       | 0.63       | 0.63       | 0.63       | 0.63       | 0.63       |
| RR1  | 930,968   | 1,598,541  | 1,694,453  | 1,863,898  | 1,975,732  | 2,173,306  | 2,303,704  |
| CRR  | 98%       | 98%        | 98%        | 98%        | 98%        | 98%        | 98%        |
| TRE  | 744,203   | 773,971    | 804,930    | 837,127    | 870,612    | 905,437    | 941,654    |
| LT69 | 93.5      | 119.6      | 120.0      | 129.5      | 138.7      | 148.8      | 159.4      |

AVR - Assessed Value of Real Estate (\$ Billions)  
POP - Population (Total)  
RR - Real Estate Tax Rate  
RR1 - (AVR / 10) \* CRR = Revenue per 1 cent on rate  
CRR - Collection Rate Real Estate (%)  
TRE - Tax Relief for Elderly  
LT69 - (All Local Taxes - Meals Tax) \* 69% + Meals Tax (\$ Millions)

FIVE YEAR OPERATING BUDGET MODEL

|                              | FY2005<br>Actual | FY2006<br>Estimate | FY2007<br>Adopted | Fiscal Year   |               |               |               |
|------------------------------|------------------|--------------------|-------------------|---------------|---------------|---------------|---------------|
|                              |                  |                    |                   | 2008          | 2009          | 2010          | 2011          |
| Sources Of Financing         |                  |                    |                   |               |               |               |               |
| General Property Taxes       |                  |                    |                   |               |               |               |               |
| Real Property - Current      | \$87,893,746     | \$96,051,964       | \$106,004,091     | \$111,267,693 | \$120,095,174 | \$129,807,371 | \$140,102,983 |
| Personal Prop - Current      | 27,077,057       | 29,301,590         | 29,759,593        | 31,545,169    | 33,437,879    | 35,444,151    | 37,570,801    |
| Real Property - Delinquent   | 2,422,970        | 2,624,270          | 2,800,000         | 2,968,000     | 3,146,080     | 3,334,845     | 3,534,935     |
| Public Service Corps         | 2,025,835        | 1,740,442          | 1,600,000         | 1,367,400     | 1,449,444     | 1,536,411     | 1,628,595     |
| Personal Prop - Delinquent   | 1,108,310        | 1,408,772          | 1,290,000         | 1,367,400     | 1,449,444     | 1,536,411     | 1,628,595     |
| Penalties                    | 1,064,044        | 1,006,000          | 1,000,000         | 1,367,400     | 1,449,444     | 1,536,411     | 1,628,595     |
| Merchants Capital            | 681,595          | 665,798            | 712,404           | 755,148       | 800,457       | 848,485       | 899,394       |
| Real Property - Roll Back    | 777,978          | 1,001,808          | 700,000           | 742,000       | 786,520       | 833,711       | 883,734       |
| Interest                     | 513,719          | 545,000            | 500,000           | 530,000       | 561,800       | 595,508       | 631,238       |
| Mobile Home Taxes            | 175,596          | 229,056            | 245,090           | 259,795       | 275,383       | 291,906       | 309,420       |
| Machinery & Tools            | 93,624           | 99,120             | 156,835           | 166,245       | 176,220       | 186,793       | 198,001       |
| Total                        | \$123,834,474    | \$134,673,820      | \$144,768,013     | \$152,336,251 | \$163,627,844 | \$175,952,002 | \$189,016,291 |
| Other Local Taxes            |                  |                    |                   |               |               |               |               |
| Local Sales & Use Taxes      | \$9,369,549      | \$10,300,000       | \$11,500,000      | \$12,190,000  | \$12,921,400  | \$13,696,684  | \$14,518,485  |
| Utility Consumers Taxes      | 6,966,694        | 7,542,711          | 7,310,000         | 7,748,600     | 8,213,516     | 8,706,327     | 9,228,707     |
| Local Meals Tax              | 4,343,493        | 4,777,842          | 5,000,000         | 5,300,000     | 5,618,000     | 5,955,080     | 6,312,385     |
| Recordation Taxes - Local    | 4,013,675        | 4,214,359          | 4,300,000         | 4,558,000     | 4,831,480     | 5,121,369     | 5,428,651     |
| Motor Vehicle Licenses       | 2,223,491        | 2,445,840          | 2,425,000         | 2,570,500     | 2,724,730     | 2,888,214     | 3,061,507     |
| Utility License Taxes        | 317,032          | 348,735            | 300,000           | 318,000       | 337,080       | 357,305       | 378,743       |
| Bank Stock Taxes             | 204,061          | 224,467            | 210,000           | 222,600       | 235,956       | 250,113       | 265,120       |
| Transient Occupancy Tax 2%   | 387,215          | 203,288            | 0                 | 0             | 0             | 0             | 0             |
| Total                        | \$27,825,210     | \$30,057,242       | \$31,045,000      | \$32,907,700  | \$34,882,162  | \$36,975,092  | \$39,193,597  |
| Service Charges & Other      |                  |                    |                   |               |               |               |               |
| Zoning & Insp Fees           | \$3,686,629      | \$5,327,500        | \$5,899,500       | \$6,253,470   | \$6,628,678   | \$7,026,399   | \$7,447,983   |
| Miscellaneous Revenue        | 5,050,013        | 8,514,591          | 4,805,016         | 5,093,317     | 5,398,916     | 5,722,851     | 6,066,222     |
| Planning & Development Fees  | 2,123,057        | 2,265,140          | 2,083,435         | 2,208,441     | 2,340,948     | 2,481,404     | 2,630,289     |
| Excess Fees of Clerks        | 772,566          | 800,000            | 1,000,000         | 1,060,000     | 1,123,600     | 1,191,016     | 1,262,477     |
| Recreation Fees              | 879,047          | 959,847            | 935,500           | 991,630       | 1,051,128     | 1,114,195     | 1,181,047     |
| Use Of Money & Property      | 894,854          | 939,597            | 926,861           | 954,667       | 983,307       | 1,012,806     | 1,043,190     |
| Cablevision Franchise Fee    | 891,194          | 900,000            | 900,000           | 954,000       | 1,011,240     | 1,071,914     | 1,136,229     |
| Fines & Forfeitures          | 772,566          | 846,500            | 843,000           | 893,580       | 947,195       | 1,004,026     | 1,064,268     |
| Gymnastics Fees              | 613,484          | 575,000            | 600,000           | 636,000       | 674,160       | 714,610       | 757,486       |
| Health Dept Fees-Well/Septic | 72,088           | 80,000             | 75,000            | 80,000        | 80,000        | 80,000        | 80,000        |
| Animal Licenses & Charges    | 75,961           | 73,000             | 72,500            | 76,850        | 81,461        | 86,349        | 91,530        |
| Total                        | \$15,831,459     | \$21,281,175       | \$18,140,812      | \$19,201,955  | \$20,320,632  | \$21,505,571  | \$22,760,721  |
| State & Federal Sources      |                  |                    |                   |               |               |               |               |
| Social Services - State/Fed  | \$5,304,269      | 5,524,828          | 6,041,718         | \$6,404,221   | \$6,788,474   | \$7,195,783   | \$7,627,530   |
| State - Shared Expenses      | 4,609,506        | 4,974,942          | 5,165,050         | 5,474,953     | 5,803,450     | 6,151,657     | 6,520,757     |
| Comprehensive Services Act   | 1,641,963        | 2,508,001          | 2,181,960         | 2,312,878     | 2,451,650     | 2,598,749     | 2,754,674     |
| State-Non Categorical Aid    | 1,379,203        | 1,460,000          | 1,674,645         | 1,775,124     | 1,881,631     | 1,994,529     | 2,114,201     |
| Federal                      | 582,908          | 375,165            | 532,000           | 563,920       | 597,755       | 633,621       | 671,638       |
| State Fire Program Fund      | 182,060          | 140,000            | 220,000           | 233,200       | 247,192       | 262,024       | 277,745       |
| Emergency Medical Services   | 45,475           | 50,000             | 80,000            | 84,800        | 89,888        | 95,281        | 100,998       |
| State Reimbursement          | 357,331          | 225,384            | 20,000            | 21,200        | 22,472        | 23,820        | 25,250        |
| Litter Control               | 11,344           | 15,000             | 15,000            | 15,000        | 15,000        | 15,000        | 15,000        |
| Abandoned Vehicles           | 3,150            | 5,000              | 3,500             | 5,000         | 5,000         | 5,000         | 5,000         |
| Recordation Roads/Schools    | 0                | 0                  | 0                 | 0             | 0             | 0             | 0             |
| Total                        | \$14,117,209     | 15,278,320         | 15,933,873        | \$16,890,295  | \$17,902,513  | \$18,975,464  | \$20,112,792  |
| Total Sources of Financing   | \$181,608,351    | \$201,290,557      | \$209,887,698     | \$221,336,201 | \$236,733,152 | \$253,408,128 | \$271,083,401 |

# FIVE YEAR OPERATING BUDGET MODEL

| Uses of Finances               | FY2005             | FY2006             | FY2007             | Fiscal Year        |                    |                    |                    |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                | Actual             | Estimate           | Budget             | 2008               | 2009               | 2010               | 2011               |
| <b>Board of Supervisors</b>    |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$208,751          | \$209,368          | \$209,717          | \$234,883          | \$263,069          | \$294,637          | \$329,994          |
| Other Op. Costs                | 250,651            | 277,182            | 344,180            | 357,947            | 372,265            | 387,156            | 402,642            |
| <b>Total</b>                   | <b>\$459,402</b>   | <b>\$486,550</b>   | <b>\$553,897</b>   | <b>\$592,830</b>   | <b>\$635,334</b>   | <b>\$681,793</b>   | <b>\$732,636</b>   |
| <b>County Administration</b>   |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$698,672          | \$865,887          | \$927,036          | \$1,038,280        | \$1,162,874        | \$1,302,419        | \$1,458,709        |
| Other Op. Costs                | 96,644             | 141,442            | 82,590             | 85,894             | 89,329             | 92,903             | 96,619             |
| <b>Total</b>                   | <b>\$795,316</b>   | <b>\$1,007,329</b> | <b>\$1,009,626</b> | <b>\$1,124,174</b> | <b>\$1,252,203</b> | <b>\$1,395,321</b> | <b>\$1,555,328</b> |
| <b>Human Resources</b>         |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$483,526          | \$385,418          | \$551,413          | \$617,583          | \$691,692          | \$774,696          | \$867,659          |
| Other Op. Costs                | 165,261            | 116,708            | 101,978            | 106,057            | 110,299            | 114,711            | 119,300            |
| <b>Total</b>                   | <b>\$648,787</b>   | <b>\$502,126</b>   | <b>\$653,391</b>   | <b>\$723,640</b>   | <b>\$801,992</b>   | <b>\$889,407</b>   | <b>\$986,959</b>   |
| <b>County Attorney</b>         |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$547,536          | \$606,350          | \$904,814          | \$1,013,392        | \$1,134,999        | \$1,271,199        | \$1,423,742        |
| Other Op. Costs                | 173,225            | 529,036            | 249,677            | 259,664            | 270,051            | 280,853            | 292,087            |
| <b>Total</b>                   | <b>\$720,761</b>   | <b>\$1,135,386</b> | <b>\$1,154,491</b> | <b>\$1,273,056</b> | <b>\$1,405,049</b> | <b>\$1,552,051</b> | <b>\$1,715,828</b> |
| <b>Commissioner Of Revenue</b> |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$1,887,514        | \$1,990,469        | \$2,202,002        | \$2,466,242        | \$2,762,191        | \$3,093,654        | \$3,464,893        |
| Other Op. Costs                | 284,220            | 262,246            | 284,103            | 295,467            | 307,286            | 319,577            | 332,360            |
| Capital                        | 0                  | 56,912             | 35,000             | 36,400             | 37,856             | 39,370             | 40,945             |
| <b>Total</b>                   | <b>\$2,171,734</b> | <b>\$2,309,627</b> | <b>\$2,521,105</b> | <b>\$2,798,109</b> | <b>\$3,107,333</b> | <b>\$3,452,602</b> | <b>\$3,838,198</b> |
| <b>Treasurer</b>               |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$1,085,767        | \$1,237,821        | \$1,327,633        | \$1,486,949        | \$1,665,383        | \$1,865,229        | \$2,089,056        |
| Other Op. Costs                | 485,086            | 679,682            | 688,798            | 716,350            | 745,004            | 774,804            | 805,796            |
| Capital                        | 15,212             | 20,250             | 12,700             | 13,208             | 13,736             | 14,286             | 14,857             |
| <b>Total</b>                   | <b>\$1,586,065</b> | <b>\$1,937,753</b> | <b>\$2,029,131</b> | <b>\$2,216,507</b> | <b>\$2,424,123</b> | <b>\$2,654,319</b> | <b>\$2,909,710</b> |
| <b>Finance</b>                 |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$1,055,143        | \$1,106,027        | \$1,167,022        | \$1,307,065        | \$1,463,912        | \$1,639,582        | \$1,836,332        |
| Other Op. Costs                | 163,525            | 269,706            | 814,424            | 847,001            | 880,881            | 916,116            | 952,761            |
| Capital                        | 16,275             | 26,110             | 12,000             | 12,480             | 12,979             | 13,498             | 14,038             |
| <b>Total</b>                   | <b>\$1,234,943</b> | <b>\$1,401,843</b> | <b>\$1,993,446</b> | <b>\$2,166,546</b> | <b>\$2,357,773</b> | <b>\$2,569,197</b> | <b>\$2,803,131</b> |
| <b>Budget</b>                  |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$256,466          | \$285,397          | \$308,940          | \$346,013          | \$387,534          | \$434,038          | \$486,123          |
| Other Op. Costs                | 41,981             | 58,003             | 36,836             | 38,309             | 39,842             | 41,435             | 43,093             |
| <b>Total</b>                   | <b>\$298,447</b>   | <b>\$343,400</b>   | <b>\$345,776</b>   | <b>\$384,322</b>   | <b>\$427,376</b>   | <b>\$475,475</b>   | <b>\$529,216</b>   |
| <b>Information Technology</b>  |                    |                    |                    |                    |                    |                    |                    |
| Personnel Costs                | \$1,325,469        | \$1,518,353        | \$1,596,872        | \$1,788,497        | \$2,003,116        | \$2,243,490        | \$2,512,709        |
| Other Op. Costs                | 448,214            | 626,084            | 696,842            | 724,716            | 753,704            | 783,852            | 815,207            |
| Capital                        | 134,868            | 160,902            | 134,000            | 139,360            | 144,934            | 150,732            | 156,761            |
| <b>Total</b>                   | <b>\$1,908,551</b> | <b>\$2,305,339</b> | <b>\$2,427,714</b> | <b>\$2,652,572</b> | <b>\$2,901,756</b> | <b>\$3,178,074</b> | <b>\$3,484,677</b> |

# FIVE YEAR OPERATING BUDGET MODEL

|  | FY2005<br>Actual    | FY2006<br>Estimate  | FY2007<br>Budget    | Fiscal Year         |                     |                     |                     |  |  |  |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|--|--|
|  | 2008                | 2009                | 2010                | 2011                |                     |                     |                     |  |  |  |
| <b>Uses of Finances</b>                      |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| <u>Registrar &amp; Electoral Board</u>       |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$262,312           | \$265,689           | \$264,520           | \$296,262           | \$331,814           | \$371,632           | \$416,227           |  |  |  |
| Other Op. Costs                              | 63,142              | 71,370              | 62,100              | 64,584              | 67,167              | 69,854              | 72,648              |  |  |  |
| Capital                                      | 0                   | 0                   | 15,600              | 16,224              | 16,873              | 17,548              | 18,250              |  |  |  |
| <b>Total</b>                                 | <b>\$325,454</b>    | <b>\$337,059</b>    | <b>\$342,220</b>    | <b>\$377,070</b>    | <b>\$415,854</b>    | <b>\$459,033</b>    | <b>\$507,125</b>    |  |  |  |
| <u>Courts</u>                                |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$1,110,865         | \$1,483,940         | \$1,337,734         | \$1,498,262         | \$1,678,054         | \$1,879,420         | \$2,104,950         |  |  |  |
| Other Op. Costs                              | 296,393             | 487,582             | 581,353             | 604,607             | 628,791             | 653,943             | 680,101             |  |  |  |
| Capital                                      | 144,561             | 27,450              | 35,000              | 36,400              | 37,856              | 39,370              | 40,945              |  |  |  |
| <b>Total</b>                                 | <b>\$1,551,819</b>  | <b>\$1,998,972</b>  | <b>\$1,954,087</b>  | <b>\$2,139,269</b>  | <b>\$2,344,701</b>  | <b>\$2,572,733</b>  | <b>\$2,825,989</b>  |  |  |  |
| <u>Commonwealth's Attorney</u>               |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$1,432,389         | \$1,807,322         | \$1,951,676         | \$2,185,877         | \$2,448,182         | \$2,741,964         | \$3,071,000         |  |  |  |
| Other Op. Costs                              | 98,389              | 115,112             | 191,899             | 199,575             | 207,558             | 215,860             | 224,495             |  |  |  |
| <b>Total</b>                                 | <b>\$1,530,778</b>  | <b>\$1,922,434</b>  | <b>\$2,143,575</b>  | <b>\$2,385,452</b>  | <b>\$2,655,740</b>  | <b>\$2,957,824</b>  | <b>\$3,295,494</b>  |  |  |  |
| <u>Sheriff</u>                               |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$10,963,261        | \$11,636,605        | \$13,047,648        | \$14,613,366        | \$16,366,970        | \$18,331,006        | \$20,530,727        |  |  |  |
| Other Op. Costs                              | 1,552,684           | 2,102,920           | 2,243,726           | 2,333,475           | 2,426,814           | 2,523,887           | 2,624,842           |  |  |  |
| Capital                                      | 1,028,752           | 848,628             | 1,107,940           | 1,152,258           | 1,198,348           | 1,246,282           | 1,296,133           |  |  |  |
| <b>Total</b>                                 | <b>\$13,544,697</b> | <b>\$14,588,153</b> | <b>\$16,399,314</b> | <b>\$18,099,098</b> | <b>\$19,992,133</b> | <b>\$22,101,174</b> | <b>\$24,451,702</b> |  |  |  |
| <u>Corrections</u>                           |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Jail   | \$3,504,813         | \$4,184,119         | \$5,037,925         | \$5,239,442         | \$5,449,020         | \$5,666,980         | \$5,893,660         |  |  |  |
| Rapp. Juvenile Det. Home                     | 1,724,267           | 1,435,409           | 1,419,417           | 1,476,194           | 1,535,241           | 1,596,651           | 1,660,517           |  |  |  |
| <b>Total</b>                                 | <b>\$5,229,080</b>  | <b>\$5,619,528</b>  | <b>\$6,457,342</b>  | <b>\$6,715,636</b>  | <b>\$6,984,261</b>  | <b>\$7,263,632</b>  | <b>\$7,554,177</b>  |  |  |  |
| <u>Fire, Rescue &amp; Emergency Services</u> |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Vol Fire & Rescue Organizations              | \$3,626,468         | \$2,998,590         | \$1,355,736         | \$1,409,965         | \$1,466,364         | \$1,525,019         | \$1,586,019         |  |  |  |
| Fire & Rescue Administration                 | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |  |  |  |
| Personnel Costs                              | 2,771,709           | 3,804,508           | 5,946,519           | 6,660,101           | 7,459,313           | 8,354,431           | 9,356,963           |  |  |  |
| Other Op. Costs                              | 497,297             | 532,497             | 2,429,880           | 2,527,075           | 2,628,158           | 2,733,285           | 2,842,616           |  |  |  |
| Capital                                      | 53,152              | 93,101              | 560,000             | 582,400             | 605,696             | 629,924             | 655,121             |  |  |  |
| <b>Total</b>                                 | <b>\$6,948,626</b>  | <b>\$7,428,696</b>  | <b>\$10,292,135</b> | <b>\$11,179,541</b> | <b>\$12,159,532</b> | <b>\$13,242,658</b> | <b>\$14,440,719</b> |  |  |  |
| <u>Code Administration</u>                   |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$2,526,741         | \$3,318,258         | \$3,341,357         | \$3,742,320         | \$4,191,398         | \$4,694,366         | \$5,257,690         |  |  |  |
| Other Op. Costs                              | 1,494,758           | 1,643,793           | 2,496,336           | 2,596,189           | 2,700,037           | 2,808,038           | 2,920,360           |  |  |  |
| Capital                                      | 52,770              | 366,279             | 129,500             | 134,680             | 140,067             | 145,670             | 151,497             |  |  |  |
| <b>Total</b>                                 | <b>\$4,074,269</b>  | <b>\$5,328,330</b>  | <b>\$5,967,193</b>  | <b>\$6,473,189</b>  | <b>\$7,031,501</b>  | <b>\$7,648,075</b>  | <b>\$8,329,547</b>  |  |  |  |
| <u>Solid Waste</u>                           |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$144,640           | \$148,091           | \$148,383           | \$166,189           | \$186,132           | \$208,467           | \$233,484           |  |  |  |
| Other Op. Costs                              | 40,089              | 54,532              | 60,300              | 62,712              | 65,220              | 67,829              | 70,542              |  |  |  |
| <b>Total</b>                                 | <b>\$184,729</b>    | <b>\$202,623</b>    | <b>\$208,683</b>    | <b>\$228,900</b>    | <b>\$251,352</b>    | <b>\$276,297</b>    | <b>\$304,025</b>    |  |  |  |
| <u>Property Management</u>                   |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$1,033,368         | \$1,291,366         | \$1,468,680         | \$1,644,922         | \$1,842,312         | \$2,063,390         | \$2,310,996         |  |  |  |
| Other Op. Costs                              | 1,468,559           | 1,586,680           | 1,977,694           | 2,056,802           | 2,139,074           | 2,224,637           | 2,313,622           |  |  |  |
| Capital                                      | 303,111             | 197,615             | 573,330             | 596,263             | 620,114             | 644,918             | 670,715             |  |  |  |
| <b>Total</b>                                 | <b>\$2,805,038</b>  | <b>\$3,075,661</b>  | <b>\$4,019,704</b>  | <b>\$4,297,987</b>  | <b>\$4,601,500</b>  | <b>\$4,932,946</b>  | <b>\$5,295,333</b>  |  |  |  |
| <u>Parks &amp; Recreation</u>                |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$2,481,687         | \$2,817,998         | \$3,090,197         | \$3,461,021         | \$3,876,343         | \$4,341,504         | \$4,862,485         |  |  |  |
| Other Op. Costs                              | 1,314,527           | 1,505,925           | 1,819,775           | 1,892,566           | 1,968,269           | 2,046,999           | 2,128,879           |  |  |  |
| Capital                                      | 229,122             | 142,200             | 138,500             | 144,040             | 149,802             | 155,794             | 162,025             |  |  |  |
| <b>Total</b>                                 | <b>\$4,025,336</b>  | <b>\$4,466,123</b>  | <b>\$5,048,472</b>  | <b>\$5,497,627</b>  | <b>\$5,994,414</b>  | <b>\$6,544,297</b>  | <b>\$7,153,390</b>  |  |  |  |
| <u>Planning</u>                              |                     |                     |                     |                     |                     |                     |                     |  |  |  |
| Personnel Costs                              | \$1,181,266         | \$1,442,021         | \$1,507,236         | \$1,688,104         | \$1,890,677         | \$2,117,558         | \$2,371,665         |  |  |  |
| Other Op. Costs                              | 192,227             | 782,355             | 699,104             | 727,068             | 756,151             | 786,397             | 817,853             |  |  |  |
| Capital                                      | 3,037               | 133,961             | 66,481              | 69,140              | 71,906              | 74,782              | 77,773              |  |  |  |
| <b>Total</b>                                 | <b>\$1,376,530</b>  | <b>\$2,358,337</b>  | <b>\$2,272,821</b>  | <b>\$2,484,313</b>  | <b>\$2,718,734</b>  | <b>\$2,978,737</b>  | <b>\$3,267,290</b>  |  |  |  |



# FIVE YEAR OPERATING BUDGET MODEL

|   | FY2005<br>Actual | FY2006<br>Estimate | FY2007<br>Budget | Fiscal Year   |                |                |                |
|---|------------------|--------------------|------------------|---------------|----------------|----------------|----------------|
|   | 2008             | 2009               | 2010             | 2011          |                |                |                |
| <b>Uses of Finances</b>                         |                  |                    |                  |               |                |                |                |
| <u>Economic Development/Legislative Affairs</u> |                  |                    |                  |               |                |                |                |
| Personnel Costs                                 | \$472,393        | \$486,425          | \$538,885        | \$603,551     | \$675,977      | \$757,095      | \$847,946      |
| Other Op. Costs                                 | 420,251          | 396,302            | 434,888          | 452,284       | 470,375        | 489,190        | 508,757        |
| Total   | \$892,644        | \$882,727          | \$973,773        | \$1,055,835   | \$1,146,352    | \$1,246,284    | \$1,356,704    |
| <u>Regional &amp; Comm. Agencies</u>            |                  |                    |                  |               |                |                |                |
| Rapp. Regional Library                          | \$3,469,223      | \$3,781,388        | \$4,165,906      | \$4,332,542   | \$4,505,844    | \$4,686,078    | \$4,873,521    |
| Health Department                               | 509,160          | 544,410            | 579,502          | 602,682       | 626,789        | 651,861        | 677,935        |
| Other Community Agencies                        | 648,766          | 632,995            | 702,534          | 730,635       | 759,861        | 790,255        | 821,865        |
| Regional Parks                                  | 273,882          | 270,289            | 286,588          | 298,052       | 309,974        | 322,373        | 335,267        |
| Rapp. Area Comm Service Bd.                     | 231,478          | 249,151            | 260,363          | 270,778       | 281,609        | 292,873        | 304,588        |
| Chaplin Youth Center                            | 184,280          | 184,280            | 184,280          | 191,651       | 199,317        | 207,290        | 215,582        |
| Germanna Comm. College                          | 11,580           | 16,924             | 19,154           | 19,920        | 20,717         | 21,546         | 22,407         |
| Total   | \$5,328,369      | \$5,679,437        | \$6,198,327      | \$6,446,259   | \$6,704,109    | \$6,972,275    | \$7,251,167    |
| <u>Cooperative Extension Program</u>            |                  |                    |                  |               |                |                |                |
| Personnel Costs                                 | \$83,270         | \$87,351           | \$103,851        | \$116,313     | \$130,271      | \$145,903      | \$163,412      |
| Other Op. Costs                                 | 87,564           | 97,876             | 109,914          | 114,311       | 118,883        | 123,638        | 128,584        |
| Total   | \$170,834        | \$185,227          | \$213,765        | \$230,625     | \$249,154      | \$269,541      | \$291,994      |
| <u>Capital Projects</u>                         |                  |                    |                  |               |                |                |                |
| Total   | \$3,406,979      | \$9,590,061        | \$1,200,000      | \$2,213,362   | \$2,367,332    | \$2,534,081    | \$2,710,834    |
| <u>Non-Departmental</u>                         |                  |                    |                  |               |                |                |                |
| Other Op. Costs                                 | 1,025,115        | 1,163,720          | 898,828          | 934,781       | 972,172        | 1,011,059      | 1,051,502      |
| Total   | \$1,025,115      | \$1,163,720        | \$898,828        | \$934,781     | \$972,171      | \$1,011,058    | \$1,051,502    |
| <u>Debt Service</u>                             |                  |                    |                  |               |                |                |                |
| Total   | \$3,413,769      | \$3,655,737        | \$3,561,469      | \$4,293,621   | \$6,204,821    | \$6,078,685    | \$4,872,303    |
| <u>Social Services</u>                          |                  |                    |                  |               |                |                |                |
| Personnel Costs                                 | \$3,208,847      | \$3,748,248        | \$3,779,539      | \$4,233,084   | \$4,741,054    | \$5,309,980    | \$5,947,178    |
| Other Op. Costs                                 | 3,011,791        | 3,629,737          | 4,236,512        | 4,405,972     | 4,582,211      | 4,765,500      | 4,956,120      |
| Total   | \$6,220,638      | \$7,377,985        | \$8,016,051      | \$8,639,057   | \$9,323,265    | \$10,075,479   | \$10,903,298   |
| <u>Comprehensive Services Act</u>               |                  |                    |                  |               |                |                |                |
| Personnel Costs                                 | \$52,890         | \$122,816          | \$129,286        | \$144,800     | \$162,176      | \$181,638      | \$203,434      |
| Other Op. Costs                                 | 3,749,028        | 3,466,722          | 3,669,193        | 3,815,961     | 3,968,599      | 4,127,343      | 4,292,437      |
| Total   | \$3,801,918      | \$3,589,538        | \$3,798,479      | \$3,960,761   | \$4,130,776    | \$4,308,982    | \$4,495,871    |
| <u>Other Transfers</u>                          |                  |                    |                  |               |                |                |                |
| Total   | \$846,508        | \$4,076,570        | \$697,981        | \$0           | \$0            | \$0            | \$0            |
| <u>School</u>                                   |                  |                    |                  |               |                |                |                |
| Operating                                       | \$69,381,714     | \$94,552,058       | \$93,791,777     | \$105,577,546 | \$110,340,040  | \$119,943,566  | \$130,404,204  |
| Debt  | 24,070,212       | 25,008,414         | 26,208,223       | 23,883,780    | 28,373,444     | 28,822,203     | 29,017,458     |
| Total   | \$93,451,926     | \$119,560,472      | \$120,000,000    | \$129,461,326 | \$138,713,484  | \$148,765,769  | \$159,421,662  |
| Total Uses of Finances                          | \$169,979,062    | \$214,516,743      | \$213,352,796    | \$231,045,465 | \$250,274,126  | \$269,087,802  | \$288,335,807  |
| <u>Projected Sources</u>                        |                  |                    |                  |               |                |                |                |
| Over <Under> Uses                               | \$11,629,289     | (\$13,226,186)     | (\$3,465,098)    | (\$9,709,264) | (\$13,540,974) | (\$15,679,674) | (\$17,252,406) |
| Total % Budget Increase                         |                  | 26.20              | (0.54)           | 8.29          | 8.32           | 7.52           | 7.15           |

# GENERAL FUND BALANCE ANALYSIS

The schedule indicates the allocation of the general fund balance at June 30, 2004 and 2005, with a projection for 2006 and the budgeted estimate for the end of Fiscal Year 2007. Maintaining an adequate general fund balance is an essential element of financial strength and stability. The need for this balance or working capital reserve includes:

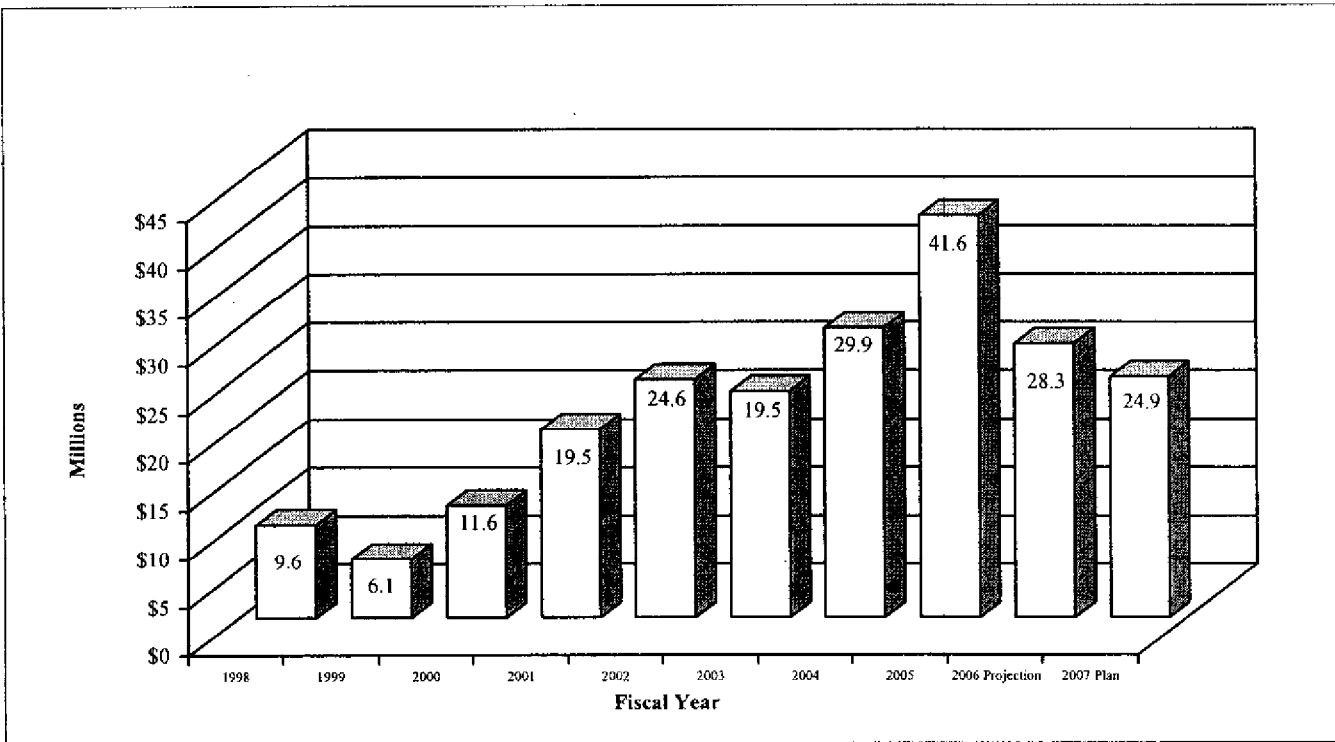
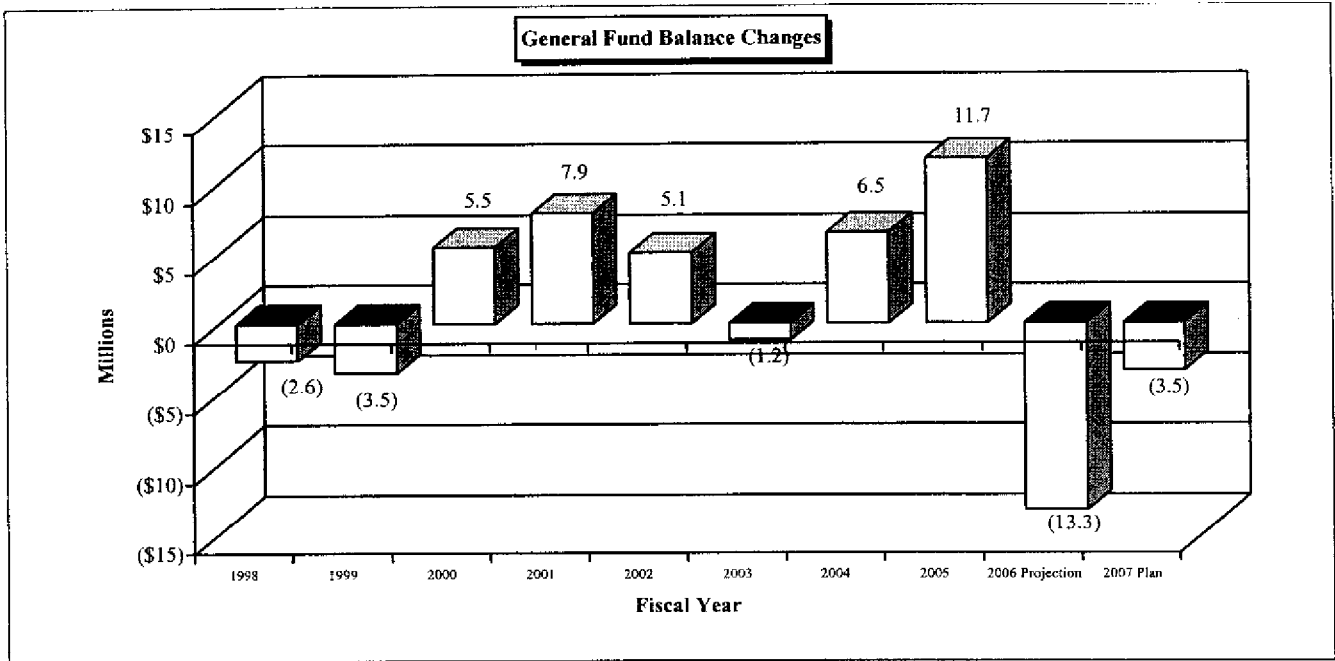
- Funding for emergency repairs
- Self-insurance to help offset any extraordinary costs
- A cash reserve to help stabilize monthly cash flow requirements
- Strong credit rating
- A revolving source of funding
- A cash reserve to be combined with other temporary cash balances to promote higher interest rates for all short-term investments
- A source of temporary loans for school construction projects
- A source of local funding to match state/federal grants
- A cushion to help provide long-term financial stability
- A source of interest revenue

The Board's concern for both financial stability and the need to provide citizens with enhanced quality of services is monitored at the Midyear Budget Review. During these reports, staff provides updates to ensure that the financial plan is in line with the estimates, and if not, prepares the adjustments that are necessary. Monitoring of the budget is continual throughout the fiscal year. A current review of the FY2006 budget indicates that the expenditures are expected to exceed the revenues by approximately \$13.2 million. Fund balance as of June 30, 2007 is estimated to be \$24.9 million. Currently, the FY2007 budget utilizes \$3.5 million of reserves as a funding source. The unreserved portion of the Fund Balance for FY2007 is projected to be \$23.8 million. It is anticipated that the Unreserved, Fund Balance for FY2006 will fall short of the 10% target of General Fund Revenues by 1%. And FY2007 will exceed the 10% target of General Fund Revenues by 1%.

|                                     | FY2004<br>Actual    | FY2005<br>Actual    | FY2006<br>Projection | FY2007<br>Plan      |
|-------------------------------------|---------------------|---------------------|----------------------|---------------------|
| Fund balance, beginning of year     | <u>23,431,514</u>   | <u>29,936,230</u>   | <u>41,565,519</u>    | <u>28,339,333</u>   |
| Revenues                            | 162,399,505         | 181,608,351         | 201,290,557          | 209,887,698         |
| Local School Funding                | (70,272,303)        | (69,381,714)        | (94,552,058)         | (91,904,806)        |
| Debt Service                        | (18,946,218)        | (24,070,212)        | (25,008,414)         | (28,095,194)        |
| Expenditures                        | <u>(66,676,268)</u> | <u>(76,527,136)</u> | <u>(94,956,271)</u>  | <u>(93,352,796)</u> |
| Total expenditures & transfer       | (155,894,789)       | (169,979,062)       | (214,516,743)        | (213,352,796)       |
| Fund balance, end of year           | <u>29,936,230</u>   | <u>41,565,519</u>   | <u>28,339,333</u>    | <u>24,874,235</u>   |
| <b>Fund Balance Allocation:</b>     |                     |                     |                      |                     |
| Reserved:                           |                     |                     |                      |                     |
| Debt Service - COPS                 | 1,017,527           | 1,056,744           | 1,056,744            | 1,056,744           |
| Encumbrances & Commitments          | 4,599,924           | 4,592,389           | -----                | -----               |
| Schools one-time non-recurring exp. | -----               | 2,234,358           | 5,740,530            | -----               |
| Purchase of Land Parcels R05-344    | -----               | 3,600,000           | -----                | -----               |
| Future Budgets                      | 5,094,112           | 3,054,871           | 3,465,098            | -----               |
| Radio System R05-178                | -----               | 2,997,278           | -----                | -----               |
| Unreserved:                         |                     |                     |                      |                     |
|                                     | <u>19,224,667</u>   | <u>24,029,879</u>   | <u>18,076,961</u>    | <u>23,817,491</u>   |
| % of Revenues                       | 12%                 | 13%                 | 9%                   | 11%                 |
| 10% Target of Revenues              | <u>16,239,951</u>   | <u>18,160,835</u>   | <u>20,129,056</u>    | <u>20,988,770</u>   |
| Variance above (below)              | 2,984,716           | 5,869,044           | (2,052,095)          | 2,828,721           |
| Fund balance, end of year           | <u>29,936,230</u>   | <u>41,565,519</u>   | <u>28,339,333</u>    | <u>24,874,235</u>   |

# REVENUE VS. EXPENDITURE CHANGES FY1998 TO FY2007

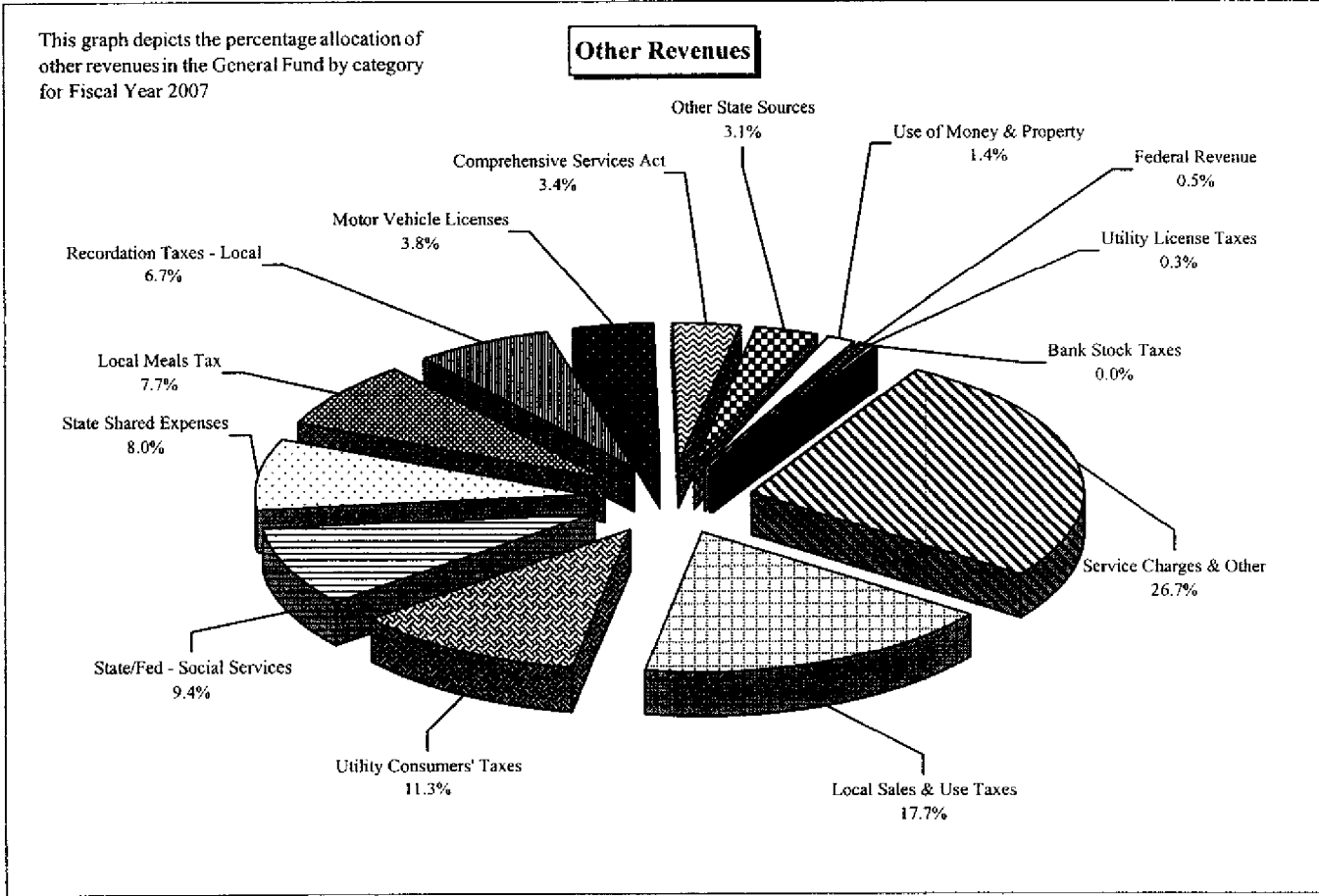
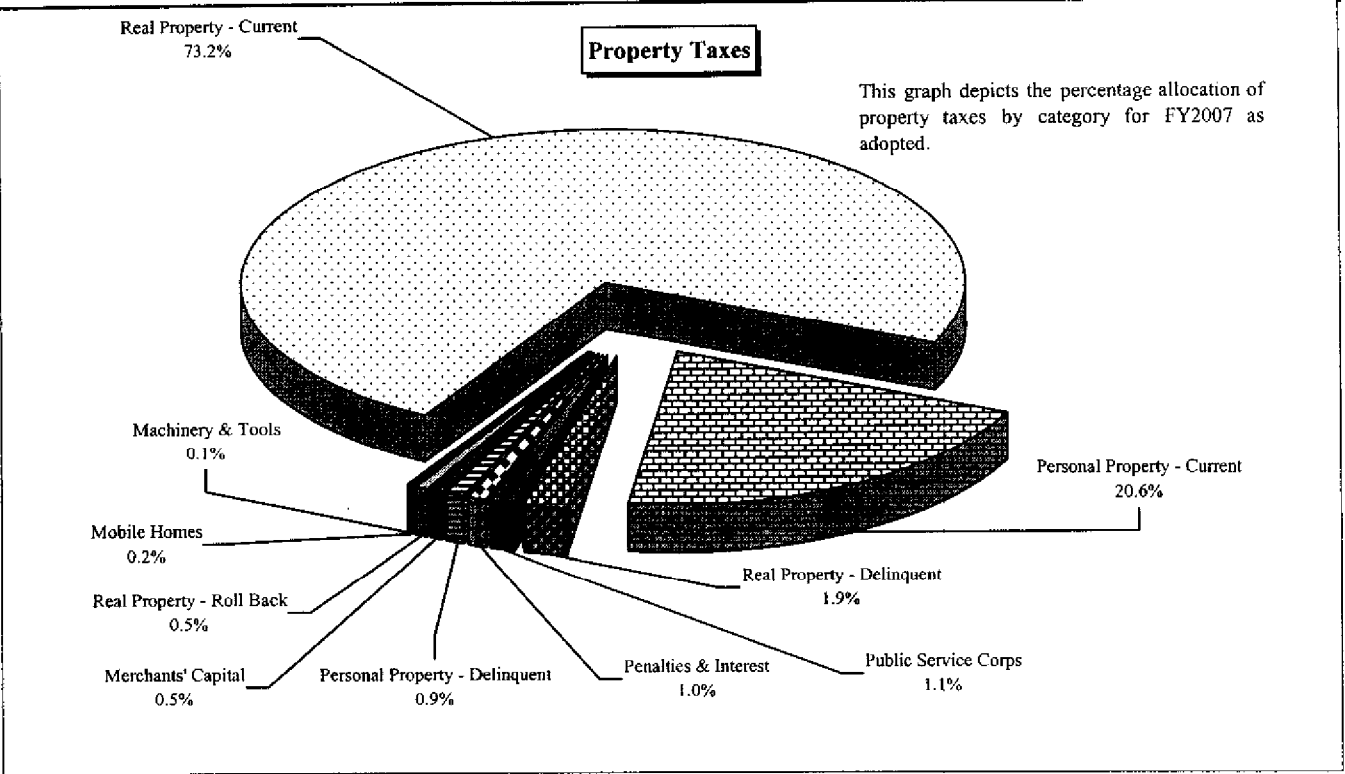
General Fund revenues have relied heavily on the use of reserves as a source of funding for this period of time. The Adopted Fiscal Year 2007 General Fund Budget includes \$3.5 million of Prior Year Fund Balance as a revenue source. The plan projects reserves to be \$24.9 million on June 30, 2007.



# REVENUE PROJECTION

|                                | FY2005<br>Actual     | FY2006               |                      | Adopted<br>Revenue<br>Plan | FY2007   |              |
|--------------------------------|----------------------|----------------------|----------------------|----------------------------|--|--------------|
|                                |                      | Adopted<br>Budget    | Latest<br>Estimate   |                            | Changes<br>'06 Adopted Budget vs.<br>'07 Adopted Revenue |              |
| <b>Property Taxes</b>          |                      |                      |                      |                            |  |              |
| Real Property - Current        | \$87,893,746         | \$98,571,729         | \$96,051,964         | \$106,004,091              | \$7,432,362  | 7.5%         |
| Personal Property - Current    | 27,077,057           | 27,901,230           | 29,301,590           | 29,759,593                 | 1,858,363  | 6.7%         |
| Real Property - Delinquent     | 2,422,970            | 2,500,000            | 2,624,270            | 2,800,000                  | 300,000  | 12.0%        |
| Public Service Corps           | 2,025,835            | 1,500,000            | 1,740,442            | 1,600,000                  | 100,000  | 6.7%         |
| Penalties & Interest           | 1,577,763            | 1,551,000            | 1,551,000            | 1,500,000                  | (51,000)   | -3.3%        |
| Personal Property - Delinquent | 1,108,310            | 2,325,000            | 1,408,772            | 1,290,000                  | (1,035,000)  | -44.5%       |
| Merchants' Capital             | 681,595              | 633,588              | 665,798              | 712,404                    | 78,816   | 12.4%        |
| Real Property - Roll Back      | 777,978              | 700,000              | 1,001,808            | 700,000                    | 0  | 0.0%         |
| Mobile Homes                   | 175,596              | 191,226              | 229,056              | 245,090                    | 53,864   | 28.2%        |
| Machinery & Tools              | 93,624               | 105,767              | 99,120               | 156,835                    | 51,068   | 48.3%        |
| <b>Total Property Taxes</b>    | <b>\$123,834,474</b> | <b>\$135,979,540</b> | <b>\$134,673,820</b> | <b>\$144,768,013</b>       | <b>\$8,788,473</b>                                       | <b>6.5%</b>  |
| <b>Other Revenue</b>           |                      |                      |                      |                            |  |              |
| Service Charges & Other        | \$14,936,605         | \$13,624,176         | \$20,341,578         | \$17,213,951               | \$3,589,775  | 26.3%        |
| Local Sales & Use Taxes        | 9,369,549            | 10,038,162           | 10,300,000           | 11,500,000                 | 1,461,838  | 14.6%        |
| Utility Consumers' Taxes       | 6,966,694            | 7,700,000            | 7,542,711            | 7,310,000                  | (390,000)  | -5.1%        |
| State/Fed - Social Services    | 5,304,269            | 5,524,828            | 5,524,828            | 6,041,718                  | 516,890  | 9.4%         |
| State Shared Expenses          | 4,609,506            | 4,899,942            | 4,974,942            | 5,165,050                  | 265,108  | 5.4%         |
| Local Meals Tax                | 4,343,493            | 4,600,000            | 4,777,842            | 5,000,000                  | 400,000  | 8.7%         |
| Recordation Taxes - Local      | 4,013,675            | 3,100,000            | 4,214,359            | 4,300,000                  | 1,200,000  | 38.7%        |
| Motor Vehicle Licenses         | 2,223,491            | 2,370,000            | 2,445,840            | 2,425,000                  | 55,000   | 2.3%         |
| Comprehensive Services Act     | 1,641,963            | 2,508,001            | 2,508,001            | 2,181,960                  | (326,041)  | -13.0%       |
| Other State Sources            | 1,978,562            | 1,845,384            | 1,895,384            | 2,013,145                  | 167,761  | 9.1%         |
| Use of Money & Property        | 894,854              | 812,430              | 939,597              | 926,861                    | 114,431  | 14.1%        |
| Federal Revenue                | 582,908              | 93,271               | 375,165              | 532,000                    | 438,729  | 470.4%       |
| Utility License Taxes          | 317,032              | 270,000              | 348,735              | 300,000                    | 30,000   | 11.1%        |
| Bank Stock Taxes               | 204,061              | 245,000              | 224,467              | 210,000                    | (35,000)   | -14.3%       |
| Transient Occupancy Tax        | 387,215              | 625,000              | 203,288              | 0                          | (625,000)  | -100.0%      |
| <b>Total Other Revenue</b>     | <b>\$57,773,877</b>  | <b>\$58,256,194</b>  | <b>\$66,616,737</b>  | <b>\$65,119,685</b>        | <b>\$6,863,491</b>                                       | <b>11.8%</b> |
| <b>Total Revenues</b>          | <b>\$181,608,351</b> | <b>\$194,235,734</b> | <b>\$201,290,557</b> | <b>\$209,887,698</b>       | <b>\$15,651,964</b>                                      | <b>8.1%</b>  |

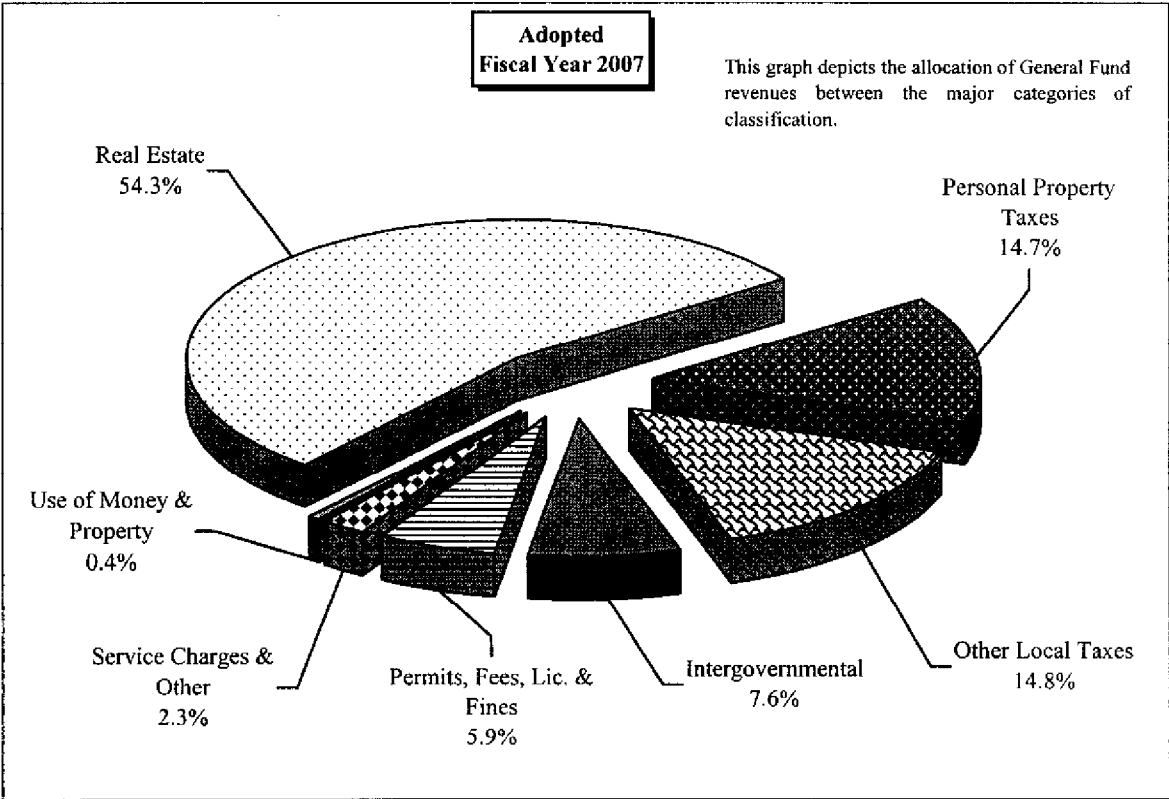
# REVENUE PROJECTION



# GENERAL FUND REVENUES

The greatest source of Stafford revenue consists of the real estate taxes (54.3%), personal property taxes (14.7%) and other taxes (14.8%). Local funding accounts for (92.4%) of the budget, while state and federal funding accounts for (7.6%).

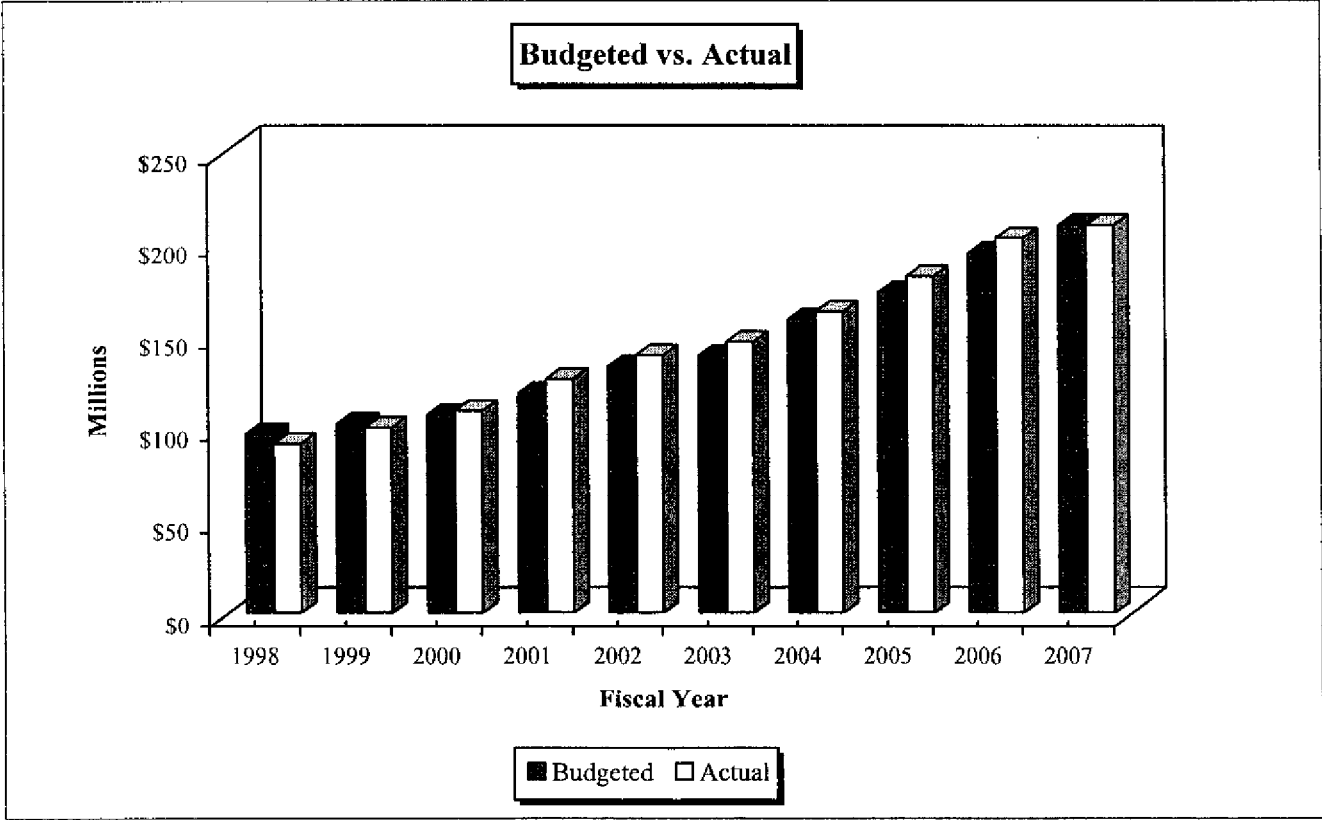
| Function                    | FY2006<br>Estimate   | Adopted<br>Budget    | FY2007                                 |             | Budget as<br>% of Total |
|-----------------------------|----------------------|----------------------|--|-------------|-------------------------|
|                             |                      |                      | Changes<br>'06 Estimate to '07 Adopted |             |                         |
| Real Estate                 | 104,378,256          | 113,894,091          | 9,515,835                              | 9.1%        | 54.3%                   |
| Personal Property Taxes     | 30,295,564           | 30,873,922           | 578,358                                | 1.9%        | 14.7%                   |
| Other Local Taxes           | 30,057,242           | 31,045,000           | 987,758                                | 3.3%        | 14.8%                   |
| Intergovernmental           | 15,278,320           | 15,933,873           | 655,553                                | 4.3%        | 7.6%                    |
| Permits, Fees, Lic. & Fines | 11,826,987           | 12,408,935           | 581,948                                | 4.9%        | 5.9%                    |
| Service Charges & Other     | 8,514,591            | 4,805,016            | (3,709,575)                            | -43.6%      | 2.3%                    |
| Use of Money & Property     | 939,597              | 926,861              | (12,736)                               | -1.4%       | 0.4%                    |
| Total                       | <u>\$201,290,557</u> | <u>\$209,887,698</u> | <u>\$8,597,141</u>                     | <u>4.3%</u> | <u>100.0%</u>           |



REVENUE ANALYSIS FY1998-FY2007

The chart below illustrates the percentage change of revenues over the previous fiscal year. The chart also lists the percentage variance between budgeted revenues and actual revenues for each fiscal year from FY1998 through FY2005. The FY2007 Budgeted Revenues reflect the revenues as adopted by the Board of Supervisors. The FY2006 Actual represents the year-end projection presented to the Board. The FY2007 actual, which is still an estimate, is the budgeted revenues minus the use of fund balance. The revenue increases have varied from just over 3% to approximately 16%. The average increase in revenues for the ten-year period is calculated to be 9.2%.

| Fiscal Year | Budgeted Revenues | vs. | Actual Revenues | Prior Year % Change | Variance    |        |
|-------------|-------------------|-----|-----------------|---------------------|-------------|--------|
|             |                   |     |                 |                     | Amount      | %      |
| 1998        | 95,874,542        |     | 90,739,781      | 3.43%               | (5,134,761) | -5.36% |
| 1999        | 101,246,965       |     | 99,435,556      | 9.58%               | (1,811,409) | -1.79% |
| 2000        | 106,332,888       |     | 108,467,630     | 9.08%               | 2,134,742   | 2.01%  |
| 2001        | 117,723,342       |     | 125,514,100     | 15.72%              | 7,790,758   | 6.62%  |
| 2002        | 132,831,878       |     | 138,746,531     | 10.54%              | 5,914,653   | 4.45%  |
| 2003        | 138,736,673       |     | 146,170,243     | 5.35%               | 7,433,570   | 5.36%  |
| 2004        | 158,540,148       |     | 162,399,505     | 11.10%              | 3,859,357   | 2.43%  |
| 2005        | 173,126,331       |     | 181,608,351     | 11.83%              | 8,482,020   | 4.90%  |
| 2006        | 194,235,734       |     | 202,557,018     | 11.54%              | 8,321,284   | 4.28%  |
| 2007        | 209,887,698       |     | 209,887,698     | 3.62%               | 0           | 0.00%  |
| Average     |                   |     |                 | 9.2%                |             | 2.3%   |



# GENERAL FUND REVENUE ANALYSIS

## Property Taxes

### Real Estate Revenue

| Real Estate Revenue        |                  |                     |                   |                                    |      |
|----------------------------|------------------|---------------------|-------------------|------------------------------------|------|
|                            | FY2005<br>Actual | FY2006<br>Estimated | FY2007            |                                    |      |
|                            |                  |                     | Adopted<br>Budget | Changes<br>'06 Est. to '07 Adopted |      |
| General Property Taxes     |                  |                     |                   |                                    |      |
| Real Property - Current    | \$87,893,746     | \$100,051,964       | \$106,004,091     | \$5,952,127                        | 6%   |
| Personal Prop - Current    | 27,077,057       | 29,301,590          | 29,759,593        | 458,003                            | 2%   |
| Real Property - Delinquent | 2,422,970        | 2,624,270           | 2,800,000         | 175,730                            | 7%   |
| Personal Prop - Delinquent | 1,108,310        | 1,408,772           | 1,290,000         | (118,772)                          | -8%  |
| Public Service Corps       | 2,025,835        | 1,740,442           | 1,600,000         | (140,442)                          | -8%  |
| Penalties                  | 1,064,044        | 1,006,000           | 1,000,000         | (6,000)                            | -1%  |
| Real Property - Roll Back  | 777,978          | 1,001,808           | 700,000           | (301,808)                          | -30% |
| Merchants Capital          | 681,595          | 665,798             | 712,404           | 46,606                             | 7%   |
| Interest                   | 513,719          | 545,000             | 500,000           | (45,000)                           | -8%  |
| Mobile Home Taxes          | 175,596          | 229,056             | 245,090           | 16,034                             | 7%   |
| Machinery & Tools          | 93,624           | 99,120              | 156,835           | 57,715                             | 58%  |
| Total                      | \$123,834,474    | \$138,673,820       | \$144,768,013     | \$6,094,193                        | 4.4% |

The real property tax rate for 2006 is proposed at \$0.68 per \$100 assessed value. Real property assessments are based on 100% of the estimated fair market value. Taxes for real property are due on December 5th and June 5th of each year. Stafford anticipates generating \$110.8 million in real estate taxes in FY2007, the single largest source of revenue in the County's budget.

Real Estate Taxes are levied on the assessments of real property (land, buildings, and improvements) as conducted by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. A general assessment for 2006 is in process with appeal hearings. Calendar Year 2008 is the next reassessment year. In order to estimate real estate for FY2006, a projection for the taxable assessed value of real property is needed for both 2006 and 2007.

During odd number years (2001, 2003 and 2005), the Commissioner of the Revenue determines the assessment on the following factors; the previous year's tax base, the cumulative assessment of all taxable parcels of land during the year; the value of all land in the County's Land Use Plan, and an estimate of new construction for the upcoming year. The Commissioner of the Revenue relies on new growth projections from the Planning and Community Development Department, as well as information from the Department of Code Administration on building permit activity. In projecting the total assessment of all taxable real property for the odd years, or the new construction years, an average increase for the years 2001, 2003, and 2005 calculates at approximately 6.0%. This 6.0% increase is assumed in projecting the future years of new construction growth. Calendar Year 2007 reflects new construction; taxable real property is estimated to be approximately \$16.3 billion.

Based on the current economy, it is anticipated that property values for 2008 will increase at a somewhat slower rate than the last general assessment, or 72% over the 2005 calendar year. The taxable assessed value of real property for 2008 is anticipated to be approximately \$19.0 billion. A conservative estimate for taxable real property through 2011 assumes a 10% increase in projecting the future for reassessment years.

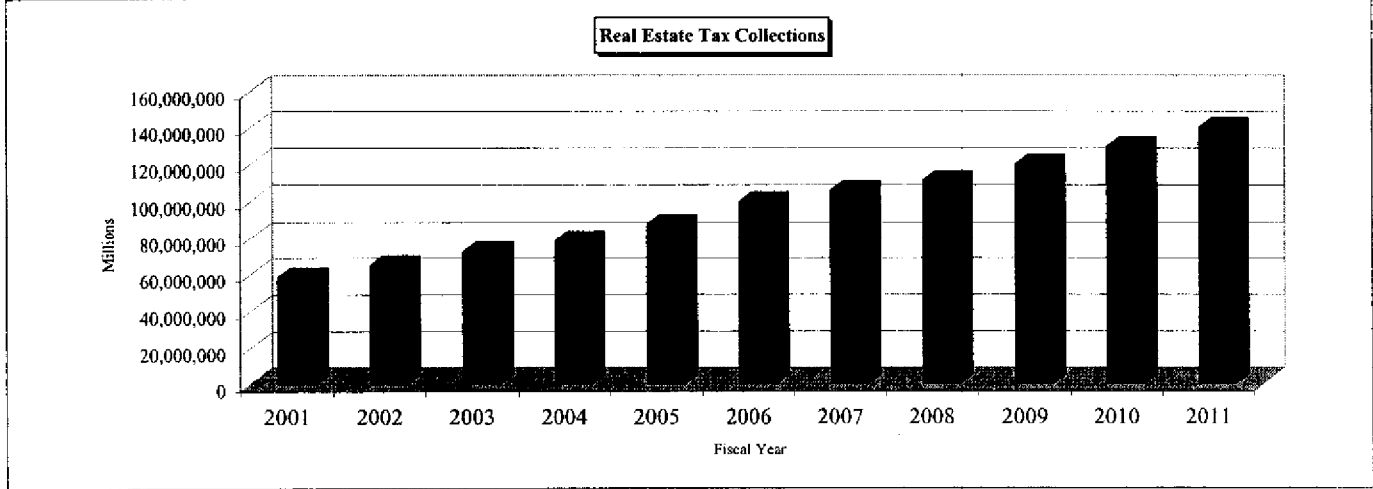
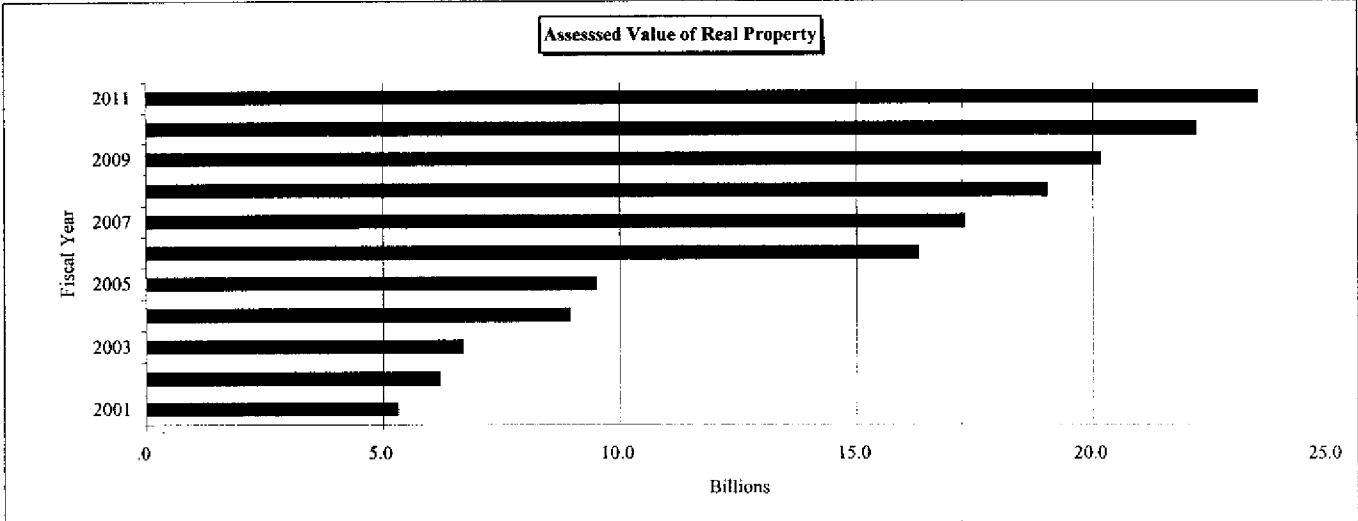
The FY2006 real property revenue is based on the following assumptions:

- 72% increase in the assessed value of all taxable real property for 2006;
- Estimating a 6% increase in the assessed value of taxable real property for 2007;
- Tax rate of \$0.63;
- FY2006 tax relief estimate of \$804,930; and
- Collection rate of 98%.



GENERAL FUND REVENUE ANALYSIS

| Calendar Year |          |                                 |                    |               |            | Fiscal Year |            |               |             |                  |                    |
|---------------|----------|---------------------------------|--------------------|---------------|------------|-------------|------------|---------------|-------------|------------------|--------------------|
|               | Tax Rate | Assessed Value of Real Property | Amount incr/(decr) | % incr/(decr) | Tax Levy   | Tax Levy    | Tax Relief | % incr/(decr) |             | Amount Collected | Amount incr/(decr) |
| 2001          | \$ 1.18  | 5,297,857,620                   | 292,087,600        | 5.84%         | 31,257,360 | 60,791,403  | 448,892    | 3.79%         | 60,342,511  | 58,532,236       | 6,367,181          |
| 2002          | \$ 1.14  | 6,184,376,500                   | 886,518,880        | 16.73%        | 35,250,946 | 66,508,306  | 476,797    | 6.22%         | 66,031,509  | 65,157,422       | 6,625,186          |
| 2003          | \$ 1.14  | 6,663,645,179                   | 479,268,679        | 7.75%         | 37,982,778 | 73,233,724  | 495,869    | 4.00%         | 72,737,855  | 72,683,098       | 7,525,676          |
| 2004          | \$ 1.14  | 8,920,629,666                   | 2,256,984,487      | 33.87%        | 50,847,589 | 88,830,367  | 603,299    | 21.67%        | 88,227,068  | 78,772,067       | 6,088,969          |
| 2005          | \$ 0.97  | 9,499,678,248                   | 579,048,582        | 6.49%         | 46,073,440 | 96,921,029  | 744,203    | 23.36%        | 96,176,826  | 87,893,746       | 9,121,679          |
| 2006          | \$ 0.63  | 16,311,640,173                  | 6,811,961,925      | 71.71%        | 51,381,667 | 97,455,106  | 773,971    | 4.00%         | 98,081,135  | 100,051,964      | 12,158,218         |
| 2007          | \$ 0.63  | 17,290,338,583                  | 978,698,410        | 6.00%         | 54,464,567 | 105,846,233 | 804,930    | 4.00%         | 105,041,303 | 106,004,091      | 5,952,127          |
| 2008          | \$ 0.63  | 19,019,372,442                  | 1,729,033,858      | 10.00%        | 59,911,023 | 114,375,590 | 837,127    | 4.00%         | 113,538,463 | 111,267,693      | 5,263,602          |
| 2009          | \$ 0.63  | 20,160,534,788                  | 1,141,162,347      | 6.00%         | 63,505,685 | 123,416,708 | 870,612    | 4.00%         | 122,546,096 | 120,095,174      | 8,827,480          |
| 2010          | \$ 0.63  | 22,176,588,267                  | 2,016,053,479      | 10.00%        | 69,856,253 | 133,361,938 | 905,437    | 4.00%         | 132,456,501 | 129,807,371      | 9,712,197          |
| 2011          | \$ 0.63  | 23,507,183,563                  | 1,330,595,296      | 6.00%         | 74,047,628 | 143,903,881 | 941,654    | 4.00%         | 142,962,227 | 140,102,983      | 10,295,612         |



# GENERAL FUND REVENUE ANALYSIS

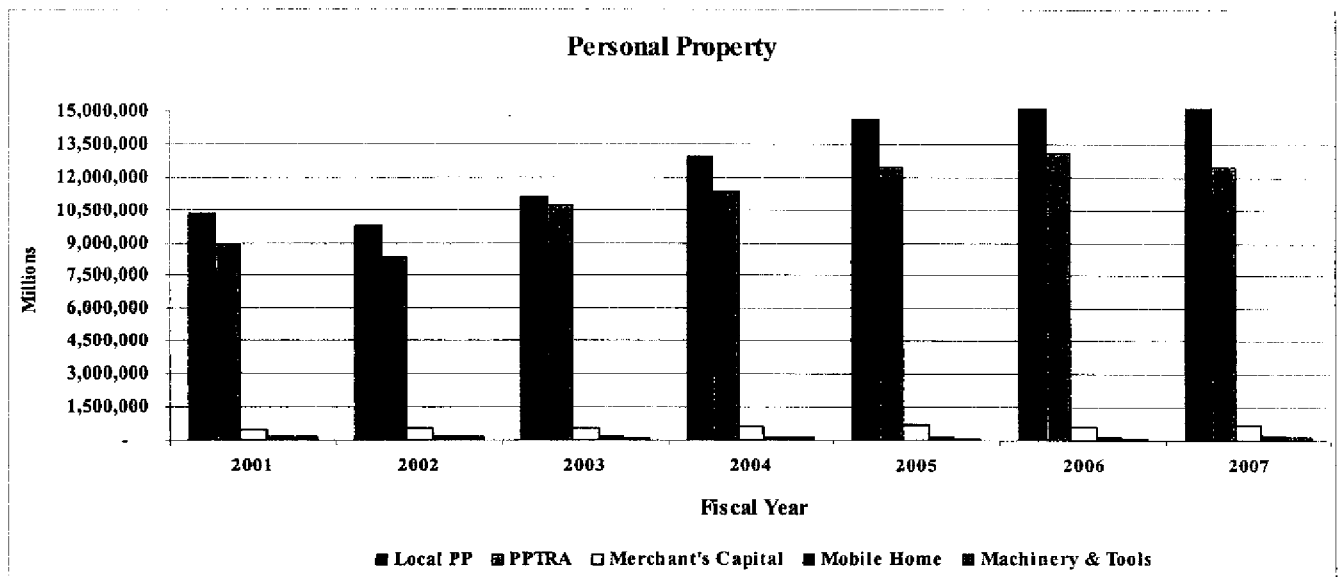
## Property Taxes

### Personal Property Taxes

Personal Property includes vehicles, mobile homes, merchants' capital, and machinery and tools. The Personal Property Tax rate on vehicles is \$5.49 per \$100.00 of assessed value. The tax rate for personal property is based on assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as \$2.20 per \$100.00 of estimated fair market value. A special personal property category for handicapped vehicles and for handicapped – equipped vehicles remains at \$0.10 cents per \$100.00 of assessed value for tax year 2006. The rate for volunteer fire and rescue personal vehicles for tax year 2006 also remains the same at \$0.00 cents per \$100.00 of assessed value. As of FY1997, a special classification for motor carrier transportation property was added due to mandated legislation. This classification is for tangible personal property for motor vehicles and motor carrier transportation property owned or used by a motor carrier. Legislation mandates that this property be taxed at a rate no higher than the rate locality taxes machinery and tools. An additional category for aircraft was established tax year 2001. The rate for aircraft was set at \$0.10 cents per \$100.00 of assessed value. During 2001 the rate was re-advertised at \$1.50 per \$100.00 of assessed value and approved. For 2006 the aircraft rate is \$3.00 per \$100.00 of assessed value.

The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Under PPTRA Virginia residents would pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was relieved in 2002. The program relieves the tax up to \$20,000 of the vehicles assessed value; owners with vehicles assessed over \$20,000 must pay the tax on the remainder. Although the original intent was to give residents full relieve in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation has been altered. Due to fiscal restraints at the state level the reimbursement percentage has been frozen at 70%.

Legislation passed during the 2004 General Assembly will substantially impact the County's future revenue as provided by the PPTRA. After FY2006, each locality will receive a flat, reoccurring revenue reimbursement for car taxes. This flat reimbursement will translate to decreasing tax relief (decreasing revenues) for Stafford. The state reimbursement will equate to Stafford's CY2004 collection. Stafford will receive that same amount annually each year thereafter, beginning in FY2007. The new law converts the reimbursement from a calendar year basis to a fiscal year basis.



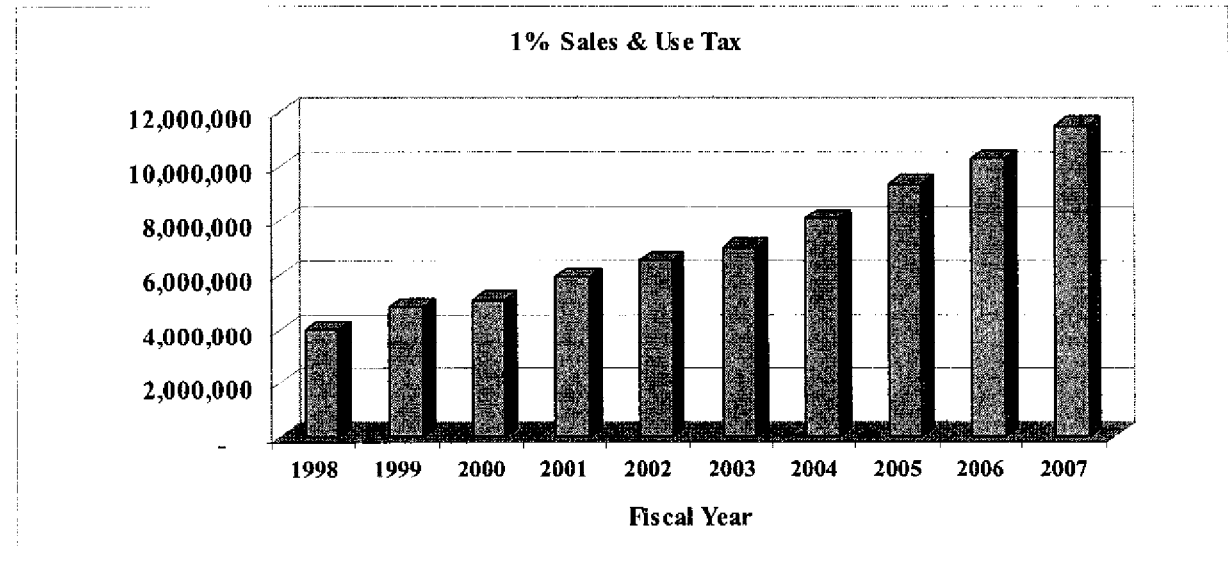
GENERAL FUND REVENUE ANALYSIS

Other Local Taxes

|                         | FY2005<br>Actual | FY2006<br>Estimated | Adopted<br>Budget | FY2007<br>Changes<br>'06 Est. to '07 Adopted |         |
|-------------------------|------------------|---------------------|-------------------|--|---------|
| Local Sales & Use Taxes | \$9,369,549      | \$10,300,000        | \$11,500,000      | \$1,200,000                                  | 11.7%   |
| Utility Consumers' Tax  | 6,966,694        | 7,542,711           | 7,310,000         | (232,711)                                    | -3.1%   |
| Local Meals Tax         | 4,343,493        | 4,777,842           | 5,000,000         | 222,158                                      | 4.6%    |
| Recordation Tax - Local | 4,013,675        | 4,214,359           | 4,300,000         | 85,641                                       | 2.0%    |
| Motor Vehicle Licenses  | 2,223,491        | 2,445,840           | 2,425,000         | (20,840)                                     | -0.9%   |
| Utility License Tax     | 317,032          | 348,735             | 300,000           | (48,735)                                     | -14.0%  |
| Bank Stock Tax          | 204,061          | 224,467             | 210,000           | (14,467)                                     | -6.4%   |
| Transient Occupancy Tax | 387,215          | 203,288             | 0                 | (203,288)                                    | -100.0% |
| Total                   | \$27,825,210     | \$30,057,242        | \$31,045,000      | \$987,758                                    | 3.3%    |

Local Sales & Use Tax

The State collects and distributes the Local Option 1% Sales and Use Tax in accordance with the Section 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. These estimates are reported on a cash basis and modified accrual basis. The General Assembly enacted significant revenue measures in regards to state sales taxes. The Tax Reform Compromise Act of 2004, increased revenues by reducing the state sales tax on food by 1.5% in three equal increments of 0.05% beginning in FY2006 and increasing the sales and use tax on non-food items by ½ %. One-half of the increase would go to the state's General Fund while the remaining one-half would be dedicated to funding the Standards of Quality. The Local Sales and Use Tax estimate for the County in FY2007 is \$11.5 million.



# GENERAL FUND REVENUE ANALYSIS

## Utility Consumers' 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, gas, and telephone services. Due to deregulation this tax was amended in 2000 by Ordinance O00-78 in accordance with State law which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The rate for electric utility service for residential purposes is \$0.014955 per kilowatt hour (kwh) with a minimum tax of \$1.40 per month and a maximum of \$3.00 per month. The rate for electric utility service for commercial and industrial purposes is \$0.006434 per kilowatt hour (kwh) with a minimum tax rate of \$1.15 and a maximum tax of \$200.00 per month. The rate for gas utility service for residential purposes is \$0.06 per CCF delivered with a minimum tax of \$1.40 per month and a maximum of tax of \$3.00 per month. The rate for gas utility service for commercial and industrial purposes is \$0.85 per CCF delivered with a minimum tax of \$2.29 per month and a maximum of tax of \$100.00 per month. The rate for telephone utility service for residential purposes is twenty percent (20%) of the first \$15.00 of each bill. The rate for telephone utility service for commercial and industrial purposes is twenty (20%) of the first \$500.00 of each bill. The 2006 General Assembly has reformed the Consumers' Utility Tax. Effective January 1, 2007 House Bill 568 **repeals** 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

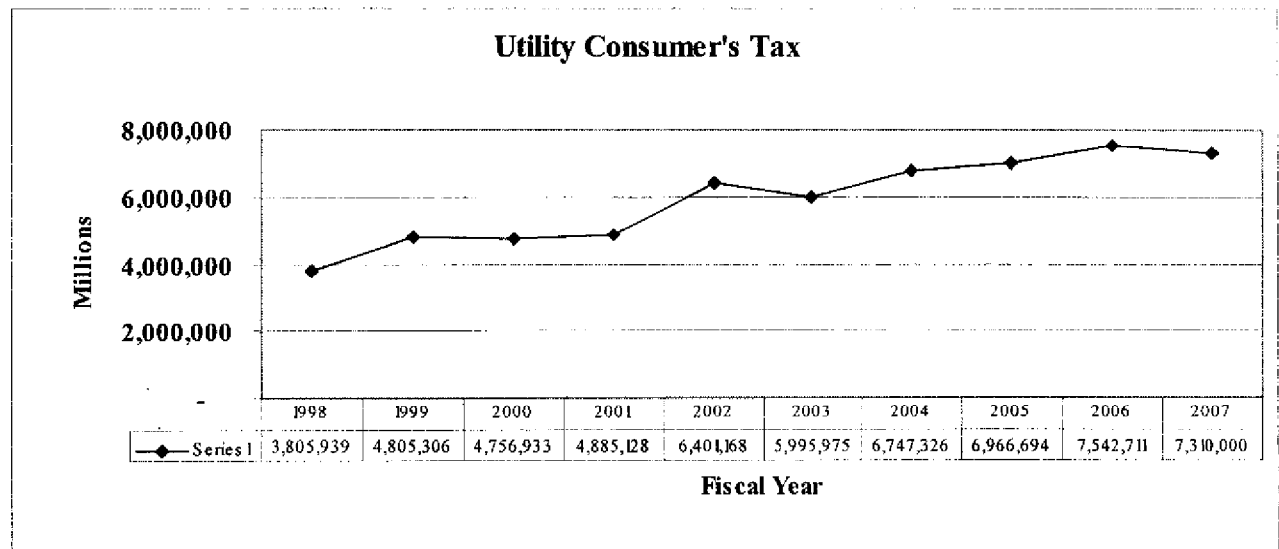
The bill **imposes new taxes and fees on:**

- 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," will apply 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).

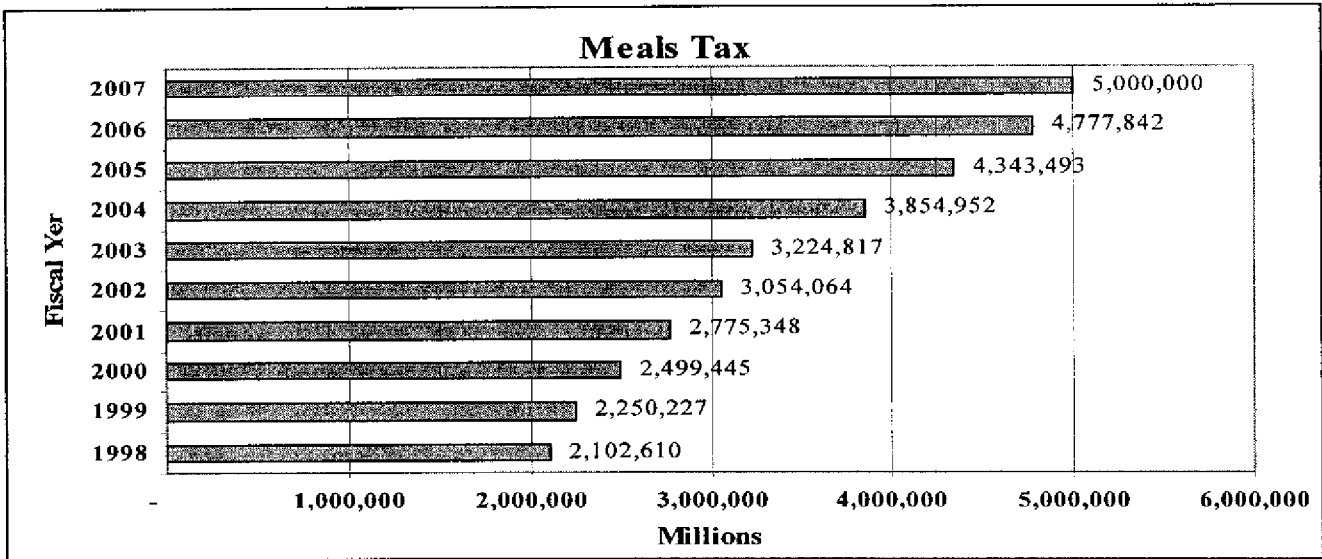
A separate and monthly E-911 fee of \$0.75 per landline and per wireless telephone, the County charged \$2.50 prior to this



# GENERAL FUND REVENUE ANALYSIS

## Local Meals Tax

The Meals Tax is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The tax is not to exceed nine percent (9%), when added to the State general sales and use tax. 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.



## 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 FY2007 Budget includes almost \$2.4 million for this tax. Projections are based on prior year revenue history and expected rates of growth in car registrations.

## 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 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 therefore, the county share increased from \$0.05 to \$0.833 on each probate of a will or grant of administration. This represents a 66% increase in the tax. Due to low interest rates and the continued growth in new construction in the County this revenue source has seen a dramatic increase. Recordation taxes are anticipated to increase at a slower pace due to the slowing of refinancing. The FY2007 estimate is \$4.3 million.

## Utility License Tax

The revenues collected are remitted to Stafford from the utility companies on an annual basis. One-half percent (.5%) of the utility companies' gross receipts are remitted. Each utility company files a report with the Commissioner of the Revenue.

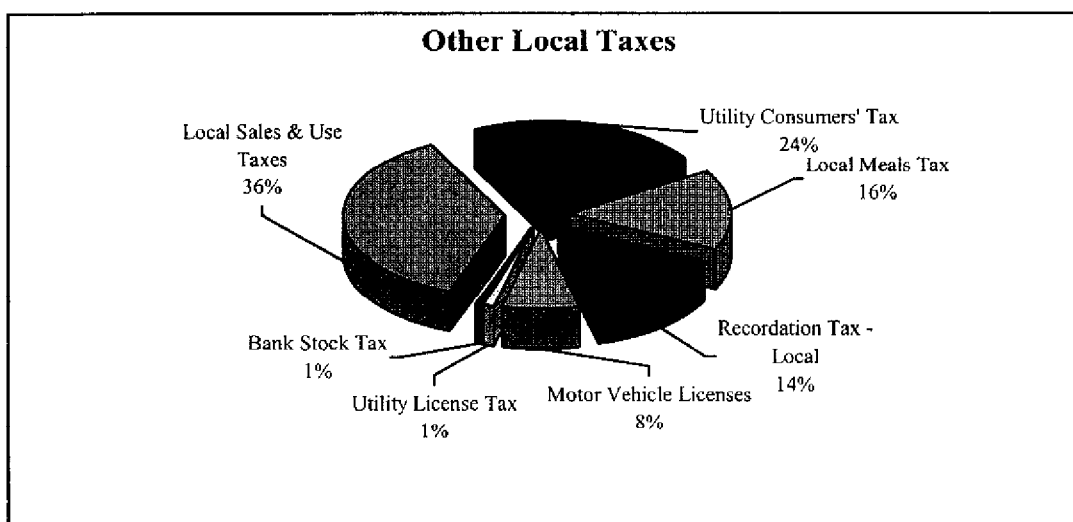
## GENERAL FUND REVENUE ANALYSIS

### Transient Occupancy Tax

The Transient Occupancy Tax revenues are collected in accordance with Section 58.1-19 of the Code of Virginia (1950), as amended. This is a tax on hotels/motels, not to exceed five percent (5%) of the amount charged for the occupancy of any room or space occupied for a period of less than 30 days. As of FY2001, this percentage increased due to the legislative change approved in 2000. The rate increased from 2% to 5%; however, the excess 3% is mandated to be designated and spent solely for tourism, marketing of tourism industry organizations, attracting travelers to Stafford, and to generate tourism revenues in the County. The additional 3% is designated revenue and therefore, the Board established a Tourism Fund to specifically account for this 3%. The Transient Occupancy revenue included in the General Fund had been the 2% that had historically been collected. On December 13, 2005 the Board of Supervisors passed Resolution R05-472, which dedicates the entire 5 % transient occupancy tax to the Tourism Fund. The 2 % increase is dedicated to the needs of 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 such time as the museum is self sufficient. The FY2007 estimate totals \$1,030,000. It remains broke down into the 2% estimate of \$615,000 and the 3% estimate of \$410,000.

### Bank Stock Taxes

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



# GENERAL FUND REVENUE ANALYSIS

## Service Charges & Others

|                             | FY2005<br>Actual    | FY2006<br>Estimated | FY2007              |                                    |              |
|-----------------------------|---------------------|---------------------|---------------------|------------------------------------|--------------|
|                             |                     |                     | Adopted<br>Budget   | Changes<br>'06 Est. to '07 Adopted |              |
| Permits Fees & Licenses:    |                     |                     |                     |                                    |              |
| Zoning & Inspection Fees    | \$3,686,629         | \$5,377,500         | \$5,899,500         | \$522,000                          | 9.7%         |
| Ambulance Fee               | 0                   | 0                   | 1,900,000           | 1,900,000                          | 100.0%       |
| Cablevision Franchise Fee   | 891,194             | 900,000             | 900,000             | 0                                  | 0.0%         |
| Animal Licenses & Charges   | 75,961              | 73,000              | 72,500              | (500)                              | -0.7%        |
| Charges for Services:       |                     |                     |                     |                                    |              |
| Planning & Development Fees | 2,123,057           | 2,265,140           | 2,083,435           | (181,705)                          | -8.0%        |
| Excess Fees of Clerks       | 772,566             | 800,000             | 1,000,000           | 200,000                            | 25.0%        |
| Recreation Fees             | 571,269             | 624,847             | 600,500             | (24,347)                           | -3.9%        |
| Gymnastics Fees             | 613,484             | 575,000             | 600,000             | 25,000                             | 4.3%         |
| Woodlands Pool              | 307,778             | 335,000             | 335,000             | 0                                  | 0.0%         |
| Well & Septic Fees          | 72,088              | 80,000              | 75,000              | (5,000)                            | -6.3%        |
| Miscellaneous Revenue       | 5,050,013           | 5,781,052           | 2,905,016           | (2,876,036)                        | -49.7%       |
| Use of Money & Property     | 894,854             | 939,597             | 926,861             | (12,736)                           | -1.4%        |
| Fines & Forfeitures         | 772,566             | 846,500             | 843,000             | (3,500)                            | -0.4%        |
| <b>Total</b>                | <b>\$15,831,459</b> | <b>\$18,597,636</b> | <b>\$18,140,812</b> | <b>(\$456,824)</b>                 | <b>-2.5%</b> |

## Permits, Fees & Licenses

The revenues generated in this category are those associated with the amount collected for permits, fees, and licenses along with several other miscellaneous revenues, such as cable franchise fees and animal licenses. The majority of revenue in this category is related to development. Code Administration estimates receiving \$5.9 million in FY2007 related building activity. Building permit revenues are estimated based upon projections of both new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interest. Departments of Code Administration, Finance, and Planning have reviewed and revised fees to capture the costs associated with the processing of development applications.

During budget discussions in March and at the April Board Work Session, staff presented data regarding fire and rescue system performance, answered questions on revenue recovery estimates, and offered suggestions as to how this revenue could be used to enhance service. Implementation for the program is October 1, 2006. Start-up policies procedures and billing authorizations must be in place prior to actual program initiation.

Fees are set using the Centers for Medicare and Medicaid customary rates for our region. As such, our fees are set at the same rate as set in Spotsylvania County with the exception of the mileage rate which has been adjusted (increased by \$2/mile) to account for sustained increases in fuel cost. Rates are based on the level of care provided and by the number of "loaded" miles the patient is transported to a medical care facility. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls, etc. The rates approved are:

|                           |          |
|---------------------------|----------|
| Basic Life Support        | \$350.00 |
| Advanced Life Support - 1 | \$450.00 |
| Advanced Life Support - 2 | \$550.00 |
| Loaded Mile               | \$ 9.00  |

It is estimated that between October 1, 2006 and June of 2007, as much as \$1.9 million can be recovered for Fire and Rescue Department budget needs. This infusion of funds will further strengthen the County's combination system as it addresses the ongoing, ever-increasing needs of a thriving community. It is proposed that the County reinvest recovered funds in our Fire and Rescue system to address the growing needs of our system and our community.

## GENERAL FUND REVENUE ANALYSIS

|                             | FY2006<br>Budget   | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Bud to '07 Adopted |             |
|-----------------------------|--------------------|--------------------|---|-------------|
| Sheriff                     | \$3,248,574        | \$3,487,236        | \$238,662                                   | 7.3%        |
| Commonwealth's Attorney     | 597,500            | 550,000            | (47,500)                                    | -7.9%       |
| Clerk of the Circuit Court  | 500,000            | 550,000            | 50,000                                      | 10.0%       |
| Commissioner of the Revenue | 250,000            | 260,000            | 10,000                                      | 4.0%        |
| Treasurer                   | 240,000            | 250,000            | 10,000                                      | 4.2%        |
| Registrar                   | 62,868             | 67,814             | 4,946                                       | 7.9%        |
| <b>Total</b>                | <b>\$4,898,942</b> | <b>\$5,165,050</b> | <b>\$266,108</b>                            | <b>5.4%</b> |

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

### Use of Money and Property

The FY2007 General Fund Budget includes \$926,861 in General Fund investment interest. The Treasurer is responsible for Stafford's investment program. Funds are invested in securities as outlined in the Virginia Public Deposits Acts and the Code of Virginia. Investment tools primarily consist of certificates of deposits, treasury bills and the Virginia State Treasurer's Investment Pool and repurchase agreements. Investment earnings are a function of interest rates and the amount available for investment purposes. Interest Income estimates are based on the projected use of fund balance and historical analysis of cash flow.

### 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 Shared Expenses

The County receives reimbursements for partial 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 for part of the costs of salaries, benefits, office expenses and equipment. The FY2007 Budget includes \$5.2 million from the State Compensation Board.

|                             | FY2006<br>Budget   | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Bud to '07 Adopted |             |
|-----------------------------|--------------------|--------------------|---|-------------|
| Sheriff                     | \$3,248,574        | \$3,487,236        | \$238,662                                   | 7.3%        |
| Commonwealth's Attorney     | 597,500            | 550,000            | (47,500)                                    | -7.9%       |
| Clerk of the Circuit Court  | 500,000            | 550,000            | 50,000                                      | 10.0%       |
| Commissioner of the Revenue | 250,000            | 260,000            | 10,000                                      | 4.0%        |
| Treasurer                   | 240,000            | 250,000            | 10,000                                      | 4.2%        |
| Registrar                   | 62,868             | 67,814             | 4,946                                       | 7.9%        |
| <b>Total</b>                | <b>\$4,898,942</b> | <b>\$5,165,050</b> | <b>\$266,108</b>                            | <b>5.4%</b> |



# GENERAL FUND REVENUE ANALYSIS

## State Non-Categorical Aid

The remainders of the revenues noted under State Sources are received from the State and are designated for specific purposes in Stafford. Recipient departments and agencies based upon the latest information available from State and Federal agencies project these revenues.

## State Categorical Aid

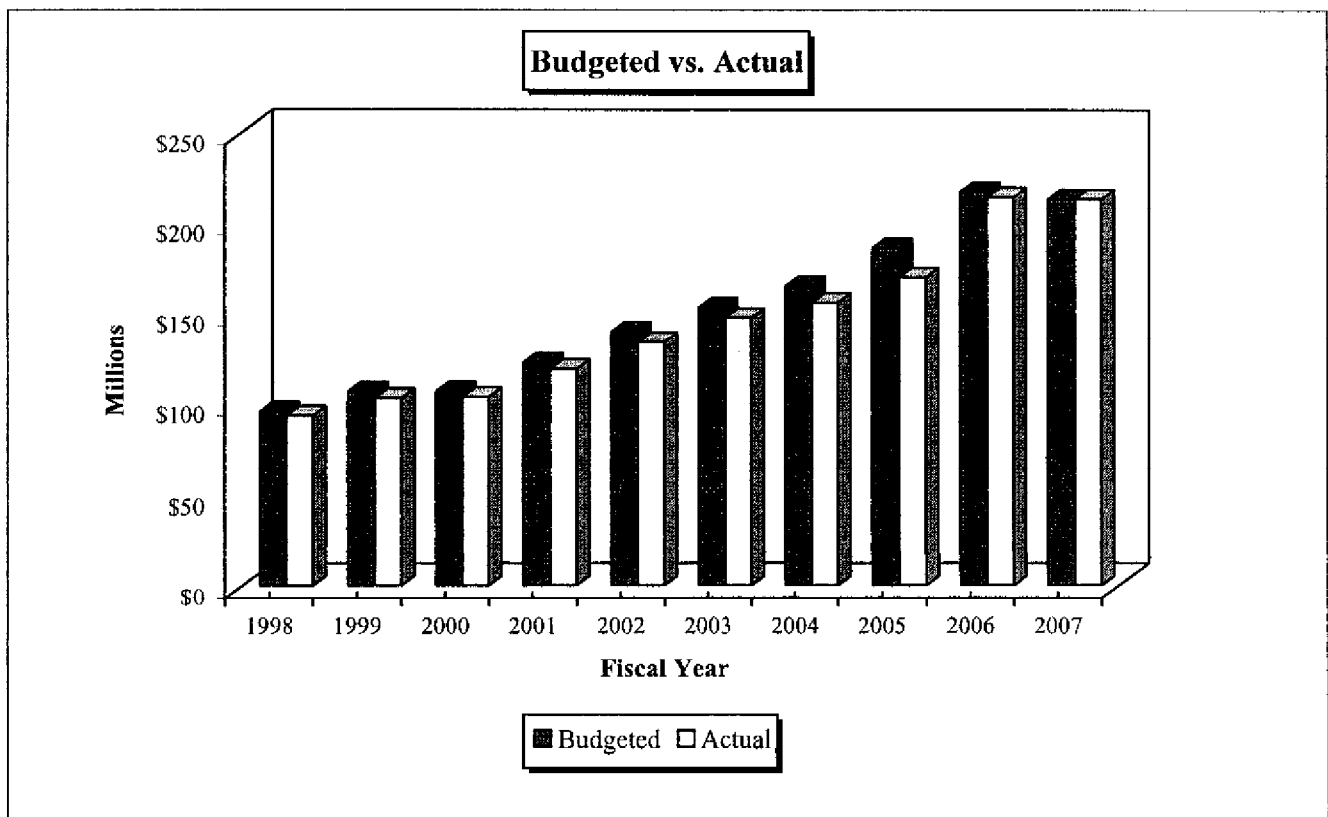
These revenues are raised by the Commonwealth and shared with Stafford. Ratios, rate and distribution formulas are subject to change each year by the General Assembly. Alcoholic Beverage Control (ABC) revenues represent two-thirds of the profits of the Alcoholic Beverage Control Commission and are distributed quarterly to counties, based upon the 2000 census. Each year, subtractions are made from ABC gross profits before distributions as approved by the General Assembly. Wine taxes are also distributed based on the 2000 census, and 44% of this revenue goes to the localities. Mobile Home Titling taxes are 3% of the price of the sale. Each of these sources is outlined in the State Code.

|                                    | FY2005<br>Actual    | FY2006<br>Estimated | FY2007              |                                    |             |
|------------------------------------|---------------------|---------------------|---------------------|------------------------------------|-------------|
|                                    |                     |                     | Adopted             | Changes<br>'06 Est. To '07 Adopted |             |
| State & Federal - Social Services  | \$5,304,269         | \$5,524,828         | \$6,041,772         | \$516,944                          | 9.4%        |
| State - Shared Expenses            | 4,609,506           | 4,974,942           | 5,165,050           | 190,108                            | 3.8%        |
| State - Comprehensive Services Act | 1,641,963           | 2,508,001           | 2,181,906           | (866,038)                          | 100.0%      |
| State - Non Categorical Aid        | 1,379,203           | 1,460,000           | 1,674,645           | 214,645                            | 14.7%       |
| State Categorical Aid:             |                     |                     |                     |                                    |             |
| Federal                            | 582,908             | 375,165             | 532,000             | 156,835                            | 41.8%       |
| State Fire Program Fund            | 182,060             | 140,000             | 220,000             | 80,000                             | 57.1%       |
| Emergency Medical Service          | 45,475              | 50,000              | 80,000              | 30,000                             | 60.0%       |
| State Reimbursement                | 357,331             | 225,384             | 20,000              | (205,384)                          | -91.1%      |
| Litter Control Grant               | 11,344              | 15,000              | 15,000              | 0                                  | 0.0%        |
| Abandoned Vehicles                 | 3,150               | 5,000               | 3,500               | (1,500)                            | -30.0%      |
| <b>Total</b>                       | <b>\$14,117,209</b> | <b>\$15,278,320</b> | <b>\$15,933,873</b> | <b>\$655,553</b>                   | <b>4.3%</b> |

## EXPENDITURE ANALYSIS FY1998-FY2007

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. The chart also lists the percentage variance between budgeted expenditures and actual expenditures for each fiscal year from FY1998 through FY2005. In FY2005 it should be noted that of the \$9.0 million dollars savings \$5.7 million dollars was unspent funds from the Local School Funding. In past years the School Funding was not held back in the General Fund and this skews the percent of unspent funding. The FY2006 Actual represents the year-end projection presented to the Board. The FY2007 actual, which is still an estimate, is the adopted budgeted expenditures for FY2007. The expenditure increases have varied from 1% to 26%. The average increase in expenditures for this ten-year period is calculated to be 9.7%.

| Fiscal Year | Budgeted Expenditures | vs. | Actual Expenditures | Prior Year % Change | Variance Amount | %      |
|-------------|-----------------------|-----|---------------------|---------------------|-----------------|--------|
| 1998        | 95,276,917            |     | 92,898,398          | 7.75%               | (2,378,519)     | -2.50% |
| 1999        | 106,197,963           |     | 102,539,129         | 10.38%              | (3,658,834)     | -3.45% |
| 2000        | 106,332,888           |     | 103,143,036         | 0.59%               | (3,189,852)     | -3.00% |
| 2001        | 122,170,713           |     | 118,652,957         | 15.04%              | (3,517,756)     | -2.88% |
| 2002        | 139,664,404           |     | 133,713,789         | 12.69%              | (5,950,615)     | -4.26% |
| 2003        | 153,009,017           |     | 147,308,390         | 10.17%              | (5,700,627)     | -3.73% |
| 2004        | 164,977,592           |     | 155,894,789         | 5.83%               | (9,082,803)     | -5.51% |
| 2005        | 185,836,018           |     | 169,979,062         | 9.03%               | (15,856,956)    | -8.53% |
| 2006        | 217,492,839           |     | 214,516,743         | 26.20%              | (2,976,096)     | -1.37% |
| 2007        | 213,352,796           |     | 213,352,796         | -0.54%              | 0               | 0.00%  |
| Average     |                       |     |                     | 9.7%                |                 | -3.52% |



GENERAL FUND EXPENDITURES

|  | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | FY2007               |                                       |              |                       |                      |                  |
|--|----------------------|-----------------------------|----------------------|---------------------------------------|--------------|-----------------------|----------------------|------------------|
|  |                      |                             | Adopted<br>Budget    | Changes<br>'06 Adopted to '07 Adopted |              | Designated<br>Revenue | Net Tax<br>Support   | % Tax<br>Support |
| <b>Local School Funding</b>              |                      |                             |                      |                                       |              |                       |                      |                  |
| Operating Budget Transfer                | \$69,381,714         | \$91,373,919                | \$93,791,777         | \$2,417,858                           | 2.6%         | \$0                   | \$93,791,777         | 100%             |
| Debt                                     | 24,070,212           | 25,952,195                  | 26,208,223           | 256,028                               | 1.0%         | 0                     | 26,208,223           | 100%             |
| <b>Total School Funding</b>              | <b>\$93,451,926</b>  | <b>\$117,326,114</b>        | <b>\$120,000,000</b> | <b>\$2,673,886</b>                    | <b>2.3%</b>  | <b>\$0</b>            | <b>\$120,000,000</b> | <b>100%</b>      |
| <b>General Expenditures</b>              |                      |                             |                      |                                       |              |                       |                      |                  |
| Sheriff                                  | \$13,544,697         | \$14,492,246                | \$16,399,314         | \$1,907,068                           | 13.2%        | \$4,880,936           | \$11,518,378         | 70%              |
| Fire and Rescue                          | 6,948,626            | 7,520,839                   | 10,292,135           | 2,771,296                             | 36.8%        | 2,389,000             | 7,903,135            | 77%              |
| Social Services                          | 6,571,584            | 7,688,219                   | 8,016,051            | 327,832                               | 4.3%         | 6,031,718             | 1,984,333            | 25%              |
| Corrections                              | 5,229,080            | 5,619,528                   | 6,457,342            | 837,814                               | 14.9%        | 340,000               | 6,117,342            | 95%              |
| Code Administration                      | 4,074,269            | 5,267,166                   | 5,967,193            | 700,027                               | 13.3%        | 5,899,500             | 67,693               | 1%               |
| Parks & Recreation                       | 4,025,336            | 4,568,218                   | 5,048,472            | 480,254                               | 10.5%        | 1,535,500             | 3,512,972            | 70%              |
| Central Rappahannock Regional Library    | 3,469,223            | 3,781,388                   | 4,165,906            | 384,518                               | 10.2%        | 0                     | 4,165,906            | 100%             |
| Public Services Team                     | 2,805,038            | 3,163,347                   | 4,019,704            | 856,357                               | 27.1%        | 211,045               | 3,808,659            | 95%              |
| Comprehensive Services Act               | 3,450,972            | 3,589,538                   | 3,798,479            | 208,941                               | 5.8%         | 2,181,960             | 1,616,519            | 43%              |
| Debt Service                             | 3,413,769            | 3,455,737                   | 3,561,469            | 105,732                               | 3.1%         | 0                     | 3,561,469            | 100%             |
| Commissioner of the Revenue              | 2,171,734            | 2,317,847                   | 2,521,105            | 203,258                               | 8.8%         | 261,200               | 2,259,905            | 90%              |
| Information Technology                   | 1,908,551            | 2,351,409                   | 2,427,714            | 76,305                                | 3.2%         | 177,356               | 2,250,358            | 93%              |
| Planning                                 | 1,376,530            | 1,975,451                   | 2,272,821            | 297,370                               | 15.1%        | 2,083,435             | 189,386              | 8%               |
| Commonwealth's Attorney                  | 1,530,778            | 1,847,757                   | 2,143,575            | 295,818                               | 16.0%        | 675,000               | 1,468,575            | 69%              |
| Regional & Community Agencies            | 1,859,146            | 1,893,049                   | 2,032,421            | 139,372                               | 7.4%         | 162,595               | 1,869,826            | 92%              |
| Treasurer                                | 1,586,065            | 1,806,474                   | 2,029,131            | 222,657                               | 12.3%        | 526,722               | 1,502,409            | 74%              |
| Finance                                  | 1,642,322            | 1,993,568                   | 1,993,446            | (122)                                 | 0.0%         | 718,968               | 1,274,478            | 64%              |
| Courts                                   | 1,551,819            | 1,896,018                   | 1,954,087            | 58,069                                | 3.1%         | 1,612,650             | 341,437              | 17%              |
| Capital Projects                         | 3,406,979            | 900,000                     | 1,200,000            | 300,000                               | 33.3%        | 0                     | 1,200,000            | 100%             |
| County Attorney                          | 720,761              | 841,850                     | 1,154,491            | 312,641                               | 37.1%        | 12,665                | 1,141,826            | 99%              |
| County Administration                    | 795,316              | 1,016,695                   | 1,009,626            | (7,069)                               | -0.7%        | 155,320               | 854,306              | 85%              |
| Economic Development/Legislative Affairs | 892,644              | 915,010                     | 973,773              | 58,763                                | 6.4%         | 0                     | 973,773              | 100%             |
| Non-Departmental                         | 617,736              | 700,019                     | 898,828              | 198,809                               | 28.4%        | 300,000               | 598,828              | 67%              |
| Other Transfers                          | 846,508              | 165,000                     | 697,981              | 532,981                               | 323.0%       | 0                     | 697,981              | 100%             |
| Human Resources                          | 648,787              | 495,593                     | 653,391              | 157,798                               | 31.8%        | 92,105                | 561,286              | 86%              |
| Board of Supervisors                     | 459,402              | 508,348                     | 553,897              | 45,549                                | 9.0%         | 0                     | 553,897              | 100%             |
| Budget                                   | 298,447              | 348,245                     | 345,776              | (2,469)                               | -0.7%        | 78,192                | 267,584              | 77%              |
| Registrar & Electoral Board              | 325,454              | 344,989                     | 342,220              | (2,769)                               | -0.8%        | 67,814                | 274,406              | 80%              |
| Cooperative Extension                    | 170,834              | 196,102                     | 213,765              | 17,663                                | 9.0%         | 0                     | 213,765              | 100%             |
| Solid Waste                              | 184,729              | 204,841                     | 208,683              | 3,842                                 | 1.9%         | 15,000                | 193,683              | 93%              |
| <b>Total General Expenditures</b>        | <b>\$76,527,136</b>  | <b>\$81,864,491</b>         | <b>\$93,352,796</b>  | <b>\$11,488,305</b>                   | <b>14.0%</b> | <b>\$30,408,681</b>   | <b>\$62,944,115</b>  | <b>67%</b>       |
| <b>Total all Expenditures</b>            | <b>\$169,979,062</b> | <b>\$199,190,605</b>        | <b>\$213,352,796</b> | <b>\$14,162,191</b>                   | <b>7.1%</b>  | <b>\$30,408,681</b>   | <b>\$182,944,115</b> | <b>86%</b>       |

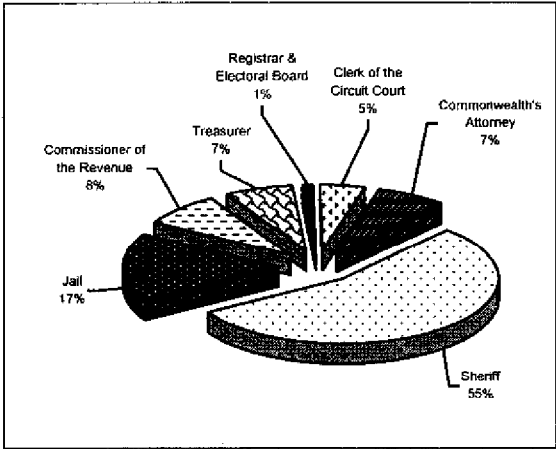
DESIGNATED REVENUE COMPARISON

| CATEGORY                                 | FY2006         |                    |                      |               | FY2007        |                    |                      |               | Designated Revenue Change |         |
|--|----------------|--------------------|----------------------|---------------|---------------|--------------------|----------------------|---------------|---------------------------|---------|
|  | Adopted Budget | Designated Revenue | Net Tax/Gen. Support | % Tax Support | Adopted       | Designated Revenue | Net Tax/Gen. Support | % Tax Support | '06 Adopt. to '07 Adop.   |         |
| <u>School Transfer:</u>                  |                |                    |                      |               |               |                    |                      |               |                           |         |
| Operating                                | \$91,373,919   | \$0                | \$91,373,919         | 100%          | \$93,343,006  | \$0                | \$93,343,006         | 100%          | 0                         | 0.0%    |
| Debt                                     | 25,952,195     | 0                  | 25,952,195           | 100%          | 26,656,994    | 0                  | 26,656,994           | 100%          | 0                         | 0.0%    |
| Total School Transfer                    | \$117,326,114  | \$0                | \$117,326,114        | 100%          | \$120,000,000 | \$0                | \$120,000,000        | 100%          | \$0                       | 0.0%    |
| <u>GENERAL EXP:</u>                      |                |                    |                      |               |               |                    |                      |               |                           |         |
| Social Services                          | 7,688,219      | 5,604,828          | 2,083,391            | 27%           | 8,016,051     | 6,031,718          | 1,984,333            | 25%           | 426,890                   | 7.6%    |
| Code Administration                      | 5,267,166      | 5,314,900          | (47,734)             | -1%           | 5,967,193     | 5,899,500          | 67,693               | 1%            | 584,600                   | 11.0%   |
| Sheriff                                  | 14,492,246     | 4,319,045          | 10,173,201           | 70%           | 16,399,314    | 4,880,936          | 11,518,378           | 70%           | 561,891                   | 13.0%   |
| Fire and Rescue                          | 7,520,839      | 371,000            | 7,149,839            | 95%           | 10,292,135    | 2,389,000          | 7,903,135            | 77%           | 2,018,000                 | 543.9%  |
| Comprehensive Services Act               | 3,589,538      | 2,343,001          | 1,246,537            | 35%           | 3,798,479     | 2,181,960          | 1,616,519            | 43%           | (161,041)                 | -6.9%   |
| Planning                                 | 1,975,451      | 1,756,000          | 219,451              | 11%           | 2,272,821     | 2,083,435          | 189,386              | 8%            | 327,435                   | 18.6%   |
| Courts                                   | 1,896,018      | 1,362,650          | 533,368              | 28%           | 1,954,087     | 1,612,650          | 341,437              | 17%           | 250,000                   | 18.3%   |
| Parks & Recreation                       | 4,568,218      | 1,486,193          | 3,082,025            | 67%           | 5,048,472     | 1,535,500          | 3,512,972            | 70%           | 49,307                    | 3.3%    |
| Finance                                  | 1,993,568      | 620,637            | 1,372,931            | 69%           | 1,993,446     | 718,968            | 1,274,478            | 64%           | 98,331                    | 15.8%   |
| Commonwealth's Attorney                  | 1,847,757      | 712,639            | 1,135,118            | 61%           | 2,143,575     | 675,000            | 1,468,575            | 69%           | (37,639)                  | -5.3%   |
| Treasurer                                | 1,806,474      | 503,877            | 1,302,597            | 72%           | 2,029,131     | 526,722            | 1,502,409            | 74%           | 22,845                    | 4.5%    |
| Corrections                              | 5,619,528      | 340,000            | 5,279,528            | 94%           | 6,457,342     | 340,000            | 6,117,342            | 95%           | 0                         | 0.0%    |
| Non-Departmental                         | 700,019        | 150,000            | 550,019              | 79%           | 898,828       | 300,000            | 598,828              | 67%           | 150,000                   | 100.0%  |
| Commissioner of the Revenue              | 2,317,847      | 251,200            | 2,066,647            | 89%           | 2,521,105     | 261,200            | 2,259,905            | 90%           | 10,000                    | 4.0%    |
| Public Services Team                     | 3,163,347      | 135,548            | 3,027,799            | 96%           | 4,019,704     | 211,045            | 3,808,659            | 95%           | 75,497                    | 55.7%   |
| Information Technology                   | 2,351,409      | 163,854            | 2,187,555            | 93%           | 2,427,714     | 177,356            | 2,250,358            | 93%           | 13,502                    | 8.2%    |
| Regional & Community Agencies            | 1,893,049      | 167,595            | 1,725,454            | 91%           | 2,032,421     | 162,595            | 1,869,826            | 92%           | (5,000)                   | -3.0%   |
| County Administration                    | 1,016,695      | 148,925            | 867,770              | 85%           | 1,009,626     | 155,320            | 854,306              | 85%           | 6,395                     | 4.3%    |
| Human Resources                          | 495,593        | 88,610             | 406,983              | 82%           | 653,391       | 92,105             | 561,286              | 86%           | 3,495                     | 3.9%    |
| Budget                                   | 348,245        | 74,911             | 273,334              | 78%           | 345,776       | 78,192             | 267,584              | 77%           | 3,281                     | 4.4%    |
| Registrar & Electoral Board              | 344,989        | 62,868             | 282,121              | 82%           | 342,220       | 67,814             | 274,406              | 80%           | 4,946                     | 7.9%    |
| Solid Waste                              | 204,841        | 15,000             | 189,841              | 93%           | 208,683       | 15,000             | 193,683              | 93%           | 0                         | 0.0%    |
| County Attorney                          | 841,850        | 12,036             | 829,814              | 99%           | 1,154,491     | 12,665             | 1,141,826            | 99%           | 629                       | 5.2%    |
| Economic Development/Legislative Affairs | 915,010        | 0                  | 915,010              | 100%          | 973,773       | 0                  | 973,773              | 100%          | 0                         | 0.0%    |
| Central Rappahannock Regional Library    | 3,781,388      | 0                  | 3,781,388            | 100%          | 4,165,906     | 0                  | 4,165,906            | 100%          | 0                         | 0.0%    |
| Debt Service                             | 3,455,737      | 0                  | 3,455,737            | 100%          | 3,561,469     | 0                  | 3,561,469            | 100%          | 0                         | 0.0%    |
| Board of Supervisors                     | 508,348        | 0                  | 508,348              | 100%          | 553,897       | 0                  | 553,897              | 100%          | 0                         | 0.0%    |
| Cooperative Extension                    | 196,102        | 0                  | 196,102              | 100%          | 213,765       | 0                  | 213,765              | 100%          | 0                         | 0.0%    |
| Capital Projects                         | 900,000        | 0                  | 900,000              | 100%          | 1,200,000     | 0                  | 1,200,000            | 100%          | 0                         | 0.0%    |
| Other Transfers                          | 165,000        | 165,000            | 0                    | 0%            | 697,981       | 0                  | 697,981              | 100%          | (165,000)                 | -100.0% |
| Total General Exp                        | \$81,864,491   | \$26,170,317       | \$55,694,174         | 68%           | \$93,352,796  | \$30,408,681       | \$62,944,115         | 67%           | \$4,238,364               | 16.2%   |
| TOTAL ALL EXP                            | \$199,190,605  | \$26,170,317       | \$173,020,288        | 87%           | \$213,352,796 | \$30,408,681       | \$182,944,115        | 86%           | \$4,238,364               | 16.2%   |



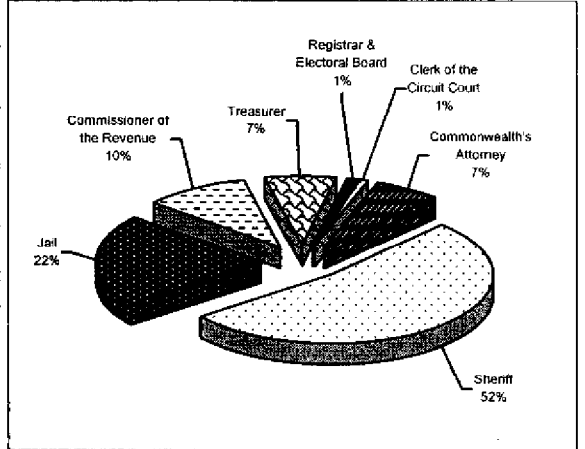
# CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers Expenditures

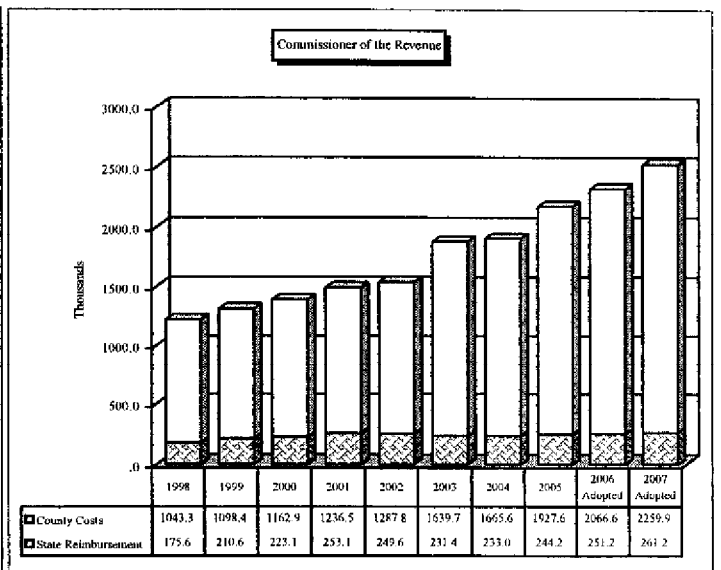
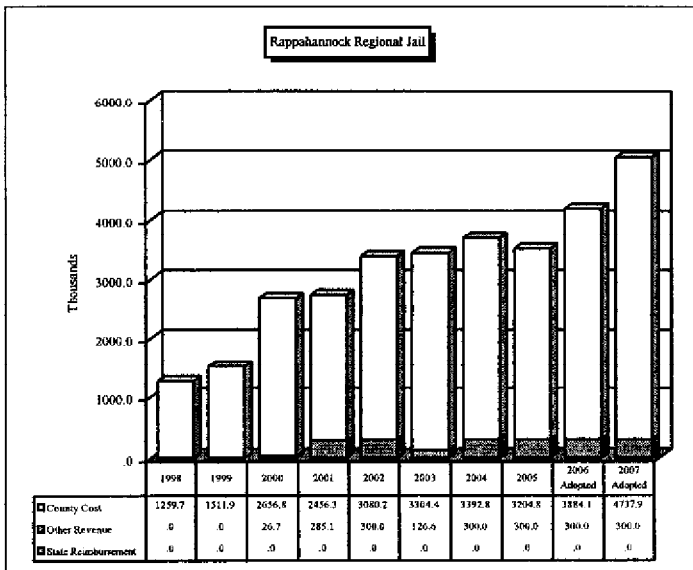
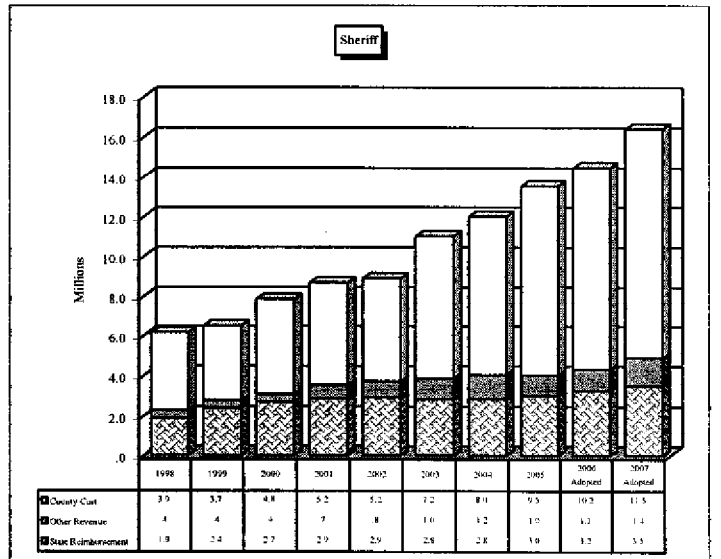


The pie chart to the left shows proportionally that the Sheriff has the largest overall expenditure Proposed for FY07 of all the Constitutional Officers. To the right, a pie chart with a breakdown of the percentage of the county's tax support displays the Sheriff, also requiring the largest county tax support of all the Constitutional Officers.

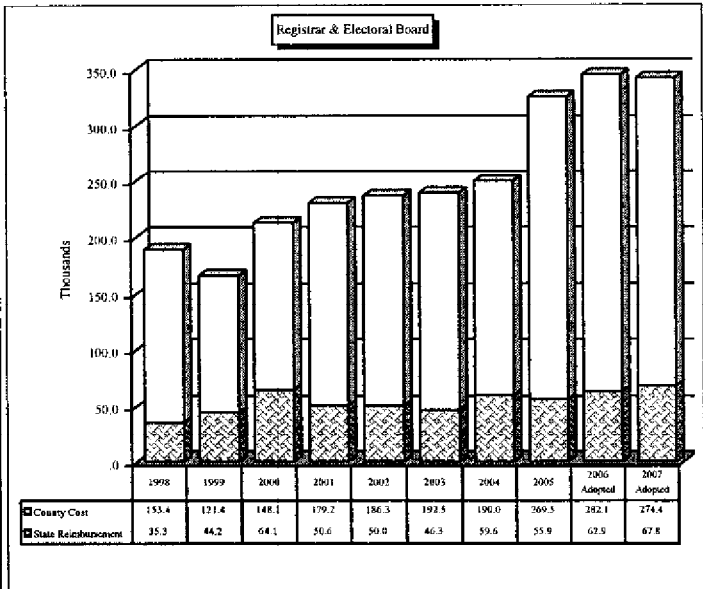
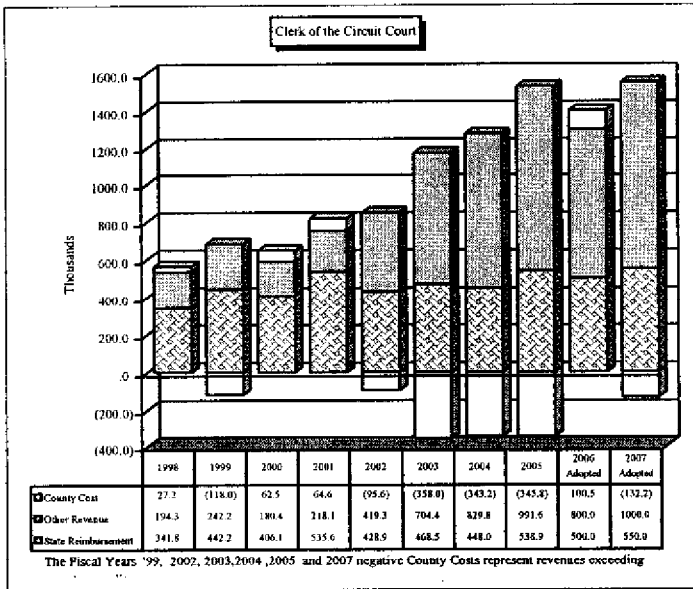
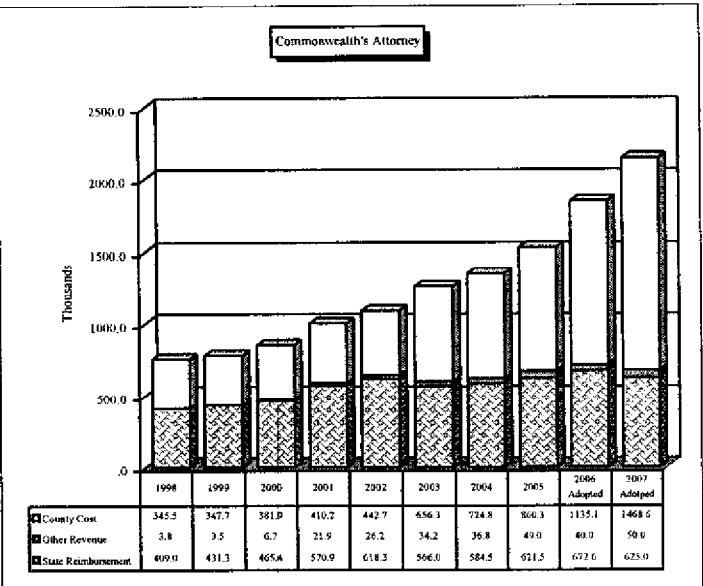
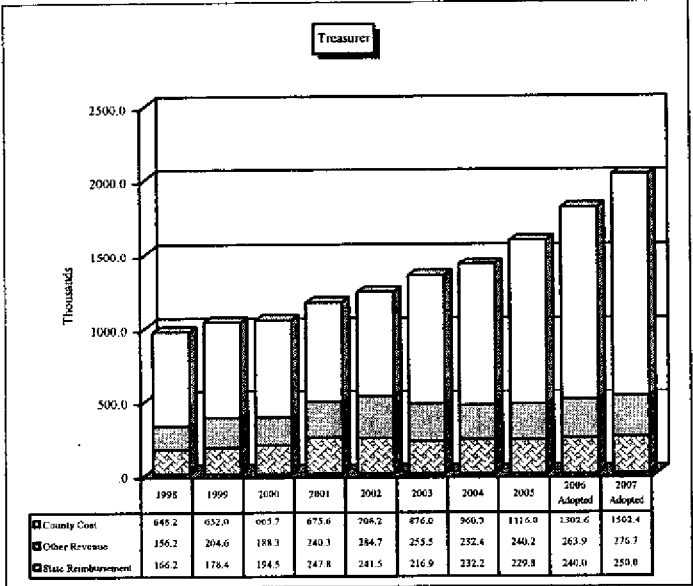
Constitutional Officers County Tax Support



The next seven graphs show a decade of each of the Constitutional Officers' overall costs and the type of support received and the amount. The three graphs on this page are the Sheriff (\$16,399,314), Rappahannock Regional Jail (\$5,037,925), and Commissioner of the Revenue (\$2,521,105). The Jail, which was once part of the Sheriff's Office, is now an Authority. The Rappahannock Regional Jail Authority consists of Stafford County, the City of Fredericksburg, Spotsylvania County and King George County. The graph represents only Stafford County's portion of the Jail Budget. Continued on the next page are Treasurer (\$2,029,131), Commonwealth's Attorney (\$2,143,575), Clerk of the Circuit Court (\$1,417,833), and Registrar & Electoral Board (\$342,220).

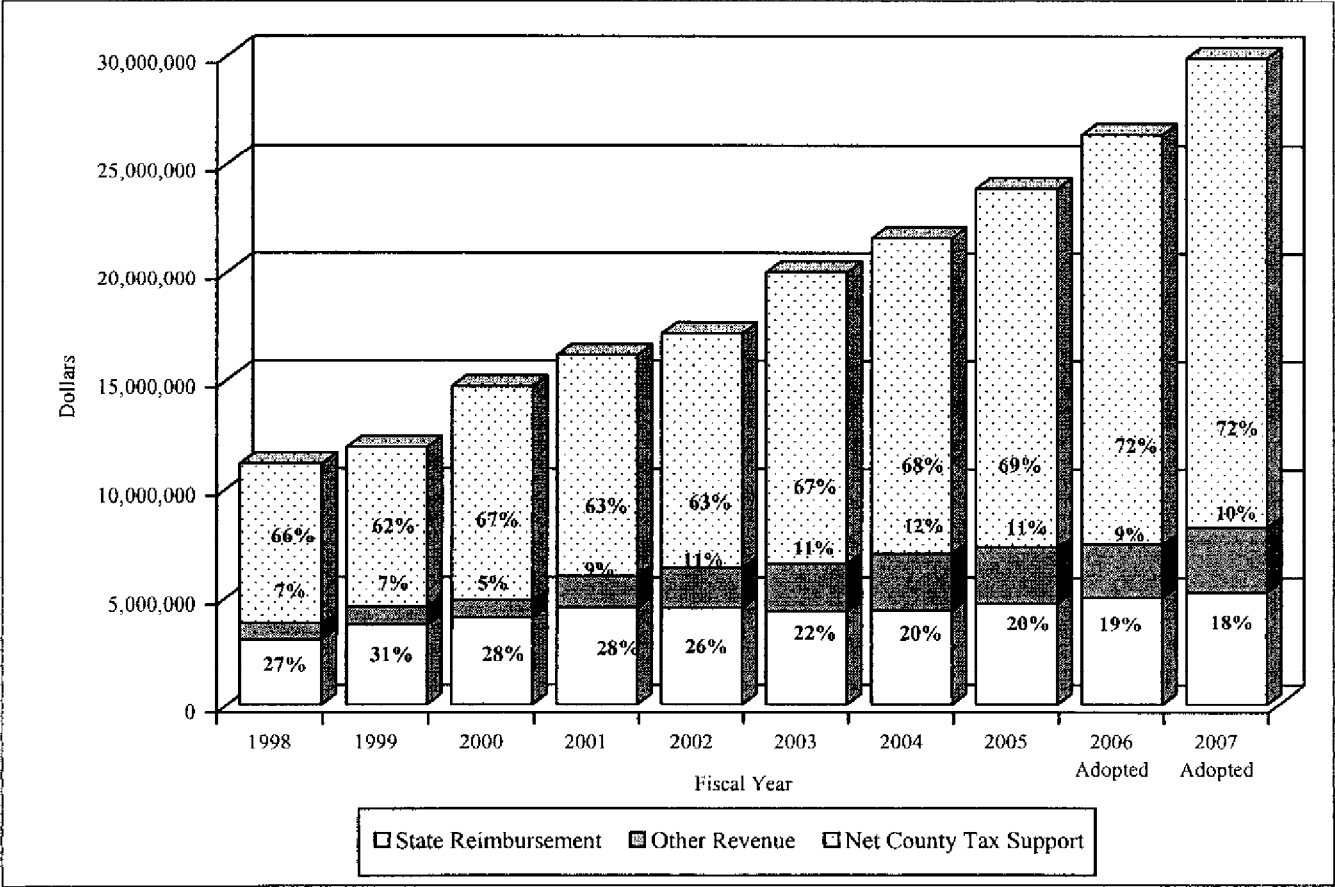


CONSTITUTIONAL OFFICERS GRAPHS



# CONSTITUTIONAL OFFICERS FUNDING

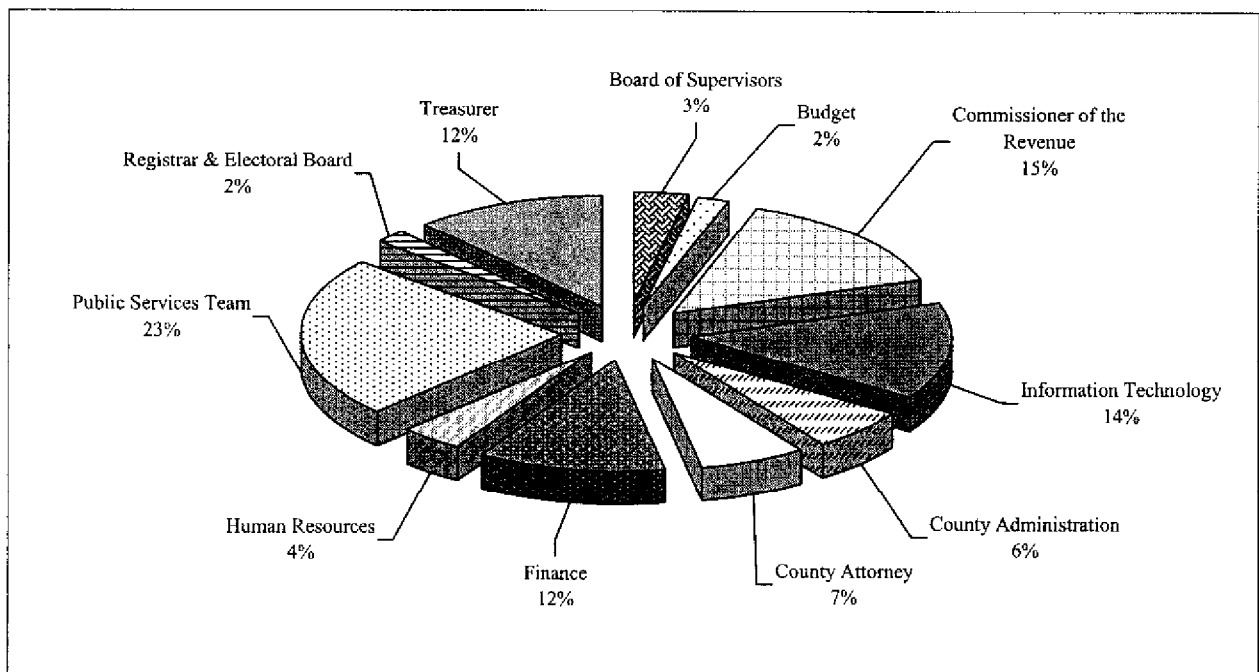
| Fiscal Year  | Total Expenditures | State Reimbursement | Percentage of Expenses Reimbursed By State | Other Revenue | Percentage of Expenses Reimbursed By Other | Net County Tax Support | Percentage of Expenses Reimbursed By County |
|--------------|--------------------|---------------------|--|---------------|--|------------------------|---|
| 2007 Adopted | 29,891,103         | 5,241,250           | 18%  | 3,020,422     | 10%  | 21,629,431             | 72%   |
| 2006 Adopted | 26,393,893         | 4,976,281           | 19%  | 2,473,348     | 9%   | 18,944,264             | 72%   |
| 2005         | 23,848,191         | 4,701,773           | 20%  | 2,591,927     | 11%  | 16,554,491             | 69%   |
| 2004         | 21,565,029         | 4,392,504           | 20%  | 2,593,451     | 12%  | 14,579,074             | 68%   |
| 2003         | 19,985,207         | 4,346,001           | 22%  | 2,165,433     | 11%  | 13,473,773             | 67%   |
| 2002         | 17,143,666         | 4,491,017           | 26%  | 1,834,504     | 11%  | 10,818,145             | 63%   |
| 2001         | 16,136,266         | 4,509,327           | 28%  | 1,428,690     | 9%   | 10,198,249             | 63%   |
| 2000         | 14,688,529         | 4,041,087           | 28%  | 795,521       | 5%   | 9,851,921              | 67%   |
| 1999         | 11,867,184         | 3,696,538           | 31%  | 837,888       | 7%   | 7,332,758              | 62%   |
| 1998         | 11,121,310         | 3,002,724           | 27%  | 763,123       | 7%   | 7,355,463              | 66%   |





# GENERAL GOVERNMENT ADMINISTRATION

|                             | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|-----------------------------|---------------------|-----------------------------|---------------------|---|---------------|
| Board of Supervisors        | \$459,402           | \$508,348                   | \$553,897           | \$45,549  | 8.96%         |
| Budget                      | 298,447             | 348,245                     | 345,776             | (2,469)   | -0.71%        |
| Commissioner of the Revenue | 2,171,734           | 2,317,847                   | 2,521,105           | 203,258   | 8.77%         |
| Information Technology      | 1,908,551           | 2,351,409                   | 2,427,714           | 76,305  | 3.25%         |
| County Administration       | 795,316             | 1,016,695                   | 1,009,626           | (7,069)   | -0.70%        |
| County Attorney             | 720,761             | 841,850                     | 1,154,491           | 312,641   | 37.14%        |
| Finance                     | 1,642,322           | 1,993,568                   | 1,993,446           | (122)   | -0.01%        |
| Human Resources             | 648,787             | 495,593                     | 653,391             | 157,798   | 31.84%        |
| Public Services Team        | 2,805,038           | 3,163,347                   | 4,019,704           | 856,357   | 27.07%        |
| Registrar & Electoral Board | 325,454             | 344,989                     | 342,220             | (2,769)   | -0.80%        |
| Treasurer                   | 1,586,065           | 1,806,474                   | 2,029,131           | 222,657   | 12.33%        |
| <b>Total Expenditures</b>   | <b>\$13,361,877</b> | <b>\$15,188,365</b>         | <b>\$17,050,501</b> | <b>\$1,862,136</b>                              | <b>12.26%</b> |



# BOARD OF SUPERVISORS

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## MISSION

The Board of Supervisors (BOS), the governing and legislative body of the County, enacts ordinances, establishes policies, and adopts the annual budget for the efficient and effective discharge of the local government function and service. The seven-member Board, representing seven election districts, is elected for four-year terms staggered at two-year intervals. Appointed by the Board, the County Administrator manages daily administrations of County activities.

## GOALS/OBJECTIVES

- Establish and implement, through the County Administrator, policies that maintain a high quality of life for citizens at the least possible cost
- Approve County and School budgets, levy taxes, appropriate funds
- Adopt the County Code (set of laws which protects the health, safety and welfare of citizens)
- Set policies and appoint citizens to various Boards, Authorities, Commissions, and Committees, which act as advisory bodies
- To balance tradition and change honestly and fairly using the principles of sustainability

## SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Outcomes</b>                          |                  |                  |                |
| Adjourned Meetings (Manual Tracking)     | 5                | 12               | 12             |
| Board Meetings (Manual Tracking)         | 21               | 22               | 24             |
| <b>Outputs</b>                           |                  |                  |                |
| Ordinances Considered (Meeting Minutes)  | 70               | 90               | 80             |
| Resolutions Considered (Meeting Minutes) | 450              | 650              | 600            |

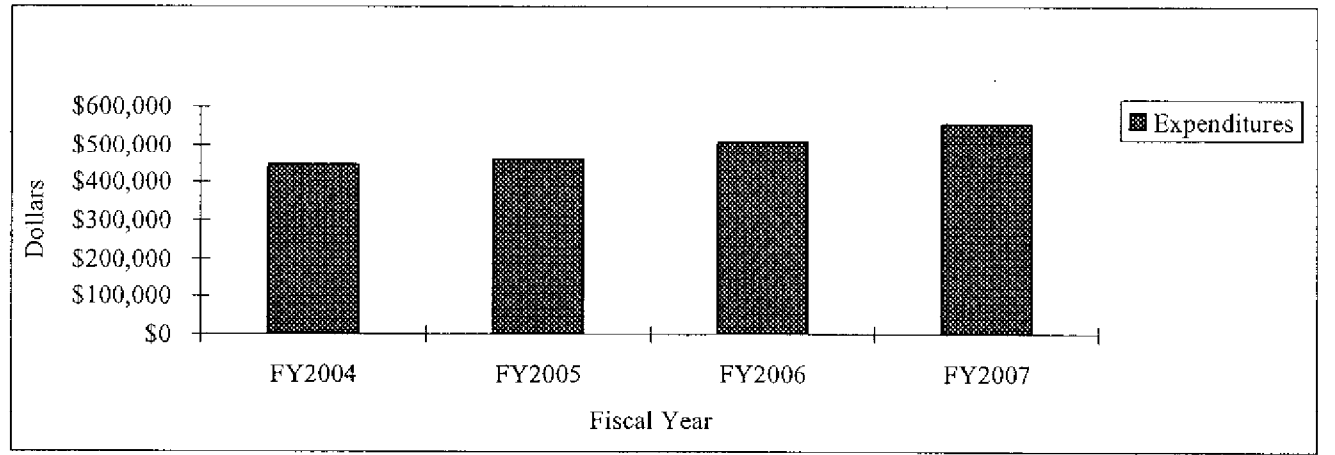
## ACCOMPLISHMENTS

- Adopted a Capital Improvements Program
- Worked with community and business leaders in the establishment of the Youth Driver Task Force
- Stormwater Program established

BOARD OF SUPERVISORS

BUDGET SUMMARY

|                     | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|---------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| Costs               |                  |                  |                             |                   |   |        |
| Personnel           | \$189,097        | \$208,751        | \$209,368                   | \$209,717         | \$349   | 0.17%  |
| Operating           | 257,191          | 250,651          | 298,980                     | 344,180           | 45,200  | 15.12% |
| Local Tax Funding   | \$446,288        | \$459,402        | \$508,348                   | \$553,897         | \$45,549  | 8.96%  |
| Full-Time Positions | 7                | 7                | 7                           | 7                 | 0   | 0.00%  |



BUDGET VARIANCES

Personnel variance of 0.17% is attributable to the following:

- Increase in health insurance

Operating variance of 15.12% is attributable to the following:

- Decrease in management service
- Increase in audit fees and dues and membership
- Increase seminars/conferences
- Increase in supplies and meeting expenses

# BUDGET

## MISSION

The Budget Office assists the County Administrator with financial and management information, control and guidance for the Board of Supervisors. The Budget Office provides financial management support, analytical services, capital and operating budgets to the County Administrator, County departments and other interested parties. The Proposed Budget Book, the Annual Adopted Budget Book, and the Mid-Year Budget Review are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

## GOALS/OBJECTIVES

- Produce a budget document which qualifies as outstanding in 40% of the four categories established by GFOA
- Receive GFOA Distinguished Budget Presentation Award (18<sup>th</sup> Consecutive Year)
- Provide FY2007 Budget Document on the Internet
- Provide FY2007 Proposed and Adopted Budget Documents CD-ROM
- Coordinate Benchmarking Program for County Departments
- Compile Capital Improvement Program Document

## SERVICE LEVELS

|  | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Output</b>                                |                          |                          |                        |
| Operating Revenues & Transfer Per Capita     | \$1,512                  | \$1,555                  | \$1,561                |
| Operating Surplus/Deficit as a % of Revenues | 6.40%                    | (4.58)%*                 | (1.65)%                |
| <b>Efficiency</b>                            |                          |                          |                        |
| Employees Per Capita                         | .70%                     | .76%                     | .76%                   |
| Expenditures Per Capita                      | \$1,415                  | \$1,595                  | \$1,641                |
| <b>Service Quality</b>                       |                          |                          |                        |
| Outstanding Marks on GFOA Review (Goal=33%)  | 22%                      | 40%                      | 40%                    |

\*Projected

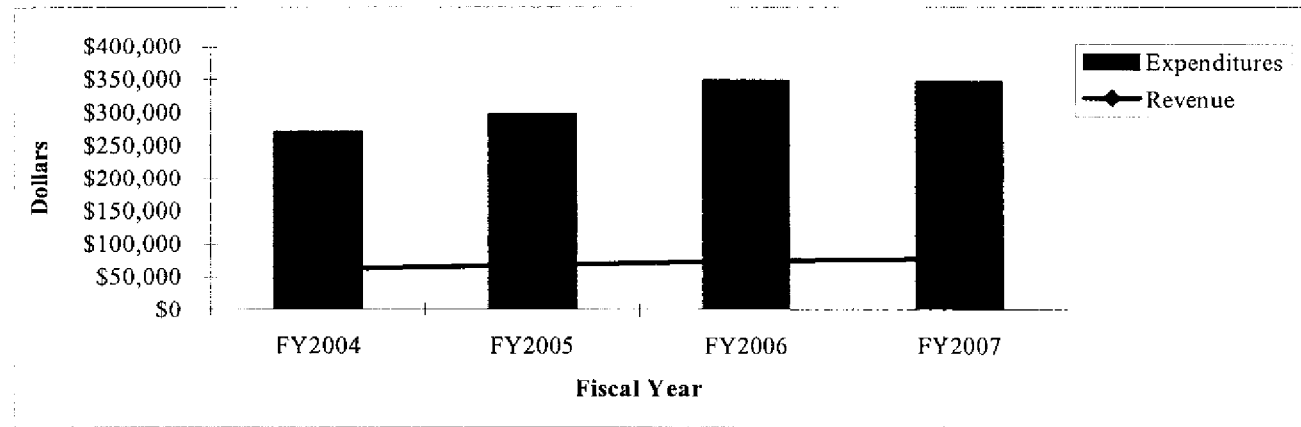
## ACCOMPLISHMENTS

- Produce and Distribute Monthly Budget Reports for Departments to Review Year to Date Balances
- Provide Quarterly Report to County Administration as a Joint Effort with Department of Finance
- Received GFOA Distinguished Budget Presentation Award for 17<sup>th</sup> Consecutive Year
- Assistant Director Completed 1<sup>st</sup>. Year of County Leadership Institute Program
- Department Director completed LEAD Program Thru University of Virginia

BUDGET

BUDGET SUMMARY

|                     | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |         |
|---------------------|------------------|------------------|-----------------------------|-------------------|---|---------|
| Costs               |                  |                  |                             |                   |   |         |
| Personnel           | \$228,404        | \$256,466        | \$285,397                   | \$308,940         | \$23,543  | 8.25%   |
| Operating           | 42,986           | 41,981           | 62,848                      | 36,836            | (26,012)  | -41.39% |
| Total               | 271,390          | 298,447          | 348,245                     | 345,776           | (2,469)   | -0.71%  |
| Revenue             | 61,901           | 68,471           | 74,911                      | 78,192            | 3,281   | 4.38%   |
| Local Tax Funding   | \$209,489        | \$229,976        | \$273,334                   | \$267,584         | (\$5,750)                                       | -2.10%  |
| Full-Time Positions | 3                | 3                | 3                           | 3                 | 0   | 0.00%   |
| Part-Time Positions | 1                | 1                | 1                           | 1                 | 0   | 0.00%   |



BUDGET VARIANCES

Personnel Variance of 8.25% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')

Operating Variance of -41.39% is attributed to the following:

- Decrease in Management Services
- Decrease in Temp Agencies

# COMMISSIONER OF REVENUE

## MISSION

The mission of this office is to serve the citizens of Stafford County by providing the highest level of customer service, integrity and fiscal responsibility. We will apply fairly, uniformly and impartially the laws of the Commonwealth of Virginia and the County of Stafford, while remaining accountable to the citizens of Stafford.

## GOALS/OBJECTIVES

- Expand our field review and audit procedures regarding business property.
- Continue to work with IT on the development of an interface between the New Land Management System (PROVAL) with the County's existing Land Management System (Hansen).
- Continue to develop our personal property and real estate websites to include interactive services.
- Implement the Department of Taxation module for state income tax and tax due estimates.
- Continue to strive provide the citizens of Stafford with the professional and courteous service they have come to expect.

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Average assessment % of selling price (Proval System)   | 80.0%            | 90%              | 80%            |
| Average assessment error (Proval System)                | 0.02%            | 0.02%            | .02%           |
| <b>Outputs</b>  |                  |                  |                |
| Phone calls received (COR Tracking System)              | 96,000           | 101,200          | 102,000        |
| Taxpayers assisted at RE & PP counter (Manual Tracking) | 23,000           | 23,000           | 20,000         |
| Correspondence written & forms mailed (Manual)          | 62,000           | 62,000           | 30,000         |
| Building Permits reviewed (COR Tracking System)         | 4,000            | 3,500            | 4,000          |
| Real Estates changes (COR Tracking System)              | 18,000           | 22,000           | 22,000         |
| Address changes & records changed (COR Tracking Sys.)   | 98,000           | 99,000           | 99,000         |
| New construction visits (COR Tracking System)           | 6,000            | 6,000            | 6,000          |
| Reassessment visits (COR Tracking System)               | 21,000           | 21,500           | 21,500         |
| Reassessment & Board of Eq Hearings (COR Tracking Sys.) | 40               | 609              | 50             |
| Supplement bills issued -RE & PP (COR Tracking Sys.)    | 10,000           | 10,000           | 10,500         |
| Exoneration's processed RE & PP (COR Tracking Sys.)     | 21,500           | 22,000           | 28,000         |
| Land use applications & rollbacks (COR Tracking Sys.)   | 1,500            | 1,500            | 1,500          |
| Tax relief for Elderly (COR Tracking System)            | 700              | 573              | 750            |
| Land transfers performed (COR Tracking System)          | 7,000            | 9,000            | 9,000          |
| DMV transactions (COR Tracking System)                  | 55,000           | 80,000           | 90,000         |
| State Income tax processed (COR Tracking System)        | 20,000           | 20,000           | 20,000         |
| Meals Tax processed (COR Tracking System)               | 2,600            | 2,700            | 2,800          |
| Transient Occupancy tax processed (COR Tracking Sys.)   | 300              | 300              | 300            |
| Personal property records processed (RBS Tracking)      | 65,000           | 65,000           | 65,000         |
| Short term rental & misc. tax (COR Tracking System)     | 55               | 50               | 50             |
| Cablevision franchise tax (COR Tracking)                | 4                | 4                | 8              |
| <b>Service Quality</b>                                  |                  |                  |                |
| # of Items assessed on PP (RBS Tracking)                | 160,000          | 170,000          | 178,000        |
| # of Real Estate Parcels (Proval Tracking)              | 42,400           | 44,859           | 46,500         |
| <b>Efficiencies</b>                                     |                  |                  |                |
| Properties per appraiser (5 appraisers)                 | 3,533            | 3,600            | 4000           |

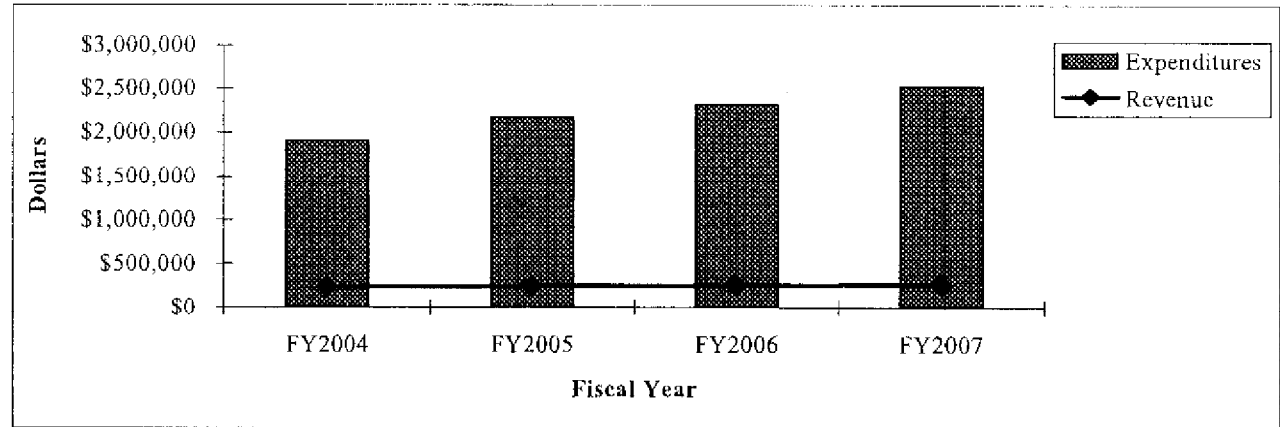
COMMISSIONER OF REVENUE

ACCOMPLISHMENTS

- Successfully complied with State audit requirements regarding the implementation of PPTRA for non-qualifying vehicles
- Developed and launched a free website that provides real estate data and current assessment information.
- Streamlined the process with which deeds, wills and other recorded documents are processed and entered into our assessment and billing systems. This results in a better customer service for taxpayers and more accurate tax records.
- Scanned county land cards to allow for greater access and ease of use for all county employees.
- Implemented the Department of Taxation module for the processing of state income tax and tax due estimates.

BUDGET SUMMARY

|                     | FY2004      | FY2005      | FY2006         | FY2007         |                            |         |
|---------------------|-------------|-------------|----------------|----------------|----------------------------|---------|
|                     | Actual      | Actual      | Adopted Budget | Adopted Budget | Changes                    |         |
|                     |             |             |                |                | '06 Adopted to '07 Adopted |         |
| Costs               |             |             |                |                |                            |         |
| Personnel           | \$1,674,844 | \$1,887,514 | \$1,990,469    | \$2,202,002    | \$211,533                  | 10.63%  |
| Operating           | 193,927     | 284,220     | 284,378        | 284,103        | (275)                      | -0.10%  |
| Capital             | 29,832      | 0           | 43,000         | 35,000         | (8,000)                    | -18.60% |
| Total               | 1,898,603   | 2,171,734   | 2,317,847      | 2,521,105      | 203,258                    | 8.77%   |
| Revenue             | 233,033     | 244,166     | 251,200        | 261,200        | 10,000                     | 3.98%   |
| Local Tax Funding   | \$1,665,570 | \$1,927,568 | \$2,066,647    | \$2,259,905    | \$193,258                  | 9.35%   |
| Full-Time Positions | 32          | 32          | 34             | 35             | 1                          | 2.94%   |
| Part-Time Positions | 2           | 2           | 0              | 0              | 0                          | 0.00%   |



# COMMISSIONER OF REVENUE

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## **BUDGET VARIANCES**

Personnel Variance of 10.63% is attributable to the following:

- New Tax Auditor position approved
- Increased tuition assistance for continued employee development
- 4% Cost of living increases for all employees

Operating Variance of -0.10% is attributable to the following:

- Reduced budget for new phone system
- Reduced budget for temp agency assistance
- Delayed new hardware implementations
- Reduction in postage costs due 2007 being a non-reassessment year
- Reduction in software cost due to the delayed implementation of GIS/CAMA software
- Increase in training budget for GIS personnel
- Budgeted for one more employee to attend the Proval Conference
- Increased postage due to increasing stamp costs and the increasing number of parcels
- Second installment of the development, by PCI, of a Real Estate billing/ land use and tax relief module
- Upgrade Personal Property software to allow for the scanning and storage of tax forms
- Costs associated with reconfiguring conference room and office design for new Tax Auditor

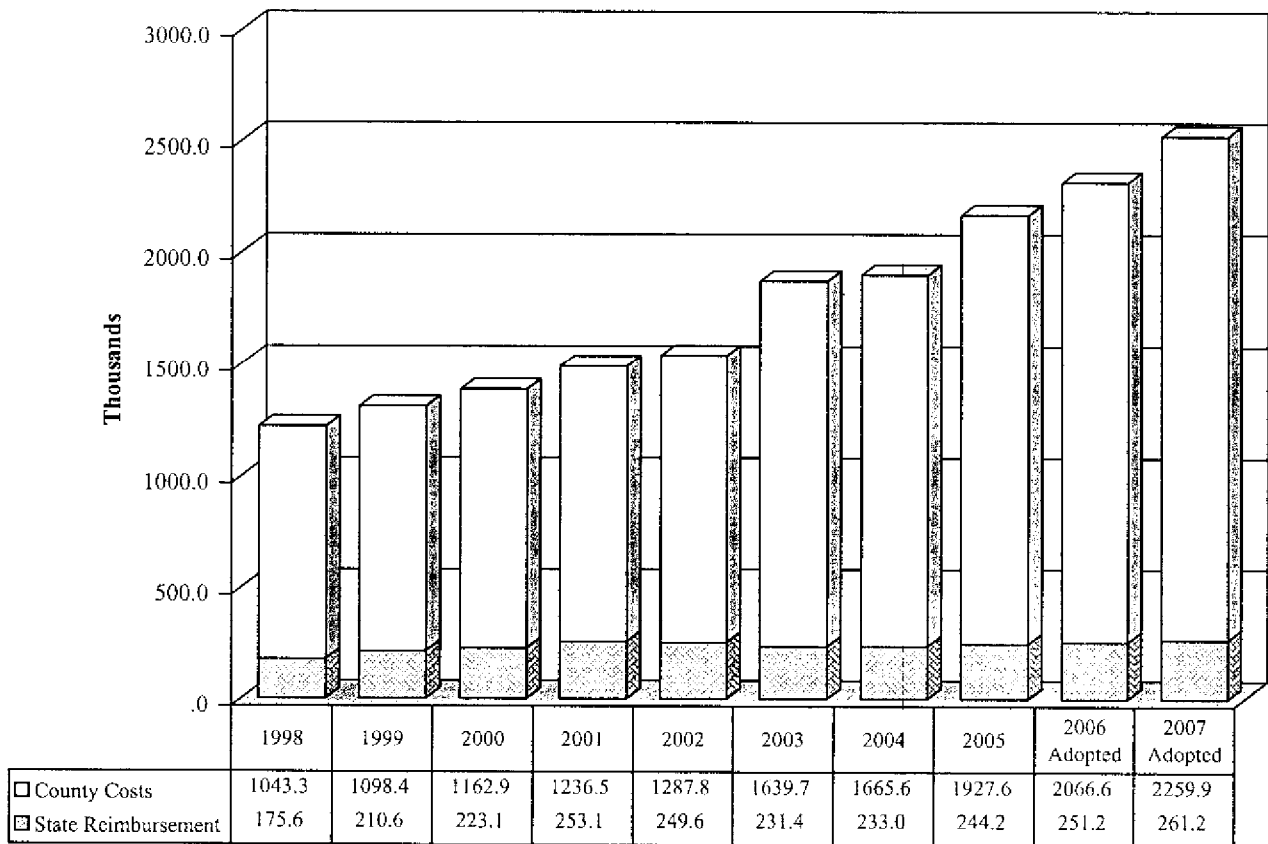
Capital Variances of -18.60%

- Real estate front counter redesign work complete



COMMISSIONER OF THE REVENUE

Fiscal years 1998 to 2003 have showed the State Reimbursement either being maintained or increased. In fiscal year 2004 thru 2007 the County Tax Support has increased. This trend is based on state revenues and is expected to stay at this level based on current state reimbursement policy.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006<br>Adopted | 2007<br>Adopted |
|---------------------|------|------|------|------|------|------|------|------|-----------------|-----------------|
| County Cost         | 86%  | 84%  | 84%  | 83%  | 84%  | 88%  | 88%  | 89%  | 89%             | 90%             |
| State Reimbursement | 14%  | 16%  | 16%  | 17%  | 16%  | 12%  | 12%  | 11%  | 11%             | 10%             |

# COMMISSIONER OF REVENUE

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## **HIGHLIGHTS**

The Commissioner's office serves as a resource of revenue data for research and planning for the state and local government. A continuous record of the assessments is maintained which is a resource for real estate agents, lawyers, surveyors, newspaper personnel, contractors and the general public. There is no other state or local office that provides this multitude of public services.

## **REAL ESTATE DIVISION**

The Real Estate Division of the Commissioner's office is responsible for maintaining all real property records for the purpose of assessment and taxation. The Commissioner's office is charged with obtaining, from the Clerk of Court, deed transfers, deeds of correction and other recorded instruments and processing them in a timely manner. The office also conducts an in-house biennial reassessment and is responsible for the interim assessment of new property. In addition to these functions, the office also maintains the official county tax maps of property, adding new subdivisions, easements and rights of way. By working closely with the general public and other state and local agencies, the Commissioner's office is able to provide timely, accurate and accessible real estate information to the citizens of Stafford County.

## **LAND USE PROGRAM**

The Land Use Program allows for agricultural, horticultural and forest land to be assessed at use value, rather than its market value. The program was implemented to encourage land preservation and the protection of agricultural and rural land while promoting proper land use planning and orderly development. Applicants must meet certain requirements based on the classification of their land to qualify. Once they qualify the land is assessed at its use value with the understanding that once the property changes use they are responsible for paying the county a roll back tax based on the fair market value of the property.

## **REAL ESTATE TAX RELIEF FOR ELDERLY AND HANDICAPPED**

The Tax Relief program is designed to assist elderly and disabled taxpayers by providing either total or partial tax relief. To qualify, certain criteria must be met: age, income and net worth. Qualified applicants will receive relief on their house and up to one acre of land. Currently, the Commissioner's office has 470 people enrolled in the program.

## **PERSONAL PROPERTY TAX**

The Personal Property Division of the Commissioner's office assesses all tangible personal property i.e., vehicles, trailers, watercraft, aircraft, motor homes, business property, machinery and tools, merchants capital and mobile homes. This department must first discover what property is in Stafford County by various methods; which include obtaining information from the Taxpayer, the Division of Motor Vehicles, the Department of Game and Inland Fisheries, and Virginia Department of Taxation. We then uniformly apply values to each class of property as mandated by state and county codes. Each vehicle assessed must be analyzed to determine if it meets the criteria to qualify for PPTRA (personal property tax relief act), or any of the special tax rates (handicap tax rate, fire and rescue tax rate, common carrier tax rate). All assessments are certified and sent to the Treasurer's office in time to meet all billing deadlines.

## **PUBLIC SERVICE CORPORATION**

The State Corporation Commission and the Department of Taxation report to the Commissioner of the Revenue the assessed values of properties owned by public service corporations. The Commissioner's office enters this information into a program and applies the current tax rates for assessment.

# COMMISSIONER OF REVENUE

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## **FOOD AND BEVERAGE, TRANSIENT OCCUPANCY, & SHORT TERM RENTAL TAXES**

The Commissioner's office is responsible for the remittance of the food and beverage, transient occupancy, and short-term rental tax. These are consumer taxes that are collected by businesses in Stafford for the county and remitted monthly. This office is required to monitor these taxes to ensure that all businesses required to collect the tax are doing so, that they have the proper remittance forms, and that all remittances are reported in a timely manner.

## **STATE INCOME TAXES**

The Commissioner's office provides a vital service to the taxpayers of Stafford in the filing of their state individual income taxes. This office has available all state and federal forms needed for filing each year. Income tax returns received are audited to ensure all information needed to process the return is included and for accuracy of the return. If an error is found, the taxpayer is notified so the corrections can be made. Correcting returns before they are sent to the Virginia Department of Taxation expedites the filing process for the taxpayer. Correct refund returns are keyed online to the Department of Taxation, which shortens the amount of time it takes for the taxpayer to receive the refund. This office assists taxpayers with filing returns and answers any questions they have regarding state taxes.

## **AUDIT DEPARTMENT**

The Commissioners' Office has established an audit program for the purpose of auditing business personal property taxes and all excise taxes collected by businesses and held in trust for the County. This insures uniformity in the taxation of business property and promotes compliance in the reporting of property owned.

# INFORMATION TECHNOLOGY

## MISSION

The mission of the Information Technology department is to provide hardware and software information systems and 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.

## GOALS/OBJECTIVES

- Implement a Voice over Internet Protocol telephone system that will improve the County's data and voice services and reduce costs at the same time.
- Work with Planning, Code Administration, Commissioner of the Revenue, Clerk of the Circuit Court and GIS offices to insure changes to tax map parcels, addresses and related data are uniformly applied to all impacted database records.
- Support and upgrades to the mobile computer program for the Sheriff, Fire and Rescue and Code Administration.
- Complete implementation of HTE NaviLine software for all users of the County's financial administrative systems.
- Assist Central Garage with implementing a new Fleet Management System for the County and Schools.
- Improve the County's Intranet site to be a vital communications resource where employees can get up to date information on County news and events and have convenient access to documents and forms.
- Review and update disaster recovery plans.
- Maintain and add new information and services to the County's website.
- Efficient help desk support to County computer users and timely responses to IT project requests.

## SERVICE LEVELS

|   | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|---|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>   |                          |                          |                        |
| % Of time supporting Constitutional Offices, Schools, Soc. Svcs., Registrar, and Courts (TrackIt & Project Databases) | 39%                      | 40%                      | 40%                    |
| % Of time supporting Administration Departments (TrackIt & Project Databases)   | 25%                      | 25%                      | 25%                    |
| % Of time supporting Community Development, Parks, Utilities, Solid Waster Mgmt (TrackIT & Project Databases)         | 36%                      | 35%                      | 35%                    |
| Employees attending computer training (Training Log)  | 272                      | 250                      | 250                    |
| Website Visitors – <a href="http://staffordcountynyva.gov">staffordcountynyva.gov</a> (Websense)                      | 490,325                  | 550,00                   | 600,00                 |
| Website Page Views – <a href="http://staffordcountynyva.gov">staffordcountynyva.gov</a> (Websense)                    | 2,065,941                | 3,300,000                | 4,000,000              |
| <b>Outputs</b>  |                          |                          |                        |
| New PCs installed (TrackIt)   | 92                       | 100                      | 100                    |
| Help Desk Calls Solved (TrackIt)  | 1,556                    | 2,000                    | 2,500                  |
| Project Requests Completed (Projects Database)  | 780                      | 900                      | 1,000                  |
| <b>Service Quality</b>  |                          |                          |                        |
| % Of up-time on County website and email (7x24) (Downtime Log)  | 99%                      | 98.5%                    | 98.5%                  |
| % Of up-time on non public safety systems (8am –5pm) (Downtime Log)   | 99.5%                    | 99.5%                    | 99.5%                  |
| % Of up time on CAD systems (7 X 24) (Downtime Log)   | 98.5%                    | 99%                      | 99%                    |
| Average number of minutes to solve a help call (TrackIt)  | 26                       | 30                       | 30                     |
| % Of project requests completed by requested date (Project database)  | 69%                      | 75%                      | 75%                    |
| <b>Efficiencies</b>   |                          |                          |                        |
| Av. hourly cost for help desk calls (includes benefits) (TrackIT & Payroll)   | \$19.10                  | \$24                     | \$24                   |

# INFORMATION TECHNOLOGY

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## ACCOMPLISHMENTS

- Implemented an interface between the Sheriff's CAD (Computer Aided Dispatch) and the County's GIS (Geographic Information System). The interface automatically updates CAD with street segment additions and changes from the GIS so emergency dispatchers are kept up to date with new development and changes to existing properties. Previously this was a time consuming manual process that lagged behind the County's fast-changing landscape.
- Installed a wireless network and new computer programs at the Landfill that have greatly improved the daily transaction processing between the Landfill and Finance Department.
- Improved Code Administration's and Planning's IWR website to provide status and history information on all inspections and reviews.
- Coordinated inter-departmental tracking of proffers in the Hansen and HTE systems. Computer programs and reports were created to help automate this effort.
- Continued moving County email accounts to the new Exchange system and added 200 additional email accounts.
- Implemented a Content Management System (CMS) that was used to completely revise the County's website (staffordcountyva.gov). The revised website has a uniform look and feel with an improved design to make it easier for citizens to find the information and on-line services they need. All departments received CMS training on how to keep their web content up to date. This distributed approach is helping to keep the overall website fresh and up to date with each department's latest information.
- Assisted Fire and Rescue to equip their vehicles with mobile computers and related software and network.
- Upgraded the Board Room's audio/visual system.
- Assisted Public Information to provide County information on the local CATV government channels as well as showing live and recorded broadcasts of Board of Supervisor meetings.
- Established an online help desk system (TrackIt) to speed the process of requesting hardware and software support from IT. The online system also provides feedback on the status and solution of service requests.

# INFORMATION TECHNOLOGY (GEOGRAPHIC INFORMATION SYSTEMS)

## MISSION

The Geographic Information System (GIS) Office supports county government with geographic analysis, survey control information, maps and data. This information is used to provide improved decision making and information to support the missions of other county departments, the Board of Supervisors and citizens. The system serves as a data depository on land boundaries and geographic data. This information is maintained to reflect the changing face of Stafford. The GIS Office provides technical assistance, base data, organization, quality checks, maps, and support to other internal GIS users and departments.

## GOALS/OBJECTIVES

- Maintaining and adding of GIS Data to the Geodatabase.
- Integration of GIS with GEAC, Hansen, Proval and data warehouse systems.
- Provide regular updates of the road centerline, police response areas and fire/rescue run areas to the GEAC CAD system.
- Enhance the GIS website by adding interactive mapping. Use the website as a primary means of delivering GIS information and data to the public & the development of internal departmental sites tailored to their specifications.
- Maintain consistent high quality GIS data: hydrology, stormwater facilities, impervious cover, road edges, addresses, county-owned facilities, and natural land cover.
- Ensure that the road centerlines (address ranges), buildings, and parcel mapping are updated as close as possible to final plat approval. Realign the parcel boundaries & building footprints according to the imagery & maintain as such.
- Update imagery as new State 6" resolution imagery data becomes available. Imagery will be flown in March 06 & be ready by Jan 07. This will greatly benefit many departments. Current imagery is from 2002 & the county has experienced much growth since that time. In addition to being current, it will be able to depict the characteristics of structures providing additional revenue for COR (ability to identify decks, sheds, & boats), identify features quicker & more accurately as described by 911 callers to the dispatch center & then relayed to first responders. Also will provide more up to date information to be used in the maintenance of the new comprehensive plan. Most importantly it will provide the citizens of the county with the best possible imagery available. At this resolution, the state will also generate 2' contours (currently have 5' contours) which in turn will create more accurate flood zone maps & more accurate modeling for county engineers of many departments.
- Coordinate efforts with other GIS workers in the Planning Department, Commissioner of the Revenue Office, Utilities Department, Public Services, Codes, Sheriff's Office and Schools.
- Continue coordination and cooperation with regional agencies (RADCO, FAMPO, Stafford Regional Airport, Northern VA GIS Managers, Metro. Washington Council of Governments, and Virginia Geographic Information Network).
- GPS all stormwater manholes in curb & gutter subdivisions and digitize all piping.
- Review of all digital subdivision final plats
- Fulfill internal & external mapping information requests.

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| GIS Web Site number of Users (Web Trends Report)                                | 60,000           | 500,000          | 650,000        |
| <b>Outputs</b>  |                  |                  |                |
| Hours worked responding to public inquires and data requests (Project database) | 261 hrs          | 300              | 325            |
| Project requests completed (Project database)                                   | 120              | 240              | 265            |
| Number of GIS layers maintained   | 185              | 225              | 250            |
| <b>Service Quality</b>  |                  |                  |                |
| % Project requests completed by requested date                                  | 75%              | 80%              | 85%            |

# INFORMATION TECHNOLOGY

## (GEOGRAPHIC INFORMATION SYSTEMS)

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### **ACCOMPLISHMENTS**

- Migration to the Geodatabase is underway with the loading of GIS coverages/shapefiles into the ArcSDE geodatabase for SQL Server. This will bring the County's GIS spatial data and tabular data up-to-date with today's improved relational database methods.
- The GIS is continuing to be used to update the CAD system with of up-to-date street address data and police, fire and rescue response areas. This effort will improve the accuracy and efficiency of maintaining geographic information in the CAD system. The Sheriff's emergency communications center now has a mapping interface that enables the County to meet the FCC's phase II wireless mandate of locating wireless 911 phone calls and landline calls on a map.
- GIS/Hansen interface applications have been developed for Planning & Utilities departments. The Hansen GIS Data Viewer allows a Hansen user to query, say a plat in Planning, or hydrant in Utilities and will return a map depicting parcels, streets, floodzones, zoning, & Utilities infrastructure.

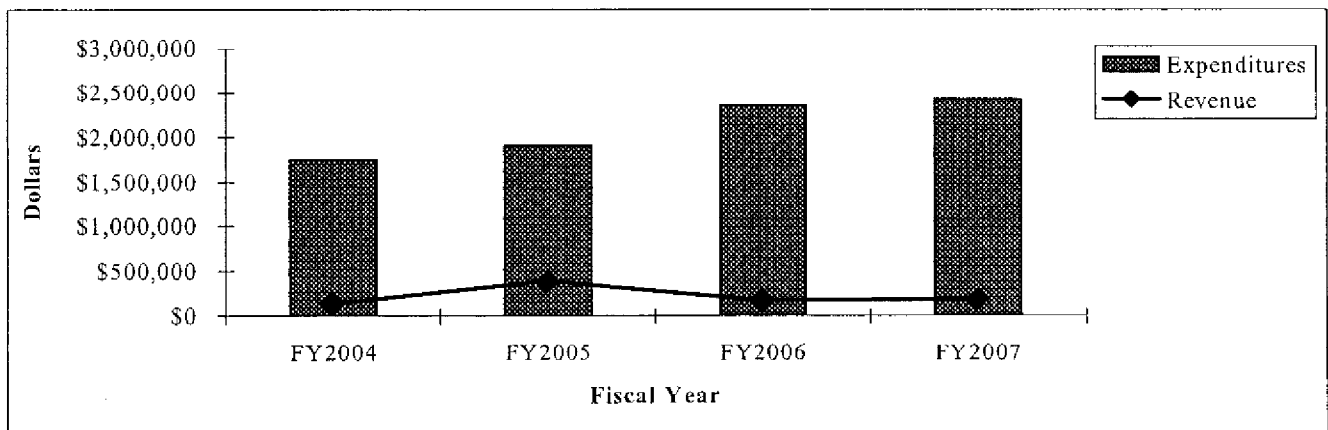
# INFORMATION TECHNOLOGY

## (Summary)

### BUDGET SUMMARY

|                          | FY2004             | FY2005             | FY2006             | FY2007             |                            |              |
|--------------------------|--------------------|--------------------|--------------------|--------------------|----------------------------|--------------|
|                          | Actual             | Actual             | Adopted Budget     | Adopted Budget     | Changes                    |              |
|                          |                    |                    |                    |                    | '06 Adopted to '07 Adopted |              |
| <b>Costs</b>             |                    |                    |                    |                    |                            |              |
| Personnel                | \$1,169,899        | \$1,325,469        | \$1,515,803        | \$1,596,872        | \$81,069                   | 5.35%        |
| Operating                | 402,971            | 448,214            | 650,224            | 696,842            | 46,618                     | 7.17%        |
| Capital                  | 174,733            | 134,868            | 185,382            | 134,000            | (51,382)                   | -27.72%      |
| <b>Total</b>             | <b>1,747,603</b>   | <b>1,908,551</b>   | <b>2,351,409</b>   | <b>2,427,714</b>   | <b>76,305</b>              | <b>3.25%</b> |
| Revenue                  | 137,789            | 382,979            | 163,854            | 177,356            | 13,502                     | 8.24%        |
| <b>Local Tax Funding</b> | <b>\$1,609,814</b> | <b>\$1,525,572</b> | <b>\$2,187,555</b> | <b>\$2,250,358</b> | <b>\$62,803</b>            | <b>2.87%</b> |
| Full-Time Positions      | 17                 | 18                 | 20 *               | 20                 | 0                          | 0.00%        |
| Part-Time Positions      | 4                  | 4                  | 3                  | 3                  | 0                          | 0.00%        |

\*Transfer of two GIS Positions from the Planning Department



### BUDGET VARIANCES

Personnel Variance of 5.35% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')

Operating Variance of 7.17% is attributed to the following:

- Increase due to County Broadcasting of board meetings and Scala system for government channel information
- Updating GIS with new aerial photography

Capital Variance of -27.72% is attributed to the following:

- Decrease in hardware/software purchases





**COUNTY ADMINISTRATION**  
**(ADMINISTRATION/CLERK)**

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**MISSION**

The Board of Supervisors appoints the County Administrator to implement the policies of the Board and direct the day to day operations of local government. The County Administrator, by state statute, serves as Clerk of the Board. This office prepares recommendations on issues considered by the Board, directs the operation of all departments within County government, advises effected parties of Board actions, ensures compliance with state and federal regulations, develops and administers fiscal plans and provides staff support to the Supervisors.

**GOALS/OBJECTIVES**

- Present a balanced budget
- Create and maintain an organizational performance measurement system
- Implement a clear vision, principles and goals provided by the Board of Supervisors
- Direct the County’s High Performance Organization movement to make ‘**Stafford -the Best Local Government in Virginia**’ through employee engagement, leadership development, innovation and creativity
- Provide exceptional staff support to the Board and citizens of the County
- Administer the equitable and efficient delivery of County services to citizens, businesses, and visitors

**SERVICE LEVELS**

|  | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>                              |                          |                          |                        |
| Minutes Archived (Microsoft Word)            | 25                       | 34                       | 34                     |
| Board Packages Processed (Microsoft Word)    | 450                      | 475                      | 475                    |
| <b>Service Quality</b>                       |                          |                          |                        |
| Coordinated Public Hearings (Microsoft Word) | 90                       | 100                      | 100                    |

**ACCOMPLISHMENTS**

- Adopted BEST Values
- Adopted the Capital Improvements Program
- Established United Way Expanded Goals and exceeded
- Participation in the Leadership Institute
- Established the “Employee Lunch with the County and Deputy Administrator” Program
- Countywide Space Needs Analysis completed

COUNTY ADMINISTRATION  
(Public Information)

MISSION

The Public Information Office ensures that citizens receive timely and accurate information about County services and initiatives through press releases; media advisories; programming on cable television channels; staff-produced articles and brochures; media interviews; press conferences and the County's Web site. The Public Information Office has also taken on an increasingly involved role in internal communications by working with various committees to publicize County programs including B.E.S.T. Values development, the Compensation Study and the Employee Survey; events; policy changes; and new initiatives in order to keep employees better informed and thus better equipped to provide high quality customer service.

GOALS/OBJECTIVES

- Enhance Stafford County's image as a progressive locality where citizens are valued and respected
- Produce a quarterly newsletter to inform citizens about County services, meetings and special events, and to promote cultural, recreational and civic activities, thereby ensuring caring and neighborly communities
- Generate at least 225 press releases and articles about County services and initiatives that highlight Stafford's high quality, most efficient, and effective customer service efforts; our work to promote learning, innovation and creativity; and our ability to keep a historical perspective while planning for the future
- Win at least five awards from state and national associations that recognize high quality work by local governments
- Institute a year-round campaign to educate citizens about general emergency preparedness, and inform the public about emergency services provided by the County
- Produce 12 *On the Scene in Stafford County* cable programs, set a consistent play-back schedule to include Board of Supervisors meetings, and provide 24/7 scrolling information about County services, initiatives and events
- Publish an employee newsletter and weekly news bulletin, *Around the Watercooler*, to emphasize the County's vision and values which highlights Stafford's efforts to be the best local government in Virginia
- Conduct a media training class for County staff to assist them in communicating effectively with media representatives and consequently ensure that a factual and accurate message is delivered
- Work with Information Technology Services to enhance the Web site to provide access to comprehensive information about County services 24 hours a day, seven days a week
- Enhance internal employee communications about B.E.S.T. Values and High Performance Organization efforts, and write and distribute memos about the Employee Survey, Compensation Study, and general policies affecting all employees to ensure accurate information is shared on a timely basis
- Complete automated telephone Info-line system and publicize availability to citizens

SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| Outcomes  |                  |                  |                |
| Information re: Internal Communication, County Initiatives, Current Events  | 100%             | 100%             | 100%           |
| Residents Informed about County Services/Initiatives/Emergency Info/Events  | 90%              | 95%              | 100%           |
| Web Site: Post press releases/calendar of meetings/special events; coordinate with Webmaster to ensure timeliness and accuracy of information | 80%              | 90%              | 100%           |
| Outputs   |                  |                  |                |
| News Releases, Articles, Speeches, Advertisements, Proclamations, etc.  | 335              | 370              | 400            |
| Set Up Media Interviews/Press Conferences with County Staff   |                  | 38               | 56             |
| Compensatory Time Worked Above Regular Hours To Provide Required Services to Public and Employees   | N/A              | 221              | 560            |
| Hours of Cable Television Programming   | 0                | 6,528            | 8,760          |

**COUNTY ADMINISTRATION**  
(Public Information)

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**SERVICE LEVELS (Continued)**

|  | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Outputs (Continued)</b>   |                          |                          |                        |
| Production Hours for Cable Programming/SCALA Slides/Coordinating Broadcasts of Board and Commission Meetings                   | N/A                      | 420                      | 832                    |
| Issues of Citizen Newsletter   | 0                        | 0                        | 4                      |
| Issues of <i>The County Line</i> Employee Newsletter/ <i>Around the Watercooler</i>  | 58                       | 52                       | 58                     |
| Hours Dedicated to Employee Relations and Internal Communications Including HPO, B.E.S.T. Fest, Values Development, United Way | 88                       | 392                      | 516                    |
| Number of Hours Dedicated to County and Regional Committees  | N/A                      | 40                       | 65                     |
| Special Events: B.E.S.T. Fest, Salute to Stafford, ribbon-cuttings and grand openings for County Departments                   | 4                        | 10                       | 15                     |
| <b>Service Quality</b>   |                          |                          |                        |
| County Department and Initiatives receive National/State/Local Recognition   | 100%                     | 100%                     | 100%                   |
| Cable Subscribers Exposed to 24/7 Programming About County Government (Number reflects total Adelphia and Cox subscribers)     | N/A                      | N/A                      | 27,000                 |

**ACCOMPLISHMENTS**

- Produced eight 30-minute *On the Scene in Stafford County* cable programs about emergency preparedness, volunteer recruitment, litter control and recycling efforts, and stormwater management.
- Generated more than 157 press releases about County services and initiatives that highlighted Stafford's high level of customer service.
- Researched and wrote entries for five National Association of Counties Achievement Awards: Youth Driver Taskforce, Board of Supervisors and School Board initiative; *Around the Watercooler*, Public Information Office; Stafford County School and Government Leadership Institute, County Government and the University of Virginia; Planning Redesign Initiative, County Administration and Department of Planning and Community Development; and Stafford the Wonder Dog, Citizen Assistance and Volunteer Services Office. Also wrote winning entries for three National Association of County Information Officers' 2005 Awards of Excellence: Tourism Brochure, Department of Economic Development; 2003 Water Quality Report, Department of Utilities; Planning Redesign Flyer, Public Information Office; and 2004 Customer Service Video, Citizen Assistance and Volunteer Services Office. Wrote five entries for the Virginia Association of Counties award program, and won one winning entry for the Youth Driver Taskforce. Wrote an award application for the Sheriff's Office for the Governor's Transportation Safety Award. Researched and wrote three award applications for the Virginia Municipal League.
- Spearheaded internal communications campaign by generating and distributing memos about County initiatives affecting employees including B.E.S.T. Values development, the Compensation Study, and the Employee Survey.
- Updated and enhanced the County's Residents Guide.

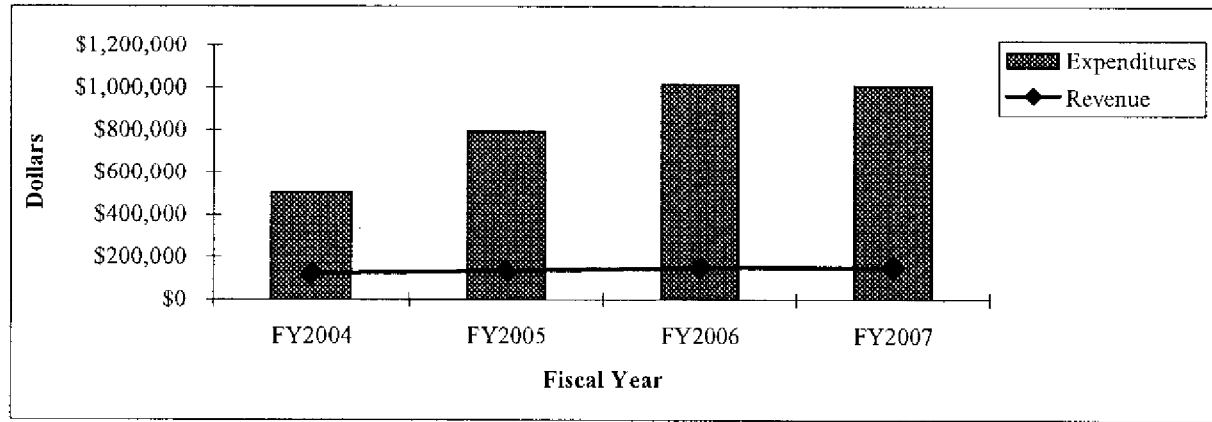
**ADDITIONAL INFORMATION**

The Public Information Manager serves as the County's spokesperson, working with the Board of Supervisors, staff and Constitutional Officers. The office supports the Cable Television Advisory Committee and acts as a liaison with the local cable television stations to ensure compliance with the Cable Television Franchise Agreements. Staff in this office write press releases, articles for other publications, letters to the editor, and commentaries for newspapers; produce the employee newsletter, *The County Line*, and the weekly employee news bulletin, *Around the Watercooler*; coordinate special events; draft proclamations for adoption by the Board; assist the Board with special requests; write speeches as requested by the Board and staff; and write and submit award applications for County programs.

COUNTY ADMINISTRATION  
(Summary)

BUDGET SUMMARY

|                     | FY2004    | FY2005    | FY2006         | FY2007         |                            |         |
|---------------------|-----------|-----------|----------------|----------------|----------------------------|---------|
|                     | Actual    | Actual    | Adopted Budget | Adopted Budget | Changes                    |         |
|                     |           |           |                |                | '06 Adopted to '07 Adopted |         |
| Costs               |           |           |                |                |                            |         |
| Personnel           | \$436,987 | \$698,672 | \$868,387      | \$927,036      | \$58,649                   | 6.75%   |
| Operating           | 65,386    | 96,644    | 148,308        | 82,590         | (65,718)                   | -44.31% |
| Total               | 502,373   | 795,316   | 1,016,695      | 1,009,626      | (7,069)                    | -0.70%  |
| Revenue             | 121,699   | 136,160   | 148,925        | 155,320        | 6,395                      | 4.29%   |
| Local Tax Funding   | \$380,674 | \$659,156 | \$867,770      | \$854,306      | (\$13,464)                 | -1.55%  |
| Full-Time Positions | 7         | 9         | 9              | 9              | 0                          | 0.00%   |
| Part-Time Positions | 0         | 0         | 1              | 1              | 0                          | 0.00%   |



BUDGET VARIANCES

Personnel Variance of 6.75% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')

Operating Variance of -44.31% is attributed to the following:

- Overall decrease in operating due to the implementation of Internal Billing for the Department of Code Administration
- Decrease in Printing and Binding – Public Information Office will not print a County Employee Newsletter or a Citizen Newsletter
- Decrease in postage due to the decision not to produce a Citizen Newsletter
- Decrease in Building or Office Rental
- Increase due to implementing broadcasting services for Planning Commission meetings and BOS worksessions

# COUNTY ATTORNEY

## MISSION

The County Attorney provides the Board of Supervisors, its agencies and commissions, the County Administrator, his staff and departments, and the constitutional offices professional and timely legal representation and advice. In addition, this office represents the County and its agencies in litigation before all courts and administrative tribunals along with effectively advising the Board of Supervisors, Planning Commission, and Community Policy Management Team.

## GOALS/OBJECTIVES

- Successfully conclude cases in a timely manner.
- Engage in more preventative practices, including education, in an effort to reduce litigation.
- Utilize new technologies to increase productivity of the office.
- Develop creative approaches to address current legal issues of the County.
- Reduce outside legal counsel costs related to land use, planning and zoning matters, assuming the approval of the proposed additional Assistant County Attorney position.

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Advise official bodies, including the Board of Supervisors, Planning Commission, CPMT, and the Towing Board (Manual Tracking)                             | 400              | 400              | 500            |
| Property Acquisition and Deed of Dedication Review (Manual Tracking)  | 375              | 400              | 436            |
| <b>Outputs</b>  |                  |                  |                |
| Litigation (general) (Manual Tracking)  | 40               | 40               | 60             |
| <b>Service Quality</b>  |                  |                  |                |
| Provision of legal advice to County Departments and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking) | 1740             | 1750             | 2000           |
| <b>Efficiencies</b>   |                  |                  |                |
| Monetary Collections (Including Bankruptcy and Utility collection cases) (Manual Tracking)  | 550              | 550              | 650            |

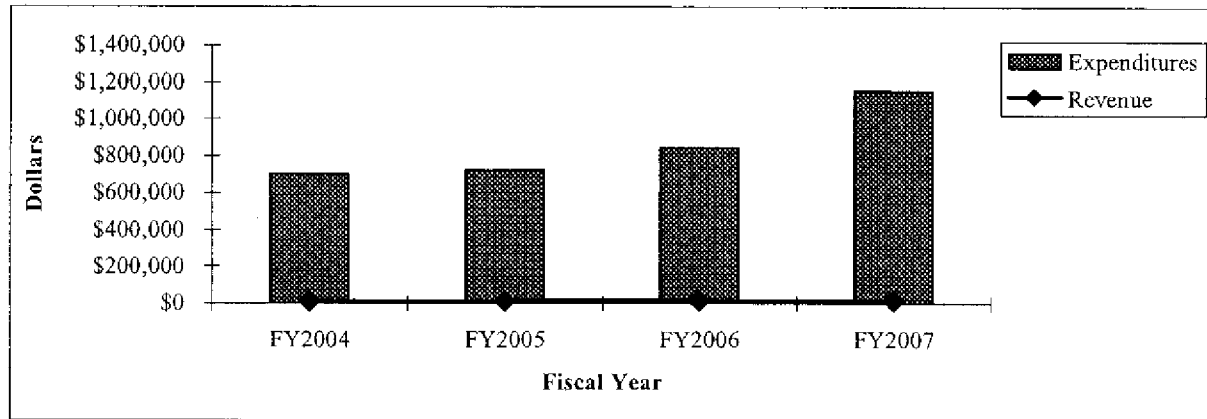
## ACCOMPLISHMENTS

- Performed essential functions of the office without an increase in staff
- Made the County HIPAA compliant at minimal expense
- Reviewed and/or prepared 400+ deeds of dedication, deeds of easement and acquisition deeds
- Held the number of lawsuits to a minimum because of preventatives practices/education
- Revised the Animal Control ordinance
- Assisted in redrafting proposed Fire and Rescue Chief ordinance

COUNTY ATTORNEY

BUDGET SUMMARY

|                     | FY2004    | FY2005    | FY2006         | FY2007         |                            |        |
|---------------------|-----------|-----------|----------------|----------------|----------------------------|--------|
|                     | Actual    | Actual    | Adopted Budget | Adopted Budget | Changes                    |        |
|                     |           |           |                |                | '06 Adopted to '07 Adopted |        |
| Costs               |           |           |                |                |                            |        |
| Personnel           | \$523,039 | \$547,536 | \$606,350      | \$904,814      | \$298,464                  | 49.22% |
| Operating           | 175,781   | 173,225   | 235,500        | 249,677        | 14,177                     | 6.02%  |
| Total               | 698,820   | 720,761   | 841,850        | 1,154,491      | 312,641                    | 37.14% |
| Revenue             | 11,028    | 10,972    | 12,036         | 12,665         | 629                        | 5.23%  |
| Local Tax Funding   | \$687,792 | \$709,789 | \$829,814      | \$1,141,826    | \$312,012                  | 37.60% |
| Full-Time Positions | 6         | 6         | 6              | 9              | 3                          | 50.00% |



BUDGET VARIANCES

Personnel variance of 49.22% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life Insurance reinstated at no costs to employees'
- Two new Assistant County Attorney positions
- One new Legal Secretary position

Operating variance of 6.02% is attributable to the following:

- Increased costs for books and internet subscriptions
- Increased costs for continuing legal education
- Increased Management Services costs because of increased litigation
- Overall increased due to the addition of three new positions

# FINANCE

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## **MISSION**

The Finance Department shares in the responsibility and opportunity to contribute to the success of the County's vision. It strives to provide friendly, courteous, knowledgeable and prompt service to all external and internal customers. It is committed to teamwork and recognizes the contributions of each team member.

The Finance Department is responsible for establishing, maintaining and enforcing sound fiscal policies for the County, promptly disbursing funds for County purchases and services, efficient retention of County records and accounting for and safeguarding the County's financial resources. It oversees the County's debt issuances and assures that such transactions are financially and legally sound. It is also responsible for monthly billing of the County's water and sewer utility services and associated delinquent collections. Builder and developer securities administration is a function of this department.

## **GOALS/OBJECTIVES**

- Arrange for and participate in audits - County, R-Board, Cost Allocation
- Prepare Comprehensive Annual Financial Report (CAFR) and submit to the Government Finance Officers' Association (GFOA) Certification Program
- Accounts Payable - pay invoices within 3 weeks of invoice date; promote ACH vendor payment program
- Payroll - produce accurate payrolls - direct deposit notices and benefits checks; produce accurate and timely statutory reports
- Financial System - continued analysis for effectiveness and efficiency
- Utility Billing - accurate monthly billing; continued analysis of the billing system and current trends for effectiveness and efficiency
- Delinquent Utility Collections - 70% recovery of delinquent accounts
- Landfill Billing - accurate monthly billing
- Debt Management - analysis and communication of debt position; coordinated efforts with schools, utilities and CIP; seek enhanced rating status from ratings agencies
- Fixed Asset management - conduct physical inventory; accurate posting of acquisitions and disposals
- Risk Management - continue audit of insurance protection; seek competitive bids for insurance coverages and deductibles; administer workers compensation program; analyze safety needs of County departments and implement programs to address needs
- Purchasing – monitor P-card program for efficiency and effectiveness; update procurement policy; utilize state and local purchasing alliances; conduct surplus property auction
- Records Management - develop a disaster plan for recovery of vital records; encourage reduction of stored records by following State retention schedules
- Securities - assure the safety and integrity of builder/developer securities with timely deposits and accurate record keeping



## FINANCE

### SERVICE LEVELS

|  | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Plan |
|--|-------------------|-------------------|-----------------|
| Bids/RFP's Processed (HTE Financial System)  | 98                | 90                | 100             |
| Landfill Bills Processed (Landfill System)   | 300               | 300               | 350             |
| Payroll Checks Processed (HTE System)  | 22,802            | 24,000            | 24,500          |
| Purchase Orders Processed (HTE System)   | 3,406             | 3,500             | 2,500           |
| Utility Bills Processed (HTE System)   | 335,620           | 345,000           | 360,000         |
| Invoices Processed (HTE System)  | 61,501            | 62,000            | 50,000          |
| Employees Paid by Direct Deposit (HTE System)  | 99%               | 100%              | 100%            |
| Builder/Developer Securities Handled (in millions of dollars)<br>(Office Tracking Log) | \$ 84.5           | \$ 92.95          | \$ 102.25       |
| Consecutive Years GFOA Certificate (GFOA)  | 23                | 24                | 25              |
| Annual Volume of Purchase Orders Processed (in millions of dollars)<br>(HTE System)    | \$ 36.5           | \$ 40             | \$ 40           |
| ACH Vendor Payment percentage (new program projection)                                 | 5%                | 5%                | 10%             |

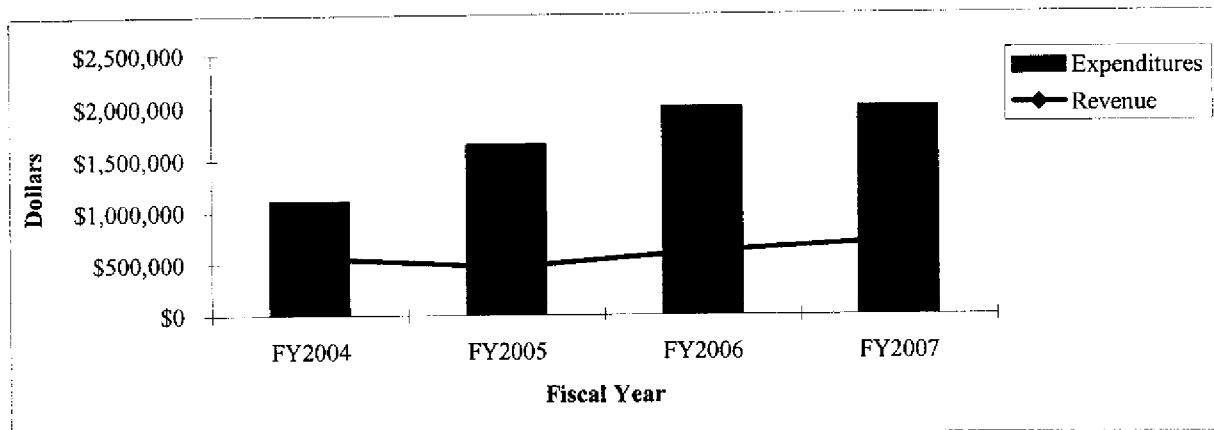
### ACCOMPLISHMENTS

- Established County policy for paying all employees through direct deposit.
- Established County credit card policy.
- Established County Fraud and Abuse policy.
- Revised travel policy to incorporate per diem and mileage rates as set by the IRS.
- Received 23<sup>rd</sup> consecutive Certificate of Achievement for Excellence in Financial Reporting for the County's FY 2004 CAFR.
- Implemented on-line billing for Department of Defense (Quantico) Landfill and Water services.
- Moved direct deposit notice printing and AP check printing from manual processing to laser printing process which saves the cost of pre-printed forms.

# FINANCE

## BUDGET SUMMARY

|                          | FY2004<br>Actual | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|------------------|--------------------|-----------------------------|--------------------|---|---------------|
| <b>Costs</b>             |                  |                    |                             |                    |   |               |
| Personnel                | \$902,062        | \$1,055,143        | \$1,106,027                 | \$1,167,022        | \$60,995  | 5.51%         |
| Operating                | 193,203          | 570,904            | 868,041                     | 814,424            | (53,617)  | -6.18%        |
| Capital                  | 5,405            | 16,275             | 19,500                      | 12,000             | (7,500)   | -38.46%       |
| <b>Total</b>             | <b>1,100,670</b> | <b>1,642,322</b>   | <b>1,993,568</b>            | <b>1,993,446</b>   | <b>(122)</b>                                    | <b>-0.01%</b> |
| Revenue                  | 563,118          | 469,150            | 620,637                     | 718,968            | 98,331  | 15.84%        |
| <b>Local Tax Funding</b> | <b>\$537,552</b> | <b>\$1,173,172</b> | <b>\$1,372,931</b>          | <b>\$1,274,478</b> | <b>(\$98,453)</b>                               | <b>-7.17%</b> |
| Full-Time Positions      | 18               | 20                 | 20                          | 20                 | 0   | 0.00%         |
| Part-Time Positions      | 3                | 1                  | 2                           | 2                  | 0   | 0.00%         |



## BUDGET VARIANCES

Personnel variance of 5.51% is attributable to the following:

- A 4% salary adjustment to implement compensation study
- Decrease in health insurance costs
- Increase in group life insurance – re-instated program

Operating variance of -6.18% is attributable to the following:

- Increase in internal billings for services rendered to Code Administration
- Decrease in general liability insurance from re-negotiated contract

Capital variance of -38.46% is attributable to the following:

- Decrease in office equipment
- Decrease in amount for purchase of shelving at Records Management facility
- Increase for acquisition of imaging hardware/software system for Accounts Payable documents



# DEPARTMENT OF HUMAN RESOURCES

## MISSION

Human Resources provides services that support, develop and inspire our employees in their service to the citizens of Stafford County and customers. This includes the administration and operation of the County's human resource system including employee health, compensation and benefit programs, recruitment and selection, training and development. Human Resources administers a total compensation program (salary and benefits) based on the market which provides internal equity throughout the workforce and competes in relevant labor markets. In addition, the Equal Employment Opportunity Program ensures effective management of a diverse workforce and non-discriminatory practices in all areas of human resources management. Human Resources also provides training, development and wellness programs for county employees to promote employee growth and encourage healthy lifestyles.

## GOALS/OBJECTIVES

- Complete the revision to the Human Resources Policy Manual with the assistance of the Employee Advisory Committee
- Provide staff development training and other organizational initiatives in the areas of leadership and supervisory skill development, and training in interviewing, discipline, performance appraisal, customer service and motivation of employees.
- Implement a Strategic Health Care Study to project and plan for health care changes during the next 3-5 years
- Implement a comprehensive classification study to consolidate all technicians into broader, more generic position descriptions and create career ladders to encourage skill set development
- Create an HR department website and provide forms on the intranet
- Maintain the County's pay and classification plan. Conduct a market-based salary study to review one-third of position classifications annually to keep pace with the market status
- Develop an employee performance-based employee evaluation program
- Through Leadership Team and the EAC, provide strategies for reward and recognition of employees

## SERVICE LEVELS

|  | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>  |                          |                          |                        |
| Payroll Entry/Changes  | 1,611                    | 1,700                    | 1,725                  |
| Number of Training Programs offered/coordinated (tracking began in 05)   | N/A                      | 5                        | 10                     |
| Number of Applications received (tracking began in 05)                   | N/A                      | 5,467                    | 5,500                  |
| Number of Compensation Surveys completed (tracking began in 05)          | N/A                      | 15                       | 20                     |
| <b>Outputs</b>   |                          |                          |                        |
| Hits on the employment website (Webmaster)                               | 270,000                  | 275,000                  | 280,000                |
| Internet inquiries in Neogov – Online Application System                 | N/A                      | 35,000                   | 40,000                 |
| New hires (HTE)  | 249                      | 325                      | 400                    |
| Total Number of Attendees at New Employee Orientations                   | N/A                      | 167                      | 190                    |
| Number of Positions Recruited (tracking began in 05)                     | N/A                      | 117                      | 110                    |
| Number of compensation surveys completed (tracking began in 05)          | N/A                      | 15                       | 20                     |
| <b>Service Quality</b>   |                          |                          |                        |
| % of Letters of Offer completed within 3 days                            | N/A                      | 85%                      | 90%                    |
| Average fill time for vacant positions (in days)                         | N/A                      | 117                      | 90                     |
| Average time to research/investigate employee compensation issues (days) | N/A                      | 45                       | 30                     |
| <b>Efficiencies</b>  |                          |                          |                        |
| Cost per employee – Workplace Harassment Training                        | N/A                      | \$6                      | \$4                    |
| Cost per hit on the Neogov Applicant Tracking System                     | N/A                      | \$0.34                   | \$0.30                 |
| Cost to hire an employee – (pre-employment testing)                      | N/A                      | \$95                     | \$130                  |

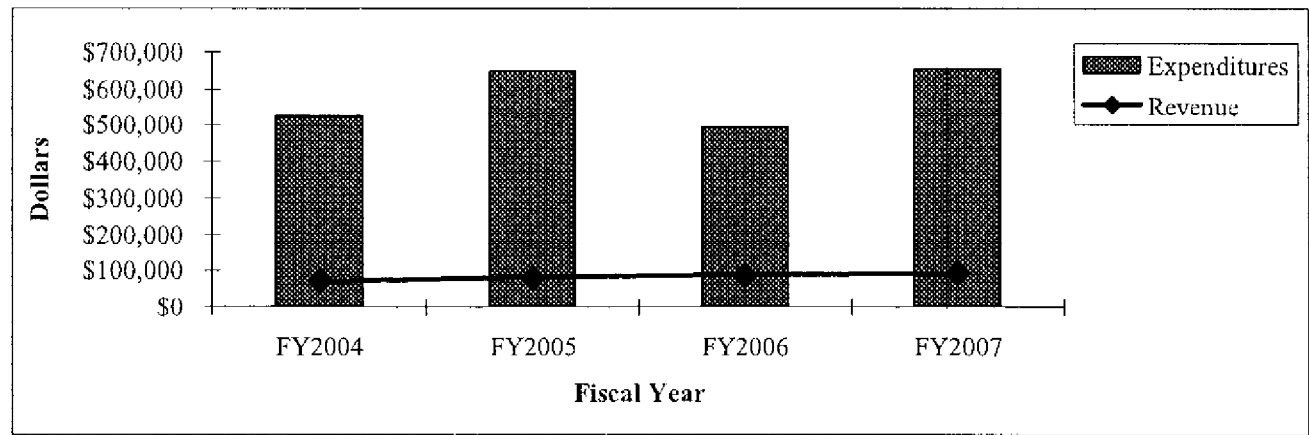
DEPARTMENT OF HUMAN RESOURCES

ACCOMPLISHMENTS

- Provided a Total Compensation Statement for every employee, which captures the total compensation (wages, benefits, and statutory contributions) paid by Stafford County for the 2005 calendar year.
- Conducted the nineteenth annual Service Awards Program which recognized 149 employees for their dedicated service
- Implemented the Neogov Applicant Tracking System which automated the application process
- Implemented the second year of the Leadership Institute in cooperation with the Stafford County Schools and the University of Virginia. This program includes 30 county and 30 School Board employees in the second year program and 45 county employees in the first year level of the program. This program won a 2005 NaCo Award.
- Completed a Total Rewards market-based compensation study which incorporated a compensation philosophy, benefit review and compensation recommendations
- Participated in the Local Government Academy development with RADCO, Germanna Community College and other local governments in PD16. Stafford County had over 50 participates in the fall 2005 program.
- Adopted a Workplace Harassment policy and conducted mandatory training for all full-time employees
- Through the Employee Advisory Committee review and rewrite human resource policies
- Three HR Analyst were certified as Professionals by the Society for Human Resources in Spring 2005. They also received their HR Generalist certification in November 2005
- Established Employee Mentoring Program for new employees in conjunction with New Employee Orientation and Customer Service Orientation

BUDGET SUMMARY

|                     | FY2004    | FY2005    | FY2006         | FY2007         |                            |        |
|---------------------|-----------|-----------|----------------|----------------|----------------------------|--------|
|                     | Actual    | Actual    | Adopted Budget | Adopted Budget | Changes                    |        |
|                     |           |           |                |                | '06 Adopted to '07 Adopted |        |
| Costs               |           |           |                |                |                            |        |
| Personnel           | \$462,706 | \$483,526 | \$385,418      | \$551,413      | \$165,995                  | 43.07% |
| Operating           | 63,376    | 165,261   | 110,175        | 101,978        | (8,197)                    | -7.44% |
| Total               | 526,082   | 648,787   | 495,593        | 653,391        | 157,798                    | 31.84% |
| Revenue             | 69,101    | 81,105    | 88,610         | 92,105         | 3,495                      | 3.94%  |
| Local Tax Funding   | \$456,981 | \$567,682 | \$406,983      | \$561,286      | \$154,303                  | 37.91% |
| Full-Time Positions | 7         | 7         | 7              | 7              | 0                          | 0.00%  |
| Part-Time Positions | 0         | 0         | 1              | 1              | 0                          | 0.00%  |



# DEPARTMENT OF HUMAN RESOURCES

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## **BUDGET VARIANCES**

Personnel Variance of 43.07% is attributable to the following:

- The addition of a Part-time Sr. Administrative Assistant during the FY06 budget year
- 4% salary adjustment to implement compensation study
- Funding of vacant position
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated at no costs to employees'

Operating Variance of -11.98% is attributable to the following:

- Reclassified \$10,500 from HR budget to Non-departmental for Criminal Background checks
- Decrease for outsourced legal review of human resources issues

Capital Variance of 100% is attributable to the following:

- Increase in furniture and fixtures to reconfigure front office



# PUBLIC SERVICES

## MISSION

In partnership with departments and agencies, Property Management is dedicated to providing quality support services. We accept the challenges of providing service in an effective, economical and efficient manner, with Pride and concern for those we serve. Property Management is a service organization responsible for providing functional, clean, safe, and secure facilities at all times for use by County employees and citizens of Safford County.

## GOALS/OBJECTIVES

- Assist Information Technology implement a new telephone service for the County.
- Continue to support contractor(s) with the installation of the new public safety communication system.
- Design and construct new offices and working space in the Administration basement for County Staff.
- Completion of the Courthouse Renovation for the Juvenile & Domestic Relations Court Hearing room.
- Repairs and resurface parking lot at the Government Center.
- Renovation of building at Rowser Site for County Offices.

## SERVICE LEVELS

|                                       | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---------------------------------------|------------------|------------------|----------------|
| <b>Outputs</b>                        |                  |                  |                |
| Total facilities maintained (sq. ft.) | 222,696          | 225,046          | 231,999        |
| Owned facilities (sq. ft.)            | 220,335          | 220,335          | 220,335        |
| Leased Facilities (sq. ft.)           | 2,361            | 17,955           | 18,000         |
| Number of Facilities Leased           | 3                | 6                | 12             |
| Pool Vehicles                         | 8                | 10               | 10             |
| <b>Service Quality</b>                |                  |                  |                |
| Work Orders Processed                 | 10,500           | 11,000           | 11,660         |
| <b>Efficiencies</b>                   |                  |                  |                |
| Custodial Cost (sq. ft.)              | \$0.72           | \$0.75           | \$0.77         |
| Security Cost (sq. ft.)               | \$1.24           | \$1.30           | \$1.34         |
| Leased Facilities Cost (sq. ft.)      | \$14.87          | \$14.99          | \$17.39        |

\* All Vehicles and Equipment with Virginia Tag's. Sheriff's Office not included

## ACCOMPLISHMENTS

- Completion of Rowser Building Complex renovation project.
- Installed lighting at the new Leeland VRE Parking lot.
- Replacement of carpet and tile on the first and second floor of courthouse.
- Installation of new transformers to provide electrical services to departments
- Replacement of roof top air conditioner on Health Department.
- Assist Architects, Engineers and Contractors on County project.



## PUBLIC SERVICES (STORMWATER PROGRAM)

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### **MISSION**

The Stormwater Management Division administers County wide post construction stormwater needs. Provides customer service for drainage related complaints and concerns in a courteous, professional, and timely manner. Drainage concerns are investigated to determine the responsibility for repairs and maintenance. Provides project management on approved maintenance and construction stormwater projects.

### **GOALS/OBJECTIVES**

- Implement design and construction of the Drainage Improvement Plan.
- Implement design and construction of approved citizen's drainage complaint list.
- Board of Supervisors approval of a Stormwater Utility to provide a dedicated source of revenue.

### **ACCOMPLISHMENTS**

- Administrative Specialist position filled.
- Drafted an approved stormwater drainage system maintenance and repair program policy. Funding to be in place the Summer of 2006.
- Stormwater Best Management Practice (BMP) maintenance policy approved. Funding to be in place the Summer of 2006
- Drainage Improvement Plan funding approved for design.
- Emergency repair completed on Garrisonville Estates dam spillway
- Investigated & presented to the Board of Supervisors the merits of having a Stormwater Utility.

PUBLIC SERVICES  
(TRANSPORTATION ENGINEERING DIVISION)

MISSION

The Transportation Engineering Division The Division is responsible for the review and approval of the transportation components of site plans; through performance agreements, the posting of securities for the transportation infrastructure improvements related to site development, between developers and the county for transportation infrastructure improvements; maintaining the green and white street name signs; administration of the county's Transportation Fund; liaison with the Potomac Rappahannock Transportation Commission (PRTC); liaison with Virginia Railway Express (VRE); Liaison with FRED Bus Service; liaison with the Fredericksburg Area Metropolitan Planning Organization (FAMPO); and staff for the Stafford County Transportation Commission. The Division is liaison with VDOT on several program areas: Transportation Planning, VDOT Rural Addition Program, VDOT Traffic Calming Program, roadway maintenance issues, and acceptance of infrastructure improvements into the State System of Highways.

GOALS/OBJECTIVES

- Development and approval of a multi-year comprehensive transportation improvement plan.
- Development of a Stafford County Design Standards Manual.

SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| Outputs                                      |                  |                  |                |
| Number of Plans Reviewed                     | N/A              | 700              | 700            |
| Centerline Miles of Streets Accepted by VDOT | 19               | 21               | 18             |
| Number of Street Signs Replaced              | 100              | 250              | 380            |

ACCOMPLISHMENTS

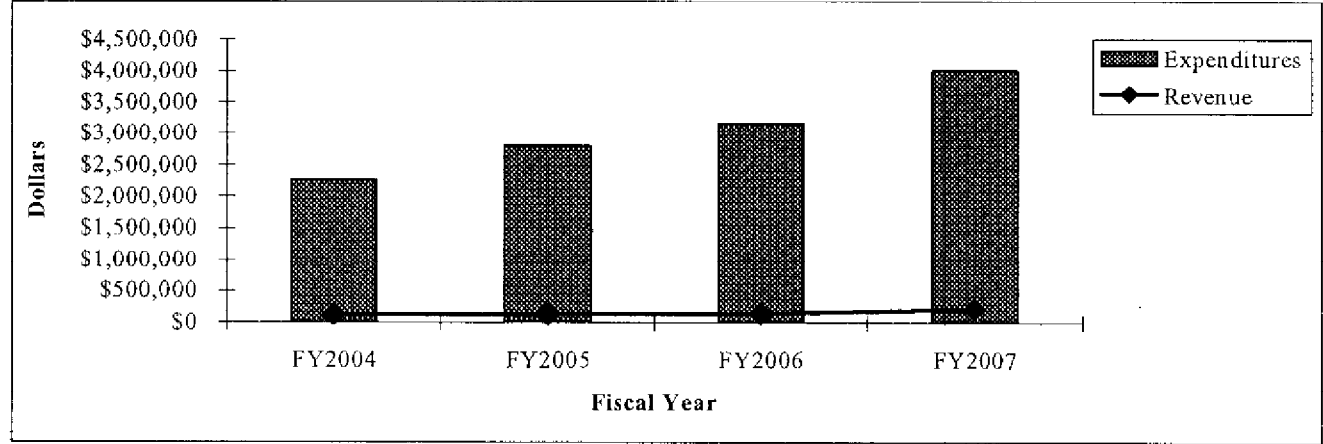
- Completion of the Centreport Parkway (SR-8900) from Mountain View Road to Aviation Way.
- Completion of a street improvement project in the Autumn Ridge subdivision.
- Implementation of Transportation Impact Fees in the southeast portion of the county.
- Coordinated with FRED on the execution of the first Transit Development Plan (long-range plan) in the Fredericksburg region.

PUBLIC SERVICES  
(Summary)

BUDGET SUMMARY

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| Costs                    |                    |                    |                             |                    |   |               |
| Personnel                | \$777,917          | \$1,033,368        | \$1,291,366                 | \$1,468,680        | \$177,314                                       | 13.73%        |
| Operating                | 1,214,490          | 1,468,559          | 1,685,801                   | 1,977,694          | 291,893   | 17.31%        |
| Capital                  | 273,089            | 303,111            | 186,180                     | 573,330            | 387,150   | 207.94%       |
| <b>Total</b>             | <b>2,265,496</b>   | <b>2,805,038</b>   | <b>3,163,347</b>            | <b>4,019,704</b>   | <b>856,357</b>                                  | <b>27.07%</b> |
| Revenue                  | 124,450            | 127,003            | 135,548                     | 211,045            | 75,497  | 55.70%        |
| <b>Local Tax Funding</b> | <b>\$2,141,046</b> | <b>\$2,678,035</b> | <b>\$3,027,799</b>          | <b>\$3,808,659</b> | <b>\$780,860</b>                                | <b>25.79%</b> |
| Full-Time Positions      | 14                 | 20 *               | 24 *                        | 24 *               | 0   | 0.00%         |
| Part-Time Positions      | 5                  | 4                  | 2                           | 2                  | 0   | 0.00%         |

\* A Senior Engineer position and a proposed new Engineering Specialist position ,which work under Public Services Team, are reported and funded in the Transportation Fund.



BUDGET VARIANCES

Personnel variance of 13.73% is attributable to the following:

- 2% Cola in January, 2006
- 4 % salary adjustment to implement compensation study
- Decrease in Health Insurance cost
- Life Insurance reinstated (no cost to employees)
- New Position approved, Engineering Specialist (Roads) for Transportation Division

Operating variance of 17.31% is attributable to the following:

- Increase in cost of Professional Fees
- Increase in cost for Professional Services and Contracts
- Increase cost for temporary help
- Increase fuel cost for vehicles and heating
- Increase in supply cost for additional facilities taken on by Property Management

## PUBLIC SERVICES (Summary)

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### **BUDGET VARIANCES (Continued)**

- Replacement of Courthouse Roof Top AC unit #12
- Increase in Training for Certification requirements
- Maintenance of drainage systems and BMP facilities

Capital variance of -207.94 is attributable to the following:

- No large equipment or machines scheduled for replacement in FY2006
- No replacement vehicle in Public Services Fleet or Motor Pool



# REGISTRAR AND ELECTORAL BOARD

## MISSION

The Registrar, an appointed constitutional officer, ensures that the opportunity to register and vote is available to all eligible residents. The Registrar conducts registration and elections as required by the Constitution, Code of Virginia and directives of the State Board of Elections. Besides managing efficient elections while protecting the integrity of the democratic process and promoting public awareness of the Electoral System, the Registrar also compiles and maintains accurate voter records and election results.

## GOALS/OBJECTIVES

- Increase voter registration
- Provide voter education
- Update registration records
- Recruit, train, supervise and provide assistance to election officials
- Process absentee ballot requests

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| % of eligible voters registered (Outside Source)                  | 82               | 82               | 85             |
| New registrations (Outside Source)                                | 9,795            | 5,000            | 4500           |
| Absentee voters (Manual Tracking)                                 | 3,509            | 1,600            | 1,700          |
| <b>Outputs</b>  |                  |                  |                |
| Voters served at polling places (Accu-Vote 2000)                  | 45,970           | 30,000           | 30,000         |
| Changes made to records (Outside Source)                          | 12,891           | 1,500            | 1,600          |
| Voters transferred/deleted (Outside Source)                       | 7,322            | 2,000            | 2,500          |
| <b>Service Quality</b>  |                  |                  |                |
| Applications accepted/notified within two weeks (Manual Tracking) | 100%             | 100%             | 100%           |
| Absentee ballots mailed within two days (Manual Tracking)         | 100%             | 100%             | 100%           |
| Precinct totals reported within two hours (Manual Tracking)       | 23               | 25               | 25             |
| <b>Efficiencies</b>   |                  |                  |                |
| Cost of election per vote (Manual Tracking)                       | \$3.82           | 4.96             | 4.92           |

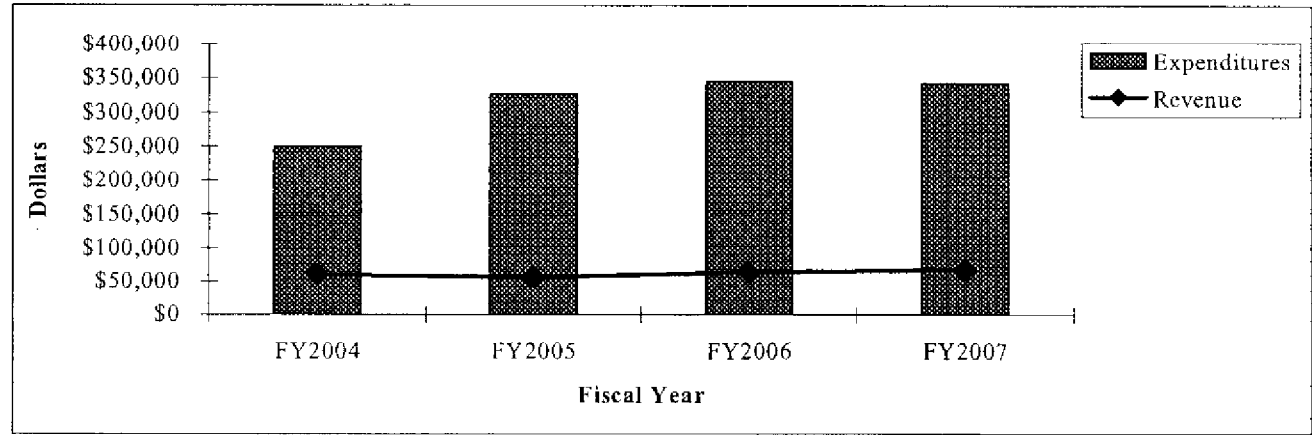
## ACCOMPLISHMENTS

- Insured all qualified citizens desiring to register were given the opportunity to register to vote.
- Provided voters that would not be present on Election Day the opportunity to vote by absentee ballot.
- Provided professional and courteous support to candidates and voters.
- Conducted fair, impartial and efficient elections.

REGISTRAR AND ELECTORAL BOARD

BUDGET SUMMARY

|                     | FY2004    | FY2005    | FY2006         | FY2007         |                            |        |
|---------------------|-----------|-----------|----------------|----------------|----------------------------|--------|
|                     | Actual    | Actual    | Adopted Budget | Adopted Budget | Changes                    |        |
|                     |           |           |                |                | '06 Adopted to '07 Adopted |        |
| Costs               |           |           |                |                |                            |        |
| Personnel           | \$203,484 | \$262,312 | \$265,689      | \$264,520      | (\$1,169)                  | -0.44% |
| Operating           | 46,080    | 63,142    | 63,500         | 62,100         | (1,400)                    | -2.20% |
| Capital             | 0         | 0         | 15,800         | 15,600         | (200)                      | -1.27% |
| Total               | 249,564   | 325,454   | 344,989        | 342,220        | (2,769)                    | -0.80% |
| Revenue             | 59,610    | 55,914    | 62,868         | 67,814         | 4,946                      | 7.87%  |
| Local Tax Funding   | \$189,954 | \$269,540 | \$282,121      | \$274,406      | (\$7,715)                  | -2.73% |
| Full-Time Positions | 3         | 3         | 3              | 3              | 0                          | 0.00%  |
| Part-Time Positions | 1         | 1         | 1              | 1              | 0                          | 0.00%  |



BUDGET VARIANCES

Personnel variance of -.44% is attributable to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')
- Reduction in Election Workers by budgeting for one election

Operating variance of -2.20% is attributable to the following:

- Reduction in purchase of equipment
- Increase in Mileage
- Increase in Dues & Office Supplies
- Increase in Computer Software

Capital variance of -1.27 is attributable to the following:

- Decrease in cost for replacement of computer

# REGISTRAR AND ELECTORAL BOARD

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## **ADDITIONAL INFORMATION**

The Office of the Registrar of Voters provides voter registration and election services to Stafford residents. This office was established in 1971, as required by the Constitution and Code of Virginia. Since 1986, the number of voters has increased from 19,319 to more than 64,500 in 2005. This growth is due to increasing population and voter registration initiatives. It is anticipated that the number of registered voters will increase to 70,000 by 2010. Based on the 2000 Census and current estimates, 82% of eligible Stafford citizens are registered to vote. This figure exceeds the state and national averages.

In 1987, the County established a Central Absentee Voting Election District to count absentee ballots. This insured timely election results and eliminated the necessity for harried election officials at each polling place to count the paper ballots at the close of the polls. In 1991, the County increased the number of precincts from 12 to 16; in 1995, that number increased to 20. Previously, the County had six geographical election districts with one at large district. In 2001, the County deleted the at large district and established one new district for a total of seven geographical election districts and 22 precincts. Two precincts were added in 2005. These changes were necessary for many reasons: the burgeoning of voter numbers in the precincts, the need to reduce long lines on Election Day and anticipated growth in the county.

Stafford uses the Accu-Vote 2000 voting system, which is an optical scan system. The Accu-Vote system is easy to maintain, program, store and transport. With this system there is a paper trail. Election results are available immediately at the close of the polls and are sent via modem to Election Central at the Office of the Registrar of Voters. This reduces the time necessary to compile the results and eliminates errors caused by fatigued election officials after a 14-hour workday.

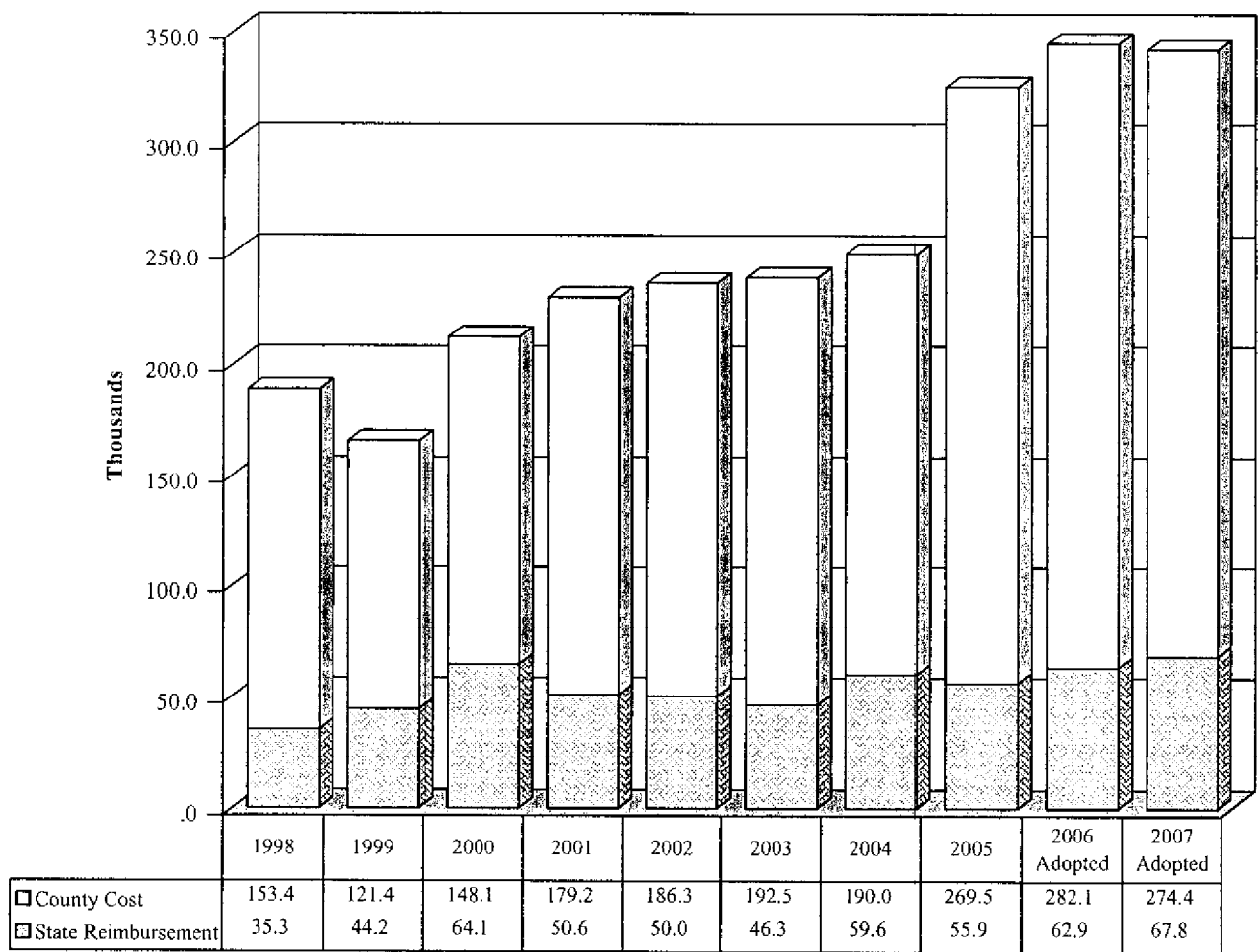
Direct Recording Equipment, a touch screen voting system, will be used in 2006. One DRE device will be used in each precinct to provide voter accessibility. This equipment will be provided by a grant from the Federal Government.

The churches, schools and volunteer emergency service units provide the polling locations to the County at no cost.



REGISTRAR & ELECTORAL BOARD

The Registrar and Electoral Board are supported by County taxes. The salary of the Registrar and stipend of the Electoral Board members is refunded to the County by the Virginia General Assembly.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006<br>Adopted | 2007<br>Adopted |
|---------------------|------|------|------|------|------|------|------|------|-----------------|-----------------|
| County Cost         | 81%  | 73%  | 70%  | 78%  | 79%  | 81%  | 76%  | 83%  | 82%             | 80%             |
| State Reimbursement | 19%  | 27%  | 30%  | 22%  | 21%  | 19%  | 24%  | 17%  | 18%             | 20%             |

# TREASURER

## MISSION

The Treasurer, an elected official, provides citizens and taxpayers with reliable revenue collection and cash management service. The Treasurer: 1) maintains tax collection and aggressively pursues delinquent accounts, 2) meets Governmental Accounting Standard's Board reporting requirements, 3) maximizes security of in-office funds and deposits while complying with the requirements of the Auditor of Public Accounts (APA), 4) maintains an assertive presence in identifying automation needs and seeks resolution of those needs and 5) streamlines office functions and meets increased internal and external service demands while maintaining cost-efficient operations.

## GOALS/OBJECTIVES

- Enhance customer service by providing EBox convenience to Stafford citizens for paying utility bills, real estate taxes, personal property taxes, and for purchasing decals.
- Implement a lock box operation to receive and automate the bill payment process. This will provide an improved level of customer service by expediting payments received via the mail.
- Provide online inquiry capability using secure internet technology to allow citizen access to public records maintained by the Office of the Treasurer.
- Manage the County investments to maintain a positive variance of at least 25 basis points, on the average portfolio earnings, compared to the average 91 day Treasury Bill.

## SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Outcomes</b>                                |                  |                  |                |
| Debt Set-off Program Accounts (Stars/lms)      | 33,182           | 35,000           | 35,000         |
| Collection Actions (DSO Application)           | 1,900            | 3,500            | 2,500          |
| Delinquent Notices (DSO Application)           | 24,000           | 30,000           | 26,000         |
| <b>Outputs</b>                                 |                  |                  |                |
| Auto Decals (DMV Application)                  | 115,725          | 95,950           | 125,000        |
| Dog Tags (Manual Tracking)                     | 2,366            | 3,750            | 2,500          |
| Meals Tax Payments (COR Tracking System)       | 2,703            | 2,600            | 2,900          |
| RE & PP Bills Processed (COR Tracking System)  | 237,971          | 250,000          | 260,000        |
| State Income Estimates (Estimated Application) | 4,872            | 6,400            | 5,000          |
| State Income Returns (COR Tracking System)     | 3,099            | 4,500            | 3,400          |
| Water Bills (HTE System)                       | 331,703          | 330,500          | 345,000        |
| <b>Service Quality</b>                         |                  |                  |                |
| Average Earnings Rate - Positive Variance      | + .25%           | + .25%           | + .25%         |

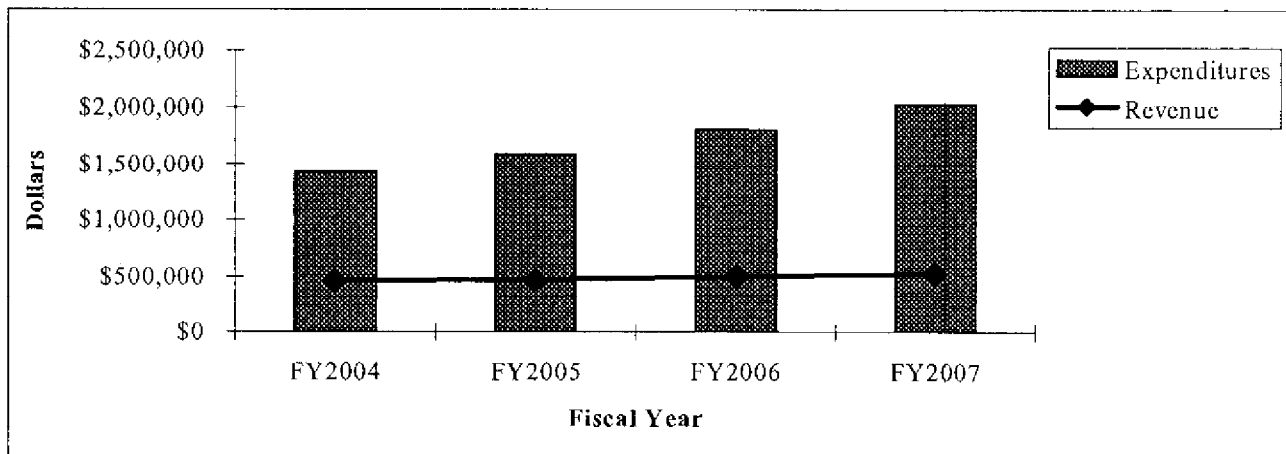
# TREASURER

## ACCOMPLISHMENTS

- Implemented E-Check technology for online payments of real estate tax bills, personal property tax bills, utility bills, and the purchase of vehicle decals, offering improved customer service and convenience to our citizens. During the first five months of operation, over 3,500 E-Check transactions were received and processed, accounting for nearly a half million dollars in revenue.
- Implemented secure internet capability for the processing of over the counter credit cards and debit cards. The addition of debit cards, as well as replacing dial up with secure internet access, expanded and improved the services offered to our citizens.
- Achieved the highest level thus far of online payments for a single day – 993 transactions for over a quarter million dollars.
- Continuing our Customer Service Initiative, training was provided to every employee of the Treasurer’s Office in the areas of Cash Handling Techniques, and in Improving Customer Service.

## BUDGET SUMMARY

|                          | FY2004           | FY2005             | FY2006             | FY2007             |                            |               |
|--------------------------|------------------|--------------------|--------------------|--------------------|----------------------------|---------------|
|                          | Actual           | Actual             | Adopted Budget     | Adopted Budget     | Changes                    |               |
|                          |                  |                    |                    |                    | '06 Adopted to '07 Adopted |               |
| <b>Costs</b>             |                  |                    |                    |                    |                            |               |
| Personnel                | \$989,826        | \$1,085,767        | \$1,237,821        | \$1,327,633        | \$89,812                   | 7.26%         |
| Operating                | 433,937          | 485,086            | 546,153            | 688,798            | 142,645                    | 26.12%        |
| Capital                  | 1,155            | 15,212             | 22,500             | 12,700             | (9,800)                    | -43.56%       |
| <b>Total</b>             | <b>1,424,918</b> | <b>1,586,065</b>   | <b>1,806,474</b>   | <b>2,029,131</b>   | <b>222,657</b>             | <b>12.33%</b> |
| Revenue                  | 455,588          | 470,039            | 503,877            | 526,722            | 22,845                     | 4.53%         |
| <b>Local Tax Funding</b> | <b>\$969,330</b> | <b>\$1,116,026</b> | <b>\$1,302,597</b> | <b>\$1,502,409</b> | <b>\$199,812</b>           | <b>15.34%</b> |
| Full-Time Positions      | 17               | 18                 | 18                 | 18                 | 0                          | 0.00%         |
| Part-Time Positions      | 4                | 5                  | 5                  | 5                  | 0                          | 0.00%         |



# TREASURER

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## **BUDGET VARIANCES**

Personnel variance of 7.26% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Decrease in Tuition Assistance

Operating variance of 26.12% is attributable to the following:

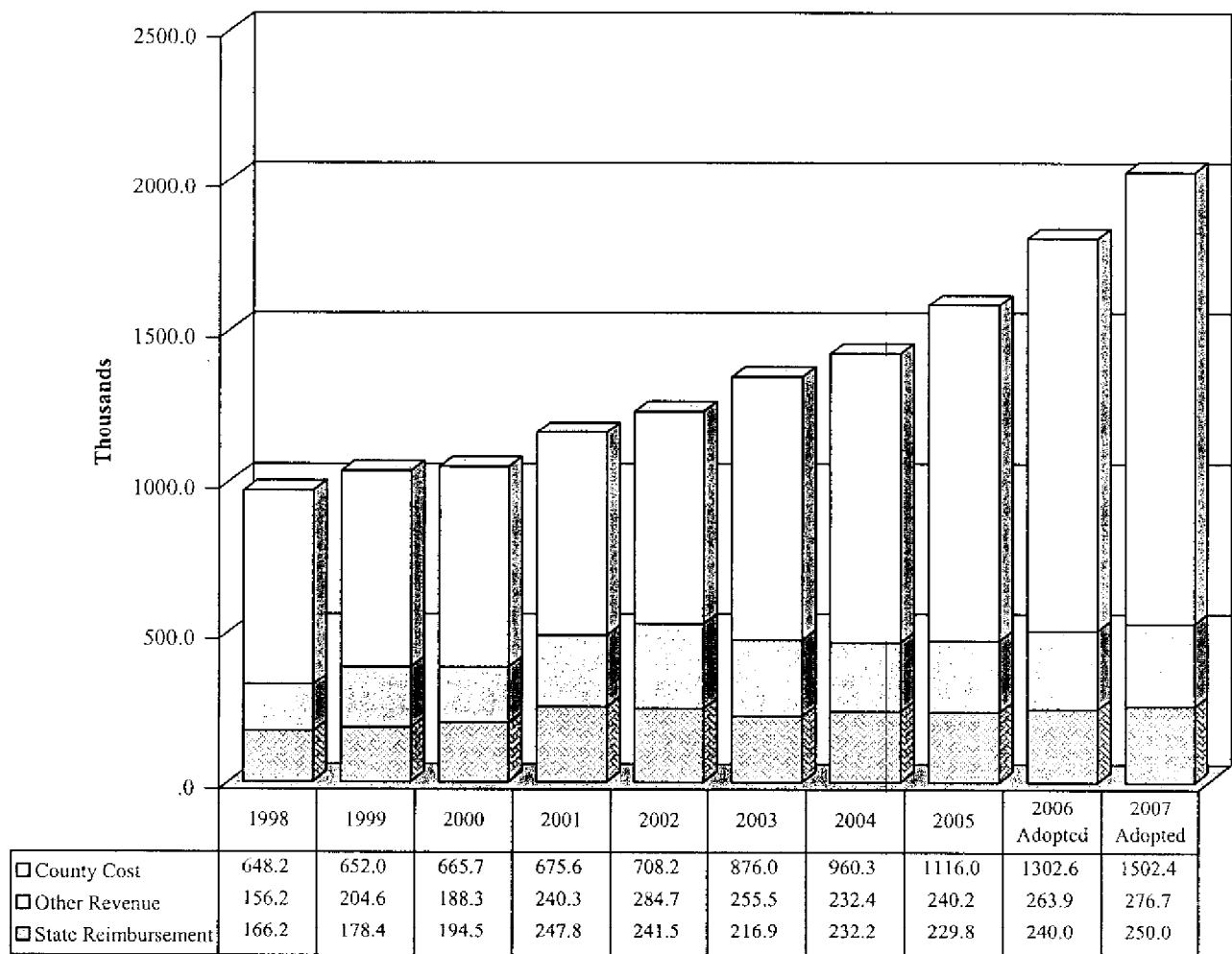
- Increased costs in data processing and contractual services
- Increase to accommodate growth in the number of tax tickets
- Increase in Postage costs
- Increase for equipment rental
- Software enhancements for the Revenue Collection System and the Revenue Processing System
- An increase due to the replacement of work stations

Capital variance of -43.56% is attributable to the following:

- A decrease in Computer Equipment is due to the need to replace only one server

TREASURER

The State Reimbursement increased in fiscal year 2007, but is not proportionately keeping up with the growth of the department.

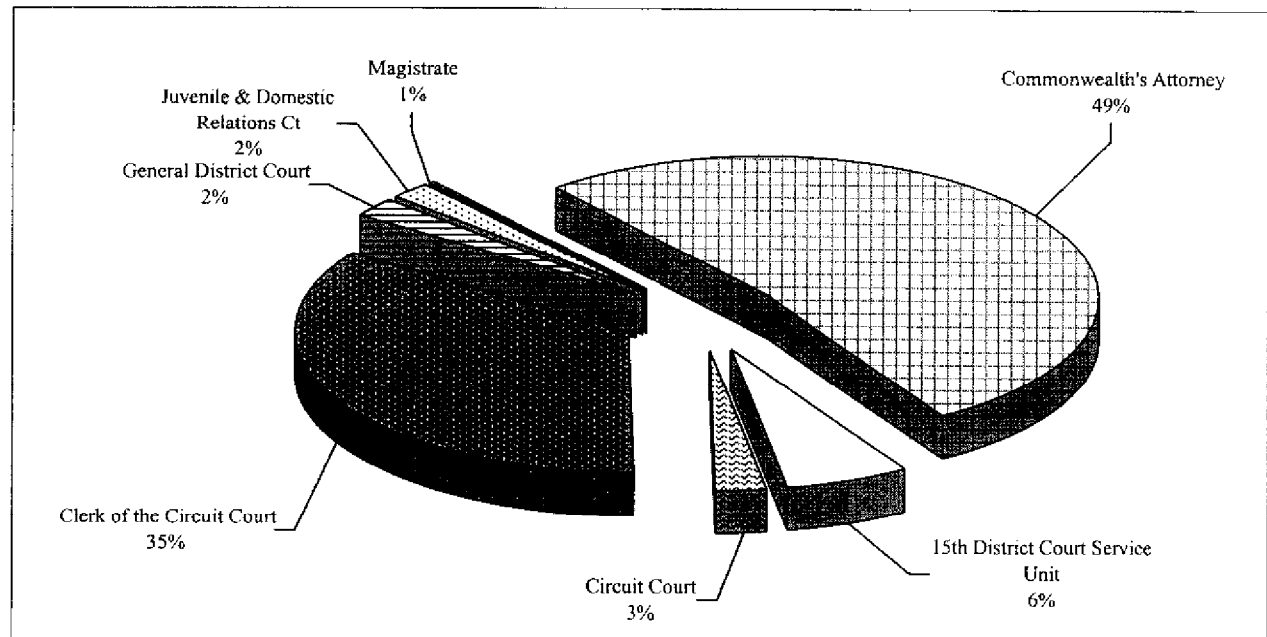


|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 Adopted | 2007 Adopted |
|---------------------|------|------|------|------|------|------|------|------|--------------|--------------|
| County Cost         | 67%  | 63%  | 63%  | 58%  | 57%  | 65%  | 68%  | 71%  | 72%          | 74%          |
| Other Revenue       | 16%  | 20%  | 18%  | 21%  | 23%  | 19%  | 16%  | 15%  | 15%          | 14%          |
| State Reimbursement | 17%  | 17%  | 19%  | 21%  | 20%  | 16%  | 16%  | 14%  | 13%          | 12%          |



## JUDICIAL ADMINISTRATION

|                                  | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|----------------------------------|--------------------|-----------------------------|--------------------|---|--------------|
| Commonwealth's Attorney          | \$1,530,778        | \$1,847,757                 | \$2,143,575        | \$295,818                                       | 16.01%       |
| 15th District Court Service Unit | 157,264            | 190,268                     | 244,687            | 54,419  | 28.60%       |
| Circuit Court                    | 79,226             | 130,439                     | 108,015            | (22,424)  | -17.19%      |
| Clerk of the Circuit Court       | 1,184,650          | 1,400,461                   | 1,417,833          | 17,372  | 1.24%        |
| General District Court           | 80,009             | 96,400                      | 95,427             | (973)   | -1.01%       |
| Juvenile & Domestic Relations Ct | 42,846             | 65,700                      | 77,700             | 12,000  | 18.26%       |
| Magistrate                       | 7,824              | 12,750                      | 10,425             | (2,325)   | -18.24%      |
| <b>Total Expenditures</b>        | <b>\$3,082,597</b> | <b>\$3,743,775</b>          | <b>\$4,097,662</b> | <b>\$353,887</b>                                | <b>9.45%</b> |



# COMMONWEALTH'S ATTORNEY

## MISSION

The Commonwealth's Attorney, an independent Constitutional Officer elected at large for a four-year term, is responsible for prosecuting criminal violations of the Code of Virginia and the Code of Stafford. The State Compensation Board fixes the salaries and expenses of this office. The State reimburses Stafford for salaries and expenses of this office, which are approved by the State. Stafford supplements the State-approved budget.

The Commonwealth's Attorney's Office also provides oversight of the Victim/Witness Program, which was established to pro-actively protect the rights of crime victims and witnesses to crimes. This program, initiated in FY1997 and primarily funded by a grant, advises crime victims of their rights and potential restitution while guiding them through the judicial system.

## GOALS/OBJECTIVES

- Enhance the security of the citizens of Stafford County in their homes and daily lives by providing successful prosecution of criminal cases.
- 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.
- Ensure that all criminal cases are fairly assessed and cases are meritoriously prosecuted to the fullest extent of the law while taking into consideration the rights of the victims and witnesses.
- Increase the amount of funding received from the State Compensation Board. Stafford County Commonwealth's Attorney office is ranked #5 in greatest need for more staff attorneys to manage the increased workload.

## SERVICE LEVELS\*

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Outcomes</b>  |                  |                  |                |
| Victims' services both direct & indirect   | 805              | 1200             | 1200           |
| Preparation/submission of victim restitution to court (V/W only)                 | \$95,415         | \$265,000        | \$265,000      |
| <b>Outputs</b>   |                  |                  |                |
| Domestic Violence Spousal Victims  | 200              | 260              | 300            |
| Criminal Cases   | 1380             | 1555             | 1740           |
| Probation Violation Cases Commenced  | 300              | 330              | 360            |
| Probation Violation Cases Tried  | 100              | 190              | 220            |
| <b>Service Quality</b>   |                  |                  |                |
| Participate with local agencies to bring awareness and training to crime victims | 15               | 15               | 18             |
| Coll. of delinquent fines and costs for courts (Contracted)                      | \$816,111        | \$930,000        | \$1,100,000    |

\* As of 11/05/2005

## ACCOMPLISHMENTS

The Commonwealth's Attorney serves on the following boards and commissions, and was the recipient of the following awards:

- Re-elected to serve on the Board of Directors of the National District Attorney's Association (NDAA) for Virginia
- Recipient of an Award of Appreciation from the Virginia State Police for assistance provided to the Northern Virginia-DC Internet Crimes Against Children (ICAC) Task Force
- Chairman of the Nominating Committee for Virginia Association of Commonwealth's Attorneys (VACA) and Commonwealth's Attorneys Services Council (CASC)
- Co-Chairman of the Management and Technology Committee of National District Attorneys Association (NDAA)
- Honorary Life Member of the White Oak Fire Department, Stafford County



# COMMONWEALTH'S ATTORNEY

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## **ACCOMPLISHMENTS (Continued)**

Deputy Commonwealth's Attorneys serve on the following boards and commissions:

- Committee member for the Court Appointed Special Advocate/Children's Justice Act Board (CASA/CJA)
- Chairman of the Fredericksburg Stafford Park Authority
- Board of Directors of Downtown Greens Community Garden
- Vice Chair to the Rappahannock Alcohol Safety Action Program Board
- Teach at the Regional Criminal Justice Academy
- Teach the Top Gun Class to law enforcement personnel in the Commonwealth of Virginia
- Serve as a faculty member for the Virginia State Bar Course on Professionalism

Assistant Commonwealth's Attorneys serve on the following boards and commissions:

- Teach at the Regional Criminal Justice Academy
- Lecture presented at the Department of Homeland Security's Cyber Crimes Center in Fairfax, Virginia on the topic of proving crimes using computers

Victim/Witness Coordinator and Program serve on the following board and commissions:

- Serve on the SANE Advisory Council
- Serve as a member of the Rappahannock Area Coalition for a Community Without Violence
- Speaks to the Rappahannock Council on Domestic Violence and Rappahannock Council on Sexual Assault new volunteers throughout the year regarding agency interaction with Victim/Witness Program
- Hosted Family Fun Day in recognition of National Crime Victims' Rights Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with various local agencies

## **ADDITIONAL INFORMATION**

The Office of the Commonwealth's Attorney is responsible for prosecuting all criminal offenses that occur within Stafford in the General District, Juvenile and Domestic Relations, and Circuit courts. This office also handles appeals to the Virginia Court of Appeals and to the Supreme Court of Virginia.

The services provided by the Commonwealth's Attorney are expected to increase for the following reasons:

- Increase in the number of indictments and appealed misdemeanor cases, which must be prosecuted in the Circuit Court
- Increase in the number of criminal cases being prosecuted in the General District and Juvenile courts
- Increase in the number of probation violations prosecuted in the Circuit Court and reconsideration motions
- The appointment of attorneys to serve on training programs and boards in the community
- The Stafford County Commonwealth's Attorney Office is one of only 30 Commonwealth's Attorney offices in the State that has been awarded a grant from the Virginia Department of Criminal Justice that has partially funded an attorney's position to support victims of domestic violence, sexual abuse, stalking and family abuse. The existing support staff has adjusted its workload to incorporate support of this new position. Tracking the progress of the charges, disposition, and victims' demographics has resulted in an increase in the office workload.
- The location of the Rappahannock Regional Jail and Juvenile Detention Center in Stafford County continues to increase the caseload of this office as the responsibility of prosecuting crimes in these facilities falls on this office. This regional facility serves Stafford County, as well as the counties of Spotsylvania and King George, and the City of Fredericksburg.
- In FY 2006, the Juvenile and Domestic Relations Court added a full day of court on Wednesdays and General District Court added an additional day for criminal cases. This has increased the number of courts prosecutors have to be in each day. The addition of three attorneys in FY06 has benefited court coverage. The State Compensation Board's staffing standards indicates that this office is still below the number of attorneys that are required to adequately address the needs of the Stafford County court system.

# COMMONWEALTH'S ATTORNEY

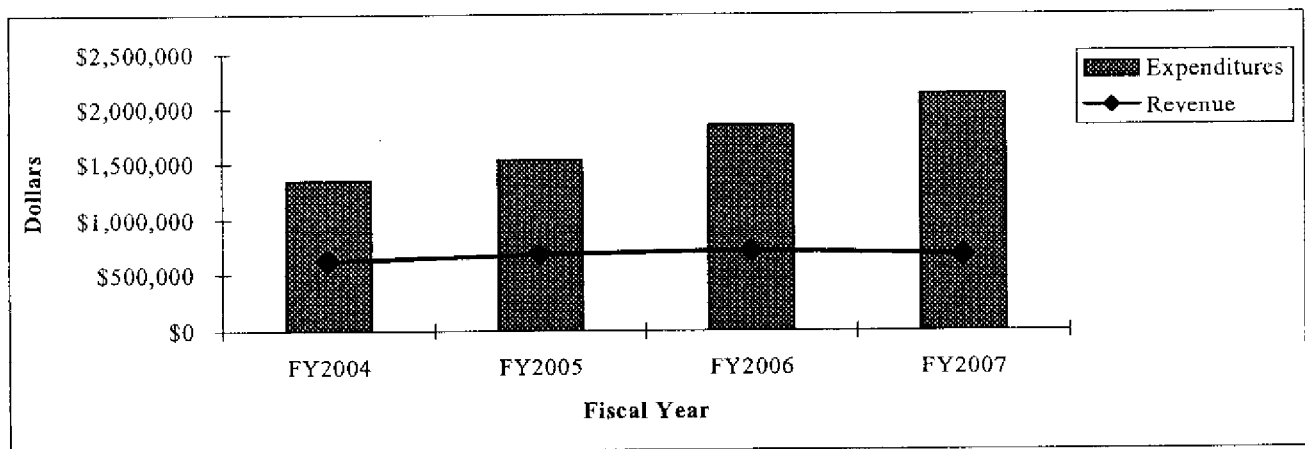
## ADDITIONAL INFORMATION (Continued)

- The Commonwealth's Attorney also administers a Victim-Witness Program funded by a grant from the Department of Criminal Justice Services. Services rendered to victims and witnesses can be expected to increase as caseloads increase.
- In Fiscal Year 2006 the Commonwealth's Attorney Office will move approximately 8 staff members to rented space across from the Judicial Center. The office expansion will result in an increase in costs to include a second copier with fax capabilities, a second law library/conference room with audio visual equipment, additional phone lines, and kitchen equipment.

## BUDGET SUMMARY

|                          | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|------------------|------------------|-----------------------------|--------------------|---|---------------|
| <b>Costs</b>             |                  |                  |                             |                    |   |               |
| Personnel                | \$1,256,822      | \$1,432,389      | \$1,720,322                 | \$1,951,676        | \$231,354                                       | 13.45%        |
| Operating                | 89,300           | 98,389           | 117,935                     | 191,899            | 73,964  | 62.72%        |
| Capital                  | 0                | 0                | 9,500                       | 0                  | (9,500)   | -100.00%      |
| <b>Total</b>             | <b>1,346,122</b> | <b>1,530,778</b> | <b>1,847,757</b>            | <b>2,143,575</b>   | <b>295,818</b>                                  | <b>16.01%</b> |
| Revenue                  | 621,301          | 670,512          | 712,639                     | 675,000            | (37,639)  | -5.28%        |
| <b>Local Tax Funding</b> | <b>\$724,821</b> | <b>\$860,266</b> | <b>\$1,135,118</b>          | <b>\$1,468,575</b> | <b>\$333,457</b>                                | <b>29.38%</b> |
| Full-Time Positions      | 16               | 17               | 21                          | 21                 | 0   | 0.00%         |
| Part-Time Positions      | 0                | 1 *              | 1                           | 1                  | 0   | 0.00%         |

\*Added Victim Witness Program Secretary



# COMMONWEALTH'S ATTORNEY

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## **BUDGET VARIANCES**

Personnel Variance of 13.45% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')
- Reclassification of employees

Operating Variance of 62.72% is attributed to the following:

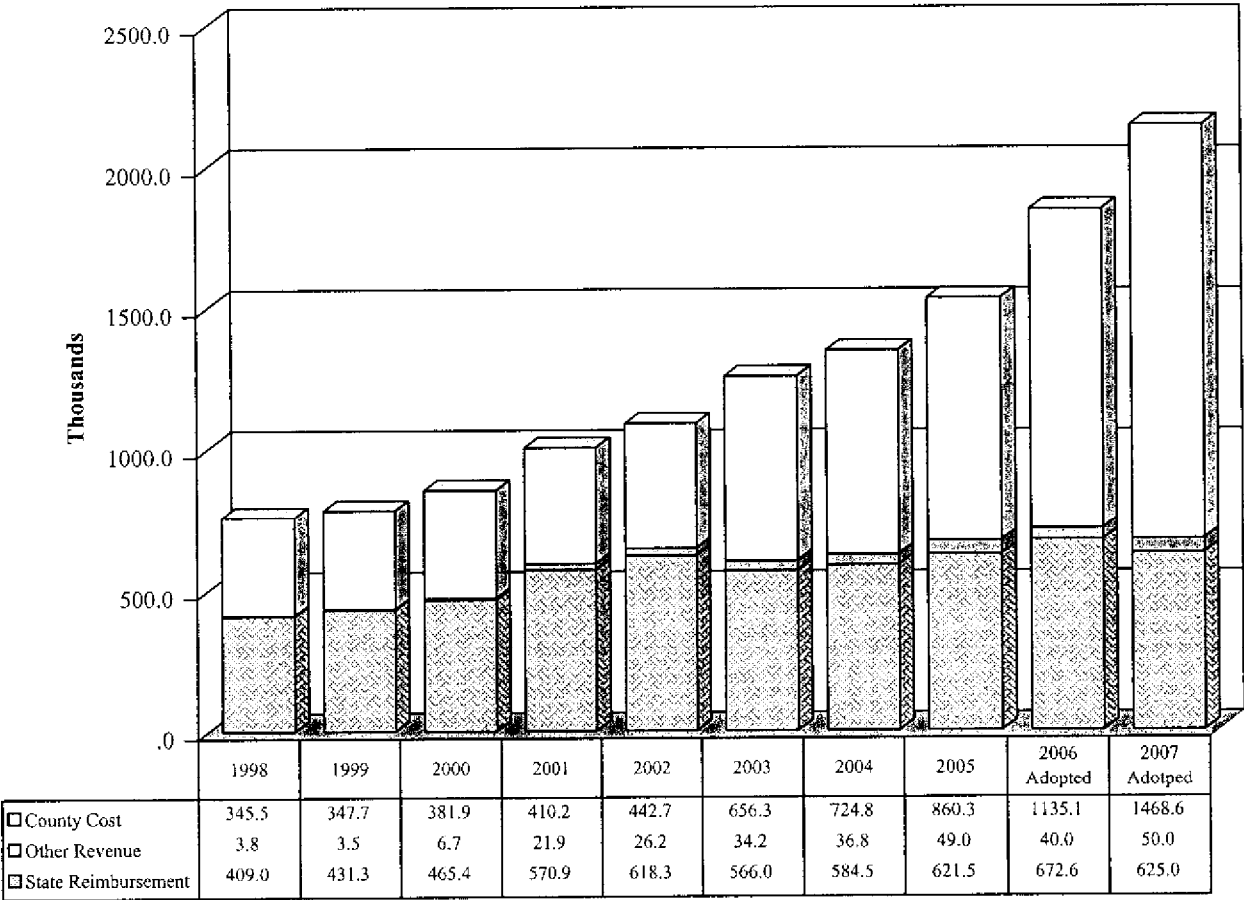
- Increase in gas prices has resulted in a higher mileage reimbursement rate
- Increase in dues and memberships due to the addition of three attorneys
- Increase in office supplies due to the addition of four new employees
- Increase in books due to the addition of three attorneys

Capital Variance of -100% is attributed to the following:

- Decrease in purchase of office furniture and fixtures

COMMONWEALTH'S ATTORNEY

The proportional decrease in state funding for FY03, FY04, FY05, FY06 and FY07 is attributed to higher expenditure needs for Personnel and Operating and state reimbursements not increasing with needs of this office.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006<br>Adopted | 2007<br>Adopted |
|---------------------|------|------|------|------|------|------|------|------|-----------------|-----------------|
| County Cost         | 45%  | 44%  | 45%  | 41%  | 41%  | 52%  | 54%  | 56%  | 62%             | 69%             |
| Other Revenue       | 1%   | 1%   | 1%   | 2%   | 2%   | 3%   | 3%   | 3%   | 2%              | 2%              |
| State Reimbursement | 54%  | 55%  | 54%  | 57%  | 57%  | 45%  | 43%  | 41%  | 36%             | 29%             |

# JUDICIAL ADMINISTRATION (COURTS)

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## **MISSION**

The Judicial Administration consists of the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court and the 15<sup>th</sup> District Court Service Unit. The Courts manage a diverse caseload ranging from felony trials to traffic cases to child support disputes. They process civil traffic and criminal cases, and issue arrest and search warrants, summons, subpoenas, bonds and civil warrants. The Judicial Administration provides probation, parole, family counseling, and reports and conducts investigations as required by the Judge. They also operate a variety of diversion and post dispositional programs, determine admissibility of deeds and other documents and dockets judgements, administrative liens and notices.

## **GOALS/OBJECTIVES**

### **15<sup>th</sup> District Court Services Unit**

- Reduce juvenile delinquency
- Protect the citizens of the Commonwealth by providing specialized staff, supervision and administrative support to meet the needs of the Juvenile Courts and citizens living in Stafford and the remainder of the 15<sup>th</sup> Judicial District
- Meet or exceed Virginia Department of Juvenile Justice minimum standard requirements involving supervision, record keeping and report writing 100% of the time
- Detained youth will meet detention criteria 100% of the time
- Schedule all non-emergency intake appointments within two weeks of the request 100% of the time
- Make a minimum of 250 supervision contacts per month of every year
- Meet the substance abuse treatment needs of the youth referred by the Stafford Juvenile and Domestic Relations Court 80% of the time

### **Juvenile & Domestic Relations Court**

- Provide information booklets for public use on choices of forms and examples of completed forms
- Continue to strive to provide all citizens effective access to justice
- Provide continuing education for clerks in the fields of policy, financial management and public relations
- Provide continuing education and application of up-to-date technology, specifically on courses, seminars, workshops, etc., offered by the Commonwealth of Virginia
- Maintain complete and accurate court files for juvenile and adults

### **Clerk of the Circuit Court**

- Accomplish goals in a timely, efficient and cost-effective manner while mitigating errors
- Provide services as cost effectively as possible to the general public in a professional, courteous fashion
- Provide continuing education for clerks in the fields of policy, financial management and public relations
- Provide education and application of up-to-date technology, specifically on courses, seminars, workshops, etc., offered by the Commonwealth of Virginia and Stafford County

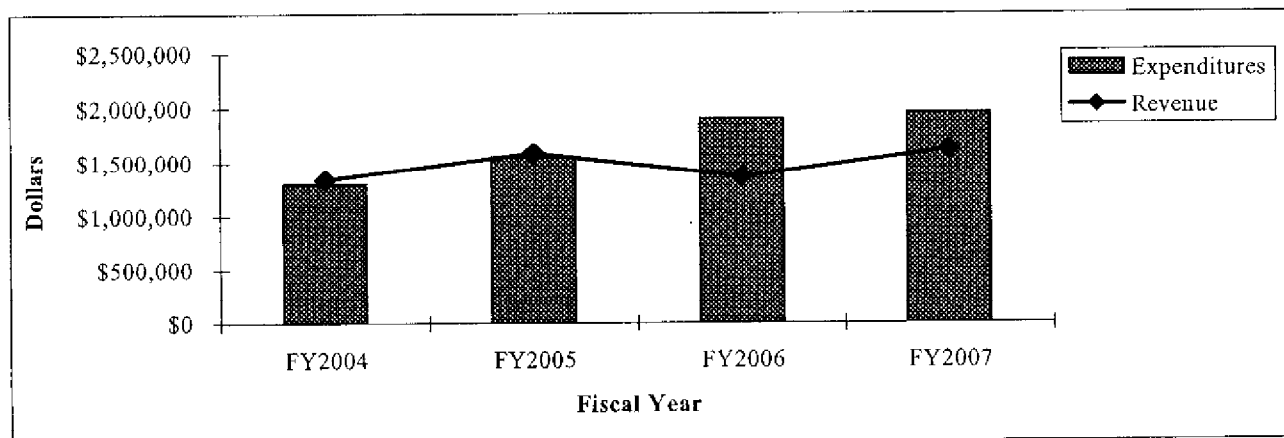
### **Magistrate**

- Accomplish goals in a timely and effective manner while mitigating error
- Provide magisterial services to the public and to law enforcement 24 hours per day, seven days per week
- Provide services needed by both law enforcement and the public
- Assure timely filing, docketing and hearing of those matters in order to maintain an organized flow of workload
- Assist service providers by scheduling matters relevant to those agencies, whenever possible, to member's satisfaction

# JUDICIAL ADMINISTRATION (COURTS)

## BUDGET SUMMARY

|                          | FY2004<br>Actual  | FY2005<br>Actual  | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |                |
|--------------------------|-------------------|-------------------|-----------------------------|-------------------|---|----------------|
| <b>Costs</b>             |                   |                   |                             |                   |   |                |
| Personnel                | \$968,663         | \$1,110,865       | \$1,405,659                 | \$1,337,734       | (\$67,925)                                      | -4.83%         |
| Operating                | 283,703           | 296,393           | 451,859                     | 581,353           | 129,494   | 28.66%         |
| Capital                  | 45,687            | 144,561           | 38,500                      | 35,000            | (3,500)   | -9.09%         |
| <b>Total</b>             | <b>1,298,053</b>  | <b>1,551,819</b>  | <b>1,896,018</b>            | <b>1,954,087</b>  | <b>58,069</b>                                   | <b>3.06%</b>   |
| Revenue                  | 1,340,402         | 1,578,656         | 1,362,650                   | 1,612,650         | 250,000   | 18.35%         |
| <b>Local Tax Funding</b> | <b>(\$42,349)</b> | <b>(\$26,837)</b> | <b>\$533,368</b>            | <b>\$341,437</b>  | <b>(\$191,931)</b>                              | <b>-35.98%</b> |
| Full-Time Positions      | 19                | 22                | 25                          | 25                | 0   | 0.00%          |
| Part-Time Positions      | 6                 | 5                 | 5                           | 5                 | 0   | 0.00%          |



## BUDGET VARIANCES

Personnel Variance of -4.83% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')
- Moved funds to operating for outsourcing of unfilled Court Services Unit positions

Operating Variance of 28.66% is attributed to the following:

- Increase in due to number of youths placed on electronic incarceration
- Increase due to Court Services Unit move to offsite location
- Increase in electric and phones due to move to offsite location
- Purchase of inserter machine for jury management

Capital Variance of -9.09% is attributed to the following:

- Decrease in purchase of office furniture and fixtures

# JUDICIAL ADMINISTRATION (COURTS)

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## **ADDITIONAL INFORMATION (15<sup>th</sup> District Court Service Unit)**

The 15<sup>th</sup> District Court Service Unit is the Juvenile Justice Agency that works with and assists the local Juvenile and Domestic Relations Court. The agency objective is to reduce juvenile delinquency and to protect the citizens of the Commonwealth by providing specialized service staff, supervision and administrative support to meet the needs of the Juvenile Courts and citizens living in Stafford and the remainder of the 15<sup>th</sup> Judicial District. Services provided include, but are not limited to, the following: 1) intake screening and processing of citizen and police complaints brought to the Juvenile Court; 2) probation and parole counseling, supervision and electronic monitoring; 3) intensive probation and parole counseling, supervision and electronic monitoring for serious and high risk offenders; 4) family counseling; 5) psychological services; 6) substance abuse assessments, education and treatment; 7) drug/alcohol testing and screening; 8) case service planning and funding oversight through staff membership and participation on the Stafford County Family Assessment and Planning Team and Community, Policy and Management Team; 9) provide reports (pre-sentence, transfer, first offender, etc.) and conduct investigations as required by the juvenile judge; and 10) operate a variety of diversion and post dispositional programs including community service, victim impact and law-related education.

## **ADDITIONAL INFORMATION (Circuit Court)**

The Circuit Court is the only trial court of general jurisdiction in Virginia. All types of cases, except civil cases involving less than \$3,000, can be tried in the Circuit Court, either originally or on appeal from the District Courts. The right to trial by jury is preserved solely in the Circuit Court. The Circuit Court of Stafford is scheduled for cases every day of the week, with one to four judges sitting per day. There are two resident judges in Stafford and an additional six judges in the 15<sup>th</sup> Judicial Circuit. Substitute judges are also designated by the Supreme Court of Virginia to hear cases in the county.

## **ADDITIONAL INFORMATION (Magistrate)**

In many instances, a citizen's first contact with the judicial system of the Commonwealth comes through the Office of the Magistrate, a facility that functions 24 hours per day, seven days per week. A principal function of the magistrate is to provide an independent, unbiased review of complaints brought to the office by police officers, sheriff's, deputies and citizens. Magistrate duties include issuing various types of court processes such as arrest warrants, summonses, bonds, search warrants, subpoenas, civil warrants, emergency protection orders in domestic violence cases, stalking protective orders and out-of-service orders for truck drivers who have consumed alcoholic beverages, but are well below the level of intoxication. This order removes the driver from the road for 24 hours, but involves no criminal or traffic violation charges. Magistrates also issue temporary detention orders for persons reported to be in need of medical or mental health treatment. Magistrates act as conservators of the peace and when the situation requires, performs the duties and functions of Federal Magistrate. One of the chief duties of the magistrate is conducting bond hearings to set bail in instances in which an individual is charged with a criminal offense. A magistrate may also accept prepayments on a plea of guilty for traffic infractions and minor misdemeanors. Although magistrates are not usually lawyers, they provide information to the public pertinent to judicial system processes and procedures and extend assistance whenever possible.

Hearings conducted by the Magistrate include: probable cause determinations on complaints of police officers and citizens; probable cause hearings for search warrants; bail hearings to determine appropriate disposition of offenders and whether release from custody is in best interest of public safety; reasonable cause hearings for civil processes and hearings incidents to request for temporary detention orders; medical emergency detention orders; emergency protective orders; both domestic violence and stalking; out-of-service orders and other actions specifically authorized by law. Processes issued by the Magistrate include: arrest warrants, summons, subpoenas, capias, (bench warrants), search warrants, bonds, civil warrants and related processes, committals to and release from custody, temporary detention orders, medical emergency detention orders, emergency protective orders (both domestic violence and stalking;) commercial vehicle driver out-of-service orders, compliance-with-law certificates and other court processes.

# JUDICIAL ADMINISTRATION (COURTS)

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## **ADDITIONAL INFORMATION (General District Court)**

The General District Court provides: 1) judicial processes for Stafford; 2) administrative and staff support to the operation of the District Court; and 3) perform other duties pursuant to statute. Court Services opens, receives, maintains and closes files for all criminal, traffic and civil cases, provides clerical support to the Court while in session, drafts Court Orders for judge's signature and maintains Court docket. The General District Court also assists the public, accounts and reports for funds and produces external reports.

District courts are of limited jurisdiction granted by statute. All cases are heard by a judge only, no jury. Civil, criminal and traffic cases are processed in this court. General District courts have exclusive jurisdiction over cases involving \$1,000 or less, claims for recovery of possessions of personal property or rental premises and have concurrent jurisdiction with the Circuit courts for the same claims with amounts from \$1,000 to \$15,000. The General District Court has jurisdiction over all adult traffic infractions. In criminal and traffic cases, the General District Court has jurisdiction over adult misdemeanors and violations of ordinances, laws of the County of Stafford and the Commonwealth of Virginia. This court also conducts preliminary hearings in felony cases. Decisions of the General District Court can be appealed to the Circuit Court. The District Court for Stafford County, as of November 1996, has one presiding judge and eight employees including the clerk, with a caseload of approximately 40,000 per year. This staff is responsible for the organization and function and works directly with the general public, state and local government agencies and magistrates. All functions focus on improving accuracy, effectiveness and ensuring all involved that the laws of the Commonwealth are upheld and enforced in a timely manner, while providing them with a professional, up-to-date, helpful and courteous clerk's office. The Supreme Court of Virginia State establishes fines and costs determined by the County of Stafford. All fines and costs are processed according to policies and procedures set forth in the Supreme Court of Virginia Accounting Manual. The Commonwealth of Virginia and Stafford County provides funding of the General District Court.

## **ADDITIONAL INFORMATION (Juvenile & Domestic Relations Court)**

The Juvenile and Domestic Relations District Court handles cases involving:

- Delinquents
- Juveniles accused of traffic violations
- Children in need of services/supervision
- Children who have been subjected to abuse and neglect
- Spouses who have been subjected to abuse
- Adults accused of child abuse or neglect, or of offenses against members of their own family (juvenile or adult) or a cohabitant
- Adults involved in disputes concerning the support, visitation or custody of a child
- Abandonment of children
- Foster care and entrustment agreements
- Court-ordered rehabilitation services
- Court consent for certain medical treatments
- Juveniles appearing before the judge for presentation of driver's licenses

In Virginia, a juvenile is any person under the age of 18. A delinquent is a juvenile who has committed an act, which would be a crime if committed by an adult. A child in need of services (CHINS) is a juvenile who has committed certain actions, which, if committed by an adult, would not be considered criminal offenses, such as truancy or habitually running away from home. Child abuse and neglect involves the improper care or violent handling of juveniles. The Juvenile and Domestic Relations District Court differs from other courts in its duty to protect the confidentiality (privacy) of all juveniles coming before the court and in its commitment to rehabilitate or treat, rather than punish those who come before the court. The welfare of the child and the family is the paramount concern in the court's proceedings. In other respects, juvenile courts have the same requirements and provide the same safeguards as other courts in the court system. This court does not, however, conduct jury trials. A judge hears all cases.



## JUDICIAL ADMINISTRATION (COURTS)

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### **ADDITIONAL INFORMATION (Juvenile & Domestic Relations Court, Continued)**

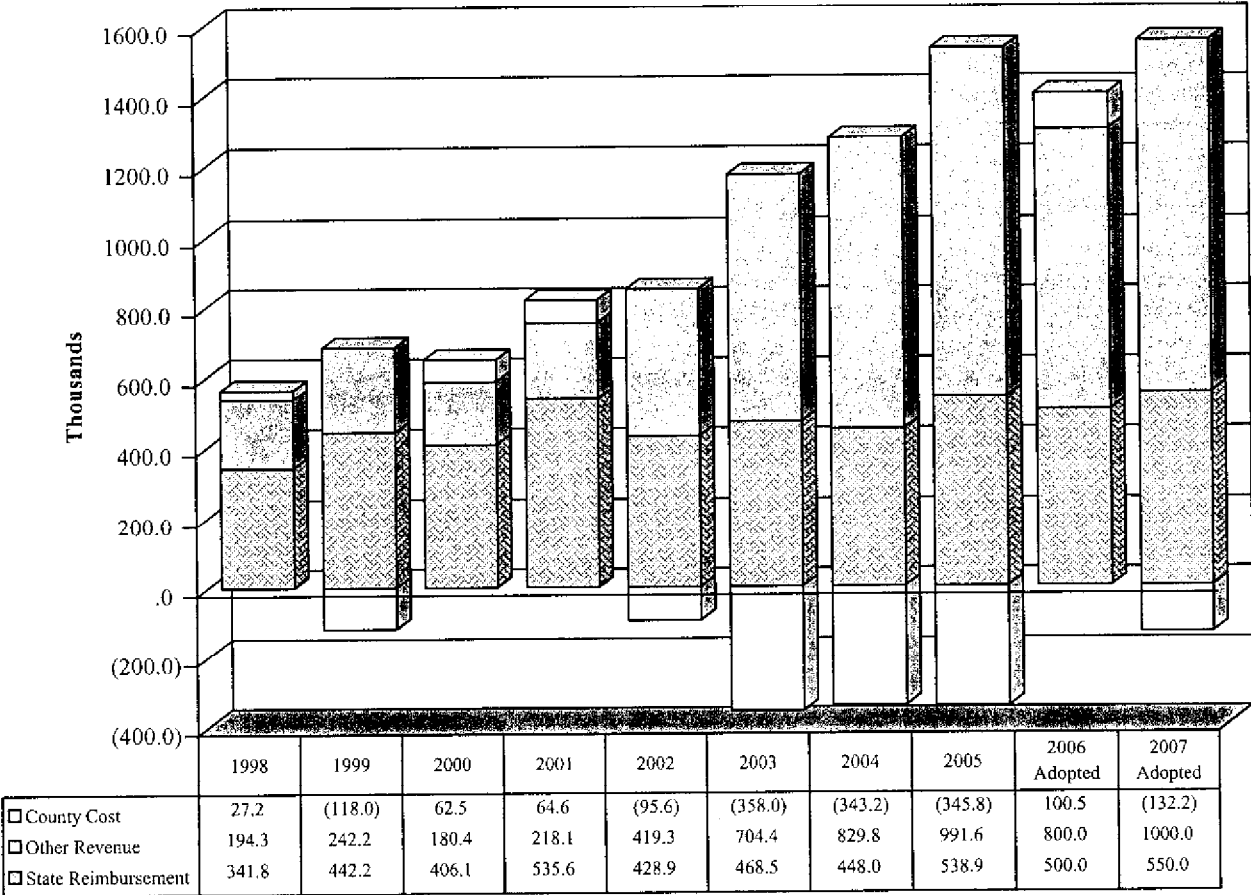
As of July 2004, the Juvenile and Domestic Relations Court for Stafford has one and one-half full-time presiding judges and two part-time judge, seven full-time employees including the clerk, a part-time wage employee, and one (1) volunteer. The approximate caseload for the J&DR Court is 20,135 cases. The staff is responsible for the organization and administration of docketed cases. All staff interacts with the public, other judicial personnel and state and local agencies. They must ensure that the laws of the Commonwealth are adhered to in a timely manner. State fines and costs are established by the legislature and local fines are determined in accordance with the laws of Virginia. All fines and costs are processed according to approved policies and procedures as set forth by the Virginia Supreme Court Accounting Manual. Both the Commonwealth of Virginia and Stafford County provide funding for the Juvenile and Domestic Relations Court.

### **ADDITIONAL INFORMATION (Clerk of the Circuit Court)**

The Circuit Court Clerk is a Constitutional Officer elected by the people. The two primary functions of the office are to: 1) provide administrative and staff support for the operation of the Circuit Court; and 2) serve as the recorder of deeds and to maintain the land records for Stafford. Office staff is divided between the two areas. The Clerk performs numerous other functions, with more than 800 specific duties in the Code of Virginia, which include the issuance of marriage licenses. The Circuit Court Clerk in Virginia carries out the same responsibilities as four separate offices in other states, also acting as probate judge and plenipotentiary. Fees collected fund the Stafford Circuit Court clerk's Office. The office is self-supporting for operating expenses.

CLERK OF THE CIRCUIT COURT

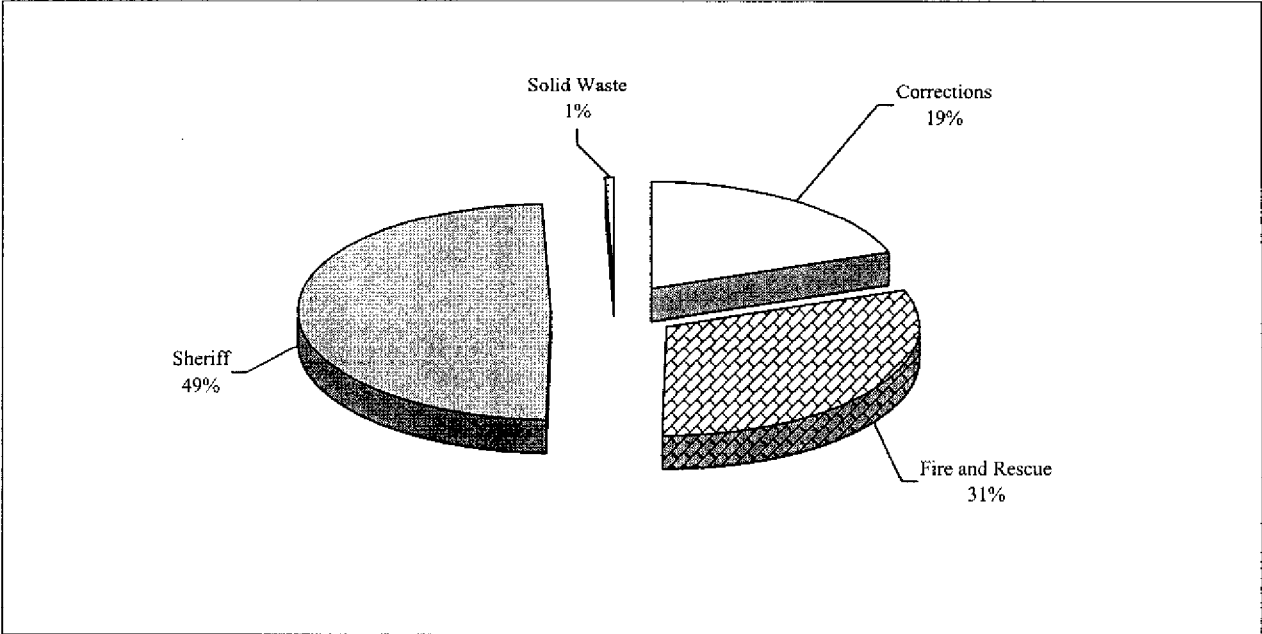
In the Fiscal Years '99, 2002 , 2003, 2004, 2005 and 2007 there is negative County Net Tax support revenues exceeded the actual expenditures for these years.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006<br>Adopted | 2007<br>Adotped |
|---------------------|------|------|------|------|------|------|------|------|-----------------|-----------------|
| County Cost         | 5%   | -21% | 9%   | 8%   | -13% | -44% | -37% | -29% | 7%              | -9%             |
| Other Revenue       | 34%  | 43%  | 28%  | 27%  | 56%  | 86%  | 89%  | 84%  | 57%             | 70%             |
| State Reimbursement | 61%  | 78%  | 63%  | 65%  | 57%  | 58%  | 48%  | 45%  | 36%             | 39%             |

PUBLIC SAFETY

|                    | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------|---------------------|-----------------------------|-----------------------------|---------------------------------------|---------------|
| Corrections        | 5,229,080           | 5,619,528                   | 6,457,342                   | 837,814                               | 14.91%        |
| Fire and Rescue    | 6,948,626           | 7,520,839                   | 10,292,135                  | 2,771,296                             | 36.85%        |
| Sheriff            | 13,544,697          | 14,492,246                  | 16,399,314                  | 1,907,068                             | 13.16%        |
| Solid Waste        | 184,729             | 204,841                     | 208,683                     | 3,842                                 | 1.88%         |
| Total Expenditures | <u>\$25,907,132</u> | <u>\$27,837,454</u>         | <u>\$33,357,474</u>         | <u>\$5,520,020</u>                    | <u>19.83%</u> |



# CORRECTIONS

## MISSION/DESCRIPTION

### **RAPPAHANNOCK REGIONAL JAIL**

Stafford, a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania, is represented by three members on the 12-member Authority. The Rappahannock Regional Jail Facility (RRJF), with a 662-bed capacity, expandable to 1200, opened in July 2000. Total project costs are approximately \$65 million. Stafford will share, with the other participating jurisdictions, a long-term \$40 million debt that partially finances the project. Stafford's share of the debt service is estimated to be 48% of the \$2,575,576 annual payment. \$25 million which was financed through short-term borrowing was paid off in December 2001.

### **JUVENILE DETENTION CENTER**

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

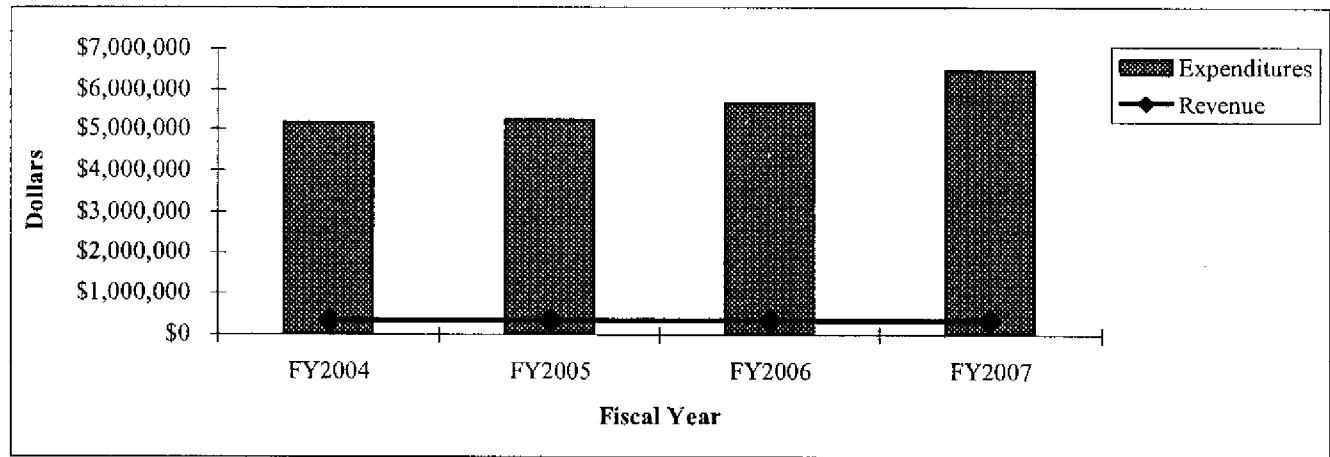
## SERVICE LEVELS

|   | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|---|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>   |                          |                          |                        |
| Inmates accounted for each day                          | 100%                     | 100%                     | 100%                   |
| <b>Outputs</b>  |                          |                          |                        |
| Inmates detained without escape                         | 100%                     | 100%                     | 100%                   |
| Inmates previously incarcerated at RRJF                 | 844                      | 942                      | 1,083                  |
| <b>Service Quality</b>                                  |                          |                          |                        |
| Days Jail Staff is free of injuries from confrontations | 100%                     | 100%                     | 100%                   |
| Inmates who take General Equivalent Diploma (GED)       | 120                      | 110                      | 120                    |
| Inmates who participate in Work Release Program (ADP)   | 100                      | 100                      | 100                    |
| Inmates who participate in Life Skills                  | 1,600                    | 1,600                    | 1,600                  |
| Stafford County Jurisdictional Share                    | 44.26%                   | 44.25%                   | 43.93%                 |

CORRECTIONS

BUDGET SUMMARY

|                           | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|---------------------------|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| Jail                      |                    |                    |                             |                    |   |               |
| Operating                 | \$2,453,653        | \$2,456,920        | \$2,943,688                 | \$4,011,928        | \$1,068,240                                     | 36.29%        |
| Debt Service              | 1,239,101          | 1,047,893          | 1,240,431                   | 1,025,997          | (214,434)                                       | -17.29%       |
| <b>Total</b>              | <b>\$3,692,754</b> | <b>\$3,504,813</b> | <b>\$4,184,119</b>          | <b>\$5,037,925</b> | <b>\$853,806</b>                                | <b>20.41%</b> |
| Revenue                   | 300,000            | 300,000            | 300,000                     | 300,000            | 0   | 0.00%         |
| <b>Local Tax Funding</b>  | <b>\$3,392,754</b> | <b>\$3,204,813</b> | <b>\$3,884,119</b>          | <b>\$4,737,925</b> | <b>\$853,806</b>                                | <b>21.98%</b> |
| Juvenile Detention Center |                    |                    |                             |                    |   |               |
| Operating                 | \$1,482,004        | \$1,724,267        | \$1,435,409                 | \$1,419,417        | (\$15,992)                                      | -1.11%        |
| Debt Service              | 0                  | 0                  | 0                           | 0                  | 0   | 0.00%         |
| <b>Total</b>              | <b>\$1,482,004</b> | <b>\$1,724,267</b> | <b>\$1,435,409</b>          | <b>\$1,419,417</b> | <b>(\$15,992)</b>                               | <b>-1.11%</b> |
| Revenue                   | 40,000             | 40,000             | 40,000                      | 40,000             | 0   | 0.00%         |
| <b>Local Tax Funding</b>  | <b>\$1,442,004</b> | <b>\$1,684,267</b> | <b>\$1,395,409</b>          | <b>\$1,379,417</b> | <b>(\$15,992)</b>                               | <b>-1.15%</b> |
| Corrections               |                    |                    |                             |                    |   |               |
| Operating                 | \$3,935,657        | \$4,181,187        | \$4,379,097                 | \$5,431,345        | \$1,052,248                                     | 24.03%        |
| Debt Service              | 1,239,101          | 1,047,893          | 1,240,431                   | 1,025,997          | (214,434)                                       | -17.29%       |
| <b>Total</b>              | <b>\$5,174,758</b> | <b>\$5,229,080</b> | <b>\$5,619,528</b>          | <b>\$6,457,342</b> | <b>\$837,814</b>                                | <b>14.91%</b> |
| Revenue                   | 340,000            | 340,000            | 340,000                     | 340,000            | 0   | 0.00%         |
| <b>Local Tax Funding</b>  | <b>\$4,834,758</b> | <b>\$4,889,080</b> | <b>\$5,279,528</b>          | <b>\$6,117,342</b> | <b>\$837,814</b>                                | <b>15.87%</b> |



BUDGET VARIANCES

Operating variance of 24.03% is attributable to the following:

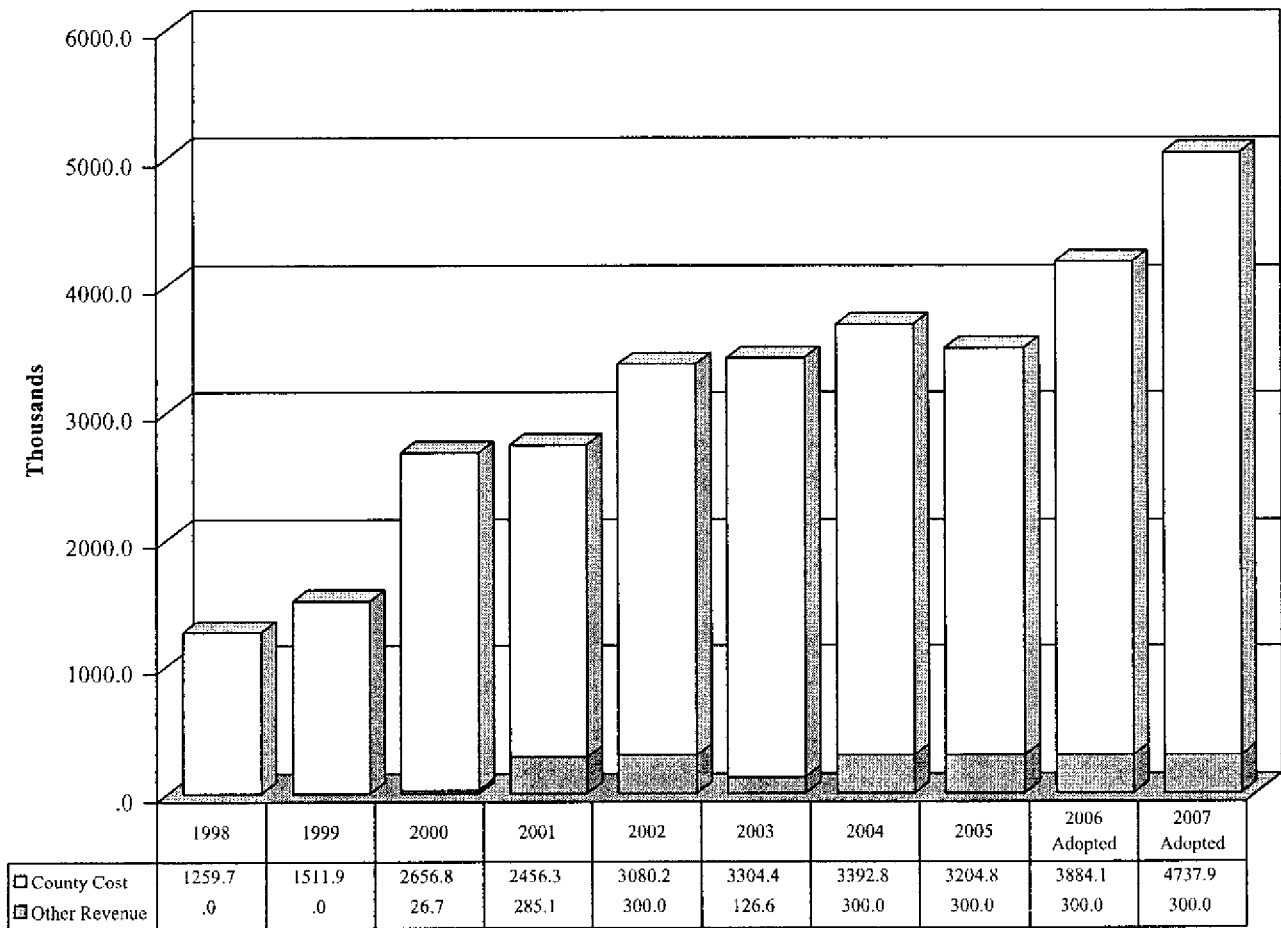
- The increase of prisoners housed

Capital variance of -17.29% is attributable to the following:

- A decrease in the amortized debt schedule payments for the Rappahannock Regional Jail

# RAPPAHANNOCK REGIONAL JAIL

This graph illustrates the revenue sources that support the jail. In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support for FY1999 to FY2007 represents Stafford's funding to the RRJA. The Other Revenue in FY2000 to FY2007 is payment in lieu of taxes Stafford will receive by housing the facility in Stafford.



|               | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 Adopted | 2007 Adopted |
|---------------|------|------|------|------|------|------|------|------|--------------|--------------|
| County Cost   | 100% | 100% | 99%  | 90%  | 91%  | 96%  | 92%  | 91%  | 93%          | 94%          |
| Other Revenue | 0%   | 0%   | 1%   | 10%  | 9%   | 4%   | 8%   | 9%   | 7%           | 6%           |

# FIRE AND RESCUE DEPARTMENT

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## **MISSION**

The all-hazards mission of the department is the safeguarding of life and property of the citizens and visitors of Stafford County through proactive application of community risk reduction services, responsive emergency fire and rescue services, and the operational support of the fire and rescue system and emergency preparedness plans of the county, the Commonwealth of Virginia and those of the United States of America.

## **VISION**

The Stafford County Fire and Rescue Department will ensure **B**alance, **E**mpowerment, **S**ervice and **T**eamwork (BEST). Our organization will consistently meet the ever-changing demands of our growing community by pursuing excellence in service, while our continual efforts to prevent emergency incidents will have a significant and measured effect. We will be guided by an organizational vision that is shared by our stakeholders, which will drive all aspects of department operations. Our organizational structure will reflect an effective and efficient TEAM that provides clear and consistent leadership in a culture of inclusion. Our mission will be accomplished by an integrated workforce of paid and volunteer emergency service professionals, empowered with a high level of involvement in our success. Our organization will ensure that our members are consistently competent and that our future leaders are properly prepared for the challenge of greater responsibility as their futures unfold. The Fire and Rescue Department will partner with all county departments to work each day to be the B.E.S.T. local government in Virginia.

## **GOALS AND OBJECTIVES**

- Fulfill our primary mission of providing best-in-class emergency services (Office of the Fire-Rescue Chief).
- Develop and implement the department's Strategic Integration of Operations Plan (Office of the Fire-Rescue Chief)
- Complete the comprehensive Hazard-Risk Analysis and response performance assessment (Office of the Fire-Rescue Chief).
- Complete a comprehensive facility assessment of all fire and rescue stations (Support Services Branch).
- Construct and staff County Fire-Rescue Station 12-Berea (Office of the Fire-Rescue Chief).
- Construct County Fire-Rescue Station 2 (Stafford) and develop a plan for the successful co-location of Rescue Company 1 and Fire Company 2 (Office of the Fire-Rescue Chief).
- Complete construction on the first phase of the department's Training Center (Support Services Branch).
- Implement a responsive fleet services program to include in-station apparatus maintenance and repair and a 'ready reserve' apparatus program to reduce down-time (Support Services Branch).
- Ensure adequate field and program supervision within an effective span-of-control to ensure quality of emergency service delivery (Operations and Training Branch).
- Implement integrated (volunteer and paid) certification and training standards through formation of a county-wide fire and EMS training program (Operations and Training Branch).
- Develop and implement a comprehensive volunteer recruitment program (Support Services Branch).
- Develop and implement self-inspection and Fire Corps volunteer inspector program (Community Risk Reduction Branch).
- Revise the County Response Plan and conduct one tabletop and one field exercise (Support Services Branch).
- Develop and implement county-wide pre-incident planning program (Community Risk Reduction Branch).
- Complete FBI needs assessment for Bomb Squad certification (Community Risk Reduction Branch).
- Continue planning and begin construction of Public Safety Center (Office of the Fire-Rescue Chief).
- Implement Community Emergency Response Team (CERT) program (Support Services Branch).
- Implement a back-up communications and alerting system for radio communications (Support Services Branch).
- Implement a customer service survey system (Office of the Fire-Rescue Chief).
- Implement a program of annual physical examinations for volunteer and paid personnel (Operations and Training Branch).

# FIRE AND RESCUE DEPARTMENT

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Arrive at all calls for service (emergency and non-emergency combined) within 15 minutes of 9-1-1 pick-up with 90% compliance   | N/A              | N/A              | 100%           |
| Restore circulation to cardiac arrest victims in 12% of the cases where resuscitation efforts are attempted   | N/A              | N/A              | 100%           |
| Ten minute or less scene time for 90% of all trauma cases with a Revised Trauma Score (RTS) of 4 or less  | N/A              | N/A              | 100%           |
| 90% compliance with fire and EMS reporting overall and by each volunteer company  | N/A              | N/A              | 100%           |
| <b>Outputs</b>  |                  |                  |                |
| 80% 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   | N/A              | N/A              | 100%           |
| Percentage of paid and volunteer personnel that meet yearly training requirements   | N/A              | N/A              | 100%           |
| Two development courses offered annually to allow volunteer officer certification   | N/A              | N/A              | 100%           |
| Number of commercial and other "inspectable" occupancies and systems to be inspected each year  | N/A              | N/A              | 100%           |
| Number of inspection violations cleared in 30 days or less  | N/A              | N/A              | 100%           |
| Number of requests for inspections conducted within 24 hours of the request   | N/A              | N/A              | 100%           |
| Number of plan reviews completed within 10 business days  | N/A              | N/A              | 100%           |
| Number of apparatus repairs completed with 90% compliance   | N/A              | N/A              | 100%           |
| Schedule 1 repairs performed in-station or by a local out-sourced contractor  | N/A              | N/A              | 100%           |
| Requests for replacement PPE filled within 24 hours   | N/A              | N/A              | 100%           |
| Station supply requests filled within 72 hours  | N/A              | N/A              | 100%           |
| Requests for apparatus and IT equipment service processed and disposition communicated to the appropriate Volunteer Chief and Operations Division Chief within 24 hours with 90% compliance | N/A              | N/A              | 100%           |
| External Communications: Public Safety Message, Public Safety Presentation, Safety Message Saturation and Public Education  | N/A              | N/A              | 100%           |
| Fulfill 90% of annual volunteer recruitment needs   | N/A              | N/A              | 100%           |
| <b>Service Quality</b>  |                  |                  |                |
| Contain 70% of all fires involving structures to the room of origin   | N/A              | N/A              | 100%           |
| Application of an AED prior to the arrival of ALS in 70% of all cardiac arrest cases  | N/A              | N/A              | 100%           |
| Customer Service Surveys returned with 90% favorable overall score  | N/A              | N/A              | 100%           |

## **ORGANIZATION**

The Fire and Rescue Department was established by Ordinance on September 20, 2005. The Ordinance established the office of the County Fire and Rescue Chief to oversee the new department and consolidated all volunteer fire and rescue companies in the county under the operational command of the new department. The department is charged in the Ordinance with providing all fire and emergency medical services and services related to civilian protection and evacuation in disasters and emergencies. The department shall also be responsible for administration of local, state and federal emergency response, assistance and recovery programs within the county as well as:

- Regulating and managing the provisions of all pre-hospital emergency patient care and services, and for regulating providers of either emergency or non-emergency transportation of patients requiring medical services.
- Regulating and managing the provision of fire prevention, protection, investigation, suppression, education and rescue services for enforcing the laws related to fire prevention and for provision of services related to hazardous materials and similar hazards which pose a threat to life and property.
- Any additional related services that are necessary for the provision of fire and emergency medical services.



# FIRE AND RESCUE DEPARTMENT

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## **ORGANIZATION (Continued)**

The new fire and rescue department is an *all-hazards* agency, providing fire, rescue, basic and advanced life support emergency medical service, ambulance transportation, and environmental hazard (Haz-Mat) response and mitigation. In addition, the department is responsible for emergency management, explosive ordinance disposal, building plan review and fire code enforcement, fire and environmental crime investigation, and public education and preparedness. The department is headquartered at the County Government Center, and serves the county with an integrated workforce of volunteer and paid personnel operating from 14 fire and rescue stations in cooperation with 14 volunteer rescue or fire/rescue companies.

The diversity of Stafford County and its proximity to Washington, DC, present many challenges to the fire and rescue system. In addition to the customary hazards such as typical residential and commercial developments, Stafford County is traversed by one of the nation's most traveled interstate highways (I-95). The county is served by rail including AMTRAK and VRE commuter service, which operates two commuter stations in the county. The Potomac and Rappahannock rivers, and their drainage into the Chesapeake Bay watershed, present our Marine Unit with challenges ranging from swift water and dive rescue to watercraft firefighting and hazardous materials containment. Other special hazards include Stafford Regional Airport, two correctional facilities, 16 elementary, 7 middle and 5 high school facilities, and major petroleum and natural gas pipelines. Other unique situations are created by the many historical properties related to our Nation's founding and the Civil War, as well as the location of, although served by the base fire department, Marine Corps Base Quantico, FBI Academy, FBI National Laboratory and DEA Headquarters in Stafford County.

In 2005, the department responded to over 21,000 calls for emergency service.

## **FY 2006 ACCOMPLISHMENTS**

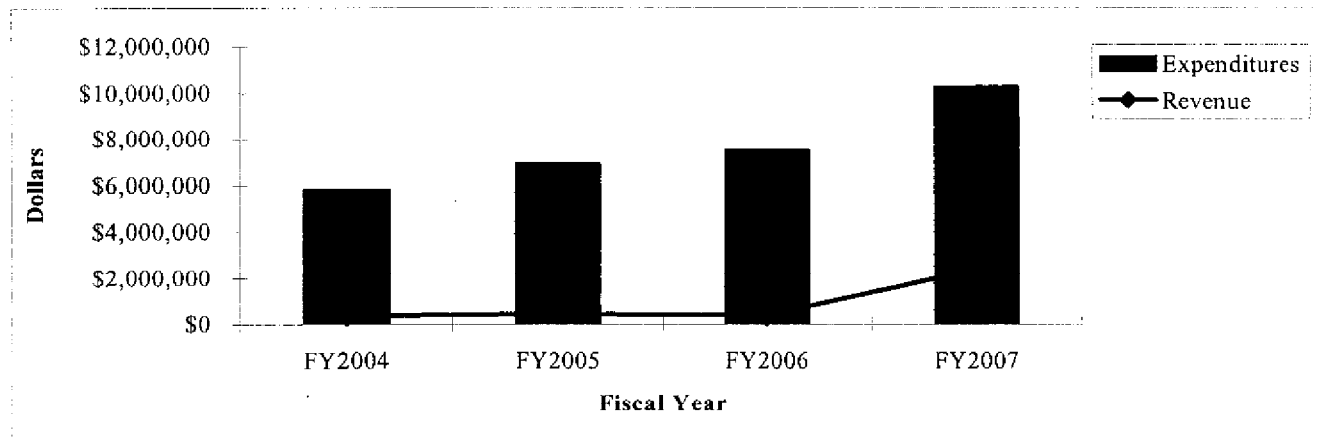
- Implement new records management and incident reporting system tied to compliance for continued grant funding
- Completed one for one scheduled narcotic exchange which required licensure by the state Pharmacy Board, changing 48 units to the new system, and installing "Knox Vaults" in each unit
- Added 15 new Fire-Rescue Technicians for Operations Division
- Added two (2) additional Fire Marshal's thus improving fire inspection outcomes and fire investigation consistency
- Provided additional paid staffing at Company 1 (Medic 11) and Company 10
- Placed first 24-hour Battalion Chief in-service
- Conducted a review of the Building Code and Fire Prevention Code Fee Schedule for new construction resulting in an increase in revenue generation of 50%
- Established the first County Fire and Rescue Chief position and established the Stafford County Fire and Rescue Department
- Maintained adequate training and certifications
- Provided Child Passenger Safety Sear Installation and Inspection for citizens
- Instruction for two Emergency Medical Training (EMT) classes and one Fire class to 52 high school students each day during the school year

# FIRE AND RESCUE DEPARTMENT

## BUDGET SUMMARY

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| <b>Costs</b>             |                    |                    |                             |                    |   |               |
| Personnel                | \$2,008,658        | \$2,771,709        | \$3,807,708                 | \$5,946,519        | \$2,138,811                                     | 56.17%        |
| Operating                | 2,369,256          | 2,556,188          | 2,591,618                   | 3,272,852          | 681,234   | 26.29%        |
| Capital                  | 1,443,528          | 1,620,729          | 1,121,513                   | 1,072,764          | (48,749)  | -4.35%        |
| <b>Total</b>             | <b>5,821,442</b>   | <b>6,948,626</b>   | <b>7,520,839</b>            | <b>10,292,135</b>  | <b>2,771,296</b>                                | <b>36.85%</b> |
| Revenue                  | 377,979            | 462,319            | 371,000                     | 2,389,000          | 2,018,000                                       | 543.94%       |
| <b>Local Tax Funding</b> | <b>\$5,443,463</b> | <b>\$6,486,307</b> | <b>\$7,149,839</b>          | <b>\$7,903,135</b> | <b>\$753,296</b>                                | <b>10.54%</b> |
| Full-Time Positions      | 34                 | 47 *               | 60                          | 72                 | 12  | 20.00%        |

\*Fire Chief added



## BUDGET VARIANCES

Personnel variance of 56.17 % is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in health insurance costs
- Life insurance reinstated (no cost to employees)
- Twelve additional full-time Fire and Rescue personnel

Operating variance of 26.29% is attributable to the following:

- consolidation of utility payments for all volunteer stations
- increase in electrical and fuel costs
- increase in fleet services
- increase in machinery and equipment for yearly replacement of fire and rescue hardware
- increase in on-site training costs
- cost of protective clothing for all volunteer EMS personnel and establish an annual replacement program
- increase in targeted volunteer recruitment awareness program
- increase in repairs and maintenance for White Oak kitchen hood/extinguishing system

# FIRE AND RESCUE DEPARTMENT

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## **BUDGET VARIANCES (Continued)**

- increase in seminars and conferences
- Two for Life Fire and Rescue program increased (revenue supported)
- Implementation of ambulance revenue recovery program

Capital variance of -4.35% is attributable to the following:

- Approval of replacement fire and rescue apparatus

## **ADDITIONAL INFORMATION**

The Fiscal Year 2007 budget for the Fire and Rescue Department is programmed to support our Department's ongoing mission and to shore-up the volunteer fire and rescue services. Every effort was made to relate each major expenditure and new request for increased operating funds, new personnel or new capital projects to the Department's stated Goals and Performance Indicators. Major initiatives include:

**Volunteer Support** - Additional paid support personnel to provide for consistent training to be delivered on-site during hours convenient for volunteers, volunteer recruitment and support service functions in the areas of supply and maintenance and EMS support in the areas of infection control, quality assurance, licensure and certifications and physical health screening of volunteer personnel.

**Station and Training Construction** - Construction of two fire and rescue stations to replace Station 2 (Stafford) due to major structural deficiencies and add an additional station in the underserved (fire and rescue) area Berea (I-95/Route 17 Corridor) area. Completion of Phase I construction of the department's training facility will replace the department's use of Prince William County's facility leading to reduced overtime costs and lost volunteer hours and an increase in training efficiency and effectiveness.

**Apparatus and Field Staffing Additions** - The Berea area is currently underserved from a fire and rescue hazard-risk probability perspective and necessitates the addition of one (1) engine company, one (1) ladder company and one (1) paramedic ambulance. Staffing for these units will require the addition of 30 personnel to allow for unit staffing (Engine:4, Ladder:4, Ambulance:2) for three-shift, 24-hour coverage.

**Replacement Programs** - Establishes scheduled apparatus and station replacement program to avoid major capital expenditures needing to be funded at one time. Replacement program strives to reduce fleet redundancy and maintain apparatus viability and reduce operational costs of aging and duplicate fire and rescue facilities.

**Annual Physicals** - Establishes a comprehensive physical examination program for paid and volunteer personnel to ensure the health and wellness of our workforce. Program includes a comprehensive vaccination program that replaces the current vaccination programmed managed by each individual volunteer company.

**Reduced Costs** - While the creation of the Fire and Rescue Department has created the need for additional support personnel to accomplish the fire and rescue services goals of the Board of Supervisors, several opportunities for reduced costs through consolidation of support service functions such as being realized. Facility (limited in volunteer owned stations), supply, utility and fuel management programs are being implemented in FY2007. Equipment deployment and avoidance of duplication will result in operational efficiencies and further cost savings such as the savings outlined in the request for one mobile air unit - thus eliminating a need for a breathing air compressor and fill station at each fire facility.

# FIRE AND RESCUE DEPARTMENT

## FIRE AND RESCUE STATIONS

### Battalion 1

Fire-Rescue Co. 3    Widewater  
Rescue 8            Rock Hill  
Fire Co. 8            Rock Hill  
Rescue 9            Aquia Harbour  
Fire-Rescue Co. 10   Potomac Hills

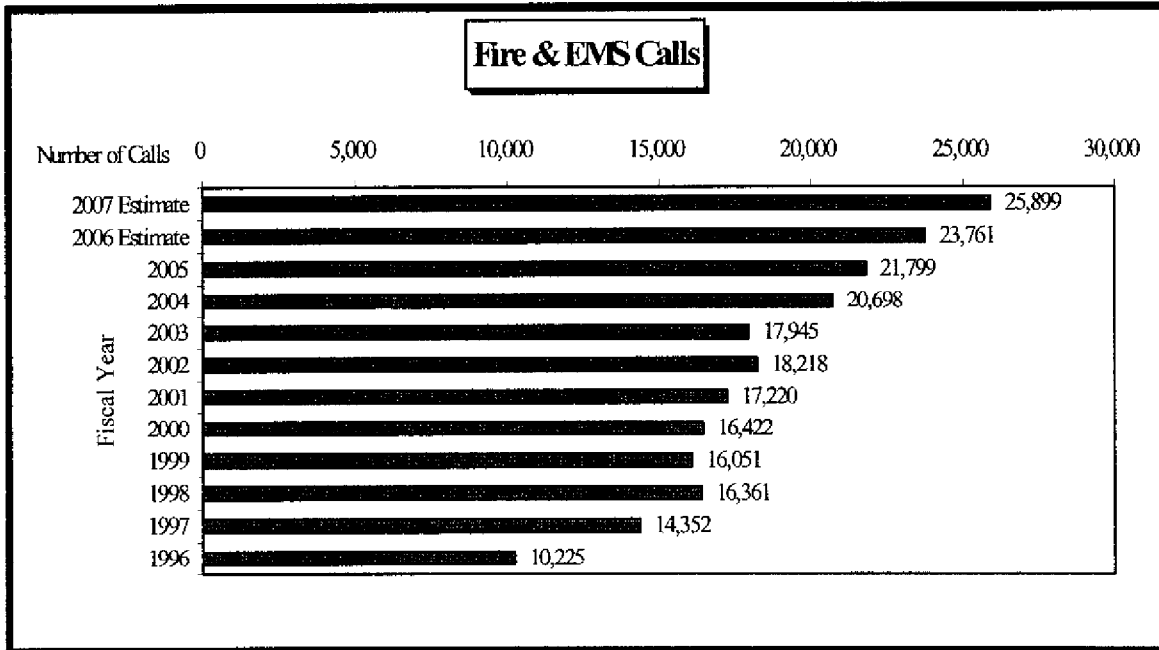
### Battalion 2

Rescue 1            Stafford  
Fire Co. 2            Stafford  
Rescue 4            Mountain View  
Fire Co. 4            Mountain View  
Fire-Rescue Co. 5   Brooke

### Battalion 3

Fire-Rescue Co. 1   Falmouth  
Fire-Rescue Co. 6   Hartwood  
Rescue 7            White Oak  
Fire Co. 7            White Oak  
Fire-Rescue St. 12   Berea\*

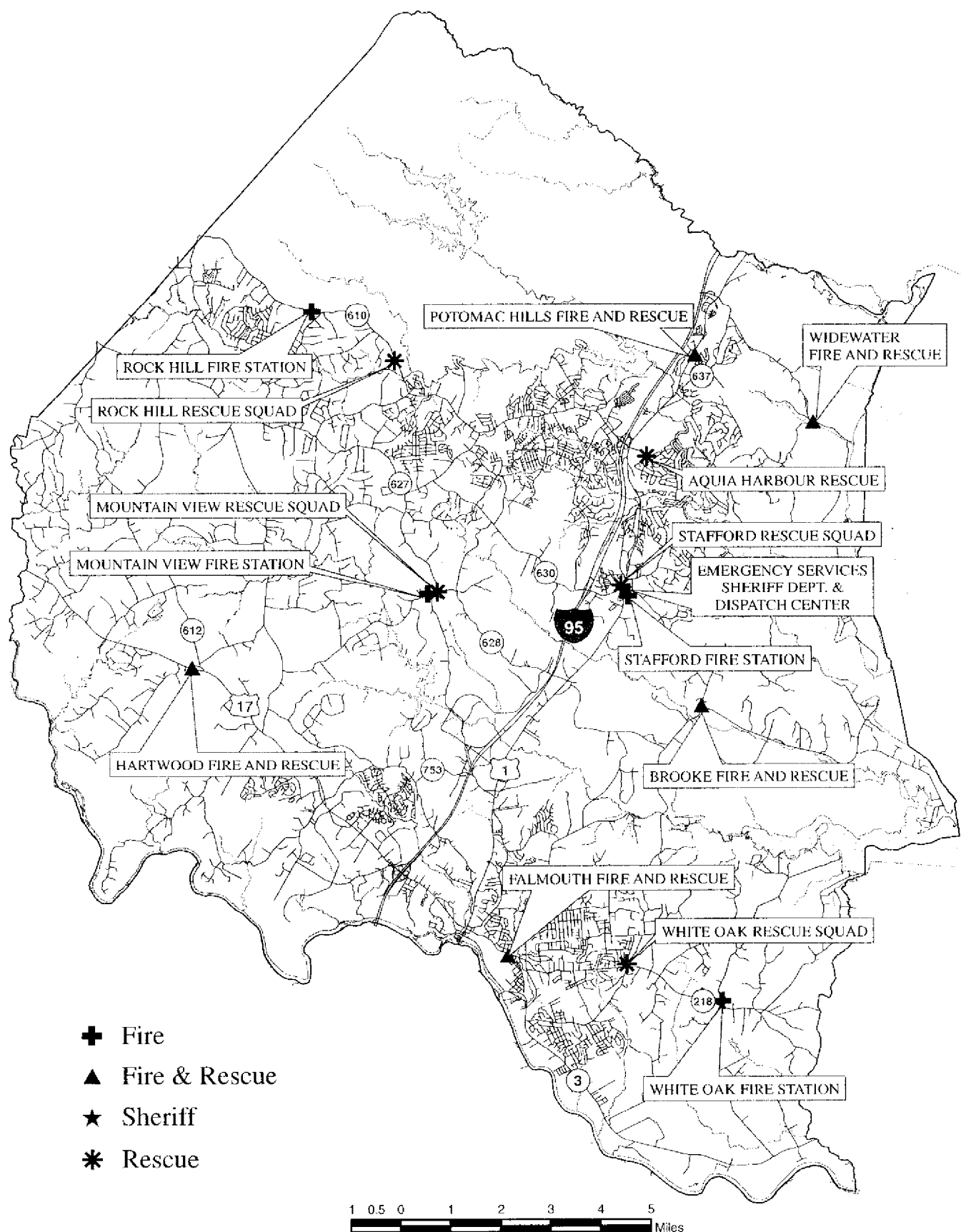
\*Projected operational March 2007



VOLUNTEER FIRE RESCUE ORGANIZATIONS

|                             | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted Budget Changes<br>'06 Adopted to '07 Adopted |             |        |
|-----------------------------|------------------|-----------------------------|--|-------------|--------|
| Aquia Harbour Rescue        | \$78,989         | \$72,675                    | \$36,715   | (\$35,960)  | -45.5% |
| Rock Hill Rescue            | 60,716           | 78,907                      | 48,498   | (30,409)    | -50.1% |
| Mountain View Rescue        | 73,717           | 60,243                      | 44,287   | (15,956)    | -21.6% |
| Stafford Rescue             | 73,139           | 57,964                      | 45,174   | (12,790)    | -17.5% |
| White Oak Rescue            | 50,098           | 48,526                      | 52,500   | 3,974       | 7.9%   |
| Rescue Stations             | \$336,659        | \$318,315                   | \$227,174  | (\$91,141)  | -28.6% |
| Stafford Fire               | \$227,194        | \$208,295                   | \$160,063  | (\$48,232)  | -21.2% |
| Rock Hill Fire              | 159,909          | 157,243                     | 89,371   | (67,872)    | -42.4% |
| Mountain View Fire          | 86,293           | 52,236                      | 49,700   | (2,536)     | -2.9%  |
| White Oak Fire              | 80,563           | 77,027                      | 85,841   | 8,814       | 10.9%  |
| Fire Stations               | \$553,959        | \$494,801                   | \$384,975  | (\$109,826) | -22.2% |
| Widewater Fire & Rescue     | \$253,460        | \$246,231                   | \$118,482  | (\$127,749) | -50.4% |
| Potomac Hills Fire & Rescue | 293,336          | 239,779                     | 401,074  | 161,295     | 55.0%  |
| Falmouth Fire & Rescue      | 221,585          | 188,157                     | 98,200   | (89,957)    | -40.6% |
| Brooke Fire & Rescue        | 182,414          | 62,135                      | 44,785   | (17,350)    | -9.5%  |
| Hartwood Fire & Rescue      | 113,299          | 93,886                      | 81,046   | (12,840)    | -11.3% |
| Combined Stations           | \$1,064,094      | \$830,188                   | \$743,587  | (\$86,601)  | -10.4% |
| Grand Total                 | \$1,954,712      | \$1,643,304                 | \$1,355,736  | (\$287,568) | -17.5% |
|                             |                  |                             |  |             |        |

EMERGENCY SERVICES



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**SHERIFF**  
(Animal Control)

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**MISSION/DESCRIPTION**

Animal Control is divided in two components, 1.Enforcement (Animal Control Officers) 2. Shelter Caretakers. Animal Control Officers conduct routine patrol public safety measures to ensure a safe coexistence with animals and people, education presentations and respond to a variety of complaints concerning animals. Additional duties include but are not limited to impounding stray, sick or injured domestic animals on a daily basis. It is important that Officers' work with other agencies to place or dispose of the respective animals. Shelter staff handles adoption, redemption and the task of euthanizing when necessary. Also included in shelter staff activity is the cleaning, feeding and general care of the animals in the custody of Stafford County.

**GOALS/OBJECTIVES**

- Meet and retain all State and Local mandated certificates
- Transition all Animal Control Officers to Law Enforcement certification level (allows for proper enforcement of all state gaming laws)
- Continue special training needs in urbanized animal control
- Continue to seek and provide training for all employees to provide optimum service and care
- Increase Shelter staff to adjust workload, possibly extend shelter hours and dedicate shelter personnel to dispatch calls and information to A.C.O's
- Convert all Animal Control Officers to sworn law enforcement officers.

**SERVICE LEVELS**

|   | <b>CY2005<br/>Actual**</b> | <b>CY2006<br/>Budget</b> | <b>CY2007<br/>Plan</b> |
|---|----------------------------|--------------------------|------------------------|
| <b>Outcomes</b>                                       |                            |                          |                        |
| Summons Issued (Manual Tracking)                      | 205                        | 255                      | 305                    |
| Total Licenses Sold (Manual Tracking)                 | 2,540                      | 2,560                    | 2,580                  |
| Warning Citations Issued (Manual Tracking)            | 67                         | 89                       | 111                    |
| <b>Outputs</b>  |                            |                          |                        |
| Cruelty to Animal Complaints (Petwhere Software)      | 295                        | 251                      | 225                    |
| Number of Cats Adopted (Petwhere Software)            | 495                        | 586                      | 677                    |
| Number of Cats Euthanized (Petwhere Software)         | 970                        | 984                      | 998                    |
| Number of Cats Turned In (Petwhere Software)          | 1,502                      | 1,651                    | 1,800                  |
| Number of Dogs Adopted (Petwhere Software)            | 535                        | 575                      | 605                    |
| Number of Dogs Euthanized (Petwhere Software)         | 447                        | 357                      | 267                    |
| Number of Dogs Picked Up (Petwhere Software)          | 901                        | 947                      | 993                    |
| Number of Dogs Returned to Owners (Petwhere Software) | 609                        | 638                      | 667                    |
| Number of Dogs Turned In (Petwhere Software)          | 820                        | 870                      | 920                    |
| Number of Livestock Calls (Petwhere Software)         | 110                        | 133                      | 156                    |
| Number of Wildlife Calls (Petwhere Software)          | 250                        | 299                      | 348                    |
| Total Miles Driven (Manual Tracking)                  | 132,652                    | 141,372                  | 150,092                |
| Cat and Dog Bite Reports (Petwhere Software)          | 194                        | 152                      | 110                    |
| <b>Service Quality</b>                                |                            |                          |                        |
| Complaints Responded To (Petwhere Software)           | 3,711                      | 4,108                    | 4,505                  |
| Off Duty Calls Answered (Manual Tracking)             | 579                        | 488                      | 397                    |
| <b>Efficiencies</b>                                   |                            |                          |                        |
| Overtime Hours Worked (Manual Tracking)               | 662                        | 567                      | 512                    |



# SHERIFF

## (Animal Control)

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### **SERVICE LEVELS AND PERFORMANCE**

The volume of calls relating to domestic animals, wildlife and exotics remains consistent with what was projected. The present Staff continues to maintain professional service levels while operating without a fully staffed department. The Animal Control Division has maintained a standard of excellence in enforcement and shelter services.

Some recent changes in shelter services include extended shifts for Animal Control Officers to provide services in the early morning hours as well as in the late evening. FY2006 include one new Animal Control Officer and one new Animal Caretaker. Community education became priority with the continuation of our bite prevention program. This program was presented to our schools and area civic groups. Disaster preparedness and volunteer recruitment programs have been implemented and will continue. The Shelter received NACO's award for "Stafford the Wonder dog" project. Through training new practices in Shelter medicine more animals have stayed healthy allowing for adoption. Veterinarians have been used on a weekly basis to assist with injured animals and disease control. This kind of activity at the Shelter has decreased the number of animals euthanized from the previous year and our goal is to continue with that decrease.

### **FUTURE YEAR ISSUES**

Reform assignment zones to reduce response time with traffic congestion. Work schedule will need to accommodate Sundays due to requests for service. Several officers working on each shift will be necessary as well as extend shift hours. All ACO's need to complete law enforcement certification to fully provide professional service and proper investigation of the codes enforced. The shelter itself will need to be evaluated for modernizing, remodeling and adding on or searching for a new site. Current conditions are deteriorating and will be unacceptable in the near future.

Service request are changing with The County's Geography. Complaints are ever changing in nature such as wildlife and new law changes. Education continues to be a major issue, not only in educating the public but with staff as well. Disaster preparedness is a continuing effort and requires several staff members' attention at all times. Prevention and proactive enforcement only occur when Officers can patrol and are visible to the public. Patrol efforts consistently are hampered due to Officers performing clerical duties. With the addition of administrative support personnel field officers would be more effective in their daily patrol duties.

# SHERIFF

## (Court Services)

### MISSION/DESCRIPTION

The Civil Process/Court Security Division of the Stafford Sheriff's Office provides services such as court security, prisoner transportation and service of criminal and civil legal documents.

The Transportation Section provides transportation of juvenile and adult offenders to and from court and correctional facilities, mental patients to and from mental health facilities, and all extraditions out of state.

The Civil Process Section handles service of all civil papers for the Sheriff's Office and assists with court security on an as-needed basis.

### GOALS/OBJECTIVES

- Provide a safe and secure environment for the public to conduct business at The Stafford County Courthouse Complex.
- Enhance court security by providing a safe and secure environment to conduct court proceedings.
- Ensure compliance with all department policies and any applicable Department of Corrections' standards regarding lock up facilities and transportation of prisoners.
- Provide quality-training programs for all division personnel.
- Ensure proficient service of civil process and criminal warrants.

### SERVICE LEVELS

|   | CY2005<br>Actual | CY2006<br>Budget | CY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>                               |                  |                  |                |
| Circuit Court Days (Manual Tracking)          | 435              | 500              | 446            |
| General District Court Days (Manual Tracking) | 251              | 276              | 273            |
| J.D.R. Court Days (Manual Tracking)           | 376              | 425              | 403            |
| <b>Outputs</b>                                |                  |                  |                |
| Civil Process Served (CAD System)             | 40,996           | 41,094           | 41,192         |
| <b>Service Quality</b>                        |                  |                  |                |
| Extraditions (CAD System)                     | 82               | 89               | 96             |
| Transports (CAD System)                       | 728              | 750              | 778            |
| Writs & Levies (CAD System)                   | 434              | 452              | 483            |
| Warrants Served (CAD System)                  | 8,833            | 9,100            | 9,250          |

### SERVICE LEVELS AND PERFORMANCE

The Court Services/Civil Process Division of the Stafford Sheriff's Office provides a variety of services such as court security, prisoner transportation and the processing of all legal civil procedures, and is in charge of the warrant section. The Division Commander (captain) is required to oversee the overall function of the Division, which is security at the Courthouse. He ensures that the public and our own judicial officers are conducting business in a safe and secure environment. The Captain ensures compliance with all department policies and any Department of Corrections standards regarding the transportation of prisoners. The Lieutenant assumes command of the Division in the absence of the captain. The lieutenant is also tasked with special assignments which the captain or sheriff may assign to him.

The Civil Process Section of the Stafford Sheriff's Office handles all civil processes for the Sheriff's Office to include out of state process, Capias', Show Cause Rule, Restraining Orders, Bench Warrants, Garnishments, Civil Court Summons, Evictions and Levies. The civil process clerk maintains all records of civil process served. The civil process clerk is also responsible for answering questions from the public regarding civil process either by phone or in person. We have three full-time civil process officers and one part-time officer. The three full-time officers work areas of equal division of the county, with one deputy assigned to the southeast, one deputy to the southwest and one deputy to the north. The part-time officer covers the courthouse area and south to route 627. We have requested a full-time officer to break the north end up into two

# SHERIFF

## (Court Services)

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### **SERVICE LEVELS AND PERFORMANCE (Continued)**

areas as we have done in the south. The north end of the county has seen a tremendous amount of growth in the past five years.

The Court Security Section of the Stafford Sheriff's Office has 17 full-time positions. Officers included in this section are two first sergeants, and fifteen bailiffs. The court security first sergeant oversees the overall operation of the court security section. He ensures that a bailiff is assigned to the judge in each of the courtrooms. He makes sure all courts and court clerk offices are operated in a safe, secure environment. He helps schedules transportation for all inmates to be brought to the courts for trial, and the transportation of mental patients. His objectives are a safe and secure courthouse complex through controlled access, secure perimeters and screening checkpoints. The civil process/transport first sergeant takes command in the absence of the courts first sergeant and is familiar with every aspect of courthouse and court security. The civil process/court first sergeant oversees transports and the civil process officers; he also takes command of the courts first sergeant in his absence. The court bailiffs are assigned to a judge to protect the judge to and from the courtroom and during court. The Sheriff's Office is responsible for the courtroom security of up to five courtrooms a day, five days a week, and on occasions up to six courtrooms. They are also tasked with providing a bailiff at the main entrance of the courthouse to screen persons entering through the X-ray machine. There is also a need for a bailiff at the entrance to the Sheriff's Office; however, due to a shortage of manpower, that area is not staffed. All of the court clerks and disabled persons enter at this location. The delivery people from all types of firms use this entrance also due to the large amount of steps at the main entrance to the courthouse. The court services office also brings people back into their office without being screened and this also poses a security risk to the courthouse. The courts that are in operation are required to have two bailiffs to establish a presence of authority and to protect the judge. The only court that does not require two bailiffs is civil court; only one officer is needed.

The Transport Section of the Stafford Sheriff's Office has two full-time transport officers. These officers are responsible for transporting juvenile and adult offenders to and from correctional facilities and to mental facilities when needed. They are also responsible for all extraditions within the United States. When they are not fulfilling their primary job duties, they assist the Court Security Section in the security of the courts and the courthouse.

The Stafford County Administration building has one security officer who is a certified Stafford Sheriff's Office Special Deputy. His job is the security of the administration building. The Court Security Section covers for him while he is on leave.

### **FUTURE YEAR ISSUES**

The Court Services Section has experience an increase in the courts. In the year 2005 the Juvenile and Domestic court added another Judge along with the General District court. The addition of the two new judges and courtrooms has required four new bailiffs positions for fiscal year 2005 which we received. With the new judges and courtrooms we have two Juvenile and Domestic Relations courts and two General District courts five days a week. A new Juvenile and Domestic courtroom is now in the process of being built. The entire lower area where court services were located was relocated and a new courtroom along with judge's chambers and a holding cell area is being constructed.

We have also identified the need for a full-time process server. We have seen an increase of 3000 to 4000 actual civil processes served each year and have not increased manpower in ten years. A full-time civil process server is needed now to handle this increase. We have three full-time officers and one part-time to serve the entire county, which is currently producing over 45,000 legal documents a year. The third officer is needed to cover when an officer is off and to assist the north end county civil process officer who has seen a tremendous increase in civil process. The fourth officer would also assist the part-time officer in the service of evictions, writs and levies. We have seen a huge increase in writs and levies in the last two years.

During FY 2006, this division will stress improvements in training and professionalism. The increased manpower in the Court Services Section will allow us to maintain mandated staffing levels. This will allow us to maintain a safe environment to conduct court proceedings. This will also increase security and officer safety. We will continue to evaluate the security of the courthouse and make changes and or improvements as needed. A security survey of The Stafford County Courthouse was requested buy the US Marshall Service in 2005. We requested The United States Marshall service to conduct the survey to determine areas of concern and recommendations to enhance security. Inspector Joe Morales made the survey and we are waiting on the survey to make any necessary changes or improvements.

**SHERIFF**  
(Court Services)

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**FUTURE YEAR ISSUES (Continued)**

We will continue to evaluate all current systems within our division and determine their effectiveness and identify any needs for change. We will place a great emphasis on customer service as it relates to the duties of this division. We desperately need a part time civil process data entry clerk. Stafford County has grown at a tremendous rate and along with this growth is a steady increase in the amount of legal documents coming into our office for process. It is almost impossible for our civil process records clerk to keep up with her work. The clerk has to enter all 45,000 papers but also has to take each one out of the computer and make sure all are returned to the respective courts. The clerk also has to answer all calls coming into the office from citizens and other court clerks answering questions on legal process. We also do not have any one who can take her place when she is on leave or off sick. We now have two volunteers who help the clerk keep up with her workload.

**SHERIFF**  
(Field Operations Division)

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**MISSION/DESCRIPTION**

Field Operations encompasses various components, to include patrol, traffic safety, school resource, and special operations.

The Patrol Division is responsible for maintaining deputies in constant operational readiness for immediate response to any call for service requiring police presence. The Patrol Division provides 24-hour patrol deputy coverage throughout the County. The patrol deputies enforce traffic and criminal laws, respond to calls for service, conduct follow up investigations, and patrol the community.

The Traffic Safety Unit's primary responsibility is the enforcement of traffic laws throughout the County. Additional services provided include traffic safety education, awareness, and prevention. They also monitor enforcement of seat belt and child safety seat use, on-site safety inspections, inspect towing companies and investigate related complaints, and provide traffic control for special events.

School Resource Officers have the primary responsibility of creating a safe environment for students and faculty in the five county high schools and assist in securing a safe environment within the six middle schools. They accomplish this through enforcement efforts, as well as a wide variety of other deterrent methods, to include teaching law-related classes (class Action). Additionally, the SRO's coordinate safety programs and assist other Sheriff's Office personnel in criminal investigations involving students.

Special Operations consist of the SWAT Team, K-9 Unit, Search and Rescue, and Dive Team. Special Operations consist of trained deputies that devote additional time to their specialty team outside of their full-time patrol function.

**GOALS/OBJECTIVES**

- Improve communication to and from community sources.
- Continue to be innovative in our use of personnel assets as they relate to manpower shortages.
- Work toward a five-year staffing plan.
- Continue to work with state agencies to ensure local law enforcement agencies have access to D.M.V. crash data so traffic enforcement resources can be deployed more effectively.
- Continue to seek out residents and businesses willing to lead and start additional Neighborhood Watch and Business Watch groups.
- Continue to embrace community policing and problem oriented government methodology.
- Continue to seek funding alternatives, such as grants, to offset budget increases.
- Continue to partner with schools and other community groups to identify and suppress gang activity.

**SERVICE LEVELS**

|   | CY2005<br>Actual* | CY2006<br>Budget | CY2007<br>Plan |
|---|-------------------|------------------|----------------|
| <b>Outcomes</b>   |                   |                  |                |
| Criminal Warrants Served (Sheriff Information System)             | 8,833             | 9,100            | 9,250          |
| <b>Outputs</b>  |                   |                  |                |
| Arrests (Sheriff Information System)                              | 6,144             | 6,159            | 6,174          |
| Requests for Law Enforcement Service (Sheriff Information System) | 73,390            | 75,441           | 77,491         |
| Calls for Deputy (Sheriff Information System)                     | 1,147             | 1,179            | 1,211          |
| Written Reports / Supplements (Sheriff Information System)        | 15,682            | 15,811           | 16,140         |
| <b>Service Quality</b>  |                   |                  |                |
| Uniformed Traffic Summons (Sheriff Information System)            | 11,062            | 11,804           | 12,546         |

# SHERIFF

## (Field Operations Division)

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### **SERVICE LEVELS AND PERFORMANCE**

The Field Operations Division of the Stafford County Sheriff's Office continues to seek innovative ways to improve the quality of life for our residents. We continue to provide the quality service our residents demand of their government agencies. Recent issues and events have changed the way law-enforcement agencies across the state police their respective communities. On September 11, 2001, law enforcement suddenly found themselves on the front lines in the fight against terrorism. Historically, federal agencies were more focused on global events and terrorism leaving local authorities the responsibilities of more traditional police functions. In the aftermath of 9/11, that responsibility shifted to local authorities. Besides traditional police functions, we now have the function of ensuring the protection of key infrastructures, the education of our citizens, and the preplanning of every type of event conceivable. To that end, the field operations division has worked with all of our neighboring jurisdictions, as well as the authorities from the Marine Corps base at Quantico, to preplan for terrorist type events. We have developed emergency transportation plans, plans for assisting with and receiving additional manpower from adjoining jurisdictions, we have worked to form better lines of communication. We are currently in the process of developing alternative means of communication. We have enlisted the help and have received additional funding from the federal, as well as the state, government. We continue to work with the Department of Homeland Security, as well as the FBI, to ensure we are informed of threats on all levels allowing us to better plan for eventualities.

Another area that continues to impact the service the Sheriff's Office is able to provide is the increase of licensed drivers within our community, and more specifically teen drivers. Youth drivers comprise about 7% of all licensed drivers and they are responsible for 20% of reported fatalities. Once again, historically, parents have played a bigger role in the education and supervision of teen drivers than law-enforcement; however, with recent events, it has become evident that if we as a community are able to combat the problem, we must approach it from a more comprehensive way. The Sheriff's Office continues to partner with other local officials to study and make suggestions on ways in which we could decrease these senseless deaths. The Youth Driver Task Force was formed to look at this and other issues on the forefront of traffic safety in Stafford County. We have implemented the Task Force's recommendations and we continue to provide aggressive countermeasures to combat teen crashes.

Stafford County continues to grow at a rapid rate and all County agencies struggle to keep up with the demand. During this past year, we have continued to hire and recruit qualified applicants to fill voids left by more seasoned members leaving to take positions with more financial gain. As we have stated in the past, upon hiring a new untrained recruit deputy, we must invest a year of our time and resources before seeing any real return on that initial investment, saying nothing of the experience and knowledge lost from the departure of seasoned deputies.

During the last twelve months, we have received and been awarded several grants that have allowed us to utilize our personnel on an overtime basis to offset the increasing demands not normally associated with traditional police activities. We have used patrol deputies along with our traffic safety unit to work saturation patrols, safety check points at our schools, as well as provide valuable classroom presentations to our young teen drivers.

Training is always of great priority to the Field Operations division ensuring that we keep up with new trends and maintaining all required certifications for our personnel. To offset manpower shortages caused by training evolutions, we continue to use overtime funds to pay off-duty personnel to fill in these gaps.

### **ADDITIONAL INFORMATION**

The Sheriff's Office provides manpower, equipment and support to the Stafford County School System for education and security during the school year. At the present time the Sheriff's Patrol Division deploys 7 certified School Resource Officers to provide service in 5 high schools and 6 middle schools. In addition to this daily deployment, 3 Deputies teach a crime prevention curriculum for children in 16 elementary schools called DARE. The special unit is supervised by a Deputy Sheriff First Sgt. It is estimated that the cost associated with this unit easily reaches \$1,000,000 per year in salary, benefits, the necessary equipment, and training to provide law enforcement to the schools. These deputies also are required to work overtime to support after school student and sports activities, a raw cost that is often not identified as an expense provided in support to the Stafford County School System.

**SHERIFF**  
(Field Operations Division)

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**FUTURE YEAR ISSUES**

Manpower continues to be an issue with the constant growth, the increase in licensed drivers, the expansion of our County road system and additional demands placed on field operations as our roll continues to evolve based on current world events. It will continue to be ever important to adopt a long-term hiring plan to better prepare and react to our community's rapid rate of growth.

Our community is changing. Commercial developments now border our residential communities. Residential growth is changing. Energy costs and residents seeking better lifestyles are now choosing town center style neighborhoods with conveniences and public transportation within walking distance. This type of growth requires planning, even for law enforcement. Crime prevention through environmental design is a necessity for the future of Stafford County if we hope to continue to have safe and crime free communities.

Crime prevention will continue to be on the forefront of our efforts to partner with the Department of Homeland Security to combat the war on terror. Besides the war on terror, it will be essential that our Crime Prevention Unit continue to work with our businesses and homeowner associations to work to make our community the safest in Virginia and finally, to accomplish the goal of obtaining certification as a Crime Prevention Community.

With information obtained from the Youth Driver Task Force, our Traffic Safety Unit will continue to partner with all the stakeholders in our community working to improve the safety of our roads, affect and change the behavior of our young drivers, as well as educate them to the dangers associated with automotive crashes. We will continue to be innovative in our approach to traffic safety strengthen our relationships with Virginia Department of Transportation, Department of Motor Vehicles, as well as the State Police, and the Stafford County Public Schools. We will work to expand and enhance our current Volunteer Traffic Safety Programs augmenting our patrol staff whenever possible with volunteer assets.

The Juvenile Services Unit, working together with County school officials, will continue with their pro-active approach in identifying, addressing and preventing school violence. They will continue to, with neighboring jurisdictions, identify, eliminate and prevent gang activity within our schools and our County. Partnering with our Traffic Safety Unit, they will continue to provide guidance and education to our new drivers. We will continue to look for ways to expand our School Resource Program and enhance our DARE staff with the goal to always positively influence as many young lives as possible.

# SHERIFF

## (Criminal Investigations Division)

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### **MISSION/DESCRIPTION**

The mission of the Criminal Investigations Division (C.I.D.) is to support law enforcement operations by overseeing the day-to-day assignment of all cases and coordinating all major criminal investigations.

Five investigative units are encompassed within the Criminal Investigations Division:

- Major (Violent) Case/Crimes Against Persons Unit
- General Assignment/Property Crimes Unit
- Drug Enforcement Unit
- Pawn/Gun Permits & Federal Firearms Unit
- Crime Analysis Unit

The Major (Violent) Case/Crimes Against Persons Unit is responsible for the investigation of murder, rape, and robbery. The Unit also investigates any incident resulting in death, malicious wounding, abduction, and crimes against children, missing persons, and runaways. A First Sergeant and four Detectives staff the unit.

The General Assignment/Property Crimes unit's responsibility involves the investigation of property related crimes such as burglary, larceny, fraud, embezzlement, white-collar offenses, computer crimes related to theft or fraud, and felony vandalism. A First Sergeant and eight Detectives staff the unit. Two Detectives are assigned solely to "White Collar" cases.

The Drug Enforcement Unit routinely gathers criminal intelligence of a drug related nature and also of any criminal activity. While maintaining a database of this criminal intelligence the unit specifically concentrates on investigations of illegal drug distribution, conspiracies to distribute illegal drugs, and identifying major drug trafficking enterprises. This unit also tracks money laundering involved with illicit drug distribution and manages asset identification, seizures, and forfeitures. This unit is staffed with a part-time Sergeant and three Detectives.

One full time Detective is assigned to the Rappahannock Regional Gang/Terrorism/Drug Task Force that is comprised of four (4) agencies/jurisdictions. This task force was formed primarily to combat the gang problem in the area.

One part-time Detective who manages all pawns conducted in the county and surrounding jurisdictions staffs the Pawn/Gun Permits & Federal Firearms Unit. This Detective identifies all and any items pawned that may be connected to any criminal case. This unit is also responsible for the processing of all concealed weapons and Federal Firearm permits.

The Crime Analysis Unit consists of one full time civilian employee who tracks crime sprees and trends for additional enforcement application. This employee also compiles related crime statistics for the Sheriff's Office as needed.

An administrative support group made up of two full time civilian employees who provide secretarial duties, data entry tasks, routine office inventory, and financial record keeping for the division compliments all Criminal Investigations Division units.

### **GOALS/OBJECTIVES**

- Establish and maintain a full-time Forensic Unit
- Create a Computer Forensic Analysis Unit
- Develop a fully staffed Financial Crimes Unit
- Enhance the Pawn/Gun Permit Unit
- Establish full-time Polygraph Unit
- Develop and manage a Street Crimes Unit
- Enhance the Drug Enforcement Unit
- Fund and establish an automated fingerprint identification system
- Develop a Child/Elderly Abuse Unit



**SHERIFF**  
(Criminal Investigations Division)

**SERVICE LEVELS**

|   | <b>CY2005<br/>Actual**</b> | <b>CY2006<br/>Budget</b> | <b>CY2007<br/>Plan</b> |
|---|----------------------------|--------------------------|------------------------|
| <b>Outcomes</b>   |                            |                          |                        |
| Total CID Assignments (Sheriff Information System)            | 1,157                      | 1,248                    | 1,339                  |
| Major Case/Crimes Against Persons Unit (Sheriff Info. System) | 295                        | 318                      | 341                    |
| General Assignments Unit (Sheriff Information System)         | 653                        | 678                      | 703                    |
| Vice/Narcotics (Drug Enforcement) Unit (Sheriff Info. System) | 82                         | 100                      | 118                    |

**SERVICE LEVELS AND PERFORMANCE**

The Criminal Investigations Division (C.I.D.) is still primarily a reactive group that responds to needs for investigative follow up from the Patrol Division, Commonwealth's Attorney's Office, and criminal complaints from the community.

The clearance rate for major crimes is relatively high compared to the national average; however, it would improve with increased resources and manpower.

The Division could certainly be more proactive with increased staffing which would be the ultimate goal for the Sheriff's Office. The agency's overall effectiveness would benefit from enhancements in C.I.D. manpower particularly in the area of proactive investigative enforcement. The impact of progressive and proactive policing in the field of criminal investigations would result in a very positive return to the community as well as the agency.

Taking more drugs off the streets, seizing criminal assets, protecting our children from internet predators, and identifying criminals before they can victimize our neighborhoods are only a few of the benefits.

**FUTURE YEAR ISSUES**

The major issues for the Division continues to be recruitment, retention, and training of qualified experienced Detectives.

The Division has experienced additional positions that have been filled with relatively young inexperienced personnel that require additional time and resources for specialized training in the criminal investigations field.

Over forty (40%) percent of the Division qualifies for retirement in just a few years which could result in the loss of an immeasurable amount of training and expertise. This would drastically interrupt the effectiveness and efficiency of C.I.D. until such time as personnel acquire, through training and experience, the necessary investigative knowledge.

Recruitment of qualified experienced candidates from outside the agency for C.I.D. would require and offer of a competitive salary and benefit package to help offset the loss of experienced personnel to retirement and turnover to better paying Federal or Northern Virginia agencies.

Each year the Stafford County Sheriff's Office and community share more in common with our neighbors to the north. Considering this impact comes the natural realization that Stafford County will see an increase in crime and public service request that require more response from law enforcement.

C.I.D. has also established a part-time Pawn/Gun Permit Unit that has been instrumental in identifying and solving a number of property related thefts that the General Assignment Detectives would have missed due to an already heavy case load and time restraints. This Unit has not only benefited Stafford, but also neighboring jurisdictions, in the recovery of stolen property and the identification and apprehension of the responsible offenders.

C.I.D. has attempted to establish specialized units within the Division to help create additional expertise in each respective area. Historically individual units with specific duties (i.e. drugs, child abuse, financial violations, etc.) enhance a Division's effectiveness through focused training, education, and a proactive approach to deterring and solving crime. Again increased staffing is paramount to accomplish this goal.

# SHERIFF

## (Services Division)

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### **MISSION/DESCRIPTION**

The Administrative Services Division provides support for all Sheriff's Office operations including Records Management, Evidence Processing, Departmental Property, Data Entry, Accounting Review, Computer Hardware and Software, Fleet Management, Accreditation Management and Technological Research. The Administrative Services Division provides the support from behind the scenes, with the ultimate responsibility of ensuring the all Divisions can perform their responsibilities without interruptions and obtain the required performance levels for the citizens of Stafford County Sheriff's Office and the Commonwealth of Virginia.

The Records Management section administers and maintains the law enforcement reports and data, citations, arrest information, accident reports, calls for service information, scanning of all report and record retention schedule mandates. This section is responsible for all Freedom of Information inquiries, which includes media, citizen and company requests for background information from reports or arrest information. The scanning feature eliminates the need for storage space and allows quicker access to information required.

The Evidence section maintains all items of evidence including: latent fingerprints, blood and body fluids evidence, recovered stolen property, illegal drugs, found property and property for safe keeping. The Evidence section is responsible for transporting and picking up most items requiring laboratory analysis. This section also processes all items in the Sheriff Information System, maintains the Chain of Custody of all evidentiary items and testifies in Court proceedings with respect to custody control. The section is also responsible for responding and picking up large items (evidentiary and found property) that are too large to be transported by a patrol vehicle. The timely destruction, return, or sale of items is also the responsibility of the Evidence section.

The Property Section maintains all property such as uniforms, weapons, handcuffs, crime scene supplies and all office related equipment and supplies. Everything ordered is processed, inventoried and issued by this section for proper accountability. The Property section is also the secondary backup to the evidence section and ordering. The Property Section assists with numerous projects unrelated to property, however, these projects contribute to the overall function of the Sheriff's Department daily activities, both short and long term.

The Data Entry Section is responsible for entering all police reports, citations, pawns, and field interviews into the Sheriff Information System (SIS), staffing the front receptionist desk. This section is also responsible for staffing the front desk during business hours to greet guests, direct incoming calls, and answer general questions for the public.

The Accreditation Section is responsible for the maintenance of all files, reports and policies necessary to comply with Accreditation Standards. As policies and procedures are changed or modified, this section ensures that it is properly documented and that all affected personnel are notified. This section also establishes liaisons with other agencies to provide assistance with the accreditation process.

The Technology Section is responsible for Sheriff's Information System, research of all new concepts to ensure that they are applicable to the needs of the Sheriff's Office, to include efficient and effective towards the goals and needs of the Community. This section is also responsible for technical and grant research. It works with regional partners for the implementation of data sharing, maintaining connectivity and validation of the information. Provides training of all programs. Maintain and continue the development of wireless program. Research and implementation of computer hardware and software programs, developing of maintenance schedules for upgrades and replacements as needed.

The Computer Support Section maintains all departmental desktops, mobile computers and several off site computers used on a daily basis in support of the Sheriff's mission. This section also is involved with the implementation of new initiatives, which are in direct relation with the community to provide real time information and services. This section is responsible for setting up, training and maintaining of all systems, to include, Sheriff's Web page, Picture Link, Live Scan, Regional Hub, Crime View, etc

Fleet Management is responsible for the accountability of all vehicles maintained by the Sheriff's Office, to include purchase, warranties, scheduled maintenance, installation of equipment, assignments for usage and rotation of vehicles. This not only includes the marked police cruisers, but also unmarked cars, motorcycles, a boat, an ATV, sign boards and trailers. This section tracks repairs to vehicles and determines the schedule for retiring vehicles and having them auctioned. The Mobile Command Center is under the Fleet Services Manager.

**SHERIFF**  
(Services Division)

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**GOALS/OBJECTIVES**

- Strive to input reports, citation and warrants, etc. in a timely manner
- Continue to improve with time management skills and increase productivity
- Provide outstanding customer service
- Continue to evaluate the need for equipment with associated cost
- Ensure the timely return and destruction of property and evidence items
- Continue to obtain departmental wide understanding of the accreditation process and seek cooperation with the completion of files
- Continue to review policy and amend as required by the Code of Virginia.
- Develop Freedom of Information standards for easy access by the Public.

**SERVICE LEVELS**

|  | <b>CY2005<br/>Actual</b> | <b>CY2006<br/>Budget</b> | <b>CY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>  |                          |                          |                        |
| Arrests Processed (Sheriff Information System)             | 6,144                    | 6,159                    | 6,174                  |
| DUIs Processed (Sheriff Information System)                | 437                      | 466                      | 495                    |
| Warrants Processed (Sheriff Information System)            | 8,833                    | 9,100                    | 9,250                  |
| Citations (Sheriff Information System)                     | 11,062                   | 11,804                   | 12,546                 |
| <b>Outcomes</b>  |                          |                          |                        |
| Reports/Supplements Processed (Sheriff Information System) | 15,682                   | 15,811                   | 16,140                 |

**SERVICE LEVELS AND PERFORMANCE**

The Administrative Services Division is currently staffed with eleven full-time and two part-time civilian employees, one Lieutenant and a Captain that commands the division. Seven of the employees are responsible for the entry of the documents requiring input, as listed above, and provide staffing of the receptionist desk. Two of the civilian employees are responsible for the maintaining, accountability and destruction of all items of evidence and property. One civilian employee maintains all reports and related records required by law and FOIA request. One civilian employee maintains all computer related equipment and issues that arise on a daily basis, to include new initiatives.

Through training, we have increased the previous report entry from 3-5 to 1-3 days. This is significantly a very good process to see, since the entry of the information into the Sheriff's Information System is critical to the Investigators as well as the

Regional partnership with Spotsylvania, King George, Regional Jail and the City of Fredericksburg. All of which use this information daily. This entry time still needs to be improved upon to provide the proper information in a timely manner. Without additional increase in manpower to assist with entry, I don't foresee this increasing any more, however, we will continue to try.

The workload from the Property and Evidence section is directly related to the reports filed. The workload has increased along with the number of new deputies and crimes being investigated. More evidence is being collected, and processed. Most items being processed require additional processing from the state laboratories, Fairfax and Richmond, which require the items be taken there on a weekly basis, again taking up additional time.

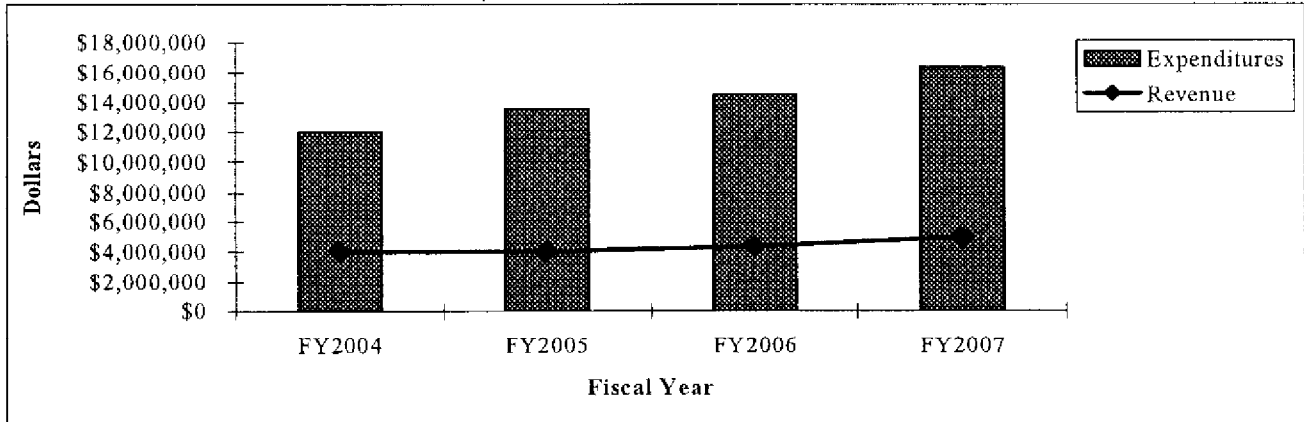
Additional staffing is essential to not only improve with our current entry issues, but to prepare for the future.

# SHERIFF

## (Summary)

### BUDGET SUMMARY

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|--------------------|--------------------|-----------------------------|---------------------|---|---------------|
| <b>Costs</b>             |                    |                    |                             |                     |   |               |
| Personnel                | \$9,604,670        | \$10,963,261       | \$11,636,605                | \$13,047,648        | \$1,411,043                                     | 12.13%        |
| Operating                | 1,825,303          | 1,552,684          | 2,039,210                   | 2,243,726           | 204,516   | 10.03%        |
| Capital                  | 588,554            | 1,028,752          | 816,431                     | 1,107,940           | 291,509   | 35.71%        |
| <b>Total</b>             | <b>12,018,527</b>  | <b>13,544,697</b>  | <b>14,492,246</b>           | <b>16,399,314</b>   | <b>1,907,068</b>                                | <b>13.16%</b> |
| Revenue                  | 4,029,671          | 4,022,605          | 4,319,045                   | 4,880,936           | 561,891   | 13.01%        |
| <b>Local Tax Funding</b> | <b>\$7,988,856</b> | <b>\$9,522,092</b> | <b>\$10,173,201</b>         | <b>\$11,518,378</b> | <b>\$1,345,177</b>                              | <b>13.22%</b> |
| Full-Time Positions      | 151                | 162                | 171                         | 178                 | 7   | 4.09%         |
| Part-Time Positions      | 12                 | 11                 | 12                          | 13                  | 1   | 8.33%         |



### BUDGET VARIANCES

Personnel variance of 12.13% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Life Insurance reinstated
- One Full Time Deputy Sheriff II – Sgt Field Operations
- One Part Time Deputy Sheriff – Investigator II
- Three Deputy Sheriff I – Field Operations
- Three Deputy Sheriff - Investigators

Operating variance of 10.03% is attributable to the following:

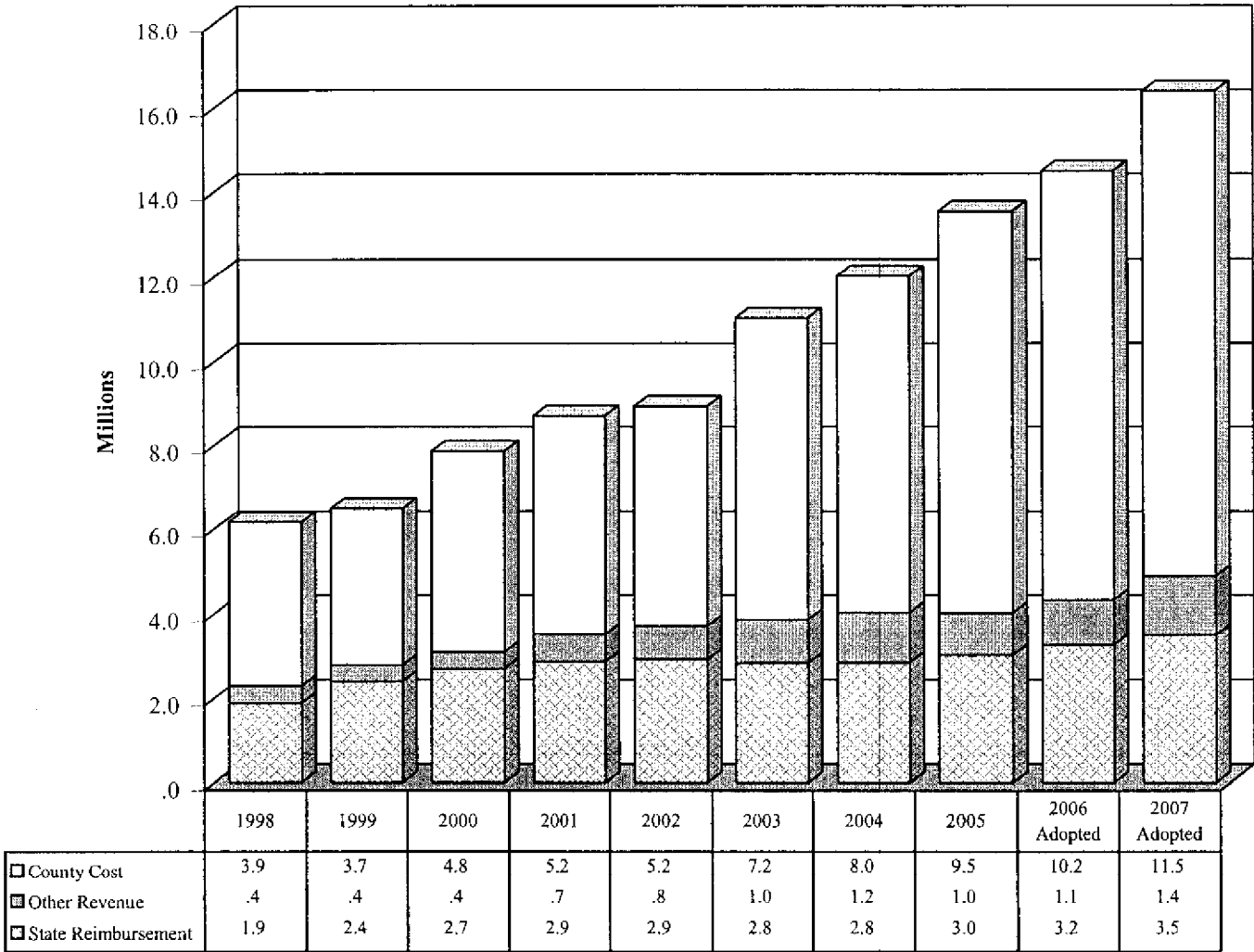
- Increase in the fuel costs
- Increase in office rental costs due to Department growing beyond capacity
- Increase in operating cost for 7 new full time Deputy Sheriff positions
- Cost of new sign for the Animal Control Facility
- Cost of laptops and appropriate software for 6 Animal Control vehicles

Capital variance of 35.71% is attributable to the following:

- Cost of additional vehicles for 7 new deputy positions
- Cost of outfitting vehicles with all police equipment and laptops

# SHERIFF

The County funding for the Sheriff has increased over the years. This increase over the can partly be contributed to the ending of Federal funding of a COPS grant and additional equipment and personnel needs over the years. Other factors, which affect these categories, are state Compensation Board Funding and other smaller grants being picked up.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 Adopted | 2007 Adopted |
|---------------------|------|------|------|------|------|------|------|------|--------------|--------------|
| County Cost         | 63%  | 57%  | 61%  | 60%  | 58%  | 65%  | 66%  | 70%  | 70%          | 70%          |
| Other Revenue       | 7%   | 6%   | 5%   | 8%   | 9%   | 9%   | 10%  | 8%   | 8%           | 9%           |
| State Reimbursement | 30%  | 37%  | 34%  | 32%  | 33%  | 26%  | 24%  | 22%  | 22%          | 21%          |

# SOLID WASTE & LITTER PREVENTION

## MISSION

The Rappahannock Regional Solid Waste Management Board services Stafford County's solid waste management programs. The Board provides land filling, recycling, special collection programs as well as recycling and litter prevention education outreach programs. The R-Board does not receive any funding from the County of Stafford. Stafford County litter prevention works to maximize the removal of trash from County roads by performing roadside cleanup activities including coordination of efforts with outside resources both contracted and free. Inter-government work includes providing cleanup services for illegal dumpsites in coordination with the County Code Administration Department, as well as working with the Attorney's Office and the Sheriff's Department on the illegal sign violations.

## GOALS/OBJECTIVES

- Meet the state mandated 25% recycling requirement
- Provide citizen drop-off areas for their solid waste disposal and recycling.
- Ensure that programs are in place to provide the maximum recycling of special wastes such as electronics, household hazardous waste, mercury and fluorescent bulbs.
- Provide comprehensive education outreach programs for recycling and litter prevention.
- Maximize use of free and/or cost effective outside resources such as the Beautification Committee, the Rappahannock Regional Solid Waste Management Board, the Rappahannock Regional Jail, the Rappahannock Area Office on Youth Program, and resident volunteers.
- Maximize cooperative efforts with other County Departments.

## SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Outcomes</b>  |                  |                  |                |
| Meet 25% (recycling rate) (State DEQ Report)   | 26.5%            | 30%              | 30%            |
| <b>Outputs</b>   |                  |                  |                |
| Recyclables processed (in tons) (Manual Tracking)  | 17,863           | 17,500           | 19,000         |
| Tons of Mixed paper processed (start date: 11-15-05)   | 0                | 300              | 4,000          |
| Picked up trash (in pounds) (Virginia DEQ non-competitive grant report)                            | 1,479,696        | 1,200,000        | 1,500,000      |
| <b>Service Quality</b>   |                  |                  |                |
| # Special Collection Days  | 4                | 10               | 10             |
| # Recycling Collection Sites   | 5                | 6                | 8              |
| # of Community Pride cleanups given  | 69               | 63               | 70             |
| <b>Efficiencies</b>  |                  |                  |                |
| Charge per ton for commercial to landfill  | \$36.00          | \$37.00          | \$38.00        |
| # hours given by outside resources (no cost to County) (Virginia DEQ non-competitive grant report) | 8,515            | 6,500            | 11,000         |

\* Recycling tonnage is only for the amounts actually processed through the Regional Landfill facility. It does not reflect the entire recycling activity for the area.

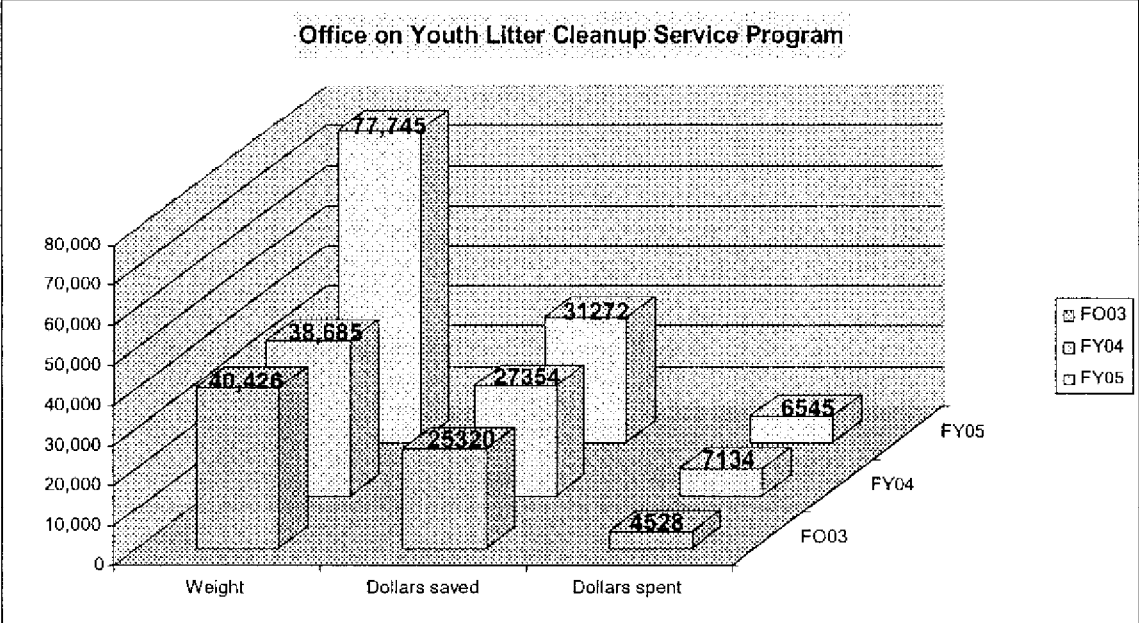
## ACCOMPLISHMENTS

- The Regional Landfill added recycling of mixed paper, a Goodwill drop-off site for electronics, and continued to expand the number of items collected for diversion from land filling. They are dedicated to expanding new drop-off areas for waste and recycling for residents.
- The R-Board continues to sponsor and promote a variety of community outreach programs such as Community Pride Cleanups and most recently, a contract with the Rappahannock Regional jail to do roadside cleanups with inmates.

# SOLID WASTE & LITTER PREVENTION

## ACCOMPLISHMENTS (Continued)

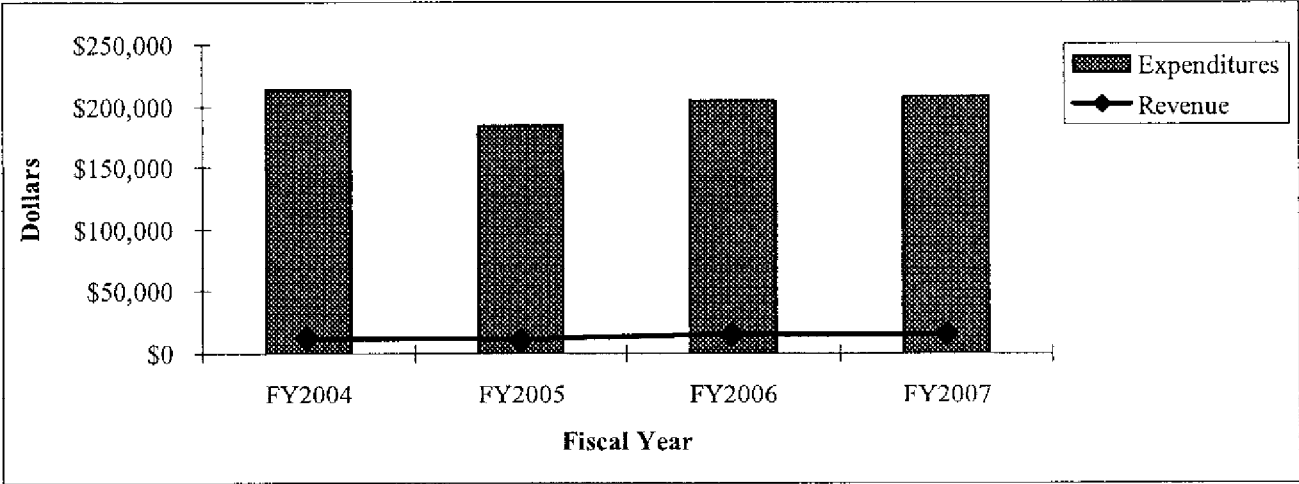
- All services offered by the R-Board are done without the use of tax dollars.
- The Stafford County Litter Prevention Office continues to work towards maximizing cooperative efforts and accessing free services from other resources. A graph of the cooperative program we handle with the Rappahannock Area Office on Youth is shown below.
- Litter Prevention and recycling education reported performing 54 presentations, workshops or exhibits reaching over 6,000 people. Cleanup activities resulted in 147 planned sites with over 1,000,000 lbs of trash recovered. Non-paid hours of service given to both education and cleanup programs were, 8,515.



# SOLID WASTE & LITTER PREVENTION

## BUDGET SUMMARY

|                          | FY2004           | FY2005           | FY2006           | FY2007           |                                       |              |
|--------------------------|------------------|------------------|------------------|------------------|---------------------------------------|--------------|
|                          | Actual           | Actual           | Adopted Budget   | Adopted Budget   | Changes<br>'06 Adopted to '07 Adopted |              |
| <b>Costs</b>             |                  |                  |                  |                  |                                       |              |
| Personnel                | \$107,323        | \$144,640        | \$148,091        | \$148,383        | \$292                                 | 0.20%        |
| Operating                | 106,469          | 40,089           | 56,750           | 60,300           | 3,550                                 | 6.26%        |
| <b>Total</b>             | 213,792          | 184,729          | 204,841          | 208,683          | 3,842                                 | 1.88%        |
| Revenue                  | 11,657           | 11,344           | 15,000           | 15,000           | 0                                     | 0.00%        |
| <b>Local Tax Funding</b> | <u>\$202,135</u> | <u>\$173,385</u> | <u>\$189,841</u> | <u>\$193,683</u> | <u>\$3,842</u>                        | <u>2.02%</u> |
| Full-Time Positions      | 2                | 2                | 2                | 2                | 0                                     | 0.00%        |
| Part-Time Positions      | 1                | 1                | 1                | 1                | 0                                     | 0.00%        |



## BUDGET VARIANCES

Personnel variance of 0.20% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life insurance reinstated (no cost to employees')

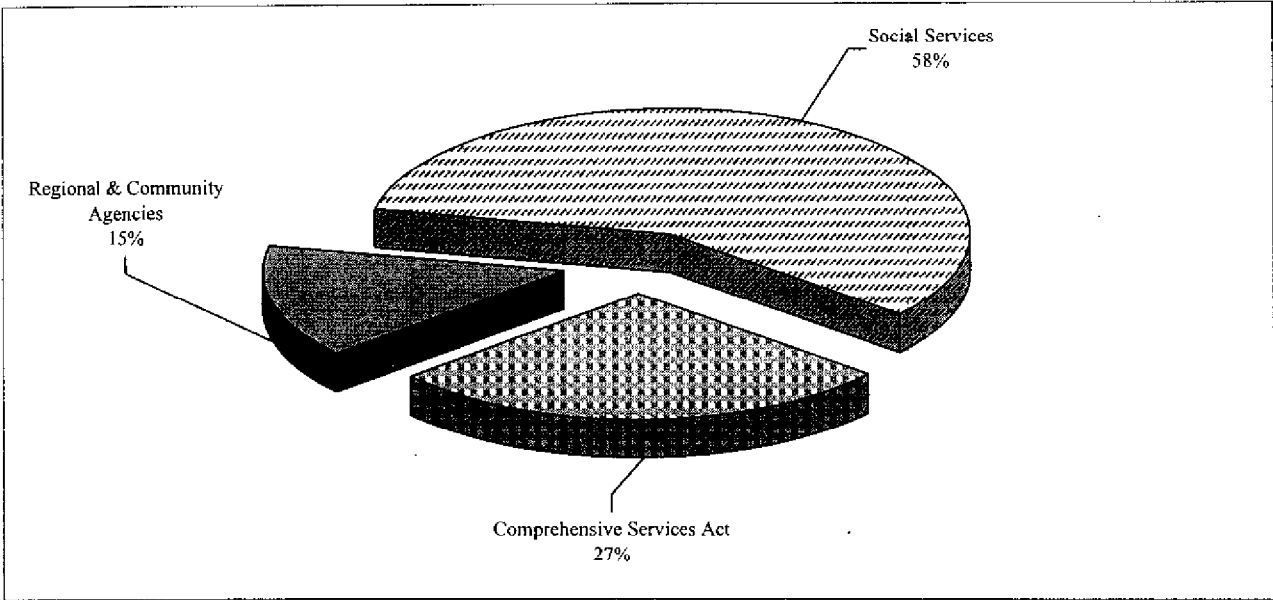
Operating variance of 6.26% is attributable to the following:

- Repairs and maintenance was increased based on FY06 costs to maintain the Litter Crew dump truck
- Fuel was increased based on FY06 costs



# HEALTH AND WELFARE

|                               | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|-------------------------------|---------------------|-----------------------------|---------------------|---|--------------|
| Comprehensive Services Act    | \$3,450,972         | \$3,589,538                 | \$3,798,479         | \$208,941                                       | 5.82%        |
| Regional & Community Agencies | 1,859,146           | 1,893,049                   | 2,032,421           | 139,372   | 7.36%        |
| Social Services               | 6,571,584           | 7,688,219                   | 8,016,051           | 327,832   | 4.26%        |
| <b>Total Expenditures</b>     | <b>\$11,881,702</b> | <b>\$13,170,806</b>         | <b>\$13,846,951</b> | <b>\$676,145</b>                                | <b>5.13%</b> |



# COMPREHENSIVE SERVICES ACT

## MISSION

The Stafford County Comprehensive Services Act program will implement a collaborative system of high-quality and cost effective services for high-risk children and their families that is child-centered, family-focused, and community based.

## GOALS/OBJECTIVES

- Provide an efficient and effective method of referral into the CSA (Comprehensive Services Act) process
- Implement and maintain an effective utilization management system to review residential placements
- Submit financial/statistical reporting on a timely basis to the state office of Comprehensive Services
- Pursue child support obligations from parents
- Review all placements (outside of special education) for IV-E eligibility(federally subsidized foster care)
- Preserve and strengthen families while providing services in the least restrictive settings
- Increase interagency collaboration and family involvement
- Invest 5.5% of the CSA budget into Prevention services; track the use and effectiveness of this investment

## SERVICE LEVELS

|  | FY 2005<br>Actual | FY 2006<br>Budget | FY 2007<br>Plan |
|--|-------------------|-------------------|-----------------|
| <b>Outcomes</b>  |                   |                   |                 |
| CSA Expenditures (HTE Sys.)  | \$3,365,770       | \$3,420,000       | \$3,600,000     |
| Child Support Refunds (HTE Sys.)                                       | \$157,970         | \$200,000         | \$200,000       |
| <b>Outputs</b>   |                   |                   |                 |
| Cost Per Child served by CSA (CSA Statistical Report)                  | \$15,827          | \$15,000          | \$16,500        |
| Medicaid Residential Placements (Manual Tracking)                      | 25                | 25                | 30              |
| <b>Service Quality</b>   |                   |                   |                 |
| Required cases reviewed under utilization management (Manual Tracking) | 200               | 200               | 210             |

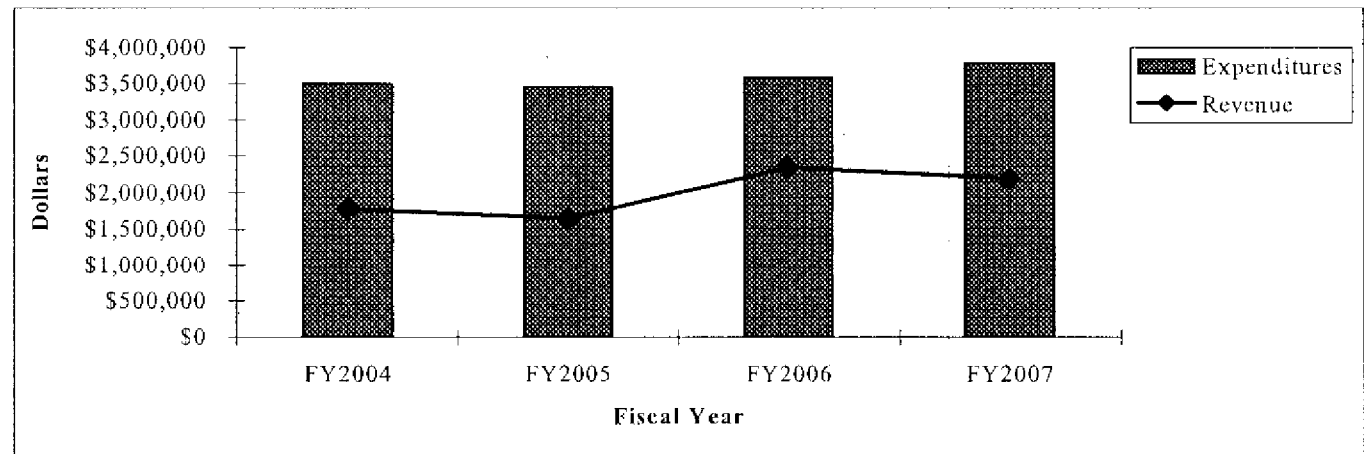
## ACCOMPLISHMENTS

- CSA has become its own entity within Stafford County formerly within the Department of Social Services, which allows for the development of new policies and strategies to serve the at-risk youth and families more effectively
- Created a Parental Contribution policy to allow families to be invested in services funded by CSA and to support the CSA program while also recognizing and respecting the prior emotional and financial investments made of families on behalf of their children.
- Submitting the state pool reimbursements to the Office of Comprehensive Services in a timely and efficient manner
- The method of collecting child support and referring for IV-E eligibility is improving, resulting in added child support and diversion away from CSA
- Medicaid is being utilized as a payment resource and promoting Medicaid applications for all children in residential placements
- The Community Policy and Management Team developed a funding policy based upon the needs and risks of the youths an families seeking services through the CSA program including prevention services

COMPREHENSIVE SERVICES ACT

BUDGET SUMMARY

|                     | FY2004      | FY2005      | FY2006         | FY2007         |                            |        |
|---------------------|-------------|-------------|----------------|----------------|----------------------------|--------|
|                     | Actual      | Actual      | Adopted Budget | Adopted Budget | Changes                    |        |
|                     |             |             |                |                | '06 Adopted to '07 Adopted |        |
| Costs               |             |             |                |                |                            |        |
| Personnel           | \$79,802    | \$52,890    | \$112,045      | \$129,286      | \$17,241                   | 15.39% |
| Operating           | 3,422,453   | 3,398,082   | 3,477,493      | 3,669,193      | 191,700                    | 5.51%  |
| Total               | 3,502,255   | 3,450,972   | 3,589,538      | 3,798,479      | 208,941                    | 5.82%  |
| Revenue             | 1,771,153   | 1,641,963   | 2,343,001      | 2,181,960      | (161,041)                  | -6.87% |
| Local Tax Funding   | \$1,731,102 | \$1,809,009 | \$1,246,537    | \$1,616,519    | \$369,982                  | 29.68% |
| Full-Time Positions | 1           | 1           | 2              | 2              | 0                          | 0.00%  |



BUDGET VARIANCES

Personnel Variance of 15.39% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')

Operating Variance of 5.51% is attributable to the following:

- Expenses relating to CSA becoming it's own office under County Administration
- Expected increase in prevention services for children within Stafford community
- Expected rate increase for foster care children
- Expected rate increase for private providers of residential treatment, community based services, group home services, and private day school services.

# COMPREHENSIVE SERVICES ACT

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## **ADDITIONAL INFORMATION**

In 1993 the Virginia Assembly passed a law that provided the pooling of specific funding streams used to purchase services for high-risk youth. This is the Comprehensive Services Act for At-Risk Youth and Families. These funds that were pooled together are returned to the localities with a required state/local match and are managed by local interagency teams. The purpose of this act is to provide high-quality, child centered, family focused, cost effective, community based services to high-risk youth and their families. State and local agencies, parents and private service providers work together to plan and provide services.

The funding streams placed within the pool included: Department of Social Services, State and Local Foster Care, Foster Care Purchased Services, Department of Juvenile Justice, 286 Special Placements, 239 Special Placements, Department of Education, Private Tuition, Interagency Assistance, and the Department of Mental Health, Mental Retardation and Substance Abuse Services.

Children who would have been served by one of the funding streams placed in the pool are targeted for services through the CSA program. The children who would have been served by the education funds and/or the foster care funds placed in the pool are considered "mandated" for services. This is because there is "sum sufficient" language attached to them in the Federal law/or the code of Virginia. These special education and foster care children are the populations' state and local governments are required to appropriate sufficient funds to serve.

Services under the CSA program may also be available to a child who meets at least one of the following descriptions:

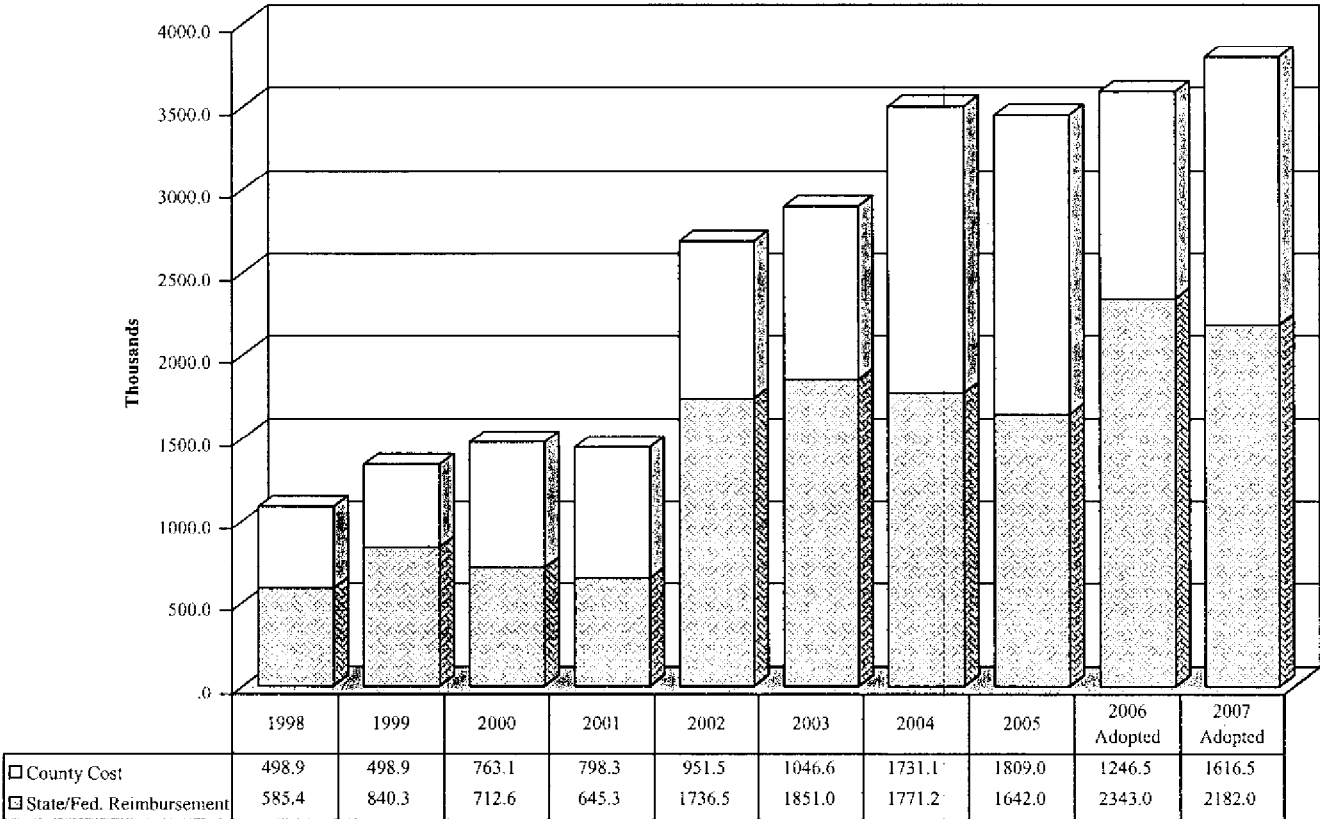
- Has serious emotional or behavioral problems or,
- May need residential care or resources beyond normal agency services, or
- Is under supervision of the juvenile and domestic relations court, or domestic relations Court, or
- Is a ward of the Department of Juvenile Justice

There are two teams set up within the CSA Program: The Community Policy and Management Team "CPMT" and the Family Assessment and Planning Team "FAPT". The CPMT has administrative and fiscal responsibility for the local funds pool, developing policies and procedures and appointment members of the FAPT. The FAPT meets with the families to determine what services are needed and develops a plan for services.

The CSA program is administered through the CSA Office by the CSA Administrator and the CSA Coordinator.

# COMPREHENSIVE SERVICES ACT

This graph shows the distribution of revenue for the Comprehensive Services Act. For fiscal year 2007 the state reimbursement is expected to 57% of the revenue source for this program.



|                     | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 Adopted | 2007 Adopted |
|---------------------|------|------|------|------|------|------|------|------|--------------|--------------|
| County Cost         | 46%  | 37%  | 52%  | 55%  | 35%  | 36%  | 49%  | 52%  | 35%          | 43%          |
| State Reimbursement | 54%  | 63%  | 48%  | 45%  | 65%  | 64%  | 51%  | 48%  | 65%          | 57%          |

## REGIONAL & COMMUNITY AGENCIES

| Agency Name                                       | Mission  |
|---|--|
| ARC of Rappahannock                               | Advocates for and supports people with mental retardation and developmental disabilities to allow them to achieve their goals and enhance their lives within their home communities.   |
| Central Virginia Housing Coalition                | Improve the regional quality of life by providing housing for responsible, qualified individuals and prevention homelessness through coalitions, education, counseling and financial assistance.   |
| Chaplin Youth Center                              | Serves court-involved youth. To change negative thinking patterns in the youth, we serve and teach alternate ways of decision-making, anger management and life skills.  |
| Christmas is April                                | Stabilize communities through repair and rehabilitation  |
| Community Fund (American Legion Post 290)         | Provides food baskets for needy families of Stafford County during Christmas holiday season.   |
| disAbility Resource Center                        | Assist people with disabilities, those who support them, and the community, through information, education and resources, to achieve the highest potential benefit of independent living.  |
| Fredericksburg Area Food Bank                     | Reduces hunger in Fredericksburg and the counties of Spotsylvania, Caroline, Stafford and King George, by collecting and distributing donated food products to needy individuals and families through a network of charitable organizations and churches.                                |
| Fredericksburg Regional Alliance                  | A public/private economic development organization, which represents the City of Fredericksburg and the Counties of Caroline, King George, Stafford and Spotsylvania. The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region. |
| Fredericksburg-Stafford Park Authority            | Seeks to provide public lands and facilities for the citizens of Fredericksburg and Stafford to use in healthy and safe pursuits of leisure activities. Also to assist the county and city in providing organized recreational programs for our citizens.                                |
| Germanna Community College                        | Provides high quality, accessible learning opportunities and related services to the community.  |
| Healthy Families Rappahannock Area                | Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.  |
| Lloyd F. Moss Free Clinic                         | Provides free medical and dental care to low-income and uninsured residents of Planning District 16  |
| Northern VA 4-H Educational and Conference Center | Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.   |
| Mental Health Association                         | Improves the mental health of our region through education, advocacy and service.  |
| Rappahannock Area Agency on Aging                 | Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.  |

## REGIONAL & COMMUNITY AGENCIES

| Agency Name   | Mission   |
|---|---|
| Rappahannock Area Community Services Board (RACSB)    | Improves the quality of life for people residing in Planning District 16 with mental health, mental retardation and substance abuse problems and to prevent the occurrence of these conditions.   |
| Rappahannock Area Development Commission (RADCO)      | Improves public health, safety, convenience and welfare, and provides for the social, economic and physical development of communities and metropolitan areas of the Commonwealth on a sound and orderly basis, which will foster constructive growth and efficient administration. |
| Rappahannock Area Health District                     | Achieves and maintains optimum personal and community health in Stafford County by emphasizing health promotion, disease prevention and environmental protection.   |
| Rappahannock Area Office on Youth                     | Decreases the instances of delinquency by promoting and providing positive youth development opportunities for court-involved youth and their families.   |
| Rappahannock Council on Domestic Violence             | Prevents and eliminates all types of domestic violence, physical, emotional and sexual. Provides advocacy and shelter for identified victims of partner abuse as well as provides support services to victims and their families.   |
| Rappahannock Council on Sexual Assault                | Coordinates, organizes and initiates services that aid survivors of sexual assault and their significant others; educates the public on sexual assault issues; and acts as an advocate and resource for the needs and rights of survivors of sexual assault                         |
| Rappahannock Emergency Medical Services Council, Inc. | Establish, operate, administer and maintain an Emergency Medical Services System, which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care   |
| Rappahannock Legal Services                           | Provides free civil legal assistance in an efficient and high-quality manner to indigent individuals and group clients in planning districts 9, 16, 17, 18.   |
| Rappahannock Mediation Center                         | Provides mediation services, conflict management and resolution training to empower individuals to amicably resolve their conflicts using, when required, qualified third party mediators.  |
| Rappahannock Refuge Inc, (Hope House)                 | Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.  |
| Rappahannock Regional Disability Services Board       | Provides input to state agencies on service needs and priorities of persons with physical and sensory disabilities, and provides information and resource referral to local governments regarding the Americans with Disabilities Act.  |
| Rappahannock River Basin Commission                   | Provides guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin.   |
| S.E.R.V.E., Inc.                                      | Encourages individuals and groups to work together to alleviate local human suffering by meeting the emergency needs of individuals and families experiencing financial crisis, and to promote programs that help individuals become self-sufficient.                               |
| Thurman Brisben Homeless Shelter                      | Provides emergency shelter, food, self-help programs and referral services to homeless families and individuals.  |
| Tri-County/City Soil and Water Conservation District  | Provide leadership, education and technical programs to assist all resources users to conserve, sustain and improve soil, water and related resources   |

# REGIONAL AND COMMUNITY AGENCIES

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The following goals/objectives and service levels pertain to some of larger agencies that Stafford County contributes.

## **GOALS/OBJECTIVES**

### **Chaplin Youth Center**

- Implement after care services provided by Family Therapist
- Increase family involvement by having all families see Family Therapist weekly
- Develop data base for conducting follow-up interviews for program evaluation

### **Fredericksburg-Stafford Park Authority**

- Provide assistance to the County of Stafford in their mission to provide recreation and parks to their citizens
- To conserve park lands in the Rappahannock river Region
- Revise and update Capital Improvement Programs to reflect changing County priorities

### **Rappahannock Area Community Services Board (RACSB)**

- Open a new 11,000 square foot Stafford County Clinic and Mental Retardation Day Support building on Hope Road
- Expand housing opportunities to citizens with mental disabilities
- Provide day support and employment opportunities to meet the needs of special education graduates

### **Rappahannock Area Development Commission (RADCO)**

- Complete Regional Strategic Plan that will define the high priority issues of the region and develop a work program that addresses these issues
- Pursue new sources of revenue for transportation projects for the region
- Provide for operation and administration of the three Telecommuting Centers that serve the region

### **Rappahannock Area Health District**

- Provide high-quality nutrition services to children and pregnant women through the WIC program and increase the proportion of eligible persons served
- Provide education regarding West Nile virus and programs to reduce the spread of this virus
- To continue to provide support to the Stafford County schools and Head Start programs through consultation and immunization

### **Rappahannock Area Office on Youth**

- Reduce detention utilization by serving youthful offenders who otherwise would be detained
- Continue to look at needs in the area for at-risk youth in ensure that programs are continued to increase the protective factors in our communities while decreasing the risk factors that face our area youth
- Provide electronic monitoring services for up to 8 youth daily

### **Rappahannock Council on Domestic Violence**

- Provide a variety of support groups to 125 female victims of domestic violence
- Interview and accompany 800 domestic violence victims in the Juvenile and Domestic Relations Court
- To shelter and provide advocacy to approximately 100 adult female victims and 100 children

### **Stafford Emergency Relief through Volunteers Efforts (S.E.R.V.E.)**

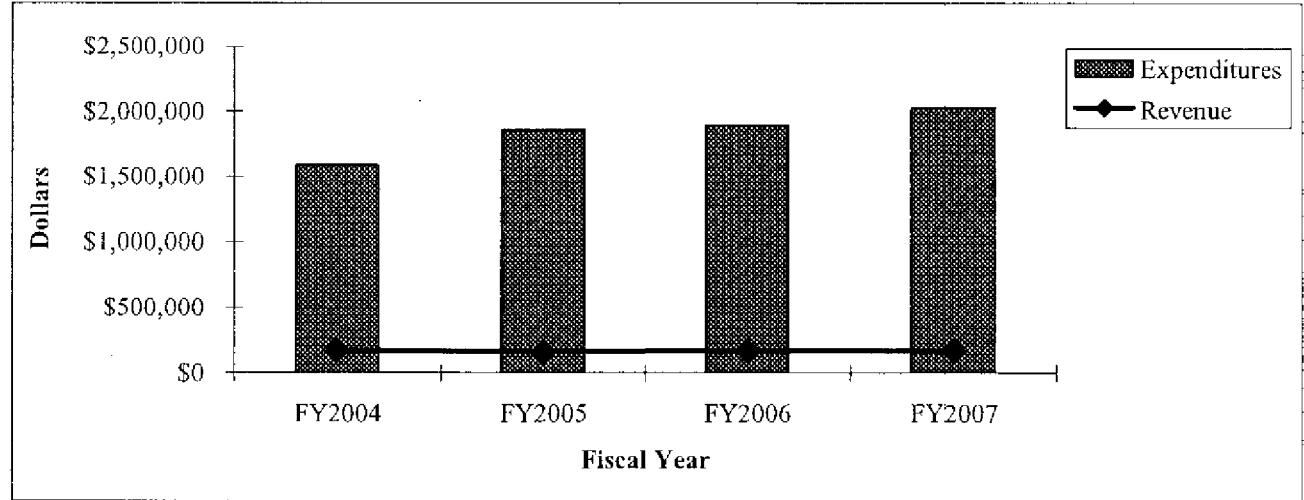
- To assist local families with emergency financial and basic needs, in order to improve the quality of life and to help prevent an increase in local homelessness.
- Help prevent the eviction or utility cut off of at least 250 families living in Stafford County
- Provide basic needs, such as food and clothing, for at least 1,000 families
- To provide prescription medications for un-insured and senior citizens, through pharmaceutical/direct assistance to 25% more clients



REGIONAL AND COMMUNITY AGENCIES

BUDGET SUMMARY

|                   | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|-------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| Costs             |                  |                  |                             |                   |   |        |
| Operating         | \$1,590,729      | \$1,859,146      | \$1,893,049                 | \$2,032,421       | \$139,372                                       | 7.36%  |
| Total             | 1,590,729        | 1,859,146        | 1,893,049                   | 2,032,421         | 139,372   | 7.36%  |
| Revenue           | 168,213          | 158,217          | 167,595                     | 162,595           | (5,000)   | -2.98% |
| Local Tax Funding | \$1,422,516      | \$1,700,929      | \$1,725,454                 | \$1,869,826       | \$144,372                                       | 8.37%  |



BUDGET VARIANCES

Operating Variance of 7.36% is attributed to the following:

- The Funding of four new agencies
- Additional funding to support various Outside and Regional Agencies

# REGIONAL AGENCIES FISCAL YEAR 2007

| Agency Name  | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | FY2007<br>Changes  |                            |             |
|--|--------------------|-----------------------------|--------------------|----------------------------|-------------|
|  |                    |                             | Adopted<br>Budget  | '06 Adopted to '07 Adopted |             |
| Rappahannock Area Health District                                | \$509,160          | \$544,410                   | \$579,502          | \$35,092                   | 6.4%        |
| Fredericksburg-Stafford Park Authority                           | 273,882            | 270,289                     | 286,588            | 16,299                     | 6.0%        |
| Rappahannock Area Community Service Board (RACSB)                | 238,422            | 249,151                     | 260,363            | 11,212                     | 4.5%        |
| Chaplin Youth Center   | 184,566            | 184,280                     | 184,280            | 0                          | 0.0%        |
| Rappahannock Area Office on Youth                                | 105,213            | 105,213                     | 109,737            | 4,524                      | 4.3%        |
| Rappahannock Area Development Commission (RADCO)                 | 66,674             | 73,014                      | 76,238             | 3,224                      | 4.4%        |
| Lloyd F. Moss Free Clinic  | 14,500             | 16,598                      | 74,760             | 58,162                     | 350.4%      |
| Thurman Brisben Homeless Shelter                                 | 189,501            | 152,802                     | 67,200             | (85,602)                   | -56.0%      |
| S.E.R.V.E., Inc.   | 27,538             | 27,538                      | 57,538             | 30,000                     | 108.9%      |
| Rappahannock Council on Domestic Violence                        | 31,685             | 31,685                      | 39,100             | 7,415                      | 23.4%       |
| Rappahannock Legal Services                                      | 26,000             | 31,100                      | 34,210             | 3,110                      | 10.0%       |
| DisAbility Resource Center                                       | 30,000             | 30,000                      | 31,500             | 1,500                      | 5.0%        |
| Rappahannock Area Agency on Aging                                | 24,970             | 24,970                      | 27,467             | 2,497                      | 10.0%       |
| Rappahannock Emergency Medical Services Council, Inc.            | 25,000             | 25,000                      | 25,000             | 0                          | 0.0%        |
| Tri-County/City Soil and Water Conservation District             | 20,000             | 20,000                      | 23,000             | 3,000                      | 15.0%       |
| Rappahannock Area Council for Child Abuse Prevention             | 0                  | 0                           | 20,000             | 20,000                     | 100.0%      |
| Rappahannock Refuge, Inc. (Hope House)                           | 18,695             | 18,695                      | 19,349             | 654                        | 3.5%        |
| Germanna Community College                                       | 11,580             | 16,924                      | 19,154             | 2,230                      | 13.2%       |
| Rappahannock Council Against Sexual Assault                      | 8,300              | 8,300                       | 16,375             | 8,075                      | 97.3%       |
| Mental Health Association in Fredericksburg                      | 7,500              | 7,500                       | 15,000             | 7,500                      | 100.0%      |
| Rappahannock Mediation Center                                    | 10,000             | 10,000                      | 11,000             | 1,000                      | 10.0%       |
| Fredericksburg Area Food Bank                                    | 10,000             | 10,000                      | 10,500             | 500                        | 5.0%        |
| Volunteer & Information Services of the United Way               | 0                  | 0                           | 10,000             | 10,000                     | 100.0%      |
| Healthy Families Rappahannock Area                               | 0                  | 5,120                       | 8,000              | 2,880                      | 56.3%       |
| Christmas in April   | 0                  | 0                           | 7,500              | 7,500                      | 100.0%      |
| The Arc of Rappahannock  | 0                  | 6,000                       | 6,600              | 600                        | 100.0%      |
| Rappahannock Big Brothers Big Sisters                            | 0                  | 0                           | 5,000              | 5,000                      | 100.0%      |
| Northern VA 4-H Educational and Conference Center                | 2,500              | 2,500                       | 3,000              | 500                        | 20.0%       |
| Hospice Support Care   | 0                  | 0                           | 2,500              | 2,500                      | 100.0%      |
| Community Fund (American Legion Post 290)                        | 2,500              | 1,000                       | 1,000              | 0                          | 0.0%        |
| Rappahannock Regional Disability Services Board                  | 960                | 960                         | 960                | 0                          | 0.0%        |
| Central Va. Housing Coalition (Indoor Plumbing & Rehabilitation) | 20,000             | 20,000                      | 0                  | (20,000)                   | 100.0%      |
| <b>Total</b>   | <b>\$1,859,146</b> | <b>\$1,893,049</b>          | <b>\$2,032,421</b> | <b>\$139,372</b>           | <b>7.4%</b> |



# SOCIAL SERVICES

## MISSION

The Department of Social Services strives to provide quality assistance and comprehensive services, to those 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.

## GOALS/OBJECTIVES

- Develop a formal monitoring system for Benefit Cases
- Maintain the Fraud Free Program
- Enhance our positive working relationship with the community; specifically with Support Enforcement to increase child support collections
- Continue to strive for excellence in delivery of benefit and service programs
- Improve the working conditions of employees by locating additional/alternative office space to alleviate current crowded conditions
- Continue operation of Holiday Assistance Program
- Involve hard-to-serve Temporary Assistance to Needy Families (TANF) recipients in a Virginia Initiative for Employment not Welfare (VIEW) work activity
- Maintain and increase the timeliness of processing public assistance applications, including Food Stamps, TANF and Medicaid including Children's Medical Insurance (Family Access to Medical Insurance Security Program – FAMIS)
- Implement Independent Living Residential Program with Chaplin Youth Center
- Establish interpreter services (Spanish) as a part of our ongoing operation
- Provide Comprehensive Independent Living Services to Foster Care Teens
- Implement Program Improvement Plan for Child Welfare Services

## SERVICE LEVELS

|   | FY<br>2005Actual | FY 2006<br>Budget | FY 2007<br>Plan |
|---|------------------|-------------------|-----------------|
| <b>Outcomes</b>   |                  |                   |                 |
| Food Stamp Cases in Compliance with Processing Standards (ADAPT Sys.) | 99%              | 100%              | 100%            |
| Foster Care Cases in Compliance with Review Standards (OASIS Sys.)    | 90%              | 100%              | 100%            |
| Maintain Child Day Care Families Served (Manual Tracking)             | 128              | 120               | 135             |
| Medicaid Cases Converted to Adapt System (ADAPT Sys.)                 | 97.5%            | 100%              | 100%            |
| Foster Teens in Independent Living Program (Manual Tracking)          | 18               | 18                | 20              |
| <b>Outputs</b>  |                  |                   |                 |
| Amount of Medicaid Benefits Received (Medicaid Report)                | 21,000,000       | 25,000,000        | 25,000,000      |
| Benefit Applications Received (ADAPT Sys.)                            | 4,369            | 4,250             | 4,450           |
| CPS Complaints Investigated (OASIS Sys.)                              | 395              | 400               | 400             |
| Food Stamp Households Served (ADAPT Sys.)                             | 1,341            | 1,300             | 1,450           |
| Foster Care Children Served (OASIS Sys.)                              | 140              | 160               | 160             |
| <b>Service Quality</b>  |                  |                   |                 |
| After Hours CPS Calls (Manual Tracking)                               | 200              | 300               | 300             |
| Approved Foster Homes (Manual Tracking)                               | 150              | 170               | 170             |
| Cases Prosecuted Through Fraud Free Program (Manual Tracking)         | 13               | 25                | 25              |
| Families Served Through Holiday Programs (Manual Tracking)            | 1,006            | 1,000             | 1,100           |
| Volunteers Providing Assistance (Manual Tracking)                     | 358              | 300               | 375             |
| <b>Efficiencies</b>   |                  |                   |                 |
| Average Cost per Parenting Class Participant (Manual Tracking)        | \$256.00         | \$200.00          | \$225.00        |
| Average Hourly Earning of VIEW Participants (VIEW Report)             | \$7.83           | \$10.08           | \$10.08         |
| Average Monthly Cost per Companion Aide Case (Manual Tracking)        | \$425.00         | \$300.00          | \$300.00        |
| Avg. Added Funding Received From Rev. Maximization (Manual Tracking)  | \$170,000.00     | \$225,000.00      | \$225,000.00    |

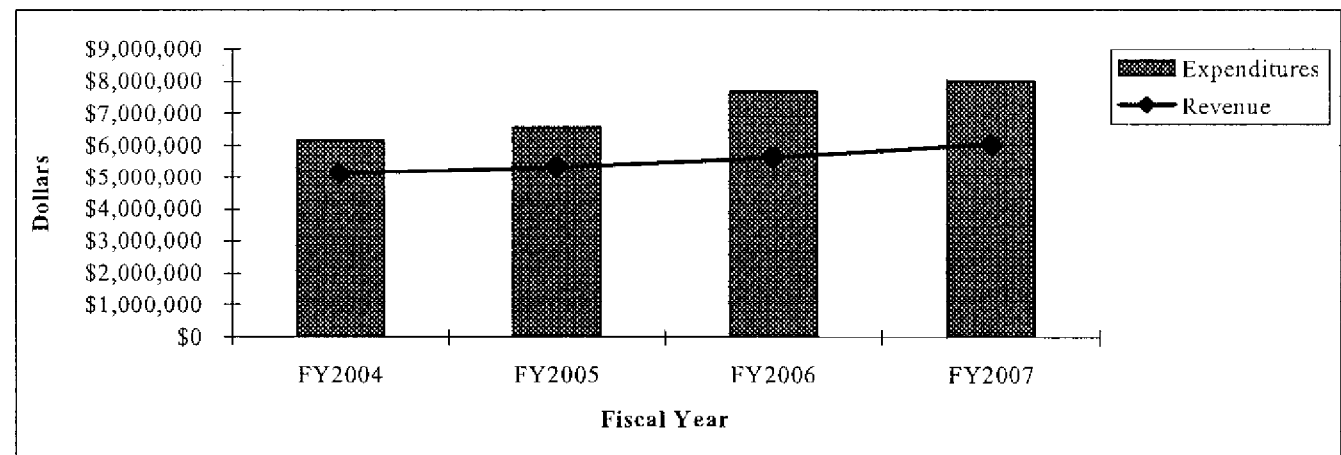
# SOCIAL SERVICES

## ACCOMPLISHMENTS

- Continued low error management of the food stamp program
- Continued timely processing of food stamp applications
- Issuance of food stamps utilizing electronic benefits
- Addition of two eligibility workers to assist in case processing
- Successful implementation of Electronic Benefits Transfer (EBT) program
- Adequate revenue maximization funding to fund new positions
- Provided Holiday Assistance to over 1,000 families
- Hired 2 Americorps Workers for Olde Forge Junction Prevention Program

## BUDGET SUMMARY

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| Costs                    |                    |                    |                             |                    |   |               |
| Personnel                | \$2,853,312        | \$3,208,847        | \$3,741,248                 | \$3,779,539        | \$38,291  | 1.02%         |
| Operating                | 3,305,742          | 3,362,737          | 3,946,971                   | 4,236,512          | 289,541   | 7.34%         |
| <b>Total</b>             | <b>6,159,054</b>   | <b>6,571,584</b>   | <b>7,688,219</b>            | <b>8,016,051</b>   | <b>327,832</b>                                  | <b>4.26%</b>  |
| Revenue                  | 5,111,999          | 5,313,179          | 5,604,828                   | 6,031,718          | 426,890   | 7.62%         |
| <b>Local Tax Funding</b> | <b>\$1,047,055</b> | <b>\$1,258,405</b> | <b>\$2,083,391</b>          | <b>\$1,984,333</b> | <b>(\$99,058)</b>                               | <b>-4.75%</b> |
| Full-Time Positions      | 51                 | 54                 | 58                          | 58                 | 0   | 0.00%         |
| Part-Time Positions      | 2                  | 1                  | 5                           | 5                  | 0   | 0.00%         |



## SOCIAL SERVICES

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### **BUDGET VARIANCES**

Personnel variance of 1.02% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees)
- Two new part-time Social Worker positions
- Decrease by one in number of positions supported by Title IV-E Pre-placement Prevention

Operating variance of 7.34% is attributable to the following:

- Decrease in TANF funds for at-risk families
- Increase in child daycare expenditures
- Increase in Adoption Subsidy payments

# SOCIAL SERVICES

## PROGRAMS AND SERVICES

| Benefit Programs Provided to Eligible Persons         | Other Services Available by Referral  |
|---|---|
| Title IV-E/Foster Care                                | Winterization/Emergency Home Repair/Plumbing  |
| Temporary Assistance for Needy Families (TANF)        | Homeless Shelter/Transient Housing  |
| Medical Assistance (Medicaid)                         | Mediation   |
| Children’s Health Program (FAMIS)                     | Federal Emergency Management Agency (FEMA)  |
| Refugee Resettlement Program                          | Domestic Violence Program   |
| Energy Assistance Program                             | Nursing Home Placement  |
| Auxiliary Grants Program                              | Moss Free Clinic  |
| General Relief  | Home Health Care  |
| State/Local Hospitalization                           | Rappahannock Energy Share Program   |
| Food Stamp Program                                    | Mary Washington Hospice Program   |
|   | Women, Infants & Children (WIC)   |
|   | Christmas in April  |
|   | Home Repairs  |
| <b>Service Programs Provided to County Citizens</b>   | <b>In addition, many other health and human services are provided by other public and/or private organizations and/or agencies including:</b> |
| Virginia Initiative for Employment not Welfare (VIEW) | Juvenile & Domestic Relations Court Service Unit  |
| Day Care for Children                                 | Health Department   |
| Early & Periodic Screening, Diagnosis, and Treatment  | Rappahannock Area Community Services Board (RACSB)  |
| Foster Care/Independent Living                        | Rappahannock Area Agency on Aging   |
| Adoption/Adoption Services                            | Social Security Administration  |
| Child Custody Investigations                          | Department of Rehabilitative Services   |
| Respite Care for Foster Parents                       | Disability Resource Center  |
| Parenting Education/Family Violence Prevention        | Employment Resources Incorporated (ERI)   |
| Adult and Child Protective Services                   | Rappahannock Goodwill Industries (RGI)  |
| Transportation  | Division of Child Support Enforcement   |
| Companion Aide Services                               | Virginia Employment Commission  |
| Long Term Care Screening for Medicaid                 | Serve, Salvation Army, Healthy Families   |
| Holiday Assistance                                    |   |

Social Services strives to provide quality assistance and comprehensive services to those citizens in need. We work with families to strengthen them while promoting self-reliance and personal responsibility. Stafford has implemented welfare reform through the VIEW program (Virginia Initiative for Employment not Welfare) since 1997. Since that time, welfare reform has reduced welfare rolls all over the state. Stafford Social Services has consistently had one of the highest hourly wages for employed recipients in Virginia.

One of our many tasks for FY2007 will be working with the remaining hard-to-serve participants and recipients. These individuals face greater employment barriers due to learning disabilities, poor or no work history, addiction to alcohol or drugs, mental illness, depression, chronic health conditions and criminal records. The need for increased funding for day care, transportation and other support services will be vital to helping these individuals care for their families and become self-sufficient adults in their communities. Grant opportunities will be reviewed with local community organizations.

Foster care is our single most expensive program. Staff resources are required not only for administration and case management but also, more importantly, for placement and supervision, recruitment of foster homes and the provision of ongoing support and supervision to the foster homes and natural families. In addition, room and board payments are required to support the children in their various placements, whether it be in a family foster home, a group home setting or independent living. Several specialized foster care programs are available; specialized foster care, therapeutic foster care and respite care for foster parents. An ongoing training program for new and outgoing foster parents is provided. An adoption support group meets on a monthly basis.

The Department of Social Services provides a number of benefit programs to eligible county residents. State and federal appropriations finance most programs. Stafford is generally not a poverty community and the caseload is below average for the population. However, benefit programs caseloads are continually increasing.

Temporary Assistance for Needy Families (TANF) is available to needy families with children who have inadequate income. This is the program that is targeted by welfare reform. Food Stamps provide nutrition assistance to families and individuals who are living below the poverty level. The food stamp program provides food assistance that is used at supermarkets/grocery stores. Medicaid is our largest benefit program assisting disabled persons, elderly persons, expectant

## SOCIAL SERVICES

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### **PROGRAMS AND SERVICES (Continued)**

mothers and children. Medicaid is an insurance program that allows approved providers to bill the Virginia Department of Medical Assistance Services for services to eligible persons. The largest Medicaid expenditure is for long-term care. These are individuals who reside in nursing homes or other long-term care facilities, i.e. Assisted Living. Food stamps are now issued electronically with use of an ATM-like card, known as an EBT card.

Other benefit programs include: 1) energy assistance, 2) general relief, 3) auxiliary grants, 4) state-local hospitalization and 5) children's medical insurance plan. Energy assistance is a seasonal program that assists eligible households with the cost of heating. Assistance is most often authorized to approved vendors to help families with electricity, gas and heating oil. The Energy Assistance Program also has a Crisis Component to assist eligible households with heating repairs and replacement, as well as one-time only security deposits on energy-related utilities. Other households may receive a direct payment to purchase wood, kerosene or propane gas. Approximately 350 households apply on an annual basis for energy assistance. A cooling assistance component is now available during the warm summer months. General relief assists temporarily disabled individuals, those households with emergency needs, transients and those needing burial assistance. Approximately 100 recipients receive assistance under this program, which is optional for localities. Annual expenditures are approximately \$40,000. State budget reductions may reduce or eliminate the General Relief program. Auxiliary grants assist aged (over 65) and disabled persons with the cost of living in an adult care home. Most of these persons reside in homes outside of the area, as there is only one approved adult care home in Stafford that will accept public assistance recipients. The state-local hospitalization program can assist persons who do not qualify for Medicaid. Payments go directly to hospitals. Most applications come from patients treated at Mary Washington Hospital. An eligibility worker at Mary Washington Hospital assists patients with their applications for Medicaid and state-local hospitalization. The FAMIS Program assists lower-income children by providing health insurance. Our fraud investigations and collections have been enhanced by the addition of our Fraud Investigator. We have created a Fraud Unit that handles all investigations and manages the re-coupment of overpayments and collections. This unit also provides fraud preventive training for Benefit and Day Care staff. Collections for fraudulent payments and overpayments have increased, as well as fraud prosecutions.

### **Service Programs**

The Code of Virginia requires the provision of certain service programs to children and adults. Those programs are: 1) Adult Protective Services, 2) Child Protective Services and 3) Foster Care Services to children. Other programs available include: 1) day care assistance, 2) employment services, 3) adult services and 4) parenting education.

Adult Protective Services receives and investigates complaints of abuse, neglect or exploitation regarding aged, infirmed or disabled adults. Adult services works to provide home based or placement services for adults who are no longer able to meet their own needs. New state requirements mandate the provision of this service after hours.

Child Care assistance is a growing program with greater allocations from the state and federal governments. Specific populations are being assisted including TANF recipients who are working, TANF recipients who are participating in education and training programs; former TANF recipients who are now working; children who are attending head start when their parents are working; and working parents. Day care expenditures now exceed \$1,000,000 annually.

Welfare Reform now requires that many TANF recipients must sign a statement of personal responsibility and find a job. The Virginia Independence Program (VIP) now makes specific expectations of recipients with the overall goal of raising the income of TANF families to at least the federal poverty level.

Welfare reform has forged linkages with area employers and the volunteer community. The cooperation of all concerned does change attitudes and break the welfare dependency while forging a new life of independence for our clients.

The agency must have the ability to receive and investigate complaints of child abuse and neglect and adult abuse and neglect on a 24-hour basis. Caseworkers are on call after hours and must respond to complaints when necessary. Complaints must be investigated and a disposition made on the validity of the information.

A differential response system has been implemented which assesses the relative importance of complaints and prioritizes a response according to severity in children's cases.

When a complaint is substantiated, services must be arranged to assist the family including counseling, financial assistance and home-based services. If the child is in danger, court intervention may be required to order services or to ask for the removal of a child from a dangerous environment.



# SOCIAL SERVICES

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## **Service Programs (Continued)**

When a child is removed from their home, the custody of the child may be placed with the Social Services Department, often for placement in foster care. The department recruits and trains foster parents to care for these children. Foster care workers must work with the children coming into the County's custody to determine the correct placement and decide on a permanency-planning goal with the biological family. The foster care placements must be supervised to ensure that the foster care child is receiving the appropriate services.

Many of the families require parenting education in order to improve their functioning level with their children. On a regular basis, the parenting education coordinator conducts classes in a local church facility. Parents are referred to these classes by other social workers, other youth servicing agencies or ordered to attend by the Juvenile and Domestic Relations Court.

## **Transportation Program**

The Potomac-Rappahannock Transportation Commission (PRTC) provides an annual allocation to the Stafford Social Services Department to assist with the transportation needs of indigent persons. Most of the funding is used to augment the transportation programs of the Rappahannock Area Community Services Board and the Rappahannock Area Agency on Aging. Also, individual taxi fares are purchased for medical appointments and other transportation needs. On a limited basis, car repairs are provided to domestic violence clients. Bus fares are purchased for transients.

## **Funding**

The majority of the programs administered by the Department of Social Services are state or federal programs. Therefore, the majority of funding is state/federal. A review of expenditures for FY2005 has revealed the total value of all programs and services to be in excess of \$32 million. Most of the cost is for the Medicaid program, which pays for nursing home costs, hospitals and other medical care.

Stafford County shares in the cost of many of the programs administered by Social Services. During FY2005, Stafford's share of the \$32 million total expenditure was approximately \$825,000, which equals approximately 2.5 percent of the overall cost. Most of Stafford's cost pertains to administrative costs (i.e., salaries and other supportive expenses).

## **Future Projects**

ADAPT, a state automation initiative, has been implemented. This program is expected to help streamline the operation of our benefit programs. Project Oasis, another state automation initiative, is scheduled to enhance service programs operations.

The Social Services Department is in need of additional office space. Staffing needs continue to expand as the county's population expands. The need for office space will likely precipitate a move to a different location. The search for available options is a continuing process. The Board of Supervisors made a decision to construct a new facility for Health and Social Services several years ago but it has not happened. The county continues to pursue various options.

A new method of issuing benefits, known as EBT (Electronic Benefits Transfer) using the ATM technology was implemented in 2002. This provides more security for our recipients and reduces fraud. Welfare reform will continue to be an important priority in the coming years. Our challenge is to create an environment where applicants look for jobs instead of welfare. Citizens should come to Social Services seeking employment and self-sufficiency assistance rather than public assistance and dependency.

New federal legislation, the Workforce Investment Act, took effect July 1, 2000. This legislation establishes a Board to serve all of the 16 localities of our service delivery area. This new program replaces the Private Industry Council and JTPA (Jobs Training and Partnership Act). Our challenge is to see that our planning district receives its share of funding for employment services. One stop opportunities for our recipients will be pursued.

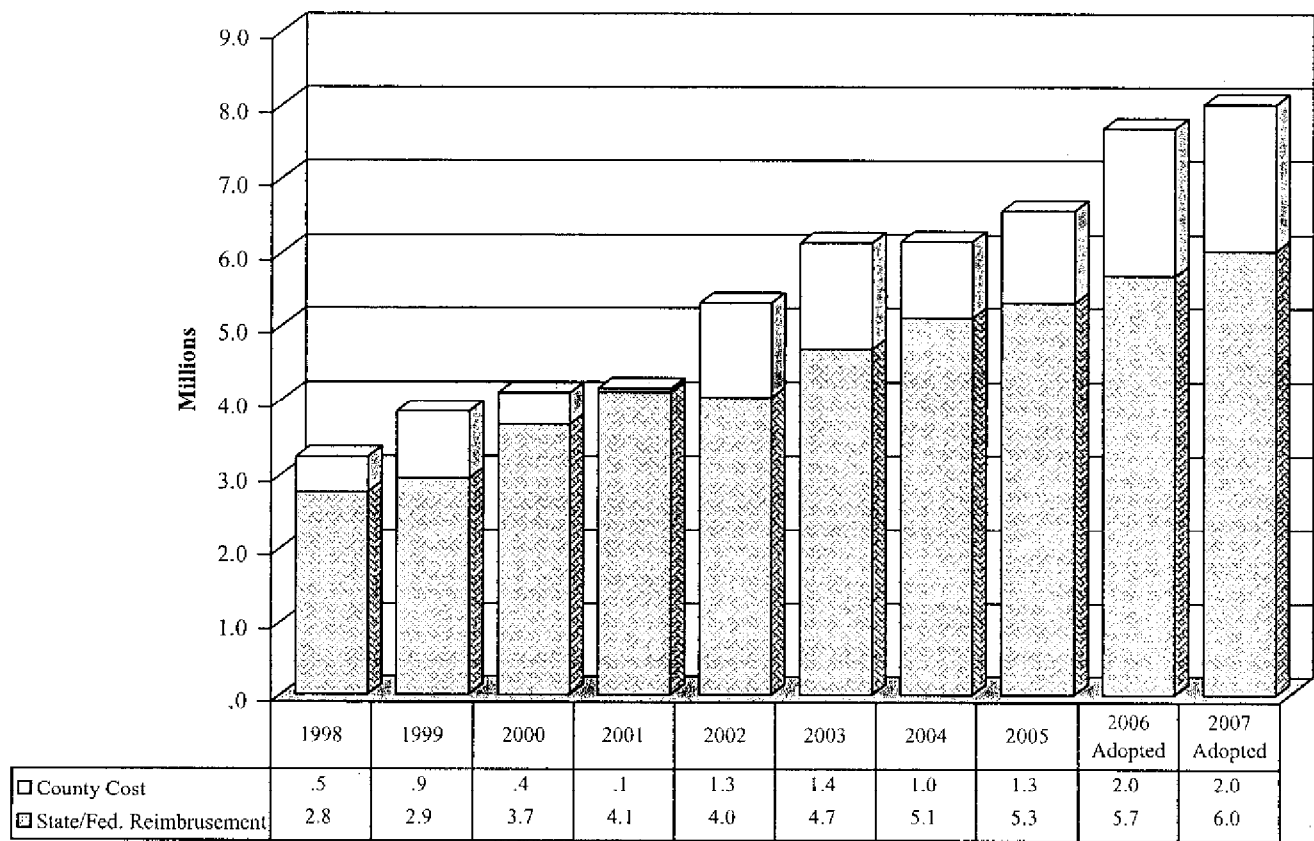
Social Services has begun a Revenue Maximization project. This plan will increase revenues to initiate new services. Revenue Maximization cannot be used to supplant current appropriations.

## **Holiday Program**

The Social Services Department undertakes to coordinate assistance to needy families during Thanksgiving and Christmas. The department acts as a clearing house for families needing help and community resources wanting to help. More than one thousand families are helped in this program. Requests are customized according to size of the family and desires of the organization.

# SOCIAL SERVICES

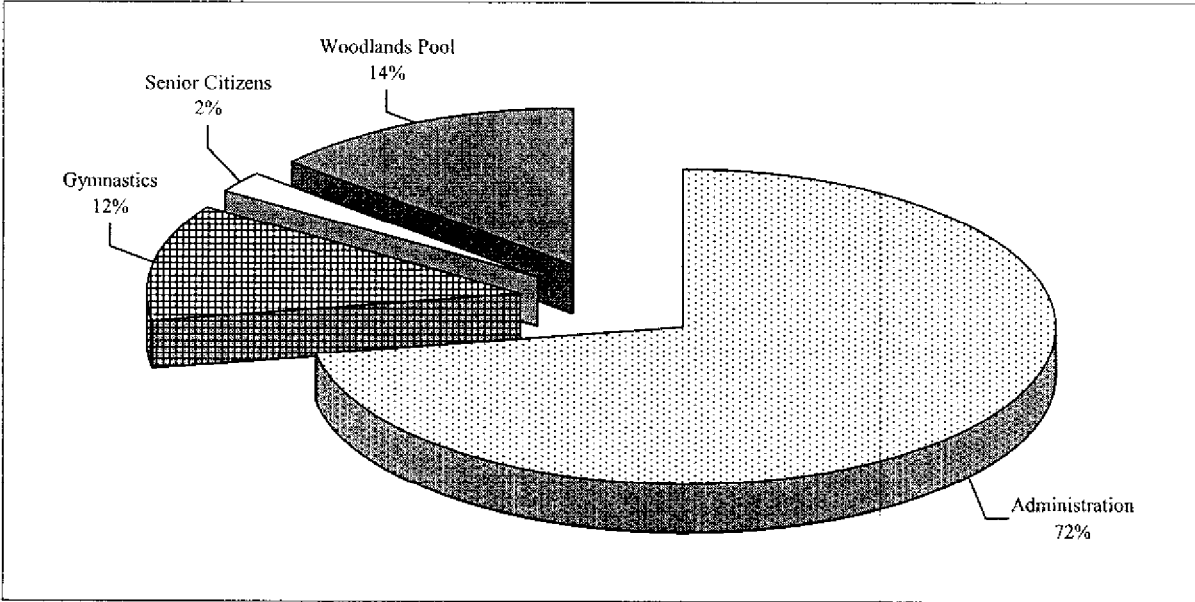
This graph shows the distribution of revenue for the Social Services. For fiscal year 2007 the state reimbursement is expected to 75% of the revenue for Social Service programs.



|                         | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 Adopted | 2007 Adopted |
|-------------------------|------|------|------|------|------|------|------|------|--------------|--------------|
| County Cost             | 15%  | 23%  | 11%  | 1%   | 24%  | 24%  | 17%  | 19%  | 26%          | 25%          |
| State/Fed. Reimbursemen | 85%  | 77%  | 89%  | 99%  | 76%  | 76%  | 83%  | 81%  | 74%          | 75%          |

PARKS AND RECREATION

|                    | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| Administration     | \$2,936,857        | \$3,388,480                 | \$3,644,378        | \$255,898                                       | 7.55%         |
| Gymnastics         | 472,115            | 575,000                     | 600,000            | 25,000  | 4.35%         |
| Senior Citizens    | 94,225             | 95,749                      | 120,370            | 24,621  | 25.71%        |
| Woodlands Pool     | 522,139            | 508,989                     | 683,724            | 174,735   | 34.33%        |
| Total Expenditures | <u>\$4,025,336</u> | <u>\$4,568,218</u>          | <u>\$5,048,472</u> | <u>\$480,254</u>                                | <u>10.51%</u> |



# PARKS AND RECREATION

## MISSION

The Parks and Recreation Department provides leisure services and facilities to all citizens in order to improve social, mental and physical development. In addition, Parks and Recreation coordinates cost effective, year round management and maintenance of parks and facilities, aquatics, gymnastics, community recreation, youth and adult sports, and senior citizen programs.

## GOALS/OBJECTIVES

- Provide aquatic programs to continue to meet the request for services of the public and increase revenue received from these programs
- Provide a variety of athletic, recreational and gymnastics programs to meet the needs of the public and increase revenues at the Stafford Gymnastics and Recreation Center, Courthouse Community Center and Rowser Building.
- Continue support of private, non-profit, volunteer youth associations
- Provide the opportunity for citizens to utilize on-line program registration and facility booking
- Continue to improve all aspects of the Parks Maintenance Division allowing for increased use and quality of existing facilities
- Provide new programs to meet the needs of senior citizens and those with special needs
- Completion of remaining projects identified in the 2001 Bond Program

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budgeted | FY2007<br>Plan |
|---|------------------|--------------------|----------------|
| <b>Outcomes</b>   |                  |                    |                |
| Youth 18 & under served (CLASS Software)                              | 22,400           | 23,000             | 25,000         |
| Adults served (CLASS Software)  | 2,500            | 2,600              | 2,700          |
| Sr. Citizens served (CLASS Software)                                  | 5,900            | 6,250              | 6,500          |
| Facility users (all facilities) (CLASS Software)                      | 145,900          | 147,000            | 150,000        |
| Revenue generated (HTE System/CLASS Software)                         | 1,492,530        | 1,486,193          | 1,530,500      |
| New programs offered (CLASS Software)                                 | 37               | 45                 | 50             |
| Total number of program participants (CLASS Software)                 | 27,650           | 31,850             | 33,000         |
| Number of County residents served (CLASS Software)                    | 25,600           | 27,000             | 28,000         |
| # of Facility Bookings (CLASS Software)                               | 3,450            | 8,000              | 9,000          |
| Curtis Park Pool users (CLASS Software)                               | 26,800           | 27,000             | 28,000         |
| Aquia Landing users (CLASS Software)                                  | 7,200            | 7,500              | 8,000          |
| Woodlands Pool users (CLASS Software)                                 | 40,000           | 42,000             | 43,000         |
| <b>Outputs</b>  |                  |                    |                |
| Programs Offered: Gymnastics (CLASS Software)                         | 1,250            | 1,500              | 1,550          |
| Programs Offered: Sr. Citizens (CLASS Software)                       | 95               | 125                | 150            |
| Programs Offered: Sports/Recreation (CLASS Software)                  | 335              | 375                | 385            |
| Programs Offered: Aquatics (CLASS Software)                           | 556              | 575                | 600            |
| Rental Contracts issued (CLASS Software)                              | 525              | 575                | 600            |
| Acres maintained (Manual Tracking)                                    | 906              | 1,000              | 1,000          |
| Volunteer hours (Manual Tracking)                                     | 65,200           | 68,000             | 69,000         |
| <b>Service Quality</b>  |                  |                    |                |
| Program evaluations rated above average (Manual Tracking)             | 97%              | 95%                | 95%            |
| Facility Use Permits approved within 10 working days (CLASS Software) | 94%              | 95%                | 95%            |
| <b>Efficiencies</b>   |                  |                    |                |
| Number of client accounts maintained (CLASS Software)                 | 23,215           | 23,000             | 25,000         |

# PARKS AND RECREATION

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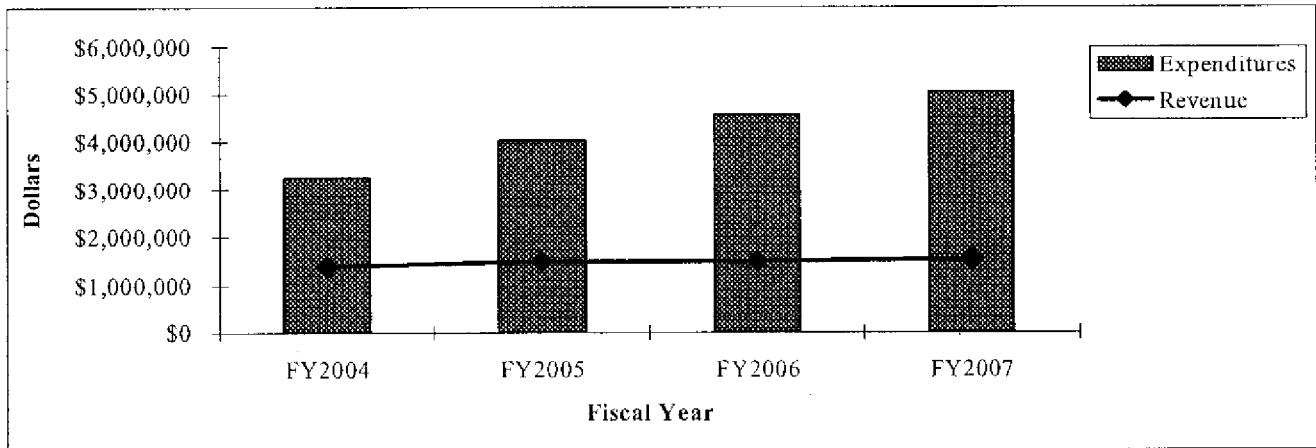
## **ACCOMPLISHMENTS**

- Work began on the Parks and Recreation Facilities Master Plan. Almost 40,000 surveys were mailed to every household in Stafford County with over 3,800 completed responses received. Presentations with Department staff and the Parks and Recreation Advisory Commission generated additional input. Public meetings have been set-up for January 2006 with completion scheduled for Spring 2006.
- Master planning of the Moncure Property (swap with Fritter Park) was completed with Phase I construction planned for Spring 2006. This project is funded through the \$11 million bond referendum approved in November 2001.
- Completed construction of the interactive water sprayground at Woodlands Pool funded through the \$11 million bond referendum.
- Reorganized maintenance division into four (4) geographic regions to maintain facilities and grounds to the level set forth in newly developed maintenance standards.
- Completed acquisition of 42 acres of parkland (Musselman/Jones site) with fund from the \$11 million bond referendum approved in November 2001.
- Agreed to acquisition of 37 acres of parkland in Central Stafford to be completed in 2006.
- Grand opening of two park sites, Smith Lake and Autumn Ridge, constructed with funds from the \$11 million bond referendum.
- Completion and grand re-opening of the renovated Rowser Building, which includes a new senior citizen center, community multi-purpose room and office space for a variety of county offices including Parks & Recreation administration. Sixty-five percent of the renovation costs were funded through the \$11 million bond referendum for Parks & Recreation.
- Interior painting and new siding at Carl Lewis Community Building.
- Expansion of Hansen computerized work order system utilizing paper-free requests.
- New programs offered for senior adults and for individuals with special needs.
- Safely operated two pools and a public beach during the 2005 summer season.
- Worked with new leaseholders of the Gauntlet Golf Course at Curtis Park to expedite repairs and improvements to course.
- Continue to work with the Stafford County School Board regarding enhancing the existing County/School Use Agreement.
- Updated all aspects of the Facility Rental Use Agreement and associated fees.
- Awarded contract for completion of Baseball field lighting at Willowmere Park to coincide with additional parking and landscaping improvements for the site.

# PARKS AND RECREATION

## BUDGET SUMMARY

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--------------------------|--------------------|--------------------|-----------------------------|--------------------|---|---------------|
| <b>Costs</b>             |                    |                    |                             |                    |   |               |
| Personnel                | \$2,173,622        | \$2,481,687        | \$2,790,498                 | \$3,090,197        | \$299,699                                       | 10.74%        |
| Operating                | 993,178            | 1,314,527          | 1,616,720                   | 1,819,775          | 203,055   | 12.56%        |
| Capital                  | 87,889             | 229,122            | 161,000                     | 138,500            | (22,500)  | -13.98%       |
| <b>Total</b>             | <b>3,254,689</b>   | <b>4,025,336</b>   | <b>4,568,218</b>            | <b>5,048,472</b>   | <b>480,254</b>                                  | <b>10.51%</b> |
| Revenue                  | 1,379,433          | 1,492,531          | 1,486,193                   | 1,535,500          | 49,307  | 3.32%         |
| <b>Local Tax Funding</b> | <b>\$1,875,256</b> | <b>\$2,532,805</b> | <b>\$3,082,025</b>          | <b>\$3,512,972</b> | <b>\$430,947</b>                                | <b>13.98%</b> |
| Full-Time Positions      | 25                 | 29                 | 32                          | 32                 | 0   | 0.00%         |
| Part-Time Positions *    | 80                 | 79                 | 127                         | 127                | 0   | 0.00%         |



## BUDGET VARIANCES

Personnel variance of 10.74% is attributable to the following:

- 2% Cola in January 2006
- 4% Salary Adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life Insurance reinstated (no cost to employees)
- Increased hours for part-time employees to cover additional facilities
- Reduced amount of vacancy savings with all full-time positions filled

Operating variance of 12.56% is attributable to the following:

- Final implementation of on-line Facility Booking and Program Registration System
- Increase in printing and distribution costs associated with Program Guide expansion
- Increase in material and supply costs associated with complying with maintenance standards at existing facilities
- Increase in costs for vehicle and heating fuel
- Increase in material and supply costs with facility maintenance at new sites, including Government Island

# **PARKS AND RECREATION**

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## **BUDGET VARIANCES (Continued)**

Capital variance of -13.98% is attributable to the following:

- Minor renovations at Courthouse Community Center and Curtis Park
- Purchase of smaller maintenance storage facilities compared to FY06
- Purchase of 43 HP Tractor was consummated in FY06
- Purchase of two new Department vehicles (Truck and Sedan)

## **ADDITIONAL INFORMATION**

The Parks and Recreation Department provides a wide variety of recreational and leisure activities and park services for the citizens of Stafford. Leisure services include sports, recreation and cultural activities for all ages; planning, designing and construction of new recreation areas; and training and supervision of paid employees and volunteers. Park services include the maintenance of parks, recreation areas and facilities to ensure safe, healthy and attractive recreational areas and the preparation of school and other athletic fields for recreation and sports programs. In FY2005, revenue generated through gymnastic, aquatic and recreation programs, building and facility rentals, and admission fees totaled almost \$1,500,000 per year, which is an increase of 7% over FY2004. This revenue represents approximately 33% of the department's total budget. The Parks and Recreation Department is divided into 6 divisions: sports, community recreation, senior citizens/therapeutic recreation, maintenance, aquatics, and gymnastics.

## **SPORTS DIVISION**

The Sports Division, housed at the Courthouse Community Center, has 3 full-time and 1 part-time employee that handle planning, registration, implementation, and evaluation of all youth and adult sports programs. These programs include: youth basketball, softball and football and adult volleyball, softball and basketball. Further, the staff is responsible for the management of the Courthouse Community Center for recreational use. During the past 5 years, sports participation has increased by 20%.

Youth sport participants between the ages of 6 to 12 years old are required to pay for 100% of direct costs of the program. Participants between the ages of 13 to 18 are required to pay 100% of direct costs and 50% of the indirect costs. All adult sports programs must cover 100% of direct and indirect costs.

## **SPORTS- FIELD ADMINISTRATION & RENTALS**

Within Parks and Recreation Administration, 2 full-time employees handle requests for facility use, which have increased over 500% during the last five years. The staff is responsible for managing the supervision of the gymnasiums and athletic fields at the 7 middle schools, 16 elementary schools, as well as 5 high schools. This is in addition to all of the Department indoor and outdoor park sites, including fields and indoor rental areas. The staff is charged with coordinating all facility users and to serve as liaisons between the Stafford Recreational Soccer League and the Stafford Baseball League, whom contract, with Stafford County to provide the soccer and baseball programs for county youth. These two non-profit, volunteer organizations have a combined total of 9,500 participants generating more than \$900,000 per year, and providing 500,000 hours of volunteer service.

## **COMMUNITY RECREATION DIVISION**

The Community Recreation Division, located at the Stafford Gymnastics and Recreation Center, has 3 full-time employees and 2 part-time employees that plan, implement and evaluate all recreation and leisure programs. The Programs provided include: youth and adult classes, special events, pre-school and teen programs, trips, nature programs and summer camps which are all self-supporting. During FY2005, over 21,000 participants took part in more than 150 different recreational programs. Just over \$185,000 in revenue was generated which covers the direct and indirect costs of these programs. Community Recreation programs are held at the Courthouse Community Center, Stafford Gymnastic and Recreation Center and the Rowser Building.

# **PARKS AND RECREATION**

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## **SENIOR CITIZENS/THERAPEUTIC RECREATION**

One full-time employee, whose office is located at the Rowser Building, organizes the Senior Citizen program. This individual is responsible for the planning, implementation, and evaluation of all senior citizen programs including trips, special events, brunches and luncheons, and craft programs. Approximately 6,000 senior citizens are expected to utilize the new center and attend programs throughout the year.

Pass-through funds for self-supporting senior citizen trips, craft programs, and a newsletter average \$310,000 per year. During the FY1995 budget cycle, in lieu of purchasing a new senior citizen bus, the Board of Supervisors agreed to supplement 75% of the senior's costs for transportation for day trips. Staff offers a variety of interesting trip destinations including Charleston, SC and Atlantic City, as well as local day trips, including dinner theaters; river cruises and state historic sites. The new Stafford Senior Center includes a large meeting room, library, arts and crafts room, large commercial kitchen and two smaller meeting rooms for senior citizen use. During 2005, staff implemented several programs and classes for children and youth with special needs. These programs included gymnastics, swimming, ceramics, fishing and a variety of arts and crafts.

## **MAINTENANCE DIVISION**

The Maintenance Division, located at Curtis Memorial Park, is responsible for the maintenance and upkeep of County parks and facilities. These facilities include Curtis Park, Aquia Landing, Willowmere Park, Duff McDuff Green Park, Carl Lewis Building and fields, Autumn Ridge Park, Smith Lake Park, Stafford Gymnastics and Recreation Center, Courthouse Community Center, Woodlands Pool and Splashpad, the Abel Reservoir boat landing, and the Little Falls Boat Landing on the Rappahannock River. The Maintenance Division manages more than 1,000 acres of property including the athletic fields at most elementary schools and middle schools. The Maintenance Division has 15 full-time employees, 3 part-time employees and approximately 10 - 15 additional employees hired on a temporary/seasonal basis. These employees are responsible for all park maintenance tasks including mowing, trimming, ball field maintenance and renovations, seeding, aerating, fertilizing, irrigating, painting, facility cleaning and maintenance, equipment maintenance and repair, heating/air conditioning repair, plumbing repair, material hauling, parking lot maintenance, and backstop/fence repair. The Maintenance Division also assists other County departments with a variety of tasks including mowing and litter control at county-owned sites, other than parks and schools and setting up for county-wide events

## **AQUATICS DIVISION**

The Aquatics Division is responsible for aquatic programs and operations for the department, which includes seasonal operations at Curtis Park and Aquia Landing and year-round operations at Woodlands Pool and Splashpad. A full-time Aquatic Supervisor and one part-time Programmer manages a staff of 40 regular part-time pool operators, lifeguards and swimming instructors. The Aquatics Division also manages the summer seasonal aquatic and concession operations at Aquia Landing and Curtis Memorial Park. Approximately 135 seasonal employees assist with the lifeguard, cashier and concession duties at these sites. Admission fees, shelter rentals and facility rentals generated revenues of approximately \$72,000 at these two sites during the summer of 2005.

Woodlands Pool is an eight lane, 25 meters by 25 yards pool with zero depth entry lagoon. Financing for the construction of the pool was part of the \$3.8 million bond referendum approved by the citizens of Stafford in 1992. The pool is covered by an air-supported structure from September through May. The building also includes a front desk/control area, lobby and locker rooms.

Revenue generated through general admissions, year-round swimming lessons, lane rentals and special events, was approximately \$300,000 for FY2005. Lane rental fees were last increased in January 2004.



# PARKS AND RECREATION

## Woodlands Pool

### Winter Pool Hours

|               |                               |
|---------------|-------------------------------|
| Monday-Friday | 6:00 a.m. – 10:00 p.m.        |
| Saturday      | 7:00 a.m. – 6:00 p.m.         |
| Sunday        | 12:00 p.m. (Noon) – 6:00 p.m. |

### Summer Pool Hours

|               |                        |
|---------------|------------------------|
| Monday-Friday | 6:00 a.m. – 8:00 p.m.  |
| Saturday      | 7:00 a.m. – 6:00 p.m.  |
| Sunday        | 11:00 a.m. – 6:00 p.m. |

### Admission Fees

|                 | <u>County</u> | <u>Non-County</u> |
|-----------------|---------------|-------------------|
| Youth & Seniors | \$3.00        | \$4.50            |
| Adults          | \$4.00        | \$6.00            |

### 24 Admission Punch Card

|                 |         |
|-----------------|---------|
| Youth & Seniors | \$65.00 |
| Adults          | \$85.00 |

### Yearly Pool Passes\*

|                |          |
|----------------|----------|
| Single Child   | \$75.00  |
| Senior Citizen | \$75.00  |
| Single Adult   | \$110.00 |
| Family         | \$275.00 |

\* Each additional child and family member \$50.00  
Each additional adult and family member \$75.00

## GYMNASTICS

The Gymnastics Program is located in the Stafford Gymnastics and Recreation Center. Revenue generated in FY2005 was \$613,000, an increase of 19%. More than 1,000 children participated in the program from ages 18 months to 18 years of age. The program includes instructional levels of gymnastics at all levels of competitive teams, special events, birthday parties, cheerleading and summer camps. A full-time Gymnastics Coordinator supervises a full-time Head Coach/Team Coordinator, full-time Class Coordinator, seven part-time coaches, and 35-40 part-time instructors.

## WILLOWMERE PARK

Willowmere Park, which opened in the spring of 1997, includes three soccer fields and four baseball fields and is located on Mountain View Road in the Hartwood District. The park has walking trails, parking areas, playground and a concession/restroom building. The Stafford Baseball League provided the materials and labor to fence the outfields of two baseball fields. The Stafford Recreational Soccer League scheduled approximately 400 games during the fall and spring season. The Stafford Baseball League had approximately 550 games during its fall and spring season. It is also the site of tournaments and fundraising for large special events for non-profit organizations. A staff of two full-time and two part-time Parks Maintenance Workers maintain the park and other district sites year-round.

Due to the heavy use of this park, parking, traffic and lighting have become neighborhood concerns. Baseball field lighting will be completed by Spring 2006 using funds from the \$11 million bond referendum. In addition to this project, additional parking and increased vegetative buffering will be installed by May 2006 utilizing parks proffer funding.

## DUFF MCDUFF GREEN PARK

Duff McDuff Green Park is located on Kings Highway and has two soccer fields, three baseball fields, trails, a river observation deck, playground, paved trail and parking area. It is also the site of major tournaments, scout camporees and special events. The Stafford Recreational Soccer League held approximately 400 games during their fall and spring season. The Stafford Baseball League held approximately 550 games at this site during the fall and spring. A staff of two full-time and two part-time Parks Maintenance Workers maintain the park and other district sites year-round.

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## PARKS AND RECREATION

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### **SMITH LAKE PARK**

Smith Lake Park is located at the end of Doc Stone Road, adjacent to the Smith Lake Dam. Park amenities include two soccer and three baseball fields, a restroom/concession facility, lighting, irrigation, playground, and parking areas. Construction was funded by proceeds from the \$11 million bond referendum approved in the Fall 2001 and it opened for play in Spring 2005. A staff of two full-time and two part-time Parks Maintenance Workers maintain the park and other district sites year-round.

### **LITTLE FALLS BOAT LAUNCH**

The Little Falls Boat Launch opened to the public on July 1, 1996, and is open 24 hours a day, 7 days a week, and is located adjacent to the Little Falls Wastewater Treatment Plant on Kings Highway. The facility includes a parking lot, concrete boat ramp, and wooden courtesy pier. Mid-Atlantic Materials donated fill material and heavy equipment services to construct the entrance road to the boat launch. The boat launch is year round. It is the only public access to the Rappahannock River in Stafford. There is no charge to use the boat launch. An estimated 700 boaters and fishermen utilized the boat launch during FY2005.

### **CURTIS MEMORIAL COUNTY PARK**

Curtis Park is a beautifully wooded 500-acre park located in the Hartwood area of the county. It has hiking opportunities in a varied natural setting, a nature trail, seven picnic shelters, playground, multipurpose athletic field, amphitheater, two sand volleyball courts, an Olympic sized outdoor swimming pool with diving area, zero-depth entry wading pool with water umbrellas, tennis courts, a basketball court, skateboard park, 91 acre fishing lake and 18-hole golf course. Parks Maintenance Administration is housed at Curtis Park along with two full-time and three part-time employees who maintain the park and other district sites year-round. Curtis Park has approximately 100,000 park, pool and golf visitors a year and generates over \$110,000 through park, shelter reservations, and concession and pool admission fees. The county also receives \$25,000 per year through the golf course lease. Approximately 36,000 rounds of golf are played at the Gauntlet Golf Course throughout the year.

#### **Park Hours**

|                       |                    |                 |
|-----------------------|--------------------|-----------------|
| April 1 – October 31  | 8 a.m. – Dusk      | Monday – Sunday |
| November 1 – March 31 | 8 a.m. – 4:00 p.m. | Monday - Friday |

### **AQUIA LANDING**

This popular 30-acre park has ¼ mile of public beach and offers sunbathing, picnicking, fishing, volleyball, concessions and lifeguard protected swimming area. Facilities include two picnic shelters, and a restroom/concession building. Aquia Landing had approximately 5,200 visitors this past year and generated over \$16,000 in revenue. This site is open seven days a week from Memorial Day through Labor Day. Aquia Landing was hit especially hard by Hurricane Isabelle in September 2003 and received extensive damage. This damage was repaired prior to opening on Memorial Day 2004.

### **COURTHOUSE COMMUNITY CENTER**

The Courthouse Community Center houses the Sports Division and is used for a wide variety of recreation programs including volleyball, basketball, preschool programs, workshops, classes and special events. It is the site of Camp Aquia, an eleven-week summer camp program. The Courthouse Community Center is also used by the community for church services, meetings and activities. Rental of the building has generated over \$35,000 revenue and was used by over 42,000 citizens during the past year. The building has a gymnasium, three classrooms, restrooms, offices and parking.

During FY2005, all rooms were painted and flooring/carpeting was replaced in order to give the building a much needed facelift.

### **CARL LEWIS COMMUNITY CENTER**

The Carl Lewis Community Center is a building with one large meeting room, kitchen, and restrooms. Outdoor facilities include a soccer field and baseball field. The building is utilized for scout meetings, family reunions, wedding receptions and church services. The soccer field is used by both the Stafford Recreational Soccer League and various football leagues. Over \$8,000 in rental fees was collected during FY2005. The interior of the building was painted and new siding was installed on the building exterior in 2005.

# **PARKS AND RECREATION**

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## **STAFFORD GYMNASTICS AND RECREATION CENTER**

The Stafford Gymnastics and Recreation Center is the home of the gymnastics program and community recreation programs including summer camps, preschool programs and karate as well as all levels of gymnastics. Building rental revenue was over \$10,000 during FY2005 and includes a wrestling club, children's music programs, craft activities and dance classes. The building is over 25,000 square feet and is leased by the county from Thurman Campbell. The annual lease is \$139,320, which is paid through registration/user fees. Half of the building is utilized by the Royals competitive gymnastics team and the other half by the Community Recreation Division and recreational gymnastic program and includes three large room, 2 small meeting rooms, large restrooms, and lobby area. This building is a huge hub of activity year round. Air conditioning was added to the last remaining areas of the building in FY2003.

## **ROWSER BUILDING**

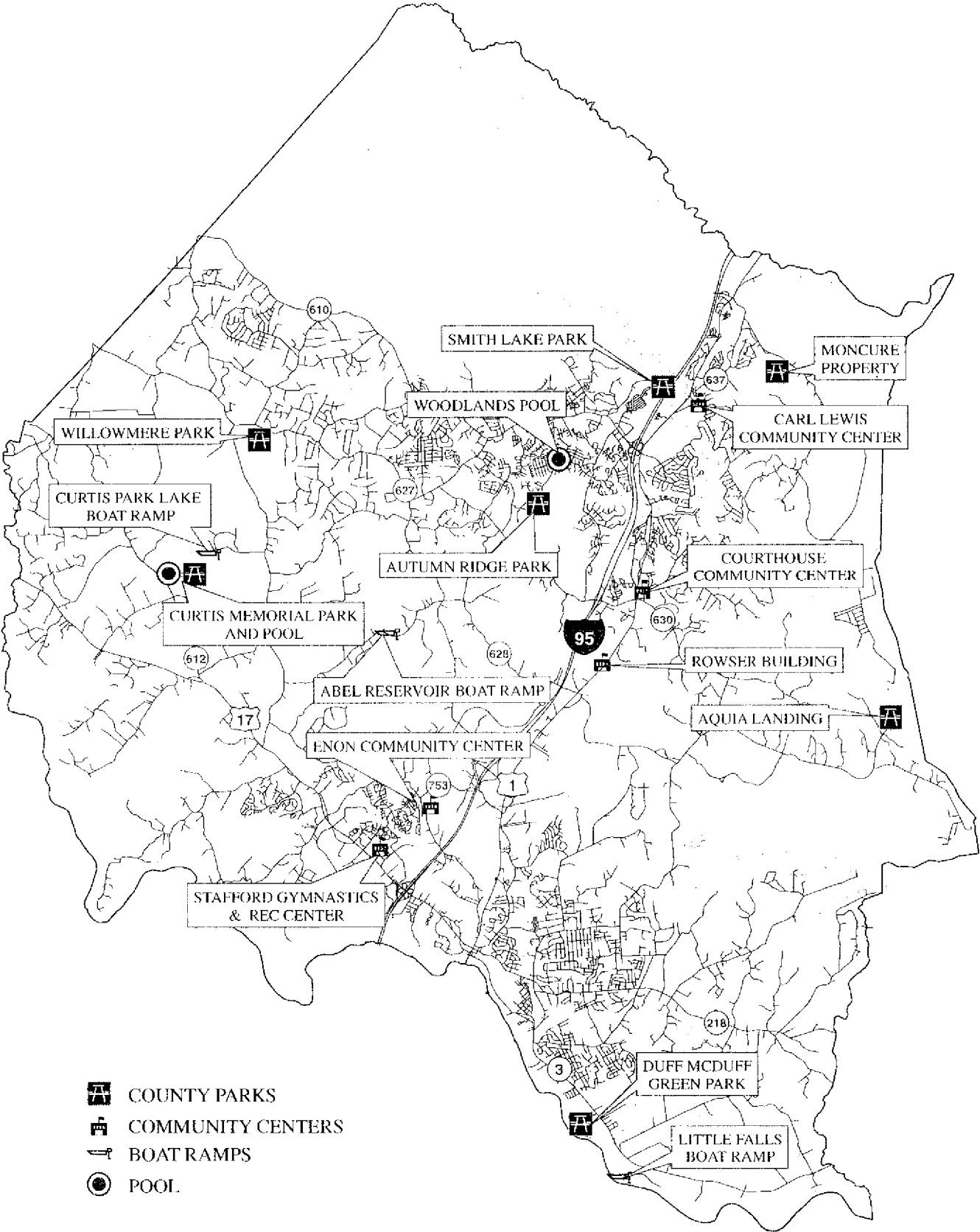
The Rowser Building was completed in August 2005 and is the new home for the Stafford Senior Center. It includes a large commercial kitchen, senior activity room, arts & crafts room, library, and two smaller meeting rooms for senior citizen programs. The building also features a large community multi-purpose room and performance area, which will be scheduled by the Parks & Recreation Department. The Rowser Building houses the offices of Parks & Recreation Administration, Extension Office, and various offices of the Health Department. The Rappahannock Area Agency on Aging utilizes the Rowser Building for its Stafford County meals site.

Approximately 65% of the renovation costs were paid by bond proceeds from the \$11 million referendum approved in November 2001. Building maintenance is the responsibility of Property Management, while the Parks & Recreation Department is responsible for scheduling, planning and implementing programs and activities in the community and senior citizen center space.

## **AUTUMN RIDGE PARK**

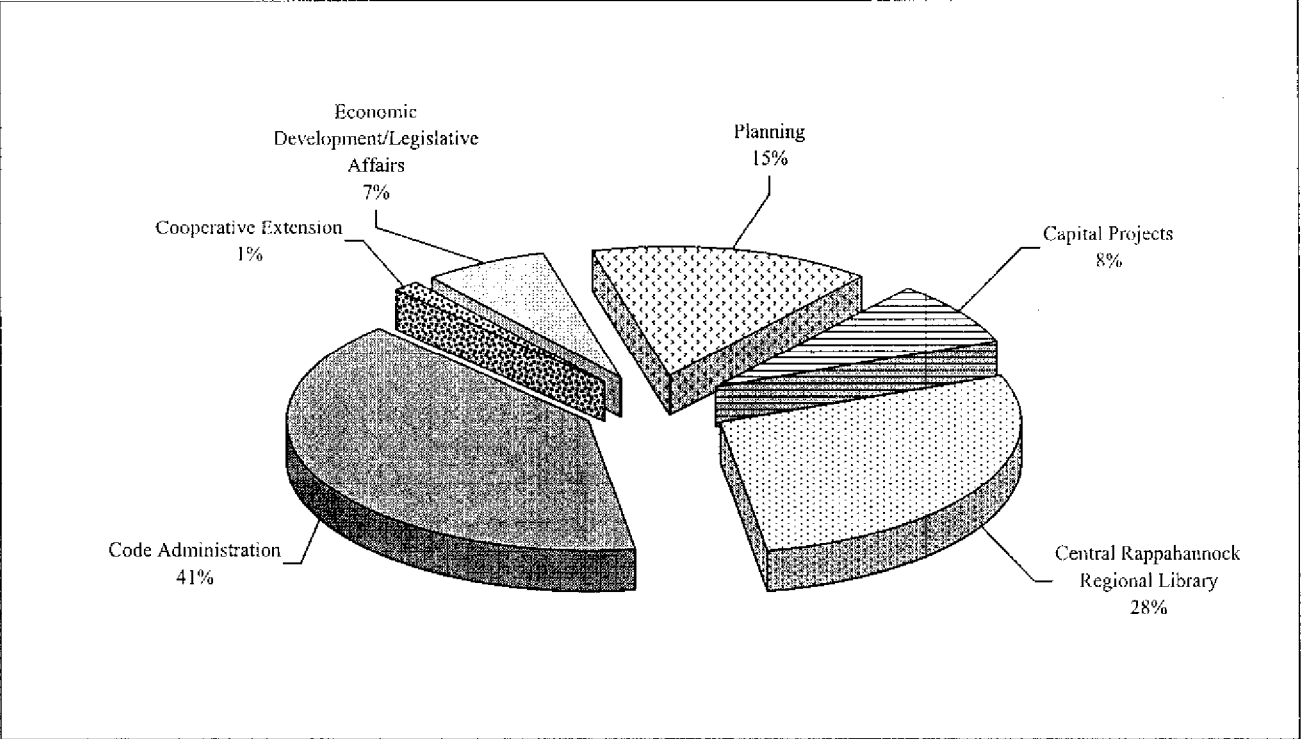
Autumn Ridge Park is located on Eustace Road. Amenities include an irrigated baseball field and soccer field, picnic pavilion, playground and parking. Funding for the design, engineering and construction of the park came from the \$11 million bond referendum approved in November 2001. The park was opened to the public in Spring 2005.

# PARKS & RECREATION



COMMUNITY DEVELOPMENT

|  | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|--|---------------------|-----------------------------|---------------------|---|---------------|
| Capital Projects                         | \$3,406,979         | \$900,000                   | \$1,200,000         | \$300,000                                       | 33.33%        |
| Central Rappahannock Regional Library    | 3,469,223           | 3,781,388                   | 4,165,906           | 384,518   | 10.17%        |
| Code Administration                      | 4,074,269           | 5,267,166                   | 5,967,193           | 700,027   | 13.29%        |
| Cooperative Extension                    | 170,834             | 196,102                     | 213,765             | 17,663  | 9.01%         |
| Economic Development/Legislative Affairs | 892,644             | 915,010                     | 973,773             | 58,763  | 6.42%         |
| Planning                                 | 1,376,530           | 1,975,451                   | 2,272,821           | 297,370   | 15.05%        |
| Total Expenditures                       | <u>\$13,390,479</u> | <u>\$13,035,117</u>         | <u>\$14,793,458</u> | <u>\$1,758,341</u>                              | <u>13.49%</u> |



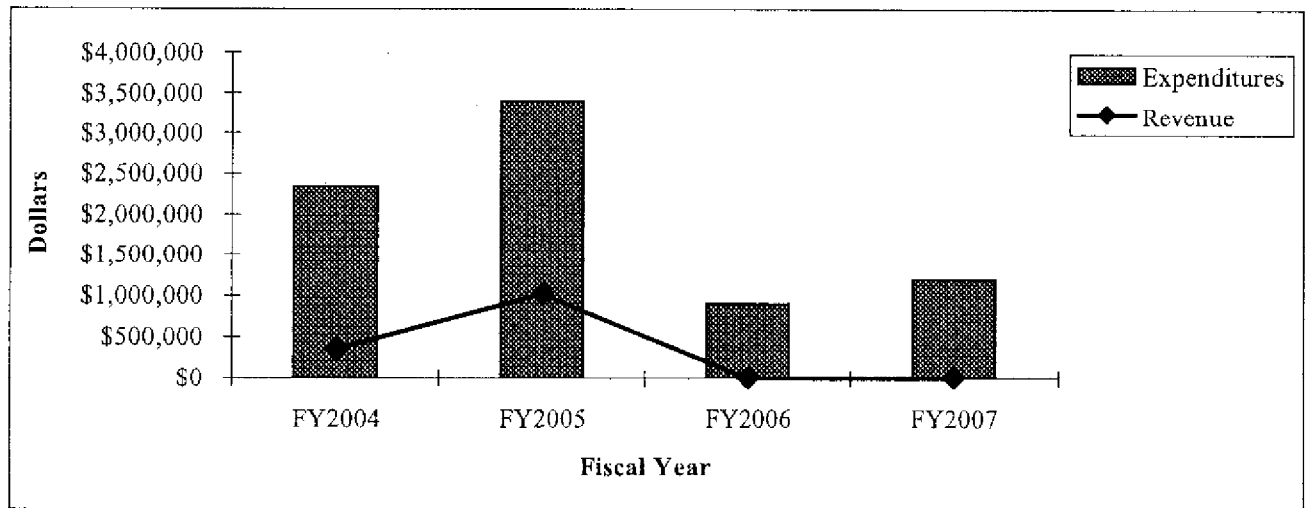
# CAPITAL PROJECTS

Capital Projects for the County, which are funded by General Fund Revenues, are included in this category. These are capital projects that generally have a long life, and do not recur annually.

The County allocates money in the departmental operating budget for smaller projects. Each year capital for the individual departments is evaluated on need.

## BUDGET SUMMARY

|                   | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|-------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| Costs             |                  |                  |                             |                   |   |        |
| Capital           | \$2,344,009      | \$3,406,979      | \$900,000                   | \$1,200,000       | \$300,000                                       | 33.33% |
| Total             | 2,344,009        | 3,406,979        | 900,000                     | 1,200,000         | 300,000   | 33.33% |
| Revenue           | 346,107          | 1,012,740        | 0                           | 0                 | 0   | 0.00%  |
| Local Tax Funding | \$1,997,902      | \$2,394,239      | \$900,000                   | \$1,200,000       | \$300,000                                       | 33.33% |





# CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

## MISSION

The Central Rappahannock Regional Library (CRRL) brings people and information together for the purpose of education and recreation. In a timely and cost effective manner, the Library acquires, processes and makes accessible to citizens library materials in addition to providing resources and services to meet expressed and anticipated community needs for information, education and recreation. The Library supports educational and cultural needs/interest of the community through library programs, provides library resources and services to citizens who cannot or do not use regular library facilities and formats and provides leadership for the community to link to the Information Super Highway.

## GOALS/OBJECTIVES

- Continue to plan for and meet the informational, recreational, and educational needs of a rapidly expanding area population
- To meet Virginia State Standards for public libraries in terms of buildings, collections, and service staff
- Develop and upgrade in-house technology and computer services to remain current and timely in information delivery
- Develop and increase the collection to meet the median service level indicator for Public Planning Profile V of three items per capita and keep pace with increased population demands.
- Increase service staff to respond to dramatic increases in circulation of materials and reference inquiries
- Continue upgrades to internal database systems, hardware and software for public and staff use, and information technology products
- Continue to work for funding and initial plans for new branch facilities in Stafford County

## SERVICE LEVELS

| Regional Demographics  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|------------------------|------------------|------------------|----------------|
| <b>Outputs</b>         |                  |                  |                |
| Book Stock Growth      | 382,548          | 394,024          | 405,845        |
| Library Visits         | 1,598,128        | 1,646,072        | 1,695,454      |
| Number of Programs     | 10,271           | 10,579           | 10,897         |
| Attendance             | 215,504          | 221,969          | 228,628        |
| <b>Service Quality</b> |                  |                  |                |
| Bookmobile Stops       | 36               | 37               | 38             |
| Circulation            | 6,233,784        | 6,420,798        | 6,613,421      |

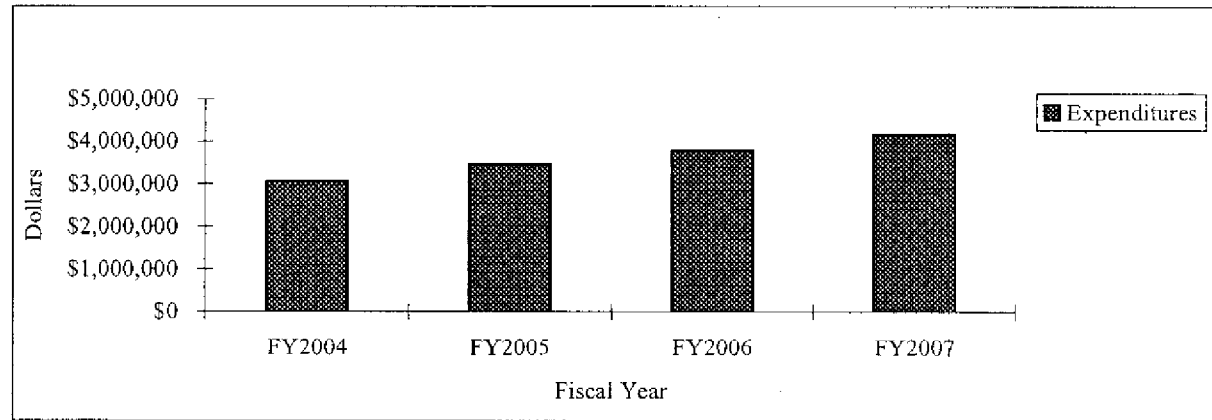
| Stafford Demographics  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|------------------------|------------------|------------------|----------------|
| <b>Outputs</b>         |                  |                  |                |
| Book Stock Growth      | 382,548          | 394,024          | 405,845        |
| Library Visits         | 729,066          | 750,938          | 773,466        |
| Number of Programs     | 5,460            | 5,624            | 5,793          |
| Attendance             | 100,160          | 103,165          | 106,260        |
| <b>Service Quality</b> |                  |                  |                |
| Bookmobile Stops       | 15               | 15               | 16             |
| Circulation            | 2,843,852        | 2,929,168        | 3,017,043      |



CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

BUDGET SUMMARY

|                   | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|-------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| Costs             |                  |                  |                             |                   |   |        |
| Operating         | \$3,071,225      | \$3,469,223      | \$3,781,388                 | \$4,165,906       | \$384,518                                       | 10.17% |
| Local Tax Funding | \$3,071,225      | \$3,469,223      | \$3,781,388                 | \$4,165,906       | \$384,518                                       | 10.17% |



BUDGET VARIANCES

Operating variance of 10.17% is attributable to the following:

- Implement pay study
- An addition of five new positions
- Increase book budget by 8%
- 3% Cola
- 5% Merit if eligible

# CODE ADMINISTRATION

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## **MISSION**

The Department of Code Administration protects the health, safety and property of county residents, property owners, businesses, historic, cultural and natural resources through enforcement of regulations and ordinances pertaining to building and the use and development of land. Departmental services include: 1) processing building, zoning and grading permit applications; 2) monitoring and enforcing the requirements of the Virginia Uniform Statewide Building Code and the Zoning, Erosion and Sediment Control and Stormwater Management Ordinances; 3) performing inspections of building, land use and development; 4) preparing zoning verifications, vesting decisions, and interpretations of Zoning Ordinance standards and proffers; 5) administering the Board of Zoning Appeals and the Building Code Board of Appeals processes; 6) developing and implementing stormwater management programs; (7) implementing the County's National Pollutant Discharge Elimination System (NPDES) stormwater permit requirements; and (8) investigating citizen identified property maintenance, land use, erosion and stormwater drainage concerns.

## **GOALS/OBJECTIVES**

- Cover the cost of operations with revenues from permit and plan review fees
- Improve the timeliness and quality of staff response to customer concerns
- Maintain a well-trained and certified staff that is responsive to customer concerns
- Expand in-house training and quality assurance programs to improve the consistency and accuracy of inspections
- Receive Building Division accreditation from the International Code Council (ICC)
- Continue expedited review of commercial building plans to accommodate economic development
- Process new single-family residential building permit applications within 30 working days
- Investigate internet permit service for over-the-counter permit applications
- Continue to utilize upgrades of the Hansen System and other advances in technologies to maximize customer service and productivity
- Establish a mechanism in the Hansen System for tracking erosion and sediment control and stormwater management field correction notices
- Respond to citizen requests for erosion and stormwater management assistance within 24 hours of receiving call
- Reduce the number of third reviews of Erosion and Sediment Control and Stormwater Management design plans by obtaining more accurate submissions from engineers in first and second reviews through more precise review comments and engineer training programs
- Continue implementation of the NPDES Stormwater Permit program to include stream assessments, outfall identification mapping, stormwater public education and outreach, adopt-a-stream programs, and stormwater pollution prevention/good housekeeping initiatives for municipal operations
- Develop procedures for detecting illicit discharges and enforcing the Stormwater Pollution and Illicit Discharge Ordinance
- Obtain additional cost share funding from the U.S. Army Corps of Engineers for implementation of the NPDES Stormwater Permit program
- Continue development and implementation of low-impact development (LID) initiatives for land development
- Assist the Department of Public Services in implementation of the drainage improvement plans for the Grafton Village/Woodlawn, Vista Woods/Garrisonville Estates, and Argyle Hills subdivisions
- Work with the Friends of the Rappahannock to implement components of the comprehensive watershed management plans for the Rappahannock River tributaries and obtain related grant funding

## CODE ADMINISTRATION

### SERVICE LEVELS

|   | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|---|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>   |                          |                          |                        |
| Inoperable Vehicles Removed (Vendor Records)                        | 50                       | 25                       | 50                     |
| <b>Outputs</b>  |                          |                          |                        |
| Permits Issued (Hansen System)                                      | 21,817                   | 25,000                   | 23,500                 |
| Grading Permit Disturbed Acreage (Permit Records)                   | 964                      | 1,300                    | 1,250                  |
| <b>Outputs (cont'd)</b>   |                          |                          |                        |
| Building Inspections Performed (Hansen System)                      | 43,503                   | 45,000                   | 45,000                 |
| Zoning Site Development Inspections Performed (Hansen System)       | 477                      | 400                      | 400                    |
| E&S Control Inspections Performed (Hansen System)                   | 22,709                   | 24,000                   | 23,000                 |
| Zoning Enforcement Inspections Performed (Hansen System)            | 965                      | 1,500                    | 1500                   |
| Zoning Violations Cited (Hansen System)                             | 588                      | 500                      | 600                    |
| Property Maintenance Cases Handled (Department File)                | 242                      | 120                      | 250                    |
| Board of Zoning Appeals Applications Processed (Hansen System)      | 38                       | 45                       | 40                     |
| <b>Service Quality</b>  |                          |                          |                        |
| Permits Issued on the Same Day of Application (Hansen System)       | 8%                       | 10%                      | 10%                    |
| Building Inspections Performed on the Day Requested (Hansen System) | N/A                      | N/A                      | 85%                    |
| Zoning Violations Abated in Under 90 Days (Hansen System)           | 99%                      | 90%                      | 90%                    |
| <b>Efficiencies</b>   |                          |                          |                        |
| Permits Issued per Clerk (Hansen System)                            | 2,424                    | 3,125                    | 2,937                  |
| Building Inspections Performed per Inspector (Hansen System)        | 4,579                    | 4,750                    | 3,400                  |
| E&S Control Inspections Performed per Inspector (Hansen System)     | 3,785                    | 4,000                    | 2,875                  |

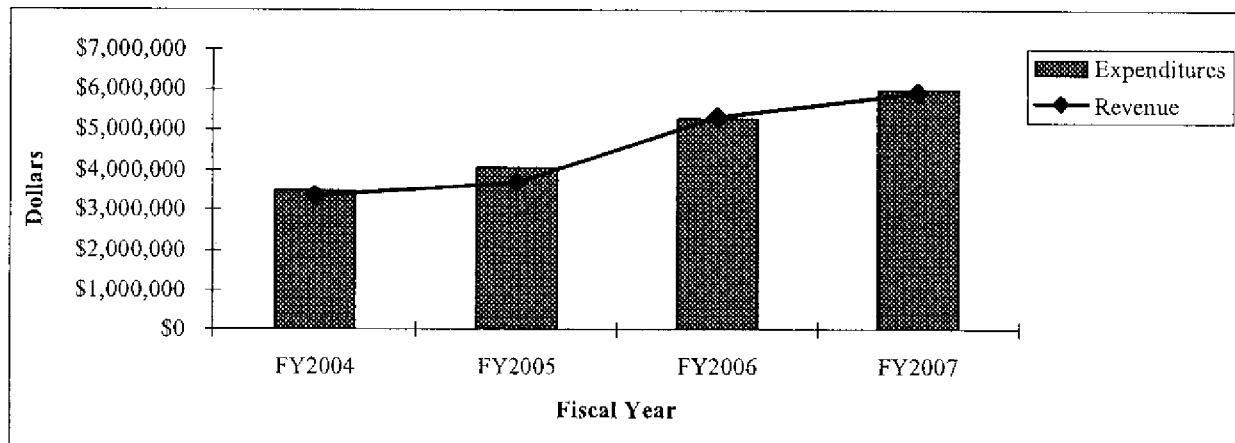
### ACCOMPLISHMENTS

- Adopted a new fee schedule for building and land development inspection services
- Revised and implemented a new proffer tracking system
- Received a “consistent” rating for the Erosion and Sediment Control program from the Virginia Department of Conservation in a five-year program review
- Amended definitions and criteria for plans and inspections in the Erosion and Sediment Control Ordinance definitions to meet requirements of the Code of Virginia
- Prepared drainage improvement plans for the Grafton Village/Woodlawn, Vista Woods/Garrisonville Estates, and Argyle Hills subdivisions
- Established Stormwater Maintenance and Repair Program and Stormwater Best Management Practice (BMP) Maintenance policies
- Amended the Stormwater Management Ordinance by adding Article II “Stormwater Pollution and Illicit Discharge”
- Submitted year two annual report for the NPDES Stormwater Permit program to the Virginia Department of Conservation and Recreation
- Received \$78,000 of cost share funding from the U.S. Army Corps of Engineers for implementation of the NPDES Stormwater Permit Program
- Updated the Stormwater Management Design Manual to include standards and specifications for LID projects
- Conducted a LID training course for inspection and plan review staff
- Received recognition in the U.S. Environmental Protection Agency’s Nonpoint Source Newsletter for incorporating LID principles into local development codes

# CODE ADMINISTRATION

## BUDGET SUMMARY

|                          | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |                 |
|--------------------------|------------------|------------------|-----------------------------|-------------------|---|-----------------|
| <b>Costs</b>             |                  |                  |                             |                   |   |                 |
| Personnel                | \$2,199,905      | \$2,526,741      | \$3,318,258                 | \$3,341,357       | \$23,099  | 0.70%           |
| Operating                | 1,191,904        | 1,494,758        | 1,606,808                   | 2,496,336         | 889,528   | 55.36%          |
| Capital                  | 72,494           | 52,770           | 342,100                     | 129,500           | (212,600)                                       | -62.15%         |
| <b>Total</b>             | <b>3,464,303</b> | <b>4,074,269</b> | <b>5,267,166</b>            | <b>5,967,193</b>  | <b>700,027</b>                                  | <b>13.29%</b>   |
| Revenue                  | 3,336,673        | 3,689,779        | 5,314,900                   | 5,899,500         | 584,600   | 11.00%          |
| <b>Local Tax Funding</b> | <b>\$127,630</b> | <b>\$384,490</b> | <b>(\$47,734)</b>           | <b>\$67,693</b>   | <b>\$115,427</b>                                | <b>-241.81%</b> |
| Full-Time Positions      | 33               | 39               | 47                          | 47                | 0   | 0.00%           |
| Part-Time Positions      | 5                | 3                | 0                           | 0                 | 0   | 0.00%           |



## BUDGET VARIANCES

Personnel variance of 0.70% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance Costs
- Life Insurance reinstated (no costs to employees')

Operating variance of 55.36% is attributable to the following:

- Internal Billing (indirect costs) accounted for in FY2007. Indirect costs were not accounted for in FY2006
- Increase in contractual consulting services for building plan review
- International Code Council fees for Building Division accreditation
- Increase in contractual consulting services for NPDES Stormwater Permit program implementation
- Increase in contractual engineering services for erosion and sediment control and stormwater management development plan review
- On-call engineering and construction services to investigate and repair building, erosion, and drainage problems
- Increase in legal consulting services
- Increase in vehicle fuel costs

Capital variance of -62.15% is attributable to the following:

- Decrease in vehicle additions and replacements mostly due to no new positions in FY2007
- Decrease in computer hardware equipment



# COOPERATIVE EXTENSION

## MISSION

Virginia Cooperative Extension (VCE) enables people in Stafford County to improve their lives through an educational process that uses scientific knowledge focused on issues and needs. Cooperative Extension 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. Extension provides information to County residents and assists them in applying the results of scientific research and technological development in the fields of agriculture/horticulture; 4-H youth development; food, nutrition and health; and family and consumer sciences.

By building on the strength of our agriculture, natural resource, family, youth and community heritage, we enable the residents of Stafford County to improve their lives and the community through research-based educational programs. Because knowledge is power, Stafford County Extension helps people to solve their own problems. Using a variety of educational delivery techniques, Extension reaches diverse clients in their homes, schools, at work and in the community.

## GOALS/OBJECTIVES

- Provide satisfactory responses to 98% of resident requests.
- Implement results of needs assessment into program development. Programs conducted will be resident need driven based on the results of the recent situation analysis.
- Increase the number of trained volunteers assisting with the delivery of Extension programs by 5%.
- Provide educational programs in Agriculture and Natural Resources (ANR) – ANR programs help sustain profitability of agricultural and forestry production, while protecting, preserving, and enhancing the quality of land and water resources.
- Provide educational programs in Food, Nutrition and Health (FNH) and Smart Choices Nutrition Education Program (SCNEP) – FNH and SCNEP programs improve the quality of life for individuals, families and communities, while emphasizing appropriate and safe food and nutrition choices and improving health literacy.
- Provide educational youth development programs through 4-H. Four-H is the comprehensive youth development program of Extension. Youth, ages 5-19, engage in hands-on learning experiences under the guidance of paid and adult volunteer staff.

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Gypsy Moth Egg Mass Surveys   | 950              | 900              | 1,000          |
| Gypsy Moth Monitoring Activities                                      | 72               | 80               | 100            |
| <b>Outputs</b>  |                  |                  |                |
| ANR Programs (Contacts / Volunteers / Program Participants)           | 7,712            | 8,000            | 8,500          |
| FCS Programs (Contacts / Volunteers / Program Participants)           | 1,508            | 2,000            | 2,200          |
| 4-H Programs (Club Members/Volunteers/Program Participants/ Contacts) | 6,489            | 6,500            | 6,700          |
| Extension Programs (ANR/4-H/FCS/MG) Volunteers                        | 280              | 300              | 325            |
| Extension Programs (ANR/4-H/FCS/MG) Volunteer Hours                   | 5,534            | 6,000            | 6,300          |
| Dollar Value Gained from Volunteer Service                            | \$109,241        | \$118,440        | \$124,362      |
| Individuals Participating in Gypsy Moth Education Programs            | 75               | 100              | 150            |
| <b>Service Quality</b>  |                  |                  |                |
| Clients Surveyed Reporting Competent/Courteous Service                | 98%              | 98%              | 98%            |
| Clients Surveyed Reporting Timely Service                             | 98%              | 98%              | 98%            |
| Extension Programs (ANR/4-H/FCS/MG) Volunteers                        | 280              | 300              | 325            |
| <b>Efficiencies</b>   |                  |                  |                |
| Cost Per Acre Sprayed for Gypsy Moth Suppression                      | \$0.00           | \$24.00          | \$24.00        |
| Cost per VCE Program Participant/Contact*                             | \$5.30           | \$5.29           | \$5.16         |

\* Includes % of educational information disseminated through mass media outlets for Stafford County residents.

# COOPERATIVE EXTENSION

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## ACCOMPLISHMENTS

- Volunteers are the key to the success of many of the Virginia Cooperative Extension (VCE) Programs. Volunteers fill significant teaching and management roles to assist salaried staff members and enable more citizens to receive VCE programs. During FY2005, Extension (Agriculture and Natural Resources; 4-H; Family and Consumer Science and Gypsy Moth Suppression) volunteers donated over 5,534 hours to conducting educational programs and dispensing research-based information to Stafford County residents. This volunteer service translates into \$109,241.16 value (according to statistical information provided by the Virginia Office on Volunteerism) added to VCE programs in Stafford County.
- The Horticulture Help-Line housed in the Stafford Extension Office and the Plant Clinics held at Porter Library disseminated information to nine hundred, thirty-four (934) Stafford residents. Questions ranged from insect, plant disease and weed identification to recommendations for lawn care, farm pond maintenance, termite control, tree fruit and grape production, organic farming, etc.
- One hundred twenty-seven (127) Master Gardeners donated over 3,126 hours in volunteer service to horticulture-related activities in Stafford County. These activities included plant clinics, educational workshops, *First Saturdays in the Garden* programs, and answering resident questions related to horticulture concerns.
- The *First Saturdays in the Garden* programs were held at various local historical sites and parks. Seven hundred, eleven (711) PD16 residents attended the programs. The programs are designed to involve the general public in horticulture education programs and provide a spotlight for some of the garden attractions in Stafford and PD16. A plant clinic for residents to have plant problems diagnosed is conducted at each *First Saturdays in the Garden* program by paid and volunteer staff members.
- Five hundred, twelve (512) Stafford residents received information related to traditional agriculture management and production in livestock and crops, farm business and pond management.
- Six hundred, seventy-three (673) Stafford residents participated in educational seminars/workshops related to basic agriculture, turf maintenance, proper landscape practices, plant diseases, tree and shrub identification, greenhouse production, homeowner water quality, and pest management.
- Twenty-three (23) Stafford County commercial pesticide applicators and 5 private pesticide applicators participated in Applicator Certification/Re-Certification Programs conducted by ANR Extension Agents. The program provided updates on Virginia pesticide applicator laws, environmental hazards, calibration, weed and insect management, as well as pesticide safety.
- Community service is one of the main project areas of the 4-H clubs. Four-H members and teen and adult leaders volunteered over 275 hours to community service projects. Club community service projects included: collecting food, clothing and school supplies for SERVE; Stafford County Beautification Community Clean-Up; collecting acorns for reforestation for VA Forestry Department; visiting nursing home residents; and providing gifts for children in Mary Washington Hospital and the Thurman Brisben Homeless Shelter. This volunteer service translates into \$5,428.50 value added to the community.
- Sixteen (16) Stafford County youth and their parents participated in the 2005 Stafford 4-H Livestock Club. Throughout the club year, the youth worked with 4-H project animals (beef, hogs and/or lambs) in preparation for the 2005 4-H Livestock Show/Sale. The Show/Sale was held in May. Youth who participated in this program/activity gained the skills necessary for raising, managing and selling livestock projects. The overall total for Stafford 4-H project animals sold at the sale was over \$12,500.00.
- Eighty-five (85) Stafford County youth (ages 9-13) attended the Junior 4-H Camp in July 2004 at the Northern VA 4-H Educational Center in Front Royal. Seventeen (17) teen counselors, 5 counselors-in-training, 5 adult volunteers, and 4 paid staff members gave leadership to camp activities. Participants who spent 4 nights and 5 days were involved in subject area classes, organized recreational activities, leadership/team building activities and much more. Adults and teens contributed more than 1,703 volunteer hours during the camp week. This volunteer time translated into \$33,651.28 to the Stafford 4-H camping program.

# COOPERATIVE EXTENSION

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## ACCOMPLISHMENTS (Continued)

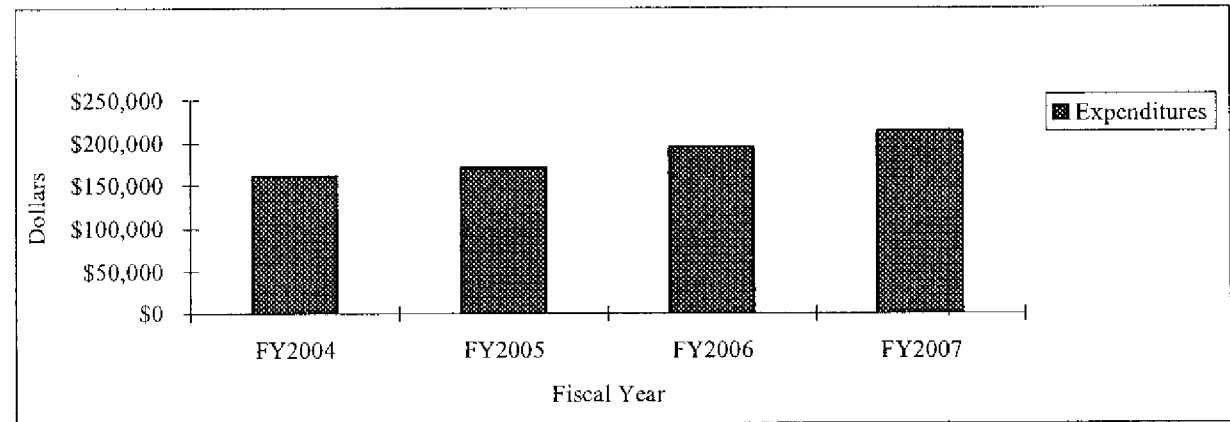
- Four-H clubs are designed for youth ages 5-19. The clubs are volunteer-led and provide a variety of informal educational opportunities. During FY2005, 750 youth were enrolled in 4-H clubs and special interest groups. One hundred fifty-one (151) adult volunteers and teens gave leadership to club meetings, field trips, special project activities and more. Club members develop leadership skills and learn the responsibilities related to being a club member (parliamentary procedures, club officer duties, and committee membership).
- One hundred nine (109) food service managers from Stafford County restaurants, schools, homes for adults, Head Start, childcare centers, and caterers received 16 hours of instruction in the *ServSafe Foodservice Sanitation Certification Course*. Seventy-two percent (72%) passed the exam with a score of 75 or better and received the *ServSafe Food Protection Manager Certification*. Nationally the cost for food-borne illness caused by five pathogens is estimated at \$6.9 billion per year, and the cost to a restaurant for a confirmed food-borne illness outbreak is estimated to be \$75,000. The *ServSafe Course* is a protection for the public and the foodservice establishments.
- Twenty-three (23) Stafford residents were enrolled in the *Smart Choices Nutrition Education Program (SCNEP)*. Participants enrolled in the 6-10 session educational program improve their dietary habits by reducing fat intake, increasing fiber, practicing safe food handling, and making wise food shopping decisions.
- Eight (8) groups of men from the Stafford County Department of Corrections Diversion Center learned about the role of nutrition in chronic disease prevention. The Diversion Center offers a 5-month alternative program to incarceration for non-violent offenders. Divertees take a series of life skills courses including classes on resume writing, financial planning, and health, and are then placed in jobs for the remainder of their sentence. The *Healthy Futures* curriculum was used with each program. One hundred forty-three (143) diverttees learned how eating a high fiber, low fat, caloric, and sodium diet combined with physical activity can lower their risk of Type 2 diabetes, obesity, cardiovascular disease, and hypertension. One of those groups (12 participants) also learned the importance of proper hand washing in the prevention of food borne illness.
- Educational information and program advertisement is provided to residents of Stafford County through the following mass media outlets – *The Free Lance-Star/Stafford Extra*, *Stafford Weekly*, *Stafford Sun*, *Potomac News*, *WFLS*, and *WFVA*.
- In the fall of 2004, egg mass surveys indicated no need for aerial treatment in the spring of 2005. However, if the spring of 2006 is a dry season (a situation which depletes a fungus that wipes out masses of caterpillars in late spring), the gypsy moth problem will worsen.
- In the spring of 2005, approximately 100 burlap bands were distributed to Stafford residents. Residents who call with concerns about gypsy moth are invited to participate in the banding program. Resident response to the banding program continues to be positive.
- Male moth trapping is not only a very important monitoring tool, but also serves as an effective mating disruption. Fifty (50) traps were placed throughout the County in June of 2005. The total number of male moths trapped was 2,410. This is a slight decrease over last year.
- In the fall of 2005, egg mass surveys are being conducted throughout the County. Surveying is the primary procedure used to determine treatment areas and predict population levels for the coming year. If aerial treatment is deemed necessary, there may be shared funding reimbursement for the aerial application, insecticide and personnel costs – 50% Federal, 50% Stafford County. Four localities, Prince William, Fairfax, and Frederick Counties and the City of Alexandria are planning aerial spray programs in spring 2006.



# COOPERATIVE EXTENSION

## BUDGET SUMMARY

|                     | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|---------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| Costs               |                  |                  |                             |                   |   |        |
| Personnel           | \$86,001         | \$83,270         | \$87,351                    | \$103,851         | \$16,500  | 18.89% |
| Operating           | 75,449           | 87,564           | 108,751                     | 109,914           | 1,163   | 1.07%  |
| Local Tax Funding   | \$161,450        | \$170,834        | \$196,102                   | \$213,765         | \$17,663  | 9.01%  |
| Part-Time Positions | 4                | 4                | 4                           | 4                 | 0   | 0.00%  |



## BUDGET VARIANCES

Personnel variance of 18.89% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Decrease in Health Insurance costs
- Life Insurance reinstated at no cost to employee

Operating variance of 1.07% is attributable to the following:

- Cost of Management Services (100-8311-462.31-30) increased due to merit increases
- Cost of Gypsy Moth Suppression (100-8311-462.62-25) anticipated decrease in gypsy moth infestation
- Cost of Mileage/Parking/Tolls (100-8311-462.55-10) increased due to increase in mileage rates
- Cost of Seminars & Conferences (100-8311-462.55-40) decreased due to across-the-board departmental budget reductions

# COOPERATIVE EXTENSION

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## **ADDITIONAL INFORMATION**

The Agriculture and Natural Resources (ANR) Programs are delivered and managed by four (4) Extension Agents specializing in the following areas: Commercial Horticulture; Environmental Horticulture; Animal Science; Plant and Soil Science; and a part-time Horticulture Technician. ANR educational programs help sustain profitability of agriculture and forestry production, while protecting and enhancing the quality of our land and water. Programming efforts range from traditional agricultural management and production to commercial and environmental horticulture. Paid and volunteer staff members provide residents with educational programs designed to meet specific needs of County residents. Agriculture areas include crop and soil science, agriculture marketing, agriculture diversification, farm financial management, and livestock management and production. Horticulture (commercial and residential) areas include environmental programs, integrated pest management, best management practices, proper lawn maintenance, soil testing, insect identification, plant disease diagnosis, and natural resource conservation. The Master Gardener Program is provided by the Environmental Horticulture Agent.

The Food, Nutrition and Health (FNH) Programs are delivered and managed by one Extension Agent and a SCNEP (Smart Choices Nutrition Education Program) Program Assistant. Food, Nutrition and Health programs emphasize appropriate and safe food and nutrition choices, encourage physical activity and improve health literacy. The programs also include the *ServSafe* Course (a national foodservice sanitation certification course offered to restaurant managers) and the *Occasional Quantity Cooks* Program (training that emphasizes safe food handling and preparation of large quantities of food for churches and community organizations). SCNEP is a federally funded program that teaches adults how to make wise choices about eating, how to stretch food dollars, and how to cook low-cost, nutrient rich foods.

The 4-H Youth Development Program is delivered and managed by one (1) Extension Agent, 4-H/Youth Development, and a part-time 4-H Program Assistant. Paid and volunteer staff members provide educational opportunities to Stafford County youth, ages 5-19, through workshops, clubs, day camps, overnight camps, and contests. Managed by paid staff members, volunteers are trained to give direction to all areas of the 4-H Youth Development Program. Club programs provide youth with leadership development opportunities, parliamentary procedure training, and communication and teamwork skill

## **ADDITIONAL INFORMATION (Continued)**

development. Character education, community service/service learning, and citizenship development have been identified as areas to be included in all 4-H programs. Four-H program participants “learn by doing” through participation in research-based educational projects, including, 4-H School Enrichment and Home-School Enrichment programs provide youth ages 9-12 with educational programs that teach youth about the watershed and other environmental concerns, plant science, electric energy concepts, conservation and more.

The Gypsy Moth Suppression Program is housed in the Cooperative Extension Office. The Gypsy Moth Suppression Program is delivered and managed by a Gypsy Moth Coordinator and a part-time Technician who works in both the horticulture and gypsy moth areas. The purpose of this program is to protect forested areas from serious gypsy moth damage with priority given to residential forested areas. This damage occurs as the result of severe tree defoliation and subsequent tree mortality. A main priority of this program has always been that of helping homeowners to solve problems associated with gypsy moth through educational programs. Assistance is rendered to County residents via telephone, through home visits, workshops, demonstrations to adult groups and presentations to youth in the public schools.



# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

## (Economic Development)

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### **MISSION**

The Department of Economic Development administers a comprehensive program designed to attract, retain and facilitate expansion of high quality business, industry and tourism, resulting in a stable and diverse local economy, improved standard of living and quality of life for the citizens.

### **GOALS/OBJECTIVES**

- Expand the commercial/industrial tax base by 800,000 square feet
- Increase taxable sales totals to more than \$900 million
- Maintain annual unemployment rate of 2.5% or below
- Increase at-place employment to 30,000
- Participate in four domestic and one international marketing mission
- Increase number of Stafford businesses to 2,000
- Revise marketing package with current information and at least 20% new materials
- Run both radio and newspaper ads promoting Stafford businesses
- Maintain our new Web page with increased focus on optimization of site
- Publish an Economic Development Newsletter at least two times a year

### **SERVICE LEVELS**

|  | <b>FY2005<br/>Actual</b> | <b>FY2006<br/>Budget</b> | <b>FY2007<br/>Plan</b> |
|--|--------------------------|--------------------------|------------------------|
| <b>Outcomes</b>  |                          |                          |                        |
| At-Place Employment (Virginia Employment Commission)       | 28,837                   | 29,500                   | 30,000                 |
| Unemployment Rate (Virginia Employment Commission)         | 2.5%                     | 2.5%                     | 2.5%                   |
| Commercial Real Estate Tax Value (Commissioner of the Rev) | \$1,800M                 | \$2,000M                 | \$2,500M               |
| SF New Commercial Buildings (Hanson System)                | 810,000                  | 600,000                  | 800,000                |
| Taxable Sales (Virginia Department of Taxation)            | \$802M                   | \$830M                   | \$900M                 |
| Businesses in the County (Virginia Employment Commission)  | 1,822                    | 1,800                    | 2,000                  |
| Corporate Expansions / Relocations (Manual Tracking)       | 5                        | 8                        | 10                     |
| <b>Outputs</b>   |                          |                          |                        |
| Existing Business Visitation (Manual Tracking)             | 80                       | 100                      | 120                    |
| Public Appearances (Manual Tracking)                       | 12                       | 12                       | 16                     |
| Marketing Missions (Manual Tracking)                       | 5                        | 6                        | 6                      |
| Trade Shows (Manual Tracking)                              | 8                        | 8                        | 8                      |

### **ACCOMPLISHMENTS**

- Developed new web site [www.GoStaffordVa.com](http://www.GoStaffordVa.com)
- Produced and distributed new CD "An Interactive Guide to Doing Business in Stafford, Virginia"
- Produced and distributed a bi-annual newsletter "Stafford Focus"
- Updated the Economic Development Strategic Plan which becomes part of the Stafford County Comprehensive Plan

# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

## (Economic Development)

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### **ADDITIONAL INFORMATION**

With the Stafford Regional Airport open and a strong expansion of commercial and industrial space throughout the county, Stafford is capitalizing on the growing migration of businesses south from Washington along the I-95 corridor. These firms are attracted to Stafford for its affordability and access to markets throughout the East Coast. This accessibility will significantly improve with the completion of the new interchange, # 136.

Stafford also offers access to the region's highly skilled work force of more 148,000 people. The relocation and expansion of nationally recognized firms such as GEICO, Intuit, Lockheed Martin, Northrop Grumman and Battelle has contributed to a 50 percent increase in at-place employment in the past five years.

Now more than ever, Stafford's proximity to the Quantico Marine Corps Base and the FBI Academy positions the county for new business growth, particularly in high-tech industries. The Marine Corps System Command at Quantico will spend \$120 million annually on professional and technical services. Typically, the contracts are for three to five years with a mean annual value of \$1.2 million. With Quantico's southern acreage extending into Stafford, the county is well positioned geographically to absorb the growing ranks of technology and engineering firms that require office parks with proximity to the base. Plans for the first 2 buildings at the new corporate office campus at Fritter Park have been submitted.

The private sector has responded to these opportunities by developing world-class commercial office space. Last year, more than 800,000 square feet of industrial and commercial space was completed in Stafford. Several new projects are underway. The Silver Companies is currently developing the Celebrate Virginia Corporate Campus, which will provide 3.0 million square feet of office and commercial space in southern Stafford just north of the Rappahannock River. Stafford Marketplace, with 800,000 square feet of retail space, opened last year, which brought Kohls, Target, Lowes, Borders and many new restaurants to north Stafford.

The University of Mary Washington's College of Graduate and Professional Studies started their second building and the Stafford Lakes commercial complex is developing an additional 27 acres of retail and 54 acres of Class-A office space.

Meanwhile, the existing businesses continue to thrive in Stafford. GEICO, the region's largest employer, has grown from 350 to 3,900 employees. Its regional headquarters and national mail facility are both located in Stafford. Battelle, the largest private research and development company in the nation, doubled its operations in Stafford last year and has been joined by over 35 DoD contractors that include AOT, Anteon, BAE Systems, Booz Allen, MTC Services Corp, Northrop Grumman, OSEC and Titan to name just a few.

The department will complete the second "Stafford County Business Survey" and the five year update of the Economic Development Strategic Plan, providing the framework and direction for our department over the next 5 years.

# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

## (Legislative Affairs)

### MISSION

The mission of Legislative Affairs is to inform the Board of Supervisors, and the County Administrator of the impact of legislation before the Congress and Virginia General Assembly. The office also maintains lines of communication with Stafford's representatives in Washington and Richmond to keep them informed about the needs, interests and initiatives of the county, and to strengthen the local, state and federal partnership. The Citizens Assistance and Volunteer Services Office: 1) provides a central point where citizens can get information, 2) coordinates recruitment, training and placement of volunteers and 3) provides an in-house resource for departments with customer service needs and complaints.

### GOALS/OBJECTIVES

- Inform local legislators of the impact on County operations, fiscal and otherwise, of legislation proposed in 2005
- Assist legislators in reestablishing the state-local partnership
- Create a promotional auto license tag for Stafford
- Enhance positive image for Stafford and increase sense of community for citizens and employees
- Produce monthly newsletter for volunteers
- Provide volunteer, ombudsman, switchboard and clerical services on a daily basis
- Produce Customer Service Week events and open house
- Recruit, place, train and maintain a staff of 150 trained volunteers who work in government offices
- Develop and conduct customer service training incentives and workshops to enhance service and reduce burnout
- Manage Emergency Response Citizen Assistance Team and Stafford Response to Animals Citizen Assistance Team
- Provide tours for third grade classes to promote county initiatives and teach citizenship
- Provide orientation training for employees and volunteers
- Coordinate Customer Service Committee
- Work with the volunteer emergency response teams to prepare for and in the event of a natural or manmade disaster

### SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Volunteer / Employee Newsletters  | 3,500            | 4,100            | 4,900          |
| Active volunteers serving Stafford County (Samaritan System)              | 100              | 110              | 140            |
| <b>Outputs</b>  |                  |                  |                |
| Complaint and/or help calls to Citizen Assistance office (Hanson System)  | 67,000           | 75,000           | 84,000         |
| Volunteer Service Hours (Samaritan System)                                | 13,000           | 13,000           | 13,000         |
| Meetings of legislative committees, study committees, VML/VACo committees | N/A              | 48               | 48             |
| Hours supporting efforts of VACo/VML, High Growth and Region 7 Coalition  | N/A              | 1200             | 1,000          |
| Legislative Bills Reviewed for Action/Response (Manual Tracking)          | 3,000            | 3,000            | 3,000          |
| <b>Service Quality</b>  |                  |                  |                |
| Complaints Successfully Referred/Satisfied (Hanson System)                | 2,600            | 3,000            | 3,500          |
| Special Citizen Response  | 6,900            | 7,200            | 7,500          |
| Staff/Volunteers Trained in Customer Service (Samaritan System)           | 600              | 700              | 800            |
| <b>Efficiencies</b>   |                  |                  |                |
| Tax Dollars saved by County using Volunteer Hours (Hanson System)         | \$269,000        | \$269,000        | \$269,000      |

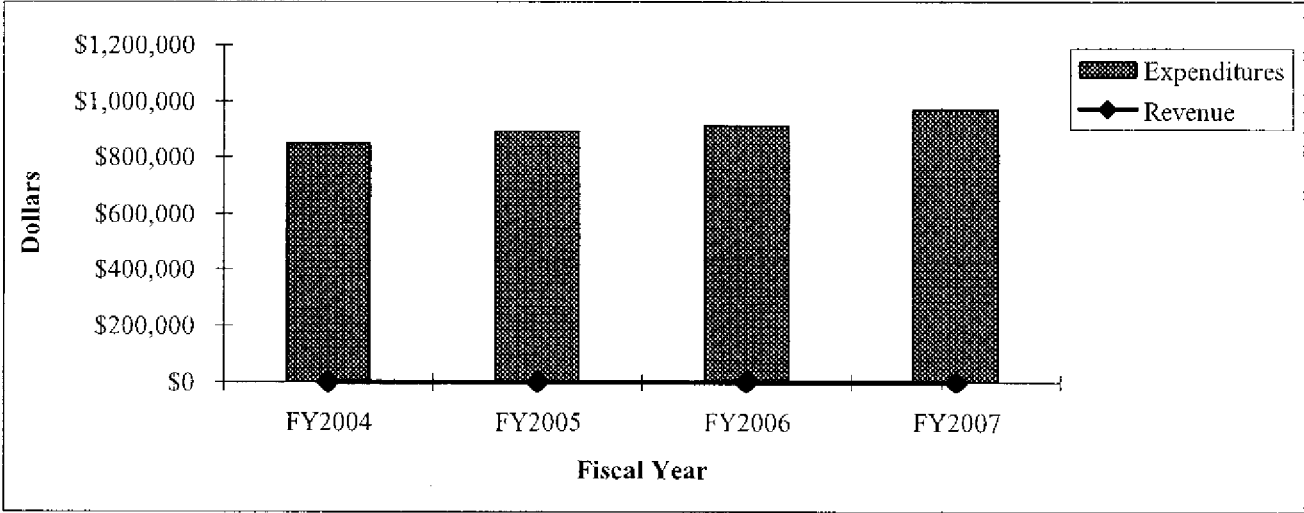
# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

(Summary)

## BUDGET SUMMARY

|                          | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|--------------------------|------------------|------------------|-----------------------------|-------------------|---|--------------|
| <b>Costs</b>             |                  |                  |                             |                   |   |              |
| Personnel                | \$452,853        | \$472,393        | \$486,425                   | \$538,885 *       | \$52,460  | 10.78%       |
| Operating                | 395,007          | 420,251          | 428,585                     | 434,888           | 6,303   | 1.47%        |
| <b>Local Tax Funding</b> | <u>\$847,860</u> | <u>\$892,644</u> | <u>\$915,010</u>            | <u>\$973,773</u>  | <u>\$58,763</u>                                 | <u>6.42%</u> |
| Full-Time Positions      | 8                | 6                | 6                           | 7                 | 1   | 16.67%       |
| Part-Time Positions      | 2                | 2                | 2                           | 1                 | (1)   | -50.00%      |

\* A portion of the Assistant Director of Economic Development , the Tourism Manager and the Economic Development Technician are funded through the Tourism Fund.



## BUDGET VARIANCES

Personal variance of 10.78% is attributed to the following:

- Conversion of Part Time position to Full Time in Customer Service Office
- Addition of Part Time Sr. Administrative Assistant for full year

Operating variance of 1.47% is attributed to the following:

- Increase in Special Programs for Volunteers
- Increase in number of mailings and postage rate increase
- Increase in Fredericksburg Regional Alliance funding
- Decrease in Furniture & Fixture and Computer Equipment
- Decrease in not printing completely new ED brochure

# PLANNING

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## **MISSION**

Planning and Community Development's mission is to provide guidance and regulation for orderly, attractive and resource-sensitive development of residential areas, businesses and public facilities in accordance with the Comprehensive Plan, and provide courteous, professional assistance to the general public on land use and related planning issues.

## **GOALS/OBJECTIVES**

- Begin revision to the Comprehensive Plan
- Publish the Falmouth Plan, Cultural Resource Management Plan & Groundwater Management Plan
- Incorporate affordable housing policies into the Comprehensive Plan
- Develop a Design Standards Manual with the Public Services Department
- Provide public access via the Internet to all components of the Comprehensive Plan
- Continue development of alternatives to preserve natural and cultural resource areas
- Implement new landscape standards
- Develop new lighting standards coordinated with the adopted landscape standards using CEPTED principal
- Improve implementation of the landscape and lighting standards through designation of these responsibilities to one specialized planner
- Expand historic district and National Register properties
- Develop database of Civil War-related lands
- Continue implementation of the Chesapeake Bay septic tank pump-out program
- Minimize the number of Resource Protection Area encroachments
- Continue development of a village concept plan
- Construct Belmont-Ferry Farm bicycle/pedestrian trail and North Stafford Pedestrian Trail
- Develop new Telecommunications Ordinance
- Continue implementation of Historic Gateway Corridor guidelines
- Seek adoption of the Falmouth Historic District Design Guidelines
- Develop Commercial Proffer Guidelines
- Develop recommendations for ownership and maintenance of historic properties
- Upgrade project tracking information
- Maintain and update digital mapping and information
- Initiate development of a demographics report
- Cover operating costs with revenues from application fees
- Review and approve development applications in a timely manner to accommodate economic development
- Continue improvement of timeliness and quality of staff response to customer concerns
- Maintain a well-trained staff that is responsive to customer needs and expectations
- Improve public presentations through the use of Powerpoint
- Encourage training opportunities for Boards and Commission members
- Develop county wide historical cultural resources data base
- Create a current land use database



# PLANNING

## GOALS/OBJECTIVES (Continued)

- Work with Information Services and GIS offices to create intranet and internet site with web mapping capabilities
- Provide demographic statistics to staff and citizens
- Hire new personnel to improve the long range planning program
- Enter contract with consultants for plan review
- Hire new planner to assist the public with plan intake and distribution and answering technical planning questions
- Hire new planners to oversee Comprehensive Plan update and re-zonings and conditional use permits
- Implement recommendations from the newly adopted Groundwater Management Plan

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Comprehensive Plan Components/Elements Adopted  | 1                | 2                | 2              |
| Text/Map Amendments to Comprehensive Plan (Manual Tracking)                                     | 4                | 4                | 6              |
| Comprehensive Plan Documents on the Internet (Manual Tracking)                                  | 6                | 7                | 3              |
| <b>Outputs</b>  |                  |                  |                |
| Comprehensive Plan Compliance Reviews (Permit Tracking Sys.)                                    | 12               | 6                | 10             |
| Chesapeake Bay Building Permits Reviewed (Permit Tracking Sys.)                                 | 2,400            | 2,500            | 2,500          |
| Wetland Permit Applications Processed (Permit Tracking Sys.)                                    | 40               | 45               | 45             |
| Rural Road Additions Processed (Manual Tracking)  | 4                | 6                | N/A            |
| Addresses Issued (Permit Tracking Sys.)   | 3,000            | 3000             | 3,000          |
| Subdivision Applications Processed (Permit Tracking Sys.)                                       | 370              | 472              | 500            |
| Site Plans Processed (Permit Tracking Sys.)   | 66               | 92               | 120            |
| Rezoning Cases Processed (Permit Tracking Sys.)   | 22               | 30               | 30             |
| Conditional Use Permit Cases Processed (Permit Tracking Sys.)                                   | 14               | 20               | 60             |
| Early Grading Plans Processed (Permit Tracking Sys.)  | 19               | 4                | 10             |
| Stormwater Mang. Concept Plans Processed (Permit Tracking Sys.)                                 | 85               | 90               | N/A            |
| <b>Service Quality</b>  |                  |                  |                |
| Comprehensive Plan Components/Elements per Planner  | 1                | 2                | 2              |
| Text/Map Amendments to Comprehensive Plan per Planner   | 4                | 4                | 6              |
| Comprehensive Plan Compliance Reviews per Planner   | 6                | 3                | 5              |
| Rural Road Additions per Planner (Permit Tracking Sys.)   | 4                | 6                | N/A            |
| Wetland Permit Applications per Planner (Permit Tracking Sys.)                                  | 40               | 45               | 45             |
| Subdivision Plan Cases per Planner (Permit Tracking Sys.)                                       | 53               | 67               | 71             |
| Site Plan Cases per Planner (Permit Tracking Sys.)  | 8                | 13               | 20             |
| Rezoning Cases per Planner (Permit Tracking Sys.)   | 11               | 15               | 15             |
| Conditional Use Permit Cases per Planner (Permit Tracking Sys.)                                 | 7                | 10               | 30             |
| Early Grading Plans per Planner (Permit Tracking Sys.)  | 3                | 20               | 15             |
| Average Total Applications per Planner (Permit Tracking Sys.)                                   | 95               |                  |                |
| Landscape Inspections per Planner (Permit Tracking Sys.)  | 300              | 472              | 500            |
| Security Review Requests Completed per Engineer   | 165              | 175              | N/A            |
| Road Projects (Acceptance, Vacation, & County Construction) per Engineer (Permit Tracking Sys.) | 24               | 24               | N/A            |

# PLANNING

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## **ACCOMPLISHMENTS**

- Published the Land Use component of the Comprehensive Plan
- Initiated improvements and updates to the Department web site
- Initiated the use of power point for improved public presentations
- Completed CLG grant that developed the Falmouth Historic District Design Review Guidelines
- Added Planning Commission agendas and reports to Department web site
- Hired Zoning Technician to enforce environmental regulations for building permits
- Application fees cover department operating costs
- Initiated Comprehensive Plan updates to comply with State mandates
- Initiated ordinances to ensure orderly, attractive development
- Initiated ordinances to comply with state mandates
- Continued the standing Process Redesign Design Committee which meets quarterly to discuss the efficiency of the Site and Subdivision Plan review process.
- Continue the adopted Recommendations of Process Redesign Design Committee including bi-weekly TRC meetings and additional submission dates for major site plans, preliminary plans and construction plans.
- Refined and improved the on-line Integrated Web Response (IWR) System in coordination with the Department of Information Technology which provides on-line site plan information.
- Developed minimum requirements for Perennial Stream Evaluations
- Worked with Public Safety and Information Technology staff to enable wireless 911 in County
- Adopted Groundwater Management Plan

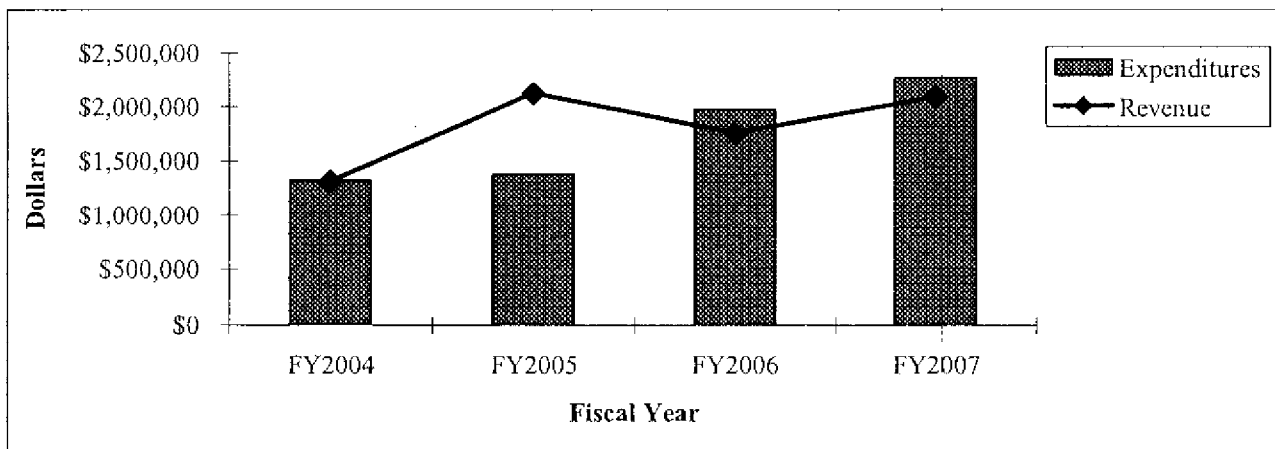
# PLANNING

## BUDGET SUMMARY

|                          | FY2004<br>Actual | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |                |
|--------------------------|------------------|--------------------|-----------------------------|-------------------|---|----------------|
| <b>Costs</b>             |                  |                    |                             |                   |   |                |
| Personnel                | \$1,119,590      | \$1,181,266        | \$1,442,021                 | \$1,507,236       | \$65,215  | 4.52%          |
| Operating                | 196,906          | 192,227            | 467,870                     | 699,104           | 231,234   | 49.42%         |
| Capital                  | 11,476           | 3,037              | 65,560                      | 66,481            | 921   | 1.40%          |
| <b>Total</b>             | <b>1,327,972</b> | <b>1,376,530</b>   | <b>1,975,451</b>            | <b>2,272,821</b>  | <b>297,370</b>                                  | <b>15.05%</b>  |
| Revenue                  | 1,315,506        | 2,123,057          | 1,756,000                   | 2,083,435         | 327,435   | 18.65%         |
| <b>Local Tax Funding</b> | <b>\$12,466</b>  | <b>(\$746,527)</b> | <b>\$219,451</b>            | <b>\$189,386</b>  | <b>(\$30,065)</b>                               | <b>-13.70%</b> |
| Full-Time Positions      | 18               | 21 *               | 22 *                        | 23                | 1   | 4.55%          |
| Part-Time Positions      | 4                | 4                  | 4                           | 4                 | 0   | 0.00%          |

\*Senior Engineer and Engineering Specialist moved to Public Services Team and two GIS positions moved to IT

\*\*Includes new Assistant Director Position



## BUDGET VARIANCES

Personnel variance of 4.52% is attributable to the following:

- Addition of one new position
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated at no costs to employees'
- 4% salary adjustment to implement compensation study

Operating variance of 49.42% is attributable to the following:

- Outsourcing for site plan and subdivision plan review (Board authorized)
- Implementation of Comprehensive Plan update (Board requested)
- Creating and furnishing new office space for one new position and one unfilled position
- Increased paper and toner costs for plotters and printers

Capital variance of 1.40% is attributable to the following:

- Computer equipment, hardware and software upgrades for GIS staff

# PLANNING

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## **ADDITIONAL INFORMATION**

The department has four main divisions: Administration, Comprehensive Planning, Development Review, and Mapping. The Engineering Division was previously located within the Planning Department but has been transferred to the Department of Finance to form a Public Services Team.

### **ADMINISTRATION**

The public regularly visits the Planning Department and inquires about the status of projects or seeks information about rezonings or permits. The first person they encounter is a representative from the administrative staff. In addition to clerical and office management duties, the administrative staff must: 1) assist the public with planning applications and provide general customer services; 2) maintain the planning files and extensive records on land development; 3) prepare detailed minutes for the Planning Commission and Old Falmouth Renaissance Commission; 4) Prepares agendas and coordinate report to 7 Commission/Committees.

### **COMPREHENSIVE PLANNING**

This division primarily deals with seeing that long-term plans of Stafford are developed and carried out. Stafford has had a Comprehensive Land Use Plan since the mid-1970s, it was completely revised in 1988 and has been updated several times since then. It is the guiding document for other components of the Comprehensive Plan. Components include Transportation, Environmental, Cultural Resources, Utilities, Parks, and Emergency Service plans. The division is responsible for rezoning and conditional use permit review; reviews for compliance with the Comprehensive Plan; address review; environmental reviews of wetlands and areas subject to the Chesapeake Bay Protection Ordinance; and ensures preservation of natural and cultural resources. Rezoning requests are evaluated to determine the impacts the project will have on existing Stafford County communities and services such as educational facilities, transportation, recreational facilities, emergency services, environmental resources and other factors affecting the quality of life in the County. Adverse impacts are mitigated as part of the review process. Proposals for a change in the use of land may require a rezoning action or Conditional Use Permit (CUP). Rezoning and CUP requests are reviewed by the development review staff and comprehensive planning staff and discussed by the Planning Commission at a public hearing with opportunities for public comment. The Planning Commission forwards recommendations to the Board of Supervisors for final action after discussion at a second public hearing. Staff regularly conduct pre-application meetings with developers and landowners to explain the process and issues that may arise. Population statistics, street names, addresses, septic pump-out compliance and various kinds of other information are maintained in long-range planning, which contributes to different assignments. This division provides staff support to the Agricultural Commission, Old Falmouth Renaissance Commission, Wetlands Board, Architectural Review Board, Historic Commission, Cemetery Committee and Planning Commission. From time to time, planners in this division are: 1) out on Stafford's tidal waterways assessing project proposals to impact tidal wetlands 2) in the field confirming the results of perennial stream reports; 3) ensuring that clearing limits preserve resource protection areas; 4) surveying historical structures and cemeteries; 5) checking Stafford's air quality; 6) naming streets to improve fire and emergency response; and/or 7) assisting the public inquiries regarding a variety of planning issues.

### **DEVELOPMENT REVIEW:**

The development review staff assists the general public regarding all subdivision and site plan issues. Whenever a new subdivision is created or a site plan developed, the development review division coordinates the review and approval process. This process is initiated by an application to develop new homes or commercial ventures, as well as public facilities such as schools. The development process steps are defined and the proposal evaluated for consistency with the Stafford County Land Use Plan as part of this process. The development review planners have a significant role in promoting the quality of life in Stafford County through review of all subdivision and site plan applications for compliance with the Subdivision and Zoning Ordinances. These reviews include applications for major and minor site plans; grading plans; preliminary subdivision plans; cluster concept subdivision plans; construction plans; final subdivision plans; boundary line adjustments; family subdivisions; easement and dedication plans; private access easements; and subdivision waiver requests. The division holds twice-monthly Technical Review Committee meetings with the applicant/engineer and all departmental review agents to review preliminary subdivision plans, subdivision construction plans and major site plans. The division also holds monthly meetings with engineers and developers to discuss the efficiency of subdivision and site plan review. The division is also responsible for the review of amendments to the Zoning and Subdivision ordinances. Staff regularly drafts and/or reviews new ordinances in response to requests from the Board of Supervisors, Planning Commission, County Administration, Code Administration and County Attorney, and processes the ordinance through its adoption.

# PLANNING

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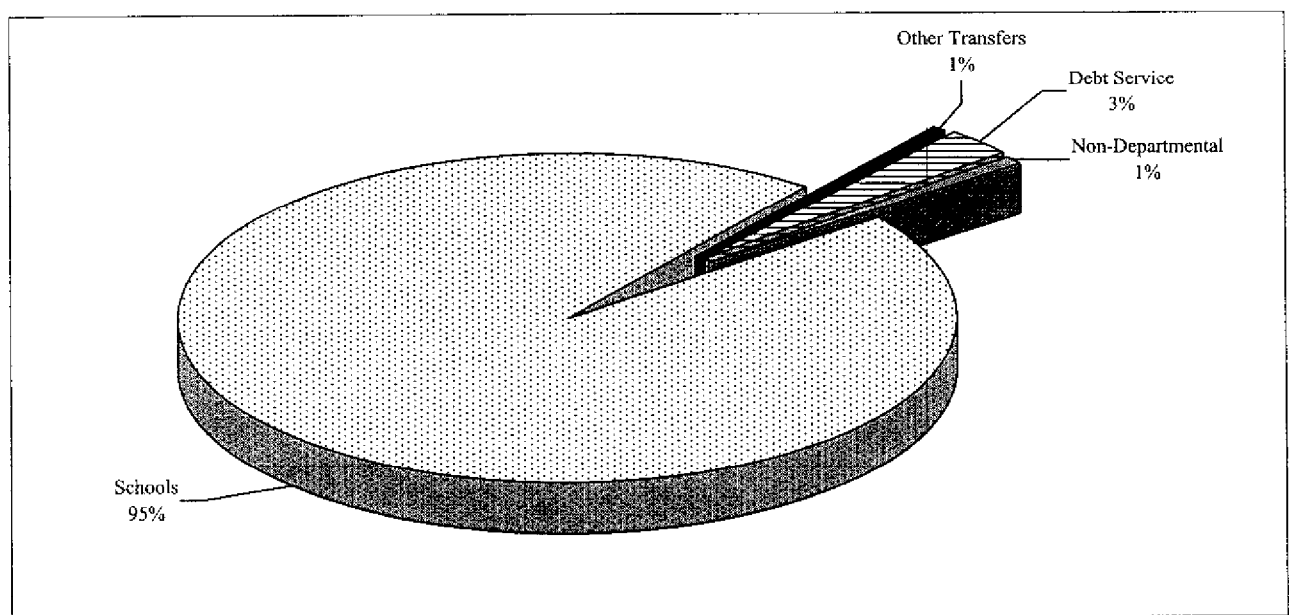
## MAPPING

The mapping division is responsible for developing land use, historical resources, cultural resources, environmental resources, and other data layers of the computerized Geographic Information System (GIS). The division also assists in countywide GIS development, including web mapping, database development, and training. The division has also undertaken a documents imaging project. This long-term project will scan in and save large format plans electronically. Files will also be scanned and linked to the electronic permit tracking system. The document-imaging program will allow faster retrieval of documents as well as reduce file storage space. The division also works with demographic data in an effort to effectively count population and growth in the county. The division also coordinates with planners to assist in projects related to Comprehensive Planning and Development Review, including but not limited to permitting, site visits, map making, analysis, and customer service. In addition, standard custom maps are prepared for internal and external customers.



# MISCELLANEOUS

|                           | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget    | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|---------------------------|---------------------|-----------------------------|----------------------|---|--------------|
| Debt Service              | \$3,413,769         | \$3,455,737                 | \$3,561,469          | \$105,732                                       | 3.06%        |
| Non-Departmental          | 617,736             | 700,019                     | 898,828              | 198,809   | 28.40%       |
| Schools                   | 93,451,926          | 117,326,114                 | 120,000,000          | 2,673,886                                       | 2.28%        |
| Other Transfers           | 846,508             | 165,000                     | 697,981              | 532,981   | 323.02%      |
| <b>Total Expenditures</b> | <b>\$98,329,939</b> | <b>\$121,646,870</b>        | <b>\$125,158,278</b> | <b>\$3,511,408</b>                              | <b>2.89%</b> |



# DEBT SERVICE

## MISSION

The Debt Service accounts manage the current year liability of long-term obligations of the general government. These long-term obligations consist mostly of bonds sold to finance the construction of schools and office buildings housing the administrative offices of the Schools and the County government. Other long-term obligations consist of lease agreements that financed the acquisition of computer systems, fire & rescue equipment, and school buses. Principal, interest and administrative costs for the current accounting year are paid from debt service accounts.

## GOALS/OBJECTIVES

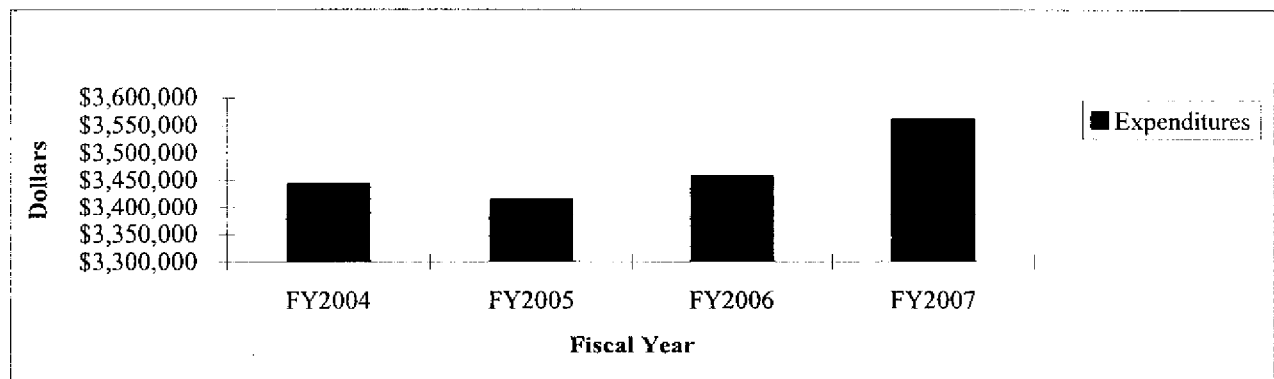
- To the extent possible, avoid issuance of General Obligation Bond debt (other than school bonds sold to the Virginia Public School Authority).
- Favor those new capital expenditures, which can be financed through current revenue.
- Comply with the County tax-supported debt service ratio measurement of 4.5% of the assessed value of taxable real property as set by Resolution R03-474 on December 2nd 2003.
- Adhere to the County debt service expenditure measurement not to exceed 12% of general government expenditures as set by Resolution R03-474 on December 2nd 2003.

## SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Efficiencies</b>                            |                  |                  |                |
| Debt Issue Cost (General Fund and School Fund) | \$48,663         | \$62,500         | \$138,614      |
| Interest (General Fund and School Fund)        | \$11,987,094     | \$12,083,906     | \$13,589,544   |
| Principal (General Fund and School Fund)       | \$15,438,223     | \$16,155,780     | \$16,041,534   |

## BUDGET SUMMARY (General Fund Debt Only)

|                          | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|--------------------------|--------------------|--------------------|-----------------------------|--------------------|---|--------------|
| <b>Costs</b>             |                    |                    |                             |                    |   |              |
| Capital                  | \$3,442,436        | \$3,413,769        | \$3,455,737                 | \$3,561,469        | \$105,732                                       | 3.06%        |
| <b>Total</b>             | 3,442,436          | 3,413,769          | 3,455,737                   | 3,561,469          | 105,732   | 3.06%        |
| Revenue                  | 0                  | 0                  | 0                           | 0                  | 0   | 0.00%        |
| <b>Local Tax Funding</b> | <u>\$3,442,436</u> | <u>\$3,413,769</u> | <u>\$3,455,737</u>          | <u>\$3,561,469</u> | <u>\$105,732</u>                                | <u>3.06%</u> |





# NON-DEPARTMENTAL

## MISSION

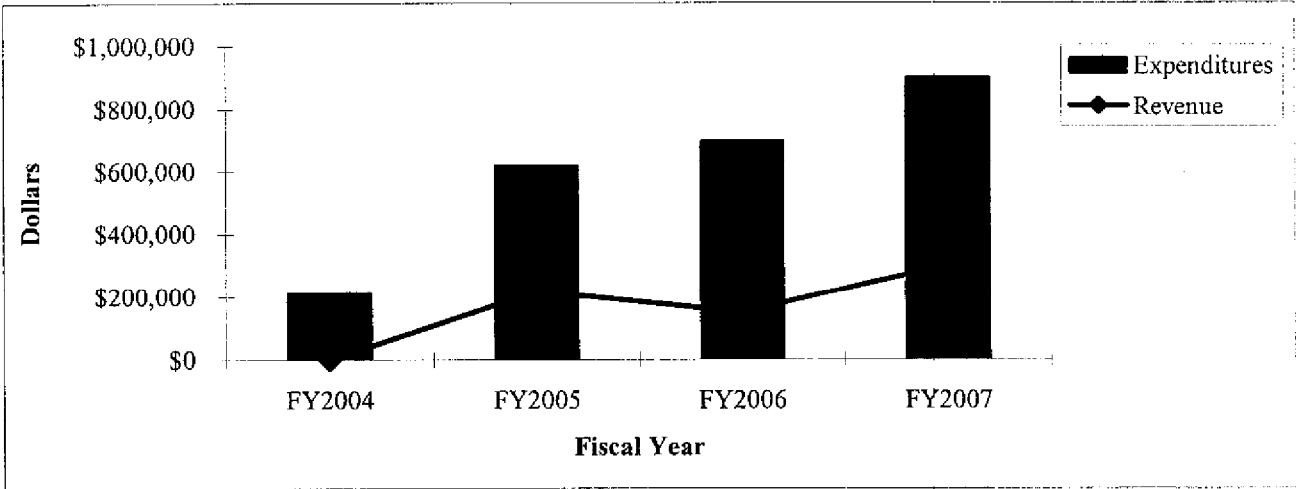
The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department. It provides reserve accounts for personnel-related benefits, includes a contingency reserve for emergency items, as directed by the County Administrator, encompasses tax relief for the elderly and the disabled, and provides Employee Recognition Programs which include: 1) Service Awards, 2) Employee Appreciation Day, 3) Wellness Program and 4) a Retirement Recognition Program.

## GOALS/OBJECTIVES

- Increase participation in regional cultural events (i.e. First Night Celebration in downtown Fredericksburg)
- Enhance managerial training
- Provide \$300,000 of Grant Funds with offsetting Revenue to be used for small Grants provided to the County.

## BUDGET SUMMARY

|                   | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |         |
|-------------------|------------------|------------------|-----------------------------|-------------------|---|---------|
| Costs             |                  |                  |                             |                   |   |         |
| Personnel         | \$12,096         | \$401,484        | \$15,000                    | \$15,000          | \$0   | 0.00%   |
| Operating         | 199,032          | 216,252          | 685,019                     | 883,828           | 198,809   | 29.02%  |
| Local Tax Funding | 211,128          | 617,736          | 700,019                     | 898,828           | 198,809   | 28.40%  |
| Revenue           | 0                | 216,731          | 150,000                     | 300,000           | 150,000   | 100.00% |
| Net Tax Support   | \$211,128        | \$401,005        | \$550,019                   | \$598,828         | \$48,809  | 8.87%   |



## BUDGET VARIANCES

Operating variance of 29.02% is attributable to the following:

- Increase in the available General Contingency funds and Grant Contingency funds use by staff based on need
- Addition of a pre-employment criminal background checks, and employee reward and recognition program.

# SCHOOL OPERATIONS

## MISSION

The School Board ensures that every child has equal access to the best possible education, regardless of socioeconomic, preschool or handicapping conditions and provides programs and services that encourage all students to graduate from high school. The School Board provides teachers with adequate materials, supplies, instructional assistance and administrative support. The School Board also acknowledges the school principal as the key person in establishing a favorable school culture and encourages parents to be essential partners in the social, intellectual and psychological development of students. In addition, the School Board provides services to help students understand social issues and peer pressure, enabling them to plan for the future.

## GOALS/OBJECTIVES

- Expand the Individual Student Alternative Educational Plan option at all four high schools
- Fully implement the objectives of the No Child Left Behind action plan and school boards objectives
- Implement revised Science curriculum

## SERVICE LEVELS

|   | 2004-05   | 2005-06  | 2006-07* |
|---|-----------|----------|----------|
| <b>Outcomes</b>                               |           |          |          |
| Student Enrollment                            | 25,453    | 25,954   | 26,496   |
| <b>Service Quality</b>                        |           |          |          |
| SAT Scores – Math                             | 531       | N/A      | N/A      |
| SAT Scores – Total                            | 1,052     | N/A      | N/A      |
| SAT Scores –Verbal                            | 521       | N/A      | N/A      |
| <b>Efficiencies</b>                           |           |          |          |
| Average Per Pupil Expenditures for Operations | \$7,704   | \$8,408  | \$9,559  |
| Average Teacher Salary                        | \$46,2121 | \$49,970 | \$53,718 |

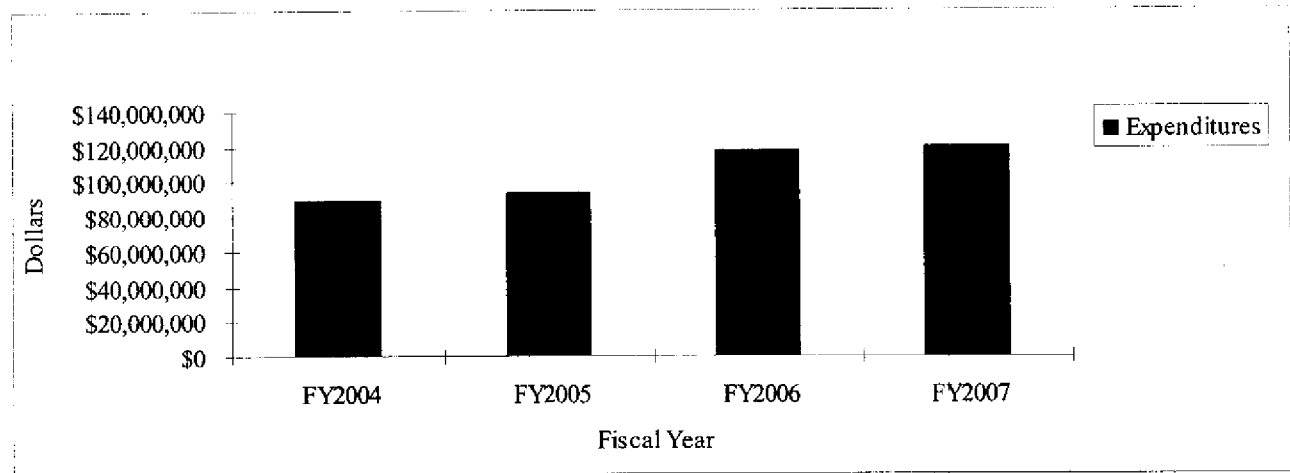
\*2005-06 Service Levels are projected

## BUDGET SUMMARY

|                          | FY2004<br>Actual    | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget    | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|--------------------------|---------------------|---------------------|-----------------------------|----------------------|---|--------------|
| <b>Costs</b>             |                     |                     |                             |                      |   |              |
| Operating                | \$70,272,303        | \$69,381,714        | \$91,373,919                | \$93,791,777         | \$2,417,858                                     | 2.65%        |
| Debt                     | 18,946,218          | 24,070,212          | 25,952,195                  | 26,208,223           | 256,028   | 0.99%        |
| <b>Local Tax Funding</b> | <u>\$89,218,521</u> | <u>\$93,451,926</u> | <u>\$117,326,114</u>        | <u>\$120,000,000</u> | <u>\$2,673,886</u>                              | <u>2.28%</u> |

# SCHOOL OPERATIONS

## BUDGET SUMMARY (Continued)



## BUDGET VARIANCES

Operating variance of 2.65% is attributable to the following:

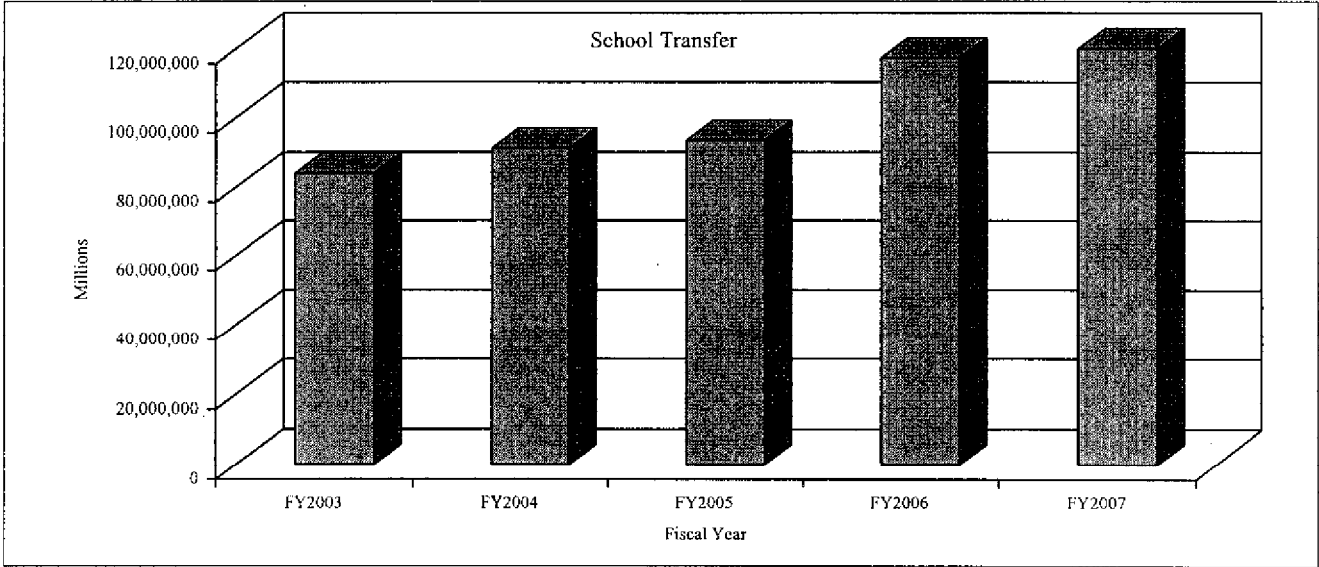
- An increase of the student average daily membership (ADM).

Debt variance of .99% is attributable to the following:

- Loans for Buses and Technology
- VPSA Bonds
- Literary Loans

SCHOOL FUNDING LOCAL DOLLARS

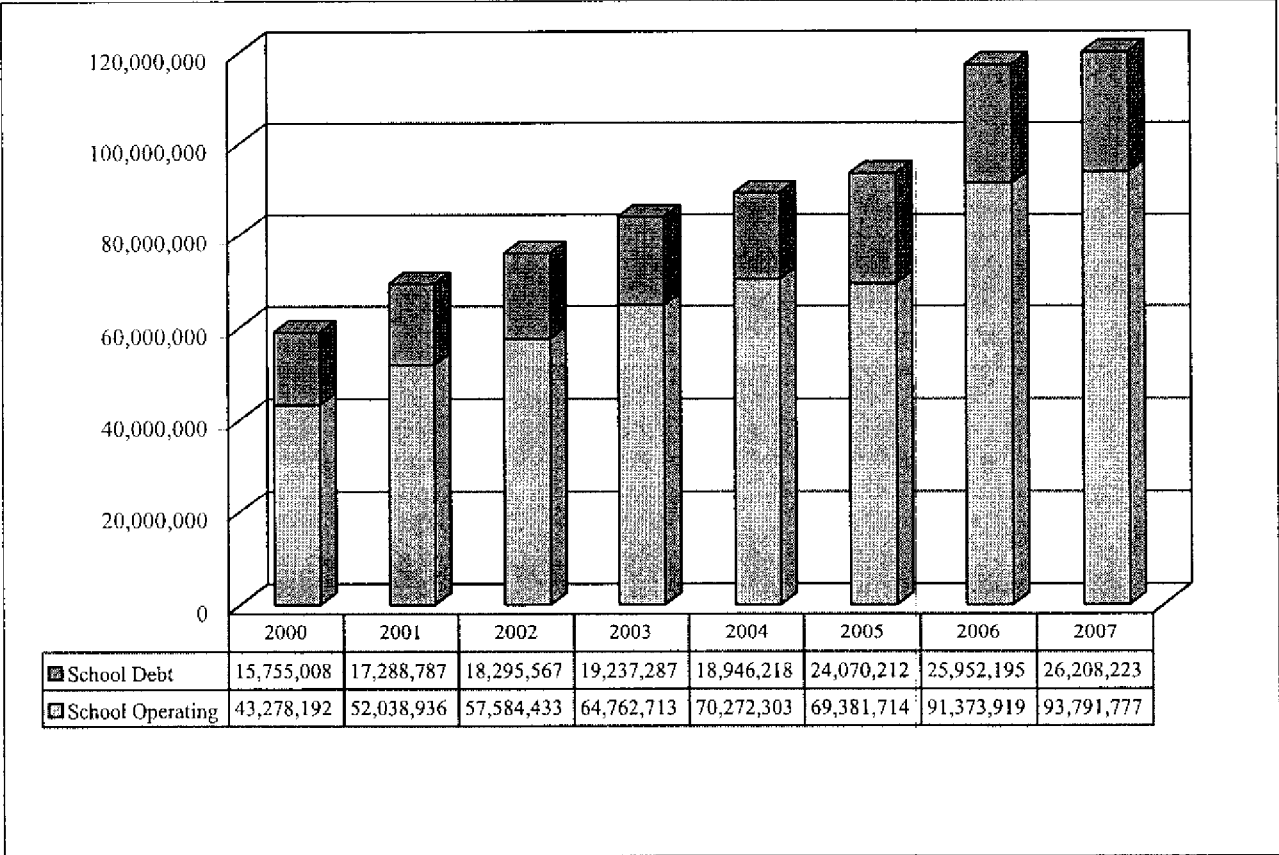
|                           | FY2003<br>Actual | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted | FY2007<br>Adopted |
|---------------------------|------------------|------------------|------------------|-------------------|-------------------|
| Local Revenues            | 122,118,493      | 136,536,007      | 151,659,684      | 164,927,702       | 175,813,013       |
| Meals                     | (3,224,817)      | (3,831,510)      | (4,343,493)      | (4,600,000)       | (5,000,000)       |
|                           | 118,893,676      | 132,704,497      | 147,316,191      | 160,327,702       | 170,813,013       |
| School's Share            |                  |                  |                  |                   |                   |
| Of Local Funds            | 79,872,244 67%   | 86,435,503 65%   | 89,108,433 60%   | 112,726,114 70%   | 115,000,000 67%   |
| Meals                     | 3,224,817        | 3,831,510        | 4,343,493        | 4,600,000         | 5,000,000         |
| Recordation               | 902,939          | 894,780          | 0                | 0                 | 0                 |
| School Transfer/ % Change | 84,000,000 11%   | 91,161,793 9%    | 93,451,926 3%    | 117,326,114 26%   | 120,000,000 2%    |



SCHOOL TRANSFER AND DEBT SERVICE

The schedule and graph show below give an historical analysis of the School Transfer separated by Operating Costs and Debt Service. Historical the School Transfer is based on a formula giving the Schools approximately 69% of all local tax revenues based on the Adopted Budget for FY2007 they are receiving 67% to support new programs and hiring needs.

| Fiscal Year          | School Transfer | School Transfer Operating | Prior Year % Change Oper | School Debt Service | Prior Year % Change Debt |
|----------------------|-----------------|---------------------------|--------------------------|---------------------|--------------------------|
| 2000                 | 59,033,200      | 43,278,192                | -9.68%                   | 15,755,008          | 15.58%                   |
| 2001                 | 69,327,723      | 52,038,936                | 20.24%                   | 17,288,787          | 9.74%                    |
| 2002                 | 75,880,000      | 57,584,433                | 10.66%                   | 18,295,567          | 5.82%                    |
| 2003                 | 84,000,000      | 64,762,713                | 12.47%                   | 19,237,287          | 5.15%                    |
| 2004                 | 89,218,521      | 70,272,303                | 8.51%                    | 18,946,218          | -1.51%                   |
| 2005                 | 93,451,926      | 69,381,714                | -1.27%                   | 24,070,212          | 27.04%                   |
| 2006                 | 117,326,114     | 91,373,919                | 31.70%                   | 25,952,195          | 7.82%                    |
| 2007                 | 120,000,000     | 93,791,777                | 2.65%                    | 26,208,223          | 0.99%                    |
| Average 2000 to 2007 |                 |                           | 9.41%                    |                     | 8.83%                    |



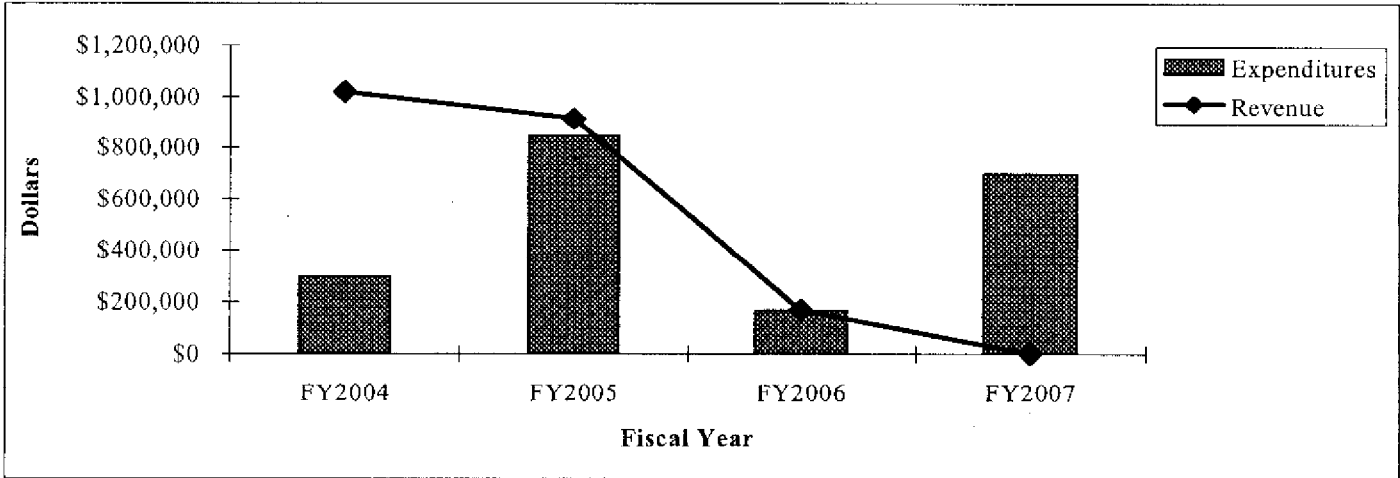
OTHER TRANSFERS

MISSION

To provide funding to Other Funds for proffers, taxes, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category could also be used to transfer funds needed to support another fund.

BUDGET SUMMARY

|                   | FY2004      | FY2005     | FY2006         | FY2007         |                            |          |
|-------------------|-------------|------------|----------------|----------------|----------------------------|----------|
|                   | Actual      | Actual     | Adopted Budget | Adopted Budget | Changes                    |          |
|                   |             |            |                |                | '06 Adopted to '07 Adopted |          |
| Costs             |             |            |                |                |                            |          |
| Capital           | \$294,657   | \$846,508  | \$165,000      | \$697,981      | \$532,981                  | 323.02%  |
| Total             | 294,657     | 846,508    | 165,000        | 697,981        | 532,981                    | 323.02%  |
| Revenue           | 1,018,947   | 912,508    | 165,000        | 0              | (165,000)                  | -100.00% |
| Local Tax Funding | (\$724,290) | (\$66,000) | \$0            | \$697,981      | \$697,981                  | 100.00%  |



BUDGET VARIANCES

- Increase is a result of the E911 Fund. The revenues for the E911 have decreased over the years, due to a reduction of landlines. FY2007 is the first time the E911 has required funding from the General Fund since it was established in of July 2000, as governmental special revenue fund. This fund is used to account for the receipt of a fee paid by telephone company customers per access line to cover costs of the 911 Emergency System. This fee is currently \$2.50. The funds are used to cover costs of the public safety communications operation.

## CAPITAL IMPROVEMENTS PROGRAM

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The Stafford County Board of Supervisors Capital Improvements Program (CIP) provides a planned schedule of expenditures for physical improvement in Stafford over a six-year period from fiscal year 2007 throughout 2012.

The CIP is an element of the Comprehensive Plan used to strengthen the relationship between long-term capital projects planning and land-use planning. The CIP is implemented in the annual budget, while land-use planning is implemented through development and redevelopment occurring in a time, place and manner consistent with the Comprehensive Plan.

The objectives of the CIP are as follows:

- To allow Stafford to smoothly and efficiently provide for public facilities
- To provide Stafford with a budgeting tool which anticipates expenditure levels several years in advance to determine revenue needs and appropriate financing strategies
- To provide a concise central source of information for citizens and land developers to accurately anticipate the provision of facilities in Stafford and to make their investment decisions accordingly
- To assure the availability of sufficient developable land to accommodate and attract private development consistent with approved development plans
- To establish priorities among projects so that available effort and limited funds are used to the best advantage
- To plan public facility construction to coordinate timing and functional relationships

Overall, the CIP provides a sound basis for understanding, coordinating and controlling County Government programs and expenditures.

# CAPITAL IMPROVEMENTS PROGRAM

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## **CAPITAL IMPROVEMENTS PROJECTS**

Capital Improvement Projects (CIP) 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, all 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.

## **PROJECT REQUEST**

Each June, representatives of County departments, offices and agencies are asked to submit the Capital Improvements Project (CIP) request forms to establish priorities and to suggest a schedule for implementation.

## **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 recommendations.

## **ADOPTION OF CIP**

After considering the recommendation of the County Administrator, the Board of Supervisors adopts the FY2007-2012 CIP. The projects approved for funding in the FY2007 budget year become the FY2007 Capital Budget. Those projects approved for funding in program years FY2008-2012 will serve as a guide to ongoing project planning and preparation of the following year's CIP.

## **FISCAL YEAR 2007 BUDGET**

A schedule of the capital improvement projects through FY2012 follows in the preceding pages. This document includes projects that are budgeted in various funds. All general government capital requests that are financed through current revenues are included in the General Fund. Individual projects included in Fiscal Year 2007 follow the CIP schedule with descriptions, a five-year operating impact schedule, and other pertinent finance information.



## CAPITAL IMPROVEMENTS PROGRAM FUNDING SOURCES

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There are a number of different funding sources available for the various types of projects included in the FY 2007-2012 Capital Improvements Program (CIP). Virginia Public School Authority (VPSA) funds can only be used to support the construction of school facilities. Similarly, Literary Fund allocations are designated to projects for new school construction.

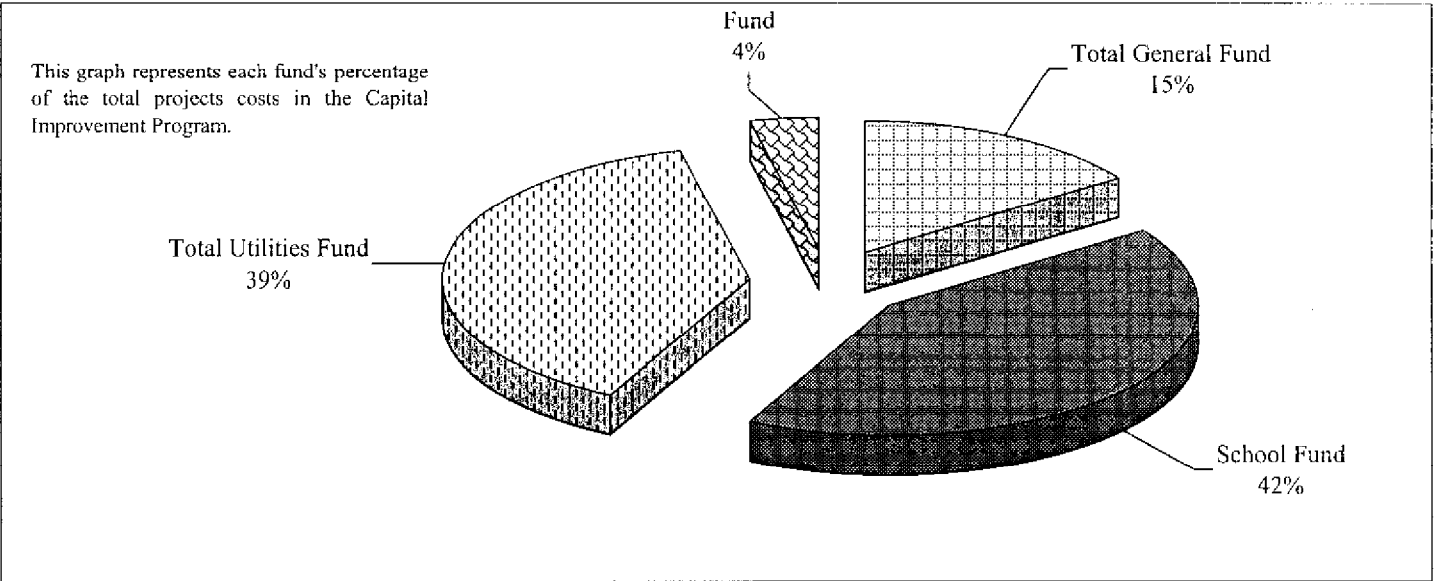
State and Federal government funding can support any project depending on its availability. Resources from the Potomac Rappahannock Transportation Commission (PRTC), 2% motor fuels taxes, are limited to transportation-related projects, while Pro Rata funds can only be utilized for water and sewer projects.

In general, any department may propose the sale of bonds, but the Board of Supervisors must specifically approve General Obligation Bonds by referendum. Bonds are usually proposed for projects requiring initial capital outlays which exceed current revenue funds available in the short term. Other sources of revenue include private funds, transient occupancy taxes for tourism purposes, and Traffic Impact Fees. These funds are utilized to support a variety of projects.

# CAPITAL IMPROVEMENTS PROGRAM FUND SUMMARY

The schedule below depicts the Capital Improvement Programs by fund for FY2007 through FY2012. Details of projects are located behind this schedule.

| Department                            | Total Projects<br>Costs by<br>Department | Prior Years'<br>Expenses | Approved<br>FY2007<br>(in 000's) | FY2008<br>(in 000s) | FY2009<br>(in 000s) | FY2010<br>(in 000s) | FY2011<br>(in 000s) | FY2012<br>(in 000s) |
|---------------------------------------|--|--------------------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>General Fund</b>                   |  |                          |                                  |                     |                     |                     |                     |                     |
| Central Rappahannock Regional Library | \$11,457                                 | \$0                      | \$0                              | \$0                 | \$1,000             | \$10,457            | \$0                 | \$0                 |
| Public Services - Stormwater          | 2,700                                    | 0                        | 0                                | 467                 | 882                 | 882                 | 469                 | 0                   |
| Fire, Rescue & Emergency Services     | 31,400                                   | 0                        | 5,000                            | 9,500               | 12,900              | 4,000               | 0                   | 0                   |
| County Administration                 | 41,985                                   | 0                        | 900                              | 11,200              | 29,885              | 0                   | 0                   | 0                   |
| <b>Total General Fund</b>             | <b>\$87,542</b>                          | <b>\$0</b>               | <b>\$5,900</b>                   | <b>\$21,167</b>     | <b>\$44,667</b>     | <b>\$15,339</b>     | <b>\$469</b>        | <b>\$0</b>          |
| <b>Parks and Recreation Bond Fund</b> | <b>\$21,100</b>                          |                          | <b>\$10,000</b>                  | <b>\$0</b>          | <b>\$0</b>          | <b>\$7,050</b>      | <b>\$4,050</b>      | <b>\$0</b>          |
| <b>School Fund</b>                    | <b>\$241,346</b>                         | <b>\$51,755</b>          | <b>\$15,154</b>                  | <b>\$26,852</b>     | <b>\$33,058</b>     | <b>\$69,886</b>     | <b>\$19,905</b>     | <b>\$24,736</b>     |
| <b>Utilities Fund</b>                 |  |                          |                                  |                     |                     |                     |                     |                     |
| Utilities (Water)                     | \$113,943                                | \$25,877                 | \$34,447                         | \$19,108            | \$22,555            | \$9,425             | \$700               | \$1,831             |
| Utilities (Wastewater)                | 88,711                                   | 16,048                   | 5,477                            | 33,709              | 9,641               | 5,268               | 4,253               | 14,315              |
| Utilities (Other)                     | 18,552                                   | 5,356                    | 10,635                           | 473                 | 492                 | 511                 | 532                 | 553                 |
| <b>Total Utilities Fund</b>           | <b>\$221,206</b>                         | <b>\$47,281</b>          | <b>\$50,559</b>                  | <b>\$53,290</b>     | <b>\$32,688</b>     | <b>\$15,204</b>     | <b>\$5,485</b>      | <b>\$16,699</b>     |
| <b>GRAND TOTAL</b>                    | <b>\$571,194</b>                         | <b>\$99,036</b>          | <b>\$81,613</b>                  | <b>\$101,309</b>    | <b>\$110,413</b>    | <b>\$107,479</b>    | <b>\$29,909</b>     | <b>\$41,435</b>     |



GENERAL FUND CAPITAL IMPROVEMENTS PROGRAM

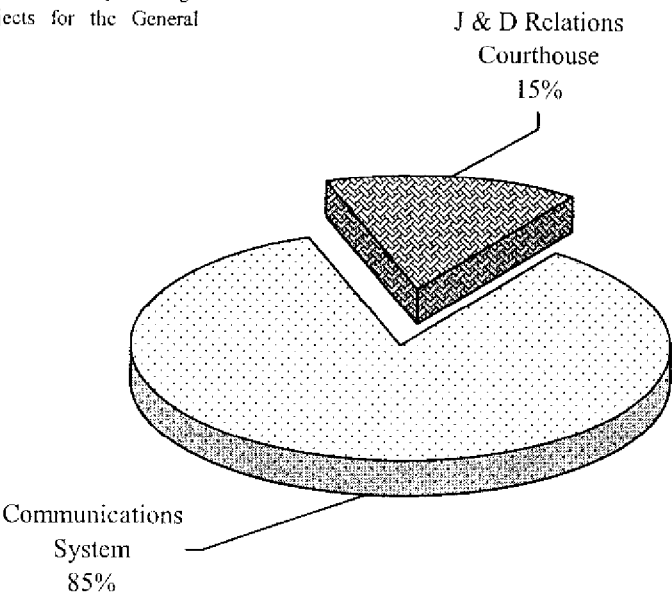
| FY2007 - FY 2012 CAPITAL IMPROVEMENTS PROGRAM (IN 000's) |                    |                    |                     |          |          |          |        |        |                 |
|--|--------------------|--------------------|---------------------|----------|----------|----------|--------|--------|-----------------|
| Capital Project Detail                                   | Total Project Cost | Prior Expenditures | Budget Year FY 2007 | FY2008   | FY2009   | FY2010   | FY2011 | FY2012 | Funding Sources |
| <b>Central Rappahannock Regional Library</b>             |                    |                    |                     |          |          |          |        |        |                 |
| Central Rappahannock Regional Library                    |                    |                    |                     |          |          |          |        |        |                 |
| 1. Warrenton Road Branch                                 | \$11,457           |                    |                     |          | \$1,000  | \$10,457 |        |        | Bonds           |
| SUB-TOTAL  | \$11,457           | \$0                | \$0                 | \$0      | \$1,000  | \$10,457 | \$0    | \$0    |                 |
| <b>County Administration</b>                             |                    |                    |                     |          |          |          |        |        |                 |
| 1. J & D Relations Courthouse                            | \$20,600           |                    | \$900               | \$9,700  | \$10,000 |          |        |        | Bonds           |
| 2. Renovations to the Courthouse                         | \$1,085            |                    |                     | \$500    | \$585    |          |        |        | Bonds           |
| 3. The William C. Tignor Building                        | \$20,300           |                    |                     | \$1,000  | \$19,300 |          |        |        | Bonds           |
| SUB-TOTAL  | \$41,985           | \$0                | \$900               | \$11,200 | \$29,885 | \$0      | \$0    | \$0    |                 |
| <b>Fire, Rescue &amp; Emergency Services</b>             |                    |                    |                     |          |          |          |        |        |                 |
| 1. Communications System                                 | \$23,000           |                    | \$5,000             | \$9,000  | \$9,000  |          |        |        | Bonds           |
| 3. Fire-Rescue Station 2 (Stafford)                      | \$4,400            |                    |                     | \$500    | \$3,900  |          |        |        | Bonds           |
| 4. Fire Training Center                                  | \$4,000            |                    |                     |          |          | \$4,000  |        |        | Bonds           |
| SUB-TOTAL  | \$31,400           | \$0                | \$5,000             | \$9,500  | \$12,900 | \$4,000  | \$0    | \$0    |                 |
| <b>Public Services - Stormwater</b>                      |                    |                    |                     |          |          |          |        |        |                 |
| 1. Argyle Hills  | \$190              |                    |                     | \$47     | \$46     | \$46     | \$51   |        | General Revenue |
| 2. Woodlawn/Grafton Village                              | \$1,327            |                    |                     | \$222    | \$442    | \$442    | \$221  |        | General Revenue |
| 3. Vista Woods/Garrisonville Estates                     | \$1,183            |                    |                     | \$198    | \$394    | \$394    | \$197  |        | General Revenue |
| SUB-TOTAL  | \$2,700            | \$0                | \$0                 | \$467    | \$882    | \$882    | \$469  | \$0    |                 |
| TOTAL (General Government)                               | \$87,542           | \$0                | \$5,900             | \$21,167 | \$44,667 | \$15,339 | \$469  | \$0    |                 |

GENERAL FUND

The following projects are in the process of being approved for FY2007 by the Board of Supervisors. Listed below are projects, the amount of funding necessary for each project and its funding source(s).

| Department            | Project Title              | Amount of Funding<br>for FY2007 Projects |           |
|-----------------------|----------------------------|--|-----------|
|                       |                            | Amount<br>(in 000s)                      | Source(s) |
| County Administration | J & D Relations Courthouse | \$900                                    | Bonds     |
|                       | Communications System      | \$5,000                                  | Bonds     |

This graph depicts the FY2007 percentage allocation of projects for the General Fund.



GENERAL FUND

| Juvenile & Domestic Relations Courthouse   |  |                                 |
|--|--|---------------------------------|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |                                 |
| <u>Description</u><br><br>This new facility would house the County's Juvenile & Domestic Relations Courts, Clerk's Offices, and the Court Services Unit.   |  |                                 |
| <u>Justification</u><br><br>The 2004 comprehensive County-wide space needs assessment revealed that the Stafford Courts current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. This facility would accomodate the long-term needs of the Juvenile & Domestic Relations Court & Court Services Unit while also creating space in the existing Courthouse for use by the General District and Circuit Courts. |  |                                 |
| <u>Estimated Operating Impact</u><br><br>\$6.17 per square foot x 61,544 square feet = \$379,726.  |  |                                 |
| <u>Average Annual Debt Payment</u>   |  |                                 |
| <b>2. Project Priority</b><br><br>Essential <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Continuing <input type="checkbox"/>   |  |                                 |
| <b>3. Project Type</b><br><br>New <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Replacement <input type="checkbox"/>  |  |                                 |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b> |
| Land \$ 0  | Prior Expenditures                         | Year Amount                     |
| Construction \$ 18,190   | Budget Year (FY 2006)                      | Current Revenue                 |
| Planning and Design 1,060  | FY2007 \$ 900                              | Bonds \$ 20,600                 |
| Equipment 1,350  | FY2008 \$ 9,700                            | Utility Fund                    |
| Debt Issue Cost 0  | FY2009 \$ 10,000                           | State                           |
| Hardware/Software 0  | FY2010                                     | Federal                         |
| Other 0  | FY2011                                     | Private                         |
|  | FY 2007-2011(Subtotal) \$ 20,600           | Other                           |
| <b>Total \$ 20,600</b>   | <b>Total Project Cost \$ 20,600</b>        | <b>Total \$ 20,600</b>          |

GENERAL FUND

| Radio Communication System   |   |   |
|--|---|---|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |   |   |
| <u>Description</u><br><br>Radio communication system for the County's public safety; fire and rescue and emergency medical services; utility field workers; pupil transportation functions.  |   |   |
| <u>Justification</u><br><br>This system will replace the current radio communications system. The current system does not allow for complete coverage of the service areas, and does not have the capabilities that the County requires to meet its growing needs. |   |   |
| <u>Estimated Operating Impact</u><br><br>  |   |   |
| <u>Average Annual Debt Payment</u><br><br>The estimated annual debt service for this purchase will be \$1.47 million.  |   |   |
| <b>2. Project Priority</b><br><br>Essential <u>  X  </u> Necessary <u>          </u> Continuing <u>          </u>  |   |   |
| <b>3. Project Type</b><br><br>New <u>          </u> Maintenance <u>          </u> Replacement <u>  X  </u>   |   |   |
| <b>4. Project Cost Estimates (,000)</b>  | <b>5. Recommended Annual Appropriation</b>  | <b>6. Recommended Financing (,000)</b>    |
| Land <u>                  </u>   | Prior Expenditures <u>  \$      -  </u>     | Current Revenue <u>                  </u> |
| Construction <u>                  </u>   | Budget Year (FY 2007) <u>  \$  5,000  </u>  | Bonds 2007 <u>  \$ 19,400  </u>           |
| Planning and Design <u>                  </u>  | FY2008 <u>  \$  9,000  </u>                 | Utility Fund 2007 <u>      1,200  </u>    |
| Equipment <u>      23,000  </u>  | FY2009 <u>  \$  9,000  </u>                 | State <u>                  </u>           |
| Debt Issue Cost <u>                  </u>  | FY2010 <u>                  </u>            | Federal <u>                  </u>         |
| Hardware/Software <u>                  </u>  | FY2011 <u>                  </u>            | Private <u>                  </u>         |
| Other <u>                  </u>  | FY2012 <u>                  </u>            | Other - Schools 2007 <u>      2,400  </u> |
| <b>Total \$      23,000  </b>  | FY 2008-2012(Subtotal) <u>  \$ 18,000  </u> | <b>Total \$ 23,000  </b>                  |
|  | <b>Total Project Cost \$ 23,000  </b>       |   |

OTHER FUNDS CAPITAL IMPROVEMENTS PROGRAM

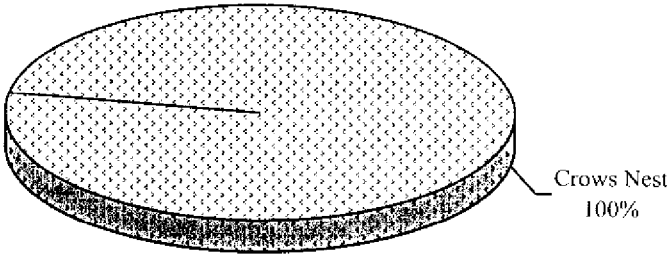
| FY2007 - FY 2012 CAPITAL IMPROVEMENTS PROGRAM (IN 000's) |                    |                    |                     |        |        |         |         |        |                 |
|--|--------------------|--------------------|---------------------|--------|--------|---------|---------|--------|-----------------|
| Capital Project Detail                                   | Total Project Cost | Prior Expenditures | Budget Year FY 2007 | FY2008 | FY2009 | FY2010  | FY2011  | FY2012 | Funding Sources |
| Parks and Recreation Bond Fund                           |                    |                    |                     |        |        |         |         |        |                 |
| 1 Chichester Property                                    | \$3,750            |                    |                     |        |        | \$2,800 | \$950   |        | G.O. Bonds      |
| 2 Musselman Property                                     | \$3,100            |                    |                     |        |        |         | \$3,100 |        | G.O. Bonds      |
| Widewater Park   | \$4,250            |                    |                     |        |        | \$4,250 |         |        | G.O. Bonds      |
| 3 Crows Nest   | \$10,000           |                    | \$10,000            |        |        |         |         |        | Loan/Bonds      |
| TOTAL (PARKS & REC BOND FUND)                            | \$21,100           | \$0                | \$10,000            | \$0    | \$0    | \$7,050 | \$4,050 | \$0    |                 |

OTHER FUNDS

The following project is in the process of being approved for FY2007 for the Parks and Recreation Bond Funds by the Board of Supervisors. Listed below is the project, the amount of funding necessary for it and its funding source(s).

| Fund                           | Project Title | Amount of Funding<br>for FY2007 Projects |            |
|--------------------------------|---------------|--|------------|
|                                |               | Amount<br>(in 000s)                      | Source(s)  |
| Parks and Recreation Bond Fund | Crows Nest    | \$10,000                                 | Loan/Bonds |

FY2007 Projects for the Other Funds includes only one project .





PARKS AND RECREATION FUND

|  |                                     |                           |
|--|-------------------------------------|---------------------------|
| Crow's Nest  |                                     |                           |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                           |
| <u>Description</u><br><br>The County is interested in preserving a 3,800 acre tract of land between the Potomac and Accokeek creeks which is considered to be an environmentally sensitive, natural wildlife habitat. The property includes dense virgin forest, Civil War-era sites and a cemetery. The County can apply for a low interest loan through the Virginia Resources Authority to purchase the property. Some funds may also be available through a state bond referendum that was approved for the purpose of purchasing Crow's Nest. |                                     |                           |
| <u>Justification</u><br><br>Preservation of this naturally sensitive property is an important priority of the Board of Supervisors.  |                                     |                           |
| <u>Estimated Operating Impact</u>  |                                     |                           |
| <u>Average Annual Debt Payment</u>   |                                     |                           |
| 2. Project Priority  |                                     |                           |
| Essential _____ Necessary <u>x</u> _____ Continuing _____  |                                     |                           |
| 3. Project Type  |                                     |                           |
| New <u>x</u> _____ Maintenance _____ Replacement _____   |                                     |                           |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing  |
| Land \$ 10,000   | Prior Expenditures                  | Year Amount               |
| Construction   | Budget Year (FY 2007) \$ 10,000     | Current Revenue           |
| Planning and Design  | FY2008                              | Bonds                     |
| Equipment  | FY2009                              | Utility Fund              |
| Debt Issue Cost  | FY2010                              | State State Ref. \$ 5,000 |
| Hardware/Software  | FY2011                              | Federal                   |
| Other  | FY2012                              | Private                   |
|  |                                     | Other Loan 5,000          |
| Total \$ 10,000  | FY 2008-2012(Subtotal) \$ -         | Total \$ 10,000           |
|  | Total Project Cost \$ 10,000        |                           |



SCHOOL FUND CAPITAL IMPROVEMENT PROGRAM

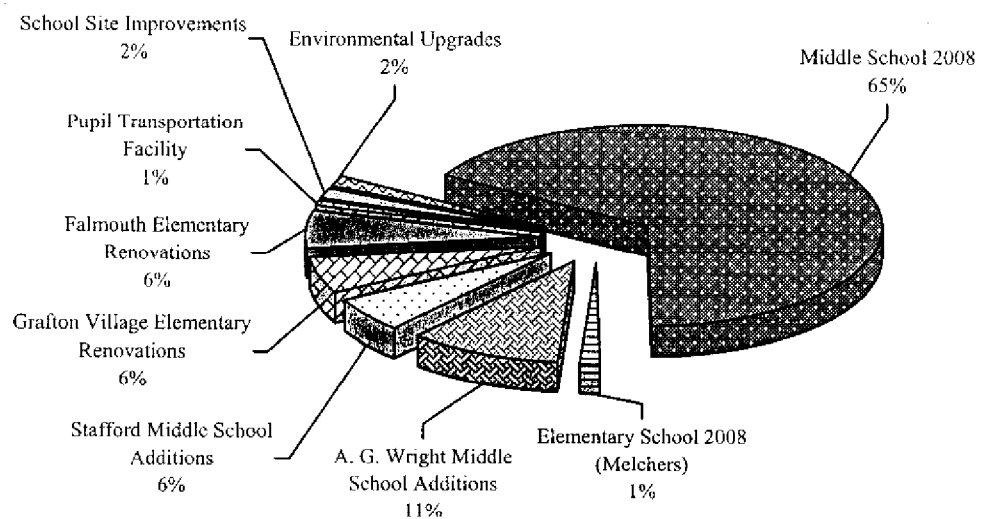
| FY2007 - FY 2012 CAPITAL IMPROVEMENTS PROGRAM (IN 000's) |                    |                    |                     |          |          |          |          |          |                 |
|--|--------------------|--------------------|---------------------|----------|----------|----------|----------|----------|-----------------|
| Capital Project Detail                                   | Total Project Cost | Prior Expenditures | Budget Year FY 2007 | FY2008   | FY2009   | FY2010   | FY2011   | FY2012   | Funding Sources |
| Stafford County Public Schools                           |                    |                    |                     |          |          |          |          |          |                 |
| 1 Anthony Burns Elementary                               | \$14,765           | \$14,765           |                     |          |          |          |          |          | G.O. Bonds      |
| 2 Dixon-Smith Middle School                              | \$20,134           | \$20,134           |                     |          |          |          |          |          | G.O. Bonds      |
| 3 Middle 2008 (Widewater)                                | \$32,531           | \$10,746           | \$10,054            | \$10,731 | \$1,000  |          |          |          | Loan/Bonds      |
| 4 Elem. 2008 (Melchers)                                  | \$22,260           | \$200              | \$200               | \$8,100  | \$13,760 |          |          |          | G.O. Bonds      |
| 5 High 2010 (Southeast)                                  | \$66,082           | \$150              |                     | \$600    | \$13,032 | \$52,300 |          |          | G.O. Bonds      |
| 6 Alternative Educ. 2009 (Melchers)                      | \$7,104            |                    |                     | \$428    | \$3,000  | \$3,676  |          |          | Loan/Bonds      |
| 7 Head Start 2011 (Melchers)                             | \$10,385           |                    |                     |          |          | \$300    | \$3,200  | \$6,885  | G.O. Bonds      |
| 8 Stafford Hight School Gym Addition                     | \$581              | \$581              |                     |          |          |          |          |          | G.O. Bonds      |
| 9 A. G. Wright Addition                                  | \$3,860            | \$2,260            | \$1,600             |          |          |          |          |          | Loan/Bonds      |
| 10 Stafford Middle Addition                              | \$2,000            | \$1,150            | \$850               |          |          |          |          |          | G.O. Bonds      |
| 11 Grafton Village Renovation                            | \$2,600            | \$100              | \$900               | \$1,600  |          |          |          |          | G.O. Bonds      |
| 12 Falmouth Renovation                                   | \$2,600            | \$100              | \$900               | \$1,600  |          |          |          |          | Loan/Bonds      |
| 13 Brooke Point Culinary Arts                            | \$861              |                    |                     | \$580    | \$281    |          |          |          | G.O. Bonds      |
| 14 Stafford Elementary Renovation                        | \$5,642            |                    |                     |          | \$400    | \$2,200  | \$3,042  |          | G.O. Bonds      |
| 15 Moncure Renovation                                    | \$5,976            |                    |                     |          | \$250    | \$2,200  | \$3,526  |          | Loan/Bonds      |
| 16 Hartwood Renovation                                   | \$5,109            |                    |                     |          |          | \$300    | \$2,200  | \$2,609  | Loan/Bonds      |
| 17 Ferry Farm Renovation                                 | \$6,136            |                    |                     |          |          | \$400    | \$2,200  | \$3,536  | G.O. Bonds      |
| 18 Drew Renovation                                       | \$8,992            |                    |                     |          |          |          | \$500    | \$8,492  | G.O. Bonds      |
| 19 Support Services Complex                              | \$1,835            | \$250              |                     | \$1,000  | \$585    |          |          |          | Loan/Bonds      |
| 20 Pupil Transportation Facility                         | \$1,623            | \$60               | \$150               | \$1,413  |          |          |          |          | G.O. Bonds      |
| 21 Satellite Pupil Trans Facility                        | \$3,697            |                    |                     |          |          | \$1,510  | \$2,187  |          | G.O. Bonds      |
| 22 School Site Improvements                              | \$6,135            | \$995              | \$250               | \$550    | \$500    | \$2,000  | \$1,000  | \$840    | Loan/Bonds      |
| 23 Environmental Upgrades                                | \$4,213            | \$116              | \$250               | \$250    | \$250    | \$2,000  | \$1,000  | \$347    | G.O. Bonds      |
| 24 Roof Repair & Replacement                             | \$6,225            | \$148              |                     |          |          | \$3,000  | \$1,050  | \$2,027  | Loan/Bonds      |
| TOTAL  | \$241,346          | \$51,755           | \$15,154            | \$26,852 | \$33,058 | \$49,886 | \$19,905 | \$24,736 |                 |

## SCHOOL FUND

The following projects are in the process of being approved for the FY2007 School Fund by the Board of Supervisors. Listed below are the projects, the amount of funding necessary for each project and its funding

| Project Title                          | Amount of Funding<br>for FY2007 Projects |            |
|--|--|------------|
|  | Amount<br>(in 000s)                      | Source(s)  |
| Middle School 2008                     | \$10,054                                 | VPSA       |
| Elementary School 2008 (Melchers)      | \$200                                    | VPSA       |
| A. G. Wright Middle School Additions   | \$1,600                                  | VPSA       |
| Stafford Middle School Additions       | \$850                                    | G.O. Bonds |
| Grafton Village Elementary Renovations | \$900                                    | G.O. Bonds |
| Falmouth Elementary Renovations        | \$900                                    | VPSA       |
| Pupil Transportation Facility          | \$150                                    | VPSA       |
| School Site Improvements               | \$250                                    | VPSA       |
| Environmental Upgrades                 | \$250                                    | VPSA       |

This graphs depicts the FY2007 approved projects for the School Fund.



# SCHOOL FUND

## Middle School 2008 (Widewater)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Construct an 1100 student middle school for grades 6 through 8. Two new middle schools (MS) were required by the fall of 2005 to accommodate the growing student population at the middle school level. One MS (MS2006-Grafton) was approved and funded to open Sep 2006. A second MS (MS2008 - Widewater) was approved to open in Sep 2008. This project will include cabling, computers, printers, computer furniture, and admin/educational furniture audio/visual equipment needed to network and equip the school. Design is underway and will be completed no later than Feb 2006. Award of the construction contract no later than March 2006; constuction completion no later than June 2008. Location of this new middle school site will be on a proffered site off Telegraph Road near Widewater Elementary School.

#### Justification

Current enrollment projections indicate that by 2005 the total middle school student population will be at or near middle school building capacities. Land cost are estimated at \$50K per acre x 22 acres = \$1.1M Construction cost use 145,353 sf x 150/sf (\$21.8M); site work cost use\$3.5M Escalation 8% per year for 1.5 years (\$3M)

#### Estimated Operating Impact

start-up(FY08) = \$1,217,100

start-up(FY09)=\$460,798

#### Average Annual Debt Payment

Estimated Average Annual Debt Payment on Total Project Cost: \$2,387,000

This project will be built on proffered land. The land, valued at 1.1M, is not an expense to SCPS. Total actual project costs are \$32,531,000.

### 2. Project Priority

Essential ☒ X

Necessary \_\_\_\_\_

Continuing \_\_\_\_\_

### 3. Project Type

New ☒ X

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

|                     |                  |
|---------------------|------------------|
| Land                | \$ 1,100         |
| Construction        | \$ 21,803        |
| Planning and Design | 3,502            |
| Equipment           | 4,038            |
| Debt Issue Cost     |                  |
| Hardware/Software   | 1,139            |
| Other               | 949              |
| <b>Total</b>        | <b>\$ 32,531</b> |

### 5. Recommended Annual Appropriation

|                           |                  |
|---------------------------|------------------|
| Prior Expenditures        | \$ 10,746        |
| Budget Year (FY 2007)     | \$ 10,054        |
| FY2008                    | \$ 10,731        |
| FY2009                    | \$ 1,000         |
| FY2010                    |                  |
| FY2011                    |                  |
| FY2012                    |                  |
| FY 2008-2012(Subtotal)    | \$ 11,731        |
| <b>Total Project Cost</b> | <b>\$ 32,531</b> |

### 6. Recommended Financing

| Year            | Amount           |
|-----------------|------------------|
| Current Revenue |                  |
| Bonds           | \$ 32,531        |
| Utility Fund    |                  |
| State           |                  |
| Federal         |                  |
| Private         |                  |
| Other           |                  |
| <b>Total</b>    | <b>\$ 32,531</b> |

SCHOOL FUND

| Elementary School 2008  |   |  |
|---|---|--|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>   |   |  |
| <u>Description</u><br><br>Construct a 950 student elementary school for grades k through 5. A new elementary school will be needed by the fall of 2008 to accommodate the growing student population at the elementary school level<br><br>This project will include cabling, computers, printers, computer furniture, and audio/visual equipment needed to network and equip the school. Site location has been approved for Gari Melcher Complex In order to open ES2008 in Sept 2008, the following milestones must be achieved:Design and TRC review must be completed no later than Dec 2006; project must be awarded no later than March 2007 with construction starting no later than April 2007<br><br><u>Justification</u><br><br>Preliminary data indicate that total projected elementary enrollments will be at or near capacity by the fall of 2008. Construction cost use 88,000 sf x \$150/sf (\$13.2M), Site work \$3.5M; with escalation cost at 8% per year for 1.5 years (\$2M). No cost for land due to constructing on SCPS owned property<br><br><u>Estimated Operating Impact</u><br><br>Start-up(FY08) = \$712,184<br><br>Start-up (FY09) = \$351,217<br><br><u>Average Annual Debt Payment</u><br><br>Estimated Average Annual Debt Payment on Total Project Cost: \$1,580,000 |   |  |
| <b>2. Project Priority</b><br><br>Essential <u>  X  </u> Necessary <u>          </u> Continuing <u>          </u>   |   |  |
| <b>3. Project Type</b><br><br>New <u>  X  </u> Maintenance <u>          </u> Replacement <u>          </u>  |   |  |
| <b>4. Project Cost Estimates</b>  | <b>5. Recommended Annual Appropriation</b>                | <b>6. Recommended Financing</b>                            |
| Land <u>                  </u>  | Prior Expenditures <u>      \$      200      </u>         | Current Revenue <u>                                  </u>  |
| Construction <u>      \$ 13,200      </u>   | Budget Year (FY 2007) <u>      \$      200      </u>      | Bonds <u>                              \$ 22,260      </u> |
| Planning and Design <u>      3,500      </u>  | FY2008 <u>      \$      8,100      </u>                   | Utility Fund <u>                                  </u>     |
| Equipment <u>          4,151      </u>  | FY2009 <u>      \$    13,760      </u>                    | State <u>  </u>    |
| Debt Issue Cost <u>                  </u>   | FY2010 <u>                                  </u>          | Federal <u>  </u>  |
| Hardware/Software <u>          748      </u>  | FY2011 <u>                                  </u>          | Private <u>  </u>  |
| Other <u>              661      </u>  | FY2012 <u>                                  </u>          | Other <u>  </u>    |
| <b>Total <u>      \$ 22,260      </u></b>   | FY 2008-2012(Subtotal) <u>      \$    21,860      </u>    | <b>Total <u>      \$ 22,260      </u></b>                  |
|   | <b>Total Project Cost <u>      \$    22,260      </u></b> |  |

# SCHOOL FUND

## A. G. Wright Middle School Additions/Renovations

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Project will add (10) ten new classrooms including general classrooms and science rooms; add a new media center, convert existing library to expand dinning area, add emergency generator, upgrade security entrance at AGWMS, renovate old media center area into classrooms and office space, upgrade hot water heater, upgrade ADA compliance, and upgrade parent drop off ability, add additional parking.

#### Justification

The delay in constructing and opening MS2006 & MS2008 has caused severe overcrowding at three (3) of the middle schools in the north section of the County. Renovations/additions to the core area of AGWMS will provide relief to this overcrowding, bridge the gap of adequate teaching space caused by the delay and increase student capacity at AGWMS.

#### Estimated Operating Impact

None

#### Average Annual Debt Payment

Estimated Average Annual Debt Payment on Total Project Cost: \$494,500

### 2. Project Priority

Essential   X  

Necessary           

Continuing           

### 3. Project Type

New   X  

Maintenance   X  

Replacement           

### 4. Project Cost Estimates

|                     |                 |
|---------------------|-----------------|
| Land                |                 |
| Construction        | \$ 2,591        |
| Planning and Design | 485             |
| Equipment           | 285             |
| Debt Issue Cost     |                 |
| Hardware/Software   | 228             |
| Other               | 271             |
| <b>Total</b>        | <b>\$ 3,860</b> |

### 5. Recommended Annual Appropriation

|                           |                 |
|---------------------------|-----------------|
| Prior Expenditures        | \$ 2,260        |
| Budget Year (FY 2007)     | \$ 1,600        |
| FY2008                    |                 |
| FY2009                    |                 |
| FY2010                    |                 |
| FY2011                    |                 |
| FY2012                    |                 |
| FY 2008-2012(Subtotal)    | \$ -            |
| <b>Total Project Cost</b> | <b>\$ 3,860</b> |

### 6. Recommended Financing

|                 | Year | Amount          |
|-----------------|------|-----------------|
| Current Revenue |      |                 |
| Bonds           |      | \$ 3,860        |
| Utility Fund    |      |                 |
| State           |      |                 |
| Federal         |      |                 |
| Private         |      |                 |
| Other           |      |                 |
| <b>Total</b>    |      | <b>\$ 3,860</b> |

SCHOOL FUND

| Stafford Middle School Additions/Renovations   |  |  |
|--|--|--|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |  |
| <u>Description</u><br><br>Project includes adding five (5) general academic classrooms and science labs with supporting toilet facilities and supporting work rooms; two health rooms, auxiliary gym, new boiler and chillers, implement energy conservation measures (lights, controls, water conservation, etc...); convert old classroom space to expand media center, upgrade main entrance to enhance security, enclose cafeteria from hallway, enhance kitchen serving line and enhance cafeteria seating space. |  |  |
| <u>Justification</u><br><br>The delay in constructing/opening MS2006 and MS2008 has caused severe overcrowding at three (3) of the middle schools in the in the northern section of the County. Renovations and addition to the core area of SMS will provide relief to this overcrowding, bridge the gap of adequate teaching space caused by the delay and increase the student capacity at SMS.   |  |  |
| <u>Estimated Operating Impact</u><br><br>None  |  |  |
| <u>Average Annual Debt Payment</u><br><br>Estimated Average Annual Debt Payment on Total Project Cost: \$390,100   |  |  |
| <b>2. Project Priority</b><br><br>Essential <u>  X  </u> Necessary <u>          </u> Continuing <u>          </u>  |  |  |
| <b>3. Project Type</b><br><br>New <u>  X  </u> Maintenance <u>  X  </u> Replacement <u>          </u>  |  |  |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b>     | <b>6. Recommended Financing</b>            |
| Land <u>                  </u>   | Prior Expenditures <u>  \$  1,150  </u>        | Current Revenue <u>                  </u>  |
| Construction <u>  \$  1,002  </u>  | Budget Year (FY 2007) <u>  \$     850  </u>    | Bonds <u>                  \$  2,000  </u> |
| Planning and Design <u>     383  </u>  | FY2008 <u>                  </u>               | Utility Fund <u>                  </u>     |
| Equipment <u>          225  </u>   | FY2009 <u>                  </u>               | State <u>                          </u>    |
| Debt Issue Cost <u>                  </u>  | FY2010 <u>                  </u>               | Federal <u>                          </u>  |
| Hardware/Software <u>      180  </u>   | FY2011 <u>                  </u>               | Private <u>                          </u>  |
| Other <u>              210  </u>   | FY2012 <u>                  </u>               | Other <u>                          </u>    |
| <b>Total <u>  \$  2,000  </u></b>  | FY 2008-2012(Subtotal) <u>  \$         -  </u> | <b>Total <u>  \$  2,000  </u></b>          |
|  | <b>Total Project Cost <u>  \$  2,000  </u></b> |  |



# SCHOOL FUND

## Grafton Village Elementary Renovations

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Renovation of GVES will include an upgrade to all life safety deficiencies, update to building codes to include sprinkler system, upgrade to HVAC and electrical systems, site improvements, architectural upgrades, (finishes, doors, hardware, windows, roof,), kitchen upgrades, media center expansion, ADA upgrades, plumbing upgrades, fire alarm system upgrades, data system upgrades, PA system upgrades, lighting upgrades, digital controls and upgrades to the main entrance.

#### Justification

The overall facility has numerous life safety, fire protection and building code deficiencies, HVAC system is ineffective in some areas of the facility and has contributed to issues with air quality. Existing electrical wiring, lighting and controls are old and require upgrades. Finishes in different areas of the facility need to be replaced. Roof has reached its useful life.

#### Estimated Operating Impact

None

#### Average Annual Debt Payment

Estimated Average Annual Debt Payment on Total Project Cost: \$618,710

### 2. Project Priority

Essential   X  

Necessary           

Continuing           

### 3. Project Type

New           

Maintenance   X  

Replacement           

### 4. Project Cost Estimates

|                     |                        |
|---------------------|------------------------|
| Land                | <u>          </u>      |
| Construction        | <u>  \$ 1,280  </u>    |
| Planning and Design | <u>      195      </u> |
| Equipment           | <u>      350      </u> |
| Debt Issue Cost     | <u>          </u>      |
| Hardware/Software   | <u>      280      </u> |
| Other               | <u>      495      </u> |
| <b>Total</b>        | <u>  \$ 2,600  </u>    |

### 5. Recommended Annual Appropriation

|                           |                        |
|---------------------------|------------------------|
| Prior Expenditures        | <u>  \$      100  </u> |
| Budget Year (FY 2007)     | <u>  \$      900  </u> |
| FY2008                    | <u>  \$   1,600   </u> |
| FY2009                    | <u>          </u>      |
| FY2010                    | <u>          </u>      |
| FY2011                    | <u>          </u>      |
| FY2012                    | <u>          </u>      |
| FY 2008-2012(Subtotal)    | <u>  \$   1,600   </u> |
| <b>Total Project Cost</b> | <u>  \$   2,600   </u> |

### 6. Recommended Financing

|                 | Year | Amount              |
|-----------------|------|---------------------|
| Current Revenue |      | <u>          </u>   |
| Bonds           |      | <u>  \$ 2,600  </u> |
| Utility Fund    |      | <u>          </u>   |
| State           |      | <u>          </u>   |
| Federal         |      | <u>          </u>   |
| Private         |      | <u>          </u>   |
| Other           |      | <u>          </u>   |
| <b>Total</b>    |      | <u>  \$ 2,600  </u> |

# SCHOOL FUND

| <b>Falmouth Elementary School Renovations</b>  |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
|--|------------------------|------------------------|--------------|-----------------|---------------------|------------|-----------|------------|-----------------|-------------------|-------------------|------------|-------|------------|--------------|------------------------|---|--------------------|---------------|-----------------------|---------------|--------|-----------------|--------|-------------------|--------|-------------------|--------|-------------------|--------|-------------------|------------------------|-----------------|---------------------------|------------------------|---|--|------|--------|-----------------|--|-------------------|-------|--|-----------------|--------------|--|-------------------|-------|--|-------------------|---------|--|-------------------|---------|--|-------------------|-------|--|-------------------|--------------|--|------------------------|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <u>Description</u><br><br>Renovation of FES will include an upgrade to all life safety deficiencies, update to building codes to include sprinkler system, upgrade to HVAC and electrical systems, site improvements, architectural upgrades, (finishes, doors, hardware, windows, roof,), kitchen upgrades, media center expansion, ADA upgrades, plumbing upgrades, fire alarm system upgrades, data system upgrades, PA system upgrades. Lighting upgrades, digital controls and security upgrades to the main entrance.  |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <u>Justification</u><br><br>The overall facility has numerous life safety, fire protection and building code deficiencies, HVAC system is ineffective in some areas of the facility and has contributed to issues with air quality. Existing electrical wiring, lighting and controls are old and require upgrades. Finishes in different areas of the facility need to be replaced. Roof has reached its useful life.   |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <u>Estimated Operating Impact</u><br><br>None  |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <u>Average Annual Debt Payment</u><br><br>Estimated Average Annual Debt Payment on Total Project Cost: \$618,710   |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>2. Project Priority</b><br><br><div style="display: flex; justify-content: space-between;"> <span>Essential <u>  X  </u></span> <span>Necessary <u>          </u></span> <span>Continuing <u>          </u></span> </div>   |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>3. Project Type</b><br><br><div style="display: flex; justify-content: space-between;"> <span>New <u>          </u></span> <span>Maintenance <u>  X  </u></span> <span>Replacement <u>          </u></span> </div>  |                        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>4. Project Cost Estimates</b><br><br><table style="width: 100%; border-collapse: collapse;"> <tr><td>Land</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Construction</td><td style="text-align: right;"><u>\$ 1,280</u></td></tr> <tr><td>Planning and Design</td><td style="text-align: right;"><u>195</u></td></tr> <tr><td>Equipment</td><td style="text-align: right;"><u>350</u></td></tr> <tr><td>Debt Issue Cost</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Hardware/Software</td><td style="text-align: right;"><u>280</u></td></tr> <tr><td>Other</td><td style="text-align: right;"><u>495</u></td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b><u>\$ 2,600</u></b></td></tr> </table> | Land                   | <u>          </u>      | Construction | <u>\$ 1,280</u> | Planning and Design | <u>195</u> | Equipment | <u>350</u> | Debt Issue Cost | <u>          </u> | Hardware/Software | <u>280</u> | Other | <u>495</u> | <b>Total</b> | <b><u>\$ 2,600</u></b> | <b>5. Recommended Annual Appropriation</b><br><br><table style="width: 100%; border-collapse: collapse;"> <tr><td>Prior Expenditures</td><td style="text-align: right;"><u>\$ 100</u></td></tr> <tr><td>Budget Year (FY 2007)</td><td style="text-align: right;"><u>\$ 900</u></td></tr> <tr><td>FY2008</td><td style="text-align: right;"><u>\$ 1,600</u></td></tr> <tr><td>FY2009</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>FY2010</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>FY2011</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>FY2012</td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>FY 2009-2013(Subtotal)</td><td style="text-align: right;"><u>\$ 1,600</u></td></tr> <tr><td><b>Total Project Cost</b></td><td style="text-align: right;"><b><u>\$ 2,600</u></b></td></tr> </table> | Prior Expenditures | <u>\$ 100</u> | Budget Year (FY 2007) | <u>\$ 900</u> | FY2008 | <u>\$ 1,600</u> | FY2009 | <u>          </u> | FY2010 | <u>          </u> | FY2011 | <u>          </u> | FY2012 | <u>          </u> | FY 2009-2013(Subtotal) | <u>\$ 1,600</u> | <b>Total Project Cost</b> | <b><u>\$ 2,600</u></b> | <b>6. Recommended Financing</b><br><br><table style="width: 100%; border-collapse: collapse;"> <tr> <th></th> <th style="text-align: right;">Year</th> <th style="text-align: right;">Amount</th> </tr> <tr><td>Current Revenue</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Bonds</td><td></td><td style="text-align: right;"><u>\$ 2,600</u></td></tr> <tr><td>Utility Fund</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>State</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Federal</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Private</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td>Other</td><td></td><td style="text-align: right;"><u>          </u></td></tr> <tr><td><b>Total</b></td><td></td><td style="text-align: right;"><b><u>\$ 2,600</u></b></td></tr> </table> |  | Year | Amount | Current Revenue |  | <u>          </u> | Bonds |  | <u>\$ 2,600</u> | Utility Fund |  | <u>          </u> | State |  | <u>          </u> | Federal |  | <u>          </u> | Private |  | <u>          </u> | Other |  | <u>          </u> | <b>Total</b> |  | <b><u>\$ 2,600</u></b> |
| Land   | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Construction   | <u>\$ 1,280</u>        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Planning and Design  | <u>195</u>             |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Equipment  | <u>350</u>             |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Debt Issue Cost  | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Hardware/Software  | <u>280</u>             |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Other  | <u>495</u>             |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>Total</b>   | <b><u>\$ 2,600</u></b> |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Prior Expenditures   | <u>\$ 100</u>          |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Budget Year (FY 2007)  | <u>\$ 900</u>          |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY2008   | <u>\$ 1,600</u>        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY2009   | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY2010   | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY2011   | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY2012   | <u>          </u>      |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| FY 2009-2013(Subtotal)   | <u>\$ 1,600</u>        |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>Total Project Cost</b>  | <b><u>\$ 2,600</u></b> |                        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
|  | Year                   | Amount                 |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Current Revenue  |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Bonds  |                        | <u>\$ 2,600</u>        |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Utility Fund   |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| State  |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Federal  |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Private  |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| Other  |                        | <u>          </u>      |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |
| <b>Total</b>   |                        | <b><u>\$ 2,600</u></b> |              |                 |                     |            |           |            |                 |                   |                   |            |       |            |              |                        |   |                    |               |                       |               |        |                 |        |                   |        |                   |        |                   |        |                   |                        |                 |                           |                        |   |  |      |        |                 |  |                   |       |  |                 |              |  |                   |       |  |                   |         |  |                   |         |  |                   |       |  |                   |              |  |                        |

SCHOOL FUND

| Pupil Transportation Facility  |  |                                 |
|--|--|---------------------------------|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |                                 |
| <u>Description</u><br><br>Provide additional administrative and personnel space for the Pupil Transportation Department. Project will include a 5500 SF stand alone facility and provide space for bus dispatch operations, all routing activities (mainstream and special needs) conference/training room, bathroom, mechanical room, all electrical and mechanical systems. Addition will be constructed of block and brick veneer facing, with light gage steel stud and standing seam metal roof. Project will include all site and utility installation. Project design will start in FY06 with construction to start in FY07 |  |                                 |
| <u>Justification</u><br><br>Facility is required to replace a temporary 2,800 SF modular facility that currently houses 18 personnel. Existing facility is over 15 years old, is energy inefficient, is only designed for 18 personnel, has constant roof leaks and is beyond its expected life. Pupil Transportation staff size is projected to increase over the next 5 years. Private office space for supervisors, counseling and confidential proceedings is severely lacking.  |  |                                 |
| <u>Estimated Operating Impact</u><br><br>None  |  |                                 |
| <u>Average Annual Debt Payment</u><br><br>Estimated Average Annual Debt Payment on Total Project Cost: \$105,300   |  |                                 |
| <b>2. Project Priority</b><br><br>Essential _____ Necessary <u>  X  </u> Continuing _____  |  |                                 |
| <b>3. Project Type</b><br><br>New <u>  X  </u> Maintenance _____ Replacement _____   |  |                                 |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b> |
| Land _____   | Prior Expenditures \$ 60                   | Current Revenue _____           |
| Construction \$ 1,339  | Budget Year (FY 2008) \$ 150               | Bonds \$ 1,623                  |
| Planning and Design 90   | FY2009 \$ 1,413                            | Utility Fund _____              |
| Equipment 60   | FY2010 _____                               | State _____                     |
| Debt Issue Cost _____  | FY2011 _____                               | Federal _____                   |
| Hardware/Software 48   | FY2012 _____                               | Private _____                   |
| Other 86   | FY2013 _____                               | Other _____                     |
| Total \$ 1,623   | FY 2009-2013(Subtotal) \$ 1,413            | Total \$ 1,623                  |
|  | Total Project Cost \$ 1,623                |                                 |

SCHOOL FUND

| School Site Improvements   |  |                                 |
|--|--|---------------------------------|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |                                 |
| <u>Description</u><br><br>Environmental (Heating, ventilation, air conditioning) equipment requiring repair, upgrade, and/or replacement to meet federal, state and local regulations.   |  |                                 |
| <u>Justification</u><br><br>Stafford County Public Schools are required by federal, state and local regulations and building codes to provide and maintain environmental equipment that results in a safe and healthy learning and working environment in all of our facilities. SCPS maintains and operates in excess of 3.3M SF of conditioned facility space. |  |                                 |
| <u>Estimated Operating Impact</u><br><br>None  |  |                                 |
| <u>Average Annual Debt Payment</u><br><br>   |  |                                 |
| <b>2. Project Priority</b><br><br>Essential <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Continuing <input type="checkbox"/>   |  |                                 |
| <b>3. Project Type</b><br><br>New <input type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Replacement <input checked="" type="checkbox"/>   |  |                                 |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b> |
| Land _____   | Prior Expenditures \$ 995                  | Current Revenue _____           |
| Construction _____   | Budget Year (FY 2007) \$ 250               | Bonds \$ 6,135                  |
| Planning and Design _____  | FY2008 \$ 550                              | Utility Fund _____              |
| Equipment 6,135  | FY2009 \$ 500                              | State _____                     |
| Debt Issue Cost _____  | FY2010 \$ 2,000                            | Federal _____                   |
| Hardware/Software _____  | FY2011 \$ 1,000                            | Private _____                   |
| Other _____  | FY2012 \$ 840                              | Other _____                     |
|  | FY 2008-2012(Subtotal) \$ 4,890            |                                 |
| Total \$ 6,135   | Total Project Cost \$ 6,135                | Total \$ 6,135                  |

SCHOOL FUND

| Environmental Upgrades   |   |  |
|--|---|--|
| <div>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</div> <div><div>Description</div><div>Environmental conditions requiring repair, upgrade, and/or replacement to meet federal, state and local regulations.</div><div>Justification</div><div>To correct deficiencies in safety, security, maintenance and repair at various facilities and grounds that make up the 3.3M SF 1,000 acre Physical Plant maintained and operated by SCPS.</div><div>Estimated Operating Impact</div><div>None</div><div>Average Annual Debt Payment</div></div> |   |  |
| <div>2. Project Priority</div> <div>Essential <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Continuing <input type="checkbox"/></div>   |   |  |
| <div>3. Project Type</div> <div>New <input checked="" type="checkbox"/> Maintenance <input checked="" type="checkbox"/> Replacement <input checked="" type="checkbox"/></div>  |   |  |
| <div>4. Project Cost Estimates</div> <div><div>Land</div><div>Construction</div><div>Planning and Design</div><div>Equipment</div><div>Debt Issue Cost</div><div>Hardware/Software</div><div>Other</div><div>Total \$ 4,213</div></div>  | <div>5. Recommended Annual Appropriation</div> <div><div>Prior Expenditures</div><div>Budget Year (FY 2007)</div><div>FY2008</div><div>FY2009</div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY 2008-2012(Subtotal)</div><div>Total Project Cost</div></div> <div><div>\$ 116</div><div>\$ 250</div><div>\$ 250</div><div>\$ 250</div><div>\$ 2,000</div><div>\$ 1,000</div><div>\$ 347</div><div>\$ 3,847</div><div>\$ 4,213</div></div> | <div>6. Recommended Financing</div> <div><div>Year</div><div>Amount</div><div>Current Revenue</div><div>Bonds - VPSA</div><div>Utility Fund</div><div>State</div><div>Federal</div><div>Private</div><div>Other</div><div>Total \$ 4,213</div></div> |



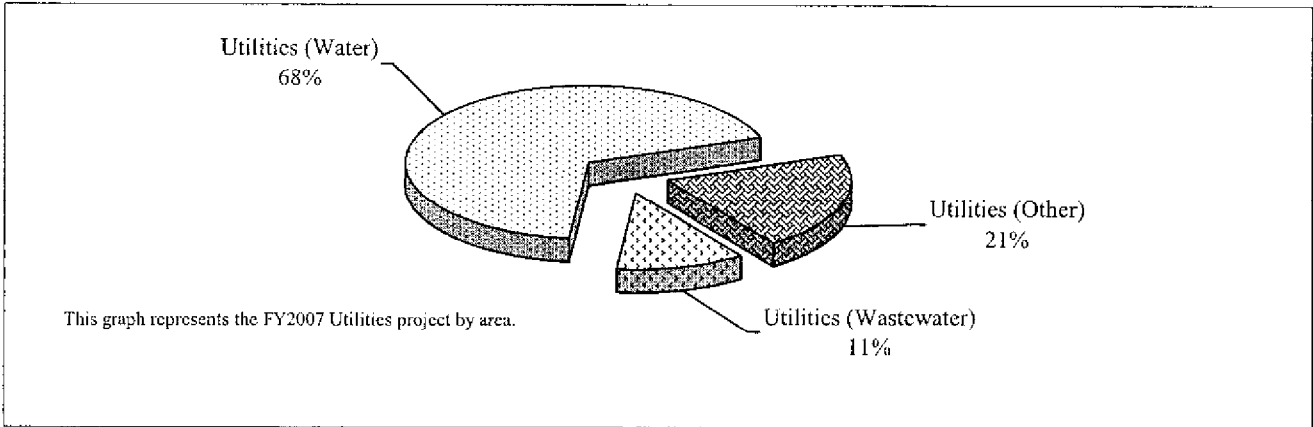
UTILITIES FUND CAPITAL IMPROVEMENTS PROGRAM

| FY2007 - FY2012 CAPITAL IMPROVEMENTS PROGRAM (IN 000's) |                    |                    |                    |          |          |          |         |          |                                |
|---|--------------------|--------------------|--------------------|----------|----------|----------|---------|----------|--------------------------------|
| Capital Project Detail                                  | Total Project Cost | Prior Expenditures | Budget Year FY2007 | FY2008   | FY2009   | FY2010   | FY2011  | FY2012   | Funding Sources                |
| Utilities (Water)                                       |                    |                    |                    |          |          |          |         |          |                                |
| 1. Rocky Pen Storage Reservoir                          | \$75,520           | \$17,875           | \$27,000           | \$15,000 | \$9,000  | \$6,645  |         |          | Bond                           |
| 2. Water System Rehab Program                           | \$2,050            | \$900              | \$100              | \$200    | \$200    | \$200    | \$200   | \$250    | Utility User Fees              |
| 3. Water Extension Projects                             | \$9,017            | \$6,017            | \$500              | \$500    | \$500    | \$500    | \$500   | \$500    |                                |
| 4. Equipment Replacement Abel Lake                      | \$1,050            | \$514              | \$250              | \$286    |          |          |         |          |                                |
| 5. Water Facilities Maintenance                         | \$530              | \$210              | \$160              | \$80     |          | \$80     |         |          |                                |
| 6. Smith Lake Pump Station Upgrade                      | \$975              | \$100              |                    | \$875    |          |          |         |          | Pro Rata/ User Fees            |
| 7. 342 Zone System Improvements                         | \$7,284            | \$261              | \$4,700            | \$1,323  |          |          |         | \$1,000  | Pro Rata/ User Fees            |
| 8. Smith Lake WTF Upgrades                              | \$495              |                    | \$495              |          |          |          |         |          | Availability/Utility User Fees |
| 9. CH Area System Improvements                          | \$670              |                    | \$67               | \$603    |          |          |         |          | Pro Rata                       |
| 10. Austin Ridge System Improvements                    | \$425              |                    | \$425              |          |          |          |         |          | Pro Rata                       |
| 11. Rt. 610 System Improvements                         | \$750              |                    | \$750              |          |          |          |         |          | Pro Rata/ User Fees            |
| 12. Vista Woods Booster Pumping Station                 | \$480              |                    |                    | \$48     | \$432    |          |         |          | Pro Rata/ User Fees            |
| 13. 310 Zone System Improvements                        | \$270              |                    |                    | \$20     | \$250    |          |         |          | Pro Rata                       |
| 14. England Run Water Storage                           | \$2,173            |                    |                    |          | \$173    | \$2,000  |         |          | Pro Rata/ User Fees            |
| 15. Upgrades For LT2ESWTR Rules                         | \$10,000           |                    |                    |          | \$10,000 |          |         |          | Availability Fees              |
| 16. 480 Zone System Improvements                        | \$81               |                    |                    |          |          |          |         | \$81     | Pro Rata                       |
| 17. Centreport Storage Tank                             | \$2,173            |                    |                    | \$173    | \$2,000  |          |         |          | Pro Rata                       |
| Sub-Total   | \$113,943          | \$25,877           | \$34,447           | \$19,108 | \$22,555 | \$9,425  | \$700   | \$1,831  |                                |
| Utilities (Wastewater)                                  |                    |                    |                    |          |          |          |         |          |                                |
| 1. Pump Station Rehabilitation                          | \$9,106            | \$2,850            |                    | \$1,259  | \$1,211  | \$1,278  | \$1,223 | \$1,285  | Utility User Fees              |
| 2. Sewer Rehab Program                                  | \$21,374           | \$7,474            |                    | \$2,780  | \$2,780  | \$2,780  | \$2,780 | \$2,780  | Utility User Fees              |
| 3. Sewer Extension Projects                             | \$4,917            | \$3,417            | \$250              | \$250    | \$250    | \$250    | \$250   | \$250    | Availability Fees              |
| 4. Equip Replace & Ren Little Falls Run WWTF            | \$240              |                    |                    | \$240    |          |          |         |          | Utility User Fees              |
| 5. Equip. Replace & Ren. Aquia WWTF                     | \$2,099            | \$607              | \$352              | \$180    |          | \$960    |         |          | Utility User Fees              |
| 6. Chiborne Run Gravity Sewer Upgrades                  | \$2,700            | \$1,700            |                    | \$1,000  |          |          |         |          | Pro Rata/ User Fees            |
| 7. Nutrient Removal Upgrades Aquia                      | \$20,000           |                    | \$1,000            | \$19,000 |          |          |         |          | Availability Fees              |
| 8. Nutrient Removal Aquia & LF Run                      | \$5,000            |                    | \$500              | \$4,500  |          |          |         |          | Availability Fees              |
| 9. Falls Run Sewer Interceptor Upgrades                 | \$5,000            |                    | \$500              | \$4,500  |          |          |         |          | Pro Rata/ User Fees            |
| 10. Aquia UV System Upgrades                            | \$1,500            |                    | \$1,500            |          |          |          |         |          |                                |
| 11. Potomac Creek PS & Force Main Upgrades              | \$5,400            |                    |                    |          | \$5,400  |          |         |          | Pro Rata/ User Fees            |
| 12. Odor Control Upgrades Aquia & Little Falls          | \$1,375            |                    | \$1,375            |          |          |          |         |          | Availability Fees              |
| 13. Solids Handling Upgrades                            | \$10,000           |                    |                    |          |          |          |         | \$10,000 | Availability Fees              |
| 14. Centreport Sewer Study                              | \$215              | \$15               | \$200              |          |          |          |         |          | Pro Rata/ User Fees            |
| Sub Total   | \$88,711           | \$16,048           | \$5,477            | \$33,709 | \$9,641  | \$5,268  | \$4,253 | \$14,315 |                                |
| Utilities (Other)                                       |                    |                    |                    |          |          |          |         |          |                                |
| 1. Equipment Replacement                                | \$5,852            | \$3,306            | \$485              | \$373    | \$392    | \$411    | \$432   | \$453    | Utility User Fees              |
| 2. Capital Item Replacement                             | \$1,700            | \$1,100            | \$100              | \$100    | \$100    | \$100    | \$100   | \$100    | Utility User Fees              |
| 3. Administration Center                                | \$11,000           | \$950              | \$10,050           |          |          |          |         |          | Availability Fees              |
| Sub Total   | \$18,552           | \$5,356            | \$10,635           | \$473    | \$492    | \$511    | \$532   | \$553    |                                |
| Total Utilities   | \$221,206          | \$47,281           | \$50,559           | \$53,290 | \$32,688 | \$15,204 | \$5,485 | \$16,699 |                                |

UTILITIES FUND

The following projects are in the process of being approved for FY2007 by the Board of Supervisors. Listed below are the departments, their projects, the amount of funding necessary for each project and its funding source(s).

| Department             | Project Title                              | Amount of Funding<br>for FY2007 Projects |                     |
|------------------------|--|--|---------------------|
|                        |  | Amount<br>(in 000s)                      | Source(s)           |
| Utilities (Water)      | Rocky Pen Run Water Storage Reservoir      | \$27,000                                 | Bond                |
|                        | Water Rehabilitation Program               | \$100                                    | User Fees           |
|                        | Water Extension Projects                   | \$500                                    | User Fees           |
|                        | Equip. Replacement/Ren. Abel Lake WTF      | \$250                                    | User Fees           |
|                        | Water Facilities Maintenance               | \$160                                    | Pro Rata            |
|                        | Smith Lake WTF Upgrades                    | \$495                                    | Pro Rata            |
|                        | 342 Zone Water System Improvements         | \$4,700                                  | Pro Rata            |
|                        | CH Area System Improvements                | \$67                                     | Pro Rata            |
|                        | Austin Ridge System Improvements           | \$425                                    | Pro Rata            |
|                        | Rt. 610 System Improvements                | \$750                                    | Pro Rata/User Fees  |
|                        |  |  |                     |
|                        |  |  |                     |
| Utilities (Wastewater) | Sewer Extension Projects                   | \$250                                    | Availability Fees   |
|                        | Equip. Replace & Ren. Aquia WWTF           | \$352                                    | Utility User Fees   |
|                        | Nutrient Removal Upgrades Aquia            | \$1,000                                  | Availability Fees   |
|                        | Nutrient Removal Aquia & LF Run            | \$500                                    | Availability Fees   |
|                        | Falls Run Sewer Interceptor Upgrades       | \$500                                    | Pro Rata/ User Fees |
|                        | Aquia UV System Upgrades                   | \$1,500                                  | Pro Rata/ User Fees |
|                        | Odor Control Upgrades Aquia & Little Falls | \$1,375                                  | Availability Fees   |
|                        | Centreport Sewer Study                     | \$200                                    | Pro Rata/ User Fees |
|                        |  |  |                     |
| Utilities (Other)      | Equipment Replacement                      | \$485                                    | Utility User Fees   |
|                        | Capital Item Replacement                   | \$100                                    | Utility User Fees   |
|                        | Utilities Admin. Center                    | \$10,050                                 | Availability Fees   |





# UTILITIES FUND

## Project: 1. Rocky Pen Run Reservoir

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Construction of a dam, intake pumping station, treatment facility and distribution system improvements for a pumped storage water supply and treatment facility near the Rappahannock River. When full, the reservoir will be capable of holding over 5 billion gallons of water.

#### Justification

The Board of Supervisors has endorsed the construction of the Rocky Pen Reservoir to meet the water demands of Stafford County for a fifty year planning period. Funding in the current fiscal year is necessary to initiate construction of the pumping station and dam. Funding in subsequent years is necessary for the treatment facility and distribution system upgrades.

#### Estimated Operating Impact

\$12,000 per year for maintenance of the dam; \$1,350,000 per year for operation of the water treatment facility, and \$100,000 per year for operation and maintenance of the distribution facilities.

#### Average Annual Debt Payment

\$5,400,000

### 2. Project Priority

Essential ☒ x

Necessary ☐

Continuing ☐

### 3. Project Type

New ☒ x

Maintenance ☐

Replacement ☐

### 4. Project Cost Estimates

|                     |                  |
|---------------------|------------------|
| Land                | \$ 14,000        |
| Construction        | \$ 56,520        |
| Planning and Design | \$ 5,000         |
| Equipment           |                  |
| Debt Issue Cost     |                  |
| Hardware/Software   |                  |
| Other               |                  |
| <b>Total</b>        | <b>\$ 75,520</b> |

### 5. Recommended Annual Appropriation

|                           |                  |
|---------------------------|------------------|
| Prior Expenditures        | \$ 17,875        |
| Budget Year (FY 2007)     | \$ 27,000        |
| FY2008                    | \$ 15,000        |
| FY2009                    | \$ 9,000         |
| FY2010                    | \$ 6,645         |
| FY2011                    |                  |
| FY2012                    |                  |
| FY 2008-2011(Subtotal)    | \$ 30,645        |
| <b>Total Project Cost</b> | <b>\$ 75,520</b> |

### 6. Recommended Financing

|                   | Year    | Amount           |
|-------------------|---------|------------------|
| Current Revenue   |         |                  |
| Bonds             | 95-2010 | \$ 75,520        |
| Utility User Fees |         |                  |
| State             |         |                  |
| Federal           |         |                  |
| Private           |         |                  |
| Other             |         |                  |
| <b>Total</b>      |         | <b>\$ 75,520</b> |

# UTILITIES FUND

## Project: 2. Water Rehabilitation Program

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Replacement of substandard and corroded water mains with larger pipes made with modern materials.

#### Justification

Numerous older subdivisions were constructed with substandard sizes and materials for water mains. These galvanized and cast iron pipes have been the cause of frequent breaks and poor water quality complaints. Other problems include insufficient shut-off valves and lack of fire protection.

#### Estimated Operating Impact

Significantly lower operational costs due to fewer maintenance problems.

#### Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing \_\_\_\_\_ x \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_ x \_\_\_\_\_

### 4. Project Cost Estimates

|                     |                 |
|---------------------|-----------------|
| Land                | _____           |
| Construction        | \$ 2,050        |
| Planning and Design | _____           |
| Equipment           | _____           |
| Debt Issue Cost     | _____           |
| Hardware/Software   | _____           |
| Other               | _____           |
| <b>Total</b>        | <b>\$ 2,050</b> |

### 5. Recommended Annual Appropriation

|                           |                 |
|---------------------------|-----------------|
| Prior Expenditures        | \$ 900          |
| Budget Year (FY 2007)     | \$ 100          |
| FY2008                    | \$ 200          |
| FY2009                    | \$ 200          |
| FY2010                    | \$ 200          |
| FY2011                    | \$ 200          |
| FY2012                    | \$ 250          |
| FY 2008-2011(Subtotal)    | \$ 1,050        |
| <b>Total Project Cost</b> | <b>\$ 2,050</b> |

### 6. Recommended Financing

|                   | Year    | Amount          |
|-------------------|---------|-----------------|
| Current Revenue   |         | _____           |
| Bonds             |         | _____           |
| Utility User Fees | 97-2012 | \$ 2,050        |
| State             |         | _____           |
| Federal           |         | _____           |
| Private           |         | _____           |
| Other             |         | _____           |
| <b>Total</b>      |         | <b>\$ 2,050</b> |

UTILITIES FUND

|  |                                     |                                    |
|--|-------------------------------------|------------------------------------|
| Project: 3. Water Extension Projects   |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                                    |
| <u>Description</u><br><br>Extension of public water service to existing homes located within the adopted urban service area.   |                                     |                                    |
| <u>Justification</u><br><br>The County reviews applications on a continuing basis for the water extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization. |                                     |                                    |
| <u>Estimated Operating Impact</u><br><br>Minimal   |                                     |                                    |
| <u>Average Annual Debt Payment</u><br><br>None   |                                     |                                    |
| 2. Project Priority  |                                     |                                    |
| Essential _____ Necessary _____ Continuing _____ x _____   |                                     |                                    |
| 3. Project Type  |                                     |                                    |
| New _____ x _____ Maintenance _____ Replacement _____  |                                     |                                    |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____   | Prior Expenditures \$ 6,017         | Year Amount                        |
| Construction \$ 8,317  | Budget Year (FY 2007) \$ 500        | Current Revenue _____              |
| Planning and Design \$ 700   | FY2008 \$ 500                       | Bonds _____                        |
| Equipment _____  | FY2009 \$ 500                       | Utility User Fees _____            |
| Debt Issue Cost _____  | FY2010 \$ 500                       | State _____                        |
| Hardware/Software _____  | FY2011 \$ 500                       | Federal _____                      |
| Other _____  | FY2012 \$ 500                       | Private _____                      |
| Total \$ 9,017   | FY 2008-2011(Subtotal) \$ 2,500     | Availability Fees 93-2012 \$ 9,017 |
|  | Total Project Cost \$ 9,017         | Total \$ 9,017                     |

UTILITIES FUND

|   |                                     |                                    |
|---|-------------------------------------|------------------------------------|
| Project: 4. Abel Lake WTF Equipment Replacement   |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment  |                                     |                                    |
| <u>Description</u><br><br>Replace worn out and obsolete equipment at the Abel Lake Water Treatment Facility   |                                     |                                    |
| <u>Justification</u><br><br>The Abel Lake Water Treatment Facility has now been in operation about 25 years and much of the mechanical and process equipment is nearing the end of its useful life. Replacement of this critical equipment must be scheduled in advance to coincide with lower water demand periods and to minimize out of service time. Included is additional funding for standby power in FY2007, and funding to replace the bridge for Clarifier B and a finished water pump in FY2008. |                                     |                                    |
| <u>Estimated Operating Impact</u><br><br>No change.   |                                     |                                    |
| <u>Average Annual Debt Payment</u><br><br>None  |                                     |                                    |
| 2. Project Priority   |                                     |                                    |
| Essential _____ Necessary <u>  x  </u> Continuing _____   |                                     |                                    |
| 3. Project Type   |                                     |                                    |
| New _____ Maintenance _____ Replacement <u>  x  </u>  |                                     |                                    |
| 4. Project Cost Estimates   | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____  | Prior Expenditures \$ 514           | Current Revenue _____              |
| Construction \$ 740   | Budget Year (FY 2007) \$ 250        | Bonds _____                        |
| Planning and Design \$ 60   | FY2008 \$ 286                       | Utility User Fees 05-2008 \$ 1,050 |
| Equipment \$ 250  | FY2009 _____                        | State _____                        |
| Debt Issue Cost _____   | FY2010 _____                        | Federal _____                      |
| Hardware/Software _____   | FY2011 _____                        | Private _____                      |
| Other _____   | FY2012 _____                        | Other _____                        |
| Total \$ 1,050  | FY 2008-2011(Subtotal) \$ 286       | Total \$ 1,050                     |
|   | Total Project Cost \$ 1,050         |                                    |

UTILITIES FUND

|  |                                     |                                  |
|--|-------------------------------------|----------------------------------|
| Project: 5. Water Facilities Maintenance   |                                     |                                  |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                                  |
| <div>Description</div> <div>Repaint existing water tanks.</div> <div>Justification</div> <div>The Utility Department has implemented a program to repaint water tanks at scheduled intervals to maintain water quality and protect structural integrity. It is proposed to repaint the tank at North Stafford High School in FY2007, the Courthouse Tank in FY2008, and Cranes Corner Tank in FY2010.</div> <div>Estimated Operating Impact</div> <div>None</div> <div>Average Annual Debt Payment</div> <div>None</div> |                                     |                                  |
| 2. Project Priority  |                                     |                                  |
| Essential _____ Necessary <u>  x  </u> Continuing _____  |                                     |                                  |
| 3. Project Type  |                                     |                                  |
| New _____ Maintenance <u>  x  </u> Replacement _____   |                                     |                                  |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing         |
| Land _____   | Prior Expenditures \$ 210           | Current Revenue _____            |
| Construction \$ 530  | Budget Year (FY 2007) \$ 160        | Bonds _____                      |
| Planning and Design _____  | FY2008 \$ 80                        | Utility User Fees 99-2010 \$ 530 |
| Equipment _____  | FY2009 _____                        | State _____                      |
| Debt Issue Cost _____  | FY2010 \$ 80                        | Federal _____                    |
| Hardware/Software _____  | FY2011 _____                        | Private _____                    |
| Other _____  | FY2012 _____                        | Other _____                      |
| Total \$ 530   | FY 2008-2011(Subtotal) \$ 160       | Total \$ 530                     |
|  | Total Project Cost \$ 530           |                                  |

# UTILITIES FUND

## Project: 7. 342 Zone Water System Improvements

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Construction of 25,100' of 30" waterline from the Rocky Pen Run Water Treatment Facility to the intersection Olde Forge Drive and Route 17 in FY2007, 4,600' of 18" waterline along Butler Road and 2,700' of 12" water line along Layhill Road and Forbes Street in FY2008, and 7,200' of 20" waterline along Route 17 from Olde Forge Drive to Route 1 in FY2012.

#### Justification

The Water and Sewer Master Plan recommends construction of new 30" and 20" waterlines from the water treatment facility at Rocky Pen Run and replacing older lines with larger ones in the 342 zone to transfer water from the new treatment facility into the distribution system.

#### Estimated Operating Impact

Minimal

#### Average Annual Debt Payment

None

### 2. Project Priority

Essential   x  

Necessary           

Continuing           

### 3. Project Type

New           

Maintenance           

Replacement   x  

#### 4. Project Cost Estimates

|                     |                 |
|---------------------|-----------------|
| Land                | \$ 100          |
| Construction        | \$ 6,323        |
| Planning and Design | \$ 861          |
| Equipment           |                 |
| Debt Issue Cost     |                 |
| Hardware/Software   |                 |
| Other               |                 |
| <b>Total</b>        | <b>\$ 7,284</b> |

#### 5. Recommended Annual Appropriation

|                           |                 |
|---------------------------|-----------------|
| Prior Expenditures        | \$ 261          |
| Budget Year (FY 2007)     | \$ 4,700        |
| FY2008                    | \$ 1,323        |
| FY2009                    |                 |
| FY2010                    |                 |
| FY2011                    |                 |
| FY2012                    | \$ 1,000        |
| FY 2008-2011(Subtotal)    | \$ 2,323        |
| <b>Total Project Cost</b> | <b>\$ 7,284</b> |

#### 6. Recommended Financing

|                   | Year    | Amount          |
|-------------------|---------|-----------------|
| Current Revenue   |         |                 |
| Bonds             |         |                 |
| Utility User Fees | 06-2008 | \$ 362          |
| State             |         |                 |
| Federal           |         |                 |
| Private           |         |                 |
| Pro Rata Fees     | 06-2008 | \$ 6,922        |
| <b>Total</b>      |         | <b>\$ 7,284</b> |

UTILITIES FUND

|   |  |                                       |
|---|--|---------------------------------------|
| Project: 8. Smith Lake Water Treatment Facility Upgrades  |  |                                       |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment  |  |                                       |
| <div>Description</div> <p>Installation of a freight elevator to transfer filter media, a supervisory control and data acquisition (SCADA) system for remote monitoring of facility performance, an enclosure of the outside chemical storage facility, a new storage building, and resurfacing the asphalt surface.</p> <div>Justification</div> <p>Improvements are necessary for routine maintenance to the portion of the facility that has been in operation for approximately 15 years. With the recent expansion of this facility, and the expanded operational demands, certain upgrades are required to maintain operational efficiency.</p> <div>Estimated Operating Impact</div> <p>Improved efficiency for personnel.</p> <div>Average Annual Debt Payment</div> <p>None</p> |  |                                       |
| 2. Project Priority   |  |                                       |
| Essential _____ Necessary <u>  x  </u> Continuing _____   |  |                                       |
| 3. Project Type   |  |                                       |
| New <u>  x  </u> Maintenance <u>  x  </u> Replacement _____   |  |                                       |
| 4. Project Cost Estimates   | 5. Recommended Annual Appropriation    | 6. Recommended Financing              |
| Land _____  | Prior Expenditures _____               | Year      Amount                      |
| Construction      \$    445   | Budget Year (FY 2007)      \$    495   | Current Revenue _____                 |
| Planning and Design      \$    50   | FY2008 _____                           | Bonds _____                           |
| Equipment _____   | FY2009 _____                           | Utility User Fees      2007 \$    150 |
| Debt Issue Cost _____   | FY2010 _____                           | State _____                           |
| Hardware/Software _____   | FY2011 _____                           | Federal _____                         |
| Other _____   | FY2012 _____                           | Private _____                         |
|   | FY 2008-2011(Subtotal)      \$       - | Availability Fees      \$    345      |
| Total      \$    495  | Total Project Cost      \$    495      | Total      \$    495                  |

UTILITIES FUND

|  |                                     |                              |
|--|-------------------------------------|------------------------------|
| Project: 9. Courthouse Area Water System Improvements  |                                     |                              |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                              |
| <u>Description</u><br><br>Construct 5,156' of 12" waterline along Courthouse Road from west of I-95 to Route 1.  |                                     |                              |
| <u>Justification</u><br><br>The Water and Sewer Master Plan recommends construction of a larger water transmission main to improve flow during peak demand periods and fire emergency events. This line would connect with the 18" waterline installed along Austin Ridge Drive to points in the distribution system on Route 1. |                                     |                              |
| <u>Estimated Operating Impact</u><br><br>None  |                                     |                              |
| <u>Average Annual Debt Payment</u><br><br>None   |                                     |                              |
| 2. Project Priority  |                                     |                              |
| Essential _____ Necessary <u>x</u> Continuing _____  |                                     |                              |
| 3. Project Type  |                                     |                              |
| New <u>x</u> Maintenance _____ Replacement _____   |                                     |                              |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing     |
| Land _____   | Prior Expenditures _____            | Year Amount                  |
| Construction \$ 603  | Budget Year (FY 2007) \$ 67         | Current Revenue _____        |
| Planning and Design \$ 67  | FY2008 \$ 603                       | Bonds _____                  |
| Equipment _____  | FY2009 _____                        | Utility User Fees _____      |
| Debt Issue Cost _____  | FY2010 _____                        | State _____                  |
| Hardware/Software _____  | FY2011 _____                        | Federal _____                |
| Other _____  | FY2012 _____                        | Private _____                |
|  | FY 2008-2011(Subtotal) \$ 603       | Pro Rata Fees 07-2008 \$ 670 |
| Total \$ 670   | Total Project Cost \$ 670           | Total \$ 670                 |



UTILITIES FUND

|   |  |  |
|---|--|--|
| Project: 10. Austin Ridge Water System Improvements   |  |  |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment  |  |  |
| <u>Description</u><br><br>Construction of 2,900' of 18" waterline along Austin Ridge Drive from the Austin Ridge subdivision to Courthouse Road.  |  |  |
| <u>Justification</u><br><br>The Water and Sewer Master Plan recommends construction of an 18" water transmission main from Route 610 to Courthouse to improve the flow of water from the source at the Smith Lake Water Treatment Facility to the southern portion of the service area. This is the last section of waterline needed to complete this important connection. |  |  |
| <u>Estimated Operating Impact</u><br><br>Improved water system operation.   |  |  |
| <u>Average Annual Debt Payment</u><br><br>None  |  |  |
| 2. Project Priority   |  |  |
| Essential _____ Necessary <u>  x  </u> Continuing _____   |  |  |
| 3. Project Type   |  |  |
| New <u>  x  </u> Maintenance _____ Replacement _____  |  |  |
| 4. Project Cost Estimates   | 5. Recommended Annual Appropriation        | 6. Recommended Financing               |
|   |  | Year      Amount                       |
| Land _____  | Prior Expenditures _____                   | Current Revenue _____                  |
| Construction      \$    385   | Budget Year (FY 2007)      \$    425       | Bonds _____                            |
| Planning and Design      \$    40   | FY2008 _____                               | Utility User Fees _____                |
| Equipment _____   | FY2009 _____                               | State _____                            |
| Debt Issue Cost _____   | FY2010 _____                               | Federal _____                          |
| Hardware/Software _____   | FY2011 _____                               | Private _____                          |
| Other _____   | FY2012 _____                               | Pro Rata Fees      2007      \$    425 |
|   | FY 2008-2011(Subtotal)      \$           - |  |
| Total      \$    425  | Total Project Cost      \$    425          | Total      \$    425                   |

UTILITIES FUND

|  |                                     |                               |
|--|-------------------------------------|-------------------------------|
| Project: 11. Route 610 Water System Improvements   |                                     |                               |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                               |
| <u>Description</u><br><br>Construction of 3,000' of 18" waterline from the Moncure water booster pumping station to Onville Road.  |                                     |                               |
| <u>Justification</u><br><br>The Water and Sewer Master Plan recommends construction of an 18" water transmission main along Route 610 to improve water distribution to the continuing residential and commercial development along Garrisonville Road into the western portions of the service area. |                                     |                               |
| <u>Estimated Operating Impact</u><br><br>None  |                                     |                               |
| <u>Average Annual Debt Payment</u><br><br>None   |                                     |                               |
| 2. Project Priority  |                                     |                               |
| Essential _____ Necessary <u>  x  </u> Continuing _____  |                                     |                               |
| 3. Project Type  |                                     |                               |
| New <u>  x  </u> Maintenance _____ Replacement _____   |                                     |                               |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing      |
| Land _____   | Prior Expenditures _____            | Year Amount                   |
| Construction \$ 750  | Budget Year (FY 2007) \$ 750        | Current Revenue _____         |
| Planning and Design _____  | FY2008 _____                        | Bonds _____                   |
| Equipment _____  | FY2009 _____                        | Utility User Fees 2007 \$ 105 |
| Debt Issue Cost _____  | FY2010 _____                        | State _____                   |
| Hardware/Software _____  | FY2011 _____                        | Federal _____                 |
| Other _____  | FY2012 _____                        | Private _____                 |
| Total \$ 750   | FY 2008-2011(Subtotal) \$ -         | Pro Rata 2007 \$ 645          |
|  | Total Project Cost \$ 750           | Total \$ 750                  |

UTILITIES FUND

| Project 3: Sewer Extension Projects  |  |                                    |
|--|--|------------------------------------|
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |                                    |
| <u>Description</u><br><br>Extension of public sewer service to existing homes located within the adopted urban service area.   |  |                                    |
| <u>Justification</u><br><br>The County reviews applications on a continuing basis for the sewer extension program. Proposals are reviewed in terms of technical and economic feasibility in addition to need. Only those projects meeting stringent criteria for approval are recommended to the Utilities Commission for construction and subsequently forwarded to the Board of Supervisors for authorization. |  |                                    |
| <u>Estimated Operating Impact</u><br><br>Minimal   |  |                                    |
| <u>Average Annual Debt Payment</u><br><br>None   |  |                                    |
| <b>2. Project Priority</b><br><br>Essential _____ Necessary _____ Continuing _____ x _____   |  |                                    |
| <b>3. Project Type</b><br><br>New _____ x _____ Maintenance _____ Replacement _____  |  |                                    |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b>    |
| Land _____   | Prior Expenditures \$ 3,417                | Current Revenue _____              |
| Construction \$ 4,517  | Budget Year (FY 2007) \$ 250               | Bonds _____                        |
| Planning and Design \$ 400   | FY2008 \$ 250                              | Utility User Fees _____            |
| Equipment _____  | FY2009 \$ 250                              | State _____                        |
| Debt Issue Cost _____  | FY2010 \$ 250                              | Federal _____                      |
| Hardware/Software _____  | FY2011 \$ 250                              | Private _____                      |
| Other _____  | FY2012 \$ 250                              | Availability Fees 93-2012 \$ 4,917 |
| Total \$ 4,917   | FY 2008-2011(Subtotal) \$ 1,250            | Total \$ 4,917                     |
|  | Total Project Cost \$ 4,917                |                                    |

UTILITIES FUND

|  |                                     |                                    |
|--|-------------------------------------|------------------------------------|
| Project 5: Equipment Replacement - Aquia WWTF  |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                                    |
| <u>Description</u><br><br>Replace or renovate aging equipment at the Aquia Wastewater Treatment Facility.  |                                     |                                    |
| <u>Justification</u><br><br>The Aquia WWTF treats wastewater in the urban service area in the northern part of Stafford County. Portions of this facility have been in operation for about twenty-five years, requiring that the County continuously replace or renovate the equipment and building assets. Funding is included in FY 2007 to replace the grit/grease bridge system, the backwash pumps and an emergency generator engine in FY2008, and the mechanical barscreen in FY2010. |                                     |                                    |
| <u>Estimated Operating Impact</u><br><br>No change.  |                                     |                                    |
| <u>Average Annual Debt Payment</u><br><br>None   |                                     |                                    |
| 2. Project Priority  |                                     |                                    |
| Essential _____ Necessary <u>  x  </u> Continuing _____  |                                     |                                    |
| 3. Project Type  |                                     |                                    |
| New _____ Maintenance _____ Replacement <u>  x  </u>   |                                     |                                    |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____   | Prior Expenditures \$ 607           | Current Revenue _____              |
| Construction _____   | Budget Year (FY 2007) \$ 352        | Bonds _____                        |
| Planning and Design _____  | FY2008 \$ 180                       | Utility User Fees 06-2010 \$ 2,099 |
| Equipment \$ 2,099   | FY2009 _____                        | State _____                        |
| Debt Issue Cost _____  | FY2010 \$ 960                       | Federal _____                      |
| Hardware/Software _____  | FY2011 _____                        | Private _____                      |
| Other _____  | FY2012 _____                        | Other _____                        |
| Total \$ 2,099   | FY 2008-2011(Subtotal) \$ 1,140     | Total \$ 2,099                     |
|  | Total Project Cost \$ 2,099         |                                    |

UTILITIES FUND

|  |  |                                     |
|--|--|-------------------------------------|
| <b>Project 7: Nutrient Removal Upgrades - Aquia WWTF</b>   |  |                                     |
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>  |  |                                     |
| <u>Description</u><br><br>Expand the Aquia Wastewater Treatment Facility to approximately 10 million gallons per day.  |  |                                     |
| <u>Justification</u><br><br>Stafford County has seen expanded commercial and residential growth in the urban service area served by the Aquia Wastewater Treatment Facility. Less than 4,500 connections remain for this facility with many of these already committed to approved projects. It will be necessary to construct an additional treatment train similar to the two existing trains to get the permitted discharge capacity up to ten million gallons per day. |  |                                     |
| <u>Estimated Operating Impact</u><br><br>\$900,000 per year when operating at full capacity.   |  |                                     |
| <u>Average Annual Debt Payment</u><br><br>None   |  |                                     |
| <b>2. Project Priority</b><br><br>Essential _____ Necessary <u>  x  </u> Continuing _____  |  |                                     |
| <b>3. Project Type</b><br><br>New <u>  x  </u> Maintenance _____ Replacement _____   |  |                                     |
| <b>4. Project Cost Estimates</b>   | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b>     |
| Land _____   | Prior Expenditures _____                   | Year Amount                         |
| Construction \$ 19,000   | Budget Year (FY 2007) \$ 1,000             | Current Revenue _____               |
| Planning and Design \$ 1,000   | FY2008 \$ 19,000                           | Bonds _____                         |
| Equipment _____  | FY2009 _____                               | Utility User Fees _____             |
| Debt Issue Cost _____  | FY2010 _____                               | State _____                         |
| Hardware/Software _____  | FY2011 _____                               | Federal _____                       |
| Other _____  | FY2012 _____                               | Private _____                       |
|  | FY 2008-2011(Subtotal) \$ 19,000           | Availability Fees 07-2008 \$ 20,000 |
| Total \$ 20,000  | Total Project Cost \$ 20,000               | Total \$ 20,000                     |

UTILITIES FUND

|  |                                     |                                    |
|--|-------------------------------------|------------------------------------|
| Project 8: Nutrient Removal Upgrades - Little Falls Run WWTF   |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                                    |
| <u>Description</u><br><br>Construct upgrades at the Little Falls Run Wastewater Treatment Facilities to meet future more restrictive discharge limits for nutrients.   |                                     |                                    |
| <u>Justification</u><br><br>The Department of Environmental Quality is proposing more stringent discharge limits for nitrogen for all treatment facilities discharging to the Chesapeake Bay. While the County's two wastewater treatment facilities are designed for nutrient removal, some modifications are necessary to meet the proposed limits due to take effect in 2010. The County may qualify for grant assistance provided the upgrades are in operation in 2010. |                                     |                                    |
| <u>Estimated Operating Impact</u><br><br>\$200,000 per year.   |                                     |                                    |
| <u>Average Annual Debt Payment</u><br><br>None   |                                     |                                    |
| 2. Project Priority  |                                     |                                    |
| Essential _____ Necessary <u>x</u> _____ Continuing _____  |                                     |                                    |
| 3. Project Type  |                                     |                                    |
| New <u>x</u> _____ Maintenance _____ Replacement _____   |                                     |                                    |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____   | Prior Expenditures _____            | Year Amount                        |
| Construction \$ 4,500  | Budget Year (FY 2007) \$ 500        | Current Revenue _____              |
| Planning and Design \$ 500   | FY2008 \$ 4,500                     | Bonds _____                        |
| Equipment _____  | FY2009 _____                        | Utility User Fees _____            |
| Debt Issue Cost _____  | FY2010 _____                        | State _____                        |
| Hardware/Software _____  | FY2011 _____                        | Federal _____                      |
| Other _____  | FY2012 _____                        | Private _____                      |
| Total \$ 5,000   | FY 2008-2011(Subtotal) \$ 4,500     | Availability Fees 2007-08 \$ 5,000 |
|  | Total Project Cost \$ 5,000         | Total \$ 5,000                     |

UTILITIES FUND

|   |  |                                 |
|---|--|---------------------------------|
| <b>Project 9: Falls Run Sewer Interceptor Replacement</b>   |  |                                 |
| <b>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</b>   |  |                                 |
| <u>Description</u><br><br>Replace the existing 15" asbestos cement sewer interceptor with a new, larger sewer line made of modern materials.  |  |                                 |
| <u>Justification</u><br><br>The existing sewer line was constructed in the 1970's of materials susceptible to hydrogen sulfide damage, a commonly found chemical in sewer systems. In addition, expansion of the commercial and residential customer base along the Route 17 corridor has stressed the capacity of the collection system serving that area. It is proposed to replace the existing line with a 24" gravity sewer. |  |                                 |
| <u>Estimated Operating Impact</u><br><br>Some reduction in operating cost due to reduced I/I and lower maintenance requirements.  |  |                                 |
| <u>Average Annual Debt Payment</u><br><br>None  |  |                                 |
| <b>2. Project Priority</b><br><br>Essential <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Continuing <input type="checkbox"/>  |  |                                 |
| <b>3. Project Type</b><br><br>New <input type="checkbox"/> Maintenance <input type="checkbox"/> Replacement <input checked="" type="checkbox"/>   |  |                                 |
| <b>4. Project Cost Estimates</b>  | <b>5. Recommended Annual Appropriation</b> | <b>6. Recommended Financing</b> |
| Land  | Prior Expenditures                         | Year Amount                     |
| Construction \$ 4,500   | Budget Year (FY 2007) \$ 500               | Current Revenue                 |
| Planning and Design \$ 500  | FY2008 \$ 4,500                            | Bonds                           |
| Equipment   | FY2009                                     | Utility User Fees \$ 700        |
| Debt Issue Cost   | FY2010                                     | State                           |
| Hardware/Software   | FY2011                                     | Federal                         |
| Other   | FY2012                                     | Private                         |
|   | FY 2008-2011(Subtotal) \$ 4,500            | Pro Rata Fees 07-2008 \$ 4,300  |
| Total \$ 5,000  | Total Project Cost \$ 5,000                | Total \$ 5,000                  |

# UTILITIES FUND

## Project 10: Aquia WWTF UV System Upgrades

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Replace existing ultra violet light disinfection system with a new system rated at 12 MGD.

#### Justification

The existing ultra violet light disinfection system at the Aquia Wastewater Treatment Facility, installed in 1991 has experienced operational difficulties in the past two years, leading to recurring violations of the discharge limits for bacteria in the effluent. As a result, the state is expected to issue a Consent Order requiring the county to replace the existing system with current technology equipment. It is proposed to expand the system to meet expected flows at this time.

#### Estimated Operating Impact

Reduced manpower requirements for operation and maintenance.

#### Average Annual Debt Payment

None

### 2. Project Priority

Essential   x  

Necessary           

Continuing           

### 3. Project Type

New           

Maintenance           

Replacement   x  

### 4. Project Cost Estimates

|                     |                   |
|---------------------|-------------------|
| Land                | <u>          </u> |
| Construction        | \$ 1,375          |
| Planning and Design | \$ 125            |
| Equipment           | <u>          </u> |
| Debt Issue Cost     | <u>          </u> |
| Hardware/Software   | <u>          </u> |
| Other               | <u>          </u> |
| <b>Total</b>        | <b>\$ 1,500</b>   |

### 5. Recommended Annual Appropriation

|                           |                   |
|---------------------------|-------------------|
| Prior Expenditures        | <u>          </u> |
| Budget Year (FY 2007)     | \$ 1,500          |
| FY2008                    | <u>          </u> |
| FY2009                    | <u>          </u> |
| FY2010                    | <u>          </u> |
| FY2011                    | <u>          </u> |
| FY2012                    | <u>          </u> |
| FY 2008-2011(Subtotal)    | \$ -              |
| <b>Total Project Cost</b> | <b>\$ 1,500</b>   |

### 6. Recommended Financing

|                   | Year | Amount            |
|-------------------|------|-------------------|
| Current Revenue   |      | <u>          </u> |
| Bonds             |      | <u>          </u> |
| Utility User Fees | 2007 | \$ 750            |
| State             |      | <u>          </u> |
| Federal           |      | <u>          </u> |
| Private           |      | <u>          </u> |
| Availability Fees | 2007 | \$ 750            |
| <b>Total</b>      |      | <b>\$ 1,500</b>   |



UTILITIES FUND

|  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
|--|----------|----------|--------------|----------|---------------------|--|-----------|--|-----------------|--|-------------------|--|-------|--|-------|----------|--|--------------------|--|-----------------------|----------|--------|--|--------|--|--------|--|--------|--|--------|--|------------------------|------|--------------------|----------|---|--|------|--------|-----------------|--|--|-------|--|--|-------------------|--|--|-------|--|--|---------|--|--|---------|--|--|-------------------|------|----------|-------|--|----------|
| <div>Project 12: Treatment Facility Odor Control Upgrades</div>  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| <div>1. Project Description, Justification, Operating Impact, &amp; Annual Debt Payment</div> <div><div>Description</div><div>Install covers over the headworks and sludge storage/digestion structures at both treatment facilities.</div><div>Justification</div><div>With the increase in residential and commercial densities adjacent to both treatment facilities, the Utility Department is proposing to install odor control systems at both facilities.</div><div>Estimated Operating Impact</div><div>Additional \$20,000 per year in electrical, chemical and maintenance costs.</div><div>Average Annual Debt Payment</div><div>None</div></div> |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| <div>2. Project Priority</div> <div>Essential <input type="checkbox"/> Necessary <input checked="" type="checkbox"/> Continuing <input type="checkbox"/></div>   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| <div>3. Project Type</div> <div>New <input checked="" type="checkbox"/> Maintenance <input type="checkbox"/> Replacement <input type="checkbox"/></div>  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| <div>4. Project Cost Estimates</div> <table><tr><td>Land</td><td></td></tr><tr><td>Construction</td><td>\$ 1,375</td></tr><tr><td>Planning and Design</td><td></td></tr><tr><td>Equipment</td><td></td></tr><tr><td>Debt Issue Cost</td><td></td></tr><tr><td>Hardware/Software</td><td></td></tr><tr><td>Other</td><td></td></tr><tr><td>Total</td><td>\$ 1,375</td></tr></table>   | Land     |          | Construction | \$ 1,375 | Planning and Design |  | Equipment |  | Debt Issue Cost |  | Hardware/Software |  | Other |  | Total | \$ 1,375 | <div>5. Recommended Annual Appropriation</div> <table><tr><td>Prior Expenditures</td><td></td></tr><tr><td>Budget Year (FY 2007)</td><td>\$ 1,375</td></tr><tr><td>FY2008</td><td></td></tr><tr><td>FY2009</td><td></td></tr><tr><td>FY2010</td><td></td></tr><tr><td>FY2011</td><td></td></tr><tr><td>FY2012</td><td></td></tr><tr><td>FY 2008-2011(Subtotal)</td><td>\$ -</td></tr><tr><td>Total Project Cost</td><td>\$ 1,375</td></tr></table> | Prior Expenditures |  | Budget Year (FY 2007) | \$ 1,375 | FY2008 |  | FY2009 |  | FY2010 |  | FY2011 |  | FY2012 |  | FY 2008-2011(Subtotal) | \$ - | Total Project Cost | \$ 1,375 | <div>6. Recommended Financing</div> <table><tr><td></td><td>Year</td><td>Amount</td></tr><tr><td>Current Revenue</td><td></td><td></td></tr><tr><td>Bonds</td><td></td><td></td></tr><tr><td>Utility User Fees</td><td></td><td></td></tr><tr><td>State</td><td></td><td></td></tr><tr><td>Federal</td><td></td><td></td></tr><tr><td>Private</td><td></td><td></td></tr><tr><td>Availability Fees</td><td>2007</td><td>\$ 1,375</td></tr><tr><td>Total</td><td></td><td>\$ 1,375</td></tr></table> |  | Year | Amount | Current Revenue |  |  | Bonds |  |  | Utility User Fees |  |  | State |  |  | Federal |  |  | Private |  |  | Availability Fees | 2007 | \$ 1,375 | Total |  | \$ 1,375 |
| Land   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Construction   | \$ 1,375 |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Planning and Design  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Equipment  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Debt Issue Cost  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Hardware/Software  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Other  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Total  | \$ 1,375 |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Prior Expenditures   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Budget Year (FY 2007)  | \$ 1,375 |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY2008   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY2009   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY2010   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY2011   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY2012   |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| FY 2008-2011(Subtotal)   | \$ -     |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Total Project Cost   | \$ 1,375 |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
|  | Year     | Amount   |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Current Revenue  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Bonds  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Utility User Fees  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| State  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Federal  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Private  |          |          |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Availability Fees  | 2007     | \$ 1,375 |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |
| Total  |          | \$ 1,375 |              |          |                     |  |           |  |                 |  |                   |  |       |  |       |          |  |                    |  |                       |          |        |  |        |  |        |  |        |  |        |  |                        |      |                    |          |   |  |      |        |                 |  |  |       |  |  |                   |  |  |       |  |  |         |  |  |         |  |  |                   |      |          |       |  |          |

# UTILITIES FUND

## Project 14: Centreport Area Sewer Infrastructure Study

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Sewer infrastructure study and design for the developing area in the Centreport Industrial Park.

#### Justification

The opening of the Stafford Regional Airport and the new Centreport Parkway interchange at Interstate 95 have increased business and commercial interest in the adjacent Centreport Industrial Park. While the interceptor along Potomac Creek is completed, a sewer infrastructure study and design is recommended to assure that utilities are constructed in the most efficient manner.

#### Estimated Operating Impact

#### Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New   x  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

#### 4. Project Cost Estimates

|                     |                          |
|---------------------|--------------------------|
| Land                | _____                    |
| Construction        | _____                    |
| Planning and Design | \$ <u>  215  </u>        |
| Equipment           | _____                    |
| Debt Issue Cost     | _____                    |
| Hardware/Software   | _____                    |
| Other               | _____                    |
| <b>Total</b>        | <b>\$ <u>  215  </u></b> |

#### 5. Recommended Annual Appropriation

|                           |                          |
|---------------------------|--------------------------|
| Prior Expenditures        | \$ <u>  15  </u>         |
| Budget Year (FY 2007)     | \$ <u>  200  </u>        |
| FY2008                    | _____                    |
| FY2009                    | _____                    |
| FY2010                    | _____                    |
| FY2011                    | _____                    |
| FY2012                    | _____                    |
| FY 2008-2011(Subtotal)    | \$ <u>      -  </u>      |
| <b>Total Project Cost</b> | <b>\$ <u>  215  </u></b> |

#### 6. Recommended Financing

|                   | Year | Amount                   |
|-------------------|------|--------------------------|
| Current Revenue   |      | _____                    |
| Bonds             |      | _____                    |
| Utility User Fees |      | _____                    |
| State             |      | _____                    |
| Pro Rata Fees     |      | \$ <u>  215  </u>        |
| Private           |      | _____                    |
| Availability Fees |      | _____                    |
| <b>Total</b>      |      | <b>\$ <u>  215  </u></b> |

UTILITIES FUND

|   |                                     |                                    |
|---|-------------------------------------|------------------------------------|
| Project: 1. Equipment Replacement   |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment  |                                     |                                    |
| <div>Description</div> <div>Motor vehicle and major equipment replacement account.</div>  |                                     |                                    |
| <div>Justification</div> <div>The Utilities Department has over sixty-five vehicles and major pieces of equipment. The estimated cost to replace this equipment is well over a million dollars, and most of this equipment will need replacing in the next six years. The cost to replace seven vehicles and two pieces of equipment is included in FY2007.</div> |                                     |                                    |
| <div>Estimated Operating Impact</div> <div>No change.</div>   |                                     |                                    |
| <div>Average Annual Debt Payment</div> <div>None.</div>   |                                     |                                    |
| 2. Project Priority   |                                     |                                    |
| Essential _____ Necessary _____ Continuing <input checked="" type="checkbox"/>  |                                     |                                    |
| 3. Project Type   |                                     |                                    |
| New _____ Maintenance _____ Replacement <input checked="" type="checkbox"/>   |                                     |                                    |
| 4. Project Cost Estimates   | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____  | Prior Expenditures \$ 3,306         | Year Amount                        |
| Construction _____  | Budget Year (FY 2007) \$ 485        | Current Revenue _____              |
| Planning and Design _____   | FY2008 \$ 373                       | Bonds _____                        |
| Equipment \$ 5,852  | FY2009 \$ 392                       | Utility User Fees 92-2012 \$ 5,852 |
| Debt Issue Cost _____   | FY2010 \$ 411                       | State _____                        |
| Hardware/Software _____   | FY2011 \$ 432                       | Federal _____                      |
| Other _____   | FY2012 \$ 453                       | Private _____                      |
| Total \$ 5,852  | FY 2008-2011(Subtotal) \$ 2,061     | Other _____                        |
|   | Total Project Cost \$ 5,852         | Total \$ 5,852                     |

UTILITIES FUND

|  |                                     |                                    |
|--|-------------------------------------|------------------------------------|
| Project: 2. Capital Item Replacement   |                                     |                                    |
| 1. Project Description, Justification, Operating Impact, & Annual Debt Payment   |                                     |                                    |
| <u>Description</u><br><br>Repair and maintenance of major equipment.   |                                     |                                    |
| <u>Justification</u><br><br>The process and mechanical equipment installed at water and wastewater facilities in the County very expensive to repair and replace. To better manage the individual accounts set up for this purpose, these funds have been combined into one account with oversight by the management of the Utility Department management. Management in this manner may result in more competitive pricing and quicker response from suppliers. |                                     |                                    |
| <u>Estimated Operating Impact</u><br><br>No change.  |                                     |                                    |
| <u>Average Annual Debt Payment</u><br><br>None.  |                                     |                                    |
| 2. Project Priority  |                                     |                                    |
| Essential _____ Necessary _____ Continuing <u>x</u>  |                                     |                                    |
| 3. Project Type  |                                     |                                    |
| New _____ Maintenance _____ Replacement <u>x</u>   |                                     |                                    |
| 4. Project Cost Estimates  | 5. Recommended Annual Appropriation | 6. Recommended Financing           |
| Land _____   | Prior Expenditures \$ 1,100         | Current Revenue _____              |
| Construction _____   | Budget Year (FY 2007) \$ 100        | Bonds _____                        |
| Planning and Design _____  | FY2008 \$ 100                       | Utility User Fees 96-2012 \$ 1,700 |
| Equipment \$ 1,700   | FY2009 \$ 100                       | State _____                        |
| Debt Issue Cost _____  | FY2010 \$ 100                       | Federal _____                      |
| Hardware/Software _____  | FY2011 \$ 100                       | Private _____                      |
| Other _____  | FY2012 \$ 100                       | Other _____                        |
| Total \$ 1,700   | FY 2008-2011(Subtotal) \$ 500       | Total \$ 1,700                     |
|  | Total Project Cost \$ 1,700         |                                    |

# UTILITIES FUND

## Project: 3. Utilities Administration Center

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

#### Description

Construction of a consolidated administration complex for the Department of Utilities

#### Justification

With the expansion of water and sewer service in Stafford county, the Department of Utilities has grown beyond the capacity of existing office, maintenance and inventory facilities. Furthermore, department personnel are separated in two facilities, creating a less efficient working environment. It is proposed to construct consolidated facilities for the department's administration, engineering, construction, operations and customer services employees at a single site.

#### Estimated Operating Impact

\$25,000 per year for operation and maintenance of the new buildings.

#### Average Annual Debt Payment

None.

### 2. Project Priority

Essential ☒

Necessary ☐

Continuing ☐

### 3. Project Type

New ☒

Maintenance ☐

Replacement ☐

### 4. Project Cost Estimates

|                     |                  |
|---------------------|------------------|
| Land                | \$ 1,000         |
| Construction        | \$ 8,500         |
| Planning and Design | \$ 750           |
| Equipment           |                  |
| Debt Issue Cost     |                  |
| Hardware/Software   |                  |
| Other (furnishings) | \$ 750           |
| <b>Total</b>        | <b>\$ 11,000</b> |

### 5. Recommended Annual Appropriation

|                           |                  |
|---------------------------|------------------|
| Prior Expenditures        | \$ 950           |
| Budget Year (FY 2007)     | \$ 10,050        |
| FY2008                    |                  |
| FY2009                    |                  |
| FY2010                    |                  |
| FY2011                    |                  |
| FY2012                    |                  |
| FY 2008-2011(Subtotal)    | \$ -             |
| <b>Total Project Cost</b> | <b>\$ 11,000</b> |

### 6. Recommended Financing

|                   | Year    | Amount           |
|-------------------|---------|------------------|
| Current Revenue   |         |                  |
| Bonds             |         |                  |
| Utility User Fees |         |                  |
| State             |         |                  |
| Federal           |         |                  |
| Private           |         |                  |
| Availability Fees | 06-2011 | \$ 11,000        |
| <b>Total</b>      |         | <b>\$ 11,000</b> |



## UTILITIES FUND

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The Utilities (Water & Wastewater) Fund, a proprietary Enterprise Fund, accounts for water and wastewater operations and is financed and operated in a manner similar to private business industry.

Water and wastewater services are provided to Stafford residents by the Department of Utilities, which was formed in 1982 to consolidate the South Stafford, Aquia and Hartwood sanitary districts into a single utility system. The demand for services has increased approximately 4.9% for Fiscal Year 2005 and is projected to continue to grow at about 5% per year. This growth is due to an increasing population and the need for new water and wastewater infrastructure to support current and future development. The department will serve approximately 30,600 accounts by the end of Fiscal Year 2006. Approximately 710 of these are commercial and industrial.

# ADOPTED FY2007 UTILITIES FUND BUDGET

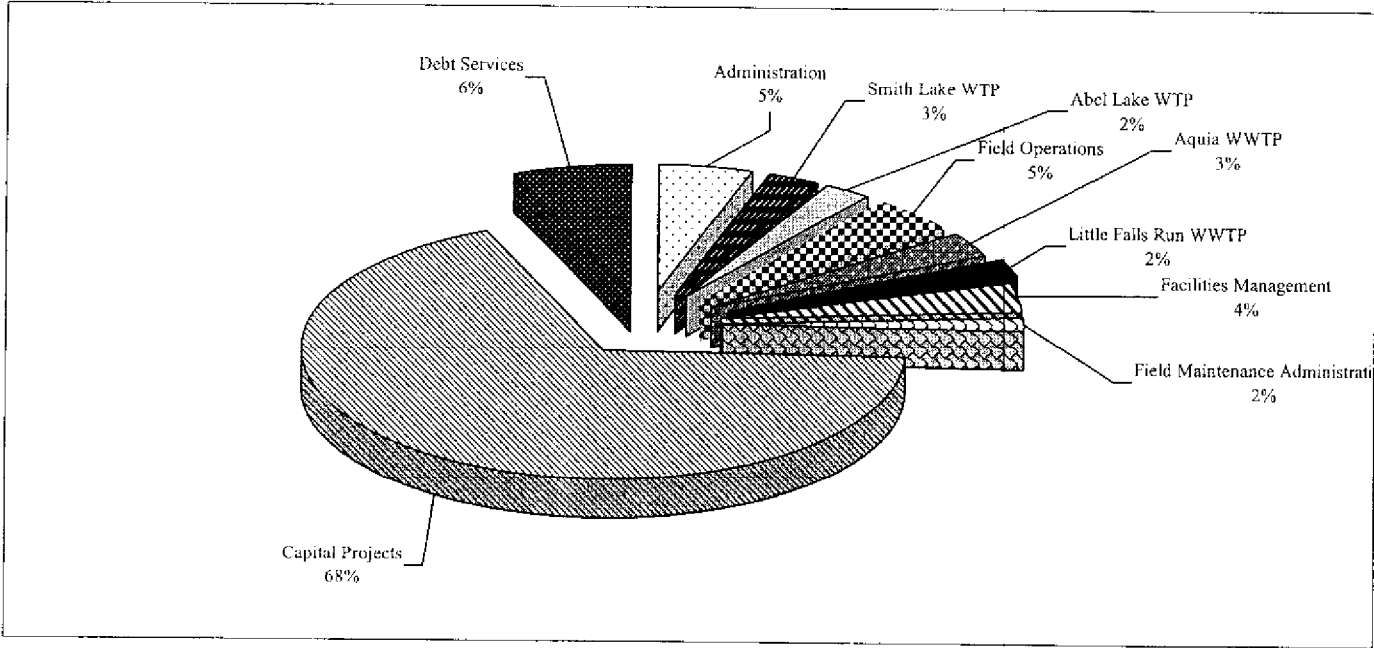
| Expenditures   | Operating            | Expansion            | Total                |
|--|----------------------|----------------------|----------------------|
| <b>Personnel &amp; Operating</b>                     |                      |                      |                      |
| Administration                                       | \$ 3,654,669         | \$                   | \$ 3,654,669         |
| Smith Lake   | 2,097,404            |                      | 2,097,404            |
| Abel Lake  | 1,841,441            |                      | 1,841,441            |
| Field Operations                                     | 3,500,715            |                      | 3,500,715            |
| Aquia WWTF   | 2,207,262            |                      | 2,207,262            |
| Little Falls Run WWTF                                | 1,662,812            |                      | 1,662,812            |
| Maintenance  | 2,821,215            |                      | 2,821,215            |
| Field Operations Administration                      | 1,150,269            |                      | 1,150,269            |
| Debt Service   | 363,158              | 4,284,477            | 4,647,635            |
|  | \$ 19,298,945        | \$ 4,284,477         | \$ 23,583,422        |
| <b>Capital Expenditures</b>                          |                      |                      |                      |
| Courthouse Area Water System Improvements            | \$ 9,380             | \$ 57,620            | \$ 67,000            |
| Austin Ridge Water System Improvements               | -                    | 425,000              | 425,000              |
| 342 Zone System Upgrades                             | 233,580              | 4,466,420            | 4,700,000            |
| Route 610 Water System Improvements                  | 105,000              | 645,000              | 750,000              |
| Mountain View Road Waterline Loop                    | 25,200               | 154,800              | 180,000              |
| Falls Run Sewer Interceptor Upgrades                 | 70,000               | 430,000              | 500,000              |
| Equipment Replacement - Abel Lake                    | 250,000              |                      | 250,000              |
| Smith Lake Upgrades                                  | 150,000              | 345,000              | 495,000              |
| Water Facilities Maintenance                         | 160,000              |                      | 160,000              |
| Water System Rehabilitation                          | 100,000              |                      | 100,000              |
| Cool Spring Road Waterline Replacement               | 180,000              |                      | 180,000              |
| Equip Replace & Renovate Aquia WWTF                  | 352,000              |                      | 352,000              |
| Brentsmill Sewer Extension                           | 150,000              |                      | 150,000              |
| Capital Item Replacement                             | 100,000              |                      | 100,000              |
| Equipment Replacement                                | 485,000              |                      | 485,000              |
| Utilities Administration Center                      |                      | 10,050,000           | 10,050,000           |
| Water Extension Projects                             |                      | 500,000              | 500,000              |
| Aquia WWTF UV System Upgrades                        | 750,000              | 750,000              | 1,500,000            |
| Aquia WWTF Expansion                                 |                      | 600,000              | 600,000              |
| Nutrient Removal - Upgrades Aquia & Little Falls Run |                      | 400,000              | 400,000              |
| Odor Control Upgrades - Aquia & Little Falls Run     |                      | 1,375,000            | 1,375,000            |
| Sewer Extension Projects                             |                      | 250,000              | 250,000              |
| Rocky Pen Run Storage Reservoir                      | -                    | 27,000,000           | 27,000,000           |
|  | \$ 3,120,160         | \$ 47,448,840        | \$ 50,569,000        |
| <b>Total Expenditures</b>                            | <b>\$ 22,419,105</b> | <b>\$ 51,733,317</b> | <b>\$ 74,152,422</b> |

| Revenues                            | User Fees            | Expansion Fees       | Total                |
|-------------------------------------|----------------------|----------------------|----------------------|
| Use of Money/Property               | \$ 1,250,000         | \$ 1,250,000         | \$ 2,500,000         |
| Charges for Services                | 20,468,488           | 13,718,471           | 34,186,959           |
| Miscellaneous                       | 151,700              | 150,000              | 301,700              |
| Bond Proceeds                       | -                    | 27,845,000           | 27,845,000           |
|                                     | \$ 21,870,188        | \$ 42,963,471        | \$ 64,833,659        |
| Use of Repair & Replacement Reserve | 548,917              |                      | 548,917              |
| Prior Year Fund Balance             | -                    | 8,769,846            | 8,769,846            |
| <b>Total Revenues</b>               | <b>\$ 22,419,105</b> | <b>\$ 51,733,317</b> | <b>\$ 74,152,422</b> |



# UTILITIES FUND

|                                  | FY2005<br>Actual    | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|----------------------------------|---------------------|-----------------------------|---------------------|---|---------------|
| Administration                   | \$9,486,713         | \$3,441,813                 | \$3,654,669         | \$212,856                                       | 6.18%         |
| Smith Lake WTP                   | 1,475,665           | 1,819,552                   | 2,097,404           | 277,852   | 15.27%        |
| Abel Lake WTP                    | 1,440,817           | 1,725,091                   | 1,841,441           | 116,350   | 6.74%         |
| Field Operations                 | 2,649,046           | 3,124,702                   | 3,500,715           | 376,013   | 12.03%        |
| Aquia WWTP                       | 1,774,789           | 2,223,567                   | 2,207,262           | -16,305   | -0.73%        |
| Little Falls Run WWTP            | 1,200,508           | 1,534,965                   | 1,662,812           | 127,847   | 8.33%         |
| Facilities Management            | 1,926,219           | 2,521,258                   | 2,821,215           | 299,957   | 11.90%        |
| Field Maintenance Administration | 814,147             | 933,783                     | 1,150,269           | 216,486   | 23.18%        |
| Capital Projects                 | 11,356,417          | 22,675,000                  | 50,569,000          | 27,894,000                                      | 123.02%       |
| Debt Services                    | 4,475,738           | 4,312,646                   | 4,647,635           | 334,989   | 7.77%         |
| <b>Total Expenditures</b>        | <b>\$36,600,058</b> | <b>\$44,312,377</b>         | <b>\$74,152,422</b> | <b>\$29,840,045</b>                             | <b>67.34%</b> |



# UTILITIES

## MISSION

Our mission is to provide water and wastewater services which satisfy the present and future needs and expectations of our customers. Our performance is directed at meeting or exceeding all federal and state requirements. The Department of Utilities strives to provide effective, efficient and reliable service to our residential and business customers. The Department makes every effort to utilize innovative practices and cutting-edge technology in the accomplishment of its mission. Management makes every effort to be supportive and proactive in personnel matters, ensuring that staff members perform at the highest level and take pride in their jobs and the contributions they make to the success of the Department.

## GOALS/OBJECTIVES

- Fund capital improvement program to a level sufficient to meet growth, regulatory, and other performance goals
- Fund water and sewer extension program
- Fund maintenance and repair of water and sewer infrastructure. Set aside amount for depreciation of fixed assets
- Fund sufficient staff to fulfill the administrative, operating and maintenance requirements of the water system and sewer system. Provide for professional development of staff
- Fulfill debt service obligations on past borrowing
- Reimburse County for service provided for the Utility
- Provide pump and haul service for health hazards outside sewer service area
- Operate water and wastewater facilities including water production and transmission, wastewater treatment and conveyance, and residuals disposal to meet regulatory requirements
- Review, inspect and test infrastructure constructed by others for the Department of Utilities

## SERVICE LEVELS

|   | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|---|------------------|------------------|----------------|
| <b>Outcomes</b>   |                  |                  |                |
| Billion Gallons of Water Treated (Manual Tracking)                    | 3.280            | 3.438            | 3.927          |
| Billion Gallons of Wastewater Treated (Manual Tracking)               | 3.070            | 3.466            | 3.591          |
| <b>Outputs</b>  |                  |                  |                |
| # of Water and Sewer Accounts Served (HTE System)                     | 29,116           | 30,520           | 32,240         |
| # of Miss Utility Locate Requests Processed (Manual Tracking)         | 22,474           | 24,000           | 24,500         |
| # of Work Orders Generated – Field Crew (Hansen System)               | 4,621            | 4,800            | 5,000          |
| # of Backflow Preventers Inspected and/or Tested (Hansen Sys.)        | 500              | 500              | 500            |
| # of Water Meters Read (HTE System)                                   | 319,864          | 336,600          | 354,200        |
| # of Customer Service Turn-Ons (HTE System)                           | 5,954            | 6,260            | 6,600          |
| # of Delinquency Notices (HTE System)                                 | 12,811           | 13,480           | 14,200         |
| # of Delinquent Water Turn-Offs (HTE System)                          | 2,641            | 2,780            | 2,925          |
| # of Plan Reviews (Hansen System)                                     | 95               | 95               | 95             |
| <b>Service Quality</b>  |                  |                  |                |
| Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking) | 79.0%            | 66.7%            | 100%           |
| Drinking Water Compliance Rate - % of days (Manual Tracking)          | 100%             | 100%             | 100%           |
| <b>Efficiencies</b>   |                  |                  |                |
| Cost to Produce Water (per thousand gallons) (Manual Tracking)        | \$0.85           | \$0.97           | \$0.98         |
| Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)     | \$0.98           | \$1.12           | \$1.05         |

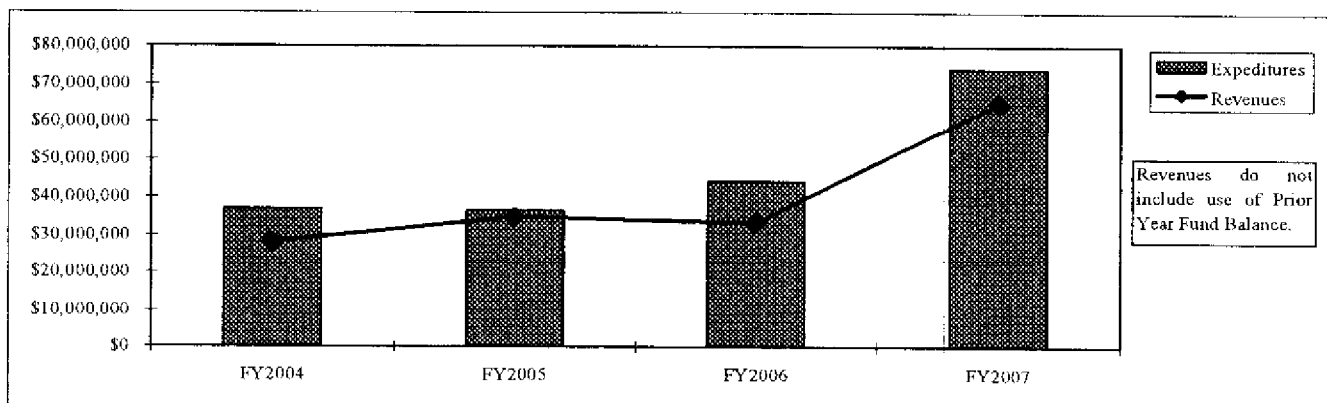
# UTILITIES

## ACCOMPLISHMENTS

- Upgraded Raw Water Intake Structure at Abel Lake WTF
- Completed installation of new AquaDiamond filters at Little Falls Run WWTF
- Successfully pilot tested membrane filter systems from 2 manufacturers at the Smith Lake WTF to evaluate their potential for use at the new Rocky Pen Run WTF
- Completed construction and successful startup of 2<sup>nd</sup> Schreiber process treatment train at Aquia WWTF and began renovation of original Schreiber train
- Began project to replace aging cast iron water mains in the Ingleside subdivision
- Received and began installation of standby emergency power generators at 34 water and wastewater pump stations and water storage tanks
- For calendar year 2005, the Little Falls Run WWTF operated the entire year without any discharge permit violations and again qualified for a Gold Peak Performance Award from the National Association of Clean Water Agencies (NACWA)

## BUDGET SUMMARY

|                           | FY2004<br>Actual    | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|---------------------------|---------------------|----------------------|-----------------------------|---------------------|---|---------------|
| <b>Costs</b>              |                     |                      |                             |                     |   |               |
| Personnel                 | \$6,961,890         | \$7,779,909          | \$8,851,779                 | \$9,302,804         | \$451,025                                       | 5.10%         |
| Operating                 | 12,325,022          | 12,781,872           | 7,961,859                   | 8,995,953           | 1,034,094                                       | 12.99%        |
| Capital                   | 12,312,354          | 11,562,539           | 23,186,093                  | 51,206,030          | 28,019,937                                      | 120.85%       |
| Debt Service              | 5,241,500           | 4,475,738            | 4,312,646                   | 4,647,635           | 334,989   | 7.77%         |
| <b>Total</b>              | <b>\$36,840,766</b> | <b>\$36,600,057</b>  | <b>\$44,312,377</b>         | <b>\$74,152,422</b> | <b>\$29,840,045</b>                             | <b>67.34%</b> |
| Water/Sewer Fees          | \$15,811,913        | \$16,316,328         | \$17,633,925                | \$20,468,488        | \$2,834,563                                     | 16.07%        |
| Availability/Prorata Fees | \$11,184,520        | \$16,177,062         | \$14,215,100                | \$13,718,471        | (\$496,629)                                     | -3.49%        |
| Other                     | 331,631             | 448,215              | 238,607                     | 301,700             | 63,093  | 26.44%        |
| Use of Money/Property     | 796,089             | 1,751,827            | 1,253,000                   | 2,500,000           | 1,247,000                                       | 99.52%        |
| Revenue Bond Proceeds     | -                   | -                    | -                           | 27,845,000          | 27,845,000                                      | 100.00%       |
| Donated Assets            | 5,265,480           | 6,125,560            | -                           | -                   | -   |               |
| Prior Year Fund Balance   | -                   | -                    | 10,971,745                  | 9,318,763           | (1,652,982)                                     | -15.07%       |
| <b>Total Revenue</b>      | <b>\$33,389,633</b> | <b>\$40,818,992</b>  | <b>\$44,312,377</b>         | <b>\$74,152,422</b> | <b>\$29,840,045</b>                             | <b>67.34%</b> |
| <b>Difference</b>         | <b>\$3,451,133</b>  | <b>(\$4,218,934)</b> | <b>\$0</b>                  | <b>\$0</b>          | <b>\$0</b>                                      |               |
| Full-Time Positions       | 120                 | 133                  | 134                         | 139                 | 5   | 3.73%         |
| Part-Time Positions       | 3                   | 2                    | 6                           | 5                   | (1)   | -16.67%       |



# UTILITIES

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## **BUDGET VARIANCES**

Personnel variance of 5.1% attributable to the following:

- 2% COLA in February, 2006
- 4% salary adjustment to implement compensation study
- Decrease in health insurance costs
- Life insurance reinstated (at no cost to employees)
- Five new positions approved

Operating variance of 12.99% attributable to the following:

- Increase in fuel and chemical costs

Capital variance of 120.9% attributable to the following:

- Rocky Pen Run Reservoir construction
- Equipment replacement
- Aquia WWTF plant expansion and UV system upgrades
- Nutrient removal and odor control upgrades at Aquia & Little Falls Run
- Water & sewer system improvements

# UTILITIES FUND HIGHLIGHTS

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## **GENERAL**

The department is responsible for the water and wastewater systems within Stafford's service area. The service area consists of approximately 50,000 acres along three major transportation corridors: Interstate 95, U.S. Route 1 and U.S. Route 17. There are no private water and wastewater utilities within Stafford. The Department has 133 full-time employees who provide overall planning, administration, customer service, daily inspection, 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 plant operators are fully trained and most are licensed. The treatment facilities and field crews maintain an excellent safety record.

Two reservoirs, Abel Lake and Smith Lake, supply water to the treatment facilities. Abel Lake is located in central Stafford on Potomac Creek and is impounded by Abel Lake Dam, an earthen embankment. Smith Lake Reservoir is located in northeastern Stafford on Aquia Creek and is impounded by Smith Lake Dam, an earthen embankment with a roller-compacted concrete emergency spillway. Combined these reservoirs hold over 3.4 billion gallons of water. A third reservoir, on Rocky Pen Run, is currently in the design stage and is expected to be available by 2011. It will provide an additional 5.4 billion gallons of water storage.

The Smith Lake and Abel Lake water treatment facilities provide water treatment. Smith Lake, rated at 10 mgd with a peak capacity of 15 mgd, provides water to the northern region of Stafford; Abel Lake, rated at 6.0 mgd, provides water to the southern region. The water produced by both facilities meets or exceeds the standards prescribed by the Virginia Department of Health and the Environmental Protection Agency. Interconnecting piping allows the transfer of water from one service area to the other, if needed. The water distribution system is comprised of more than 484 miles of pipe ranging in size from 2 to 24 inches in diameter. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 15.8 million gallons. The water system has four primary pumping stations. In addition to the County service area, Stafford provides up to 0.75 mgd of water to Camp Barrett at Quantico. Water can also be provided to the City of Fredericksburg and to Spotsylvania County on an emergency basis.

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities with current permitted capacities of 4.0 mgd and 6.5 mgd, respectively. 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 more than 352 miles of gravity sewers, 48 miles of sewer force mains and 82 pump stations.

## **FINANCIAL AND RATE STRUCTURE**

Stafford County operates the Utilities system as a self-supporting entity. The Utility Department has three major sources of revenue.

- *Monthly user fees* pay the operations and maintenance costs of the system.
- *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 fixing its rates and fees is to cover all costs of providing service to its customers. The goal is to ensure that new customers connecting to the system pay the entire cost associated with the growth of the system, and that users pay the entire cost associated with current operations, including upkeep.

Stafford has authority to establish and revise water and wastewater rates and adopts an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing for capital improvements.

The Board of Supervisors authorized a comprehensive financial management study which was completed in February 2005. Based on the recommendations of the financial study, the Board approved a change to the rate and fee structure which will result in a 9% increase in revenues from user fees in each of the next three years. The last time user fees were increased was 1995.

# UTILITIES FUND HIGHLIGHTS

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## UTILITIES FISCAL POLICY

In November, 2005, the Board formalized their commitment to the sustainability of the Utility with the adoption of the 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**

1. This policy is a long-term planning tool to ensure that sufficient funds are available for present and future financial needs - capital, operating and replacement.
2. Future financial activities of the Utilities Fund will be projected over a twenty-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 Utility Master Plan. This forecasting model will be maintained in an electronic spreadsheet and updated annually in conjunction with Budget preparation.
3. The Utilities Fund will be subdivided into two categories: Capacity Expansion and Operating.
4. Sources and uses of funds will be tracked by category using generally accepted accounting principles and used in the monitoring of rate and fee adequacy.
5. Capacity Expansion will be funded by:
  - availability and pro rata fees
  - bond proceeds
  - interest on investments allocated to this category
6. These revenues will be used to pay for:
  - projects required by system expansion, changes in regulations, or changes in technology
  - water and sewer extension projects
  - debt service on bonds issued for such construction
7. The Operating category will be funded by user fees.
8. Operating funds will be used to pay annual operating and maintenance expenses and provide for long-term capital repair, renewal and rehabilitation of capital assets.
9. The Utilities Department is committed to establishing and maintaining an asset management program to include proactive maintenance and long-term funding of its capital reinvestment projects.
10. The Utilities financial position will be analyzed annually in order to identify the need for changes in rates and fees so that necessary increases can be made in small increments, minimizing impact on customers.
11. Stafford County Utilities will be run in a businesslike manner. Rates and fees will be set to ensure that all of the costs of running the Utilities are recovered, including capital repair & replacement, so that the future of the enterprise is secure.
12. The intent in setting rates and fees will be not to provide the lowest rate *right now*, but the lowest rates *over time*.
13. 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 be set accordingly.
    - i. A non-peak average will be calculated for each customer.
    - ii. An inclining block rate will be used to bill for water usage, both to offset increased costs to the Utility system and to encourage conservation.
    - iii. Since outside water usage does not create additional wastewater treatment needs, charges for wastewater treatment will be capped based on average usage.
    - iv. Irrigation meters will be billed at regular residential rates.

# UTILITIES FUND HIGHLIGHTS

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## **UTILITIES FISCAL POLICY (Continued)**

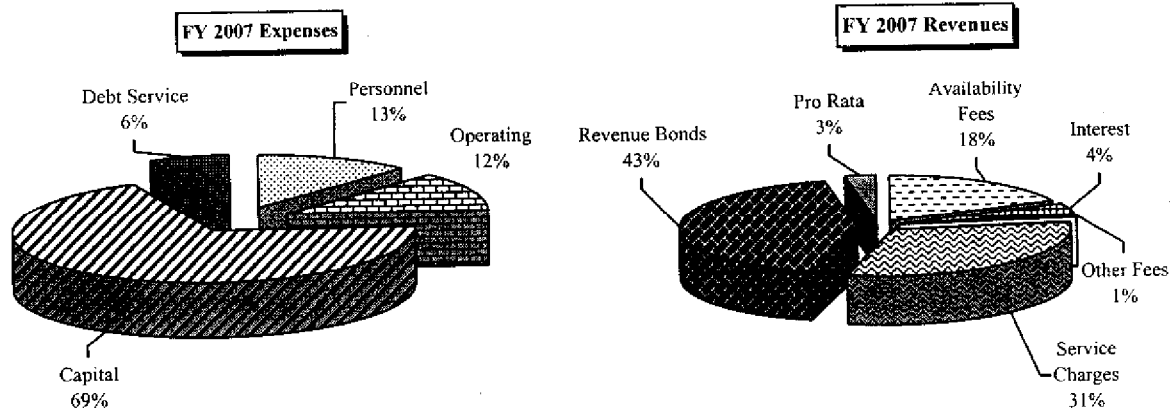
- b. Non-Residential customers typically exhibit consistent year-round water usage and tend to have a natural incentive to conserve water as part of overall cost containment. This steady, predictable usage places a smaller burden on the utility, largely due to economies of scale.
  - i. The non-residential 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 apartments.
- 14. The rate ordinance will include emergency rates which will be in effect for periods of drought or distribution system interruptions, as declared by the Board of Supervisors.
- 15. 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.
- 16. The minimum cash balance of the Capacity and Expansion category will \$5,000,000 in accordance with the Water and Sewer Line Extension Policy, which requires a that reserve in that amount be maintained to provide funding for water and sewer extension projects as they are identified.
- 17. An Operating Reserve will be established and maintained in an amount not less than;
  - a. 90 days annual operating and maintenance expenses (to ensure against short-term revenue shortfalls and unanticipated operating expenses and minor repairs); plus
  - b. 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.
- 18. 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 staff.
- 19. A cash flow projection will be prepared annually and provided to the Treasurer to aid in the investment of funds in order to achieve maximum returns.
- 20. All funding alternatives, including short-term "borrowing" between categories, will be considered in order to meet financing needs and to achieve the most cost efficient operation of the Utilities Fund.

## **BILLING AND COLLECTION PROCEDURES**

Customers receive a monthly bill for services, which is due within 25 days of the bill date. Stafford's service area is divided into meter routes; each route is then assigned to one of four billing cycles. Bills are mailed on the last four Fridays of each month. The use of the four billing cycles and the recent installation of automated meter reading equipment have resulted in the majority of bills being based upon actual meter readings rather than estimates.

A 10% late payment penalty is assessed on the unpaid balance after 25 days. If the account remains unpaid after 45 days, service may be terminated. Weekly turnoffs are done by cycles. There is a \$30.00 reconnection fee to restore service. Stafford utilizes the Virginia Set-off Debt Collection Program and the issuance of warrants in debt as collection means.

# UTILITIES FUND



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

The Utilities Fund Seven-year Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. Information projected for 2007 through 2011 reflects only model projections and does not reflect decisions made by the Board of Supervisors. The Fiscal Year 2005 amounts reflect actual audited amounts. The Fiscal Year 2006 amounts reflect the adopted budget. Projections for 2007 through 2011 include estimates for specific programs where adequate information is available and other increase assumptions are noted below:

### Service Charges

Assumes a 9% increase in user fees in 2007 and 2008, and a 5% increase in the number of customers and consumption/usage annually.

### Availability Fees

Assumes growth is slightly slower than in recent years, but still increases by 1,300 additional equivalent residential units per year. Water availability fees were increased by \$2,000 per equivalent residential unit in December 2005. Sewer fees remained the same.

### Developer Contributions

Assumes developers will pay 100% of their proportionate share of project costs and those contributions will increase 5% annually.

### Revenue Bond Proceeds

Large capital projects as indicated on the Proposed Capital Improvements program schedule are to be financed with revenue bonds.

### Operations

Assumes cost increases at 1 to 3% a year for most expenditures. However, chemical costs are projected to increase by 32%.

### Capital Projects - Enterprise Fund

Includes all planned capital projects except those projects expected to be financed by developers.

### Capital Projects - Pro Rata

Capital projects as indicated on the Proposed Capital Improvements Program. These projects would primarily serve a development area of new customers. Developers must provide a pro rata share of these projects under the policy adopted by the Board of Supervisors.

### Debt Service

Assumes future debt is issued at a 6.0% interest rate, unless otherwise indicated.



UTILITIES FUND

|  | 2005<br>Actual       | 2006<br>Estimated     | 2007<br>Adopted      | Projection            |                      |                      |                      |
|--|----------------------|-----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|
|  |                      |                       |                      | 2008                  | 2009                 | 2010                 | 2011                 |
| <b>Revenues</b>                        |                      |                       |                      |                       |                      |                      |                      |
| Service Charges                        | \$15,999,249         | \$17,240,975          | 20,075,538           | \$22,736,121          | \$25,415,024         | \$26,926,723         | \$28,526,465         |
| Availability Fees                      | 14,606,452           | 13,115,100            | 11,838,563           | 11,838,563            | 11,838,563           | 11,838,563           | 11,838,563           |
| Developer Contributions/Pro Rata       | 1,570,610            | 1,100,000             | 1,879,908            | 1,945,705             | 2,013,804            | 2,084,288            | 2,157,238            |
| Interest & Investment Revenue          | 1,751,827            | 1,253,000             | 2,500,000            | 1,979,387             | 1,092,693            | 1,725,313            | 1,696,514            |
| Inspection of Lines/Review Fees        | 317,080              | 392,950               | 392,950              | 412,598               | 433,228              | 454,889              | 477,633              |
| Other Charges and Fees                 | 448,215              | 238,607               | 301,700              | 316,785               | 332,624              | 349,255              | 366,718              |
| Revenue Bond Proceeds                  | -                    | -                     | 27,845,000           | -                     | 39,100,000           | -                    | 27,500,000           |
|  | \$34,693,433         | \$33,340,632          | \$64,833,659         | \$39,229,159          | \$80,225,936         | \$43,379,031         | \$72,563,131         |
| Developer Contrib/Donated Assets       | 6,125,560            | -                     | -                    | -                     | -                    | -                    | -                    |
| <b>Total Sources</b>                   | <b>\$40,818,993</b>  | <b>\$33,340,632</b>   | <b>\$64,833,659</b>  | <b>\$39,229,159</b>   | <b>\$80,225,936</b>  | <b>\$43,379,031</b>  | <b>\$72,563,131</b>  |
| <b>Uses</b>                            |                      |                       |                      |                       |                      |                      |                      |
| <b>Operations</b>                      |                      |                       |                      |                       |                      |                      |                      |
| Personnel                              | \$7,779,909          | \$8,851,779           | 9,302,804            | \$9,767,944           | \$10,256,341         | \$10,769,158         | \$11,307,616         |
| Other                                  | 6,178,411            | 7,961,859             | 8,995,953            | 9,445,751             | 9,918,038            | 10,413,940           | 10,934,637           |
| Depreciation                           | 6,885,346            | -                     | -                    | -                     | -                    | -                    | -                    |
| <b>Capital Projects</b>                |                      |                       |                      |                       |                      |                      |                      |
| Pro Rata Funded                        | 2,984,183            | 6,283,160             | 6,622,000            | 12,643,000            | 8,255,000            | 2,000,000            | -                    |
| Operations Funded                      | 2,820,028            | 7,202,933             | 12,959,030           | 5,498,000             | 4,683,000            | 5,809,000            | 4,735,000            |
| Availability Funded                    | 5,758,327            | 9,700,000             | 4,625,000            | 10,750,000            | 10,750,000           | 750,000              | 1,250,000            |
| Bond Funded                            | -                    | -                     | 27,000,000           | 15,000,000            | 9,000,000            | 6,645,000            | -                    |
| <b>Debt Service</b>                    |                      |                       |                      |                       |                      |                      |                      |
| Existing Debt-Principal                | 3,290,000            | 3,085,000             | 3,185,000            | 3,285,000             | 3,350,000            | 3,435,000            | 3,435,000            |
| Existing Debt-Interest                 | 573,157              | 1,227,646             | 917,635              | 747,220               | 644,823              | 533,268              | 533,268              |
| New Debt - Principal                   | -                    | -                     | -                    | -                     | -                    | -                    | -                    |
| New Debt - Interest                    | -                    | -                     | -                    | 1,648,705             | 1,648,705            | 3,983,645            | 3,983,645            |
| New Debt - Issue Costs                 | -                    | -                     | 545,000              | -                     | 632,701              | -                    | 493,908              |
|  | \$36,269,362         | \$44,312,377          | \$74,152,422         | \$68,785,620          | \$59,138,608         | \$44,339,011         | \$36,673,074         |
| <b>Total Uses</b>                      | <b>\$36,269,362</b>  | <b>\$44,312,377</b>   | <b>\$74,152,422</b>  | <b>\$68,785,620</b>   | <b>\$59,138,608</b>  | <b>\$44,339,011</b>  | <b>\$36,673,074</b>  |
| <b>Total Sources Over Uses</b>         | <b>\$4,549,631</b>   | <b>(\$10,971,745)</b> | <b>(\$9,318,763)</b> | <b>(\$29,556,461)</b> | <b>\$21,087,328</b>  | <b>(\$959,980)</b>   | <b>\$35,890,057</b>  |
| <b>Fund Balance</b>                    |                      |                       |                      |                       |                      |                      |                      |
| <b>Fund Balance, Beginning of Year</b> | <b>\$80,730,115</b>  | <b>\$86,270,076</b>   | <b>\$75,298,331</b>  | <b>\$65,979,568</b>   | <b>\$36,423,107</b>  | <b>\$57,510,435</b>  | <b>\$56,550,455</b>  |
| Designated-Prior Year Commitment       | 31,844,157           | -                     | -                    | -                     | -                    | -                    | -                    |
| Designated - Repair and Replacement    | 6,286,427            | 6,286,427             | 6,286,427            | 6,286,427             | 6,286,427            | 6,286,427            | 6,286,427            |
| Designated - Operating Reserve         | 3,489,580            | 4,203,410             | 4,574,689            | 4,803,424             | 5,043,595            | 5,295,775            | 5,560,563            |
| Designated - Extension Reserve         | 5,000,000            | 5,000,000             | 5,000,000            | 5,000,000             | 5,000,000            | 5,000,000            | 5,000,000            |
| Restricted Cash - Debt Set Asides      | 5,219,753            | 5,477,172             | 5,477,172            | 5,477,172             | 5,477,172            | 5,477,172            | 5,477,172            |
| Undesignated                           | 34,430,160           | 54,331,322            | 44,641,280           | 14,856,084            | 35,703,242           | 34,491,081           | 70,116,349           |
| <b>Fund Balance, End of Year</b>       | <b>\$86,270,076</b>  | <b>\$75,298,331</b>   | <b>\$65,979,568</b>  | <b>\$36,423,107</b>   | <b>\$57,510,435</b>  | <b>\$56,550,455</b>  | <b>\$92,440,511</b>  |
| Total Operating Revenues               | \$16,550,568         | \$17,860,539          | \$20,770,195         | \$23,459,511          | \$26,180,883         | \$27,730,874         | \$29,370,823         |
| Total Operating Expenses               | (20,843,666)         | (24,387,519)          | (26,630,026)         | (28,378,090)          | (30,255,214)         | (32,272,017)         | (34,440,064)         |
| <b>Net Operating Income (Loss)*</b>    | <b>(\$4,293,098)</b> | <b>(\$6,526,980)</b>  | <b>(\$5,859,831)</b> | <b>(\$4,918,579)</b>  | <b>(\$4,074,331)</b> | <b>(\$4,541,143)</b> | <b>(\$5,069,241)</b> |
| * includes depreciation                |                      |                       |                      |                       |                      |                      |                      |
| Debt Ratio 1                           | 5.32                 | 3.83                  | 4.02                 | 3.52                  | 3.34                 | 2.79                 | 2.70                 |
| Debt Ratio 2                           | 3.48                 | 2.31                  | 2.11                 | 2.48                  | 2.66                 | 2.05                 | 2.13                 |
| Debt Ratio 3                           | 7.93                 | 8.61                  | 7.55                 | 3.79                  | 5.24                 | 4.22                 | 6.15                 |

NEW COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)  
1. Net Revenues: 1.20 times Senior Debt Service  
2. Net Revenues less 50% of Availability Fees: 1.0 times Senior Debt Service  
3. Net Revenues less 50% of Availability Fees plus 50% of unrestricted reserves: 1.5 times Senior Debt Service

|  |      |      |      |      |      |      |      |
|--|------|------|------|------|------|------|------|
| Operating Margin<br>(operating income/operating revenues)  | 0.16 | 0.06 | 0.12 | 0.18 | 0.23 | 0.24 | 0.24 |
| Operating Ratio<br>(operating revenues/operating expenses) | 1.19 | 1.06 | 1.14 | 1.22 | 1.30 | 1.31 | 1.32 |
| ** excludes depreciation                                   |      |      |      |      |      |      |      |

## UTILITIES FUND REVENUE

|                              | FY 2005<br>Actual | FY 2006<br>Adopted<br>Budget | Adopted<br>Budget | FY 2007<br>Changes<br>'06 Estimated to '07 Adopted |        |
|------------------------------|-------------------|------------------------------|-------------------|--|--------|
| Utilities Operation          |                   |                              |                   |  |        |
| Water & Sewer Charges        | \$16,316,329      | \$17,633,925                 | \$20,468,488      | \$2,834,563  | 16.1%  |
| Water Availability Fees      | 7,666,307         | 6,906,800                    | 7,288,563         | 381,763  | 5.5%   |
| Wastewater Availability Fees | 6,940,145         | 6,200,000                    | 4,550,000         | (1,650,000)  | -26.6% |
| Pro-Rata Fees                | 1,570,610         | 1,100,000                    | 1,879,908         | 779,908  | 70.9%  |
| Interest on Investments      | 1,751,827         | 1,253,000                    | 2,500,000         | 1,247,000  | 99.5%  |
| All Other Accounts           | 448,215           | 238,607                      | 301,700           | 63,093   | 26.4%  |
| Revenue Bonds                | -                 | -                            | 27,845,000        | 27,845,000   | 100.0% |
| Total                        | \$34,693,433      | \$33,332,332                 | \$64,833,659      | \$31,501,327                                       | 94.5%  |

### Water & Sewer Charges

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford projects 30,600 customers by June 2006. Fees were increased by 9% in December 2005. A 5% increase in new customers is projected. The average residential customer's monthly bill is \$39.86 based on usage of 6,000 gallons.

### Interest on Investments

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Cash and investment balances have been accumulated for debt reserve, future capital expansion and operating expenses.

### Water Availability Fees

Customers desiring to use the Stafford water system pay a one-time fee. The fee is \$5,600 for new and existing residences, and \$5,600 for each residential equivalent unit of commercial and industrial customers. These fees are designated for capital expansion. The budget assumes fewer new connections than in previous years.

### Wastewater Availability Fees

Customers desiring to use the Stafford wastewater system pay a one-time fee. The fee is \$3,500 for new and existing residences, and \$3,500 for each residential equivalent unit of commercial and industrial customers. These fees are designated for capital expansion. The proposed budget assumes fewer new connections than in previous years. While water fees increased in December 2005, wastewater availability fees remained the same, so the proposed fy2007 budget shows a decrease in these revenues.

### Pro-Rata Fees - Water

Developers pay a pro-rata share of the cost of constructing Stafford's water transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure zone.

### Pro-Rata Fees - Sewer

Developers pay a pro-rata share of the cost of constructing Stafford's wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate wastewater zone.

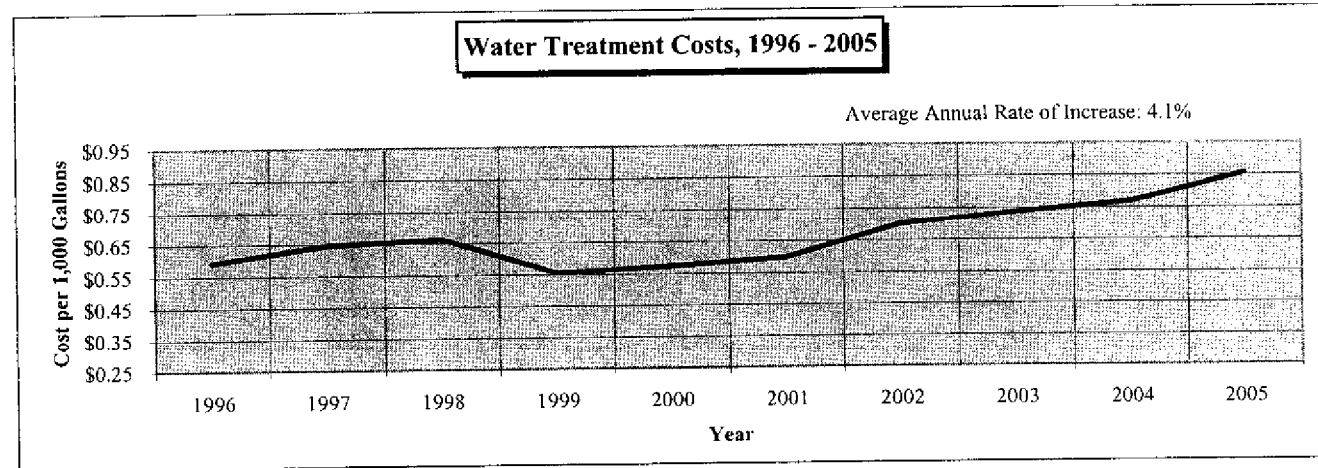
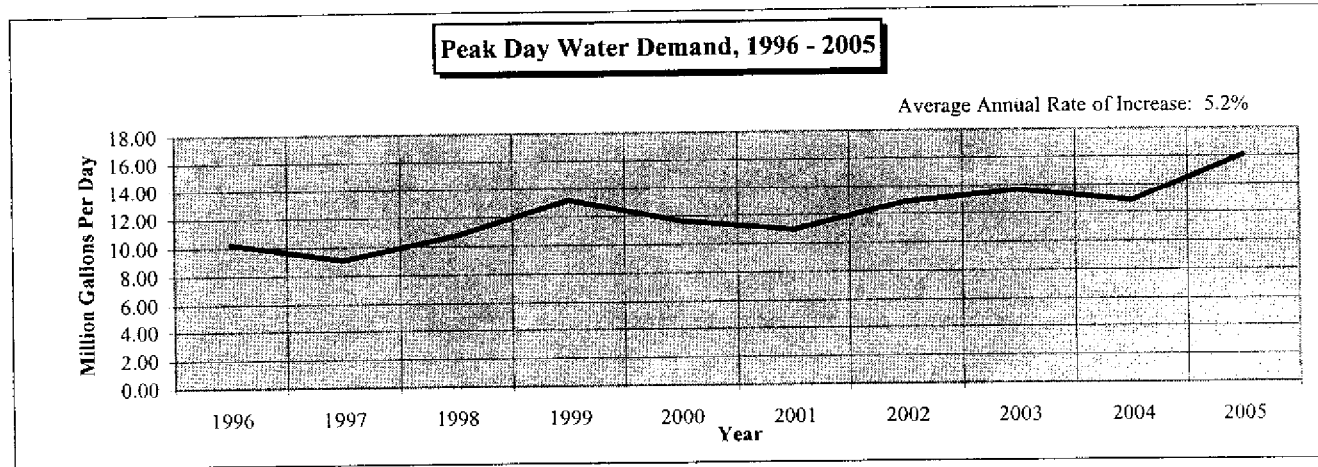
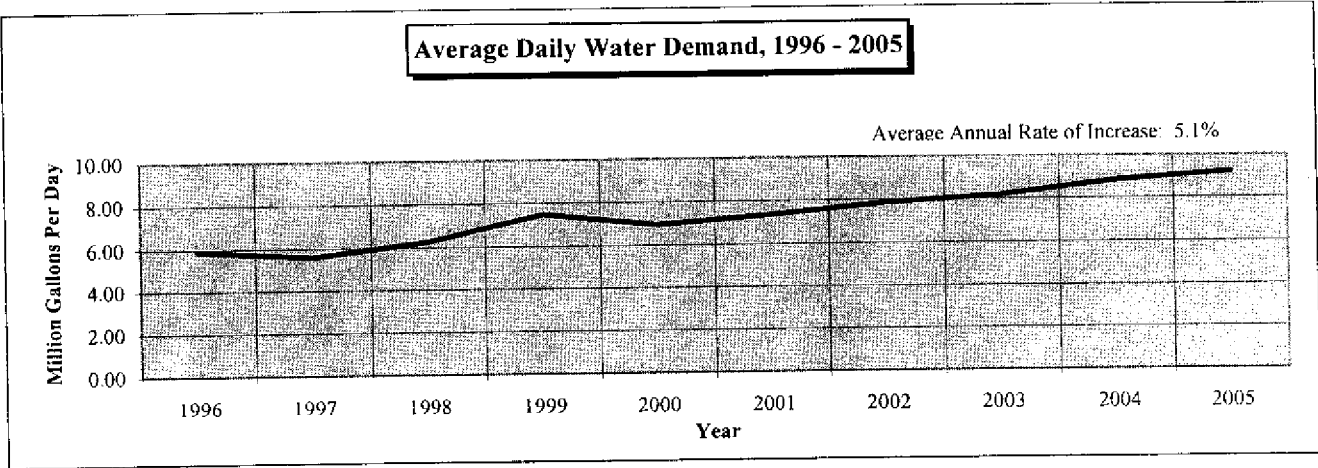
### All Other Accounts

Miscellaneous fees are charged for various other services provided by Stafford.



# UTILITIES FUND WATER TREATMENT

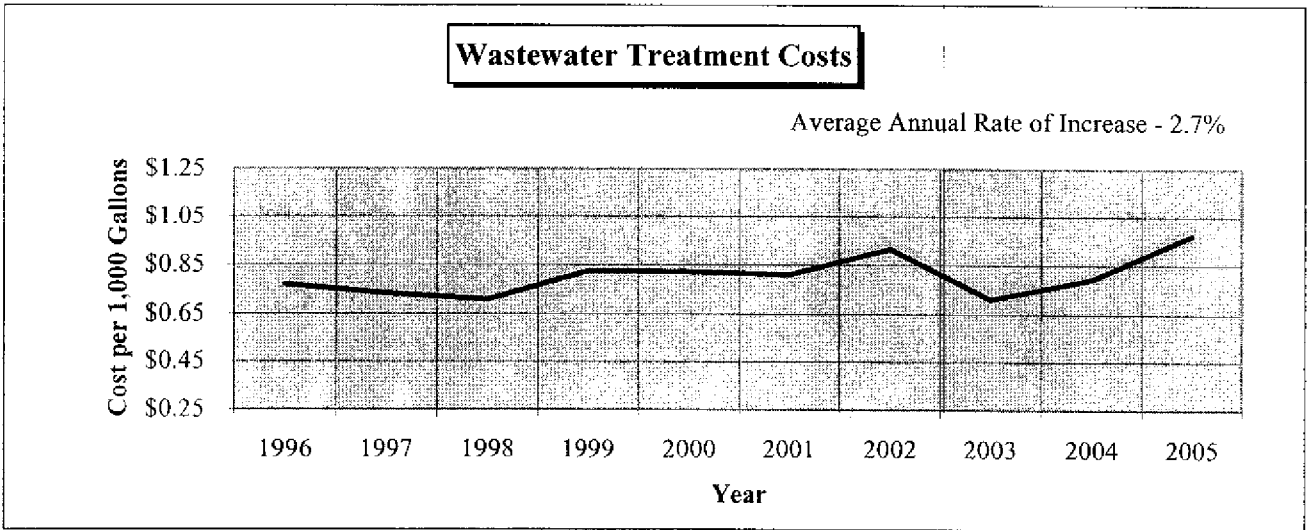
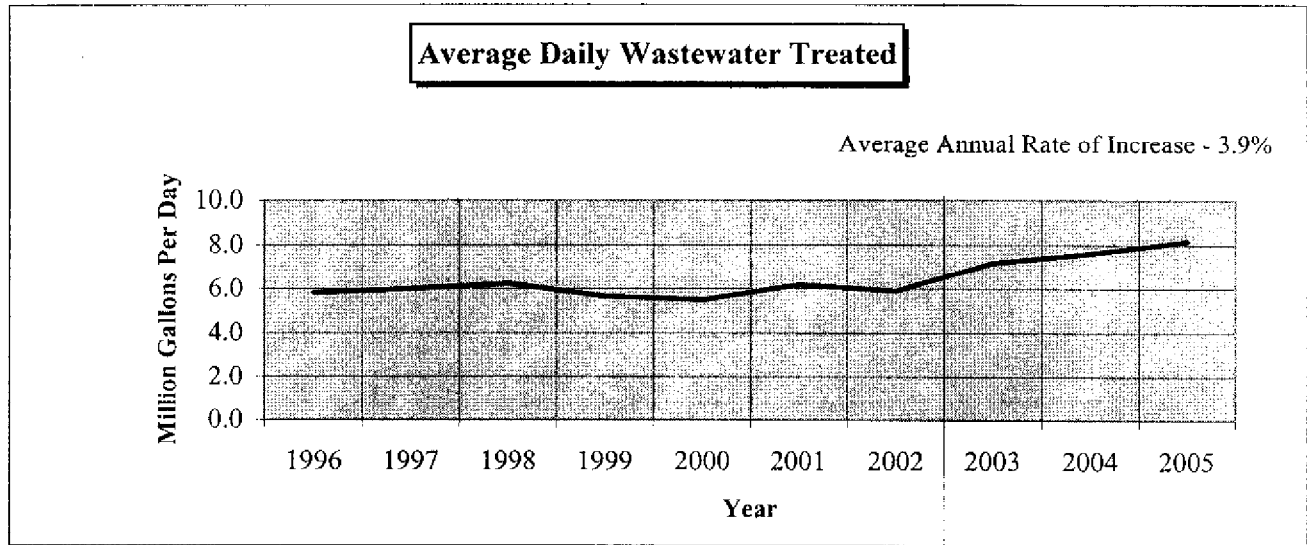
Even though average daily water demand has increased at an average annual rate of 5.1% since 1996, the average cost per 1,000 gallons to treat the water has only increased at a rate of 4.1% over the same period.



# UTILITIES FUND WASTEWATER TREATMENT

Even though average daily wastewater treated has increased at an average annual rate of 3.9% since 1996, the average unit cost to treat the wastewater has only increased at an average annual rate of 2.7% over the same time period.

Fairly stable unit operating costs can be attributed to economies of scale as fixed costs remained fairly constant while the volume treated increased. In FY2002, the volume treated actually went down as a result of the drought, resulting in an increase in the unit cost to treat the wastewater. Reduced costs are also the result of process optimization and lower chemical costs due to cooperative bidding with other localities in Northern Virginia, Maryland, and Washington, D.C. Efforts to further reduce nitrogen in the wastewater discharged are expected to increase operating costs in FY2006 and beyond.





## SCHOOL FUND

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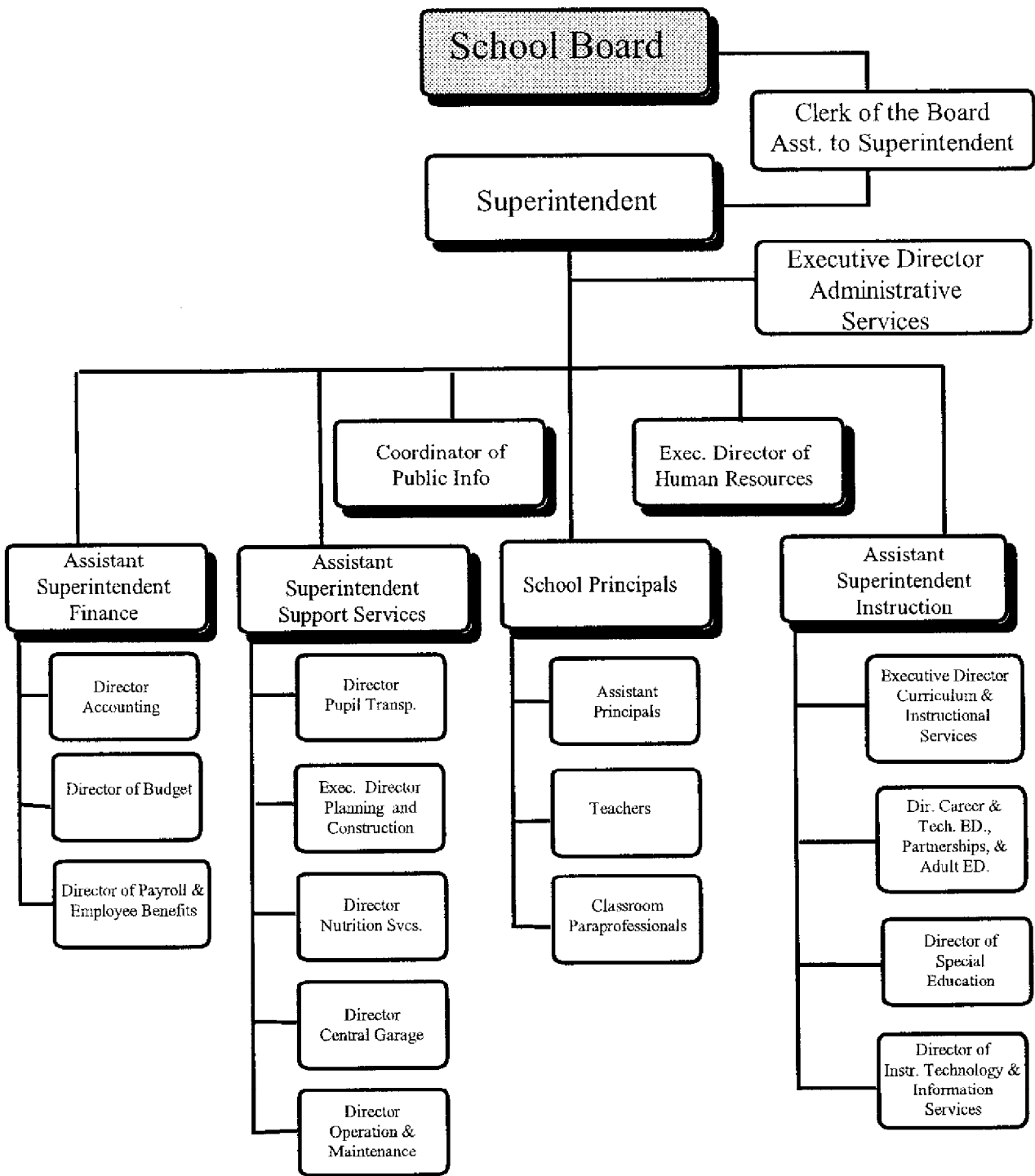
The School Funds consists of three major funds: School Operating Fund, School Nutrition Service Fund and School Construction Fund. The School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system. The School Nutrition Service Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with the provisions of food services within the public school system. The School Construction Fund, a governmental component unit fund, accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.

It is the duty of the Superintendent of schools, with the advice of the School Board, to prepare the public education budget estimates. These must be approved by the School Board and submitted to the Board of Supervisors by the April 1 statutory deadline, unless the governing body has set an earlier date for receiving estimates. The estimate for public education submitted to the Board of Supervisors must show the amount of money estimated to be received from the State Basic School Aid Fund and the amount needed for the support of public schools, including instruction, operating and maintenance costs, the capital reserve fund and other costs. In adjusting the school budget, the governing body may make changes only in the total amount or in the amounts of major categories established by the State Board of Education. The Board of Supervisors may not adjust individual line items. The Board of Supervisors must adopt the school budget no later than May 1.

The Fiscal Year 2007 Adopted local school funding is \$120,000,000 from the General Fund for Stafford's support of education.

Also included in this budget section are a source of school revenues graph, an education cost schedule and excerpts from the School Board's Proposed Budget.

PUBLIC SCHOOLS ORGANIZATION STRUCTURE





## SCHOOL BOARD MEMBERS

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**Edward Sullivan, Chairman**  
GEORGE WASHINGTON DISTRICT

**Dana Reinboldt, Vice-Chairman**  
GRIFFIS-WIDEWATER DISTRICT

**Nanette Kidby**  
GARRISONVILLE DISTRICT

**Robert S. Belman**  
FALMOUTH DISTRICT

**John LeDoux, ED.D.**  
AQUIA DISTRICT

**Patricia Healy**  
ROCKHILL DISTRICT

**Doreen Phillips**  
HARTWOOD DISTRICT

**Jean S. Murray**  
SUPERINTENDENT

**Andrea Bengier**  
ASSISTANT SUPERINTENDENT  
OF INSTRUCTION

**Wayne Carruthers, CPA**  
ASSISTANT SUPERINTENDENT  
OF FINANCIAL SERVICES

**Andre Nougaret**  
ASSISTANT SUPERINTENDENT  
OF SUPPORT SERVICES

### STAFFORD COUNTY SCHOOL BOARD

31 Stafford Avenue  
Stafford, Virginia 22554  
(540) 658-6000

Fax: (540) 658-5963  
<http://www.pen.k12.va.us/Div/Stafford>

# VISION AND MISSION STATEMENTS

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## VISION

We, the citizens of Stafford County, see our districts as having the best educational system in Virginia, known for its quality teachers, involved parents, and superior program of studies. We envision a strong community of schools that are dynamic in mission to provide *all* students with the knowledge and skills to prepare them for success now and in the future - in the classroom, the workplace and the community.

Our schools will offer a challenging and rigorous curriculum in all subjects. This curriculum will encourage connections among disciplines, practical applications of knowledge and higher-level thinking skills. Its delivery will emphasize the use of technology, attention to career awareness, and high expectations for *all* students. At the same time, teachers will be skilled in recognizing individual student needs and the development instructional strategies and assessments, so that all students can reach their potential and become *responsible in their own education*.

Our schools will be safe havens for learning where students are responsible school citizens. Schools will establish *high* expectations for conduct and when those expectations are not met, the consequences will be clearly defined and consistently enforced. Moreover, school staff will work with students and parents to develop mutual respect and a positive school environment.

Our schools will develop effective partnerships with parents and the community at large. Clearly, a good education depends on more than teachers and curriculum. Parent involvement is essential; it is expected. In addition to working collaboratively with parent/guardians, the entire school staff will function as an instructional team - from bus driver to principal. Furthermore, the walls of the classroom will expand to include wider community, and we all will benefit from the opportunities to interact with businesses, service agencies and institutions of higher learning. These relationships will provide extended opportunities for life-long learning, a necessity for living and working in the year 2000 and beyond.

Implementing this vision will require focus and a steadfast commitment to a broad range of professional development opportunities, rich and varied educational experiences, and innovative strategies that may sometimes challenge common educational practices. Thus, comprehensive planning for change, as well as growth, becomes paramount.

## MISSION

The school operating budget is a comprehensive outline of expenditures required to fulfill the vision, goals and objectives adopted by the School Board. The recommended school budget is based on the following principles:

- Every child deserves equal access to the best possible education, regardless of socioeconomic, preschool, or handicapping conditions and to programs and services, which encourage all students to graduate from high school.
- Teachers must be provided materials, supplies, instructional assistance, and administrative support for successful teaching and productive student learning. The school principal is the key person in establishing a favorable school culture for teachers, students, staff and parents. School improvement is most effective when recommendations are initiated and acted upon by the staff at the school site.
- Personnel must be recognized as the system's most valuable asset in the achievement of the vision, goals, and objectives of the School Board.
- Parents are essential partners in the social, intellectual, and psychological development of students, in planning for education and the future, and in the establishment of school-site goals and objectives.
- The school division is responsible for communicating its goals to the community and encouraging the community's involvement in successful student learning.
- Services must be provided to help students understand and deal with social issues, peer pressure, and planning for the future.

# Public Schools

## (Fiscal Year 2007 Budget Calendar)

| August 05 |    |    |    |    |    |    |
|-----------|----|----|----|----|----|----|
| S         | M  | T  | W  | T  | F  | S  |
|           | 1  | 2  | 3  | 4  | 5  | 6  |
| 7         | 8  | 9  | 10 | 11 | 12 | 13 |
| 14        | 15 | 16 | 17 | 18 | 19 | 20 |
| 21        | 22 | 23 | 24 | 25 | 26 | 27 |
| 28        | 29 | 30 | 31 |    |    |    |

### August

23 Presentation & Adoption of Budget Calendar by School Board

| September 05 |    |    |    |    |    |    |
|--------------|----|----|----|----|----|----|
| S            | M  | T  | W  | T  | F  | S  |
|              |    |    |    | 1  | 2  | 3  |
| 4            | 5  | 6  | 7  | 8  | 9  | 10 |
| 11           | 12 | 13 | 14 | 15 | 16 | 17 |
| 18           | 19 | 20 | 21 | 22 | 23 | 24 |
| 25           | 26 | 27 | 28 | 29 | 30 |    |

### September

13 Public Budget Hearing - School Board FY07 Budget Priorities

27 School Board to vote on FY07 Budget Priorities

| October 05 |    |    |    |    |    |    |
|------------|----|----|----|----|----|----|
| S          | M  | T  | W  | T  | F  | S  |
|            |    |    |    |    |    | 1  |
| 2          | 3  | 4  | 5  | 6  | 7  | 8  |
| 9          | 10 | 11 | 12 | 13 | 14 | 15 |
| 16         | 17 | 18 | 19 | 20 | 21 | 22 |
| 23         | 24 | 25 | 26 | 27 | 28 | 29 |
| 30         | 31 |    |    |    |    |    |

### October

### November

18 Budget and Staffing Requests Due to Assistant Superintendents

| November 05 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    | 1  | 2  | 3  | 4  | 5  |
| 6           | 7  | 8  | 9  | 10 | 11 | 12 |
| 13          | 14 | 15 | 16 | 17 | 18 | 19 |
| 20          | 21 | 22 | 23 | 24 | 25 | 26 |
| 27          | 28 | 29 | 30 |    |    |    |

### December

### January

### February

7 Presentation of FY07 Proposed Funding Request to School Board

21 Public Budget Hearing

| December 05 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    |    |    | 1  | 2  | 3  |
| 4           | 5  | 6  | 7  | 8  | 9  | 10 |
| 11          | 12 | 13 | 14 | 15 | 16 | 17 |
| 18          | 19 | 20 | 21 | 22 | 23 | 24 |
| 25          | 26 | 27 | 28 | 29 | 30 | 31 |

### March

14 School Board Consideration and Adoption of School Budgets

28 Presentation to the Board of Supervisors

| January 06 |    |    |    |    |    |    |
|------------|----|----|----|----|----|----|
| S          | M  | T  | W  | T  | F  | S  |
| 1          | 2  | 3  | 4  | 5  | 6  | 7  |
| 8          | 9  | 10 | 11 | 12 | 13 | 14 |
| 15         | 16 | 17 | 18 | 19 | 20 | 21 |
| 22         | 23 | 24 | 25 | 26 | 27 | 28 |
| 29         | 30 | 31 |    |    |    |    |

### April

1 \*Legal Deadline for Transmittal of Budget to Board of Supervisors

3 Joint Worksession with Board of Supervisors

### May

1 Legal Deadline for Approval of FY07 School Budgets

\*Or within 30 days after the close of the General Assembly

| February 06 |    |    |    |    |    |    |
|-------------|----|----|----|----|----|----|
| S           | M  | T  | W  | T  | F  | S  |
|             |    |    | 1  | 2  | 3  | 4  |
| 5           | 6  | 7  | 8  | 9  | 10 | 11 |
| 12          | 13 | 14 | 15 | 16 | 17 | 18 |
| 19          | 20 | 21 | 22 | 23 | 24 | 25 |
| 26          | 27 | 28 |    |    |    |    |

| March 06 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
|          |    |    |    | 1  | 2  | 3  |
| 4        | 5  | 6  | 7  | 8  | 9  | 10 |
| 11       | 12 | 13 | 14 | 15 | 16 | 17 |
| 18       | 19 | 20 | 21 | 22 | 23 | 24 |
| 25       | 26 | 27 | 28 | 29 | 30 | 31 |

| April 06 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| S        | M  | T  | W  | T  | F  | S  |
|          |    |    |    |    |    | 1  |
| 2        | 3  | 4  | 5  | 6  | 7  | 8  |
| 9        | 10 | 11 | 12 | 13 | 14 | 15 |
| 16       | 17 | 18 | 19 | 20 | 21 | 22 |
| 23       | 24 | 25 | 26 | 27 | 28 | 29 |
| 30       |    |    |    |    |    |    |

| May 06 |    |    |    |    |    |    |
|--------|----|----|----|----|----|----|
| S      | M  | T  | W  | T  | F  | S  |
| 1      | 2  | 3  | 4  | 5  | 6  |    |
| 7      | 8  | 9  | 10 | 11 | 12 | 13 |
| 14     | 15 | 16 | 17 | 18 | 19 | 20 |
| 21     | 22 | 23 | 24 | 25 | 26 | 27 |
| 28     | 29 | 30 | 31 |    |    |    |

| June 06 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    |    |    | 1  | 2  |
| 3       | 4  | 5  | 6  | 7  | 8  | 9  |
| 10      | 11 | 12 | 13 | 14 | 15 | 16 |
| 17      | 18 | 19 | 20 | 21 | 22 | 23 |
| 24      | 25 | 26 | 27 | 28 | 29 | 30 |

| July 06 |    |    |    |    |    |    |
|---------|----|----|----|----|----|----|
| S       | M  | T  | W  | T  | F  | S  |
|         |    |    |    |    |    | 1  |
| 2       | 3  | 4  | 5  | 6  | 7  | 8  |
| 9       | 10 | 11 | 12 | 13 | 14 | 15 |
| 16      | 17 | 18 | 19 | 20 | 21 | 22 |
| 23      | 24 | 25 | 26 | 27 | 28 | 29 |
| 30      | 31 |    |    |    |    |    |

# SCHOOL BUDGET HIGHLIGHTS

## SCHOOL OPERATING FUND

School Enrollment for FY2007 is estimated to be 26,413. These students will be housed in 29 schools. The Seventeen elementary schools include grades K-5, the seven middle schools include grades 6-8, and the five high schools include grades 9-12. In FY2007 school year, Anthony Burns Elementary and Dixon-Smith Middle School will be opening.

The proposed FY2007 School Operating Budget comprises local school funding of \$120 million and includes debt service of \$26.2 million. The composite index for FY2007 is .3503.

## DEBT SERVICE

School Debt Service for FY2007 totals \$26,208,223 and is shown in the General Fund. It is used to pay the approved construction projects. The Debt Service displayed in the School Operating Fund of \$253,480 represents 0.1% of the total school operating budget.

## EMPLOYEE COMPENSATION

The School Budget includes a 4.3% COLA, .7% Cost of Competing and average 2.5% Step.

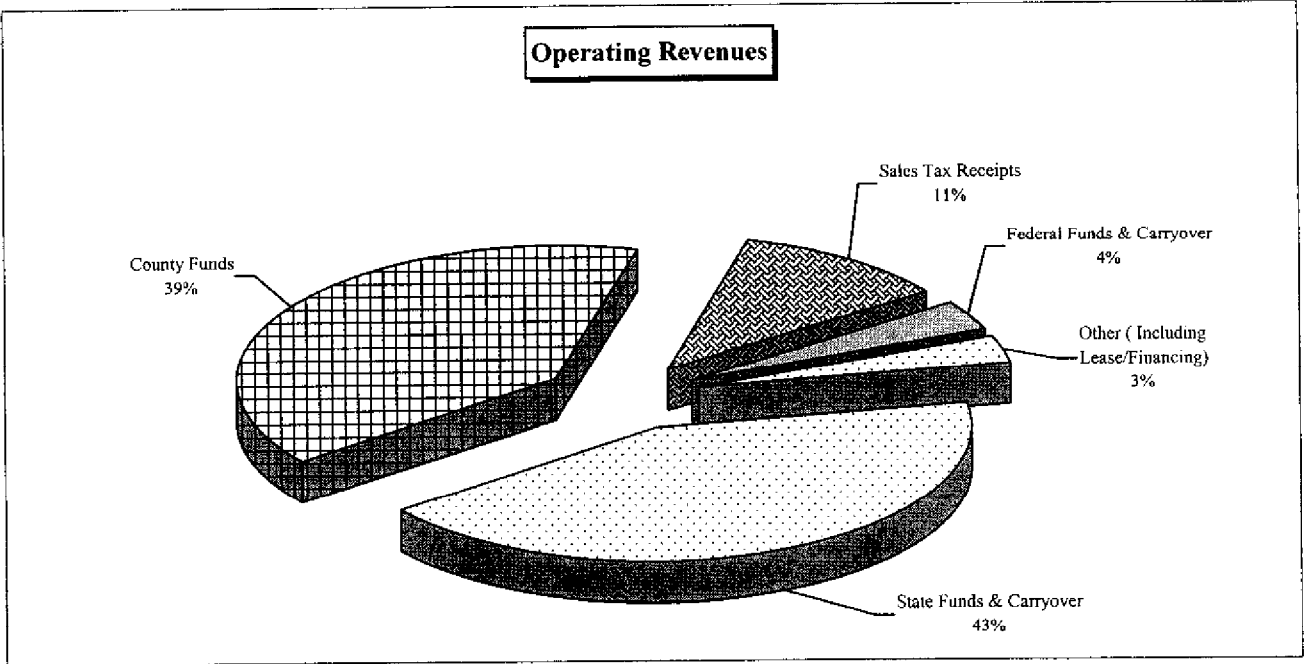
## SUMMARY OF ALL SCHOOL FUNDS

|                       | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|-----------------------|------------------|------------------|-----------------------------|-------------------|---|--------|
| School Operating Fund | \$173,551,325    | \$191,371,586    | \$219,267,611               | \$241,197,555     | \$21,929,944                                    | 10.00% |
| Food Service Fund     | \$6,298,170      | \$7,717,292      | \$8,581,880                 | \$9,664,186       | \$1,082,306                                     | 12.61% |
| Construction Fund     | \$33,368,890     | \$80,908,000     | \$41,097,008                | \$56,988,824      | \$15,891,816                                    | 38.67% |
| Total School Funds    | \$213,218,385    | \$279,996,878    | \$268,946,499               | \$307,850,565     | \$38,904,066                                    | 14.47% |



SCHOOL OPERATING REVENUES

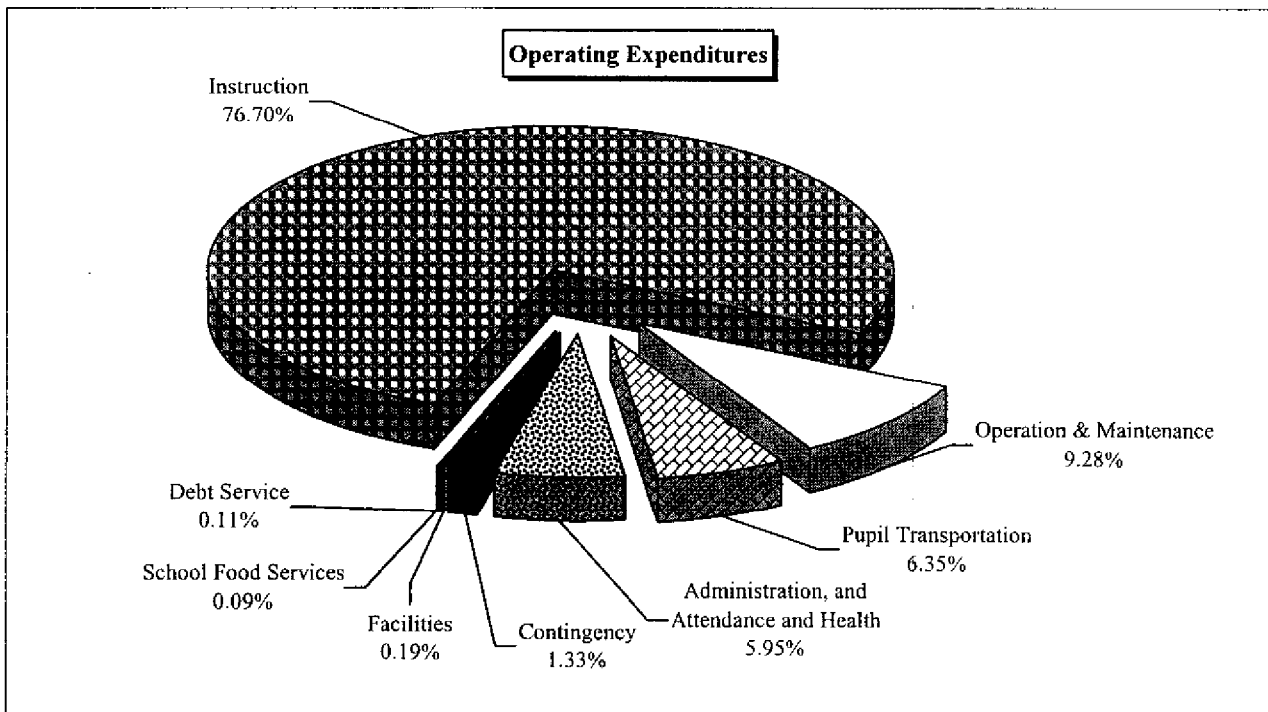
| Source of Funds                    | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007                     |        |
|------------------------------------|------------------|-----------------------------|-------------------|----------------------------|--------|
|                                    |                  |                             |                   | '06 Adopted to '07 Adopted | Change |
| State Funds & Carryover            | \$86,207,096     | \$94,346,813                | \$102,799,418     | \$8,452,605                | 9.0%   |
| County Funds                       | 69,381,714       | 91,373,919                  | 94,591,777        | 3,217,858                  | 3.5%   |
| Sales Tax Receipts                 | 19,385,940       | 20,842,452                  | 26,948,825        | 6,106,373                  | 29.3%  |
| Federal Funds & Carryover          | 9,632,940        | 8,420,182                   | 9,147,409         | 727,227                    | 8.6%   |
| Other ( Including Lease/Financing) | 1,199,745        | 4,284,245                   | 7,710,126         | 3,425,881                  | 80.0%  |
| Reappropriated Purchase Orders     | 5,564,151        | 0                           | 0                 | 0                          | 0.0%   |
| Total                              | \$191,371,586    | \$219,267,611               | \$241,197,555     | \$21,929,944               | 10.0%  |



|                                 |             |             |             |     |       |
|---------------------------------|-------------|-------------|-------------|-----|-------|
| Fund Balance, Beginning of Year | \$8,189,208 | \$8,189,208 | \$8,189,208 | \$0 | 0.00% |
| Fund Balance, End of Year       | \$8,189,208 | \$8,189,208 | \$8,189,208 | \$0 | 0.00% |

## SCHOOL OPERATING EXPENDITURES

|   | FY2005<br>Actual     | FY2006<br>Adopted<br>Budget | Adopted<br>Budget    | FY2007<br>Change<br>'06 Adopted to '07 Adopted |              |
|---|----------------------|-----------------------------|----------------------|--|--------------|
| Instruction                               | \$151,552,563        | \$174,948,418               | \$185,021,038        | \$10,072,620                                   | 5.8%         |
| Operation & Maintenance                   | 15,611,895           | 19,722,169                  | 22,373,821           | 2,651,652                                      | 13.4%        |
| Pupil Transportation                      | 11,056,564           | 11,405,229                  | 15,320,018           | 3,914,789                                      | 34.3%        |
| Administration, and Attendance and Health | 10,587,303           | 12,438,402                  | 14,361,193           | 1,922,791                                      | 15.5%        |
| Contingency                               | 2,009,007            | 0                           | 3,200,000            | 3,200,000                                      | 100.0%       |
| Facilities                                | 130,095              | 250,000                     | 450,000              | 200,000  | 80.0%        |
| Debt Service                              | 253,479              | 253,480                     | 253,480              | 0  | 0.0%         |
| School Food Services                      | 170,680              | 249,913                     | 218,005              | (31,908)                                       | -12.8%       |
| <b>Total</b>                              | <b>\$191,371,586</b> | <b>\$219,267,611</b>        | <b>\$241,197,555</b> | <b>\$21,929,944</b>                            | <b>10.0%</b> |

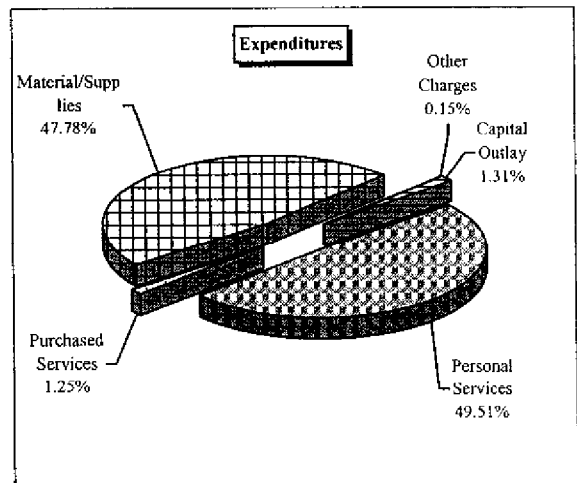
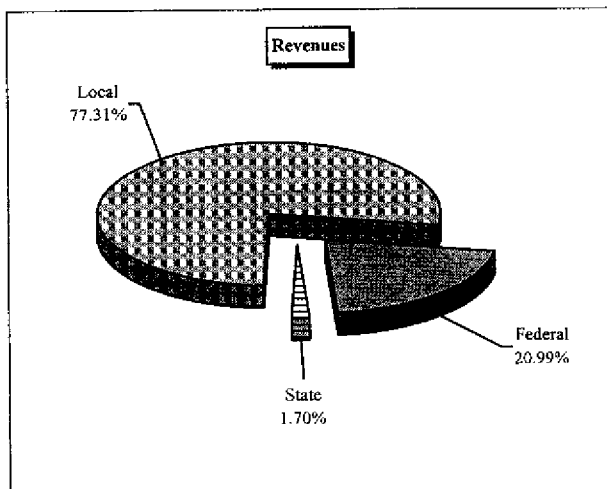


# SCHOOL NUTRITION SERVICE FUND

| Revenues             | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget   | FY2007                               |               |
|----------------------|--------------------|-----------------------------|---------------------|--------------------------------------|---------------|
|                      |                    |                             |                     | Change<br>'06 Adopted to '07 Adopted |               |
| Federal              | \$1,731,975        | \$1,907,496                 | \$2,098,500         | \$191,004                            | 10.01%        |
| State                | \$129,354          | \$154,312                   | \$156,419           | \$2,107                              | 1.37%         |
| Local                |                    |                             |                     |                                      |               |
| Lunch Sales          | \$2,699,928        | \$3,784,434                 | \$4,093,270         | \$308,836                            | 8.16%         |
| A-la-carte           | 1,945,119          | 2,213,354                   | 2,848,936           | 635,582                              | 28.72%        |
| Breakfast Sales      | 241,640            | 256,300                     | 70,510              | (185,790)                            | -72.49%       |
| Interest             | 25,000             | 12,000                      | 11,500              | (500)                                | -4.17%        |
| <b>Total</b>         | <b>\$4,911,687</b> | <b>\$6,266,088</b>          | <b>\$7,024,216</b>  | <b>\$758,128</b>                     | <b>12.10%</b> |
| Prior Year Carryover | \$1,144,698        | \$1,345,120                 | \$1,091,049         | (\$254,071)                          | -18.89%       |
| <b>Total</b>         | <b>\$7,917,714</b> | <b>\$9,673,016</b>          | <b>\$10,370,184</b> | <b>\$697,168</b>                     | <b>7.21%</b>  |

| Expenditures       |                    |                    |                    |                    |               |
|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Personal Services  | \$4,036,544        | \$4,249,210        | \$5,134,270        | \$885,060          | 20.83%        |
| Material/Supplies  | 3,465,948          | 4,100,170          | 4,271,716          | 171,546            | 4.18%         |
| Capital Outlay     | 122,100            | 112,000            | 124,500            | 12,500             | 11.16%        |
| Purchased Services | 77,000             | 107,500            | 116,000            | 8,500              | 7.91%         |
| Other Charges      | 15,700             | 13,000             | 17,700             | 4,700              | 36.15%        |
| <b>Total</b>       | <b>\$7,717,292</b> | <b>\$8,581,880</b> | <b>\$9,664,186</b> | <b>\$1,082,306</b> | <b>12.61%</b> |

|  |                    |                    |                    |                    |                |
|--|--------------------|--------------------|--------------------|--------------------|----------------|
| <b>Fund Balance, Beginning of Year</b> | <b>\$1,144,698</b> | <b>\$1,345,120</b> | <b>\$1,091,136</b> | <b>(\$253,984)</b> | <b>-18.88%</b> |
| <b>Fund Balance, End of Year</b>       | <b>\$1,345,120</b> | <b>\$1,091,136</b> | <b>\$706,085</b>   | <b>(\$385,051)</b> | <b>-35.29%</b> |







# CONSTRUCTION FUND

## New Construction Projects

|   | Total<br>Project<br>Budget | FY2006<br>Projected | FY2007<br>Projected | FY2008<br>Projected |
|---|----------------------------|---------------------|---------------------|---------------------|
| Revenues  |                            |                     |                     |                     |
| VPSA  |                            |                     |                     |                     |
| Alternate Education Facility                    | \$7,104,240                | \$0                 | \$0                 | \$428,000           |
| Grafton Village Elementary Renovation           | 2,600,000                  | 100,000             | 900,000             | 1,600,000           |
| Falmouth Elementary Renovation                  | 2,600,000                  | 100,000             | 900,000             | 1,600,000           |
| Culinary Arts Addition-Brooke Point High School | 860,760                    | 0                   | 0                   | 580,000             |
| Satellite Pupil Transp & Fleet Service Facility | 3,696,460                  | 0                   | 0                   | 0                   |
| Elementary 2008                                 | 22,260,000                 | 200,000             | 8,100,000           | 13,960,000          |
| FY07 Const Misc Projects                        | 500,000                    | 0                   | 500,000             | 0                   |
| FY08 Const Misc Projects                        | 775,000                    | 0                   | 0                   | 775,000             |
| INTEREST - VPSA BONDS                           | \$52,000                   | \$0                 | \$52,000            | \$0                 |
| PROFFERS*                                       |                            |                     |                     |                     |
| Athletic Field Upgrades-CFHS                    | \$48,533                   | \$0                 | \$48,533            | \$0                 |
| Security Upgrades-Rodney Thompson Middle School | 8,357                      | 0                   | 8,357               | 0                   |
| CARRYOVER (Fund Balance)                        | \$0                        | \$0                 | \$0                 | \$52,000            |
| Total Revenues                                  | \$40,505,350               | \$400,000           | \$10,508,890        | \$18,995,000        |
| Expenditures                                    |                            |                     |                     |                     |
| Alternate Education Facility                    | \$7,104,240                | \$0                 | \$0                 | \$428,000           |
| Grafton Village Elementary Renovation           | \$2,600,000                | \$100,000           | \$900,000           | \$1,600,000         |
| Falmouth Elementary Renovation                  | \$2,600,000                | \$100,000           | \$900,000           | \$1,600,000         |
| Culinary Arts Addition-Brooke Point High School | \$860,760                  | \$0                 | \$0                 | \$580,000           |
| Satellite Pupil Transp & Fleet Service Facility | \$3,696,460                | \$0                 | \$0                 | \$0                 |
| Elementary 2008                                 | \$22,260,000               | \$200,000           | \$8,100,000         | \$13,960,000        |
| FY07 Const Misc Projects                        | \$500,000                  | \$0                 | \$500,000           | \$0                 |
| FY08 Const Misc Projects                        | \$775,000                  | \$0                 | \$0                 | \$775,000           |
| Athletic Field Upgrades-CFHS                    | \$48,533                   | \$0                 | \$48,533            | \$0                 |
| Security Upgrades-Rodney Thompson Middle School | \$8,357                    | \$0                 | \$8,357             | \$0                 |
| Total Expenditures                              | \$40,453,350               | \$400,000           | \$10,456,890 **     | \$18,943,000        |
| Fund Balance                                    | \$0                        | \$0                 | \$52,000            | \$52,000            |

\* Proffer monies received in FY06

\*\* Amount to appropriate to Fiscal Year 2007

Note: Any amounts remaining as of June 30, 2007 to be automatically re-appropriated.

CONSTRUCTION FUND

Ongoing Construction Projects

|   | Total<br>Project<br>Budget | FY2004<br>Revised | FY2005<br>Projected | FY2006<br>Projected | FY2007<br>Projected | FY2008<br>Projected | FY2009<br>Projected |
|---|----------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenues  |                            |                   |                     |                     |                     |                     |                     |
| VP  |                            |                   |                     |                     |                     |                     |                     |
| SA  |                            |                   |                     |                     |                     |                     |                     |
| Turning Lanes Mt View Road                      | \$557,000                  | \$557,000         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| SMS Additions                                   | 2,000,000                  | 0                 | 45,358              | 850,000             | 1,104,642           | 0                   | 0                   |
| AG Wright Additions                             | 3,860,000                  | 0                 | 51,048              | 2,208,953           | 1,600,000           | 0                   | 0                   |
| Hot Water Heaters - BPHS-NSHS*                  | 278,530                    | 0                 | 0                   | 278,530             | 0                   | 0                   | 0                   |
| Gym Divider-SHS*                                | 37,000                     | 0                 | 0                   | 37,000              | 0                   | 0                   | 0                   |
| Telephone Replacement - SHS*                    | 100,000                    | 0                 | 0                   | 0                   | 100,000             | 0                   | 0                   |
| CCTV Camera Additions/Replacements*             | 150,000                    | 0                 | 0                   | 150,000             | 0                   | 0                   | 0                   |
| Playground Drainage-PRES*                       | 75,000                     | 0                 | 0                   | 75,000              | 0                   | 0                   | 0                   |
| Kitchen Partition RPL-BPHS*                     | 50,000                     | 0                 | 0                   | 50,000              | 0                   | 0                   | 0                   |
| HVAC Operating System Upgrades*                 | 250,000                    | 0                 | 0                   | 0                   | 250,000             | 0                   | 0                   |
| Track Resurfacing-CFHS-NSHS-SHS*                | 40,000                     | 0                 | 0                   | 0                   | 40,000              | 0                   | 0                   |
| Athletic Field Upgrades-CFHS*                   | 48,533                     | 0                 | 0                   | 0                   | 48,533              | 0                   | 0                   |
| Booster Pump-RTMS*                              | 75,000                     | 0                 | 0                   | 0                   | 75,000              | 0                   | 0                   |
| MS Design of Security Upgrade-RTMS*             | 8,357                      | 0                 | 0                   | 0                   | 8,357               | 0                   | 0                   |
| Gym Addition (Weight Rm) Stafford HS            | 631,000                    | 0                 | 0                   | 631,000             | 0                   | 0                   | 0                   |
| Warehouse/Admin Addition Support Complex        | 1,834,720                  | 0                 | 0                   | 250,000             | 0                   | 0                   | 1,584,720           |
| Pupil Transportation Facility                   | 1,622,720                  | 0                 | 0                   | 60,000              | 150,000             | 1,412,720           | 0                   |
| Replace Kitchen Hoods - MES                     | 152,000                    | 0                 | 0                   | 152,000             | 0                   | 0                   | 0                   |
| Security Renovation ES/MS Main Entrance         | 435,000                    | 0                 | 0                   | 80,000              | 355,000             | 0                   | 0                   |
| Construct Parking Phase II/III - Fleet Services | 650,000                    | 0                 | 0                   | 650,000             | 0                   | 0                   | 0                   |
| Replace Chillers - FFES/HES                     | 309,000                    | 0                 | 0                   | 309,000             | 0                   | 0                   | 0                   |
| Replace Roof - Fleet Services                   | 144,050                    | 0                 | 0                   | 144,050             | 0                   | 0                   | 0                   |
| Renovate Bathroom Facility - PDC                | 90,000                     | 0                 | 0                   | 90,000              | 0                   | 0                   | 0                   |
| MS2006 SE (Grafton)                             | 30,760,000                 | 3,756,131         | 6,500,000           | 5,675,434           | 14,828,435          | 0                   | 0                   |
| ES2006 (Austin Ridge)                           | 20,359,000                 | 290,000           | 5,010,000           | 10,499,000          | 4,560,000           | 0                   | 0                   |
| MS2008 NE (Widewater)                           | 32,531,000                 | 312,852           | 1,000,000           | 10,746,000          | 10,254,000          | 10,218,148          | 0                   |
| HS2010  | 66,082,080                 | 199,000           | 0                   | 4,950,000           | 500,000             | 11,000,000          | 26,000,000          |
| Total   | \$163,129,990              | \$5,114,983       | \$12,606,406        | \$37,885,967        | \$33,873,967        | \$22,630,868        | \$27,584,720        |
| Interest - VP                                   |                            |                   |                     |                     |                     |                     |                     |
| SA Bonds  | \$2,362,249                | \$362,749         | \$394,500           | \$1,023,000         | \$560,000           | \$22,000            | \$0                 |
| Carryover (Fund Balance)                        | \$0                        | \$0               | \$4,370,817         | \$13,731,632        | \$28,577,572        | \$16,479,605        | \$0                 |
| Total   | \$2,362,249                | \$362,749         | \$4,765,317         | \$14,754,632        | \$29,137,572        | \$16,501,605        | \$0                 |
| Total Revenues                                  | \$165,492,239              | \$5,477,732       | \$17,371,722        | \$52,640,598        | \$63,011,539        | \$39,132,473        | \$27,584,720        |

CONSTRUCTION FUND

Ongoing Construction Projects

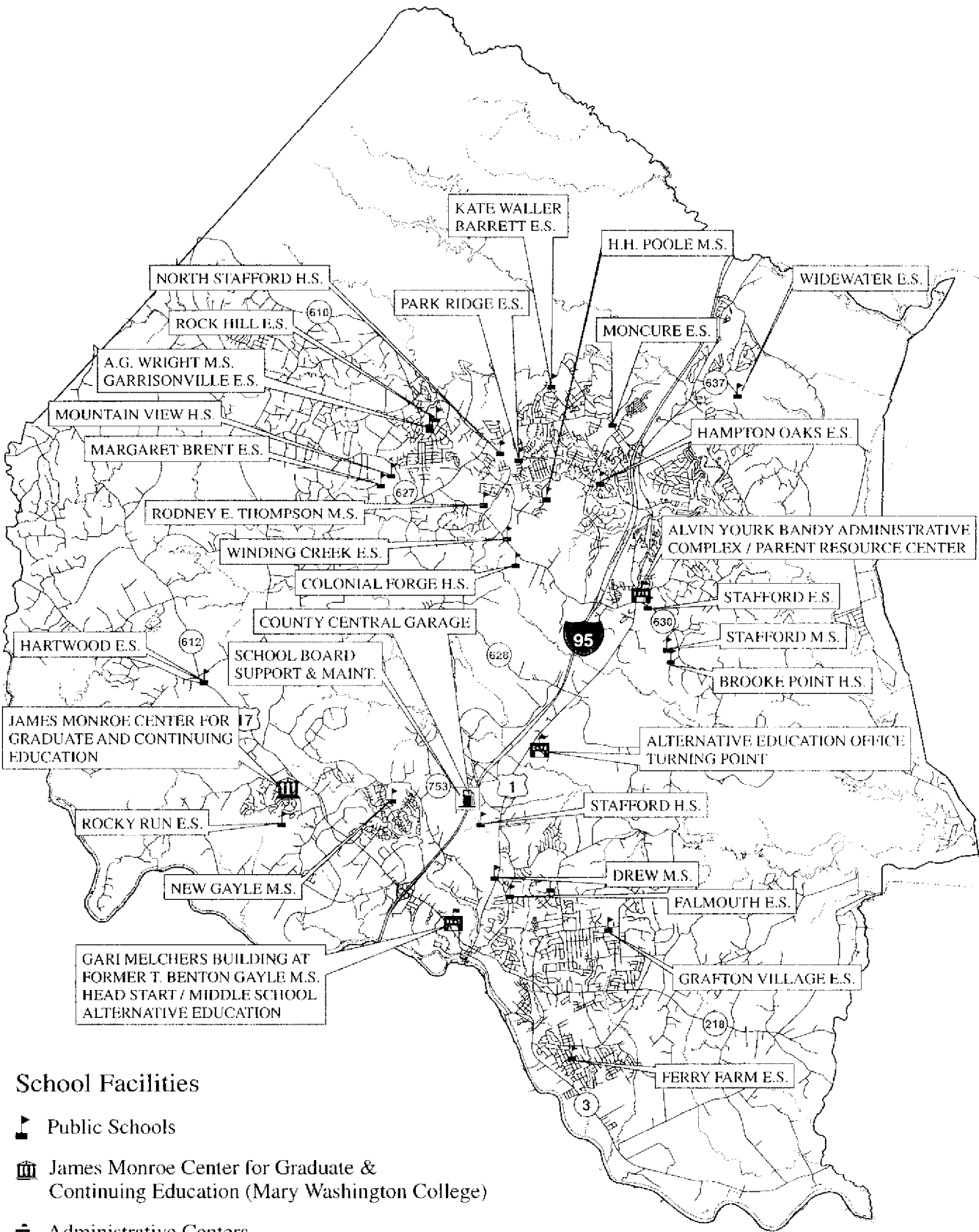
|   | Total<br>Project<br>Budget | FY2004<br>Revised | FY2005<br>Projected | FY2006<br>Projected | FY2007<br>Projected | FY2008<br>Projected | FY2009<br>Projected |
|---|----------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures                                    |                            |                   |                     |                     |                     |                     |                     |
| Turning Lanes Mt View Road                      | \$557,000                  | \$17,891          | \$75,431            | \$26,279            | \$437,399           | \$0                 | 0                   |
| SMS Renovations                                 | 2,000,000                  | 0                 | 10,897              | 144,208             | 1,844,895           | 0                   | 0                   |
| AG Wright Renovations                           | 3,860,000                  | 0                 | 13,486              | 160,814             | 3,685,700           | 0                   | 0                   |
| Hot Water Heaters - BPHS-NSHS*                  | 278,530                    | 0                 | 0                   | 278,530             | 0                   | 0                   | 0                   |
| Gym Divider-SHS*                                | 37,000                     | 0                 | 0                   | 37,000              | 0                   | 0                   | 0                   |
| Telephone Replacement - SHS*                    | 100,000                    | 0                 | 0                   | 0                   | 100,000             | 0                   | 0                   |
| CCTV Camera Additions/Replacements*             | 150,000                    | 0                 | 0                   | 150,000             | 0                   | 0                   | 0                   |
| Playground Drainage-PRES*                       | 75,000                     | 0                 | 0                   | 75,000              | 0                   | 0                   | 0                   |
| Kitchen Partition RPL-BPHS*                     | 50,000                     | 0                 | 0                   | 50,000              | 0                   | 0                   | 0                   |
| HVAC Operating System Upgrades*                 | 250,000                    | 0                 | 0                   | 0                   | 250,000             | 0                   | 0                   |
| Track Resurfacing-CFHS-NSHS-SHS*                | 40,000                     | 0                 | 0                   | 40,000              | 0                   | 0                   | 0                   |
| Athletic Field Upgrades-CFHS*                   | 48,533                     | 0                 | 0                   |                     | 48,533              | 0                   | 0                   |
| Booster Pump-RTMS*                              | 75,000                     | 0                 | 0                   | 75,000              | 0                   | 0                   | 0                   |
| MS Design of Security Upgrade-RTMS*             | 8,357                      | 0                 | 0                   |                     | 8,357               | 0                   | 0                   |
| Gym Addition (Weight Rm) Stafford HS            | 631,000                    | 0                 | 0                   | 216,940             | 414,060             | 0                   | 0                   |
| Warehouse/Admin Addition Support Complex        | 1,834,720                  | 0                 | 0                   | 224,700             | 250,000             | 1,042,300           | 317,720             |
| Pupil Transportation Facility                   | 1,622,720                  | 0                 | 0                   | 90,000              | 394,000             | 1,138,720           | 0                   |
| Replace Kitchen Hoods - MES                     | 152,000                    | 0                 | 0                   | 38,750              | 113,250             | 0                   | 0                   |
| Security Renovation ES/MS Main Entrance         | 435,000                    | 0                 | 0                   | 40,000              | 395,000             | 0                   | 0                   |
| Construct Parking Phase II/III - Fleet Services | 650,000                    | 0                 | 0                   | 206,710             | 443,290             | 0                   | 0                   |
| Replace Chilllers - FFES/HES                    | 309,000                    | 0                 | 0                   | 32,000              | 277,000             | 0                   | 0                   |
| Replace Roof - Fleet Services                   | 144,050                    | 0                 | 0                   | 19,600              | 124,450             | 0                   | 0                   |
| Renovate Bathroom Facility - PDC                | 90,000                     | 0                 | 0                   | 90,000              | 0                   | 0                   | 0                   |
| MS2006 SE (Grafton)                             | 30,760,000                 | 1,000,586         | 2,607,467           | 12,094,335          | 14,500,000          | 557,612             | 0                   |
| ES2006 (Austin Ridge)                           | 20,359,000                 | 0                 | 522,812             | 4,993,966           | 12,000,000          | 2,842,222           | 0                   |
| MS2008 NE (Widewater)                           | 32,531,000                 | 65,416            | 379,061             | 29,194              | 10,746,000          | 10,254,000          | 11,057,329          |
| HS2010  | 66,082,080                 | 23,022            | 30,938              | 4,950,000           | 500,000             | 11,000,000          | 26,000,000          |
| Total Expenditures                              | \$163,129,990              | \$1,106,915       | \$3,640,091         | \$24,063,027        | \$46,531,933        | ** \$26,834,855     | \$37,375,049        |
| Fund Balance                                    |                            | \$4,370,817       | \$13,731,632        | \$28,577,572        | \$16,479,605        | \$12,297,619        | (\$9,790,329)       |

\* Proffers/5.7 Million  
\*\* Amount to Appropriate to Fiscal Year 2007  
NOTE: Any amounts remaining as of June 30, 2007 to be automatically re-appropriated.

PUBLIC SCHOOL FACTS

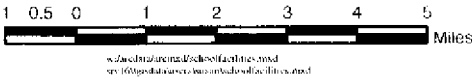
| School                    | Year<br>Opened | Capacity | Enrollment | Mascot      | Colors                         |
|---------------------------|----------------|----------|------------|-------------|--------------------------------|
| <u>Elementary Schools</u> |                |          |            |             |                                |
| Ferry Farm                | 1957           | 725      | 593        | Eagle       | Red, White & Blue              |
| Hartwood                  | 1963           | 710      | 515        | Hornet      | Blue & White                   |
| Moncure                   | 1966           | 865      | 666        | Bear        | Royal Blue, Navy Blue & Silver |
| Falmouth                  | 1967           | 800      | 454        | Falcon      | Royal Blue & White             |
| Grafton Village           | 1967           | 825      | 663        | Grizzly     | Royal Blue & White             |
| Stafford                  | 1968           | 845      | 642        | Dolphin     | Blue & White                   |
| Garrisonville             | 1981           | 830      | 686        | Gator       | Orange & Green                 |
| Widewater                 | 1987           | 910      | 720        | Wildcat     | Turquoise, Black & White       |
| Rockhill                  | 1989           | 910      | 626        | Raccoon     | Blue & Yellow                  |
| Park Ridge                | 1990           | 910      | 713        | Patriot Pup | Red, White & Blue              |
| Hampton Oaks              | 1992           | 950      | 491        | Hawk        | Blue & Gold                    |
| Winding Creek             | 1997           | 950      | 659        | Wolverine   | Teal & White                   |
| Rocky Run                 | 2000           | 950      | 904        | Bulldog     | Maroon & Grey                  |
| Kate Waller Barrett       | 2002           | 950      | 742        | White Tiger | Blue, Silver & White           |
| Margaret Brent            | 2004           | 950      | 795        | Bobcat      | Blue, Green, & Silver          |
| Conway                    | 2005           | 950      | 751        | Cougar      | Red, Navy & Tan                |
| Anthony Burns             | 2006           | N/A      | 714        | N/A         | N/A                            |
| <u>Middle Schools</u>     |                |          |            |             |                                |
| Edward E. Drew            | 1951           | 800      | 495        | Ram         | Red, Black & White             |
| A. G. Wright              | 1981           | 820      | 767        | Tiger       | Burgandy & Gold                |
| Stafford                  | 1992           | 1100     | 1136       | Spartan     | Blue & White                   |
| H. H. Poole               | 1995           | 1100     | 1121       | Mustang     | Purple, Teal & Navy            |
| Rodney E. Thompson        | 2000           | 1100     | 1244       | Jaguar      | Navy Blue & Gold               |
| T. Benton Gayle           | 2002           | 1100     | 859        | Panther     | Green & Gold                   |
| Dixon-Smith               | 2006           | N/A      | 901        | N/A         | N/A                            |
| <u>High Schools</u>       |                |          |            |             |                                |
| Stafford                  | 1975           | 1800     | 1842       | Indian      | Blue & Gold                    |
| North Stafford            | 1981           | 1925     | 1658       | Wolverine   | Orange & Navy Blue             |
| Brooke Point              | 1993           | 1800     | 1634       | Black Hawk  | Red, Black & White             |
| Colonial Forge            | 1999           | 1800     | 1664       | Eagle       | Blue, Green & Silver           |
| Mountian View             | 2005           | 1800     | 1758       | Wildcat     | Maroon, Orange & White         |

# SCHOOL FACILITIES



## School Facilities

- Public Schools
- James Monroe Center for Graduate & Continuing Education (Mary Washington College)
- Administrative Centers
- Central Garage & Maintenance Facilities



## TRANSPORTATION FUND

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The Transportation Fund, established in June 1986, is a governmental special revenue fund, used to account for the receipt and disbursement of the two percent motor fuels tax and the recordation tax. The fund is also the repository for monies received from other sources for specific transportation projects.

Transportation Fund revenue pays the subsidy for FRED, VRE, Stafford Regional Airport Authority, and it is available for a variety of transportation projects in the county.

# TRANSPORTATION FUND

## MISSION

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

## GOALS/OBJECTIVES

- Provide improvements to Garrisonville Road (SR-610) from Mine Road/Staffordboro Boulevard to Onville Road
- Provide additional bike and pedestrian trails in the County
- Provide supplemental funding for selected road construction projects and other transportation initiatives
- Provide Public Transit in the County with the FRED Bus System

## SERVICE LEVELS

|                              | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|------------------------------|------------------|------------------|----------------|
| <b>Outputs</b>               |                  |                  |                |
| # of daily riders on the VRE | 15,000           | 15,600           | 17,400         |
| <b>Efficiencies</b>          |                  |                  |                |
| County subsidy for the VRE   | \$609,222        | \$699,424        | \$917,147      |

## ACCOMPLISHMENTS

- Completed 12th year of operation for VRE
- Approved FRED Route for North Stafford
- Complete construction on the Centreport Parkway

## BUDGET SUMMARY

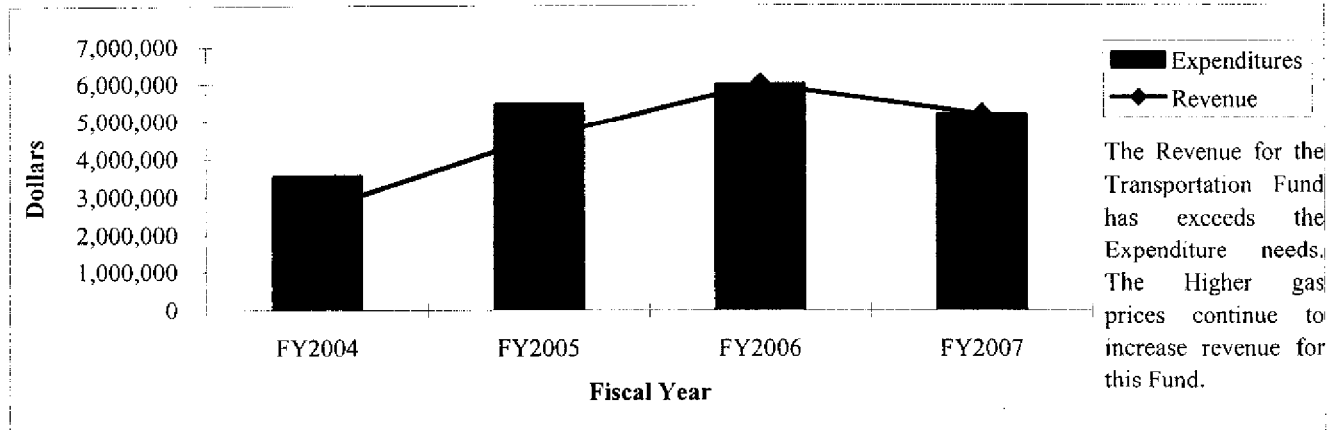
|                         | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|-------------------------|------------------|------------------|-----------------------------|-------------------|---|--------------|
| <b>Costs</b>            |                  |                  |                             |                   |   |              |
| Personnel               | \$0              | \$87,718         | \$94,694                    | \$160,776         | \$66,082  | 69.78%       |
| Operating               | 1,075,290        | 981,622          | 1,057,947                   | 1,458,337         | 400,390   | 37.85%       |
| Capital                 | 2,486,532        | 4,391,211        | 4,840,000                   | 3,565,676         | (1,274,324)                                     | -26.33%      |
| <b>Total</b>            | 3,561,822        | 5,460,551        | 5,992,641                   | 5,184,789         | (807,852)                                       | -13.48%      |
| Revenue                 | 2,664,918        | 4,576,400        | 5,992,641                   | 5,184,789         | (807,852)                                       | -13.48%      |
| Prior Year Fund Balance | 0                | 0                | 0                           | 0                 | 0   | 0.00%        |
| <b>Difference</b>       | <u>\$896,904</u> | <u>\$884,151</u> | <u>\$0</u>                  | <u>\$0</u>        | <u>\$0</u>                                      | <u>0.00%</u> |
| Full-Time Positions     | 0                | 1 *              | 1 *                         | 2 *               | 1   | 100.00%      |

\* A Senior Engineer position and a proposed new Engineering Specialist position ,which work under Public Services Team, are reported and funded in the Transportation Fund.



# TRANSPORTATION FUND

## BUDGET SUMMARY (Continued)



## BUDGET VARIANCES

Personnel Variance of 69.78% is attributed to the following:

- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')
- Addition of Full-Time Engineering Specialist

Operating Variance of 37.85% is attributed to the following:

- Increase in VRE Subsidy
- Increase in Fred Bus Service
- Increase in PRTC Administrative Fee
- Increase in Stafford Regional Airport Subsidy

Capital Variance of -26.33% is attributed to the following:

- Local Road Projects Estimate is less the actual budgeted Road Projects in FY2006

## ADDITIONAL INFORMATION

Historical Timeline for Fred Bus Service

| DATE            | EVENT  |
|-----------------|--|
| 1996            | FRED Bus Service began in Fredericksburg   |
| Feb 20, 2001    | R01-123 Authorizes County Administrator to apply for funding for bus service   |
| Nov. 2001       | FRED Bus Service begins in South Stafford  |
| Oct 15, 2002    | R02-495 Authorizes FRED to provide a 3week demo for north/south commuter lot shuttles  |
| Nov. 5, 2002    | R02-529 Authorizes FRED shuttle bus for 1 week between north/south commuter lots   |
| June 17, 2003   | R03-290 Request and designates funding sources for bus service in North Stafford (CMAQ)  |
| Sept. 16, 2003  | R03-374 Request the City of Fredericksburg approve the initiation of Fredericksburg Regional Transit System (FRED) service in certain areas of (North) Stafford County – 2 routes on 610 |
| August 17, 2004 | R04-325 Budgets and Appropriates additional funds for capital expenses of additional FRED bus service  |
| August 17, 2004 | R04-337 Budgets and Appropriates additional funds in the amount of \$30,991 for capital expense for FRED bus service in (North) Stafford   |

# TRANSPORTATION FUND

## ADDITIONAL INFORMATION (Continued)

### Historical Timeline for Fred Bus Service (Continued)

| DATE            | EVENT   |
|-----------------|---|
| August 17, 2004 | R04-337 Request the City of Fredericksburg approved the initiation of FRED Bus Service in certain areas of Stafford – 2 routes on 610 and one route on US 1 – and one route for Aquia Harbour – Staffordboro Blvd. commuter lots – experimental funding |
| Feb. 14, 2005   | FRED Bus Service begins in North Stafford   |
| Nov. 29, 2005   | Board of Supervisors at work session asks for 2 additional buses to extend hours and increase frequency in North Stafford   |
| Dec. 7, 2005    | PTAB approves Stafford County's request to pursue additional grant money for 2 additional buses in North Stafford. Grant application was grouped with other regional requests (total 7 buses)   |

### NORTH STAFFORD COUNTY

Currently there are 3 buses serving 6 routes in North Stafford. Congestion Mitigation and Air Quality (CMAQ) funds are being used to pay for this service. CMAQ funds are granted for three years. Currently the County's is contributing a 20% local match for CMAQ funds. The 20% local match is listed below:

- \$32,447 in FY2004,
- \$25,503 in FY2005, and have been billed
- \$24,904 in the first part of FY2006.

The County's cost is estimated to be approximately \$30,000 more at the end of FY2006. At that time the original year of CMAQ funds, for just the first year (FY2004), will have been spent the County will no longer be obligated to pay a 20% match. In FY2007 and FY2008 CMAQ funds will continue to pay for our 3 buses in North Stafford. The state has agreed to pay the County's 20% match for the CMAQ funds in the second and third years of funding (which in this case will be FY2007 and FY2008). Starting in FY2009 the County will be responsible for paying 100% of the costs for the current 3 buses now operating in North Stafford County. This cost is anticipated to be somewhere between \$160,000 and \$165,000 per bus starting in FY2009 – (\$480,000-\$495,000 per year for North Stafford).

In the later part of FY2007 two additional buses will be added to North Stafford (per Board of Supervisors direction in Nov 2005). The first year of operation the County will be expected to pay \$16,000 (5% match to Demo Grant) and \$45,000 (20% share) towards the purchase of 2 more buses. The estimated total cost for the two new buses in North Stafford for FY2007 will be \$61,000. The estimated cost for the two additional buses is \$325,100 per year starting in FY2008. The costs for FY2007 and FY2008 might be less for these two buses depending on when the one-year Demo Grant money actually begins.

### SOUTH STAFFORD COUNTY

Currently there are 2 routes operating in South Stafford. Because of the limited service of these routes, the Count is only billed for 1 bus. The cost in FY2006 is \$138,800. The estimated cost for FY2007 is \$152,343. There are no plans at this time to make any changes to service in South Stafford.

| Area                   | Actual FY2004 | Actual FY2005 | Adjusted FY2006 | FY2007    | FY2008    | FY2009    | FY2010    | FY2011    | FY2012    |
|------------------------|---------------|---------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|
| North Stafford         | \$32,447      | \$25,503      | \$54,903        | \$61,000  | \$325,100 | \$805,100 | \$810,100 | \$815,100 | \$820,100 |
| South Stafford         | \$125,520     | \$123,880     | \$138,800       | \$152,343 | \$160,000 | \$161,000 | \$162,000 | \$163,000 | \$164,000 |
| Total Stafford Subsidy | \$157,967     | \$149,383     | \$193,703       | \$213,343 | \$485,100 | \$966,100 | \$972,100 | \$978,100 | \$984,100 |

# TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

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| Agency Name                     | Mission  |
|---------------------------------|--|
| 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       | Provide safe airport and aircraft operations, unparalleled customer service and modern aviation facilities in a fiscally prudent manner.   |

# TRANSPORTATION FUND

## (Projects)

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### **Virginia Railway Express**

The Virginia Railway Express (VRE) provides commuter rail service to Northern Virginia and Washington, D.C. on two routes, the Manassas and Fredericksburg Lines. There are two VRE stations in Stafford. VRE currently carries approximately 15,200 passengers a day on both lines. The VRE is a cooperative venture of the Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC). Stafford participates in the PRTC. All jurisdictions served by VRE contribute a financial subsidy to the rail system. The largest expenditure of the County's Transportation Fund is the County's subsidy to VRE.

### **FRED Bus Service**

The Fredericksburg Regional Transit System (FRED) provides bus transit service on eight fixed routes in Stafford County. The County's subsidy to FRED is derived from the Transportation Fund.

### **Stafford Regional Airport**

The 550-acre Stafford Regional Airport serves as the "reliever airport" for general traffic to Washington Dulles International and Reagan National Airports and supports expansion of the region's global business opportunities. There is ample space for approximately 100 based aircraft.

The Stafford Regional Airport is located along Interstate 95, 30 miles south of the Capital Beltway I-495 interchange. It is centrally located within Stafford and is served by the Centreport Parkway (SR-8900) Exit 136 interchange. The Airport location is convenient to two commuter rail stations.

The accessibility of the Regional Airport makes it convenient for corporate executives to visit Stafford in search of business relocation or expansion sites. Commercial and industrial zoned properties in proximity to the airport will open up new opportunities for Stafford to attract high technology-based businesses.

More information on the Stafford Regional Airport "RMN" can be obtained from the Regional Airport Authority located within the airport at 75 Aviation Way, Stafford, Virginia, or by calling (540) 658-1212, or by visiting their website at [www.staffordairport.com](http://www.staffordairport.com).

### **Bicycle/Pedestrian Trails**

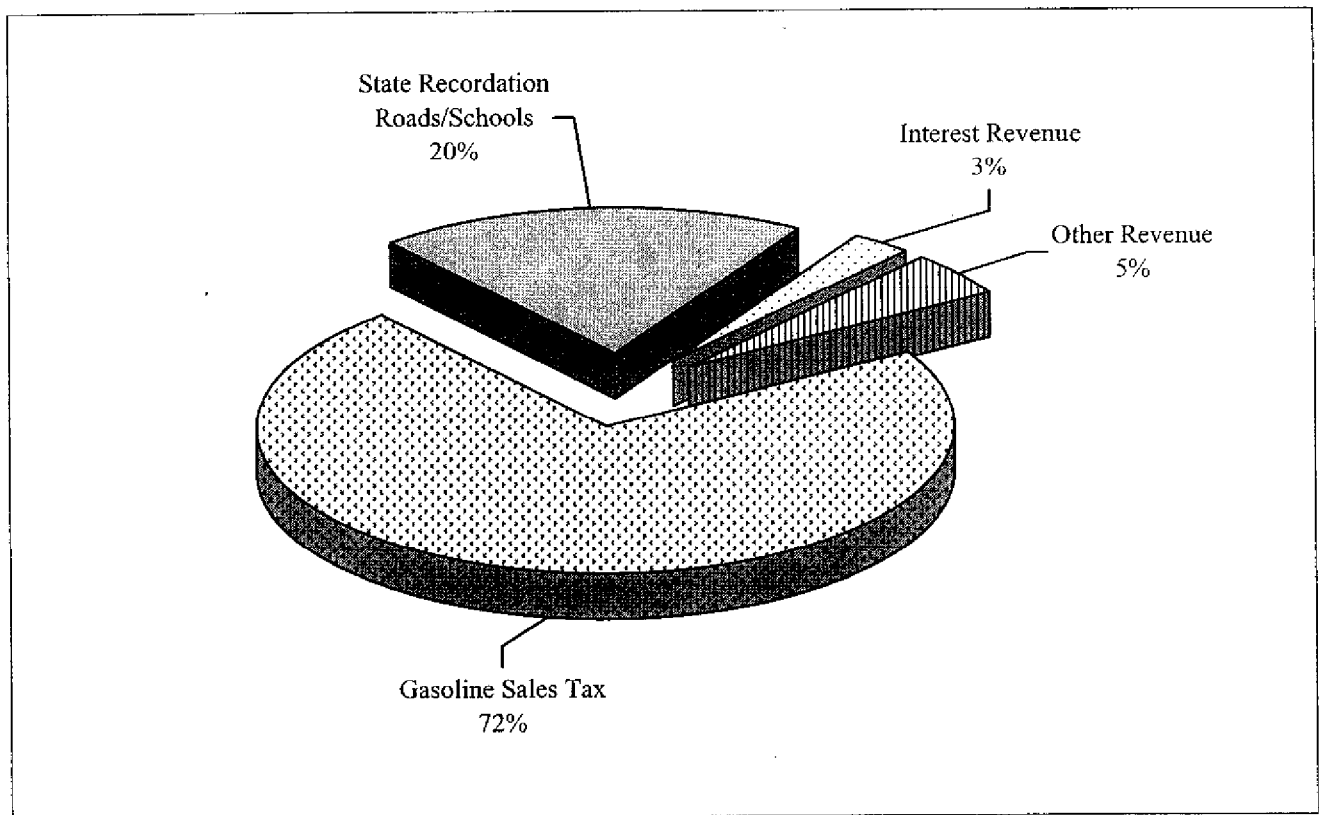
The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Monies from the Transportation Fund will pay the County's match.

# TRANSPORTATION FUND

|                                       | FY2005<br>Actual   | FY2006<br>Estimate | FY2007<br>Plan     | 2008               | 2009               | Fiscal Year<br>2010 | 2011               | 2012               |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| <b>Revenues</b>                       |                    |                    |                    |                    |                    |                     |                    |                    |
| Gasoline Sales Tax                    | \$3,100,496        | \$3,719,638        | \$3,738,389        | \$3,630,200        | \$3,764,517        | \$3,873,688         | \$3,900,804        | \$4,056,836        |
| State Recordation Roads/Schools       | 947,175            | 1,000,000          | 1,040,000          | 1,081,600          | 1,124,864          | 1,169,859           | 1,216,653          | 1,265,319          |
| Federal Revenue                       | 170,311            | 120,000            | 266,400            | 131,840            | 137,114            | 142,598             | 148,302            | 154,234            |
| Interest Revenue                      | 133,702            | 137,713            | 140,000            | 145,600            | 151,424            | 157,481             | 163,780            | 170,331            |
| Bond Proceeds                         | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| State Grants                          | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| Miscellaneous                         | 19,716             | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| Transfer from General Fund            | 205,000            | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| <b>Total</b>                          | <b>\$4,576,400</b> | <b>\$4,977,351</b> | <b>\$5,184,789</b> | <b>\$4,989,240</b> | <b>\$5,177,919</b> | <b>\$5,343,626</b>  | <b>\$5,429,539</b> | <b>\$5,646,721</b> |
| <b>Expenditures</b>                   |                    |                    |                    |                    |                    |                     |                    |                    |
| <b>Local Road Projects</b>            | <b>\$216,054</b>   | <b>\$0</b>         | <b>\$3,192,676</b> | <b>\$2,135,836</b> | <b>\$1,712,779</b> | <b>\$1,586,342</b>  | <b>\$1,575,654</b> | <b>\$1,661,047</b> |
| VRE Subsidy                           | 609,222            | 699,424            | 917,147            | 1,644,753          | 1,735,656          | 1,978,636           | 2,022,399          | 2,103,295          |
| Bike Trails                           | 98,748             | 170,000            | 333,000            | 164,800            | 171,392            | 178,248             | 185,378            | 192,793            |
| FRED Bus Service                      | 149,383            | 193,703            | 213,343            | 485,100            | 966,100            | 972,100             | 978,100            | 978,100            |
| Personnel                             | 87,718             | 94,694             | 160,776            | 180,069            | 201,677            | 225,879             | 252,984            | 283,342            |
| Airport Subsidy                       | 113,000            | 113,000            | 114,286            | 118,857            | 123,612            | 128,556             | 133,698            | 139,046            |
| Miscellaneous                         | 36,529             | 120,000            | 100,000            | 104,000            | 108,160            | 112,486             | 116,986            | 121,665            |
| PRTC Administrative Fee               | 49,128             | 56,703             | 63,561             | 66,103             | 68,748             | 71,497              | 74,357             | 77,332             |
| Street Signs                          | 24,360             | 50,000             | 50,000             | 50,000             | 50,000             | 50,000              | 50,000             | 50,000             |
| Social Services                       | 33,411             | 35,000             | 40,000             | 40,000             | 40,000             | 40,000              | 40,000             | 40,000             |
| Route 610                             | 86,671             | 4,454,401          | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| Debt Service                          | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| Centreport Parkway                    | 3,121,027          | 1,953,065          | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| 627 Interchange                       | 574,000            | 0                  | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| Transfer to Other Funds               | 261,300            | 200,000            | 0                  | 0                  | 0                  | 0                   | 0                  | 0                  |
| <b>Total</b>                          | <b>\$5,460,551</b> | <b>\$8,139,990</b> | <b>\$5,184,789</b> | <b>\$4,989,519</b> | <b>\$5,178,124</b> | <b>\$5,343,745</b>  | <b>\$5,429,557</b> | <b>\$5,646,620</b> |
| <b>Surplus/(Deficit)</b>              |                    |                    |                    |                    |                    |                     |                    |                    |
|                                       | (\$884,151)        | (\$3,162,639)      | \$0                | (\$279)            | (\$206)            | (\$119)             | (\$17)             | \$101              |
| <b>Beginning of Year Fund Balance</b> |                    |                    |                    |                    |                    |                     |                    |                    |
|                                       | \$5,252,742        | \$4,368,593        | \$1,205,954        | \$1,205,954        | \$1,205,675        | \$1,205,469         | \$1,205,350        | \$1,205,332        |
| <b>End of Year Fund Balance</b>       |                    |                    |                    |                    |                    |                     |                    |                    |
|                                       | \$4,368,593        | \$1,205,954        | \$1,205,954        | \$1,205,675        | \$1,205,469        | \$1,205,350         | \$1,205,332        | \$1,205,433        |

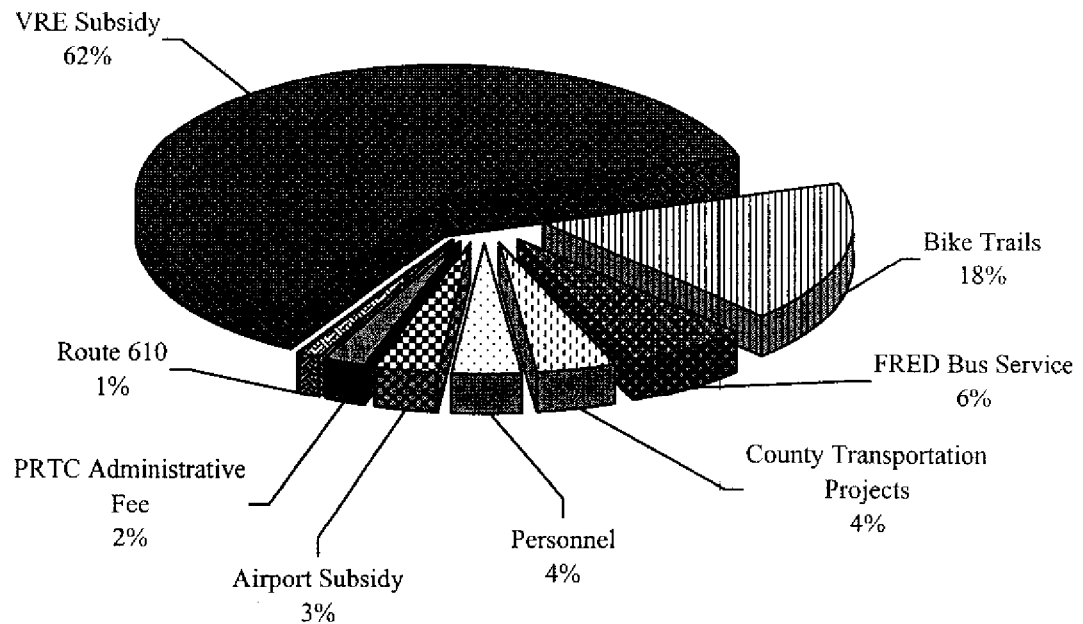
## TRANSPORTATION FUND REVENUES

|                                 | FY2005<br>Actual   | FY2006<br>Estimate | FY2007<br>Changes  |                             |              |
|---------------------------------|--------------------|--------------------|--------------------|-----------------------------|--------------|
|                                 |                    |                    | Adopted            | '06 Estimate to '07 Adopted |              |
| Gasoline Sales Tax              | \$3,100,496        | \$3,719,638        | \$3,738,389        | \$18,751                    | 0.50%        |
| State Recordation Roads/Schools | 947,175            | 1,000,000          | 1,040,000          | 40,000                      | 4.00%        |
| Interest Revenue                | 133,702            | 137,713            | 140,000            | 2,287                       | 1.66%        |
| Other Revenue                   | 190,027            | 120,000            | 266,400            | 146,400                     | 122.00%      |
| Transfer from General Fund      | 205,000            | 0                  | 0                  | 0                           | 0.00%        |
| <b>Total</b>                    | <b>\$4,576,400</b> | <b>\$4,977,351</b> | <b>\$5,184,789</b> | <b>\$207,438</b>            | <b>4.17%</b> |



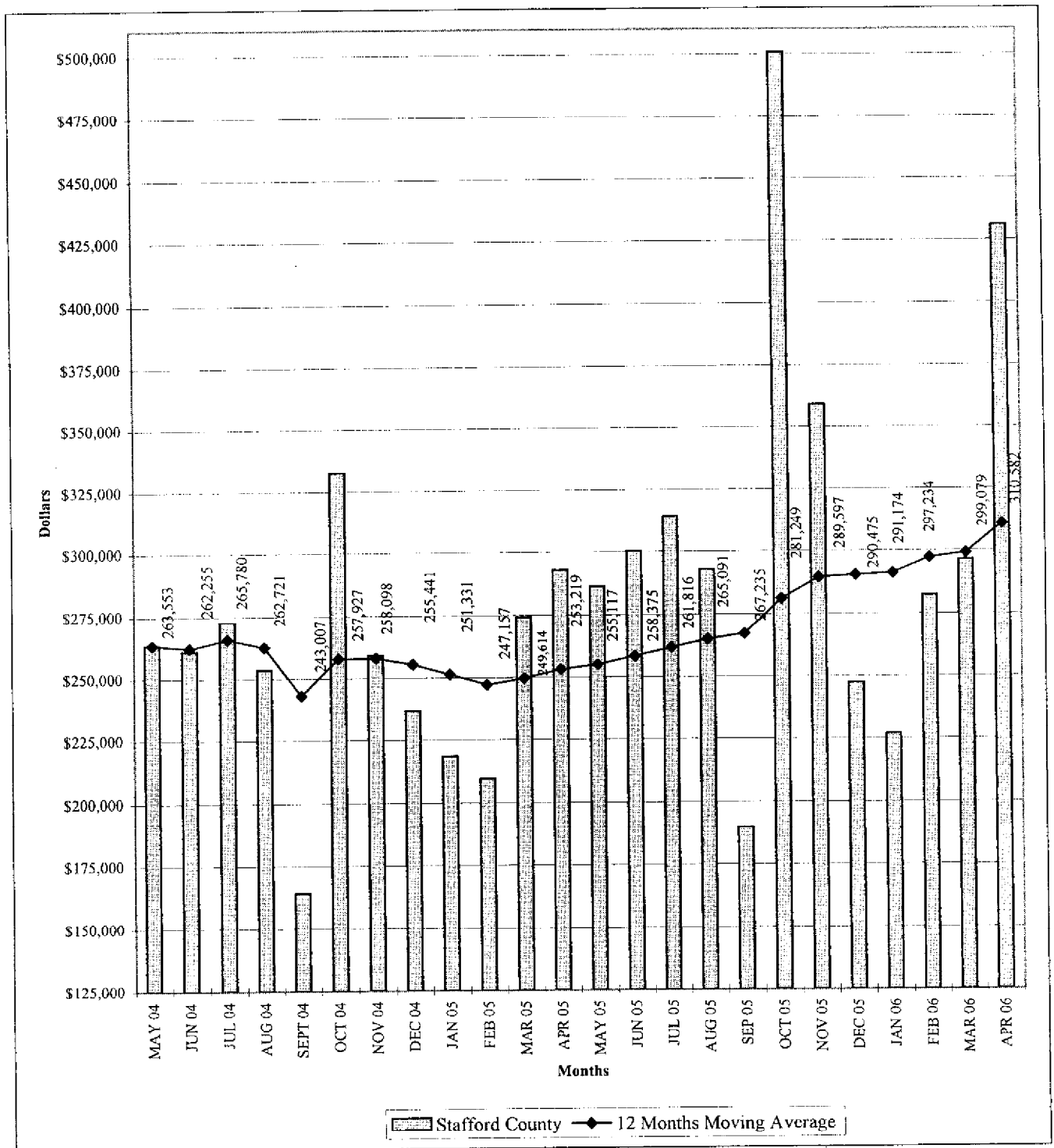
## TRANSPORTATION FUND EXPENDITURES

|                                | FY2005<br>Actual   | FY2006<br>Estimate | FY2007<br>Changes  |                             |                |
|--------------------------------|--------------------|--------------------|--------------------|-----------------------------|----------------|
|                                |                    |                    | Adopted            | '06 Estimate to '07 Adopted |                |
| Local Road Projects            | \$216,054          | \$0                | \$3,192,676        | \$3,192,676                 | 100.00%        |
| VRE Subsidy                    | 609,222            | 699,424            | 917,147            | 217,723                     | 31.13%         |
| Bike Trails                    | 98,748             | 170,000            | 333,000            | 163,000                     | 95.88%         |
| FRED Bus Service               | 149,383            | 193,703            | 213,343            | 19,640                      | 10.14%         |
| County Transportation Projects | 355,600            | 405,000            | 190,000            | (215,000)                   | -53.09%        |
| Personnel                      | 87,718             | 94,694             | 160,776            | 66,082                      | 69.78%         |
| Airport Subsidy                | 113,000            | 113,000            | 114,286            | 1,286                       | 1.14%          |
| PRTC Administrative Fee        | 49,128             | 56,703             | 63,561             | 6,858                       | 12.09%         |
| Route 610                      | 86,671             | 4,454,401          | 0                  | (4,454,401)                 | -100.00%       |
| Centreport Parkway             | 3,695,027          | 1,953,065          | 0                  | (1,953,065)                 | -100.00%       |
| <b>Total</b>                   | <b>\$5,460,551</b> | <b>\$8,139,990</b> | <b>\$5,184,789</b> | <b>(\$2,955,201)</b>        | <b>-36.30%</b> |



# PRTC NET FUEL TAX COLLECTION

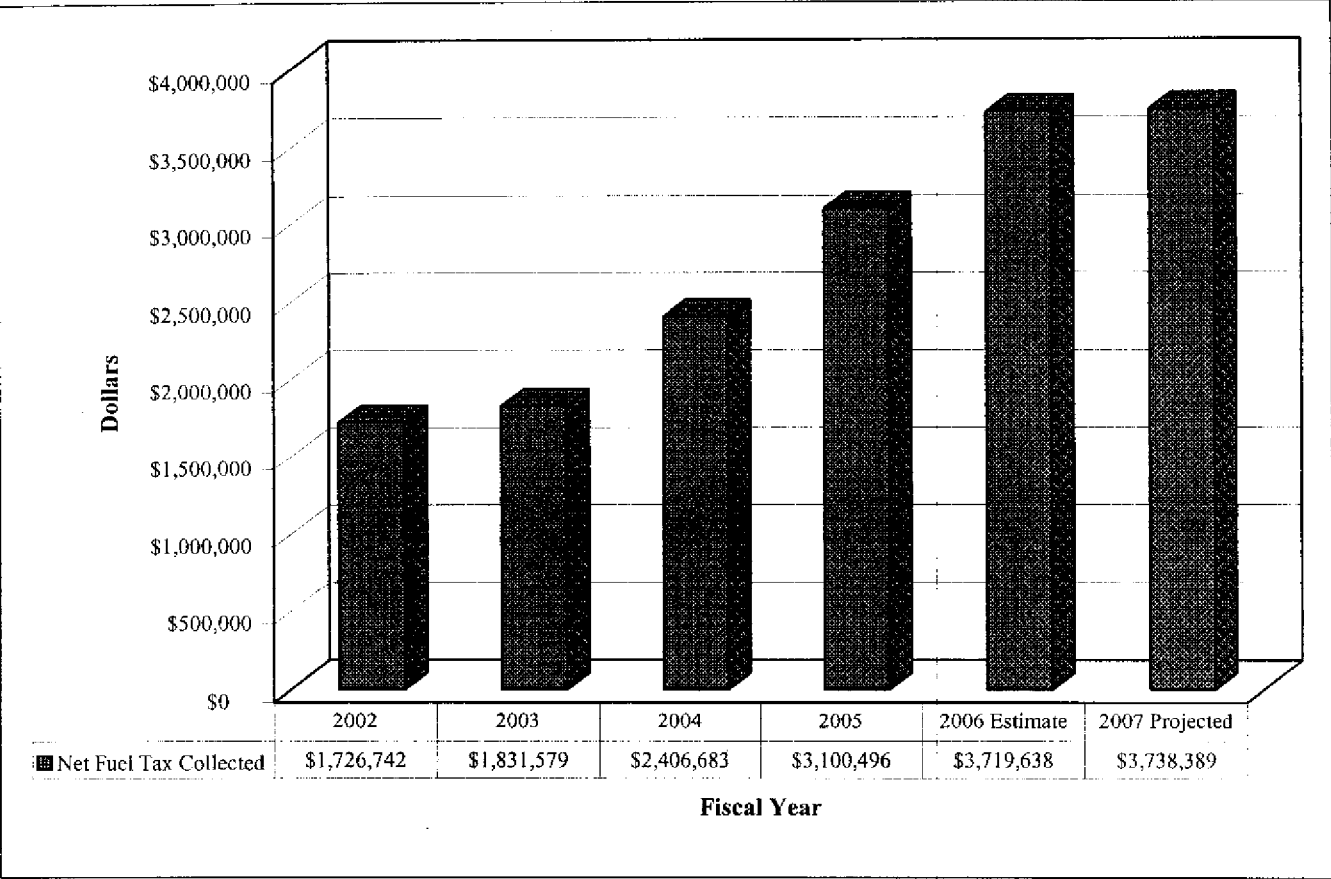
This graph shows the 2% Fuel Tax collected, per gallon on a monthly bases, for two months of Fiscal Year 2004 Fiscal Year 2005 and Fiscal Year 2006 (through April). This tax is 2% of the price of Fuel and fluctuates based on the price and consumption.





# FUEL TAX COLLECTION

This graph shows the past four fiscal years actuals and the Estimated 2006 and Projected 2007 Net Fuel Tax for Stafford County. The increase in fuel costs have increased the 2% motor fuel tax revenue.





## FLEET SERVICES FUND

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The Fleet Services Fund, a proprietary Internal Service fund, accounts for the financing of transportation services, provided by the Fleet Services, to other departments of the County on a cost recovery basis.

The Fleet Services Fund is designed to finance fleet management for the County and the School Board. All repair, maintenance and inspection of County vehicles are performed at a centralized location and their costs are allocated to the user departments. Additionally, the Fleet Services Fund is involved in the procurement of equipment and vehicles, as well as the disposal of all surplus equipment and vehicles.

# FLEET SERVICES FUND

## MISSION

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

Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification plan.

## GOALS/OBJECTIVES

- Implement a new fleet management program
- Establish criteria for fleet management to include a 5 year vehicle replacement plan
- Develop a supplemental pay plan for certified employees
- Pursue additional cost savings measures to include performance contracting, warranty reimbursement and sublet labor agreements
- Integrate gas card vendor into new MIS system to include countywide billing and fuel analysis
- Investigate use of synthetic engine oil to reduce maintenance costs and increase engine cycle life
- Explore the feasibility of on site car wash equipment

## SERVICE LEVELS

|                    | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--------------------|------------------|------------------|----------------|
| <b>Outputs</b>     |                  |                  |                |
| School Buses       | 270              | 270              | 298            |
| Fire & Rescue      |                  |                  | 123            |
| Sheriff's Vehicles | 165              | 165              | 170            |

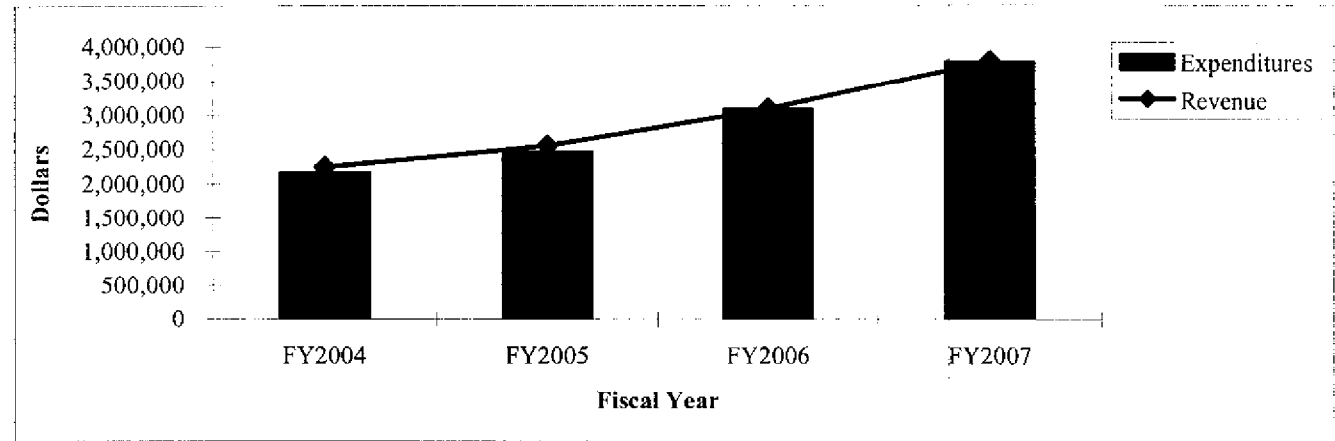
## ACCOMPLISHMENTS

- Completed parts department reorganization
- Reviewed and revised Employee Incentive Award Program
- Continued to stress the importance of training and certification
- Increased training library publications
- Increased sinking fund for capital outlay purchases
- Reviewed and revised Quick Lube program
- Established weekly meetings with team leaders
- Set up an after hours key drop
- Instituted performance contracting in following areas: towing, parts, tires, fuel, oil, vehicle wash, and uniform rental. We are currently pursuing establishing a contract with a quick lube service
- Enhanced our safety program
- Instrumental in forming School Bus Specs Committee and active in its operation
- Formed a Transportation/Fleet Services Committee to reach a common goal by establishing smooth operating procedures between the two entities
- Initiated an oil testing program
- Implemented a performance brake pad program
- Implemented synthetic transmission oil program to reduce maintenance and provide longer life
- Improved customer service through the employment of a service writer

FLEET SERVICES FUND

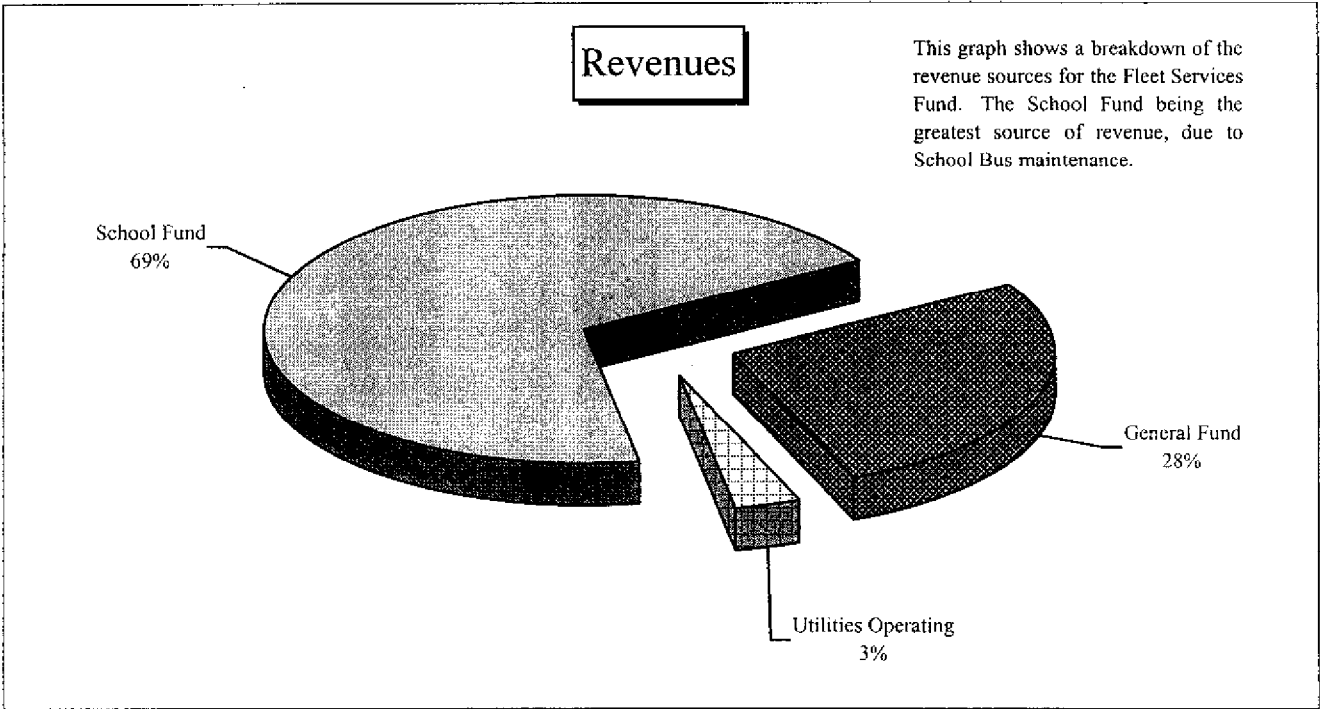
BUDGET SUMMARY

|                                  | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |               |
|----------------------------------|------------------|------------------|-----------------------------|-------------------|---|---------------|
| Costs                            |                  |                  |                             |                   |   |               |
| Personnel                        | \$1,227,710      | \$1,308,471      | \$1,631,729                 | \$1,957,282       | \$325,553                                       | 19.95%        |
| Operating                        | 929,568          | 1,155,599        | 1,102,924                   | 1,354,672         | \$251,748                                       | 22.83%        |
| Capital                          | 18,000           | 0                | 352,071                     | 466,916           | \$114,845                                       | 32.62%        |
| <b>Total</b>                     | <b>2,175,278</b> | <b>2,464,070</b> | <b>3,086,724</b>            | <b>3,778,870</b>  | <b>\$692,146</b>                                | <b>22.42%</b> |
| Revenue                          | 2,245,538        | 2,552,755        | 3,086,724                   | 3,778,870         | \$692,146                                       | 22.42%        |
| <b>Inc/(Dec) to Fund Balance</b> | <b>\$70,260</b>  | <b>\$88,685</b>  | <b>\$0</b>                  | <b>\$0</b>        | <b>\$0</b>                                      | <b>0.00%</b>  |



FLEET SERVICES FUND REVENUES

|                     | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |        |
|---------------------|------------------|-----------------------------|-------------------|---|--------|
| School Fund         | \$1,538,243      | \$2,131,489                 | \$2,183,388       | \$51,899  | 2.43%  |
| General Fund        | 952,821          | 853,200                     | 1,445,482         | 592,282   | 69.42% |
| Utilities Operating | 61,691           | 102,000                     | 150,000           | 48,000  | 47.06% |
| Total               | \$2,552,755      | \$3,086,689                 | \$3,778,870       | \$692,181                                       | 22.42% |

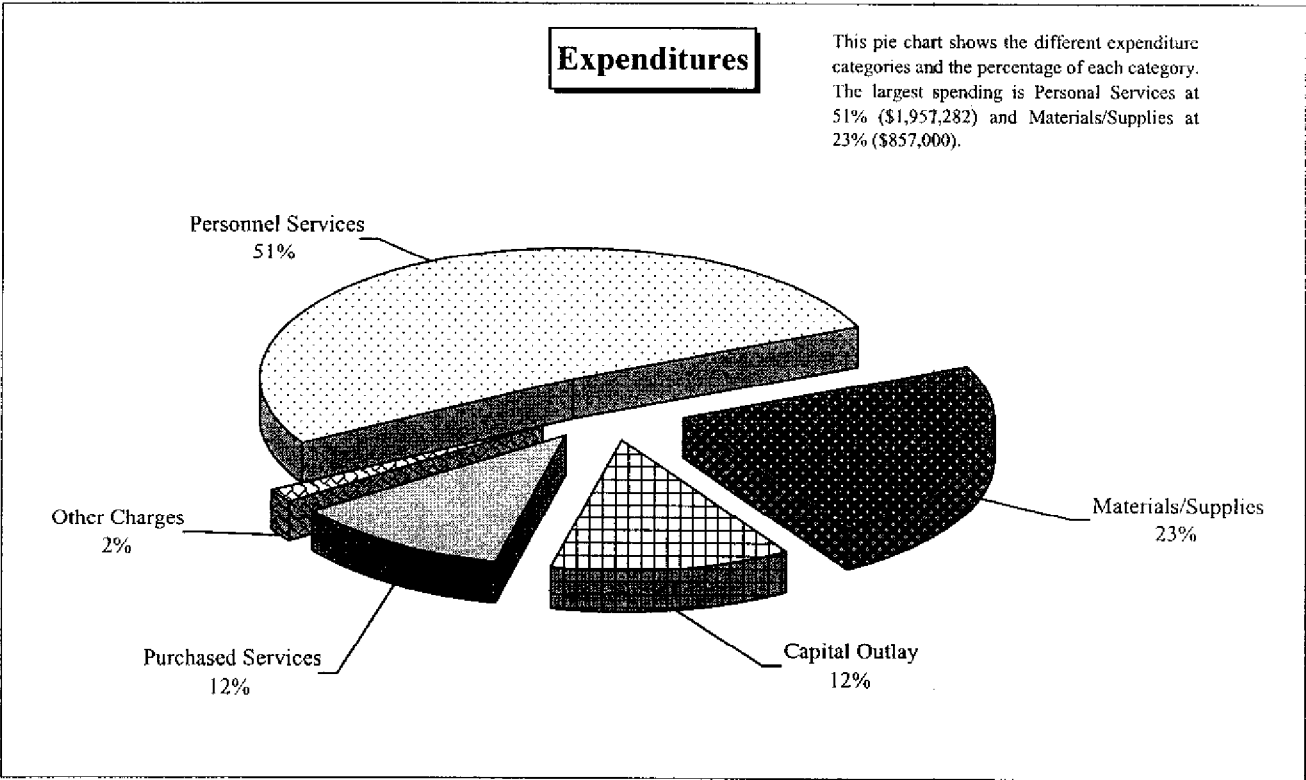


FUND BALANCE

|                                | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |    |
|--------------------------------|------------------|-----------------------------|-------------------|---|----|
| Beginning of Year Fund Balance | \$629,794        | \$718,479                   | \$718,479         | \$0   | 0% |
| End of Year Fund Balance       | \$718,479        | \$718,479                   | \$718,479         | \$0   | 0% |

FLEET SERVICES FUND EXPENDITURES

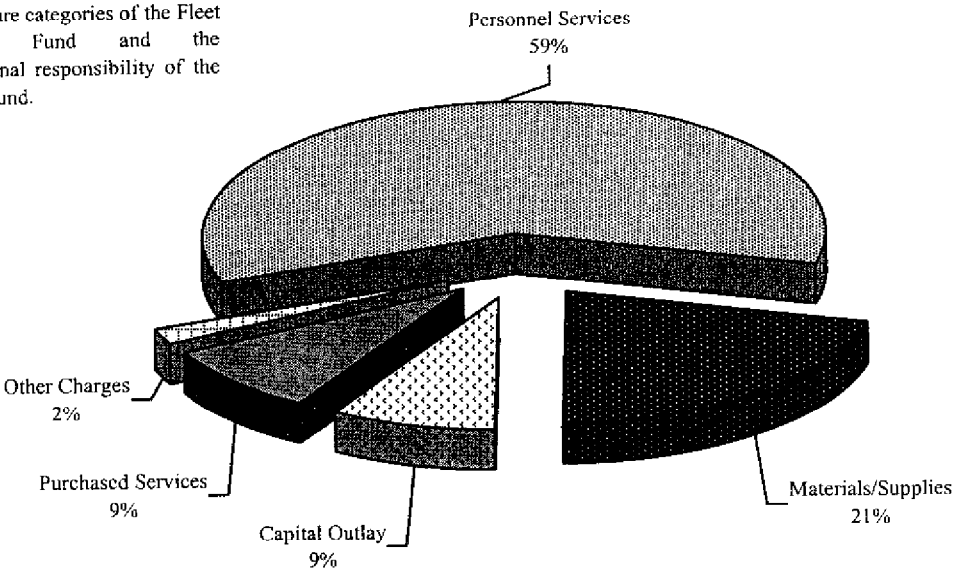
|                    |                  |                             | FY2007                    |  |                   |                                       |        |
|--------------------|------------------|-----------------------------|---------------------------|--|-------------------|---------------------------------------|--------|
|                    | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | School Fund<br>Allocation | General Fund &<br>Utilities Fund<br>Allocation | Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |        |
| Personnel Services | \$1,308,471      | \$1,631,729                 | \$1,302,055               | \$655,227                                      | \$1,957,282       | \$325,553                             | 19.95% |
| Materials/Supplies | 763,069          | 792,700                     | 463,580                   | 393,420  | 857,000           | 64,300                                | 8.11%  |
| Capital Outlay     | 0                | 352,071                     | 188,565                   | 278,351  | 466,916           | 114,845                               | 32.62% |
| Purchased Services | 360,349          | 251,551                     | 189,713                   | 249,187  | 438,900           | 187,349                               | 74.48% |
| Other Charges      | 32,181           | 58,638                      | 39,475                    | 19,297   | 58,772            | 134                                   | 0.23%  |
| Total              | \$2,464,070      | \$3,086,689                 | \$2,183,388               | \$1,595,482                                    | \$3,778,870       | \$692,181                             | 22.42% |



FLEET SERVICES FUND

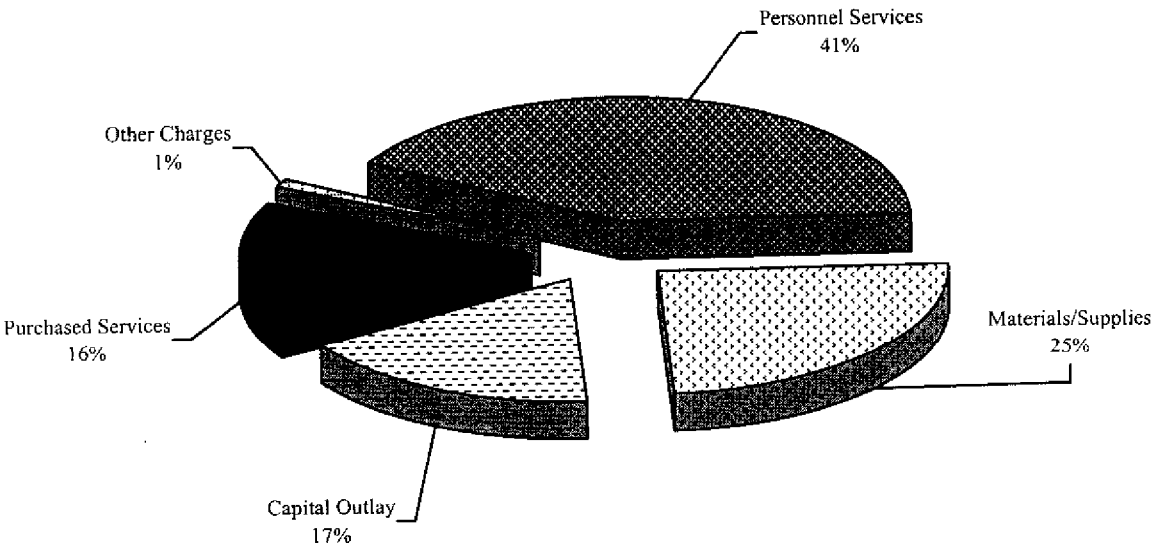
School Fund Allotment

This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the School Fund.



General & Utilities Fund Allotments

This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the General Fund and the Utilities Fund.





## ASSET FORFEITURE FUND

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The Asset Forfeiture Fund, established in June of 2000, is a Governmental special revenue fund. This fund is used to account for the receipt and disbursement of funds received from the forfeiture of assets from drug enforcement activities. Any property seized would be auctioned. Based on state guidance these funds are distributed to the Commonwealth's Attorney and Sheriff's Office. The funds could also be currency seized. The expenditures are restricted to the purchase of equipment or other uses that will aid in drug enforcement activities.

ASSET FORFEITURE FUND

MISSION

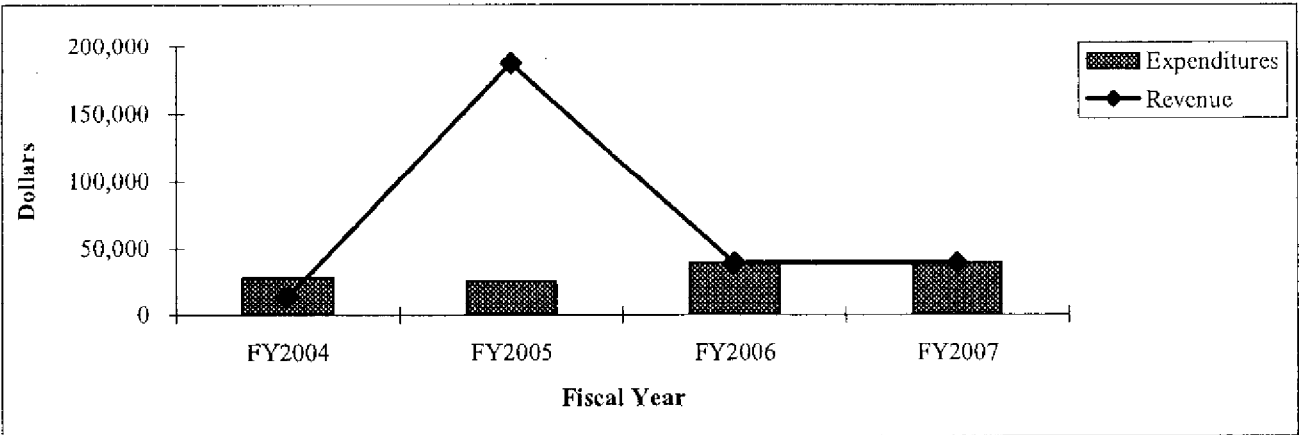
Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services. Federal and state law authorizes the civil seizure and forfeiture of assets derived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

GOALS/OBJECTIVES

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

BUDGET SUMMARY

|                         | FY2004<br>Actual | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |          |
|-------------------------|------------------|------------------|-----------------------------|-------------------|---|----------|
| Costs                   |                  |                  |                             |                   |   |          |
| Operating               | \$15,578         | \$25,430         | \$39,030                    | \$39,030          | \$0   | 0.00%    |
| Capital                 | 12,796           | 0                | 0                           | 0                 | 0   | 0.00%    |
| Total                   | 28,374           | 25,430           | 39,030                      | 39,030            | 0   | 0.00%    |
| Revenue                 | 13,517           | 187,308          | 15,915                      | 0                 | (15,915)  | -100.00% |
| Prior Year Fund Balance | 0                | 0                | 23,115                      | 39,030            | 15,915  | 68.85%   |
| Difference              | \$14,857         | (\$161,878)      | \$0                         | \$0               | \$0   | 0.00%    |

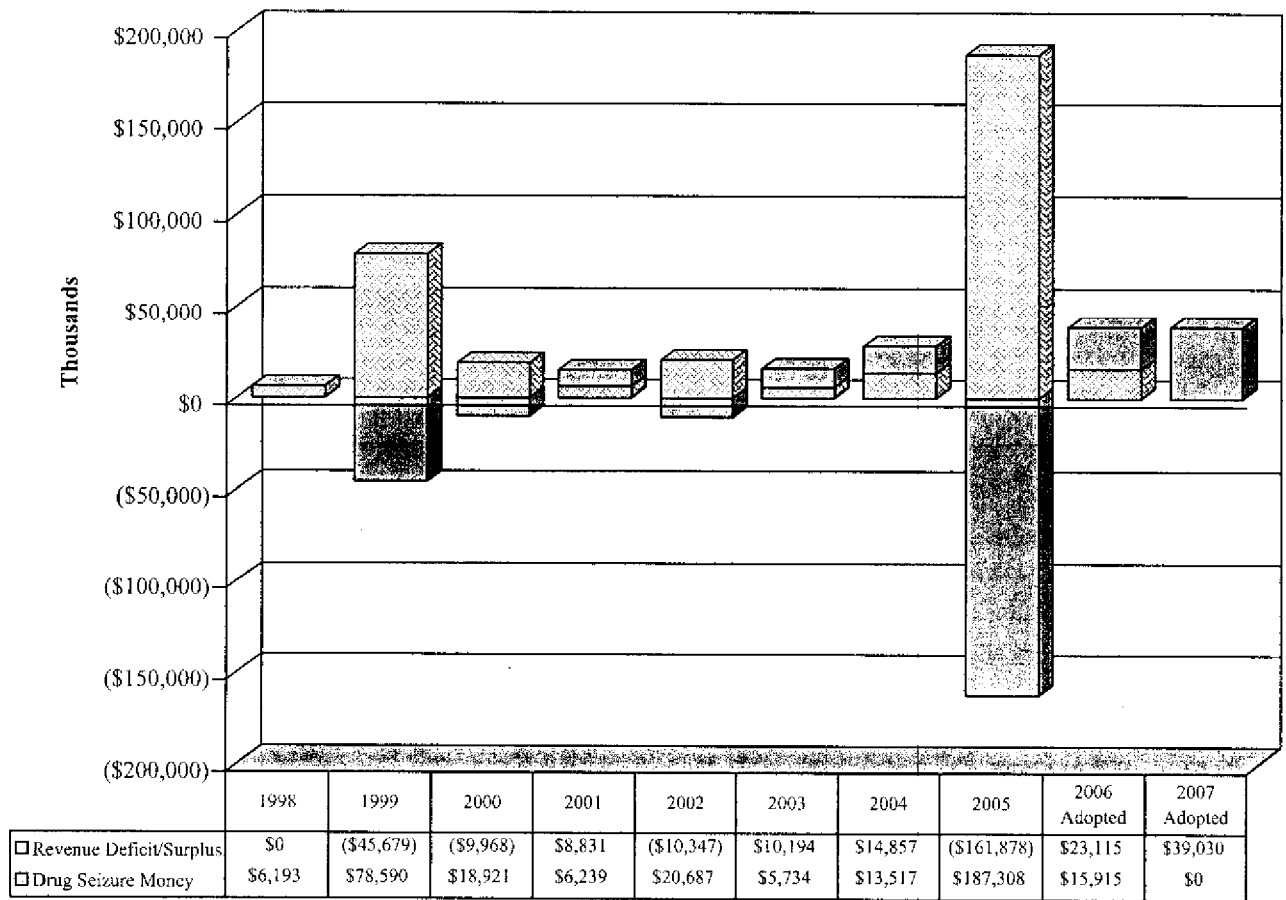


BUDGET VARIANCES

- The Asset Forfeiture Fund expenditures are used for Drug Programs and will increase or decrease based on the drug seizure amounts collected. The funds are not expended unless civil seizure and forfeiture of assets are derived.

ASSET FORFEITURE FUNDING ANALYSIS

This graph and schedule show that the Asset Forfeiture Fund is solely supported by Drug Seizure revenue. Any revenue that is left at the end of a Fiscal Year would be reserved in Fund Balance and appropriated as needed in subsequent years. A portion of this revenue is used by the Sheriff's Department and Commonwealth's Attorney.

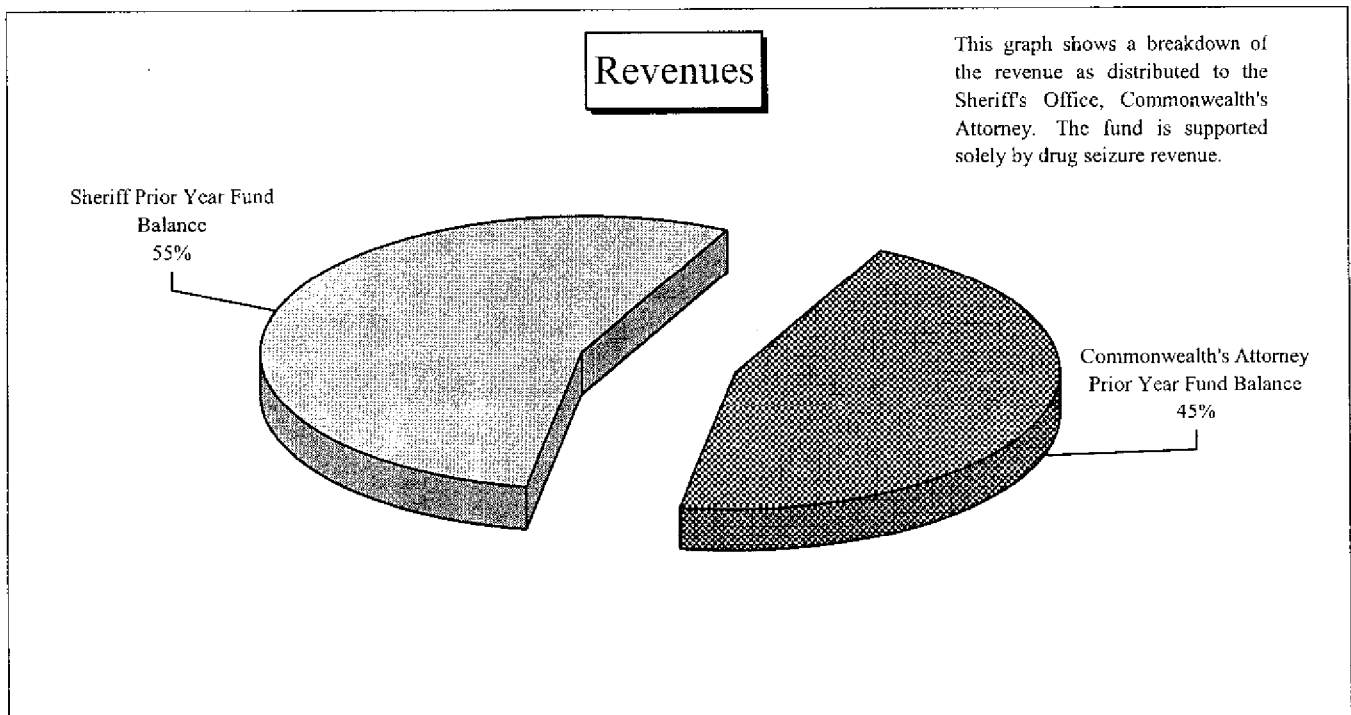


|                         | 1998 | 1999  | 2000  | 2001 | 2002  | 2003 | 2004 | 2005  | 2006 Adopted | 2007 Adopted |
|-------------------------|------|-------|-------|------|-------|------|------|-------|--------------|--------------|
| Revenue Deficit/Surplus | 0%   | -139% | -111% | 59%  | -100% | 64%  | 52%  | -637% | 59%          | 100%         |
| Drug Seizure Money      | 100% | 239%  | 211%  | 41%  | 200%  | 36%  | 48%  | 737%  | 41%          | 0%           |

The Fiscal Year '99, '00, '02 and '05 negative Costs represent revenues exceeding actual expenditures. This revenue is held in fund balance and appropriated as needed in subsequent years.

## ASSET FORFEITURE FUND REVENUES

|   | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|---|------------------|-----------------------------|-----------------------------|---|--------------|
| Sheriff Prior Year Fund Balance                 | \$0              | \$5,485                     | \$21,400                    | \$15,915  | 100.00%      |
| Commonwealth's Attorney Prior Year Fund Balance | 0                | 17,630                      | 17,630                      | 0   | 0.00%        |
| Sheriff   | 149,831          | 15,915                      | 0                           | (15,915)  | -100.00%     |
| Commonwealth's Attorney                         | 37,477           | 0                           | 0                           | 0   | 0.00%        |
| <b>Total</b>                                    | <b>\$187,308</b> | <b>\$39,030</b>             | <b>\$39,030</b>             | <b>\$0</b>                                      | <b>0.00%</b> |

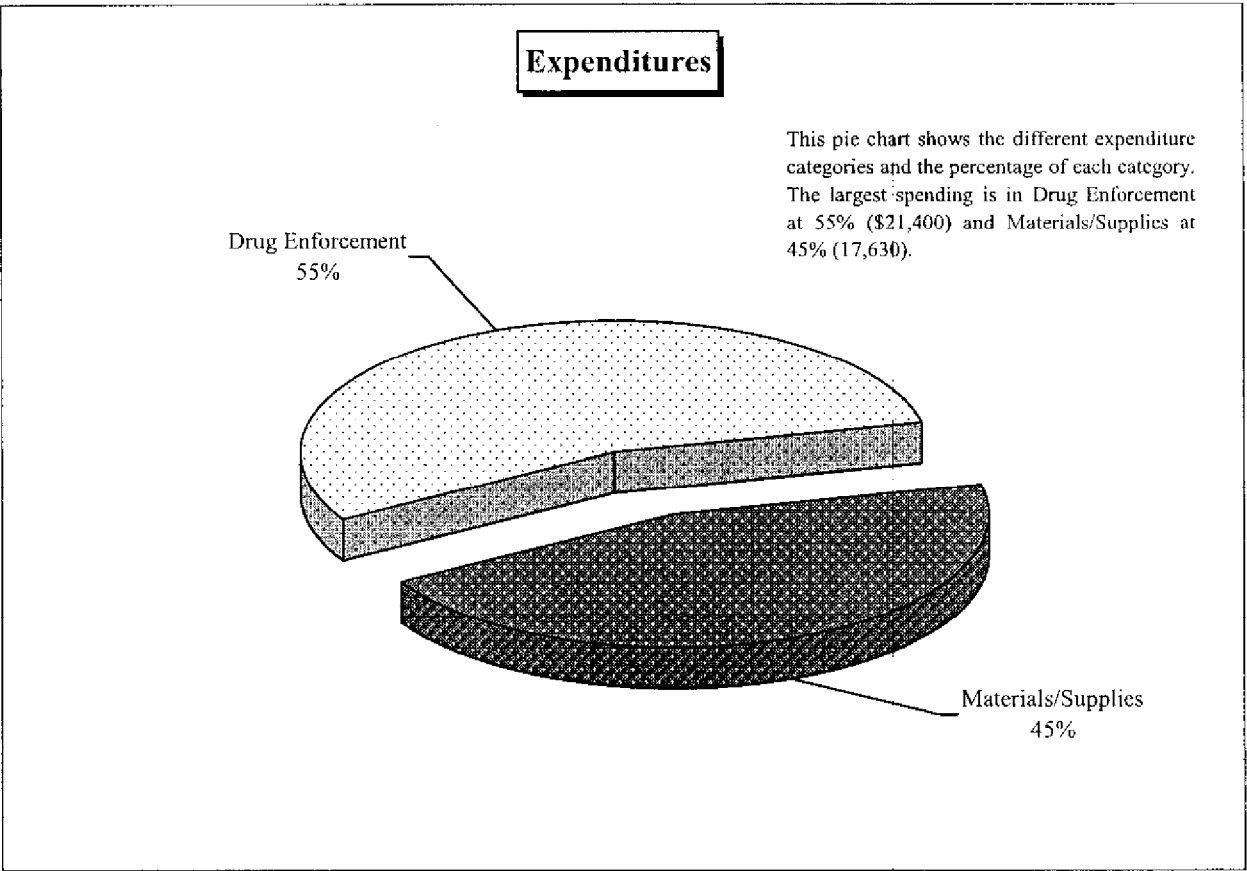


## FUND BALANCE

|  | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | FY2007<br>Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |       |
|--|------------------|-----------------------------|-----------------------------|---|-------|
| <b>Fund Balance, Beginning of Year</b> | 32,115           | 193,993                     | 170,878                     | (23,115)  | -12%  |
| Revenues minus Use of Fund Balance     | 187,308          | 15,915                      | 0                           | (15,915)  | -100% |
| Expenditures                           | (25,430)         | (39,030)                    | (39,030)                    | 0   | 0%    |
| <b>Fund Balance, End of Year</b>       | 193,993          | 170,878                     | 131,848                     | (39,030)  | -23%  |

ASSET FORFEITURE FUND EXPENDITURES

|                    | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |       |
|--------------------|------------------|-----------------------------|-------------------|---|-------|
| Drug Enforcement   | \$20,796         | \$21,400                    | \$21,400          | \$0   | 0.00% |
| Materials/Supplies | 4,634            | 17,630                      | 17,630            | 0   | 0.00% |
| Total              | \$25,430         | \$39,030                    | \$39,030          | \$0   | 0.00% |





## E-911 FUND

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The E-911 Fund, established as of July 2000, is a governmental special revenue fund. This fund is used to account for the receipt of a fee paid by telephone company customers per access line to cover costs of the 911 Emergency System. The fund accounts for the disbursement of funds received, which are used to cover costs of the public safety communications operation.

## E-911 FUND

### MISSION

The Emergency Communications Center (ECC) serves as the initial point of contact for all public safety entities in Stafford County. Communications Officers receive and process all 911, cellular 911, emergency and non-emergency calls for service, and then dispatch the appropriate police, fire, or rescue response. The ECC also processes emergency calls for Stafford Government agencies on holidays and after regular business hours. This department is staffed 24 hours a day, 365 days a year.

### GOALS/OBJECTIVES

- Increase number of personnel per shift to decrease demands, evenly distribute job responsibilities, and reduce overtime requirements.
- Develop effective 1<sup>st</sup> line supervisors by removing added responsibilities of training new employees and general dispatch duties, enabling them to better manage daily ECC operations.
- Continue to stay informed and current on future and ever evolving technology through training, education, and research.
- Restructure VCIN/NCIC operations to become a separate entity within ECC staffed 24 hours a day. This will remove the added demands on Teletype inquires and entries from the radio dispatcher.
- Design and implement a Career Development Plan to enhance recruitment and retain personnel.

### SERVICE LEVELS

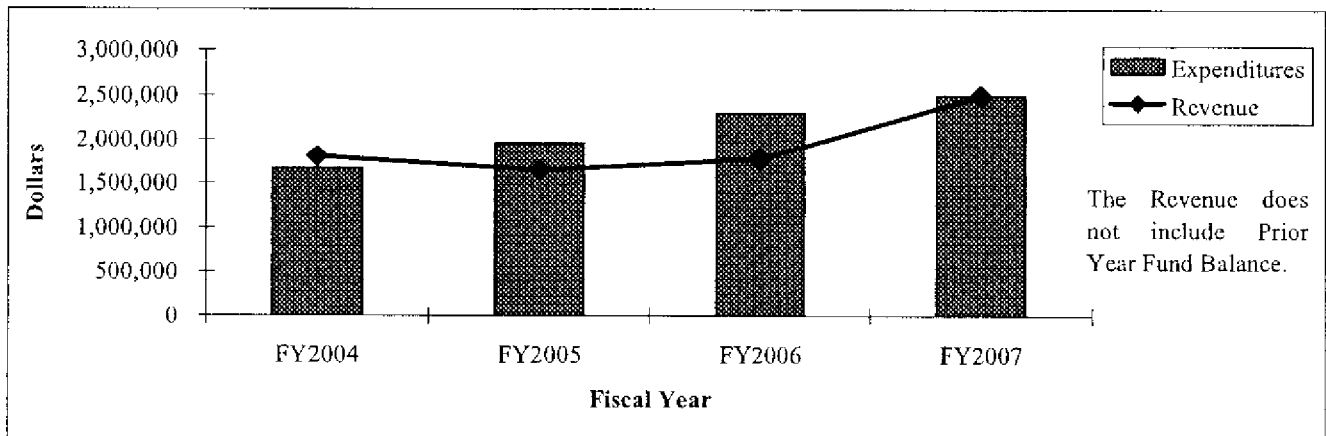
|   | CY2005<br>Actual** | CY2006<br>Budget | CY2007<br>Plan |
|---|--------------------|------------------|----------------|
| <b>Outputs</b>  |                    |                  |                |
| 911 Calls Hardwire (911 Reporting System)                 | 17,903             | 18,438           | 18,973         |
| 911 Calls Wireless (911 Reporting System)                 | 26,066             | 28,261           | 30,456         |
| Non-Emergency Administrative Lines (911 Reporting System) | 176,401            | 191,401          | 206,401        |
| Sheriff's CAD Incidents Processed (CAD System)            | 143,455            | 148,939          | 154,423        |
| Animal Control Calls (Sheriff Information System)         | 1,690              | 1,805            | 1,920          |
| Control Burns Calls (CAD System)                          | 4,080              | 4,305            | 4,530          |
| Fire/Rescue Calls (CAD System)                            | 15,573             | 16,275           | 16,977         |
| Wanted Persons/Cleared Entered (NCIC/VCIN)                | 2,728              | 3,154            | 3,580          |
| Utility Calls (CAD System)                                | 1,975              | 2,584            | 3,193          |
| VCIN/NCIC Entries, including Criminal History             | 20,702             | 22,772           | 25,049         |



# E-911 FUND

## BUDGET SUMMARY

|                         | FY2004<br>Actual   | FY2005<br>Actual   | FY2006<br>Adopted<br>Budget | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Adopted to '07 Adopted |              |
|-------------------------|--------------------|--------------------|-----------------------------|--------------------|---|--------------|
| <b>Costs</b>            |                    |                    |                             |                    |   |              |
| Personnel               | \$1,256,308        | \$1,622,289        | \$1,681,059                 | \$2,015,513        | \$334,454                                       | 19.90%       |
| Operating               | 315,456            | 293,617            | 426,599                     | 432,350            | 5,751   | 1.35%        |
| Capital                 | 97,944             | 42,227             | 188,726                     | 42,340             | (146,386)                                       | -77.57%      |
| <b>Total</b>            | <b>\$1,669,708</b> | <b>\$1,958,134</b> | <b>\$2,296,384</b>          | <b>\$2,490,203</b> | <b>\$193,819</b>                                | <b>8.44%</b> |
| Revenue                 | 1,801,696          | 1,641,866          | 1,774,000                   | 2,490,203          | 716,203   | 40.37%       |
| Prior Year Fund Balance | 0                  | 316,268            | 522,384                     | 0                  | (522,384)                                       | 100.00%      |
| <b>Difference</b>       | <b>(\$131,988)</b> | <b>\$0</b>         | <b>\$0</b>                  | <b>\$0</b>         | <b>\$0</b>                                      | <b>0.00%</b> |
| Full-Time Positions     | 32                 | 32                 | 37                          | 37                 | 0   | 0.00%        |



## BUDGET VARIANCES

Personnel variance of 19.9% is attributable to the following:

- 2% Cola in January, 2006
- 4% salary adjustment to implement compensation study
- Life Insurance reinstated

Operating variance of 1.35% is attributable to the following:

- Increase cost of contracts
- Increase in cost of Verizon telephone service

Capital variance of -77.57% is attributable to the following:

- Decrease due to grant awarded for current radio system upgrade
- Purchase of a command vehicle for an backup dispatch center

## **ADDITIONAL INFORMATION**

The most significant impact of FY 2005 was the starting salary increase of a telecommunicator. We have interviewed and seen a significant increase in better-qualified applicants, including some with dispatch experience. Additionally, based on a salary survey we have proven to be competitive with local area agencies.

After two years of coordination with multiple county divisions, the ECC has implemented new mapping software. This benefits citizens using cellular phones when reporting an emergency. This becomes most important when the caller cannot speak or is unfamiliar with their location. The solution enables the dispatcher to plot the caller's approximate location (using longitude and latitude), which allows help to be sent immediately. The mapping solution has already proven to be an asset and has played a vital role in several life threatening situations.

The Simulcast Radio upgrade project negotiations have been completed and contracts signed. The project is currently on schedule and implementation is to be complete in CY2006. Currently transmissions are broadcast from single tower sites and are manually steered by the dispatcher. While the upgrade will not enhance radio coverage area, it will eliminate manual steering and transmissions will be broadcast on all tower sites simultaneously.

Equipment upgrades for FY2005 started with updating all computers from Windows 2000 to Windows XP operating systems. This also included purchasing new recording equipment responsible for recording all radio traffic and phone conversations. Transitioning from Windows 3.1 allows recordings to be quickly burned to CD without delay.

## **FUTURE YEAR ISSUES**

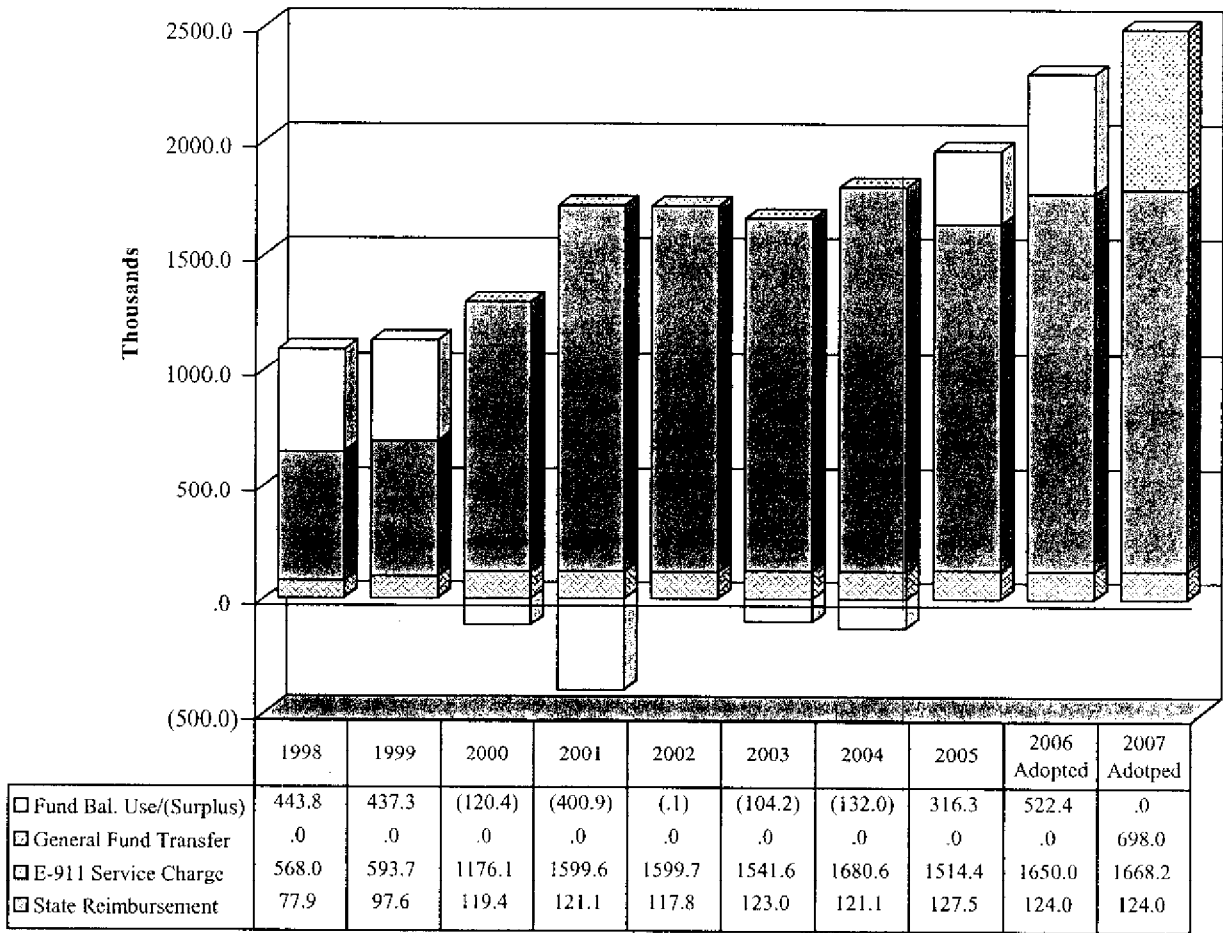
Turn over rate in communications remains a major concern both nationally and locally. While this is a priority, emphasis must be placed on retention of experienced personnel. Staff continues to "burnout" by working overtime to cover shortages of personnel and lack of trained employees. Research with other agencies has indicated a career based incentive program allows employees advancement, monetary rewards, and therefore makes the job appealing as a career.

The Virginia Criminal Information Network (VCIN) is a network dedicated for law enforcement agencies to distribute and maintain police data via Teletype. Historically all teletypes processed and received have been the job responsibility of the dispatcher. It has become apparent with the overwhelming demand of Teletype transactions, there must be dedicated personnel per shift to be independently responsible for working with teletypes.

As the potential for liability grows, so does the need for dedicated day-to-day supervision. Often supervisors are unable to remain attentive to their primary responsibilities because their focus is drawn elsewhere. They are often tasked with the responsibility of training new employees and are routinely assigned to work overtime for personnel shortages. While a training coordinator is already on staff, we are unable to utilize them in that capacity. Therefore in order to accomplish this goal, our vision is to hire additional staff, remove the training coordinator from the dispatch floor, and promote a career development program.

E-911 FUNDING ANALYSIS

This graph and schedule show the main funding source for E-911 Fund to be supported by a service charge to the end user. Due to the decline in revenue, the General Fund is supplementing this fund in FY2007. Funding provides for upgrading of systems and the proper hiring levels for E-911 service.

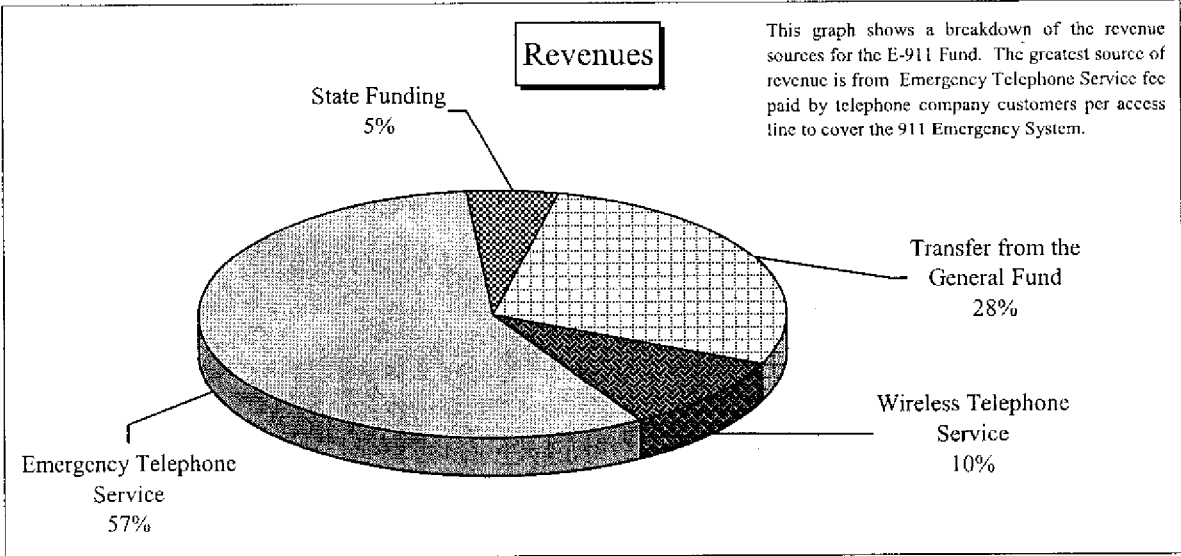


|                         | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006<br>Adopted | 2007<br>Adopted |
|-------------------------|------|------|------|------|------|------|------|------|-----------------|-----------------|
| Fund Bal. Use/(Surplus) | 41%  | 38%  | -10% | -30% | 0%   | -7%  | -8%  | 16%  | 23%             | 0%              |
| General Fund Transfer   | 0%   | 0%   | 0%   | 0%   | 0%   | 0%   | 0%   | 0%   | 0%              | 28%             |
| E-911 Service Charge    | 52%  | 53%  | 100% | 121% | 93%  | 99%  | 101% | 77%  | 72%             | 67%             |
| State Reimbursement     | 7%   | 9%   | 10%  | 9%   | 7%   | 8%   | 7%   | 7%   | 5%              | 5%.             |

The Fiscal Years 2000, 2001, 2002, 2003 and 2004 had negative number in Fund Balance Use/(Surplus) that represent revenues exceeding actual expenditures.

E-911 FUND REVENUES

|                                | FY2005<br>Actual   | FY2006<br>Estimate | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Estimate to '07 Adopted |               |
|--------------------------------|--------------------|--------------------|--------------------|--|---------------|
| Emergency Telephone Service    | \$1,370,680        | \$1,400,000        | \$1,418,222        | \$18,222   | 1.30%         |
| State Funding                  | 127,472            | 124,000            | 124,000            | (126,000)  | -50.40%       |
| Transfer from the General Fund | 0                  | 0                  | 697,981            | 697,981  | 100.00%       |
| Wireless Telephone Service     | 143,714            | 250,000            | 250,000            | 126,000  | 101.61%       |
| <b>Total</b>                   | <b>\$1,641,866</b> | <b>\$1,774,000</b> | <b>\$2,490,203</b> | <b>\$716,203</b>                                 | <b>40.37%</b> |



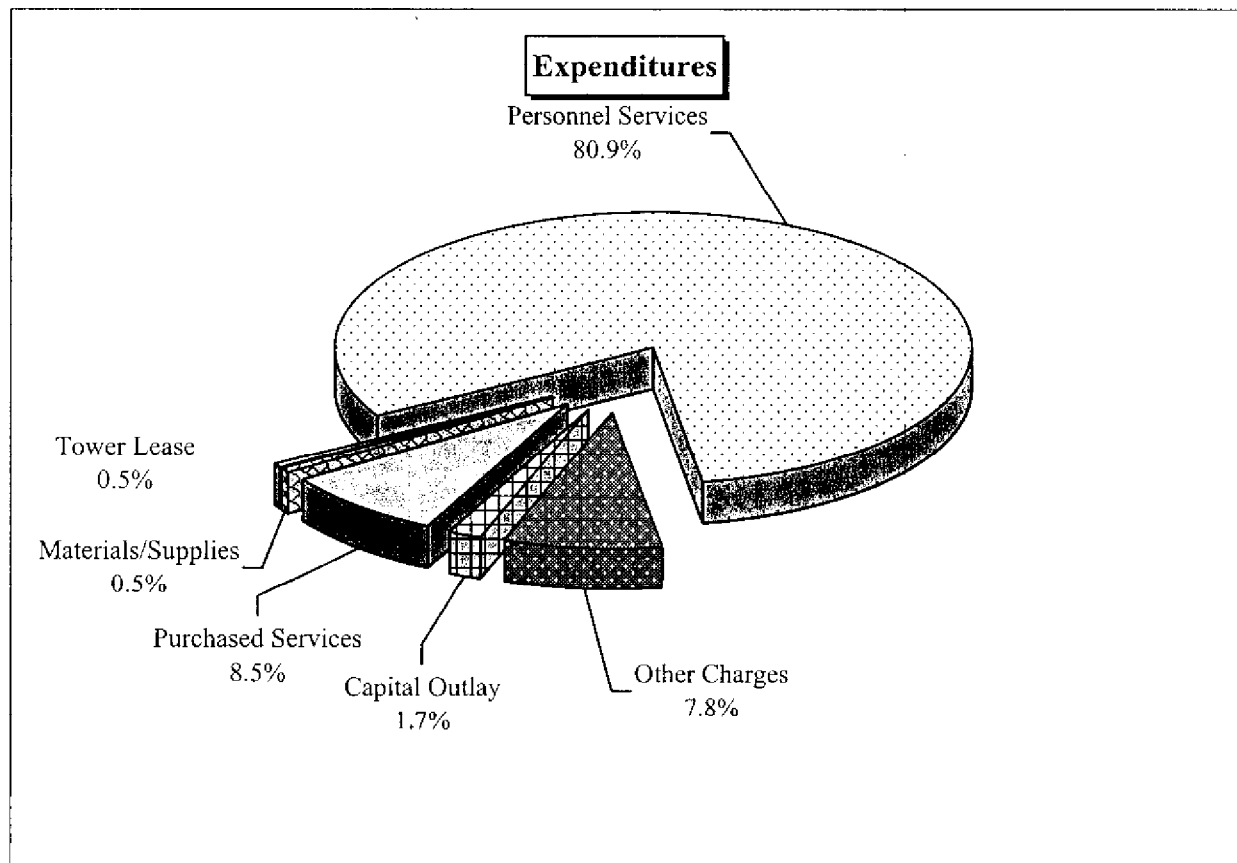
FUND BALANCE

|  | FY2005<br>Actual | FY2006<br>Estimate | Proposed<br>Budget | FY2007<br>Changes<br>'06 Estimate to '07 Adopted |              |
|--|------------------|--------------------|--------------------|--|--------------|
| <b>Fund Balance, Beginning of Year</b> | \$637,130        | \$320,862          | \$0                | (\$320,862)                                      | -100%        |
| Revenues                               | 1,641,866        | 1,774,000          | 2,490,203          | 716,203  | 40%          |
| Expenditures                           | (1,958,134)      | (2,094,862)        | (2,490,203)        | 395,341  | -19%         |
| <b>Fund Balance, End of Year</b>       | <b>\$320,862</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>                                       | <b>-100%</b> |
| <b>Fund Balance Allocation</b>         |                  |                    |                    |  |              |
| <u>Reserved</u>                        |                  |                    |                    |  |              |
| Encumbrances                           | \$320,862        | \$0                | \$0                | \$0  | 0%           |
| <u>Unreserved</u>                      | 0                | 0                  | 0                  | 0  | -100%        |
| <b>Fund Balance, End of Year</b>       | <b>\$320,862</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>                                       | <b>-100%</b> |

## E-911 FUND EXPENDITURES

This schedule presents a breakdown of the fiscal year 2005 actuals, fiscal year 2006 Estimate and the Adopted Budget for fiscal year 2007.

|                    | FY2005<br>Actual   | FY2006<br>Estimate | Adopted<br>Budget  | FY2007<br>Changes<br>'06 Estimate to '07 Adopted |               |
|--------------------|--------------------|--------------------|--------------------|--|---------------|
| Personnel Services | \$1,622,289        | \$1,631,059        | \$2,015,513        | \$384,454  | 23.57%        |
| Other Charges      | 153,603            | 150,518            | 195,000            | 44,482   | 29.55%        |
| Capital Outlay     | 42,227             | 157,204            | 42,340             | (114,864)  | -73.07%       |
| Purchased Services | 117,380            | 118,518            | 212,000            | 93,482   | 78.88%        |
| Materials/Supplies | 10,635             | 25,563             | 13,350             | (12,213)   | -47.78%       |
| Tower Lease        | 12,000             | 12,000             | 12,000             | 0  | 100.00%       |
| <b>Total</b>       | <b>\$1,958,134</b> | <b>\$2,094,862</b> | <b>\$2,490,203</b> | <b>\$395,341</b>                                 | <b>18.87%</b> |





## TOURISM FUND

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The Tourism Fund, established as of July 2001, is a governmental special revenue fund. This fund is used to account for the receipt and disbursement of the 5% transient occupancy tax to be used for tourism. In Fiscal Year 2001 3% was received in the General Fund. As of July 1, 2001, a special revenue fund was established for this purpose. 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 promotions 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 that are necessary to enhance the product available to Stafford visitors, 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 5 % transient occupancy tax to the Tourism Fund. The 2 % increase will be dedicated to the needs of 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 such time as the museum is self sufficient.

# TOURISM FUND

## MISSION

A special revenue solely for the purpose of promoting travel and tourism in the County.

## GOALS/OBJECTIVES

- Increase annual visitation to the County's events and attractions to 220,000
- Increase hotel and restaurant taxable sales to \$125 million
- Enhance Stafford tourism products, services and signage
- Maintain active participation in regional Tourism
- Support all sites in program and event development
- Continue planning and development for Jamestown 2007 programs in Stafford
- Continue development of a Stafford County Museum
- Produce a Tourism Video
- Plan and develop new Special Interest trails

## SERVICE LEVELS

|  | FY2005<br>Actual | FY2006<br>Budget | FY2007<br>Plan |
|--|------------------|------------------|----------------|
| <b>Outcomes</b>                                    |                  |                  |                |
| Restaurant/ Motel Sales (Department of Taxation)   | \$110M           | \$125M           | \$125M         |
| Attraction Visitations                             | 200,000          | 210,000          | 220,000        |
| <b>Outputs</b>                                     |                  |                  |                |
| Marketing Campaigns Conducted (Manual Tracking)    | 8                | 8                | 10             |
| Trade Shows & Community Displays (Manual Tracking) | 6                | 8                | 10             |

## ACCOMPLISHMENTS

- Implemented a new Tourism Website and online Calendar of Events
- Updated & Distributed the comprehensive Stafford Tourism Brochure
- Opened an Interim Visitor Center
- Developed semi-annual Familiarization Tour
- Developed a plan for Government Island
- Supported special events, such as the regional Heritage Festival, Salute Stafford Days, etc.
- Continued Bluemont Concert Series in Stafford
- Planned Godspeed visit and Jamestown 2007 programs in Stafford
- Developed new African American History Program



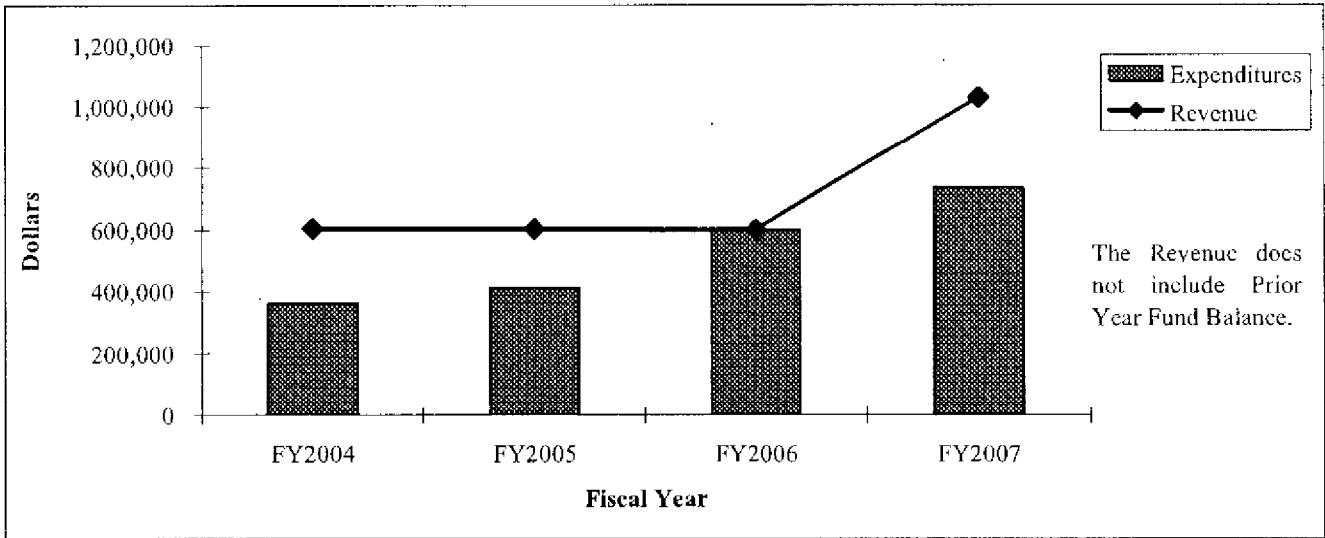
# TOURISM FUND

## BUDGET SUMMARY

|                         | FY2004             | FY2005             | FY2006         | FY2007             |                            |          |
|-------------------------|--------------------|--------------------|----------------|--------------------|----------------------------|----------|
|                         | Actual             | Actual             | Adopted Budget | Adopted Budget     | Changes                    |          |
|                         |                    |                    |                |                    | '06 Adopted to '07 Adopted |          |
| <b>Costs</b>            |                    |                    |                |                    |                            |          |
| Personnel               | 41,831             | 62,455             | 66,214         | 93,385             | 27,171                     | 41.04%   |
| Operating               | 308,544            | 337,986            | 433,786        | 542,373            | 108,587                    | 25.03%   |
| Capital                 | 12,012             | 12,448             | 100,000        | 100,000            | 0                          | 0.00%    |
| <b>Total</b>            | 362,387            | 412,889            | 600,000        | 735,758            | 135,758                    | 22.63%   |
| Revenue                 | 603,563            | 603,676            | 600,000        | 1,030,000          | 430,000                    | 71.67%   |
| Prior Year Fund Balance | 0                  | 0                  | 0              | 0                  | 0                          | 0.00%    |
| <b>Difference</b>       | <u>(\$241,176)</u> | <u>(\$190,787)</u> | <u>\$0</u>     | <u>(\$294,242)</u> | <u>(294,242)</u>           | <u>0</u> |

\* A portion of the Assistant Director of Economic Development , the Tourism Manager and the Economic Development Technician are funded through the Tourism Fund.

\*\* Note the spike in revenue is due to Board action, resolution R05-472, which dedicates the entire 5 % transient occupancy tax to the Tourism Fund. The 2 % increase will be dedicated to the needs of the Stafford Museum Board of Directors to develop a charter, raise funds, implement museum operations plans and oversee construction and opening of a museum until such time as the museum is self sufficient.



## BUDGET VARIANCES

Personal variance of 41.04% attributed to the following:

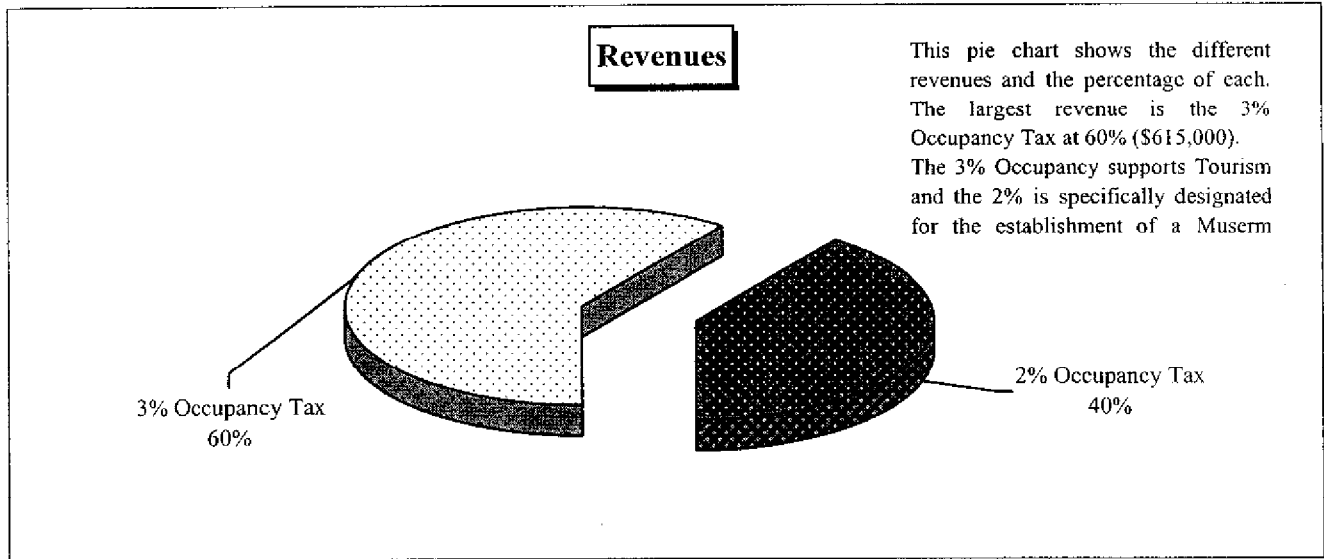
- 4% salary adjustment to implement compensation study
- 2% Cola in January, 2006
- Decrease in Health Insurance costs
- Life Insurance reinstated (no costs to employees')
- Increase in Tourism time required by Economic Development Technician in support of Godspeed event paid for from Tourism Fund

Operating variance of 25.03% attributed to the following:

- Increase in Special Programs to support Godspeed event visit August 2006

TOURISM FUND REVENUES

| Revenues                       | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007                                |         |
|--------------------------------|------------------|-----------------------------|-------------------|---------------------------------------|---------|
|                                |                  |                             |                   | Changes<br>'06 Adopted to '07 Adopted |         |
| 3% Occupancy Tax               | \$598,676        | \$595,000                   | \$615,000         | \$16,324                              | 2.73%   |
| 2% Occupancy Tax               | 0                | 0                           | 410,000           | 410,000                               | 0.00%   |
| Other Revenue                  | 5,000            | 5,000                       | 5,000             | 0                                     | 0.00%   |
| Prior Year Fund Balance        | 0                | 0                           | 0                 | 0                                     | 100.00% |
| Transfer from the General Fund | 0                | 0                           | 0                 | 0                                     | 0.00%   |
| Total                          | \$603,676        | \$600,000                   | \$1,030,000       | \$426,324                             | 70.62%  |

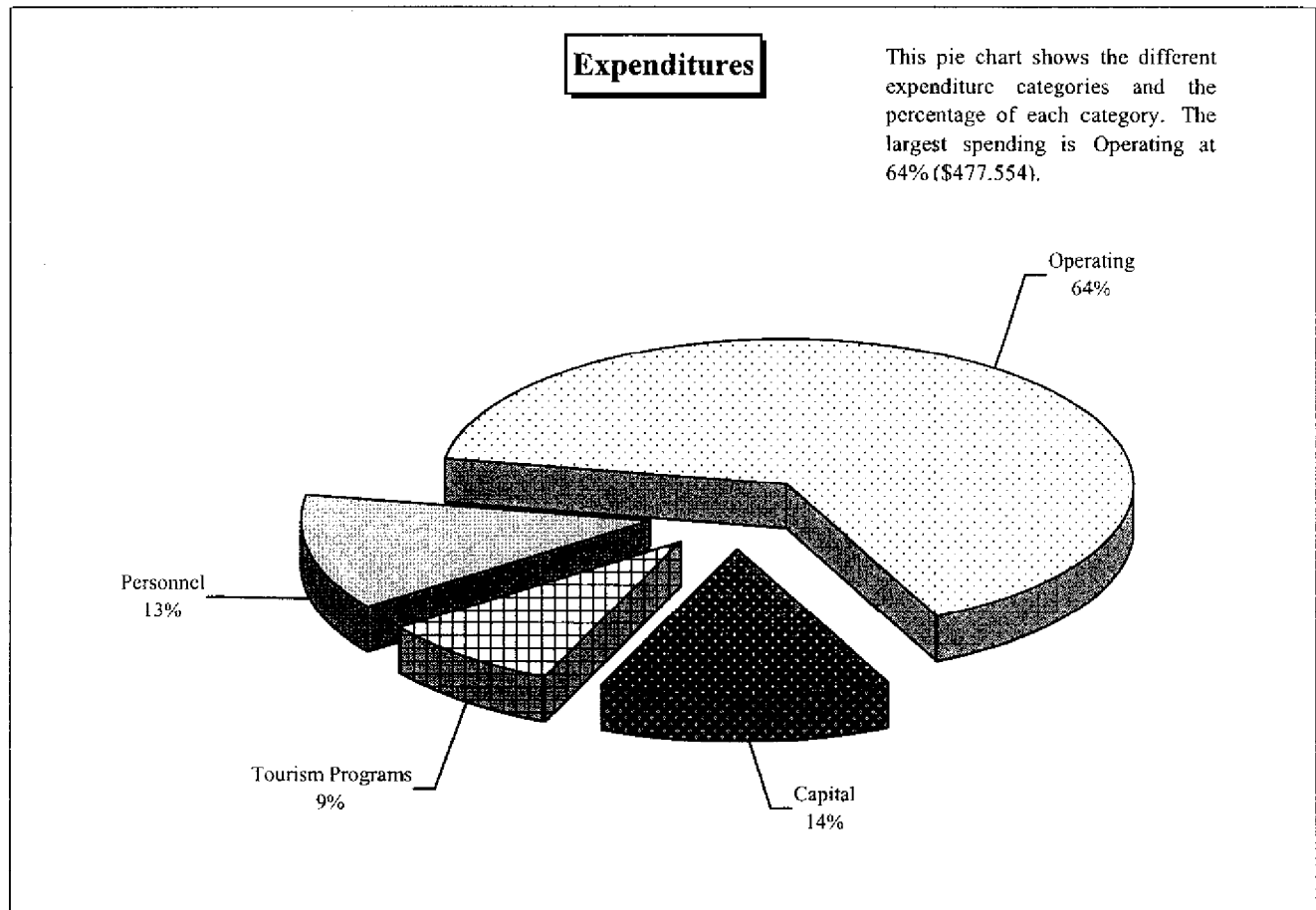


FUND BALANCE

|                                 | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | Adopted<br>Budget | FY2007                                |     |
|---------------------------------|------------------|-----------------------------|-------------------|---------------------------------------|-----|
|                                 |                  |                             |                   | Changes<br>'06 Adopted to '07 Adopted |     |
| Fund Balance, Beginning of Year | \$686,879        | \$877,666                   | \$877,666         | \$190,787                             | 28% |
| Revenues                        | 603,676          | 600,000                     | 1,030,000         | 426,324                               | 71% |
| Expenditures                    | (412,889)        | (600,000)                   | (735,758)         | (322,869)                             | 78% |
| Fund Balance, End of Year       | \$877,666        | \$877,666                   | \$1,171,908       | \$294,242                             | 34% |
| Fund Balance Allocation:        | \$877,666        | \$877,666                   | \$1,171,908       |                                       |     |
| Reserved:                       |                  |                             |                   |                                       |     |
| Museum                          | 175,540          | 175,540                     | 310,000           |                                       |     |
| Government Island               | 200,000          | 200,000                     | -----             |                                       |     |
| Unreserved:                     | 502,126          | 502,126                     | 861,908           |                                       |     |
| Fund balance, end of year       | 877,666          | 877,666                     | 1,171,908         |                                       |     |

## TOURISM FUND EXPENDITURES

| Expenditures     | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | FY2007            |                                       |               |
|------------------|------------------|-----------------------------|-------------------|---------------------------------------|---------------|
|                  |                  |                             | Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |               |
| Operating        | \$270,281        | \$359,881                   | \$477,554         | \$117,673                             | 32.70%        |
| Capital          | 12,448           | 100,000                     | 100,000           | 0                                     | 0.00%         |
| Tourism Programs | 67,705           | 73,905                      | 64,819            | (9,086)                               | -12.29%       |
| Personnel        | 62,455           | 66,214                      | 93,385            | 27,171                                | 41.04%        |
| <b>Total</b>     | <b>\$412,889</b> | <b>\$600,000</b>            | <b>\$735,758</b>  | <b>\$135,758</b>                      | <b>22.63%</b> |



# TOURISM REGIONAL & COMMUNITY AGENCIES

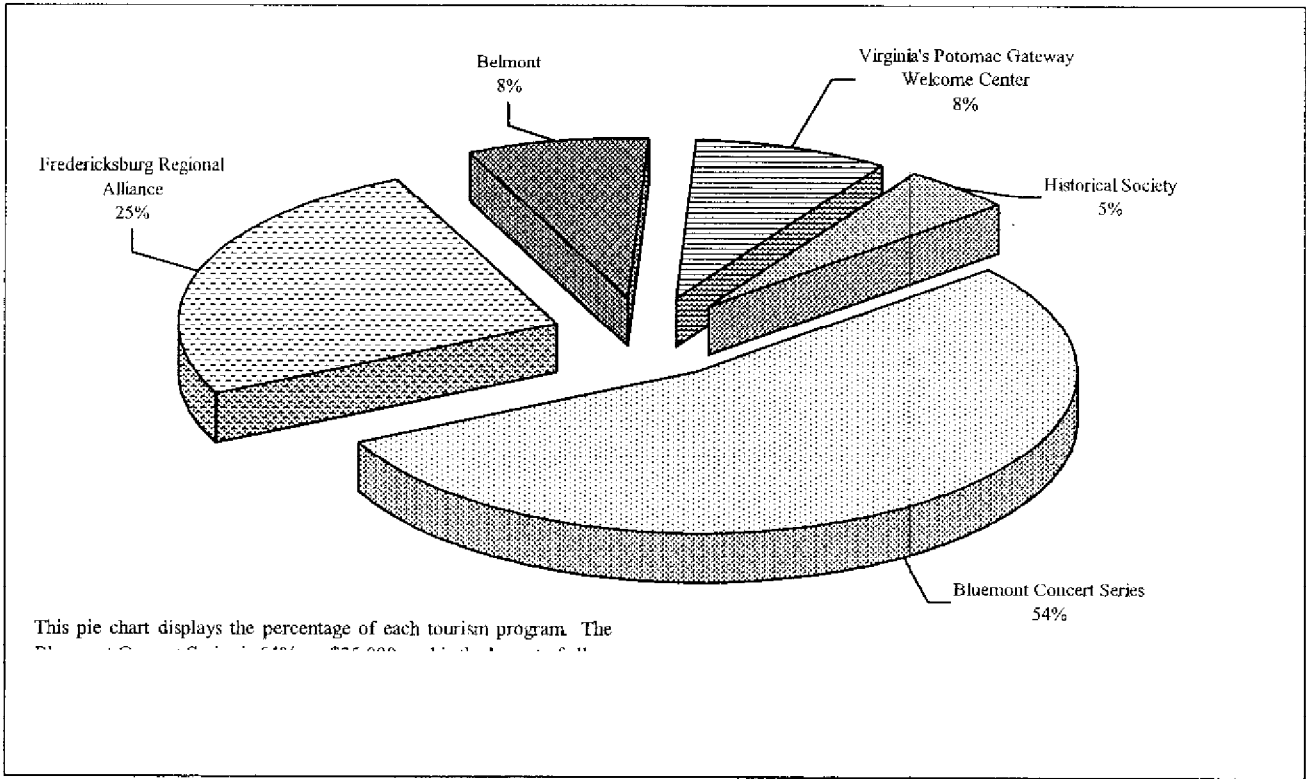
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| Agency Name                                      | Mission  |
|--|--|
| Belmont, Gari Melchers Estate & Memorial Gallery | Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers.  |
| Bluemont Concert Series                          | Encourage and present a wide variety of high quality cultural events and activities that are affordable and family-oriented in the communities of northern and central Virginia.   |
| Fredericksburg Regional Alliance                 | A public/private economic development organization, which represents the City of Fredericksburg and the Counties of Caroline, King George, Stafford and Spotsylvania. The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region. |
| Stafford County Historical Society               | To preserve and promote knowledge of Stafford County history   |
| Virginia's Potomac Gateway Welcome Center        | To serve and promote travelers and tourism throughout the region.  |

TOURISM REGIONAL & COMMUNITY AGENCIES

This schedule presents a breakdown of tourism programs. The 3% Occupancy Tax, established in FY2001, that supports the Tourism Fund is now funding these programs. The Fredericksburg Regional Alliance is 10% supported by the Tourism Fund and the other 90% support commercial business and will be paid from the General Fund in the Department of Economic Development / Legislative Affairs.

| Program Name                              | FY2005<br>Actual | FY2006<br>Adopted<br>Budget | FY2007            |                                       |      |
|---|------------------|-----------------------------|-------------------|---------------------------------------|------|
|   |                  |                             | Adopted<br>Budget | Changes<br>'06 Adopted to '07 Adopted |      |
| Bluemont Concert Series                   | \$35,000         | \$35,000                    | \$35,000          | \$0                                   | 0%   |
| Fredericksburg Regional Alliance          | 15,405           | 15,405                      | 16,319            | 914                                   | 6%   |
| Belmont                                   | 10,000           | 15,000                      | 5,000             | (10,000)                              | -67% |
| Virginia's Potomac Gateway Welcome Center | 5,500            | 5,500                       | 5,500             | 0                                     | 0%   |
| Historical Society                        | 1,800            | 3,000                       | 3,000             | 0                                     | 0%   |
| Total                                     | \$67,705         | \$73,905                    | \$64,819          | (\$9,086)                             | -12% |





## PARKS AND RECREATION BOND FUND

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The Parks and Recreation Fund, is used to account for Bond Revenue used to finance the acquisition and construction of major parks and recreation facilities. This is a Governmental Capital Project Fund and all monies are appropriated when the Bond Revenue is approved. A small Fund Balance has been maintained in this fund from a prior bond issue. In FY2002 on the November 6, 2001 Elections a Bond Referendum was added to the ballot to approve issuing general obligation bonds in the amount of \$11 million for paying costs of various parks and recreation projects. The Referendum was approved and Resolution R02-219 appropriated the funds on May 21, 2002. The funds will be appropriated each year as carryover funds and will be used to complete the various projects approved.

# PARKS AND RECREATION BOND FUND

## MISSION

The Parks and Recreation Fund shall provide funding for the acquisition, design and construction of major Parks and Recreation Facilities.

## GOALS/OBJECTIVES

### BOND PROJECTS BY PRIORITY FY2007

| Proposed Project                           | Description of Facilities  | Status   |
|--|--|--|
| 1 Senior Citizens Center (Rowser Building) | Large common area, kitchen, restrooms, separate meeting rooms, and arts and crafts room. Parks & Recreation Administration Offices will be relocated to the building, and a large multi-purpose room will be renovated for community recreation use. | Renovation was completed in Summer 2005 and Parks & Recreation relocated in August 2005.   |
| 2 Duff Green Park/Willowmere Park          | Light athletic fields at both park sites.  | Lights completed at Duff Green Park and at the baseball fields at Willowmere Park.   |
| 3 Autumn Ridge Park                        | 1 baseball field, 1 soccer field, picnic shelter, tot lot, parking.  | Construction was completed and park opened in Spring 2005.   |
| 4 Smith Lake Park                          | 3 baseball fields, 2 soccer fields, (all fields irrigated & lighted), comfort station & parking  | Construction was completed and park opened in Spring 2005.   |
| 5 Smith Lake Park                          | Re-grading and rebuilding of 90' baseball field  | Construction completed in Spring 2006.   |
| 6 Woodlands Pool Addition                  | Splashpad/water playground for pre-school and elementary-aged youth.   | Construction was completed in Spring 2005 and opened in Summer 2005.   |
| 7 Patowomeck Park/Moncure Property         | Development of a master plan for the 180 tract. Phase 1 of development proposes 2 football/soccer fields, adult softball field and youth softball field as well as a shelter/restroom facility and tot lot. Historical areas will be preserved.      | Land exchange was completed. Master Plan and engineering and design for first phase of development began in September 2004. Construction of Phase 1 should be complete in Summer 2007. |
| 8 Land Acquisition                         | Acquisition of land for future park projects.  | A 30 acre, and 12 acre parcel have been purchased. A contract is pending for a 38 acre parcel.   |
| 9 Conceptual Development                   | Feasibility studies and concept plans for potential park sites.  | Five feasibility studies have been completed for potential sites.  |
| 10 Fredericksburg-Stafford Park Authority  | Upgrade/replacement of ball field lights at Brooks Park.   | Construction began Spring 2006 and should be completed by Fall 2006.   |
| 11 Mt. View HS Softball Field              | Split cost of softball field at the Mt. View HS with Schools 50/50.  | Construction completed in Fall 2005.   |



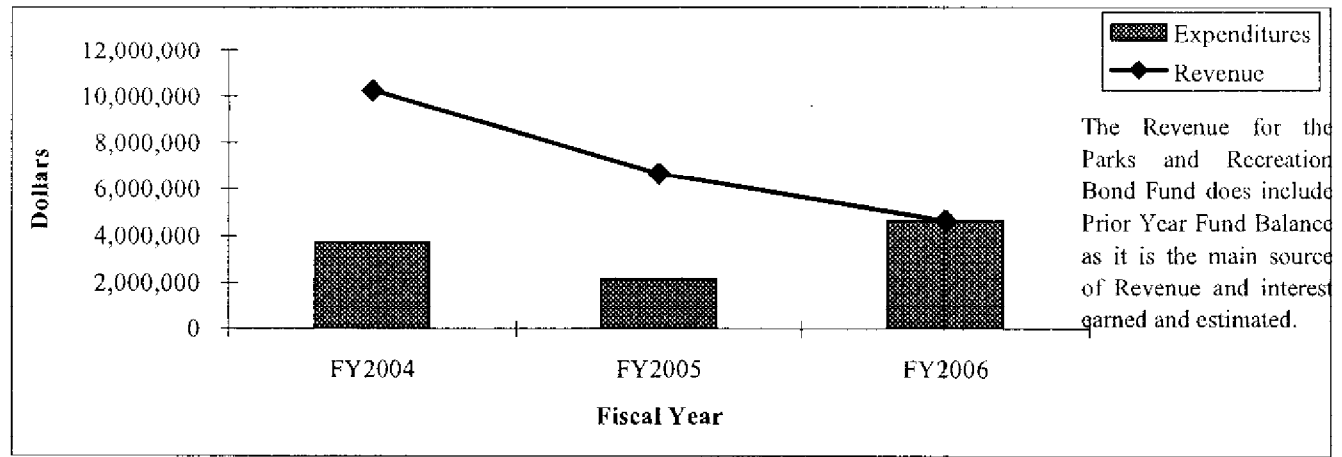
# PARKS AND RECREATION BOND FUND

## ACCOMPLISHMENTS

- Completed construction at Smith Lake and Autumn Ridge Parks
- Completed renovations on the Rowser Building as a new Senior Citizen Center and Parks & Recreation Administrative offices
- Purchase of 42 acres for a future park site and contract on additional 38 acre site
- Began design and engineering and master planning process on the 180 acre Moncure Property site
- Completed construction of the water spray ground at Woodlands Pool
- Completed ball field lighting projects at Duff Green Park and Willowmere Park
- Began repair and replacement of ball field lights at St. Clair Brooks Park

## BUDGET SUMMARY

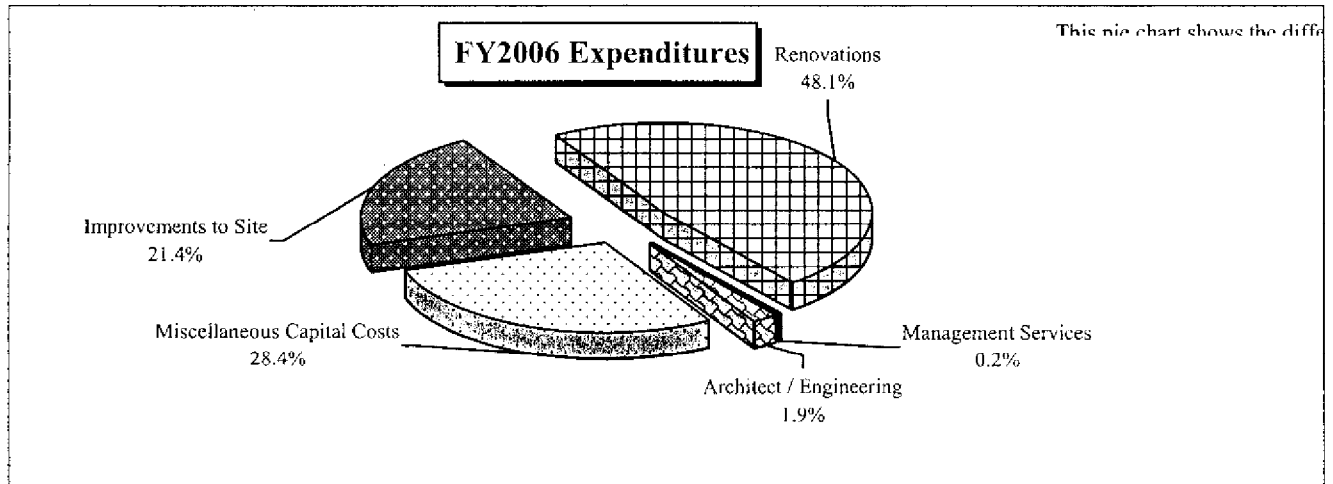
|                   | FY2004               | FY2005               | FY2006           | FY2007         |                           |                 |
|-------------------|----------------------|----------------------|------------------|----------------|---------------------------|-----------------|
|                   | Actual               | Actual               | Revised Budget   | Revised Budget | Changes                   |                 |
|                   |                      |                      |                  |                | 06 Revised to '07 Adopted |                 |
| Costs             |                      |                      |                  |                |                           |                 |
| Operating         | 126,385              | 158,115              | 98,056           | 0              | (98,056)                  | -100.00%        |
| Capital           | 3,582,588            | 1,988,500            | 4,536,370        | 0              | (4,536,370)               | -100.00%        |
| <b>Total</b>      | <b>3,708,973</b>     | <b>2,146,615</b>     | <b>4,634,426</b> | <b>0</b>       | <b>(4,634,426)</b>        | <b>-100.00%</b> |
| Revenue           | 10,244,961           | 6,658,134            | 4,634,426        | 0              | (4,634,426)               | -100.00%        |
| <b>Difference</b> | <b>(\$6,535,988)</b> | <b>(\$4,511,519)</b> | <b>\$0</b>       | <b>\$0</b>     | <b>\$0</b>                | <b>-100.00%</b> |



## PARKS AND RECREATION BOND FUND

The following schedule shows the revised budget for FY2006 for the Parks & Recreation Fund. The remaining funds for the projects approved will be rolled over each year. Due to the large impact this fund has on the General Fund debt and Parks and Recreation it is important to show this fund with the revised budget each year. There is also a graph below illustrating the breakdown of expenses for FY2006.

| Revenues                    | FY2005<br>Actual   | FY2006<br>Revised<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Revised to '07 Adopted |                 |
|-----------------------------|--------------------|-----------------------------|-------------------|---|-----------------|
| Prior Year Fund Balance     | \$6,535,988        | \$4,511,519                 | \$0               | (\$4,511,519)                                   | -100.00%        |
| Interest                    | 122,146            | 122,907                     | 0                 | (122,907)                                       | 0.00%           |
| <b>Total</b>                | <b>\$6,658,134</b> | <b>\$4,634,426</b>          | <b>\$0</b>        | <b>(\$4,634,426)</b>                            | <b>-100.00%</b> |
| Expenditures                |                    |                             |                   |   |                 |
| Miscellaneous Capital Costs | \$1,228,422        | \$1,316,450                 | \$0               | (\$1,316,450)                                   | -100.00%        |
| Improvements to Site        | 175,167            | 990,833                     | 0                 | (990,833)                                       | -100.00%        |
| Renovations                 | 584,911            | 2,229,087                   | 0                 | (2,229,087)                                     | -100.00%        |
| Management Services         | 5,875              | 8,689                       | 0                 | (8,689)   | -100.00%        |
| Architect / Engineering     | 152,240            | 89,367                      | 0                 | (89,367)  | -100.00%        |
| <b>Total</b>                | <b>\$2,146,615</b> | <b>\$4,634,426</b>          | <b>\$0</b>        | <b>(\$4,634,426)</b>                            | <b>-100.00%</b> |



## FUND BALANCE

|  | FY2005<br>Actual | FY2006<br>Revised<br>Budget | Adopted<br>Budget | FY2007<br>Changes<br>'06 Revised to '07 Adopted |           |
|--|------------------|-----------------------------|-------------------|---|-----------|
| <b>Fund Balance, Beginning of Year</b> | 6,535,988        | 4,511,519                   | 0                 | (4,511,519)                                     | -100%     |
| Revenues                               | 122,146          | 122,907                     | 0                 | (122,907)                                       | 0%        |
| Expenditures                           | (2,146,615)      | (4,634,426)                 | 0                 | (4,634,426)                                     | 100%      |
| <b>Fund Balance, End of Year</b>       | <b>4,511,519</b> | <b>0</b>                    | <b>0</b>          | <b>0</b>  | <b>0%</b> |

# ACRONYMS

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**ABC** – Alcoholic Beverage Control

**ADA** – Americans with Disabilities Act

**AFDC** – Aid to Families with Dependent Children

**ALS** – Advanced Life Support

**ANR** – Agriculture and Natural Resources

**APA** – Auditor of Public Accounts which is a comparative cost report

**APC** – Annual Population Change (%)

**AVR** – Assessed Value of Real Estate

**BLS** – Basic Life Support

**BOS** – Board of Supervisors

**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

**CHINS** – Child in Need of Service

**CIP** – Capital Improvement Program

**COBRA** – Consolidated Omnibus Budget Reconciliation Act

**COL** – Cost of Living

**COR** – Commissioner of the Revenue

**CPR** – Cardiopulmonary Resuscitation

**CRR** – Collection Rate Real Estate

**CSA** – Community Services Act

**CY** – Calendar Year

**DUI** – Driving while Intoxicated

**EBT** – Electronic Benefits Transfer

**EMS** – Emergency Management Systems

## ACRONYMS

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**EMT** – Emergency Medical Technician.

**EOC** – Emergency Operation Center

**EVOC** – Emergency Vehicle Operator

**FCS** – Family and Consumer Sciences

**FLSA** – Fair Labor Standards Act

**FMLA** – Family Medical Leave Act

**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

**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.

**IDA** – Industrial Development Authority

**ISO** – Insurance Services Office

**J&DR** – Juvenile & Domestic Relations Court

**LIP** – Land Information and Permitting System

**LOC** – Letter of Credit

**LUP** – Land Use Plan

**MG** – Master Gardener

**mgd** – millions gallons per day

**NACO** – National Association of Counties

**OSHA** – Occupational Safety and Hazardous Act

## ACRONYMS

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**PC** – Population Change

**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.

**PP** – Personal Property

**PRTC** – Potomac Rappahannock Transportation Commission

**PT** – Part-time

**PTA** – Parent Teacher Association

**RADCO** – Rappahannock Area Development Commission

**RE** – Real Estate

**RRJA** – Rappahannock Regional Jail Authority

**RRJF** – Rappahannock Regional Jail Facility

**Sq. Ft.** – Square Foot/Square Feet

**TANF** – Temporary Aid to Needy Families

**TAPP** – Treasurer's Automated Prepayment Plan

**TRE** – Tax Relief for the Elderly

**USDA-ARS** – U. S. Department of Agriculture-Agriculture Research Service

**VDOT** – Virginia Department of Transportation

**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

**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.

**VRE** – Virginia Railway Express

**VRS** – Virginia Retirement System

## GLOSSARY

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**ADAPT-** A benefit program that is a new state information system for food stamps

**Accomplishments** – Any special projects a department has achieved and pertain to a department's goals/objectives.

**Accrual Basis** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**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.

**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.

**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.

**Board of Supervisors** – The Governing and Legislative Body of the County.

**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.

## GLOSSARY

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**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.

**Budgetary Comparisons** – Statements or schedules presenting comparisons between appropriated budgetary amounts (as amended) and actual results of operations on the budgetary basis.

**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.

**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 six-year 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 Outlay** – Fixed assets, which have a value of \$5,000 or more, and have a useful economic lifetime of more than one year or assets of any value, if the nature of the item is such, that it must be controlled for custody purposes as a fixed asset.

**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.”

**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.

**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** – The state of owning money.

**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.

## GLOSSARY

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**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.

**Efficiency Measures** – Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.

**Encumbrance** – A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

**Enterprise Funds** – Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

**Expenditure** – Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

**Expense** – FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.”

**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.

**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, Fiduciary Fund



## GLOSSARY

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**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.

**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.

**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.

**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.

**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** – Revenues are recorded when susceptible to accrual, i.e. both measurable and available to finance expenditures of the fiscal period.

**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.

**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.

# GLOSSARY

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**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.

**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.

**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.

**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.

**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).

**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.

## GLOSSARY

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**Revenue Bonds** – Bonds that are issued with the repayment based on pledged revenues from a revenue-generating facility.

**Risk Management** – An organized, economical attempt to protect a government's assets against accidental loss.

**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.

**Transfer** – The movement of money from the Genreal 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."

**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.



# INDEX

## A

Accomplishments 1-9 to 1-10  
Acronyms 16-1 to 16-3  
All Funds 2-2, 3-2 to 3-3, 3-4, 3-5, 3-7 to 3-9, 3-12  
Analysis of General Fund Balance 4-8  
Animal Control 1-41 (map), 7-14 to 7-15  
Assessed Value 3-12, 3-16, 4-3, 4-15  
Asset Forfeiture Fund 1-39, 3-2 to 3-5, 3-8 to 3-9, 15-19 to 15-23

## B

Basis of Accounting 1-36 to 1-37  
Basis of Budgeting 1-34 to 1-38  
Board of Supervisors 2-2, 5-1 to 5-3  
Board, Authorities, Commissions 2-15 to 2-17  
Board of Zoning Appeals 10-6 to 10-8  
Bond Funds 3-24 to 3-36  
Budget 2-2, 5-1, 5-4 to 5-5  
Budget Calendar 1-40  
Budget Guidelines 1-32 to 1-38  
Budget Message I-IX  
Budgetary Process 1-35  
Building Permits 3-15

## C

Capital Projects 10-1 to 10-2  
Capital Improvement Programs 12-1 to 12-47  
Central Rappahannock Regional Library 1-41,  
(Map) 3-10, 10-1, 10-4 to 10-5, 12-4, 12-5 to 12-7  
Circuit Court 6-1, 6-9  
Citizen Assistance/Volunteer Services 3-19, 10-16 to 10-17  
Clerk of the Board 5-8  
Clerk of the Circuit Court 6-1, 6-7, 6-11, 6-12  
Code Administration 1-12, 2-2, 10-1, 10-6 to 10-8  
Commissioner of the Revenue 2-2, 5-1, 5-6 to 5-11  
Committees 2-14 to 2-17  
Commonwealth's Attorney 2-2, 6-1, 6-2 to 6-6  
Communications Department 2-2  
Community Development VII, 2-2, 10-1 to 10-25  
Comprehensive Plan 1-12 to 1-27  
Comprehensive Services Act 2-2, 8-1 to 8-5  
Constitutional Officers Funding graphs 4-28 to 4-30  
Cooperative Extension 2-2, 1-41(map), 10-1, 10-10 to 10-13  
Corrections 7-1 to 7-3  
County Administration 2-2, 5-1, 5-18 to 5-21, 12-4 to 12-8  
County Attorney 2-2, 5-1, 5-22 to 5-23  
Courts 6-1, 6-7 to 6-12  
Current Service Costs & Property Taxes 3-20

## D

Debt Management 3-22 to 3-37  
Debt Service 11-1 to 11-2, 11-4  
Demographics 3-10 to 3-11

## E

E-911 Fund 1-39, 2-2, 15-25 to 15-31  
Economic Development 1-13, 2-2, 10-1, 10-16 to 10-19  
Economic Development (County) VIII  
Expenditure Summary – All Funds 3-4

## F

15<sup>th</sup> District Court Service -Unit 6-1, 6-7 to 6-9  
Finance 2-2, 5-1, 5-24 to 5-26  
Financial Policies and Guidelines 1-29 to 1-31  
Fire, Rescue & Emergency Services 2-2, 3-10, 7-1, 7-5 to 7-12 (map), 12-4 to 12-6, 12-12, 12-18  
Fiscal Indicators 3-12  
Five Year Operating Budget 4-3 to 4-7, 13-10 to 13-11, 15-7  
Fleet Services Fund 1-39, 2-2, 1-41 (map), 15-13 to 15-18  
Fredericksburg-Stafford Park Authority 8-6, 8-10  
Fuel Tax (graphs) 15-10 to 15-11  
Fund Structure 1-39

## G

General District Court 6-1, 6-7, 6-10  
General Fund 1-39, 2-2 to 2-5, 2-9, 2-12, 4-1 to 4-30, 12-4 to 12-8  
General Fund Balances 4-8 to 4-9  
General Fund Expenditures 4-4 to 4-7, 4-24 to 4-30  
General Fund Revenues 4-4, 4-8 to 4-23  
General Government Administration 2-2, 2-9, 3-9, 3-17, 5-1 to 5-46  
Geographic Information Systems 5-14 to 5-15  
Glossary 16-4 to 16-9  
Goals 1-16 to 1-27

## H

Health and Welfare 2-2, 2-9, 3-9, 8-1 to 8-18  
History 1-8  
Human Resources V, 2-2 to 2-13, 3-10, 5-1, 5-28 to 5-30

## I

Information Technology 2-2, 5-1, 5-12 to 5-16  
Internal Committees 2-14

# INDEX

---

## J

Jail 1-41(map), 7-2 to 7-4  
Judicial Administration VI, 2-2, 2-9, 3-9, 6-1 to 6-12  
Juvenile & Domestic Relations Court 6-1, 6-7 to 6-12

## L

Legislative & Public Information 10-1, 10-16 to 10-19

## M

Magistrate 1-41 (map), 6-1, 6-7 to 6-9  
Map of Stafford County 1-41, 1-42  
Map of School Facilities 14-16  
Map of Emergency Services 7-12  
Map of Parks & Recreation Locations 9-10  
Miscellaneous 11-1 to 11-8

## N

New Personnel 2-4 to 2-8  
Non-Departmental 11-1, 11-3

## O

Organizational Chart 2-1

## P

Parks & Recreation 1-12, 1-39, 2-2, 2-9, 3-9, 3-11, 9-1 to 9-10(map), 12-4, 12-9 to 12-11  
Parks & Recreation Bond Fund 1-39, 3-3 to 3-5, 12-4, 12-9 to 12-11, 15-41 to 15-44  
Per Capita Expenditures 3-17  
Personnel Information (County) V, 2-1 to 2-18  
Planning 2-2, 10-1, 10-20 to 10-25  
Planning Commission 1-11, 10-20 to 10-25  
Planning Processes 1-11  
Population 3-10, 3-12 to 3-13, 3-16  
Processes 1-11, 1-33  
Property Tax 3-12, 3-16, 4-14 to 4-20  
Public Information 5-19 to 5-21  
Public Safety 2-2, 2-9, 3-9, 7-1 to 7-30  
Public Services 1-12, 2-2, 5-1, 5-32 to 5-36

## R

Regional Airport 1-41 (map), 15-5 to 15-7  
Regional & Community Agencies 8-1, 8-6 to 8-10  
Registrar & Electoral Board 2-2, 5-1, 5-38 to 5-41  
Revenue Summary-All Funds 3-3

## S

School Board Members 14-3  
School Calendar 14-5  
School Fund Capital Projects 12-4, 12-13 to 12-23  
School Construction Fund 1-39, 2-2, 3-3, 3-7, 3-9, 14-6, 14-12 to 14-14  
School Debt 3-24, 3-31 to 3-32, 14-9  
School Funds 1-39, 2-2 to 2-3, 3-3, 3-5, 3-7, 12-4, 14-1 to 14-16  
School Operating Fund 1-39, 2-2, 3-14, 14-6, 14-8, 14-9  
School Organization Chart 14-2  
School Site Map 14-16  
School Transfer 3-13, 3-20, 11-1, 11-4 to 11-7, 14-1, 4-8, 4-25, 4-26  
Selected Fiscal Indicators 3-12  
Sheriff 1-41(map), 1-12, 2-2, 3-11, 7-1, 7-14 to 7-27  
Social Services 1-41(map), 2-2, 8-1, 8-12 to 8-18  
Solid Waste 2-2, 7-1, 7-28 to 7-30  
Statistical Information 3-1 to 3-37

## T

Tourism Fund 1-39, 3-9, 12-4, 15-33 to 15-39  
Transportation Fund 1-39, 3-3, 3-5, 15-1 to 15-11  
Treasurer 2-2, 5-1, 5-42 to 5-45

## U

Utilities Capital Projects 12-4, 12-25 to 12-47  
Utilities Debt Service 3-5, 3-25, 3-35, 3-36  
Utilities Five-Year Model 13-10 to 13-11  
Utilities Fund 1-12, 1-39, 2-2 to 2-3, 3-3, 3-5, 3-9, 3-11, 3-25, 3-35, 3-36, 12-4, 12-25 to 12-47, 13-1 to 13-17  
Utilities Revenue 13-5, 13-10 to 13-12

## V

Volunteer Fire & Rescue 7-10 to 7-12 (map)

## W

Web Site 3-19

## Z

Zoning and Appeals Board 2-15, 10-6